

PROVISION	SECTION IN AGREEMENT	SUMMARY
		disclosure document and Area Development Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Sections 22 and 23	Except for actions brought by us for monies owed, injunctive or extraordinary relief, or actions involving real estate, all disputes must be mediated at our then-current headquarters. (Subject to state law).
v. Choice of forum	Section 23	Subject to state law, all claims brought by you must be filed in the jurisdiction where we have our principal place of business, which is currently Ripon, Wisconsin. We may file suit in the federal or state court located in the jurisdiction where our principal offices are located at the time of suit, in the jurisdiction where you reside or do business, where your business is or was located, or where the claim arose.
w. Choice of law	Section 23	Subject to state law, the law of the state in which we have our principal place of business (currently Wisconsin).

## ITEM 18 PUBLIC FIGURES

We do not use any public figure to promote our franchise.

## ITEM 19 FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Disclosure Document. Financial performance information that differs from that included in Item 19 may be given only if (1) a franchisor provides the actual records of an existing outlet that you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

### Historic Revenue and Selected Expenses for Company Owned Stores

The tables below show average and median historical revenue and selected costs for 15 company owned stores, divided into three tiers based upon a range of EBITDA. The one company owned store that was sold to a franchisee is not included. In each tier, the annual revenue and select expenses are for the period January 1, 2024 to December 31, 2024. The company owned stores were open the entire period covered.

Notes				
	<b>Revenue</b>	<b>Top Tier*</b>	<b>Mid Tier*</b>	<b>Low Tier*</b>
1a	Washer Revenue	\$609,163	\$472,230	\$304,865
1a	Washer Cycle Modifier	\$67,685	\$52,470	\$33,874
1b	Dryer Revenue	\$252,874	\$186,243	\$129,794
1c	Wash, Dry, Fold	\$97,530	\$85,745	\$50,362
1d	Retail	\$49,690	\$35,247	\$17,477
1e	Float	-\$12,953	\$5,618	-\$11,089
	<b>Average Revenue</b>	<b>\$1,063,988</b>	<b>\$837,552</b>	<b>\$525,284</b>
	Median Revenue By Tier	\$1,065,139	\$860,156	\$536,481
	# and % Exceeded Average	3 stores, 60%	3 stores, 60%	3 stores, 60%
	# of units in the Tier	5	5	5
	High Revenue	\$1,235,857	\$893,544	\$695,890
	Low Revenue	\$956,368	\$746,219	\$294,674

	<b>Washer and Dryer Performance by Tier</b>	<b>Top Tier</b>	<b>Mid Tier</b>	<b>Low Tier</b>
11	<b>Average Washer turns per day</b>	<b>5.2</b>	<b>5.0</b>	<b>3.3</b>
	Median Washer Turns per day	5.4	4.9	3.2
	Stores above average	3 stores, 60%	2 stores, 40%	2 stores, 40%
	Max Washer Turns per day	6.2	5.2	4.2
	Min Washer Turns per day	4.5	4.8	2.3
11	<b>Average Washer price per turn</b>	<b>\$7.47</b>	<b>\$6.36</b>	<b>\$5.73</b>
	median Washer price per turn	\$7.48	\$6.52	\$5.96
	Stores above average	3 stores, 60%	3 stores, 60%	3 stores, 60%
	Max Washer price per turn	\$8.26	\$6.87	\$6.83
	Min Washer price per turn	\$6.81	\$5.43	\$4.89
11	<b>Average Dryer turns per day</b>	<b>5.8</b>	<b>4.6</b>	<b>3.2</b>
	Median dryer Turns per day	5.8	4.6	3.2
	Stores above average	2 stores, 40%	2 stores, 40%	4 stores, 60%
	Max dryer Turns per day	7.7	4.9	3.6
	Min dryer Turns per day	4.8	4.4	2.4
11	<b>Average Dryer price per turn</b>	<b>\$2.61</b>	<b>\$2.31</b>	<b>\$2.26</b>
	Stores above average	\$2.53	\$2.38	\$2.21
	median dryer price per turn	2 stores, 40%	3 stores, 60%	2 stores, 40%

	Max dryer price per turn	\$2.88	\$2.65	\$2.59
	Min dryer price per turn	\$2.52	\$1.78	\$1.93

\*EBITDA by tier: Top Tier EBITDA - \$281,431to \$552,112; Mid-Tier EBITDA- \$246,038 to \$366,711; and Low Tier EBITDA- \$ 43,081to \$226,641.

	Expenses	Top Tier		Mid Tier		Low Tier	
2	Wages & Payroll	\$208,030	19.6%	\$178,304	21.3%	\$136,032	25.9%
3a	Gas	\$23,855	2.2%	\$25,337	3.0%	\$17,750	3.4%
3b	Water	\$87,127	8.2%	\$42,923	5.1%	\$36,042	6.9%
3c	Electricity	\$28,603	2.7%	\$26,994	3.2%	\$24,560	4.7%
4	Rent & CAM	\$110,390	10.4%	\$108,782	13.0%	\$94,002	17.9%
5	Retail Cost of Goods Sold	\$25,839	2.4%	\$18,328	2.2%	\$9,088	1.7%
6	Marketing (Adjusted per Note 6)	\$10,156	1.0%	\$7,960	1.0%	\$5,011	1.0%
7	Royalty (Adjusted per Note 7)	\$40,626	3.8%	\$31,840	3.8%	\$20,044	3.8%
8	Technology Fee (Adjusted per Note 8)	\$10,156	1.0%	\$7,960	1.0%	\$5,011	1.0%
9	Maintenance	\$61,222	5.8%	\$37,368	4.5%	\$30,144	5.7%
	Bank & Merchant Fees	\$24,317	2.3%	\$16,779	2.0%	\$11,050	2.1%
10	Other Expenses	\$54,925	5.2%	\$43,311	5.2%	\$37,145	7.1%
	<b>Total Expenses</b>	\$685,246		\$545,887		\$425,880	
	<b>Average EBITDA By Tier</b>	<b>\$400,820</b>	37.7%	<b>\$291,666</b>	34.8%	<b>\$99,404</b>	18.9%
	Median income by tier	\$394,461		\$283,448		\$89,002	
	# and % Exceeded Average Income	2 stores, 40%		2 stores, 40%		2 stores, 40%	
	# of units in the Tier	5		5		5	
	High Income	\$552,112		\$366,711		\$226,641	
	Low Income	\$281,431		\$246,038		-\$43,081	

Notes	
<b>1a</b>	For this disclosure, we separated our 15 company owned stores into three tiers based on their total annual sales. Total washer revenue was also split out to show the average of 10% cycle modifier revenue achieved.
<b>1b</b>	As with washer turns, we used the revenue generated by dryers of our 15 company owned stores for 2024.

<b>1c</b>	Our Top tier company owned stores delivered between 5.6% and 14.1% of their total revenue during 2024 from this service, with an average of 9.2% used for this disclosure. 2 stores (40%) were above the average and the median was 8.7%. Our Mid-tier company owned stores delivered between 4.9% and 18% of their total revenue during 2024 from this service, with the average of 10% used for this disclosure. 2 stores (40%) were above the average and the median was 8.7%. Our Low tier company owned stores delivered between 6.6% and 15% of their total revenue during 2024 from this service, with an average of 9.5% used for this disclosure. 2 stores (40%) were above the average and the median was 7.6%.
<b>1d</b>	Our Top tier company owned stores delivered between 2.4% and 6.7% of their total revenue during 2024 from this service, with the average of 4.7% used for this disclosure. 2 stores (40%) were above the average and the median was 4.4%. Our Mid tier company owned stores delivered between 3.1% and 5.3% of their total revenue during 2024 from this service, with the average of 4.2% used for this disclosure. 3 stores (60%) were above the average and the median was 4.3%. Our Low tier company owned stores delivered between 3% and 3.6% of their total revenue during 2024 from this service, with the average of 3.3% used for this disclosure. 3 stores (60%) were above the average and the median was 3.3%.
<b>1e</b>	During 2024 our top tier corporate stores averaged -1.35% of their total revenue from float revenue recognized. This percentage will vary based on which state your franchise in and which accounting practices your business adopts..
<b>2</b>	Our estimate for Wages & Payroll expense assumes 205 hours per week will be required to operate a store 24 hours a day, 7 days a week based on experience from our company owned stores.
<b>3</b>	Utilities are a significant cost in a laundromat but vary significantly from store to store based on the prevailing unit costs in each market. We renegotiated fixed price contracts for all of our stores in markets where utilities are deregulated, and this created a significant saving on gas and electricity charges. For this reason, the figures included for utilities are based on corporate store performance for 2024. As part of your franchisee package, we will give you access to our utilities broker, but you are free to shop for the best prices possible and we would recommend you do this given the proportion of expenses Utilities contributes
<b>3a</b>	In our Top tier company owned stores, gas costs as a percentage of sales vary from .7% to 3.1% of total sales with an average of 2.3%. In our Mid tier company owned stores, gas costs as a percentage of sales vary from 2.4% to 3.7% of total sales with an average of 3.0%. In our Low tier company owned stores, gas costs as a percentage of sales vary from 2.6% to 4.7% of total sales with an average of 3.5%. The average unit price of \$0.772 per CCF (Centum Cubic Foot)..
<b>3b</b>	In our Top tier company owned stores, water costs as a percentage of sales vary from 4.9% to 10.5% of total sales with an average of 8.1%. In our Mid tier company owned stores, water costs as a percentage of sales vary from 2.3% to 7.3% of total sales with an average of 5.1%. In our Low tier company owned stores, water costs as a percentage of sales vary from 4.7% to 9.8 of total sales with an average of 7.3%. The average for our corporate stores with a unit price of \$.017 per gallon.
<b>3c</b>	In our Top tier company owned stores, electricity costs as a percentage of sales vary from 1.4% to 3.6% of total sales with an average of 2.7%. In our Mid tier company owned stores, electricity costs as a percentage of sales vary from 2.9% to 3.6% of total sales with an average of 3.2%. In our Low tier company owned stores, electricity costs as a percentage of sales vary from 3.5% to 6.3% of total sales with an average of 5.0%. The average for our corporate stores based on a unit price of \$.128 per KWH.
<b>4</b>	Our rent expense line item includes besides rent, common area maintenance, insurance, and taxes (assuming triple net leasing). If you secure a larger or smaller space, or pay more or less rent per square foot, this expense will vary significantly.

<b>5</b>	Based on the assumptions stated above in Note 1D for the total revenue from retail for over the counter sales of detergents, softeners, dryer sheets, laundry bags and other sundry items, we have assumed the cost to a franchisee to purchase these items will be approximately 52% of the selling price. Therefore, we have assumed that the cost of sales for these items will be approximately 52% of the Retail revenue generated (see Note 1D above). Selling prices for these items will vary by location, but the assumption for costs of sales as a percentage of retail revenue is consistent with the overall results for our company owned stores.
<b>6</b>	We require you to spend up to 4% of your revenue on local marketing. The required spending on local marketing is reduced by the amount of contributions you make to our marketing fund (see Item 11 above). Currently, we require you to spend a total 1% of revenue on marketing including the marketing fund contribution, and this is what has been included in this projection. This amount could increase if we increase the required marketing spend either locally or nationally.
<b>7</b>	Royalty fees are 4% of gross revenue
<b>8</b>	Technology fees are 1% of gross revenue
<b>9</b>	Maintenance cost is based on average spend in our top tier company owned stores for 2024
<b>10</b>	Other expenses include internet, trash service, insurance, banking costs, cash collection fees, materials for Wash Dry Fold service, personal property taxes, cleaning materials and other small costs. Many of these costs can vary significantly depending on the location of your Laundromat and the time you spend looking for the best possible costs on these items.
<b>11</b>	The laundromat market breaks down sales by the number of times each machine is used in a day and the price per turn. This variance is driven both by the number of customers (machine usage) and the number of machines in each laundromat. We will work with you on your store design to help maximize your turns per day while not limiting your sales during peak hours of the day, but you are permitted to establish your pricing based on your local market conditions.
<b>12</b>	We did not include any expense for interest, taxes, depreciation or amortization. We anticipate every franchisee will fund his or her investment differently. We cannot predict how you would account for these items.

### Historical Gross Sales for Franchised Stores

The table below shows Gross Sales for the period January 1, 2024 to December 21, 2024 for the 12 franchised Speed Queen businesses that were open that entire period. The 2 franchised Speed Queen businesses that opened in 2024 are not included in this table. In the laundromat industry, stores open from 18-24 months are considered stabilized for revenue generation purposes.

Average Revenue	<b>\$570,480.67</b>
Median Revenue	\$544,226
# and % Exceeded Average	5 stores, 46%
# of units in the Tier	12
High Revenue	1,660,758
Low Revenue	\$186,981

As used in the table above, “Gross Sales” means all revenue from the sale of all services and products and all other income of every kind and nature (including stored value gift cards and gift certificates when redeemed but not when purchased, on-premises sales, sales of pick-up and delivery services, outsourced services sales or commercial account sales, and any other type of sale) related to the Franchised Business, whether for cash or credit and regardless of collection in the case of credit.) related to your Speed Queen Store, whether for cash or credit and regardless of collection in the case of credit.

**Some outlets have earned this amount. Your individual results may differ. There is no assurance that you’ll earn as much.**

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

Other than the preceding financial performance representation, SPEED QUEEN Laundry Franchise LLC does not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting John Shields, 221 Shepard Street, Ripon, Wisconsin 54971; telephone number: 920-399-0999, the Federal Trade Commission, and the appropriate state regulatory agencies.

## ITEM 20 OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1**  
Systemwide Outlet Summary  
For years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	5	9	+4
	2023	9	12	+3
	2024	12	14	+2
Company-owned	2022	14	15	+1
	2023	15	16	+1
	2024	16	15	-1
Total Outlets	2022	19	24	+5
	2023	24	28	+4
	2024	28	29	+1

**Table No. 2**  
Transfers of Outlets from Franchisees to