

Provision	Section in Multi-Unit Agreement	Summary
(t) Integration/merger clause	Section 8.8	Only terms of Multi-Unit Agreement, and to the extent not inconsistent terms of the Franchise Agreement are binding (subject to applicable state law); no disclaimer of representations in the Multi-Unit Agreement or in this Franchise Disclosure Document. Any representations or promises made outside the Franchise Disclosure Document and Multi-Unit Agreement may not be enforceable.
(u) Dispute resolution by arbitration or mediation	Sections 8.1 and 8.2	All disputes, except those based on the Marks or enforcement of the covenants not to compete, will be arbitrated in Denver, Colorado (subject to applicable state law).
(v) Choice of forum	Section 8.7	All disputes must be arbitrated, and if applicable, litigated in Denver, Colorado, except as provided in the State-Specific Addendum to this Franchise Disclosure Document, subject to applicable state law.
(w) Choice of law	Section 8.7	All disputes must be arbitrated, and if applicable, litigated in Denver, Colorado, except as provided in the State-Specific Addendum to this Franchise Disclosure Document, subject to applicable state law.
(x) Security Interest	Section 8.7	Colorado law applies, subject to any contrary provision contained in the State-Specific Addendum (See Exhibit 0), subject to applicable state law. The Colorado Consumer Protection Act does not apply.

ITEM 18 PUBLIC FIGURES

We do not use any public figures 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 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.

CHART I
OPERATIONAL RESULTS BASED ON
FRANCHISEE-OWNED SPEEDEE CENTERS
ANNUAL SALES RANGES
FISCAL YEAR 2024

SALES RANGE	Category “A” Less than \$400,000		Category “B” \$400,001 – \$600,000		Category “C” \$600,001 – \$800,000		Category “D” \$800,001 – \$1,000,000		Category “E” Greater than \$1,000,000	
Number of Centers	0		2		6		4		24	
Daily Vehicle Count Range	N/A		15 - 18		15 - 24		17 - 34		20 - 65	
Ticket Range	N/A		\$111.41 - \$115.24		\$85.50 - \$143.95		\$94.55 - \$182.61		\$95.47 - \$232.14	
Average Daily Vehicle Count	N/A		16		19		22		39	
Average Ticket	N/A		\$113.32		\$124.09		\$150.81		\$140.85	
Median Daily Vehicle Count	N/A		16.07		18.53		18.86		35.17	
Median Ticket	N/A		\$113.32		\$128.22		\$163.04		\$135.05	
Operating Statement										
Average Net Sales	N/A	N/A	\$553,743	100%	\$691,051	100%	\$952,048	100%	\$1,752,656	100%
Cost of Goods Sold	N/A	N/A	\$143,050	25.8%	\$180,892	26.2%	\$303,773	31.9%	\$484,528	27.6%
Average Gross Profit	N/A	N/A	\$410,693	74.2%	\$510,159	73.8%	\$648,275	68.1%	\$1,268,128	72.4%
Salaries, Wages and Benefits	N/A	N/A	\$206,283	37.3%	\$243,873	35.3%	\$323,010	33.9%	\$554,271	31.6%
Retail Operating Expenses	N/A	N/A	\$77,475	14.0%	\$156,124	22.6%	\$227,242	23.9%	\$307,619	17.6%
Office and G&A Expenses	N/A	N/A	\$18,481	3.3%	\$13,831	2.0%	\$14,175	1.5%	\$49,456	2.8%
AVERAGE EBITDAR	N/A	N/A	\$108,454	19.6%	\$96,330	13.9%	\$83,848	8.8%	\$356,782	20.4%

SALES RANGE	Category “A” Less than \$400,000		Category “B” \$400,001 – \$600,000		Category “C” \$600,001 – \$800,000		Category “D” \$800,001 – \$1,000,000		Category “E” Greater than \$1,000,000	
Net Sales Range	N/A		\$508,433 - \$599,053		\$618,505 – \$774,175		\$878,541 - \$994,321		\$1,004,479 – \$3,205,193	
Median Net Sales	N/A		\$553,743		\$683,577		\$967,665		\$1,616,546	
#/% of Centers Exceeding Avg Net Sales Revenues	N/A		1/50.00%		2/33.33%		2/50.00%		11/45.83%	
#/% of Centers Exceeding Avg Gross Profit	N/A		1/50.00%		2/33.33%		1/25.00%		10/41.67%	
# of Centers Exceeding Avg EBITDAR	N/A		1/50.00%		2/33.33%		3/75.00%		7/29.17%	

CHART II
OPERATIONAL RESULTS BASED ON QUARTILES OF AVERAGE SALES
FRANCHISEE-OWNED SPEEDEE CENTERS
(36 CENTERS)

Operating Statement									
TOP QUARTILE OF SALES REVENUE AVERAGES (9 Centers)									
	Average Sales			Low Performer		Median Performer		High Performer	#/% of Centers Exceeding Average
Average Net Sales	\$2,381,395	100.0%		\$1,984,842		\$2,314,480		\$3,205,193	4/44%
Gross Profit	\$1,772,324	74.4%		\$1,421,898		\$1,767,981		\$2,560,093	3/33%
EBITDAR	\$447,661	18.8%		\$248,434		\$286,170		\$701,973	4/44%
THIRD QUARTILE OF SALES REVENUE AVERAGES (9 Centers)									
	Average Sales			Low Performer		Median Performer		High Performer	#/% of Centers Exceeding Average
Average Net Sales	\$1,542,722	100.0%		\$1,292,215		\$1,522,722		\$1,767,678	4/44%
Gross Profit	\$1,031,246	66.8%		\$603,108		\$1,003,582		\$1,358,201	4/44%
EBITDAR	\$207,124	13.4%		\$32,195		\$207,023		\$362,092	4/44%

SECOND QUARTILE OF SALES REVENUE AVERAGES

(9 Centers)

	Average Sales			Low Performer		Median Performer		High Performer		#/% of Centers Exceeding Average
Average Net Sales	\$1,075,148	100.0%		\$951,813		\$1,028,147		\$1,238,949		4/44%
Gross Profit	\$800,346	74.4%		\$644,311		\$817,020		\$965,587		5/56%
EBITDAR	\$180,287	16.8%		\$(8,075)		\$112,621		\$407,711		3/33%

BOTTOM QUARTILE OF SALES REVENUE AVERAGES

(9 Centers)

	Average Sales			Low Performer		Median Performer		High Performer		#/% of Centers Exceeding Average
Average Net Sales	\$681,370	100.0%		\$508,433		\$681,762		\$878,541		5/56%
Gross Profit	\$497,251	73.0%		\$398,980		\$479,698		\$622,809		4/44%
EBITDAR	\$91,935	13.5%		\$29,814		\$103,179		\$115,726		5/56%

Notes to Charts:

1. The charts include a historic financial performance representation for the calendar year 2024 from franchisee-owned Centers located in the United States that, in each case, were in operation for more than one year as of December 31, 2024, operated the entire calendar year 2024, and who provided complete Profit and Loss Statements to us (“Subset”). Only those Centers that fall within the Subset are included in the Chart I and Chart II charts.

2. The charts include a historic financial performance representation from 36 franchisee-owned Centers. The total number of franchisee-owned Centers located in the United States as of December 31, 2024 was 66. Centers that are not shown in Chart I and Chart II include Centers that commenced operations during calendar year 2024 or otherwise did not operate for the entire calendar year 2024, Centers that were involved in transfers during calendar year 2024 and thus the current owners did not operate for the entire calendar year 2024, and Centers for which complete Profit and Loss Statements were not provided to us. No franchisee-owned Centers permanently closed during the year 2024.

3. The charts do not show any financial information from any of our affiliate-owned outlets. The affiliate-owned Centers are those Centers owned and operated by our affiliate GMI.

4. The Centers included in Chart I were classified into five separate categories based on Net Sales during calendar year 2024 with Category A being Centers with annual Net Sales of up to \$400,000, Category B being Centers with annual Net Sales between \$400,001 and \$600,000; Category C being Centers with annual Net Sales between \$600,001 and \$800,000; Category D being Centers with annual Net Sales between \$800,001 and \$1,000,000; and Category E being Centers with annual Net Sales in excess of \$1,000,000. The statistical and financial averages and median ranges shown in Chart I were then compiled within each category for each chart.

5. The Centers in Chart II are the same Centers shown in Chart I, but classified into quartiles based on Net Sales. There are 9 Centers shown in the each quartile.

6. The operating statement figures are actual averages of Net Sales, Cost of Goods Sold, Gross Profit, salaries, wages, and benefits, various other operating expenses, office and general administrative expenses and EBITDAR of the Centers in each category.

7. The charts also include the median Net Sales for all the Centers in each category, the Center with the lowest Net Sales and the Center with the highest Net Sales in each category, as well as the number of Centers and percentage of Centers in each category that exceeded the average numbers shown in the charts for each category. Chart I also shows the average, median, and range of daily vehicle counts and tickets sales range in each category.

8. The “median” number for purposes of the charts means the results of the Center falling in the middle of the group of Centers in each category, or, where there is an even number of Centers, the average of the results of the two Centers falling in the middle of the group.

9. Net Sales mean the aggregate amount received from all sales of services, products or merchandise of every kind or nature, performed or sold from, at or in connection with the operation of the Center or arising out of the operation or conduct of the Center, whether for cash or credit, but excluding (i) the amount of the discount given off the regular retail price of such services or products in connection with the use of coupons or other discount promotions; and (ii) federal, state or municipal sales or services taxes collected from customers and paid to the appropriate taxing authority.

10. Cost of Goods Sold includes only inventory items (oil, filters, greases, fluids, etc.). Franchisee-owned Centers are able to purchase products at national account prices available to them and may purchase in sufficient quantities (approximately one month’s supply) to earn volume discounts.

11. Gross Profit is Net Sales minus Cost of Goods Sold.

12. Salaries, Wages, and Benefits includes the salaries, wages (including overtime), benefits, payroll taxes, worker’s compensation, training, and payroll processing fees for all employees, including managers. Salaries, Wages and Benefits can vary significantly depending on local and regional employment conditions and the availability of labor.

13. Retail Operating Expenses include the following items: advertising, sales promotions, Advertising Contributions, Royalty fees, customer satisfaction, customer warranties, mystery shopper program, equipment rental, equipment maintenance and repair, computer maintenance and support, laundry and uniforms, building maintenance and repairs, security service, operating supplies, small tools, over and short cash drawer, utilities including water, gas and sewer, trash disposal, bank charges, late charges, merchant card fees, and other miscellaneous operating expenses.

14. Office and G&A Expenses include the following items: office supplies and expenses, bad debt expense, charitable contributions, licenses and fees, postage and freight, property taxes, telephone, accounting, legal and professional fees, beverage service, dues and subscriptions, general insurance, and other miscellaneous overhead expenses.

15. EBITDAR means Earnings before Interest, Taxes, Depreciation, Amortization, Occupancy Costs, and Non-Operating Income/Expense. This figure is not an actual amount earned. Your occupancy costs will vary based on the location of your Center, whether you secure a build-to-suit lease, purchase the property and construct a building, or select another rental or ownership arrangement, as well as other factors relating to your occupancy. Your interest expense will depend on your borrowing requirements. You should determine the occupancy costs which will apply based on the location and the rental or

ownership arrangement alternatives which are available to you. Non-Operating Income/Expenses include: travel and entertainment expenses, interest income, owners' compensation, draws and life insurance expenses, overhead expense allocations by multi-unit operators, and other non-operating income/expense items.

General Notes.

1. The information in Chart I and Chart II do not include any Centers operating under a co-brand.

2. The compiled statistical and financial information in Chart I and Chart II (collectively referred to as the "Statement") are based on the Profit and Loss Statements provided to us by the franchisee-owned Centers and have not been audited or reviewed by an independent certified public accountant. The Statement does not include any estimate of the federal income tax that would be payable or the state or local income tax that may be applicable to the particular jurisdiction in which a Center is located. In addition, the Statement does not include any information or estimate regarding the occupancy expenses which will be incurred at a particular location. You are strongly urged to consult with your tax and other advisors regarding the impact that federal, state, and local taxes and occupancy expenses will have on the amounts shown in the Statement.

You are urged to make your own investigation and determine whether your Center will be profitable, including consulting with your financial, business, and legal advisers to conduct your own analysis of the information contained in this Item 19.

Some outlets have sold this amount. Your individual results may differ. There is no assurance you will sell as much.

Written substantiation for the financial performance representation will be made available to the prospective franchisee at our company headquarters in Greenwood Village, Colorado upon your reasonable request.

Other than the financial performance representation set forth above, Speedee 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 Speedee Center, however, we may provide you with the actual records of that Center. If you receive any other financial performance information or projections of your future income, you should report it to our management by contacting our President at 5575 DTC Parkway, Suite 100, Greenwood Village, Colorado 80111, (303) 308-1660, the Federal Trade Commission, and the appropriate state regulatory agencies.

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ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Speedee Branded Franchised and Company-Owned Outlets
System-wide Outlet Summary For Years 2022-2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised *	2022	72	69	-3
	2023	69	61	-8
	2024	61	66	+5
Company-Owned	2022	9	9	0
	2023	9	7	-2
	2024	7	9	+2
Totals *	2022	81	78	-3
	2023	78	68	-10
	2024	68	75	+7

* In addition to the above-referenced domestic franchised locations (66), SWL's international sub-franchisor has an additional 13 direct franchisees, for a system-wide total of 23 non-Company-Owned franchised locations.

Table No. 2
Transfers of Franchised Outlets to New Owners (other than the Franchisor)
For Years 2022-2024

State	Year	Number of Transfers
California	2022	2
	2023	2
	2024	0
Georgia	2022	5
	2023	0
	2024	0
Louisiana	2022	0
	2023	0
	2024	1
Massachusetts	2022	1
	2023	0
	2024	1
North Carolina	2022	0
	2023	0
	2024	1
Rhode Island	2022	0
	2023	0
	2024	0
South Carolina	2022	0
	2023	0
	2024	0
Texas	2022	1
	2023	0
	2024	1