

defined		transfer of the Development Agreement or all or in part of your ownership interest of your business
l. Franchisor approval of transfer by developer	Article 6	You may not transfer the Development Agreement or all or in part of your ownership interest of your business
m. Conditions for franchisor approval of transfer	Article 6	Not applicable
n. Franchisor's right of first refusal to acquire developer's business	Article 6	We can match any offer
o. Franchisor's option to purchase developer's business	Not applicable	Not applicable
p. Death or disability of developer	Article 6	Interest must be assigned to approved buyer within 12 months
q. Non-competition covenants during the term of the franchise	Not applicable	Can't divert business or operate a Competitive Business anywhere
r. Non-competition covenants after the franchise is terminated or expires	Article 5	Includes prohibition on owning or operating a business, other than businesses operating for at least six months prior to your signing the Franchise Agreement, which sells similar services for three years and is located within 20 miles of any Business in the System
s. Modification of the agreement	Article 9	Must be in writing by both parties
t. Integration/merger clause	Article 9.2	Only the terms of the Development Agreement are binding (subject to applicable federal and/or state law). Any other promises may not be enforceable
u. Dispute resolution by arbitration or mediation	Article 8	Mediation and arbitration in the county where we have our headquarters (subject to state law)
v. Choice of forum	Article 9	Michigan (subject to state law)
w. Choice of law	Article 9	Michigan (subject to state law)

**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 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.

This Item 19 includes a historical financial performance representation of existing Tommy's Express franchised outlets in three different formats: Historic Gross Sales<sup>1</sup> for the calendar year 2025, Historic Average Gross Sales and Expenses for the calendar year 2025, and Historic Gross Sales and Expenses of Outlets Opened in 2020.

As of December 31, 2025, we had a total of 260 outlets open, of which 244 are franchised outlets. The financial performance of 43 franchised outlets has been excluded due to their operation duration being less than a full 12 months. Additionally, the financial performance of 16 corporate outlets has also been excluded (including, the World Model operated by TX Ops). The financial performance of three franchised locations has been excluded as a result of their ownership transfer to TXC Great Lakes, along with one additional franchised location that transferred ownership in 2025.

**TOMMY'S EXPRESS CAR WASH  
HISTORIC GROSS SALES JAN. 1 – DEC. 31, 2025**

The table below sets forth Historic Gross Sales for calendar year 2025. The outlets are categorized based on their duration of operation, as follows: (i) open for more than 12 months but less than 24 months ("First Year Outlets"); (ii) open for more than 24 months but less than 36 months ("Second Year Outlets"); (iii) open more than 36 months but less than 48 months ("Third Year Outlets"); (iv) open more than 48 months but less than 60 months ("Fourth Year Outlets"); and (v) open more than 60 months ("Fifth Year + Outlets").

**First Year Outlets**

(Outlets open more than 12 months but less than 24 months - must be open 12 full months in 2025)

<b>Number of Outlets</b>	<b>Average Gross Sales</b>	<b>Median Gross Sales</b>	<b>Lowest Gross Sales</b>	<b>Highest Gross Sales</b>
39	\$1,142,179	\$937,109	\$441,407	\$2,564,833

**Second Year Outlets**

(Outlets open for 24 months but less than 36 months - must be open 12 full months in 2025)

<b>Number of Outlets</b>	<b>Average Gross Sales</b>	<b>Median Gross Sales</b>	<b>Lowest Gross Sales</b>	<b>Highest Gross Sales</b>
42	\$1,402,967	\$1,421,353	\$487,798	\$3,242,607

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<sup>1</sup> "Gross Sales" is all revenue, less any returns or credits, from the sale of all products and services and all other income of every kind and nature at or from the Franchised Business or otherwise related to the Franchised Business, including any proceeds from business interruption insurance, whether for cash or credit, and regardless of collection in the case of credit. "Gross Sales" does not include gasoline sales, any sales taxes or any customer refunds or adjustments. Gross Sales does not reflect the cost of sales, operating expenses, royalty fees, marketing fees, or other costs or expenses that must be deducted from gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating a Tommy's Express business. Franchisees or former franchisees listed in this Disclosure Document may be one source of this information.

**Third Year Outlets**

(Outlets open for 36 months but less than 48 months - must be open 12 full months in 2025)

<b>Number of Outlets</b>	<b>Average Gross Sales</b>	<b>Median Gross Sales</b>	<b>Lowest Gross Sales</b>	<b>Highest Gross Sales</b>
40	\$1,793,602	\$1,749,041	\$501,830	\$3,453,750

**Fourth Year Outlets**

(Outlets open for 48 months, but less than 60 months - must be open 12 full months in 2025)

<b>Number of Outlets</b>	<b>Average Gross Sales</b>	<b>Median Gross Sales</b>	<b>Lowest Gross Sales</b>	<b>Highest Gross Sales</b>
28	\$1,985,779	\$2,010,228	\$1,001,488	\$3,641,314

**Fifth Year + Outlets**

(Outlets open for 60 months or more - must be open 12 full months in 2025)

<b>Number of Outlets</b>	<b>Average Gross Sales</b>	<b>Median Gross Sales</b>	<b>Lowest Gross Sales</b>	<b>Highest Gross Sales</b>
48	\$2,222,170	\$2,070,866	\$775,072	\$4,553,649

Of the 48 Fifth Year + Outlets, 25 outlets have been open for a period of 60 to 72 months (the "Fifth Year Outlets"), 17 outlets have been open for a period of 72 to 84 months (the "Sixth Year Outlets"), and 6 outlets have been open for at least 84 months (the "Seventh Year + Outlets"). For calendar year 2025, the Average Gross Sales of the Fifth Year Outlets was \$2,083,929, the Average Gross Sales for the Sixth Year Outlets was \$2,156,174, while the Average Gross Sales for the Seventh Year Outlets was \$2,985,162.

**For calendar year 2025, sites in the top twenty-five percent (25%) of the 197 outlets noted above reported Average Gross Sales of \$2,747,103.86 with an EBITDAR of 45%, while outlets in the bottom twenty-five percent (25%) reported Average Gross Sales of \$817,157.94.**

**TOMMY'S EXPRESS CAR WASH  
HISTORIC AVERAGE GROSS SALES AND EXPENSES<sup>2</sup> JAN. 1 – DEC. 31, 2025**

The table below reflects corresponding Gross Sales and Costs of Goods expenses for the calendar year 2025 for the First Year Outlets, Second Year Outlets, Third Year Outlets, Fourth Year Outlets, and Fifth Year + Outlets described above.

<sup>2</sup> With regards to costs and expenses, we closely monitor cost of goods wash expenses, including chemical costs (soap, detergents, tire shine, etc.) repair and maintenance, utilities, customer claims and labor. Other operational expenses include cost of merchandise, credit card charges, G&A expenses, property taxes, advertising, computer and technology costs, insurance, works compensation, health insurance costs, payroll taxes, supplies, bank charges, team member uniforms, hiring & recruiting costs, permits & licenses, training, transportation, royalty and brand fund.

	First Year Outlets		Second Year Outlets		Third Year Outlets		Fourth Year Outlets		Fifth Year + Outlets	
Sites	39		42		40		28		48	
Avg Gross Sales	\$1,142,179		\$1,402,967		\$1,793,602		\$1,985,779		\$2,222,170	
COGS										
Detergents	\$80,455	7.0%	\$84,569	6.0%	\$98,622	5.5%	\$102,182	5.1%	\$119,323	5.4%
Customer Claims	\$7,807	0.7%	\$8,014	0.6%	\$10,847	0.6%	\$13,281	0.7%	\$14,287	0.6%
Labor	\$349,049	30.6%	\$322,568	23.0%	\$383,490	21.4%	\$362,933	18.3%	\$401,652	18.1%
Repairs & Maintenance	\$56,806	5.0%	\$71,125	5.1%	\$104,016	5.8%	\$115,736	5.8%	\$146,237	6.6%
Utilities <sup>3</sup> Total	\$170,785	15.0%	\$164,203	11.7%	\$194,341	10.8%	\$180,309	9.1%	\$203,628	9.2%
Waste Removal	\$3,688	0.3%	\$4,824	0.3%	\$5,060	0.3%	\$4,896	0.2%	\$5,334	0.2%
Communications	\$4,972	0.4%	\$5,117	0.4%	\$6,151	0.3%	\$5,299	0.3%	\$5,954	0.3%
Gas	\$21,453	1.9%	\$18,420	1.3%	\$22,364	1.2%	\$21,143	1.1%	\$17,126	0.8%
Sewer	\$15,911	1.4%	\$10,982	0.8%	\$16,873	0.9%	\$16,604	0.8%	\$15,213	0.7%
Water	\$68,806	6.0%	\$63,659	4.5%	\$84,501	4.7%	\$77,310	3.9%	\$90,141	4.1%
Electric	\$55,955	4.9%	\$61,201	4.4%	\$59,393	3.3%	\$55,057	2.8%	\$69,859	3.1%
Other										
Local Marketing	\$39,286	3.4%	\$38,629	2.8%	\$32,881	1.8%	\$35,908	1.8%	\$34,623	1.6%
Credit Card Fees	\$23,979	2.1%	\$30,843	2.2%	\$42,760	2.4%	\$43,126	2.2%	\$49,477	2.2%
Property Tax	\$20,818	1.8%	\$38,379	2.7%	\$34,369	1.9%	\$35,543	1.8%	\$26,660	1.2%
P&C Insurance	\$25,276	2.2%	\$26,260	1.9%	\$25,442	1.4%	\$21,842	1.1%	\$36,409	1.6%
Technology Costs	\$6,198	0.5%	\$5,182	0.4%	\$5,801	0.3%	\$5,584	0.3%	\$7,070	0.3%
Bank Charges	\$1,018	0.1%	\$1,876	0.1%	\$1,254	0.1%	\$1,435	0.1%	\$1,281	0.1%
Payroll Taxes	\$35,214	3.1%	\$28,925	2.1%	\$36,853	2.1%	\$38,594	1.9%	\$34,725	1.6%
Workers Compensation	\$7,206	0.6%	\$5,354	0.4%	\$5,425	0.3%	\$4,991	0.3%	\$9,560	0.4%
Health Insurance	\$4,458	0.4%	\$9,028	0.6%	\$12,244	0.7%	\$11,193	0.6%	\$15,309	0.7%
Team member uniforms	\$2,575	0.2%	\$2,075	0.1%	\$3,095	0.2%	\$2,527	0.1%	\$2,489	0.1%
Hiring & Recruiting	\$4,840	0.4%	\$1,206	0.1%	\$1,920	0.1%	\$1,594	0.1%	\$1,170	0.1%
General Administrative	\$17,763	1.6%	\$5,797	0.4%	\$10,356	0.6%	\$13,291	0.7%	\$16,551	0.7%
Office Supplies	\$10,961	1.0%	\$8,417	0.6%	\$9,542	0.5%	\$8,782	0.4%	\$15,884	0.7%
Merchandise	\$5,353	0.5%	\$5,040	0.4%	\$5,063	0.3%	\$7,470	0.4%	\$6,868	0.3%
Permits & Licenses	\$626	0.1%	\$515	0.0%	\$456	0.0%	\$382	0.0%	\$1,527	0.1%
Professional Fees	\$15,691	1.4%	\$7,836	0.6%	\$8,736	0.5%	\$9,579	0.5%	\$12,890	0.6%
Brand Fund	\$11,422	1.0%	\$14,030	1.0%	\$17,936	1.0%	\$19,858	1.0%	\$22,222	1.0%
Royalty	\$45,687	4.0%	\$56,119	4.0%	\$71,744	4.0%	\$79,431	4.0%	\$88,887	4.0%
Training	\$7,550	0.7%	\$6,194	0.4%	\$7,629	0.4%	\$7,729	0.4%	\$9,484	0.4%
Transportation	\$4,792	0.4%	\$2,808	0.2%	\$1,645	0.1%	\$3,703	0.2%	\$4,555	0.2%
R&M Building/Land	\$8,649	0.8%	\$14,030	1.0%	\$20,780	1.2%	\$23,591	1.2%	\$29,850	1.3%

<sup>3</sup> Utilities sub accounts are calculated based on historical average dispersion of the utilities account.

Misc - Other	\$3,652	0.3%	\$3,494	0.2%	\$9,152	0.5%	\$4,607	0.2%	\$7,092	0.3%
<b>EBITDAR</b>	<b>15%</b>		<b>31%</b>		<b>36%</b>		<b>42%</b>		<b>41%</b>	

**TOMMY'S EXPRESS CAR WASH  
HISTORIC GROSS SALES AND EXPENSES<sup>4</sup> – OUTLETS OPENED IN 2020**

The Historic Gross Sales and Historic Average Gross Sales and Expenses above present financial information for the calendar year 2025 segmented by outlet tenure. To provide additional context regarding outlets with longer operating histories, the financial performance information below presents a five-year historical lookback of the financial performance for the Fifth Year Outlets that opened in the calendar year 2020 and have been open for a period of 60 to 72 months.

The information below reflects the average annual Gross Sales and operating expenses for the 25 Fifth Year Outlets for the period from 2021 through 2025 and the averages for outlets in the top and bottom twenty-five percent (25%) of the Fifth Year Outlets based on 2025 Gross Sales. The data for the top and bottom quartiles is derived from twelve (12) outlets—six (6) outlets in the top twenty-fifth percentile (25%) and six (6) outlets in the bottom twenty-fifth percentile (25%).

**The following table presents the average historical sales and expenses for 2021-2025 for the 6 outlets that ranked in the top twenty-five percent (25%) of the Fifth Year Outlets, based on 2025 Gross Sales.**

Sales Year	2021		2022		2023		2024		2025	
Sites	6		6		6		6		6	
Avg Gross Sales Top 25%	\$1,998,897		\$2,647,486		\$3,015,896		\$3,205,126		\$3,347,402	
COGS										
Detergents	\$125,646	6.3%	\$156,392	5.9%	\$148,916	4.9%	\$149,774	4.7%	\$138,710	4.1%
Customer Claims	\$15,348	0.8%	\$18,386	0.7%	\$17,819	0.6%	\$17,357	0.5%	\$25,534	0.8%
Labor	\$317,745	15.9%	\$430,887	16.3%	\$457,199	15.2%	\$507,944	15.8%	\$515,707	15.4%
Repairs & Maintenance	\$78,279	3.9%	\$142,805	5.4%	\$176,490	5.9%	\$244,823	7.6%	\$231,055	6.9%
Utilities Total	\$123,634	6.2%	\$158,620	6.0%	\$173,192	5.7%	\$201,826	6.3%	\$216,061	6.5%
Waste Removal	\$3,534	0.2%	\$3,605	0.1%	\$3,822	0.1%	\$4,589	0.1%	\$4,908	0.1%
Communications	\$1,836	0.1%	\$1,727	0.1%	\$1,551	0.1%	\$3,182	0.1%	\$1,036	0.0%
Gas	\$13,592	0.7%	\$20,091	0.8%	\$19,296	0.6%	\$15,577	0.5%	\$13,393	0.4%
Sewer	\$4,674	0.2%	\$4,646	0.2%	\$5,746	0.2%	\$4,296	0.1%	\$4,969	0.1%
Water	\$47,119	2.4%	\$57,567	2.2%	\$64,553	2.1%	\$102,446	3.2%	\$112,399	3.4%
Electric	\$52,880	2.6%	\$70,984	2.7%	\$78,223	2.6%	\$71,736	2.2%	\$79,355	2.4%

<sup>4</sup> With regards to costs and expenses, we closely monitor cost of goods wash expenses, including chemical costs (soap, detergents, tire shine, etc.) repair and maintenance, utilities, customer claims and labor. Other operational expenses include cost of merchandise, credit card charges, G&A expenses, property taxes, advertising, computer and technology costs, insurance, works compensation, health insurance costs, payroll taxes, supplies, bank charges, team member uniforms, hiring & recruiting costs, permits & licenses, training, transportation, royalty and brand fund.

<b>Other</b>										
<b>Local Marketing</b>	\$37,444	1.9%	\$51,811	2.0%	\$59,324	2.0%	\$71,028	2.2%	\$71,933	2.1%
<b>Credit Card Fees</b>	\$48,138	2.4%	\$58,814	2.2%	\$68,405	2.3%	\$36,444	1.1%	\$66,160	2.0%
<b>Property Tax</b>	\$25,947	1.3%	\$40,276	1.5%	\$44,934	1.5%	\$39,090	1.2%	\$33,460	1.0%
<b>P&amp;C Insurance</b>	\$21,951	1.1%	\$26,117	1.0%	\$24,679	0.8%	\$24,166	0.8%	\$48,260	1.4%
<b>Technology Costs</b>	\$4,281	0.2%	\$4,920	0.2%	\$5,213	0.2%	\$5,934	0.2%	\$8,375	0.3%
<b>Bank Charges</b>	\$2,154	0.1%	\$625	0.0%	\$596	0.0%	\$574	0.0%	\$598	0.0%
<b>Payroll Taxes</b>	\$27,585	1.4%	\$32,741	1.2%	\$35,245	1.2%	\$46,159	1.4%	\$40,794	1.2%
<b>Workers Compensation</b>	\$9,658	0.5%	\$9,243	0.3%	\$15,561	0.5%	\$20,228	0.6%	\$25,275	0.8%
<b>Health Insurance</b>	\$5,082	0.3%	\$5,257	0.2%	\$10,139	0.3%	\$9,307	0.3%	\$17,256	0.5%
<b>Team member uniforms</b>	\$2,752	0.1%	\$3,825	0.1%	\$3,831	0.1%	\$2,484	0.1%	\$2,827	0.1%
<b>Hiring &amp; Recruiting</b>	\$5,503	0.3%	\$5,282	0.2%	\$2,265	0.1%	\$1,077	0.0%	\$757	0.0%
<b>General Administrative</b>	\$25,412	1.3%	\$21,561	0.8%	\$20,492	0.7%	\$18,915	0.6%	\$13,092	0.4%
<b>Office Supplies</b>	\$19,805	1.0%	\$24,080	0.9%	\$33,871	1.1%	\$40,720	1.3%	\$22,506	0.7%
<b>Merchandise</b>	\$8,660	0.4%	\$6,015	0.2%	\$4,990	0.2%	\$14,254	0.4%	\$6,731	0.2%
<b>Permits &amp; Licenses</b>	\$1,211	0.1%	\$406	0.0%	\$109	0.0%	\$225	0.0%	\$7,553	0.2%
<b>Professional Fees</b>	\$3,587	0.2%	\$6,120	0.2%	\$13,077	0.4%	\$8,810	0.3%	\$18,766	0.6%
<b>Brand Fund</b>	\$19,989	1.0%	\$26,475	1.0%	\$30,159	1.0%	\$32,051	1.0%	\$33,474	1.0%
<b>Royalty</b>	\$79,956	4.0%	\$105,899	4.0%	\$120,636	4.0%	\$128,205	4.0%	\$133,896	4.0%
<b>Training</b>	\$5,650	0.3%	\$7,412	0.3%	\$6,123	0.2%	\$8,119	0.3%	\$7,811	0.2%
<b>Transportation</b>	\$1,532	0.1%	\$1,731	0.1%	\$6,987	0.2%	\$3,218	0.1%	\$10,804	0.3%
<b>R&amp;M Building/Land</b>	\$128	0.0%	\$99	0.0%	\$3,060	0.1%	\$4,568	0.1%	\$33,404	1.0%
<b>Misc - Other</b>	\$8,309	0.4%	\$5,798	0.2%	\$3,065	0.1%	\$4,102	0.1%	\$3,128	0.1%
<b>EBITDAR</b>	<b>49%</b>		<b>49%</b>		<b>51%</b>		<b>49%</b>		<b>48%</b>	

The following table presents the average historical sales and expenses for 2021–2025 for all 25 of the Fifth Year Outlets.

<b>Sales Year</b>	<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>	
<b>Sites</b>	<b>25</b>		<b>25</b>		<b>25</b>		<b>25</b>		<b>25</b>	
<b>Avg Gross Sales for Fifth Year Outlets</b>	<b>\$1,455,053</b>		<b>\$1,824,390</b>		<b>\$1,952,324</b>		<b>\$1,990,025</b>		<b>\$2,083,929</b>	
<b>COGS</b>										
<b>Detergents</b>	\$104,568	7.2%	\$119,551	6.6%	\$115,846	5.9%	\$101,056	5.1%	\$97,468	4.7%
<b>Customer Claims</b>	\$10,188	0.7%	\$10,250	0.6%	\$11,350	0.6%	\$11,230	0.6%	\$12,667	0.6%
<b>Labor</b>	\$275,479	18.9%	\$326,506	17.9%	\$351,924	18.0%	\$382,920	19.2%	\$369,181	17.7%
<b>Repairs &amp; Maintenance</b>	\$65,924	4.5%	\$107,660	5.9%	\$129,139	6.6%	\$141,407	7.1%	\$127,651	6.1%
<b>Utilities Total</b>	\$126,157	8.7%	\$158,655	8.7%	\$168,035	8.6%	\$177,498	8.9%	\$193,048	9.3%
<b>Waste Removal</b>	\$4,116	0.3%	\$4,700	0.3%	\$3,986	0.2%	\$4,417	0.2%	\$4,316	0.2%
<b>Communications</b>	\$3,956	0.3%	\$2,862	0.2%	\$3,857	0.2%	\$4,524	0.2%	\$5,028	0.2%
<b>Gas</b>	\$15,872	1.1%	\$22,003	1.2%	\$19,366	1.0%	\$16,096	0.8%	\$16,358	0.8%
<b>Sewer</b>	\$10,132	0.7%	\$13,347	0.7%	\$13,007	0.7%	\$11,192	0.6%	\$16,100	0.8%

Water	\$40,000	2.7%	\$50,122	2.7%	\$56,704	2.9%	\$78,450	3.9%	\$86,595	4.2%
Electric	\$52,081	3.6%	\$65,620	3.6%	\$71,115	3.6%	\$62,818	3.2%	\$64,650	3.1%
Other										
Local Marketing	\$44,341	3.0%	\$69,691	3.8%	\$36,416	1.9%	\$41,582	2.1%	\$39,759	1.9%
Credit Card Fees	\$34,376	2.4%	\$40,659	2.2%	\$44,180	2.3%	\$33,226	1.7%	\$44,269	2.1%
Property Tax	\$27,760	1.9%	\$35,499	1.9%	\$37,110	1.9%	\$40,178	2.0%	\$30,670	1.5%
P&C Insurance	\$18,307	1.3%	\$20,671	1.1%	\$20,744	1.1%	\$23,439	1.2%	\$30,688	1.5%
Technology Costs	\$4,173	0.3%	\$5,073	0.3%	\$5,321	0.3%	\$5,494	0.3%	\$6,699	0.3%
Bank Charges	\$1,950	0.1%	\$508	0.0%	\$594	0.0%	\$1,627	0.1%	\$687	0.0%
Payroll Taxes	\$25,356	1.7%	\$26,697	1.5%	\$25,770	1.3%	\$31,454	1.6%	\$27,734	1.3%
Workers Compensation	\$5,937	0.4%	\$5,668	0.3%	\$7,890	0.4%	\$8,549	0.4%	\$12,505	0.6%
Health Insurance	\$4,832	0.3%	\$5,087	0.3%	\$6,753	0.3%	\$7,866	0.4%	\$13,234	0.6%
Team member uniforms	\$1,828	0.1%	\$2,702	0.1%	\$2,564	0.1%	\$1,919	0.1%	\$2,226	0.1%
Hiring & Recruiting	\$7,203	0.5%	\$1,767	0.1%	\$1,389	0.1%	\$814	0.0%	\$629	0.0%
General Administrative	\$8,927	0.6%	\$7,771	0.4%	\$11,469	0.6%	\$10,281	0.5%	\$8,021	0.4%
Office Supplies	\$9,512	0.7%	\$9,518	0.5%	\$14,887	0.8%	\$15,826	0.8%	\$13,583	0.7%
Merchandise	\$7,600	0.5%	\$6,115	0.3%	\$10,125	0.5%	\$9,139	0.5%	\$6,002	0.3%
Permits & Licenses	\$404	0.0%	\$177	0.0%	\$1,988	0.1%	\$664	0.0%	\$2,243	0.1%
Professional Fees	\$6,471	0.4%	\$7,763	0.4%	\$8,766	0.4%	\$5,111	0.3%	\$15,674	0.8%
Brand Fund	\$14,551	1.0%	\$18,244	1.0%	\$19,523	1.0%	\$19,900	1.0%	\$20,839	1.0%
Royalty	\$58,202	4.0%	\$72,976	4.0%	\$78,093	4.0%	\$79,601	4.0%	\$83,357	4.0%
Training	\$6,846	0.5%	\$3,290	0.2%	\$5,352	0.3%	\$7,915	0.4%	\$6,648	0.3%
Transportation	\$1,599	0.1%	\$7,669	0.4%	\$5,595	0.3%	\$2,297	0.1%	\$5,677	0.3%
R&M Building/Land	\$5,274	0.4%	\$4,949	0.3%	\$5,903	0.3%	\$18,017	0.9%	\$30,968	1.5%
Misc - Other	\$7,000	0.5%	\$13,304	0.7%	\$4,149	0.2%	\$2,602	0.1%	\$4,113	0.2%
<b>EBITDAR</b>	<b>39%</b>		<b>40%</b>		<b>42%</b>		<b>41%</b>		<b>42%</b>	

The following table presents the average historical sales and expenses for 2021–2025 for the 6 outlets that ranked in the bottom twenty-five percent (25%) of the Fifth Year Outlets, based on 2025 Gross Sales.

Sales Year	2021		2022		2023		2024		2025	
Sites	6		6		6		6		6	
Avg Gross Sales Bottom 25%	\$936,563		\$1,192,257		\$1,249,220		\$1,160,827		\$1,179,461	
COGS										
Detergents	\$95,997	10.2%	\$81,464	6.8%	\$94,500	7.6%	\$56,913	4.9%	\$62,867	5.3%
Customer Claims	\$8,468	0.9%	\$8,036	0.7%	\$4,652	0.4%	\$4,540	0.4%	\$6,518	0.6%
Labor	\$251,480	26.9%	\$269,147	22.6%	\$299,712	24.0%	\$317,897	27.4%	\$308,173	26.1%
Repairs & Maintenance	\$37,515	4.0%	\$94,851	8.0%	\$71,917	5.8%	\$74,764	6.4%	\$62,315	5.3%
Utilities Total	\$93,161	9.9%	\$98,952	8.3%	\$122,542	9.8%	\$116,528	10.0%	\$132,410	11.2%

Waste Removal	\$4,163	0.4%	\$3,671	0.3%	\$5,126	0.4%	\$3,685	0.3%	\$3,936	0.3%
Communications	\$4,128	0.4%	\$2,551	0.2%	\$5,914	0.5%	\$4,398	0.4%	\$4,612	0.4%
Gas	\$14,063	1.5%	\$15,133	1.3%	\$16,359	1.3%	\$12,153	1.0%	\$10,015	0.8%
Sewer	\$10,142	1.1%	\$4,405	0.4%	\$7,107	0.6%	\$7,966	0.7%	\$12,349	1.0%
Water	\$24,051	2.6%	\$32,144	2.7%	\$40,567	3.2%	\$48,057	4.1%	\$57,581	4.9%
Electric	\$36,615	3.9%	\$41,048	3.4%	\$47,469	3.8%	\$40,269	3.5%	\$43,917	3.7%
Other										
Local Marketing	\$40,892	4.4%	\$51,168	4.3%	\$25,386	2.0%	\$29,343	2.5%	\$19,977	1.7%
Credit Card Fees	\$18,880	2.0%	\$26,581	2.2%	\$29,667	2.4%	\$22,148	1.9%	\$26,006	2.2%
Property Tax	\$22,227	2.4%	\$36,002	3.0%	\$16,729	1.3%	\$36,843	3.2%	\$24,282	2.1%
P&C Insurance	\$17,247	1.8%	\$13,399	1.1%	\$10,183	0.8%	\$8,301	0.7%	\$15,652	1.3%
Technology Costs	\$3,864	0.4%	\$5,564	0.5%	\$5,935	0.5%	\$5,658	0.5%	\$6,272	0.5%
Bank Charges	\$606	0.1%	\$44	0.0%	\$0	0.0%	\$2,639	0.2%	\$228	0.0%
Payroll Taxes	\$33,123	3.5%	\$24,916	2.1%	\$16,449	1.3%	\$15,135	1.3%	\$18,691	1.6%
Workers Compensation	\$3,193	0.3%	\$3,814	0.3%	\$2,890	0.2%	\$2,712	0.2%	\$7,763	0.7%
Health Insurance	\$2,442	0.3%	\$3,042	0.3%	\$3,276	0.3%	\$6,437	0.6%	\$13,747	1.2%
Team member uniforms	\$1,625	0.2%	\$2,209	0.2%	\$1,357	0.1%	\$1,083	0.1%	\$883	0.1%
Hiring & Recruiting	\$1,270	0.1%	\$979	0.1%	\$244	0.0%	\$254	0.0%	\$264	0.0%
General Administrative	\$2,819	0.3%	\$6,143	0.5%	\$2,459	0.2%	\$7,316	0.6%	\$10,302	0.9%
Office Supplies	\$4,840	0.5%	\$5,189	0.4%	\$3,672	0.3%	\$5,714	0.5%	\$5,416	0.5%
Merchandise	\$7,458	0.8%	\$8,068	0.7%	\$6,706	0.5%	\$9,886	0.9%	\$5,148	0.4%
Permits & Licenses	\$130	0.0%	\$244	0.0%	\$356	0.0%	\$917	0.1%	\$424	0.0%
Professional Fees	\$5,235	0.6%	\$1,913	0.2%	\$2,502	0.2%	\$956	0.1%	\$4,098	0.3%
Brand Fund	\$9,366	1.0%	\$11,923	1.0%	\$12,492	1.0%	\$11,608	1.0%	\$11,795	1.0%
Royalty	\$37,463	4.0%	\$47,690	4.0%	\$49,969	4.0%	\$46,433	4.0%	\$47,178	4.0%
Training	\$589	0.1%	\$1,083	0.1%	\$1,767	0.1%	\$3,254	0.3%	\$2,877	0.2%
Transportation	\$2,427	0.3%	\$8,714	0.7%	\$174	0.0%	\$428	0.0%	\$2,654	0.2%
R&M Building/Land	\$5,041	0.5%	\$4,473	0.4%	\$4,046	0.3%	\$4,870	0.4%	\$22,754	1.9%
Misc - Other	\$4,624	0.5%	\$18,099	1.5%	\$844	0.1%	\$1,296	0.1%	\$8,989	0.8%
<b>EBITDAR</b>	<b>24%</b>		<b>30%</b>		<b>37%</b>		<b>32%</b>		<b>30%</b>	

Tommy's Express businesses report Gross Sales information to us based upon a uniform reporting system. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request. The information presented above has not been audited.

We offered the same services to the Franchised Businesses described in this statement. These Businesses offered the same products and services to the public as you will.

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

Other than the preceding financial performance representation, Tommy's Express LLC does not make any financial 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 Ryan Essenburg at 648 South Point Ridge, Holland, Michigan, 49423, and (616) 834-0544, the Federal Trade Commission, and the appropriate state regulatory agencies.

**Item 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1**  
**System wide Outlet Summary**  
**For years 2023 to 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	123	166	+43
	2024	166	206	+40
	2025	206	244	+38
Company-Owned*	2023	6	9	+3
	2024	9	10	+1
	2025	10	16	+6
<b>Total Outlets</b>	<b>2023</b>	129	175	+46
	<b>2024</b>	175	216	+41
	<b>2025</b>	216	260	+44

\*These Tommy's Businesses are owned by our affiliate(s) as detailed in Item 1, but do not include 9 additional car washes owned and operated by affiliates of ours under the name Quality Car Wash.

**Table No. 2**  
**Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)**  
**For years 2023 to 2025**

State	Year	Number of Transfers
Colorado	2023	0
	2024	0
	2025	1
Florida	2023	0
	2024	2
	2025	6
Georgia	2023	0
	2024	0
	2025	1