



Location Management Bonus Program Frequently Asked Questions (“FAQs”)

Why are we changing the program now, in Q4?

WhiteWater reviewed the current location-management compensation and bonus structure and determined that updates were needed to provide more competitive base pay and a clearer, more frequent incentive opportunity aligned with sustainable operating results.

Implementing the changes in Q4 allows eligible Participants to benefit from the updated compensation structure sooner, while the Q4 Membership Revenue true-up provides transition protection for the prior Membership Revenue Growth component. It also gives the Company an opportunity to evaluate the program before the first full plan year in 2027.

Who is considered a Participant?

Active SMs, GMs, and OPs who meet the eligibility requirements are collectively referred to as Participants. Participation creates an opportunity to earn a bonus; it does not guarantee a payment.

When does the new program take effect?

The program is effective October 1, 2026. The first Average Ticket/CPLH Measurement Period is October 1–14, 2026, with payment scheduled for October 22, 2026.

Are base salaries changing as part of this rollout?

Yes. Base-pay adjustments are being implemented in conjunction with the new bonus program as part of the broader update to location-management compensation. Each affected Participant will receive individual communication regarding any base-pay change.

The base-pay adjustments and incentive program are coordinated, but base salary is not determined by performance under the bonus program. Store assignments and role changes continue to be handled separately through the Company’s normal compensation and performance-management processes.

Why do some locations have different Average Ticket ranges?

The overall calculation method is the same, but Average Ticket ranges differ for the standard program, locations with an average ticket of \$9.50 or lower, and Charleston-area locations. Participants should use the Bonus Program Document assigned to their location.

What is included in CPLH labor hours?

For purposes of the program calculation, labor hours are the total hours worked by SLs and TLs, including training hours, as defined in the applicable Bonus Program Document.

What happens if Average Ticket or CPLH exceeds the highest range?

The payout is capped at the highest level shown in the applicable matrix. Performance above the top range does not increase the cents-per-car payout beyond that maximum.

How is the Average Ticket/CPLH bonus divided?

The Operating Partner or General Manager receives 60% of the location bonus, and the Store Manager receives 40%, subject to each Participant meeting the eligibility requirements.

What happens to Average Ticket targets after a price increase?

Average Ticket targets will be adjusted in the first full month after the price increase is implemented.



What must a Participant do to be eligible?

A Participant must begin employment before the first pay period of the applicable month, serve in an eligible role for the full Measurement Period, remain actively employed through the applicable Payment Date when required by the plan, satisfy the program requirements, and not engage in conduct intended to improperly influence a payout.

Are new hires, promotions, or transfers prorated during a Measurement Period?

Generally, no. Participants must serve in the eligible role for the full Measurement Period. A mid-cycle proration applies only if the Plan Administrator approves an exception or applicable law requires different treatment.

What happens when a Participant transfers to another store during a cycle?

Eligibility at the new store begins on the first day of the next program cycle. A projected bonus from the prior store does not carry over unless the Plan Administrator approves an exception.

What happens if a Participant is on an approved leave of absence?

Approved leave is not a separation from employment. A Participant who remains employed does not lose eligibility solely because the Participant is on leave on the Payment Date. HR will determine eligibility and any required proration when leave overlaps a Measurement Period, consistent with applicable law and the Company's treatment of equivalent leave.

What happens if a Participant resigns?

A Participant who voluntarily resigns must remain actively employed through the applicable Payment Date to earn the bonus, except where applicable law requires otherwise.

What happens if a Participant is involuntarily separated?

Eligibility will be determined based on the circumstances of the separation, the plan document, and applicable law. Participants should not assume that every involuntary separation produces the same result.

Does a performance shortfall automatically eliminate the bonus?

No. Performance results determine the calculated payout, while broader performance concerns are addressed through the Company's normal coaching and performance-management processes. A performance shortfall does not automatically cause a transfer, demotion, or base-pay reduction.

What is a Membership Shortfall?

A Membership Shortfall occurs when a store's active-member count declines compared with the prior comparable Measurement Period due to operational performance factors, including conversion, churn, or staffing levels.

The first occurrence may result in documented coaching, a review of the causes, and a defined opportunity to improve. If membership declines again after the coaching and improvement period, it may result in further corrective action, up to and including termination of employment, based on the circumstances and with HR review as appropriate. Membership performance shortfalls are addressed separately from conduct violations, such as deliberate data falsification.

Does an active corrective action automatically make a Participant ineligible?

No. However, an active Final Written Warning during the Measurement Period for serious conduct directly conflicting with Company pillars, safety requirements, data integrity, anti-harassment, anti-discrimination, or anti-retaliation standards may be reviewed by the Plan Administrator and may result in ineligibility for that period.



What happens if someone intentionally manipulates information to increase a payout?

Falsifying labor, ticket, wash-count, membership, water, or other program data is considered misconduct under the Company's Code of Conduct. Any substantiated falsification may result in disciplinary action, up to and including termination of employment. The affected bonus may also be adjusted or forfeited, as permitted by applicable law.

Can a Participant report a concern about a result or bonus decision?

Yes. A Participant or team member may report a good-faith concern directly to the Plan Administrator, including outside the normal reporting chain. Retaliation for raising a good-faith concern or engaging in legally protected activity is prohibited.

How does the new program replace the prior Membership Revenue Growth and Labor bonuses?

The new program replaces the growth component of the Membership Revenue bonus and the prior Labor bonus for covered location-management roles beginning in Q4 2026.

What is the Q4 Membership Revenue Growth Bonus true-up?

After December month-end, WhiteWater will compare each location's Q4 results under the new program with the Q4 Membership Revenue Growth bonus. If the location would have received more under the prior Membership Revenue Growth bonus, the difference will be paid as a true-up in January 2027. This transition protection applies to Q4 2026.

Is there a true-up for the prior Labor bonus?

No. The Q4 transition true-up applies only to the Membership Revenue Growth bonus and does not include a Labor bonus true-up.

When are Average Ticket/CPLH bonuses paid?

The bonus is paid with the regular payroll associated with the applicable biweekly Measurement Period. Scheduled Q4 Payment Dates are October 22, November 19, December 17, 2026, and January 28, 2027, for the Measurement Periods listed in the plan document.

Is a bonus payment guaranteed?

No. A bonus is earned only when the applicable performance and eligibility requirements are satisfied. The Company may also correct administrative or data errors and apply approved exceptions consistent with the plan document and applicable law.

What should a Participant do if a result appears incorrect?

The Participant should promptly preserve and provide the supporting information and raise the issue through the appropriate leader or directly to the Plan Administrator. Calculation questions are escalated to the VP, Finance, and eligibility questions are escalated to the VP, Human Resources.

Who interprets the program and approves exceptions?

The Plan Administrator interprets the plan document, validates results, approves documented exceptions, and corrects administrative or data errors. Exceptions are reviewed based on the specific facts, consistent treatment, applicable law, and the governing program documents.

Which document controls if the FAQ and plan materials appear different?

The Location Management Bonus Program Plan Document and the applicable location-specific Bonus Program Document control. This FAQ is intended as a practical summary and does not replace those documents.