



Location Management Bonus Program Plan Document

Store Manager (SM) | General Manager (GM) | Operating Partner (OP)

Purpose & Program Overview

WhiteWater Express ("WhiteWater") rewards strong location leadership with incentive pay in addition to base salary. This program is designed to support sustainable revenue growth, efficient labor use, and responsible water use while protecting the customer experience, wash quality, safety, and our Company standards.

The Location Management Incentive Program has two bonus components:

- Average Ticket/ Cars Per Labor Hour ("CPLH")
- Water (gallons per car)

The calculation formulas, payout ranges, and examples, can be found in each applicable Bonus Program Document.

This Plan document governs the *Location Management*, *Location Management – Charleston, SC Stores*, and *Location Management less than \$9.50 avg. Ticket Stores* bonus plans.

Definitions

1. **Average Ticket:** Average revenue earned for each car washed (total revenue divided by total wash volume).
2. **CPLH:** Cars Per Labor Hour; the number of cars washed compared with labor hours worked.
3. **GPC:** Gallons Per Car; the average gallons of wash water used per car.
4. **Measurement Period:** The period used to calculate bonus performance.
5. **Payment Date:** The paycheck date on which an eligible bonus is paid.
6. **Plan Administrator:** The person or group designated by the Company to administer the Program, validation of results, and approve exceptions. Calculation discrepancies will be escalated to the VP, Finance, while eligibility discrepancies will be escalated to the VP, Human Resources.
7. **Participant:** A team member of the Company whose position is designated for participation in the Location Management Incentive Program. Participation does not guarantee an incentive payment; all eligibility requirements, performance conditions, and other terms of the Program must be satisfied.

Eligibility, Leave of Absence, and Separation from Employment

1. Eligible roles include active Store Managers (SM), General Managers (GM), and Operating Partners (OP), collectively referred to in this Plan Document as "Participant(s)", who began employment before the first pay period of the applicable month and meet all other requirements of this Plan document.
2. A participant who voluntarily resigns must remain actively employed through the applicable Payment Date to earn the bonus. If the Participant resigns before that date, the bonus for that period is not earned, except where applicable law requires otherwise.
3. If a Participant is involuntarily separated from employment, bonus eligibility will be determined based on the circumstances of the separation, this plan document, and applicable law.
4. Participants must serve in an eligible role for the full Measurement Period. New hires, promotions, and transfers are not prorated mid-cycle unless the Plan Administrator approves an exception or applicable law requires different treatment.
5. Approved leave is not a separation from employment. A Participant on approved leave who remains employed through the applicable bonus period will not lose eligibility only 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.
6. Mid-cycle store transfer bonus 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.



Performance Measures & Standards

Average Ticket

This measure rewards healthy, sustainable revenue per car. Leaders are expected to reduce unnecessary discounts and free washes, support member growth and retention, and sell the right membership to the right customer. It does not reward forced selling, unnecessary upgrades, mis-selling, or discounting a product only to sell it again. Average ticket is strengthened by active-member growth, retention, appropriate recharge pricing, and consistent selling practices; it is reduced by churn, refunds, unnecessary discounting, and a weaker product mix.

Cars Per Labor Hour (CPLH)

This measure rewards proper staffing, strong throughput, keeping lines moving, effective sign spinning, good team member positioning, and matching labor to customer demand. CPLH must not be improved by understaffing in a way that harms the customer experience, sales process, safety, or Company standards. Participants are expected to manage normal changes in drive-up volume through disciplined staffing together with membership growth and retention.

Water Efficiency

This measure rewards real water efficiency while maintaining wash quality, equipment standards, safety, and the customer experience. Manipulating water data or cutting required steps to improve GPC is not acceptable.

Non-negotiable Standard: Labor or water efficiency may not be achieved by operating below approved staffing levels or Company standards, harming the customer experience, or skipping required safety, quality, or operating steps. These actions are treated as performance or conduct issues, not successful metric achievement.

Conditions for Bonus Payment

Performance results are converted to a payout only when all applicable requirements below are met:

- The Participant remains actively employed through the applicable payment date, subject to applicable law;
- The Participant served in an eligible role for the required measurement period;
- Any adjustment for an uncontrollable event was escalated timely and approved through the exception process with the Plan Administrator; and
- The Participant did not engage in conduct intended to improperly influence a payout.

An active corrective action does not automatically make a Participant ineligible. However, a Participant on an active Final Written Warning during the Measurement Period for serious conduct that directly conflicts with Company pillars, safety requirements, data integrity, anti-harassment, anti-discrimination, or anti-retaliation standards may be declared ineligible for that period after review by the Plan Administrator. Any decision will be applied consistently and subject to applicable law.

Performance Shortfalls & Accountability

Membership performance shortfalls and conduct violations are handled differently. A membership shortfall occurs when the store's active-member count declines compared with the prior comparable Measurement Period.

Level	What it means	Result
Membership Shortfall 1	The store's active-member count declines for one comparable Measurement Period due to operational KPIs including conversion or churn rates or staffing levels.	Documented coaching, review of the causes, and a clear timeline and opportunity to improve. This is not, by itself, formal corrective action.
Membership Shortfall 2	The store's active-member count declines again after documented coaching and the improvement period.	Further corrective action may be taken under the Company's standard process, up to and including termination of employment, based on the facts and at the supervisor's discretion with HR review as appropriate. There is no



Level	What it means	Result
		automatic transfer, demotion, or base-pay reduction.
Conduct Violation	Deliberate misconduct, including, but not limited to, falsifying labor data to influence a payout.	The affected bonus may be adjusted or forfeited through the HR process. Additional corrective action may be taken when warranted and permitted by law.

A pattern of performance or operational integrity concerns across Measurement Periods will trigger a review with the Participant's direct supervisor and HR. Depending on the facts, the review may result in coaching, a performance improvement plan, corrective action, a role review, or separation under the Company's normal process. The review does not predetermine the outcome.

Reporting Concerns and Non-Retaliation

A team member or Participant who believes a result, exception, or bonus decision has been manipulated may report the concern directly to the Plan Administrator, including outside the normal chain of command. Retaliation for raising a good-faith concern or engaging in legally protected activity is prohibited.

Administration

- The Plan Administrator interprets this plan document, calculates results, approves documented exceptions, and corrects administrative or data errors.
- Any role, store assignment, or base-pay change is handled separately under the Company's compensation and performance-management processes. No role change, transfer, or base-pay reduction happens automatically under this incentive Plan document.
- Any future price changes may result in Average Ticket adjustments in the first full month following the price increase.
- The Company may amend, suspend, or discontinue this program prospectively, subject to applicable law and any required notice. No change will reduce compensation that has already been earned under applicable law.
- This Plan document is not an employment contract and does not change at-will employment where permitted by law.

Disclaimer:

This Plan document supersedes and replaces all prior location-management bonus, incentive, Membership Revenue growth, and Labor bonus programs, plans, guidelines, communications, and practices covering the same subject matter. This Plan document provides general program terms and does not create a contract, express or implied. The Company reserves the right to interpret, amend, suspend, or discontinue the program prospectively, with or without notice where permitted by law. Where state or local law differs from this Plan document, the Company will follow applicable law. Nothing in this Plan document changes at-will employment where permitted by law.



Q4 2026 Location Management Bonus Program- V. \$9.50 avg ticket or lower

Q4 2026 Transition Protection

Membership Growth Bonus Replacement

As this program replaces the growth component of the Membership Revenue bonus as well as the Labor bonus, WhiteWater has committed to a true up of the membership revenue bonus vs. the Q4 results of this program. We will calculate the Q4 member revenue growth bonus amount for each store, and if any stores receive a lower amount for the quarter vs. their member revenue growth bonus, they will receive a true up in January 2027, following December 2026 month end.

Note: This will not include a labor bonus true up.

Part 1: Average Ticket / Cars per Labor Hour Bonus

Each store will receive a biweekly bonus paid out in the current payroll based on its volume compared to its average ticket (total revenue divided by total volume) and cars per labor hour (CPLH).

The bonus is set upon five volume tiers based on biweekly wash volume:

Biweekly Wash Volume Ranges		
Tier 1	0	4000
Tier 2	4001	5000
Tier 3	5001	6000
Tier 4	6001	7000
Tier 5	7001	or more

The bonus is paid based upon the range of **Average Ticket** and **CPLH** the site hits, multiplied by the number of vehicles washed in the period. The following pages show the payout ranges for each of the five tiers:



Tier 1: 0–4,000 Cars Per Biweekly Period

Tier 1

Biweekly Cars: 0-4000

			Cars per Labor Hour						
			Between	10	11	12	13	14	15
				10.99	11.99	12.99	13.99	14.99	or More
			Payout (cents per car)						
	\$12.25	and Higher	0.080	0.090	0.100	0.110	0.120	0.130	
	\$12.00	\$12.24	0.080	0.090	0.100	0.110	0.120	0.130	
Avg	\$11.75	\$11.99	0.070	0.080	0.090	0.100	0.110	0.120	
Ticket	\$11.50	\$11.74	0.060	0.070	0.080	0.090	0.100	0.110	
(revenue	\$11.25	\$11.49	0.050	0.060	0.070	0.080	0.090	0.100	
per car)	\$11.00	\$11.24	0.030	0.040	0.050	0.060	0.070	0.080	
	\$10.75	\$10.99	0.020	0.030	0.040	0.050	0.060	0.070	
	\$9.50	\$10.74	0.015	0.015	0.020	0.030	0.040	0.050	

At Top of Range

At Top of Range			Cars per Labor Hour						
			Between	10	11	12	13	14	15
				10.99	11.99	12.99	13.99	14.99	or More
			Total Payout (GM/SM)						
Avg Ticket (revenue per car)	\$12.25	and Higher	\$320	\$360	\$400	\$440	\$480	\$520	
	\$12.00	\$12.24	\$320	\$360	\$400	\$440	\$480	\$520	
	\$11.75	\$11.99	\$280	\$320	\$360	\$400	\$440	\$480	
	\$11.50	\$11.74	\$240	\$280	\$320	\$360	\$400	\$440	
	\$11.25	\$11.49	\$200	\$240	\$280	\$320	\$360	\$400	
	\$11.00	\$11.24	\$120	\$160	\$200	\$240	\$280	\$320	
	\$10.75	\$10.99	\$80	\$120	\$160	\$200	\$240	\$280	
	\$9.50	\$10.74	\$60	\$60	\$80	\$120	\$160	\$200	



Tier 2: 4,001–5,000 Cars Per Biweekly Period

Tier 2

Biweekly Cars: 4001-5000

			Cars per Labor Hour					
			Between	13	14	15	16	17
				13.99	14.99	15.99	16.99	17.99
								18
								or More
			Payout (cents per car)					
	\$12.25	and Higher		0.080	0.090	0.100	0.110	0.120
	\$12.00	\$12.24		0.080	0.090	0.100	0.110	0.130
Avg	\$11.75	\$11.99		0.070	0.080	0.090	0.100	0.110
Ticket	\$11.50	\$11.74		0.060	0.070	0.080	0.090	0.100
(revenue	\$11.25	\$11.49		0.050	0.060	0.070	0.080	0.090
per car)	\$11.00	\$11.24		0.030	0.040	0.050	0.060	0.070
	\$10.75	\$10.99		0.020	0.030	0.040	0.050	0.060
	\$9.50	\$10.74		0.015	0.015	0.020	0.030	0.040

			Cars per Labor Hour					
			Between	13	14	15	16	17
				13.99	14.99	15.99	16.99	17.99
								18
								or More
			Total Payout (GM/SM)					
	\$12.25	and Higher		\$400	\$450	\$500	\$550	\$600
	\$12.00	\$12.24		\$400	\$450	\$500	\$550	\$600
Avg	\$11.75	\$11.99		\$350	\$400	\$450	\$500	\$550
Ticket	\$11.50	\$11.74		\$300	\$350	\$400	\$450	\$500
(revenue	\$11.25	\$11.49		\$250	\$300	\$350	\$400	\$450
per car)	\$11.00	\$11.24		\$150	\$200	\$250	\$300	\$350
	\$10.75	\$10.99		\$100	\$150	\$200	\$250	\$300
	\$9.50	\$10.74		\$75	\$75	\$100	\$150	\$200



Tier 3: 5,001–6,000 Cars Per Biweekly Period

Tier 3

Biweekly Cars: 5001-6000

			Cars per Labor Hour					
Between			14	15	16	17	18	19
			14.99	15.99	16.99	17.99	18.99	or More
			Payout (cents per car)					
	\$12.25	and Higher	0.080	0.090	0.100	0.110	0.120	0.130
	\$12.00	\$12.24	0.080	0.090	0.100	0.110	0.120	0.130
Avg	\$11.75	\$11.99	0.070	0.080	0.090	0.100	0.110	0.120
Ticket	\$11.50	\$11.74	0.060	0.070	0.080	0.090	0.100	0.110
(revenue	\$11.25	\$11.49	0.050	0.060	0.070	0.080	0.090	0.100
per car)	\$11.00	\$11.24	0.030	0.040	0.050	0.060	0.070	0.080
	\$10.75	\$10.99	0.020	0.030	0.040	0.050	0.060	0.070
	\$9.50	\$10.74	0.015	0.015	0.020	0.030	0.040	0.050

At Top of Range

			Cars per Labor Hour					
Between			14	15	16	17	18	19
			14.99	15.99	16.99	17.99	18.99	or More
			Total Payout (GM/SM)					
	\$12.25	and Higher	\$480	\$540	\$600	\$660	\$720	\$780
	\$12.00	\$12.24	\$480	\$540	\$600	\$660	\$720	\$780
Avg	\$11.75	\$11.99	\$420	\$480	\$540	\$600	\$660	\$720
Ticket	\$11.50	\$11.74	\$360	\$420	\$480	\$540	\$600	\$660
(revenue	\$11.25	\$11.49	\$300	\$360	\$420	\$480	\$540	\$600
per car)	\$11.00	\$11.24	\$180	\$240	\$300	\$360	\$420	\$480
	\$10.75	\$10.99	\$120	\$180	\$240	\$300	\$360	\$420
	\$9.50	\$10.74	\$90	\$90	\$120	\$180	\$240	\$300



Tier 4: 6,001–7,000 Cars Per Biweekly Period

Tier 4

Biweekly Cars: 6001-7000

			Cars per Labor Hour						
			Between	16	17	18	19	20	21
				16.99	17.99	18.99	19.99	20.99	or More
			Payout (cents per car)						
Avg Ticket (revenue per car)	\$12.25	and Higher	0.080	0.090	0.100	0.110	0.120	0.130	
	\$12.00	\$12.24	0.080	0.090	0.100	0.110	0.120	0.130	
	\$11.75	\$11.99	0.070	0.080	0.090	0.100	0.110	0.120	
	\$11.50	\$11.74	0.060	0.070	0.080	0.090	0.100	0.110	
	\$11.25	\$11.49	0.050	0.060	0.070	0.080	0.090	0.100	
	\$11.00	\$11.24	0.030	0.040	0.050	0.060	0.070	0.080	
	\$10.75	\$10.99	0.020	0.030	0.040	0.050	0.060	0.070	
	\$9.50	\$10.74	0.015	0.015	0.020	0.030	0.040	0.050	

At Top of Range

At Top of Range			Cars per Labor Hour					
		Between	16 16.99	17 17.99	18 18.99	19 19.99	20 20.99	21 or More
			Total Payout (GM/SM)					
Avg Ticket (revenue per car)	\$12.25	and Higher	\$560	\$630	\$700	\$770	\$840	\$910
	\$12.00	\$12.24	\$560	\$630	\$700	\$770	\$840	\$910
	\$11.75	\$11.99	\$490	\$560	\$630	\$700	\$770	\$840
	\$11.50	\$11.74	\$420	\$490	\$560	\$630	\$700	\$770
	\$11.25	\$11.49	\$350	\$420	\$490	\$560	\$630	\$700
	\$11.00	\$11.24	\$210	\$280	\$350	\$420	\$490	\$560
	\$10.75	\$10.99	\$140	\$210	\$280	\$350	\$420	\$490
	\$9.50	\$10.74	\$105	\$105	\$140	\$210	\$280	\$350



Tier 5: 7,001 or more Cars Per Biweekly Period

Tier 5

Biweekly Cars: 7001+

		Cars per Labor Hour						
		Between	19	20	21	22	23	24
			19.99	20.99	21.99	22.99	23.99	or More
		Payout (cents per car)						
Avg Ticket (revenue per car)	\$12.25 and Higher		0.080	0.090	0.100	0.110	0.120	0.130
	\$12.00 \$12.24		0.080	0.090	0.100	0.110	0.120	0.130
	\$11.75 \$11.99		0.070	0.080	0.090	0.100	0.110	0.120
	\$11.50 \$11.74		0.060	0.070	0.080	0.090	0.100	0.110
	\$11.25 \$11.49		0.050	0.060	0.070	0.080	0.090	0.100
	\$11.00 \$11.24		0.030	0.040	0.050	0.060	0.070	0.080
	\$10.75 \$10.99		0.020	0.030	0.040	0.050	0.060	0.070
	\$9.50 \$10.74		0.015	0.015	0.020	0.030	0.040	0.050

			Cars per Labor Hour					
At 8000 cars			19	20	21	22	23	24
			Total Payout (GM/SM)					
	\$12.25	and Higher	\$640	\$720	\$800	\$880	\$960	\$1,040
	\$12.00	\$12.24	\$640	\$720	\$800	\$880	\$960	\$1,040
Avg	\$11.75	\$11.99	\$560	\$640	\$720	\$800	\$880	\$960
Ticket	\$11.50	\$11.74	\$480	\$560	\$640	\$720	\$800	\$880
(revenue	\$11.25	\$11.49	\$400	\$480	\$560	\$640	\$720	\$800
per car)	\$11.00	\$11.24	\$240	\$320	\$400	\$480	\$560	\$640
	\$10.75	\$10.99	\$160	\$240	\$320	\$400	\$480	\$560
	\$9.50	\$10.74	\$120	\$120	\$160	\$240	\$320	\$400

The Operating Partner / General Manager will receive 60% of the bonus, and the Store Manager will receive 40% of the bonus.

If Average Ticket and/or CPLH exceeds the top of the range, the highest level of the range in the table will be the payout.



Part 2: Water Bonus

The Water Bonus will be calculated monthly based on the monthly Wash Water Gallons per Car (GPC) for the location.

The bonus will be split **60%** to the GM and **40%** to the SM. Bonuses will be paid out on the second paycheck of the following month.

Example:

Gallons Per Car Range	\$ Bonus Earned
<=20	\$300.00
20-22	\$150.00
22-24	\$50.00
25+	\$0.00
Actual Gallons per Car	19.9
Range	<=20
Total Location Payout	\$300

Payout: Total payout to the GM would be **\$180**, and the SM would be **\$120**.

For any location without monthly GPC data, the location's most recent quarterly bill will be used. For locations that do not have GPC data or the data is irregular (read: consistently <15 GPC), the Plan Administrator will provide a separate target directly to the affected team members.

Note: Stores 801-817 will remain on their Water as a % of Sales bonus program for Q4 2026.

Payment Dates

Average Ticket / CPLH bonuses are paid with the regular payroll for the Thursday–Wednesday pay period in which they are earned. See the calendar below.

Bonus Period	Paycheck Date
10/01/2026–10/14/2026	10/22/2026
10/29/2026–11/11/2026	11/19/2026
11/26/2026–12/09/2026	12/17/2026
01/07/2027–01/20/2027	1/28/2027

The Water Bonus is paid on the second paycheck of the following month. See the calendar below.

Bonus Month	Paycheck Date
September	10/22/2026
October	11/19/2026
November	12/17/2026
December	01/28/2027

The program is effective October 1, 2026. The first Average Ticket / CPLH bonus under this program is scheduled to be paid October 22, 2026.