



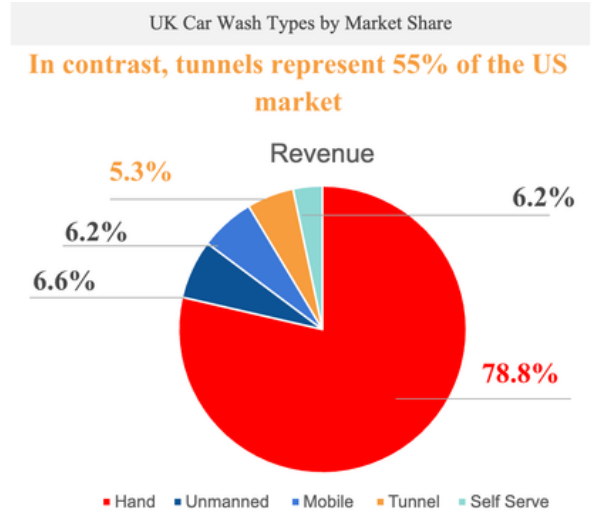
Building the UK's premier express tunnel car wash platform

The Opportunity

The US has dozens of scaled express car wash operators. **The UK has none.**

The UK market is still dominated by single-site, labour intensive operators, whereas the US has seen a **shift from manual service to subscription-led automation** resulting in dozens of scaled express car wash operators.

We estimate the UK express tunnel car wash market has £1-2bn in annual revenue potential, informed by population size, climate suitability, adoption rates observed in the US, and a lower per-capita car base.



Traditional Mom & Pop carwashing

Hand Wash



Legacy Exterior



Next Generation Car Washing

Original Express



Modern Express



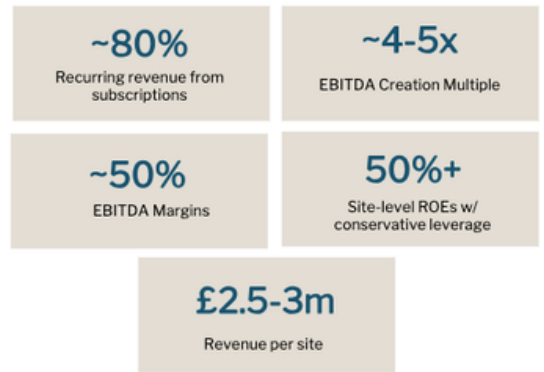
Leveraging the brand and operating platform of an established US operator through a comprehensive licensing agreement

Spark, the premier express exterior car wash operator in NJ, NY, and PA.

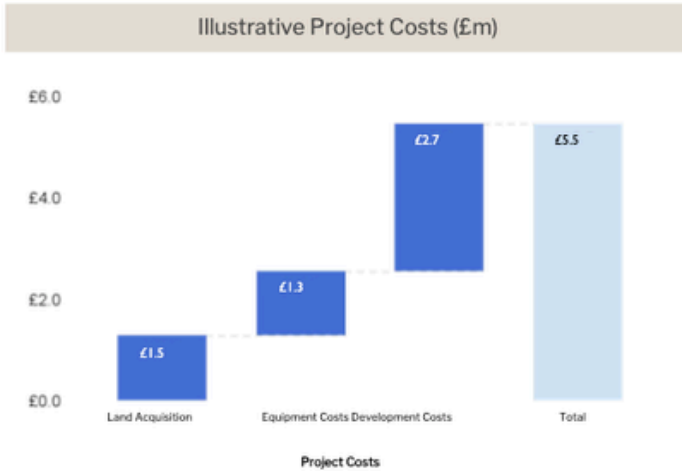
- Technology-enabled services with 65%+ membership-based recurring revenue
- Ground-up, de-novo development strategy on 1-acre parcels
- 13 washes open, on pace for 24+ by end of 2026
- Founded in 2018 Based in Summit, NJ
- 160+ Spark teammembers (24 in corp.)
- Supportive equity partners with diverse lender base

The Business Model

- De novo development of express tunnel car washes in prime locations
- Membership-led revenue model, complemented by drive-up and ancillary sales



Unit Economics



Illustrative Store Level P&L (£m)

Example P&L	Year 1	Year 2	Year 3
Revenue	11	17	25
Operating Expenses	0.7	1.0	1.3
EBITDA	0.4	0.7	1.1
Creation Multiple			5.0x
ROIC			20%
Levered ROE			50%+

4500+ Members
Number of active members per location at maturity

65%+ Recurring Revenue
Membership revenue at site maturity as a % of total revenue

Executive Strategy



*Initial sites already secured and core operating team identified

Founding Team

Investment strategy and platform expansion led by proven team of founders, operators and financiers with deep industry expertise.



Ray Taylor
Managing Partner
& Co-Founder UK



Kyle Van Decker
Spark Car Wash
CEO & Founder



The Raise

We are raising an initial round to fund early site development, build core platform capability, and secure execution readiness. This round is aimed at a small group of aligned investors comfortable backing operating real asset business with scalable, long-term economics.