

THE ROI OF CULTURE



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About Pete Nani

- Chief Executive Officer, ZIPS Car Wash
- 35+ years of car wash leadership across express and full-service models
- Led operations and growth for iconic brands including Mister Car Wash, Wash Depot, Clean Freak, Rainstorm, Jet Brite, Rocket Express, and ZIPS
- Proven turnaround executive hired to stabilize, scale, and prepare platforms for sale
- Deep expertise in field operations, training systems, facilities, M&A integration, and KPIs
- Former CEO / COO overseeing 70+ store multi-brand portfolios with sustained EBITDAR growth
- Built and scaled Circle K's express car wash platform
- National leader in facilities uptime, achieving 99%+ operational availability at scale
- Board member, International Carwash Association (ICA)
- Known for developing leaders, building disciplined operating cultures, and helping organizations grow the right way – with people, consistency, and integrity at the core.

Lessons From The Past

The Great Car Wash Rollup

Wash Depot Story

What is Culture?



Why Culture Matters

Culture is not soft—it represents hard costs

- High-turnover operations lose 30-50% of revenue to inefficiency
- Strong culture companies see 22% higher profitability
- Employee retention saves \$1,500-\$2,500 per hire in recruitment costs
- Engaged teams deliver 12% higher customer satisfaction
- Culture directly impacts throughput, uptime, and financial results

Industry Data: Culture's ROI

The numbers don't lie:

- Companies with strong culture see 4x higher revenue growth (Deloitte)
- 72% of executives say culture is top 3 driver of firm value (McKinsey)
- High-trust organizations report 74% less stress, & 50% higher productivity
- Employee engagement increases profitability by 21% (Gallup)
- For car washes: Strong culture reduces turnover costs & increases productivity by thousands per location annually

Culture Is Defined Daily

- Moments That Matter
 - The Interview
 - Onboarding
 - 30 / 60 Day Check-In
 - Performance Review
 - Anomaly Events - Personal/Business

Culture Evolves Dynamically



DECISIONS



BEHAVIORS



PRIORITIES

Lessons From Growth & Reset



Lessons From The Past

The Failed Merger Story:

- Late 2000s: Wash Depot and Mister Car Wash attempted to merge.
- Both had ~equal store counts, strong market presence and equal value in respective strengths
- BUT - Two vastly different cultures

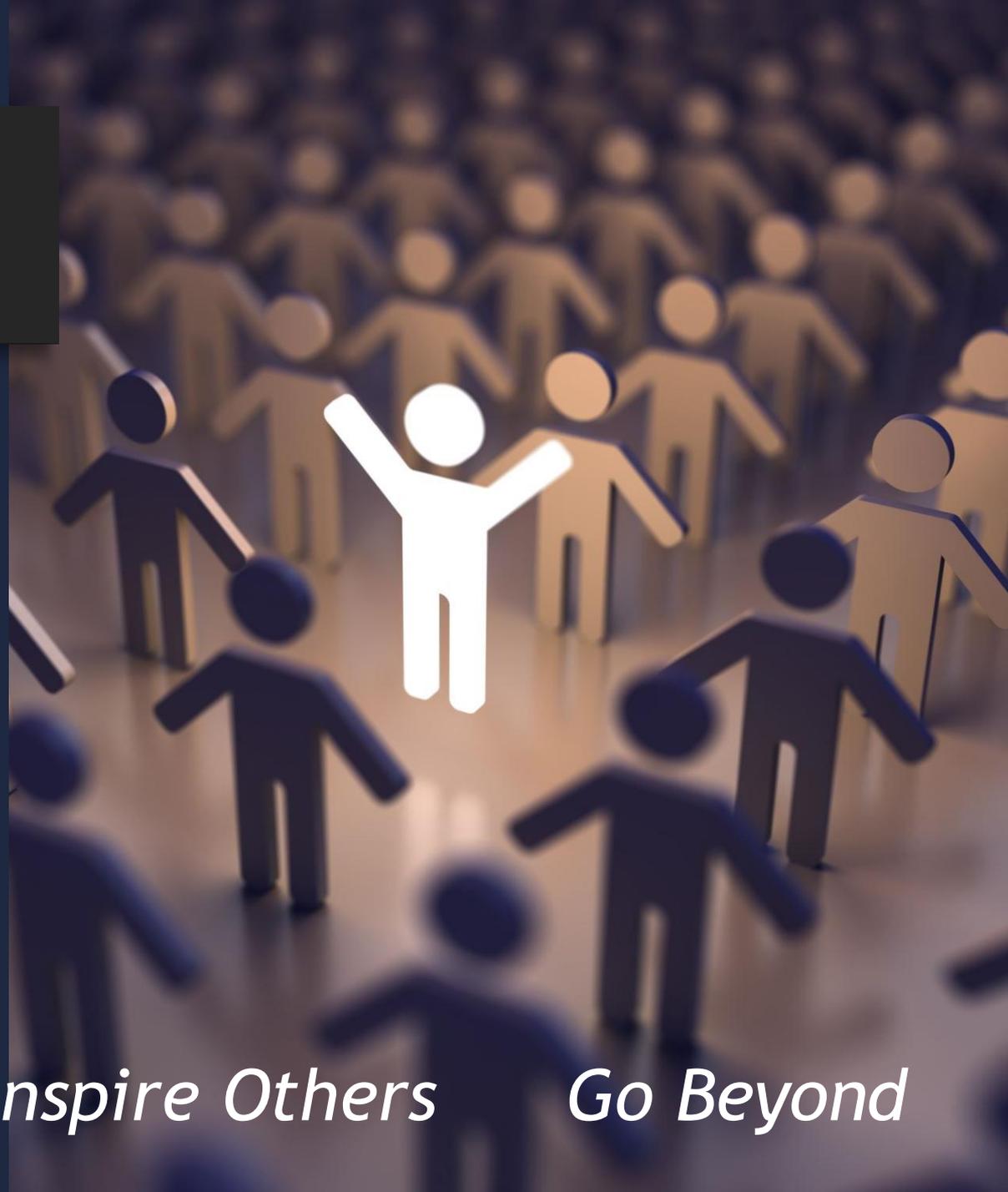
Building a Positive Culture

- Define It for your company
- Build it into the Vision & Values

Be Good

Inspire Others

Go Beyond



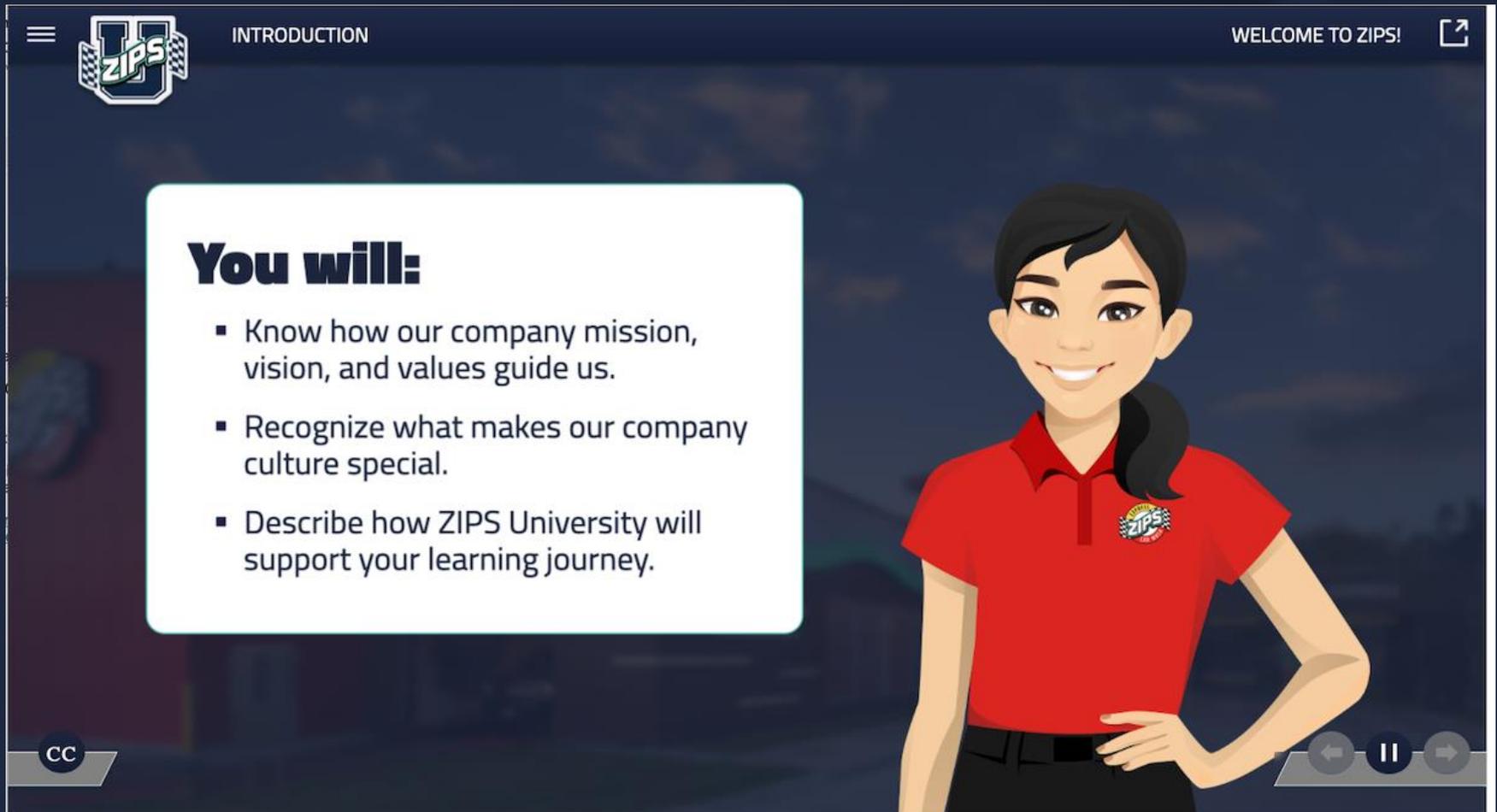
People-First Mindset

- Paradigm Shift
- Expectations Clearly Laid Out
- Inject Collaboration
- Formalized Training
- Formalized Career Path

Right People, Right Seats

- Every hire changes the DNA of your organization—positively or negatively
- Protect culture through rigorous hiring standards, not desperation fills
- Promote based on consistent standards and required skill sets
- Best site manager \neq best multi-unit leader (different skillsets)
- Best technician \neq best maintenance manager (leadership vs. technical skills)
- Cultural fit is as important as technical competence

Right People, Right Seats



The screenshot shows a video player interface for ZIPS University. At the top left is a hamburger menu icon and the ZIPS logo. The top center displays the word "INTRODUCTION". At the top right, it says "WELCOME TO ZIPS!" with a share icon. The main content area features a white box with the heading "You will:" followed by three bullet points. To the right of the text box is a 3D-rendered female character in a red polo shirt with a ZIPS logo on the chest. At the bottom left is a Creative Commons (CC) icon, and at the bottom right are navigation controls including back, play/pause, and forward buttons.

INTRODUCTION

WELCOME TO ZIPS!

You will:

- Know how our company mission, vision, and values guide us.
- Recognize what makes our company culture special.
- Describe how ZIPS University will support your learning journey.

CC

Training Drives Consistency



100 Simple Tasks



Done Right, Every Day



Training Never Stops



“Car washing is made up of 100 tasks, none too hard – doing them consistently is the hardest part.”

Accountability Builds Trust



Clear
Expectations



Fair
Consequences



Consistent
Standards

Leadership Is the Multiplier



Visibility matters



Honesty matters



Integrity lasts



“My name is the most valuable asset I have, and I intend to lead with honesty and integrity.”

Key Takeaways



Culture is
Intentional



Leadership Sets
the Tone



People Drive
Results

THE ROI OF CULTURE

QUESTIONS?

Thank You



LEAD WITH
INTEGRITY



INVEST IN
PEOPLE



BUILD FOR THE
LONG TERM



Proud to Serve and Grow Leaders