

COBBLESTONE CAR WASH

EXCLUSIVE NET-LEASE OFFERING



OFFERING MEMORANDUM



11270 Huron Street
Denver (Northglenn), CO 80234

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Investment Highlights

PRICE: \$5,900,000 | CAP: 6.35% | RENT: \$374,650



About the Investment

- ✓ Long-Term, 20-Year Absolute Triple Net (NNN) Sale-Leaseback
- ✓ Corporate Guaranty from Cobblestone HoldCo LLC | 80+ Unit Guaranty
- ✓ 1.50% Annual Rental Increases
- ✓ Four (4), Five (5)-Year Tenant Renewal Options, Bringing the Potential Lease Term to 40 Years
- ✓ Accelerated & Bonus Depreciation | Properties Qualify for Both 60% Bonus Depreciation & 15 Year Accelerated Depreciation

About the Location

- ✓ Dense Retail Corridor | Target, Chick-fil-A, CVS, McDonald's, 7-Eleven, Starbucks, O'Reilly Auto Parts, Applebee's, Panera Bread, Olive Garden, Cracker Barrel and Many More
- ✓ Affluent Community | Average Household Income Exceeds \$103,000 Within a Five-Mile Radius of Subject Property
- ✓ Strong Demographics | Over 133,000 Individuals Within a Three-Mile Radius and Over 341,000 Individuals Within a Five-Mile Radius of Subject Property
- ✓ Strong Traffic Counts | Over 158,300, 61,800 and 22,500 Vehicles Per Day Along Interstate 25, West 120th Ave and Huron Street, Respectively
- ✓ Academic Presence | One High School, One Middle School and Four Elementary Schools Located Within Two-Mile Radius | Total Enrollment Exceeds 2,900 Students

About the Tenant / Brand

- ✓ Spotless Brands was founded in 2019 with the purpose of revolutionizing the car wash industry by building best-in-class brands with leadership positions in premium markets.
- ✓ Spotless Brands is one of the fastest growing and largest car wash companies in the United States. The company currently operates over 160 car washes across the country in partnership with 4 industry-leading brands – Cobblestone Auto Spa, Okie Express Auto Wash, Flagship Carwash, and Ultimate Shine Car Wash.
- ✓ Cobblestone is the undisputed leader in the car wash industry in Phoenix, AZ and now in Denver, CO
- ✓ Cobblestone Car Washes utilize state-of-the-art equipment and processes to offer best in class service
- ✓ Their experienced crews can perform a full-service car wash on a vehicle in less than 15-25 minutes

Representative Photo



Representative Photo





Financial Analysis

PRICE: \$5,900,000 | CAP: 6.35% | RENT: \$374,650



PROPERTY DESCRIPTION

Concept	Cobblestone Car Wash
Street Address	11270 Huron St
City, State ZIP	Northglenn, CO 80234
Year Built	2022
Estimated Building Size (SF)	6,572
Estimated Lot Size (Acres)	0.94
Type of Ownership	Fee Simple

THE OFFERING

Price	\$5,900,000
CAP Rate	6.35%
Net Operating Income	\$374,650

LEASE SUMMARY

Property Type	Net-Leased Car Wash
Credit Type	Corporate
Tenant	Cobblestone Denver OpCo LLC
Guarantor	Cobblestone HoldCo LLC (80+ Units)
Original Lease Term	20 Years
Rent Commencement	At Close of Escrow
Lease Expiration	20 Years From Close of Escrow
Lease Term Remaining	20 Years
Lease Type	Triple Net (NNN)
Landlord Responsibilities	None
Rental Increases	1.50% Annually
Renewal Options Remaining	4, 5-Year Options

RENT SCHEDULE

Lease Year	Annual Rent	Monthly Rent	Rent Escalation
Year 1	\$374,650	\$31,221	-
Year 2	\$380,270	\$31,689	1.50%
Year 3	\$385,974	\$32,164	1.50%
Year 4	\$391,763	\$32,647	1.50%
Year 5	\$397,640	\$33,137	1.50%
Year 6	\$403,604	\$33,634	1.50%
Year 7	\$409,659	\$34,138	1.50%
Year 8	\$415,803	\$34,650	1.50%
Year 9	\$422,040	\$35,170	1.50%
Year 10	\$428,371	\$35,698	1.50%
Year 11	\$434,797	\$36,233	1.50%
Year 12	\$441,319	\$36,777	1.50%
Year 13	\$447,938	\$37,328	1.50%
Year 14	\$454,657	\$37,888	1.50%
Year 15	\$461,477	\$38,456	1.50%
Year 16	\$468,399	\$39,033	1.50%
Year 17	\$475,425	\$39,619	1.50%
Year 18	\$482,557	\$40,213	1.50%
Year 19	\$489,795	\$40,816	1.50%
Year 20	\$497,142	\$41,429	1.50%

INVESTMENT SUMMARY

Bang Realty and Marcus & Millichap are pleased to present the exclusive listing for Cobblestone Car Wash, located at 11270 Huron St in Northglenn, CO. The site consists of roughly 6,572 total rentable square feet of building space on an estimated total of 0.94-acres of land. This Cobblestone Car Wash is subject to a 20-year absolute triple-net (NNN) lease, which will commence at the close of escrow. The annual rent is \$374.650 and is scheduled to increase by 1.50% annually throughout the base term and in each of the 4, 5-year renewal options.



Concept Overview



Leading Car Wash company

Scarce asset of scale in a **large and growing company that is consolidating the fragmented car wash industry**

Strong company of scale with **four leading brands** and leadership positions

Membership base with recurring revenue stream representing **60%+ of total revenue**

Compelling unit economics in all geographies

Demonstrated ability to **continue growth** through **de novo development** and **M&A integration**

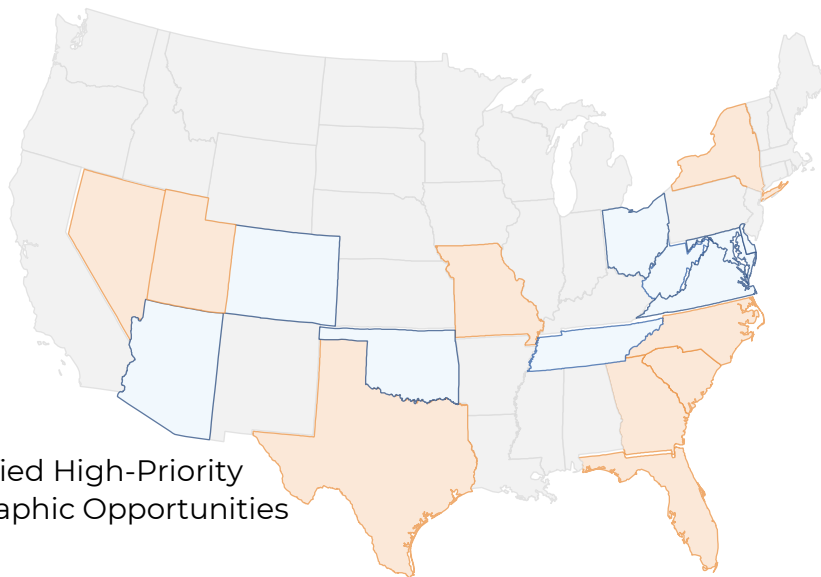
Growth focused company



Leadership In Highly Attractive Geographies

#1

Position in all geographies



25+ Identified High-Priority Geographic Opportunities

9 Geographic Clusters Today

160	2023 Locations ¹
520K	Active Members as of 2023 ¹
>\$2.5M	Average Revenue Per Wash ²
>60%	Recurring Revenue
~50%-60%	EBITDA Margin Per Mature Site ^{1,4}

Note: See Disclaimer for information about investment process, past performance, and projections.

1. Reflects actuals and estimates as of December 31, 2023.
2. Established locations include locations open >36 months.
3. Real Estate valuation based on appraisals for owned car wash locations across Cobblestone, Flagship, Okie, and Ultimate Shine companies.

4. Includes pro forma and maturity adjustments. Pro Forma adjustments related to Spotless corporate team compensation normalization. Maturity adjustments capture the embedded growth opportunity at recently opened and ramping locations (less than 36 months of operations).



Concept Overview



Market leading brands with attention to customer service, enables competitive advantages to grow memberships and sales

Geography Selection Criteria



Spotless – leader in top geographies with room for continued growth potential

Dedicated to identifying geographies that over-index against the national benchmark²

Key Selection Criteria


- Population size
- Population growth
- Good weather days
- Cars per capita
- Car utilization
- Personal income
- Retail development
- Cars per car wash

Denver

#1	35	41
Regional Position ¹	2023 Locations	2024E Locations

Organic expansion under the Cobblestone brand

High per capita income, fragmented car wash landscape



Oklahoma

#1	28	28
Regional Position ¹	2023 Locations	2024E Locations


Successful buy-and-build strategy to lead the state of Oklahoma



Greater Washington D.C. Metro Area ("DMV")

#1	34	48
Regional Position ¹	2023 Locations	2024E Locations

Decades of local experience and operational excellence allows Flagship to lead the DMV



Phoenix

#1	41	50
Regional Position ¹	2023 Locations	2024E Locations

High and growing per capita income, with consumers placing a high value on vehicle maintenance

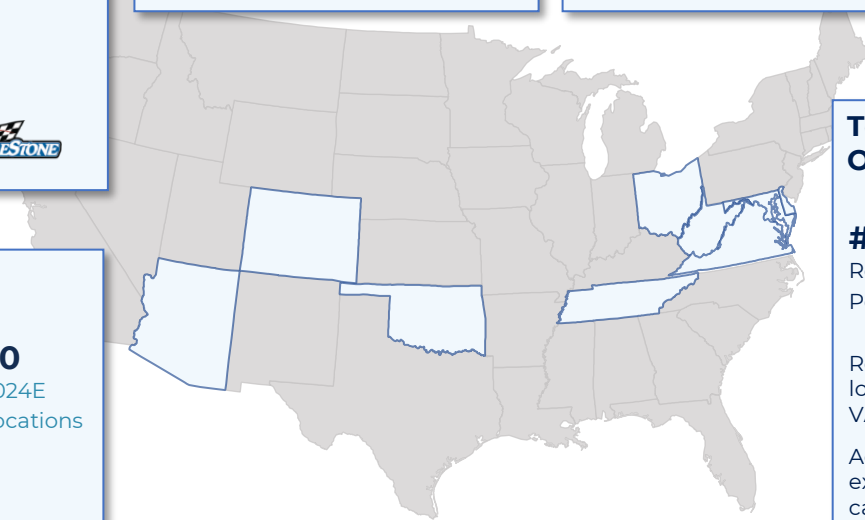


Tennessee, Virginia, Ohio, & West Virginia

#1	22	30
Regional Position ¹	2023 Locations	2024E Locations

Recent acquisition with locations in East TN Western VA and WV

Actionable pipeline and exceptional development capabilities

Regional Density Strategy
 Creating Meaningful Network Effects AND Related Efficiencies – Targeting 50+ Units per Metropolitan Statistical Area ("MSA")

Note: See Disclaimer for information about investment process, past performance, and projections.

1. Based on number of sites in each region.
2. Based on Access proprietary market mapping.



Concept Overview



Spotless is a differentiated car wash company with the #1 leadership position¹ in each of its 9 geographies



Seasoned Operator with Market Leading Positions:

- Spotless is positioned as an elite asset in the car wash industry, with compelling unit economics, platform scale, and market density / leadership
- Deploy a hub and spoke car wash model that provides our customers the option of express or full service wash (flex)



De Novo Capabilities:

- Strategic playbook to quickly build, open, and ramp de novo locations in existing markets; 6-8 month average build time, and deep bench of construction and development professionals to facilitate future growth in focus markets
- Data-driven approach places our washes on the best real estate available to maximize convenience for our customers and protect from competition



Growth Strategy:

- Spotless has historically driven growth by building density through sophisticated MSA selection & expansion, driving membership growth, increasing scale through de novos and strategic M&A, and driving same store sales growth & recurring revenue at existing locations
- Spotless has grown from 25 locations at entry (January 2020) to 160+ in 2023



Strong Unit Level Economics (“ULE”):

- Attractive ULEs on express models with average EBITDA of >\$900K per site
- Solid cash flows with EBITDA margins of ~50% as a result of labor light business model with low marginal costs (each site requires 2-3 employees; marginal cost per wash is ~\$0.80); >3,200 average members per site provides recurring revenue and future cash flow visibility



Owned Real Estate:

- Spotless owns >85% of its real estate with a ~\$1.0B appraised real estate value³, which provides potential downside protection as well as opportunity for potential sale-leaseback transactions



Economic Resilience:

- Industry showed resilience during the last recession; revenues only decreased 5.5% in 2009, and quickly recovered growing 4.3% in 2010⁴
- Express car wash as a touchless service showed resiliency through the pandemic with volumes quickly recovering in May 2020 once stay-at-home mandates were lifted



Well Invested Infrastructure and Capabilities:

- Digital tools and technology infrastructure allows Spotless to provide outstanding support to Field Operations, and also deepen relationships with customers through real-time analytics
- Leverage size and scale to reduce costs (procurement, marketing spend optimization, maintenance and repairs)



Committed Sponsor:

- Deep experience executing build-and-buy strategies and demonstrated success building car wash companies
- Access / Spotless have over \$1.1bn of committed 1L debt capital and \$400M junior debt capital to continue supporting Spotless' growth



Strong, Aligned Management Teams:

- Spotless has a comprehensive team supporting finance, operations, development, and talent management
- Leadership team has strong economic alignment with equity rollover and a management incentive option pool

Note: As of December 31, 2023.

Note: See Disclaimer for information about investment process, past performance, and projections.

1. Based on number of sites in each region.

2. Total development spend divided by underwritten EBITDA.

3. Real Estate valuation based on appraisals for owned car wash locations across Cobblestone, Flagship, Okie and Ultimate Shine companies.

4. Federal Reserve Bank of St. Louis (FRED) (2021).





Concept Overview



Boosting Today's Share Of Recurring Revenue Since Acquisition

Recurring Revenue as a % of Car Wash Revenue¹

Members



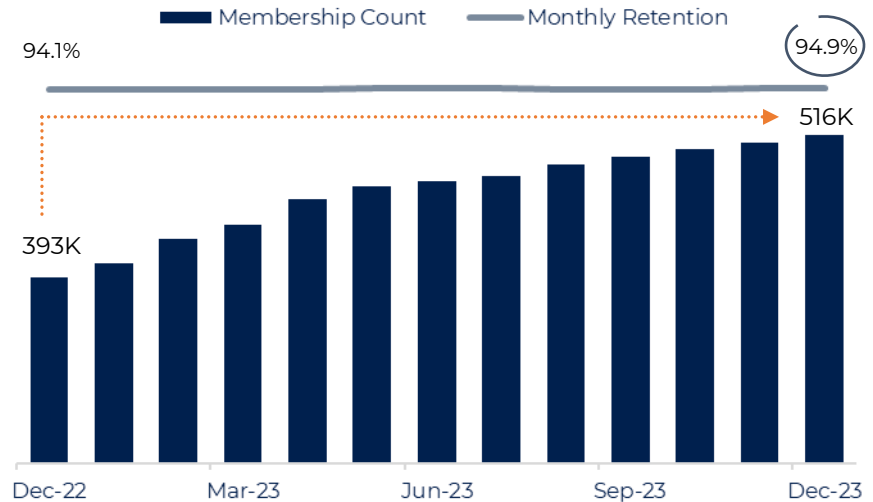
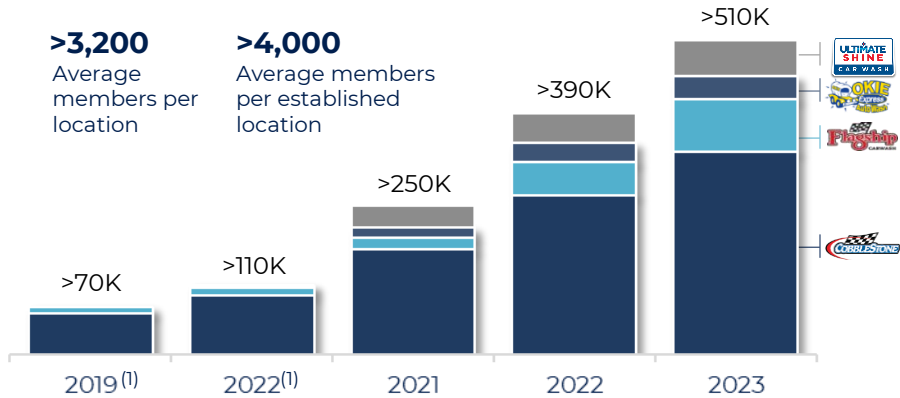
Strategies To Drive Membership Growth

- Engaging and educating customers to explain membership benefits
- Promotional campaigns targeted to convert single-visit customers into monthly members
- Training programs dedicated to sell point-of-sale memberships

60% of Revenue from Memberships provides strong recurring cash flows

Exponentially Growing Membership Base Throughout The company

Membership Count



Note: See Disclaimer for information about investment process, past performance, and projections.

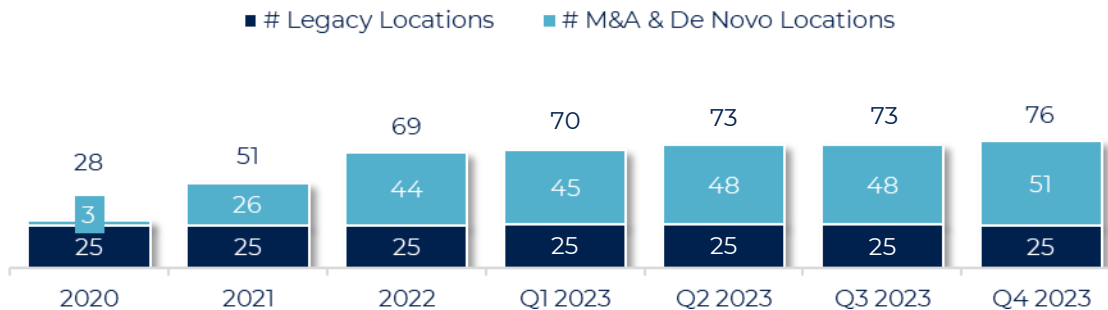
- Membership revenue as a % of total car wash revenue
- Excludes Ultimate Shine as membership data is not available.



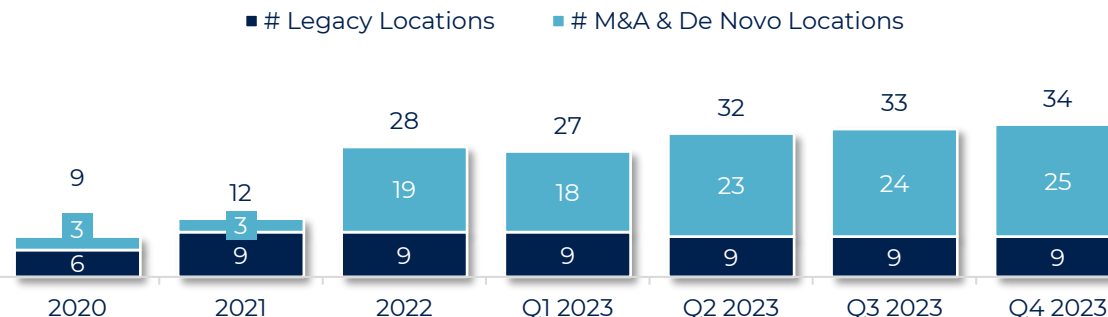
Concept Overview



Case Study: Opportunities For Continued Growth

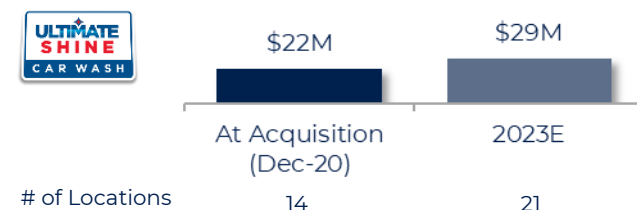
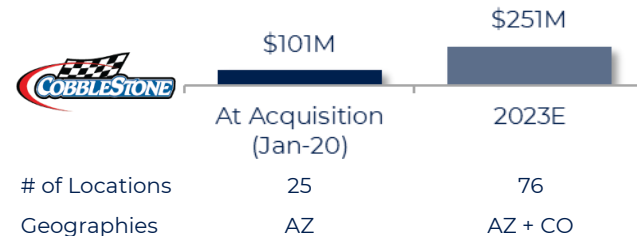


Case Study: Attacking DMV Growth



Strong Track Record Of Quickly Scaling

Pro Forma Adjusted Revenue (\$M)¹



Note: See Disclaimer for information about investment process, past performance, and projections.

1. Includes pro forma and maturity adjustments. Pro Forma adjustments related to Spotless corporate team compensation normalization. Maturity adjustments capture the embedded growth opportunity at recently opened and ramping locations (less than 36 months of operations).



Concept Overview



Systematic approach to running high volume washes

➤ Experienced Local Operators

- Ability to run locations more efficiently than competitors due to extensive experience of 100+ collective years of local operating expertise
- Mastery of the 10,000 little things to run the best, most efficient washes including, custom-designed wash footprints, proprietary chemical programs, high-quality equipment increasing maintenance efficiency, among many others

➤ Traffic Flow Optimization

- Locations are designed to optimize traffic flow and reduce pinch points to create a fast and efficient wash experience while optimizing throughput

➤ Efficient Tunnel Operations

- Tunnel equipment designed and installed with focus on driving high volumes while maintaining top quality for a clean, dry, shiny car every time
- Ability to make tweaks real-time in the tunnels based on KPIs tracked by Operations Managers

➤ Trained On-site Operations Team

- **Adequate staffing across locations** to greet consumers, sell memberships, control traffic flow, guide consumers onto the conveyors and inspect quality / assist customers post-wash



Focused On Optimizing Throughput¹

>400

Average daily washes per location

>150K

Average annual washes per location

>20M

Annual total washes on Spotless company

Note: See Disclaimer for information about investment process, past performance, and projections.
1. Metrics represent 2023. Averages based on established locations (open >36 months).



Depreciation Benefits



Accelerated Depreciation (60%)

Assumptions	
Asset Type	Car Wash
Ownership	Fee Simple
Rent	\$368,750
Cap Rate	6.25%
Purchase Price	\$5,900,000
Depreciable Basis for Improvements	60.00%
Useful Life	15
Federal Tax Rate	37.00%
Year 1 Depreciation	\$236,000
Potential Tax Savings	\$87,320

Bonus Depreciation (60%)

Assumptions	
Asset Type	Car Wash
Ownership	Fee Simple
Rent	\$368,750
Cap Rate	6.25%
Purchase Price	\$5,900,000
Depreciable Basis for Improvements	60.00%
Useful Life	1
Federal Tax Rate	37.00%
Year 1 Depreciation	\$2,832,000
Potential Tax Savings	\$1,047,840

Standard Depreciation (60%)

Assumptions	
Asset Type	Traditional Retail
Ownership	Fee Simple
Rent	\$368,750
Cap Rate	6.25%
Purchase Price	\$5,900,000
Depreciable Basis for Improvements	60.00%
Useful Life	39
Federal Tax Rate	37.00%
Year 1 Depreciation	\$90,769
Potential Tax Savings	\$33,585

Ground Lease

Assumptions	
Asset Type	Traditional Retail
Ownership	Ground Only
Rent	\$368,750
Cap Rate	6.25%
Purchase Price	\$5,900,000
Depreciable Basis for Improvements	0.00%
Useful Life	0
Federal Tax Rate	37.00%
Year 1 Depreciation	\$0
Potential Tax Savings	\$0



Surrounding Area





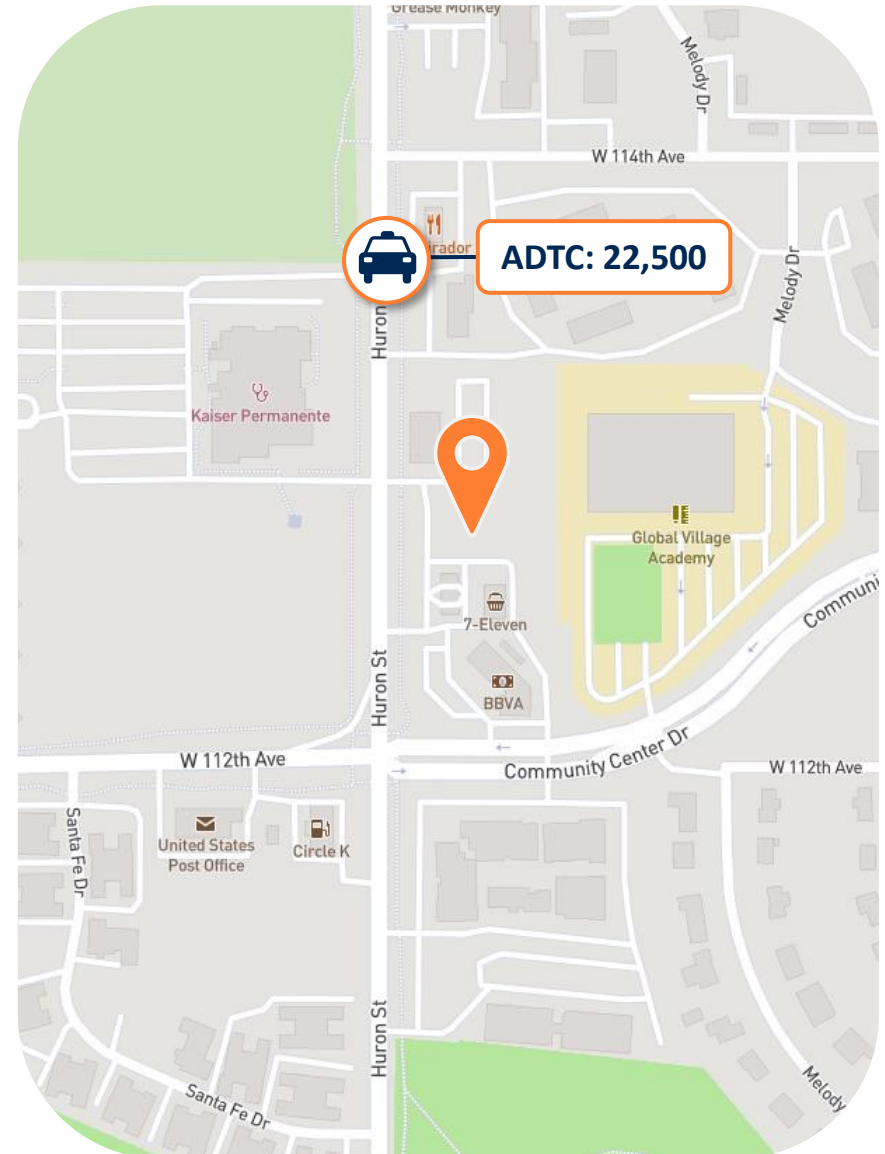
Location Overview



The subject investment property is a Cobblestone Car Wash situated on Huron Street in Northglenn, CO. Huron Street is in close proximity to Interstate 25 and West 120th Ave. Huron Street, Interstate 25, and West 120th Ave all experience strong average daily traffics counts of over 22,500, 158,300 and 61,800 vehicles per day, respectively. The population exceeds 133,000 individuals within a three-mile radius and 341,000 individuals with a five-mile radius of the subject property. This Spotless Brands is also located in an affluent community. The average household income exceeds \$103,000 within a five-mile radius of the subject property.

This Cobblestone Car Wash benefits from being well-positioned in a dense retail corridor consisting of national and local tenants, academic institutions and medical centers. Major national tenants in the area include: Target, Chick-fil-A, CVS, McDonald's, 7-Eleven, Starbucks, O'Reilly Auto Parts, Applebee's, Panera Bread, Olive Garden, Cracker Barrel and many more. The subject property also benefits from a strong academic presence. One high school, one middle school and four elementary schools are located within a two-mile radius of the subject property, and the total combined enrollment exceeds 2,900 students. There are several hospitality accommodations within a two-mile radius of the subject property, these include, Extended Stay America, DoubleTree by Hilton and Holiday Inn Express.

Northglenn, Colorado, situated just north of Denver, thrives as a business-friendly community due to its strategic location and supportive economic environment. Boasting a well-connected transportation infrastructure and proximity to major highways, Northglenn offers convenient access for businesses, facilitating efficient logistics and distribution. The city's commitment to economic development is evident through incentives and resources provided to businesses, encouraging growth and innovation. Additionally, Northglenn's diverse and educated workforce contributes to a vibrant business ecosystem. Beyond its business appeal, the city also attracts tourists with its scenic parks, recreational facilities, and cultural events. Tourists can explore the picturesque E.B. Rains Jr. Memorial Park, known for its lake and green spaces, while also enjoying community events that showcase the city's rich cultural tapestry. This blend of business opportunities and tourist attractions makes Northglenn a dynamic and appealing destination for both commerce and leisure.





Property Photos



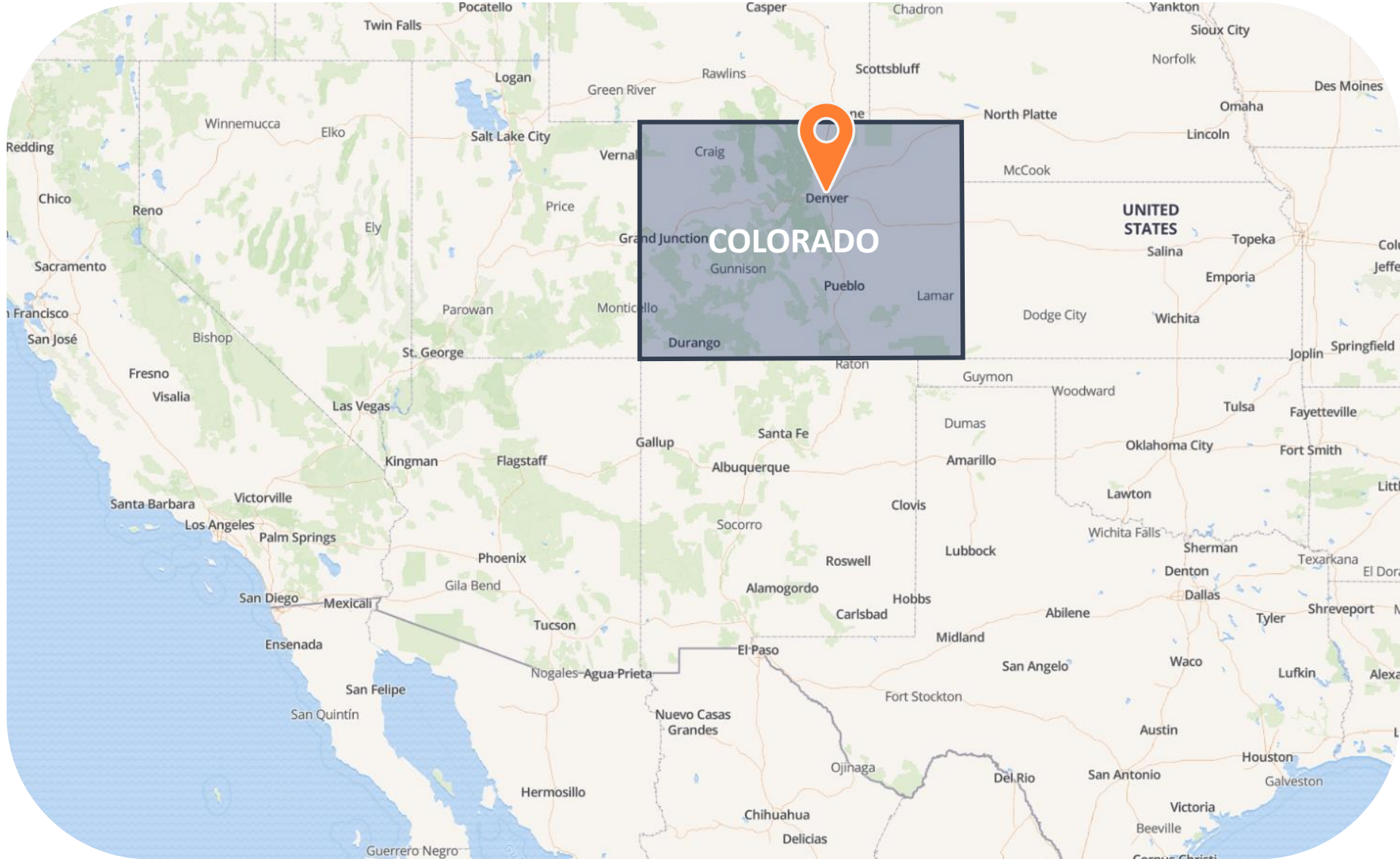


Surrounding Area Photos



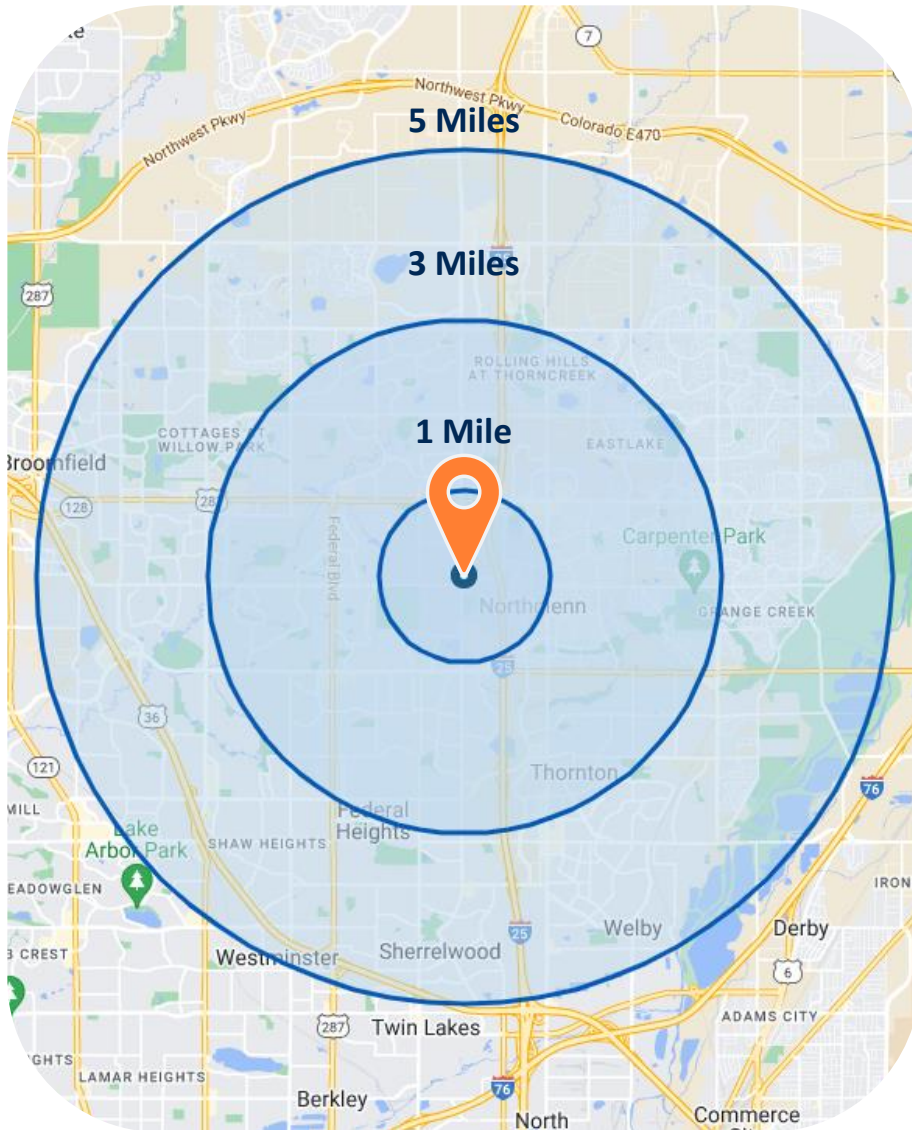


Regional Map





Demographics



	1 Mile	3 Miles	5 Miles
POPULATION TRENDS			
2010 Population	14,017	129,766	316,079
2023 Population	15,248	133,948	341,704
2028 Population Projection	15,350	134,256	345,607
Annual Growth 2010-2023	0.7%	0.2%	0.6%
Annual Growth 2023-2028	0.1%	0.0%	0.2%
HOUSEHOLD TRENDS			
2010 Households	5,758	49,564	114,991
2023 Households	6,254	50,972	124,444
2028 Household Projection	6,293	51,041	125,904
Annual Growth 2010-2023	0.6%	0.4%	0.8%
Annual Growth 2023-2028	0.1%	0.0%	0.2%
AVG HOUSEHOLD INCOME (2023)	\$77,186	\$93,766	\$103,009
MEDIAN HOUSEHOLD INCOME (2023)	\$66,230	\$74,764	\$82,796
HOUSEHOLDS BY HOUSEHOLD INCOME (2023)			
< \$25,000	1,182	5,952	12,452
\$25,000 - 50,000	1,170	9,330	20,289
\$50,000 - 75,000	1,175	10,297	23,426
\$75,000 - 100,000	969	7,922	19,416
\$100,000 - 125,000	699	5,838	14,798
\$125,000 - 150,000	640	4,022	10,462
\$150,000 - 200,000	263	4,261	12,739
\$200,000+	155	3,350	10,862



Market Overview



Denver, CO



Denver is the most populous city in the U.S. State of Colorado and 5th most populous State Capital. Located in the Southwestern part of the US, in the South Platte River Valley on the western edge of the High Plains just east of the Rocky Mountains. Denver had an estimated population of 711,000, making it the 19th most populated city in the United States. Denver is a city with a rich cultural scene, with a diverse population and a thriving arts and music community.

The city hosts a number of annual cultural events, including the Denver Art Museum's annual Día de los Muertos celebration, the Denver Film Festival, and the Great American Beer Festival. Denver is also home to several museums, including the Denver Art Museum and the Colorado History Museum. The city has a vibrant live music scene and is home to the Red Rocks Amphitheatre, an iconic outdoor concert venue nestled in the foothills of the Rockies.

Denver has a thriving economy driven by a range of industries, including technology, healthcare, and energy. The city is home to several major companies, including Lockheed Martin, IBM, and Comcast. Denver has also become a hub for startups and has a growing venture capital community. The city's central location and strong transportation infrastructure have made it a hub for logistics and distribution. Additionally, Denver has a bustling tourism industry, with millions of visitors each year drawn to its natural beauty, ski resorts, and cultural attractions.

Marcus & Millichap

BANG
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EXCLUSIVE NET-LEASE OFFERING



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