



M&A Strategy

CORE VALUES	<ol style="list-style-type: none"> 1. People-first, always 2. Customer-focus 3. Integrity, Respect, Transparency, Honesty 4. Work hard, Be nice, Have fun 5. Best-in-Class
CORE FOCUS	<p>Purpose/Cause/Passion:</p> <ul style="list-style-type: none"> • To build a great company with great people and great results • Help make our customers wildly successful <p>Our Mission:</p> <ul style="list-style-type: none"> • Be Best-In-Class in everything we do
10-YEAR TARGET	<ul style="list-style-type: none"> • Revenue: \$500M • EBITDA: \$75M, 15%
MARKETING STRATEGY	<p>Target Markets:</p> <ul style="list-style-type: none"> • Fuel Systems – retail, commercial, industrial • Car Washes – tunnels, in-bay, self-serve • Environmental – related to petroleum <p>3 Uniques:</p> <ol style="list-style-type: none"> 1. Broad, lifecycle solutions, turnkey capabilities – “from cradle-to-grave” 2. Geography/coverage – entire western US 3. Subject Matter/Technical Expertise – best-in-class training 4. Agility and speed: quick to change and adapt <p>Proven Process:</p> <ul style="list-style-type: none"> • Understand our customers’ real needs • Data-driven solutions to fulfill their needs • Flawless execution and a “wow” experience <p>Guarantee:</p> <ul style="list-style-type: none"> • Solutions that maximize customers’ uptime and operating performance

Value Proposition: Why Nwestco ?

A broad-spectrum of turnkey, lifecycle solutions, seamlessly delivered, to maximize the uptime and performance of fuel systems and car wash locations

- Supporting elements:
 - Broad, turnkey solutions – we service the location; one-stop shop
 - Coverage/geography – peace of mind; we have you covered
 - Technical capabilities – Best-In-Class technical training - best techs working on your systems
 - Response times – minimize downtime, maximize uptime
 - Industry-leading brands – best-in class equipment, parts, and chemicals
 - Technology & Data – leveraging technology and data for a seamless customer experience and value-add customer insights



Customer Segmentation



- Objectives:

- Use segmentation to inform the Sales Coverage model
- Create the ability to run revenue and margin analysis by segment, sub-segment, vertical, branch, etc. to understand inform opportunities for growth and margin expansion
- Future: Develop TAM for each segment and sub-vertical in our markets

Customer	Segment	Sub-Segment	Vertical
	<ul style="list-style-type: none">• National• Regional• Local	<ul style="list-style-type: none">• Retail• Commercial• Industrial• GC• Jobber	<ul style="list-style-type: none">• C-Store• Gas Station• Mass Merchant• Car Wash• Car Dealer• School District• Municipality• Telecom• Data Center• Truck Stop• Airport• Marina• Other

Marketing

Objective: Build a marketing plan to support organic growth and customer diversification, while building awareness and brand consistency

Key Initiatives:

1. Lead generation campaigns
2. Advertising & Communications
3. Sales Tools
4. Brand Strategy