

Mister
CAR WASH®



CODE OF CONDUCT

A MESSAGE FROM

JOHN LAI

CHAIR AND CEO



Mister's values are "We Care, We Work Hard, and We Have Fun". These guide us in all the work we do for Mister and represent who we are as an organization.

The Code of Conduct was created to help guide you and support our efforts to meet the highest ethical standards within our workplace. The Code is meant to help you understand and comply with all regulations applicable to our business, as well as help you understand Mister's own policies and procedures.

For that reason, it is important that you read and understand the Code of Conduct and then speak up with any questions or concerns that you may have.

In particular, when confronted with a situation where you are unsure of what to do or how to move forward, always consider the following questions:

- Could doing this harm Mister's reputation?
- Am I certain my actions are legal?
- Am I being fair and honest?
- How will my actions appear afterwards?
- How will the situation be described in a headline or on social media or TV?
- Will I sleep soundly tonight?
- What would I counsel a team member to do?

The Code, and Mister's Speaking Up Procedure, will provide you with information on where to go to report questions or concerns, or if you need help answering any of the above questions.

Thank you for all your hard work and everything you do to keep Mister an outstanding business and workplace.

Sincerely,



John Lai
Chair and CEO



IT'S MORE THAN A WAVE

As the leading car wash company in the United States, Mister takes its role as a leader seriously, not only by striving to provide the best customer service and wash experience, but also by prioritizing our responsibility to the communities we serve.

WE CARE ABOUT...

OUR RESPONSIBILITIES

OUR EMPLOYEES

OUR BUSINESS

OUR COMMUNITY

CORE PRINCIPLES OF THE CODE

AT MISTER, INTEGRITY DRIVES RESULTS

Our Code puts principles into practice. It ensures we act ethically as we pursue our business goals.

FOLLOW OUR CODE

Know our Code. Integrate it into your work. Use good judgment in applying it. Ask questions. Report concerns to management or compliance staff.

LEAD WITH INTEGRITY

Managers should exemplify our values. Create an environment where team members feel comfortable speaking up.

MAKE PRINCIPLED DECISIONS

Think beyond compliance. Consider what feels right and reflects our values. Seek guidance if unsure.

YOUR PARTNERS: MANAGEMENT AND COMPLIANCE TEAMS

We're here to help apply our Code to everyday business situations. Our doors are always open to guide and advise you.

WIN WITH INTEGRITY

Our Code safeguards our culture and reputation. It commits us to act ethically and responsibly in all we do. When integrity leads, success will follow.



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PURPOSE OF THE CODE

The success of Mister Car Wash, Inc., and its subsidiaries ("Mister" or the "Company") has been built on a strong foundation of ethical values and trustworthy business practices that is reflected in our relationships with customers, suppliers, and each other. Our standards of business conduct as outlined in this Code of Conduct ("Code") are designed to help employees, officers, and directors make principled decisions and avoid wrongdoing in the conduct of business.

This Code promotes:

- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships
- Full, fair, accurate, timely, and understandable disclosure in reports and documents we file with regulatory agencies and in our other public communications
- Compliance with applicable laws, rules, and regulations
- The prompt internal reporting of violations of this Code
- Accountability for adherence to this Code



OUR RESPONSIBILITIES

This Code applies to every employee and officer working for Mister and each director serving on the Board of Directors of the Company (the “Board”). Mister team members are responsible for familiarizing themselves with all policies and procedures relevant to their job functions. Broadly speaking, the same high ethical standards apply to all employees, officers, and directors regardless of their job or level in the organization. In certain circumstances, this Code also applies to contractors and temporary team members.

The principles described in this Code are general in nature and do not cover every situation that may arise. This Code is not the exclusive source of guidance and information about the conduct of our business. You should consult applicable policies and procedures as they apply to your position or job function.

EMPLOYEE RESPONSIBILITIES

We are all expected to comply with both the letter and the spirit of this Code, and to periodically certify that we have reviewed and understand this Code, have and will comply with its standards, and are not personally aware of any violations of the Code by others. Anyone who violates this Code puts themselves, fellow employees, and Mister at risk and is subject to disciplinary action up to and including termination of employment.

MANAGER RESPONSIBILITIES

Mister leaders show a commitment to our values through their actions. Leading by example, they promote an inclusive environment where compliance is expected, and ethical behavior is the norm. Managers should never ask employees to violate any Mister policies or procedures, or law, or condone such actions. Managers should serve as a resource, listen actively and with empathy, encourage employees to speak up about concerns, and take appropriate steps to assist employees and the Company.

MAKING ETHICAL DECISIONS

We are all responsible for doing the right thing in our business activities. When the right thing to do is not clear, consider the following:

- What feels right or wrong about the planned action?
- Is the planned action consistent with the Code and Mister's policies and procedures?
- How will the planned action appear to your manager, senior management, or the general public?
- Would another person's input help to evaluate the planned action?

In most cases, managers are in the best position to address questions or concerns about the Code. However, if employees are not comfortable speaking with their managers or are not satisfied with a manager's response, it is important to speak up and report the matter to any one or more of the following:

HR HELPLINE

Phone: 844-529-7392

Email: HRhelp@mistercarwash.com

COMPLIANCE OFFICER

Email: EthicsCompliance@mistercarwash.com

Mail: 222 E. 5th St., Tucson, AZ 85705

ETHICSPPOINT® HOTLINE

(Toll free, 24 hours a day, 7 days a week)

Mobile: mistercarwashmobile.ethicspoint.com

Online: mistercarwash.ethicspoint.com

Phone: 844-988-1683

The identity of individuals making or involved in a report will be kept confidential to the extent possible. Individuals may make an anonymous report through the EthicsPoint Hotline. Anyone who reports a Code violation or concern in good faith will not be subject to harassment, retaliatory or disciplinary action, or to any other adverse employment consequences.

Please read the full version of our [Speaking Up Procedure \[GRC.1102.1-MCW-PRC\]](#) for more information.



COMPLIANCE AND WAIVERS

DISCIPLINARY MEASURES

Violations of this Code will not be tolerated. Any employee, officer, or director who violates this Code will be subject to appropriate discipline, which may include, for an employee or officer, termination of employment, or, for a director, a request that such director resign from the Board of Directors. Additionally, employees, officers, and directors who violate the law or this Code may expose themselves to substantial civil damages, criminal fines, and prison terms. Mister may also face substantial fines and penalties and may incur damage to its reputation and standing in the community.

WAIVERS OF THE CODE

In rare cases, it may be appropriate to request a waiver of a provision of our Code. Any waiver of this Code for our directors, executive officers, or other principal financial officers may be granted only by our Board or a duly authorized committee of the Board and will be disclosed as required by applicable regulations. Waivers of this Code for other employees may be granted only by the Compliance Officer or, if for the Compliance Officer, by the Chief Financial Officer and will be reported to our Board and/or Audit Committee as necessary or advisable.



WE CARE ABOUT OUR EMPLOYEES

NON-DISCRIMINATION AND PROHIBITED HARASSMENT

We prohibit discrimination and harassment in all aspects of employment, including employment-related decisions, and business dealings on the basis of any characteristic that is protected by any applicable federal, state, or local laws, such as race, color, religion, national origin, gender, age, sex, sexual orientation, gender identity or expression, marital status, mental or physical disability, or genetic information.

Mister believes diversity and inclusivity make our teams and Mister better. We believe that we best serve and enrich our own culture through the diverse skills, experiences, and backgrounds that each of us brings to the Company.

Mister prohibits retaliation and will not terminate, demote, or otherwise discriminate or retaliate against associates for reporting concerns.

Please read the full version of our [Equal Employment Opportunity and Anti-Harassment Policy \[HR.3400-MCW-POL\]](#) for more information.

EMPLOYEE PRIVACY

Mister respects the confidentiality of employees' personal information, including, but not limited to, medical and personnel records. Access to and requests for confidential information, including personal information, is authorized only when there is a legitimate and lawful reason, and then provided only as permitted by Mister's policies. It is important to remember, however, that employees should have no expectation of privacy in any company-provided equipment, ordinary workplace communication, or any personal property brought to Mister premises or used for Mister business.

Please read the full versions of our [Employee/Applicant Privacy Notice \[GRC.1100.2-MCW-PRC\]](#), [Corporate Privacy Policy \[GRC.1100-MCW-POL\]](#), [IT Acceptable Use Policy \[IT.4000-MCW-POL\]](#), [Social Media Policy \[HR.3404-MCW-POL\]](#), and [Recording Devices Policy \[GRC.1113-MCW-POL\]](#) for more information.



WORKPLACE NONVIOLENCE

Mister strives to provide a working environment that is healthy and safe. We will not tolerate acts or threats of violence, including extreme or inappropriate verbal or physical threats, intimidation, harassment, and/or coercion. Violence or threats of violence are strictly prohibited and, if confirmed, will be grounds for immediate termination.

Behavior that threatens the safety of people or property, or has the potential to become violent, should immediately be reported to your manager, Loss Prevention, and/or Human Resources (HRBP or the HR Helpline).

Please read the full versions of our [Workplace Violence Prevention Policy \[GRC.1450-MCW-POL\]](#) and [Weapon-Free Workplace Policy \[GRC.1472-MCW-POL\]](#) for more information.

DRUG- AND ALCOHOL-FREE WORKPLACE

Mister strives to maintain a workplace that is free from illegal use, possession, sale, or distribution of alcohol or controlled substances. Legal or illegal substances shall not be used in a manner that impairs a person's performance of assigned tasks.

Please read the full version of our [Drug- & Alcohol-Free Workplace Policy \[HR.3401-MCW-POL\]](#) for more information.

COMMITMENT TO HEALTH AND SAFETY

All managers are responsible for ensuring proper safety and health conditions for employees, customers, and visitors on Company premises. Senior management is committed to upholding industry standards in all areas of employee safety and health, including industrial hygiene and ergonomics. To support this commitment, employees shall observe all applicable safety and health rules, practices, and laws, and Mister policies, and take precautions necessary to protect themselves, their co-workers, customers, and visitors. Employees shall immediately report accidents, injuries, occupational illnesses, and unsafe practices or conditions to their managers.





WE CARE ABOUT OUR BUSINESS

ACCURATE RECORDS MANAGEMENT

Our Company records consist of all forms of information created or received by Mister. These records evidence actions and decisions and contain data and information critical to the continuity of our business. These records are not limited to any particular format or media and may include, but are not limited to, contracts, expense reports, HR records, marketing materials, policies, and internal communications. We are committed to maintaining accurate Company records so we can make responsible business decisions, meet financial and regulatory obligations, and maintain confidence of our customers and stockholders. All employees are responsible for records management and must actively maintain and appropriately discard company records.

All Company records must be complete, accurate, timely, and reliable in all material respects. There is never a reason to make false or misleading entries. Undisclosed or unrecorded funds, payments, or receipts are inconsistent with our business practices and are prohibited.

We are committed to following all applicable wage and hour laws and regulations. Anyone paid based on hours worked must report and record all time worked accurately in accordance with applicable law.

The factors that influence how long we retain data about you include what information is needed to facilitate our relationship, provide services and experiences to you, and meet legal and contractual retention requirements. We retain information for specific business and legal purposes. Sometimes business and legal requirements require us to retain certain information for specific purposes for an extended period of time.

All records are the property of Mister and should be retained in accordance with applicable law. We are responsible for properly labeling and carefully handling confidential, sensitive, and proprietary information and securing it when not in use. Company records shall not be removed, destroyed, mutilated, damaged, or disposed of, in whole or in part, unless they have been authorized for disposal. Company records that have been authorized for disposal shall be destroyed by means that guarantee secure and complete destruction.

ACCURACY OF FINANCIAL REPORTS AND OTHER PUBLIC COMMUNICATIONS

As a public company, we are subject to various securities laws, regulations, and reporting obligations. Both federal law and our policies require the disclosure of accurate and complete information regarding Mister's business, financial condition, and results of operations. Inaccurate, incomplete, or untimely reporting will not be tolerated and can severely damage Mister and result in legal liability.

Mister's principal financial officers and certain other employees working in the Legal, Finance, and Accounting Departments have a special responsibility to ensure all financial disclosures are full, fair, accurate, timely, and understandable. These employees must understand and strictly comply with generally accepted accounting principles and all standards, laws, and regulations for accounting and financial reporting and records retention relating to transactions, estimates, and forecasts.

Please read the full version of our [Corporate Disclosure Policy \[GRC.1104-MCW-POL\]](#) for more information.

SECURITY/PROPER USE OF COMPANY PROPERTY

Our assets are the resources we use to conduct our business. You should use Mister assets only for legitimate Company business and appropriately safeguard them, including against theft, loss, waste, abuse, and cyber-related attack. By protecting our assets, we protect our competitive advantage in the marketplace.

It is not permitted to use Mister information technology and communications systems (including email, instant messaging, the internet, or intranet) for activities that are harmful, unlawful, unethical, immoral, or otherwise contrary to this Code.

Please read the full versions of our [IT Acceptable Use Policy \[IT.4000-MCW-POL\]](#) and [Password Policy \[IT.4205-MCW-POL\]](#) for more information.

INTELLECTUAL PROPERTY PROTECTION

Intellectual property refers to creations of the human mind that are protected by various national laws and international treaties. Intellectual property includes copyrights, patents, trademarks, tradenames, trade secrets, design rights, logos, expertise, and other intangible industrial or commercial property. We must protect and, when appropriate, enforce our intellectual property rights. We also respect the intellectual property belonging to third parties. It is our policy to not knowingly infringe upon the intellectual property rights of others. To ensure that Mister receives the benefit of work done by outside consultants, it is essential that an appropriate assignment agreement be in place before any work begins.

Please see the full version of our [Digital Millennium Copyright Act Policy \[GRC.1101-MCW-POL\]](#) for more information.





CORPORATE OPPORTUNITIES

Employees, officers, and directors are prohibited from: taking for themselves personally opportunities that are discovered using corporate property, information or position; using corporate property, information, or position for personal gain; or competing with the company. Employees, officers, and directors owe a duty to the company to advance its legitimate interest when the opportunity to do so arises.

CONFIDENTIAL INFORMATION

Employees, officers, directors, and business partners may learn information about Mister that is confidential and proprietary and/or not yet ready to be released to the general public. If you are aware of, have received, or have access to confidential or proprietary information, you must take care to keep this information confidential unless and until that information is released to the public through approved channels.

Please read the full versions of our [Corporate Disclosure Policy \[GRC.1104-MCW-POL\]](#), [Recording Devices Policy \[GRC.1113-MCW-POL\]](#), and [Insider Trading Compliance Policy \[GRC.1105-MCW-POL\]](#) for more information.

CUSTOMER PRIVACY/THIRD-PARTY DATA

Mister respects the privacy of its employees, business partners, and customers. We must handle personal data responsibly and in compliance with all applicable privacy laws and Company policies (including our records retention requirements).

Employees who collect, use, share, and store the personal data of others must:

- Act in accordance with applicable laws and any relevant contractual obligations
- Collect, use, process, share, and store such information only for legitimate business purposes
- Limit access to the information to those who have a legitimate business purpose for seeing the information
- Take care to prevent unauthorized disclosure

Please read the full versions of our [Consumer Privacy Notice \[GRC.1100.1-MCW-PRC\]](#), [Corporate Privacy Policy \[GRC.1100-MCW-POL\]](#), and [IT Acceptable Use Policy \[IT.4000-MCW-POL\]](#) for more information.

CONFLICTS OF INTEREST

Mister believes business decisions should be made with integrity and free from conflicts of interest. A “conflict of interest” occurs when an individual’s private interest interferes in any way – or even appears to interfere – with the interests of the corporation as a whole. A conflict situation can arise when an employee, officer, or director takes actions or has interests that may make it difficult to perform his or her company work objectively and effectively. Conflicts of interest also arise when an employee, officer, or director, or a member of his or her family, receives improper personal benefits as a result of his or her position in the company.

Please read the full versions of our [Conflict of Interest Policy \[GRC.1111-MCW-POL\]](#) for more information.

GIFTS/ENTERTAINMENT

Modest gifts, favors, and entertainment are often used to strengthen business relationships. However, no gift, favor, or entertainment should be accepted or given if it obligates, or appears to obligate, the recipient, or if it might be perceived as an attempt to influence fair judgment.

In general, the following rules apply to giving or receiving any gift:

- Any business gifts given or received by a Mister employee must be reasonable in cost, quantity, and frequency
- If you plan to give or accept a business gift of more than a nominal value, you must inform your manager
- Gifts of items that are marked with Mister promotional labeling are generally likely to be appropriate
- Giving or receiving money is always prohibited

When deciding whether to give or accept a gift, consider the following questions:

- Is the intent only to build a business relationship or offer normal courtesy, or is it to influence the recipient’s objectivity in making a business decision?
- Is the gift modest and infrequent or could it place you (or the other party) under an obligation?
- Is the receipt of gift allowed by the recipient’s organization?
- Would you be embarrassed if your manager, team members, or anyone outside the Company became aware?



WE CARE ABOUT OUR COMMUNITY

ENVIRONMENTAL/HEALTH/SAFETY COMMITMENT

We are committed to conducting business in an environmentally responsible manner and strive to improve our performance to benefit our employees, customers, communities, shareholders, and the environment. We use energy and natural resources wisely and efficiently and employ technology to minimize any risk of environmental impact.

Employees whose work involves environmental compliance must be completely familiar with applicable permits, laws, and regulations. However, all employees are responsible for making sure that Mister business is conducted in compliance with all applicable laws and in a way that is protective of the environment.

PUBLIC COMMUNICATION

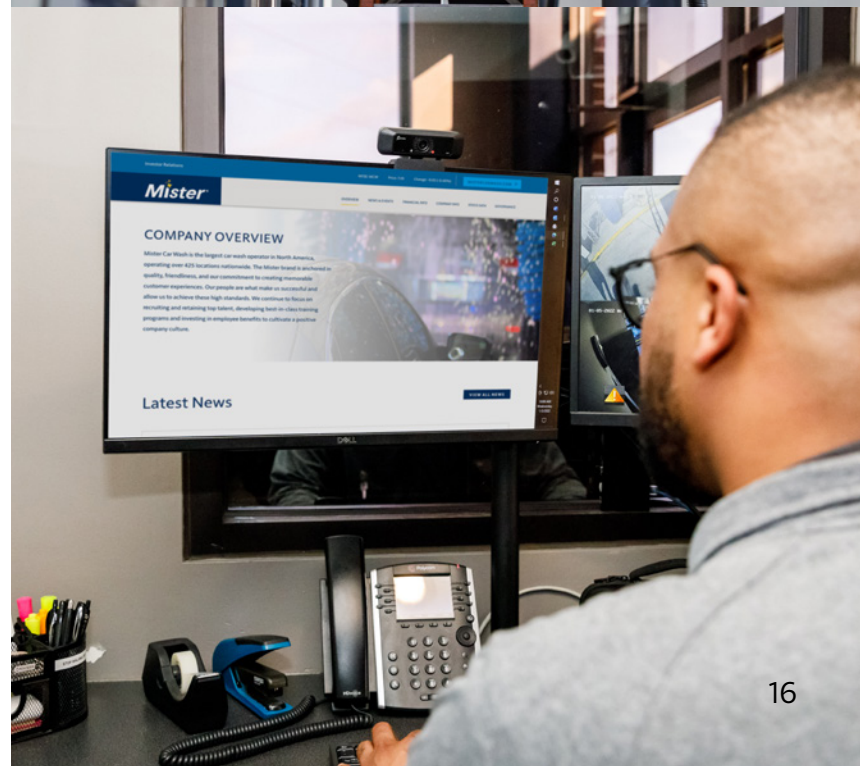
Mister places a high value on its credibility and reputation in the community. What is written or said about Mister in the news media and investment community directly impacts our reputation. Our policy is to provide timely, accurate, and complete information in response to public requests (from media, analysts, etc.) consistent with our obligations to maintain the confidentiality of competitive and proprietary information and prevent selective disclosure of market-sensitive financial data.

Mister has adopted guidelines to maintain the Company's credibility and reputation in the community, to maintain the confidentiality of competitive and proprietary information, and to prevent selective disclosure of market-sensitive financial data.

Please read the full version of our [Corporate Disclosure Guidelines \[GRC.1104.2-MCW-PRC\]](#) for more information.

Unless authorized, do not give the impression that you are speaking on behalf of Mister in any communication that may become public. This includes posts to online forums, social media sites, blogs, chat rooms, and bulletin boards. This applies also to comments to journalists about specific matters that relate to our businesses, as well as letters to the editor and endorsements of products or services.

Please read the full version of our [Social Media Policy \[HR.3404-MCW-POL\]](#) for more information.



TRUTH IN ADVERTISING/MARKETING

It is our responsibility to accurately represent Mister and our products in our marketing, advertising, and sales materials. Deliberately misleading messages, omissions of important facts, or false claims about our products, individuals, competitors, or their products, services, or employees are inconsistent with our values. Sometimes it is necessary to make comparisons between our products and our competitors. When we do, we will make factual and accurate statements that can be easily verified or reasonably relied upon.

COMPLIANCE WITH THE LAW

As members of the Mister team, we all have a personal responsibility to uphold and ensure the letter and spirit of this Code in our individual roles, every single day. It is important that you are aware of, and never intentionally violate, relevant laws and regulations. Violating relevant laws, regulations, or this Code, or encouraging others to do so, exposes Mister to risk, including risk to its reputation, and therefore may result in disciplinary action up to and including termination of employment. You should understand that violations of laws or regulations may also result in legal proceedings and penalties, including, in some circumstances, civil and criminal penalties that could affect you personally in addition to a risk of adverse consequences to Mister. You should also be alert to changes in the law or new requirements that may affect Mister's business.



COMPLIANCE WITH INSIDER TRADING LAWS

Mister's employees, officers, and directors are prohibited from trading in the securities of Mister while in possession of material non-public information about the Company. In addition, Mister employees, officers, and directors are prohibited from recommending, "tipping", or suggesting that anyone else buy or sell Mister's securities on the basis of material non-public information. Employees, officers, and directors who obtain material non-public information about another company in the course of their duties are prohibited from trading in the securities of the other company while in possession of such information or "tipping" others to trade on the basis of such information.

Please read the full version of our [Insider Trading Compliance Policy \[GRC.1105-MCW-POL\]](#) for more information.

COMPLIANCE WITH ANTITRUST LAWS

Antitrust laws of the United States and other countries are designed to protect consumers and competitors against unfair business practices and to promote and preserve competition. Our policy is to compete vigorously and ethically while complying with all applicable antitrust, monopoly, competition, or cartel laws. Violations of antitrust laws may result in severe penalties against Mister and its employees, including potentially substantial fines and criminal sanctions. The following are examples that constitute violations of applicable antitrust laws and regulations, and must not be engaged in under any circumstances:

- Any behavior that could be construed as an attempt to monopolize
- Agreements with competitors to fix prices or any other terms or conditions of sale
- Agreements with competitors to boycott specified suppliers or customers
- Agreements with competitors to allocate territories or markets

You are expected to maintain basic familiarity with the antitrust principles applicable to your activities, and you should also consult the Compliance Officer with any questions you may have concerning compliance with these laws.

ANTI-MONEY LAUNDERING

Money laundering is defined as the process of converting illegal proceeds so that funds are made to appear legitimate, and it is not limited to cash transactions. Complex commercial transactions may hide financing for criminal activity such as terrorism, illegal narcotics trade, bribery, and fraud. Involvement in such activities undermines our integrity, damages our reputation, and can expose Mister and individuals to severe sanctions.

Mister forbids knowingly engaging in transactions that facilitate money laundering or result in unlawful diversion. We take affirmative steps to detect and prevent unacceptable or illegal forms of payment and financial transactions. We are committed to full compliance with anti-money laundering laws and will conduct business only with reputable parties involved in legitimate business activities and transactions.

FAIR DEALING

Each employee, officer, and director should endeavor to deal fairly with the Company's customers, suppliers, competitors, and employees. None should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.





ANTI-BRIBERY

The United States and many other countries have laws that prohibit bribery, kickbacks, and other improper payments. A bribe is defined as directly or indirectly offering anything of value (e.g., gifts, money, or promises) to influence or induce action, or to secure an improper advantage. No Mister employee, officer, director, agent, or independent contractor acting on our behalf may offer or provide bribes or other improper benefits in order to obtain business or an unfair advantage.

Please read the full version of our [Anti-Corruption and Anti-Bribery Policy \[GRC.1112-MCW-POL\]](#) for more information.

GOVERNMENT REQUESTS/INSPECTIONS

You are not required to disclose to Mister that any governmental or regulatory entity has contacted a team member regarding possible violation of any federal, state, or local law, rule, or regulation. You do not need the prior authorization of Mister to disclose to any governmental or regulatory entity information regarding possible violation of any federal, state, or local law, rule, or regulation, and you do not need to disclose to Mister that you have made such a disclosure.

Any information you provide to law enforcement or government officials must be completely honest and truthful. If you receive a subpoena related to Mister or your work, immediately contact the General Counsel. If you become aware of pending, imminent, or contemplated litigation or a government examination or investigation, you must immediately contact the General Counsel, unless prohibited by applicable law. You must also save all records and documents that may be relevant to the subpoena, litigation, or investigation, including any records that may otherwise be automatically destroyed or erased (such as email, text messages, and voicemail messages).

POLITICAL INVOLVEMENT

Mister encourages personal participation in the political process in a manner consistent with all relevant laws. You may support the political process through personal contributions or by volunteering your personal time to the candidates or organizations of your choice. Your job will not be affected by your personal political views or your choice in political contributions.

However, political activities must not be conducted on Company time or involve the use of any Company resources such as telephones, computers, or supplies. If you express a personal view in a public forum (such as in social media), do not use Mister letterhead or Company email and do not reference your business address or title.

Most importantly, you may not make or commit to political contributions on behalf of Mister. Doing so would expose Mister to civil penalties.



CONCLUSION

Mister Car Wash, Inc. (the "Company") regularly reviews and updates its Code of Conduct which applies to all employees. For the Company's principal executive officer and principal financial officers, the Code of Conduct serves as our "code of ethics" within the meaning of Section 406 of the Sarbanes-Oxley Act of 2002.

On September 14, 2023, non-substantive updates were made to the Code to enhance disclosure of certain policies including employee privacy, corporate opportunities, customer privacy/third party data, and fair dealing. These updates also improved the appearance of the Code.

This Code and its contents do not represent an employment contract or guarantee of ongoing company policies. Mister reserves the right to amend, supplement, or discontinue this Code and its contents at any time without prior notice.