



IMPACT REPORT

2025

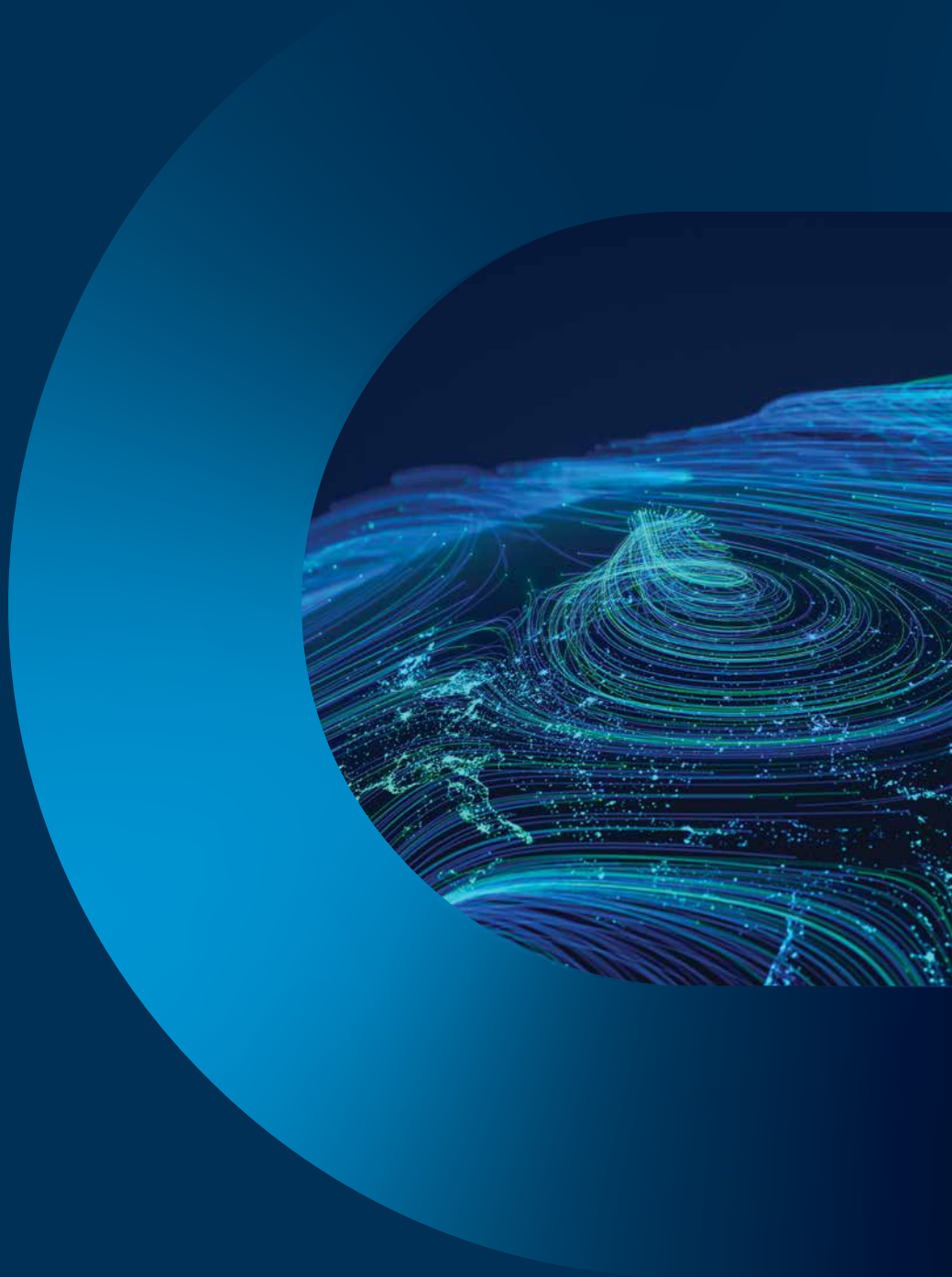
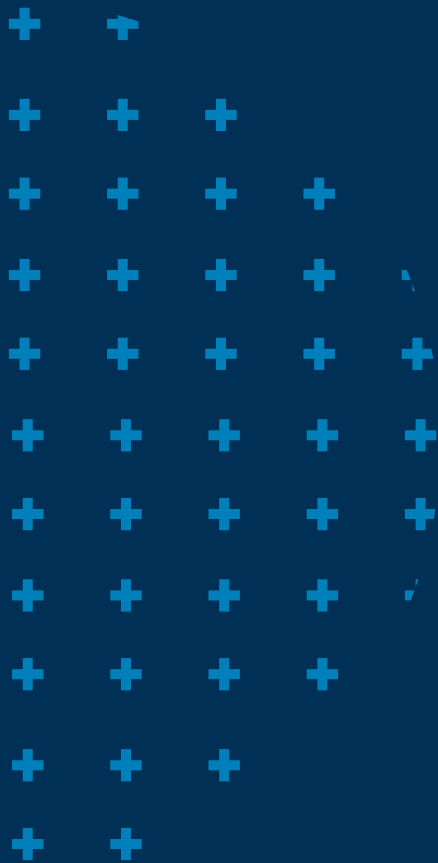
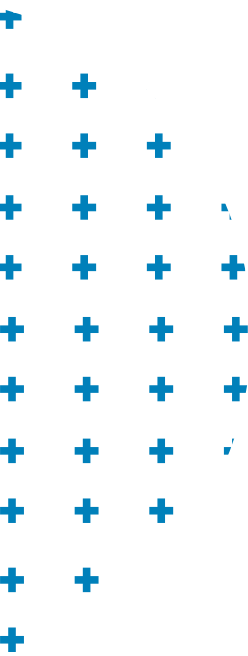




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WHAT THIS IMPACT REPORT DELIVERS

The Fix Network 2025 Impact Report reflects the momentum created across our global network and the progress made by our brands and partners. It tells the story of a network that continues to evolve, growing stronger, more connected, and better positioned for the future.

A MESSAGE FROM OUR CEO



STEVE LEAL
President & CEO
Fix Network

2025 was a big year for Fix Network.

We set out with a simple but ambitious idea: Mission: Possible. It wasn't about playing it safe. It was about challenging ourselves, pushing beyond what felt comfortable, and proving what's possible when a global network is aligned and moving forward together.

And we delivered.

Across our brands and regions, we made real progress. We strengthened our global footprint, evolved our brand story, launched industry-leading partnerships, and continued investing in the tools, platforms, and people that support our shops and franchisees every day.

This Impact Report captures the momentum we built in 2025, but it's also a look ahead. The opportunities in front of us are significant, and our ambition hasn't slowed.

Thank you to our franchisees, teams and partners around the world. Your commitment, adaptability, and belief in what we're building together made this year possible.

Here's to what's next.

Steve Leal
President & Chief Executive Officer

HIGHLIGHTS OF THE YEAR

2025 was a year of meaningful progress across Fix Network marked by global alignment, brand momentum, and investments that position the network for what’s next.

2025 IMPACT TIMELINE

MAY

Global Connection
Hosted the 2025 Fix Network Global Conference, bringing franchisees, partners, vendors, and teams together from across brands and regions under the theme *Mission: Possible*.

JUN

Culture & Recognition
Introduced the inaugural Fix Network Awards, recognizing excellence, collaboration, adaptability, and culture among Fix Network employees worldwide.

AUG

Global Brand Momentum
Launched Fix Network’s first global brand campaign through a partnership with Formula 1 driver Nico Hulkenberg, uniting Fix Auto Collision, NOVUS Glass, and ProColor Collision under one shared promise: *Life Put Right*.

OCT

New Brand Launch
Launched NOVUS Crystal Glass in Canada, combining the strengths of NOVUS Glass and Crystal Glass – a trusted leader in auto, home, and residential glass services for more than 70 years – to expand service capability and franchise opportunity across Western Canada.

NOV

New Business Line Expansion
Soft-launched Fix Nation Restoration, marking Fix Network’s entry into the home and property restoration sector and extending its trusted franchise model beyond automotive services.

DEC

Global Partnerships
Marked the final chapter of our partnership with Stake F1® Team KICK Sauber, built on shared standards of people, performance, and precision, while launching a new multi-year partnership with the TGR Haas F1 Team, strengthening Fix Network’s global motorsport footprint and amplifying brand visibility worldwide.

OUTLOOK FOR THE COMING YEAR

The year ahead brings opportunity and Fix Network is ready for it.

Building on the momentum of 2025, the network enters the coming year with a stronger global footprint, a more connected family of brands, and a clear focus on continued evolution and growth. The progress made under Mission: Possible set a pace, and that pace continues.

In a complex and fast-moving industry, scale and consistency are no longer optional. Fix Network’s global strength, paired with strong local execution, positions us to perform where it matters most.

The focus ahead is on smart growth and thoughtful expansion; investing in digital capabilities, strengthening partnerships, and supporting franchisees with the tools and platforms they need to succeed in a changing environment.

Mission: Possible wasn’t just about what was achieved in 2025. It established a mindset for the future.

And as the year unfolds, Fix Network moves forward with confidence, focused on progress, performance, and what’s possible next.



02

**WHO
WE ARE**

LIFE PUT RIGHT

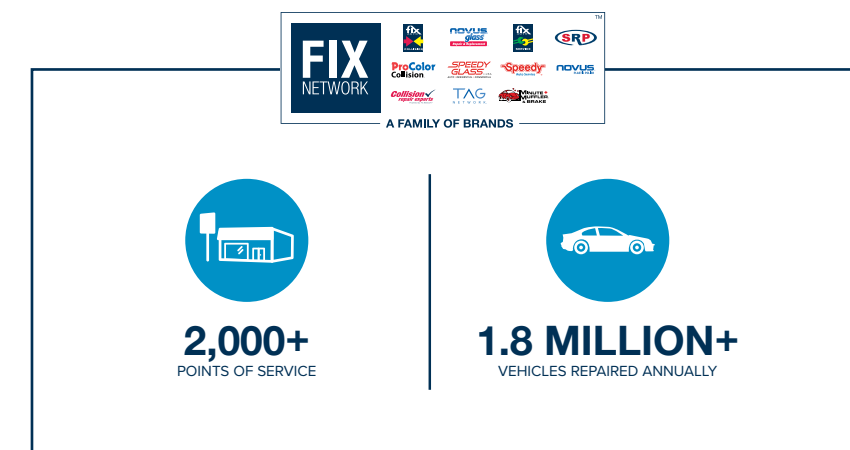
GEOGRAPHIC & FRANCHISE FOOTPRINT

FixNetwork is built on a fundamental truth: entrepreneurial spirit drives innovation, integrity, and passion, propelling communities forward.

That spirit traces back to founder Steve Leal, whose journey began with a single auto repair shop, and expanded to a global powerhouse in automotive aftermarket services. Today, the Fix Network family of brands, includes Fix Auto Collision, Fix Auto Service, ProColor Collision, Speedy Auto Service, NOVUS Glass, Speedy Glass USA, and SRP Products, NOVUS Polish, NOVUS Crystal Glass, and Fix Nation Restoration.

With a steadfast commitment to excellence, we provide high-quality, reliable, and affordable solutions for life's most valuable investments. Each of our brands thrive uniquely, yet our shared vision is clear: be the trusted partner for life's unexpected moments.

With over 2,000 points of service and more than three decades of experience, Fix Network upholds the highest standards of care, giving our customers the peace of mind they deserve.



03

**PEOPLE
& CULTURE**

WHY WE EXIST. WHAT WE BELIEVE.

Fix Network and our family of brands are built on entrepreneurial spirit; a belief that ownership, initiative, and clear thinking drive better outcomes. Integrity defines how teams collaborate, support partners, and serve communities, while sustainability begins with investing in people through long-term learning, development, and career growth.

2025 marked a pivotal year in reinforcing this culture

- We clearly articulated and activated our Vision, Mission, and Values, strengthening alignment at every level,
- Leadership and team excellence were recognized through our inaugural Fix Network Awards ceremony,
- And continued investment in learning, development, training, and apprenticeship initiatives reinforced our commitment to workforce sustainability.

Our work is fast-paced and often high-pressure. It is taken seriously, but never without humanity. This balance of performance, integrity, and perspective sets Fix Network apart and unites us around a purpose of putting life right.

Vision Mission Values



In 2025 we redefined our Vision, Mission, and Values to clearly articulate who we are and what guides us as a company.

As we continue to grow across brands, regions, and industries, it became important to put into words the shared principles that connect us and have long shaped our culture. At our core, we are an organization grounded in an entrepreneurial mindset and spirit, built on trust, integrity, and care for the people we serve, and we take seriously the responsibility that comes with being there during life's unexpected moments.

More than words, this is a practical foundation that reflects our aspirations, guides decision-making, and aligns us in purpose as we grow.

~ Steve Leal

EXECUTIVE LEADERSHIP STRENGTH

Fix Network's executive leadership team brings the depth, stability, and global experience required to lead one of the world's fastest-growing repair and restoration service networks. This is a team built for scale, spanning operations, finance, brand and communications, human resources, legal, strategic development, and regional leadership.

Grounded in entrepreneurial thinking and sharpened by operational discipline, the leadership team operates with clarity, accountability, and a long-term view. United by a shared commitment to franchisee success, innovation, and execution, they guide growth across markets while protecting the local strength that defines Fix Network.



Steve Leal
PRESIDENT &
CHIEF EXECUTIVE OFFICER



Our purpose is simple: strengthen the businesses we support while delivering the trusted repair and restoration services communities rely on.



Daniel Hogg
EXECUTIVE VICE PRESIDENT
& CHIEF FINANCIAL OFFICER



Strong financial discipline allows us to invest in innovation, support our partners, and build long-term stability across the organization.



Alexandra Zalec
GLOBAL VICE PRESIDENT,
BRAND MARKETING,
PARTNERSHIPS & EVENTS



Debi McCarthy
GLOBAL VICE PRESIDENT
OF HUMAN RESOURCES



Graham Purvis
MANAGING DIRECTOR,
FIX AUTO SAUDI ARABIA



Greg Bergman
VICE PRESIDENT, LEGAL AFFAIRS
& GENERAL COUNSEL



Harry Dhanjal
GLOBAL VICE PRESIDENT
OF STRATEGIC DEVELOPMENT
& PARTNERSHIPS



Hubert So
GLOBAL VICE PRESIDENT
OF FINANCE



Ian Pugh
GROUP MANAGING DIRECTOR,
FIX AUTO UK



Joe Carvalho
VICE PRESIDENT OF
OPERATIONS,
FIX NATION RESTORATION



Louis Tremblay
VICE PRESIDENT OF
OPERATIONS,
SRP & NOVUS POLISH



Olivier Grouillard
PRESIDENT AND DIRECTOR
GENERAL, FIX AUTO FRANCE



Roy de Lange
HEAD OF BUSINESS,
GERMANY



Rudy Bruckner
VICE PRESIDENT
OF OPERATIONS
SPEEDY GLASS USA



Scott Croaker
HEAD OF BUSINESS,
AUSTRALIA



Yves Beland
ASSOCIATE VICE PRESIDENT
INFORMATION TECHNOLOGY

BOARD OF DIRECTORS

Experience. Oversight. Long-Term Vision.

With deep senior-level experience, Fix Network's Board – independent of day-to-day management – offers objective oversight and perspective across strategy, risk management, and long-term planning. Their guidance helps ensure decisions strengthen the network today while protecting its future.



Mauro DeCarolis
BOARD DIRECTOR

Mauro DeCarolis brings more than four decades of executive leadership experience to Fix Network's Board of Directors. He spent the majority of his career in senior market leadership roles at TD Bank Group, overseeing large-scale retail operations, customer experience, and organizational growth across multiple regions. Mauro joined the Fix Network Board in 2025, drawn to the company's entrepreneurial culture and commitment to sustainable, long-term growth. His background in governance, performance leadership, and community engagement provides valuable perspective as Fix Network continues to expand globally.

“Experienced governance ensures we grow with purpose, discipline, and long-term confidence.”



Jorge Arruda
BOARD DIRECTOR

Jorge Arruda brings deep expertise in corporate governance, mergers and acquisitions, and large-scale business transformation to Fix Network's Board of Directors. His career spans more than three decades, including senior executive leadership roles within one of Canada's largest property and casualty insurance organizations, where he led enterprise-level strategy, operations, and organizational change. Jorge has served on the Fix Network board since 2015, providing long-term continuity and strategic insight during periods of significant global expansion. His experience supports disciplined growth, strong governance, and operational alignment across the network.

“Lasting growth comes from anticipating change, not reacting to it. The right decisions today are the ones that still hold up tomorrow.”



David Marshall
BOARD DIRECTOR

David Marshall has served on Fix Network's Board of Directors since 2016. A former Assistant Auditor General of Canada and Deputy Minister in the federal government, he has also held senior leadership roles in the private sector, including Vice Chairman of CIBC and Managing Director at Bankers Trust in New York. His experience across public service and global financial institutions provides valuable perspective and strong governance oversight.

“What stands out at Fix Network is the way performance and people come together. Ownership, accountability, and real support at the local level.”

04

**NETWORK
STRENGTH
& SUPPORT**

NETWORK STRENGTH & SUPPORT



Franchisee success is the engine of Fix Network

Engagement remains at the core of how we support performance and growth across the network. Through global and regional forums, in person events, and leadership sessions, we provided operators with direct access to strategy, tools, and peer collaboration. This hands-on approach, combined with disciplined operational support and expansion into new business lines, continues to strengthen performance today while positioning franchisees for diversified, long-term growth.

Bringing the Network Together

Mission: Possible. A Network Aligned for What's Next

In May 2025, hundreds of Fix Network franchisees, partners, and team members from around the world gathered in Mexico for the biennial Fix Network Global Conference, held under the theme Mission: Possible. Representatives from Fix Auto Collision, Fix Auto Service, NOVUS Glass, ProColor Collision, and Speedy Auto Service came together for an immersive, multi-day experience focused on collaboration, innovation, and shared growth across the global automotive aftermarket sector.

The conference opened with a keynote from President and CEO Steve Leal, who reinforced Fix Network's strategic vision and the importance of operating as a unified family of brands. Throughout the week, attendees heard from a high-caliber lineup of speakers including motorsports leader Romain Grosjean, leadership strategist Matt Havens, Audi F1 executive Stefan Strähnz, entrepreneur Grant Cardone, and author Molly Bloom. Each speaker delivered unique perspectives on leadership, resilience, performance, and scaling success in a rapidly evolving industry.

Interactive panels, and dedicated networking moments encouraged open dialogue around the challenges and opportunities shaping the network's future—from workforce development and customer expectations to innovation, technology, and operational excellence.

The conference concluded with a celebratory gala that reinforced the spirit of Mission: Possible: when Fix Network aligns its people, brands, and purpose, the energy and connections forged shape how the network moves.

Where the Best Network Comes Together

Fix Network doesn't bring people together for meetings. It brings together operators who are building the next chapter of the industry.

These gatherings are a meeting of minds across brands, regions, and disciplines. Franchisees who have been carefully vetted for integrity, entrepreneurial drive, and a willingness to innovate come together to challenge assumptions, trade hard-earned insight, and sharpen how they run their businesses. The conversations are real, fast, and grounded in experience—because everyone in the room has earned their seat.

In 2025, that energy was on full display through Brand Meetings and Regional Forums across North America. In the U.S., NOVUS Glass and ProColor Collision franchisees gathered in Denver for an immersive mix of brand-specific deep dives and cross-brand conversations. From supplier engagement and hands-on technical sessions to candid discussions with leadership, the focus stayed on one thing: helping operators think bigger, move faster, and stay ahead.

Across Canada, regional engagement continued through seasonal forums and initiatives that highlighted franchisee success, technical leadership, and the people behind the brands, strengthening a sense of shared identity and ambition across markets.

Together, these moments define the Fix Network difference. This is a network built on connection, accountability, and opportunity. Where the best ideas surface, the strongest operators rise, and franchisees leave energized to lead in their markets.



NETWORK STRENGTH & SUPPORT

NOVUS Glass: Seeing the Future Clearly

Before cameras, sensors, and advanced driver-assistance systems depended on optical precision, NOVUS Glass was already thinking differently. As the inventors of windshield repair, the brand rejected replacement as the default and established a repair-first approach grounded in science, precision, and foresight.

That legacy continues across the NOVUS Glass network today. From North America to Australia, franchisees operate where material science, sustainability, and vehicle safety converge. Restoring glass to perform exactly as modern vehicles require, not simply to look new.

In Canada, NOVUS Glass franchisees are advancing this repair-first philosophy through technical expertise, community leadership, and modern calibration capabilities. In Ontario, **NOVUS Glass Dundas**, operated by Scott Eccles, demonstrated the brand's values in action by hosting its third annual Charity Car Smash in support of St. Joseph's Villa Foundation and Margaret's Place Hospice. Alongside the event, the team took the opportunity to

educate drivers on the difference between windshield repair and replacement—and why ADAS calibration is essential following glass service. With in-house calibration and a disciplined repair-first approach, NOVUS Glass Dundas is helping set the standard for customer-focused, technically sound auto glass care.

Also in Canada, **NOVUS Glass Sarnia** marked five years as part of the NOVUS Glass network, building on more than a decade of trust in its community. Known for confidently tackling complex repairs, including long crack repairs that challenge conventional limits. The team continues to redefine what's possible in glass restoration, delivering clarity, consistency, and performance drivers can rely on.

In the United States, **NOVUS Glass of Grants Pass & Coos Bay** and **NOVUS Glass of Cheyenne & Cheyenne Truck Center** applied this philosophy through disciplined execution and technical expertise. By prioritizing repair wherever possible and working to exacting standards, these teams return vehicles to the road with

restored visibility, structural integrity, and confidence behind the wheel.

In Australia, **NOVUS Glass Sale** brought the same repair-first mindset to a national stage, by playing a central role in the launch of NOVUS Glass' national television campaign, the local team helped showcase a philosophy built on intelligence and restraint—choosing repair over replacement whenever possible.

This is sustainability by design. Repairing rather than replacing glass preserves original materials, reduces waste, and lowers environmental impact.

On the road, the outcome is clear. Visibility is restored. Safety is reinforced. And in vehicles guided by cameras and sensors, optical accuracy supports the systems that help cars think and respond.

Fix Auto: Innovation, Without Compromise

Collision repair is different. It starts with tough conversations—standing beside a damaged vehicle and explaining the reality of an accident to a customer who needs honest answers. Across the globe, Fix Auto franchisees take that responsibility seriously - working with pride, precision, and integrity to restore more than vehicles. They restore confidence.

In Canada, Fix Auto franchisees are advancing the future of collision repair by investing in innovation that strengthens quality, consistency, and safety, without compromising craftsmanship. In Quebec, Fix Auto owners are leading a national first with the introduction of the PaintGo PG 90E intelligent paint spraying robot, beginning with **Fix Auto Dorval A.M.**, with **Fix Auto Décarie** and **Fix Auto Trois-Rivières** set to follow. Designed to deliver uniform, repeatable, high-quality paint application, the AI-driven system supports trained technicians by optimizing precision, reducing error, and improving material efficiency, enhancing outcomes rather than replacing expertise.

For owner Karim Zaidane, the early integration of robotic paint technology is already demonstrating productivity gains while maintaining the standards customers

expect. Beyond efficiency, the technology reinforces technician health and safety by reducing exposure to chemicals during application and creating new opportunities for upskilling as advanced tools become central to modern repair environments.

Elsewhere in Canada, Fix Auto franchisees continue to demonstrate leadership beyond the repair floor. In Ontario, **Fix Auto Stoney Creek** exemplifies the brand's people-first mindset through active community involvement, supporting local initiatives like the 5th Annual Burlington Dads Golf Tournament - which gives back to multiple local charities - while delivering precision collision repair, diagnostics, refinishing, and restoration services. It's a reminder that trust is built not only through technical excellence, but through presence, reliability, and commitment to the communities served.

That mindset is clear in Germany, where **Fix Auto Cottbus**, operated by Stefan Reich, is defined by disciplined execution and hands-on leadership. The focus is unflinching: repair vehicles properly, invest in people, and maintain the highest standards—even as capacity and capability expand.

In Australia, **Fix Auto Gladstone**, operating alongside **NOVUS Glass Gladstone**, showed how strength and adaptability come together on the ground. Starting lean, the team earned trust through smart local partnerships, community engagement, and a commitment to doing the job right from day one. Investments in systems, reporting, and team development—including onboarding an apprentice technician—have turned early momentum into sustained performance.

That same integrity drives Fix Auto's continued expansion in Saudi Arabia, where in 2025, **Fix Auto Qirawan** extended the reach of the flagship **Fix Auto Faisaliah** location in Riyadh. Strategically positioned in the city's north, the new site increases capacity and introduces **Fix Auto Service** to the surrounding community, strengthening Fix Auto's ability to serve with scale, consistency, and care.

Across markets, the story is the same. Fix Auto franchisees innovate responsibly, operate with integrity, and return vehicles to the road the right way. That's how peace of mind is earned, and why Fix Auto is trusted when it matters most.



NETWORK STRENGTH & SUPPORT

ProColor Collision: Nothing by Accident

Collision repair isn't just about fixing damage, it's about reclaiming form, motion, and presence. At ProColor Collision, the work lives between precision engineering and street-level art. Every panel matters. Every line has to hit. Nothing leaves the shop unless it looks and moves the way it should.

Across the ProColor network, franchisees work like modern craftsmen with an edge. Fast, never sloppy. The goal isn't just OEM quality—it's control. Control of shape, flow, and finish. The kind of work you feel before you notice it.

That mindset is on display in the United States, where Saadi Qazi, co-owner of **ProColor Collision Lynwood, Bakersfield Central, and Bakersfield Southwest**, continues to push the craft forward. Through hands-on training, Saadi sharpened his mastery of setup, fixturing, and repair planning. Where high-end tools meet instinct, and innovation shows up as cleaner lines and flawless execution.

That same energy is moving east. The opening of **ProColor Collision Myrtle Beach** marked more than a ribbon-cutting, it was a statement. Owners Evan Anderson and John Masetti launched ProColor's first location in the state with a shop built on intention and

pride, surrounded by a community ready for something different.

In Canada, **ProColor Valleyfield** brings depth to the brand's edge. Led by Vincent Éthier, the shop continues to grow while preparing for expansion to meet rising demand without sacrificing quality. With roots dating back to 1985 and nearly two decades under the ProColor banner, this is experience sharpened by time and matched by more than \$40,000 invested in local community initiatives this year alone. It is a clear reflection of Fix Network's belief that strong performance is built by investing first in people, teams, and the communities they serve.

That philosophy takes on a distinctly personal dimension at **ProColor Collision Lac St-Charles**. One of the network's earliest adopters, the shop now enters its next chapter under second-generation owner Sarah-Maude Giguère, carrying forward a family legacy grounded in trust, craftsmanship, and shared responsibility. By nurturing her team with the same values that shaped the business from the start, Sarah-Maude reinforces a core Fix Network truth: when people feel supported and connected, performance follows, and the business is built to last.

Together, these stories define ProColor Collision. Bold. Expressive. Exacting. A collision brand for operators who see repair as both discipline and identity. Here, every vehicle leaves carrying the signature of people who take this work personally.

Speedy Glass USA: A Clear View, Everywhere Life Happens

Glass shapes how we experience the world, from the light in our homes, the visibility in our vehicles, to the storefronts that welcome customers in. At **Speedy Glass USA**, our work is about more than repair or replacement. It's about bringing clarity to every space where life happens.

As Fix Network's only fully corporate-owned service brand, **Speedy Glass USA** is built on consistency, care, and long-term relationships. Known first for automotive glass, the brand continues to expand rapidly, becoming a trusted, one-stop glass partner for families, homeowners, and businesses alike.

That evolution is on display in Alaska, where **Speedy Glass of Anchorage** has expanded beyond auto glass to include residential and commercial glass services. Already a trusted provider for windshield repair and replacement, the team now supports homeowners and local businesses with custom

installations, repairs, and specialty projects—delivering the same dependable service indoors as they do on the road.

The idea is simple: customers shouldn't need multiple providers to take care of their glass.

Whether it's a cracked windshield, a broken window, or a custom commercial installation, **Speedy Glass USA** delivers the same standards, expertise, and care, start to finish.



Operational support from Fix Network has played a key role in helping Speedy Glass continue to grow while maintaining consistent service standards across locations. Their guidance and resources support our teams with the tools, systems, and strategic insight needed to scale efficiently. This partnership allows us to focus on delivering exceptional service to our customers and communities.

Speedy Glass Milwaukee, Oregon | USA



NETWORK STRENGTH & SUPPORT

Speedy Auto Service: Built on Skill, Not Shortcuts

There's a difference between a shop that changes parts and a shop that understands cars. **Speedy Auto Service** is the latter, run by experts who've spent their lives under hoods. The kind of mechanics who know when a problem is real, when it's not, and when to tell you to leave it alone. No scripts. No scare tactics. Just straight answers and solid work.

Across Canada, **Speedy Auto Service** shops are staffed by car people other car people trust. The ones who hear a noise once and know where to look. Who fix things properly because they know what happens when you don't.

In North Bay, Ontario, that credibility shows up everywhere. At **Speedy Auto Service North Bay**, the team doesn't disappear when the bay doors close. In 2025, they hosted a local fundraiser that pulled together customers, neighbours, and friends around a shared cause. With time, resources, and even musical talent on the line. Not for attention. Because that's what real community looks like.

Speedy Auto Service isn't about hype or heroics. It's about keeping vehicles running strong, season after season. Built on skill. Proven by miles. And run by mechanics who do it right the first time.

TAG Network: Strengthening Claims Management at Scale

TAG Network is the quiet force that keeps Fix Network's glass ecosystem running clean. Built for control and execution, TAG manages the complexity of auto glass insurance claims so the brands on the front line can stay focused on the work that matters.

The year marked a key step forward in the United States with the appointment of Timothy Barnes, Director of Sales to support continued growth and deepen relationships with national insurance and fleet partners. In Canada, TAG expanded its insurer partnerships, including the transition of Peel Mutual Insurance glass claims to TAG administration, improving consistency, efficiency, and documentation standards across the repair process.

Operating largely behind the scenes, TAG Network plays a critical role in ensuring claims are handled with precision, compliance, and care, reinforcing trust and supporting the performance of its glass brands at scale.



Timothy Barnes
DIRECTOR OF SALES,
UNITED STATES



WHERE GROWTH HAS WON

NEW BUSINESS LAUNCHES

Growth Doesn't Happen by Accident.

In 2025, Fix Network's Business Development team focused on one thing: securing the best operators in the industry, partners with the integrity, ambition, and discipline to elevate the network.

Backed by a proven franchise model and disciplined governance, the team strengthened core markets while expanding thoughtfully into new ones. Every opportunity was pressure-tested. Every partnership earned.

Business Development Leadership



Daryll O'Keefe
VICE PRESIDENT OF STRATEGIC
BUSINESS DEVELOPMENT,
NORTH AMERICA



Scott Rethwill
REGIONAL MANAGER,
NOVUS GLASS USA



Mark Weeks
REGIONAL VICE PRESIDENT
ATLANTIC CANADA



Chris Peterson
REGIONAL VICE PRESIDENT
WESTERN CANADA



Amin Youssef
REGIONAL VICE PRESIDENT
ONTARIO

FIX NATION RESTORATION



Expanding Beyond Automotive

Fix Network made a decisive move beyond automotive with the launch of **Fix Nation Restoration**. Extending our trusted franchise model into home and property restoration and creating new growth opportunities across the network.

Fix Nation Restoration delivers professional residential and commercial services for water, fire, mould, and storm damage, operating 24/7/365 to support homeowners and businesses when disruption hits hardest. The brand applies the same operational discipline, training standards, and support model that define Fix Network's automotive brands, bringing

speed, reliability, and confidence to moments that matter most.

It's a clear signal of where the network is heading: broader, more resilient, and built to lead across life's unexpected moments.



Joe Carvalho
VICE PRESIDENT OF OPERATIONS,
FIX NATION RESTORATION



Clear Advantage, Locked In

The launch of **NOVUS Crystal Glass** represents the next step in Fix Network's glass strategy in Canada, bringing together **NOVUS Glass** and **Crystal Glass Canada** into a single, unified platform built for scale.

At the core of this advantage is **Crystal Glass' CANAM distribution system**, a Western Canada-based supply network that ensures reliable, consistent access to glass and materials across the region. This capability improves speed, reduces downtime, and gives franchisees greater certainty—allowing them to focus on quality repair and customer service.

NOVUS Glass contributes proprietary repair technology, advanced training, and a proven franchising model. **Crystal Glass** adds a strong operational footprint and trusted presence across Western Canada. Together, they create a more capable glass operation designed to support franchisees consistently and efficiently.

As Fix Network continues to evolve, **NOVUS Crystal Glass** accelerates franchising momentum in Western Canada while establishing a strong foundation for the future of automotive glass service.

OPERATIONAL & SALES SUPPORT

Where Performance Is Built

Operations and Sales are where Fix Network's strategy turns into results. Working directly with franchisees, the team identifies growth opportunities and applies data and analytics to improve performance.

At the same time, Operations and Sales ensure shops meet certification and compliance standards that protect brand integrity and strengthen trust with partners and customers.

Team Leadership



Nicky Woerner

VICE PRESIDENT OF
SALES AND OPERATIONS,
UNITED STATES



Rick Nedens

REGIONAL MANAGER,
NOVUS GLASS



David Higginbotham

REGIONAL MANAGER,
NOVUS GLASS



James Chapman

NATIONAL TRAINER
USA



Vince Pellegrini

DIRECTOR OF
OPERATIONS



Tim Barnes

DIRECTOR OF SALES,
TAG NETWORK



Robert Aldridge

DIRECTOR OF SALES -
INSURANCE



Sonia Bouthillette

VICE PRESIDENT OF
SALES & OPERATIONS,
CANADA



Michele Robitaille

ASSOCIATE VICE PRESIDENT
SALES & OPERATIONS,
CANADA



Mustafa Rajab

NATIONAL DIRECTOR OF
INSIGHTS AND CUSTOMER
CARE



Matthew Mauro

ASSOCIATE VICE PRESIDENT
OPERATIONS, CANADA

PURPOSE-BUILT PROGRAMS



Sponsorship of Matt Stone Racing | Australia

Leveraged as a brand-building platform to increase visibility, strengthen industry presence, and support engagement across the NOVUS Glass network.

NOVUS Glass Business Excellence Program | Australia

Development and implementation of a structured support program designed to strengthen business performance and operational consistency across the NOVUS Glass network.

Estimate Review & Calibration Program | Canada

Network-wide estimate review and calibration initiatives focused on improving consistency and estimating quality across the network.

Insurer Relationship Strengthening | Canada

Targeted executive and operational engagement focused on strengthening trust, improving dialogue, and supporting more effective collaboration across the network.

Product-Led Customer Engagement | Canada

In Canada, franchisees are activating products like NOVUS Polish Glass Cleaner as customer-facing engagement and value add tools for customers - extending the brand experience beyond the repair, strengthening customer relationships, and supporting meaningful community engagement at the shop level.

Segment-Based Operational Support & MAPs | Canada

A data-informed support model that translates insights into tailored guidance and coaching, supporting performance improvement and long-term network stability.



From Versatility to Market Expansion | Canada

Building on the versatility of NOVUS Polish products, the team reimagined professional-grade solutions as DIY kits and tested them through online sales. Insights gathered throughout 2025 helped pave the way for extending the business model into brick-and-mortar retail.

FRANCHISEE TESTIMONIALS



Louis Riccelli - ProColor Collision Vaughan Central, Fix Auto York Mills, & NOVUS Glass York Mills | Canada

“Joining Fix Network means elevating everything we do—our technology, our tools, our training, and most importantly, the support we give our clients and community. It’s not just a rebranding; it’s an evolution. We’re combining the strength of trusted family values with the opportunities of a modern network, so we can serve the next generation even better.”



Ahmed Khater & Abdullah Amro - Fix Auto Collision & Fix Auto Service | Kingdom of Saudi Arabia

“Being an integral partner of Fix Network allowed Fix Auto Saudi Arabia to enter the Saudi market with immediate credibility and distinct competitive edge, blending international trust with local relevance to build up deep customer confidence. By marketing a world-class standard of excellence, we aren’t just selling a service; we are delivering the peace of mind and experience that comes with a globally recognized leader in automotive aftermarket care.”

David & Rhonda Scott - NOVUS Glass Virginia | USA

“It’s the ongoing support and partnership that have kept us with NOVUS Glass for nearly 20 years. From day-to-day operational guidance to help navigating industry changes like ADAS calibration, there’s always someone we can rely on. The strength of the NOVUS Glass brand has built real trust and credibility in our market, and the collaboration with other franchisees has been invaluable. It never feels like we’re on our own. We’re part of a team that’s invested in our success.”

Daniel Fortin – Fix Auto & ProColor Collision Quebec | Canada

“We’re very proud that our ProColor shops, like our Fix Auto locations, are part of Fix Network. Being part of the network brings us a great deal of credibility, both with our customers and insurance partners, while also giving us access to tools and partners that truly support our day-to-day operations. In the end, it strengthens trust in our shops and helps us continue to grow.”



Lee Cooper – Fix Auto Sittingbourne | UK

“I went on record as saying I joined Fix Auto UK to take my business to another level and that is exactly what we have done. I just never imagined the transition from where we were at to the level in which we are now working would be so immediate.”



Claudia & Ronny Bochmann – Fix Auto Erzgebirge | Germany

“When asked: Why would you ever give up your name?!, our answer never changes, as we haven’t given up anything. Neither control nor decision-making power. What we have gained is far more: foresight, strong exchange within the network, ongoing support to avoid becoming operationally blinkered, and the drive to keep developing further. We are Fix Auto Erzgebirge!”



James and Erin Robertson - Fix Auto & NOVUS Glass Gladstone, QLD | Australia

“Fix Network Australia operational support has been fantastic; they tailored support to assist with growth to the business. The confidence it has brought to our day-to-day operations with a few tweaks to processes has improved our performance and we are able to work more efficiently and focus on delivering great customer experience.

2025 was a year defined by growth and progress. We strengthened our foundations, expanded our reach, and delivered measurable results that position us strongly for the year ahead. We have strengthened our position in the market through improved service and a continued focus on customer satisfaction.”

05

**BUILDING
THE NEXT
GENERATION**

BUILDING THE NEXT GENERATION

As technology reshapes automotive repair and restoration, skilled trades are becoming more essential and more complex than ever. The future of our industries depend on technicians who combine hands-on expertise with digital, diagnostic, and technical skill sets.

Fix Network believes the trades represent a powerful career opportunity, offering purpose, stability, and the ability to earn while mastering in-demand skills. Through its global network, the organization is helping reignite pride in skilled trades by creating clear pathways into training, certification, and long-term career development.

Training & Development Initiatives

Developing future-ready talent remains a core priority for Fix Network. Through our Training Centres, we deliver hands-on education that strengthens performance across the network while supporting clear, long-term career pathways in the skilled trades.

Canada's first SRP Certification Clinic was hosted in Milton, where eleven technicians earned Velocity CR007 certification alongside a Mitchell Repair Center session focused on productivity and data quality.

In Calgary, the Training Centre delivered high-impact programs focused on advanced repair techniques, OEM procedures, and ADAS accuracy, while also hosting more than 100 students through a hands-on open house promoting skilled trades careers.

A standout achievement was the restoration of 15-year-old racer Berlyn McKay's Mini Cup car, a collaborative project highlighting craftsmanship, teamwork, and community engagement. The centre also partnered with CAREERS to host a Young Women in Trades & Technologies event, giving students hands-on exposure to automotive painting.



06

INNOVATION & GROWTH

INNOVATION & GROWTH

Growth isn't just about expanding what we do. It's about how we do it.

As the network advances its service offerings, ESG principles remain embedded in decision-making, supporting people, communities, and sustainable long-term growth.

Service Line Expansion

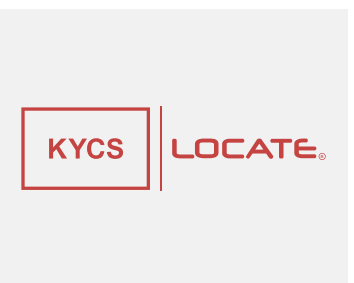
Service line expansion at Fix Network focused on extending capability in ways that are practical, complementary, and easy to integrate across the network.



AquaClear | NOVUS Polish

In 2025, the NOVUS Polish team introduced AquaClear, a premium glass treatment that improves visibility using a glass-derived water-repellent formula by helping water bead and roll away for up to three months. Designed to deliver clearer sightlines in wet and changing conditions, AquaClear enhances the everyday driving experience with a simple, easy-to-apply solution.

The product extends professional glass care beyond the repair itself, creating added value at the point of service and opening incremental revenue opportunities for franchisees. At the same time, delivering improved visibility and a more consistent customer experience supporting safer driving outcomes.



KYCS Value-Add Services | NOVUS Glass

Responding to growing concerns around vehicle theft and recovery, NOVUS Glass expanded its service offering with the introduction of KYCS Locate, a discreet vehicle theft recovery solution available through the network. Installed out of sight, the device is designed to help locate and recover a vehicle in the event of theft, offering drivers added peace of mind and an extra layer of protection beyond traditional alarms or factory systems.

The offering broadens the service mix available to NOVUS Glass locations, supporting franchisee growth through an additional, easy-to-integrate solution while reinforcing confidence, protection, and trust throughout the customer journey.



Mary DeGuzman

LEAD, ENVIRONMENTAL,
SOCIAL & GOVERNANCE

Sustainability & ESG Efforts

Sustainability and ESG at Fix Network are grounded in how the business operates day to day. In 2025, the organization strengthened its approach by embedding environmental responsibility, workforce readiness, and community impact into decisions that scale across markets, supported by the **appointment of a dedicated Global ESG Lead** to guide focus, governance, and long-term accountability.



Ronald McDonald House | Community Partnership

Fix Network continued its partnership with Ronald McDonald House in 2025, building on nearly a decade of support through fundraising, volunteer engagement, and network-wide initiatives. The partnership reflects a sustained commitment to supporting families and communities, reinforced by active participation from teams and franchisees across the country.



Setting the Standard for EV Readiness

In 2025, Fix Network's Australia operations set a new regional standard for EV readiness. The rollout of a network-wide EV and High-Voltage Certification Program established a best-in-class approach to training, safety, and operational consistency—embedding electrification capability across the Fix Auto Australia network rather than isolating it to select locations.

07

**FIX NETWORK
HIGHLIGHTS**

PARTNERSHIPS & COLLABORATIONS

Global partnerships are where Fix Network tests its standards at scale. In 2025, a focused set of international collaborations pushed the brand into performance-driven, creative, and community-led environments worldwide.



Nico Hulkenberg | Global Brand Partner

Fix Network's global partnership with Nico Hulkenberg took a different approach to high performance by acknowledging that even the best-prepared professionals aren't immune to bad luck. Throughout the campaign, mishaps follow Nico everywhere, injecting levity into moments that are typically stressful and reframing vehicle trouble as something that can be handled with the right crew behind you.

Positioning Fix Network as Nico's crew beyond the pit, the campaign anchors the organization's first global brand platform, uniting Fix Auto Collision, NOVUS Glass, and ProColor Collision.



TGR Haas F1 Team | Global Team Partnership

In 2025, Fix Network established a new global partnership with the TGR Haas F1 Team, grounded in shared values and an unwavering commitment to people and performance. At the highest level of motorsport, success depends on rigorous attention to detail, uncompromising standards, and teams that earn results through preparation, discipline, and hard work. These are the same qualities that define Fix Network repair facilities around the world.

Across collision, glass, mechanical, and home repair services, our franchisees deliver precise, consistent workmanship every day, often under pressure, but always with integrity. The partnership with TGR Haas F1 reflects a common mind frame of performance built through process, accountability, and people who take pride in doing things the right way.



Rust Bros | Creative & Community Collaboration

Fix Network's collaboration with the Rust Brothers took restoration out of the shop and put it front and center. The **Good Will Driving** series follows a full-scale Firebird rebuild. Hands-on, unscripted, and powered by expertise across the Fix Network system.

The project showcases the realities of complex restoration while channeling that effort toward a greater outcome. Once complete, the vehicle will be auctioned in support of Ronald McDonald House in Canada, connecting craftsmanship, storytelling, and community impact.

08

AWARDS, RECOGNITION & MEDIA

INNOVATION & GROWTH

Awards and recognition at Fix Network are earned, not chased.

Recognizing Excellence Across the Network

Canada Team Building Event

The Canadian team gathered in Laval, Québec for its annual meeting, continuing a strong tradition of collaboration and alignment. During the event, nominees for the inaugural Fix Network Awards were announced, recognizing individuals and teams whose work exemplifies the network's values and performance standards.

Global and USA Team Meeting

Building on this momentum, Fix Network brought together its U.S. and Global teams for a unified team-building event for the first time. Held in Prior Lake, Minnesota, the meeting marked a significant milestone in strengthening collaboration across markets and culminated in the announcement of the inaugural Fix Network Award winners, celebrating outstanding contributions across the global network.



INDUSTRY-WIDE DISTINCTION

2025 Quality Business Award | Canada



Fix Auto Norfolk County: Winner of the 2025 Quality Business Award for *Best Mechanic in Norfolk County, Ontario*. Recognized as the leading mechanic in the region, achieving a quality score of 95%+ and ranking among the top 1% of businesses in Canada.

Collision Repair Magazine – 30 Under 40 | Canada



Maddie Cunningham

Maddie Cunningham's *30 Under 40* recognition reflects her outstanding impact as an auto body technician, educator, and advocate for apprentices and women in the trades at Fix Auto Sherwood Park. A top graduate of her apprenticeship program, Maddie has gone on to mentor and train the next generation of technicians, lead apprenticeship education, and champion the evolving future of collision repair.



Matthew Mauro

Matthew Mauro's inclusion in *30 Under 40* recognizes a career defined by momentum and range. Now Associate Vice President of Sales and Operations at Fix Network, Matthew brings a distinctive perspective, translating service excellence into strong partner relationships and commercial results across the network.



Amin Youssef

Amin Youssef earned *30 Under 40* recognition through a leadership approach grounded in curiosity, connection, and people-first execution. As Regional Vice President of Ontario Operations at Fix Network Canada, Amin plays a key role in strengthening the network through collaboration, clear communication, and a strong commitment to industry unification. His emphasis on alignment and long-term capability building supports sustainable growth across the region.

INDUSTRY-WIDE DISTINCTION

Paint & Panel Bodyshop Awards | Australia



Fix Auto Port Macquarie

Named a finalist for the Best Dealer-Owned Shop Award at the 2025 Paint & Panel Bodyshop Awards. This recognition highlights the team's commitment to quality, operational excellence, and strong performance within the collision repair industry.

NBRA Greener Bodyshop Awards | UK



Fix Auto UK: Delivered a standout performance, with six repair centres earning top industry honours for their environmental practices. Fix Auto Manchester East secured a Gold Greener Award for the second consecutive year, joined by Fix Auto Leicester, while Fix Auto Mid Devon, Newton Abbot, Redhill and Rochester each received Silver Greener Awards. The results underscore the network's continued focus on sustainable operations and its ability to translate environmental commitment into measurable, industry-recognized outcomes across multiple locations.

Night of Knights Awards | UK



Fix Auto UK: Darren White of Fix Auto Weston-super-Mare was named ABP Apprentice Mentor of the Year, while Robert Murphy of Fix Auto Chessington received the ABP Business Hero of the Year award, alongside multiple finalist placements across eco-focused categories, underscoring the strength and consistency of talent across the network.

2025 Bodyshop Magazine Awards | UK



Fix Auto UK: Multiple individuals recognized through the industry's 30 Under 30: Rising Stars programme. Andy Greaney of Fix Auto Weston-super-Mare and Kia Jalfon of Fix Auto Redhill were named award recipients, while Billy Adams of Fix Auto Redhill received a Highly Commended distinction in the Paint Technician of the Year category.



09

**LOOKING
AHEAD**

LOOKING AHEAD

STRATEGIC PRIORITIES FOR THE COMING YEAR

Looking ahead means earning the right to move forward.

In 2025, Fix Network focused on readiness over speed, strengthening foundations, aligning with high-performance partners, and building momentum the right way. The work done this year positions the network for what's next.

Setting the Foundation for What's Next



In 2025, Fix Auto focused on preparing for its next phase of global growth, laying the groundwork for a future expansion into the Italian market. This work centered on understanding local market dynamics, building the right leadership and partnerships, and ensuring the network would be operationally ready when the time comes.

Fix Auto | Scaling with Discipline and Local Impact



Over nearly a decade, Fix Auto Collision reached a new stage of maturity in Germany, grounded in strong brand credibility and sustained performance across the network. Recognition among insurers, fleet and leasing partners, and industry stakeholders continued to grow, supported by franchisee results that outperformed wider market trends. In 2025, our franchisees in Germany grew revenue by ~9%, while the wider collision repair market shrank by roughly 15%. Through exceptional performance, the network's success ultimately resulted in increased visibility and reinforced our position as industry leaders and experts.

Looking ahead, the focus is on scaling growth with discipline. Priorities include accelerating franchise development while maintaining rigorous quality standards, strengthening local and regional B2C brand awareness to support franchisee-led revenue growth, and expanding centralized services that simplify operations and ensure local revenue growth.

STRATEGIC PRIORITIES FOR THE COMING YEAR

Fix Auto | Stronger Foundations, Adaptable Approach



Rather than pursuing rapid expansion, Fix Auto Collision used 2025 to strengthen the foundations of the business enabling sustainable growth in Australia. Key priorities included enhancing the value proposition through stronger operational support programs for franchise networks, deepening partner alignment to leverage opportunities, and adapting the growth strategy to a rapidly evolving market and industry environment, with a clear focus on long-term sustainability.

Efforts focused on reinforcing the support program framework to deliver clear, demonstrable value to franchise partners. This was achieved through a more disciplined application of consistent standards and a structured support model with regular, tailored touchpoints. This approach enhances the Fix Auto value proposition for both partners and prospects, with growth guided by clear criteria, consistency, and performance. By building market credibility, Fix Auto is laying the foundations for long-term growth, including an expanded approach that incorporates selective corporate acquisitions alongside equity partners.

NOVUS Glass | Strength Through Diversification



In Canada, NOVUS Glass sustained strong double-digit growth in net new franchise locations, reinforcing its position as a leader within the automotive aftermarket sector. A key driver of this momentum was the continued execution of the brand's mechanical diversification strategy; a deliberate initiative to expand the breadth of services offered within high-performing service locations to strategically expand their service offerings, increase loyalty with existing customers, and attract new consumer segments seeking comprehensive automotive care under one roof.

Beyond organic growth within the NOVUS network, 2025 saw continued and meaningful synergies across the broader Fix Network collision landscape. Collision operators embraced the opportunity to diversify into auto glass and calibration services, achieving vertical integration that strengthens both their operational capabilities servicing retail clients, and their value proposition to insurance partners. This alignment between collision repair and glass services represents a natural and powerful evolution for Fix Network's multi-brand model, and positions operators to deepen customer relationships and capture greater value across each repair journey.

ProColor | Focused Growth, Built to Last



In 2025, ProColor Collision focused on strengthening its foundation in the United States, prioritizing readiness, alignment, and long-term sustainability. Efforts centered on understanding market conditions, reinforcing operational standards, and ensuring the model is positioned to deliver value where it is best suited.

This disciplined approach emphasizes quality over pace, with growth guided by clear criteria and a focus on consistency and performance. By building credibility market by market and supporting operators with the right structure and support, ProColor is laying the groundwork for durable, long-term growth.

2025

FIX NETWORK IMPACT REPORT

Fix Network

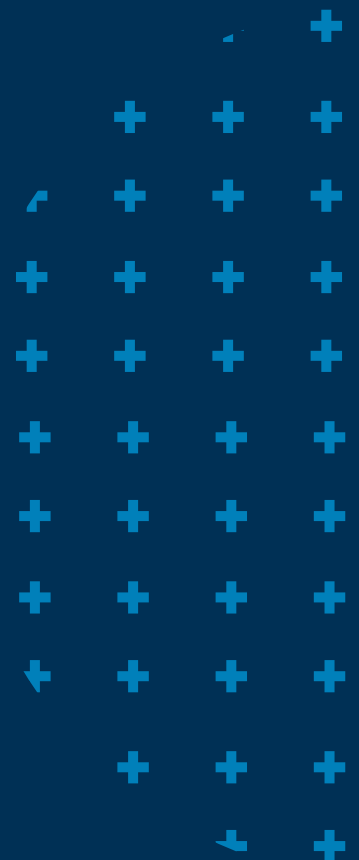
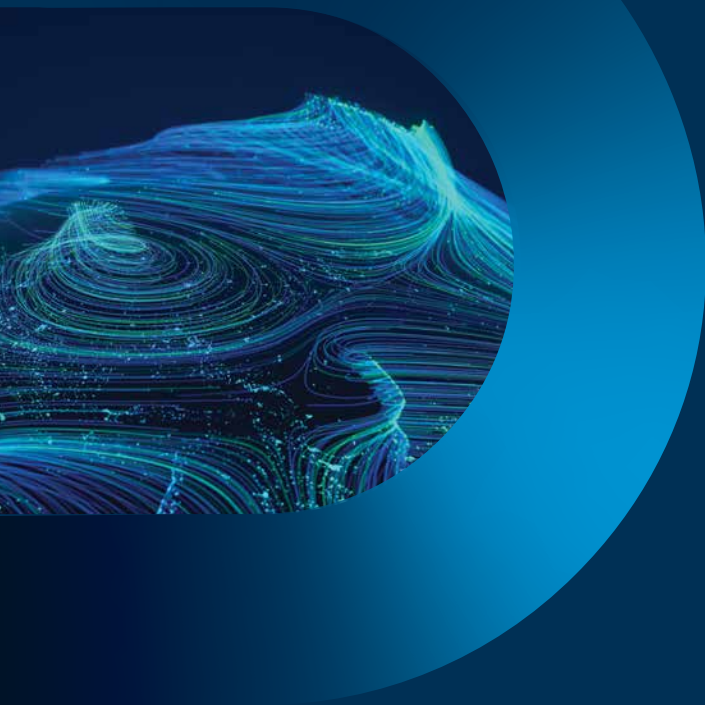
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