

Simplicity
CAR CARE

2023

ANNUAL REPORT



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WELCOME TO SIMPLICITY CAR CARE'S 2023 ANNUAL REPORT

WHAT WE DO

Simplicity Car Care is one of Canada's fastest-growing automotive franchise networks. Our vision is to make car care simple and affordable for every vehicle owner in the world. Simplicity Car Care is determined to have a positive and profound impact on its stakeholders by providing the following value propositions:

- 1 Increasing top-line sales to provide an enhanced contribution to the facility's investment and infrastructure
- 2 Delivering unparalleled operational support and processes, allowing for reduced stress and decreased production costs
- 3 Leveraging our Multi-Store Operation (MSO) intelligence to guide as well as support our partners through any operational challenges that may arise within their business unit

As passionate as we are about creating a better quality of life for our franchise partners, we are equally passionate about providing a best-in-class experience for our customers.

CLAIMS MANAGEMENT SOLUTIONS

Our business-to-business partners are dealing with increased levels of "red tape" and costs related to claims management. Our goal is to provide a platform where claims management complexity is replaced with a simplified and streamlined approach.

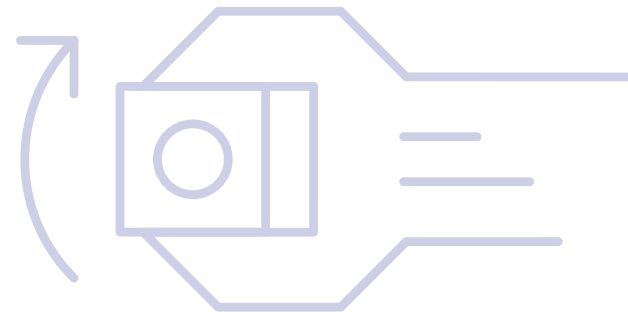
Our expanding infrastructure allows us the ability to offer additional support in the areas of:

- 1 Cost Management
- 2 Claims Management
- 3 Customer Experience Management

We are an innovative and holistic solution for the collision repair industry and look forward to serving our clients as we continue to increase Simplicity's market presence throughout Canada and abroad.



2023 HIGHLIGHTS



94

LOCATIONS



AWARDED

ONE OF CANADA'S FASTEST GROWING
BUSINESSES BY THE GLOBE AND MAIL



80%

CUSTOMER NET
PROMOTER SCORE



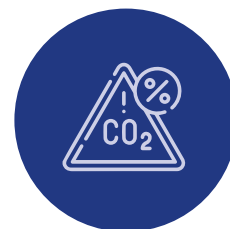
PARTNERSHIP

WITH THE CANADIAN ELITE
BASKETBALL LEAGUE



EXPANSION

INTO PEI AND NOVA SCOTIA



300

TONS OF CO2E REMOVED
FROM THE ENVIRONMENT

CEO'S REMARKS

To our valued stakeholders,

As I write these opening remarks, I find myself optimistic and energized for what lies ahead for Simplicity Car Care and the automotive aftermarket at large. Despite 2023 being one of the harder macroeconomic years in recent memory, along with different operational challenges Simplifiers encountered, we still maintained strong net-new-store development, as well as same-store-sales increases across the entire system.

In 2023, we applied significant focus towards innovating every business unit to meaningfully improve customer experience on the short and long term. We made important adjustments to our resource allocation and the way in which we allocate resources to ensure we provide value to the marketplace as authorities on increasing client advocacy, decreasing the total cost of repair (TCOR), as well as enhancing sustainability to our net zero commitment. The following will illustrate advancements we've made on all three strategic pillars followed by insights as to what to expect of Simplicity in 2024.

Increasing Client Advocacy

Simplicity Car Care has advanced its technology stack to enhance communication between collision centres and clients, underpinning our commitment to reducing repair cycle times and improving client satisfaction. By investing in technology that offers accurate predictions on claims completion dates, we ensure a seamless, frictionless experience nationwide. Despite facing challenges like supply chain issues and the need for operational standardization, our team remains dedicated to excellence. Furthermore, our compensation

model, aligned with our Net Promoter Score (NPS), reinforces our mission to exceed client expectations and uphold our brand promise of quality and reliability in every interaction.

The Platform Services department at Simplicity Car Care is at the forefront of enhancing operational efficiency by centralizing essential administrative functions. By offering solutions like CleanSheets for estimatics, which resonates with the Pareto principle by addressing the 20% of tasks that yield 80% of results, and Claims Dispatch for streamlined work-in-process (WIP) management, we effectively lessen the administrative load for our Simplifiers. This approach not only reduces costs but also narrows process variability amidst rising labour costs and shortages, leading to consistent and accurate appraisals.

As we continue to expand and refine our department's infrastructure, our dedication to extending the transformative effects of our services nationwide remains unwavering.



Paul Prochilo
Chief Executive Officer



Reducing the Total Cost of Repair

In an era of economic volatility and rising operational challenges, Simplicity Car Care remains committed to innovation, sustainability, and customer satisfaction. Our strategic response includes over 500 hours of nationwide training aimed at harnessing the circular economy, enhancing profitability, and integrating advanced CRM technologies for real-time communication. This education focuses on key areas such as Collision Economics, WIP Management, and Capacity Management, ensuring our franchisees are equipped to improve service cycle times, reduce claim severities, and lower overall claims management costs. By strengthening our infrastructure and fostering Simplifiers growth, Simplicity Car Care is redefining industry standards, delivering unparalleled value to our B2B partners and affirming our holistic approach to stakeholder support.

Net Zero Commitment

In the past year, Simplifiers across Canada have embraced our mission with unparalleled vigour, propelling us closer to our net zero objectives. Starting with a pioneering BETA in 10 locations, we've expanded our PAS 2060 Certification reach to 36 sites, setting the stage for full network participation within three years. This journey has not only heightened our commitment to our clients and communities but has also shown remarkable financial outcomes, enhancing our gross margin, EBITDA, while decreasing severity and cycle time. The integration of sustainability into our strategic pillars has been a catalyst for these achievements. In 2023, we made significant strides in carbon reduction by removing just under 3,000 tons of Co2e, equating to a 76,662 trees reforested in communities in which we serve, underscoring our belief that business is a powerful agent for positive change. 2024 promises to be a landmark year in setting new decarbonization standards, reinforcing our role as leaders in the push for a sustainable future.



Simplicity Growth Conference

In 2023, Simplicity Car Care proudly hosted its second annual Growth Conference at the renowned Niagara Convention Centre. This landmark event brought together our Simplifiers, alongside esteemed partners and speakers from iconic brands like Disney and McDonald's. Designed to inspire, network, and deliver practical business strategies, the gathering culminated with an impressive 98% promoter rating, underscoring our unwavering dedication to exceeding expectations.

Further aligning with our Net Zero pledge, we assumed full accountability for the conference's carbon footprint. In collaboration with Carbon Neutral Repair, we not only quantified the carbon emissions from accommodations and travel, totalling 86,273 KG CO₂e, but also took decisive action by purchasing offsets for 172,546 Kg CO₂e, thereby ensuring a Climate Positive event. This initiative reflects our core belief in leaving every community better than we found it, demonstrating Simplicity's leadership in sustainability and corporate responsibility.

What to Expect in 2024

As the 7th largest collision repair organization in Canada, Simplicity Car Care remains steadfast in our commitment to unprecedented growth. By providing Simplifiers with unparalleled operational support and a relentless focus on reducing Total Cost of Repair (TCOR) across all customer segments, we continue to set the standard.

We will be announcing the addition of our latest capacity initiative, Capacity for All. This initiative heralds a new era of efficient repairs, ensuring instant action when resource constraints arise, so Simplifiers can seamlessly navigate capacity challenges, guaranteeing every vehicle receives immediate attention. Simplifiers' positive feedback underscores its transformative potential.

With optimism, we anticipate surpassing our growth expectations by year-end 2024. It's the dedication of our Simplifiers nationwide that propels us forward, aided by our leadership and operational support teams, as well as our brand integrity.

To our esteemed fleet, insurance partners, and supply chain collaborators, we extend our gratitude for your unwavering partnership. In 2024, we will renew our focus on cost reduction and carbon neutrality, forging sustainable strategies to streamline operations and enhance collaboration.

Together, we embark on a journey towards a brighter, more sustainable future.

Stay safe and always be optimistic!

Paul Prochilo

Chief Executive Officer

VISION

To make car care simple and affordable for every vehicle owner in the world.

MISSION

Simplicity Car Care delivers a world-class customer experience. We conduct business with all partners and customers based on the pillars of value, trust and integrity.

We are leaders in innovative solutions and strive to add value to our stakeholders continuously. We have a social responsibility to the partners, people and environment in where we provide services. We are strategic in our business operations, thus ensuring value to our shareholders.



CORE VALUES



WE WOW OUR CUSTOMERS >> Simplicity Car Care is committed to delivering a consistent, seamless and simplified service experience. We are obsessive about exceeding our customer's expectations and committed to meeting their evolving needs.



WE VALUE OUR PEOPLE >> Our people are our most valuable resource. We are committed to providing continuous development to our people, both personally and professionally. We wish to enrich their lives, so that in turn they may enrich the lives of others



WE KEEP IT SIMPLE >> We continuously create new ways to simplify our world. Our organization provides our customers with a simplified experience that makes it pleasantly easy to do business with us.



WE BUILD RELATIONSHIPS >> We value relationships as one of the most integral assets an organization can develop. We are dedicated to building relationships by providing value first; on the underpinnings of trust, integrity and transparency.



WE INNOVATE TO CREATE SOLUTIONS >> Simplicity Car Care is committed to innovation and technological advancement, which serves as the fuel to our continuous improvement. Our innovation initiatives also enhance the scale, agility, efficiency, customer experience and overall value and competitive advantage of the organization.

OUR STRATEGY



Franchisees

We've simplified the process of owning and operating a car care and collision franchise, so you can focus on your customers.



Consumers

When it comes to caring for you and your car, Simplicity Car Care keeps it simple by delivering total client satisfaction through proactive service, transparent communication, and expert craftsmanship.

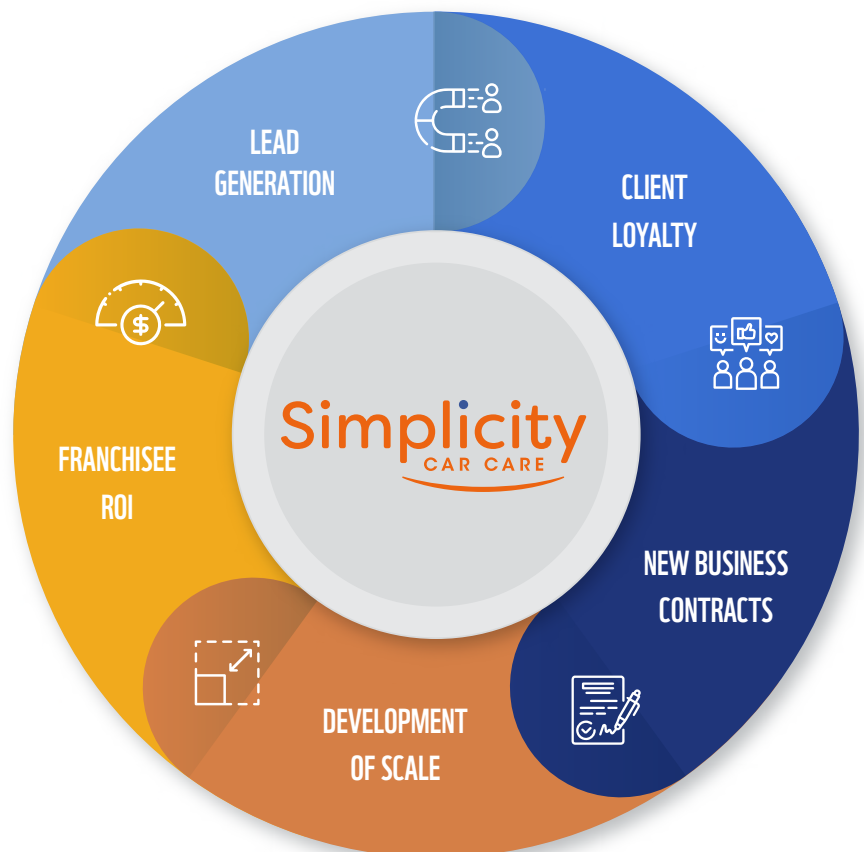


Commercial Partners

Simplicity Car Care strives to deliver an unmatched standard of improved cost containment and customer service with innovative processes and systems.

The Simplicity Flywheel

A virtuous cycle is defined as a systematic process of events with each one having a beneficial effect on the next. At Simplicity Car Care, our strategic objectives are developed around the culture of providing the highest level of value through every interaction, with all stakeholders.



ENVIRONMENTAL AND SOCIAL GOVERNANCE

Sustainability Programs

The introduction in 2023 of the BETA and LEAP programs marked a significant milestone within Simplicity Car Care's progression. The BETA program was implemented as a pioneering effort across 10 strategic locations, serving as the foundation for our green initiatives. This initial phase was instrumental in laying down the groundwork for comprehensive sustainability standards and policies throughout our network. Following the success of BETA, we expanded the experiment to LEAP, a secondary test group. Reflecting on the effectiveness and positive outcomes of these initiatives, we have decided to merge the insights and advancements from both BETA and LEAP into a unified approach. This consolidation signifies the end of the testing phase and the beginning of a wider application of our sustainability practices across all locations.

PAS 2060 Certification

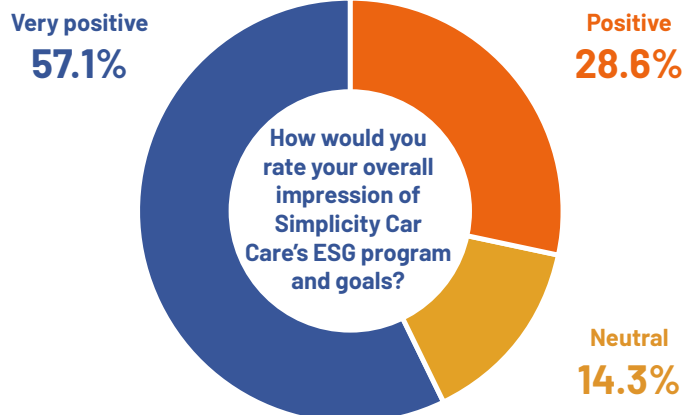
Established by the British Standards Institution, the PAS 2060 Certification represents a global benchmark for carbon neutrality. With it, we've significantly diminished our CO2 emissions, tantamount to the effect of planting over 76,000 trees. This exacting certification mandates a stringent protocol for measuring, curtailing, and compensating carbon emissions, underscoring our unwavering dedication to environmental stewardship.

Cultural Adoption of ESG

In our journey towards ESG, we've observed a transformative shift in attitudes within our network. Initially met with skepticism, our persistent efforts in highlighting ESG's benefits have led to a remarkable change. Polls reveal an overwhelming variation from 70% negativity 18 months ago to 85% viewing ESG positively or neutrally today. This evolution underscores our commitment to fostering an environmentally sustainable culture across Simplifiers, driven by our franchisees and corporate teams' proactive embrace of these vital initiatives.

Sixteen new LEAP locations have joined our net zero journey in the 2024 data collection program:

- » Rogersville
- » Ottawa Dt
- » Port Perry
- » Pickering
- » Mississauga Central
- » Oakville East
- » Vaughan
- » Aylmer
- » Richmond Hill
- » Sarnia
- » St. Thomas
- » Windsor N
- » Windsor L
- » Sudbury
- » Watford
- » Airdrie



What We Did

As we mentioned before, in 2023 we successfully launched the LEAP and BETA programs, driving sustainability efforts forward. These initiatives served as frameworks for integrating durability standards and policies across our network. With our Net Zero Commitment program, we're granting benefits to three critical spheres: insurers, franchisees and supply chain.

Insurers

We support insurers compliance and sustainability through essential data provision for OSFI Scope 3 reporting, carbon emission neutralization via PAS 2060 certification, and cost mitigation strategies such as prioritizing maintenance and using recycled parts, thus promoting eco-friendly practices in collision repair.

This showcases how through our data collection, we can measure and provide reporting to our Insurance Partners to their exact CO2e impact on Simplicity's network and average Co2e per repair.

Insights from BETA Sites:

- » Gathered valuable insights from the 10 BETA sites, revealing significant data on CO2e emissions beyond operational control.
- » Emphasized the importance of addressing emissions from third-party supply chains and non-operational sources in our reduction strategy.

Total Units Repaired	Average CO2e/Repair	Total CO2e removed from insurer reporting	Total network wide impact on insurer CO2e
4168	705kg	2,938,440	6,991,485

Franchisees

Our ESG strategy boosts Simplifiers profits by enhancing operational efficiency and cutting costs. Initiatives focusing on waste reduction not only save money but also promote environmental durability. Engaging with local communities strengthens customer bonds, improves brand image, and ensures long-term franchise success.

Supply Chain

We enhance the supply chain by building resilient connections for improved collaboration and continuity during challenges. By emphasizing on sustainability, we encourage responsible sourcing, minimize environmental impacts, and generate long-term value, benefiting all stakeholders.

Carbon Accounting

In the context of carbon accounting, the concept of "Scopes" categorizes greenhouse gas emissions into three levels based on their source.

Scope 1 encloses direct emissions from owned or controlled sources, such as fuel combustion and business vehicles.

Scope 2 covers indirect emissions from the generation of purchased energy, including heat and electricity.

Scope 3 encompasses all other indirect emissions that occur in a company's value chain, like those from the supply chain, product use, and employee travel, often representing the largest share of an organization's carbon footprint and posing the greatest management challenge.

Through data collection from our BETA program, we provide detailed CO2 impact reports to our insurance partners on Simplicity's network, including CO2 per repair. It highlights that 78% of emissions fall under Scope 3, indicating the need for strategic collaborations with partners to address third-party emissions from supply chains and non-operational sources.



Where We Are Now

Currently, 35 of Simplicity's locations, which is about 37% of our entire network, are part of our Data Collection program. In-depth forecasts underscore our journey towards seamless network incorporation, with the horizon set on 2028 for the culmination of our expansive onboarding initiative.

Where We Are Going

We are unshakeable in our dedication to principles of simplicity, affordability, and environmental sustainability, which shape our future actions. We emphasize the importance of working together and maintaining our collective commitment to sustainability goals. This collaboration spans our whole ecosystem, including supply chain partners, insurance allies, and those who strive for simplicity alongside us.

Acknowledgment and Appreciation

We extend our heartfelt thanks to every member of the Simplicity family for their unwavering commitment to our sustainability efforts. A special note of appreciation goes to our fleet operators, insurance partners, and supply chain collaborators for their essential contributions and partnership.

DIVERSITY, EQUITY, AND INCLUSION

Embracing DEI as a Pillar of Progress

At Simplicity Car Care, our commitment to diversity, equity, and inclusion (DEI) has become a cornerstone of our evolving corporate ethos, a reflection of our dedication to align with the dynamic trends within the collision industry. As a key pillar, akin to client service, productivity, and efficiency, DEI initiatives are integral to our corporate progression and expansion. The diverse tapestry of cultures and ethnicities inside our workforce is cherished and supported, as we believe it solidifies our foundation, facilitating the seamless integration of foreign workers and various community members into the vibrant fabric of our business.

Global Talent, Local Impact

Our proactive strategies to address the technician shortage include collaborating with an immigration consulting agency to recruit international talent, thereby welcoming skilled individuals from across the globe into the Simplicity family. Through the labour market impact assessment process, we're introducing new ways to expand our capabilities and we're planning on sharing this valuable knowledge and successful outcomes with our franchise partners.

In pursuit of creating an inclusive work environment, we've established a comprehensive training program centred on sensitivity and cultural awareness for our general managers and collision centre leaders. This initiative arms them with the necessary tools to successfully support and integrate new employees from diverse cultural backgrounds.

Acknowledging the multilingual diversity of our team, we ensure that all health, safety, and training materials are available in the employees' preferred languages. This deliberate approach in communication simplifies learning, aids in retention, and empowers our staff to apply their knowledge more effectively without the barrier of language.

Empowering Women in Tech

Looking ahead to 2024, we aspire to enhance gender diversity within our ranks, specifically by engaging women in tech through outreach to colleges with collision repair programs. This endeavour is expected to unlock new perspectives and contribute to a more inclusive workplace.

The benefits of DEI extend beyond internal operations; it fosters stronger connections between our company and the broader community. A heterogeneous workforce reflects our client base, engenders mutual growth, and harnesses a wide array of points of view that catalyze the upgrade of our services and the innovation within our operations.

Investing in DEI for a Brighter Tomorrow

Simplicity Car Care envisions DEI as more than a commitment; it's an ongoing investment in our people and the future of our enterprise. We believe in the power of new ideas to drive innovation and improvement, understanding that a strong focus on DEI will not only empower our current team but also ensure the long-term success and vitality of our company.



NETWORK GROWTH

In 2023, Simplicity Car Care hit its third-largest growth year, welcoming a wave of new Simplifiers. We ventured into new provinces, Prince Edward Island and Nova Scotia, marking a significant milestone. Yves Pronovost joined our team, injecting fresh energy and focus into our Quebec operations by solidifying our presence in the province with additional stores and stronger franchisee bonds.

Our annual growth conference was a huge success, magnetizing new franchisees and seamlessly integrating them into our network. This gathering unveiled the full spectrum of Simplicity's offerings, illustrating the robust support system behind the Simplicity Car Care network.

Our strength lies in our franchisee community, as we prioritize people over mere locations. Last year, we celebrated the addition of many new family members, and we're buzzing with anticipation for those joining us in the year ahead.



WHY FRANCHISE WITH SIMPLICITY?

Being an independent collision repairer can be challenging in many ways. The Simplicity Car Care franchise platform provides the tools that can help you service your customers and manage your operations. Becoming a Simplicity Car Care franchisee provides a better work-life balance by having a dedicated team support your business goals and objectives. Having your business running at optimal levels can also help you gain local recognition in your marketplace.

We've simplified the process of owning and operating a car care and collision franchise so that you can focus on your customers.

Connect with us today to get on a faster lane towards your business goals.



ADDITIONALLY, YOU WILL RECEIVE SUPPORT IN THESE SPECIFIC AREAS:



NEW BUSINESS DEVELOPMENT



HANDS-ON EMPLOYEE TRAINING



MARKETING AND ADVERTISING



DEDICATED FIELD SUPPORT STAFF



BETTER BUYING POWER



QUALITY CONTROL TOOLS



EFFICIENT OPERATING PROCEDURES



PARTICIPATE IN OUR PERFORMANCE GROUP

OPERATIONS

In 2023, Simplicity Car Care sharpened its strategic focus, underscoring three pivotal areas: capacity, performance, and profitability. This triad forms the cornerstone of our commitment to enhancing the simplicity and efficiency of the auto care experience. Central to our ethos is the ease of doing business, a principle cultivated through seamless communication and robust partnerships with insurance entities and customers alike.

We're dedicated to delivering quality workmanship, eliminating the need for return visits and streamlining the process from vehicle drop-off to pick up. This includes providing rental options and timely repairs to prevent customer inconvenience. Our attention extends to administrative efficiency, ensuring swift invoice and estimate procedures to avoid the pitfalls of delayed payments and information retrieval.

Performance is quantified by our agility in vehicle repairs, emphasizing a rapid "key to key" timeline without compromising quality. Capacity, on the other hand, reflects our ability to manage workload efficiently, from the prompt provision of estimates to minimizing vehicle downtime on our lots or in transit.

By optimizing operational flow, we deliver an unparalleled customer experience, setting a new benchmark in the auto-care industry. Together, these focal points underscore Simplicity's dedication to innovation, quality, and seamless service, driving forward our vision for a more efficient and customer-centric future.



ESTABLISHING THE INFRASTRUCTURE TO SUPPORT THE EXPANSION

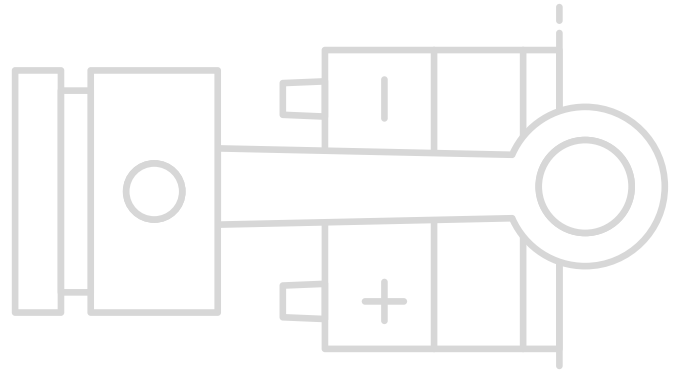
Throughout 2023, Simplicity Car Care experienced a year of remarkable growth and infrastructural development, amplifying our capabilities and extending our reach across Canada. Beginning the year with a robust network of 82 shops, we achieved a significant milestone by increasing our presence to 94 locations, thanks in part to our strategic expansion into Nova Scotia and the strengthening of our footprint within Quebec. This period also saw us welcoming new clientele through the CleanSheets Estimating Writing Service, further enhancing our market importance.

A pivotal element of our 2023 narrative was the seamless transition of our management system to a more advanced and versatile platform. This monumental shift, affecting our shops within a mere three-month timeframe, involved comprehensive technological upgrades, intensive training, and a proactive approach to change management, now with multilingual support. Concurrently, the adoption of the cloud-based reporting system significantly boosted our operational visibility and business performance insights.

The introduction of new Platform Services such as scheduling and dispatching, alongside the establishment of a dedicated HelpDesk, has fundamentally transformed our service delivery model. These innovations not only optimize operational efficiency but also ensure rapid resolution of any issues, thereby elevating the customer and partner experience.

2023 also marked a year of standardization within Simplicity Car Care, as we institutionalized best practices into procedures to guarantee consistent execution and predictability. We harmonized processes across load levelling, HelpDesk operations, and capacity management, and made significant advancements in our response to privacy and security concerns, further strengthening our operational integrity and reliability.

CAPACITY FOR ALL

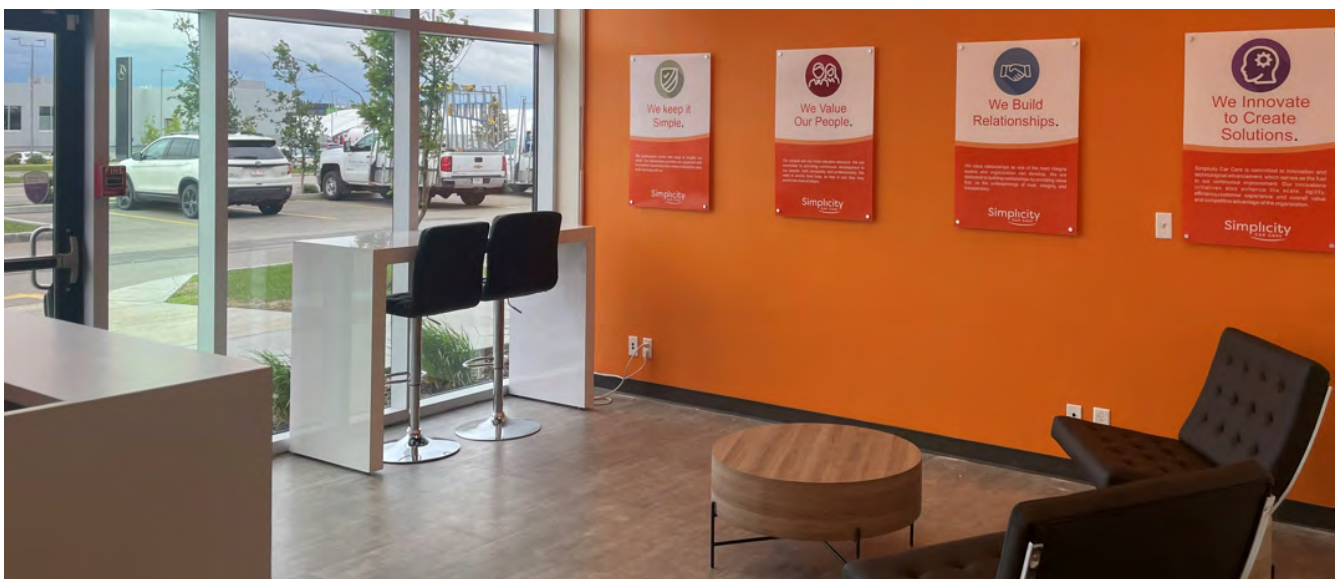


Simplicity Car Care's innovative "Capacity for All" initiative represents a paradigm shift in how we manage and optimize workload distribution across our network. This forward-thinking approach evolved from our original Hub-and-Spoke model, which centralized workloads around a primary hub supported by spoke locations. The traditional model, while effective, had limitations in scalability and flexibility, particularly during peak demand periods.

With "Capacity for All," we've transformed our operational framework to identify and utilize available capacity throughout our organization, rather than relying on a single hub. This method guarantees that if a hub is at capacity, we can seamlessly redirect work to other shops within our network that have vacant space. This transition is critical in maintaining our commitment to service excellence, ensuring that we can accommodate all work without delays.

Integral to "Capacity for All" is our implementation of advanced scheduling and dispatching functions. These tools are pivotal in managing shop workloads as well as in identifying capacity pressure points across the network. By leveraging our technology, along with standardized operating procedures, we can swiftly address and redistribute workloads.

"Capacity for All" underscores Simplicity Car Care's dedication to innovative solutions that enhance our service delivery and support our partners. Through this initiative, we demonstrate our commitment to operational excellence and customer satisfaction, reinforcing our position as a leader in the car care industry.



FRANCHISEE TRAINING AND SUPPORT

In response to our organization's growth and evolving needs, Simplicity Car Care expanded its operational team in 2023, enhancing our franchisee training and support framework. By adding more regional performance managers and a field conversion specialist across Ontario, Alberta, Quebec, and the Atlantic regions, we significantly bolstered our capability to coordinate and help our shops effectively, while integrating new ones seamlessly into our network.

Recognizing the invaluable benefit of face-to-face interactions, we reintroduced regional training sessions held quarterly. These sessions are crucial for fostering a sense of community among franchisees. Topics range from the Simplicity repair process to shop operation, with an emphasis on hands-on learning experiences

that are difficult to replicate digitally, such as vehicle damage assessment. This approach not only aids skill development but also facilitates idea and knowledge exchange between Simplifiers, addressing challenges and sharing best practices for shop management.

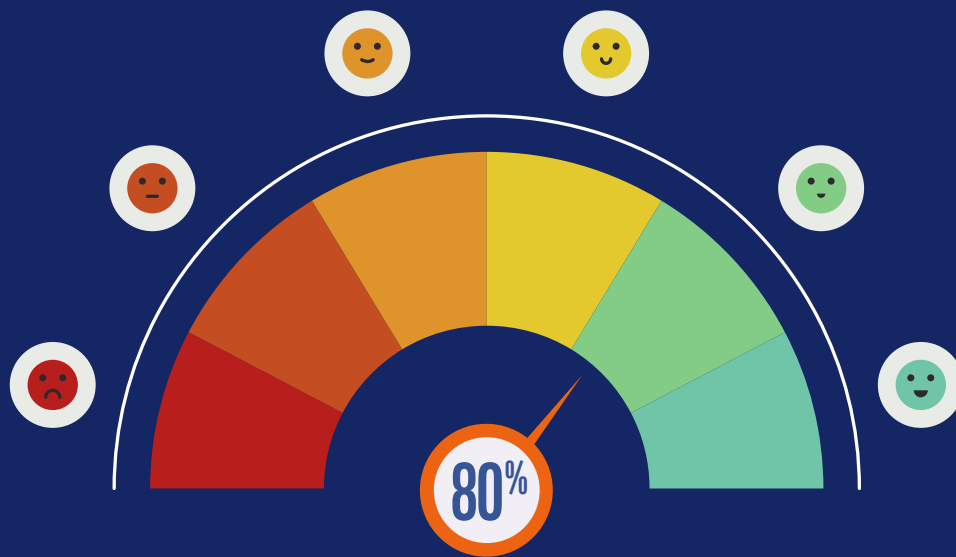
As we navigate a more competitive market in 2024, our commitment is not to reinvent but to excel in our current procedures, ensuring faster service delivery and enhanced profitability for our franchisees. This steadfast focus on improving capacity, performance, and profitability underlines our strategy to guarantee our shops' success in the dynamic automotive repair industry.



CLIENT ADVOCACY

At Simplicity Car Care, we believe that client advocacy is paramount, which is evident in our Net Promoter Score (NPS) for 2023.

In the graphs below, we will share our 2023 NPS and our track record of on-time vehicle delivery.



Was your vehicle ready when promised?



ANSWER CHOICES	RESPONSES
YES	91.00%
NO	9.00%

Connect **with us**

Are You Ready for a Change in Your Business?

Our franchise owners have the ambition to build their businesses but need the support to help get there. Together, we work to strengthen and grow your business while helping you achieve a better quality of life. We offer a distinctive brand backed by an operating system that can drive success to your location.



Franchise Your Collision Centre Today!

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