

I wanted to take a moment to share an update with you.

More than 36 years ago, I started this company July 15th, 1989, with virtually nothing except a simple goal: do things the right way and take great care of customers. When we took on a Private Equity partner in January of 2018, I planned to stay on for a few years to help guide the transition. Thanks to the people and the momentum we built together, those few years turned into eight. I started in this business at the tender age of 25 in July of 1979. Now working on my 72nd year, I think it's time to let the next generation team take over.

As we close out this year, I'll be stepping down from my role as CEO. On January 1, Shawn Senior will step into that role.

Shawn has worked side by side with me for many years, the past four years as President, gradually taking on more responsibility and helping lead many of the improvements you've seen across the company. He understands this business, he understands our customers, and most importantly, he understands what it takes to run a first-class operation. I couldn't be more confident in his leadership.

What won't change is who we are or how we serve you. The same people, the same standards, and the same commitment to reliability and service will continue.

I'm not disappearing. I'll continue to stay involved in an advisory role and will be around supporting the team and cheering them on, working most days from my office.

Thank you for the trust you've placed in us over the years. I'm incredibly proud of what we've built together, and I'm excited to watch the company continue to grow in the years ahead.

Have a Happy New Year!
Steve



BRAKE PADS

NRS Brake Pads — No Comebacks. No Compromises.

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Most brake pads fail because the friction material separates from the backing plate due to rust. **NRS Brake Pads eliminate that problem** with a patented galvanized steel backing plate and a **mechanical bond**.

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- Patented Mechanical Bond – Friction material is mechanically locked to the plate, not glued.
- Galvanized Steel Backing Plates – Superior corrosion resistance, even in harsh climates.
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- Consistent operation even in extreme weather conditions.
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