

FRANCHISE

INFORMATION

REPORT



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AN ICONIC AMERICAN
BRAND FOR THE PAST 50
YEARS, AAMCO IS WELL
POSITIONED TO BECOME
THE DOMINANT PLAYER
IN COMPLEX CAR REPAIR
GOING FORWARD

For half a century, the American public imagination has linked the word "transmission" to AAMCO — and for good reason. Our proven expertise in fixing the most technically challenging part of a car is heralded far and wide, and as a result, we remain the leading brand for transmission work. Rather than rest on our laurels, AAMCO has prepared for the radical

As cars become more like computers on wheels, and as hybrid and electric vehicles become mainstream, AAMCO is making significant strides toward becoming the only brand capable of fixing them.

In recent years, AAMCO has invested significantly in new technology and ongoing education to ensure that our franchise owners and their technicians have the skill set to meet the demands of modern vehicles with the expertise for which our brand is known. In 2014, we launched AAMCO University, a state-of-the-art training facility in Newnan, Georgia, which offers more than 300 hours of classes for franchisees and their technicians, as well a high-tech garage where technicians can learn how to repair electric and hybrid vehicles.

To make the business easier to run and more profitable, AAMCO recently launched a new Point of Sale system that provides franchisees with executive-class analytics, helping to make





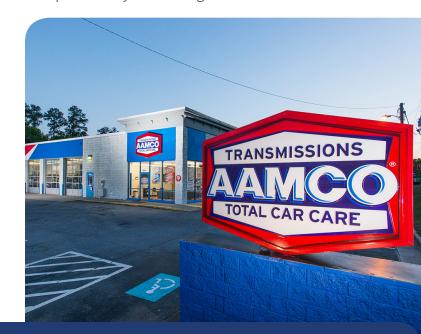
and retain technicians
when the rest of the
industry is struggling to
hire qualified personnel.
Most importantly,
existing franchisees are
reinvesting in record
numbers as a direct result
of these initiatives, and
entrepreneurs without any
experience in auto repair
are rapidly joining our
franchise family."

scaling to multi-unit ownership easier than ever before. AAMCO also invested in new CRM software, which gives franchise owners access to the entire support network.

As part of the Icahn Automotive Group, AAMCO franchise owners enjoy enormous benefits. Icahn Automotive Group is one of the largest franchisors in the auto repair industry, with over 2,000 locations across four different brands. The brands in the Icahn Automotive Group network specialize in different aspects of car repair, and can therefore support each other and refer business back and forth. For example, if a customer visits one of the 1,000 Pep Boys locations across the country, and the vehicle requires transmission repair, that Pep Boys shop will refer that customer to their local AAMCO. Icahn Automotive Group also helps AAMCO franchise owners keep ongoing inventory costs low, due to the strength of the brand's spending power.

"These initiatives have had a tremendous impact. In an interview with Franchise Times," Brian O'Donnell, Senior Vice President of Franchise Development with AAMCO, said, "Centers training at the highest levels are seeing 15 to 20 percent sales increases, and the ability to offer training helps franchise owners attract

"It could not be a more exciting time to be an AAMCO franchisee," says Jim Gregory, President of AAMCO. "We're lucky to be a part of an incredibly large industry that's profitable and recession-resistant, and our ability to become the dominant brand for complex car repair positions us to make the future brighter than ever before. Our main goal is to help our franchisees thrive and prosper, and we have made significant investments on our franchisees' behalf to increase profitability over the long term. AAMCO is going to continue to grow, and we cannot wait to help more entrepreneurs realize their dreams of owning a business that has the potential to be financially and personally rewarding."







AAMCO FRANCHISE OWNERS ENJOY HIGH MARGINS AND LITTLE COMPETITION

There aren't many worldwide leaders in transmission repair — there's only one — and being associated with a brand that has spent decades building consumer trust and loyalty comes with several advantages. The first advantage is immediate: when you open your doors to your new business, your community already will know where to take their vehicles for complex car repair. The other advantage is that the automotive industry is changing so rapidly that other brands are far behind in terms of being able to repair complex vehicles. So the market is wide open.

One other advantage in being the worldwide leader in transmission repair is that complex car repair is lucrative. According to Angie's List, the average cost of transmission repair can range from \$2,800 to \$3,800 for a rebuilt transmission and up to \$8,000 for a transmission replacement. Higher tickets means that AAMCO centers can thrive on a much lower volume than brands that specialize in common car repair, such as oil changes and brake pad replacement. The cost of replacing batteries on electric

vehicles also is lucrative. In the Nissan Lead, one of the most popular electric vehicles on the road, a new battery will cost upwards of \$5,499. More importantly, putting a new battery in is too dangerous to do at home or at your typical auto repair shop. Doing it safely requires a significant amount of training and expertise.

While no one likes to be alarmed by the checkengine light, AAMCO goes above and beyond to make the experience easier on the consumer. Last year, we rolled out a consumer financing platform, which approves customers of all credit ratings in minutes, and offers them the ability to budget an expensive repair. In turn, the ability to offer consumer financing helps AAMCO franchise owners generate more revenue and better serve their communities.

"55 years ago, a single AAMCO center started servicing transmissions in the Philadelphia market," said Brian O'Donnell, Senior Vice President of Franchise Development with AAMCO. "Before that, consumers had really one choice: going back to the dealer, which was expensive and inconvenient. That created the need for this transmission shop. In turn, it created an entire industry, and the industry boomed."





"Roll forward to 2018, and AAMCO is positioned to take advantage of a new boom in a new era: hybrids, electric vehicles, complex repair, CVT transmissions — they're coming into our stores right now. And right now, hybrid and electric vehicle owners think that they have to take their cars back to the dealer. We're going to own that market. We offer better pricing and a better consumer experience, and we're right there today, just as we were 55 years ago, when the transmission industry opened up and we created this great brand."

BRING THE ICONIC AUTO REPAIR FRANCHISE TO YOUR COMMUNITY

AAMCO's network of locally owned and independently operated automotive service centers employs the latest technology. Expert technicians diagnose a repair, fix it right the first time and back it with a nationwide warranty. Known as the world's leading transmission expert, AAMCO enjoys enormous brand equity, decades of consumer trust and enormous growth potential.

With more than 600 centers across North America, AAMCO is actively seeking single- and multi-unit operators who are passionate about the brand and committed to providing the highest-quality service. Interested candidates should have a minimum net worth of \$250,000

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and liquid assets of at least \$65,000 per unit. Depending on the real estate site selected, franchisees can expect the total investment to be \$223,600 to \$330,500, with a \$39,500 initial franchise fee. Reduced franchise fees are available for honorably discharged veterans.

"There is no question that the interest in AAMCO is incredibly strong," says Kim Robinson, Director of Franchise Development with AAMCO. "As an investment opportunity, AAMCO truly makes sense for entrepreneurs who want to join a brand that is committed to their success. In recent years, AAMCO has made significant investments in technology and training that have made AAMCO easier to run and easier to scale than ever. Our initiatives to simplify our business model are working, because our existing franchisees are submitting deposits to open new centers in record numbers."

WHAT ARE MY START-UP COSTS?

INVEST IN YOUR AAMCO FRANCHISE CENTER WITH CONFIDENCE

The total investment to open a new AAMCO auto franchise ranges from \$223,600 to \$330,500. This figure includes a \$39,500 franchise fee, as well as the costs for equipment, training, leasing a property, and other items.

Franchise candidates should have a minimum of \$60,000 in liquid capital and a net worth of at least \$250,000 to get started. The decision to open an AAMCO franchise is a major investment, which is why we offer several financing options that make it possible for us to partner with the most passionate owners in the industry.



AAMCO FRANCHISE

| Type of Expenditure | Amount | Method of Payment | When due | To whom payment is to be made |
|---|---------------------|-------------------|---|---|
| Initial License Fee (including credit of application fee received under Deposit Agreement) | \$39,500 | Installments | Upon Signing Franchise Agreement | AAMCO |
| Business Coach Training | \$10,000 | Lump Sum | Upon Signing Franchise Agreement | AAMCO |
| AAMCO Security Deposit | \$5,000 | Lump Sum | Upon Signing Franchise Agreement | AAMCO |
| Grand Opening Advertising Expenses | \$3,000 | Lump Sum | Upon Signing Franchise Agreement | AAMCO |
| Travel Expenses for Training Program | \$2,000 - \$4,000 | As Incurred | Before Opening | Third Parties |
| Real Estate & Utility Deposits | \$14,000 - \$43,000 | As Incurred | Before Opening | Landlord, Utility Companies, other Third Parties |
| Leasehold Improvements | \$8,500 - \$12,000 | As Arranged | As Arranged | Landlord, other Third Parties |
| Signs (included in Center Opening Package) | \$7,500 - \$19,000 | As Agreed | Before Opening | AAMCO |
| Shop Equipment, Supplies, Lifts & Installation, plus freight & Taxes (included in Center Opening Package, See Item 5) | \$78,400 - \$98,000 | As Agreed | As Arranged | AAMCO and Third Parties |
| POS System | \$500 | Lump Sum | Before Opening | AAMCO |
| Computers and Phone System - Hardware | \$6,500 - \$10,000 | As Incurred | As Arranged | Suppliers you choose (may include AAMCO) |
| Office Furniture | \$5,500 - \$7,000 | As Incurred | As Arranged | Suppliers you choose (may include AAMCO) |
| Sales Materials | \$500 - \$1,000 | Lump Sum | Before Opening | AAMCO |
| Miscellaneous Costs & Professional Fees (Legal and Accounting Advice, Personnel recruitment, etc) | \$4,000 - \$10,000 | As Incurred | As Arranged | Third Parties |
| Insurance | \$1,500 - \$2,500 | As Incurred | Before Opening | Third Parties |
| Advertising Costs (13 weeks) | \$4,700 - \$13,500 | As agreed | Periodically (weekly or monthly) and As arranged | AAMCO, Ad Pool, regional monthly internet search program (or national program if applicable) and Yellow Page agency |
| Additional Funds | \$30,000 - \$50,000 | As Incurred | As Arranged | |

TOTAL ESTIMATED INITIAL INVESTMENT

\$223,600 - \$330,500



HOW MUCH CAN I MAKE?

AAMCO IS A PROVEN, TOP-RATED BRAND WITH A CLEAR PATH TOWARD A PROFITABLE FUTURE

One of the biggest positives in partnering with a nationally known brand with a 50-year history of expertise and customer trust is that the groundwork already is laid. We have spent decades establishing ourselves as a preeminent brand, and franchisees benefit from that legacy the day they open their doors.

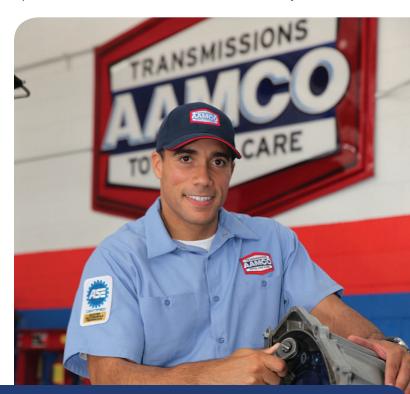
AAMCO enjoys overwhelming brand recognition in the lucrative transmission segment, which is the direct result of our winning the nation's trust to fix the most complicated part of the car. This ability is a huge boon to our franchisees, as transmission repair is one of the most expensive parts to fix. It ranges from \$2,800 to \$3,800 for a rebuilt transmission and up to \$8,000 for a transmission replacement, according to Angie's List, which notes that wear and tear is common

in vehicles after crossing the 80,000- to 90,000mile mark.

This is a tremendous advantage that helps AAMCO franchise owners enjoy much higher margins than traditional auto repair shops that specialize in oil changes — which means they need a much higher customer

volume to thrive. AAMCO, as the industry specialist in transmission repair, requires a low volume of customers in comparison.

"The average age of the vehicles that come into our shop is 11-13 years old or older," says Jim Gregory, President of AAMCO. "Consumers want to hang onto their vehicles longer, and those vehicles need to be repaired. The good news for AAMCO is that we are widely known for complex repair. We fix the powertrain, the engine and, of course, the transmission. We're a 55-year-





old brand, and we've fixed over 45 million transmissions in that time. As the car industry shifts toward electric and hybrid vehicles, we have the high ground in that we already are known for complex repair. We are poised to dominate this fast-growing segment."

According to Hybrid Cars, there are 4 million hybrids on the road,

and this number is poised to go up. A new AAA survey reports that 20% of car owners want to buy an electric car or a hybrid in the future, citing environmental accountability and better gas mileage among their reasons. When their warranty runs out at the dealership, owners of these vehicles will have very few repair options outside of the expensive and inconvenient dealerships. This is where AAMCO is primed to thrive.

The cost of repairing hybrid and electric vehicles is one of the most promising revenue streams for AAMCO franchise owners. Replacing the battery of a Nissan Leaf will cost \$5,499, and only a

\$3,300
on average for a rebuilt transmission and up to
\$8,000
for a transmission replacement*

Angle's List, "How Much Does It Cost To Repair My Transmission?"

qualified and skilled technician will be able to do the job safely. AAMCO invested in hybrid and electric vehicles for technicians to receive hands-on training at our state-of-the-art training facility, AAMCO University. Since we launched the program, we already have trained hundreds of technicians and are introducing marketing campaigns to get the word out that AAMCO is ready, qualified and competent in hybrid and electric vehicle repair.

"We are extremely well positioned in today's marketplace," Gregory says. "We've spent over \$800 million in advertising in marketing the brand

over 55 years, and no other brand even comes close to matching that or matching our reputation for complex repair."

The investments AAMCO made in new technologies extend directly to our franchisees, who now have industry-leading tools to help manage their businesses and increase profitability. Our new





Point of Sale system provides AAMCO franchisees with executive-class analytics that are updated to the minute and are accessible from anywhere in the world. AAMCO also launched a consumer financing platform, which allows franchise owners to make more high-ticket sales without burdening their customers.

"We are a data-driven company," says Brian O'Donnell, Senior Vice President of Franchise Development with AAMCO. "While technology has been a challenge to our competitors, it is an advantage for AAMCO because we do have the skill set and capability inside our franchise centers. We have the ability to diagnose electric problems and perform high-quality repairs. Most importantly, we have the capability to be the specialist in the consumer's mind, because they understand that their vehicles are so complicated that they require a specialist. Our POS system provides KPIs that allow our franchisees to make good business decisions based on real data. Technology is a part of our growth, and we're able to see the benefits of it today."





WHAT TRAINING AND SUPPORT IS PROVIDED?

AAMCO OFFERS ELITE TRAINING AND SUPPORT FOR ALL PARTS OF FRANCHISEES' BUSINESSES

The AAMCO leadership team believes that it's absolutely paramount that we are perceived as the industry's technical experts. That is how we will maintain the leadership position that our wonderful brand has earned over the past 50 years.

We recognize that the automotive industry is becoming more complex, and to ensure that our owners and technicians achieve the level of expertise they need, we have made a significant investment in creating a state-of-theart education and training center, which we call AAMCO University.

AAMCO UNIVERSITY

While we don't require that our owners have automotive experience before partnering with us, they will know the second they walk through the doors of AAMCO University that we take our training seriously.



Our top-of-the-line programs and equipment have provided consistent benefit to franchisees, staff and loyal customers who trust the AAMCO name like no other in the automotive world. Franchise owners can work with our expert instructors in more than 300 courses, ranging from basic shop safety to master-level diagnostics, transmission rebuilding, and electric and hybrid vehicle repair. These modules are offered in classroom, online and interactive settings.

WHAT YOU'LL LEARN

AAMCO center owners receive more than 250 hours of training at AAMCO University, as well as more than 200 hours of online coursework. Here's a basic overview of what you'll learn:

CUSTOMER CARE

From first contact to vehicle delivery, franchisees become experts at ensuring lasting and positive experiences for customers, leading to a positive reputation you can leverage for word-of-mouth and future sales.

KEY PERFORMANCE INDICATORS

It's important to be able to analyze your business and identify areas where you can grow and improve. We will help you understand the key metrics that drive your business and how to interpret the data.

+ CENTER GROWTH STRATEGIES

We'll explore short-term and long-term plans for expanding your customer base and offering additional services to drive repeat business. Special attention is given to pooled promotional advertising opportunities and marketing to existing customers to serve their scheduled maintenance needs.

QUALITY CONTROL

We will teach you how to work with key team members to solve challenges related to parts, production and workflow. This isn't a theoretical exercise: We'll play out common scenarios you can expect as a business owner.

+ UTILIZING BUSINESS NETWORKS

We'll discuss opportunities for building and maintaining community ties and the effect these relationships can have on the top and bottom line.

LEADERSHIP

We'll study ways to build and enhance leadership skills, which will help you build a more cohesive team, create attractive career paths for your employees and retain valuable team members.

AAMCO UNIVERSITY SERVES AS A RECRUITMENT TOOL TO HELP YOU ATTRACT AND RETAIN THE MOST QUALIFIED TECHNICIANS IN YOUR AREA

AAMCO University serves your employees, too. It provides them training opportunities that help them build skills, which makes them more





valuable employees and enhances their earning potential. The end result is that you are more likely to hang on to your best people.

AAMCO University offers courses for general technicians, certified technicians, master certified diagnosticians, repair technicians, master transmission rebuilders, center service managers and general managers. This ability to educate technicians in a way that advances their skill set and career opportunities is a tremendous asset for AAMCO franchise owners.

"I am a technician, and one of the things that a technician is looking for in a place of work is someone that's going to take care of them, train them and provide opportunities for the future," says Bruce Chidsey, Vice President of Technical Support with AAMCO. "If I go to a place that is a major brand that I can be proud of, that emphasizes my advancement, I am going to gravitate to that brand over an independent shop or another brand that doesn't have those resources."

Our university is broken into four parts: a school of franchise ownership, school of management, school of technical excellence, and school of franchise support. That fourth school is just as

important to us as the first three, because it reflects our ongoing commitment to training the team that will be supporting you. Each school has a growing list of custom coursework designed to create growth opportunities and help AAMCO maintain the excellence that customers have come to expect for more than 50 years.

HOW DO I FINANCE AN AAMCO?

HIGHLY RATED FRANCHISE HAS SEVERAL FUNDING OPTIONS

There are several ways you can finance your AAMCO franchise business. As you explore your options, here are some of the most popular financing avenues to consider:

1. HOME-EQUITY LOANS

If you've owned a home for many years, there's a good chance you can get a home equity line of credit (HELOC) or a home equity installment loan (HEIL) to finance your business.

Advantages: They usually have a very low interest rate; they are highly flexible and sometimes have no specific repayment schedule; and they don't require a lot of documentation, such as a formal business plan or an accounting of how the funds will be used. This provides more flexibility for your business.

Things you should know: You'll need to show enough income to repay the





loan through your existing sources of income — your projected earnings as a franchise owner won't count when the lender calculates your ability to repay. A real estate appraisal will be required to establish your home's value.

2. LEVERAGE RETIREMENT FUNDS TAX-FREE AND PENALTY-FREE

If you have a 401(k) or an individual retirement account (IRA), it can be converted into a self-directed IRA to fund your business. This financing option became extremely popular during the recession, when depressed real estate prices eliminated home equity loans as an option for many franchise buyers.

Advantages: Once you set up a self-directed IRA, you can tap into your retirement funds without paying penalties. Since it's your money, not the bank's, you don't have to worry about a long loan-approval process. As your business succeeds, you make payments back into your retirement account without having to pay interest to a bank. This option also allows you to keep cash in your bank accounts to be available for starting and growing your business.

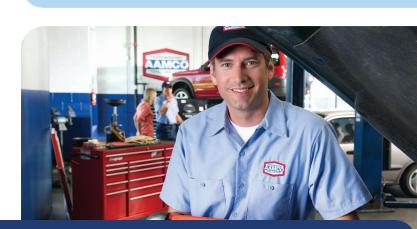
Things you should know: Your business becomes your retirement plan, which brings risks and rewards. You should be confident that you can beat the stock market by building the value of your business, as well as by avoiding interest payments on a loan.

3. SBA LOANS

U.S. Small Business Association (SBA) lending has made a strong comeback as the economy has improved, and it is much easier to obtain an SBA loan than it was a few years ago. These are government-backed loans at low-market rates, which eliminates most of the risk for banks.

Advantages: You can finance a percentage of the cost of your business, which allows you to conserve cash; the interest rates tend to be fairly low; there is no prepayment penalty; and you can obtain better loan terms once you have a proven track record.

Things you should know: It can take three months or more to obtain an SBA loan, and the documentation process is extensive. The loan also requires 100 percent collateral. If most of your collateral comes from home equity, you may want to consider a home equity loan instead.





4. FRIENDS AND FAMILY

You may have friends or relatives who are willing to invest in your success.

Advantages: They know you, they are typically flexible on repayment terms and they may have expertise that they can offer your business. They may not require collateral.

Things you should know: If the business doesn't meet expectations, it may strain your relationships. Family and friends also may seek equity in exchange for your investment, which would create a partnership arrangement.

5. PARTNERSHIPS

Partnerships can allow two or more people to combine their resources to purchase an AAMCO franchise. If partners complement one another's skill sets and add value to the business, it can be a great arrangement.

Advantages: You can split management and leadership duties, which gives you greater capacity and flexibility. Because you have multiple people to oversee operations and marketing, you may be able to grow faster.

Things you should know: Partners must have clear guidelines for who handles what and how profits are divided. In addition, to get the most out of your partnership and avoid disputes, clear communication and a shared commitment to the business are essential.







MEET THE MANAGEMENT TEAM

OUR MANAGEMENT TEAM WORKS HARD TO IMPROVE OUR OWNERS' LIVES — BECAUSE THEY'VE BEEN IN YOUR SHOES



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Jim joined American Driveline Systems in 2014 as he was passionate about the Company's brand heritage and long-term growth opportunity in the automotive aftermarket. Prior to joining ADS, Jim was a Principal investor at American Capital, a private equity and asset management company with over \$20 billion in assets under management. During his tenure at American Capital, Jim served as a Board member for businesses across a variety of industries. His experience includes controlling equity investments and successful exits in consumer, service, and manufacturing businesses, capital raising, new product development, geographical expansion and executive team building.





MARY SHETZLINE, CFO

Mary has served as American Driveline Systems' CFO since October 2017. From April 2014 to September 2017, she was Controller and a manager at ADS. Previously, Mary was a financial manager at Globus Medical in Audubon, Pennsylvania, and was an auditor at Ernst & Young in Philadelphia, Pennsylvania.



ZACH PETERS, COO

Zach brings to AAMCO over 20 years of operations leadership, execution, training, and team building experience. He previously served in the Marine Special Operations Command ("MARSOC") and most recently at Kattera, a global technology based vertically integrated construction business. While in MARSOC Zach served in many leadership roles including Operations Chief, Team Chief, and Reconnaissance Team Leader where he successfully built teams, executed critical operations in difficult and politically sensitive environments, and served as a key liaison with other DoD and Special Operations forced. Zach is the recipient of many awards including the Bronze Star, Combat Action Ribbon, and Force Recon Team Leader of the Year. After leaving MARSOC, Zach joined Kattera during a time of rapid growth from 700 to 7,000 employees. At Kattera, Zach successfully developed many operations, team building, and training initiatives.



AMY JOHNSON, CMO

Amy joined American Driveline Systems in 2019 with a deep respect for the brand and passion for supporting AAMCO franchisees. Growing up just north of Birmingham, Alabama on her family's cattle farm, she saw first-hand the impact of small business owners on the life of the community. Having owned several small businesses herself, she has a strong drive to create opportunities for franchisees and deliver value for consumers. Prior to joining American Driveline Systems, Amy led Global Demand Generation for the world's largest cybersecurity integrator. She has also worked in Finance for a \$750 Billion global bank, Healthcare, Higher Education, and on the 300-acre family farm. One of her fondest memories is the old AAMCO hat her grandfather wore while teaching her to drive a tractor on the farm that she still visits frequently with her husband and their six children.



ADAM BAUMGARDNER, CIO

Adam joined American Driveline Systems in March 2019 as CIO. Adam has a deep technology background, demonstrated leadership ability, and expertise in Business Intelligence and Analytics. Prior to joining ADS, Adam worked at ConnectiveRx as VP of Product Management, Analytics. He also spent over 10 years at inVentiv Health as a Director of Product Management and Director of Software Development. Adam received his B.S. in Finance at King's College and his M.S. in Information Science at Penn State University.







BRIAN O'DONNELL, Senior Vice President of Franchise Development

Brian has been with us since 1985 and has served as our Senior Vice President of Franchise Sales and Support since February 2014. Prior to Brian's role in Franchise Development, he was Senior Vice President of Operations from 1997 to February 2014.



BRUCE CHIDSEY, Vice President of Technical Services

Bruce joined AAMCO in September 2007 as Vice President of Technical Services and New Product Development. Prior to AAMCO, Bruce spent 27 years with Pep Boys Auto, most recently as the Corporate Vice President of Service Operations and Customer Relations. He brings a rare combination of technical and sales expertise with his current certifications as ASIA/ASE World Class Technician, Master Automotive, Master HD Truck, Master Engine Machinist, and Master Refinishing.



JOHN BETHUNE, Dean of AAMCO University

John Bethune directs all training programs for AAMCO University since April 2017. He has been involved in automotive aftermarket businesses for over 30 years, including as an AAMCO Center franchisee from 1987 to 2008. After selling those businesses to successor franchisees, he remained in the industry and became Director of National Accounts for Transtar, a major aftermarket parts supplier, from 2008 to 2016. Earlier in his career, he was an educator in New Zealand and Australia.





NEXT STEPS

READY TO BECOME A PART OF AN ICONIC TRANSMISSION AND LEADER IN COMPLEX CAR REPAIR FRANCHISE?

A member of our franchising staff will reach out to you by phone. The first call usually lasts just a few minutes and gives us a chance to introduce ourselves to one another and address initial questions.

We are looking forward to speaking with you and are excited that you're interested in getting in on the ground floor of AAMCO as we continue to expand across the nation.

Thank you for your interest in becoming an AAMCO franchise owner!

