

# BOYD GROUP SERVICES INC.

## Investor Presentation

March 2022



# Forward-Looking Statements

*This presentation contains forward-looking statements, other than historical facts, which reflect the view of the Company's management with respect to future events. Such forward-looking statements reflect the current views of the Company's management and are made on the basis of information currently available. Although management believes that its expectations are reasonable, it can give no assurance that such expectations will prove to be correct. The forward-looking statements contained herein are subject to these factors and other risks, uncertainties and assumptions relating to the operations, results of operations and financial position of the Company. For more information concerning forward-looking statements and related risk factors and uncertainties, please refer to the Boyd Group's interim and annual regulatory filings.*



# Capital Markets Profile (as at March 25, 2022)

<b>Stock Symbol:</b>	TSX: BYD.TO
<b>Shares Outstanding:</b>	21.5 million
<b>Price (March 25, 2021):</b>	C\$161.70
<b>52-Week Low / High:</b>	C\$145.70/\$267.00
<b>Market Capitalization:</b>	C\$3,472.1 million
<b>Annualized Dividend (per share):</b>	C\$0.576
<b>Current Yield:</b>	0.4%

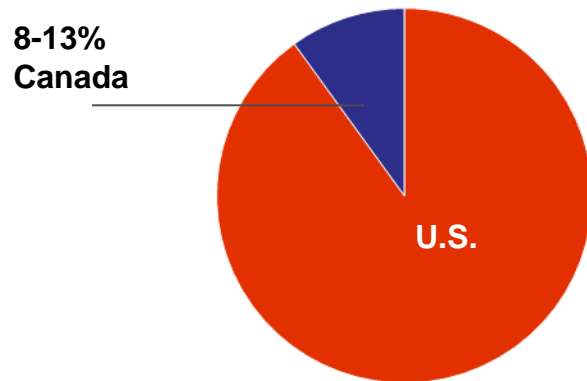


# Company Overview

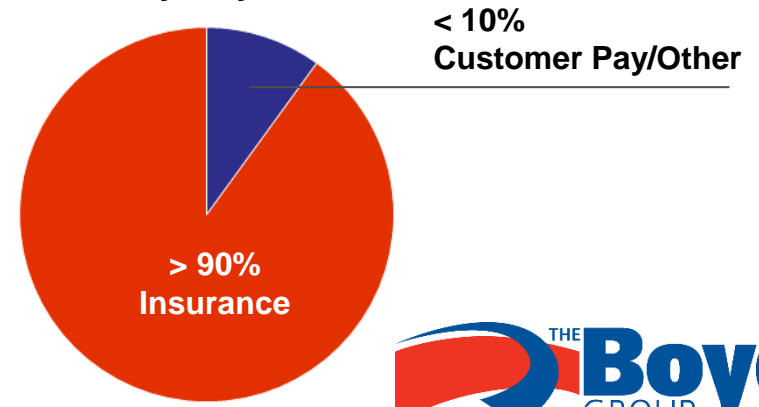
- Leader and one of the largest operators of collision repair shops in North America by number of locations (non-franchised)
- Consolidator in a highly fragmented US\$36.9 billion market
- Second largest retail auto glass operator in the U.S.
- Only public company solely focused on auto collision repairs in North America
- Recession resilient industry

## Revenue Contribution:

### By Country



### By Payor



# Collision Operations

- 848 company operated collision locations across 31 U.S. states and 5 Canadian provinces
- Operate full-service repair centers offering collision repair, glass repair and replacement services
- Strong relationships with insurance carriers
- Process improvement initiatives



# North American Collision Repair Footprint

## Canada

- Ontario (84)
- British Columbia (17)
- Alberta (14)
- Manitoba (13)
- Saskatchewan (4)

**132**  
locations

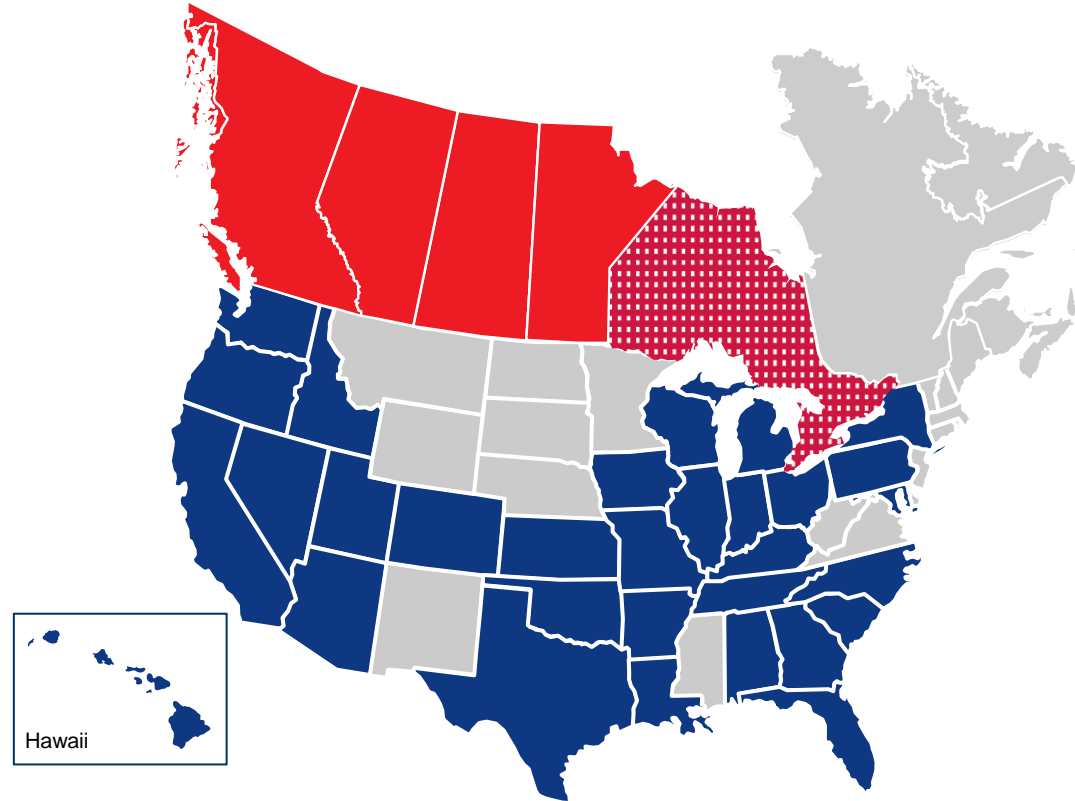
Note: The above numbers include 34 intake locations.

## U.S.

- Michigan (74)
- Illinois (71)
- Florida (69)
- New York (40)
- Washington (38)
- Indiana (37)
- Georgia (35)
- North Carolina (32)
- Ohio (32)
- Wisconsin (30)
- Arizona (27)
- Oklahoma (27)
- California (26)
- Texas (26)
- Colorado (21)
- South Carolina (18)
- Louisiana (16)
- Kansas (13)
- Maryland (12)
- Oregon (12)
- Tennessee (12)
- Nevada (10)
- Pennsylvania (9)
- Alabama (7)
- Missouri (7)
- Kentucky (4)
- Utah (4)
- Hawaii (3)
- Arkansas (2)
- Idaho (1)
- Iowa (1)

**716**  
locations

Note: The above numbers include 34 intake locations and 2 fleet locations co-located with collision repair centers.



# Glass Operations

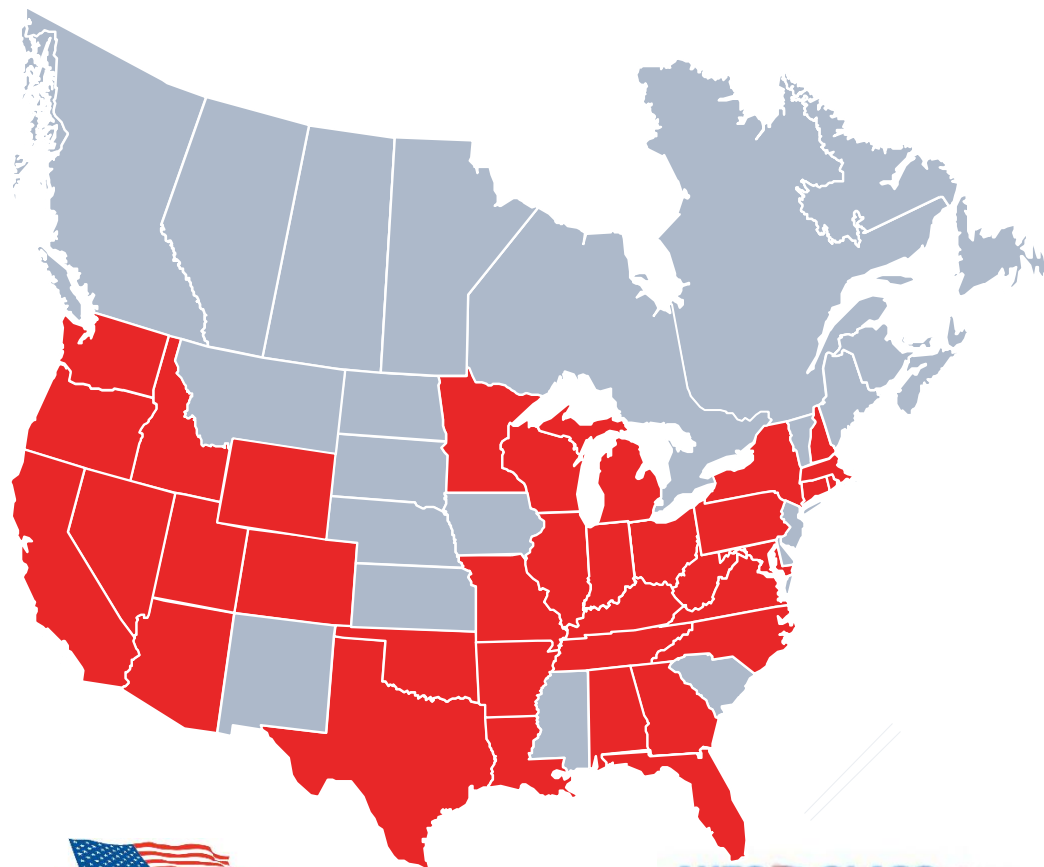
- Retail glass operations across 36 U.S. states
  - Asset light business model
- Third-Party Administrator (“TPA”) business that offers glass, emergency roadside and first notice of loss services with approximately:
  - 5,500 affiliated glass provider locations
  - 15,000 affiliated roadside and towing service providers
- Canadian Glass Operations are integrated in the collision business



# North American Glass Footprint

## U.S.

- Alabama
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- District of Columbia
- Florida
- Georgia
- Idaho
- Illinois
- Indiana
- Kentucky
- Louisiana
- Massachusetts
- Maryland
- Michigan
- Minnesota
- Missouri
- Nevada
- New Hampshire
- New York
- North Carolina
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- Tennessee
- Texas
- Utah
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming



Note: TPA business provides glass services in the balance of the 50 states through affiliated glass providers.



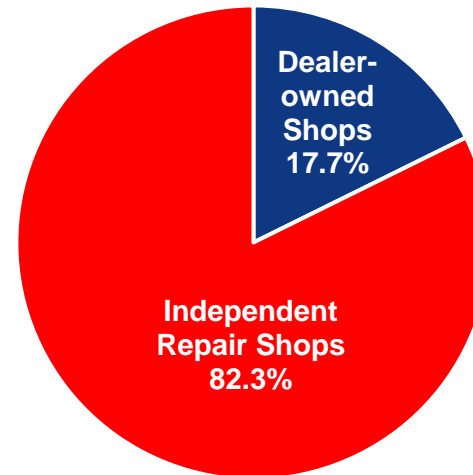
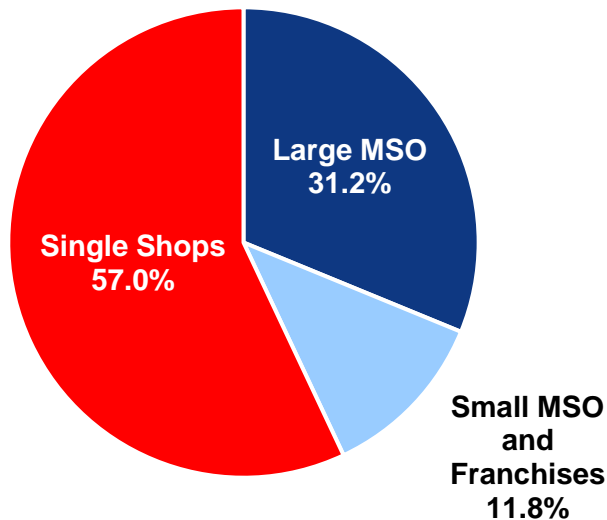
# Market Overview & Business Strategy



# Large, Fragmented Market

## U.S. Collision Repair Market

- Revenue for North American collision repair industry is estimated to be approximately US\$36.9 billion annually (U.S. \$34.6B, CDA \$2.3B)
- 31,400 shops in the U.S., 4,320 shops in Canada
- Composition of the collision repair market in the U.S.:



Source: The Romans Group, 2020



# Evolving Collision Repair Market

- Large multi shop collision repair operator (“MSO”) market share opportunity
  - The top 3 consolidators represent an 18.2% share of collision repair revenue in 2020 as compared to 18.8% in 2019 and only 1.7% in 2006.
  - 90 MSOs had revenues of \$20 million or greater in 2020
  - The top 3 consolidators together represent 42.2% of revenue of large MSOs
  - MSOs benefit from standardized processes, integration of technology platforms and expense reduction through large scale supply chain management

Source: *The Romans Group, 2020*



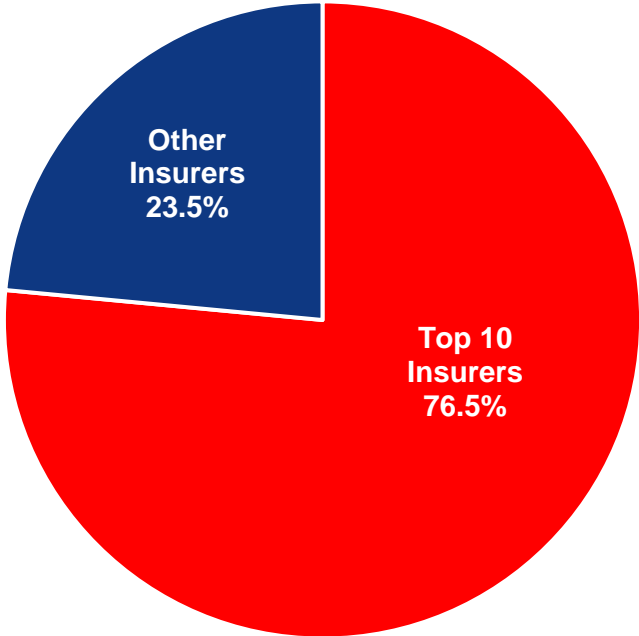
# Strong Relationships with Insurance Companies through DRPs

- Direct Repair Programs (“DRPs”) are established between insurance companies and collision repair shops to better manage auto repair claims and the level of customer satisfaction
- Auto insurers utilize DRPs for a growing percentage of collision repair claims volume
- Growing preference among insurers for DRP arrangements with multi-location collision repair operators
- Boyd is well positioned to take advantage of these DRP trends with all major insurers and most regional insurers
- Boyd’s relationship with insurance customers
  - Top 5 largest customers contributed 49% of revenue in 2021
  - Largest customer contributed 14% of revenue in 2021



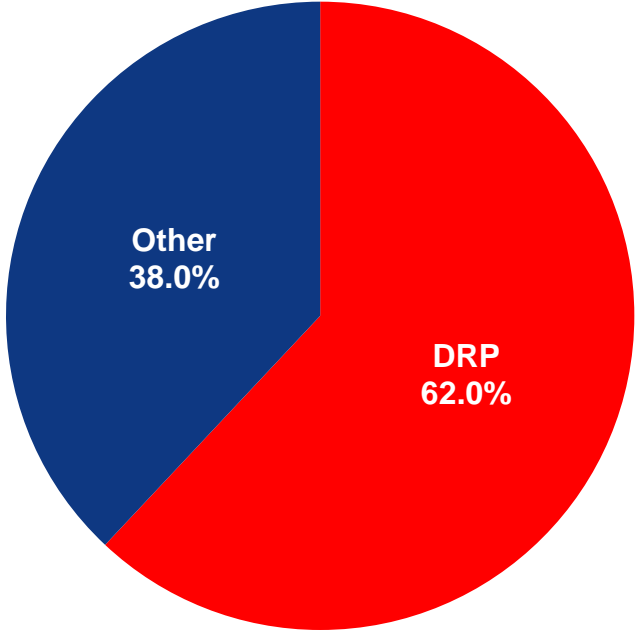
# Insurer Market Dynamics

Top 10 Insurer Market Share (U.S.)



Source: National Association of Insurance Commissioners

Insurer DRP Usage

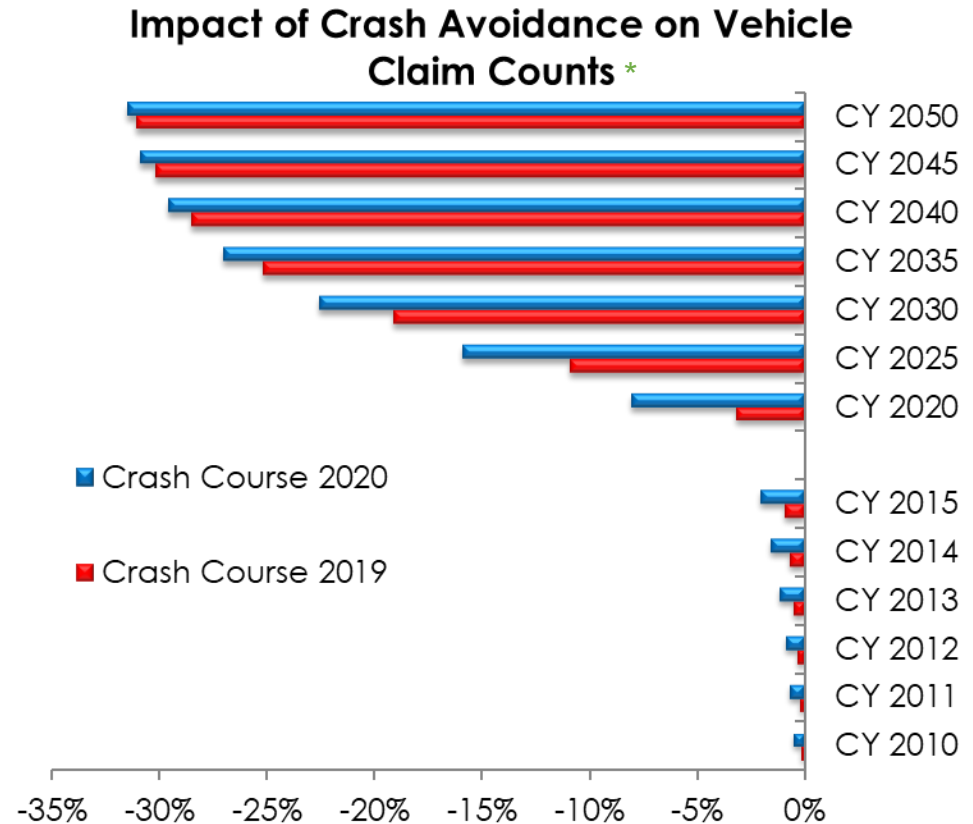


Source: The Romans Group, 2020



# Impact of Collision Avoidance Systems

- CCC estimates technology will reduce accident frequency by ~30% in next 25-30 years
- As per industry studies, decline should be somewhat offset by increases in average cost of repair (increased expense of technology) and vehicle miles driven
- Large operators could also mitigate market decline by continued market share gains in consolidating industry

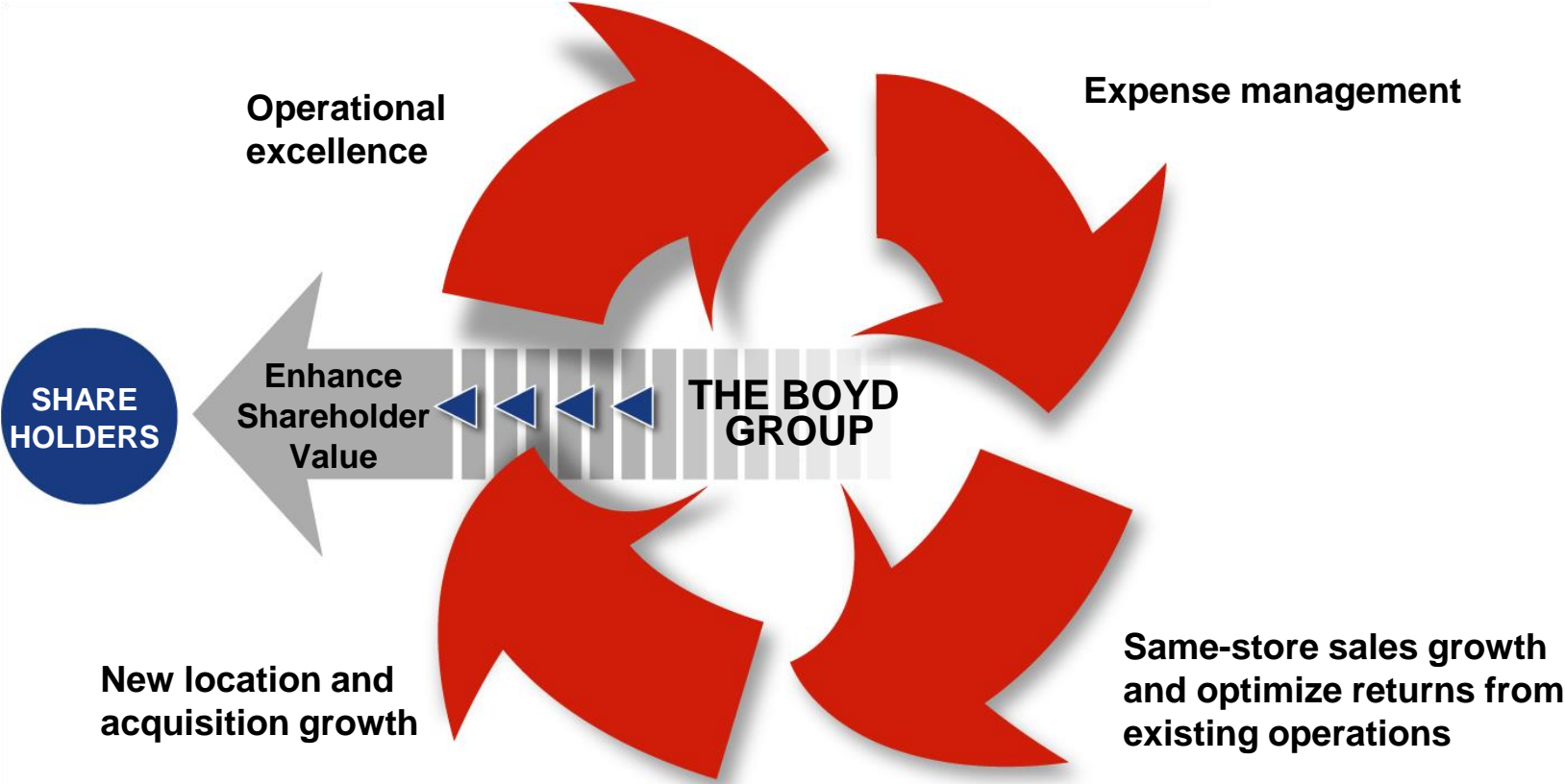


All Rights Reserved Copyright 2020 CCC Information Services Inc.

Source: CCC Information Services Inc. *Crash Course 2020*. Updated projection expands the ADAS technology to include systems like lane departure warning, adaptive headlights, and blind spot monitoring, uses IIHS/HLDI's predictions in regard to the ramp-up in percent of registered vehicle fleet equipped with each system, and includes projections of the number of vehicles in operation in the U.S. Projections based on current projected annual rate of change - impact may increase with changes in market adoption and system improvements



# Business Strategy



# Operational Excellence

- Best-in-Class Service Provider
  - Average cost of repair
  - Cycle time
  - Customer service
  - Quality
  - Integrity
- “WOW” Operating Way
  - Embedded as part of our operating culture
- Company-wide diagnostic repair scanning and calibration technology
- I-Car Gold Class facilities
- Industry leader in OE Certifications
- Industry leader in technician training



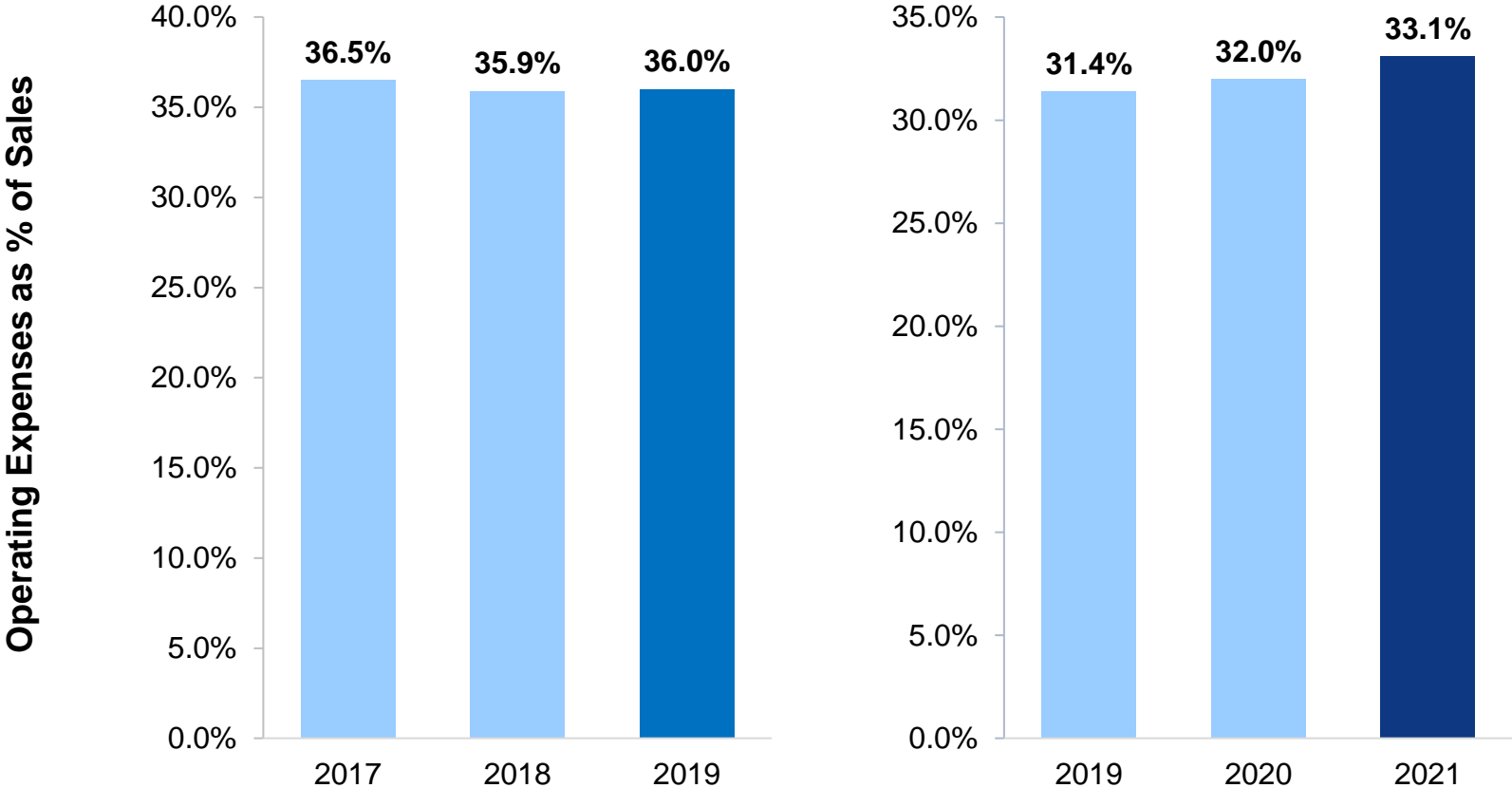


# Expense Management

Well managed operating expenses as a % of sales

Pre-IFRS 16

Post-IFRS 16



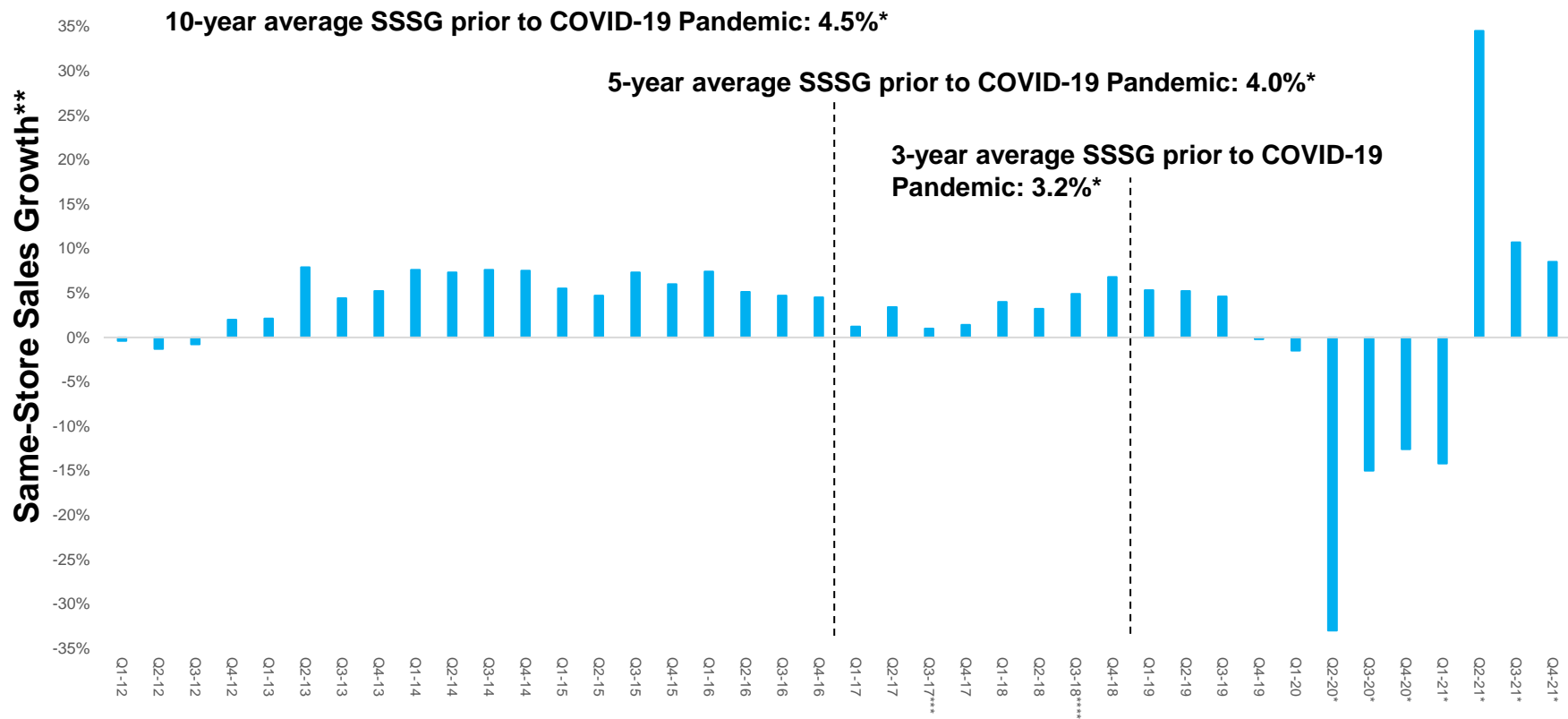
\*Results for 2020 were severely impacted by the COVID-19 Pandemic

\*\*Results for 2021 were impacted by a tight labor market, supply chain disruption and the COVID-19 Pandemic



# SSSG - Optimizing Returns from Existing Operations

## Same-store sales increases in 31 of 40 most recent quarters



\*Due to the nature and significant impact of COVID-19 on the results, SSSG for Q2, Q3 and Q4 2020, as well as Q1, Q2, Q3, and Q4 2021 have been excluded from the 3-year, 5-year and 10-year SSSG calculations. Without adjusting for the impact of the COVID-19 impact, 10-year average SSSG: 2.8%; 5-year average SSS: 0.9%; 3-year average SSS: (0.6%)

\*\* Total Company, excluding FX.

\*\*\* Adjusting for the negative impact of Hurricane Irma and Hurricane Harvey, Q3-17 SSSG was 1.0%

\*\*\*\* Normalizing for the impact of hurricanes in the comparative period, Q3-18 SSSG was 3.6%

\*\*\*\*\*Same-store sales is a non-GAAP financial measure and is not a standardized financial measure under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, please see "Non-GAAP Financial Measures and Ratios" in Boyd's MD&A filing (dated March 23, 2022) for the period ended December 31, 2021.

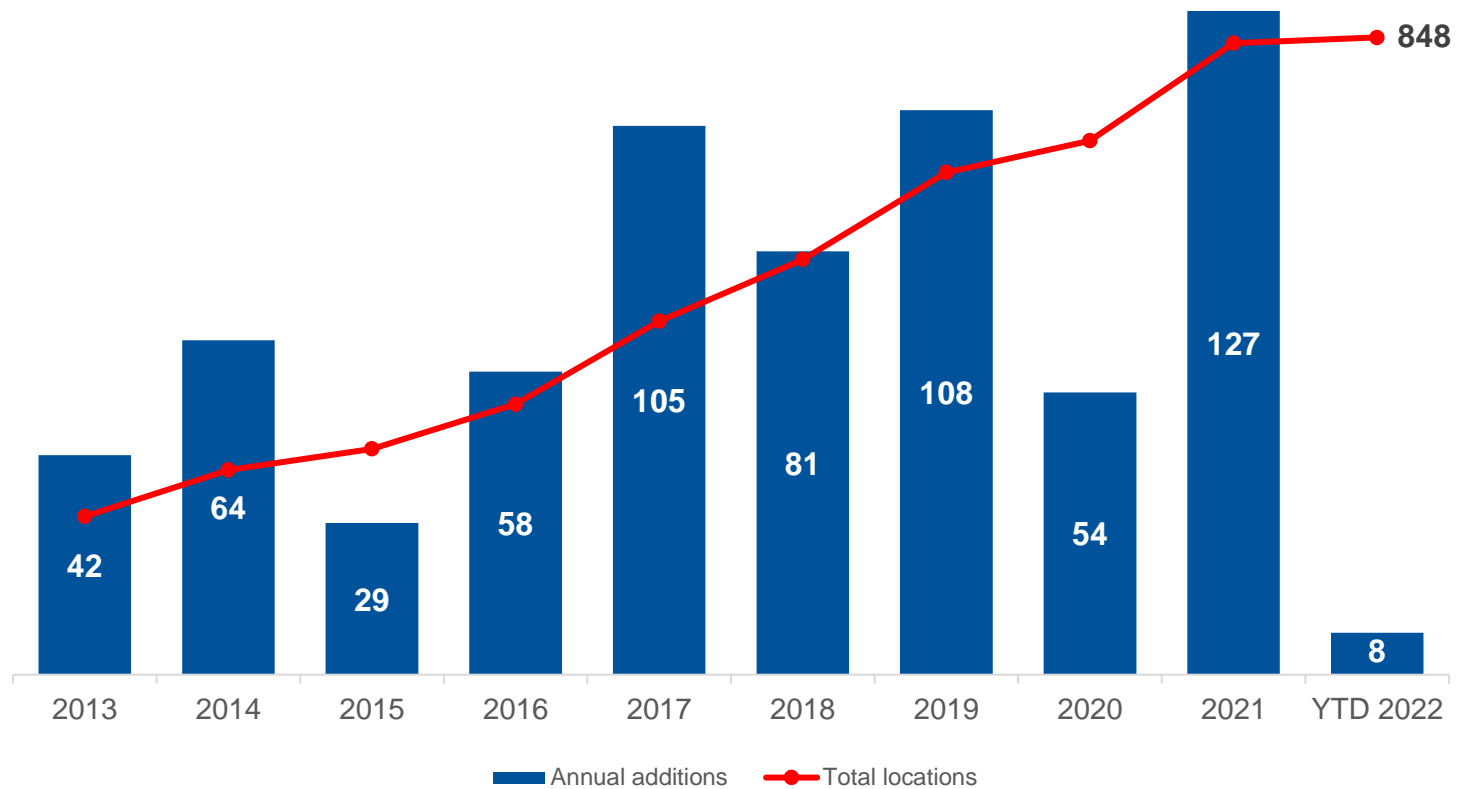


# Focus on Accretive Growth

- Goal: double the size of the business during the five-year period from 2021 to 2025, based on 2019 revenues, on a constant currency basis
- Implied compound average annual growth rate of 15%:
  - Same-store sales
  - Acquisition or development of single locations
    - Increased focus on Greenfield/Brownfield location additions
  - Acquisition of multiple-location businesses



# Strong Growth in Collision Locations



*\*Results for 2020 were severely impacted by the COVID-19 Pandemic*



# Environmental, Social and Governance (“ESG”)

- Inaugural Environment, Social and Governance report published in March 2022
- Represents a foundational step in Boyd’s ESG journey

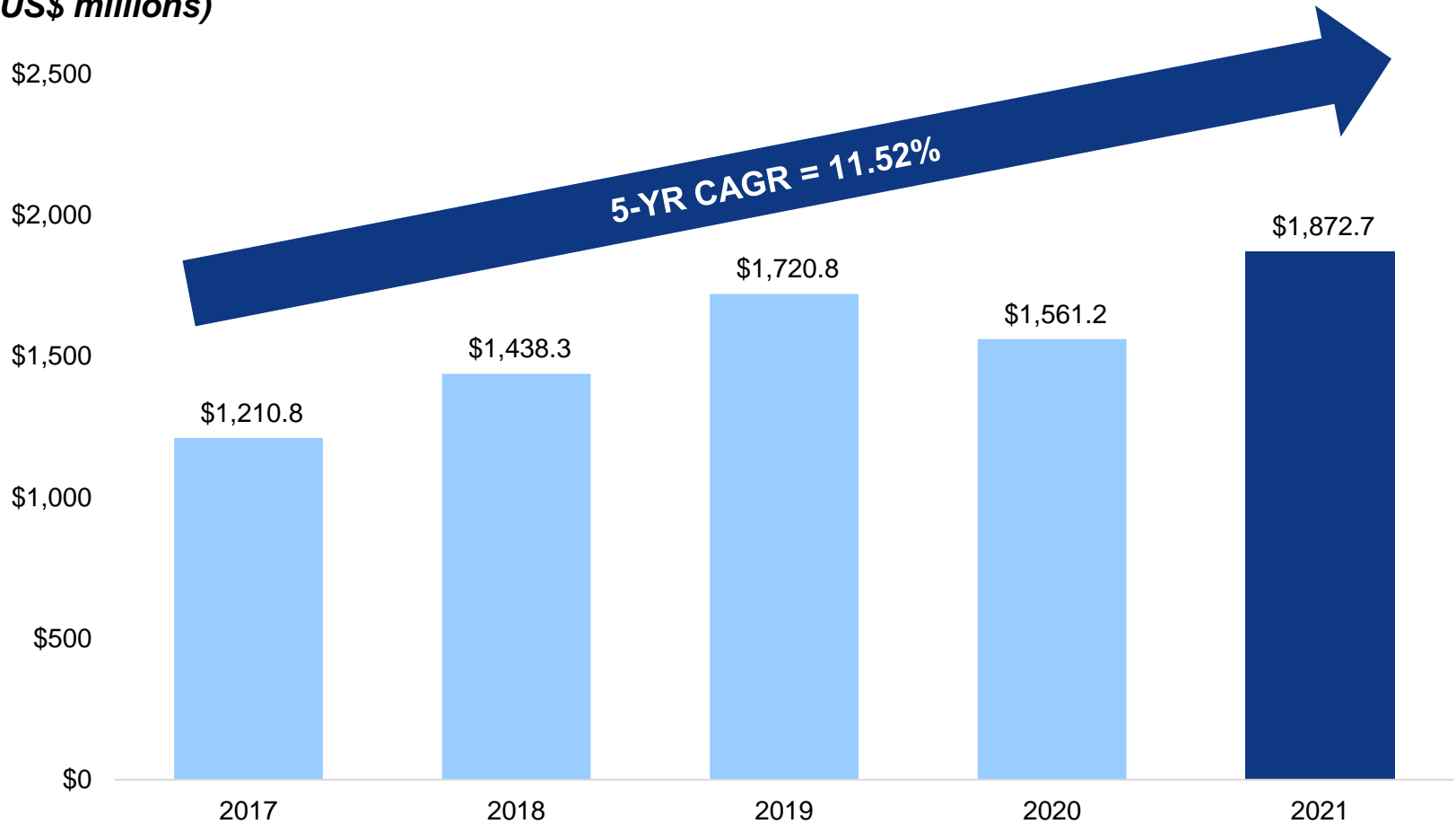


# Financial Review



# Revenue Growth

(US\$ millions)



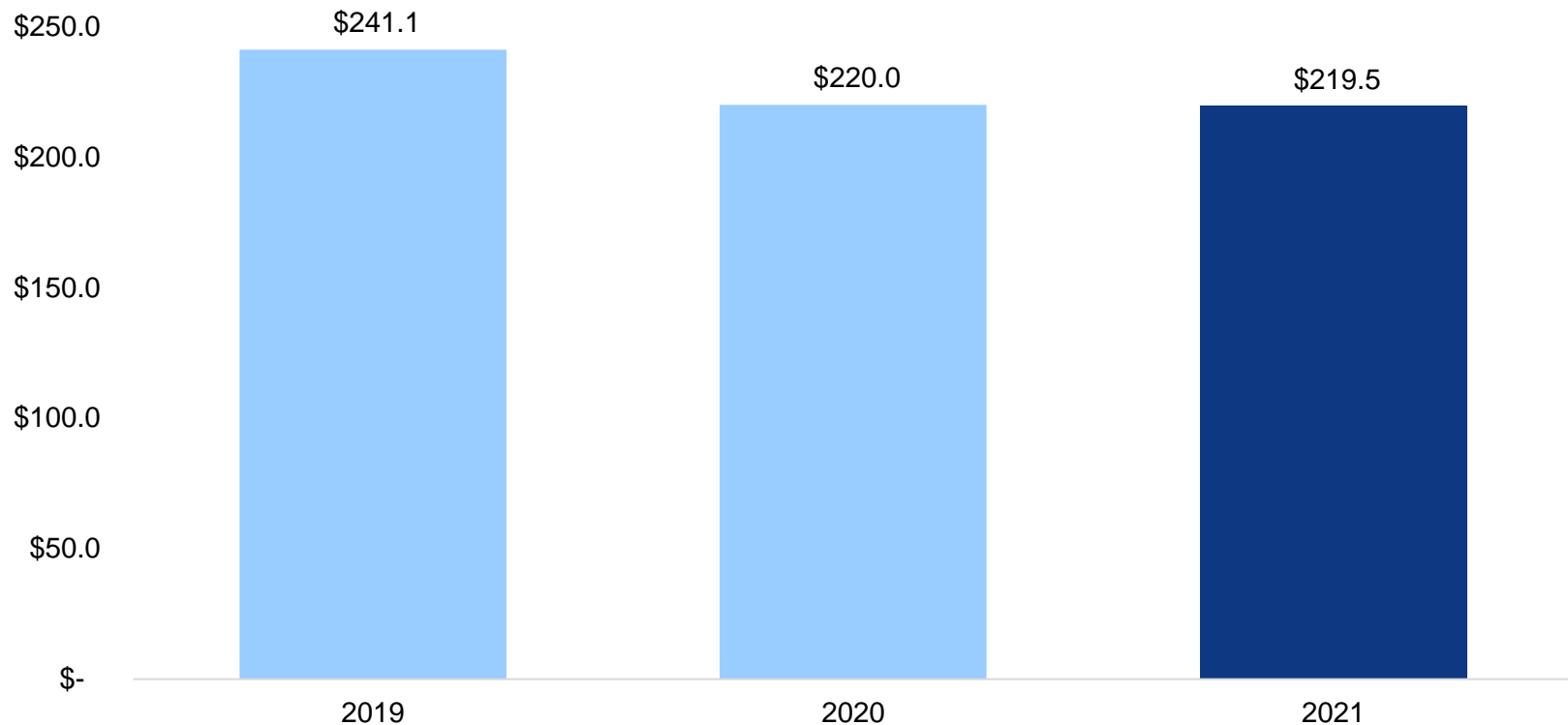
*\*Results for 2020 were severely impacted by the COVID-19 Pandemic*



# Post-IFRS 16 - Adjusted EBITDA

(US\$ millions)

Annualized Decline of 4.58%



*\*IFRS 16 was adopted effective January 1, 2019*

*\*\*Results for 2020 were severely impacted by the COVID-19 Pandemic, and results for 2021 were impacted by a tight labor market, supply chain disruption and the COVID-19 Pandemic*

*\*\*\*Adjusted EBITDA is a non-GAAP financial measure and is not a standardized financial measure under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, please see "Non-GAAP Financial Measures and Ratios" in Boyd's MD&A filing (dated March 23, 2022) for the period ended December 31, 2021.*





# Q4 2021 Financial Summary

<i>(US\$ millions, except per share and percent amounts)</i>	3-months ended		12-months ended	
	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
<b>Sales</b>	<b>\$516.2</b>	\$403.7	<b>\$1,872.7</b>	\$1,561.2
<b>Gross Profit</b>	<b>\$224.5</b>	\$185.0	<b>\$839.3</b>	\$718.9
<b>Adjusted EBITDA**</b>	<b>\$57.3</b>	\$60.4	<b>\$219.5</b>	\$220.0
<b>Adjusted EBITDA Margin*</b>	<b>11.1%</b>	15.0%	<b>11.7%</b>	14.1%
<b>Adjusted Net Earnings*</b>	<b>\$5.9</b>	\$14.6	<b>\$28.0</b>	\$41.4
<b>Adjusted Net Earnings* per share</b>	<b>\$0.28</b>	\$0.68	<b>\$1.30</b>	\$1.97

\*Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Earnings and Adjusted Net Earnings per share are non-GAAP financial measures and ratios and are not standardized financial measures under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, including a reconciliation of each non-GAAP financial measure to its nearest GAAP equivalent, please see "Non-GAAP Financial Measures and Ratios" in Boyd's MD&A filing (dated March 23, 2022) for the period ended December 31, 2021. A copy of Boyd's MD&A filing (dated March 23, 2022) for the period ended December 31, 2021 can be accessed via the SEDAR Web site ([www.sedar.com](http://www.sedar.com))

\*\*Adjusted EBITDA for the three months ended December 31, 2021 benefited from the Canada Emergency Wage Subsidy ("CEWS") in the amount of \$2.3 million (2020 - \$1.9 million). Adjusted EBITDA for the year ended December 31, 2021 benefited from the CEWS in the amount of \$9.8 million (2020 - \$12.7 million)

# Liquidity and Capital Resources

<i>(in US\$ millions)</i>	Dec 31, 2021	Dec 31, 2020
<b>Cash</b>	<b>\$27.7</b>	\$61.0
<b>Long-Term Debt</b>	<b>\$442.1</b>	\$180.2
<b>Net Debt before lease liabilities</b> (total debt, including current portion and bank indebtedness, net of cash)	<b>\$414.4</b>	\$119.2
<b>Lease liabilities</b>	<b>\$543.3</b>	\$419.3
<b>Total debt, net of cash</b>	<b>\$957.7</b>	\$538.5
<b>Net Debt before lease liabilities / Adjusted EBITDA</b> (adjusted for property lease payments)	<b>3.5x</b>	0.9x

*\*Adjusted EBITDA is a non-GAAP financial measure and is not a standardized financial measure under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, please see "Non-GAAP Financial Measures and Ratios" in Boyd's MD&A filing (dated March 23, 2022) for the period ended December 31, 2021.*

# Financial Flexibility

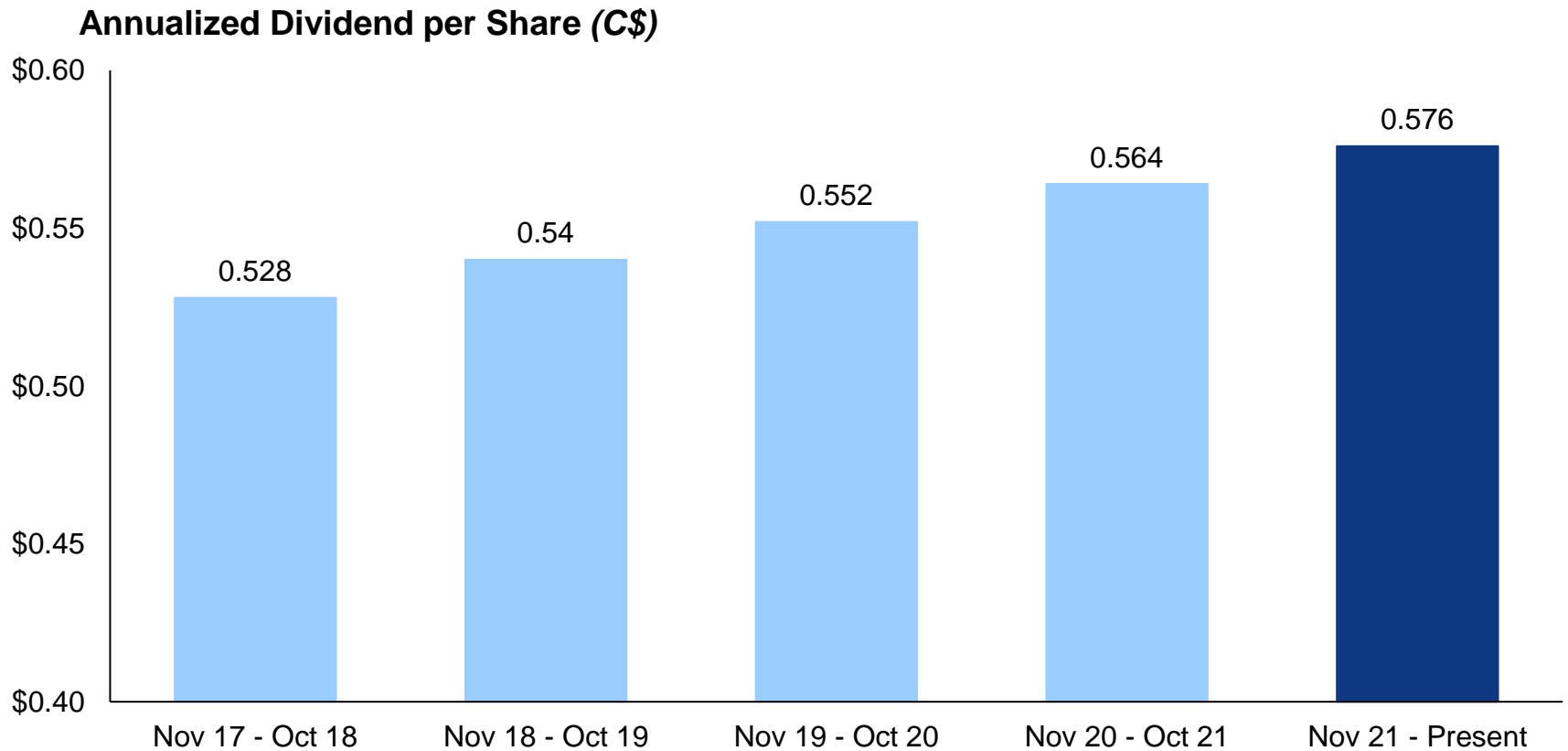
- Cash of US\$27.7 million
- Net Debt to EBITDA TTM ratio of 3.5x
- Over US\$500 million in cash and available credit, subject to EBITDA performance
- Only public company in the industry: access to all capital markets

*\*Adjusted EBITDA is a non-GAAP financial measure and is not a standardized financial measure under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, please see “Non-GAAP Financial Measures and Ratios” in Boyd’s MD&A filing (dated March 23, 2022) for the period ended December 31, 2021.*

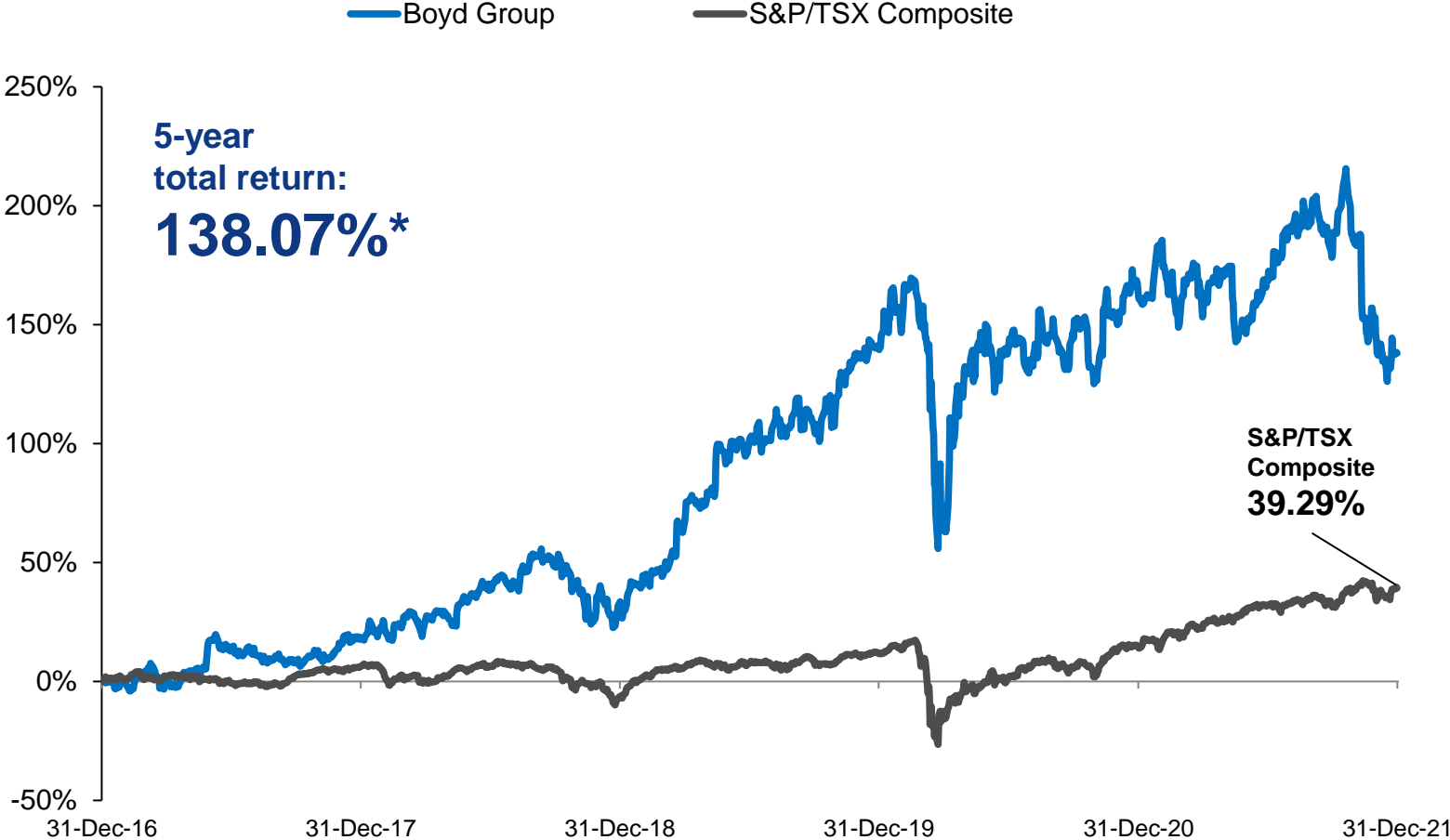


# Dividends

*Annualized dividends have increased by 9.1% since 2017*



# Five-year Return to Shareholders



\*Source: Irwin. Total return based on reinvestment of dividends.



# Delivering long-term value to shareholders

- Best or second best 10-year performance on the TSX for 6 consecutive years
  - Best 10-year performance on the TSX in 2015 and 2016
  - Second best 10-year performance on the TSX in 2017, 2018, 2019 and 2020



\*Source: Irwin. Total return based on reinvestment of dividends.



# Experienced & Committed Management Team



**Timothy O'Day**

President & CEO



**Narendra "Pat" Pathipati**

Executive Vice-President & CFO



# Outlook

- Boyd has taken specific actions to enhance the sales and margins, including:
  - Investing in and doubling our Technician Development Program
  - Increasing recruitment support staff to improve lead generation and follow-up
  - Proactively evaluating compensation levels and making appropriate adjustments to ensure we remain competitive in the rapidly changing environment
  - Driving high levels of execution for on-boarding and orientation programs to increase retention
  - Implementing the WOW Operating Way Finance, Human Resources and Procurement systems and leveraging these processes
  - Having achieved meaningful price increases from the vast majority of our clients and continuing discussions for further increases to reflect the current environment
- Boyd believes the part availability and margin challenges related to supply chain disruption is transitory and will normalize as manufacturing and distribution issues are resolved
- Boyd expects revenue throughput, gross margins, and Adjusted EBITDA margins to recover; however, this could take several quarters





# Summary

## Stability

- ✓ Strong balance sheet
- ✓ Insurer preference for MSOs
- ✓ Recession Resilient

+

## Growth

- ✓ US\$36.9 billion fragmented industry
- ✓ High ROIC growth strategy
- ✓ Market leader/consolidator in North America

=

## Shareholder Value

- ✓ Cash dividends/conservative payout ratio
- ✓ 5-year total shareholder return of 138.07%

**Focus on enhancing  
shareholders' value**

