



# Investor Presentation

May 29 2017

# Forward-Looking Statements

*This presentation contains forward-looking statements, other than historical facts, which reflect the view of the Fund's management with respect to future events. Such forward-looking statements reflect the current views of the Fund'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 Fund. 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 May 29, 2017)

<b>Stock Symbol:</b>	TSX: BYD.UN
<b>Units and Shares Outstanding*:</b>	18.3 million
<b>Price (May 29, 2017):</b>	\$98.56
<b>52-Week Low / High:</b>	\$72.01/\$98.56
<b>Market Capitalization:</b>	\$1,803.6 million
<b>Annualized Distribution (per unit):</b>	\$0.516
<b>Current Yield:</b>	0.5%
<b>Payout Ratio (TTM**):</b>	10.6%

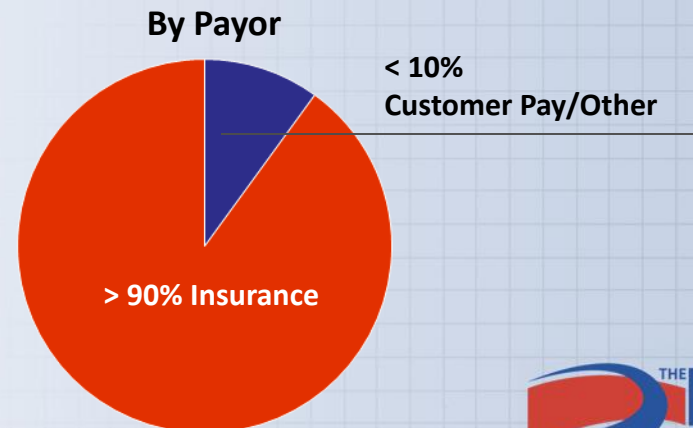
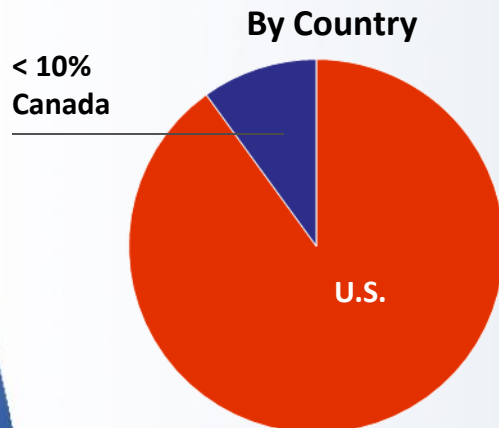
*\*Includes 203,453 exchangeable shares*

*\*\* Trailing twelve months ended March 31, 2017*

# 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\$36.4 billion market
- Second-largest retail auto glass operator in the U.S.
- Only public company in the auto collision repair industry in North America
- Recession resilient industry

## Revenue Contribution:



# Collision Operations

- 364 company operated collision locations across 20 U.S. states; 42 company operated locations in Canada
- Operate full-service repair centers offering collision repair, glass repair and replacement services
- Strong relationships with insurance carriers
- Advanced management system technology
- Process improvement initiatives



# North American Collision Repair Footprint

## Canada

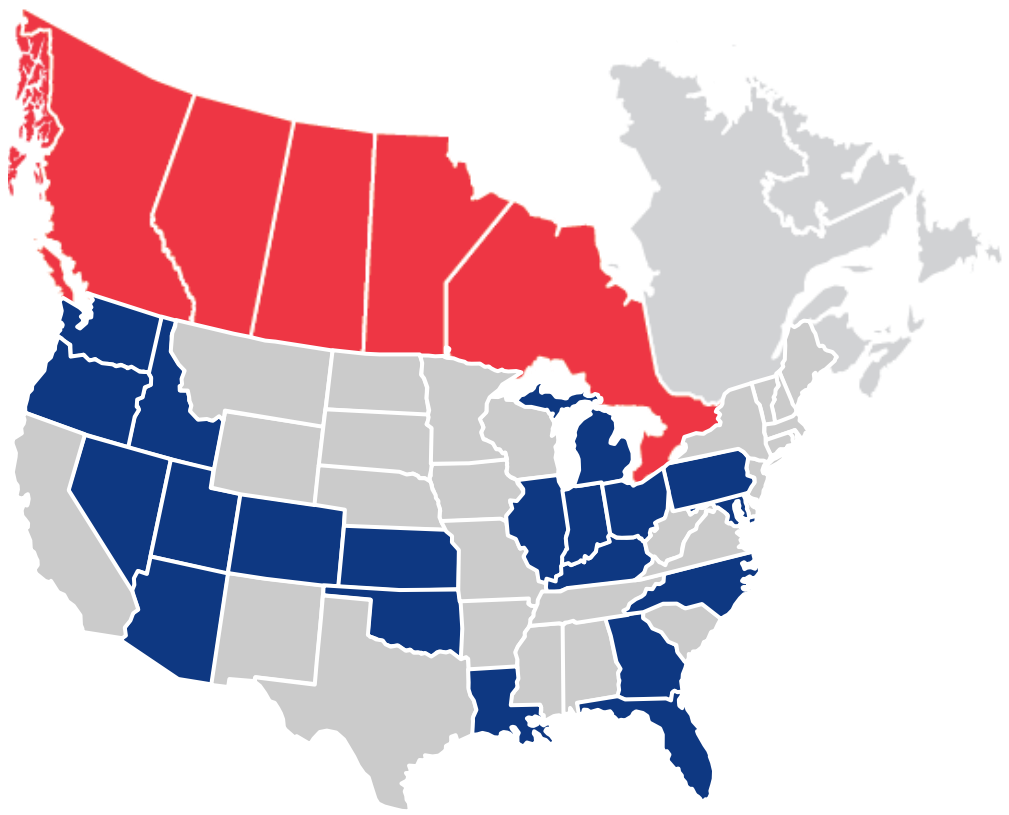
- Manitoba (14)
- British Columbia (13)
- Alberta (12)
- Saskatchewan (2)
- Ontario (1)

42  
centers

## U.S.

- Florida (57)
- Illinois (54)
- Michigan (47)
- North Carolina (31)
- Indiana (24)
- Ohio (22)
- Georgia (21)
- Arizona (20)
- Washington (20)
- Colorado (17)
- Maryland (10)
- Oregon (10)
- Louisiana (9)
- Oklahoma (5)
- Pennsylvania (5)
- Utah (5)
- Nevada (4)
- Kansas (1)
- Idaho (1)
- Kentucky (1)

364  
centers





# Glass Operations

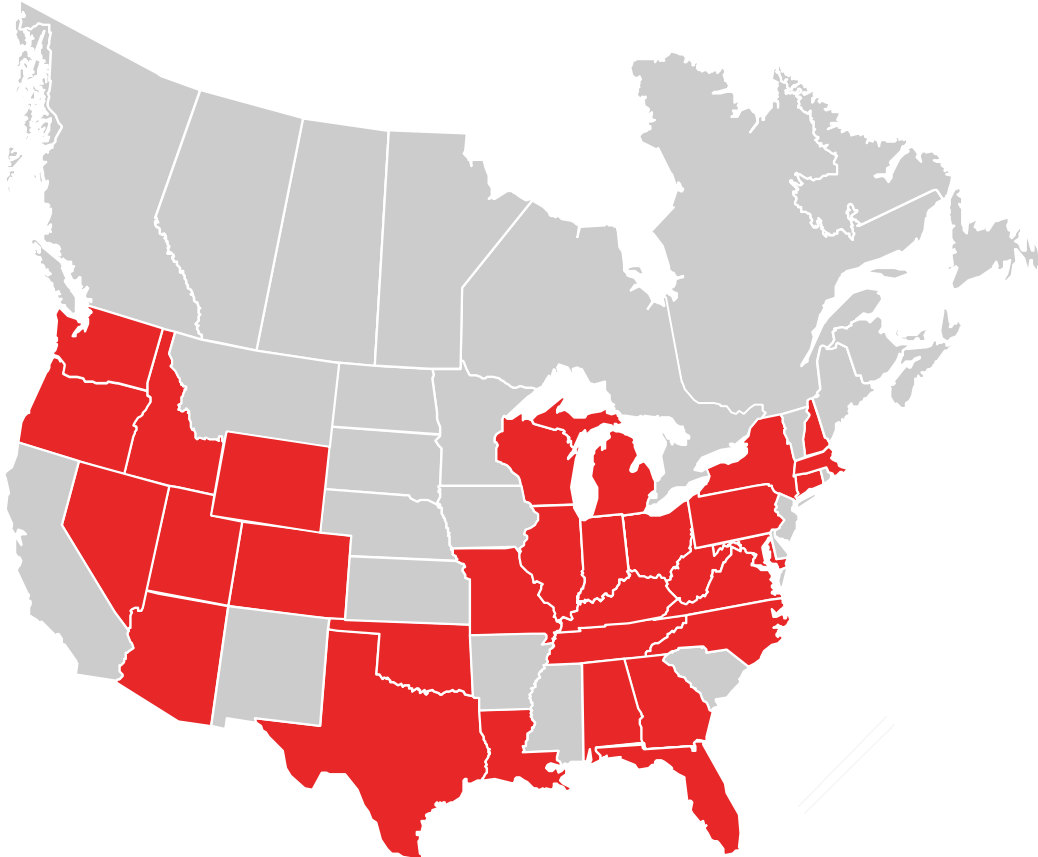
- Retail glass operations across 31 U.S. states
  - Asset light business model
- Third-Party Administrator business that offers glass, emergency roadside and first notice of loss services with approximately:
  - 5,500 affiliated glass provider locations
  - 4,600 affiliated emergency road-side service providers
- Canadian Glass Operations are integrated in the collision business



# North American Glass Footprint

## U.S.

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





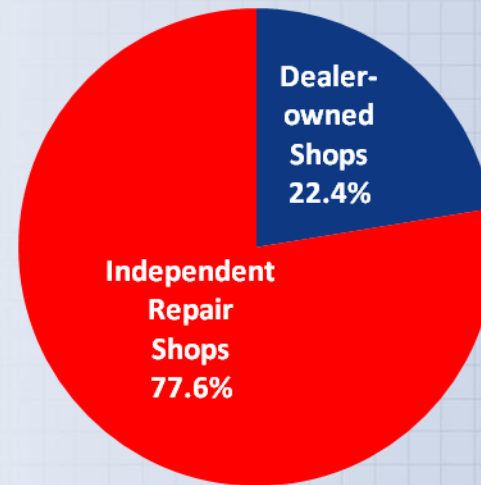
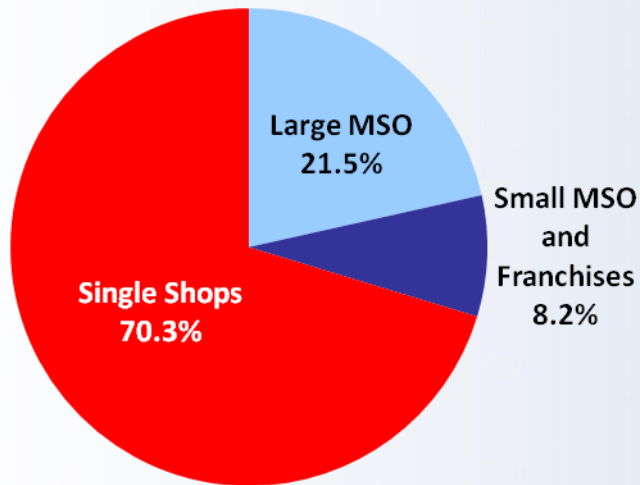


## Market Overview & Business Strategy

# Large, Fragmented Market

## U.S. Collision Repair Market

- Revenue for North American collision repair industry is estimated to be approximately US\$36.4 billion annually (U.S. \$34.1B, CDA \$2.3B)
- 32,900 shops in the U.S.
- Composition of the collision repair market in the U.S.:



Source: The Romans Group, "A 2015 Profile of the Evolving North American Collision Repair Marketplace"

# Evolving Collision Repair Market

- Long-term decline of independent and dealership repair facilities
  - Total number of independent and dealership collision repair locations has declined by 23.5% from late 2007 to 2015, and 59% over the past 35 years
- Large multi-shop collision repair operator (“MSO”) market share opportunity
  - Large MSOs represented 6.4% of total locations in 2015 and 21.5% of estimated 2015 revenue (up from 9.1% in 2006) in the U.S.
  - 79 MSOs had revenues of \$20 million or greater in 2015
  - The top 10 MSOs together represent 66.8% 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, “A 2015 Profile of the Evolving North American Collision Repair Marketplace”

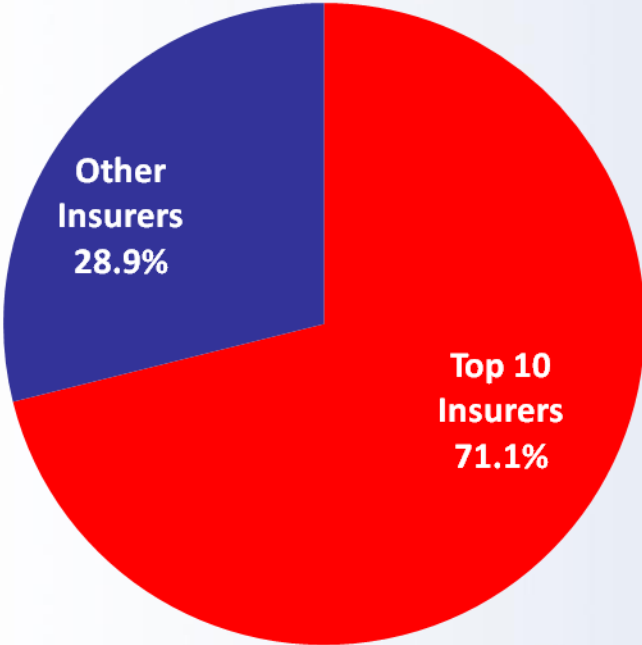
# Strong Relationships with Insurance Companies through DRPs

- 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 contribute 47% of revenue
  - Largest customer contributes 15% of revenue



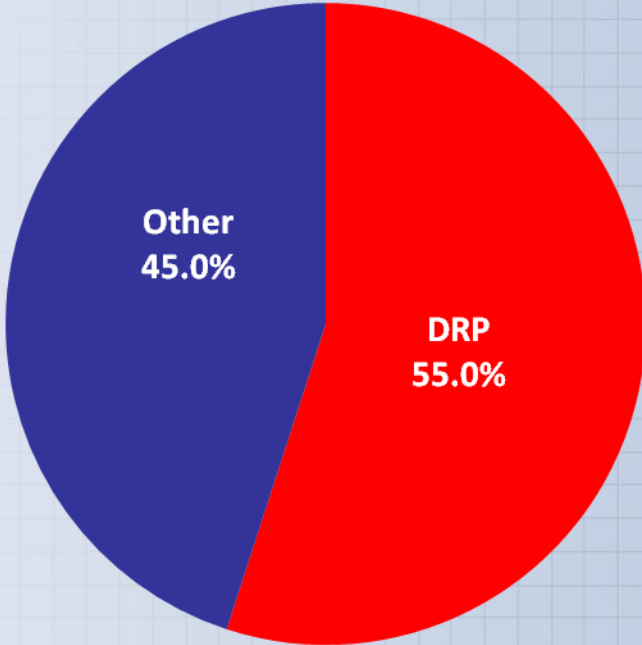
# Insurer Market Dynamics

### Top 10 Insurer Market Share



Source: National Association of Insurance Commissioners

### Insurer DRP Usage



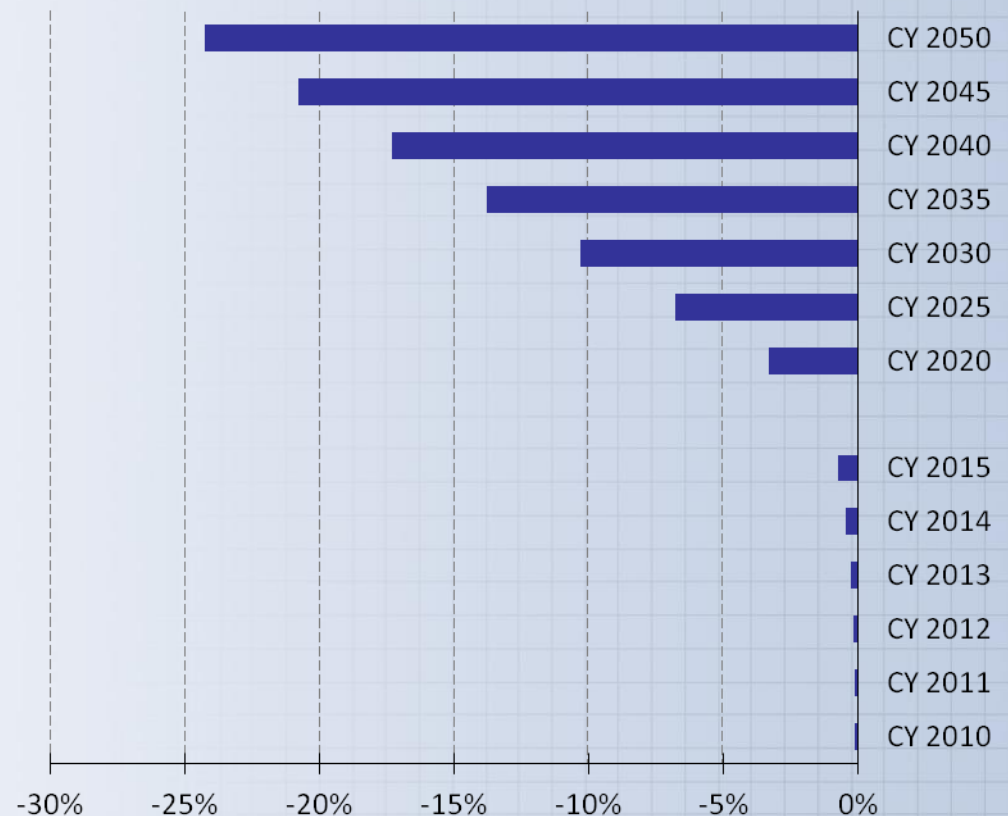
Source: The Romans Group



# Impact of Collision Avoidance Systems

- CCC estimates technology will reduce accident frequency by ~20% 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)
- Large operators could also mitigate market decline by continued market share gains in consolidating industry

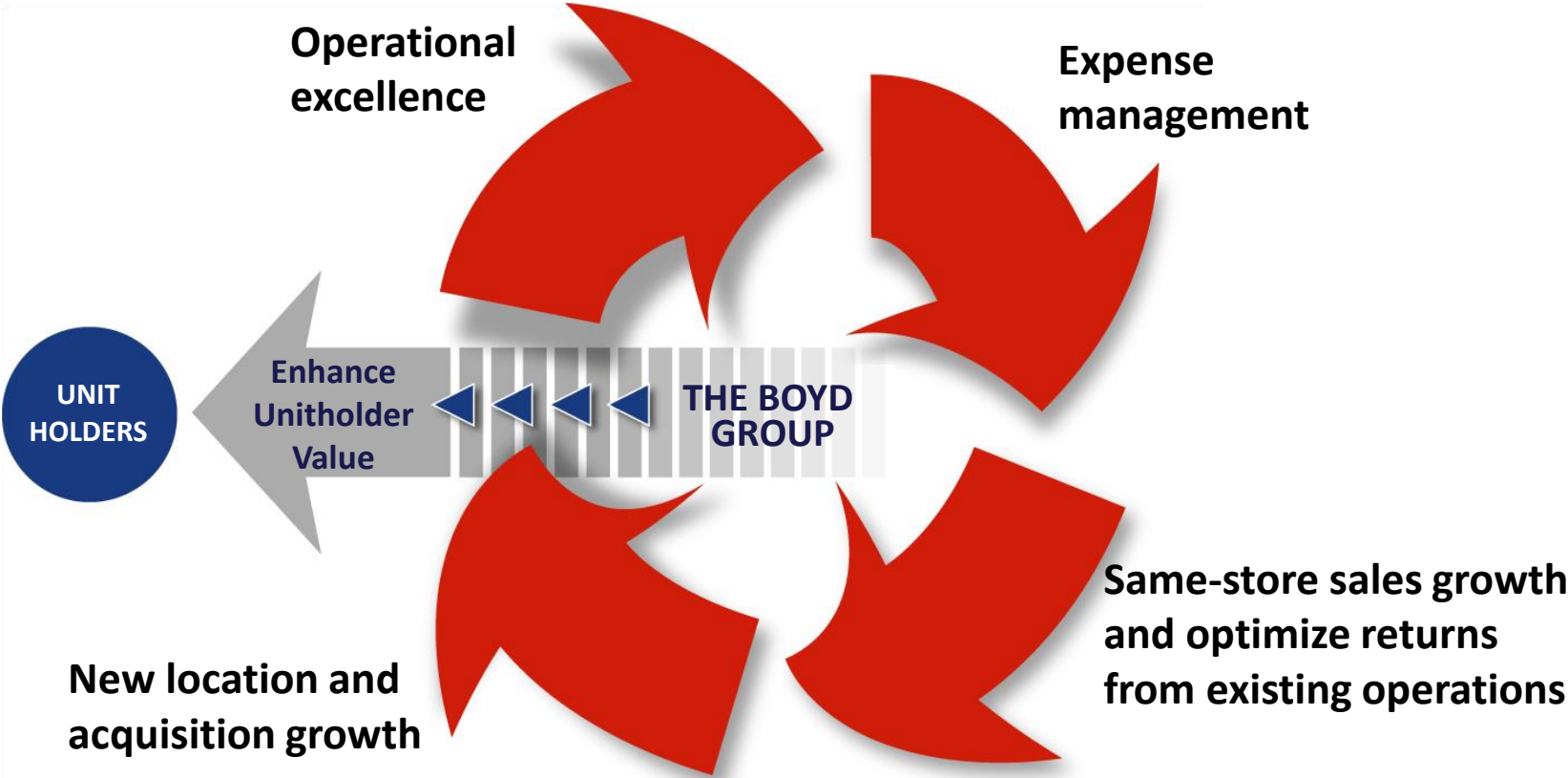
*Impact of Crash Avoidance on Accident Frequency*



All Rights Reserved Copyright 2015 CCC Information Services Inc.

Source: CCC Information Services Inc.: Projections based on current projected annual rate of change  
- impact may increase with changes in market adoption and system improvements

# Business Strategy



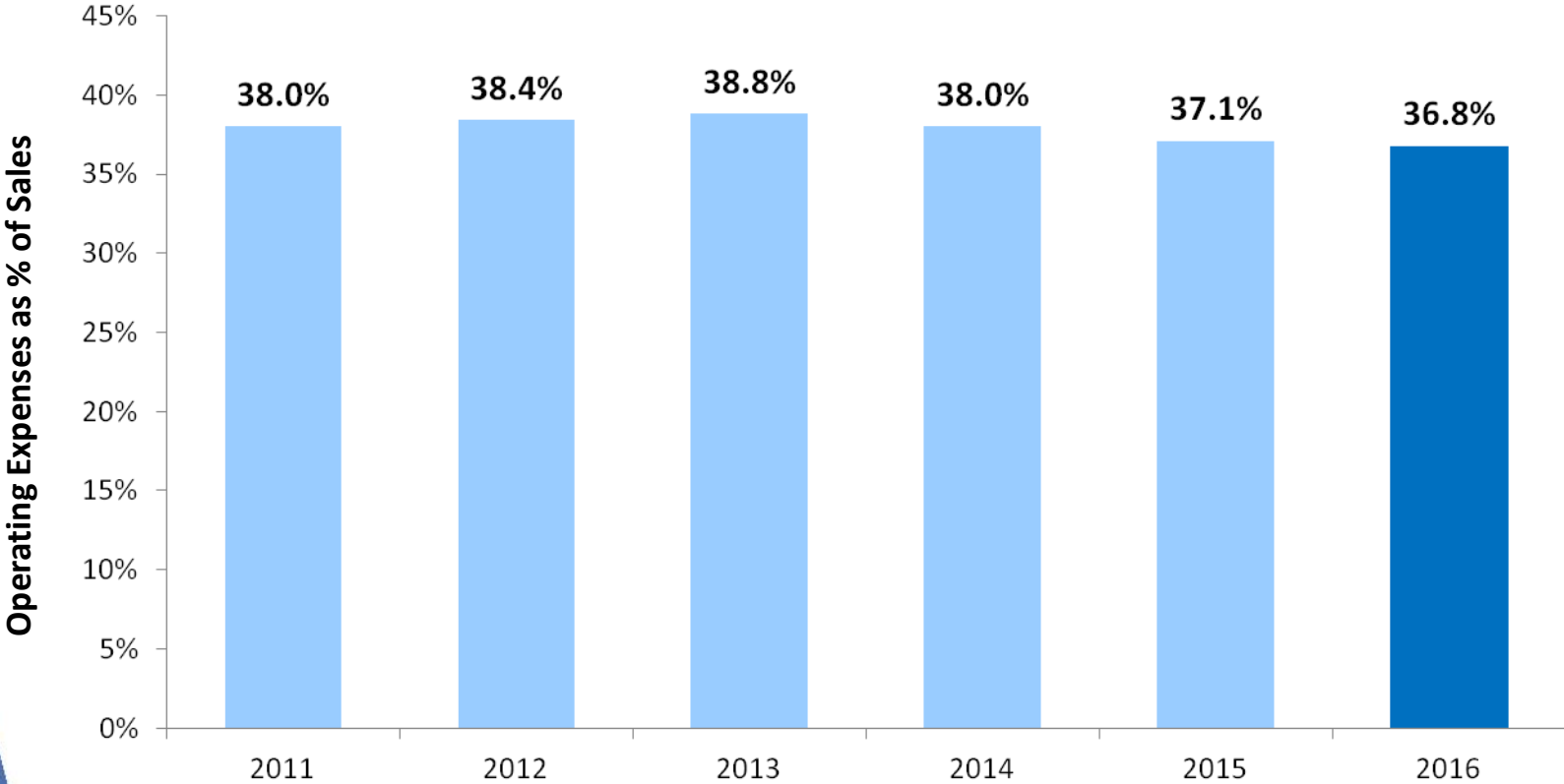
# Operational Excellence – WOW Operating Way

- Best-in-Class Service Provider
  - Average cost of repair
  - Cycle time
  - Customer service
  - Quality
  - Integrity
- “WOW” Operating Way
  - Implemented in all of our locations other than those added in the last 12 months



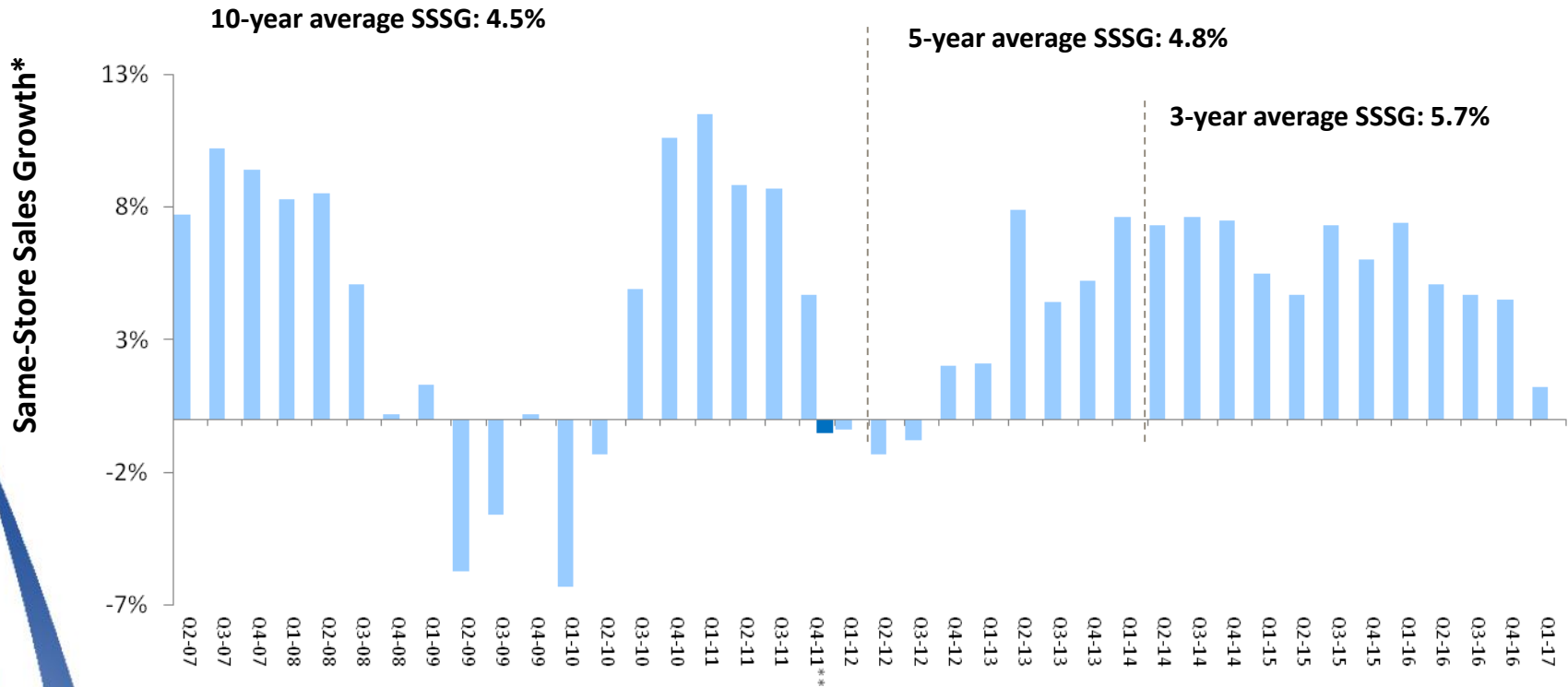
# Expense Management

*Well managed operating expenses as a % of sales*



# SSSG - Optimizing Returns from Existing Operations

*Same-store sales increases in 33 of 40 most recent quarters*



\*Total Company, excluding FX.

\*\*Adjusting for the positive impact of hail in Q4-10, Q4-11 SSSG was 4.7%.





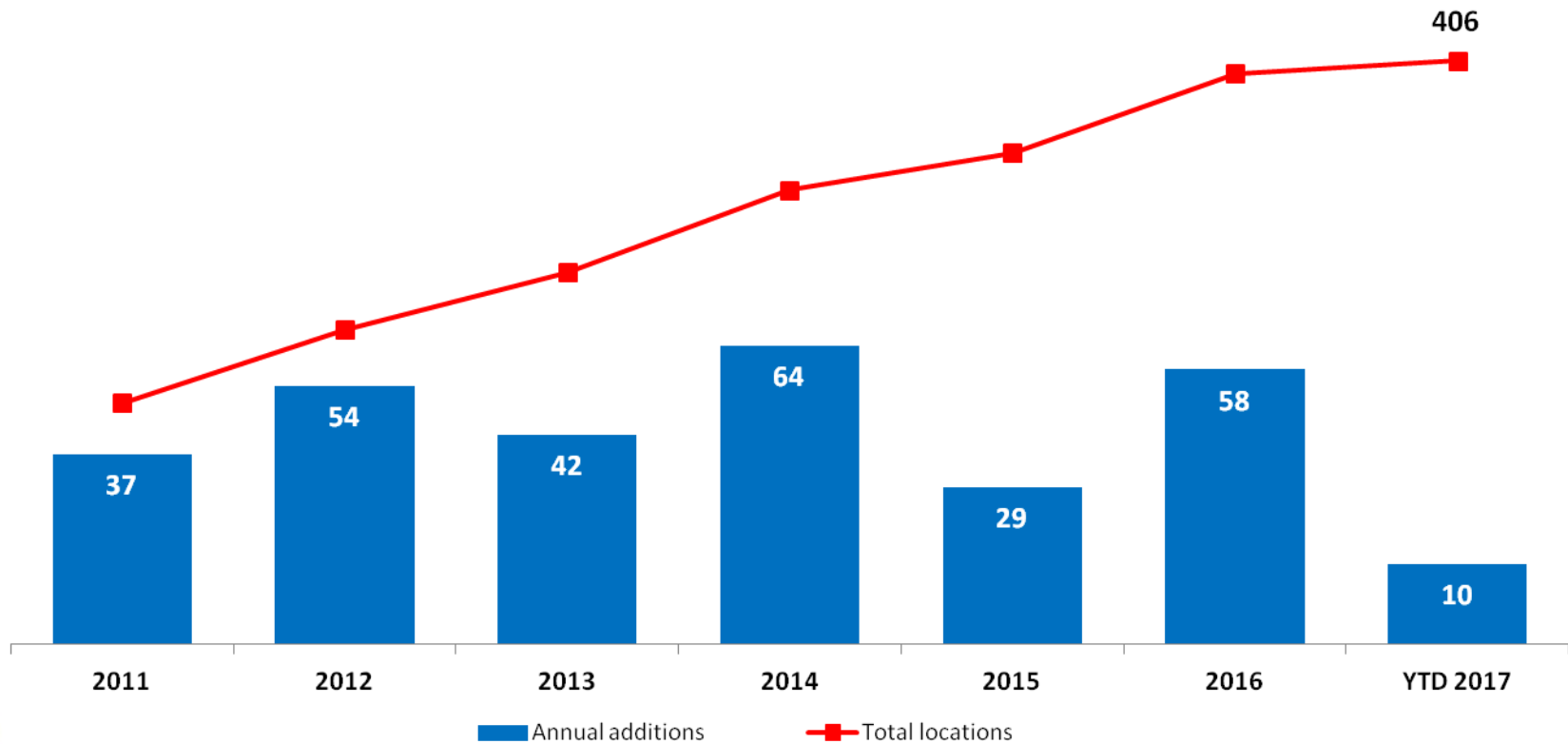
# Focus on Accretive Growth

- Goal: double the size of the business during the five-year period ending in 2020\*
- Implied average annual growth rate of 15%:
  - Same-store sales
  - Acquisition or development of single locations
  - Acquisition of multiple-location businesses
- Well-positioned to take advantage of large acquisitions



*\*Growth from 2015 on a constant currency basis.*

# Strong Growth in Locations



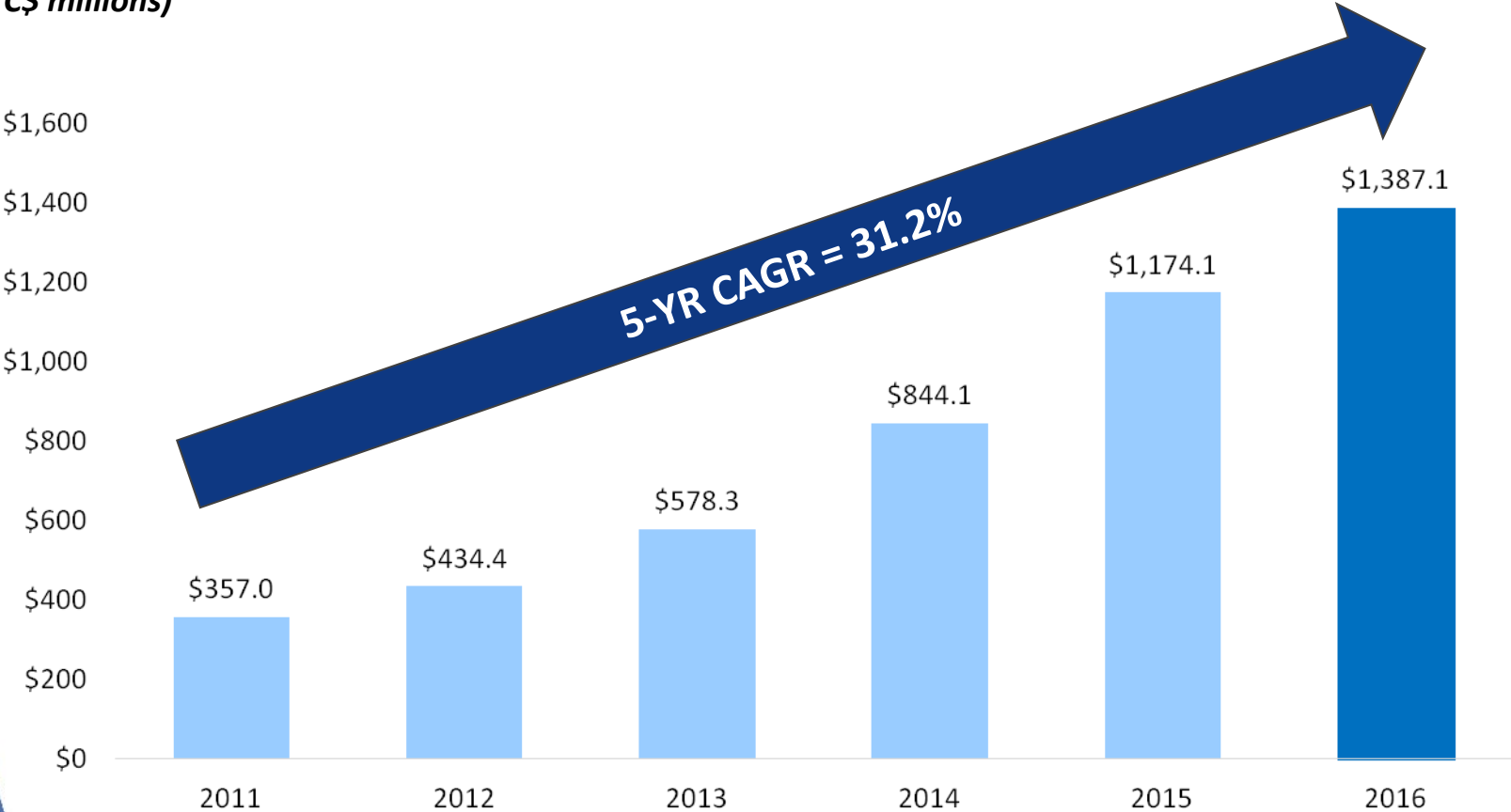
- May 2013: acquisition of Glass America added 61 retail auto glass locations
- March 2016: acquisition of 4 retail auto glass locations



## Financial Review

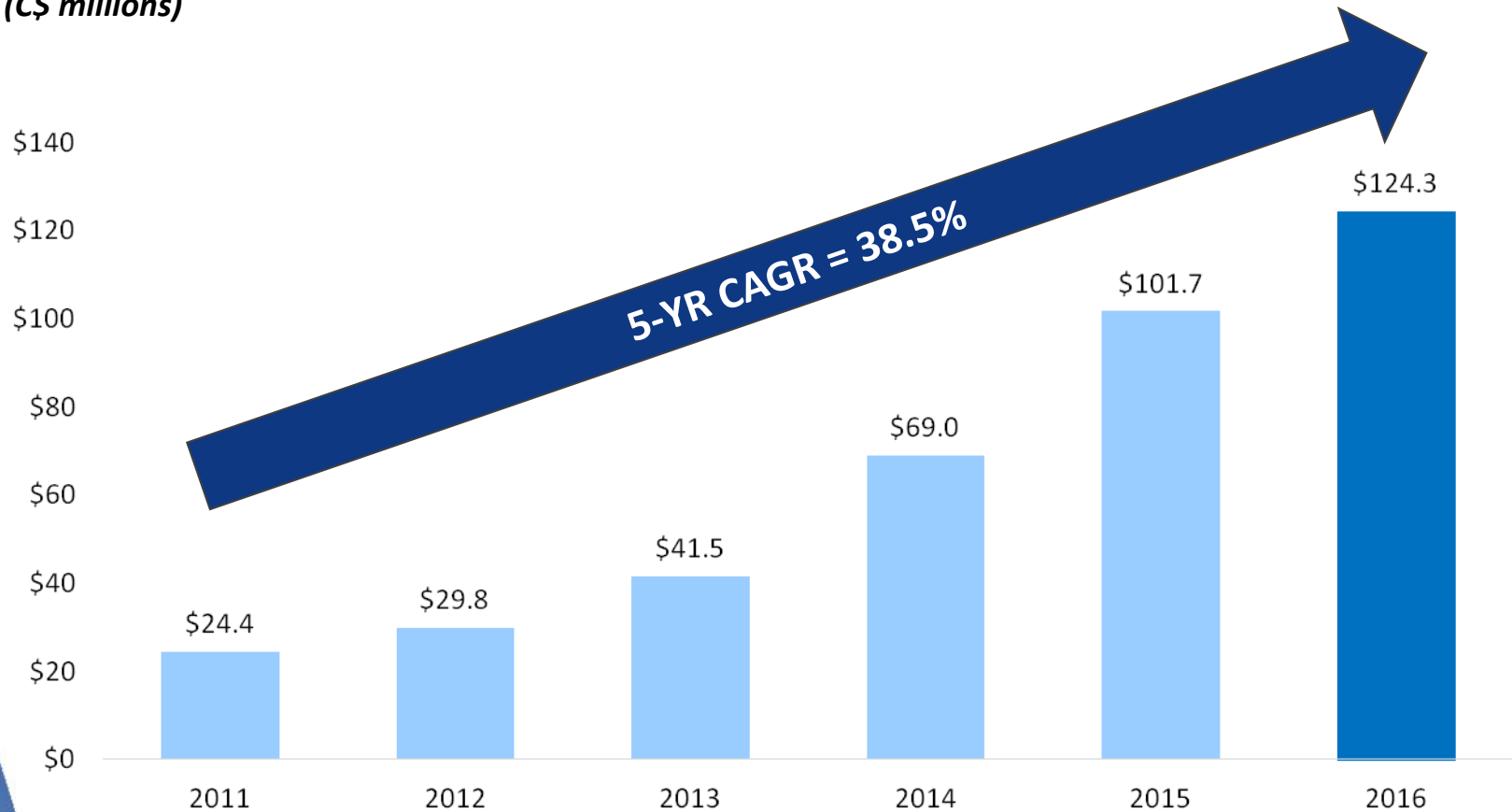
# Revenue Growth

(C\$ millions)



# Adjusted EBITDA Growth

(C\$ millions)





# Financial Summary

<i>(C\$ millions, except per unit and percent amounts)</i>	3-months ended	
	March 31, 2017	March 31, 2016
<b>Sales</b>	\$378.9	\$350.4
<b>Gross Profit</b>	\$173.1	\$158.1
<b>Adjusted EBITDA*</b>	\$32.8	\$29.5
<b>Adjusted EBITDA Margin*</b>	8.7%	8.4%
<b>Adjusted Net Earnings*</b>	\$13.9	\$12.8
<b>Adjusted Net Earnings* per unit</b>	\$0.771	\$0.714
<b>Adjusted Distributable Cash*</b>	\$15.3	\$3.8
<b>Adjusted Distributable Cash* per average unit and Class A common share</b>	\$0.836	\$0.207
<b>Payout Ratio</b>	15.4%	59.8%
<b>Payout Ratio (TTM)</b>	10.6%	16.0%

\* Adjusted EBITDA, adjusted net earnings, and adjusted distributable cash are not recognized measures under International Financial Reporting Standards ("IFRS"). See the Fund's 2017 First Quarter MD&A for more information.

# Strong Balance Sheet

<i>(in C\$ millions)</i>	<b>March 31, 2017</b>	<b>December 31, 2016</b>
<b>Cash</b>	\$54.7	\$53.5
<b>Long-Term Debt</b>	\$106.9	\$101.6
<b>Convertible Debentures</b>	\$51.0	\$50.8
<b>Obligations Under Finance Leases</b>	\$10.9	\$11.9
<b>Net Debt</b> (total debt, including current portion and bank indebtedness, net of cash)	\$114.1	\$110.8
<b>Net Debt / Adjusted EBITDA (TTM)</b>	0.9x	0.9x
<b>Net Debt (excluding convertible debentures)/Adjusted EBITDA (TTM)</b>	0.5x	0.5x

# Financial Flexibility

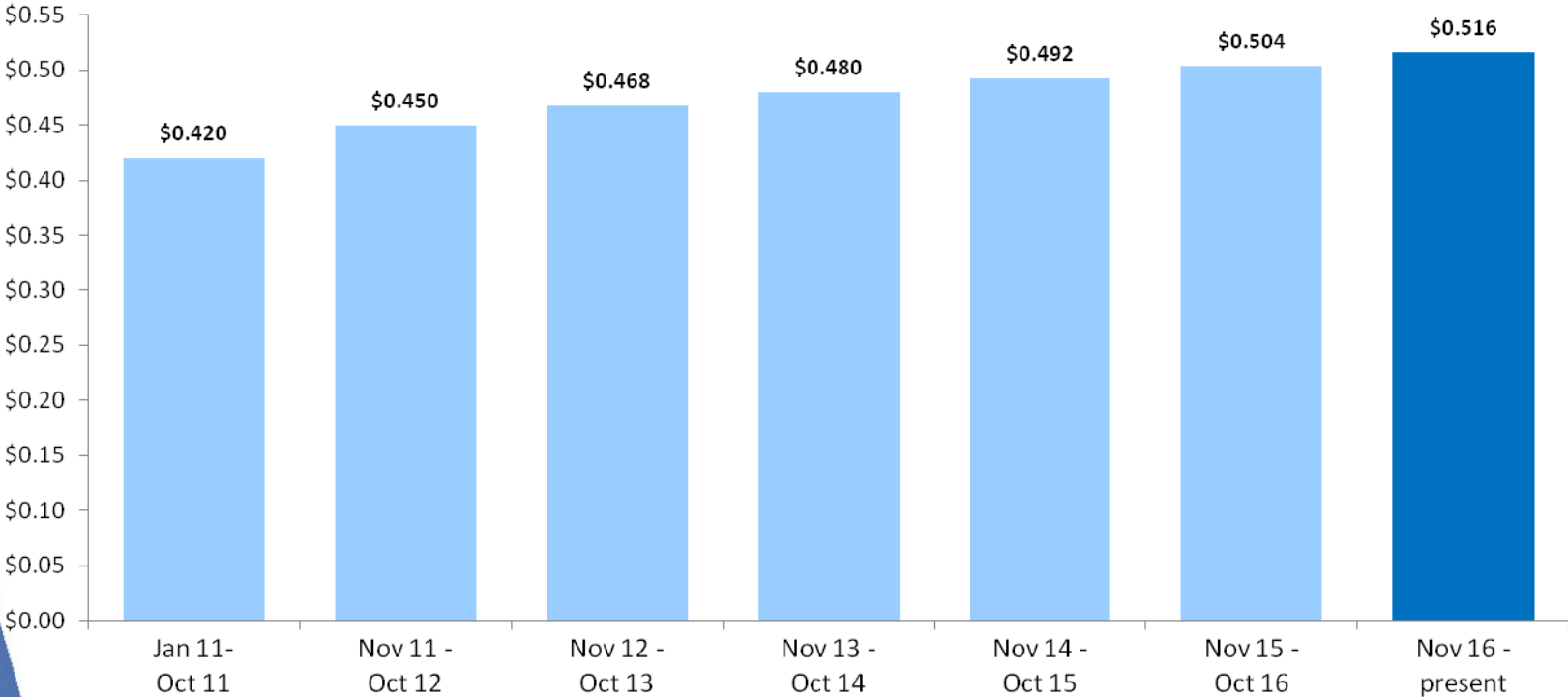
- Cash of \$54.7 million
- Net Debt to EBITDA TTM ratio of 0.9x
- 5-year committed facility of US\$150 million which can increase to US\$250 million with accordion feature, maturing July 2020\*
- Approximately \$350 million of “dry powder” available
- Only public company in the industry
  - Access to all capital markets

*\*On May 26, 2017, the facility was increased to US\$300 million with an accordion feature which can increase the facility to a maximum of US\$450 million, maturing May 2022.*

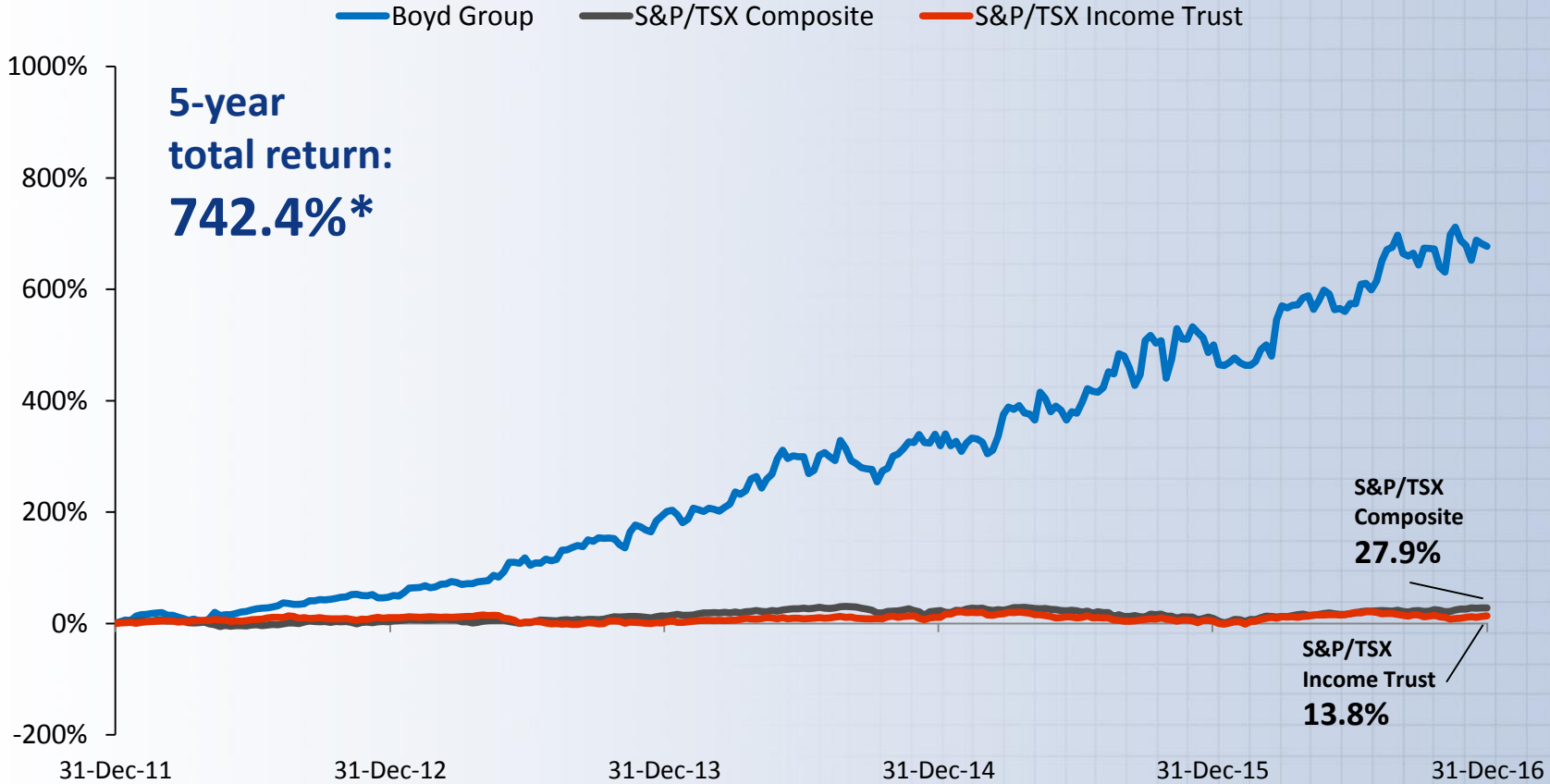
# Distributions

*Annualized distributions have increased by 22.9% since 2011*

**Annualized Distribution per Unit (C\$)**



# Five-year Return to Unitholders



\*Source: Toronto Stock Exchange. Total return based on reinvestment of dividends.

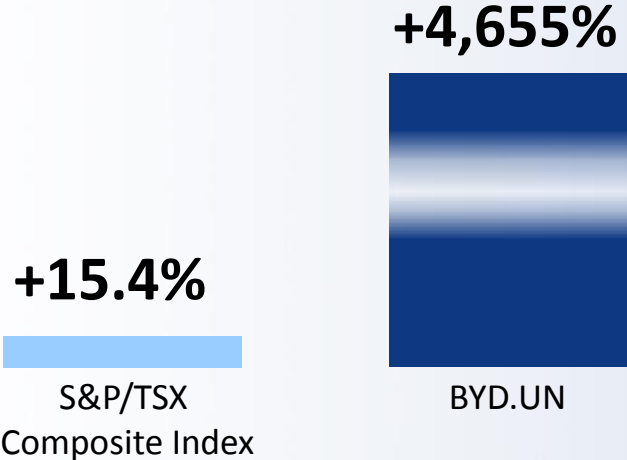




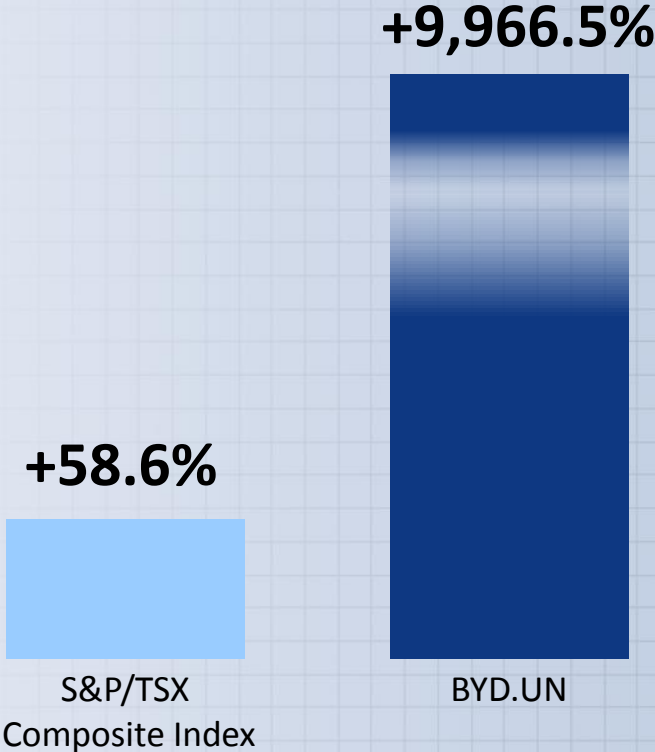
# Delivering long-term value to unitholders

- Two consecutive years best 10-year performance on TSX

2005-2015



2006-2016



Source: Thomson One, includes reinvested distributions



# Experienced & Committed Management Team



**Brock Bulbuck**

CEO



**Pat Pathipati**

Executive  
Vice-President & CFO



**Tim O'Day**

President & COO

# Acquisition of Assured Automotive: Transaction Highlights\*

- Further establishes Boyd as a market leading collision repair provider in North America with 474 locations, over 7,300 employees and over \$1.5B in 2016 proforma revenue
- Adds 68 locations in Canada, more than doubling current Canadian footprint
  - Adds market-leading presence in the large Ontario market
- Adds a proven management team to Boyd's senior management
  - Five-year revenue CAGR of 24.7%
- Expected to be immediately accretive to earnings and cash flow
- Tax efficient acquisition structure with NPV of future tax savings of \$25.5 million
- Purchase price of \$193.6 million\*\* in cash and Fund units, representing a net of tax benefit valuation of 8.3 times adjusted EBITDA for the trailing 12 months ended March 31, 2017, normalized for non-recurring expenses and post-closing synergies

*\*The transaction was announced on May 29, 2017 and is expected to be completed within 60 days, subject to closing conditions being fulfilled.*

*\*\*The acquisition of 4 locations (including 2 intake centres) added by Assured subsequent to March 31, 2017 will be completed concurrently and will result in incremental purchase price*



# Ontario's leading collision repair provider



- Founded 2004
- 68 locations, including 30 dealership service intake centers
  - Unique dealership service centre intake location model
- FYE September 30, 2016 Sales: \$141.0 million, Adjusted EBITDA (Normalized for non-recurring expenses): \$17.8 million.
- TTM March 31, 2017 Sales: \$150 million, Adjusted EBITDA (Normalized for non-recurring expenses): \$18.2 million.
- Proven M&A strategy with 35 locations, including 17 intake centres, added since 2011
- Established DRP relationships with insurance clients



# Pro Forma financials

<i>(C\$ millions, except per unit and percent amounts)</i>	Boyd year ended Dec. 31, '16 with Assured year ended Sep. 30, '16		Assured year ended Sep. 30, '16
	Boyd Actual	Pro Forma	Assured Actual
<b>Sales</b>	\$1,387.1	\$1,528.1	\$141.0
<b>Gross Profit</b>	\$635.0	\$690.2	\$55.2
<b>Adjusted EBITDA*</b>	\$124.3	\$139.7	\$15.4
<b>Normalized Adjusted EBITDA</b>	\$124.3	\$142.1	\$17.8**
<b>Adjusted Net Earnings*</b>	\$52.6	\$62.2	\$9.6
<b>Net Debt (excluding convertible debentures)</b>	\$60.0	\$206.1	n/a
<b>Net Debt (excluding convertible debentures) / Adjusted EBITDA</b>	0.5x	1.5x	n/a

\* Adjusted EBITDA and adjusted net earnings are not recognized measures under International Financial Reporting Standards ("IFRS"). See the Fund's 2016 Year-End MD&A for more information.

\*\* Normalized Adjusted EBITDA includes adjustments for the elimination of expenses that will not be part of the business going forward.

# 474 North American collision repair centers

## Canada

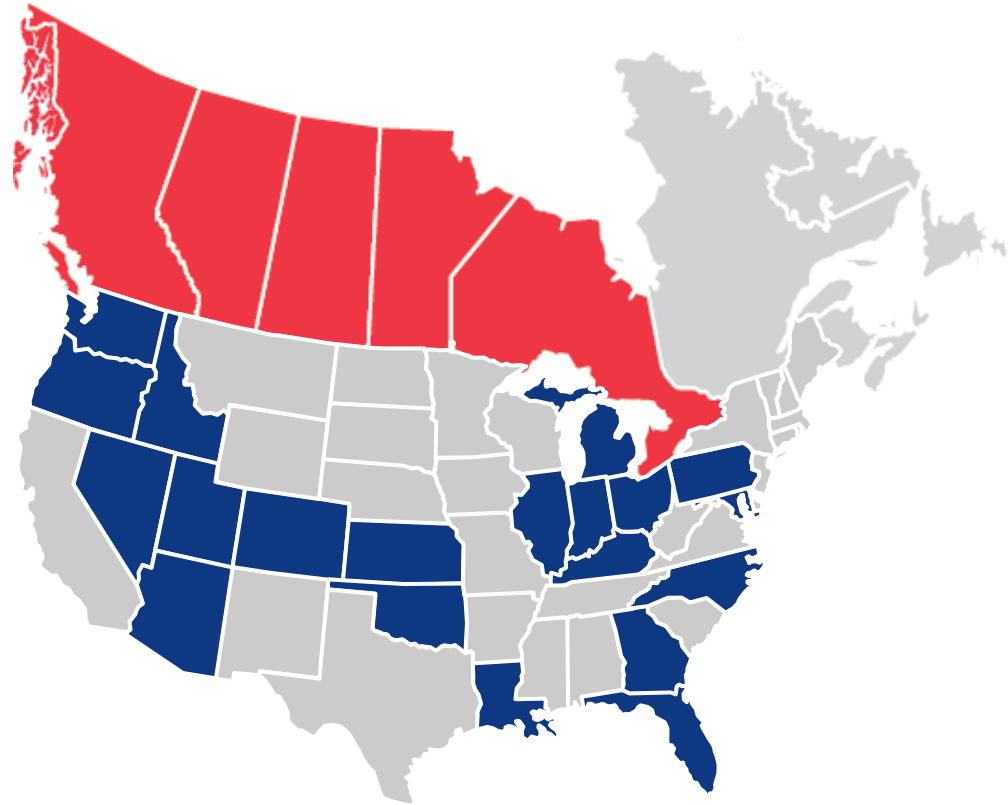
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**110**  
centers

## U.S.

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**364**  
centers



**BOYD** AUTOBODY & GLASS

**Assured**  
COLLISION REPAIR PROFESSIONALS

**gerber**  
COLLISION & GLASS

**THE Boyd**  
GROUP



# Outlook

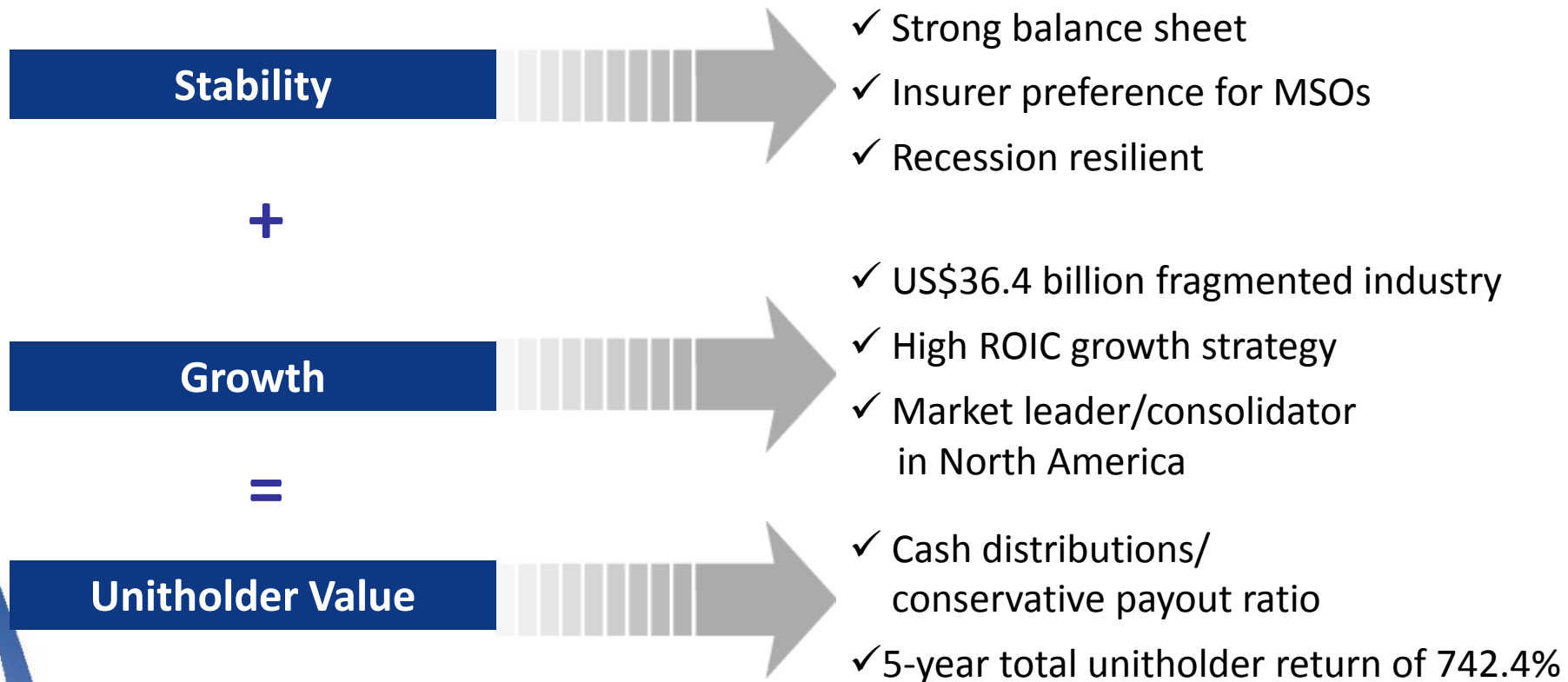
- Increase North American presence through:
  - Drive same-store sales growth through enhanced capacity utilization, development of DRP arrangements and leveraging existing major and regional insurance relationships
  - Acquire or develop new single locations as well as the acquisition of multi-location collision repair businesses
- Margin enhancement opportunities through operational excellence and leveraging scale over time
- Double size of the business during the five-year period ending in 2020\*

*\*Growth from 2015 on a constant currency basis.*





# Summary



**Focus on enhancing unitholders' value**