



## Investor Presentation

May 2019

# 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 15, 2019)

<b>Stock Symbol:</b>	TSX: BYD.UN
<b>Units and Shares Outstanding*:</b>	20.1 million
<b>Price (May 15, 2019):</b>	\$163.36
<b>52-Week Low / High:</b>	\$102.59/\$165.97
<b>Market Capitalization:</b>	\$3,283.5 million
<b>Annualized Distribution (per unit):</b>	\$0.540
<b>Current Yield:</b>	0.3%
<b>Payout Ratio**:</b>	6.8%

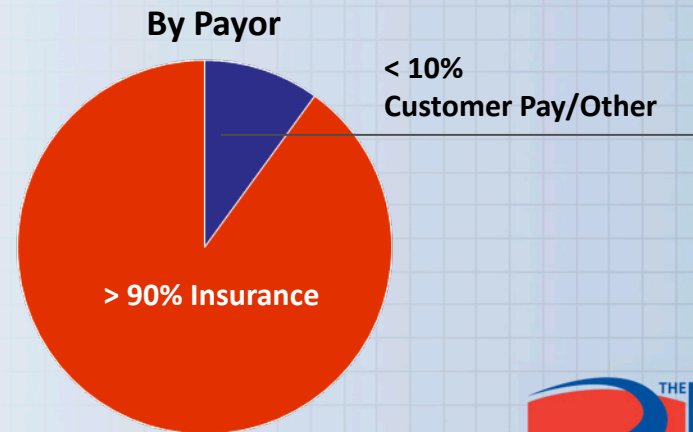
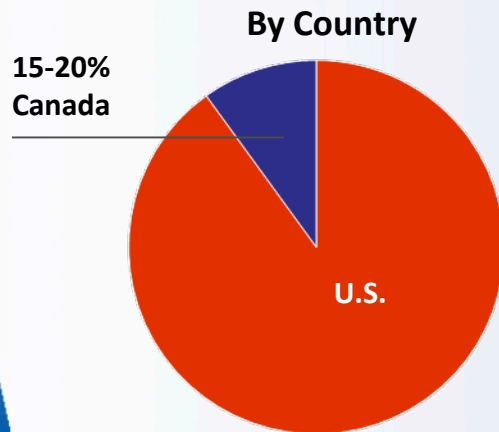
*\*Includes 190,304 exchangeable shares*

*\*\* Trailing twelve months ended March 31, 2019*

# 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\$38.6 billion market
- One of the largest retail auto glass operators in the U.S.
- Only public company in the auto collision repair industry in North America
- Recession resilient industry

## Revenue Contribution:



# Collision Operations

- 626 company operated collision locations across 27 U.S. states and five Canadian provinces
- 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

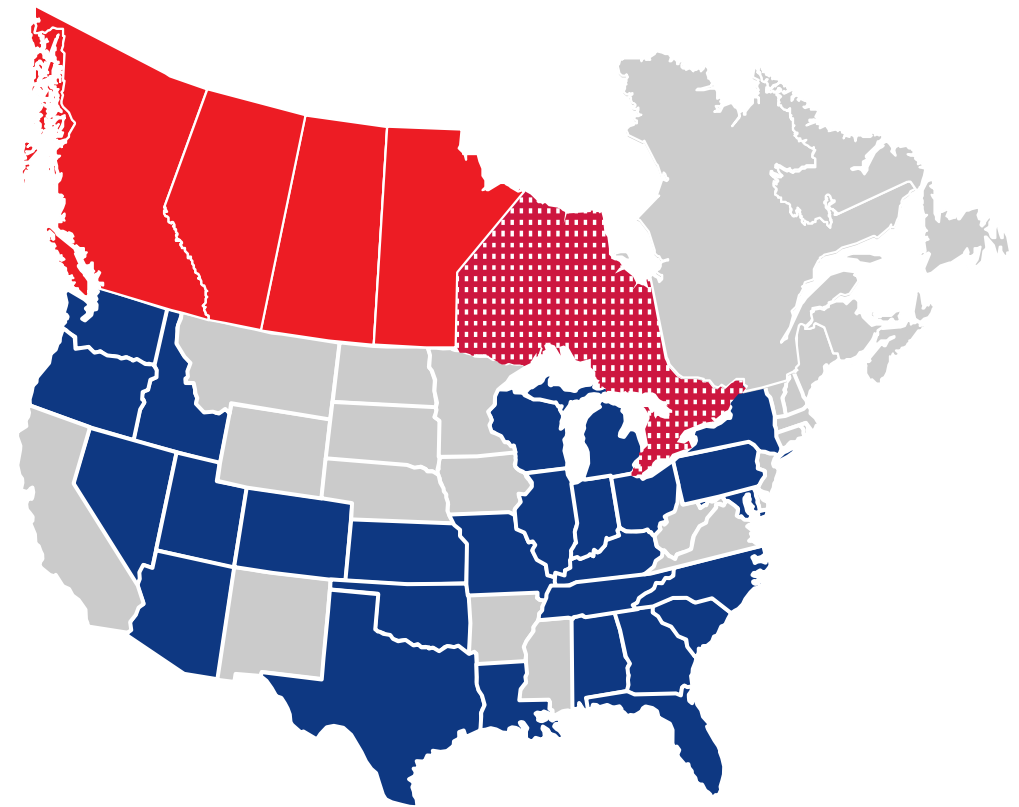
- Ontario (81)
- Alberta (15)
- Manitoba (14)
- British Columbia (14)
- Saskatchewan (4)

**128**  
locations

## U.S.

- Florida (61)
- Illinois (61)
- Michigan (58)
- Washington (33)
- Georgia (29)
- North Carolina (29)
- Ohio (28)
- Indiana (27)
- Arizona (24)
- New York (21)
- Colorado (19)
- Wisconsin (17)
- Louisiana (12)
- Oregon (12)
- Texas (12)
- Maryland (10)
- Tennessee (9)
- Nevada (7)
- Pennsylvania (7)
- Missouri (5)
- Oklahoma (5)
- Utah (5)
- Alabama (3)
- Idaho (1)
- Kansas (1)
- Kentucky (1)
- South Carolina (1)

**498**  
locations



# Glass Operations

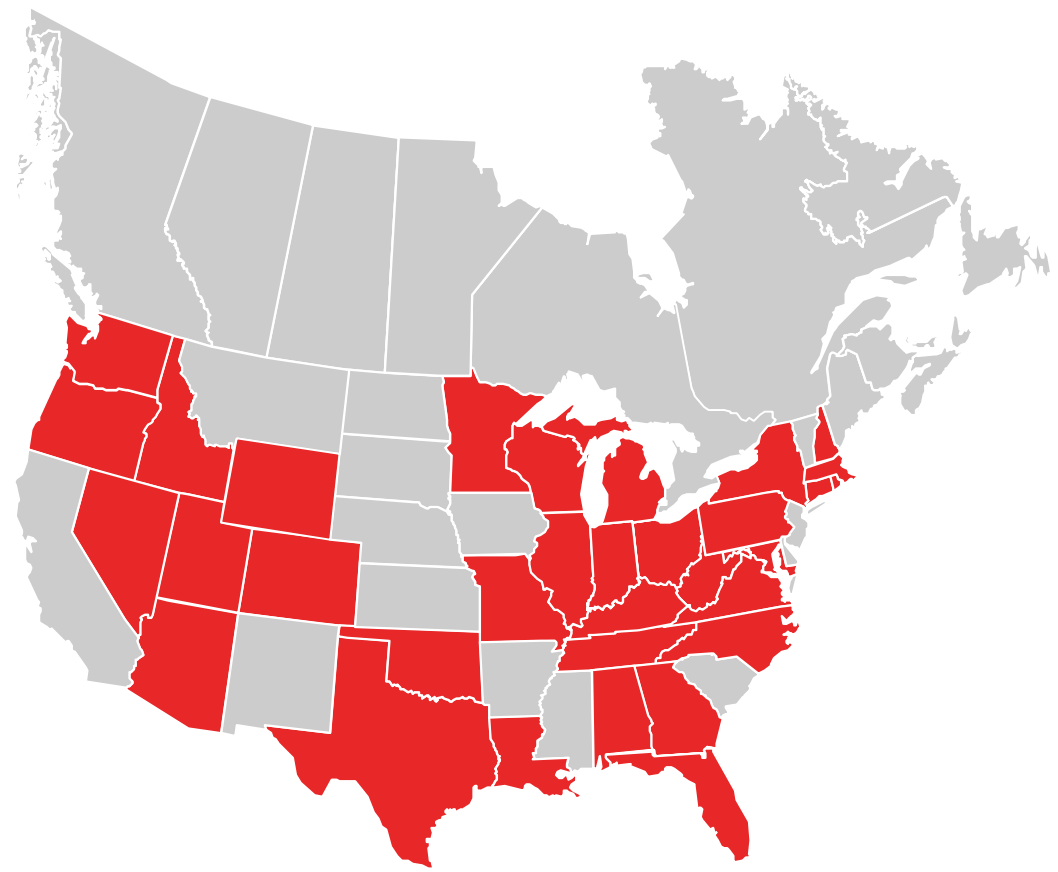
- Retail glass operations across 34 U.S. states
  - Asset light business model
- Third-Party Administrator business that offers glass, emergency roadside and first notice of loss services with approximately:
  - 5,500 affiliated glass provider locations
  - 4,600 affiliated emergency road-side service 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
- Minnesota
- Missouri
- Nevada
- New Hampshire
- New York
- North Carolina
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- Tennessee
- Texas
- Utah
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming





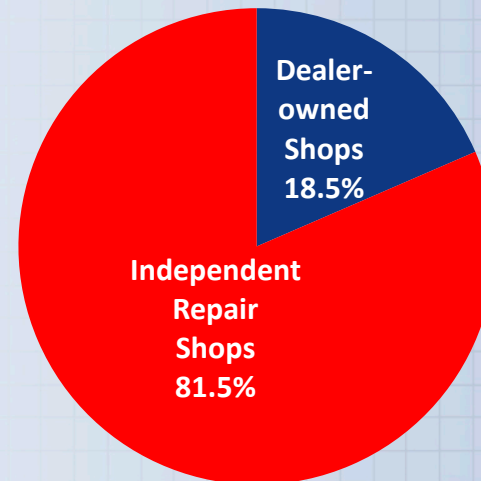
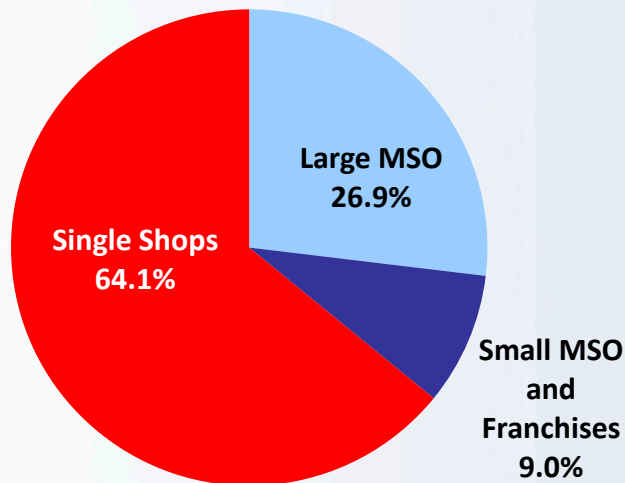


## Market Overview & Business Strategy

# Large, Fragmented Market

## U.S. Collision Repair Market

- Revenue for North American collision repair industry is estimated to be approximately US\$38.6 billion annually (U.S. \$36.2B, CDA \$2.4B)
- 32,200 shops in the U.S.
- Composition of the collision repair market in the U.S.:



Source: The Romans Group, "Advancing Our Insights Into the 2017 U.S. and Canadian 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 25.1% from late 2007 to 2017, and almost 60% over the past 37 years
- Large multi-shop collision repair operator (“MSO”) market share opportunity
  - Large MSOs represented 8.6% of total locations in 2017 and 26.9% of estimated 2017 revenue (up from 9.1% in 2006) in the U.S.
  - 96 MSOs had revenues of \$20 million or greater in 2017
  - The top 10 MSOs together represent 67.3% 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, “Advancing Our Insights Into the 2017 U.S. and Canadian Collision Repair Marketplace”*

*New development: Two major MSOs, Caliber and ABRA, announced a merger in November 2018. The transaction closed in February 2019.*



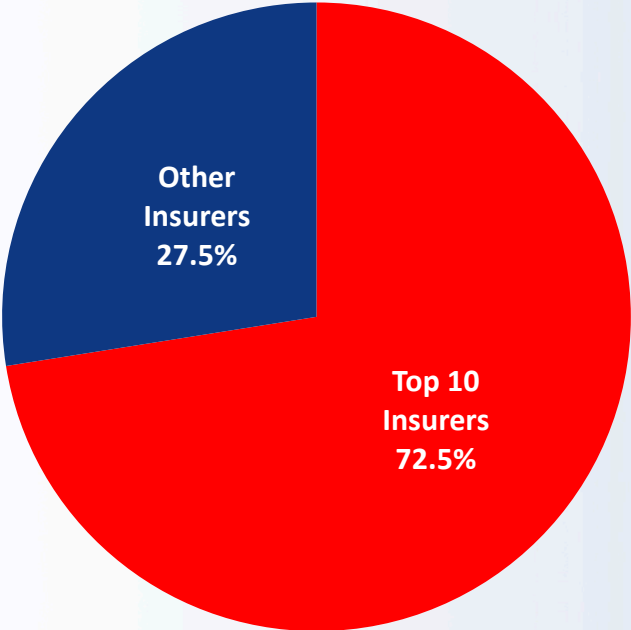
# Strong Relationships with Insurance Companies through DRPs

- 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 40% of revenue in 2018
  - Largest customer contributed 13% of revenue in 2018

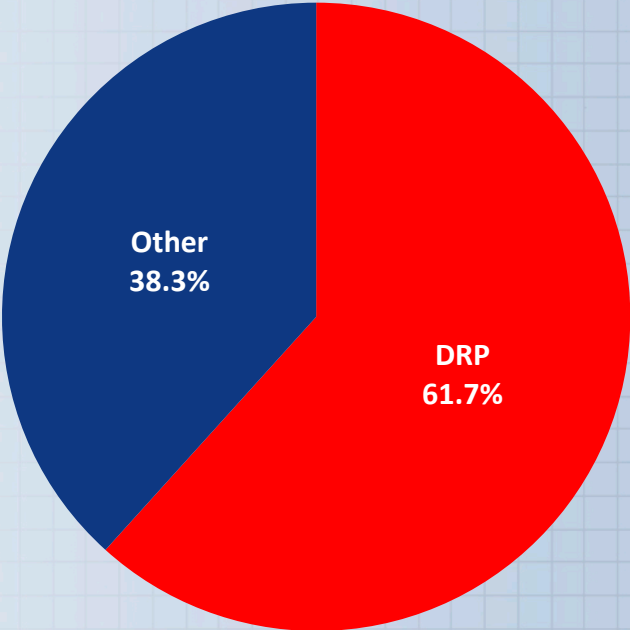


# Insurer Market Dynamics

### Top 10 Insurer Market Share (U.S.)



### Insurer DRP Usage

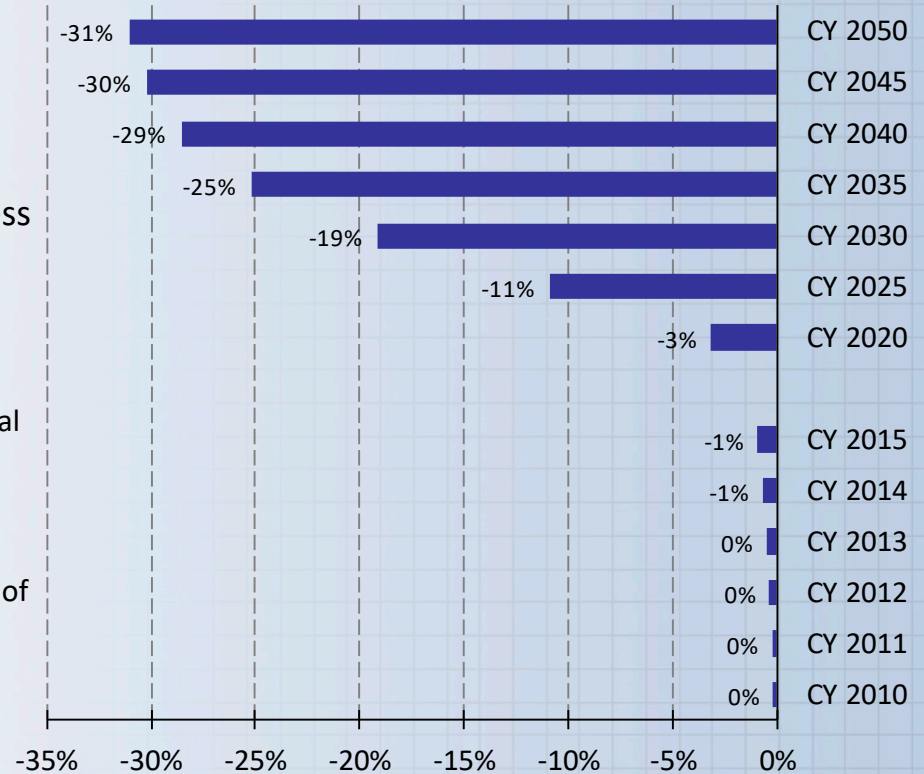


Source: The Romans Group

# Impact of Collision Avoidance Systems

- CCC estimates technology will reduce accident frequency by ~30% in next 25-30 years
- Collision avoidance technology may lessen the extent of damage in some accidents, leading to less required repairs, but also a higher percentage of repairable vehicles (less total losses)
- Offsetting factors to accident frequency decline include:
  - Increases in repair costs due to the additional repair or replacement requirements of collision avoidance technology; and
  - Increases in vehicle miles driven resulting primarily from continued growth in number of vehicle registrations.
- Large operators could also mitigate market decline by continued market share gains in consolidating industry

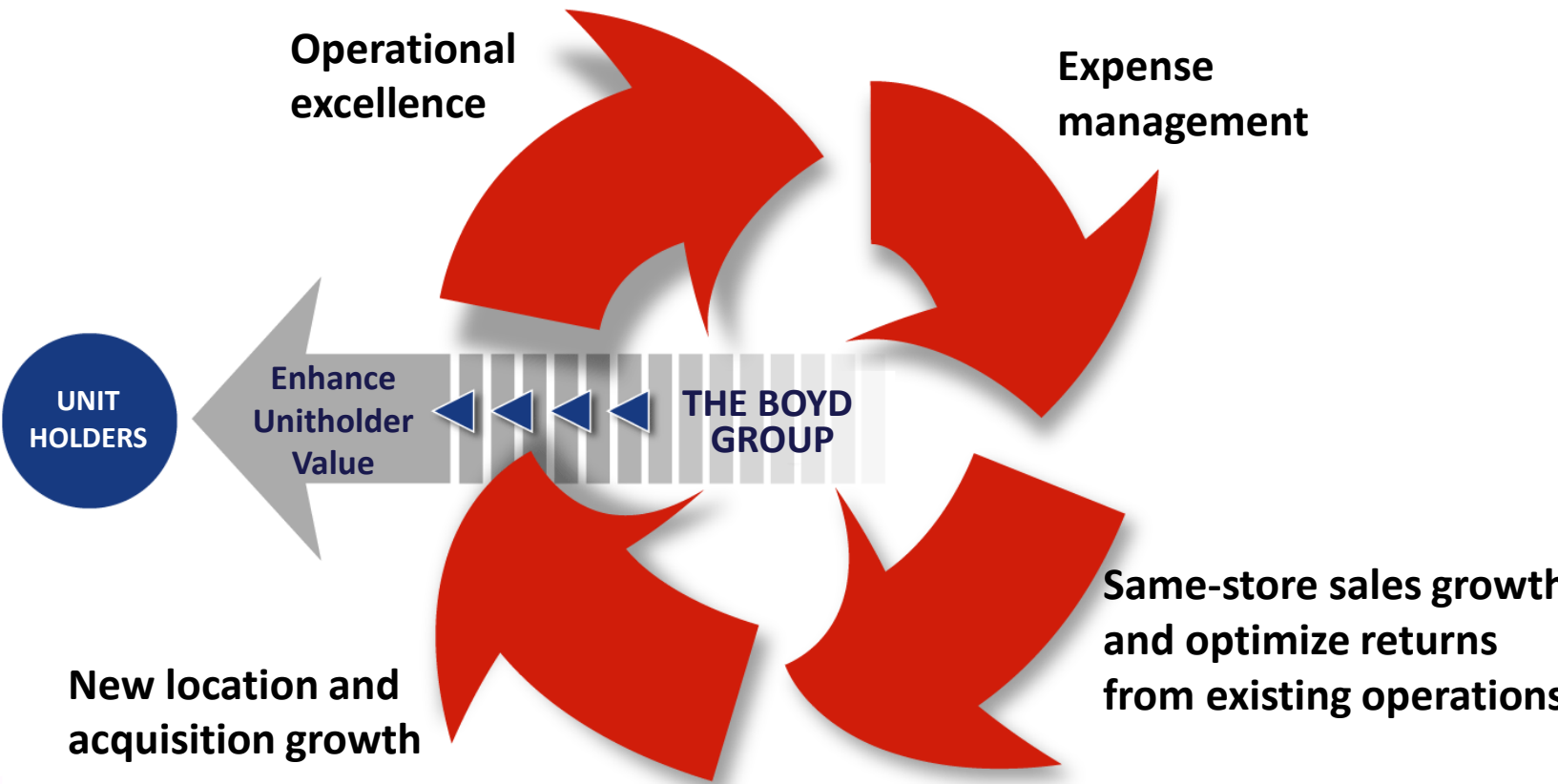
*Impact of Crash Avoidance on Vehicle Claim Counts\**



All Rights Reserved Copyright 2019 CCC Information Services Inc.

\*Source: CCC Information Services Inc. *Crash Course 2019*: Projection includes ADAS technology systems like lane departure warning, adaptive headlights, and blind spot monitoring, uses 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

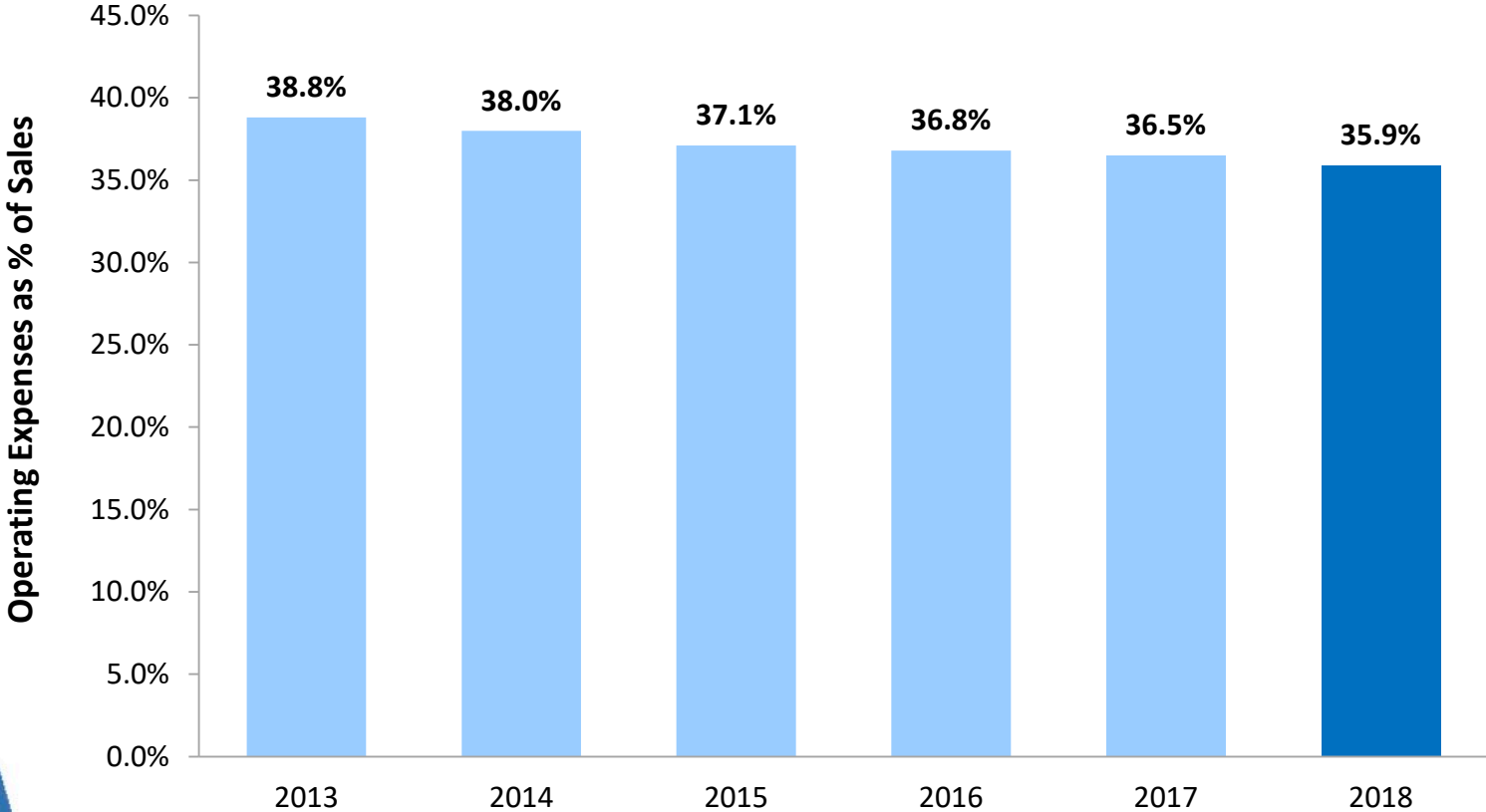
- Best-in-Class Service Provider
  - Average cost of repair
  - Cycle time
  - Customer service
  - Quality
  - Integrity
- “WOW” Operating Way
  - Embedded as part of our operating culture
- Company-wide diagnostic repair scanning technology
- I-Car Gold Class facilities
- Industry leader in OE Certifications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





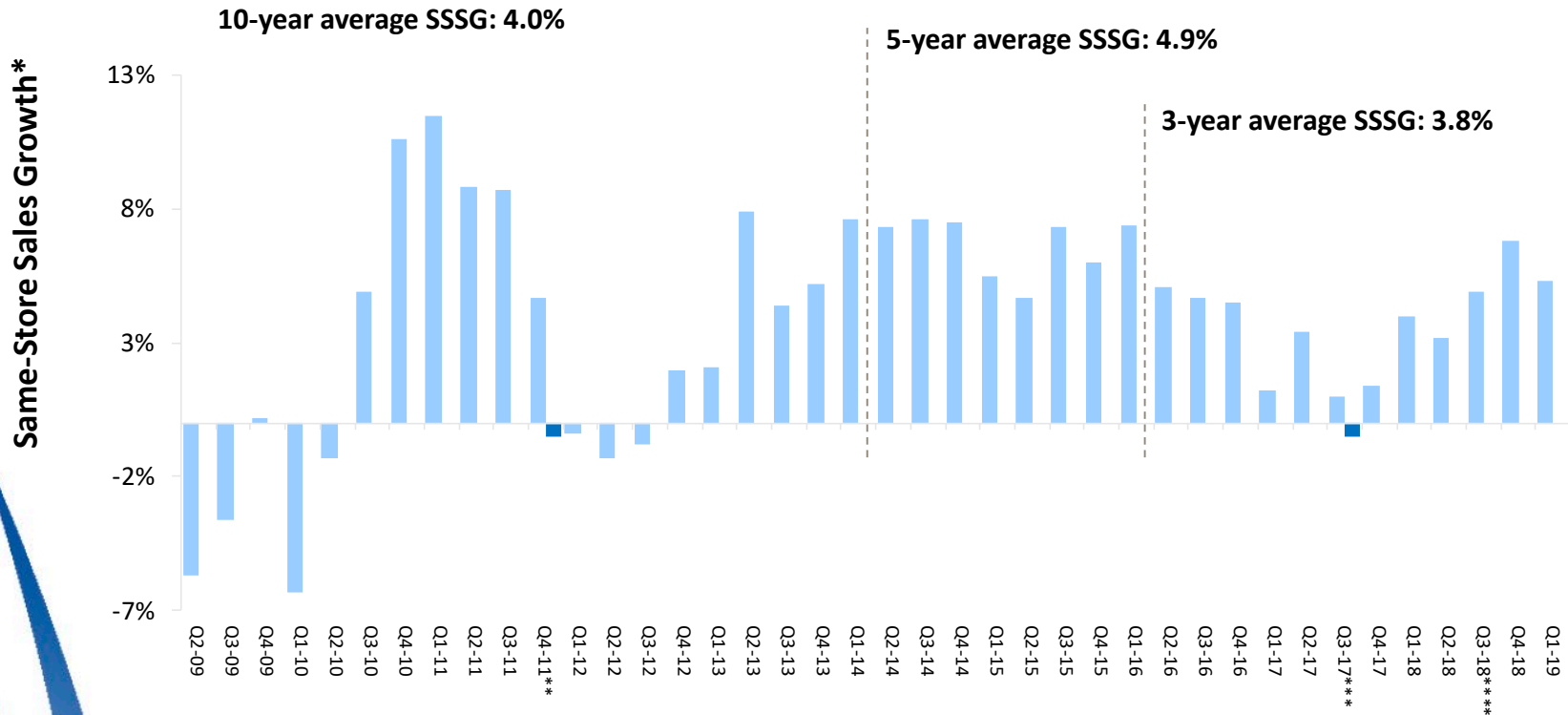
# Expense Management

*Well managed operating expenses as a % of sales*



# 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%

\*\*\*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%



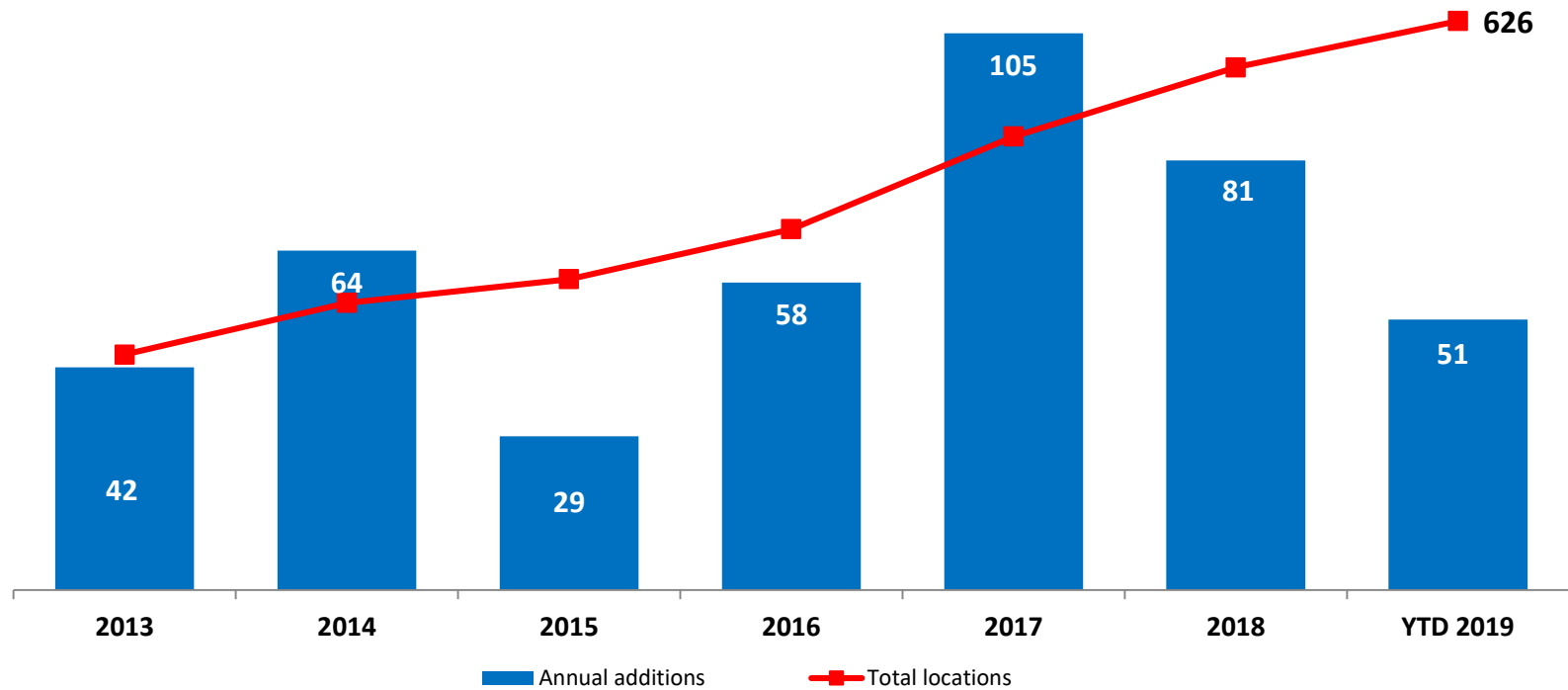
# Focus on Accretive Growth

- 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 Collision Locations



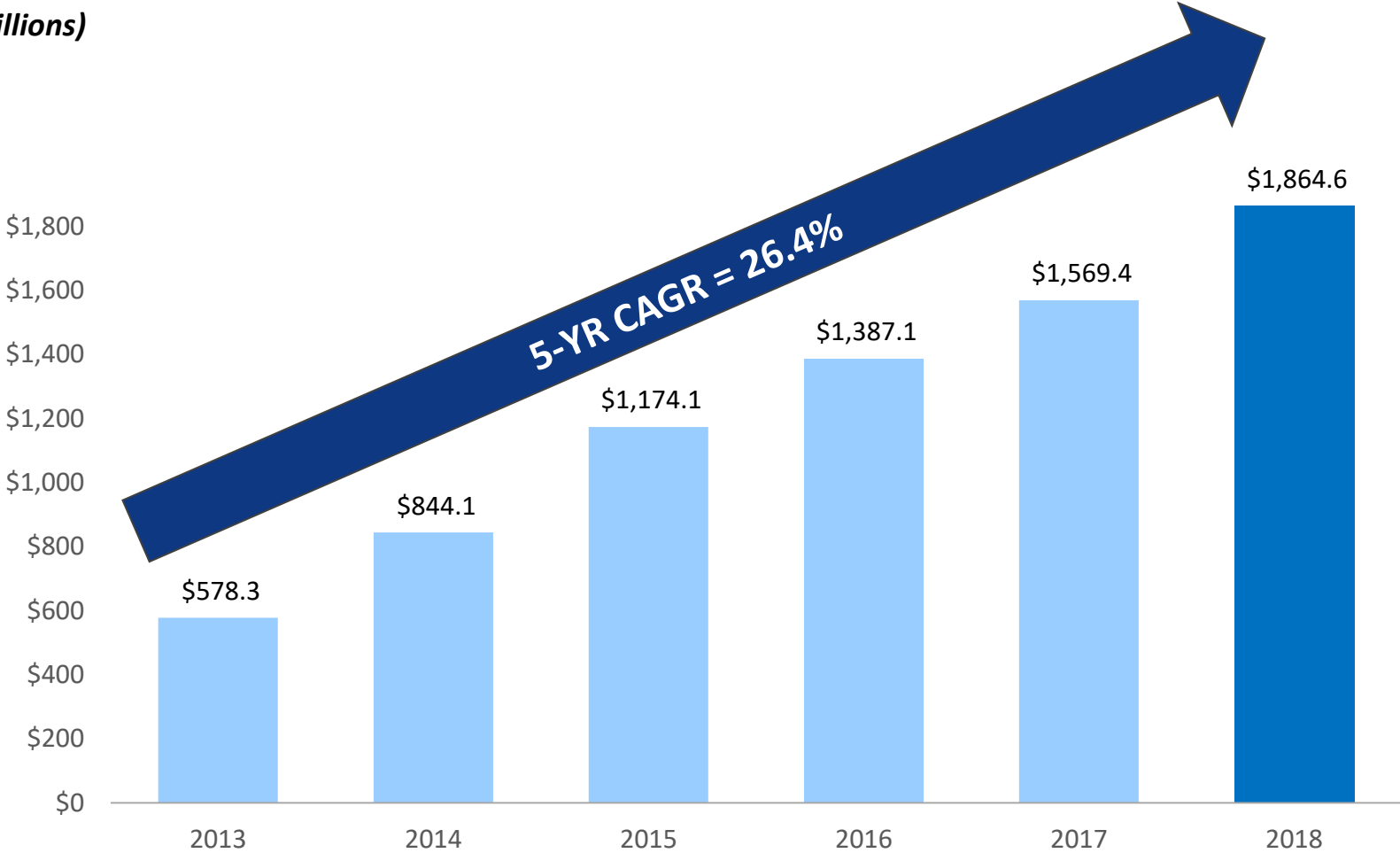
- May 2013: acquisition of Glass America added 61 retail auto glass locations
- March 2016: acquisition of 4 retail auto glass locations



## Financial Review

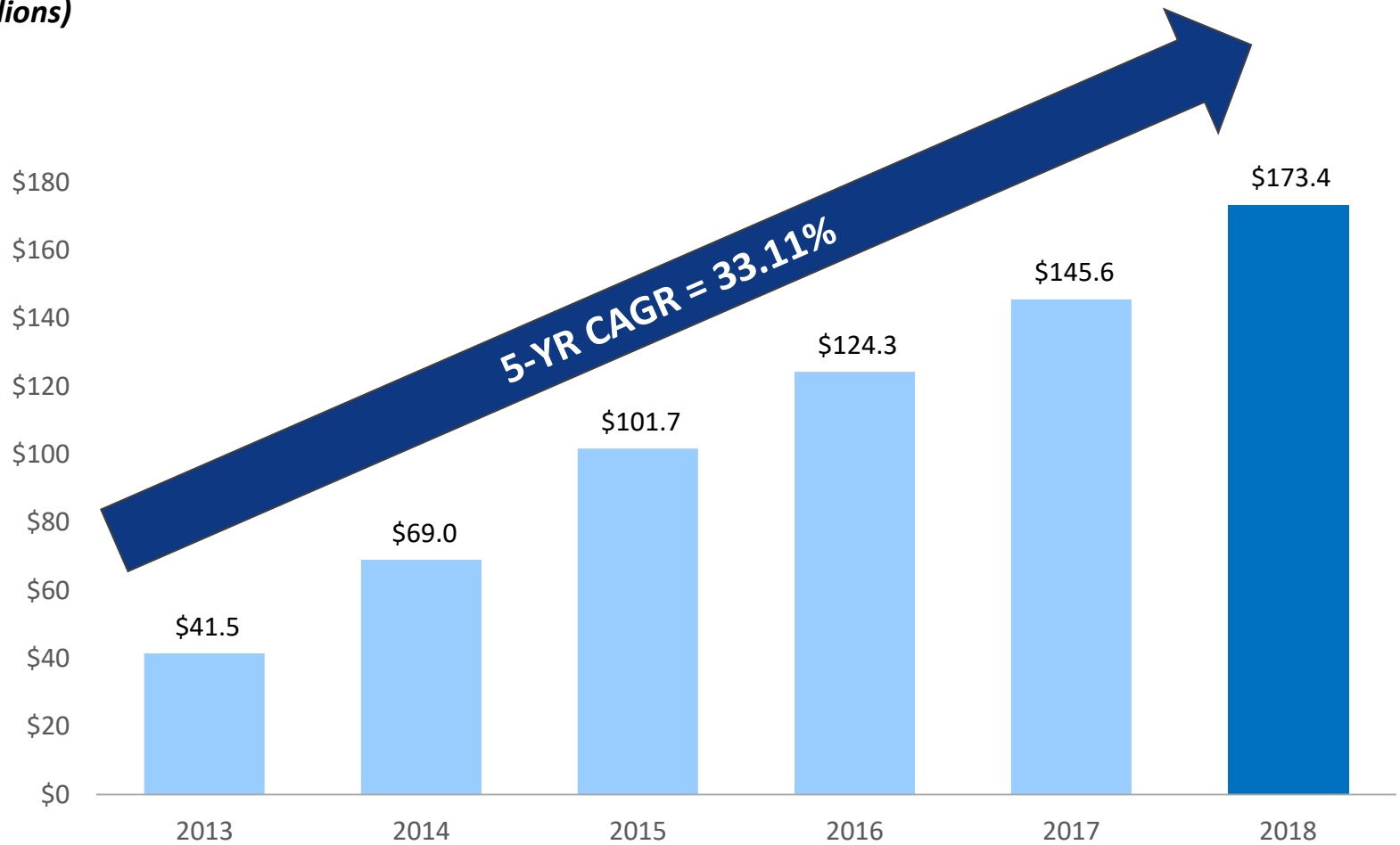
# Revenue Growth

(C\$ millions)



# Adjusted EBITDA Growth

(C\$ millions)



# Q1 2019 Financial Summary

<i>(C\$ millions, except per unit and percent amounts)</i>	3-months ended	
	March 31, 2019	March 31, 2018
<b>Sales</b>	<b>\$557.9</b>	\$453.3
<b>Gross Profit</b>	<b>\$253.0</b>	\$204.5
<b>Adjusted EBITDA*</b>	<b>\$54.2</b>	\$42.1
<b>Adjusted EBITDA Margin*</b>	<b>9.7%</b>	9.3%
<b>Adjusted Net Earnings*</b>	<b>\$29.2</b>	\$20.9
<b>Adjusted Net Earnings* per unit</b>	<b>\$1.47</b>	\$1.06
<b>Adjusted Distributable Cash*</b>	<b>\$32.2</b>	\$29.9
<b>Adjusted Distributable Cash* per average unit and Class A common share</b>	<b>\$1.60</b>	\$1.50
<b>Payout Ratio</b>	<b>8.4%</b>	8.8%
<b>Payout Ratio (TTM)</b>	<b>6.8%</b>	9.1%

\* Adjusted EBITDA, adjusted net earnings, and adjusted distributable cash are not recognized measures under International Financial Reporting Standards ("IFRS"). See the Fund's Q1 2019 MD&A for more information.



# IFRS 16 Impact

## IMPACT OF IFRS 16 ON NET EARNINGS, CASH FLOWS & DISTRIBUTABLE CASH

\$(000's)Cdn

Statement of Earnings	Q1 2019 As reported	IFRS 16 Adjmt	Q1 2019 Pre-IFRS 16
Sales	557,897	-	557,897
Cost of sales	304,914	-	304,914
Gross profit (\$)	252,983	-	252,983
<b>Operating expenses</b>	<b>174,661</b>	<b>24,147</b>	<b>198,808</b>
<b>Operating expenses %</b>	<b>31.3%</b>		<b>35.6%</b>
<b>Adjusted EBITDA</b>	<b>78,322</b>	<b>(24,147)</b>	<b>54,175</b>
<b>Adjusted EBITDA %</b>	<b>14.0%</b>		<b>9.7%</b>
Acquisition and transaction costs	1,259	-	1,259
<b>Depreciation</b>	<b>30,079</b>	<b>(20,343)</b>	<b>9,736</b>
Amortization of intangible assets	4,818	-	4,818
Fair value adjustments	5,813	-	5,813
<b>Finance costs</b>	<b>7,929</b>	<b>(5,212)</b>	<b>2,717</b>
Earnings before income taxes	28,424	1,408	29,832
<b>Income tax expense</b>	<b>7,035</b>	<b>366</b>	<b>7,401</b>
<b>Net earnings</b>	<b>21,389</b>	<b>1,042</b>	<b>22,431</b>
<b>Basic earnings per unit</b>	<b>1.08</b>	<b>0.05</b>	<b>1.13</b>
<b>Adjusted net earnings</b>	<b>28,134</b>	<b>1,042</b>	<b>29,176</b>
<b>Adjusted net earnings per unit</b>	<b>1.42</b>	<b>0.05</b>	<b>1.47</b>
<b>Statement of Cash Flows</b>			
Cash flows from operating activities	63,719	(24,147)	39,572
Cash flows from financing activities	29,806	24,147	53,953
	93,525	-	93,525
<b>Distributable cash</b>			
Standardized distributable cash	56,076	(24,147)	31,929
Principal repayment of leases	25,210	(24,147)	1,063
<b>Adjusted distributable cash</b>	<b>32,172</b>	<b>-</b>	<b>32,172</b>

Note: For illustrative purposes only, the amount of \$78,322 is shown above to reflect Adjusted EBITDA had the property lease payments not been deducted in arriving at Adjusted EBITDA.

# Strong Balance Sheet

<i>(in C\$ millions)</i>	<b>March 31, 2019</b>	<b>December 31, 2018</b>
<b>Cash</b>	<b>\$52.2</b>	<b>\$64.5</b>
<b>Long-Term Debt</b>	<b>\$366.7</b>	<b>\$288.2</b>
<b>Obligations Under Finance Leases</b>	<b>0</b>	<b>\$8.4</b>
<b>Net Debt before lease liabilities</b> (total debt, including current portion and bank indebtedness, net of cash)	<b>\$314.5</b>	<b>\$232.1</b>
<b>Lease liabilities</b>	<b>\$495.1</b>	<b>0</b>
<b>Total debt, net of cash</b>	<b>\$809.6</b>	<b>232.1</b>
<b>Net Debt before lease liabilities/ Adjusted EBITDA (TTM)</b>	<b>1.7x</b>	<b>1.3x</b>

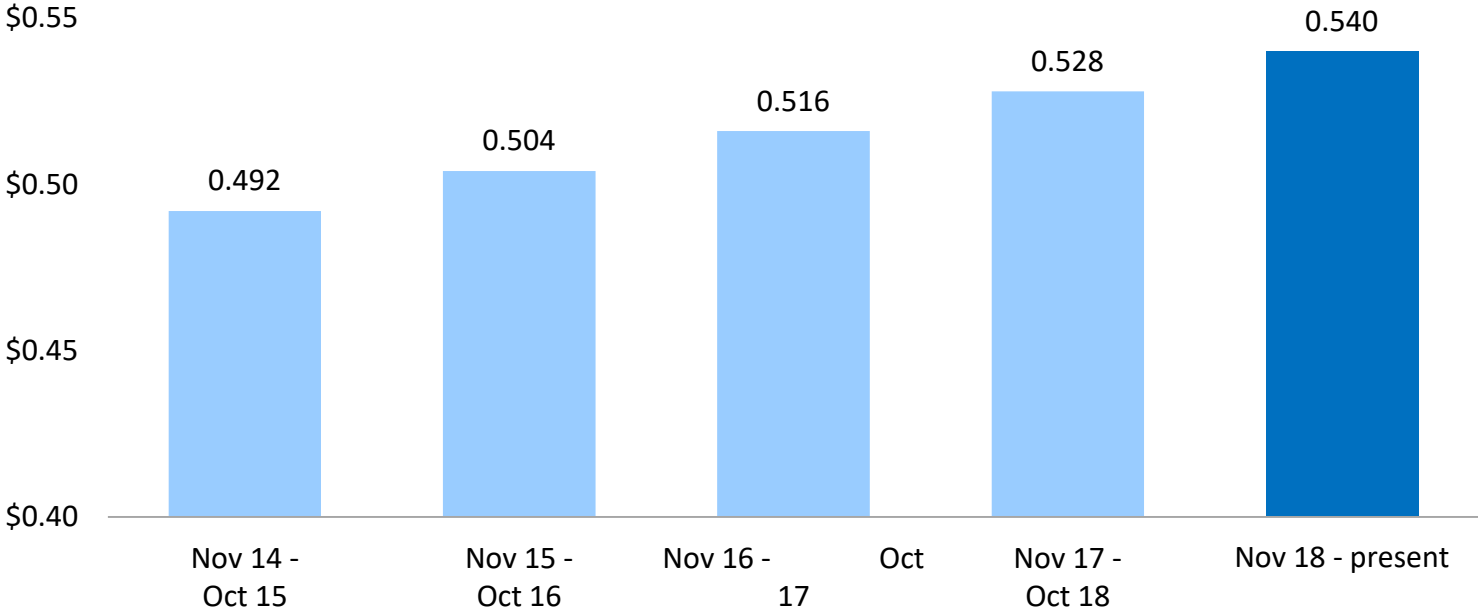
# Financial Flexibility

- Cash of \$52.2 million
- Net Debt to EBITDA TTM ratio of 1.7x
- 5-year committed facility of US\$400 million which can increase to US\$450 million with remaining accordion feature, maturing May 2022
- Over \$300 million in cash and available credit
- Only public company in the industry
  - Access to all capital markets

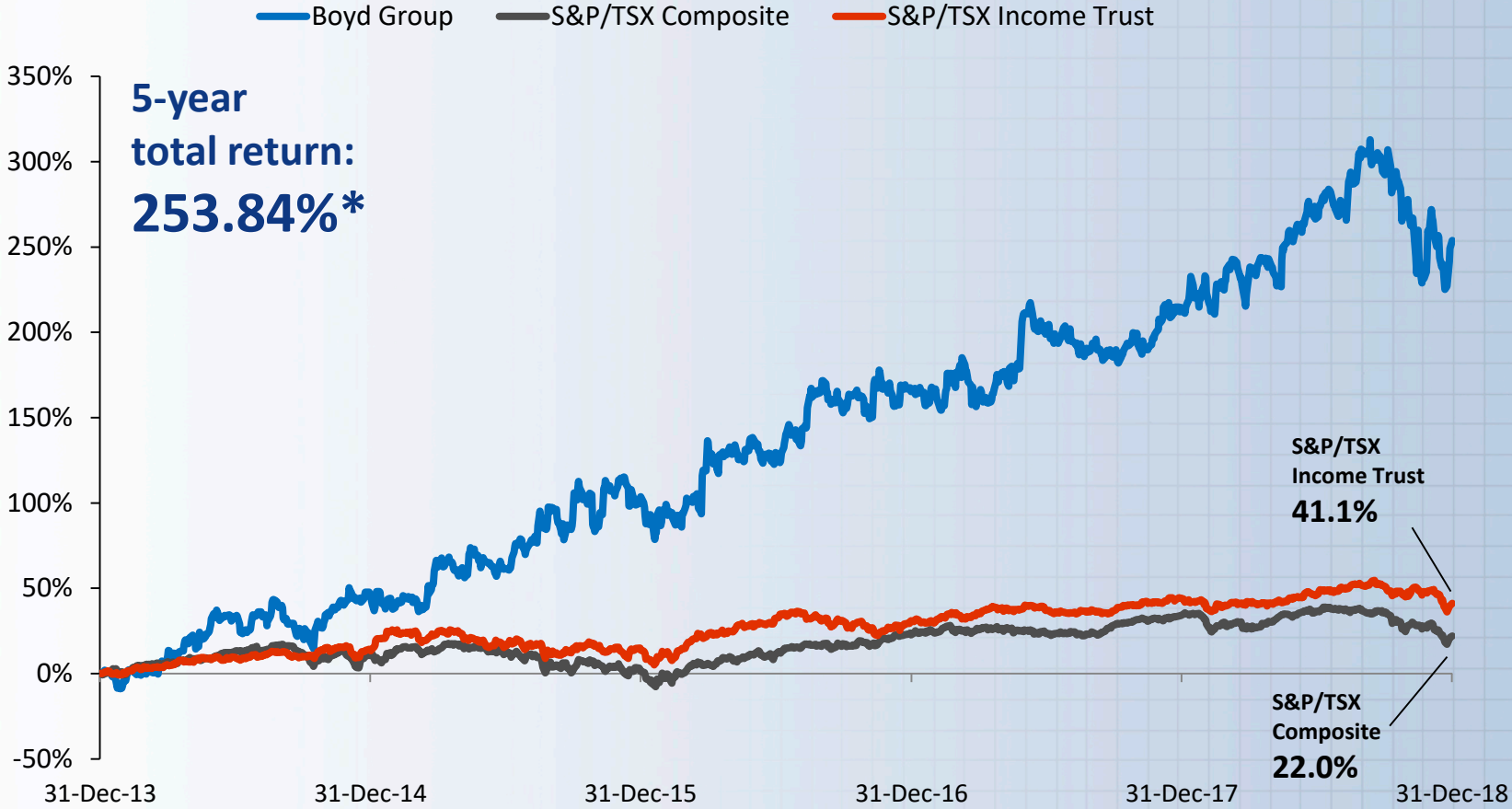
# Distributions

*Annualized distributions have increased by 9.8% since 2014*

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



# Five-year Return to Unitholders



\*Source: Thomson Reuters Eikon. Total return based on reinvestment of dividends.

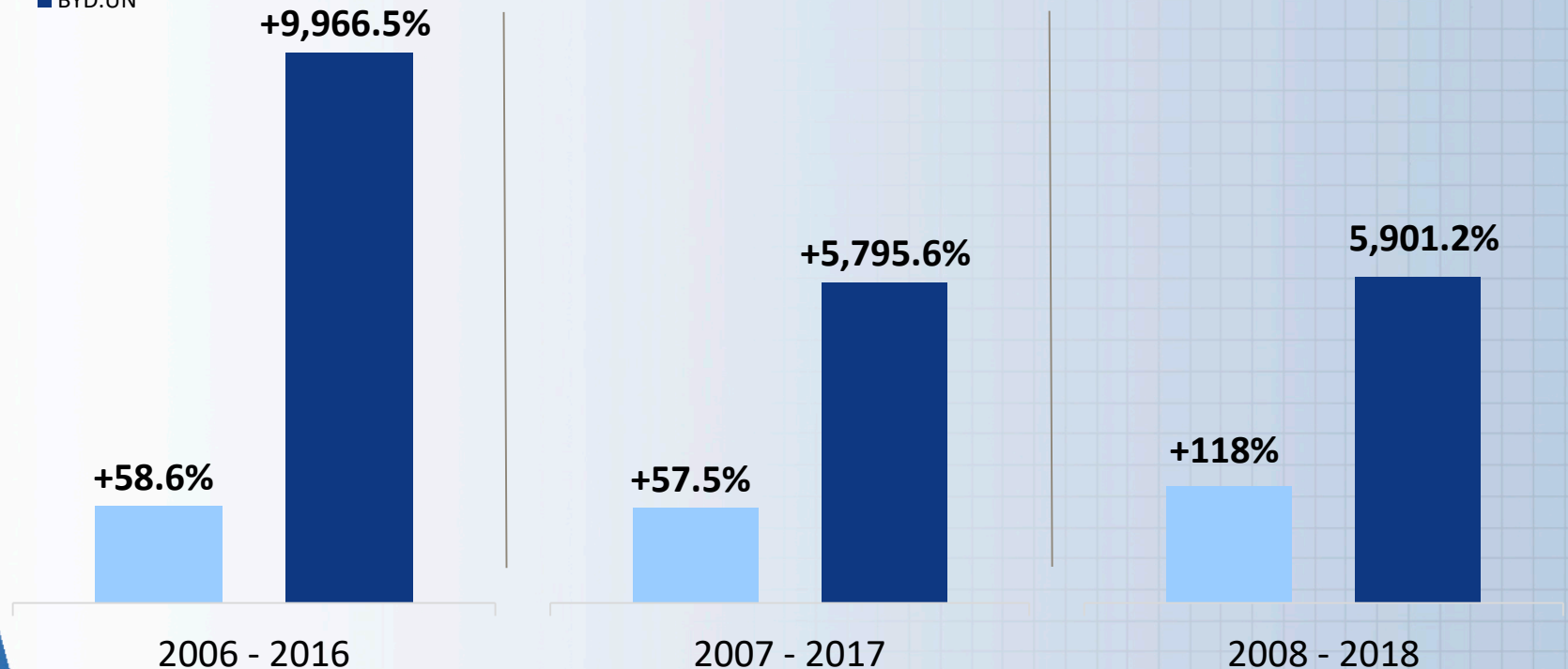


# Delivering long-term value to unitholders

- Best 10-year performance on the TSX in 2015 and 2016
- Second best 10-year performance on the TSX in 2017 and 2018

■ S&P/TSX Composite Index

■ BYD.UN



*\*Source: Thomson Reuters Eikon. Total return based on reinvestment of dividends.*

# Experienced & Committed Management Team



**Brock Bulbuck**

CEO



**Pat Pathipati**

Executive  
Vice-President & CFO



**Tim O'Day**

President & COO

# Outlook

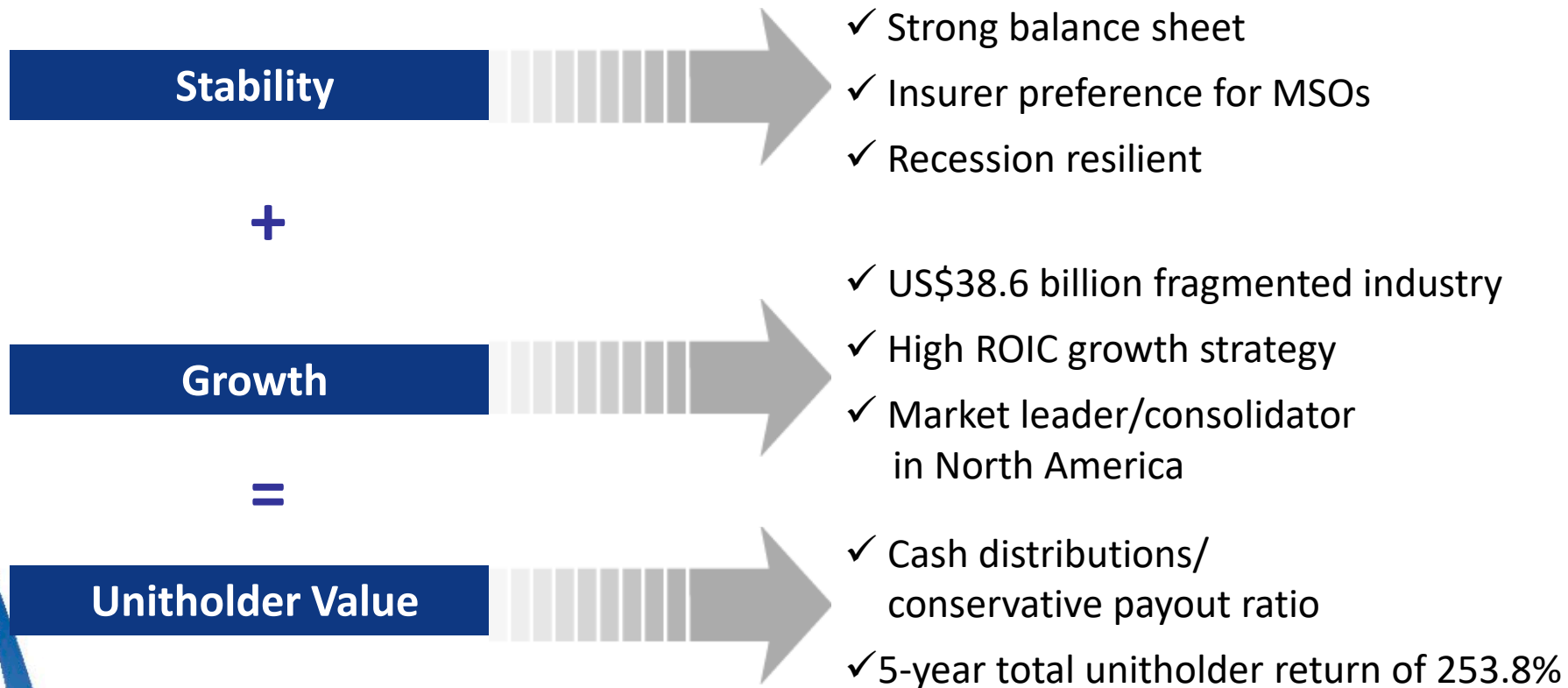
- Increase North American presence through:
  - Drive same-store sales growth through enhanced capacity utilization, development of DRP arrangements and leveraging existing major and regional insurance relationships
  - Acquire or develop new single locations as well as the acquisition of multi-location collision repair businesses
- Margin enhancement opportunities through same-store-sales growth, 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**