

### Investor Presentation November 2018

### **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 forwardlooking statements and related risk factors and uncertainties, please refer to the Boyd Group's interim and annual regulatory filings.



# Capital Markets Profile (as at November 14, 2018)

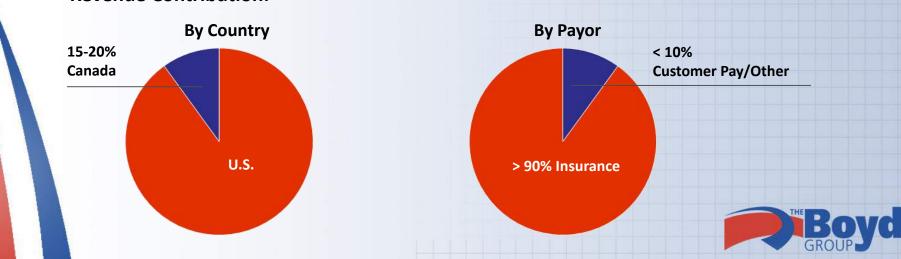
Stock Symbol:	TSX: BYD.UN
Units and Shares Outstanding*:	19.9 million
Price (November 14, 2018):	\$111.77
52-Week Low / High:	\$92.75/\$133.00
Market Capitalization:	\$2,224 million
Annualized Distribution (per unit):	\$0.540
Current Yield:	0.5%
Payout Ratio (TTM**):	7.6%

\*Includes 192,875 exchangeable shares \*\* Trailing twelve months ended September 30, 2018



### **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\$38.0 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**

- 543 company operated collision locations across 25 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

126

locations

#### Canada

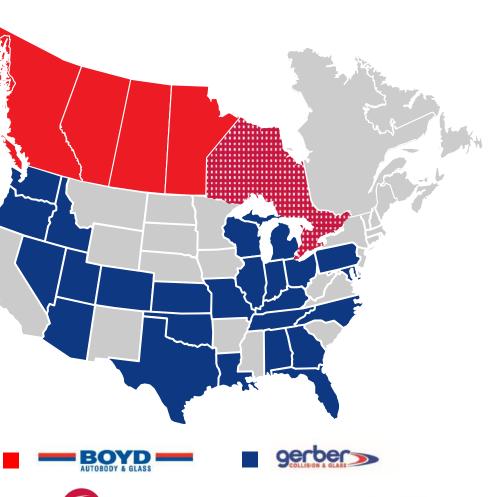
- Ontario (79)
- Alberta (15)
- Manitoba (14)
- British Columbia (14)
- Saskatchewan (4)

#### **U.S**.

### 417 locations

- Florida (61)
- Illinois (58)
- Michigan (47)
- North Carolina (29)
- Indiana (28)
- Ohio (27)
- Washington (27)
- Georgia (26)
- Arizona (20)
- Colorado (19)
- Louisiana (12)
- Maryland (10)

- Oregon (9)
- Tennessee (9)
- Pennsylvania (7)
- Missouri (5)
- Oklahoma (5)
- Utah (5)
- Nevada (4)
- Texas (3)
- Alabama (2)
- Idaho (1)
- Kansas (1)
- Kentucky (1)
- Wisconsin (1)







### **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 HampshireNew York
- North Carolina
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- Tennessee
- Texas
- Utah
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming



UTO GLASS UTHORITY



AUTO GLASSonly.com





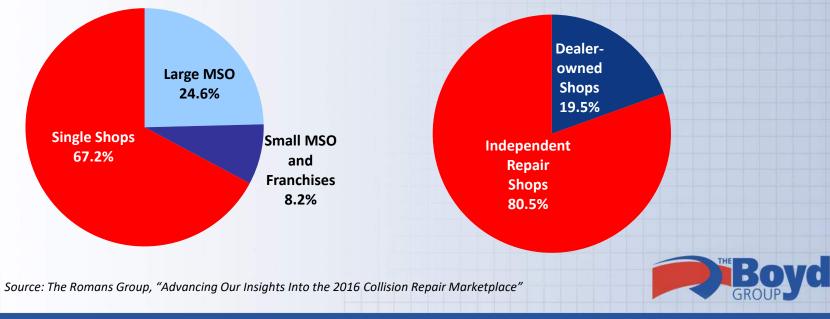


# Market Overview & Business Strategy

## Large, Fragmented Market

#### **U.S. Collision Repair Market**

- Revenue for North American collision repair industry is estimated to be approximately US\$38.0 billion annually (U.S. \$35.7B, CDA \$2.3B)
- 32,400 shops in the U.S.
- Composition of the collision repair market in the U.S.:



### **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 24.7% from late 2007 to 2016, and almost 60% over the past 36 years
- Large multi-shop collision repair operator ("MSO") market share opportunity
  - Large MSOs represented 7.7% of total locations in 2016 and 24.6% of estimated 2016 revenue (up from 9.1% in 2006) in the U.S.
  - 80 MSOs had revenues of \$20 million or greater in 2016
  - The top 10 MSOs together represent 70.5% 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 2016 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 contributed 44% of revenue in 2017
  - Largest customer contributed 14% of revenue in 2017





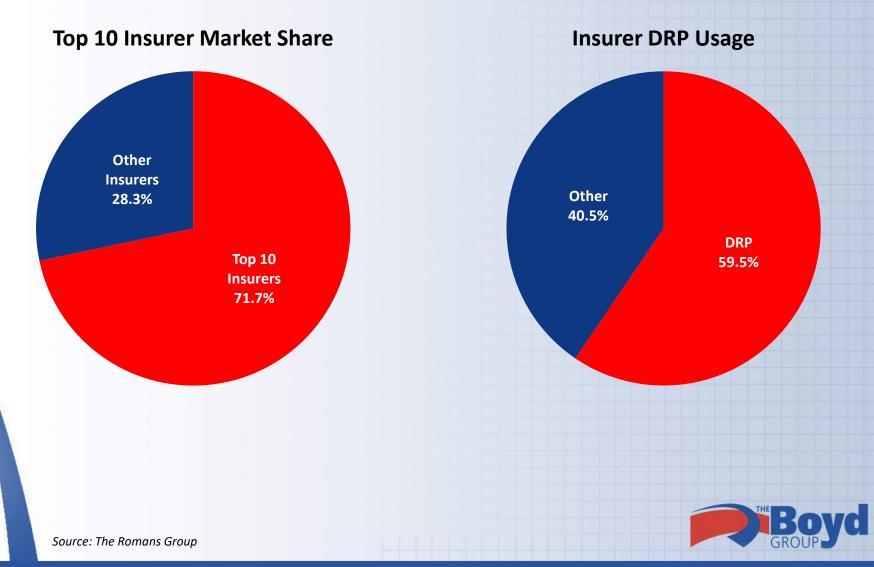








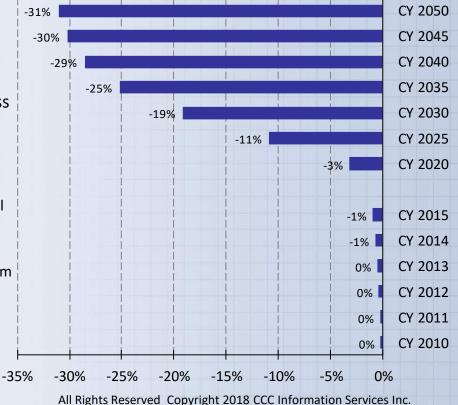
## **Insurer Market Dynamics**



### **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 from increases in ride-share and related increased utilization of registered vehicles
- Large operators could also mitigate market decline by continued market share gains in consolidating industry



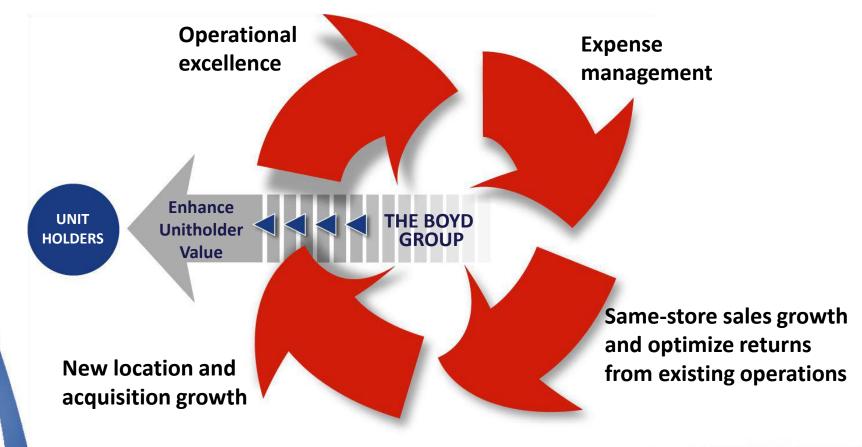


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\*Source: CCC Information Services Inc. *Crash Course 2018*: Updated projection expands the ADAS technology to include systems like lane departure warning, adaptive headlights, and blind spot monitoring, uses HLDI's predictions in regard to the ramp-up 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 – 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

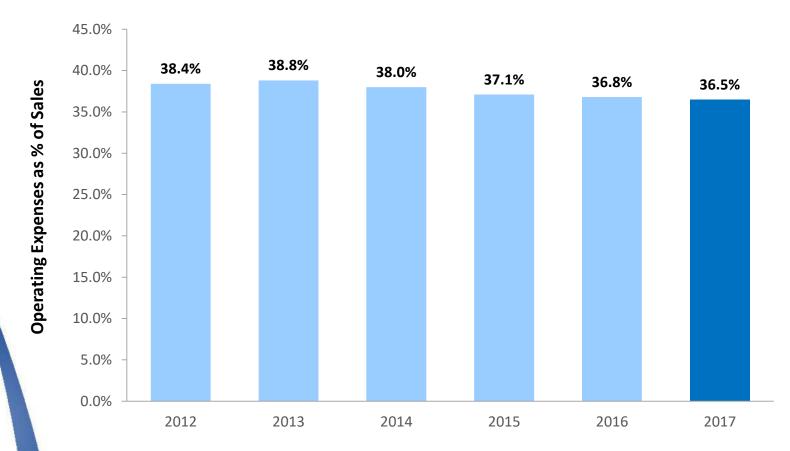






### **Expense Management**

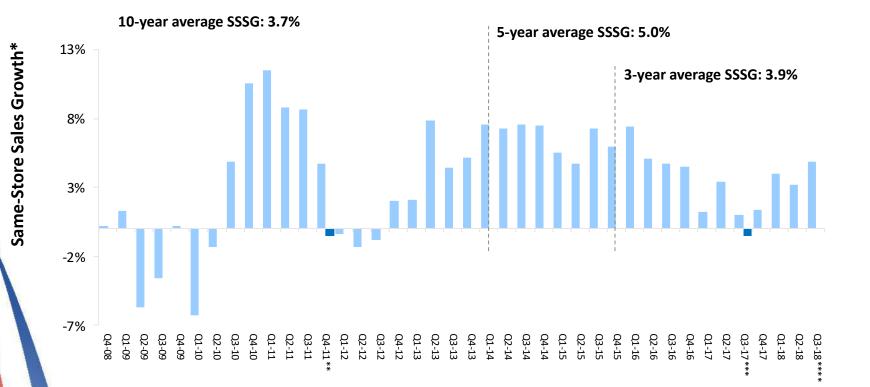
#### Well managed operating expenses as a % of sales





# 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%

\*\*\*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%



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### **Focus on Accretive Growth**

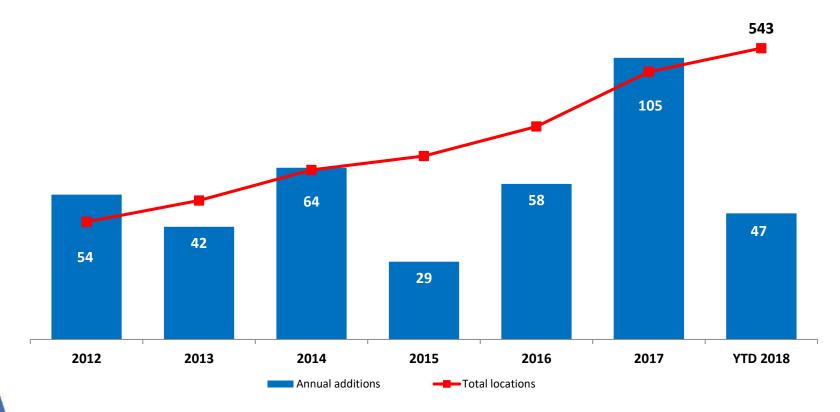
- Goal: double the size of the business during the five-year period ending in 2020\*
- Implied average annual growth rate of 15%:
  - Same-store sales
  - Acquisition or development of single locations
  - Acquisition of multiple-location businesses
- Well-positioned to take advantage of large acquisitions



\*Growth from 2015 on a constant currency basis.



## **Strong Growth in Collision Locations**



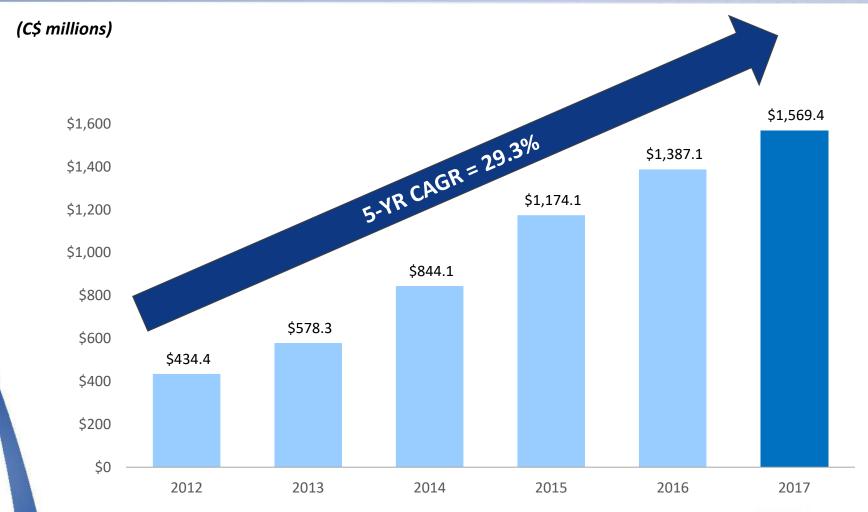
- May 2013: acquisition of Glass America added 61 retail auto glass locations
- March 2016: acquisition of 4 retail auto glass locations





Financial Review

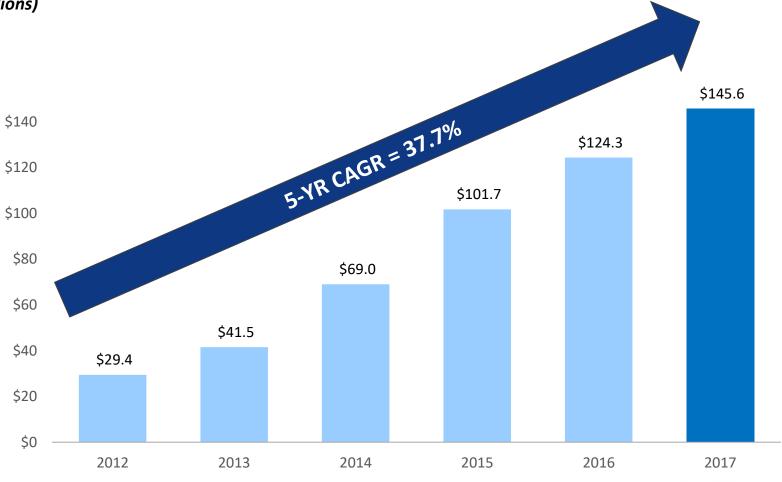
### **Revenue Growth**





## **Adjusted EBITDA Growth**

(C\$ millions)





## **Financial Summary**

	3-months ended		9-months ended	
(C\$ millions, except per unit and percent amounts)	September 30, 2018	<b>September 30</b> , 2017	September 30, 2018	<b>September 30</b> , 2017
Sales	\$459.6	\$391.9	\$1,369.5	\$1,154.8
Gross Profit	\$208.7	\$178.9	\$623.2	\$530.3
Adjusted EBITDA*	\$41.2	\$35.6	\$125.8	\$103.8
Adjusted EBITDA Margin*	9.0%	9.1%	9.2%	9.0%
Adjusted Net Earnings*	\$20.4	\$12.5	\$62.4	\$41.4
Adjusted Net Earnings* per unit	\$1.037	\$0.671	\$3.174	\$2.270
Adjusted Distributable Cash*	\$8.0	\$6.5	\$95.3	\$53.6
Adjusted Distributable Cash* per average unit and Class A common share	\$0.400	\$0.343	\$4.792	\$2.899
Payout Ratio	33.0%	37.2%	8.3%	13.3%
Payout Ratio (TTM)	7.6%	10.8%	7.6%	10.8%

\* Adjusted EBITDA, adjusted net earnings, and adjusted distributable cash are not recognized measures under International Financial Reporting Standards ("IFRS"). See the Fund's Q3 2018 MD&A for more information.

# **Strong Balance Sheet**

(in C\$ millions)	September 30, 2018	December 31, 2017	
Cash	\$51.3	\$47.8	
Long-Term Debt	\$224.8	\$258.0	
Obligations Under Finance Leases	\$8.7	\$8.9	
<b>Net Debt</b> (total debt, including current portion and bank indebtedness, net of cash)	\$182.2	\$219.1	
Net Debt / Adjusted EBITDA (TTM)	1.1x	1.4x	

## **Financial Flexibility**

- Cash of \$51.3 million
- Net Debt to EBITDA TTM ratio of 1.1x
- 5-year committed facility of US\$300 million which can increase to US\$450 million with accordion feature, maturing May 2022
- Over \$400 million in cash and available credit
- Only public company in the industry
  - Access to all capital markets



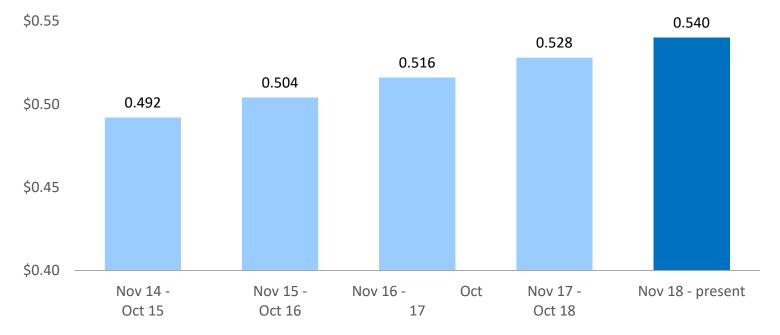
### **U.S. Tax Reform Impact**

- U.S. effective tax rate decreased by 13% after considering state taxes beginning January 1, 2018
- Proforma 2017 (if tax reform was effective January 1, 2017): would have lowered total tax expense (current and deferred) by approximately \$11.0M
- Boyd's low leverage makes interest deductibility limitation very unlikely to impact Boyd unless its leverage increases significantly in the future
- Tax efficiency of the income trust structure is still maintained, however the benefit is reduced due to lower U.S. tax rate
- The Company has rolled out enhancements to benefits for U.S. employees that will be funded by a portion of the tax savings to be realized from U.S. Tax Reform





#### Annualized distributions have increased by 9.8% since 2014

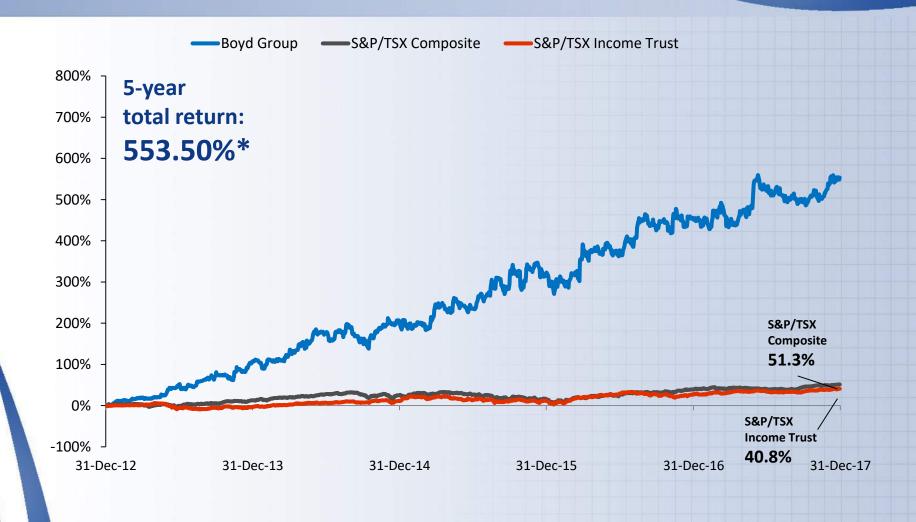


#### Annualized Distribution per Unit (C\$)



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### **Five-year Return to Unitholders**

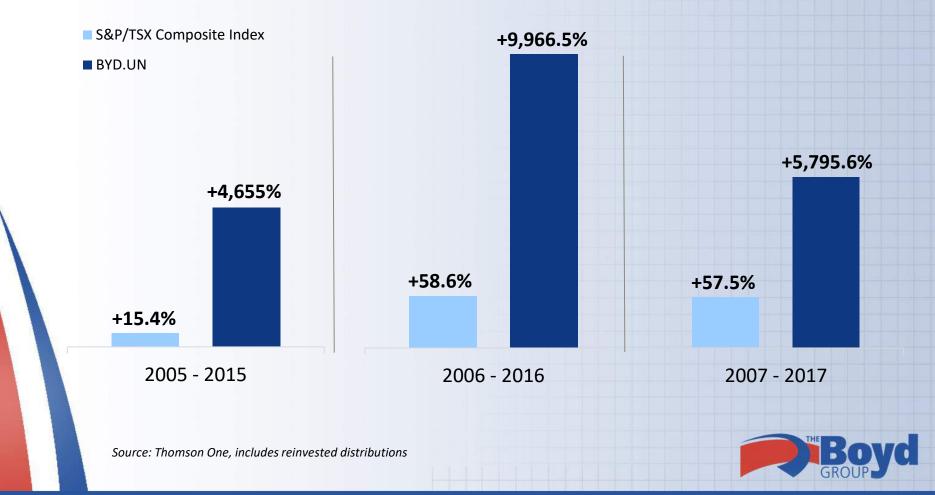


\*Source: Thomson Reuters Eikon. Total return based on reinvestment of dividends.



### **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



# Experienced & Committed Management Team



Brock Bulbuck



Pat Pathipati Executive

Vice-President & CFO



Tim O'Day President & COO



### Outlook

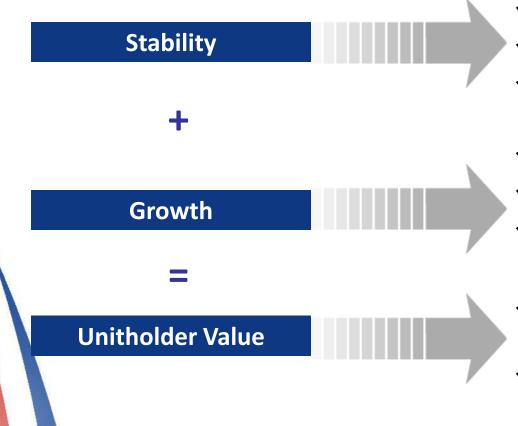
- Increase North American presence through:
  - Drive same-store sales growth through enhanced capacity utilization, development of DRP arrangements and leveraging existing major and regional insurance relationships
  - Acquire or develop new single locations as well as the acquisition of multi-location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



- ✓ Strong balance sheet
- ✓ Insurer preference for MSOs
- ✓ Recession resilient
- ✓ US\$38.0 billion fragmented industry
- ✓ High ROIC growth strategy
- Market leader/consolidator in North America
- ✓ Cash distributions/ conservative payout ratio
- $\checkmark$  5-year total unitholder return of 553.5%

### Focus on enhancing unitholders' value