



# Boyd Group Services Inc.

INVESTOR PRESENTATION

March 2024

# 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 of March 20, 2024)

<b>STOCK SYMBOL</b>	TSX: BYD.TO
<b>SHARES OUTSTANDING:</b>	21.5 million
<b>PRICE (MARCH 20, 2024):</b>	C\$288.03
<b>52-WEEK LOW / HIGH:</b>	C\$201.73/\$324.75
<b>MARKET CAPITALIZATION:</b>	C\$6,184.6 million
<b>ANNUALIZED DIVIDEND (PER SHARE):</b>	C\$0.600
<b>CURRENT YIELD:</b>	0.21%

# 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 \$47.6 billion market
- Third-largest retail auto glass operator in the U.S.
- Only public company solely focused on auto collision and glass repair in North America
- Recession-resilient industry



# Integrated Operations

Our objective is to strategically expand our footprint to meet carrier and consumer needs with locations that offer our integrated collision, glass and calibration services.

## COLLISION REPAIR



900+ collision repair facilities throughout North America

## AUTO GLASS REPAIR



Auto glass repair, replacement and calibration solutions across 37 U.S. states

## SCANNING & ADAS CALIBRATION



Flexible mobile business to meet ADAS scanning and calibration needs across the industry

## AUTO GLASS CLAIM SERVICES



Nationwide claim services through a network of company-owned and independent service providers

## ROADSIDE & TOWING SERVICES

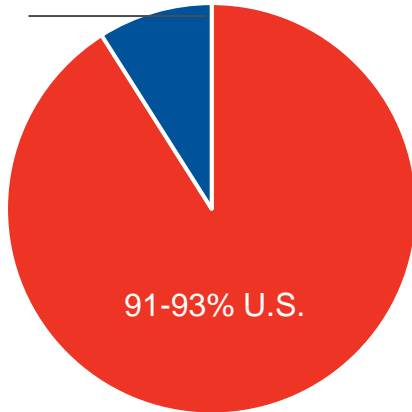


Roadside Assistance and Towing Services with advanced technology and customer service

# Revenue Contribution

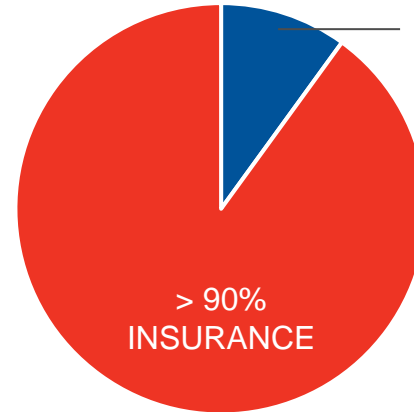
## BY COUNTRY

7-9%  
CANADA



## BY PAYOR

< 10%  
CUSTOMER  
PAY/OTHER



# Collision Operations

- 942 company-operated collision locations across 33 U.S. states and 5 Canadian provinces
- Operate full-service repair centers offering collision repair, glass repair, replacement services and calibration services
- Strong relationships with insurance carriers
- Process improvement initiatives, including the expansion of the WOW Operating Way practices to corporate business processes
- Workforce initiatives, such as the Technician Development Program



# North American Collision Repair Footprint

## CANADA

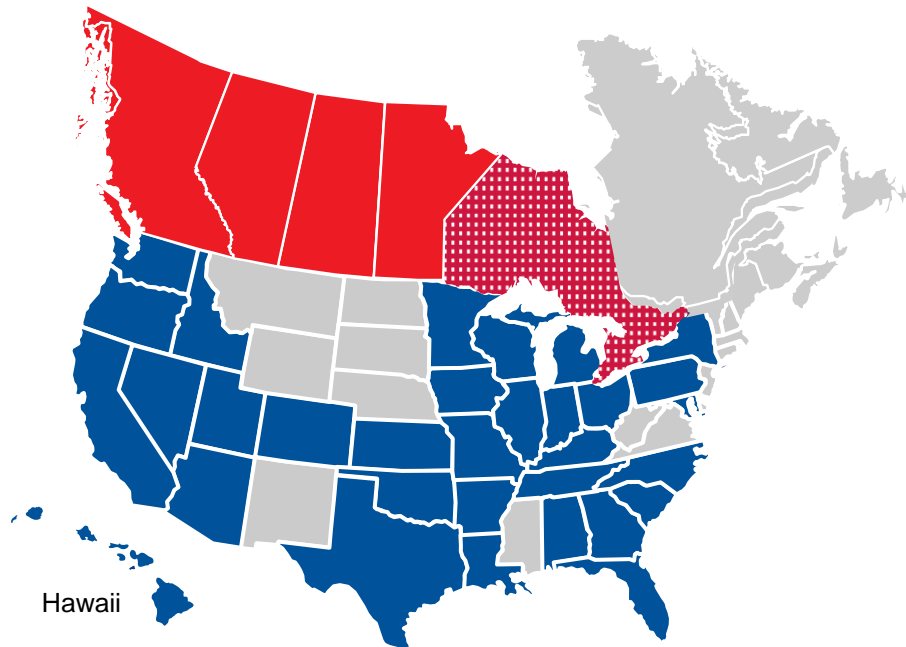
129 LOCATIONS

- Ontario (82)
- Alberta (16)
- British Columbia (14)
- Manitoba (13)
- Saskatchewan (4)

## U.S.

813 LOCATIONS

- |                       |                       |                     |
|-----------------------|-----------------------|---------------------|
| • Florida (77)        | • Ohio (34)           | • Oregon (11)       |
| • Michigan (76)       | • Oklahoma (27)       | • Pennsylvania (11) |
| • Illinois (66)       | • Arizona (25)        | • Alabama (10)      |
| • California (49)     | • Louisiana (23)      | • Nevada (8)        |
| • New York (42)       | • Colorado (22)       | • Hawaii (6)        |
| • Washington (39)     | • South Carolina (19) | • Kentucky (6)      |
| • Georgia (38)        | • Maryland (13)       | • Utah (6)          |
| • Wisconsin (37)      | • Missouri (13)       | • Iowa (5)          |
| • Texas (37)          | • Minnesota (13)      | • Arkansas (3)      |
| • North Carolina (36) | • Tennessee (12)      | • Nebraska (3)      |
| • Indiana (34)        | • Kansas (11)         | • Idaho (1)         |



Note: The above numbers include 33 intake locations.





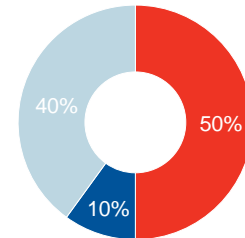
# Industry Overview of Glass Operations



- Boyd is one of the top 3 in the U.S. market and all the top 3 players also operate in the collision repair space.
- Auto windshield repair services industry has one dominant player with 50% of the market and operates globally in a highly fragmented US\$6.5 billion market in 2022 (Source: Auto Windshield Repair Services, Industry report 2022, IBISWorld).
- The introduction of advanced driver assistance systems (ADAS) and increased vehicle complexity represents a mega-trend shifting the traditional auto glass repair, replacement and ADAS recalibration (AGRRC) industry paradigm.
- The increased cost to replace a windshield and recalibrate the vehicle's front-facing camera system is leading to a larger share of replacements exceeding the typical insurance deductible, resulting in a trend to a smaller consumer pay market and an increase in insurance pay.
- The need to perform static ADAS recalibration services within an enclosed facility is diminishing the overall mix of mobile versus in-shop repairs.

## Transaction Funding

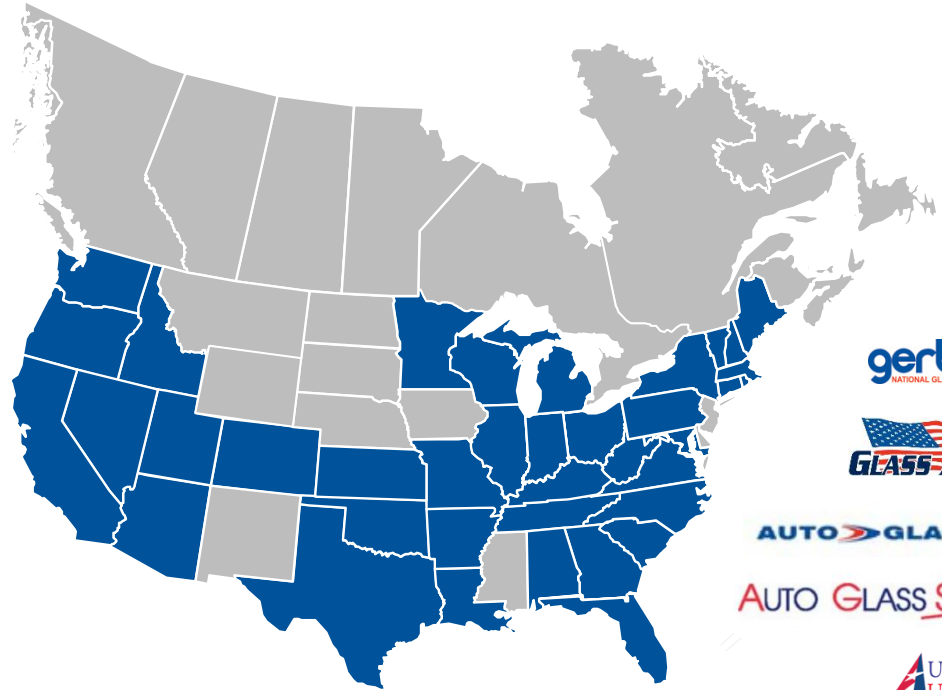
- Insurance
- Commercial/Fleet
- Consumer Cash



# North American Glass Footprint

## U.S.

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

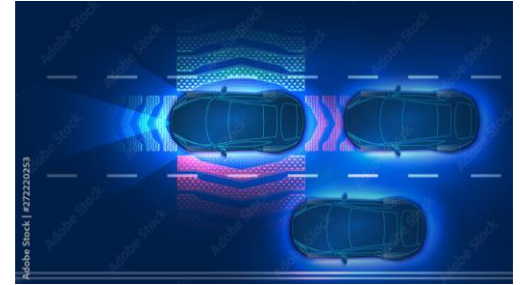


Note: TPA business provides glass services in the balance of the 50 states through affiliated glass providers.

# Advanced Driver Assistance Systems (ADAS)

ADAS refers to automotive safety features that use advanced technology including cameras and other sensors to provide safety warnings and, in some cases, even assist the driver in braking or steering to avoid dangerous situations for drivers, passengers and pedestrians.

- Anytime a sensor, mounting bracket, or body component is moved, removed or replaced, sensor calibration must occur.
- Diagnostic Scans, OEM Service Information and technician experience identify when a system must be calibrated.
- Calibration confirms the alignment and functioning of ADAS as designed.
- When it comes to driver assistance systems, even the smallest error can have dangerous implications. The industry must educate, train, and equip repair shops to make proper repairs.



# Repairing complex parts now requires more diagnostic scans and calibrations

## SCANNING

- The number of appraisals that include additional dollars associated with vehicle diagnostic scan operations has also increased.
- 52% of vehicles receive a scan at an average amount of \$110-\$120.

## CALIBRATION

- The number of appraisals that include additional dollars associated with vehicle calibration operations has also increased.
- 12% of vehicles receive a calibration at an average amount of \$350 compared to average cost of repair of \$4,500.

Source: CCC Crash course, 2023

# U.S. Industry Technician Demand and Supply

- Unfilled positions from 2022 carried over to 2023 were 19,114 for automotive and collision technicians.
- Retirements and other departures in 2022 were approximately 4.3% for collision technicians and 3.5% for automotive technicians compared to 4.8% for the entire U.S. labor force.
- Approximately 9,725 students graduated in 2022 after completing automotive and collision programs from post-secondary institutions.



Source: Transportation Technician Supply and Demand 2023- TechForce Foundation

# Our People Strategy



## Talent Attraction

- Regular review of compensation framework to ensure we offer competitive compensation and benefits



## Retention

- Building internal talent capabilities
- Employee engagement programs like launching the employee engagement survey and action plans
- Inclusion, Diversity and Equity (ID&E) programs like ID&E training and education and operating Employee Resource Groups



## Development

- Technician development program
- I-CAR® training initiatives
- Implementing a leadership development training program

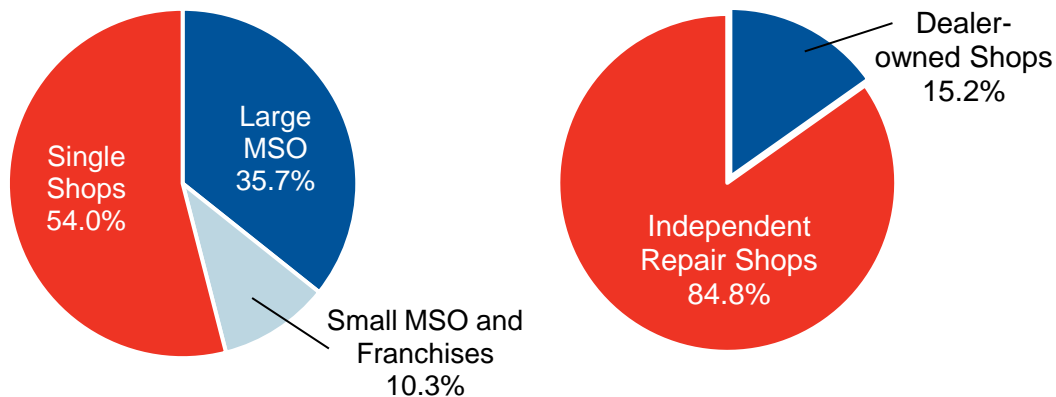
# Market Overview & Business Strategy

# Large, Fragmented Market

## U.S. COLLISION REPAIR MARKET

- Revenue for North American collision repair industry is estimated to be approximately US\$47.6 billion annually (U.S. \$44.8B, Canada \$2.8B)
- 31,000 shops in the U.S., 4,025 shops in Canada

## COMPOSITION OF THE COLLISION REPAIR MARKET IN THE U.S.





# Evolving Collision Repair Market

## LARGE MULTI-SHOP COLLISION REPAIR OPERATOR (“MSO”)\* MARKET SHARE OPPORTUNITY

- The top 3 consolidators represent a 22.5% share of collision repair revenue in 2022 as compared to 18.4% in 2021 and only 1.7% in 2006
- The top 3 consolidators together represent 49.3% of revenue of large MSOs
- 99 MSOs had revenues of \$20 million or greater in 2022
- MSOs benefit from
  - Standardized processes
  - Integration of technology platforms
  - Expense reduction through large-scale supply chain management
  - Deep insurance carrier relationships

# Strong Relationships with Insurance Companies through DRPs

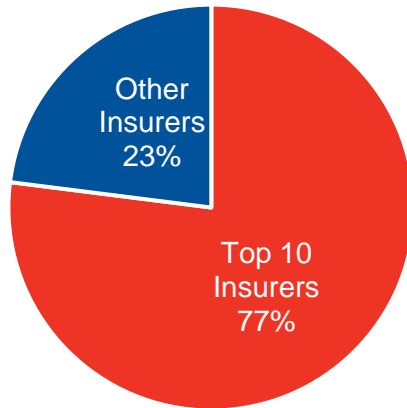
- Direct Repair Programs (“DRPs”) are established between insurance companies and collision repair shops to better manage auto repair claims and the level of customer satisfaction
- Auto insurers utilize DRPs for a growing percentage of collision repair claims volume
- Growing preference among insurers 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
  - Large MSOs can provide support to reduce insurance carrier loss adjustment expense, including single point of contact and estimate review service

## BOYD’S RELATIONSHIP WITH INSURANCE CUSTOMERS

- Top 5 largest customers contributed 53% of revenue in 2023
- Largest customer contributed 19% of revenue in 2023
- Boyd has programs to deliver value to Insurance Companies

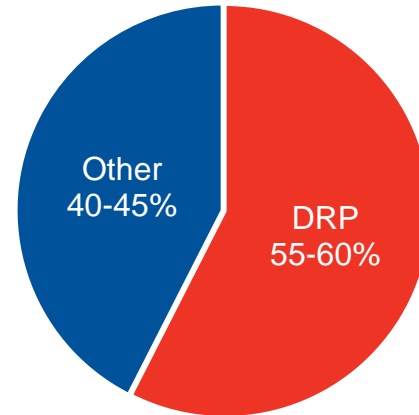
# Insurer Market Dynamics

## TOP 10 INSURER MARKET SHARE (U.S.)



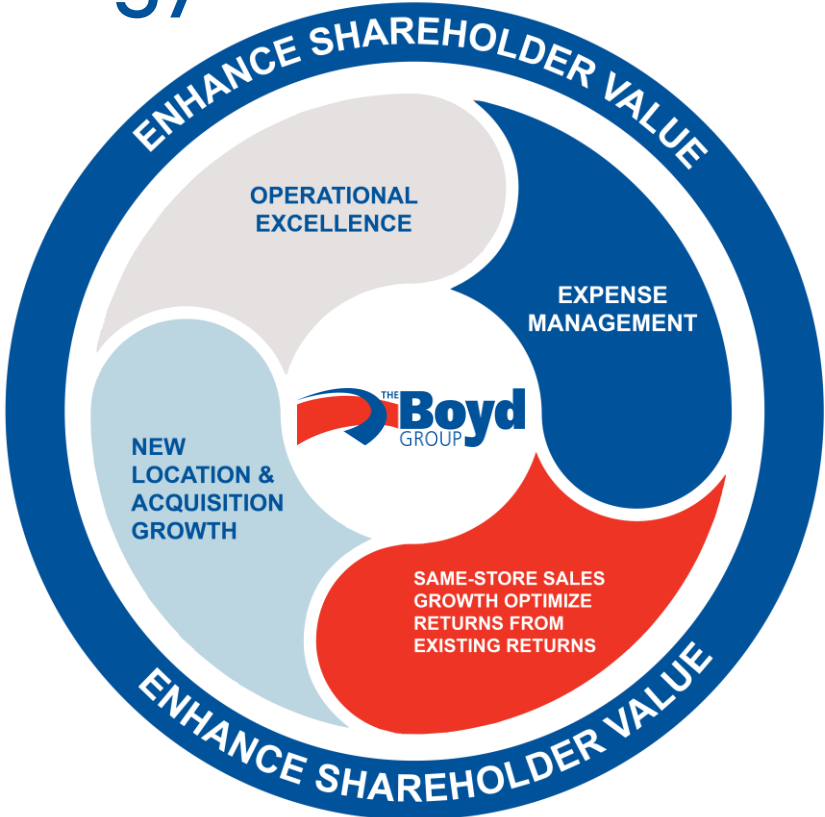
Source: National Association of Insurance Commissioners

## INSURER DRP USAGE



Source: The Romans Group, 2023

# Business Strategy



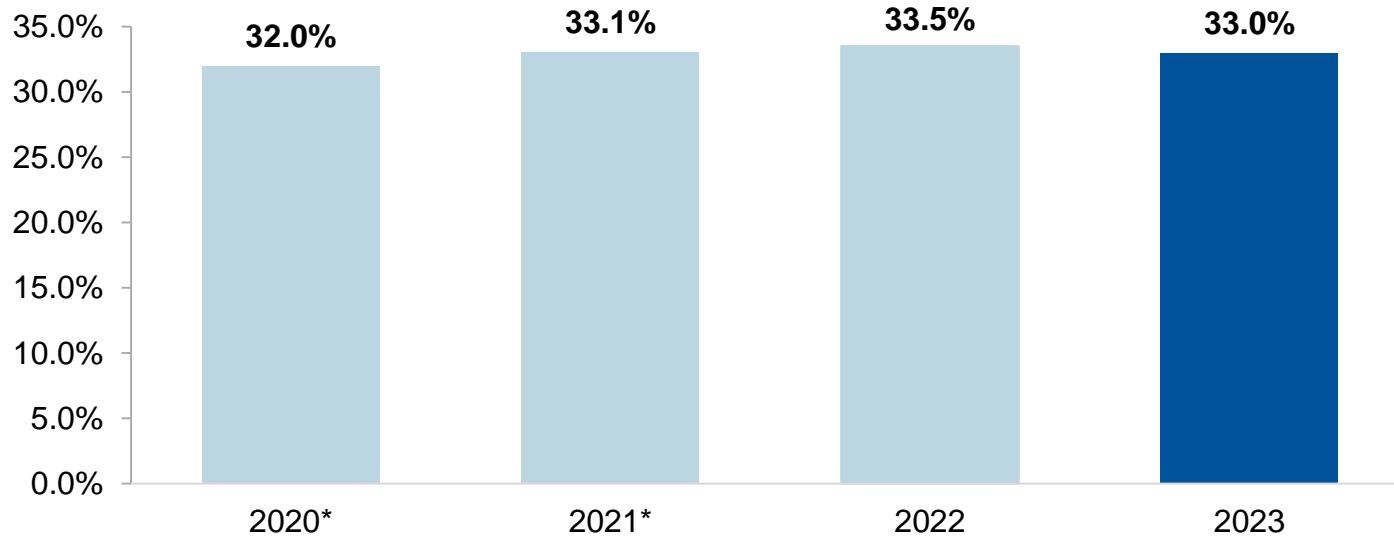
# Operational Excellence

- 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 technician training
- Industry leader in OE Certifications



# Expense Management

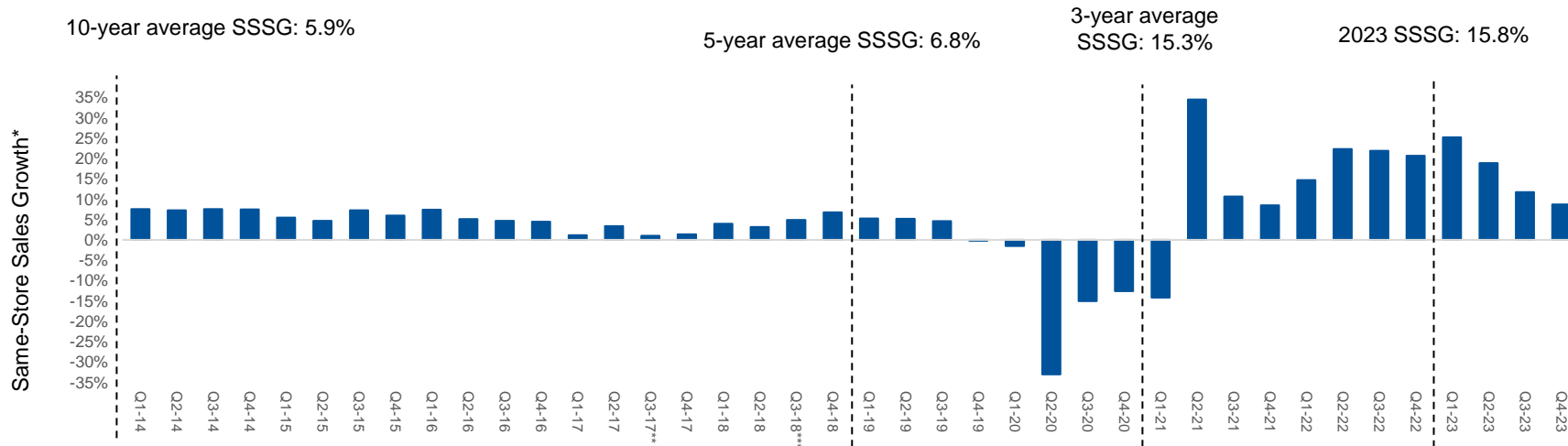
## OPERATING EXPENSES AS A % OF SALES



\*Operating expenses benefited from the Canada Emergency Wage Subsidy in the amount of approximately \$5.8 million in 2021 and \$7.4 million in 2020, which helped mitigate incremental COVID-19 indirect wage costs.

# SSSG - Optimizing Returns From Existing Operations

## SAME-STORE SALES INCREASES IN 34 OF 40 MOST RECENT QUARTERS



\* 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 20, 2024) for the period ended December 31, 2023.

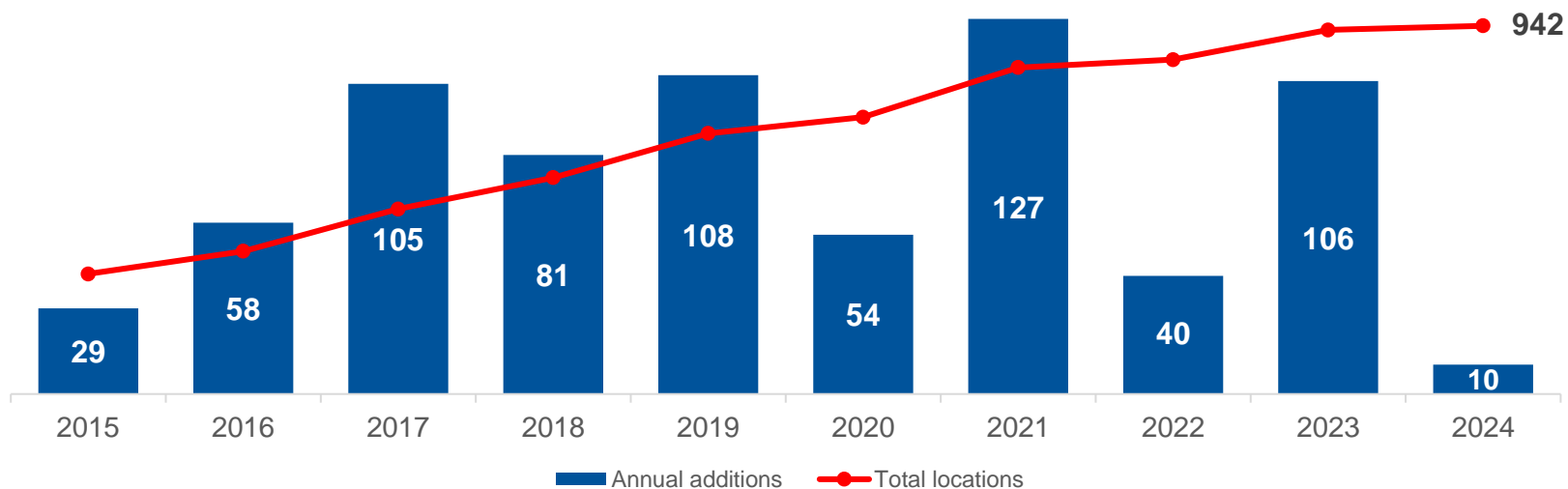
# Focus on Accretive Growth

- 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



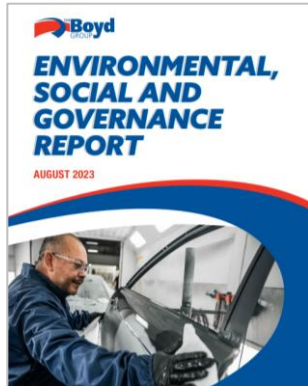
\*Results for 2020 were severely impacted by the COVID-19 Pandemic

\*\*During 2022, Boyd focused on addressing the labor shortage for the core business.

# Environmental, Social and Governance (“ESG”)

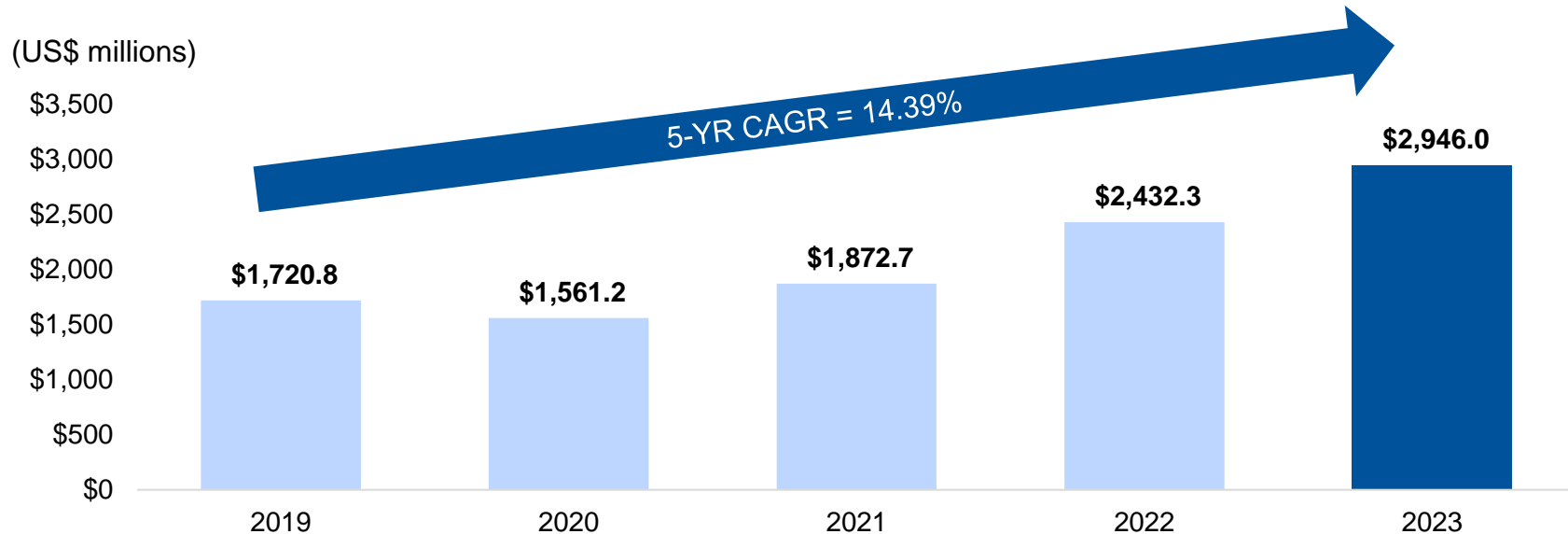
**SECOND ANNUAL ENVIRONMENT,  
SOCIAL AND GOVERNANCE REPORT  
PUBLISHED IN AUGUST 2023**

- Shows excellent strides in advancing ESG goals and ambitions



# Financial Review

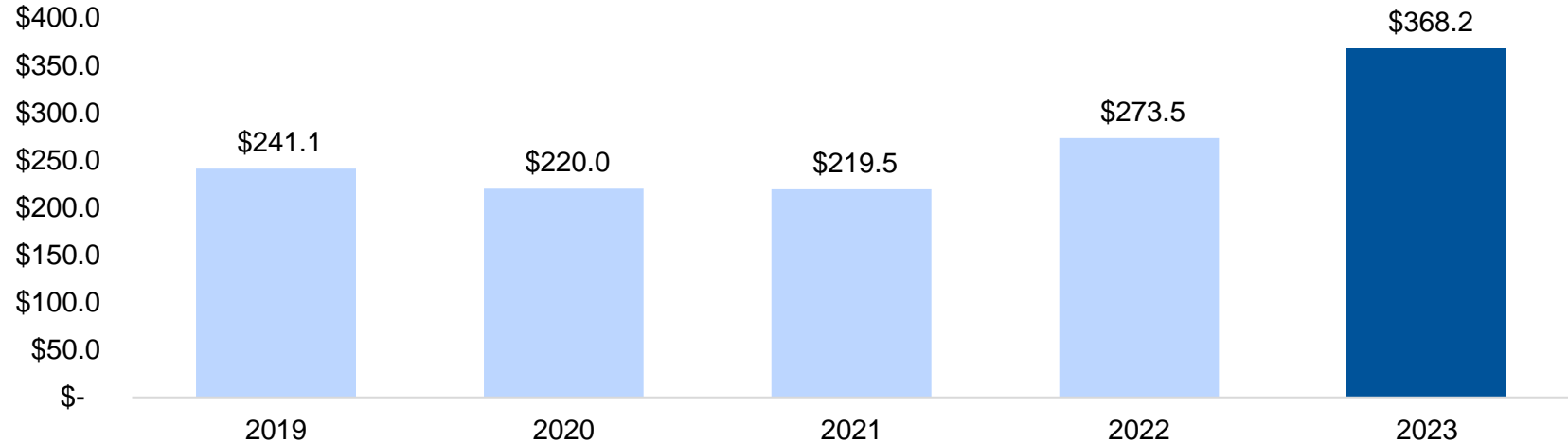
# Revenue Growth



# Adjusted EBITDA

(US\$ millions)

Annualized Growth of 11.17%



\*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 20, 2024) for the period ended December 31, 2023.

# Q4 2023 Financial Summary

**IN US\$ MILLIONS**  
(except per share and % amounts)

	3 months ended		12 months ended	
	Dec 31, 2023	Dec 31, 2022	Dec 31, 2023	Dec 31, 2022
<b>Sales</b>	\$740.0	\$637.1	\$2,946.0	\$2,432.3
<b>Gross Profit</b>	\$336.5	\$282.1	\$1,340.1	\$1,087.3
<b>Adjusted EBITDA*</b>	\$94.2	\$74.7	\$368.2	\$273.5
<b>Adjusted EBITDA Margin*</b>	12.7%	11.7%	12.5%	11.2%
<b>Adjusted Net Earnings*</b>	\$20.0	\$14.6	\$89.7	\$42.4
<b>Adjusted Net Earnings* per share</b>	\$0.93	\$0.68	\$4.18	\$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 20, 2024) for the period ended December 31, 2023. A copy of Boyd's MD&A filing (dated March 20, 2024) for the period ended December 31, 2023, can be accessed via the SEDAR+ website ([www.sedarplus.ca](http://www.sedarplus.ca))

# Liquidity and Capital Resources

IN US\$ MILLIONS

	Dec 31, 2023	DEC 31, 2022
Cash	\$22.5	\$15.1
Long-Term Debt	\$421.7	\$360.2
Net Debt before lease liabilities (total debt, including current portion and bank indebtedness, net of cash)	\$399.2	\$345.1
Lease liabilities	\$715.3	\$617.9
Total debt, net of cash	\$1,114.5	\$963.0
Net Debt before lease liabilities / Adjusted EBITDA (adjusted for property lease payments)	1.7x	2.2x

\*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 20, 2024) for the period ended December 31, 2023.

# Financial Flexibility



Net Debt to EBITDA TTM ratio of 1.7x



Over US\$550 million in cash and available credit, subject to EBITDA performance



Only public company in the industry:  
access to all capital markets

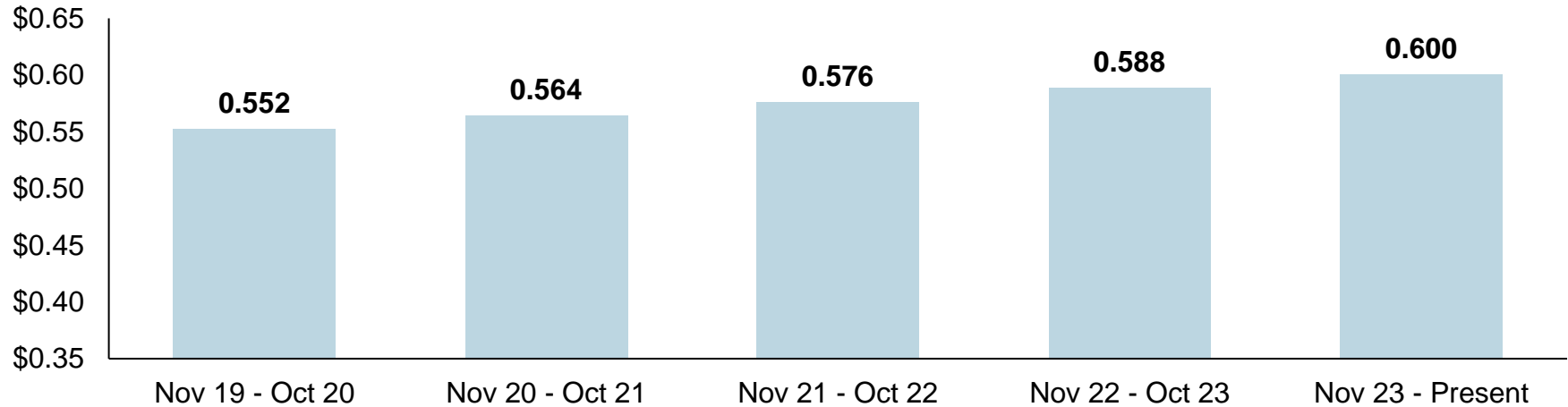
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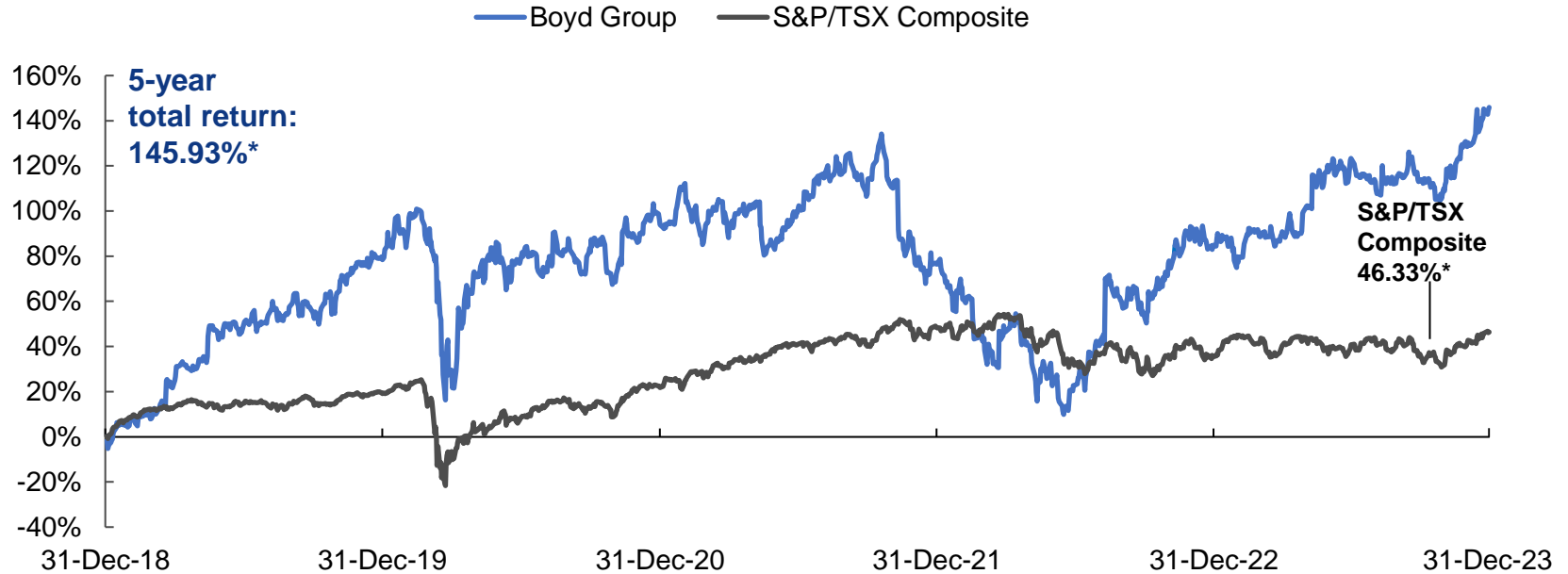
# Dividends

**ANNUALIZED DIVIDENDS HAVE INCREASED BY 8.7% SINCE 2019**

Annualized Dividend per Share (C\$)



# Five-year Return to Shareholders



# Consistent Top Ten TSX Performer

	TSX PERFORMANCE RANKING	BOYD RETURNS	S&P/TSX COMPOSITE INDEX RETURNS
2005-2015	#1	+4,655.0%	+30.0%
2006-2016	#1	+9,966.5%	+58.6%
2007-2017	#2	+5,795.6%	+57.5%
2008-2018	#2	+5,901.2%	+118.0%
2009-2019	#2	+4,236.0%	+163.2%
2010-2020	#2	+3,786.0%	+105.8%
2011-2021	#9	+1,636.3%	+57.9%
2012-2022	#7	+1,278.0%	+55.9%
2013-2023	#5	+1,739.2%	+57.5%

# Experienced & Committed Management Team



**TIMOTHY O'DAY**

**President & CEO**  
30+ Years of Experience

- Previous Experience:**
- Gerber Collision & Glass
  - Midas International
  - Globe Glass & Mirror Co.



**JEFF MURRAY**

**Executive Vice President & CFO**  
20+ Years of Experience

- Previous Experience:**
- Ernst & Young LLP



**BRIAN KANER**

**Executive Vice President & COO Collision**  
20+ Years of Experience

- Previous Experience:**
- Pep Boys & Icahn Automotive Services
  - Sears Holding Corporation
  - Stanley Black & Decker Inc.
  - GE Plastics



**KIM MORIN**

**Vice President & Chief Human Resources Officer**  
25+ Years of Experience

- Previous Experience:**
- Greencore
  - Sensient Technologies
  - Exel / DHL Supply Chain
  - Saskatchewan Department of Justice



**JASON HOPE**

**Chief Corporate Development Officer**  
20+ Years of Experience

- Previous Experience:**
- Brooks International
  - Bank of America
  - United States Marine Corps



**CREIGHTON WARREN**

**Chief Information Officer**  
30+ Years of Experience

- Previous Experience:**
- TreeHouse Foods
  - USG Corporation
  - Burwood Group
  - Commerx
  - Heller Financial
  - Accenture



**JOHN F. WYSEIER**

**Chief Operating Officer (Glass)**  
20+ Years of Experience

- Previous Experience:**
- PPG Industries
  - LYNX Services
  - The CEI Group
  - Pittsburgh Glass Works

# Summary

## FOCUS ON ENHANCING SHAREHOLDERS' VALUE

### STABILITY



### GROWTH



### SHAREHOLDER VALUE

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

- ✓ US\$47.6 billion fragmented industry
- ✓ High ROIC growth strategy
- ✓ Market leader/consolidator in North America

- ✓ Cash dividends/conservative payout ratio
- ✓ 5-year total shareholder return of 145.93%



THE **Boyd**  
GROUP

**gerber**  
COLLISION & GLASS

**BOYD**  
AUTOBODY & GLASS

**Assured**  
COLLISION REPAIR PROFESSIONALS

**GLASS AMERICA**  
The Best in Auto Glass

**gerber**  
NATIONAL CLAIM SERVICES

**mas**  
mobile auto solutions