



Boyd Group Services Inc.

INVESTOR PRESENTATION

March 2026

Forward-Looking Statement

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 here in 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.

2025 FINANCIAL HIGHLIGHTS

\$3.1B Revenue

\$376M Adjusted EBITDA¹

\$2.78 Adjusted EPS¹

GROWTH OPPORTUNITY

Boyd is the 2nd largest independent operator in the highly fragmented ~\$50B collision repair industry with only 8% market share²

² Source: The Romans Group LLC

LONG-TERM GROWTH AND MARGIN GOALS

3-5% Average Annual SSSG¹

5-7% Avg Annual New Location Growth

14%+ Adj EBITDA Margin¹

BYD
TSX

BGSI
NYSE

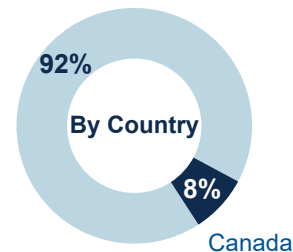
16,000+
Employees

1,300+
Locations

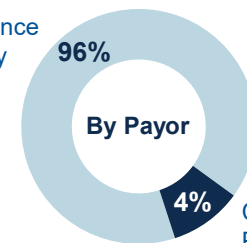


REVENUE CONTRIBUTION³

U.S.



Insurance Pay



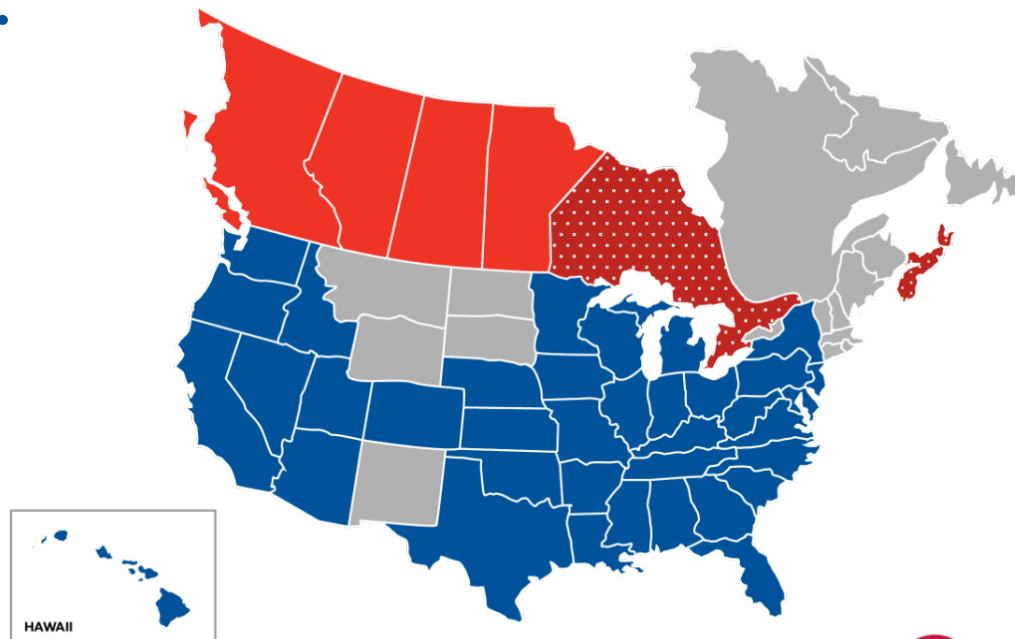
Customer Pay

³ As of December 31, 2025

Leading Player in the North American Collision and U.S. Glass Industries

- The second largest collision repair operator in North America with locations across 37 U.S. states and 6 Canadian provinces
- A top three player in the U.S. retail glass industry, with a presence in 39 U.S. states
- Operates full-service repair centers providing collision repair, glass repair, replacement services and calibration services for all major insurance carriers
- Maintains a strong commitment to operational excellence through the WOW Operating Way, the Technician Development Program and Project 360

Boyd Group's Collision Location Footprint

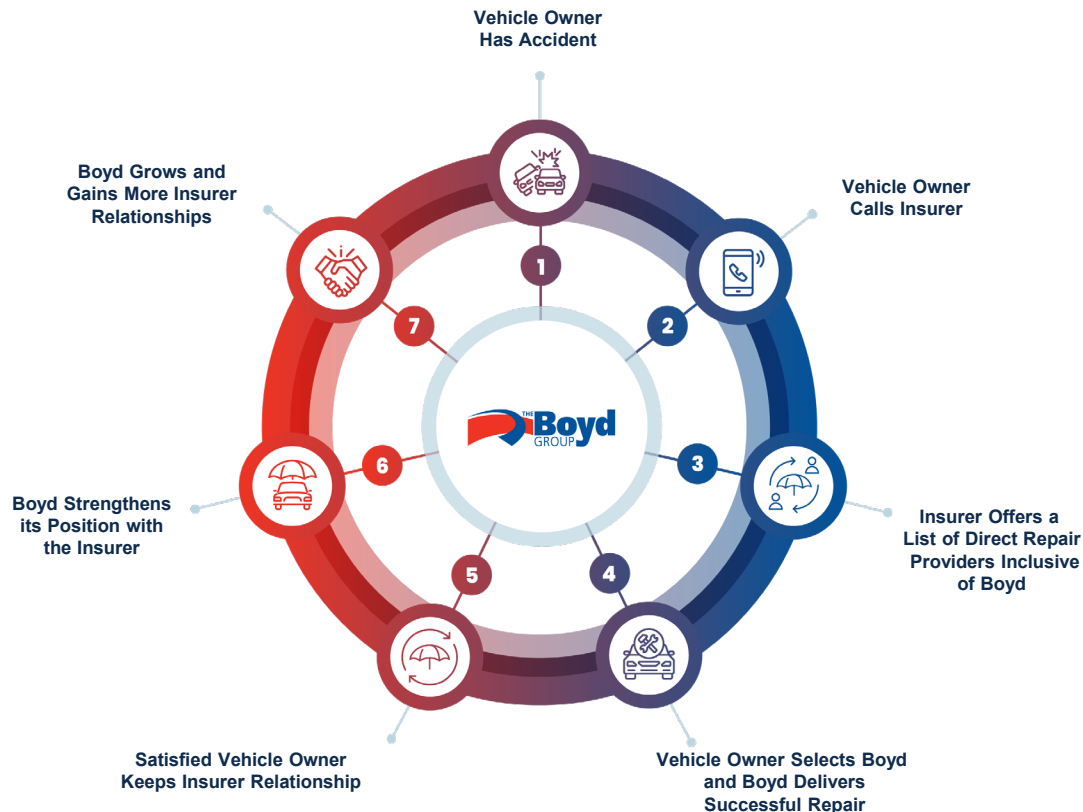


A Trusted Partner to Insurance Customers

- 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
- Insurance carriers are using DRPs for an increasing share of collision repair claims volume and growing partnerships focused on multi-location operators
- Boyd is well-positioned on these DRP trends with all major insurers and most regional insurers
 - 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 54% of revenue in 2025
- Largest customer contributed 19% of revenue in 2025





A Commitment to Operational Excellence

Best-in-Class Service Provider

- Average cost of repair
- Cycle time
- Customer service
- High-quality repairs
- Integrity in every interaction

WOW Operating Way

- A standardized operating model that drives consistent, high-quality performance across all collision locations
- Introduced in 2014 and fully embedded into our culture and daily operations
- Expanded in 2025 to enhance customization and alignment with insurance carrier specifications

Company-Wide Diagnostic Repair Scanning and Calibration Technology

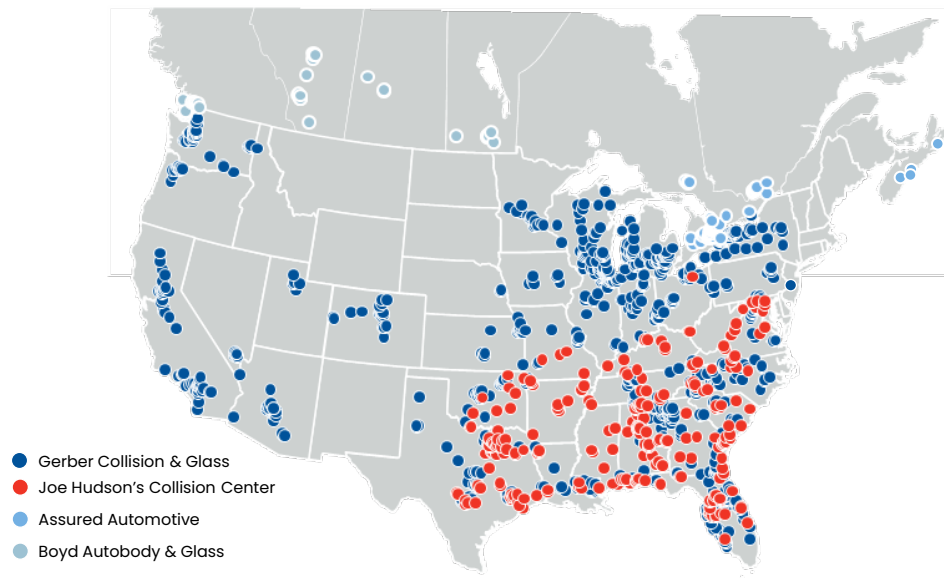
I-CAR Gold Class Facilities

Industry Leader in Technician Training Through the Technician Development Program

Joe Hudson's Acquisition: Accelerating Boyd's Scale, Density & Market Leadership

- Solidifies Boyd's leadership position in the highly fragmented North American collision industry
- Expands Boyd's collision footprint by ~25% through the addition of 258 highly complementary locations and establishes a leadership position in the growing U.S. Southeast market
- Enhances profitability through increased scale and regional density across the combined Boyd and Joe Hudson's networks, unlocking \$35-\$45 million in expected annualized synergies
- Strengthens Boyd's value proposition to insurance carriers through expanded coverage, increased capacity and stronger local market density

BUILDING DENSITY ACROSS THE US SOUTHEAST



Synergies + Store Maturation Unlocks Meaningful Adj EBITDA Upside Potential

SYNERGIES:
~\$35-\$45M



STORE MATURATION:
~\$24M IN ADJUSTED EBITDA

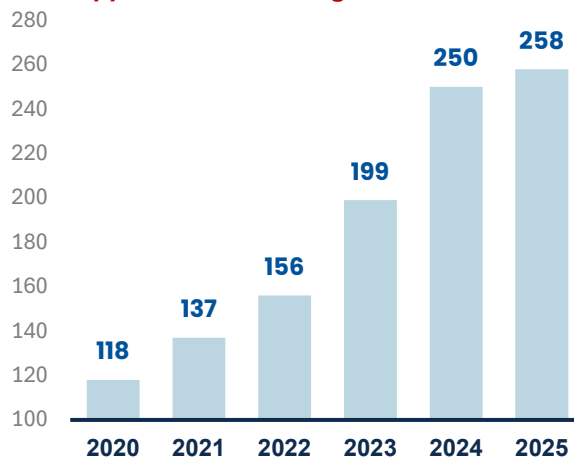


**MEANINGFUL ADJUSTED EBITDA
UPSIDE POTENTIAL**

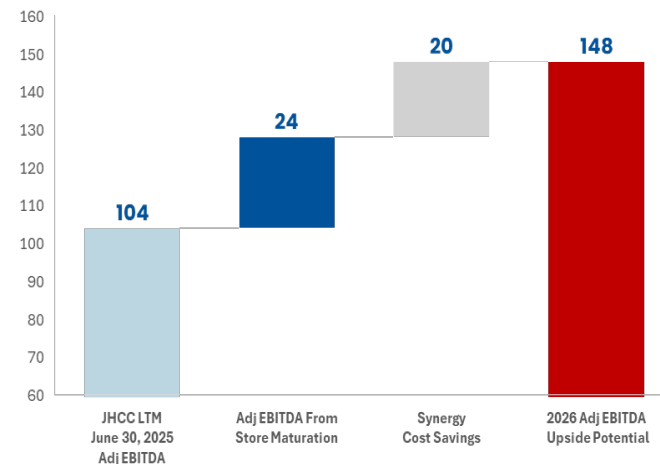
Expected Synergies From The Combined Businesses

- Procurement savings
- Network densification efficiencies
- Scanning and calibration margin improvement
- Administrative & operational cost savings
- Synergy realization: ~50% in the near-term and the balance by 2028

Joe Hudson's 65% Location Growth Since 2022 = Adj EBITDA Upside Opportunities Through Maturation



Joe Hudson's 2026 Adj EBITDA Upside Potential



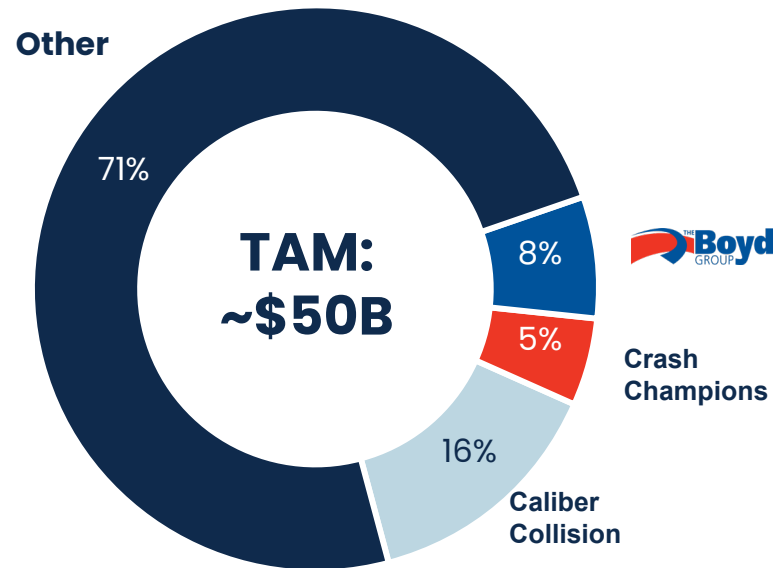
*Adjusted EBITDA is a non-GAAP financial measure and is not a standardized financial measure under the International Financial Reporting Standards and may not be comparable to similar financial measure disclosed by other issuers. For additional details, please see Non-GAAP Financial Measures and Ratios in Boyd's MD&A filing (dated March 18, 2026) for the period ended December 31, 2025.

A Highly Fragmented Industry

Despite ongoing consolidation, the collision repair market remains highly fragmented.

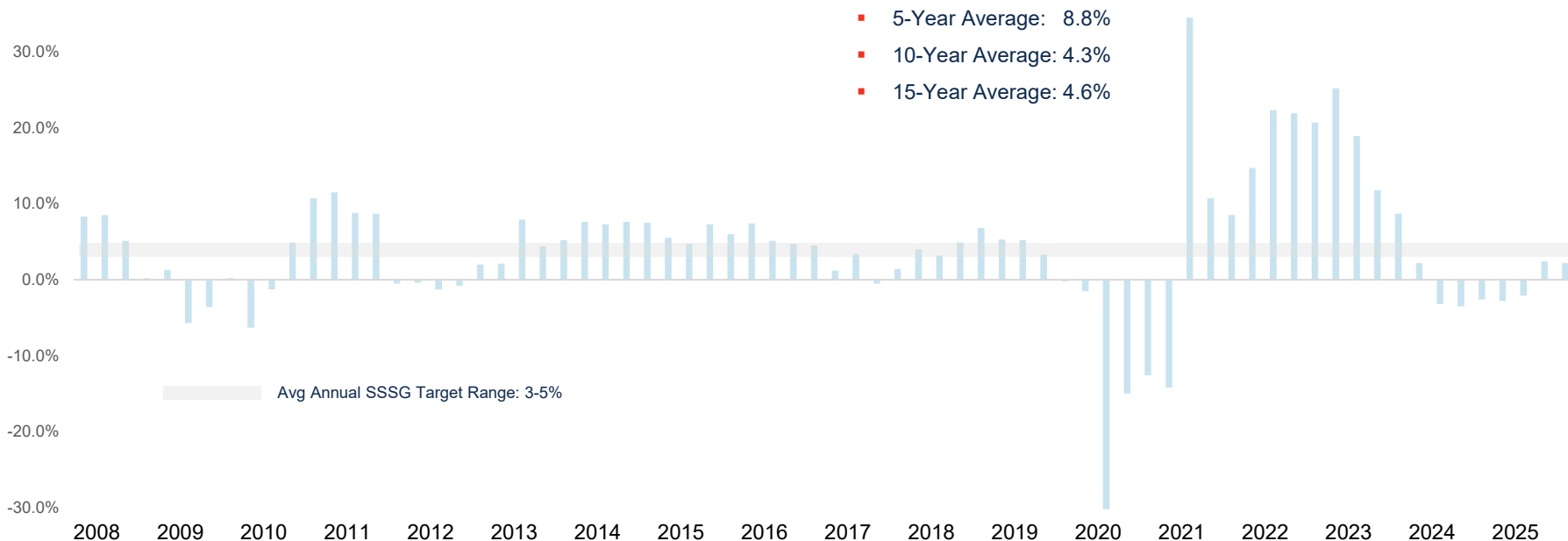
- The industry size is estimated to be approximately **US\$50 billion annually** supported by approximately **30,000 collision repair shops**
- **~23,200 single location operators** in the U.S. generating **\$22.5 billion** in annual revenue, reflecting a long-tail of sub-scale competitors
- **770 independent multi-shop operators** in the U.S. own ~2,300 shops, contributing **\$8.0 billion** in revenue and attractive acquisition targets for consolidators

Fragmentation continues to present significant consolidation and scale-drive efficiency opportunities for Boyd



Long-Term Track Record Of Same-Store Sales Growth Across Cycles

Boyd's Quarterly Same-Store Sales Growth

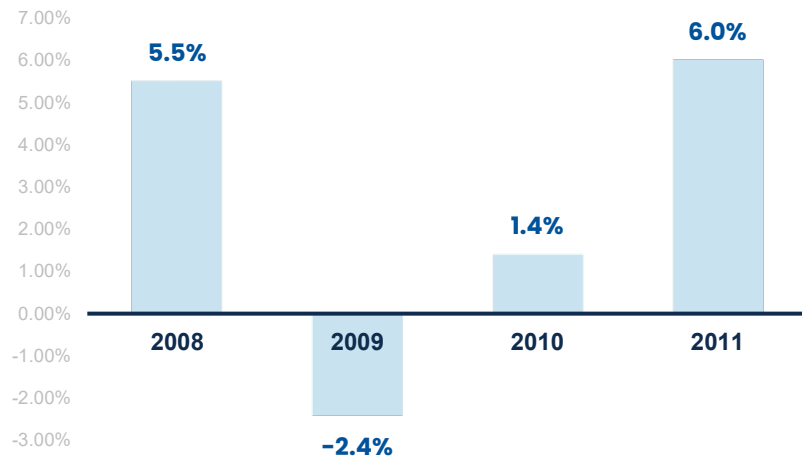


*Same-store sales growth is a non-GAAP financial measure and is not a standardized financial measure under International Financial Reporting Standards and might not be comparable to similar financial measures disclosed by other issuers. For additional details, please see "Non-GAAP Financial Measures and Ratios" in Boyd's MD&A filing (dated March 18, 2026) for the period ended December 31, 2025.

A Look Back In History Highlights Boyd's Resilience

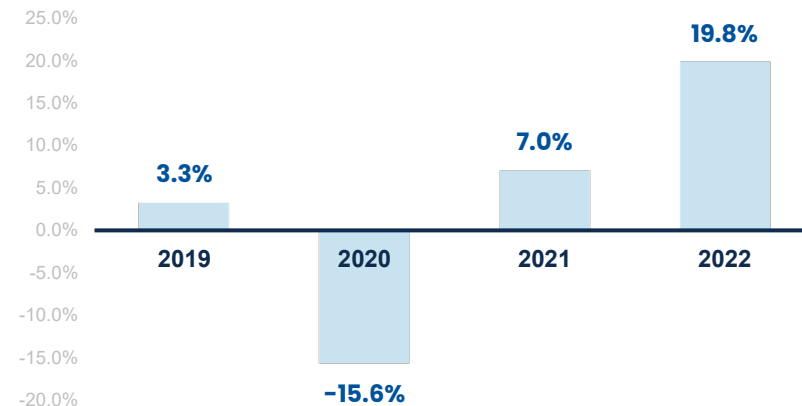
THE GREAT RECESSION

Boyd Group Same-Store Sales Growth



THE PANDEMIC

Boyd Group Same-Store Sales Growth

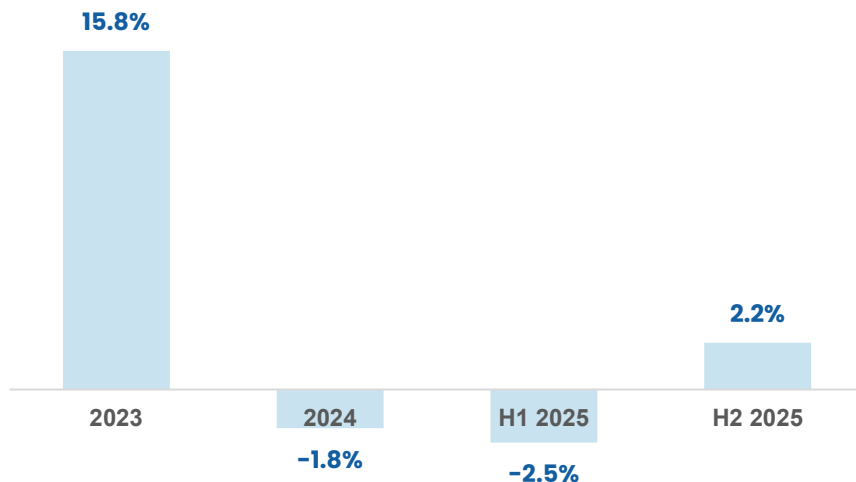


**Same-store sales is a non-GAAP financial measure and is not a standardized financial measure under the International Financial Reporting Standards and may not be comparable to similar financial measure disclosed by other issuers. For additional details, please see Non-GAAP Financial Measures and Ratios in Boyd's MD&A filing (dated March 18, 2026) for the period ended December 31, 2025.*

A Return To Positive Same-Store Sales In The Second Half Of 2025

THE 2024/2025 INDUSTRY DOWNTURN

Boyd Group Same-Store Sales Growth



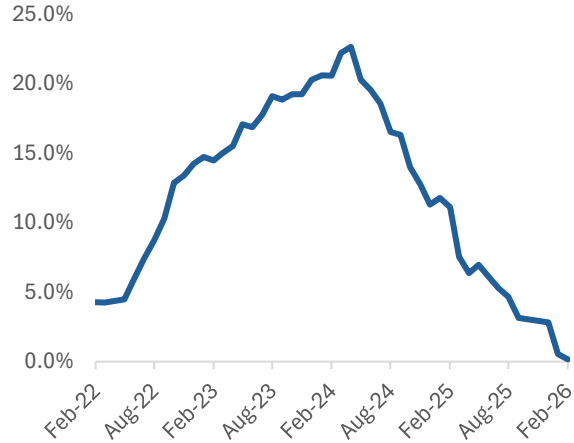
Significant increases in automotive insurance premiums and declining used car prices contributed to lower repairable claims in 2024 and 2025. As these industry headwinds moderated through 2025, repair volumes have begun to recover.

Consistent with historical experience, Boyd demonstrated resilience during the downturn, outperforming the industry, and returning to positive same-store sales growth in Q3 2025 and Q4 2025 as industry conditions improved.

Continued Improvement In Industry Drivers

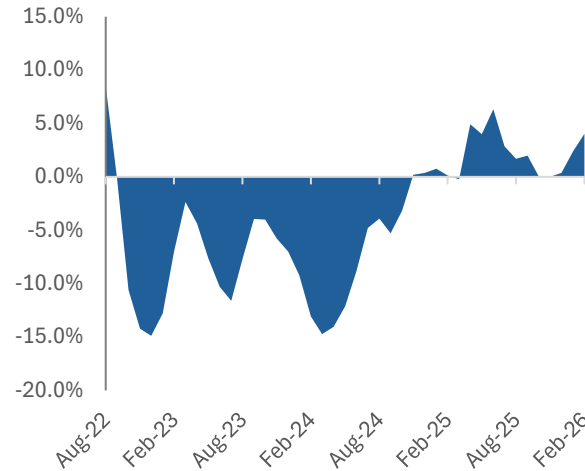
Significant Moderation In Auto Insurance Premium CPI

US CPI Monthly Y/Y Change In Motor Vehicle Insurance



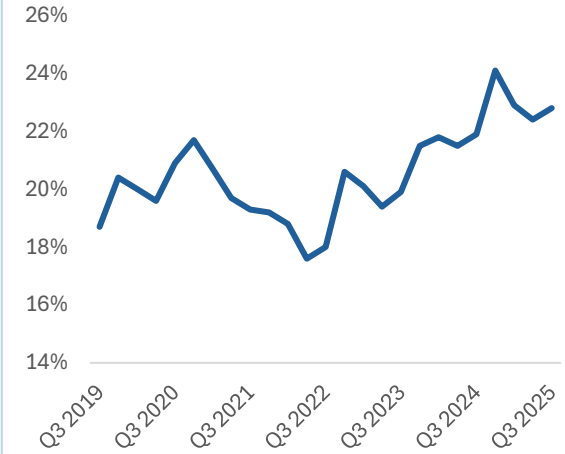
Used Car Prices In Positive Territory

Manheim Used Vehicle Value Index



Total Loss Rates Off Recent Highs

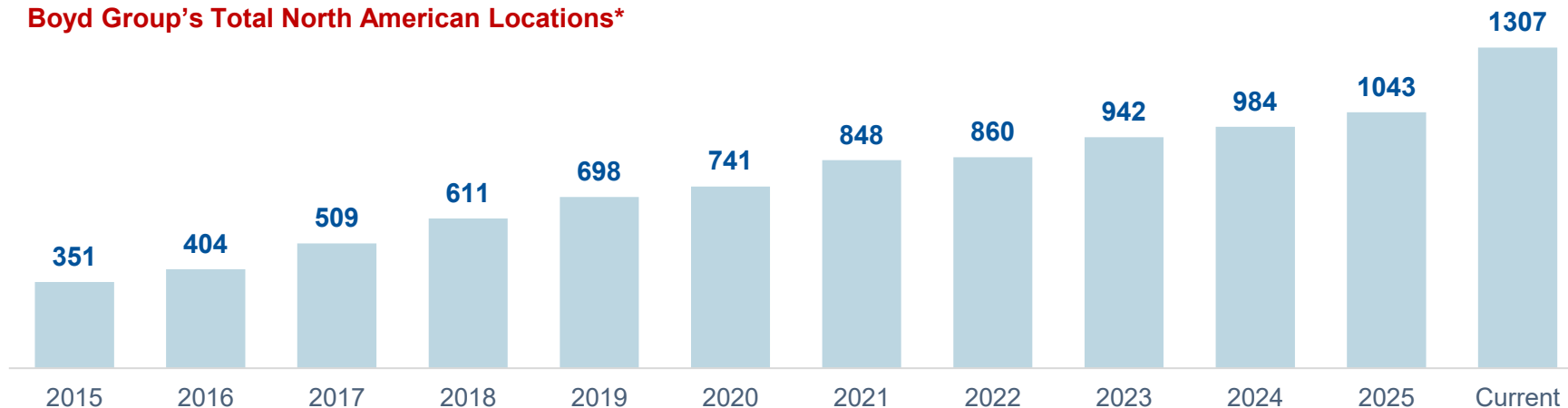
Total Loss Share Of Claim Count



There have been positive developments in several factors that contributed to the industry headwinds over the past year

New Unit Growth Augments Organic Expansion

Boyd Group's Total North American Locations*



1990

2004

2013

2017

2021

2026



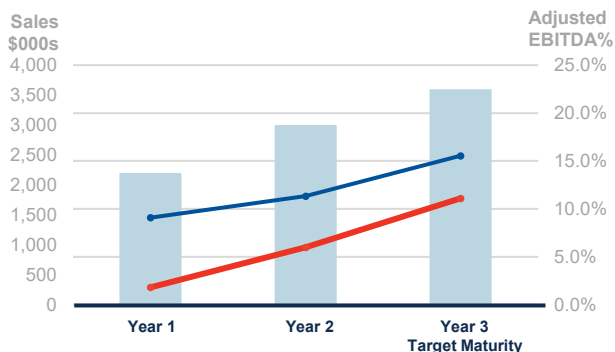
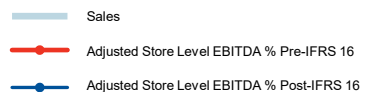
*Current location count is as of March 17, 2026.

Location counts are based on information provided in Boyd Group's annual and quarterly reports and are updated as of the date of filing of the reports.

SINGLE SHOP GROWTH

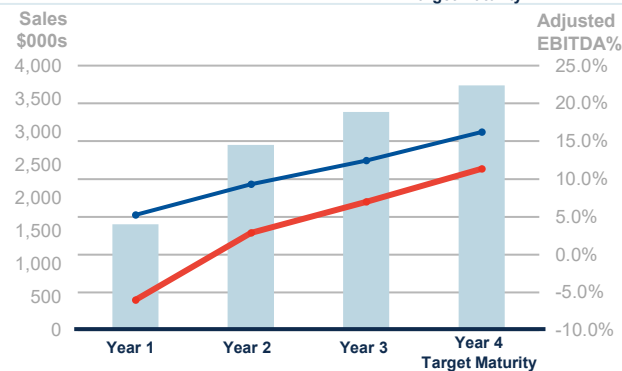
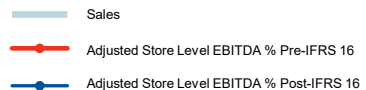
Varying Ramp-Up Times, Consistently Strong Returns

Single Acquisition Maturation Case Study



- Target maturity by the end of the second year
- Typical investment of ~ \$1.5M - \$2.0M including equipment upgrades, renovations and signage
- Target ROIC on pre-IFRS16 basis of 20-25%

Start-Up Location Maturation Case Study



- Target maturity by the end of the third year
- Typical investment of ~ \$1.2M - \$1.4M – balance of investment in land/building is converted to rent
- Target ROIC on pre-IFRS16 basis of > 25%

Proven Success in Driving Value Through Single Shop Acquisitions

Value Creation Levers

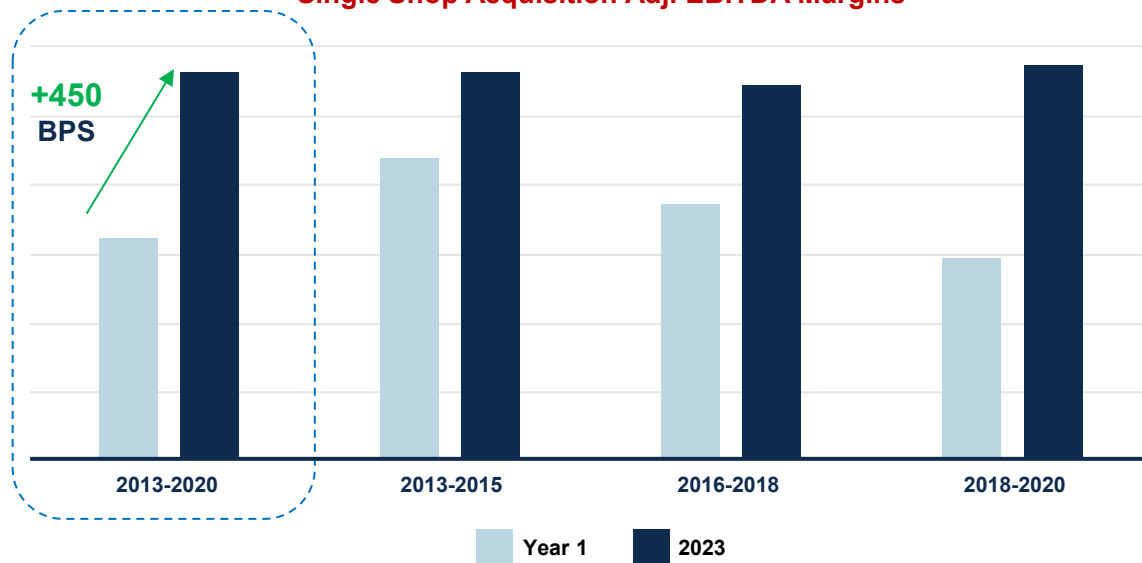
Client Relationships

One Company Strategy
Internalization of Calibration

Fleet Relationships
Dealer Relationships
Paint & Part Synergies

Local Efficiencies
Centralized Services

Single Shop Acquisition Adj. EBITDA Margins



OUR GOAL

Sustain Our Market Leadership and Accelerate Our Profitability

Ambition

“WOW” every customer as the most profitable industry consolidator, while retaining a leading position (#1 or #2) in the markets we serve

Long-Term Goals

\$5B+
Revenue

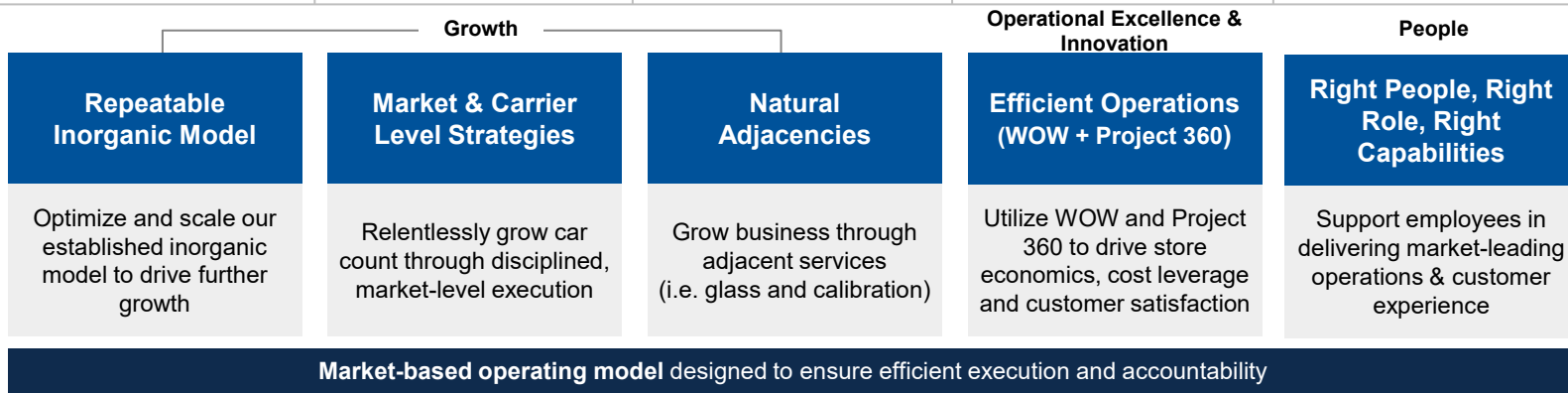
1,400+
Units

~10%
Market Share

\$700M+
Adj. EBITDA
(Margins 14%+)

Industry-Leading NPS

Strategic Pillars



Enablers

Culture of Accountability

Talent & Development

Sales & Business Intelligence

Procurement

IT / ERP

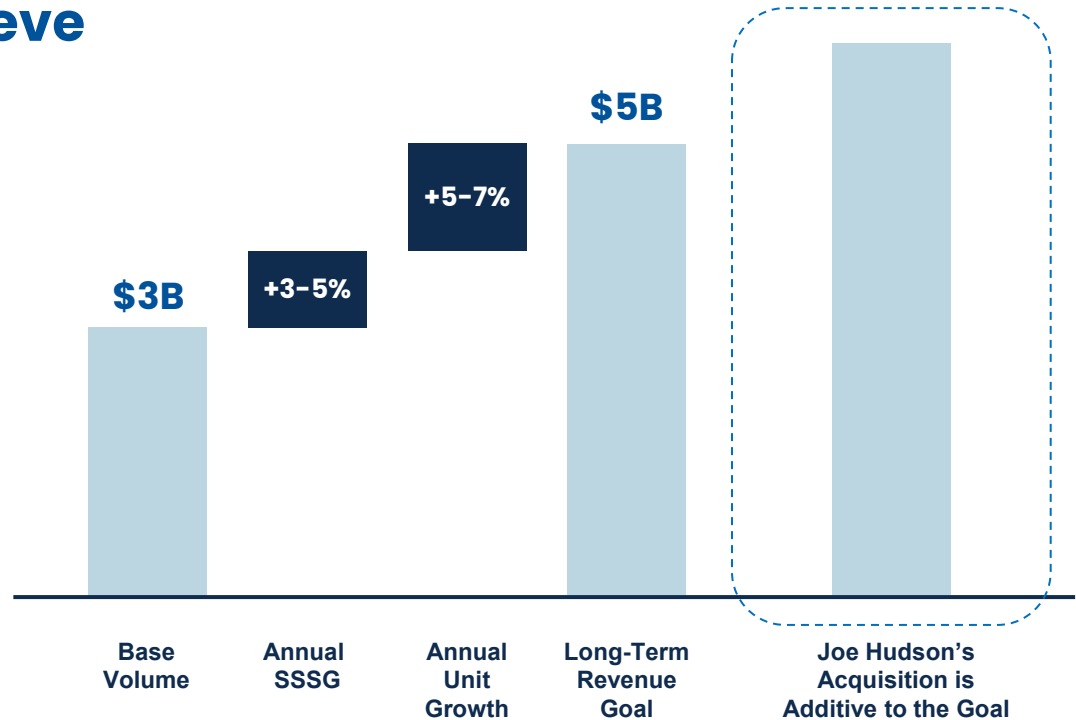
Finance & Accounting

Field Support Organization

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Executing Our Proven Growth Playbook to Achieve Our Revenue Goal

- Incorporating a return to a normalized repairable claims environment, enabling Boyd to achieve 3-5% SSSG
- Targeting the addition of 80-100 new locations annually through start-ups and acquisitions of single-shop and small MSOs, aiming for #1 or #2 position in markets served
- The acquisition of Joe Hudson's, completed in Q1 2026, is additive to the achievement of our long-term goal



Roadmap to 14%+ Adj EBITDA Margins Through Project 360 & Synergies

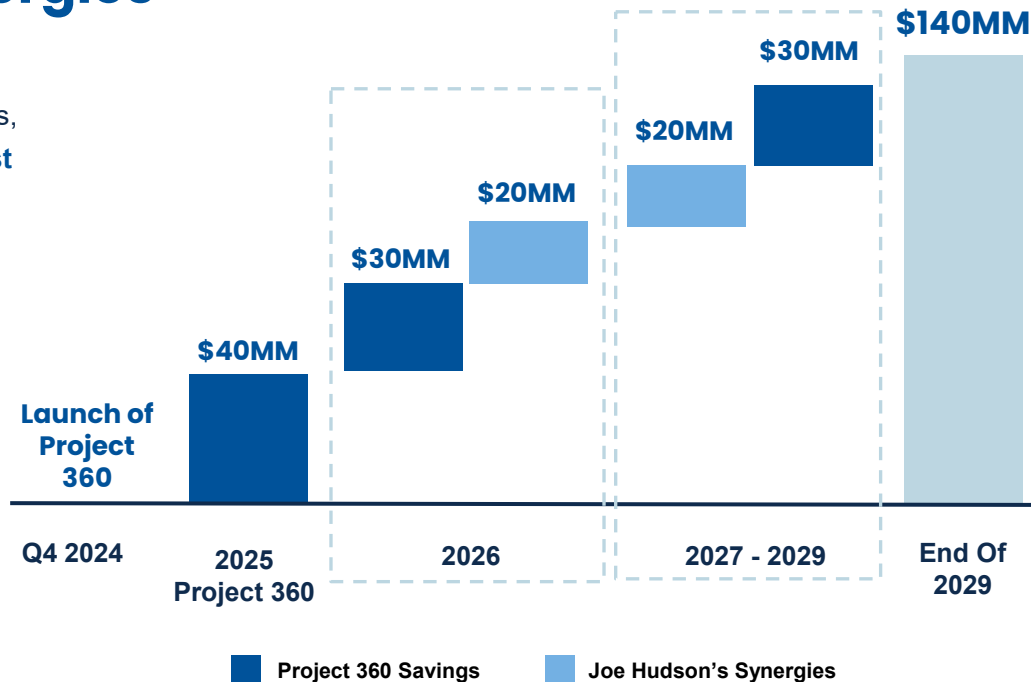
Project 360, our cost transformation plan, together with synergies from the combination of Boyd and Joe Hudson's, is expected to **deliver \$140M in annualized run-rate cost savings** through the end of 2029 and support Adjusted EBITDA margins of 14%+

Project 360

- Implementation of the indirect staffing model
- Centralization of direct and indirect procurement
- Use of technology to optimize mix and efficiency

JHCC/Boyd Acquisition Synergies

- Direct and indirect procurement savings
- Margin expansion through increased market density
- Scanning and calibration margin improvement
- Operational and administrative cost savings



Disciplined Capital Allocation Focused on Growing the Business

#1 GROWTH INVESTMENTS—Acquisition & Growth Capex

- Target: \$150-\$200MM Annually
- Investments to capture organic sales growth
- High-return single store acquisitions, brownfield and greenfield expansion and opportunistic MSO acquisitions
- High ROIC investments in glass and calibration equipment

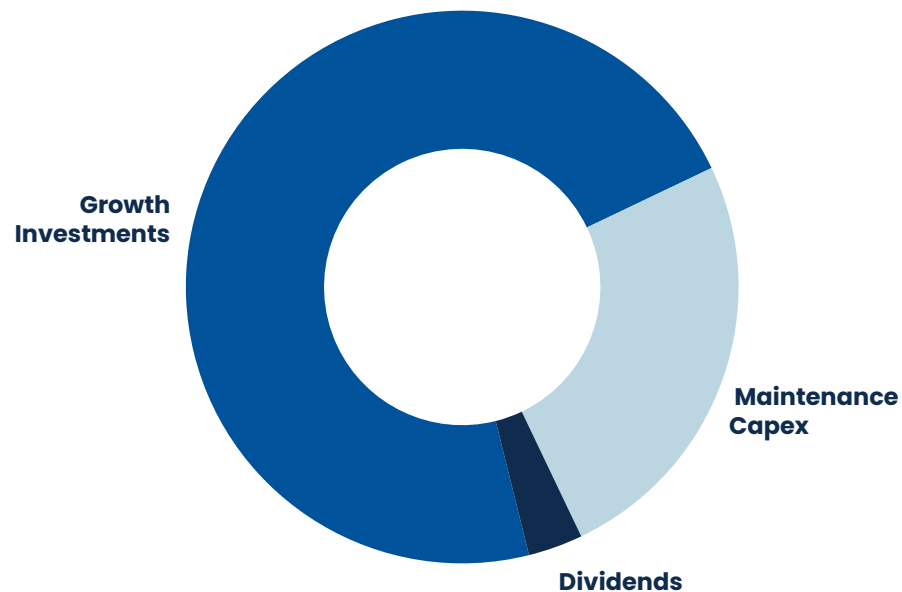
#2 MAINTENANCE CAPEX

- Maintenance capex of 1.6%-1.8% of revenue annually

#3 DIVIDEND

- Continue to grow the dividend modestly each year, providing a consistent return of capital to shareholders
- Announced a 2% dividend increase on November 12, 2025, to \$0.624 per share annualized

Capital Allocation Breakdown



Strong Margin Improvement and a Return To Positive Same Store Sales In H2 2025

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

	QUARTER ENDED		YEAR ENDED	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Sales	\$793.9	\$752.3	\$3,142.8	\$3,070.3
Gross Profit	\$367.6	\$344.6	\$1,458.6	\$1,396.5
Adjusted EBITDA	\$103.6	\$83.4	\$376.3	\$334.8
Adjusted EBITDA Margin	13.1%	11.1%	12.0%	10.9%
Adjusted Net Earnings	\$22.8	\$10.8	\$62.4	\$48.5
Adjusted Net Earnings per share	\$0.90	\$0.50	\$2.78	\$2.26

**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 18, 2026) for the period ended December 31, 2025. A copy of Boyd's MD&A filing (dated March 18, 2026) for the period ended December 31, 2025, can be accessed via the SEDAR+ website (www.sedarplus.ca) and EDGAR website (www.sec.gov).*

Balance Sheet Strength Supports Growth

IN US\$ MILLIONS

	December 31, 2025	December 31, 2024
Cash	\$1,228.6	\$20.0
Long-term debt	\$937.9	\$507.3
Total (cash, net of debt) debt, net of cash before lease liabilities <i>(total debt, including current portion and bank indebtedness, net of cash)</i>	(\$290.7)	\$487.3
Lease liabilities	\$778.8	\$744.3
Total debt, net of cash	\$488.1	\$1,231.6
Net debt before lease liabilities/Adjusted EBITDA¹ <i>(Adjusted for property lease payments)</i>	3.1x	2.6x

¹ Pro-forma calculation is adjusted to reflect the acquisition of Joe Hudson's including a \$1.3 billion adjustment to net debt before lease liabilities to reflect the purchase price of Joe Hudson's and the 2025 Adjusted EBITDA (adjusted for property lease payments) to reflect the trailing twelve month Adjusted EBITDA for the period ending June 30, 2025 for Joe Hudson's of \$63.1 million, further adjusted for \$37 million of run-rate synergies, representing a point at the lower end of the anticipated synergy range of approximately \$35-45 million, as disclosed in the prospectus supplement dated October 14, 2025

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Experienced Management Team Poised to Seize Market Opportunity



**BRIAN
KANER**

President & CEO

*20+ Years of
Experience*

Previous Experience:

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



**JEFF
MURRAY**

**Executive
Vice President
& CFO**

*20+ Years of
Experience*

Previous Experience:

- Ernst & Young LLP



**KIM
MORIN**

**Vice President
& Chief Human
Resources
Officer**

*20+ Years of
Experience*

Previous Experience:

- Greencore
- Sensient Technologies
- Exel/DHL Supply Chain
- Saskatchewan Department of Justice



**CREIGHTON
WARREN**

**Chief
Information
Officer**

*20+ Years of
Experience*

Previous Experience:

- TreeHouse Foods
- USG Corporation
- Burwood Group
- Commerx
- Heller Financial
- Accenture



**STEPHEN
BOYD**

**COO Canada
Collision**

*20+ Years of
Experience*

Previous Experience:

- B.A. Robinson Co. Ltd
- Richardson Capital Ltd
- James Richardson & Sons



**ZACH
BALTHROP**

**Chief
Commercial
Officer**

*20+ Years of
Experience*

Previous Experience:

- FYX Fleet Roadside Assistance
- Pep Boys
- Icahn Automotive
- Auto Plus Auto Parts
- Advance Auto Parts



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