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Passing the Torch

by PJ Ruiter, Vice President and Chief Human Resources Officer

The end of the year marks an important moment in The Boyd Group's history as Dan Dott, our longtime Chief Financial Officer, retires on December 31st.

Dan joined The Boyd Group as its Corporate Controller in July 1999. He was promoted to Vice President of Finance in 2000 and then to Chief Financial Officer in September 2004. Dan's contributions to The Boyd Group's amazing success speak for themselves. During his time as a member of Boyd's leadership team, our sales increased from \$167 million to \$1.1 billion, with store count increasing from 85 to 345 locations, while at the same time undertaking four public stock offerings, a \$100 million bank financing effort, and 11 large multi-shop acquisitions.

Dan stepped down from his Chief Financial Officer role at the beginning of



Pat Pathipati (left) and Dan Dott

2015 to guide the leadership transition to our new Executive Vice President and Chief Financial Officer, Narendra "Pat" Pathipati, who joined The Boyd Group in January.

On November 9th, The Boyd Group Income Fund's Board of Trustees and senior leadership hosted a surprise dinner in recognition of Dan's service. Allan Davis, on behalf of the Board, and Brock Bulbuck, on behalf of Boyd's leadership team, each spoke of the important and meaningful role that Dan played in building Boyd into North America's leading collision repairer. Dan not only recalled his most memorable times at Boyd, but also – and not surprisingly – graciously took time to

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Undeliverable mail please return to:
Gerber Collision & Glass
Attn: Michelle Anderson
500 W Lake Street, Elmhurst, IL 60126



Greetings Team!

A message from Brock Bulbuck
President & CEO of The Boyd Group



As we come to the end of another year, we have so many reasons to feel proud. In 2015 we made significant progress in implementing the WOW Operating Way; we grew to over 342 shops across 19 US states and 5 Canadian provinces, and we surpassed \$1 billion in annual sales. Every member of our team helped to make these important and noteworthy accomplishments happen. Thanks to each of you, it's been an inspiring year for The Boyd Group and all of our businesses and brands.

As we look forward to 2016 and beyond, I am confident there are even more exciting milestones to be reached. We will continue to entrench the culture of WOW across our entire company, including continuous improvement

with our execution of the Wow Operating Way. We will continue with our focus and commitment to these key initiatives that will establish our company as the best collision repair company in North America. With WOW, we are changing the industry and we therefore have exciting times ahead!

Thank you for your hard work and continued commitment to our Mission and Goal to WOW every Customer... and Be the Best, including execution of the WOW Operating Way!

I wish you and your family the very best in the new year.

Cheers!

Earn Some Extra Cash This Winter Season!



Refer a Friend to Join our Team and Earn Referral Bonus Bucks!

Employee referrals are our number one source for finding great new team members. Refer your friends and former co-workers. If we hire your referral you will get \$1,000 in Referral Bonus Bucks! This program is limited to referrals for Collision Center Managers, Estimators, Collision Technicians and Auto Glass Technicians.

Tell us about your friends through our online portal:

Canadian Team Members: www.boydautobody.com/refer

Gerber Collision & Glass Team Members: www.gerbercollision.com/refer

Glass America Team Members: www.gerbercollision.com/refer

You must be an active employee with one of the Boyd Group companies to receive your Referral Bonus Bucks. HR team members, collision center or glass center managers, and anyone with supervisory authority for more than one store or an administrative team are not eligible for the referral bonus bucks.



DID YOU KNOW?



Did you know that Boyd Autobody & Glass and Gerber Collision & Glass are active on social media? We welcome you, your family and friends to visit us on Facebook and Twitter to see what we've been up to!

Finding Us

For easy access to our social media profiles, please click on the icons found at the top right hand corner of boydautobody.com and gerbercollision.com or search for us on Facebook or Twitter!



How to Contribute

Your location has the opportunity to participate in Boyd Autobody & Glass' and Gerber Collision & Glass' social media by telling us about your special events and newsworthy activities! We want your photos, stories, and special mentions about how your shops are making a difference in the community.

Examples:

- **Local Sponsorships**
- **Charitable Donations/Volunteering**
- **WOW Stories**
- **Employee Achievements**

Please send your content suggestions to social@boydgroup.com

Please Remember...

If you interact with our social media sites, please be sure to follow our social media guidelines as provided on page 22 & 23 of the recent edition of our Employee Handbook.

Questions? Email: social@boydgroup.com



Gerber Collision & Glass & Boyd Autobody & Glass Continue to Grow!

by Simeen Kazmi, Advertising Manager

With each passing year, both Gerber Collision & Glass and Boyd Autobody & Glass continue to expand their footprint in Canada and the U.S. Over the last five years, both have grown an average of 30% per year through a combination of same store sales, large multi-shop operator (MSO) acquisition, and single location acquisition and development in existing markets.

The largest contributor to our shop count growth thus far has been MSO acquisition. Some of our larger MSO acquisitions in the last few years include True2Form Collision Repair in 2010 (37 shops), Cars Collision in 2011 (28 shops), and Hansen Collision Repair in 2013 and Collision Revision in 2014 (25 shops each). As of December 1, 2015, our shop count has reached 342 in 19 U.S. states and 5 Canadian provinces.

As the collision repair shop landscape

changes, there are fewer larger MSOs available for acquisition, and those which are available become more expensive. As a result, while we have bought single shops in existing markets over the years, we will likely do so more often in the future.

Stephen Boyd, Vice President of Corporate Development says, "With the changing market landscape we are increasing our focus on acquisitions of single shops and smaller MSO operators where there continues to be a large opportunity at more attractive valuations. To support this strategy we are building our acquisition and integration teams to ensure a successful transaction and transition for new employees."

Additional shops and larger footprint across North America mean not only increased revenue but an increase in opportunities for our staff. We work to promote from within, and with new

shops and new positions opening up as we grow, our team members are able to advance faster than ever before.

Once we acquire new shops, the rebranding process begins. Rebranding encompasses everything from exterior and interior signage, printed materials like business cards and coupons, and employee uniforms. Site surveys are conducted to measure for new signs, while architectural drawings are often created to help with any interior renovations. "Our people drive our brand. To engage in a (re branding) process that invests in both our team members and our customers early on shows how committed we are to the future of the business. In doing so, we immediately welcome new employees, attract more referral partners and retain customers to a national brand network," says Nick Booras, Customer Experience Manager.

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Passing the Torch

recognize the contributions that others in attendance had on our business.

Brock Bulbuck closed the event by remarking that Dan was "a true leader, supporter, key confidant, and friend."

At the same time that we wish Dan all the best as he retires, we look forward to Pat Pathipati's contributions to our continued growth and success.

Pat brings 30 years of experience in finance, strategy, corporate development and operations to Boyd, having served in senior executive roles in the auto, capital goods, construction, e-commerce, and steel industries. Prior to joining Boyd, he was the Executive Vice President & Chief Financial Officer of Teichert, Inc., and before that, he served as the Senior Vice President & Chief Financial

Officer of Continental Tire of North America, Inc.

Pat holds an MBA from the University of Wisconsin, a Master's in Industrial Engineering & Operations Research from the Indian Institute of Technology - Kharagpur, and a Bachelor in Mechanical Engineering.

Thank you, Dan, and best of luck, Pat!



The “WOW” Factor at Glass America



by Jennifer Pierce, Administrative Assistant

The apple doesn't fall far from the tree, I've heard. Like our parent company, The Boyd Group, we at Glass America strive to WOW each and every customer, each and every day. That's the commitment we all made; to provide the best possible auto glass service in the industry. Each

quarter we are able to view the results of that commitment through surveys that ask our customers to rate their experience with Glass America. These results are tabulated in a Net Promoter Score (NPS) for each technician. The table below shows that we are indeed accomplishing our goal of WOWING

our customers. It takes a TEAM of Account Managers, Customer Service Reps, Supervisors, and Operations associates to make this happen. We would like to thank and congratulate the top 10 technicians for their tremendous effort in making us “The Best in Auto Glass.”

INSTALLER	TOTAL	% OF PROMOTORS	% OF DETRACTORS	NPS SCORE	STATE
Peter Kruger	45	100%	0.0%	100%	NY
William Ernst	43	100%	0.0%	100%	MO
Jason Olejnczak	109	99.1%	0.0%	99.1%	AZ
Jason Foster	48	97.9%	0.0%	97.9%	MO
Christopher Jankowski	37	97.3%	0.0%	97.3%	CT
Albert Olvera	36	97.2%	0.0%	97.2%	TX
Johnathon Wright	31	96.8%	0.0%	96.8%	FL
Thomas Engelhardt	31	96.8%	0.0%	96.8%	MO
William Dennis	45	97.8%	2.2%	97.8%	MO
Scott Clark	38	94.7%	0.0%	94.7%	IL

Missouri, way to WOW!

There is gold under the rainbow!

Turns out there is gold under the rainbow in Newaygo Michigan! Thanks to GM Michael Price, and CSR Karen Klekotka from our Newaygo Michigan location for sending us this great snapshot!



WAY to WOW!



Gerber Collision & Glass – Gilbert (AZ)

From the moment I spoke to Frank and Donya to the time I picked up my car, they were incredible and did everything that they said they were going to do. On top of all that, they made my car look like it was brand-new, like right off the showroom floor. It blew me away the kind of service. I'm so impressed with them and I have already begun recommending this location to all the people that I know. I'm sure I'll come back for any work that I'd like to have done to any of my other cars. It was definitely a great experience and nothing like what I had expected. First-class service all the way around! Thank you!!
- LINDA H

Gerber Collision & Glass – Clayton (NC)

I had a really great experience working with Kelsey and Ryan and am blown away at how great my car looks after a semi decided to take out my bumper, fender, and mirror. My car looks brand new and you guys even detailed the inside! I'm sure this was not an easy task because I have two dogs and haven't cleaned it since last hunting season, so I know that took some time. The team is definitely good at what they do and even my fiancé (who was a mechanic for years and is a huge critic of every shop he goes to) said he'll be going to you the next time he needs work done. I will definitely be spreading the word.
- ANNA A

Gerber Collision & Glass – Atlanta (GA)

Everyone at the Cheshire Bridge Road, Atlanta location -- from the young lady at the front desk to our Allstate estimator to the gentleman who pulled up my car and helped me move my child safety seats from the rental car, was so professional and helpful throughout the entire process of having our vehicle repaired after the collision. Emily M. was my primary point of contact, and kept me informed every step of the way. Emily was completely knowledgeable and inspired confidence with her friendly and professional approach. Thanks to all who worked on our car. The body work was as impeccable as was the customer service. I would definitely recommend Gerber and Emily to friends and family without reservation, and would not hesitate to have any future body work done at Gerber as well. - SOO J

Gerber Collision & Glass – Broken Arrow (OK)

Very professional and did a wonderful job on my vehicle. It looked the same as it did when I took it off the car lot. I was kept informed of the progress of all the repairs. The staff was very friendly and helpful. The woman who answered the phone (Becky) was so pleasant and helpful every time I called. I would highly recommend the Broken Arrow shop to any and everyone!!!!!! I know you can only rate them a 5, but they really deserve a 10+!!
- SARAH F

WAY to WOW!



Boyd Autobody & Glass – Richmond (BC)

I was really impressed with the team at the Bridgeport location. I brought my car in for some minor damage on my rear bumper from a fender bender. In an unrelated incident, my front bumper was shifted to the left and there was some white paint transferred. The technician, Rey, who was fixing my rear bumper, ended up getting my front bumper back in place and removed most of the white paint. One of the glass technicians, Bill, who wasn't working on my car at all, repaired a chip on my windshield. My car looked so much better when they gave it back to me! The girl working at the front, Samantha, was also super friendly, personable and helpful. It's rare to have a team of people that really go above and beyond!
- ANNIE L

Boyd Autobody & Glass – Calgary (AB)

The staff at this location are very helpful, very friendly, and engaging. They are very knowledgeable and are willing to help and answer any questions you may have. When they say they'll call you every few days to keep you updated, they follow through and that's the thing that impressed me the most. They really value their customers. Moreover, the technicians will do what ever they can to give your car back as soon as possible, even if that means extra work for them. They waxed my car, cleaned it inside, and provided it back to me on the exact scheduled date that they had initially quoted. Thanks so much for all the hard work. I'd recommend this location to anyone!
- ARALEE

Glass America – Calhoun (GA)

Impressive! Windshield shattered 8:00am; Allstate was notified at about 9:00am; spoke with three Glass America representatives and an insurance adjuster in the next hour or so; and the job was done before 2:00pm during that same day in the parking lot of my office. Wow! You've got my vote! - JEFF H

Autoglassonly.com – Newton (NJ)

I was very happy with the service. I could see that the technician really knew what he was doing. It did not take long at all to replace my windshield. It was a professional job. I learned after it was all done that the technician had been doing it for 30 years. I could tell by the result!
- GARY B

Here's a short note from one of our own -

On October 11, 2015 I lost my brother of 63 years. Thank you for the support and caring of all the staff and employees at Gerber Pittsburgh for helping me through this troubling time. Thank you very much.

FRANK DEDO

Training Center Open for Business!

by George Minehart,
Human Resources Manager

In an effort to train and develop recent tech school graduates, Gerber Collision & Glass has opened a

stand-alone training facility in Schaumburg, Illinois. Currently there are seven full-time apprentices working on rental cars. To make this training center a success, we have partnered with several local technical schools, both at the high school and college level. Top area students interested in a career with the best multi-shop operator in North America will be selected for our training program. The areas of focus for their training include: plastic welding, bumper repair, meticulous disassembly/reassembly and repairing small to medium hits. Our goal at the Training Center is to not only develop outstanding technicians but to help mold the future leaders of our company.



Left to right:
Jeremy Burns, Joshua Rodriguez, Xavier Norris,
Fabian Luna and Eddie Lozada.

Apprentices will complete a training program, lasting 6 to 12 months, where they will learn repair procedures to safely and properly return a damaged vehicle to its pre-collision state. They do hands-on work in a real-world shop environment with real customers and real problems under the supervision of Sam Miller, Training Service Manager and Lou Graham, Vehicle Repair Supervisor. Sam and Lou bring a combined 45 years of industry experience to the Training Center.

It can be discouraging for students who have obtained a degree in the automotive collision industry to search for employment, only to find out most shops won't take on an apprentice, despite the need in our industry for qualified technicians. Recent graduates might also have difficulty acquiring tools. Tools can be very costly, especially if the graduates do not have steady income. Our training program eliminates this obstacle by providing each apprentice with a tool box and the appropriate tools needed for the job. After three years of service with Gerber Collision & Glass, the tools will then belong to the apprentice. When the apprentices graduate from the program, they will be able to work in a body shop with confidence, knowing they will be able to take any

small to medium hit they are assigned and repair it correctly.

On October 23rd, Gerber Collision & Glass hosted an Open House at the training facility to showcase the opportunities available to tech school instructors and students. We also invited insurance partners and vendors to highlight our state-of-the-art Aluminum Repair training program, housed in the same facility. The planning and execution of the event was a true team effort. Operations, Sales, Marketing and the Human Resources departments all pitched in to make the event a success. Over 80 people attended the event. Afterwards, Human Resources Manager George Minehart said, "We were able to show instructors from several different trade schools the opportunities available to their students. Their response was overwhelmingly positive and we have seen a significant uptick in tech school graduates applying for this program." Kevin Burnett, Regional Vice President of Illinois, said, "It was a great opportunity to show our insurance partners, vendors and trade schools the investment Gerber is making to ensure that we have the best trained technicians in the industry to work on today's complex vehicles."