

BOYD GROUP SERVICES INC.
ANNUAL MEETING AND SPECIAL MEETING OF
SHAREHOLDERS

May 14, 2025

RULES OF CONDUCT AND PROCEDURES

Welcome to the Annual Meeting and Special Meeting of Shareholders (the “Annual Meeting”) of Boyd Group Services Inc. (the “Company”). It is our desire to conduct a fair and informative Annual Meeting. Kindly observe the following Rules of Conduct and Procedures.

1. Our Company’s bylaws describe requirements for meetings of our shareholders and the Chair of the Annual Meeting will conduct the meeting consistent with those requirements.
2. Because this is a meeting of our shareholders, only our shareholders and their proxyholders are permitted to ask questions during the Annual Meeting. Shareholders need to have held share as of the close of business on the record date of March 25, 2025 in order for the shareholder or their proxyholder to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please login by entering the 16-digit control number you received with your proxy materials or the 8-digit Appointee Identification Number your shareholder entered when appointing you as proxyholder. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company’s scrutineers and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.
3. We will strictly follow the Agenda as we conduct the meeting.
4. If a shareholder or proxyholder has a question about one of the matters in the Agenda to be voted on by the shareholders at the Annual Meeting, such question may be submitted in the field provided in the web portal at or before the appropriate time the matters are before the Annual Meeting for consideration. We will answer questions on any matters in the Agenda to be voted on by the shareholders at the Annual Meeting at the appropriate time of the meeting.
5. Following the formal business of the Annual Meeting, the Company will address appropriate general questions from shareholders regarding the Company. Such questions may be submitted in the field provided in the web portal during the Annual Meeting.
6. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
7. Shareholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all shareholders will be paramount. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - related to personal grievances;
 - derogatory references to individuals or that are otherwise in bad taste;
 - repetitious statements already made by another shareholder;
 - in furtherance of the shareholder’s personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Secretary in their reasonable judgment.
8. The Chair of the Annual Meeting has broad authority to conduct the Annual Meeting in an orderly manner. To ensure the Annual Meeting is conducted in a manner that is fair to all shareholders, the Chair of the Annual Meeting may exercise broad discretion with respect to, for example, the order in which questions are asked and the amount of time devoted to any one question. The Company will do its best to respond to questions during the Annual Meeting. After the Annual Meeting the Company will follow up on any questions not answered during the Annual Meeting with the shareholder or proxyholder as appropriate.
9. If there are any matters of individual concern to a shareholder and not of general concern to all shareholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting the Company at agm@boydgroup.com.
10. A webcast playback will be available at www.virtualshareholdermeeting.com/BOYD2025 24 hours after the completion of the meeting.

Thank you for your cooperation and for joining the Company at the Annual Meeting.