




BAIRD'S GUIDE TO AFTERMARKET WEEK AND ANNUAL MARKET REVIEW

AAPEX & SEMA
FALL 2026

Baird Team Attending AAPEX & SEMA



Adam Czaia

Managing Director, Vehicle Technology & Mobility



Ryan Smith

Director, Vehicle Technology & Mobility



Garry Vaynberg

Managing Director, Distribution



Jon Fitzsimmons

Managing Director, Specialty Materials & Chemicals



Sam Scanlan

Director, Multi-Unit Automotive Services



Ajay Bijoor

Managing Director, Head of North American Debt Advisory



Sandy Walter

Managing Director, Co-Head of Equity Capital Markets



Justin Holsen

Managing Director, Equity Capital Markets



Craig Kennison

Senior Research Analyst, Consumer Leisure & Automotive Services



Chris McGough

Vice President, Vehicle Technology & Mobility



Ervin Sobanski

Associate, Vehicle Technology & Mobility



MARKET PERSPECTIVES

FIVE THEMES THAT HAVE DEFINED OPERATING PERFORMANCE ACROSS THE AFTERMARKET IN 2026



1 The K-Shaped Economy Drives Distinct Spend Patterns Across Consumers

- Wealth-driven consumers continue to spend on premium and enthusiast products, while income-driven consumers continue spending but remain focused on value

2 An Older Vehicle Parc and Near-Record Miles Driven Are Supporting Aftermarket Demand

- Consumers continue to drive an aging vehicle fleet at near-record miles, and that usage is translating into steadily higher spend on replacement parts and service

3 The Rising Cost of Vehicle Ownership Is Changing How Consumers Maintain Their Vehicles

- Higher vehicle, financing, insurance and fuel costs are changing how consumers buy, insure and maintain their vehicles

4 Service Pricing Remains Firm as Vehicle Technology Increases Repair Complexity

- Service prices have risen as vehicles have grown more complex, requiring higher-grade technicians, additional equipment and incremental parts

5 Tariffs Have Been a Major Headwind for 18+ Months

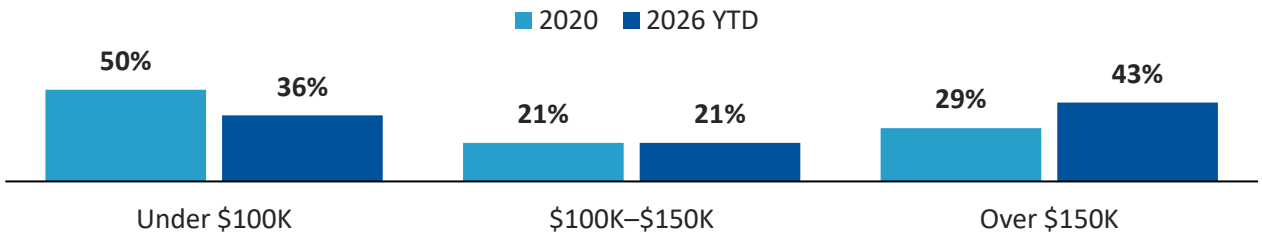
- The market has had to manage disruption and uncertainty coupled with elevated rates, and tariffs continue to consume management and investor attention

1 The K-Shaped Economy Drives Distinct Spend Patterns Across Consumers

Wealth-driven consumers continue to spend on premium and enthusiast products, while income-driven consumers continue spending but remain focused on value

NEW VEHICLE BUYERS HAVE SHIFTED TO HIGHER INCOMES…

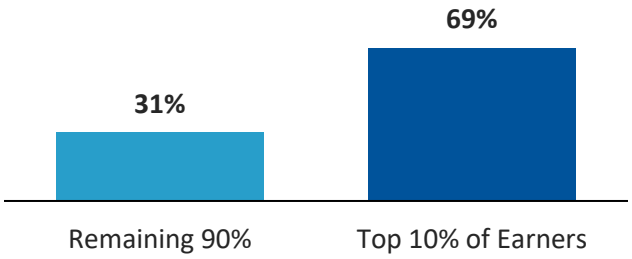
(Share of U.S. new vehicle sales by buyer household income, 2020 vs. 2026 YTD)



…WHILE WEALTH REMAINS CONCENTRATED AT THE TOP…

(Share of U.S. household wealth by income group, as of Q2 2026)

Household equity holdings rose $10.7T to $74T in Q2 2026



…AND DEMAND IS HOLDING AT BOTH ENDS OF THE K

(Selected 2026 management commentary)

> *"…broadly no signs of trade down or deferral of services… we did see… more moderate growth among lower-income households"*
>
> **– Valvoline**

> *"We are seeing FICO scores come down… Tier A customers are actually using the cash rebates or paying cash"*
>
> **– BRP**

Key Insights

- **Spending is concentrated at the top:** the top 10% of earners drive ~46% of consumer spending, supporting premium and enthusiast categories
- **Income-driven consumers are still spending but remain cautious and value-oriented:** debt is often required, as lower-income card spending grew 5.5% YoY in September
- **Value tiers hold the bottom of the K:** good, better, best ranges and targeted offers keep price-conscious customers without diluting premium mix
- **Wealth effects are the key risk:** premium and enthusiast demand depends on strong markets, leaving these categories exposed to an equity correction

Companies serving either premium consumers or value-oriented, needs-based demand are well-positioned

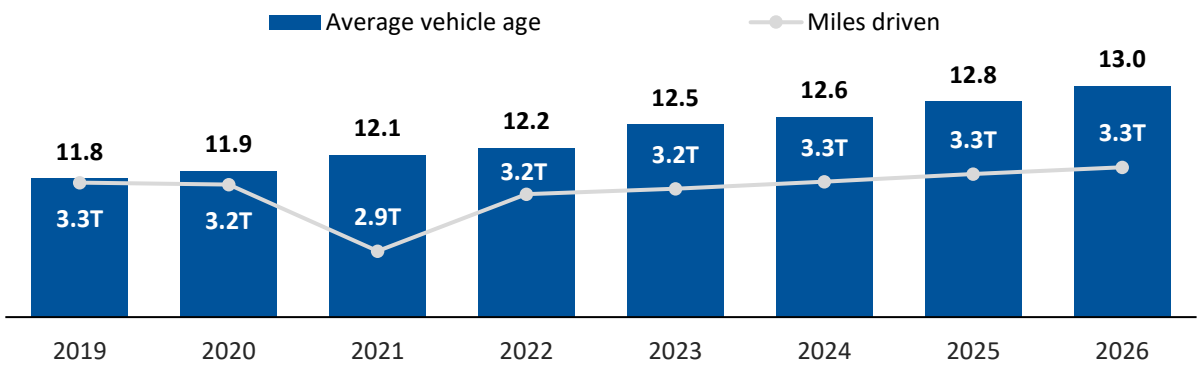
Sources: Bank of America Institute, Cox Automotive, Federal Reserve, Moody's Analytics, USA Today, SEMA Market Research and company earnings calls.

2 An Older Vehicle Parc and Near-Record Miles Driven Are Supporting Aftermarket Demand

Consumers continue to drive an aging vehicle fleet at near-record miles, and that usage is translating into steadily higher spend on replacement parts and service

THE FLEET IS AGING WHILE MILES DRIVEN STAY NEAR RECORD LEVELS…

(Average age of U.S. light vehicles in operation, years; trailing 12-month U.S. vehicle miles traveled in trillions) [1]

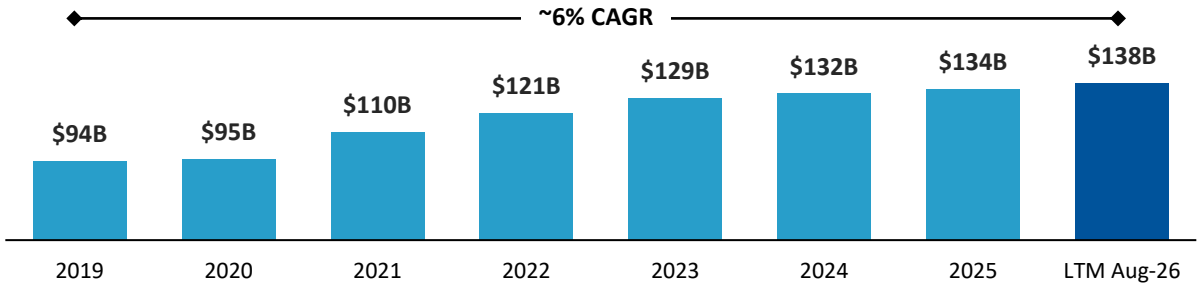


Key Insights

- **Price gap keeps owners in place:** the new-to-used price gap has widened to ~$21K from ~$13K in 2015, and 29% of vehicles are now 16+ years old
- **Sweet spot remains deep:** ~35% of vehicles in operation are 6 to 12 model years old, past OEM warranty and prime for replacement parts and service
- **Usage is driving parts spend:** automotive parts, accessory and tire store sales reached ~$138B over the last twelve months, up ~46% from 2019

…AND OWNERS ARE SPENDING MORE ON REPAIR AND MAINTENANCE TO KEEP THEM RUNNING

(U.S. retail sales at automotive parts, accessory and tire stores; excludes dealer service, $ in billions)



~$1.10
Service cost per mile after 10+ years of ownership, vs. ~$0.20 in the first five years

$3,195
Repair bill at which owners begin to weigh replacing the vehicle rather than fixing it

Owners are keeping vehicles longer and driving them more, which continues to translate into higher spend on repair and maintenance

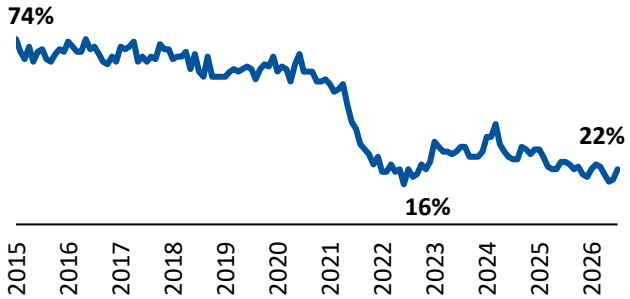
Sources: S&P Global Mobility, U.S. Federal Highway Administration, Cox Automotive, Experian and U.S. Census Bureau (via FRED).
(1) Age as of the start of each year per S&P Global Mobility; 2026 reflects the latest industry estimate.

3 The Rising Cost of Vehicle Ownership Is Changing How Consumers Maintain Their Vehicles

Higher vehicle, financing, insurance and fuel costs are changing how consumers buy, insure and maintain their vehicles

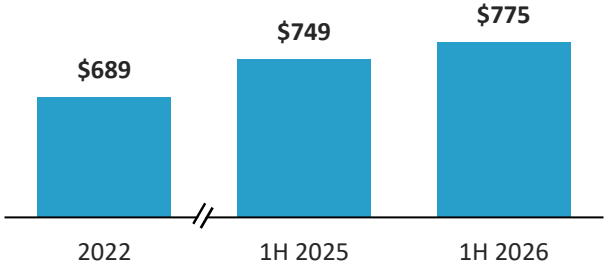
CONSUMERS REMAIN CAUTIOUS ON NEW VEHICLE PURCHASES…

(% of consumers saying it is a good time to buy a new vehicle)



…AS MONTHLY PAYMENTS REACH NEW HIGHS…

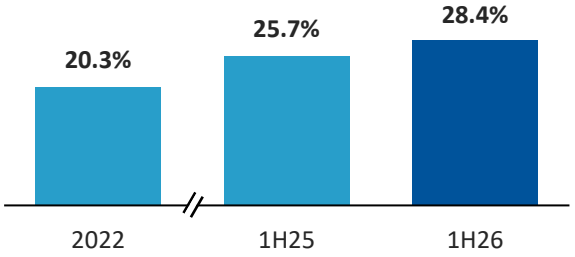
(Average financed new vehicle payment, $ per month)



…SO MORE CONSUMERS SELECT HIGHER DEDUCTIBLES…

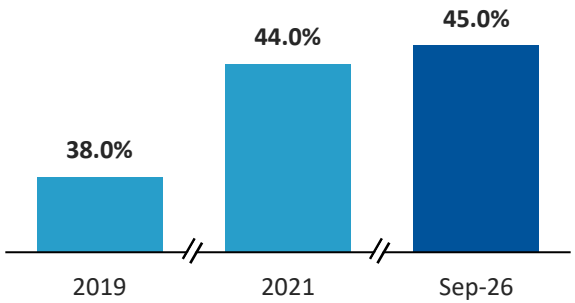
(% of repairable collision claims with a $1,000+ deductible)

Claims frequency down 3.5%; self-pay at 26% of orders



…AND PURCHASE EXTENDED SERVICE WARRANTIES

(Vehicle service contract attachment in U.S. dealership sales)



Key Insights

- **Ownership costs remain elevated:** gas prices are up ~39% year over year and new vehicle payments reached a record $787 in 3Q26
- **Deferral shifts timing, not demand:** postponed maintenance tends to return as larger repairs, rewarding operators that hold share through the cycle
- **Self-pay work is growing:** claims are down 3.5%, more drivers carry $1,000+ deductibles and only ~45% of financed buyers add a service contract
- **Service is shifting to independents:** dealer share of service visits fell to 29% in 2025 from 33% in 2018 as general repair and quick lube gained share

Consumers are choosing higher deductibles to lower monthly premiums and protect their budgets, shifting more repairs out of pocket and steering budget-focused drivers toward value offerings

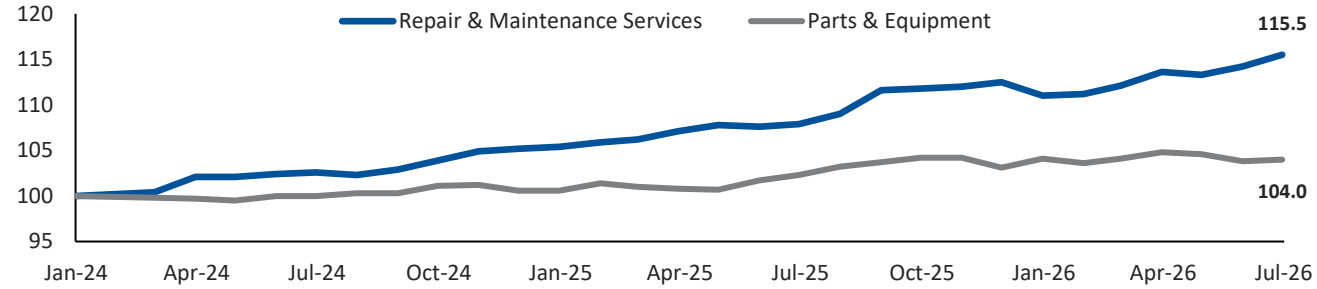
Sources: AAA, EIA, Edmunds, Urban Institute, University of Michigan Surveys of Consumers, CCC Intelligent Solutions, Cox Automotive and Company earnings calls.

4 Service Pricing Remains Firm as Vehicle Technology Increases Repair Complexity

Service prices have risen as vehicles have grown more complex, requiring higher-grade technicians, additional equipment and incremental parts

REPAIR SERVICE PRICES CONTINUE TO RISE AS PARTS HOLD FLAT…

(Consumer price indices, January 2024 = 100)



…AS CONSUMERS BEGIN TO DEFER AND TRADE DOWN…

(AutoZone management commentary on DIY trade down and deferral)

May '25 *"We haven't seen necessarily a big move down out of premium good, better or best product"*

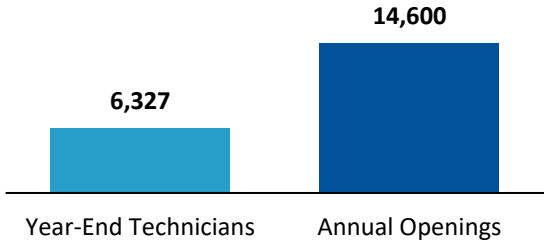
Dec '25 *"We don't see a lot of trade down. There's a little bit, but it's really not been that meaningful"*

Sep '26 *"We see evidence of deferrals and trade down in DIY, particularly with the most financially challenged DIY customers"*

…AND TECHNICIAN CAPACITY IS A KEY DIFFERENTIATOR

(Collision technicians employed annually)

Collision turnover of 60.7% is the highest of any skilled trade



Market Responses

- **Monro:** added an opening-price Tier 4 tire and leaned on courtesy inspections, holding tire units flat and growing average repair order
- **Advance:** expanding value offerings, including its ARGOS private-label oil, as DIY shoppers move down the good, better, best range
- **Mavis:** offering six-month promotional financing on purchases of $199+ to let customers spread the cost of tires and repairs over time, subject to credit approval
- **Valvoline:** passing through higher lubricant costs while tracking return rates and discount usage, as premium customers "very rarely" trade back down

Operators with the technical expertise and equipment to handle more complex vehicles are best positioned to capture the higher value of each repair

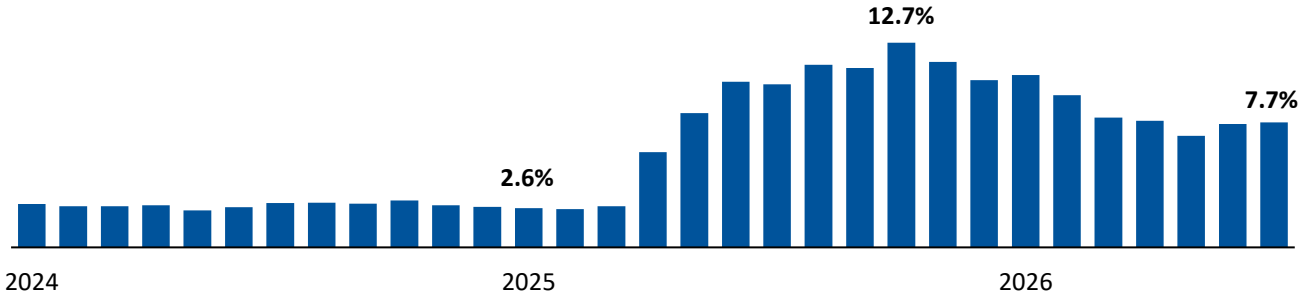
Sources: Company earnings calls and filings, U.S. Bureau of Labor Statistics, Baird Equity Research, TechForce Foundation, Cox Automotive and S&P Capital IQ.

5 Tariffs Have Been a Major Headwind for 18+ Months

The market has had to manage disruption and uncertainty coupled with elevated rates, and tariffs continue to consume management and investor attention

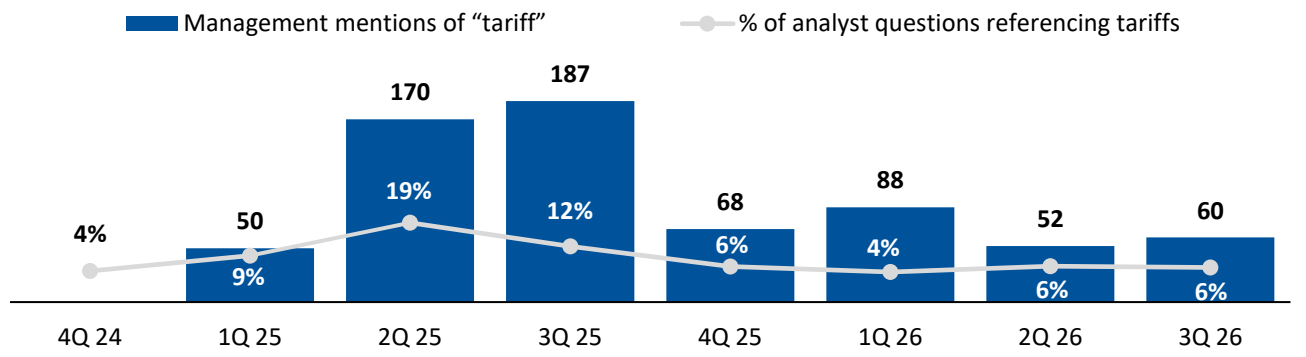
EFFECTIVE TARIFF RATES REMAIN 3X HIGHER THAN PRE-2025 LEVELS (1)

(Effective gross U.S. tariff rate, customs duties as a % of goods imports)



TARIFFS WENT FROM A NON-ISSUE TO A CENTRAL TOPIC (2)

(VT&M peer companies, "tariff" mentions on earnings calls)



Key Insights

- **Volatility, not just level:** the effective rate jumped ~5x from 2.6% to a 12.7% peak and still sits ~3x above pre-2025 levels after repeated changes by country and product
- **Uncertainty is the bigger cost:** shifting rates keep sourcing, pricing and inventory decisions a moving target rather than a one-time reset
- **A top issue for management:** proactive tariff mentions in prepared remarks across 18 aftermarket peers rose from 1 in all of 2024 to 187 in a single quarter
- **Key area of investor diligence:** ~19% of analyst questions referenced tariffs at the 2Q25 peak vs. ~1% in 2024, and ~6% still do in 3Q26

Tariffs continue to consume management and investor attention with no clear winners, adding uncertainty that has not been conducive to M&A activity

Sources: U.S. Department of the Treasury, U.S. Census Bureau, U.S. Bureau of Labor Statistics, S&P Capital IQ transcripts and company filings and earnings calls.
(1) Reflects gross customs duties before IEEPA tariff refunds.
(2) Aggregate of mentions on AOV, ARB, FOXF, HLLY, LCII, THULE, AAP, AZO, DORM, GPC, LKQ, ORLY, AN, BYD, CPRT, DRVN, MNRO and VVV earnings calls.



BAIRD'S VEHICLE AFTERMARKET UPDATE

Themes Shaping M&A Activity in the Vehicle Aftermarket

M&A Remains Indexed Towards Services

- The vast majority of regular-way M&A activity across sponsors and strategics has been indexed towards service platforms
- Buyers continue to favor recurring, needs-based service cash flows supported by attractive aftermarket fundamentals

Acquisition Activity Skewed Toward Smaller, Strategic Deals

- Strategic buyers remain focused on their core advantages and are favoring tuck-ins that support that advantage / market positioning
- Direct sponsor activity in product categories has been selective and largely concentrated in assets with defensible market positions or those that have demonstrated outperformance

Companies Are Rebuilding Earnings on Flat Volumes

- Management teams are lifting earnings through cost-outs, sourcing and pricing rather than waiting on volume
- Portfolio pruning is putting non-core brands and other assets into play to reinvest in their strongest brands and capabilities

Valuation Gap Has Narrowed as Deal Volume Rebuilds

- Valuations have moderated as earnings levels have stabilized, despite multiples trading well below five-year averages across each sub-sector
- Passage of time and impact of strategic initiatives have supported earnings growth; however, margin pressure from input costs and trade policy persists
- Continued earnings recovery is a critical input to deal activity rebuilding

Public Company Performance Snapshot

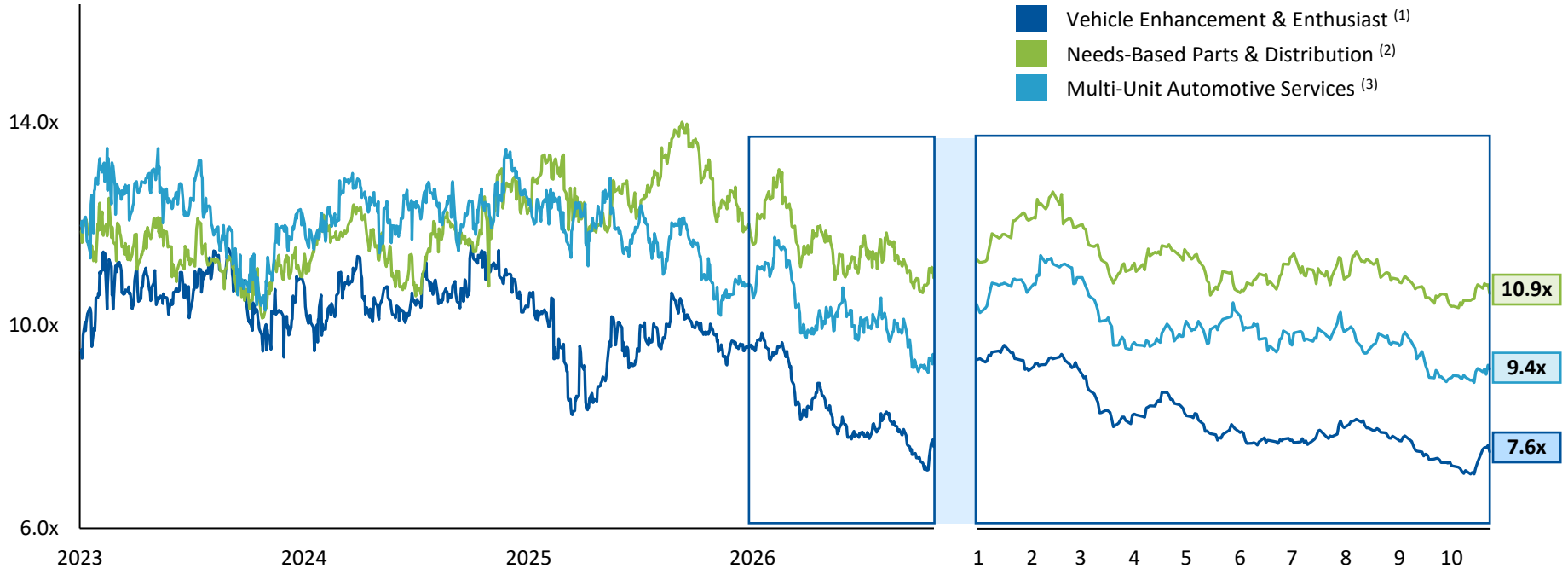
	QUARTERLY RESULTS	LTM VS. PRE-COVID AND COVID PEAK (4)	SHARE PRICE
Vehicle Enhancement & Enthusiast (1)	Q2 2026 EPS Results	174% (Revenue) 87% (Revenue) 155% (EBITDA) 77% (EBITDA)	(30.6%) *YTD Index Price Performance* (42.9%) *3-Year Index Price Performance*
Needs-Based Parts & Distribution (2)	Q2 2026 EPS Results	140% (Revenue) 115% (Revenue) 153% (EBITDA) 110% (EBITDA)	(4.7%) *YTD Index Price Performance* 14.2% *3-Year Index Price Performance*
Multi-Unit Automotive Services (3)	Q2 2026 EPS Results	147% (Revenue) 109% (Revenue) 195% (EBITDA) 98% (EBITDA)	(23.6%) *YTD Index Price Performance* (16.7%) *3-Year Index Price Performance*

Beat | Miss

LTM as % of FY2019 | LTM as % of FY2022 (Peak)

Source: S&P Capital IQ as of October 23, 2026.
(1) Vehicle Enhancement & Enthusiast Peer Index includes Amotiv, ARB, Fox Factory, Holley, Lippert and Thule.
(2) Needs-Based Parts & Distribution Peer Index includes Advance Auto Parts, AutoZone, Dorman, Genuine Parts, LKQ and O'Reilly Auto Parts.
(3) Multi-Unit Automotive Services Peer Index includes AutoNation, Boyd Group Services, Copart, Driven Brands, Monro and Valvoline.
(4) Aggregate peer LTM (latest quarter ended on or before June 2026) revenue and EBITDA as a % of FY2019 and FY2022, the highest year for all three groups; as reported at constant FX.

Vehicle Aftermarket Trading Trends



PUBLIC COMPANY PERFORMANCE COMMENTARY

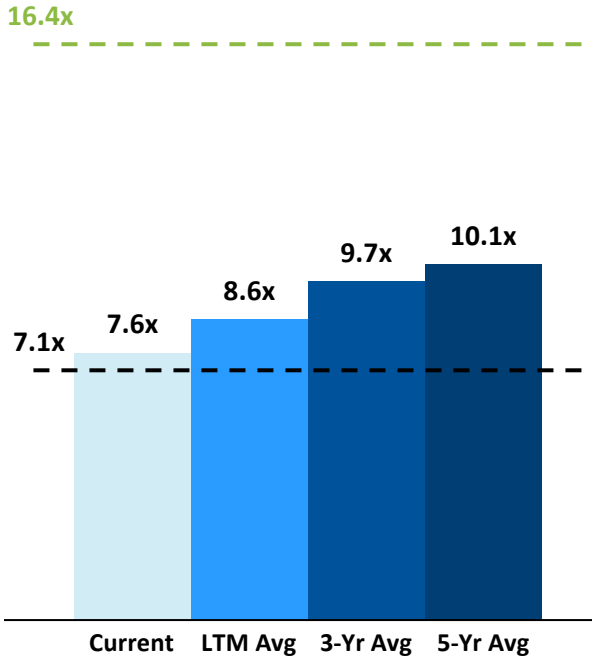
- **Vehicle Enhancement & Enthusiast** – The group remains the most exposed to a stretched consumer, with sentiment near historic lows and the Fed's September hike pushing out the rate relief that big-ticket spend has been waiting on. Operators are protecting earnings through cost actions while absorbing tariff, freight and commodity inflation. The rebound thesis is intact, but the timing has shifted into 2027
- **Needs-Based Parts and Distribution** – An aging fleet continues to anchor demand, with the average vehicle a record 13.0 years old as high prices and rates keep owners in their cars. Growth has shifted to the professional channel – AutoZone's commercial sales grew 11% in fiscal 2026 – while DIY traffic has softened as pressured consumers defer maintenance or trade down
- **Multi-Unit Automotive Services** – Performance has split between non-discretionary maintenance and businesses tied to the consumer wallet or claims volumes. Take 5 extended its streak to 24 straight quarters of positive comps, while collision growth is coming from share gains rather than price as claims stabilize

Source: S&P Capital IQ as of October 23, 2026.
Note: Reflects EV / NTM EBITDA multiples.
(1) Vehicle Enhancement & Enthusiast Peer Index includes Amotiv, ARB, Fox Factory, Holley, Lippert and Thule.
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Vehicle Aftermarket Trading Trends (Cont'd)

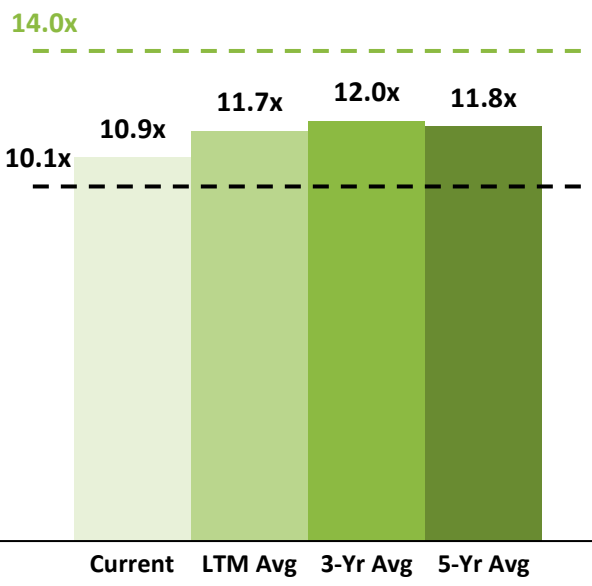
VEHICLE ENHANCEMENT & ENTHUSIAST (1)

(Average EV / NTM EBITDA multiples)



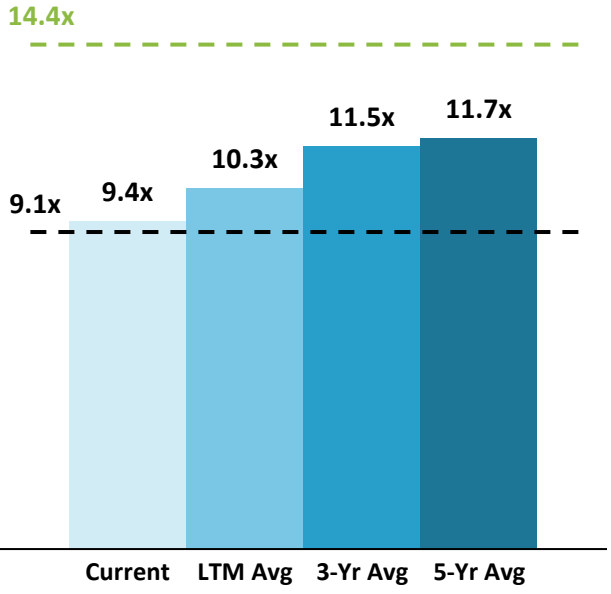
NEEDS-BASED PARTS & DISTRIBUTION (2)

(Average EV / NTM EBITDA multiples)



MULTI-UNIT AUTOMOTIVE SERVICES (3)

(Average EV / NTM EBITDA multiples)



5-Yr Max 5-Yr Min

Vehicle Enthusiast and Multi-Unit Multiples Hit Five-Year Lows in October, While Needs-Based Parts & Distribution Remains Closest to Its Five-Year Average

Source: S&P Capital IQ as of October 23, 2026.
(1) Vehicle Enhancement & Enthusiast Peer Index includes Amotiv, ARB, Fox Factory, Holley, Lippert and Thule.
(2) Needs-Based Parts & Distribution Peer Index includes Advance Auto Parts, AutoZone, Dorman, Genuine Parts, LKQ and O'Reilly Auto Parts.
(3) Multi-Unit Automotive Services Peer Index includes AutoNation, Boyd Group Services, Copart, Driven Brands, Monro and Valvoline.

M&A Activity has Shifted Away from Vehicle Enhancement

Market uncertainty over the last few years has driven increased interest in needs-based assets

M&A TRANSACTIONS OVERVIEW (1)



2021 – 2022

(123 Deals)



Vehicle Enhancement & Enthusiast Strategic Buyer ~20%

Needs-Based Sponsor Buyer ~33%

Vehicle Enhancement & Enthusiast Sponsor Buyer ~21%

Needs-Based Strategic Buyer ~26%

- ✓ *Momentum in enthusiast markets coming out of the pandemic from rising outdoor lifestyle trends coupled with higher consumer spending*
- ✓ *Sponsor interest in the space increased as the M&A market saw high levels of deal activity*



2023 – YTD 2026

(156 Deals)



Vehicle Enhancement & Enthusiast Strategic Buyer ~17%

Needs-Based Sponsor Buyer ~39%

Vehicle Enhancement & Enthusiast Sponsor Buyer ~5%

Needs-Based Strategic Buyer ~38%

- ✓ *Needs-based M&A rebounded as enthusiast markets softened as a result of rising interest rates, recession concerns and a return to office push*
- ✓ *Aftermarket deals saw an upward shift in strategic M&A*

From 2021 – 2022, Momentum in Enthusiast Markets Led to Heightened Activity but Subsequent Consumer and Macro Uncertainty Has Led to a Backlog of Assets and Mixed Success in Executing Investment Theses

Source: Baird Investment Banking knowledge.
(1) Based on proprietary transactions database.

Vehicle Enhancement & Enthusiast Market Update

DEFINING CHARACTERISTICS OF CATEGORY OUTPERFORMERS

Innovation as the Consumer's "Reason to Buy"

- Outperformers keep a steady new product cadence, extending proven platforms into adjacent applications to win share
- Products for the everyday driver, not just the dedicated build, widen the buyer base without diluting premium positioning

Doubling Down on the Core Brand

- Category leaders are narrowing portfolios to their strongest brands, exiting non-core lines that dilute focus and capital
- Freed-up resources are reinvested in brand activation and enthusiast engagement rather than broad, unfocused expansion

Continued Intense Focus on Operational Excellence

- Leaders plan around current demand and pull the levers they control, from sourcing and pricing to footprint and SG&A
- Structural cost-outs and deleveraging build operating leverage and the balance sheet capacity to act on M&A as volumes return

KEY SECTOR THEMES

Elevated commodity, freight and fuel costs are now the baseline planning case, keeping pricing, surcharge recovery and sourcing discipline central to margins

Specialty equipment sales grew ~1% to a record $52.9B in 2025, with more than half of buyers under 40 sustaining long-term demand for personalization

Enthusiast multiples have reset to a five-year low, rewarding platforms that grow earnings without a demand recovery and opening the door to scale combinations

Sources: Baird Research and S&P Capital IQ.

Vehicle Enhancement & Enthusiast Market Update (Cont'd)

SELECT LTM M&A TRANSACTIONS

Announced	Target	Acquiror
Pending	LIPPERT	PATRICK
8/26	HOONIGAN (Suspension Brands and Smittybilt)	Bestop
8/26	LEER	REALTRUCK
7/26	HORSEPOWER AUTOMOTIVE GROUP	River Associates
6/25	COMOTO FAMILY OF BRANDS (Minority Transaction)	GEMSPRING CAPITAL

LTM ENTHUSIAST M&A BY PRODUCT CATEGORY



Utility-Oriented

- Truck & Off-Road Accessories 3
- Towing, Trailer & RV 4

Performance & Powersports

- Performance & Restomod 2
- Powersports 2

Nearly two-thirds of LTM enthusiast deals targeted utility-oriented truck, off-road, towing and RV products

M&A MARKET COMMENTARY

- **Strategic Add-Ons Are Extending Into Adjacent Categories** – Strategic acquirers announced 6 of the 11 LTM enthusiast deals, mostly add-ons of adjacent products and brands rather than scale acquisitions
  - RealTruck / LEER and Bestop / ReadyLIFT extend existing platforms into truck caps, lift kits and towing
- **Highly Strategic Combinations are the Exception for Scale** – The pending LCI / Patrick merger, announced in June, is the only $1B+ enthusiast deal and the only scaled combination over the LTM
- **Sponsors Are Backing Niche Platforms** – Sponsors announced the other 5 LTM deals across off-road, powersports, restomod and RV
  - Larger enthusiast assets held back until earnings visibility improves and allows a backlog to form

Sources: Baird Investment Banking transaction database, Mergermarket and company press releases.

Needs-Based Parts & Distribution Market Update

DEFINING CHARACTERISTICS OF CATEGORY OUTPERFORMERS

Concentration in High-Frequency, Non-Discretionary Categories

- Leading operators prioritize brakes, filters and other wear parts tied to safety and uptime, where demand holds up
- Assortments are tuned to a record 13-year average vehicle age, capturing longer replacement cycles on older vehicles

Winning the Value Shopper Without Sacrificing Quality

- Leaders are broadening private label and value tiers that mirror branded performance to capture trade-down
- With quality still the top purchase driver, winners compete on value and reliability rather than the lowest price

Availability and Catalog Depth as the Competitive Moat

- Distribution leaders are adding hubs and mega hubs and deepening local inventory to win on fill rate and speed
- Catalog breadth and diversified sourcing are becoming differentiators as SKUs proliferate and trade policy shifts

KEY SECTOR THEMES

LTM parts store sales grew 2.2% through May 2026, roughly in line with 2.1% parts price inflation, meaning growth to date has been price-led, not volume-led

With parts prices flat since December 2025, 2027 growth will need to come from volume, mix and share, favoring operators with superior availability

Annual USMCA reviews keep sourcing mix and country of origin at the top of the diligence list, with 7 in 10 businesses prioritizing supplier diversification

Sources: Baird Research and S&P Capital IQ.

Needs-Based Parts & Distribution Market Update (Cont'd)

SELECT LTM M&A TRANSACTIONS

Date	Target	Acquiror
8/26	NPW Parts Authority	Parts Authority Auto Parts Super Stores "The Answer Is Yes!"
8/26	WELLS VEHICLE ELECTRONICS *(Electronic Components Business)*	OMEGA HOLDINGS
6/26	Raybestos	FRICTION ONE
6/26	Centric Parts *(First Brands Assets)*	mpa

Date	Target	Acquiror
6/26	CHART Distribution Group	RelaDyne
3/26	NSG GROUP *(Pilkington Glass)*	APOLLO
3/26	CLOYES *(Continuation Vehicle)*	MidOcean Partners
1/26	OPUS IVS™	Repairify Automotive Technology & Intelligence

SELECT COMMENTARY

- **Consolidators Continue to Prioritize Availability** – With parts pricing flat and growth increasingly dependent on volume and share, distributors are using M&A to add locations, categories and inventory closer to the installer, as fill rate and delivery speed become the primary basis of competition
- **Distressed Situations Are Creating Brand-Level Opportunities** – The First Brands bankruptcy has put some of the aftermarket's most recognized names back into circulation, giving well-capitalized operators the chance to acquire trusted brands and IP rather than build them organically
- **Strategic and Sponsor-Backed Platforms Are Leading Activity** – Operators are favoring tuck-ins with clear synergies and complementary product portfolios, while direct sponsor activity has been selective and concentrated in scaled assets with defensible market positions
- **Buyers Continue to Reward Resilience** – While tariffs and elevated input costs continue to pressure margins, businesses with non-discretionary demand, diversified sourcing and disciplined pricing remain in demand, supporting a healthy transaction environment

Sources: Baird Investment Banking transaction database, Mergermarket and company press releases.

Multi-Unit Automotive Services Market Update

DEFINING CHARACTERISTICS OF CATEGORY OUTPERFORMERS

Owning the Complex Repair In-House

- Leaders are bringing ADAS calibration and diagnostics in-house, keeping high-value, technical work away from sublet
- Make-specific OEM certifications let technicians specialize by brand and position top shops for higher-severity repairs

Expanding the Repair Wallet Beyond Collision

- Top performers are layering mechanical, fleet and heavy-duty work into existing footprints as repairable claims soften
- Select operators are moving into parts supply, turning procurement scale into a second earnings stream

Building Technician Capacity and Strategic Relationships

- Leading MSOs run in-house apprenticeship and certification programs, treating technician development as a growth lever
- Strong operators compete for favorable carrier agreements and broaden OEM programs (e.g., Toyota, Rivian) as Tesla pulls certifications

KEY SECTOR THEMES

Collision revenue fell ~5% in 1H 2026, but calibrations on 28.3% of repairable estimates are lifting ticket value for shops equipped to capture it

Technician capacity is the binding constraint, with the pipeline filling just 43.3% of collision demand and 60.7% turnover, rewarding operators that build talent in-house

Sponsor-backed mid-cap platforms grew five to seven times faster than the Big Four in 1H 2026, with 130+ financial sponsors evaluating collision and deploying capital shop by shop

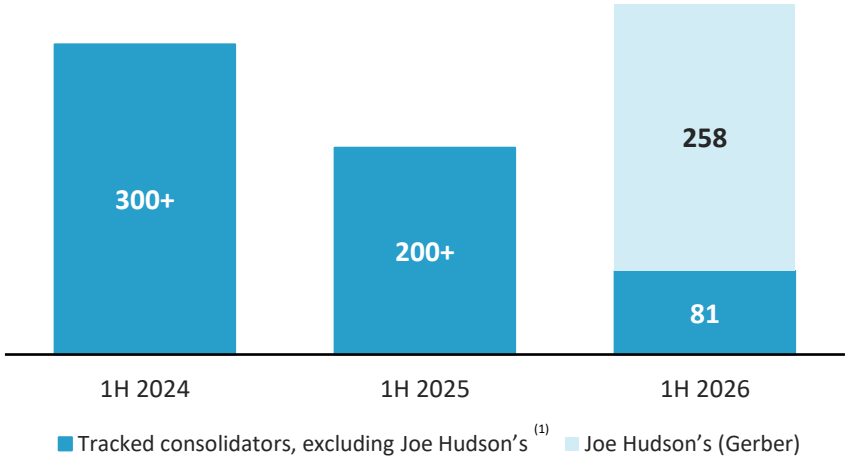
Sources: Baird Research and S&P Capital IQ.

Multi-Unit Automotive Services Market Update (Cont'd)

SELECT LTM M&A TRANSACTIONS

Date	Target	Acquiror
Pending	GoodTurn	Morgan Stanley Capital Partners
8/26	Tracy Collision	Quality Collision Group
7/26	Pep Boys	Mavis Tire
7/26	jiffy lube	Monomoy Capital Partners
6/26	Mister	LGP
5/26	Joe Hudson's Collision Center	The Boyd Group
1/26	Certified Collision Group	Riverside
11/25	Left Lane Auto	Bertram Capital

1H LOCATIONS ADDED BY COLLISION CONSOLIDATORS



Excluding Joe Hudson's, 1H 2026 was the slowest first half in three years; 1H 2024 and 1H 2025 shown at reported floors

M&A MARKET COMMENTARY

- **Consolidation Has Shifted to the Mid-Caps** – Sponsor-backed platforms grew five to seven times faster than the Big Four in 1H 2026 as 130+ financial sponsors deploy capital, with few sizable platforms available for sale
  - VIVE, Puget and G&C added 27 locations combined, while Caliber, Crash Champions and Classic added just 13 locations
- **Largest Checks Went to Adjacencies** – The biggest 2026 transactions were outside collision, including Mavis' agreed upon $700M acquisition of Pep Boys and Monomoy's acquisition of Jiffy Lube International
- **Pricing Is Resetting on Earnings, Not Multiples** – Lower trailing earnings drove the decline in values; consolidators report stabilizing revenue and new credit lines, and volume is expected to rebuild into Q1 2027
  - At 7.0x, a 10% revenue decline can cut enterprise value by 20%+, so owners anchored to peak-year results should expect a reset

Source: Baird Investment Banking transaction database, Mergermarket and company press releases.
(1) Tracked consolidators includes Gerber, Caliber Collision, Crash Champions and Classic Collision.

Select Universe of LTM Transactions Demonstrates that M&A has Skewed Smaller and Toward Services

Baird screened 38 deals from its proprietary database; ~61% of deals were <$200M, while 7 of 11 $500M+ deals were services

	STRATEGIC (21)	SPONSOR (14)	CONTINUATION VEHICLES	TOTAL
$1B+	Joe Hudson's Collision Center; Boyd Group; REV Vehicles for life; TEREX; AXALTA; AkzoNobel (*Pending*); LIPPERT; PATRICK (*Pending*)	Mister; LGP; jiffy lube; MONOMOY CAPITAL PARTNERS	BIG BRAND TIRE & SERVICE; PERCHERON CAPITAL; DAYCO; HIDDEN HARBOR	**8 (21%)**
$500M – $1B	Pep Boys; MAVIS TIRE; Oil Changers; Valvoline; BELLE TIRE; BIG BRAND TIRE & SERVICE (*Pending*)	*N/A*	*N/A*	**3 (8%)**
$200M – $500M	*N/A*	LEFT LANE AUTO; BERTRAM CAPITAL; PLP PICKYOURPART; PACIFIC AVENUE CAPITAL; CERTIFIED COLLISION GROUP; Riverside	CLOYES; MIDOCEAN Partners	**4 (11%)**
<$200M	NPW Parts Authority; [HOONIGAN] (*Suspension Brands and Smittybilt*); Bestop; LEER GROUP; REALTRUCK; ***+11 additional transactions***	HP AG; River Associates; ***+8 additional transactions***	*N/A*	**23 (61%)**

Automotive Services | Needs-Based Parts & Distribution | Vehicle Enhancement & Enthusiast

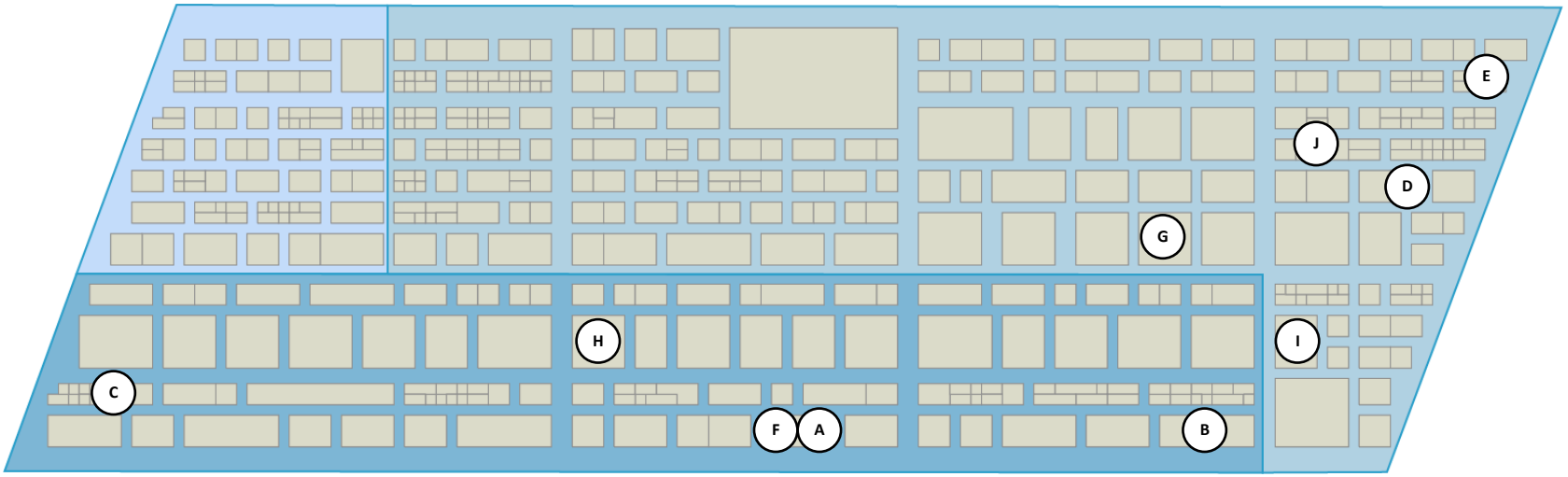
Sources: Baird Investment Banking transaction database, Mergermarket, S&P Capital IQ and Company press releases.



BAIRD'S GUIDE TO AFTERMARKET WEEK

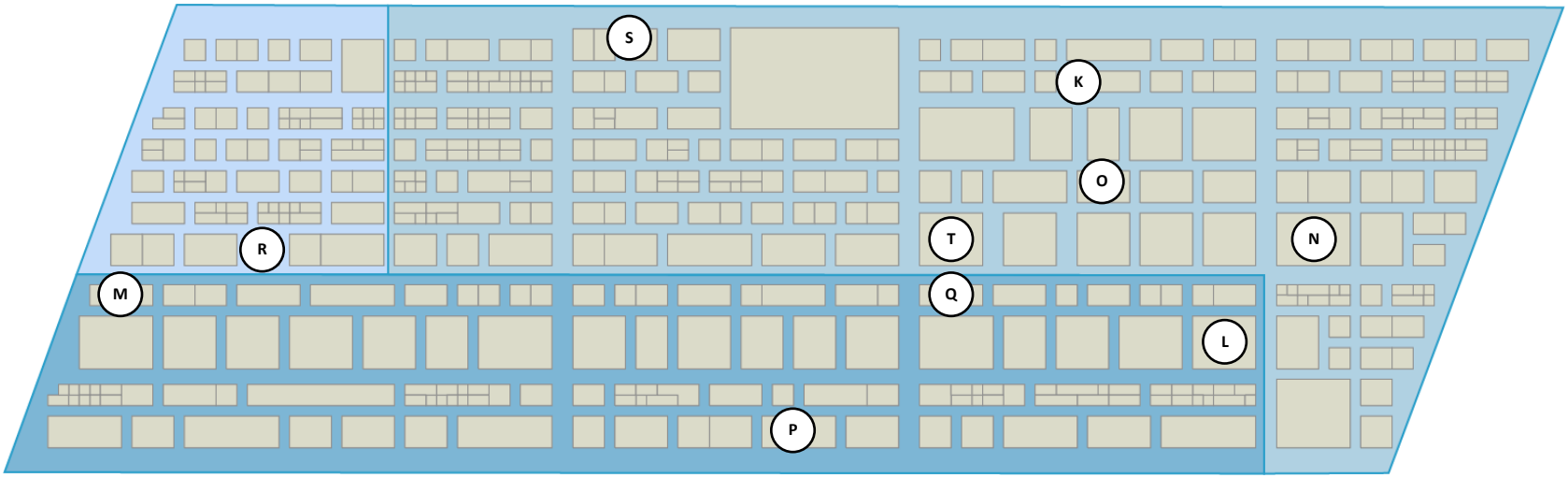
Select Sponsor-Backed, Private, Public Subsidiaries and Public Companies

West Hall Public, Sponsor and Non-Public Ownership



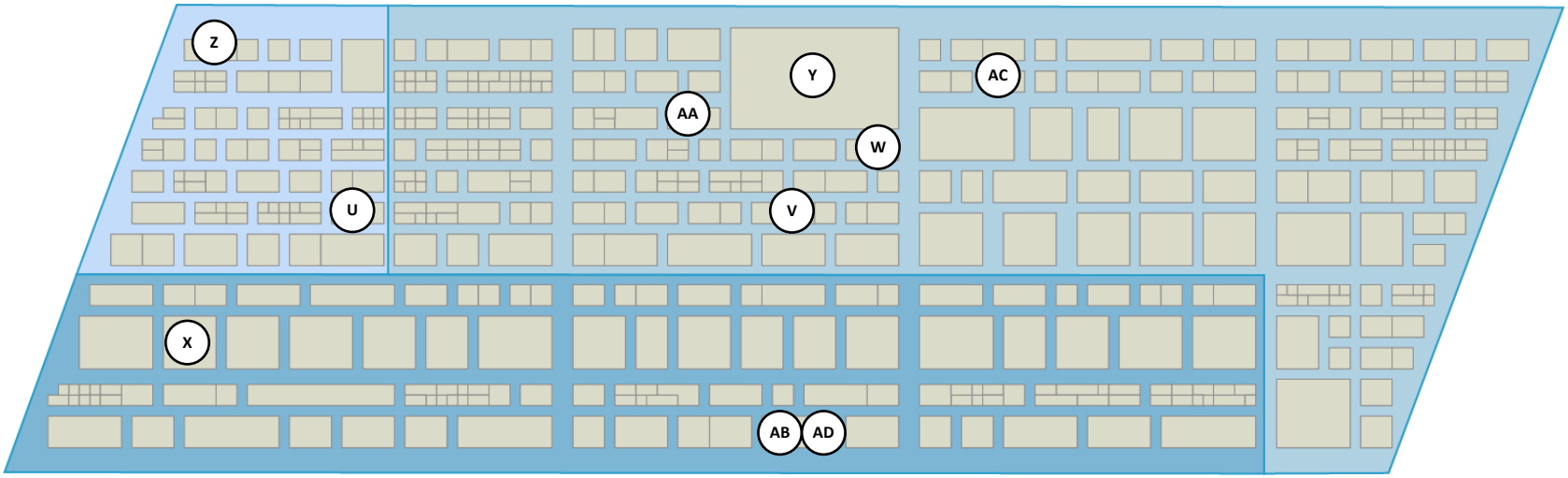
Identifier	Company	Ownership	Booth
A	3D Car Care	MPE Partners	50131
B	3M Personal Auto	Subsidiary of 3M (NYSE:MMM)	50051
C	Adam's Polishes	PFX Group	52270 and 80010
D	Aebi Schmidt Group	Nasdaq:AEBI	58018
E	Aftermarket Websites	The AAM Group	61006
F	Appearance Technology Group	MPE Partners	50131
G	ARB 4x4 Accessories	ASX:ARB	55063
H	Avery Dennison Graphics	Subsidiary of Avery Dennison (NYSE:AVY)	52171
I	Bestop	Kinderhook Industries	52039
J	BOLT Locks by Strattec	Subsidiary of Strattec (NasdaqGM:STRT)	58033

West Hall Public, Sponsor and Non-Public Ownership (Cont'd)



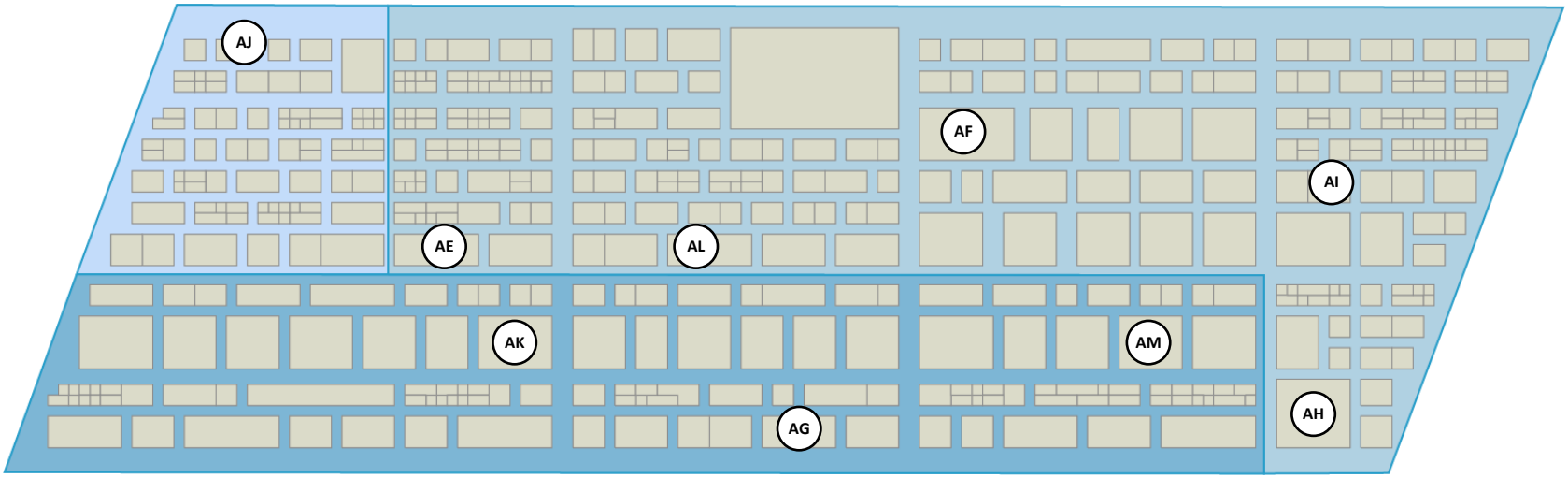
Identifier	Company	Ownership	Booth
K	Dana	NYSE:DAN	60081
L	Eastman Performance Films	Subsidiary of Eastman Chemical (NYSE:EMN)	52051
M	Energizer Holdings	NYSE:ENR	54261
N	Ford Motor Company	NYSE:F	55033
O	Fox Factory	Nasdaq:FOXF	57075
P	Hi-Tech Industries	MPE Partners	50131
Q	Katzkin Automotive Leather	ClearLight Partners	54103
R	Kawasaki Motors	Subsidiary of Kawasaki Heavy Industries (TYO:7012)	55237
S	KYB Americas Corporation	Subsidiary of KYB Corporation (TYO:7242)	61165
T	Lippert Automotive	Subsidiary of LCI Industries (NYSE:LCII)	55103

West Hall Public, Sponsor and Non-Public Ownership (Cont'd)



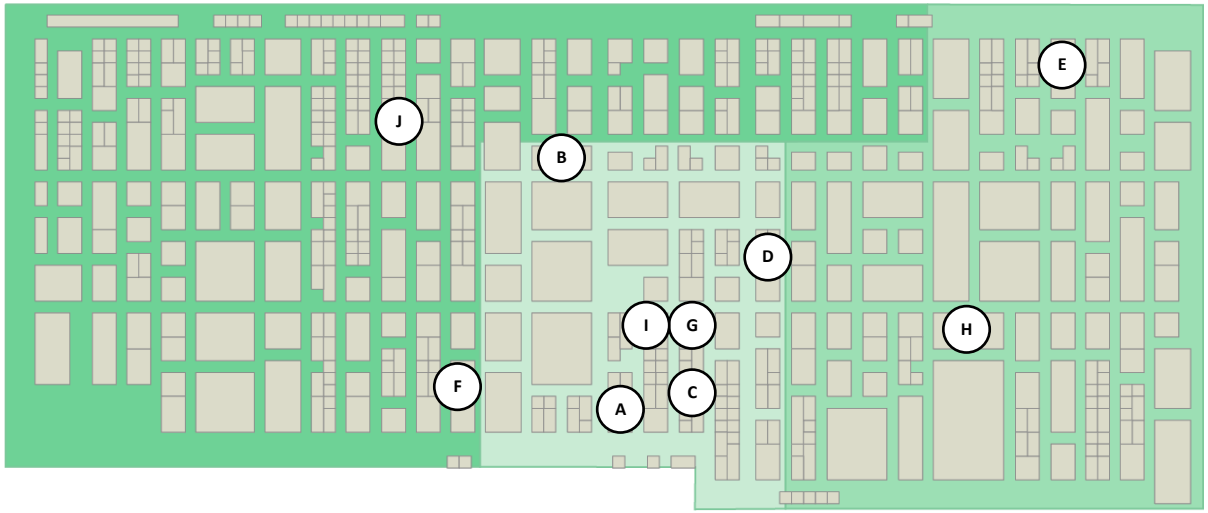
Identifier	Company	Ownership	Booth
U	Massimo Motors	Nasdaq:MAMO	56217
V	Meyer Distributing	Private	56135
W	Mile Marker Industries	Harbert Credit Solutions	58119
X	Mitsubishi Motors North America	Subsidiary of Mitsubishi Motors (TSE:7211)	52249
Y	Mopar / Stellantis	Stellantis (NYSE:STLA)	59119
Z	National Powersport Auctions	Subsidiary of Copart (Nasdaq:CPRT)	61242
AA	Overland Vehicle Systems	Caymus Equity Partners	59153
AB	P&S Detail Products	MPE Partners	50131
AC	Pelican Products	Platinum Equity	60095
AD	PRO Car Beauty	MPE Partners	50131

West Hall Public, Sponsor and Non-Public Ownership (Cont'd)



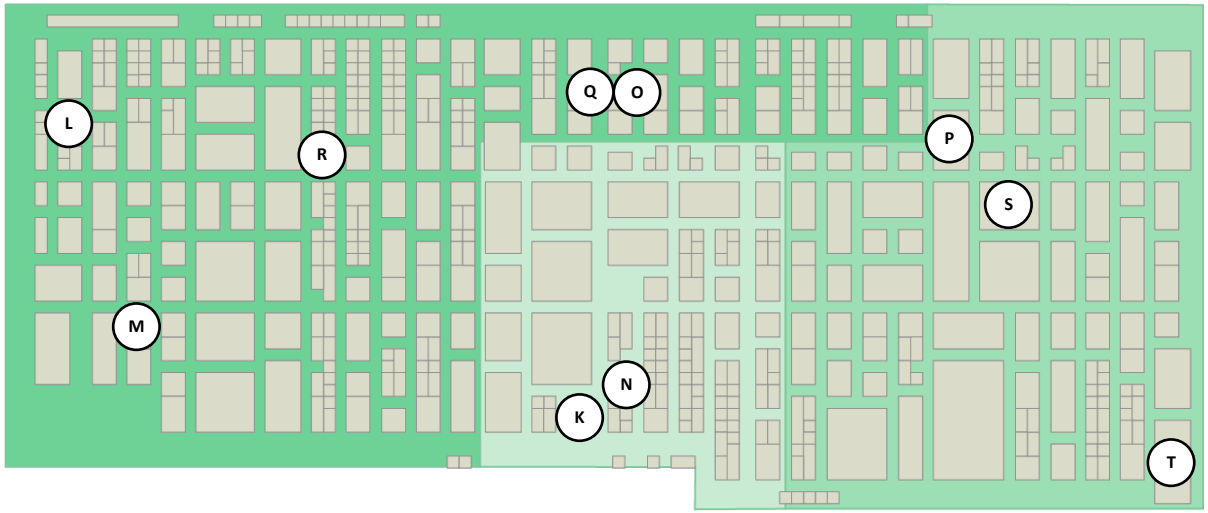
Identifier	Company	Ownership	Booth
AE	ProTech Industries	Harvey & Company	55199
AF	RANDYS Worldwide	Greenbriar	58097
AG	RBL Products	MPE Partners	50131
AH	RealTruck	L Catterton	50033
AI	Rough Country	TSG Consumer Partners	57033
AJ	Shock Therapy Suspension	Subsidiary of Fox Factory (Nasdaq:FOXF)	61239
AK	Solar Gard Window Tint & PPF	Subsidiary of Saint-Gobain (EPA:SGO)	52185
AL	Thule	OM:THULE	55147
AM	XPEL	Nasdaq:XPEL	52065

North Hall Public, Sponsor and Non-Public Ownership



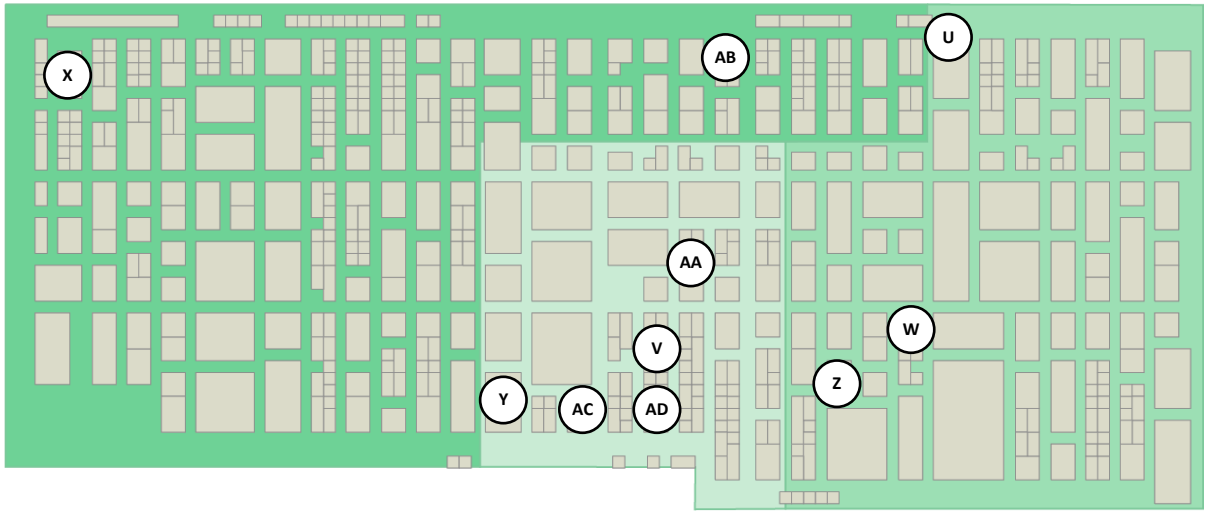
Identifier	Company	Ownership	Booth
A	71lbs	IDEA Fund Partners	11517
B	Acumatica Cloud ERP	Vista Equity Partners	11661
C	Aftermarket Websites	The AAM Group	11321
D	ALLDATA	Subsidiary of AutoZone (NYSE:AZO)	11145
E	Alpine Electronics of America	Subsidiary of Alps Alpine (TSE:6770)	10373
F	Halotron	Subsidiary of NewMarket (NYSE:NEU)	12021
G	AutoVitals	Tritium Partners	11327
H	Cerwin-Vega / Diamond Audio	Private	10531
I	Cinch	Private	11532
J	Clopay Corporation / Cornell / Cookson / Hunter	Subsidiary of Griffon (NYSE:GFF)	12167

North Hall Public, Sponsor and Non-Public Ownership (Cont'd)



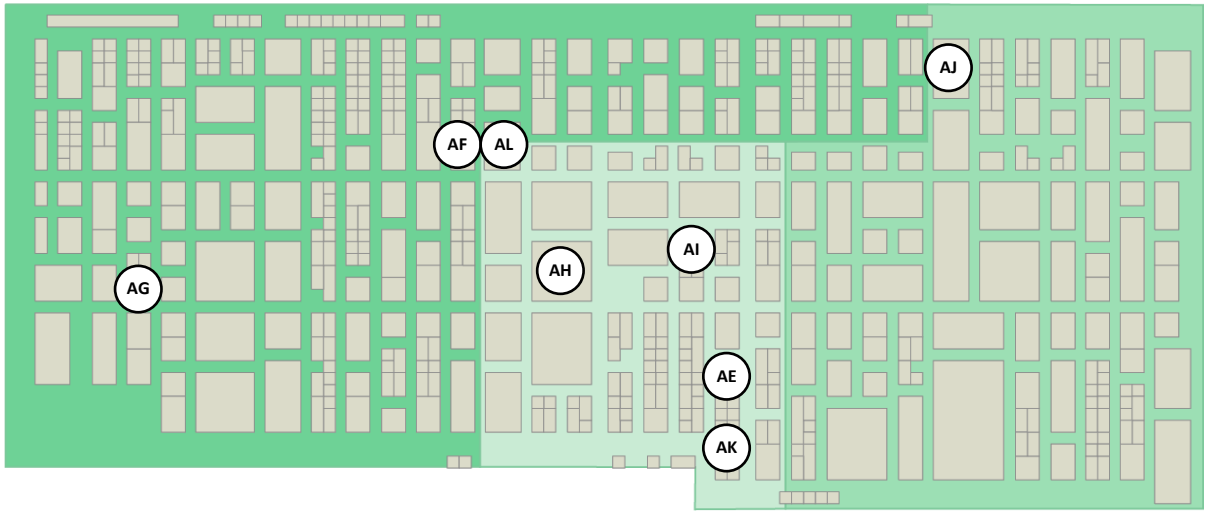
Identifier	Company	Ownership	Booth
K	Cox Automotive	Subsidiary of Cox Enterprises (Private)	11617
L	Dürr Systems	Subsidiary of Dürr AG (ETR:DUE)	13069
M	Fellers	American Pacific Group	12831
N	Fishbowl	Diversis Capital	11620
O	Formlabs	Scale-Up GP	11571
P	Garmin	NYSE:GRMN	10661
Q	Highline Warren	Pritzker Private Capital	11670
R	Ironclad Performance Wear	Brighton-Best International	12464
S	JBL	Subsidiary of Samsung Electronics	10451
T	JVCKENWOOD	TYO:6632	10104

North Hall Public, Sponsor and Non-Public Ownership (Cont'd)



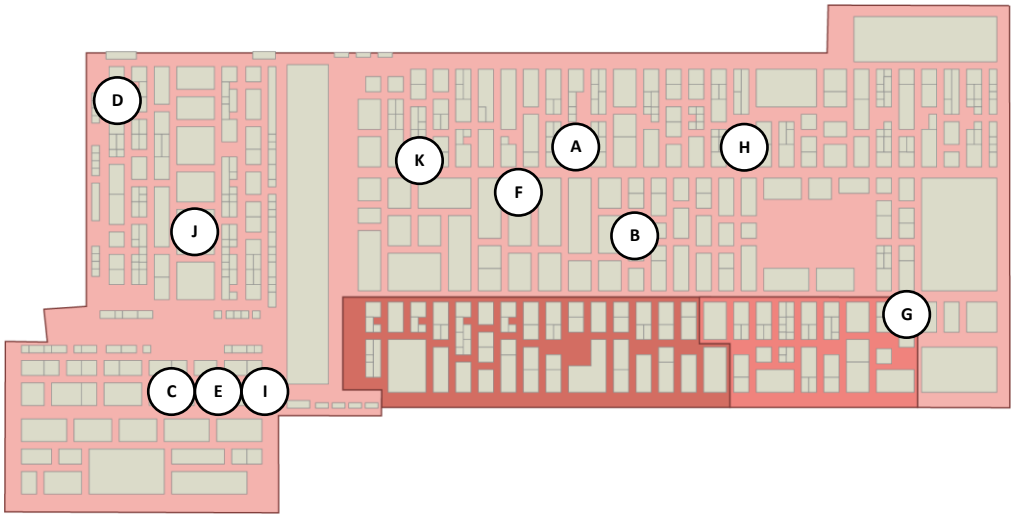
Identifier	Company	Ownership	Booth
U	KEYper Systems	Subsidiary of ASSA ABLOY (STO:ASSA B)	10678
V	Metal Supermarkets Family Of Companies	Riverarch Equity Partners	11427
W	Mobile Solutions	Private	10733
X	Motorcraft	Subsidiary of Ford (NYSE:F)	13073
Y	NAPA Auto Care	Subsidiary of Genuine Parts (NYSE:GPC)	11817
Z	Nextbase Dash Cams	Sandton Capital Partners	10923
AA	OEC	Genstar Capital	11442
AB	Oil-Dri	NYSE:ODC	11374
AC	PDM Automotive	Grubstakes 8	11619
AD	RepairPal	Subsidiary of Yelp (NYSE:YELP)	11420

North Hall Public, Sponsor and Non-Public Ownership (Cont'd)



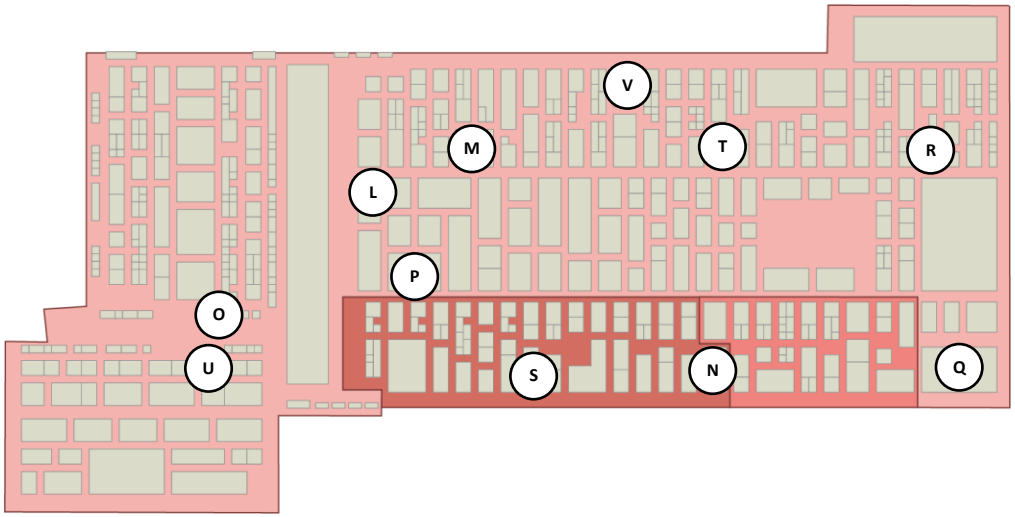
Identifier	Company	Ownership	Booth
AE	RevolutionParts	Venture-Backed (FM Capital)	11225
AF	Revopoint Global	Haitong Innovation, Axhome, Eastern Bell	12068
AG	Safe Haven Defense	Dominus Capital	12839
AH	Shopmonkey	Aurum Partners	11639
AI	SiriusXM	Nasdaq:SIRI	11349
AJ	Stinger	Halifax Group	10673
AK	Universal Technical Institute	NYSE:UTI	11209
AL	Walmart Marketplace	Walmart (NYSE:WMT)	11861

Central Hall Public, Sponsor and Non-Public Ownership



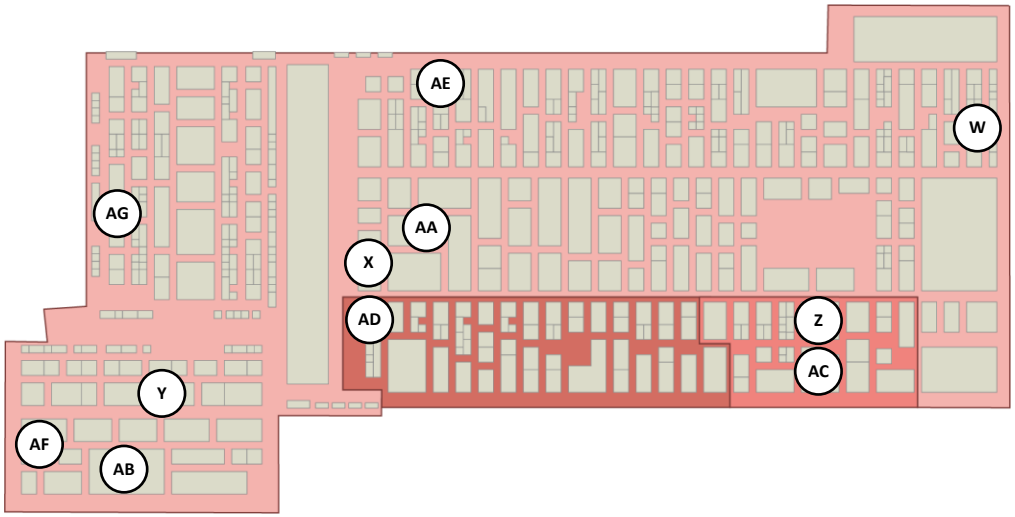
Identifier	Company	Ownership	Booth
A	Auto Meter	Promus Equity Partners	23226, 23229 and 23327
B	Baja Designs	Kinderhook Industries	23453 and 80045
C	BD Diesel	Hidden Harbor Capital Partners	21337
D	BILSTEIN Shocks	Subsidiary of Thyssenkrupp (XTRA:TKA)	20021
E	Brian Tooley Racing	Subsidiary of Burnout Brands (Hidden Harbor Capital Partners)	21337
F	Covercraft Industries	Audax Group	22943
G	CRC Industries	Berwind	24677 and 80027
H	CTEK	STO:CTEK	23933
I	D&J Precision Machine	Subsidiary of Burnout Brands (Hidden Harbor Capital Partners)	21337
J	Duralast	Subsidiary of AutoZone (NYSE:AZO)	20351
K	Eaton Performance	Subsidiary of Eaton (NYSE:ETN)	22533

Central Hall Public, Sponsor and Non-Public Ownership (Cont'd)



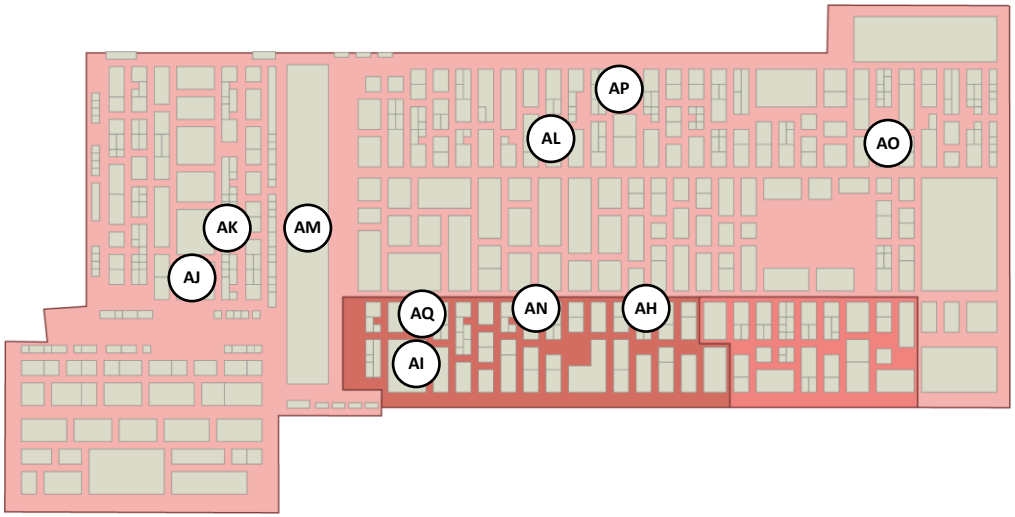
Identifier	Company	Ownership	Booth
L	Edelbrock	Industrial Opportunity Partners	22443 and 80044
M	EXEDY	TYO:7278	22829
N	Gentex Corporation	Nasdaq:GNTX	23889
O	HELLA Automotive	Subsidiary of FORVIA (ENXTPA:FRVIA)	20576 and 80003
P	Holley Performance Brands	NYSE:HLLY	22463
Q	Honda Racing	Subsidiary of Honda Motor (NYSE:HMC)	24789
R	Hoosier Racing Tire	Continental Tire of the Americas	24729
S	Intellitronix	US Lighting Group (OTCPK:USLG)	22991
T	Kano Laboratories	Gryphon Investors	23831
U	Keystone Automotive Operations	Subsidiary of LKQ (Nasdaq:LKQ)	21249
V	Lincoln Electric	Nasdaq:LECO	23413

Central Hall Public, Sponsor and Non-Public Ownership (Cont'd)



Identifier	Company	Ownership	Booth
W	Lyten	Venture-Backed (Stellantis Ventures, FedEx and Prime Movers Lab)	24827
X	Meguiar's	Subsidiary of 3M (NYSE:MMM)	22357 and 80030
Y	Monster Transmission	Subsidiary of Burnout Brands (Hidden Harbor Capital Partners)	21337
Z	Motoro Parts	Private	24283
AA	MotorTrend	Subsidiary of Hearst Magazines (Private)	22553
AB	Nissan North America	Nissan (TYO:7201)	21521
AC	Nordson ICS	Subsidiary of Nordson (Nasdaq:NDSN)	24297
AD	North Star Plating	Subsidiary of LKQ (Nasdaq:LKQ)	22482
AE	Power Stop	TSG Consumer Partners	22613
AF	R1 CONCEPTS	Torque Capital Group	21503
AG	Race Ramps	Prospect Hill Growth Partners	20047

Central Hall Public, Sponsor and Non-Public Ownership (Cont'd)



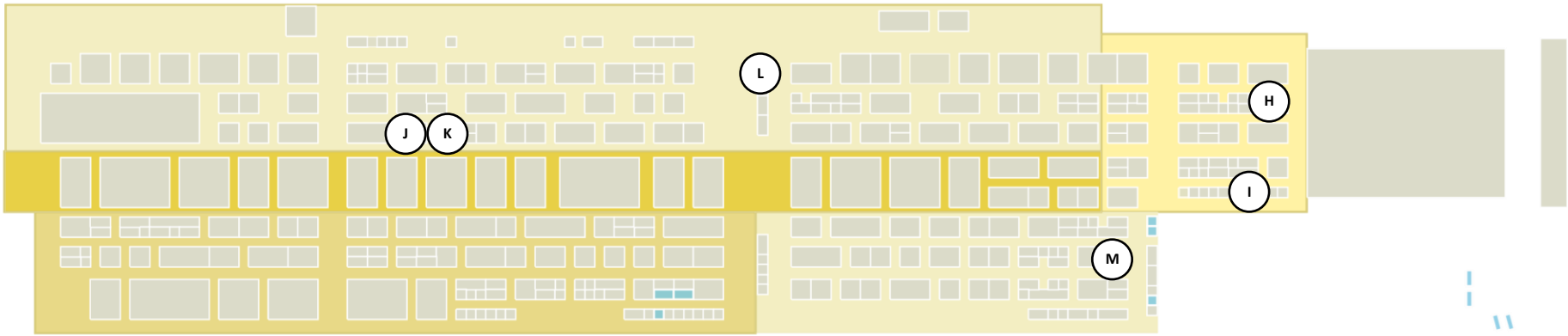
Identifier	Company	Ownership	Booth
AH	Ridetech	Fox Factory (Nasdaq:FOXF)	23577
AI	Roadster Shop	Charger Investment Partners	22487
AJ	Safety-Kleen	Clean Harbors (NYSE:CLH)	20365
AK	Sunoco Race Fuels	NYSE:SUN	20555
AL	TEIN USA	7217.T	23025
AM	Toyota Motor North America	NYSE:TM	22200
AN	United Pacific Industries	Private	23077
AO	Universal Technical Institute	NYSE:UTI	24531
AP	Vanair	Subsidiary of Lincoln Electric (Nasdaq:LECO)	23413
AQ	Vintage Air	LFM Capital	22581

Lower South Hall Public, Sponsor and Non-Public Ownership



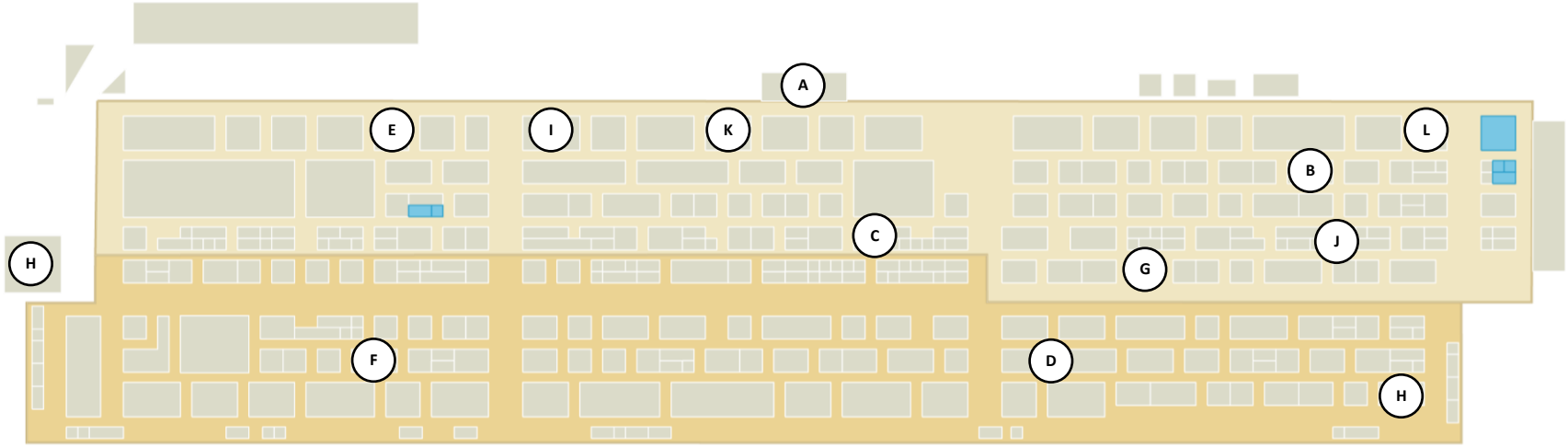
Identifier	Company	Ownership	Booth
A	Bush Specialty Vehicles	Element Fleet Management	43203
B	Coats	Victor Capital Partners	44029
C	Cragar Wheels / Carlstar Tires / Titan International	Subsidiary of Titan International (NYSE:TWI)	46033
D	Elgi Rubber Company	NSE:ELGIRUBCO	44100
E	Hercules Tires	American Tire Distributors	47236
F	Kenda Tires	TPE:2106	41025
G	Lakin Tire West / Liberty Tire Recycling	I Squared Capital	41019

Lower South Hall Public, Sponsor and Non-Public Ownership (Cont'd)



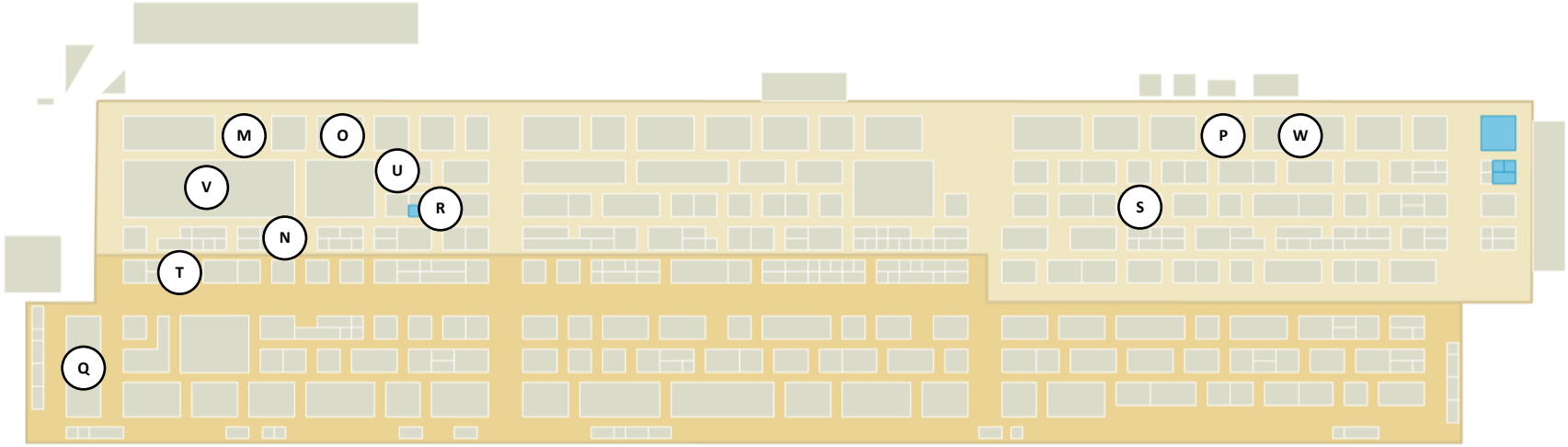
Identifier	Company	Ownership	Booth
H	Paint Distro & 1 Shot	Subsidiary of PPG (NYSE:PPG)	43256
I	Pipp Mobile Storage Systems	Novacap	45253
J	REMA TIP TOP	Subsidiary of LKQ (Nasdaq:LKQ)	43089
K	Schrader TPMS	Subsidiary of Sensata (NYSE:ST)	43097
L	TireConnect	Subsidiary of Bridgestone Corporation (OTCMKTS:BRDCY)	41161
M	Triton Valves	BSE:505978	48230

Upper South Hall Public, Sponsor and Non-Public Ownership



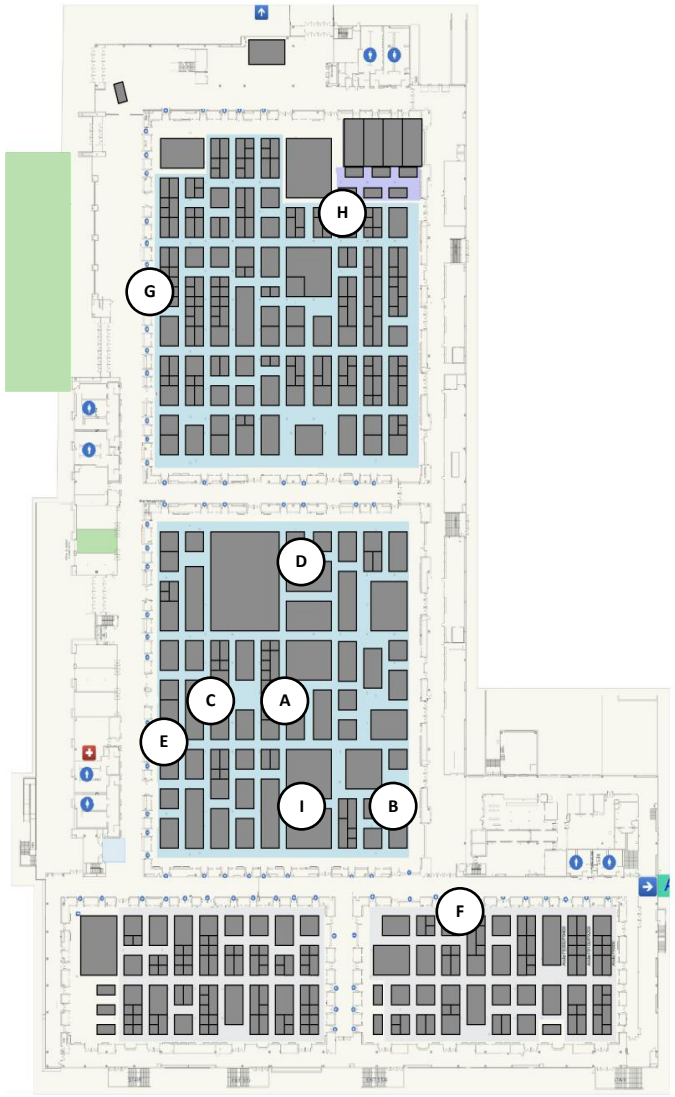
Identifier	Company	Ownership	Booth
A	3M Automotive Aftermarket Division	NYSE:MMM	30129
B	AirPro Diagnostics	Rotunda Capital Partners	32221
C	AkzoNobel	AMS:AKZA	35144 and 80041
D	Alkota Cleaning Systems	Fulham & Co.	37177
E	ALLDATA	Subsidiary of AutoZone (NYSE:AZO)	31061
F	Atlas Copco Compressors	Subsidiary (OM:ATCO A)	37057
G	Auveco	GHK Capital Partners	35193
H	Carlyle Tools	Subsidiary of Genuine Parts Company (NYSE:GPC)	30060 and 38237
I	CCC Intelligent Solutions	Nasdaq:CCCS	31087
J	Certified Collision Group	The Riverside Company	35228
K	Collision Services by US Auto Supply	Lincolnshire Management	31119
L	DeVilbiss by Binks	Lone Star Funds	31243

Upper South Hall Public, Sponsor and Non-Public Ownership (Cont'd)



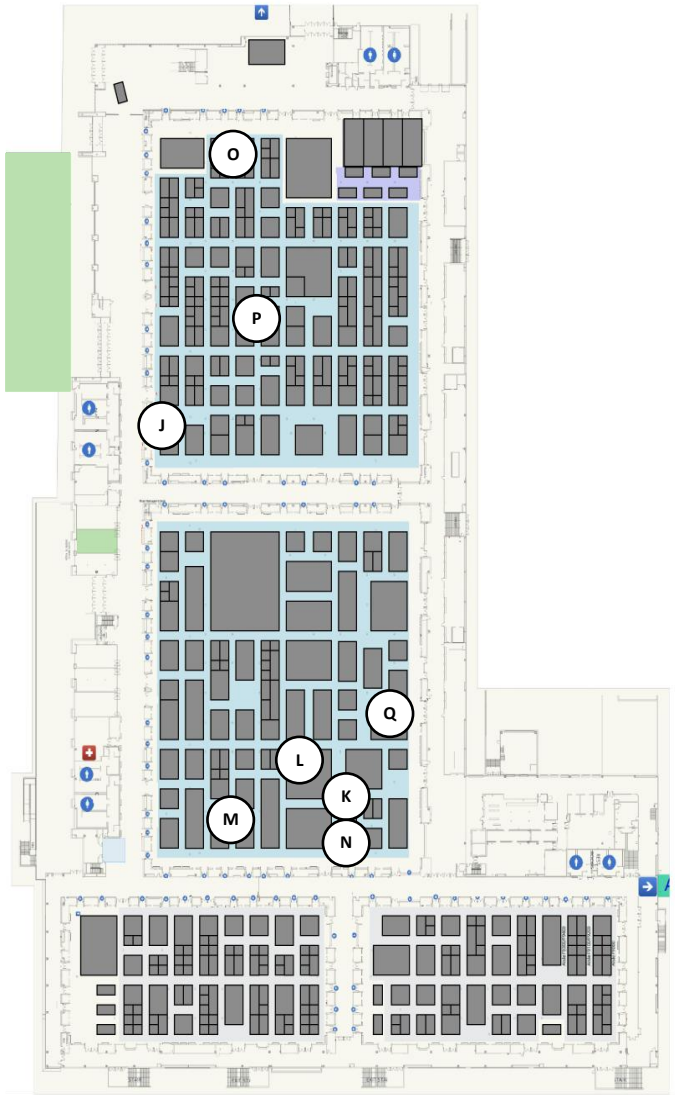
Identifier	Company	Ownership	Booth
M	Garmat	MPE Partners	31035
N	Gema USA	Subsidiary of Graco (NYSE:GGG)	34043
O	Global Finishing Solutions	Curran Group	31051
P	LOCTITE	Henkel AG	31207
Q	Milwaukee Tool	Subsidiary of Techtronic Industries (OTCMKTS:TTNDY)	36007
R	Mobile Tech RX	Searchlight Capital	34070
S	OEC	Genstar Capital	33193
T	Parker Hannifin	NYSE:PH	35025
U	Pliogrip Adhesives	Subsidiary of Arkema (EPA:AKE)	32063
V	Snap-on Total Shop Solutions	Subsidiary of Snap-on (NYSE:SNA)	32017
W	Solera Holdings	Vista Equity Partners	31215

Level 1 Public, Sponsor and Non-Public Ownership



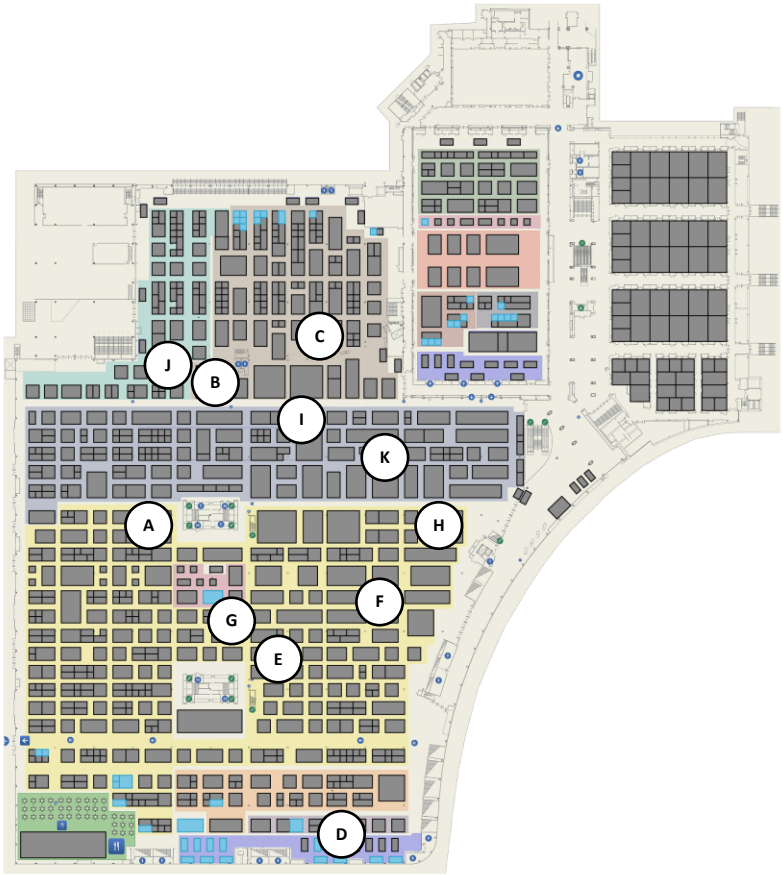
Identifier	Company	Ownership	Booth
A	Akebono Brake Corporation	Subsidiary of Akebono Brake Industry (TSE:7238)	F13811
B	AUMOVIO	XTRA:AMV0	F13000
C	BCA Bearings	Subsidiary of NTN (TSE:6472)	F14411
D	Brembo North America	BIT:BRE	F13626
E	Corteco	Freudenberg Group	F12500 and F14607
F	CURT Group	Subsidiary of LCI Industries (NYSE:LCII)	F10009
G	Delphi	Subsidiary of PHINIA (NYSE:PHIN)	F17815
H	Dorman Products	Nasdaq:DORM	F16226, F16228 and F16524
I	DRiV	Apollo Global Management	F13600

Level 1 Public, Sponsor and Non-Public Ownership (Cont'd)



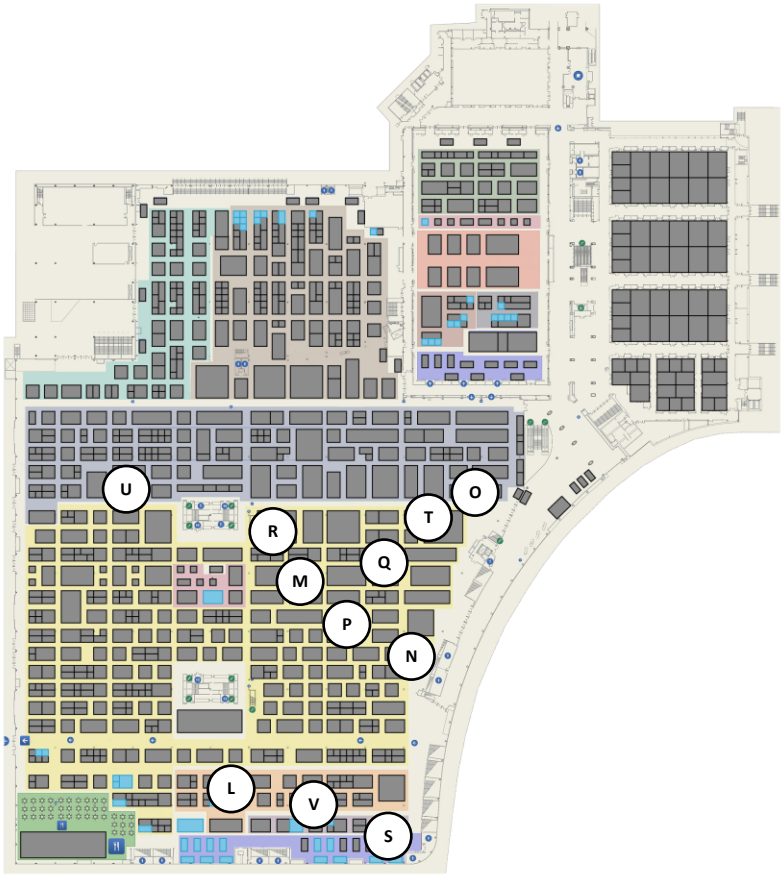
Identifier	Company	Ownership	Booth
J	NSK Corporation	TSE:6471	F17800
K	Power Stop	TSG Consumer Partners	F13402
L	Schaeffler	XTRA:SHA	F13605
M	SKF Vertevo	Subsidiary of SKF (STO:SKF B)	F14200
N	The Timken Company	NYSE:TKR	F12600 and F13400
O	TREMEC Corporation	Subsidiary of Grupo KUO (BMV:KUOB)	F17231
P	Webb Wheel Products	Subsidiary of Marmon	F17013
Q	ZF Aftermarket	ZF Friedrichshafen AG	F13011

Level 2 Public, Sponsor and Non-Public Ownership



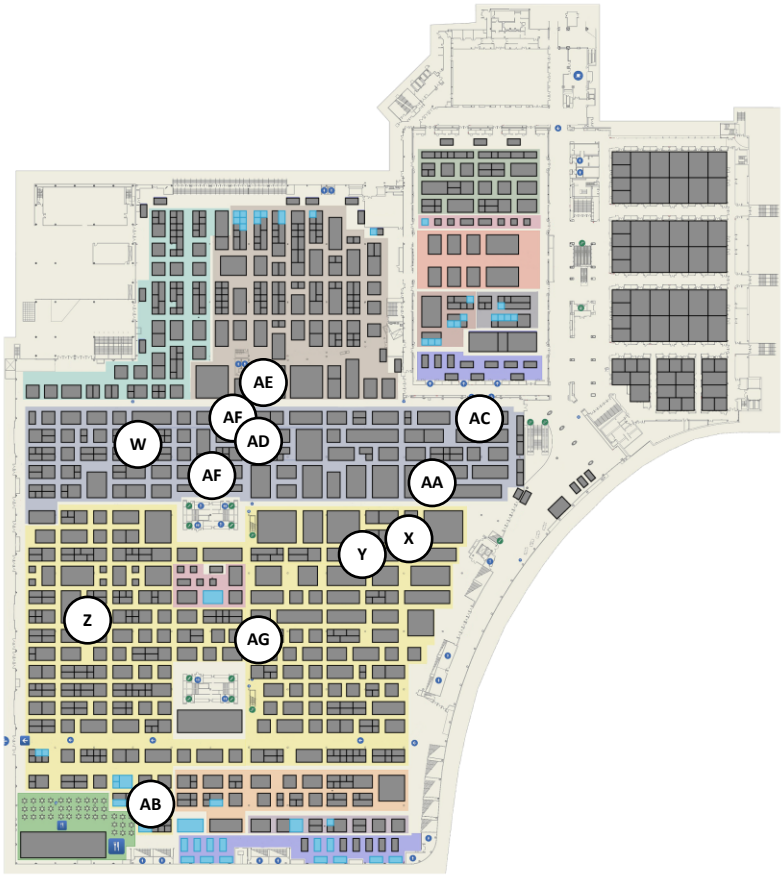
Identifier	Company	Ownership	Booth
A	AISIN Aftermarket & Service of America	TSE:7259	V3261
B	Autel.US	Subsidiary of Autel Intelligent Technology (SHA:688208)	V5052
C	Auto Meter Products	Promus Equity Partners	V5413
D	Axalta Coating Systems	NYSE:AXTA	V434
E	Baldwin Filters	Subsidiary of Parker Hannifin (NYSE:PH)	V2042
F	Bando USA	Subsidiary of Bando Chemical (TSE:5195)	V2729
G	BorgWarner Turbo Systems	Subsidiary of BorgWarner (NYSE:BWA)	V2446
H	Bosch	Private	V3216 and V7024
I	Castrol / BP Lubricants	Subsidiary of BP (LON:BP)	V4438 and V7027
J	Chemours	NYSE:CC	V6201
K	Chevron	NYSE:CVX	V4026

Level 2 Public, Sponsor and Non-Public Ownership (Cont'd)



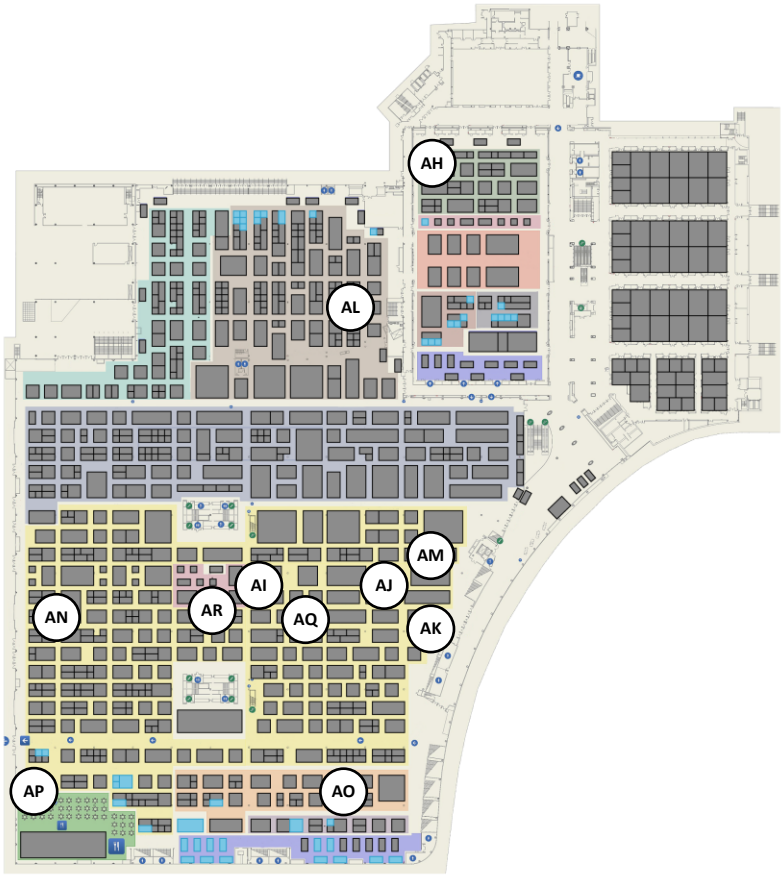
Identifier	Company	Ownership	Booth
L	Cinch	Private	V850
M	Clarios	Brookfield	V2839
N	Continental Contitech	Subsidiary of Continental (XTRA:CON)	V2023
O	CRC Industries	Berwind	V3610
P	Dana	NYSE:DAN	V226 and V2431
Q	Dayco	Hidden Harbor Capital Partners	V3026
R	Denso	Subsidiary of DENSO (TSE:6902)	V3242
S	Dupli-Color / VHT	Subsidiary of Sherwin-Williams (NYSE:SHW)	V425
T	Bussmann Division of Eaton	Subsidiary of Eaton (NYSE:ETN)	V3423
U	ENEOS Motor Oil	Subsidiary of ENEOS Holdings (TSE:5020)	V3665
V	Experian Automotive	Subsidiary of Experian (LON:EXPN)	V638

Level 2 Public, Sponsor and Non-Public Ownership (Cont'd)



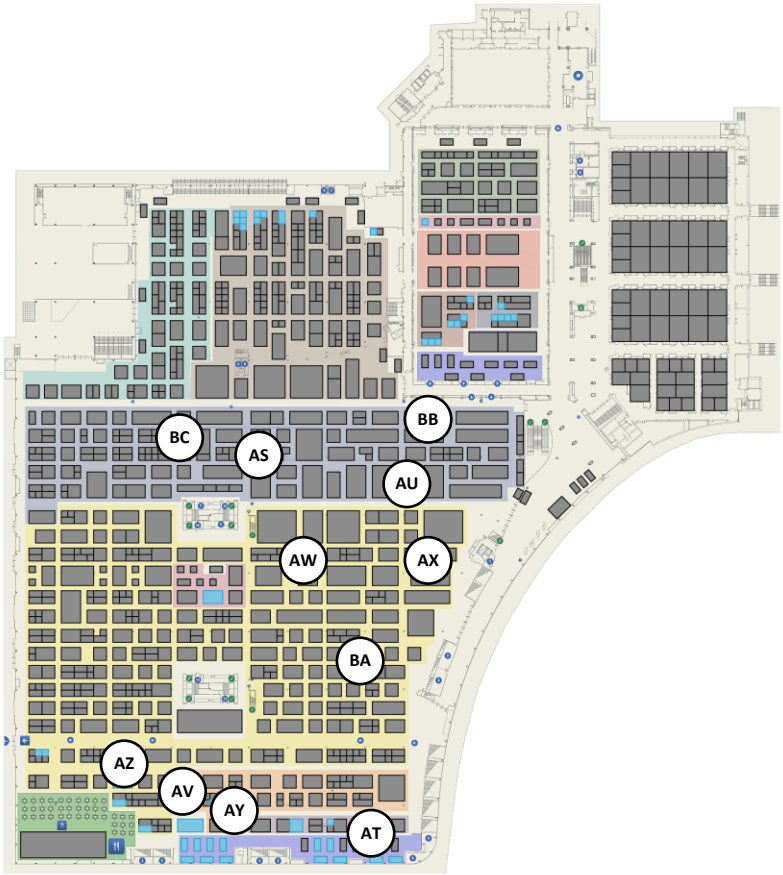
Identifier	Company	Ownership	Booth
W	FLEX Power Tools	Subsidiary of Chervon Holdings (HKG:2285)	V4065
X	Gates Corporation	NYSE:GTES	V3223
Y	HELLA Automotive Sales	Subsidiary of FORVIA (ENXTPA:FRVIA)	V3030
Z	HENGST of North America	Private	V2471
AA	Highline Warren	Pritzker Private Capital	V3619
AB	Intermotor	Subsidiary of Standard Motor Products (NYSE:SMP)	V661
AC	ITW Global Brands	Subsidiary of Illinois Tool Works (NYSE:ITW)	V4409
AD	ITW Professional Automotive Products	Subsidiary of Illinois Tool Works (NYSE:ITW)	V4246
AE	Launch Tech	HKG:2488	V5044
AF	Liqui Moly USA	Adolf Würth GmbH	V3850 and V4347
AG	Litens Aftermarket	Subsidiary of Mitsubishi (TSE:8058)	V2245

Level 2 Public, Sponsor and Non-Public Ownership (Cont'd)



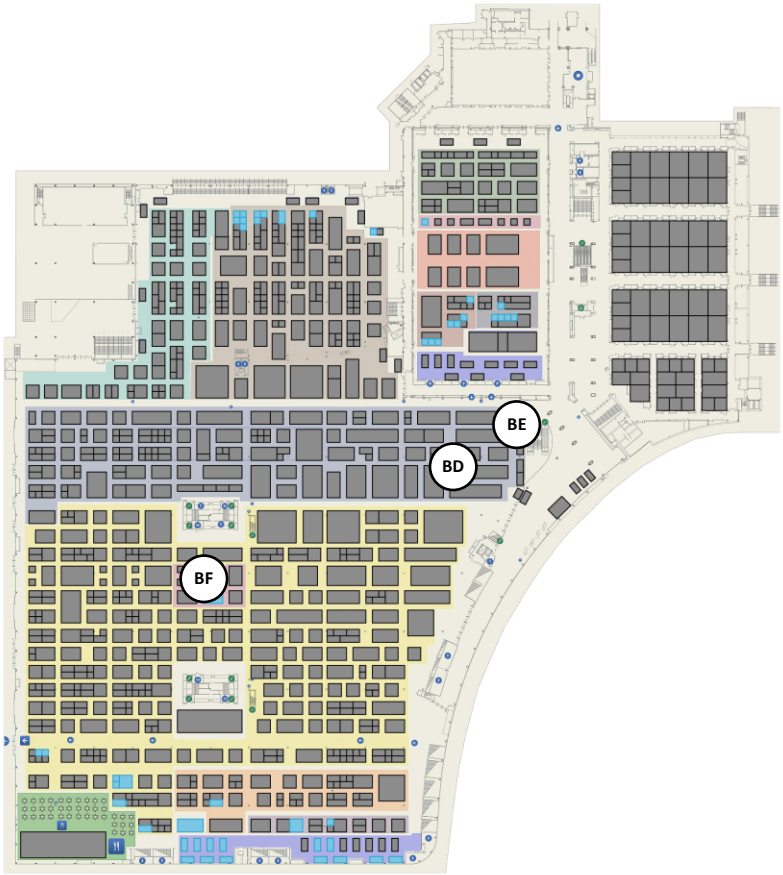
Identifier	Company	Ownership	Booth
AH	LKQ Heavy Truck	Subsidiary of LKQ (Nasdaq:LKQ)	V8333
AI	MAHLE Aftermarket	MAHLE GmbH	V2844
AJ	MANN+HUMMEL	Private	V2826
AK	Motorcar Parts of America	Nasdaq:MPAA	V2322
AL	MSA Safety	NYSE:MSA	V5418
AM	Nissens	Subsidiary of Standard Motor Products (NYSE:SMP)	V3017
AN	ODYSSEY Battery	Subsidiary of EnerSys (NYSE:ENS)	V2477
AO	OEC	Genstar Capital	V232 and V833
AP	PLZ Corporation	Pritzker Private Capital	V982
AQ	Premium Guard	Trive Capital	V2438
AR	Quick Cable Corporation	XS Investment Partners	V2552

Level 2 Public, Sponsor and Non-Public Ownership (Cont'd)



Identifier	Company	Ownership	Booth
AS	RelaDyne	American Industrial Partners	V4045
AT	Rust-Oleum Corporation	Subsidiary of RPM International (NYSE:RPM)	V428
AU	Shell Lubricants	Subsidiary of Shell (LON:SHEL)	V3623
AV	SPS Commerce	Nasdaq:SPSC	V957
AW	Stabilus	XTRA:STM	V3038
AX	Standard Motor Products	NYSE:SMP	V3017
AY	TecAlliance	TecDoc Informations System	V853
AZ	UFI Filters	Private	V1066
BA	Valeo	EPA:FR	V2029 and V228
BB	Valvoline Global Operations	Subsidiary of Saudi Aramco (TADAWUL:2222)	V4418
BC	Valvoline Instant Oil Change	NYSE:VVV	V4258

Level 2 Public, Sponsor and Non-Public Ownership (Cont'd)



Identifier	Company	Ownership	Booth
BD	Warren Oil Company	Trail Creek Investments	V4013
BE	WD-40 Company	Nasdaq:WDFC	V4207
BF	Worldpac	Carlyle	V2953

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