

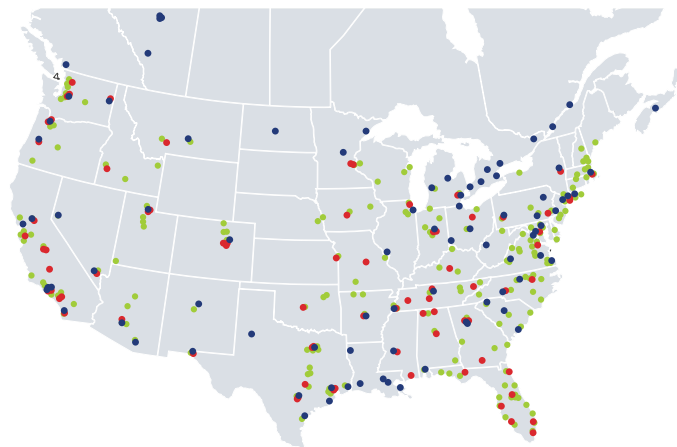
# LEADING INSTALLER AND SPECIALTY DISTRIBUTOR OF INSULATION AND RELATED BUILDING MATERIAL PRODUCTS

**HEADQUARTERS**  
DAYTONA BEACH, FL

**2022 REVENUE**  
\$5.0B

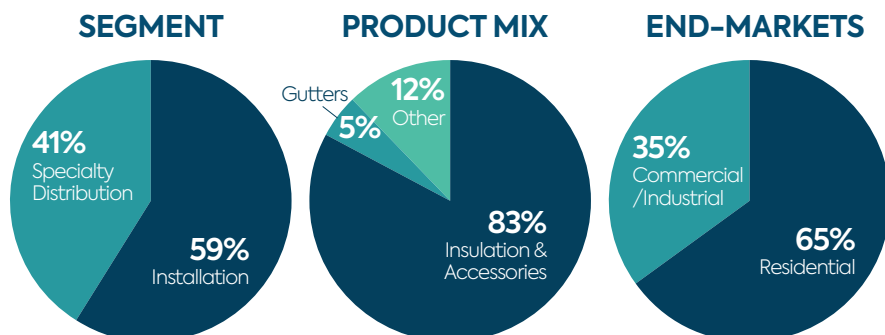
**EMPLOYEES**  
~13,000

**TOTAL BRANCHES**  
~410



● TruTeam ● Service Partners ● Distribution International

## 2022 SALES BREAKDOWN



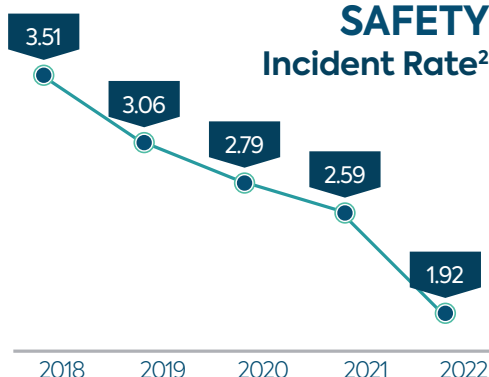
## CORE STRENGTHS

- Unique model, diversified end markets
- Laser focus on core business, insulation
- Multiple avenues for growth
- Unrivaled North American size and scale
- Operational excellence and performance driven
- M&A a core competency
- Recognized for exceptional labor, service and reliability
- Relentless focus on talent development
- Safety of our people always comes first
- Business is inherently environmentally friendly

## OUR VALUES



## SAFETY Incident Rate<sup>2</sup>



<sup>2</sup> Total number of work-related injuries per 100 full-time employees annually.

## OUTSTANDING TRACK RECORD OF DELIVERING STAKEHOLDER VALUE

- Over the past four years, more than doubled the size of the company
- Seasoned, cycle-tested leadership team
- Flexible and differentiated business model enables outperformance in any environment
- Robust FCF generation and disciplined capital deployment
- Leveraging innovation and technology to further expand established leadership positions

# INSTALLATION

(TTM as of 6/30/2023)

<b>SALES</b>	<b>ADJ EBITDA</b>	<b>ADJ EBITDA MARGIN</b>	<b>BRANCHES</b>	<b>EMPLOYEES</b> (Mostly Installers)
\$3,120M	\$681M	21.8%	~230	10,200+







- Install insulation in residential and commercial construction projects
- Demonstrated expertise in all types of insulation solutions
- Manage all stages of installation process
- Install selected adjacent products



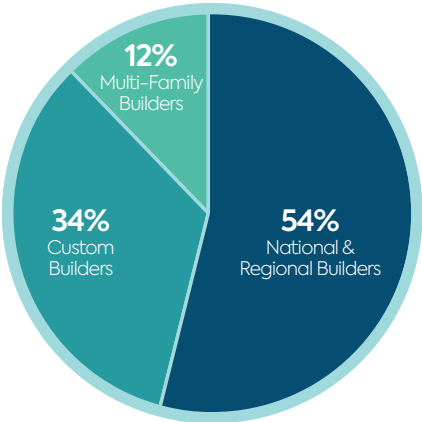
- Work directly with builders to design more energy-efficient and comfortable homes
- Pre-construction plan reviews, home energy analysis software and diagnostic testing
- 18x ENERGY STAR® award recipient

## UNPARALLELED VALUE PROPOSITION

<b>PEOPLE</b> 9,000+ Installers; Employer of choice, offering career paths and full suite of benefits 	<b>TECHNOLOGY</b> Leveraging technology tools to drive labor and sales productivity 	<b>SCALE</b> Common ERP System enables us to deploy resources to other branches as needed (labor, material, equipment) 	<b>BUILDING SCIENCE</b> Expertise to help customers navigate and meet code changes 
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### RESIDENTIAL INSTALLATION CUSTOMERS

(% of 2022 Installation Segment Sales)



### ~\$6.0B MARKET OPPORTUNITY IN COMMERCIAL BUILDING INSULATION

Most of our residential branches also service light commercial projects

- Longer construction cycle with good visibility into future projects
  - Light commercial: 6-12 months
  - Heavy commercial: 18+ months
- 11% market share - significant opportunities to grow organically and through acquisitions

	MIX	TYPICAL SIZE	TYPICAL AMT
<b>LIGHT COMMERCIAL</b>	Retail, Hotel, Education	1-3 Stories	~\$2-20K
<b>HEAVY COMMERCIAL</b>	Distribution Centers, Healthcare Facilities, Stadiums	3+ Stories	~\$200K+

# SPECIALTY DISTRIBUTION

(TTM as of 6/30/2023)

## SALES

\$2,280M

## ADJ EBITDA

\$389M

## ADJ EBITDA MARGIN

17.1%

## BRANCHES

~180

## EMPLOYEES

1,310+

## SERVICE PARTNERS

- Leading U.S. specialty distributor of insulation and insulation accessories nationally serving residential and commercial end-markets
- One-stop shop for contractors of all sizes
- Innovative service solutions



## DISTRIBUTION INTERNATIONAL

- Leading North American specialty distributor of mechanical insulation, specialty products and related accessories for industrial and commercial end-markets
- Industry leading fabrication capabilities
- Reoccurring revenue stream through MRO business

## MECHANICAL INSULATION DRIVES ENERGY EFFICIENCY

Mechanical Insulation is any form of insulation designed to insulate equipment in commercial and industrial construction projects; utilized in both high- and low-temperature applications.

### THERMAL



- Maintains temperature in pipes and equipment
- Minimizes energy loss
- Prevents re-heating/cooling

### ACOUSTICAL



- Reduces noise of air-handlers
- Allows for better worker productivity and comfort

### PERSONNEL SAFETY



- Prevents workers from exposure to extreme temperatures and burns from hot surfaces

### CARBON FOOTPRINT

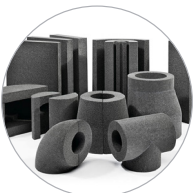


- Reduces energy consumption
- Lowers impact of fossil fuels

## CUSTOM FABRICATION IS ESSENTIAL TO INSULATION VALUE CHAIN

- Fabrication in conjunction with a full line of mechanical insulation products provides customers a single-source solution
- Fabrication requires specialized equipment and technical know-how
- Fabricated products typically generate higher margins

Cellular Glass



Fiberglass



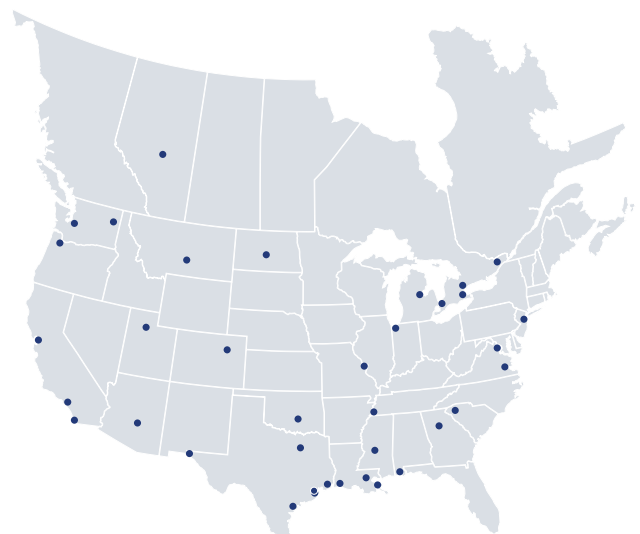
Mineral Wool



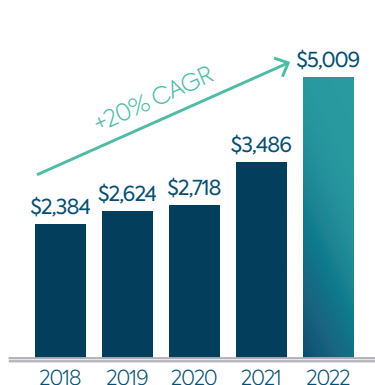
Polyisocyanurate



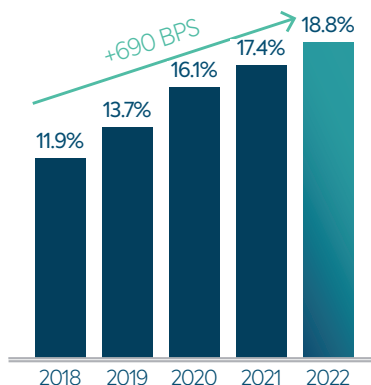
## 37 STRATEGICALLY LOCATED FABRICATION SITES



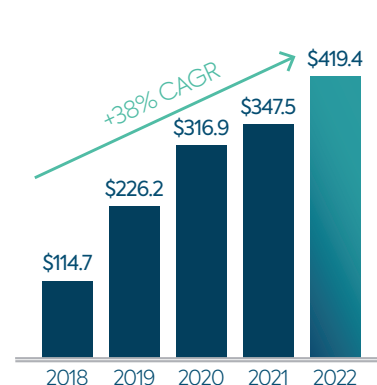
## NET SALES (\$M)



## ADJUSTED EBITDA MARGIN

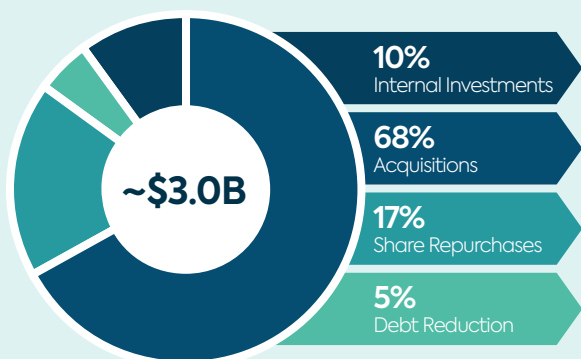


## FREE CASH FLOW (\$M)



## CAPITAL ALLOCATION STRATEGY PAST FIVE YEARS

### USE OF CAPITAL



### INTERNAL INVESTMENTS

- CapEx was 1.7% of sales over past five years
- Investing in equipment upgrades and digitization

### ACQUISITIONS

- Completed 26 transactions
- ~\$1.7B in revenue added
- End-markets very fragmented

### SHARE REPURCHASES

- ~\$510M in repurchases at an average share price of \$112.67

## CAPITAL SUMMARY & FINANCIAL HIGHLIGHTS (\$M)

### June 30, 2023

Cash	\$526.3
Total Debt	\$1,455.8
Net Debt	\$929.5
TTM Proforma Adjusted EBITDA	\$1,014.7
Net Leverage	0.92x

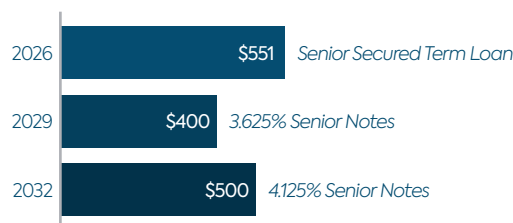
Available Credit Under Revolving Credit Facility \$432.5

Cash & Cash Equivalents \$526.3

Total Available Liquidity \$958.8

## CAPITAL STRUCTURE (as of June 30, 2023)

### DEBT MATURITY SCHEDULE (\$M)



### CURRENT CREDIT RATINGS

S&P: **BB+**

MOODY'S: **Ba1**

## SUBSTANTIAL OPPORTUNITIES FOR GROWTH



Residential



Commercial Building Insulation



Commercial/Industrial Mechanical Insulation

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