



TopBuild 2022 Investor Day

May 26

New York City



Welcome and Opening Remarks



Tabitha Zane

Vice President,
Investor Relations



As a Gift, We Are Making a Donation in Your Honor to Habitat for Humanity and The Posse Foundation



Habitat for Humanity is a nonprofit housing organization working in local communities across all 50 states. Habitat's vision is a world where everyone has a decent place to live. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. Habitat has helped over 35 million people construct, rehabilitate, or preserve homes since its founding in 1976.

The Posse Foundation benefits both students and college campuses and is rooted in the belief that a small, diverse group of talented students — a posse — carefully selected and trained, serves as a catalyst for individual and community development. As the United States becomes an increasingly multicultural society, Posse believes that the leaders of the 21st century should reflect the country's rich demographic mix. Posse's primary aim is to cultivate these leaders of tomorrow.



Safe Harbor

Statements contained herein reflect our views about future periods, including our future plans and performance, constitute “forward-looking statements” under the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words such as “will,” “would,” “anticipate,” “expect,” “believe,” “designed,” “plan,” or “intend,” the negative of these terms, and similar references to future periods. These views involve risks and uncertainties that are difficult to predict and, accordingly, our actual results may differ materially from the results discussed in our forward-looking statements. We caution you against unduly relying on any of these forward-looking statements. Our future performance may be affected by a number of risks including but not limited to the material risks under the caption entitled “Risk Factors” in our most recent Annual Report, as filed with the SEC, as well as under the caption entitled “Risk Factors” in subsequent reports that we file with the SEC. Our forward-looking statements in this presentation speak only as of the date of this presentation. Factors or events that could cause our actual results to differ may emerge from time to time and it is not possible for us to predict all of them. Unless required by law, we undertake no obligation to update any forward-looking statements as a result of new information, future events, or otherwise. The Company believes that the non-GAAP performance measures and ratios that are contained herein, which management uses to manage our business, provide additional meaningful comparisons between current results and results in our prior periods. Non-GAAP performance measures and ratios should be viewed in addition, and not as an alternative, to the Company's reported results under United States GAAP. Additional information about the Company is contained in the Company's filings with the SEC and is available on TopBuild's website at www.topbuild.com.



Today's Agenda

8:00 am

Welcome and Opening Remarks

TABITHA ZANE

Vice President, Investor Relations

Executing a Clear Strategy to Drive Continued Excellence and Profitable Growth

ROBERT BUCK

President & Chief Executive Officer

Top Talent – Driving Engagement, Retention and Outperformance

JENNIFER SHOFFNER

Chief Human Resources Officer

Innovation and Technology as Key Enablers for Long-term Growth

ROBIN STENNET

Vice President, Innovation, Marketing & TopBuild Home Services

SRIDHARA (SRI) PULLAREDDY

Chief Information Officer

9:10 am

Q&A Session

Above Presenters

9:30 am

Break

~15 minutes

9:45 am

Residential & Commercial Installation: TruTeam Panel Discussion

ROBERT BUCK

President & Chief Executive Officer

STEVE RAIA

President, TruTeam

JEFF KRESTANCIC

Vice President, Operations

Insulation Distribution & Fabrication: Specialty Distribution Panel Discussion

ROBERT BUCK

President & Chief Executive Officer

JEFF FRANKLIN

President, Service Partners

JOEY VISELLI

Executive Vice President, Distribution International

Unique Model and M&A Competency Maximizing Shareholder Returns

ROB KUHNS

Chief Financial Officer

Closing Comments – Invest with Us

ROBERT BUCK

President & Chief Executive Officer

11:30 am

Q&A Session

All Presenters

12:00 pm

TopBuild Leadership Luncheon & Product Showcase



Corporate TopBuild Video



Executing a Clear Strategy to Drive Continued Excellence and Profitable Growth



Robert Buck

President &
Chief Executive Officer



Today's Key Messages – Driving Stakeholder Value Over the Long-term

01

Since 2017, nearly doubled the size of the Company, increased scale and geographic reach, diversified revenue streams and solidified our position as an industry leader

02

Seasoned, cycle-tested leadership team with a strong track record, fostering a culture that promotes entrepreneurship, local empowerment and operational excellence

03

Unrivaled scale, strong execution, and a unique and flexible business model that outperforms in any environment

04

Capital-light business model with robust free cash flow generation and disciplined capital deployment strategy

05

Growing core business – Insulation – by developing and deploying technology and innovation to further expand established leadership positions in three key end-markets



TopBuild Snapshot (NYSE: BLD)

Key Stats

Headquarters

Daytona Beach, FL

Market Cap¹

\$6.2B
(+\$3.8B since 2017 ID)

Employees

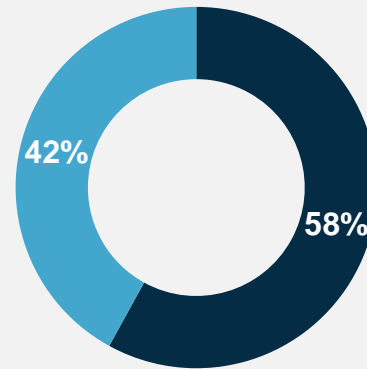
~13,000

Total Branches

410+

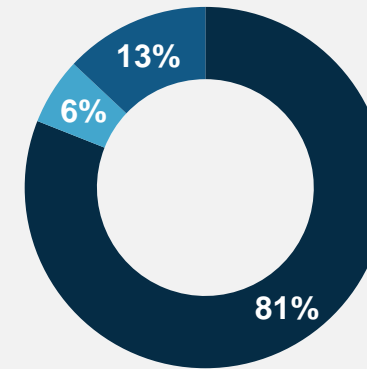
Sales Breakdown

SEGMENT²



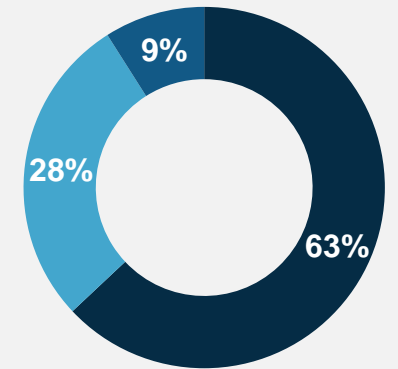
Installation
Specialty Distribution

PRODUCT MIX²



Insulation & Accessories
Gutters
Other

END-MARKET²



Residential
Commercial
Industrial

Leading Installer and Specialty Distributor of Insulation and Selected Building Material Products



¹ As of 5/20/2022. ² As of TTM 1Q 2022 to reflect pro forma impact of the DI acquisition.

Continuing to Capitalize on Established Foundation

2011 – 2016

Optimizing Operations

- Established operating model, driving agility
- Diversified business mix
- Leveraged unrivaled national scale
- 6/30/15: spin-off**, launching TopBuild as a public company
- Streamlined processes and procedures
- Added experienced, entrepreneurial and focused management

2017 Investor Day

Well-positioned

- National resources, local empowerment
- Continuous improvement integral part of our culture
- Focused execution on capital allocation
- Experienced M&A team seeking quality companies



TODAY Achievements Since 2017

Continued Focus on Core Business, Insulation

- ✓ Nearly doubled revenue
- ✓ Expanded Adjusted EBITDA Margin 700 bps
- ✓ Diversified end-market exposure to minimize cyclicality
- ✓ Increased percentage of sales from insulation and insulation-related accessories 400 bps to 80%
- ✓ Successfully completed 28 acquisitions (2017-2022)
- ✓ Significantly lowered our Safety Incident Rate
- ✓ Entered Canadian market
- ✓ Established formal ESG program with direct Board and Executive Leadership oversight



Evolution of Our Total Addressable Market

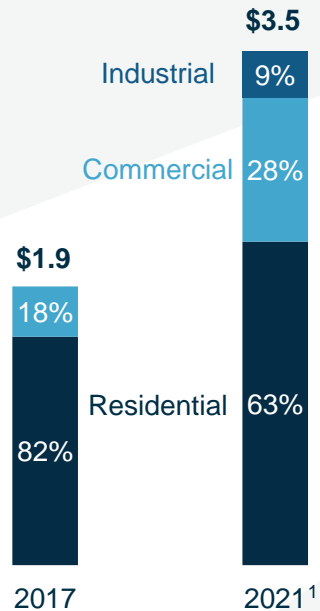


Significant Opportunity within Our End-markets

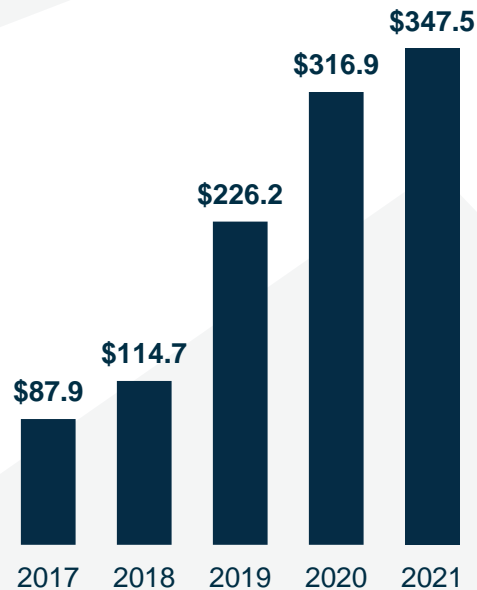


Demonstrating Our Experience and Expertise through Strong Execution and Exceptional Margin Expansion

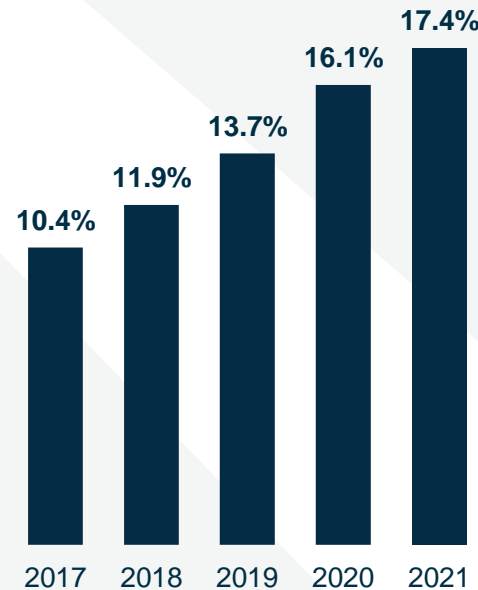
REVENUE (\$B)
Mix Shift, Balancing Cyclicalities in End-markets Served



FREE CASH FLOW (\$M)
5-year CAGR: 41%

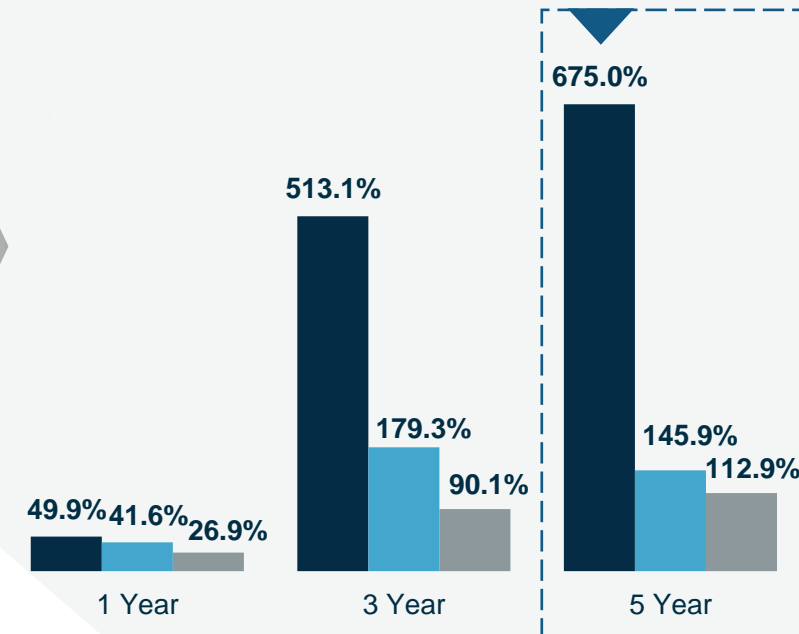


ADJUSTED EBITDA MARGIN
5-year Margin Expansion: 700 bps



TOTAL SHAREHOLDER RETURN²

■ BLD ■ Peers³ ■ S&P 500



Driving Profitable Growth and Strong Shareholder Returns



¹ Pro Forma TTM as of 3/31/2022. ² As of 3/31/22. ³ Peers include: Toll Brothers, KB Home, Taylor Morrison, MSC Industrial Direct, UFP Industries, Beacon Roofing, Builders FirstSource, Meritage Homes, Armstrong World Industries, Beazer Homes, Summit Materials, M/I Homes, Eagle Materials, Gibraltar Industries, American Woodmark, Patrick Industries, Simpson Manufacturing, Installed Building Products, Owens Corning, Masco Corporation, Fortune Brands Home & Security.

Who We Are Today – Our Core Values and Goals

Our Core Values

*Fostering a culture that promotes entrepreneurship,
local empowerment and operational excellence*



SAFETY

Put the **safety** of
our **people** first



INTEGRITY

Deliver results with
integrity, respect and
accountability



FOCUS

Remain **customer-**
focused, grounded in
strong relationships



INNOVATION

Continuously improve
and encourage
idea sharing



UNITY

Unite as **one team**,
valuing **diversity**



COMMUNITY

Make a difference
in the communities
we serve



EMPOWERMENT

Empower to be our
best, individually and
as a team

Our Goals

- Strive for ZERO safety incidents
- Develop a diverse and inclusive workforce
- Embrace change to drive continuous improvement
- Build local relationships and exceed customer expectations
- Create valued long-term partnerships with suppliers
- Make a difference in our communities
- Promote energy efficiency in new building construction
- Grow profitably and create value for all stakeholders

Safety is a Core Value

- Safety is not a choice, it's engrained in our culture and expectations of conduct
- Zero-accident safety culture
- Mandatory monthly safety meetings held at all branches
- Upon hire, all installers must complete training to demonstrate competency in these skills
 - Use of Personal Protective Equipment (PPE)
 - Ladder Safety
 - Scaffolding Safety
 - Fall Protection
 - Incident Reporting
- Installed GPS tracking in ~90% of fleet – reports driving habits and safety data

Incident Rate¹



We Put the Safety of Our People First



¹ Total number of work-related injuries per 100 full-time employees annually.

National Reach, Local Relationships

410+ LOCATIONS



ABLE TO SERVE 99%+ OF ALL HOUSING STARTS

PERFORM HEAVY COMMERCIAL INSTALLATION WORK IN ALL MAJOR MARKETS

ONLY NATIONAL DISTRIBUTOR OF MECHANICAL INSULATION

- Unrivaled scale and buying power
- Light commercial installation work performed by majority of TruTeam branches
- Reaching builders and contractors of all sizes nationwide
- Strategically located fabrication facilities
- Specialty Distribution presents geographic expansion opportunities

Significant White Space for Future Growth Opportunities



A Leader in All Three End-Markets We Serve – Total Addressable Market of ~\$16.0B Today

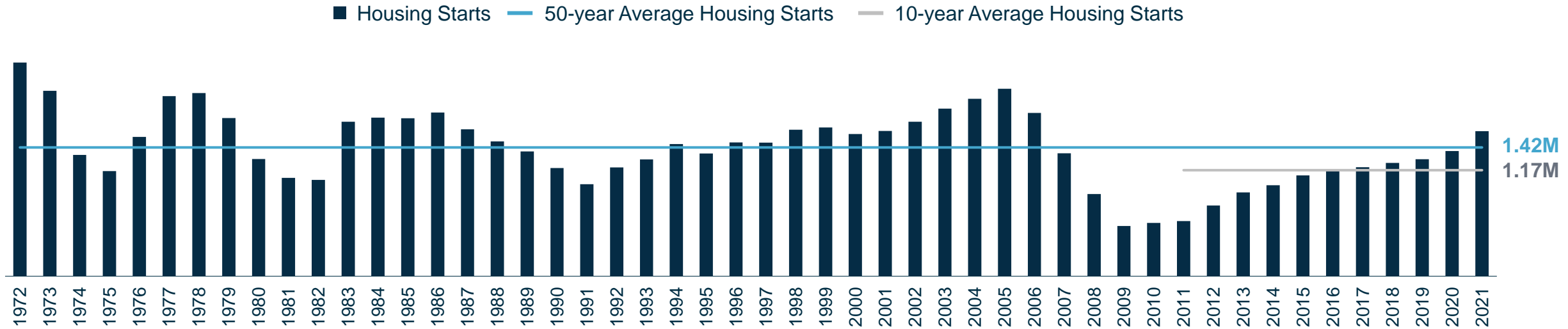
MARKET	MARKET SIZE	OUR SHARE	OUR FOCUS
Residential	~\$5.5B	~40%	<ul style="list-style-type: none"> • Superior labor network • Ability to serve builders/contractors of all sizes
Commercial Building Insulation	~\$5.5B	~11%	<ul style="list-style-type: none"> • Bundled product solutions • Provide services for light and heavy commercial
Commercial / Industrial Mechanical Insulation	~\$5.0B	~10%	<ul style="list-style-type: none"> • Providing custom fabrication products and services • Building MRO business to drive reoccurring revenue

Increasing Share Organically and through Targeted Acquisitions



Residential Housing Market Outlook

Housing Starts



Macro Environment

12.2M additional households are projected from 2018 to 2028

Housing starts over last 10 years still well below historical levels

Mortgage rates increasing but still below 50-year average rate of 7.8%

Wages are rising, helping consumers manage increasing housing costs

Macro Economic Trends Supporting Growth; Well-positioned to Outperform in Any Environment



Our Business Model is Unique

CORE STRENGTHS

- Unrivaled North American scale
- Operational excellence focused on continuous improvement
- Laser focus on core business, insulation
- Greater end-market diversification to minimize cyclicalty
- Exceptional service and reliability
- Focus on safety
- Optimized supply chain relationships
- M&A is a core competency, generating strong returns

COMPETITIVE DIFFERENTIATORS

- Strong local presence and reputation
- Proven ability to leverage our footprint, best practices and assets
- Technology focus with building science expertise
- Flexible delivery (less than full truckload) “one-stop shop”
- Flexible, diversified model
- Product breadth and knowledge
- Expertise across all insulation material types
- Strong culture; employer of choice



Clear Strategy for Sustainable, Long-term Value Creation



Attract & Retain Top Talent

Foster Culture of Respect,
Empowerment, and
Entrepreneurship

- Succession and talent planning
- Performance management
- Manager in Training (MIT)



Improve & Innovate

Leverage Technology and
Building Science Expertise

- Drive to improve mindset
- Reduce complexity and streamline processes
- Provide benefits to our partners



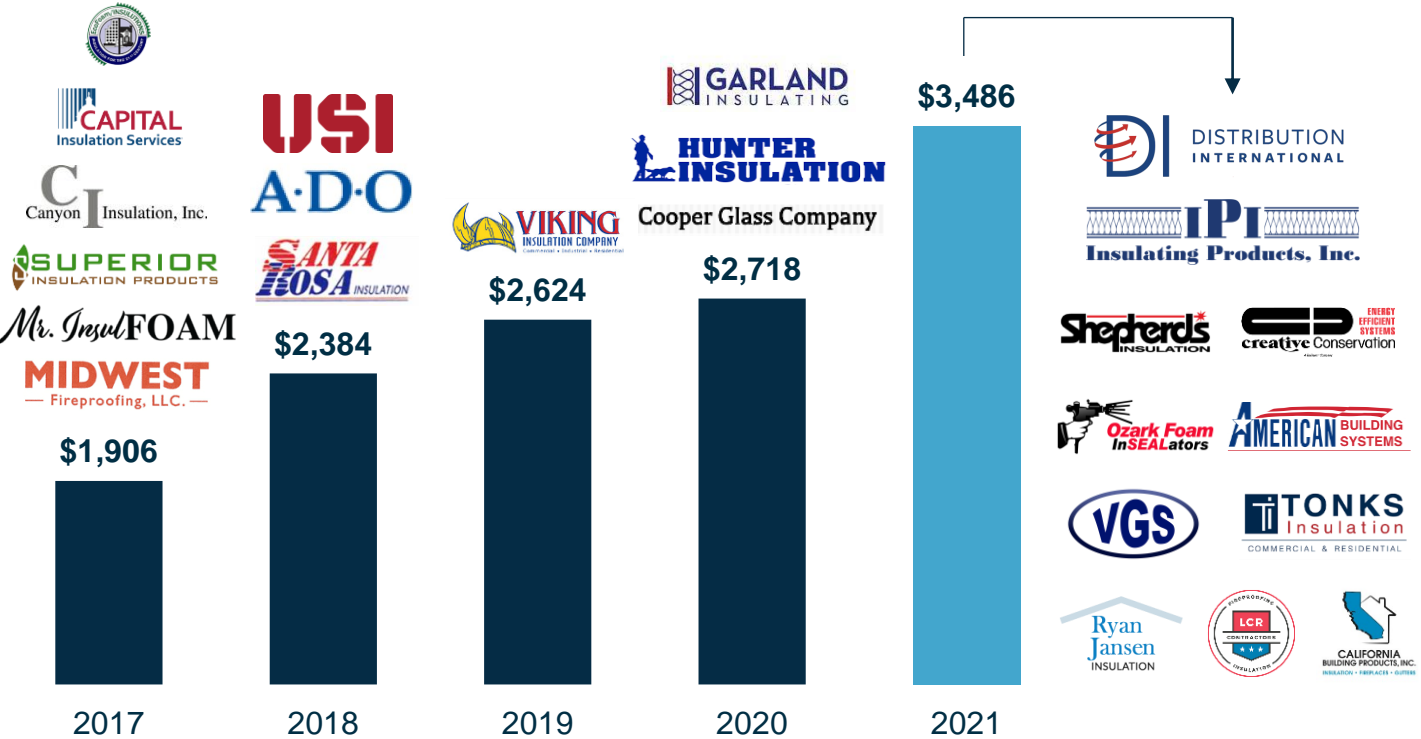
Drive Profitable Growth

Expand Market Presence
Organically and through
Acquisitions

- Continued focus on operational excellence throughout business
- Leverage scale and expertise
- M&A competency

Leverage M&A Expertise and Experience to Accelerate Profitable Growth and Capture Synergies

NET SALES (\$M)



Integration and synergy realization are core competencies

28 acquisitions completed 2017-2022, contributing \$1.6B+ of revenue

Acquisition opportunities in all three end-markets

IRR consistently exceeds 12% threshold target

Dedicated Team Skilled in Identifying, Analyzing and Integrating Acquisitions



Introducing The TopBuild Success Framework

Purpose-driven Business Framework Driving Continuous Improvement & Profitable Growth

1 People-first Culture

- Hire, develop and retain best people to provide customers with superior service and quality; guided by safety, empowerment and integrity

2 Operational Excellence

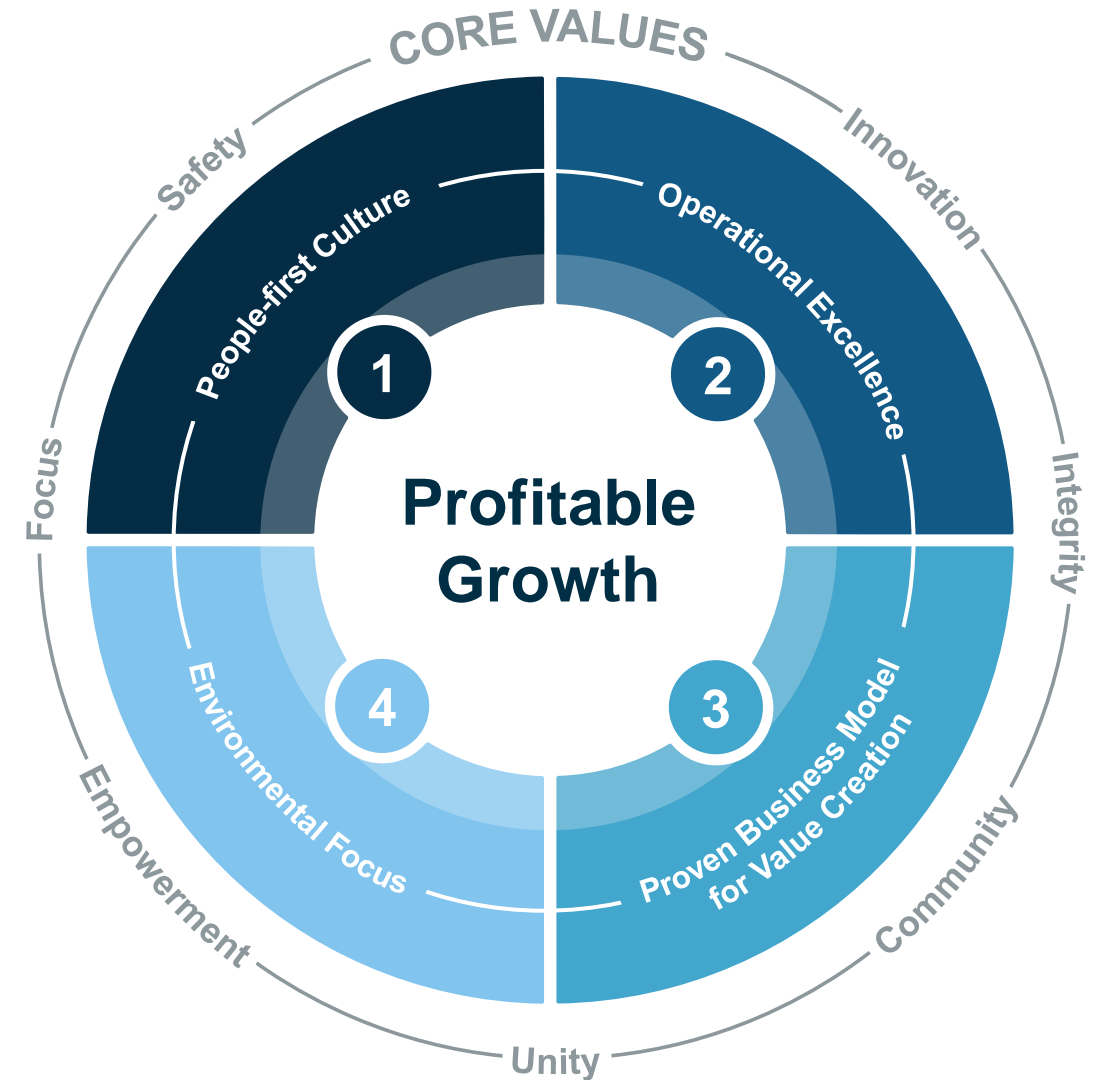
- Provide valuable customer service in the most productive, efficient and safe way
- Continuous improvement mindset – grow, improve and optimize through teamwork, new ideas and accountability

3 Proven Business Model for Value Creation

- Clear strategy in place leveraging competitive advantages to gain share, acquire value-add companies and enhance operational efficiency
- Drive execution excellence by continuing to streamline processes and procedures to deliver strong results

4 Environmental Focus

- Focus on sustainability with strong governance, a diverse and talented team and a commitment to reducing our impact on the environment
- Drive customer understanding and compliance with increasingly strict energy codes and environmental regulations



Our ESG Focus



ENVIRONMENTAL

- Utilize materials often made from recycled, re-used and long-lasting materials
- Waste minimization program
- Centralized fleet management
- Fleet refreshment program



SOCIAL

- Safety-first culture
- Workplace fostering equity, diversity and inclusion
- Principles of integrity, respect and accountability embedded in our culture



GOVERNANCE

- Independent Board Chair
- Directors serve one-year terms
- Majority vote director resignation policy
- Equity claw-back policy
- Shareholders can amend bylaws
- Related party transactions are prohibited



Strong Commitment by Board and Management to ESG Principles

Our Business is Inherently Environmentally Friendly

- ✓ **Insulation products we install and distribute significantly enhance energy efficiency**
- ✓ **A typical pound of fiberglass insulation saves 12x as much energy in its first year in place as the energy used to produce it**
- ✓ **Building insulation benefits**
 - ✓ Thermal efficiency
 - ✓ Reduced GhG emissions
 - ✓ Lower energy usage and costs
 - ✓ Reduced carbon intensity from heating and cooling



81% of Our Revenues Come from Insulation and Related Products that Improve Energy Efficiency



Cycle-tested Team Focused on Strong Execution and Continuous Drive to Improve



Robert Buck

President & Chief Executive Officer

Joined: 1997



Rob Kuhns

Chief Financial Officer

2018



Luis Machado

General Counsel & Secretary

2020



Jennifer Shoffner

Chief Human Resources Officer

2020



Sri Pullareddy

Chief Information Officer

2007



Robin Stennet

Vice President, Innovation, Marketing & TopBuild Home Services
2019



Steve Raia

President, TruTeam

2015



Jeff Krestancic

Vice President, Operations (TruTeam)

2005



Jeff Franklin

President, Service Partners

2015



Joey Viselli

Executive Vice President, Distribution International

2009



Rip Hubbard

Senior Vice President, Supply Chain

1999



Tabitha Zane

Vice President, Investor Relations

2015

42%

Ethnic and Gender Diversity

200+ Years

Industry Experience

9+ Years

TopBuild Avg. Tenure

Top 3 Skills Brought to TopBuild

- Industry expertise and experience
- Leadership acumen
- Drive to improve mindset



Top Talent – Driving Engagement, Retention and Outperformance



Jennifer Shoffner

Chief Human Resources Officer



Top Talent – Driving Engagement, Retention and Outperformance

Key Messages

01

Demonstrating significant progress on our **talent management journey** with unique initiatives to attract, hire, reward and retain ‘best and the brightest’

02

Continuing to be an **employer of choice** in a tight labor market, with an emphasis on installers and drivers (~60% of our workforce today)

03

Fostering a workplace that embeds **diversity and inclusion into our company culture**, with a ‘drive to improve’ mindset



Our Workforce at a Glance

Driving a Culture of Empowerment, Entrepreneurship and Inclusion

	2017	TODAY ¹
Total Employees	~8,600	~13,000
Installers	~5,700	~8,000
Ethnic Diversity	51%	61%
Management Gender Diversity ²	37%	45%



Retaining Talent is Critical; Average Tenure of ~5 Years for All Employees and ~8 Years for Leaders³



¹ As of 12/31/21. ² Branch center support / corporate office figures only. ³ Managers and above.

Clear Talent Management Strategy



Continue to be an Employer of Choice

- Enhancing benefits and programs to meet specific labor needs
- Updating market pay data to ensure competitive wages and incentive programs
- Leveraging national scale for internal opportunities and to meet development demands



Attract and Retain Talent

- Focusing on employee experience throughout lifecycle
- Fostering entrepreneurship and empowerment
- Creating a culture that values diversity and inclusion (D&I)



Embrace 'Drive to Improve' Mindset

- Embedding D&I in our people practices
- Evaluating talent against clear performance measures
- Building a deep and strong management bench

Inspiring Talent to Choose TopBuild



Attracting and Retaining Direct Labor

Safety is engrained in our culture and expectations – ~16 hours of training offered per field employee in 2021

Offering competitive total compensation and benefits for installers including productivity pay, spot bonus, matching 401(k), tuition reimbursement

Expanding talent pool through military, refugee and trade skills partners

Moving to a more formalized performance evaluation process for our direct labor – industry leading

Meeting Customer Needs with Experienced Labor Pool



Installers are TruTeam's Lifeblood

- Attract and retain top installer talent through various programs such as **friends and family referral program** (~1,200 installers hired and retained in 2021)
- **Majority of installers are compensated through piece rate** – paid for how much insulation is installed – which increases installer productivity
- On average, an installer earns between \$55-65k, plus full benefits and matching 401(k); **in 2021, 30% of installers made \$70k+**
- **Clear career path** with option to learn more about the business and move into a leadership role through the Manager in Training (MIT) program or directly apply for production manager position



Retaining and Developing Talent through Our Manager in Training (MIT) Program

KEY STATS

MIT Program Launch	2005
Hands-on Learning	12-24 Months
# of Employees in Program at One Time	15-20
Promotions in 2021	13 Employees

- MIT Program starts in field or warehouse and moves throughout business, learning all aspects of operations
- High-touch and focused development
- Graduate program into branch leadership
- Low turnover of MITs, with graduates now occupying roles from Production Manager to VP of Operations



Unique Program Building Future Leaders and Providing Bench Strength across Our Business



Continuing to Progress on Our D&I Journey

Our Journey to Date

- Conduct and leverage biannual employee opinion survey data to enhance employee experience; in 2021, majority of respondents (78%) feel there is a:
 - Commitment to D&I
 - Sense of belonging
 - Treatment of fairness and respectfulness
- **Awareness:** understand current state and leverage micro-training (e.g., management buy-in, employee D&I survey, Unconscious Bias training)
- **Education:** inform leaders and create action (e.g., created D&I Council, joined CEO Action Pledge)
- **Commitment:** engage and inspire conversations and connections (e.g., expand training, focus group discussions and diverse candidates for key roles)

Our Focus Going Forward

- Further integrate D&I into culture and people – build accountability and D&I champions
- Partner with diversity organizations to source talent
- Expand D&I-specific learning
- Measure and develop actions around workforce representation
- Expand sponsorship and volunteerism with diversity-focused organizations

Accessing a Greater Range and Depth of Talent



Our Talent Strategy is Working – Direct Quotes from Our 2021 Employee Engagement Survey

“

They **VALUE** what I do.

The opportunity to learn and **feel accomplished**.

GREAT PEOPLE everywhere.

Valued
The Appreciated.
people.

The **DIVERSITY** of experience and talent. Everyone is **VALUED** and each employee brings something different to the team.

Compared to all my previous jobs this company has shown more **APPRECIATION** towards me and the work I have done in a year.

Everyone truly **CARES** for one another on a work and personal level. I **LOVE** the relationships I have built with my coworkers and my customers.

The work environment.

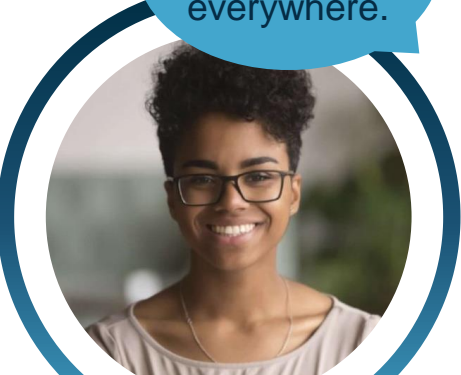


The **OPPORTUNITIES** and diversity of jobs.

The **benefits**.

SAFETY first.

”



Creating a Positive Employee Experience by Valuing Employee Input and Engagement



Key Takeaways – Significant Progress Made but Continued ‘Drive to Improve’

01

Making great progress on our talent management journey but still opportunity to inspire workforce

02

Continuing to be an **employer of choice**

03

Continue to embrace a ‘drive to improve’ mindset with our diverse, top talent workforce

Be Practical • Be Engaging and Inclusive • Be Flexible



Innovation and Technology as Key Enablers for Long-term Growth



Robin Stennet

Vice President – Innovation, Marketing & TopBuild Home Services



Sri Pullareddy

Chief Information Officer



Innovation and Technology as Key Enablers for Long-term Growth

Key Messages

01

Active innovation approach, recognizing need to be aware of secular trends, industry disruptors and opportunities

02

Since 2017, formed **Innovation Team, in close partnership with IT**, to pilot and scale practical digital solutions

03

'Drive to Improve' culture enables a ground-up innovation approach and agility in testing new ideas

04

Investments in existing and new technology balance innovative thinking with operational best practices



Three Strategic Pillars of Innovation

1 Dual lens awareness of change agents – disruptors and opportunities

Investigate, pilot, expand or exit ideas developed throughout organization that address disruptors and customers, markets or process gaps

2 Creating practical innovation – delivering business model relevant solutions

Solving concrete business challenges through technology and product solutions

3 Operational agility – fostering constant improvement across stakeholders

Maximizing our unmatched network of internal and external relationships to innovate at scale



Creating a Culture that Encourages and Produces Innovative Behaviors and Results



Innovation in Action: A Team Effort



INNOVATION TEAM

Find, Test and Measure Opportunities with High Potential

- Continuously evaluating macro secular and industry trends
- Actively expanding relationship network among traditional and non-traditional sources
- Piloting product and service solutions that may spur growth, improve customer experience or enhance margins
- Piloting targeted digital solutions that may address specific internal or external opportunities



IT TEAM

Maintain and Scale High Impact Tools for Business Results

- Always stewarding the core business systems, connectivity logistics and process technologies that create operational success
- Actively working on prudent premise-to-cloud transitions, data and analytics evolution, cyber protections and scaling successful innovation pilots
- Strategically evolving a seamless connected operations experience revolutionized from traditional ERP

Jointly Building Muscle to be the Market Leader



INNOVATION PILOT CASE STUDY

Industry-first Technology for Sales Growth: The Lead App

CHALLENGE

Increase efficiency and output of TopBuild's sales team to qualify, bid and win opportunities across all products and end-markets, with a focus on increasing wins

OUR SOLUTION

- Proprietary cloud-based data hub identifies opportunities across industries and our relationship network
- Reduces traditional construction data complexity through automation and analytics
- Field-requirements based user experience
- Enables TopBuild-wide, segment-level or hyper local prospect awareness



EXPECTED OUTCOMES

Expanded Penetration of Commercial

Improved Sales Productivity

Optimal Mobilization of Distributed Salesforce

“We are finding significant value on the commercial side of our business. It’s giving us lots of info on project managers, contact info, etc. that would otherwise be hard to get.” **TruTeam District Manager, CA**

INNOVATION PILOT CASE STUDY

First-to-market e-Sales and Service Customer Platform

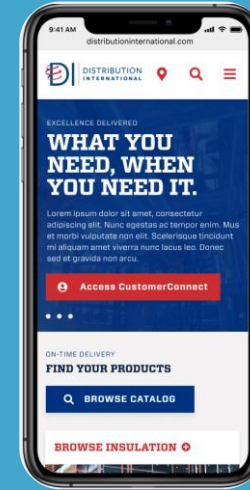
CHALLENGE

Leverage digital experiences in Specialty Distribution to enhance and further personalize customer service delivery, expand revenue channels, improve on cost-to-serve and address growing demographic trends

OUR SOLUTION

Customer Connect

- 24/7 online access to product, pricing, billing and fulfillment information
- Real-time updates and account personalization
- High value and in demand product and application documentation



EXPECTED OUTCOMES

Increased Productivity

Reduced Cost-to-serve

Net New Customer Acquisition

“My Estimators traveling to jobsites are able to get online in the evening to get pricing while working on bids.” Industrial Contractor, AZ

SCALING TECHNOLOGY CASE STUDY

GPS-enabled Time and Labor Tracking

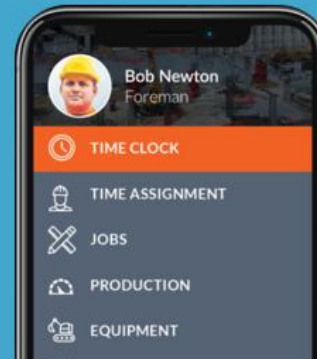
CHALLENGE

Installers go to jobsites directly from their homes with little to no paperwork

Time tracking, productivity, job status, and schedule changes are managed manually, leading to poor visibility into labor productivity and strain on back-office and field staff resources

OUR SOLUTION

- Leverage GPS mobile technology to record clock-in, clock-out, and install times
- Use APIs/web services for real-time data transfers between ERP and app
- Make App, platform (iOS or Android) and device agnostic (company or personal)



OUTCOMES

Time and Labor Compliance

Improved Labor Productivity

Eliminated Manual Back-office Efforts

Drives Operational and Financial Performance



SCALING TECHNOLOGY CASE STUDY

Creating a Seamless Connected Operations Experience (ERP)

CHALLENGE

Deliver great customer experience while driving profitability across the TopBuild footprint despite high jobsite and workforce fragmentation

OUR SOLUTION

Transform a passive basic system into an active change agent capable of creating efficiency and margin improvements

- Smart use of tech and cloud services
- Business process design driven by customer service levels and user experience
- All business units and locations on one platform

OUTCOMES

16,000+ Jobsites Served Each Day

Synergies at National and Local Levels

Agile and Connected Operations Platform

Drives Operational and Financial Performance



How We Innovated from ERP to Connected Operations Platform

Enables Growth

- Foundation for delivering strategic capabilities across segments
- Key enabler of M&A-related integration strategy

Controls + Enhanced Security

- Consolidated security model and audit scope
- Simplified internal controls environment

Synergies + Efficiencies

- Process standardization and simplification at the branches
- Centralization of support functions between business units

Reduced Complexity

- Simplified architecture and third-party applications footprint
- Foundation for hybrid and cloud transformation



Common ERP System Facilitates Operations and is a Key Competitive Advantage

Key Takeaways

01

Innovation spirit in core operational platforms ensures we scale new approaches while maximizing revenue and profitability

02

Opportunistic pilots help us evaluate and scale new technology solutions while maintaining focus on practical business needs

03

Growing unmatched network of traditional and nontraditional relationships to assess disruptors while focusing on accretive opportunities

04

‘Drive to Improve’ mindset across ~13,000 employees helps to identify and deliver practical solutions everyday



Q&A Session

Above Presenters



Break

~15 Minutes



TruTeam Video



Residential and Commercial Installation: TruTeam Panel Discussion



Robert Buck

President & Chief Executive Officer



Steve Raia

President, TruTeam



Jeff Krestancic

Vice President,
Operations



TruTeam Key Messages

01

Since 2017, significant growth through organic and acquisition expansion

02

Fostering a 'drive to improve' culture and level of engagement that delivers operational excellence

03

Expanding market presence and growing profitably with significant opportunities in residential and commercial end-markets

04

Winning every day by leveraging best-in-class model, technology, and processes



TruTeam Key Accomplishments Since 2017 Investor Day



Increased Revenue ~86% organically and through M&A



Expanded Adjusted EBITDA Margin 670 bps



Enhanced market presence, increasing # of branches by ~34%



Acquired 17 Installation companies, contributing \$720M+ annual revenue



Grew share of commercial market from 7-8% to 10-11%



TruTeam Overview

Key Stats

2021 Sales

\$2,378M

2021 Adjusted EBITDA

\$445M

2021 Adjusted EBITDA Margin

18.7%

Branches

~235

Employees (Mostly Installers)

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

Leading Installer of Insulation Solutions within the Residential and Commercial End-Markets



Strategically Aligned Sales Process to Expand Market Presence

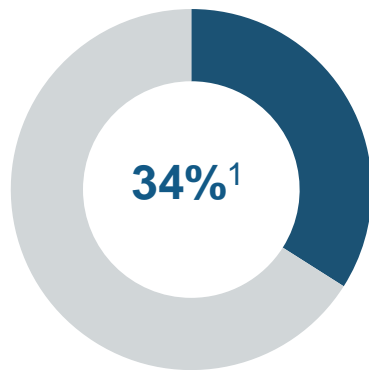
Typical branch has 3 to 4 seasoned construction sales personnel, managed locally

Ongoing formal training and proprietary sales tools to streamline and enhance customer experience

At national level, dedicated resources to big builder and multi-family channels

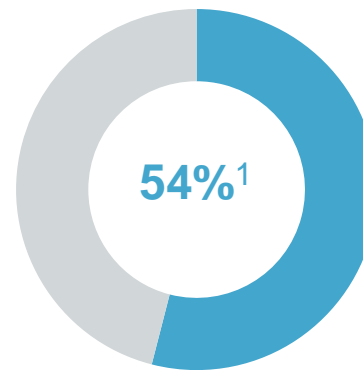
Centralized pricing model to ensure optimal relationship between cost/price

CUSTOM BUILDERS



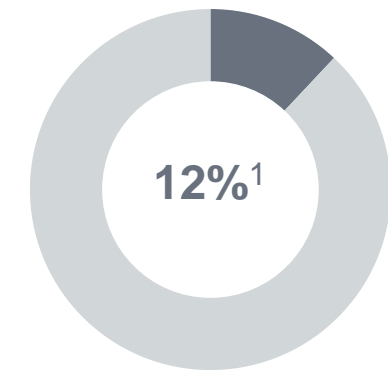
- Local relationships win the order
- Higher take per unit
- Laser-focused on opportunities; permit by permit
- Expanding sales footprint

NATIONAL & REGIONAL BUILDERS



- Local relationships win the order
- Deep, long-lasting relationships
 - Multiple levels of engagement (e.g., top to top)
 - Visibility into large community projects

MULTI-FAMILY BUILDERS



- Local relationships win the order
- Strong share; established market leadership
- Strong customer relationships
- Visibility into large projects



¹ % of 2021 sales.

~\$5.5B Market Opportunity in Commercial Insulation¹

	LIGHT COMMERCIAL	HEAVY COMMERCIAL
Mix	Retail, Hotel, Education	Distribution Centers, Healthcare Facilities, Stadiums
Typical Size	1-3 Stories	3+ Stories
Typical Amount	~\$2-20K	~\$200K+



ATTRACTIVE SEGMENT

Most of our residential branches also service light commercial projects

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

Bidding Activity and Backlog Strong



¹ Excludes Mechanical Insulation.

TruTeam Goals

1

Strive for zero accidents every day

2

Grow residential and commercial market presence, both heavy and light, organically and through M&A

3

Continue to implement productivity initiatives

4

Engage and inspire teams in the field with a 'drive to improve' mindset

5

Continue to improve labor productivity to enhance installers' earnings potential

Foster the Power of the Team to Achieve Goals



Panel Discussion Slides



TruTeam

Sustainable Competitive Advantages

Strong local presence, long-term relationships and reliable reputation

Unrivaled scale and buying power

Industry-leading technology to optimize logistics

Recognized building science expertise

Institutional focus on safety

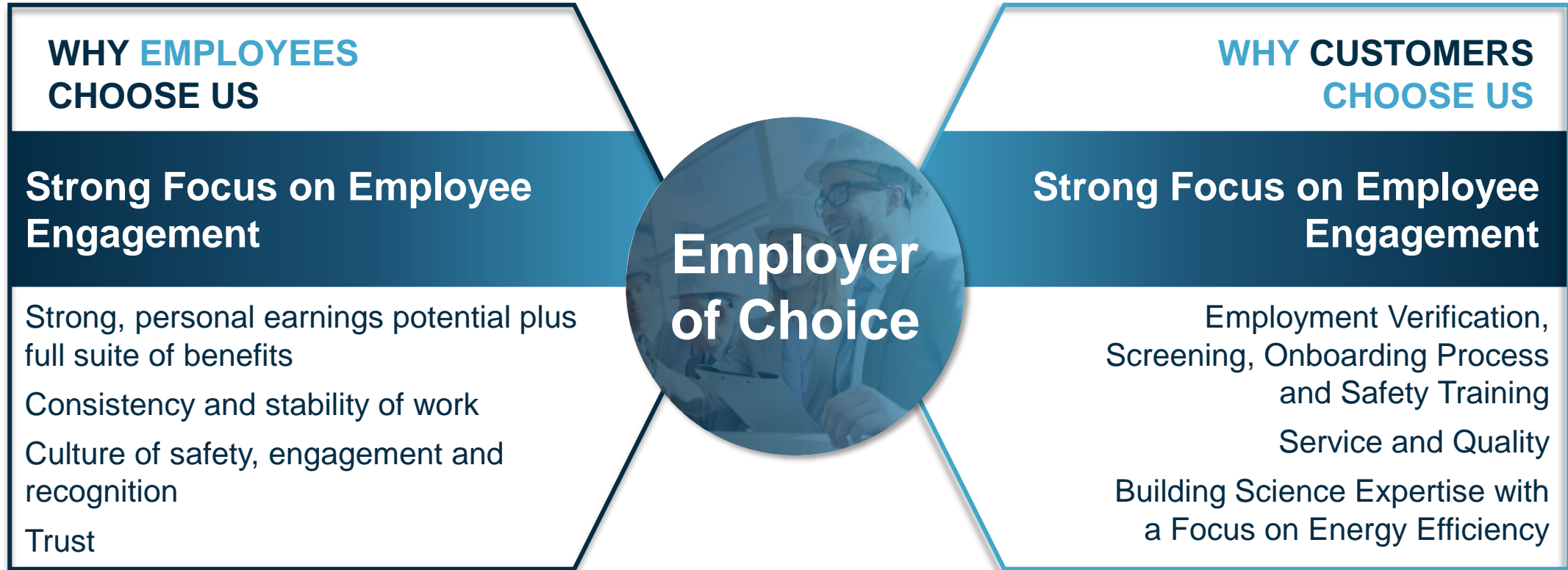
Business resiliency – track record of outperforming market in any environment with cycle-tested operators



Driving Operational Excellence throughout the Business



Appealing to Employees and Customers



Multiple Benefits to Employees and Customers



TruTeam is Well-positioned to Drive Future Profitable Growth



Attract & Retain Top Talent

Foster Culture of Respect, Empowerment, and Entrepreneurship

- “Promote from within” focus with clear-cut career paths
- Targeted programs for recruiting labor
- Established MIT program



Improve & Innovate

Leverage Technology and Building Science Expertise

- Time and labor tracking
- Fleet and route optimization
- Energy code compliance



Drive Profitable Growth

Expand Market Presence Organically and through Acquisitions

- Strong local relationships
- Supply chain efficiency and leverage
- Share best practices

Key Takeaways

01

Unparalleled customer value proposition

02

Leveraging technology tools to drive labor and sales productivity

03

Strong local relationships enhanced by national resources

04

'Employer of choice' offering career paths and full suite of benefits



Specialty Distribution Video



Insulation Distribution and Fabrication: Specialty Distribution Panel Discussion



Robert Buck

President & Chief Executive Officer



Jeff Franklin

President, Service Partners



Joey Viselli

EVP, Distribution
International



Specialty Distribution Key Messages

01

Since 2017, have strategically grown the business organically and through M&A, more than doubling in size

02

Transformational acquisition of **Distribution International in 2021** – highly complementary adjacent business with mechanical insulation; integration tracking ahead of plan

03

Only national distributor of insulation products and energy efficiency solutions to all three end-markets: residential, commercial and industrial

04

Extensive fabrication capabilities along with technical knowledge and expertise offers unique value proposition for customers

05

Entrepreneurial mindset and deep local relationships leveraging national resources



Specialty Distribution Key Accomplishments Since 2017 Investor Day



Increased Revenue ~79% organically and through M&A



Expanded Adjusted EBITDA Margin 580 bps



Enhanced market presence, more than doubling branch locations



Became #1 distributor of mechanical insulation through Distribution International (DI) acquisition



Added fabrication capabilities and expanded customer base, types of construction projects and industries served



Specialty Distribution Overview

Key Stats

2021 Sales¹

\$1,287M

2021 Adjusted EBITDA

\$206M

2021 Adjusted EBITDA Margin

16.0%

Branches

~175

Employees

1,310+

SERVICE
PARTNERS

 **DISTRIBUTION**
INTERNATIONAL

- 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
- 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

The Only National Distributor of Insulation to All Three End-Markets

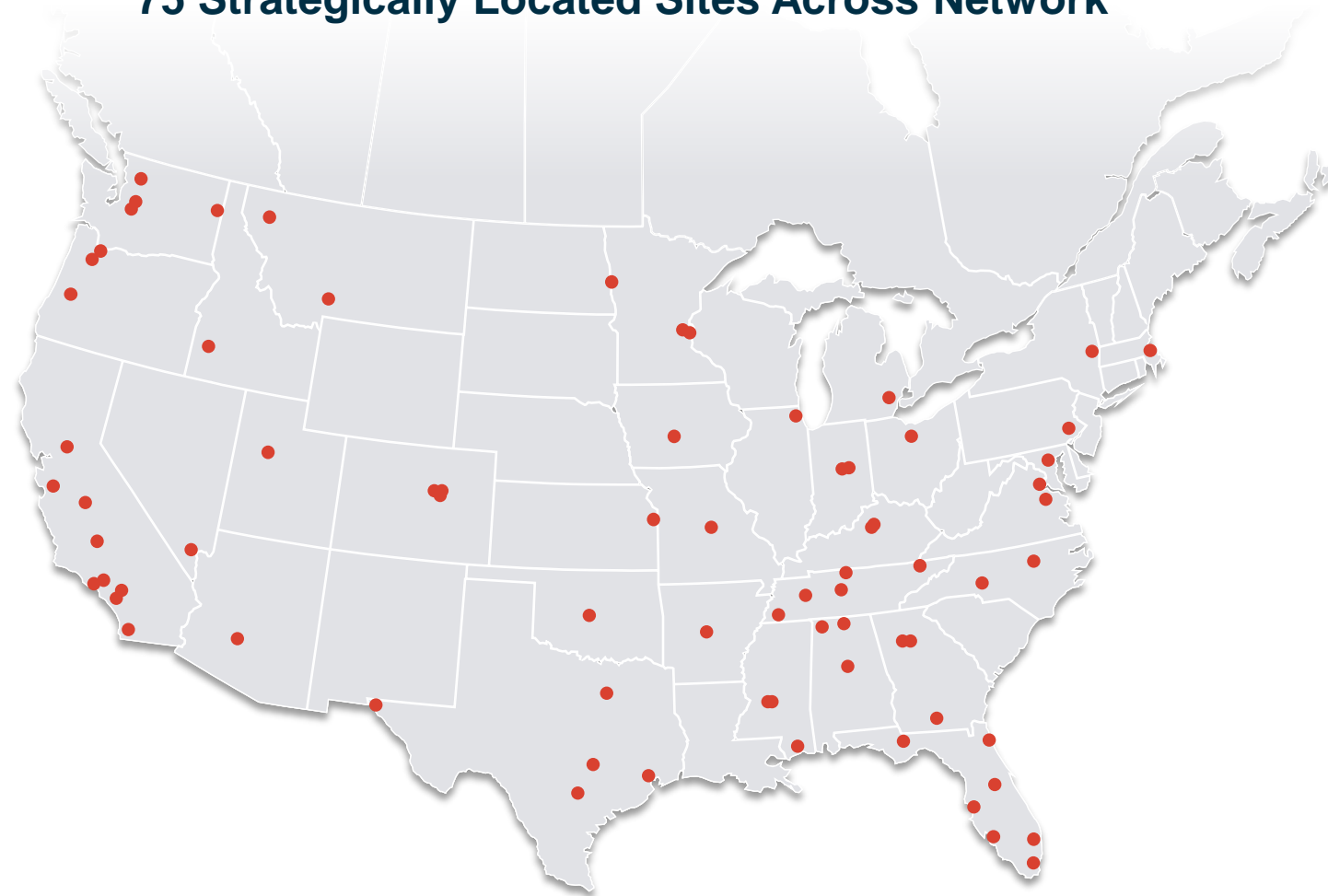


¹ Distribution International Sales (10 weeks).

Service Partners at a Glance

75 Strategically Located Sites Across Network

- Serving residential and commercial construction end-markets
- Industry-leading depth and breadth of product offerings
- Rapidly expanding MBI business (10% of revenue today)
- Operational excellence sharing best practices across national footprint
- Leveraging technology to optimize pricing



Entrepreneurial Mindset Has Transformed the Way We Work



Deep Dive: Distribution International



Joey Viselli

Executive Vice President,
Distribution International



Distribution International at a Glance

Key Stats

Founded

1983

Headquarters

Houston, TX

Locations

101
(83 U.S. | 18 Canada)

2021 Revenue

\$828M

Demand Drivers

MRO (50%)
New Build (50%)



Leading Supplier of Mechanical Insulation and Specialty Products



Mechanical Insulation Drives Energy Efficiency



What is Mechanical Insulation?

- Any form of insulation designed to insulate equipment in commercial and industrial construction projects
- Used on both high- and low-temperature applications

Helps Meet Requirements in Four Areas

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

Helps Companies Reduce Greenhouse Gas Emissions



Distribution International is a Key Player in the Insulation Ecosystem



Highly Customizable, Specialized Customer Offerings

- ✓ Comprehensive footprint to meet larger customers' requirements across regions and projects
- ✓ Broad product offering
- ✓ Technical knowledge and expertise
- ✓ Value-add fabrication services
- ✓ Industry-leading eCommerce options

Value-added services and a comprehensive product and fabrication portfolio make DI a leading choice for contractors

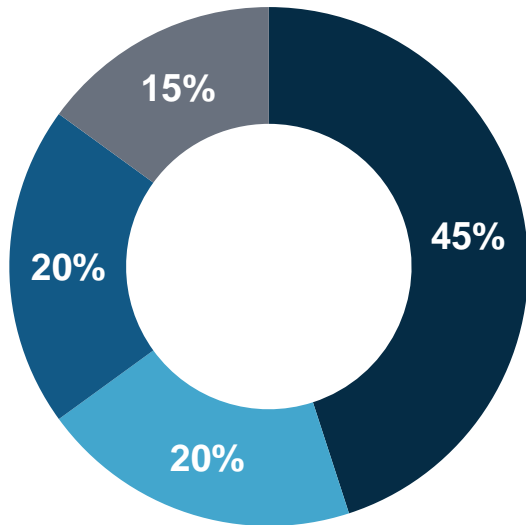


Leader of Mechanical Insulation Solutions in North America



Industry-leading Depth and Breadth of Product Offerings

2021 Revenue by
Insulation
Product Type



Core Insulation + Custom Fabricated

Mineral Wool • Fiberglass • Cellular Glass • Aerogels • CalSil



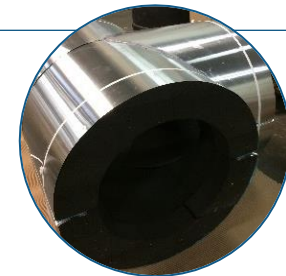
Metal Building (MBI)

Laminated MBI • MBI Systems



Accessories

Metal + PVC Jacketing • Protective Gear • Banding • Respiratory Masks • Poly Sheeting



Custom Fabrication is Essential to the Insulation Value Chain

27 Strategically Located Sites Across Network

- 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



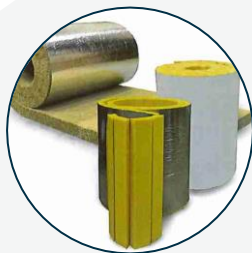
**FOAMGLAS /
Cellular Glass**



**Victaulic Fitting
Insulation**



**Pipe & Tank Wrap
“Rigid Roll”**



**Enclosure
Boxes**

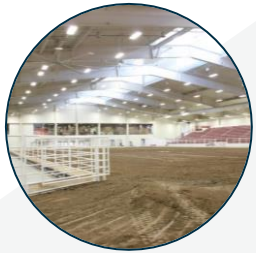


Fabrication is a Core Competency and Competitive Advantage

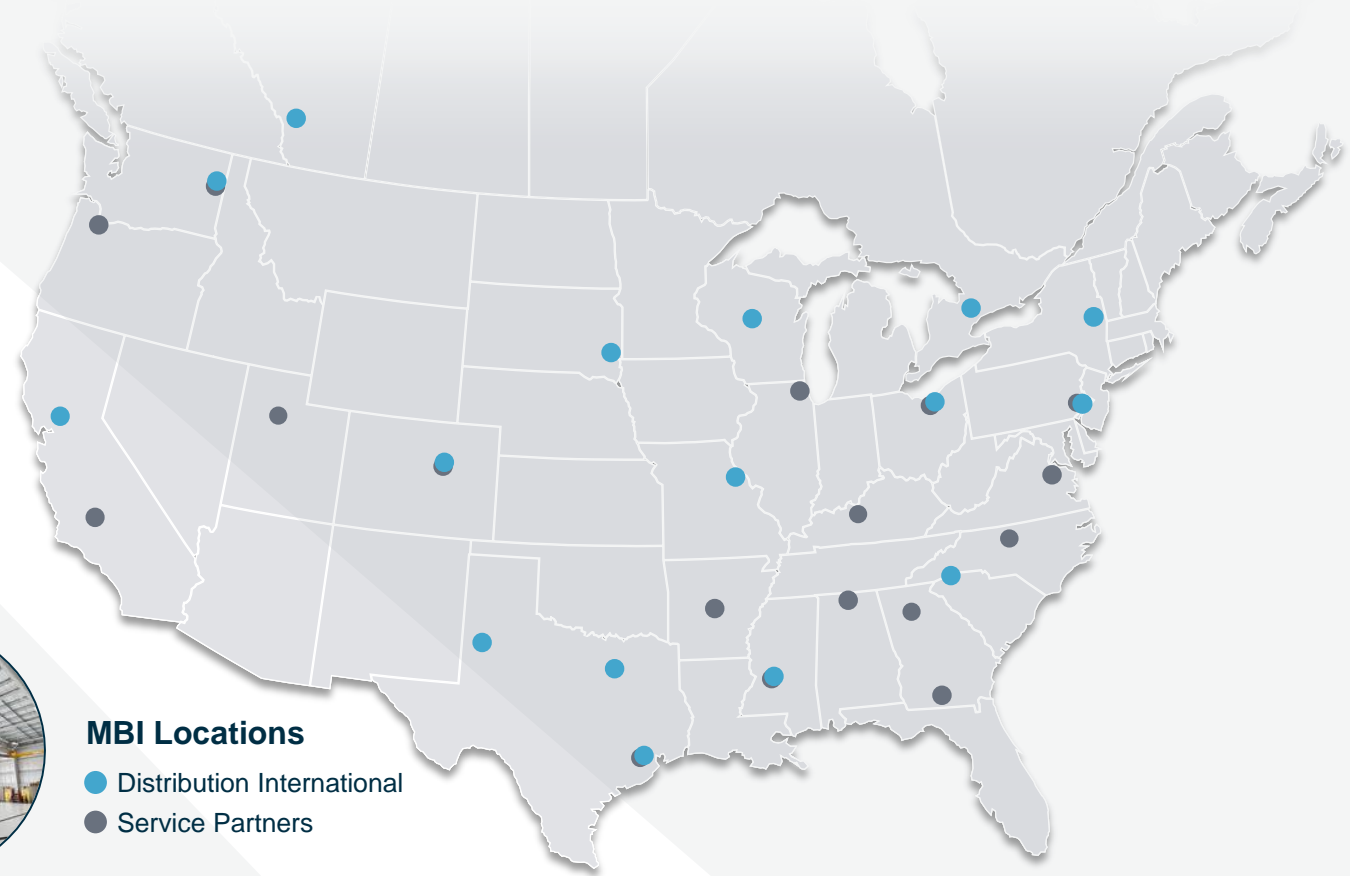
Metal Building Insulation

- Large, growing segment of commercial construction
- 35% - 40% of new commercial construction buildings 5 stories or less are pre-engineered metal buildings
- MBI % of 2021 Revenue
 - DI: 20%
 - Service Partners: 10%

Pre-Engineered Metal Buildings



32 Strategically Located Sites Across Network



TopBuild is the Largest Metal Building Insulation Fabricator and Distributor in North America



Metal Building Insulation – Custom Manufactured Solutions

DI Fabricates

Contractors Install

Pre-engineered Metal Buildings



13,000+ New Customers Served

Insulation Installers

Companies focused on mechanical insulation aspect of construction and MRO Projects

General Contractors

Companies responsible for overall Construction and MRO Projects

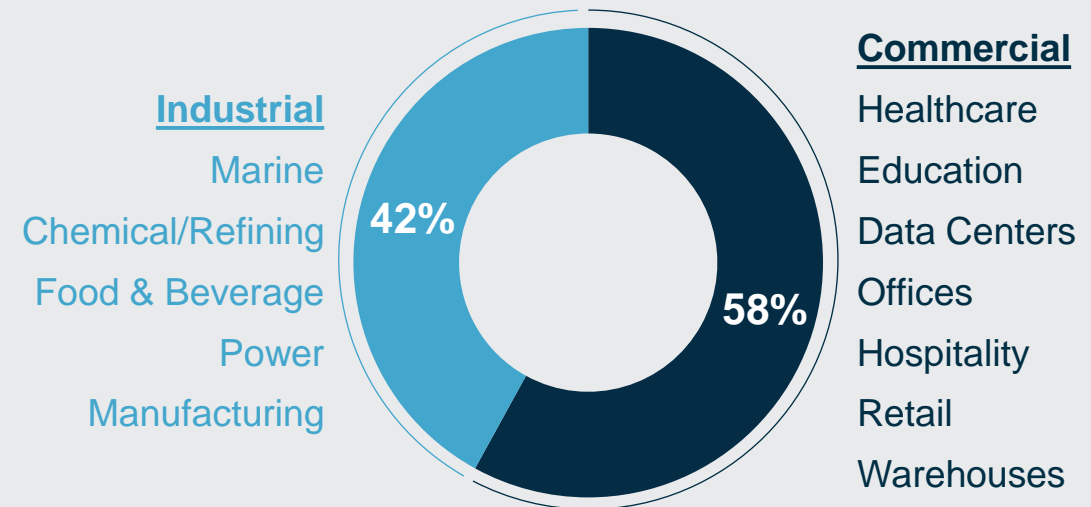
Specialty Installers

Installers specialized in HVAC, plumbing, electrical or refrigeration work

End Customers

Large regulated companies which require steady supply of insulation for maintenance and upgrades

2021 Revenue by End-Market



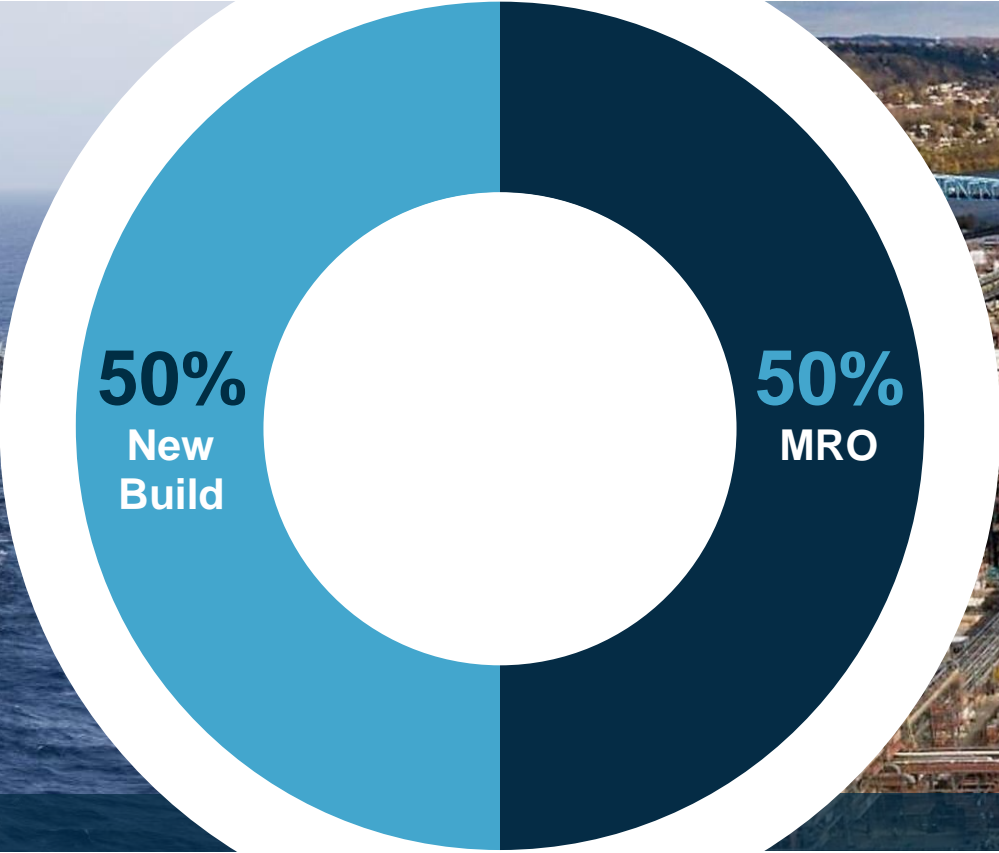
Growing, Diverse Customer Base in Key End-Markets



Long-term Demand Drivers Fueling Sustainable Revenue



Aircraft Carrier



Ethylene Cracker Plant

Significant Reoccurring Revenue Stream



Panel Discussion



Specialty Distribution Sustainable Competitive Advantages

Strong local presence, long-term relationships and reliable reputation

Leading North American footprint (U.S. and Canada), unrivaled scale

Customer-centric mentality – partner with and deliver best-in-class solutions and service

e-Commerce platform and continued investment in technology

#1 Specialty Distributor to residential, commercial, and industrial end-markets

Comprehensive product offering and fabrication capabilities

Growing Market Presence and Driving Profits



Distribution International Fortifies TopBuild's Competitive Advantage – Key Benefits



Leading distributor of mechanical insulation



Access to ~13K new customers



MRO business provides reoccurring revenue stream



Strong M&A opportunities in highly fragmented industry



Industry-leading fabrication capabilities



Talented and experienced management team



Specialty Distribution Goals

1

Strive for
Zero-accidents
every day

2

Grow share in all
three end-markets
organically and
through M&A

3

Continue to invest
and build on
value-add capabilities
and solutions

4

Engage and inspire
teams in the
field with a 'drive
to improve' mindset

5

Expand relationships
with builders and
contractors of
all sizes

Foster the Power of the Team and Build Upon Competitive Advantages to Achieve Goals



Key Takeaways

01

Largest North American specialty distributor of insulation with comprehensive product and service offerings to customers of all sizes

02

Acquisition of DI added reoccurring revenue stream through MRO business

03

Demand drivers fall across three end-markets mitigating cyclicalty

04

Differentiated approach driving strong margin opportunity and expansion

05

DI and Service Partners good strategic fit, sharing best practices and assessing opportunities to enhance operations



Unique Model and M&A Competency Maximizing Shareholder Returns



Rob Kuhns

Chief Financial Officer



Finance Key Messages

01

Unique and flexible business model positions us to outperform in any environment

02

Track record of business execution and **strong financial performance**

03

Strong Free Cash Flows and disciplined capital allocation process

04

Proven M&A strategy and integration capabilities delivering shareholder returns

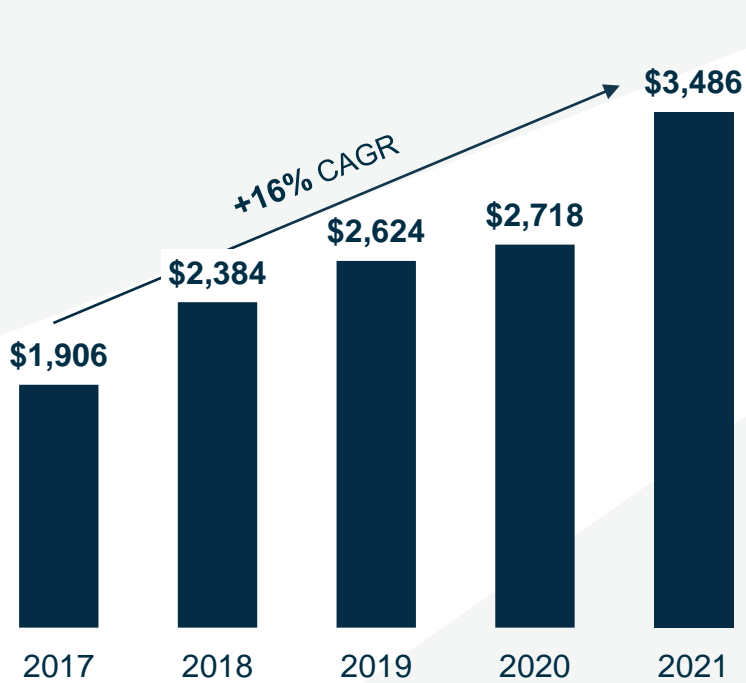
05

Conservative balance sheet and ample liquidity

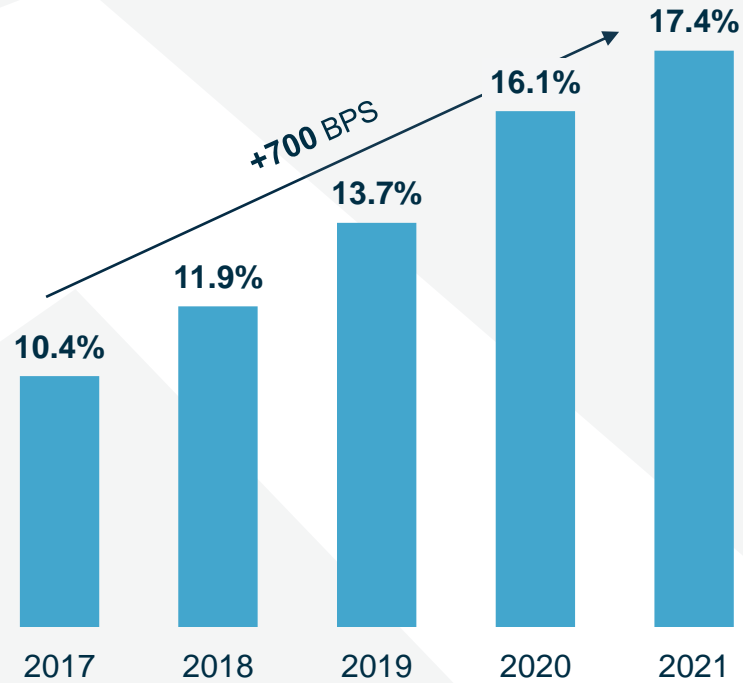


5-year Historical Financial Performance

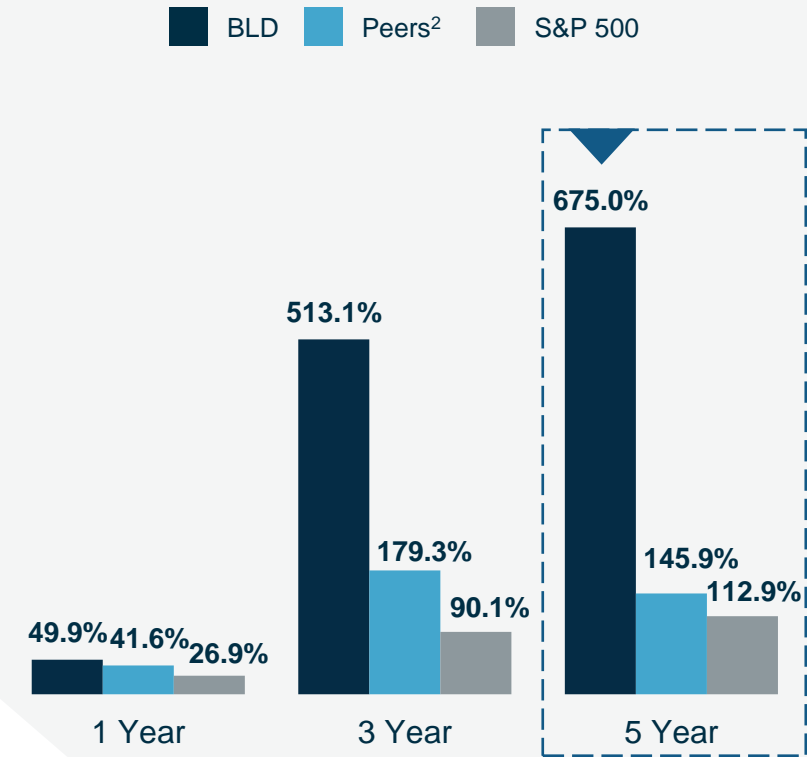
NET SALES (\$M)



ADJUSTED EBITDA MARGIN



TOTAL SHAREHOLDER RETURN¹



Tremendous Track Record



¹ As of 3/31/22. ² Peers include: Toll Brothers, KB Home, Taylor Morrison, MSC Industrial Direct, UFP Industries, Beacon Roofing, Builders FirstSource, Meritage Homes, Armstrong World Industries, Beazer Homes, Summit Materials, M/I Homes, Eagle Materials, Gibraltar Industries, American Woodmark, Patrick Industries, Simpson Manufacturing, Installed Building Products, Owens Corning, Masco Corporation, Fortune Brands Home & Security.

Top Priorities as CFO

1

Driving profitable growth through sales and margin expansion

2

Capital allocation strategy focused on enhancing shareholder returns

3

DI integration and synergy realization

4

Relentless focus on talent

5

Leveraging technology to enhance our strategic advantage



Executing on a Consistent and Clear Strategy

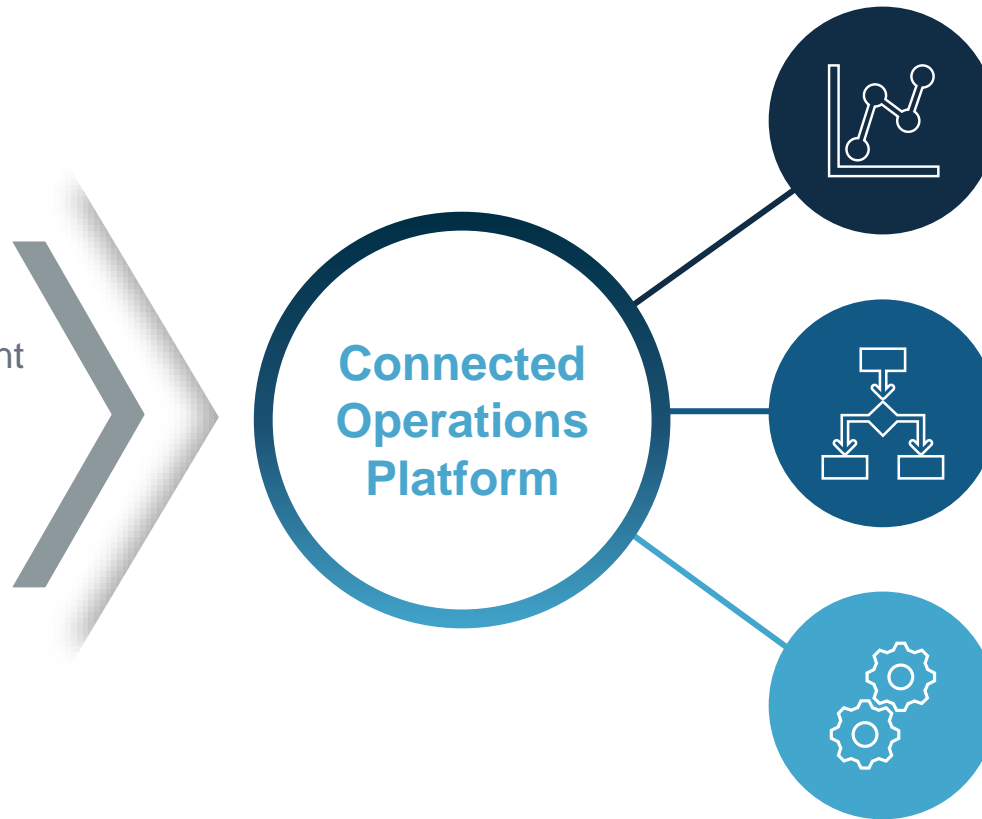


Technology is a Strategic Advantage

Technology in Place

Common ERP

- Sharing material, labor and equipment
- Pricing controls
- Consolidated back-office functions
- Common data in one place



Developing Technology

Operational Tools Increase Productivity

- Lead app
- e-Commerce platform
- Labor and vehicle GPS-enabled tracking

Back-office Tools Fixed Cost Leverage

- Cash application cloud
- Optical character recognition
- Online payment portal

Data Analytics

Faster, more informed decisions

- Pricing analysis
- Service metrics
- Branch profitability

Technology is an Enabler to Our Results



Unique, Flexible and Capital Efficient Model



Unique



Flexible



Capital
Efficient



Strong Free Cash Flow
and Conversion¹



#1 player in all
three end-markets

National scale and
buying power

Operational expertise
and entrepreneurial spirit

Technology platform

Variable costs (70%)

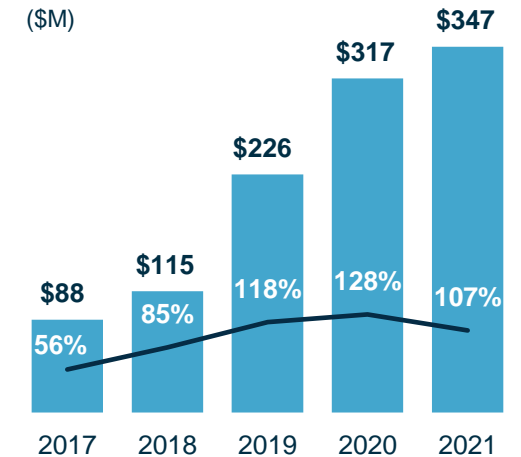
Low fixed /
semi-variable costs (30%)

Material and direct labor
are largest cost
components

Strategic capital
allocation

Low capex
requirements at
~2% of sales

Working capital
requirements at
~11% to ~13% of sales



Generating Strong FCF and Creating Shareholder Value

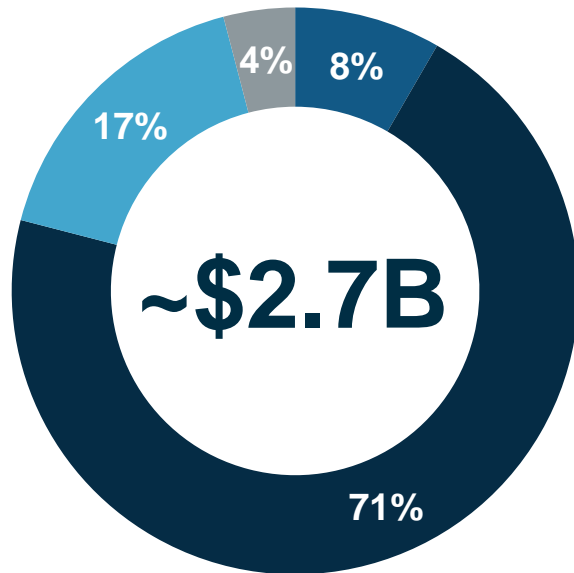


¹ Operating Cash Flow less Capex divided by Net Income.

Capital Allocation Strategy

USE OF CAPITAL

(Since Jan 1, 2017)



Internal Investments

- CapEx is 1.5% to 2.0% of Sales
- Investing in equipment upgrades and digitization

Acquisitions

- Completed 28 transactions
 - ~\$1.6B in revenue added
 - Typically paying 3-4x TTM EBITDA post synergies
- Continued focus on bolt-ons

Share Repurchases

- ~\$450M in repurchases (Jan '17 – Mar '22) at an average share price of \$78.13
- \$100M ASR executed in May 2022

Clear Priorities for Continued Value Creation



M&A: A Core Competency

Strategic Rationale

- Focus on core of Insulation
- Enhance scale
- Expand market presence
- Increase customer base
- Acquire companies with aligned cultures and leadership

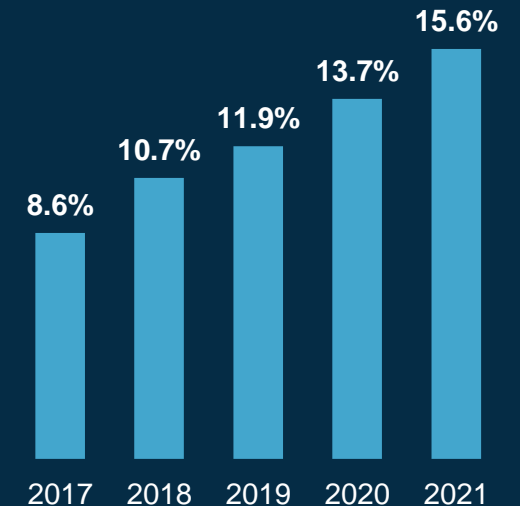
Financial Discipline

- Utilize proven and thorough diligence process
- TTM EBITDA multiples 5x or 6x pre-synergy
 - 3x or 4x post synergy
- Ensure IRR significantly higher than cost of capital
- Validate synergies to ensure “low-risk”

Integration Competency

- Integrated 28 companies since January 2017
- Leverage dedicated integration team
- Bring on to our Connected Technology Platform (ERP) quickly
- Realize synergies quickly

ROIC¹



Proven Strategy and Discipline Creating Significant Shareholder Returns



¹ Operating Profit and Average Invested Capital adjusted for USI and Distribution International acquisitions.
Note: ROIC defined as $((1 - \text{Tax Rate}) * \text{Adjusted Operating Profit}) / (\text{LT Debt} + \text{Equity})$.

Acquisition Spotlight

	 DISTRIBUTION INTERNATIONAL	 USI	All Other
Close Date	Oct 2021	May 2018	Jan 2017 – 1Q22
Purchase Price	\$1.0B	\$475M	~\$475M
Annual Revenue at Close	\$747M	\$375M	~\$500M
Overview	Distribution	Install	Install / Distribution
Strategic Rationale			
Focus on Core Insulation Products	✓	✓	✓
Enhance Scale	✓	✓	✓
Expand Market Presence	✓	✓	✓
Increase Customer Base	✓	✓	✓
Aligns to Culture and Leadership	✓	✓	✓
Financial Discipline			
IRR Significantly Higher Than Cost of Capital	✓	✓	✓
Synergies Validated to Insure “Low-Risk”	✓	✓	✓

Disciplined M&A Playbook Driving Strong Returns



DI Synergies Profile

RUN-RATE SAVINGS



Oct 2021 - Oct 2023

SOURCES OF SYNERGIES

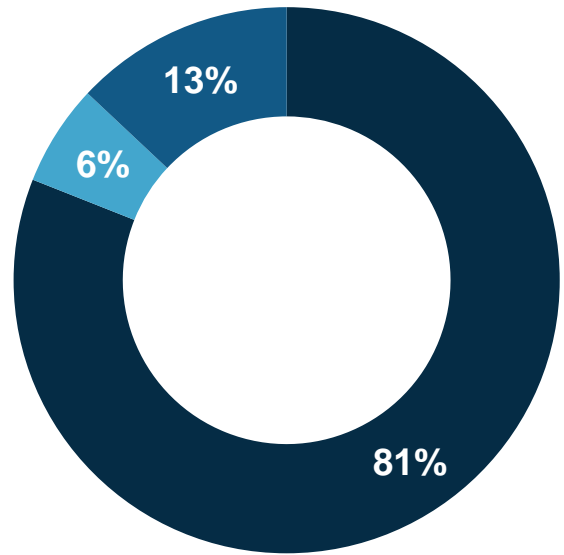
SUPPLY CHAIN 40%	<ul style="list-style-type: none">• Leverage TopBuild's scale and best practices across the supply chain and branch network
BACK OFFICE 35%	<ul style="list-style-type: none">• Improve functional team productivity• Achieve enhanced asset utilization• Capture indirect opportunities
OPERATIONAL IMPROVEMENT 25%	<ul style="list-style-type: none">• Optimize fleet and logistics• Eliminate redundancies; leverage technology as well as best practices• Reduce indirect spend

On Track to Meet or Exceed Goals



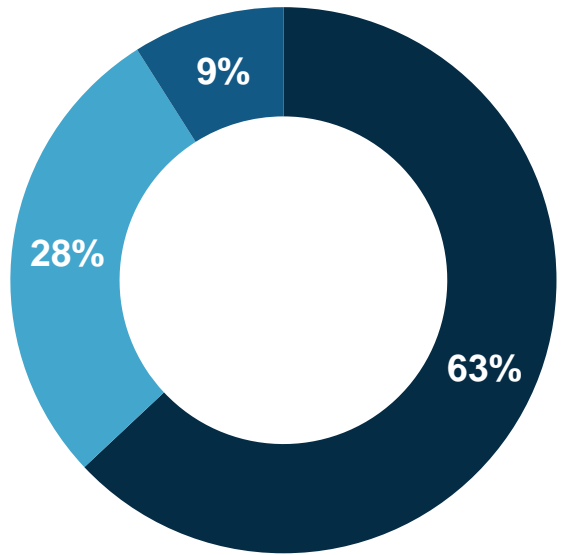
Pro Forma Revenue Summary

PRODUCT MIX¹



- Insulation & Accessories
- Gutters
- Other

END-MARKET¹



- Residential
- Commercial
- Industrial



“DI”versified End-market Revenue



¹ As of TTM 1Q 2022 to reflect pro forma impact of the DI acquisition.

Growth Prospects

MARKET	MARKET SIZE	OUR SHARE
Residential	~\$5.5B	~40%
Commercial Building Insulation	~\$5.5B	~11%
Commercial / Industrial Mechanical Insulation	~\$5.0B	~10%



Significant Opportunity to Capture Share Organically and through M&A



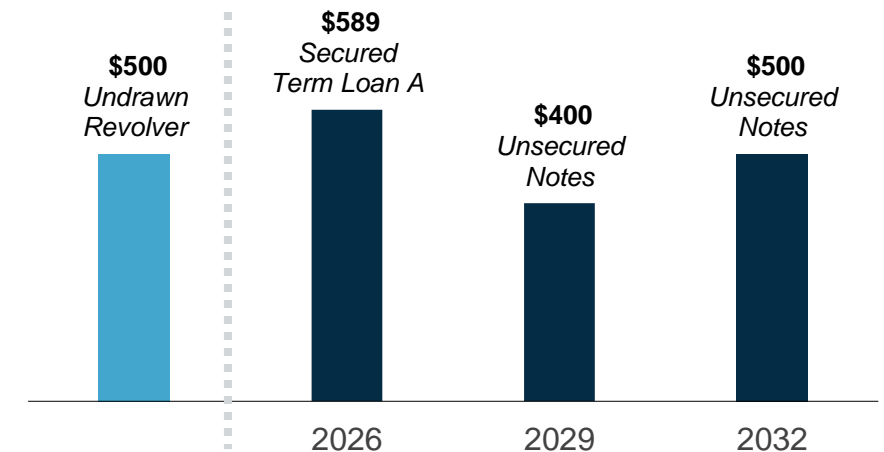
Leveraging Capital Structure to Add Value for Shareholders

Capital Summary & Financial Highlights (\$M)

March 31, 2022	
Cash	\$ 126.6
Total Debt	\$ 1,503.7
Net Debt	\$1,377.1
TTM Adjusted EBITDA	\$ 746.4
Leverage	1.84x
Available Credit Under Revolving Credit Facility	\$ 430.1
Cash & Cash Equivalents	\$ 126.6
Total Available Liquidity	\$ 556.7

Capital Structure (As of March 31, 2022)

Debt Maturity Schedule (\$M)



Current Credit Ratings

S&P: BB+

Moody's: Ba1

Strong Financial Flexibility with Ample Dry Powder



Looking Ahead



2022 Outlook

\$4,650M to \$4,800M
SALES

\$810M to \$860M
ADJUSTED EBITDA¹



ASSUMPTIONS

End-market Volume Growth	LSD to MSD
Depreciation & Amortization	\$121.0M to \$126.1M
Share-based Compensation	\$10.5M to \$13.0M
Net Interest Expense & Other	\$52.0M to \$56.0M
Income Tax Expense	\$157.3M to \$174.1M
Acquisition-related Expenses	\$6.0M to \$8.0M

Projecting a Strong Year of Growth



Long-term Assumptions

11.0% to 13.0%

**Working Capital
(% of Sales)**

22.0% to 27.0%

**Incremental Adjusted EBITDA %
(Organic)**

11.0% to 16.0%

**Incremental Adjusted EBITDA %
(M&A)**

1.5% to 2.0%

Capex (% of Sales)

25.0% to 27.0%

Normalized Tax Rate

\$107M

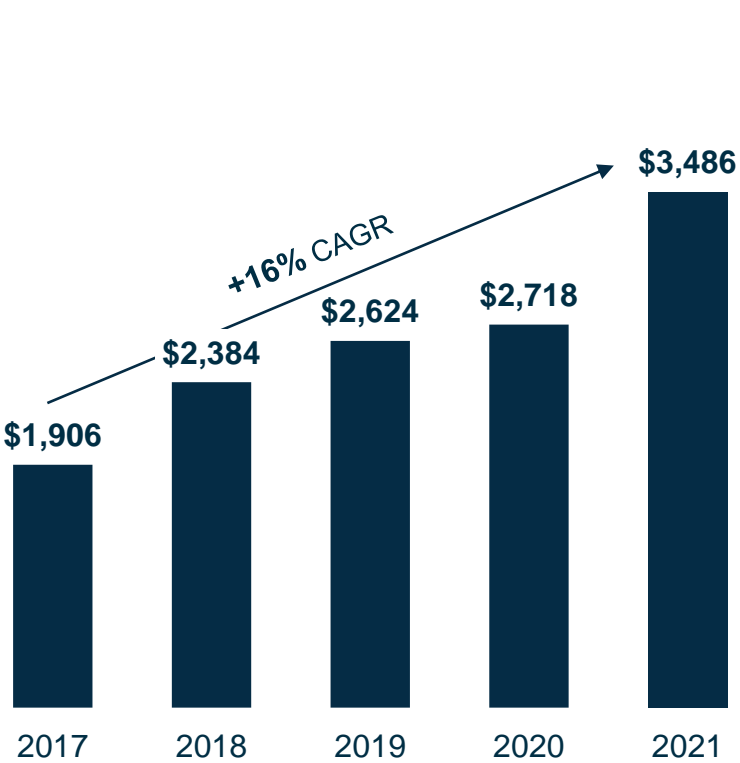
**of Residential Revenue for
Every 50K Houses Insulated**

Diversified Model Expected to Perform Well

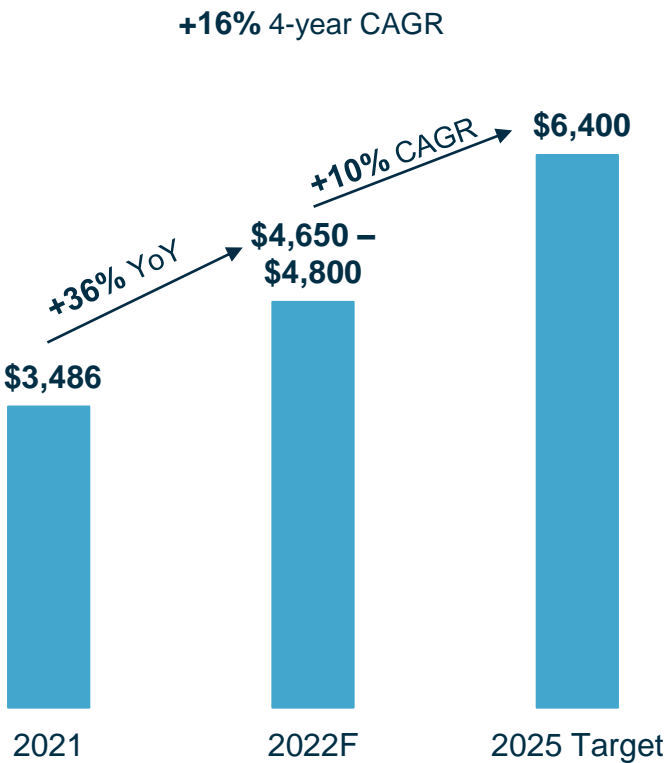


TopBuild 2025 Scenario

2017 – 2021 NET SALES (\$M)



2021 – 2025 NET SALES (\$M)



EBITDA ASSUMPTIONS

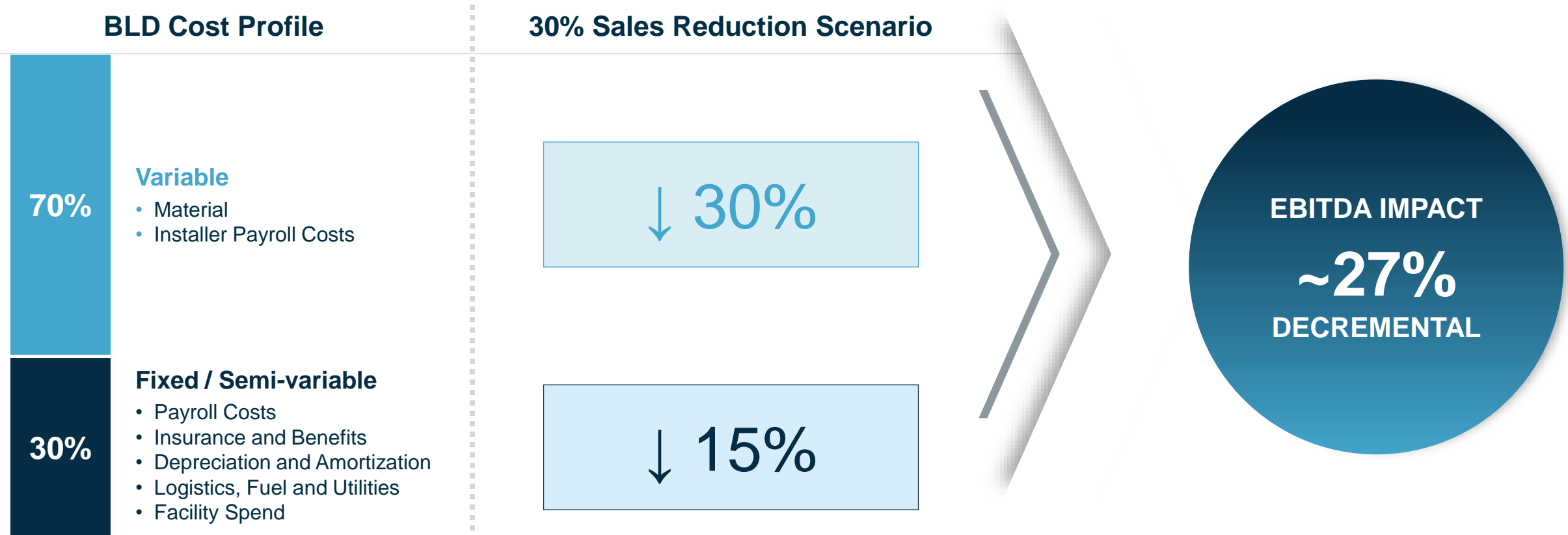
22% to 27%
INCREMENTAL EBITDA %
(ORGANIC)

11% to 16%
INCREMENTAL EBITDA %
(ACQUISITIONS YEAR ONE)

Goal is to Continue Our Growth Trajectory



Downside Scenario Playbook



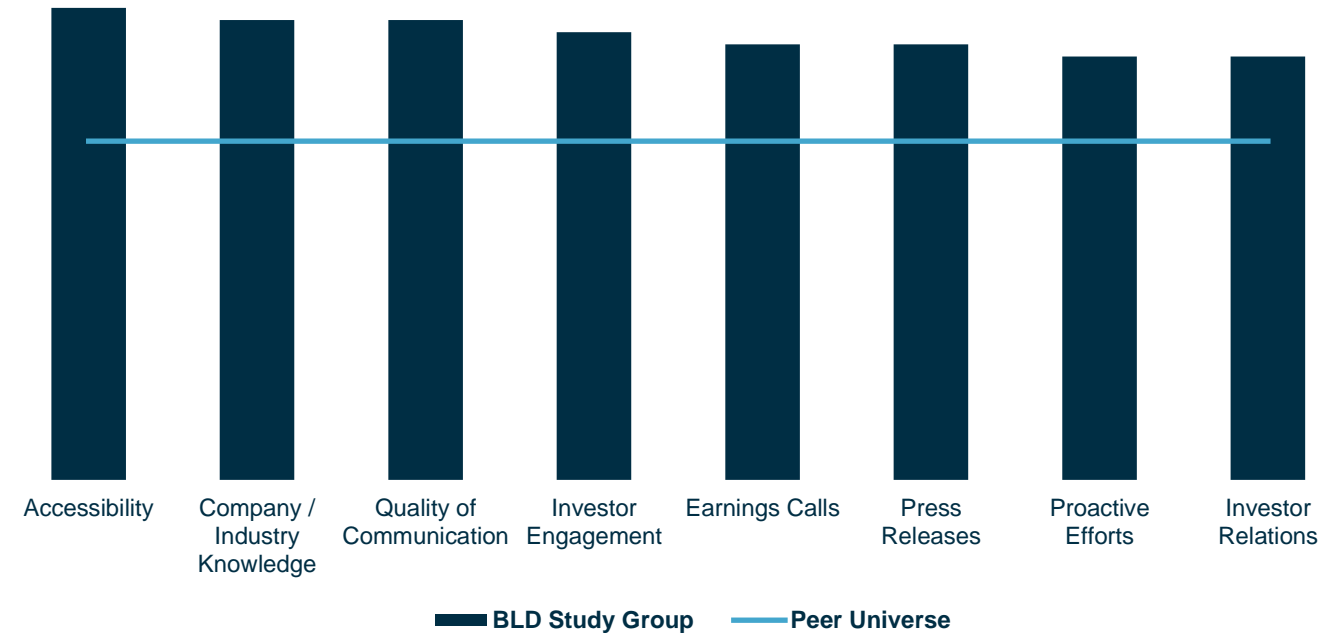
Flexibility to Outperform in Any Environment



Dedicated to Best-in-Class Investor Relations

- Conduct ongoing shareholder outreach – completed Perception Studies in 2017 and 2022
- Committed to maintaining a world-class investor relations function with a focus on accessibility, quality communication, and investor engagement
- Hold Investor Days every ~3 years
- IR function integral part of Senior Leadership Team and participates in strategy sessions

BLD Investor Relations Key Performance Metrics¹
2022 Perception Study



Committed to Consistent and Transparent Communications



Key Takeaways

01

Unique and flexible business model is a strategic advantage

02

Strong balance sheet with **disciplined capital allocation strategy**

03

M&A track record with significant room for continued growth in our core insulation markets

04

Well-positioned to outperform in any business environment



Closing Comments – Invest With Us

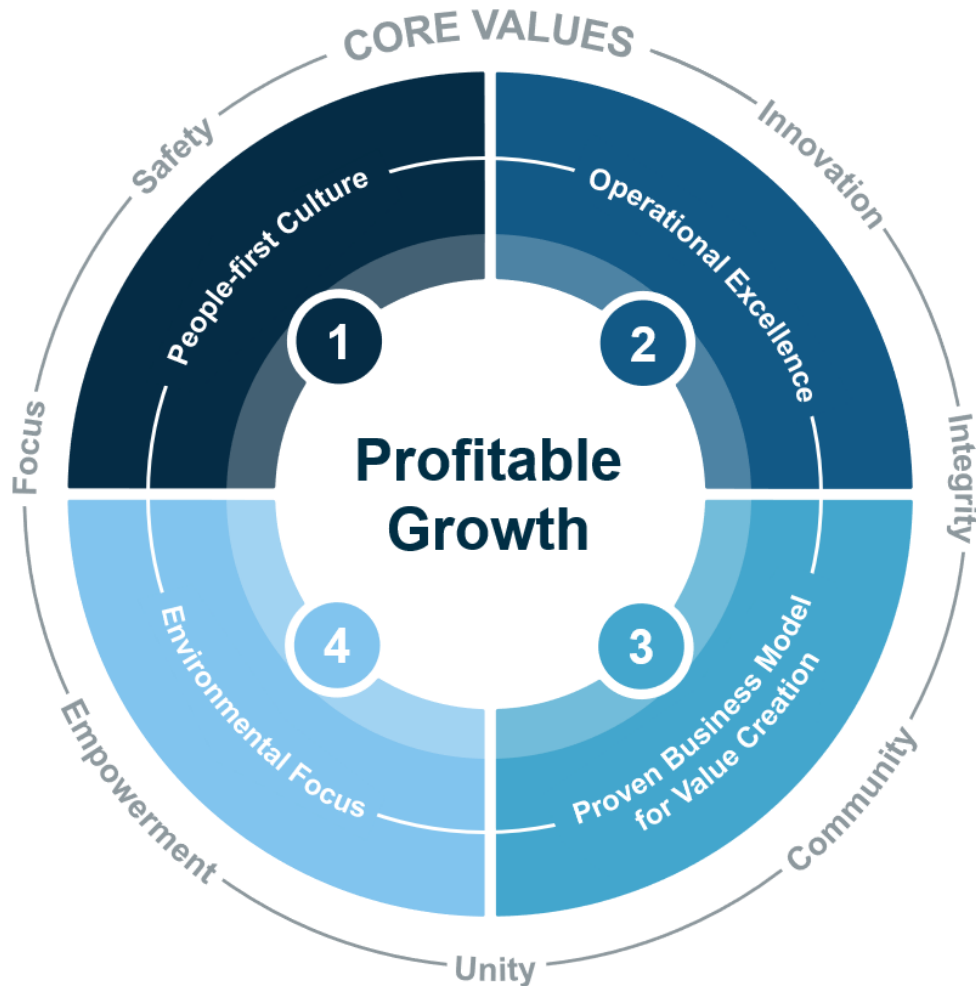


Robert Buck

President &
Chief Executive Officer



Outstanding Track Record of Delivering Stakeholder Value...



- 01** Since 2017, nearly doubled the size of the Company
- 02** Seasoned, cycle-tested leadership team
- 03** Flexible and differentiated business model enables outperformance in any environment
- 04** Robust FCF generation and disciplined capital deployment
- 05** Leveraging innovation and technology to further expand established leadership positions

...And We're Just Getting Started!

Q&A Session



Appendix



Reconciliation of Segment Data (Unaudited, \$000s)

	Year Ended December 31,				
	2021	2020	2019	2018	2017
<u>Installation</u>					
Sales	\$ 2,378,401	1,943,461	1,906,730	1,680,967	1,281,296
Operating profit, as reported	\$ 383,722	294,793	253,230	196,986	109,316
Rationalization charges	-	866	159	845	1,056
Acquisition related costs	1,642	4	636	-	-
COVID-19 pay	605	1,278	-	-	-
Significant legal settlement	-	-	-	-	30,000
Operating profit, as adjusted	\$ 385,969	296,941	254,025	197,831	140,372
Share-based compensation	1,157	1,555	1,498	1,182	1,112
Depreciation and amortization	57,815	50,265	42,682	31,661	12,208
EBITDA, as adjusted	\$ 444,941	348,761	298,205	230,674	153,692
<i>EBITDA margin, as adjusted</i>	<i>18.7%</i>	<i>17.9%</i>	<i>15.6%</i>	<i>13.7%</i>	<i>12.0%</i>
<u>Specialty Distribution</u>					
Sales	\$ 1,287,176	926,207	862,143	820,309	719,759
Operating profit, as reported	\$ 169,368	115,343	90,388	78,739	68,733
Rationalization charges	-	783	109	159	23
Acquisition related costs	530	-	-	-	-
Acquisition purchase accounting (inventory step-up)	15,853	-	-	-	-
COVID-19 pay	54	90	-	-	-
Operating profit, as adjusted	\$ 185,805	116,216	90,497	78,898	68,756
Share-based compensation	1,032	742	244	959	1,005
Depreciation and amortization	18,743	9,912	8,245	6,616	3,561
EBITDA, as adjusted	\$ 205,580	126,870	98,986	86,473	73,322
<i>EBITDA margin, as adjusted</i>	<i>16.0%</i>	<i>13.7%</i>	<i>11.5%</i>	<i>10.5%</i>	<i>10.2%</i>



Reconciliation of Adjusted Profit (Unaudited, \$000s)

	Year Ended December 31,				
	2021	2020	2019	2018	2017
Gross profit, as reported	\$ 974,389	746,361	681,267	576,152	461,109
Acquisition purchase accounting (inventory step-up)	15,853	-	-	-	-
Rationalization charges	-	1,016	-	176	-
COVID-19 pay	592	1,135	-	-	-
Gross profit, as adjusted	\$ 990,834	748,512	681,267	576,328	461,109
Net Sales	\$ 3,486,207	2,718,038	2,624,121	2,384,249	1,906,266
<i>Gross profit margin, as reported</i>	<i>27.9%</i>	<i>27.5%</i>	<i>26.0%</i>	<i>24.2%</i>	<i>24.2%</i>
<i>Gross profit margin, as adjusted</i>	<i>28.4%</i>	<i>27.5%</i>	<i>26.0%</i>	<i>24.2%</i>	<i>24.2%</i>



Reconciliation of Adjusted EBITDA to Net Income (Unaudited, \$000s)

	Trailing Twelve Months Ended March 31, 2022	Year Ended December 31,				
		2021	2020	2019	2018	2017
Net income, as reported	\$ 378,885	\$ 324,016	247,023	190,995	134,752	158,133
Adjustments to arrive at EBITDA, as adjusted:						
Interest expense and other, net	33,895	29,139	31,723	35,745	28,129	7,738
Income tax expense (benefit)	131,731	109,427	76,067	62,783	46,072	(30,093)
Depreciation and amortization	94,370	79,390	62,410	52,700	39,419	16,453
Share-based compensation	11,932	11,316	14,910	13,658	11,317	9,274
Rationalization charges	473	16	2,097	1,992	7,736	3,755
Acquisition related costs	24,430	22,107	855	1,200	15,925	1,256
Acquisition purchase accounting (inventory step-up)	15,853	15,853	—	—	—	—
Refinancing costs and loss on extinguishment of deb	163	14,025	290	—	—	1,086
COVID-19 pay	136	659	1,368	—	—	—
Significant legal settlement	—	—	—	—	—	30,000
EBITDA, as adjusted	\$ 691,868	\$ 605,948	436,743	359,073	283,350	197,602
Proforma acquisition EBITDA ⁽¹⁾	54,569					
Proforma TTM EBITDA, as adjusted	\$ 746,437					
Net Sales		\$ 3,486,207	2,718,038	2,624,121	2,384,249	1,906,266
<i>EBITDA margin, as adjusted</i>		17.4%	16.1%	13.7%	11.9%	10.4%

¹ Represents the trailing twelve months pro forma impact of acquisitions completed in 2021.

Reconciliation of Adjusted EBITDA Range (Unaudited, \$M)

	Twelve Months Ending December 31, 2022	
	Low	High
Estimated Net Income	\$447.6	\$495.4
Adjustments to arrive at estimated EBITDA, as adjusted		
Interest expense and other, net	\$56.0	\$52.0
Income tax expense	\$157.3	\$174.1
Depreciation and amortization	\$126.1	\$121.0
Share-based compensation	\$13.0	\$10.5
Rationalization charges	\$2.0	\$1.0
Acquisitions related costs	\$8.0	\$6.0
Estimated EBITDA, as adjusted	\$810.0	\$860.0



Speaker Bios



Speaker Bios



Robert Buck

**President &
Chief Executive Officer**

Robert Buck became TopBuild's Chief Executive Officer on January 1, 2021, after serving as the Company's President and COO following its spin-off from Masco in June 2015. Prior to TopBuild, Robert served as Group Vice President of Masco where he was responsible for the Installation and Other Services Segment consisting of both Masco Contractor Services and Service Partners, LLC. Robert began his career with Masco Corporation in 1997 at Liberty Hardware where he spent eight years in several operations leadership roles and worked extensively in international operations. He became Executive Vice President in 2005 and helped lead the merger of another Masco company with Liberty Hardware before being promoted to the office of President in 2007.

Robert earned a Master's degree in Business Administration from the University of North Carolina at Greensboro.



Rob Kuhns

Chief Financial Officer

Rob joined TopBuild in July 2018 as Vice President, Controller, and became the Chief Financial Officer in April 2022. Prior to TopBuild, he was Senior Director/Assistant Controller for Mohawk Industries where he worked for eleven years. At Mohawk, Rob held a number of positions including Senior Director of International Finance and Division Controller. Prior to joining Mohawk, Rob was with NCH Corporation where he served as Director of International Treasury and as a Division Controller. He began his career in the accounting department of Ingersoll-Rand Company.

Rob earned a Bachelor's degree in Accounting from Shippensburg University and a Masters of Business Administration from Southern Methodist University. He is a Certified Public Accountant.

Speaker Bios



Sridhara Pullareddy

Chief Information Officer

Sridhara (Sri) joined TopBuild in 2007 when it was part of Masco Contractor Services. Prior to being named CIO, Sri served as Vice President, IT and PMO. Additional positions Sri has served with the Company include Order to Cash Lead, Sales Commissions Functional Lead, Deployment Manager, Applications Director, and Senior Director-PMO. Sri also led the diligence and integration team following the acquisition of USI in 2018. Prior to TopBuild, Sri worked at GE Healthcare, GE Industrial Systems, Oracle, NSK Motion & Control, and FAG Bearings.

Sri earned a Bachelor's degree in Mechanical Engineering from Institution of Engineers (India), a Master's degree in Business Administration from Jack Welch Management Institute, and holds Lean Six Sigma Black Belt along with certifications in supply chain area such as CPIM, and CSCP.



Robin Stennet

**Vice President –
Innovation, Marketing &
TopBuild Home Services**

Robin joined TopBuild in 2019 as Vice President, Innovation, Marketing and TopBuild Home Services. Most recently, Robin was Vice President of Innovation Strategy and Go-to-Market at ADT Security Services where she led new product strategy and planning. At ADT for nine years, Robin held a number of positions including Senior Director of Media and Marketing Campaign Execution and Director of B2B Strategy and Marketing. Prior to joining ADT, Robin founded an e-commerce business and also held a number of positions at Verizon Communications. At Verizon for nine years, Robin led teams in advertising, local market activation and customer experience including serving as Director of Acquisition Marketing.

Robin earned a Bachelor's degree in Political Science from Princeton University.



Speaker Bios



Steve Raia

President, TruTeam

Steve joined TopBuild as Senior Vice President of Operations in November 2015. Previously, he was the owner/operator of Cary Insulation which had over 35 locations when it was acquired by Masco Contractor Services (MCS) in 1999. Steve remained with Masco until 2007, managing MCS's east coast operations. Steve began installing insulation as a teenager, working for his father's company during school breaks and weekends. He became a full-time installer of Cary Insulation after graduating from high school in 1973. Over time, he was given responsibility for all aspects of managing the business including purchasing, labor productivity initiatives, recruiting, sales and human resources. Steve inherited the company in 1991 and grew the business from three locations to a total of 35.



Jeff Krestancic

Vice President, Operations

Jeff joined TopBuild in 2005 when it was part of Masco Contractor Services, beginning his career as part of the Manager in Training program. Jeff was named Vice President of Operations for TruTeam in June 2021 after serving as Regional Director for both the Central and South Florida regions. Prior to TruTeam, Jeff served in various positions with Masco Contractor Services, including ERP Project Manager, Continuous Improvement Manager and Division Manager.

Jeff earned a Bachelor's degree in Business Management from Arizona State University, Tempe and holds a Lean Six Sigma Green Belt.

Speaker Bios



Jeff Franklin

President, Service Partners

Jeff joined TopBuild in 2015 as Regional Leader for TruTeam's Mid-Atlantic and Northeast Regions. He was subsequently promoted to TruTeam's Senior Vice President of Operations. In September 2019, Jeff was promoted to his current position, President of Service Partners Operations. Jeff has been working in the insulation business since 1982 after playing 5 years with the New York Mets. In 1994, his family sold their insulation business to Cary Insulation, which was later sold to Masco Contractor Services (MCS) in 1999. Jeff was with MCS for six years, serving as Vice President of Operations for MCS East Region and later as the East Region's Chief Operating Officer.



Joey Viselli

**Executive Vice President,
Distribution International**

Joey joined TopBuild in 2021 when the Company acquired Distribution International, and he was promoted to Executive Vice President in March 2022. Prior to the acquisition, Joey was Senior Vice President of Specialty Products (which includes the Silvercote metal building insulation businesses, Marine insulation business, and Railcar operations) as well as Distribution International's East Division. Joey began his professional career in sales and marketing at Procter & Gamble in 1990. He then led Goodyear Tire and Rubber company's North American consumer brand and marketing functions before joining Knauf Insulation in 2009 where he served as VP of Marketing and subsequently in various executive leadership roles.

Joey earned a Bachelor's degree in Management from the University of Alabama.

Speaker Bios



Jennifer Shoffner

Chief Human Resources Officer

Jennifer joined TopBuild in 2020 as Vice President, Talent Management and was subsequently promoted to Chief Human Resources Officer. Prior to this position, Jennifer was Vice President of Human Resources for Liberty Hardware, where she led all aspects of human resources and talent strategy and planning. Throughout her 23-year career with Liberty Hardware, a Masco company, Jennifer led Human Resources and many other areas of the business, including Continuous Improvement, Customer Services and Information Technology.

Jennifer earned Bachelor's and Master's degrees in Business Administration from the University of North Carolina at Greensboro.



Tabitha Zane

Vice President, Investor Relations

Tabitha joined TopBuild in October 2015 as Vice President, Investor Relations. Previously, she was the Vice President of Investor Relations and Corporation Communications for Highwoods Properties, a NYSE-listed real estate investment trust, which she joined in 2002. Tabitha also served as Vice President of Investor Relations for SpectraSite Holdings and Vanguard Cellular.

Tabitha earned a Bachelor's degree in Political Science from Trinity College in Hartford, CT.