

# **Investor Presentation**

Fiscal Year 2014



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This presentation may contain statements, estimates or projections that constitute "forward-looking statements" as defined under U.S. federal securities laws. All statements other than historical facts included in this presentation may be forward-looking. Generally, the words "will," "may," "believes," "expects," "forecasts," "intends," "anticipates," "projects," "plans," "seeks," and similar expressions are intended to identify forward-looking statements, which are not historical in nature.

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This presentation includes certain non-GAAP financial measures, including EBITDA and adjusted EBITDA. These non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Please refer to the Appendix of this presentation for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.



# Strong Geographical Footprint

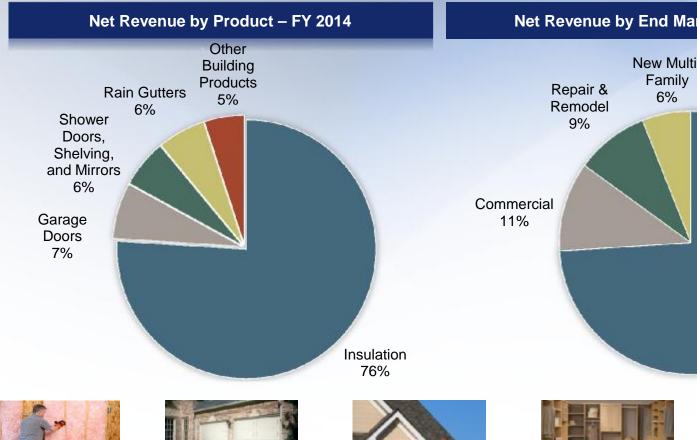
Strong presence in existing markets with a geographical footprint that provides services to all 48 continental states and the District of Columbia



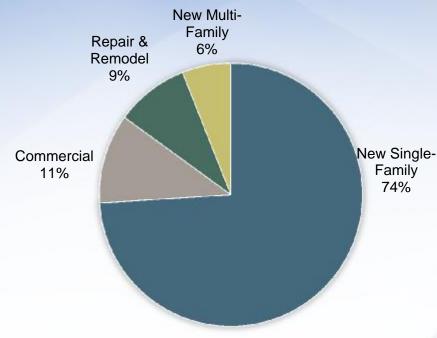


#### **Products & End Markets**

## Focused insulation installation offering, coupled with complementary products for end markets having significant cyclical upside











**Garage Doors** 







**Rain Gutters** Closets & Shelving

**Shower Doors & Mirrors** 



# Benefits of a Unique Value Chain Structure

# Scale provides a direct link between manufacturers and builders through a streamlined value chain

Distributor

Wholesaler or Retailer

Contractor

Finished Home





# Critical Position in an Attractive Industry

# Primary link between a concentrated manufacturer base and a highly fragmented customer base

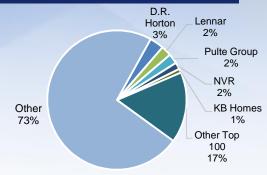
North America Insulation Manufacturers (2013)<sup>1</sup>

Homebuilders by Closing (2013)<sup>2</sup>

Knauf Owens Corning CertainTeed Johns Manville







#### Value to suppliers:

- P Strong relationships with the largest manufacturers
- P Accounts for a meaningful portion of supplier insulation volume
- P National scale allows manufacturers to better plan production schedules

#### Value to customers:

- P Full service capabilities eliminate "nuisance" work for customers
- P Timely delivery and quality installation of products ensures projects remain on schedule
- P Institutional knowledge of local building codes and standards

Source: Wall Street Research, US Census Bureau, BuilderOnline.com



<sup>&</sup>lt;sup>1</sup> Management's estimates of fiberglass insulation manufacturers

<sup>&</sup>lt;sup>2</sup> Builder Magazine's 2013 Builder 100 list, based on the total number of home closings

# **Investment Strengths**

1 Local market leadership with national scale

2 Proven ability to gain market share

3 Highly efficient and scalable operating model

4 Proven acquisition track record

Highly experienced and incentivized management team



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# Local Market Leadership with National Scale

#### Leading market positions serviced through local trade names

- Maintains local trade names and existing management, strengthening the relationship between the Company and its customers
- Business is primarily won or lost at the local level





is served by 11 different IBP branches across 15 markets



# Multiple Ways to Drive Growth and Profitability

#### Asset lite model can accommodate growth without significant capital needs

Capitalize on New Home Construction Market Recovery

 Total Housing Starts forecasted to increase at 14% CAGR from 2014 to 2016E<sup>1</sup>



Continue to
Strengthen Market
Share Position

 Same branch single-family sales grew by 17% y-o-y in 2014

 US single-family housing completions grew 9% in 2014



Pursue Value Enhancing Strategic Acquisitions

Attractive opportunities in fragmented market of independent contractors



Extract Additional Value from Operating Leverage and National Scale

 Demonstrated scale economies in indirect operating costs and SG&A, with Gross Margin improving 160 bps in 2014 as compared to 2013



<sup>&</sup>lt;sup>1</sup> Per February 2015 Blue Chip consensus housing starts forecast

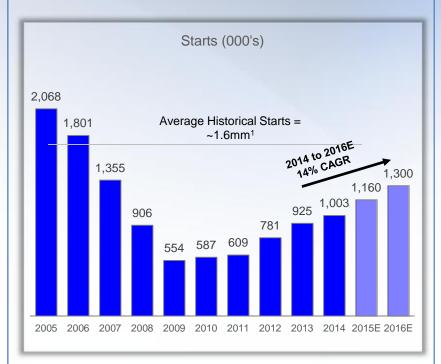


# Proven Ability to Gain Market Share

#### **Continued US Housing Improvement**

# Total US housing starts forecasted to increase at a 14% CAGR from 2014 to 2016E

- Approximately 74% of net revenue derived from single family new construction
- Strong competitive and geographic positions

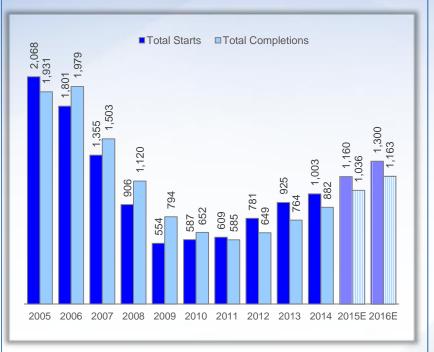


<sup>&</sup>lt;sup>1</sup> Total housing starts averaged from 1968 to 2006

Source: US Census Bureau, February 2015 Blue Chip consensus housing starts forecast

#### **Market Trend**

Lag time between housing starts and completions is greater when the rate of change in starts is higher



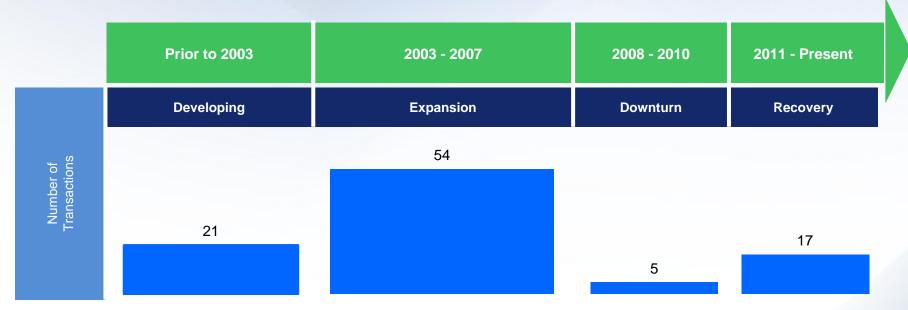
Source: US Census Bureau, February 2015 Blue Chip Economic Forecasts and Street Estimates



# Demonstrated Track Record of Successful Acquisitions

#### 90+ successfully integrated acquisitions

- Key components of the acquisition strategy include:
  - Ability to realize synergies within scalable infrastructure
  - Targeting profitable markets
  - Acquiring operations with strong reputation and customer base
  - Maintaining local trade name and existing management team
- Corporate support allows more focus on customer service
- Senior management team has been directing the Company's acquisition strategy for 10+ years





# Clear Strategy for Value Enhancing Acquisitions

# Fragmented industry allows for geographic expansion through sizable acquisitions and strengthening of existing branches via smaller tuck-ins

#### **Proven Model for Acquisitions**

#### Selective Criteria

- P Geographic expansion or existing market tuck-in
- P Local brand strength
- P High caliber local management and labor force

# Successful Integration

- P Acquired and successfully integrated over 90 acquisitions
- P Structured integration process in place
- P Dedicated corporate team assigned to oversee integration

#### Achieve Synergies

- P Apply national insulation buying power
- P Leverage national contracts with large homebuilders
- P Value enhancing technology "JobCore"
- P Corporate administrative support

#### Key Areas of Opportunity



- Extensive pool of potential acquisition targets with 1,000+ independent insulation contractors across the US
- Additional large-market entry opportunities (IBP currently covers 35 of the top 50 MSA's¹)
- Significant acquisition potential in attractive secondary markets

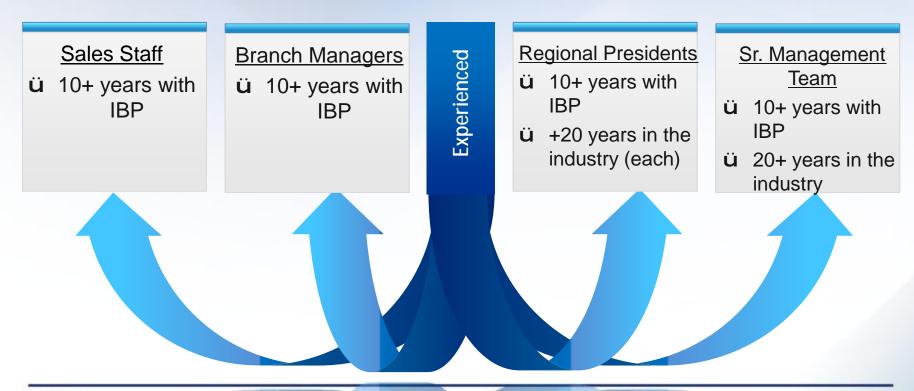
<sup>&</sup>lt;sup>1</sup> MSA, or Metropolitan Statistical Area, is an area that generally consists of at least one urbanized area of 50,000 or more inhabitants, plus adjacent territory that has a high degree of social and economic integration with the core area as measured by commuting ties



# Highly Experienced and Incentivized Management Team

#### Strong operational focus and proven understanding of the industry

- Field management structure is comprised of deeply experienced managers at all levels
- Team has effectively managed through several housing cycles, established a proven acquisition strategy, and gained market share
- Senior management aligned with investors due to meaningful equity ownership in IBP





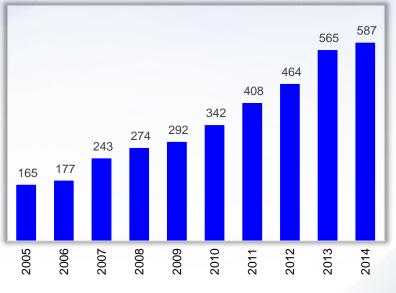
# **Strong Top-Line Momentum**



# IBP has increased its net revenue per U.S. housing completions by 250% since 2005

- Result of acquiring local installation operations, gaining market share organically, and cross-selling complementary services
- 2014 single family sales growth of 20.5% compared to 8.8% in single family completions

#### Net Revenues / Total U.S. Housing Completions



Note: Historical revenue figures not pro forma for acquisitions

Source: U.S. Census Bureau, Company filings



# **Financial Results**

(\$ in millions)	2011	2012	2013	2014
Completions (000's)	585	649	764	882
Net Revenue	\$238	\$301	\$432	\$518
% Growth	7.0%	26.3%	43.4%	19.9%
Same Branch Sales Growth		20.5%	29.6%	16.4%

Net Revenue/US Completions	\$408	\$464	\$565	\$587
COGS <sup>1</sup>	181	227	322	376
Gross Profit	57	74	110	142
% Margin	24.0%	24.6%	25.4%	27.4%
SG&A <sup>2</sup>	64	71	91	110
% of Net Revenue	26.9%	23.7%	21.1%	21.3%

Adjusted EBITDA <sup>3</sup>	(\$6.6)	\$6.2	\$25.4	\$44.0
% of Net Revenue	(2.8%)	2.1%	5.9%	8.5%
Net Capex <sup>4</sup>	(1)	(3)	(3)	(5)
% of Net Revenue	(0.4%)	(1.0%)	(0.6%)	(1.1%)

<sup>&</sup>lt;sup>1</sup> COGS adjusted for adverse development in workers' compensation

<sup>&</sup>lt;sup>4</sup> Net capex excludes capital leases of \$4.5 million, \$12.2 million, \$22.3 million and \$26.9 million as of December 31, 2011, 2012, 2013 and 2014, respectively.



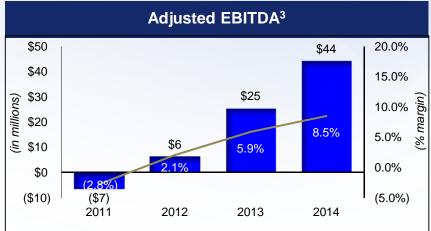
<sup>&</sup>lt;sup>2</sup> SG&A adjusted for one-off items: legal settlements, non-cash compensation expense, related party management fees, IPO and follow-on costs, SOX implementation and gain from put option on redeemable preferred stock, as detailed in the Adjusted EBITDA reconciliation.

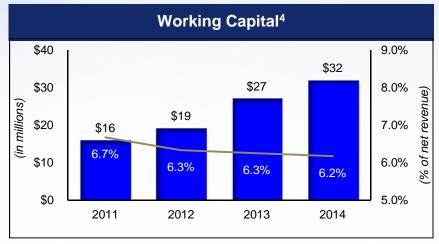
<sup>&</sup>lt;sup>3</sup> Adjusted EBITDA is a non-GAAP financial measure. A reconciliation to the most comparable measure prepared in accordance with GAAP is included in the Appendix.

# Improving Financial Performance









\$ in millions •

<sup>&</sup>lt;sup>4</sup> Working Capital excludes cash on hand of: 2011 - \$2,528; 2012 - \$3,898; 2013 - \$4,065; 2014 - \$10,761



% of net revenue

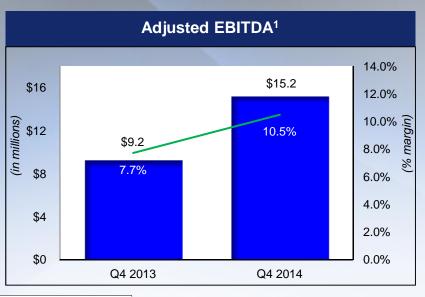
<sup>&</sup>lt;sup>1</sup> Gross profit in 2014 adjusted for adverse development in workers' compensation

<sup>&</sup>lt;sup>2</sup> Selling and Administrative adjusted for: 2014 IPO and follow-on costs, share based compensation, SOX initial implementation and gain from redeemable preferred stock, 2013 legal settlement and 2012 non-cash stock compensation, included in the adjusted EBITDA reconciliation in the Appendix

<sup>&</sup>lt;sup>3</sup> Adjusted EBITDA is a non-GAAP financial measure. A reconciliation to the most comparable measure prepared in accordance with GAAP is included within the presentation

#### Q4 2014 Performance







- Strong Q4 performance attributable to growth in same branch single family end market of 17.9% compared to single family completions of 6.8%
- Improvements in mix, price and higher energy efficiency standards also contributed to revenue growth
- Growth and margin improvement in Adjusted EBITDA largely due to higher net revenue and reduced COGS as a percentage of sales from cost efficiencies

<sup>1</sup> Adjusted EBITDA is a non-GAAP financial measure. A reconciliation to the most comparable measure prepared in accordance with GAAP is included in the Appendix



# **Appendix**

# EBITDA and adjusted EBITDA Reconciliation

(\$ in millions)	2011	2012	2013	2014
Net (loss) income	(\$9.0)	(\$1.9)	\$6.0	\$13.9
Interest expense	7.0	2.0	2.3	3.2
Provision for income taxes <sup>2</sup>	1.4	0.6	4.2	8.6
Depreciation and amortization	9.1	7.9	11.5	15.0
EBITDA	\$8.5	\$8.5	\$24.0	\$40.7
Gain on extinguishment of debt <sup>3</sup>	(18.5)			
Recapitalization transaction fees <sup>4</sup>	2.7			<del>-</del> -
Legal settlement and reserves <sup>5</sup>		(7.0)	1.4	1.8
Non-cash stock compensation <sup>6</sup>	0.8	4.7		
Gain from put option Redeemable Preferred Stock <sup>7</sup>				(0.5)
Acquisition related expenses				0.1
IPO and follow-on costs expensed				1.3
Share based compensation expense				0.3
Sarbanes-Oxley initial implementation				0.3
Adjusted EBITDA	(\$6.6)	\$6.2	\$25.4	\$44.0

<sup>\*</sup> See Appendix for notes to support EBITDA and adjusted EBITDA Reconciliation



## EBITDA and adjusted EBITDA Reconciliation Notes

- <sup>1</sup> Consists of interest expense of \$3.7 on debt and related-party interest of \$3.3. The related-party interest was forgiven in connection with the Recapitalization
- <sup>2</sup> Excludes income taxes related to discontinued operations
- <sup>3</sup> Represents the gain recorded in the 2011 Consolidated Statement of Operations related to the extinguishment of certain first lien senior secured indebtedness in connection with the Recapitalization
- <sup>4</sup> Represents expenses related to the Recapitalization
- <sup>5</sup> Represents the settlement in 2012 of a class action lawsuit in which IBP was one of the plaintiffs. The lawsuit related to excess material prices being charged by certain manufacturers. Also included in this line are settlement expenses related to two lawsuits against us that were settled in January and February 2014, which were included in administrative expenses for the year ended December 31, 2013. Impact of adverse change in workers' compensation experience included in other costs of sales in 4Q 2014.
- <sup>6</sup> In 2010, IBP Management Holdings, LLC and, in 2011, IBP Investment Holdings, LLC issued awards of their equity interests to certain employees. Certain of these employees were granted rights to put such equity awards during a limited period to Jeff Edwards. Accounting guidance requires that the compensation associated with these equity awards be pushed down to IBP and recorded as non-cash compensation expense
- <sup>7</sup>Represents non-cash gain recorded to accelerate the maturity of the Redeemable Preferred Stock, redeemed in full with IPO proceeds in February 2014

