

# Installed Building Products

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Q3 2019

Reported November 1, 2019



**IBP**

# Disclaimer

## Q3 2019 IR Presentation

This presentation contains “forward-looking statements” as defined under U.S. federal securities laws. Forward-looking statements are generally identified by the use of the words “will,” “may,” “believes,” “expects,” “forecasts,” “intends,” “anticipates,” “projects,” “plans” and “seeks,” and, in each case their negative, and other variations or comparable terminology.

Forward-looking statements are based on management’s current expectations and involve risks and uncertainties that could cause actual results, performance or achievements to differ significantly from IBP’s historical results or those implied in such forward-looking statements, including, without limitation, general economic and industry conditions, the material price environment, the timing of increases in our selling prices, and the risks discussed in the “Risk Factors” section of our Annual Report on Form 10-K for the year ended December 31, 2018, as the same may be updated from time-to-time in our subsequent filings with the SEC. You should not place undue reliance on forward-looking statements as a prediction of actual results. Any forward-looking statements in this presentation speak only as of the date hereof. IBP expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward looking statements to reflect any change in expectations or events, conditions or circumstances on which any such statements are based.

This presentation includes the following non-GAAP financial measures: (1) Adjusted EBITDA, (2) Adjusted Net Income, (3) Adjusted Net Income per diluted share, (3) Adjusted Selling and Administrative (S&A) and (4) Adjusted Gross Profit. 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.



# Business Overview

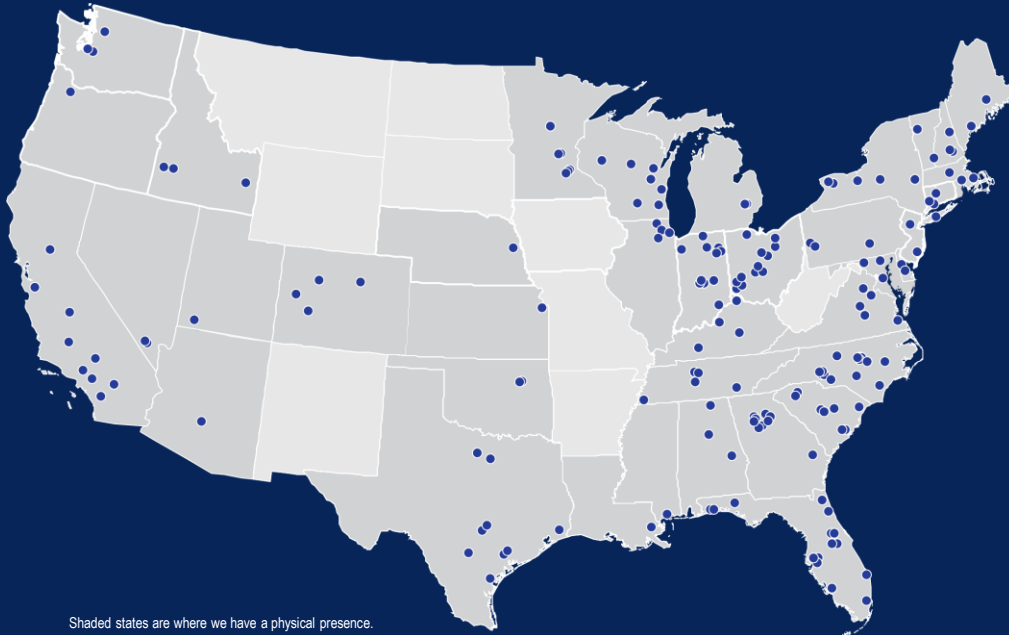
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# National Scale

## Local Presence



Shaded states are where we have a physical presence.  
Some dots represent multiple locations.

- One of the nation's largest<sup>1</sup> new residential insulation installers
- Diversified installer of complementary building products, including waterproofing, fire-stopping, fireproofing, garage doors, rain gutters, window blinds, shower doors, closet shelving and mirrors and other products for residential and commercial builders
- National platform of over 175 locations serving all 48 continental states and the District of Columbia

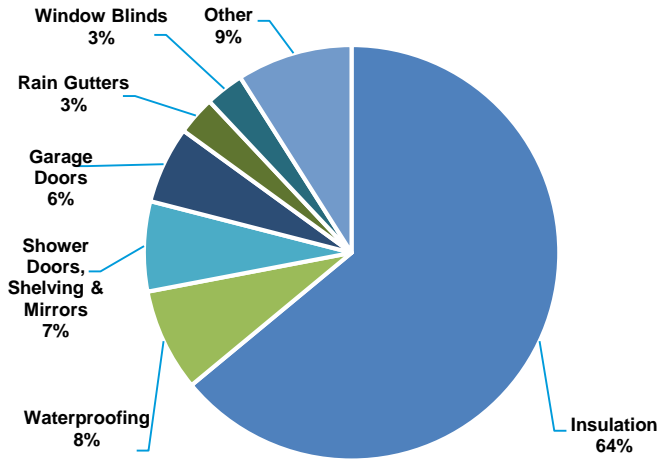
<sup>1</sup> Based on internal estimates

**Additional Value from Operating Leverage and National Scale**

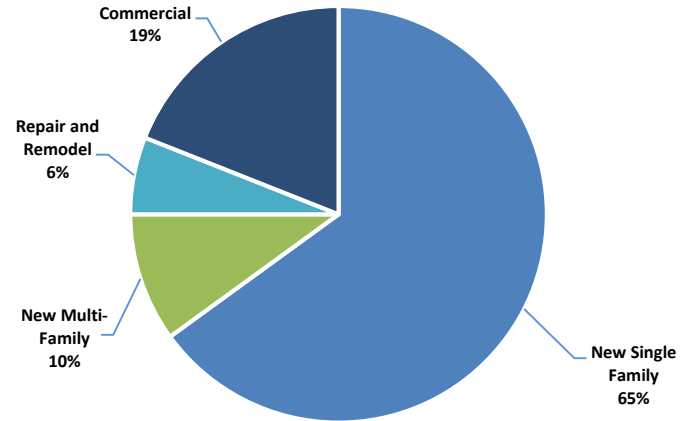
# Products and End Markets

Q3 2019

## Products



## End Markets



Capitalizing on New Residential and Commercial Construction Markets

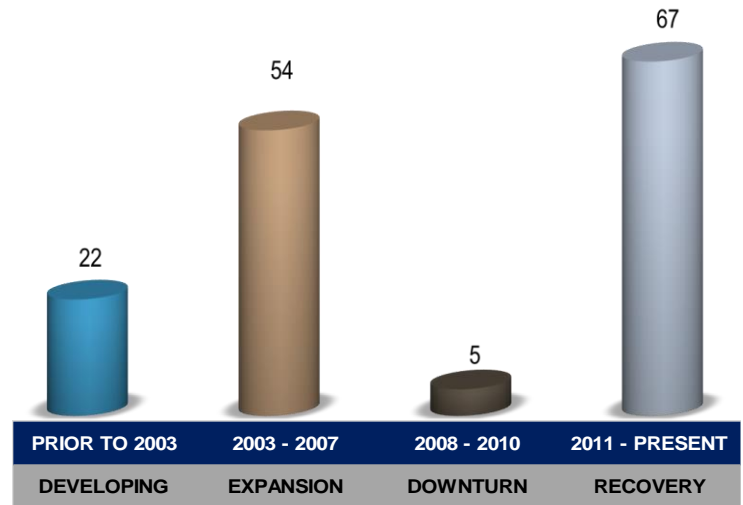
Asset light model accommodates growth without significant capital needs

# Successful Track Record of Acquisitions

## Acquirer of choice with over 140 successfully integrated acquisitions

### Long-Term Strategy of Pursing Value-Enhancing Strategic Acquisitions

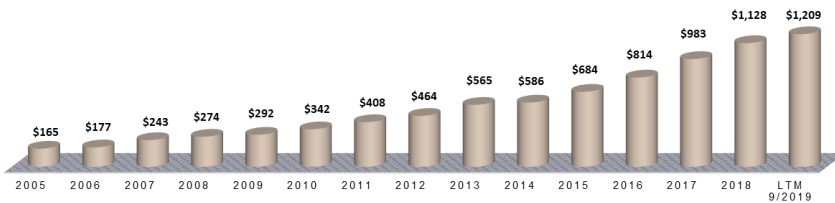
- Key components include:
  - Ability to realize synergies within scalable infrastructure
  - Target profitable markets
  - Acquire operations with strong reputation and customer base
  - Maintain local trade name and existing management team
- Corporate support allows more focus on customer service
- Senior management team (CEO, CFO and COO) has been directing the Company's acquisition strategy for close to 20 years
- Apply national insulation buying power
- Leverage national relationships with large homebuilders



# Proven Ability to Grow Market Share

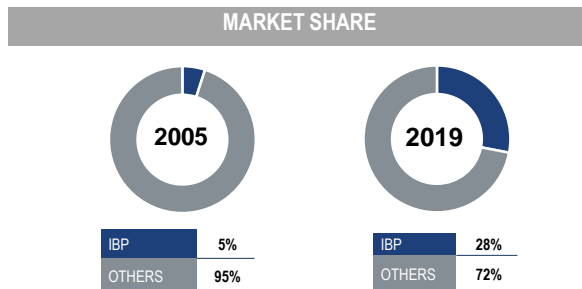
## Track Record of Increasing Net Revenue per U.S. Housing Completions Since 2005

IBP NET REVENUE / U.S. HOUSING COMPLETIONS  
(\$ / U.S. Completions)



- ❖ One of the nation's largest new residential insulation installers
- ❖ We estimate that the markets which we serve cover approximately 70% of permits issued up from 24% in 2005

### Driving Growth by Continuing to Strengthen Market Share Position



- ❖ Market share gains driven by:
  - ✓ Successful acquisition and integration of local installation operations
  - ✓ Quality customer service
  - ✓ Cross-selling complementary installation services

Note: Market share of new residential construction based on internal estimates  
Source: Management, Completions from U.S. Census Bureau



# Financial Performance

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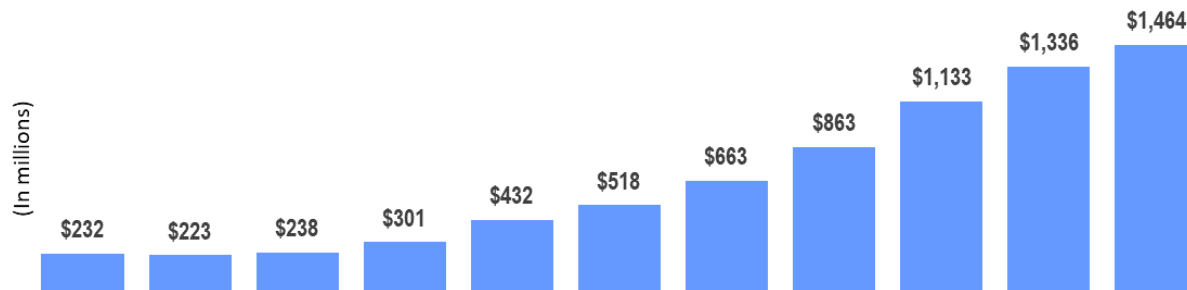
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# Strong Top-Line Momentum

23.1% CAGR from 2014 to LTM 9/2019



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	LTM 9/2019
Revenue Growth	-24.4%	-3.9%	7.0%	26.3%	43.4%	19.9%	27.9%	30.2%	31.3%	18.0%	14.1%
Total U.S. Completions (in thousands)	794	652	585	649	764	884	968	1,060	1,153	1,185	1,210
% U.S. Housing Completions Growth	-29.1%	-18.0%	-10.2%	11.0%	17.7%	15.6%	9.5%	9.5%	8.8%	2.8%	0.1%
IBP Net Rev/Completions	\$292	\$342	\$408	\$464	\$565	\$586	\$684	\$814	\$983	\$1,128	\$1,209

Source: U.S. Census Bureau, Company filings

Note: Historical revenue figures not pro forma for acquisitions

# Sales Growth

## Q3 2019 compared to Q3 2018

	Three months ended September 30,		Nine months ended September 30,	
	2019	2018	2019	2018
<b>Period-over-period Growth</b>				
Sales Growth	13.6%	18.2%	12.9%	18.0%
Same Branch Sales Growth	9.3%	12.2%	8.2%	11.6%
Single-Family Sales Growth	10.3%	19.5%	11.3%	21.2%
Single-Family Same Branch Sales Growth	4.9%	12.9%	5.3%	13.4%
Residential Sales Growth	10.7%	17.4%	11.2%	18.5%
Residential Same Branch Sales Growth	6.0%	11.3%	6.0%	11.6%
<b>U.S. Housing Market<sup>1</sup></b>				
Total Completions Growth	2.2%	5.4%	2.8%	6.7%
Single-Family Completions Growth	3.8%	10.2%	4.9%	9.0%
<b>Same Branch Sales Growth<sup>2</sup></b>				
Volume Growth	2.9%	7.6%	2.3%	7.2%
Price/Mix Growth	5.4%	4.2%	5.1%	4.5%
Alpha Sales Growth	19.4%	15.8%	15.7%	11.0%

<sup>1</sup> U.S. Census Bureau data, as revised

<sup>2</sup> Same branch volume and price/mix growth excludes Alpha sales growth

# Summary Financial Results

<i>(in millions)</i>	2014	2015	2016	2017	2018	Q1 2019	Q2 2019	Q3 2019	LTM 9/2019
Net Revenue	\$ 518	\$ 663	\$ 863	\$ 1,133	\$ 1,336	\$ 342	\$ 372	\$ 396	\$ 1,464
<i>% Net Revenue Growth</i>	19.9%	27.9%	30.1%	31.3%	18.0%	13.4%	11.8%	13.6%	14.1%
Same Branch Sales Growth	16.4%	11.7%	15.6%	9.8%	11.5%	7.4%	7.8%	9.3%	8.9%
COGS (Adjusted) <sup>1</sup>	\$ 376	\$ 475	\$ 611	\$ 806	\$ 963	\$ 252	\$ 264	\$ 278	\$ 1,049
Adjusted Gross Profit <sup>1</sup>	\$ 142	\$ 188	\$ 252	\$ 327	\$ 373	\$ 90	\$ 108	\$ 118	\$ 414
<i>% Margin</i>	27.4%	28.4%	29.2%	28.9%	27.9%	26.2%	29.0%	29.8%	28.3%
Adjusted S&A <sup>2</sup>	\$ 110	\$ 134	\$ 171	\$ 214	\$ 242	\$ 63	\$ 67	\$ 72	\$ 266
<i>% of Net Revenue</i>	21.3%	20.2%	19.8%	18.9%	18.1%	18.4%	18.2%	18.2%	18.2%
Adjusted EBITDA <sup>3</sup>	\$ 44	\$ 71	\$ 105	\$ 141	\$ 164	\$ 36	\$ 50	\$ 56	\$ 185
<i>% of Net Revenue</i>	8.5%	10.7%	12.1%	12.5%	12.3%	10.4%	13.3%	14.1%	12.6%

<sup>1</sup> COGS adjusted in 2014 for \$1.8 million adverse development in workers' compensation. Adjustments in 2017, 2018 and 2019 relate to stock compensation expense, Financial Wellness Program and branch start-up costs. See the Gross Profit and Adjusted Gross Profit Reconciliation in the Appendix. Adjusted Gross Profit is a non-GAAP financial measure.

<sup>2</sup> Adjusted Gross Profit and Adjusted S&A are non-GAAP financial measures. A reconciliation to the most comparable measure prepared in accordance with GAAP is included in the Appendix.

<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.

# Strong Balance Sheet

(\$ in millions)	2014	2015	2016	2017	2018	Q3 2019
Cash	\$ 10.8	\$ 6.8	\$ 14.5	\$ 62.5	\$ 90.4	\$ 234.9
Short-Term Investments	-	-	-	30.1	10.1	5.0
Senior Notes, net of unamortized debt issuance costs <sup>1</sup>	-	-	-	-	-	295.0
Term Loan, net of unamortized debt issuance cost <sup>2</sup>	24.7	47.9	95.8	293.3	390.9	197.8
Delayed Draw Term Loans, in effect, net of unamortized debt issuance costs <sup>3</sup>	-	49.7	12.5	-	-	-
Vehicle and Equipment Notes Payable	1.3	21.1	38.2	50.4	60.4	69.4
Finance Lease Obligations	26.9	20.4	15.3	12.1	8.6	6.8
Various notes payable	0.8	4.5	5.0	3.9	3.5	3.0
<b>Total Debt</b>	<b>\$ 53.7</b>	<b>\$ 143.6</b>	<b>\$ 166.8</b>	<b>\$ 359.7</b>	<b>\$ 463.4</b>	<b>\$ 572.0</b>
<b>Net Debt</b>	<b>\$ 42.9</b>	<b>\$ 136.8</b>	<b>\$ 152.3</b>	<b>\$ 267.1</b>	<b>\$ 362.9</b>	<b>\$ 332.1</b>
<b>Adjusted EBITDA<sup>4</sup></b>	<b>\$ 44.0</b>	<b>\$ 71.2</b>	<b>\$ 104.8</b>	<b>\$ 141.1</b>	<b>\$ 164.4</b>	<b>\$ 184.8</b>
<b>Credit Statistics:</b>						
Net Debt / Adjusted EBITDA <sup>4</sup>	1.0x	1.9x	1.5x	1.9x	2.2x	1.8x
Working Capital (Excluding Cash and Short-Term Investments)	\$ 32.0	\$ 46.0	\$ 47.8	\$ 102.6	\$ 129.3	\$ 123.1

<sup>1</sup> Unamortized debt issuance costs (in thousands): 9/2019 - \$4,989.

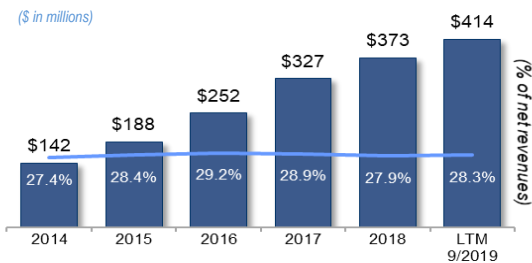
<sup>2</sup> Unamortized debt issuance costs (in thousands): 2015 - \$249; 2016 - \$447; 2017 - \$5,146; 2018 - \$4,834 and 9/2019 - \$2,164.

<sup>3</sup> Unamortized debt issuance costs (in thousands): 2015 - \$261; 2016 - \$50.

<sup>4</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.

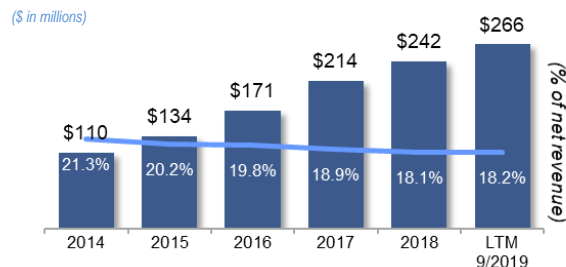
# Improving Financial Performance

## Adjusted Gross Profit<sup>1</sup>



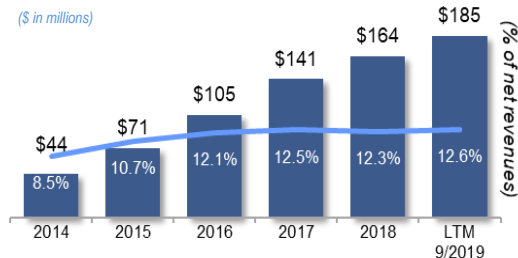
<sup>1</sup> Adjusted Gross Profit is a non-GAAP financial measure. A reconciliation to the most comparable measure prepared in accordance with GAAP is included in the Appendix.

## Adjusted Selling & Administrative<sup>2</sup>



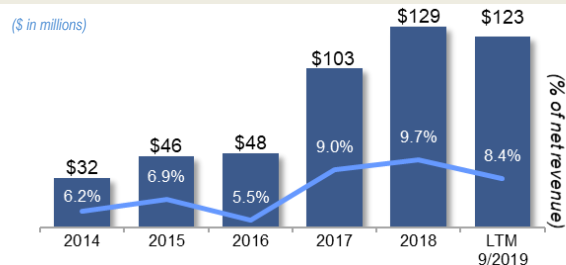
<sup>2</sup> Adjusted S&A is a non-GAAP financial measure. A reconciliation to the most comparable measure prepared in accordance with GAAP is included in the Appendix.

## Adjusted EBITDA<sup>3</sup>



<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.

## Working Capital<sup>4</sup>

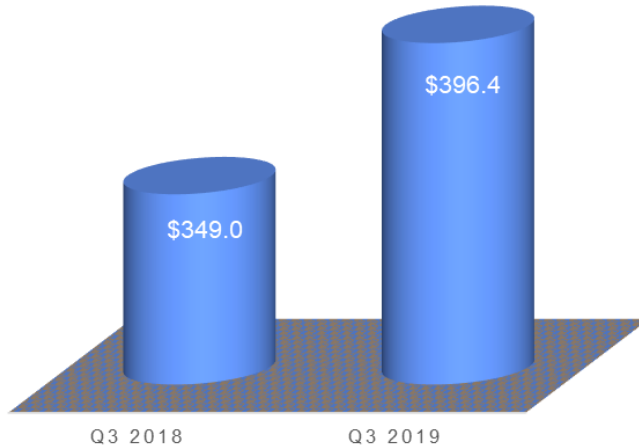


<sup>4</sup> Working Capital excludes cash on hand (in thousands) of 2014 – \$10,761; 2015 – \$6,818; 2016 – \$14,482; 2017 – \$62,510; 2018 – \$90,442 and LTM 9/2019 – \$234,950 and short-term investments (in thousands) of 2017- \$30,053; 2018 - \$10,060 and LTM 9/2019 - \$4,980.

Additional Value from Operating Leverage and National Scale

# Q3 2019 Performance

**Net Revenue**  
**13.6% Increase**



**Adjusted EBITDA<sup>1</sup>**  
**27.8% Increase**



<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.

- ❖ Strong Q3 2019 performance with 19.4% organic growth in large commercial construction end market
- ❖ Revenue from residential non-insulation products increased 14.3%
- ❖ Net revenue growth was predominantly attributable to stable end-market demand in our single family market and double-digit growth in our multi-family and commercial end markets
- ❖ Growth in Adjusted EBITDA due to higher net revenue and improved gross profit



# Appendix

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# EBITDA & Adjusted EBITDA Reconciliation

<i>(in millions)</i>	2014	2015	2016	2017	2018	Q1 2019	Q2 2019	Q3 2019	LTM 9/2019
Net income	\$ 13.9	\$ 26.5	\$ 38.4	\$ 41.1	\$ 54.7	\$ 8.8	\$ 18.9	\$ 21.2	\$ 65.4
Interest expense	3.2	3.7	6.2	17.4	20.5	5.7	5.6	8.5	25.3
Provision for income taxes <sup>1</sup>	8.6	15.4	21.2	14.7	17.4	3.4	6.2	7.6	21.8
Depreciation and amortization	15.0	23.2	34.8	55.1	58.7	15.0	15.5	16.1	61.1
Gain on bargain purchase	-	(1.1)	-	-	-	-	-	-	-
<b>EBITDA</b>	<b>\$ 40.7</b>	<b>\$ 67.8</b>	<b>\$ 100.6</b>	<b>\$ 128.3</b>	<b>\$ 151.4</b>	<b>\$ 32.9</b>	<b>\$ 46.3</b>	<b>\$ 53.4</b>	<b>\$173.6</b>
Legal settlement and reserves <sup>2</sup>	1.8	0.1	-	-	1.0	-	-	-	0.2
Gain from put option Redeemable Preferred Stock <sup>3</sup>	(0.5)	-	-	-	-	-	-	-	-
Acquisition related expenses	0.1	1.1	2.3	3.2	2.7	0.6	0.6	0.3	2.3
IPO and follow-on cost expensed	1.3	-	-	-	-	-	-	-	-
Share-based compensation expense	0.3	2.1	1.9	6.6	7.8	1.9	2.4	2.1	8.2
Financial Wellness Program <sup>4</sup>	-	-	-	2.2	0.6	-	-	-	-
Write-off of uncertain tax position <sup>5</sup>	-	-	-	0.7	-	-	-	-	-
Branch start-up costs <sup>6</sup>	-	-	-	-	0.8	0.3	0.4	0.1	1.0
Retirement expense	-	-	-	-	0.8	-	-	-	-
Gain on sale of assets	-	-	-	-	(0.8)	-	-	-	(0.5)
<b>Adjusted EBITDA</b>	<b>\$ 44.0</b>	<b>\$ 71.2</b>	<b>\$ 104.8</b>	<b>\$ 141.0</b>	<b>\$ 164.4</b>	<b>\$ 35.7</b>	<b>\$ 49.6</b>	<b>\$ 55.9</b>	<b>\$184.8</b>

<sup>1</sup> Excludes income taxes related to discontinued operations.

<sup>2</sup> Impact of adverse change in workers' compensation experience included in other costs of sales in 4Q 2014.

<sup>3</sup> Represents non-cash gain recorded to accelerate the maturity of the Redeemable Preferred Stock, redeemed in full with IPO proceeds in February 2014.

<sup>4</sup> Represents employer match upon completion of program, net of waived executive bonuses.

<sup>5</sup> Represents tax impacts on deferred tax and uncertain tax positions recorded as a result of the 2017 tax reform.

<sup>6</sup> Addback of costs related to organic branch expansion for Alpha locations.

We believe Adjusted EBITDA is useful to investors and us as a measure of comparative operating performance from period to period as it measures our changes in pricing decisions, cost controls and other factors that impact operating performance, and removes the effect of our capital structure (primarily interest expense), asset base (primarily depreciation and amortization), items outside our control (primarily income taxes) and the volatility related to the timing and extent of other activities such as asset impairments and non-core income and expenses.

Accordingly, we believe that this measure is useful for comparing general operating performance from period to period. In addition, we use various EBITDA-based measures in determining the achievement of awards under certain of our incentive compensation programs. Other companies may define Adjusted EBITDA differently and, as a result, our measure may not be directly comparable to measures of other companies. In addition, Adjusted EBITDA may be defined differently for purposes of covenants contained in our revolving credit facility or any future facility.



# Adjusted Net Income Reconciliation

	Three months ended September 30,		Nine months ended September 30,	
	2019	2018	2019	2018
<i>(in millions except for share and per share data)</i>				
<b>Net income, as reported</b>	<b>\$ 21.2</b>	<b>\$ 15.6</b>	<b>\$ 49.0</b>	<b>\$ 38.3</b>
Adjustments for adjusted net income:				
Writeoff of capitalized loan costs	2.8	0.1	2.8	1.2
Share based compensation expense	2.1	1.9	6.4	6.1
Acquisition related expenses	0.3	0.7	1.5	1.9
Financial Wellness Program <sup>1</sup>	-	-	-	0.6
Branch start-up costs <sup>2</sup>	0.1	0.2	0.7	0.6
Retirement expense	-	0.8	-	0.8
Legal settlement	-	0.8	-	0.8
Gain on sale of assets	-	(0.4)	-	(0.4)
Amortization expense <sup>3</sup>	6.2	5.2	18.1	19.7
Tax impact of adjusted items at normalized tax rate <sup>4</sup>	(3.0)	(2.4)	(7.7)	(8.1)
<b>Adjusted net income</b>	<b>\$ 29.7</b>	<b>\$ 22.4</b>	<b>\$ 70.8</b>	<b>\$ 61.4</b>
Weighted average shares outstanding (diluted)	29,877,056	31,312,756	29,839,873	31,512,104
Diluted net income per share, as reported	\$ 0.71	\$ 0.50	\$ 1.64	\$ 1.21
Adjustments for adjusted net income, net of tax impact, per diluted share <sup>5</sup>	0.28	0.22	0.73	0.74
<b>Diluted adjusted net income per share</b>	<b>\$ 0.99</b>	<b>\$ 0.72</b>	<b>\$ 2.37</b>	<b>\$ 1.95</b>

<sup>1</sup> Employer match upon completion of the program, net of waived bonuses.

<sup>2</sup> Addback of costs related to organic branch expansion for Alpha locations.

<sup>3</sup> Addback of all non-cash amortization resulting from business combinations.

<sup>4</sup> Normalized effective tax rate of 26%

<sup>5</sup> Includes adjustments related to the items noted above, net of tax.

# Adjusted S&A

<i>(in millions)</i>	2014	2015	2016	2017	2018	Q1 2019	Q2 2019	Q3 2019	LTM 9/2019
<b>S&amp;A</b>	\$ 111.6	\$ 137.1	\$ 175.1	\$ 222.9	\$ 253.0	\$ 65.6	\$ 70.4	\$ 74.5	\$ 276.6
Legal settlement and reserves	-	0.1	-	-	1.0	-	-	-	0.2
Acquisition related expenses	-	1.1	2.3	3.2	2.7	0.6	0.6	0.3	2.3
Share-based compensation expense	-	2.1	1.9	5.6	7.0	1.9	2.3	2.0	7.9
Financial Wellness Program <sup>1</sup>	-	-	-	(0.2)	(0.1)	-	-	-	-
Retirement expense	-	-	-	-	0.8	-	-	-	-
IPO Costs	1.3	-	-	-	-	-	-	-	-
SOX Implementation	0.3	-	-	-	-	-	-	-	-
Gain on Redeemable Preferred Stock	(0.5)	-	-	-	-	-	-	-	-
<b>Adjusted S&amp;A</b>	<b>\$ 110.5</b>	<b>\$ 133.8</b>	<b>\$ 170.9</b>	<b>\$ 214.3</b>	<b>\$ 241.6</b>	<b>\$ 63.1</b>	<b>\$ 67.5</b>	<b>\$ 72.2</b>	<b>\$ 266.3</b>

<sup>1</sup> Employer match upon completion of the program, net of waived executive bonuses.

# Gross Profit & Adjusted Gross Profit Reconciliation

<i>(in millions)</i>	2014	2015	2016	2017	2018	Q1 2019	Q2 2019	Q3 2019	LTM 9/2019
<b>Gross Profit</b>	\$ 140.0	\$ 188.3	\$ 252.4	\$ 324.0	\$ 371.6	\$ 89.4	\$ 107.3	\$ 118.1	\$ 413.4
Reserve for workers' compensation <sup>1</sup>	1.8	-	-	-	-	-	-	-	-
Share-based compensation expense	-	-	-	1.0	0.8	0.1	0.1	0.1	0.4
Financial Wellness Program <sup>2</sup>	-	-	-	2.4	0.7	-	-	-	-
Branch start-up costs <sup>3</sup>	-	-	-	-	0.8	0.3	0.4	0.1	1.0
Gain on sale of assets	-	-	-	-	(0.8)	-	-	-	(0.5)
<b>Adjusted Gross Profit</b>	<b>\$ 141.8</b>	<b>\$ 188.3</b>	<b>\$ 252.4</b>	<b>\$ 327.4</b>	<b>\$ 373.2</b>	<b>\$ 89.8</b>	<b>\$ 107.7</b>	<b>\$ 118.3</b>	<b>\$ 414.3</b>

<sup>1</sup> Gross profit adjustment for adverse development in workers' compensation expense in 2014.

<sup>2</sup> Employer match upon completion of the program, partially offset by waived executive bonuses.

<sup>3</sup> Addback of costs related to organic branch expansion for Alpha locations.



# Q&A

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