



# THIRD QUARTER 2025

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Rob Kuhns, CFO

Published November 4, 2025



# 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](http://www.topbuild.com).

# KEY TAKEAWAYS

## *Continuing to Deliver Shareholder Value*

- **Strong Q3 performance**
  - Profit margins continue to be healthy despite soft demand across residential and light commercial
  - Driving operational excellence and productivity across the business
  - Heavy commercial & industrial end markets continue to grow
  - Reinvesting strong free cash flows in growth
- **YTD 2025 acquisitions add ~\$1.2B in annual revenue**
  - Increased exposure to non-cyclical revenue streams in commercial & industrial end markets
    - Q3 Progressive Roofing acquisition adds ~\$440M in annual revenue and expands total addressable market by \$75B
    - Q4 SPI transaction adds ~\$700M in annual revenue
  - Executing on strong pipeline - completed 5 additional acquisitions that build on core strengths and add >\$65M in annual revenue



TruTeam fiberglass insulation installation



Progressive Roofing commercial installation



Specialty Products Insulation fabricated mechanical insulation

# Q3 2025 FINANCIAL RESULTS

*Acquisitions Drove Top Line Growth, Offsetting  
Macro-Driven Residential Softness*

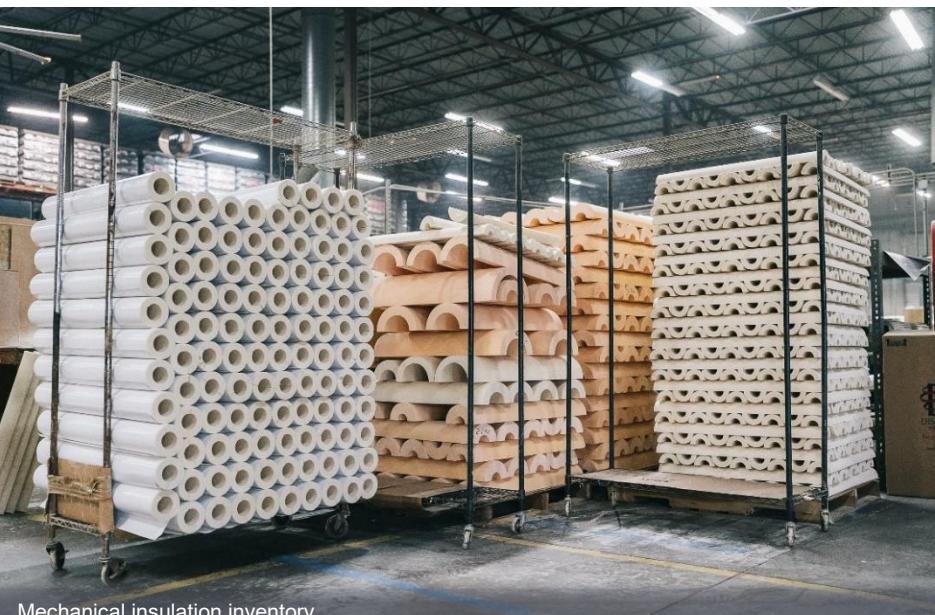


Comparisons are to the three months ended September 30, 2024  
(\$ in 000s)

| Three Months Ended<br>September 30, 2025 |                    |
|--|--------------------|
| <b>Sales</b>                             | <b>\$1,393,158</b> |
| Change                                   | 1.4%               |
| <b>Adjusted Operating Profit*</b>        | <b>\$228,954</b>   |
| Change                                   | (6.9)%             |
| <b>Adjusted Operating Margin*</b>        | <b>16.4%</b>       |
| Change                                   | (150) bps          |
| <b>Adjusted EBITDA Margin*</b>           | <b>19.8%</b>       |
| Change                                   | (100) bps          |



TruTeam insulation installation



Mechanical insulation inventory

# INSTALLATION SERVICES

*Resilient Margins Driven by Operational Excellence*



Comparisons are to the three months ended September 30, 2024  
(\$ in 000s)

| Three Months Ended<br>September 30, 2025 |           |
|--|-----------|
| <b>Sales</b>                             | \$858,264 |
| Change                                   | 0.2%      |
| <b>Adjusted Operating Profit*</b>        | \$167,065 |
| Change                                   | (3.0)%    |
| <b>Adjusted Operating Margin*</b>        | 19.5%     |
| Change                                   | (60) bps  |
| <b>Adjusted EBITDA Margin*</b>           | 22.5%     |
| Change                                   | 20 bps    |



TruTeam commercial insulation installation



Progressive Roofing commercial roofing installation

# SPECIALTY DISTRIBUTION

*Continued Strength in Commercial & Industrial*



Comparisons are to the three months ended September 30, 2024  
(\$ in 000s)

|                                   |  | Three Months Ended<br>September 30, 2025 |
|-----------------------------------|--|--|
| <b>Sales</b>                      |  | <b>\$608,892</b>                         |
| Change                            |  | 1.4%                                     |
| <b>Adjusted Operating Profit*</b> |  | <b>\$87,456</b>                          |
| Change                            |  | (8.0)%                                   |
| <b>Adjusted Operating Margin*</b> |  | <b>14.4%</b>                             |
| Change                            |  | (140) bps                                |
| <b>Adjusted EBITDA Margin*</b>    |  | <b>16.9%</b>                             |
| Change                            |  | (150) bps                                |



Distribution International custom fabrication of mechanical insulation



Service Partners gutter elbow customization

# HEALTHY BALANCE SHEET AND STRONG CASH FLOW

(\$ in millions)

## Cash, Available Liquidity & Working Capital

|                                  |                  |
|----------------------------------|------------------|
| Cash & Cash Equivalents          | \$ 1,142.4       |
| Available Credit Under Revolver  | 933.4            |
| <b>Total Available Liquidity</b> | <b>\$2,075.8</b> |

## Net Debt and Leverage

|                                |              |
|--------------------------------|--------------|
| Net Debt                       | \$1,745.1    |
| LTM Pro Forma Adjusted EBITDA* | 1,106.7      |
| <b>Net Leverage</b>            | <b>1.58x</b> |

## FREE CASH FLOW<sup>1</sup>

(\$ in millions)



## Working Capital<sup>2</sup>

As a % of LTM Pro Forma Sales\*

\$796.2

14.2%

<sup>1</sup> Free cash flow is defined as cash from operating activities less capital expenditures.

<sup>2</sup> Working capital is defined as receivables, net plus inventories less accounts payable.

# CAPITAL ALLOCATION

## Acquisitions Built On Core Strengths

- Acquisitions YTD total ~\$1.2B in annual revenue



- Continued robust M&A pipeline
- Returned \$65.5 million in capital to shareholders in Q3
  - YTD share repurchases totaled \$417.1 million
  - \$770.9 million of availability remains under current authorization



# Q4 SPI ACQUISITION STRENGTHENS COMMERCIAL & INDUSTRIAL MECHANICAL INSULATION SOLUTIONS



## Complementary Product Offerings



### HVAC Systems

HVAC insulation  
Duct liner, wrap and board



### Plumbing & Mechanical

Fiberglass pipe cover  
Foam glass pipe cover  
Rubber pipe cover  
Pipe & tank wrap  
Calcium silicate insulation  
Insulation jacket systems



### Building Insulation

Fiberglass  
Spray Foam  
Mineral wool insulation  
Fiberglass batt insulation



**Serving C&I customers  
across all verticals**

Data Centers

Industrial Manufacturing

Oil & Gas

Energy &  
Alternative Fuels

Chemical  
Processing

Pharmaceuticals  
& Biotech

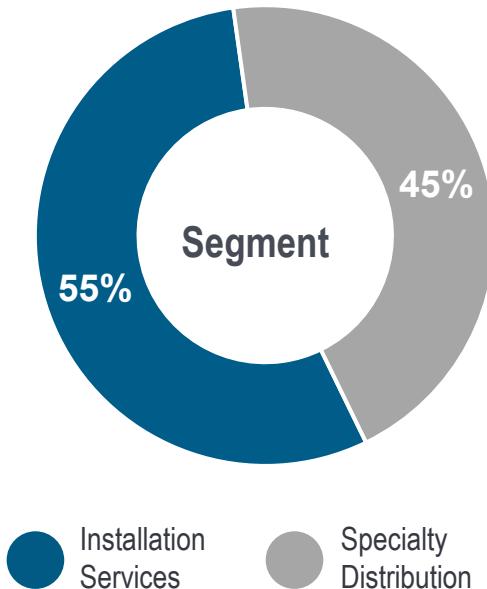
Food &  
Beverage

Marine



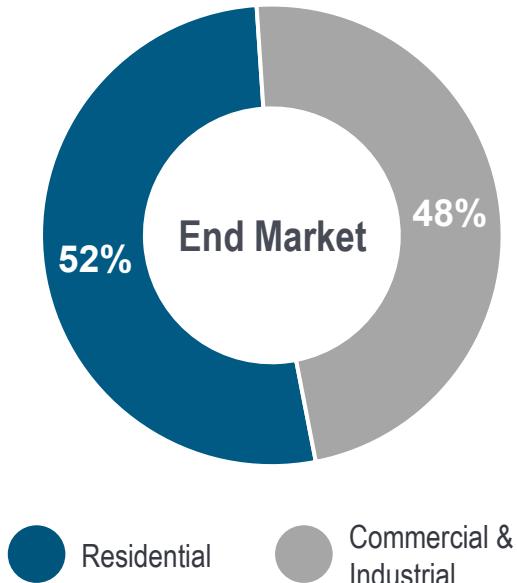
# CONTINUED BUSINESS DIVERSIFICATION

*Greater Resiliency with 22% Non-Cyclical Revenue*

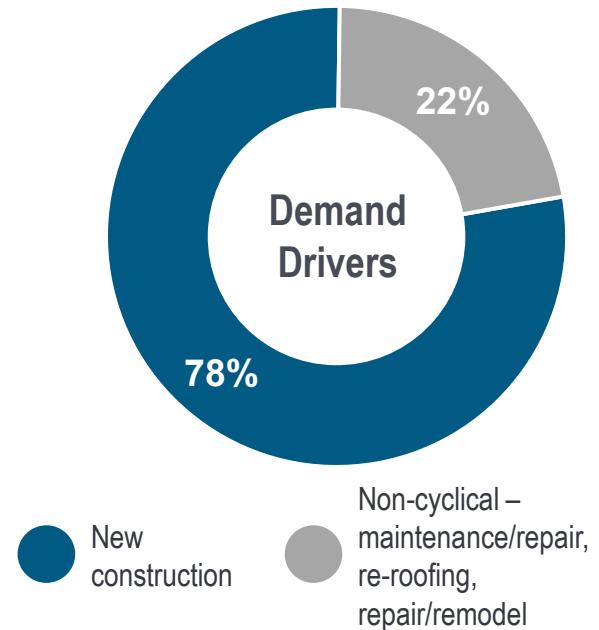


More balanced segment mix

TOPBUILD PRO FORMA REVENUE<sup>1</sup> = \$6.2 B



Increased C&I exposure

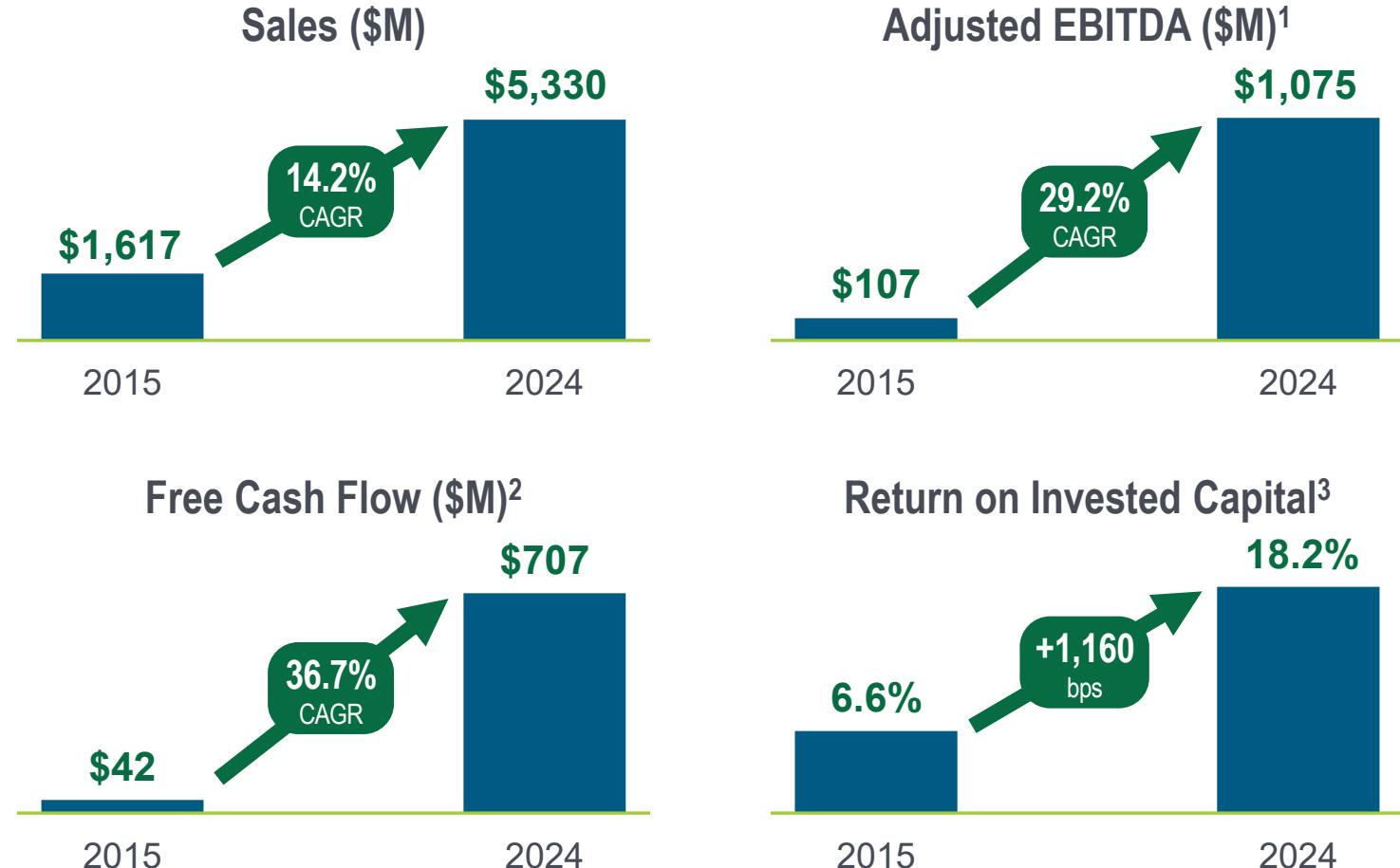


Greater non-cyclical revenue

<sup>1</sup> Trailing twelve months (TTM) ended September 30, 2025 historical TopBuild revenue plus TTM ended September 30, 2025 Progressive Roofing and SPI revenue.

# PROVEN M&A TRACK RECORD OF VALUE CREATION

- Capital allocation approach prioritizes strategic M&A
- Financially disciplined
- Leverage core strengths
- Deliver strong shareholder returns
- From 2015-2024, completed 42 acquisitions and in 2025 announced 7 acquisitions
- Dedicated integration team
- Focus on driving operational excellence



<sup>1</sup> See Appendix for reconciliation.

<sup>2</sup> Free cash flow is defined as cash from operating activities less capital expenditures.

<sup>3</sup> Operating Profit and Average Invested Capital adjusted for USI and Distribution International acquisitions. ROIC defined as  $((1 - \text{Tax Rate}) * \text{Adjusted Operating Profit}) / (\text{LT Debt} + \text{Equity})$ .

# 2025 OUTLOOK

## *Guidance Raised to Include SPI and Four Recently Announced Acquisitions*

(as of November 4, 2025)

(\$ in millions)

|                                 | Low      | Mid      | High     |
|---------------------------------|----------|----------|----------|
| <b>Sales</b>                    | \$ 5,350 | \$ 5,400 | \$ 5,450 |
| <b>EBITDA, as adjusted*</b>     | 1,010    | 1,035    | 1,060    |
| Depreciation and amortization   | 171      | 169      | 166      |
| Share-based compensation        | 19       | 19       | 18       |
| <b>EBIT, as adjusted*</b>       | 820      | 848      | 876      |
| Interest expense and other, net | 91       | 90       | 88       |
| Adjusted profit before tax      | 729      | 758      | 788      |
| Adjusted income tax expense     | 190      | 197      | 205      |
| <b>Income, as adjusted*</b>     | \$ 539   | \$ 561   | \$ 583   |

### Sales Assumptions at the Midpoint:

#### **Residential End Market<sup>1</sup>**

Low double digit decline

#### **Commercial & Industrial End Markets<sup>1</sup>**

Flattish

#### **M&A sales contribution<sup>2</sup>**

~\$450M

<sup>1</sup> Same branch basis, inclusive of pricing

<sup>2</sup> 2024 carry-over and 2025 acquisitions to date



# APPENDIX

# RECONCILIATION OF ADJUSTED EBITDA TO NET INCOME

**(Unaudited)**

(in thousands)

|   | Year Ended December 31, |                     | Three Months Ended September 30, |                   | Nine Months Ended September 30, |                   | Trailing Twelve Months Ended |  |
|---|-------------------------|---------------------|----------------------------------|-------------------|---------------------------------|-------------------|------------------------------|--|
|   | 2015                    | 2024                | 2025                             | 2024              | 2025                            | 2024              | September 30, 2025           |  |
| <b>Net income, as reported</b>                | <b>\$ 78,971</b>        | <b>622,602</b>      | <b>\$ 142,226</b>                | <b>\$ 168,960</b> | <b>\$ 417,213</b>               | <b>\$ 472,064</b> | <b>\$ 567,753</b>            |  |
| Adjustments to arrive at EBITDA, as adjusted: |                         |                     |                                  |                   |                                 |                   |                              |  |
| Interest expense and other, net               | 9,416                   | 45,555              | 24,504                           | 16,094            | 52,216                          | 30,824            | 66,945                       |  |
| Income tax expense                            | (5,008)                 | 218,186             | 48,280                           | 58,939            | 142,857                         | 166,005           | 195,038                      |  |
| Depreciation and amortization                 | 12,108                  | 140,491             | 42,341                           | 35,486            | 113,798                         | 104,777           | 149,512                      |  |
| Share-based compensation                      | 4,651                   | 16,579              | 4,314                            | 3,646             | 14,121                          | 13,405            | 17,295                       |  |
| Rationalization charges                       | 4,672                   | 73                  | 218                              | 485               | 14,556                          | (7)               | 14,636                       |  |
| Refinancing costs                             | —                       | —                   | —                                | —                 | 226                             | —                 | 226                          |  |
| Acquisition related costs                     | —                       | 8,109               | 13,726                           | 1,447             | 16,682                          | 6,502             | 18,289                       |  |
| Acquisition termination fee                   | —                       | 23,000              | —                                | —                 | —                               | 23,000            | —                            |  |
| Legal adjustments, net                        | 2,430                   | —                   | —                                | —                 | —                               | —                 | —                            |  |
| Other, net                                    | 212                     | —                   | —                                | —                 | —                               | —                 | —                            |  |
| <b>EBITDA, as adjusted</b>                    | <b>\$ 107,452</b>       | <b>\$ 1,074,595</b> | <b>\$ 275,609</b>                | <b>\$ 285,057</b> | <b>\$ 771,669</b>               | <b>\$ 816,570</b> | <b>\$ 1,029,694</b>          |  |
| Proforma acquisition EBITDA (a)               |                         |                     |                                  |                   |                                 |                   | <b>77,021</b>                |  |
| <b>Proforma TTM EBITDA, as adjusted</b>       |                         |                     |                                  |                   |                                 |                   | <b>\$ 1,106,715</b>          |  |

(a) Represents the trailing twelve months proforma impact of acquisitions

# ACQUISITION ADJUSTED NET SALES

*(Unaudited)*

(dollars in thousands)

|  | 2024                |                     |                     |                     | 2025                |    |    |        | Trailing Twelve Months Ended<br>September 30, 2025 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----|----|--------|--|
|  | Q4                  | Q1                  | Q2                  | Q3                  | Q4                  | Q1 | Q2 | Q3     |  |
| Net Sales  | \$ 1,312,206        | \$ 1,233,278        | \$ 1,297,403        | \$ 1,393,158        | \$ 5,236,045        |    |    |        |  |
| Acquisitions proforma adjustment <sup>†</sup>  | 115,966             | 114,778             | 115,841             | 15,123              |                     |    |    |        | 361,708  |
| Net sales, acquisition adjusted  | <u>\$ 1,428,172</u> | <u>\$ 1,348,056</u> | <u>\$ 1,413,244</u> | <u>\$ 1,408,281</u> | <u>\$ 5,597,753</u> |    |    |        |  |
| Receivables, net plus inventories less accounts payable                                    |                     |                     |                     |                     | \$ 796,152          |    |    |        |  |
| <i>Receivables, net plus inventories less accounts payable as a percent of sales (TTM)</i> |                     |                     |                     |                     |                     |    |    | 14.2 % |  |

<sup>†</sup> Trailing 12 months sales have been adjusted for the pro forma effect of acquired branches

# SEGMENT DATA

(Unaudited)

(dollars in thousands)

|                                      | Three Months Ended September 30, |  |              | Change  | Nine Months Ended September 30, |  |              | Change  |
|--------------------------------------|----------------------------------|--|--------------|---------|---------------------------------|--|--------------|---------|
|                                      | 2025                             |  | 2024         |         | 2025                            |  | 2024         |         |
|                                      | \$                               |  | \$           |         | \$                              |  | \$           |         |
| <b>Installation Services</b>         |                                  |  |              |         |                                 |  |              |         |
| Sales                                | \$ 858,264                       |  | \$ 856,350   | 0.2 %   | \$ 2,384,475                    |  | \$ 2,506,076 | (4.9) % |
| Operating profit, as reported        | \$ 166,762                       |  | \$ 172,243   |         | \$ 451,819                      |  | \$ 499,717   |         |
| <i>Operating margin, as reported</i> | 19.4 %                           |  | 20.1 %       |         | 18.9 %                          |  | 19.9 %       |         |
| Rationalization charges              | (125)                            |  | —            |         | 7,223                           |  | —            |         |
| Acquisition related costs            | 428                              |  | 31           |         | 604                             |  | 364          |         |
| Operating profit, as adjusted        | \$ 167,065                       |  | \$ 172,274   |         | \$ 459,646                      |  | \$ 500,081   |         |
| <i>Operating margin, as adjusted</i> | 19.5 %                           |  | 20.1 %       |         | 19.3 %                          |  | 20.0 %       |         |
| Share-based compensation             | 310                              |  | 71           |         | 933                             |  | 719          |         |
| Depreciation and amortization        | 25,685                           |  | 19,037       |         | 64,099                          |  | 56,016       |         |
| EBITDA, as adjusted                  | \$ 193,060                       |  | \$ 191,382   | 0.9 %   | \$ 524,678                      |  | \$ 556,816   | (5.8) % |
| <i>EBITDA margin, as adjusted</i>    | 22.5 %                           |  | 22.3 %       |         | 22.0 %                          |  | 22.2 %       |         |
| <b>Specialty Distribution</b>        |                                  |  |              |         |                                 |  |              |         |
| Sales                                | \$ 608,892                       |  | \$ 600,387   | 1.4 %   | \$ 1,767,879                    |  | \$ 1,739,007 | 1.7 %   |
| Operating profit, as reported        | \$ 87,114                        |  | \$ 94,911    |         | \$ 243,655                      |  | \$ 261,862   |         |
| <i>Operating margin, as reported</i> | 14.3 %                           |  | 15.8 %       |         | 13.8 %                          |  | 15.1 %       |         |
| Rationalization charges              | 342                              |  | 194          |         | 7,143                           |  | (556)        |         |
| Acquisition related costs            | —                                |  | 4            |         | 51                              |  | 14           |         |
| Operating profit, as adjusted        | \$ 87,456                        |  | \$ 95,109    |         | \$ 250,849                      |  | \$ 261,320   |         |
| <i>Operating margin, as adjusted</i> | 14.4 %                           |  | 15.8 %       |         | 14.2 %                          |  | 15.0 %       |         |
| Share-based compensation             | 398                              |  | 374          |         | 1,282                           |  | 1,187        |         |
| Depreciation and amortization        | 15,122                           |  | 15,117       |         | 45,158                          |  | 45,000       |         |
| EBITDA, as adjusted                  | \$ 102,976                       |  | \$ 110,600   | (6.9) % | \$ 297,289                      |  | \$ 307,507   | (3.3) % |
| <i>EBITDA margin, as adjusted</i>    | 16.9 %                           |  | 18.4 %       |         | 16.8 %                          |  | 17.7 %       |         |
| <b>Total net sales</b>               |                                  |  |              |         |                                 |  |              |         |
| Sales before eliminations            | \$ 1,467,156                     |  | \$ 1,456,737 |         | \$ 4,152,354                    |  | \$ 4,245,083 |         |
| Intercompany eliminations            | (73,998)                         |  | (83,469)     |         | (228,515)                       |  | (227,486)    |         |
| Net sales after eliminations         | \$ 1,393,158                     |  | \$ 1,373,268 | 1.4 %   | \$ 3,923,839                    |  | \$ 4,017,597 | (2.3) % |

# MARGIN RECONCILIATION

*(Unaudited)*

(dollars in thousands)

|  | Three Months Ended September 30, |               | Nine Months Ended September 30, |               |
|--|----------------------------------|---------------|---------------------------------|---------------|
|  | 2025                             | 2024          | 2025                            | 2024          |
| Operating profit, as reported - segments | \$ 253,876                       | \$ 267,154    | \$ 695,474                      | \$ 761,579    |
| General corporate expense, net           | (24,152)                         | (9,685)       | (42,914)                        | (55,610)      |
| Intercompany eliminations                | (14,714)                         | (13,476)      | (40,274)                        | (37,076)      |
| Operating profit, as reported            | \$ 215,010                       | \$ 243,993    | \$ 612,286                      | \$ 668,893    |
| <i>Operating margin, as reported</i>     | <i>15.4 %</i>                    | <i>17.8 %</i> | <i>15.6 %</i>                   | <i>16.6 %</i> |
| Rationalization charges                  | 218                              | 485           | 14,556                          | (7)           |
| Refinancing costs                        | —                                | —             | 226                             | —             |
| Acquisition related costs <sup>1</sup>   | 13,726                           | 1,447         | 16,682                          | 6,502         |
| Acquisition termination fee              | —                                | —             | —                               | 23,000        |
| Operating profit, as adjusted            | \$ 228,954                       | \$ 245,925    | \$ 643,750                      | \$ 698,388    |
| <i>Operating margin, as adjusted</i>     | <i>16.4 %</i>                    | <i>17.9 %</i> | <i>16.4 %</i>                   | <i>17.4 %</i> |
| Share-based compensation                 | 4,314                            | 3,646         | 14,121                          | 13,405        |
| Depreciation and amortization            | 42,341                           | 35,486        | 113,798                         | 104,777       |
| EBITDA, as adjusted                      | \$ 275,609                       | \$ 285,057    | \$ 771,669                      | \$ 816,570    |
| <i>EBITDA margin, as adjusted</i>        | <i>19.8 %</i>                    | <i>20.8 %</i> | <i>19.7 %</i>                   | <i>20.3 %</i> |

<sup>1</sup> Acquisition related costs include corporate level adjustments as well as segment operating adjustments.

# 2025 ESTIMATED GUIDANCE RANGES

*(Unaudited)*

(in millions)

|   | Twelve Months Ending December 31, 2025 |                   |                   |
|---|--|-------------------|-------------------|
|   | Low                                    | Mid               | High              |
|   | \$ 497.0                               | \$ 519.9          | \$ 542.0          |
| <b>Estimated net income</b>                           |  |                   |                   |
| Adjustments to arrive at estimated adjusted measures: |  |                   |                   |
| Interest expense and other, net                       | 91.0                                   | 89.5              | 88.0              |
| Income tax expense                                    | 175.0                                  | 182.6             | 191.0             |
| Rationalization charges                               | 15.0                                   | 15.0              | 15.0              |
| Acquisition related costs                             | 42.0                                   | 41.0              | 40.0              |
| <b>Estimated EBIT, as adjusted</b>                    | <b>820.0</b>                           | <b>848.0</b>      | <b>876.0</b>      |
| Share-based compensation                              | 19.0                                   | 18.5              | 18.0              |
| Depreciation and amortization                         | 171.0                                  | 168.5             | 166.0             |
| <b>Estimated EBITDA, as adjusted</b>                  | <b>\$ 1,010.0</b>                      | <b>\$ 1,035.0</b> | <b>\$ 1,060.0</b> |

|   | Twelve Months Ending December 31, 2025 |                 |                 |
|---|--|-----------------|-----------------|
|   | Low                                    | Mid             | High            |
|   | \$ 497.0                               | \$ 519.9        | \$ 542.0        |
| <b>Estimated net income</b>   |  |                 |                 |
| Adjustments to arrive at estimated income, as adjusted:                                     |  |                 |                 |
| Rationalization charges   | 15.0                                   | 15.0            | 15.0            |
| Acquisition related costs   | 42.0                                   | 41.0            | 40.0            |
| Normalized income tax impact of rationalization charges and acquisition related costs (26%) | (14.8)                                 | (14.6)          | (14.3)          |
| <b>Estimated income, as adjusted</b>  | <b>\$ 539.2</b>                        | <b>\$ 561.3</b> | <b>\$ 582.7</b> |