SIG plc

H1 2025 Results

5 August 2025

H1 2025 Results Agenda
Ian Ashton, CFO

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Overview

New CEO Pim Vervaat joins SIG on 1 October 2025

Strong track record of creating shareholder value in Europe-focused global industrial companies

- Appointed CEO from 1 October
- Significant experience in decentralised European business models
- Success in delivering value in public company and private equity backed environments
- To assume Chair role in 18 months

H1 2025 Overview

Continued sales outperformance in weak markets

- Group reported revenue of £1.3bn, up 1% LFL
- Operating profit of £15m
- Strong sales performance relative to markets
- UK delivered 5% LFL sales growth in total
- France and Germany remain weakest markets

Strong cost and cash discipline

- £21m yoy operating cost reduction before inflation
- Restructuring continues - headcount down c150 vs start of the year
- Modest free cash outflow, with solid progress on working capital initiatives
- Continued robust liquidity

Good strategic and operational progress

- UK Interiors turnaround driving strong sales and positive operating profit in period
- Benelux turnaround also driving improvements in profitability
- All regions continuing to implement 'GEMS' strategy and operational initiatives
- Ongoing targeted investment
- FY outlook unchanged

Financial Results

Key financials

£'m	H1 2025	H1 2024
Revenue	1,304	1,317
LFL sales growth	*1.5%*	*(6.4)%*
Gross profit	315	325
Gross margin	*24.2%*	*24.7%*
Underlying operating profit	**15**	**12**
Operating margin	*1.2%*	*0.9%*
Finance costs	(26)	(18)
Underlying loss before tax	**(10)**	**(7)**
Other items	(23)	(5)
Underlying EBITDA	**54**	**52**
Free cash flow	**(9)**	**(22)**
Net debt, including leases	**524**	**477**
Leverage	**4.9x**	**4.3x**

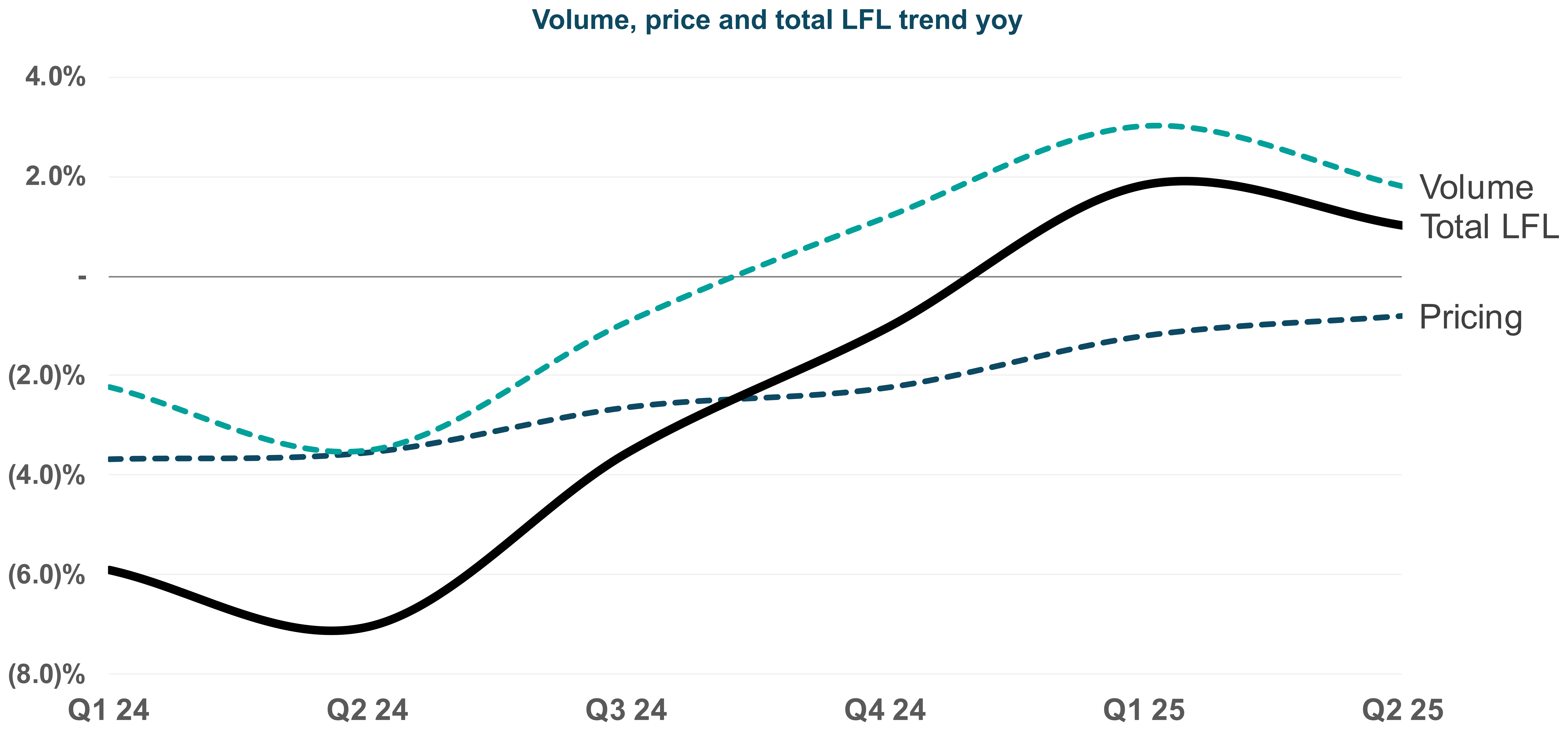
- Market headwinds offset by continued market out performance, driving LFL growth of 1.5%
- Gross margin continues to be well managed – decline reflects ongoing competitive pricing pressures in current demand environment
- Operating profit supported by material cost saving initiatives of c£21m, including restructuring benefits, more than offsetting c£8m of operating cost inflation
- Other items reflect:
  - Non-cash impairments in UK Interiors (£6m) and UK Specialist Markets (£16m)
- Free cash outflow reflects usual seasonality in working capital, partially offset by strong results from management initiatives on working capital
- RCF of £90m remains undrawn

Notes: All data presented on a post-IFRS 16 basis unless stated otherwise. Leverage defined as net debt / LTM EBITDA.

Revenue

- Positive momentum in difficult markets, with year-on-year volumes increasing in the half
- Purchase price deflation and sales pricing pressures lead to c1% deflation impact on top line, moderating slightly in Q2

Revenue trends



- The Group returned to LFL growth despite ongoing market softness; volumes up c2% in H1 2025
- All businesses other than UK Specialist Markets and France showing LFL growth
- The net pricing headwind continues to moderate – with modest input cost inflation still being just offset by selling price pressures in the market.

Operating profit bridge

- Positive underlying volumes offset by competitive sales pricing
- Other GM changes includes lost GP from closed branches (£6m)
- Operating cost inflation of c2-3% (£8m)
- Underlying operating cost savings of £21m, reflecting impact of FY 24 actions and further branch closures in France in the half

Note: Data represents underlying performance. Above schedule is on a constant currency basis, with FX movements on gross profit and operating expense broadly cancelling each other out (c£2m each).

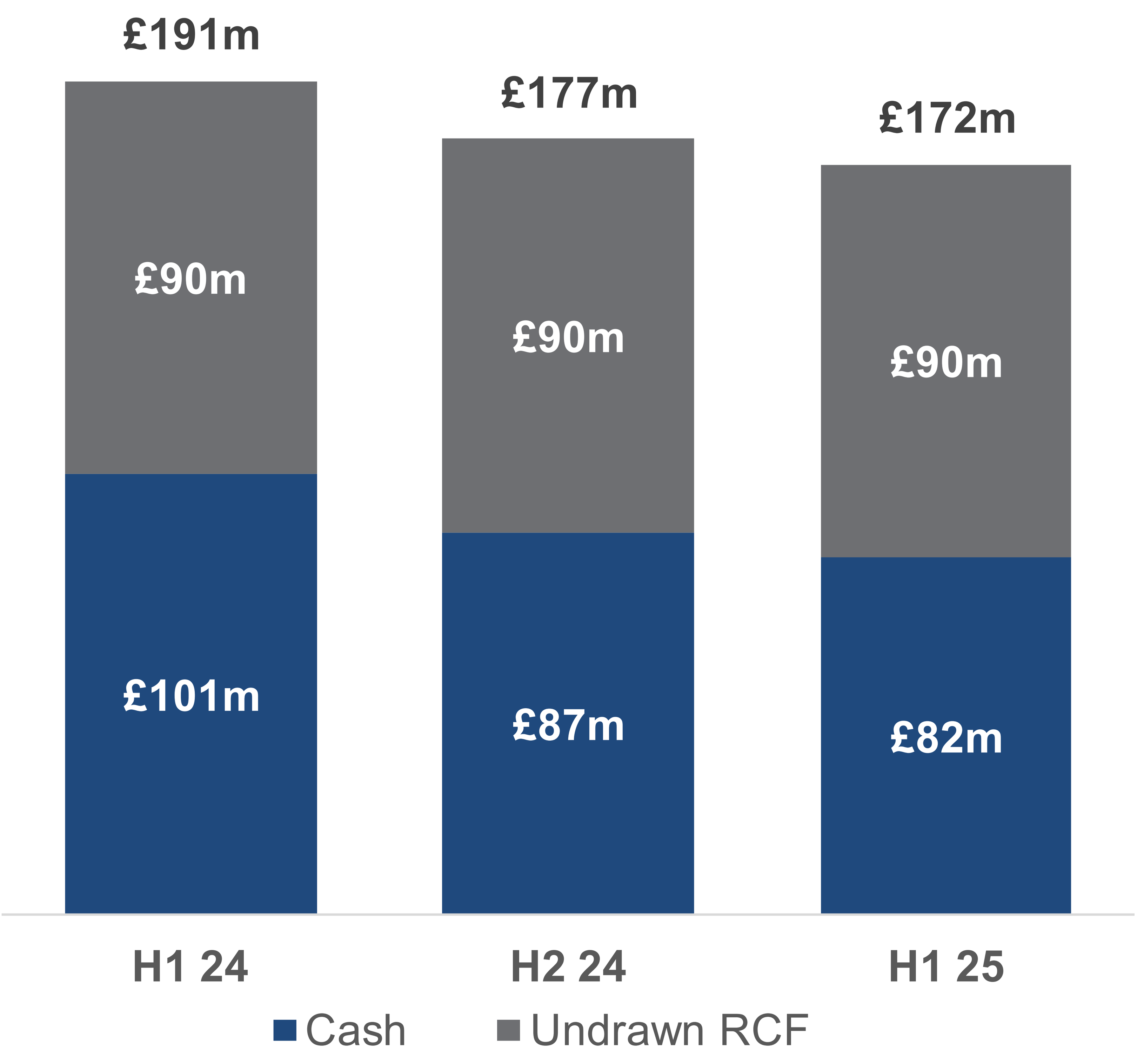
Free cash flow

- Working capital inflow, reflecting strong working capital management initiatives offsetting usual seasonality
- Cash exceptionals largely restructuring costs booked in the prior year P&L (£4m)

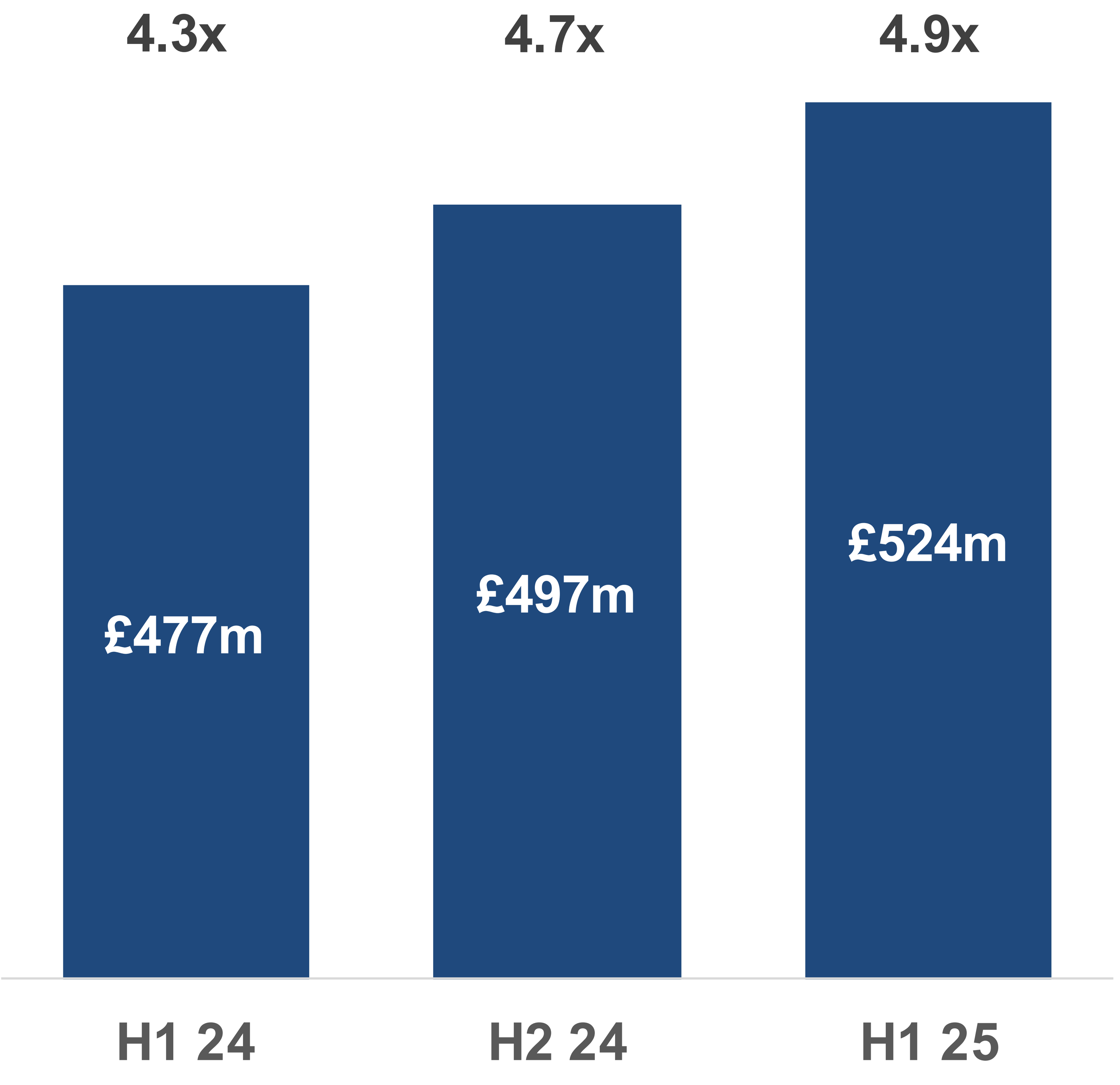
Balance sheet

- Liquidity remains robust; RCF undrawn throughout the period and to date
- Net debt includes £333m of lease liabilities on fleet and estate, up c4% on year end
- Leverage increased due to rise in lease liabilities and free cash outflow; LTM EBITDA stable

Liquidity



Net debt and leverage[1]



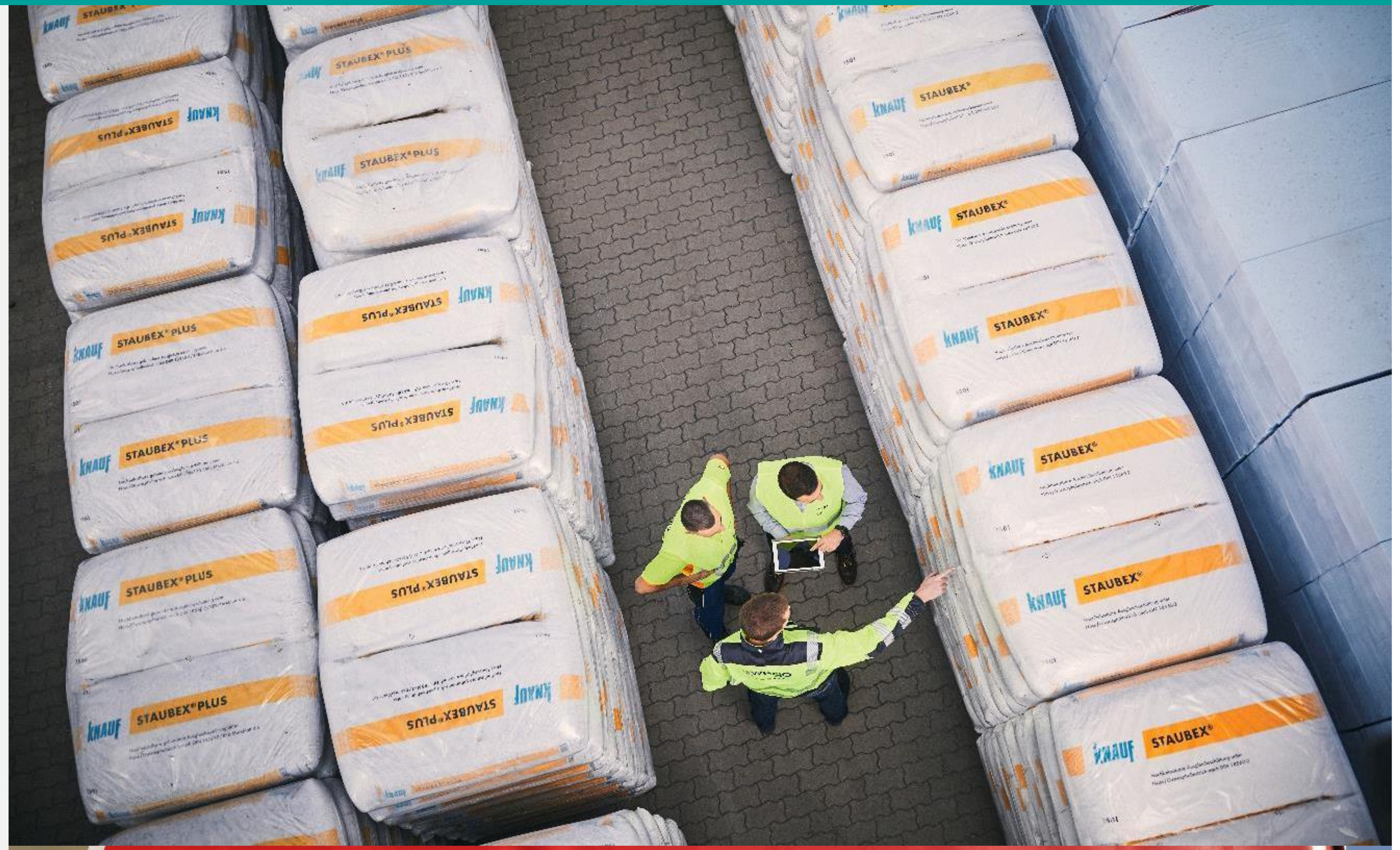
Note: 1) Post-IFRS 16 Net Debt & EBITDA Leverage.

Core Group debt facilities - maturity in 2029

- €300m Senior Secured Notes (mature Oct 2029): 9.75% fixed rate
- £90m RCF (expires Apr 2029): SONIA + 2.5% to 5.0%
- Net leverage covenant set at 6.5x for 2025, 5.5x for 2026, and 5.0x thereafter. Only tested if >40% drawn at a quarter-end
- €13.5m Senior Secured Notes (stub on old bond, mature Nov 2026): 5.25% fixed rate

Technical guidance – FY 2025 expectations

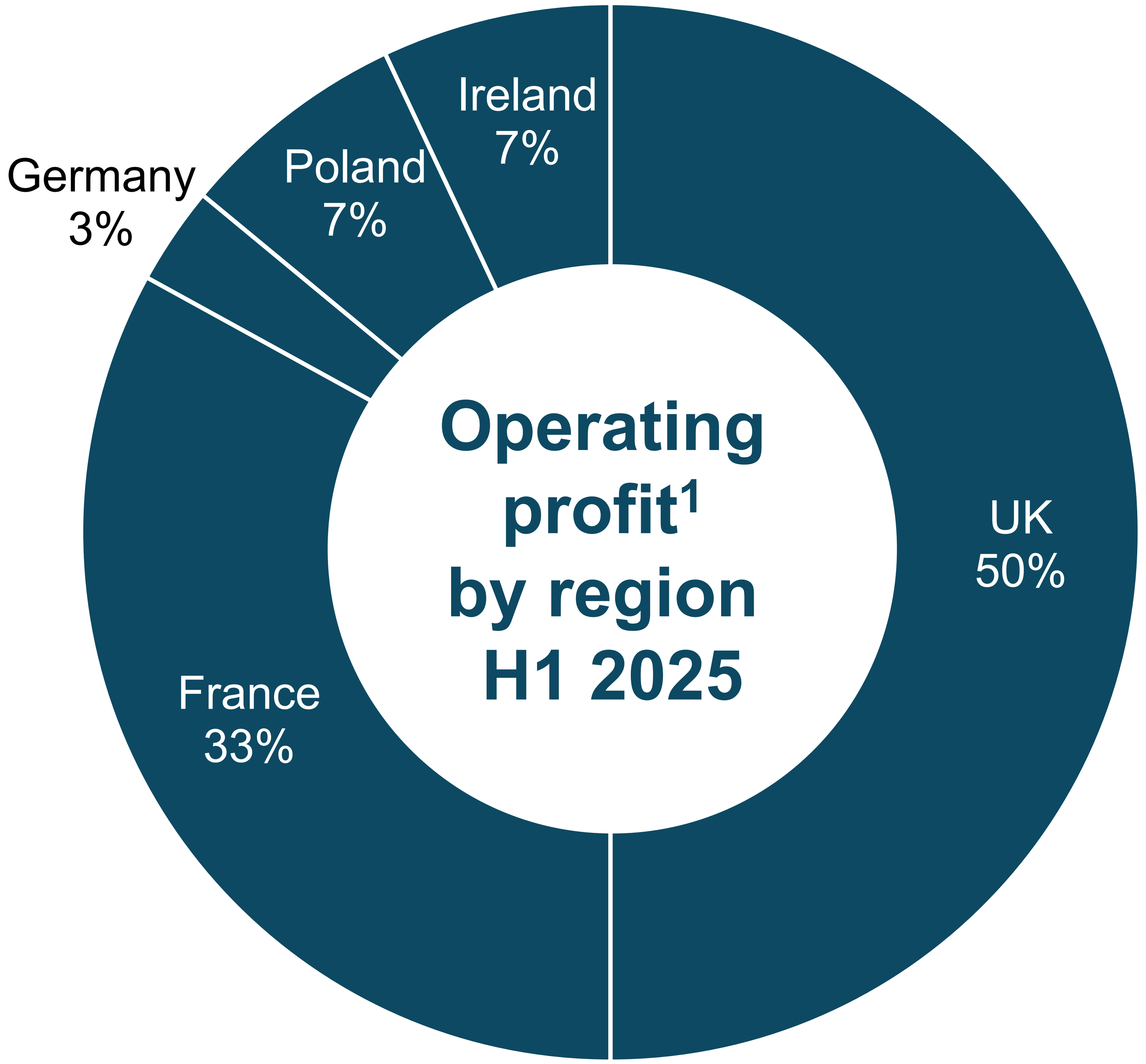
- **Inflation:**
  - Flat to slightly positive yoy input cost inflation for FY 2025 in aggregate; offset on top line by pricing pressures in market
  - Operating cost inflation expected to be approximately 2-3%; includes UK NIC impact of c£3m p.a. on full year basis
- **Capex** of £15-20m
- **Net interest** charge within the range of £50-55m, reflecting the new bond coupon rate
- **Tax**:
  - Majority of EU operations to continue on prevailing local rates
  - UK and Benelux: unrecognised deferred tax assets, affecting Group effective tax rate
  - Group tax charge for 2025 in low-single digit £m's
  - Cash tax in low-single digit £m's



Business Review

SIG overview

Our Pan-European operations



420
BRANCHES ACROSS SIX GEOGRAPHIES

6,600+
COLLEAGUES

c1,100
DELIVERY FLEET

Note: 1) Underlying operating profit adjusted to exclude Group overhead and Benelux loss.

Business performance

	LFL[1]	H1 2025 Operating margin[2]	H1 2025 Revenue & Operating Profit[2] (£m): Revenue	H1 2025 Revenue & Operating Profit[2] (£m): Operating profit
UK Interiors	8%	1.1%	263	2.8
Germany	0%	0.3%	217	0.7
France Roofing	(4)%	2.5%	199	5.0
UK Roofing	6%	3.0%	190	5.8
Poland	3%	1.1%	124	1.4
UK Specialist Markets	(1)%	1.9%	117	2.2
France Interiors	(7)%	2.3%	96	2.2
Ireland	3%	2.7%	51	1.4
Benelux	3%	(1.7)%	46	(0.8)

1) LFL revenue growth vs H1 2024.
2) Underlying operating profit.

Our strategy: Improving our performance

SiG

Improving our performance

To medium-term target

5% margin

Improving the way we operate now

Positioning to win in long-term growth market

4 Pillar strategy	Grow	Execute	Modernise	Specialise
H1 2025 progress	Revenue growth ahead of market	UK Interiors and Benelux improved operating profit from restructuring	France Interiors omnichannel platform in development	New specialist products launched under private label in France & Germany
	Strongest performance relative to their markets in UK Interiors, UK Roofing and Germany	Cost base reduction in France Roofing (five branches)	Extending WhatsApp customer communications in Germany	Sales expansion in new geotechnical infrastructure projects within UK Specialist markets

UK Interiors
Turnaround actions driving improved performance

Sales acceleration

	Q3 2024	Q4 2024	Q1 2025	Q2 2025
LFL sales	(9)%	(3)%	4%	12%

H1 25 market demand at flat to slightly negative[1]

Reconnected with key customers, suppliers, and winning large projects

London

Canary Wharf refurbishment project of landmark 42-floor Citigroup tower

Manchester

Supplying new hotel construction at Manchester City football stadium

Merseyside

Construction of residential homes including affordable housing near Southport

Note: 1) Management estimates of UK Interiors market demand based on major suppliers' H1 market sales volume data estimates.

UK Interiors

Turnaround actions driving improved performance

Realigned operating cost base

c15%

Reduction in headcount[1]

£3.4m

Annualised cost reduction[2]

Returned to operating profit[3] in H1 2025

Notes:
1) Ongoing workforce is now c15% lower than 1 January 2024.
2) Permanent annualised reduction in cost base via headcount reductions made since September 2024.
3) Underlying operating profit.

France

£m	Revenue H1 2025	Revenue H1 2024	LFL sales H1 2025	Profit[1] H1 2025	Profit[1] H1 2024
France Interiors	96.4	105.1	(7)%	2.2	3.6
France Roofing	199.2	214.9	(4)%	5.0	4.9
France	**295.6**	**320.0**	**(5)%**	**7.2**	**8.5**

Trading

Markets remain challenging at c(10)% Interiors and c(5)% Roofing

Roofing profit benefitted from branch property sale and branch closures

Strategic development

Branch and cost optimisation with the closure of five underperforming Lariviere branches

Expanding sales in new specialist private label products: ‘Etanx’ liquid waterproofing range for Roofing

Modernisation of customer interfaces progressing with launch of new LiTT e-commerce platform in late 2025

LARIVIERE
Expert de l'enveloppe du bâtiment

Note: 1) Underlying operating profit. France Roofing operating profit includes £1.6m profit on the disposal of properties.

Germany

£m	H1 2025	H1 2024
Sales	216.9	219.9
LFL sales	0%	(3)%
Operating profit[1]	0.7	3.0

Trading

Market remains challenging with residential remaining in decline

Strong price pressure and investment phasing impacting profit

Strategic development

Investment in sales teams and sales training to support sales growth in market recovery

Specialist product innovation in private label, to improve margin mix as markets recover; customer communications via WhatsApp extended across branches

Government’s stimulus package positive for long term economic growth outlook

Note: 1) Underlying operating profit.

UK Roofing

£m	H1 2025	H1 2024
Sales	190.4	182.1
LFL sales	6%	(2)%
Operating profit[1]	5.8	4.9

Trading

Market broadly flat to low growth

Sales driven by initiatives and new-build projects; RMI project sales remain weak

Strategic development

Investment in sales teams, sales training and leadership training to support sales growth, performance and engagement

Further developing our market growth potential for solar sales, by training our roofing customers on solar installation

Launched new internal Operations Academy programme to further develop operational skills and performance around logistics and transport

Note: 1) Underlying operating profit.

H1 2025 Summary & Outlook

H1 2025

- Continued robust performance in weak markets
- Margin impacted by market volume declines, offset by cost actions
- Disciplined cash management; good liquidity
- CEO and Chair succession announced

FY 2025 Outlook

- No change to FY expectations
- Cautious on prospects for meaningful market improvement in H2
- Continuing focus on managing near-term margin pressure and strengthening operating platform
- FY cash outflow moderating, with ongoing focus on working capital

Medium to longer term

- Business model and operating leverage will help drive quick and material margin rebound when markets recover
- Medium and long-term growth aided by structural growth tailwinds
- Medium-term target of 5% Group operating margin
- Shareholder value creation

Appendix

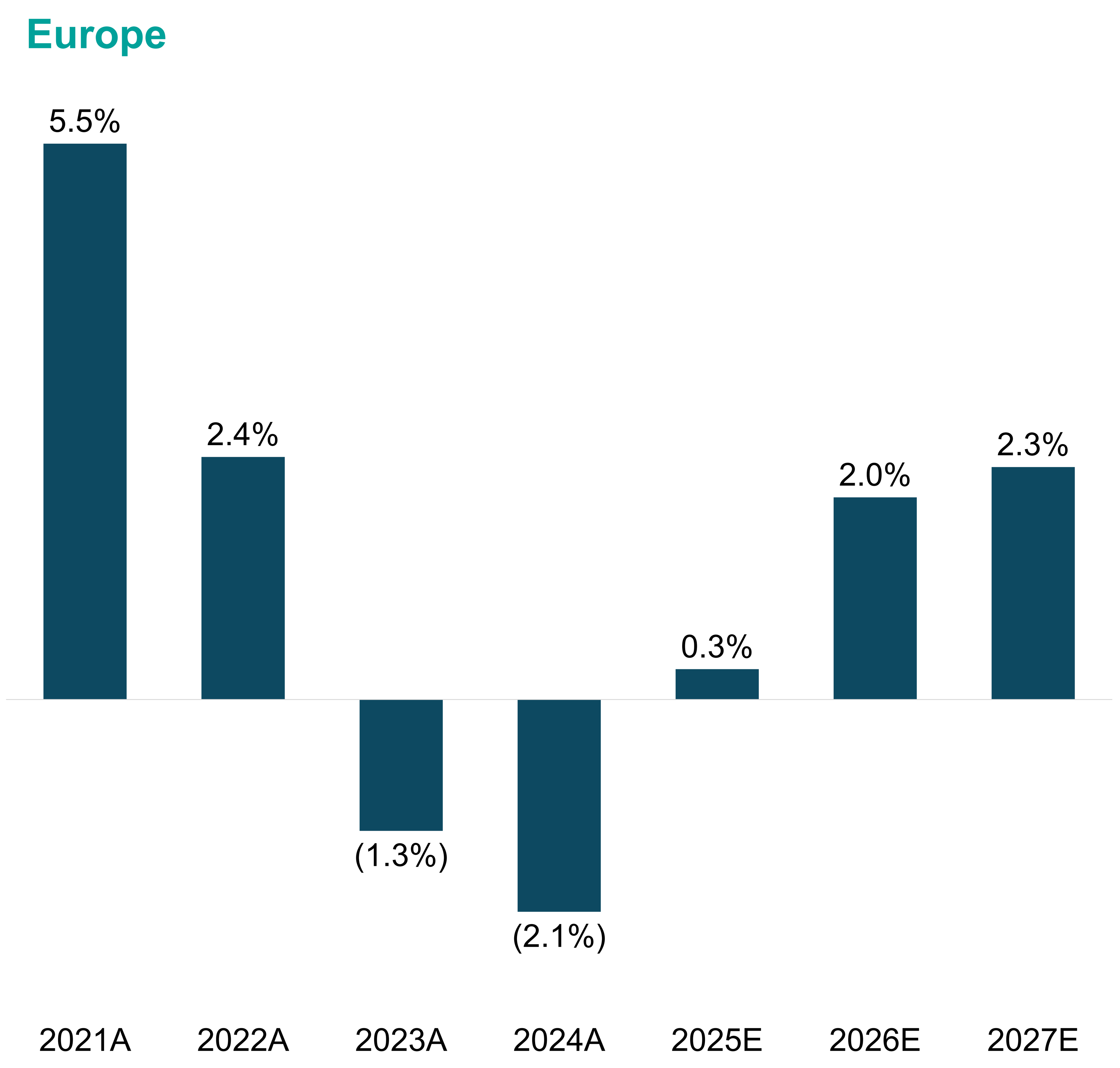
SIG plc

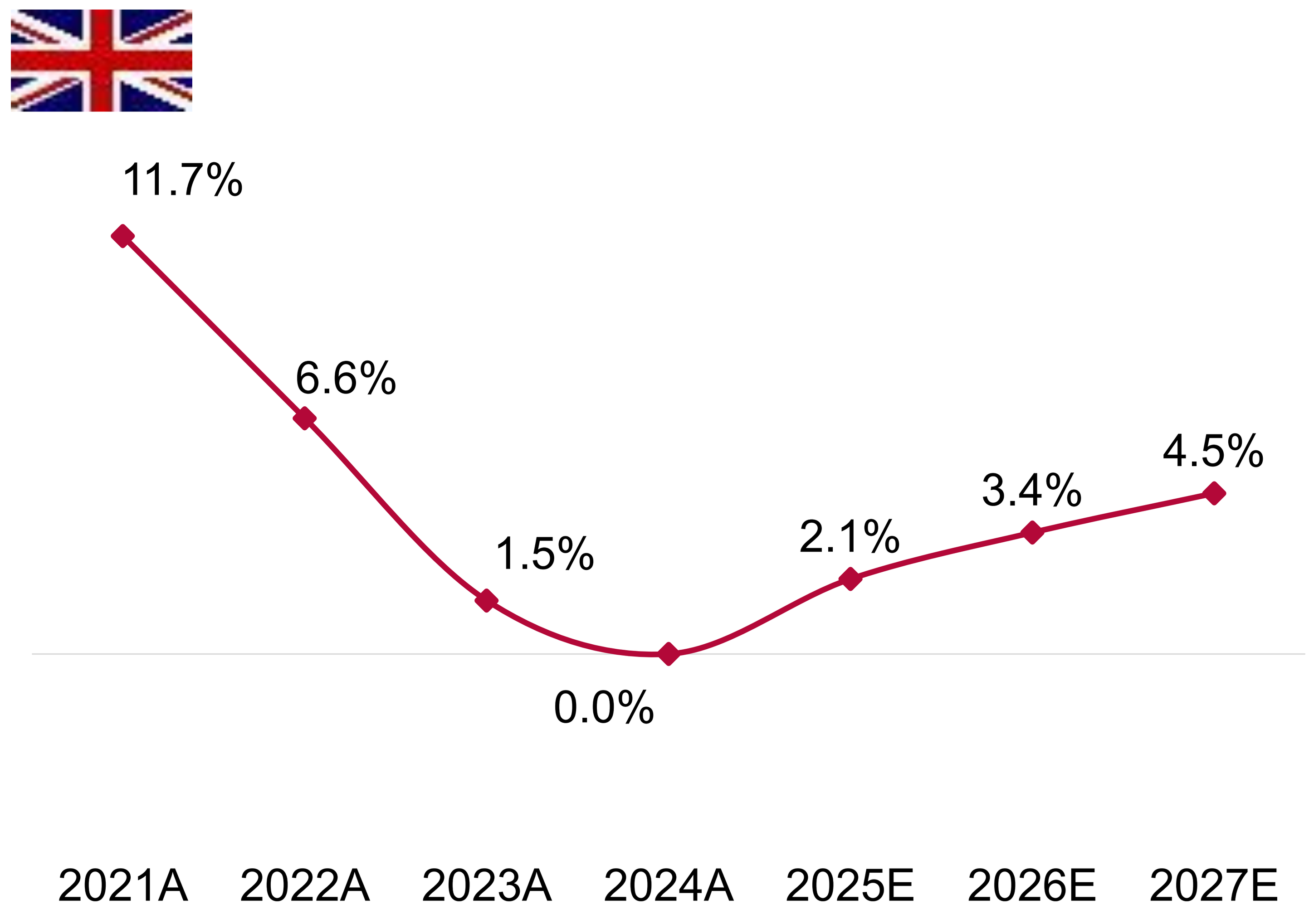
H1 2025 Results

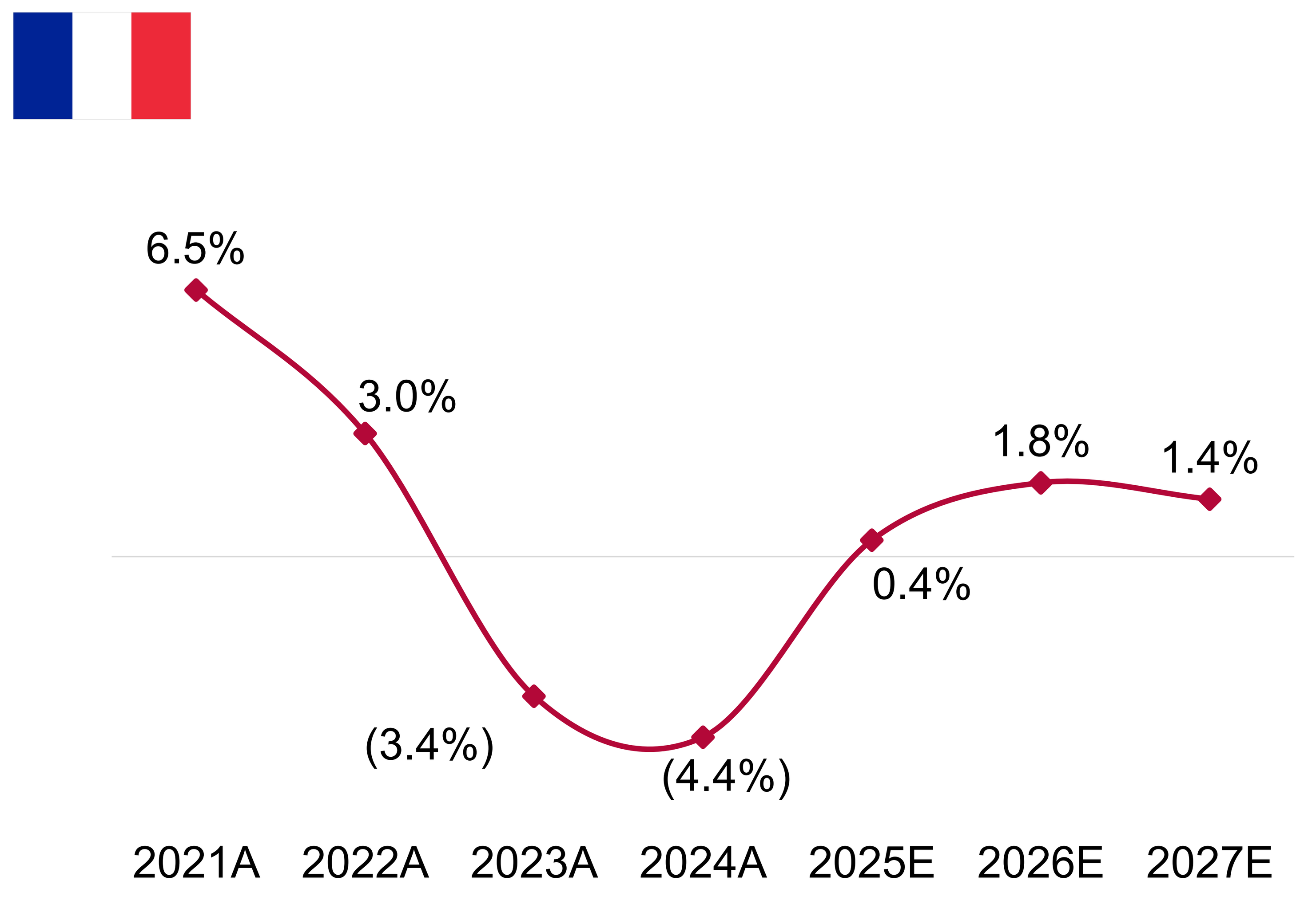
Market outlook

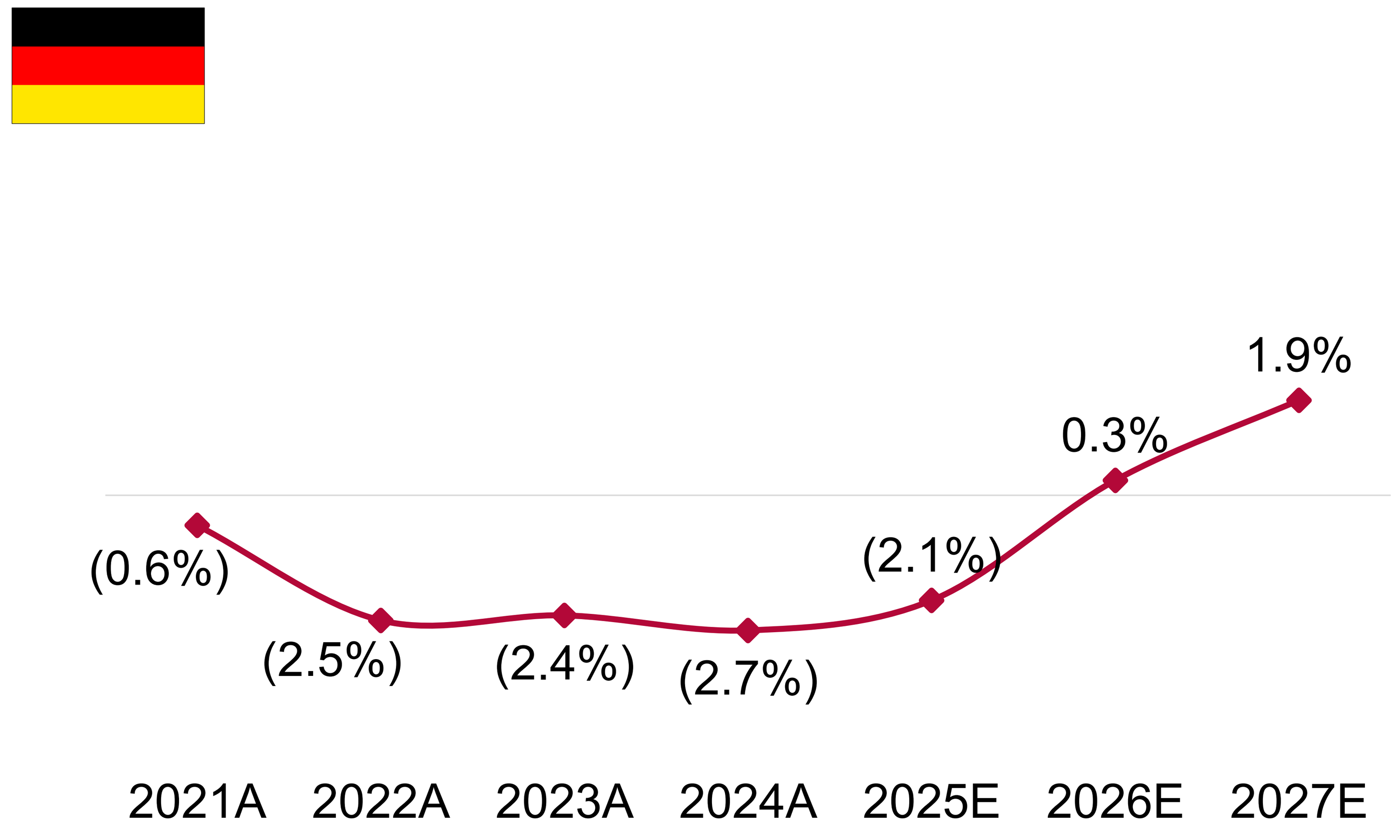
Construction output forecast in Europe

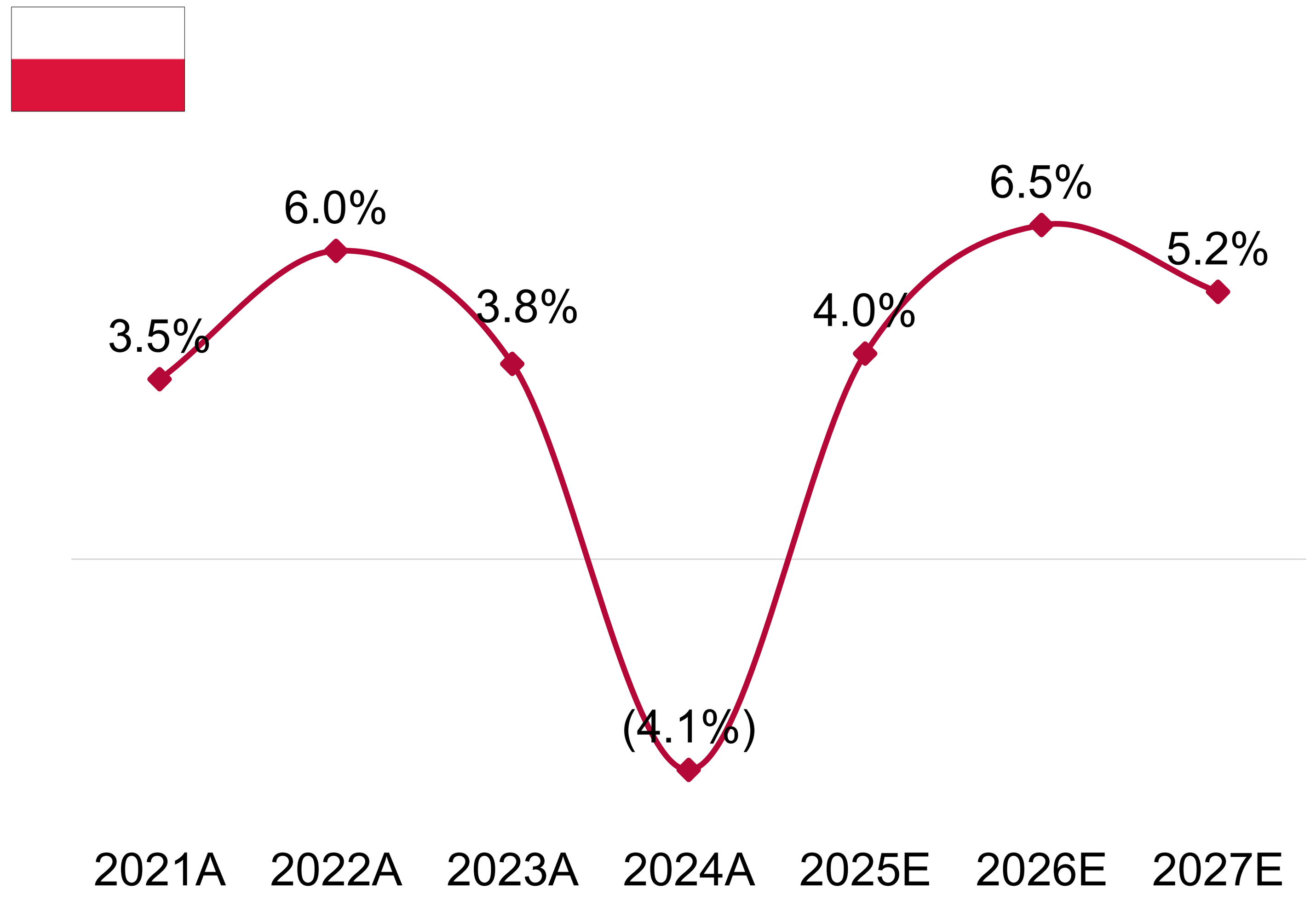
Evolution of expected construction output in Europe (% change in real terms)











Source: Euroconstruct 99th edition (June 2025)

Growth drivers – long-term

Drivers of structural demand within European construction benefit SIG's portfolio

1 Energy efficiency and decarbonisation regulations

Regulations support long-term demand for insulation and wider building envelope materials, and lower-carbon energy solutions - in both RMI and new build

SIG's product portfolio:

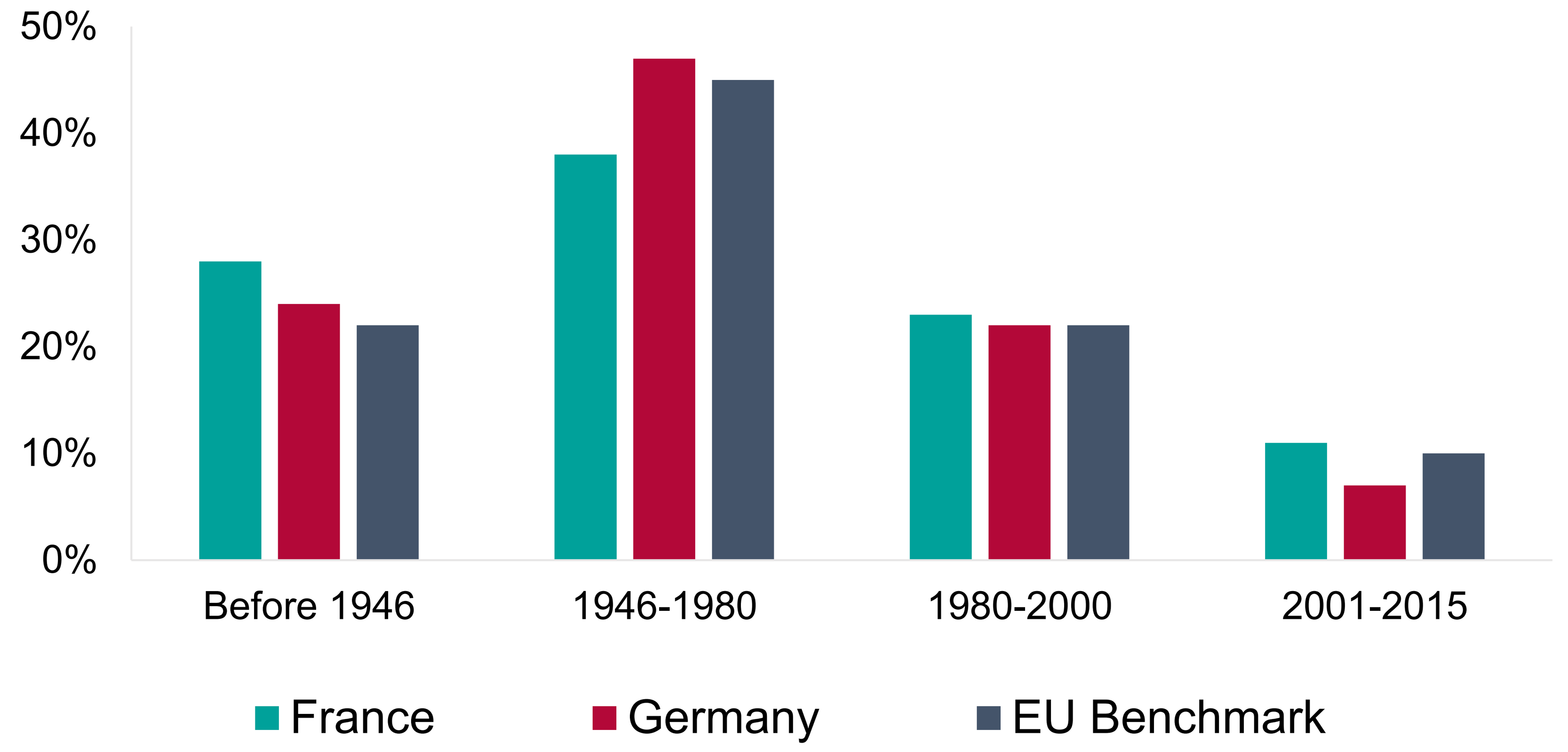
- **Market leader in specialist insulation** across Europe
- **80%** of revenue from **insulation and wider building envelope** related products
- **Solar panel offering within UK and France Roofing**
- Growing presence in **specialist fire safety products** in UK

Regulation examples in UK and EU

Energy Performance of Building Directive	**Future Homes Standard and Building Safety Act**
Buildings Energy Act, Federal Funding for Efficient Buildings	**MaPrimRénov**

2 Ageing buildings across Europe

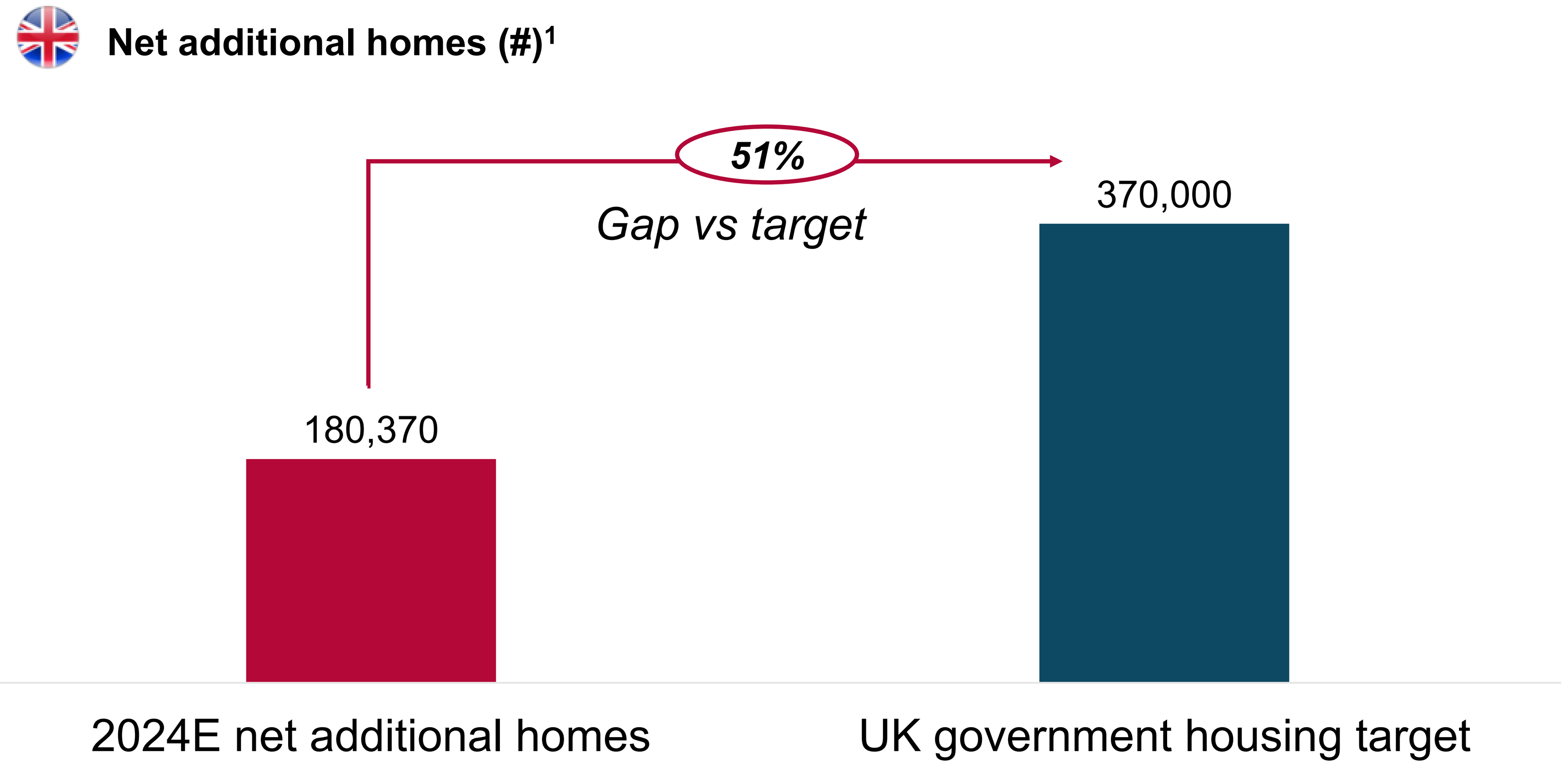
Significant long-term demand for RMI to address both commercial and residential buildings



- To achieve Net Zero by 2045, EU countries will focus on renovation and refurbishment of existing buildings, of which +60% do not meet target standards
- Nearly 70% of houses across the EU on average were built before 1980

3 Housing undersupply and pent-up demand

Significant increase in housebuilding rates needed in UK and France to meet government targets



- Low building rates created large pent-up demand from lack of supply, affordability and population growth
- Lower interest rates and government policy stimulus (easing planning) to help with the new housing starts

Sources: Company estimates based on third party sources
Note: 1) 2024E represents home sales over the course of 2024

Benelux

£m	H1 2025	H1 2024
Sales	46.0	54.4
LFL sales	3%	(12)%
Operating profit[1]	(0.8)	(2.4)

Trading

£1.6m improvement in operating profit from H2 2024 restructuring

Market broadly flat in residential projects

Strategic development

Closure of seven branches in Q4 2024 in the Netherlands, consolidating operations around Waalwijk Distribution Centre

Narrowing of product offering, focusing on what we do best, and growing our share

Continued rationalisation of operational costs

Note: 1) Underlying operating profit.

Underlying financials by segment

	Revenue £'m	LFL	Operating profit/(loss) £'m	Change vs PY £'m	Operating margin	Change vs PY
UK Interiors	263	8%	2.8	4.0	1.1%	1.6%
UK Roofing	190	6%	5.8	0.9	3.0%	0.3%
UK Specialist Markets	117	(1)%	2.2	(0.1)	1.9%	0.0%
Total UK	**571**	**5%**	**10.8**	**4.8**	**1.9%**	**0.8%**
France Interiors	96	(7)%	2.2	(1.4)	2.3%	(1.1)%
France Roofing	199	(4)%	5.0	0.1	2.5%	0.2%
Total France	**296**	**(5)%**	**7.2**	**(1.3)**	**2.4%**	**(0.3)%**
Germany	217	0%	0.7	(2.3)	0.3%	(1.1)%
Poland	124	3%	1.4	(1.2)	1.1%	(1.1)%
Benelux	46	3%	(0.8)	1.6	(1.7)%	2.7%
Ireland	51	3%	1.4	0.1	2.7%	(0.1)%
Total Group	**1,304**	**1%**	**15.4**	**3.7**	**1.2%**	**0.3%**

Data represents underlying performance post-IFRS 16. Group stated net of central costs.

Other items

£'m	PBT Impact H1 2025	PBT Impact H1 2024	Cash Impact H1 2025
Amortisation of acquired intangibles	(1.0)	(1.1)	-
Impairment charges[1]	(22.1)	-	-
Net restructuring costs[2]	0.2	(2.8)	(4.2)
Cloud based ERP implementation costs	(0.3)	(0.4)	(0.3)
Other	0.5	(0.3)	(0.1)
Impact on operating profit	**(22.7)**	**(4.6)**	**(4.6)**
Non-underlying finance costs	(0.1)	(0.1)	-
Impact on loss before tax	**(22.8)**	**(4.7)**	**(4.6)**

Note:
1) Impairment charges in UK Interiors (£6m) and UK Specialist Markets (£16m)
2) Net restructuring cash payments in H1 2025 predominantly relating to programmes commenced in 2024

Cash flow and net debt

£'m	H1 2025	H2 2024	H1 2024
Underlying operating profit	15	13	12
Add back: Depreciation & amortisation	39	40	40
Underlying EBITDA	**54**	**54**	**52**
Working capital movements	13	6	(8)
Repayment of lease liabilities	(35)	(34)	(34)
Capital expenditure	(8)	(8)	(8)
Cash exceptionals	(5)	(12)	(3)
Other	(1)	3	(2)
Operating cash flow	**18**	**7**	**(3)**
Interest and financing	(25)	(17)	(18)
Tax	(2)	(7)	(1)
Free cash flow	**(9)**	**(17)**	**(22)**
Payments related to previous acquisitions	-	(2)	(7)
(Repayment)/drawdown of debt	(0)	8	(0)
Total cash flow	**(10)**	**(11)**	**(29)**
Cash at beginning of the period	**87**	**101**	**132**
FX impact	4	(3)	(3)
Cash at end of the period	**82**	**87**	**101**
Bond (2024: new €300m bond plus €13.5m stub)	(266)	(261)	(253)
Other debt	(5)	(3)	(5)
Net debt - pre leases	**(190)**	**(176)**	**(157)**
Net leases	(333)	(321)	(320)
Net debt - post leases	**(524)**	**(497)**	**(477)**

- Working capital inflow, reflecting working capital initiatives including strong collections, offsetting seasonality
- Lease payments broadly consistent
- Capex primarily branch maintenance, renovation and HSE
- Cash exceptionals include restructuring (£4m), predominantly relating to 2024 programmes
- Increase in interest and finance payments due to higher coupon rate on new bond
- Leases on balance sheet up £12m in the period, reflecting additions and renewals and FX movement

Net debt bridge

Number of trading sites

	31 Dec 2024	Opened	Merged	Closed	30 Jun 2025
UK Interiors	30	-	-	-	30
UK Roofing	111	-	-	(2)	109
UK Specialist Markets	29	-	-	-	29
Total UK	170	-	-	(2)	168
France Interiors	40	1	-	(1)	40
France Roofing	100	1	-	(5)	96
Total France	140	2	-	(6)	136
Germany	50	-	(1)	-	49
Poland	50	-	-	-	50
Benelux	5	-	-	-	5
Ireland	11	1	-	-	12
Total Group	426	3	(1)	(8)	420