

The EXPERIENCE You Want. The SERVICE You Expect. The VALUE You Deserve.



Beacon Roofing Supply

## Q2 2017 – Investors Presentation



# Forward Looking Statements and Non-GAAP Measures



Beacon Roofing Supply

This presentation contains information about management's view of the Company's future expectations, plans and prospects that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated by such forward-looking statements as a result of various important factors, including, but not limited to, those set forth in the "Risk Factors" section of the Company's latest Form 10-K. In addition, the forward-looking statements included in this press release represent the Company's views as of the date of this press release and these views could change. However, while the Company may elect to update these forward-looking statements at some point, the Company specifically disclaims any obligation to do so, other than as required by federal securities laws. These forward-looking statements should not be relied upon as representing the Company's views as of any date subsequent to the date of this presentation.

This presentation contains references to certain financial measures that are not presented in accordance with generally accepted accounting principles ("GAAP"). The Company utilizes non-GAAP financial measures to analyze and report operating results that are unaffected by differences in capital structures, capital investment cycles, and varying ages of related assets. Although the Company believes these measures provide a useful representation of performance, non-GAAP financial measures should not be considered in isolation or as a substitute for any items calculated in accordance with GAAP. A reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measure can be found in the Appendix to this presentation as well as Company's latest Form 8-K, filed with the SEC on May 4, 2017.

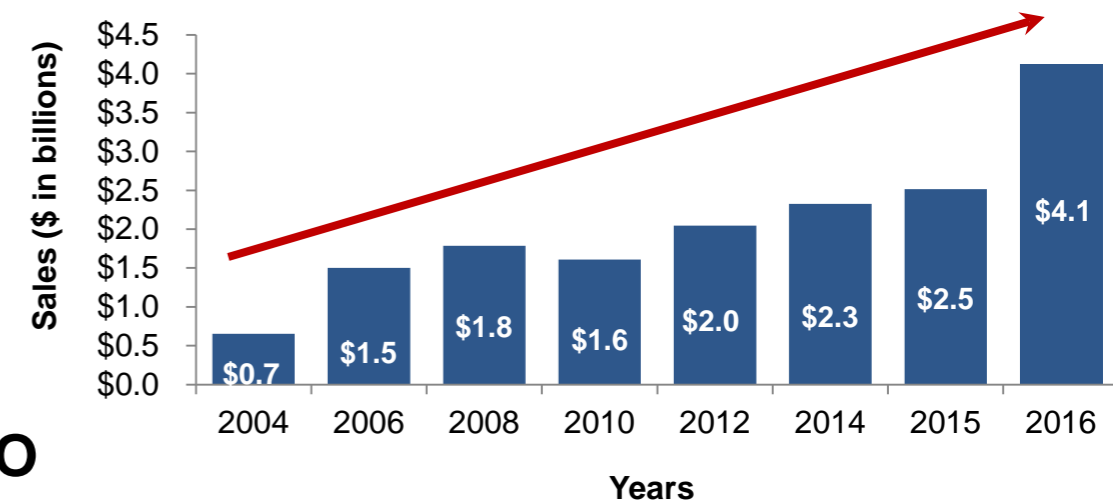
# Company Overview



Beacon Roofing Supply

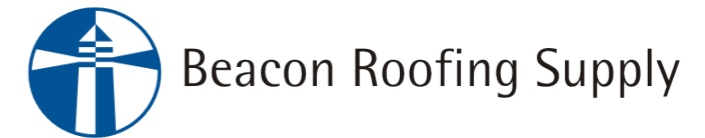
# Beacon Overview

- **A leader in many key metropolitan markets in the United States & across Canada**
  - 384 branches across 48 U.S. states and 6 Canadian provinces\*
  - Serving nearly 67,000 customers with a broad product offering up to 46,000 SKU's
  - End market demand fueled by repair versus new construction (approx. 80%)
- **Strong long-term historical performance**
  - Historical sales CAGR = 16.6%
  - Historical operating income CAGR = 16.2%
  - Historical operating margin averages 5.0% - 6.0%
- **Opened 76 new greenfield locations since the IPO**
- **Successfully completed 42 acquisitions since our IPO in 2004**
  - On October 1, 2015 acquired 85-branch Roofing Supply Group (RSG) for \$1.1 billion
  - Fiscal 2017 YTD acquisitions - BJ Supply Company, American Building & Roofing, Inc., Eco Insulation Supply, Acme Building Materials and Lowry's Inc.



\*As of 5/4/17

# A 12-Year Success Story



IPO	Current
Initial Public Offering September 22, 2004 at \$8.67	Stock price at \$49.19. Cumulative return of 467% versus S&P 500 at 114%*
66 branches in 12 states, 3 Canadian provinces	384 branches in 48 states, 6 Canadian provinces
~1,200 employees	~5,000 employees
FY2004 sales: \$653 million	FY2016 sales: \$4.1 billion
FY2004 adjusted EBITDA: \$52mm	FY2016 adjusted EBITDA: \$347mm

\*Based on May 3, 2017 closing prices

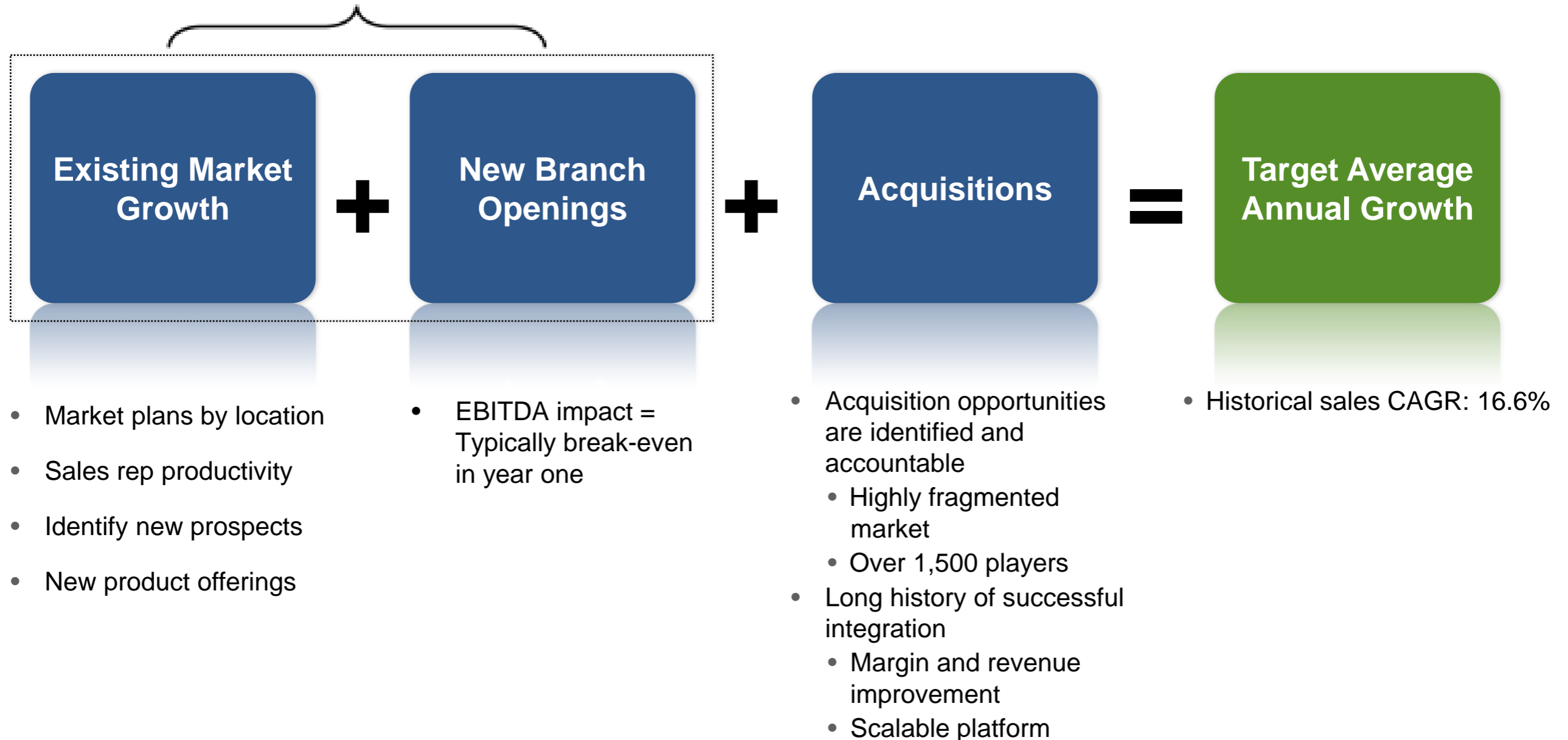
# Growth Strategy



Beacon Roofing Supply

# Strong Platform For Growth And Acquisitions

5-10% “organic” average growth potential

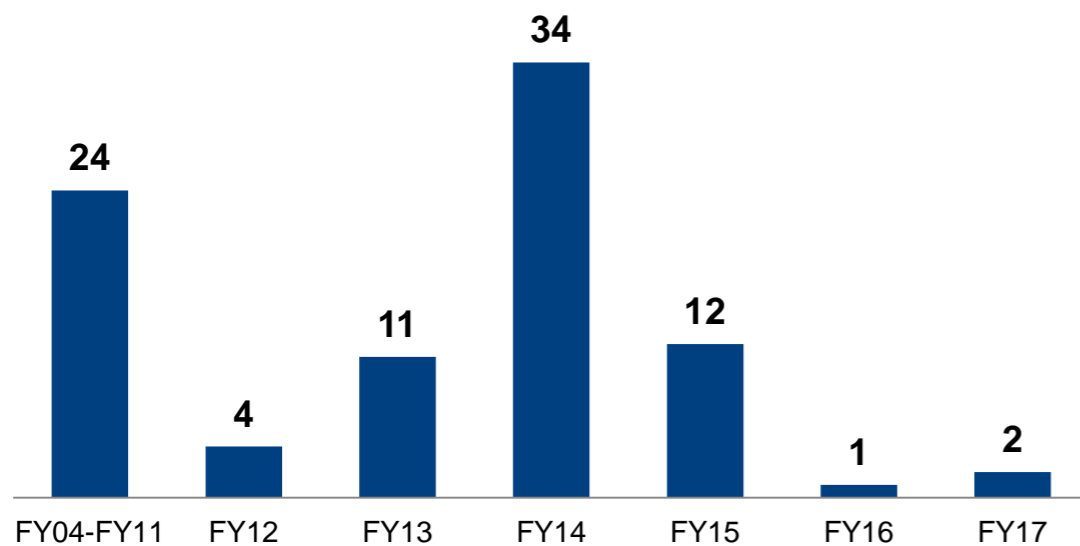


# Greenfield Growth

## Greenfield Financial Impact

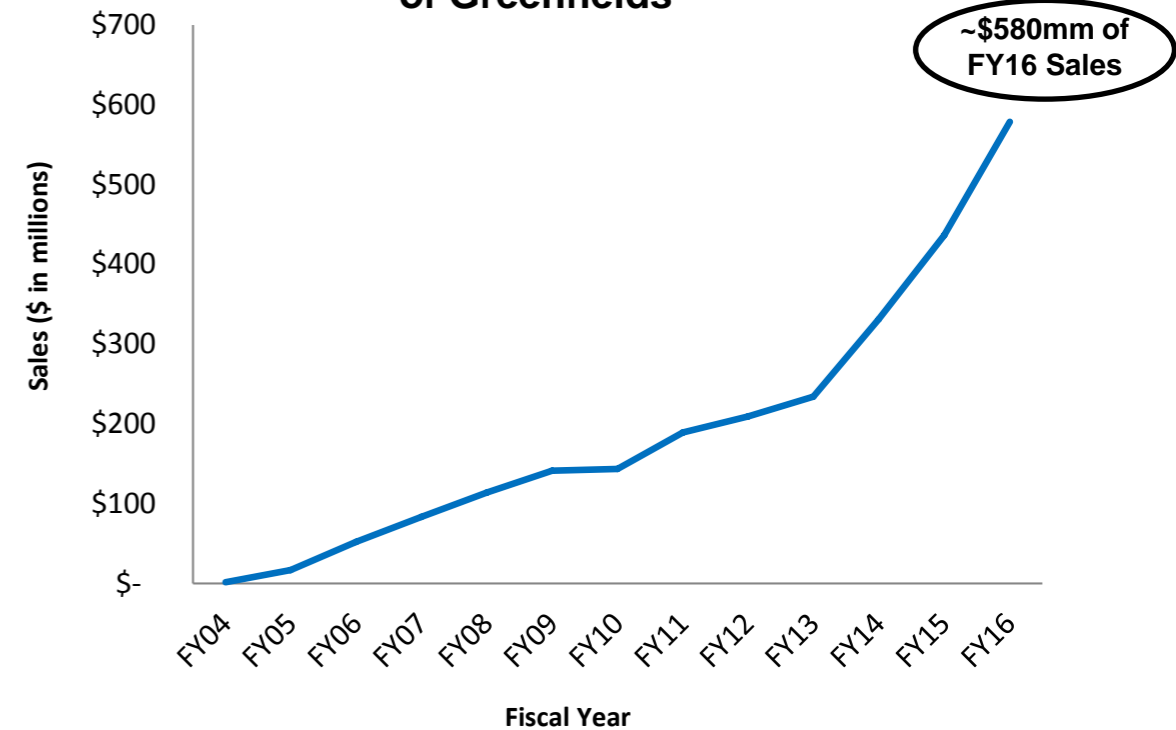
- Disciplined approach to new branch openings in contiguous markets
- Low initial investment ... \$0.6 million to \$2.0 million
- Rapid breakeven ... typically cash flow positive within one year
- Beacon Greenfields opened since the IPO account for ~\$580mm of FY16 sales
- New markets are continually being identified & evaluated

## Beacon & RSG Greenfield Openings\*

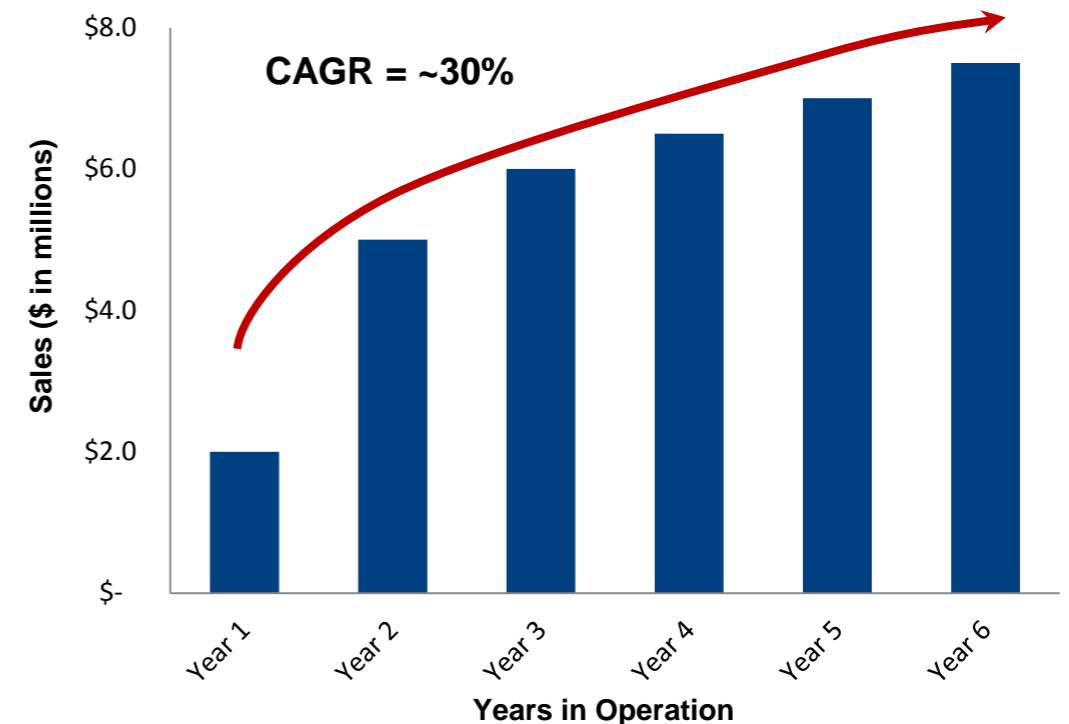


\* Reflects "net" openings including branch closures for each noted timeframe

## Sales Contribution of Greenfields



## Average Sales per GF Since IPO

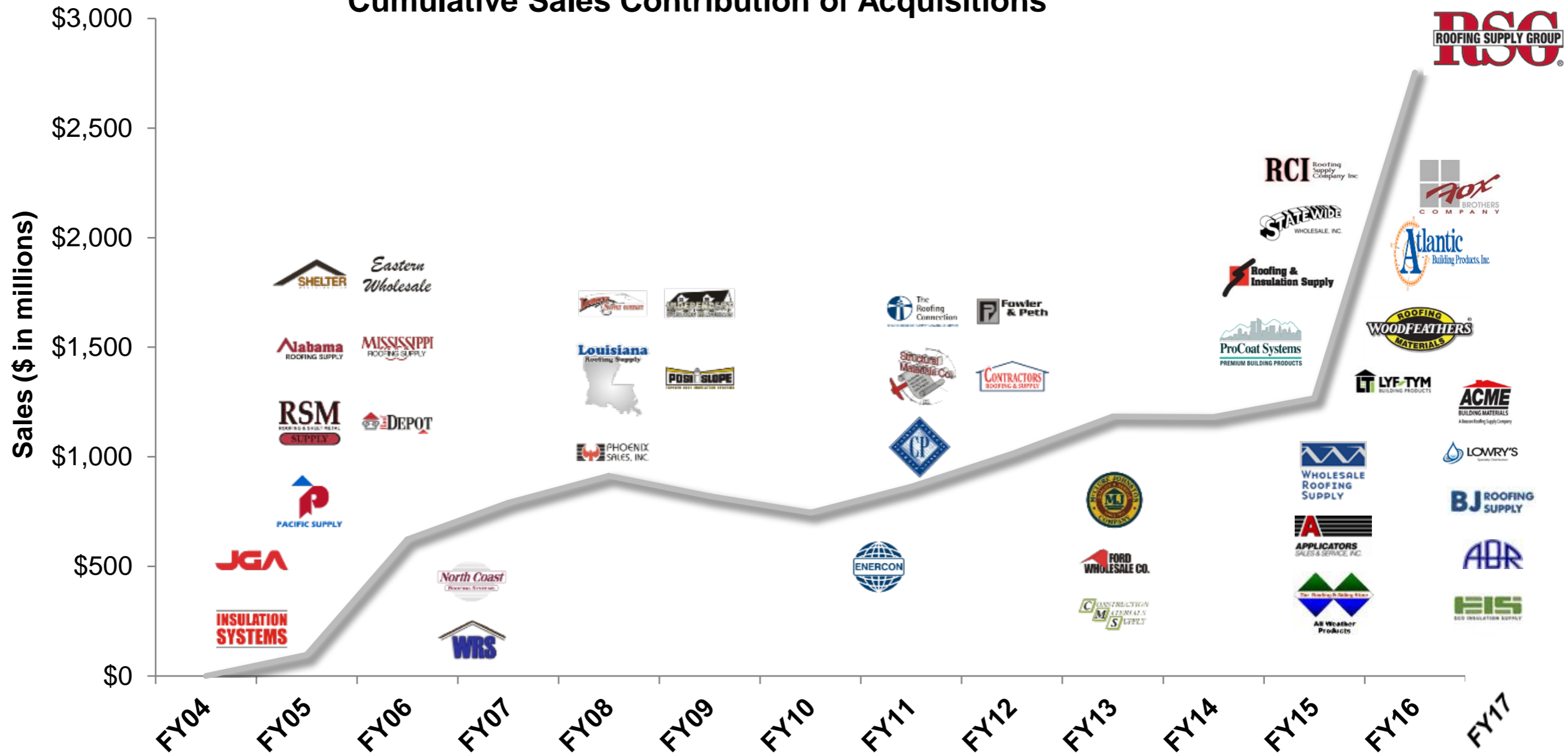






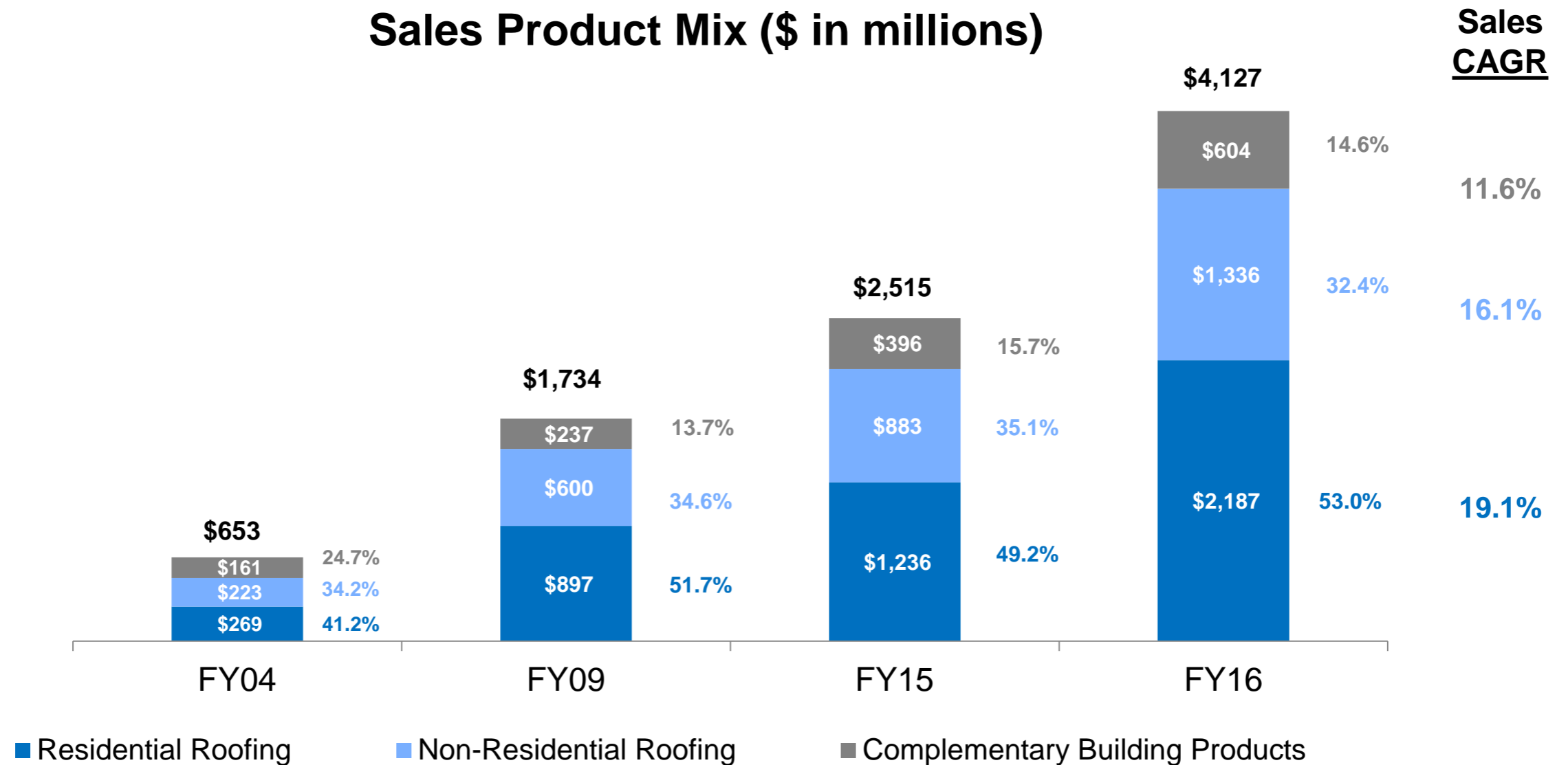
# Acquisition Growth

## Cumulative Sales Contribution of Acquisitions



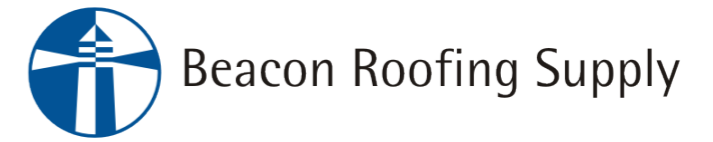
# Product Mix Growth

**Sales Product Mix (\$ in millions)**

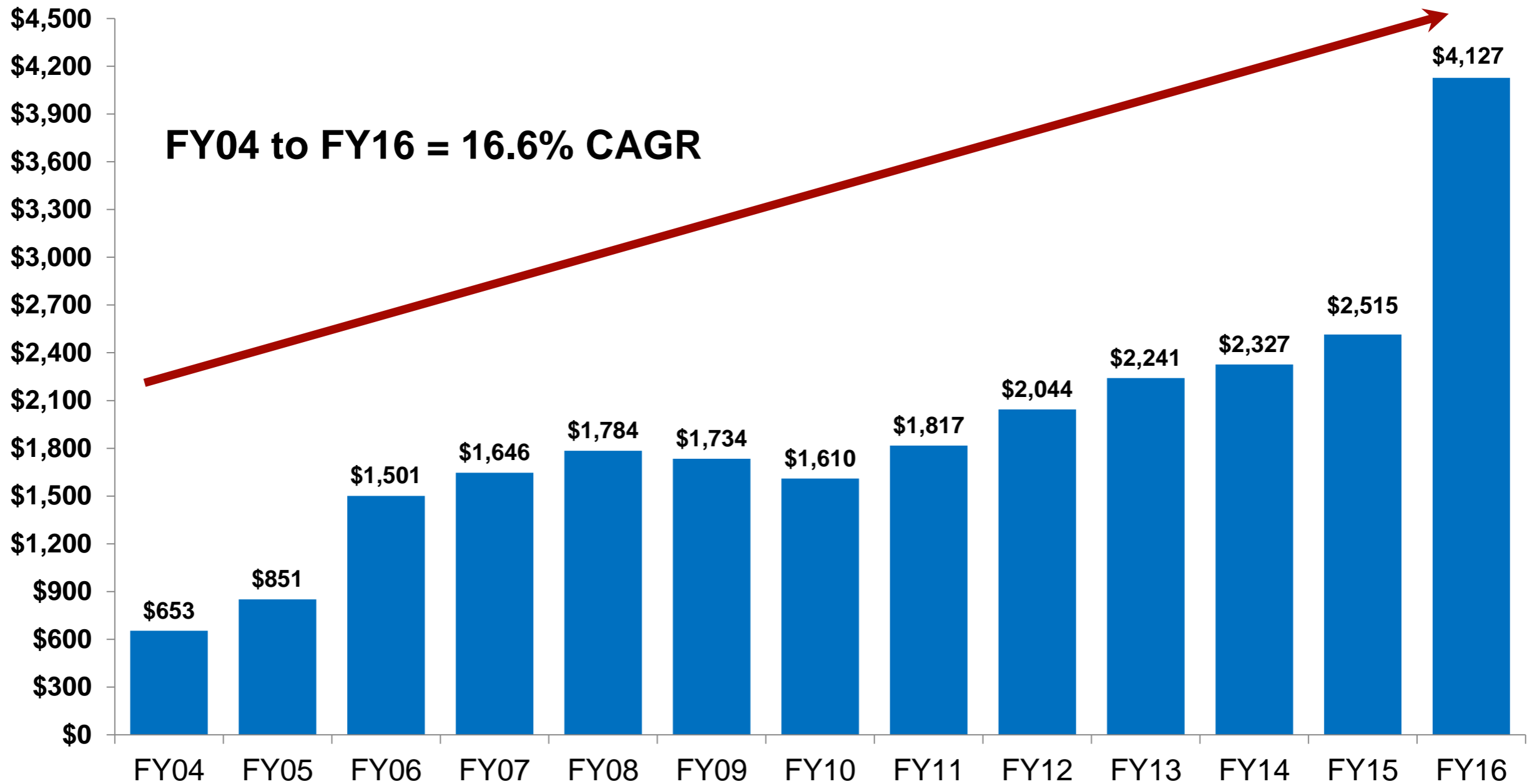


- Up to 46,000 SKUs offered
- Selected relationships with manufacturers to achieve substantial volume discounts
- Traditionally, 80-90% of roofing market expenditures are for re-roofing projects, with the balance being new construction.\*

# Significant Sales Growth



Net Sales (\$ in millions)



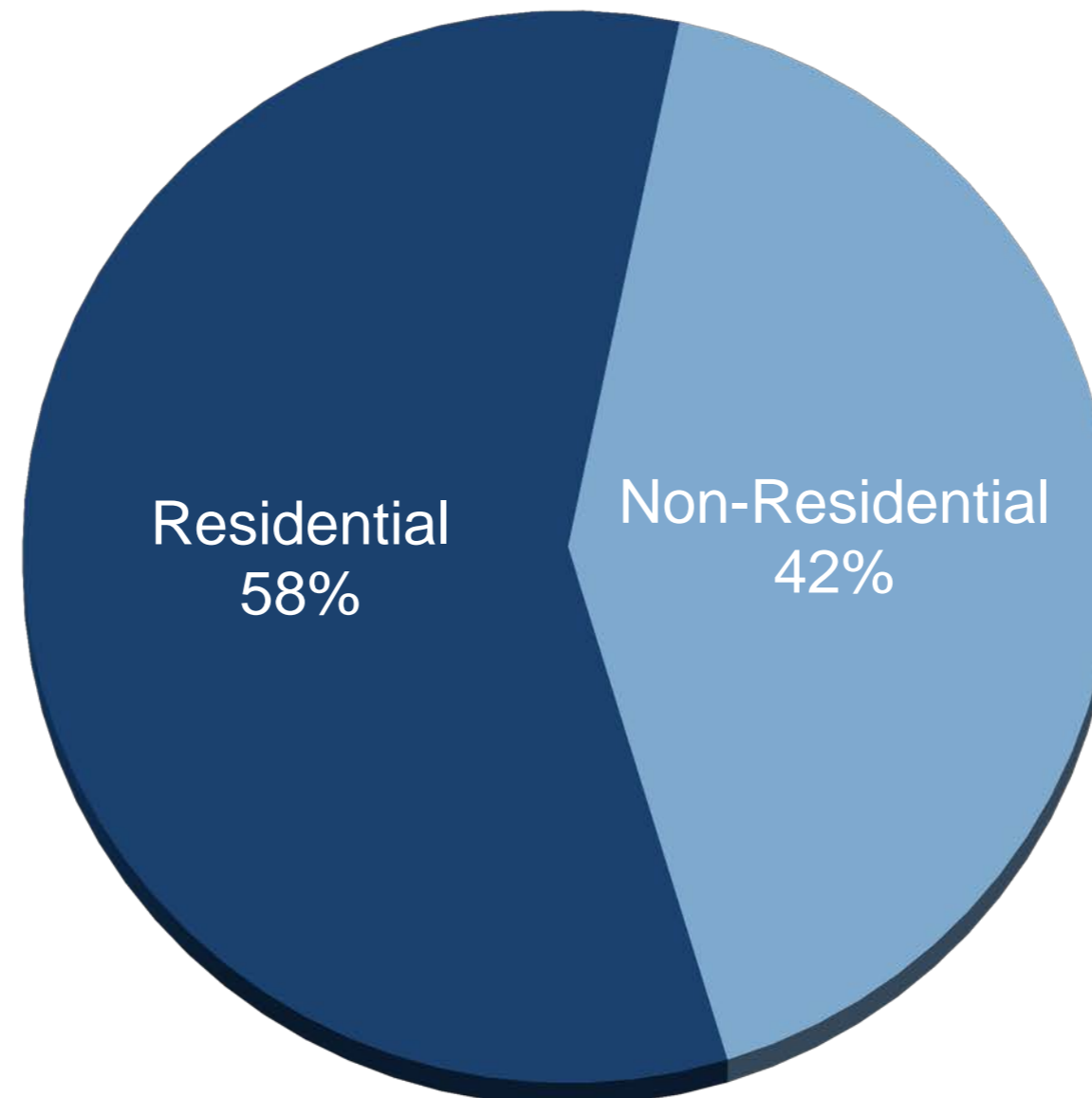
# Industry Drivers



Beacon Roofing Supply

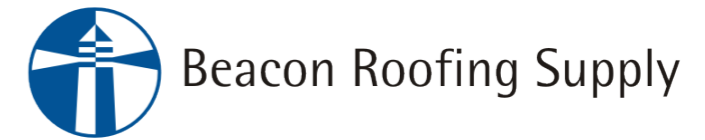
# Large And Attractive Market

Approximately \$26 billion industry  
**U.S. Roofing Materials Market**



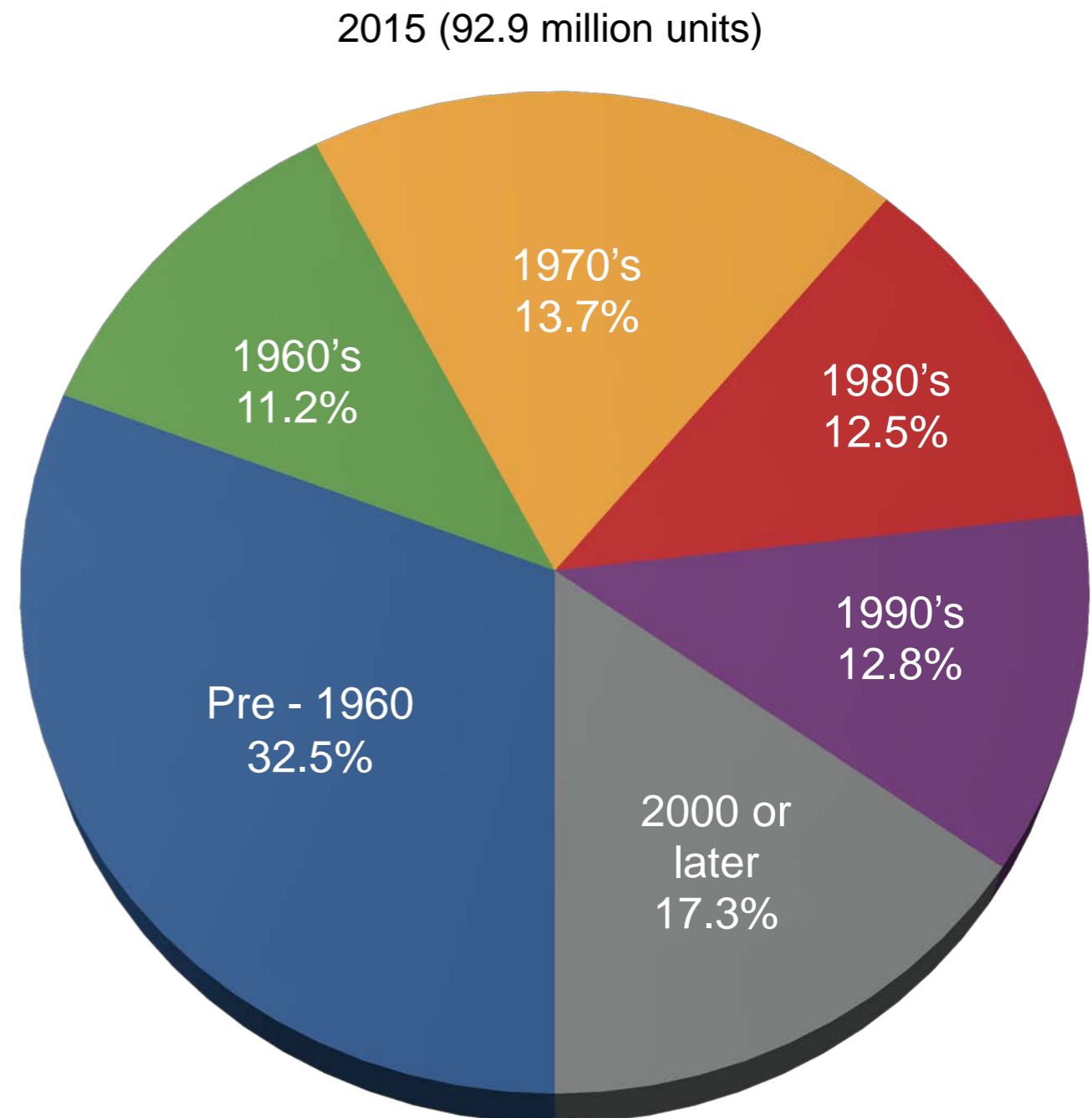
Source: The Freedonia Group and Management estimates

# Aging Housing Market Leads To Re-Roof Demand



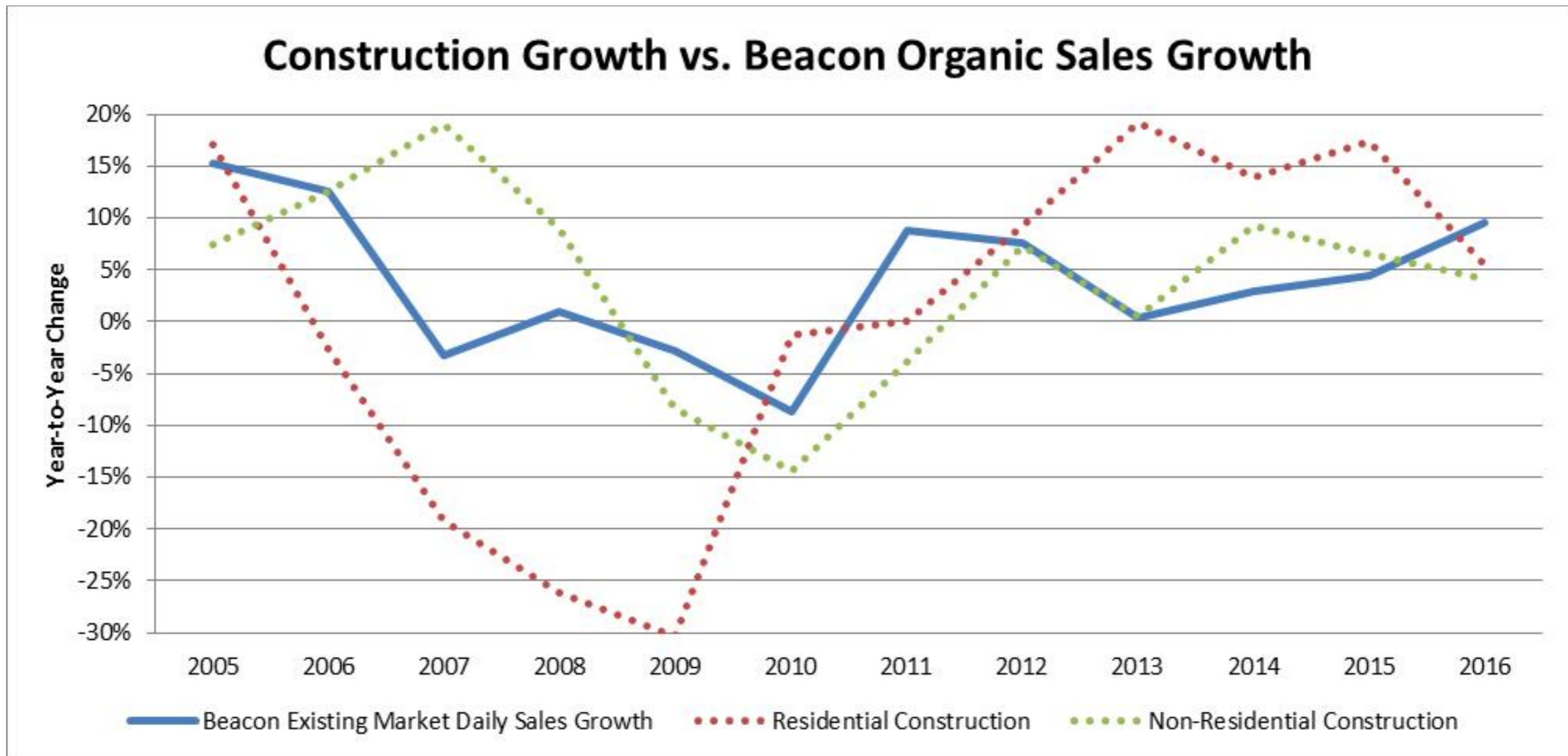
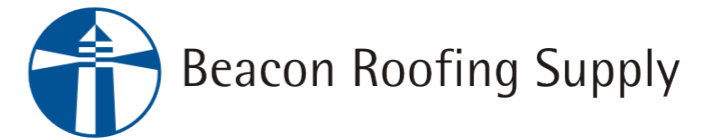
Year of construction for single-family homes

- Traditionally, 80-90% of roofing market expenditures are for re-roofing projects, with the balance being new construction.
- The median age of the housing stock as of 2015 is approximately 40 years old.
- Re-roofing demand provides stability and the potential for growth even during periods of declining building construction expenditures.
- During the recent housing downturn, we believe a significant number of re-roofing decisions were deferred. We feel the 2015-2017 period has benefited from this push-out in demand.



Source: 2015 American Housing Survey (U.S. Census Bureau), Management Estimates

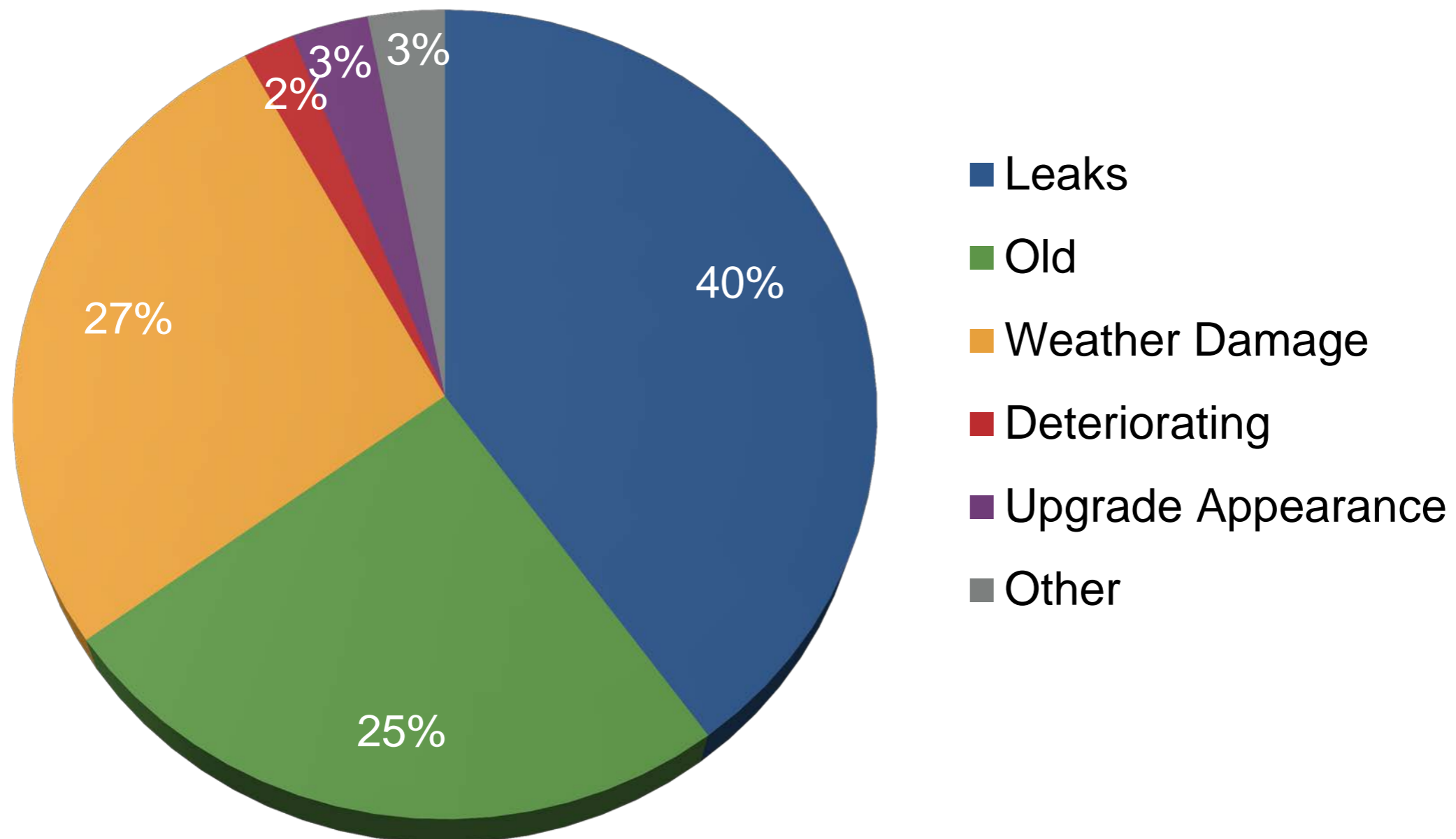
# Re-Roofing Concentration Drives Stable Growth



- Residential new construction activity has been volatile
- Commercial new construction is also volatile and closely follows economic cycles
- Demand for roofing, due to the large installed base of aging structures, remains very stable and consistent despite the construction cycles

# Drivers of Re-Roofing

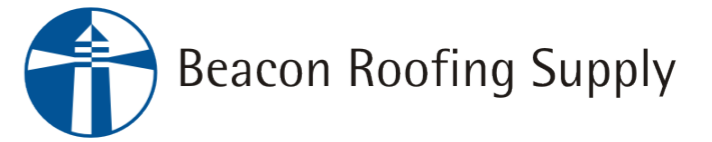
94% of U.S. re-roofing demand is non-discretionary and insulated from broader economic conditions



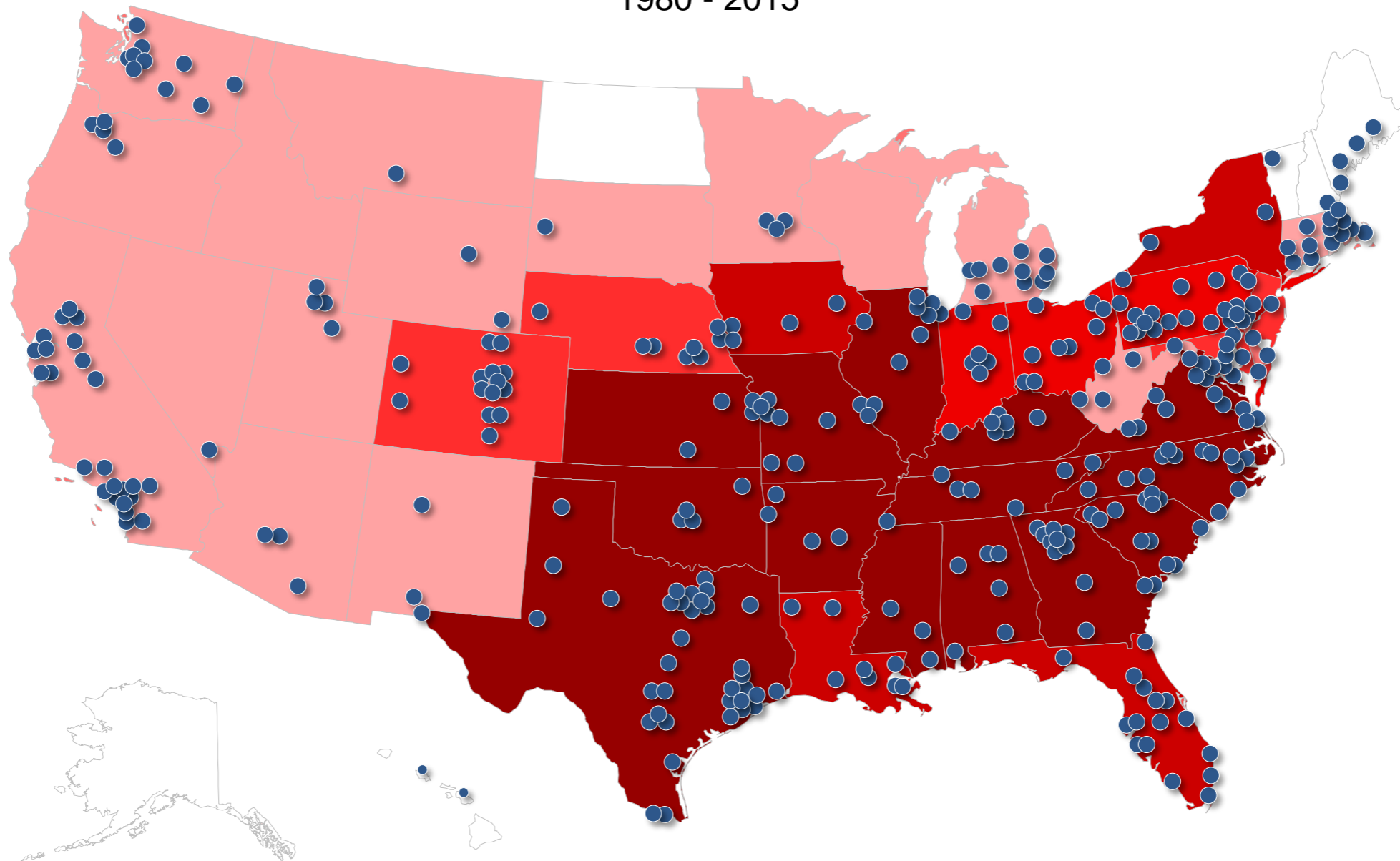
Source: 3M, National Association of Home Builders



# Strategically Located To Serve Severe Weather Markets

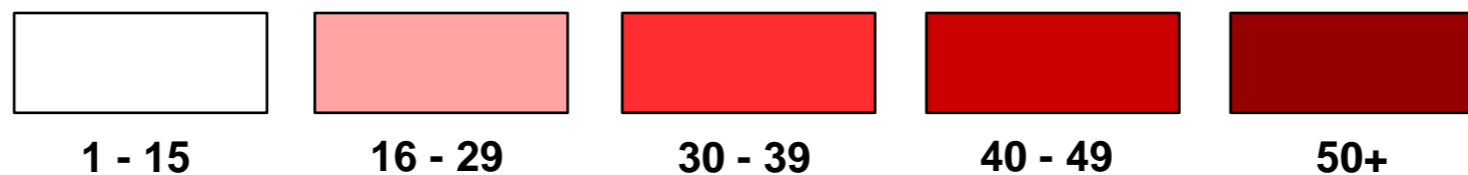


**Billion Dollar Weather Disasters**  
1980 - 2015



Source: National Climatic Data Center

**Number of Events**

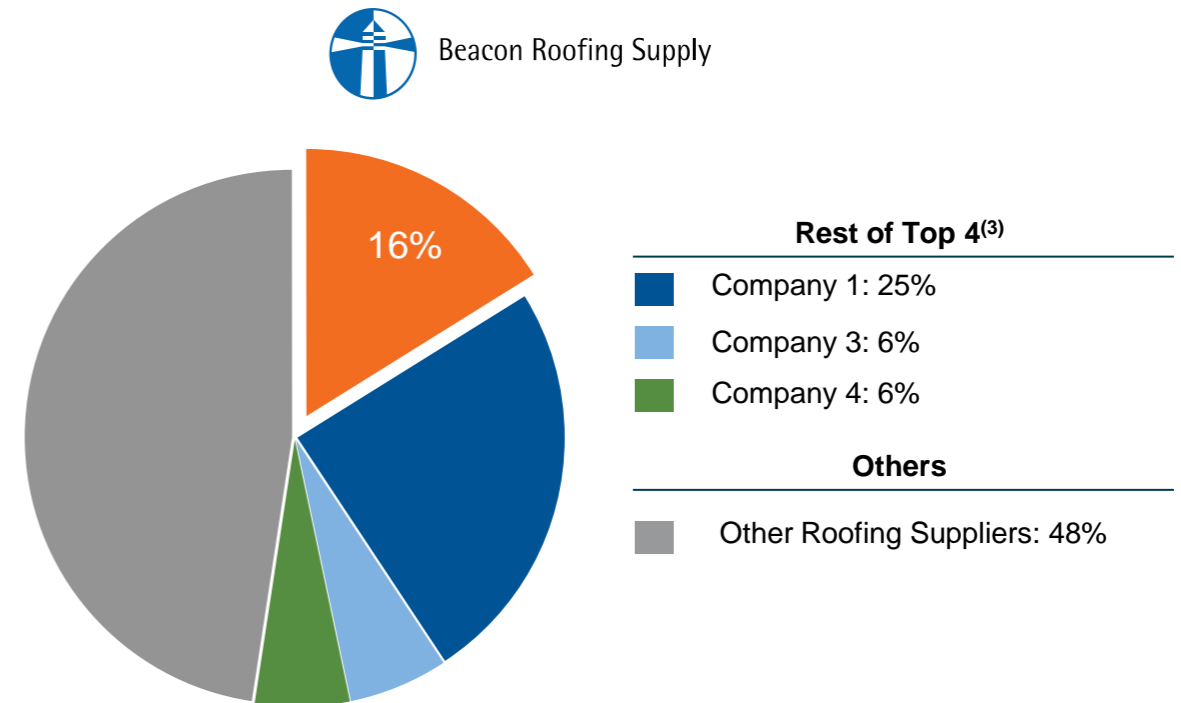


# Scale Advantages in a Fragmented Market

## Roofing Industry Overview

- Roofing is approximately a \$26 billion industry<sup>(1)</sup>
- Beacon is the second largest roofing distributor in North America
- Beacon sales are more than \$1 billion greater than its next largest competitor

## Estimated Roofing Industry Market Share<sup>(2)</sup>



## Number of Roofing Distributors

1,500  
Total

## Multi-Regional Roofing Players

75  
Are in more than  
one region

## Top 4 Distributors

Account for  
~52%  
of industry sales

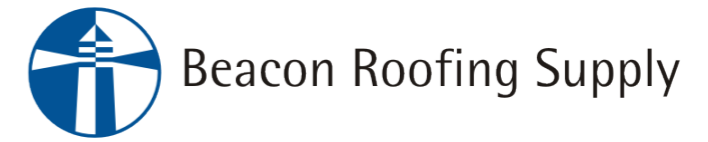
Sources: The Freedonia Group, Pro Sales Magazine.

(1) Source: The Freedonia Group and Management estimates

(2) Top 4 share estimate based on sales figures in Pro Sales Magazine, May 2015.

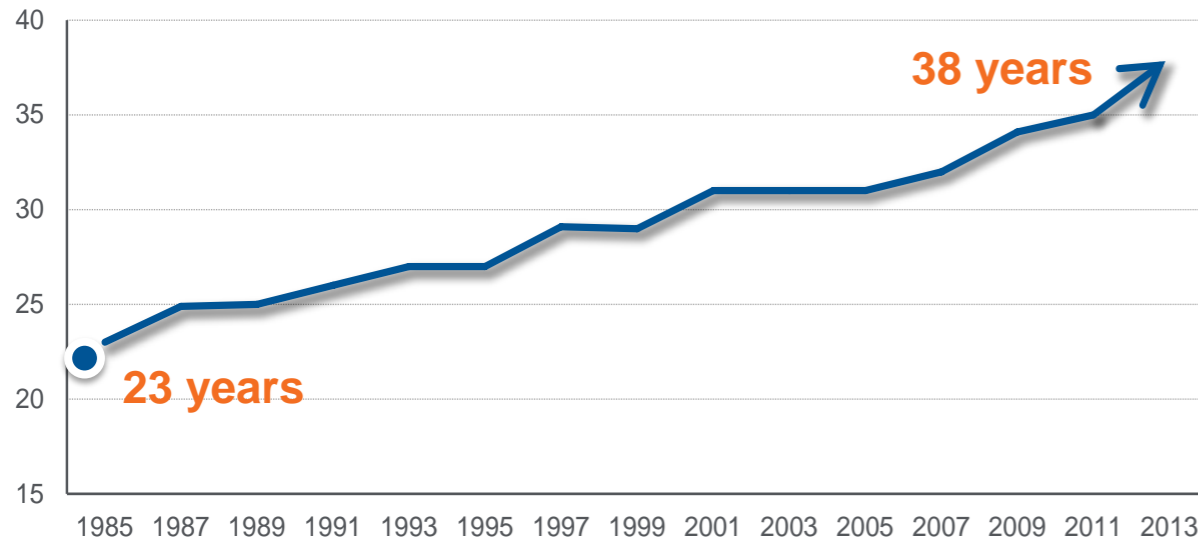
(3) Figures may not sum due to rounding.

# Roofing Markets Provide Growth Opportunity



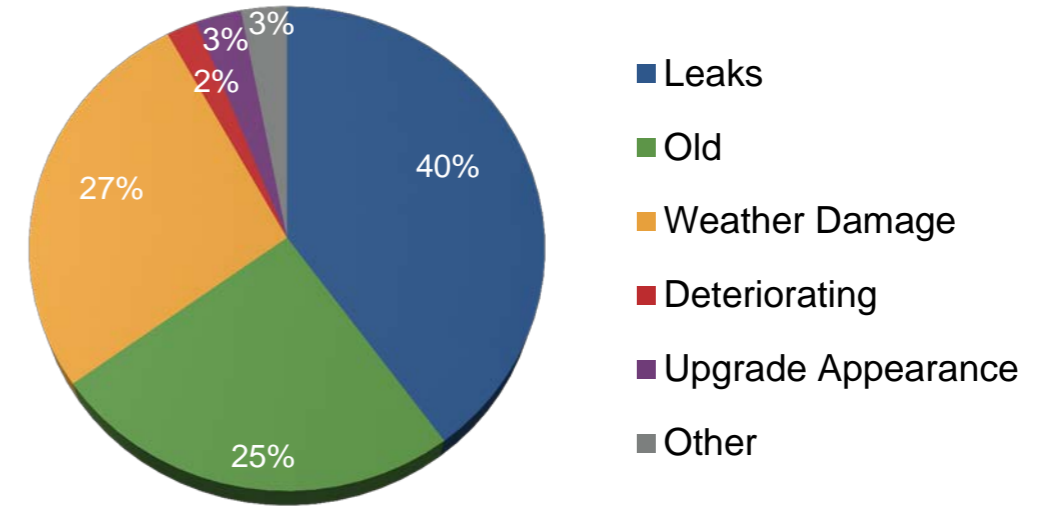
Households in America are getting older...

Median Age of Owner-Occupied Housing



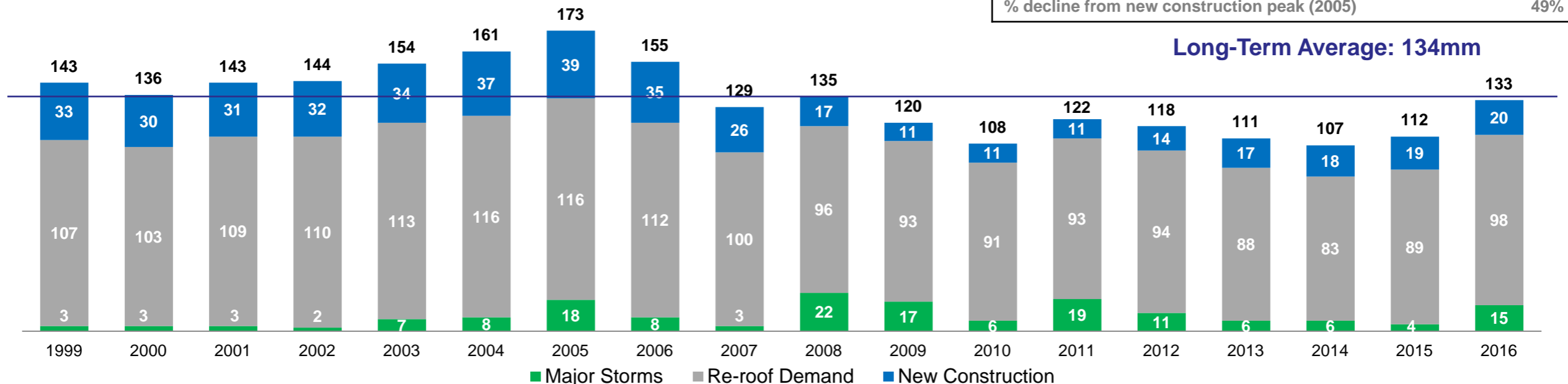
...And most owners are forced to invest in repairs...

94% of U.S. re-roofing demand is non-discretionary



...While roofing volume is still below long-term averages

U.S. Asphalt Shingle Market (Squares in mm)



Sources: Asphalt Roofing Manufacturers Association, Summary of Asphalt Roofing Industry Shipments. U.S. Census Bureau. National Association of Realtors existing home sales and Owens Corning management estimates. 3M, National Association of Home Builders.

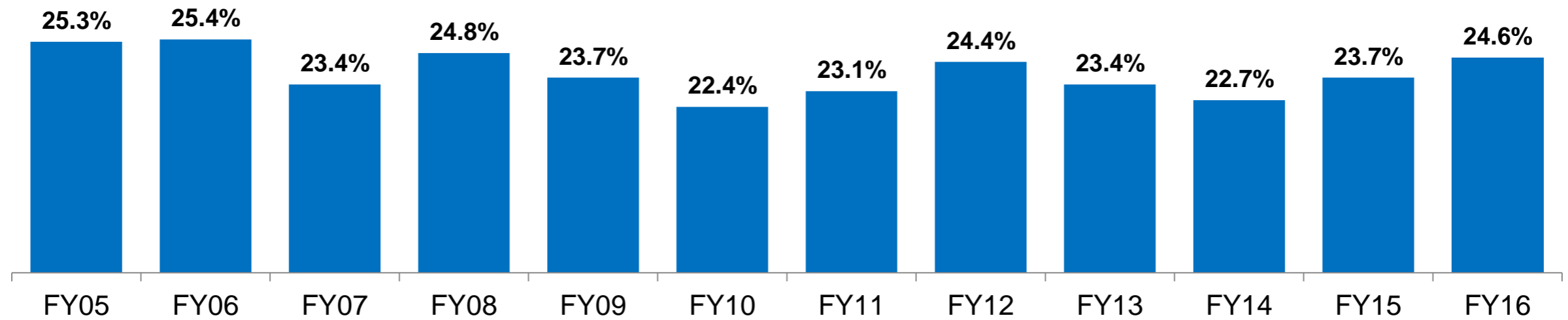
# Financial Overview



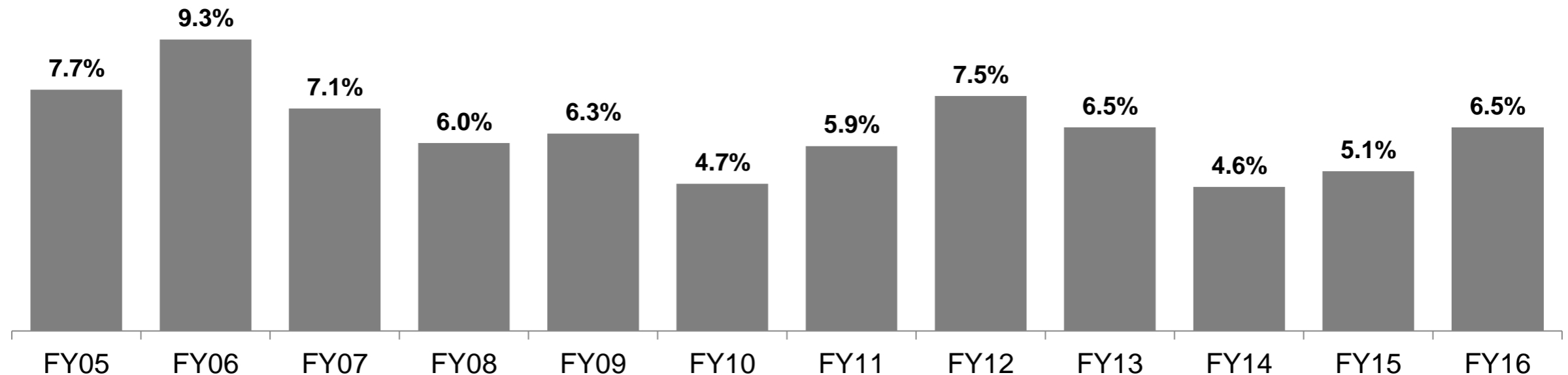
Beacon Roofing Supply

# Margin Analysis by Fiscal Year

## Existing Markets Gross Profit Margin



## Existing Markets Operating Income Margin\*



\*GAAP

# Financial Review



Beacon Roofing Supply

	Q2			YTD		
(\$, in millions)	2017	2016	Change	2017	2016	Change
<b>Net Sales</b>	<b>\$870.7</b>	<b>\$823.5</b>	<b>5.7%</b>	<b>\$1,872.9</b>	<b>\$1,800.0</b>	<b>4.0%</b>
<b>Gross Profit</b>	<b>\$204.5</b>	<b>\$195.8</b>	<b>4.4%</b>	<b>\$455.5</b>	<b>\$429.0</b>	<b>6.2%</b>
<i>% margin</i>	<b>23.5%</b>	<b>23.8%</b>	<b>-30 bps</b>	<b>24.3%</b>	<b>23.8%</b>	<b>+50 bps</b>
<b>Operating Income</b>	<b>(\$3.0)</b>	<b>\$3.9</b>	<b>Nm</b>	<b>\$43.9</b>	<b>\$30.7</b>	<b>42.9%</b>
<i>% margin</i>	<b>(0.3%)</b>	<b>0.5%</b>	<b>-80 bps</b>	<b>2.3%</b>	<b>1.7%</b>	<b>+60 bps</b>
<b>Net Income</b>	<b>(\$9.4)</b>	<b>(\$5.7)</b>	<b>Nm</b>	<b>\$11.1</b>	<b>\$1.4</b>	<b>691.6%</b>
<i>% margin</i>	<b>(1.1%)</b>	<b>(0.7%)</b>	<b>-40 bps</b>	<b>0.6%</b>	<b>0.1%</b>	<b>+50 bps</b>
<b>Diluted EPS</b>	<b>(\$0.16)</b>	<b>(\$0.10)</b>	<b>Nm</b>	<b>\$0.18</b>	<b>\$0.02</b>	<b>800.0%</b>
<b>Non-GAAP Financials</b>						
<b>Adjusted EPS<sup>1</sup></b>	<b>(\$0.04)</b>	<b>\$0.03</b>	<b>Nm</b>	<b>\$0.40</b>	<b>\$0.44</b>	<b>(9.1%)</b>
<b>Adjusted EBITDA<sup>2</sup></b>	<b>\$31.8</b>	<b>\$36.9</b>	<b>(13.8%)</b>	<b>\$111.8</b>	<b>\$110.3</b>	<b>1.4%</b>
<i>% margin</i>	<b>3.7%</b>	<b>4.5%</b>	<b>-80 bps</b>	<b>6.0%</b>	<b>6.1%</b>	<b>-10 bps</b>

(1), (2) Please see 8K filed on 5/4/2017 and the reconciliation tables at the end of this presentation

# Financially Positioned To Deliver On Growth



## **Ample Liquidity**

- Cash of \$10.0 million as of 3/31/2017
- Strong liquidity position with \$404.3 million of ABL availability as of 3/31/2017 for seasonal working capital needs and acquisitions

## **Conservative Capital Structure**

- Strong free cash flow
- Weighted Average Cost of Capital ~4.2%
- 3/31/17 LTM Net Debt Leverage ratio 3.0x

## **Minimal Capital Expenditures ... historical average 1.1% of sales**

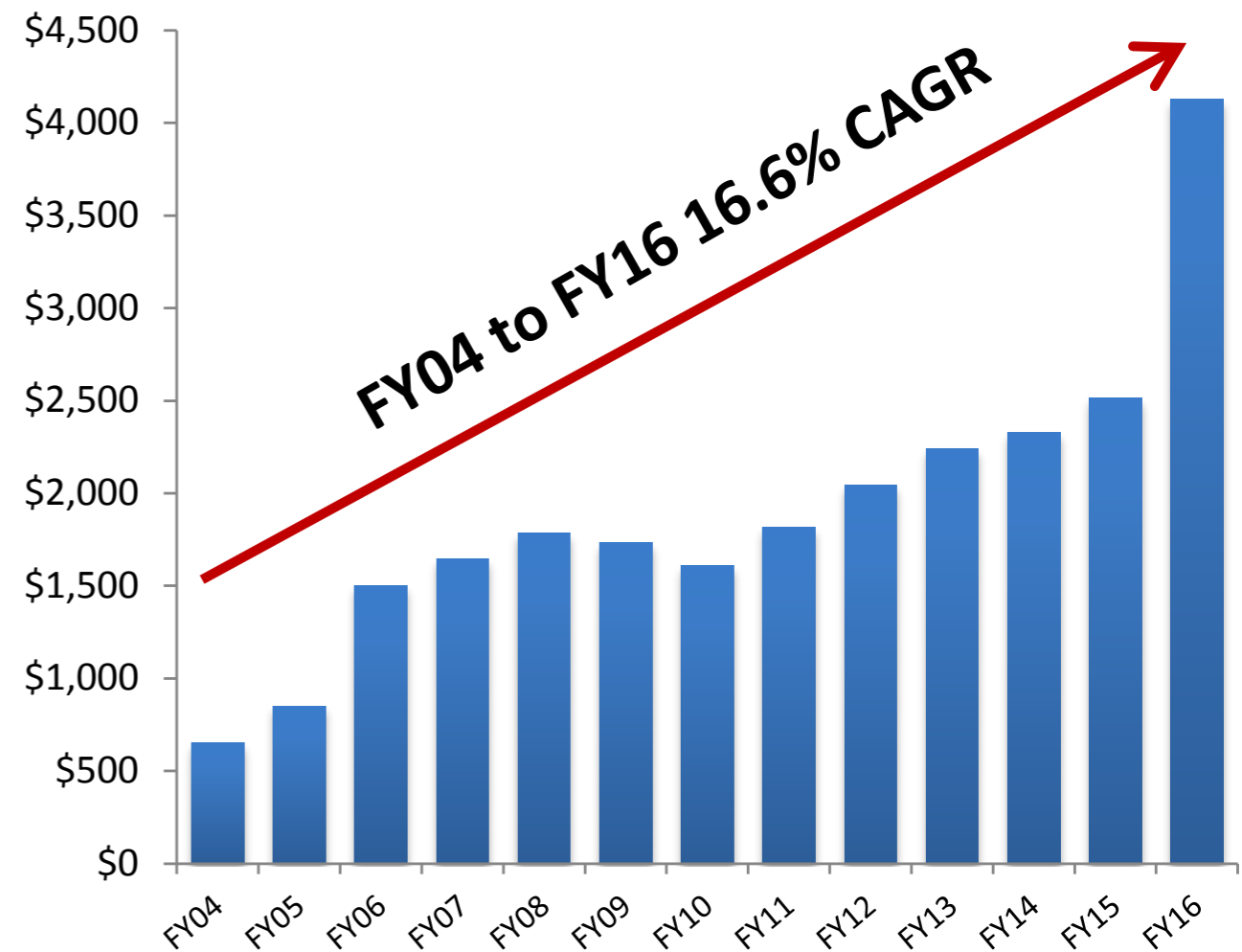
- \$17.4 million in FY12, \$26.1 million in FY13, \$37.2 million in FY14, and \$20.8 million in FY15, and \$26.3 million in FY16.

# Long-Term Revenue Growth Outlook

## Annual Sales Growth

Market Growth	3% - 6%
Market Outperformance	2% - 4%
Organic Growth	5% - 10%
+ Acquisitions	
= Total Long Term Sales Growth	

## Net Sales Since IPO





# Long Term Annual Financial Performance Objectives

<b>Organic Sales Growth</b>	<b>5.0% - 10.0%</b>
<b>Gross Margin</b>	<b>23.5% - 25.5%</b>
<b>Variable / Fixed Structure</b>	<b>60% / 40%</b>
<b>Adjusted EBITDA%</b>	<b>8% - 11%</b>



# Key Strategic Tenets

## Strong Investment Thesis

- Fragmented, but consolidating industry
- Significant advantages to size and scale
- Recurring base revenue stream (80% re-roof)
- Favorable cyclical characteristics
- Strong management team and Board
- Established growth strategy
- Proven acquisition integration process
- Customer focused operational execution

## Solid Financial Performance

- Net Sales CAGR ~17% since 2004
- Target organic sales growth of 5 -10%
- Target gross margin 23.5% - 25.5%
- SG&A leverage from 40% fixed cost structure
- Target adjusted EBITDA of 8 -11%
- Low capital expenditures of 0.8% -1.3%
- Debt/EBITDA reduced from 4.3X to 3.0X

# Beacon Roofing Supply

## A Company Of Substance



Beacon Roofing Supply

Fundamentals

Forecasting & Accountability

Routines



Beacon Roofing Supply, Inc.

### The Best Environment

NO FEAR

NO POLITICS

NO SECRETS

LEAN AND CLEAN

NO HIDDEN AGENDAS

CHERISH PEOPLE

HONESTY & INTEGRITY

WHEN ONE HURTS, WE ALL HELP



Beacon Roofing Supply, Inc.

### Beacon Business Values

#### Results Oriented

It is important to deliver on our promises.

#### Strong Work Ethic

Something to be admired.

#### Perseverance

Setbacks will occur, but this value will keep us focused on achieving our goals.

#### Passion

We love our business and our people.  
Passion for one's work is key to our success.

#### Frugality

We take care of the resources entrusted to us.  
Waste is not fair to those who trust us.

#### Credibility

We deliver on our commitments.  
We can be counted on!

#### Teamwork

We recognize that we depend on each other in all we do.

#### Discipline

No shortcuts. Before decisions are made, we have the discipline to research all the facts. We seek good advice before moving ahead.

Benchmarking

Culture

Excellent Track Record



# Appendix

# Reconciliation: Adjusted Net Income (loss) /Adjusted EPS

## Quarter-To-Date

(In millions)

	Three Months Ended March 31, 2017			Three Months Ended March 31, 2016		
	Actual	Non-GAAP Adjustments	Actual (Adjusted)	Actual	Non-GAAP Adjustments	Actual (Adjusted)
Net sales	\$ 870.7	\$ -	\$ 870.7	\$ 823.5	\$ -	\$ 823.5
Cost of products sold	666.2	-	666.2	627.8	-	627.8
Gross profit	204.5	-	204.5	195.7	-	195.7
Operating expense	207.5	(9.5)	198.0	191.9	(11.2)	180.7
Income (loss) from operations	(3.0)	9.5	6.5	3.9	11.2	15.1
Interest expense, financing costs and other	12.3	(1.6)	10.7	13.0	(1.2)	11.8
Income (loss) before provision for income taxes	(15.3)	11.1	(4.2)	(9.1)	12.4	3.3
Provision (benefit from) for income taxes	(5.9)	4.3	(1.6)	(3.4)	5.0	1.6
Net income (loss)	<u>\$ (9.4)</u>	<u>\$ 6.8</u>	<u>\$ (2.6)</u>	<u>\$ (5.7)</u>	<u>\$ 7.4</u>	<u>\$ 1.7</u>

### Reconciliation of EPS to Adjusted EPS:

EPS	\$ (0.16)	\$ (0.10)
Non-GAAP Adjustments per share impact	0.12	0.13
Adjusted EPS	<u>\$ (0.04)</u>	<u>\$ 0.03</u>

Adjusted Net Income (Loss) is defined as net income excluding certain non-recurring costs and the incremental amortization of acquired intangibles related to major acquisitions completed in fiscal years 2016 and 2017. We believe that Adjusted Net Income (Loss) is an operating performance metric that is useful to investors because it permits investors to better understand year-over-year changes in underlying operating performance. Adjusted net income per share or "Adjusted EPS" is calculated by dividing the Adjusted Net Income (Loss) for the period by the weighted-average diluted shares outstanding for the period.

Non-GAAP Adjustments are comprised entirely of non-recurring costs related to major acquisitions completed in fiscal years 2016 and 2017 - See "RSG and Other Fiscal 2016-2017 Acquisition Costs" slide for further detail.

While we believe Adjusted Net Income (Loss) and Adjusted EPS are useful measures for investors, these are not measurements presented in accordance with United States Generally Accepted Accounting Principles ("GAAP"). You should not consider Adjusted Net Income (Loss) or Adjusted EPS in isolation or as a substitute for net income and net loss per share or diluted earnings per share calculated in accordance with GAAP.

# Reconciliation: Adjusted Net Income (loss) /Adjusted EPS Year-To-Date

(In millions)

	Six Months Ended March 31, 2017			Six Months Ended March 31, 2016		
	Actual	Non-GAAP Adjustments	Actual (Adjusted)	Actual	Non-GAAP Adjustments	Actual (Adjusted)
Net sales	\$ 1,872.9	\$ -	\$ 1,872.9	\$ 1,800.0	\$ -	\$ 1,800.0
Cost of products sold	1,417.4	-	1,417.4	1,371.1	-	1,371.1
Gross profit	455.5	-	455.5	428.9	-	428.9
Operating expense	411.6	(18.6)	393.0	398.2	(36.9)	361.3
Income from operations	43.9	18.6	62.5	30.7	36.9	67.6
Interest expense, financing costs and other	25.8	(3.1)	22.7	29.3	(5.0)	24.3
Income before provision for income taxes	18.1	21.7	39.8	1.4	41.9	43.3
Provision for income taxes	7.0	8.4	15.4	0.1	17.0	17.1
Net income	<u>\$ 11.1</u>	<u>\$ 13.3</u>	<u>\$ 24.4</u>	<u>\$ 1.4</u>	<u>\$ 24.9</u>	<u>\$ 26.4</u>

## Reconciliation of EPS to Adjusted EPS:

EPS	\$ 0.18	\$ 0.02
Non-GAAP Adjustments per share impact	0.22	0.42
Adjusted EPS	<u>\$ 0.40</u>	<u>\$ 0.44</u>

Adjusted Net Income (Loss) is defined as net income excluding certain non-recurring costs and the incremental amortization of acquired intangibles related to major acquisitions completed in fiscal years 2016 and 2017. We believe that Adjusted Net Income (Loss) is an operating performance metric that is useful to investors because it permits investors to better understand year-over-year changes in underlying operating performance. Adjusted net income per share or "Adjusted EPS" is calculated by dividing the Adjusted Net Income (Loss) for the period by the weighted-average diluted shares outstanding for the period.

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## Reconciliation: Adjusted EBITDA

<i>(In millions)</i>	Three Months Ended March 31,		Six Months Ended March 31,		Trailing Twelve Months Ended September 30,
	2017	2016	2017	2016	2016
Net Sales	\$ 870.7	\$ 823.5	\$ 1,872.9	\$ 1,800.0	\$ 4,127.1
Net income (loss)	\$ (9.4)	\$ (5.7)	\$ 11.1	\$ 1.4	\$ 89.9
Acquisition costs	1.6	5.5	2.7	21.2	24.7
Interest expense, net	13.3	13.1	26.5	29.3	58.1
Income taxes	(6.0)	(3.4)	7.0	0.1	56.6
Depreciation and amortization	28.5	24.0	57.0	47.6	100.2
Stock-based compensation	3.8	3.5	7.6	10.7	17.7
Adjusted EBITDA	\$ 31.8	\$ 36.9	\$ 111.8	\$ 110.3	\$ 347.2
Adjusted EBITDA as a % of net sales	3.7%	4.5%	6.0%	6.1%	8.4%

Adjusted EBITDA is defined as net income plus interest expense (net of interest income), income taxes, depreciation and amortization, adjustments to contingent consideration, stock-based compensation and certain non-recurring costs from major acquisitions completed in fiscal years 2016 and 2017. We believe that Adjusted EBITDA is an operating performance measure that provides investors and analysts with a measure of operating results unaffected by differences in capital structures, capital investment cycles, and ages of related assets among otherwise comparable companies.

Acquisition costs reflect certain non-recurring charges related to major acquisitions completed in fiscal years 2016 and 2017 (excluding the impact of tax) that are not embedded in other balances of the table. Certain portions of the total acquisition costs incurred are included in interest expense, income taxes, depreciation and amortization, and stock-based compensation.

*While we believe Adjusted EBITDA is a useful measure for investors, it is not a measurement presented in accordance GAAP. You should not consider Adjusted EBITDA in isolation or as a substitute for net income, cash flows from operations, or any other items calculated in accordance with GAAP. In addition, Adjusted EBITDA has inherent material limitations as a performance measure. It does not include interest expense. Because we have borrowed money, interest expense is a necessary element of our costs. In addition, Adjusted EBITDA does not include depreciation and amortization expense. Because we have capital and intangible assets, depreciation and amortization expense is a necessary element of our costs. Adjusted EBITDA also does not include stock-based compensation, which is a necessary element of our costs because we make stock awards to key members of management as an important incentive to maximize overall company performance and as a benefit. Moreover, Adjusted EBITDA does not include taxes, and payment of taxes is a necessary element of our operations. Accordingly, since Adjusted EBITDA excludes these items, it has material limitations as a performance measure. We separately monitor capital expenditures, which impact depreciation expense, as well as amortization expense, interest expense, stock-based compensation expense, and income tax expense. Because not all companies use identical calculations, our presentation of Adjusted EBITDA may not be comparable to other similarly titled measures of other companies.*

## Reconciliation: Net Debt Leverage Ratio<sup>1</sup>

*(In millions)*

Gross total debt as of March 31, 2017	\$	1,064.7
Cash and cash equivalents as of March 31, 2017		(10.0)
<b>Net debt as of March 31, 2017</b>	<b>\$</b>	<b>1,054.7</b>
Adjusted EBITDA for the twelve months ended September 30, 2016	\$	347.2
Adjusted EBITDA for the six months ended March 31, 2017		111.8
	\$	459.0
Less:		
Adjusted EBITDA for the six months ended March 31, 2016		110.3
<b>Adjusted EBITDA for the twelve months ended March 31, 2017</b>	<b>\$</b>	<b>348.7</b>
<b>Net Debt Leverage Ratio as of March 31, 2017</b>	<b>\$</b>	<b>3.0</b>

<sup>1</sup> Net debt leverage ratio = Total debt, net of cash / Trailing 4 quarter Adjusted EBITDA