BEACON

JUNE 2021 INVESTOR PRESENTATION

DISCLOSURE NOTICE

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 Form 10-K for the fiscal year ended September 30, 2020. In addition, the forward-looking statements included in this presentation represent the Company's views as of the date of this presentation 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 United States Generally Accepted Accounting Principles (“GAAP"). The Company uses non-GAAP financial measures to evaluate financial performance, analyze underlying business trends and establish operational goals and forecasts that are used when allocating resources. The Company believes these non-GAAP financial measures permit investors to better understand changes over comparative periods by providing financial results that are unaffected by certain items that are not indicative of ongoing operating performance. While the Company believes these measures are useful to investors when evaluating performance, they are not prepared and presented in accordance with GAAP, and therefore should be considered supplemental in nature. The Company’s non-GAAP financial measures should not be considered in isolation or as a substitute for other financial performance measures presented in accordance with GAAP. These non-GAAP financial measures may have material limitations including, but not limited to, the exclusion of certain costs without a corresponding reduction of net income for the income generated by the assets to which the excluded costs relate. In addition, these non-GAAP financial measures may differ from similarly titled measures presented by other companies.

A reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measure can be found in the Appendix as well as Company’s latest Form 8-K, filed with the SEC on May 6, 2021.

BEACON

BEACON OVERVIEW

A leader in key metropolitan markets

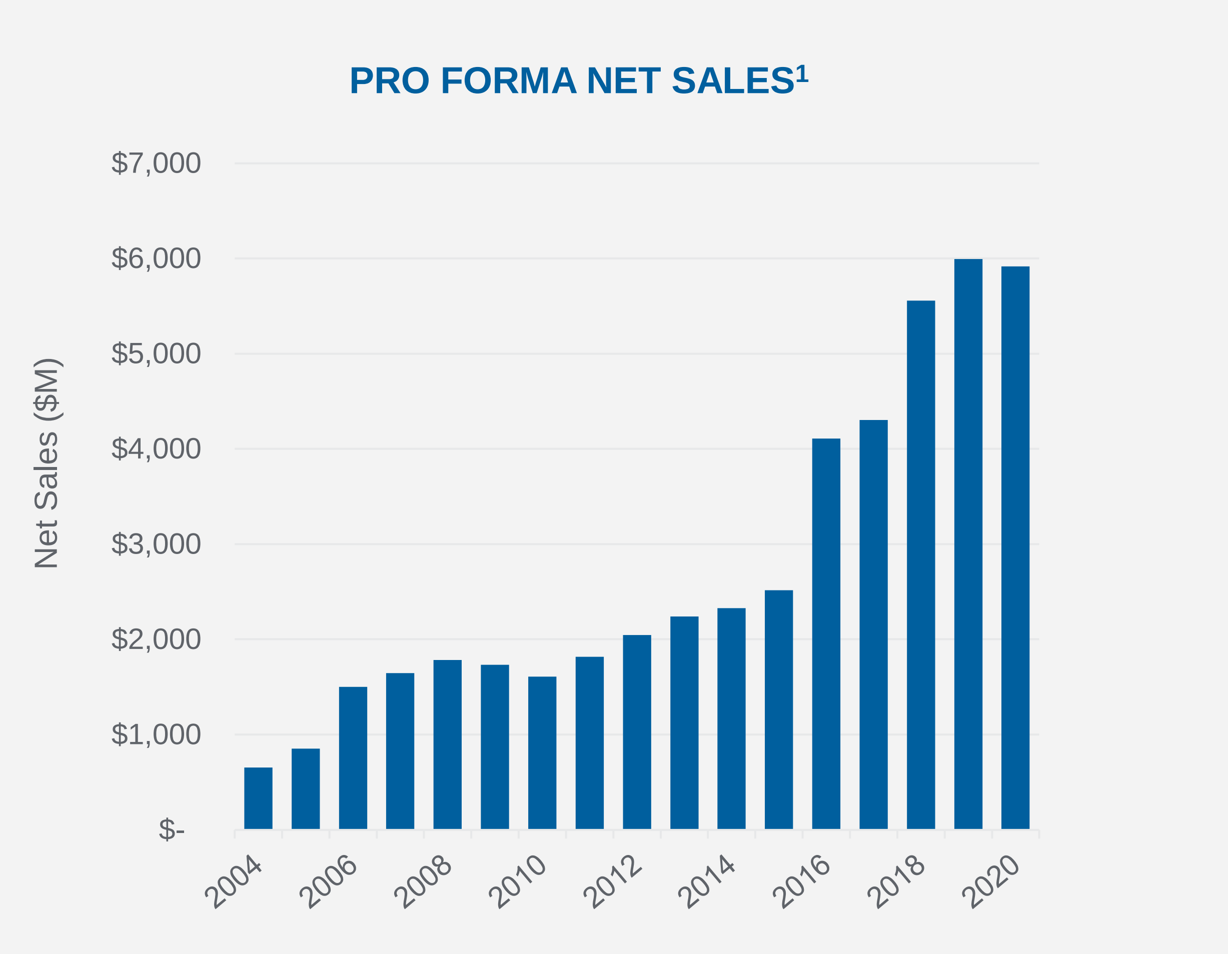
- **Over 400** branches in 50 US states and 6 Canadian provinces
- **90,000+** customers with a broad product offering of approximately **140,000** SKU's
- **Largest** publicly traded distributor of roofing products & complementary building materials

Strong long-term historical performance[1]

- Pro forma Sales CAGR (2004-2020) = **14.8%**
- Attractive history of operating cash flow generation

Focused growth since 2004 IPO

- Repair & Remodel fuels market demand (~**75-80%**)
- Expansion of same branch **growth initiatives**
- Opened **more than 90** new greenfield locations
- Completed **46** acquisitions
- Closed interiors **divestiture** February 2021



[1]Adjusted to reflect the interiors divestiture

LARGE STABLE MARKETS

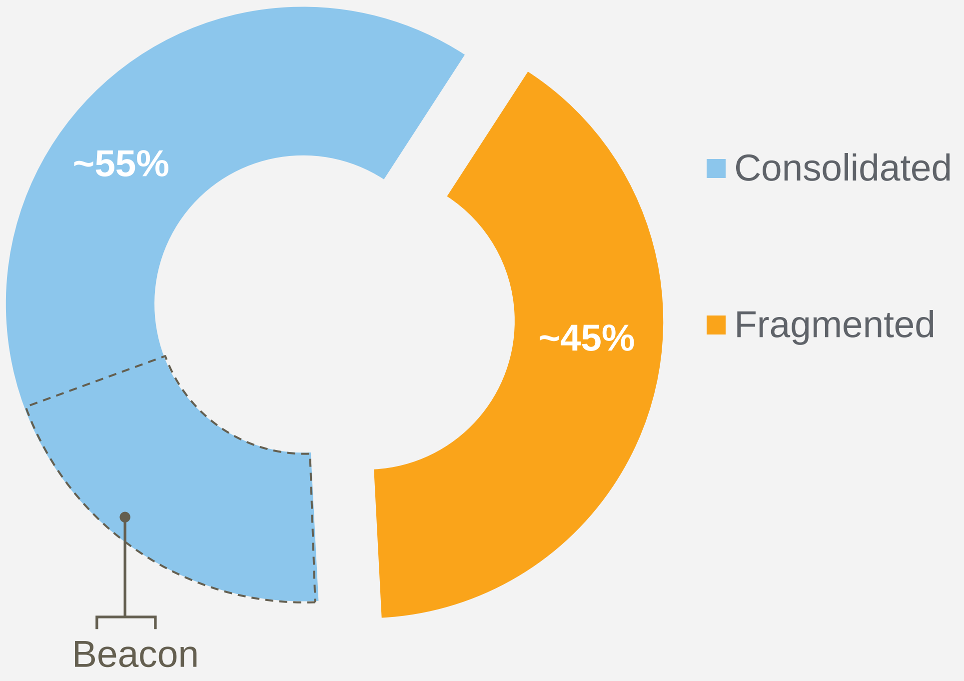
ROOFING PRODUCTS

- Estimated market size of ~$28 billion
- ~20% current share; 2nd largest distributor
- Beacon has historically been a leading industry consolidator

COMPLEMENTARY PRODUCTS

- Estimated market size ~$23 billion
- Fragmented with diverse markets and channels to customers

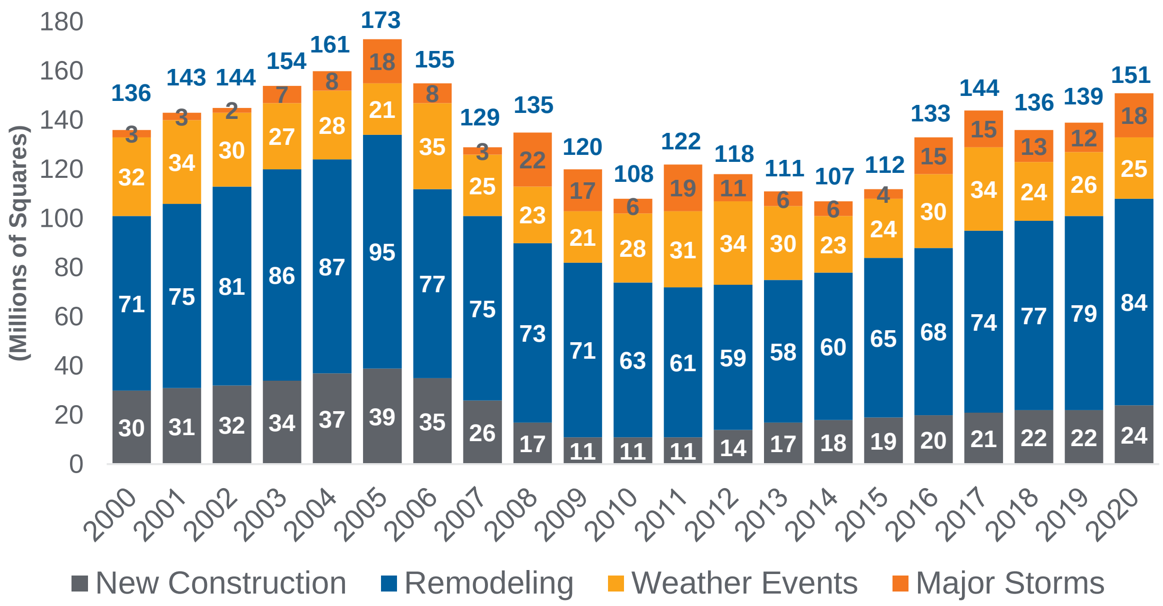
ROOFING PRODUCTS MARKET SHARE



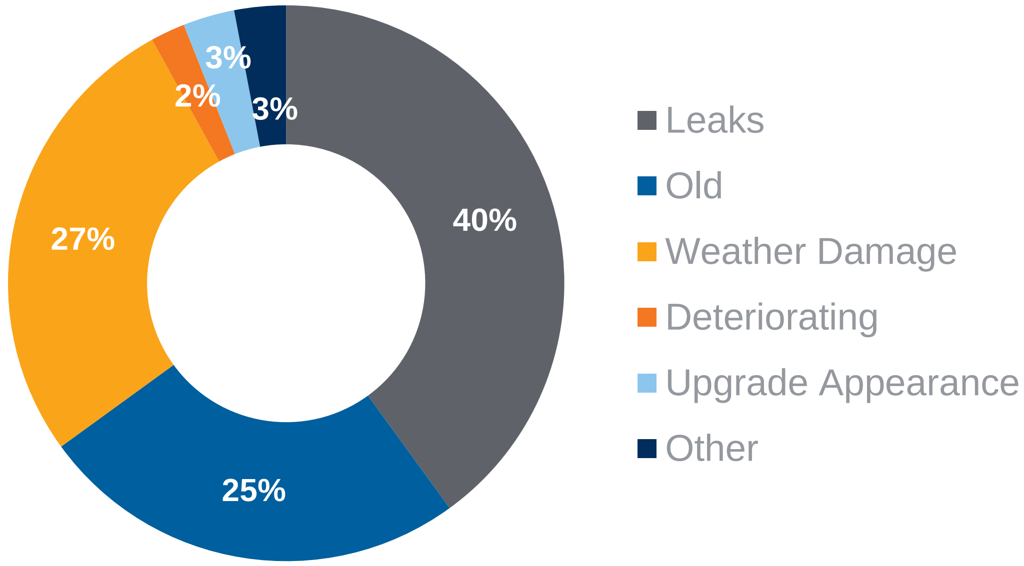
Sources: Company Estimates, ProSales

ROOFING MARKET STABILITY THROUGH THE CYCLE

US ASPHALT SHINGLE MARKET



DRIVERS OF RE-ROOFING DEMAND



- Re-roof demand remains below prior cycle peaks

- Re-roofing/repair represents **~80%** of roofing demand
- 94% of U.S. re-roofing demand is non-discretionary
- Insulated from broader economic conditions

Sources: Owens Corning, ARMA, 3M

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RESILIENT BUSINESS MODEL

- Public company history includes the housing market downturn (2006-2012), the Great Recession (2008-2009) and the COVID-19 pandemic (2020-)
- Experienced four fiscal year organic sales single-digit declines in sixteen years, with two of these down only LSD; reflects the consistency of a highly recurring sales-driven business model
- Operating cash flow has been positive each of the past sixteen fiscal years

NEW LEADERSHIP TEAM MANAGING STRATEGIC SHIFT

Phil Knisely
CHAIRMAN

Named Chairman of Board in February 2020

Beacon Director since 2015; CD&R operating partner

Julian Francis
CEO

Joined in August 2019

Former President, Owens Corning – Insulation Division

Frank Lonegro
CFO

Joined in April 2020

Former CFO, CSX Corporation

Christine Reddy
GC

Joined in April 2021

Former Deputy General Counsel, Fannie Mae

Sean McDevitt
CHRO

Joined in May 2021

Former HR executive at PepsiCo and Apple Leisure Group

Jonathan Bennett
CCO

Joined in June 2021

Former merchandising executive at Home Depot, Interline and Total Wine

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STRATEGIC INITIATIVES

Organic Growth

- Strategic coaching, training and support for sales organization
- Over 1.2M exteriors customer contacts in FY2020
- Higher selling activity continues to drive organic growth in H1'21

Digital Platform

- Most complete digital offering within building products distribution
- Important value-add for customers
- Q2'21 exit rate for digital increased to >15% of net sales

Beacon OTC® Network

- Raise customer service levels
- Accelerate talent development in field ops
- Opportunity for $50-100M inventory reduction
- Reduction in driver hours and fuel gallons per delivered order

Branch Operating Performance

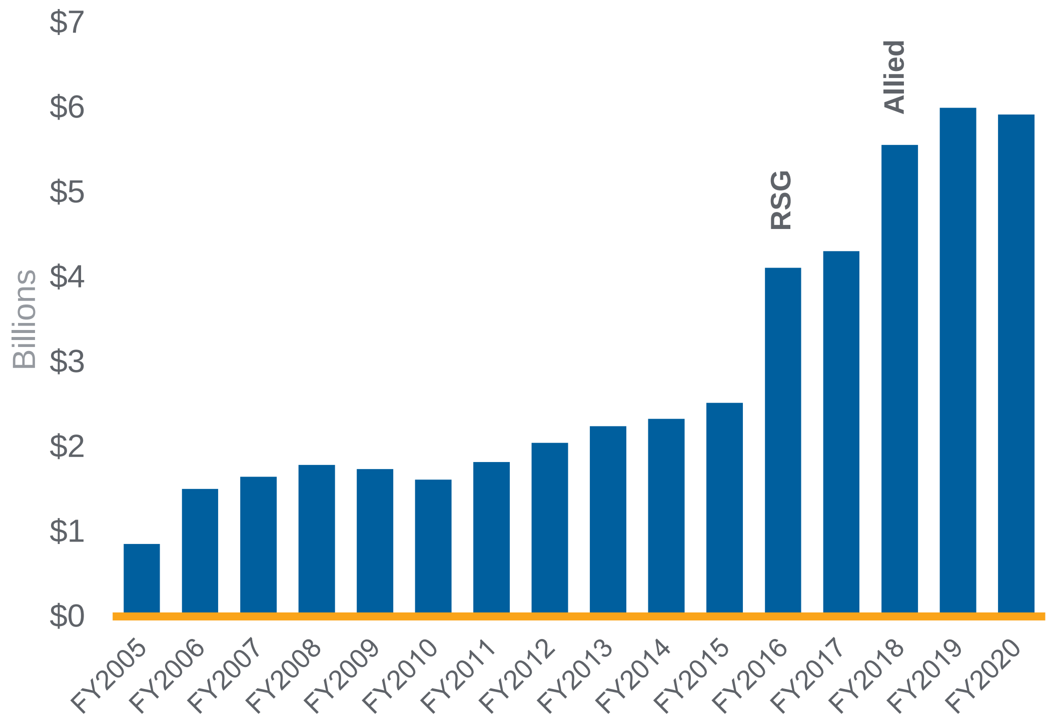
- Improve operating performance of lowest quintile branches
- Drive operating efficiencies across network
- Now expect to deliver more than $30M improvement in FY'21

Strategies focused on sales outperformance and operational execution yielding benefits

Underlined items show historical/estimated impact within exteriors only; disclosures previously included exteriors and interiors

ORGANIC GROWTH FOCUS

PRO FORMA NET SALES[1]



HISTORY

- Long-term history (2006-2015) of organic sales growth in excess of market
- Two large acquisitions helped move sales from ~$2.5B to ~$6B from 2015 to 2020
- Completion of large acquisition integrations and new leadership team driving organic growth focus
- Divestiture of interiors business early 2021; improves financial flexibility and shifts focus entirely to exteriors

CURRENT ACTIONS

- Improved selling effectiveness through CRM optimization
- Established goals for daily customer interactions
- Aligned sales outbound calling and marketing campaigns
- Increased sales force training and coaching
- Expanded digital capabilities and customer adoption

[1]Adjusted to reflect the interiors divestiture

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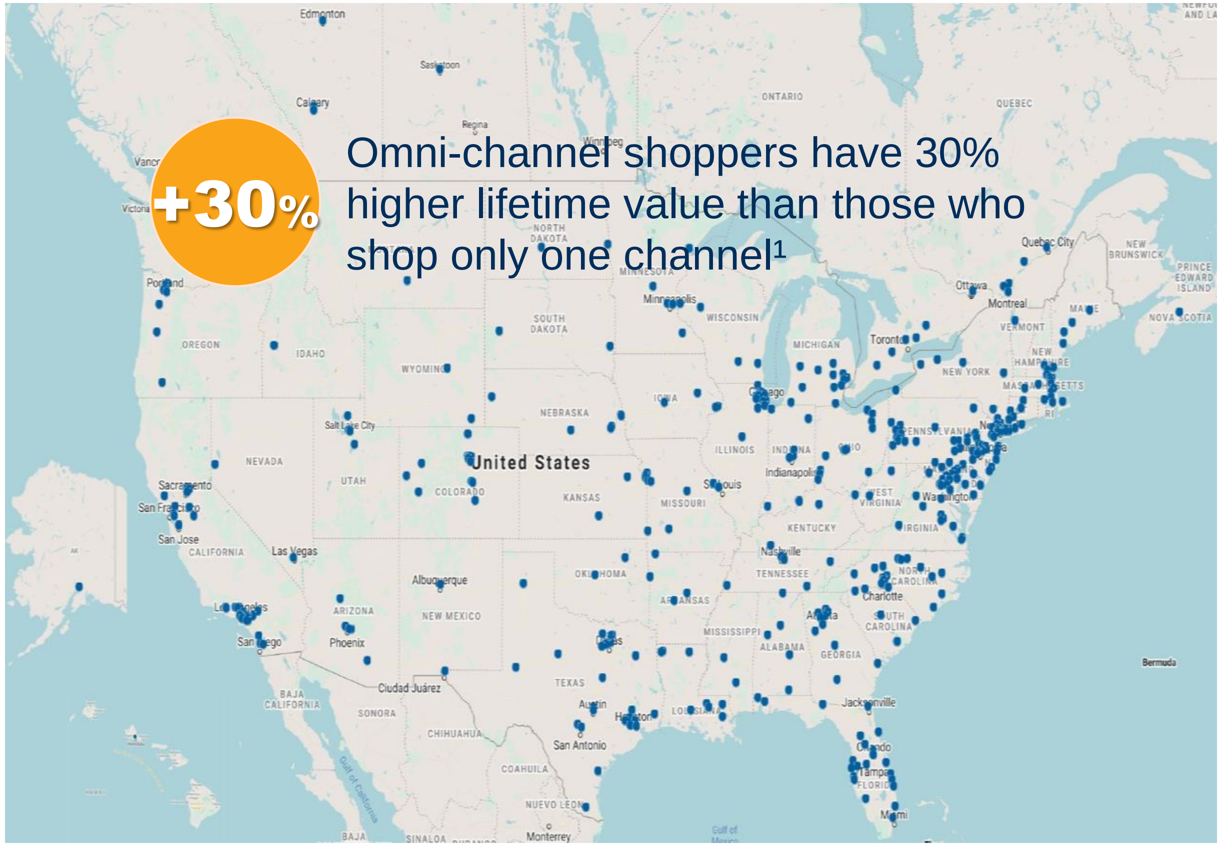
OMNI-CHANNEL APPROACH

EXPANDED MARKET PRESENCE AND INDUSTRY LEADING OMNI-CHANNEL EXPERIENCE

400+ Branch Locations

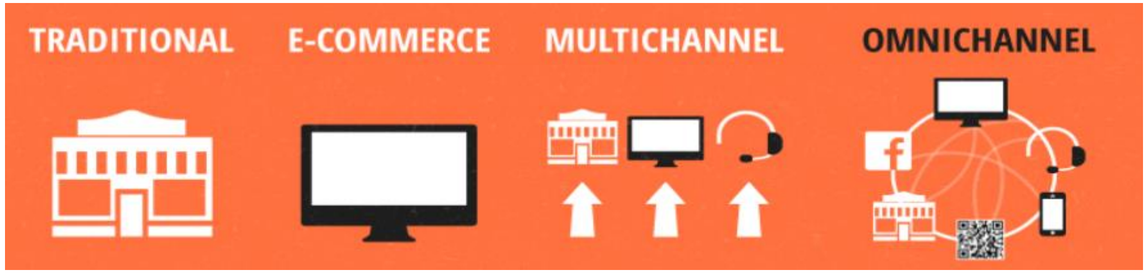


+30%

Omni-channel shoppers have 30% higher lifetime value than those who shop only one channel[1]

Pro+ Digital Suite

BEACON 3D+ | BEACON PRO+ | DELIVERY TRACKING



[1]Source: IDC (2015)

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WHY PROS CHOOSE BEACON

CUSTOMER ENGAGEMENT THAT DRIVES CUSTOMER RETENTION AND INNOVATION

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BEACON OTC® (ON TIME & COMPLETE) OVERVIEW

NETWORK OF BRANCHES SHARING RESOURCES AND SYSTEMS FOR AN OPTIMAL DELIVERY EXPERIENCE

Phased approach to implementation

- Market driven P&L and leadership role assigned
- Centralized dispatch (finalizing)
- Selective hub implementation (in progress)
- Development of sales centers (in progress)
- Network optimization (continuous)

Customer benefits

- Improved delivery timetables
- Shipment notification by text/email
- Consistent end-to-end customer experience

Beacon benefits

- Enhances sales growth
- Improves operating cost leverage
- More efficient use of fleet
- Targeting $50-100 million LT inventory reduction

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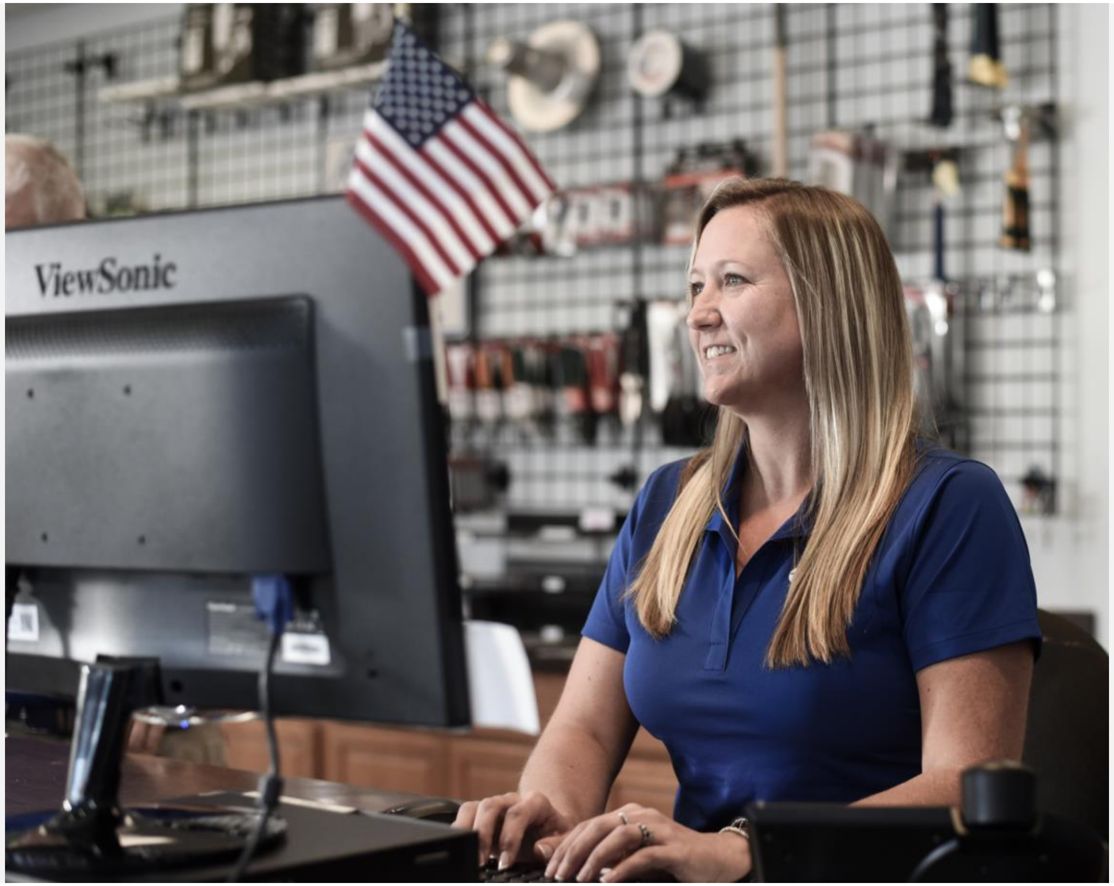
ENHANCE BRANCH OPERATING PERFORMANCE

FOCUS ON IMPROVING LOWEST QUINTILE BRANCHES

- Targeting more than $30 million incremental operating profit enhancement in FY2021
- Dashboarding and communication rhythms that enable high level assessment & detailed branch diagnostics
- Lowest quintile branches produced more than $20M operating margin improvement FY2020
  - Improved sales performance
  - Product mix shift benefits
  - Focused efforts on raising ecommerce activity
  - Higher private label adoption
  - Operating cost improvement



SECOND QUARTER 2021 REVIEW

Record second quarter net sales and Adjusted EBITDA
- Q2 results driven by strong residential sales, gross margin expansion and favorable operating leverage

Total net sales up ~10%, sales per day up ~12%
- Double-digit growth driven by residential and complementary strength and higher pricing
- Non-residential roofing improved sequentially; YoY growth turned positive in March

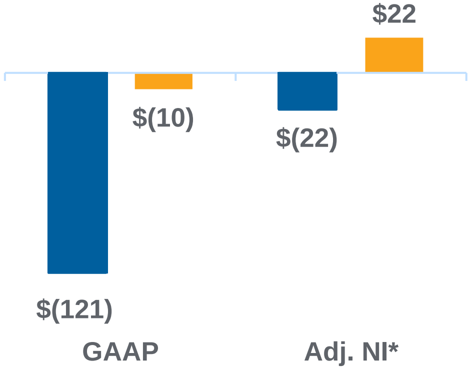
Gross margins up 270 bps YoY to 25.3%
- Positive price-cost from price increase execution & timing benefits
- Favorable mix with significant residential growth

Operating leverage supported by productivity gains and cost discipline
- Labor and fleet productivity evident in operating expense results

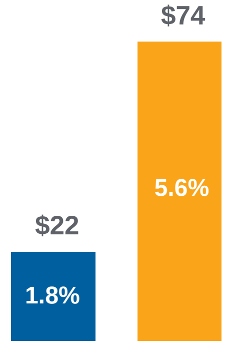
Update on key transformational items
- Successfully closed Interior Products divestiture
- Launched significant refinancing transactions**
- Filled key leadership positions with additions of GC, CHRO and CCO**

Q2 2020 | Q2 2021

Net Income from Continuing Ops. ($M)



Adj. EBITDA* ($M)

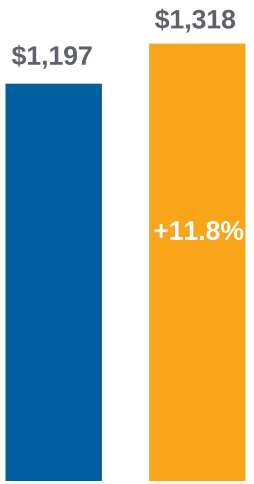


Strong demand environment, pricing execution and operating leverage drove record Q2 performance

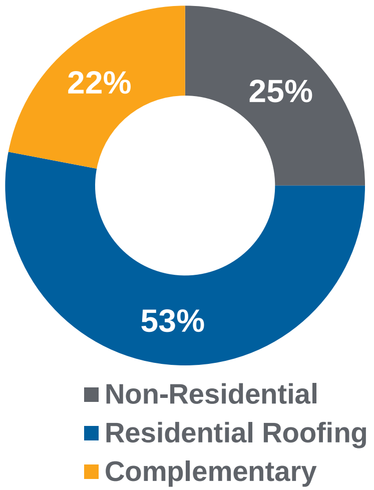
*Non-GAAP measure; see Appendix for definition and reconciliation **Financing transactions and leadership moves executed in April & May '21
Note: All quarterly information and comparisons reflect Continuing Operations

Q2 SALES AND MIX

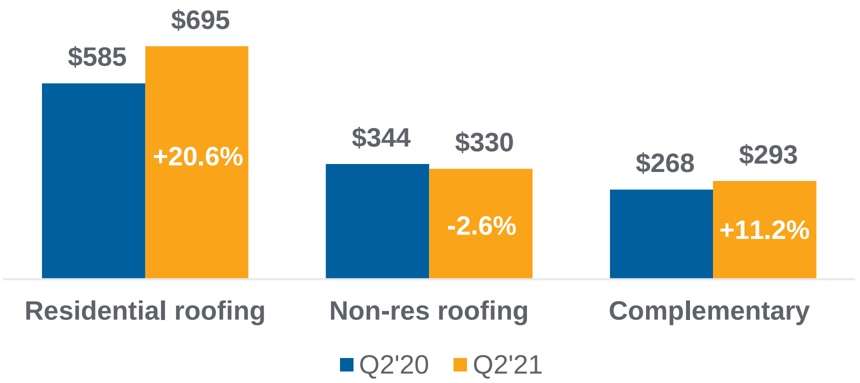
Net Sales ($M)*



Sales by Product



Net Sales by Product Category ($M)*

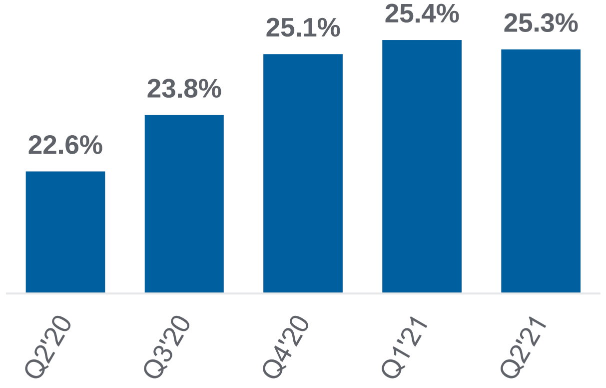


- Sales per day growth of ~12% driven by strong demand from residential and complementary categories
- End market mix: ~70% res and ~30% non-res
- Residential roofing sales per day up ~21% driven by higher demand from both re-roofing & new construction as well as favorable price execution
- LSD non-res roofing decline continued to narrow, with strong finish to the quarter
- Complementary sales per day up ~11% with ~80% exposure to residential markets

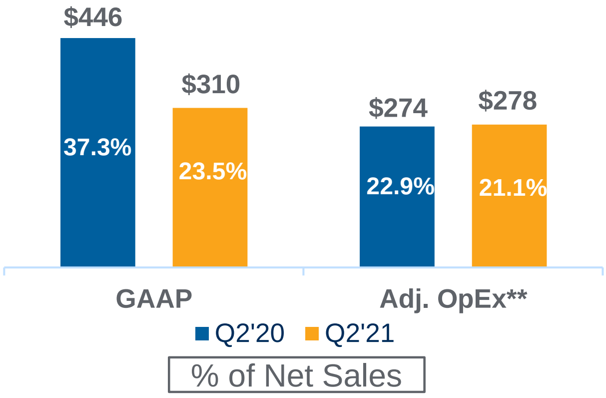
*Percentages adjusted for one less selling day in Q2'21 as compared to Q2'20

MARGIN & EXPENSE

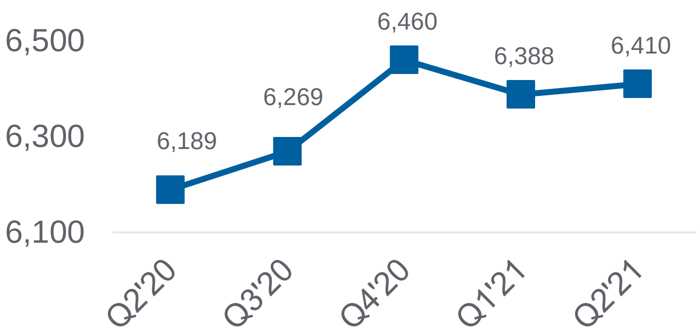
Gross Margin



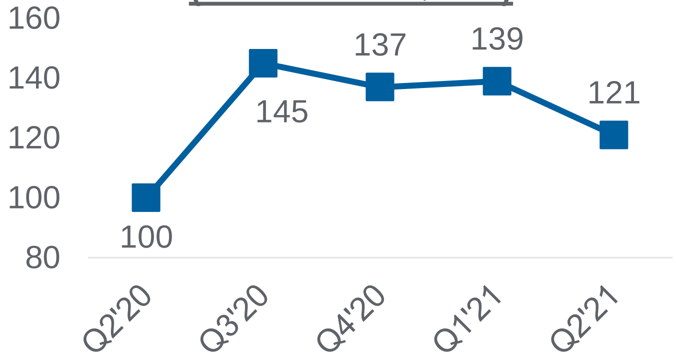
Operating Expense ($M)*



Quarter Ending Headcount



Sales Per Hour Worked*
(Indexed to Q2'20)



- Gross margin +270 bps YoY
  - Price-cost ~230 bps favorable
  - Successful August & February shingle increases; timing benefit
  - Positive line of business mix
- $4M increase in YoY Adj. OpEx**
  - Modest headcount additions vs COVID-impacted Q2'20
  - Labor & fleet productivity, reduced T&E spend
  - Higher incentive comp
- Cost discipline, higher sales yielded 180 bps reduction in Adj. OpEx** as % of sales

*$ include one less payroll day in Q2'21 vs. Q2'20 **Non-GAAP measure; see Appendix for definition and reconciliation
***Hours worked reflect all company-wide hourly employees, but exclude salaried/commission-based personnel
Note: All quarterly information and comparisons reflect Continuing Operations

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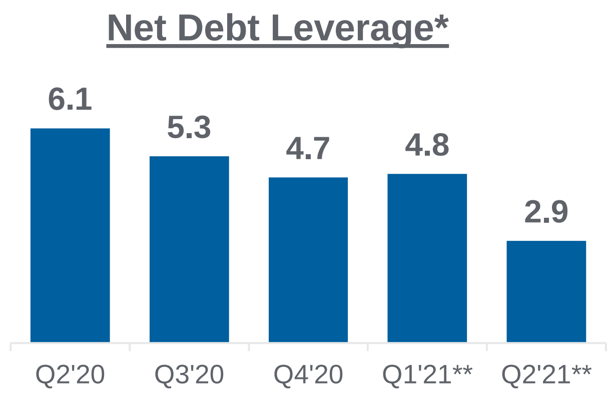
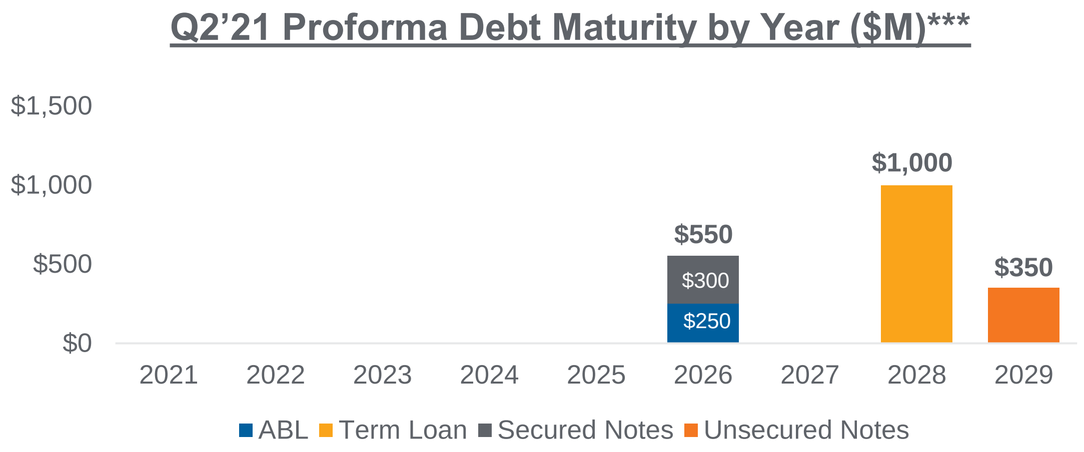
STRENGTHENED FINANCIAL FLEXIBILITY





- Reduced gross debt by $1.4B YoY
  - Including ~$600M from ~$750M after-tax Interior Products sale proceeds
- Q2’21 Net Debt Leverage* of <3.0x
  - Expect additional ~$200M gross paydown as a result of refinancing
  - Ample ability to invest for growth
- Comprehensive refinancing completed in May
  - Extends weighted average maturities by ~3 years to ~7 years
  - No meaningful debt due until 2026
  - Significantly reduces cash interest expense going forward
  - Significantly improves financial flexibility and staggers maturities
  - Economic payback period <1.5yrs

*Non-GAAP measure; see Appendix for definition and reconciliation **TTM Q1’21 & Q2’21 Adj EBITDA figures are continuing operations; prior quarters are combined operations ***Maturities shown Q2’21 proforma for financing transactions executed in April & May ’21 and excludes amortization

FISCAL 2021 OUTLOOK[1]

Near-Term Expectations

- Expect Q3 total net sales to increase mid-to-high teens
  - Strong residential demand, recovering commercial markets
  - Inflationary environment, especially in residential products
  - COVID impacted prior year comparable (April sales per day up ~40% YoY)
- Q3 gross margins expected at ~25.8% (prior year = 23.8%)
  - Successful April pricing execution, timing benefit and favorable mix

Fiscal 2021 Perspective

- Total Net Sales expected to be up LDD
  - Robust residential strength and pricing execution
  - April price increase expected to be successfully implemented in Q3; June/July increase likely
  - Non-res expected to improve as COVID impact fades and sentiment improves
- Raising FY2021 Adj. EBITDA[2] to $560-585M
  - Focus on leveraging strong residential backdrop, price execution and productivity

[1]Fiscal 2021 Outlook was given in connection with Beacon's Q2'21 earnings release and presentation, and speaks only as of May 6, 2021
[2]Non-GAAP measure; see Appendix for definition and reconciliation
Note: All quarterly information, forecasts and comparisons reflect Continuing Operations

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APPENDIX

RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

FY2020-2021 RESULTS BY QUARTER (CONTINUING OPERATIONS)

($M)	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Net sales	$ 1,415.3	$ 1,197.1	$ 1,549.3	$ 1,755.0	$ 1,576.5	$ 1,318.0
Gross profit	$ 340.1	$ 270.4	$ 368.7	$ 441.3	$ 399.7	$ 332.8
Gross margin %	24.0%	22.6%	23.8%	25.1%	25.4%	25.3%
Adjusted Operating Expense						
Operating expense	$ 321.1	$ 446.1	$ 293.5	$ 324.9	$ 304.6	$ 310.0
Acquisition costs	(36.0)	(28.5)	(32.5)	(31.9)	(26.6)	(26.0)
Restructuring costs*	—	(143.5)	(1.1)	(0.4)	(1.9)	(5.3)
COVID-19 impacts	—	—	(3.4)	(0.8)	(0.3)	(0.5)
Adjusted Operating Expense	$ 285.1	$ 274.1	$ 256.5	$ 291.8	$ 275.8	$ 278.2
Operating expense % of sales	22.7%	37.3%	18.9%	18.5%	19.3%	23.5%
Adjusted Operating Expense % of sales	20.1%	22.9%	16.6%	16.6%	17.5%	21.1%
Adjusted EBITDA						
Net income (loss) from continuing operations	$ (24.0)	$ (121.4)	$ (4.1)	$ 68.2	$ 47.4	$ (10.5)
Interest expense, net	34.7	35.7	35.3	32.7	31.3	29.6
Income taxes	(10.1)	(77.9)	44.1	16.9	17.7	(4.8)
Depreciation and amortization*	47.9	183.2	45.0	43.9	39.4	42.2
Stock-based compensation	4.8	4.4	3.3	3.5	3.8	4.2
Acquisition costs	3.9	(2.9)	1.6	1.8	1.1	0.7
Restructuring costs	19.7	1.0	2.0	1.2	1.9	12.5
COVID-19 impacts	—	—	3.4	0.8	0.3	0.5
Adjusted EBITDA	$ 76.9	$ 22.1	$ 130.6	$ 169.0	$ 142.9	$ 74.4
Net income (loss) % of sales	(1.7%)	(10.1%)	(0.3%)	3.9%	3.0%	(0.8%)
Adjusted EBITDA % of sales	5.4%	1.8%	8.4%	9.6%	9.1%	5.6%

We define Adjusted Operating Expense as operating expense (as reported on a GAAP basis) excluding the impact of amortization, acquisition costs, restructuring costs, and costs directly related to the COVID-19 pandemic.

We define Adjusted EBITDA as net income (loss) from continuing operations excluding the impact of interest expense (net of interest income), income taxes, depreciation and amortization, stock-based compensation, acquisition costs, restructuring costs, and costs directly related to the COVID-19 pandemic.

* Q2 2020 amounts include the impact of non-cash accelerated intangible asset amortization of $142.6 million related to the write-off of certain trade names in connection with the Company's rebranding efforts.

For additional information see our latest Form 8-K, filed with the SEC on May 6, 2021.

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RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

NET DEBT LEVERAGE

($M)	March 31, 2020	June 30, 2020	September 30, 2020	December 31, 2020	March 31, 2021
Gross total debt	$ 3,576.8	$ 3,419.8	$ 2,818.3	$ 2,714.7	$ 2,135.5
Less: cash and cash equivalents	(781.2)	(1,018.4)	(624.6)	(461.4)	(619.3)
Net debt	$ 2,795.6	$ 2,401.4	$ 2,193.7	$ 2,253.3	$ 1,516.2
Adjusted EBITDA*					
Q3 2019	$ 157.8	$ —	$ —	$ —	$ —
Q4 2019	169.1	169.1	—	—	—
Q1 2020	94.3	94.3	94.3	—	—
Q2 2020	38.9	38.9	38.9	22.1	—
Q3 2020	—	147.5	147.5	130.6	130.6
Q4 2020	—	—	190.9	169.0	169.0
Q1 2021	—	—	—	142.9	142.9
Q2 2021	—	—	—	—	74.4
TTM Adjusted EBITDA	$ 460.1	$ 449.8	$ 471.6	$ 464.6	$ 516.9
Net Debt Leverage	6.1x	5.3x	4.7x	4.8x	2.9x

We define Net Debt Leverage as gross total debt less cash, divided by Adjusted EBITDA for the trailing four quarters.

* Historical quarterly Adjusted EBITDA totals used in the calculation of Net Debt Leverage are presented on an as-reported basis, therefore the calculations for the periods ended March 31, June 30, and September 30, 2020 are based on Adjusted EBITDA from combined operations (see slide 16 for reconciliations). Beginning with the period ended December 31, 2020, the Company began presenting its Interior Products business as discontinued operations, therefore the calculations of Net Debt Leverage for the periods ended December 31, 2020 and March 31, 2021 are based on Adjusted EBITDA from continuing operations (see slide 21 for reconciliations).

RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

FY2019-2020 RESULTS BY QUARTER (COMBINED OPERATIONS)

($M)	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Net income (loss)	$ 31.0	$ 27.4	$ (23.4)	$ (122.6)	$ (6.7)	$ 71.9
Interest expense, net	40.2	38.4	34.7	35.6	35.3	32.7
Income taxes	5.2	20.8	(9.6)	(81.8)	46.6	18.1
Depreciation and amortization*	69.4	69.5	63.9	204.9	61.8	60.6
Stock-based compensation	4.6	3.5	5.2	4.7	3.5	3.8
Acquisition costs	5.7	3.8	3.8	(2.8)	1.6	1.8
Restructuring costs	1.7	5.7	19.7	0.9	2.0	1.2
COVID-19 impacts	—	—	—	—	3.4	0.8
Adjusted EBITDA (Combined)	$ 157.8	$ 169.1	$ 94.3	$ 38.9	$ 147.5	$ 190.9

This table is presented for purposes of reconciling Adjusted EBITDA amounts utilized in the calculation of Net Debt Leverage for historical periods presented on slide 22.

We define Adjusted EBITDA as net income (loss) excluding the impact of interest expense (net of interest income), income taxes, depreciation and amortization, stock-based compensation, acquisition costs, restructuring costs, and costs directly related to the COVID-19 pandemic.

* Q2 2020 amounts include the impact of non-cash accelerated intangible asset amortization of $142.6 million related to the write-off of certain trade names in connection with the Company's rebranding efforts.

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RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

FY2021 GUIDANCE: ADJUSTED EBITDA

($M)	Year Ending September 30, 2021		
	Low		High
Net income (loss)	$ 176		$ 195
Income taxes	62		68
Interest expense, net		120	
Depreciation and amortization		162	
Stock-based compensation		15	
Adjusting items*		25	
Adjusted EBITDA	$ 560		$ 585

*Composed of Acquisition costs, Restructuring costs and COVID-19 impacts.

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