BEACON

DECEMBER 2021 INVESTOR PRESENTATION

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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. In addition, oral statements made by our directors, officers and employees to the investor and analyst communities, media representatives and others, depending upon their nature, may also constitute forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate strictly to historic or current facts and often use words such as "anticipate," "estimate," "expect," "believe," "will likely result," "outlook," "project" and other words and expressions of similar meaning. Investors are cautioned not to place undue reliance on forward-looking statements. 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, 2021 and subsequent filings with the U.S. Securities and Exchange Commission. The Company may not succeed in addressing these and other risks. Consequently, all forward-looking statements in this presentation are qualified by the factors, risks and uncertainties contained therein. 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 December 1, 2021.

BEACON OVERVIEW

A leader in key metropolitan markets

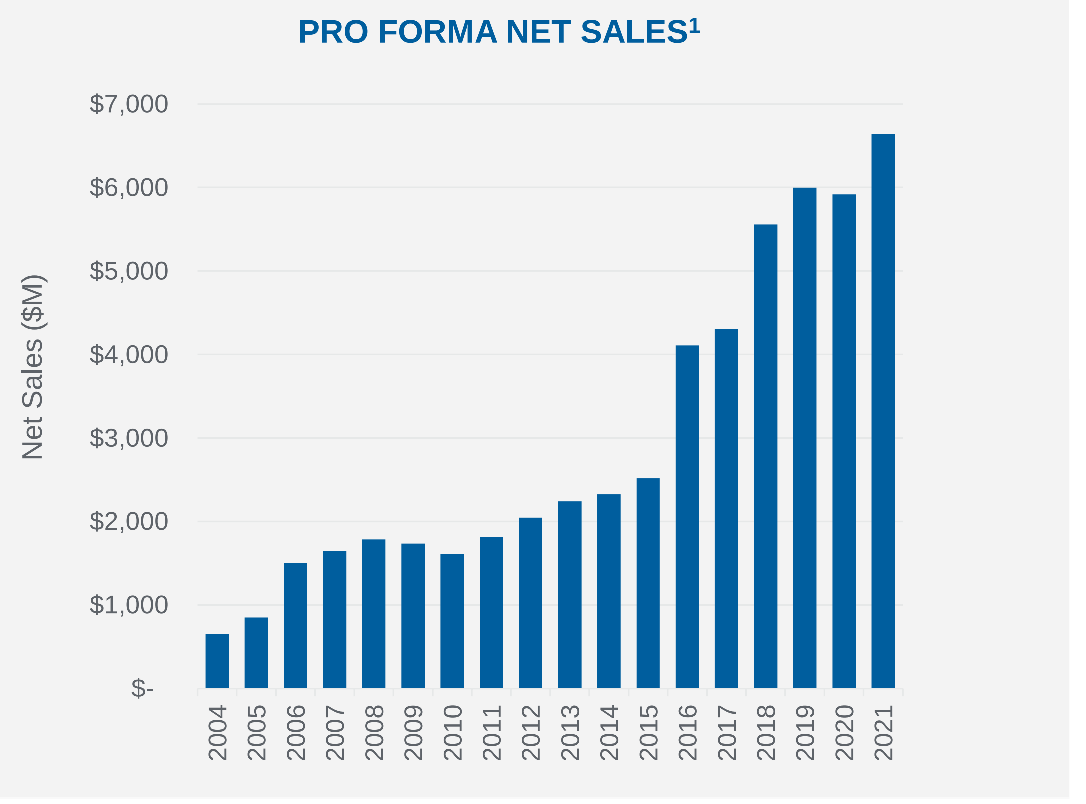
- **Over 400** branches in 50 US states and 6 Canadian provinces
- **90,000+** customers with a broad product offering of approximately **140,000** SKU's
- **Largest** publicly traded distributor of roofing products & complementary building materials

Strong long-term historical performance[1]

- Pro forma Sales CAGR (2004-2021) = **14.6%**
- 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 **47** acquisitions
- Closed interiors and solar business **divestitures** in 2021



[1]All years shown are fiscal ending 9/30 and adjusted to reflect the interiors divestiture

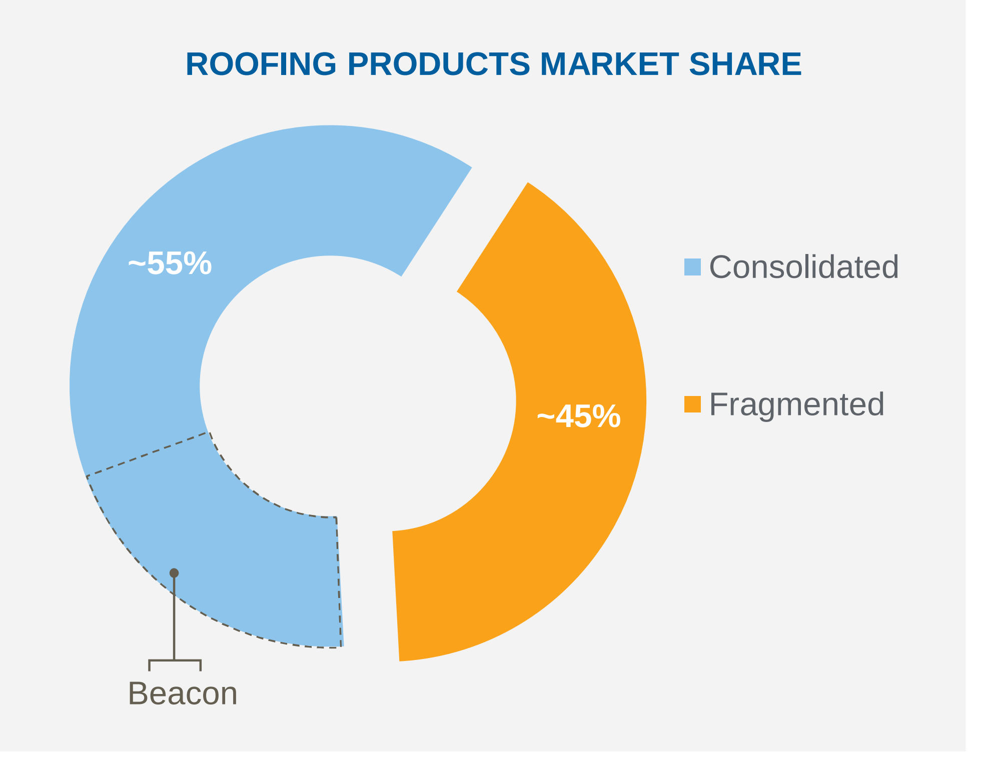
LARGE STABLE MARKETS

ROOFING PRODUCTS

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

COMPLEMENTARY PRODUCTS

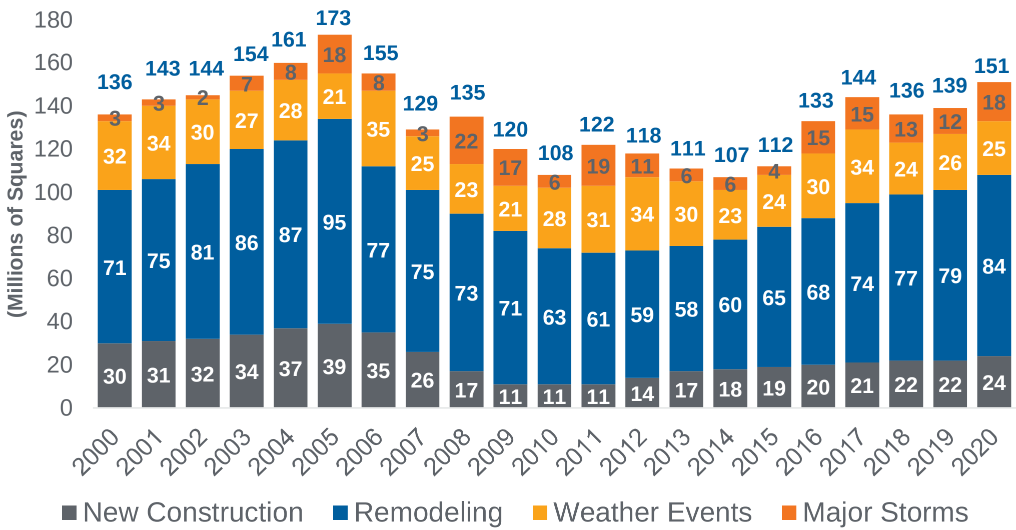
- Estimated market size ~$23 billion
- Fragmented with diverse markets and channels to customers



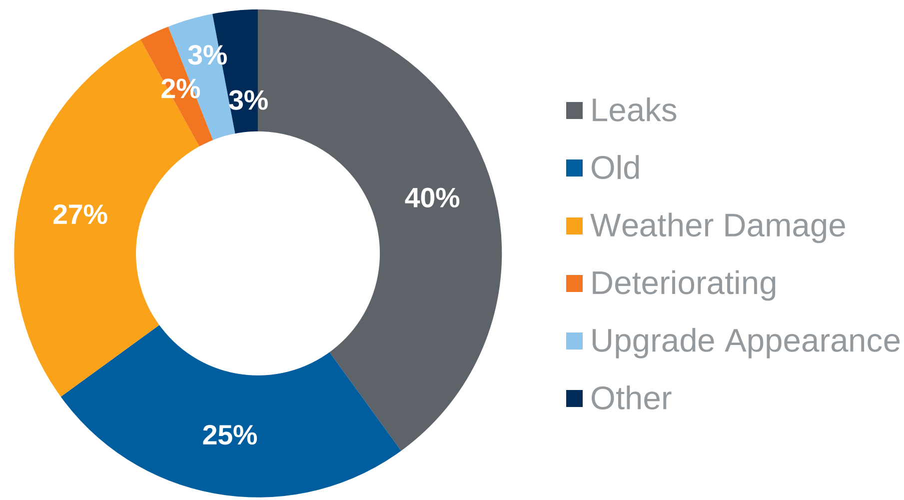
Sources: Company Estimates, ProSales

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

*All years shown are calendar

Sources: Owens Corning, ARMA, 3M

BEACON

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 seventeen 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 seventeen fiscal years

BEACON

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

STRATEGIC INITIATIVES

Organic Growth

- Pricing analytics & execution support capabilities
- Targeted strategies focused on winning high-growth segments

- **Customer retention & new account focus contributed to top-line growth YoY**
- **National accounts up ~25% in FY'21 led by our homebuilding customers**

Digital Platform

- Most complete digital offering within building products distribution
- Important value-add for customers

- **~50% growth in active users at FYQ4 vs prior year quarter**
- **FY'21 digital sales achieved ~13% of total; Ahead of prior year exit rate**
- **Launched PRO+ & becn.com integrated digital experience**

Beacon OTC® Network

- Raise customer service levels
- Develop high caliber talent in logistics & field operations
- Opportunity for $50-100M inventory reduction

- **State-of-the-art Houston hub opened in October with product flow designed for efficiency and capacity**
- **EPA SmartWay Partner status accelerating adoption of fuel-saving practices**

Branch Operating Performance

- Improve operating performance of lowest quintile branches
- Drive operating efficiencies across network

- **Bottom quintile branch initiative driving improvement across the P&L**
- **FY'21 sales growth faster than the company rate and contributed >$50M bottom line improvement**

Strategies focused on achieving top-line growth and bottom-line efficiency

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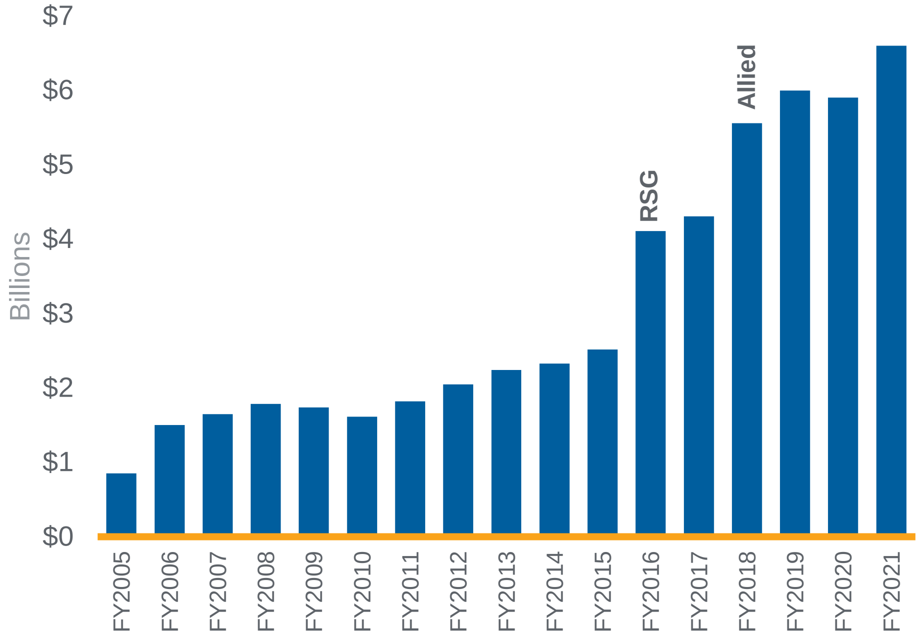
ORGANIC GROWTH FOCUS

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 ~$6.7B from 2015 to 2021
- Completion of large acquisition integrations and new leadership team driving organic growth focus
- Divestiture of interiors and solar business lines in 2021[2]; improved financial flexibility and shifted focus 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; [2]Solar business divested on 12/1, after close of FY21

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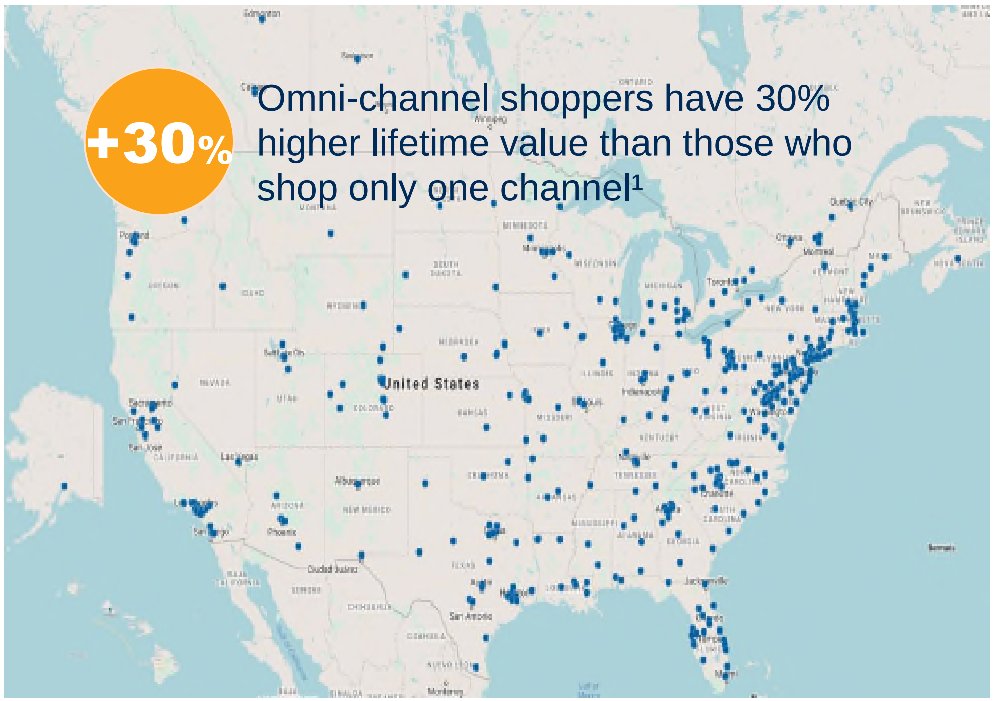
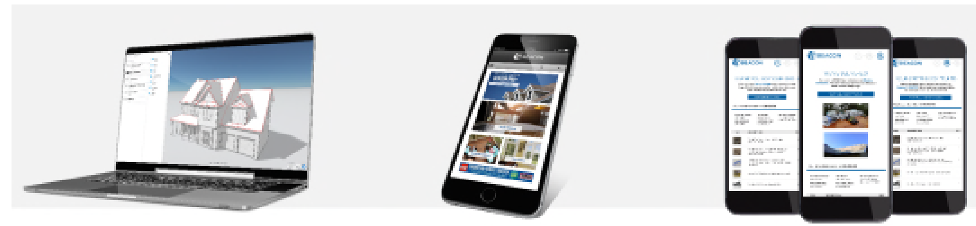
OMNI-CHANNEL APPROACH

EXPANDED MARKET PRESENCE AND INDUSTRY LEADING OMNI-CHANNEL EXPERIENCE

400+ Branch Locations



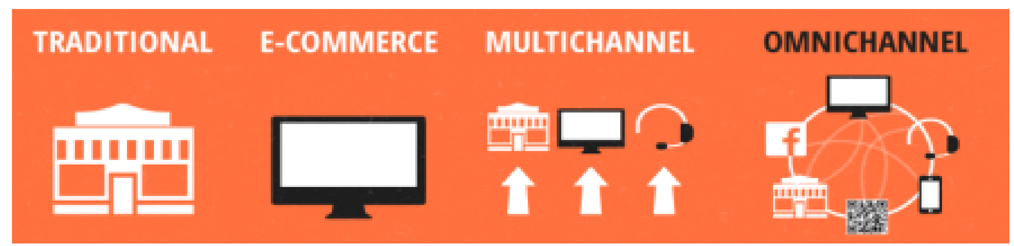
Pro+ Digital Suite



BEACON 3D+

BEACON PRO+

DELIVERY TRACKING



[1]Source: IDC (2015)

BEACON

WHY PROS CHOOSE BEACON

CUSTOMER ENGAGEMENT THAT DRIVES CUSTOMER RETENTION AND INNOVATION

SAVE TIME AND BUILD YOUR BUSINESS

From lead to final invoice, Beacon is there — helping you find your project, land the job, do the work, close it out, and find the next one.

- Certification Programs
- Custom Marketing Programs
- HomeAdvisor Partnership

- Online Bill Pay & Order History
- Promotion Tracking

- HomeAdvisor Partnership
- Digital Lead Generation
- Storm Tracking

- Professional Estimating Tools with 3D+ and Eagleview
- Homeowner Financing
- Project Management

- Beacon PRO+
- 3D+ Measure-to-Order
- TRI-BUILT®

- SAFETY
- Product Availability
- Triple Check / Accuracy
- Regional Service Area
- Delivery Tracking

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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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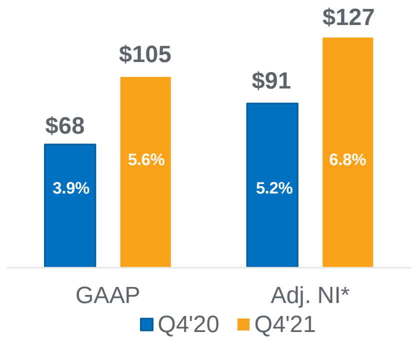
ENHANCE BRANCH OPERATING PERFORMANCE

FOCUS ON IMPROVING LOWEST QUINTILE BRANCHES

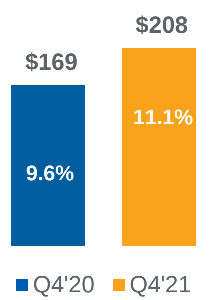
- Achieved more than $50 million incremental operating profit enhancement in FY2021
- Dashboarding and communication rhythms that enable high level assessment & detailed branch diagnostics
- Lowest quintile branches produced >$70M operating profit improvement in the last two years
  - Improved sales performance
  - Product mix shift benefits
  - Focused efforts on raising ecommerce activity
  - Higher private label adoption
  - Operating cost improvement

4TH QUARTER HIGHLIGHTS

Net Income ($M)



Adj. EBITDA* ($M)



Record fourth quarter net sales, net income and Adjusted EBITDA*

- Sales growth vs. strong prior year comparable that included record shingle volumes
- Focused execution and significant gross margin expansion YoY
- Ended Q4'21 with a growing backlog

Adjusted EBTIDA* of $208M, up ~23% YoY

- Net sales up ~7% YoY with growth in all three LOBs & favorable price execution
- Working jointly with vendors is key to success in challenging supply chain environment
- Gross margins up 200 bps YoY; Continued OpEx discipline
- 2nd consecutive quarter with MSD net income margin and DD Adj. EBITDA* margin

Continued to build a culture based on our values

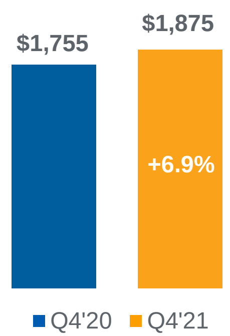
- 3rd annual Beacon of Hope contest improving the lives of Veterans
- Inaugural Robert R. Buck Scholarship assists children of employees achieve potential

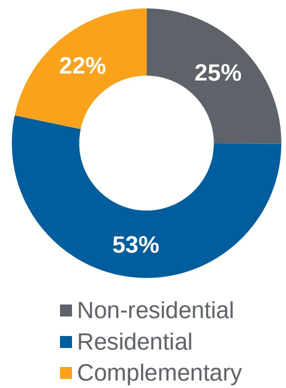
Acquired Midway Wholesale on November 1st

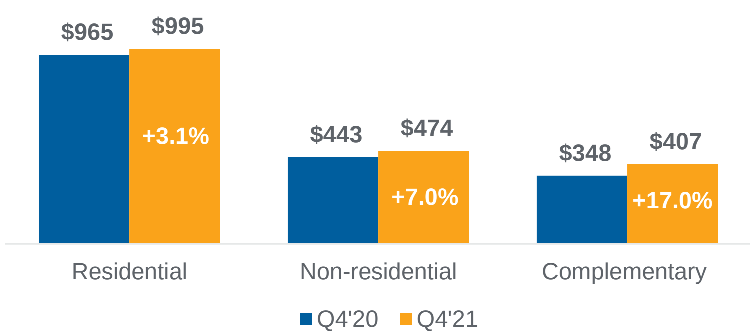
- Premier distributor in the Central Midwest incl the fast-growing Kansas City MSA
- 10 locations across KS, MO and NE expanding our footprint to key Midwest markets
- Annual sales of ~$130M with a strong track record of quality & reliability

*Non-GAAP measure; see Appendix for definition and reconciliation
Note: All quarterly information and comparisons reflect Continuing Operations

Q4 SALES AND MIX







Sales growth of ~7%

- Sales growth across all three lines of business
- Higher prices offset volume decline vs. strong prior year comp
- Strong market fundamentals and growing backlog

Residential sales up ~3%

- Price execution; R&R and new construction demand continues
- Sales up ~50% with large homebuilding customers; New construction cycle-times continue to elongate
- Volumes decreased vs. PY record shingle comparable, driven by COVID-19 snapback and higher storm/hail demand in PYQ

Non-residential sales up ~7%

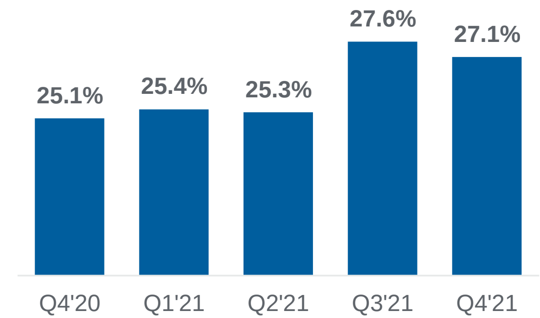
- Price realization offset inflation
- Continuing to experience long lead times & challenging supply chains

Complementary sales up ~17%

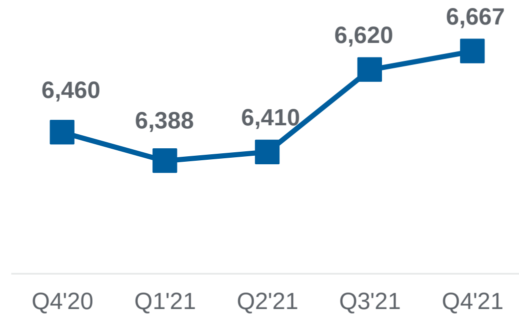
- Higher prices across nearly all products
- ~80% exposure to residential market

Q4 MARGIN & EXPENSE

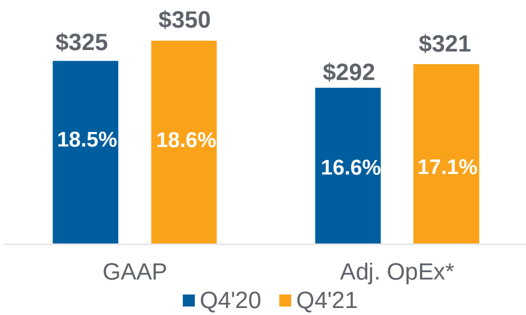
Gross Margin



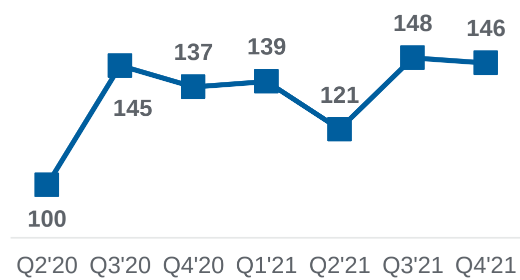
Headcount



Operating Expense ($M)



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



Gross margin +200 bps YoY

- Pricing execution and favorable timing benefit
- Price-cost ~220 bps favorable; Partially offset by sales mix

Adj. OpEx* increased by $29M YoY

- Higher incentive comp, selling expenses and inflation (e.g., wage, fuel, lease)
- Cycling certain temp cost actions taken in 2020 in response to COVID-19 (e.g., T&E)
- Filling vacancies / retaining drivers; Staffed to meet growing backlog

Labor productivity up ~50% from pre-pandemic levels

*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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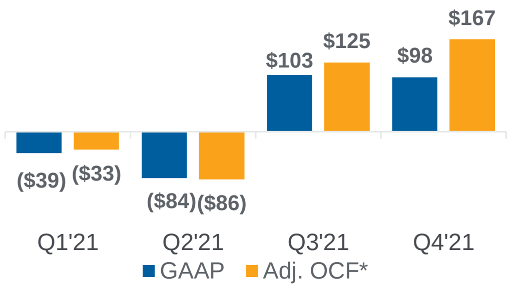
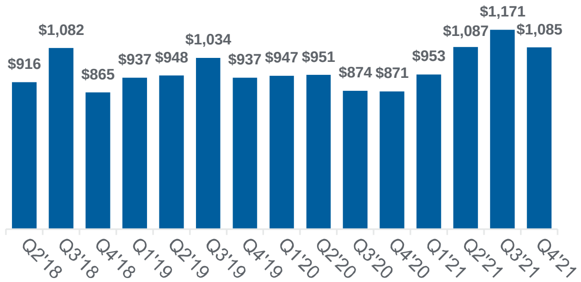
STRENGTHENED FINANCIAL FLEXIBILITY

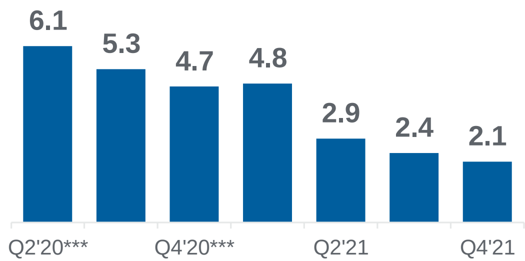
Operating Cash Flow ($M)



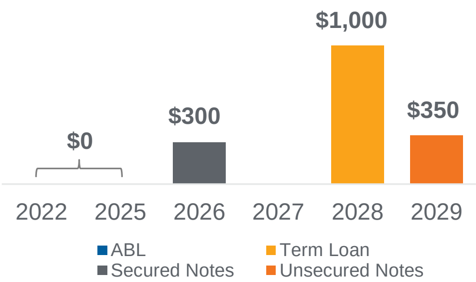
Net Inventory ($M)**



Net Debt Leverage*



Q4’21 Proforma Debt Maturity by Year ($M)****



Solid cash flow and strong liquidity

- Q4’21 Adjusted OCF* $167M
  - Invested in inventory to meet growing backlog
  - Reset of days payable to pre-COVID levels
  - Higher AR balances due to stronger sales
- ~$1.5B liquidity (undrawn ABL capacity + cash)
- Expect transition period OCF to be positive vs. typical quarterly cash use

De-risked balance sheet

- Net debt leverage* of 2.1x
- No meaningful debt due until 2026

Enabling strategic investments

- Three greenfield branches in FY’21 in rapidly growing TX and FL markets
- Opened Houston Hub in October
- Midway Wholesale acquisition on November 1st; 10 locations across KS, MO and NE

Significant ability to invest in value-creating growth opportunities

*Non-GAAP measure; see Appendix for definition and reconciliation
**All periods presented are balances from continuing operations only
***Calculation for these periods include amounts derived from combined operations – see slide 18 for further detail
****Calendar year maturities shown as of Q4’21; excl impact of debt issuance cost amortization & required $10M annual paydown of Term Loan

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CY'Q4 OUTLOOK

Solar divestiture's impact on Beacon financials

- Fiscal 2021 net sales of ~$110M, <$5M impact on Adjusted EBITDA*
- Solar was dilutive to Company GM% and EBITDA margins

Guidance announced on Fiscal Q4 earnings call, updated for QTD performance

- CY'Q4 net sales growth of +MSD YoY including the benefits of the 11/1 acquisition of Midway Wholesale
  - *Combined October and November daily sales growth of HSD vs PY*
- CY'Q4 gross margins expected to be up ~100 bps vs. the prior year period
  - *Gross margin performance dependent on the pace of inventory profit roll-off and mix*
- CY'Q4 Adj. EBITDA* expected to be $155M – 165M; CY'21 Adj. EBITDA* expected to be $667M – $677M
  - *Strength of QTD sales performance expected to yield Adjusted EBITDA near the top of the range*

We look forward to a strong finish to calendar 2021

[1]CY'21 outlook was given in connection with Beacon's Q4'21 earnings release and presentation, and updated on December 1st, 2021

*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	Q3 2021	Q4 2021
Net sales	$ 1,415.3	$ 1,197.1	$ 1,549.3	$ 1,755.0	$ 1,576.5	$ 1,318.0	$ 1,872.1	$ 1,875.4
Gross profit	$ 340.1	$ 270.4	$ 368.7	$ 441.3	$ 399.7	$ 332.8	$ 517.4	$ 507.8
Gross margin %	24.0%	22.6%	23.8%	25.1%	25.4%	25.3%	27.6%	27.1%
Adjusted Operating Expense								
Operating expense	$ 321.1	$ 446.1	$ 293.5	$ 324.9	$ 304.6	$ 310.0	$ 336.6	$ 349.7
Acquisition costs	(36.0)	(28.5)	(32.6)	(31.9)	(26.6)	(26.0)	(26.0)	(25.9)
Restructuring costs*	—	(143.5)	(1.0)	(0.4)	(1.9)	(5.3)	(1.7)	(2.8)
COVID-19 impacts	—	—	(3.4)	(0.8)	(0.3)	(0.5)	(0.4)	(0.4)
Adjusted Operating Expense	$ 285.1	$ 274.1	$ 256.5	$ 291.8	$ 275.8	$ 278.2	$ 308.5	$ 320.6
Operating expense % of sales	22.7%	37.3%	18.9%	18.5%	19.3%	23.5%	18.0%	18.6%
Adjusted Operating Expense % of sales	20.1%	22.9%	16.6%	16.6%	17.5%	21.1%	16.5%	17.1%
Adjusted EBITDA								
Net income (loss) from continuing operations	$ (24.0)	$ (121.4)	$ (4.1)	$ 68.2	$ 47.4	$ (10.5)	$ 79.8	$ 104.5
Interest expense, net	34.7	35.7	35.4	32.7	31.2	29.5	23.2	17.1
Income taxes	(10.1)	(77.9)	44.1	16.9	17.7	(4.8)	27.1	37.3
Depreciation and amortization*	47.9	183.2	45.0	43.9	39.4	42.2	40.3	40.3
Stock-based compensation	4.8	4.4	3.3	3.5	3.9	4.2	5.4	4.9
Acquisition costs	3.9	(2.9)	1.6	1.8	1.1	0.6	0.7	0.9
Restructuring costs	19.7	1.0	1.9	1.2	1.9	12.6	52.5	2.7
COVID-19 impacts	—	—	3.4	0.8	0.3	0.5	0.4	0.4
Adjusted EBITDA	$ 76.9	$ 22.1	$ 130.6	$ 169.0	$ 142.9	$ 74.3	$ 229.4	$ 208.1
Net income (loss) % of sales	(1.7%)	(10.1%)	(0.3%)	3.9%	3.0%	(0.8%)	4.3%	5.6%
Adjusted EBITDA % of sales	5.4%	1.8%	8.4%	9.6%	9.1%	5.6%	12.3%	11.1%

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 Form 8-K filed with the SEC on November 18, 2021.

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RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

CY2020-2021 RESULTS (CONTINUING OPERATIONS)

($M)	Twelve Months Ended 12/31/2020	Nine Months Ended 9/30/2020	Nine Months Ended 9/30/2021
Net sales	$ 6,077.9	$ 4,501.4	$ 5,065.5
Gross profit	$ 1,480.1	$ 1,080.4	$ 1,358.0
Gross margin %	24.4%	24.0%	26.8%
Adjusted Operating Expense			
Operating expense	$ 1,369.1	$ 1,064.5	$ 996.3
Acquisition costs	(119.6)	(93.0)	(77.9)
Restructuring costs	(146.8)	(144.9)	(9.8)
COVID-19 impacts	(4.5)	(4.2)	(1.3)
Adjusted Operating Expense	$ 1,098.2	$ 822.4	$ 907.3
Operating expense % of sales	22.5%	23.6%	19.7%
Adjusted Operating Expense % of sales	18.1%	18.3%	17.9%
Adjusted EBITDA			
Net income (loss) from continuing operations	$ (9.9)	$ (57.3)	$ 173.8
Interest expense, net	135.0	103.8	69.8
Income taxes	0.8	(16.9)	59.6
Depreciation and amortization	311.5	272.1	122.8
Stock-based compensation	15.1	11.2	14.5
Acquisition costs	1.6	0.5	2.2
Restructuring costs	6.0	4.1	67.8
COVID-19 impacts	4.5	4.2	1.3
Adjusted EBITDA	$ 464.6	$ 321.7	$ 511.8
Net income (loss) % of sales	(0.2%)	(1.3%)	3.4%
Adjusted EBITDA % of sales	7.6%	7.1%	10.1%

These tables are presented to provide comparative results in accordance with the Company's publicly announced transition to a December 31 fiscal year-end that will commence with the fiscal year beginning on January 1, 2022. For additional detail by quarter for each period, see slide 7.

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.

RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

FY21 ADJUSTED EBITDA – SOLAR PRODUCTS

	Year Ended September 30, 2021
Net income	$ 2.6
Income taxes	0.9
Depreciation and amortization	0.2
Adjusted EBITDA	$ 3.7

We present Solar Products Adjusted EBITDA as net income excluding the impact of income taxes and depreciation and amortization.

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RECONCILIATIONS: NON-GAAP FINANCIAL MEASURES

TRANSITION PERIOD AND CY'2021 GUIDANCE: ADJUSTED EBITDA

($M)	Quarter Ending December 31, 2021		Year Ending December 31, 2021	
	Low	High	Low	High
Net income (loss)	$ 64	$ 71	$ 238	$ 245
Income taxes	23	26	83	86
Interest expense, net	16		86	
Depreciation and amortization	42		164	
Stock-based compensation	5		19	
Adjusting items*	5		77	
Adjusted EBITDA	$ 155	$ 165	$ 667	$ 677

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

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