Disclosures

Forward-Looking Statements

This presentation contains “forward-looking statements” as that term is defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain words such as “believe,” “anticipate,” “expect,” “estimate,” “intend,” “project,” “plan,” or words or phrases with similar meaning. Forward-looking statements contained in this presentation relate to, among other things, the Company's projected financial performance and operating results, including projected net sales, gross margin, selling, general and administrative (“SG&A”), capital expenditures, adjusted EBITDA, net debt leverage ratio, free cash flow, adjusted EBITDA margin and adjusted earnings per share (“EPS”), as well as statements regarding the Company's progress towards its strategic objectives, including the performance of current greenfield branches, the opening of additional greenfield branches, the Company's acquisition pipeline, and the successful integration and performance of the Company's acquisitions. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on our management’s current expectations, forecasts and assumptions that involve risks and uncertainties, including, but not limited to, economic, competitive, governmental and technological factors outside of our control, that may cause our business, strategy or actual results to differ materially from those expressed or implied by the forward-looking statements. We do not intend, and undertake no obligation, to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required by applicable law. Investors are referred to the Company's filings with the Securities and Exchange Commission, including its Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, for additional information regarding the risks and uncertainties that may cause actual results to differ materially from those expressed or implied by any forward-looking statement.

Non-GAAP Financial Measures

In addition to presenting financial results prepared in accordance with generally accepted accounting principles (“GAAP”), this presentation contains certain non-GAAP financial measures, including adjusted net income, adjusted EPS, adjusted EBITDA, adjusted EBITDA margin and net debt leverage ratio, which are provided as supplemental measures of financial performance. These non-GAAP financial measures are presented because they are important metrics used by management as one of the means by which it assesses financial performance. One or more of these measures may also be used by analysts, investors and other interested parties to evaluate companies in our industry. These non-GAAP financial measures, when used in conjunction with the most directly comparable GAAP financial measures, provide investors with an additional financial analytical framework that may be useful in assessing our financial condition and results of operations. These non-GAAP financial measures have certain limitations, which are discussed in greater detail in the Company’s filings with the Securities and Exchange Commission and its earnings releases and should not be considered as an alternative to measures of financial performance prepared in accordance with GAAP. Other companies, including other companies in our industry, may not use such measures or may calculate one or more of the measures differently than we do, limiting their usefulness as a comparative measure. A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures is set forth in the Appendix to this presentation.
Q4 Results

- Total net sales decreased 0.3% YoY
- Total base business net sales decreased 0.9% YoY
  - Wallboard base business decrease of 2.9%; 2.0% decline in unit volume, 0.9% decline in price/mix
  - Suspended ceilings base business increase of 6.7% YoY
  - Metal framing base business decrease of 5.6% YoY
  - Complementary and other products base business increase of 0.7% YoY
- Gross margins of 31.1%; an increase of 100 basis points YoY
- Net income from continuing operations of $9.6 million and adjusted EPS\(^1\) of $0.26
- Adjusted EBITDA\(^1\) of $39.0M; adjusted EBITDA margin\(^1\) of 7.6%

Full Year 2019 Results

- A record year of financial performance:
  - Net sales increased 5.4% YoY to $2.2B
  - Base business net sales increased 2.5% YoY to $1.9B
  - Wallboard base business growth of 0.6% YoY; 0.2% in unit volume, 0.4% price/mix
  - Net income from continuing operations of $41.8M; adjusted EPS\(^1\) of $1.11
  - Adjusted EBITDA\(^1\) of $176.8M; adjusted EBITDA margin\(^1\) of 8.2%
  - Reduced net debt leverage\(^2\) from 3.6X to 2.9X

2019 M&A and Greenfield Expansion

- Completed 5 acquisitions
  - Acquisitions contributed $25.3M in net sales for 2019
- Opened 4 greenfield branch locations
  - Bakersfield, CA
  - Corpus Christi, TX
  - Lewisville, TX
  - San Antonio, TX

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1 Adjusted EBITDA, adjusted EBITDA margin, adjusted EPS, and net debt leverage ratio are non-GAAP financial measures. Adjusted EBITDA margin represents adjusted EBITDA divided by net sales. For a reconciliation of net income (loss) to adjusted EBITDA and net income (loss) to adjusted net income, please refer to the Appendix.

2 For a calculation of net debt leverage ratio as of December 31, 2019, see Item 7, Management’s Discussion and Analysis of Financial Condition and Results from Operations in our Annual Report on Form 10-K for the year ended December 31, 2019.
# Long-Term Strategic Priorities

## 1. Strengthen Balance Sheet
- Reduce net debt leverage
- Drive working capital efficiency
- Disciplined capital spending

## 2. Drive Organic Growth
- Greenfield expansion opportunities in underserved markets
- Expand the products we offer our customers
- Optimize the pricing of the products we sell to our customers
- Grow market share

## 3. Expand Profit Margins
- Drive procurement savings
- Leverage our economies of scale
- Execute our cost-out initiatives
- Grow wallboard net sales

## 4. Platform Expansion
- Grow asset base through strategic acquisitions
- Scalable infrastructure facilitates efficient integration of acquisitions
- Grow complementary and other products net sales
Q4 Overview

YoY Net Sales Mix

- Shift in product mix reflects strong commercial repair and remodel activity in suspended ceilings
- Net sales decline of 0.3% YoY
- Gross profit up 3.0% YoY

YoY Net Sales

- $516 to $515
- Net sales decline of 0.3%

YoY Gross Profit & Margin

- $156 to $160
- Gross profit up 3.0%
Q4 Net Sales By Product

Wallboard Net Sales
($M)

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>Change</th>
<th>YoY Base Business Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$198</td>
<td>$194</td>
<td>-2.3%</td>
<td>-2.9%</td>
</tr>
</tbody>
</table>

Suspended Ceilings Net Sales
($M)

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>Change</th>
<th>YoY Base Business Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$91</td>
<td>$100</td>
<td>+8.9%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Metal Framing Net Sales
($M)

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>Change</th>
<th>YoY Base Business Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$97</td>
<td>$92</td>
<td>-5.5%</td>
<td>-5.6%</td>
</tr>
</tbody>
</table>

Complementary & Other Products Net Sales
($M)

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>Change</th>
<th>YoY Base Business Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$129</td>
<td>$130</td>
<td>+0.3%</td>
<td>0.7%</td>
</tr>
</tbody>
</table>
### Q4 2019 Trends

<table>
<thead>
<tr>
<th>Gross Margin</th>
<th>SG&amp;A Leverage$^1$</th>
<th>Adj. EBITDA Margin$^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q18 30.1%</td>
<td>4Q18 22.6%</td>
<td>4Q18 8.0%</td>
</tr>
<tr>
<td>4Q19 31.1%</td>
<td>4Q19 24.1%</td>
<td>4Q19 7.6%</td>
</tr>
</tbody>
</table>

**Gross Profit ($M)**
- 4Q18: $155.6
- 4Q19: $160.3

**SG&A Expenses ($M)**
- 4Q18: $116.4
- 4Q19: $124.0

**Adjusted EBITDA ($M)**
- 4Q18: $41.2
- 4Q19: $39.0

- Gross margin increased 100bps primarily due to improved profitability across our product lines driven by our ongoing pricing and purchasing initiatives.
- SG&A leverage$^1$ increased YoY primarily due to lower net sales, higher labor and related costs, and investments in company-wide initiatives.
- Adjusted EBITDA$^2$ of $39.0M and 7.6% adjusted EBITDA margin$^2$

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$^1$ SG&A leverage is calculated as SG&A expenses divided by net sales.

$^2$ Adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures. Adjusted EBITDA margin represents adjusted EBITDA divided by net sales. For a reconciliation of net income (loss) to adjusted EBITDA, please refer to the Appendix.
2019 Full Year Overview

YoY Net Sales Mix

- Shift in product mix reflects strong commercial activity in suspended ceilings and metal framing
- Net sales growth of 5.4% and base business growth of 2.5% YoY
- Gross margin of 30.5%

YoY Net Sales

- $2,044 to $2,155 (5.4% growth)

YoY Gross Profit & Margin

- Gross margin increased from 28.9% to 30.5% (11.2% growth)
2019 Full Year Net Sales By Product

Wallboard Net Sales
($M)
2018: $781
2019: $818
+4.7% YoY Base Business Growth

Suspended Ceilings Net Sales
($M)
2018: $380
2019: $414
+8.9% YoY Base Business Growth

Metal Framing Net Sales
($M)
2018: $361
2019: $393
+8.6% YoY Base Business Growth

Complementary & Other Products Net Sales
($M)
2018: $522
2019: $530
+1.7% YoY Base Business Growth

0.6% YoY Base Business Growth
5.3% YoY Base Business Growth
4.3% YoY Base Business Growth
2.3% YoY Base Business Growth
Gross margin increased 160bps primarily due to improved profitability across our product lines driven by our ongoing pricing and purchasing initiatives and continued stabilization of product costs.

SG&A leverage\(^1\) increased YoY primarily due to the Company’s continued investment in various company-wide initiatives and higher labor and related costs.

Adjusted EBITDA\(^2\) of $176.8M and 8.2% adjusted EBITDA margin\(^2\)

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1 SG&A leverage is calculated as SG&A expenses divided by net sales.

2 Adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures. Adjusted EBITDA margin represents adjusted EBITDA divided by net sales. For a reconciliation of net income (loss) to adjusted EBITDA, please refer to the Appendix.
Capital Allocation Framework

**Reinvest In The Business**
- 2020 capital expenditures expected to be approximately 1.4%-1.5% of net sales
- Continued investment in greenfield branches; 4 opened in 2019; expect to open 4 to 6 greenfield branches in 2020

**Pursue Strategic Acquisitions**
- Strong acquisition pipeline targeting market leaders in a highly fragmented industry
- On February 3, 2020, completed the acquisition of 2 specialty building products branches from Insulation Distributors, Inc.

**Manage Debt Leverage**
- Expect to generate $60M to $80M of free cash flow in 2020 which will be used primarily for debt reduction and acquisitions
- Expect to reduce net debt leverage ratio from 2.9x to between 2.5x and 2.8x by the end of 2020
2019 M&A And Greenfields

**Acquisitions**

- **Builders’ Supplies**
  Greater Toronto Area – ON, Canada
  Acquired February 1, 2019

- **Select Acoustic Supply**
  Greater Toronto Area – ON, Canada
  Acquired May 1, 2019

- **Wallboard Supply**
  Colorado Springs, CO
  Acquired October 1, 2019

- **The Supply Guy**
  Seattle, WA Metro
  Acquired October 1, 2019

- **Associated Drywall Suppliers**
  Louisville, KY
  Acquired December 30, 2019

**Greenfields**

- **Lewisville, TX**
- **Corpus Christi, TX**
- **Bakersfield, CA**
- **San Antonio, TX**
Our Locations

30  US States
5   Canadian Provinces
175+ Total Branches

*As of February 24, 2020
<table>
<thead>
<tr>
<th><strong>2020 Guidance</strong>&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>$2.2B to $2.3B</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>30.0% to 31.0%</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong>&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>$180M to $200M</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA Margin</strong>&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>8.2% to 8.6%</td>
</tr>
<tr>
<td><strong>Adjusted EPS</strong>&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>$1.15 to $1.45</td>
</tr>
<tr>
<td><strong>Net Debt Leverage Ratio</strong>&lt;sup&gt;(2)(3)&lt;/sup&gt;</td>
<td>2.5x to 2.8x</td>
</tr>
</tbody>
</table>

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<sup>(1)</sup> Guidance for 2020 includes anticipated contributions from anticipated greenfield branches and excludes acquisitions.

<sup>(2)</sup> Adjusted EBITDA, adjusted EBITDA margin, adjusted EPS and net debt leverage ratio are non-GAAP financial measures. Adjusted EBITDA margin represents adjusted EBITDA divided by net sales.

<sup>(3)</sup> For a calculation of our net debt leverage ratio as of December 31, 2019, see Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations in our Annual Report on Form 10-K for the year ended December 31, 2019.
Significant Progress Since IPO

### Net Sales and Gross Margins
- Net sales grew from $1,293M\(^1\) to $2,155M, an increase of $861M or 67%
- Gross margin improved 140bps from 29.1\(^1\)% to 30.5%

### Debt
- Reduced our gross debt\(^2\) by $249M from $783M to $535M with a current net debt leverage ratio\(^3\) of 2.9x
- Reduced cash interest expense by $29.5 million over last year\(^4\)

### Net Income
- Net income increased from a net loss of $28.4M\(^5\) to a net income of $40.2M and 2019 adjusted EPS\(^6\) of $1.11

### Acquisitions and Greenfields
- Completed 19 acquisitions
- Invested in 13 greenfield branch locations

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\(^1\) Specialty Building Products net sales and gross margin are based on full year results for the period ended December 31, 2016. Excluding the effect of inventory fair value purchase accounting adjustments, Specialty Building Products gross margin was 29.1% for the year ended December 31, 2016.

\(^2\) Reflects gross debt on the balance sheet for the periods ended December 31, 2016, and December 31, 2019, respectively.

\(^3\) For a calculation of net debt leverage as of December 31, 2019, see item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations in our Annual Report on Form 10-K for the period ended December 31, 2019.

\(^4\) Reflects change in cash paid for interest when comparing the year ended December 31, 2018 to the year ended December 31, 2019.

\(^5\) Reflects consolidated net loss for the year ended December 31, 2016.

\(^6\) Adjusted earnings per share is a non-GAAP measure. For a reconciliation of net income (loss) to adjusted earnings per share, please refer to the appendix.
Our Foundation Values

Safety Comes First
There is nothing more important than operating safely.

Be Customer Driven
Listen to and work diligently for our customers.

We Value Our People
The most important asset we have is our employees.

Integrity is Honesty
Do what is right and tell the truth regardless of the outcome.

Pursue Excellence
Strive to be the company of choice in the markets we serve.
## Net Income (Loss) To Adjusted EBITDA Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended December 31,</th>
<th>Year Ended December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>Net income (loss) from continuing operations</td>
<td>$9,570</td>
<td>$1,925</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>7,696</td>
<td>10,244</td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Income tax (benefit) expense</td>
<td>(105)</td>
<td>7,671</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>19,533</td>
<td>20,500</td>
</tr>
<tr>
<td>Unrealized gain on derivative financial instruments</td>
<td>—</td>
<td>(209)</td>
</tr>
<tr>
<td>Offering and public company readiness expenses&lt;sup&gt;(a)&lt;/sup&gt;</td>
<td>87</td>
<td>—</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td>1,131</td>
<td>788</td>
</tr>
<tr>
<td>Loss (gain) on disposal of property and equipment</td>
<td>638</td>
<td>(61)</td>
</tr>
<tr>
<td>Transaction costs&lt;sup&gt;(b)&lt;/sup&gt;</td>
<td>704</td>
<td>1,553</td>
</tr>
<tr>
<td>Non-cash decrease in TRA liability</td>
<td>(242)</td>
<td>(1,189)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td><strong>$39,012</strong></td>
<td><strong>$41,222</strong></td>
</tr>
<tr>
<td>Adjusted EBITDA margin&lt;sup&gt;(c)&lt;/sup&gt;</td>
<td>7.6%</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

<sup>(a)</sup> Represents costs related to our initial public offering, secondary offering, and public company readiness expenses.

<sup>(b)</sup> Represents costs related to our transactions, including fees to financial advisors, accountants, attorneys, and other professionals, as well as certain internal corporate development costs. The costs also include non-cash purchase accounting effects to adjust for the effect of the purchase accounting step-up in the value of inventory to fair value recognized as a result of acquisitions.

<sup>(c)</sup> Adjusted EBITDA margin represents adjusted EBITDA divided by net sales.
### Net Income(Loss) To Adjusted Net Income Reconciliation

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<td>(242)</td>
<td>(1,189)</td>
</tr>
<tr>
<td>Tax effects&lt;sup&gt;c&lt;/sup&gt;</td>
<td>(609)</td>
<td>4,162</td>
</tr>
<tr>
<td><strong>Adjusted net income</strong></td>
<td>$11,279</td>
<td>$6,969</td>
</tr>
</tbody>
</table>

**Earnings (loss) per share data as reported:**

- **Basic:**
  - 2019: $0.22
  - 2018: $0.04
  - 2019: $0.97
  - 2018: $(0.85)

- **Diluted:**
  - 2019: $0.22
  - 2018: $0.04
  - 2019: $0.97
  - 2018: $(0.85)

**Earnings per share data as adjusted:**

- **Basic:**
  - 2019: $0.26
  - 2018: $0.16
  - 2019: $1.11
  - 2018: $0.41

- **Diluted:**
  - 2019: $0.26
  - 2018: $0.16
  - 2019: $1.10
  - 2018: $0.41

**Weighted average shares outstanding:**

- **Basic:**
  - 2019: 42,990,542
  - 2018: 42,903,161
  - 2019: 42,975,026
  - 2018: 42,892,879

- **Diluted:**
  - 2019: 43,668,064
  - 2018: 42,912,707
  - 2019: 43,307,528
  - 2018: 42,915,028

<sup>a</sup> Represents costs related to our initial public offering, secondary offering, and public company readiness expenses.

<sup>b</sup> Represents costs related to our transactions, including fees to financial advisors, accountants, attorneys, and other professionals, as well as certain internal corporate development costs. The costs also include non-cash purchase accounting effects to adjust for the effect of the purchase accounting step-up in the value of inventory to fair value recognized as a result of acquisitions.

<sup>c</sup> Represents the impact of corporate income taxes.