Notices

Forward-Looking Statements & Non-IFRS Financial Information

• All financial references are expressed in US$ unless otherwise noted.
• This presentation contains forward-looking statements and estimates.
• Such statements and estimates are based on assumptions as to the future and on management’s current expectations and are, naturally, subject to risks and uncertainties.
• Actual company results could differ materially from a conclusion, forecast or projection in the forward-looking information.
• Certain material factors or assumptions were applied in drawing a conclusion or making a forecast or projection as reflected in the forward-looking information.
• Additional information can be found in the Company’s annual information form, annual and quarterly MD&A, and on Norbord’s website (www.norbord.com) about the material factors that could cause actual results to differ materially from the conclusion, forecast or projection in the forward-looking information, and the material factors or assumptions that were applied in drawing a conclusion or making a forecast or projection as reflected in the forward-looking information.
• During the course of this presentation, certain non-IFRS financial information will be presented. Definitions and reconciliation of terms can be found in the Company’s annual and quarterly MD&A.
Norbord Snapshot

- Leading manufacturer of wood-based panel products
- Largest global producer of Oriented Strand Board (OSB)
  - Stated OSB capacity of 8.4 Bsf-3/8”
  - Stated panel capacity (including particleboard & MDF) of 9.4 Bsf-3/8”
  - Approximately 2,750 employees at 17 plants across the US, Canada and Europe
- Listed on the NYSE and TSX ("OSB")
- Report in US dollars and in accordance with IFRS
- 2017 sales of $2.2 billion

Panel Capacity by Region(1)

- US 41%
- Canada 36%
- Europe 23%

(1) Based on estimated annual capacity at year-end 2017
Company Overview

The Leading Global OSB Company

Top 10 Global OSB Producers

Enterprise Value

Source: Bloomberg and company filings. Enterprise values as at February 8, 2018.
Norbord’s operations include 15 OSB mills and two other plant locations in the UK producing particleboard, MDF and related value-added products.

**OSB – 90% of Capacity**
- New home construction
- Repair and remodel
- Light commercial construction
- Industrial applications

**Particleboard – 6% of Capacity**
- New home construction
- Repair and remodel
- Furniture
- Fixtures

**MDF – 4% of Capacity**
- Furniture
- Fixtures
- Mill work
Industry Overview
Typical Uses for OSB Products

- OSB is an innovative, affordable and environmentally “sustainable” structural panel
  - Serves many of the same uses as plywood, but produced at a lower cost
- Norbord expects OSB will continue to capture market share from plywood
  - Currently, OSB represents 67% of total North American structural panel production

Source: APA, January 2018
Global OSB Industry

Industry OSB Capacity (MMsf-3/8”)

North America* | Europe | Asia | South America

* Excluding NA OSB siding capacity

Norbord operates in the two significant global OSB producing regions

Source: Company documents and other public filings, Wood Based Panels International (WBPI)
North American & European OSB Industries

**Industry Overview**

North American OSB Industry

- **Norbord**: 28%
- Huber: 8%
- Tolko: 9%
- Weyerhaeuser: 12%
- Georgia-Pacific: 15%
- Louisiana-Pacific: 20%*
- Martco: 3%
- Other: 4%

Industry Capacity: 26 Bsf-3/8"

**European OSB Industry**

- **Norbord**: 11%
- Kronospan: 40%
- SwissKrono: 18%
- Smartply: 4%
- Sonae-Arauco: 5%
- Egger: 9%
- Others: 14%

Industry Capacity: 11 Bsf-3/8"

* Excluding OSB siding capacity.

Norbord is a significant player in both key markets

Source: Company documents and other public filings – stated industry capacity
Substitution a Big Driver of OSB Demand Growth

OSB Share of Structural Panels

North America

Europe

Source: Forest Economic Advisors, LLC (FEA), European Panel Federation (EPF) and Norbord estimates
Industry Overview

US Housing Recovery Continues

US Housing Starts and Underlying Demand

1.5 mm Over-Built

>6 mm Under-Built

North American OSB Demand and Capacity

Favourable long-term OSB industry fundamentals

Source: US Census Bureau and Forest Economic Advisors, LLC (FEA)
North American Capacity Restarts Needed to Meet Growing Demand

Industry Overview

Note: Excludes OSB siding production and capacity.
Source: APA, company documents and other public filings

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>16.2</td>
<td>22.1</td>
</tr>
<tr>
<td>Restarts/Idled</td>
<td>4.4</td>
<td>2.0</td>
</tr>
<tr>
<td>New</td>
<td>1.2</td>
<td></td>
</tr>
</tbody>
</table>

=27% =14%

North American OSB Installed Capacity:
- 37 Mills in Operation
- 7 Mills (Re)started in 2012/13
- 4 Mills Available for Restart\(^{(1)}\)
- 2 Greenfield Mills in Development

\(^{(1)}\) Norbord’s Huguley, AL mill resumed production in October 2017
Industry Overview

Attractive North American OSB Price Outlook

- OSB prices are tied to demand for building products, which is influenced by the general economy, demographics and the need for housing

Source: Random Lengths and Forest Economic Advisors, LLC (FEA); As of January 29, 2018.
Industry Overview

OSB Penetration Driving Strong Demand Growth in Europe

European OSB Demand (million m$^3$)

Source: Eurostat, UN Comtrade Database, Destatis and Norbord estimates
Industry Overview

Japanese Housing Market Stable

- Significant growth opportunity – OSB accounts for only ~9% of the structural panel market in Japan compared to 67% in North America

Japanese Housing Starts (000’s)

Source: Japanese Ministry of Land, Infrastructure, Transport and Tourism and Company documents
Norbord’s Strategy Is Well Defined

1. Develop a world-class safety culture
2. Pursue growth in OSB
3. Own high-quality assets with low-cost positions
4. Maintain a margin-focused operating culture
5. Focus on growth customers through best-in-class service and product development
6. Allocate capital with discipline
Norbord’s Growth Focused on OSB

Norbord OSB Capacity (Bsf-3/8”)
Margin Improvement Program (MIP) gains help offset impact of industry-wide rising input costs:
- Increased productivity
- Reduced overhead costs
- Reduced raw material usage
- Improved product mix

MIP has delivered $331 million of margin improvements over the past 14 years

2017 MIP gains of $12 million

---

(1) Measured relative to prior year at constant prices and exchange rates.
(2) The benefits of improved productivity and a richer value-added product mix were offset by higher maintenance spending in 2013.
(3) 2015 onwards reflects Norbord following completion of merger with Ainsworth. Pre 2015 reflects Norbord excluding Ainsworth.
• Strong North American footprint

• Stable margin operations:
  – Europe
  – Asia-focused exports\(^{(1)}\)

• Provides greater diversification than North American-based competitors

• Better positioned to weather market cycles

(1) Exports to Asia are handled by Interex and sales are reported in the North American geographic segment.
Focused Customer Strategy Sets Norbord Apart

- New housing sales volume growing as US housing starts recover
- Industrial and export sales at more stable margins

2017 North American Shipments

- New Home Construction (Pro-Dealers) 55%
- Repair & Remodel (Big Box) 20%
- Industrial 20%
- Export 5%
- Commodity

6.1 Bsf-3/8"
• Three main priorities:
  – Re-invest in the business
  – Optimize capital structure
  – Return cash to shareholders

• 2017 capex of $253 million:
  - $108 million regular capex
  - $37 million for Huguley restart
  - $101 million for Inverness project
  - $7 million capitalized interest

• 2018 capex budget of $175 million

(1) 2015 onwards reflects Norbord following completion of merger with Ainsworth. Pre 2015 reflects Norbord excluding Ainsworth.
Inverness: Expansion Completed to Meet Growing European Demand

Business Strategy

Capex: $135 million
Capacity: 720 MMSf-3/8" (640 km³)

• Produced first board in September 2017
• Started production in October 2017
• Increased stated annual capacity by 325 MMSf (3/8-inch basis)
Specialty Products Will Drive North American Substitution Growth

- Reduced dependence on new home construction
- More predictable, stable margins over business cycle

Business Strategy

2017

Future
Significant OSB Substitution Opportunity in Industrial End Uses

2015 North American Industrial Panel Consumption

Norbord is a leading supplier to current industrial end uses

Financial Overview
Financial Overview

Strong Operating Cash Flow Through The Cycle

Total Adjusted EBITDA (US$ millions)

Norbord Combined
Ainsworth (1)
Norbord (excluding Ainsworth)

Norbord Sensitivity to realized North American OSB Price Changes:
+$10/Msf 7/16” = +$50 million Adjusted EBITDA (2)

(1) As disclosed in Ainsworth’s historical MD&As; converted to USD using annual average exchange rate.
(2) Assumes operation at LTM production levels as of December 31, 2017.

Benchmark OSB Price

US Housing Starts (000s)

North Central

<table>
<thead>
<tr>
<th>Year</th>
<th>Benchmark OSB Price</th>
<th>US Housing Starts</th>
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<tbody>
<tr>
<td>2004</td>
<td>$369</td>
<td>1,956</td>
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<tr>
<td>2005</td>
<td>$320</td>
<td>2,068</td>
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<tr>
<td>2006</td>
<td>$217</td>
<td>1,801</td>
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<tr>
<td>2007</td>
<td>$161</td>
<td>1,355</td>
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<tr>
<td>2008</td>
<td>$172</td>
<td>906</td>
</tr>
<tr>
<td>2009</td>
<td>$163</td>
<td>554</td>
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<td>2010</td>
<td>$219</td>
<td>587</td>
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<td>2011</td>
<td>$186</td>
<td>609</td>
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<td>2012</td>
<td>$271</td>
<td>781</td>
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<tr>
<td>2013</td>
<td>$315</td>
<td>925</td>
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<td>2014</td>
<td>$218</td>
<td>1,003</td>
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<td>2015</td>
<td>$209</td>
<td>1,112</td>
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<td>2016</td>
<td>$269</td>
<td>1,174</td>
</tr>
<tr>
<td>2017</td>
<td>$353</td>
<td>1,202</td>
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14-year average: $302 million


-60 -60
Financial Overview

Stable Results from European Operations

• Norbord’s European operations provide greater sales and earnings diversification than other North American-based competitors

<table>
<thead>
<tr>
<th>Year</th>
<th>European Adjusted EBITDA (US$ millions)</th>
</tr>
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<tbody>
<tr>
<td>2005</td>
<td>32</td>
</tr>
<tr>
<td>2006</td>
<td>35</td>
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<tr>
<td>2007</td>
<td>81</td>
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<td>2014</td>
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<tr>
<td>2015</td>
<td>38</td>
</tr>
<tr>
<td>2016</td>
<td>41</td>
</tr>
<tr>
<td>2017</td>
<td>41</td>
</tr>
</tbody>
</table>
Leverage Metrics Significantly Improved

Adjusted EBITDA vs Net Debt

Financial Overview

Quarterly Adj. EBITDA

Net Debt to LTM Adj. EBITDA

Q2 15  Q3 15  Q4 15  Q1 16  Q2 16  Q3 16  Q4 16  Q1 17  Q2 17  Q3 17  Q4 17

11.0x  0.5x
Financial Overview

Strong Balance Sheet & Liquidity

Manageable Debt Maturities (US$ millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td>Repaid</td>
<td>$200 (1)</td>
<td></td>
<td></td>
<td>$240</td>
<td></td>
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<tr>
<td></td>
<td>coupon 5.375%</td>
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<td>coupon 6.25%</td>
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Strong Liquidity Profile (US$ millions)

<table>
<thead>
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<th>Q4 2017</th>
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<tr>
<td>Cash</td>
<td>$241</td>
</tr>
<tr>
<td>Bank Lines (2)</td>
<td>226</td>
</tr>
<tr>
<td>A/R Securitization (3)</td>
<td>125</td>
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<tr>
<td>Liquidity</td>
<td>$592</td>
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</table>

Stable Issuer Credit Ratings

- Moody’s: Ba1 (Stable)
- S&P: BB (Stable)
- DBRS: BB (Stable)

(1) Norbord permanently repaid the 2017 bonds at maturity on February 15, 2017.
(2) $245 million of committed revolving bank lines less $19 million outstanding letters of credit drawn at quarter-end.
(3) $125 million of A/R Securitization limit undrawn at quarter-end.
Returning Cash to Shareholders Through Variable Dividend Policy

Financial Overview

Dividends Declared (US$ millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarterly dividends</th>
<th>Special dividends</th>
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<tbody>
<tr>
<td>2003</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>55</td>
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<tr>
<td>2005</td>
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<tr>
<td>2013</td>
<td>91</td>
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<td>2014</td>
<td>116</td>
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<tr>
<td>2015</td>
<td>40</td>
<td></td>
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<tr>
<td>2016</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Annualized current level (1)

Reflects current quarterly dividend level of C $0.60 per share (translated at C $1 = US $0.80).
ROCE is calculated as Adjusted EBITDA divided by average capital employed (operating working capital, PP&E, goodwill, intangibles, timberlands & licences).

Source: Capital IQ
Summary

Attractive Investment Opportunity

Leverage to unfolding US housing recovery
Every +$10 in Norbord’s realized OSB price = +$50 million in Adjusted EBITDA\(^{(1)}\)

Diversification from European operations, North American industrial sales and Asian export sales

High quality asset base with low operating costs

Focused customer strategy and strong customer partnerships

Superior margins versus peers

Track record of disciplined capital allocation

Strong financial liquidity and comfortable debt maturities

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\(^{(1)}\) Assumes operation at LTM production levels as of December 31, 2017.
Appendices
# Shareholder Information

| **Ticker Symbol** | NYSE: OSB  
| OSB  
| Listed on NYSE  
| TSX: OSB  
| Listed on TSX |
| **Common Shares** | 86.4 million outstanding  
| (as at February 1, 2018) |
| **Quarterly Dividend** | C $0.60 per share  
| (declared February 2, 2018 to be paid on March 21, 2018 to shareholders of record on March 1, 2018) |
| **Largest Shareholder** | Brookfield Asset Management – ~40% |
Historical North American OSB Prices

North Central Benchmark OSB Price

15-year average: $243

Source: Random Lengths
## Financial Sensitivities

<table>
<thead>
<tr>
<th>Exposure</th>
<th>Change</th>
<th>Adjusted EBITDA Impact (1) (US$ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North American OSB (2)</td>
<td>$10 per Msf-7/16”</td>
<td>+ $59</td>
</tr>
<tr>
<td>European OSB</td>
<td>€10 per 000 m³</td>
<td>± $12</td>
</tr>
<tr>
<td>Canadian dollar (3)</td>
<td>$0.01 per C$</td>
<td>± $5</td>
</tr>
<tr>
<td>Pound sterling</td>
<td>£0.01 per €</td>
<td>&lt; $1</td>
</tr>
</tbody>
</table>

(1) Assumes operation at full stated capacity levels (including the curtailed Chambord, Quebec mill). Impact on Adjusted EBITDA of a $10 per Msf-7/16” change is ± $50 million based on the last twelve months of production at December 31, 2017. Direct exposures only; before the impact of any cash flow currency hedges. Approximate operating loss carry-forwards for tax purposes (gross) as at December 31, 2017 – US $149 million, Canada C$22 million, Belgium €32 million and UK £1 million.

(2) Estimated impact of change in Norbord’s realized North American OSB price.

(3) Operating exposures only (excludes dividends on common shares).
# Analyst Coverage

<table>
<thead>
<tr>
<th>Analyst</th>
<th>Analyst Name</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America Merrill Lynch</td>
<td>John Babcock/George Staphos</td>
<td>(646) 743-0046</td>
</tr>
<tr>
<td>BMO Capital Markets</td>
<td>Ketan Mamtora / Mark Wilde</td>
<td>(212) 883-5121</td>
</tr>
<tr>
<td>Buckingham Research Group</td>
<td>Mark Weintraub</td>
<td>(212) 922-2029</td>
</tr>
<tr>
<td>CIBC World Markets</td>
<td>Hamir Patel</td>
<td>(604) 331-3047</td>
</tr>
<tr>
<td>Credit Suisse</td>
<td>Andrew Kuske</td>
<td>(416) 352-4561</td>
</tr>
<tr>
<td>ERA Forest Products Research</td>
<td>Claire Huxtable</td>
<td>(604) 886-5741</td>
</tr>
<tr>
<td>John Tumazos Very Independent Research</td>
<td>John Tumazos</td>
<td>(732) 444-1083</td>
</tr>
<tr>
<td>Raymond James</td>
<td>Daryl Swetlishoff</td>
<td>(604) 659-8246</td>
</tr>
<tr>
<td>RBC Capital Markets</td>
<td>Paul Quinn</td>
<td>(604) 257-7048</td>
</tr>
<tr>
<td>Scotia Capital</td>
<td>Benoit Laprade</td>
<td>(514) 287-3627</td>
</tr>
<tr>
<td>TD Securities</td>
<td>Sean Steuart</td>
<td>(416) 308-3399</td>
</tr>
<tr>
<td>Vertical Research Partners</td>
<td>Chip Dillon</td>
<td>(212) 257-6159</td>
</tr>
</tbody>
</table>
Norbord does not provide guidance regarding its expectations of future OSB prices. The following is a sample of price forecasts by analysts as at February 6, 2018. It is not exhaustive.

<table>
<thead>
<tr>
<th>Analyst</th>
<th>2018F</th>
<th>2019F</th>
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<td>Vertical Research Partners</td>
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<tr>
<td>Raymond James</td>
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<td>-</td>
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<tr>
<td>Scotiabank</td>
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<td>Buckingham Research Group</td>
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<td>BMO Capital Markets</td>
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<td>290</td>
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<td>TD Securities</td>
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<tr>
<td><strong>Average</strong></td>
<td><strong>314</strong></td>
<td><strong>300</strong></td>
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</table>
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