



UFP INDUSTRIES

INVESTOR RELATIONS PRESENTATION
Results through September 28, 2024

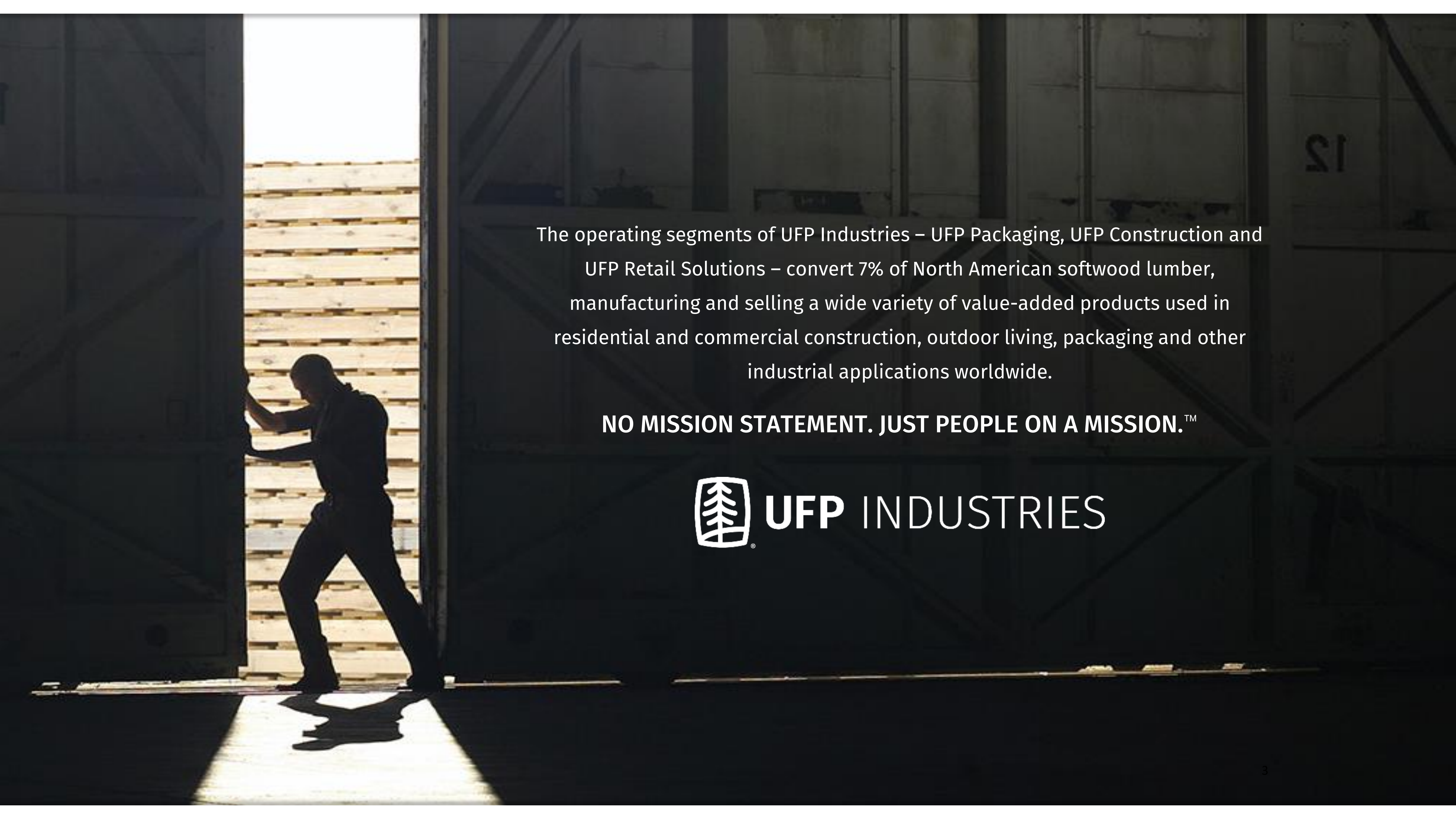
Deckorators Voyage Decking
with Surestone Technology

UFP INDUSTRIES, INC.

Please be aware that statements included in this presentation that are not historical are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act, as amended, and are based on management's beliefs, assumptions, current expectations, estimates, and projections about the markets we serve, the economy, and the company itself. Words like "anticipates," "believes," "confident," "estimates," "expects," "forecasts," "likely," "plans," "projects," "should," variations of such words, and similar expressions identify such forward-looking statements. These statements do not guarantee future performance and involve certain risks, uncertainties and assumptions that are difficult to predict with regard to timing, extent, likelihood and degree of occurrence. The Company does not undertake to update forward-looking statements to reflect facts, circumstances, assumptions or events that occur after the date the forward-looking statements are made. Actual results could differ materially from those included in such forward-looking statements. Investors are cautioned that all forward-looking statements involve risks and uncertainty. Among the factors that could cause actual results to differ materially from forward-looking statements are the following: Fluctuations in the price of lumber; adverse or unusual weather conditions; adverse conditions in the markets we serve; government regulations, particularly involving environmental and safety regulations; and our ability to make successful business acquisitions. Certain of these risk factors as well as other risk factors and additional information are included in the Company's reports on Form 10-K and 10-Q on file with the Securities and Exchange Commission.

Non-GAAP Financial Information: This presentation includes certain financial information not prepared in accordance with U.S. GAAP. Because not all companies calculate non-GAAP financial information identically (or at all), the presentations herein may not be comparable to other similarly titled measures used by other companies. Management uses Adjusted EBITDA and return on invested capital, non-GAAP financial measures, in order to evaluate historical and ongoing operations. Management believes that these non-GAAP financial measures are useful in order to enable investors to perform meaningful comparisons of historical and current performance. These non-GAAP financial measures are intended to supplement and should be read together with the financial results. These non-GAAP financial measures should not be considered an alternative or substitute for, and should not be considered superior to, the reported financial results. Accordingly, users of this financial information should not place undue reliance on the non-GAAP financial measures.

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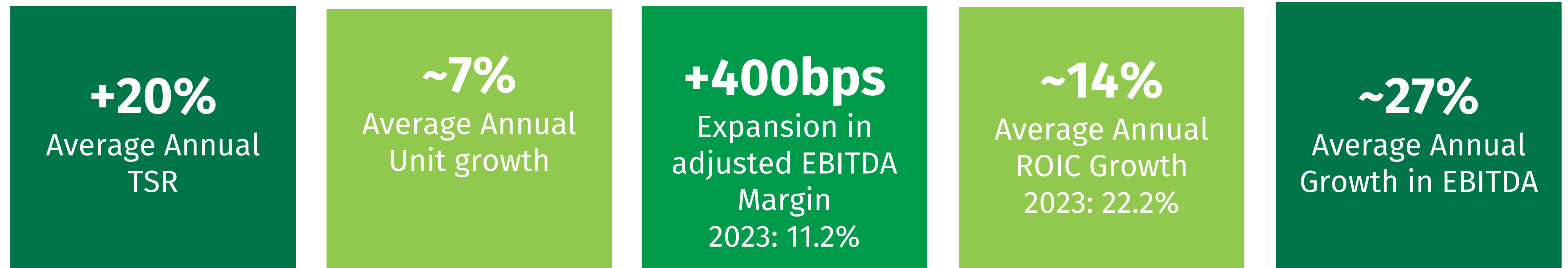
The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – convert 7% of North American softwood lumber, manufacturing and selling a wide variety of value-added products used in residential and commercial construction, outdoor living, packaging and other industrial applications worldwide.

NO MISSION STATEMENT. JUST PEOPLE ON A MISSION.™

 **UFP INDUSTRIES**

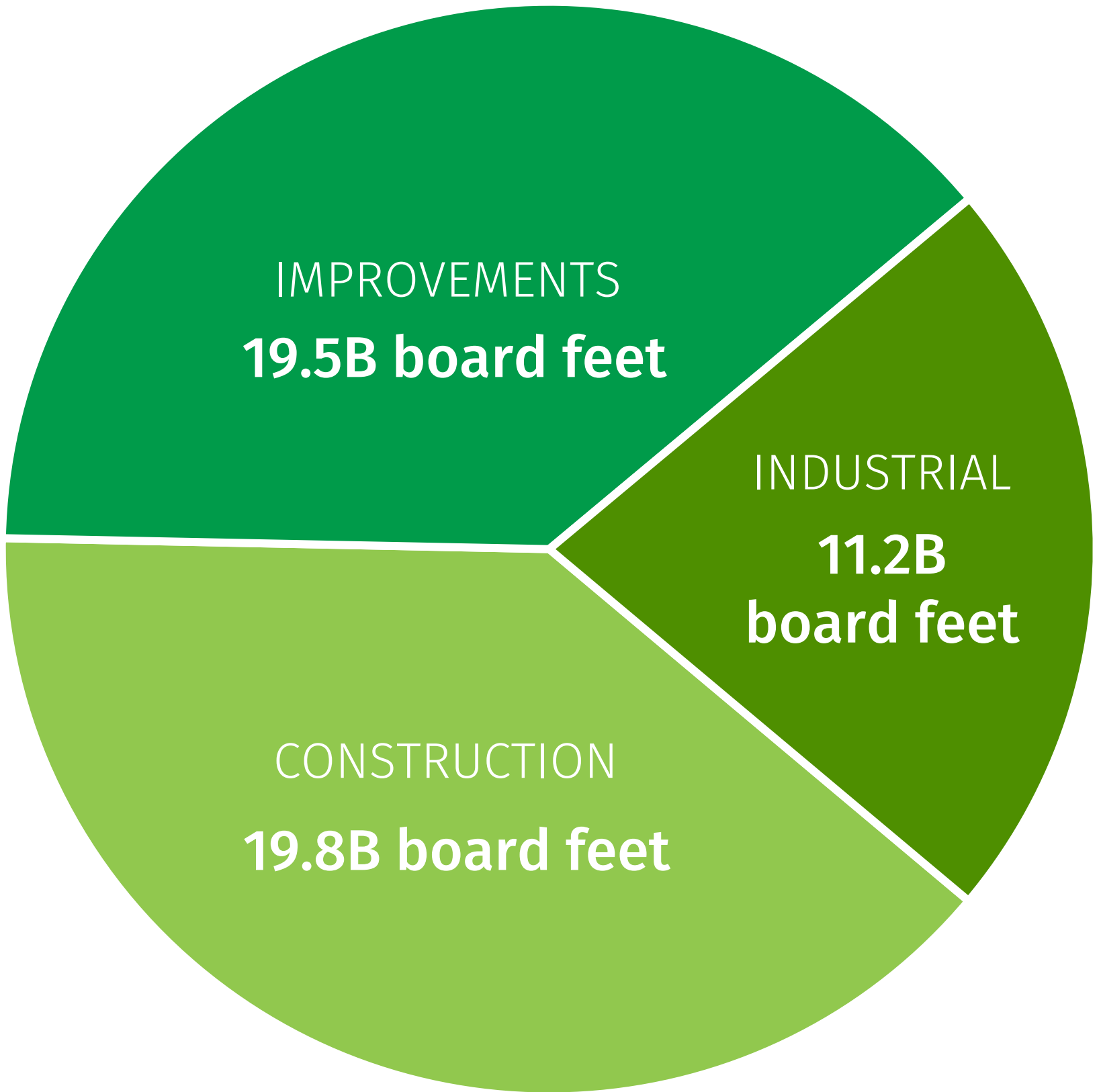
UFP Industries is focused on driving above market growth and compounding margins higher over time while maintaining best-in-class ROIC.

5 YEAR PERFORMANCE*

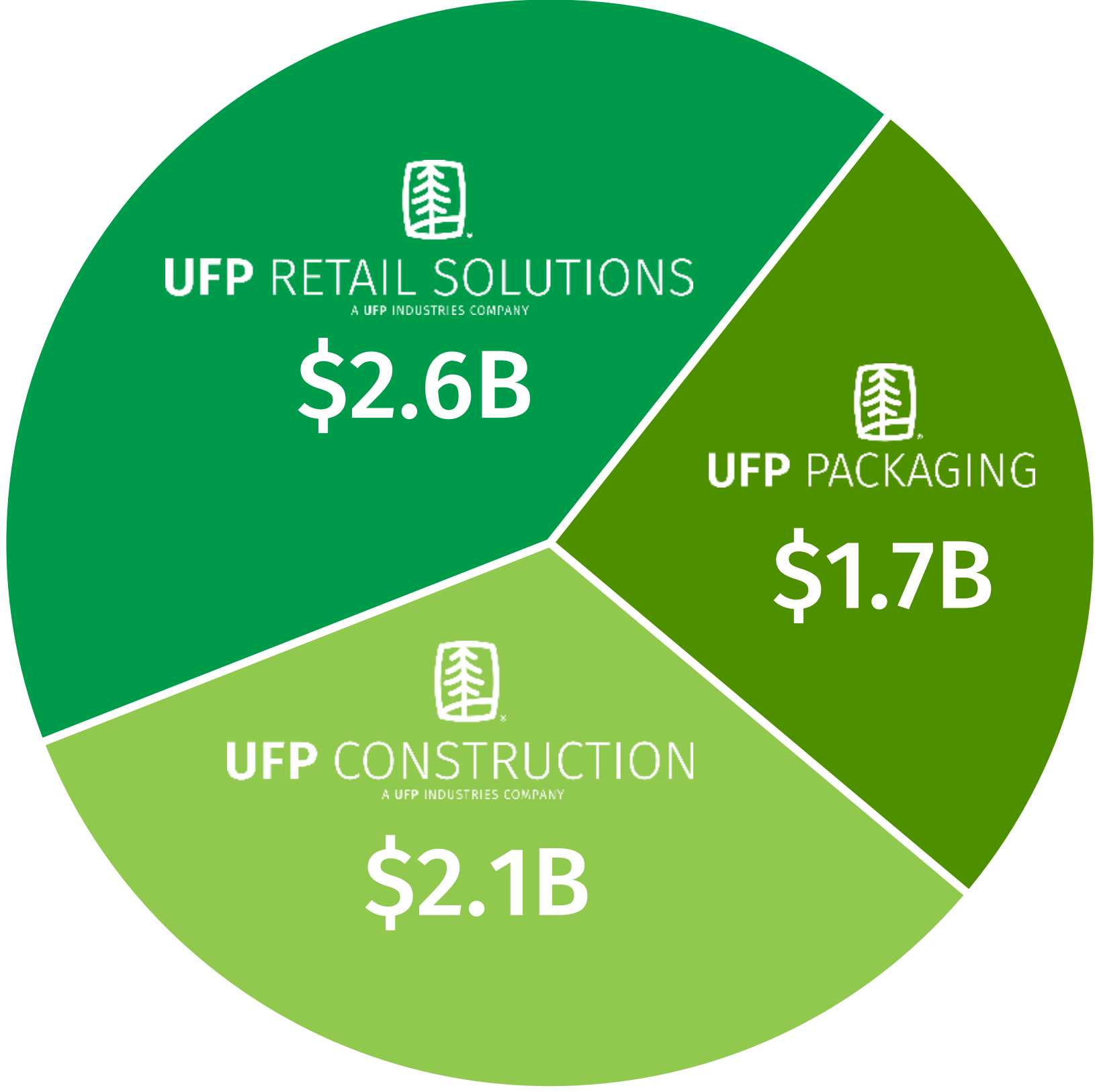


* Five years ending 2023; TSR including dividends.

TOTAL U.S. SOFTWOOD CONSUMPTION BY END MARKETS*



UFP TTM REVENUE BY BUSINESS SEGMENTS



*Source: Forest Economic Advisors. Improvements = Retail. Industrial = Packaging

OBJECTIVES

Market Expansion

Unit Sales Growth

Product & Process Innovation

Margin Growth

STRATEGIES

Growth

M&A

- Core tuck-ins, consolidations
- Complementary value-added adjacencies to grow, and enhance EBITDA margins

ORGANIC

- Greenfields to fill geographic holes
- Leverage footprint to grow with national customers

NEW CUSTOMERS

- New locations of national accounts
- Focus on Packaging verticals

Mix Improvements

NEW PRODUCTS

- Long-term goal of 10% of net sales
- Alternative materials to broaden markets/customers
- Enhance EBITDA margin

R&D/INNOVATION

- Dedicated innovation teams
- Internal venture fund investments

SKU RATIONALIZATION

- Data-optimized for streamlined offerings and improved EBITDA margins and ROIC

Ops Improvements

AUTOMATION & ROBOTICS

- Enhance productivity and efficiencies
- Reduce non-value-added repetitive motion and adverse ergonomics for employees

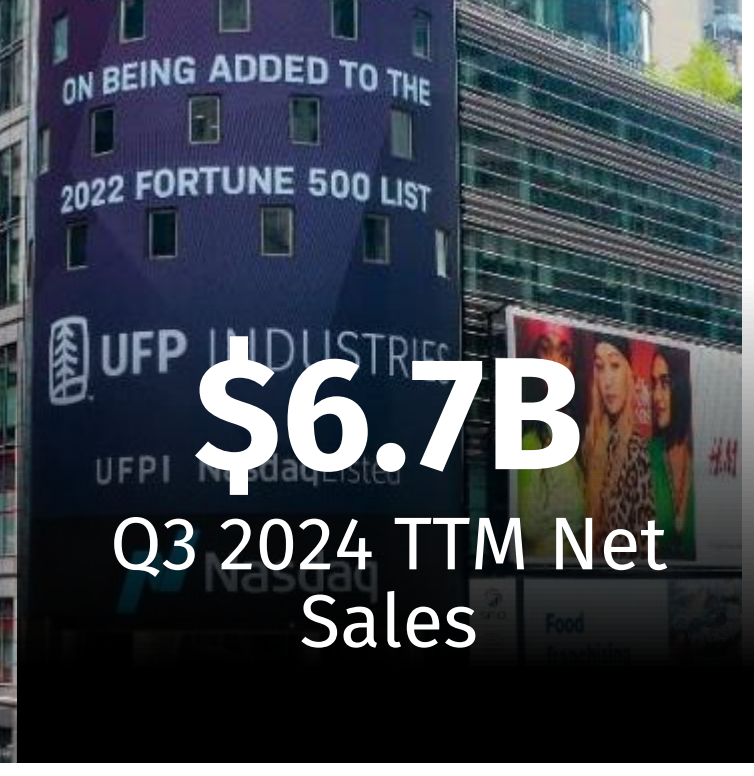
CAPACITY CONSOLIDATION

- Centers of Excellence model lowers production costs
- Strategic consolidations to enhance efficiencies

ENHANCED OPERATIONS TECHNOLOGY

- Technology solutions in transportation, purchasing, design and shop floor

UFP AT A GLANCE



Business segments and markets

 **UFP RETAIL SOLUTIONS**

\$2.6B

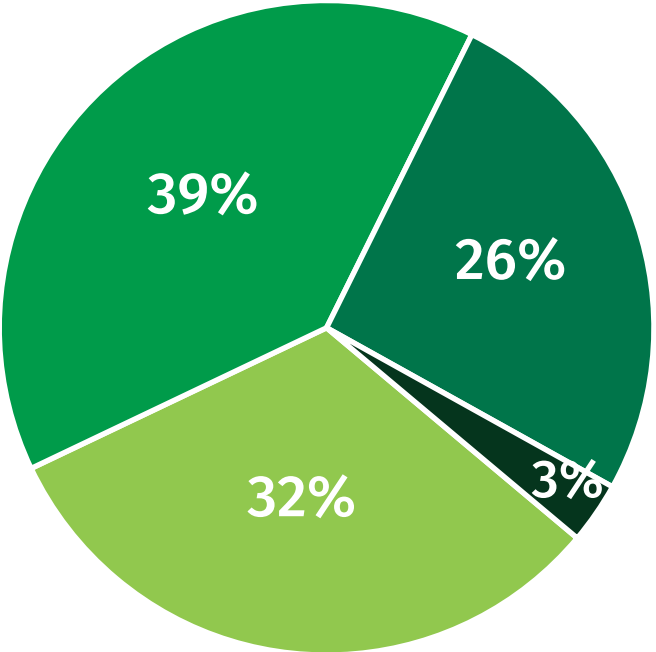
Big box, independents, & buying co-ops

 **UFP CONSTRUCTION**

\$2.1B

Single-, multi-family and factory-built housing, commercial, concrete formers

Based on Q3 2024 TTM Net Sales



 **UFP PACKAGING**

\$1.7B

Industrial manufacturers, OEM's, agricultural and logistics

 **UFP INTERNATIONAL**

\$0.2B

Overseas trading, manufacturing and design assets offering packaging solutions in nine countries

WHERE WE ARE



221
Locations

9
Countries

BUSINESS MODEL PROVIDES SUSTAINABLE COMPETITIVE ADVANTAGES

Scale through Diversification

As North America's largest buyer of softwood lumber, UFP owns scale advantage in sourcing and in serving the three largest softwood end markets – residential construction, retail building products and industrial packaging.

RESULT:

- Hedge against cyclical and customer concentration
- Advantages in procurement and product mix diversification
- Risk mitigation, including against lumber market volatility.

Incentives Aligned With Shareholders

Each of our 221 operations is a profit center, managed by people who are required to own stock, and are compensated on a combination of pre-bonus operating profit and return on investment.

RESULT:

- Efficient capital allocation
- High ROIC
- **Insiders and employees own more than 11% of shares outstanding***

Commitment To Innovation

While in its early stages, a strategic and growing focus on innovation has brought the company and its customers a steady stream of new products and services.

RESULT:

- Robust pipeline of new products, averaging 9.5% of sales since 2019
- New customers and markets
- Higher EBITDA margins

Culture

Teamwork, accountability, devotion to the customer and internal competition create a results-driven culture that drives personal and professional growth throughout the organization.

RESULT:

- 68 straight years of profitability
- Average tenure of 23 years for our 69 most senior executives.

Structure

In 2020 the company created a new operating structure based on management of market segments rather than geography, bringing greater focus.

RESULT:

- Improved performance from
- Greater alignment with customers
- Quicker introduction of new, value-added products
- Better, more rapid decision making

*Form 5 reports and employee compensation plan

LONG-TERM FINANCIAL GOALS

Annual unit sales growth of 7-10% including small acquisitions

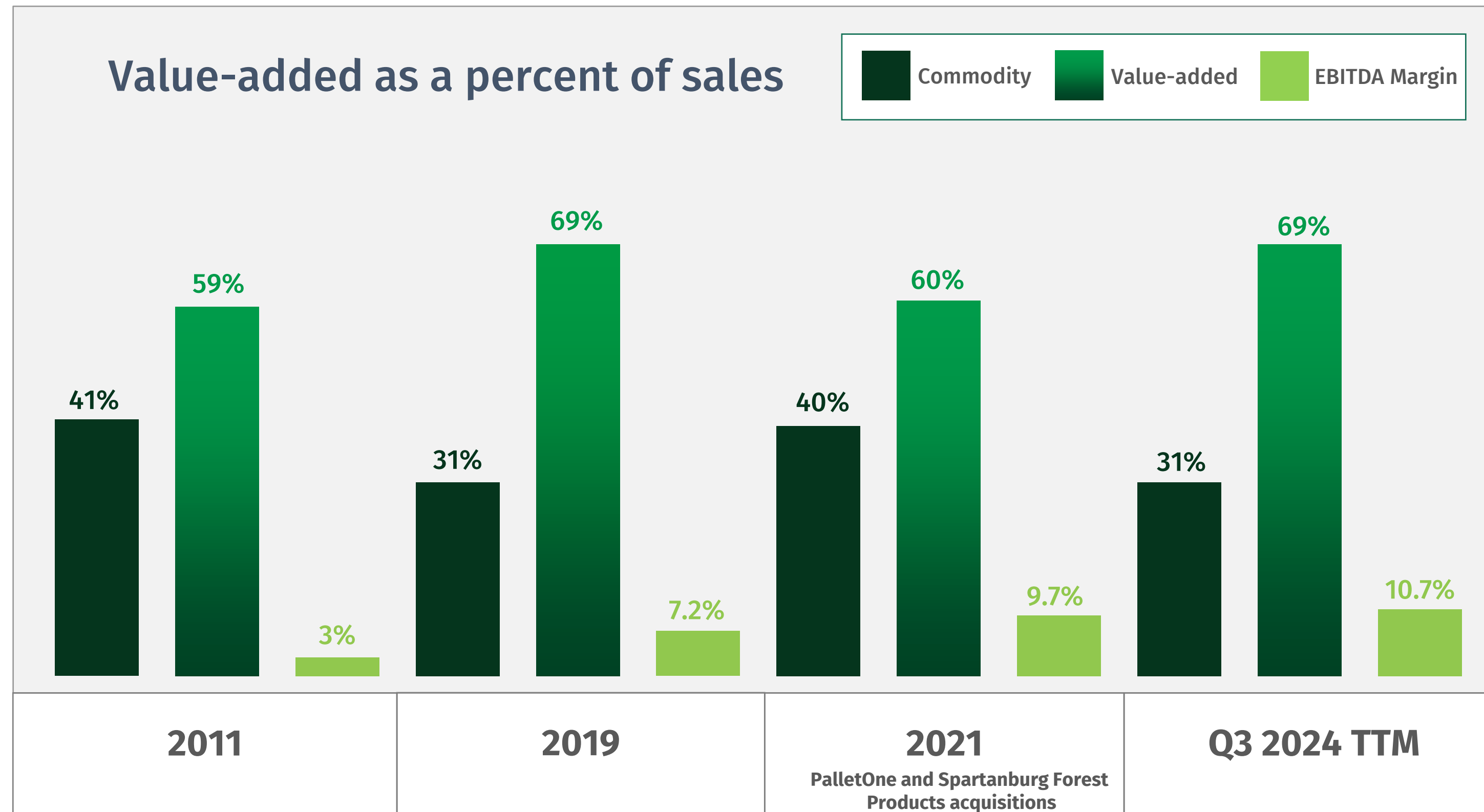
Achieve and sustain a 12.5% adjusted EBITDA margin

Earn an incremental return on new investment greater than our 15% hurdle rate

Maintain a conservative capital structure < 1.5X Adjusted EBITDA



VALUE-ADDED SALES



**Value-added products improve mix, raise EBITDA margins.
New products sales goal is 10% of net sales.**

ALTERNATIVE MATERIALS MANUFACTURING GROWTH

Investments in value-added adjacencies add to TAM

Core/Historical

Current state/Future scaling growth via capex and M&A

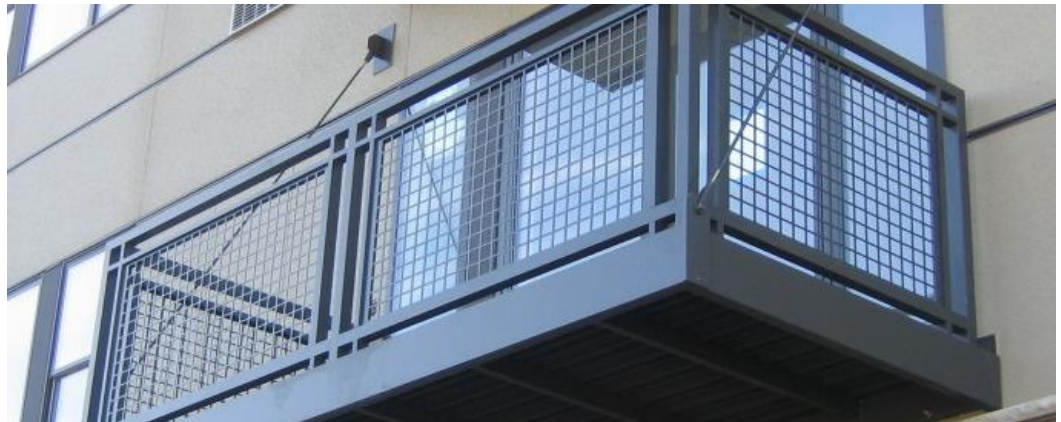
CONSTRUCTION



Wood Components



Light Gauge Metal Components



Aluminum Balconies and accessories

RETAIL



Pressure-Treated Lumber



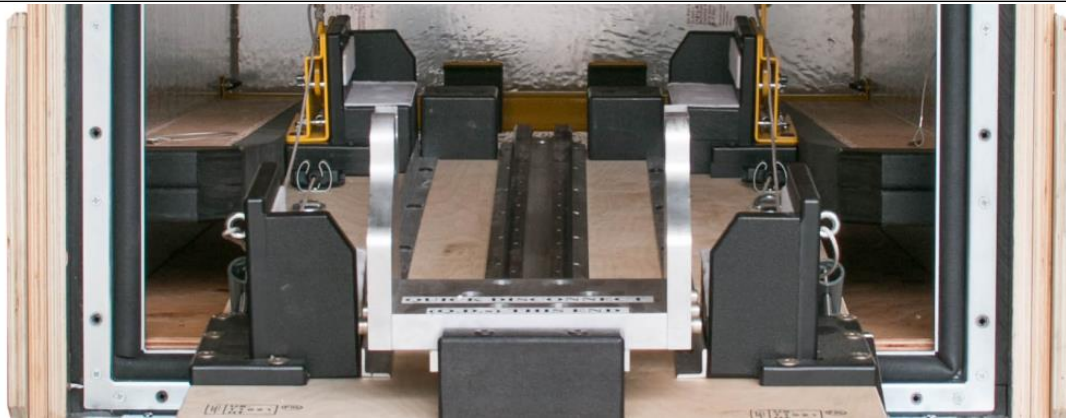
Deckorators Surestone™ Technology Decking & Railing



PACKAGING



Wood Crates



Mixed Material Crates
Wood, Foam, Metal, Corrugate



Steel Crates

BROADER MARKET OPPORTUNITIES | MARGIN ENHANCEMENT | INCREASED WALLET SHARE

INNOVATION AND NEW PRODUCTS



UFP VENTURE FUND

In 2022 we launched our Innovation Accelerator to:

Bring new products and services to market faster

Spur internal growth in new capabilities, products and processes

Drive faster scale and synergy through rapid iteration

In 2023 we started the UFP Venture Fund to:

Spur external growth through late-stage development and early-stage commercialization opportunities

Empower entrepreneurs to build businesses, services, and products that can transform our industry

Commit an investment of \$100 million over 5 years to meet our development goals

The company is making investments to

- Develop value-added use of manufacturing residuals
- Enhance our supply chains
- Add automation across business segments to increase efficiencies
- Address a shortage of skilled labor
- Create alternative product lines in close adjacencies to our current business
- Source new technology solutions to spur growth and enhance productivity

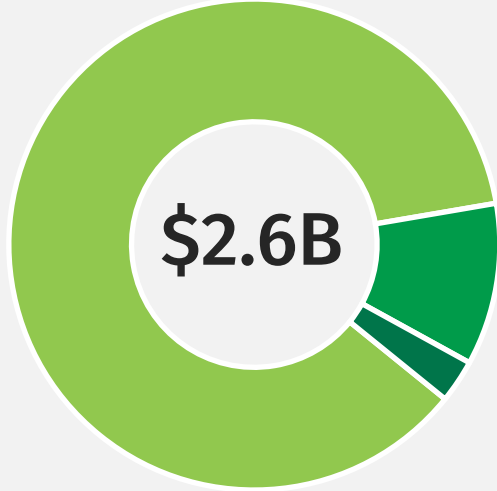
Commitment to innovation moves the company steadily up the value chain.

BUSINESS SEGMENTS

UFP RETAIL SOLUTIONS



Q3 2024 TTM Net Sales



- ProWood Group**
\$2.2 Billion
- Deckorators**
\$299 Million
- UFP Edge**
\$142 Million

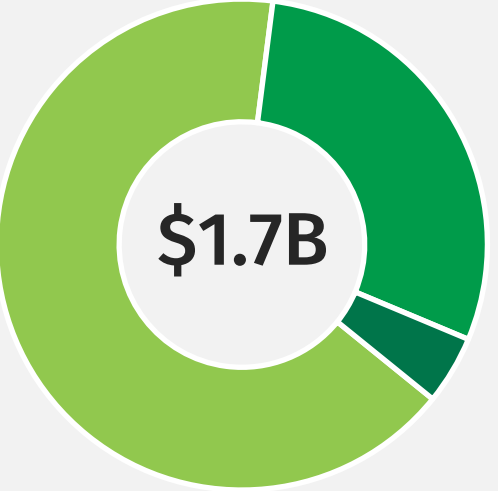


New products 6.3% of net sales

UFP PACKAGING



Q3 2024 TTM Net Sales



- Structural Packaging**
\$1.1 Billion
- PalletOne**
\$522 Million
- Protective Packaging Solutions**
\$74 Million

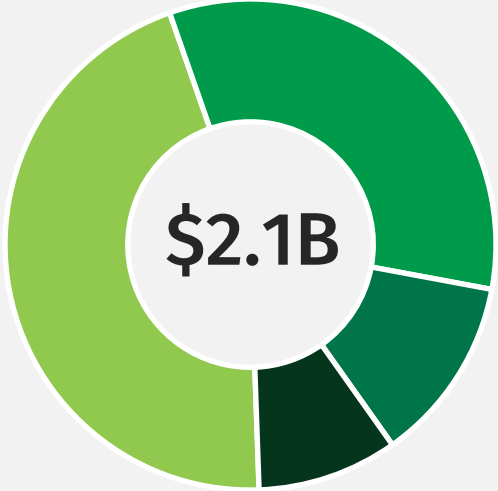


New products 15.1% of net sales

UFP CONSTRUCTION



Q3 2024 TTM Net Sales



- Site Built**
\$923 Million
- Factory Built**
\$793 Million
- Commercial**
\$250 Million
- Concrete Forming Solutions**
\$172 Million



New products 4.1% of net sales

Note: As of December 31, 2023, our Pinelli Universal entity was transferred to our Retail segment from our International segment (grouped in All Other) due to changes in our management structure. Prior year figures have been updated to reflect the change for comparability purposes in all applicable slides.

UFP RETAIL SOLUTIONS

TREATED & DECK SPECIALTIES

Pressure-treated lumber, decking, handrail, stairs, balusters, lattice, accessories



pro'wood

FENCE, LAWN & GARDEN

Wood and vinyl fence, planters, garden beds, picnic tables



BUILDING MATERIALS

ProWood FR, project panels, short boards & dimensional, stakes, finger-joint studs, furring strips, more



Dec'orators®

Go Beyond Ordinary

Wood- and mineral-based composite decking, railing and accessories.* Aluminum fence manufacturing and fabrication.



UFP EDGE™

Designed To Be Seen

Premium siding, pattern, trim; interior accent wall products



On-trend brands to all major building products retailers, backed by best-in-class in-store and e-commerce support

*Sales mix is 73% to Big Box customers and 27% to one- and two-step distribution as of Q3 2024.



Structural Packaging

Wood, steel, foam and corrugated for mixed material crates and specialty containers; hard cases, lumber processing, logistics solutions and onsite packaging services



PalletOne

Machine-built pallets; design, engineering and testing



Protective Packaging

Corrugated conversion, stretch/shrink films, labels, strapping, hardware and software solutions for all industries



Innovative packaging solutions and components backed by a global manufacturing footprint and the industry's leading engineering, design, and integrated service teams



Site-Built

Roof trusses, wall panels, floor systems and framing services for residential and light commercial builders. Sales are approx. 70% single family, 30% multifamily.



UFPConstruction.com

Factory-Built

Floor, wall and roof panels, cabinet components, countertops and milled components for modular and manufactured homes; Components for RV/cargo trailer and mobile offices.



Commercial

Turnkey project management of consumer environment and architectural interiors; design, development, engineering, manufacturing, assembly, distribution and installation.



IDXCorporation.com

questdisplays.com

Concrete Forming

Offsite prefabrication of value-add formwork, aluminum horizontal shoring and vertical forming solutions for use in infrastructure; elevated structural concrete construction projects.



Single-source designer and manufacturer of building components, concrete forms, framing, exterior and interior finishing programs to make building processes run at maximum efficiency

SEGMENT DEMAND AND FORWARD OUTLOOK

 **UFP RETAIL SOLUTIONS**



 **UFP PACKAGING**



 **UFP CONSTRUCTION**



MACRO DRIVERS

- Repair and remodel activity
- Aging home stock
- Home equity at historic highs

- PMI
- Durable Goods
- GDP

- Affordability challenges remain
- Housing shortage at historical high

INDUSTRY/CONSUMER TRENDS

- Home equity at historic highs
- Consumers delaying high end projects

- Demand decrease across most verticals and excess capacity pressuring pricing
- On/nearshoring manufacturing
- Vendor consolidation at customers of scale

- Average square footage down 10%
- Builder incentives driving activity

SHORT-TERM OUTLOOK

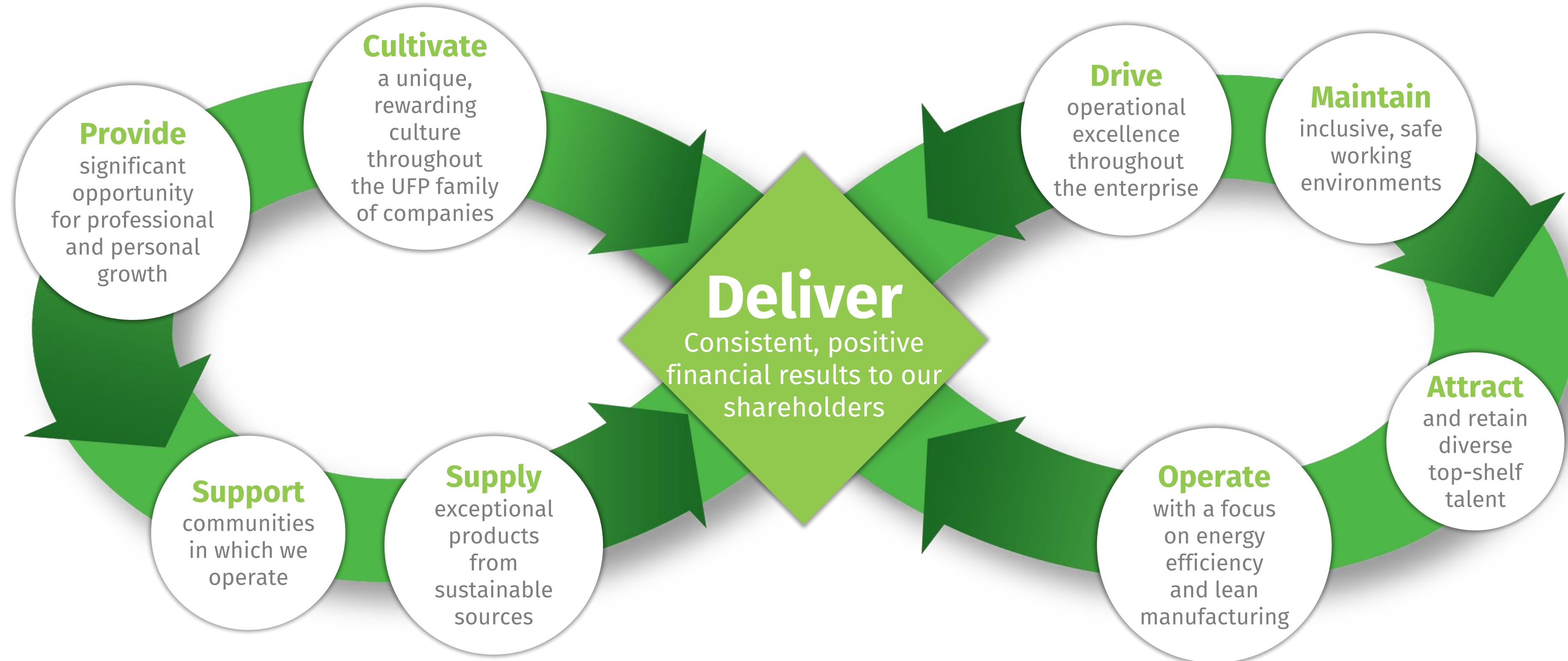
- Demand down mid-single digits

- Demand down mid- to high-single digits

- Demand down low-single digits

SUSTAINABILITY CONTINUUM

We believe profitability, asset values and shareholder return are optimized by acting responsibly, and that our investors experience higher sustainable returns when we support our customers, employees and communities. Our views on ESG and maintaining a sustainable enterprise can be found [here](#).



NASDAQ CONGRATULATES
UFP INDUSTRIES INC
ON BEING ADDED TO THE
2022 FORTUNE 500 LIST

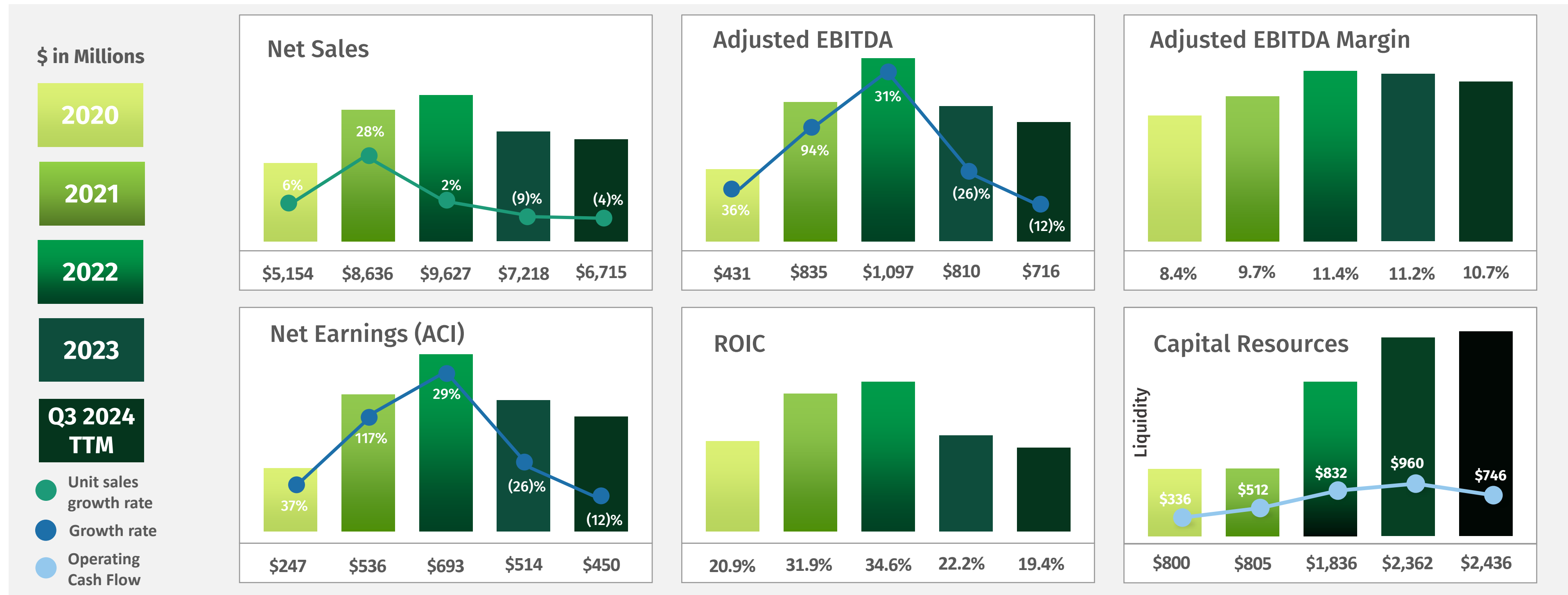


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE

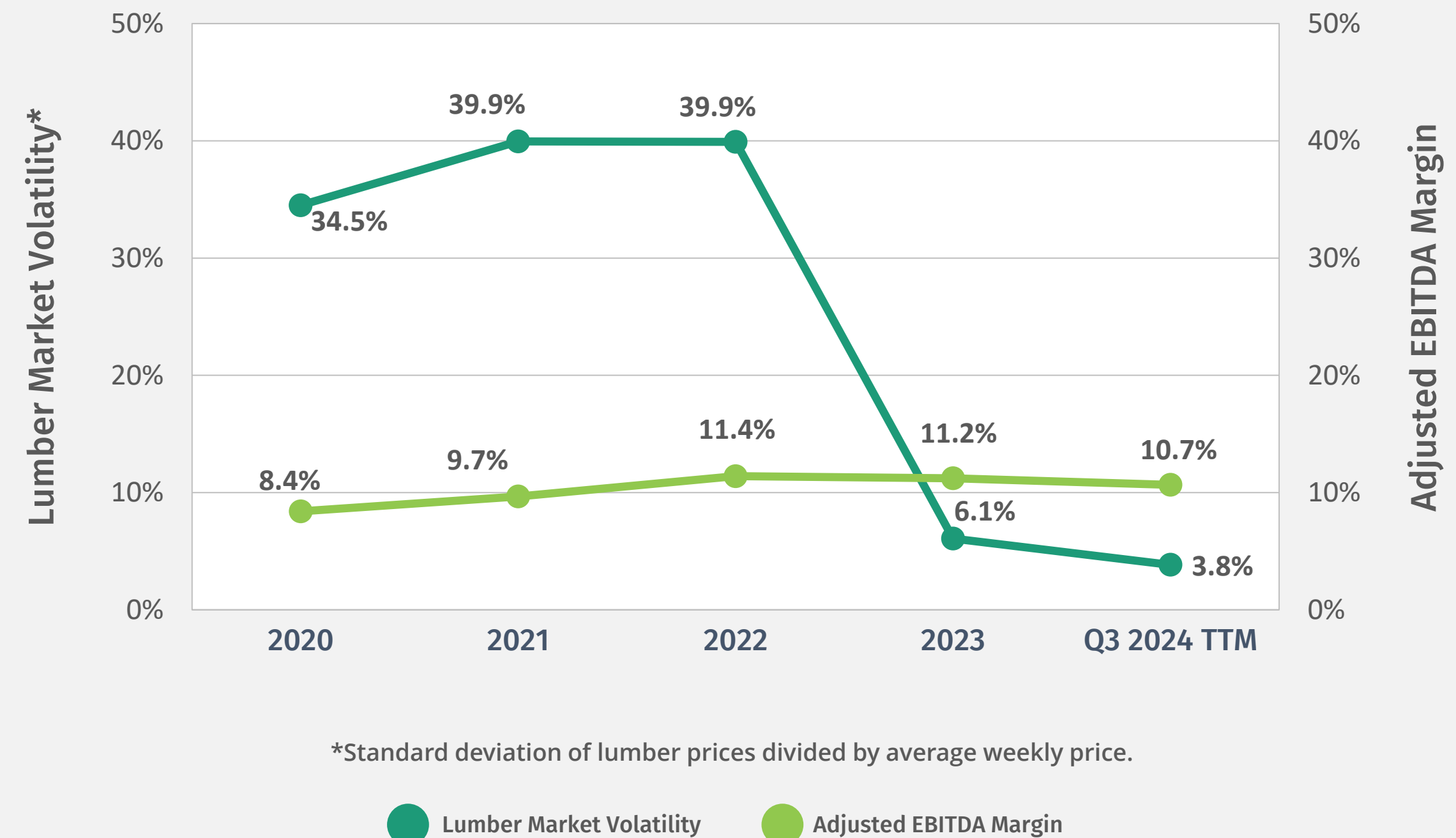


Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

MANAGING LUMBER MARKET RISK

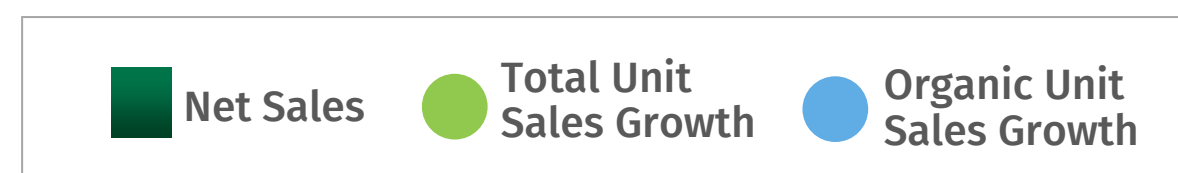
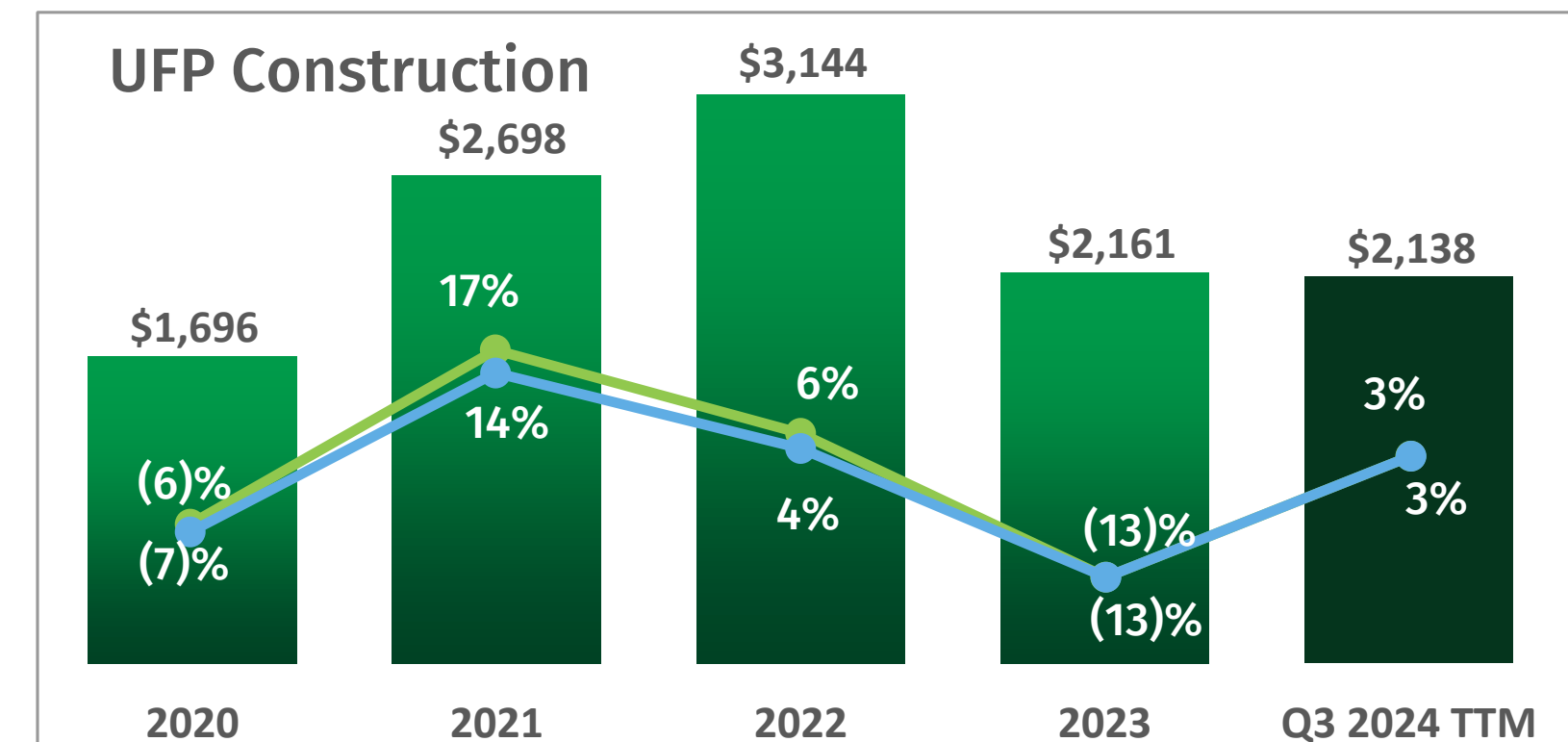
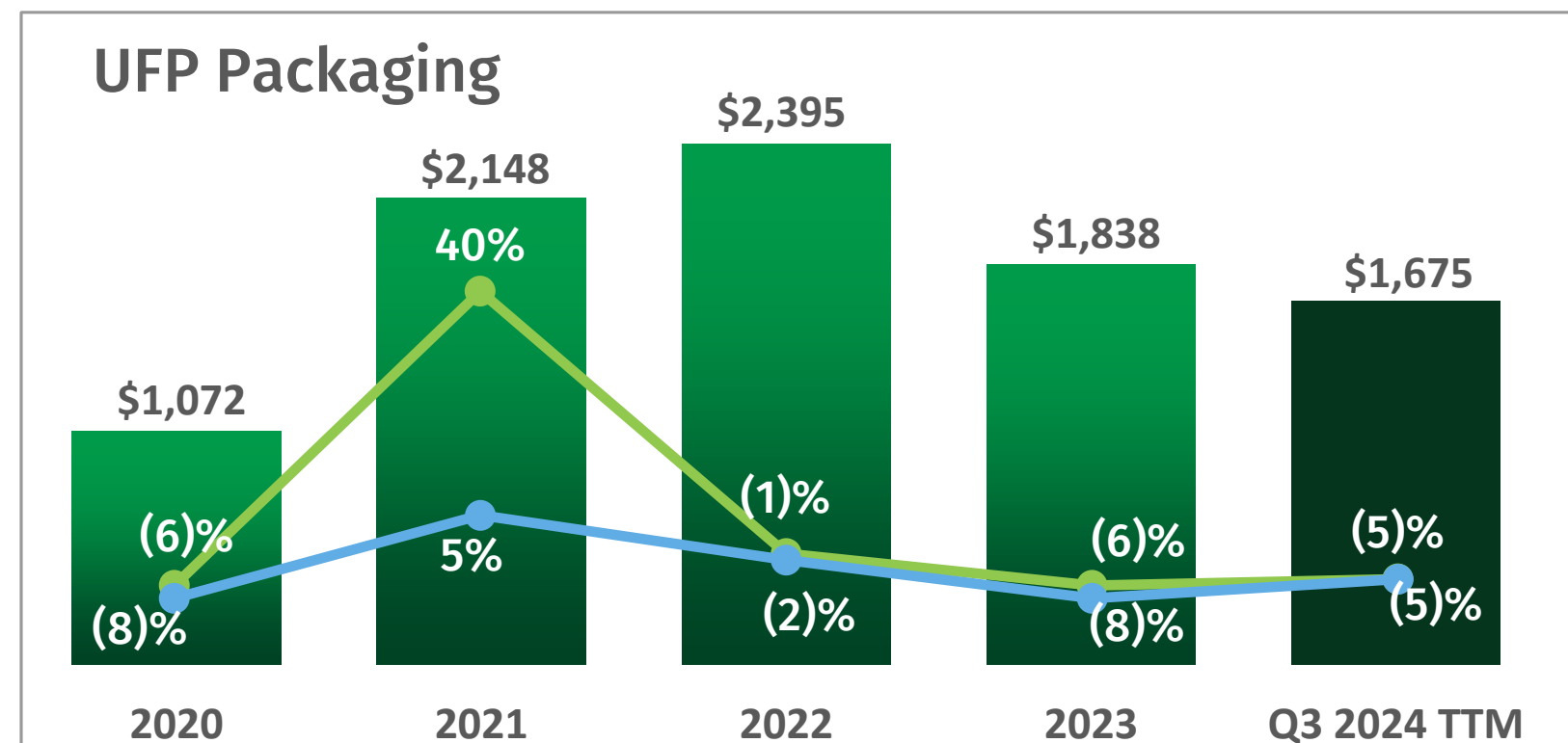
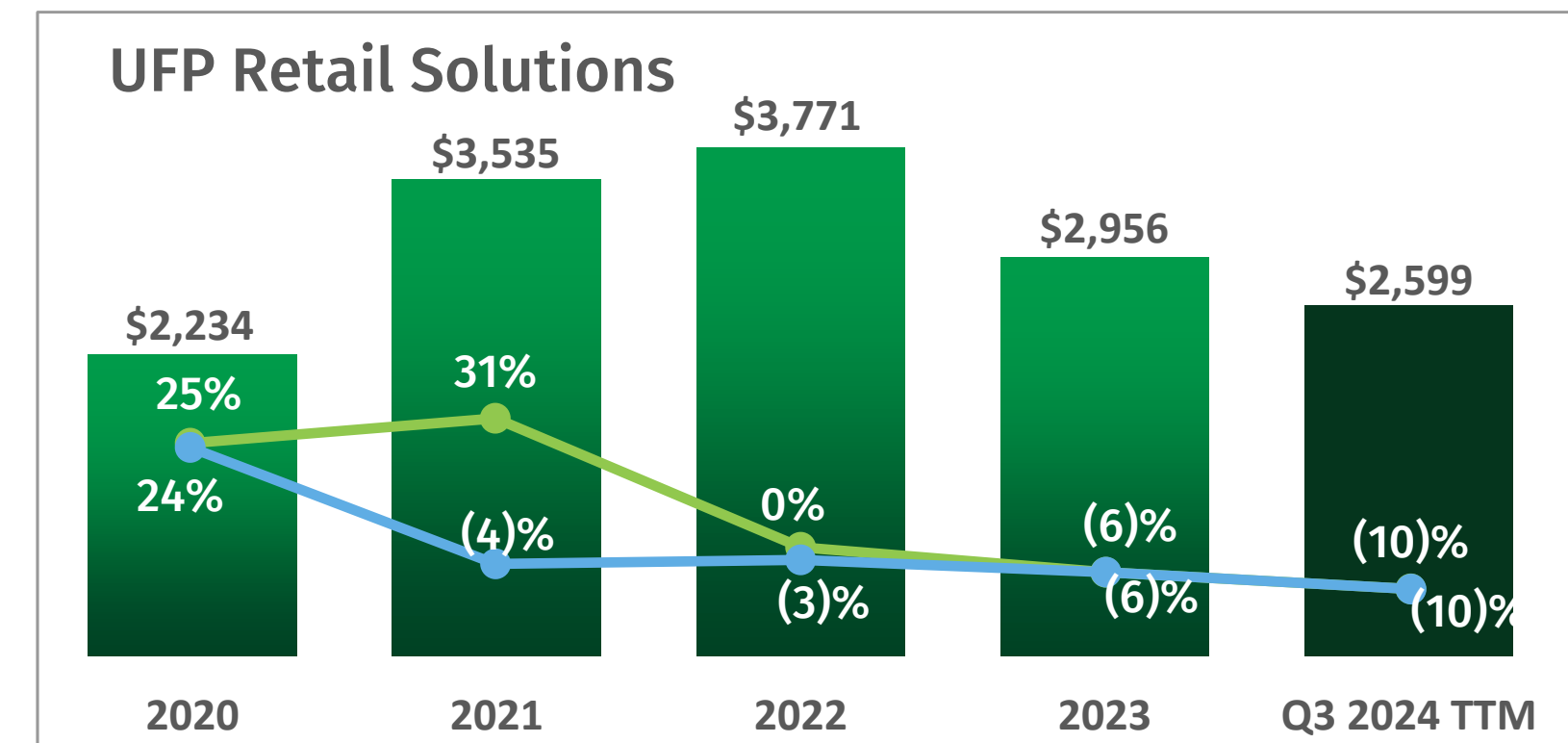
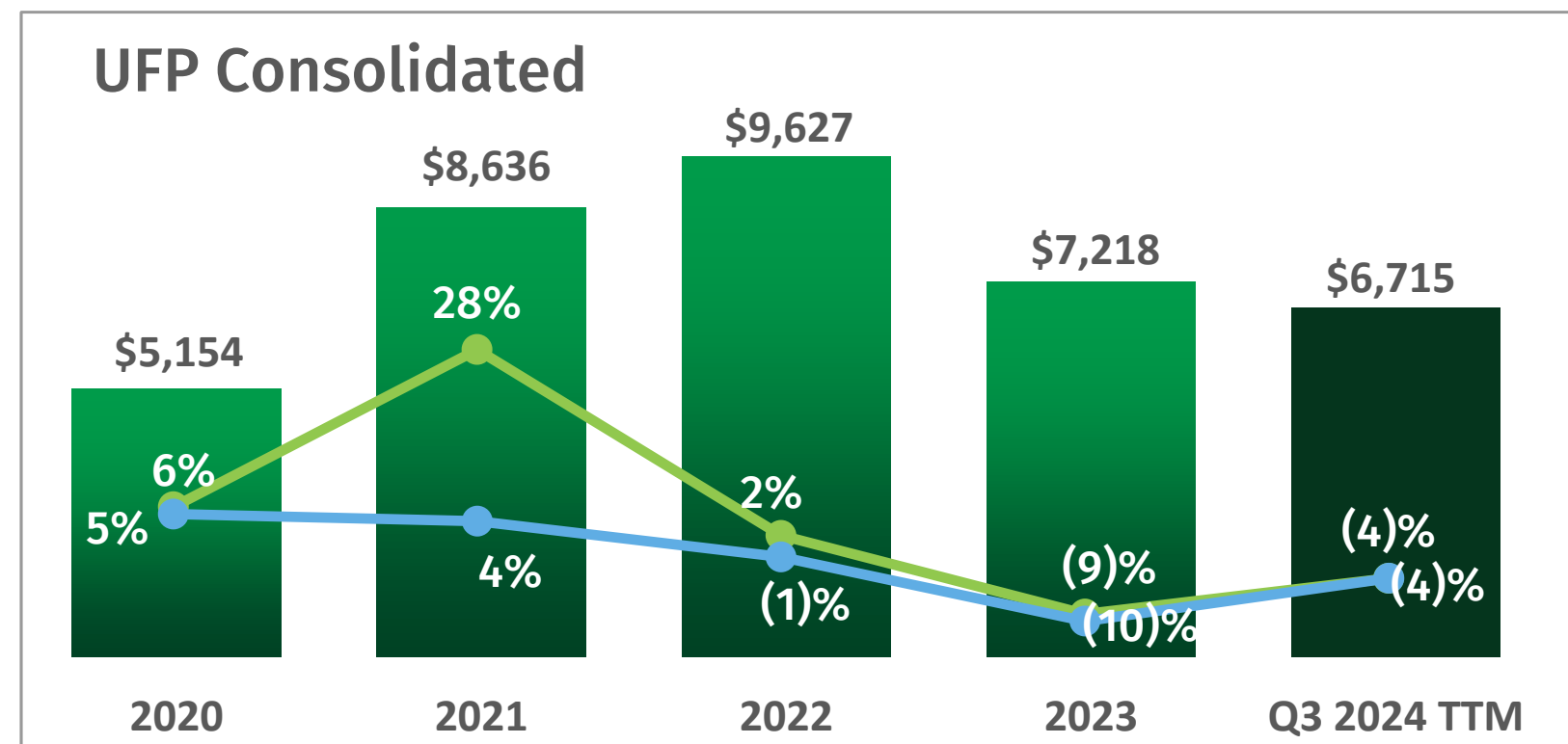
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



Balanced business model mitigates lumber price volatility and drives stable profit per unit.

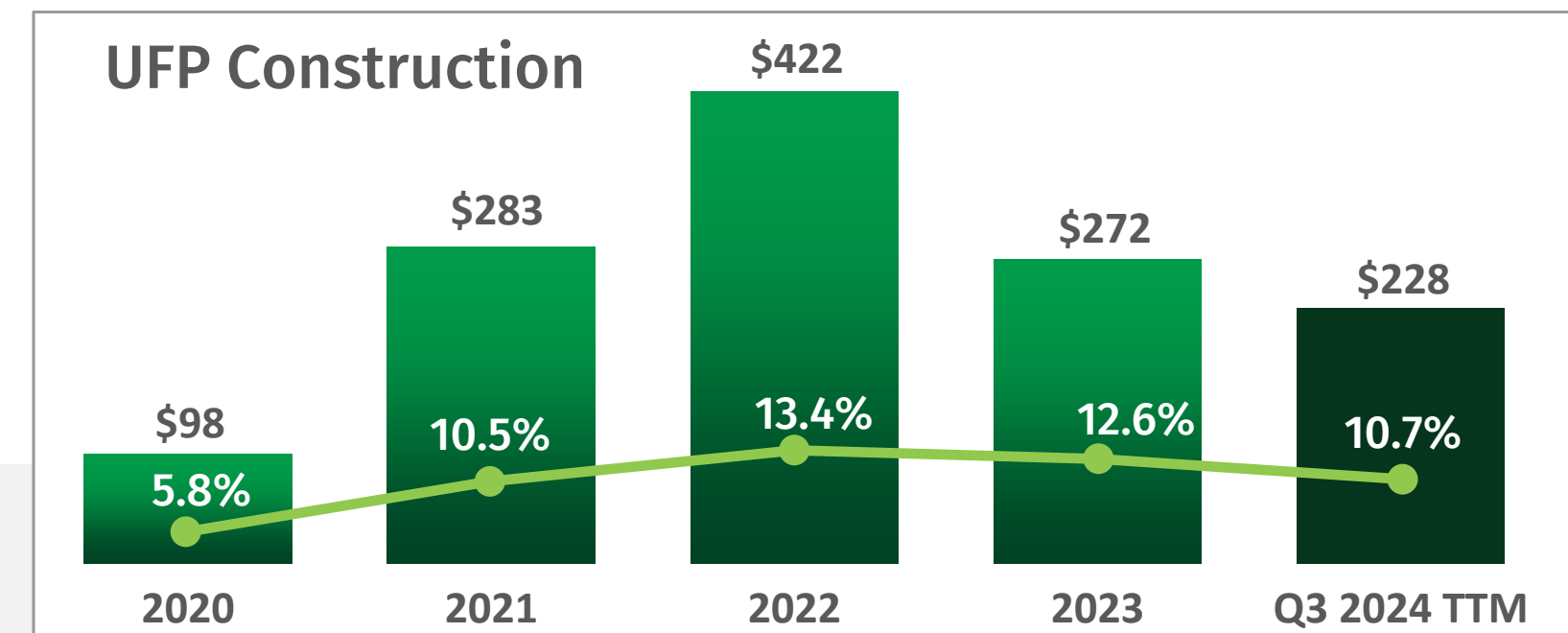
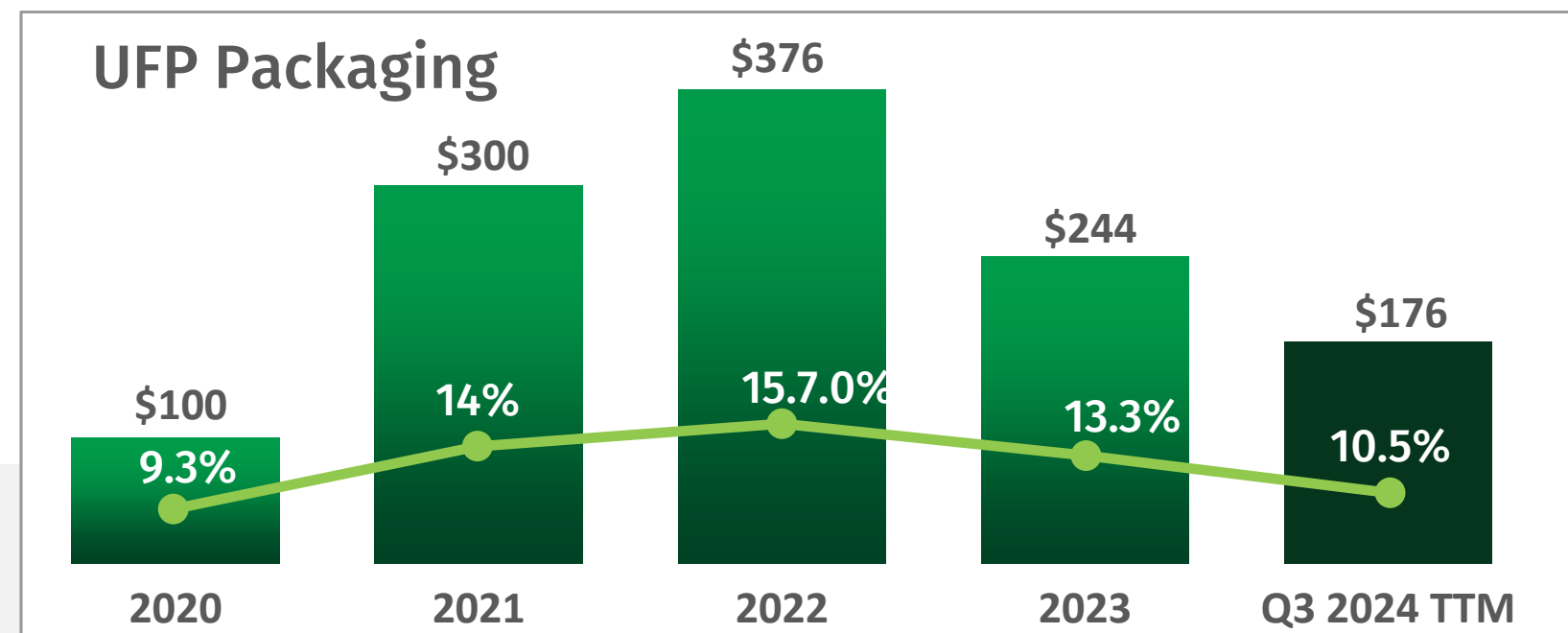
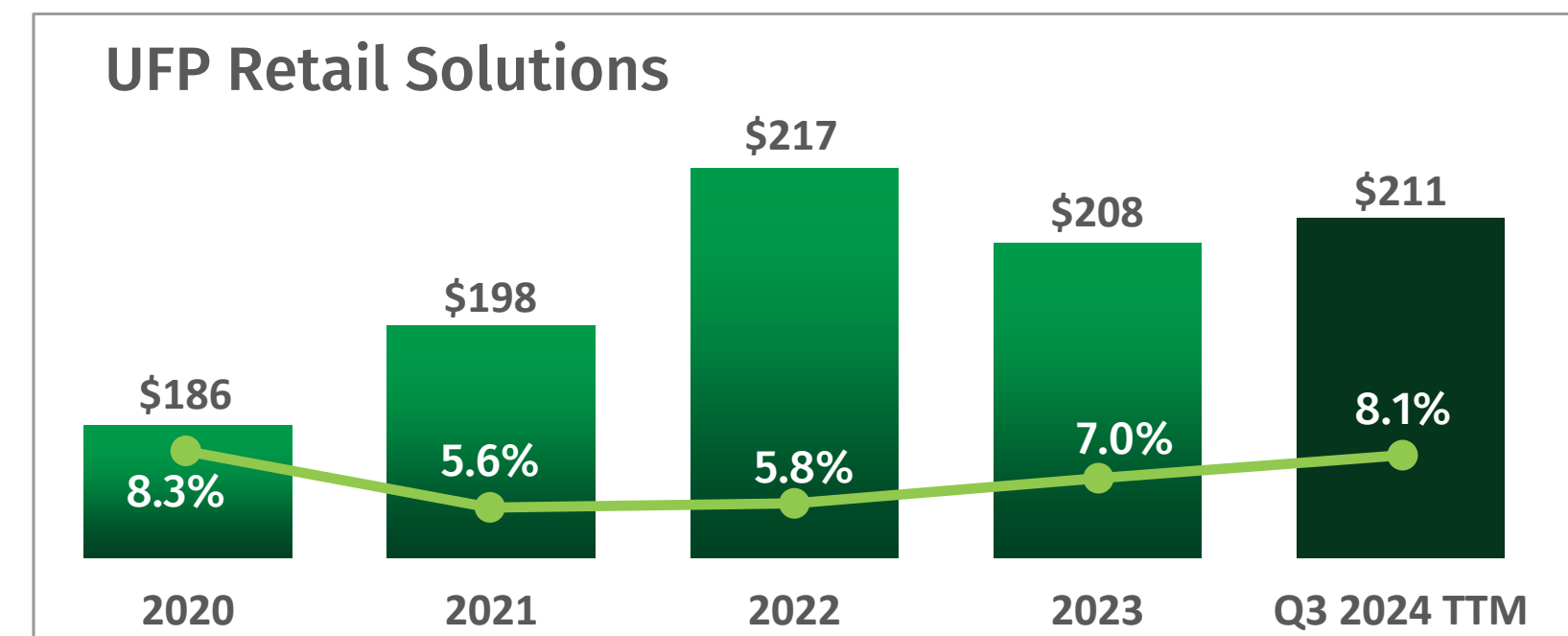
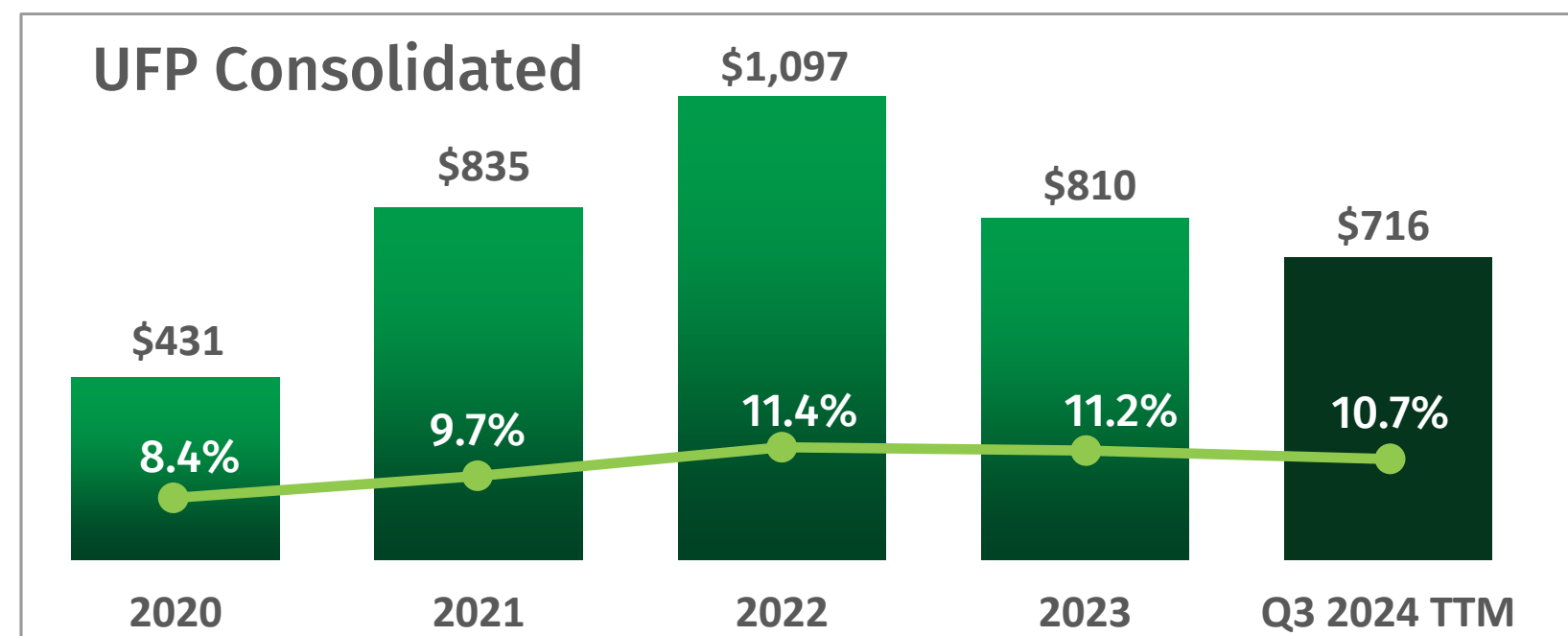
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NET SALES (in millions)



Long-Term Goal: Unit sales growth of 7% to 10%, including small acquisitions

ADJUSTED EBITDA (in millions)



■ Adjusted EBITDA ● Adjusted EBITDA Margin

MARGIN DRIVERS

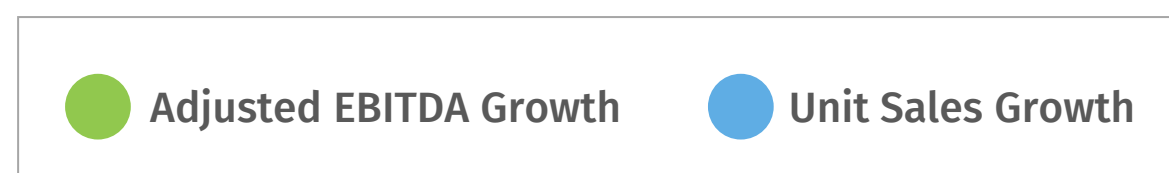
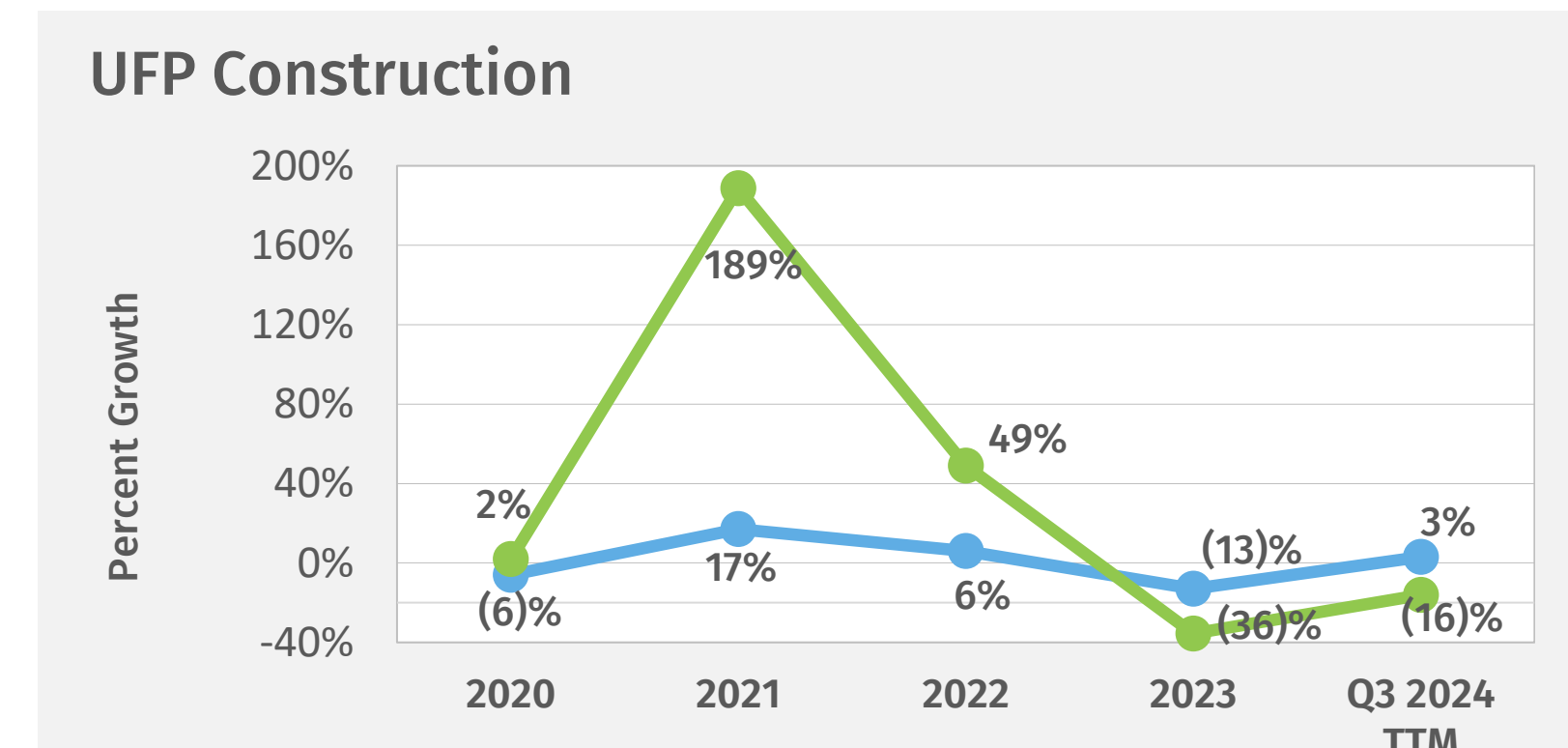
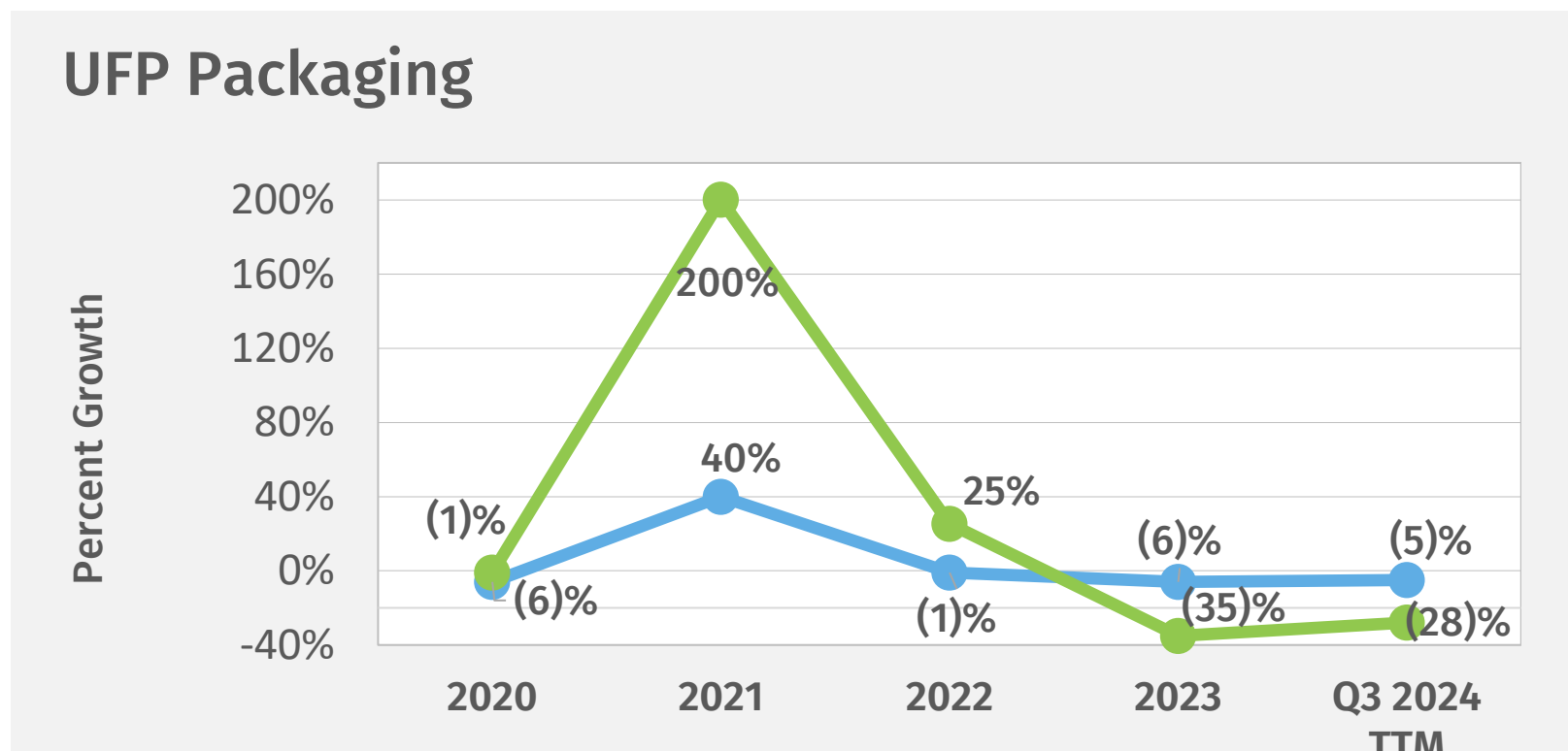
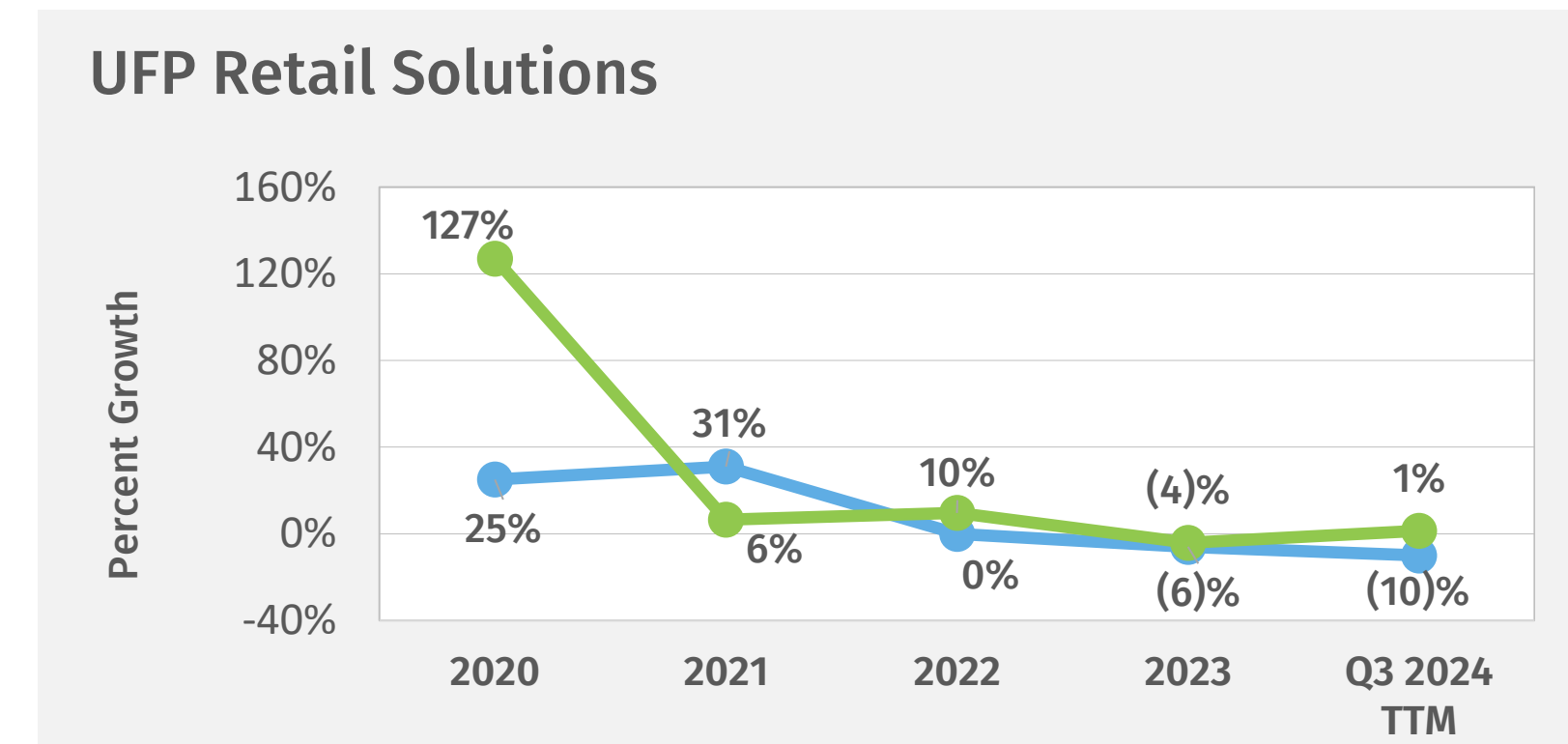
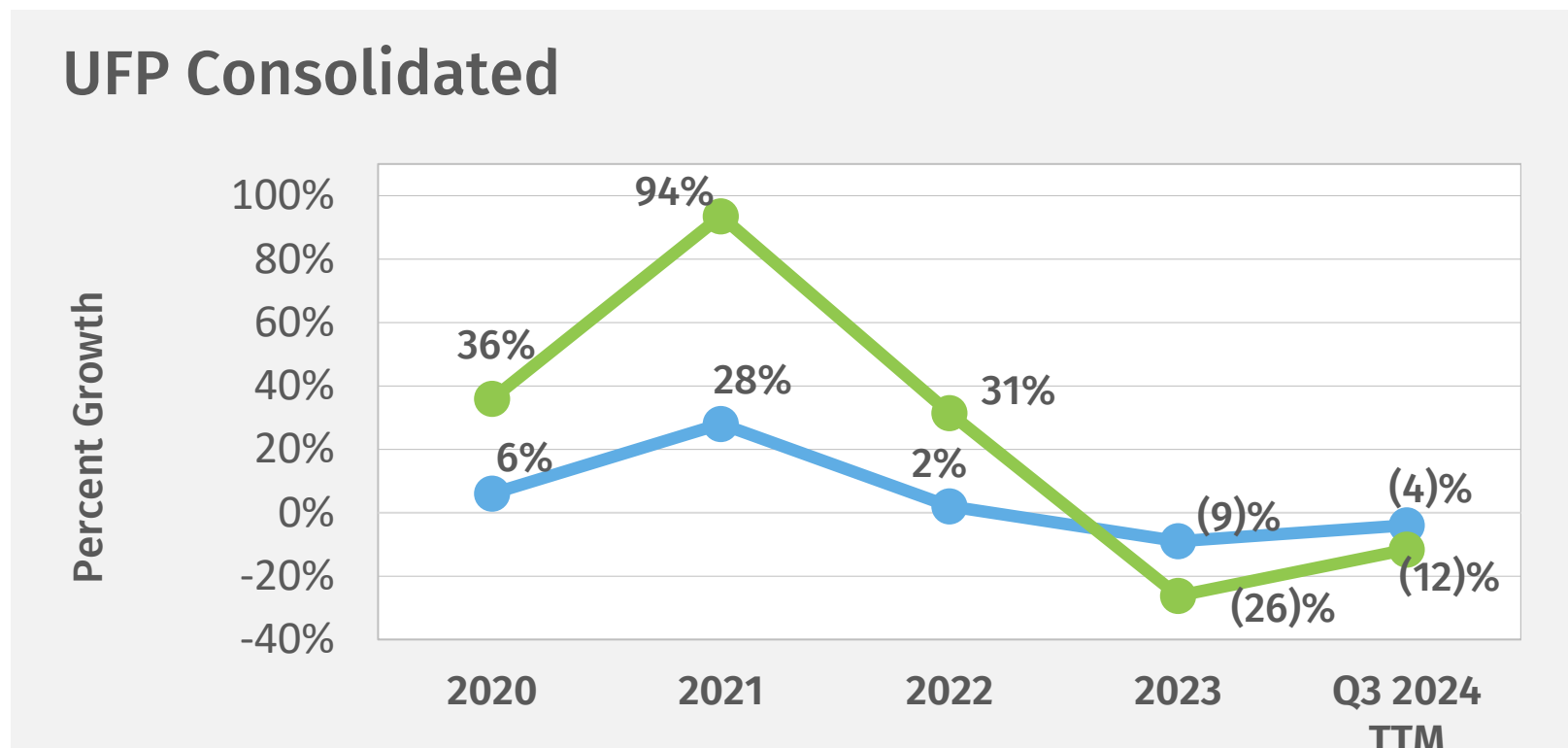
- New management structure
- Value-added mix improvements, including new branded products, solutions selling, and value-based pricing
- Operational improvements, transportation restructure, automation

LONG-TERM GOAL

12.5% Adjusted EBITDA margin

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

ADJUSTED EBITDA GROWTH AND UNIT SALES



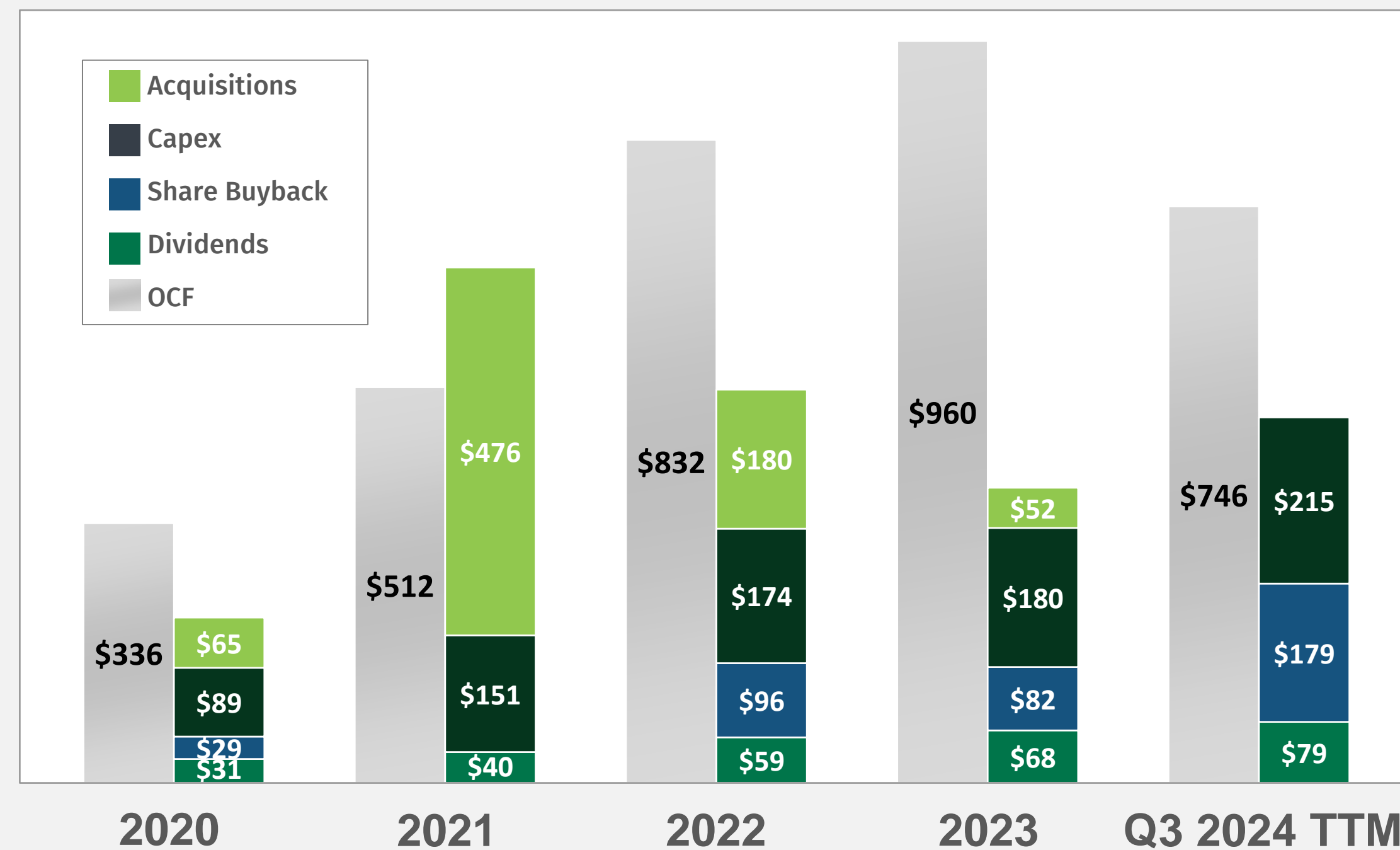
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

BALANCED USE OF FREE CASH FLOW

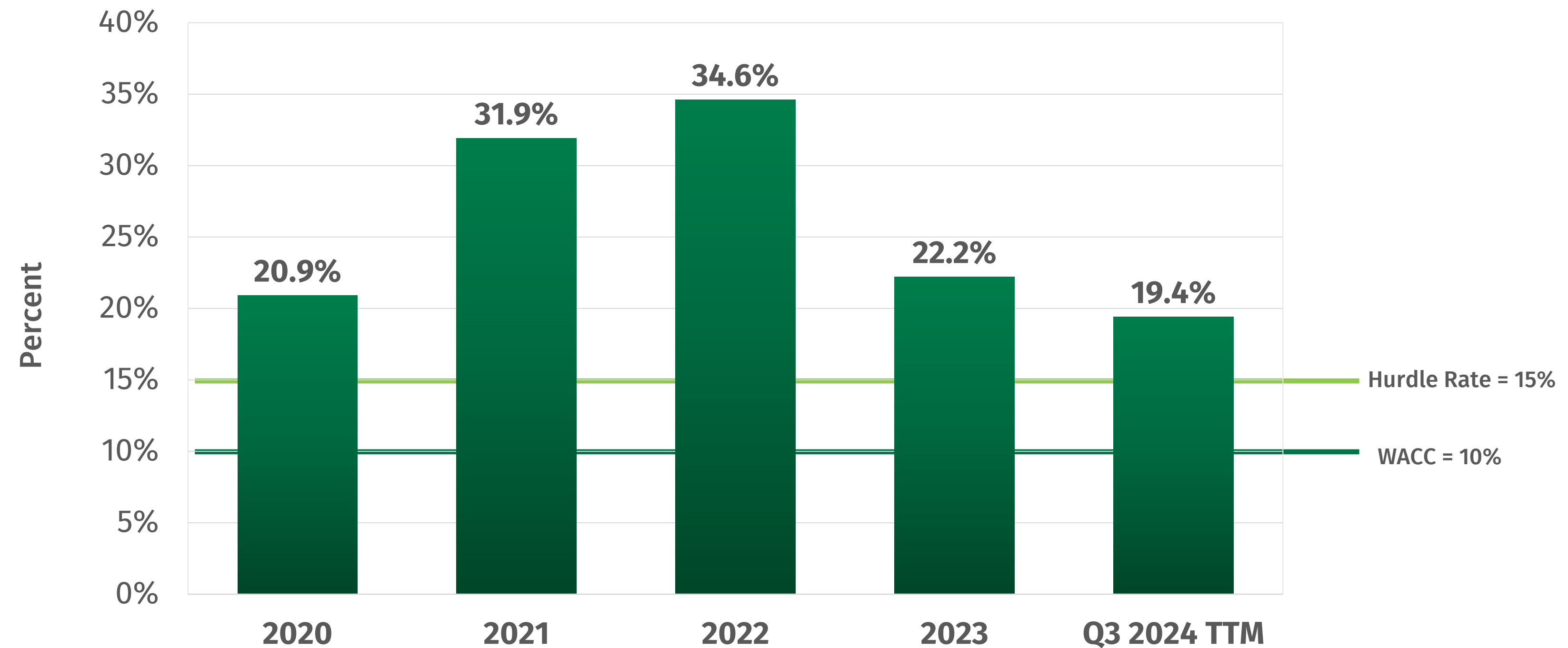
- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$250-300M in 2024
- ✓ Opportunistic share repurchases and to offset issuances. Current authorization as of July 2024 has \$200M remaining, expires July 31, 2025.
- ✓ Increasing dividends in line with growth in earnings and free cash flow
- ✓ Committed to maintaining conservative capital structure with adjusted EBITDA <1.5x

Operating Cash Flow and Capital Allocation
(in millions)



Return-focused approach to capital allocation

RETURN ON INVESTED CAPITAL



Long-Term Goal: Earn an incremental return on new investment greater than our hurdle rate

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

RECENT ACQUISITIONS

Process

Identify attractive growth runways in each Business Unit under each Business Segment and identify gaps in our capabilities to pursue those runways.

Purpose

Find new products and services to speed our transformation from commodity sales to value-added selling solutions and brands.

Goal

Achieve scale and synergy targets to optimize growth, margins and returns.



Scale, low-cost production, automation; increased customer wallet share.



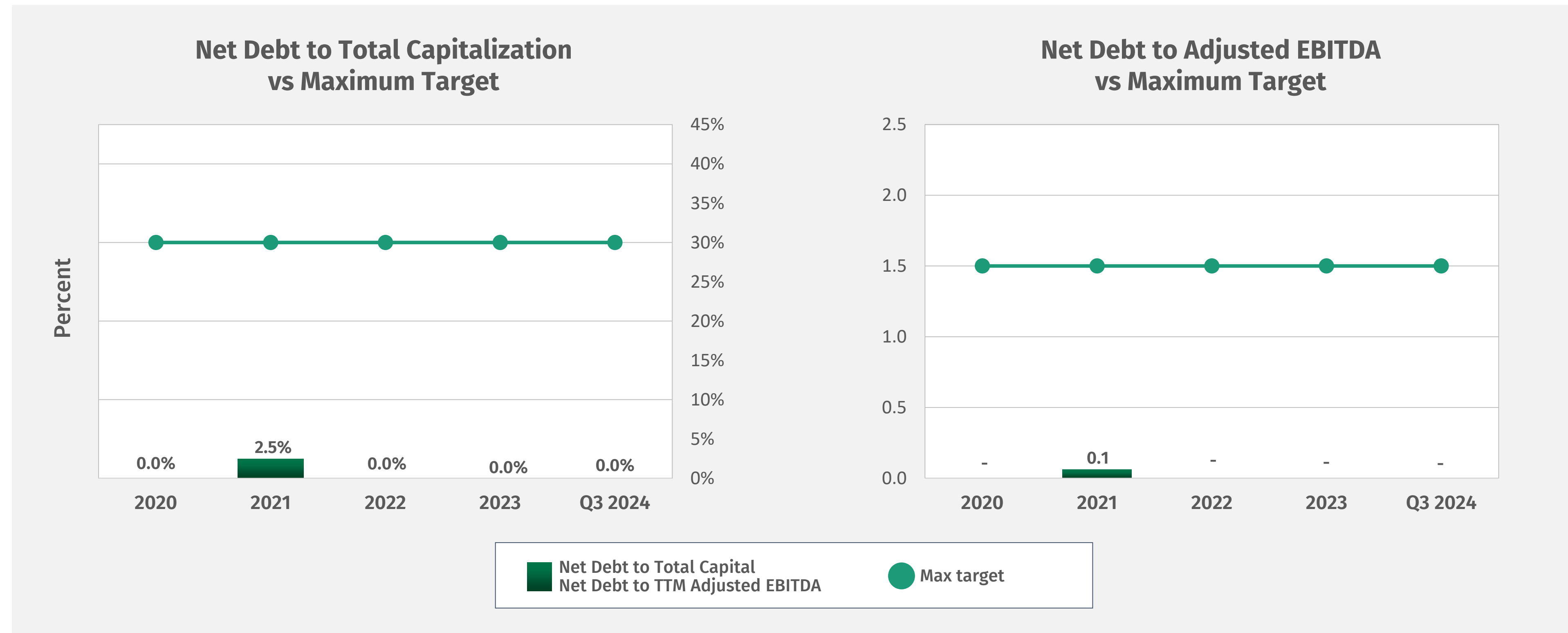
Driving Deckorators recycle content; scaling opportunity.



Securing supply and margin expansion for growing Packaging business.



CAPITAL STRUCTURE

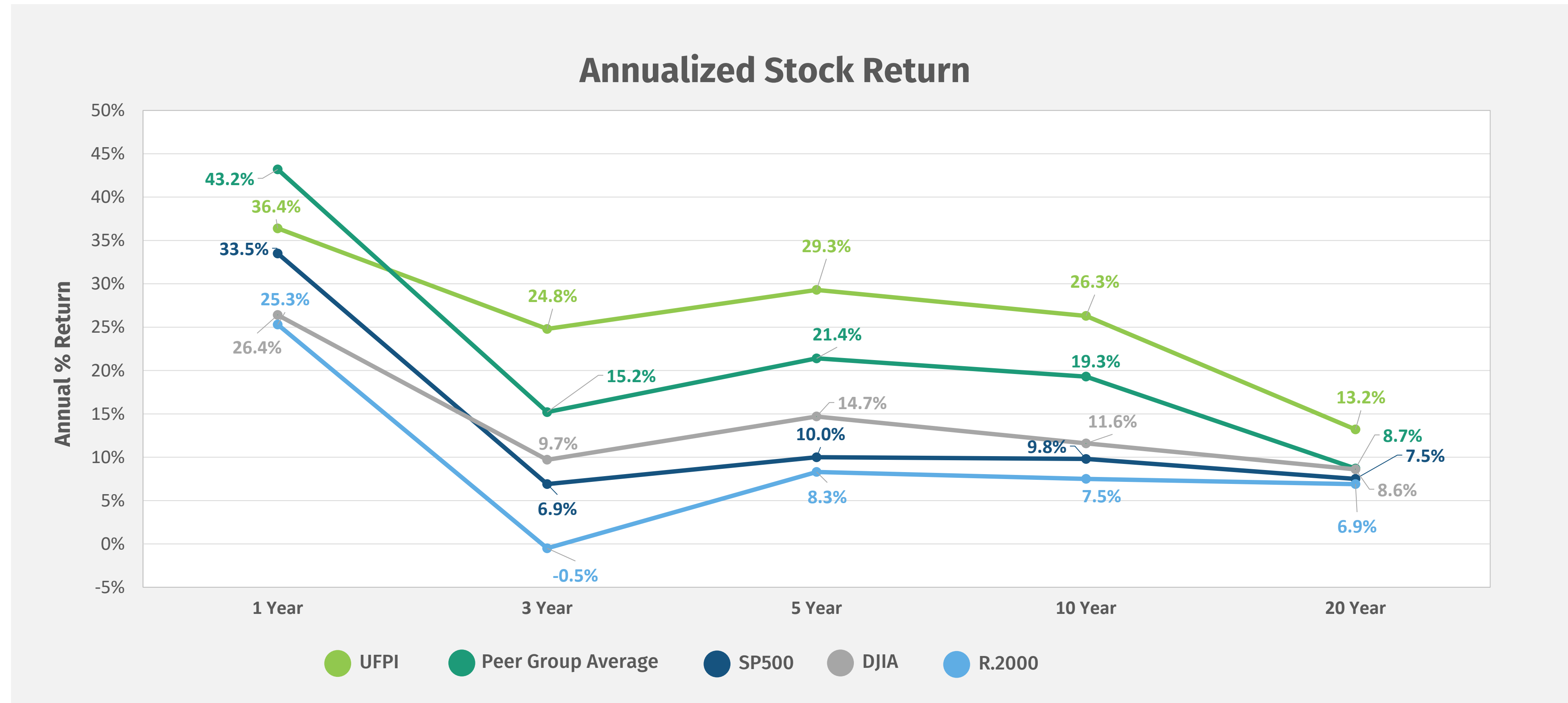


Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

STOCK PERFORMANCE

Long-term returns on UFPI stock are consistently above the proxy peers and major market indices



Peers include MAS, BLDR, TREX, LPX, SSD, BCC, PATK, AMWD, SON, GEF, SW

Stock prices are adjusted to account for dividend payouts

Source: FactSet as of 10/9/2024 closing prices

NASDAQ CONGRATULATES
UFP INDUSTRIES INC
ON BEING ADDED TO THE
2022 FORTUNE 500 LIST

QUARTERLY RESULTS

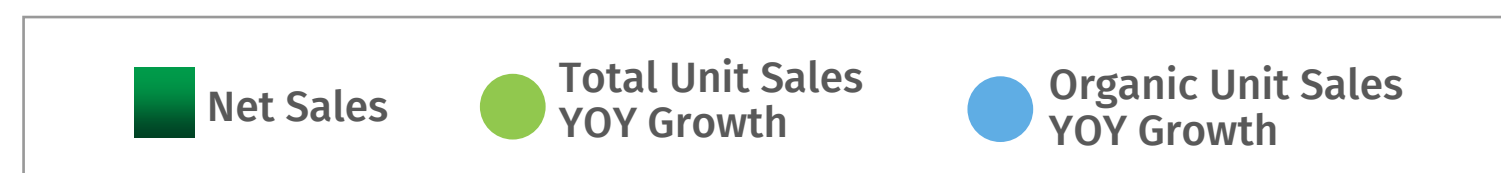
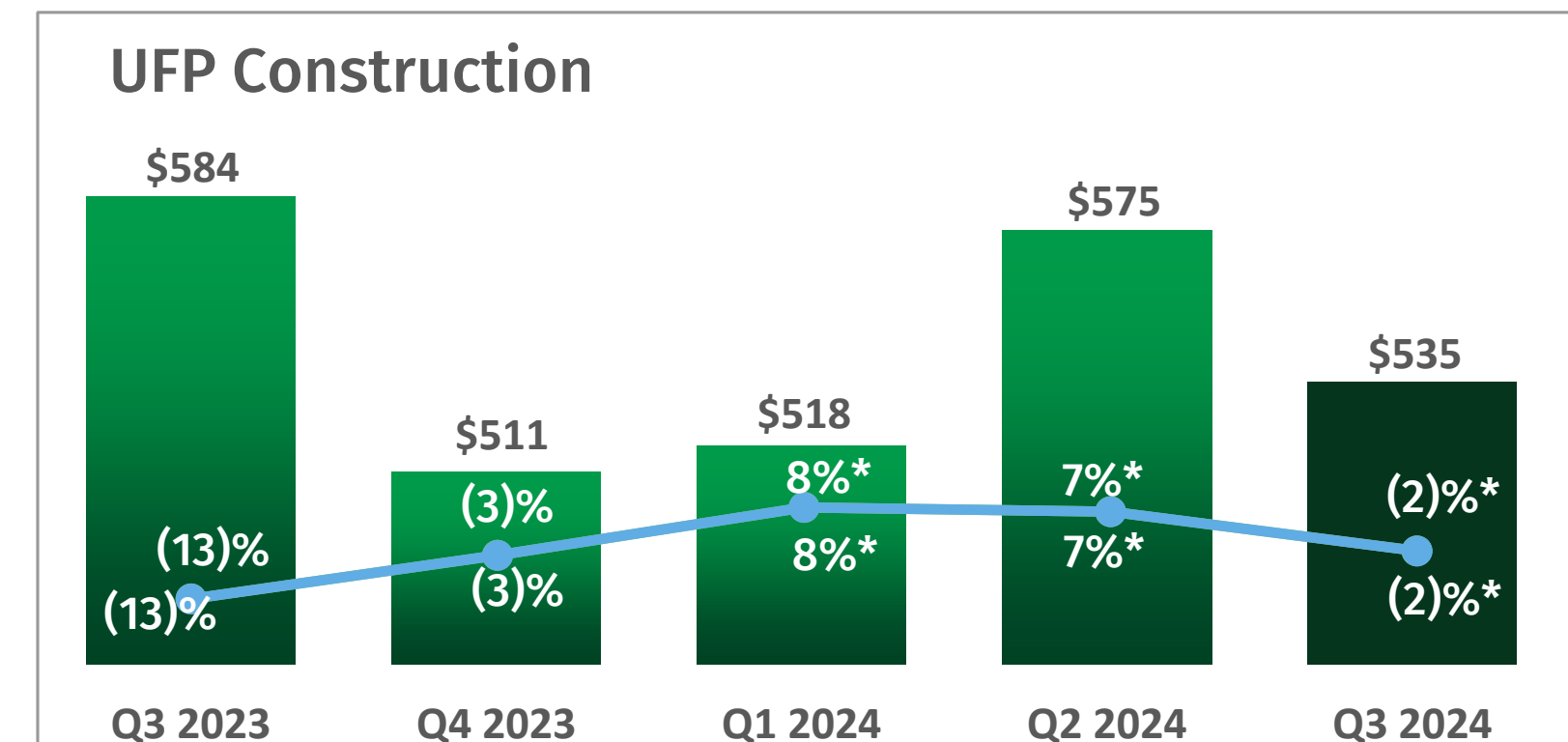
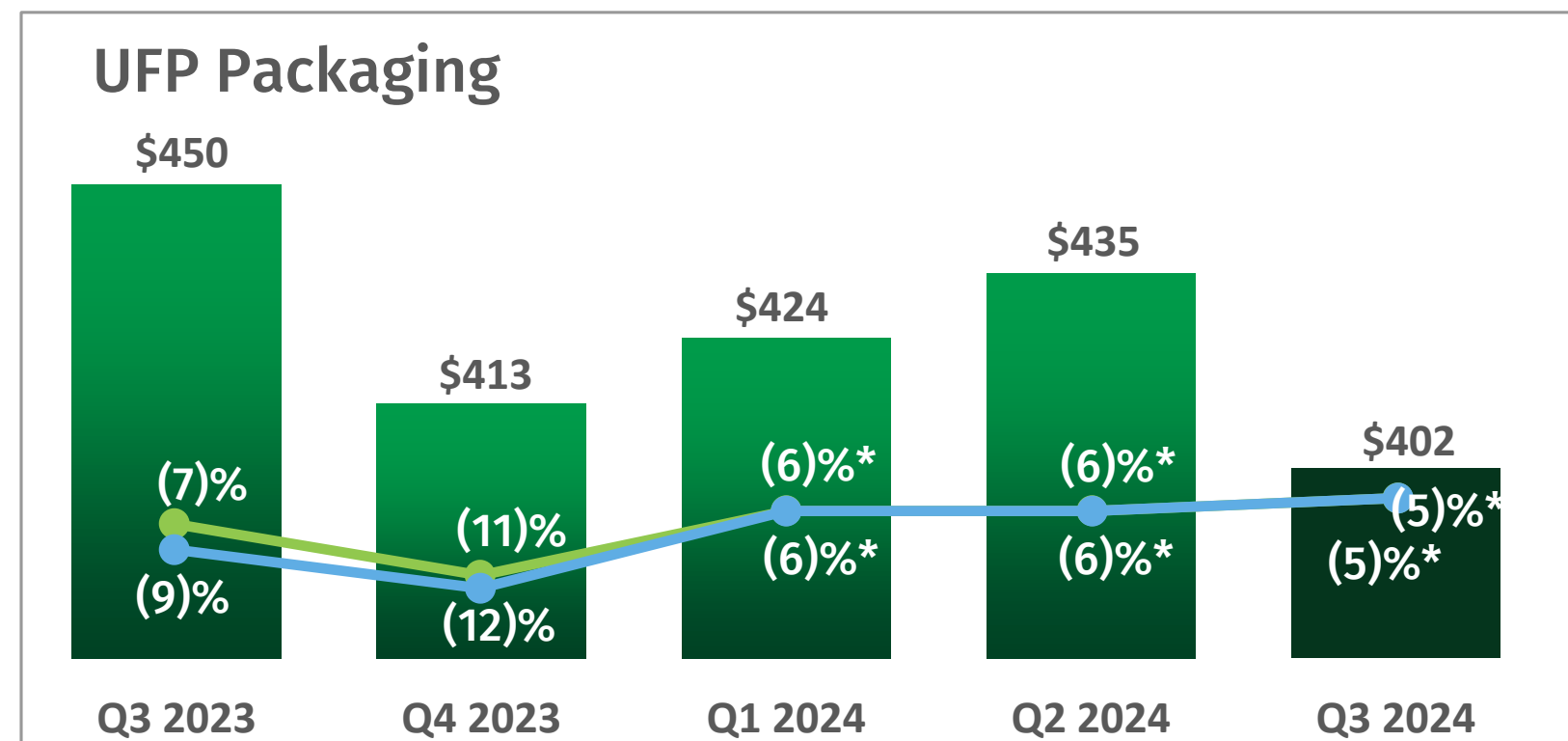
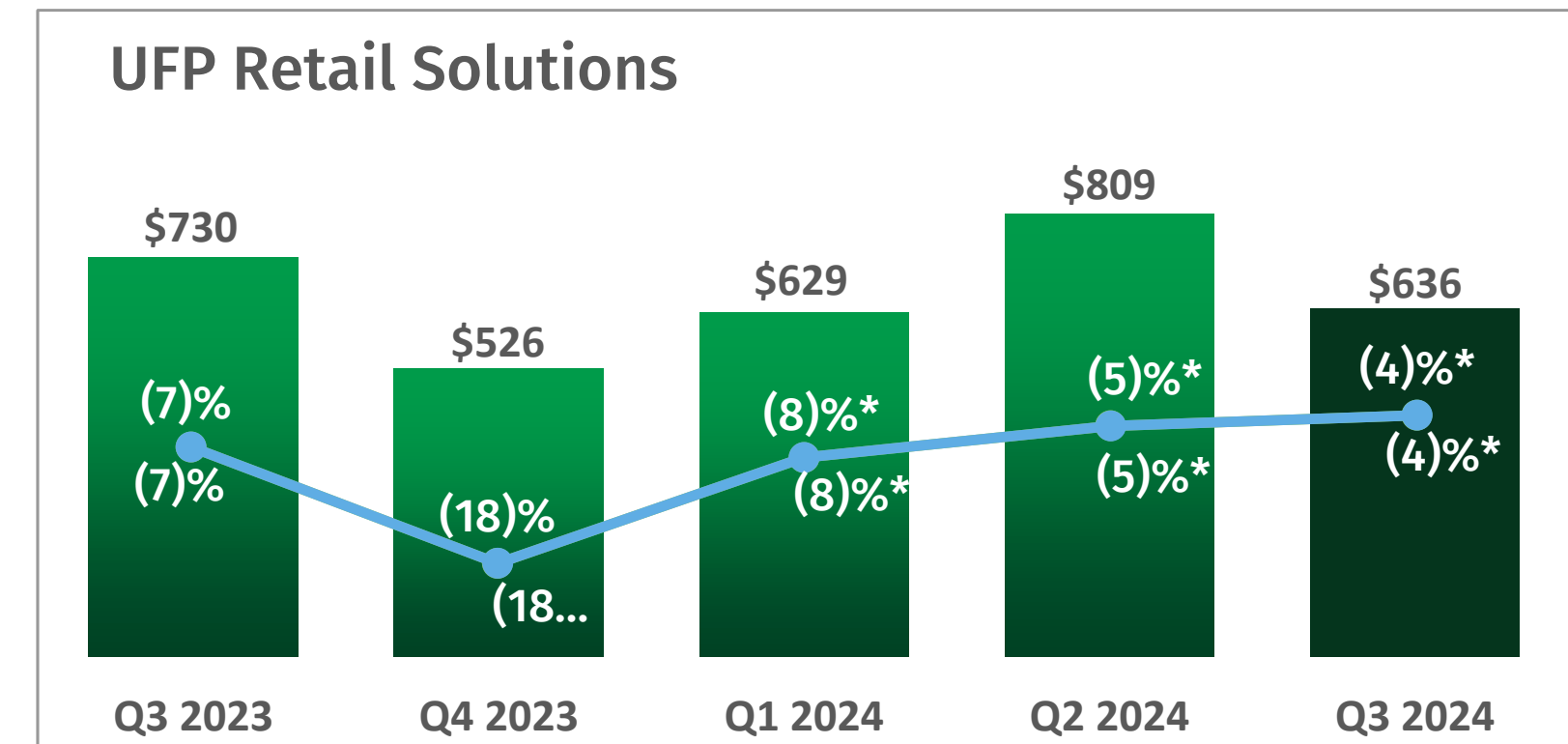
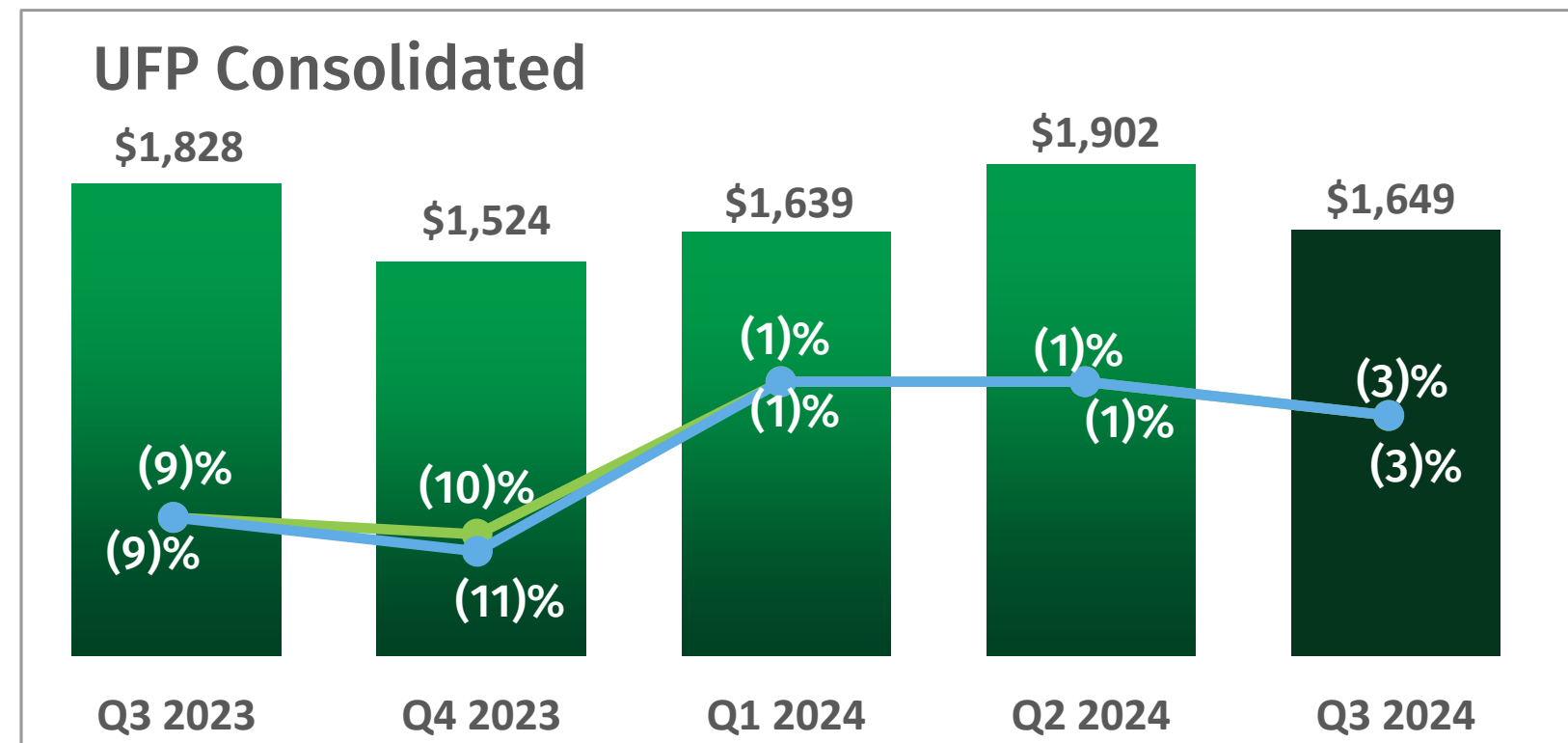
 **UFP** INDUSTRIES

UFPI NasdaqListed

 **UFP** INDUSTRIES

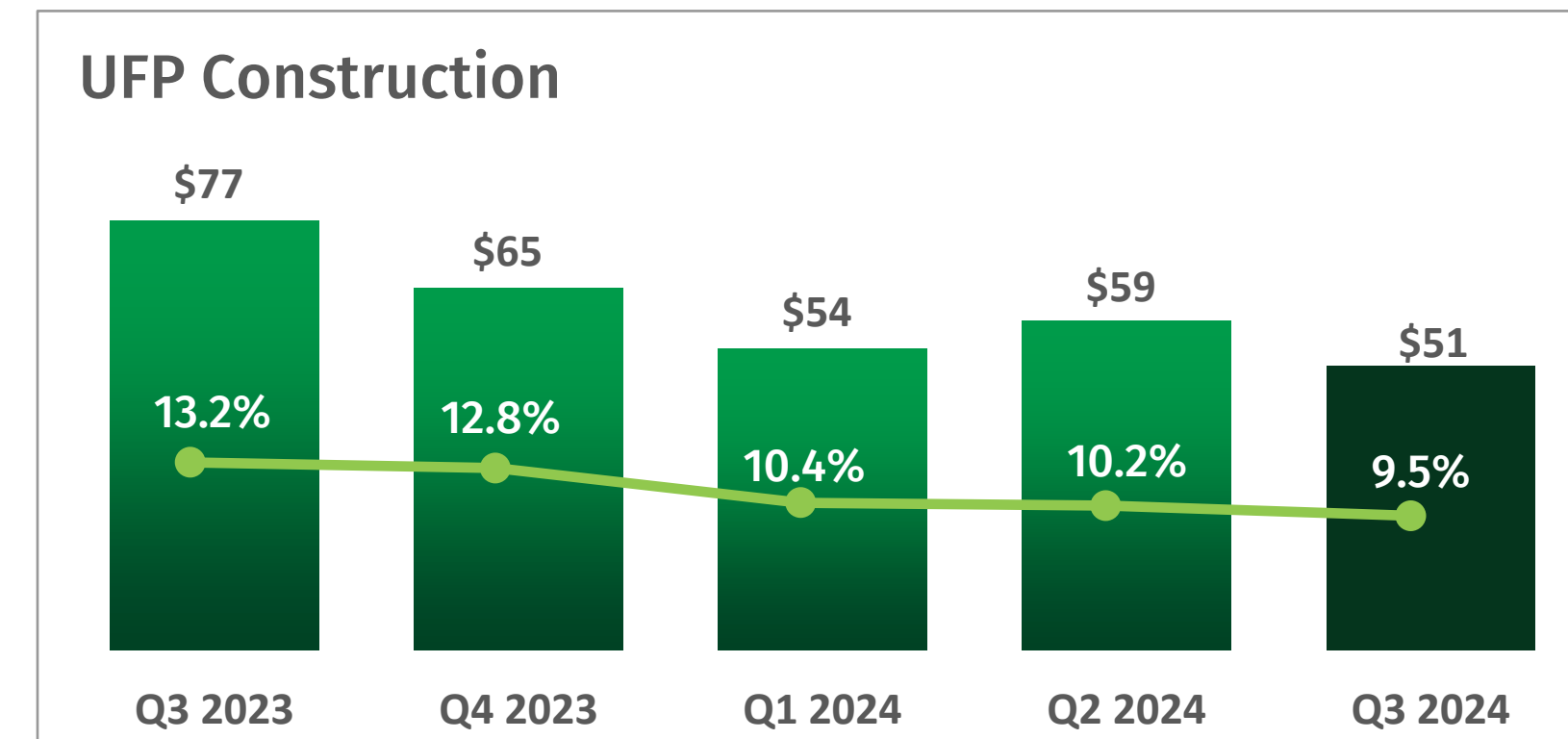
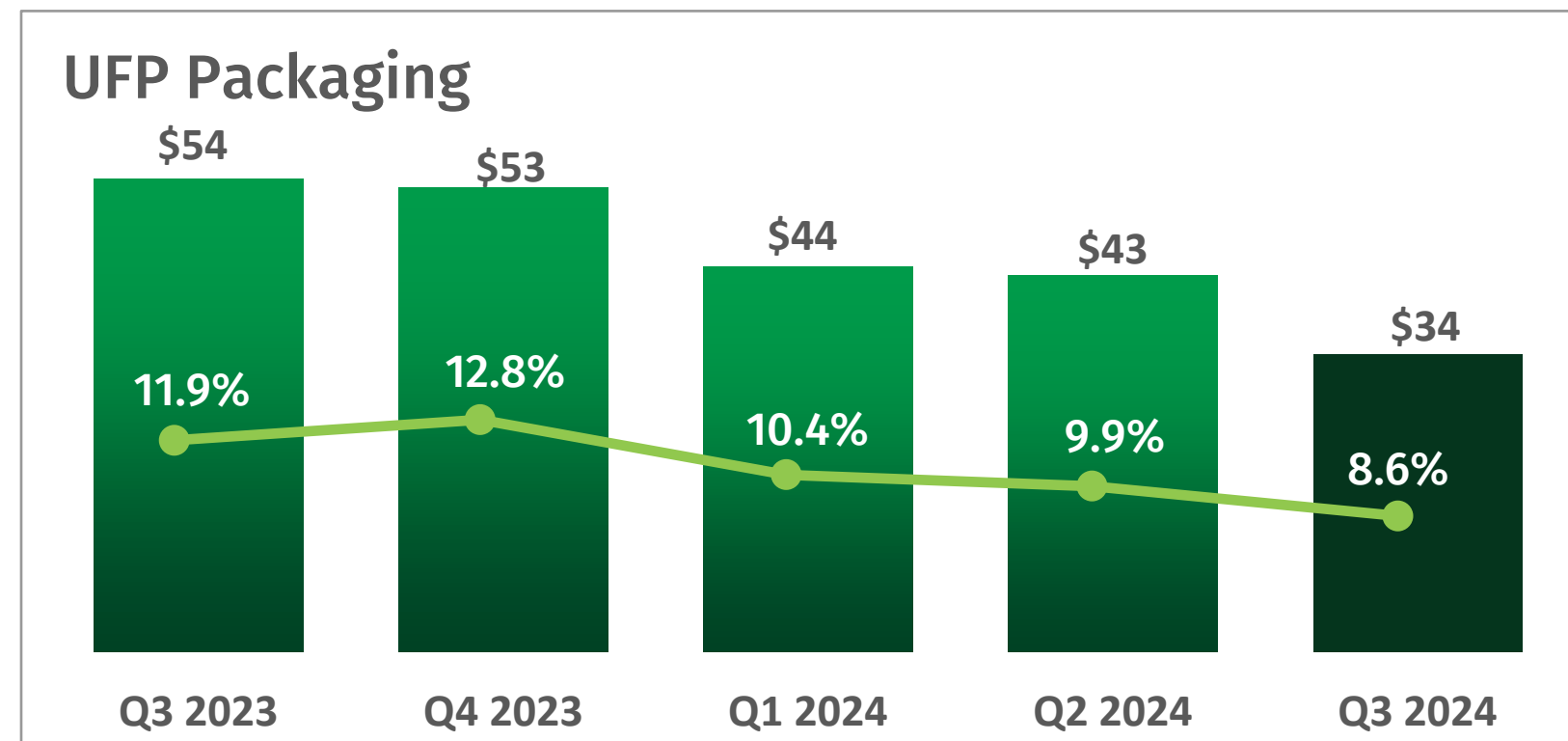
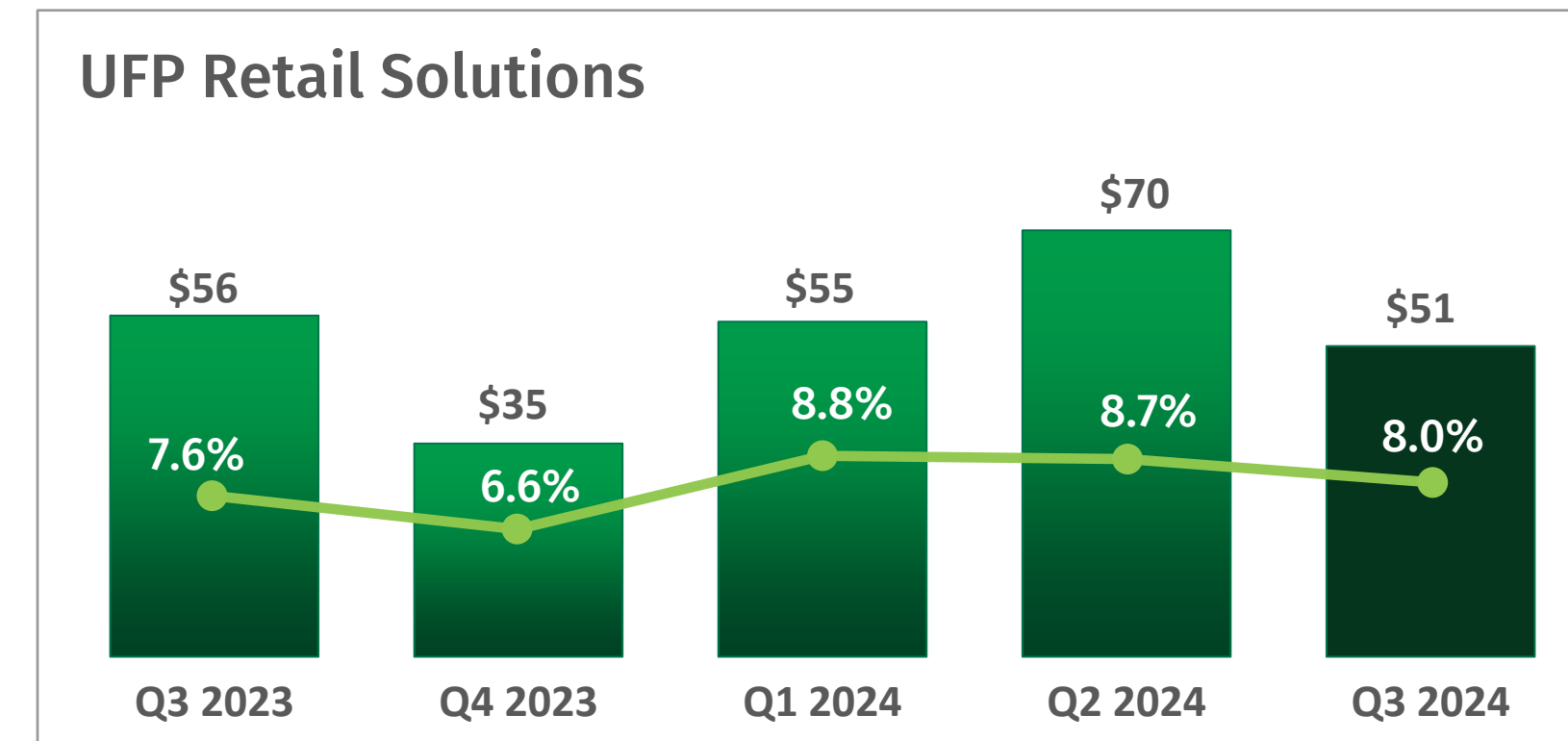
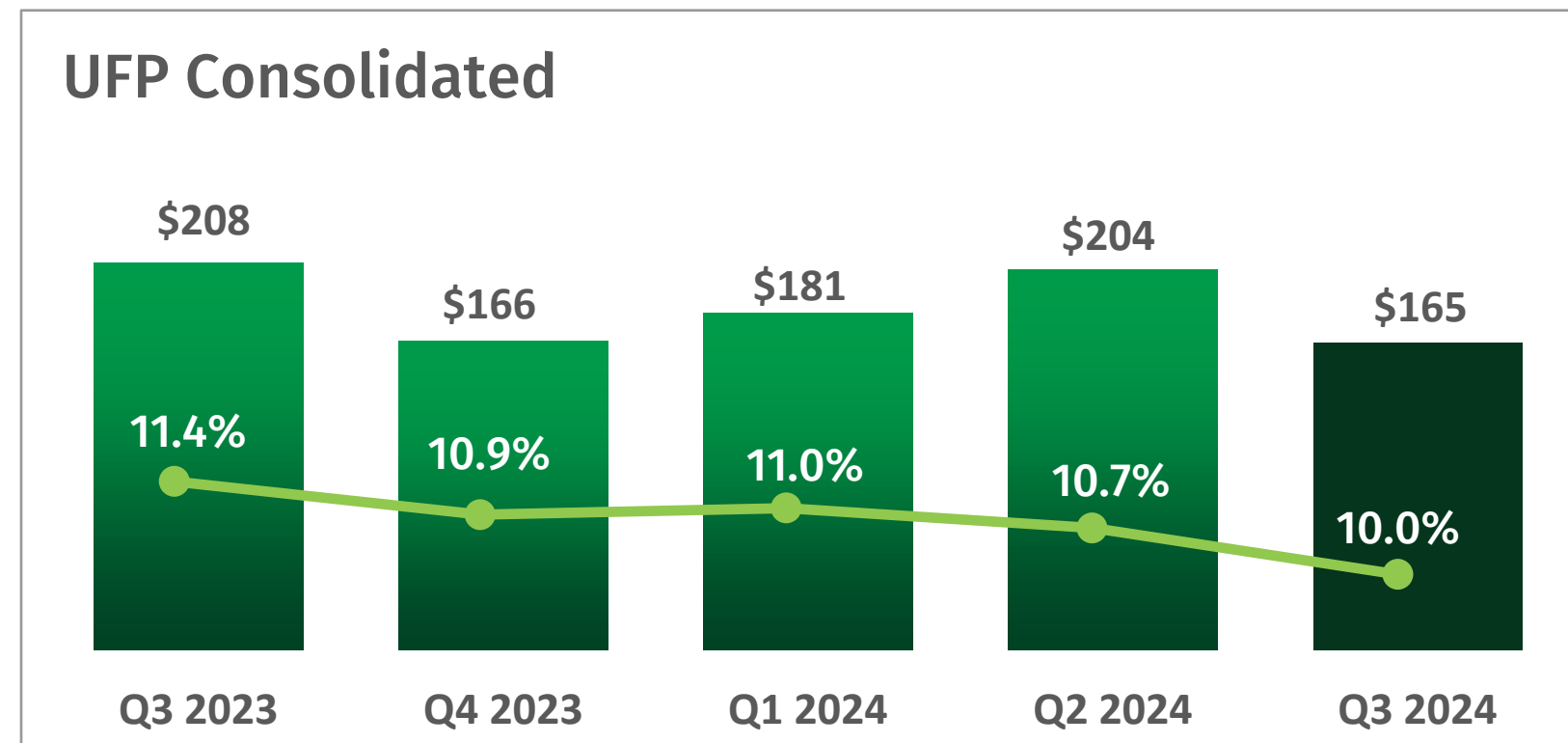


NET SALES Q3 2024 (in millions)



*Growth percentages are shown net of product transfers between segments.

ADJUSTED EBITDA Q3 2024 (in millions)



Margin levels reflect focus on value-added solutions.

THANK YOU



2801 E. Beltline Ave. NE
Grand Rapids, MI 49506
(800) 598-9663 - UFPI.com

