



Mixed materials structural crate
UFP Packaging



UFP INDUSTRIES

INVESTOR RELATIONS PRESENTATION

Results through March 30, 2024

Deckorators Surestone composite decking, ProWood Fencing
UFP Retail Solutions



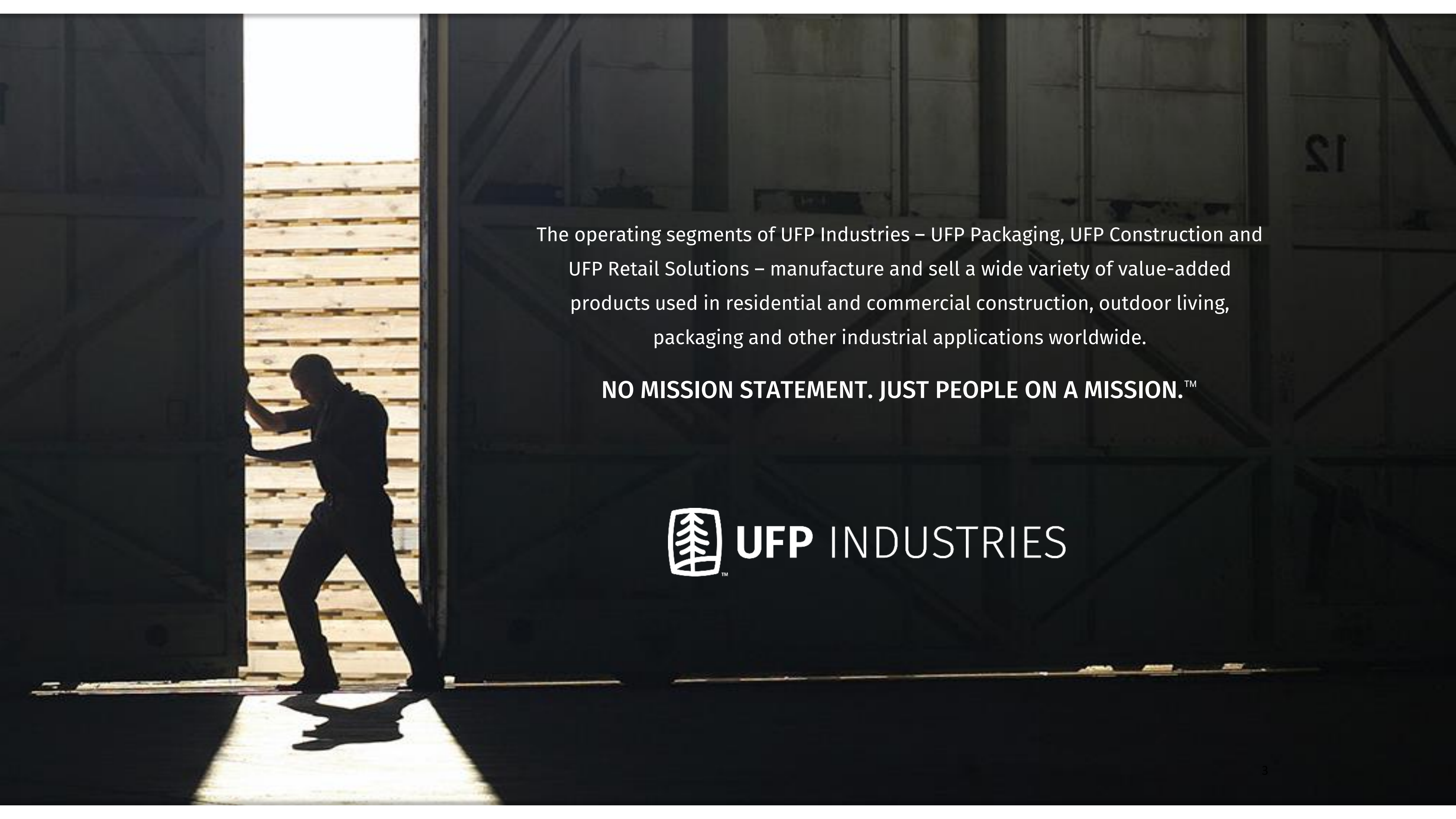
Commercial wood truss
UFP Construction

UFP INDUSTRIES, INC.

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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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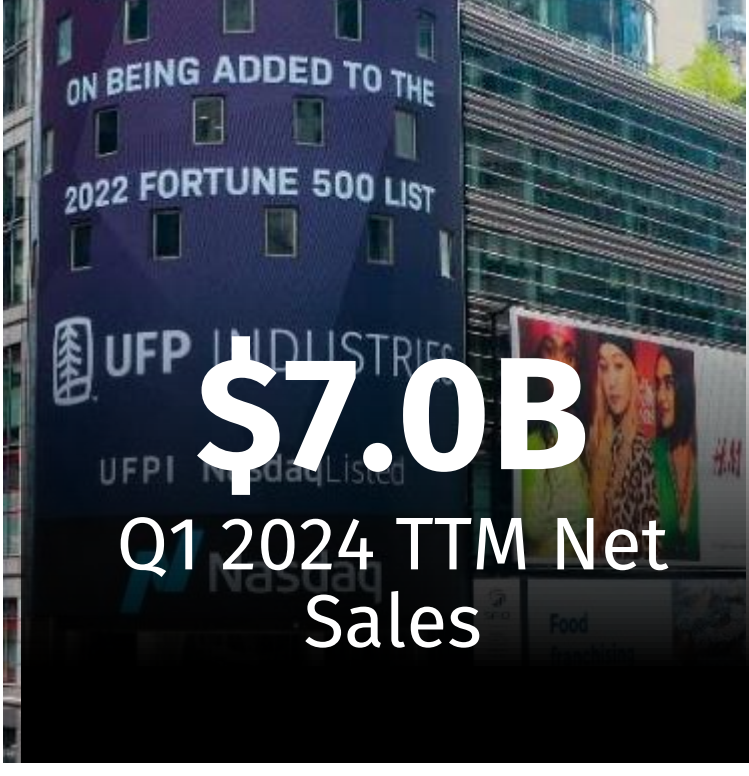
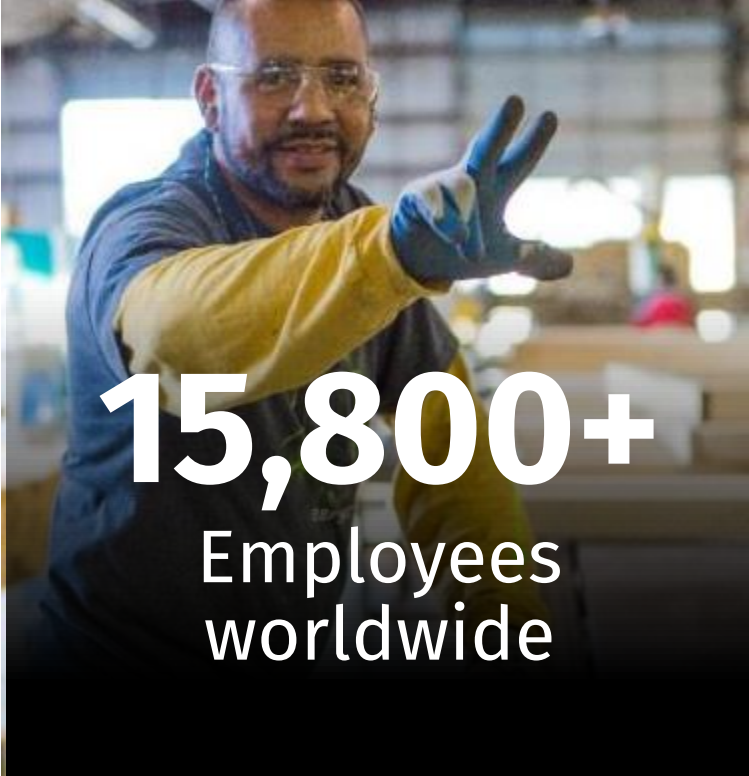


The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – manufacture and sell a wide variety of value-added products used in residential and commercial construction, outdoor living, packaging and other industrial applications worldwide.

NO MISSION STATEMENT. JUST PEOPLE ON A MISSION.™



UFP AT A GLANCE



Business segments and markets



UFP RETAIL SOLUTIONS

\$2.8B

Big box, independents, & buying co-ops

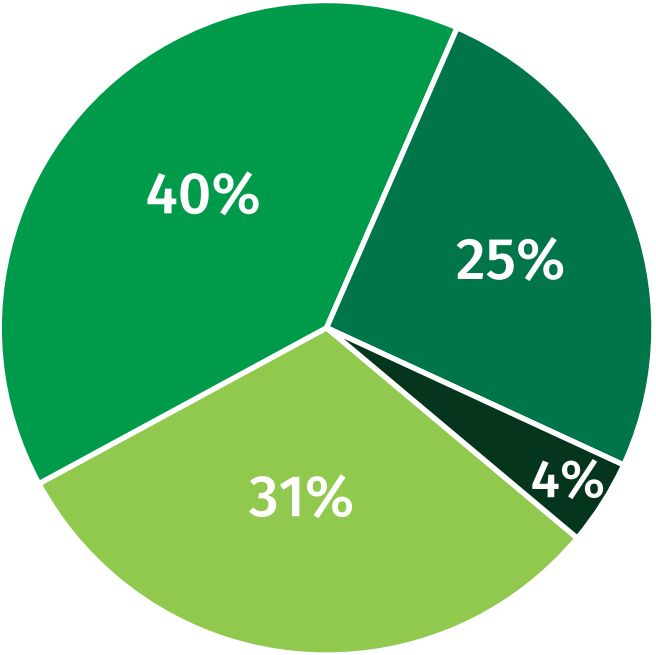


UFP CONSTRUCTION

\$2.2B

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

Based on Q1 2024
TTM Net Sales



UFP PACKAGING

\$1.8B

Industrial manufacturers, OEM's, agricultural and logistics

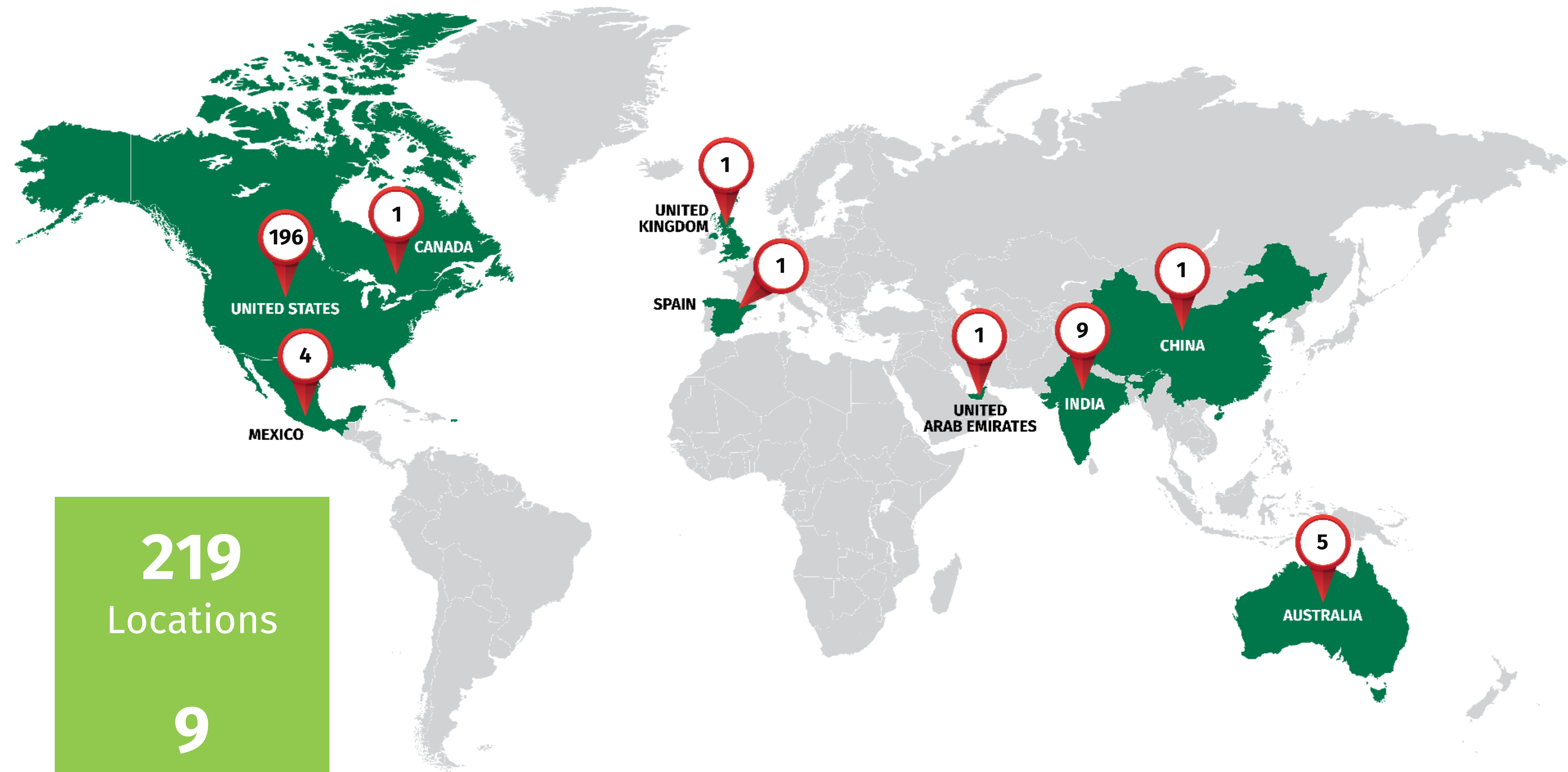


UFP INTERNATIONAL

\$0.2B

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

WHERE WE ARE



219
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 cyclicalities and customer concentration
- Advantages in procurement and product mix diversification
- Risk mitigation, including against lumber market volatility.

Incentives Aligned With Shareholders

Each of our 219 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 10% 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 22.3 years for our 65 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

SHORT-TERM FORWARD OUTLOOK

RETAIL

Market demand down mid-single digits based on forecasts of

- Same-store sales growth of Big Box
- Home remodeling activity

PACKAGING

Industrial production down mid-single digits based on

- Purchasing Managers Index (PMI)
- Durable goods manufacturing
- U.S. real GDP

CONSTRUCTION

Market demand slightly up to slightly down based on independent forecasts of

- Housing starts
- Manufactured housing shipments.

CAPITAL ALLOCATION

- A quarterly cash dividend of \$0.33 per share.
- On July 26, 2023, our board authorized the repurchase of up to \$200 million worth of shares of outstanding stock through July 31, 2024.
- Capital expenditures of \$250-\$300 million.
- We continue to pursue strategic acquisition opportunities.

LONG-TERM FINANCIAL GOALS

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

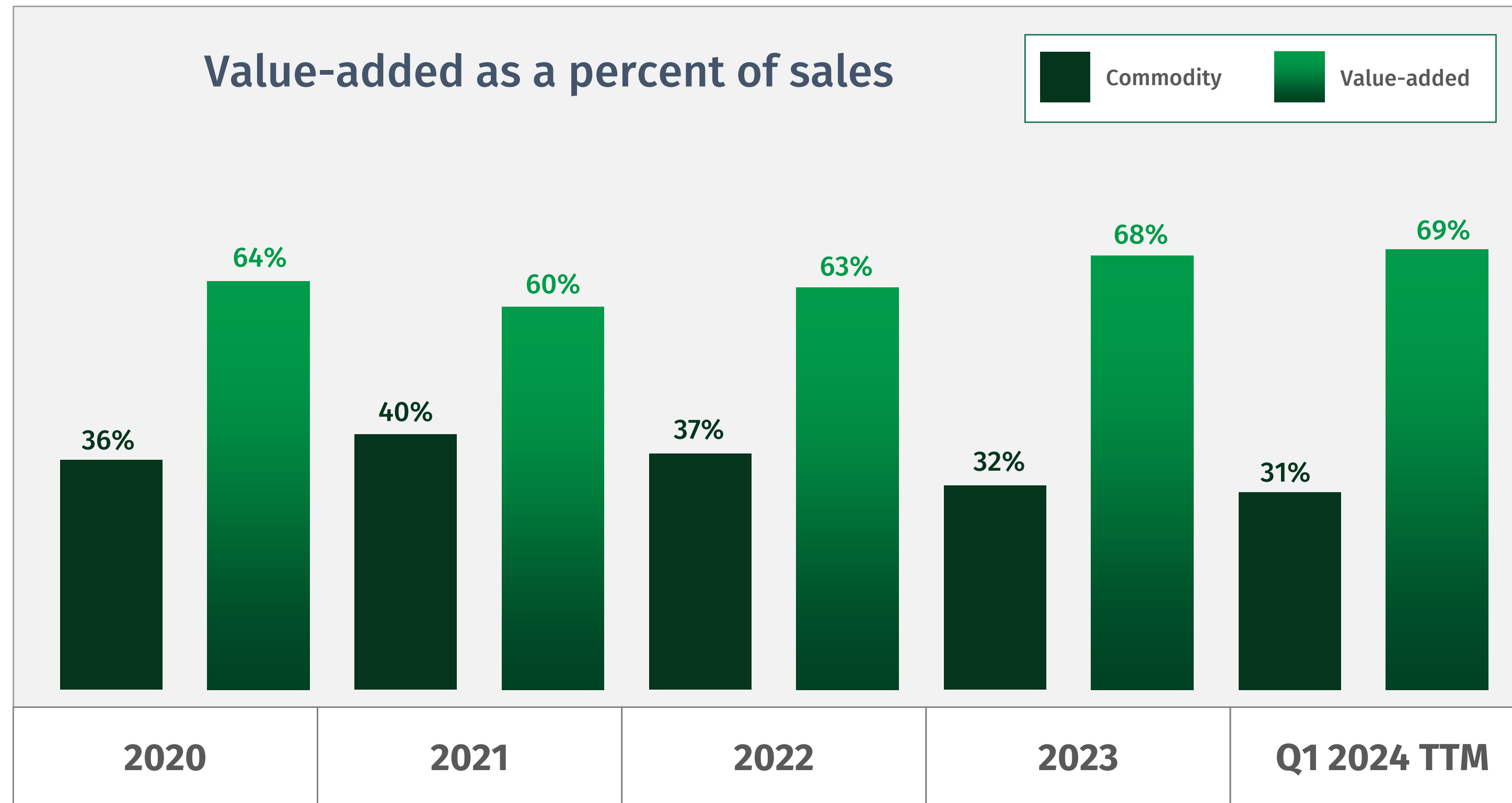
Achieving and
sustaining a 12.5%
adjusted
EBITDA margin

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

Maintain a
conservative capital
structure



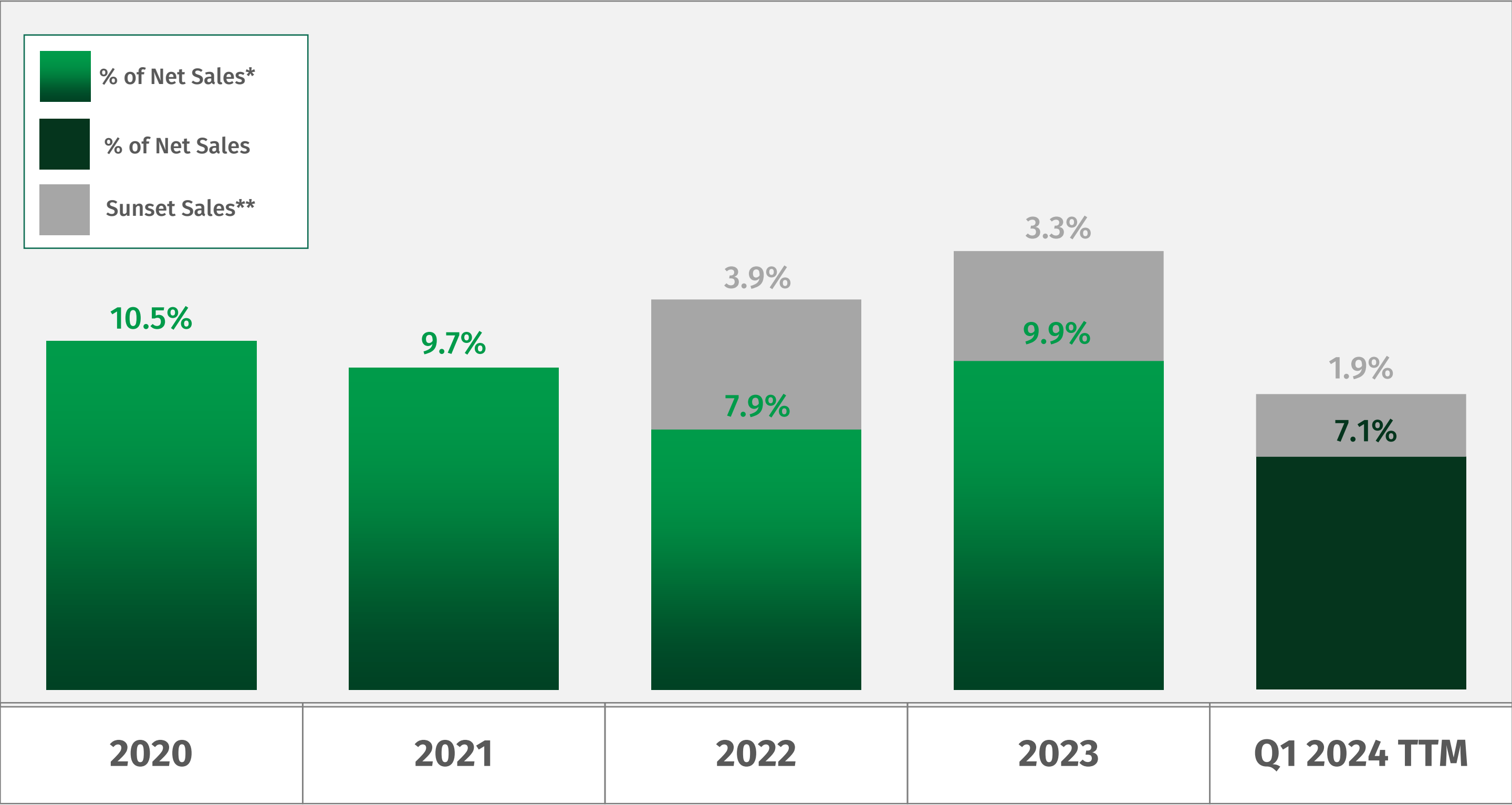
VALUE ADDED SALES



Improved mix raises EBITDA margins and contributes to long-term financial goals.

NEW PRODUCTS

Long-term Goal: 10% of Net Sales
New Products Definition Changed in 2024



*In 2020 thru 2023 new products were defined as those that were in the front half of their life cycle, over \$1M in sales and growing, and met a 15% margin threshold. In 2024 the company raised the margin threshold to 20%, while maintaining the \$1M sales and growing requirement, and limiting the new product designation to a 4-year cycle – launch year plus 3 full fiscal years.

**New product sales that were excluded because they no longer meet our definition of new products.

New products and processes raise EBITDA margins and contribute to long-term financial goals.

INNOVATION AND NEW PRODUCTS



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

UFP VENTURE FUND

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
- Create alternative product lines in close adjacencies to our current business
- Address a shortage of skilled labor

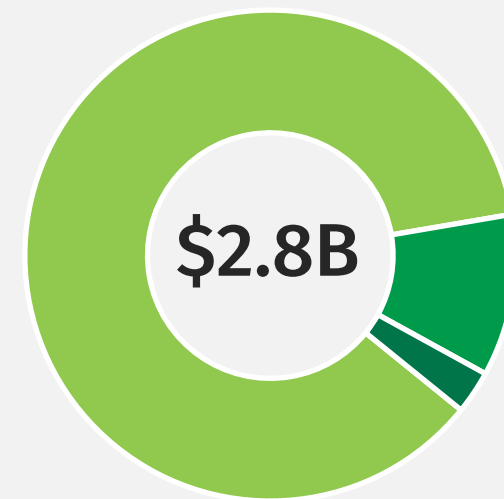
Commitment to innovation moves the company steadily up the value chain.

BUSINESS SEGMENTS

UFP RETAIL SOLUTIONS



Q1 2024 TTM Net Sales



ProWood Group
\$2.4 Billion

Deckorators
\$306 Million

UFP Edge
\$146 Million

Commodity
51%

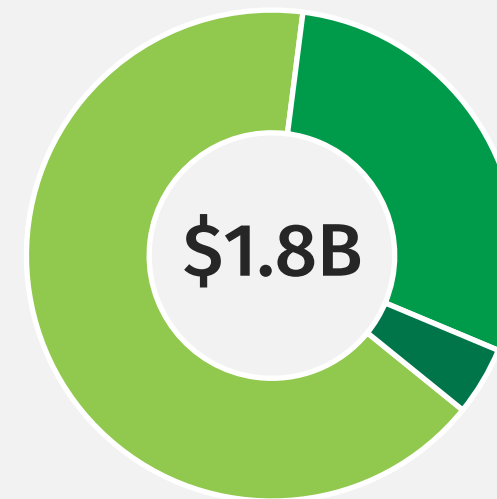
Value Added
49%

New products 6.6% of net sales

UFP PACKAGING



Q1 2024 TTM Net Sales



Structural Packaging
\$1.2 Billion

PalletOne
\$526 Million

Protective Packaging Solutions
\$79 Million

Commodity
23%

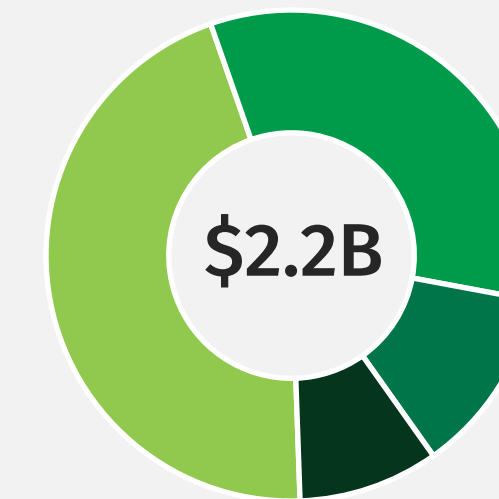
Value Added
77%

New products 13.1% of net sales

UFP CONSTRUCTION



Q1 2024 TTM Net Sales



Site Built
\$978 Million

Factory Built
\$743 Million

Commercial
\$254 Million

Concrete Forming Solutions
\$189 Million

Commodity
17%

Value Added
83%

New products 3.6% 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

pro'wood

TREATED & DECK SPECIALTIES

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



FENCE, LAWN & GARDEN

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



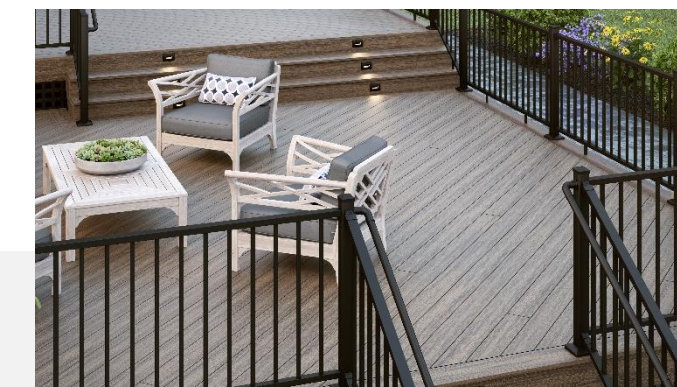
BUILDING MATERIALS

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 72% to Big Box customers and 28% to one- and two-step distribution as of Q1 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

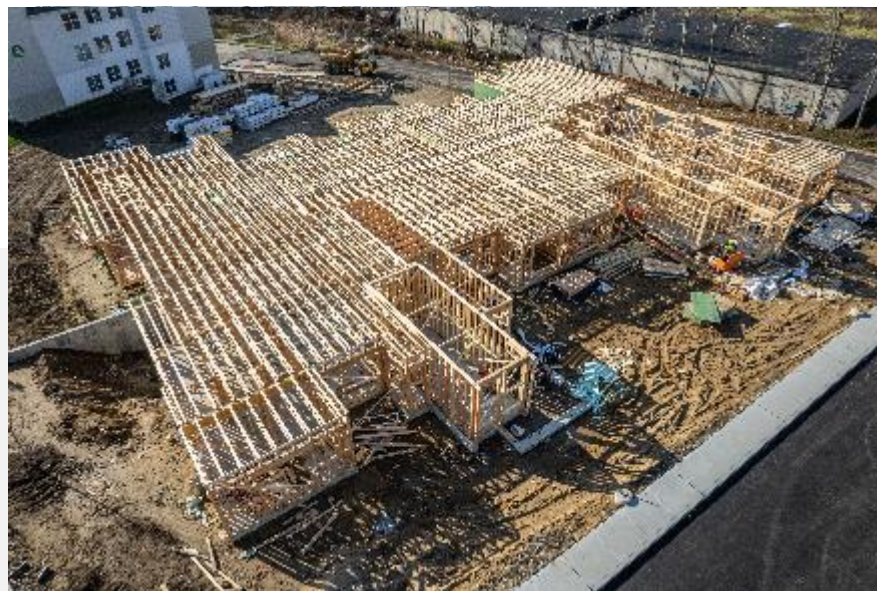


Innovative packaging solutions and components backed by a global manufacturing footprint and the industry's leading engineering, design, and integrated service teams



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

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

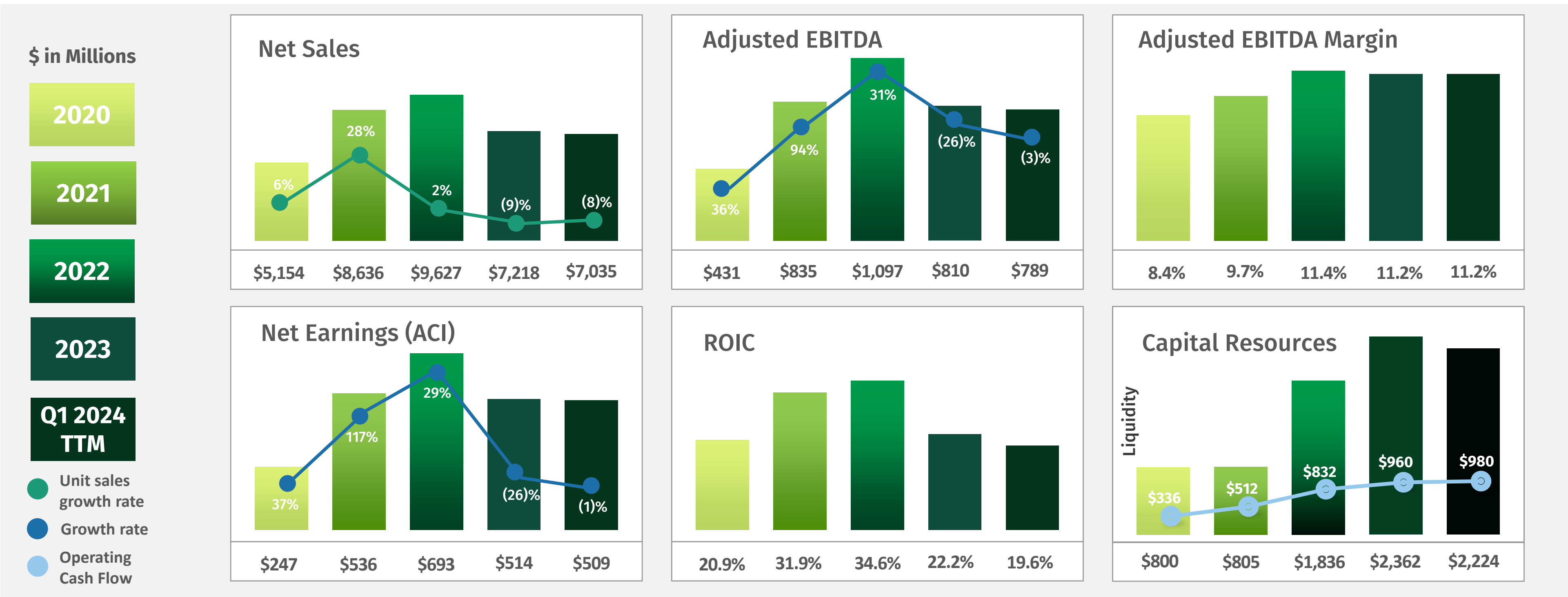


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE

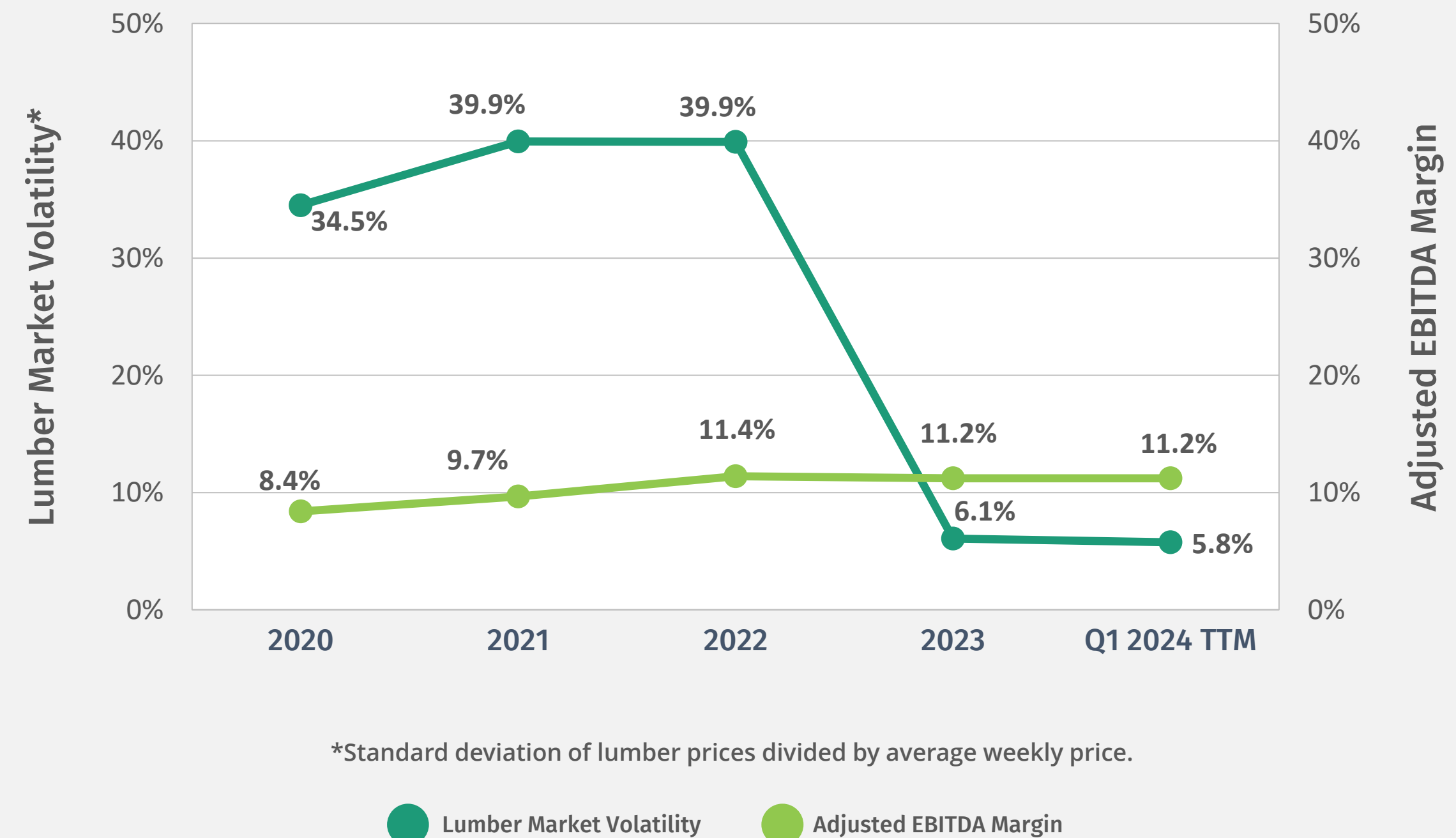


Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

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MANAGING LUMBER MARKET RISK

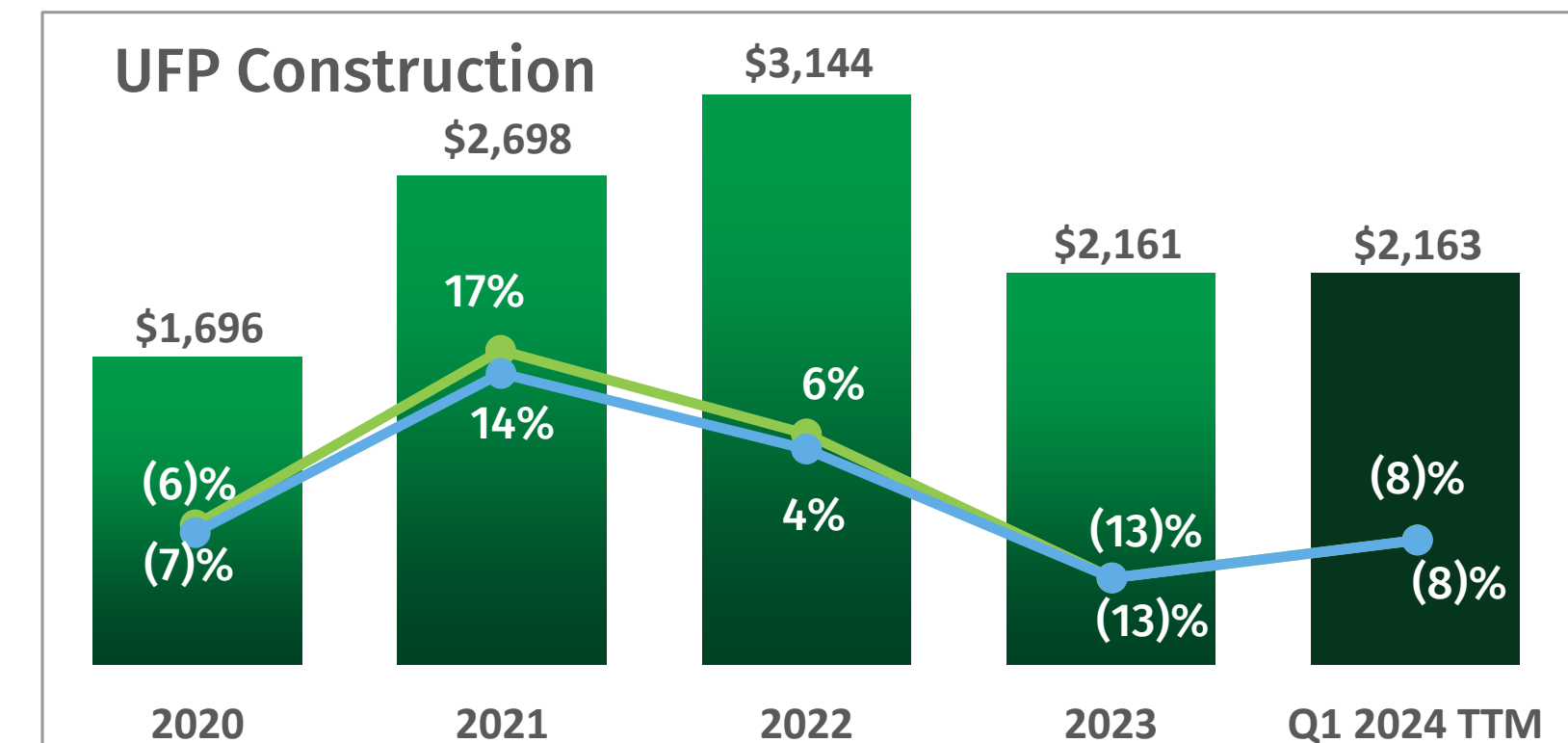
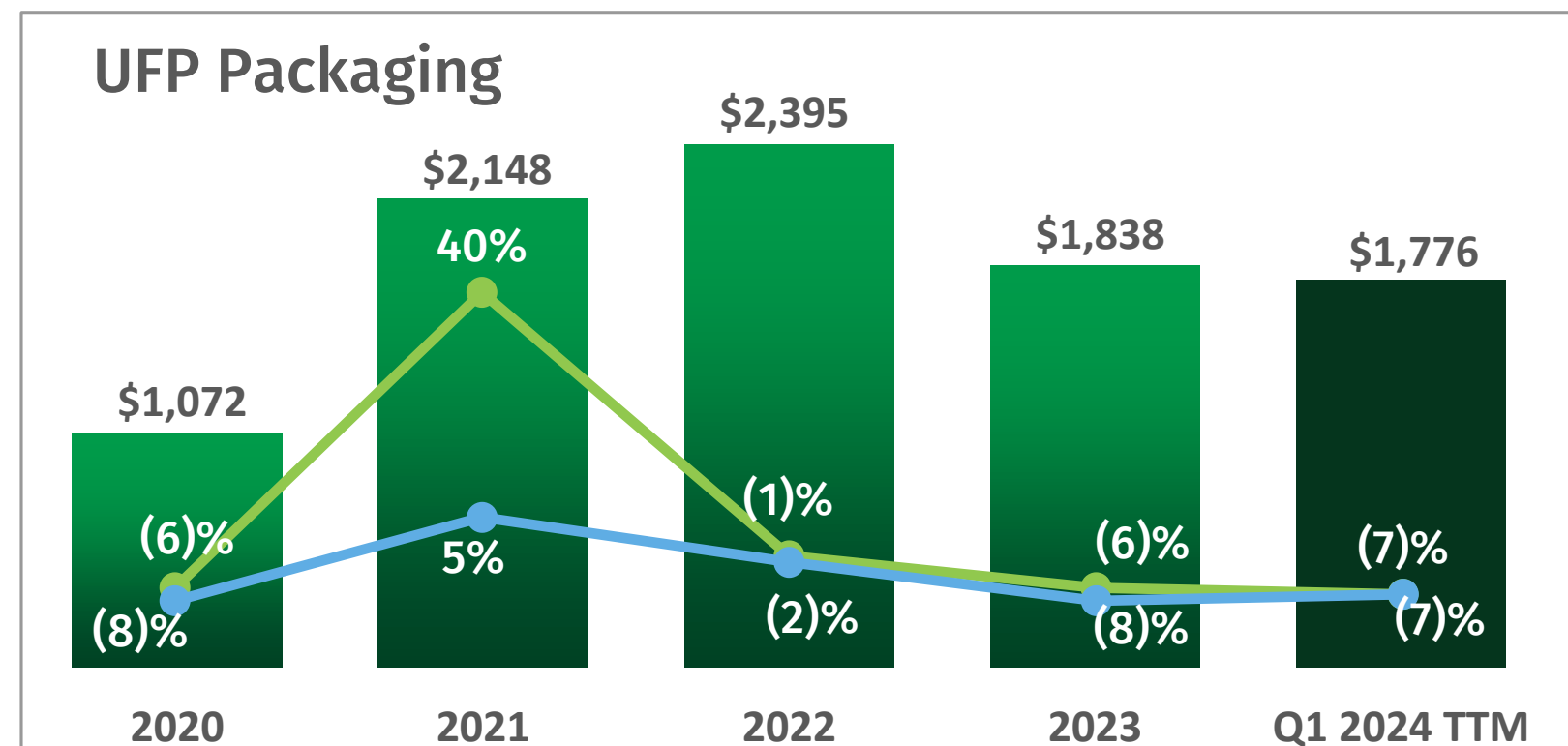
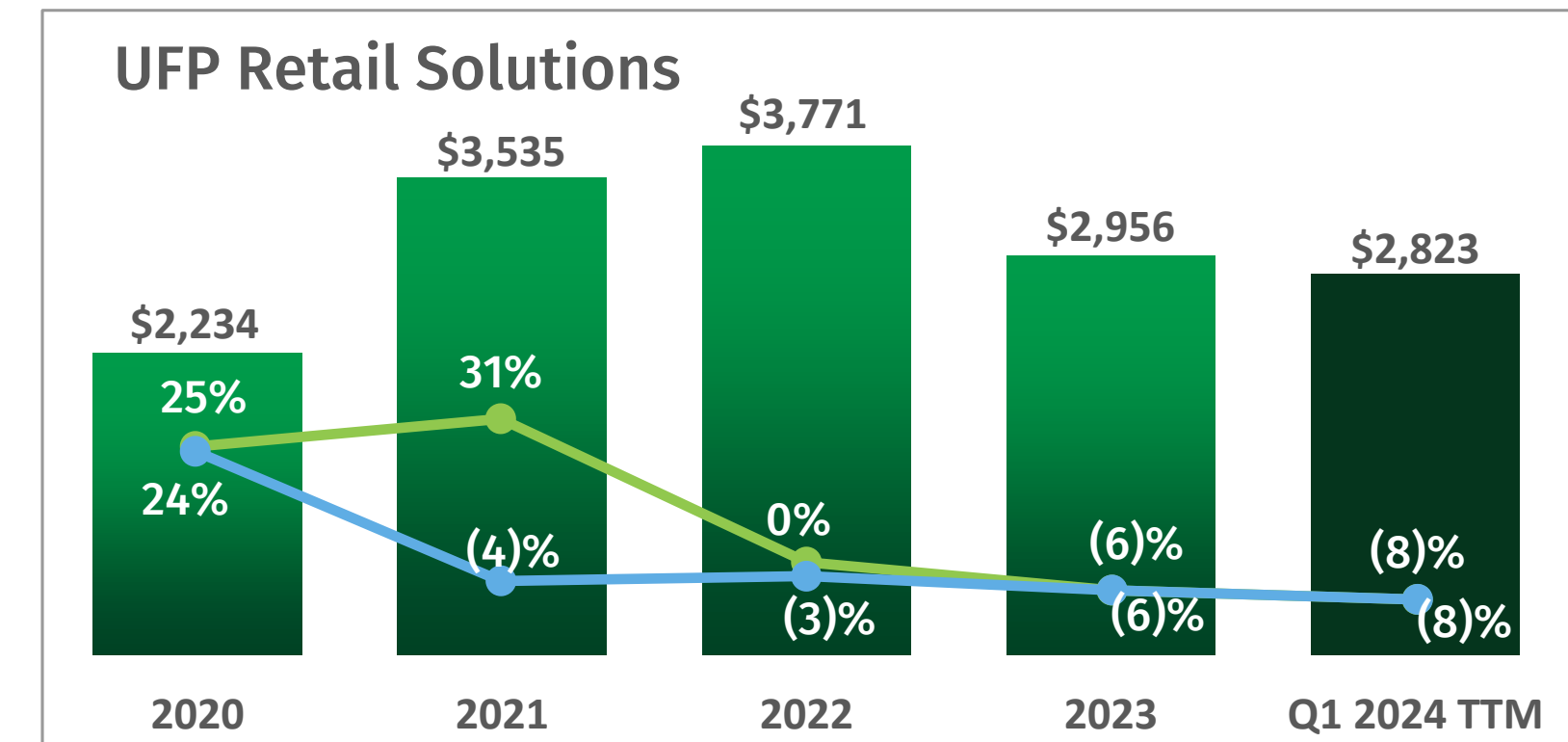
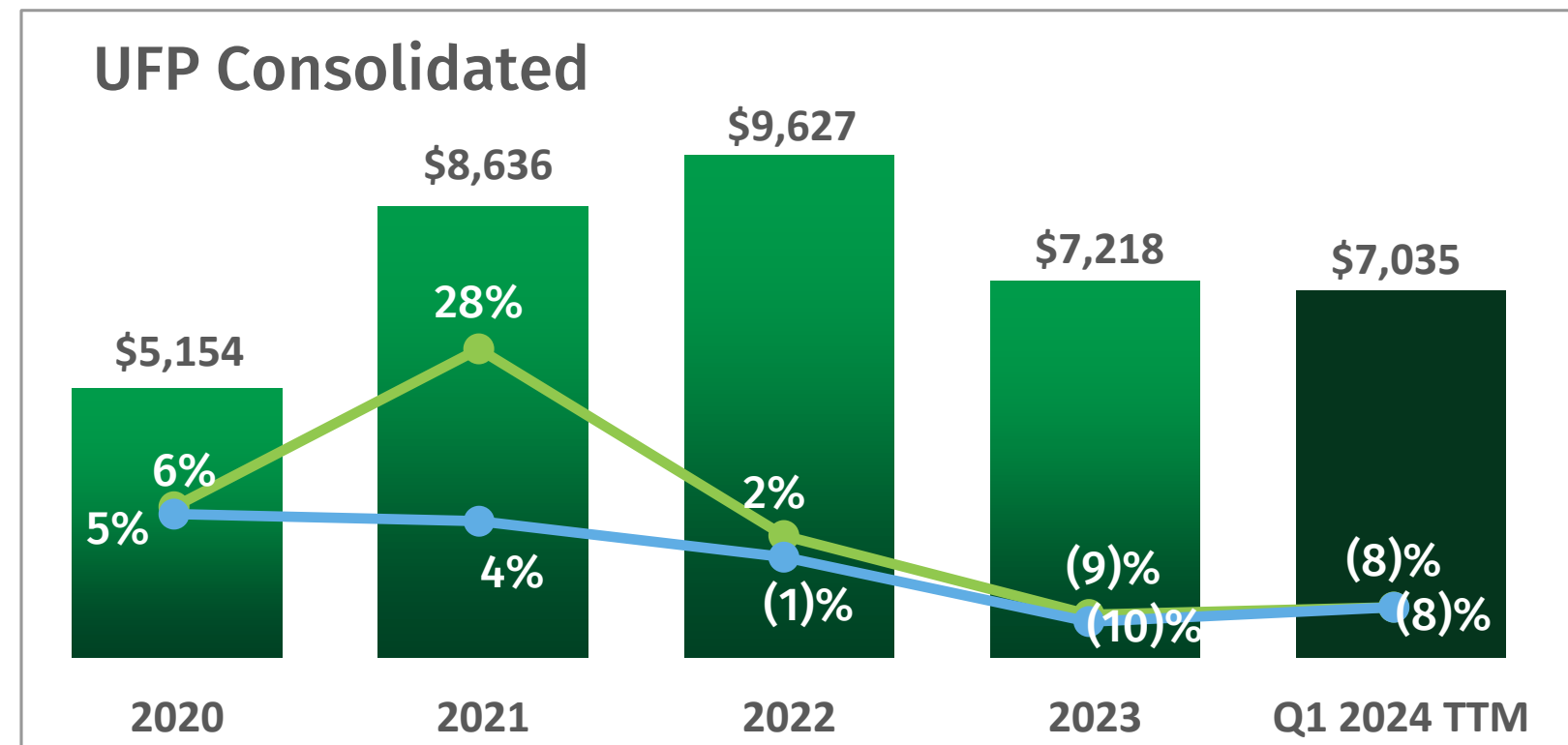
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

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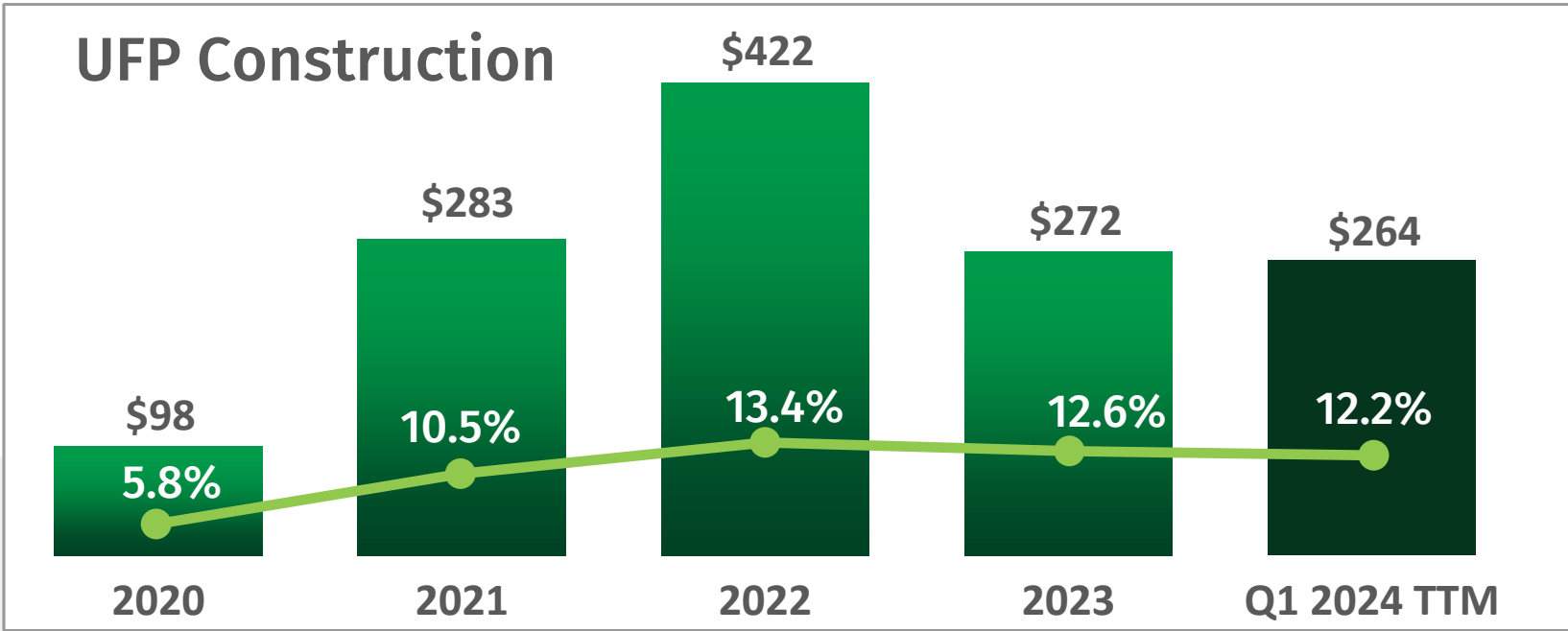
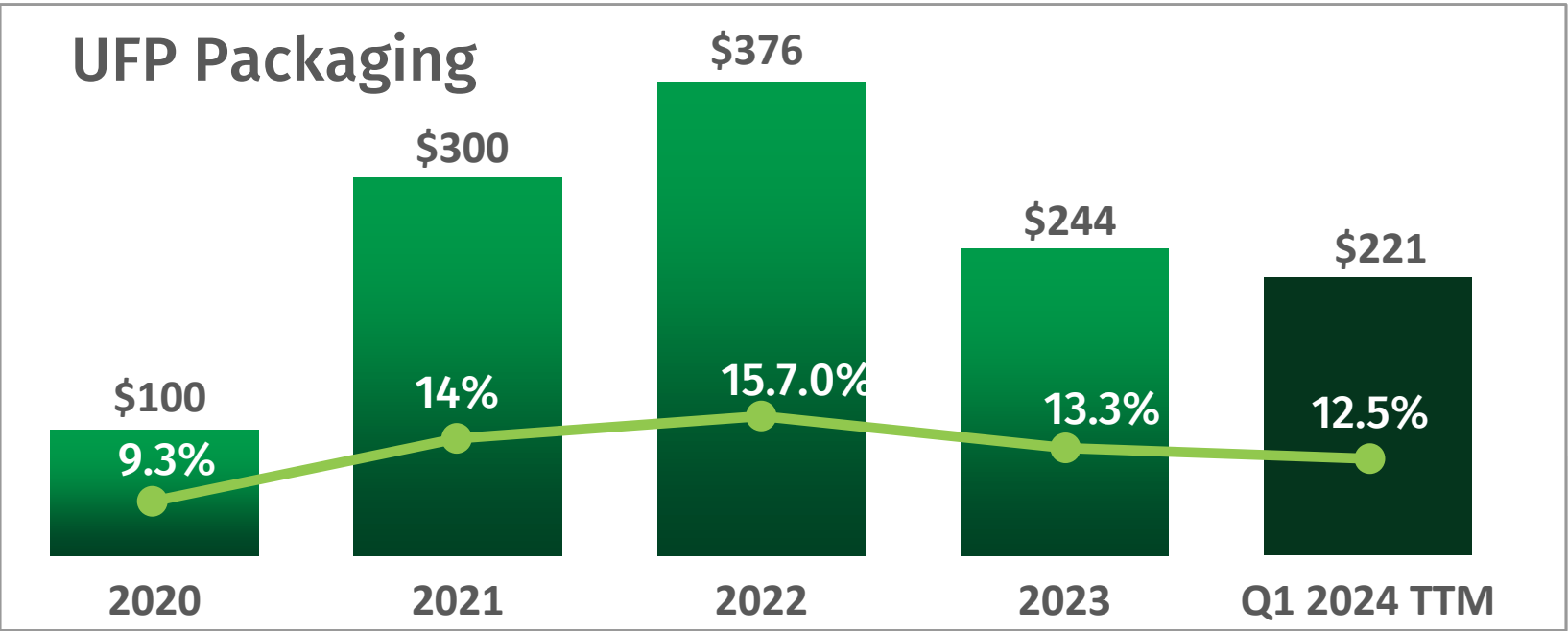
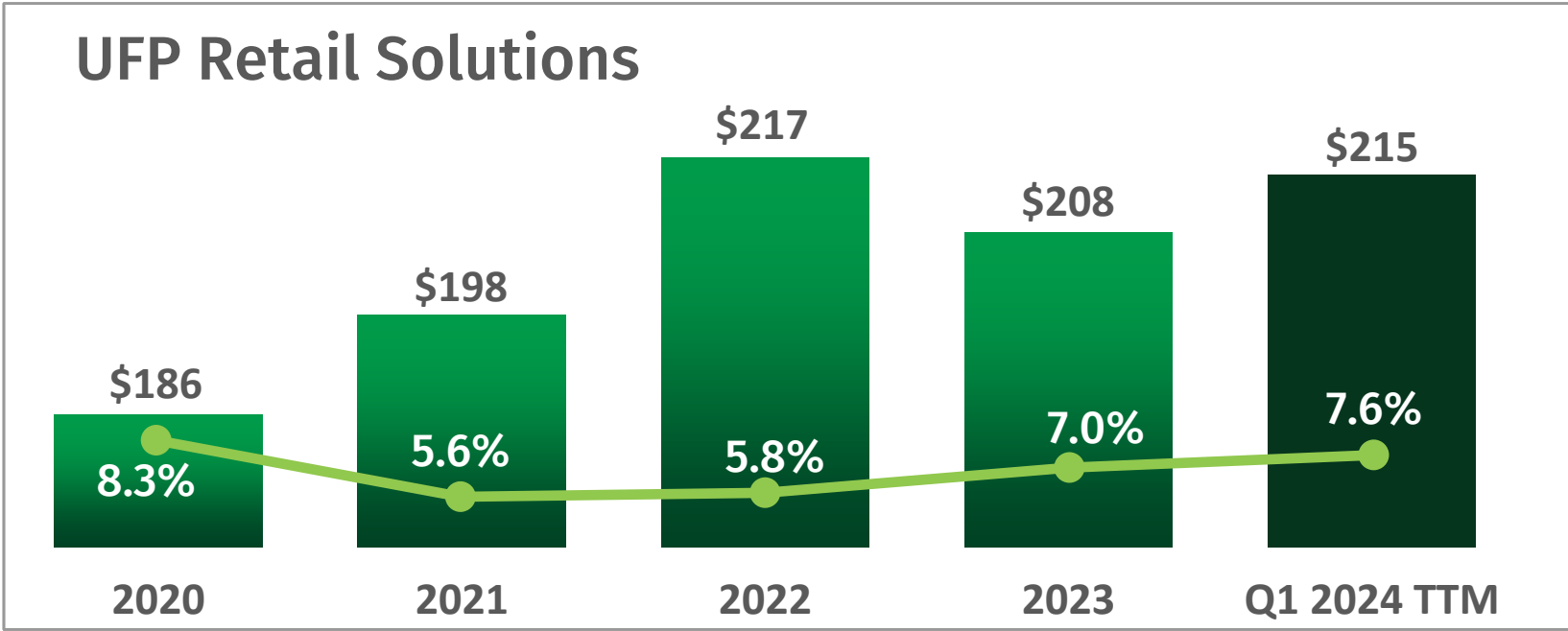
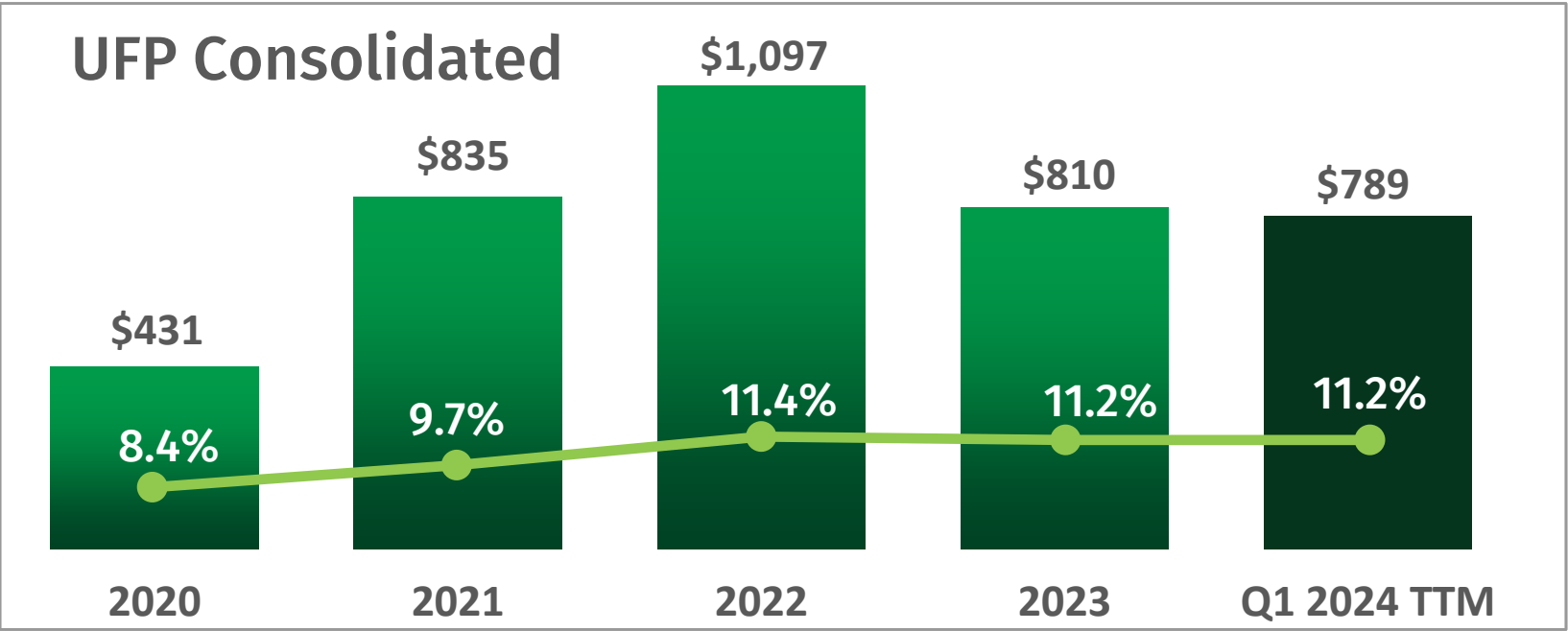
NET SALES (in millions)



■ Net Sales
 ● Total Unit Sales Growth
 ● Organic Unit Sales Growth

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

ADJUSTED EBITDA (in millions)



MARGIN DRIVERS

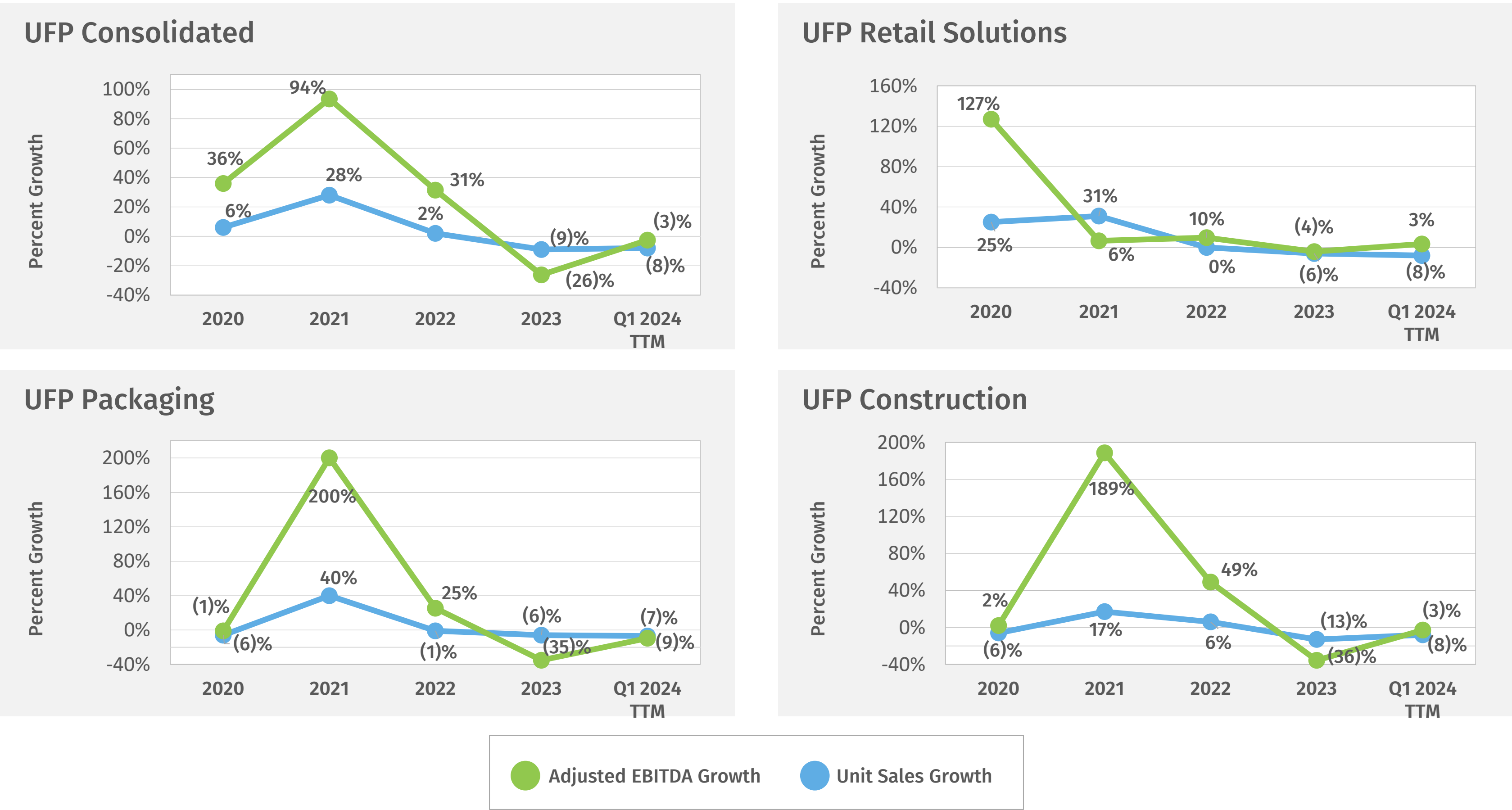
- New management structure
- Value-added mix improvements, including new branded products, solutions selling, and value-based pricing
- Operational improvements, transportation restructure, automation

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



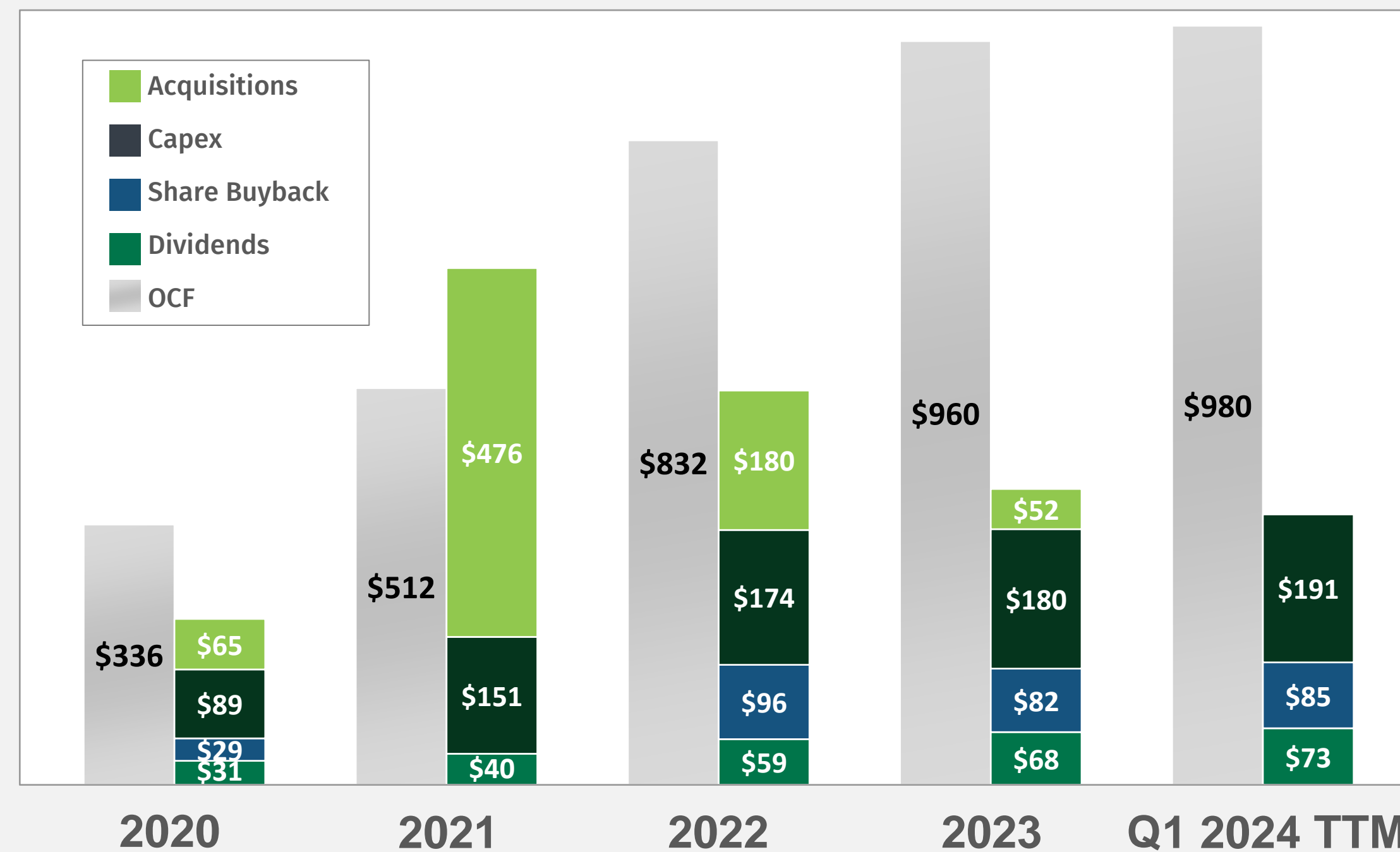
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth

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

BALANCED USE OF FREE CASH FLOW

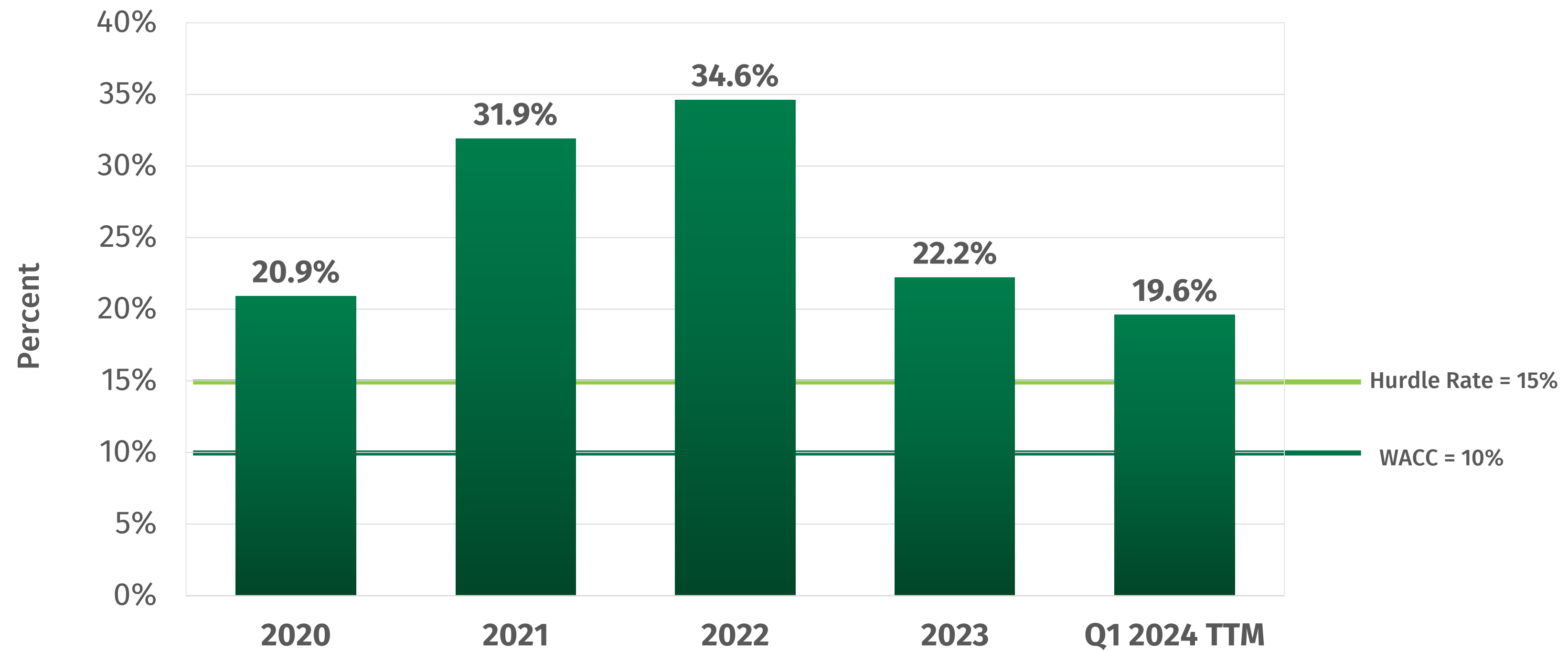
- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$250-300M in 2024
- ✓ Opportunistic share repurchases and to offset issuances. Current authorization as of April 30 has \$97M remaining, expires July 31, 2024.
- ✓ Increasing dividends in line with growth in earnings and free cash flow

Operating Cash Flow and Capital Allocation
(in millions)



Return-focused approach to capital allocation

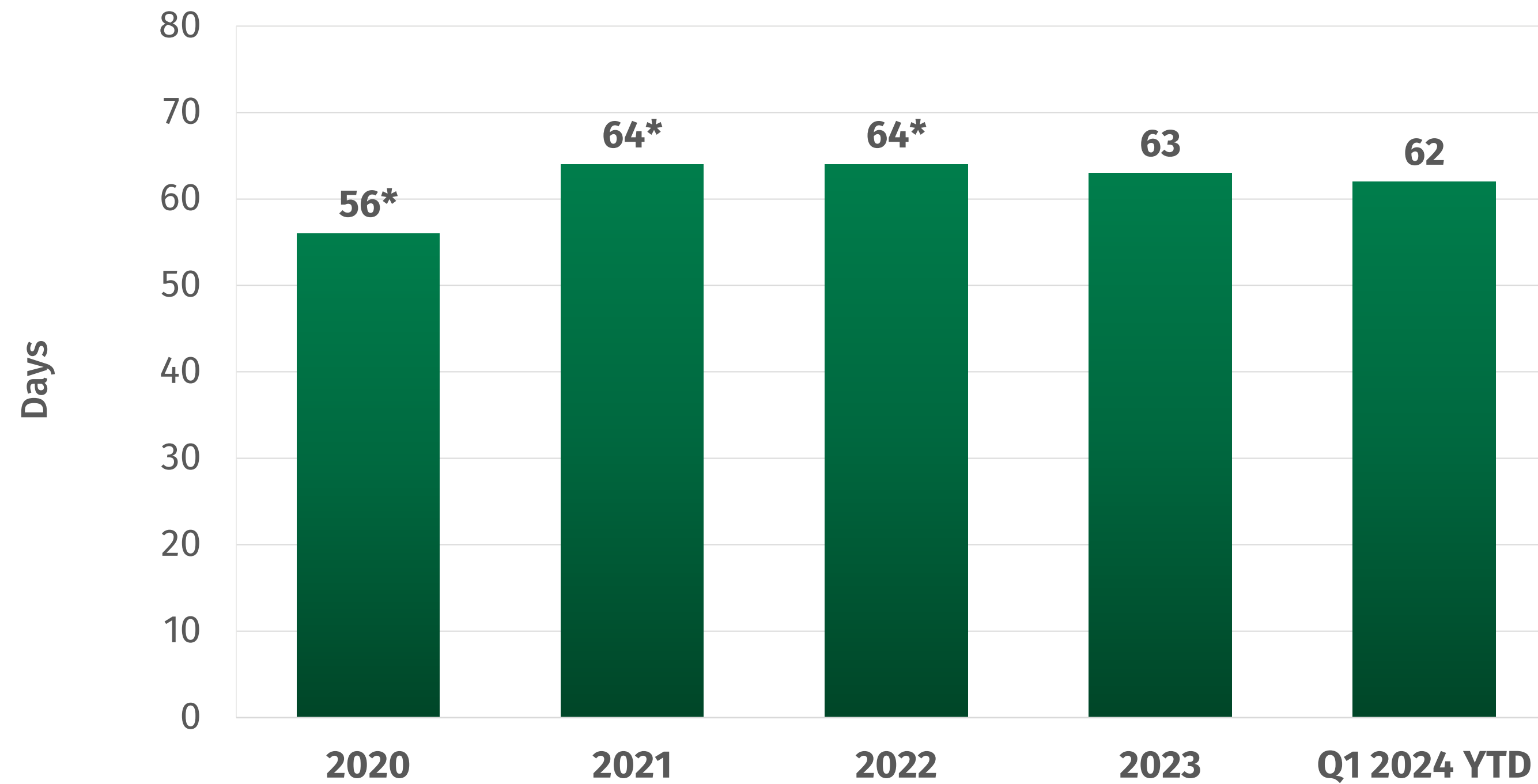
RETURN ON INVESTED CAPITAL



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.

CASH CYCLE



Cash Cycle = Days Receivables Outstanding + Days Supply of Inventory – Days Payables Outstanding

Strong working capital management

* Within the cash cycle, we've modified our calculation of days payables outstanding to be based on CGS and AP payable balances in our monthly financial statements. In periods prior to 2023, our calculation was based on invoice data. We've made this change to simplify the calculation and more easily integrate acquired operations into our financial metrics. The prior year metrics have been restated for the new method which reduced days payables and increased cash cycle by a range of 7 to 9 days from previously reported cash cycle figures.

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.



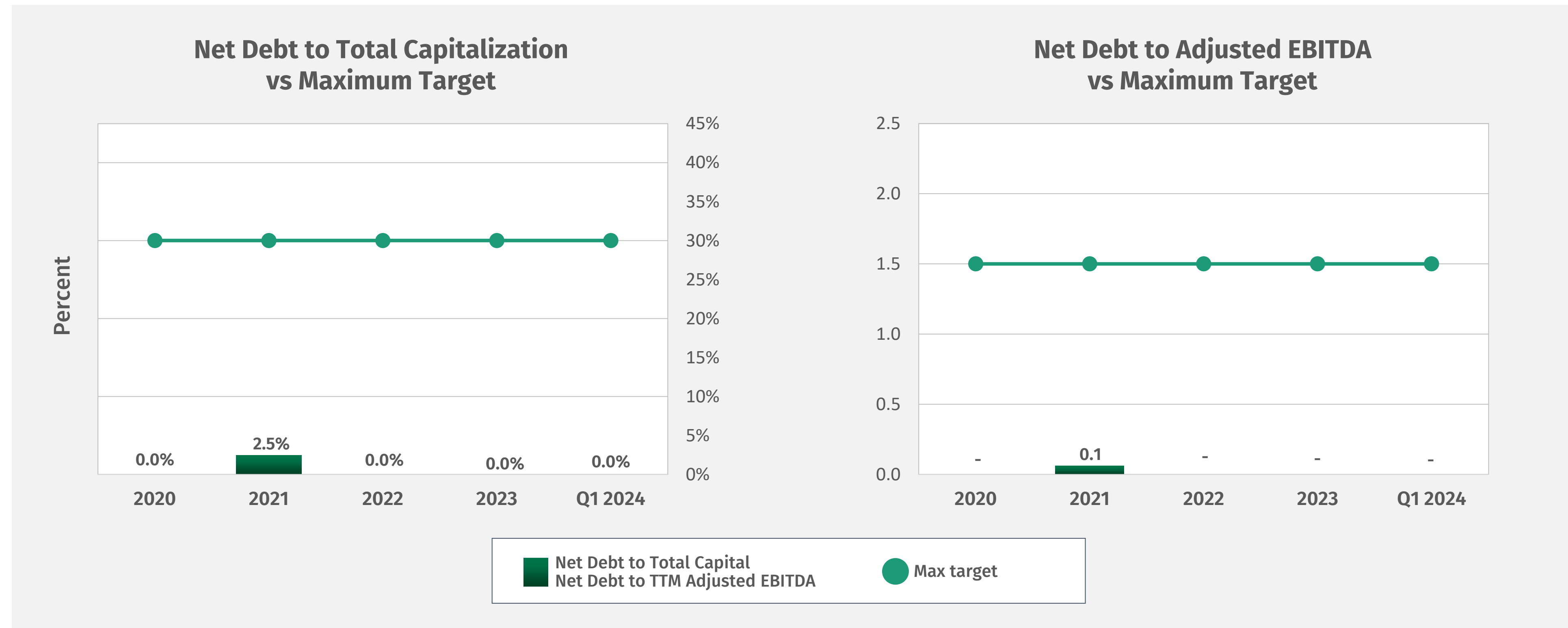
Driving Deckorators recycle content; scaling opportunity.



Securing supply and margin expansion for growing Packaging business.



CAPITAL STRUCTURE

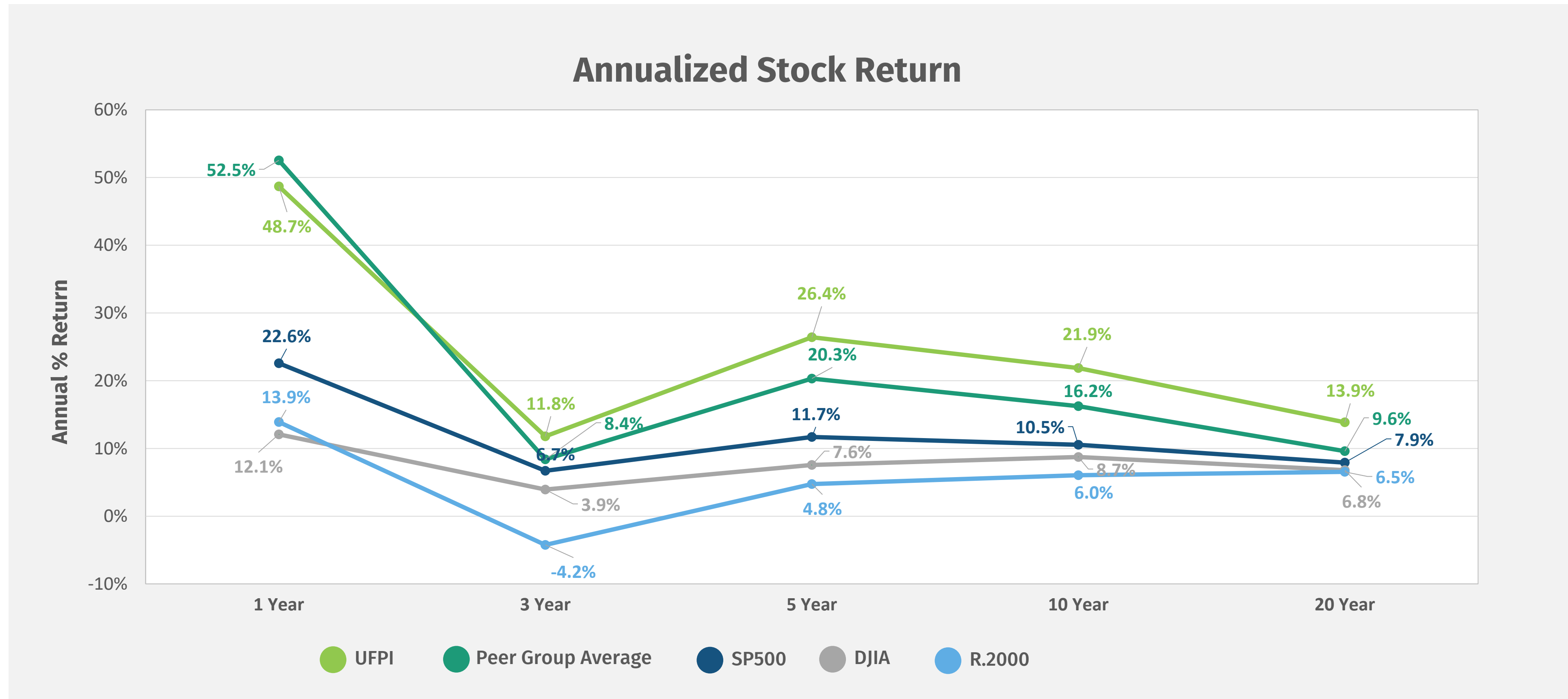


Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.

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, WRK, SON, GEF, ROCK

Stock prices are adjusted to account for dividend payouts

Source: FactSet as of 4/29/2024 closing prices

NASDAQ CONGRATULATES
UFP INDUSTRIES INC
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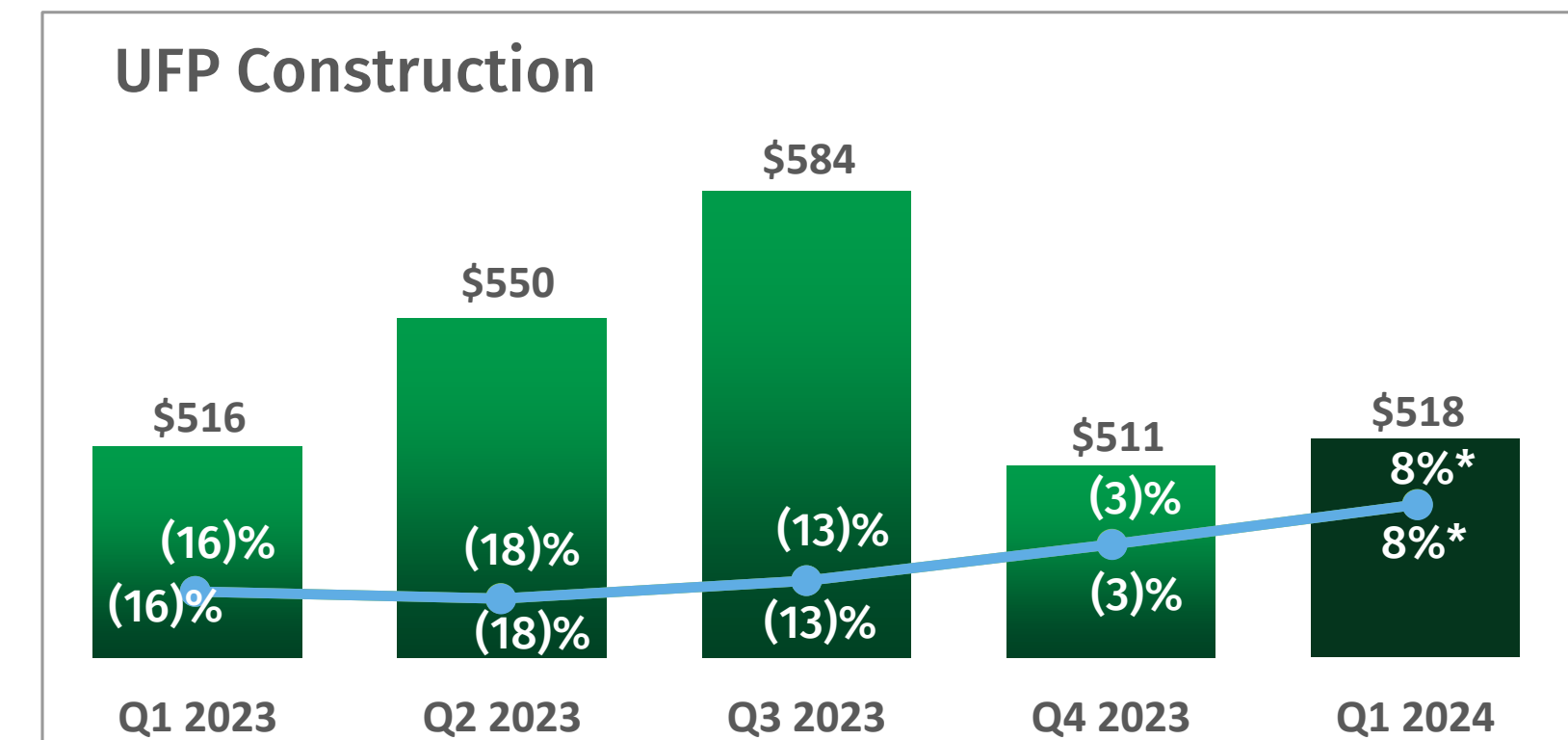
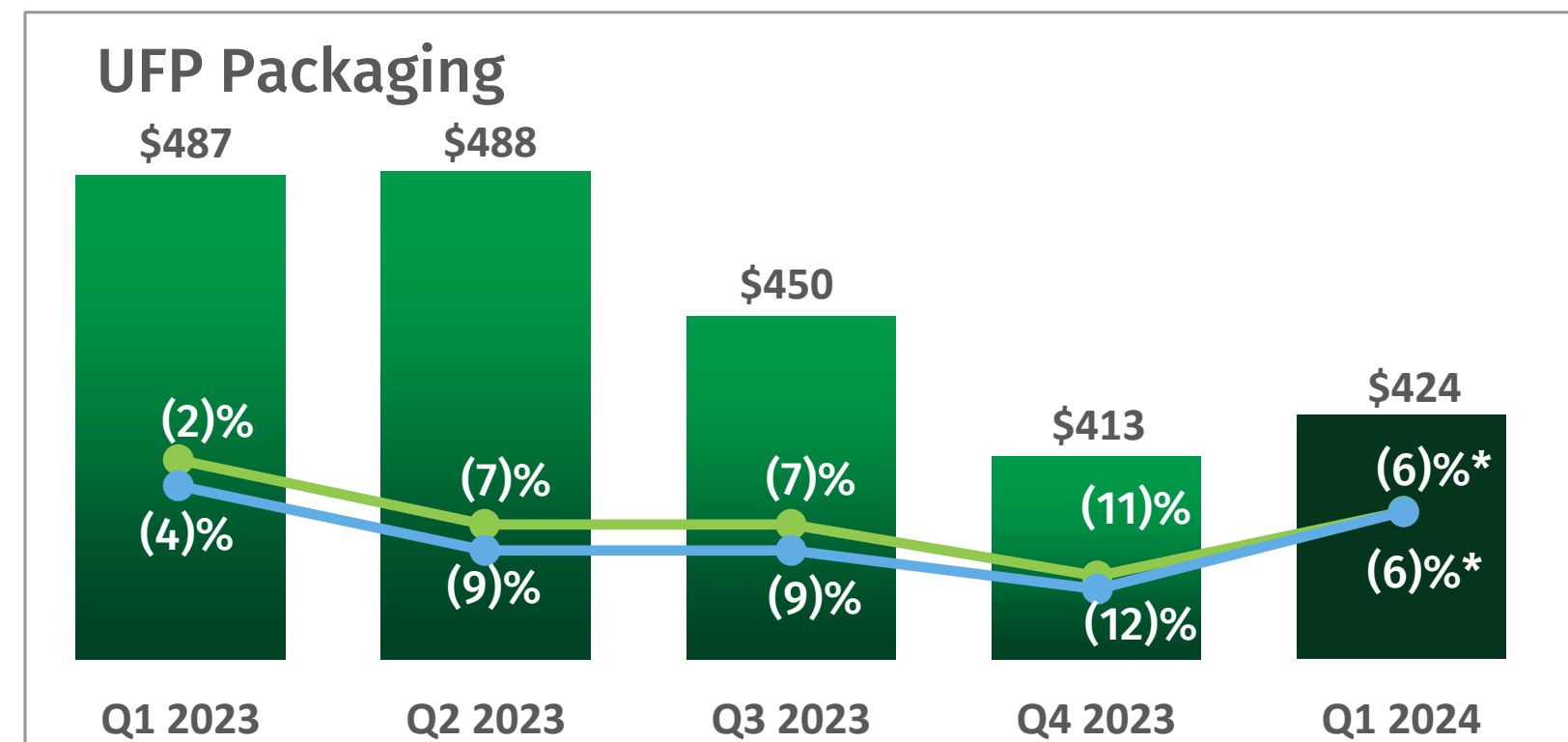
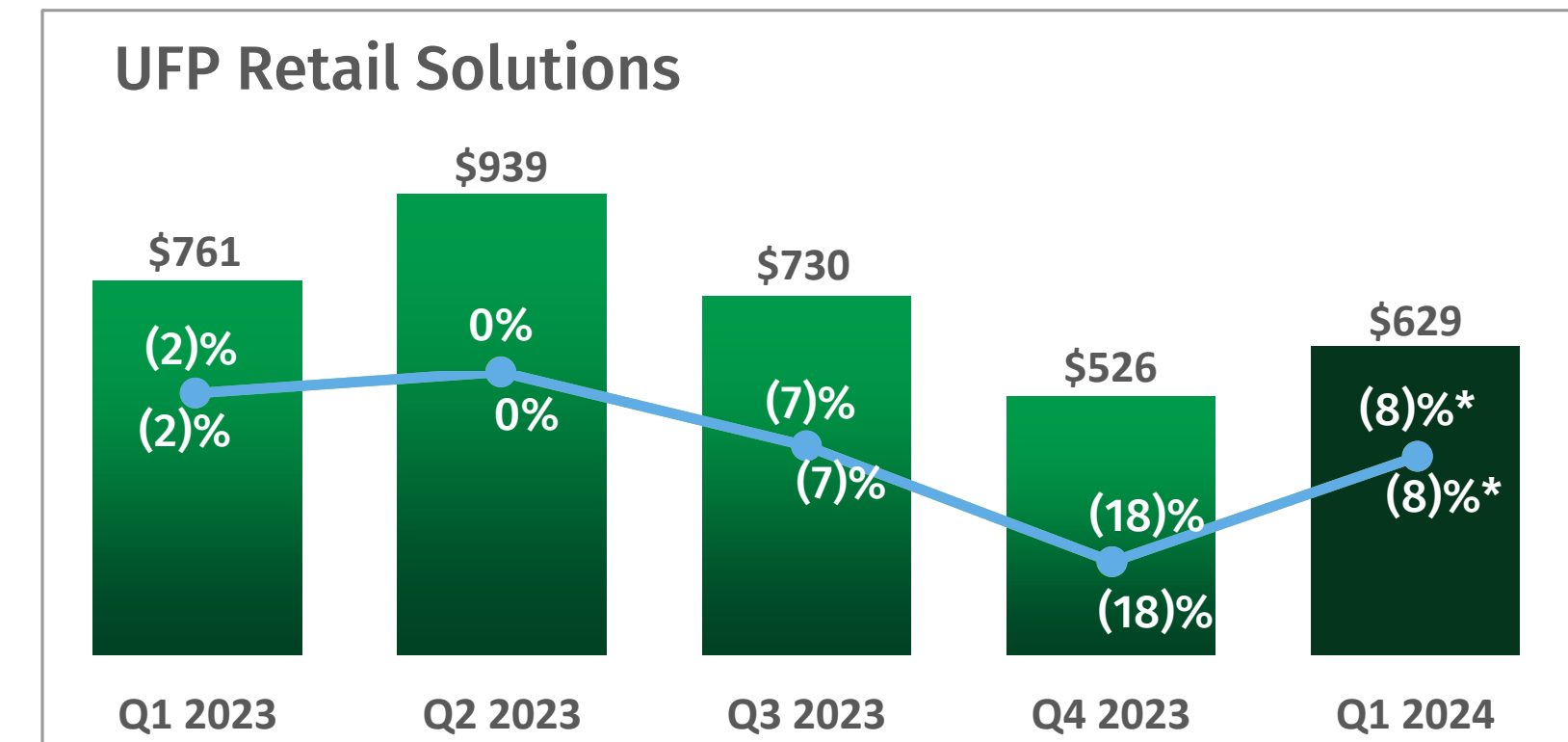
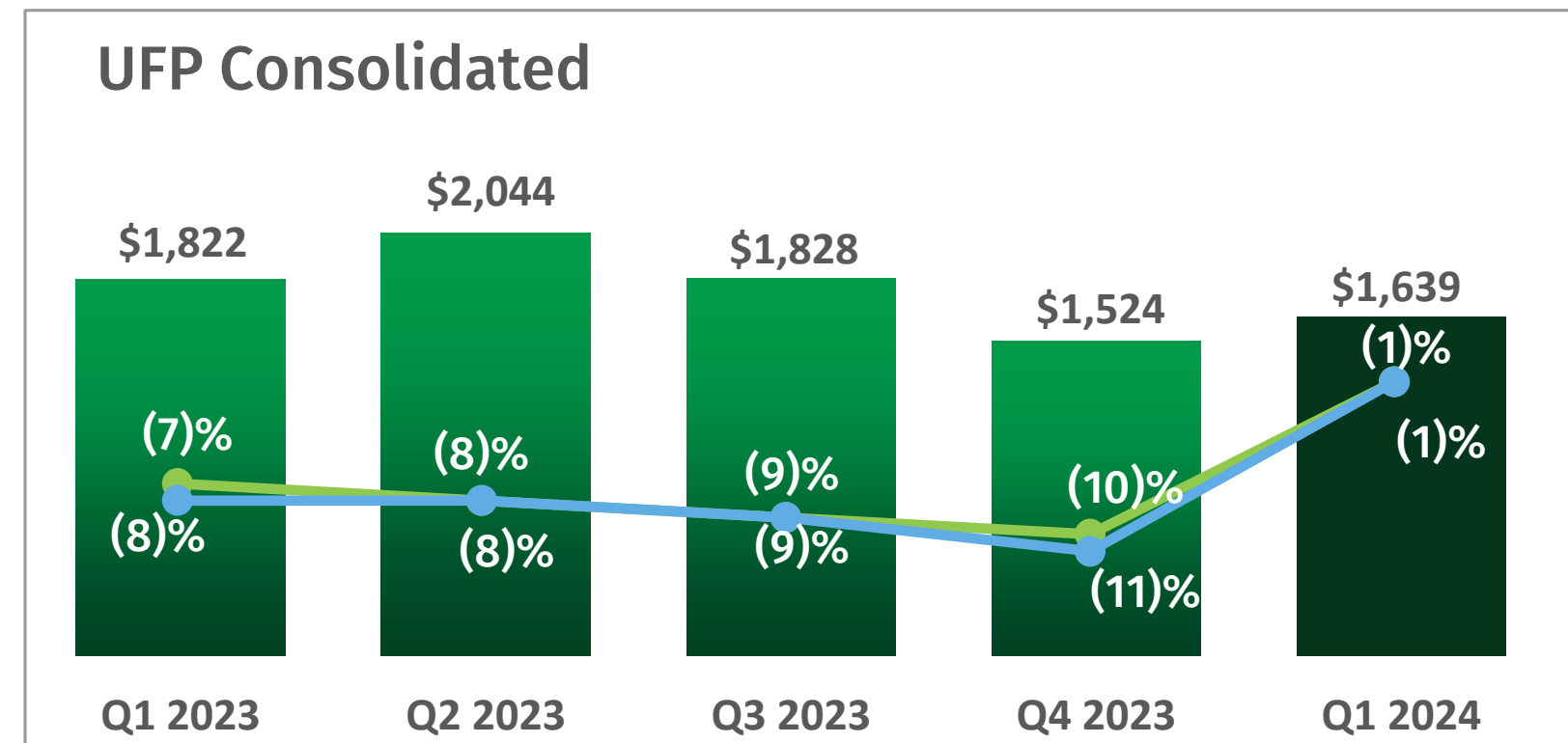


UFPI NasdaqListed

QUARTERLY RESULTS



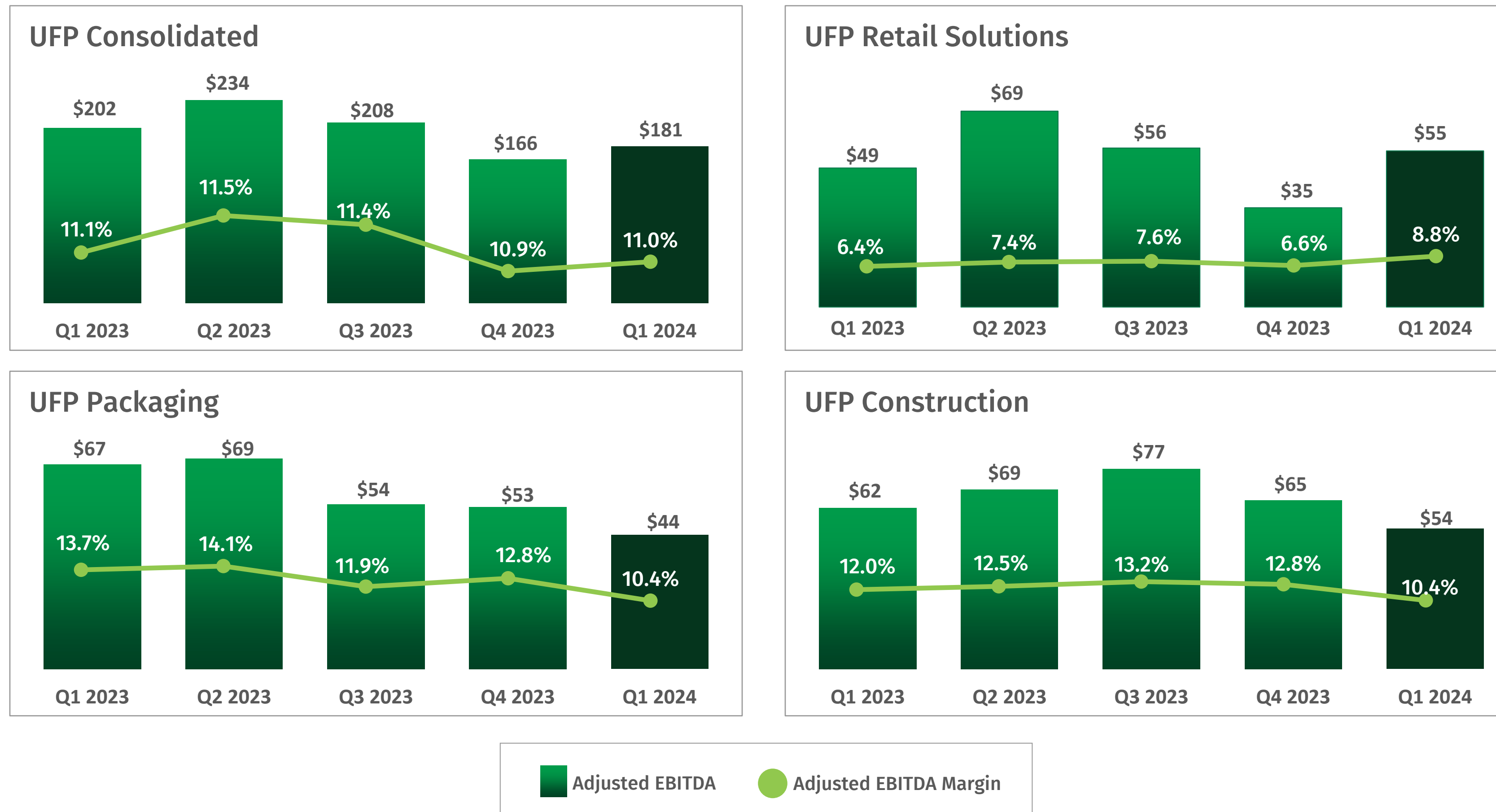
NET SALES Q1 2024 (in millions)



■ Net Sales
 ● Total Unit Sales YOY Growth
 ● Organic Unit Sales YOY Growth

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

ADJUSTED EBITDA Q1 2024 (in millions)



Margin levels reflect focus on value-added solutions..

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THANK YOU



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