



UFP INDUSTRIES

Investor Relations Presentation

Results through April 1, 2023

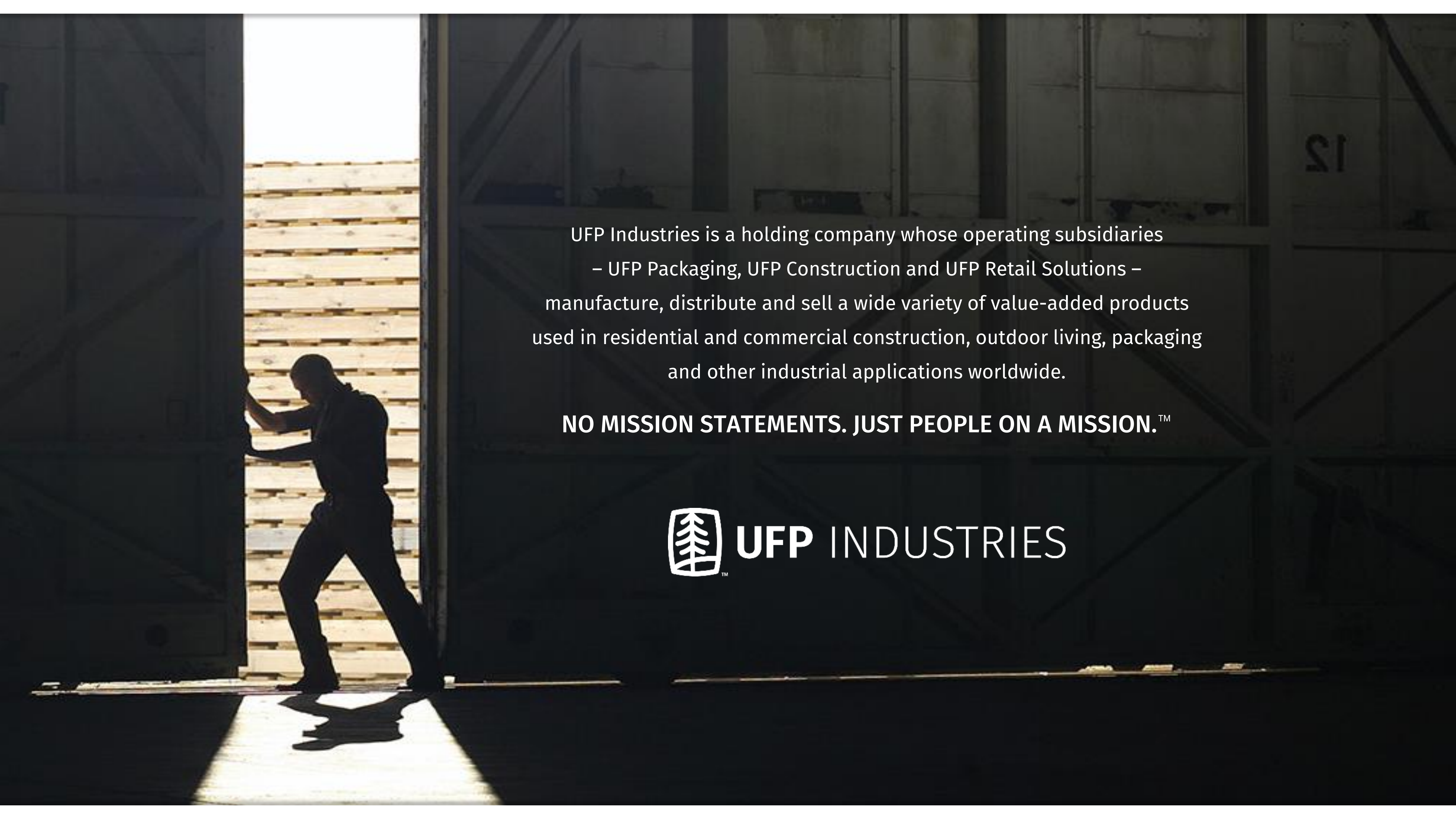


UFP INDUSTRIES, INC.

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 information herein may not be comparable to other similarly titled measures used by other companies. Management considers adjusted EBITDA and return on invested capital to be non-GAAP alternative performance measures which may provide useful information to investors.

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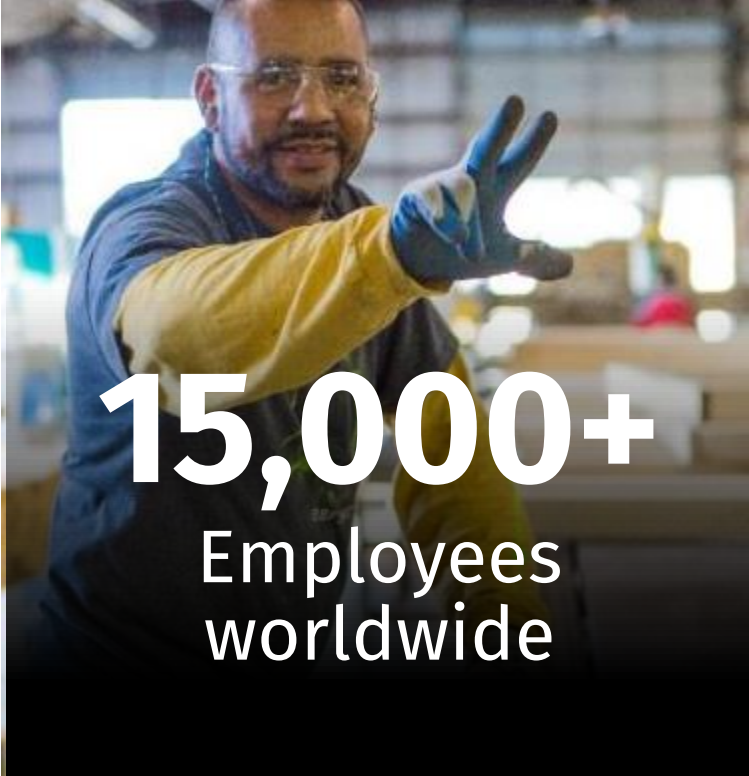


UFP Industries is a holding company whose operating subsidiaries
– UFP Packaging, UFP Construction and UFP Retail Solutions –
manufacture, distribute and sell a wide variety of value-added products
used in residential and commercial construction, outdoor living, packaging
and other industrial applications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

NO MISSION STATEMENTS. JUST PEOPLE ON A MISSION.™



UFP AT A GLANCE



Business segments and markets



\$3.7B in 2022

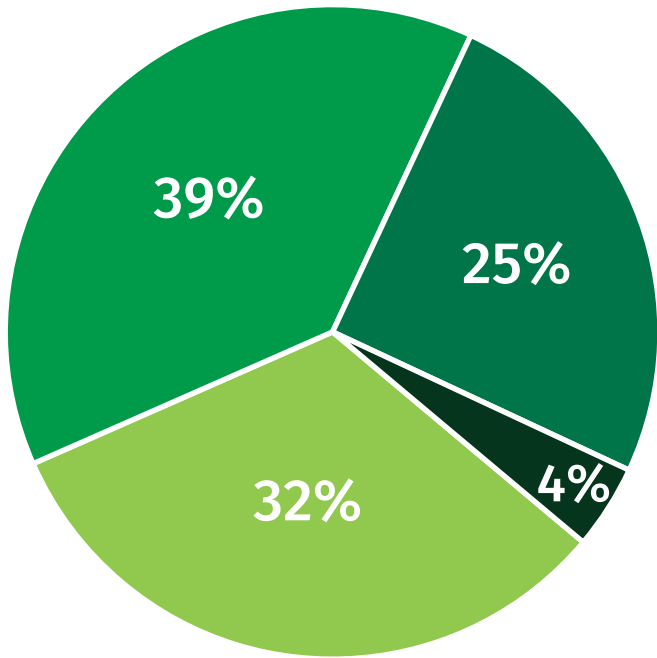
Big box, independents, & buying co-ops



UFP CONSTRUCTION

\$3.1B in 2022

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



Based on 2022 Net Sales



UFP PACKAGING

\$2.4B in 2022

Industrial manufacturers, OEM's, agricultural and logistics

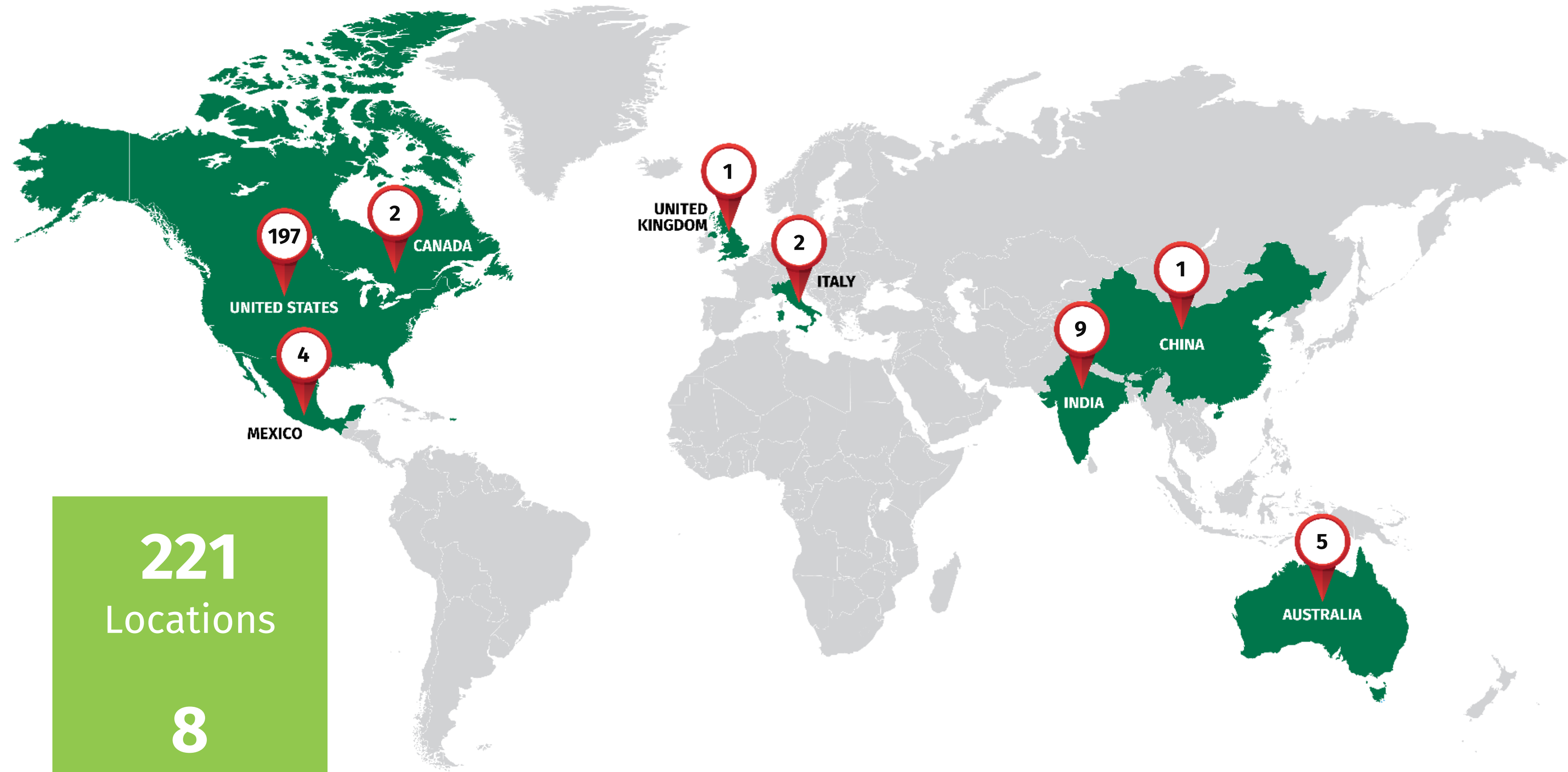


UFP INTERNATIONAL

\$0.4B in 2022

Overseas trading with manufacturing and design assets in eight countries offering packaging solutions

WHERE WE ARE



221
Locations

8
Countries

LONG-TERM FINANCIAL GOALS

Annual unit sales
growth of 5-7
percent, including
small acquisitions

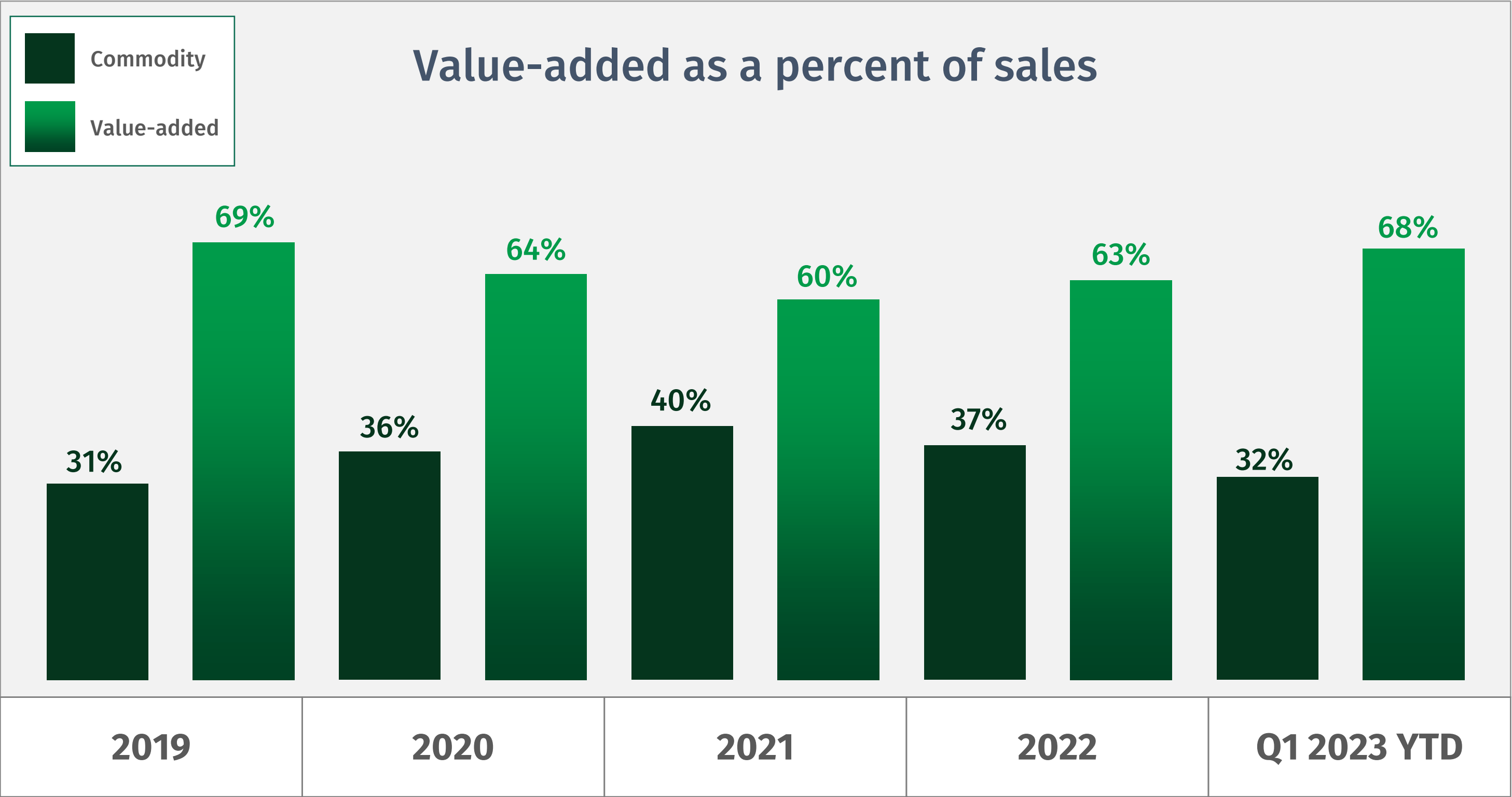
Minimum 10%
adjusted
EBITDA margin

Earn incremental
return on new
investment
greater than WACC

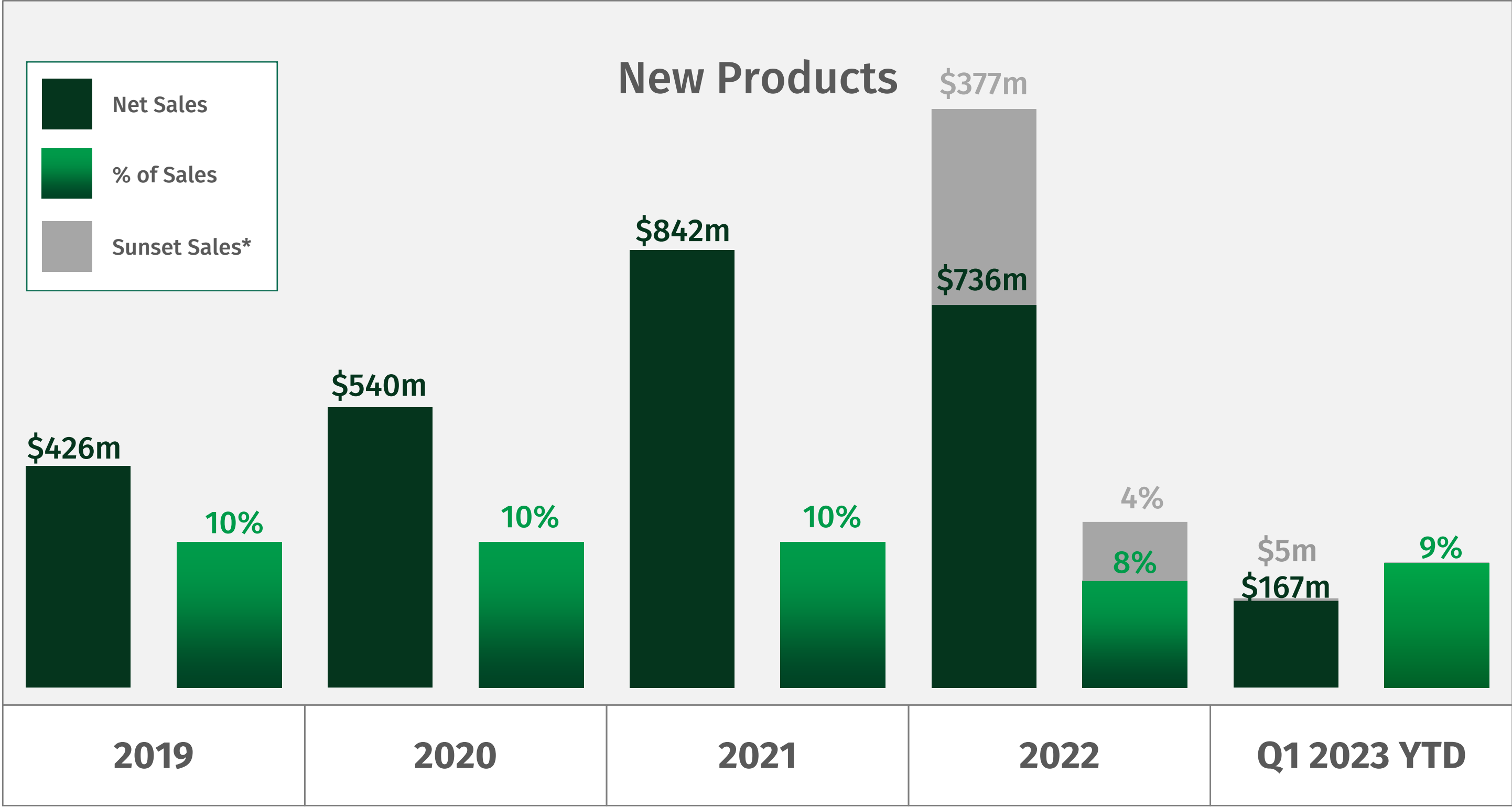
Maintain a
conservative capital
structure



VALUE ADDED SALES



INNOVATION AND NEW PRODUCTS



*This represents new product sales that were excluded because they no longer meet our definition of new products. New products are defined as those that will generate sales of at least \$1 million per year within 4 years of launch and are still growing.

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

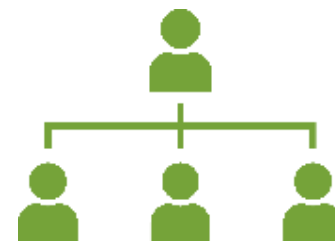
New Structure Drives Better Strategy, Development and Execution

1955 - 2019

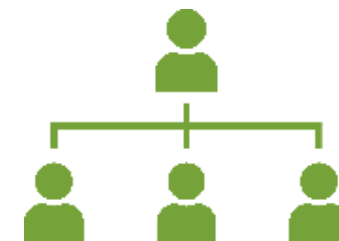


Universal Forest Products

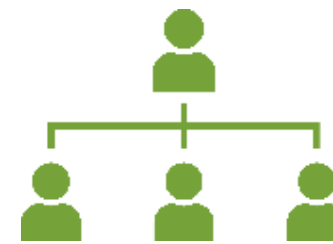
Western Division



Southern Division



Northern Division



2020 and Beyond



UFP INDUSTRIES



UFP PACKAGING



UFP CONSTRUCTION



UFP RETAIL SOLUTIONS

Our new structure, based on management of market segments rather than geography, brought greater focus, effecting:

- Improved alignment with our customers
- Better, quicker decision making
- Faster introduction of new, value-added products
- More effective allocation of capital

Result: better EBITDA margins and ROIC

RECENT ACQUISITIONS

Process	Purpose	Goal
Identify attractive growth runways in each Business Unit under each Business Segment and identify gaps in our capabilities to pursue those runways.	Find new products and services to speed our transformation from commodity sales to value-added selling solutions and brands.	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 improvement for growing Industrial business.



A UNIQUE CULTURE BUILT FOR GOOD TIMES AND BAD

Balanced Business Model

Diversified business portfolio mitigates lumber and business risk

Mix of fixed- and variable-priced products hedges volatile lumber prices

STABLE

Strong Balance Sheet

Return-focused approach to capital allocation

Capital reserves used opportunistically

PREPARED

Experienced Leadership

Average senior management team tenure: 22.6 years

67 straight years of profitability

FOCUSED

Incentives Aligned With Shareholders

Every plant is a profit center and all employees bonused on ROIC

All managers required to own stock

ENTREPRENEURIAL

Model maintains performance in cyclical and secular downturns

BUSINESS SEGMENTS

 **UFP** RETAIL SOLUTIONS



 **UFP** PACKAGING

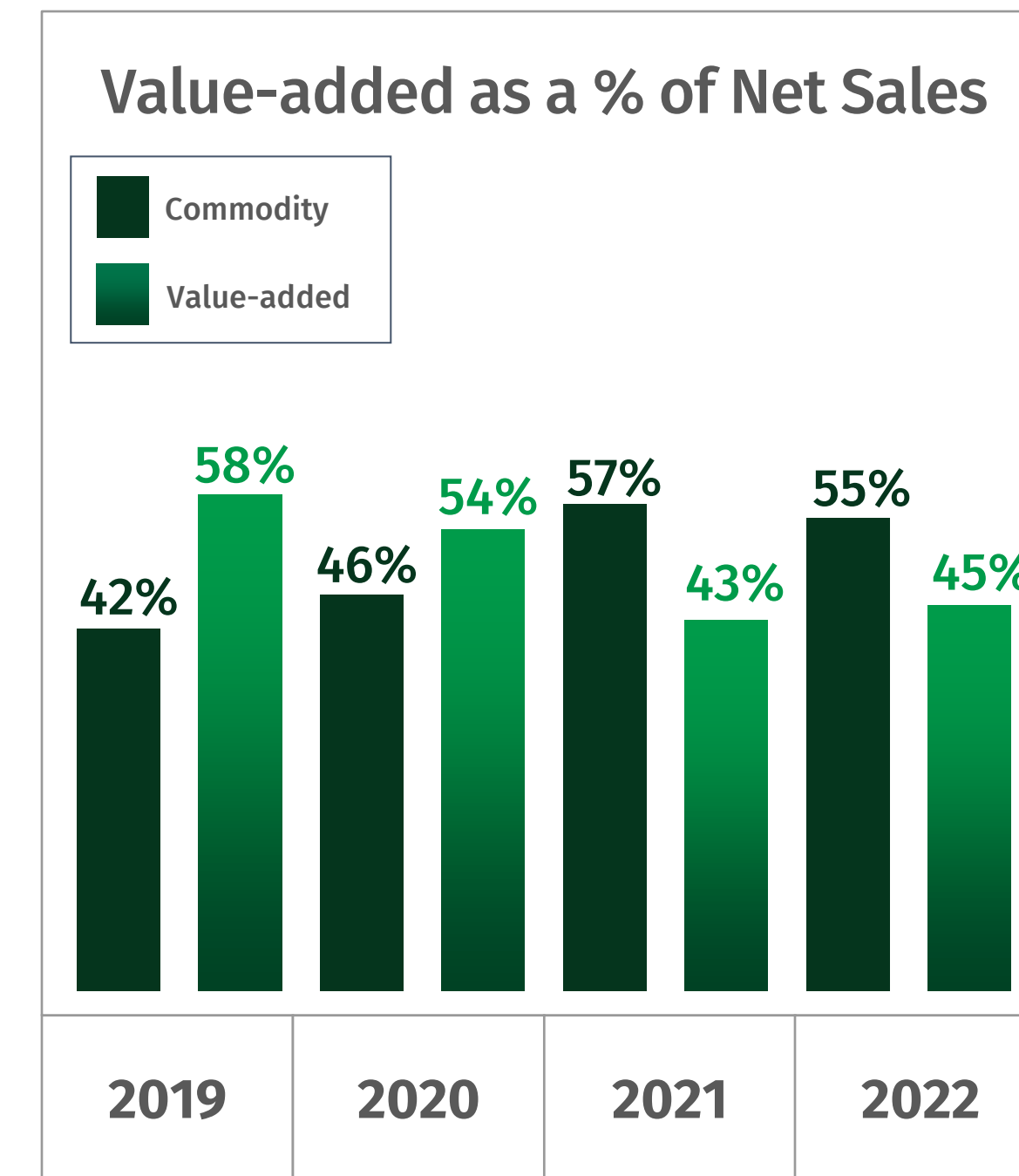
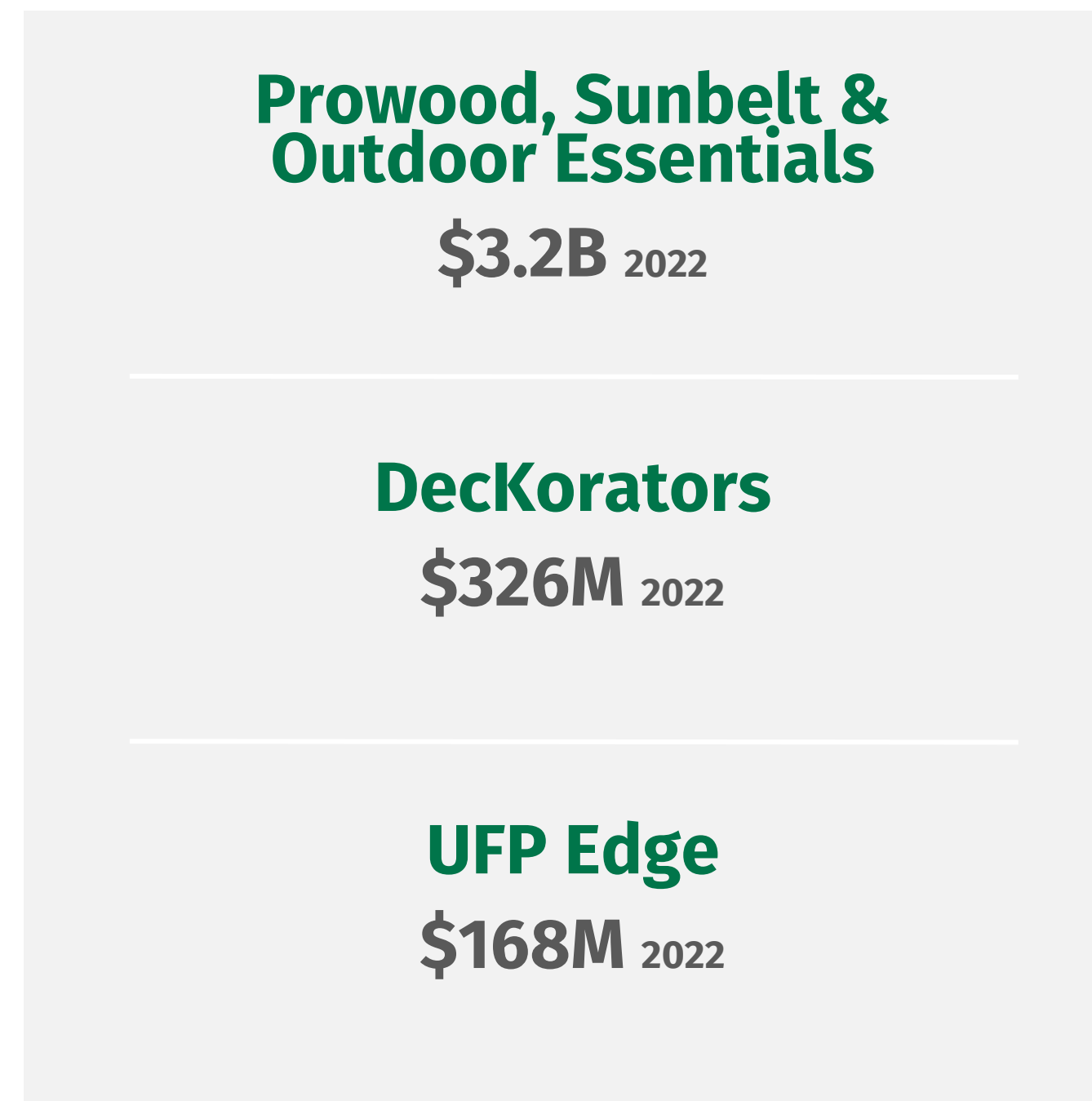
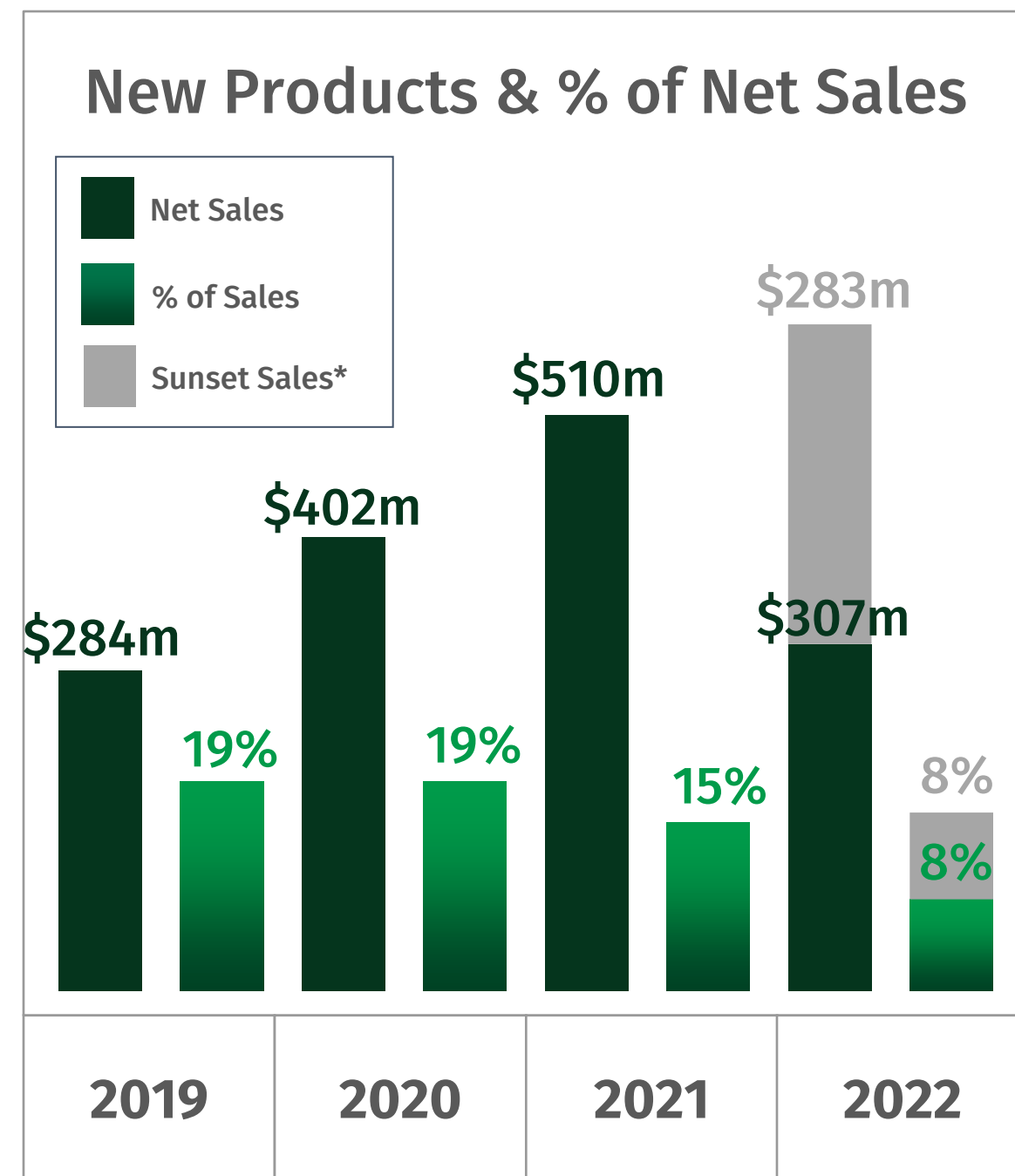


 **UFP** CONSTRUCTION





UFP RETAIL SOLUTIONS



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UFP RETAIL SOLUTIONS



Pressure-treated decking, timbers, panels and construction materials, including fire-retardant



ProWoodLumber.com



Outdoor lifestyle products including wood and vinyl fencing, landscape and garden décor, picnic tables, pergolas, trellises and more



OutdoorEssentialProducts.com



The industry's leading innovator of composite decking, railing and accessories*



Deckorators.com



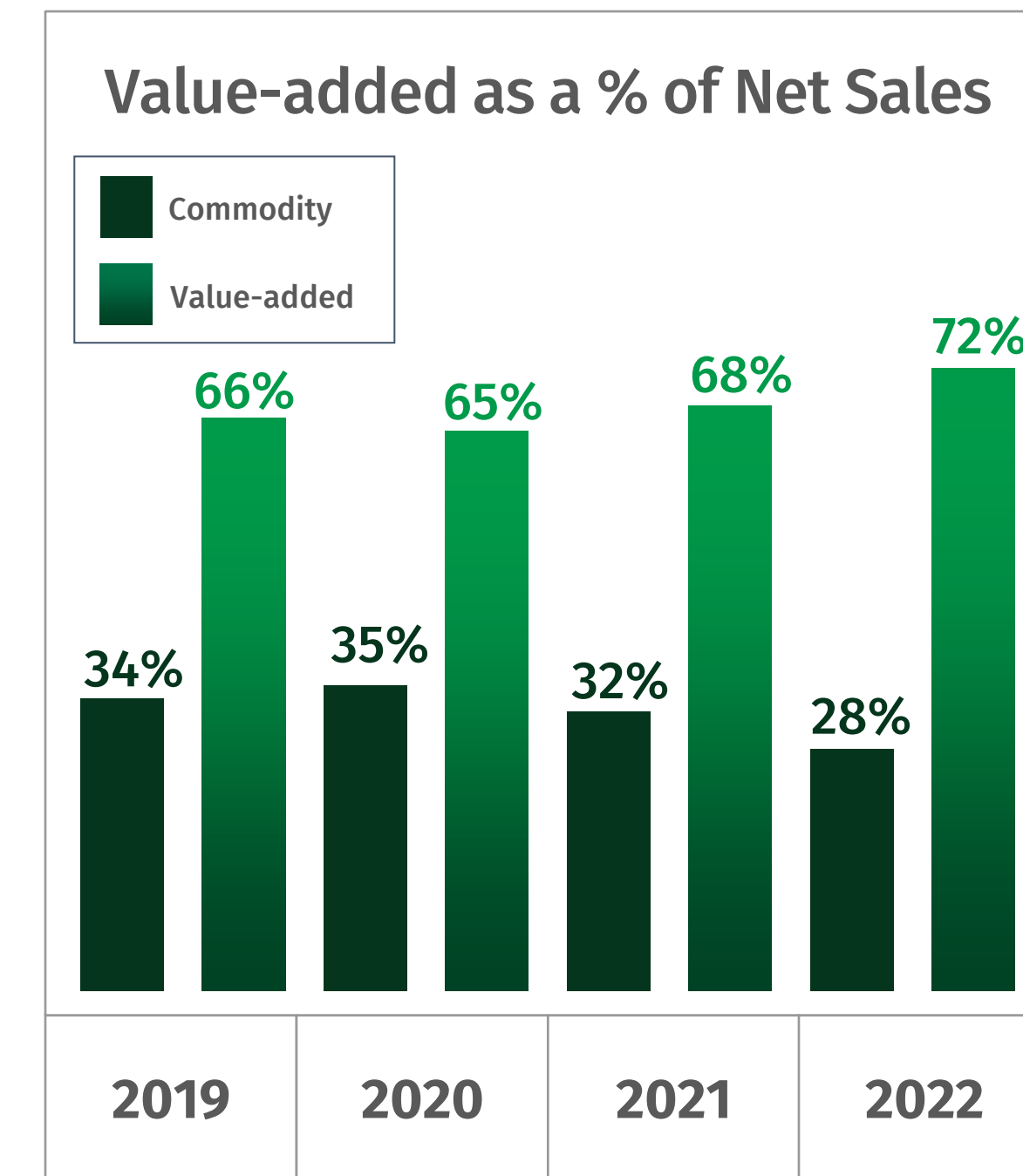
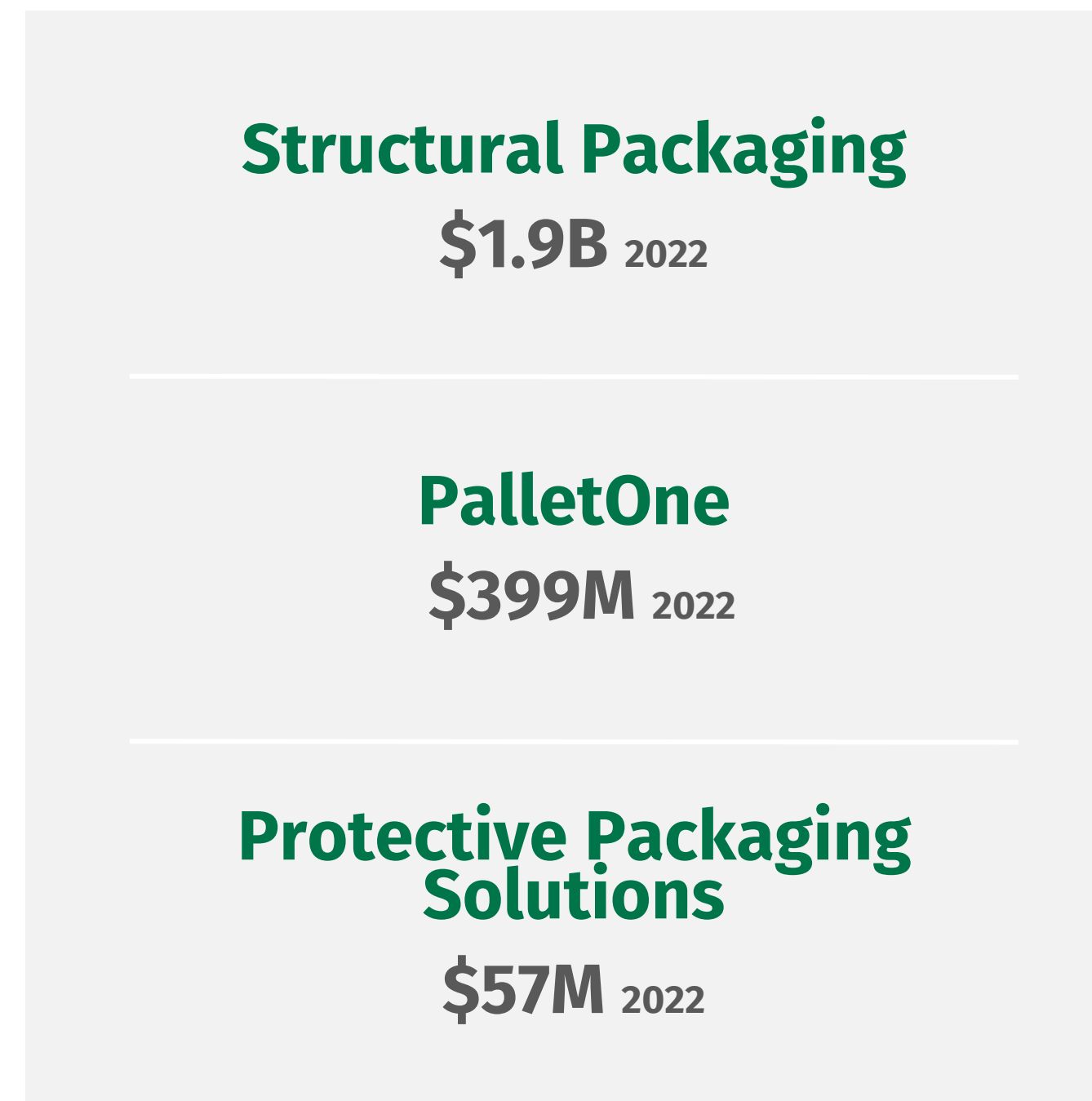
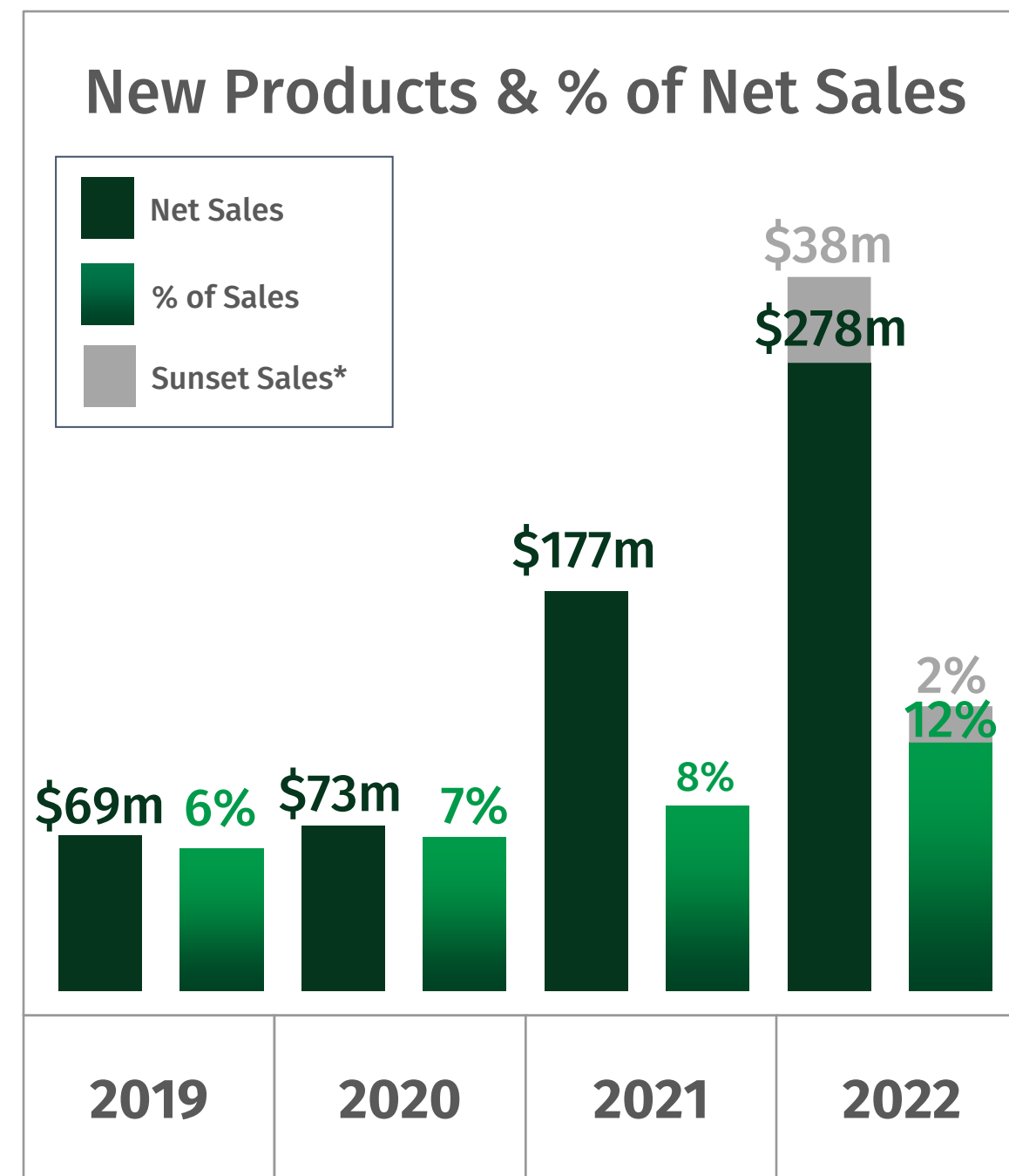
Premium siding, pattern, trim; interior accent wall products



UFPEdge.com

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

*Comprises 64% to Big Box customers and 36% to one- and two-step distribution as of 2022.



[UFPpackaging.com](https://ufppackaging.com)

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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



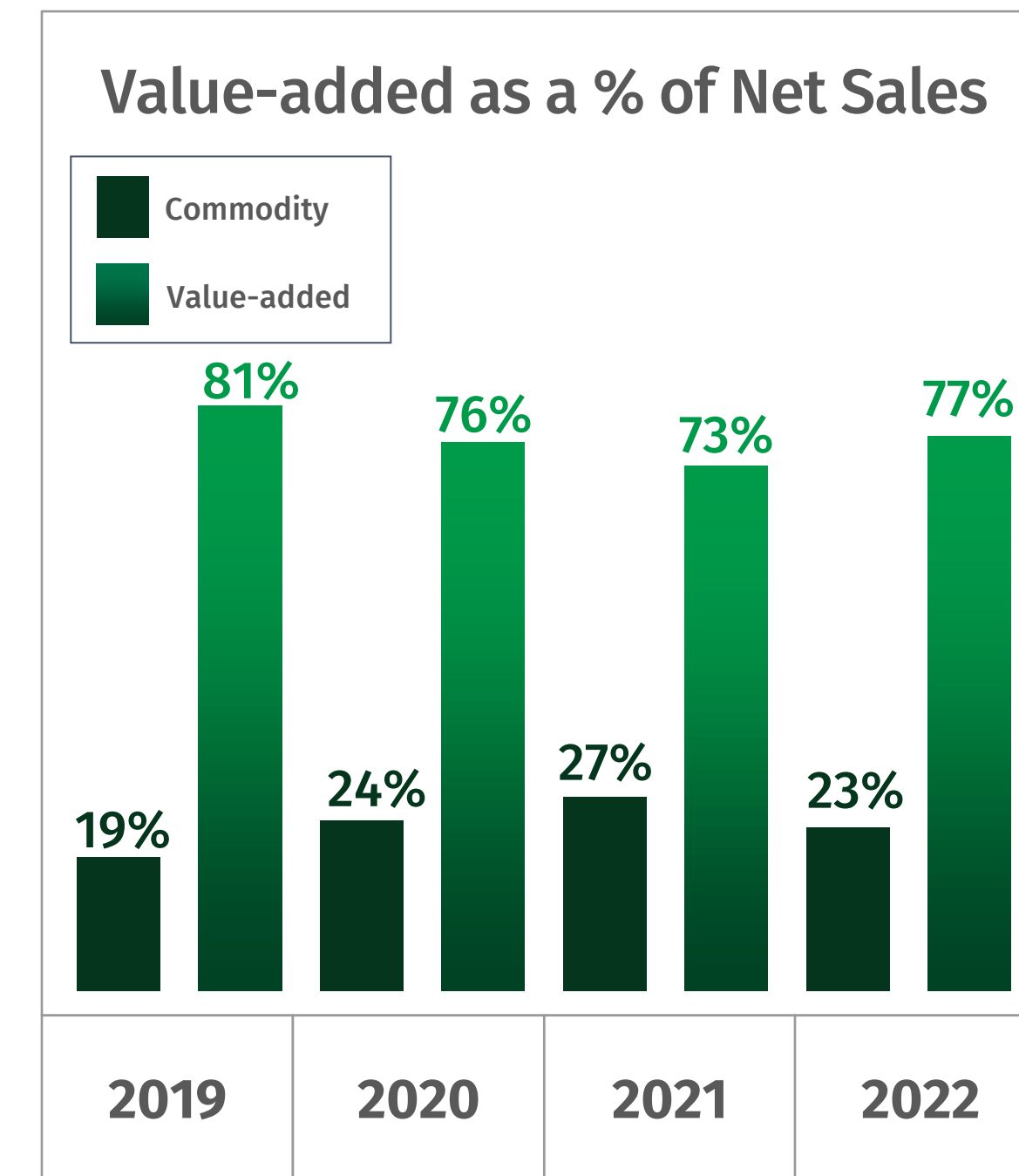
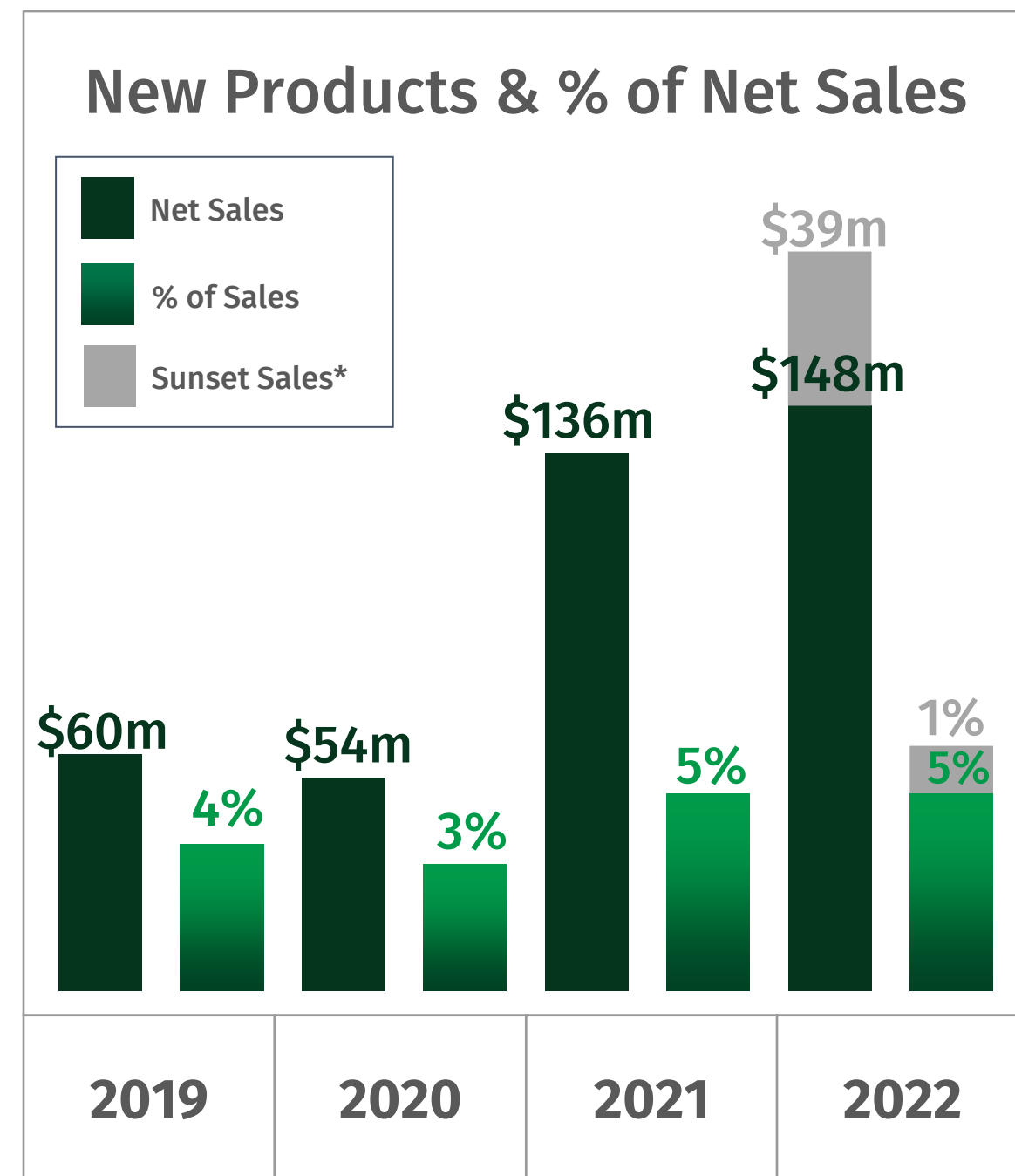
PROTECTIVE PACKAGING SOLUTIONS

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

UFP CONSTRUCTION



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SITE-BUILT

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



UFPConstruction.com

FACTORY-BUILT

Roof trusses, floor joists, laminated wall panels, cabinet components, countertops and milled components for modular and manufactured homes, RV's 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

Lumber and panels; designed, engineered and manufactured forms



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



UFP INTERNATIONAL

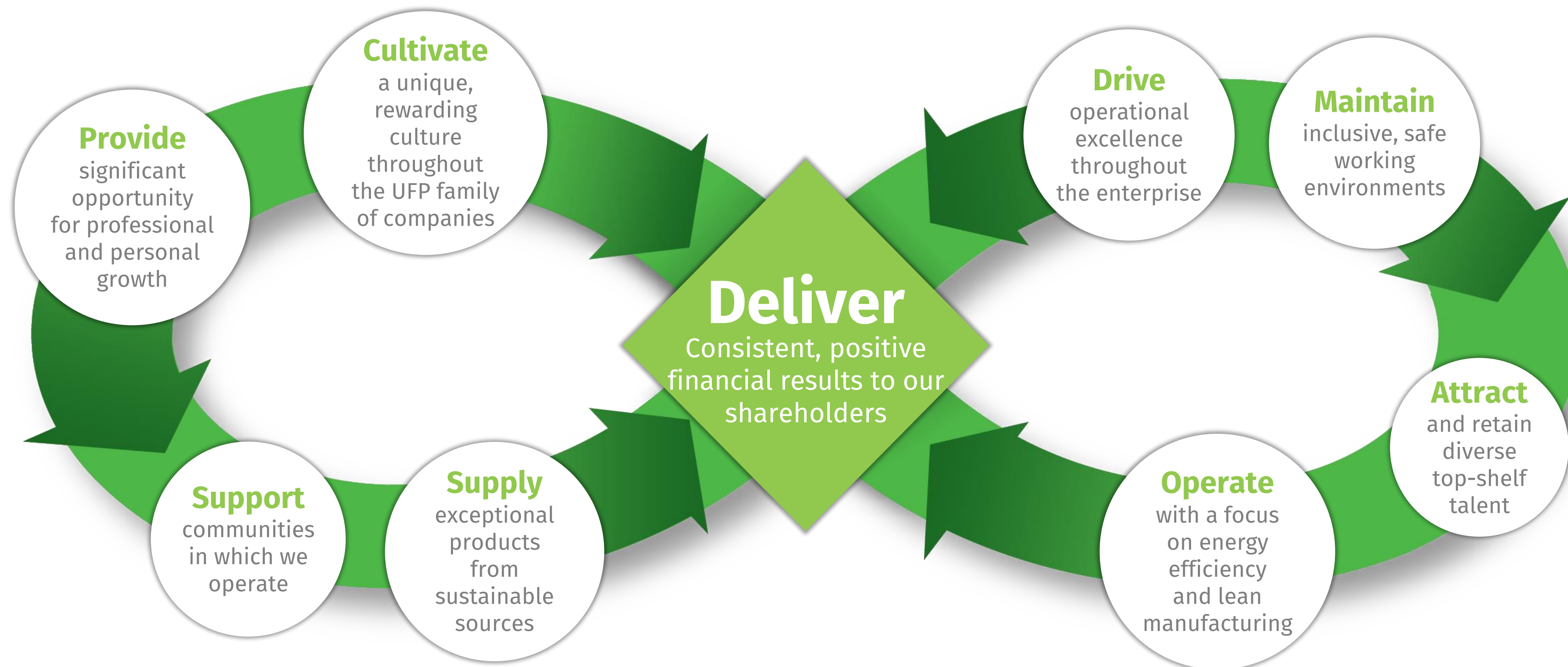
Lumber trading in 65 countries.
Industrial packaging solutions manufacturing in Australia, Mexico, Canada,
Italy and India.



2022 Net Sales: \$409 million

SUSTAINABILITY CONTINUUM

For UFP, sustainability means more than using and selling renewable materials.
It serves our ultimate goal of creating and sustaining value for shareholders.



OUR SUSTAINABILITY PHILOSOPHY

For UFP Industries, doing right doesn't require departments and titles, but is simply part of who we've been and who we continue to be. And that's how we like it – fewer committees, higher standards, and increased financial and social reward for employees, customers and communities.

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](#).



Priorities are successful employee outcomes and consistent shareholder return

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

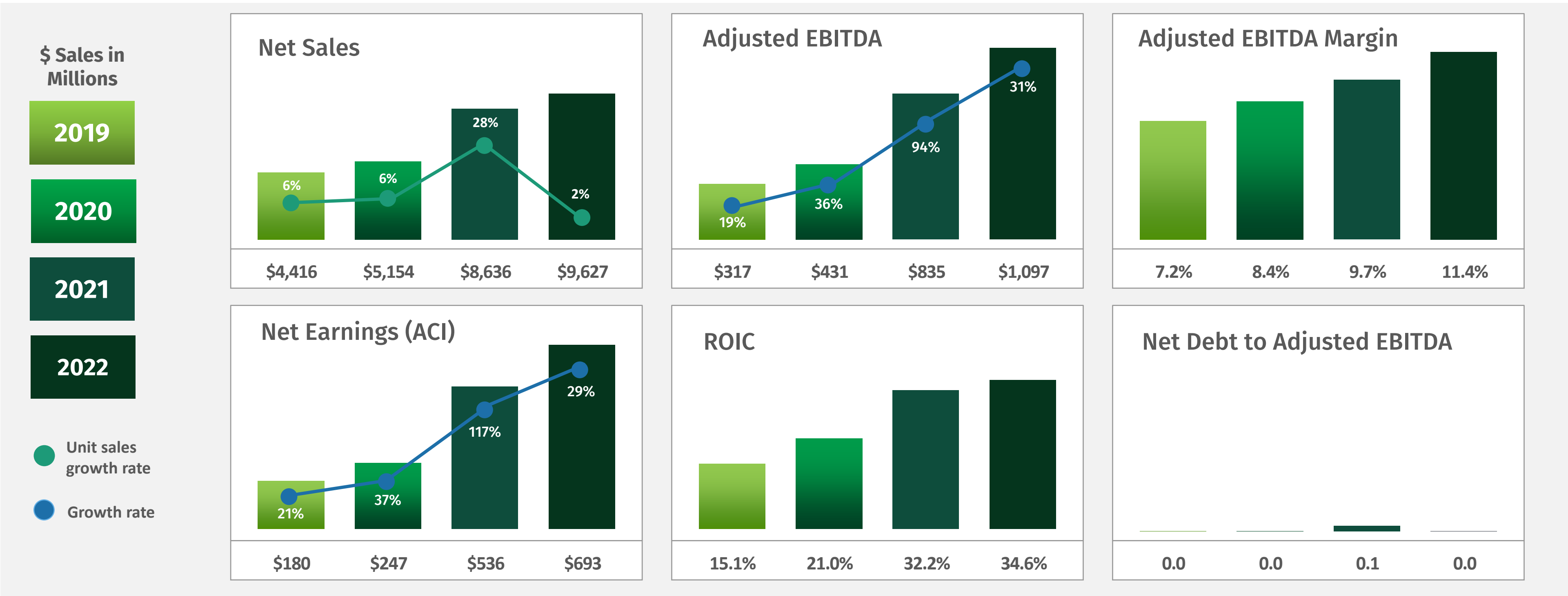


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE

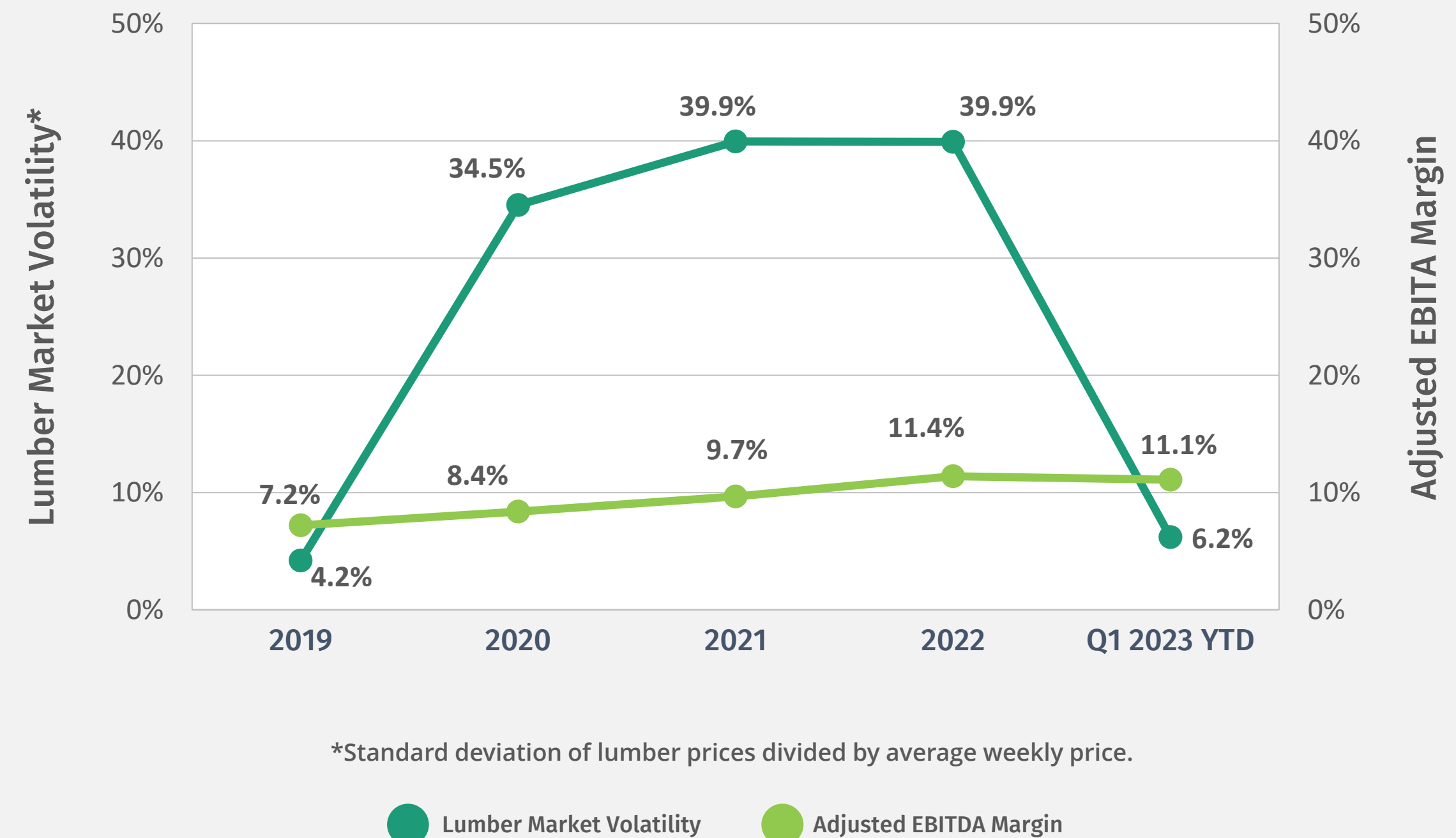


Strong track record of growth and performance improvement with emphasis on raising gross profit dollars per unit. ROIC-focused.

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

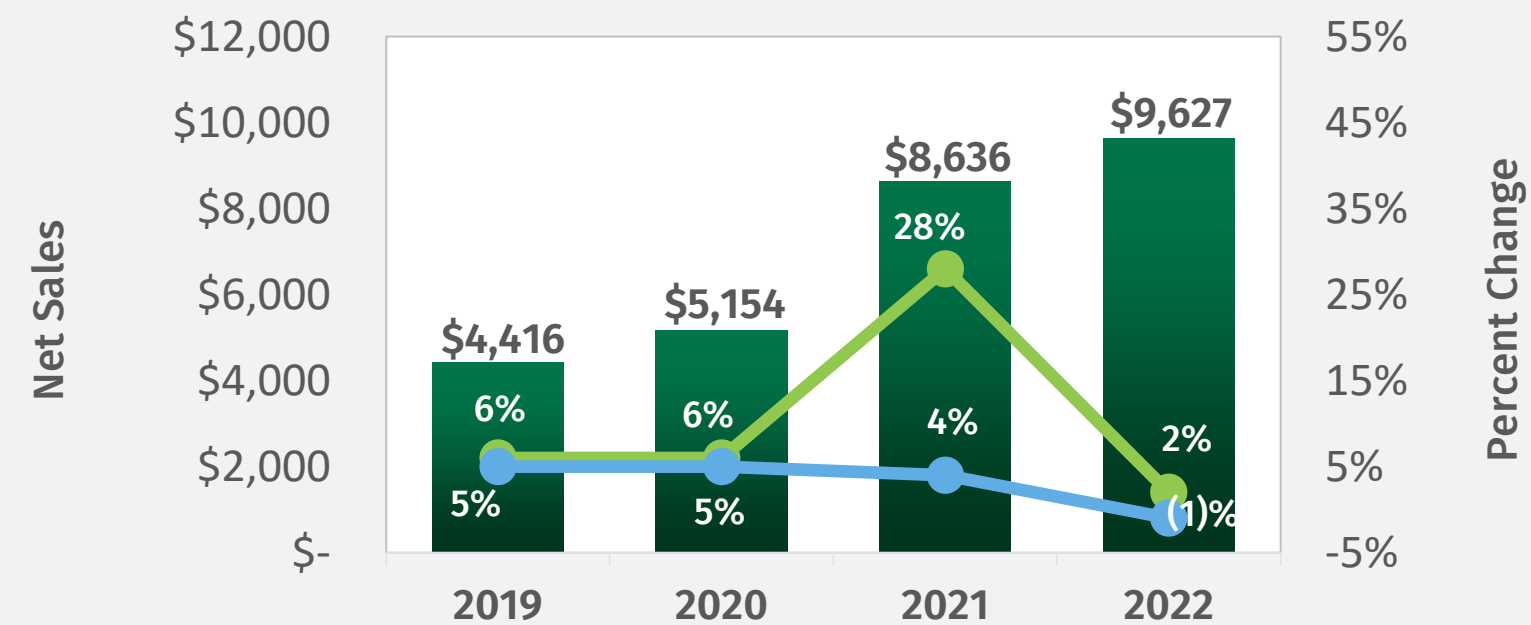


Balanced business model drives stable profit per unit

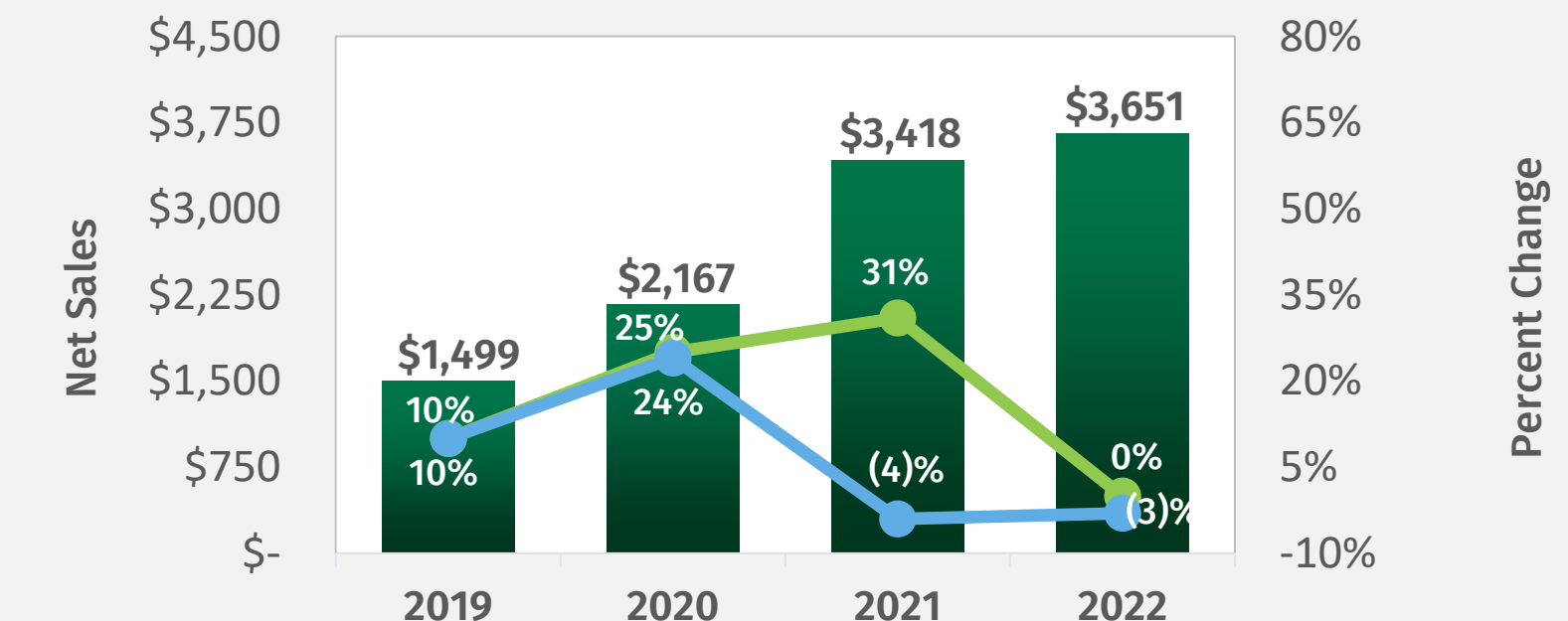
Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

NET SALES (in millions)

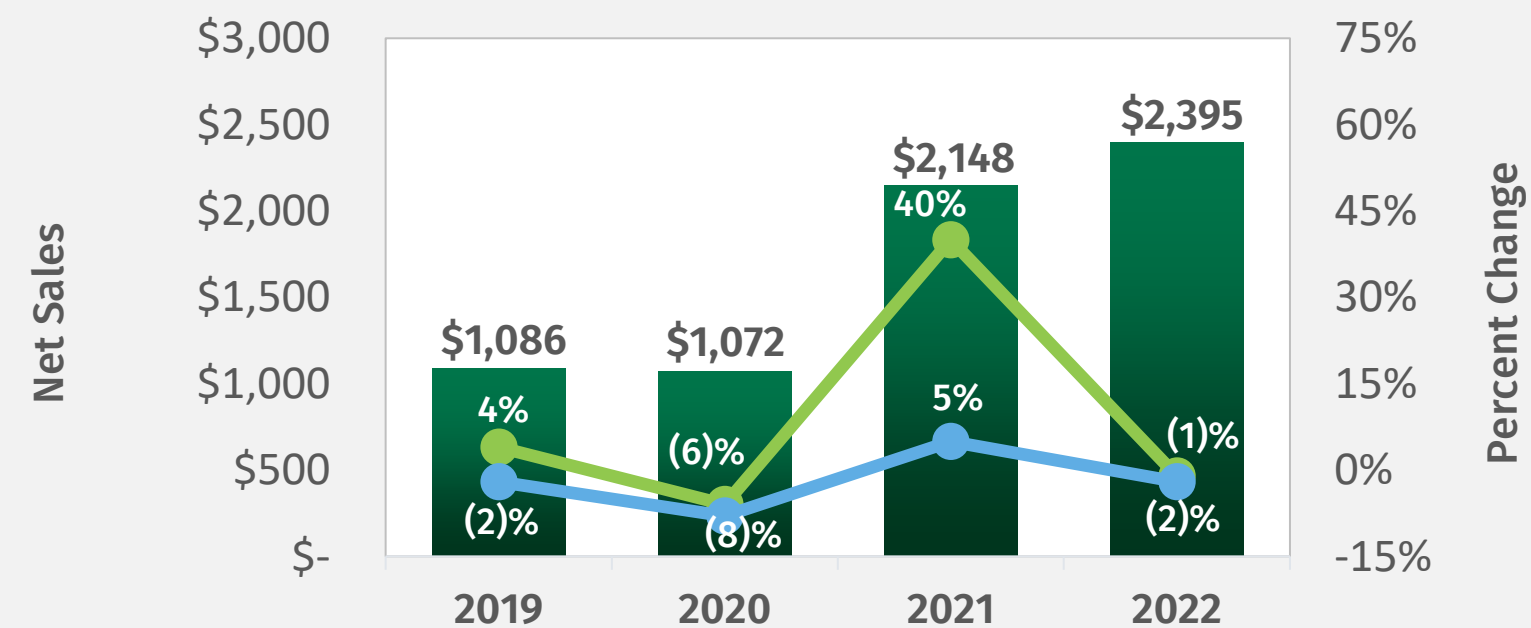
UFP Consolidated



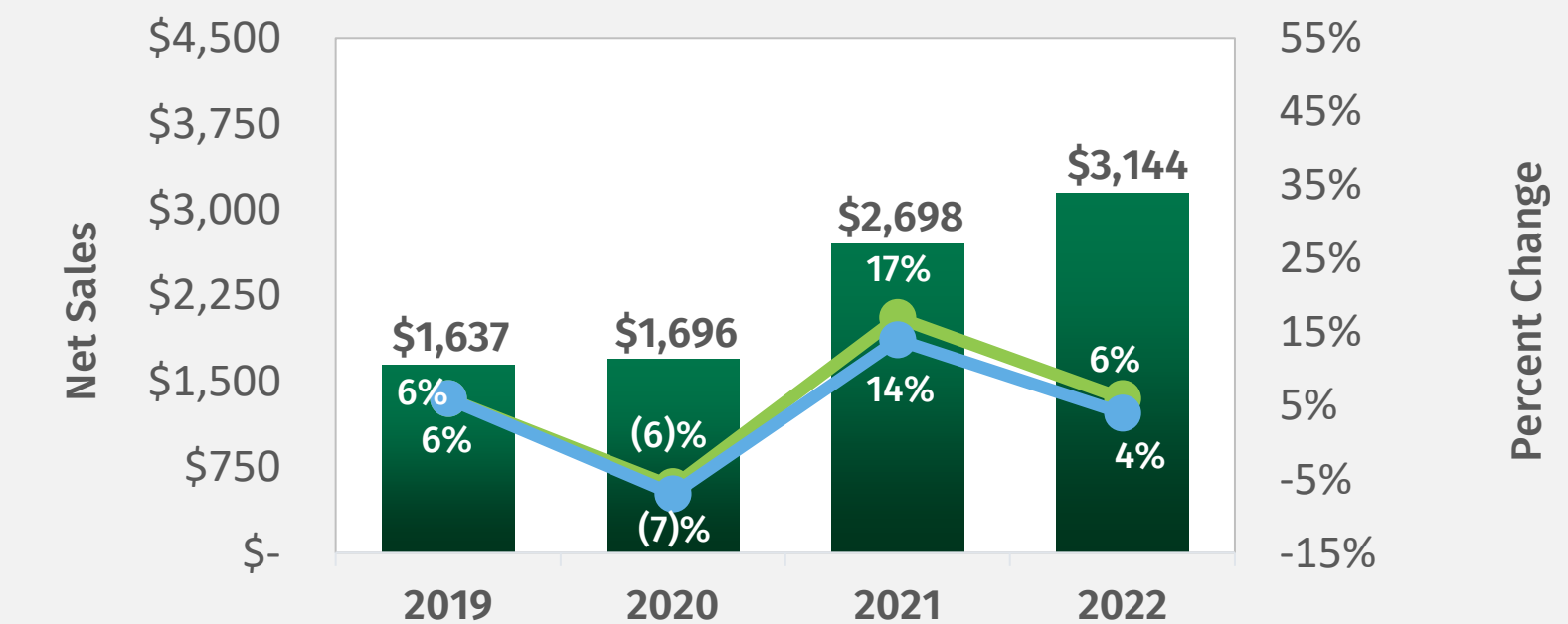
UFP Retail Solutions



UFP Packaging



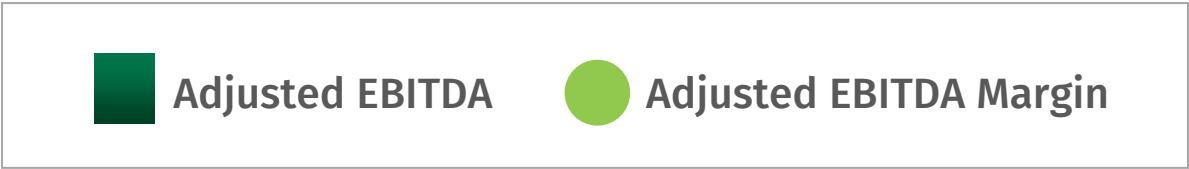
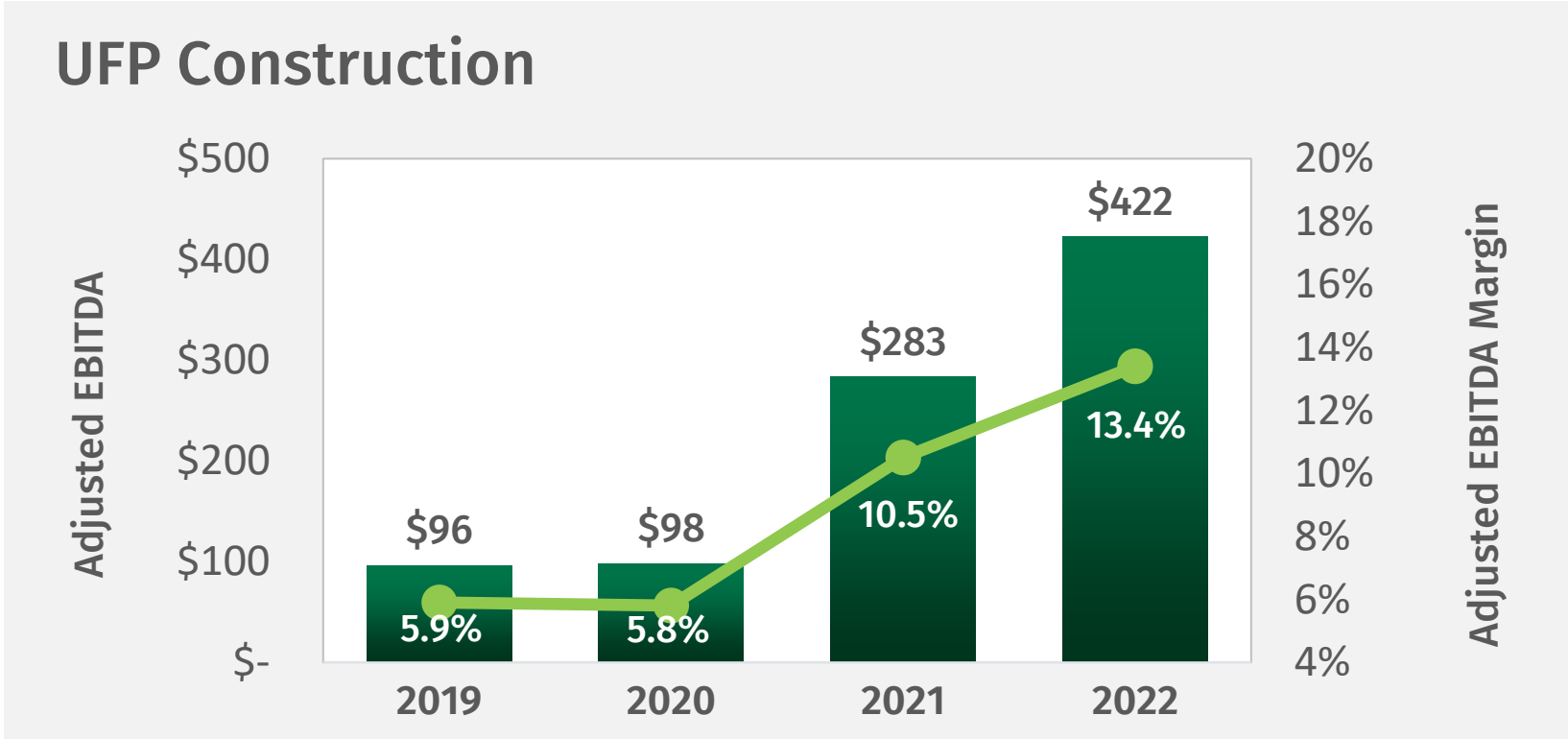
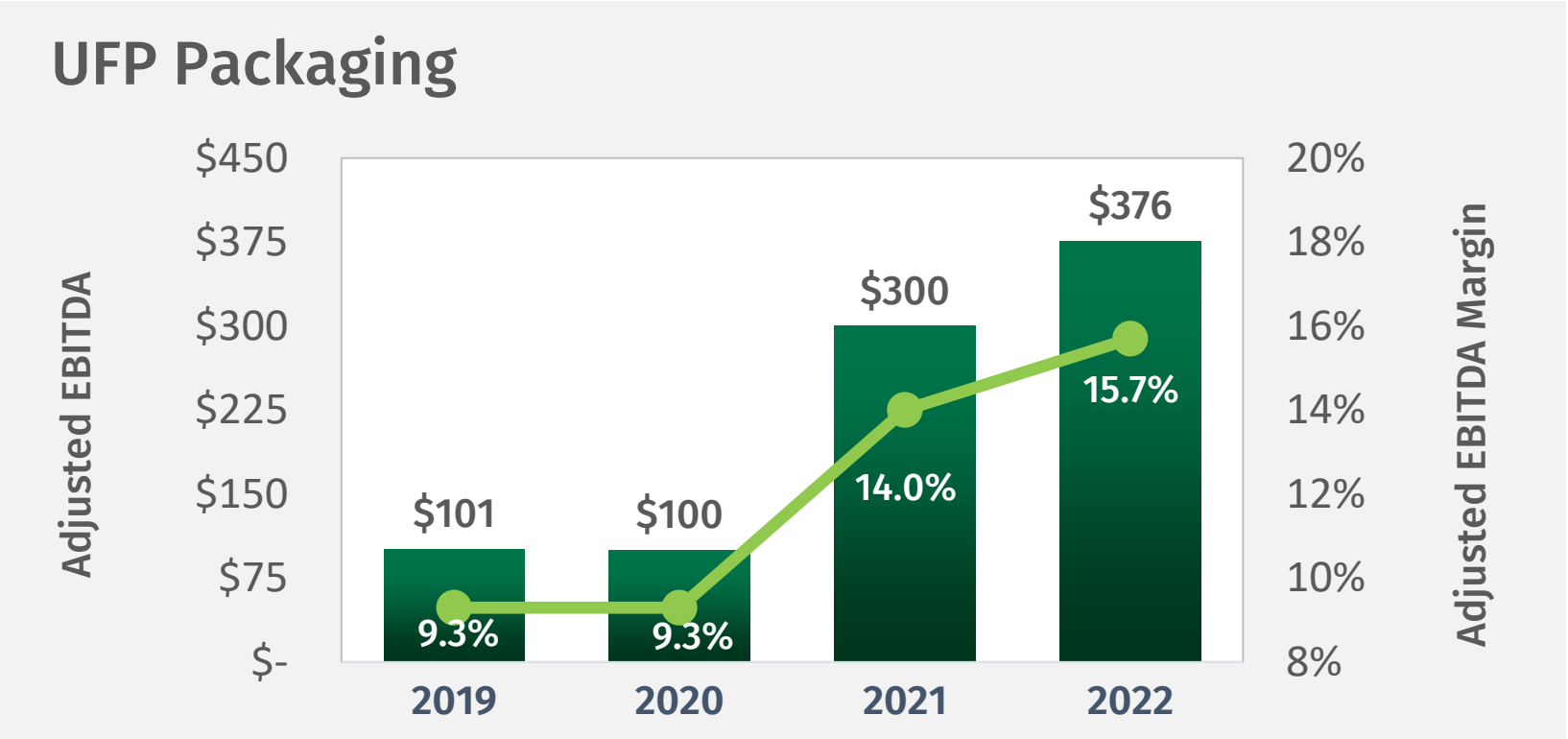
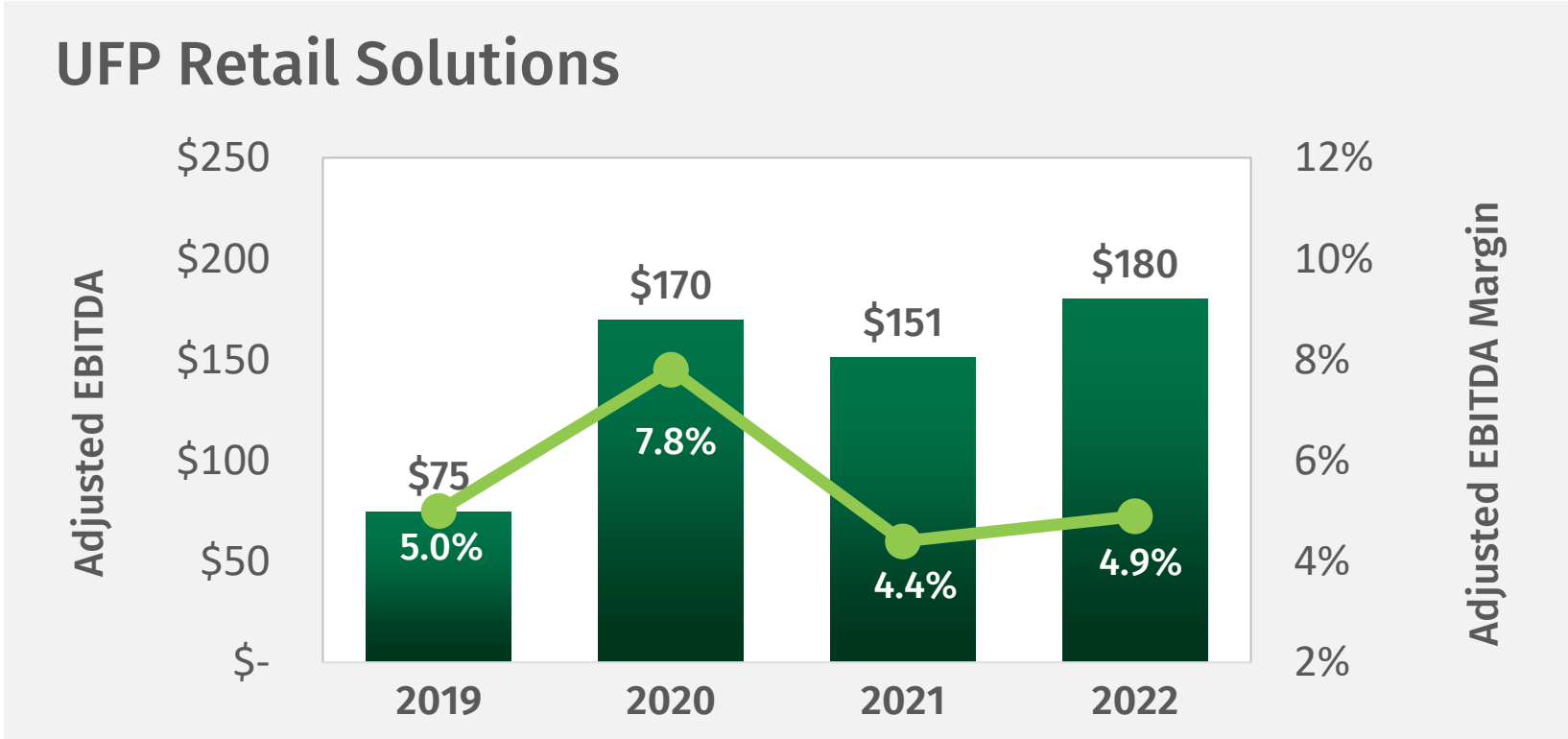
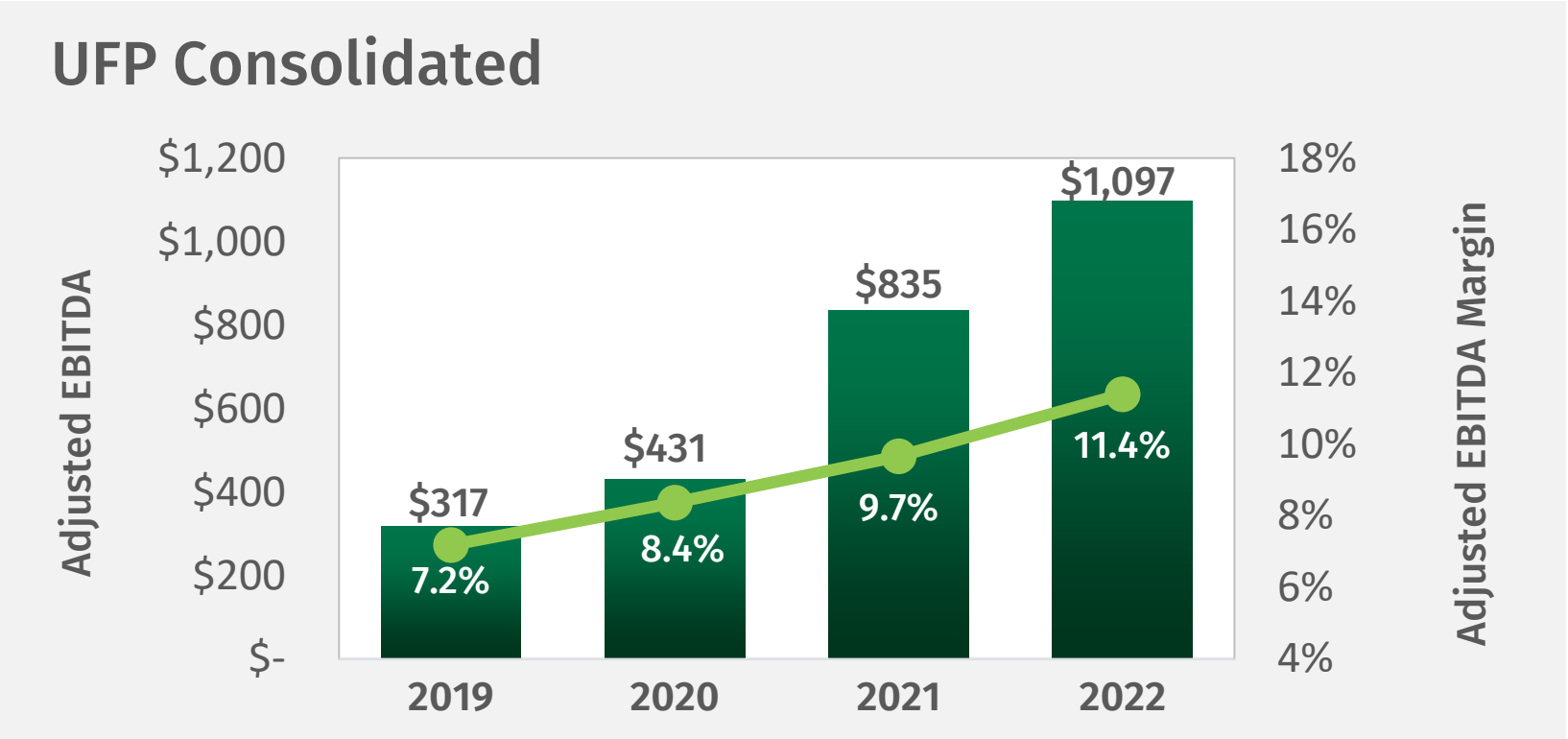
UFP Construction



Net Sales Total Unit Sales Growth Organic Unit Sales Growth

Long-Term Goal: Unit sales growth of 5% to 7%, including small acquisitions

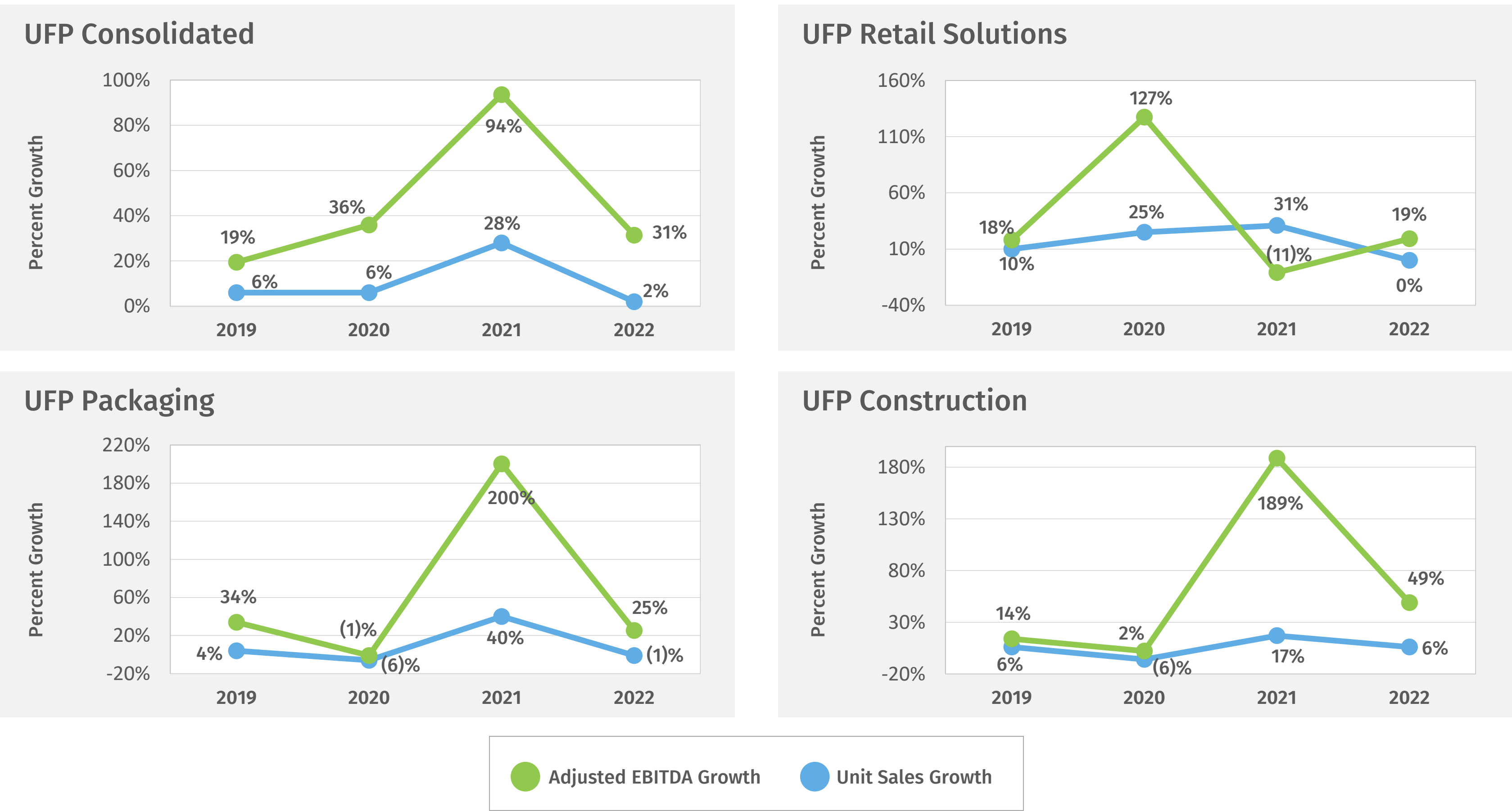
ADJUSTED EBITDA (in millions)



Long-Term Goal: Achieve and sustain a 10% adjusted EBITDA margin

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

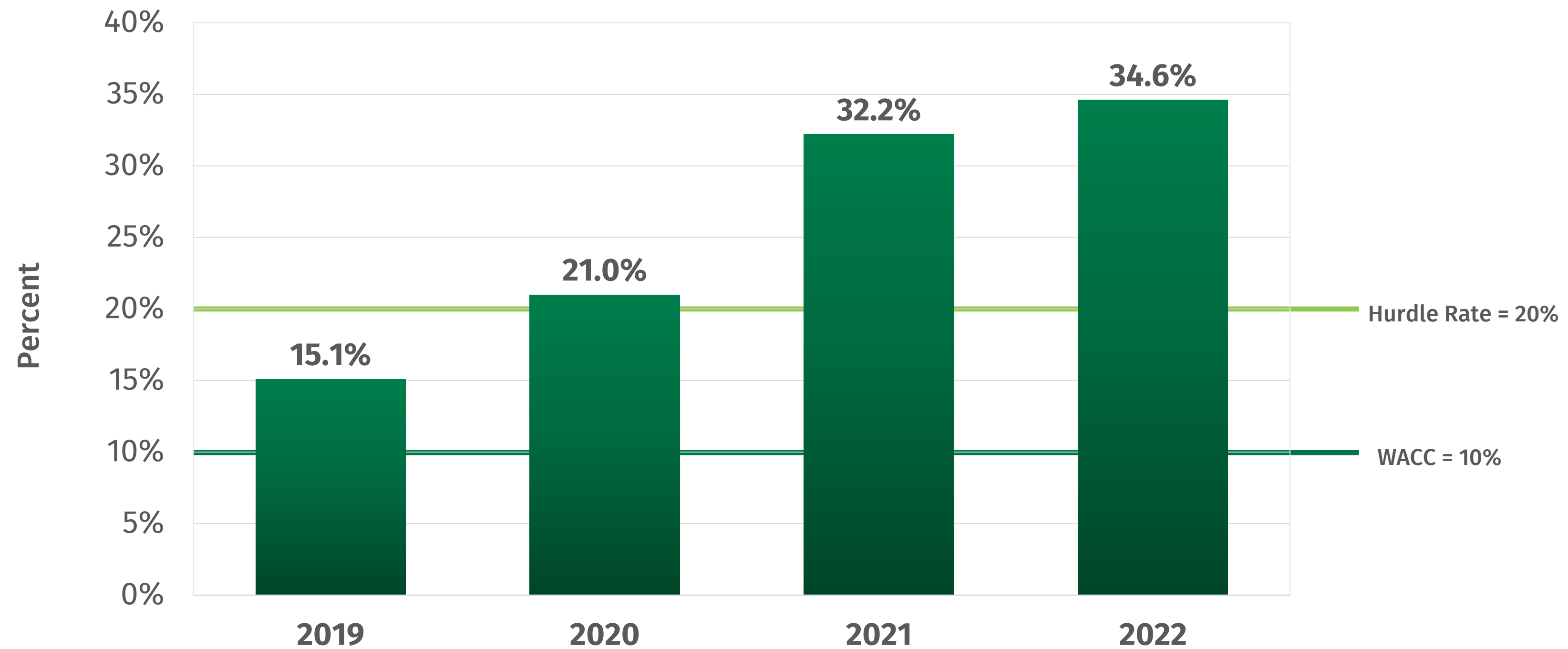
ADJUSTED EBITDA GROWTH AND UNIT SALES



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.

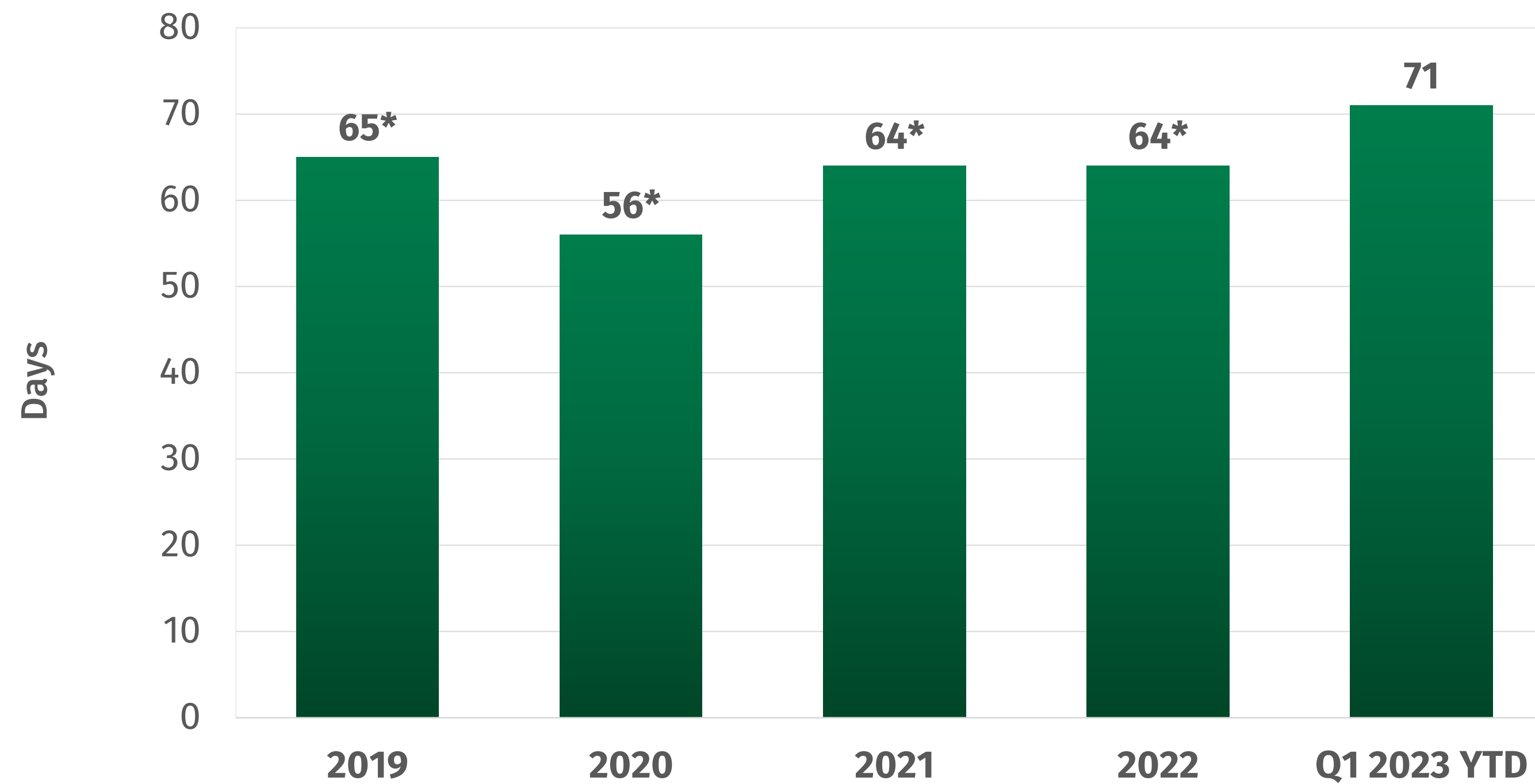
RETURN ON INVESTED CAPITAL



Long-Term Goal: Earn an incremental return on new investment over our WACC

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

CASH CYCLE



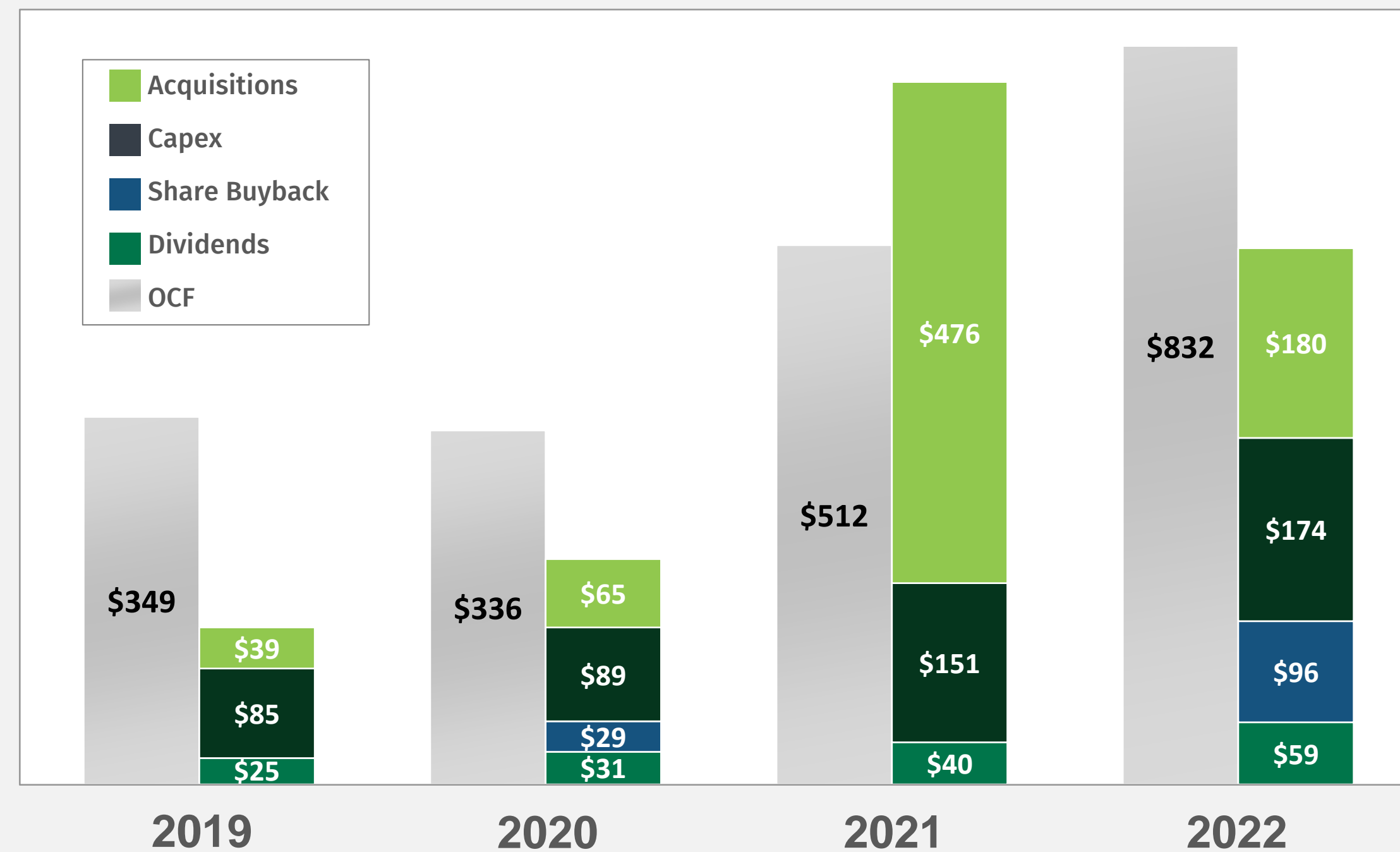
Cash Cycle = Days Receivables Outstanding + Days Supply of Inventory – Days Payables Outstanding

* Within the cash cycle, we've modified our calculation of days payables outstanding to be based on the cost of goods sold and accounts payable balances in our monthly financial statements. In prior periods, 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.

BALANCED USE OF FREE CASH FLOW

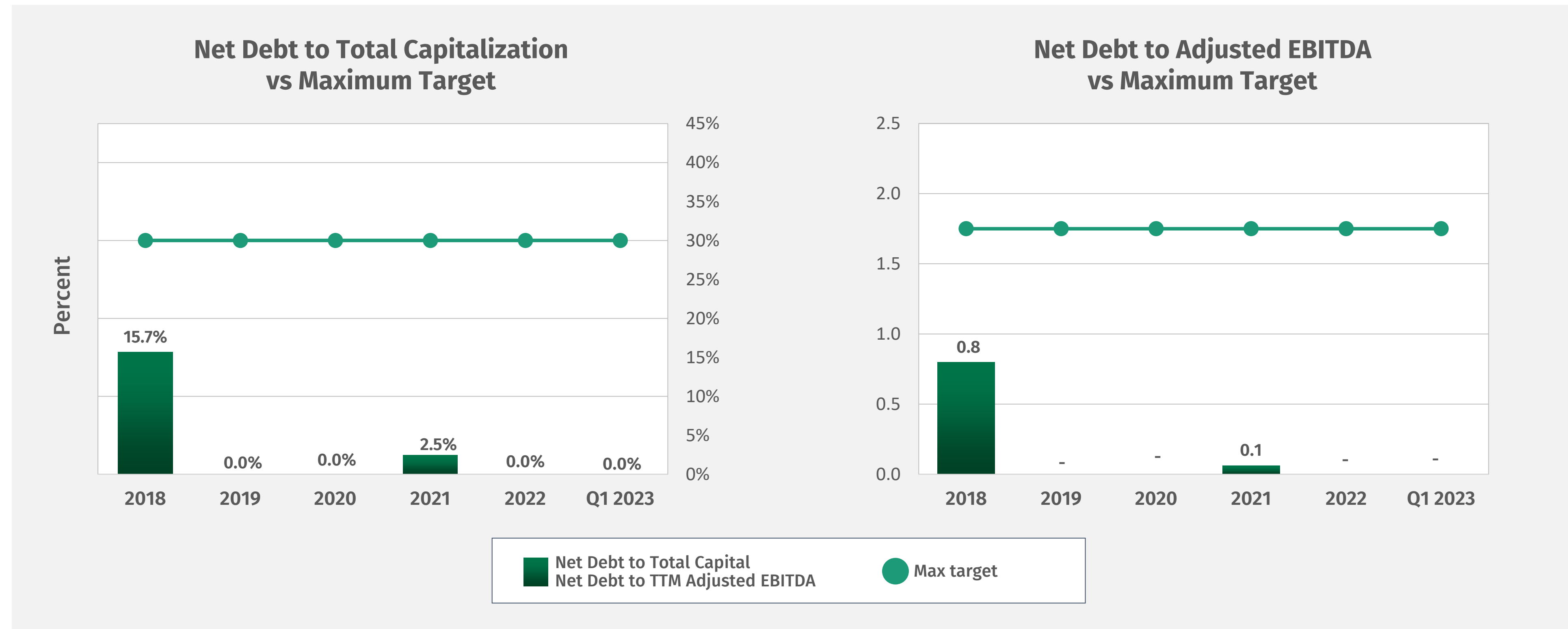
- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$200M to \$225M in 2023
- ✓ Opportunistic share repurchases to offset issuances
- ✓ Increasing dividends

Operating Cash Flow and Capital Allocation
(in millions)



Return-focused approach to capital allocation.

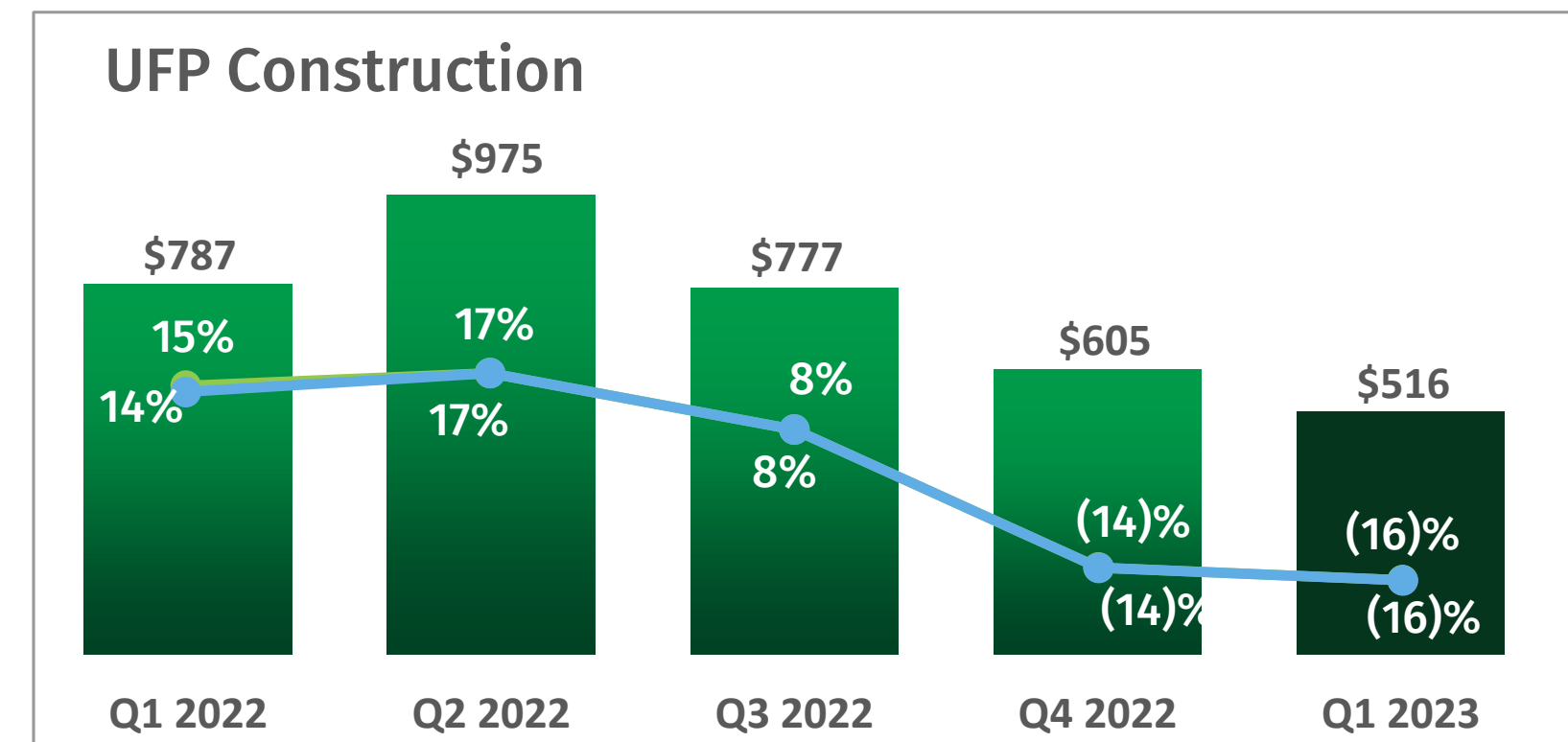
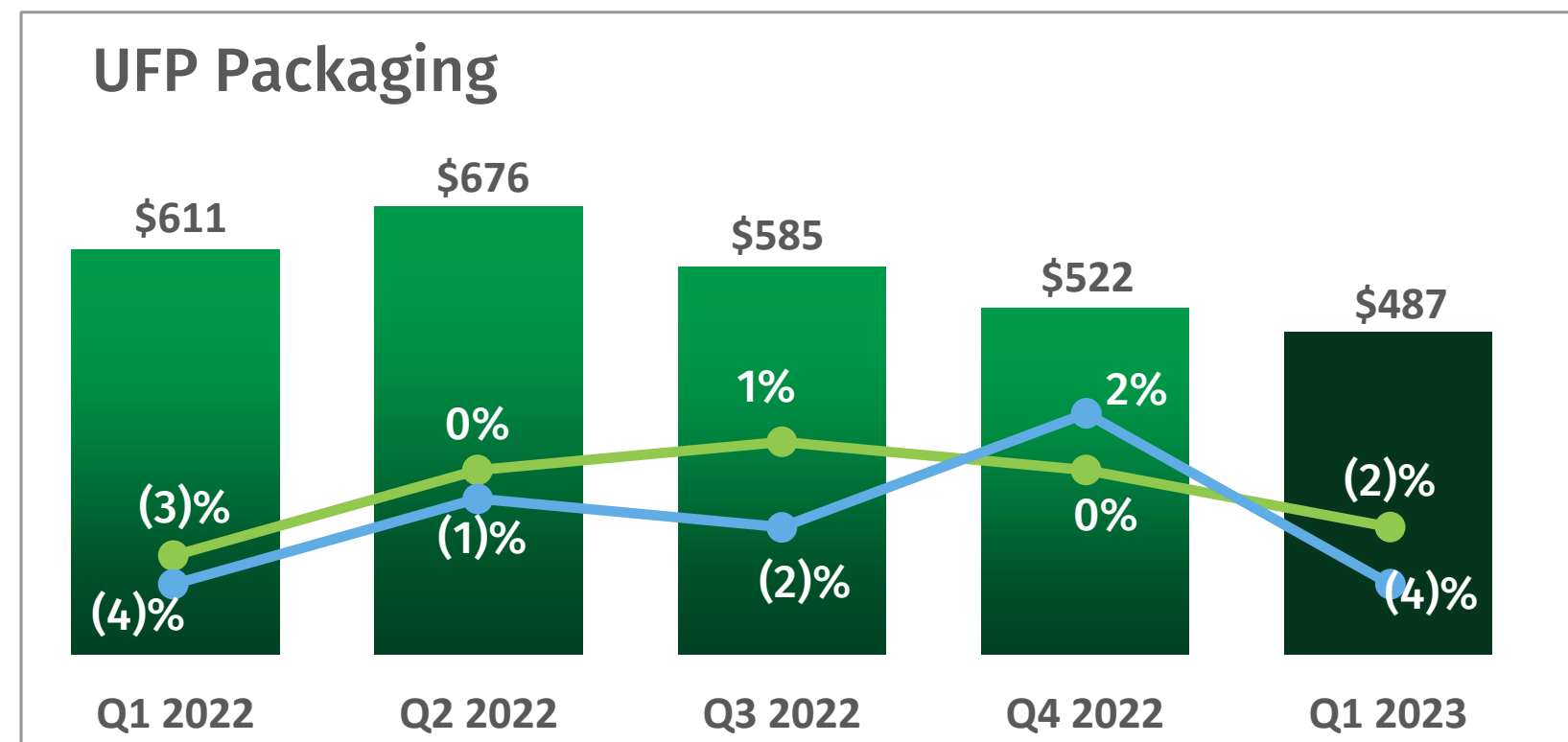
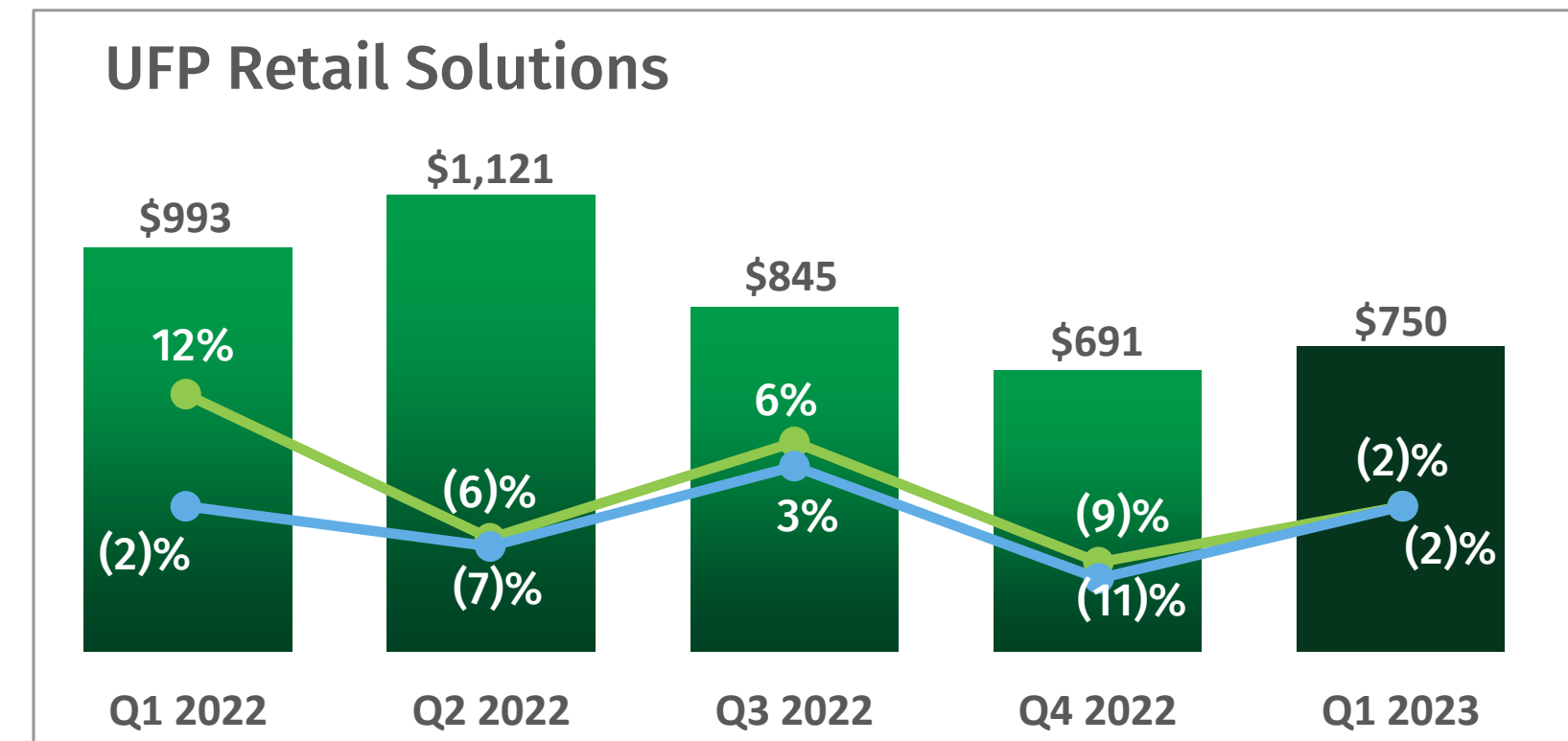
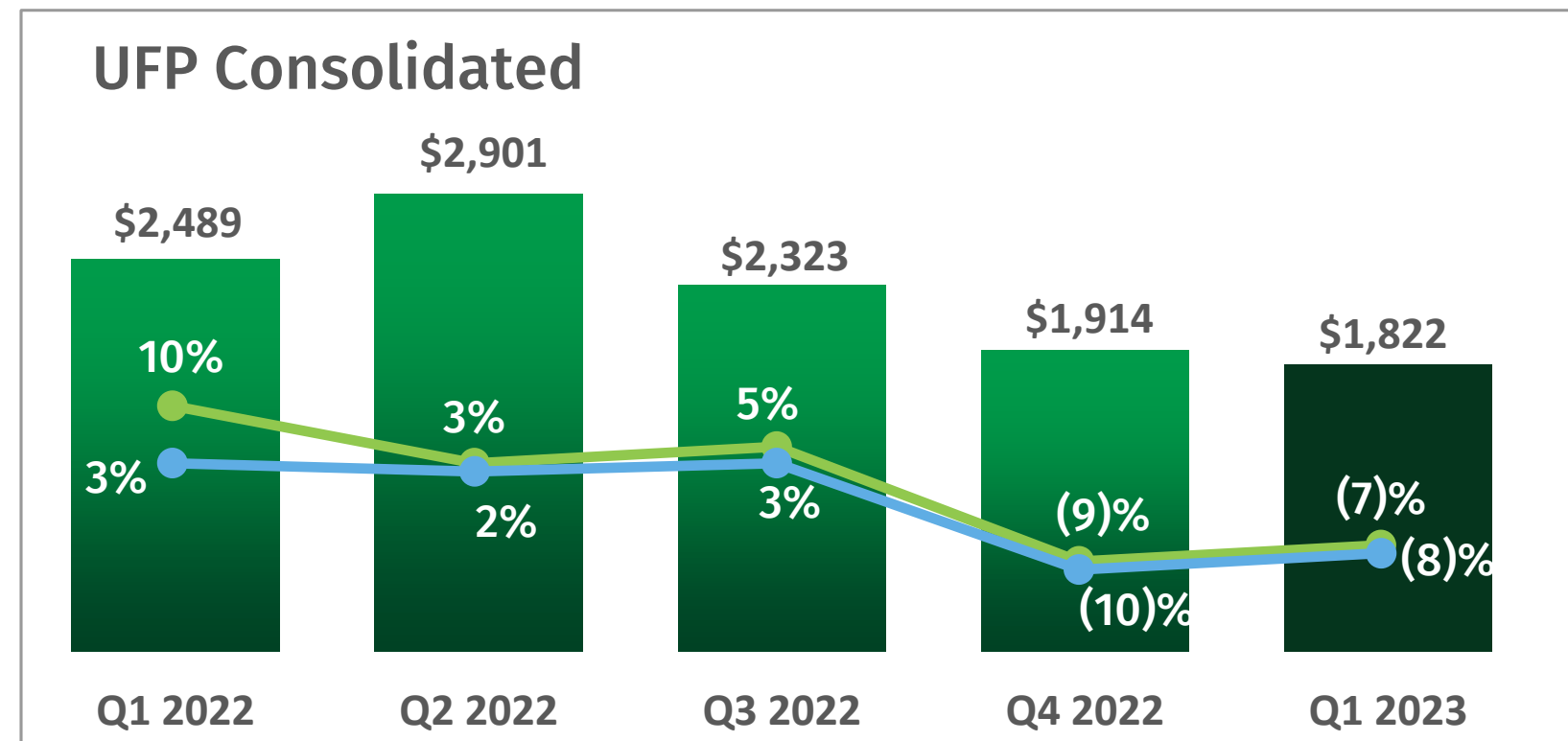
CAPITAL STRUCTURE



Conservative capital structure ensures ample resources to pursue prudent investment opportunities.

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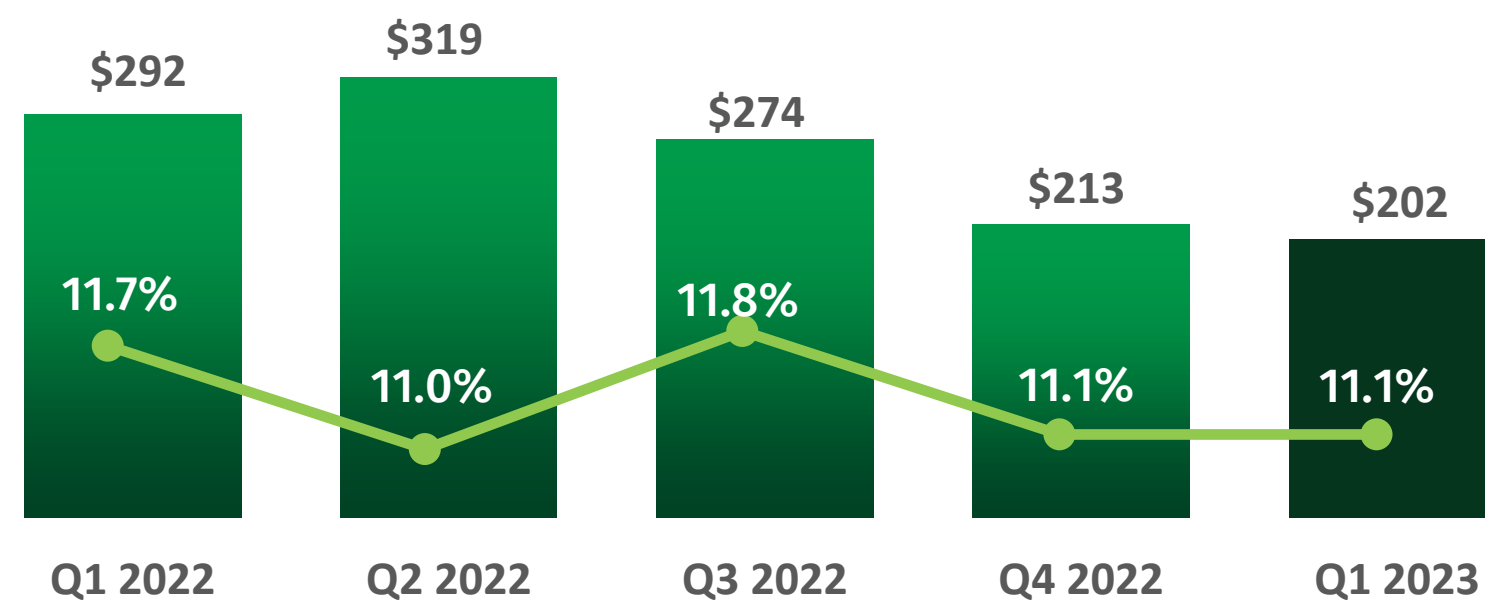
NET SALES Q1 2023 (in millions)



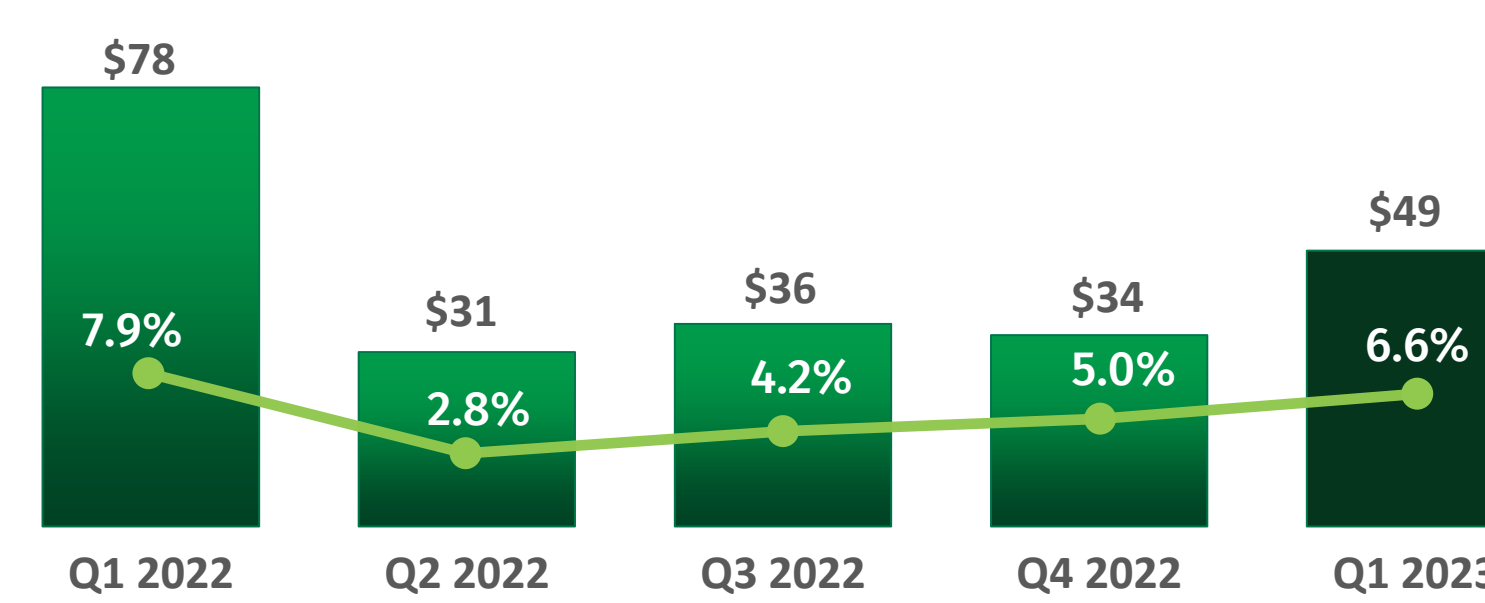
Net Sales Total Unit Sales YOY Growth Organic Unit Sales YOY Growth

ADJUSTED EBITDA Q1 2023 (in millions)

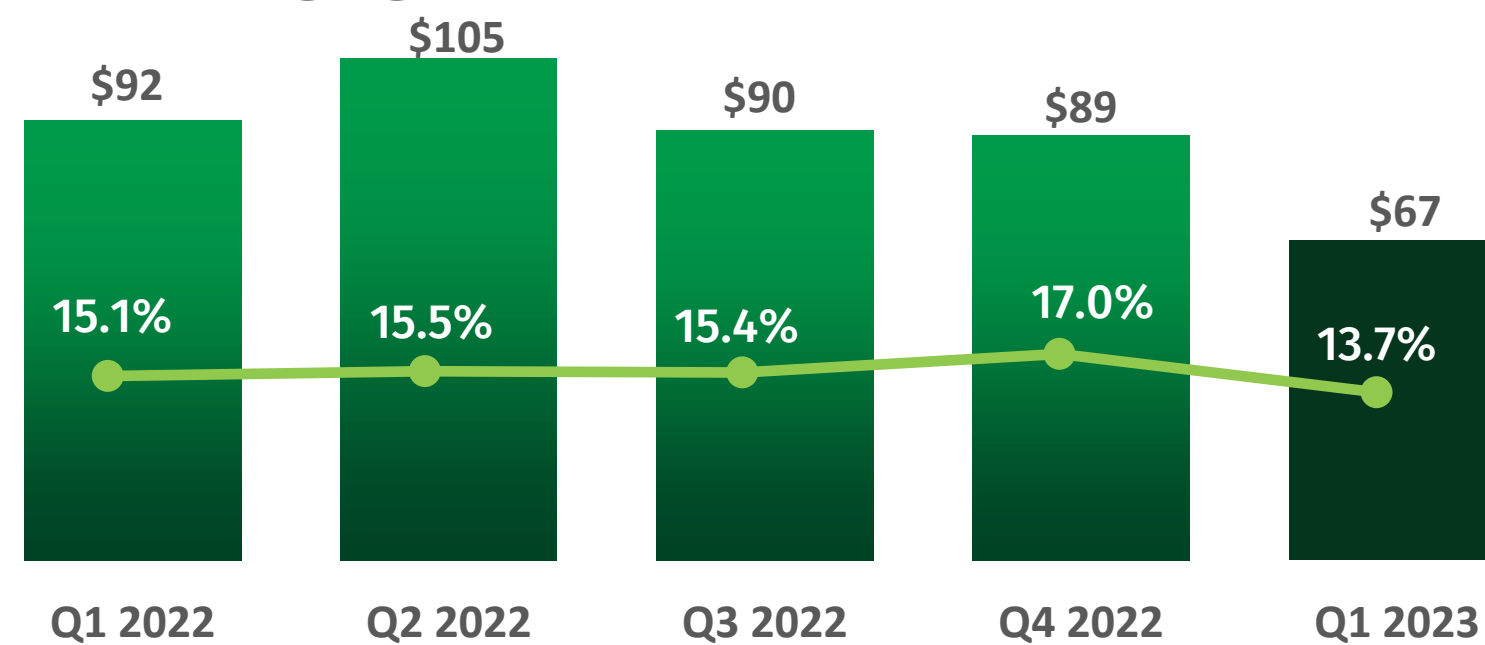
UFP Consolidated



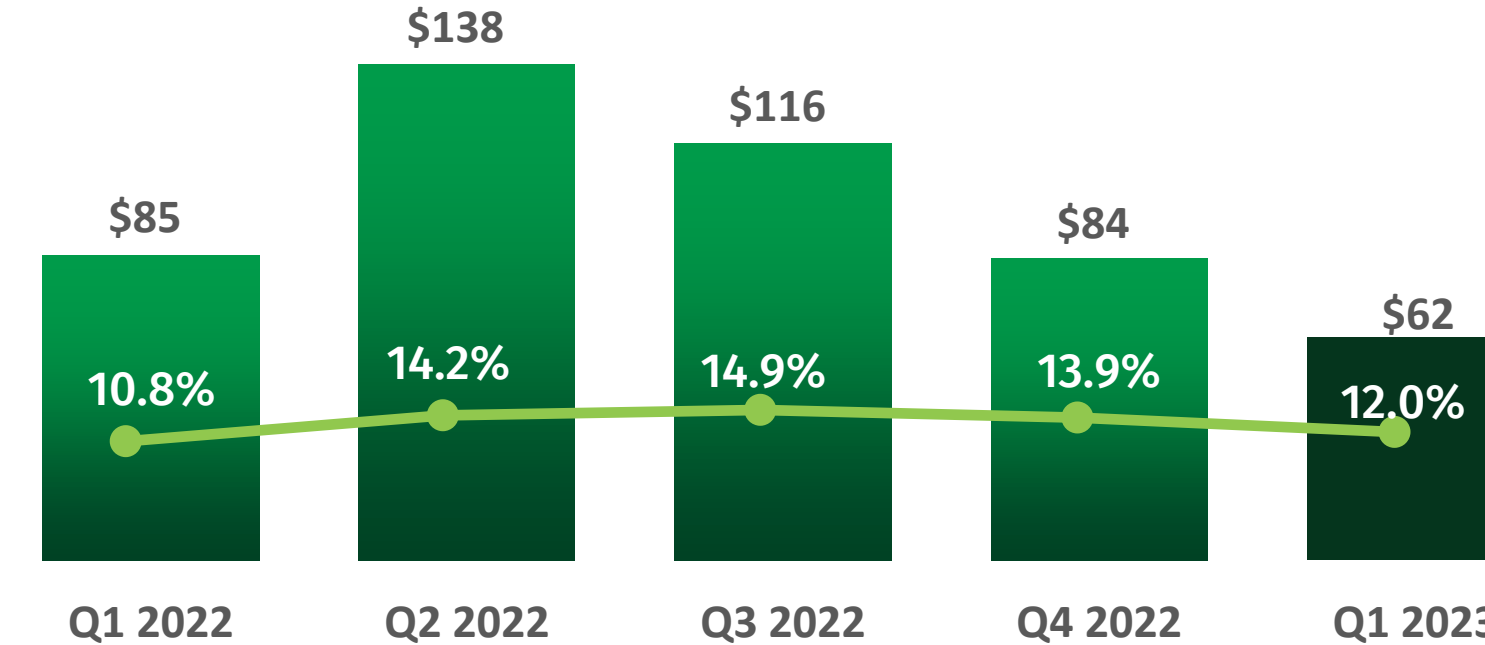
UFP Retail Solutions



UFP Packaging



UFP Construction



Adjusted EBITDA Adjusted EBITDA Margin

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THANK YOU



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