

---

---

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**FORM 8-K**

**CURRENT REPORT**

**Pursuant to Section 13 OR 15(d) of the Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported): November 12, 2020

**UFP INDUSTRIES, INC.**

(Exact name of registrant as specified in its charter)

**Michigan**  
(State or other Jurisdiction of Incorporation)

**0-22684**  
(Commission File Number)

**38-1465835**  
(IRS Employer Identification No.)

**2801 East Beltline, NE, Grand Rapids, Michigan**  
(Address of Principal Executive Offices)

**49525**  
(Zip Code)

Registrant's telephone number, including area code: **(616) 364-6161**

**None**  
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425).
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12).
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b)).
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c)).

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock	UFPI	The NASDAQ Stock Market, LLC

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

---

---

---

**Item 7.01. Regulation FD Disclosure.**

Attached as Exhibit 99.1 is the Company's current version of its 2020 Investor Relations Presentation provided to investors and posted on the Company's website at [www.ufpi.com](http://www.ufpi.com).

The information in this Form 8-K and the attached Exhibit shall not be deemed filed for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, nor shall they be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended.

**Item 9.01. Exhibits.**

**Exhibits**

99.1 [2020 Investor Relations Presentation.](#)

104 Cover Page Interactive File (the cover page XBRL tags are embedded in the Inline XBRL document).

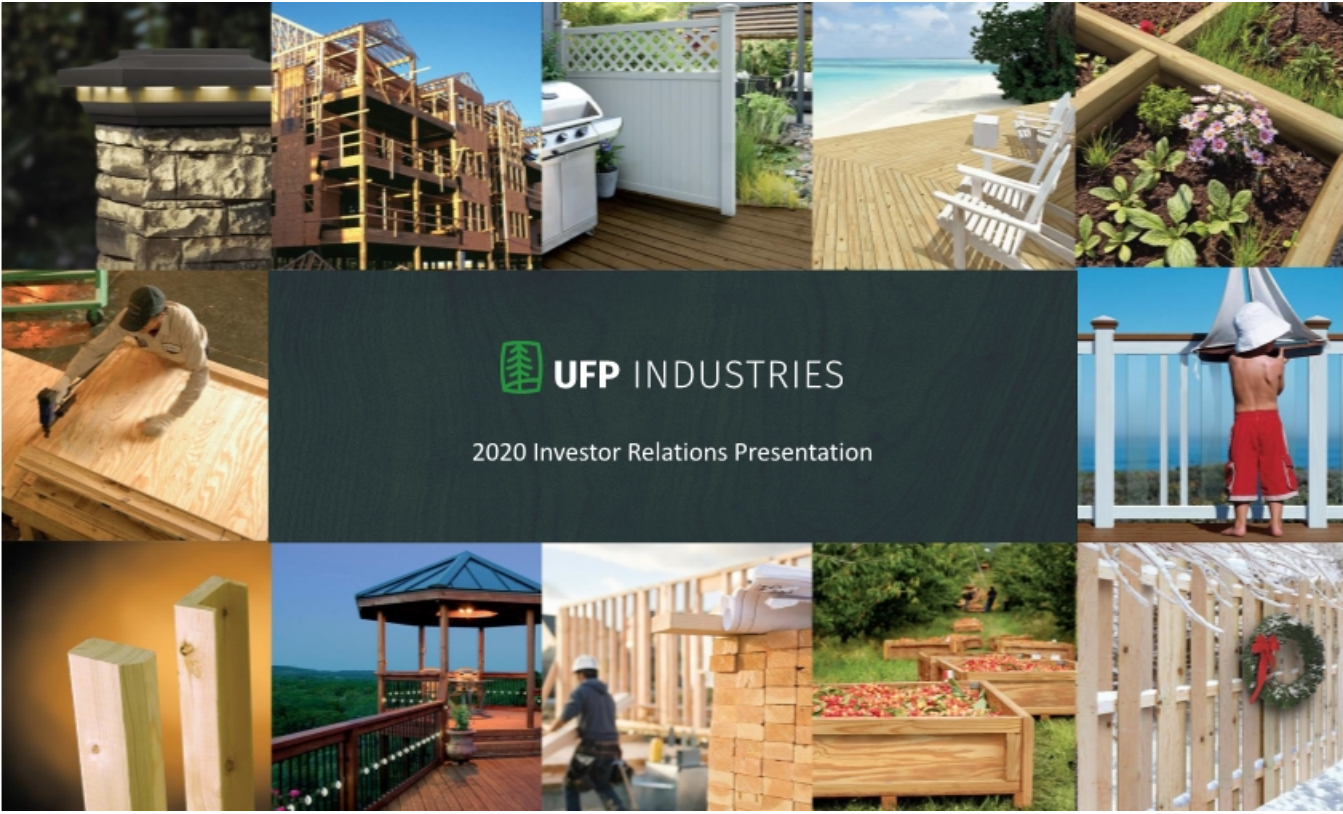
## SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Dated: November 12, 2020

UFP INDUSTRIES, INC.  
(Registrant)

By: /s/ Michael R. Cole  
Michael R. Cole  
Principal Financial Officer and Treasurer



# UFP INDUSTRIES, INC.

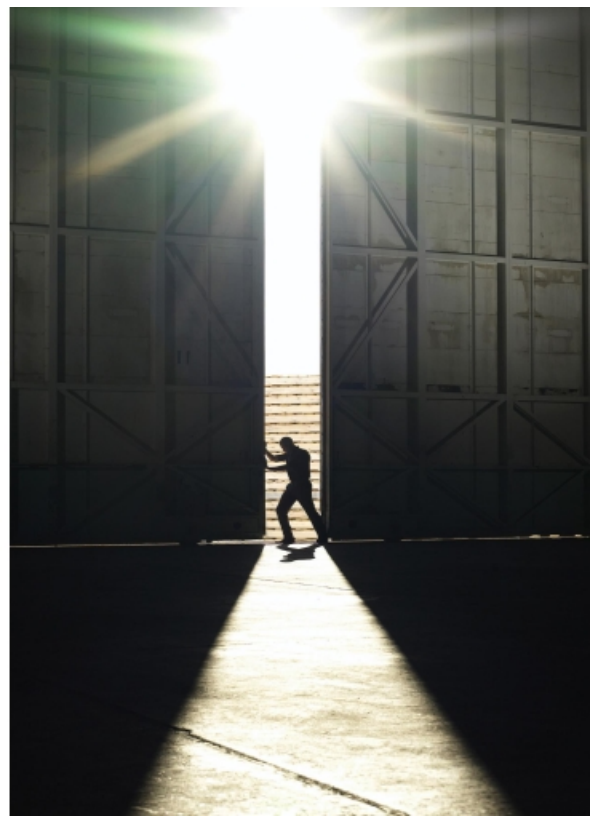
*Please be aware that: Statements included in this presentation that are not historical are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act, as amended, and are based on management's beliefs, assumptions, current expectations, estimates, and projections about 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. This presentation is the property of UFP Industries, Inc. Any redistribution, retransmission, or reprinting of this presentation in any form without the express written consent of Universal is strictly prohibited.*

2020



With over 142 operations in 8 countries, the companies of UFP Industries comprise one of the world's largest producers of wood and wood-alternative products for retail, construction and industrial markets.

**NO MISSION STATEMENTS. JUST PEOPLE ON A MISSION.™**



# OUR PERFORMANCE

\$ Sales in Millions

2017

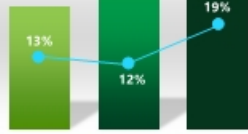
2018

2019

● Unit sales  
growth rate

● Growth rate

## EBITDA



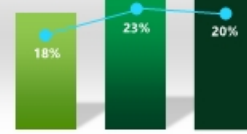
\$238    \$266    \$317

## EBITDA Margin



6.0%    5.9%    7.2%

## Net Earnings



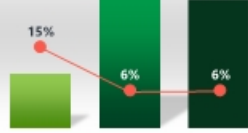
\$124    \$152    \$182

## ROIC



13.2%    14.0%    15.1%

## Net Sales



\$3,941    \$4,489    \$4,416

## Net Debt to EBITDA



0.60    0.76    0.0

2020



## WHO WE ARE

**1955**

Company founded in  
Grand Rapids, MI

**12,000**

Number of employees  
worldwide



**143**

Number of facilities  
worldwide

**\$4.4B**

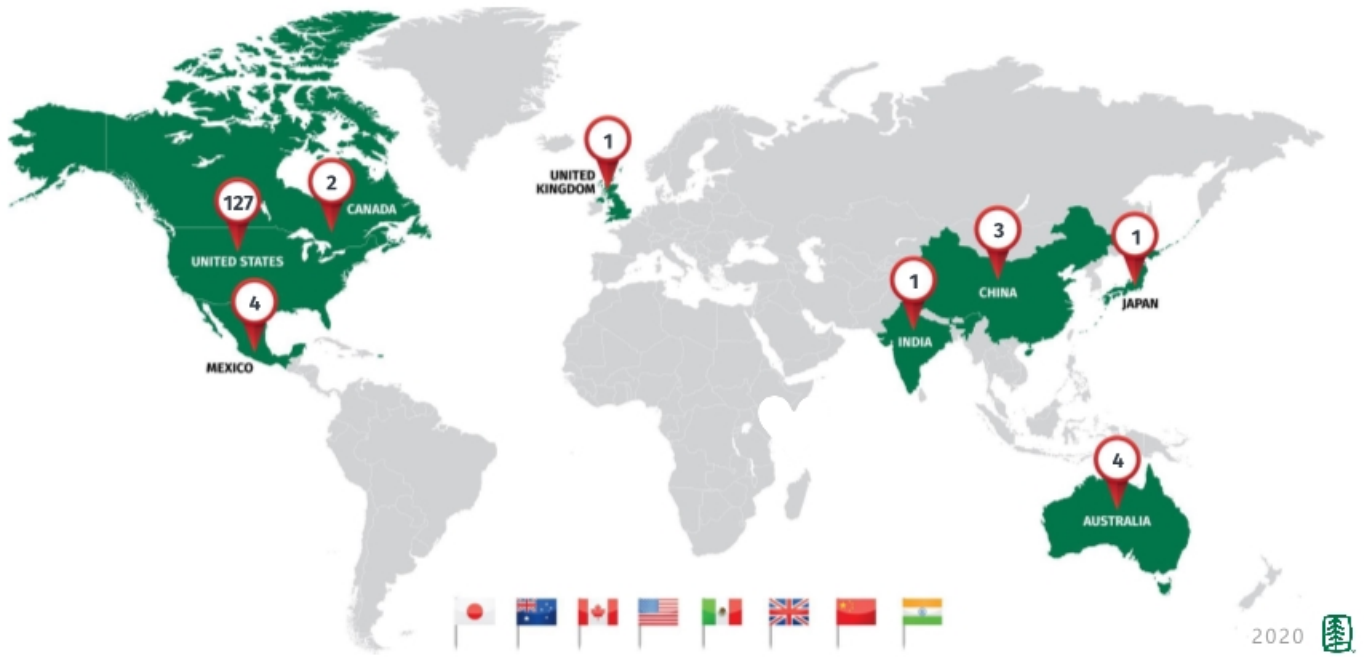
2019 Revenue

**\$317M**

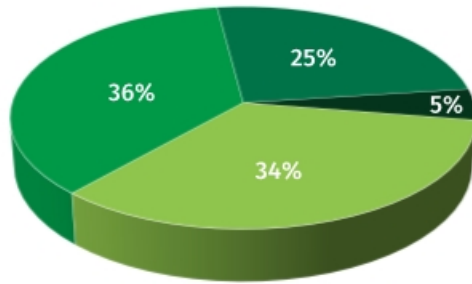
2019 EBITDA



# WHERE WE ARE



# OUR CUSTOMERS

**Retail - \$1.5B**

Big box, independents, & buying co-ops

**Construction - \$1.6B**

Single and multi-family builders, commercial builders, concrete formers, factory-built housing (mobile & modular homes) & RVs

**Industrial - \$1.1B**

Industrial packaging, packaging materials & OEM components

**International - \$0.2B**

Overseas sourcing and selling with manufacturing and design assets in six countries.

Based on 2019 Sales

2020 

# BUSINESS SEGMENTS



 **UFP RETAIL SOLUTIONS**  
A UFP INDUSTRIES COMPANY



 **UFP CONSTRUCTION**  
A UFP INDUSTRIES COMPANY



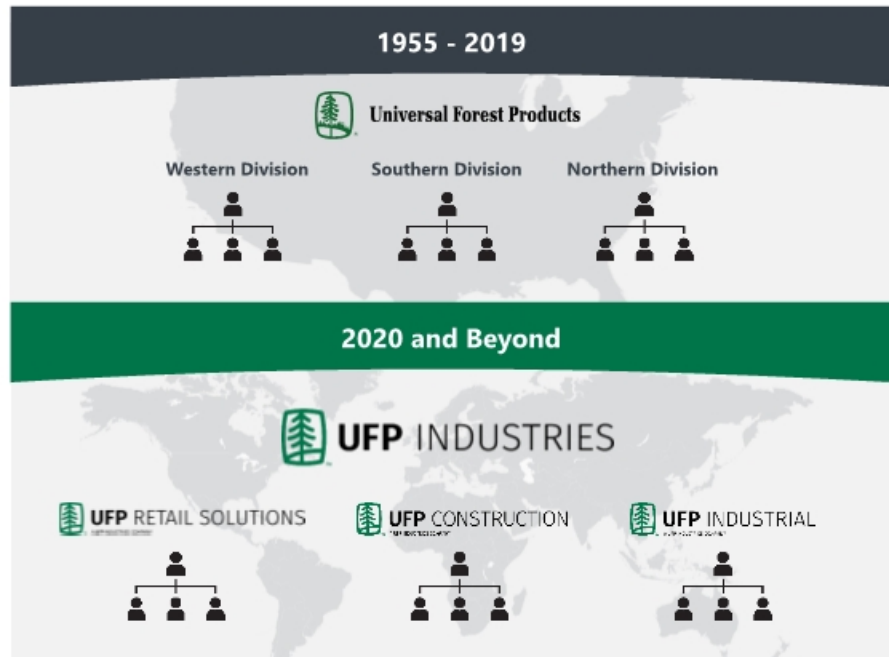
 **UFP INDUSTRIAL**  
A UFP INDUSTRIES COMPANY



# MANAGEMENT (R)EVOLUTION

Since our founding through 2019, we managed our people and plants regionally. Beginning January 1, 2020, we realigned our management teams to focus specifically on **business segments rather than geographies**. At the same time, we changed our name to better reflect the breadth of our product mix.

The new structure will bring even greater alignment with our customers and allow for quicker introduction of new, value-added products. It also will help us more effectively allocate capital to grow and improve our business.



# RETAIL SOLUTIONS



## UFP RETAIL SOLUTIONS

A UFP INDUSTRIES COMPANY

We manufacture and sell on-trend brands to all major building products retailers, while supporting our customers with best-in-class in-store and e-commerce support.



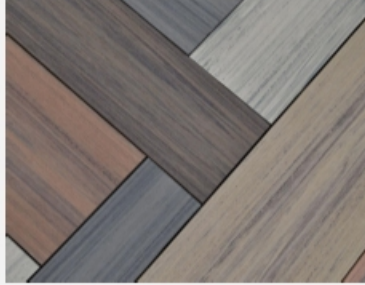
2019: ProWood - \$821M, Outdoor Essentials - \$237M, Deckorators - \$192M, UFP Edge - \$97M, Dimensions - \$55M, Other - \$147M

2020 

## RETAIL SOLUTIONS



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



[Deckorators.com](https://www.deckorators.com)

## RETAIL SOLUTIONS



Preserved lumber including timbers, decking, construction materials and fire treated.



ProWoodLumber.com

## RETAIL SOLUTIONS



Premium siding, pattern, trim and accent wall products.



UFPEdge.com



## RETAIL SOLUTIONS



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



[OutdoorEssentialProducts.com](http://OutdoorEssentialProducts.com)

## RETAIL SOLUTIONS



DIY project panels, short lumber and boards, kits, packs, home and décor retail products.



[DimensionsDIY.com](https://www.dimensionsdiy.com)

# RETAIL SOLUTIONS

## E-COMMERCE

Supports the largest home improvement retailers in the U.S. in multichannel online B2B2C sales strategies.

Provides thousands of curated products and assortments to support customers' distribution efforts such as direct-to-home, ship-to-store, including UPS, USPS and LTL shipments.

YOY revenue growth in FY '19 was 34%.



# CONSTRUCTION



## UFP CONSTRUCTION

A UFP INDUSTRIES COMPANY

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

- **SITE BUILT**
- **FACTORY-BUILT**
- **CONCRETE FORMING**
- **COMMERCIAL**

2019: Site Built - \$714M, Factory Built - \$485M, Commercial - \$294M, Concrete Forming - \$159M

2020 

# CONSTRUCTION

## SITE BUILT

Roof trusses, wall panels, floor systems, doors and framing services for residential and light commercial builders.



# CONSTRUCTION

## FACTORY-BUILT

Roof trusses, floor joists, laminated wall panels, cabinet components, countertops and milled components for the modular and manufactured home, RV and mobile office.



# CONSTRUCTION

## CONCRETE FORMING

Custom radius forms, wall and column forms, gang systems, lumber and panels.



# CONSTRUCTION

## COMMERCIAL

Full-service, turnkey project management of consumer environment and architectural interiors: Design, development, engineering, manufacturing, assembly, distribution and installation.







**UFP INDUSTRIAL**  
A UFP INDUSTRIES COMPANY

Delivering innovative structural packaging solutions backed by the industry's leading design team, a global manufacturing footprint, and integrated hyper-responsive service teams.

## Product categories:

- **TOTAL PACKAGING SOLUTIONS**
- **OEM COMPONENTS & PANELS**
- **PROTECTIVE PACKAGING**



## TOTAL PACKAGING SOLUTIONS

Wood, steel and mixed material crates and specialty containers, paper board, foils, labels and corrugate.



## OEM COMPONENTS AND PANELS

Precision-milled hardwoods, softwoods, and panel goods for bedding, furniture, shed, door and window companies.



## PROTECTIVE PACKAGING

Crates, cases, VCI's, foam, mixed materials, design and testing. Protective and preserving OEM products, serving all industries.



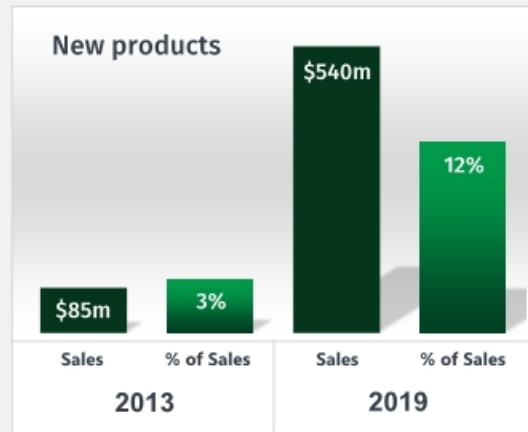
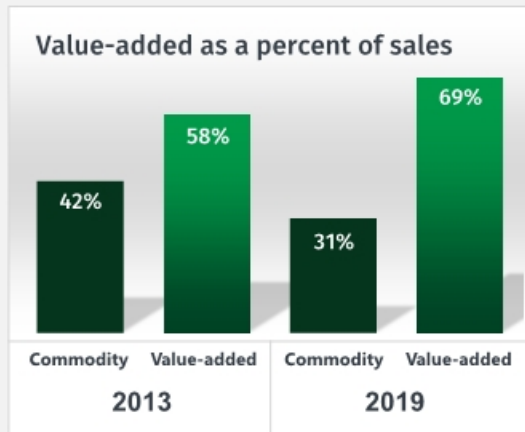
# INTERNATIONAL



UFP International sources and sells products in 65 countries, extending our reach with multinational customers, while opening global opportunities for growth. Additionally, we own manufacturing and design assets in Canada, Mexico, Australia, China, Japan and UK.



# PRODUCT MIX EVOLUTION



## HOW WE GOT HERE

Founded in 1955.

Managers are required to own stock.

Management team has an average tenure of 22 years.

International in scope, regional in focus.

2020 management realignment from geographic to business segment.

Every plant is a profit center whose managers are bonused on ROI.

Win-Loss record of 65-0. (Yes, we've never lost money.

Local decision-making for local customers.

Greater customer alignment, quicker to market, more effective capital allocation.

Entrepreneurial

Stable

Responsive

Focused

2020 

# WHAT GETS IN OUR WAY





## LONG-TERM FINANCIAL GOALS

Annual unit sales  
growth that exceeds  
positive U.S.  
GDP growth by 4-6  
percentage points  
including acquisitions

EBITDA growth  
exceeding unit  
sales growth

Earn ROIC greater  
than WACC

## COVID-19: FORWARD OUTLOOK

Although we have a low degree of visibility into *future* demand, we observe the following *today*:

- ✓ **Retail** Saw robust demand in Q3 with net sales up 76%. Growth accelerated over the quarter with September up 97% YOY, and strong demand continuing into October.
- ✓ **Industrial** Many of our customers are still impacted by the pandemic and Q3 net sales remained relatively flat, increasing 4% YOY. Demand had rebounded as the quarter progressed with net sales down 5% in July and increasing 32% YOY in September.
- ✓ **Construction** There was contraction in demand in Q3 as net sales were flat, increasing 0.4% YOY. Sales showed steady improvement over the quarter, decreasing by 3% in July and increasing 5% YOY in September.

Other considerations for FY 2020:

- ✓ **CapEx** of \$100M.
- ✓ A **Cash Cycle** consistent with historical trends resulting in a reduction in WC and increase in cash as sales decline.
- ✓ Decremental **operating margins** in the range of 10-15%.

# BUILT FOR TOUGH TIMES

## Balanced Business Model

A diversified business portfolio mitigates risk of a decline in a single market.

## Experienced Leadership

Our profit center organization model results in a stable of seasoned leaders skilled in managing their business.

## Flexible Cost Structure

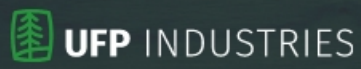
These profit centers have highly variable cost structures allowing rapid adjustment to market demand and have heavier investments in working capital, which are turned into cash flow in tough times.

## Conservative Balance Sheet

A prudent and return-focused approach to capital allocation provides us with a strong balance sheet and capital reserves we use opportunistically.

## Incentivized By ROIC

A compensation structure that emphasizes incentives driven by ROIC, resulting in wise and quick decision-making.



# FINANCIALS

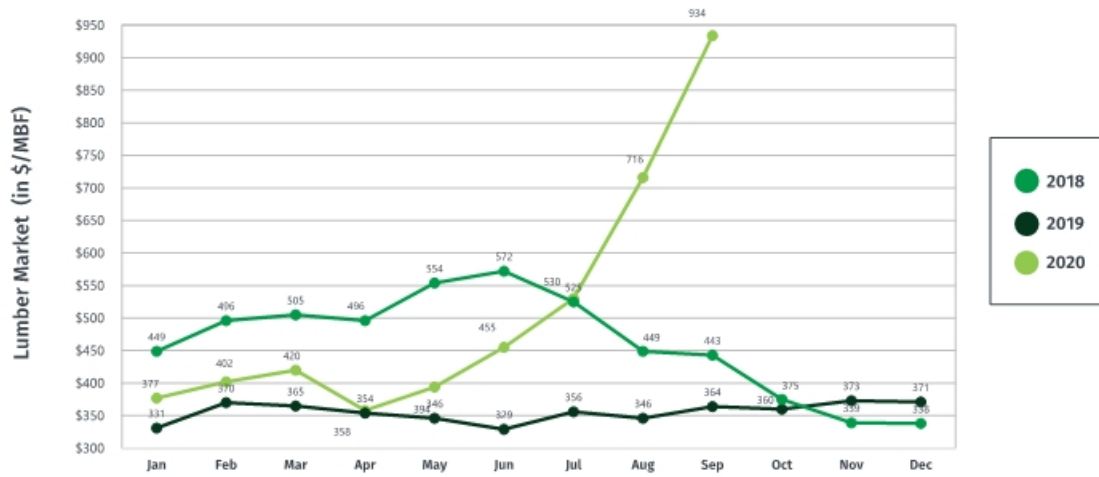
---

# LUMBER MARKET IMPACT ON OPERATING RESULTS

- ✓ **Goal:** to earn a stable profit per unit
- ✓ We are less affected by the **level** of lumber prices than the primary producers of lumber are
- ✓ **Level** of lumber prices affects gross profit and SG&A to sales ratios
- ✓ Profit per unit is primarily impacted by the **trend** and **volatility** of the market
- ✓ **Balance in business** and risk management techniques mitigate impact on profitability

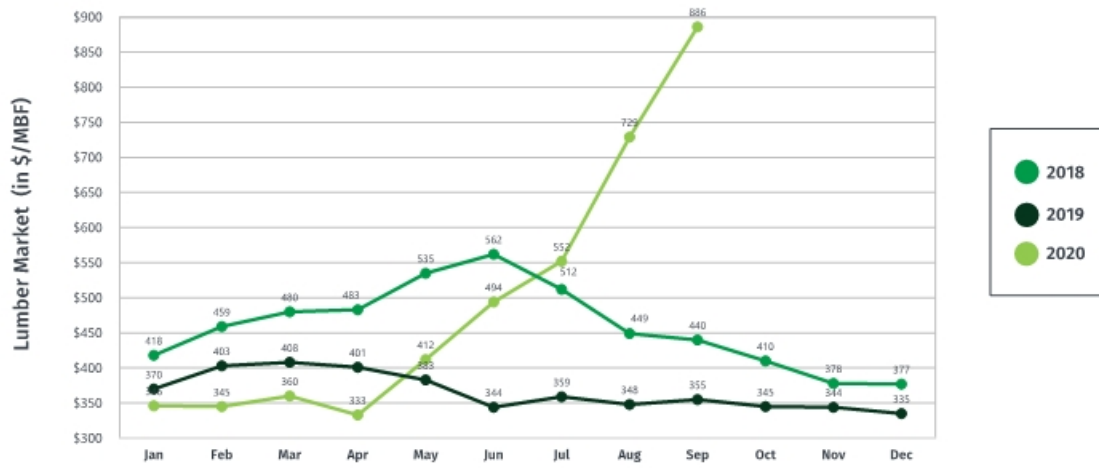


## LUMBER MARKET



Average weekly random lengths framing lumber composite price.

# LUMBER MARKET - SYP



Average weekly Southern Yellow Pine composite price.

Purchases of SYP comprise almost two-thirds of our total lumber purchases.

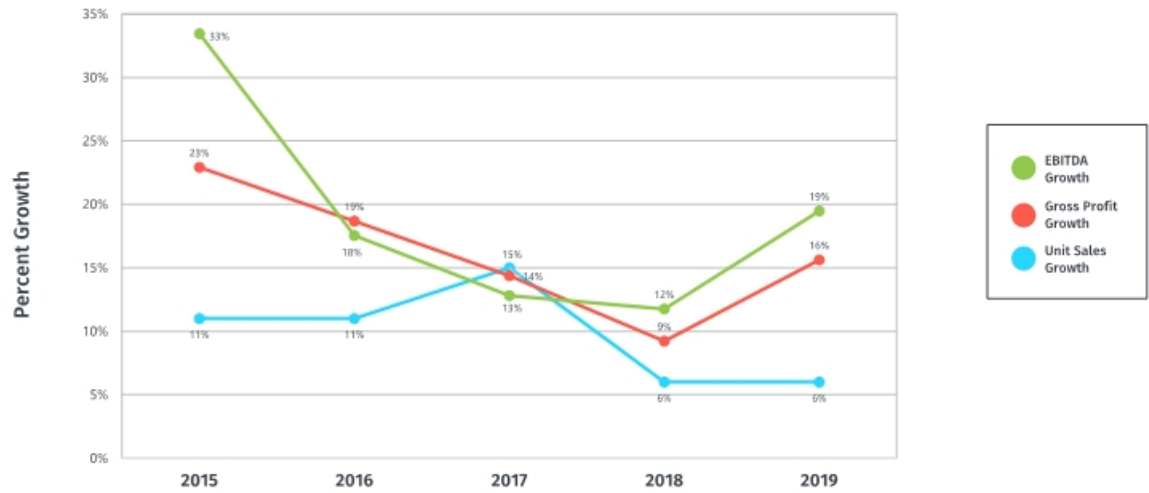
## NET SALES



Long-Term Goal: Unit sales growth of 4% to 6% over positive GDP, including acquisitions

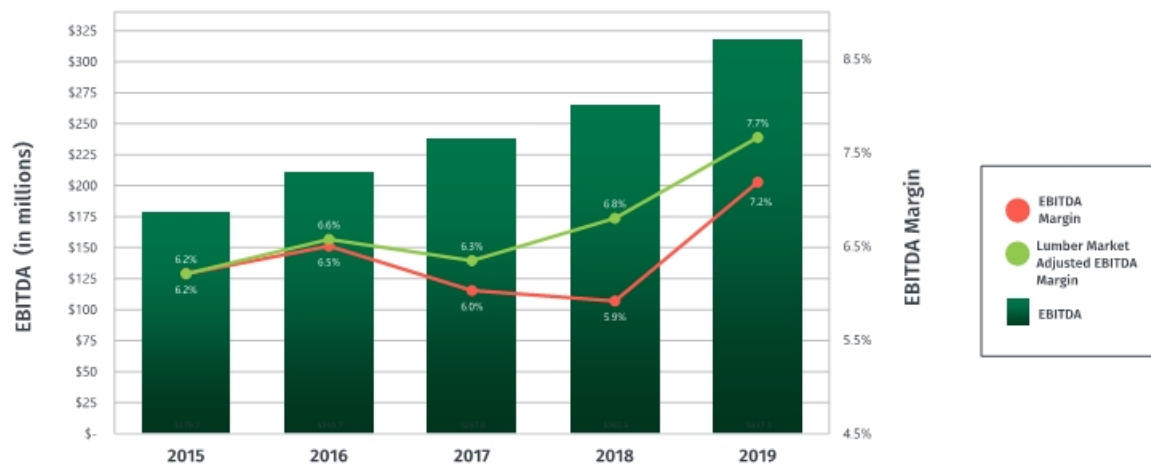


# UNIT SALES AND PROFIT GROWTH



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

## EBITDA



(1) Lumber Market Adjusted EBITDA Margin determined by restating 2016-2019 sales to be based upon 2015 lumber prices.

(2) **Non-GAAP Financial Information:** This release 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 considers EBITDA, as well as lumber market adjusted EBITDA margin, as non-GAAP alternative performance measures which may provide useful information to investors. See the company's web site at [ufpi.com](http://ufpi.com) for reconciliation to related GAAP measurement.

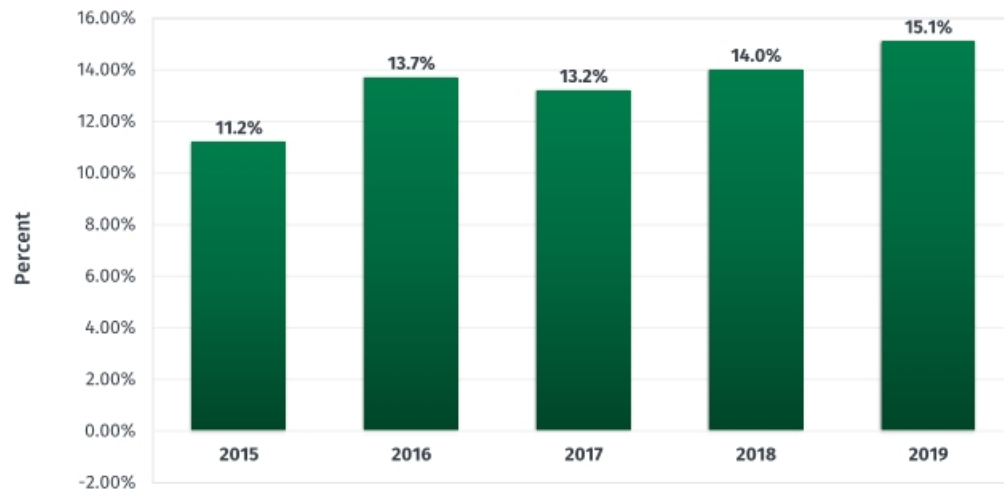


# MARGIN IMPROVEMENT DRIVERS

- ✓ Operating leverage on sales growth
- ✓ Product mix improvements
  - New product and core line innovation initiatives
  - Conversion from commodity to value-added
- ✓ Strength of market demand
- ✓ Automation initiatives



# RETURN ON INVESTED CAPITAL

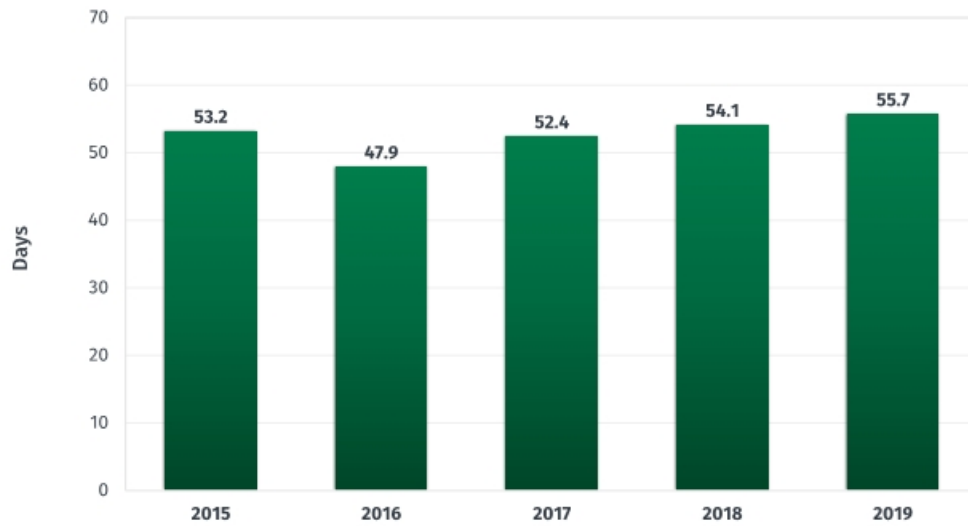


Hurdle Rate = 12%

10% WACC and Minimum ROIC Goal

(1) See the company's website at [ufpi.com](http://ufpi.com) for reconciliation to related GAAP measurement.

# CASH CYCLE

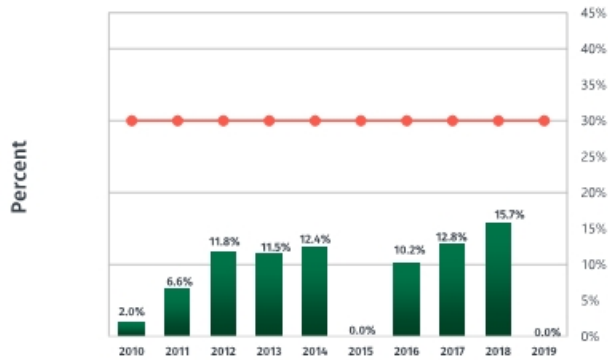
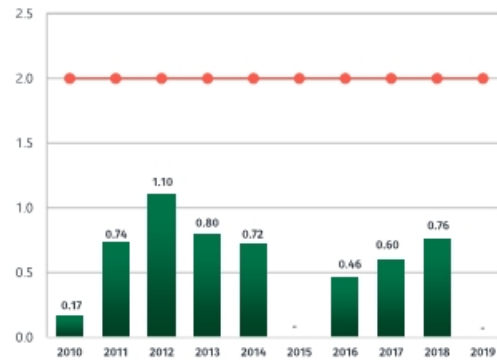


Cash Cycle = Days Receivables Outstanding + Days Supply of Inventory – Days Payables Outstanding

## NET DEBT

\$ In thousands	Sep-20	Dec-19	Dec-18
3.89% series 2012 - A notes, Tranche A, due December 2022	\$ 35,000	\$ 35,000	\$ 35,000
3.98% series 2012 - B notes, Tranche B, due December 2024	40,000	40,000	40,000
4.20% series 2018 - C notes, Tranche C, due June 2028	40,000	40,000	40,000
4.27% series 2018 - D notes, Tranche D, due June 2030	35,000	35,000	35,000
3.04% series 2018 - E notes, Tranche E, due August 2032	50,000	-	-
3.08% series 2018 - F notes, Tranche F, due August 2033	50,000	-	-
3.15% series 2018 - G notes, Tranche G, due August 2035	50,000	-	-
Revolving credit facility (\$375 million total available)	4,385	3,976	42,490
Industrial Development Revenue Bonds	9,700	9,700	9,700
Other	(58)	8	88
Less Cash Surplus	(346,154)	(168,336)	(27,316)
Plus Cash Overdraft	-	-	27,367
<b>Total Net Debt (Cash)</b>	<b>\$ (32,127)</b>	<b>\$ (4,652)</b>	<b>\$ 202,329</b>
<b>Unused debt capacity at 2X EBITDA less average debt</b>	<b>\$ 754,000</b>		

## CAPITAL STRUCTURE

Net Debt to Total Capitalization  
vs Maximum TargetNet Debt to EBITDA  
vs Maximum Target

 Net Debt to Total Capital  
 Target

## BALANCED USE OF FREE CASH FLOW

- ✓ Dividend yield approximately 1.08%
- ✓ Share repurchases total over \$29M YTD (1.1M remaining share authorization)
- ✓ Capex plan of \$100M (expansionary plan of \$40M)
- ✓ Long-term target for acquisitions to contribute half of our total annual unit sales growth





# SELECTED INCOME STATEMENT DATA 3<sup>RD</sup> QUARTER


\$ In thousands, except per share data	Q3 2020	Q3 2019	% Change	Unit % Change
Retail	\$ 700,522	\$ 397,140	76.4	34.0
Industrial	282,124	271,667	3.8	-2.0
Construction	447,103	445,505	0.4	-9.0
All Other	56,478	48,714	15.9	
<b>Total Net Sales</b>	<b>\$ 1,486,227</b>	<b>\$ 1,163,026</b>	<b>27.8</b>	<b>8.0</b>
<b>EBITDA (1)</b>	<b>\$ 125,689</b>	<b>\$ 89,710</b>	<b>40.1</b>	
<b>Net Earnings Attributable to Controlling Interest</b>	<b>\$ 77,204</b>	<b>\$ 51,859</b>	<b>48.9</b>	
<b>Diluted EPS</b>	<b>\$ 1.25</b>	<b>\$ 0.84</b>	<b>48.8</b>	

(1) See the company's website at [ufpi.com](http://ufpi.com) for reconciliation to related GAAP measurement.

# SELECTED INCOME STATEMENT DATA YTD RESULTS

\$ In thousands, except per share data	YTD 2020	YTD 2019	% Change	Unit % Change
Retail	\$ 1,661,873	\$ 1,212,330	37.1	22.0
Industrial	763,046	837,671	-8.9	-10.0
Construction	1,187,429	1,225,467	-3.1	-8.0
All Other	147,942	142,501	3.8	
<b>Total Net Sales</b>	<b>\$ 3,760,290</b>	<b>\$ 3,417,969</b>	<b>10.0</b>	<b>3.0</b>
<b>EBITDA (1)</b>	<b>\$ 313,170</b>	<b>\$ 246,427</b>	<b>27.1</b>	
<b>Net Earnings Attributable to Controlling Interest</b>	<b>\$ 183,826</b>	<b>\$ 141,914</b>	<b>29.5</b>	
<b>Diluted EPS</b>	<b>\$ 2.98</b>	<b>\$ 2.30</b>	<b>29.6</b>	

(1) See the company's website at [ufpi.com](http://ufpi.com) for reconciliation to related GAAP measurement.

 **THANK YOU.**



2801 E. Beltline Ave. NE  
Grand Rapids, MI 49506  
(800) 598-9663 - [UFPI.com](http://UFPI.com)

