



UFP INDUSTRIES

INVESTOR RELATIONS PRESENTATION

Results through September 30, 2023

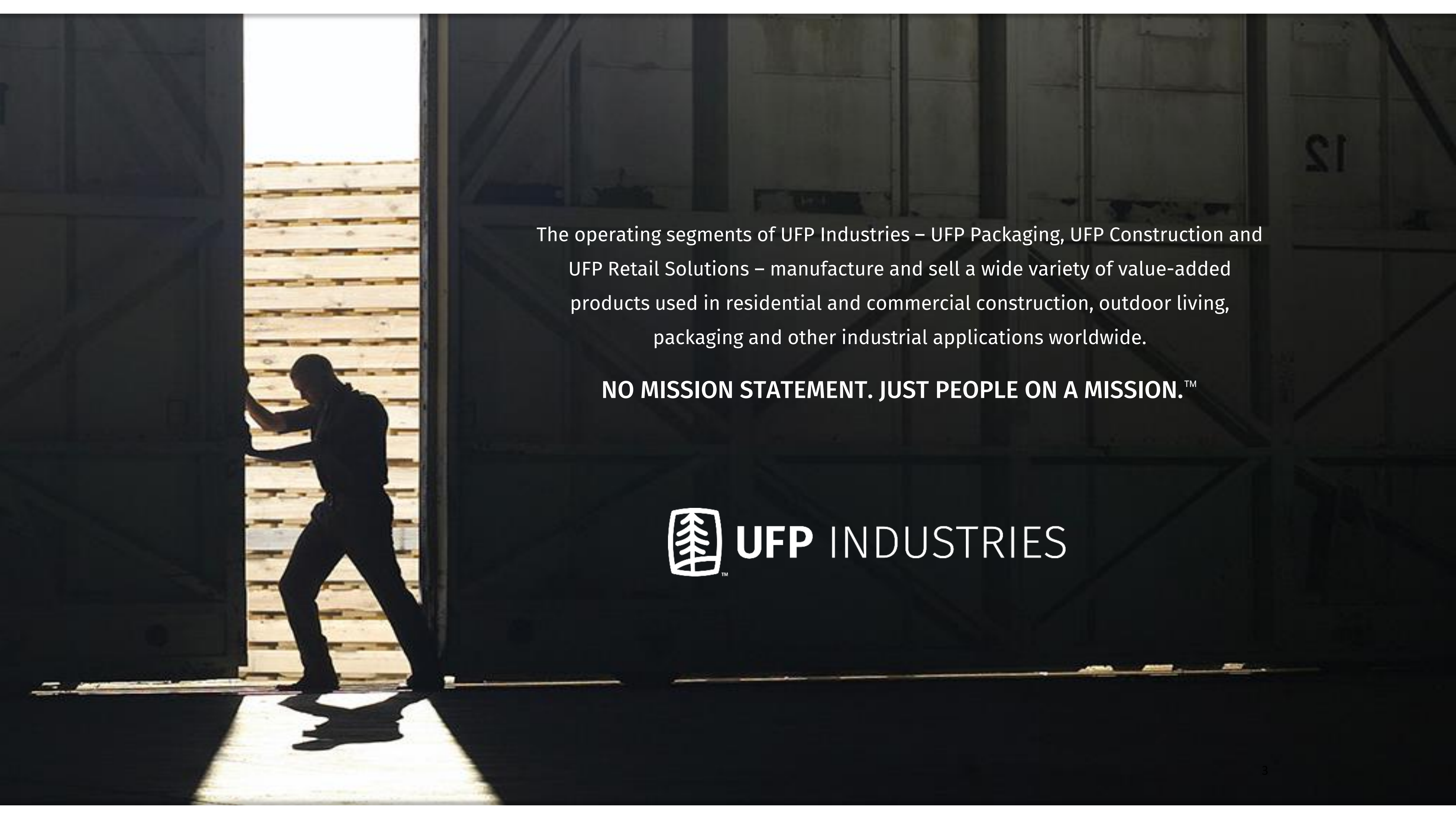


UFP INDUSTRIES, INC.

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 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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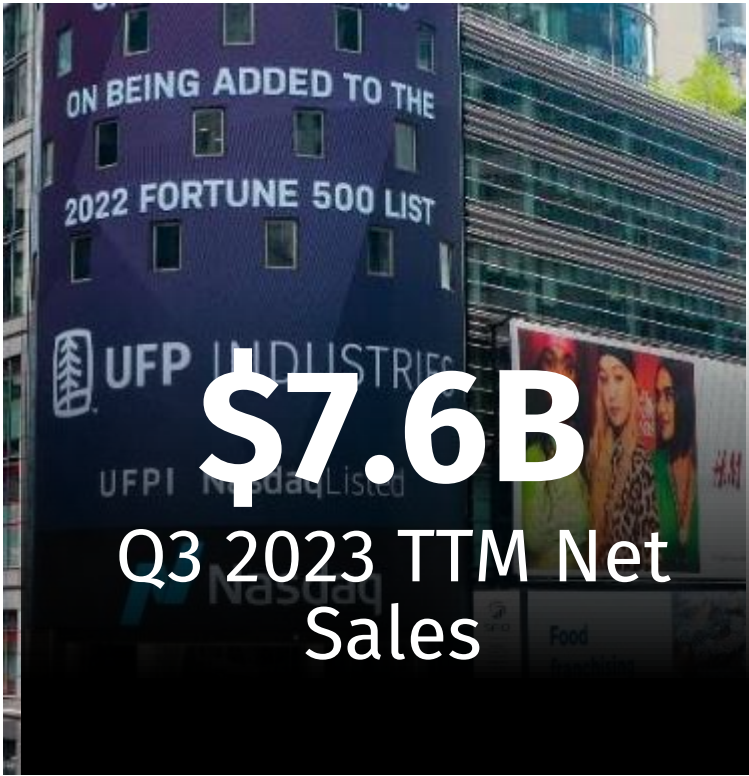
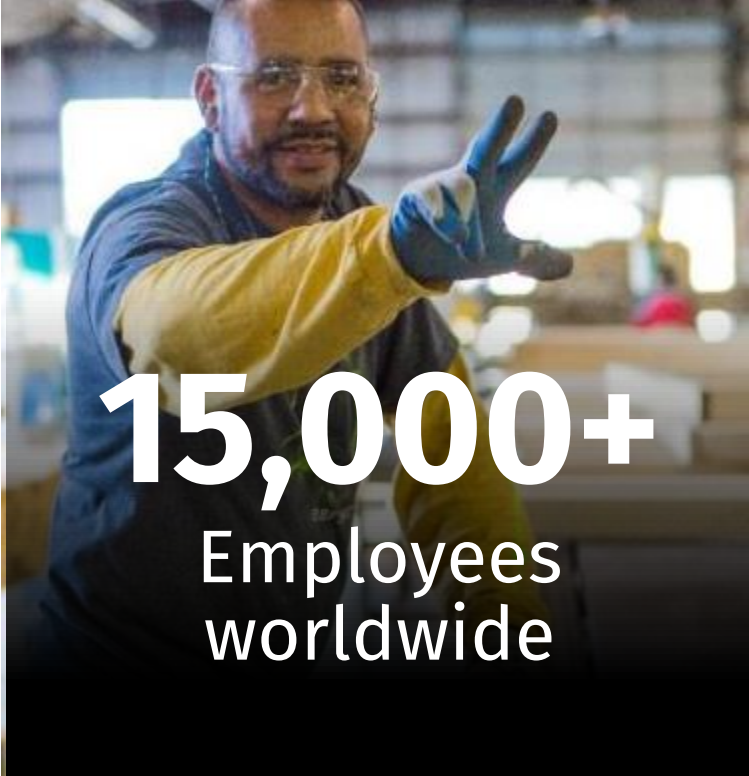


The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – manufacture and sell a wide variety of value-added products used in residential and commercial construction, outdoor living, packaging and other industrial applications worldwide.

NO MISSION STATEMENT. JUST PEOPLE ON A MISSION.™



UFP AT A GLANCE



Business segments and markets



UFP RETAIL SOLUTIONS

\$3.1B

Big box, independents, & buying co-ops

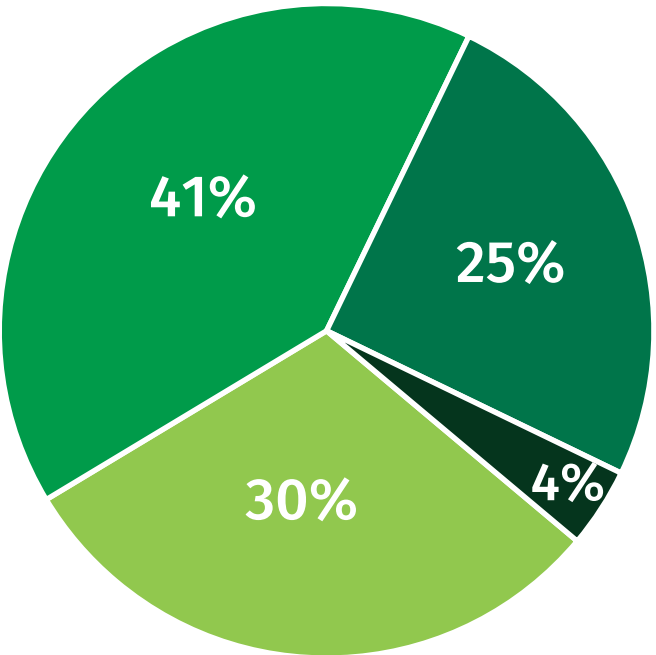


UFP CONSTRUCTION

\$2.3B

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

Based on Q3 2023
TTM Net Sales



UFP PACKAGING

\$1.9B

Industrial manufacturers, OEM's, agricultural and logistics

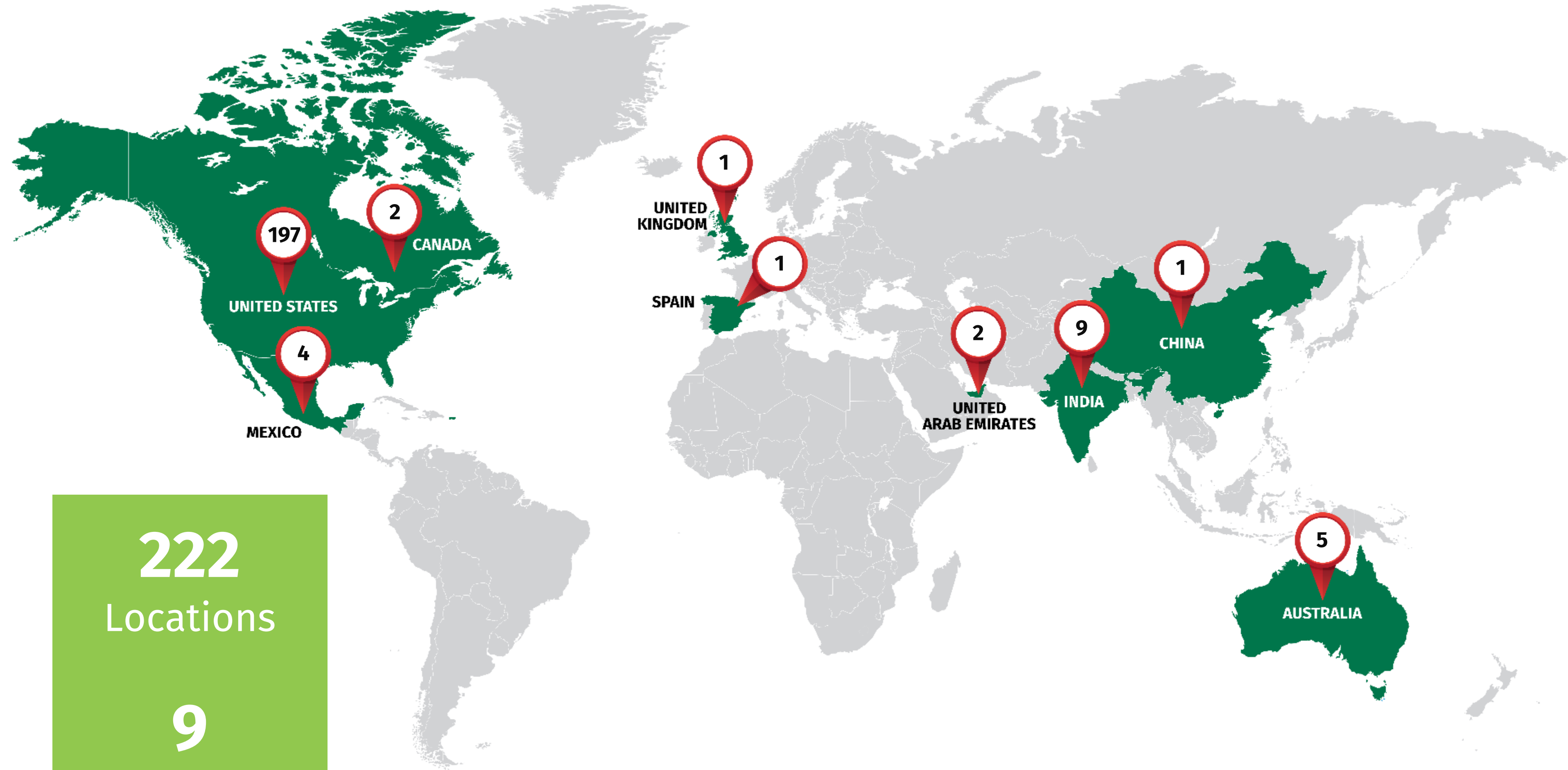


UFP INTERNATIONAL

\$0.3B

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

WHERE WE ARE



222
Locations

9
Countries

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](#).



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 222 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:

- Entrepreneurial spirit
- Efficient capital allocation
- High ROIC
- Consistently strong balance sheet

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% 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:

- 67 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

SHORT-TERM FORWARD OUTLOOK

RETAIL

Market demand flat to slightly down based on:

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

PACKAGING

Industrial production slightly down based on:

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

CONSTRUCTION

10%-12% YoY decline in housing starts and 21% YOY decrease in manufactured home shipments in 2023 based on:

- Consensus estimates
- The National Association of Home Builders

MARGINS

We believe our consolidated annual decremental operating margin is in a range of 11-14% of net sales.

- Packaging in a range of 24-27%
- Construction in a range of 14-17%
- Retail is anticipated to see an improvement in operating profits in 2023

CAPITAL ALLOCATION

- A quarterly cash dividend of \$0.30 per share, a 20% increase from the prior year.
- 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 \$175-\$200 million.
- We continue to pursue a healthy pipeline of strategic acquisition opportunities.

LONG-TERM FINANCIAL GOALS

Annual unit sales
growth of 5-7%
including small
acquisitions

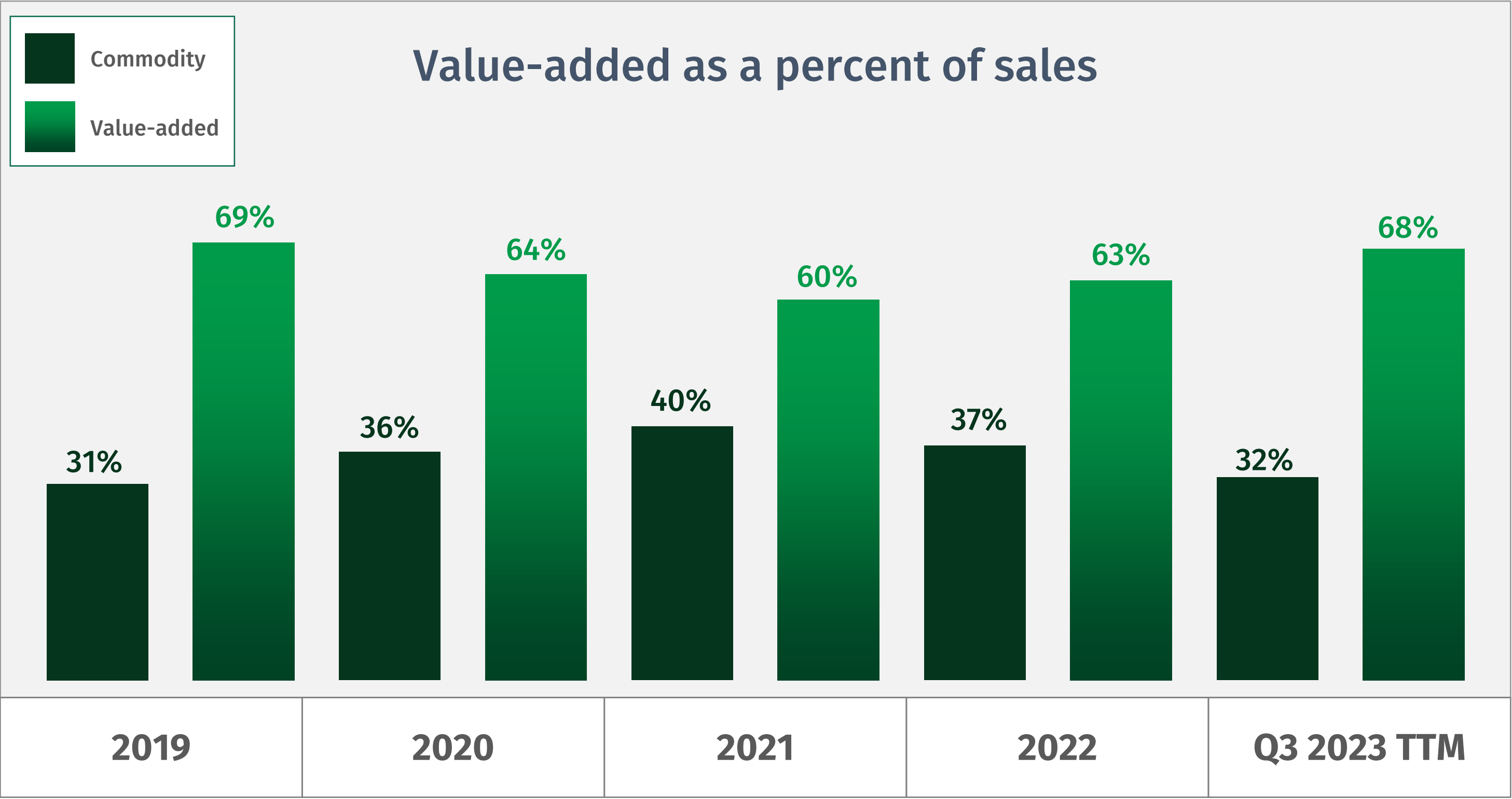
Minimum 10%
adjusted
EBITDA margin

Earn incremental
return on new
investment
greater than WACC

Maintain a
conservative capital
structure

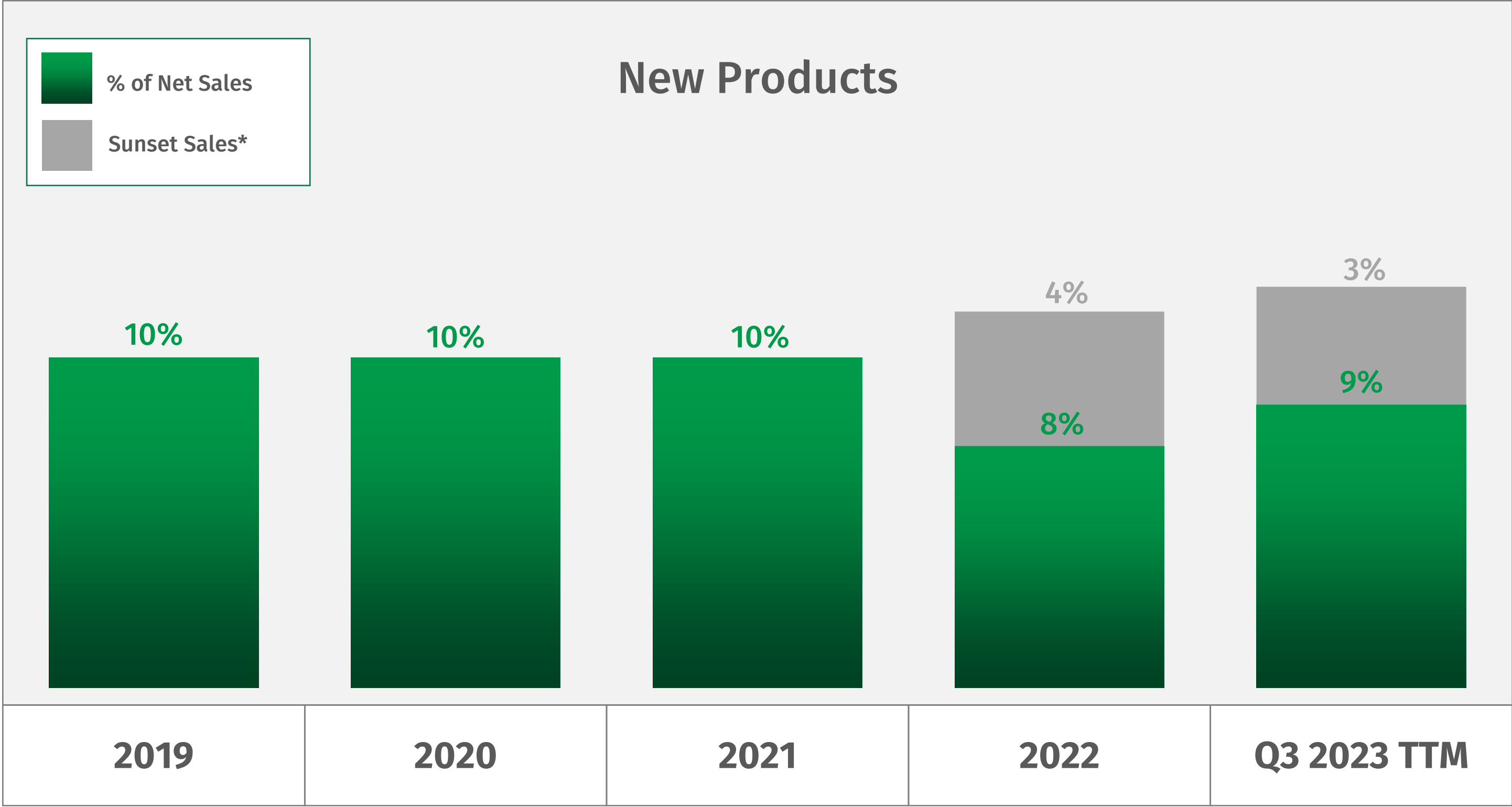


VALUE ADDED SALES



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

INNOVATION AND NEW PRODUCTS



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

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

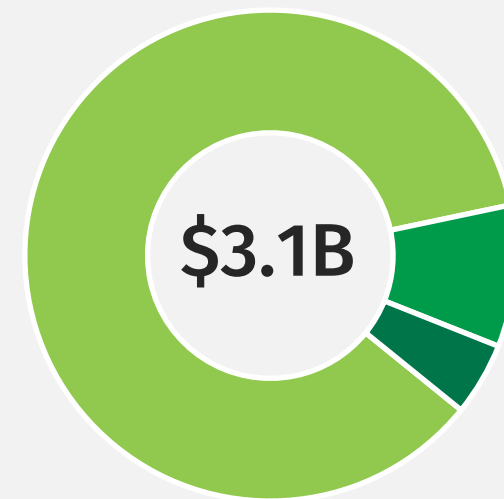
Commitment to innovation moves the company steadily up the value chain.

BUSINESS SEGMENTS

UFP RETAIL SOLUTIONS



TTM Net Sales



ProWood Group
\$2.7 Billion

Deckorators
\$317 Million

UFP Edge
\$97 Million

Commodity
50%

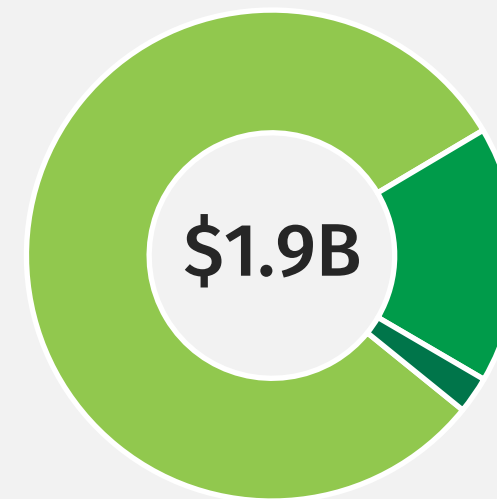
Value Added
50%

New products 10% of net sales

UFP PACKAGING



TTM Net Sales



Structural Packaging
\$1.3 Billion

PalletOne
\$557 Million

Protective Packaging Solutions
\$78 Million

Commodity
23%

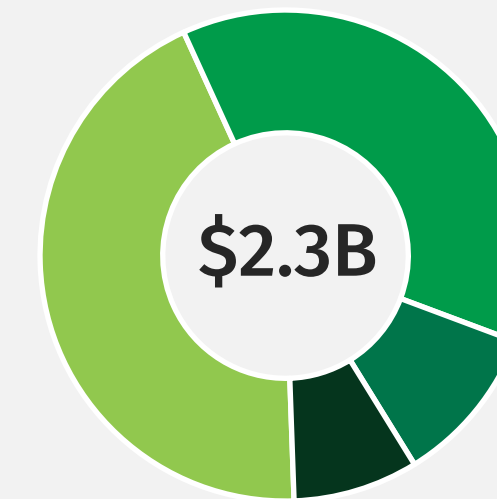
Value Added
77%

New products 15% of net sales

UFP CONSTRUCTION



TTM Net Sales



Site Built
\$1.0 Billion

Factory Built
\$743 Million

Commercial
\$288 Million

Concrete Forming Solutions
\$216 Million

Commodity
17%

Value Added
83%

New products 5% of net sales



UFP RETAIL SOLUTIONS

PROWOOD GROUP



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



ProWoodLumber.com



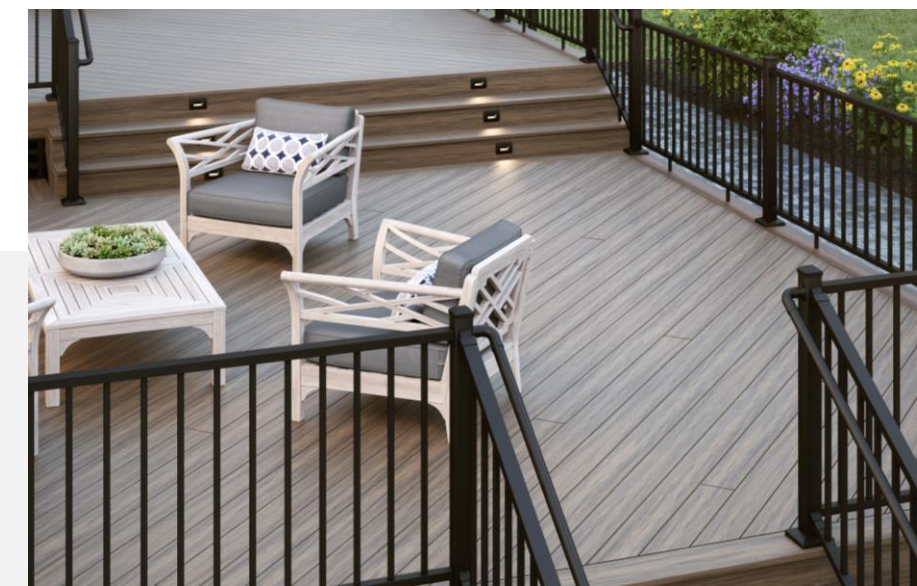
Outdoor lifestyle products including wood and vinyl fencing, landscape and garden décor, picnic tables, pergolas, trellises and more



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, backed by best-in-class in-store and e-commerce support

*Sales mix is 64% to Big Box customers and 36% to one- and two-step distribution as of FY 2022.



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



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

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

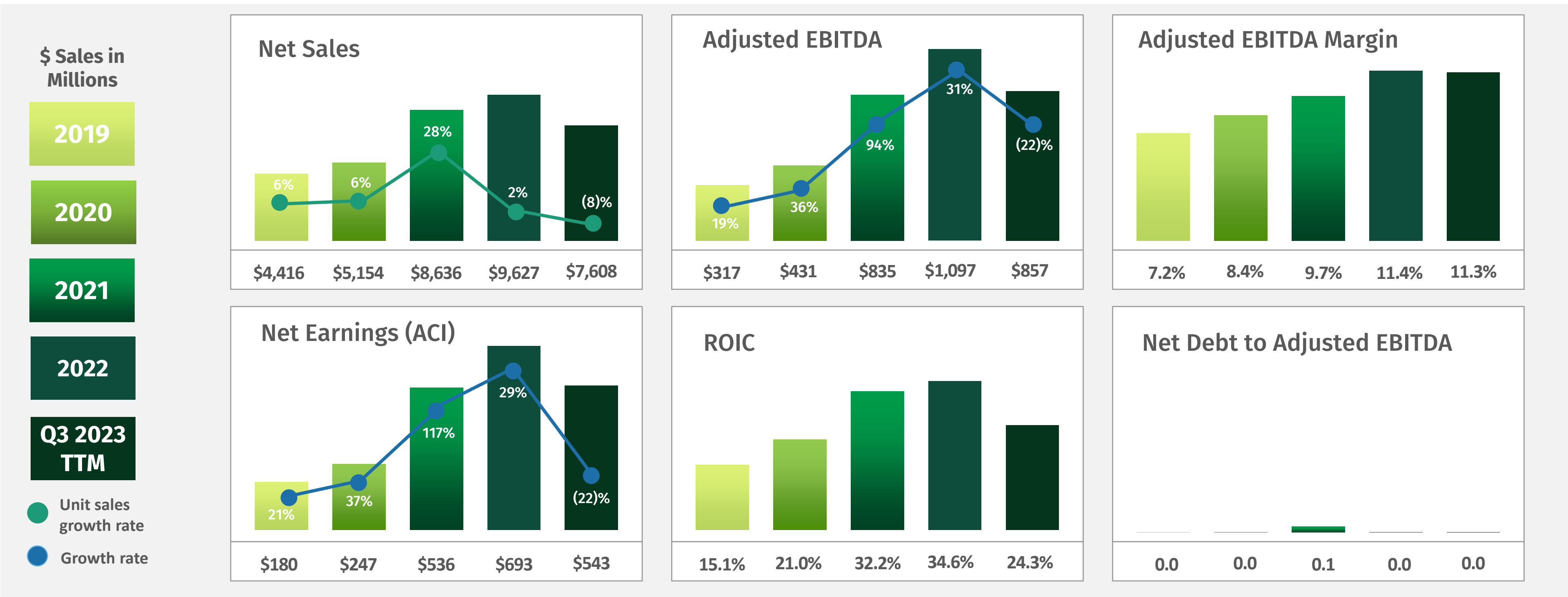


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE

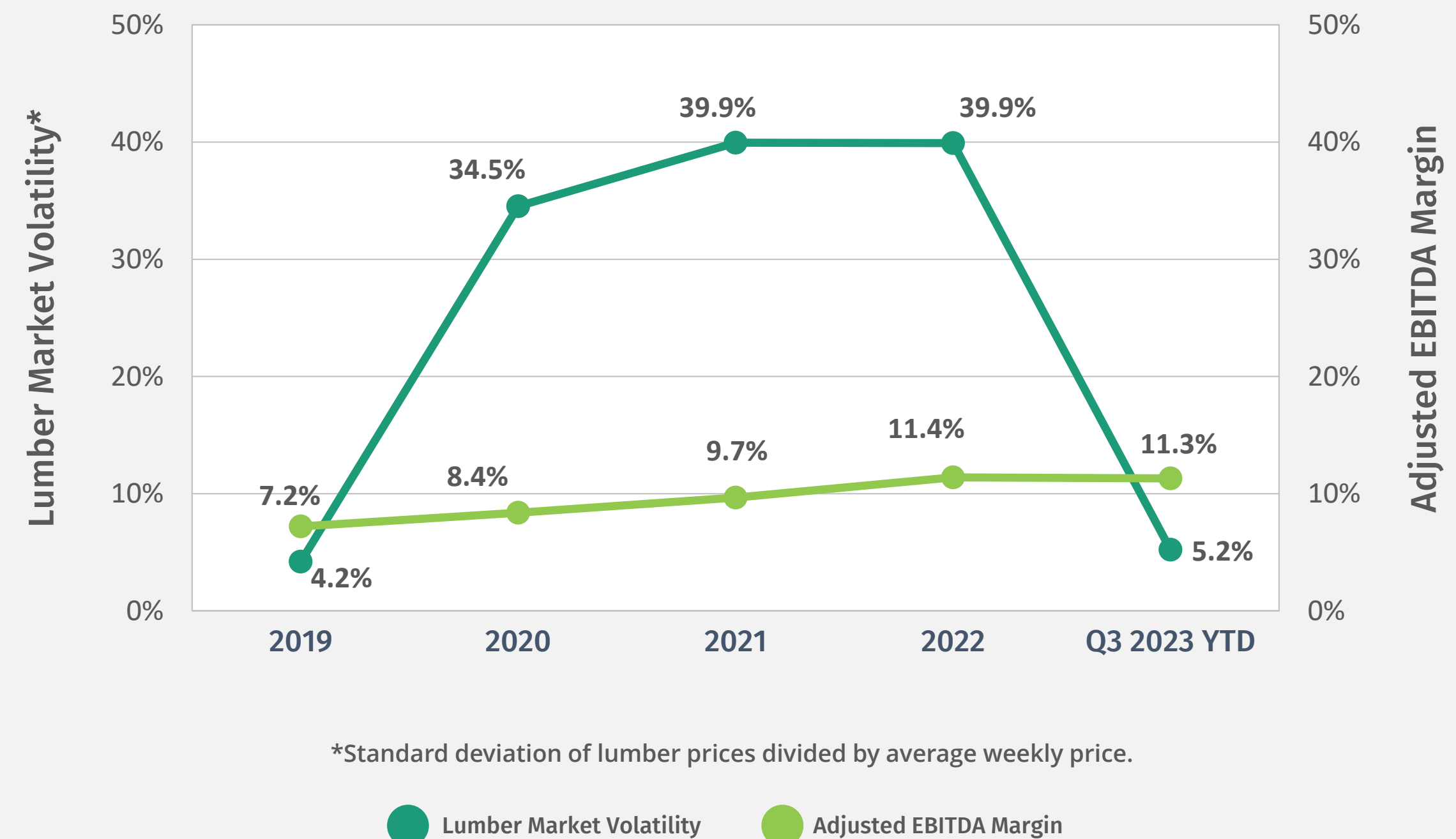


Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

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MANAGING LUMBER MARKET RISK

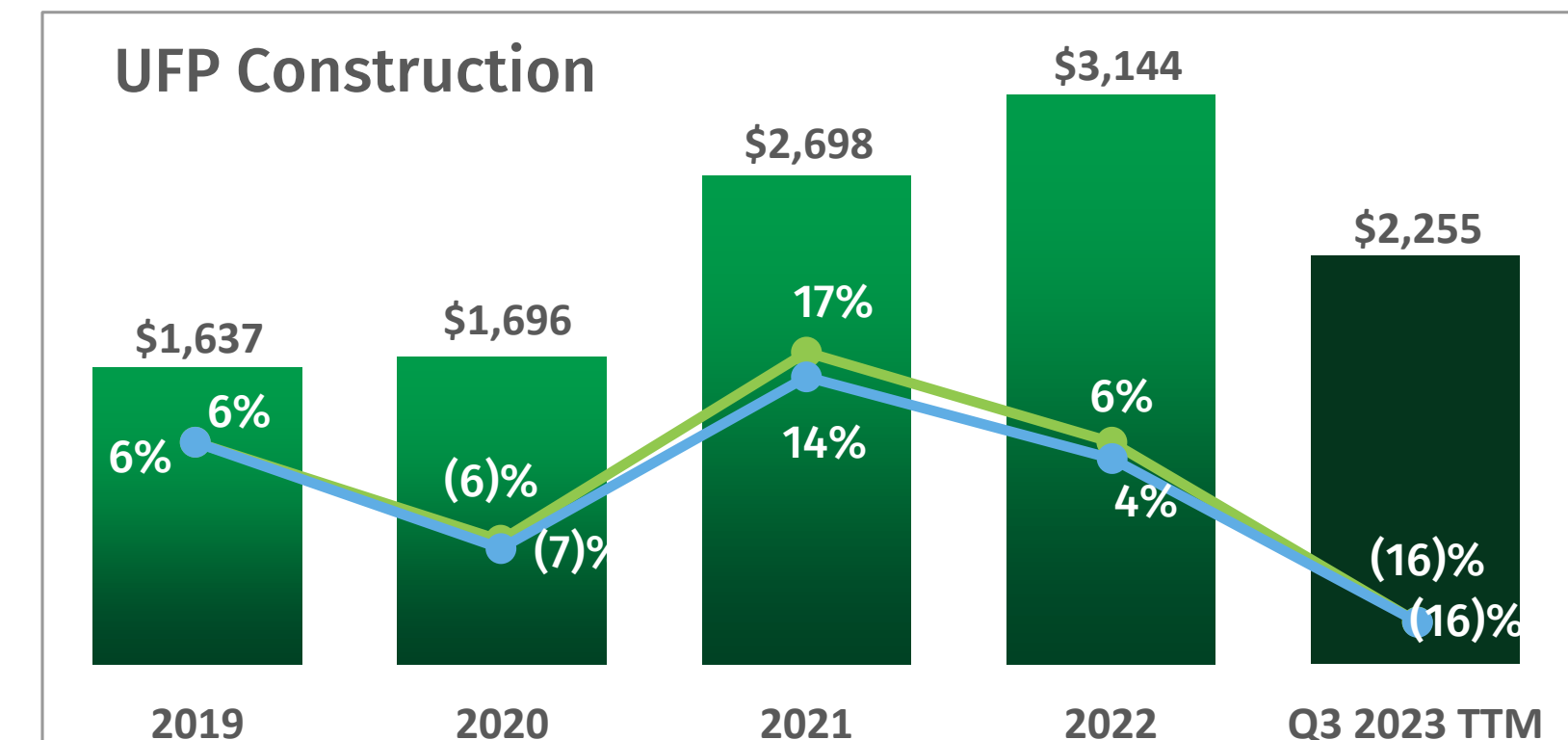
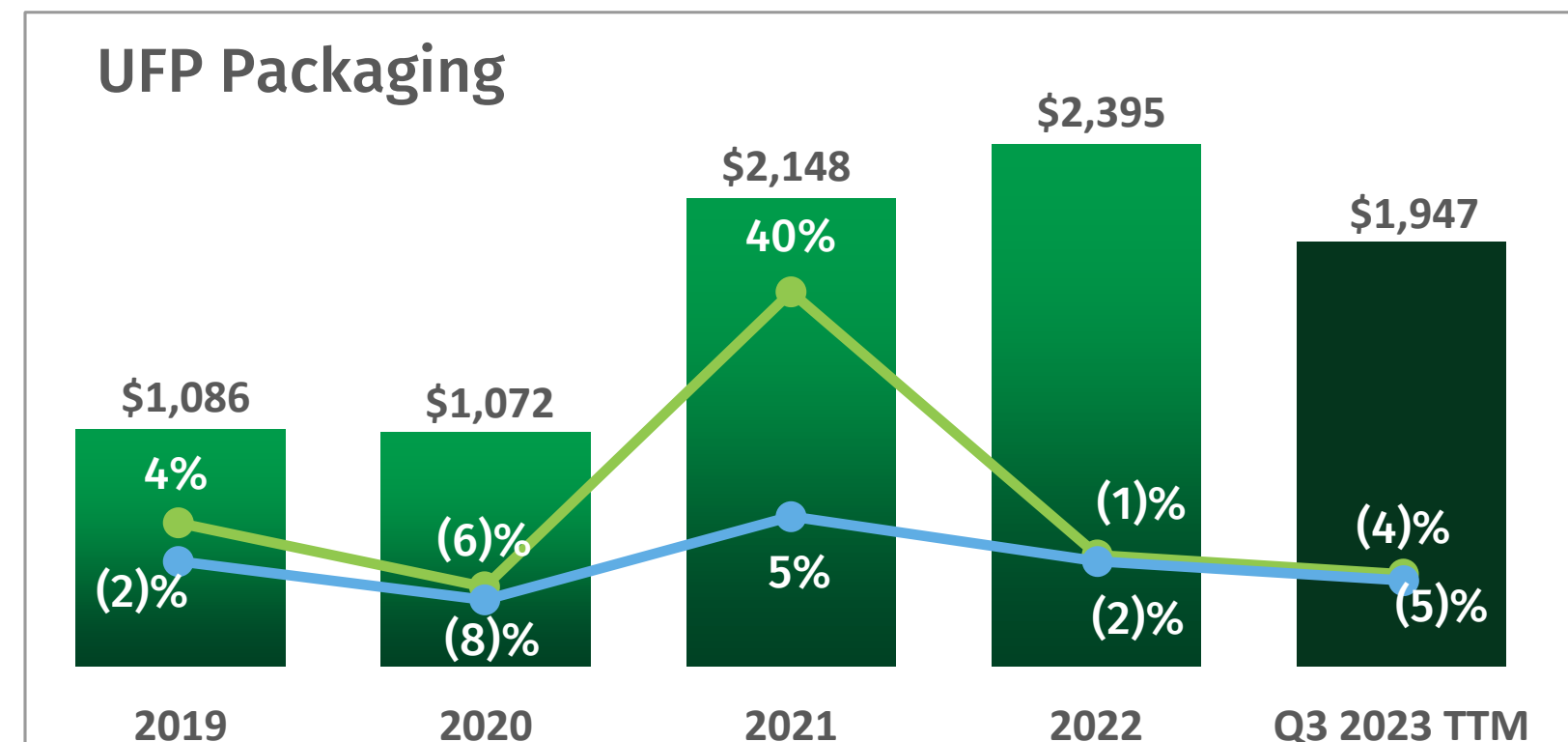
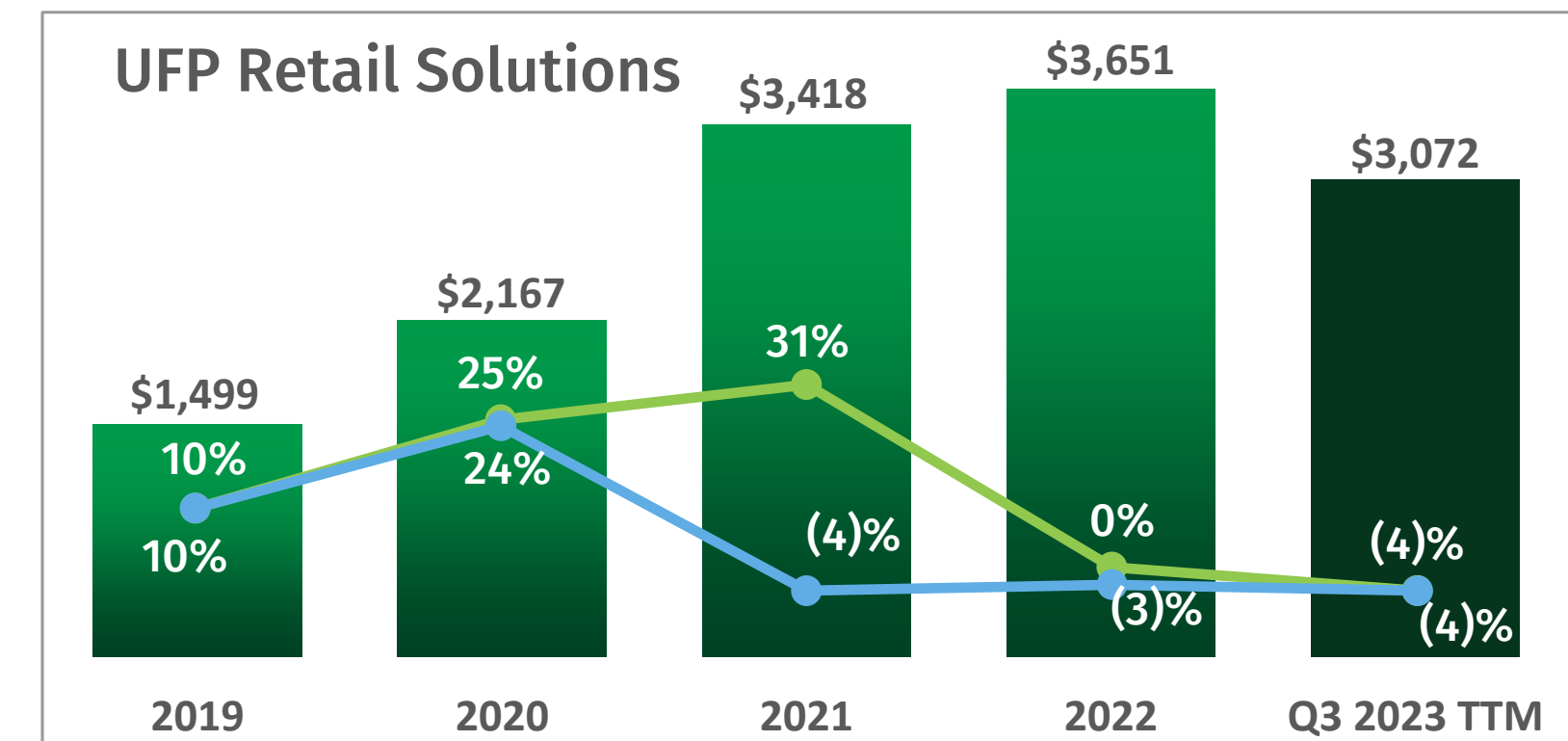
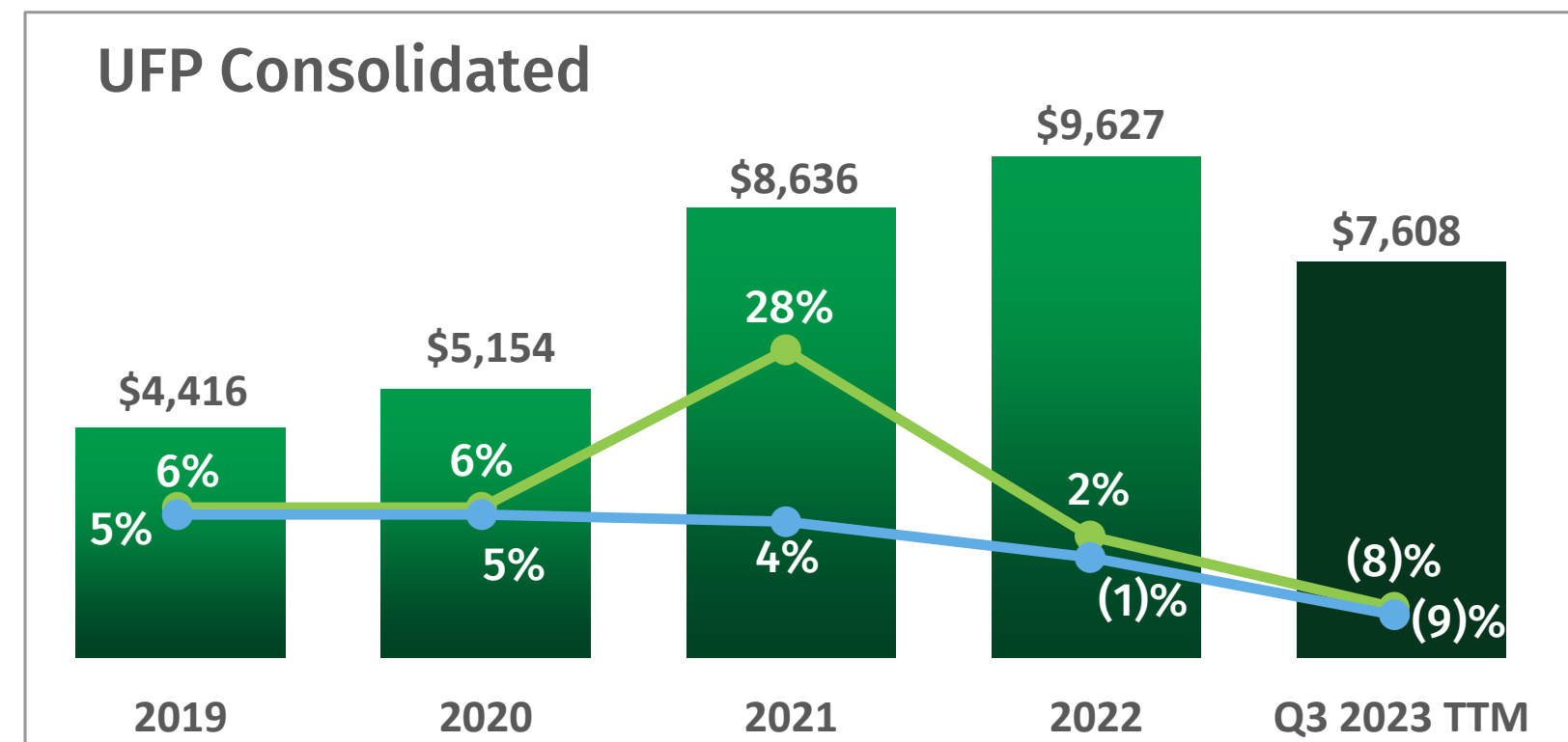
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

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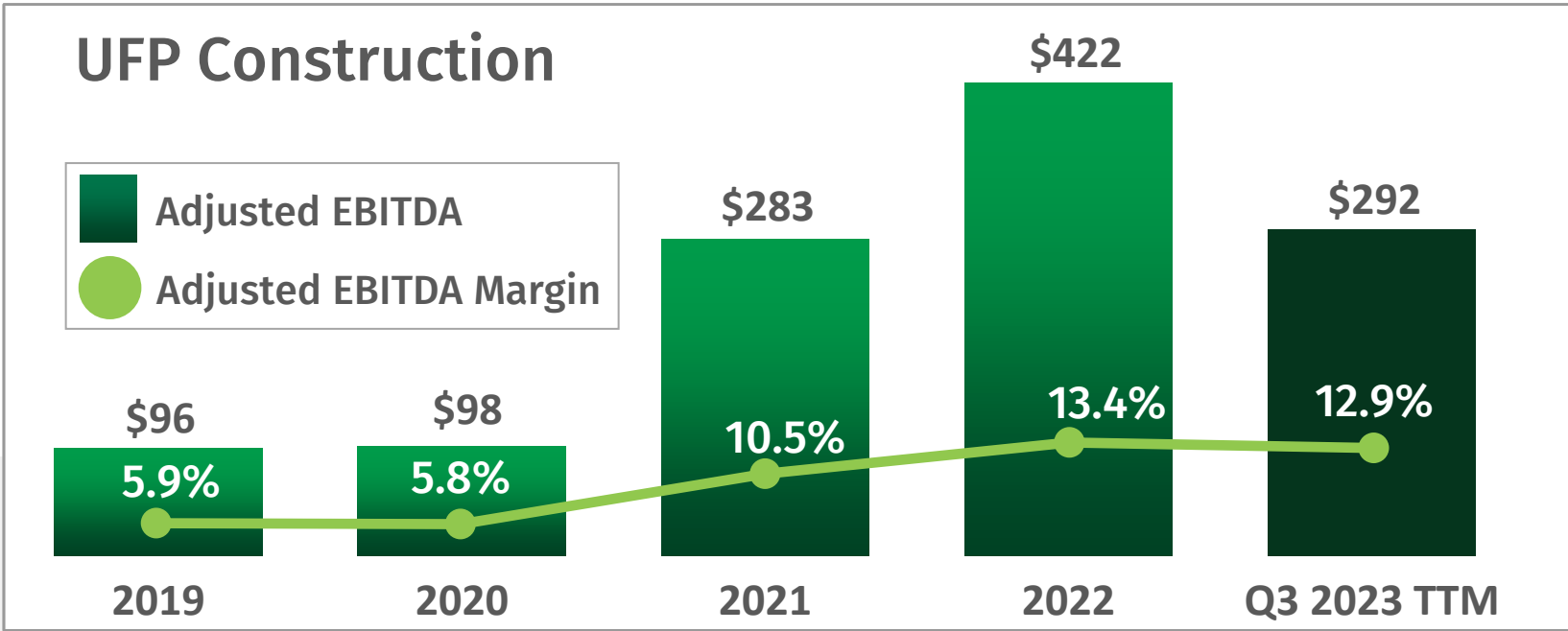
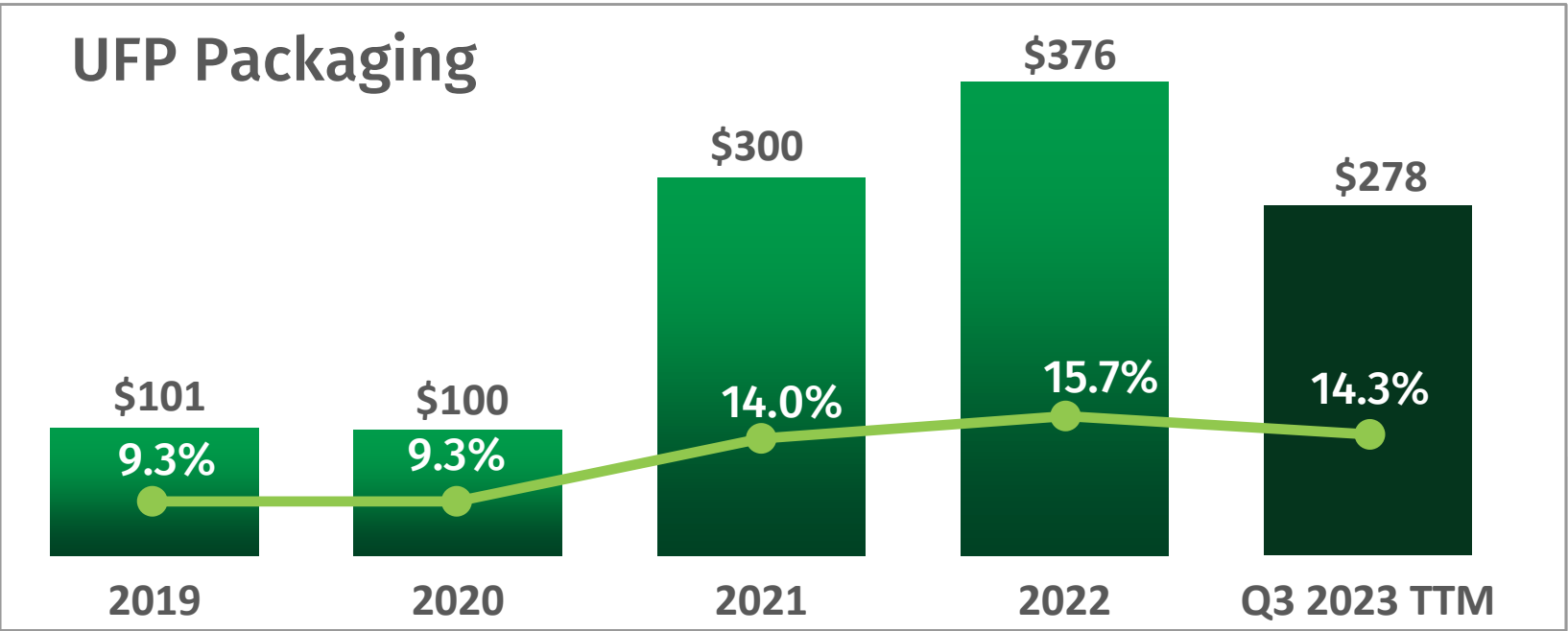
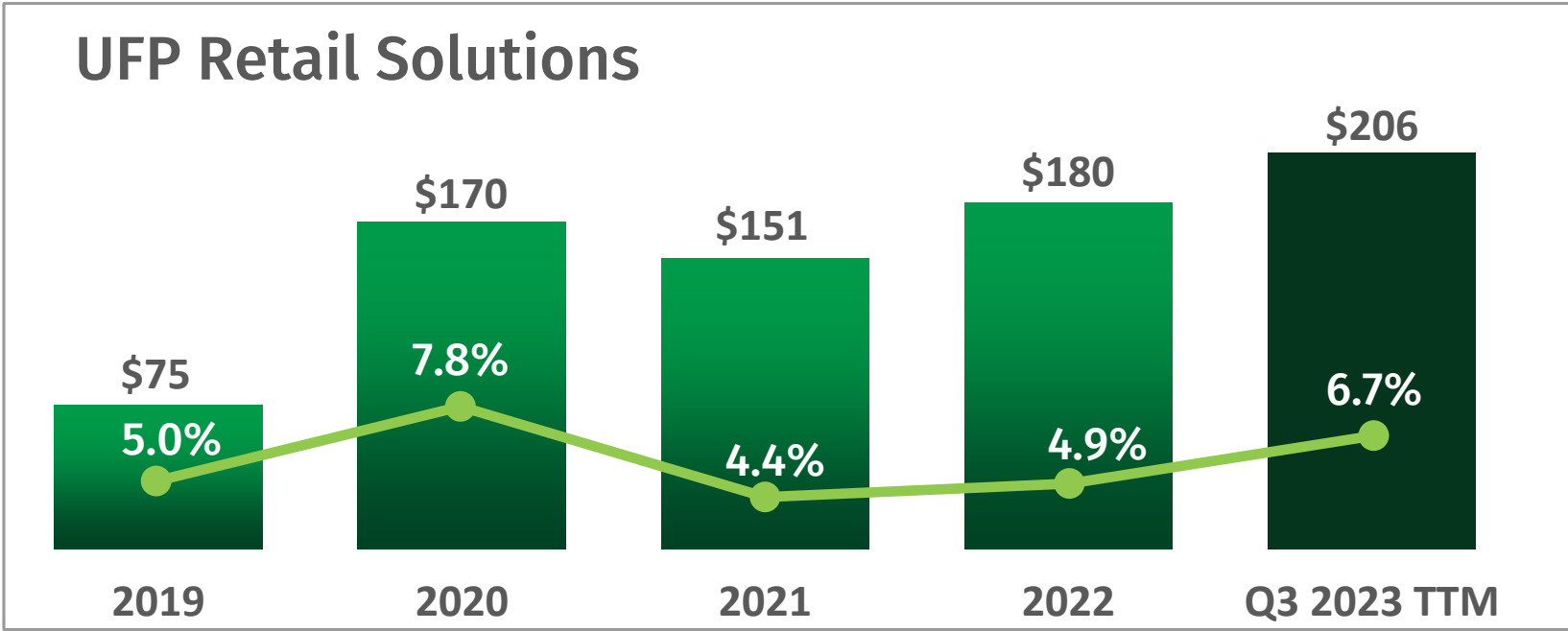
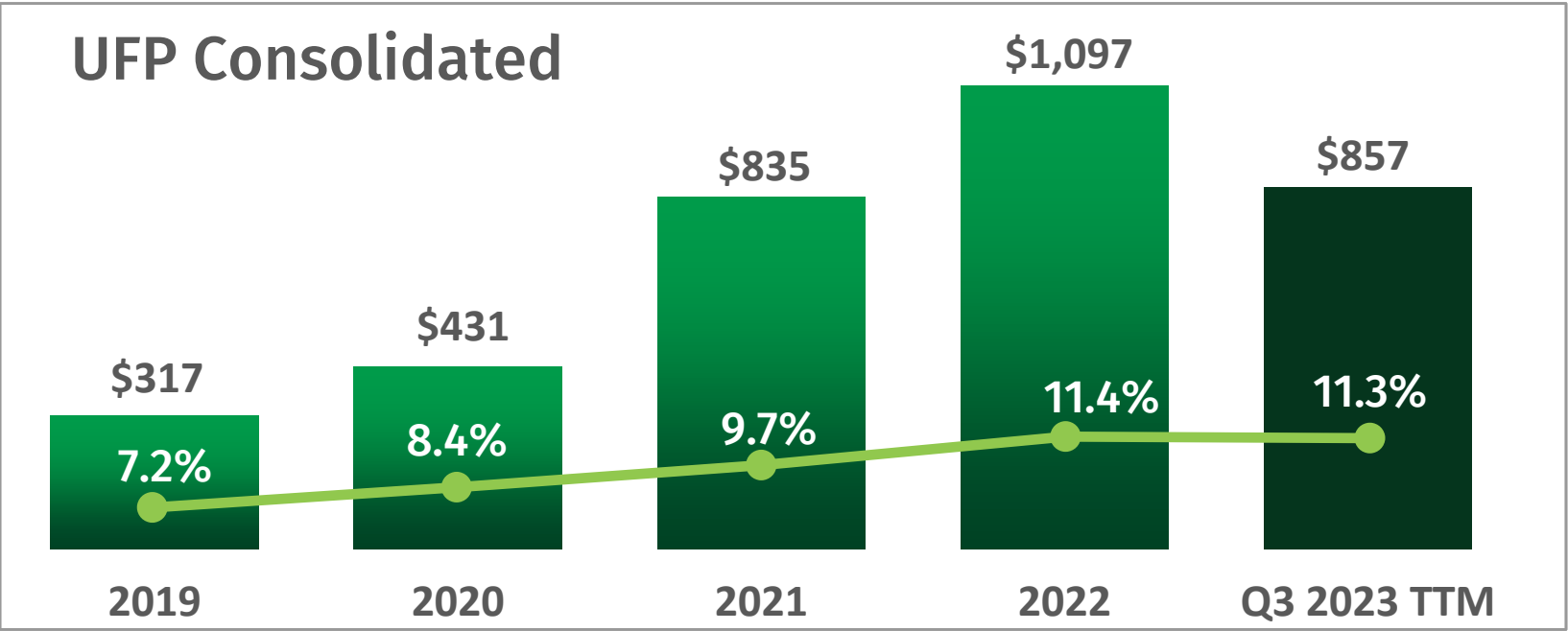
NET SALES (in millions)



Net Sales Total Unit Sales Growth Organic Unit Sales Growth

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

ADJUSTED EBITDA (in millions)



MARGIN DRIVERS

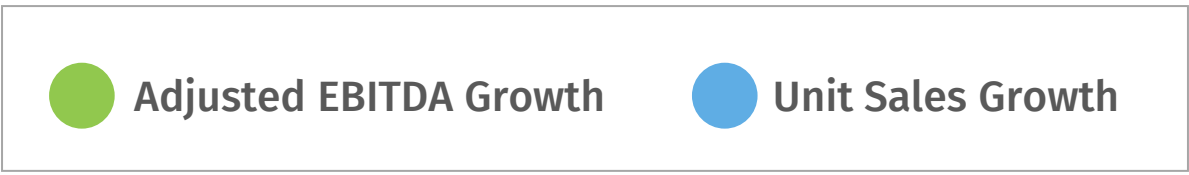
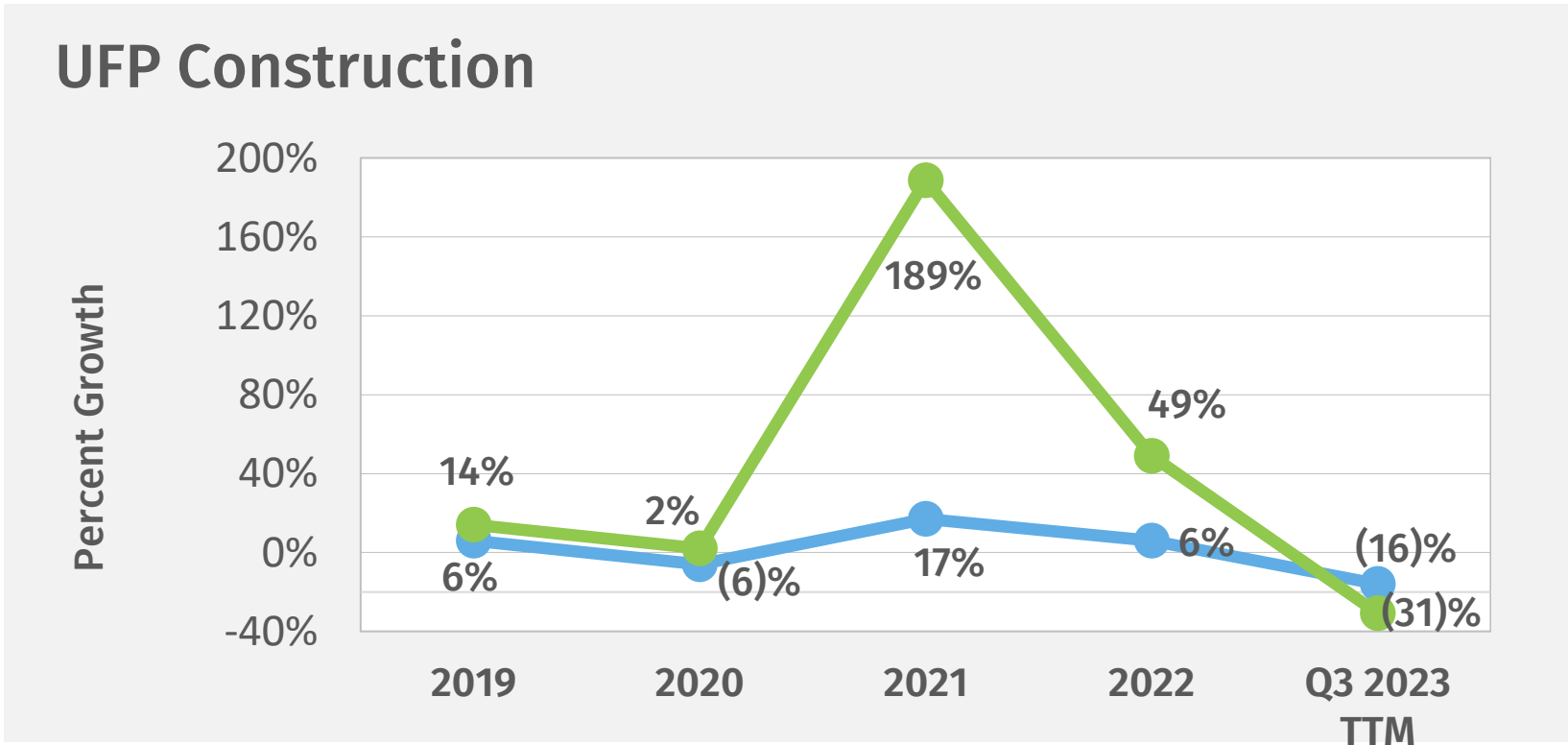
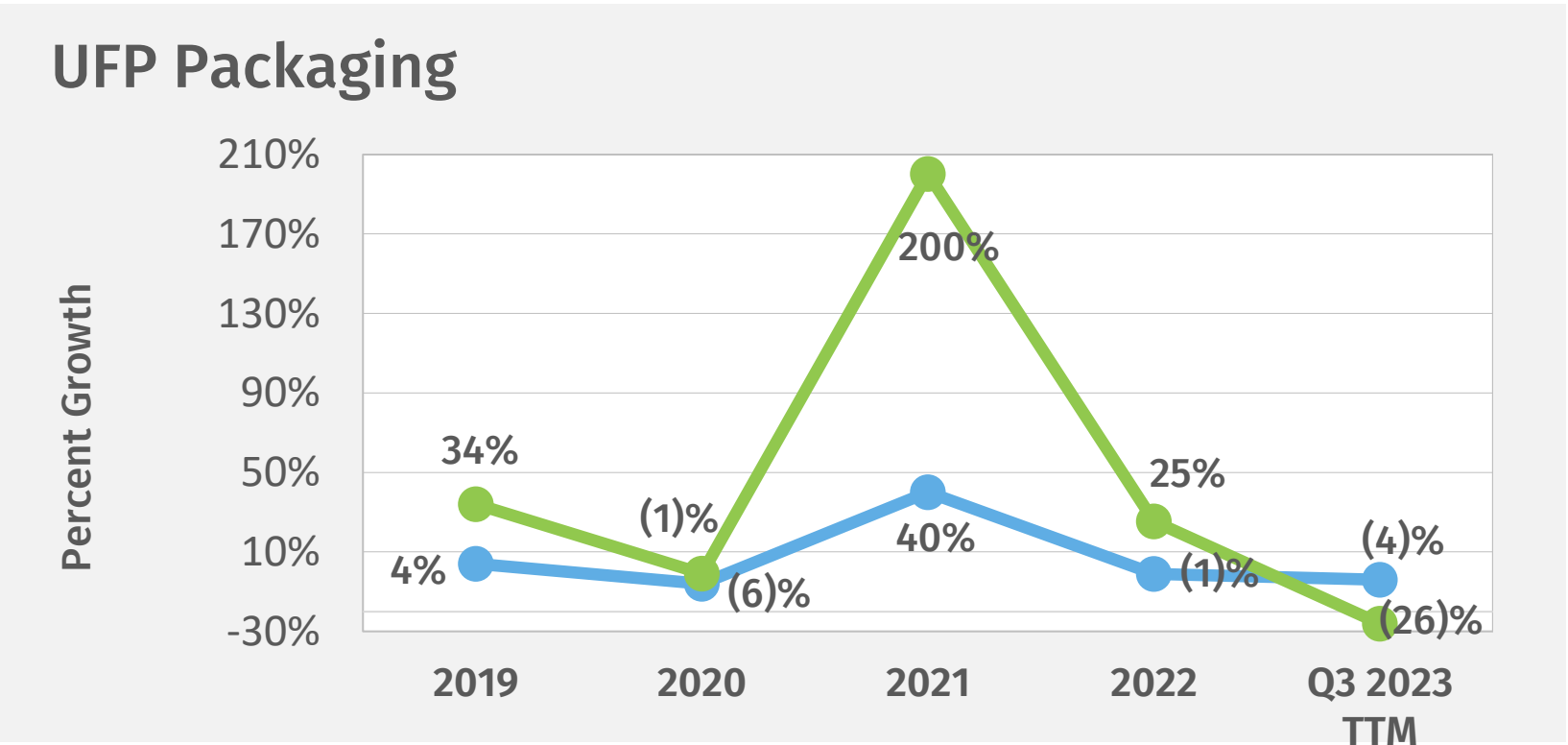
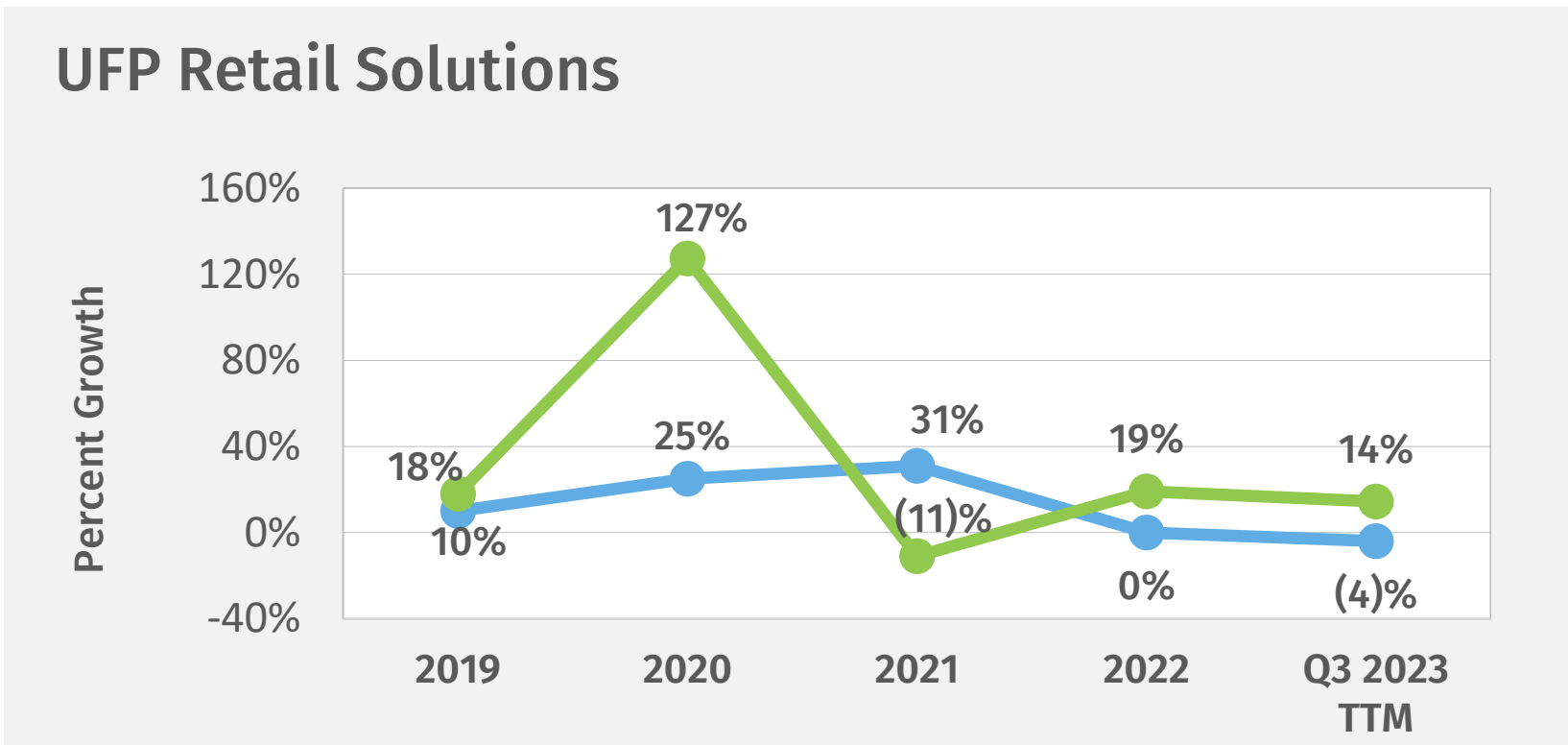
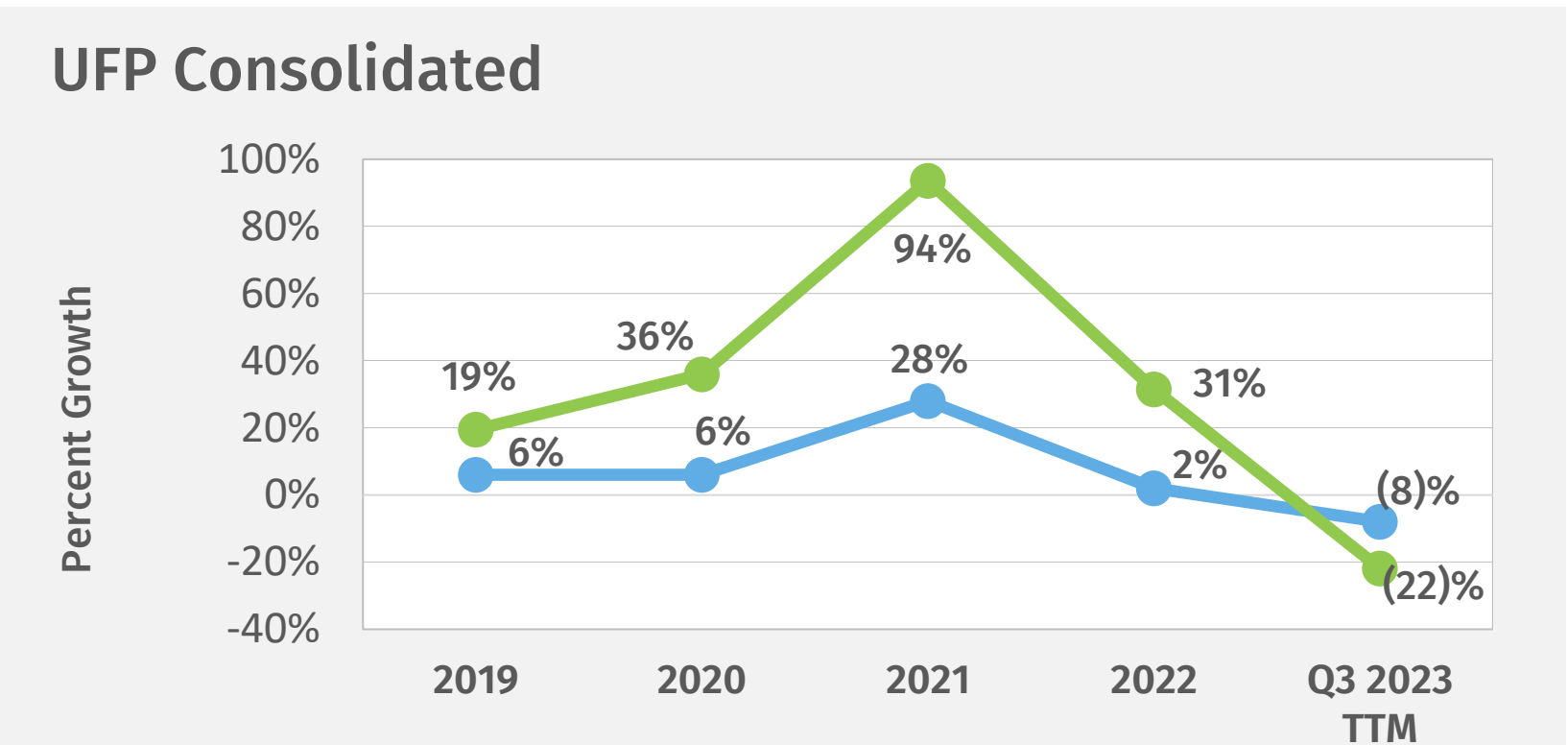
- New management structure
- Value-added mix improvements, including new branded products, solutions selling, and value-based pricing
- Operational improvements, transportation restructure, automation

LONG-TERM GOAL

Sustain a minimum 10% adjusted EBITDA margin

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

ADJUSTED EBITDA GROWTH AND UNIT SALES



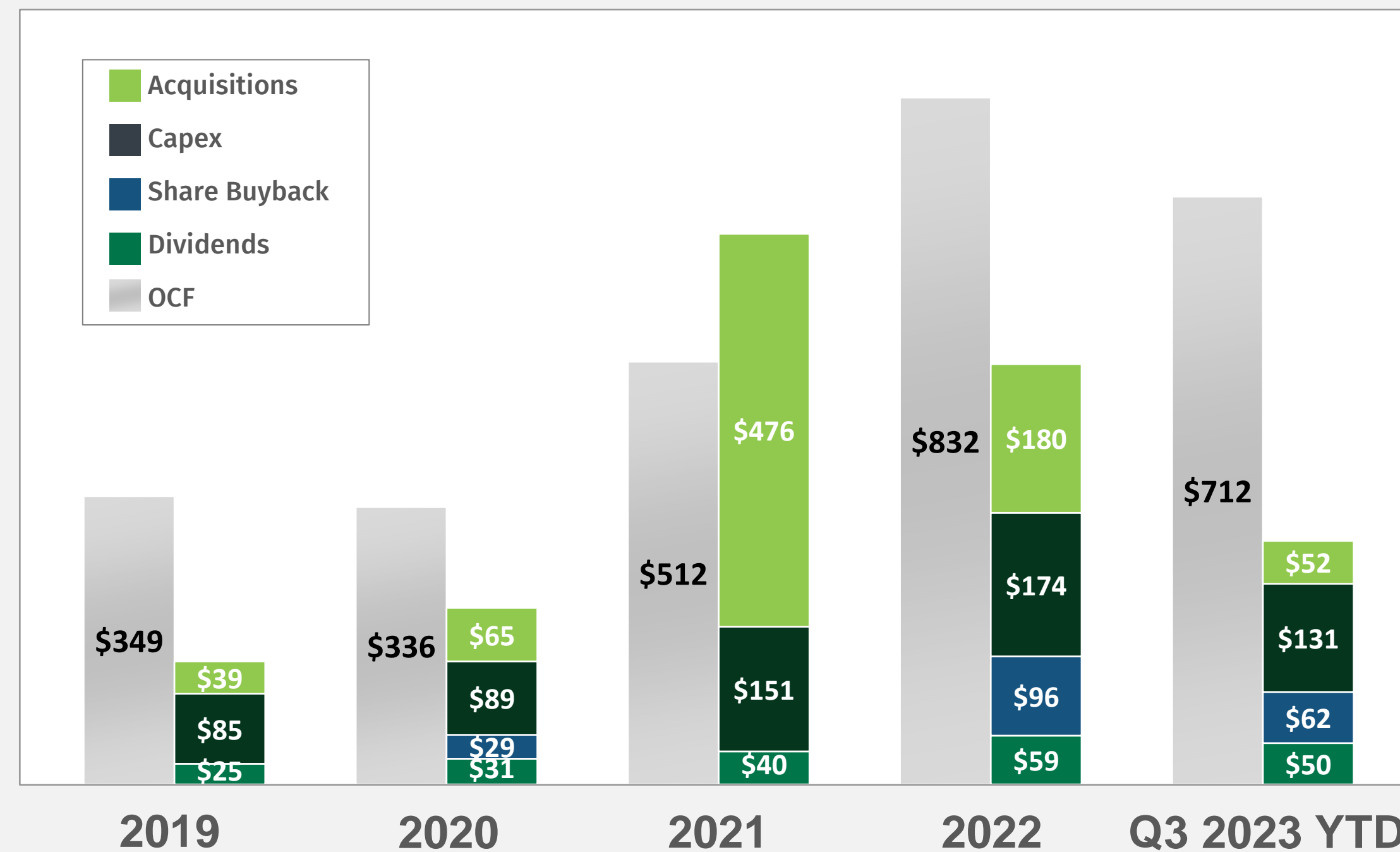
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth

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BALANCED USE OF FREE CASH FLOW

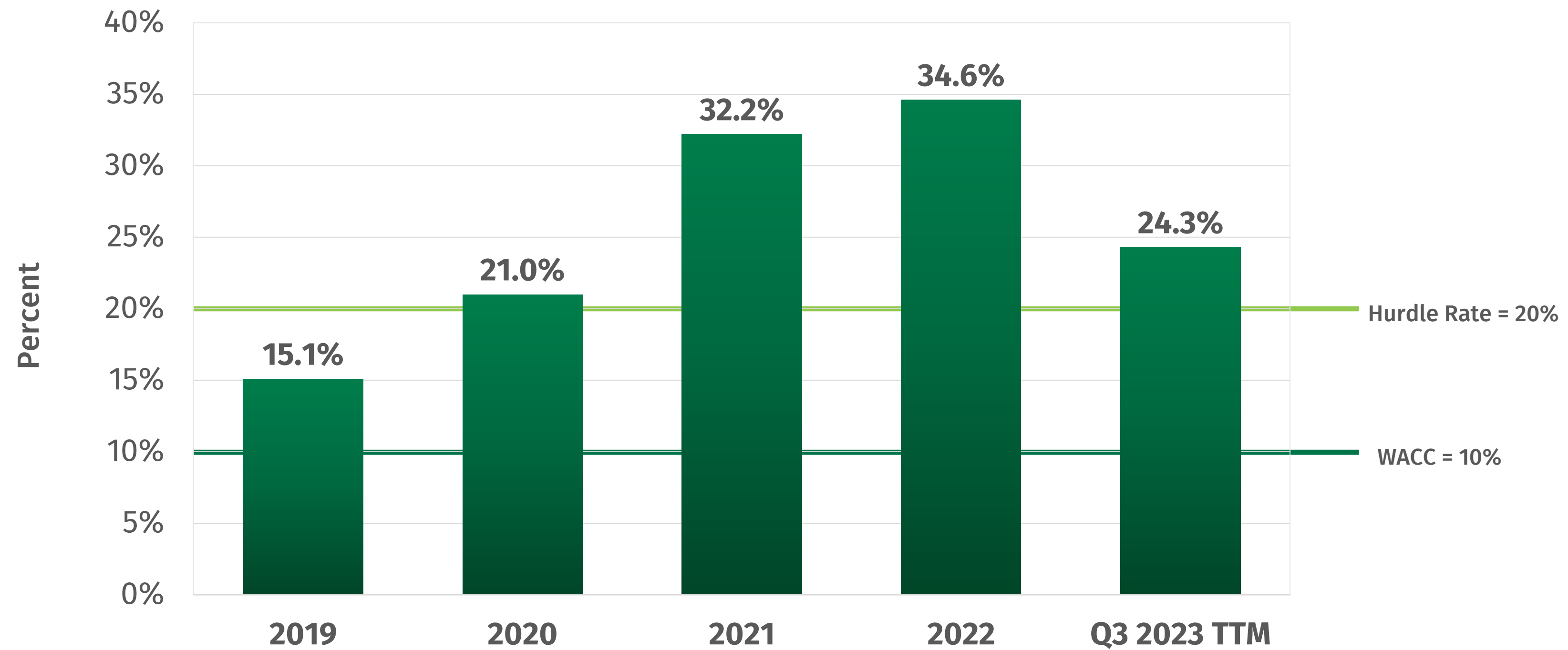
- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$175–\$200M in 2023
- ✓ Opportunistic share repurchases and to offset issuances
- ✓ Increasing dividends

Operating Cash Flow and Capital Allocation
(in millions)



Return-focused approach to capital allocation

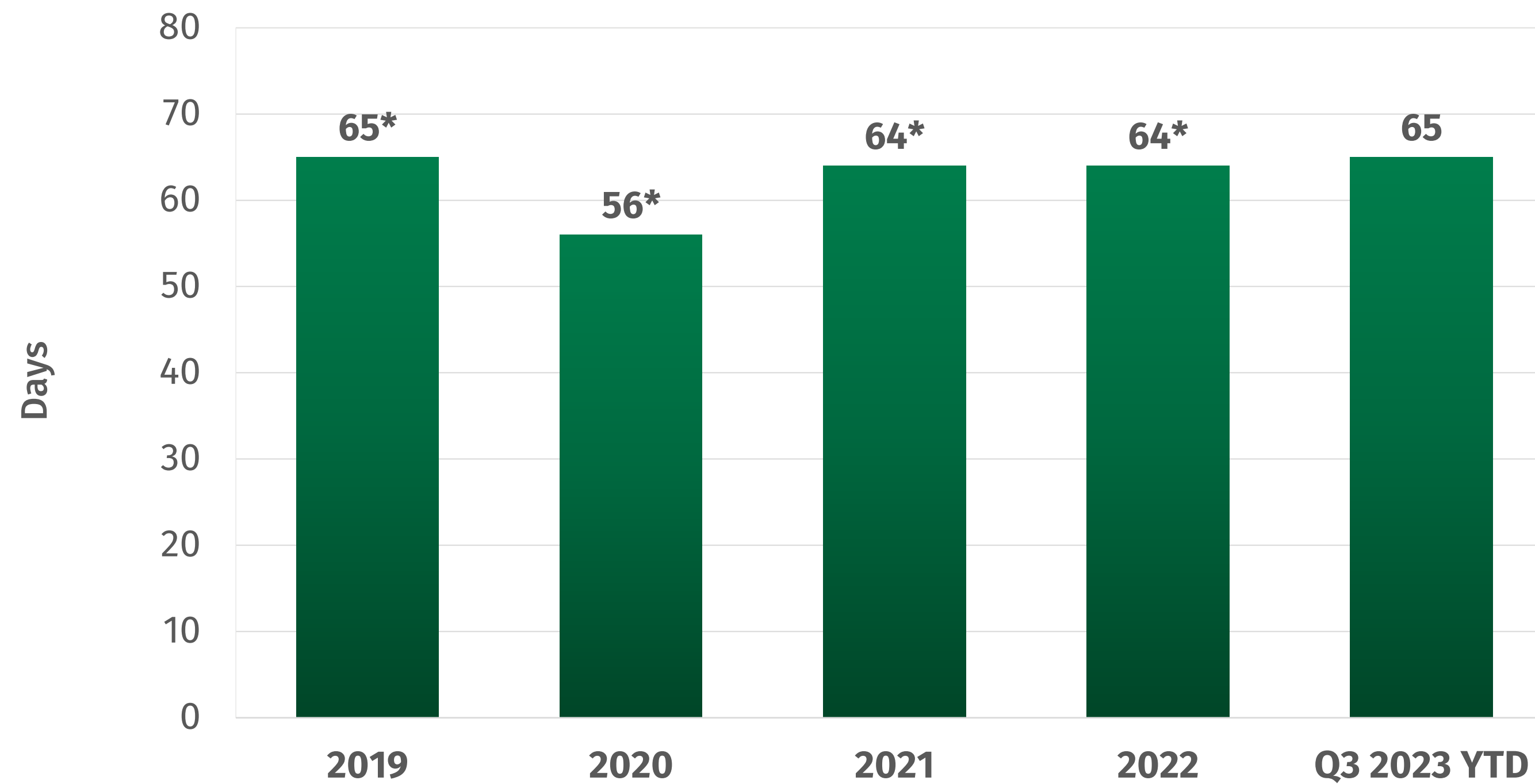
RETURN ON INVESTED CAPITAL



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

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 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.

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.



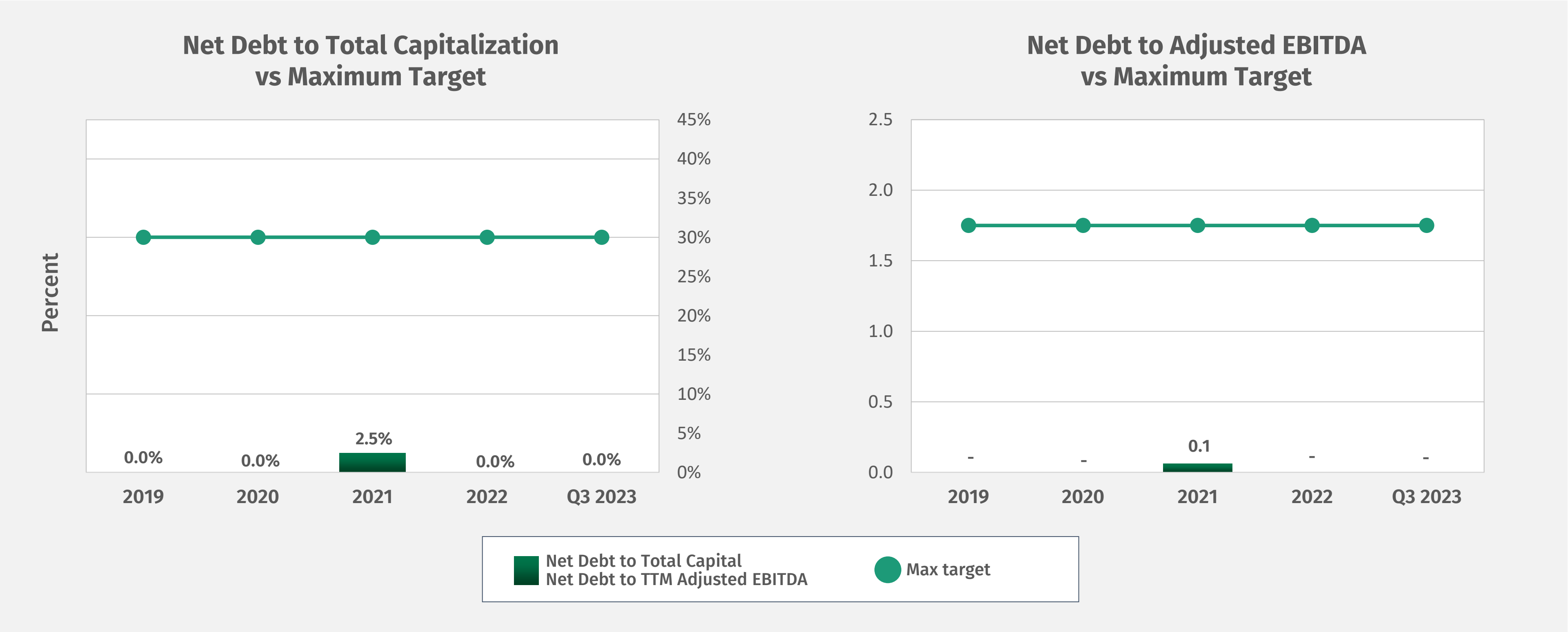
Driving Deckorators recycle content; scaling opportunity.



Securing supply and margin expansion for growing Packaging business.



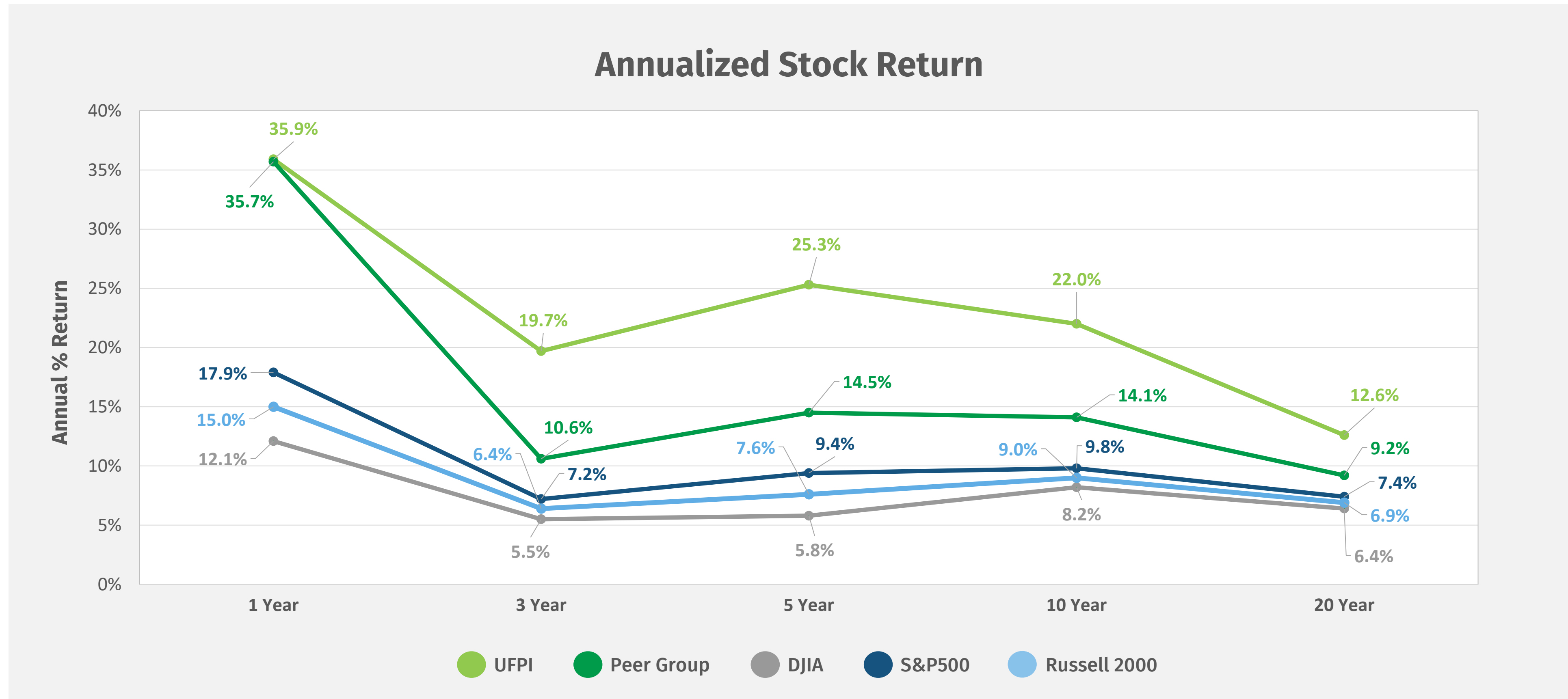
CAPITAL STRUCTURE



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

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STOCK PERFORMANCE



Long-term returns outperform peers and indices.

Peers include MAS, BLDR, TREX, LPX, SSD, BCC, PATK, AMWD, WRK, SON, GEF, ROCK
Returns are adjusted to account for dividend payouts. Source: FactSet as of 10/13/2023 closing prices

NASDAQ CONGRATULATES
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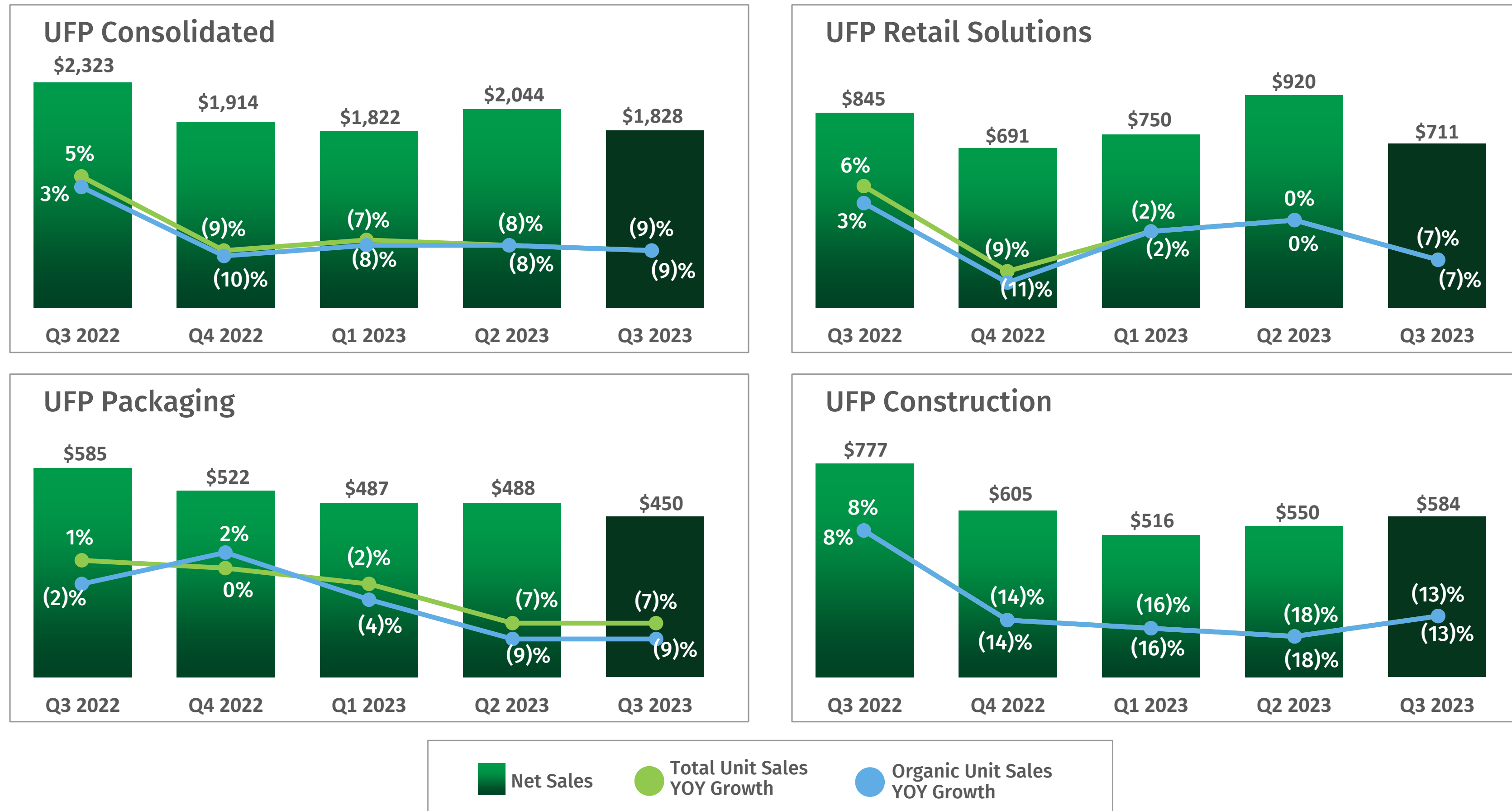


UFPI NasdaqListed

QUARTERLY RESULTS

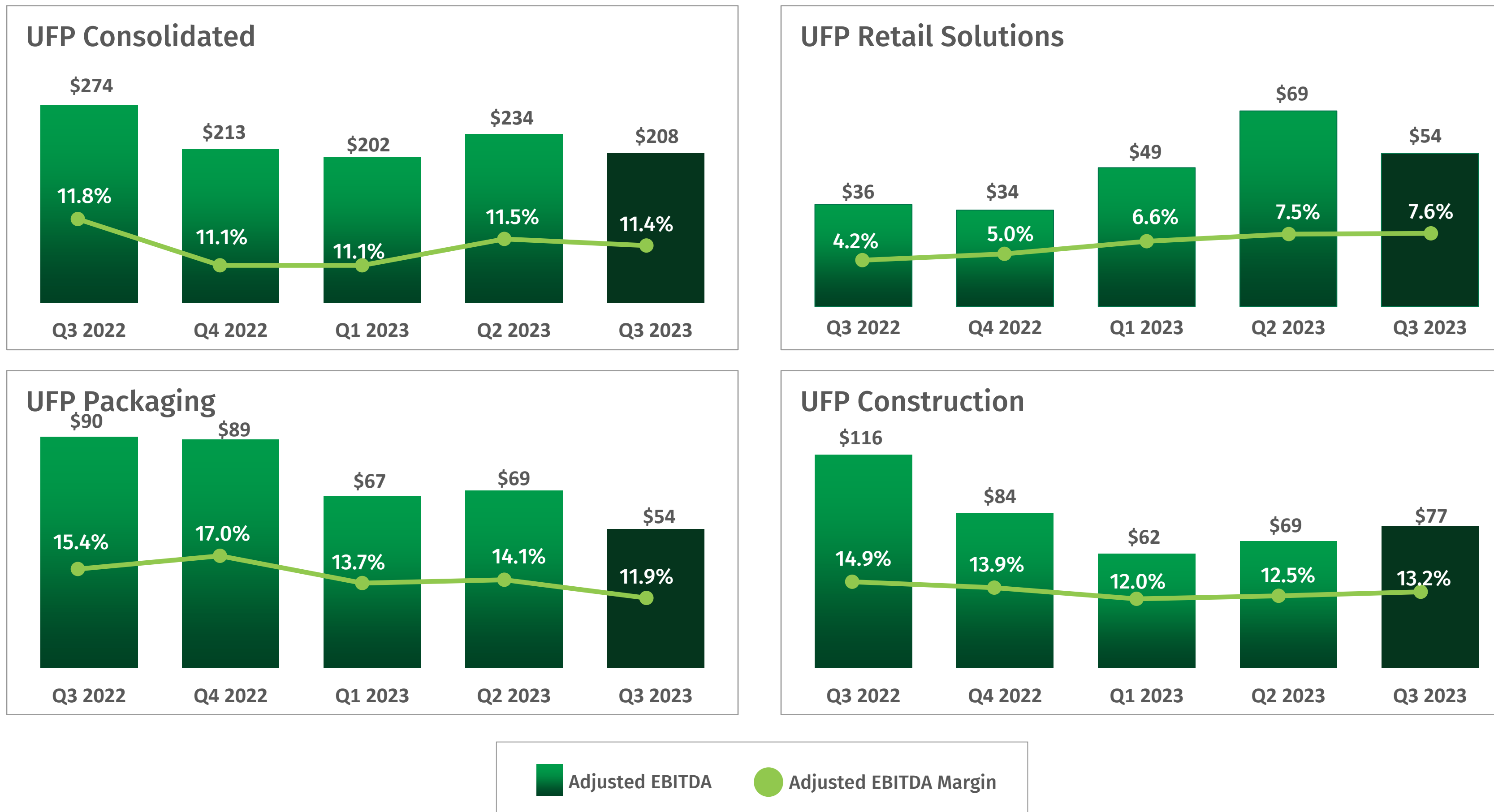


NET SALES Q3 2023 (in millions)



Market demand and sales normalizing from peak.

ADJUSTED EBITDA Q3 2023 (in millions)



Margin levels reflect focus on value-added solutions..

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THANK YOU



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