

**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): February 24, 2026

**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	UFP1	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 fourth quarter 2025 Investor Relations Presentation provided to investors and posted on the Company's investor website at [ufpinvestor.com](http://ufpinvestor.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 [2025 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: February 24, 2026

UFP INDUSTRIES, INC.  
(Registrant)

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



 **UFP INDUSTRIES**

**INVESTOR RELATIONS PRESENTATION**  
Results through December 27, 2025

Deckorators Voyage Decking  
with Surestone Technology



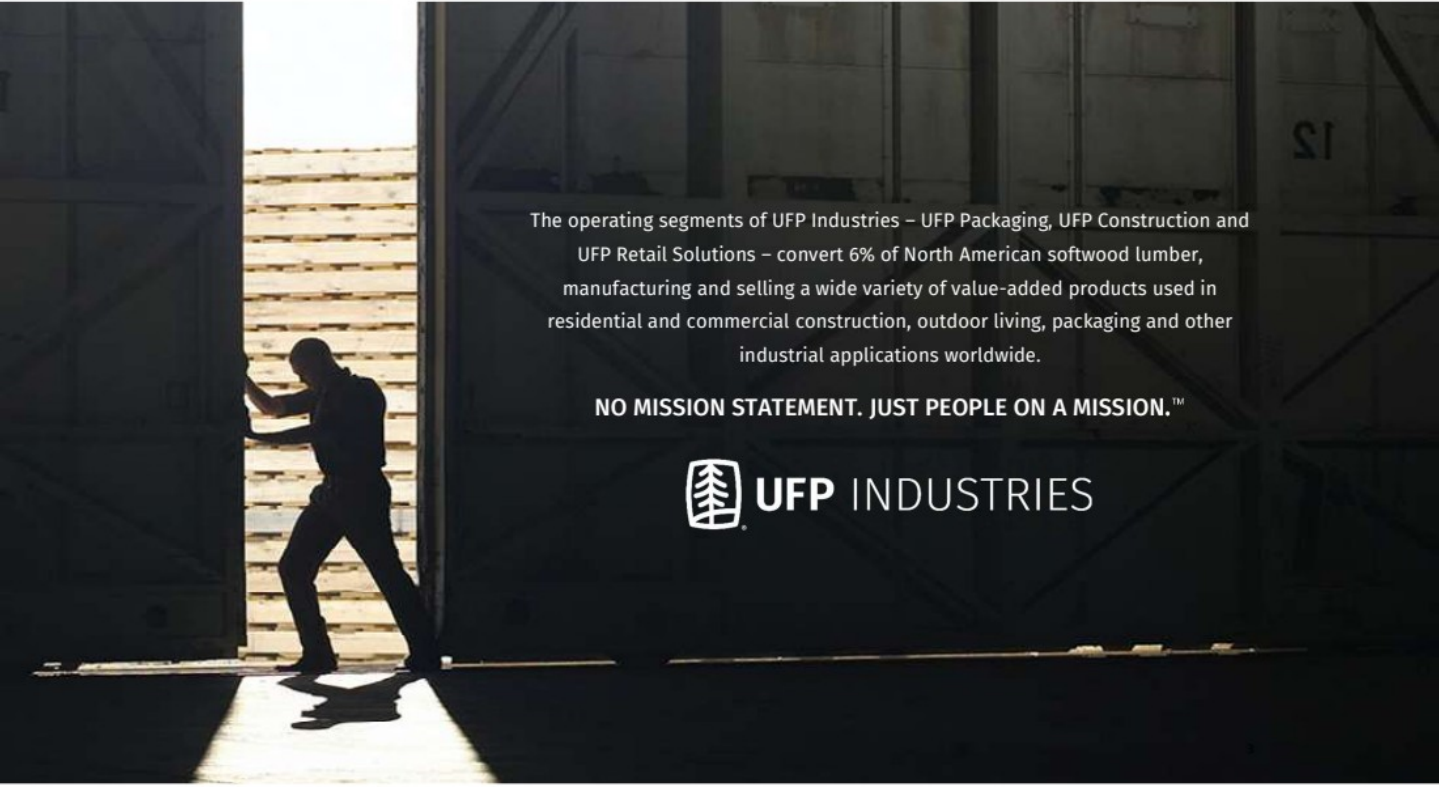
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# UFP INDUSTRIES, INC.

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, return on invested capital, and liquidity, 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.

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 UFP Industries is strictly prohibited.



The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – convert 6% 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**

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

### **5 YEAR PERFORMANCE\***



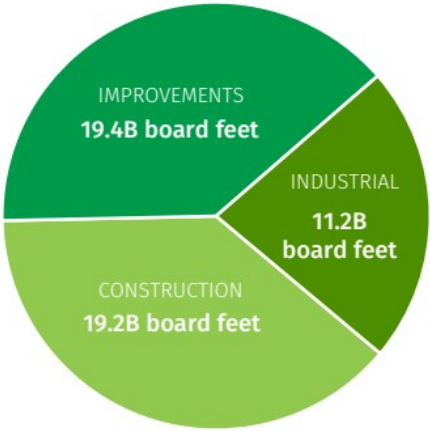
\* Five years ending 2025

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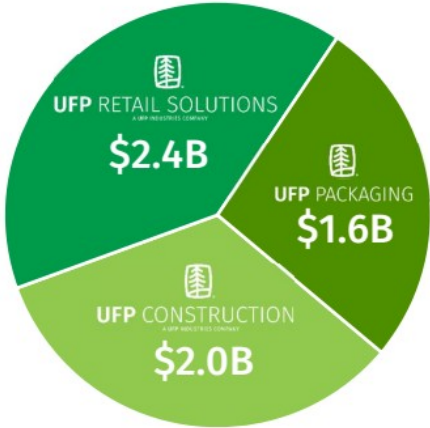
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**UFP has built-in scale advantage as the largest converter of softwood lumber in fragmented North American market**



**TOTAL SOFTWOOD CONSUMPTION BY END MARKETS\***



**UFP 2025 REVENUE BY BUSINESS SEGMENTS**

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

## UFP AT A GLANCE

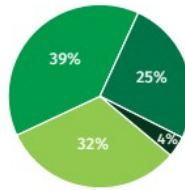


### Business segments and markets

 **UFP RETAIL SOLUTIONS**  
**\$2.4B**  
Big box, independents, & buying co-ops

 **UFP CONSTRUCTION**  
**\$2.0B**  
Single-, multi-family and factory-built housing, commercial, concrete formers

Based on 2025 Net Sales



 **UFP PACKAGING**  
**\$1.6B**  
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



**196**  
Locations  
**7**  
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 196 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
- 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:

- 71 straight years of profitability
- Average tenure of 22 years for our 65 most senior executives.

### Structure

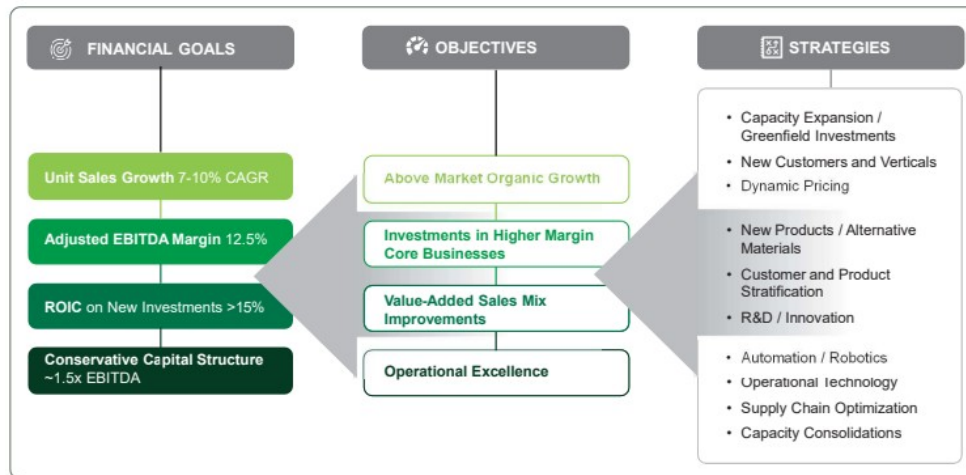
In 2020 the company created an operating structure based on management of market segments rather than geography, bringing greater focus.

#### RESULT:

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

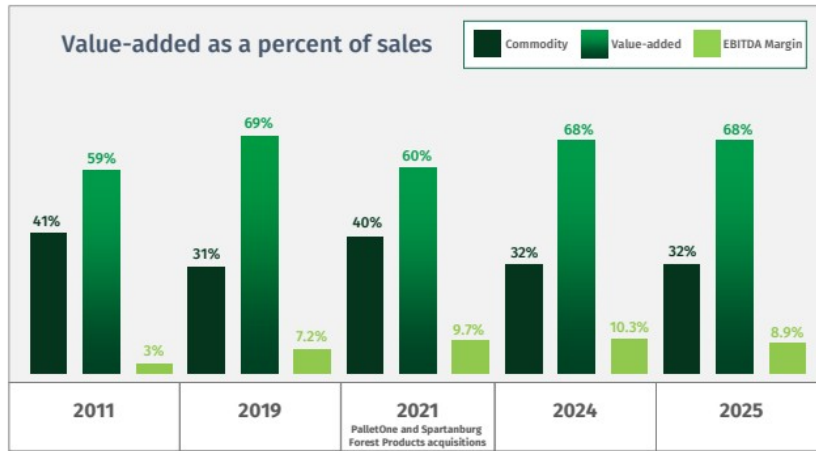
\*Form 5 and employee compensation plan reports

## FINANCIAL GOALS, OBJECTIVES AND STRATEGIES



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## VALUE-ADDED SALES



**Value-added products improve mix, raise EBITDA margins**

# 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	 <p>Wood Components</p>	 <p>Light Gauge Metal Components</p>	 <p>Aluminum Balconies and accessories</p>
RETAIL	 <p>Pressure-Treated Lumber</p>	 <p>Deckorators Surestone™ Technology Decking &amp; Railing</p>	
PACKAGING	 <p>Wood Crates</p>	 <p>Mixed Material Crates Wood, Foam, Metal, Corrugate</p>	 <p>Steel Crates</p>

**BROADER MARKET OPPORTUNITIES | MARGIN ENHANCEMENT | INCREASED WALLET SHARE**

## 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
- 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



2025 Net Sales



**ProWood Group**  
\$2.0 Billion  
**Deckorators**  
\$300 Million  
**UFP Edge**  
\$105 Million

Commodity  
48%

Value Added  
52%

New products 8.7% of net sales

## UFP PACKAGING



2025 Net Sales



**Structural Packaging**  
\$999 Million  
**PalletOne**  
\$522 Million  
**Protective Packaging Solutions**  
\$82 Million

Commodity  
25%

Value Added  
75%

New products 11.0% of net sales

## UFP CONSTRUCTION



2025 Net Sales



**Site Built**  
\$714 Million  
**Factory Built**  
\$838 Million  
**Commercial**  
\$266 Million  
**Concrete Forming Solutions**  
\$186 Million

Commodity  
19%

Value Added  
81%

New products 3.7% of net sales

# UFP RETAIL SOLUTIONS

## pro<sup>wood</sup>

### 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



## Decorators<sup>®</sup> Go Beyond Ordinary

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



## UFP<sup>®</sup> EDGE<sup>™</sup> 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 Q4 2025 YTD.

### 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](http://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](http://IDXCorporation.com)  
[questdisplays.com](http://questdisplays.com)

### Concrete Forming

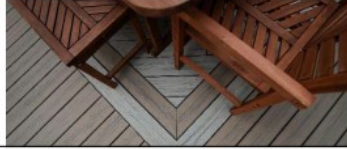
Offsite prefabrication of value-add formwork, aluminum horizontal shoring and vertical forming solutions for use in infrastructure; elevated structural concrete construction projects.



**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



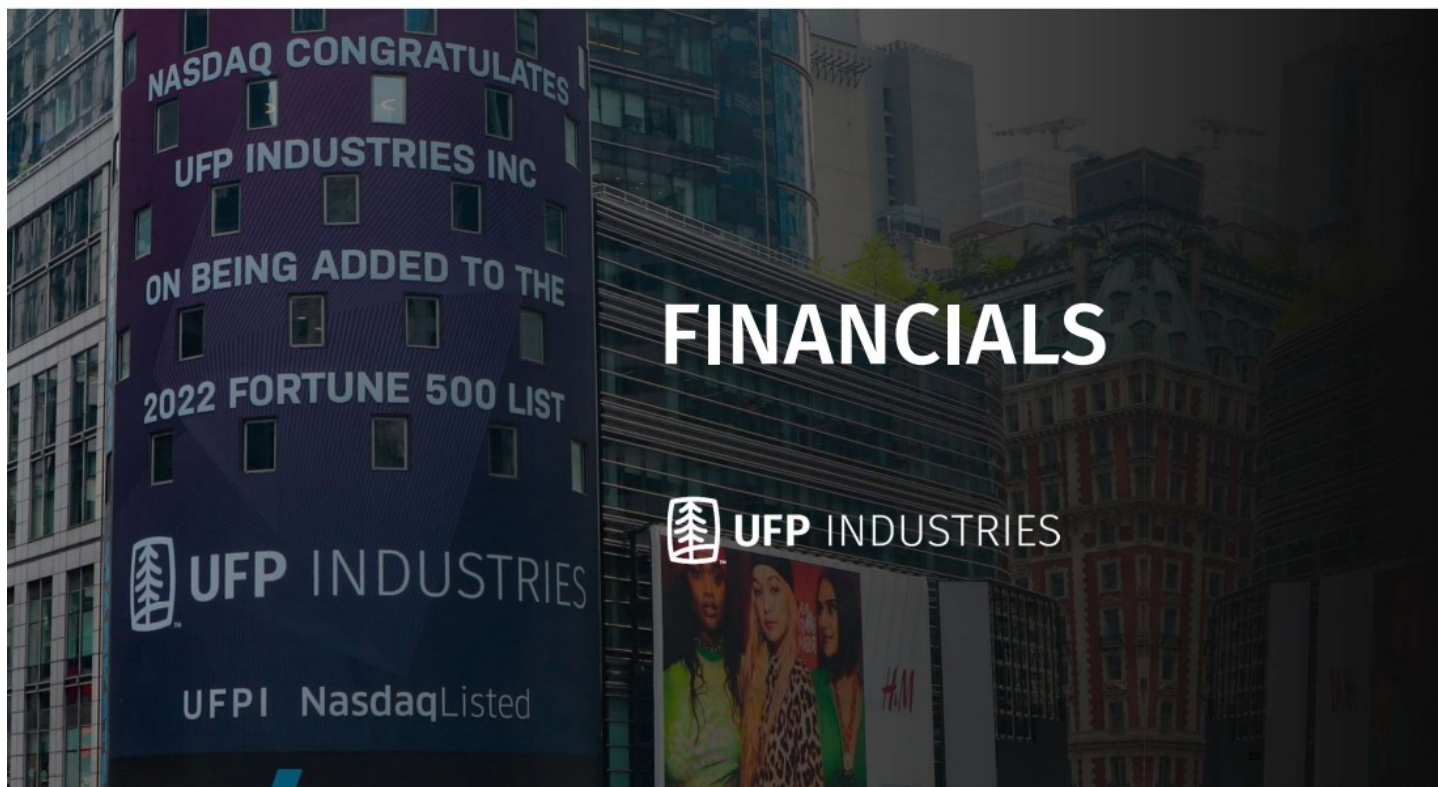
MACRO DRIVERS	<ul style="list-style-type: none"> <li>• Repair and remodel activity</li> <li>• Aged housing stock</li> <li>• Housing turnover</li> </ul>	<ul style="list-style-type: none"> <li>• PMI</li> <li>• Durable Goods</li> <li>• Industrial Production</li> </ul>	<ul style="list-style-type: none"> <li>• Affordability challenges remain</li> <li>• Housing shortage</li> <li>• Mortgage rates</li> </ul>
INDUSTRY/CONSUMER TRENDS	<ul style="list-style-type: none"> <li>• Home equity at historic highs, but HELOC rates elevated as well</li> <li>• Consumers delaying larger projects</li> <li>• Lock-in mortgage effect</li> </ul>	<ul style="list-style-type: none"> <li>• Demand decrease across most verticals and excess capacity pressuring pricing</li> <li>• On/nearshoring manufacturing</li> <li>• Vendor consolidation at customers of scale</li> </ul>	<ul style="list-style-type: none"> <li>• Smaller new build floorplans</li> <li>• Builder incentives driving activity</li> <li>• Depressed mortgage application and refinance activity</li> </ul>
SHORT-TERM OUTLOOK	<ul style="list-style-type: none"> <li>• Demand down low-single digits</li> <li>• Pricing pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Demand down low-single digits</li> <li>• Pricing pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Demand down low-single digits</li> <li>• Pricing pressures</li> </ul>

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# 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

 UFP INDUSTRIES

UFPI NasdaqListed

# FINANCIALS

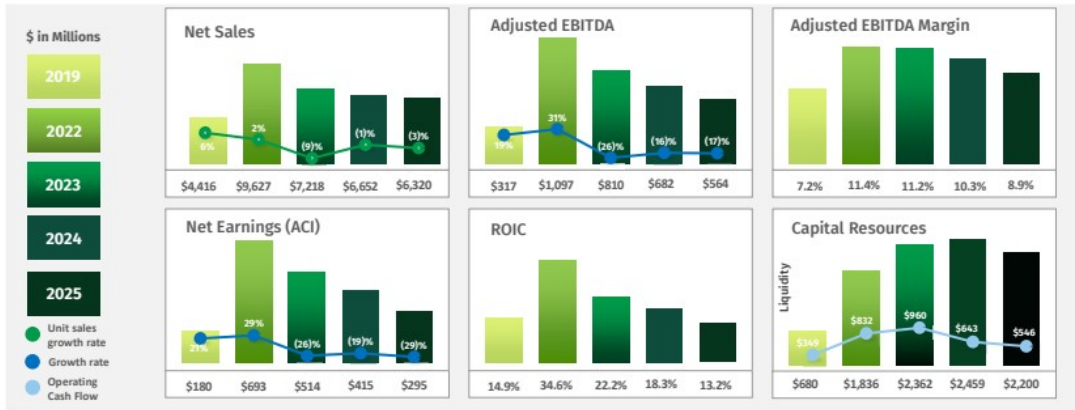
 UFP INDUSTRIES



H&M



# OUR PERFORMANCE



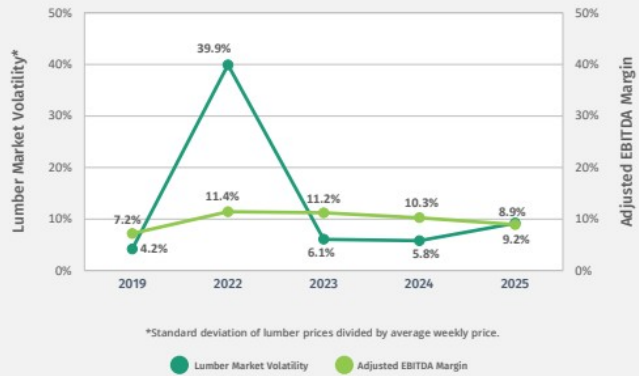
Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

2025 Adjusted EBITDA Margin exceeds 2019 by ~170 bps.

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

## MANAGING LUMBER MARKET RISK

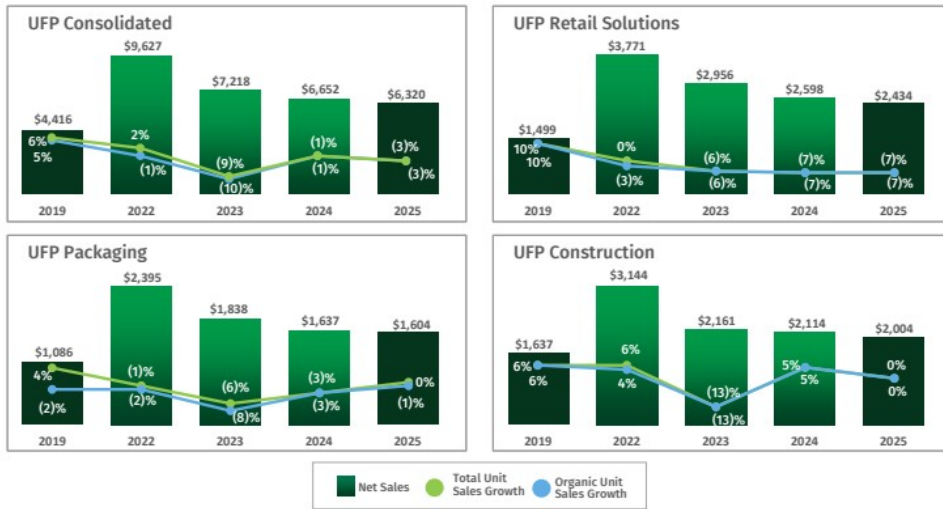
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

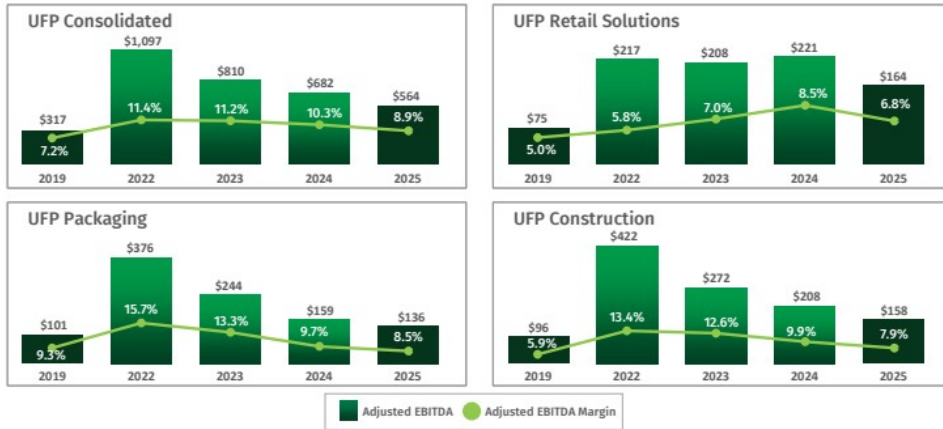
## NET SALES (in millions)



### LONG-TERM GOAL

Unit sales growth of 7% to 10%, including small acquisitions

## ADJUSTED EBITDA (in millions)



Consolidated 2025 Adjusted EBITDA Margin exceeds 2019 by -170 bps.

### LONG-TERM MARGIN DRIVERS

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

### LONG-TERM GOAL

12.5% Adjusted EBITDA margin

Non-GAAP Financial Information: Please visit [upfinvestor.com](http://upfinvestor.com) for reconciliation to related GAAP measurement.

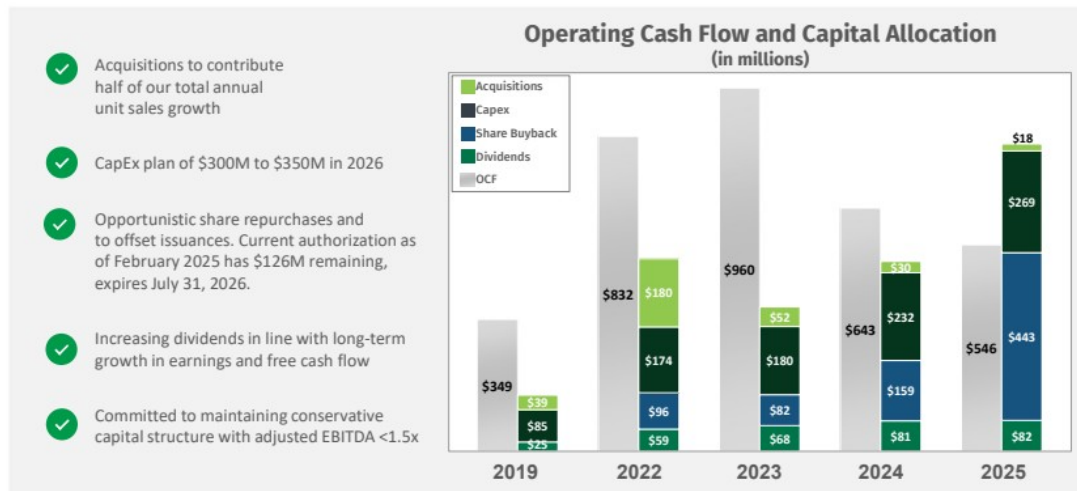
## ADJUSTED EBITDA AND UNIT SALES GROWTH



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

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

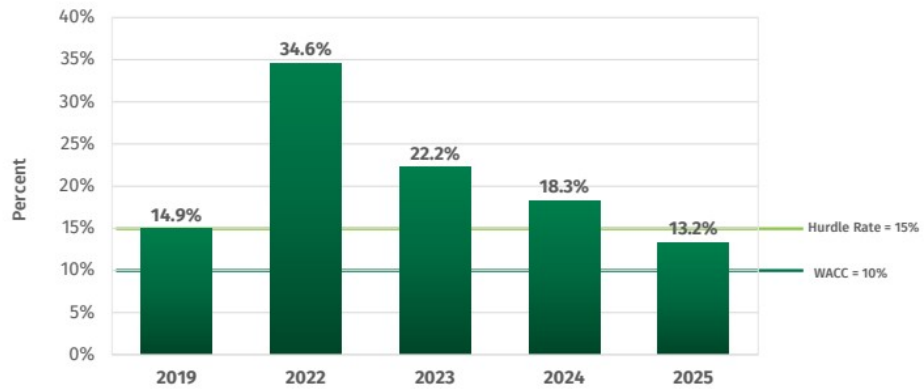
## BALANCED USE OF FREE CASH FLOW



**Return-focused approach to capital allocation**

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## RETURN ON INVESTED CAPITAL



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

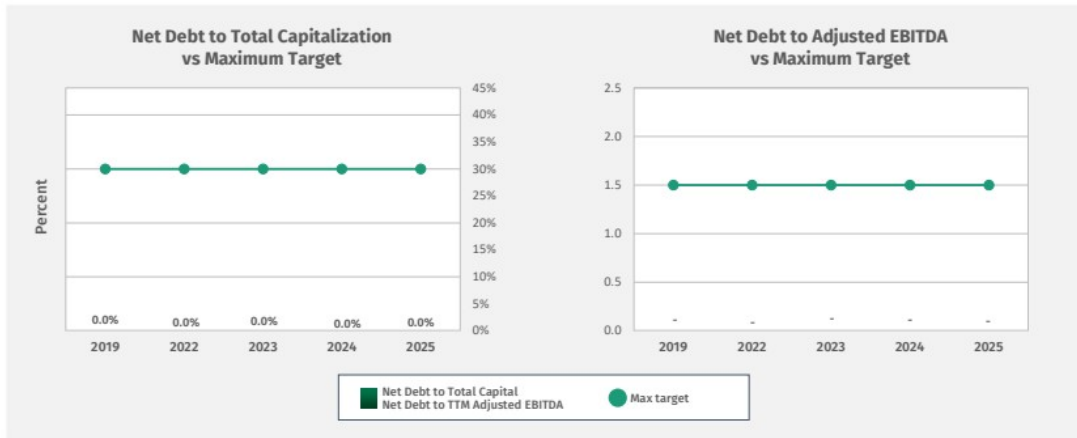
Non-GAAP Financial Information: Please visit [upinvestor.com](http://upinvestor.com) for reconciliation to related GAAP measurement.

# RECENT ACQUISITIONS

Process	Purpose	Goal
<p>Identify attractive growth runways in each Business Unit under each Business Segment and identify gaps in our capabilities to pursue those runways.</p>	<p>Find new products and services to speed our transformation from commodity sales to value-added selling solutions and brands.</p>	<p>Achieve scale and synergy targets to optimize growth, margins and returns.</p>
 <p>Scale, low-cost production, automation; increased customer wallet share.</p>	 <p>Driving Deckorators recycle content; scaling opportunity.</p>	 <p>Securing supply and margin expansion for growing Packaging business.</p>



# CAPITAL STRUCTURE

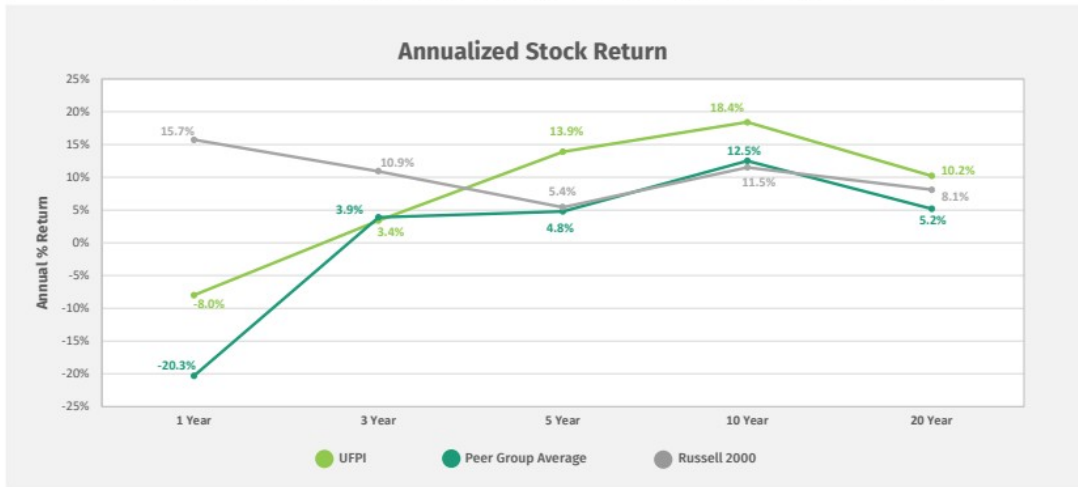


**Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.**

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://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, BLD, TREX, LPX, SSD, BCC, PATK, AMWD, SON, GEF, ROCK  
Stock prices are adjusted to account for dividend payouts  
Source: FactSet as of 2/2/2026 closing prices



NASDAQ CONGRATULATES  
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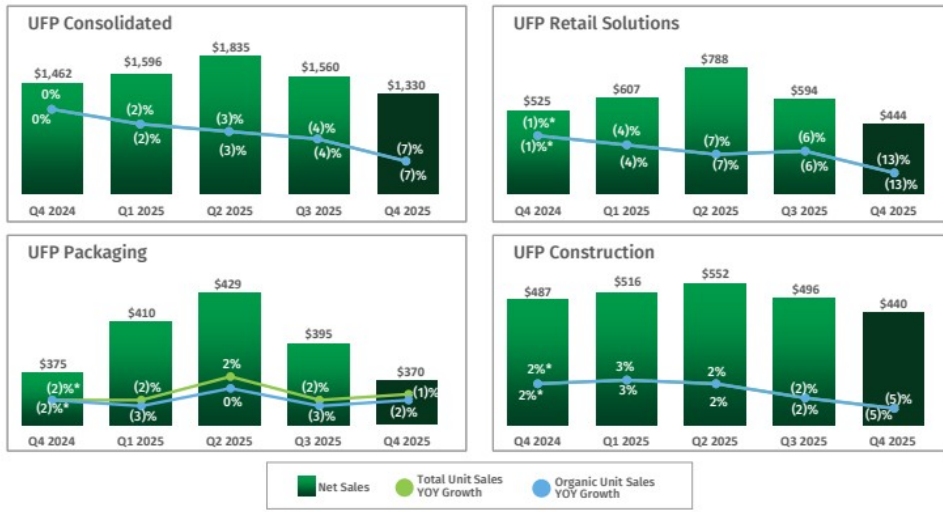
UFPI NasdaqListed

# QUARTERLY RESULTS

 UFP INDUSTRIES

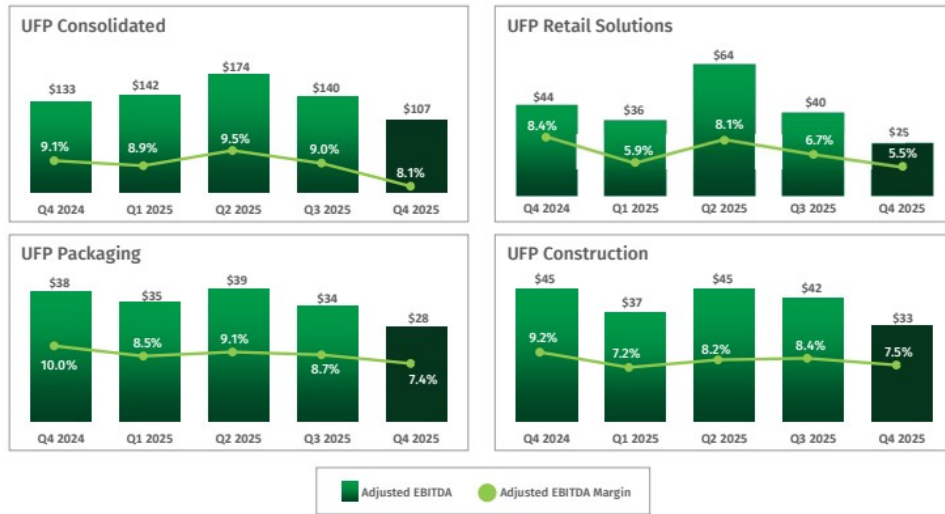


## NET SALES Q4 2025 (in millions)



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

## ADJUSTED EBITDA Q4 2025 (in millions)



**Margin levels reflect focus on value-added solutions.**

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

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# THANK YOU



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