





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.

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.

INTRODUCTION

UFP AT A GLANCE

1955

Founded in Grand Rapids, MI

15,000+

Employees worldwide

211

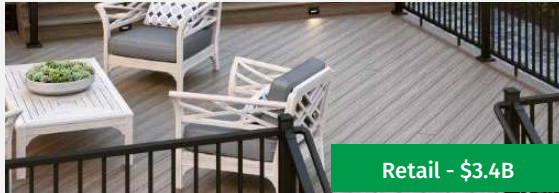
Facilities worldwide

\$8.6B

2021 Net sales

\$835M

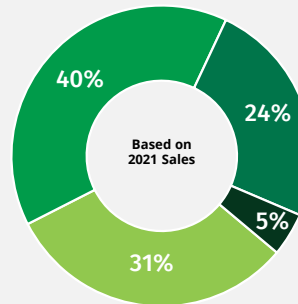
2021 Adjusted
EBITDA



Retail - \$3.4B



Construction - \$2.7B



Industrial - \$2.1B



International - \$0.4B

Value-added wood convertor with scale.

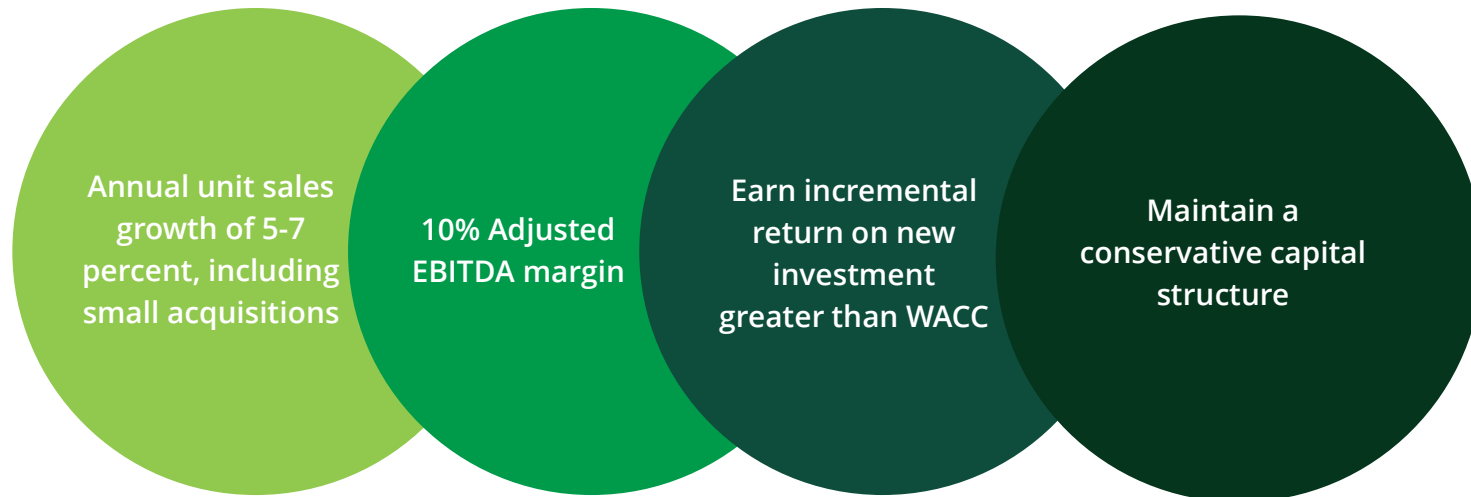
Entrepreneurial culture drives investment into value-added adjacencies.

Model creates and maintains sustainable, competitive advantages.



BUSINESS MODEL

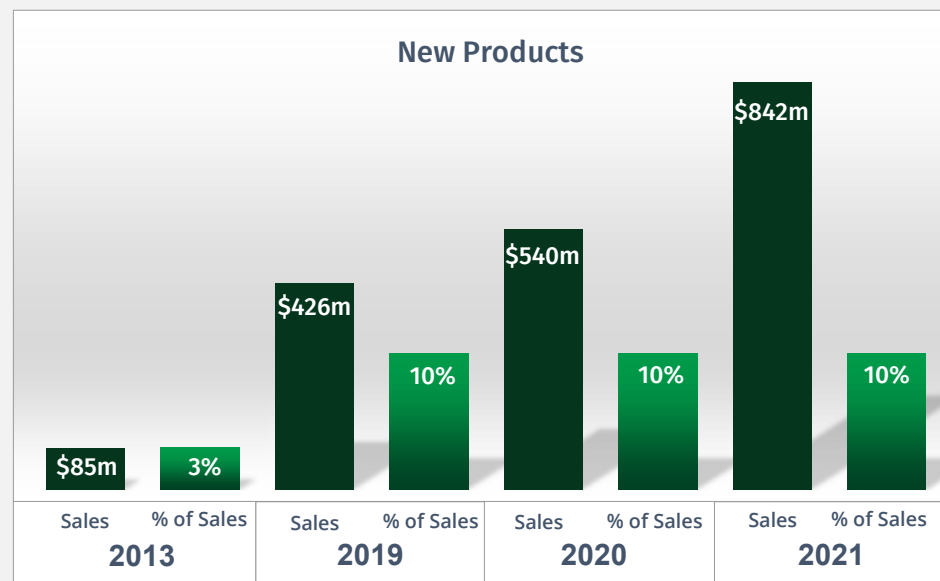
LONG-TERM FINANCIAL GOALS





BUSINESS MODEL

INNOVATION AND NEW PRODUCTS



Commodity to value-added transformation.

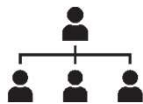
New Structure Drives Better Strategy Development and Execution

1955 - 2019

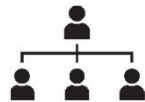


Universal Forest Products

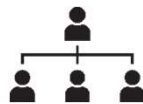
Western Division



Southern Division



Northern Division



2020 and Beyond



UFP INDUSTRIES



UFP INDUSTRIAL
A UFP INDUSTRIES COMPANY



UFP CONSTRUCTION
A UFP INDUSTRIES COMPANY



UFP RETAIL SOLUTIONS
A UFP INDUSTRIES COMPANY

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

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

Resulting in better EBITDA margins and ROIC.



BUSINESS MODEL 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.



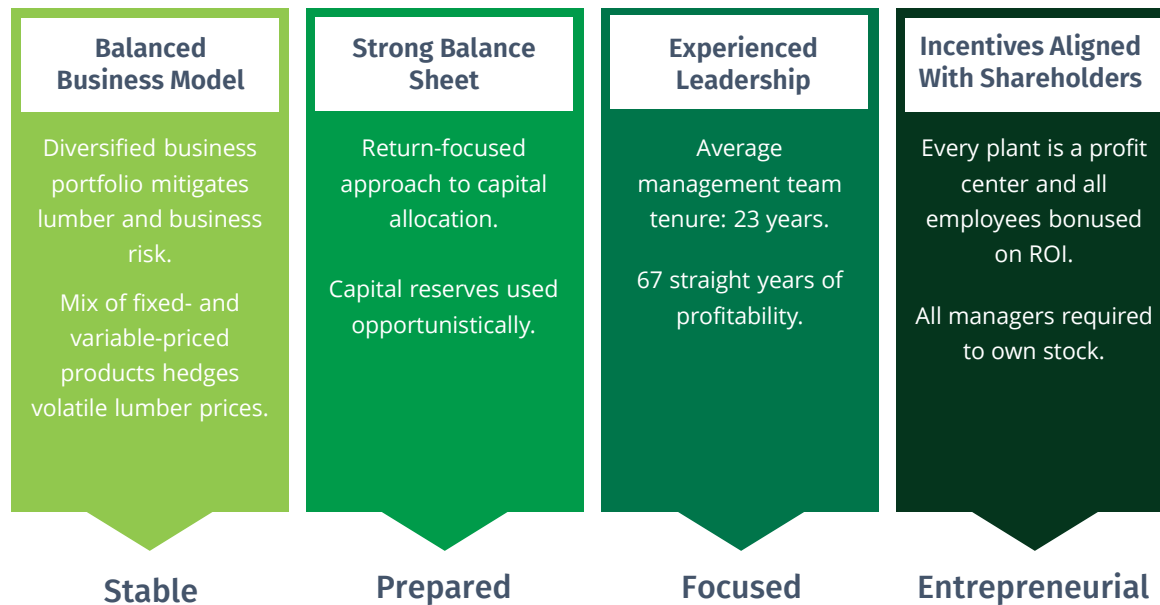
Securing supply and margin improvement for growing Industrial business.





BUSINESS MODEL

A UNIQUE CULTURE BUILT FOR GOOD TIMES AND BAD



Model maintains performance in cyclical and secular downturns.



BUSINESS SEGMENTS

RETAIL SOLUTIONS

pro^{wood}
NEVER SETTLE.

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



ProWoodLumber.com

 **OUTDOOR**
ESSENTIALS®

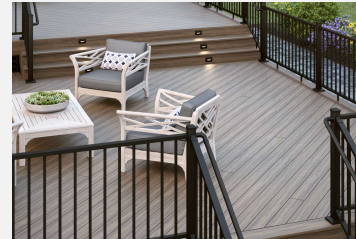
Outdoor lifestyle products including wood and vinyl fencing, landscape and garden décor, picnic tables, pergolas, trellises and more.



OutdoorEssentialProducts.com

Dec^Korators®
Go Beyond Ordinary

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



Deckorators.com

UFP
EDGE™
Designed To Be Seen

Premium siding, pattern, trim; interior accent wall products.



UFPEdge.com

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



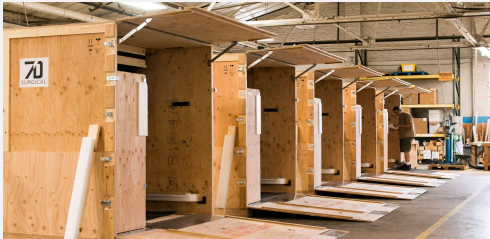
BUSINESS SEGMENTS

INDUSTRIAL

Structural Packaging and OEM Components

Wood, steel, foam and corrugated for mixed material crates and specialty containers. Hard cases, tracking technology, logistics solutions and onsite packaging services.

Lumber processing, composites, foam, metals, and panel goods, furniture parts, cabinet, shed, door, and window components.



MACHINE-BUILT PALLETS

New and recycled pallets,
design, engineering
and testing.



PROTECTIVE PACKAGING

Corrugated, stretch/shrink films,
labels, machine applicators, facility
supplies, hardware and software
solutions for all industries.



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



BUSINESS SEGMENTS

CONSTRUCTION

SITE-BUILT

Roof trusses, wall panels, floor systems, doors and framing services for residential and light commercial builders. Sales are 65% single family, 35% multifamily.



UFPCConstruction.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

CONCRETE FORMING

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.



BUSINESS MODEL

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 have always believed 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 maintaining a sustainable enterprise can be found [here](#).



Emphasis on successful employee outcomes and consistent shareholder return.

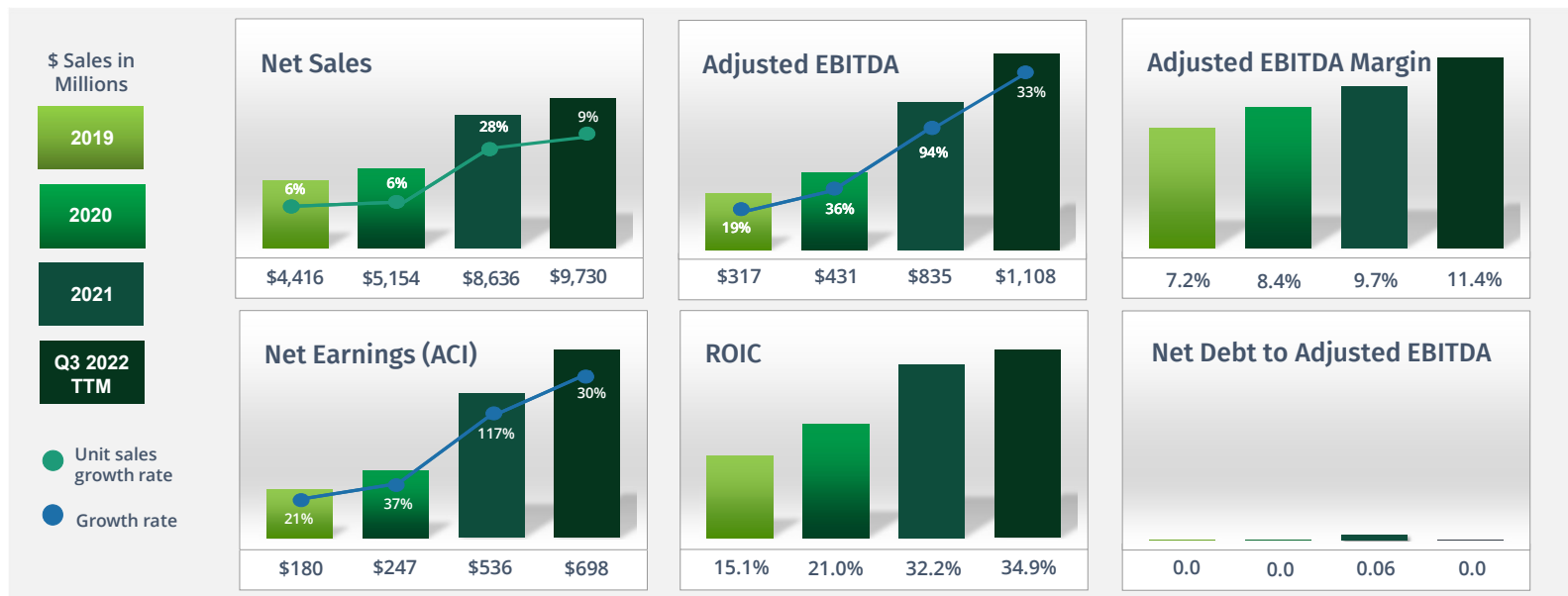


FINANCIALS



FINANCIALS

OUR PERFORMANCE



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

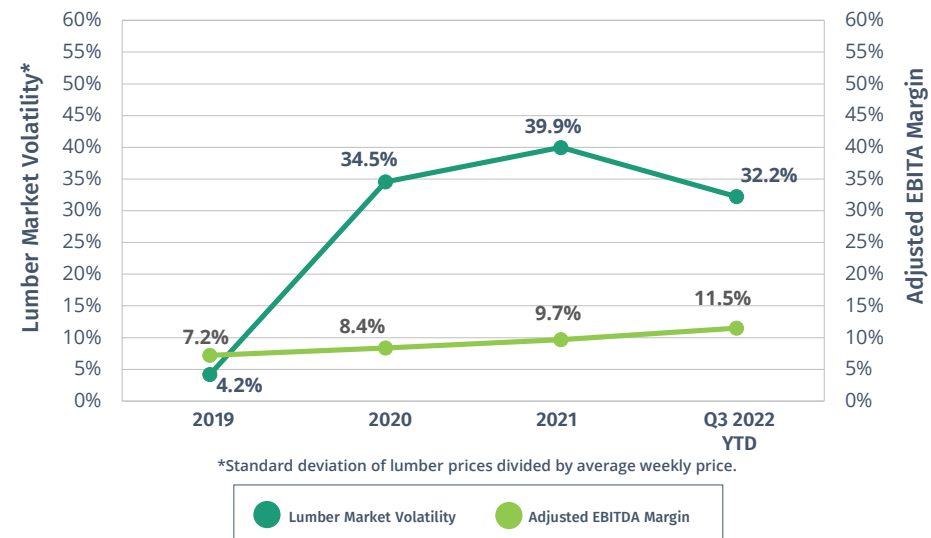
Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



FINANCIALS

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



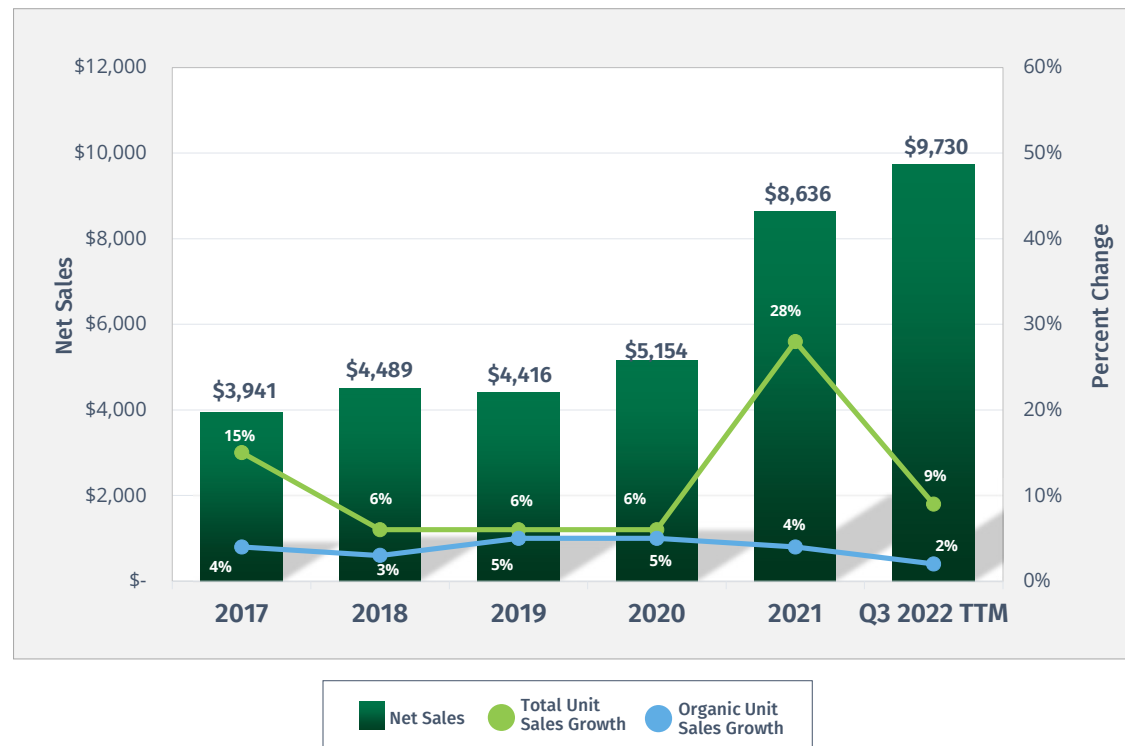
Balanced business model drives stable profit per unit.


Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



FINANCIALS

NET SALES (in millions)



2022 

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



FINANCIALS

ADJUSTED EBITDA (in millions)



2022

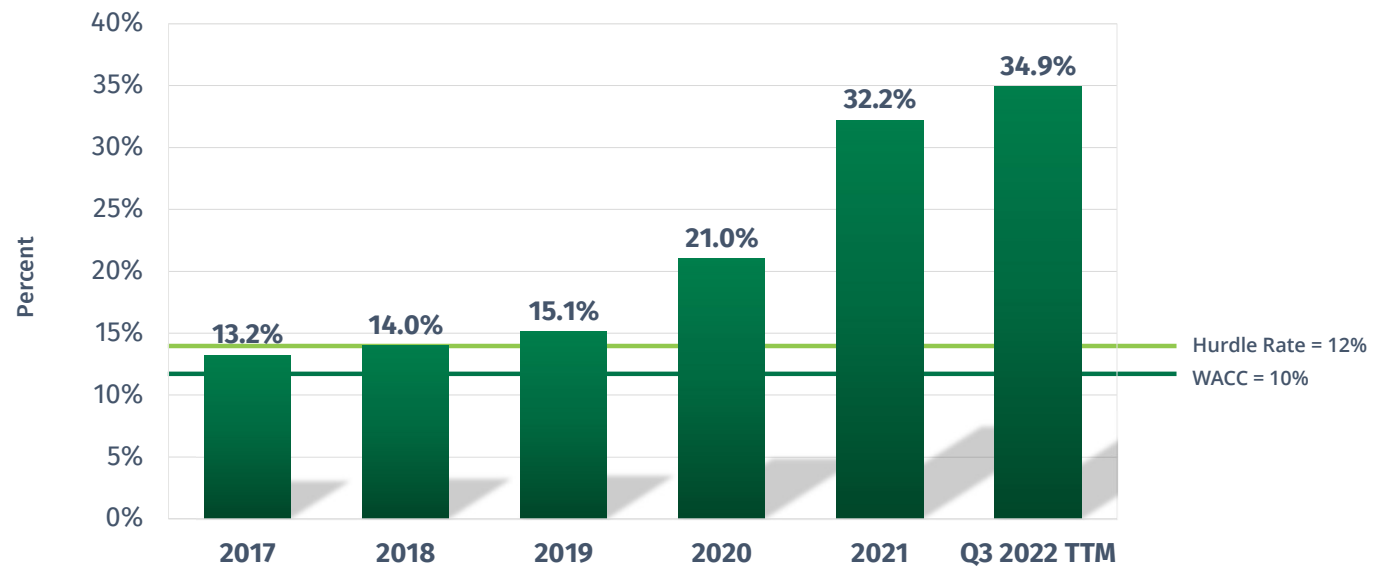
Long-Term Goal: To achieve and sustain a 10% adjusted EBITDA margin

Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



FINANCIALS

RETURN ON INVESTED CAPITAL



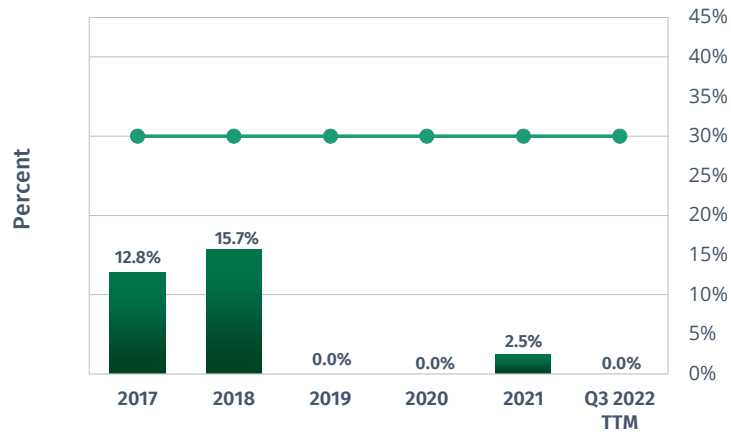
Long-Term Goal: Earn an incremental return on new investment over our WACC



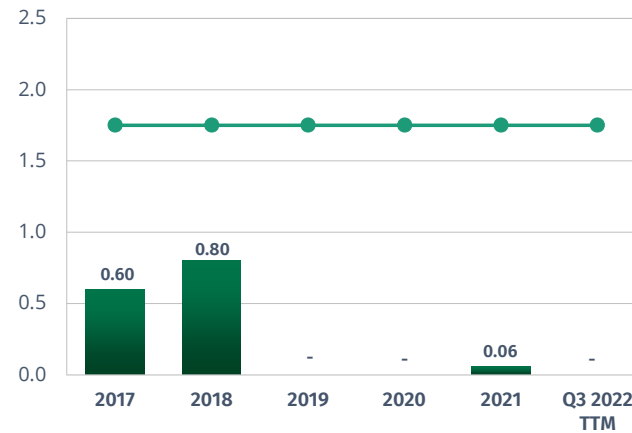
FINANCIALS

CAPITAL STRUCTURE

**Net Debt to Total Capitalization
vs Maximum Target**



**Net Debt to Adjusted EBITDA
vs Maximum Target**



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

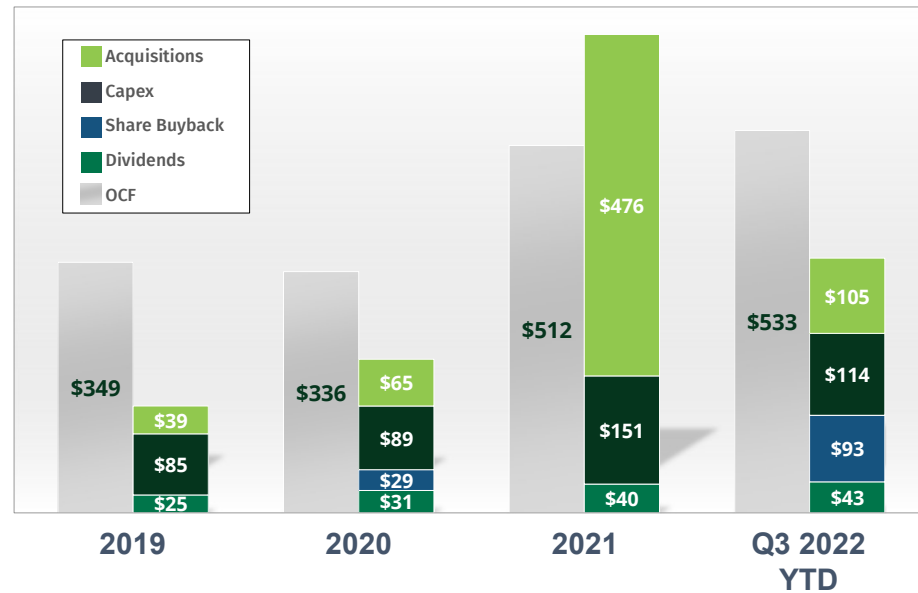


FINANCIALS

BALANCED USE OF FREE CASH FLOW

Operating Cash Flow and Capital Allocation (in millions)

- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$175M to \$225M in 2022
- ✓ Opportunistic share repurchases to offset issuances
- ✓ Increasing dividends



Return-focused approach to capital allocation.

 **THANK YOU.**



2801 E. Beltline Ave, NE
Grand Rapids, MI 49506
(800) 598-9663 - UFPI.com

