JUFP INDUSTRIES

INVESTOR RELATIONS PRESENTATION Results through March 29, 2025

Deckorators Voyage Decking with Surestone Technology





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.

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The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – convert 7% 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.

UFP INDUSTRIES

NO MISSION STATEMENT. JUST PEOPLE ON A MISSION.™



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

5 YEAR PERFORMANCE*

+30% Average Annual TSR

~5%

Average Annual Unit growth



* Five years ending 2024

~300bps

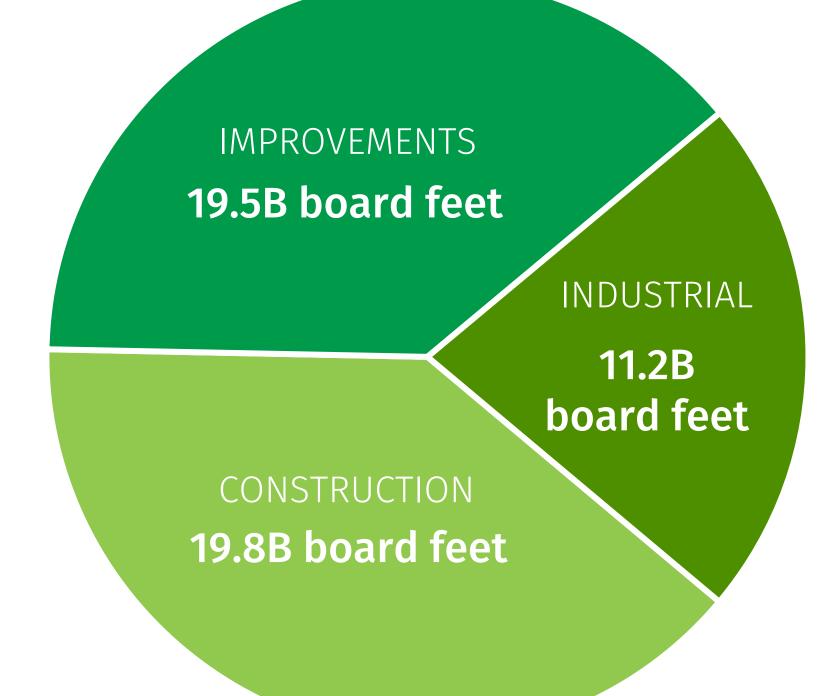
Expansion in adjusted EBITDA Margin 2024: 10.3%

~10% Average Annual **ROIC Growth** 2024: 18.3%

~24% Average Annual Growth in EBITDA

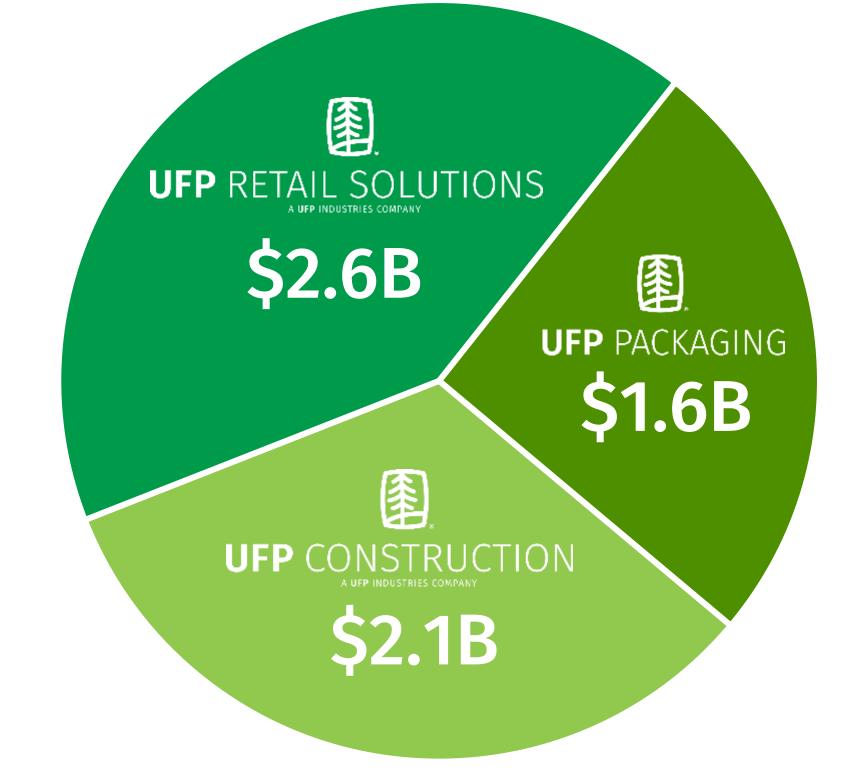


UFP has built-in scale advantage as the largest converter of softwood lumber in North America fragmented



TOTAL U.S. SOFTWOOD CONSUMPTION BY END MARKETS*

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



UFP 2024 REVENUE BY BUSINESS SEGMENTS

OBJECTIVES

Market Expansion

Unit Sales Growth

STRATEGIES

Growth

A&M

- Core tuck-ins, consolidations
- Complementary value-added adjacencies to grow, and enhance **EBITDA** margins

ORGANIC

- Greenfields to fill geographic holes
- Leverage footprint to grow with national customers

NEW CUSTOMERS

- New locations of national accounts
- Focus on Packaging verticals

Mix Improvements

NEW PRODUCTS

- Long-term goal of 10% of net sales • Alternative materials to broaden markets/customers
- Enhance EBITDA margin

R&D/INNOVATION

- Dedicated innovation teams • Internal venture fund investments

PRODUCT RATIONALIZATION

• Data-optimized for streamlined offerings and improved EBITDA margins and ROIC



Product & Process Innovation

Margin Growth

Ops Improvements

AUTOMATION & ROBOTICS

- Enhance productivity and efficiencies
- Reduce non-value-added repetitive motion and adverse ergonomics for employees

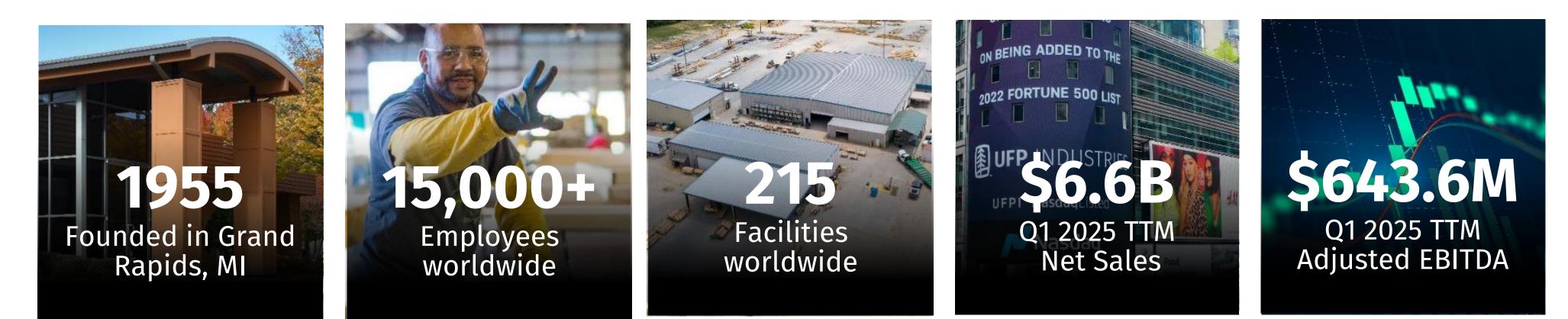
CAPACITY CONSOLIDATION

- Centers of Excellence model lowers production costs
- Strategic consolidations to enhance efficiencies

ENHANCED OPERATIONS TECHNOLOGY

• Technology solutions in transportation, purchasing, design and shop floor

UFP AT A GLANCE







\$2.6B

Big box, independents, & buying co-ops

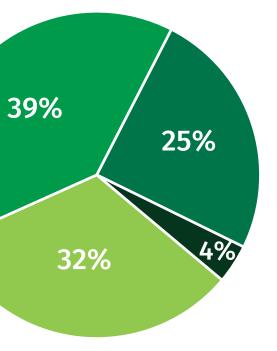


\$2.1**B**

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

Business segments and markets

Based on Q1 2025 **TTM Net Sales**





\$1.6B

Industrial manufacturers, OEM's, agricultural and logistics



\$0.3B

Overseas trading, manufacturing and design assets offering packaging solutions in nine 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.

Incentives Aligned With Shareholders

Commitment To Innovation

Each of our 215 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:

- Hedge against cyclicality and customer concentration
- Advantages in procurement and product mix diversification
- Risk mitigation, including against lumber market volatility.

RESULT:

- Efficient capital allocation
- High ROIC
- Insiders and employees own more than 11% of shares outstanding*
- products
- New customers and markets
- Higher EBITDA margins

*Form 5 and employee compensation plan reports

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.

Culture

Teamwork, accountability, devotion to the customer and internal competition create a results-driven culture that drives personal and profession growth throughout the organization.

Structure

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

RESULT:

• Robust pipeline of new

RESULT:

- 70 straight years of profitability
- Average tenure of 23 years for our 69 most senior executives.

RESULT:

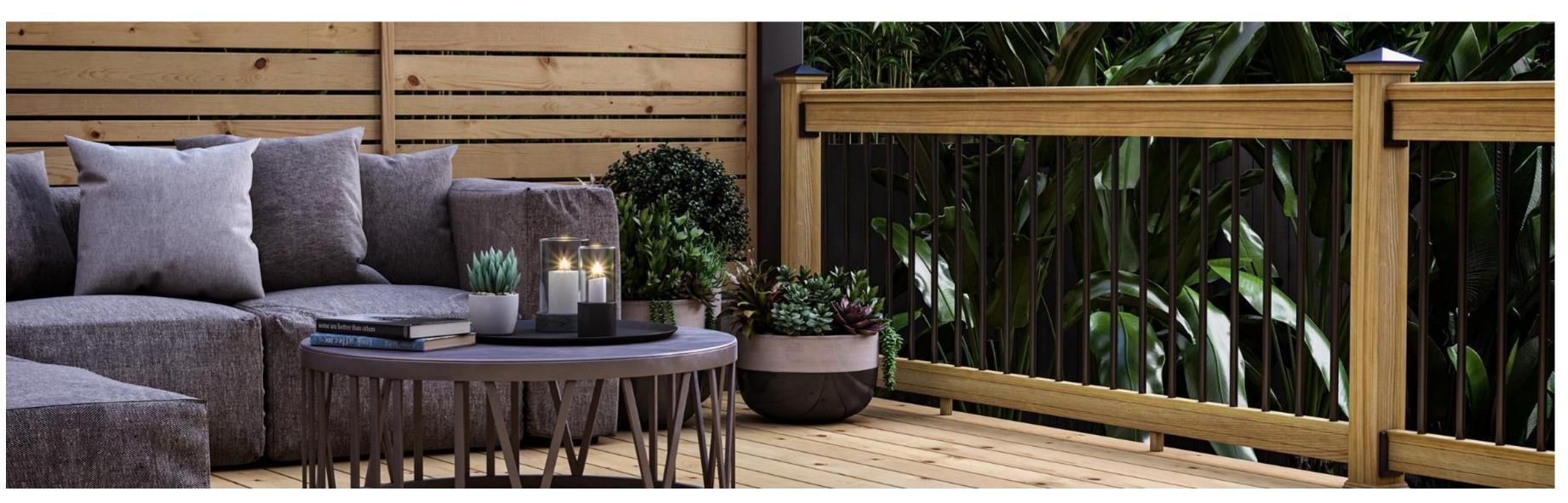
Improved performance from

- Greater alignment with customers
- Ouicker introduction of new, value-added products
- Better, more rapid decision making

LONG-TERM FINANCIAL GOALS

Annual unit sales growth of 7-10% including small acquisitions; new product sales are 10% of total sales

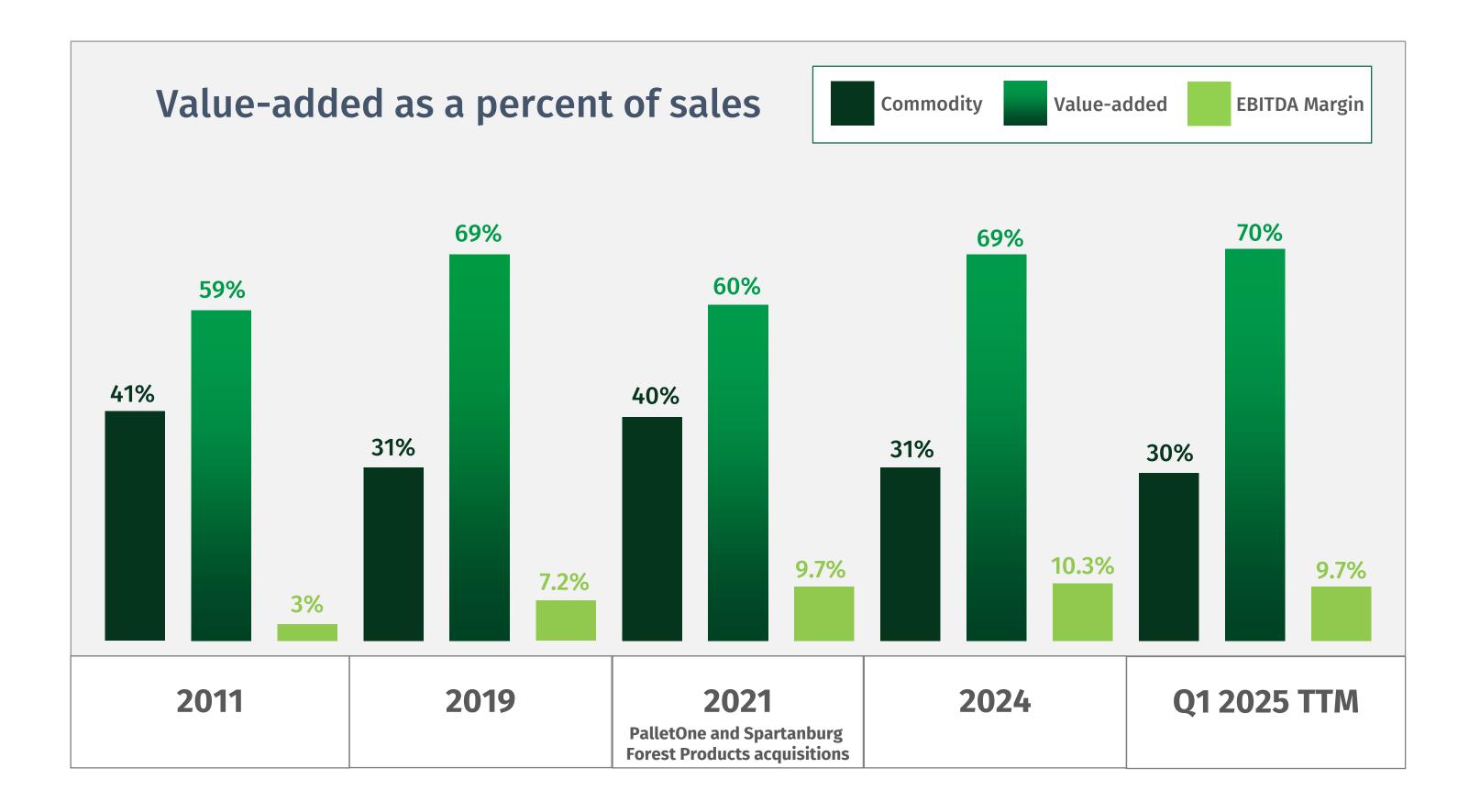
Achieve and sustain a 12.5% adjusted EBITDA margin



Earn an incremental return on new investment greater than our 15% hurdle rate

Maintain a conservative capital structure < 1.5X Adjusted EBITDA

VALUE-ADDED SALES



Value-added products improve mix, raise EBITDA margins

ALTERNATIVE MATERIALS MANUFACTURING GROWTH Investments in value-added adjacencies add to TAM

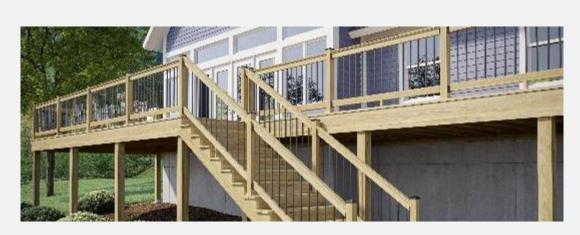
Core/Historical



Wood Components



CONSTRUCTION



Pressure-Treated Lumber



Wood Crates

BROADER MARKET OPPORTUNITIES | MARGIN ENHANCEMENT | INCREASED WALLET SHARE

PACKAGING

Current state/Future scaling growth via capex and M&A



Light Gauge Metal Components

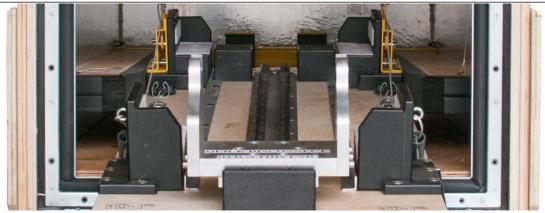


Aluminum Balconies and accessories





Deckorators Surestone[™] Technology Decking & Railing



Mixed Material Crates Wood, Foam, Metal, Corrugate



Steel Crates

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

The company is making investments to

- Create alternative product lines in close adjacencies to • Develop value-added use of manufacturing residuals our current business
- Enhance our supply chains
- Add automation across business segments to increase efficiencies
- Address a shortage of skilled labor

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

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

• Source new technology solutions to spur growth and enhance productivity

BUSINESS SEGMENTS







Q1 2025 TTM Net Sales **ProWood Group** \$2.3 Billion Deckorators \$2.6B \$289 Million

Other \$8 Million

Value Added Commodity 45% 55%

New products 8.4% of net sales



Q1 2025 TTM Net Sales

\$1.6B Commodity 24%

New products 12.0% of net sales

UFP PACKAGING

Structural Packaging \$1.0 Billion

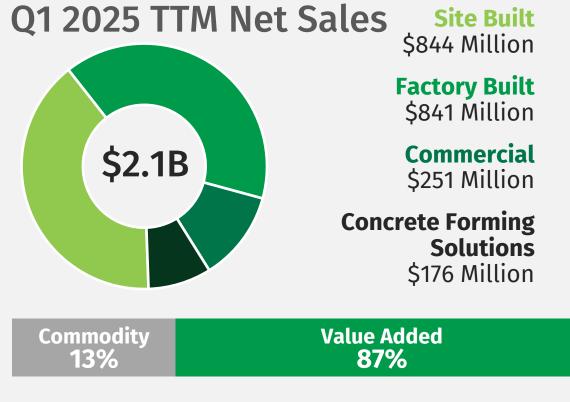
> PalletOne \$520 Million

Protective Packaging Solutions \$76 Million

> Value Added 76%







New products 4.1% of net sales



TREATED & DECK SPECALTIES

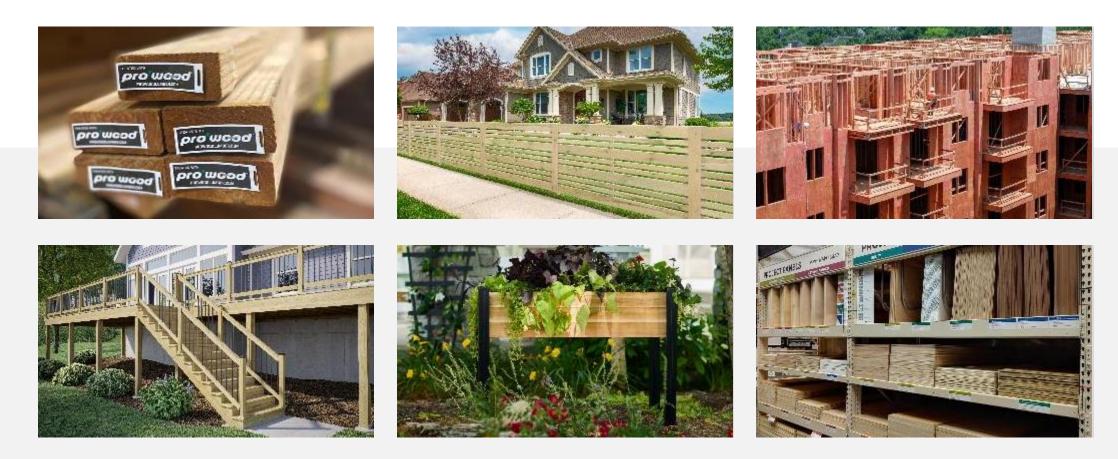
Pressure-treated lumber, decking, handrail, stairs, balusters, lattice, accessories

FENCE, LAWN **& GARDEN**

prowood

Wood and vinyl fence, planters, garden beds, picnic tables

ProWood FR, project panels, short boards & dimensional, stakes, finger-joint studs, furring strips, more



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 Q1 2025 YTD.

UFP RETAIL SOLUTIONS



BUILDING **MATERIALS**



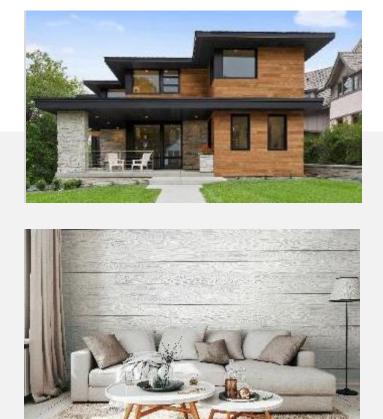
Wood- and mineral-based composite decking, railing and accessories.* Aluminum fence manufacturing and fabrication.







Premium siding, pattern, trim; interior accent wall products





Structural Packaging

Wood, steel, foam and corrugated for mixed material crates and specialty containers; hard cases, lumber processing, logistics solutions and onsite packaging services



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

UFP PACKAGING

PalletOne

Machine-built pallets; design, engineering and testing

Protective Packaging

Corrugated conversion, stretch/shrink films, labels, strapping, hardware and software solutions for all industries



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.

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.



UFPConstruction.com

UFP CONSTRUCTION

Commercial

Turnkey project management of consumer environment and architectural interiors; design, development, engineering, manufacturing, assembly, distribution and installation.

Concrete Forming

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







IDXCorporation.com questdisplays.com

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

MACRO DRIVERS	 Repair and remodel activity Aged housing stock Housing turnover
INDUSTRY/CONSUMER TRENDS	 Home equity at historic highs, but HELOC rates elevated as well Consumers delaying larger projects Lock-in mortgage effect
SHORT-TERM OUTLOOK	 Demand down low-single digits Pricing pressures

UFP PACKAGING



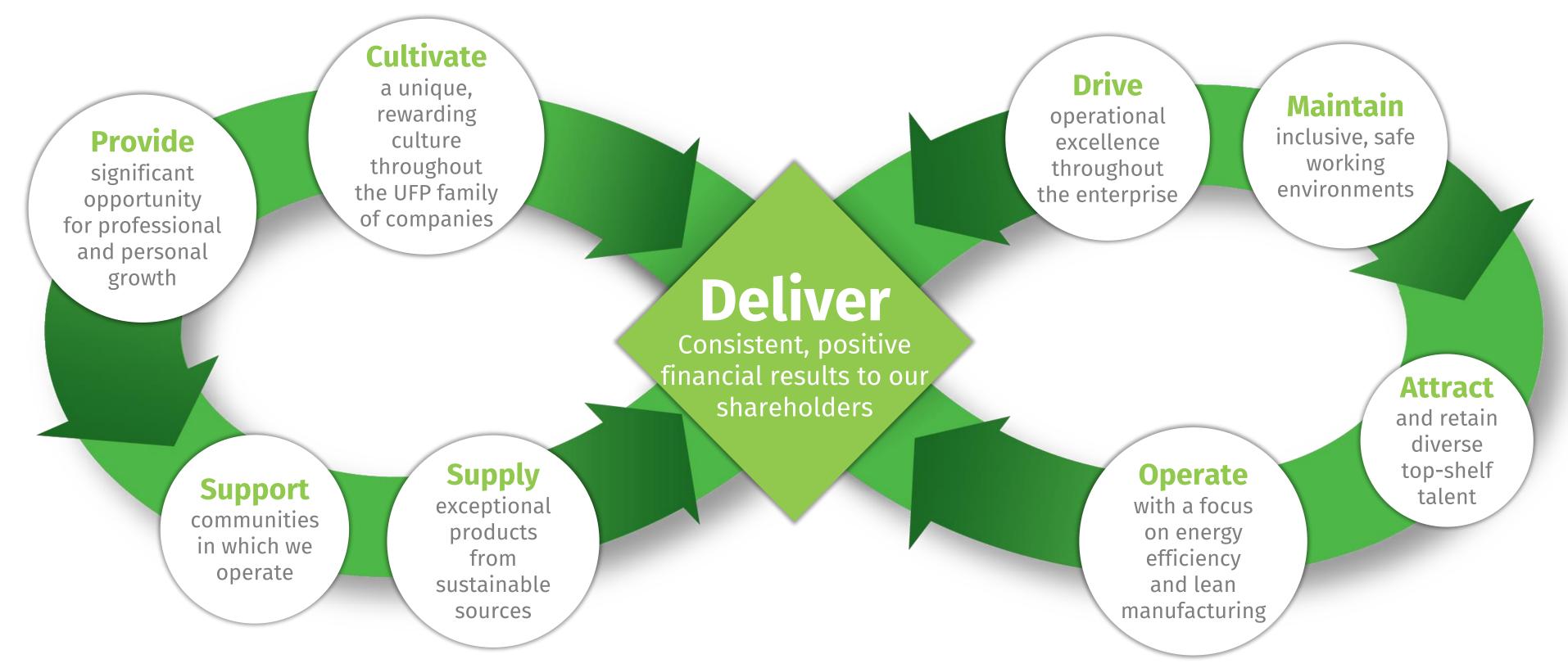






SUSTAINABILITY CONTINUUM

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 <u>here</u>.



NASDAQ CONGR UFP INDUSTRIES INC ON BEING ADDED 2022 FORTUNE 500 LIST JUFP INDUSTRIES

UFPI NasdaqListed

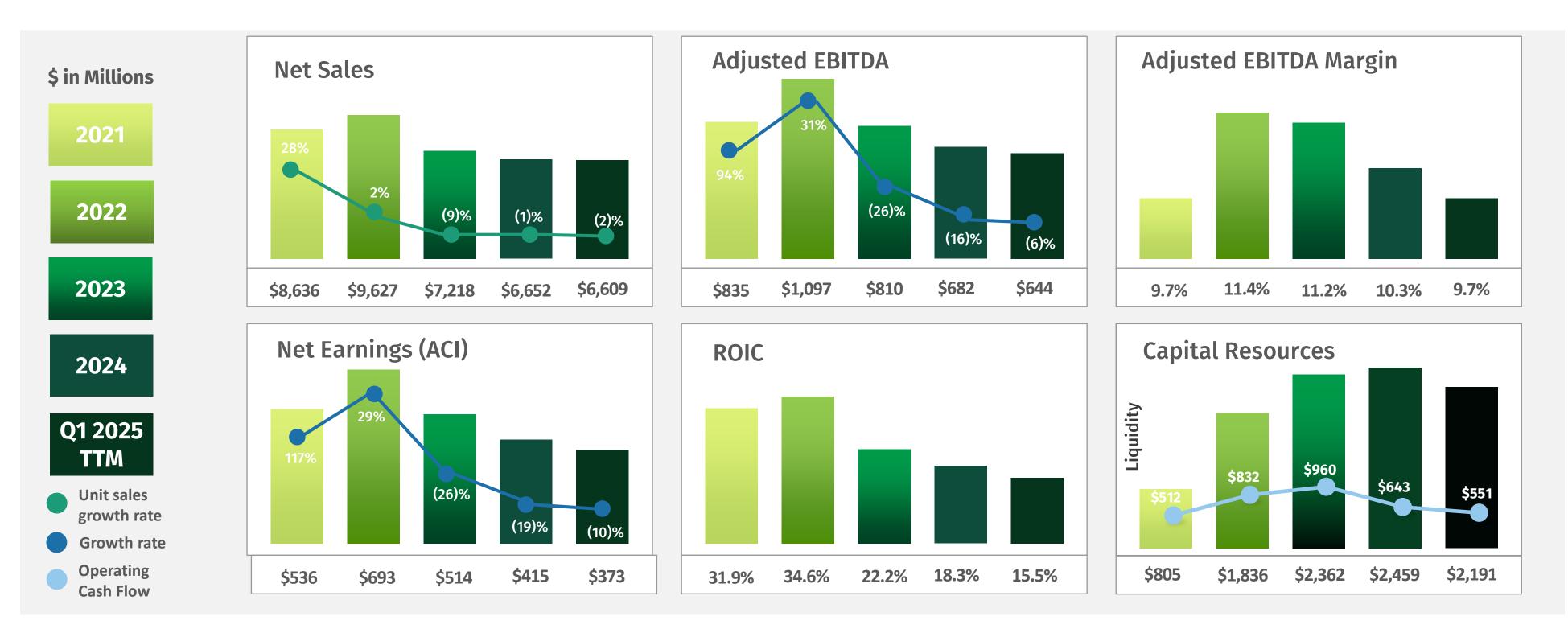
FINANCIALS



TAN



OUR PERFORMANCE



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

Q1 2025 TTM Adjusted EBITDA Margin exceeds 2019 by 250 bps.

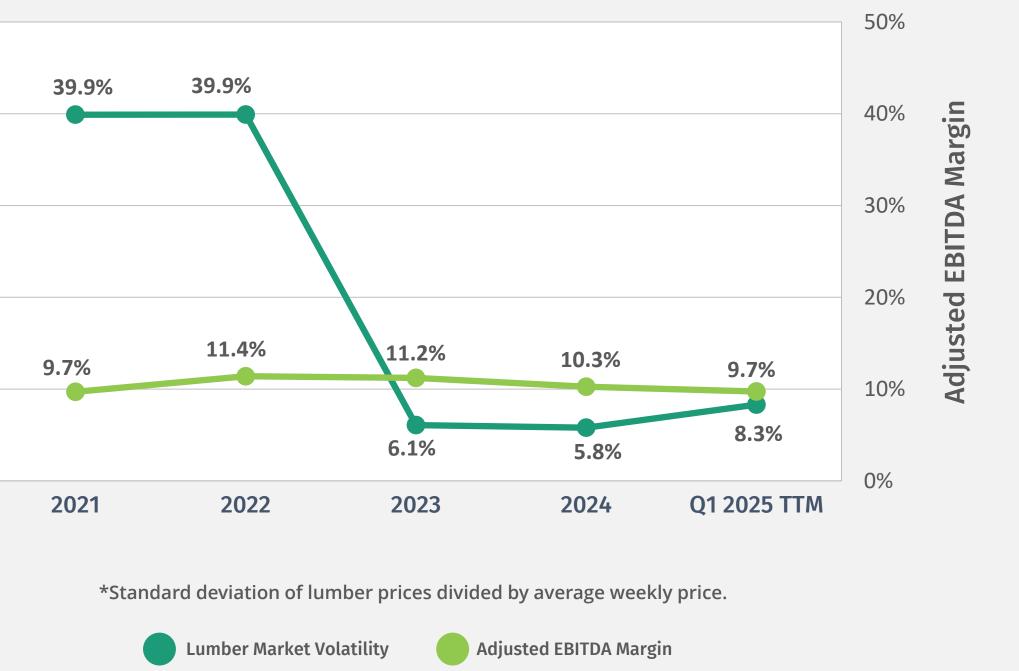
Non-GAAP Financial Information: *Please visit ufpinvestor.com for reconciliation to related GAAP measurement.*

MANAGING LUMBER MARKET RISK

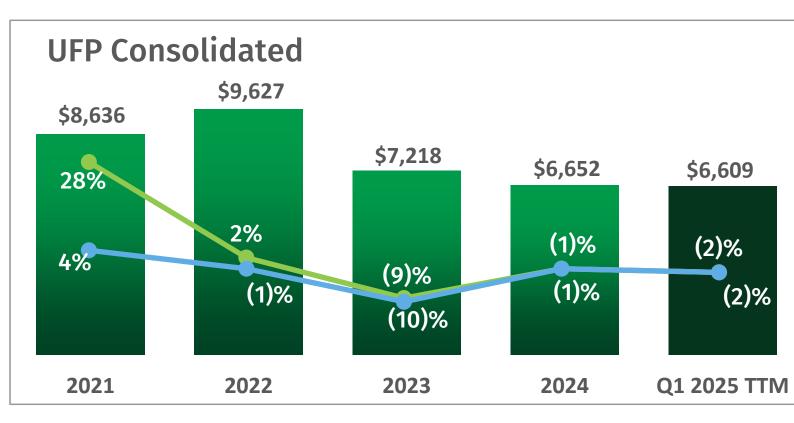
		50%
Level of lumber prices does not drive profitability	tility*	40%
	Market Volatil	30%
	Lumber Ma	20%
		0%

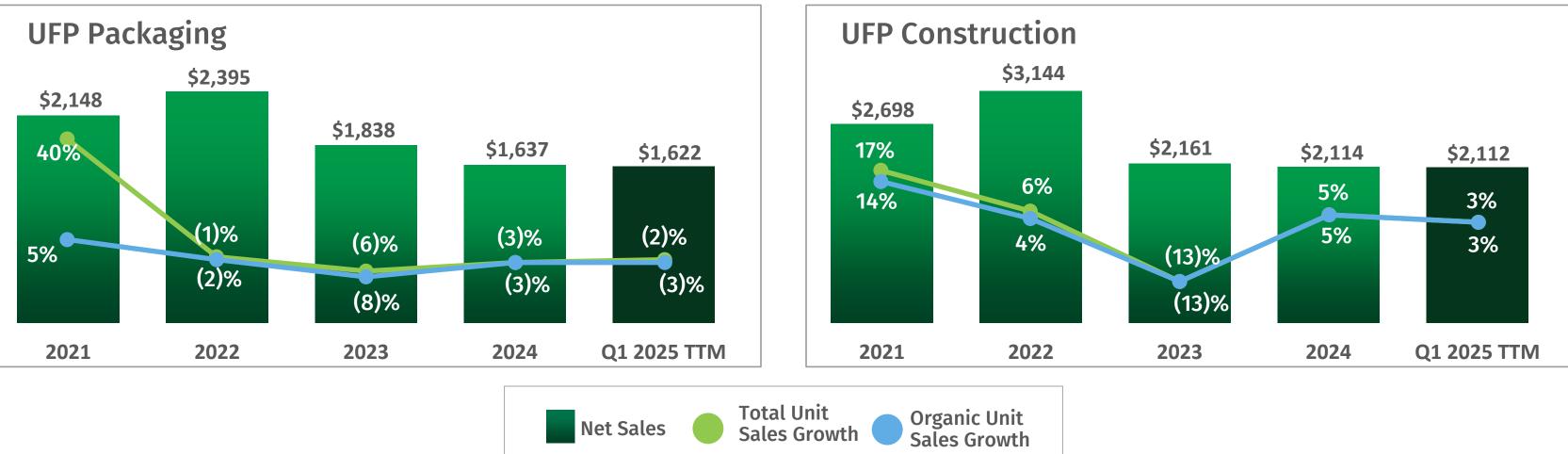
Balanced business model mitigates lumber price volatility and drives stable profit per unit.

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

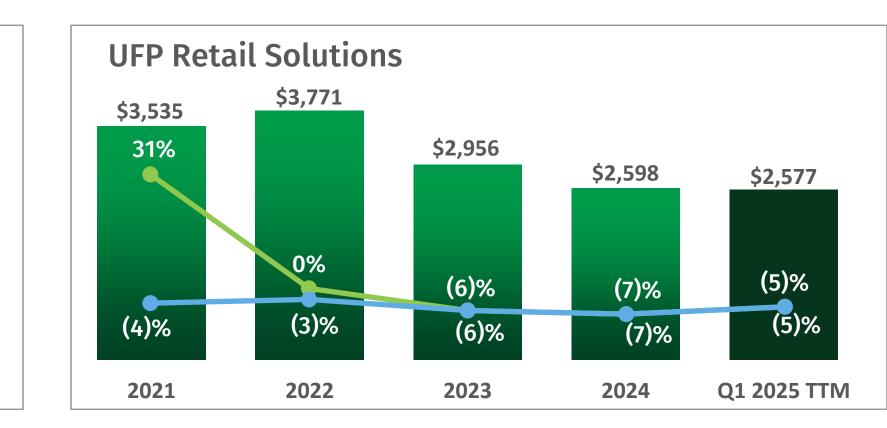


NET SALES (in millions)

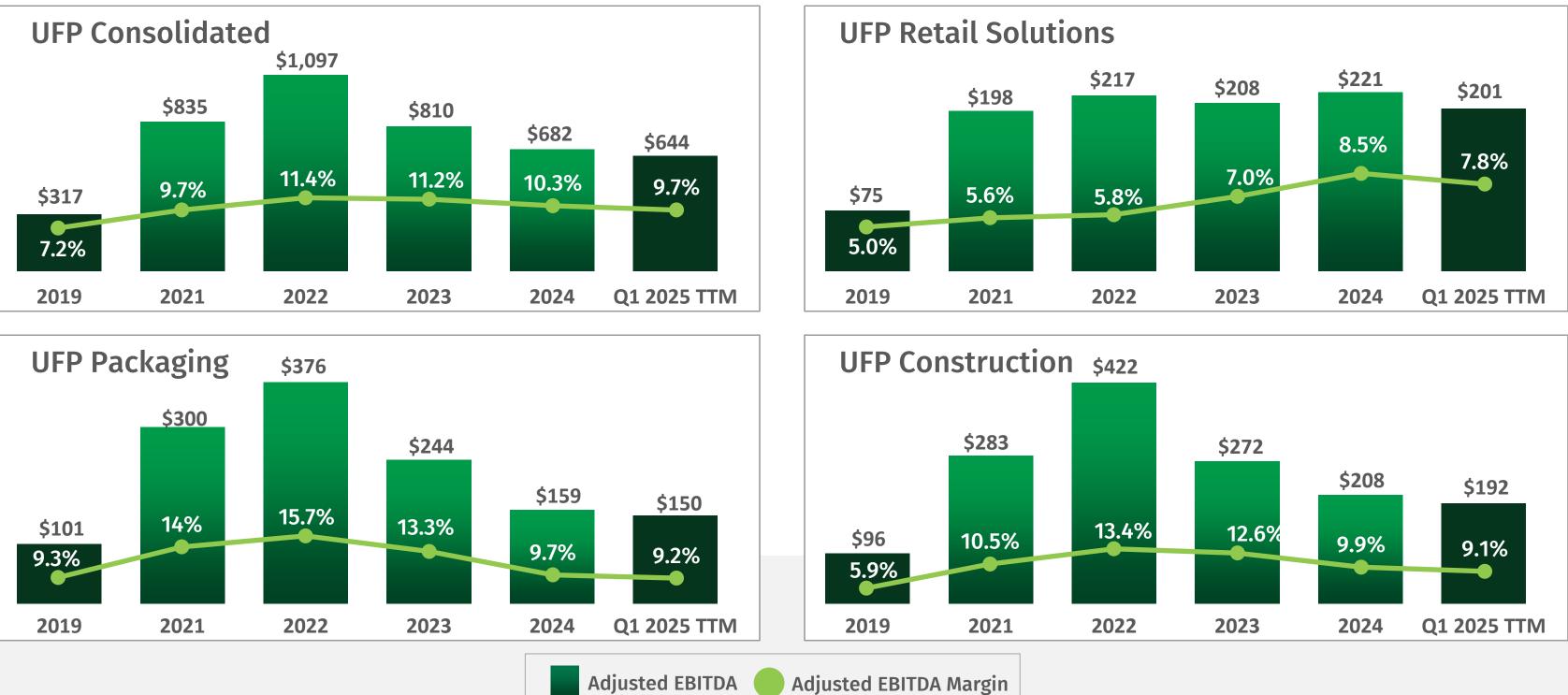


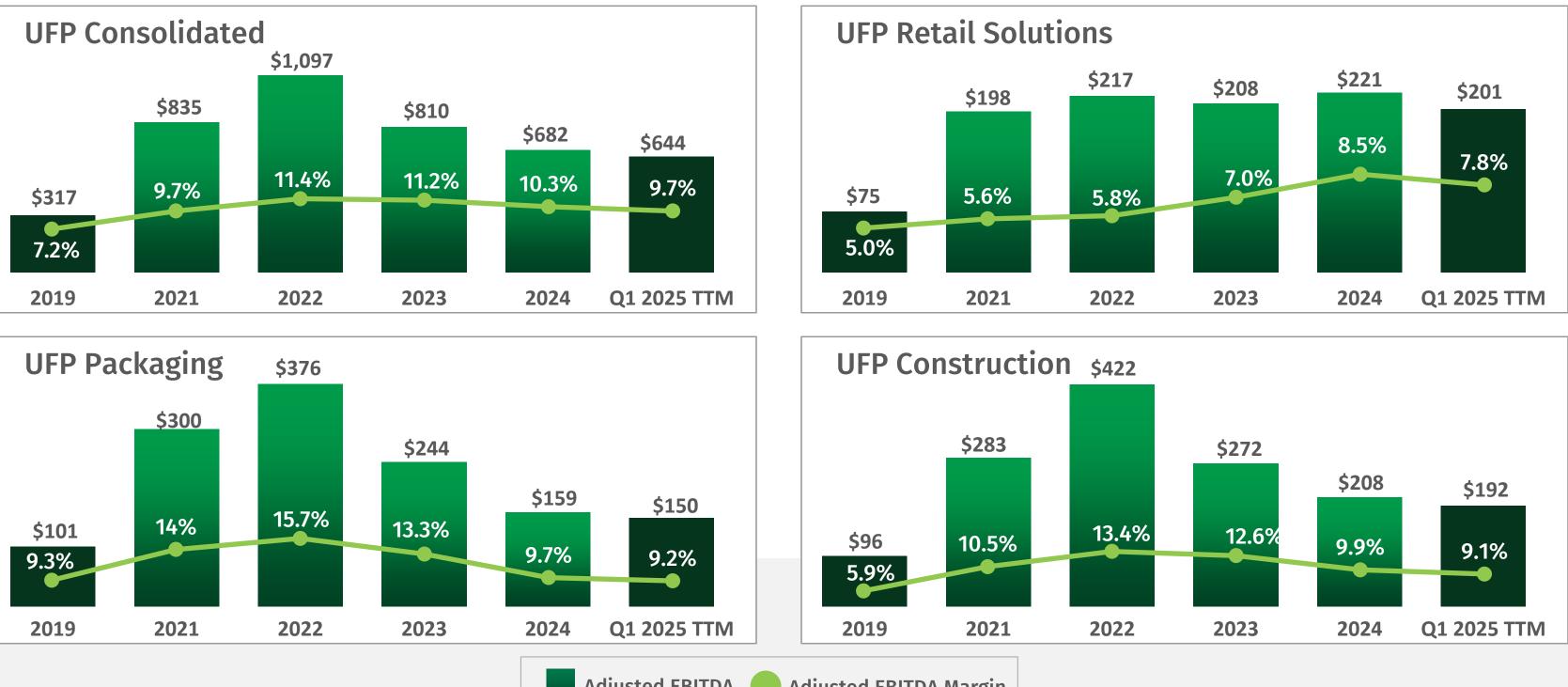


Net Sales



LONG-TERM GOAL Unit sales growth of 7% to 10%, including small acquisitions





Consolidated Q1 2025 TTM Adjusted EBITDA Margin exceeds 2019 by 250 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

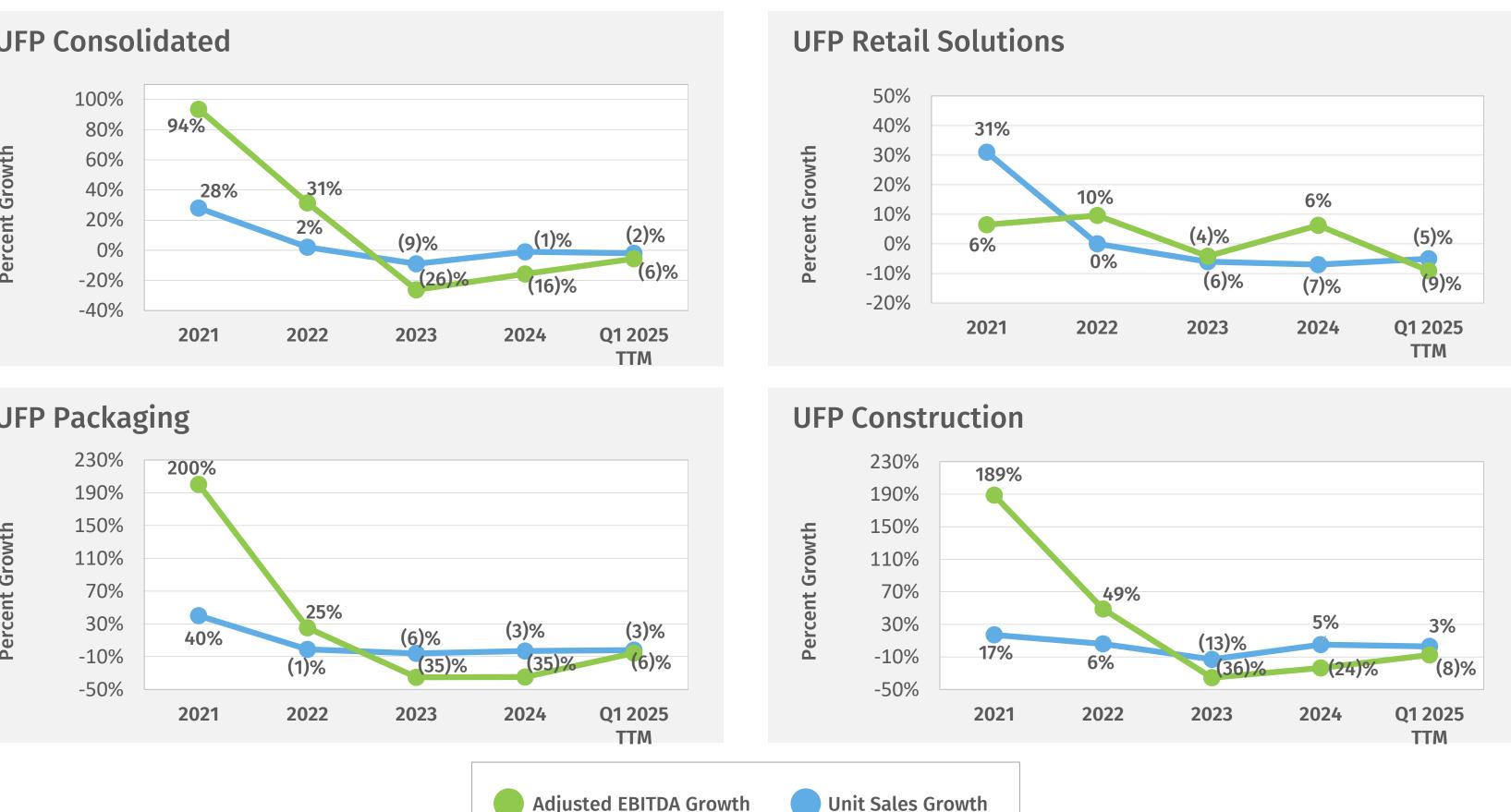
Non-GAAP Financial Information: *Please visit ufpinvestor.com for reconciliation to related GAAP measurement.*

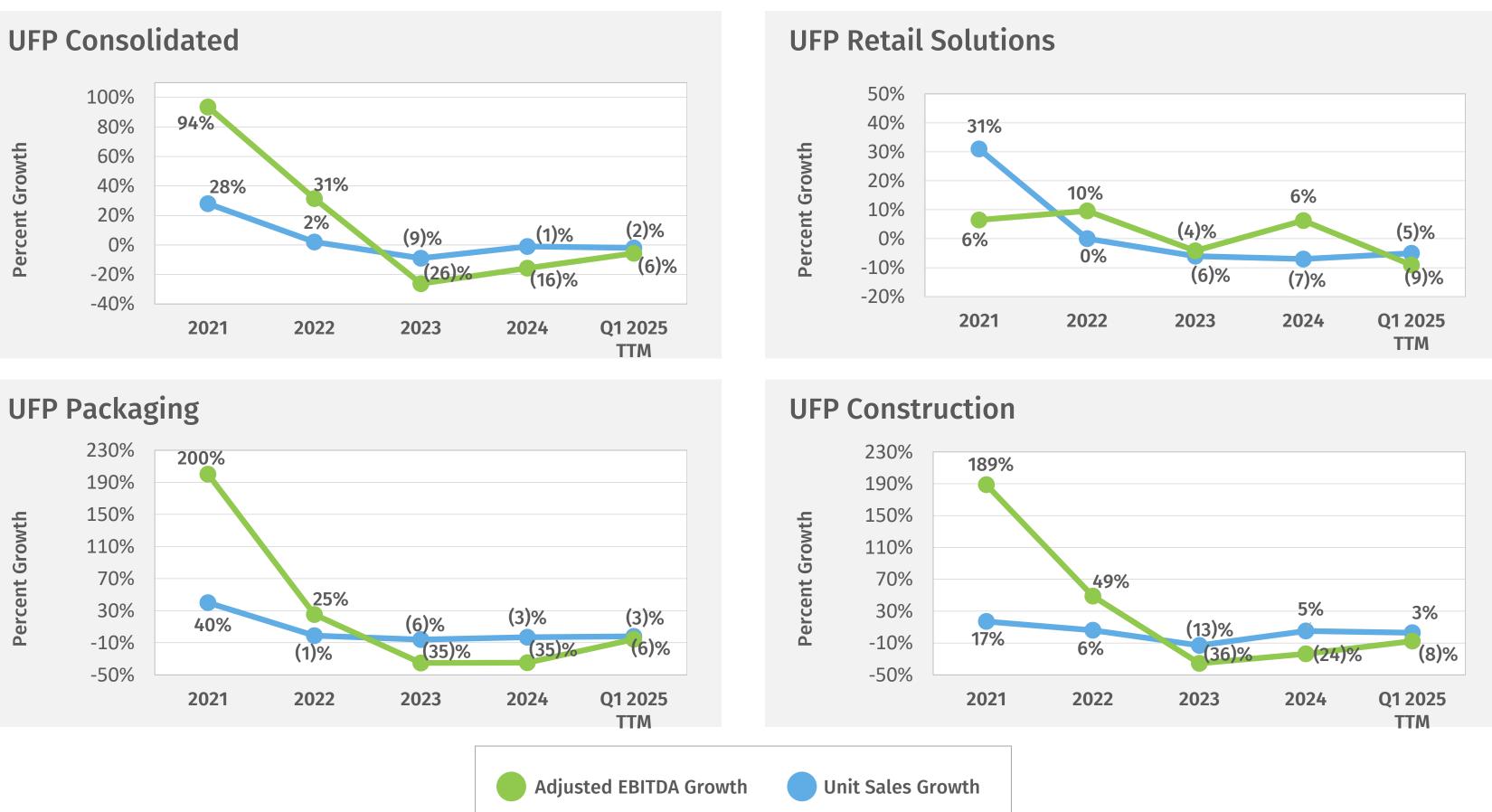
ADJUSTED EBITDA (in millions)

LONG-TERM GOAL

12.5% Adjusted EBITDA margin

ADJUSTED EBITDA GROWTH AND UNIT SALES





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

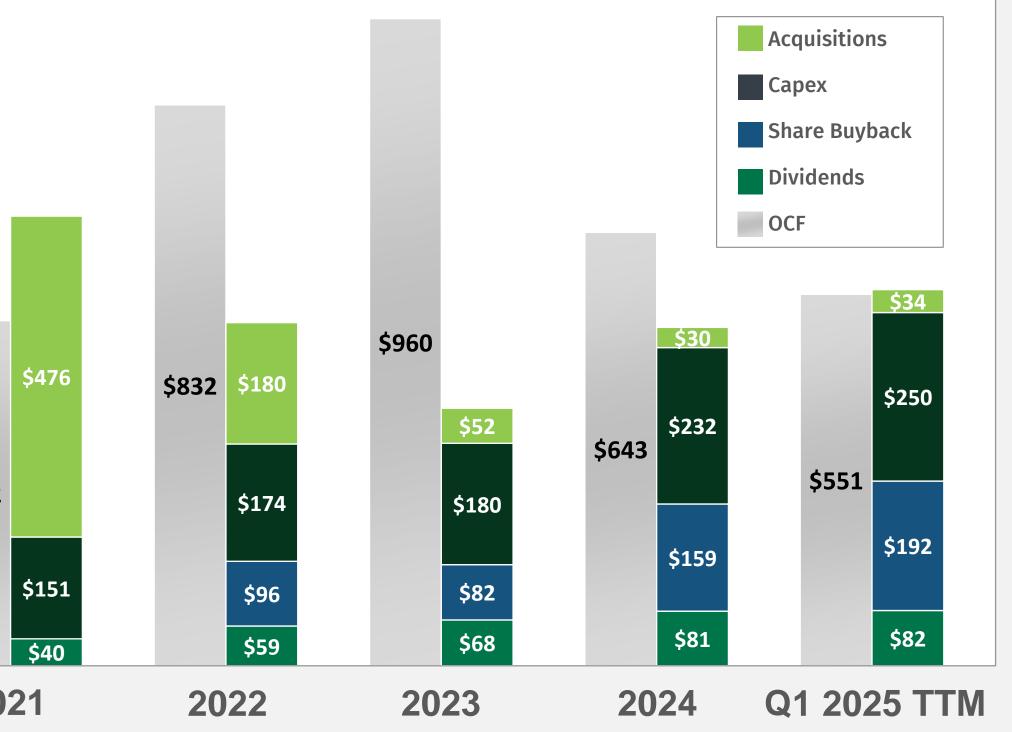
Non-GAAP Financial Information: *Please visit ufpinvestor.com for reconciliation to related GAAP measurement.*

			U
	Acquisitions to contribute half of our total annual unit sales growth		
~	CapEx plan of \$300M to \$350M in 2025		
	Opportunistic share repurchases and to offset issuances. Current authorization as of April 2025 has \$122M remaining, expires July 31, 2025.		\$4
 	Increasing dividends in line with long-term growth in earnings and free cash flow	\$512	
 	Committed to maintaining conservative capital structure with adjusted EBITDA <1.5x		\$1 \$4
		202	21

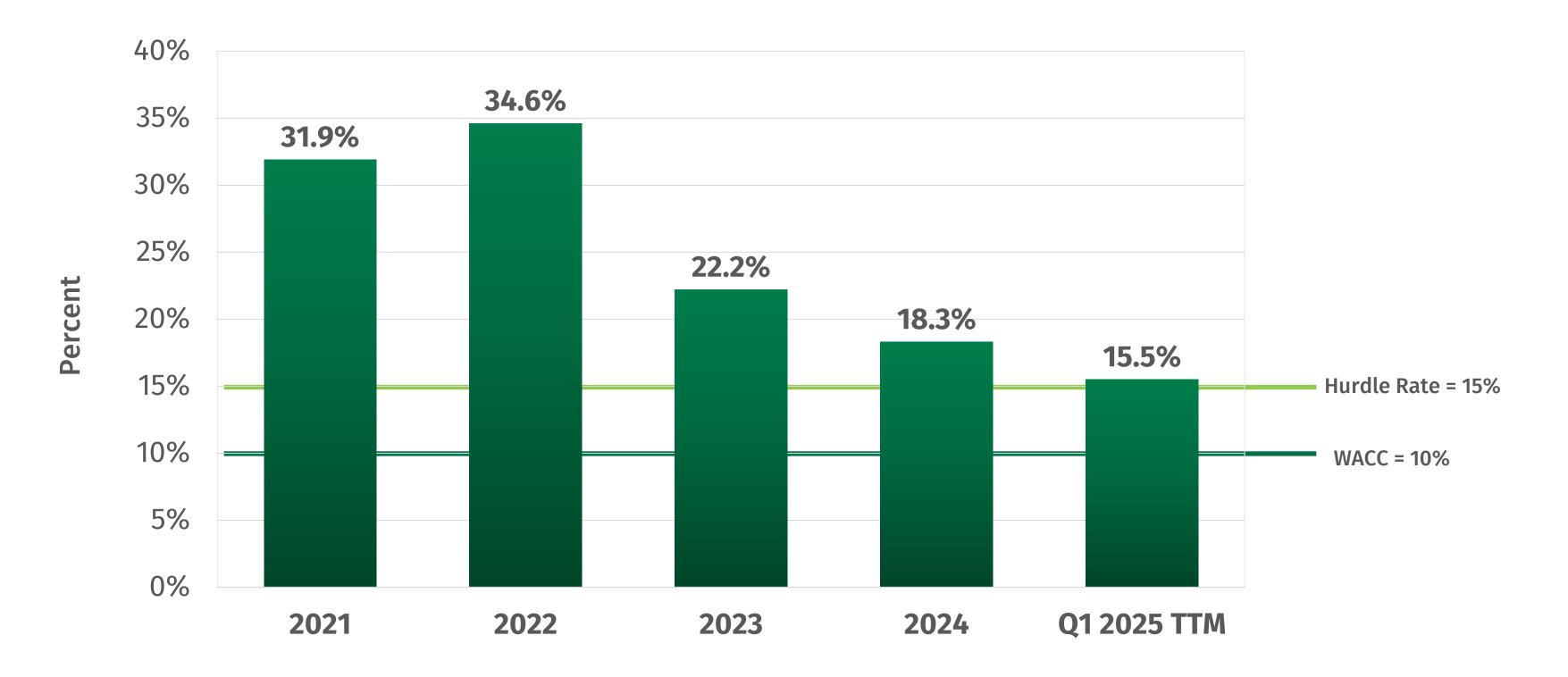
Return-focused approach to capital allocation

BALANCED USE OF FREE CASH FLOW

Operating Cash Flow and Capital Allocation (in millions)



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 ufpinvestor.com for reconciliation to related GAAP measurement.*

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. Find new products and services to speed our transformation from commodity sales to value-added selling solutions and brands.



Scale, low-cost production, automation; increased customer wallet share.



Driving Deckorators recycle content; scaling opportunity.



DAK-RİTE







Purpose

Goal

Achieve scale and synergy targets to optimize growth, margins and returns.



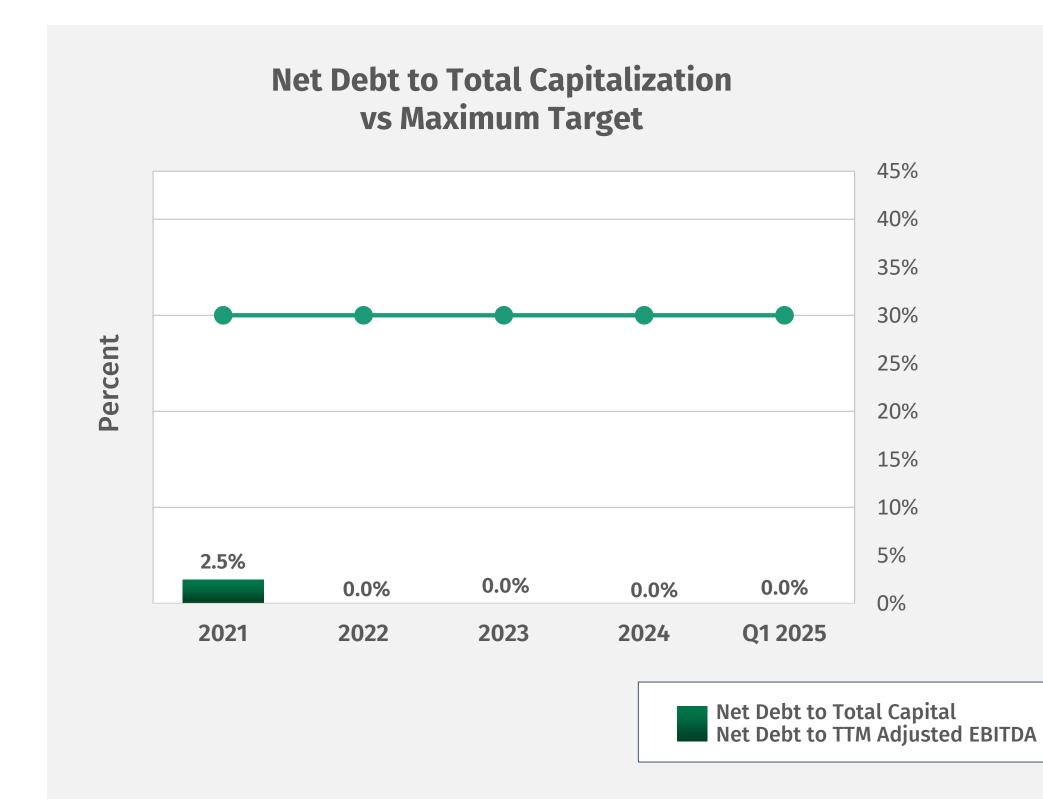


Securing supply and margin expansion for growing Packaging business.



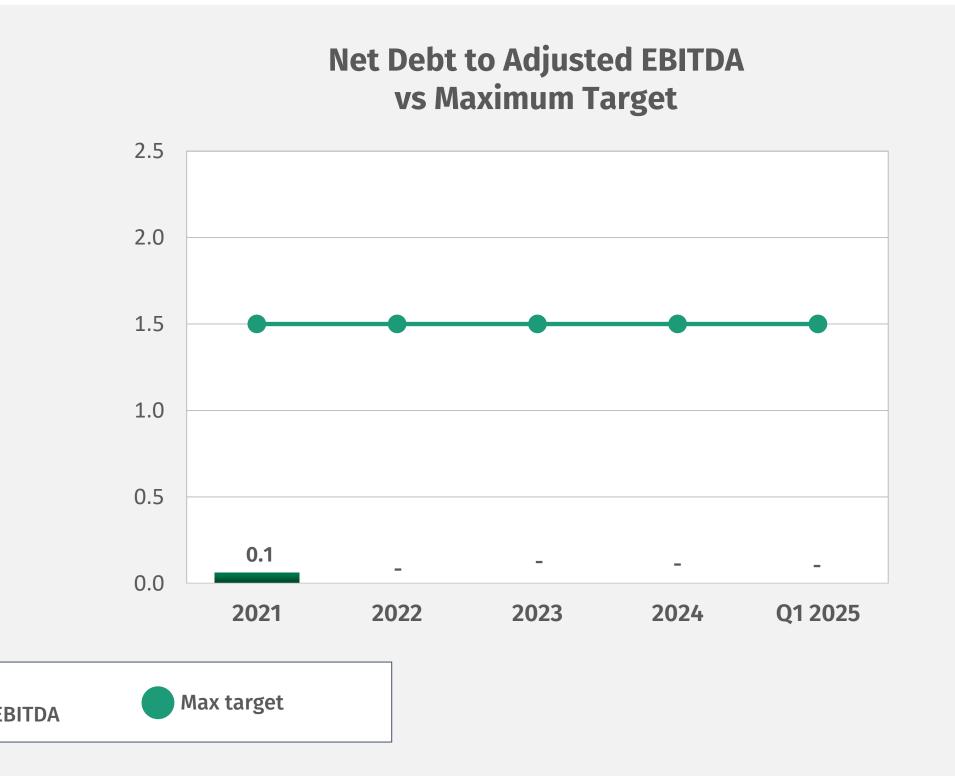


CAPITAL STRUCTURE



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

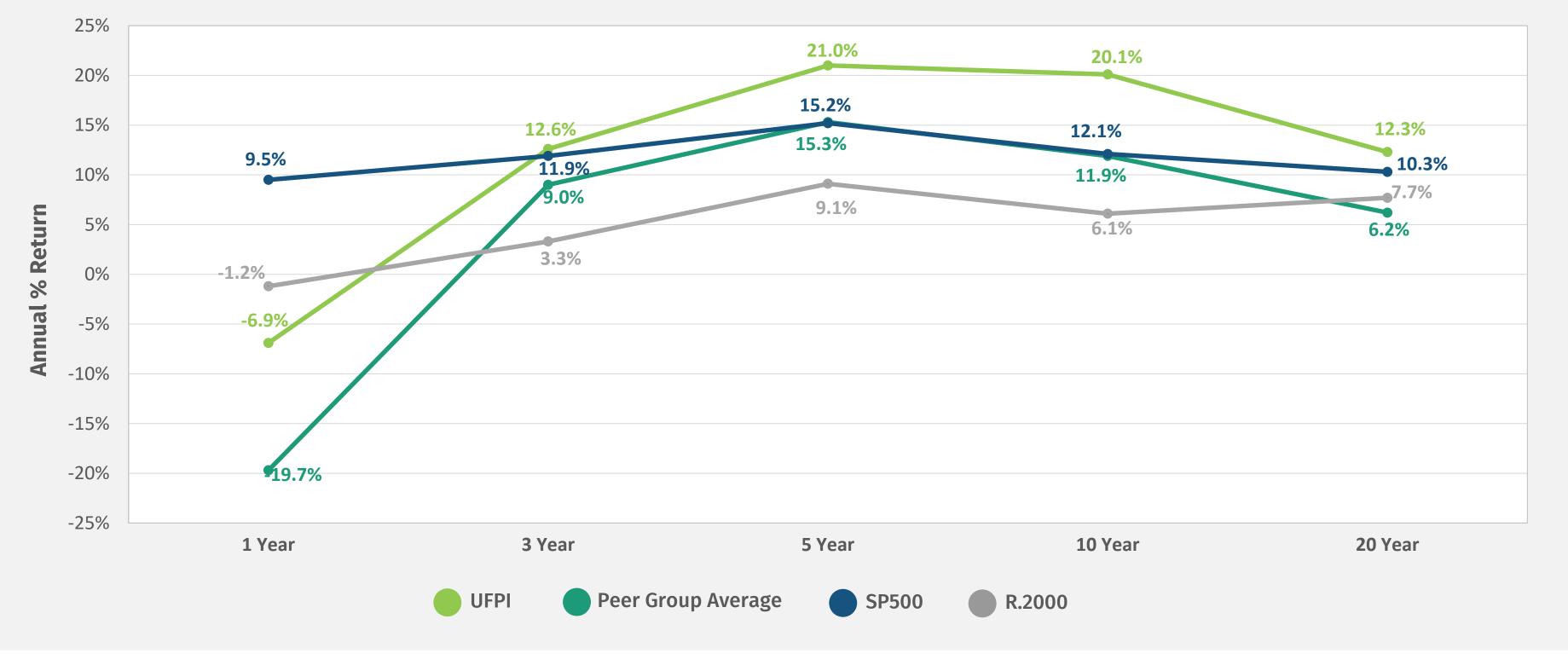
Non-GAAP Financial Information: *Please visit ufpinvestor.com for reconciliation to related GAAP measurement.*



STOCK PERFORMANCE

Long-term returns on UFPI stock are consistently above the proxy peers and major market indices

Annualized Stock Return

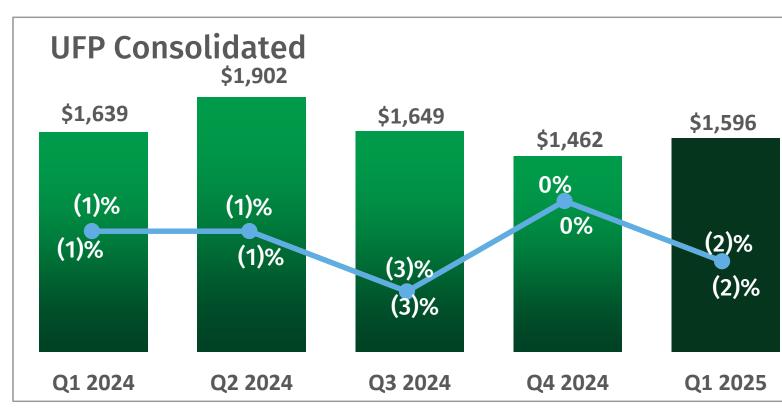


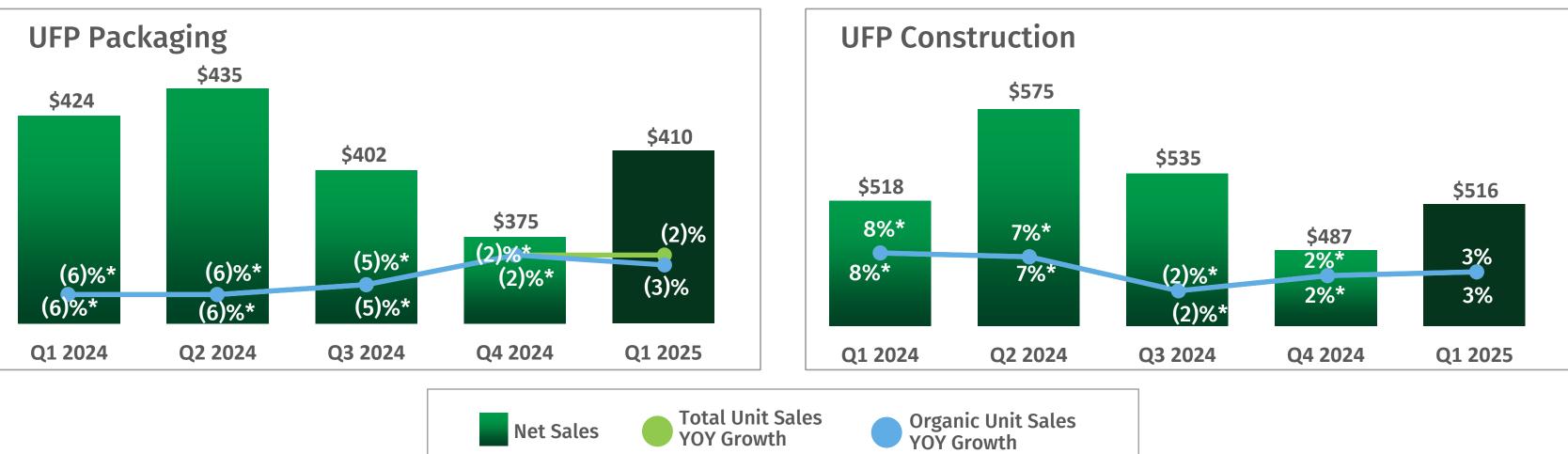
Peers include MAS, BLDR, TREX, LPX, SSD, BCC, PATK, AMWD, SON, GEF, ROCK Stock prices are adjusted to account for dividend payouts Source: FactSet as of 4/29/2025 closing prices

UFP INDUSTRIES IG ADDED QUARTERLY RESULTS 2022 FORTUNE 500 了 UFP INDUSTRIES JUFP INDUSTRIES **UFPI Nasdaq**Listed TAN



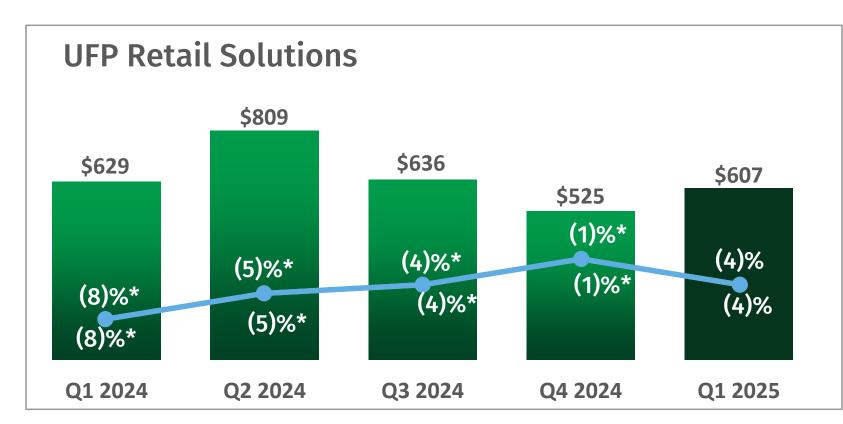






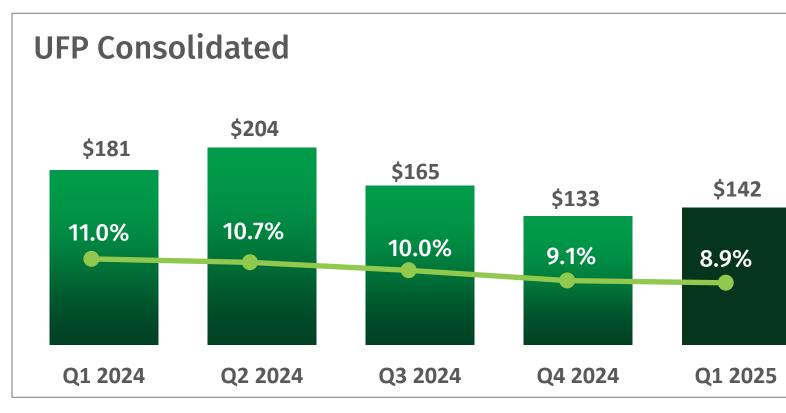
*Growth percentages are shown net of product transfers between segments.

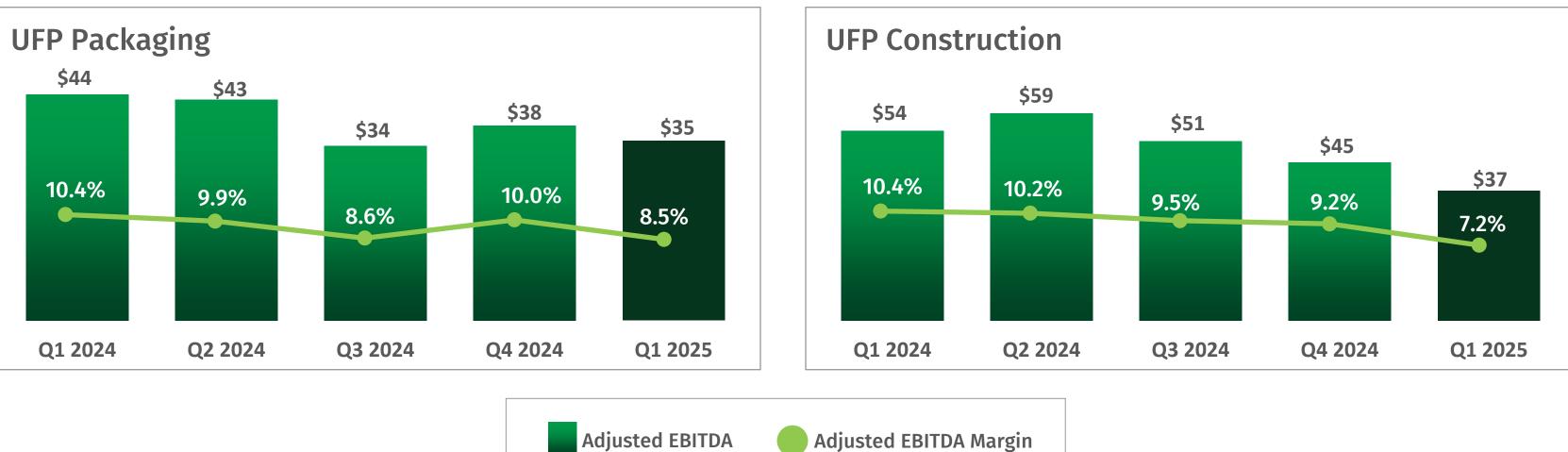
NET SALES Q1 2025 (in millions)



32

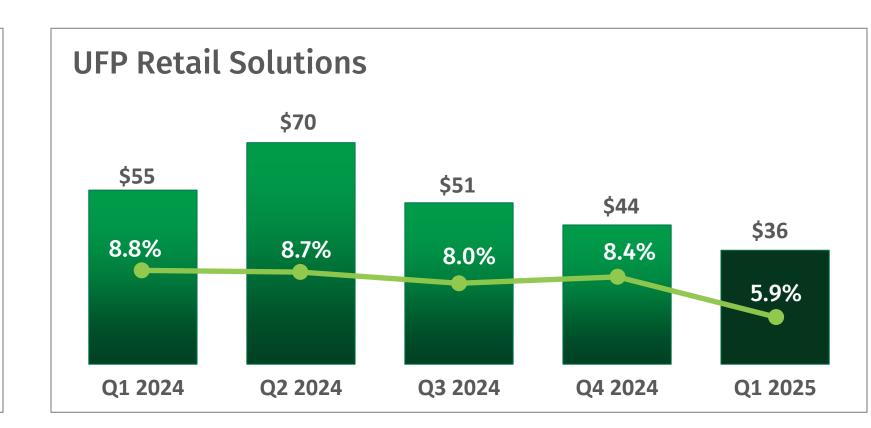
ADJUSTED EBITDA Q1 2025 (in millions)





Margin levels reflect focus on value-added solutions.

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





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THANK YOU

③UFP INDUSTRIES



