



INVESTOR RELATIONS PRESENTATION

Results through September 27, 2025

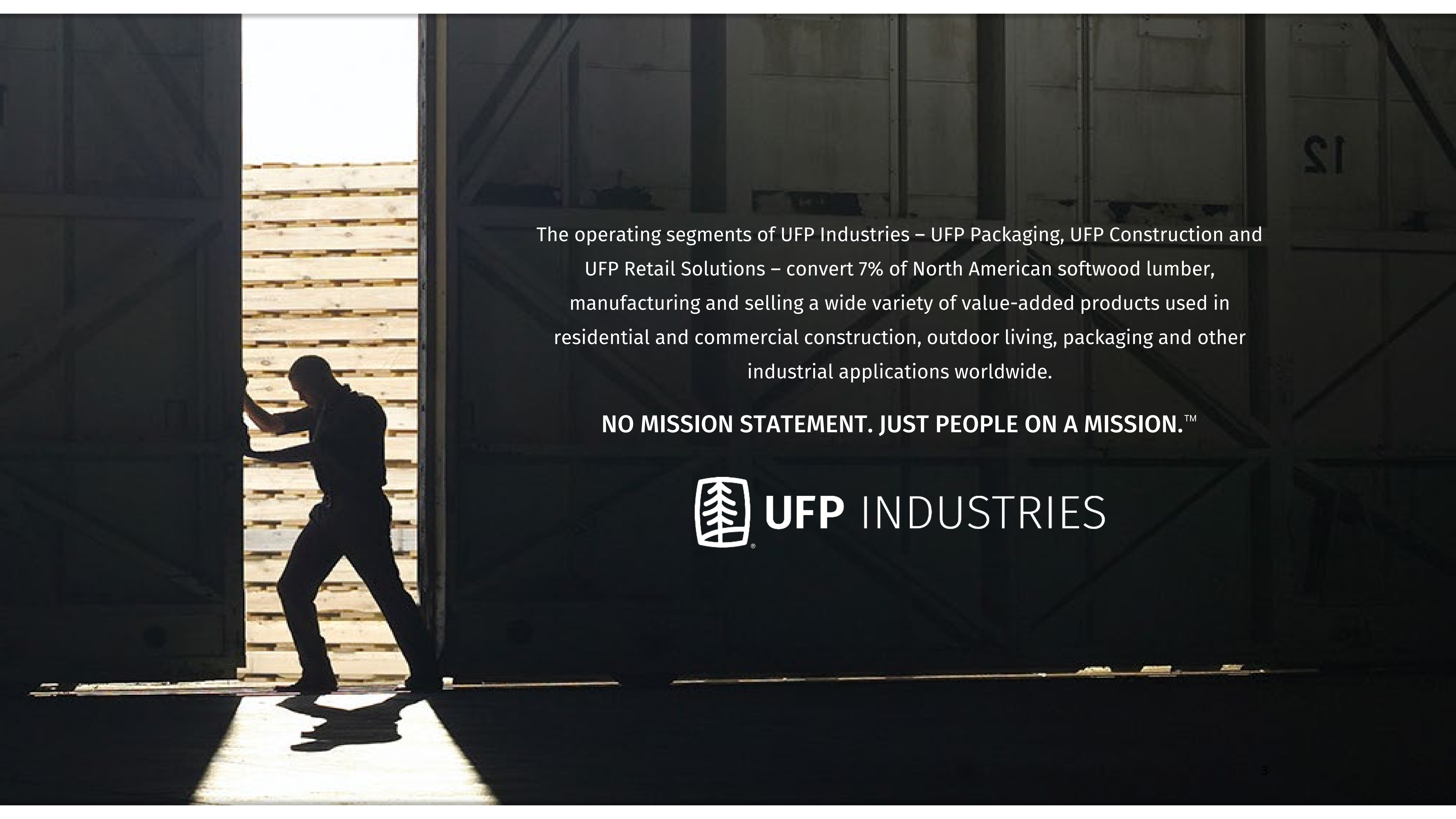
Deckorators Voyage Decking
with Surestone Technology

UFP INDUSTRIES, INC.

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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.

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

~300bps

Expansion in
adjusted EBITDA
Margin
2024: 10.3%

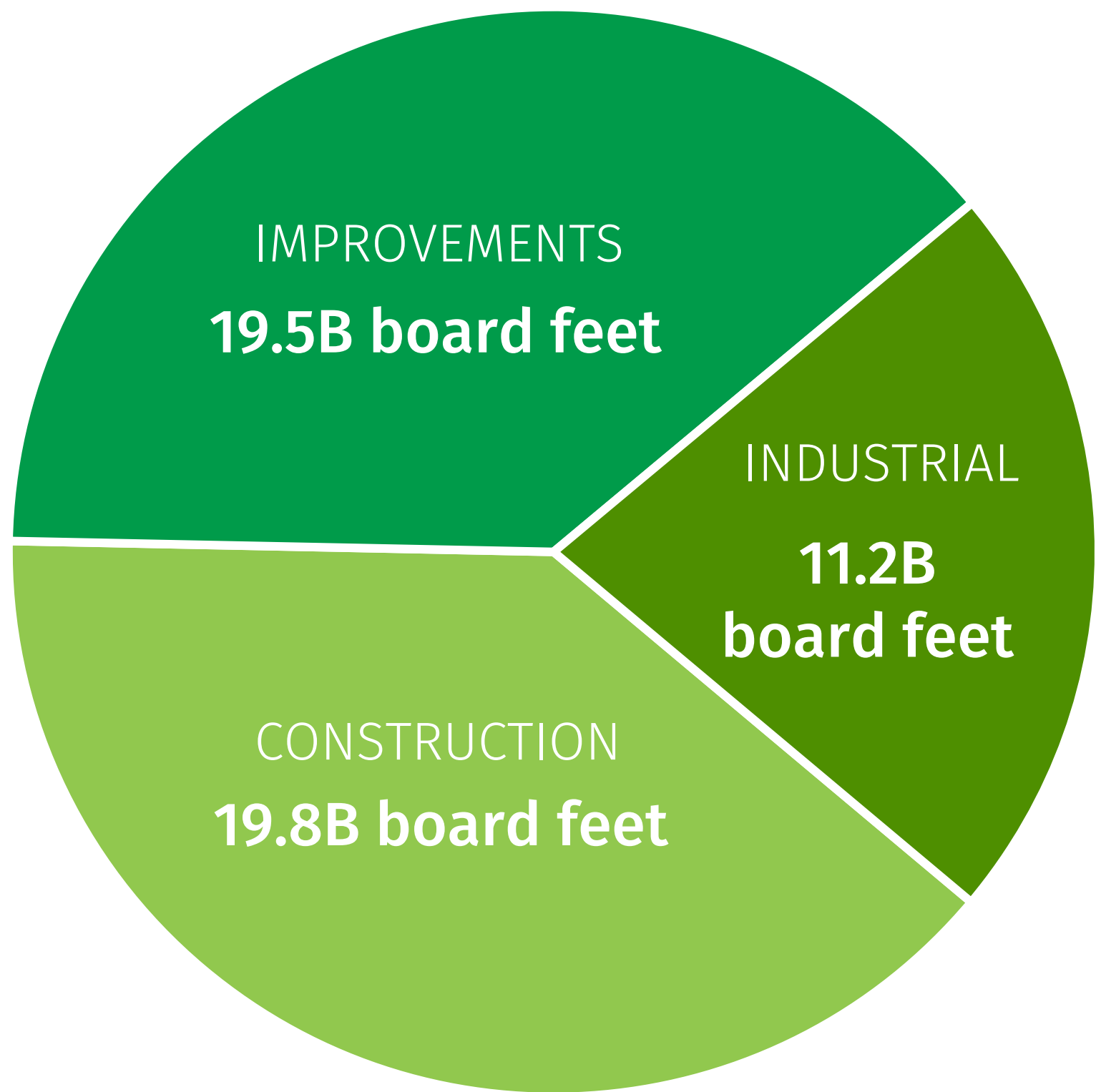
~10%

Average Annual
ROIC Growth
2024: 18.3%

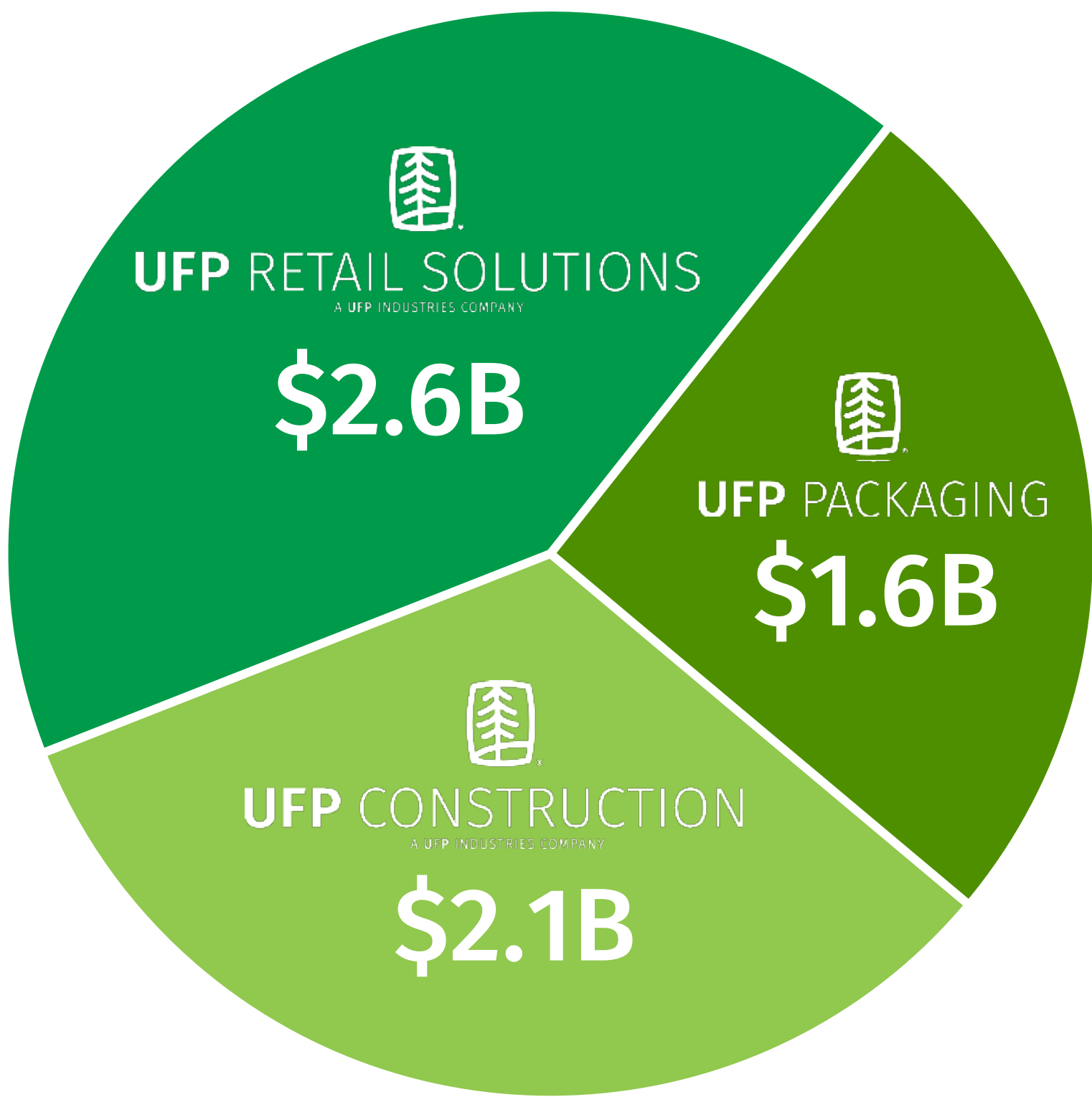
~24%

Average Annual
Growth in EBITDA

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



TOTAL U.S. SOFTWOOD CONSUMPTION BY
END MARKETS*



UFP 2024 REVENUE BY BUSINESS
SEGMENTS

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

OBJECTIVES

Market Expansion

Unit Sales Growth

**Product & Process
Innovation**

Margin Growth

STRATEGIES

Growth

M&A

- 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

Ops Improvements

AUTOMATION & ROBOTICS

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

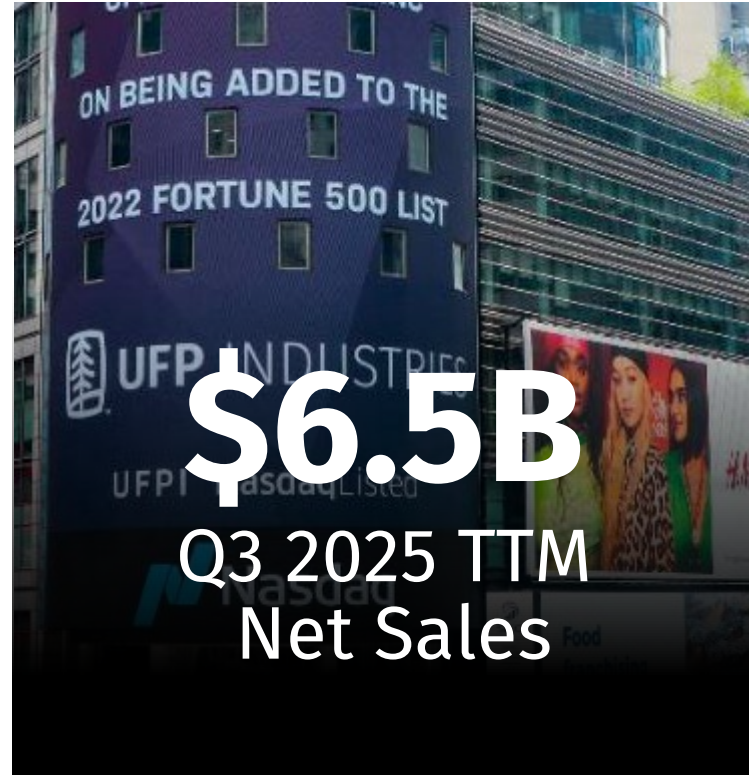
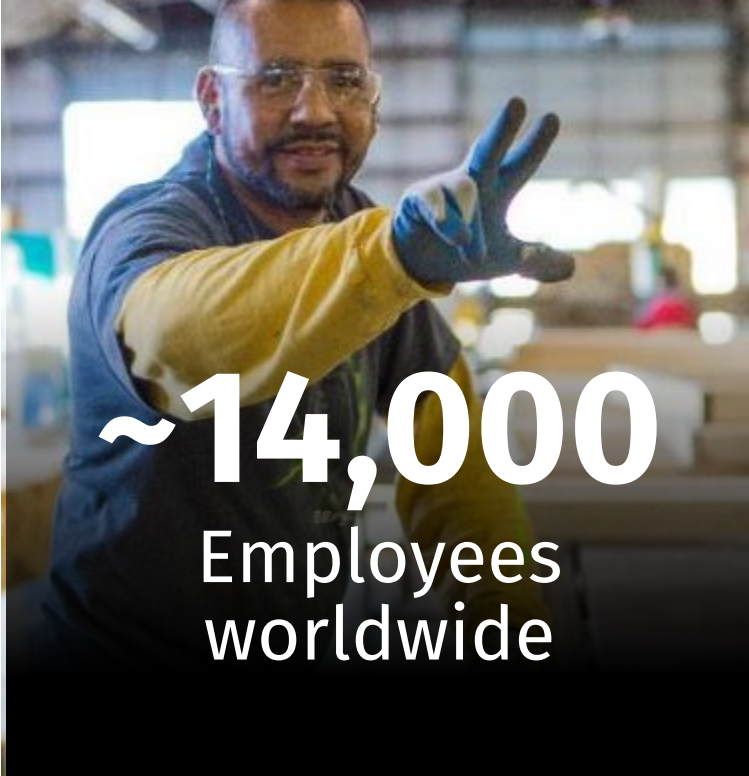
CAPACITY CONSOLIDATION

- 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



Business segments and markets



UFP RETAIL SOLUTIONS

\$2.5B

Big box, independents, & buying co-ops

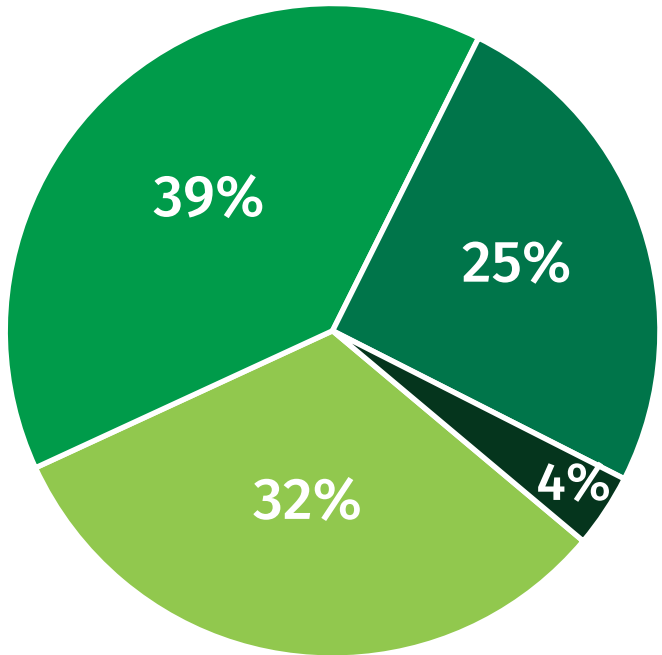


UFP CONSTRUCTION

\$2.1B

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

Based on Q3 2025
TTM 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



213
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 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 213 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:

- 70 straight years of profitability
- Average tenure of 23 years for our 69 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

LONG-TERM FINANCIAL GOALS

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

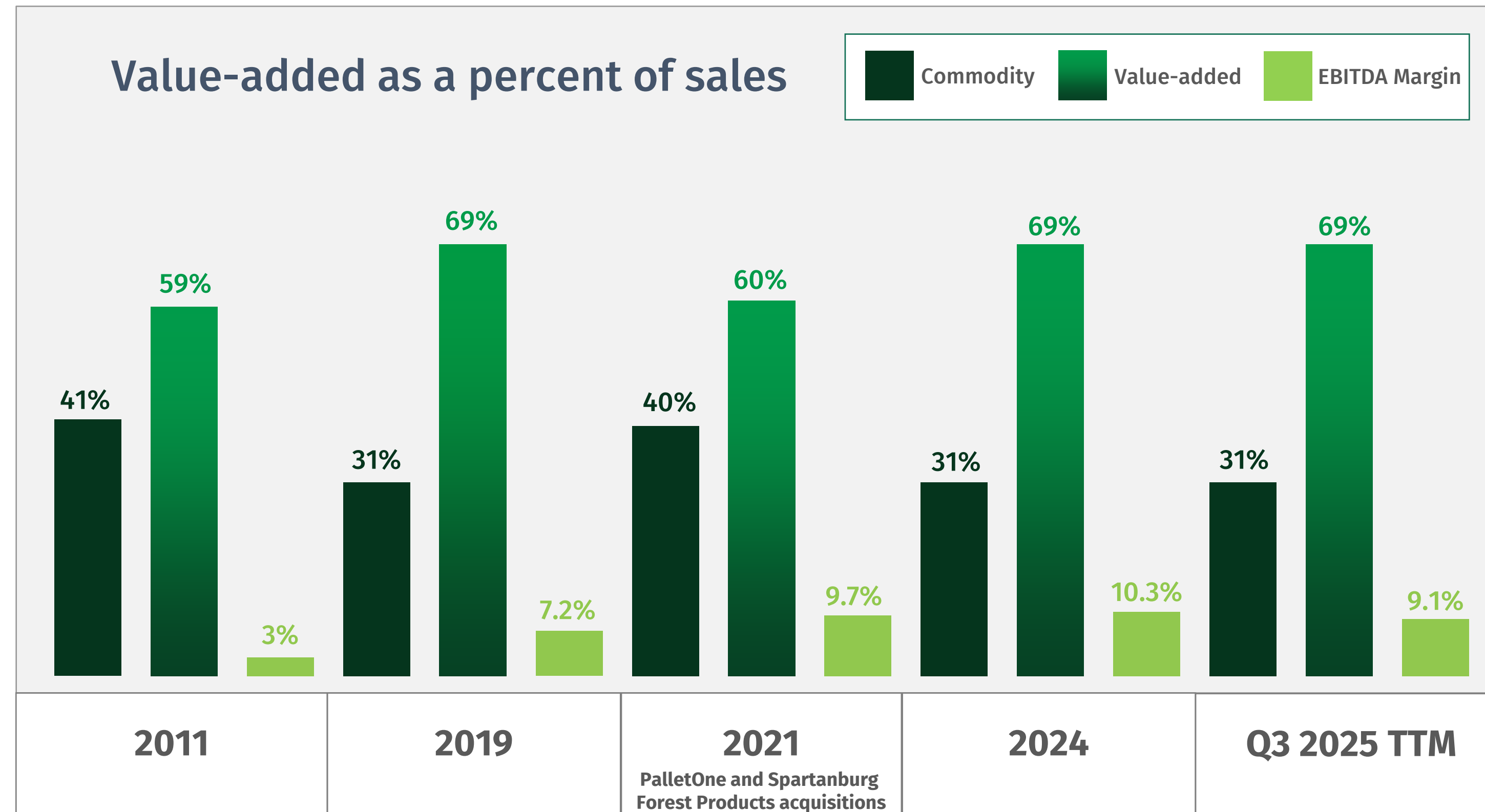
Achieve and sustain a 12.5% adjusted EBITDA margin

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

Maintain a conservative capital structure $< 1.5X$ Adjusted EBITDA



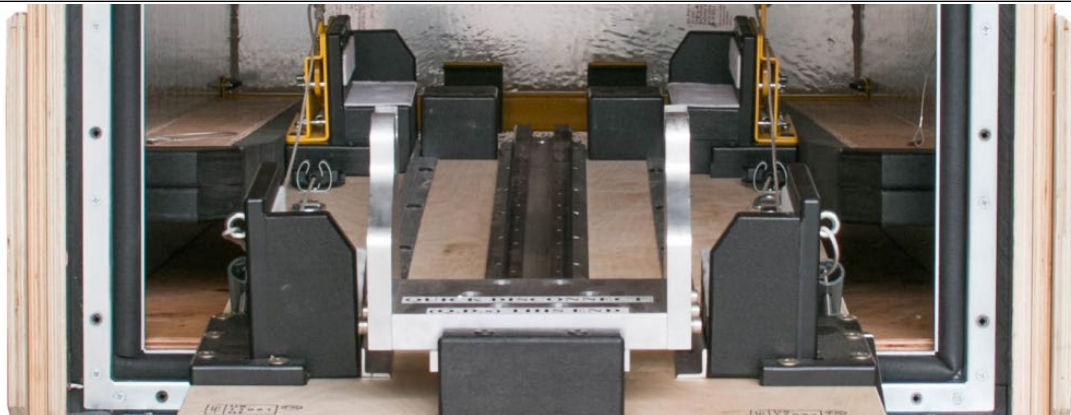
VALUE-ADDED SALES



Value-added products improve mix, raise EBITDA margins

ALTERNATIVE MATERIALS MANUFACTURING GROWTH

Investments in value-added adjacencies add to TAM

	Core/Historical	Current state/Future scaling growth via capex and M&A	
CONSTRUCTION	 Wood Components	 Light Gauge Metal Components	 Aluminum Balconies and accessories
RETAIL	 Pressure-Treated Lumber	 Deckorators Surestone™ Technology Decking & Railing	
PACKAGING	 Wood Crates	 Mixed Material Crates Wood, Foam, Metal, Corrugate	 Steel Crates

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

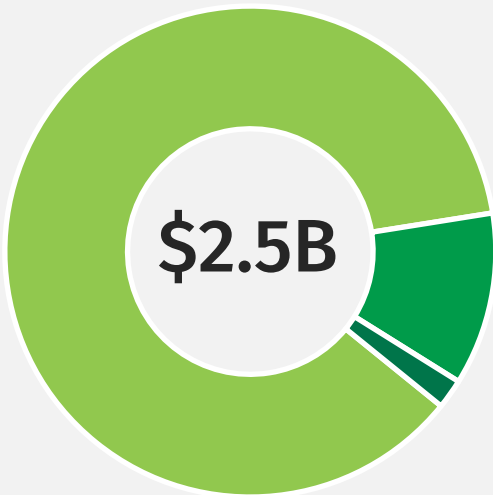
Commitment to innovation moves the company steadily up the value chain.

BUSINESS SEGMENTS

UFP RETAIL SOLUTIONS



Q3 2025 TTM Net Sales



ProWood Group
\$2.2 Billion

Deckorators
\$292 Million

Other
\$2.6 Million

Commodity
46%

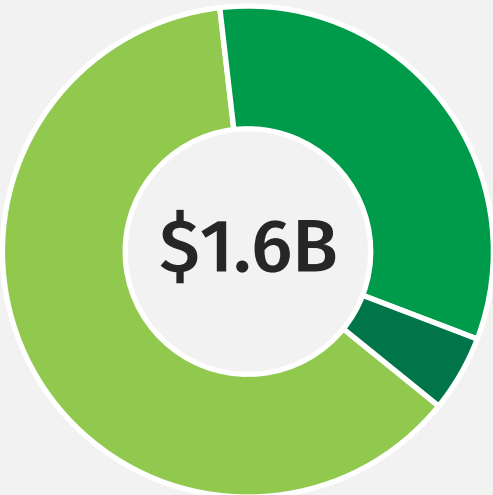
Value Added
54%

New products 8.3% of net sales

UFP PACKAGING



Q3 2025 TTM Net Sales



Structural Packaging
\$1.0 Billion

PalletOne
\$525 Million

Protective Packaging Solutions
\$81 Million

Commodity
24%

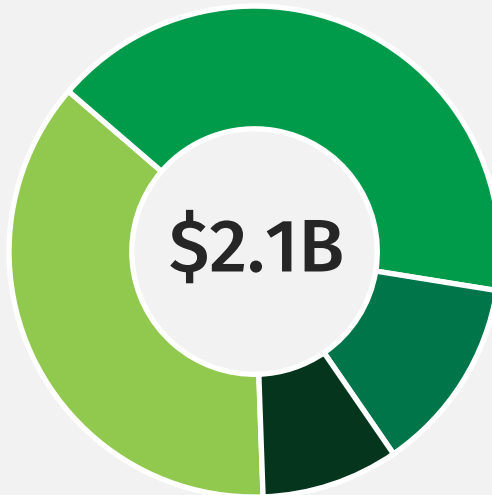
Value Added
76%

New products 11.2% of net sales

UFP CONSTRUCTION



Q3 2025 TTM Net Sales



Site Built
\$756 Million

Factory Built
\$845 Million

Commercial
\$264 Million

Concrete Forming Solutions
\$185 Million

Commodity
18%

Value Added
82%

New products 3.5% of net sales

UFP RETAIL SOLUTIONS

TREATED & DECK SPECIALTIES

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



pro'wood

FENCE, LAWN & GARDEN

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



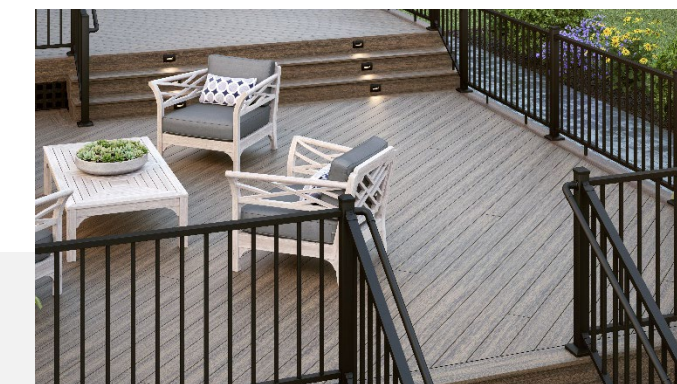
BUILDING MATERIALS

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



DecXorators[®]
Go Beyond Ordinary

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



UFP
EDGE[™]
Designed To Be Seen

Premium siding, pattern, trim; interior accent wall products



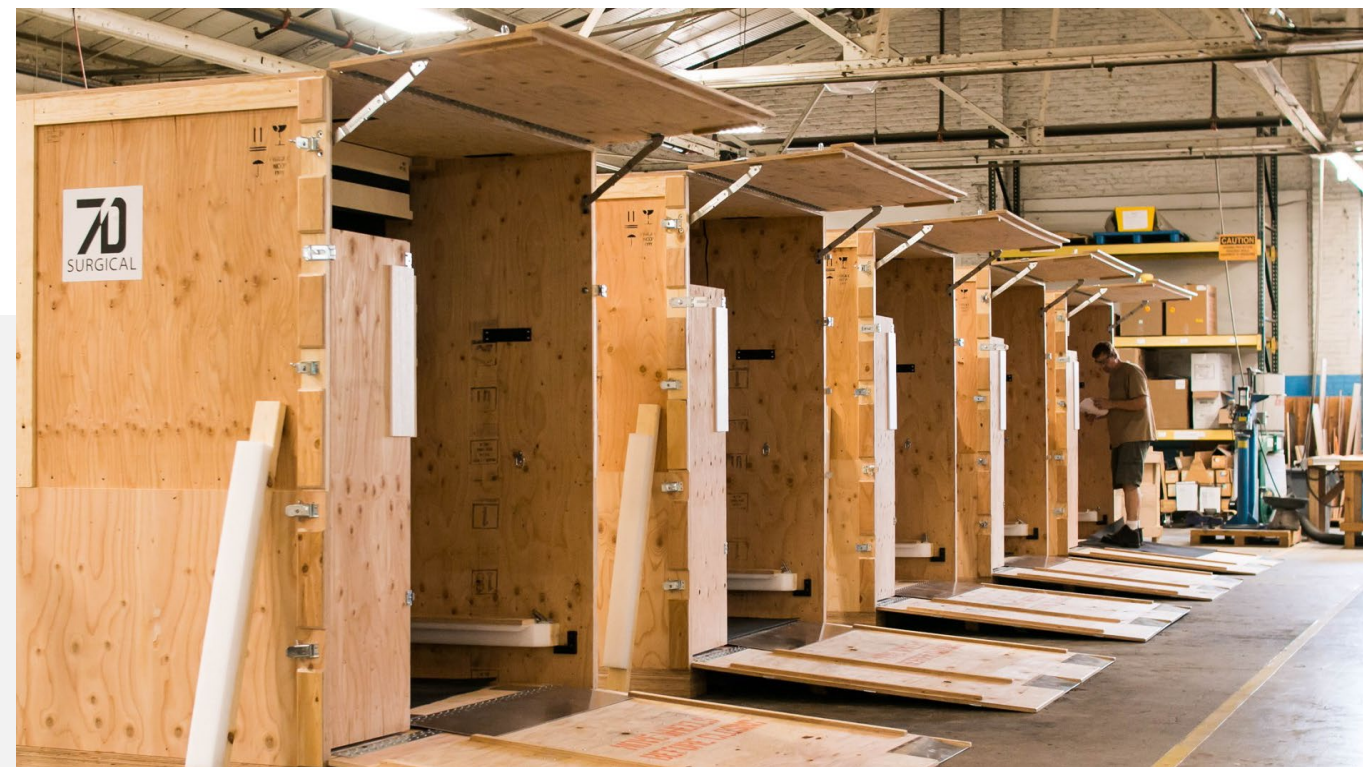
On-trend brands to all major building products retailers, backed by best-in-class in-store and e-commerce support

*Sales mix is 73% to Big Box customers and 27% to one- and two-step distribution as of Q3 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

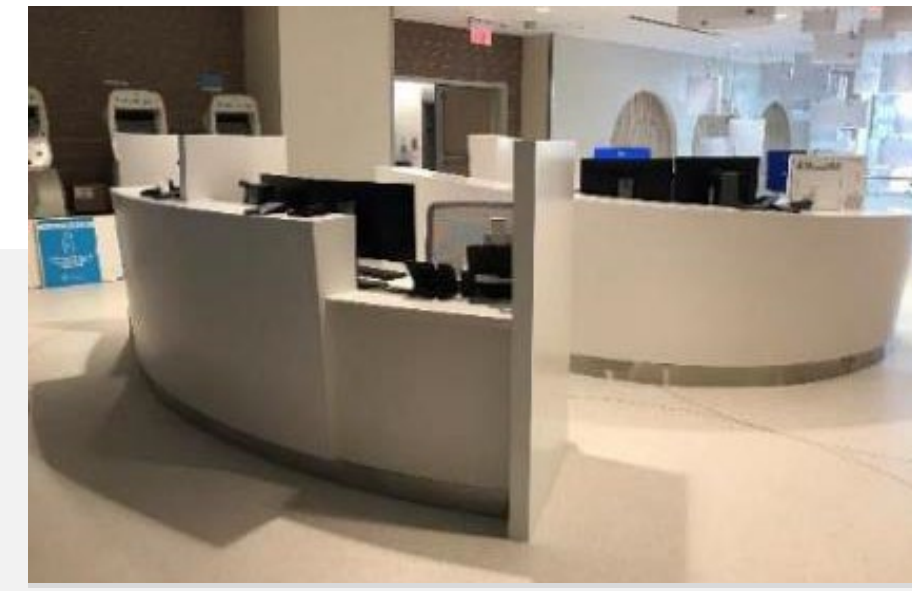
Factory-Built

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

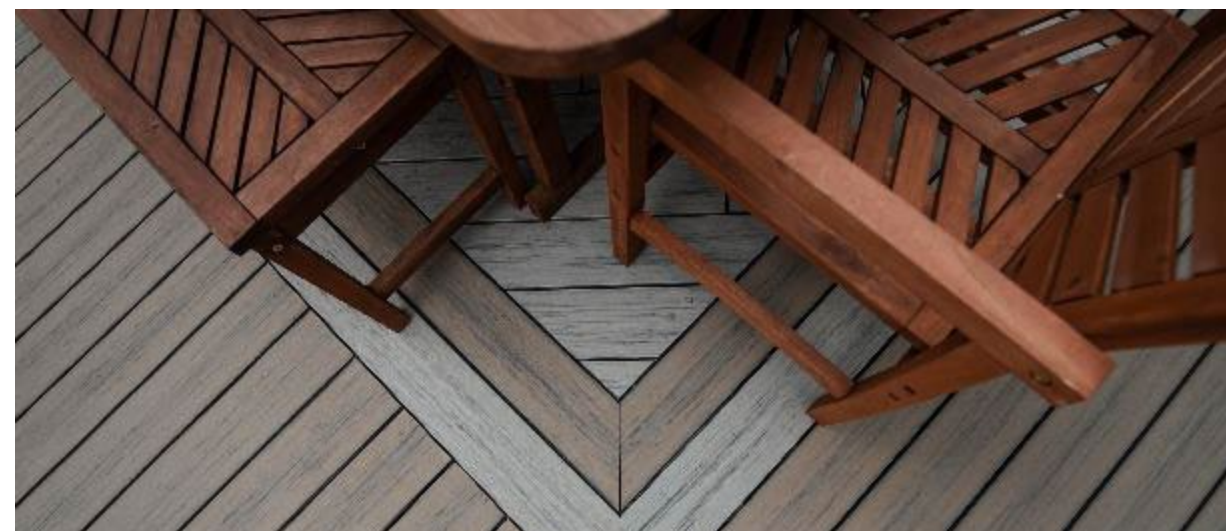
Offsite prefabrication of value-add formwork, aluminum horizontal shoring and vertical forming solutions for use in infrastructure; elevated structural concrete construction projects.



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

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



- PMI
- Durable Goods
- Industrial Production

- Demand decrease across most verticals and excess capacity pressuring pricing
- On/nearshoring manufacturing
- Vendor consolidation at customers of scale

- Demand down low-single digits
- Pricing pressures

UFP CONSTRUCTION



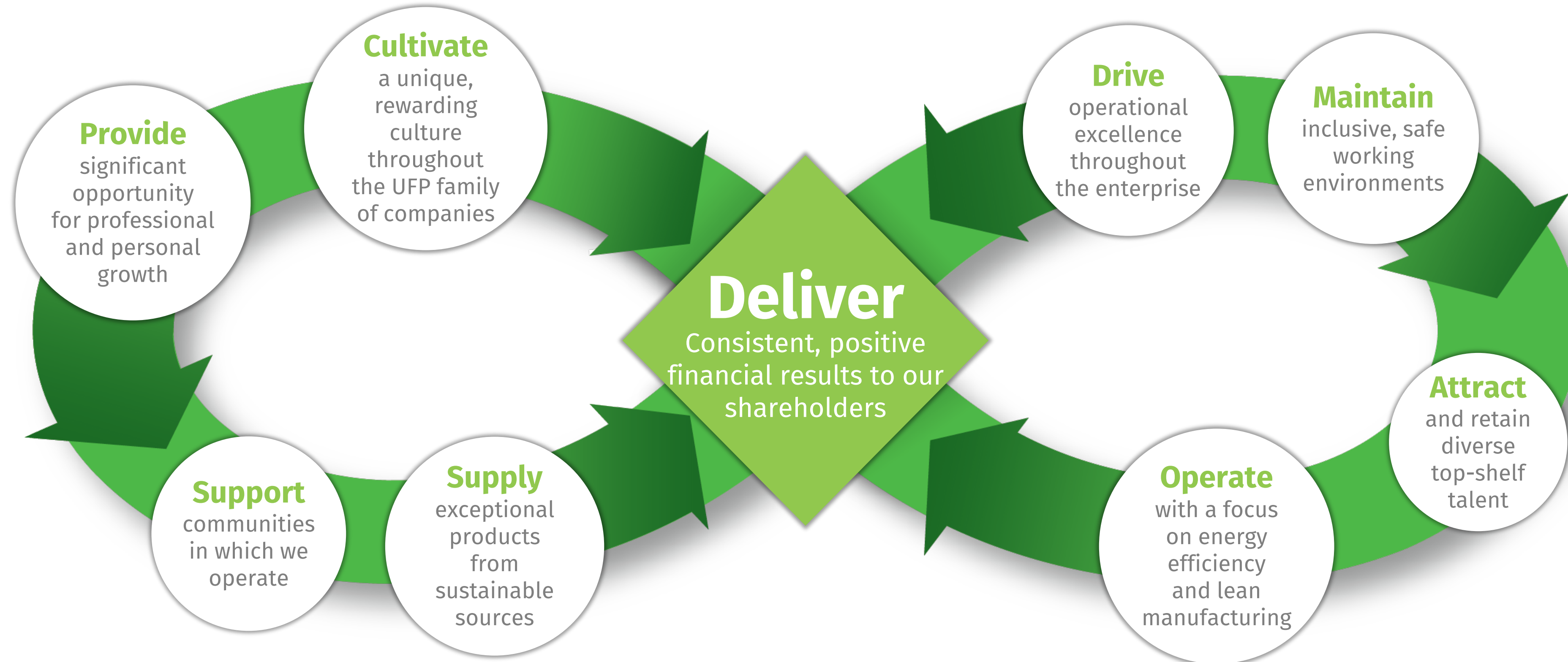
- Affordability challenges remain
- Housing shortage
- Mortgage rates

- Smaller new build floorplans
- Builder incentives driving activity
- Depressed mortgage application and refinance activity

- Demand down low-single digits
- Pricing pressures

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

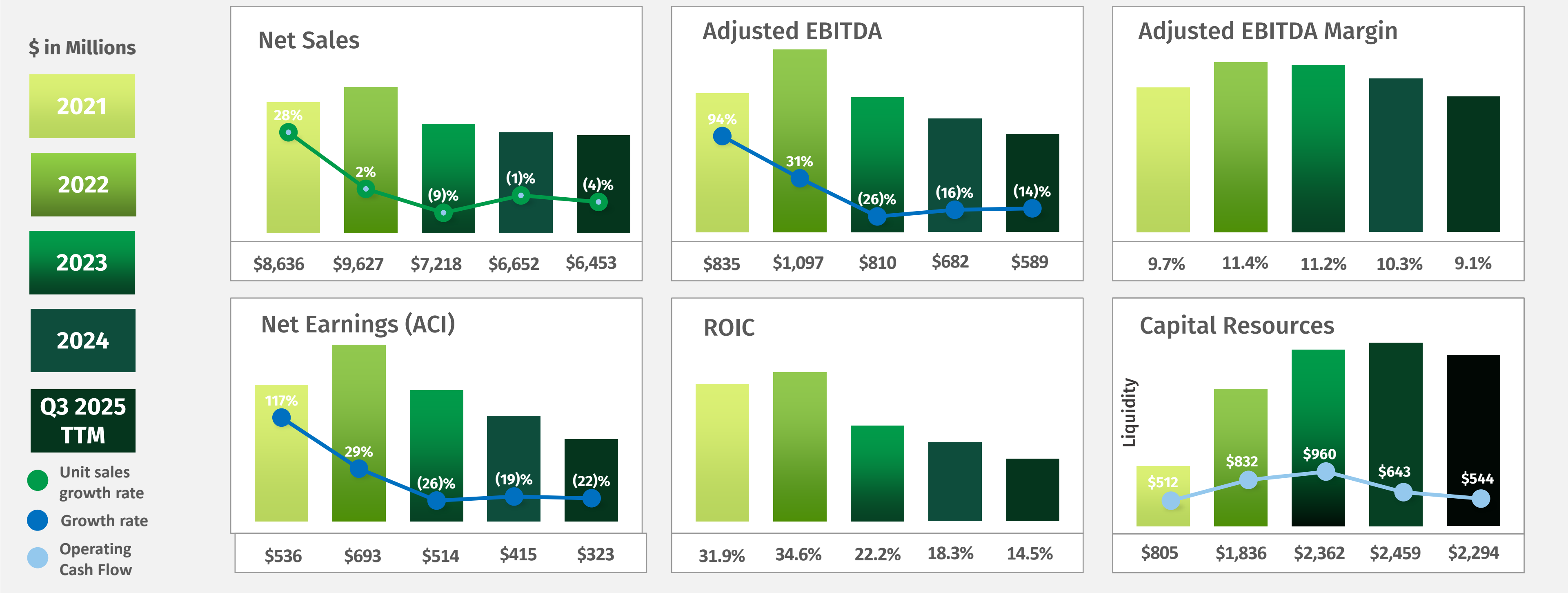


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE



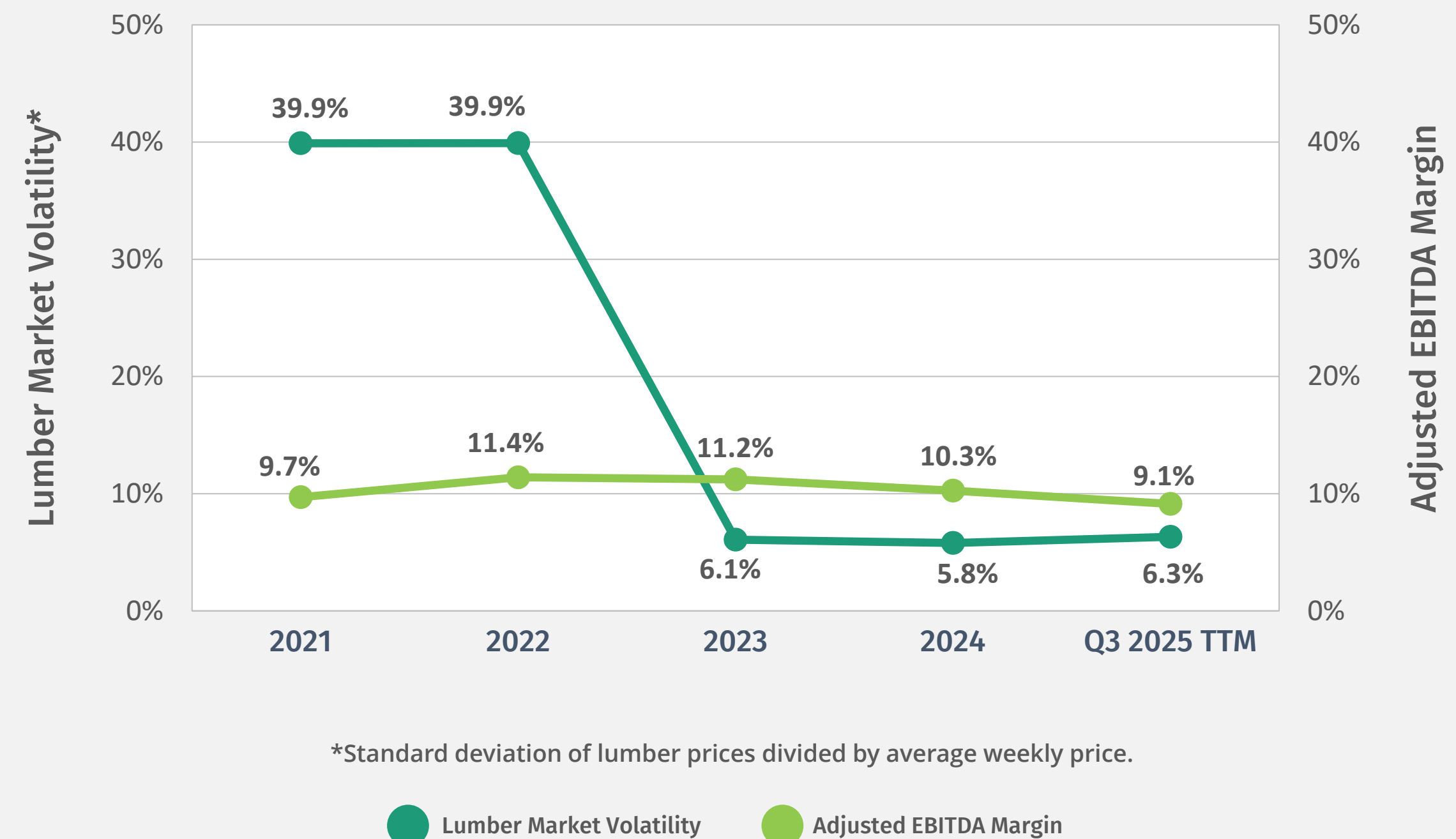
Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

Q3 2025 TTM Adjusted EBITDA Margin exceeds 2019 by ~200 bps.

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

MANAGING LUMBER MARKET RISK

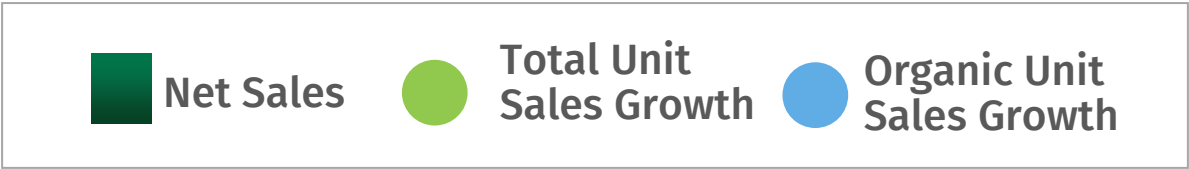
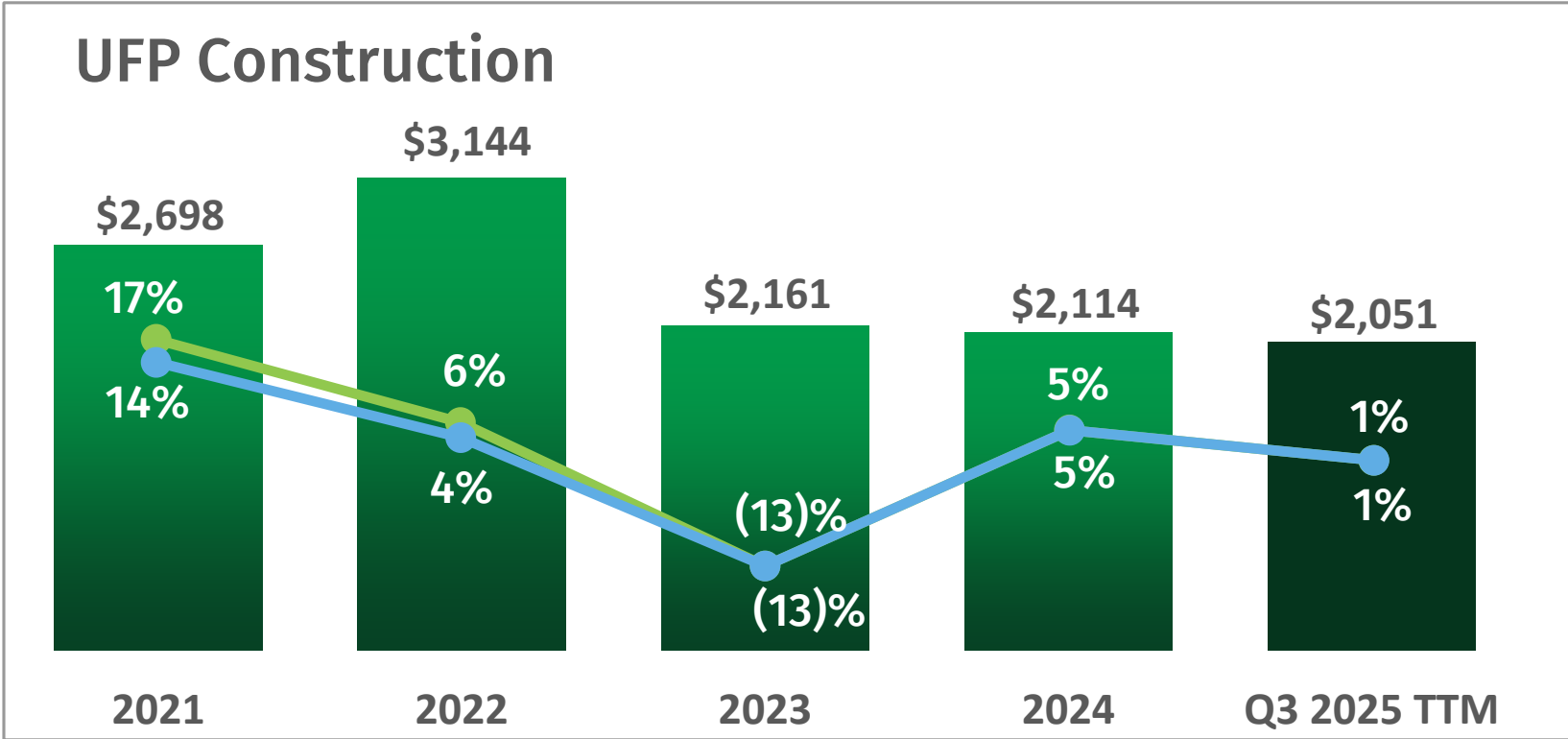
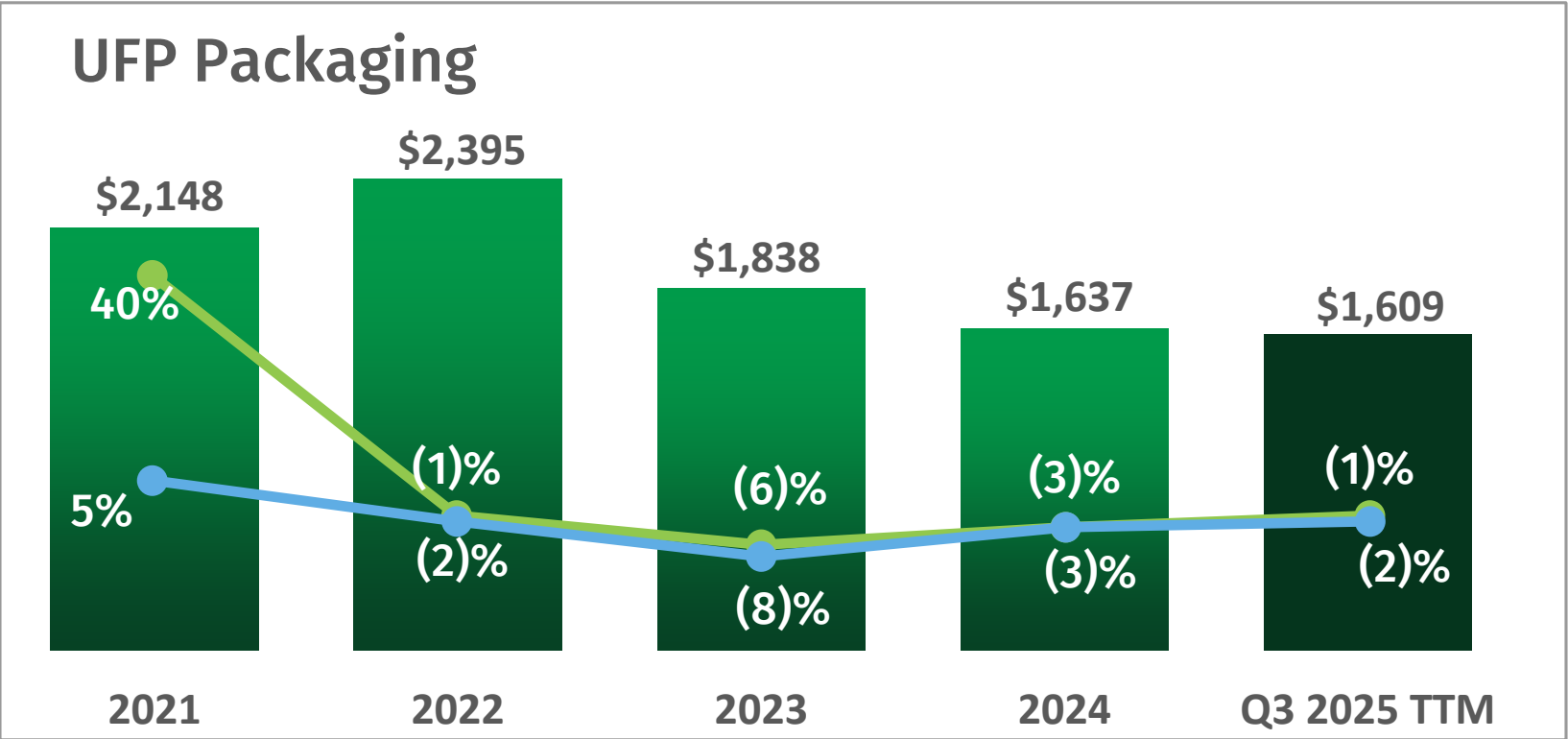
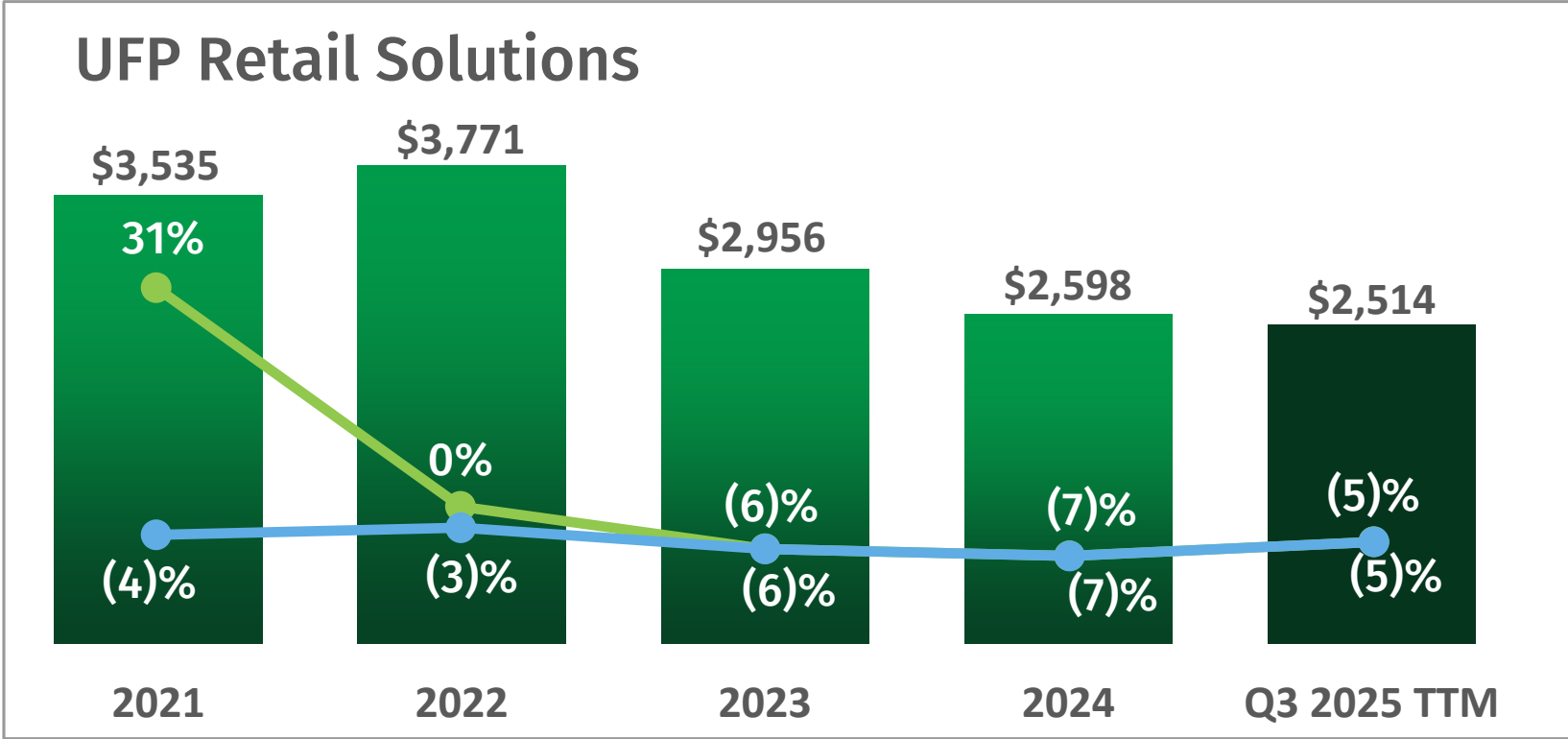
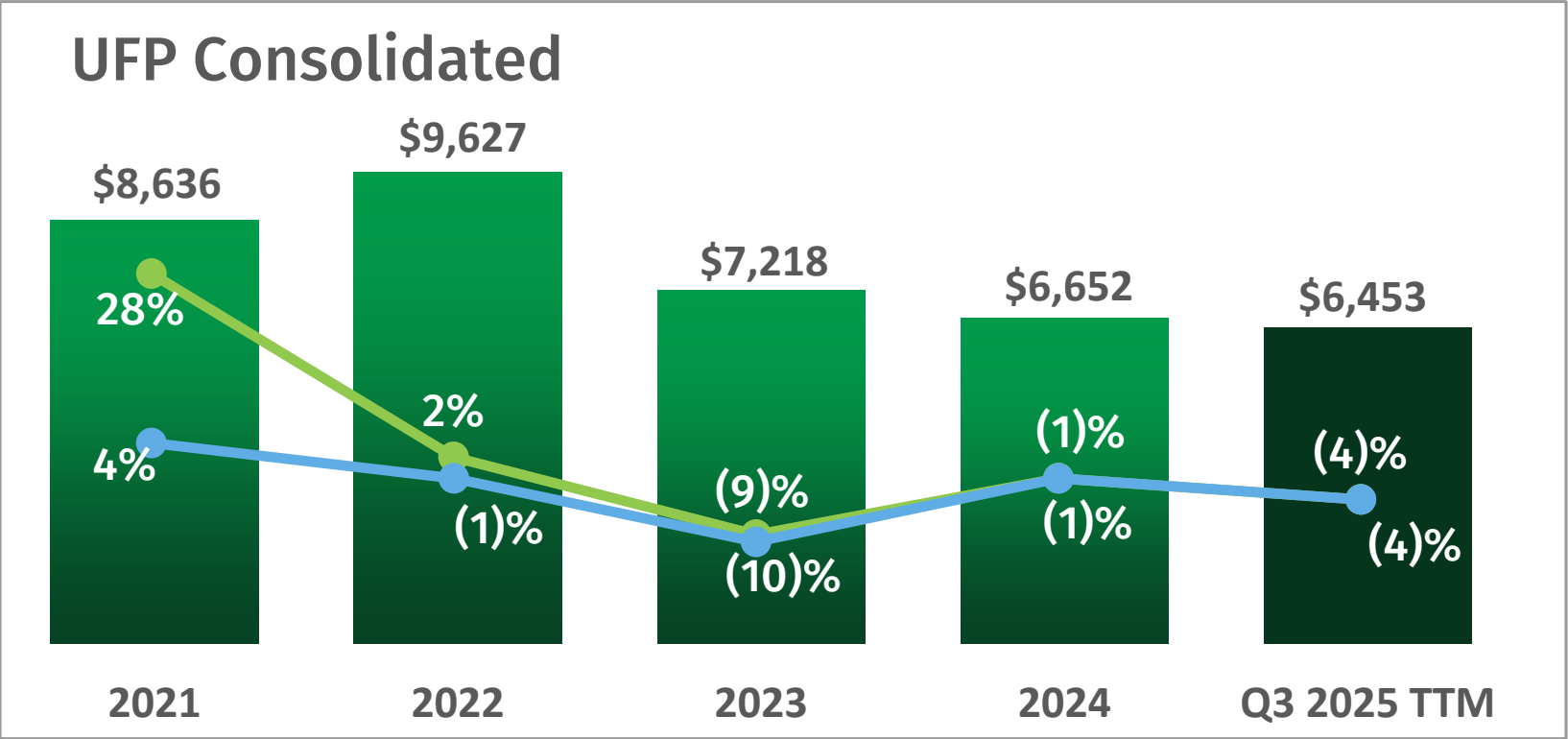
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

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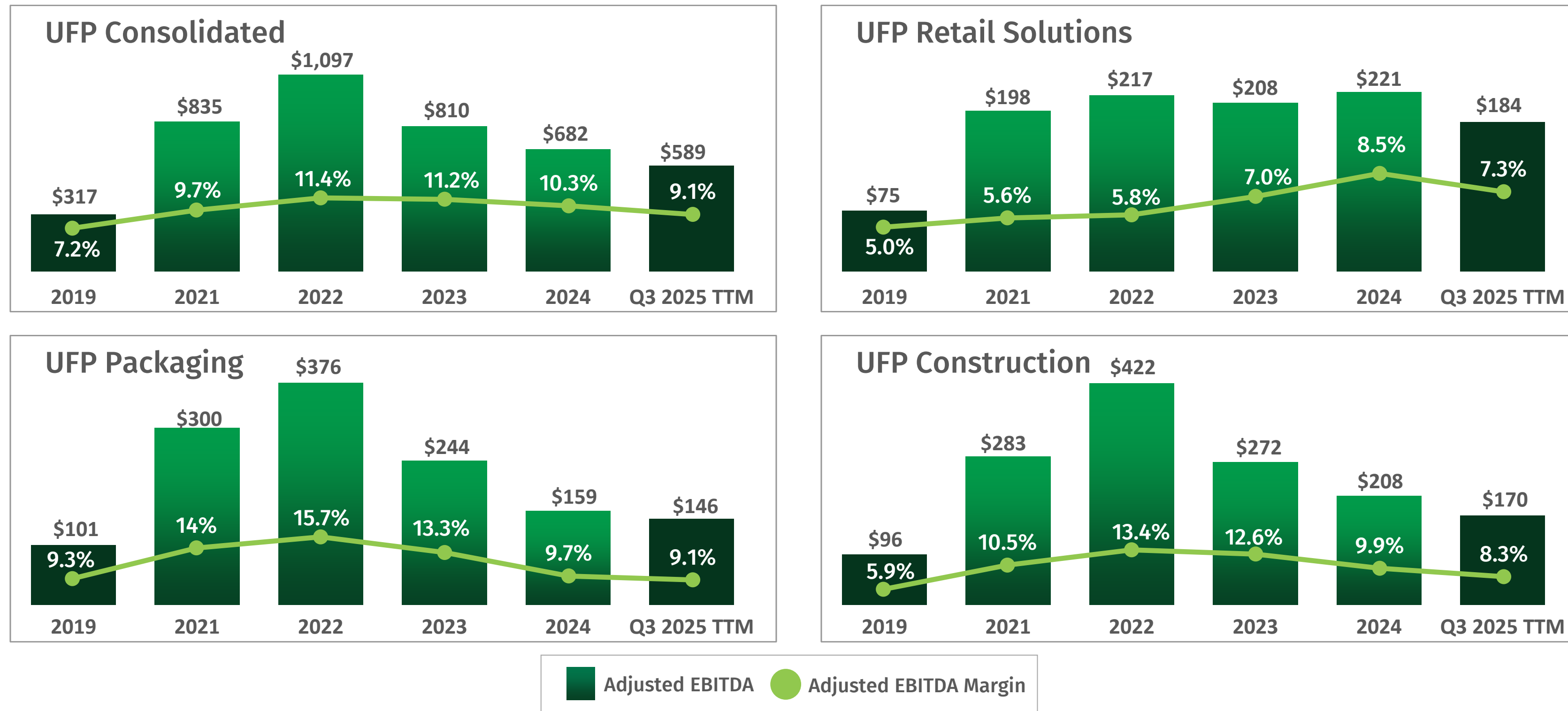
NET SALES (in millions)



LONG-TERM GOAL

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

ADJUSTED EBITDA (in millions)



Consolidated Q3 2025 TTM Adjusted EBITDA Margin exceeds 2019 by ~200 bps.

LONG-TERM MARGIN DRIVERS

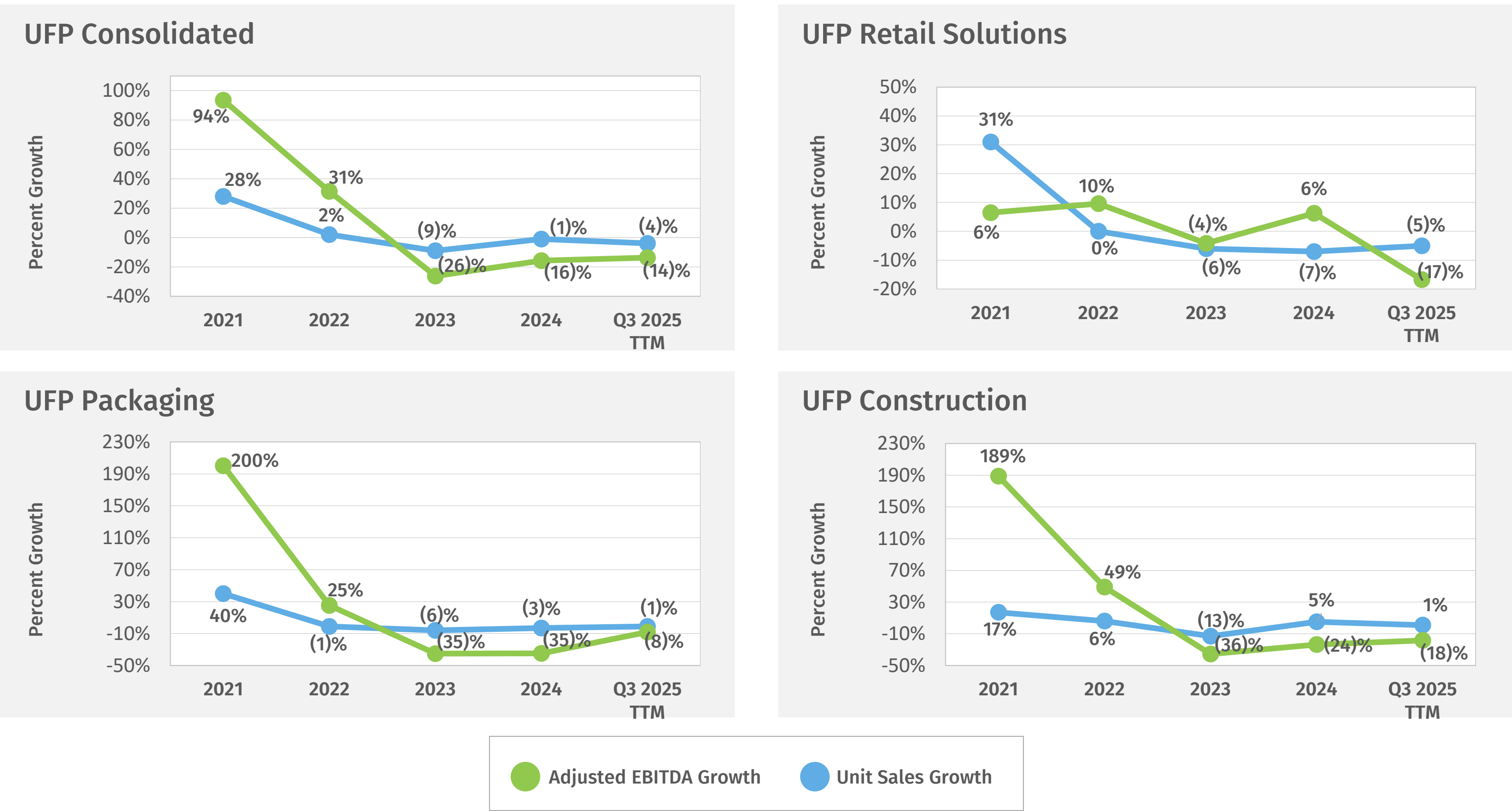
New management structure; Value-added mix improvements, including new branded products, solutions selling, and value-based pricing; Operational improvements, technology, and automation

LONG-TERM GOAL

12.5% Adjusted EBITDA margin

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ADJUSTED UNIT SALES AND EBITDA GROWTH

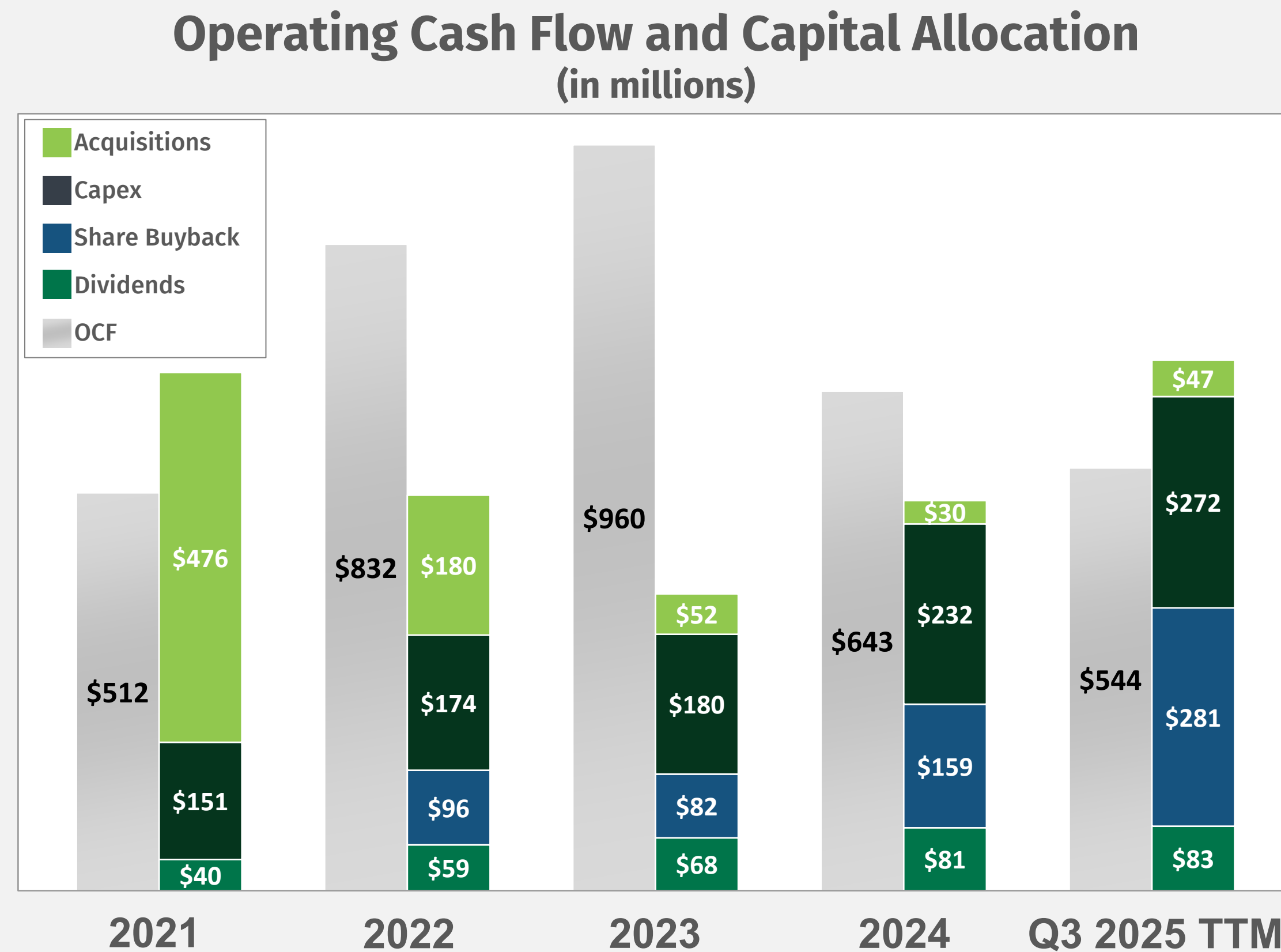


Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth

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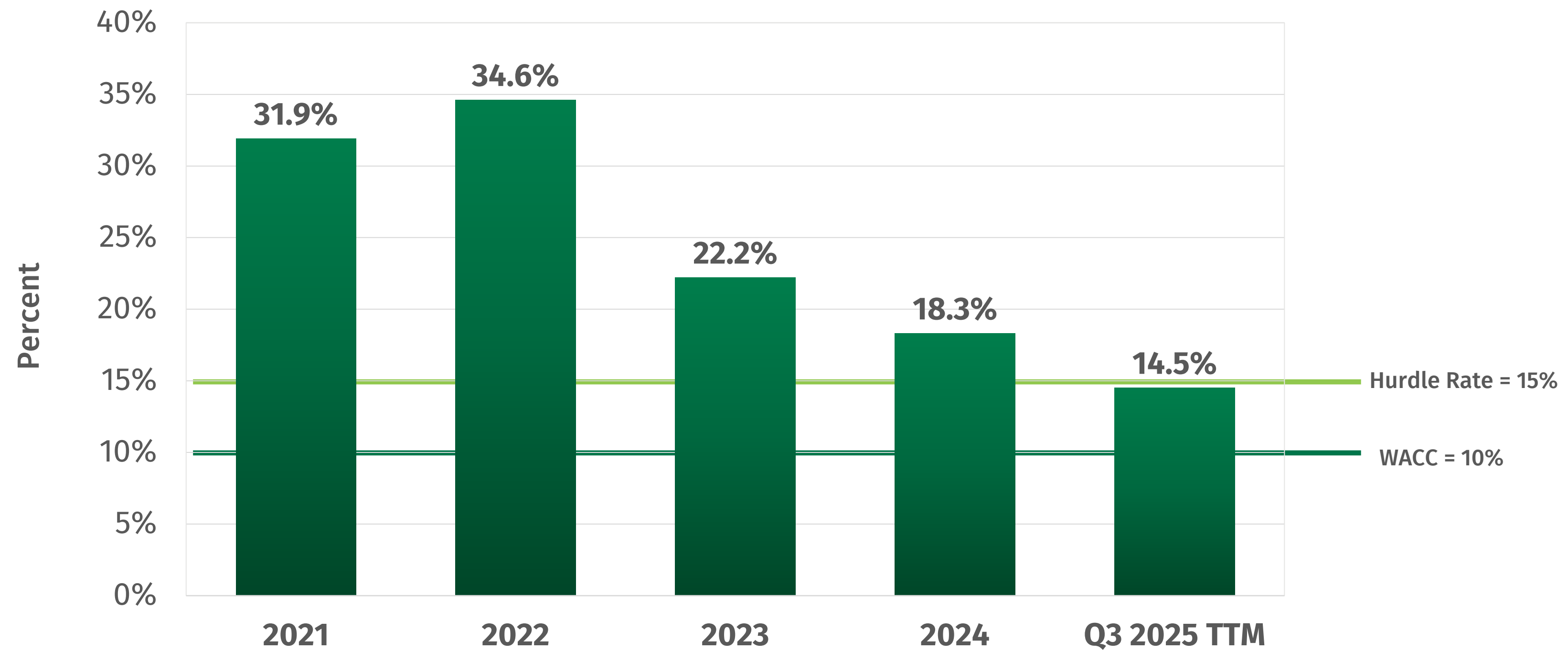
BALANCED USE OF FREE CASH FLOW

- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$275M to \$300M in 2025
- ✓ Opportunistic share repurchases and to offset issuances. Current authorization as of October 2025 has \$222M remaining, expires July 31, 2026.
- ✓ Increasing dividends in line with long-term growth in earnings and free cash flow
- ✓ Committed to maintaining conservative capital structure with adjusted EBITDA <1.5x



Return-focused approach to capital allocation

RETURN ON INVESTED CAPITAL



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

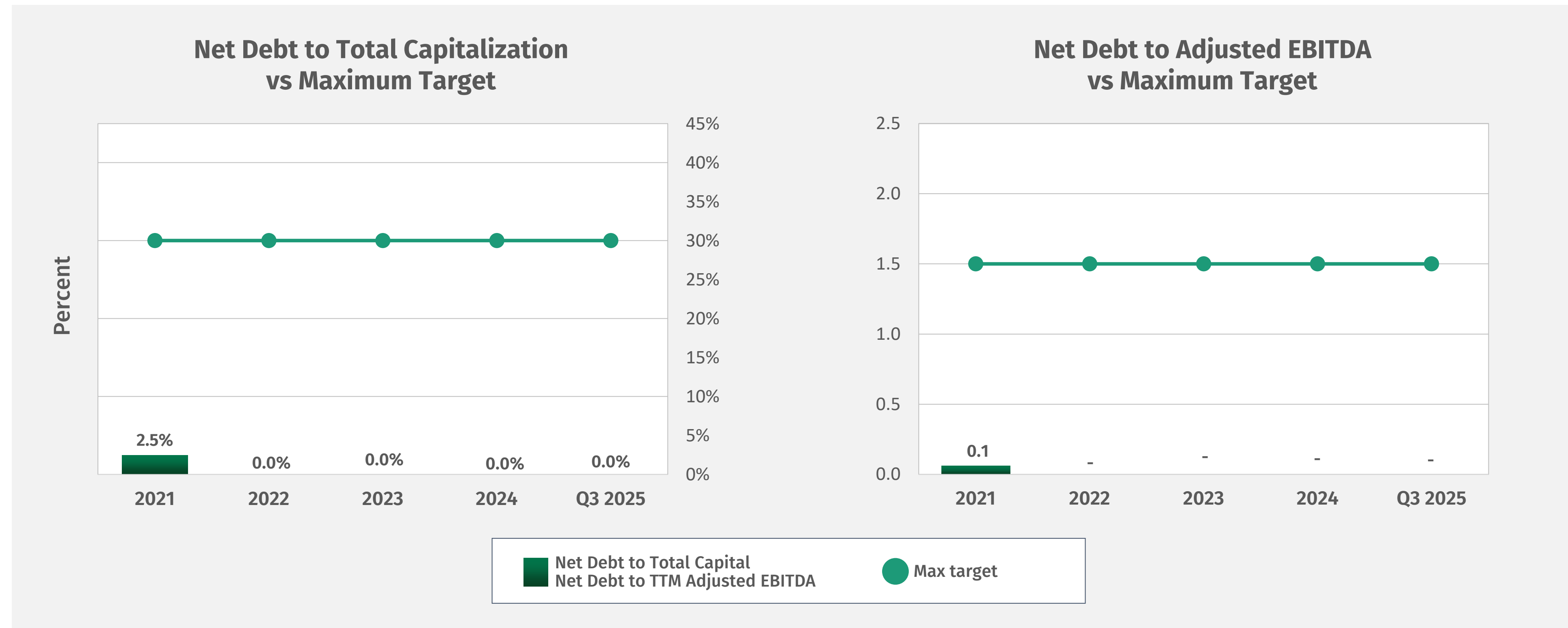
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RECENT ACQUISITIONS

Process	Purpose	Goal
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.	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

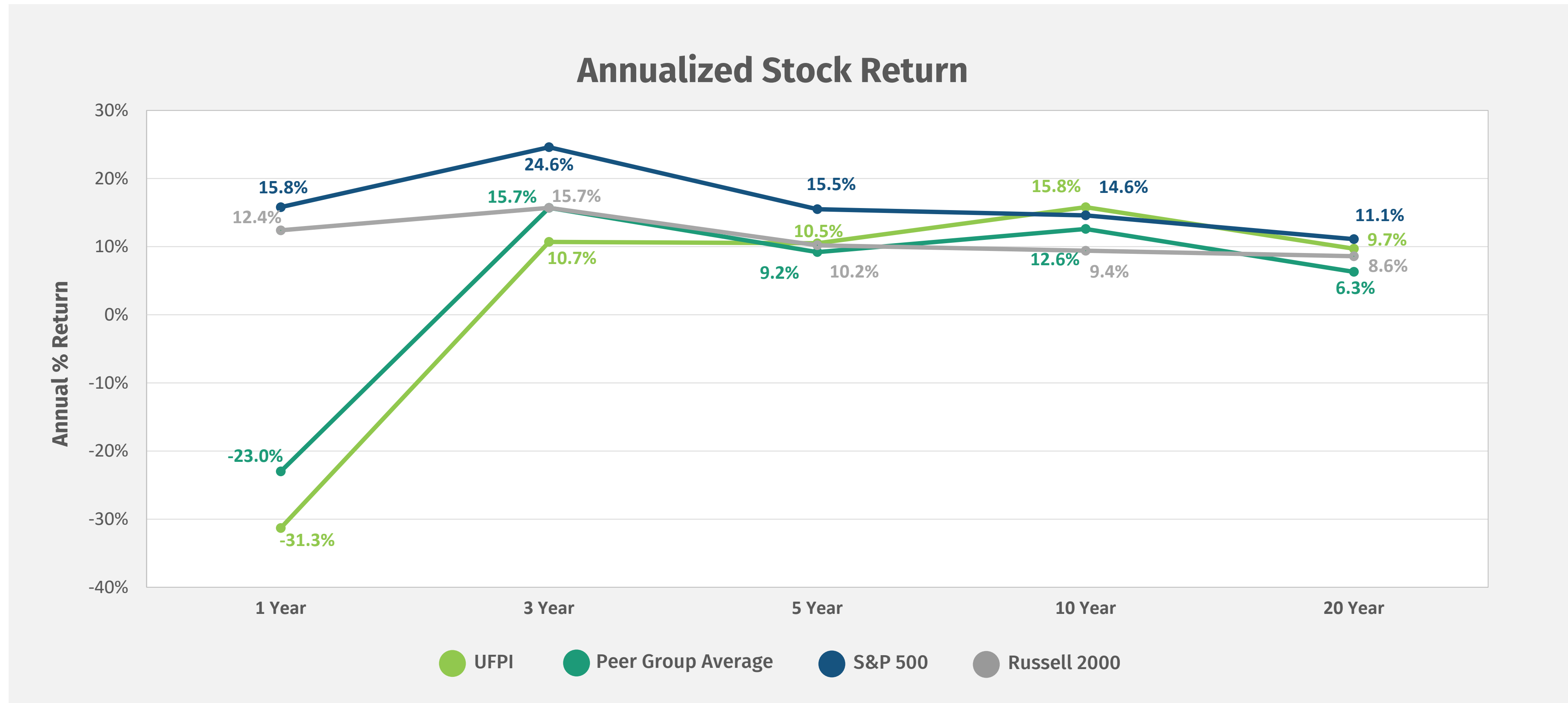


Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.

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STOCK PERFORMANCE

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



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 10/15/2025 closing prices

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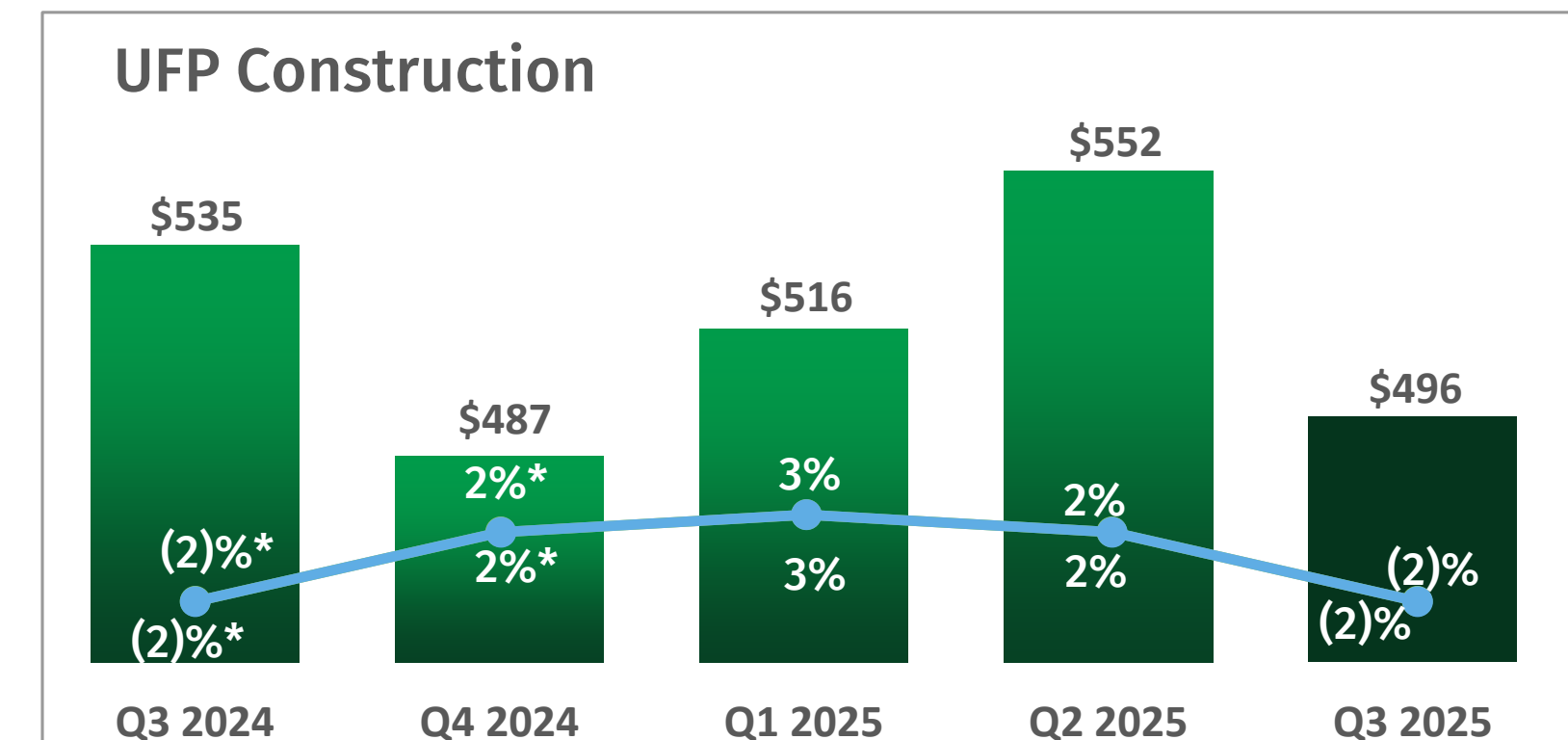
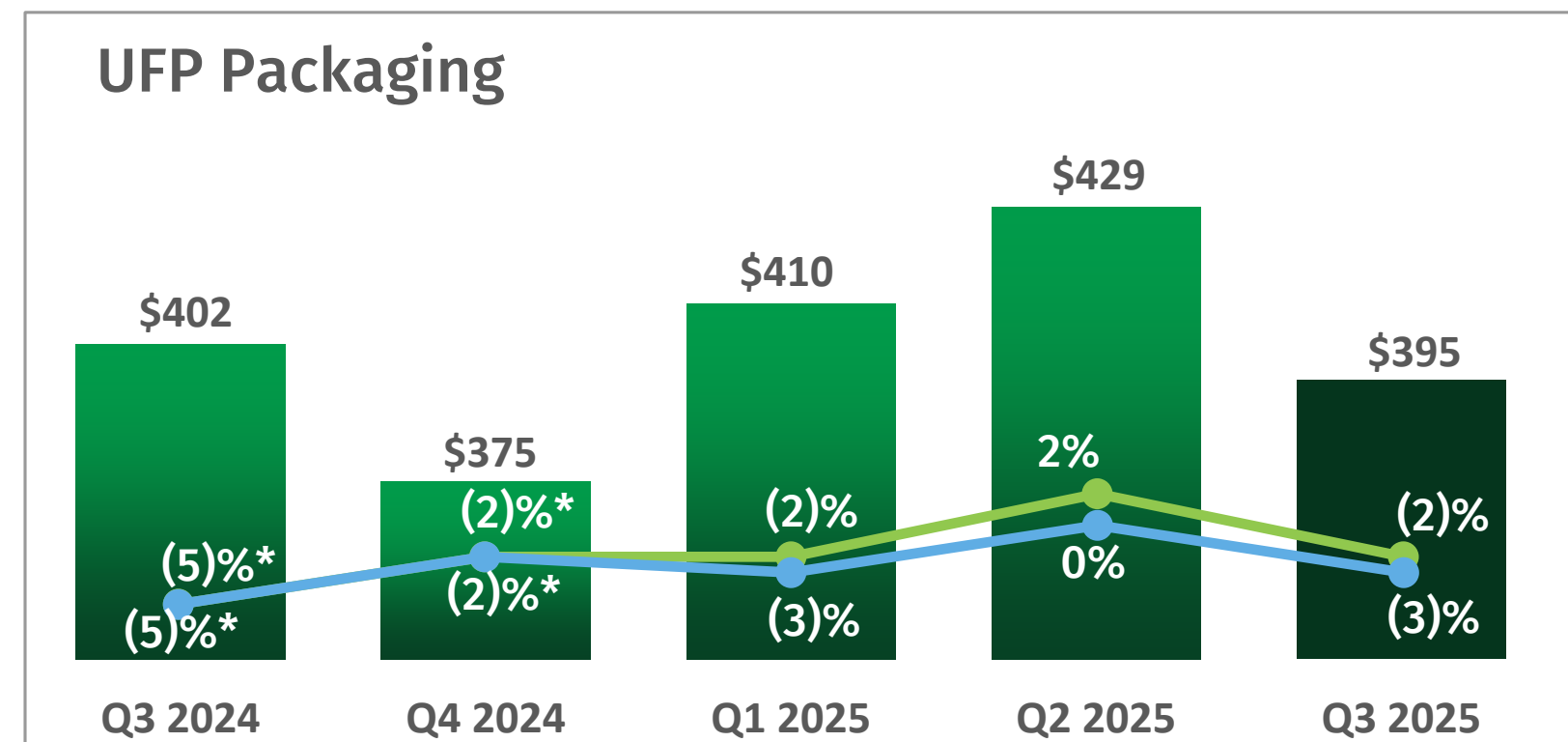
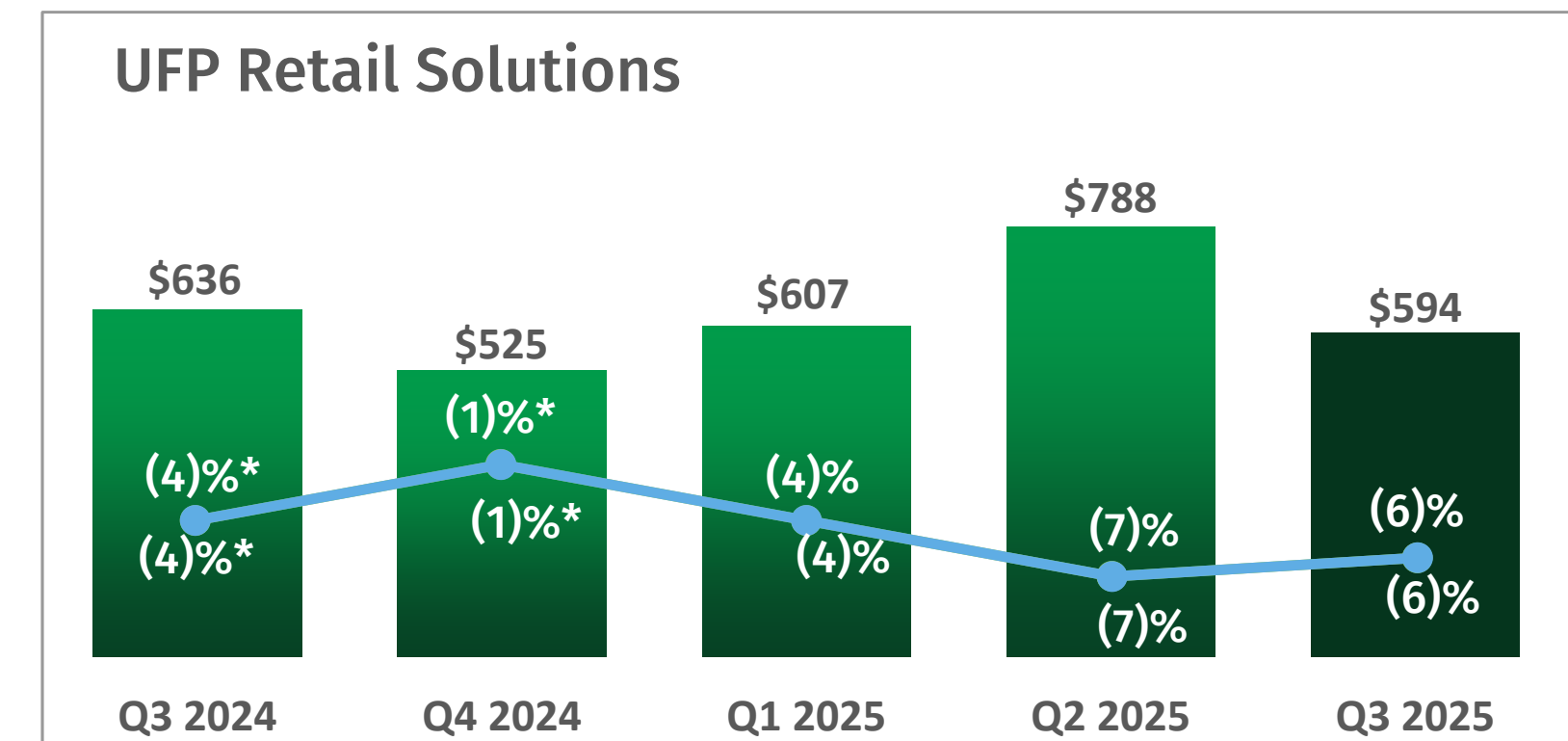
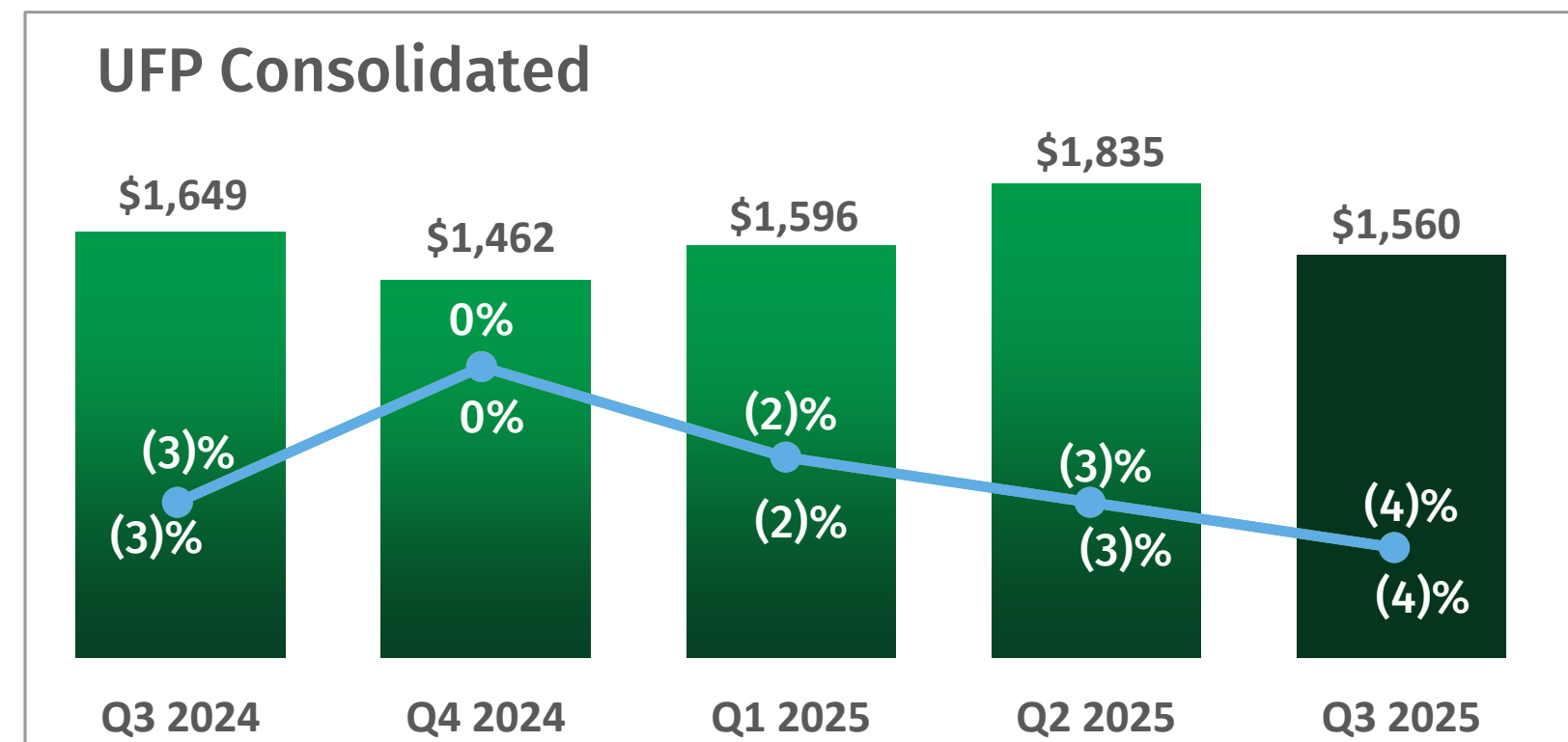


UFPI NasdaqListed

QUARTERLY RESULTS



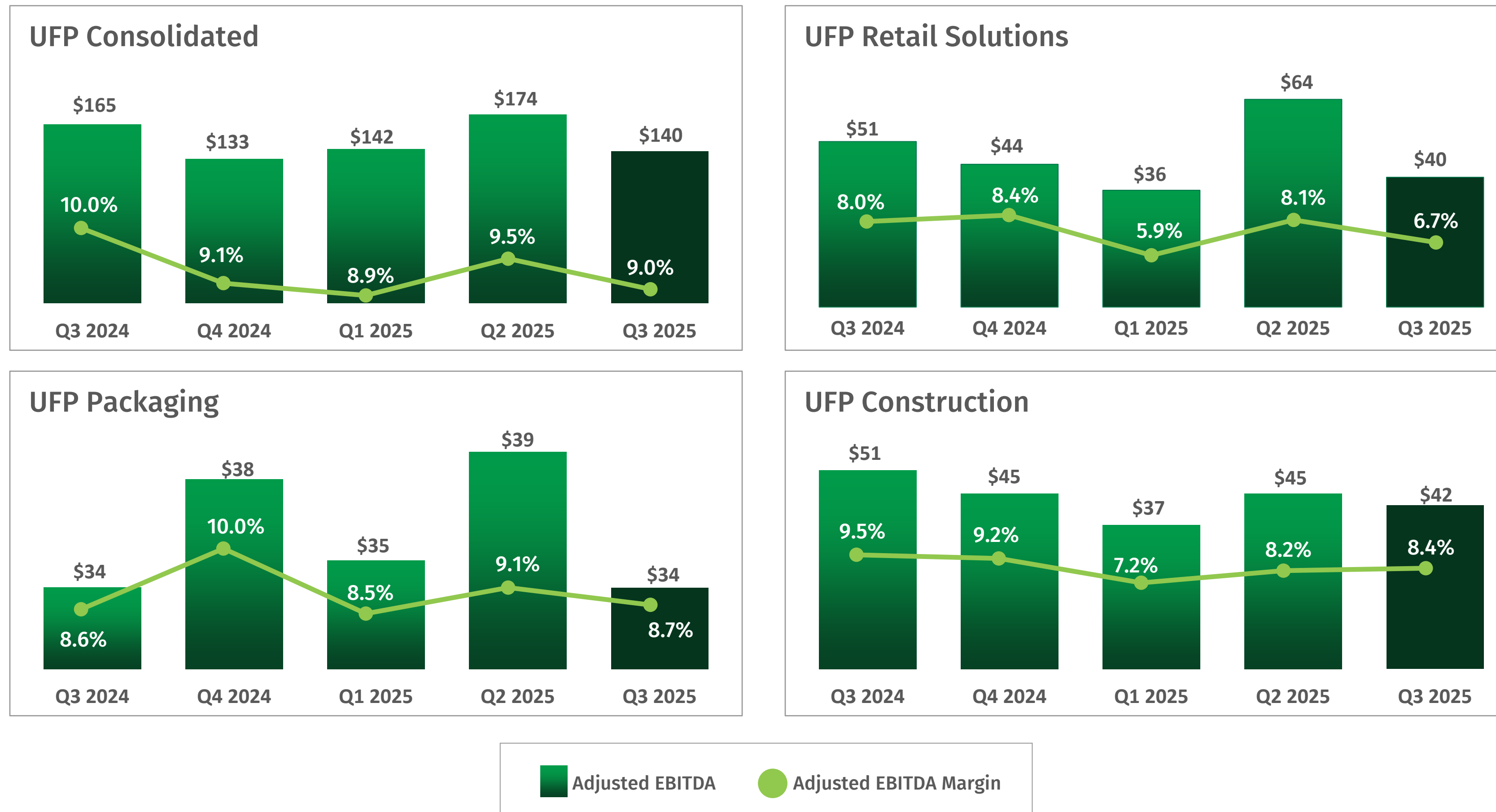
NET SALES Q3 2025 (in millions)



■ Net Sales
 ● Total Unit Sales YOY Growth
 ● Organic Unit Sales YOY Growth

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

ADJUSTED EBITDA Q3 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.

THANK YOU



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