

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): August 12, 2021

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 first quarter 2021 Investor Relations Presentation provided to investors and posted on the Company's website at www.ufpi.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 [2021 Investor Relations Presentation.](#)

104 Cover Page Interactive File (the cover page XBRL tags are embedded in the Inline XBRL document).

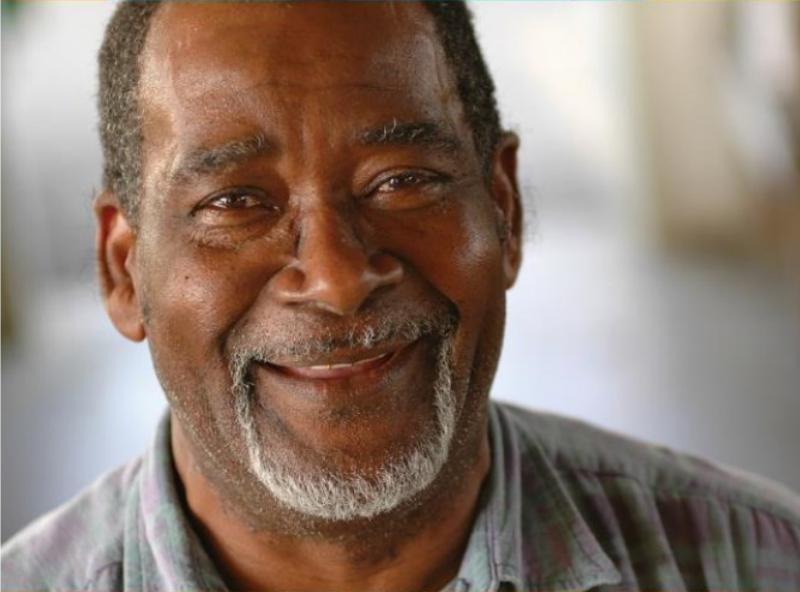
SIGNATURE

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: August 12, 2021

UFP INDUSTRIES, INC.
(Registrant)

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



2021 Invest
Pres



UFP

A dark green background with a wood grain pattern. It features the text "2021 Invest" and "Pres" in white, the UFP logo (a stylized tree in a square), and the letters "UFP" in a bold white font.

UFP INDU

Please be aware that: Statements included in this presentation that are the Securities Exchange Act, as amended, and are based on management, markets we serve, the economy, and the company itself. Words like “and,” “projects,” “should,” variations of such words, and similar expressions in performance and involve certain risks, uncertainties and assumptions occurrence. The Company does not undertake to update forward-looking, the date the forward-looking statements are made. Actual results could are cautioned that all forward-looking statements involve risks and u from forward-looking statements are the following: Fluctuations in the, markets we serve; government regulations, particularly involving env acquisitions. Certain of these risk factors as well as other risk factors and 10-Q on file with the Securities and Exchange Commission. This pre or reprinting of this presentation in any form without

With 184 locations in 9 countries, the companies of UFP Industries comprise one of the world's largest producers of wood and wood-alternative products for retail, construction and industrial markets.

NO MISSION STATEMENTS. JUST PEOPLE ON A MISSION.



OUR PEF

\$ Sales in Millions

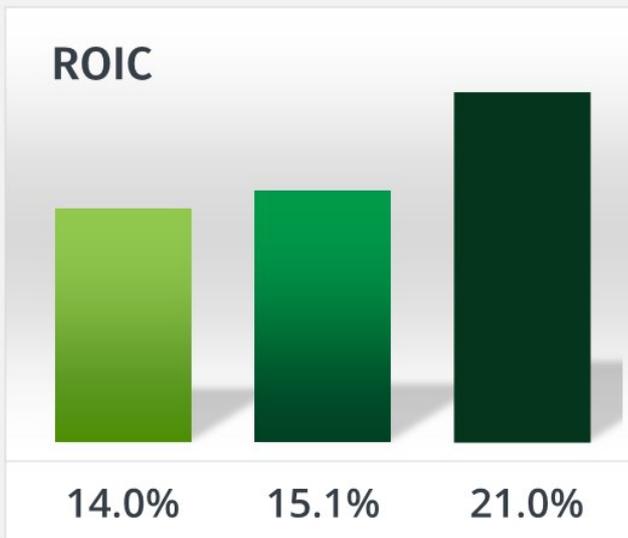
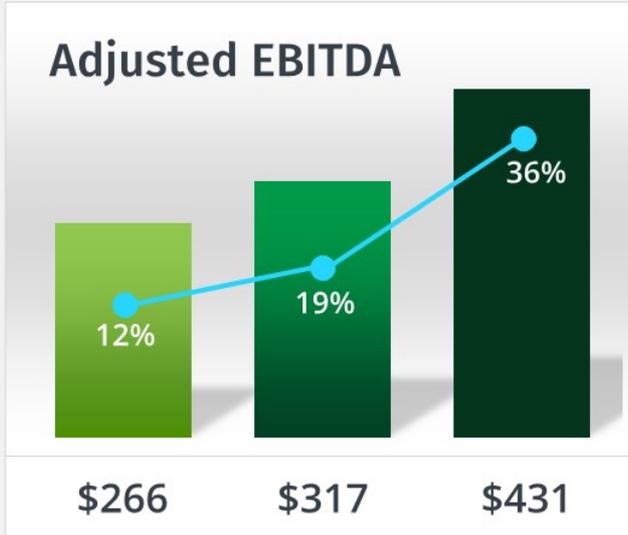
2018

2019

2020

● Unit sales growth rate

● Growth rate



1955

Company founded in
Grand Rapids, MI

15,000+

Number of employees
worldwide



Employee and facility counts in this presentation include the PalletOn

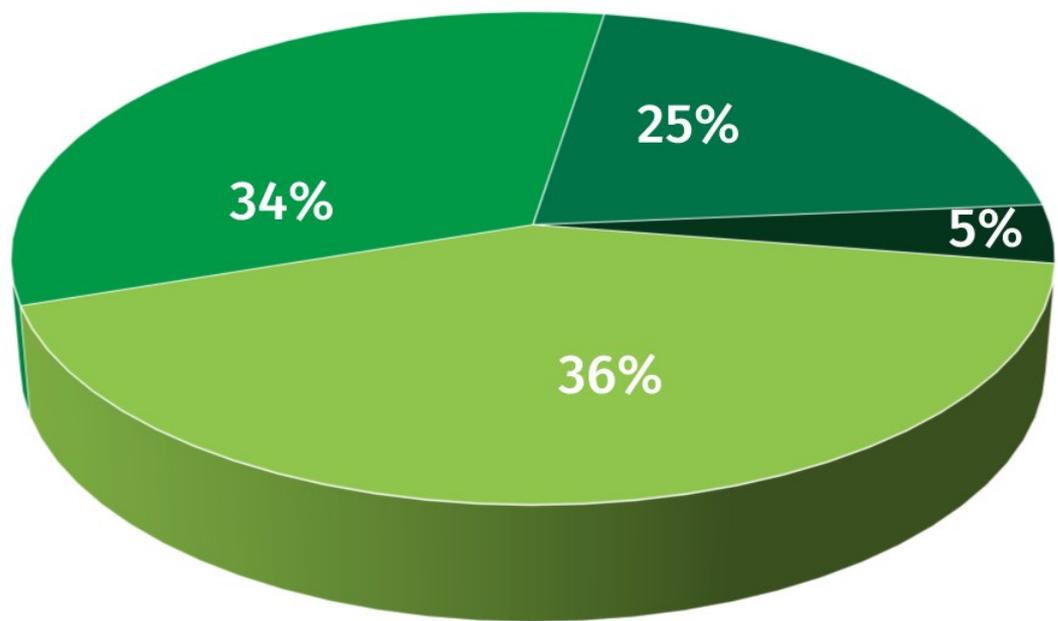
WHERE



184

GLOBAL LOCATIONS

INTI
OUR CI



Based on 2020 Sales

UFP

BUSINES



 **UFP** RETAIL SOLUTIONS
A UFP INDUSTRIES COMPANY



 **UFP**
A UFP INDUSTRIE





UFP RETAIL SOLUTIONS

A UFP INDUSTRIES COMPANY

We manufacture and sell on-trend brands to all major building products retailers, while supporting our customers with best-in-class in-store and e-commerce support.

2020: ProWood - \$1.2B, Outdoor Essentials - \$300M, Deckorators - \$220M, UFP E
YTD June 2021: ProWood - \$834M, Outdoor Essentials - \$216M, Sunbelt - \$472M, E

RETAIL



The industry
decking, ra



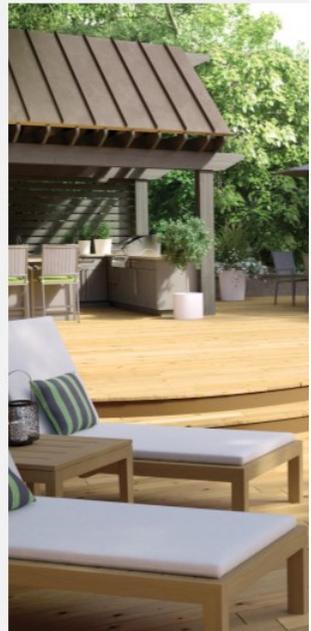
Deckorators.com

BUSINESS

RETAIL

pro'wood[®]
NEVER SETTLE.

Preserved
construction



ProWoodLumber.com

RETAIL

UFP
EDGE™
Designed To Be Seen

Premium siding, patte



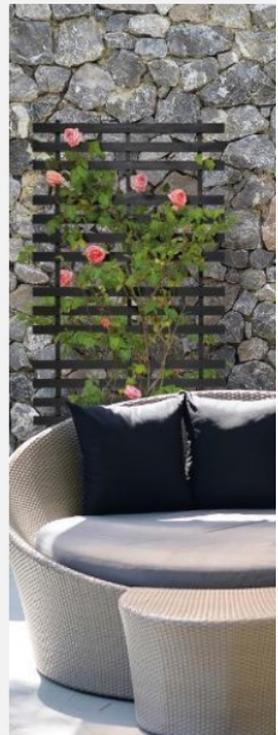
UFPEdge.com

RETAIL



OUTDOOR
ESSENTIALS®

Outdoor lifestyle products
and garden décor, p



OutdoorEssentialProducts.com

handprint™

Wood components
of inspired home



Coming soon: [Handprintmade.com](https://handprintmade.com)

E-COMMERCE

Supports the largest home improvement retailer in the U.S. in multichannel online B2B2C sales strategy

Provides thousands of curated products and as support customers' distribution efforts such as ship-to-store, including UPS, USPS and LTL shipping



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

2020: Site Built - \$726M, Factory Built - \$597M, Commercial - \$222
YTD June 2021: Site Built - \$539M, Factory Built - \$571M, Commer

SITE BUILT

Roof trusses, wa
services for resi



UFPConstruction.com

FACTORY BUILT

Roof trusses, floor components, and modular and precast concrete



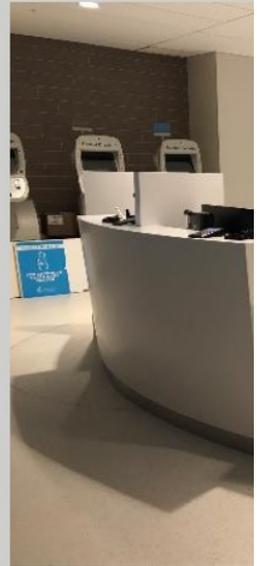
CONCRETE FORMING

Custom radius gang systems,



COMMERCIAL

Full-service,
and architect
manufacturi



IDXCorporation.com



UFP INDUSTRIAL

A UFP INDUSTRIES COMPANY

Delivering innovative structural packaging solutions backed by the industry's leading design team, a global manufacturing footprint, and integrated hyper-responsive service teams.

[UFPindustrial.com](https://www.ufpindustrial.com)

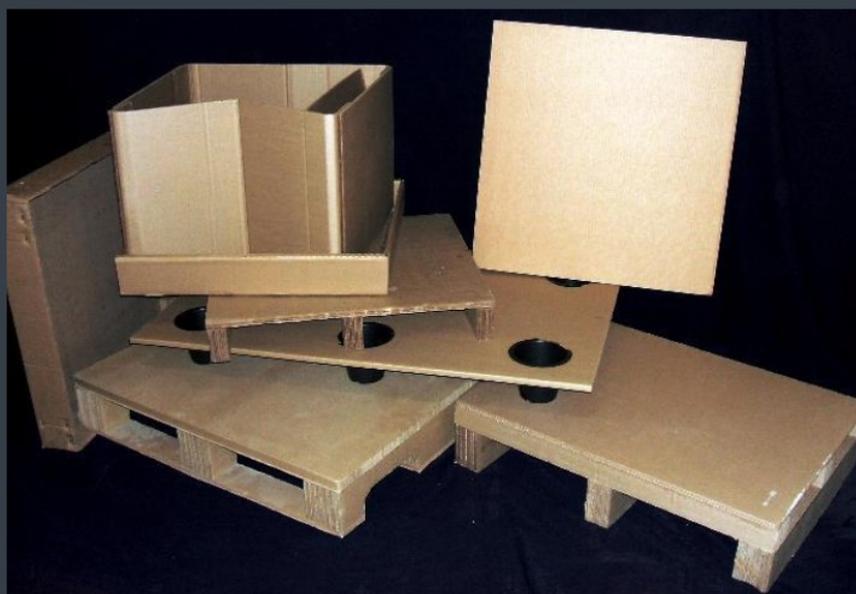
INDUSTRIAL PACKAGING

Wood, s
contain
and ons



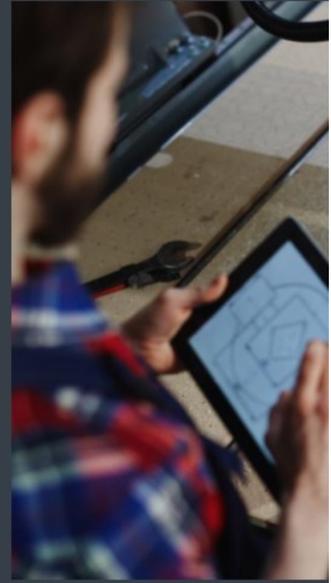
PACKAGING MATERIALS

Solutions for m
transportation
and safety pro
solutions



MANUFACTURED COMPONENTS

Precision
goods for
windows



INTERNATIONAL



UFP INTERNATIONAL

A UFP INDUSTRIES COMPANY

UFP International
our reach with
opportunities
assets in Canada



PROCESS
Identify attractive growth runways in each Business Unit under each Business Segment and identify gaps in our capabilities to pursue those runways.

P
Find r
and
cor
transfo
comm
value-
solution



2020 AC

The most consequential acquisition year in our history brought UI scalability, synergies

MARCH

JU

Quest

Quest Design and Fabrication and Quest Architectural Millwork, collectively known as Quest

Quest specializes in designing, fabricating, and installing premium millwork and case goods for a variety of commercial uses, including builder's sales centers, design studios, hospitality, corporate offices, and healthcare. Architectural millwork is a growth runway in our commercial construction business unit. Their high level of value-add and focus on premium products dovetails with our growth goals as we plan to scale this business with existing customers through our facilities.

2020* Annual sales: \$20M



*T&R Lum
Sullivan*

T&R mar
range of
boxes ar
an oppo
product

2020*

OCTOBER



Enwrap Logistic & Packaging S.r.l.

This newly formed company is dedicated to the logistics and packaging business of its predecessor, Job Service S.p.A. Headquartered in Milan, Italy, Enwrap provides high-value, mixed material industrial packaging and logistics services through five locations in Italy, allowing UFP to establish its presence in the region and to serve customers in Central and Southern Europe.

2020* Annual sales: \$14M

*Annual sales are pre- and post-acquisition.

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20

FISCAL JANUARY

PalletOne, Inc.

PalletOne is the leading manufacturer of new pallets in the U.S., with 17 manufacturing facilities and 1,500 employees in the Southern and Eastern regions of the U.S. The company also supplies specialized industrial packaging, including custom bins and crates, and its **Sunbelt Forest Products** subsidiary operates five pressure-treating facilities in the Southeastern U.S.

2020 Annual combined sales: \$698M (\$267M for PalletOne, \$431M for Sunbelt)



MARCH



Gilmores, Pty Ltd

Gilmores adds a wide portfolio of consumable packaging to certain industrial packaging products and expands UFP Industrial's customer base throughout Australia. Founded in 1988 and operating from its distribution facility in Port Melbourne, Australia, Gilmores is a leading distributor in the industrial and construction industries of packaging tapes, stretch films, packaging equipment, strapping, construction protection products and other items.

2020 Annual sales: \$10.0M

APRIL



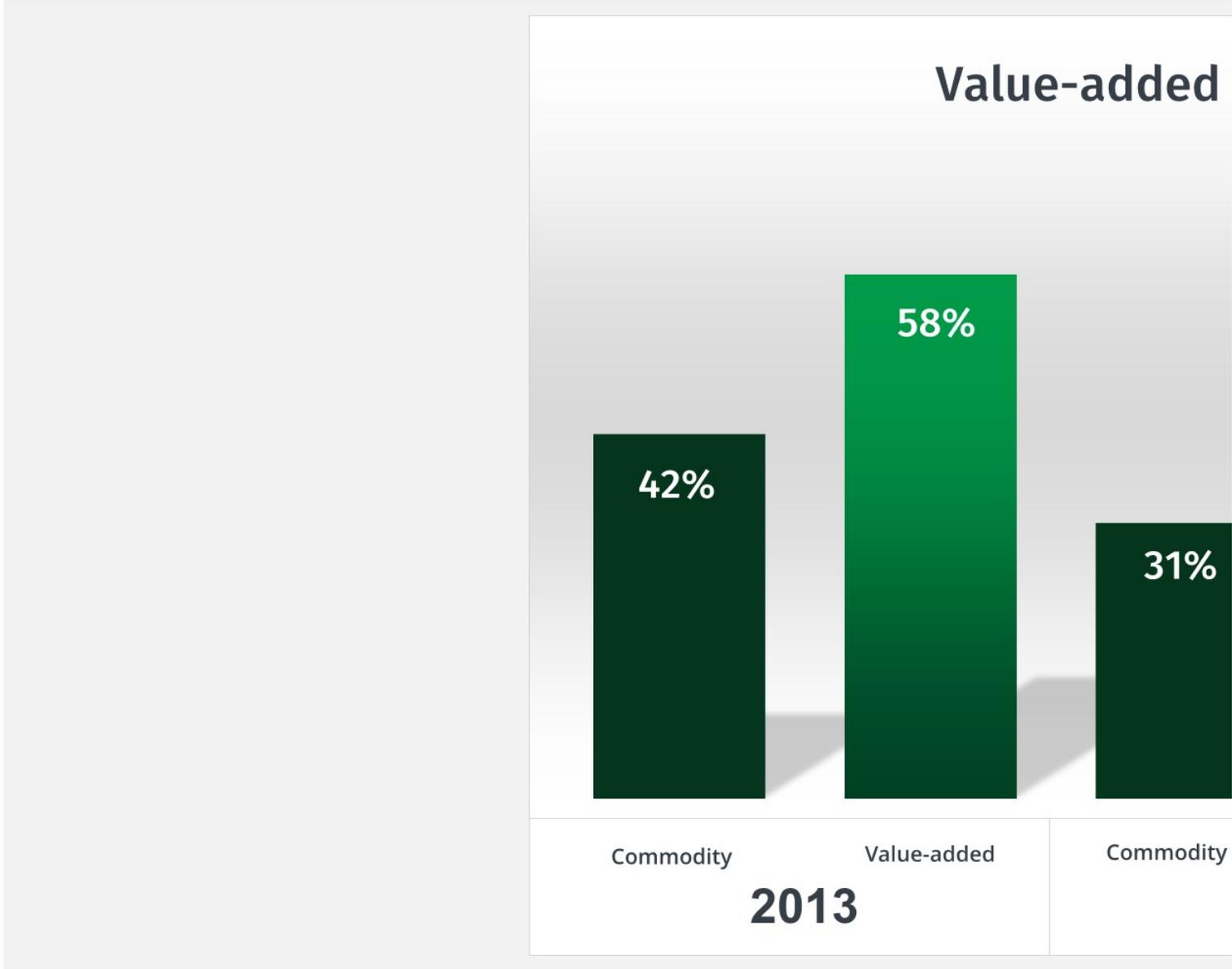
SPARTANBURG FOREST PRODUCTS

Spartanburg Forest Products Corporation

Acquired by UFP's wholly-owned subsidiary Sunbelt Forest Products, **Spartanburg** and its affiliates are a wood treating operation in the southeastern U.S., with approximately 150 employees and operations in five states. The combination of Spartanburg and Sunbelt generate operational efficiencies that allow both companies to provide greater value to our customers, while expanding our capacity and geographic reach

2020 Annual sales: \$543M

PRODUCT M



Note: Lumber price appreciation more significantly impacts cc

PRODUCT M



HOW WI

Four

Managers are required to own stock.

Management team has an average tenure of 22 years.

Every plant is a profit center whose managers are bonused on ROI.

Win-Loss record of 65-0. (Yes, we've never lost money.)

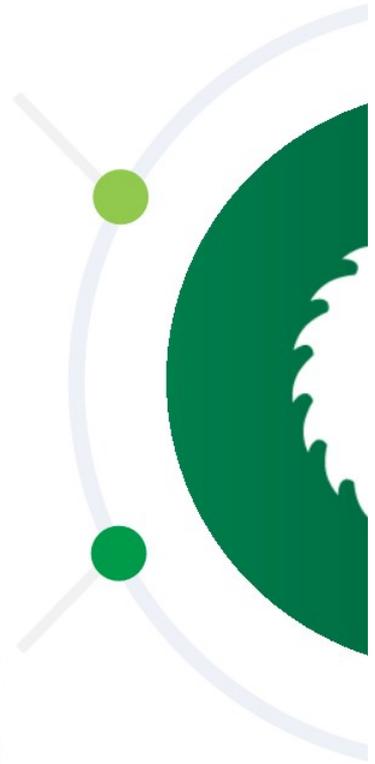
Entrepreneurial

Stable

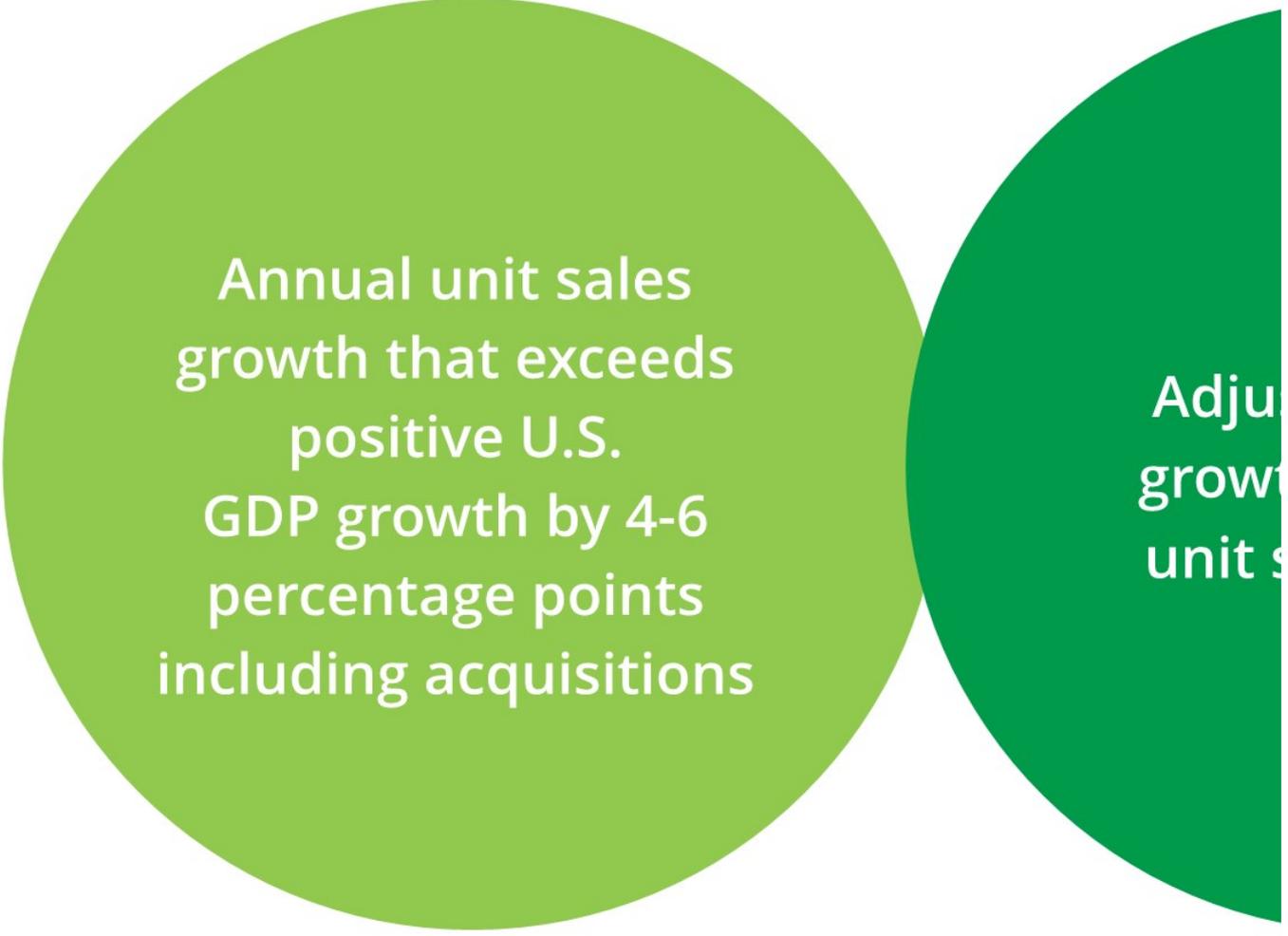
WHAT GET

General economic trends

Fluctuation in commodity
lumber costs



LONG-TERM F



Annual unit sales
growth that exceeds
positive U.S.
GDP growth by 4-6
percentage points
including acquisitions

Adju
grow
unit s



BUILT FOR

Balanced Business Model

A diversified business portfolio mitigates risk of a decline in a single market.

Experienced Leadership

Our profit center organization model results in a stable of seasoned leaders skilled in managing their business.

Cost

These have been cost allocated adjusted market have invested work which cash





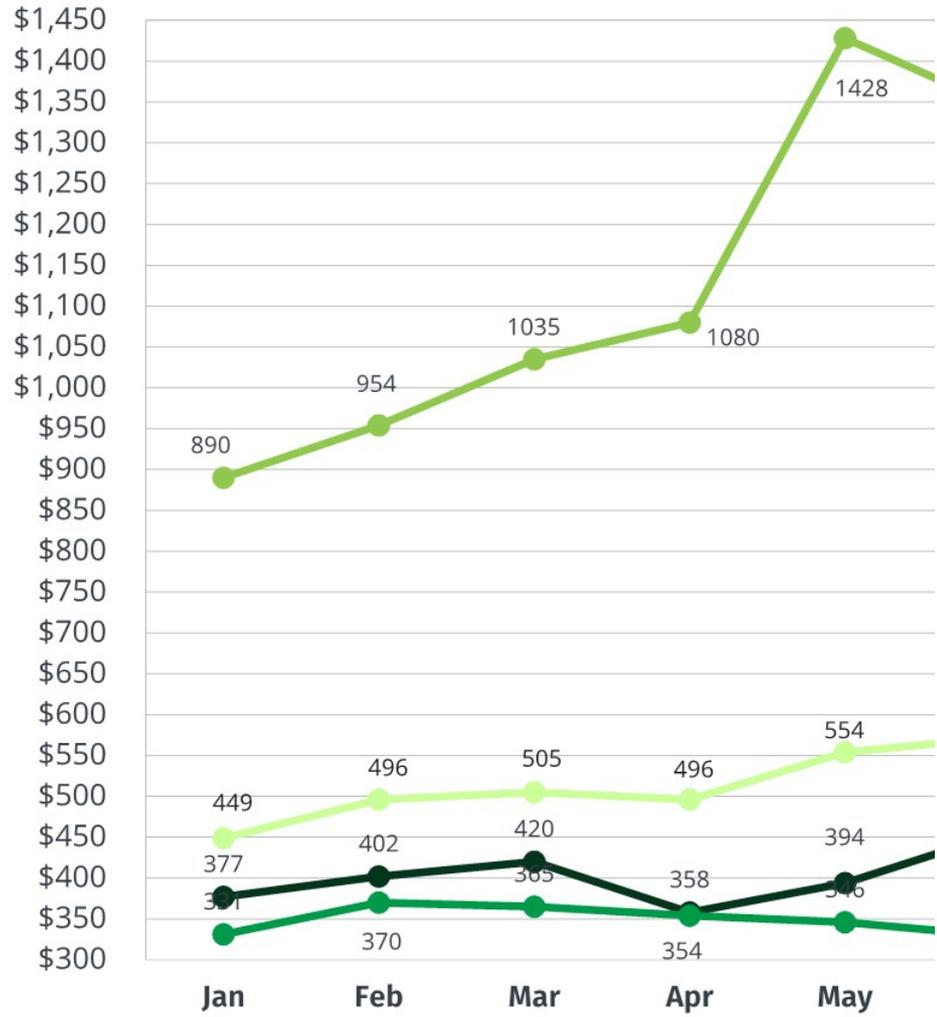
FINANCIALS

LUMBER MARKET IMPACT

- ✓ **Goal:** to earn a stable profit per unit
 - ✓ We are less affected by the **level** of lumber prices than the primary producers of lumber are
 - ✓ **Level** of lumber prices affects gross p and SG&A to sales ratios
 - ✓ Profit per unit is primarily impacted by the **trend** and **volatility** of the market
 - ✓ **Balance in business** and risk management techniques mitigate impact on profitability
-

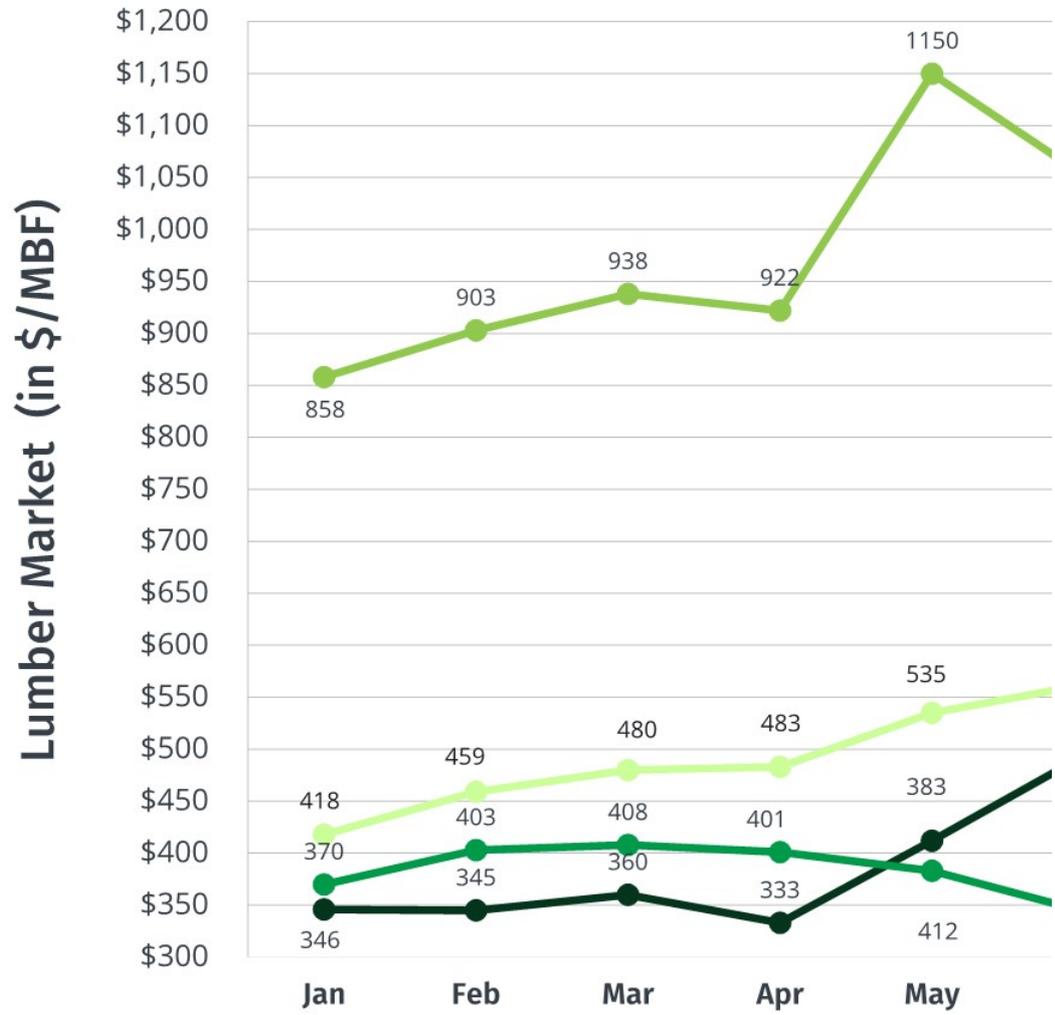
LUMBE

Lumber Market (in \$/MBF)



Average weekly random len,

LUMBER M



Average weekly South
Purchases of SYP comprise almos

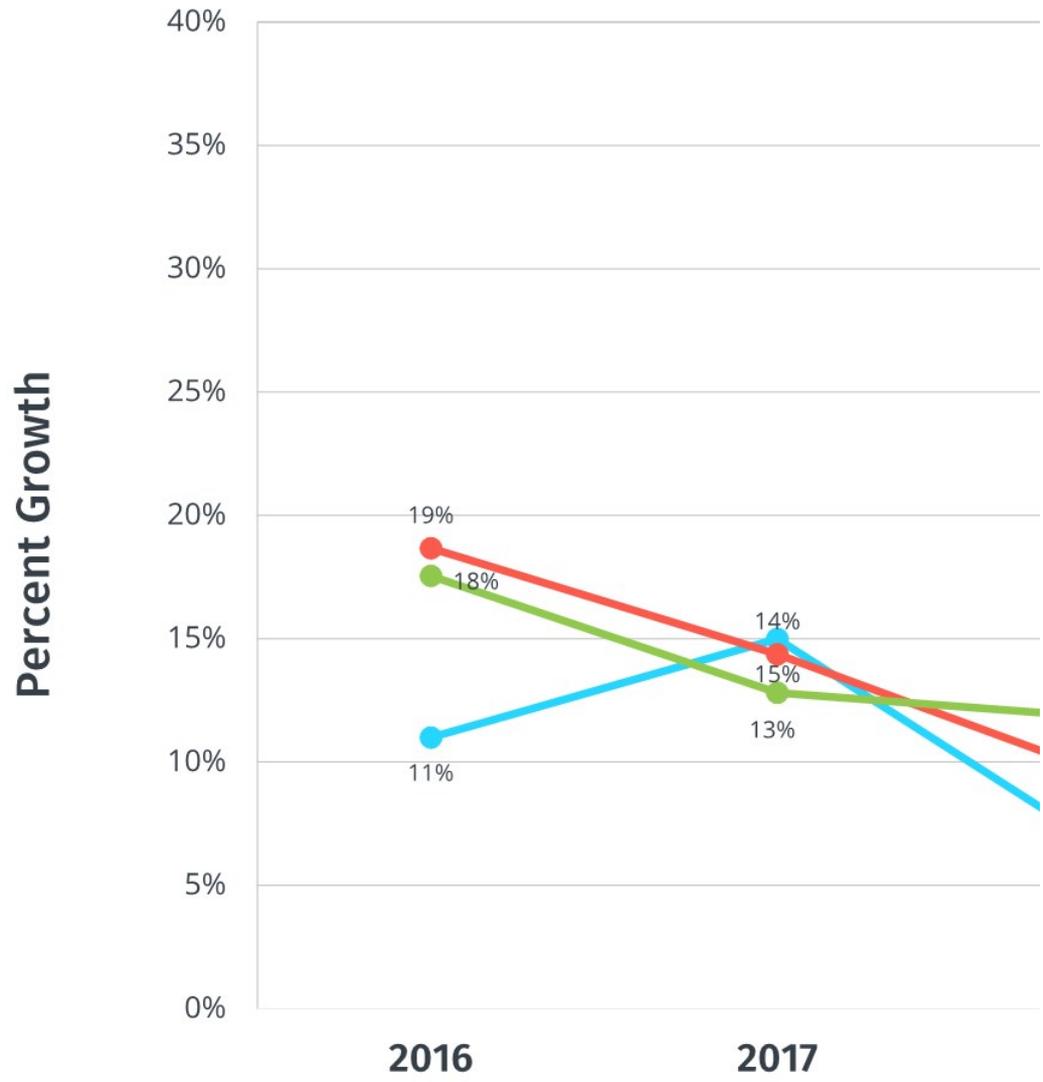
NET

Net Sales (in millions)



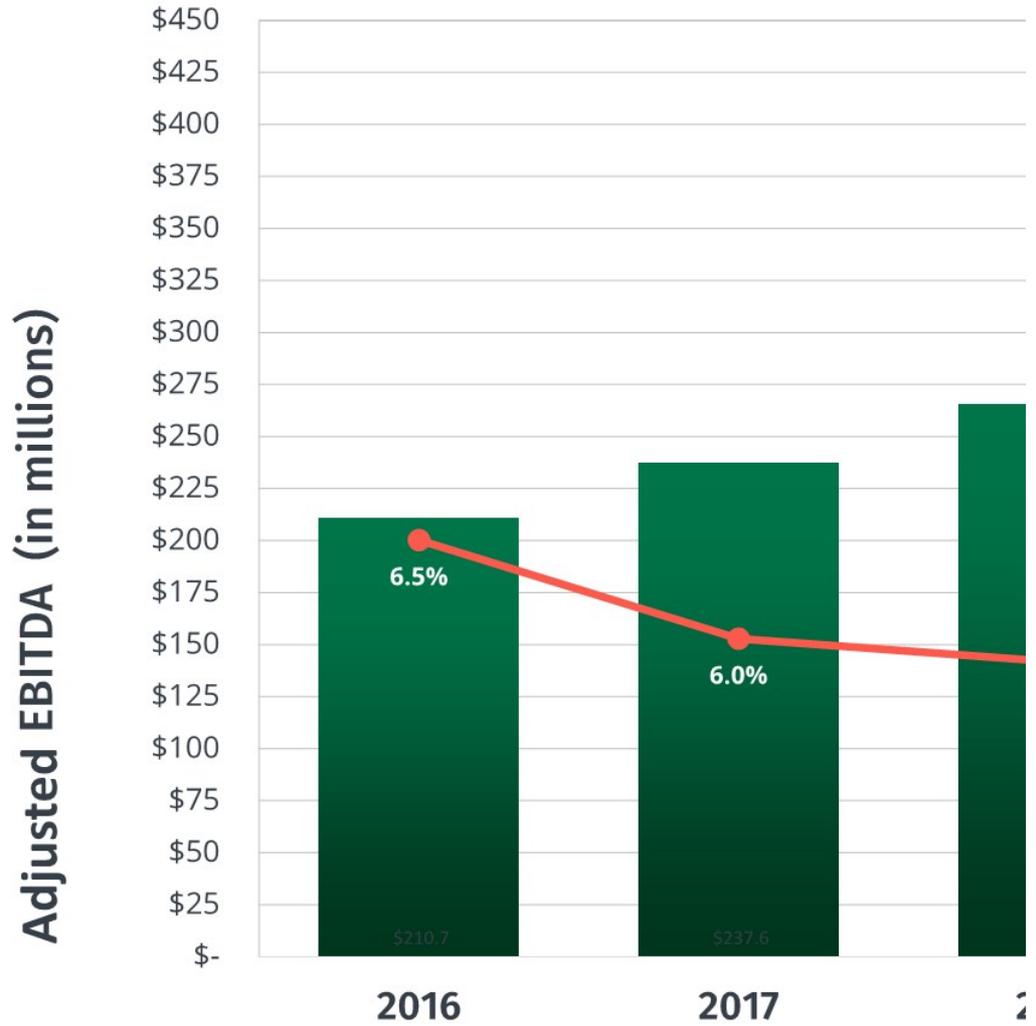
Long-Term Goal: Unit sales growth of 4%

UNIT SALES AN



Long-Term Goal: Achieve Adjusted

Adjust



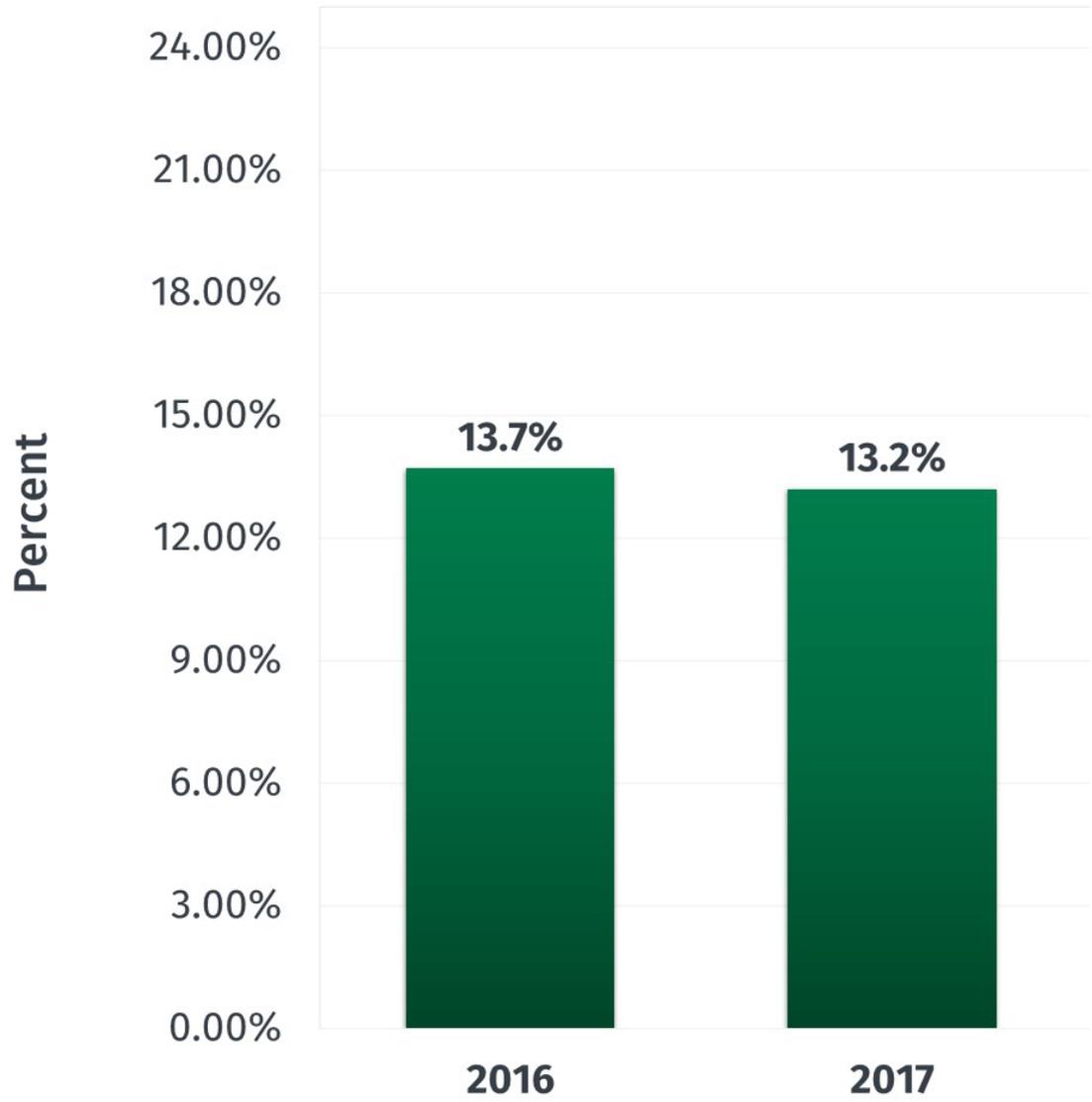
Non-GAAP Financial Information: *This release includes certain financial information that is not prepared in accordance with GAAP. All companies calculate non-GAAP financial information identically (or similarly titled measures used by other companies). Management considers adjusted EBITDA to provide useful information to investors. See the company's web site at [www.ajl.com](#) for more information.*



MARGIN IMPRO

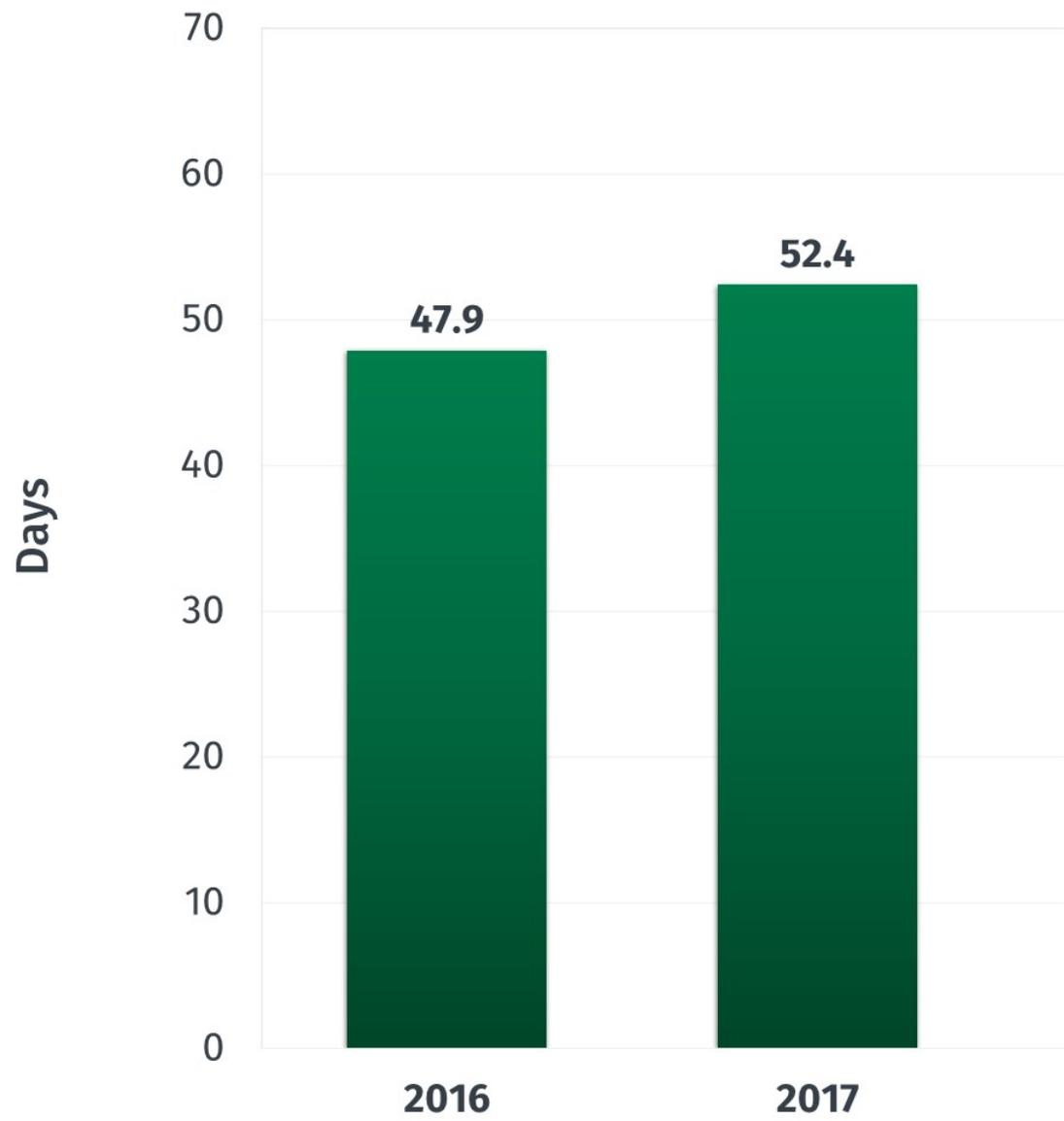
- ✓ Operating leverage on sales growth
 - ✓ Product mix improvements
 - New product and core line innovation initiatives
 - Enhanced capabilities drive conversion from commodity to value-added
 - ✓ Strength of market demand
 - ✓ Automation initiatives
-

RETURN ON INVESTMENT



Hurdle Rate =

(1) See the company's website at ufpi.com



Cash Cycle = Days Receivables Outstanding +

\$ In thousands
3.89% series 2012 - A notes, Tranche A, due December 2022
3.98% series 2012 - B notes, Tranche B, due December 2024
4.20% series 2018 - C notes, Tranche C, due June 2028
4.27% series 2018 - D notes, Tranche D, due June 2030
3.04% series 2020 - E notes, Tranche E, due August 2032
3.08% series 2020 - F notes, Tranche F, due August 2033
3.15% series 2020 - G notes, Tranche G, due August 2035
Revolving credit facility (\$550 million total available)
Industrial Development Revenue Bonds
Other
Less Cash Surplus
Plus Cash Overdraft
Total Net Debt (Surplus Cash)
Unused debt capacity ⁽¹⁾
Total Liquidity

(1) 1.75X TTM adjusted EBITDA less net debt

CAPITAL

Net Debt to Total Capitalization vs Maximum Target



BALANCED USE C

- ✓ Current dividend rate of \$0.15/quarter increased annually based on earnings and free cash flow growth
 - ✓ Share repurchases totaled over \$29M in 2020 (1.1M remaining share authorization)
 - ✓ CapEx plan of \$140M in 2021
 - ✓ Long-term target for acquisitions to contribute half of our total annual unlevered sales growth
-

SELECTED INCOME STATEMENT

\$ In thousands, except per share data	Q2
Retail	\$
Industrial	
Construction	
All Other	
Total Net Sales	
Adjusted EBITDA (1)	
Net Earnings Attributable to Controlling Interest	
Diluted EPS	

(1) See the company's website at ufpi.com

SELECTED INCOME STATEMENT

\$ In thousands, except per share data	Q2 YTD
Retail	\$
Industrial	
Construction	
All Other	
Total Net Sales	
Adjusted EBITDA (1)	
Net Earnings Attributable to Controlling Interest	
Diluted EPS	

(1) See the company's website at ufpi.com

SELECTED INCOME STATEMENT

\$ In thousands, except per share data	20
Retail	\$
Industrial	
Construction	
All Other	
Total Net Sales	\$
Adjusted EBITDA (1)	\$
Net Earnings Attributable to Controlling Interest	\$
Diluted EPS	\$

(1) See the company's website at ufpi.com



THANK YOU.

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

