

**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): November 8, 2022

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.)
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2801 East Beltline, NE, Grand Rapids, Michigan (Address of Principal Executive Offices)	49525 (Zip Code)
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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	UFPI	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 third quarter 2022 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 [2022 Investor Relations Presentation.](#)

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

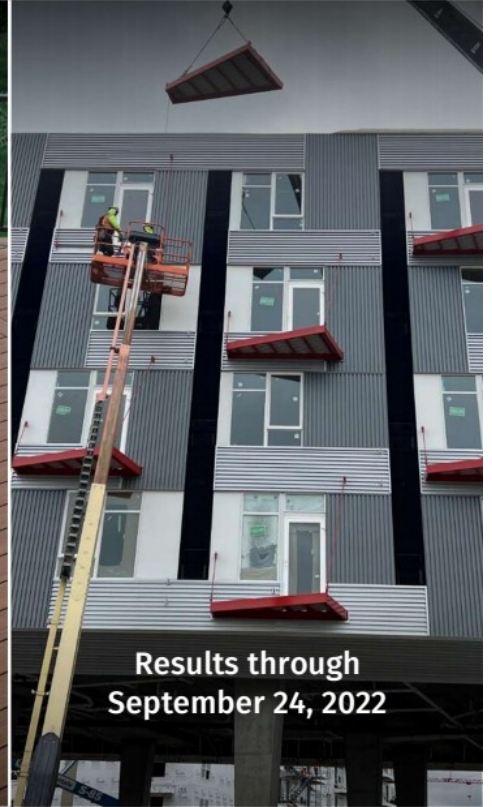
SIGNATURE

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: November 8, 2022

UFP INDUSTRIES, INC.
(Registrant)

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





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.

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INTRODUCTION

UFP AT A GLANCE



1955

Founded in Grand Rapids, MI



15,000+

Employees worldwide



211

Facilities worldwide

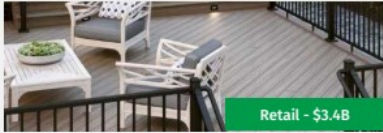


\$8.6B

2021 Net sales

\$835M

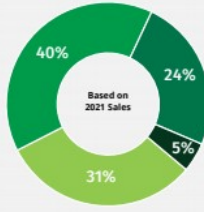
2021 Adjusted EBITDA



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

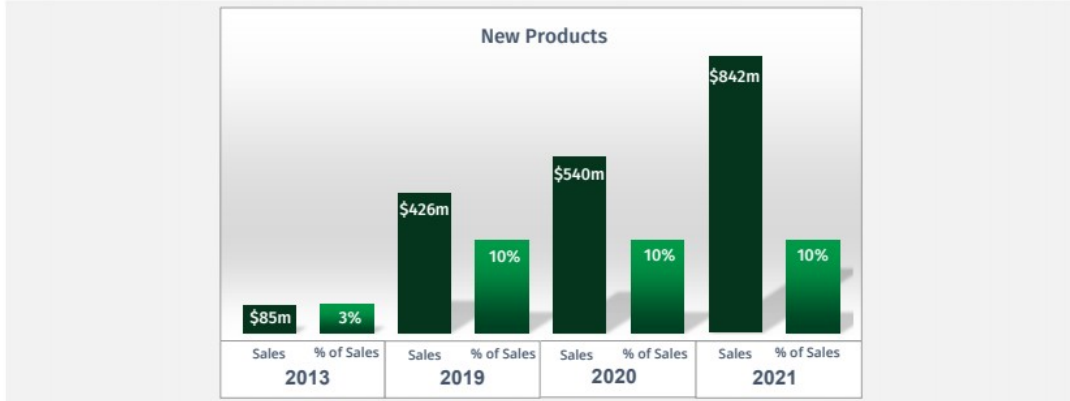
LONG-TERM FINANCIAL GOALS





BUSINESS MODEL

INNOVATION AND NEW PRODUCTS



Commodity to value-added transformation.

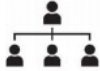
New Structure Drives Better Strategy Development and Execution

1955 - 2019

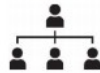


Universal Forest Products

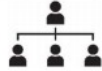
Western Division



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	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 improvement for growing Industrial business.
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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'orators
Go Beyond Ordinary

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



Deckorators.com

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.



UFPConstruction.com

FACTORY-BUILT

Roof trusses, floor joists, laminated wall panels, cabinet components, countertops and milled components for modular and manufactured homes, RVs 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.



UFP INDUSTRIES

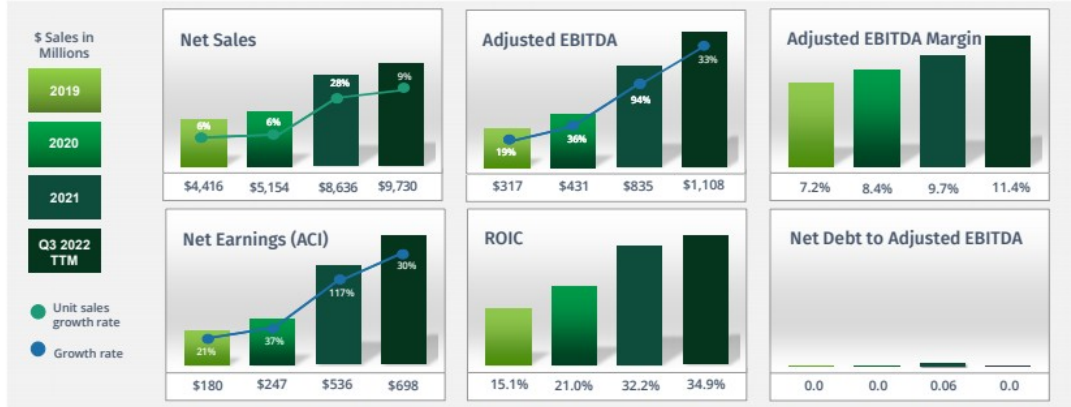
FINANCIALS





FINANCIALS

OUR PERFORMANCE



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

2022

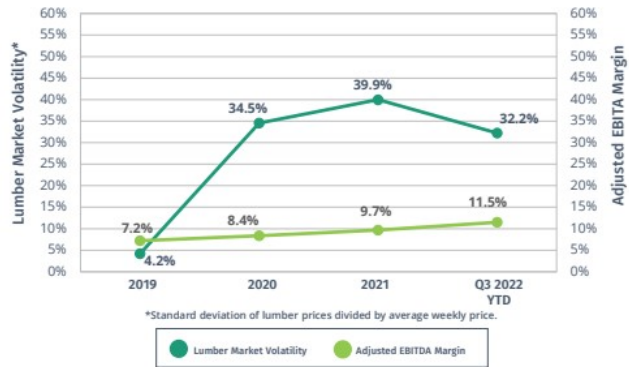
Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



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.

2022

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

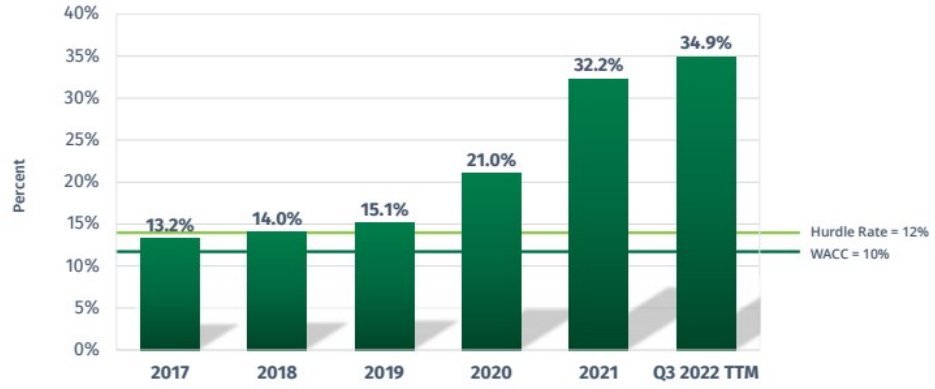
Long-Term Goal: To achieve and sustain a 10% adjusted EBITDA margin

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

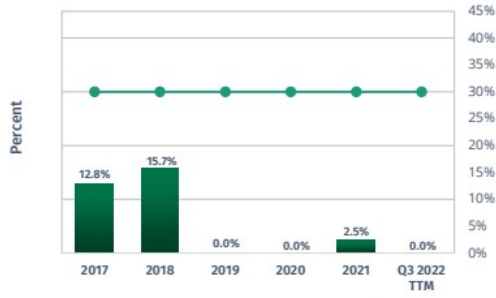




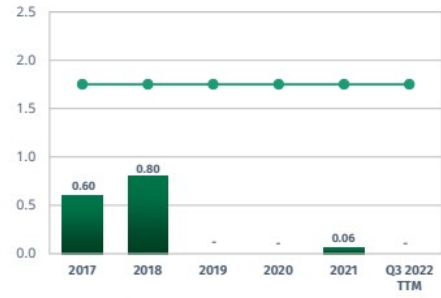
FINANCIALS

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.

2022

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

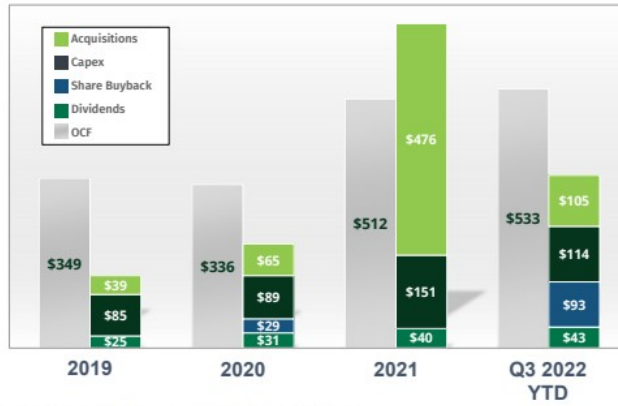


FINANCIALS

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

