





UFP INDUSTRIES, INC.

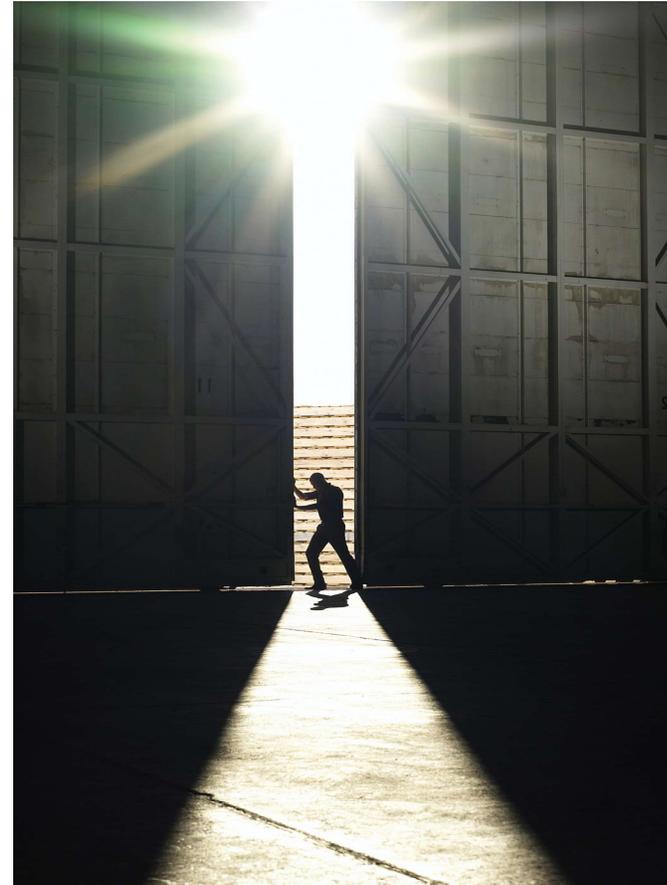
Please be aware that statements included in this presentation that are not historical are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act, as amended, and are based on management's beliefs, assumptions, current expectations, estimates, and projections about 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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UFP Industries is a holding company whose operating subsidiaries – UFP Packaging, UFP Construction and UFP Retail Solutions – manufacture, distribute and sell a wide variety of value-added products used in residential and commercial construction, outdoor living, packaging and other industrial applications worldwide.

NO MISSION STATEMENTS. JUST PEOPLE ON A MISSION.™



INTRODUCTION

UFP AT A GLANCE



1955

Company founded in Alma, MI, now HQ'ed in Grand Rapids



15,000+

Number of employees worldwide



218

Number of facilities worldwide

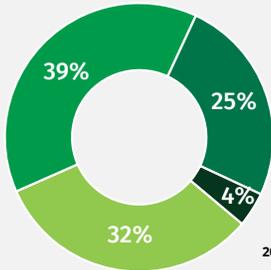


\$9.6B

2022 Net Sales

\$1.1B

2022 Adj. EBITDA



Based on 2022 Net Sales

Retail - \$3.7B in 2022

Big box, independents, & buying co-ops

Construction - \$3.1B in 2022

Single- and multi-family builders, commercial builders, concrete formers, factory-built housing (mobile & modular homes) & RVs

Packaging - \$2.4B in 2022

Broad range of Industrial manufacturers, OEM's, agricultural and logistics

International - \$0.4B in 2022

Overseas sourcing and selling with manufacturing and design assets in eight countries



INTRODUCTION

WHERE WE ARE



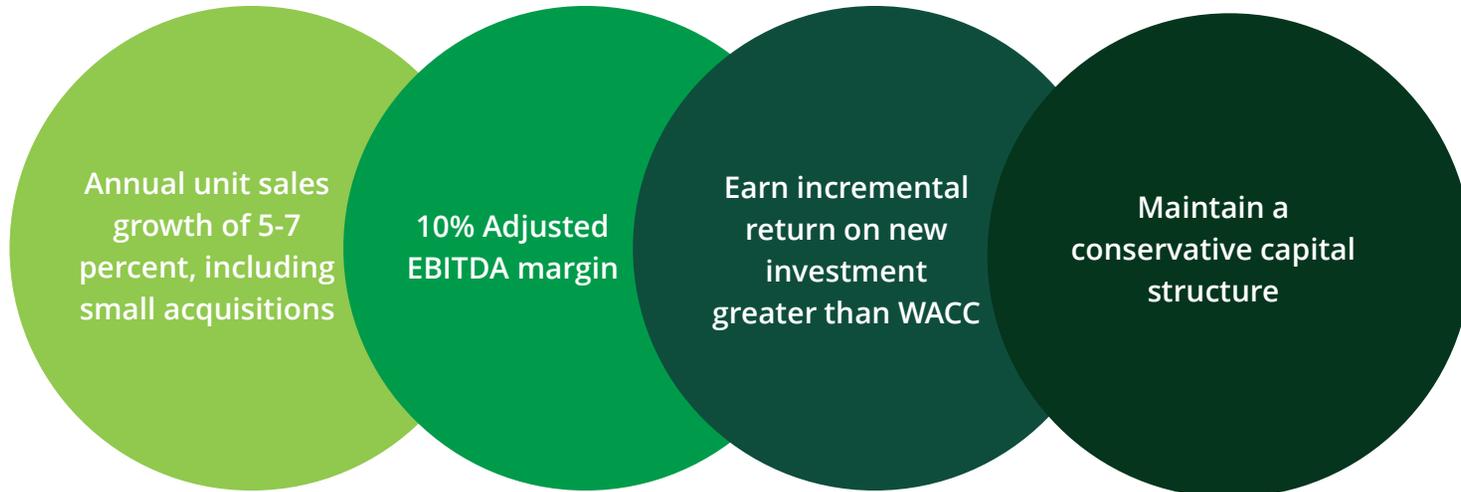
218 Locations





BUSINESS MODEL

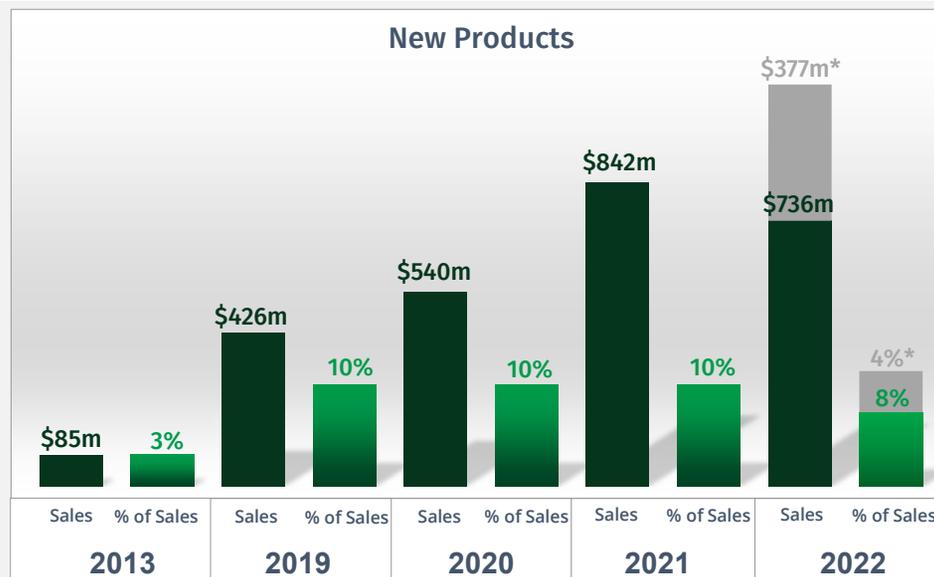
LONG-TERM FINANCIAL GOALS





BUSINESS MODEL

INNOVATION AND NEW PRODUCTS



*This represents the new product sales, while still sold, that were sunset in 2022 and excluded because they no longer meet the definition of new products. New products are defined as those that will generate sales of at least \$1 million per year within 4 years of launch and are still growing and gaining market penetration.



BUSINESS MODEL

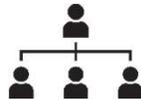
New Structure Drives Better Strategy, Development and Execution

1955 - 2019

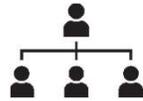


Universal Forest Products

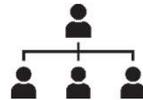
Western Division



Southern Division



Northern Division



2020 and Beyond



UFP INDUSTRIES



UFP PACKAGING



UFP CONSTRUCTION



UFP RETAIL SOLUTIONS

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

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

Result: better EBITDA margins and ROIC.



BUSINESS MODEL

A UNIQUE CULTURE BUILT FOR GOOD TIMES AND BAD



Model maintains performance in cyclical and secular downturns.

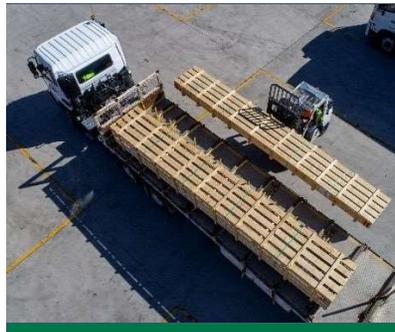


UFP INDUSTRIES

BUSINESS SEGMENTS



 **UFP RETAIL SOLUTIONS**
A UFP INDUSTRIES COMPANY



 **UFP PACKAGING**

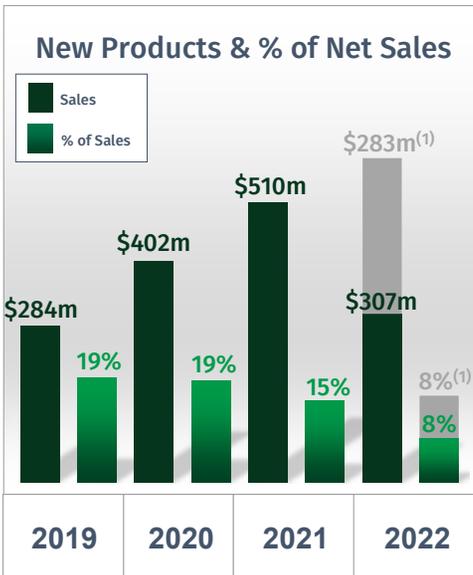


 **UFP CONSTRUCTION**
A UFP INDUSTRIES COMPANY



BUSINESS SEGMENTS

 **UFP** RETAIL SOLUTIONS



*Includes \$393M in Outdoor Essentials, \$338M in Retail Building Materials, and \$97M in Handprint.
 **Comprised of 64% to Big Box customers and 36% to one- and two-step distribution.

(1) This represents the new product sales, while still sold, that were sunset in 2022 and excluded because they no longer meet the definition of new products. New products are defined as those that will generate sales of at least \$1 million per year within 4 years of launch and are still growing and gaining market penetration.



BUSINESS SEGMENTS

RETAIL SOLUTIONS

pro^{wood}
NEVER SETTLE.

Pressure-treated decking, timbers, panels and construction materials, including fire-retardant.



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^Xorators[®]
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

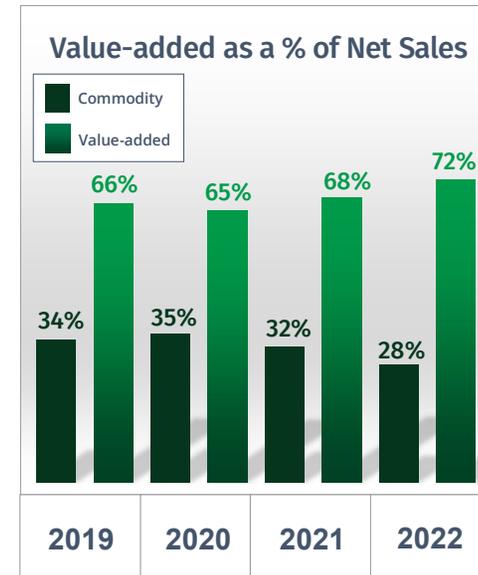
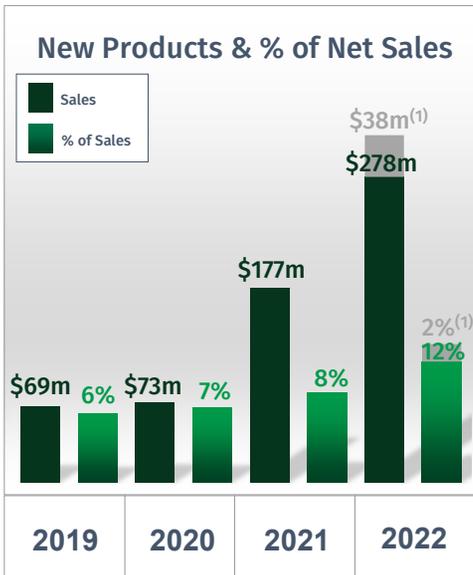
On-trend brands to all major building products retailers, supported with best-in-class in-store and e-commerce support.



BUSINESS SEGMENTS



UFP PACKAGING



UFPpackaging.com

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BUSINESS SEGMENTS

PACKAGING

STRUCTURAL PACKAGING

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, panel goods, furniture parts, cabinet, shed, door, and window components.



PALLETONE

New and recycled pallets, design, engineering and testing.



PROTECTIVE PACKAGING SOLUTIONS

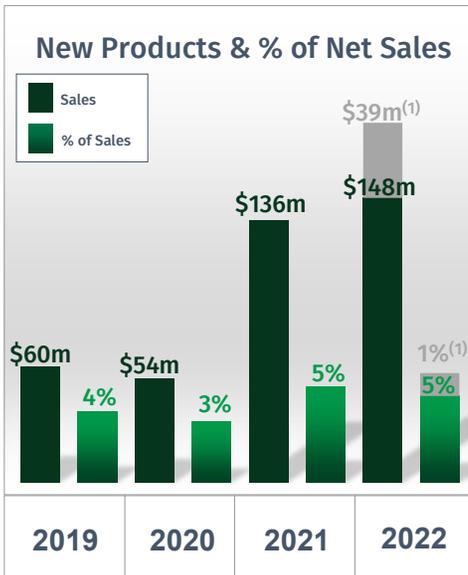
Corrugated, stretch/shrink films, labels, machine applicators, facility supplies, hardware and software solutions for all industries.



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



BUSINESS SEGMENTS



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BUSINESS SEGMENTS

CONSTRUCTION

SITE-BUILT

Roof trusses, wall panels, floor systems, doors and framing services for residential and light commercial builders. Sales are 75% single family, 25% multifamily.



JFPConstruction.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

<https://www.questdisplays.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.

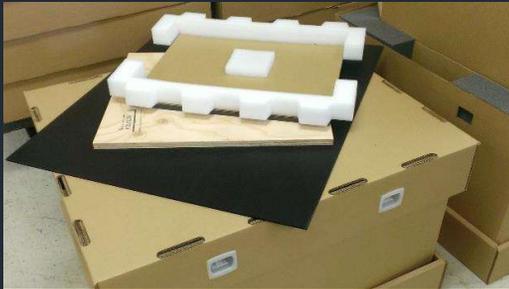


BUSINESS SEGMENTS



UFP INTERNATIONAL

Lumber trading, packaging and building materials in 65 countries to supply local and multinational customers across major markets. Global industrial packaging solutions provider with manufacturing and distribution facilities in Canada, Mexico, Italy, Australia and India.



2022 Sales: \$409 million

2022 



BUSINESS MODEL

SUSTAINABILITY CONTINUUM

For UFP, sustainability means more than using and selling renewable materials. It serves our ultimate goal of creating and sustaining value for shareholders.





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](#).



Priorities are successful employee outcomes and consistent shareholder return.

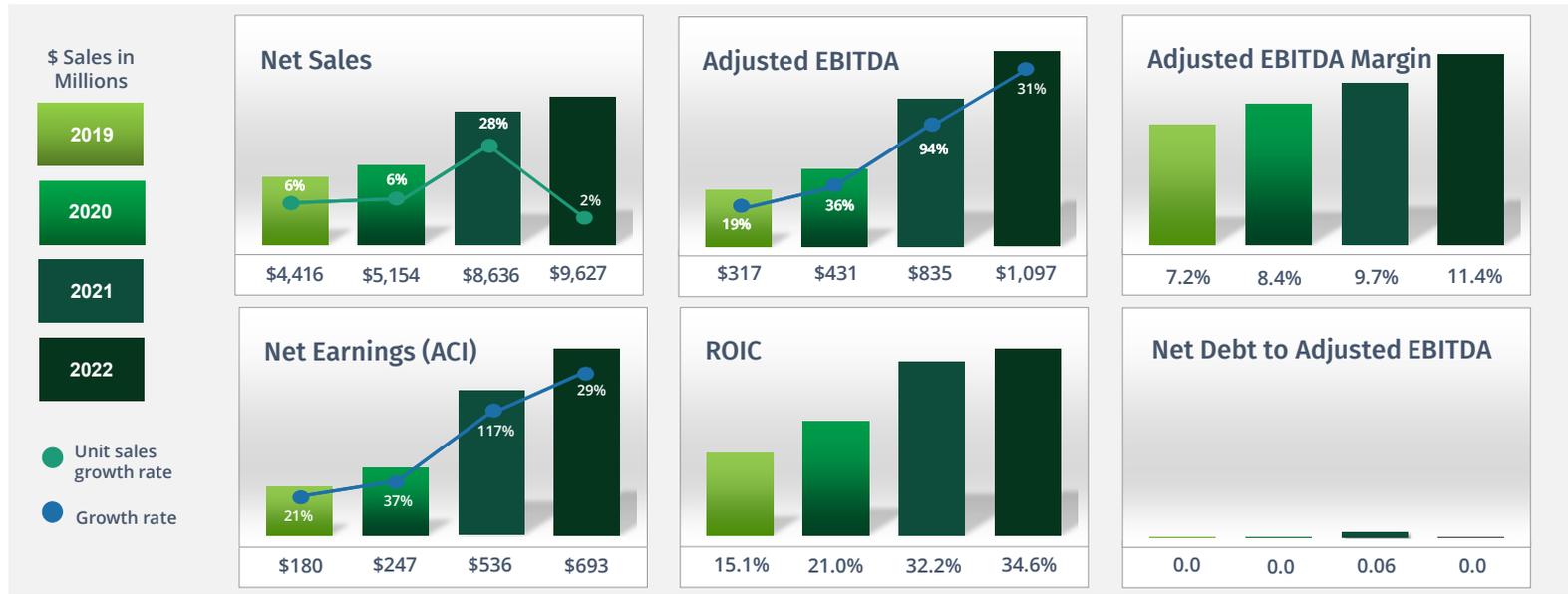


FINANCIALS



FINANCIALS

OUR PERFORMANCE



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

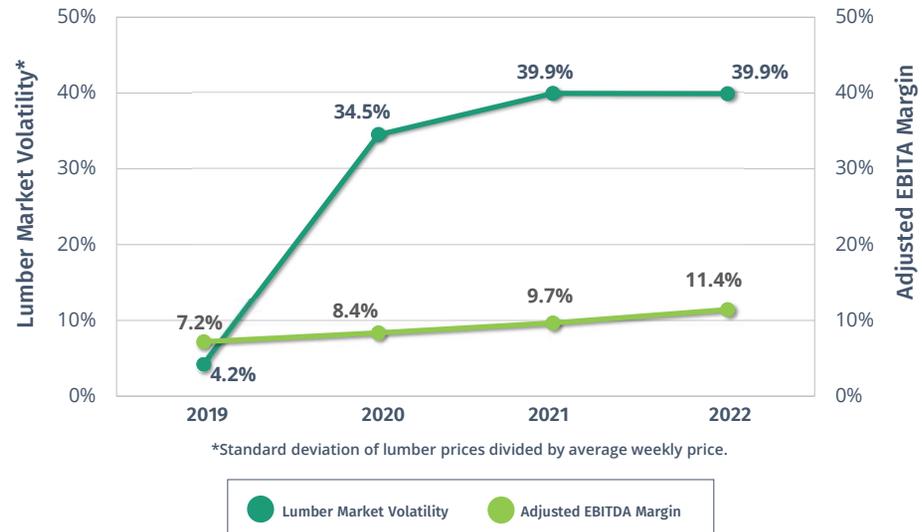
Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



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)

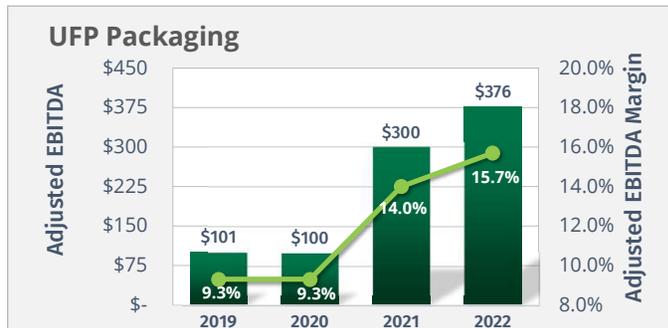


Long-Term Goal: Unit sales growth of 5% to 7%, including small acquisitions.



FINANCIALS

ADJUSTED EBITDA (in millions)



2022 

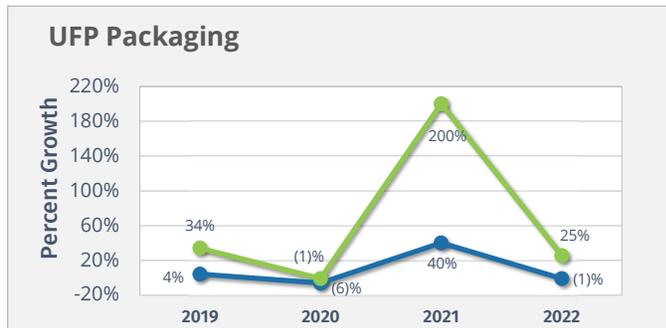
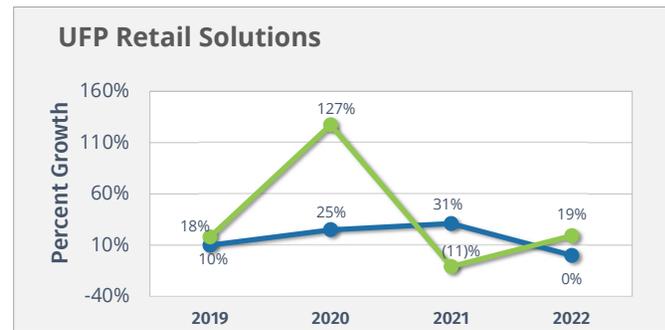
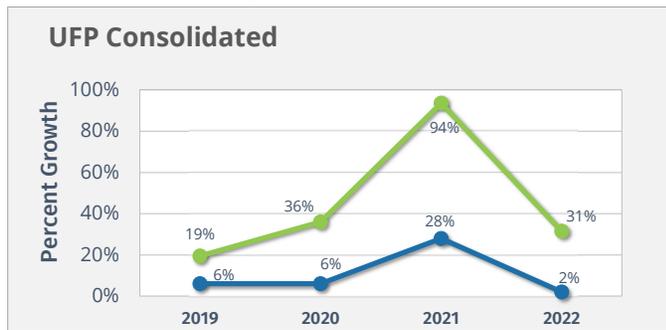
Long-Term Goal: Achieve and sustain a 10% adjusted EBITDA margin.

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



FINANCIALS

ADJUSTED EBITDA GROWTH AND UNIT SALES



2022 

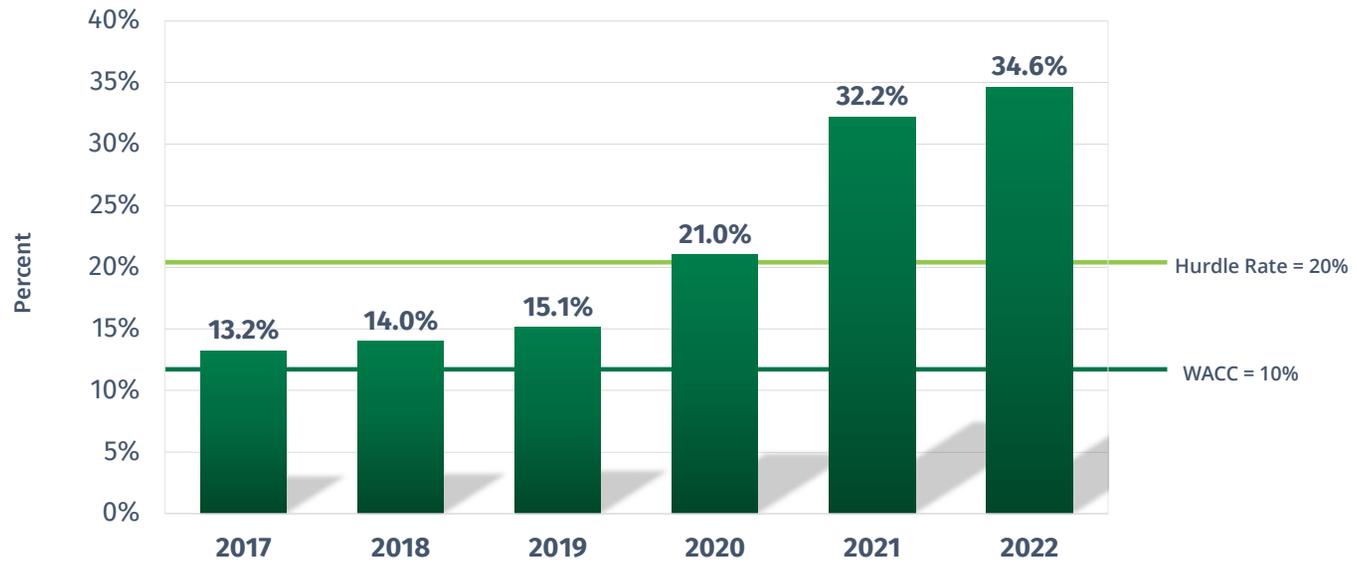
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth.

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

CASH CYCLE



Cash Cycle = Days Receivables Outstanding + Days Supply of Inventory - Days Payables Outstanding

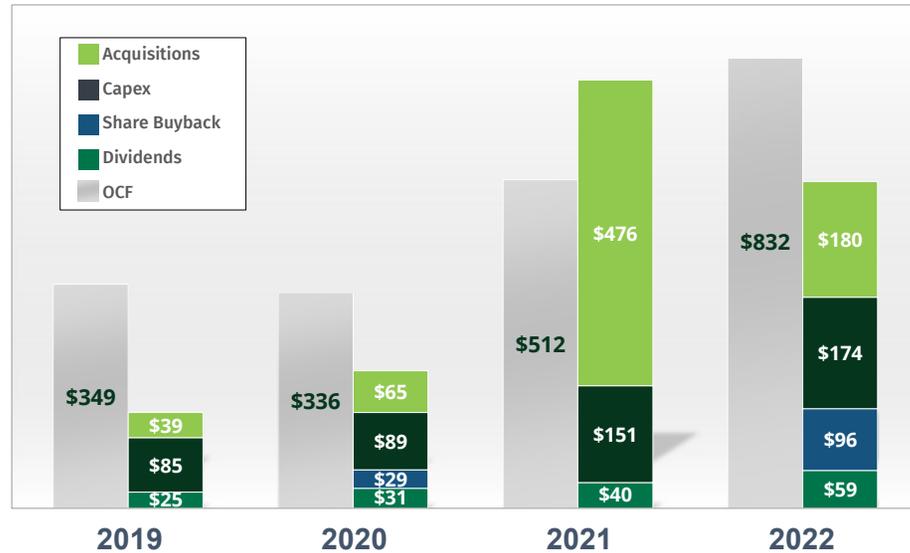


FINANCIALS

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 \$200M to \$225M in 2023
- ✓ Opportunistic share repurchases to offset issuances
- ✓ Increasing dividends



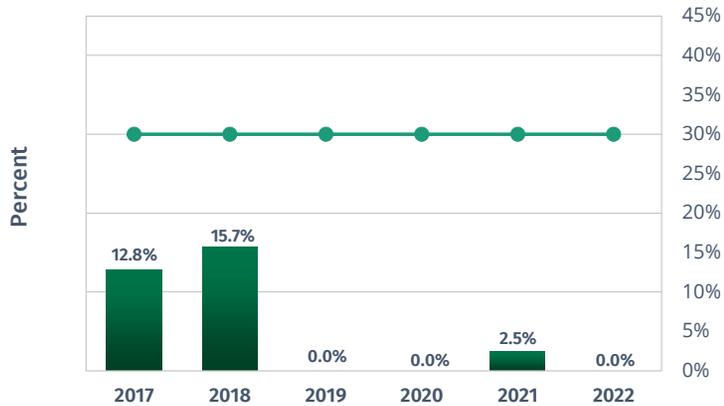
Return-focused approach to capital allocation.



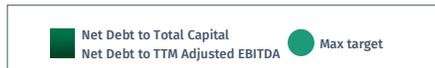
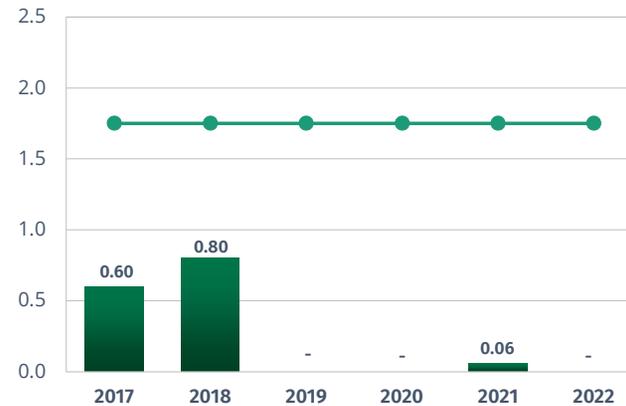
FINANCIALS

CAPITAL STRUCTURE

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



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



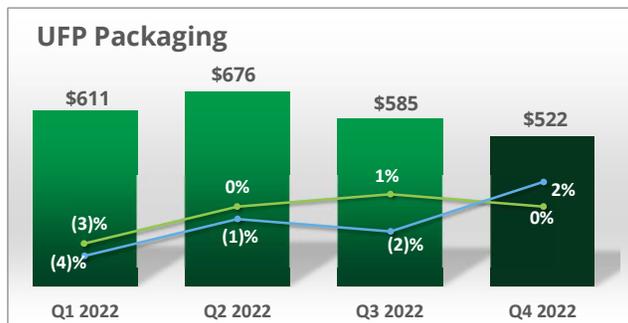
Conservative capital structure ensures ample resources to pursue prudent investment opportunities.

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



FINANCIALS

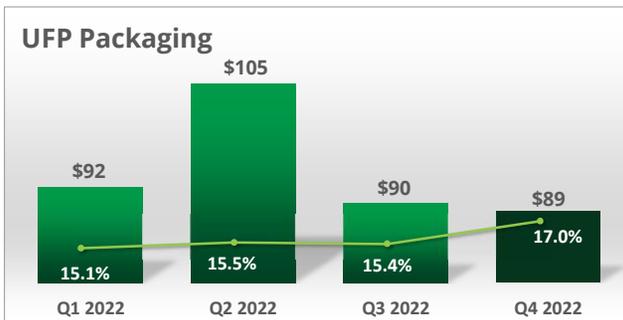
NET SALES Q4 2022 (in millions)





FINANCIALS

ADJUSTED EBITDA Q4 2022 (in millions)



 **THANK YOU.**

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