





UFP INDUSTRIES, INC.

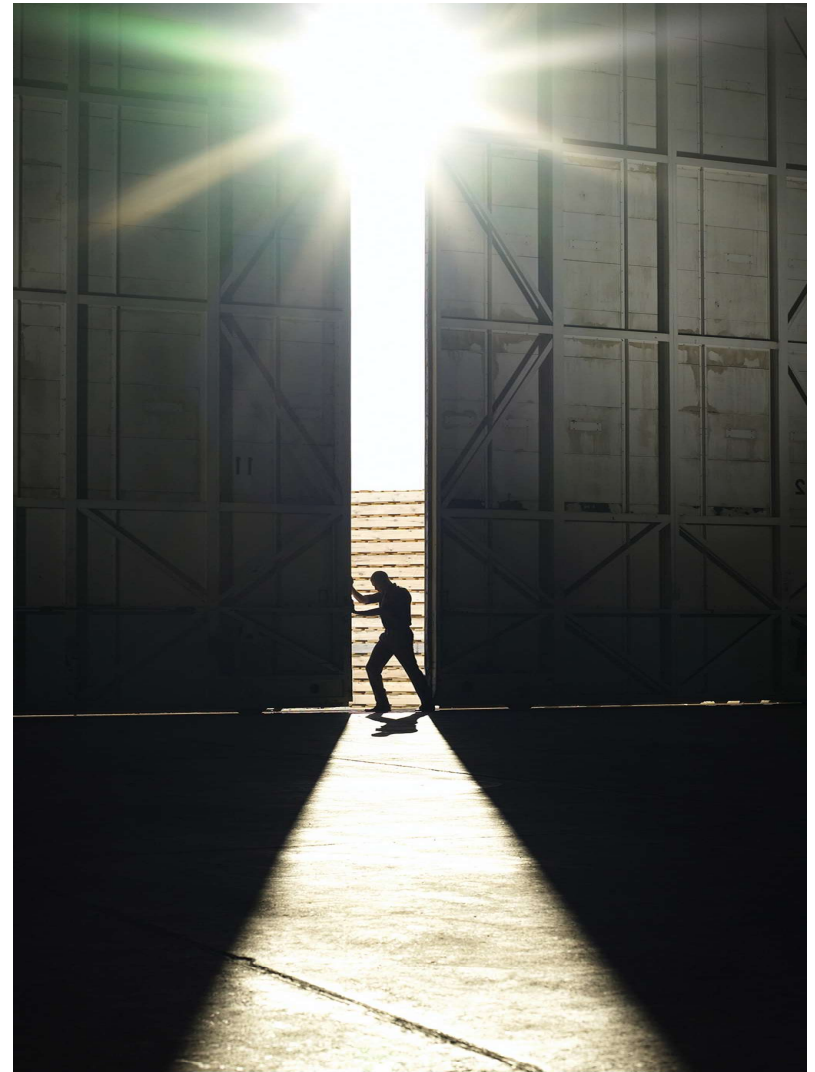
Please be aware that: Statements included in this presentation that are not historical are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act, as amended, and are based on management's beliefs, assumptions, current expectations, estimates, and projections about 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 Industrial, 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
Grand Rapids, MI



15,000+

Number of employees
worldwide



211

Number of facilities
worldwide



\$8.6B

2021 Net Sales

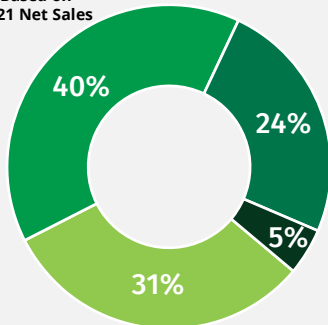
\$9.7B Q3 2022 TTM Net Sales

\$835M

2021 Adj. EBITDA

\$1.1B Q3 2022 TTM Adj. EBITDA

Based on
2021 Net Sales



Retail - \$3.4B in 2021

\$3.7B in Q3 2022 TTM

Big box, independents, & buying co-ops

Construction - \$2.7B in 2021

\$3.2B in Q3 2022 TTM

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

Industrial - \$2.1B in 2021

\$2.4B in Q3 2022 TTM

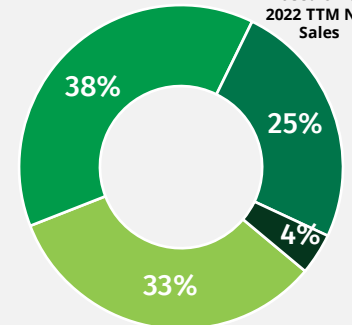
Industrial packaging, packaging materials
& OEM components

International - \$0.4B in 2021

\$0.4B in Q3 2022 TTM

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

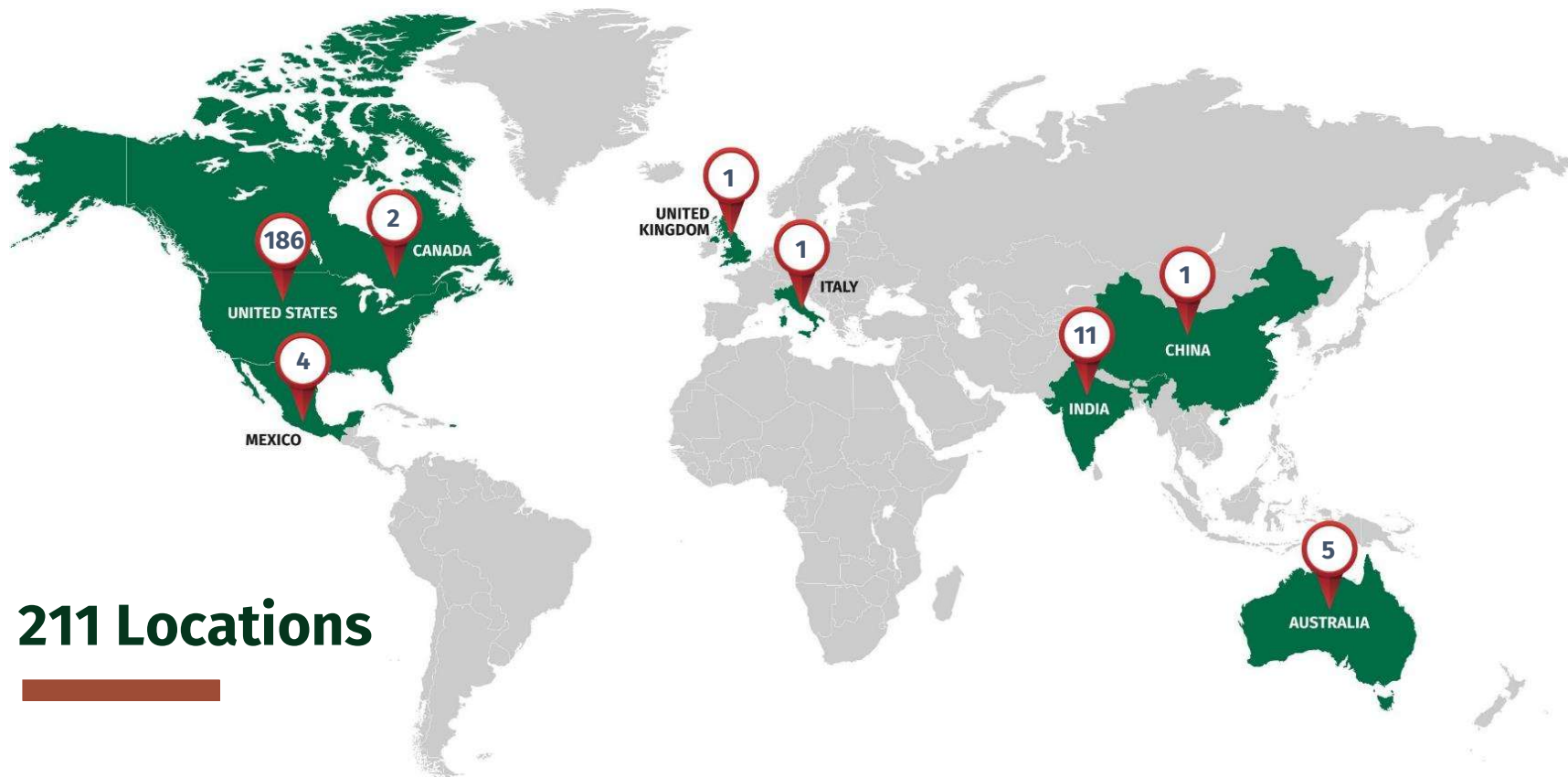
Based on Q3
2022 TTM Net
Sales





INTRODUCTION

WHERE WE ARE



211 Locations



BUSINESS MODEL

LONG-TERM FINANCIAL GOALS

Annual unit sales
growth of 5-7
percent, including
small acquisitions

10% Adjusted
EBITDA margin

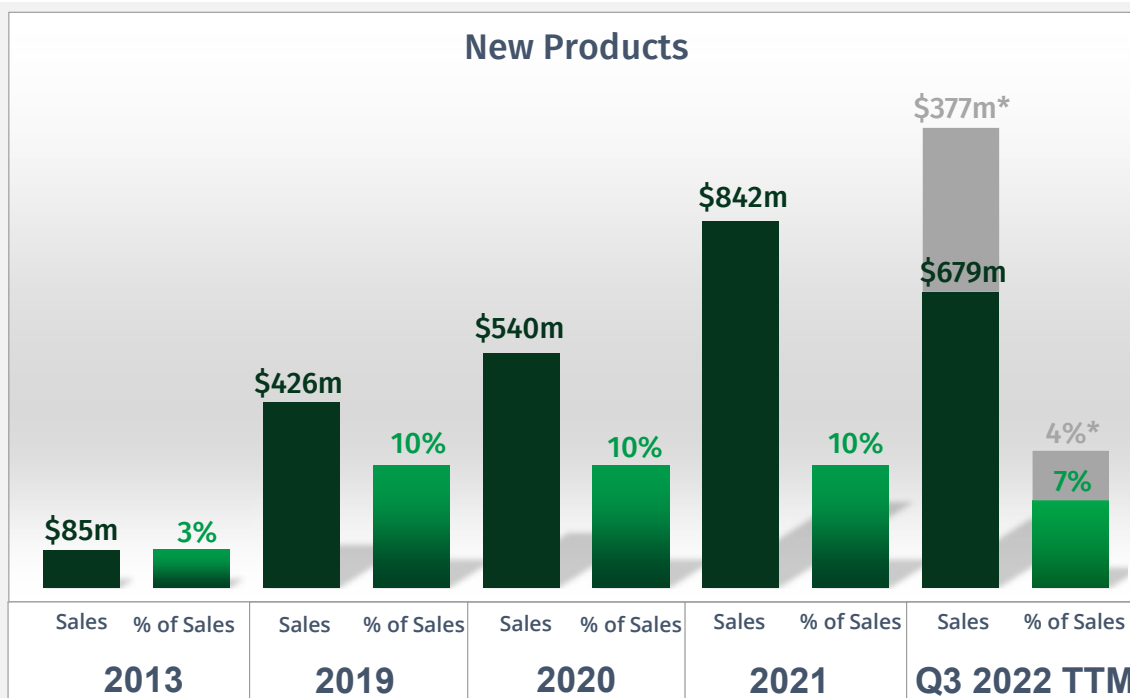
Earn incremental
return on new
investment
greater than WACC

Maintain a
conservative capital
structure



BUSINESS MODEL

INNOVATION AND NEW PRODUCTS



*This represents the new product sales, while still sold, that were sunset in the trailing twelve months in Q3 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.

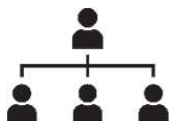
New Structure Drives Better Strategy Development and Execution

1955 - 2019

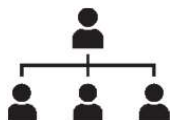


Universal Forest Products

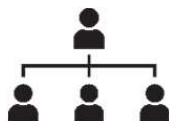
Western Division



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

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 INDUSTRIAL**
A UFP INDUSTRIES COMPANY



 **UFP CONSTRUCTION**
A UFP INDUSTRIES COMPANY



BUSINESS SEGMENTS



UFP RETAIL SOLUTIONS

New Products & % of Net Sales



Prowood*

\$1.7B 2021
Q3 2022 TTM: \$1.8B

Sunbelt

\$774M 2021
Q3 2022 TTM: \$915M

DecKorators**

\$249M 2021
Q3 2022 TTM: \$317M

UFP Edge***

\$545M 2021
Q3 2022 TTM: \$534M

Value-added as a % of Net Sales



*Includes \$393M and \$403M in Outdoor Essentials for 2021 and 2022, respectively.

**Comprised of 48% to Big Box customers and 52% to all other customers.

***Includes \$396M and \$364M in Retail Building Materials for 2021 and 2022, respectively.

(1) This represents the new product sales, while still sold, that were sunset in the trailing twelve months in Q3 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



Preserved lumber including timbers, decking, construction materials and fire-treated.



ProWoodLumber.com



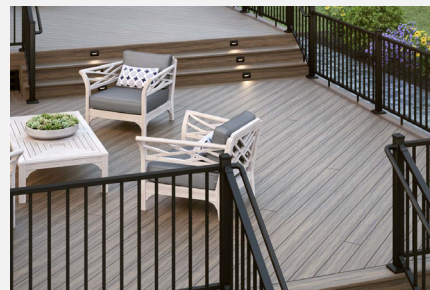
Outdoor lifestyle products including wood and vinyl fencing, landscape and garden décor, picnic tables, pergolas, trellises and more.



OutdoorEssentialProducts.com



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



Deckorators.com



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.

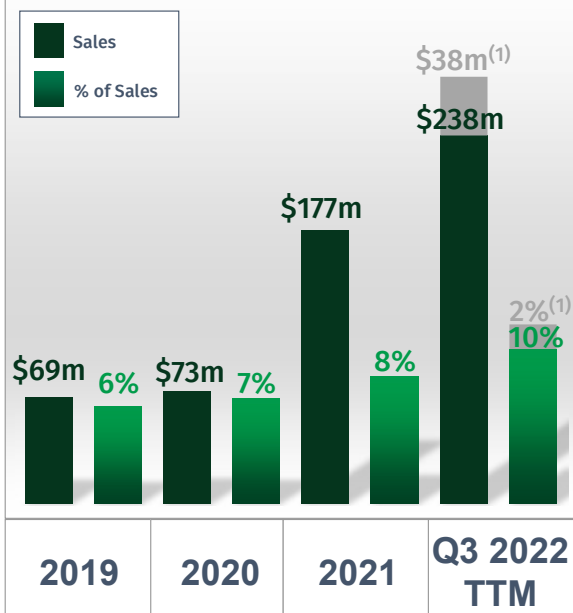


BUSINESS SEGMENTS



UFP INDUSTRIAL

New Products & % of Net Sales



Structural Packaging and OEM Components

\$1.8B 2021

Q3 2022 TTM: \$1.9B

Machine-Built Pallets

\$355M 2021

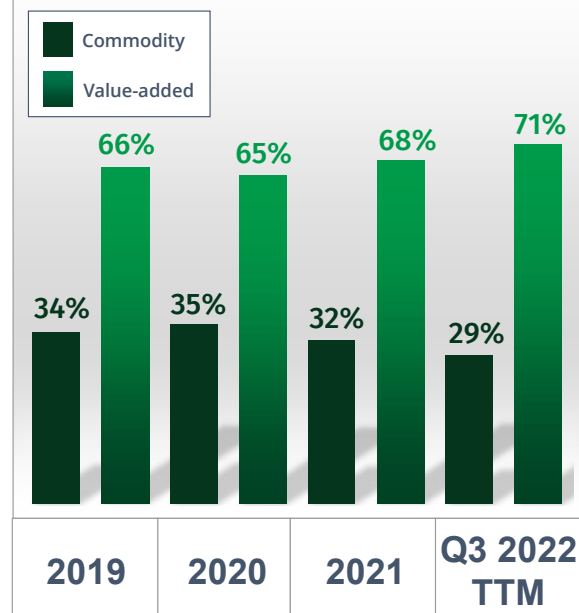
Q3 2022 TTM: \$406M

Protective Packaging Materials

\$19M 2021

Q3 2022 TTM: \$41M

Value-added as a % of Net Sales



UFPindustrial.com

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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



UFP CONSTRUCTION

New Products & % of Net Sales



Site-Built*

\$1.2B 2021
Q3 2022 TTM: \$1.4B

Factory-Built

\$1.1B 2021
Q3 2022 TTM: \$1.2B

Commercial

\$259M 2021
Q3 2022 TTM: \$338M

Concrete Forming

\$150M 2021
Q3 2022 TTM: \$244M

Value-added as a % of Net Sales



*Comprised of 65% for single-family homes and 35% for multi-family homes

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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 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, 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.

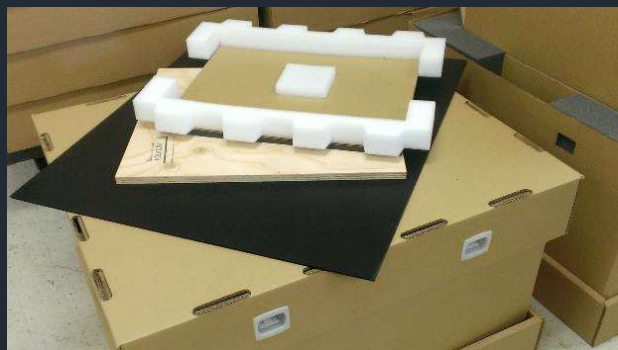


BUSINESS SEGMENTS



UFP INTERNATIONAL

Trades lumber, 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.



2021 Sales: \$339 million

Q3 2022 TTM: \$428 million

2022

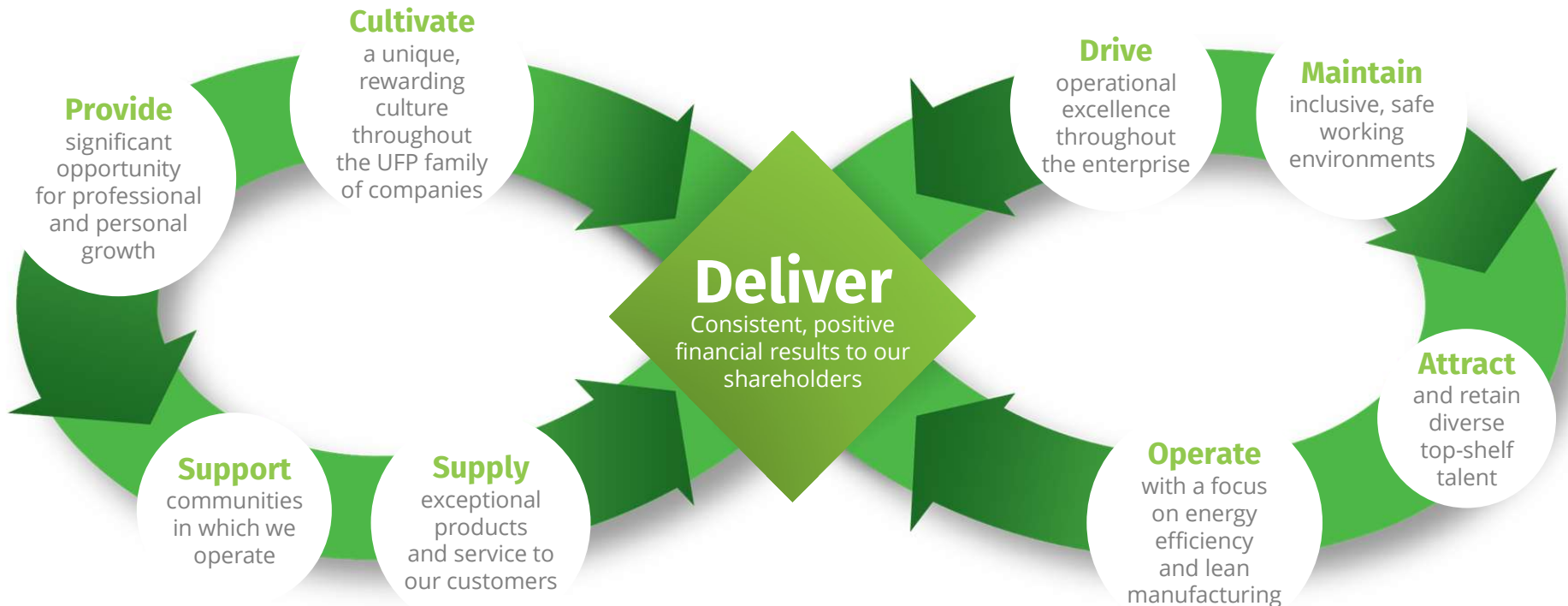




BUSINESS MODEL

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](#).



Emphasis on successful employee outcomes and consistent shareholder return.



FINANCIALS



FINANCIALS

OUR PERFORMANCE

\$ Sales in
Millions

2019

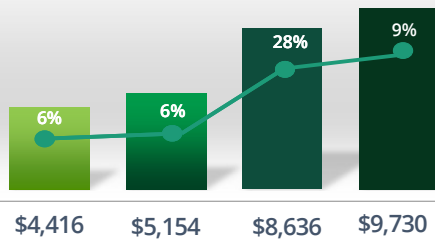
2020

2021

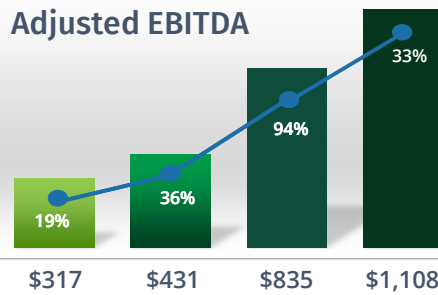
Q3 2022
TTM

- Unit sales growth rate
- Growth rate

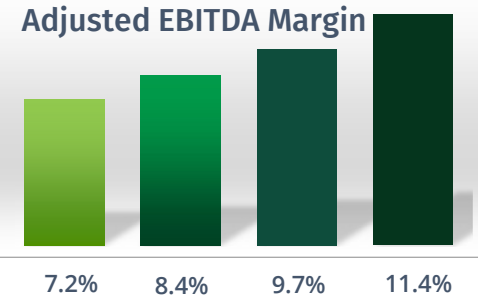
Net Sales



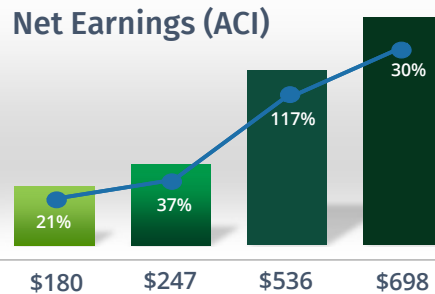
Adjusted EBITDA



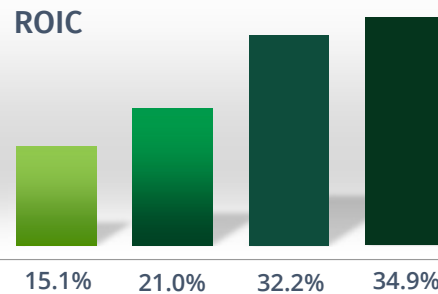
Adjusted EBITDA Margin



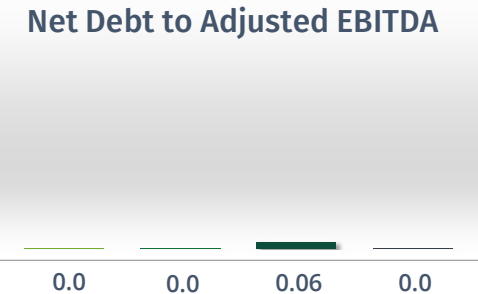
Net Earnings (ACI)



ROIC



Net Debt to Adjusted EBITDA



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

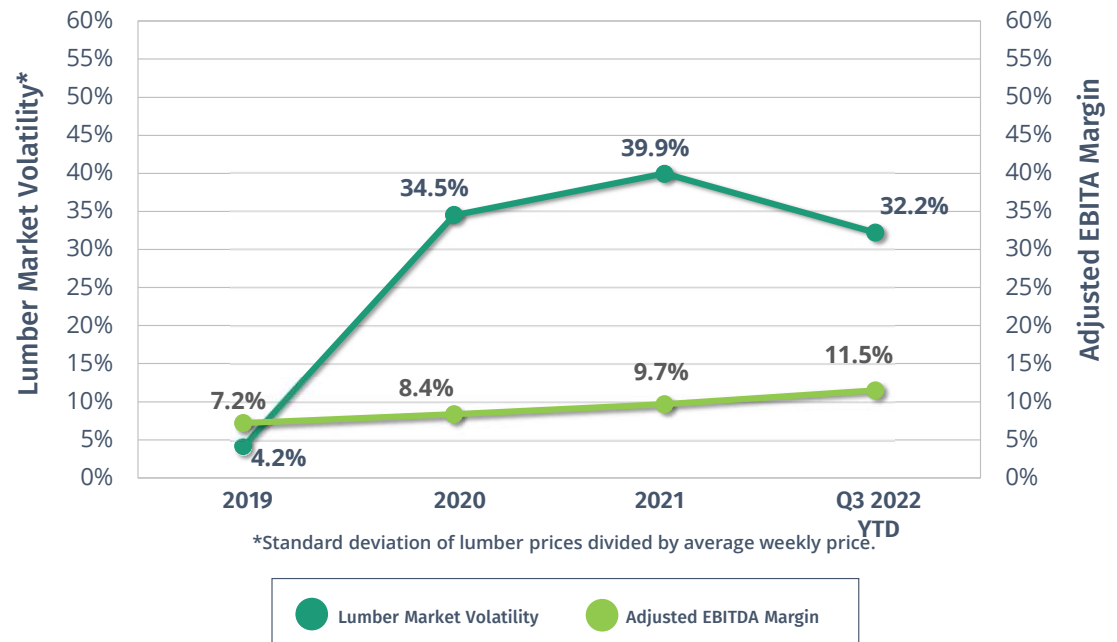
Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



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.

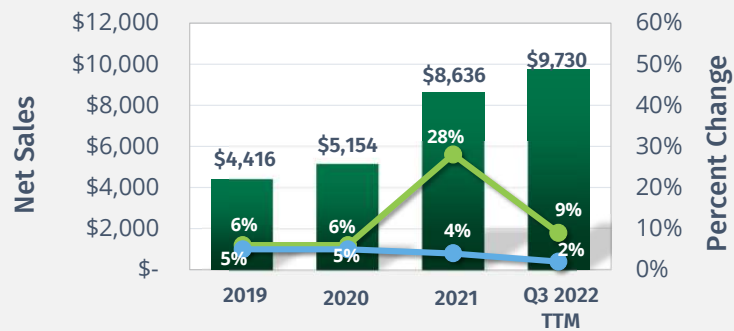
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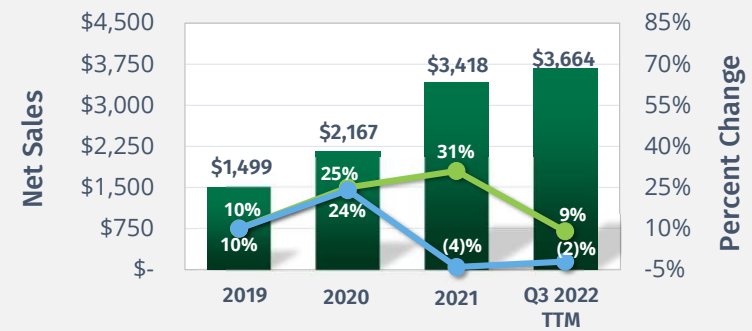
FINANCIALS

NET SALES (in millions)

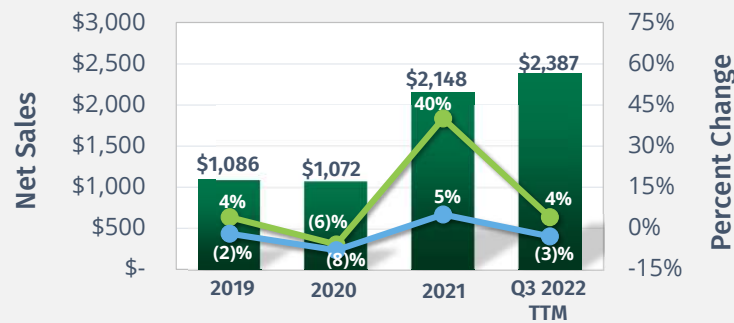
UFP Consolidated



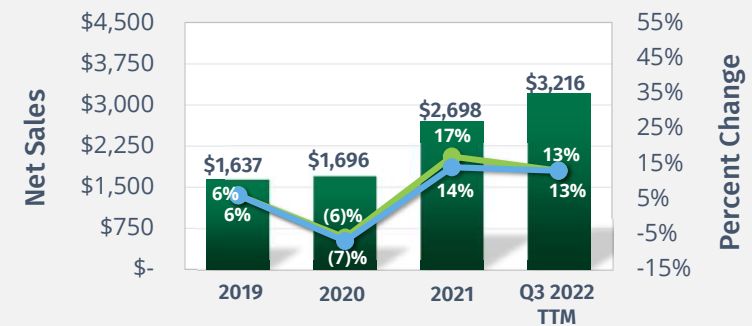
UFP Retail Solutions



UFP Industrial



UFP Construction



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

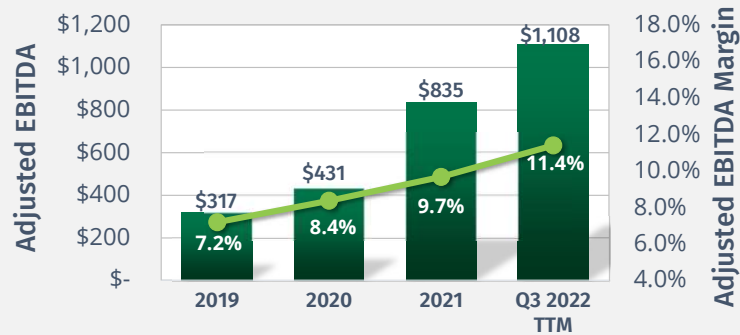
Long-Term Goal: Unit sales growth of 5% to 7%, including small acquisitions



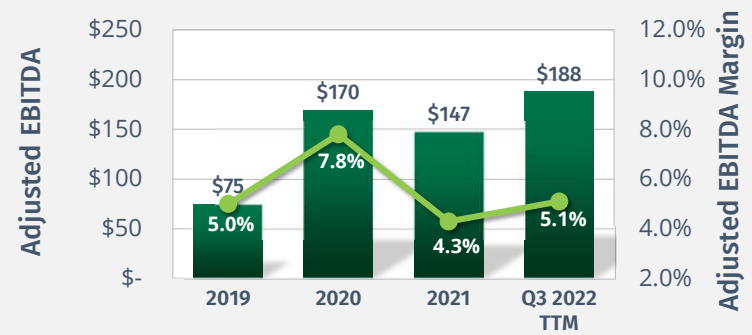
FINANCIALS

ADJUSTED EBITDA (in millions)

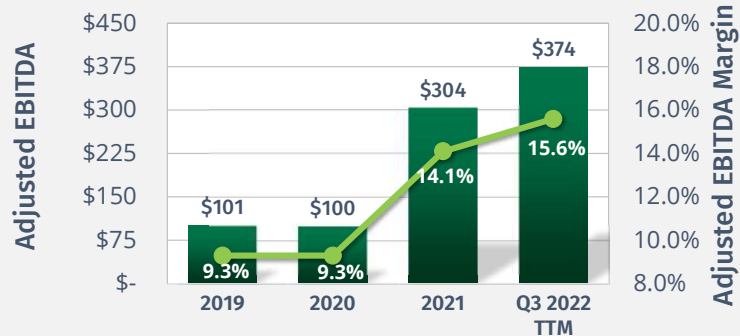
UFP Consolidated



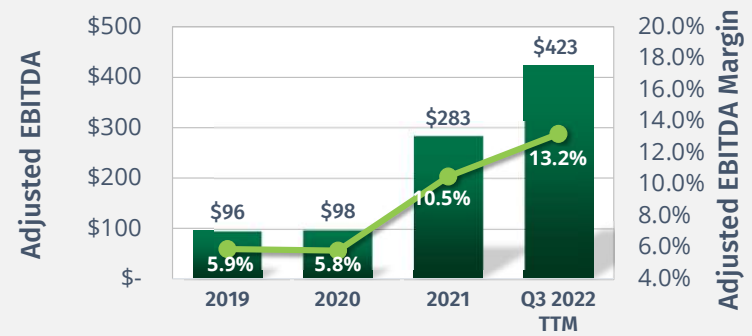
UFP Retail Solutions



UFP Industrial



UFP Construction



■ Adjusted EBITDA ● Adjusted EBITDA Margin

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

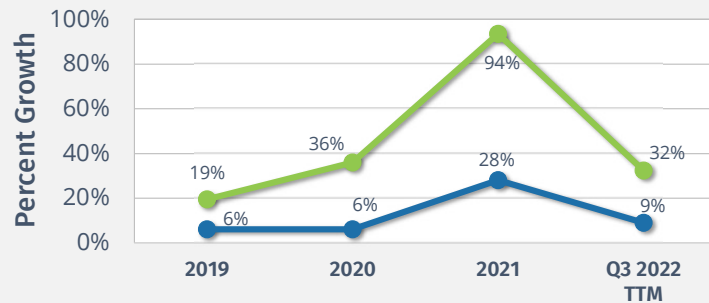
Non-GAAP Financial Information: Please click [here](#) for reconciliation to related GAAP measurement.



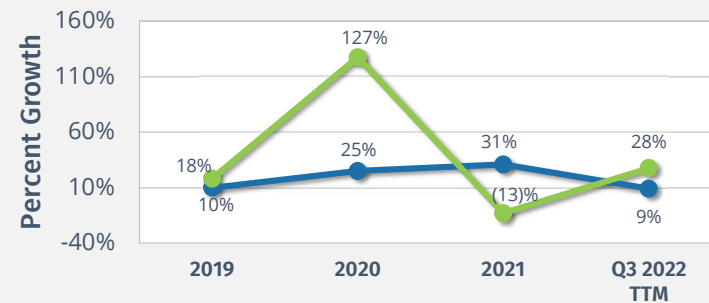
FINANCIALS

ADJUSTED EBITDA GROWTH AND UNIT SALES

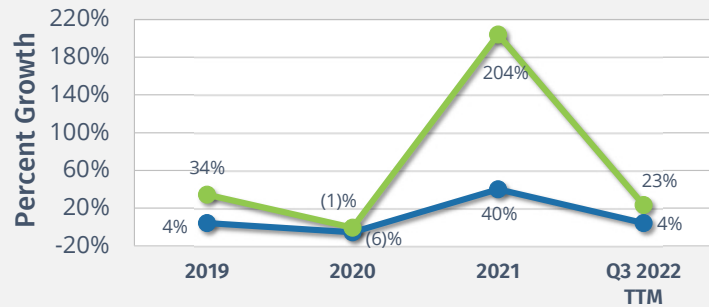
UFP Consolidated



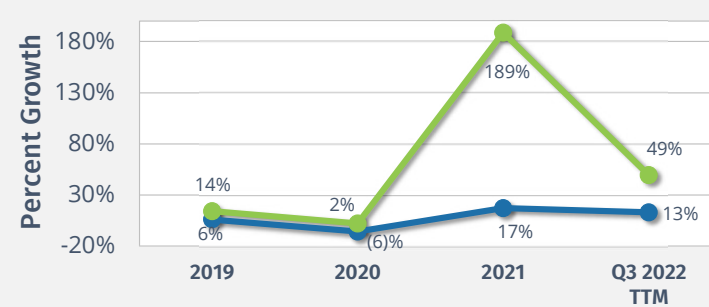
UFP Retail Solutions



UFP Industrial



UFP Construction



Adjusted EBITDA Growth



Unit Sales Growth

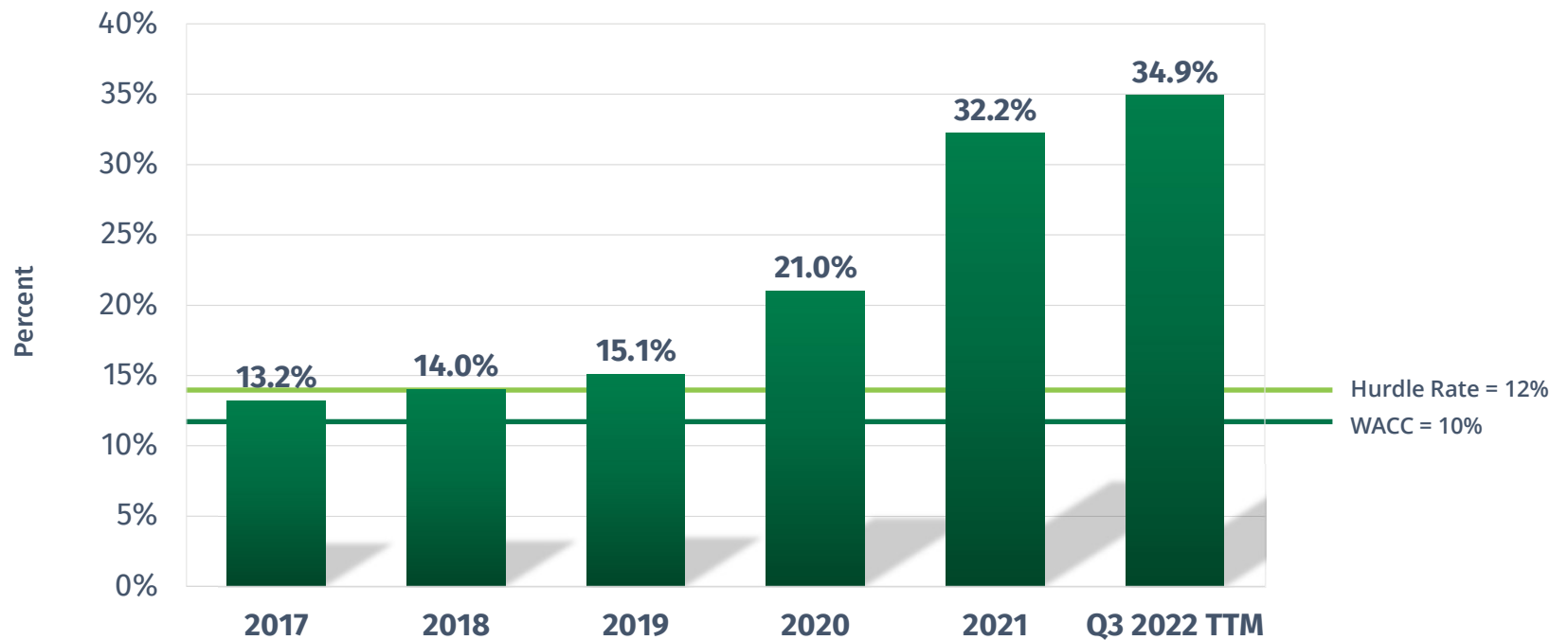
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth.

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



FINANCIALS

RETURN ON INVESTED CAPITAL



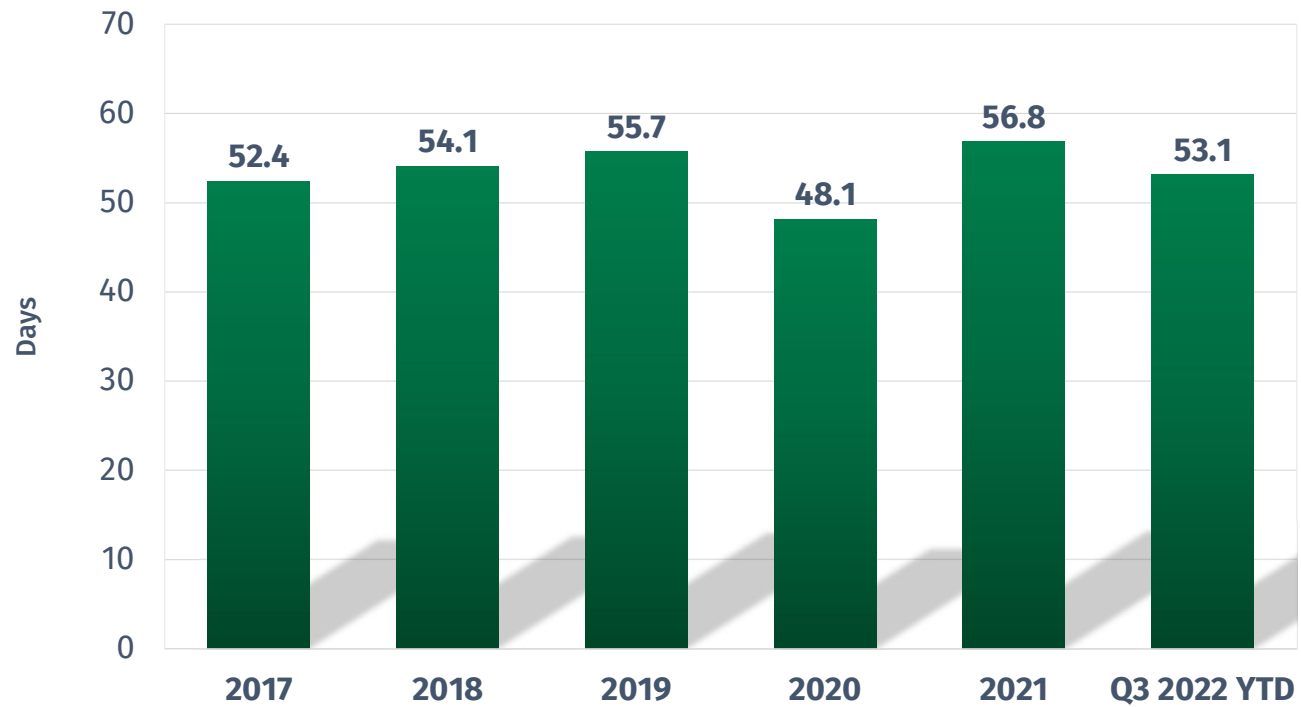
Long-Term Goal: Earn an incremental return on new investment over our WACC

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



FINANCIALS

CASH CYCLE



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

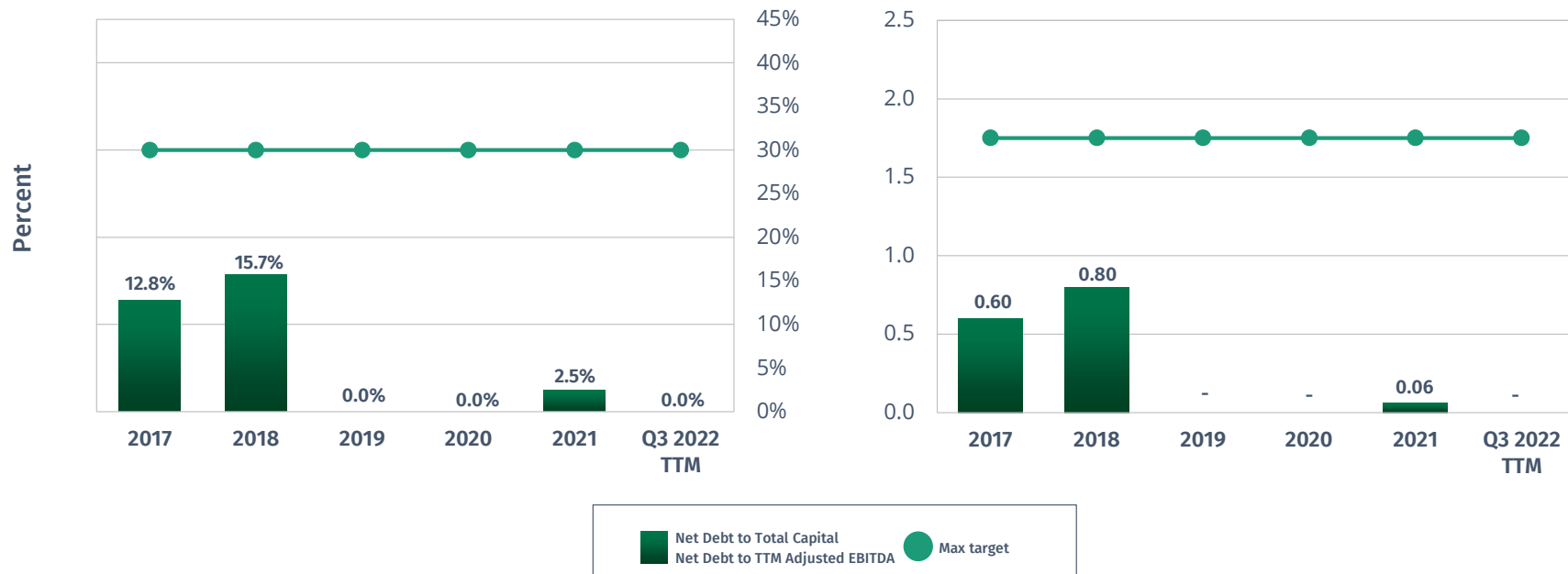


FINANCIALS

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.

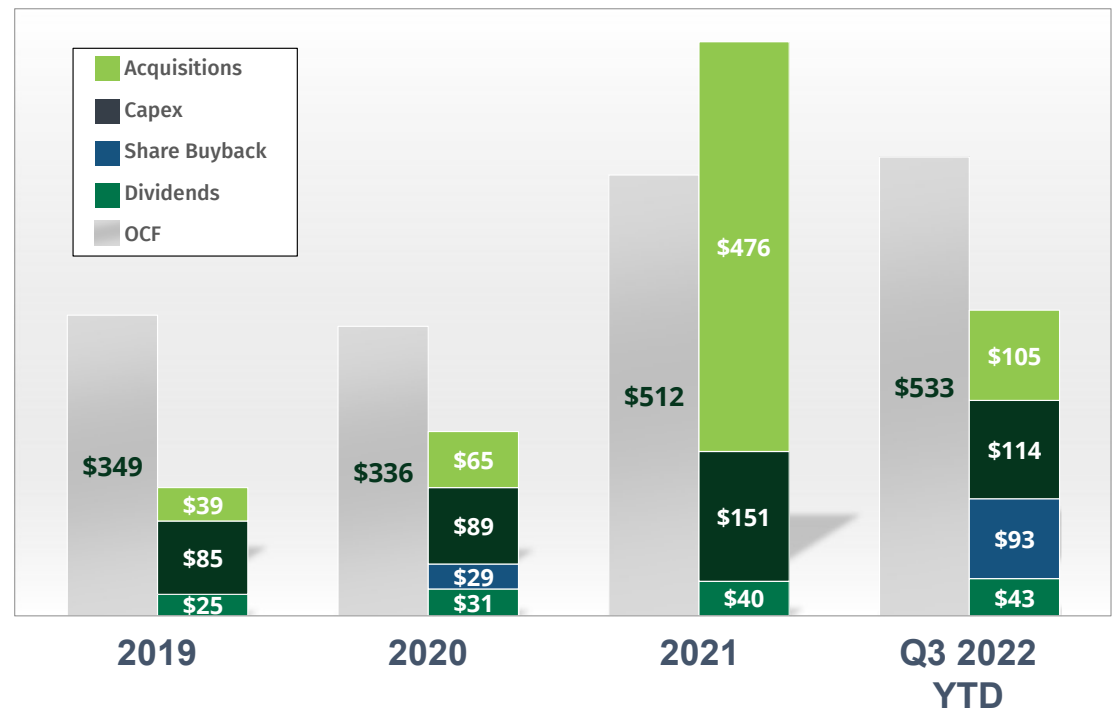


FINANCIALS

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

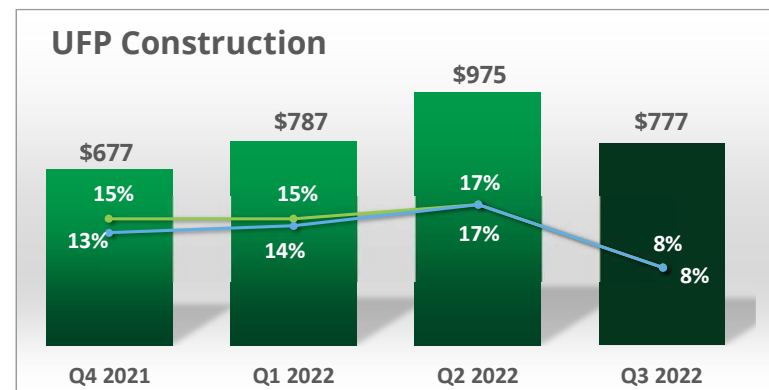
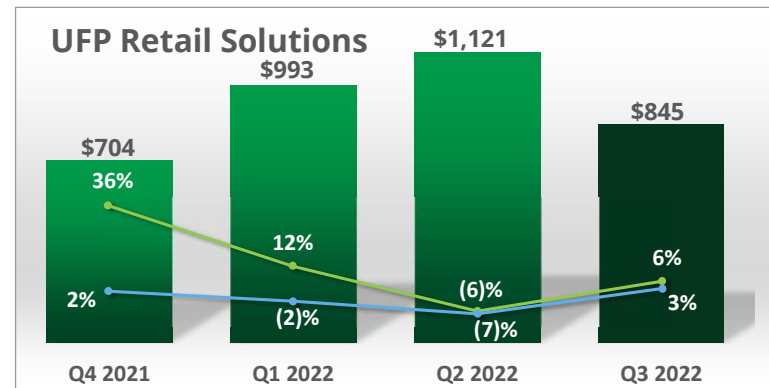
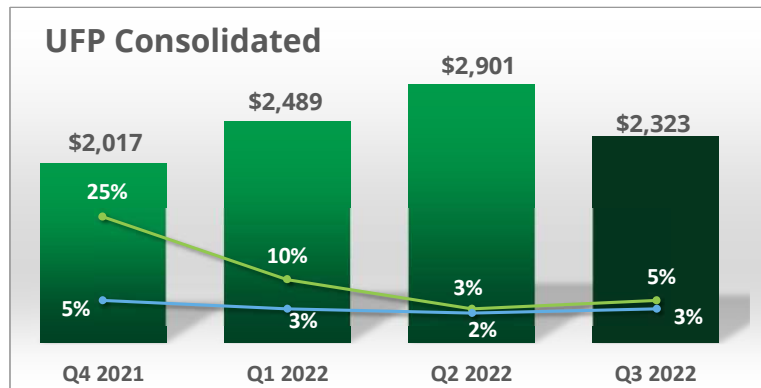


Return-focused approach to capital allocation.



FINANCIALS

NET SALES Q3 2022 (in millions)



Net Sales



Total Unit Sales
YOY Growth



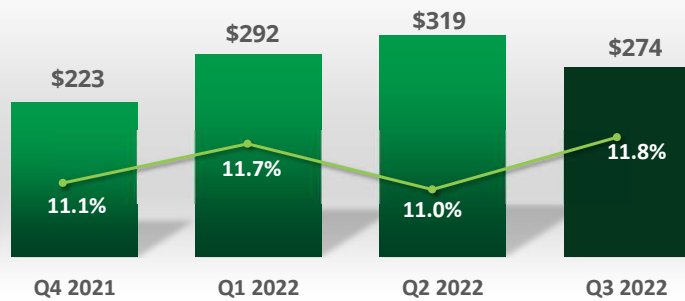
Organic Unit Sales
YOY Growth



FINANCIALS

ADJUSTED EBITDA Q3 2022 (in millions)

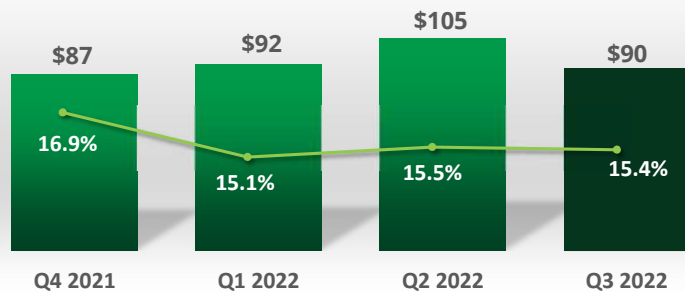
UFP Consolidated



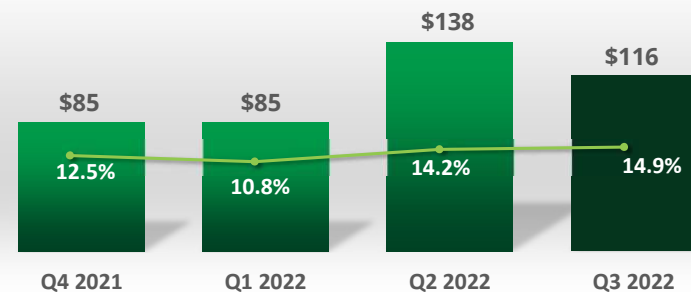
UFP Retail Solutions



UFP Industrial



UFP Construction



Adjusted EBITDA

Adjusted EBITDA Margin

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

 **THANK YOU.**



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