



**UFP** INDUSTRIES

**INVESTOR RELATIONS PRESENTATION**  
**Results through March 28, 2026**

Deckorators Voyage Decking  
with Surestone Technology

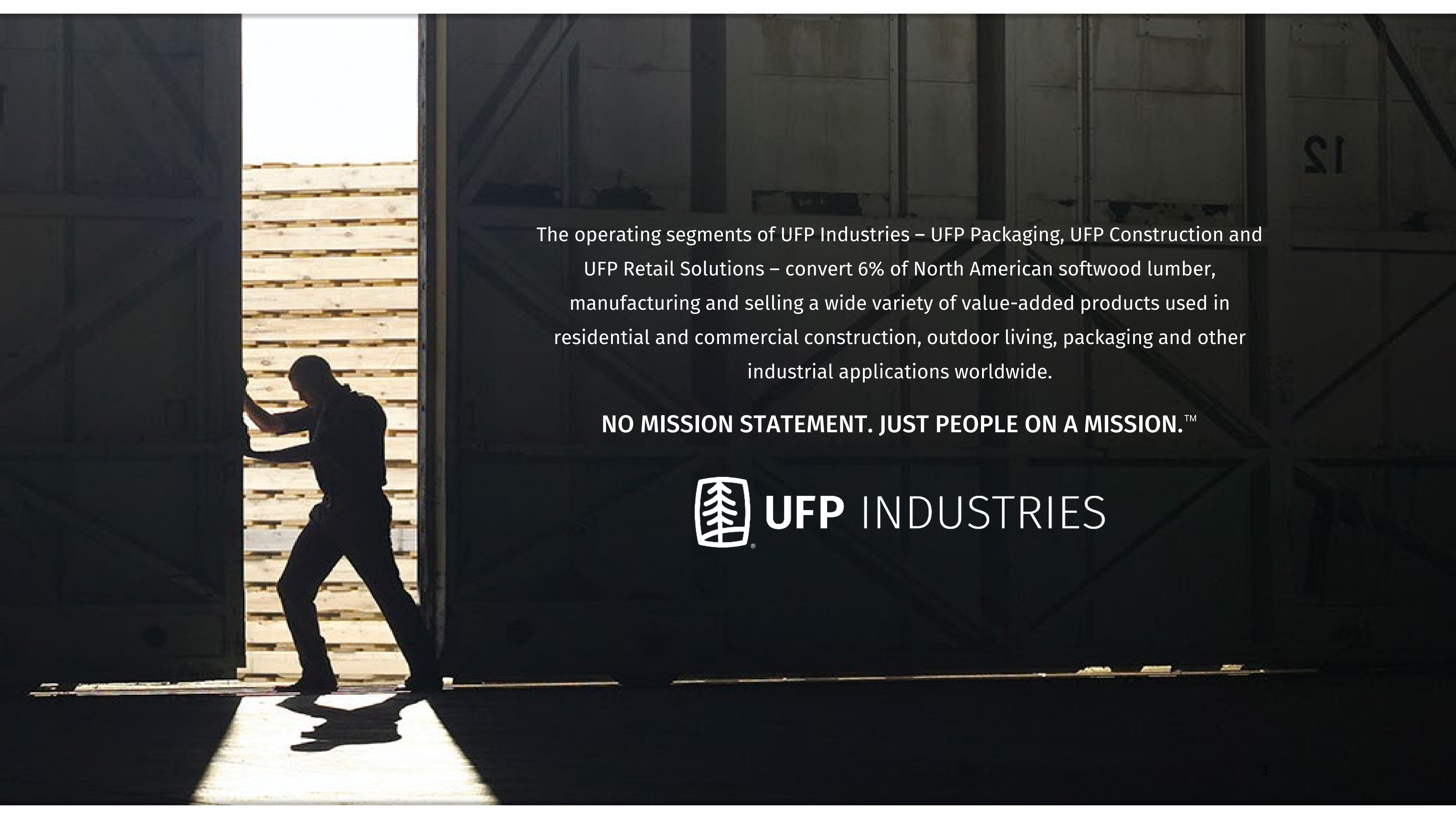
# UFP INDUSTRIES, INC.

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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 presentations herein may not be comparable to other similarly titled measures used by other companies. Management uses adjusted EBITDA, return on invested capital, free cash flow, and liquidity, non-GAAP financial measures, in order to evaluate historical and ongoing operations. Management believes that these non-GAAP financial measures are useful in order to enable investors to perform meaningful comparisons of historical and current performance. These non-GAAP financial measures are intended to supplement and should be read together with the financial results. These non-GAAP financial measures should not be considered an alternative or substitute for, and should not be considered superior to, the reported financial results.

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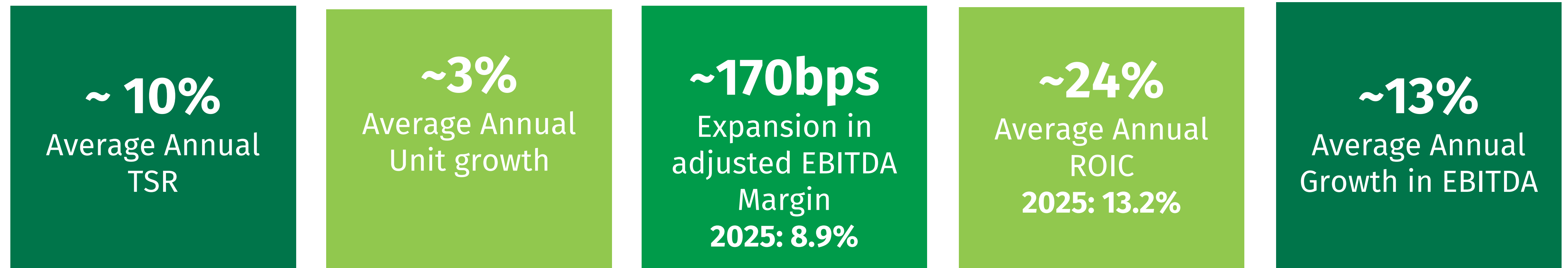
The operating segments of UFP Industries – UFP Packaging, UFP Construction and UFP Retail Solutions – convert 6% of North American softwood lumber, manufacturing and selling a wide variety of value-added products used in residential and commercial construction, outdoor living, packaging and other industrial applications worldwide.

**NO MISSION STATEMENT. JUST PEOPLE ON A MISSION.™**

 **UFP INDUSTRIES**

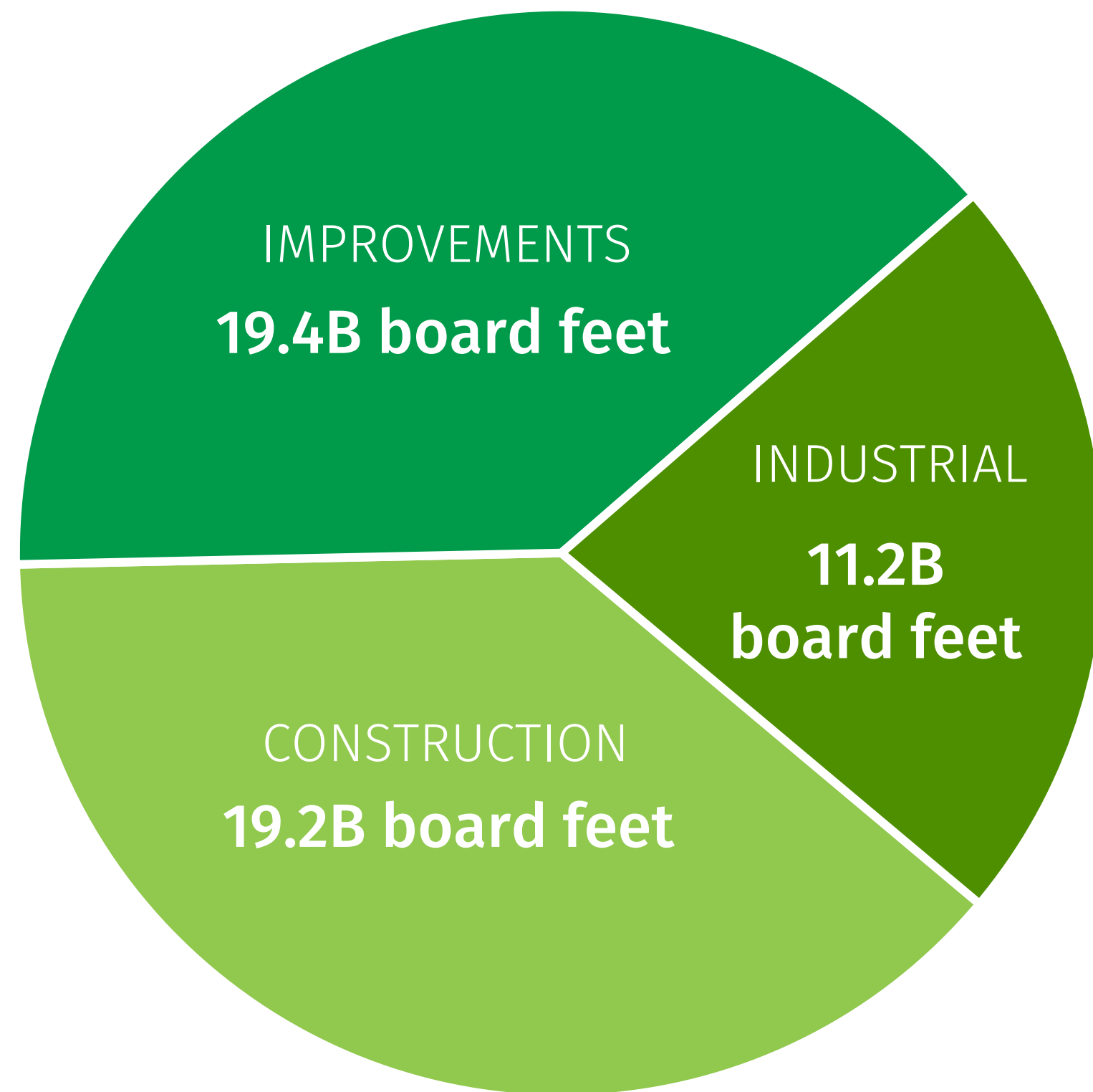
**UFP Industries is focused on driving above market growth and compounding margins higher over time while maintaining best-in-class ROIC.**

## **5 YEAR PERFORMANCE\***

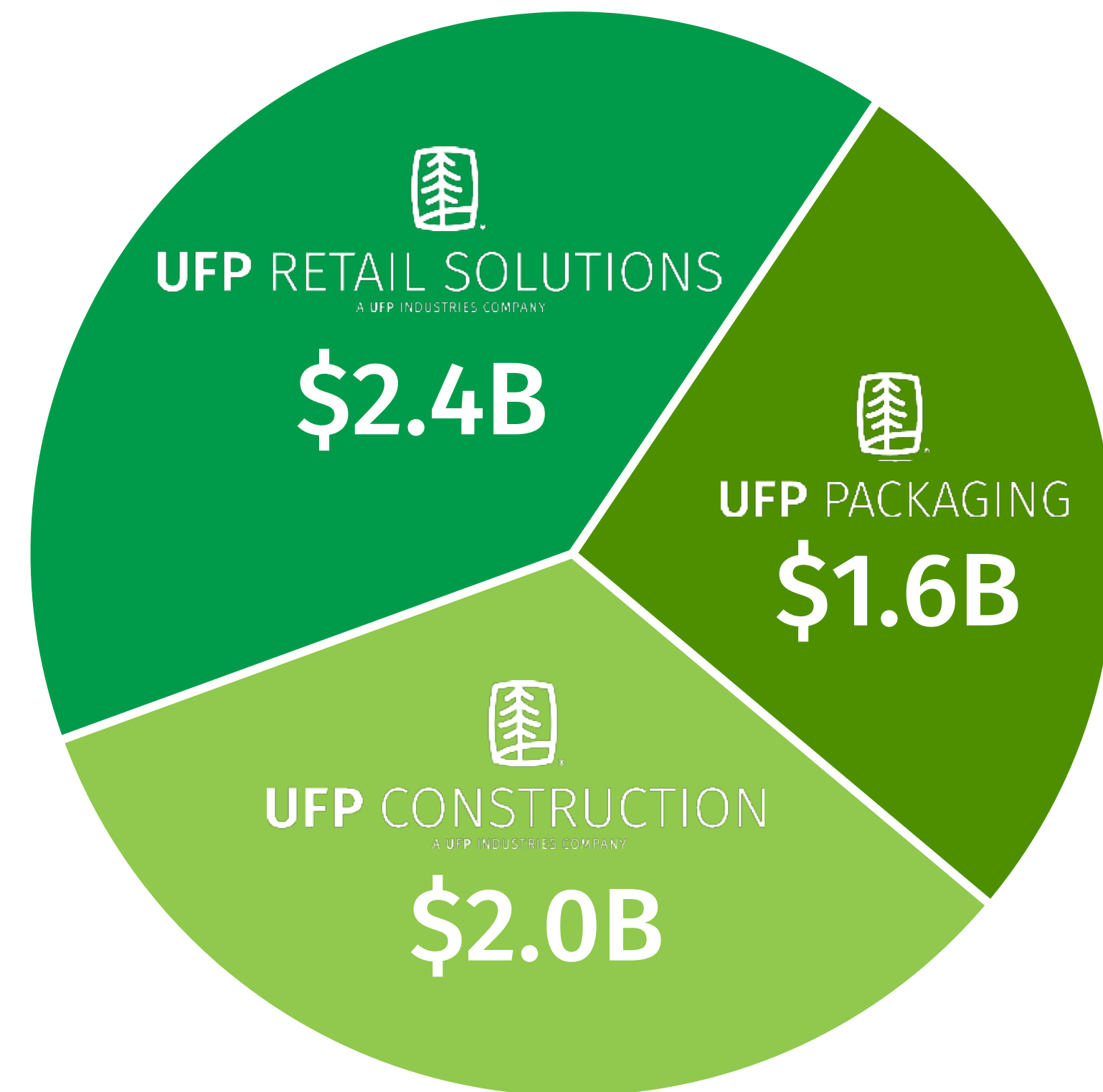


\* Five years ending 2025

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



**TOTAL SOFTWOOD CONSUMPTION BY END MARKETS\***



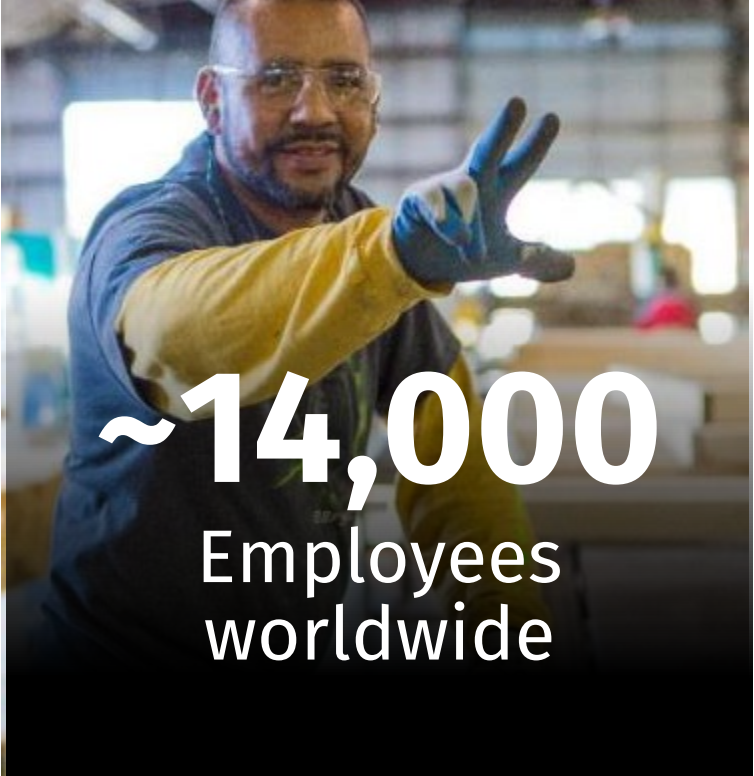
**UFP 2025 REVENUE BY BUSINESS SEGMENTS**

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

# UFP AT A GLANCE



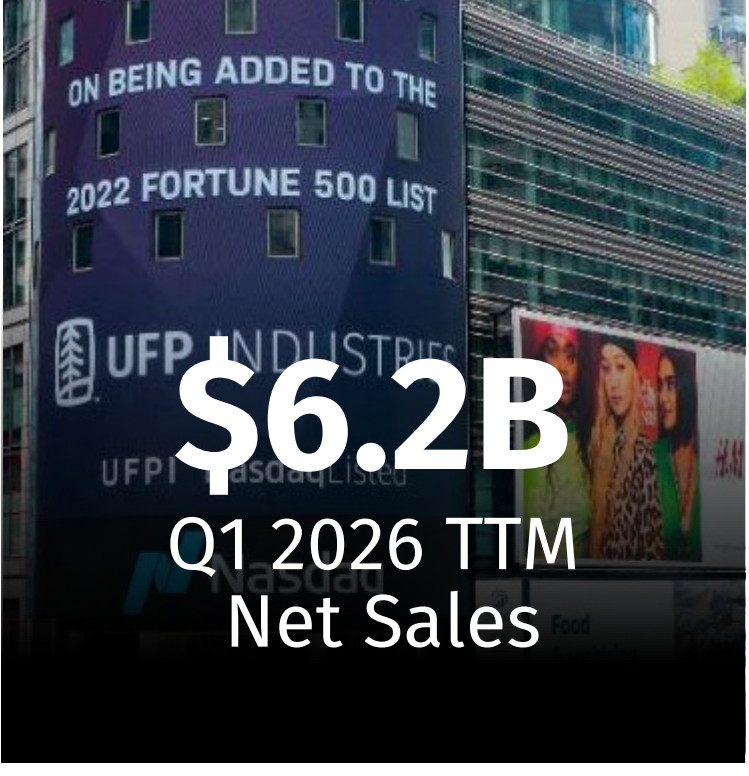
**1955**  
Founded in Grand Rapids, MI



**~14,000**  
Employees worldwide



**198**  
Facilities worldwide



**\$6.2B**  
Q1 2026 TTM Net Sales



**\$532.8M**  
Q1 2026 TTM Adjusted EBITDA

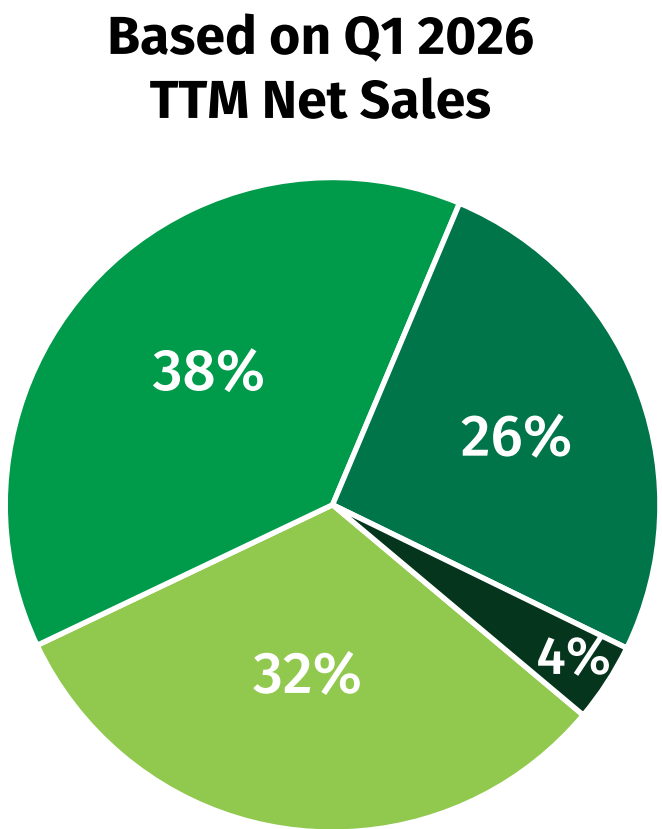
## Business segments and markets



**UFP RETAIL SOLUTIONS**  
**\$2.4B**  
Big box, independents, & buying co-ops



**UFP CONSTRUCTION**  
**\$2.0B**  
Single-, multi-family and factory-built housing, commercial, concrete formers

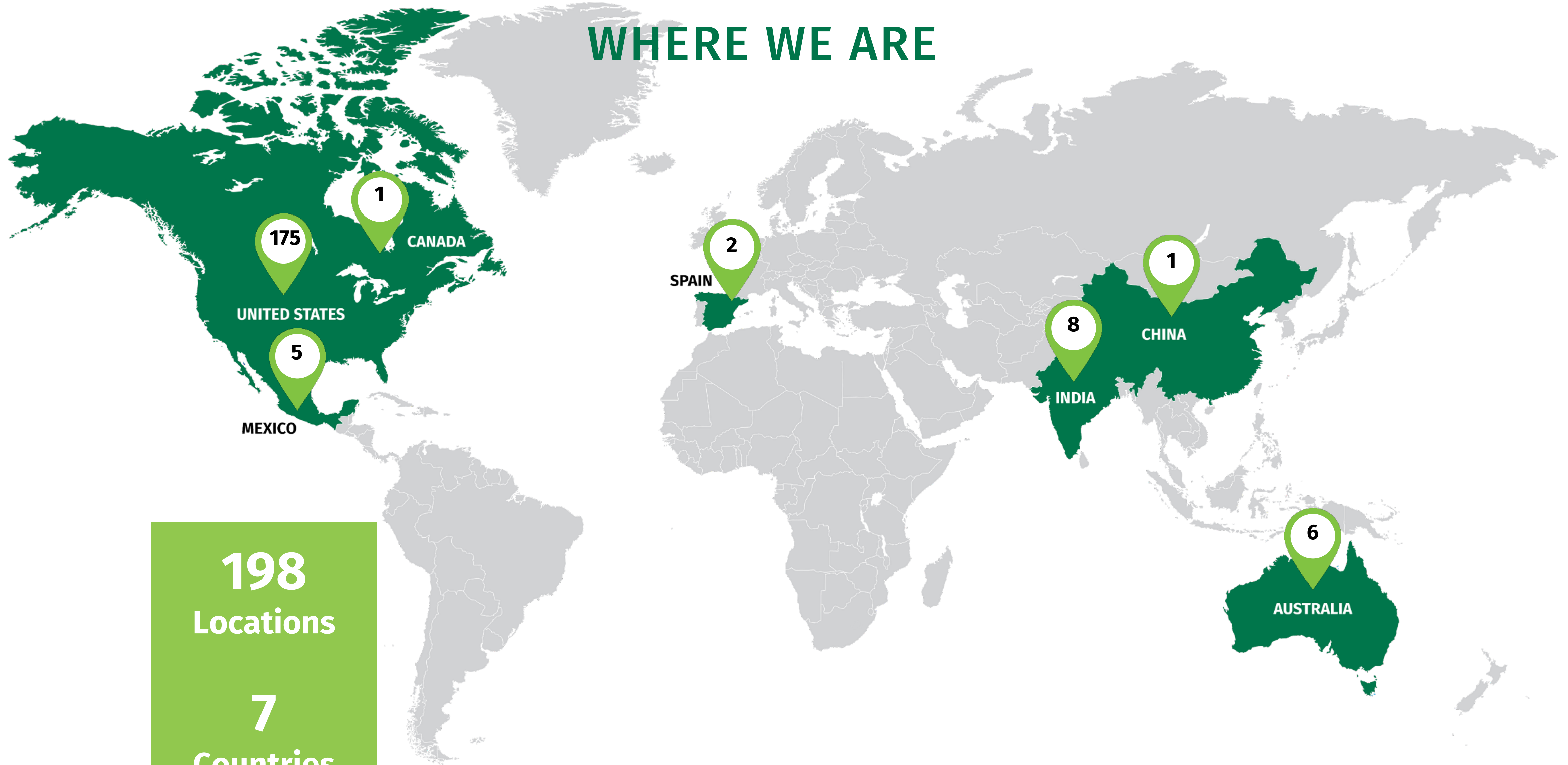



**UFP PACKAGING**  
**\$1.6B**  
Industrial manufacturers, OEM's, agricultural and logistics



**UFP INTERNATIONAL**  
**\$0.2B**  
Overseas trading, manufacturing and design assets offering packaging solutions in nine countries

# WHERE WE ARE



**198**  
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 cyclical and customer concentration
- Advantages in procurement and product mix diversification
- Risk mitigation, including against lumber market volatility.

## Incentives Aligned With Shareholders

Each of our 198 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:

- 71 straight years of profitability
- Average tenure of 23 years for our 64 most senior executives.

## Structure

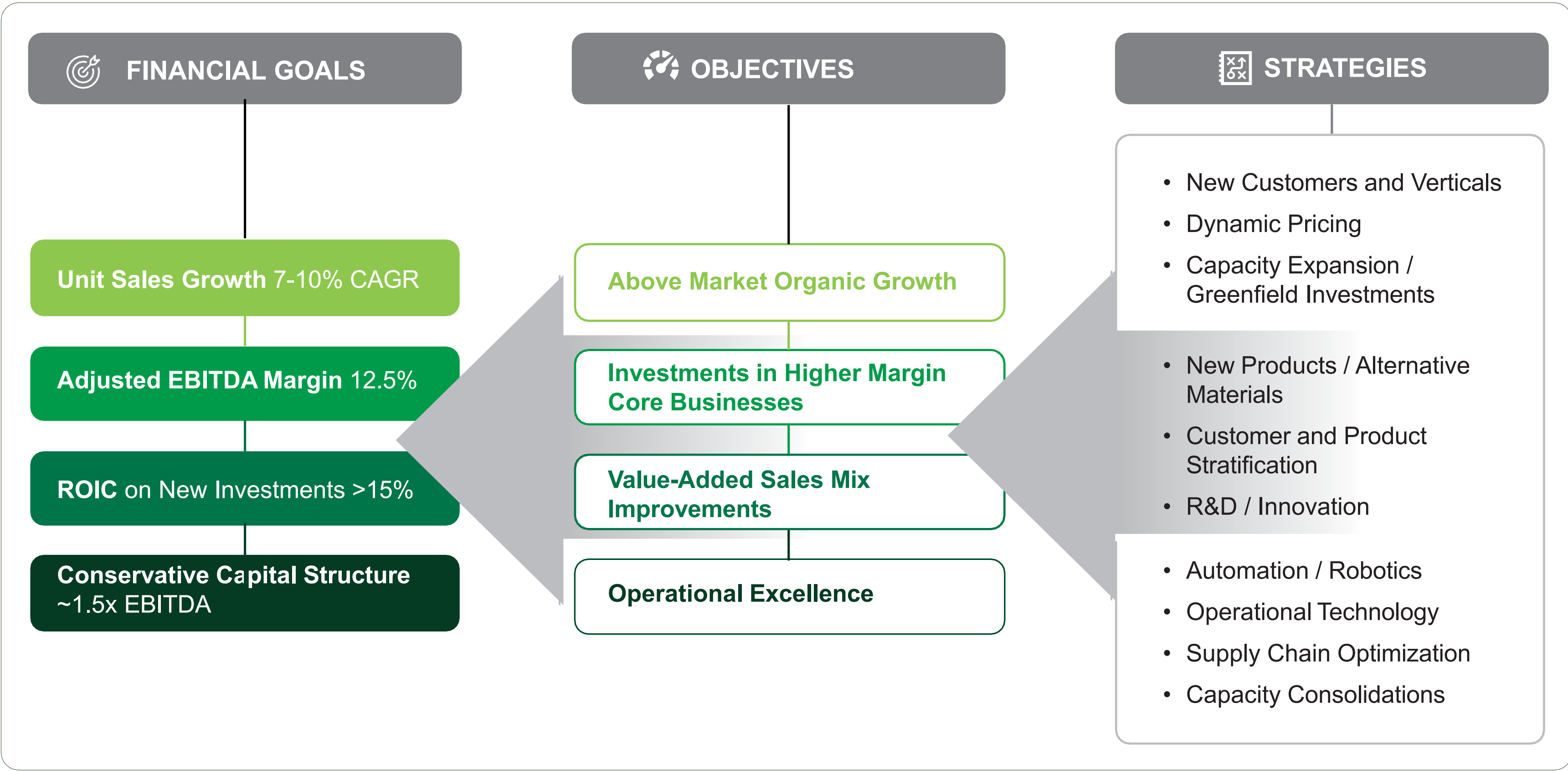
In 2020 the company created an operating structure based on management of market segments rather than geography, bringing greater focus.

### RESULT:

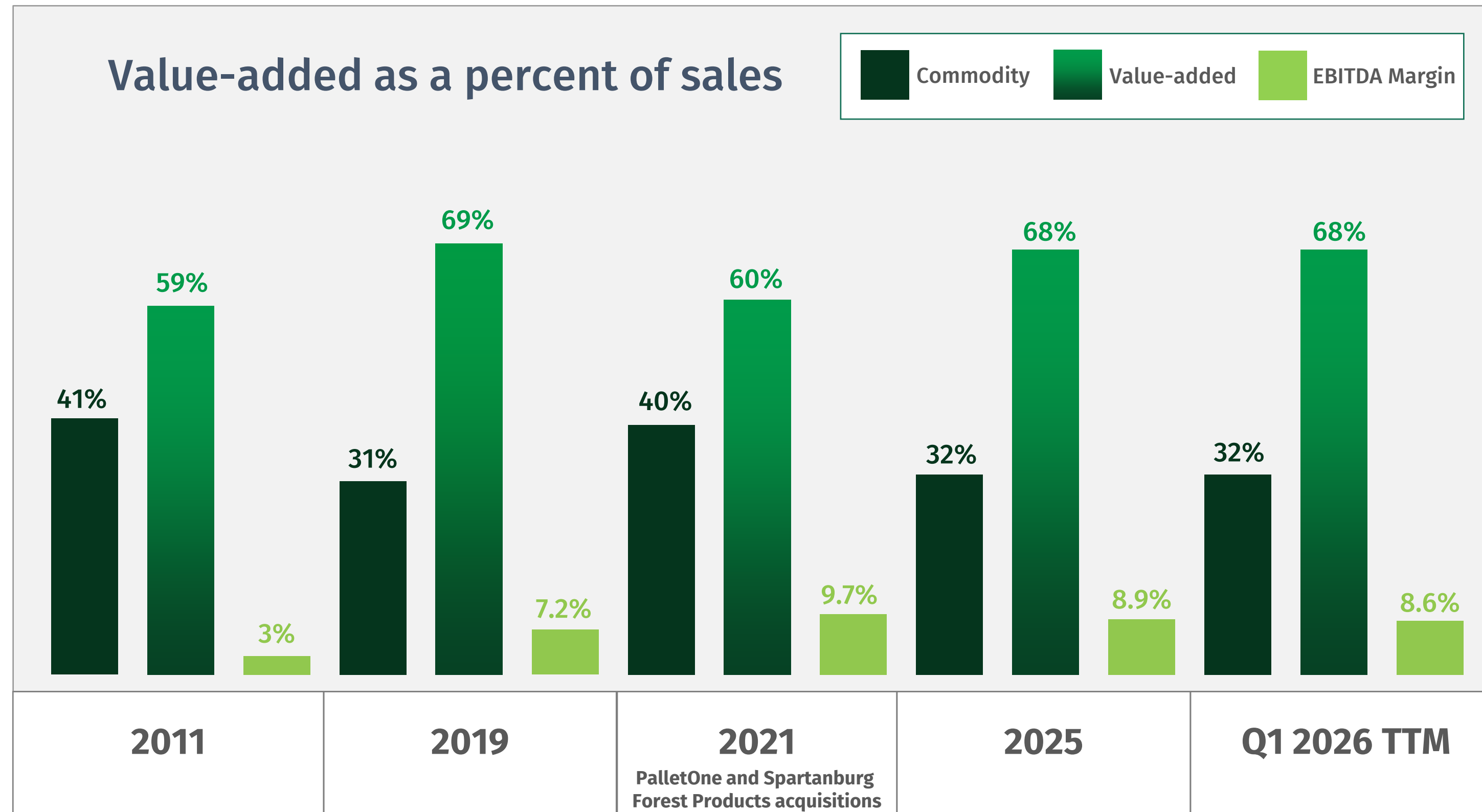
- Improved performance from
- Greater alignment with customers
- Quicker introduction of new, value-added products
- Better, more rapid decision making

\*Form 5 and employee compensation plan reports

# FINANCIAL GOALS, OBJECTIVES AND STRATEGIES



# VALUE-ADDED SALES



**Value-added products improve mix, raise adjusted 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

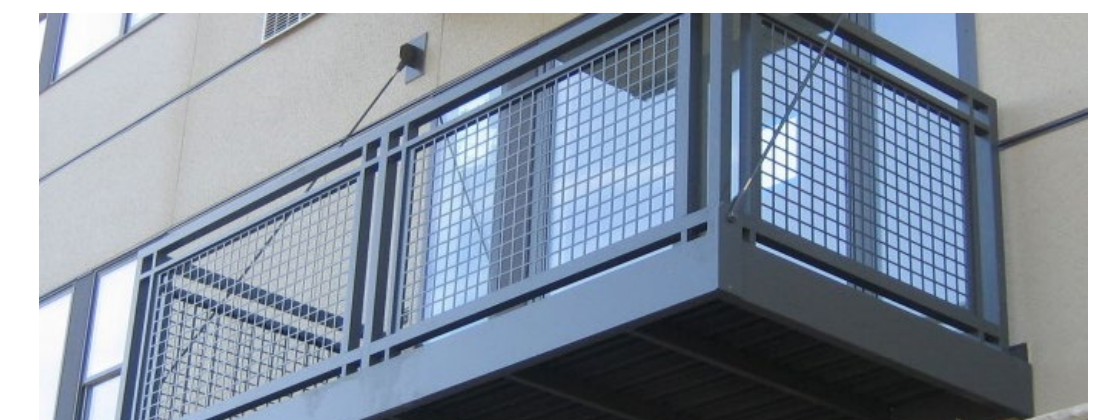
CONSTRUCTION



Wood Components



Light Gauge Metal Components



Aluminum Balconies and accessories

RETAIL



Pressure-Treated Lumber



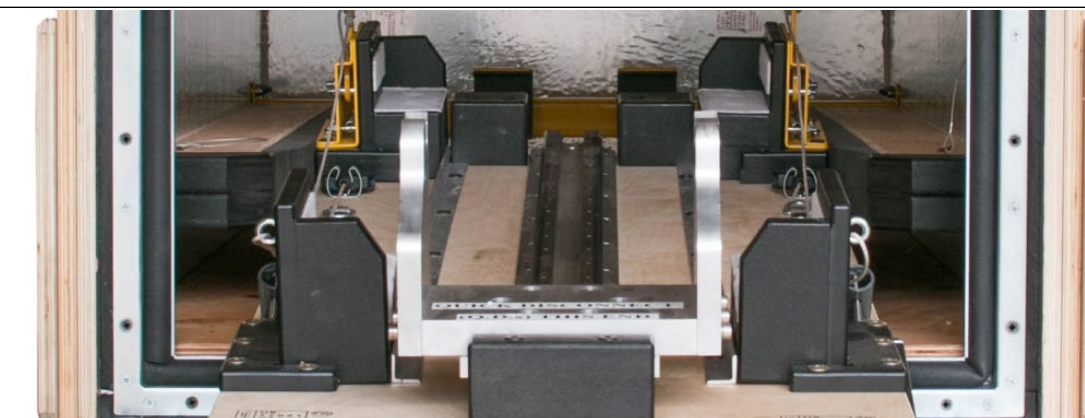
Deckorators Surestone™ Technology Decking & Railing



PACKAGING



Wood Crates



Mixed Material Crates  
Wood, Foam, Metal, Corrugate



Steel Crates

**BROADER MARKET OPPORTUNITIES | MARGIN ENHANCEMENT | INCREASED WALLET SHARE**

# INNOVATION AND NEW PRODUCTS



## UFP VENTURE FUND

### 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

### 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

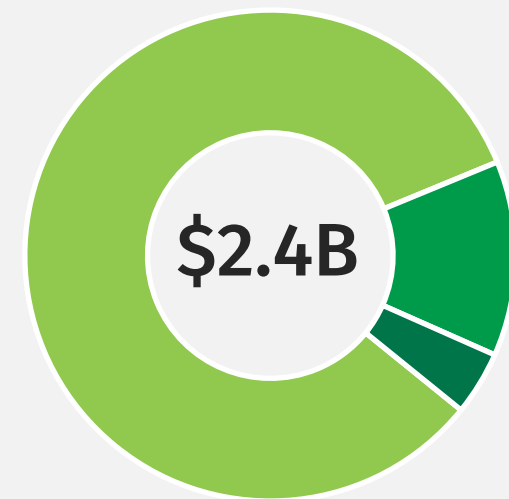
**Commitment to innovation moves the company steadily up the value chain.**

# BUSINESS SEGMENTS

## UFP RETAIL SOLUTIONS



### Q1 2026 TTM Net Sales



**ProWood Group**  
\$2.0 Billion

**Deckorators**  
\$303 Million

**UFP Edge**  
\$99 Million

Commodity  
48%

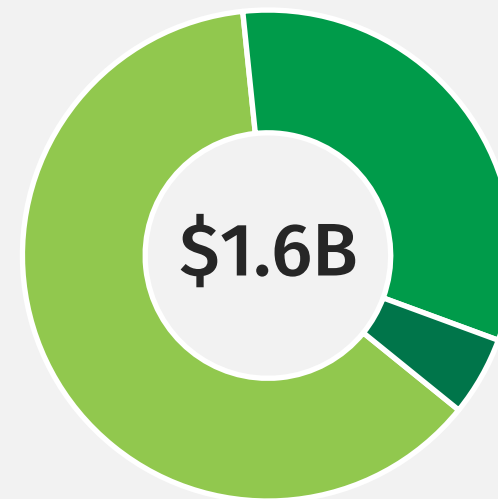
Value Added  
52%

New products 8.9% of net sales

## UFP PACKAGING



### Q1 2026 TTM Net Sales



**Structural Packaging**  
\$993 Million

**PalletOne**  
\$512 Million

**Protective Packaging Solutions**  
\$83 Million

Commodity  
25%

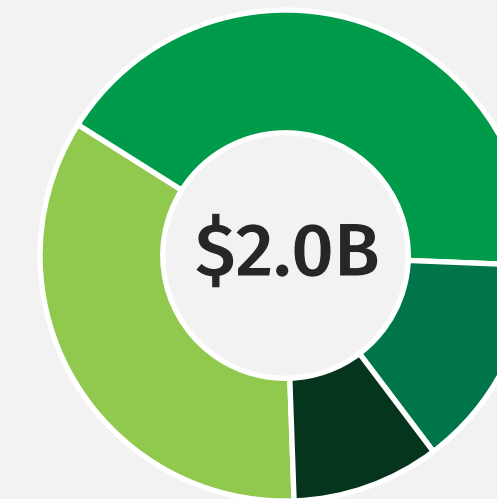
Value Added  
75%

New products 11.1% of net sales

## UFP CONSTRUCTION



### Q1 2026 TTM Net Sales



**Site Built**  
\$674 Million

**Factory Built**  
\$814 Million

**Commercial**  
\$275 Million

**Concrete Forming Solutions**  
\$190 Million

Commodity  
18%

Value Added  
82%

New products 3.7% 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

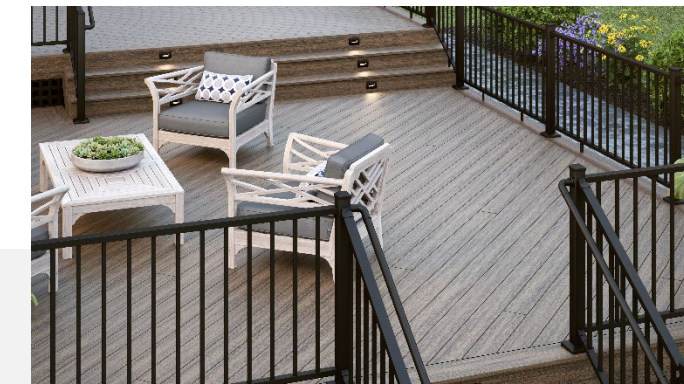
ProWood FR, project panels, short boards & dimensional, stakes, finger-joint studs, furring strips, more



## Dec'orators®

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 71% to Big Box customers and 29% to one- and two-step distribution as of Q1 2026 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](http://UFPConstruction.com)

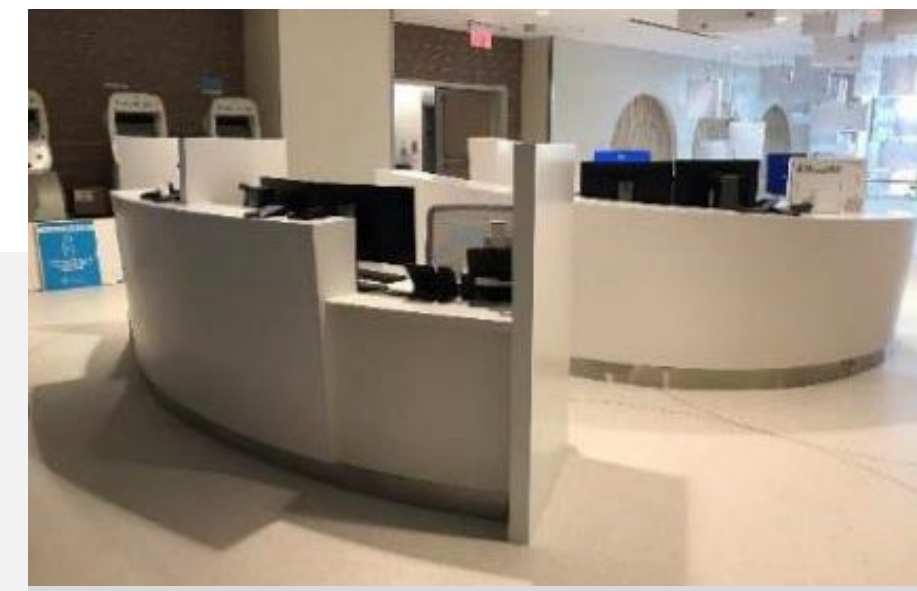
## Factory-Built

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](http://IDXCorporation.com)

[questdisplays.com](http://questdisplays.com)

## Concrete Forming

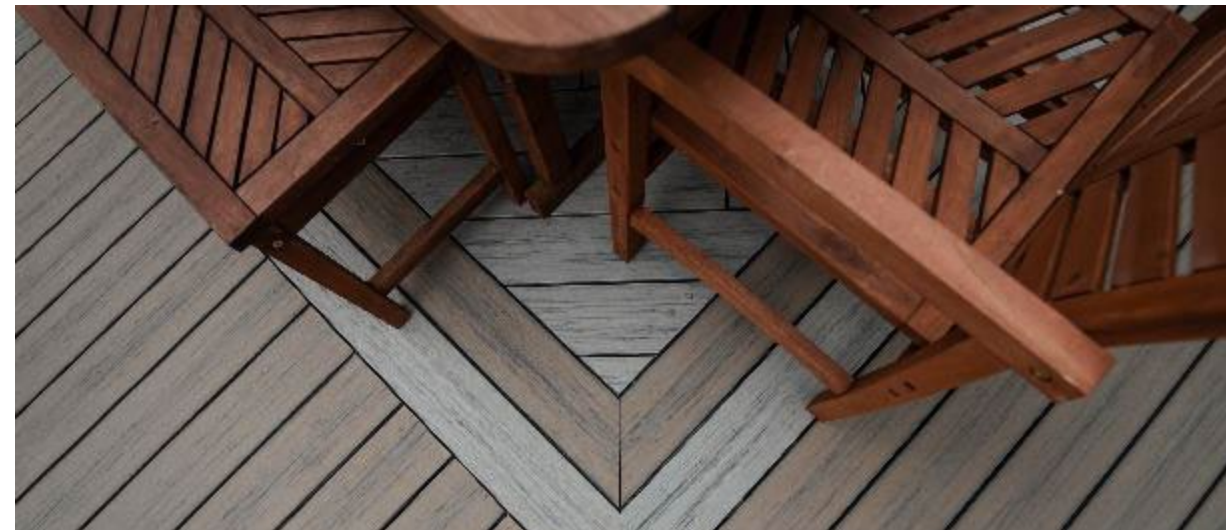
Offsite prefabrication of value-add formwork, aluminum horizontal shoring and vertical forming solutions for use in infrastructure; elevated structural concrete construction projects.



**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



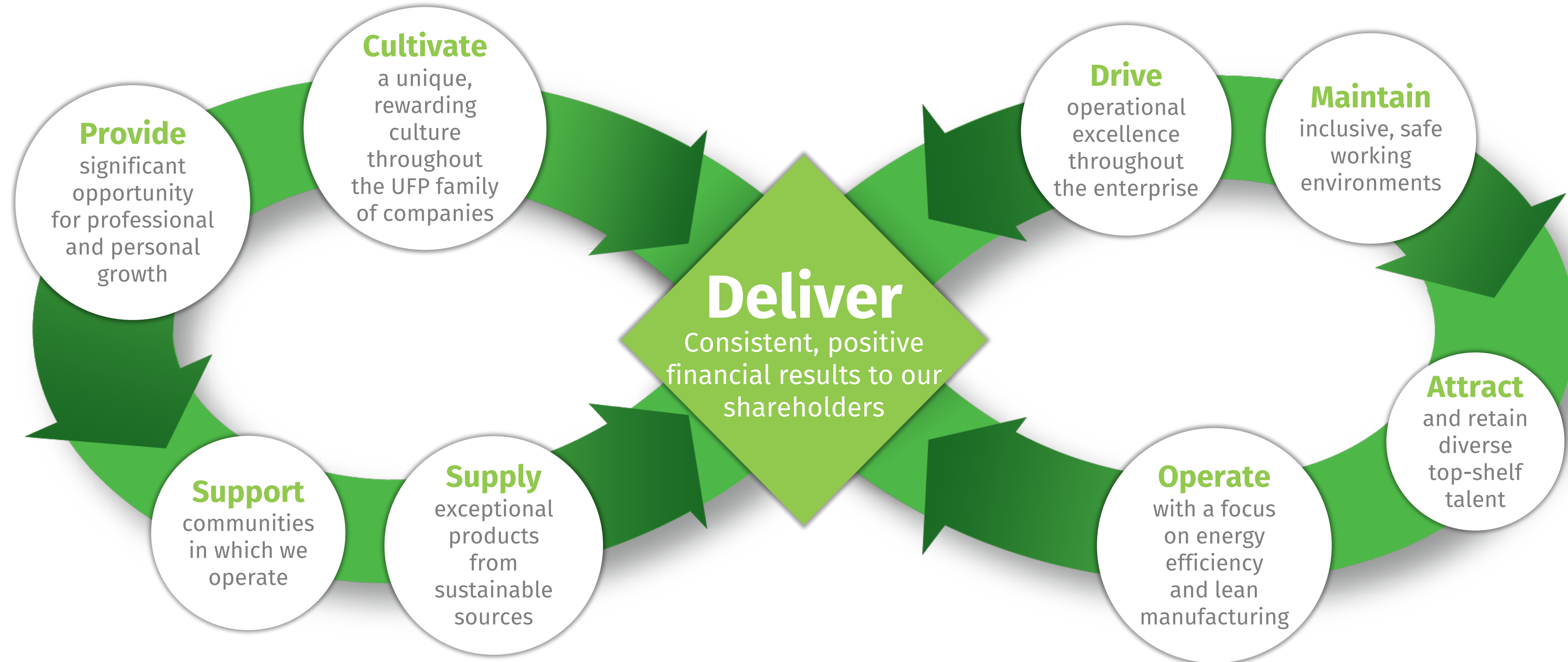
- Affordability challenges remain
- Housing shortage
- Mortgage rates

- 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

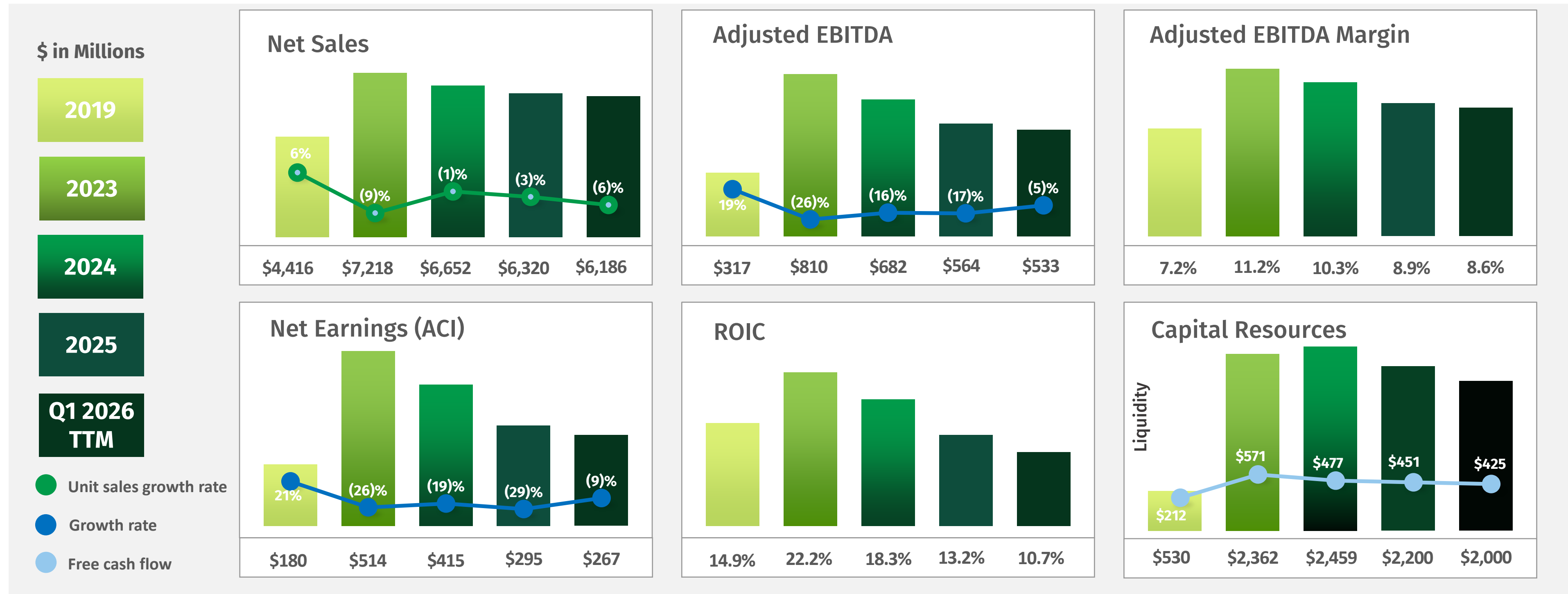


UFPI NasdaqListed

# FINANCIALS



# OUR PERFORMANCE



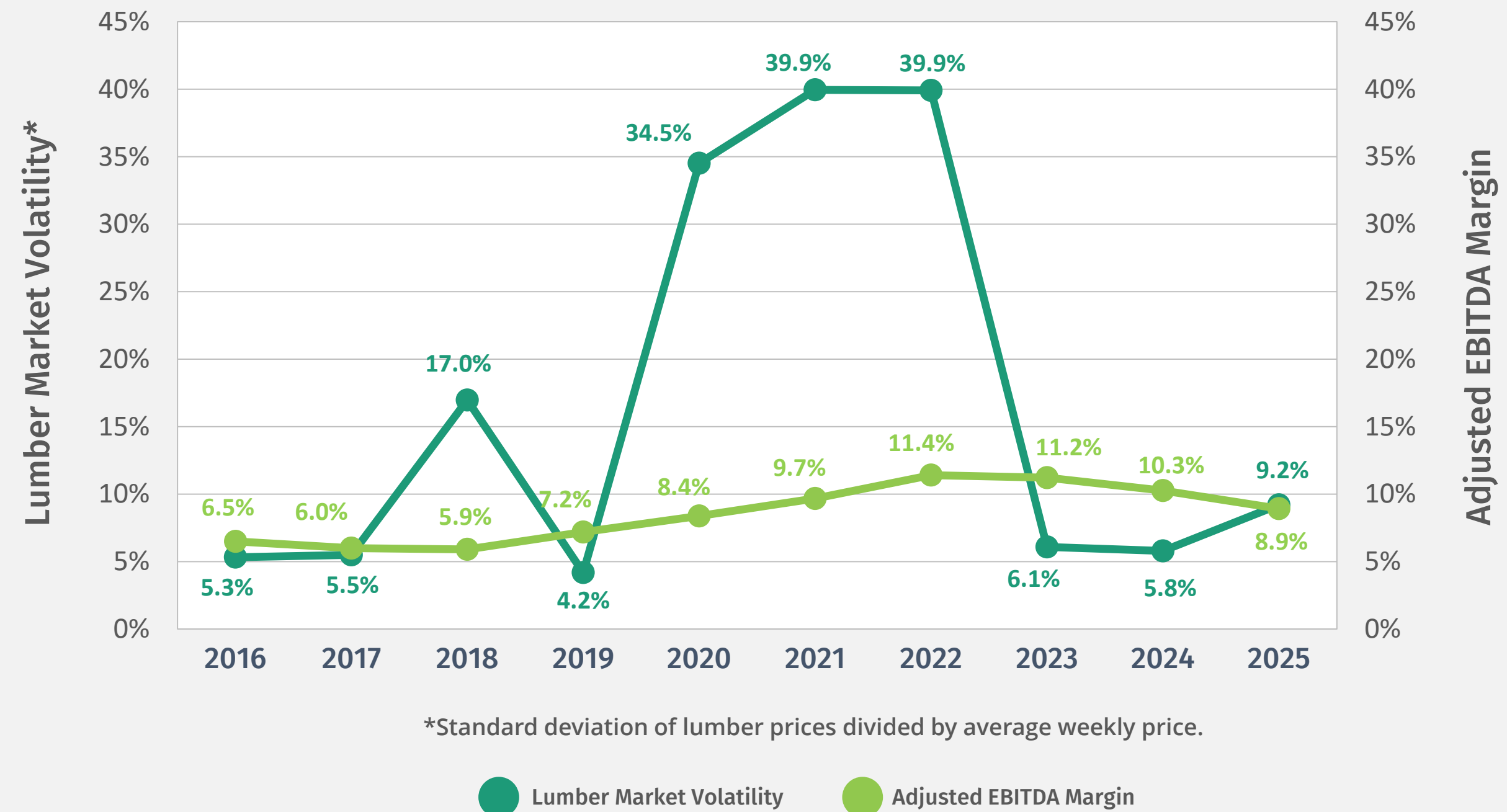
**Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.**

**Q1 2026 TTM Adjusted EBITDA Margin exceeds 2019 by ~140 bps.**

*Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.*

# MANAGING LUMBER MARKET RISK

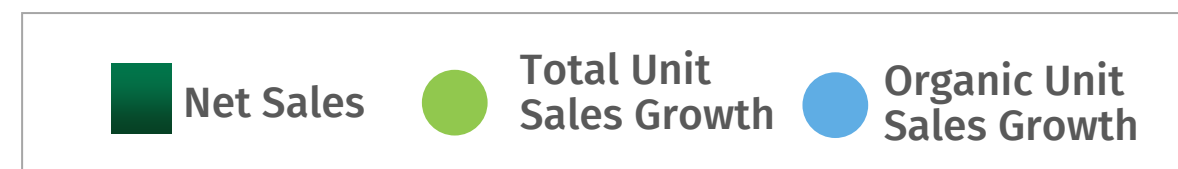
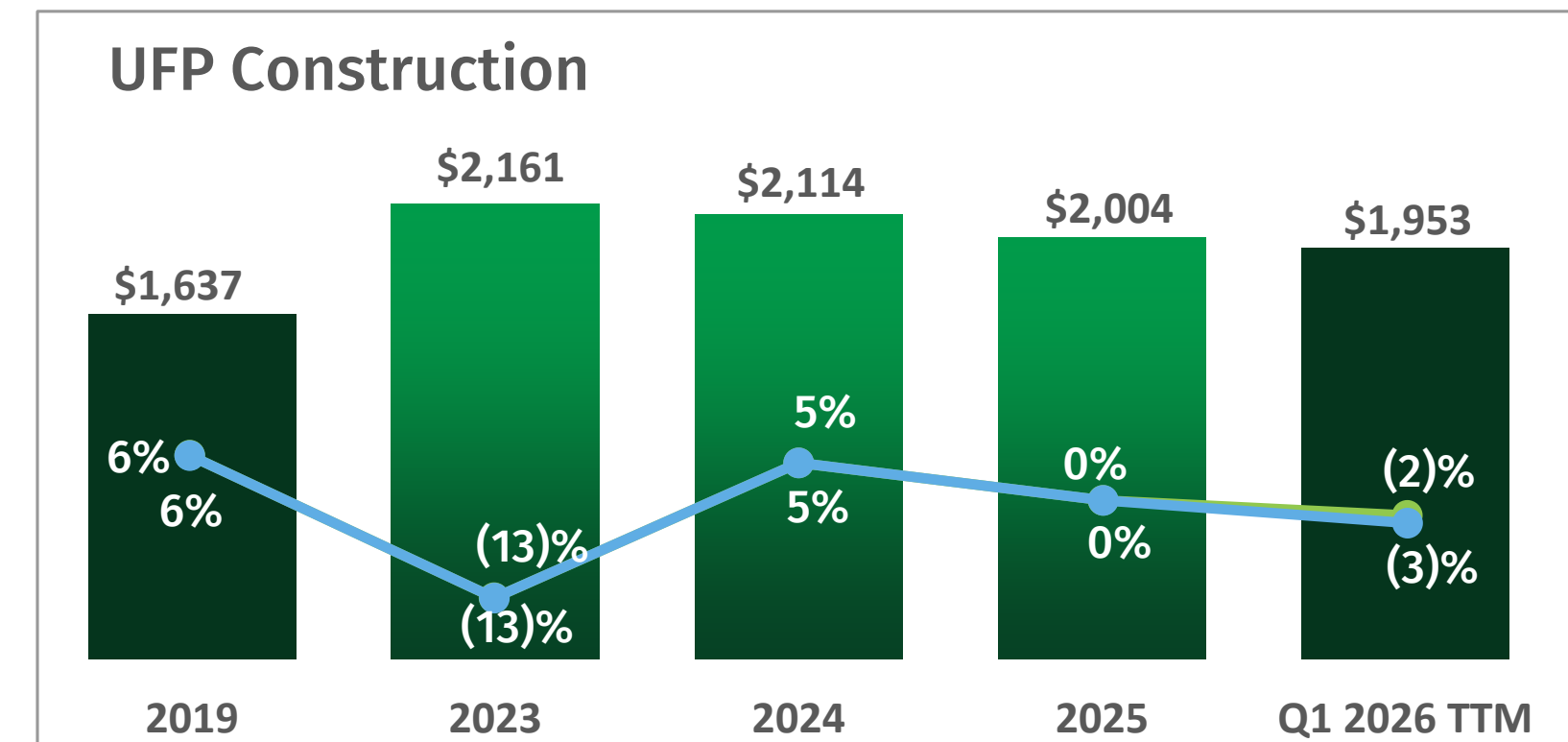
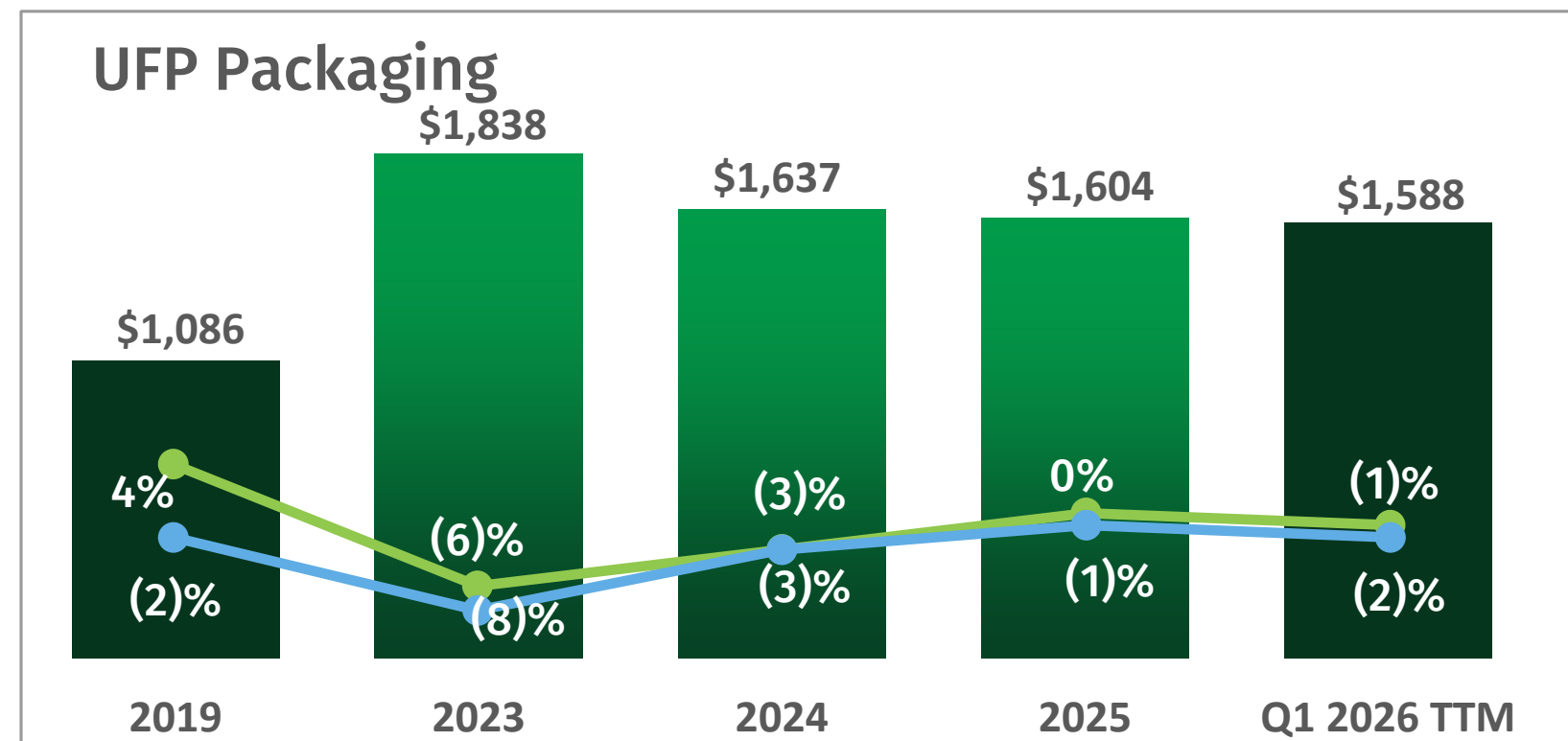
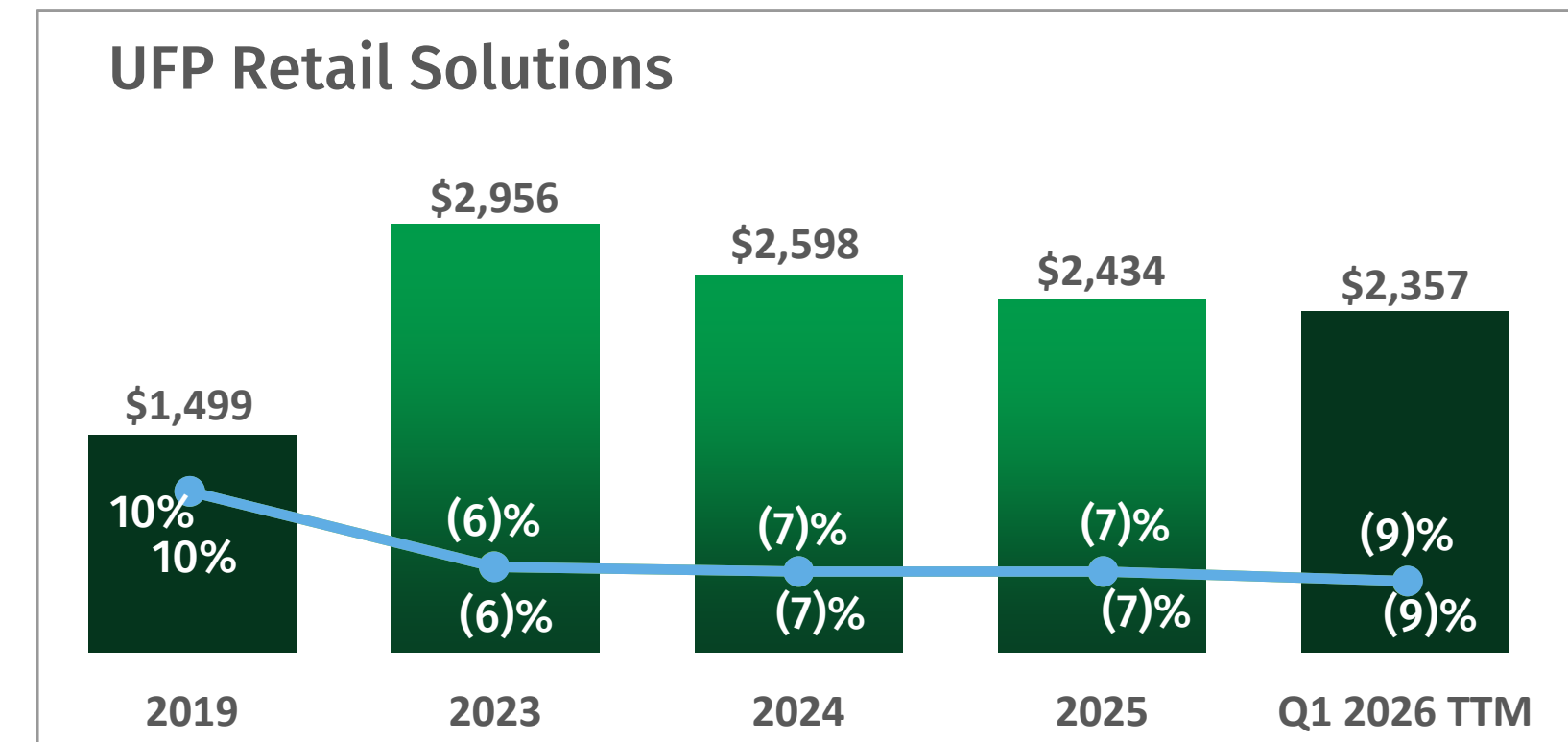
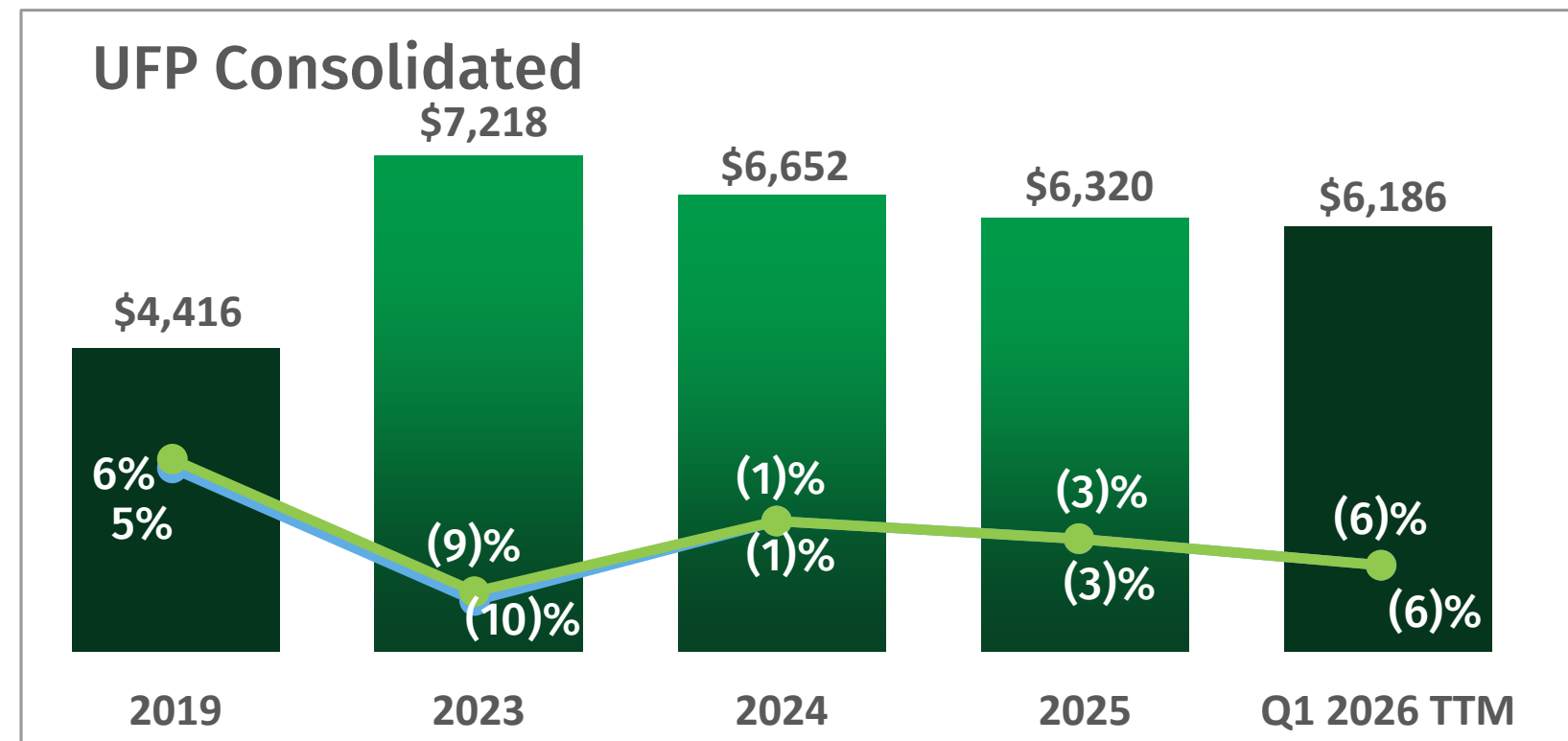
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

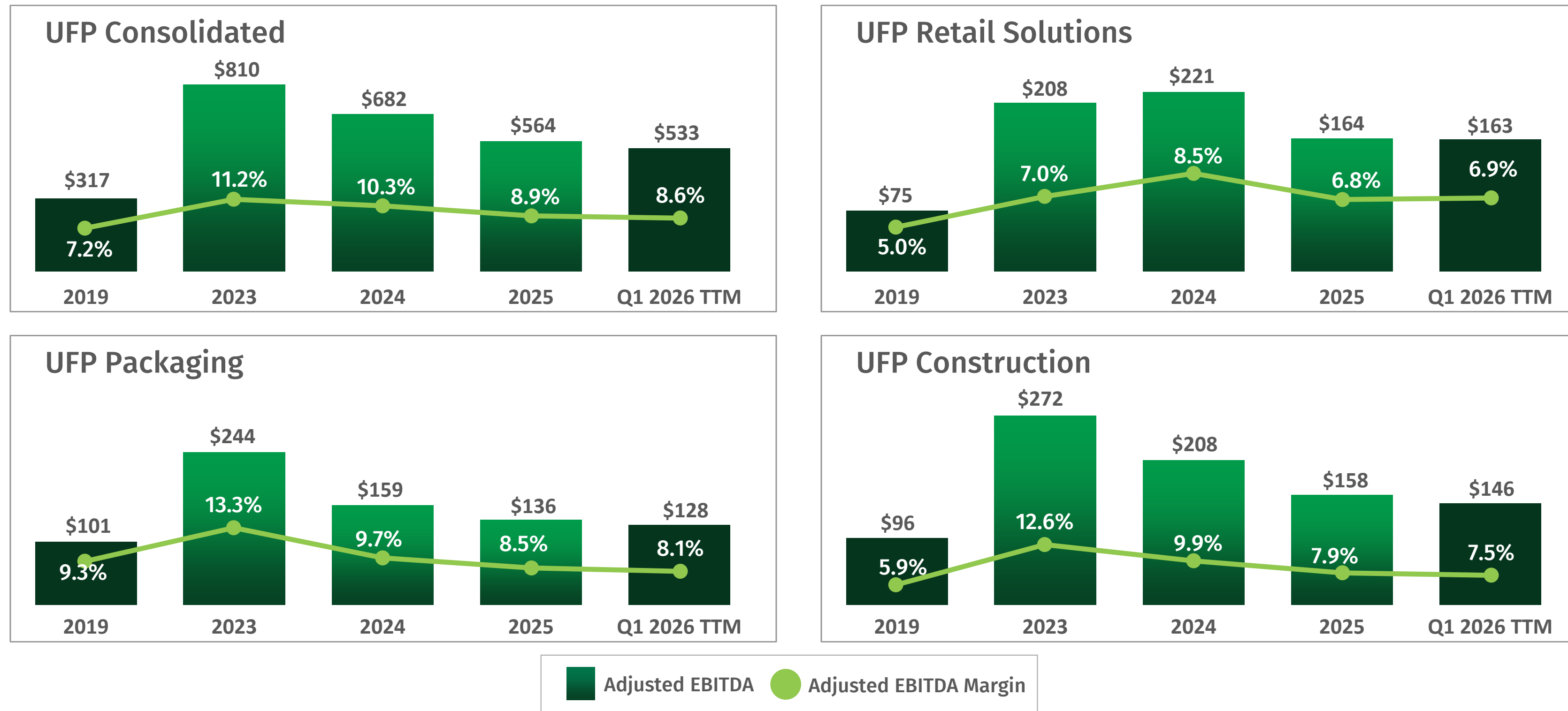
# NET SALES (in millions)



## LONG-TERM GOAL

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

# ADJUSTED EBITDA (in millions)



Consolidated Q1 2026 TTM Adjusted EBITDA Margin exceeds 2019 by ~140 bps.

## LONG-TERM MARGIN DRIVERS

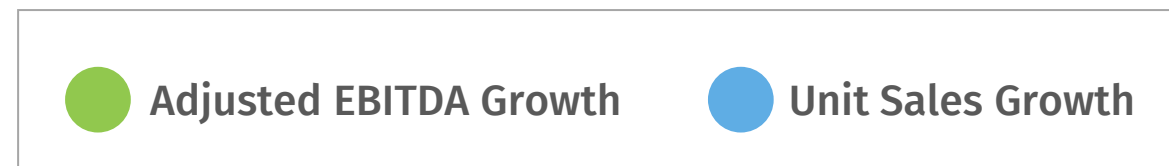
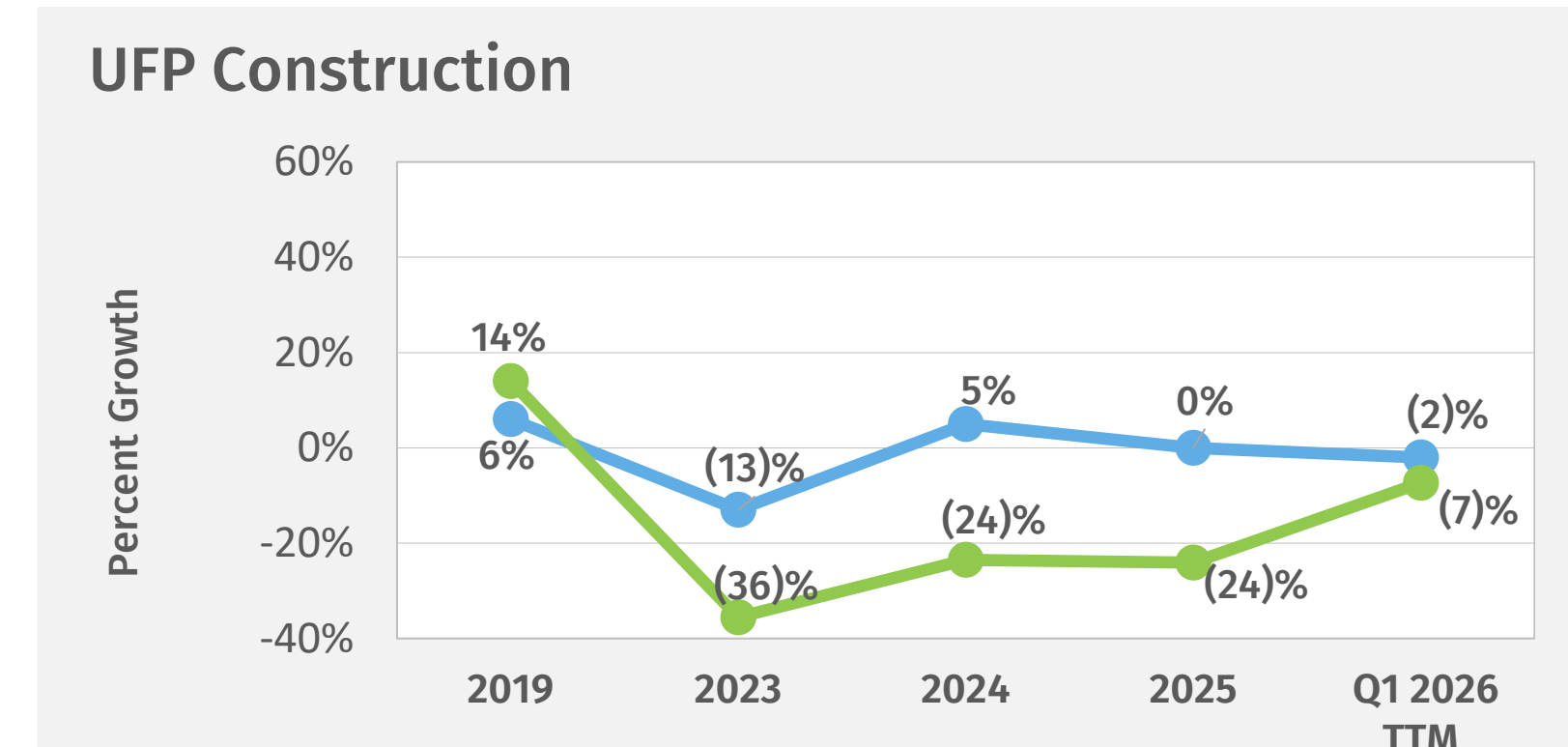
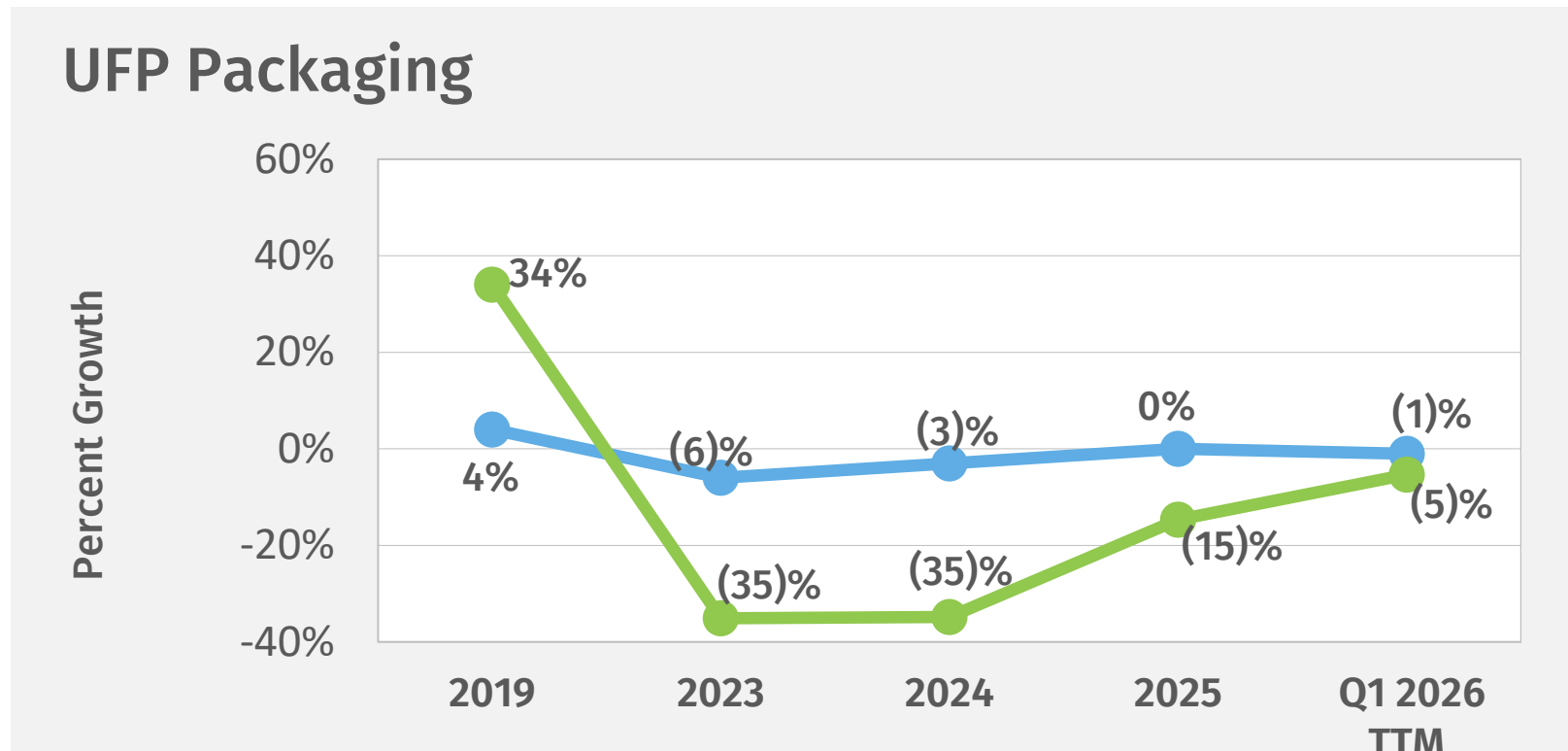
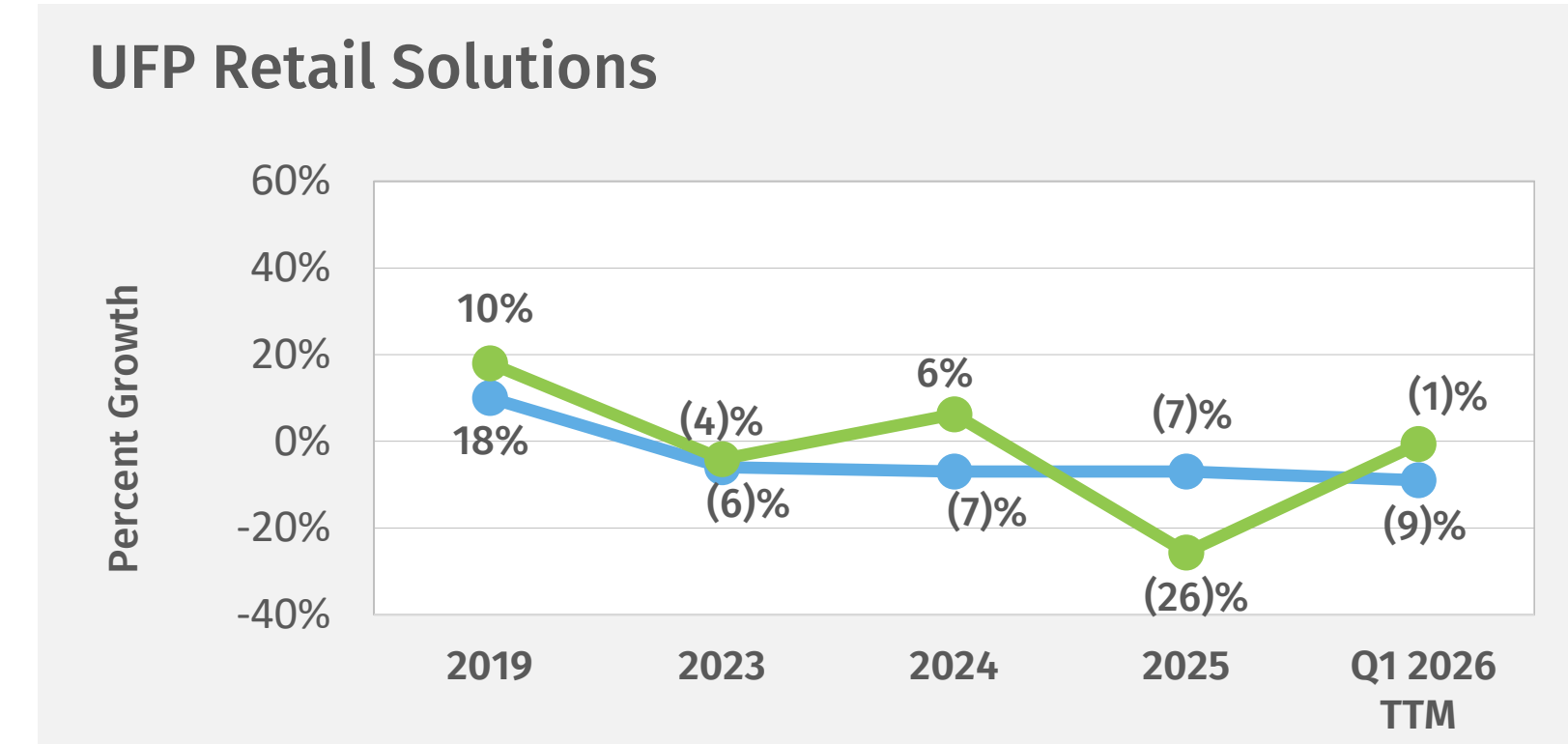
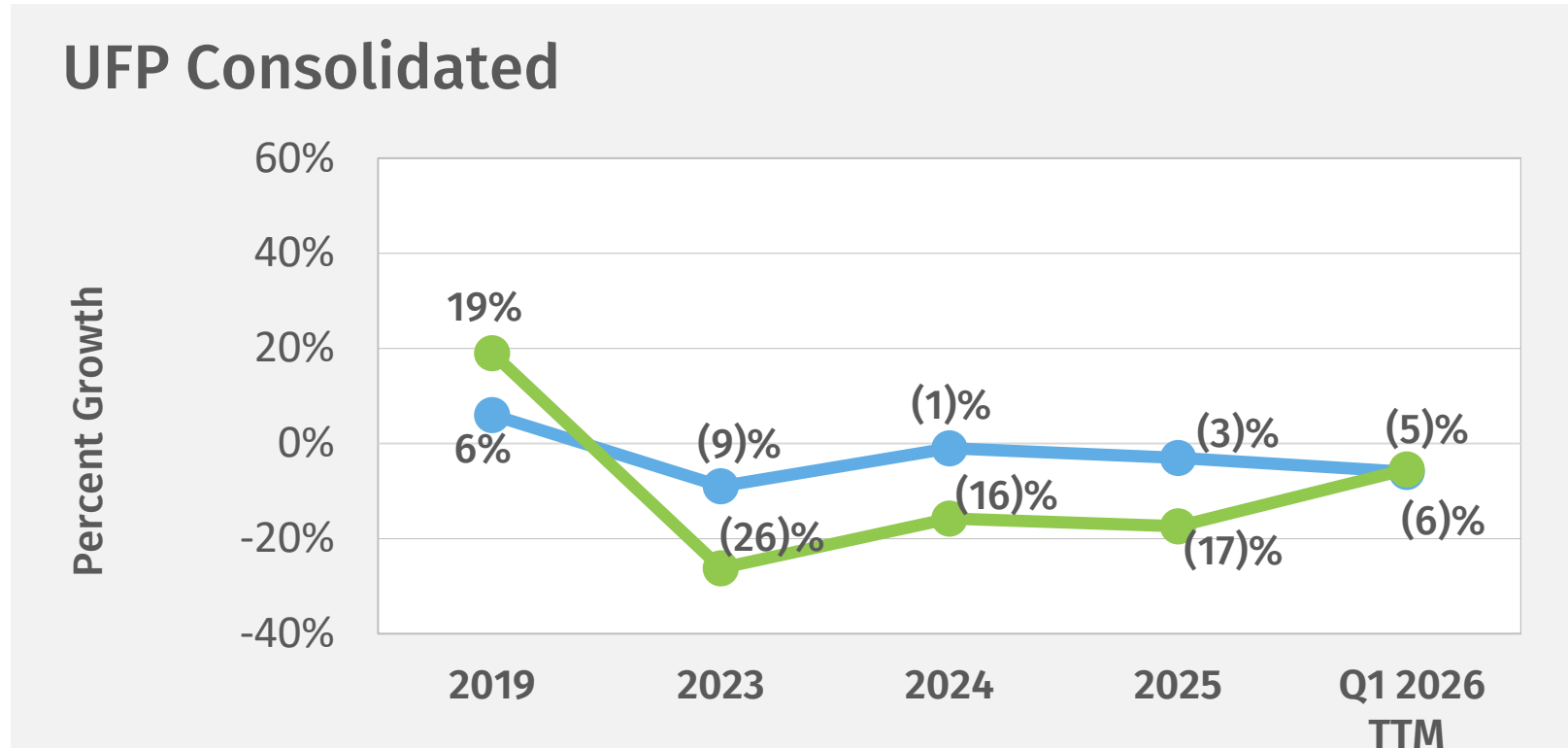
New management structure; Value-added mix improvements, including new branded products, solutions selling, and value-based pricing; Operational improvements, technology, and automation

## LONG-TERM GOAL

12.5% Adjusted EBITDA margin

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

# ADJUSTED EBITDA AND UNIT SALES GROWTH



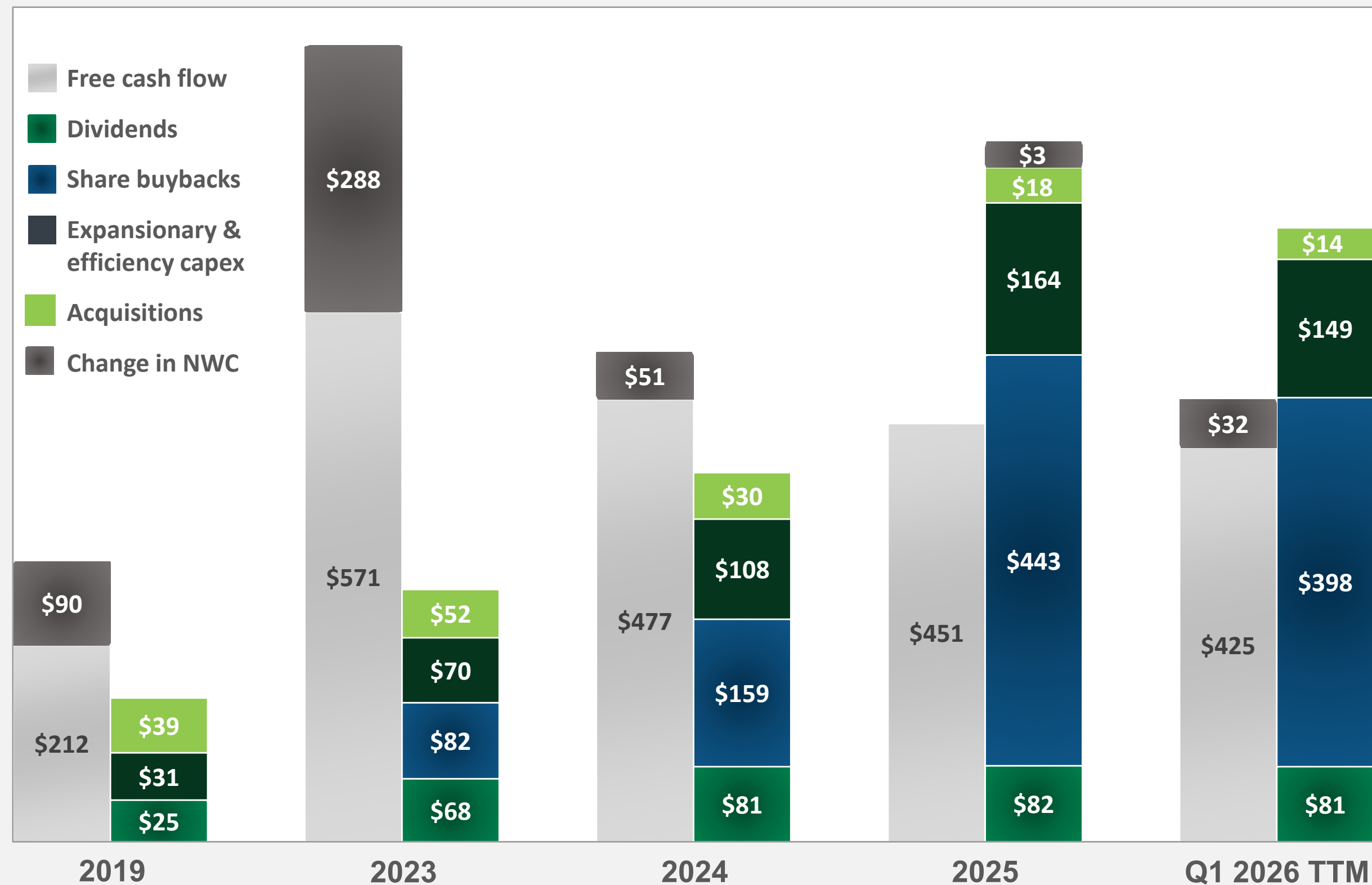
**Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth**

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

# BALANCED USE OF FREE CASH FLOW

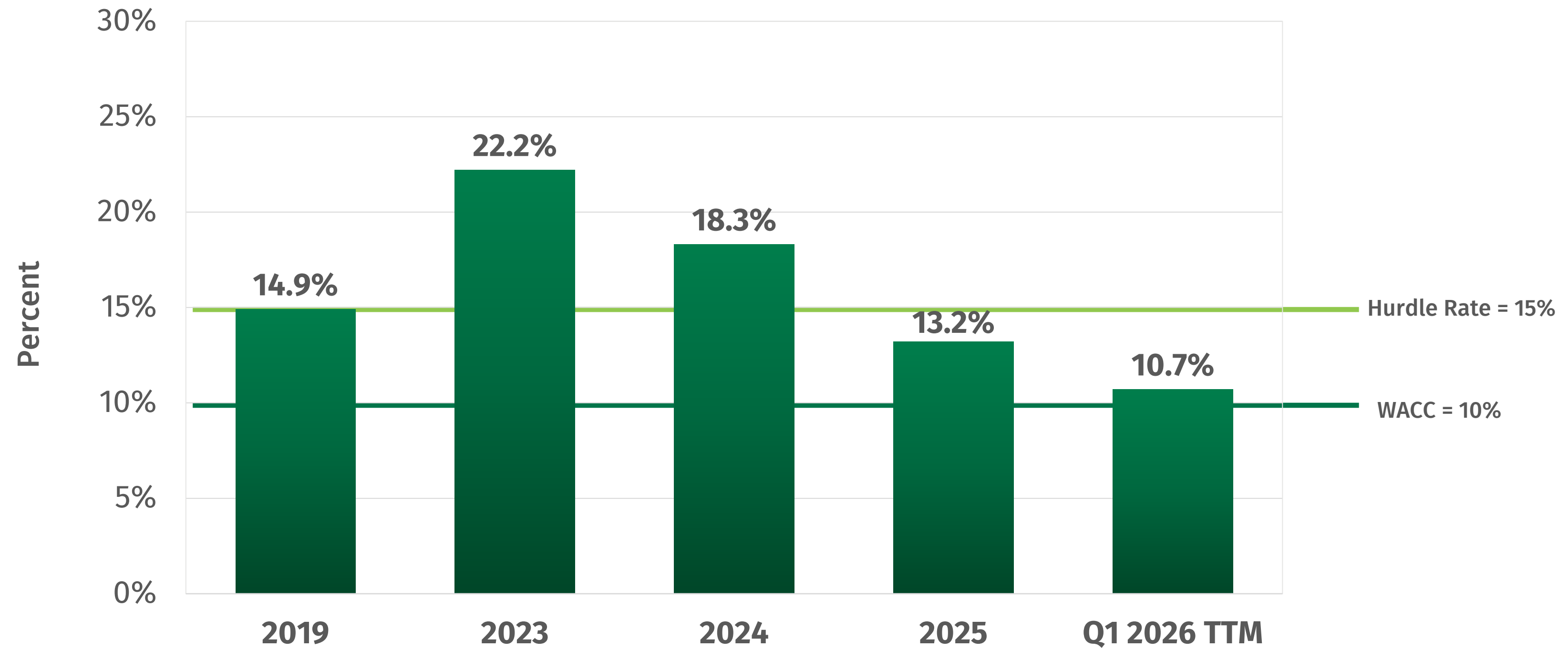
- ✓ Acquisitions to contribute half of our total long-term annual unit sales growth
- ✓ CapEx plan of \$250M to \$275M in 2026
- ✓ Opportunistic share repurchases and to offset issuances. Current authorization as of April 30, 2026 has \$84M remaining, expires July 31, 2026.
- ✓ Increasing dividends in line with long-term growth in earnings and free cash flow
- ✓ Committed to maintaining conservative capital structure with adjusted EBITDA <1.5x

Free Cash Flow and Capital Allocation (in millions)



## 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**

*Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.*

# RECENT ACQUISITIONS

## Process

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

## Purpose

Find new products and services to speed our transformation from commodity sales to value-added selling solutions and brands.

## Goal

Achieve scale and synergy targets to optimize growth, margins and returns.



Scale, low-cost production, automation; increased customer wallet share.



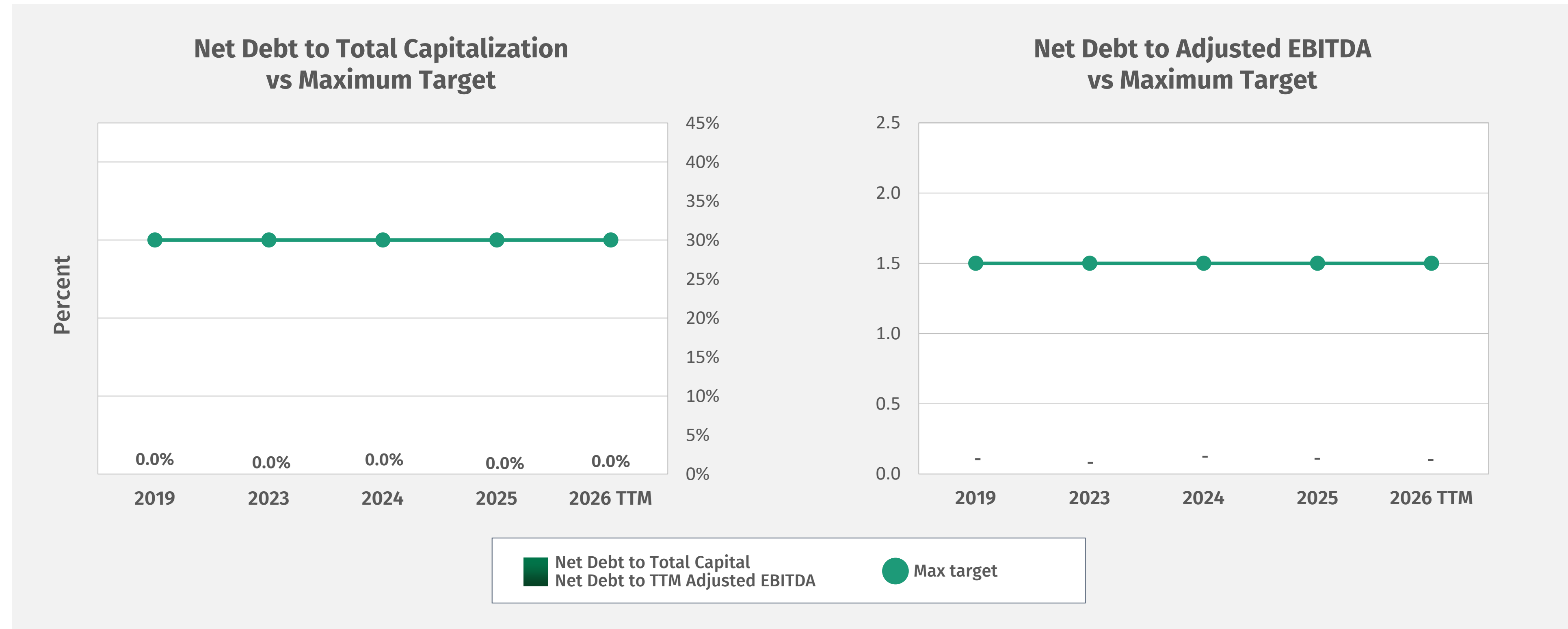
Driving Deckorators recycle content; scaling opportunity.



Securing supply and margin expansion for growing Packaging business.



# CAPITAL STRUCTURE

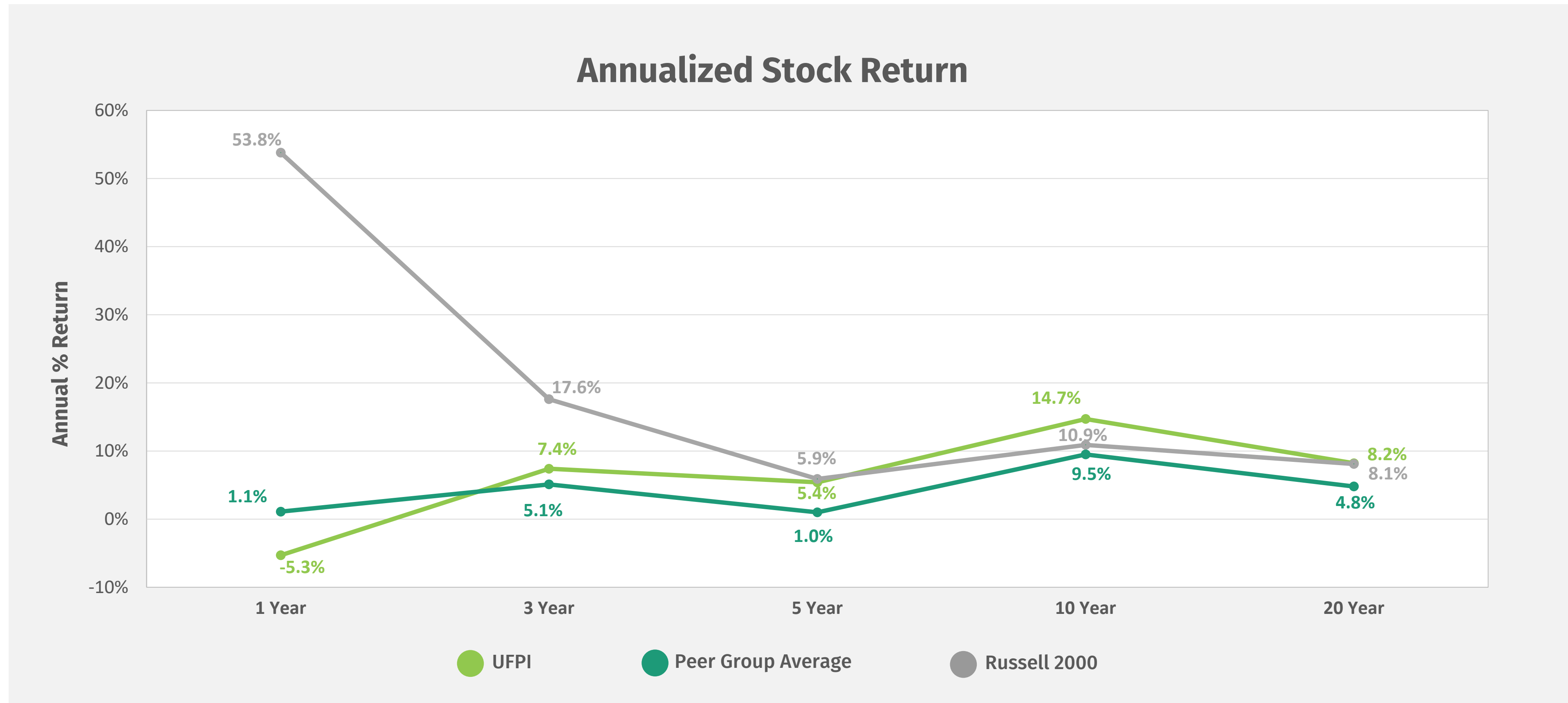


**Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.**

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# STOCK PERFORMANCE

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



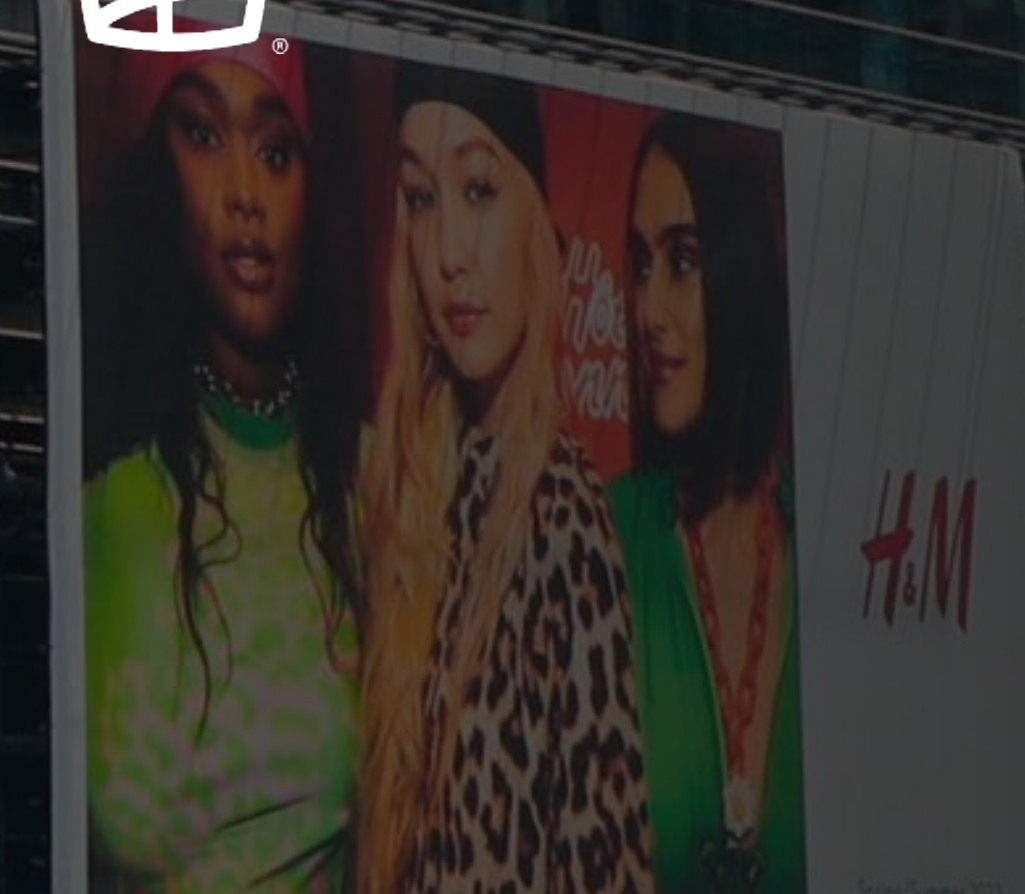
Peers include MAS, BLDR, TREX, LPX, SSD, BCC, PATK, AMWD, SON, GEF, ROCK  
Stock prices are adjusted to account for dividend payouts  
Source: FactSet as of 4/21/2026 closing prices

NASDAQ CONGRATULATES  
UFP INDUSTRIES INC  
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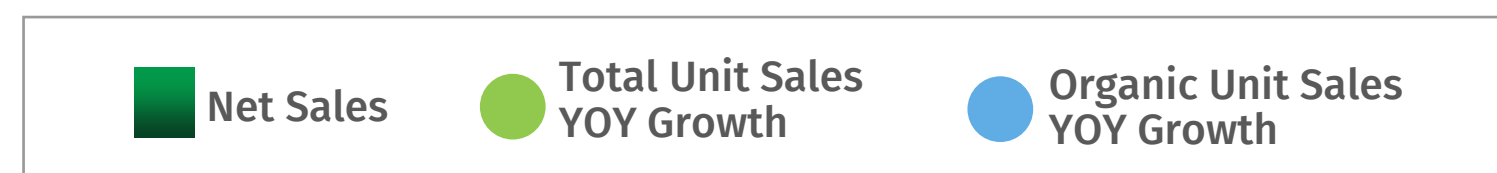
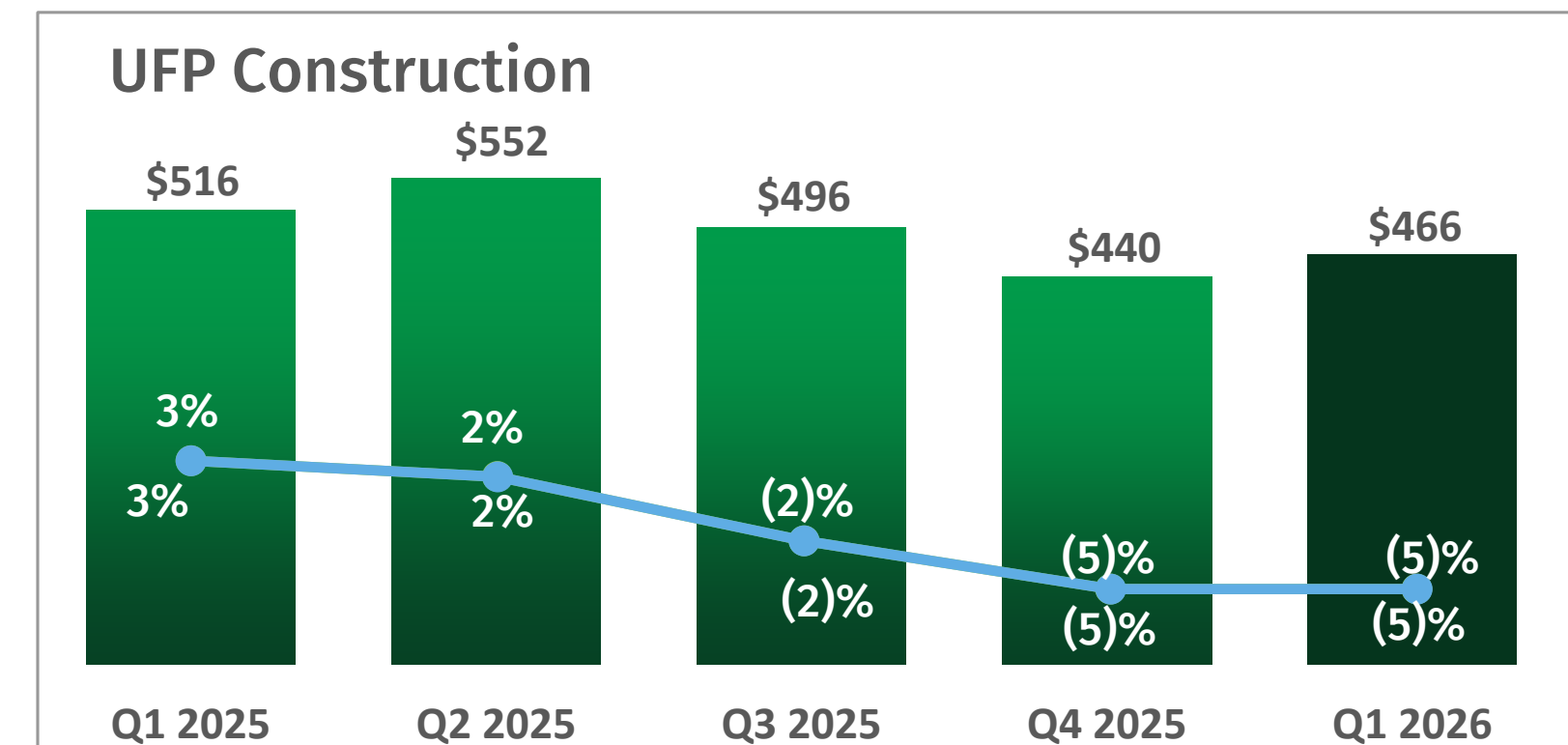
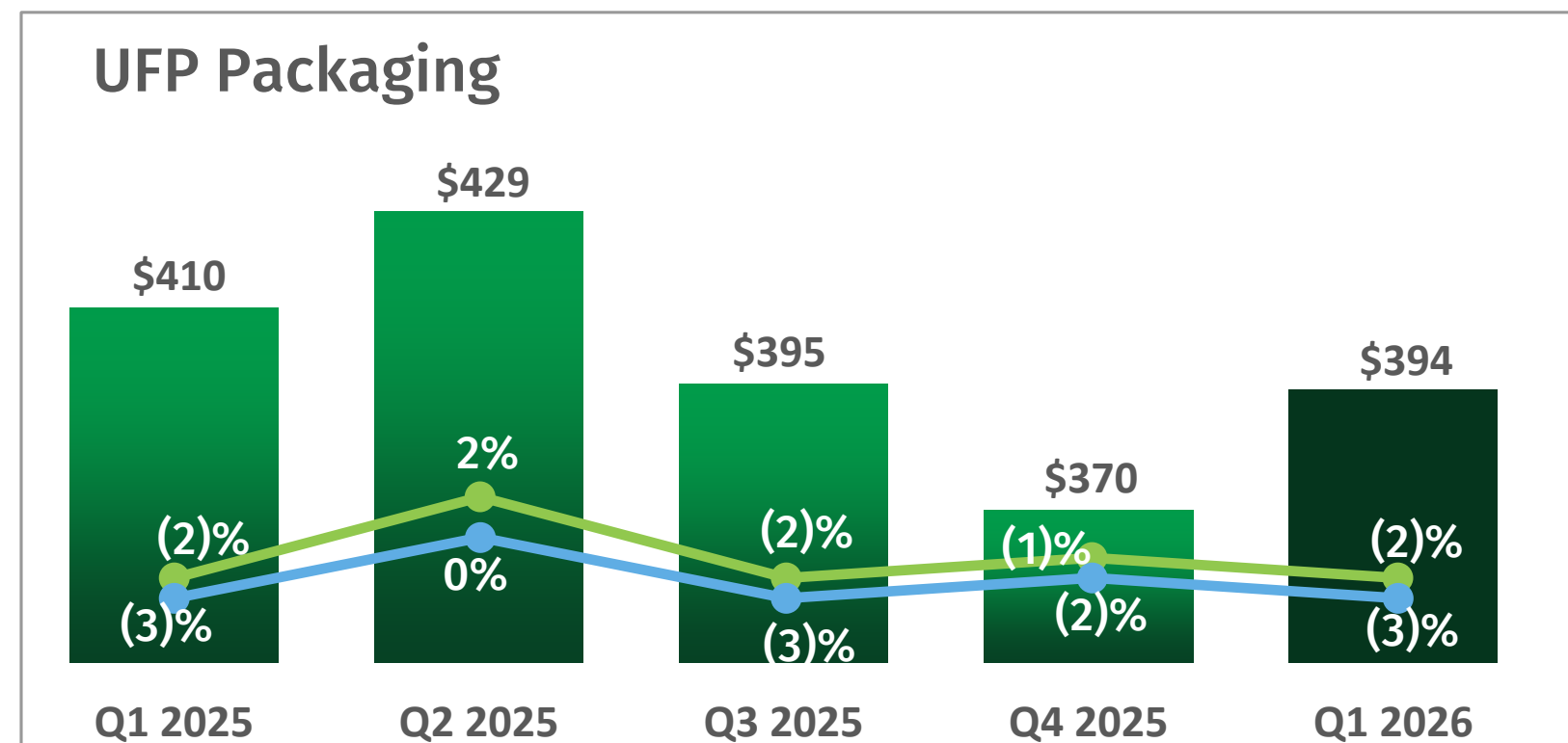
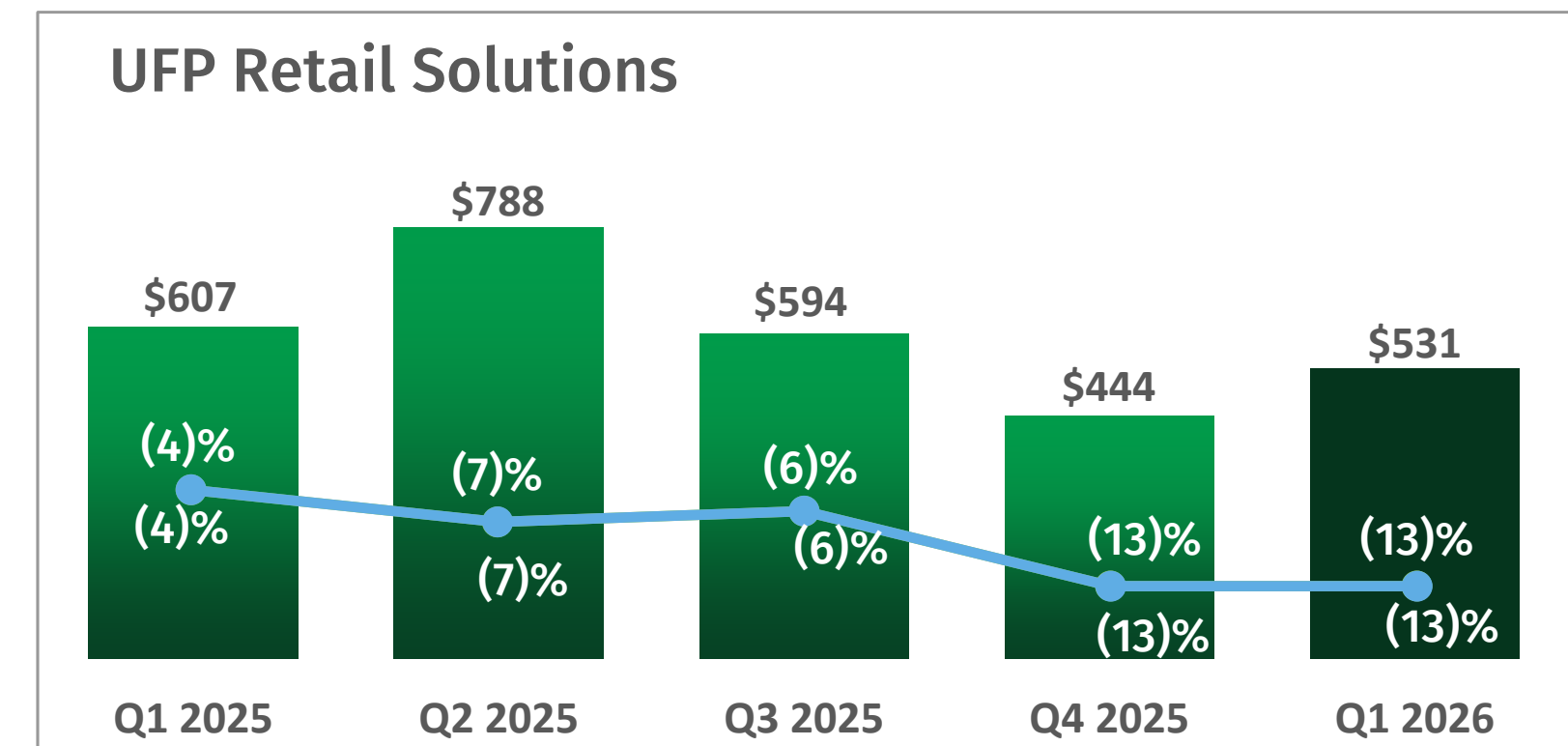
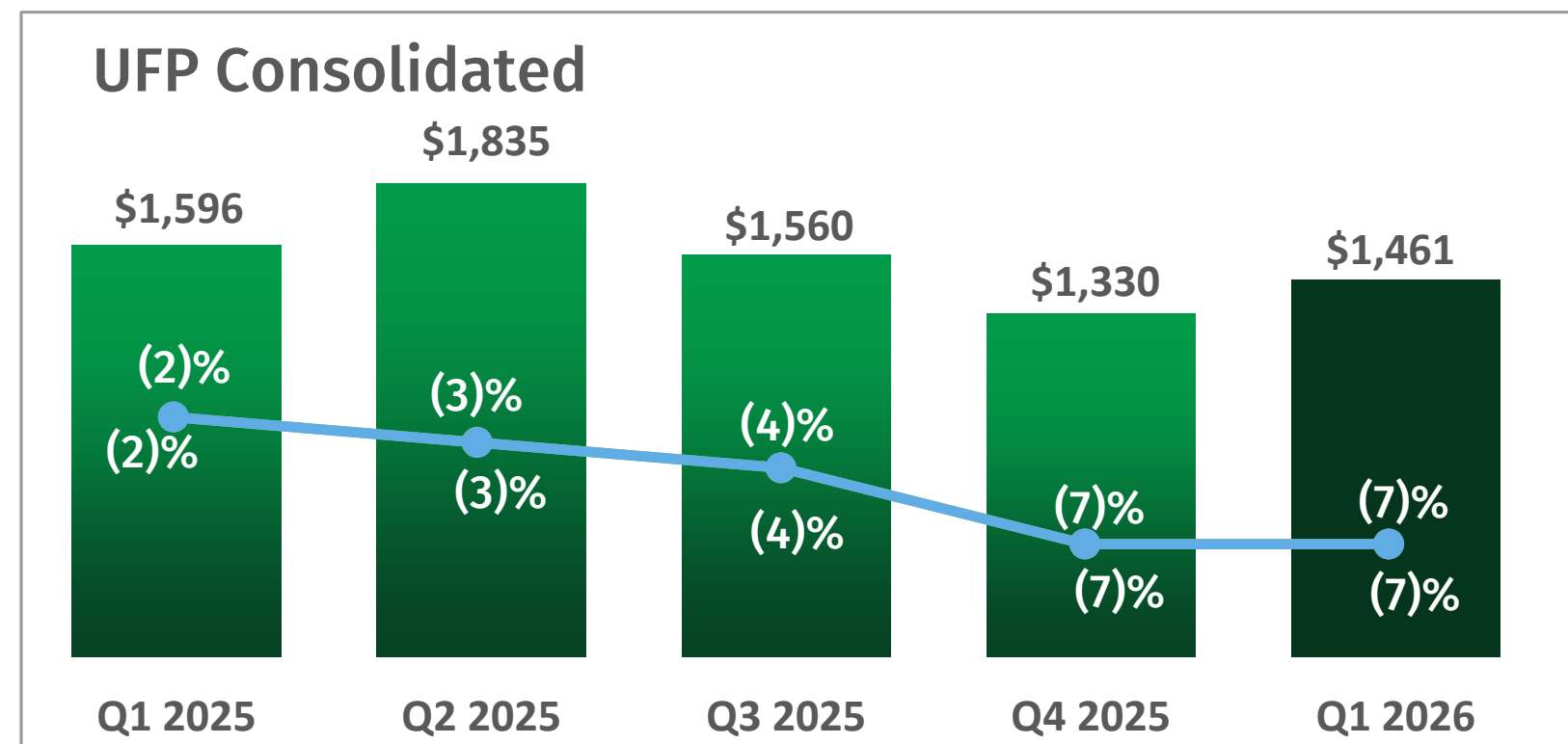


UFPI NasdaqListed

# QUARTERLY RESULTS

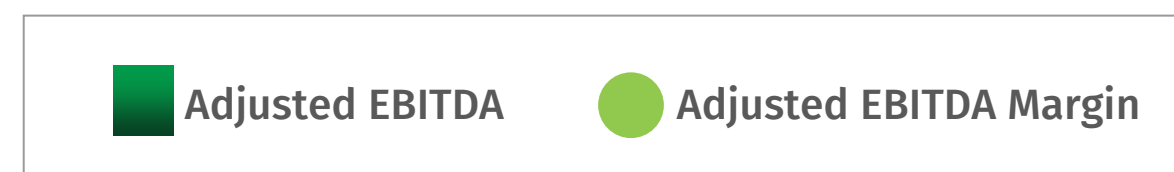
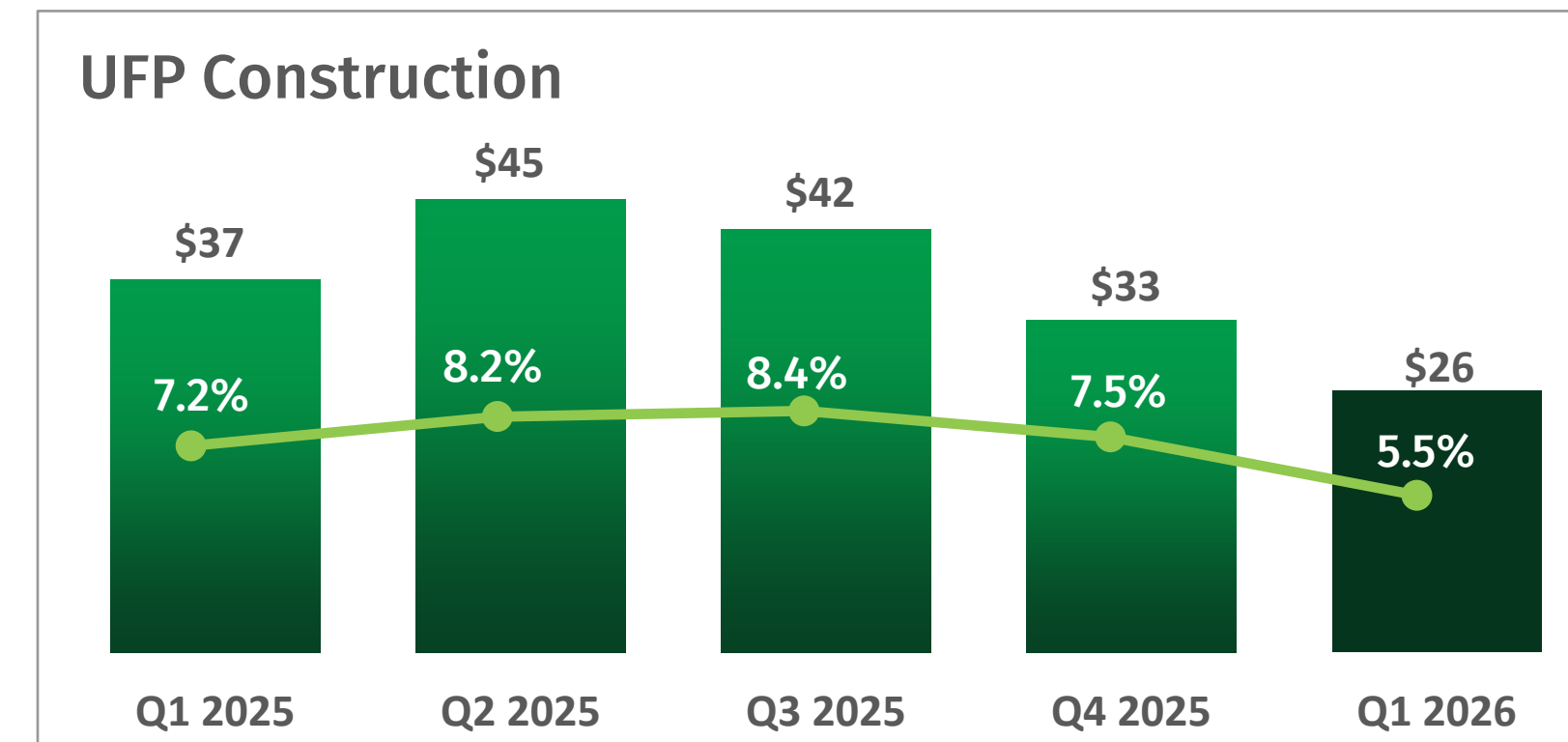
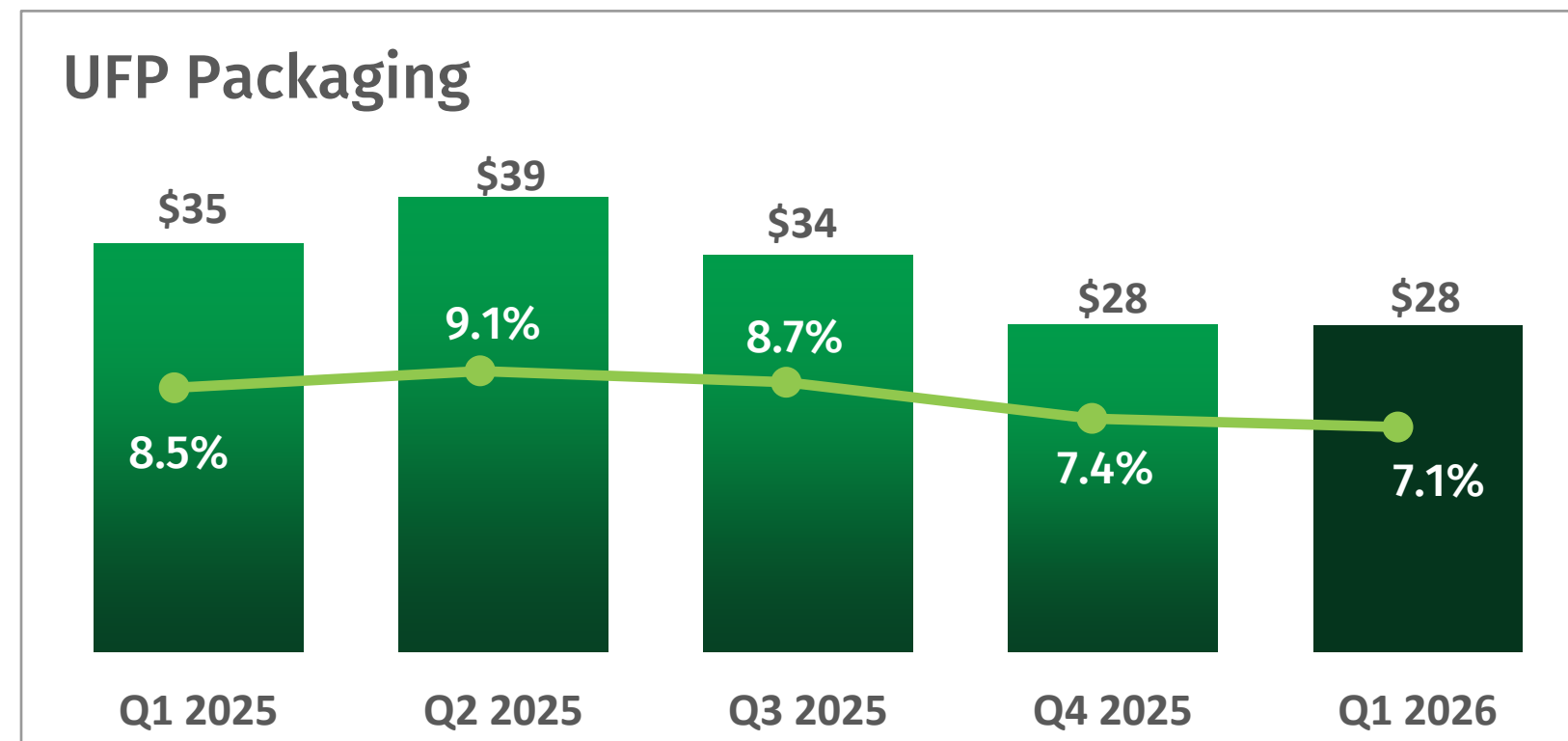
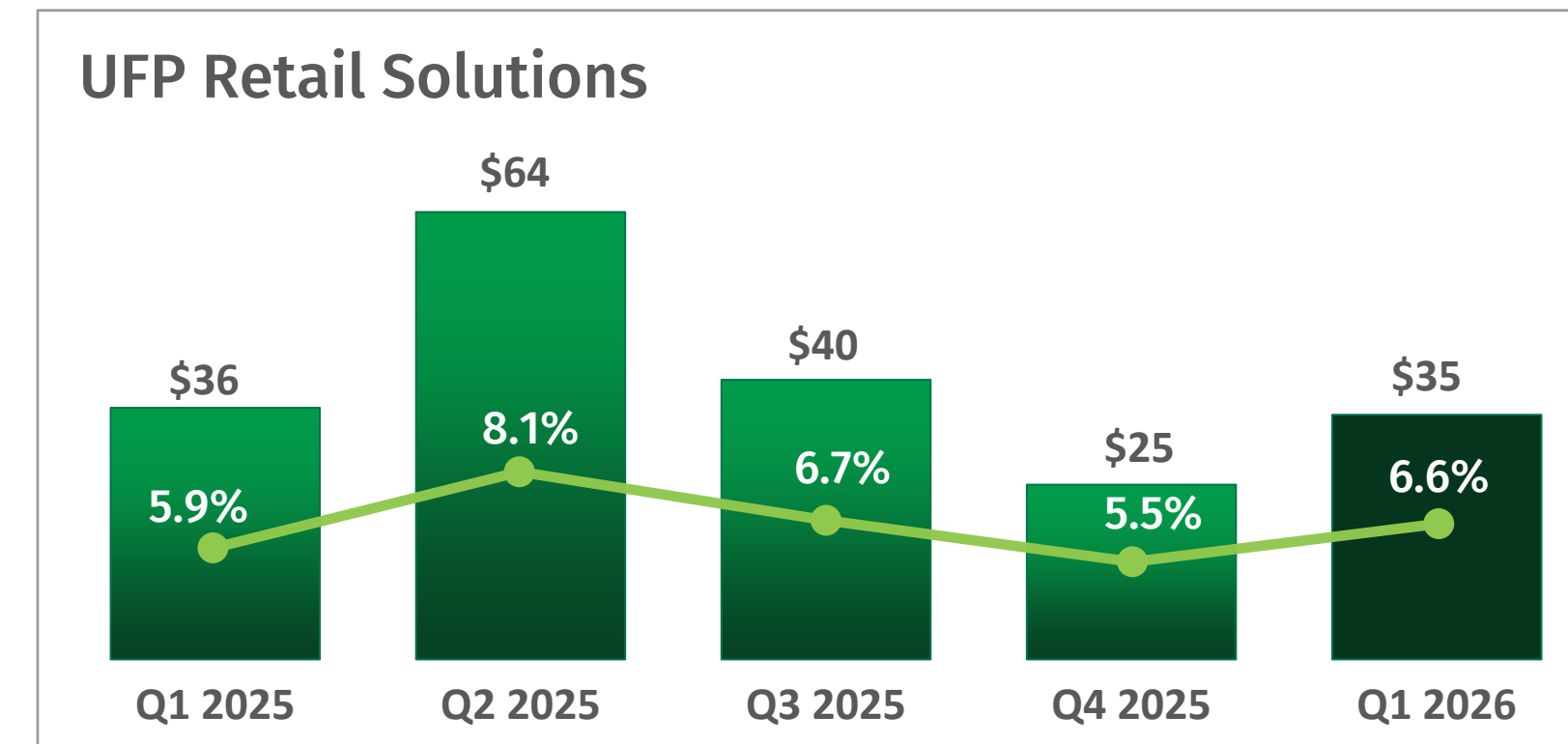
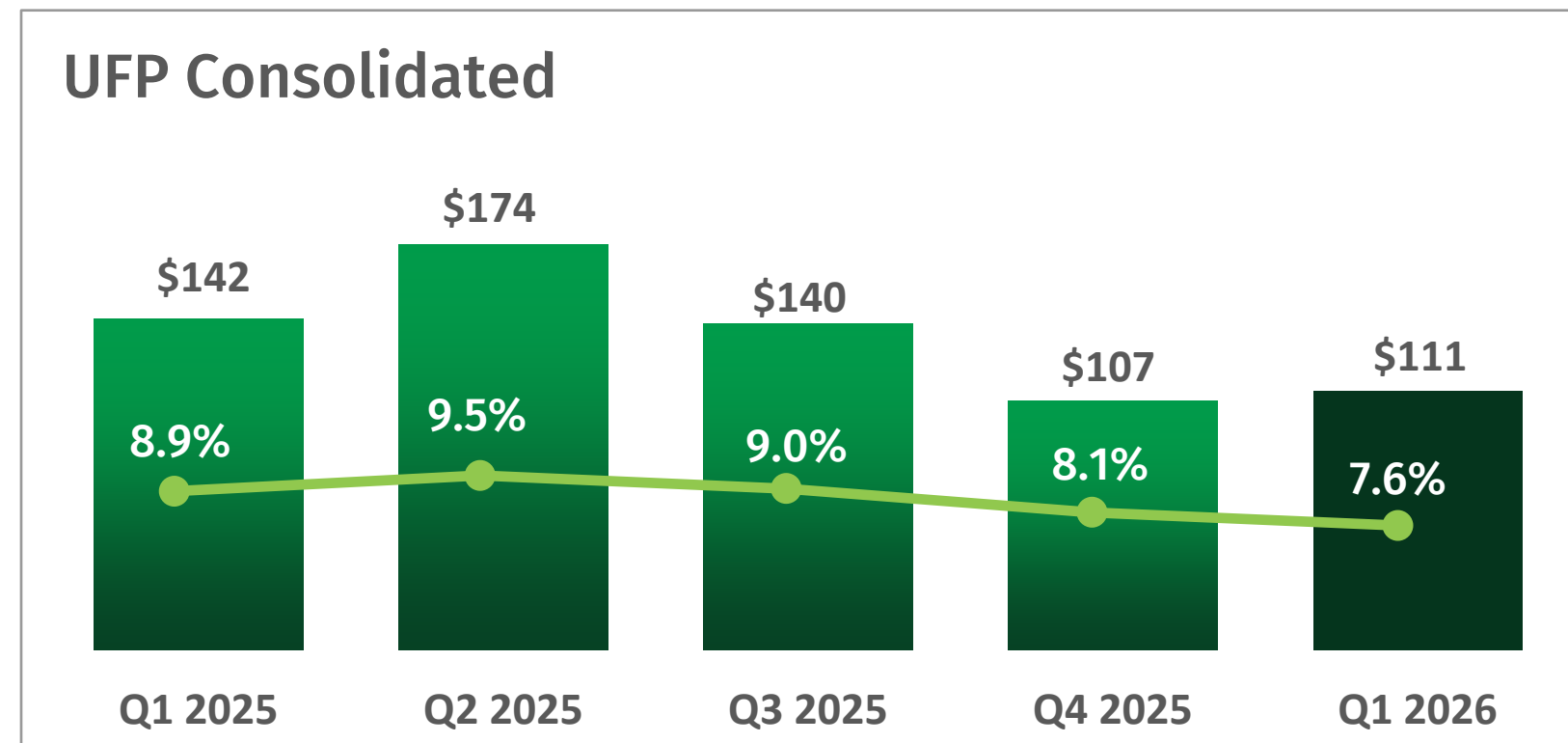


# NET SALES Q1 2026 (in millions)



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

# ADJUSTED EBITDA Q1 2026 (in millions)



**Margin levels reflect focus on value-added solutions.**

Non-GAAP Financial Information: Please visit [ufpinvestor.com](http://ufpinvestor.com) for reconciliation to related GAAP measurement.

# THANK YOU



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