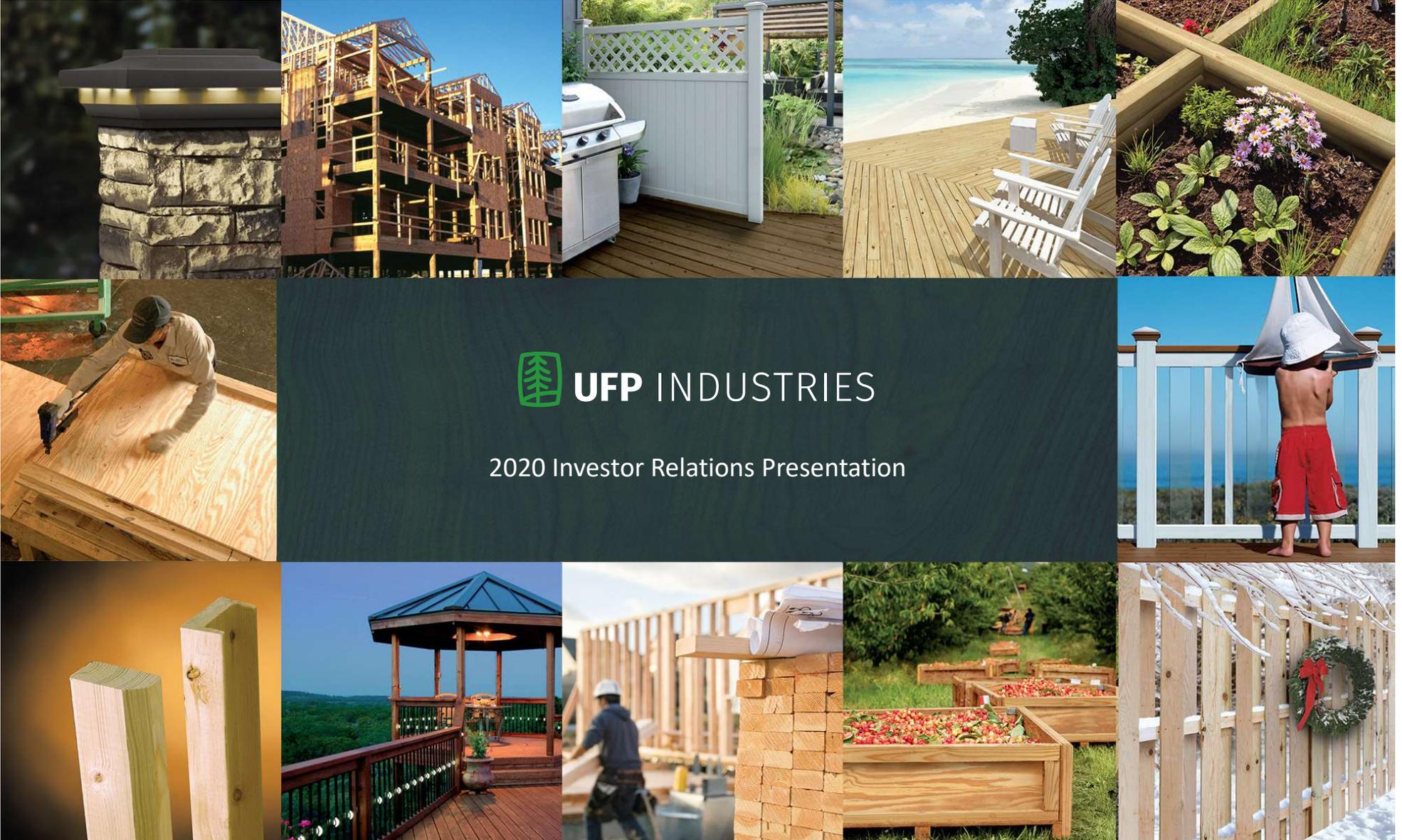




UFP INDUSTRIES

2020 Investor Relations Presentation



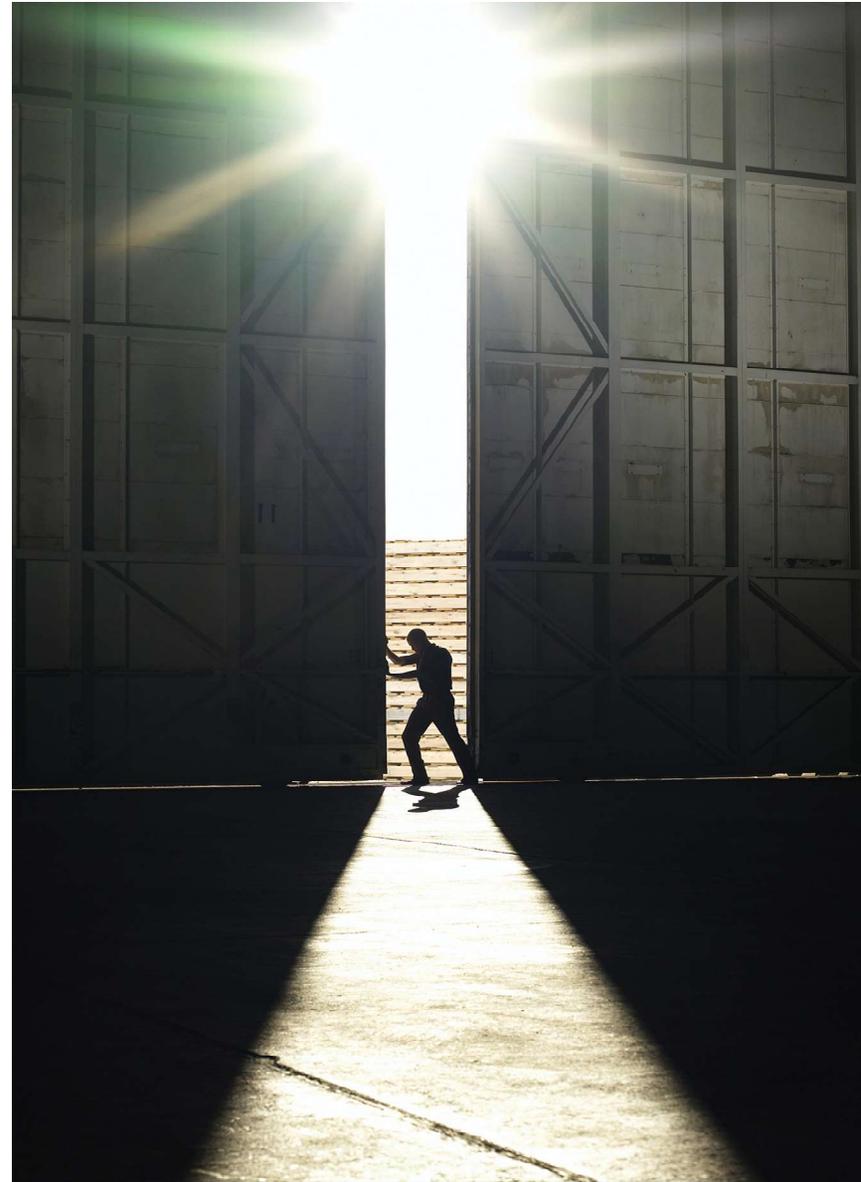


UFP INDUSTRIES, INC.

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. This presentation is the property of UFP Industries, Inc. Any redistribution, retransmission, or reprinting of this presentation in any form without the express written consent of Universal is strictly prohibited.

With over 142 operations in 8 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.™



BUSINESS MODEL

OUR PERFORMANCE

\$ Sales in Millions

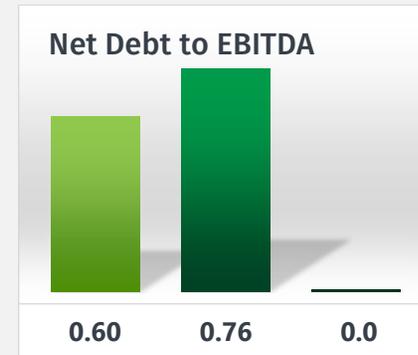
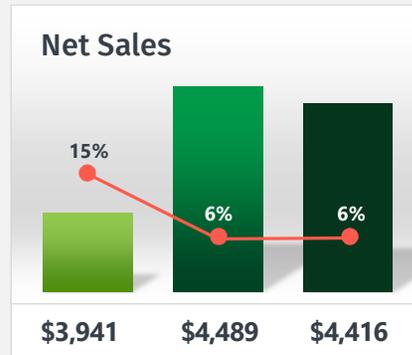
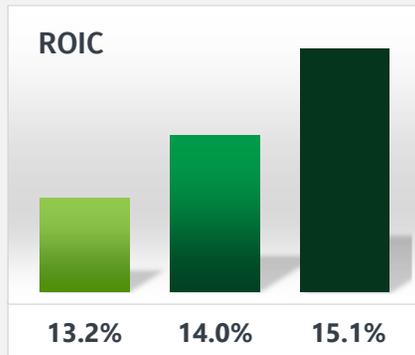
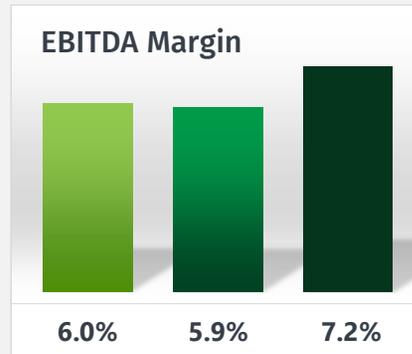
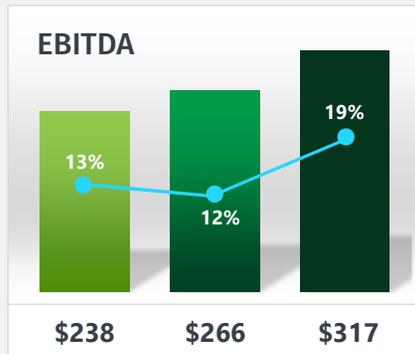
2017

2018

2019

● Unit sales growth rate

● Growth rate





INTRODUCTION

WHO WE ARE

1955

Company founded in Grand Rapids, MI



143

Number of facilities worldwide



12,000

Number of employees worldwide



\$4.4B

2019 Revenue

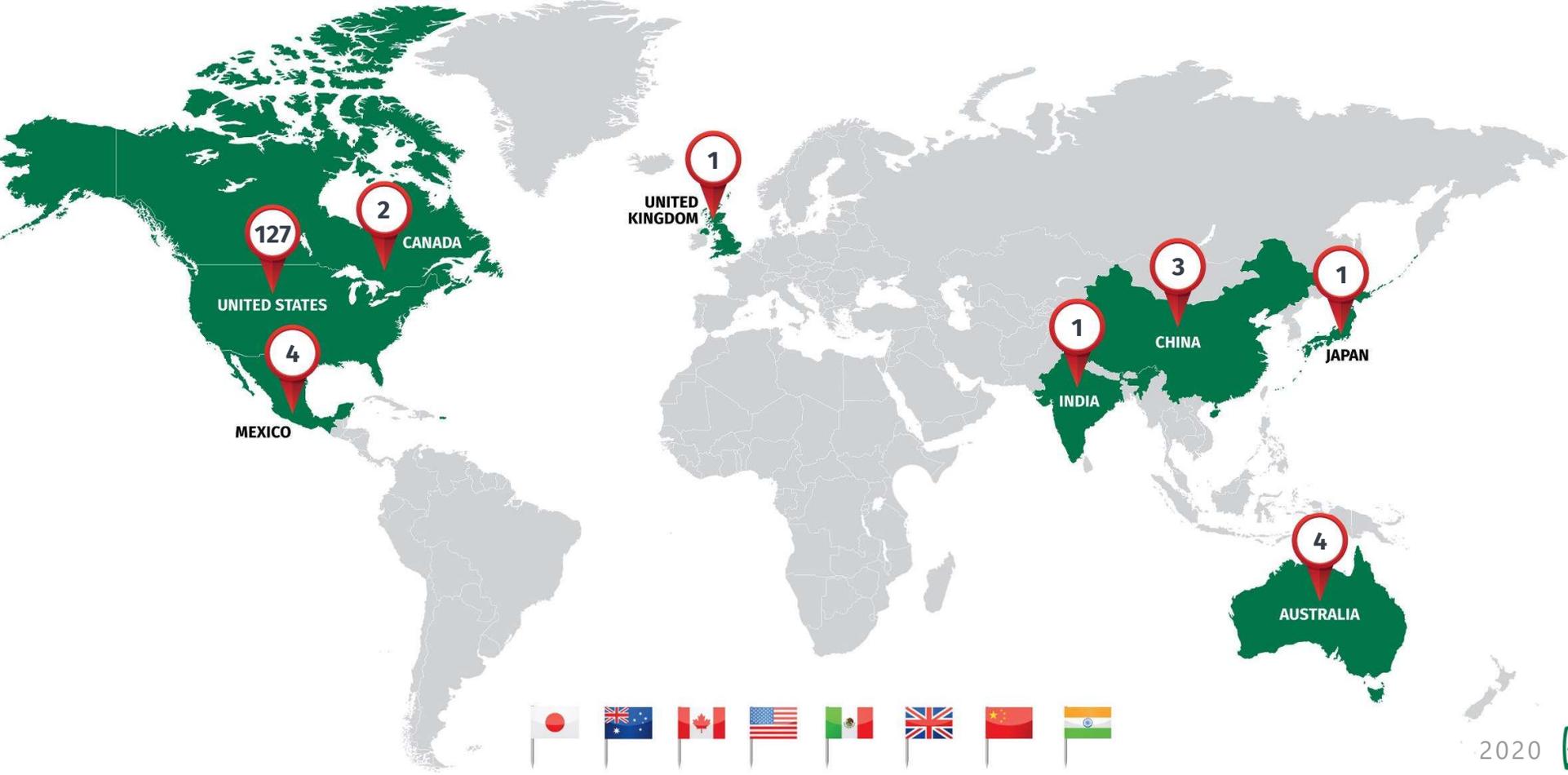
\$317M

2019 EBITDA



INTRODUCTION

WHERE WE ARE



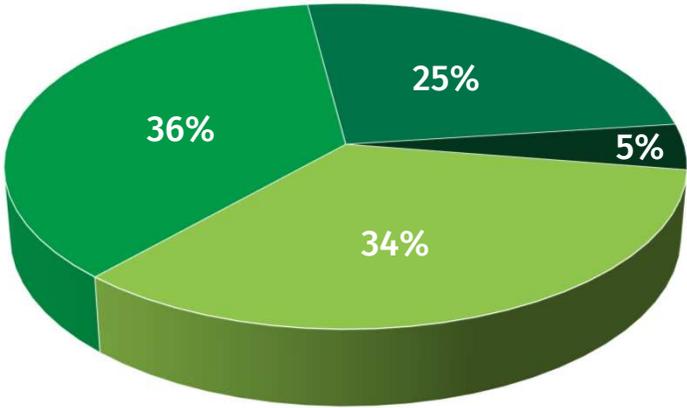
2020





INTRODUCTION

OUR CUSTOMERS



Retail - \$1.5B

Big box, independents, & buying co-ops

Construction - \$1.6B

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

Industrial - \$1.1B

Industrial packaging, packaging materials & OEM components

International - \$0.2B

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



UFP INDUSTRIES

BUSINESS SEGMENTS



 **UFP** RETAIL SOLUTIONS
A UFP INDUSTRIES COMPANY



 **UFP** CONSTRUCTION
A UFP INDUSTRIES COMPANY



 **UFP** INDUSTRIAL
A UFP INDUSTRIES COMPANY



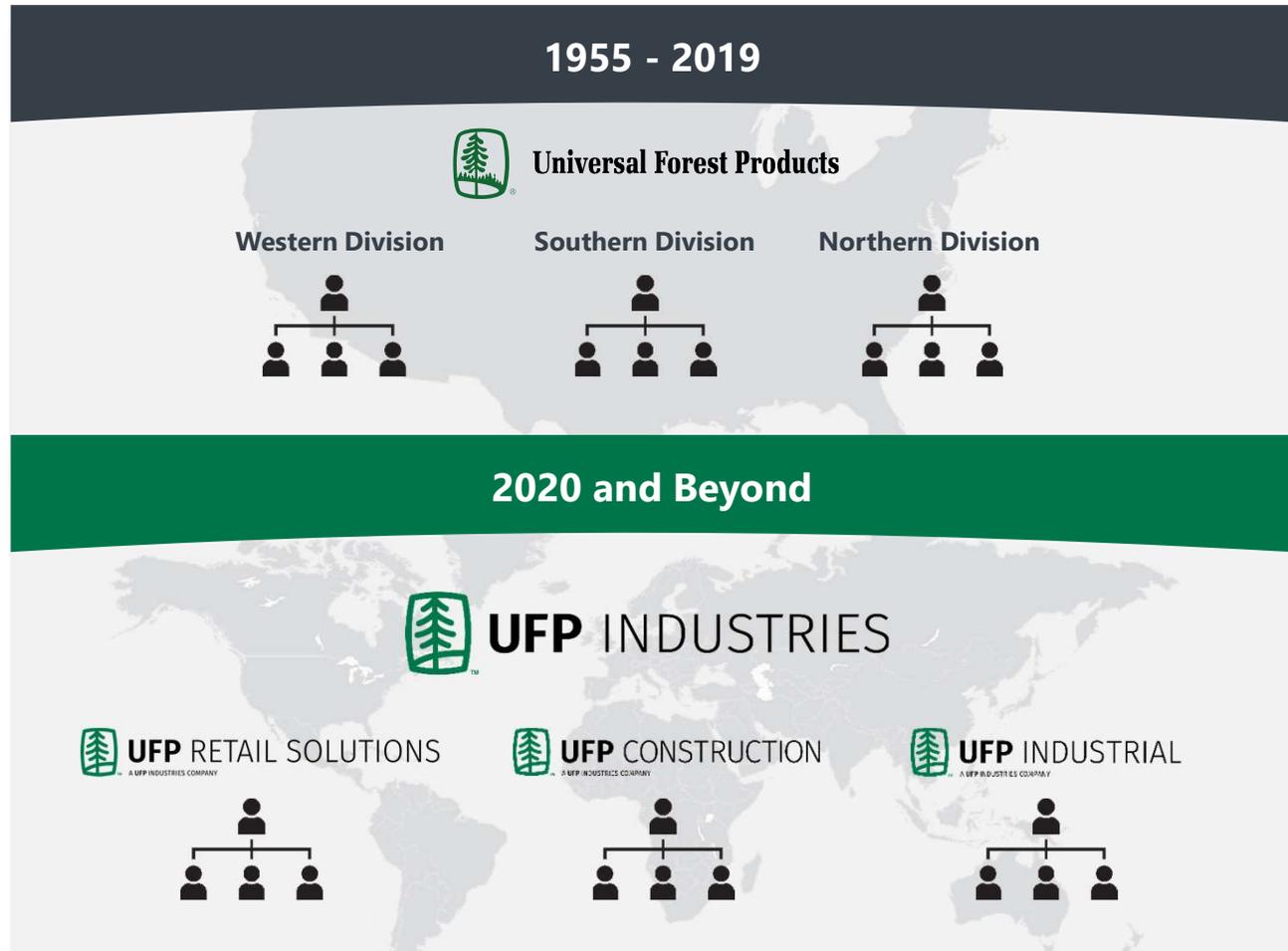


UFP INDUSTRIES

MANAGEMENT (R)EVOLUTION

Since our founding through 2019, we managed our people and plants regionally. Beginning January 1, 2020, we realigned our management teams to focus specifically on **business segments rather than geographies**. At the same time, we changed our name to better reflect the breadth of our product mix.

The new structure will bring even greater alignment with our customers and allow for quicker introduction of new, value-added products. It also will help us more effectively allocate capital to grow and improve our business.





BUSINESS SEGMENTS

RETAIL SOLUTIONS



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.



2019: ProWood - \$821M, Outdoor Essentials - \$237M, Deckorators - \$192M, UFP Edge - \$97M, Dimensions - \$55M, Other - \$147M

2020



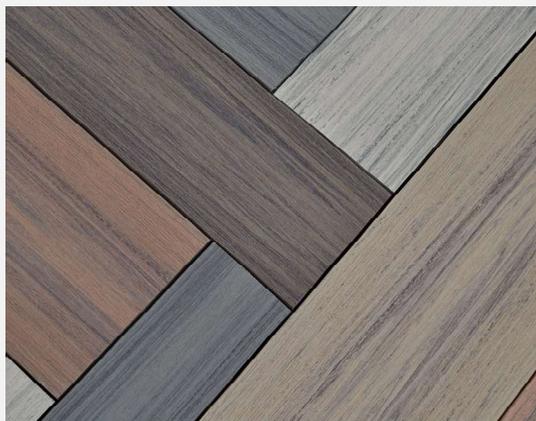


BUSINESS SEGMENTS

RETAIL SOLUTIONS



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



[Deckorators.com](https://www.deckorators.com)

2020





BUSINESS SEGMENTS

RETAIL SOLUTIONS



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



ProWoodLumber.com



BUSINESS SEGMENTS

RETAIL SOLUTIONS



Premium siding, pattern, trim and accent wall products.



UFPEdge.com

2020





BUSINESS SEGMENTS

RETAIL SOLUTIONS



OUTDOOR
ESSENTIALS®

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



OutdoorEssentialProducts.com



BUSINESS SEGMENTS

RETAIL SOLUTIONS



DIY project panels, short lumber and boards, kits, packs, home and décor retail products.



[DimensionsDIY.com](https://www.dimensionsdiy.com)



BUSINESS SEGMENTS

RETAIL SOLUTIONS

E-COMMERCE

Supports the largest home improvement retailers in the U.S. in multichannel online B2B2C sales strategies.

Provides thousands of curated products and assortments to support customers' distribution efforts such as direct-to-home, ship-to-store, including UPS, USPS and LTL shipments.

YOY revenue growth in FY '19 was 34%.





BUSINESS SEGMENTS

CONSTRUCTION



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

- **SITE BUILT**
- **FACTORY-BUILT**
- **CONCRETE FORMING**
- **COMMERCIAL**

2019: Site Built - \$714M, Factory Built - \$485M, Commercial - \$294M, Concrete Forming - \$159M



BUSINESS SEGMENTS

CONSTRUCTION

SITE BUILT

Roof trusses, wall panels, floor systems, doors and framing services for residential and light commercial builders.





BUSINESS SEGMENTS

CONSTRUCTION

FACTORY-BUILT

Roof trusses, floor joists, laminated wall panels, cabinet components, countertops and milled components for the modular and manufactured home, RV and mobile office.





BUSINESS SEGMENTS

CONSTRUCTION

CONCRETE FORMING

Custom radius forms, wall and column forms, gang systems, lumber and panels.





BUSINESS SEGMENTS

CONSTRUCTION

COMMERCIAL

Full-service, turnkey project management of consumer environment and architectural interiors: Design, development, engineering, manufacturing, assembly, distribution and installation.





BUSINESS SEGMENTS

INDUSTRIAL



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.

Product categories:

- **TOTAL PACKAGING SOLUTIONS**
- **OEM COMPONENTS & PANELS**
- **PROTECTIVE PACKAGING**





BUSINESS SEGMENTS

INDUSTRIAL

TOTAL PACKAGING SOLUTIONS

Wood, steel and mixed material crates and specialty containers, paper board, foils, labels and corrugate.





BUSINESS SEGMENTS

INDUSTRIAL

OEM COMPONENTS AND PANELS

Precision-milled hardwoods, softwoods, and panel goods for bedding, furniture, shed, door and window companies.





BUSINESS SEGMENTS

INDUSTRIAL

PROTECTIVE PACKAGING

Crates, cases, VCI's, foam, mixed materials, design and testing. Protective and preserving OEM products, serving all industries.





BUSINESS SEGMENTS

INTERNATIONAL



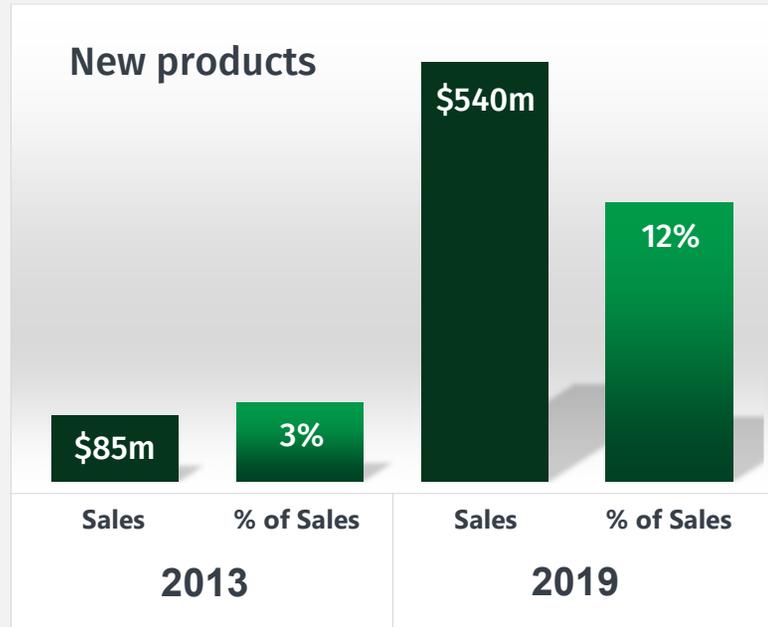
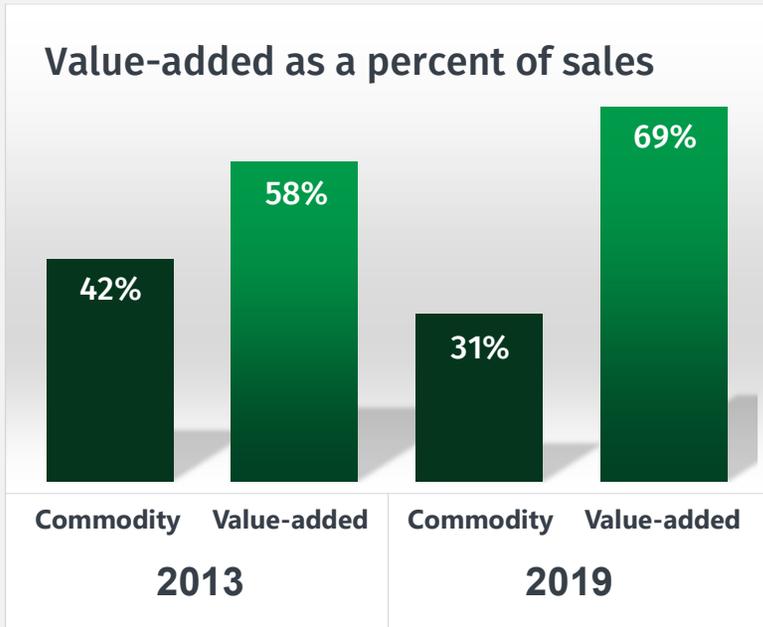
UFP International sources and sells products in 65 countries, extending our reach with multinational customers, while opening global opportunities for growth. Additionally, we own manufacturing and design assets in Canada, Mexico, Australia, China, Japan and UK.





BUSINESS MODEL

PRODUCT MIX EVOLUTION



BUSINESS MODEL

HOW WE GOT HERE

Founded in 1955.

Managers are required to own stock.

Management team has an average tenure of 22 years.

International in scope, regional in focus.

2020 management realignment from geographic to business segment.

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

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

Local decision-making for local customers.

Greater customer alignment, quicker to market, more effective capital allocation.

Entrepreneurial

Stable

Responsive

Focused

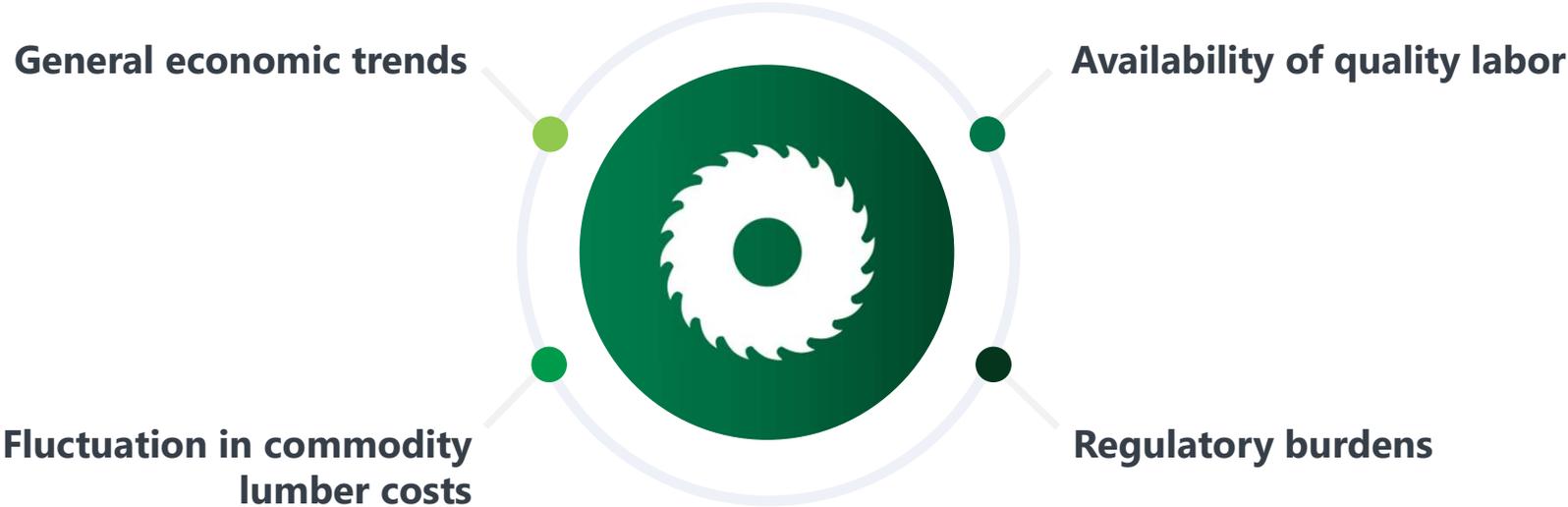
2020





BUSINESS MODEL

WHAT GETS IN OUR WAY





BUSINESS MODEL

LONG-TERM FINANCIAL GOALS

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

EBITDA growth
exceeding unit
sales growth

Earn ROIC greater
than WACC



COVID-19: FORWARD OUTLOOK

Although we have a low degree of visibility into *future* demand, we observe the following *today*:

- ✓ **Retail** was a bright spot and in most markets was essential.
- ✓ Some of our **Industrial** customers were not deemed essential and we faced stiffer headwinds in that segment.
- ✓ **Construction** was essential in many markets. Volume was normal in some geographies and lagged in others, depending on state directives.

For the balance of 2020, we plan:

- ✓ A reduction in **CapEx** from \$100M to \$80M.
- ✓ A **Cash Cycle** consistent with historical trends resulting in a reduction in WC and increase in cash as sales decline.
- ✓ Decremental **operating margins** in the range of 10-15%.



BUSINESS MODEL

BUILT FOR TOUGH TIMES

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.

Flexible Cost Structure

These profit centers have highly variable cost structures allowing rapid adjustment to market demand and have heavier investments in working capital, which are turned into cash flow in tough times.

Conservative Balance Sheet

A prudent and return-focused approach to capital allocation provides us with a strong balance sheet and capital reserves we use opportunistically.

Incentivized By ROIC

A compensation structure that emphasizes incentives driven by ROIC, resulting in wise and quick decision-making.





FINANCIALS

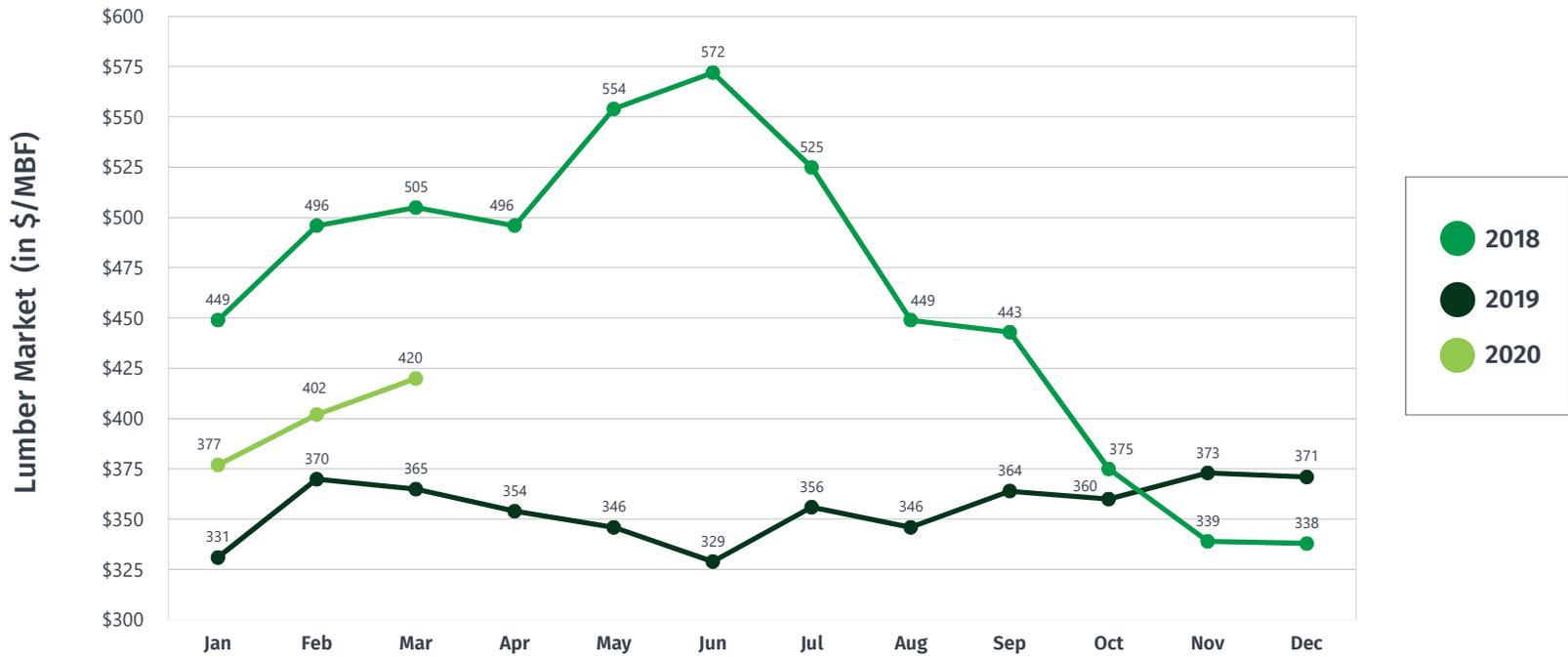
LUMBER MARKET IMPACT ON OPERATING RESULTS

- ✓ **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 profit 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



FINANCIALS

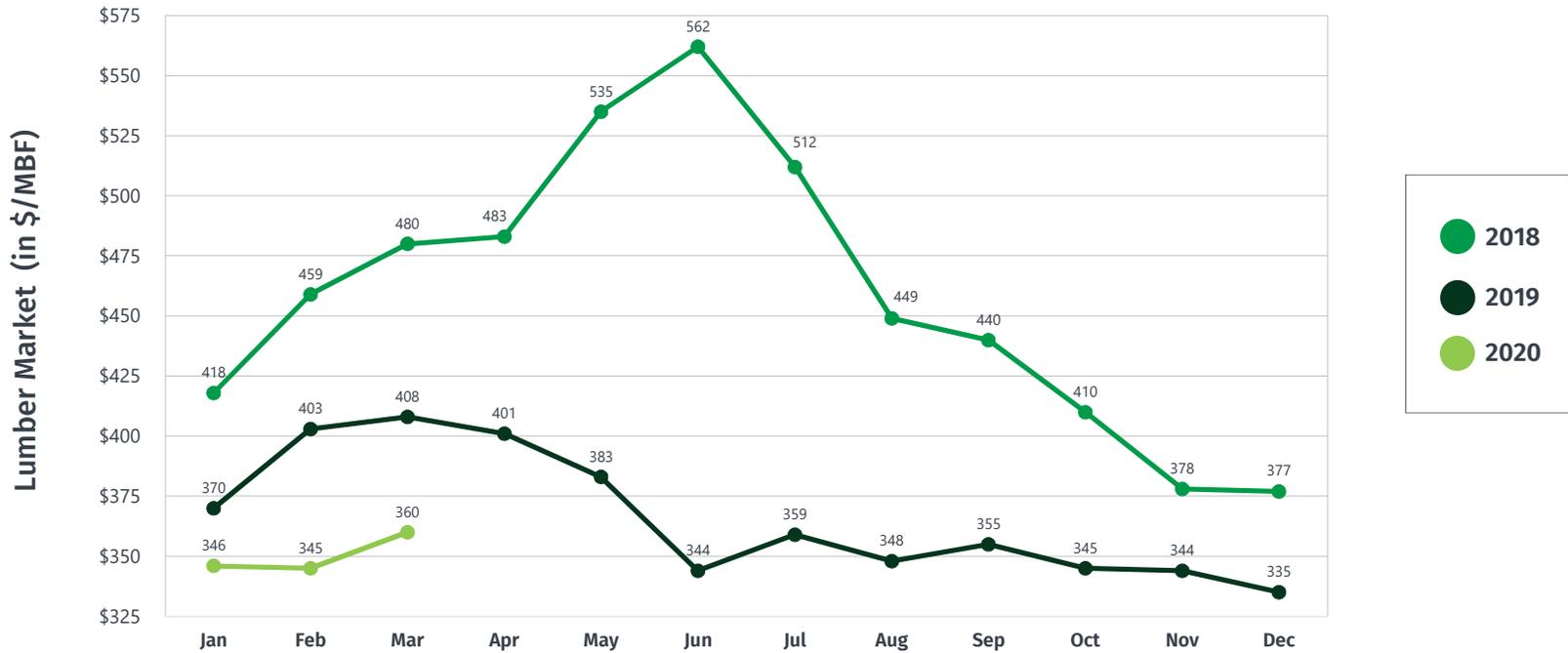
LUMBER MARKET



Average weekly random lengths framing lumber composite price.

FINANCIALS

LUMBER MARKET - SYP



Average weekly Southern Yellow Pine composite price.

Purchases of SYP comprise almost two-thirds of our total lumber purchases.



FINANCIALS

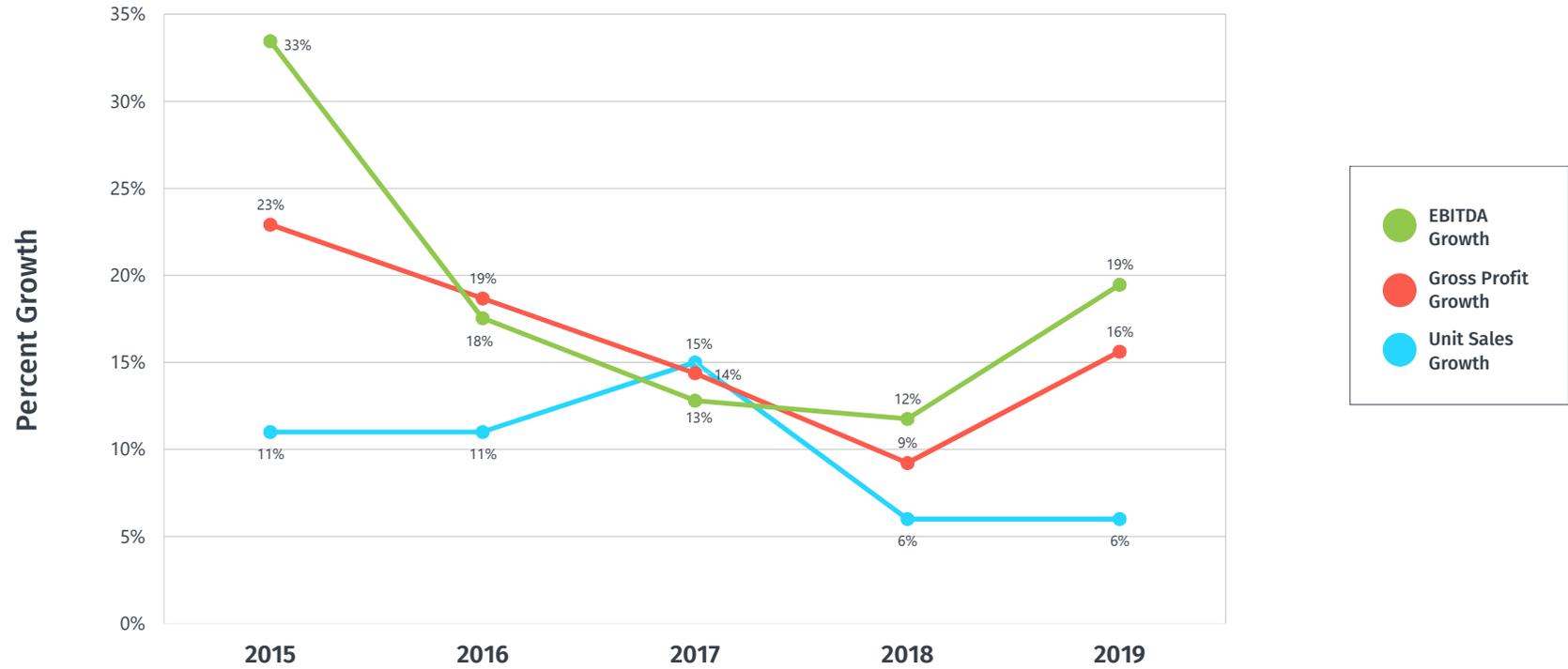
NET SALES



Long-Term Goal: Unit sales growth of 4% to 6% over positive GDP, including acquisitions

FINANCIALS

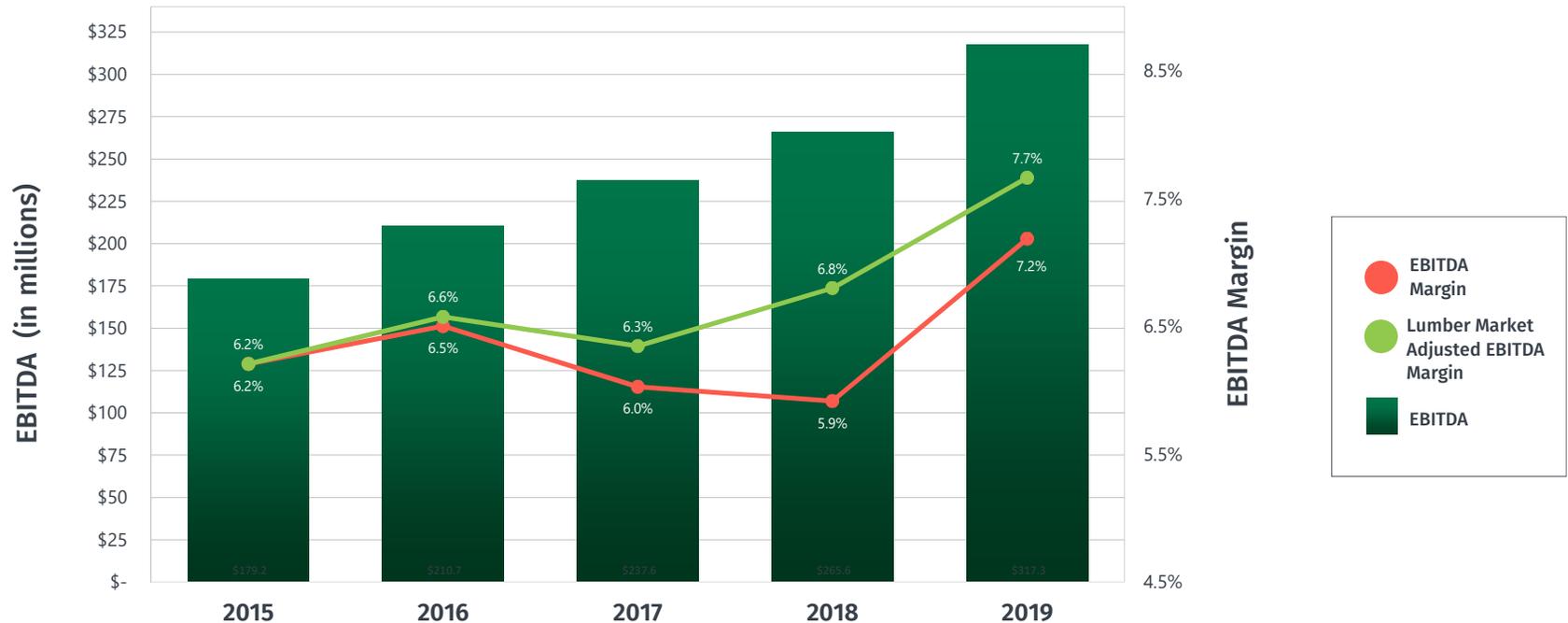
UNIT SALES AND PROFIT GROWTH



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

FINANCIALS

EBITDA



(1) Lumber Market Adjusted EBITDA Margin determined by restating 2016-2019 sales to be based upon 2015 lumber prices.

(2) Non-GAAP Financial Information: *This release 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 considers EBITDA, as well as lumber market adjusted EBITDA margin, as non-GAAP alternative performance measures which may provide useful information to investors. See the company's web site at ufpi.com for reconciliation to related GAAP measurement.*

BUSINESS MODEL

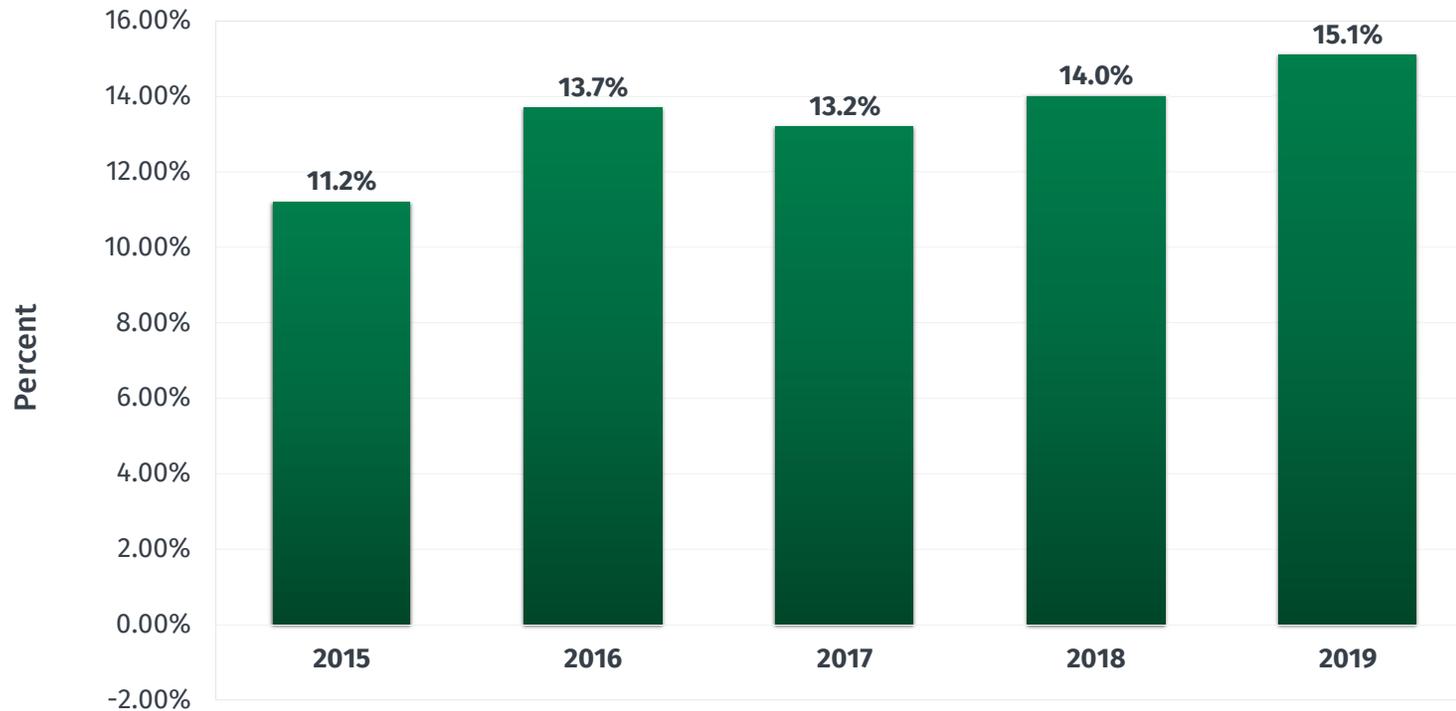
MARGIN IMPROVEMENT DRIVERS

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



FINANCIALS

RETURN ON INVESTED CAPITAL

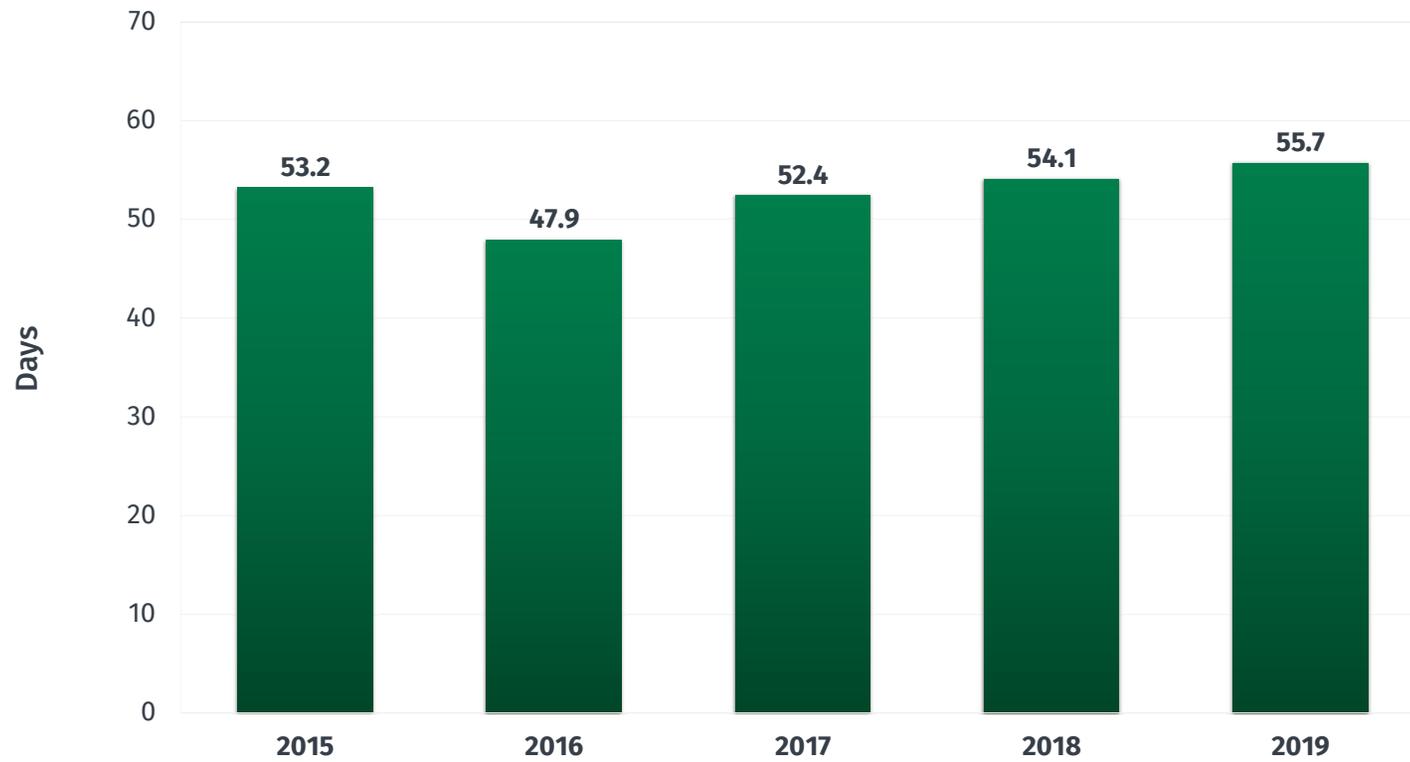


Hurdle Rate = 12% 10% WACC and Minimum ROIC Goal

(1) See the company's website at ufpi.com for reconciliation to related GAAP measurement.

FINANCIALS

CASH CYCLE



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

FINANCIALS

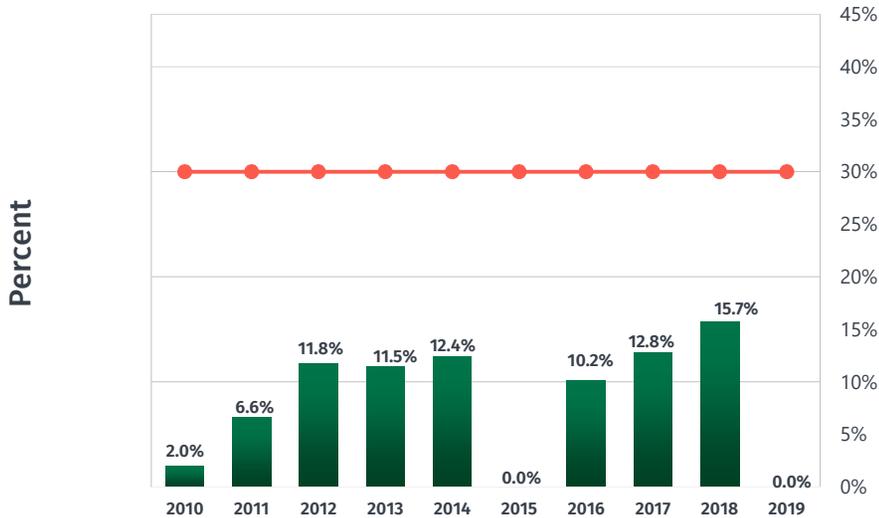
NET DEBT

\$ In thousands	Mar-20	Dec-19	Dec-18
3.89% series 2012 - A notes, Tranche A, due December 2022	\$ 35,000	\$ 35,000	\$ 35,000
3.98% series 2012 - B notes, Tranche B, due December 2024	40,000	40,000	40,000
4.20% series 2018 - C notes, Tranche C, due June 2028	40,000	40,000	40,000
4.27% series 2018 - D notes, Tranche D, due June 2030	35,000	35,000	35,000
Revolving credit facility (\$375 million total available)	3,683	3,976	42,490
Industrial Development Revenue Bonds	9,700	9,700	9,700
Other	(60)	8	88
Less Cash Surplus	(32,129)	(168,336)	(27,316)
Plus Cash Overdraft	-	-	27,367
Total Net Debt (Cash)	\$ 131,194	\$ (6,652)	\$ 202,329
Unused debt capacity at 2X EBITDA less average debt	\$ 556,000		

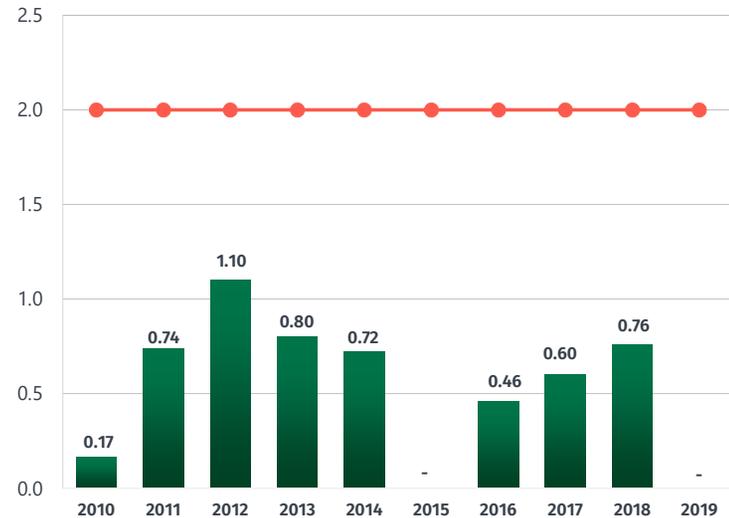
FINANCIALS

CAPITAL STRUCTURE

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



**Net Debt to EBITDA
vs Maximum Target**



BUSINESS MODEL

BALANCED USE OF FREE CASH FLOW

- ✓ Dividend yield approximately 1.0%
- ✓ Share repurchases total over \$29M YTD (1.1M remaining share authorization)
- ✓ Capex plan of \$80M (expansionary plan of \$30M)
- ✓ Long-term target for acquisitions to contribute half of our total annual unit sales growth



FINANCIALS

SELECTED INCOME STATEMENT DATA 1ST QUARTER

\$ In thousands, except per share data	Q1 2020	Q1 2019	% Change	Unit % Change
Retail	\$ 352,161	\$ 333,100	5.7	9.0
Industrial	256,543	274,759	-6.6	0.0
Construction	381,155	365,137	4.4	6.0
International	35,804	35,867	-0.2	2.0
Other	6,399	6,262	2.2	9.0
Total Net Sales	\$ 1,032,062	\$ 1,015,125	1.7	5.0
EBITDA (1)	\$ 77,079	\$ 65,938	16.9	
Net Earnings Attributable to Controlling Interest	\$ 40,159	\$ 35,540	13.0	
Diluted EPS	\$ 0.65	\$ 0.58	12.1	

(1) See the company's website at ufpi.com for reconciliation to related GAAP measurement.

FINANCIALS

SELECTED INCOME STATEMENT DATA YTD RESULTS

\$ In thousands, except per share data	YTD 2020	YTD 2019	% Change	Unit % Change
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THANK YOU.



UFPI

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