



UFP INDUSTRIES

INVESTOR RELATIONS PRESENTATION
Results through December 27, 2025

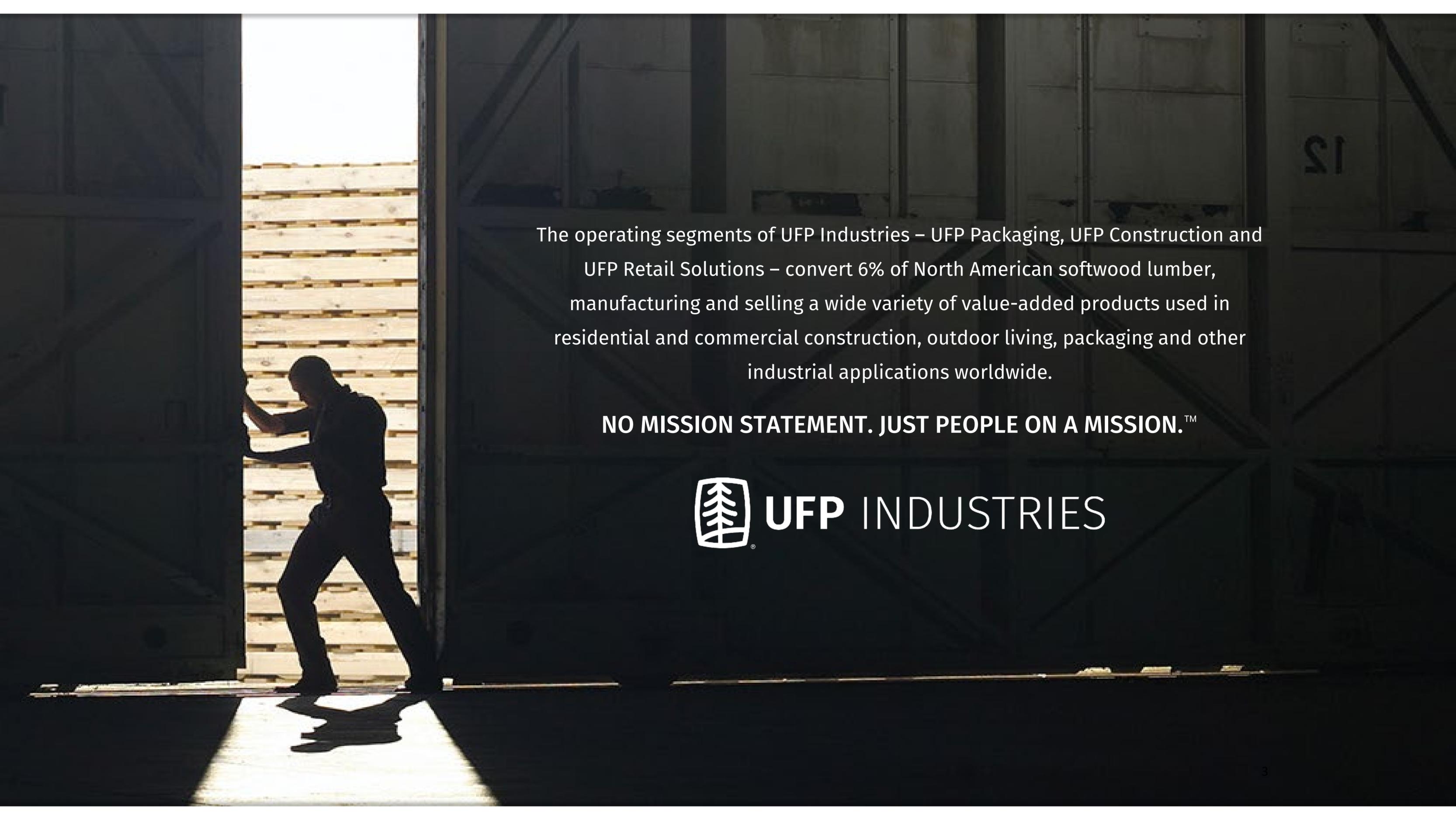
Deckorators Voyage Decking
with Surestone Technology

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 presentations herein may not be comparable to other similarly titled measures used by other companies. Management uses Adjusted EBITDA, return on invested capital, 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. Accordingly, users of this financial information should not place undue reliance on the non-GAAP financial measures.

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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**

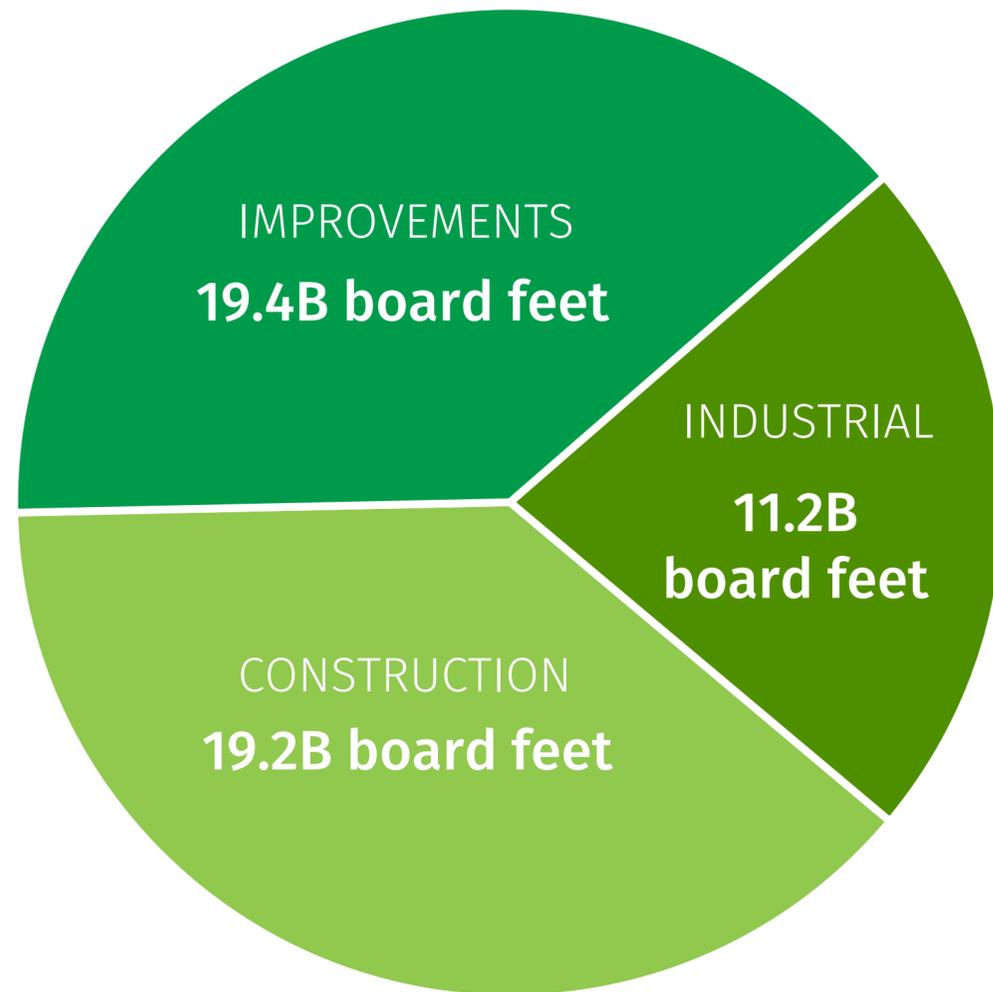
UFP Industries is focused on driving above market growth and compounding margins higher over time while maintaining best-in-class ROIC.

5 YEAR PERFORMANCE*

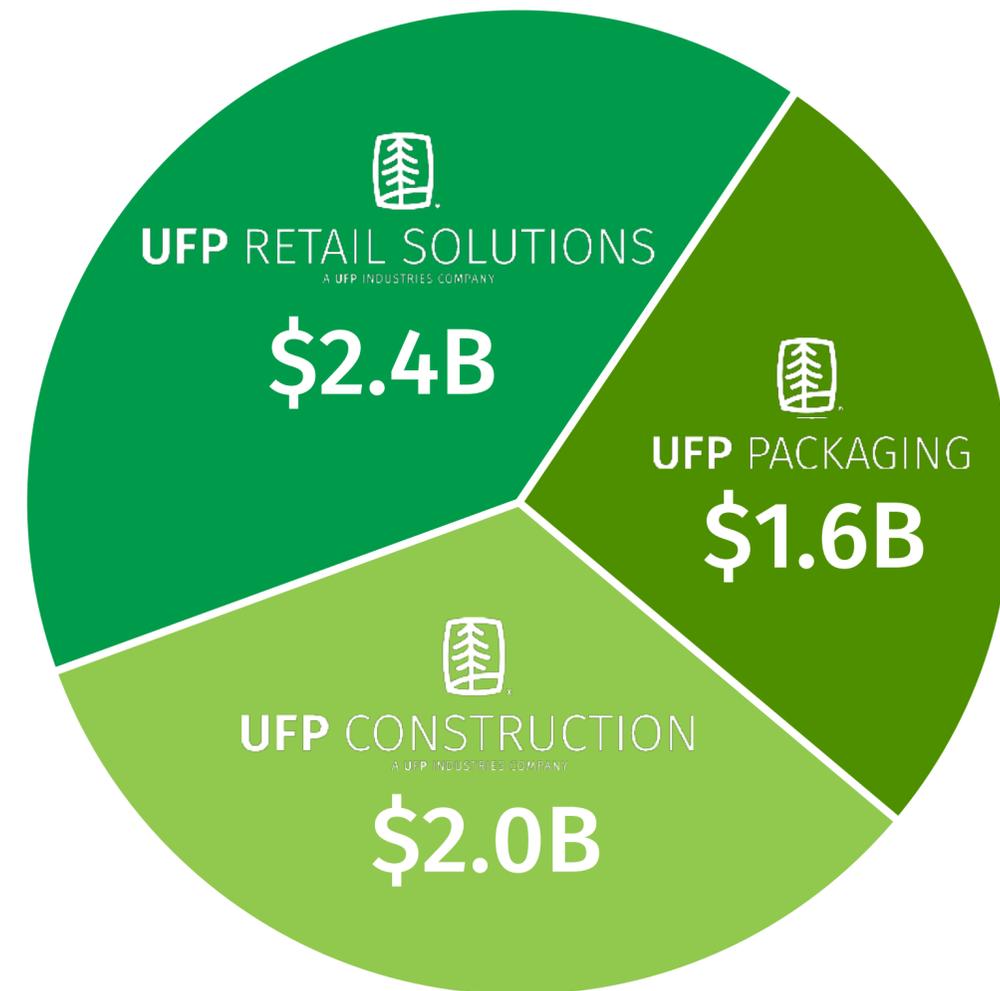


* Five years ending 2025

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



196
Facilities worldwide



\$6.3B
2025 Net Sales



\$563.6M
2025 Adjusted EBITDA

Business segments and markets

 **UFP RETAIL SOLUTIONS**

\$2.4B

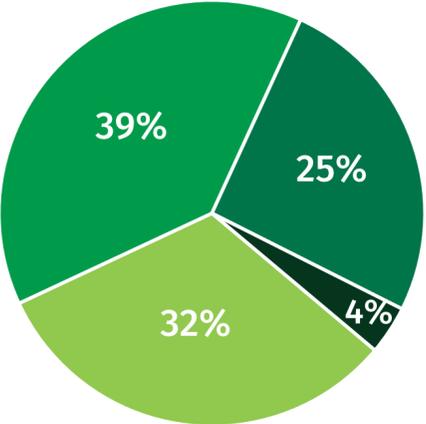
Big box, independents, & buying co-ops

 **UFP CONSTRUCTION**

\$2.0B

Single-, multi-family and factory-built housing, commercial, concrete formers

Based on 2025 Net Sales



 **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



196
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 196 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 22 years for our 65 most senior executives.

Structure

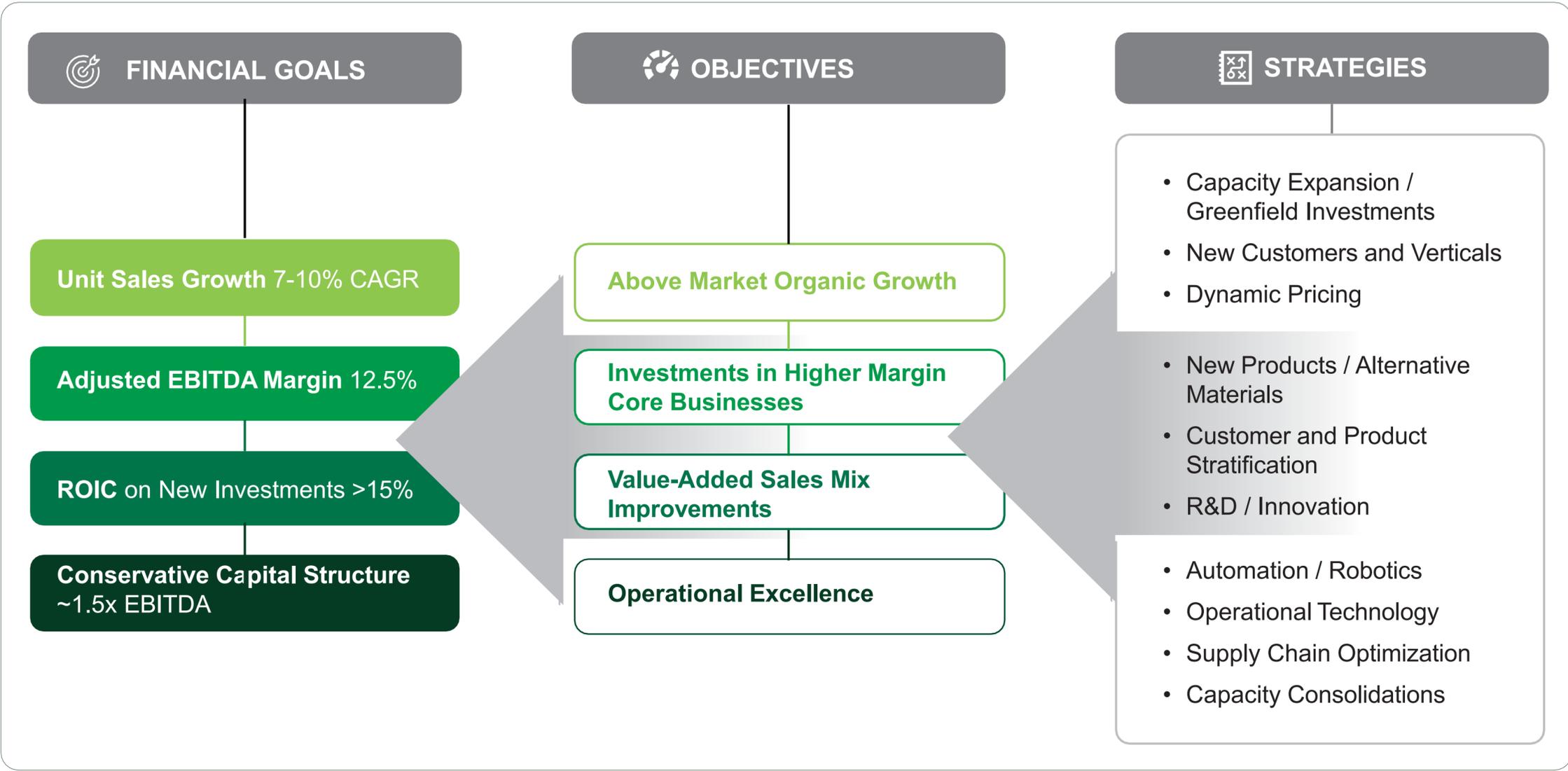
In 2020 the company created an operating structure based on management of market segments rather than geography, bringing greater focus.

RESULT:

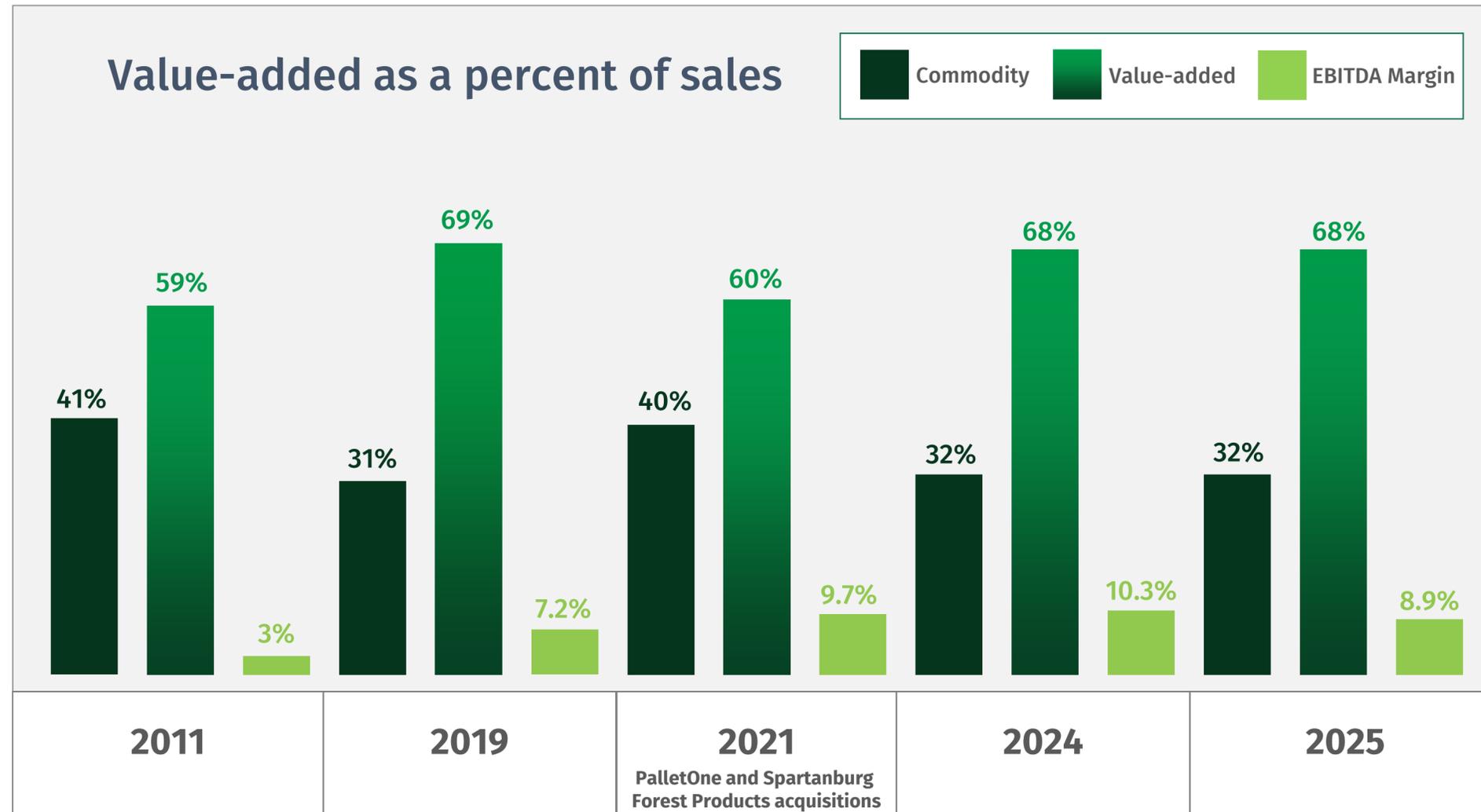
- Improved performance from
- Greater alignment with customers
- Quicker introduction of new, value-added products
- Better, more rapid decision making

*Form 5 and employee compensation plan reports

FINANCIAL GOALS, OBJECTIVES AND STRATEGIES



VALUE-ADDED SALES



Value-added products improve mix, raise 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

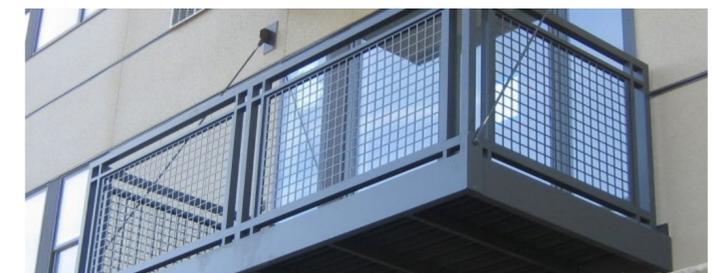
CONSTRUCTION



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

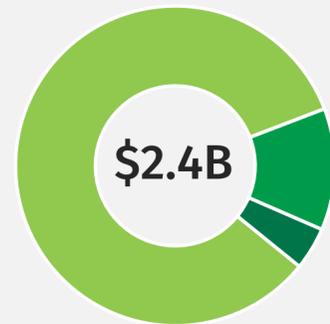
Commitment to innovation moves the company steadily up the value chain.

BUSINESS SEGMENTS

UFP RETAIL SOLUTIONS



2025 Net Sales



ProWood Group
\$2.0 Billion

Deckorators
\$300 Million

UFP Edge
\$105 Million

Commodity
48%

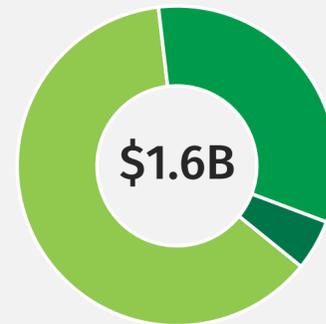
Value Added
52%

New products 8.7% of net sales

UFP PACKAGING



2025 Net Sales



Structural Packaging
\$999 Million

PalletOne
\$522 Million

Protective Packaging Solutions
\$82 Million

Commodity
25%

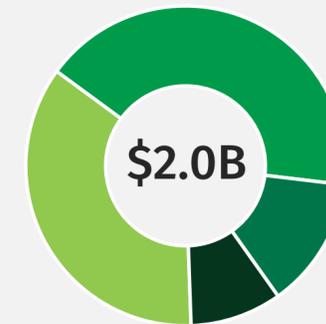
Value Added
75%

New products 11.0% of net sales

UFP CONSTRUCTION



2025 Net Sales



Site Built
\$714 Million

Factory Built
\$838 Million

Commercial
\$266 Million

Concrete Forming Solutions
\$186 Million

Commodity
19%

Value Added
81%

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

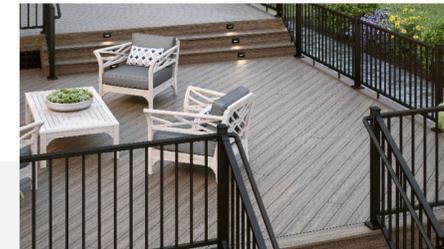
ProWood FR, project panels, short boards & dimensional, stakes, finger-joint studs, furring strips, more



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 73% to Big Box customers and 27% to one- and two-step distribution as of Q4 2025 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

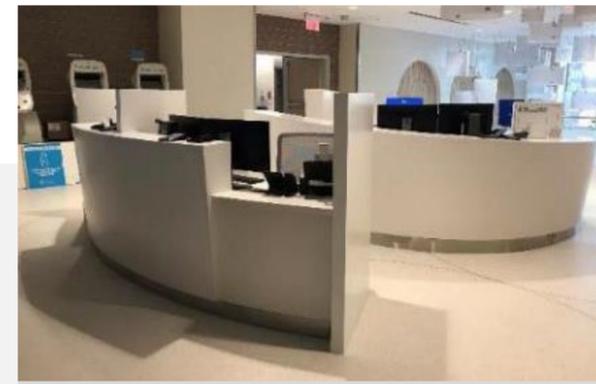
Factory-Built

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

questdisplays.com

Concrete Forming

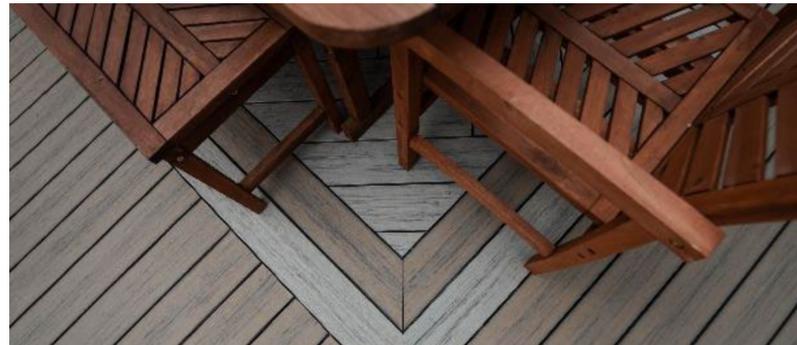
Offsite prefabrication of value-add formwork, aluminum horizontal shoring and vertical forming solutions for use in infrastructure; elevated structural concrete construction projects.



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



UFP PACKAGING



UFP CONSTRUCTION



MACRO DRIVERS

- Repair and remodel activity
- Aged housing stock
- Housing turnover

- PMI
- Durable Goods
- Industrial Production

- Affordability challenges remain
- Housing shortage
- Mortgage rates

INDUSTRY/CONSUMER TRENDS

- Home equity at historic highs, but HELOC rates elevated as well
- Consumers delaying larger projects
- Lock-in mortgage effect

- Demand decrease across most verticals and excess capacity pressuring pricing
- On/nearshoring manufacturing
- Vendor consolidation at customers of scale

- Smaller new build floorplans
- Builder incentives driving activity
- Depressed mortgage application and refinance activity

SHORT-TERM OUTLOOK

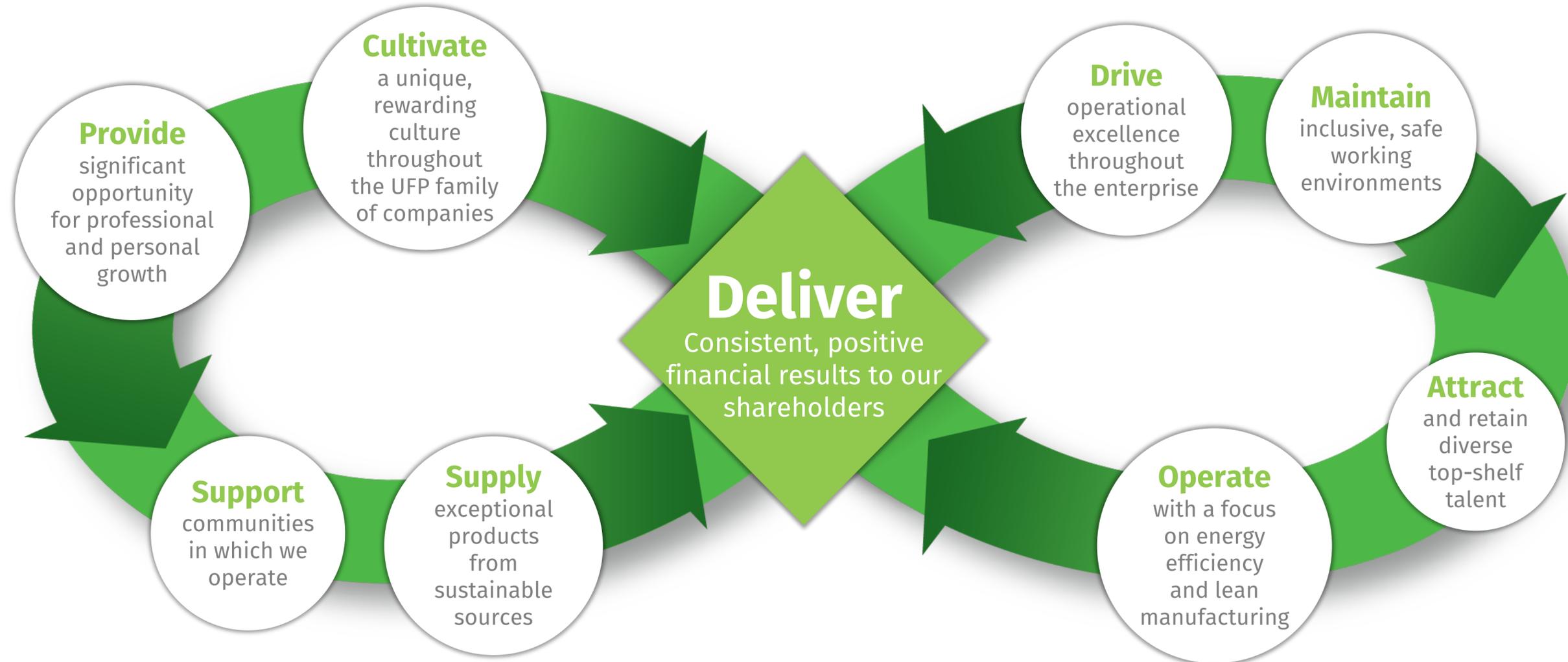
- Demand down low-single digits
- Pricing pressures

- Demand down low-single digits
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- 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

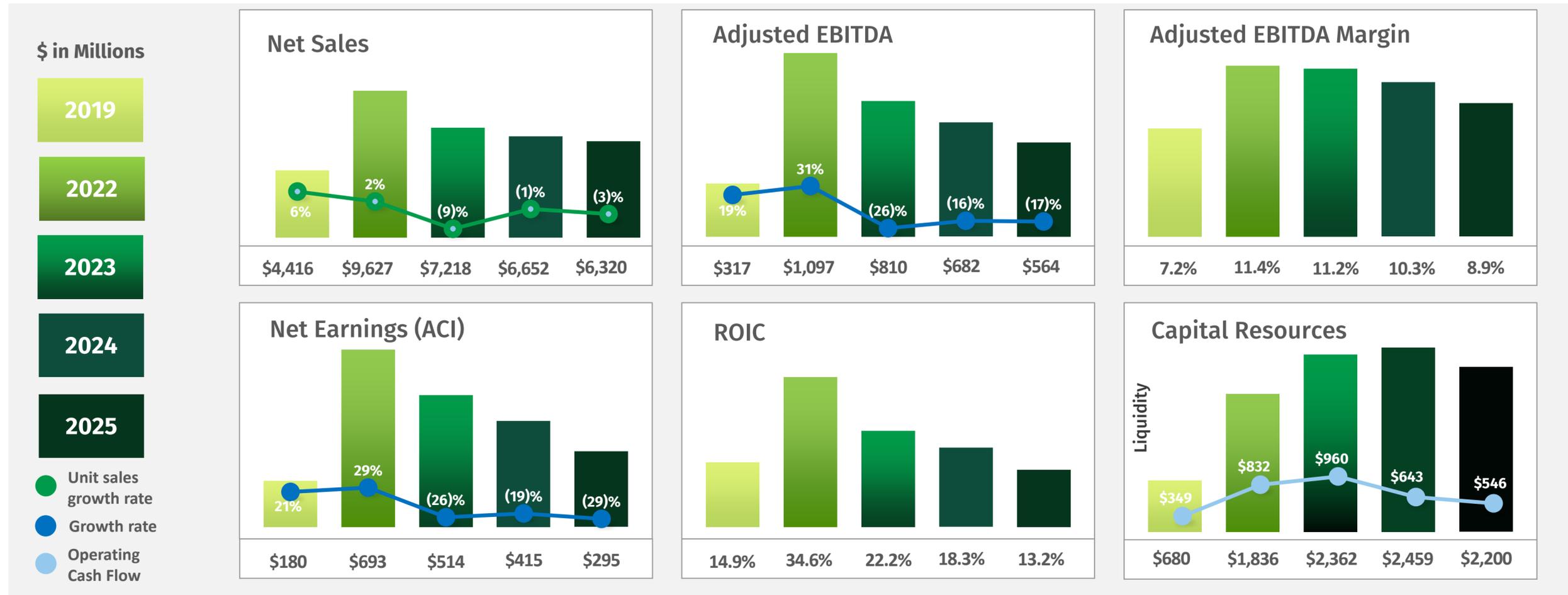


UFPI NasdaqListed

FINANCIALS



OUR PERFORMANCE



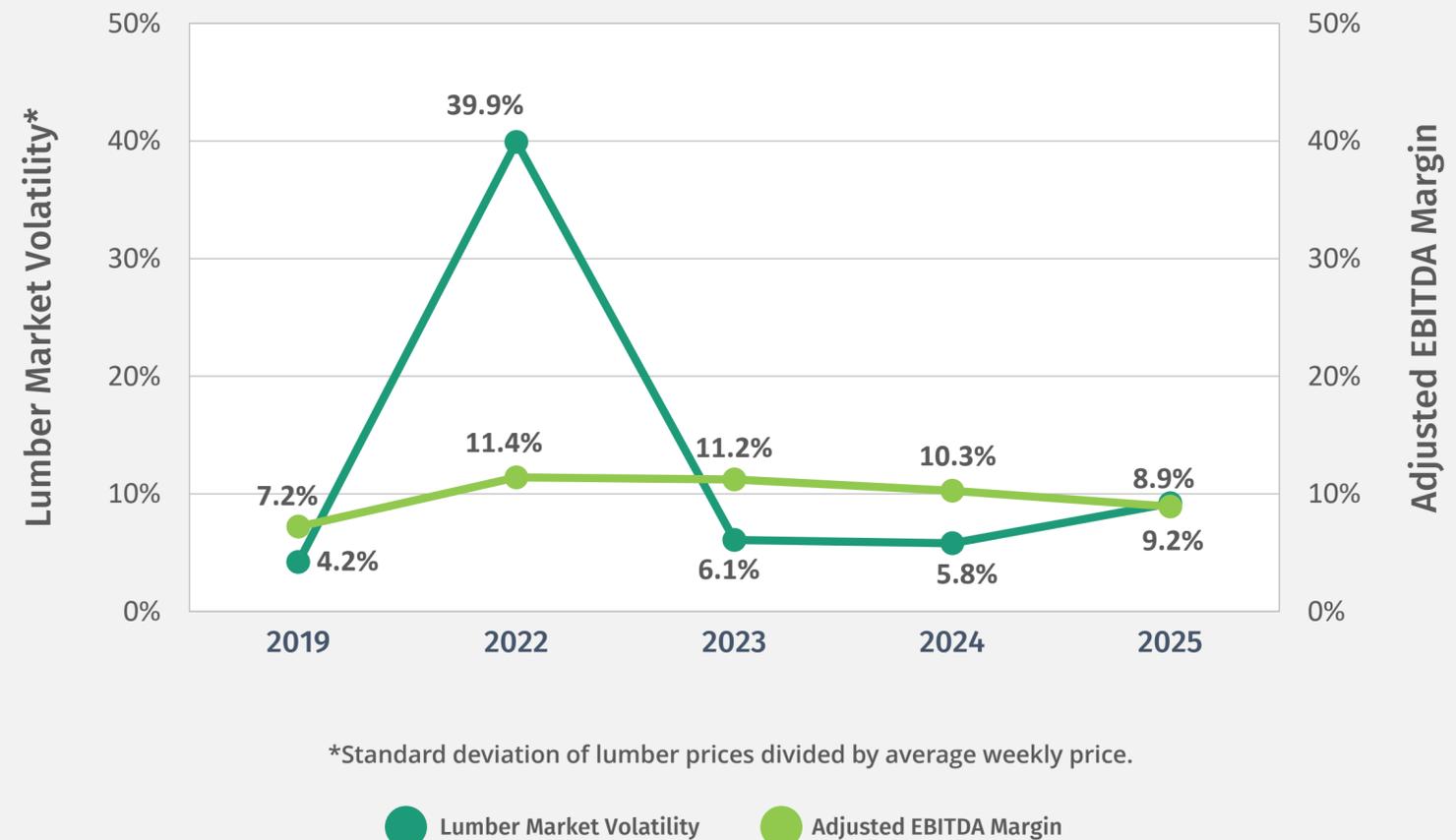
Strong track record of growth and performance improvement with emphasis on improving gross profit dollars per unit sold and ROIC.

2025 Adjusted EBITDA Margin exceeds 2019 by ~170 bps.

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

MANAGING LUMBER MARKET RISK

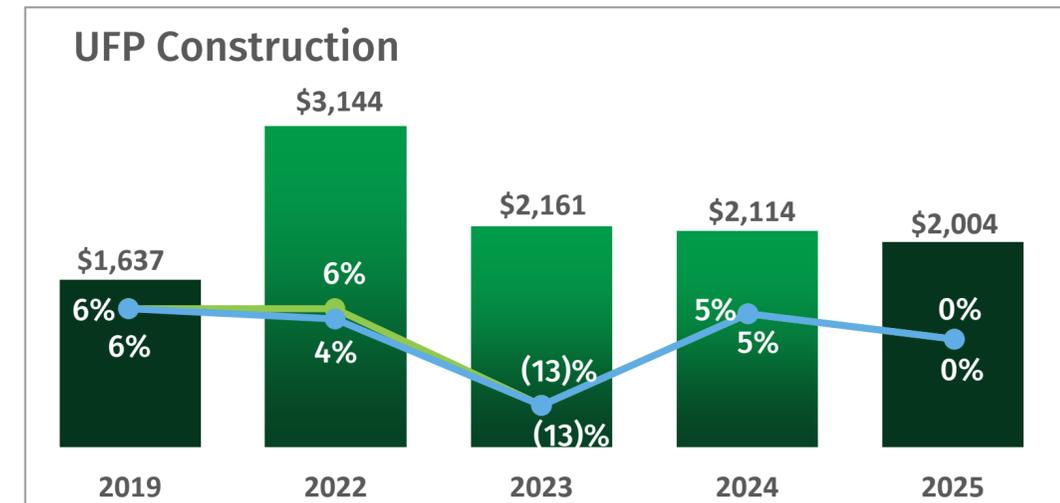
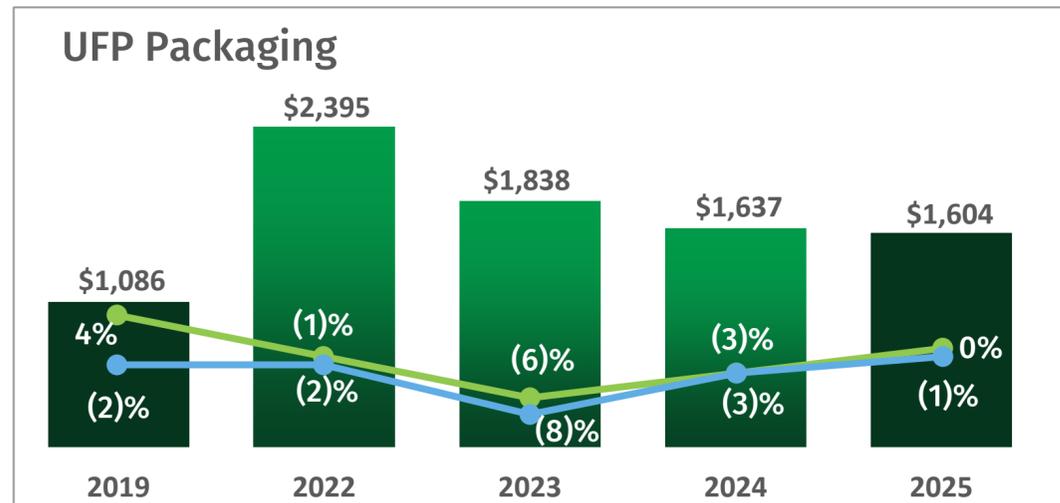
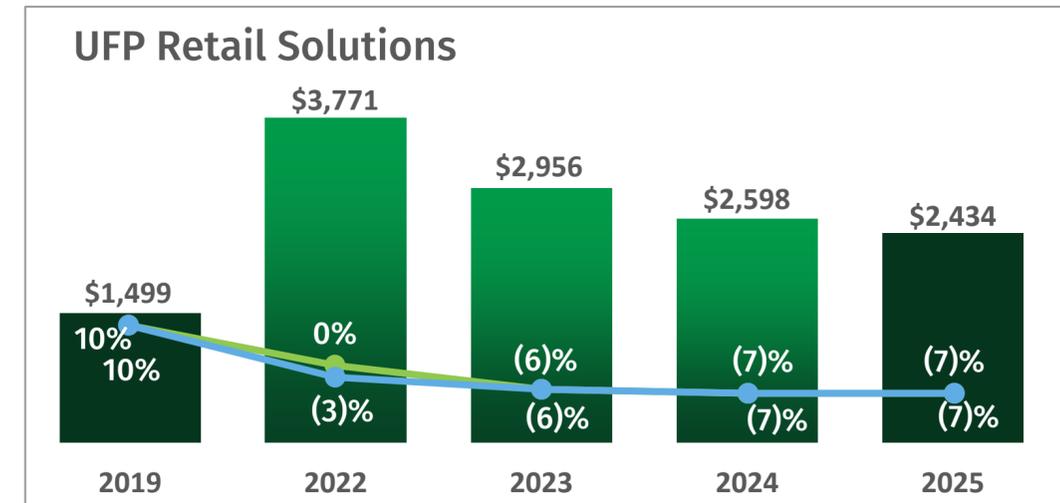
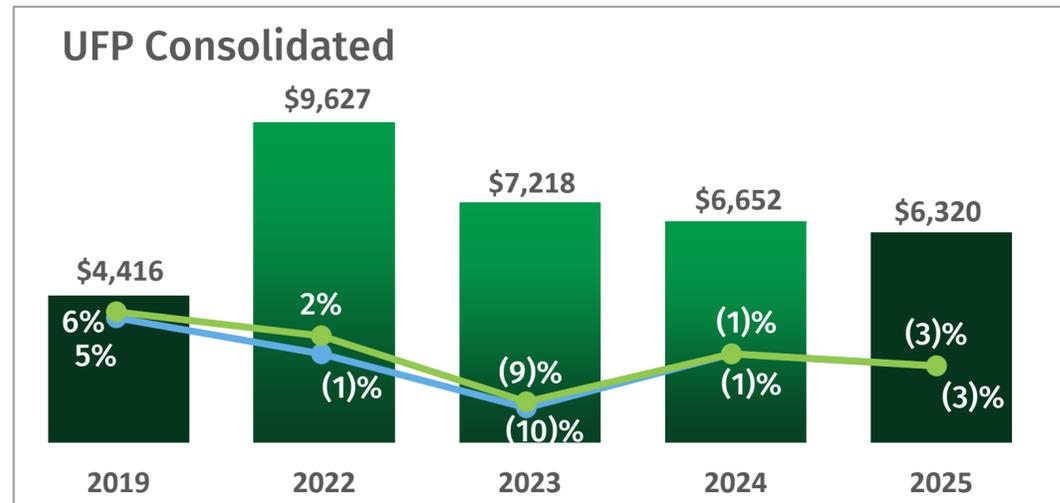
- ✓ Level of lumber prices does not drive profitability
- ✓ Sequential trends impact profit per unit
- ✓ Balanced mix of variable and fixed-price products mitigate risk



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

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

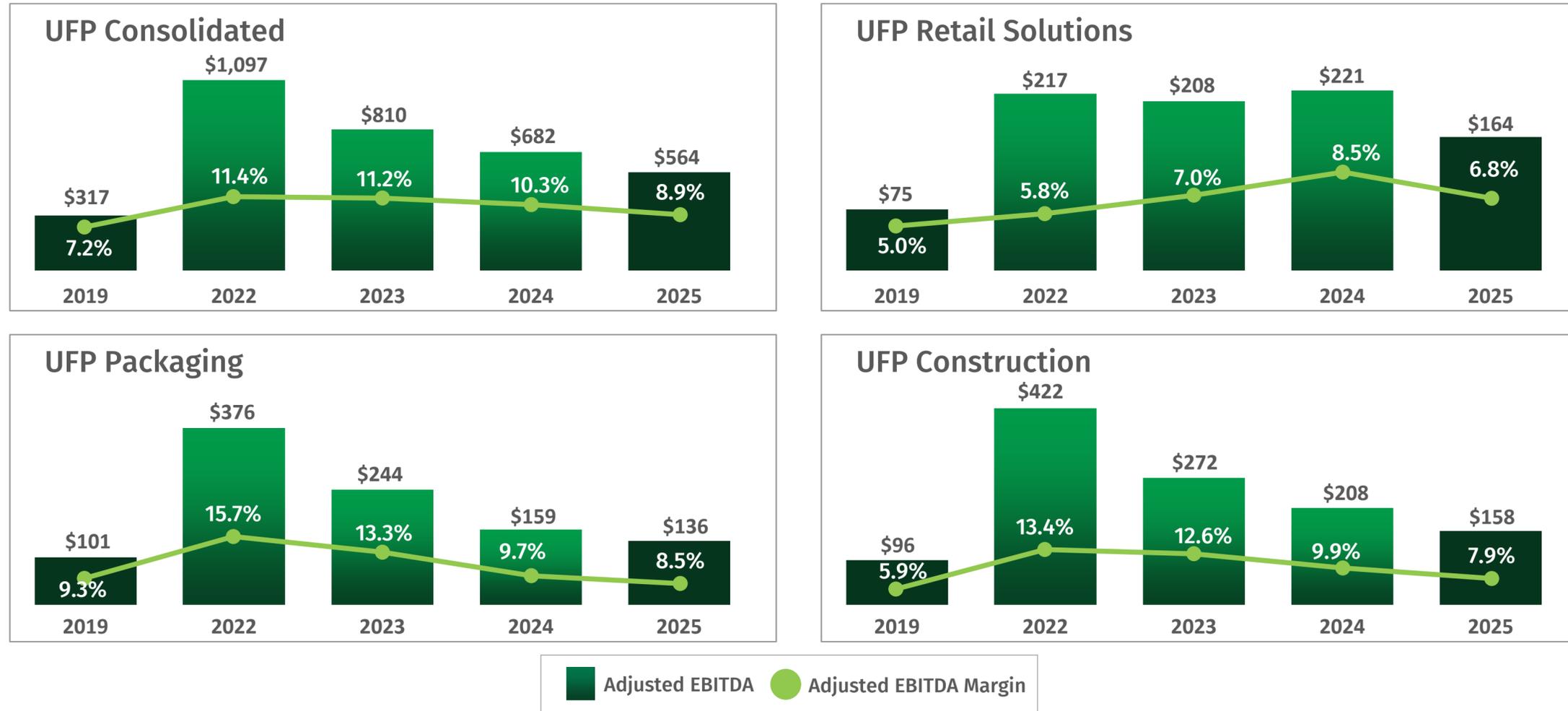
NET SALES (in millions)



LONG-TERM GOAL

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

ADJUSTED EBITDA (in millions)



Consolidated 2025 Adjusted EBITDA Margin exceeds 2019 by ~170 bps.

LONG-TERM MARGIN DRIVERS

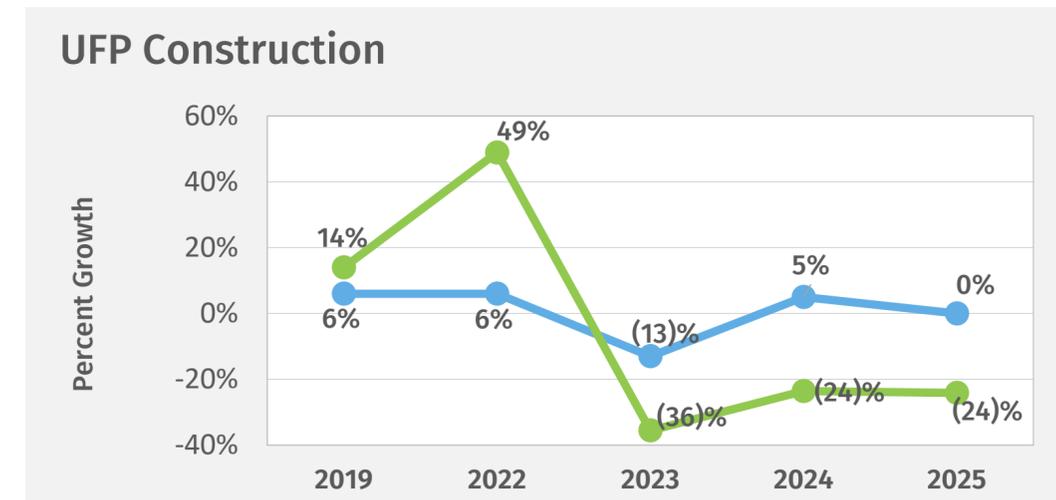
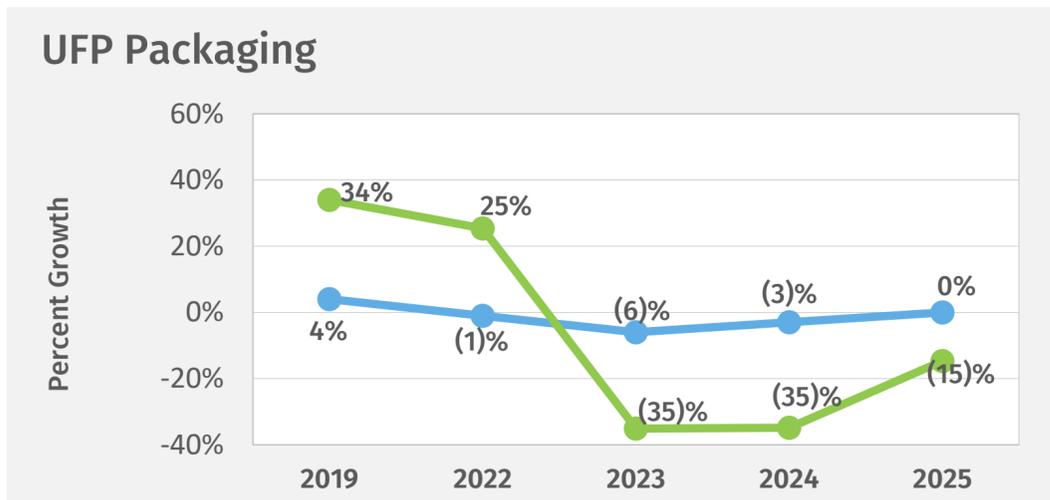
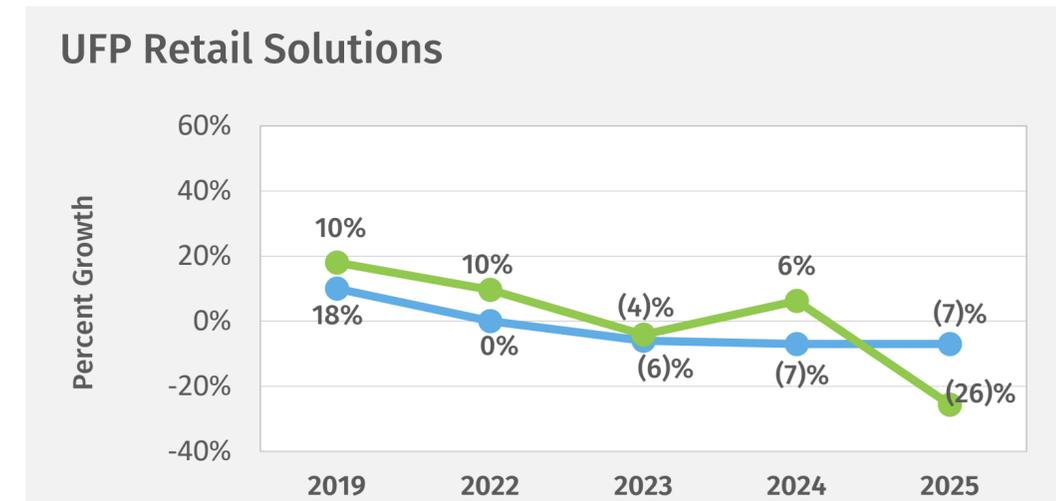
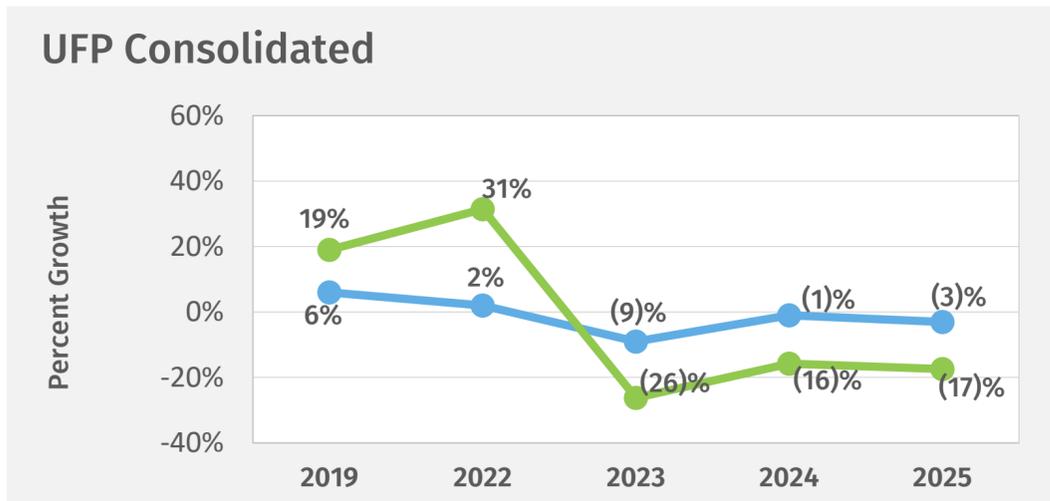
New management structure; Value-added mix improvements, including new branded products, solutions selling, and value-based pricing; Operational improvements, technology, and automation

LONG-TERM GOAL

12.5% Adjusted EBITDA margin

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ADJUSTED EBITDA AND UNIT SALES GROWTH



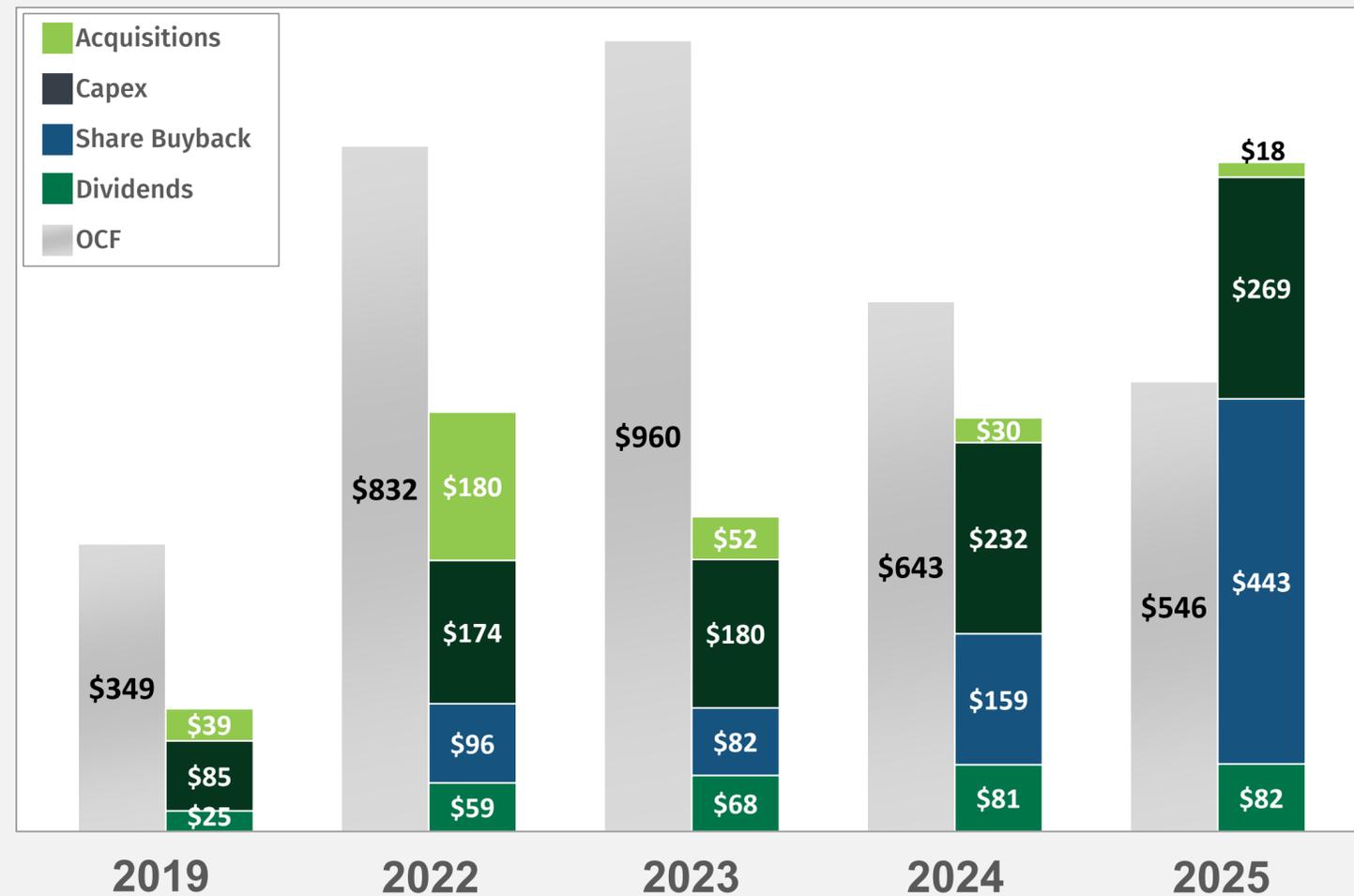
Long-Term Goal: Achieve Adjusted EBITDA growth exceeding unit sales growth

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BALANCED USE OF FREE CASH FLOW

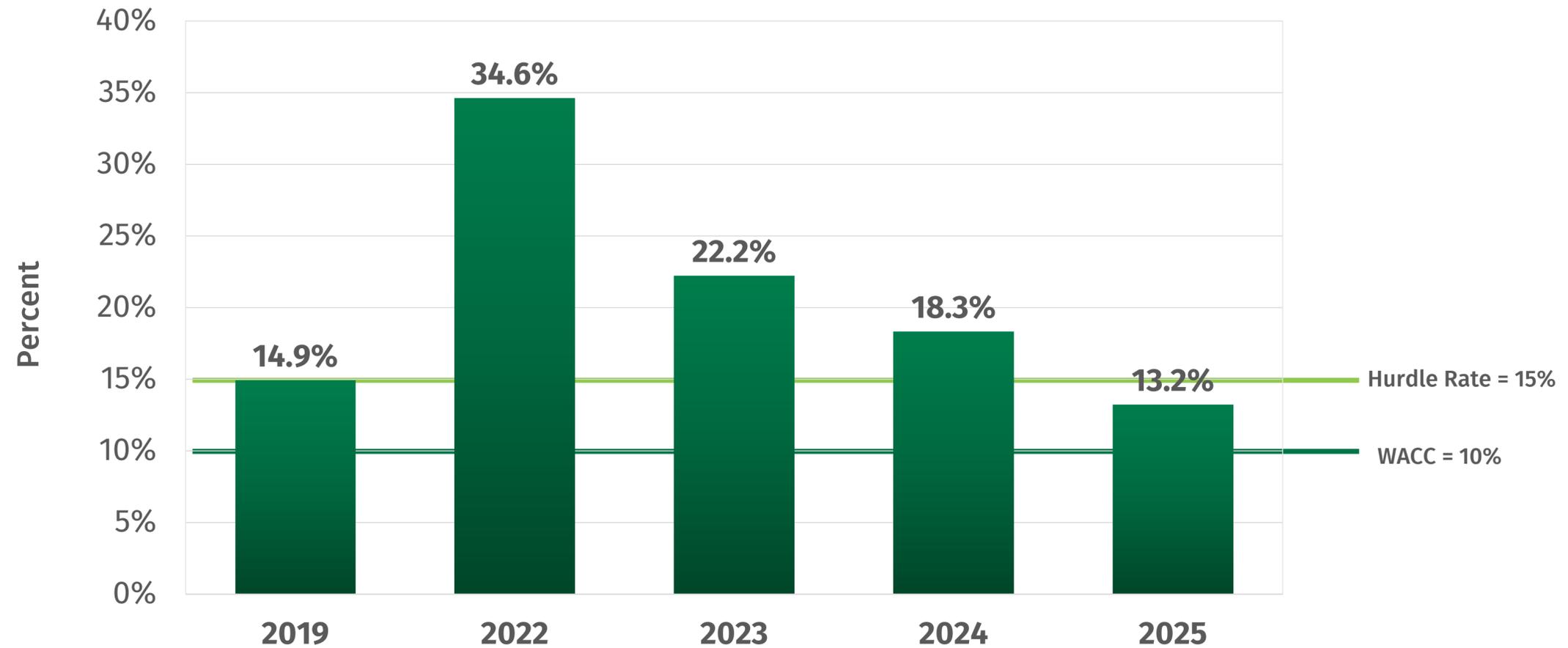
- ✓ Acquisitions to contribute half of our total annual unit sales growth
- ✓ CapEx plan of \$300M to \$350M in 2026
- ✓ Opportunistic share repurchases and to offset issuances. Current authorization as of February 2025 has \$126M remaining, expires July 31, 2026.
- ✓ Increasing dividends in line with long-term growth in earnings and free cash flow
- ✓ Committed to maintaining conservative capital structure with adjusted EBITDA <1.5x

Operating 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 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.



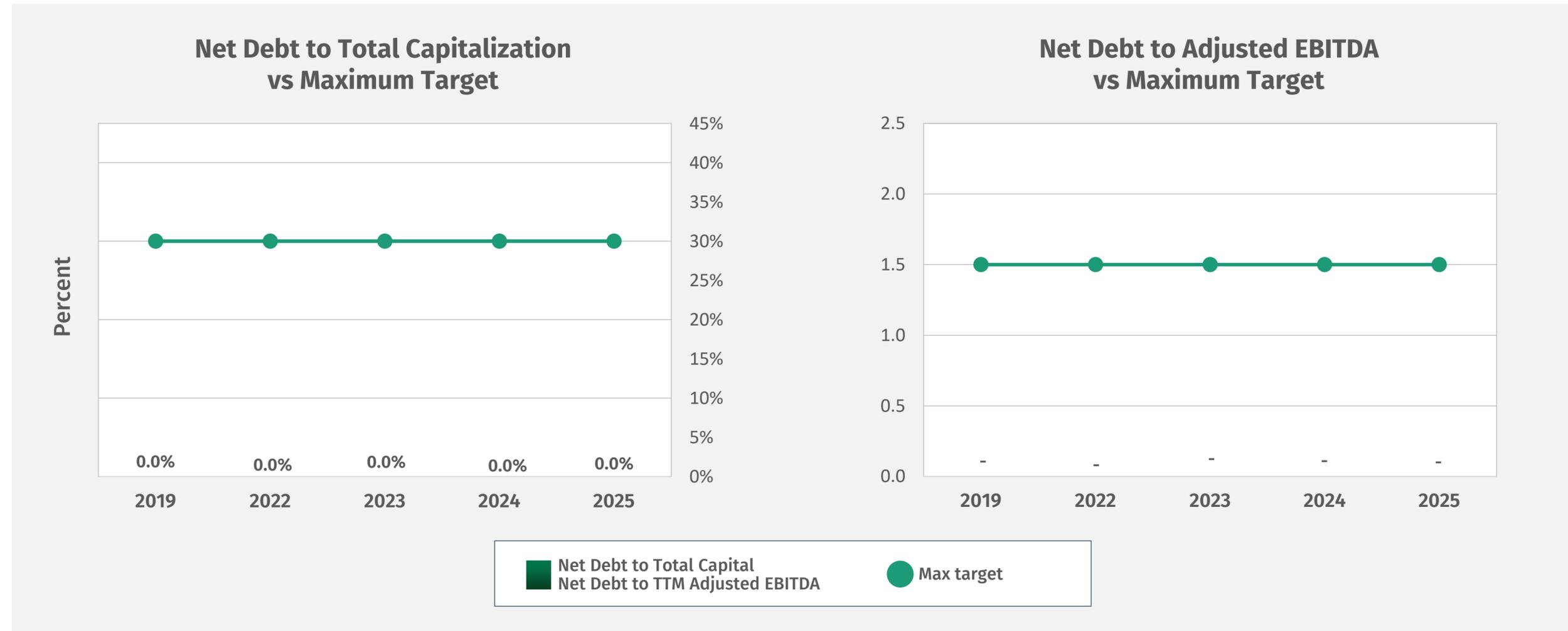
Driving Deckorators recycle content; scaling opportunity.



Securing supply and margin expansion for growing Packaging business.



CAPITAL STRUCTURE

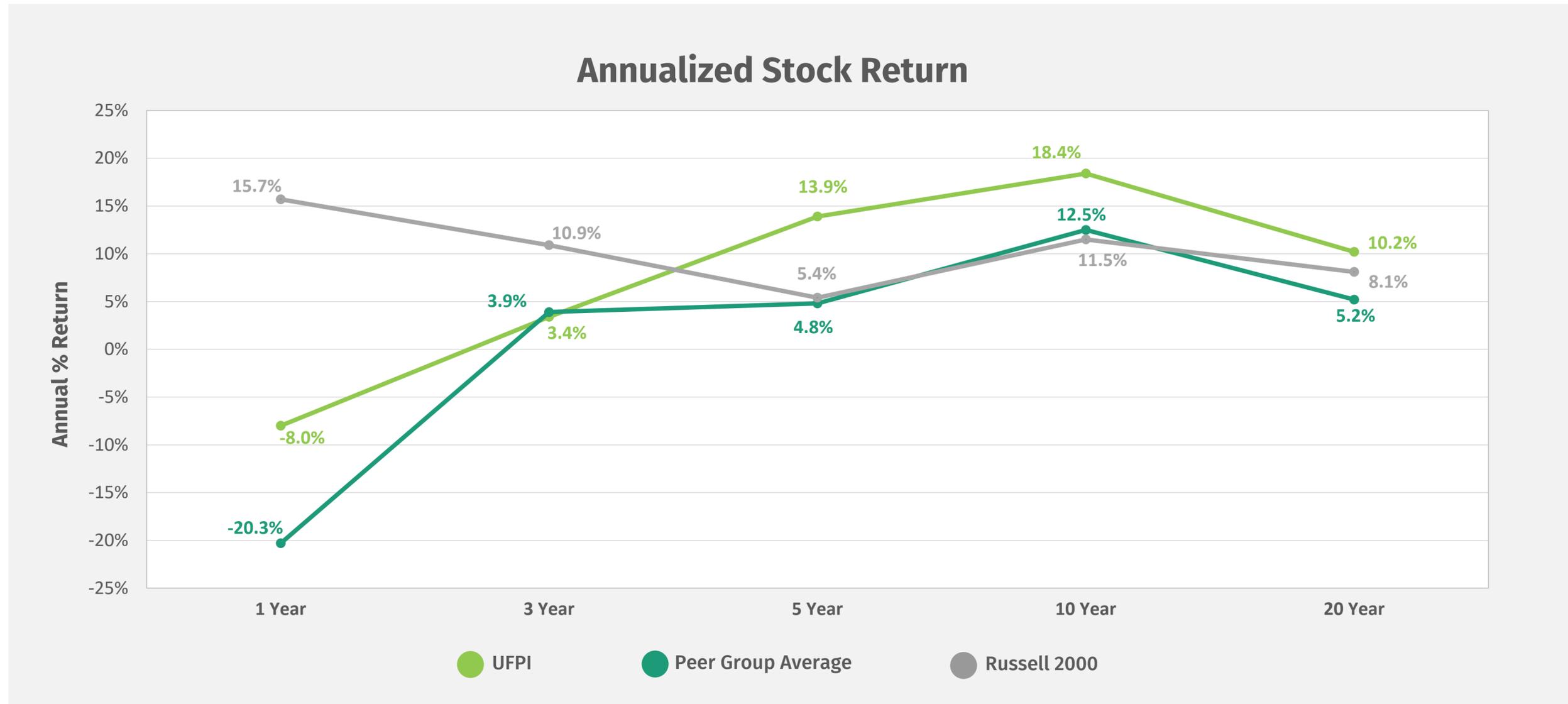


Conservative capital structure ensures ample resources to pursue investment opportunities with the highest return potential.

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STOCK PERFORMANCE

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



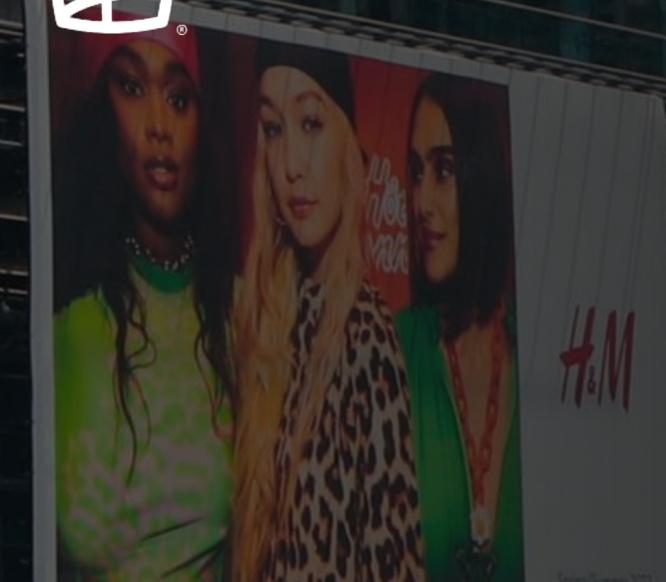
Peers include MAS, BLDR, TREX, LPX, SSD, BCC, PATK, AMWD, SON, GEF, ROCK
Stock prices are adjusted to account for dividend payouts
Source: FactSet as of 2/2/2026 closing prices

NASDAQ CONGRATULATES
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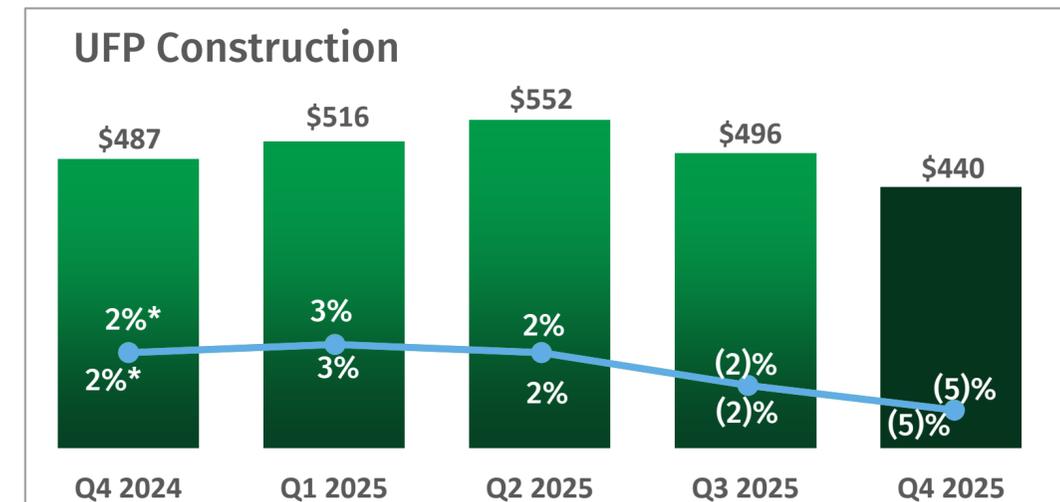
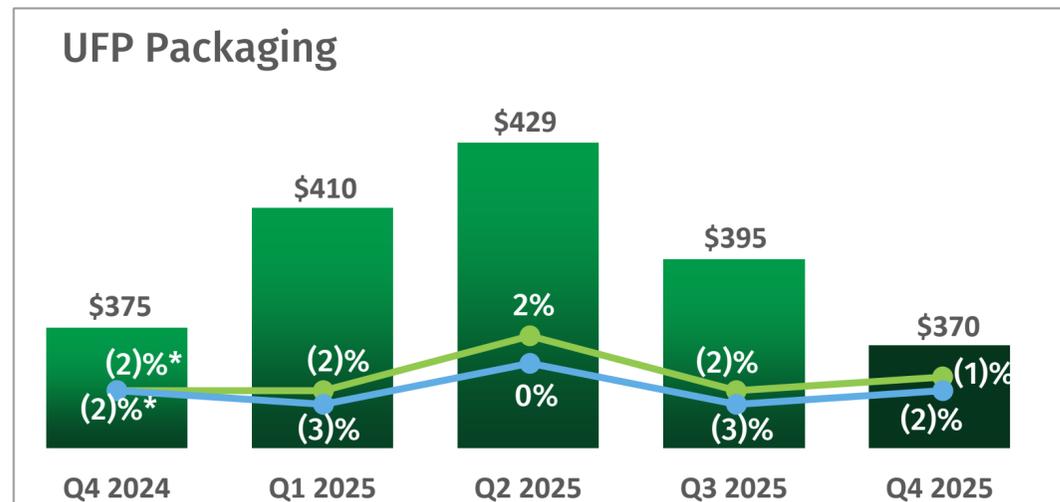
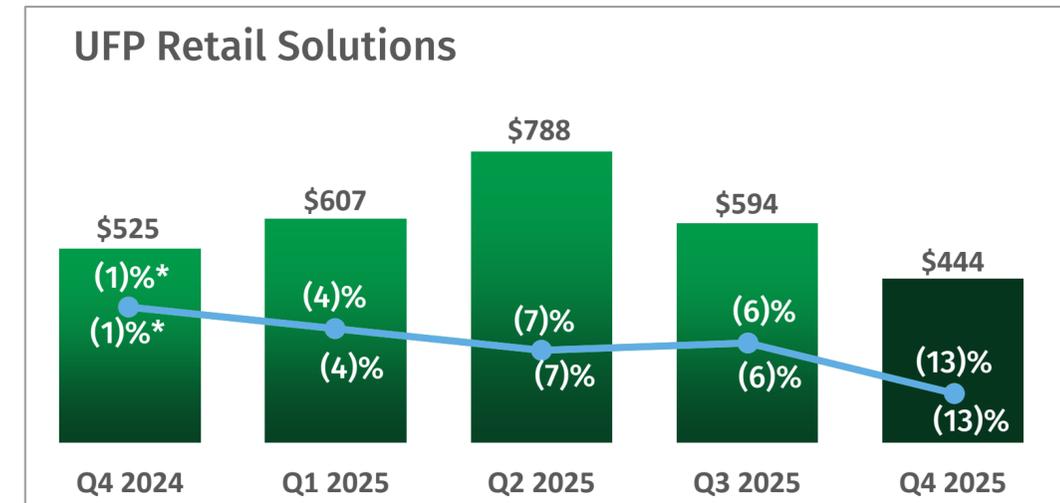
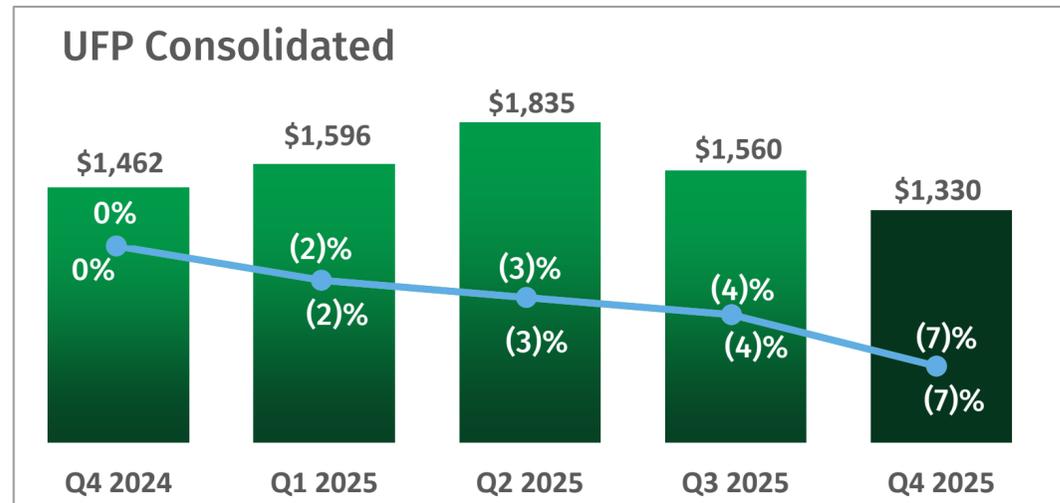


UFPI NasdaqListed

QUARTERLY RESULTS

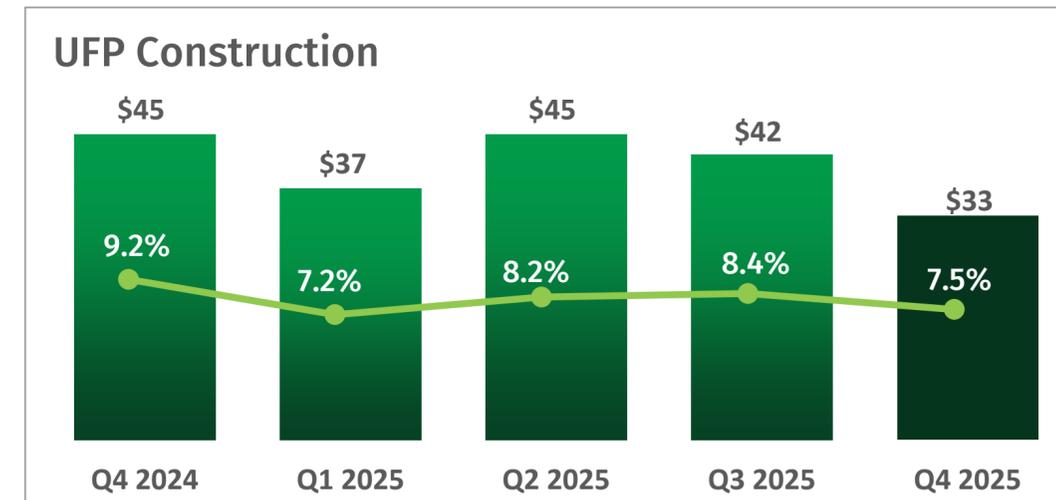
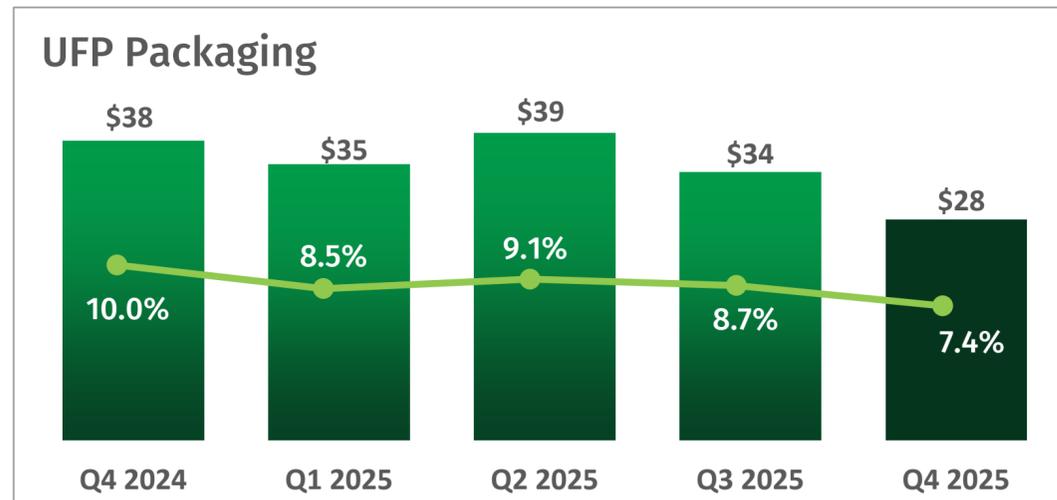
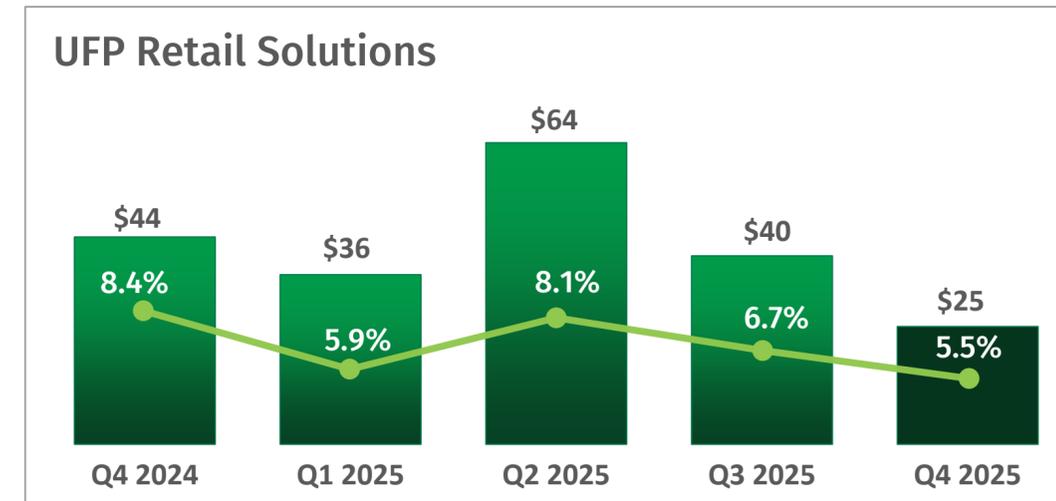
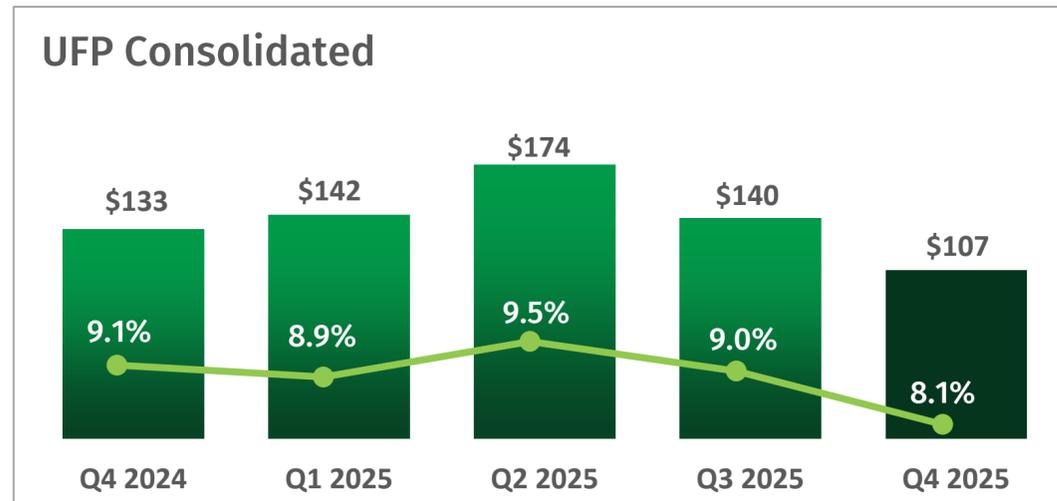


NET SALES Q4 2025 (in millions)



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

ADJUSTED EBITDA Q4 2025 (in millions)



Margin levels reflect focus on value-added solutions.

Non-GAAP Financial Information: Please visit ufpinvestor.com for reconciliation to related GAAP measurement.

THANK YOU



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