

### Safe Harbor & Non-GAAP Financial Measures

#### **Cautionary Notice**

Statements in this presentation and the schedules hereto that are not purely historical facts or that necessarily depend upon future events, including statements about forecasted financial performance or other statements about anticipations, beliefs, expectations, hopes, synergies, intentions or strategies for the future, may be forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Readers are cautioned not to place undue reliance on forward-looking statements. In addition, oral statements made by our directors, officers and employees to the investor and analyst communities, media representatives and others, depending upon their nature, may also constitute forward-looking statements. As with the forward-looking statements included in this release, these forward-looking statements are by nature inherently uncertain, and actual results or events may differ materially as a result of many factors. All forward-looking statements are based upon information available to Builders FirstSource on the date this release was submitted. Builders FirstSource undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Forward-looking statements involver risks and uncertainties, many of which are beyond the Company's control or may be currently unknown to the Company, that could cause actual events or results to differ materially from the events or results described in the forward-looking statements; such risks or uncertainties include those related to the Company's growth strategies, including acquisitions, organic growth and digital strategies, or the dependence of the Company's revenues and operating results on, among other things, the homebuilding industry and, to a lesser extent, repair and remodel activity, which in each case is dependent on economic conditions, including inflation, interest rates, consumer confidence, labor and supply shortages, and also lumber and other

#### Use of Non-GAAP Financial Measures

This presentation includes financial measures and terms not calculated in accordance with accounting principles generally accepted in the United States ("GAAP") in order to provide investors with an alternative method for assessing our operating results in a manner that enables investors to more thoroughly evaluate our current performance as compared to past performance. We believe these non-GAAP measures provide investors with a better baseline for modeling our future earnings expectations. Our management uses these non-GAAP measures for the same purpose. We believe that our investors should have access to the same set of tools that we use in analyzing our results. These non-GAAP measures should be considered in addition to results prepared in accordance with GAAP but should not be considered a substitute for or superior to GAAP results. Our calculations of adjusted net income, adjusted net income per share, adjusted EBITDA, free cash flow and net leverage are not necessarily comparable to similarly titled measures reported by other companies. The company provided detailed explanations and reconciliations of these non-GAAP financial measures in the earnings release included in its Form 8-K filed with the Securities and Exchange Commission on May 7, 2024.



# Clear Strategic Pillars Driving Long-Term Profitable Growth





### Resilient Q1 2024 Performance









Q1 2024 Total Capital Deployed: ~\$0.2B (Net CapEx of \$90M, M&A of \$59M, Share Repurchases of \$20M)



Adjusted EBITDA, Adjusted EBITDA Margin and Adjusted EPS are non-GAAP financial measures. See the non-GAAP Financial Measures slide in this presentation for a definition thereof and a discussion of certain matters regarding non-GAAP guidance.

Comparison reflects YoY change relative to prior year.

## **Executing Against Our Strategy**



### Organic Growth with a Focus on Value-Added Products and Services

- Q1 core organic net sales for Single-Family increased 4.3% led by higher sales of early stage homebuilding products
- Multi-Family decreased 13.4% against strong prior year comps, while Repair & Remodel/Other decreased 4.7%
- Value-added product mix was 52% for Q1 2024 driven by organic growth and a disciplined approach to M&A



### **Drive Operational Excellence & Invest in Digital and Innovation**

- \$40 million in productivity savings in Q1 2024 driven by improved procurement and SG&A efficiencies
- Full Digital product launch of myBLDR.com in Q1 2024; driving customer adoption through our sales and operations teams



### **Continue to Build Our High-Performing Culture**

- Improved safety performance with a recordable incident rate (RIR) reduction of 26% through March 2024
- Building Playbooks leveraging best practices to provide training and development



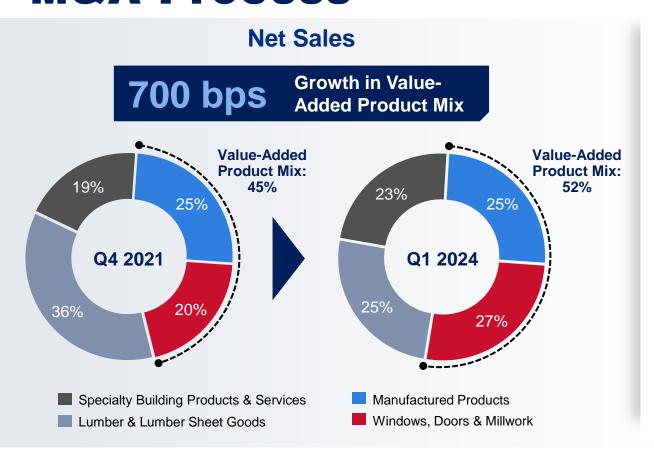
### **Disciplined Capital Allocation**

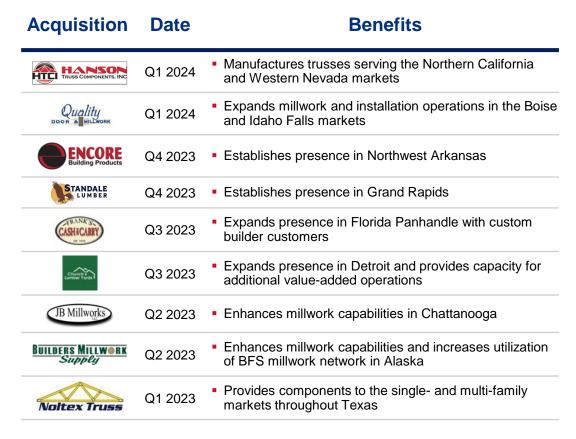
- Completed a \$1 billion notes offering during Q1, providing financial flexibility and maintaining a strong balance sheet
- Closed two acquisitions through March 2024 with aggregate 2023 sales of ~\$36 million
- Repurchased ~100 thousand shares of common stock at an average price of \$202.67 per share for ~\$20 million

**Continuing to Compound Value Creation with Strong Execution** 



## Improving Value-Added Mix Through Proven M&A Process

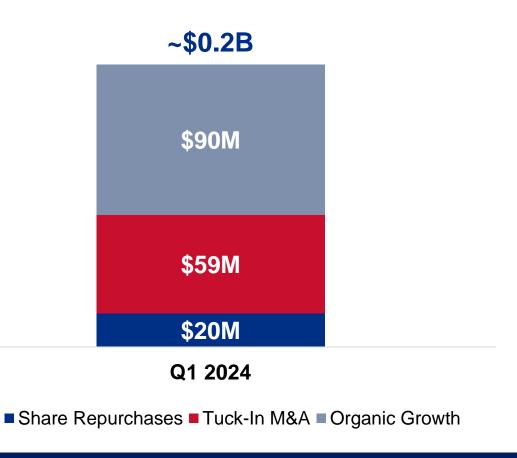




Leveraging Disciplined Playbook to Successfully Integrate >60 Acquisitions Since 1998



### Disciplined Capital Deployment Framework



## Successfully Deployed ~\$0.2B in Q1 2024

- \$90M allocated to ROIgenerating growth investments including Digital and automation
- \$59M deployed on 2 acquisitions to expand our footprint into high-growth geographies and enhance our value-added offerings
- **\$20M** deployed to repurchase common shares

Deployable Capital Target of \$5.5B to \$8.5B from 2024 to 2026



# Creating a Better Way to Build as Demand for Modern, Digital Solutions Continues to Grow

Addressing industry pain points...

...with industry-leading digital solutions...

...to become the premier partner for builders and suppliers

- Lengthy design cycle remains static in 2D blueprints
- Offline information storage results in misunderstanding of project timeline and cost
- Ongoing change requests result in an inefficient job site

- ☑ Streamlined design in a dynamic, 3D digital model
- Online collaboration provides stakeholder alignment and visibility throughout the project
- Seamless connection from design through material procurement and construction

Increase Wallet Share with Existing Customers

Grow Share with New Customers

Expand across other Builder Segments

Expand Shoppable Product Catalog

Driving

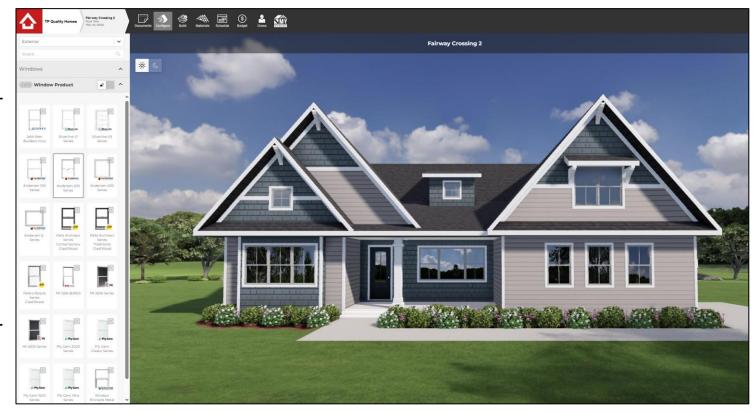
Incremental Product Revenue by 2026

**Transforming the Industry for Current and Next Generation of Homebuilders** 



### **Full Launch of Our Digital Offering**

- myBLDR.com is the access point for delivering our Digital Tools in a collaborative customer experience
- The industry's first integrated Digital platform for homebuilders
  - ✓ Plan intake and mark-up
  - ✓ Ability to make structural and finish selections
  - Review frame walk with trade partners
  - Request an estimate across all BFS categories
  - Review quotes, purchase material, and track orders
  - ✓ Set the schedule, aligning material receipt and labor
  - ✓ View BFS invoices and track full project cost
  - ✓ ...and more to come

















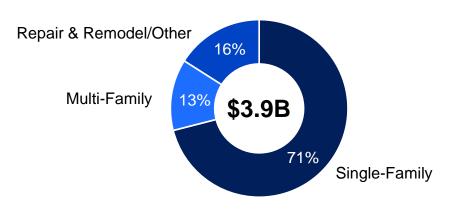


## **Q1 2024 Financial Update**

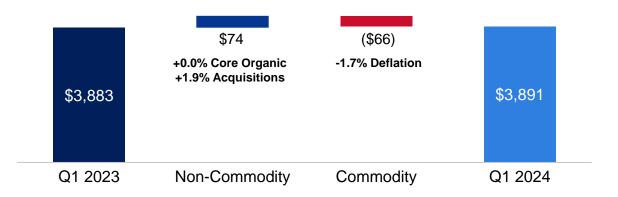
### **Core Organic Sales Highlights**

- Single-Family: +4.3% led by higher sales of early stage homebuilding products
- Multi-Family: -13.4% against strong prior year comps
- R&R/Other: -4.7% primarily due to weakness in the Northeast related to inclement weather

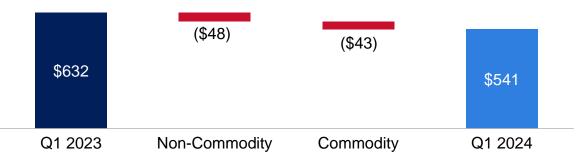
#### Q1 2024 Net Sales Mix by End Market



#### Net Sales (\$M) Bridge (Q1 2023 vs. Q1 2024)



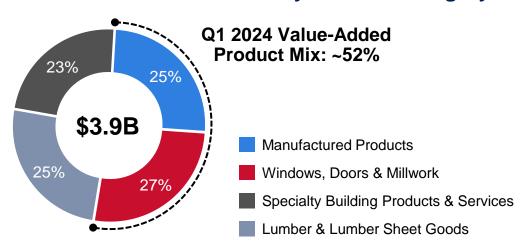
#### Adjusted EBITDA<sup>1</sup> (\$M) Bridge (Q1 2023 vs. Q1 2024)





## **Q1 2024 Financial Update**

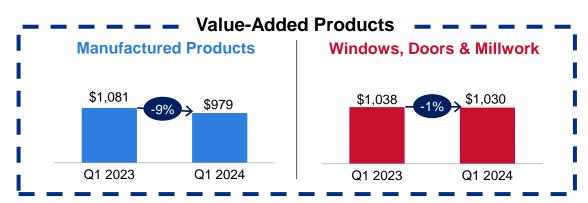
#### **Q1 2024 Net Sales Mix by Product Category**



#### Q1 2024 Core Organic Sales<sup>1</sup> Highlights

- Value-Added Core Organic Sales<sup>1</sup> decreased 4% due to a decline in Multi-Family truss and lapping higher completion levels
  - Manufactured Products decreased 6% driven by Multi-Family and margin normalization. Single-Family truss board foot produced increased ~18%
  - Windows, Doors & Millwork decreased 2% against the prior year as product costs declined
- Lumber & Lumber Sheet Goods Core Organic Sales<sup>1</sup> increased
   12% led by higher sales of early stage homebuilding products

#### Net Sales (\$M) by Product Category (Q1 2023 vs. Q1 2024)









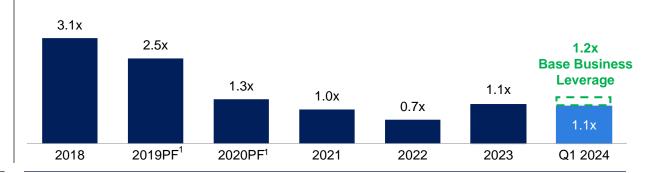
Core Organic Sales refers to revenue generated from the core business, excluding revenue from commodities, acquisitions, and any selling day differences.

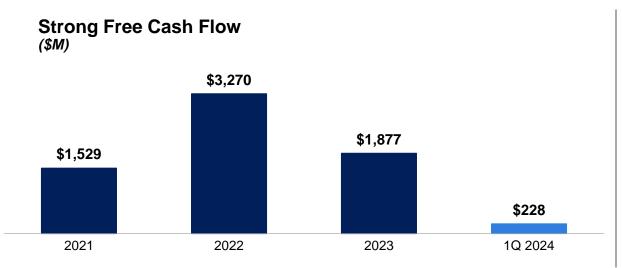
# Strong Balance Sheet and Ample Liquidity Provide Financial Flexibility

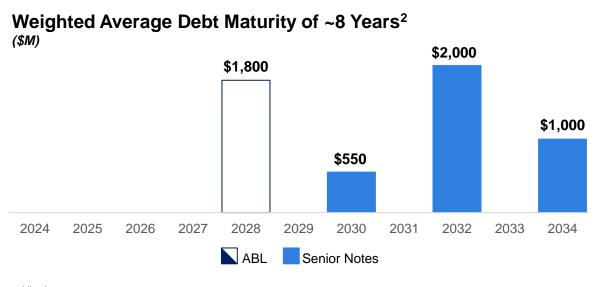
#### **Consistent Capital Allocation Priorities**

- 1 Maintain a Strong Balance Sheet
  - Target Base Business leverage ratio of 1.0x to 2.0x
- 2 Organic Growth
  - Drive productivity and growth with growth investments
- 3 Inorganic Growth
  - Pursue margin accretive deals with strategic, tuck-in M&A
  - **Return Capital to Shareholders**
  - Continue opportunistic share repurchases

### Low Net Leverage Profile









### 2024 Outlook

2024 Full Year Outlook			
Metrics	Current Guidance	Prior Guidance	2023 Actual
Base Business Sales <sup>1</sup>	\$17.6 billion	\$17.6 billion	\$16.5 billion
Base Business Adjusted EBITDA <sup>1</sup>	\$2.4 billion	\$2.4 billion	\$2.3 billion
Base Business Adjusted EBITDA Margin <sup>1</sup>	13.5%	13.5%	14.0%
Total Net Sales <sup>2,3</sup>	\$17.5 to \$18.5 billion	\$17.5 to \$18.5 billion	\$17.1 billion
Gross Profit Margin <sup>2,3</sup>	30% to 33%	30% to 33%	35.2%
Total Adjusted EBITDA <sup>2,3</sup>	\$2.4 to \$2.8 billion	\$2.4 to \$2.8 billion	\$2.9 billion
Total Adjusted EBITDA Margin <sup>2,3</sup>	14.0% to 15.0%	14.0% to 15.0%	17.0%
Free Cash Flow <sup>3</sup>	\$1.0 to \$1.2 billion	\$1.0 to \$1.2 billion	\$1.9 billion
Capital Expenditures <sup>4</sup>	\$400 to \$500 million	\$400 to \$500 million	\$430 million
Interest Expense	\$205 to \$215 million	\$190 to \$200 million	\$192 million
Effective Tax Rate	23.0% to 25.0%	23.0% to 25.0%	22.4%
Depreciation & Amortization Expense <sup>5</sup>	\$525 to \$575 million	\$525 to \$575 million	\$558 million

**Q2 2024 Directional Color (YoY): Net Sales – Down Low Single Digits to Flat** 

**Adjusted EBITDA – Down High Teens** 



<sup>1)</sup> Assumes a \$400/mbf commodity price for all periods and maintained for the full year. Base Business is based on management estimates to provide investors another method for evaluating our performance. Base Business should be considered in addition to results prepared in accordance with GAAP but should not be considered a substitute for or superior to GAAP results.

<sup>2)</sup> Projected Net Sales, Gross Profit Margin, and Adjusted EBITDA include the expected net benefit of price, commodity, and margin impacts for full year 2024.

<sup>3)</sup> Assumes average commodity prices in the range of \$400 to \$440/mbf.

<sup>4)</sup> The capital expenditure expectation is net of proceeds from the sale of property, equipment, and real estate.

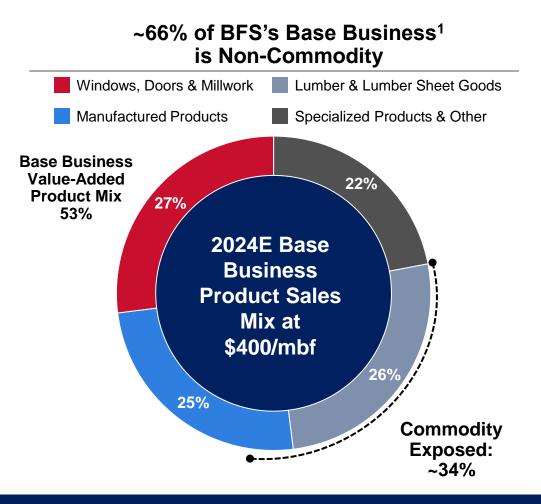
<sup>5)</sup> Depreciation expense forecast includes depreciation accounted for within cost of sales.

## **2024 Full Year Assumptions**

2024 Full Year Assumptions		
Metrics	Current Assumptions	Prior Assumptions
Single-Family Starts Growth (BLDR geographies)	Up Mid-Single Digits	Up Mid-Single Digits
Multi-Family Starts Growth (BLDR geographies)	Down 20% to 30%	Down 20% to 30%
Repair & Remodel Growth (BLDR geographies)	Up Low Single Digits	Up Low Single Digits
Selling Days	Two Additional Days vs. 2023	Two Additional Days vs. 2023
	(Q1: 0, Q2: 0, Q3: +1, Q4: +1)	(Q1: 0, Q2: 0, Q3: +1, Q4: +1)
Average Commodity Prices (\$/mbf)	\$400 to \$440	\$400 to \$440



### **Overview of Base Business Framework**



### **Underlying Base Business Assumptions**

- Assumes \$400/mbf lumber and lumber sheet goods pricing (in line with 25-year average commodity prices)
- Commodity margins reflect historical trends and relative market strength (contemplates approximately one-third of sales mix impacted by commodity prices)
- Expense structure is adjusted to reflect changes in commodity prices

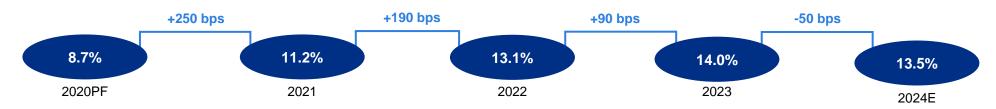
Base Business Showcases Underlying Strength, Profitability of Core Business Adjusting for Commodity Price Fluctuations



# Base Business<sup>1</sup> Performance Aligned with Long Term Plan



#### Adj. EBITDA<sup>2</sup> Margin (On Base Business)



**Double Digit Adj. EBITDA** (net of lumber price effect)



# Strong Operating Model Creates Value for Our Customers and Shareholders

- Creating opportunity by addressing builder problems and delivering value-added products and solutions across cycles; strong track record and experienced management team
- Investing for growth through new digital innovations and building science that will deliver greater efficiency across homebuilding and enhance product and service offerings



- 3 Leveraging robust FCF generation from resilient business model and broad product portfolio to fuel disciplined capital deployment
- 4 Executing our profitable growth strategy and compounding long-term shareholder value





## Appendix

#### BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED STATEMENT OF OPERATIONS (unaudited)

	Three Months Ended March 31,						
(in thousands, except per share amounts)	2024		2023				
Net sales	\$ 3,891,352	\$	3,883,314				
Cost of sales	 2,591,498		2,511,914				
Gross margin	1,299,854		1,371,400				
Selling, general and administrative expenses	 926,257		904,217				
Income from operations	373,597		467,183				
Interest expense, net	 48,336		42,108				
Income before income taxes	325,261		425,075				
Income tax expense	 66,480		91,289				
Net income	\$ 258,781	\$	333,786				
Net income per share:							
Basic	\$ 2.12	\$	2.44				
Diluted	\$ 2.10	\$	2.41				
Weighted average common shares:							
Basic	 121,972		137,074				
Diluted	123,371		138,412				



#### BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS (unaudited)

Three Months Ended

		ths Ended h 31.		
(in thousands)		2024		2023
Cash flows from operating activities:				
Net income	\$	258,781	\$	333,786
Adjustments to reconcile net income to net cash provided by operating				
activities:				
Depreciation and amortization		140,381		136,549
Deferred income taxes		(8,368)		(21,469)
Stock-based compensation expense		16,900		11,026
Other non-cash adjustments		179		1,645
Changes in assets and liabilities, net of assets acquired and liabilities assumed:				
Receivables		136,636		108,561
Inventories		(126,707)		101,745
Contract assets		(7,638)		7,583
Other current assets		(7,048)		8,143
Other assets and liabilities		(16,664)		1,734
Accounts payable		143,616		139,545
Accrued liabilities		(222,715)		(174,994)
Contract liabilities		9,834		527
Net cash provided by operating activities		317,187		654,381
Cash flows from investing activities:				
Cash used for acquisitions		(58,705)		(78,970)
Purchases of property, plant and equipment		(93,212)		(105,645)
Proceeds from sale of property, plant and equipment		3,567		5,755
Cash used for equity investments		(2,686)		
Net cash used in investing activities		(151,036)		(178,860)
Cash flows from financing activities:				
Borrowings under revolving credit facility		422,000		801,000
Repayments under revolving credit facility		(886,000)		(584,000)
Proceeds from long-term debt and other loans		1,000,000		_
Repayments of long-term debt and other loans		(879)		(1,048)
Payments of loan costs		(12,529)		(1,180)
Payment of acquisition-related deferred and contingent consideration		(8,900)		_
Tax withholdings on and exercises of equity awards		(31,723)		(22,538)
Repurchase of common stock		(16,801)		(603,793)
Net cash provided by (used in) financing activities		465,168		(411,559)
Net change in cash and cash equivalents		631,319		63,962
Cash and cash equivalents at beginning of period		66,156		80,445
Cash and cash equivalents at end of period	\$	697,475	\$	144,407



BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED BALANCE SHEET (unaudited)

(in thousands, except per share amounts)		March 31, 2024	1	December 31, 2023
ASSETS				
Current assets:				
Cash and cash equivalents	S	697,475	S	66,156
Accounts receivable, less allowances of \$48,647 and \$42,488, respectively		1,394,667		1,436,917
Other receivables		200,471		290,310
Inventories, net		1,356,907		1,228,265
Contract assets		173,315		165,677
Other current assets		120,453		113,403
Total current assets		3,943,288		3,300,728
Property, plant and equipment, net		1,836,134		1,803,824
Operating lease right-of-use assets, net		509,756		502,184
Goodwill		3,582,857		3,556,556
Intangible assets, net		1,242,381		1,298,173
Other assets, net		54,027		37,987
Total assets	\$	11,168,443	\$	10,499,452
LIABILITIES AND STOCKHOLDERS' EQUITY				
Current liabilities:				
Accounts payable	S	1,024,983	S	881,384
Accrued liabilities		483,942		717,528
Contract liabilities		172,517		162,659
Current portion of operating lease liabilities		97,254		98,217
Current maturities of long-term debt		2,803		3,649
Total current liabilities		1,781,499		1,863,437
Noncurrent portion of operating lease liabilities		444,599		434,081
Long-term debt, net of current maturities, discounts and issuance costs		3,701,479		3,177,411
Deferred income taxes		158,832		167,199
Other long-term liabilities		125,326		124,973
Total liabilities		6,211,735		5,767,101
Commitments and contingencies (Note 11)				
Stockholders' equity:				
Preferred stock, \$0.01 par value, 10,000 shares authorized; zero shares issued				
and outstanding		_		_
Common stock, \$0.01 par value, 300,000 shares authorized; 122,049 and				
121,857 shares issued and outstanding at March 31, 2024, and December 31,		1,220		1,219
2023, respectively				
Additional paid-in capital		4,256,122		4,270,948
Retained earnings		699,366		460,184
Total stockholders' equity		4,956,708		4,732,351
Total liabilities and stockholders' equity	\$	11,168,443	\$	10,499,452



BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES
Reconciliation of Adjusted Non-GAAP Financial Measures to their GAAP Equivalents
(unaudited)

	Three Months Ended March 31,				Twelve Months Ended March 31,		
(in millions)	2024 2023				2024		
Reconciliation to Adjusted EBITDA:						_	
GAAP net income	\$	258.8	\$	333.8	\$	1,465.5	
Acquisition and related expense		0.6		6.0		25.6	
Technology implementation expense		9.8		10.1		81.1	
Debt issuance and refinancing cost		-		-		0.7	
Amortization expense		79.9		84.6		331.0	
Tax-effect of adjustments to net income		(21.7)		(24.2)		(105.2)	
Adjusted net income	\$	327.4	\$	410.3	\$	1,798.7	
Weighted average diluted common shares		123.4		138.4		_	
Diluted adjusted net income per share:	\$	2.65	\$	2.96			
Reconciling items:							
Depreciation expense	\$	60.5	\$	52.0	\$	231.1	
Interest expense, net		48.3		42.1		197.6	
Income tax expense		88.2		115.5		524.0	
Stock compensation expense		16.9		11.0		54.4	
Other management-identified adjustments (1)		(0.4)		0.8		2.7	
Adjusted EBITDA	\$	540.9	\$	631.7	\$	2,808.5	
Adjusted EBITDA margin		13.9%	<u> </u>	16.3%	_	16.4%	

<sup>(1)</sup> Primarily relates to severance, net gain/loss on sale of assets, and other one-time costs.



#### BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Financial Data (unaudited)

	 Three Months Ended March 31,						
(in millions, except per share amounts)	2024	2023					
Net sales	\$ 3,891.4	\$	3,883.3				
Cost of sales	2,591.5		2,511.9				
Gross margin	1,299.9		1,371.4				
Gross margin %	33.4%		35.3%				
SG&A as a % of sales	23.8%		23.3%				
Adjusted SG&A as a % of sales (1)	19.6%		19.1%				
Adjusted EBITDA	540.9		631.7				
Adjusted EBITDA margin %	13.9%		16.3%				
Depreciation expense	(60.5)		(52.0)				
Interest expense, net of debt issuance cost and refinancing	(48.3)		(42.1)				
Income tax expense	(88.2)		(115.5)				
Other adjustments	 (16.5)		(11.8)				
Adjusted net income	\$ 327.4	\$	410.3				
Basic adjusted net income per share:	\$ 2.68	\$	2.99				
Diluted adjusted net income per share:	\$ 2.65	\$	2.96				
Weighted average common shares							
Basic	122.0		137.1				
Diluted	123.4		138.4				



## BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Interest Reconciliation (unaudited)

Three Months Ended March 31, 2024 Interest Net Debt (in millions) Outstanding Expense 13.8 \$ 2032 Unsecured notes @ 4.25% 1,300.0 2032 Unsecured notes @ 6.375% 11.2 700.0 2030 Unsecured notes @ 5.00% 6.9 550.0 2034 Unsecured notes @ 6.375% 5.5 1,000.0 Revolving credit facility @ 8.00% weighted average interest rate 5.3 Amortization of debt issuance costs, discount and premium 1.3 Finance leases and other finance obligations 4.7 194.6 Cash (697.5)48.7 3,047.1 Tota1



#### BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Free Cash Flow (unaudited)

	Three Mon	Three Months Ended					
(in millions)	March 3	31, 2024					
Free Cash Flow							
Operating activities	\$	317.2					
Less: Capital expenditures, net of proceeds		(89.6)					
Free cash flow	\$	227.6					



#### BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Sales by Product Category (unaudited)

	Three Months Ended March 31,								
		20:	24		202				
			% of			% of	%		
(in millions)	N	let Sales	Net Sales	]	Net Sales	Net Sales	Change		
Manufactured products	\$	979.1	25.2%	\$	1,080.6	27.8%	(9.4)%		
Windows, doors & millwork	\$	1,030.2	26.4%	\$	1,038.1	26.7%	(0.8)%		
Value-added products		2,009.3	51.6%	Т	2,118.7	54.5%	(5.2)%		
Specialty building products & services		901.5	23.2%		892.5	23.0%	1.0%		
Lumber & lumber sheet goods		980.6	25.2%		872.1	22.5%	12.4%		
Total net sales	\$	3,891.4	100.0%	\$	3,883.3	100.0%	0.2%		

