Builders FirstSource

OUTPERFORM TODAY. TRANSFORM TOMORROW.

Corporate Presentation

February 2024

Safe Harbor and 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 expected market share gains, forecasted financial performance or other statements about anticipations, beliefs, expectations, hopes, 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. 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. All forward-looking statements are based upon currently available information and the Company's current assumptions, expectations and projections about future events. Readers are cautioned not to place undue reliance on forward-looking statements. Forward-looking statements are by nature inherently uncertain, and actual results or events may differ materially from the results or events described in the forward-looking statements as a result of many factors. Builders FirstSource, Inc. undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Any forward-looking statements involve 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, including risks or uncertainties 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 commodity prices. Builders FirstSource, Inc. may not succeed in addressing these and other risks. Further information regarding factors that could affect our financial and other results can be found in the risk factors section of Builders FirstSource, Inc.'s most recent annual report on Form 10-K filed with the Securities and Exchange Commission ("SEC") and may also be described from time to time in the other reports the Company files with the SEC. Consequently, all forward-looking statements in this release are qualified by the factors, risks and uncertainties contained therein.

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 February 22, 2024.

Why Invest With BFS

Builders FirstSource is the largest U.S. supplier of building products, prefabricated components, and value-added services to the professional builder for new residential construction and repair and remodeling.

Industry Leader. Differentiated position in fragmented market with growing portfolio of value-added products and solutions across diverse geographies and end markets nationwide

Focusing on Innovation. Investing in value-added solutions and operational excellence to solve customer pain points such as labor availability and jobsite productivity, while fueling our profitable growth

Accelerating Digital Adoption and Scale. Our Digital Tools will drive greater efficiency across homebuilding, enhance our product offerings, and create value for customers

Strong Financial Position. Fortress balance sheet, low net leverage profile, cost/operating discipline, and exceptional cash flow generation provide us with the strength and flexibility to create value over the long term

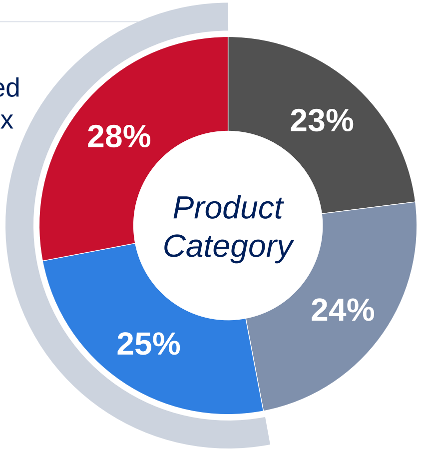
Compounding Shareholder Value. Disciplined capital allocation approach with a focus on investing in the business, accretive bolt-on acquisitions, and returning cash to shareholders through share repurchases driven by strong cash flow generation

Builders FirstSource Snapshot (NYSE: BLDR)

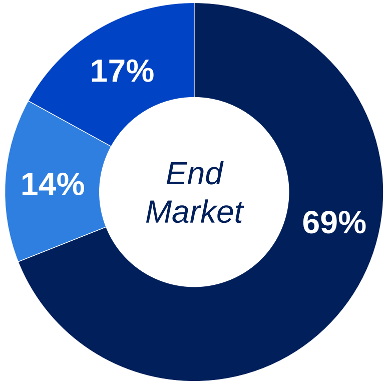
KEY STATS

Irving, TX	~$20.6B	>28K	$17.1B	$2.9B	$1.9B
Headquarters	Market-Cap[1]	Employees[2]	Net Sales[2]	Adj. EBITDA[2]	FCF[2]

~53% Value-Added Product Mix



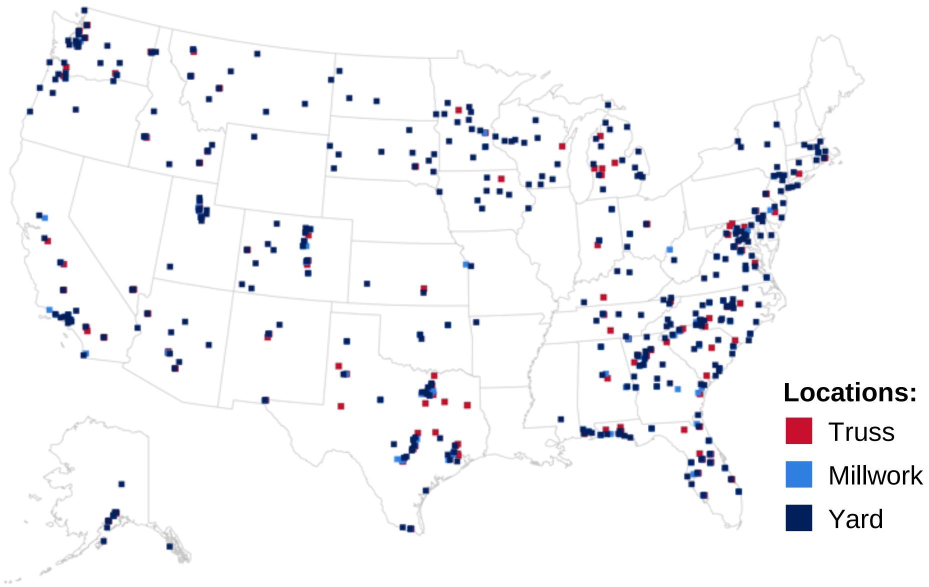
2023 Net Sales Breakdown



- Specialty Building Products & Services
- Lumber & Lumber Sheet Goods
- Manufactured Products
- Windows, Doors & Millwork

- Single-Family
- Multi-Family
- Repair & Remodel / Other

NATIONAL REACH. LOCAL EXPERTISE.



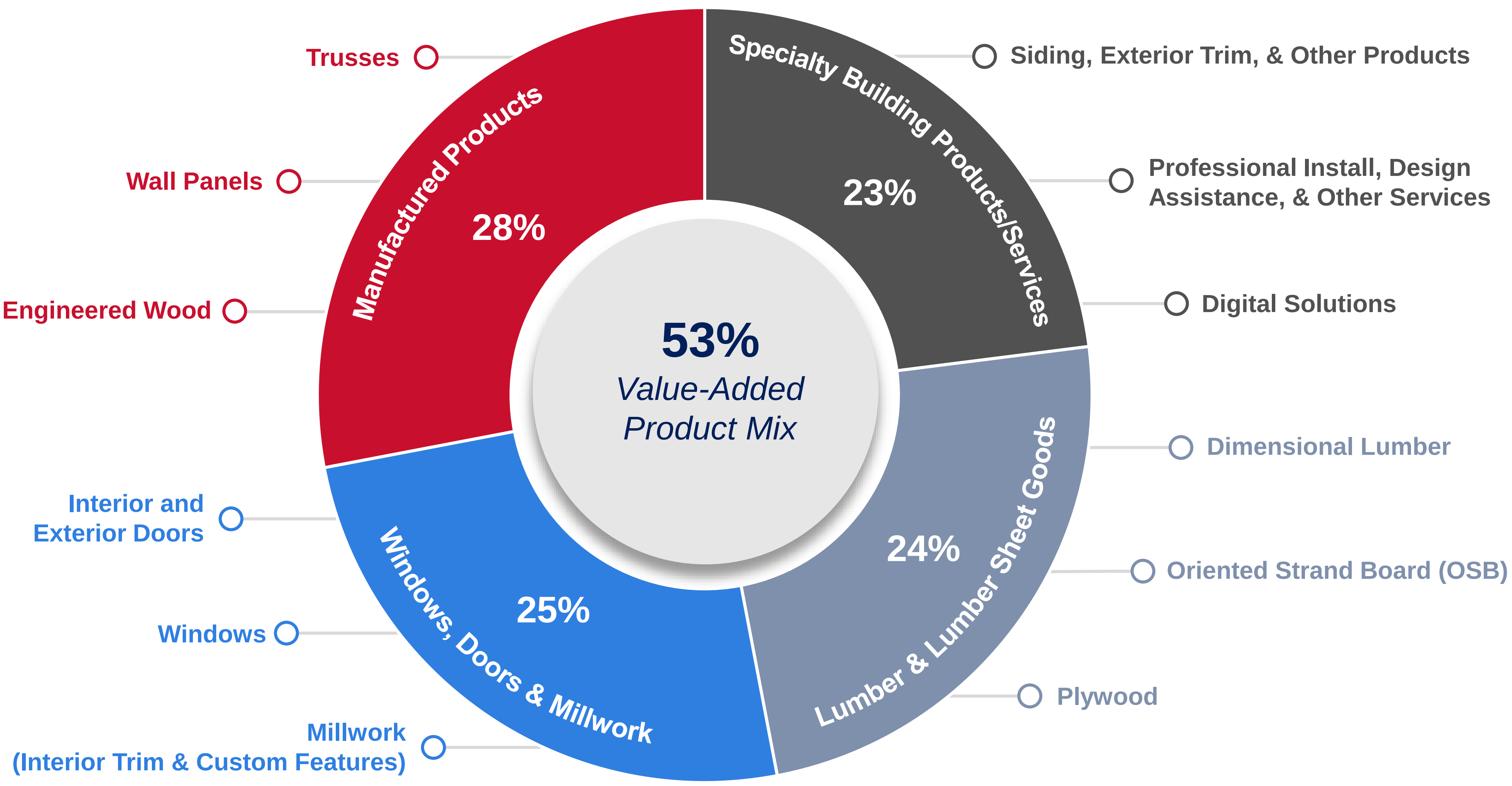
~570	89	48	43
Locations *(>280 Value-Added Product Operations[3])*	of Top 100 MSAs Served	of Top 50 MSAs Served	States Served

Largest U.S. Supplier of Building Products, Prefabricated Components, and Value-Added Services to the Professional Builder

[1] Source: FactSet as of 12/29/2023.
[2] 2023 10-K Filing and Q4 2023 earnings presentation.
[3] Includes components (truss & wall panel) and millwork operations. As disclosed at Investor Day on 12/5/23.
* 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.

Builders FirstSource

Builders FirstSource – What We Do



Note: FY 2023 product mix as disclosed on Q4 2023 earnings call on 2/22/24.

Company History –
Respect the Past, Embrace the Future

1998
Builders' Supply & Lumber Co. acquired by JLL Partners

2005
Commenced IPO of Builders FirstSource on Nasdaq

2008 – 2011
Successfully navigated Great Recession and housing market collapse

2012
Exceeded $1B in revenues for first time in 5 years

JUL 2015
Builders FirstSource acquired ProBuild, creating a national professional dealer with ~400 locations across 40 states

DEC 2015
Stock Building Supply completed merger with BMC, to form BMC Stock Holdings

JAN 2021
BFS and BMC merge, creating nation's premier supplier of building materials and services, operating ~550 locations across 40 states

JULY 2021
Completed listing transfer to **NYSE**

AUG 2021
Acquired WTS Paradigm, a software solutions and services provider for the building products industry – major step in digital journey

SINCE 2021 INVESTOR DAY
14 Tuck-in Acquisitions to further expand national reach and capabilities

DEC 2023
Added to S&P 500, a significant achievement reflecting our growth and position as the industry leader for building products

Continuing to Take Transformative Actions to Accelerate Our Lead

Builders FirstSource

We Continue to Transform the Homebuilding Industry

Key Accomplishments Since the 2021 Merger

- Delivered organic sales growth and margin expansion
- Drove strong M&A execution and track record
- Accelerated digital transformation

Transformative Actions Underway

- Diversifying value-added products and services
- Evolving and improving product mix with a focus on digital tools and capabilities
- Investing in manufacturing automation ($130M[1] since 2020) to drive operational excellence and address labor challenges

Continued Leadership Focus

- Exceptional leadership team with an average of >30 years field leadership experience, providing deep bench strength
- Foster commercial and operational excellence
- Drive continued growth of value-added solutions, driving sustained double-digit Adjusted EBITDA margins with less reliance on lumber
- Maintain fortress balance sheet and compound value through disciplined capital allocation

Consistent and Clear Strategy to Compound Shareholder Value

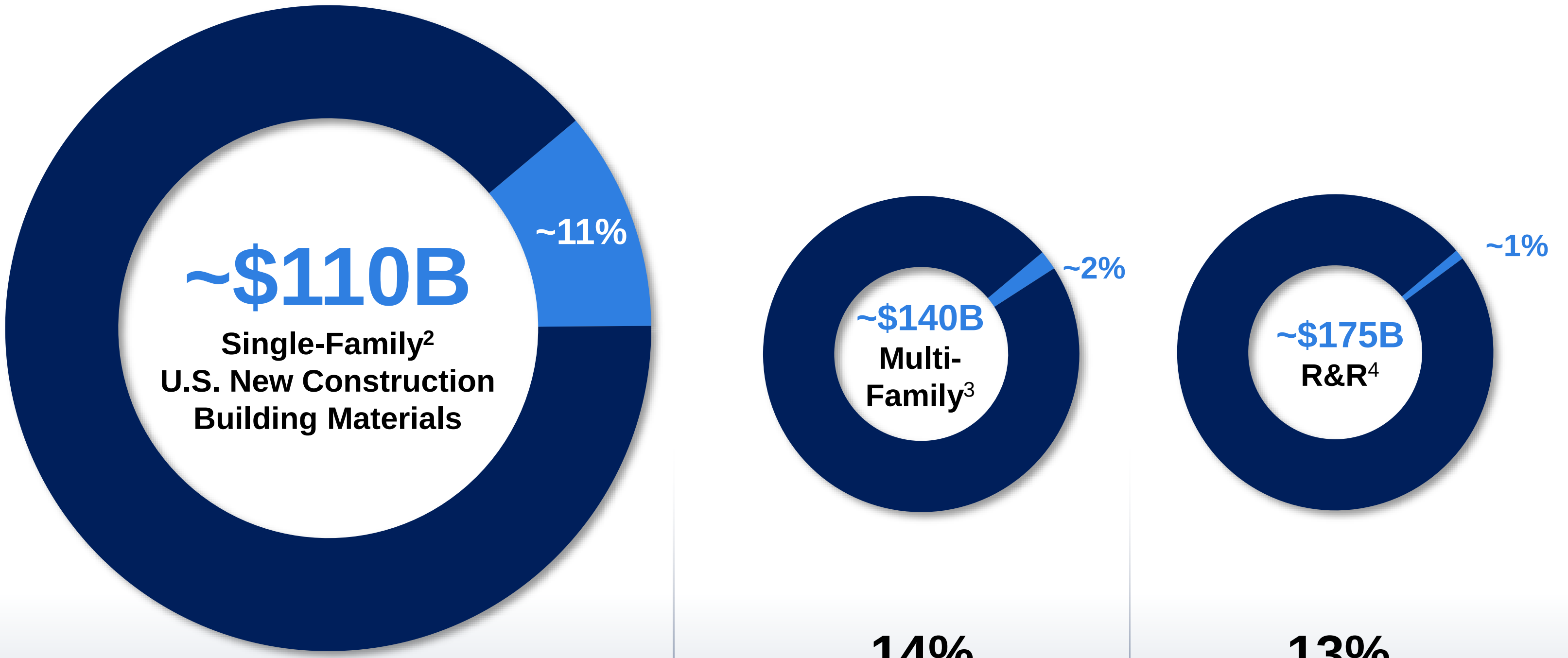
[1] As disclosed at Investor Day on 12/5/23

* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.

Well-Positioned for Above-Market Growth in the Future

$17.1B BLDR 2023 Revenue[1]

Total Addressable Market (% BLDR Share)



69% 2023 Revenue

14% 2023 Revenue

13% 2023 Revenue

Positive Momentum and Clear Path Toward Additional Gains Driven by

1. Growing share with existing customers
2. Expanding product offerings
3. Increasing value-added products
4. Capturing market share in under-penetrated geographies
5. Delivering our digital solutions

[1] Percent of 2023 Revenue will not foot to 100% for Single-Family, Multi-Family and R&R because Other (4%) is not included.
[2] Source: TAM generated using U.S. Census, Dodge, HIRI, and Company estimates of all building materials and not just the products that we sell; ~$134k assumed materials cost per home based on Company estimates as of November 2023. Share is based on TTM September 2023 Company sales.
[3] Source: DODGE; TTM estimate as of November 2023. [4] Source: HIRI estimate for Professional Repair & Remodel; TTM estimate as of November 2023.

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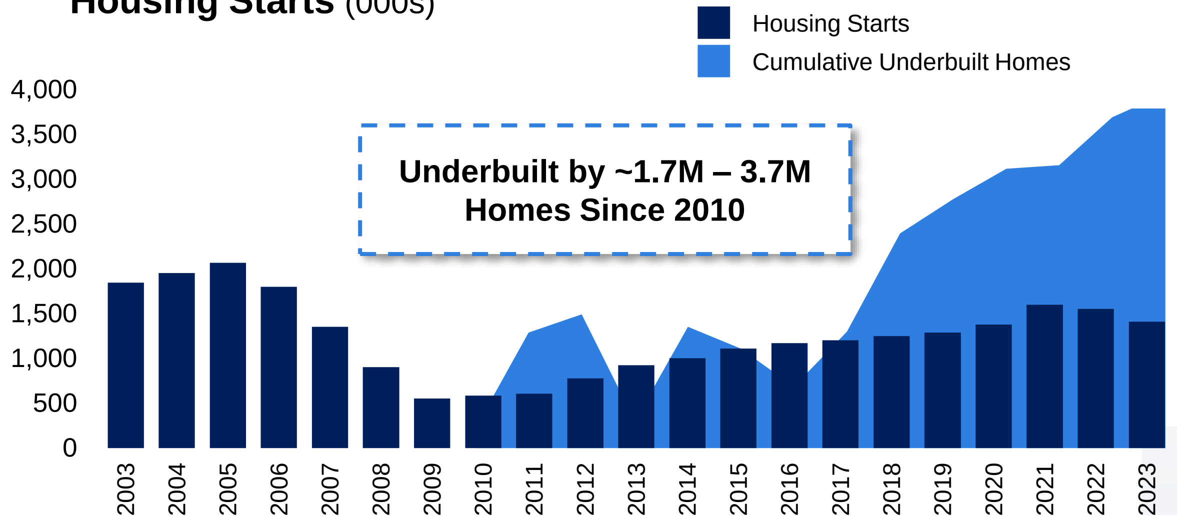
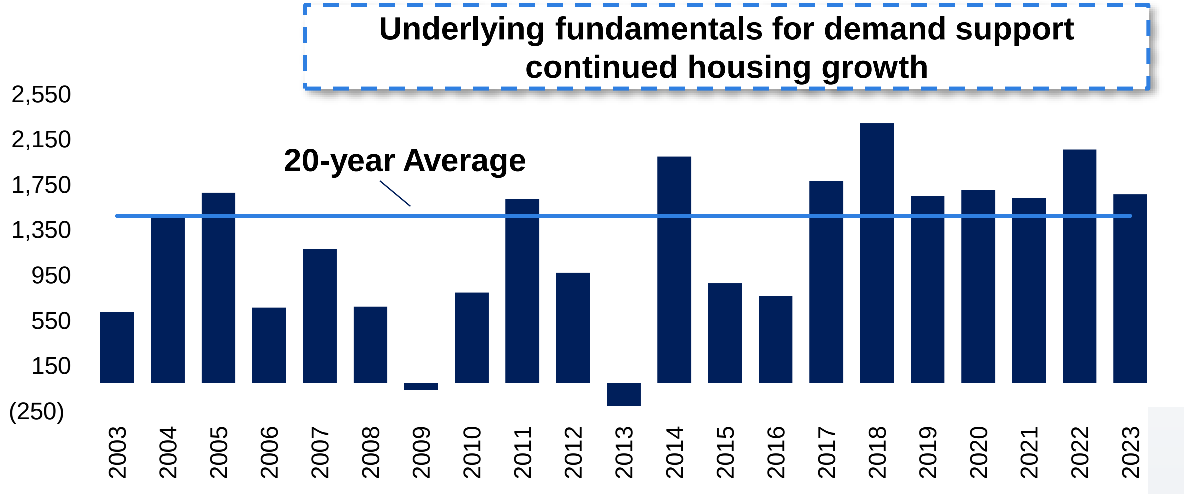
Long-Term Housing Tailwinds Remain Intact

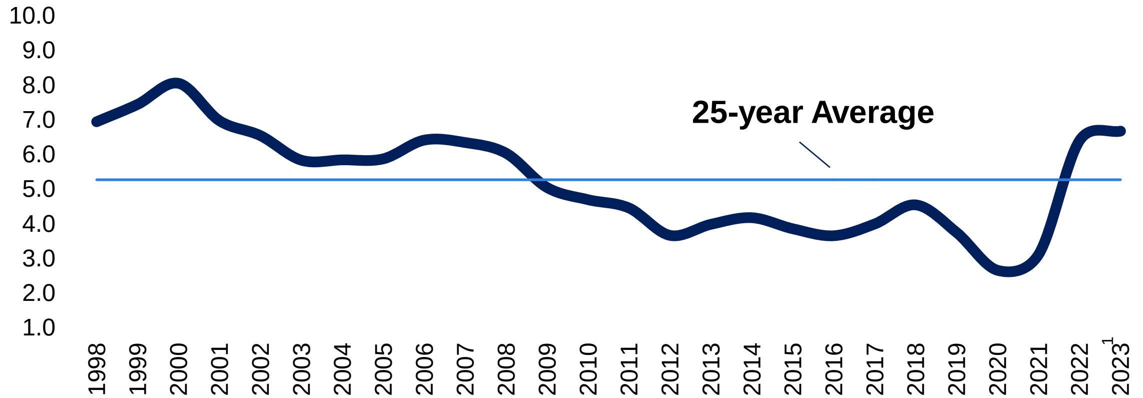
Housing Starts (000s)



YoY Growth in Households (000s)



Annual Average Rate on 30-year Fixed-Rate Mortgages[1] (%)



Demographic and Economic Factors

- Homes have been underbuilt by ~1.7M - 3.7M since 2010, creating a long-term tailwind
- Current interest rates are elevated relative to historical averages, delaying household formation
- Existing home inventory for sale is at a historic low, driving home buyers to new build
- Strong case for housing to have room to run if we can be more efficient as an industry

Source: U.S. Census, Freddie Mac, MortgageNewsDaily, Evercore ISI Research, management estimates.
[1] As of 12/29/2023 the 30YR FRM was 6.67% sourced from MortgageNewsDaily.com.

Builders FirstSource

Our Sustainable Competitive Advantages

PEOPLE

- Hire, train, and retain best people in industry through talent leadership programs, including BFS University
- Promote from within: >2,000 internal promotions since 2021 Investor Day
- Leverage systems, processes, and tools for continuous improvement
  - Rigorous talent and succession planning
  - Development plans for key talent
  - Train and develop at all levels

SCALE

- Remain focused in top MSAs – currently serving 89 of top 100 MSAs
- Gain share in underserved markets through tuck-ins
- Maximize capacity utilization
- Maximize footprint to reduce cost to serve and improve service quality

PRODUCT

- Focus on value-add to address customer needs (e.g., cycle time, labor, availability, and quality)
- Capitalize on automation investments for efficiency advantage in offsite fabrication
- Leverage unique capabilities to provide turnkey solutions

DIGITAL

- Continue to lead the industry in developing digital solutions to solve builder pain points
- Win through value pricing, industry-leading logistics, labor-saving solutions, and innovative tools
- Gain share of wallet through Digital strategy

Innovation Enhances Scale for End-to-End Solutions

Our -TEAM Operating System Continues to Drive Strategic Growth Priorities

Building People

Experienced field leadership and management working to develop the next generation of talent supported by a strong, inclusive culture and values-driven approach

Building Excellence

Drive >$100M in annual efficiencies through our scale, continuing to invest in automation and process improvement, and leveraging the largest sales organization and offsite manufacturing network in the industry

Building Growth

Grow our business by continuing to invest in value-added products and digital innovations to help address our customers' pain points and deliver greater efficiency across homebuilding

Delivering Superior Value through Operational Excellence

Clear Strategic Pillars Driving Long-Term Profitable Growth

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

Drive Operational Excellence & Invest in Digital and Innovation

Continue to Build Our High-Performing Culture

Disciplined Capital Allocation

Continuing to Compound Value Creation with Strong Execution

Significant Upside Potential in Value-Added Products and Services

- **Accelerate Market Penetration**
  - Capture Single-Family potential, especially in underserved regions and product categories
  - Grow Multi-Family and pro-remodeling segments in targeted markets
- **Offer Innovative Solutions for Customer Labor Challenges**
  - Increase offsite assembly, other innovative solutions, and jobsite productivity, while fueling our profitable growth; strong tailwind to our manufactured products
- **Deploy Capital to Grow and Increase Value-Added Solutions**
  - **Truss & Panel:** Well-positioned facilities allow us to respond to market demand
  - **Millwork:** Add capacity in key markets to meet growing demand
  - **READY-FRAME®:** Expand our geographic scale from coast to coast
- **Continue to Pursue Solutions Across the Value-Added Continuum**

Now → Future

OFFSITE FAB > INSTALL > TURNKEY > SHELL > MODULAR

Evolving Further Along the Value-Added Continuum is Essential in Our Long-Term Strategy

Commitment to Operational Excellence and Innovation

Create Value through Continuous Improvement Initiatives

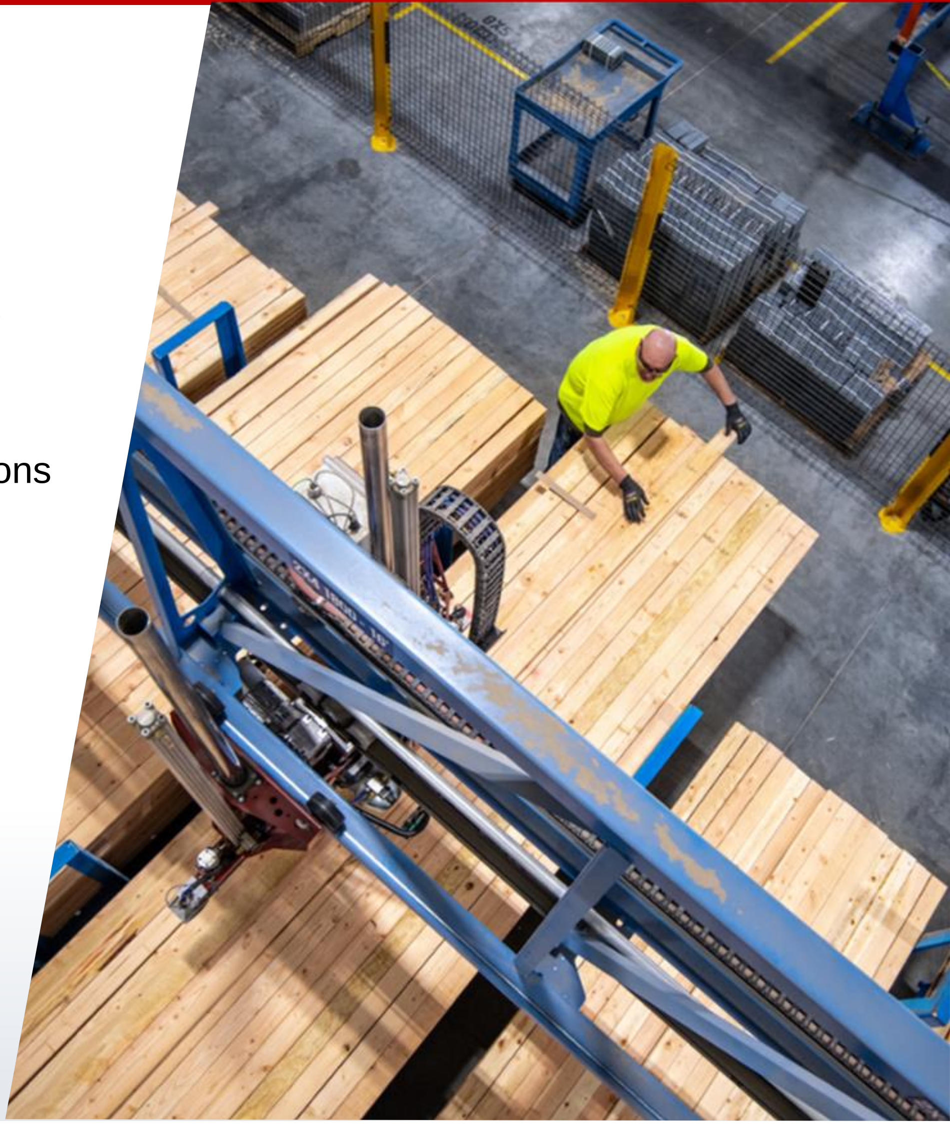
Scale and Integration
- PIM and SKU Consolidation
- Strategic Centralization

Technology and Digital
- ERP and MDM
- Automation
- Nex Gen: ML, AI

Process Improvement
- Planning and Sourcing
- Back-office Efficiency
- Operating Metric benchmarking
- Playbooks / SMEs

Innovation and Efficiency are Key Differentiators

- Investment in value-added solutions
- Leader in truss automation
- Customer service tracking
- Pricing and cost harmonization
- Automation
- Delivery optimization



Investing in Innovation and Enhancing Digital Solutions for Our Customers

Note: PIM: Product Information Management, ML: Machine Learning, AI: Artificial Intelligence, MDM: Master Data Management.

Delivering Productivity through Targeted Initiatives

ACHIEVEMENTS

- **Productivity:** ~$300M[1] of cumulative productivity savings, exceeding our $100M annual target driven by improved procurement and SG&A efficiencies
- **Truss:** improved board foot per hour ~45%[2] since the BMC merger in January 2021
- **Millwork:** improved doors per hour by ~5% and increased overall Millwork capacity by ~21% with the installation of 7 new high-speed door lines

Near-Term Efficiency Targets

- **Improve fleet utilization** with ~20% improvement in truck turnaround times
- **Reduce error rate** by 10% in order entry and manufacturing
- **Reduce inventory shrinkage** by 10% through specific kaizen events in component plants

Repeatable Playbook to Drive Strong Annual Productivity in Controllable Spend

[1] Represents sum of $123M of 2022 productivity savings and 2023 productivity savings of $175M.
[2] Adjusted to be on a same store basis.
Note: As disclosed at Investor Day on 12/5/23 through FY2023.

Our Sales Organization is a Competitive Advantage

Key Stats[1]

~1,850
OUTSIDE SALES REPRESENTATIVES

~1,950
INSIDE SALES REPRESENTATIVES

~115K
CUSTOMERS SERVED

~90%
CUSTOMER RETENTION

~85%
CUSTOMERS BUYING 2 OR MORE CATEGORIES

Industry-Leading Sales Organization
>13 years average tenure of our Outside Sales Team

Solving Builder Pain Points by Leveraging Our Network of Value-Added Components
>160 component (truss & wall panel) operations today

Clear Sales Incentives Aligned with Long-Term Profitable Growth
>95% of sales team members are commission based

Diversified Customer Base
Largest customer is ~5% of sales, which minimizes reliance on any one customer

[1] As disclosed at Investor Day on 12/5/23.

Commercial Excellence in Action

SOLVING PAIN POINTS FOR CUSTOMERS

We are the easiest to do business with given our product expertise and portfolio, footprint, and tenured sales team members

Creating value for a range of homebuilders through our offsite fabrication and install business, which address labor availability challenges and time to build

Customer Segment Value Proposition

- **National** – Leader in overall scale and offsite manufacturing across an aligned, nationwide footprint that matches builder needs in our markets
- **Regional** – Leveraging our 1,800+ outside sellers to maintain relationships and strengthen builder capabilities
- **Custom** – Local coverage and expertise to support higher-touch custom homes and enhance builder image
- **Pro Remodeling** – Inside and outside sales bolster remodelers via dedicated locations and services in key markets
- **Multi-Family** – Value-added network provides footprint to deliver our best-in-class design capabilities and capacity to go where Multi-Family builders go

BFS BENEFITS

- Value-Added Growth Mix Improvement
- Margin Improvement
- Share Growth

Driving Meaningful Growth Through Commercial Excellence and Operational Efficiency

Digital Platform Expected to Fuel Long-Term Growth

Laid Out a Bold Plan at 2021 Investor Day…

KEY ACCOMPLISHMENTS

- ✓ Introduced myBLDR.com customer portal, hub for greater functionality and improved user interface
- ✓ Expanded 2D and 3D modeling and estimation capabilities
- ✓ Deployed Digital Twin technology and 3D Home Configure pilot
- ✓ Set the stage for sales and operations adoption

…and Continue to Set the Pace for the Industry

FOREFRONT OF DIGITAL TRANSFORMATION

- ✓ Industry leader; 3-5-year head start vs. competitors
- ✓ ~2-year head start on customer adoption
- ✓ Continuing to expand the digital solutions portfolio
- ✓ Delivering new capabilities that competitors don't offer
- ✓ Customer-centric focus with strong relationships upstream and downstream

Building on Our Vision to Digitize the Industry

Digital Is Driving Value for Key Stakeholders Through Distinct Competitive Advantages

Value for Key Stakeholders

HOMEBUYER

Improved homebuying experience, design choices, understanding of cost implications, and ability to store construction documents

HOMEBUILDER

Competitive advantage in the selling process, shorter design cycle / reduced costs, construction efficiencies, and supplier / trade connectivity

INTEGRATED SUPPLY PARTNERS

Lower cost channel, extended reach to potential homebuyers, operational efficiencies, and improved business insights

Competitive Advantages

- **Scale and market position** to reach a fragmented customer base
- **~4K sales team members** with direct and trusted homebuilder relationships
- Well-positioned early in value chain with **planning and design services**
- **Technical knowledge** spanning construction process
- **Unmatched distribution platform** with required supply partnerships
- Aspiration for digital transformation with **access to capital**

Capitalizing on Scale to Drive Innovation and Transformation

Expanding Digital Solutions to Deliver End-to-End Capabilities – Establishing New 3D Digital Channel

Current Industry Model

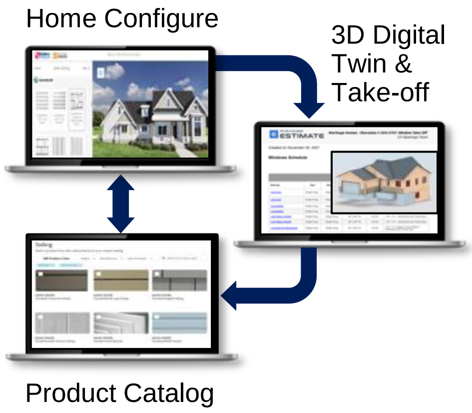
Best in our space at leveraging current industry practices to fulfill homebuilder product requirements

Future State: Our New 3D Digital Channel

Semi-Automated 2D Estimating within a Collaboration Platform – myBLDR.com

Use technology to improve homebuilder value and service, create location productivity and value chain collaboration

3D Modeling Within a "Shoppable Digital Twin Experience"



Merging of technologies provides a new 3D channel for working with BFS that will also integrate with structural design

Expansion to a Whole House Take-Off with Access to a Homebuilding Marketplace

Improves homebuilder cost and timeline transparency by expanding our 3D take-off to all materials required to build a home

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 $1B Incremental Product Revenue by 2026[1]

Transforming the Industry for Current and Next Generation of Homebuilders

[1] As disclosed in Q4 2023 earnings presentation on 2/22/24

Accelerating Our Corporate Responsibility Journey

Environmental

Focus on Green, Sustainable Building – "Green Works"

- Leader in offsite manufacturing
  - Independent study[1] confirms value creation of components vs. traditional stick frame – faster, less waste, and safer

Social

Commitment to Safety and Giving Back to Communities in Which We Live and Work

- Ensuring safety remains core to our culture
  - "Drive to Zero" program
  - Management incentives tied to safety
  - >10% annual RIR[2] reduction
- Giving back to communities we serve by fostering volunteer opportunities for our team members

Governance

Disciplined Pursuit of Long-Term Stakeholder Value Creation

- Seasoned board comprised of industry business leaders
  - 90% independence (100% non-employee director independence)
  - Fully engaged with diverse, effective skillset

Key Accomplishments

- ✓ Launched inaugural ESG report in May 2022 and released latest report in May 2023
- ✓ Disclosed our Scope 1 and Scope 2 greenhouse gas emissions for the first time in 2023
- ✓ **~30%** RIR[2] reduction across the company in 2023
- ✓ **>90%** sustainable forestry certified vendors
- ✓ **~33** average hours of training per leader
- ✓ **>$4M** charitable contributions in 2023

Continuing to Build Our High-Performing Culture and Committed to Making a Positive Impact

Source: 2023 CSR Report and company data.
[1] SBCA *Framing the American Dream* study.
[2] Recordable Incident Rate.

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Financial Performance Key Messages

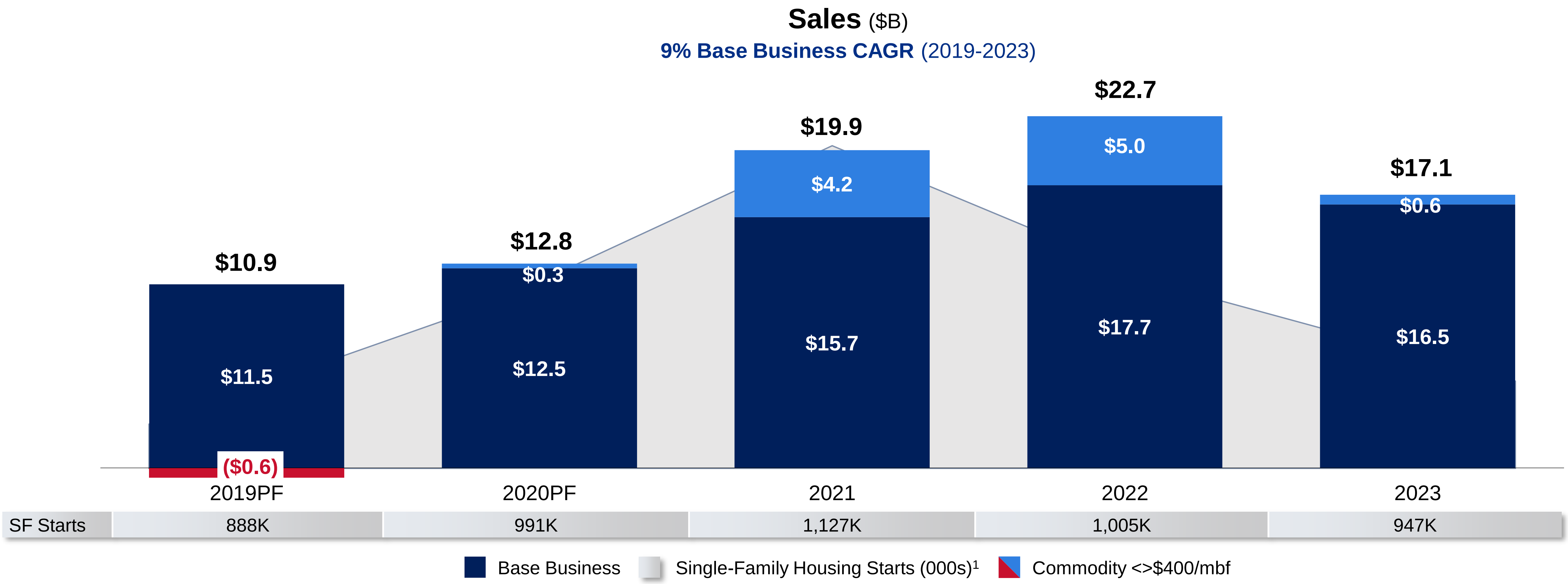
1 Proven track record of **execution and exceptional financial results**

2 **Driving double-digit Adj. EBITDA margins** through the cycle and **generating robust cash flow**

3 **Fortress balance sheet** fuels clear capital allocation priorities to **compound value for all stakeholders**

4 **Well-positioned for profitable growth** as we continue to lead the industry

Strong Historical Financial Performance



Delivering Exceptional Results With or Without Commodity Impact

[1] Source: U.S. Census and Freddie Mac, Evercore ISI Research, management estimates.
* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.
Note: 2019 and 2020 periods are pro forma for BMC earnings.

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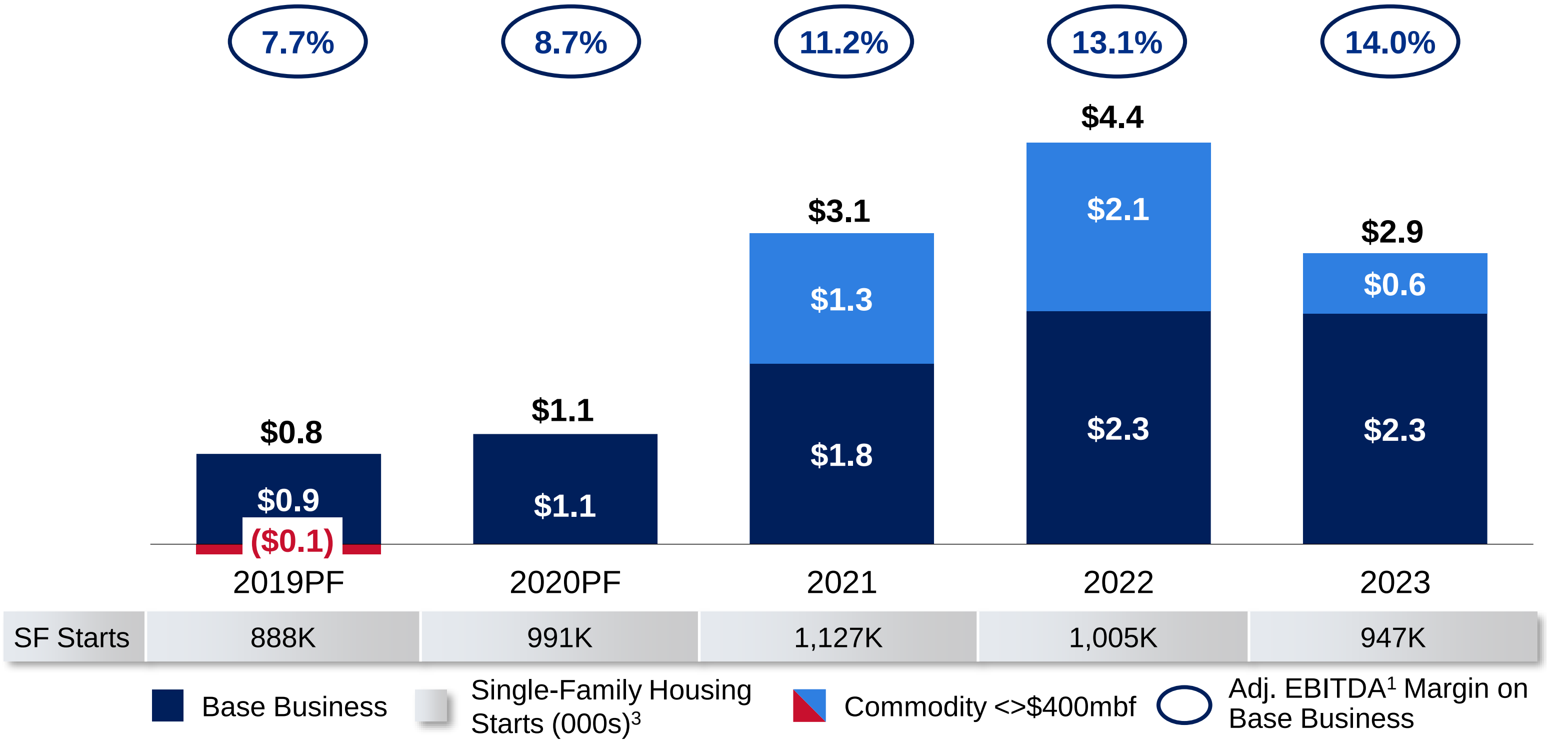
Strong Historical Financial Performance and Margin Growth

Adjusted EBITDA[1] ($B)

26% Base Business[2] CAGR (2019-2023)



Driving Double-Digit Adj. EBITDA Margins Through the Cycle

- ✓ Transformational merger with BMC in 2021 and over $2B in sales from acquisitions since 2021
- ✓ Increased mix of value-added products and services from 42% in 2019 to 53% in 2023
- ✓ Industry-leading scale across diverse geographies and end markets
- ✓ Driving productivity savings and helping address our customers' labor challenges
- ✓ Investments in automation and Digital

Delivering Exceptional Results With or Without Commodity Impact

[1] Adjusted EBITDA and Adjusted EBITDA margin 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. See Appendix for reconciliations to the most directly comparable GAAP financial measures.
[2] 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. .
[3] Source: U.S. Census and Freddie Mac, Evercore ISI Research, management estimates.
Note: 2019 and 2020 periods are pro forma for BMC earnings.

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Solid Progress Against Base Business[1] Targets

	2021-2025E Targets *(Announced at Dec. 2021 Investor Day)*	Progress to Date (2021-2023)
Revenue ($B)	~10% CAGR	~3% CAGR
Adjusted EBITDA ($B)	~15% CAGR	~13% CAGR
Adjusted EBITDA Margin (Annual Expansion)	~50 bps	~140 bps
Adjusted EPS	~30% CAGR	~41% CAGR

Compounding Strong Financial Results in a Lower Starts Environment

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New 2026E Base Business[1] Targets

	NEW 2024E-2026E TARGETS	KEY DRIVERS
Revenue	~9% CAGR	▪ Low- to mid-single-digit market growth ▪ Grow top-line faster than market as Single-Family returns to 1.1M starts ▪ Digital ramp up and value-added products expansion ▪ Continued tuck-in M&A
Adj. EBITDA	~12% CAGR	▪ Favorable value-added product mix ▪ Merger and acquisition synergies ▪ Operational and commercial excellence ▪ Increased operating leverage
Adj. EBITDA Margin	~30 bps Expansion Annually	
Adj. EPS	~17% CAGR	▪ Organic and ongoing inorganic growth ▪ Ongoing share buybacks ▪ Base Business leverage of 1.0x to 2.0x

Deployable Capital[2] of $5.5B to $8.5B from 2024E to 2026E

[1] 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. .
[2] Deployable capital includes Organic Growth, which is inclusive of capital expenditures. Target assumes 1.0x to 2.0x Base Business leverage ratio.
* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.

Positioned to Outperform in All Market Scenarios

Optionality to Manage Across Environments

Weaker Economy

- ✓ Manage fixed costs and overhead
- ✓ Right-size network and optimize capacity across plants and yards
- ✓ Accelerate productivity projects
- ✓ Moderate CapEx where appropriate
- ✓ Opportunistically capture market share

Stronger Economy

- ✓ Accelerate digital and technology transformation
- ✓ Identify and accelerate strong ROI projects
- ✓ Utilize excess FCF to increase share repurchases
- ✓ Leverage cost discipline to capitalize on economies of scale and expand margins

Ongoing Actions

Efficient capacity utilization and footprint optimization	Balance need for variable cost reduction and future capacity	Strong cash flow generation and focused capital expenditures	Working capital closely aligned to demand signals

BFS ADVANTAGES

Industry-Leading Scale

Operational Excellence

Significant FCF Generation

Fortress Balance Sheet

Multiple Levers to Further Compound Value for All Stakeholders

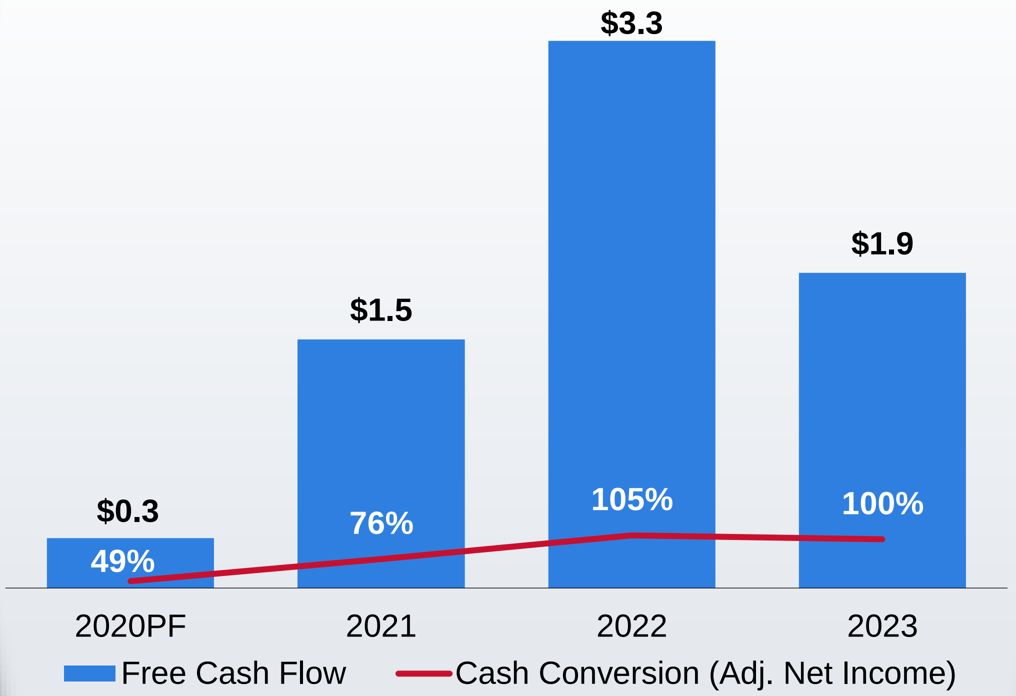
* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.

Strong Cash Flow Generation and Disciplined Working Capital Management

High Cash-Generating Business

- Low Maintenance CapEx requirement: 1.5% to 2% of sales
- Release large amount of working capital that flexes with the size of the top line: ~10% incremental and decremental to sales
- Cash conversion is generally around two-thirds of Adjusted EBITDA or 100% of Adjusted Net Income on the Base Business

Substantial FCF ($B) & Cash Conversion (%)



Effective Capital Allocation

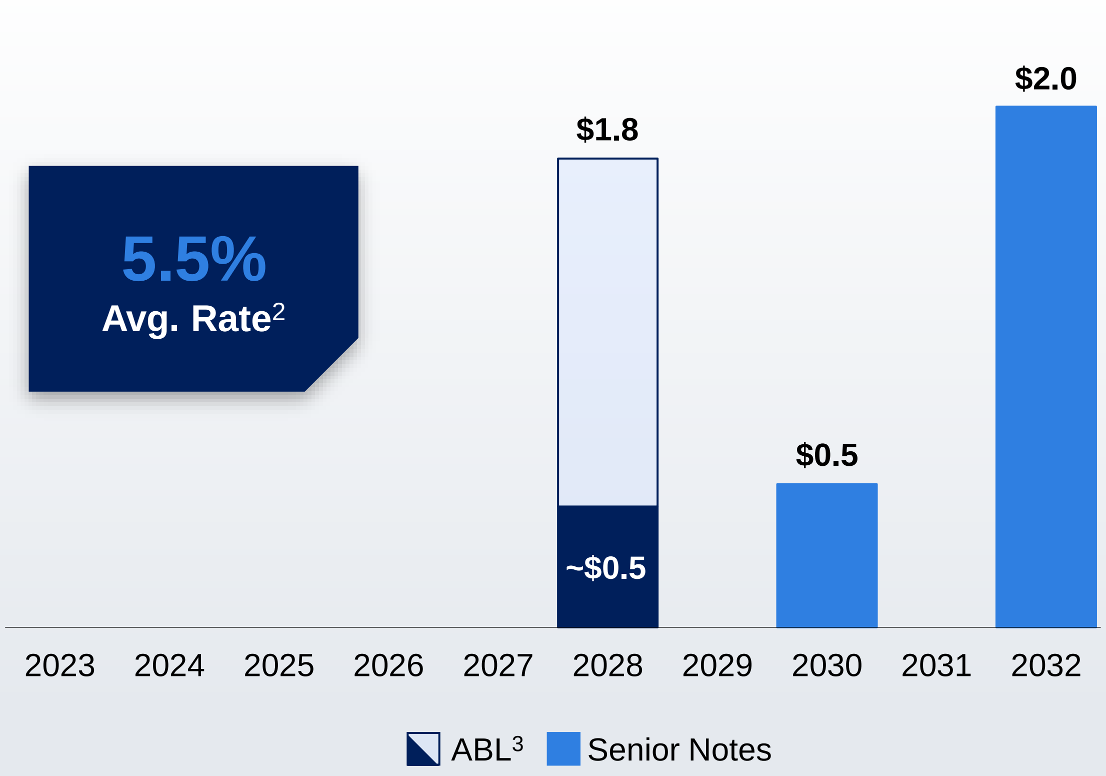
- Strong FCF provides financial flexibility and multiple paths for capital deployment
- Support growth both organically and strategic tuck-in acquisitions
- Ongoing and disciplined repurchases at attractive long-term cost basis

Robust FCF Generation Creates Shareholder Value

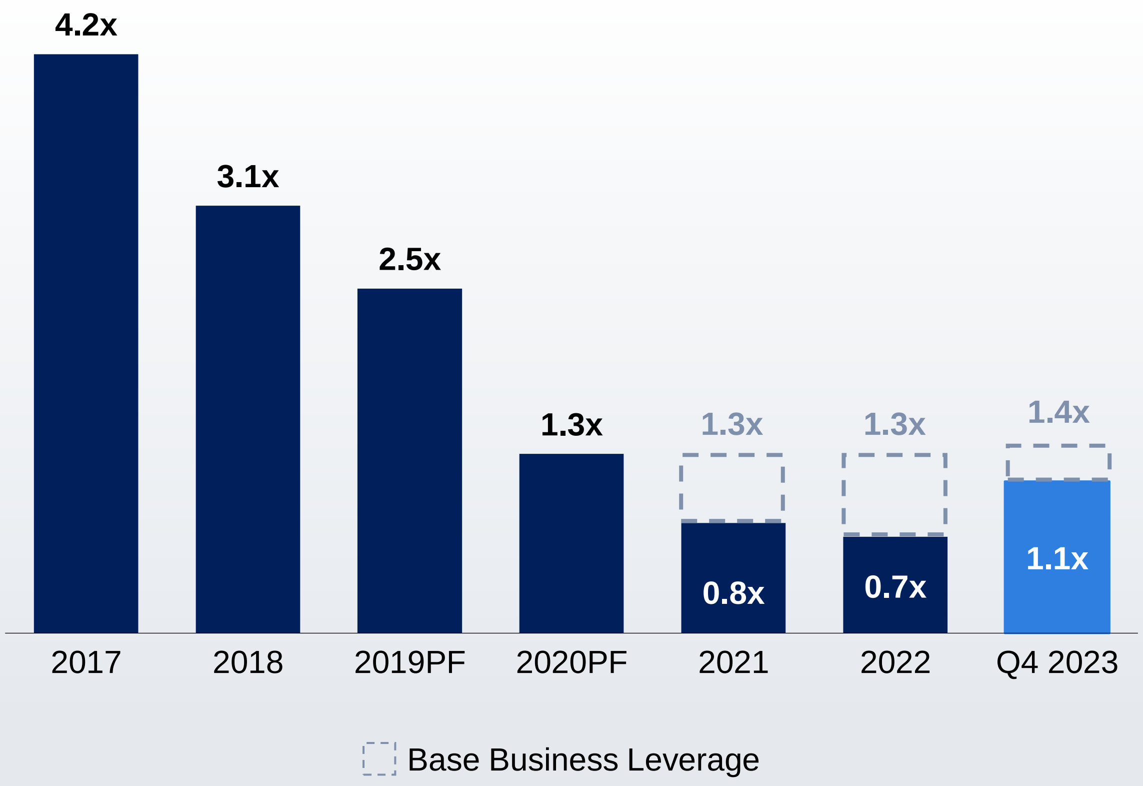
* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.
Note: 2020 is pro forma for BMC earnings.

Fortress Balance Sheet and Liquidity Provide Financial Resilience

Weighted Average Debt Maturity of ~7 Years[1] ($B)



Low Net Leverage Profile



[1] Excludes finance leases and other finance obligations. Solid shading on ABL reflects usage at year-end 2023. 2030 balance is a $550M note at 5.00%. 2032 balance includes $1.3B of 4.25% and $0.7B of 6.375% notes.
[2] Average rate as of 12/29/23.
[3] As of 12/29/23.
Note: 2019 and 2020 periods are pro forma for BMC earnings.

Disciplined Capital Deployment Framework

Consistent Capital Allocation Priorities

1. Maintain 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

4. Return Capital to Shareholders
- Continue opportunistic share repurchases

Successfully Deployed ~$2.5B in 2023

$1.8B deployed to repurchase common shares

$0.3B deployed on 7 acquisitions to expand our footprint into high-growth geographies and enhance our value-added offerings

$0.4B allocated to ROI-generating growth investments including Digital and automation

Successfully Deployed ~$6.1B From 2022 to 2023

- **$4.4B** deployed to repurchase common shares
- **$0.9B** deployed on 13 acquisitions to expand our footprint into high-growth geographies and enhance our value-added offerings
- **$0.8B** allocated to ROI-generating growth investments including Digital and automation

Introduced New Deployable Capital Goal of $5.5B to $8.5B from 2024E to 2026E at 2023 Investor Day

* Non-GAAP financial measures; see Appendix for reconciliations to the most directly comparable GAAP financial measures.

Clear and Strategic Approach to Tuck-in M&A

STRATEGIC FILTERS

1 Fit

- Growth mindedness
- Cultural alignment
- Key leaders aligned

2 Product

- Value add / specialty (e.g., Components, Millwork, Install)
- Lumber only as an add-on or foundation for growth (i.e., leader)

3 Size

- Advance leadership position in desirable geographies
- Enhance relative market strength (RMS) in key products

FINANCIAL CRITERIA

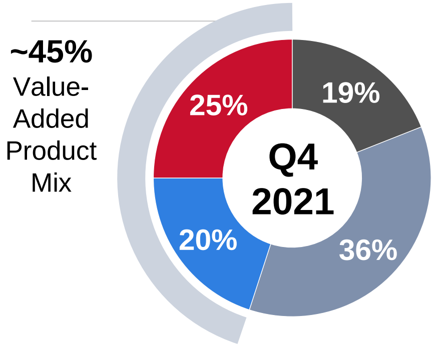
IRR > Cost of Capital

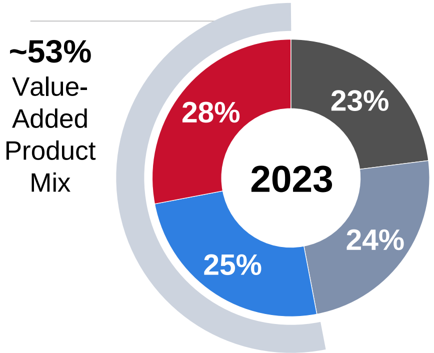
Clear Synergy Opportunities

Strong Track Record of Disciplined M&A Since 2021

DRIVING STRONG OPERATIONAL AND FINANCIAL BENEFITS

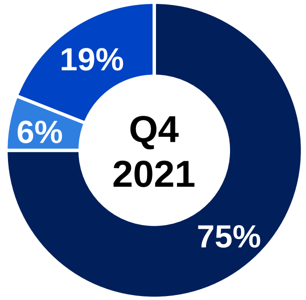
800 bps
Growth in Value-Added Product Mix

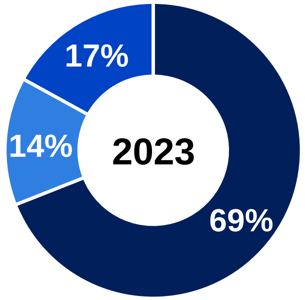




- Specialty Building Products & Services
- Lumber & Lumber Sheet Goods
- Windows, Doors & Millwork
- Manufactured Products

800 bps
Growth in Multi-Family as % of Mix





- Single-Family
- Multi-Family
- Repair & Remodel/Other

Key Impacts

- Continue to leverage M&A as an accelerator of our growth strategy
- Fill in market gaps
- Explore end markets / service expansion
- Optimize buy vs. build capabilities (i.e., Greenfield)

14 Successful Acquisitions Completed Since 2021 Investor Day[1]

National Lumber, Trussway, Panel Truss, Fulcrum Building Group, Noltex Truss, Encore Building Products, Frank's Cash & Carry, Church's Lumber Yards, JB Millworks, Builders Millwork Supply, PIMA, HLH, Sunrise Carpentry, Standale Lumber, Valley Truss

Disciplined M&A Playbook Driving Strong Returns

[1] 14 acquisitions completed since 2021 Investor Day through the end of 2023.

Builders FirstSource Investment Thesis

1 **Creating opportunity by addressing builder problems** and **delivering value-added products and solutions across cycles**; strong track record and experienced management team

2 **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**

2024 to 2026E
Base Business Targets[1]

~9%	Revenue CAGR
~12%	Adj. EBITDA CAGR
~30 bps	Adj. EBITDA Margin Expansion Annually
~17%	Adj. EPS Growth CAGR

Deployable Capital[2] of
$5.5B to 8.5B
from 2024E to 2026E[1]

[1] Base Business Targets given on December 5, 2023, at Investor Day. 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. .
[2] Deployable Capital includes Organic Growth, which is inclusive of capital expenditures. Target assumes 1.0x to 2.0x Base Business leverage ratio.
* Non-GAAP financial measures; see Appendix for reconciliation to the most directly comparable GAAP financial measures.

Builders FirstSource

Builders FirstSource

APPENDIX

Non-GAAP to GAAP Reconciliation Tables

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

	Fiscal Year				
	(Pro Forma)	*(Pro Forma)*			
(in millions)	**2019**	**2020**	**2021**	**2022**	**2023**
Reconciliation to Adjusted EBITDA:					
GAAP net income	$ 331.7	$ 484.8	$ 1,725.4	$ 2,749.4	$ 1,540.6
Acquisition and related expense	8.3	50.0	118.0	47.8	30.9
Technology implementation expense	11.8	-	7.9	29.0	81.4
Debt issuance and refinancing cost (1)	-	29.4	8.1	27.4	0.7
Amortization expense	34.1	42.2	358.1	302.6	335.7
Tax-effect of adjustments to net income	(13.0)	(29.2)	(118.1)	(97.6)	(107.7)
Adjusted net income	$ 372.9	$ 577.2	$ 2,099.4	$ 3,058.6	$ 1,881.6
Weighted average diluted common shares	184.4	207.0	203.5	163.5	129.0
Diluted adjusted net income per share:	$ 2.02	$ 2.79	$ 10.32	$ 18.71	$ 14.59
Reconciling items:					
Depreciation expense	$ 138.1	$ 155.4	$ 189.3	$ 194.6	$ 222.6
Interest expense, net	128.7	128.6	127.8	171.0	191.4
Income tax expense	110.6	177.5	644.2	920.1	551.3
Stock compensation expense	24.7	33.0	25.0	31.3	48.5
Other management-identified adjustments (2)	2.1	0.2	(25.4)	1.0	3.9
Adjusted EBITDA	$ 777.1	$ 1,071.9	$ 3,060.3	$ 4,376.6	$ 2,899.3
Adjusted EBITDA margin	*7.1%*	*8.4%*	*15.4%*	*19.3%*	*17.0%*

(1) Costs associated with issuing and extinguishing long term debt in 2021and 2022.
(2) Primarily relates to severance, gain on sale of assets, and other one-time costs.

	Fiscal Year				
	(Pro Forma)	*(Pro Forma)*			
(in millions)	**2019**	**2020**	**2021**	**2022**	**2023**
Free Cash Flow					
Operating activities	$ 750.0	$ 467.5	$ 1,743.5	$ 3,599.2	$ 2,306.9
Less: Capital expenditures, net of proceeds	(190.8)	(181.2)	(214.3)	(329.5)	(429.6)
Free cash flow	$ 559.2	$ 286.3	$ 1,529.2	$ 3,269.7	$ 1,877.3

Note: 2019 and 2020 periods are pro forma for BMC earnings.

Our Mission, Vision, and Values

MISSION

To be the best supplier of building materials and services by having a people-first culture, exceptional customer service, and innovative solutions that create superior value for stakeholders

VALUES

At the center of everything we do – from the boardroom to the jobsite, they define the Builders FirstSource culture and guide our priorities, decisions, and actions with a focus on S.P.I.C.E.

SAFETY

We make safety our top priority

PEOPLE

We lead with a people-first culture

INTEGRITY

We are honest and reliable

CUSTOMERS

We deliver exceptional customer service

EXCELLENCE

We challenge the status quo

VISION

To make the dream of home ownership more achievable for everyone, positioning Builders FirstSource as the most valuable partner in the industry

Outperform Today. Transform Tomorrow.

Experienced Leadership Team Focused on Execution

Dave Rush
Chief Executive Officer

Peter Jackson
Chief Financial Officer

Steve Herron
Chief Operating Officer

Amy Bass Messersmith
Chief People Officer

Tim Johnson
EVP, Legal, Safety, and ESG

Tim Page
EVP, Digital Solutions

Mike Hiller
President, Central Division

Scott Robins
President, West Division

Mike McCrobie
President, East Division

Mike Farmer
President, Commercial Operations

Joe Barnes
EVP, Sourcing & Supply Chain

Jami Beckmann
SVP, Chief Accounting Officer

Heather Kos
SVP, Investor Relations

Energized Management Team Driving Positive Momentum

Experienced and Diversified Board of Directors

Paul Levy
Director & Chairman
Managing Director, JLL Partners, Inc.
Joined: 1998

Mark Alexander
Founder, Chairman, & CEO, Landmark Property Group
2021

Cory Boydston
Former CFO, Ashton Woods USA LLC
2021

Dirkson Charles
Founder and CEO, Loar Group, Inc.
2022

Cleveland Christophe
Former President, US&S, Inc.
2005

William Hayes
Former EVP, CFO, & Treasurer, LabCorp
2019

Brett Milgrim
Co-Chairman, Loar Group, Inc.
1999

James O'Leary
Chairman, Kinematics Manufacturing Company
2021

Dave Rush
CEO, Builders FirstSource
2022

Craig Steinke
CEO and Director of Service Logic, LLC
2006

Skills Matrix

Business Development / M&A	100%
Finance	90%
Public Company Director	80%
Operational Excellence	70%
Leadership Experience	70%
Industry Experience	60%

Board Attributes[1]

90%
Independence

63.6 Years
Average Age

9.5 Years
Average Tenure

[1] As disclosed at 2023 Investor Day on 12/5/23

Builders FirstSource