



OUTPERFORM TODAY. TRANSFORM TOMORROW.

# Q2 2025 Earnings Presentation

---

PETER JACKSON, CEO  
PETE BECKMANN, CFO

July 31, 2025

# 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 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; such risks or uncertainties include those related to the Company's growth strategies, including acquisitions, organic growth and digital and technology 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, home size and affordability, consumer confidence, labor and supply shortages, and also lumber and other commodity prices, which may be impacted by changes in tariffs. Builders FirstSource 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's most recent annual report on Form 10-K filed with the Securities and Exchange Commission (the "SEC") and may also be described from time to time in the other reports Builders FirstSource 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 as a percent of net sales, adjusted net income per share (also referred to as adjusted EPS throughout this presentation), adjusted EBITDA, adjusted EBITDA margin, free cash flow and net leverage are not necessarily comparable to similarly titled measures reported by other companies. Reconciliations of these metrics are included in the appendix to this presentation. The company also 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 July 31, 2025.

# Clear Strategic Pillars Driving Long-Term Profitable Growth



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



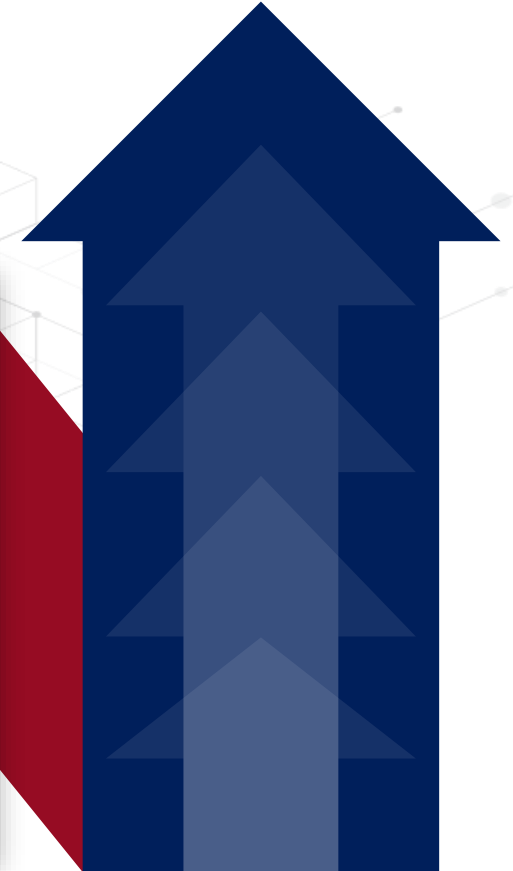
**Drive  
Operational  
Excellence &  
Invest in Digital  
and Innovation**



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



**Disciplined  
Capital  
Allocation**



# Primary Focus Areas in 2025

## Our Customers

We strive to be trusted partners to homebuilders by delivering best-in-class service, expanding value-added solutions, and leveraging BFS digital tools to enhance the customer experience and empower our teams.

## Operational Excellence

We focus on talent development, agility, and technology integration. Our unified ERP system will drive smarter decisions, streamlined operations, and cost efficiency.

## Capital Allocation / Smart Investments

Strong, consistent free cash flow enables investment in organic growth, strategic M&A, and shareholder returns—strengthening our position and long-term shareholder value.



# Q2 2025 Performance

**\$4.2B**

Net  
Sales

5.0%  
Decrease<sup>2</sup>

**\$1.3B**

Gross  
Profit

11.2%  
Decrease<sup>2</sup>

30.7%  
Gross Margin

**\$506M**

Adjusted  
EBITDA<sup>1</sup>

24.4%  
Decrease<sup>2</sup>

12.0% Adj.  
EBITDA Margin<sup>1</sup>

**\$185M**

Net  
Income

46.2%  
Decrease<sup>2</sup>

4.4% Net Income  
% of Sales

**\$2.38**

Adjusted  
Diluted EPS<sup>1</sup>

32.0%  
Decrease<sup>2</sup>

6.2% Adj.  
Net Income % of Sales<sup>1</sup>

**Generated \$255M in Free Cash Flow During Q2**

# Continued Execution of Our Strategy in Q2



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

- Invested more than \$35M to open a new millwork location in Florida and expand or upgrade value-added facilities in 7 states
- ~47% value-added product mix in Q2 driven by a below-normal starts environment and continued Multi-Family normalization



## Drive Operational Excellence & Invest in Digital and Innovation

- Delivered \$5 million in productivity savings in Q2 primarily through procurement initiatives
- Announced new President of Technology and Digital Solutions
- Progressing with our SAP implementation with the launch of two pilots in July



## Continue to Build Our High-Performing Culture

- Improved safety performance with an 11% reduction in recordable incident rate (RIR) compared to the prior year
- Using proven playbooks and leveraging best practices to improve our consistency, capabilities, and ways of working together



## Disciplined Capital Allocation

- Completed one acquisition in Q2 with aggregate prior year sales of ~\$120M
- Repurchased \$391M of common stock in Q2, inclusive of applicable fees and taxes
- Since the inception of the buyback program in August 2021, repurchased ~48% of total shares outstanding

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

# Positioned to Outperform in All Market Scenarios

## Optionality to Manage Across Environments

### Weaker Economy

- ✓ Right-size network and optimize capacity
- ✓ Reduce discretionary spending
- ✓ Evaluate and manage headcount needs
- ✓ Manage fixed costs and overhead
- ✓ Evaluate capital expenditures

### Stronger Economy

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

### Ongoing Actions

Drive productivity initiatives and automation

Deploy capital in a disciplined manner and prudently manage cash

Balance need for variable cost reduction and future capacity

Align working capital closely to demand signals

## BFS ADVANTAGES

Differentiated Scale

Operational and Commercial Excellence

Significant FCF Generation Through The Cycle

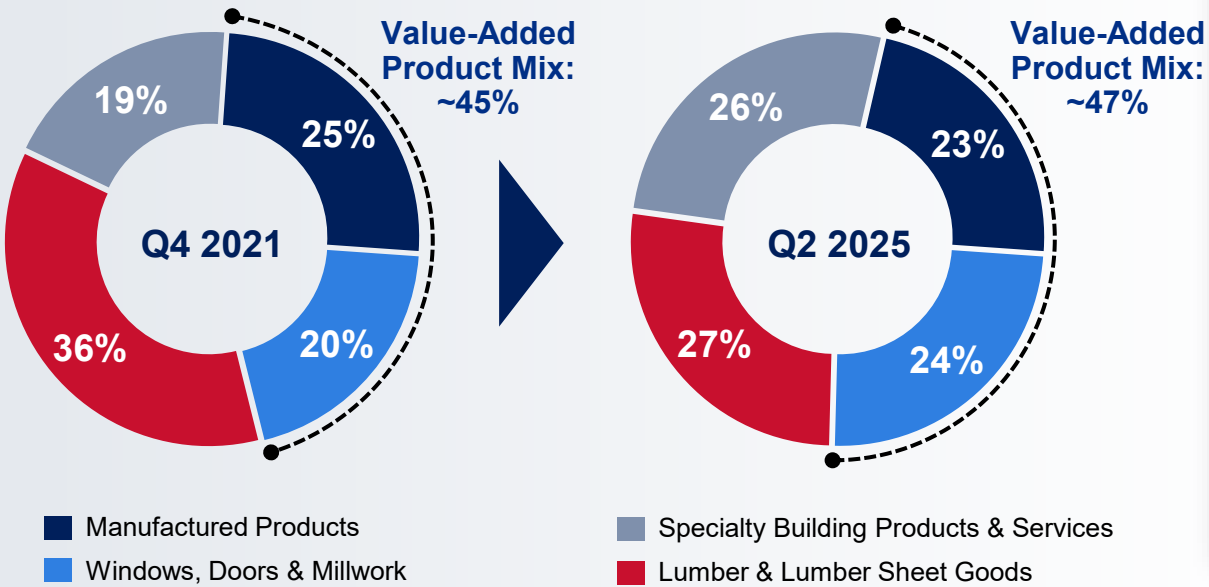
Industry-Leading Digital Offerings and Technology









Multiple Levers to Further Compound Value for All Stakeholders

# Increasing Value-Added Mix and Expanding to Desirable Geographies Through M&A

## Net Sales

**~200 bps** Growth in Value-Added Product Mix



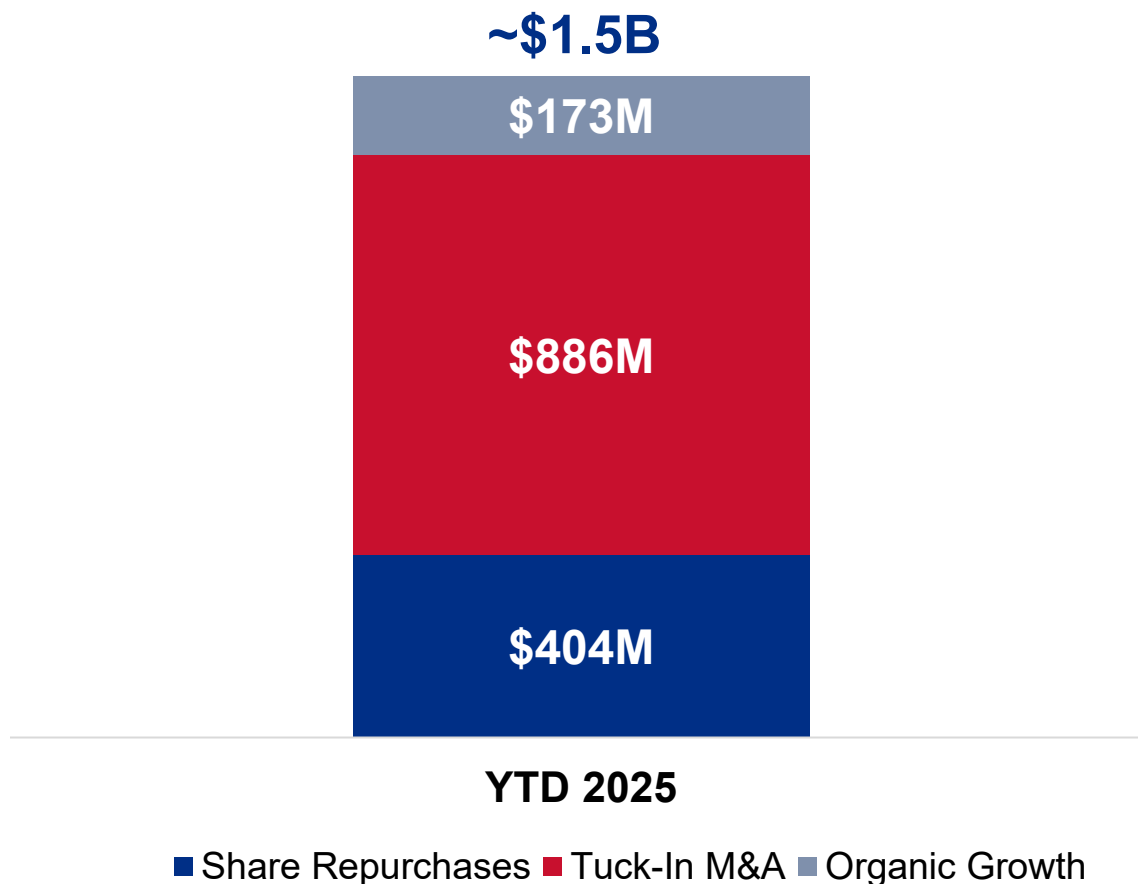
Acquisition	Date	Benefits
	Q2 2025	▪ Leading supplier of lumber and building materials in the Northern California and Nevada markets
	Q1 2025	▪ Leading supplier of lumber, building materials, and installation services with locations in Pennsylvania, Maryland, and West Virginia
	Q1 2025	▪ Largest independently operated supplier of building materials in Colorado and northern New Mexico with broad portfolio including value-added products
	Q4 2024	▪ Leading provider of lumber and building materials on Long Island
	Q4 2024	▪ Building materials provider to contractors, remodelers, and homeowners in New England
	Q3 2024	▪ Leading distributor and installer of windows, doors, and millwork in the Reno area
	Q3 2024	▪ Manufacturer and distributor of roof and floor trusses to Single-Family and Multi-Family markets in Nevada
	Q3 2024	▪ Custom cabinet manufacturer and installer to production and custom builders in North Texas

35 Acquisitions Completed Since BMC Merger in 2021<sup>1</sup>

1) Acquisitions completed through June 30, 2025.



# Disciplined Capital Deployment Framework



## Q2 2025 Highlights

- **\$86M** allocated to sustaining the business and investing in value-added capacity and our digital solutions
- **\$61M** deployed on one acquisition to expand our footprint into high-growth geographies and enhance our value-added offerings
- **\$391M** deployed to repurchase common shares

**Successfully Deployed ~\$0.5 Billion in Q2**

# 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

**BFS Digital Tools Transforming the Industry for Current and Next Generation of Homebuilders**

# Q2 2025 Financial Update

## Core Organic Sales<sup>1</sup> Highlights by End Market

- **Single-Family (SF):** -9.1% attributable to lower starts activity and value per start
- **Multi-Family (MF):** -23.3% amid muted activity levels against strong prior year comps
- **R&R / Other:** +3.0% attributable primarily to strength in the Mid-Atlantic and South Central regions

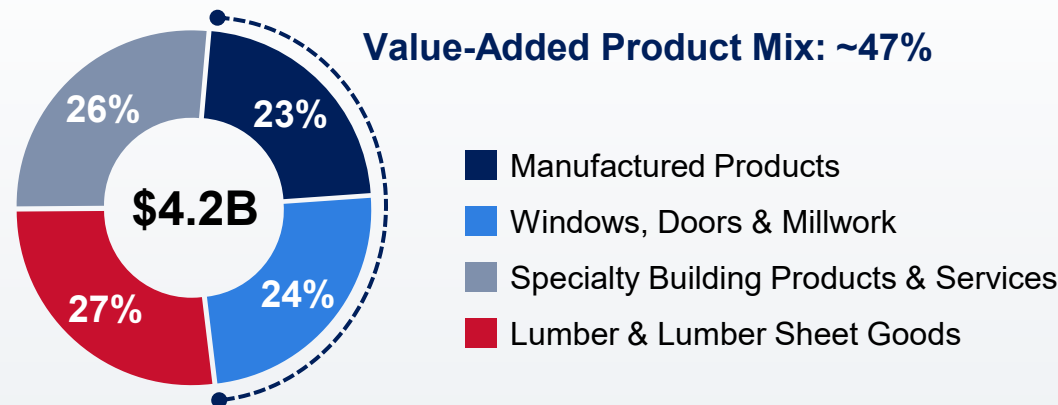
## Core Organic Sales<sup>1</sup> Highlights by Product

- **Value-Added Core Organic Sales<sup>1</sup> decreased 11.3% against the prior year due to continued MF normalization and a below-normal starts environment**
  - Manufactured Products decreased 12.2%, primarily due to continued MF normalization and lower SF starts
  - Windows, Doors & Millwork decreased 10.4% due to price and manufacturer cost declines, as well as MF normalization
- **Lumber & Lumber Sheet Goods Core Organic Sales<sup>1</sup> decreased 5.9% driven by a below-normal starts environment**

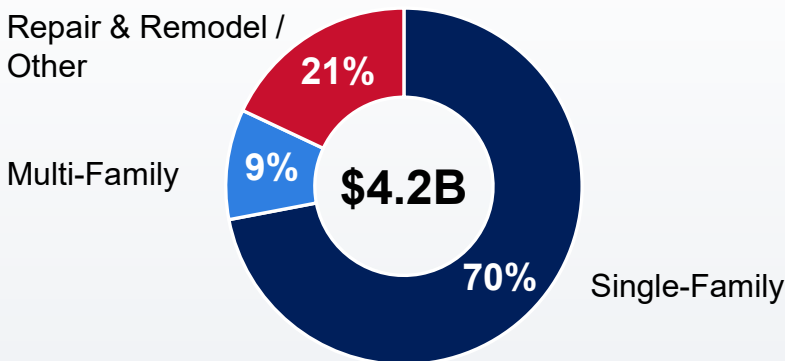


# Q2 2025 Financial Update

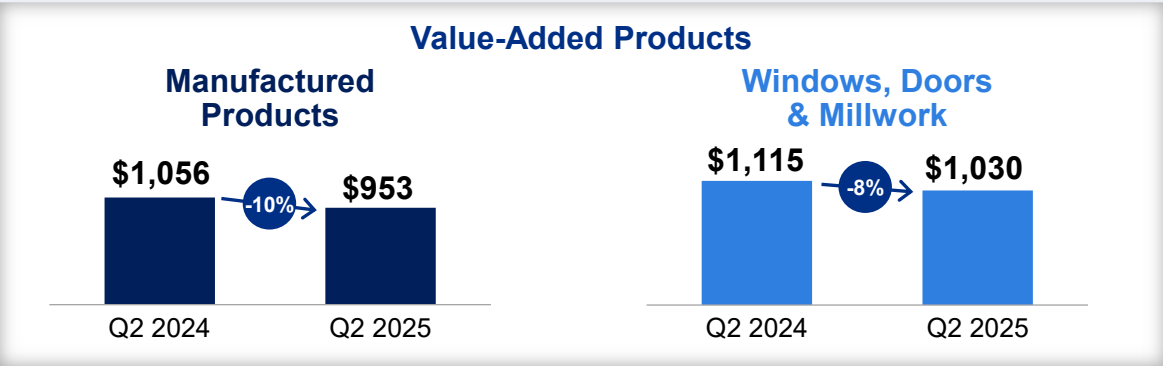
Net Sales Mix by Product Category



Net Sales Mix by End Market



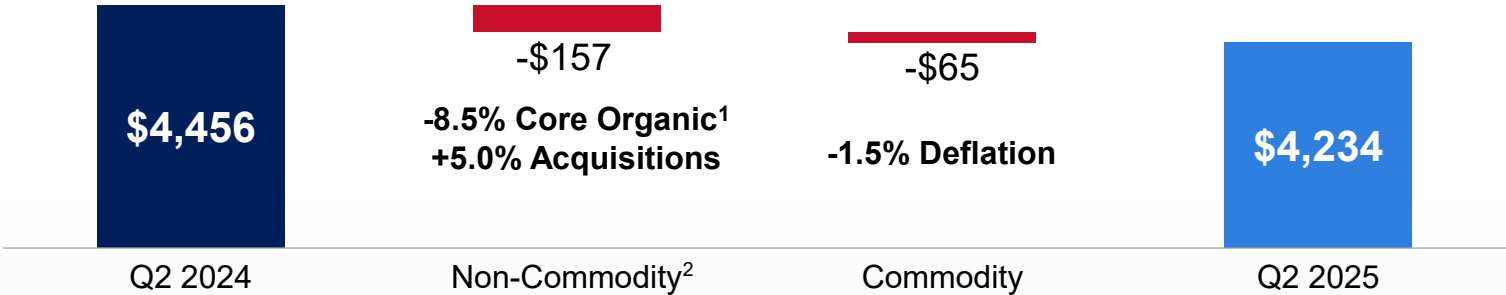
Net Sales (\$M) by Product Category



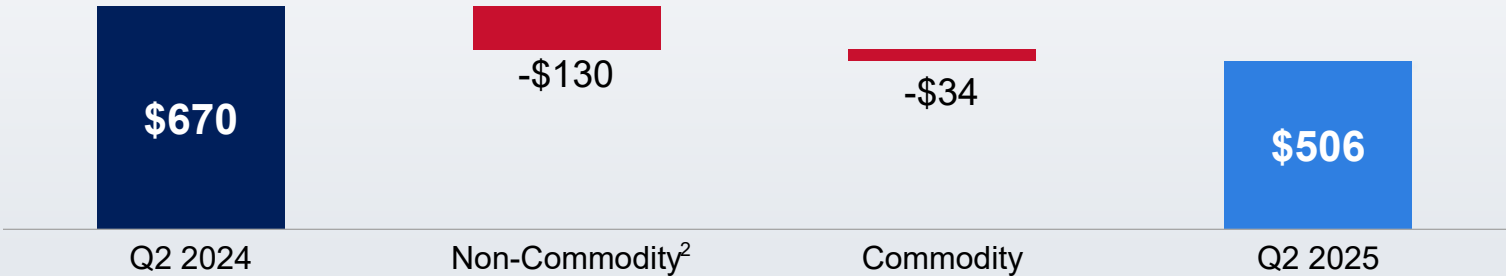


# Q2 2025 Financial Update

## Net Sales (\$M) Bridge



## Adjusted EBITDA<sup>3</sup> (\$M) Bridge



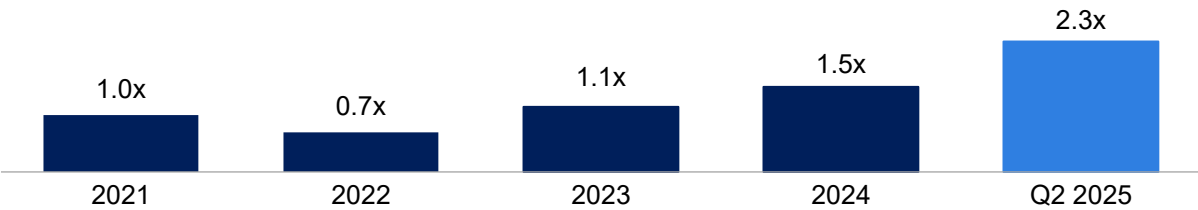


# Strong Balance Sheet and Liquidity Provide Financial Flexibility

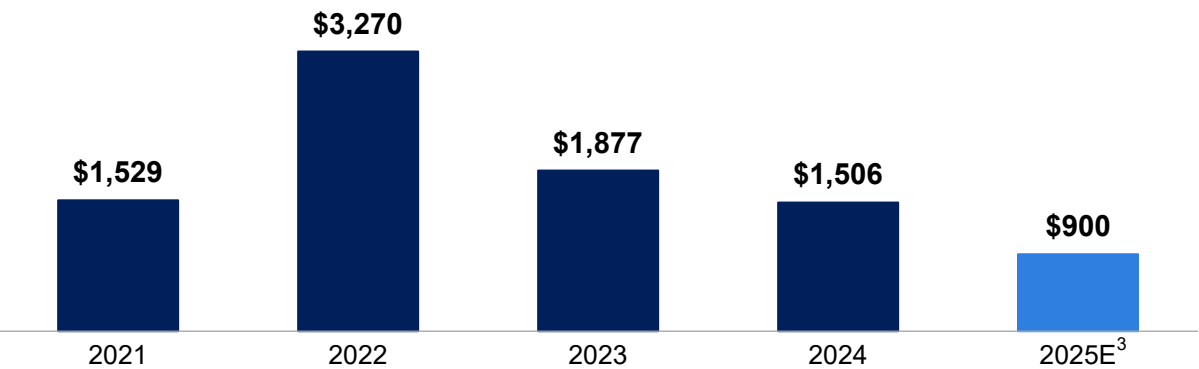
## Consistent Capital Allocation Priorities

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

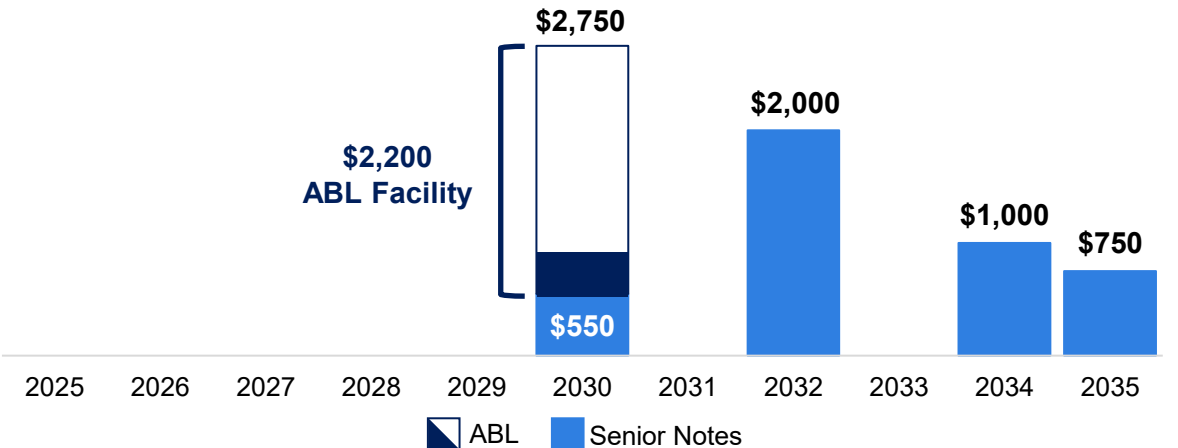
## Low Net Leverage<sup>1</sup> Profile



## Strong Free Cash Flow (\$M)



## Weighted Average Debt Maturity of ~7 Years<sup>2</sup> (\$M)



1) Net Leverage calculated as principal value of debt and lease obligations less cash and cash equivalents divided by LTM Adjusted EBITDA (excludes the effects of finance leases and other finance obligations).  
2) Excludes finance leases and other finance obligations. Solid shading on ABL reflects drawn portion of \$233M. 2030 debt includes \$550M of 5.0% notes and an ABL facility of up to \$2.2B. 2032 debt includes \$1.3B of 4.25% and \$0.7B of 6.375% notes.  
3) Represents midpoint of 2025 outlook range of \$800 million to \$1.0 billion.

# 2025 Scenarios

## Estimated Performance Scenario Analysis Based on SF Housing Starts and Commodity Cost Assumptions

	2024	FY2025 Scenarios		
SF Housing Starts	1,013K	~875K (Down ~14%)	~900K (Down ~11%)	~925K (Down ~9%)
Commodity Price (\$/mbf)	\$406	~\$350 to ~\$400	~\$375 to ~\$425	~\$400 to ~\$450
Total Sales <sup>1</sup>	\$16.4B	\$14.5B to \$15.3B	\$14.8B to \$15.6B	\$15.3B to \$16.1B
Adj. EBITDA <sup>1,2</sup> % of Sales	\$2.3B 14.2%	\$1.4B to \$1.6B 9.7% to 10.5%	\$1.5B to \$1.7B 10.1% to 10.9%	\$1.6B to \$1.8B 10.5% to 11.2%
Free Cash Flow of \$0.8B to \$1.0B				

# 2025 Outlook

## 2025 Full Year Outlook

Metrics	Current Guidance	Prior Guidance	2024 Actual
Total Net Sales <sup>1</sup>	\$14.8 to \$15.6 billion	\$16.05 to \$17.05 billion	\$16.4 billion
Gross Profit Margin <sup>1</sup>	29.0% to 30.5%	29.0% to 31.0%	32.8%
Total Adjusted EBITDA <sup>1,4</sup>	\$1.5 to \$1.7 billion	\$1.7 to \$2.1 billion	\$2.3 billion
Total Adjusted EBITDA Margin <sup>1,4</sup>	10.1% to 10.9%	10.6% to 12.3%	14.2%
Free Cash Flow <sup>2</sup>	\$0.8 to \$1 billion	\$0.8 to \$1.2 billion	\$1.5 billion
Base Business Sales <sup>3</sup>	\$15.2 billion	\$16.4 billion	\$16.4 billion
Base Business Adjusted EBITDA <sup>3,4</sup>	\$1.6 billion	\$1.8 billion	\$2.3 billion
Base Business Adjusted EBITDA Margin <sup>3,4</sup>	10.5%	11.2%	14.2%
Capital Expenditures <sup>5</sup>	\$300 to \$350 million	\$350 to \$425 million	\$367 million
Interest Expense	\$270 to \$280 million	\$260 to \$280 million	\$208 million
Effective Tax Rate	23.0% to 25.0%	23.0% to 25.0%	22.3%
Depreciation & Amortization Expense <sup>6</sup>	\$550 to \$600 million	\$550 to \$600 million	\$562 million

**Q3 2025 Color:**  
**Net Sales – \$3.65B to \$3.95B**  
**Adjusted EBITDA<sup>4</sup> – \$375M to \$425M**

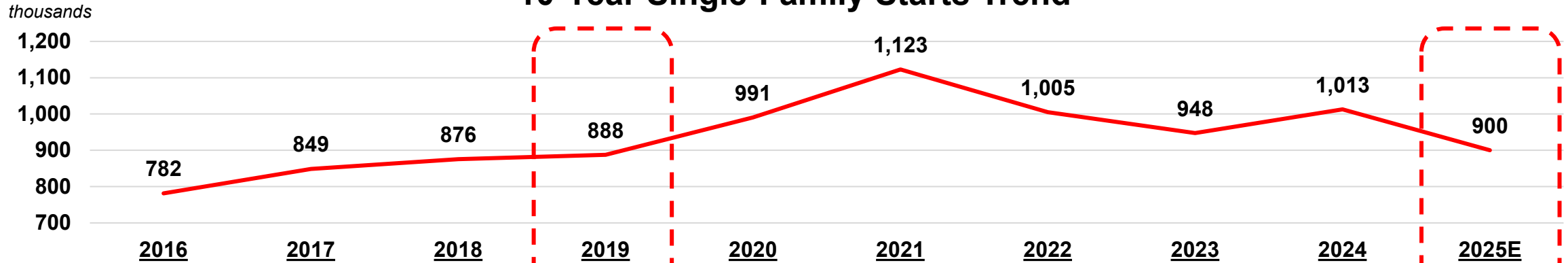
# 2025 Full Year Assumptions

## 2025 Full Year Assumptions

Metrics	Current Assumptions	Prior Assumptions
Single-Family Starts Growth (BLDR geographies)	Down 10-12%	Down Mid-Single Digits
Multi-Family Starts Growth (BLDR geographies) <sup>1</sup>	Down Mid-Teens	Down Mid-Teens
Repair & Remodel Growth (BLDR geographies)	Flat	Flat
Selling Days	One Fewer Day (Q1) vs. 2024	One Fewer Day (Q1) vs. 2024
Average Commodity Prices (\$/mbf)	\$375 to \$425	\$400 to \$440
Productivity Savings	\$45 to \$65 million	\$70 to \$90 million
Sales Growth From Acquisitions Completed in LTM	5.0% to 5.5%	5.0% to 5.5%

# Historical Trend Comparison

## 10-Year Single-Family Starts Trend



	<u>Aggregated</u> <sup>1</sup>			<u>Pro Forma</u> <sup>2</sup>		<u>Actuals</u>				
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025E</u>
Net Sales	\$9,461	\$10,400	\$11,407	\$10,907	\$12,766	\$19,894	\$22,726	\$17,097	\$16,400	\$15,200
Gross Margin	24.7%	24.3%	24.8%	26.9%	25.8%	29.4%	34.1%	35.2%	32.8%	29.8%
Adj. EBITDA <sup>3</sup>	\$626M	\$669M	\$842M	\$777M	\$1,072M	\$3,060M	\$4,377M	\$2,899M	\$2,331M	\$1,575M
Adj. EBITDA % <sup>3</sup>	6.6%	6.4%	7.4%	7.1%	8.4%	15.4%	19.3%	17.0%	14.2%	10.4%
Commodity <sup>4</sup>	\$328	\$405	\$434	\$321	\$546	\$885	\$760	\$408	\$406	\$400

  = Most comparative starts period





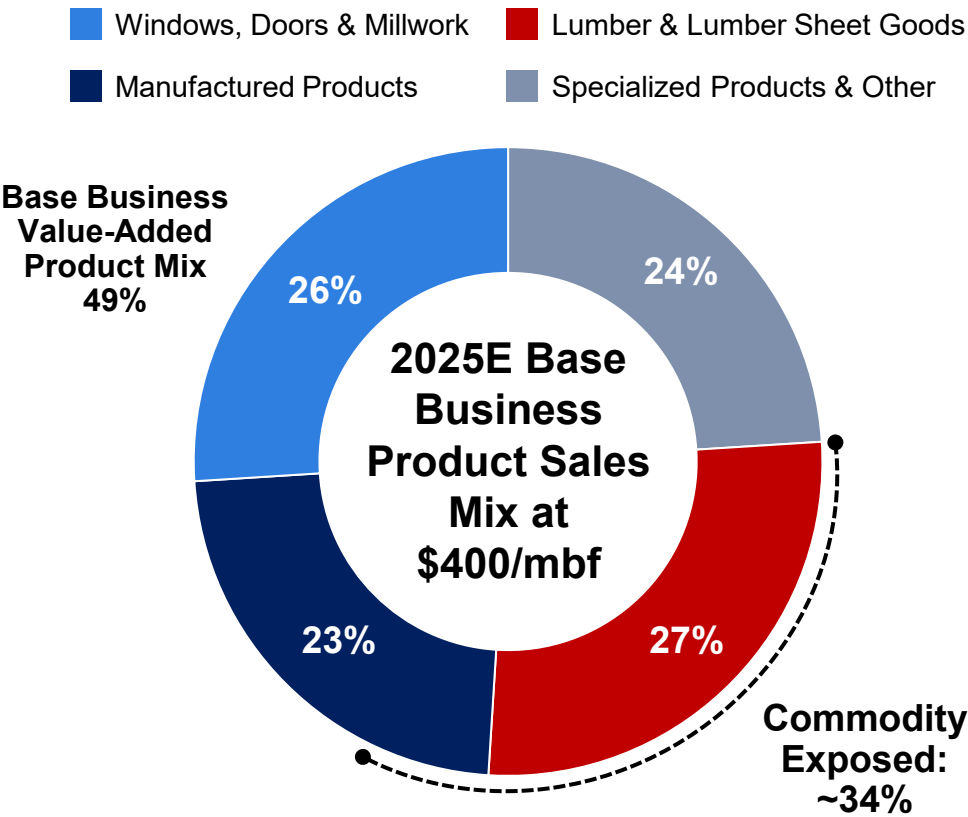
OUTPERFORM TODAY. TRANSFORM TOMORROW.

# Appendix

---

# Overview of Base Business Framework

~66% of BFS's Base Business<sup>1</sup>  
is Non-Commodity

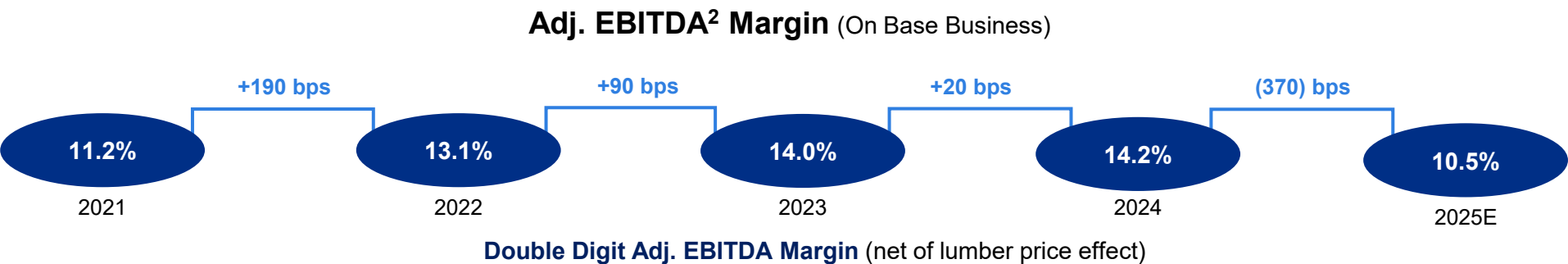
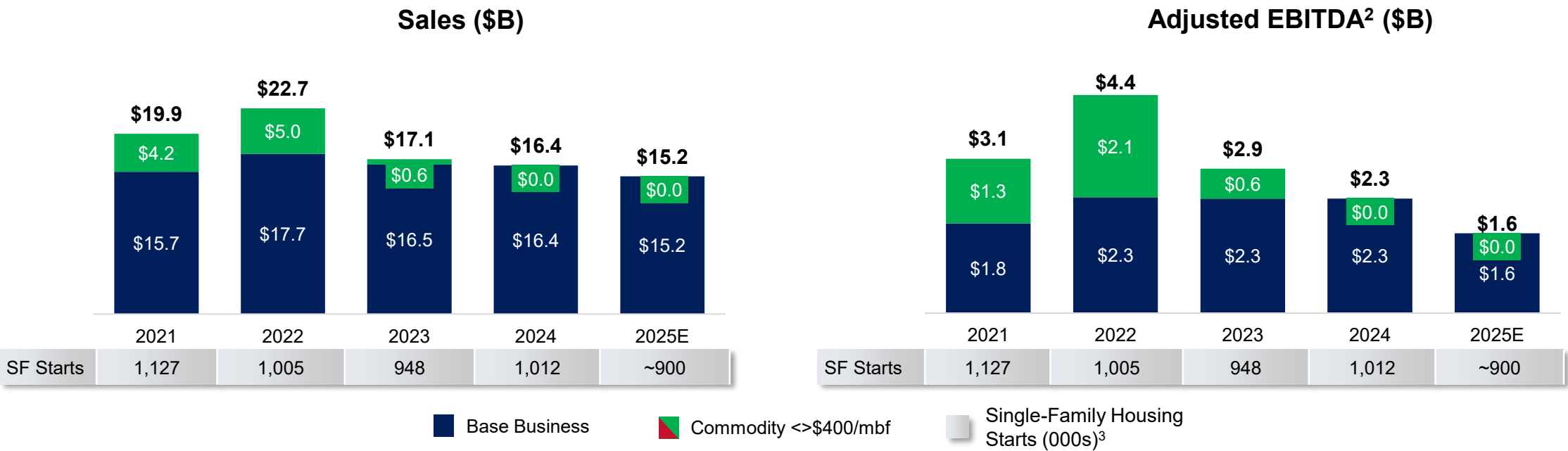


## Underlying Base Business Assumptions

- 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



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) 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.

3) Source: A composite of third-party sources, including the National Association of Home Builders and John Burns Research and Consulting.

# Summary Financial Information & Reconciliations

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

(in thousands, except per share amounts)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Net sales	\$ 4,234,064	\$ 4,456,340	\$ 7,891,560	\$ 8,347,692
Cost of sales	2,935,023	2,993,656	5,477,278	5,585,154
Gross margin	1,299,041	1,462,684	2,414,282	2,762,538
Selling, general and administrative expenses	987,754	973,201	1,918,554	1,899,458
Income from operations	311,287	489,483	495,728	863,080
Interest expense, net	71,988	52,016	136,880	100,352
Income before income taxes	239,299	437,467	358,848	762,728
Income tax expense	54,268	93,377	77,513	159,857
Net income	<u>\$ 185,031</u>	<u>\$ 344,090</u>	<u>\$ 281,335</u>	<u>\$ 602,871</u>
<i>Net income per share:</i>				
Basic	<u>\$ 1.67</u>	<u>\$ 2.89</u>	<u>\$ 2.51</u>	<u>\$ 5.00</u>
Diluted	<u>\$ 1.66</u>	<u>\$ 2.87</u>	<u>\$ 2.50</u>	<u>\$ 4.95</u>
<i>Weighted average common shares:</i>				
Basic	<u>110,922</u>	<u>119,244</u>	<u>112,291</u>	<u>120,608</u>
Diluted	<u>111,196</u>	<u>120,072</u>	<u>112,759</u>	<u>121,721</u>

# Summary Financial Information & Reconciliations

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

(in thousands)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
<b>Cash flows from operating activities:</b>				
Net income	\$ 185,031	\$ 344,090	\$ 281,335	\$ 602,871
Adjustments to reconcile net income to net cash provided by operating activities:				
Depreciation and amortization	147,524	143,355	292,555	283,736
Deferred income taxes	(21,729)	(18,954)	(32,367)	(27,322)
Stock-based compensation expense	16,160	16,726	30,398	33,626
Other non-cash adjustments	1,063	(164)	(5,711)	15
Changes in assets and liabilities, net of assets acquired and liabilities assumed:				
Receivables	(64,537)	(172,781)	(33,938)	(36,145)
Inventories, net	52,034	77,471	(30,469)	(49,236)
Contract assets	(2,057)	(17,622)	(12,908)	(25,260)
Other current assets	1,576	(2,990)	(13,437)	(10,038)
Other assets and liabilities	(4,982)	(15,943)	(21,195)	(32,607)
Accounts payable	(16,271)	(1,800)	126,620	141,816
Accrued liabilities	50,762	85,926	(115,532)	(136,789)
Contract liabilities	(3,534)	14,770	8,017	24,604
Net cash provided by operating activities	341,040	452,084	473,368	769,271
<b>Cash flows from investing activities:</b>				
Cash used for acquisitions, net of cash acquired	(60,731)	(74,213)	(885,526)	(132,918)
Purchases of property, plant and equipment	(88,739)	(88,107)	(188,713)	(181,319)
Proceeds from sale of property, plant and equipment	2,719	2,731	15,432	6,298
Cash used for equity investments	(666)	(5,000)	(666)	(7,686)
Net cash used in investing activities	(147,417)	(164,589)	(1,059,473)	(315,625)
<b>Cash flows from financing activities:</b>				
Borrowings under revolving credit facility	2,681,000	475,000	3,823,000	897,000
Repayments under revolving credit facility	(3,223,000)	(376,000)	(3,590,000)	(1,262,000)
Proceeds from long-term debt and other loans	750,000	—	750,000	1,000,000
Repayments of long-term debt and other loans	(696)	(888)	(1,450)	(1,767)
Payments of loan costs	(19,465)	(300)	(19,465)	(12,829)
Payments of acquisition-related deferred and contingent consideration	(1,800)	(622)	(2,122)	(9,522)
Tax withholdings on and exercises of equity awards	(6,403)	(23,274)	(26,505)	(54,997)
Repurchase of common stock	(401,610)	(983,317)	(413,957)	(1,000,118)
Net cash provided by (used in) financing activities	(221,974)	(909,401)	519,501	(444,233)
Net change in cash and cash equivalents	(28,351)	(621,906)	(66,604)	9,413
Cash and cash equivalents at beginning of period	115,371	697,475	153,624	66,156
Cash and cash equivalents at end of period	\$ 87,020	\$ 75,569	\$ 87,020	\$ 75,569



# Summary Financial Information & Reconciliations

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

(in thousands, except per share amounts)	June 30, 2025	December 31, 2024
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 87,020	\$ 153,624
Accounts receivable, less allowances of \$47,479 and \$41,233, respectively	1,331,378	1,163,147
Other receivables	265,269	344,342
Inventories, net	1,309,089	1,212,375
Contract assets	164,003	151,095
Other current assets	130,858	116,656
Total current assets	3,287,617	3,141,239
Property, plant and equipment, net	2,191,156	1,961,731
Operating lease right-of-use assets, net	603,822	594,301
Goodwill	3,988,853	3,678,504
Intangible assets, net	1,262,411	1,103,634
Other assets, net	130,696	103,677
Total assets	<u>\$ 11,464,555</u>	<u>\$ 10,583,086</u>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 1,008,412	\$ 868,054
Accrued liabilities	530,377	634,045
Contract liabilities	182,604	168,208
Current portion of operating lease liabilities	106,175	103,499
Current maturities of long-term debt	7,063	3,470
Total current liabilities	1,834,631	1,777,276
Noncurrent portion of operating lease liabilities	531,290	525,213
Long-term debt, net of current maturities, discounts and issuance costs	4,669,983	3,700,643
Deferred income taxes	115,799	148,167
Other long-term liabilities	134,760	135,317
Total liabilities	<u>7,286,463</u>	<u>6,286,616</u>
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; 110,537 and 113,578 shares issued and outstanding at June 30, 2025, and December 31, 2024, respectively	1,105	1,136
Additional paid-in capital	4,176,987	4,271,269
Retained earnings	—	24,065
Total stockholders' equity	<u>4,178,092</u>	<u>4,296,470</u>
Total liabilities and stockholders' equity	<u>\$ 11,464,555</u>	<u>\$ 10,583,086</u>

# Summary Financial Information & Reconciliations

## BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Reconciliation of GAAP Net Income to Adjusted Net Income (unaudited)

(in millions)	Three Months Ended June 30,		Six Months Ended June 30,		Twelve Months Ended June 30,
	2025	2024	2025	2024	2025
<b>Reconciliation to Adjusted Net Income:</b>					
GAAP net income	\$ 185.0	\$ 344.1	\$ 281.3	\$ 602.9	\$ 756.3
Acquisition and related expense	1.4	1.9	4.8	2.5	20.6
Technology implementation expense	28.8	17.5	52.9	27.3	92.6
Debt issuance and refinancing cost	0.2	-	0.2	-	0.2
Amortization expense	73.9	81.0	147.2	160.9	291.7
Tax-effect of adjustments to net income	(25.0)	(24.1)	(49.2)	(45.8)	(97.2)
Adjusted net income	\$ 264.3	\$ 420.4	\$ 437.2	\$ 747.8	\$ 1,064.2
<i>Adjusted net income as a % of sales</i>	<i>6.2%</i>	<i>9.4%</i>	<i>5.5%</i>	<i>9.0%</i>	<i>6.7%</i>
GAAP common shares outstanding	110.9	119.2	112.3	120.6	
GAAP diluted common shares outstanding	111.2	120.1	112.8	121.7	
Basic adjusted net income per share:	\$ 2.38	\$ 3.53	\$ 3.89	\$ 6.20	
Diluted adjusted net income per share:	\$ 2.38	\$ 3.50	\$ 3.88	\$ 6.14	

# Summary Financial Information & Reconciliations

## BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES Reconciliation of GAAP Net Income to Adjusted EBITDA (unaudited)

(in millions)	Three Months Ended June 30,		Six Months Ended June 30,		Twelve Months Ended June 30,
	2025	2024	2025	2024	2025
<b>Reconciliation to Adjusted EBITDA:</b>					
GAAP net income	\$ 185.0	\$ 344.1	\$ 281.3	\$ 602.9	\$ 756.3
Interest expense, net	71.8	52.0	136.7	100.4	244.1
Income tax expense	79.3	117.5	126.7	205.7	324.5
Depreciation expense	73.6	62.3	145.3	122.8	279.1
Amortization expense	73.9	81.0	147.2	160.9	291.7
Stock compensation expense	16.2	16.7	30.4	33.6	59.9
Acquisition and related expense	1.4	1.9	4.8	2.5	20.6
Technology implementation expense	28.8	17.5	52.9	27.3	92.6
Debt issuance and refinancing cost	0.2	-	0.2	-	0.2
Tax-effect of adjustments to net income	(25.0)	(24.1)	(49.2)	(45.8)	(97.2)
Other management-identified adjustments <sup>(1)</sup>	0.9	0.8	(1.0)	0.3	23.6
Adjusted EBITDA	<u>\$ 506.1</u>	<u>\$ 669.7</u>	<u>\$ 875.3</u>	<u>\$ 1,210.6</u>	<u>\$ 1,995.4</u>
Adjusted EBITDA margin	12.0%	15.0%	11.1%	14.5%	12.5%

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

# Summary Financial Information & Reconciliations

**BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES**  
**Reconciliation of GAAP Selling, General & Administrative Expenses to Adjusted Selling, General & Administrative Expenses**  
**(unaudited)**

(in millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
<b>Reconciliation to Adjusted SG&amp;A Expense:</b>				
GAAP SG&A expense	\$ 987.8	\$ 973.2	\$ 1,918.6	\$ 1,899.5
Depreciation expense	(50.8)	(43.4)	(100.3)	(85.4)
Amortization expense	(71.3)	(78.3)	(141.9)	(155.5)
Stock compensation expense	(16.2)	(16.7)	(30.4)	(33.6)
Acquisition and related expense	(1.4)	(1.9)	(4.8)	(2.5)
Technology implementation expense	(28.8)	(17.5)	(52.9)	(27.3)
Other management-identified adjustments <sup>(1)</sup>	(0.9)	(0.8)	1.0	(0.3)
Adjusted SG&A expense	\$ 818.4	\$ 814.6	\$ 1,589.3	\$ 1,594.9
<i>GAAP SG&amp;A expense as a % of sales</i>	23.3%	21.8%	24.3%	22.8%
<i>Adjusted SG&amp;A expense as a % of sales</i>	19.3%	18.3%	20.1%	19.1%

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

# Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended June 30, 2025		Six Months Ended June 30, 2025	
	Interest Expense	Net Debt Outstanding	Interest Expense	Net Debt Outstanding
Revolving credit facility @ 5.50% weighted average interest rate	\$ 9.9	\$ 233.0	\$ 21.2	\$ 233.0
2032 Unsecured notes @ 4.25%	13.8	1,300.0	27.6	1,300.0
2034 Unsecured notes @ 6.375%	15.9	1,000.0	31.9	1,000.0
2035 Unsecured notes @ 6.75%	7.6	750.0	7.6	750.0
2032 Unsecured notes @ 6.375%	11.2	700.0	22.3	700.0
2030 Unsecured notes @ 5.00%	6.9	550.0	13.8	550.0
Amortization of debt issuance costs, discount and premium	1.8	-	3.2	-
Finance leases and other finance obligations	5.0	190.3	10.0	190.3
Debt issuance and refinancing cost	0.2	-	0.2	-
Cash	-	(87.0)	-	(87.0)
<b>Total <sup>(1)</sup></b>	<b>\$ 72.3</b>	<b>\$ 4,636.3</b>	<b>\$ 137.8</b>	<b>\$ 4,636.3</b>

(1) Total interest expense does not include interest income of approximately \$0.3 million and \$0.9 million received during the three month and six month periods, respectively.

# Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
<b>Free Cash Flow</b>		
Operating activities	\$ 341.0	\$ 473.4
Less: Capital expenditures, net of proceeds	(86.0)	(173.3)
Free cash flow	<u>\$ 255.0</u>	<u>\$ 300.1</u>

# Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended June 30,				
	2025		2024		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 953.1	22.5%	\$ 1,056.1	23.7%	(9.8)%
Windows, doors & millwork	\$ 1,030.0	24.3%	\$ 1,114.9	25.0%	(7.6)%
Value-added products	1,983.1	46.8%	2,171.0	48.7%	(8.7)%
Specialty building products & services	1,117.8	26.4%	1,093.6	24.6%	2.2%
Lumber & lumber sheet goods	1,133.2	26.8%	1,191.7	26.7%	(4.9)%
Total net sales	\$ 4,234.1	100.0%	\$ 4,456.3	100.0%	(5.0)%

(in millions)	Six Months Ended June 30,				
	2025		2024		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 1,803.4	22.9%	\$ 2,035.2	24.4%	(11.4)%
Windows, doors & millwork	1,958.8	24.8%	2,145.3	25.7%	(8.7)%
Value-added products	3,762.2	47.7%	4,180.5	50.1%	(10.0)%
Specialty building products & services	2,023.1	25.6%	1,996.5	23.9%	1.3%
Lumber & lumber sheet goods	2,106.3	26.7%	2,170.7	26.0%	(3.0)%
Total net sales	\$ 7,891.6	100.0%	\$ 8,347.7	100.0%	(5.5)%