



OUTPERFORM TODAY. TRANSFORM TOMORROW.

Q4 & FY 2025 Earnings Presentation

PETER JACKSON, CEO
PETE BECKMANN, CFO

February 17, 2026

Safe Harbor & Non-GAAP Financial Measures

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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 presentation, 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 presentation 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, including our ability to drive growth by incorporating artificial intelligence and machine learning solutions into our platform, 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, tariffs and duties, and also lumber and other commodity prices. 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 presentation 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 February 17, 2026.

Clear Strategic Pillars Driving Long-Term Profitable Growth



Resilient FY 2025 Performance¹

\$15.2B

Net
Sales

7.4%
Decrease

\$4.6B

Gross
Profit

14.3%
Decrease

30.4%
Gross Margin

\$1.6B

Adjusted
EBITDA²

32.0%
Decrease

10.4% Adj.
EBITDA Margin²

\$435M

Net
Income

59.6%
Decrease

2.9% Net Income
% of Sales

\$6.89

Adjusted
Diluted EPS²

40.4%
Decrease

5.1% Adj. Net Income
% of Sales²

Generated \$874M in Free Cash Flow in 2025

Positioned to Outperform in All Market Scenarios

Optionality to Manage Across Environments

Weaker Economy

- ✓ Right-size network and optimize capacity
- ✓ Tighter controls on discretionary spending and SG&A overhead
- ✓ Manage fixed and variable headcount
- ✓ Reduce 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 free cash flow 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 Free Cash Flow Generation Through The Cycle

Industry-Leading Digital Offerings and Technology

~\$100M in Cost Actions Planned for 2026

Continued Execution of Our Strategy



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

- Invested ~\$110M in 2025 on new, expanded, or upgraded value-added operations across our footprint
- ~48% value-added product mix in 2025



Drive Operational Excellence & Invest in Digital and Innovation

- Delivered \$15M in productivity savings in Q4 and \$48M in productivity savings in 2025 related to supply chain initiatives
- Progressing steadily on our comprehensive SAP implementation after the launch of two pilots in July and successful conversion of centralized accounting functions and financial reporting



Continue to Build Our High-Performing Culture

- Maintained best in class safety performance in 2025 and continued our relentless drive toward zero incidents
- Successfully piloted our new Leadership Foundations program with ~100 high potential leaders while accelerating our shift toward a continuous learning organization

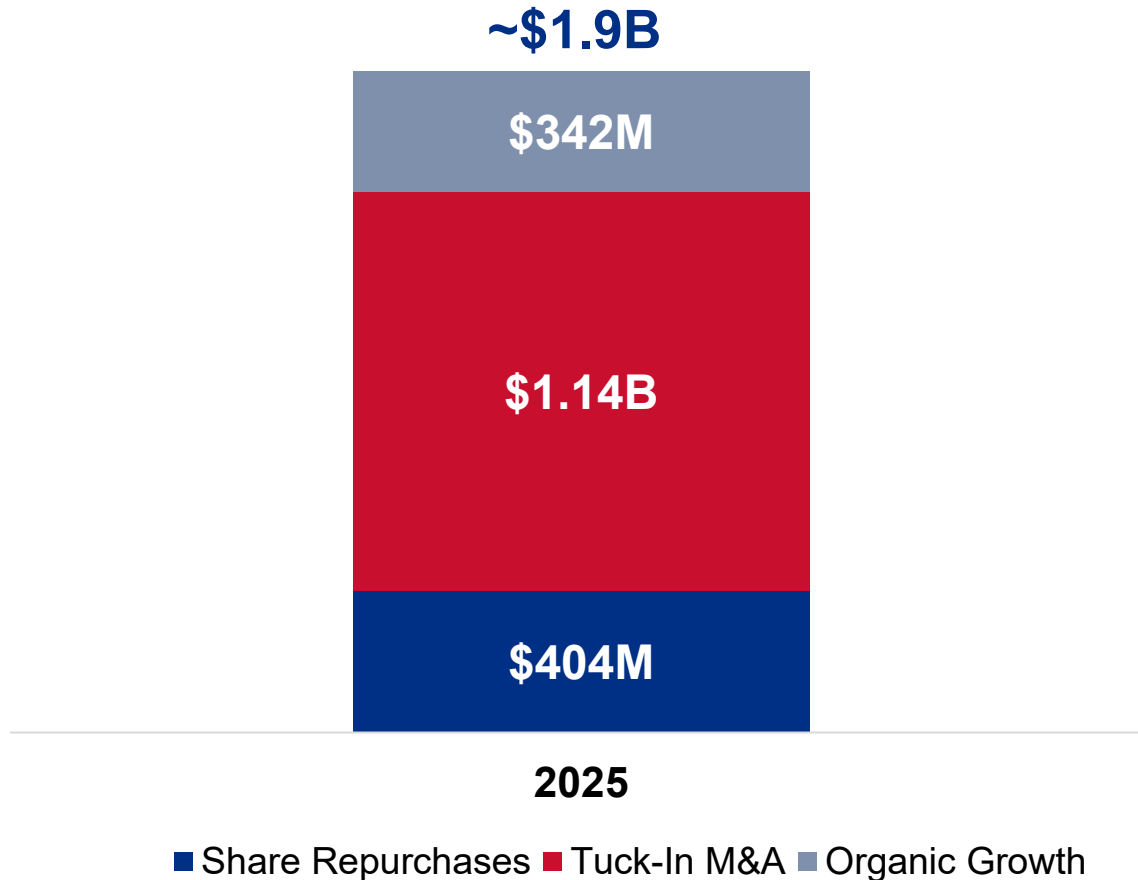


Disciplined Capital Allocation

- Deployed over \$300M million in Q4 and nearly \$1.9 billion in 2025 toward return-enhancing opportunities aligned with our priorities
- Repurchased \$0.4B shares in 2025 and ~\$8B, or ~48%, of total shares outstanding since inception in August 2021

Continuing to Compound Value Creation with Strong Execution

Disciplined Capital Deployment Framework



FY 2025 Highlights

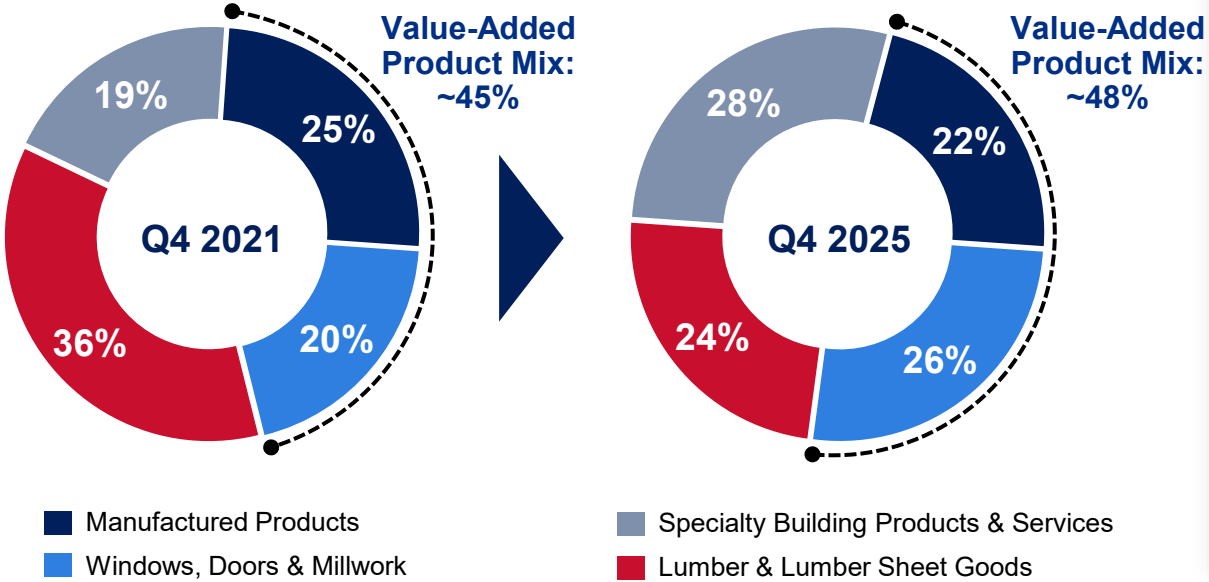
- **\$342M** allocated to sustaining the business, as well as ROI generating growth investments in value-added capacity and Digital
- **\$1.14B** deployed on 8 acquisitions to expand our footprint into high-growth geographies and enhance our value-added offerings
- **\$404M** deployed to repurchase common shares





Successfully Deployed ~\$1.9 Billion in 2025

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

Net Sales

~300 bps Growth in Value-Added Product Mix



Acquisition	Date	Benefits
	Q4 2025	▪ Leading supplier of lumber serving Central Texas
	Q4 2025	▪ Wholesale manufacturer of factory-built housing serving ten northeastern states
	Q4 2025	▪ Trusted partner to leading Las Vegas homebuilders specializing in premium residential door solutions
	Q4 2025	▪ Family-owned finish carpentry subcontractor offering a complete range of millwork products in Las Vegas
	Q3 2025	▪ Truss manufacturer serving builders in southern Utah and southern Nevada
	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

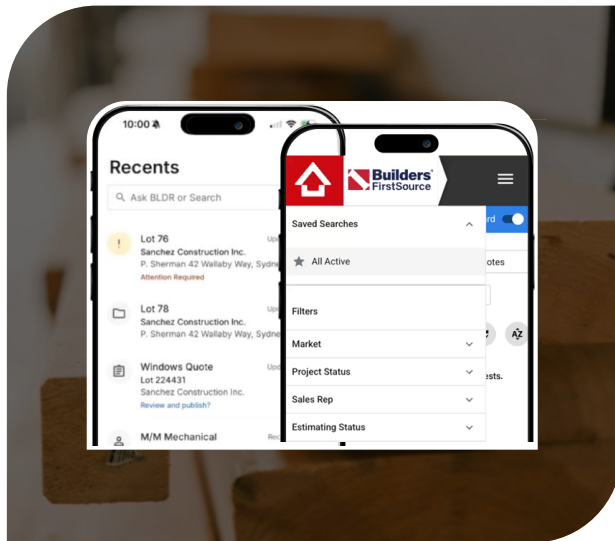
40 Acquisitions Completed Since the BMC Merger in 2021¹

1) Acquisitions completed through December 31, 2025.

Leading the Industry's Digital Transformation – Empowering Builders With Digital Capabilities

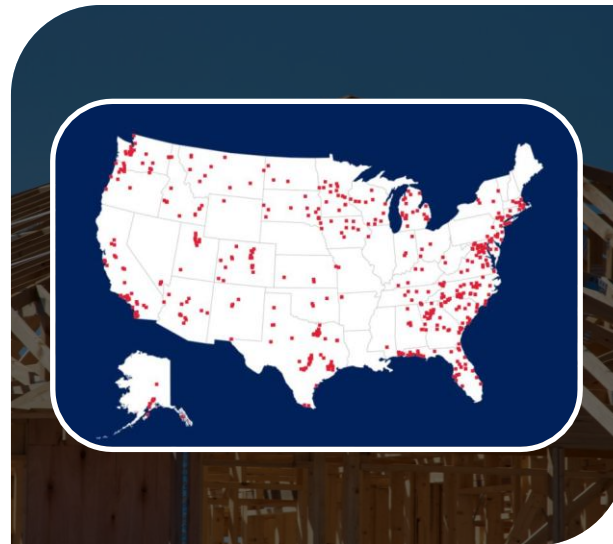
Digital Amplifies Our Core and Streamlines the Homebuilding Industry for All Stakeholders

Core to How We Operate



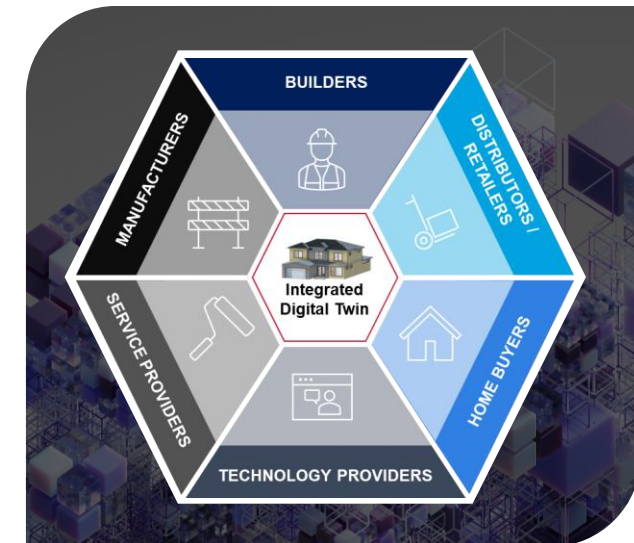
Build consumer-grade solutions to improve team member efficiency, engagement, and performance

Amplifies Organic Growth



Digitally enable team members, customer relationships, and value-added product development

Evolves the Digital Ecosystem



Evolves the digital ecosystem for builders, suppliers, and technology partners

Q4 2025 Financial Update

Core Organic Sales¹ Highlights by End Market

- **Single-Family (SF): -15%** attributable to lower starts activity and value per start
- **Multi-Family (MF): -20%** amid muted activity levels against stronger prior year comps
- **R&R / Other: -7%** given consumer uncertainty

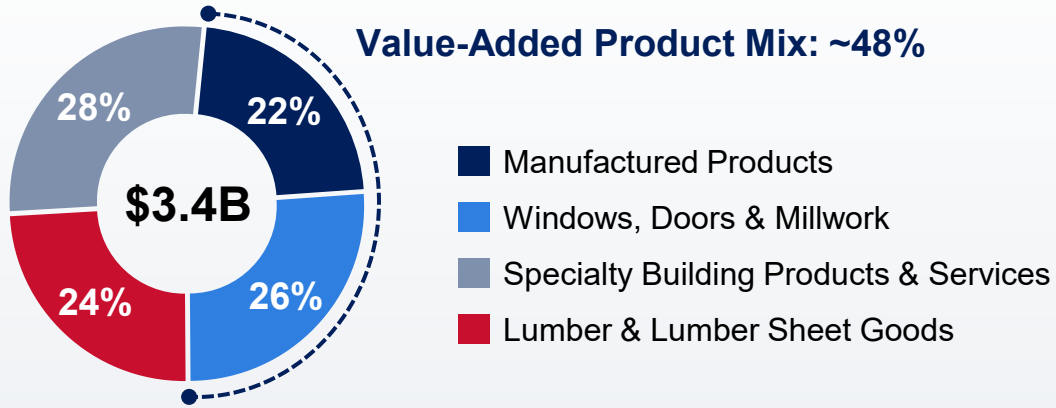
Core Organic Sales¹ Highlights by Product

- **Total Core Organic Sales¹ declined 14%** driven by a below-normal starts environment and ongoing affordability challenges
- **Value-Added Core Organic Sales¹ decreased 17%**
 - Manufactured Products decreased 19%, primarily due to declines in EWP pricing and trusses/wall panels
 - Windows, Doors & Millwork decreased 15% driven primarily by declines in millwork and doors
- **Specialty Building Products & Services Core Organic Sales¹ decreased 7%**, primarily due to declines in Siding, Metal, Concrete and Gypsum, Roofing, Insulation. Install sales growth drove overall market outperformance
- **Lumber & Lumber Sheet Goods Core Organic Sales¹ decreased 15%**

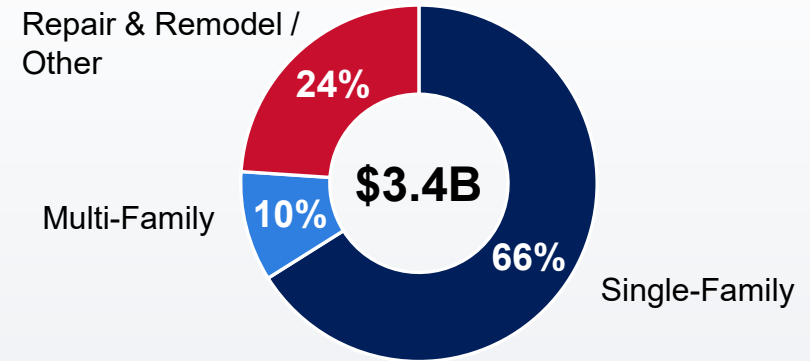


Q4 2025 Financial Update

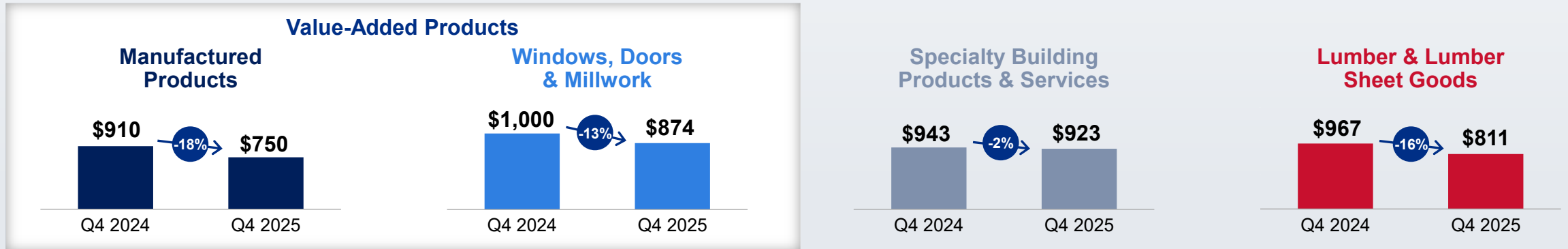
Net Sales Mix by Product Category



Net Sales Mix by End Market

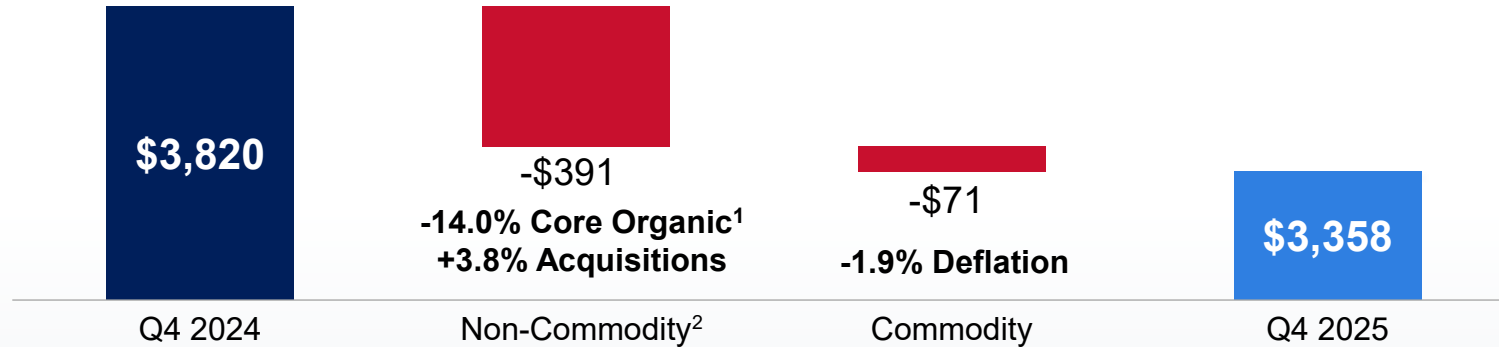


Net Sales (\$M) by Product Category

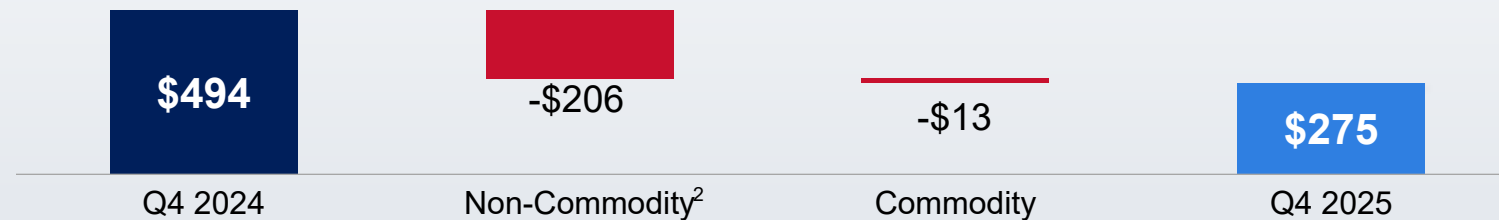


Q4 2025 Financial Update

Net Sales (\$M) Bridge



Adjusted EBITDA³ (\$M) Bridge

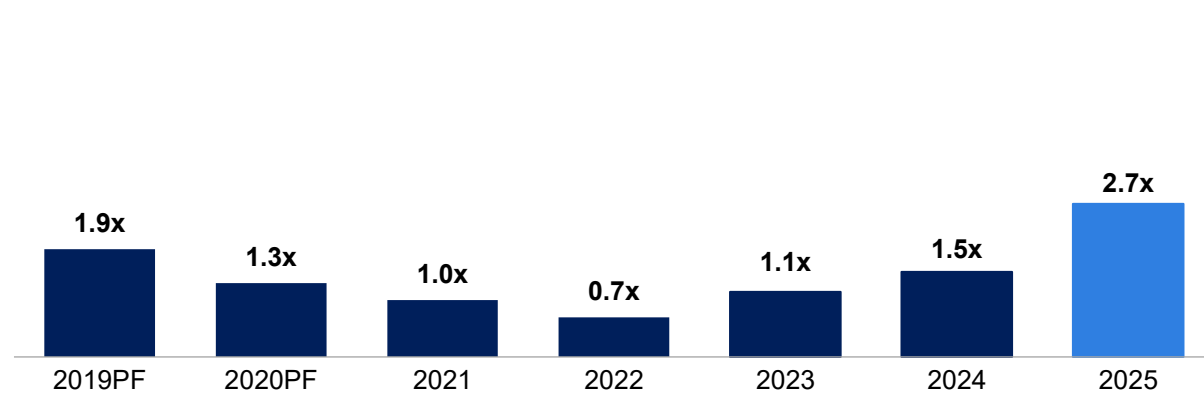


Strong Balance Sheet and Liquidity Provide Financial Flexibility

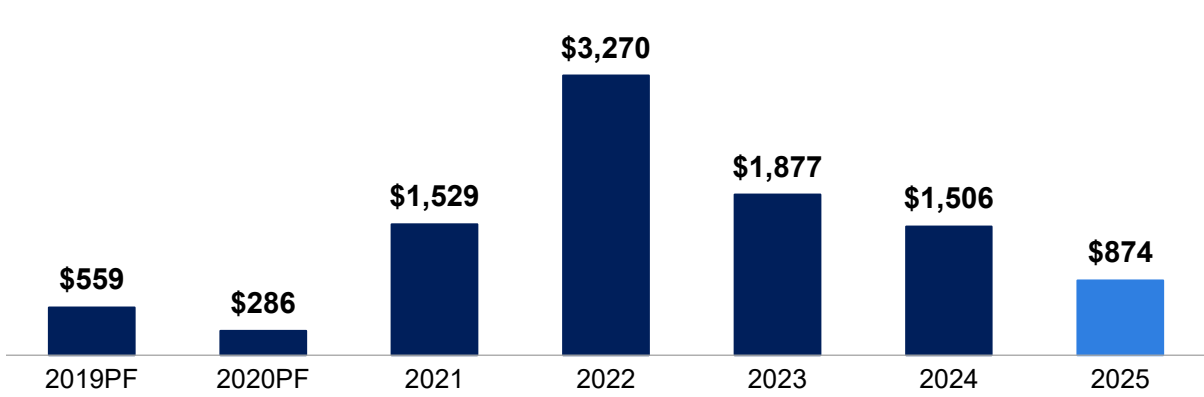
Consistent Capital Allocation Priorities

- 1 Maintain a Strong Balance Sheet
- 2 Organic Growth
- 3 Inorganic Growth
- 4 Return Capital to Shareholders

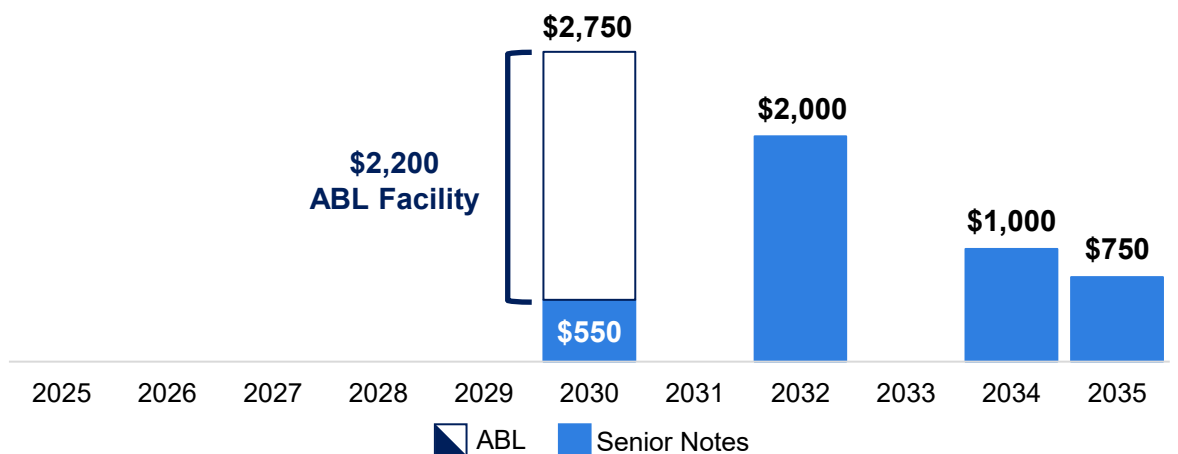
Low Net Leverage¹ Profile



Strong Free Cash Flow (\$M)



Weighted Average Debt Maturity of ~7 Years² (\$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). Adjusted EBITDA is a non-GAAP financial measure. See the non-GAAP Financial Measures slide in this presentation for a definition thereof and a discussion of certain matters regarding non-GAAP guidance.
 2) Excludes finance leases and other finance obligations. Solid shading on ABL reflects drawn portion of ABL (\$0 as of 12/31). 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.
 Note: 2019 and 2020 are pro forma for BMC earnings.

2026 Outlook

2026 Full Year Outlook

Metrics	Current Guidance	2025 Actual
Total Net Sales ¹	\$14.8 to \$15.8 billion	\$15.2 billion
Gross Profit Margin ¹	28.5% to 30%	30.4%
Total Adjusted EBITDA ^{1,4}	\$1.3 to \$1.7 billion	\$1.6 billion
Total Adjusted EBITDA Margin ^{1,4}	8.8% to 10.8%	10.4%
Free Cash Flow ²	~\$0.5 billion	\$0.9 billion
Base Business Sales ³	\$15.8 billion	\$15.5 billion
Base Business Adjusted EBITDA ^{3,4}	\$1.6 billion	\$1.6 billion
Base Business Adjusted EBITDA Margin ^{3,4}	10.1%	10.3%
Capital Expenditures ⁵	\$250 to \$300 million	\$342 million
Interest Expense	\$270 to \$280 million	\$274 million
Effective Tax Rate	20% to 22%	17.6%
Depreciation & Amortization Expense ⁶	\$525 to \$575 million	\$591 million

Q1 2026 Color:
Net Sales – \$3.0 to \$3.3B
Adjusted EBITDA⁴ – \$175 to \$225M

Note: Assumptions are mutually exclusive, and guidance may not account for compounding effects.

1) Projected Total Net Sales, Gross Profit Margin, and Adjusted EBITDA include the expected net benefit of price, commodity, and margin impacts for full year 2026.

2) Reflects SAP ERP implementation expense for 2026.

3) Assumes \$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 and should not be considered a substitute for or superior to GAAP results.

4) 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.

5) The capital expenditure expectation is net of proceeds from the sale of property, equipment, and real estate.

6) Depreciation expense forecast includes depreciation accounted for within cost of sales.

We are not providing a quantitative reconciliation of our forward-looking guidance of adjusted EBITDA, adjusted EBITDA margin or free cash flow because we are unable to predict with reasonable certainty all the components required to provide such reconciliation without unreasonable efforts, which are uncertain and could have a material impact on GAAP reported results for the guidance period. See "Non-GAAP Financial Measures" for additional information.

2026 Full Year Assumptions

2026 Full Year Assumptions

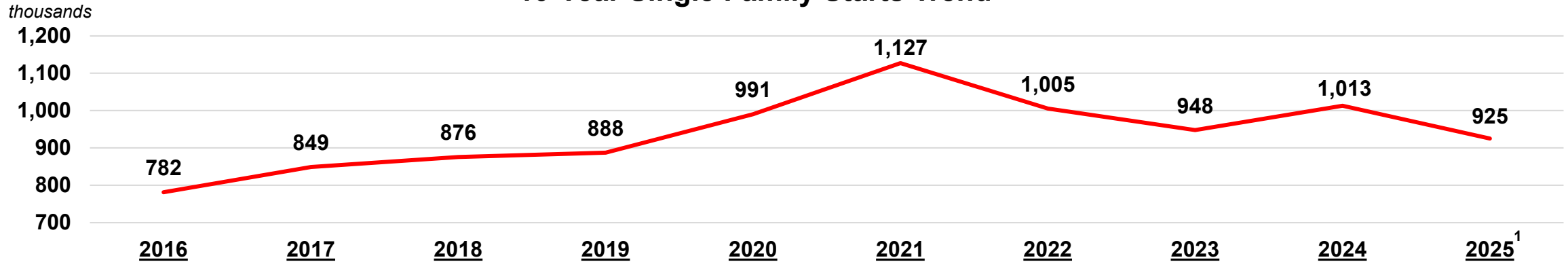
Metrics

Current Assumptions

Single-Family Starts Growth (BLDR geographies)	Flat
Multi-Family Starts Growth (BLDR geographies) ¹	Flat
Repair & Remodel Growth (BLDR geographies)	Up 1%
Selling Days	No change vs. 2025
Average Commodity Prices (\$/mbf)	\$365 to \$385
Productivity Savings	\$50 to \$70 million
Sales Growth From Acquisitions Completed in LTM	~1%

Historical Trend Comparison

10-Year Single Family Starts Trend



	Aggregated ²			Pro Forma ³		Actuals				
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net Sales	\$9,461	\$10,400	\$11,407	\$10,907	\$12,766	\$19,894	\$22,726	\$17,097	\$16,400	\$15,191
Gross Margin	24.7%	24.3%	24.8%	26.9%	25.8%	29.4%	34.1%	35.2%	32.8%	29.8%
Adj. EBITDA ⁴	\$626	\$669	\$842	\$777	\$1,072	\$3,060	\$4,377	\$2,899	\$2,331	\$1,584
Adj. EBITDA % ⁴	6.6%	6.4%	7.4%	7.1%	8.4%	15.4%	19.3%	17.0%	14.2%	10.4%
Commodity ⁵ (\$/mbf)	\$328	\$405	\$434	\$321	\$546	\$885	\$760	\$408	\$406	\$384

\$ in millions, except where noted



1) Represents estimated Single Family starts for 2025 pending data release from the US Census Bureau.
 2) Aggregated represents the combination of BLDR and BMC information from historical Form 10-Ks submitted to the SEC.
 3) Pro Forma represents the estimated combined results of BLDR and BMC as represented during merger activities.
 4) 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.
 5) Represents 70%/30% split between Lumber composite and OSB composite, respectively, for each year.



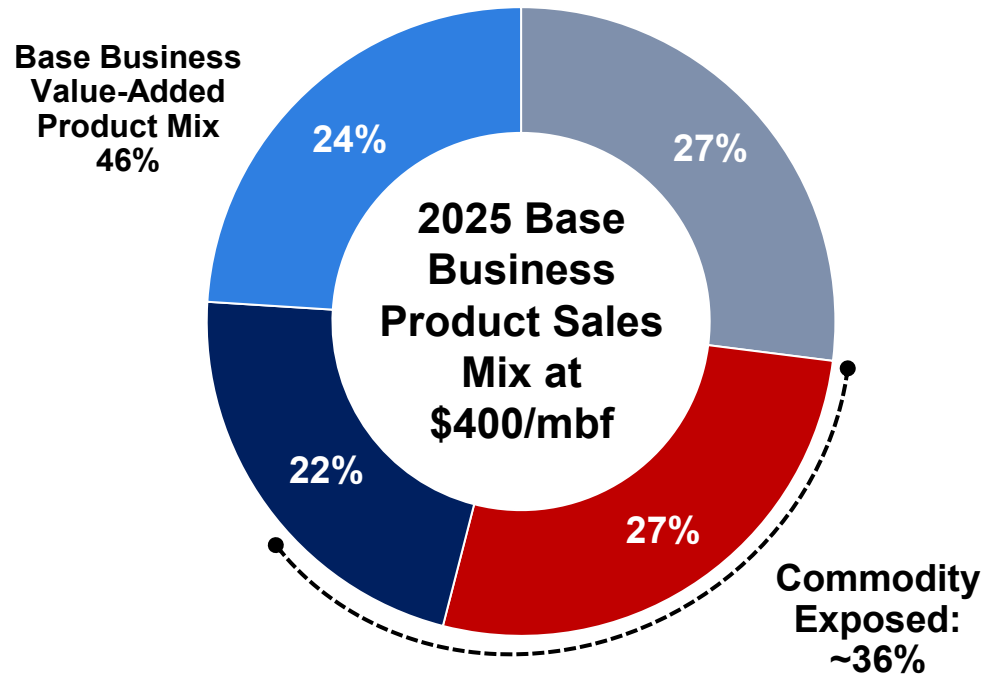
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Appendix

Overview of Base Business Framework

~64% of BFS's Base Business¹ is Non-Commodity

- Windows, Doors & Millwork
- Lumber & Lumber Sheet Goods
- Manufactured Products
- Specialized Products & Other



Underlying Base Business Assumptions

- Assumes \$400/mbf lumber and lumber sheet goods pricing (in line with long-term 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

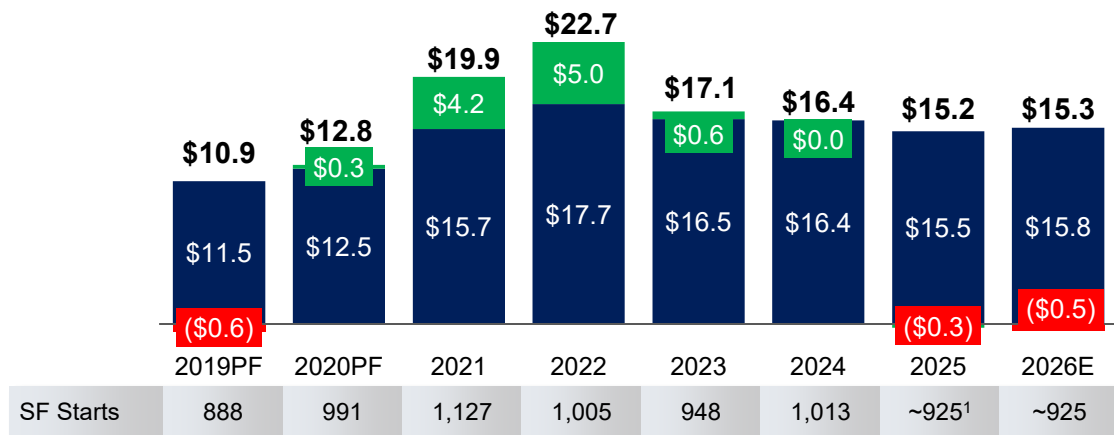
Base Business Showcases Underlying Strength, Profitability of Core Business Adjusting for Commodity Price Fluctuations



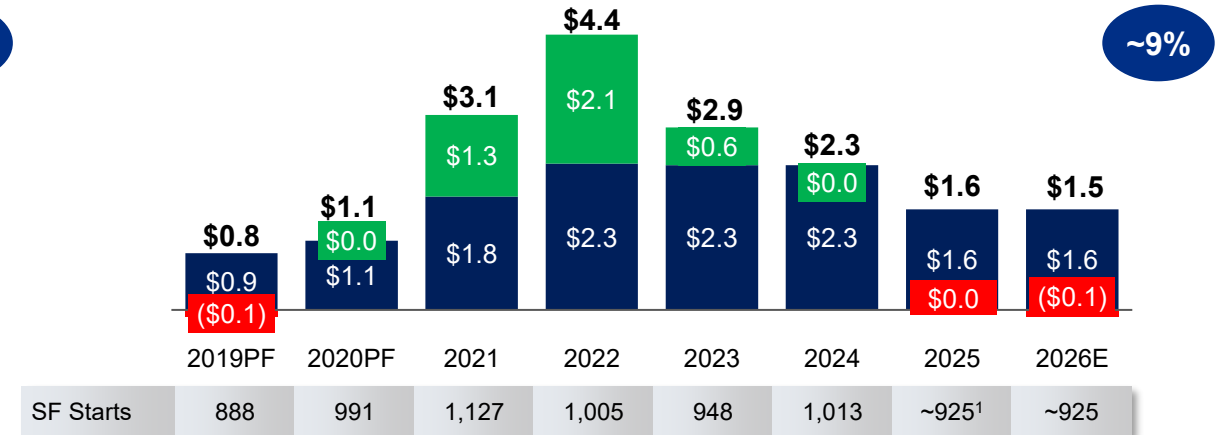
1) Base Business is based on management estimates to provide investors another method for evaluating our performance. Base Business should be considered in addition to results prepared in accordance with GAAP but should not be considered a substitute for or superior to GAAP results.

Base Business Performance Aligned with Long-Term Plan

Sales (\$B)

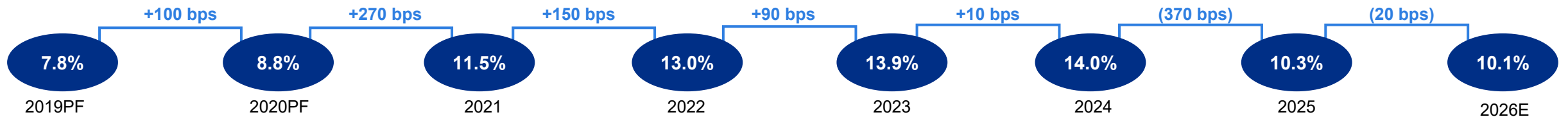


Adjusted EBITDA³ (\$B)



■ Base Business²
■ Commodity <=> \$400/mbf
 ■ Single-Family Housing Starts (000s)⁴
● 2019PF-2025E Base Business CAGR

Adjusted EBITDA³ Margin (On Base Business)



Double Digit Adjusted EBITDA Margin³ (net of lumber price effect)

1) Represents estimated Single Family starts for 2025 pending data release from the US Census Bureau.
 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) 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.
 4) 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 millions, except per share amounts)	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Net sales	\$ 3,357.9	\$ 3,820.3	\$ 15,190.6	\$ 16,400.5
Cost of sales	2,355.9	2,586.2	10,574.8	11,017.5
Gross margin	1,002.0	1,234.1	4,615.8	5,383.0
Selling, general and administrative expenses	940.2	930.0	3,829.5	3,787.8
Income from operations	61.8	304.1	786.3	1,595.2
Interest expense, net	67.8	53.1	273.9	207.7
(Loss) income before income taxes	(6.0)	251.0	512.4	1,387.5
Income tax (benefit) expense	(37.5)	60.8	77.2	309.6
Net income	<u>\$ 31.5</u>	<u>\$ 190.2</u>	<u>\$ 435.2</u>	<u>\$ 1,077.9</u>
<i>Net income per share:</i>				
Basic	<u>\$ 0.28</u>	<u>\$ 1.66</u>	<u>\$ 3.91</u>	<u>\$ 9.13</u>
Diluted	<u>\$ 0.28</u>	<u>\$ 1.65</u>	<u>\$ 3.89</u>	<u>\$ 9.06</u>
<i>Weighted average common shares:</i>				
Basic	<u>110.6</u>	<u>114.8</u>	<u>111.4</u>	<u>118.0</u>
Diluted	<u>110.9</u>	<u>115.6</u>	<u>111.8</u>	<u>119.0</u>

Summary Financial Information & Reconciliations

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

(in thousands)	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Cash flows from operating activities:				
Net income	\$ 31,480	\$ 190,244	\$ 435,199	\$ 1,077,898
Adjustments to reconcile net income to net cash provided by operating activities:				
Depreciation and amortization	151,342	136,488	591,432	561,929
Deferred income taxes	(17,068)	26,967	6,808	(19,033)
Stock-based compensation expense	6,712	12,226	53,512	63,111
Other non-cash adjustments	8,617	5,427	2,992	22,563
Changes in assets and liabilities, net of assets acquired and liabilities assumed:				
Receivables	172,339	154,476	182,499	259,616
Inventories	94,903	4,159	198,519	51,475
Contract assets	15,515	33,256	18,130	15,036
Other current assets	(5,583)	(7,569)	(9,314)	(2,828)
Other assets and liabilities	18,048	(13,420)	(3,724)	(54,429)
Accounts payable	(244,442)	(152,258)	(167,179)	(28,600)
Accrued liabilities	(20,586)	2,887	(85,954)	(78,350)
Contract liabilities	(16,483)	(19,420)	(7,034)	4,304
Net cash provided by operating activities	194,794	373,463	1,215,886	1,872,692
Cash flows from investing activities:				
Cash used for acquisitions, net of cash acquired	(218,813)	(79,602)	(1,123,328)	(336,458)
Purchases of property, plant and equipment	(88,071)	(99,672)	(362,602)	(380,569)
Proceeds from sale of property, plant and equipment	2,342	3,439	20,750	13,994
Cash used for equity investments	(664)	—	(1,994)	(7,686)
Net cash used in investing activities	(305,206)	(175,835)	(1,467,174)	(710,719)
Cash flows from financing activities:				
Borrowings under revolving credit facility	—	—	4,058,000	954,000
Repayments under revolving credit facility	—	—	(4,058,000)	(1,418,000)
Proceeds from long-term debt and other loans	—	—	750,000	1,000,000
Repayments of long-term debt and other loans	(696)	(784)	(2,847)	(3,397)
Payments of loan costs	—	—	(19,861)	(12,829)
Payments of acquisition-related deferred and contingent consideration	(1,169)	—	(4,594)	(14,364)
Tax withholdings on and exercises of equity awards	(2,132)	(7,517)	(29,323)	(62,784)
Repurchase of common stock	—	(363,806)	(413,958)	(1,517,131)
Net cash provided by (used in) financing activities	(3,997)	(372,107)	279,417	(1,074,505)
Net change in cash and cash equivalents	(114,409)	(174,479)	28,129	87,468
Cash and cash equivalents at beginning of period	296,162	328,103	153,624	66,156
Cash and cash equivalents at end of period	\$ 181,753	\$ 153,624	\$ 181,753	\$ 153,624

Summary Financial Information & Reconciliations

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

(in thousands, except par value amounts)	December 31, 2025	December 31, 2024
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 181,753	\$ 153,624
Accounts receivable, less allowances of \$42,511 and \$41,233, respectively	1,061,011	1,163,147
Other receivables	330,013	344,342
Inventories, net	1,094,684	1,212,375
Contract assets	133,011	151,095
Other current assets	126,811	116,656
Total current assets	2,927,283	3,141,239
Property, plant and equipment, net	2,204,184	1,961,731
Operating lease right-of-use assets, net	622,188	594,301
Goodwill	4,137,377	3,678,504
Intangible assets, net	1,183,793	1,103,634
Deferred income taxes	23,000	—
Other assets, net	139,705	103,677
Total assets	\$ 11,237,530	\$ 10,583,086
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	\$ 714,710	\$ 868,054
Accrued liabilities	566,325	634,045
Contract liabilities	168,440	168,208
Current portion of operating lease liabilities	111,132	103,499
Current maturities of long-term debt	14,334	3,470
Total current liabilities	1,574,941	1,777,276
Noncurrent portion of operating lease liabilities	547,772	525,213
Long-term debt, net of current maturities, discounts and issuance costs	4,427,033	3,700,643
Deferred income taxes	177,975	148,167
Other long-term liabilities	157,558	135,317
Total liabilities	6,885,279	6,286,616
Commitments and contingencies (Note 13)		
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; 110,584 and 113,578 shares issued and outstanding, respectively	1,106	1,136
Additional paid-in capital	4,197,279	4,271,269
Retained earnings	153,866	24,065
Total stockholders' equity	4,352,251	4,296,470
Total liabilities and stockholders' equity	\$ 11,237,530	\$ 10,583,086

Summary Financial Information & Reconciliations

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

(in millions, except per share amounts)	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Reconciliation to Adjusted Net Income:				
GAAP net income	\$ 31.5	\$ 190.2	\$ 435.2	\$ 1,077.9
Acquisition and related expense	3.4	13.2	7.3	18.5
Technology implementation expense	42.2	20.3	135.8	66.9
Debt issuance and refinancing cost	-	-	0.2	-
Amortization expense	76.5	68.2	297.3	305.4
Tax-effect of adjustments to net income	(29.3)	(24.4)	(105.7)	(93.8)
Adjusted net income	\$ 124.3	\$ 267.5	\$ 770.1	\$ 1,374.9
<i>Adjusted net income as a % of sales</i>	3.7%	7.0%	5.1%	8.4%
<hr/>				
GAAP common shares outstanding	110.6	114.8	111.4	118.0
GAAP diluted common shares outstanding	110.9	115.6	111.8	119.0
<hr/>				
Basic adjusted net income per share:	\$ 1.12	\$ 2.33	\$ 6.91	\$ 11.65
Diluted adjusted net income per share:	\$ 1.12	\$ 2.31	\$ 6.89	\$ 11.56

Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Reconciliation to Adjusted EBITDA:				
GAAP net income	\$ 31.5	\$ 190.2	\$ 435.2	\$ 1,077.9
Interest expense, net	67.8	53.1	273.7	207.7
Income tax (benefit) expense	(8.2)	85.2	182.9	403.4
Depreciation expense	74.8	68.3	294.2	256.5
Amortization expense	76.5	68.2	297.3	305.4
Stock compensation expense	6.7	12.2	53.5	63.1
Acquisition and related expense	3.4	13.2	7.3	18.5
Technology implementation expense	42.2	20.3	135.8	66.9
Debt issuance and refinancing cost	-	-	0.2	-
Tax-effect of adjustments to net income	(29.3)	(24.4)	(105.7)	(93.8)
Other management-identified adjustments ⁽¹⁾	9.5	7.3	9.4	25.1
Adjusted EBITDA	<u>\$ 274.9</u>	<u>\$ 493.6</u>	<u>\$ 1,583.8</u>	<u>\$ 2,330.7</u>
<i>Adjusted EBITDA margin</i>	8.2%	12.9%	10.4%	14.2%

(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 December 31,		Twelve Months Ended December 31,	
	2025	2024	2025	2024
Reconciliation to Adjusted SG&A Expense:				
GAAP SG&A expense	\$ 940.2	\$ 930.0	\$ 3,829.5	\$ 3,787.8
Depreciation expense	(53.4)	(47.2)	(206.6)	(177.8)
Amortization expense	(73.9)	(65.6)	(286.6)	(294.7)
Stock compensation expense	(6.7)	(12.2)	(53.5)	(63.1)
Acquisition and related expense	(3.4)	(13.2)	(7.3)	(18.5)
Technology implementation expense	(42.2)	(20.3)	(135.8)	(66.9)
Other management-identified adjustments ⁽¹⁾	(9.5)	(7.3)	(9.4)	(25.1)
Adjusted SG&A expense	\$ 751.1	\$ 764.2	\$ 3,130.3	\$ 3,141.7
<i>GAAP SG&A expense as a % of sales</i>	28.0%	24.3%	25.2%	23.1%
<i>Adjusted SG&A expense as a % of sales</i>	22.4%	20.0%	20.6%	19.2%

(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 December 31, 2025		Twelve Months Ended December 31, 2025	
	Interest Expense	Net Debt Outstanding	Interest Expense	Net Debt Outstanding
Revolving credit facility @ 5.50% weighted average interest rate	\$ 1.3	\$ -	\$ 24.9	\$ -
2032 Unsecured notes @ 4.25%	13.8	1,300.0	55.3	1,300.0
2034 Unsecured notes @ 6.375%	15.9	1,000.0	63.8	1,000.0
2035 Unsecured notes @ 6.75%	12.5	750.0	32.8	750.0
2032 Unsecured notes @ 6.375%	11.2	700.0	44.6	700.0
2030 Unsecured notes @ 5.00%	6.9	550.0	27.5	550.0
Amortization of debt issuance costs, discount and premium	1.9	-	7.1	-
Finance leases and other finance obligations	5.0	185.0	19.8	185.0
Debt issuance and refinancing cost	-	-	0.2	-
Cash	-	(181.8)	-	(181.8)
Total ⁽¹⁾	\$ 68.5	\$ 4,303.2	\$ 276.0	\$ 4,303.2

(1) Total interest expense does not include interest income of approximately \$0.7 million and \$2.1 million received during the three month and twelve month periods, respectively.

Summary Financial Information & Reconciliations

BUILDERS FIRSTSOURCE, INC. AND SUBSIDIARIES

Free Cash Flow (unaudited)

(in millions)	<u>Three Months Ended December 31, 2025</u>	<u>Twelve Months Ended December 31, 2025</u>
Free Cash Flow		
Operating activities	\$ 194.8	\$ 1,215.9
Less: Capital expenditures, net of proceeds	(85.7)	(341.9)
Free cash flow	<u>\$ 109.1</u>	<u>\$ 874.0</u>

Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended December 31,				
	2025		2024		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 749.9	22.3%	\$ 910.5	23.8%	(17.6)%
Windows, doors & millwork	873.7	26.0%	999.9	26.2%	(12.6)%
Value-added products	1,623.6	48.3%	1,910.4	50.0%	(15.0)%
Specialty building products & services	923.5	27.6%	943.3	24.7%	(2.1)%
Lumber & lumber sheet goods	810.8	24.1%	966.6	25.3%	(16.1)%
Total net sales	<u>\$ 3,357.9</u>	<u>100.0%</u>	<u>\$ 3,820.3</u>	<u>100.0%</u>	<u>(12.1)%</u>

(in millions)	Twelve Months Ended December 31,				
	2025		2024		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 3,410.5	22.4%	\$ 3,985.8	24.3%	(14.4)%
Windows, doors & millwork	3,836.2	25.3%	4,238.1	25.8%	(9.5)%
Value-added products	7,246.7	47.7%	8,223.9	50.1%	(11.9)%
Specialty building products & services	4,068.0	26.8%	3,907.5	23.9%	4.1%
Lumber & lumber sheet goods	3,875.9	25.5%	4,269.1	26.0%	(9.2)%
Total net sales	<u>\$ 15,190.6</u>	<u>100.0%</u>	<u>\$ 16,400.5</u>	<u>100.0%</u>	<u>(7.4)%</u>