



Boise Cascade®



# INVESTOR PRESENTATION

February 2024

## Forward-Looking Statements

During the course of this presentation, we may make forward-looking statements or provide forward-looking information. All statements that address expectations or projections about the future are forward-looking statements. Some of these statements include words such as “expects,” “anticipates,” “believes,” “estimates,” “plans,” “intends,” “projects,” and “indicates.” Although they reflect our current expectations, these statements are not guarantees of future performance, but involve a number of risks, uncertainties, and assumptions which are difficult to predict. Some of the factors that may cause actual outcomes and results to differ materially from those expressed in, or implied by, the forward-looking statements include, but are not necessarily limited to, prices for building products, changes in the competitive position of our products, commodity input costs, the effect of general economic conditions, our ability to efficiently and effectively integrate the BROSCO and Coastal Plywood acquisitions, mortgage rates and availability, housing demand, housing vacancy rates, governmental regulations, unforeseen production disruptions, as well as natural disasters. The Company does not undertake any obligation to update any forward-looking statements as a result of future developments or new information.

## Non-GAAP Financial Measures

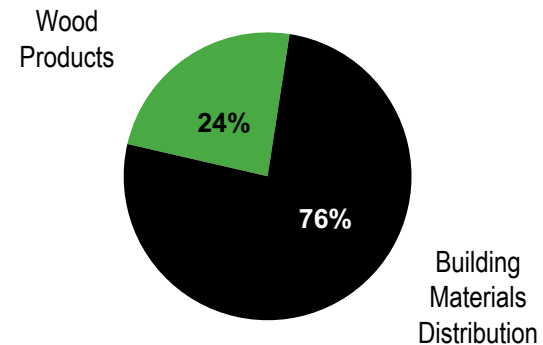
Included in this presentation are certain non-GAAP financial measures, including Free Cash Flow, EBITDA and Adjusted EBITDA, designed to complement the financial information presented in accordance with generally accepted accounting principles because management believes such measures are useful to investors. Our non-GAAP financial measures are not necessarily comparable to other similarly titled captions of other companies due to potential inconsistencies in the metrics of calculation. For a reconciliation of Free Cash Flow, net income to EBITDA and Adjusted EBITDA and segment income to segment EBITDA, see the Appendix to this presentation.

# Who We Are

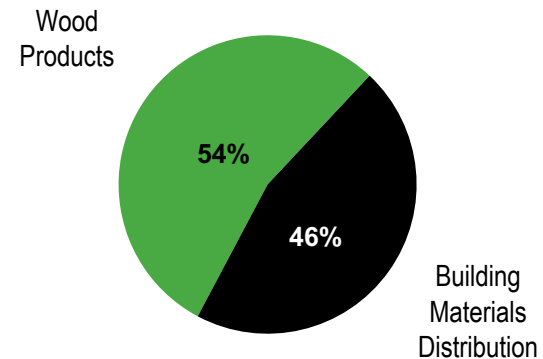
*As a leading manufacturer and distributor of building materials, we bring people, products, and services together to build strong homes, businesses, and communities that stand the test of time.*



## \$6.8Bn 2023 Sales<sup>1</sup>



## \$756.7mm 2023 Adj. EBITDA<sup>2</sup>



<sup>1</sup> Segment percentages are calculated before intersegment eliminations.

<sup>2</sup> Segment percentages exclude unallocated corporate costs.

# Individual, Yet Aligned, Operating Segments



## Wood Products

- Leading manufacturer of engineered wood products (“EWP”) and plywood
- 2023 Sales of ~\$1.9Bn<sup>1</sup> and EBITDA of \$436mm (22.6% margin)

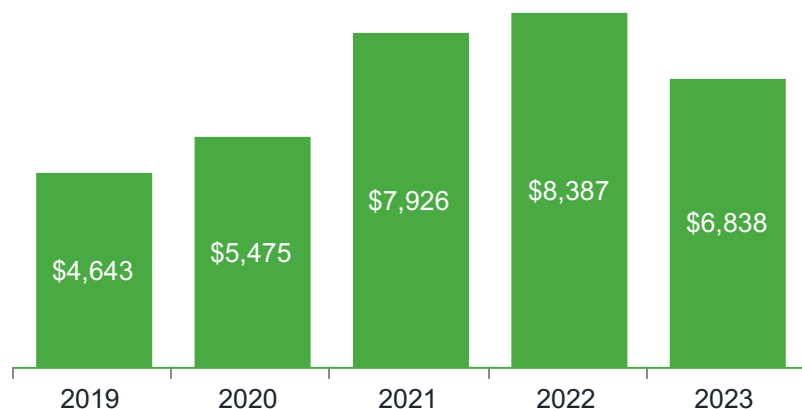
## Building Materials Distribution (BMD)

- Leading national wholesale distributor
- 2023 Sales of ~\$6.2Bn and EBITDA of \$368mm (6.0% margin)

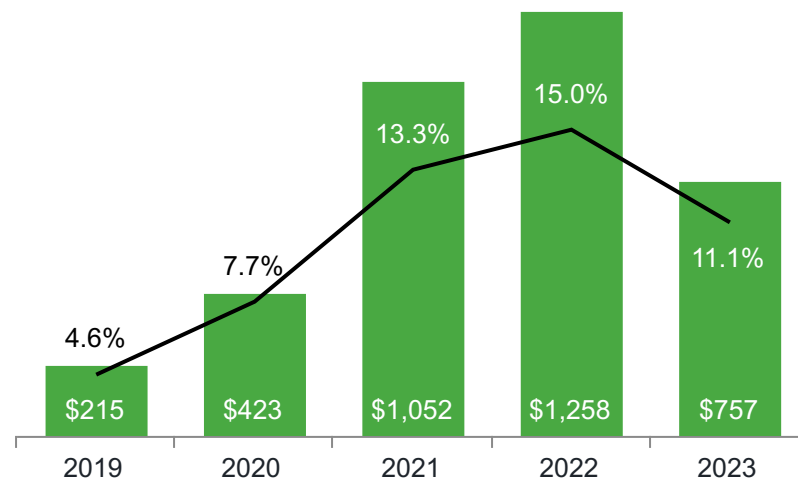
Our products are primarily used in new home construction, repair and remodel (R&R), light commercial construction, and certain industrial applications.

<sup>1</sup> Segment sales are presented before intersegment eliminations.

### Total Net Sales (\$MM)



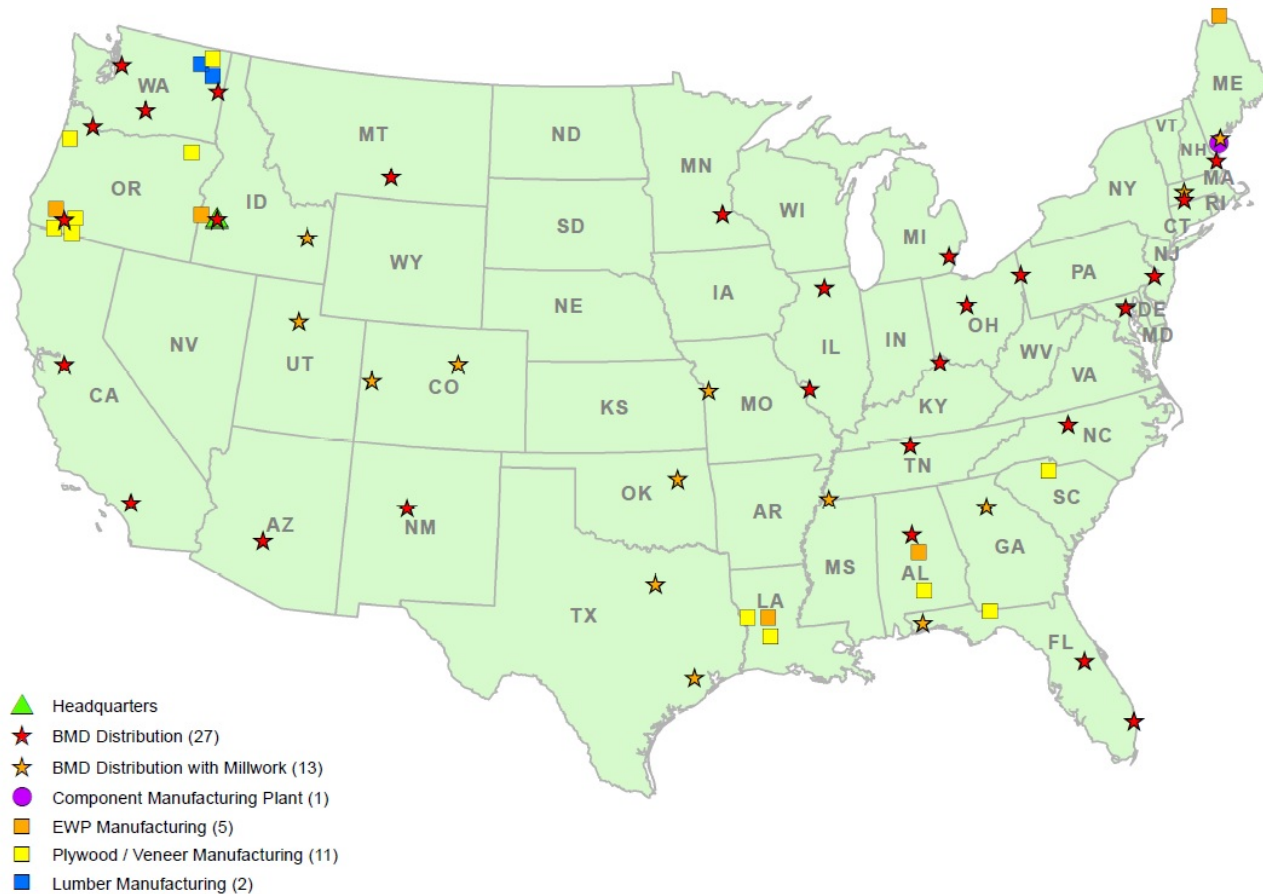
### Adjusted EBITDA (\$MM & % Margin)





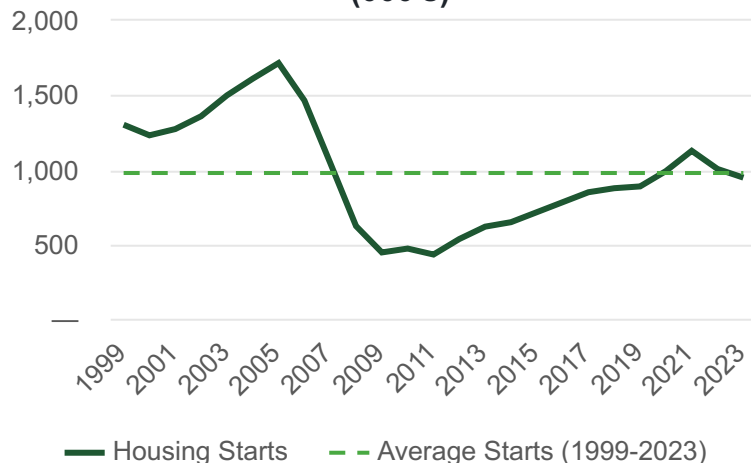
# Strong Local Presence Coupled with Significant National Scale

- Empowered decision-making at local and regional levels
- Scale to support supplier and customer partners at local, regional, and national levels
- Penetration in strategic markets



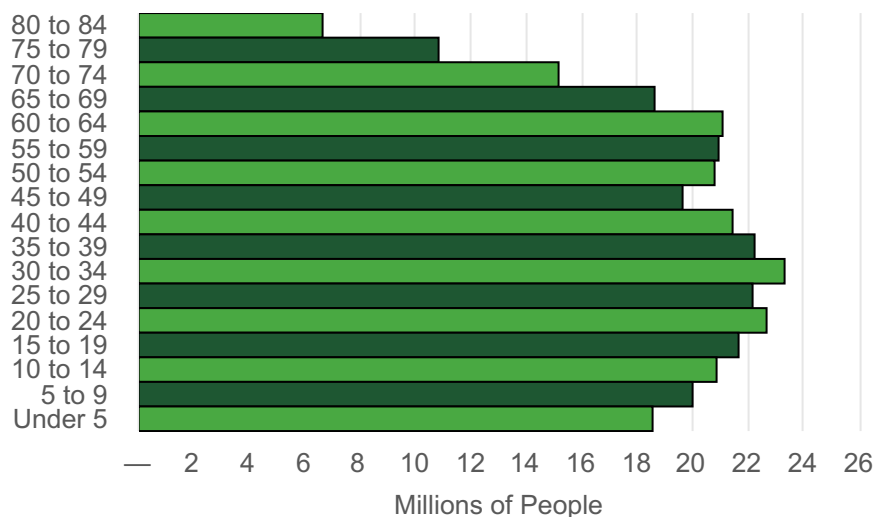
# U.S. Housing Trends

**U.S. Single-Family Housing Starts<sup>1</sup>**  
(000's)

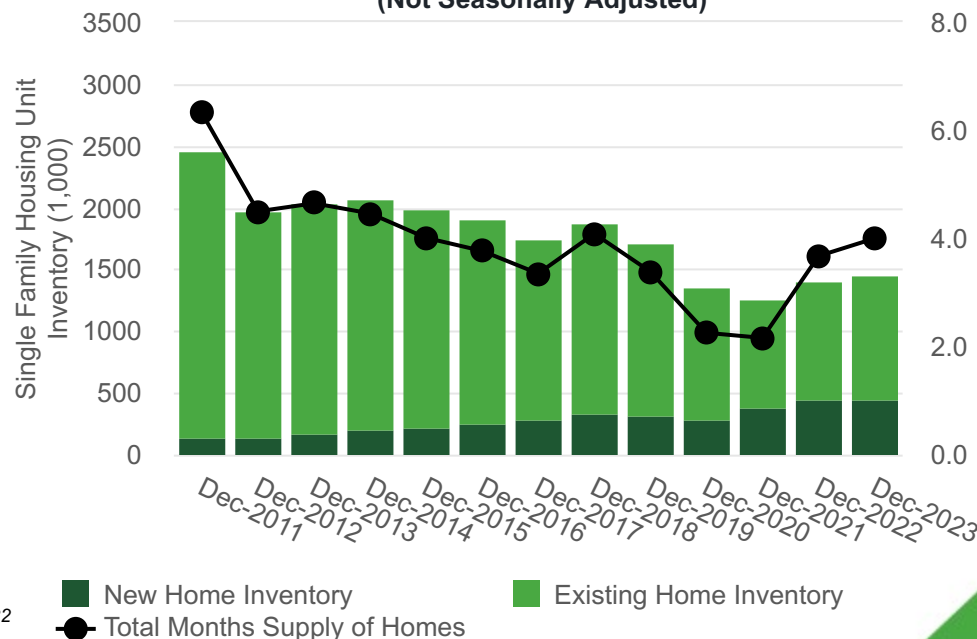


- Elevated home prices and interest rates creating affordability challenges, despite recent declines in mortgage rates
- Demand indicators remain supportive for new single-family construction
  - Strong wages and employment
  - Favorable demographics
  - Low housing supply

**U.S. Population by Age<sup>2</sup>**



**Home Inventory<sup>3</sup>**  
(Not Seasonally Adjusted)



<sup>1</sup> U.S. Census Bureau

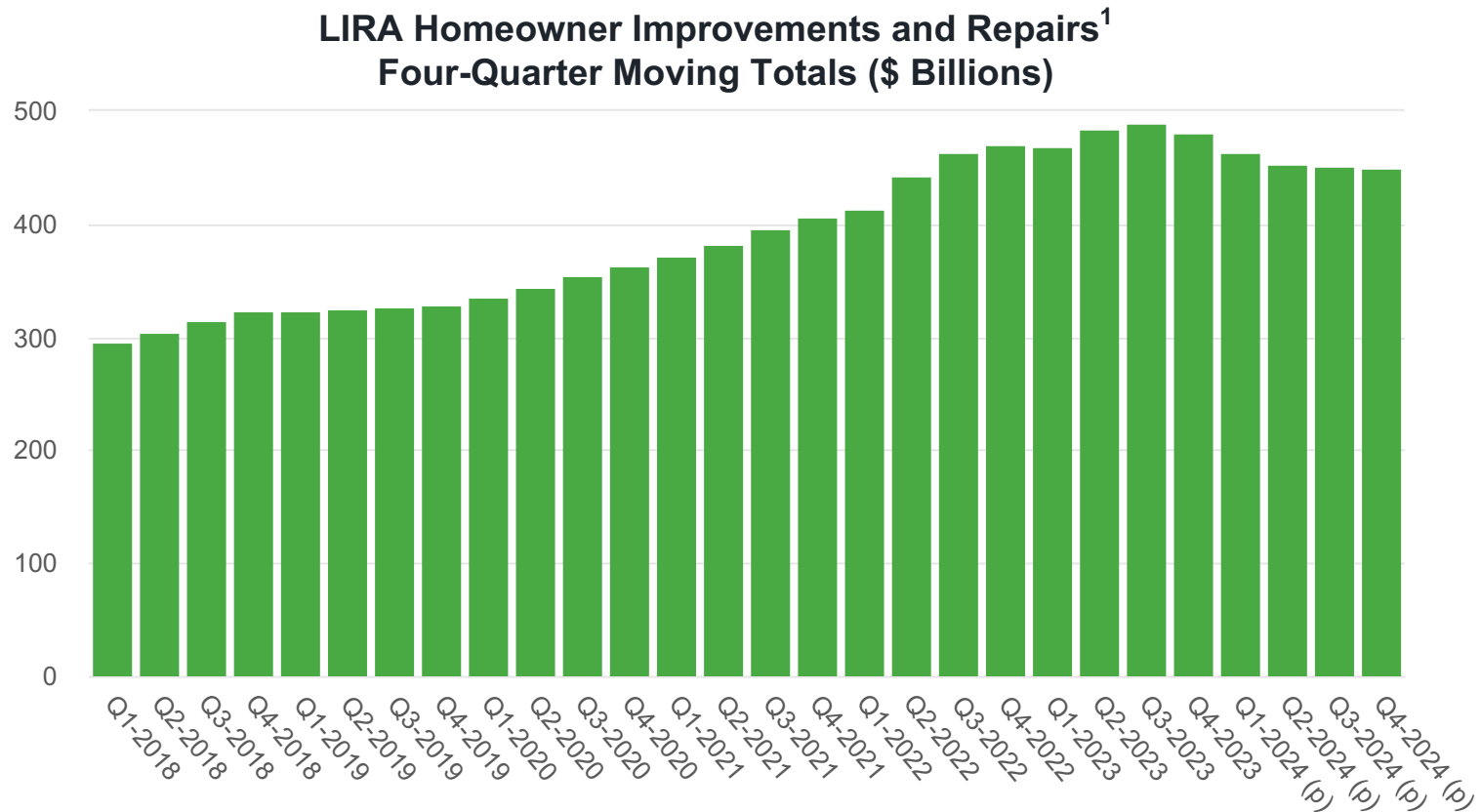
<sup>2</sup> U.S. Census Bureau, Annual Estimates of the Resident Population for Selected Age Groups as of July 1, 2022

<sup>3</sup> IHS Global Insight

# Repair and Remodel Spending

While moderating, expected continued strength in repair and remodel

- Increased home equity levels
- Median age of existing homes
- "Lock-in" effect of high mortgage rates



<sup>1</sup> Harvard Joint Center for Housing Studies, Leading Indicator of Remodeling Activity, 2023, [www.jchs.harvard.edu](http://www.jchs.harvard.edu). All rights reserved.



## Leverage the Integrated Model

- Manufacturing benefits from superior market access through a committed and consistent distributor of EWP and plywood
- EWP supply chain visibility and optimization benefits both divisions
- BMD benefits from committed manufacturing partnership
- Joint service offerings provide unique and significant value to customers
- Capture EBITDA margin at both levels



## Increase Earnings Stability

- Growth in EWP
  - Coastal Plywood acquisition and planned investments in Southeast U.S. mills provides avenue for EWP growth
- Growth in BMD
  - Market expansions
  - Tuck-in acquisitions
  - Further scale door and millwork business
- Balance exposure to commodity products' price volatility



## Accelerate Pace of Transformation

- Innovation & Digital Technology
- Diversity, Equity & Inclusion

## Manufacturing

- Large-scale manufacturing position through the operation of
  - 5 EWP facilities
  - 11 plywood/veneer plants
  - 2 sawmills
- A North American leader in EWP and plywood
- The largest customer is the Company's BMD segment at approximately 66% of Wood Products 2023 segment sales
- External customers include wholesalers, home improvement centers, dealers and industrial converters in North America



## Integrated Veneer Based Strategy

### Engineered Wood Products

- Versa-Lam® LVL
- Versa-Stud® LVL
- BCI® Joists

### Plywood Products

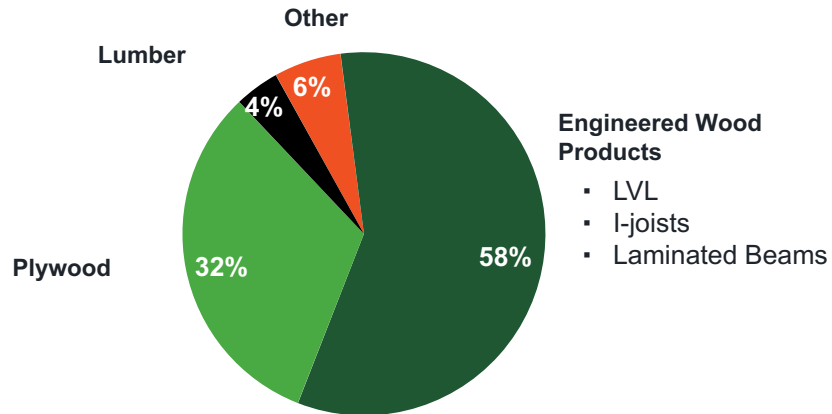
- Sheathing
- Sanded

### Mass Timber Products

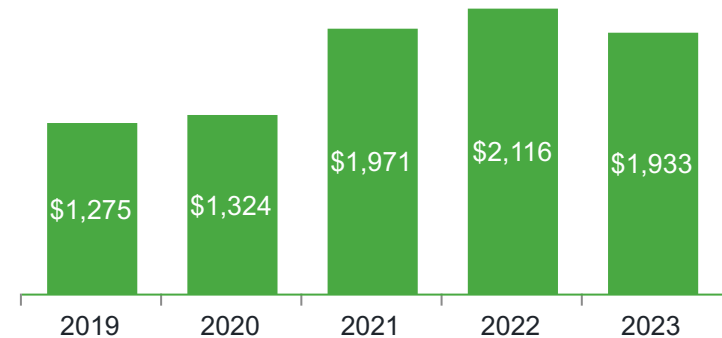
- Veneer-based applications for commercial markets
- Current focus on go-to-market strategy

# Wood Products Financial Performance

## 2023 Sales by Product

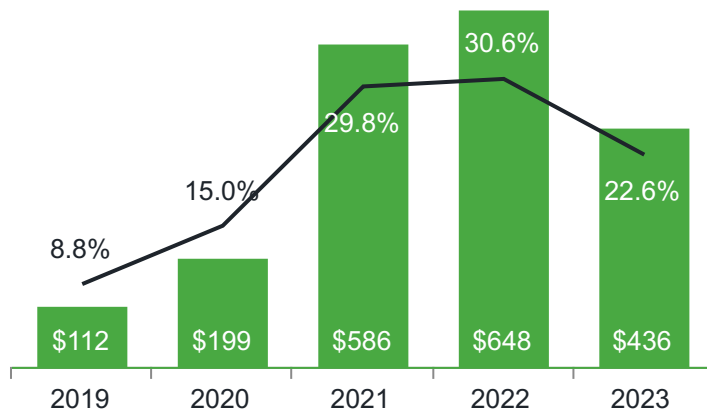


## Segment Revenue (\$MM)<sup>1</sup>

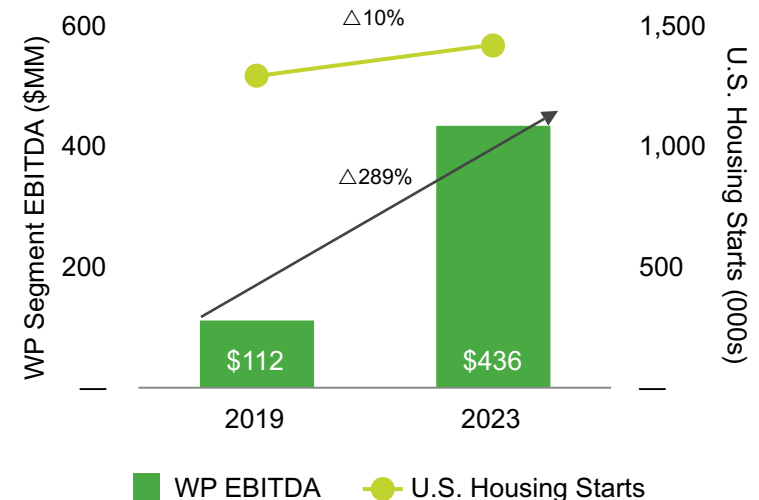


<sup>1</sup> Segment sales are presented before intersegment eliminations

## Segment EBITDA (\$MM & % Margin)

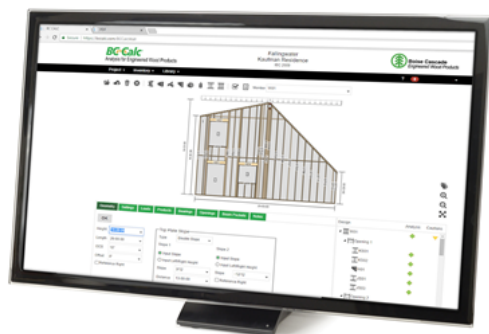
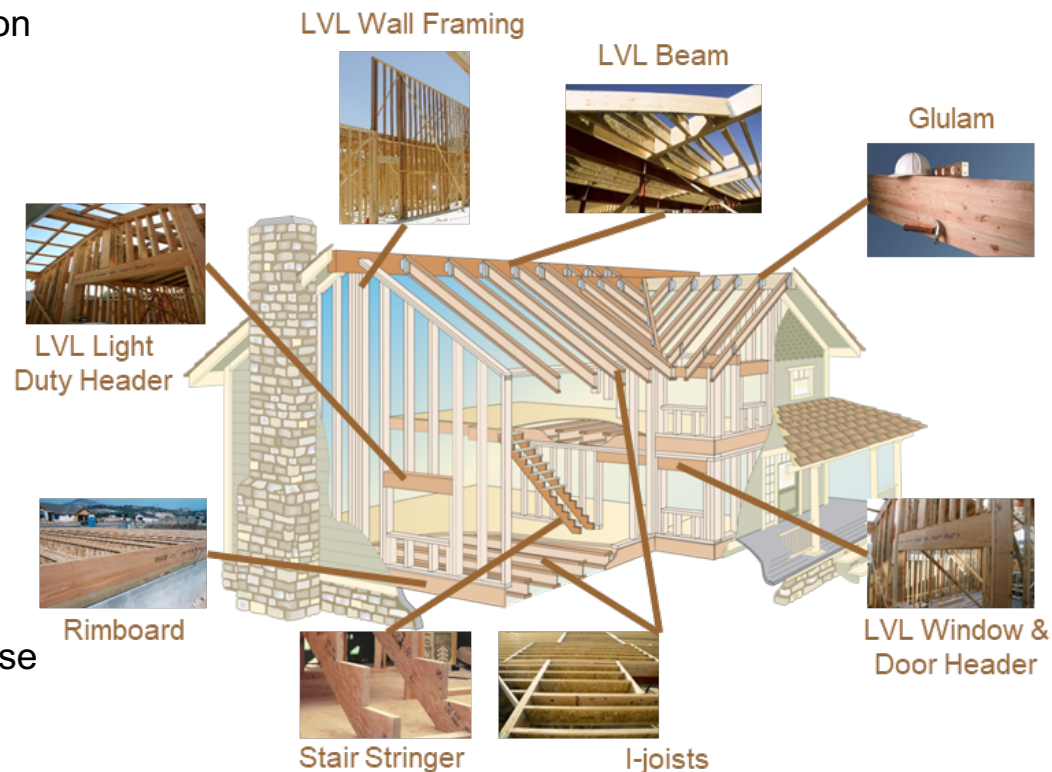


## Segment EBITDA Growth



# Focus on EWP Growth

- Primary use in single-family construction
- Additional opportunities in multi-family and light commercial construction
- Stronger with longer lengths than traditional lumber materials
- Precision manufacturing delivers consistent, high-quality products
- Reduced labor and installed cost
- Simplified mechanical runs
- Longer spans, larger open spaces and taller walls
- Reduced job-site waste and material use
- Fewer call-backs
- Limited lifetime warranty



The EWP sales & marketing teams provide additional value with technology and support, including engineering support; software suite with 3D structural modeling and detailed project planning; and SawTek automated processing systems backed by unmatched consultative support and training.



# Where Do We Grow From Here?



- Investments in our mills in the Southeast U.S., including at the facilities acquired from Coastal Plywood, will allow us to grow our EWP sales
- Further EWP opportunities in multi-family / light commercial construction
- Mass timber opportunities



- One of the largest U.S. wholesale building products distributors with 40 distribution facilities, including door and millwork in 13 markets, and a single truss plant
- Vast line of products including siding, composite decking, doors, metal products, roofing, insulation, EWP, framing lumber, and structural panels
- Strong alignment with market-leading supplier brands
- Sales channel is primarily dealers and home improvement centers

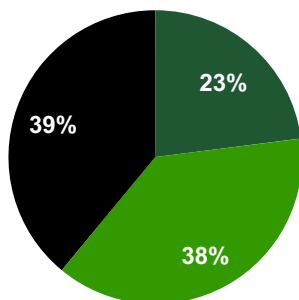


# BMD Financial Performance

## 2023 Sales by Product

### General Line

- Siding
- Composite Decking
- Doors
- Metal Products
- Roofing
- Insulation



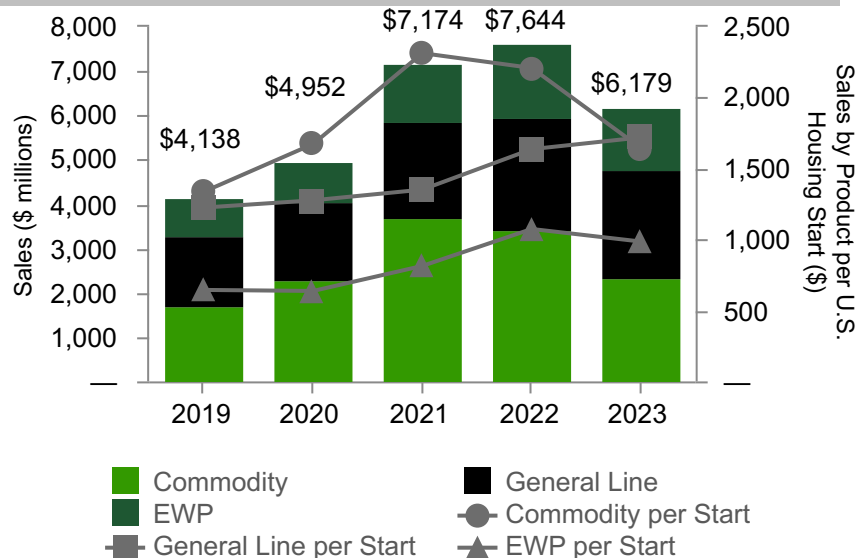
### EWP

- LVL
- I-joists
- Laminated beams

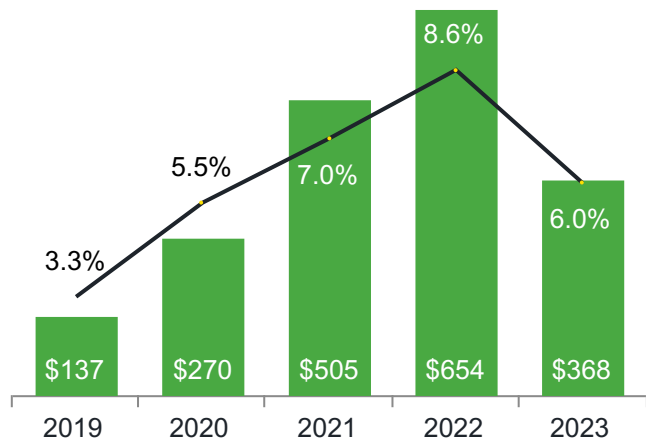
### Commodity

- Plywood
- OSB
- Framing Lumber
- Boards
- Treated Products

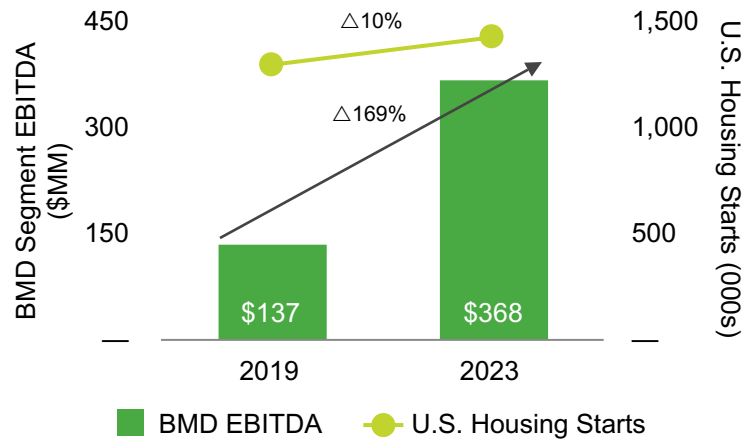
## Sales by Product per U.S. Housing Start



## Segment EBITDA (\$MM & % Margin)



## Segment EBITDA Growth





# BMD Key Customers and Suppliers

## Customer sales breakdown 2023

Independent Pro Dealers 47%	National Pro Chains 27%	Home Centers 11%	Other 15%
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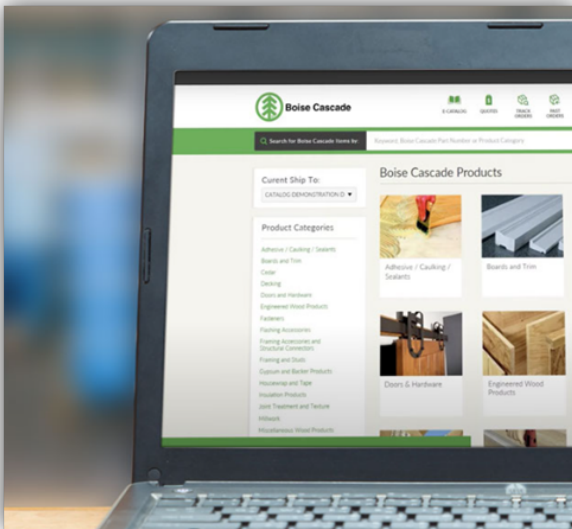


## Leading supplier partnerships



# BMD Brings Superior Value to Supply Chain

- **Broad range of quality products** from floor to roof, with nationwide distribution capabilities
- **Consistent and reliable delivery** with truckload and rail shipments, short lead times, break bulk packaging, mill-direct shipments
- **Financial services** such as credit, price risk mitigation for commodities, working capital management
- **Knowledgeable sales & service** about products, marketing, in-store merchandising and events, inventory management, technical service (e.g., EWP design and specification), customer service, in-person sales, and a 24/7 online catalog



# Where Do We Grow From Here?

The BMD strategy is to grow profitably in each market served by adding products and services, including adjacent businesses, and expanding our distribution footprint

- Expansion in existing markets - Marion, Kansas City, Denver and South Florida
- Add physical presence in underserved markets (South Central Texas & South Carolina Coast)
- Continue tuck-in acquisitions if in alignment with our strategy
- Robust pipeline of additional organic growth projects, including opportunities to further scale door and millwork business - entered Northeast U.S. door and millwork market with acquisition of BROSCO



M&A/Expansion Completed in Last 5 Years – generating revenue growth of approximately \$800mm.

# Balanced and Disciplined Approach to Capital Allocation

## Maintain strong and flexible balance sheet

- Target net debt leverage ratio <2.0x
- Ample liquidity

## Invest in asset base through the business cycle

- Capital spending to ensure operations are safe, compliant, and competitive
- Organic growth in both businesses

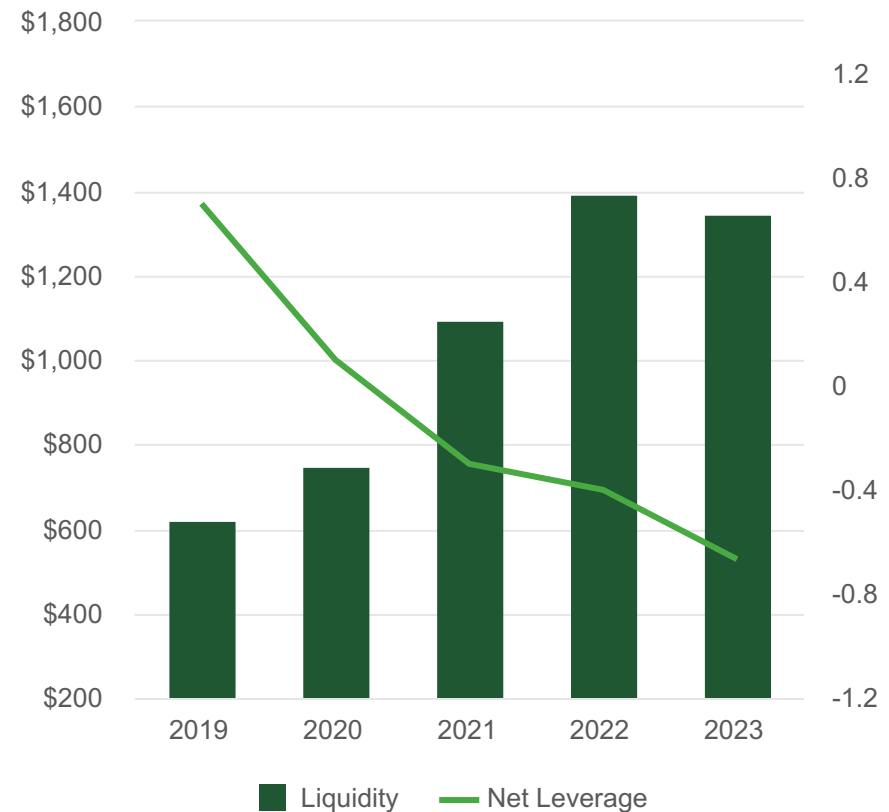
## M&A growth

- Acquisitions that provide an appropriate expected return on capital and advance the company's strategy

## Return capital to shareholders

- Pay a regular quarterly dividend, with an objective of growing it over time
- Special dividends
- Share repurchases

## Liquidity (\$MM) and Net Leverage



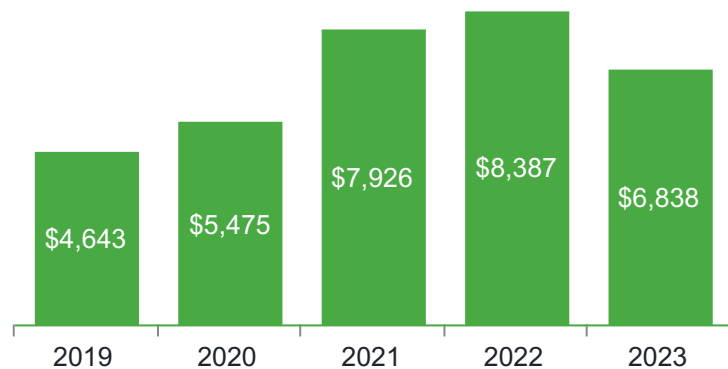
## 2013 - 2023 (\$ millions) - Total \$3,121

CAPEX \$1,032	M&A \$1,038	DIVIDENDS \$906	SHARE REPURCHASES \$145
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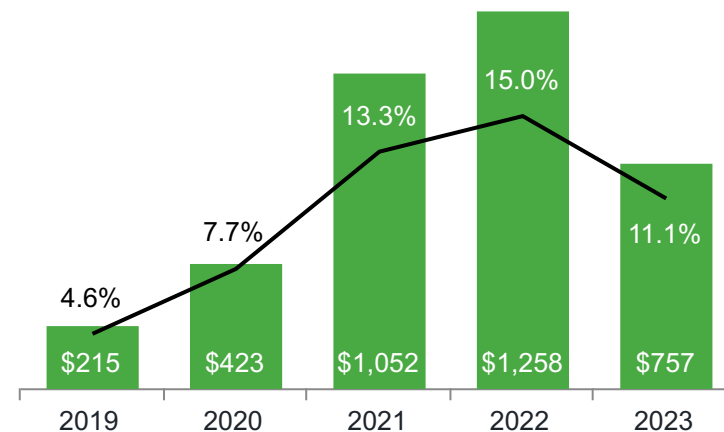


# Historical Financial Performance

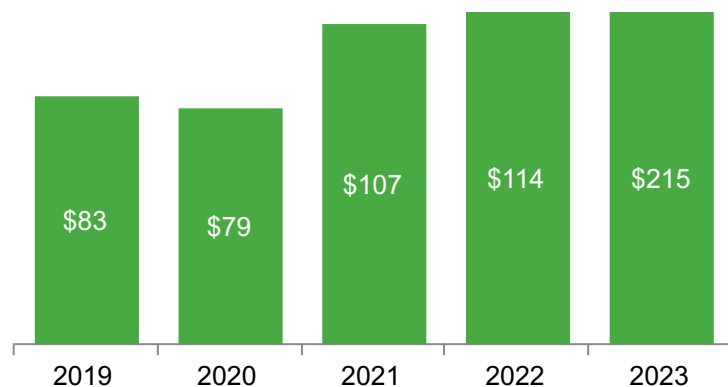
## Total Net Sales (\$MM)



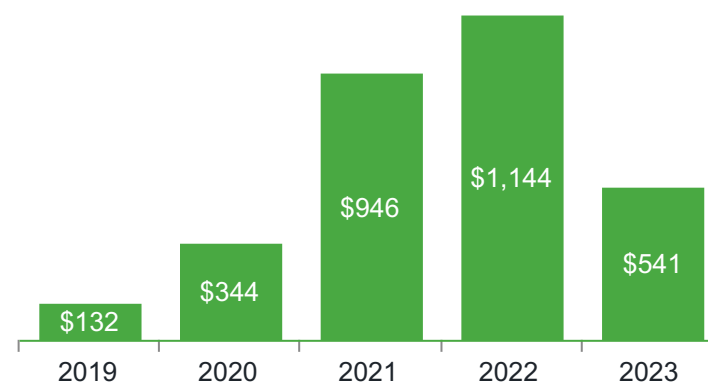
## Adjusted EBITDA (\$MM & % Margin)



## Capital Expenditures Excl. Acquisitions (\$MM)



## Free Cash Flow<sup>1</sup> (\$MM)



<sup>1</sup> Defined as Adjusted EBITDA less Capital Expenditures (excl. acquisitions)



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# APPENDIX



## ENVIRONMENT

### Sustainable Forestry

- Promoting biological diversity, protecting water quality and encouraging reforestation by executing a comprehensive sustainable forestry program.

### Environmental Compliance

- Leading a robust environmental policy with corporate and local leadership.

### Climate Change

- Responding to stakeholder needs for climate information and action.
  - Implementing technology solutions to track Scope 1 & 2 greenhouse gas (GHG) emissions.



## SOCIAL

### Creating a Culture of Safety

### Embracing Diversity, Equity & Inclusion

### Strengthening Our Communities

## GOVERNANCE

- Declassified Board of Directors
- Risk Oversight and Enterprise Risk Management (ERM)
  - Cybersecurity
  - Data Privacy

# Manufacturing Products Overview

## Engineered Wood Products



Versa-Lam® LVL



BCI® Joists



AJS® Joist



Boise Cascade  
Rimboard



BOISE GLULAM®

## Plywood



Sturd-I-Floor®  
Plywood



Sanded



Sheathing



Appearance  
Lumber



Industrial & Shop  
Lumber

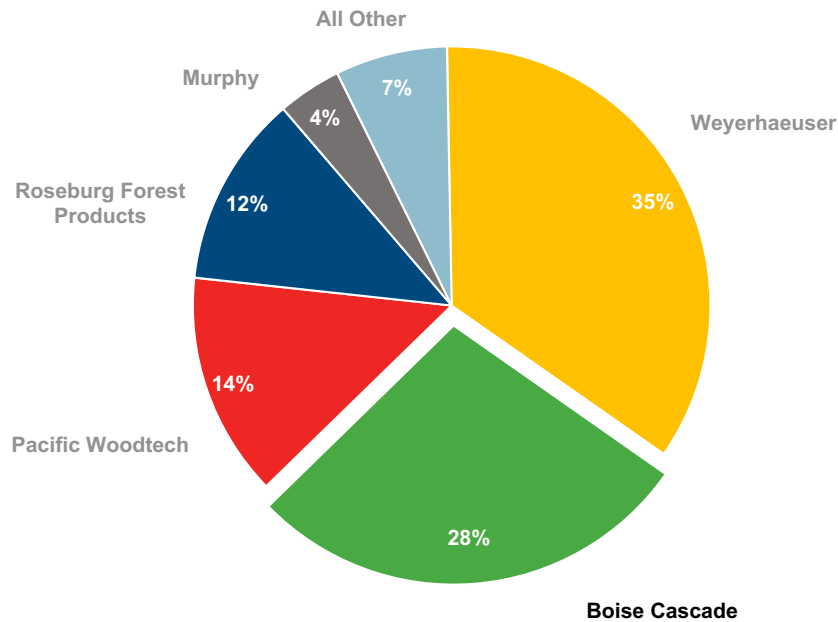


Landscape  
Timbers

## Lumber

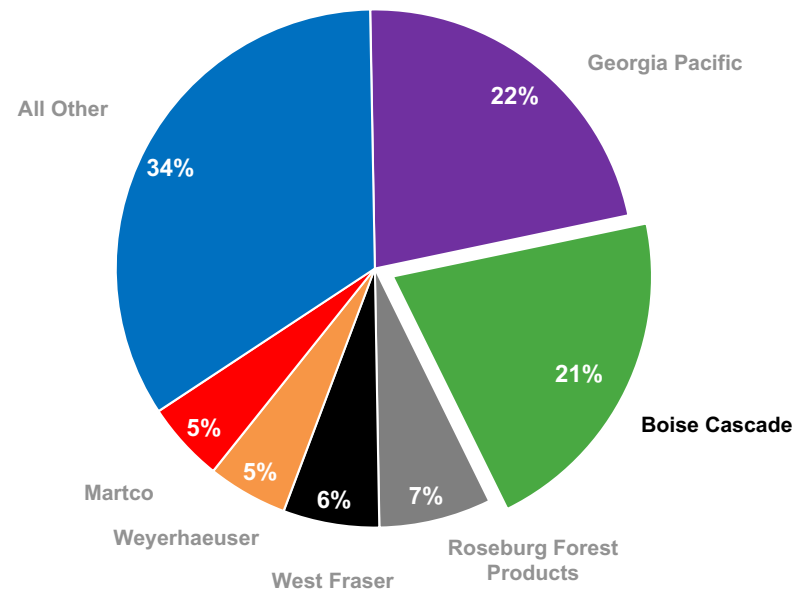
# Manufacturing Landscape

**2023 N.A. EWP Solid Section  
Production Capacity**



Source: BCC estimates, FEA

**2023 N.A. Plywood  
Production Capacity**



Source: BCC estimates, FEA



# BMD Products Overview



**Engineered  
Wood Products**



**Framing Lumber  
& Timber**



**Structural &  
Specialty Panels**



**Gypsum &  
Backer Board**



**Millwork**



**Decking, Railing  
& Accessories**



**Siding, Trim &  
Boards**



**Metal Fasteners  
& Hangers**



**Insulation**



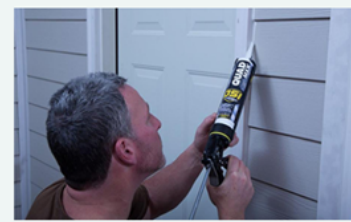
**Rebar, Remesh &  
Accessories**



**Roofing**



**Weatherization &  
Waterproofing**



**Adhesive, Caulk  
& Sealants**



**Other Building  
Products**

# BMD Market Channels and End Users

## Single-Family Residential

LBM Dealers  
Independent & Pro Chains  
Specialty Dealers  
Component Manufacturers

## Multi-Family Residential

LBM Dealers      Home Centers  
Specialty Dealers  
Independent & Pro Chains  
Multifamily/Brokers

## Repair & Remodel/DIY

LBM Dealers  
Specialty Dealers  
Home Centers

## Light Commercial

LBM Dealers    Home Centers  
Multifamily/Brokers

## Industrial/OEM

Large Users      Home Centers  
Manufactured Housing

## Government

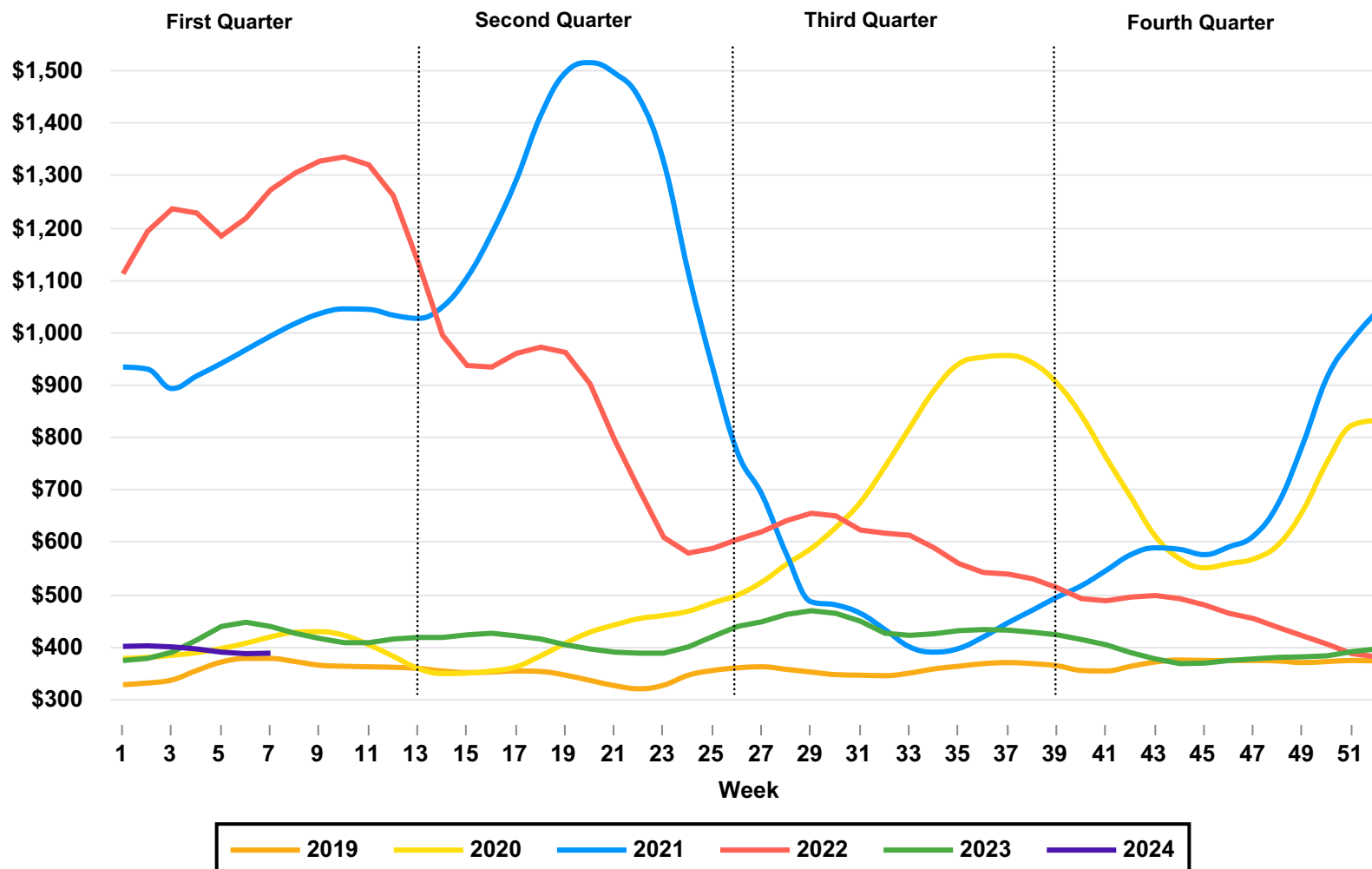
Segment Brokers      Home Centers  
Specialty Dealers  
LBM Dealers

## International

Domestic Brokers  
Non-US Dealers  
Non-US Distributors

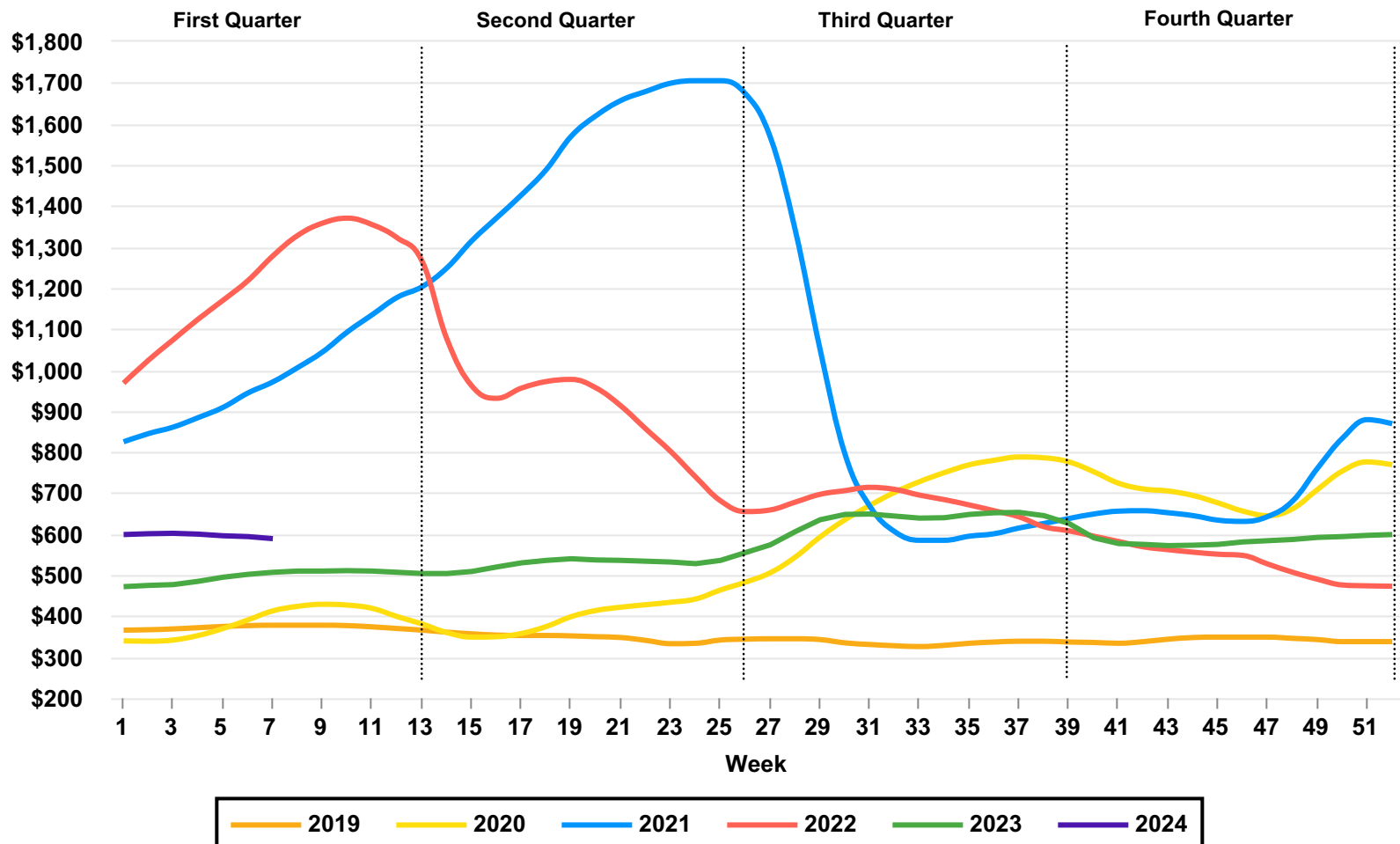


# Lumber Composite Price



Source: Random Lengths

# Panel Composite Price



Source: Random Lengths

# Total Company EBITDA Reconciliation and Supplemental Segment Information

(\$ in millions)	2017	2018	2019	2020	2021	2022	2023
Net Income	\$83.0	\$20.5	\$80.9	\$175.0	\$712.5	\$857.7	\$483.7
Interest Expense	25.4	26.2	26.1	26.2	24.8	25.4	25.5
Interest Income	(0.5)	(1.6)	(2.8)	(1.0)	(0.2)	(12.3)	(48.1)
Income Tax Provision	34.6	1.6	27.3	111.3	236.4	228.7	161.4
Depreciation and Amortization	80.4	146.8	80.1	95.2	80.8	101.6	132.5
<b>EBITDA</b>	<b>\$222.8</b>	<b>\$193.5</b>	<b>\$211.6</b>	<b>\$406.7</b>	<b>\$1,054.2</b>	<b>\$1,261.1</b>	<b>\$754.9</b>
Change in Fair Value of Interest Rate Swaps	\$(0.5)	\$(0.6)	\$3.0	\$2.4	\$(1.7)	\$(3.6)	\$1.8
Loss on Extinguishment of Debt	—	—	—	14.0	—	—	—
<b>Adjusted EBITDA</b>	<b>\$222.3</b>	<b>\$192.9</b>	<b>\$214.6</b>	<b>\$423.1</b>	<b>\$1,052.5</b>	<b>\$1,257.6</b>	<b>\$756.7</b>
Wood Products	\$1,373.8	\$1,533.3	\$1,275.2	\$1,323.9	\$1,970.8	\$2,115.9	\$1,932.6
Building Materials Distribution	3,773.8	4,287.7	4,137.7	4,952.0	7,174.3	7,643.6	6,178.7
Eliminations	(715.6)	(825.7)	(769.5)	(801.1)	(1,219.0)	(1,372.2)	(1,273.0)
<b>Total Sales</b>	<b>\$4,432.0</b>	<b>\$4,995.3</b>	<b>\$4,643.4</b>	<b>\$5,474.8</b>	<b>\$7,926.1</b>	<b>\$8,387.3</b>	<b>\$6,838.2</b>
Wood Products	\$116.7	\$117.0	\$111.9	\$198.9	\$586.5	\$648.5	\$435.8
Building Materials Distribution	132.3	130.8	137.0	270.0	505.1	654.1	368.2
Corporate	(26.8)	(54.8)	(34.3)	(45.7)	(39.1)	(45.0)	(47.3)
<b>Total Company Adjusted EBITDA</b>	<b>\$222.3</b>	<b>\$192.9</b>	<b>\$214.6</b>	<b>\$423.1</b>	<b>\$1,052.5</b>	<b>\$1,257.6</b>	<b>\$756.7</b>
<b>Net income per common share - diluted</b>	<b>\$2.12</b>	<b>\$0.52</b>	<b>\$2.06</b>	<b>\$4.44</b>	<b>\$17.97</b>	<b>\$21.56</b>	<b>\$12.12</b>

Note: EBITDA represents income before interest (interest expense and interest income), income taxes, and depreciation and amortization. Additionally, we disclose Adjusted EBITDA, which further adjusts EBITDA to exclude the change in fair value of interest rate swaps and loss on extinguishment of debt.

# Segment Financial Performance and Free Cash Flow Reconciliation

## Wood Products

(\$ in millions)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Segment Income (Loss)	\$53.6	\$(10.0)	\$54.2	\$127.7	\$531.2	\$575.2	\$337.1
Depreciation	63.1	127.0	57.7	71.1	55.2	73.3	98.7
<b>Segment EBITDA</b>	<b>\$116.7</b>	<b>\$117.0</b>	<b>\$111.9</b>	<b>\$198.9</b>	<b>\$586.5</b>	<b>\$648.5</b>	<b>\$435.8</b>

## Building Materials Distribution

(\$ in millions)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Segment Income	\$116.8	\$112.5	\$116.2	\$247.5	\$481.1	\$627.1	\$335.8
Depreciation	15.5	18.3	20.8	22.5	24.0	27.0	32.4
<b>Segment EBITDA</b>	<b>\$132.3</b>	<b>\$130.8</b>	<b>\$137.0</b>	<b>\$270.0</b>	<b>\$505.1</b>	<b>\$654.1</b>	<b>\$368.2</b>

## Free Cash Flow Reconciliation

(\$ in millions)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Company Adjusted EBITDA	\$222.3	\$192.9	\$214.6	\$423.1	\$1,052.5	\$1,257.6	\$756.7
Capital Expenditures	75.5	80.0	82.7	79.4	106.5	114.1	215.4
<b>Free Cash Flow</b>	<b>\$146.8</b>	<b>\$113.0</b>	<b>\$131.9</b>	<b>\$343.7</b>	<b>\$946.0</b>	<b>\$1,143.5</b>	<b>\$541.3</b>

Note: Free Cash Flow defined as Company Adj. EBITDA less Capital Expenditures (excl. acquisitions)



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