Boise Cascade Company

Second Quarter 2026 Earnings Webcast

August 4, 2026

INTEGRITY

SAFETY

RESPECT

EXCELLENCE

Boise Cascade®

FORWARD-LOOKING STATEMENTS AND NON-GAAP FINANCIAL MEASURES

This presentation contains statements concerning future events and expectations, including, without limitation, statements relating to our outlook, expected key drivers for Boise Cascade and each of its business segments, and the transition to our new third-party supplier for composite decking. These statements constitute forward looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Any statements that express, or involve discussions as to, expectations, beliefs, plans, objectives, assumptions, or future events or performance, often, but not always, through the use of words or phrases such as "anticipates," "believes," "could," "estimates," "expects," "intends," "outlook," "potential," "plans," "predicts," "preliminary," "projects," "targets," "may," "may result," or similar expressions, are not statements of historical facts and may be forward-looking. Forward-looking statements are not guarantees of future performance, involve estimates, assumptions, risks, and uncertainties, and may differ materially from actual results, performance, or outcomes. Factors that could cause actual results or outcomes to differ materially from those contained in forward-looking statements include those factors set forth in Boise Cascade's most recent Annual Report on Form 10-K, subsequent reports filed by Boise Cascade with the Securities and Exchange Commission (SEC), and the following important factors: the commodity nature of a portion of our products and their price movements, which are driven largely by general economic conditions, industry capacity and operating rates, industry cycles that affect supply and demand, and net import and export activity; the highly competitive nature of our industry; declines in demand for our products due to competing technologies or materials, as well as changes in building code provisions; disruptions to information systems used to process and store customer, employee, and vendor information, as well as the technology that manages our operations and other business processes; material disruptions and/or major equipment failure at our manufacturing facilities; declining demand for residual byproducts, particularly wood chips generated in our manufacturing operations; labor disruptions, shortages of skilled and technical labor, or increased labor costs; product shortages, loss of key suppliers, and our dependence on third-party suppliers and manufacturers; the termination of the distribution relationship with our former composite decking supplier and our ability to execute a successful transition to our new third-party supplier for composite decking; the cost and availability of third-party transportation services used to deliver the goods we distribute and manufacture, as well as our raw materials; cost and availability of raw materials, particularly wood fiber; the need to successfully formulate and implement succession plans for key members of our management team; our ability to execute our organic growth and acquisition strategies efficiently and effectively; failures or delays with new or existing technology systems and software platforms; our ability to successfully pursue our long-term growth strategy related to innovation and digital technology; concentration of our sales among a relatively small group of customers, as well as the financial condition and creditworthiness of our customers; impairment of our long-lived assets, goodwill, and/or intangible assets; substantial ongoing capital investment costs, including those associated with organic growth and acquisitions, and the difficulty in offsetting fixed costs related to those investments; our indebtedness, including the possibility that we may not generate sufficient cash flows from operations or that future borrowings may not be available in amounts sufficient to fulfill our debt obligations and fund other liquidity needs; restrictive covenants contained in our debt agreements; changes in or failure to comply with laws and regulations; changes in foreign trade policy, including the imposition of tariffs; compliance with data privacy and security laws and regulations; the impacts of climate change and related legislative and regulatory responses intended to reduce climate change; cost of compliance with government regulations, in particular, environmental regulations; exposure to product liability, product warranty, casualty, construction defect, and other claims; and fluctuations in the market for our equity.

It is not possible to predict or identify all risks and uncertainties that might affect the accuracy of our forward-looking statements and, consequently, our descriptions of such risks and uncertainties should not be considered exhaustive. There is no guarantee that any of the events anticipated by these forward-looking statements will occur, and if any of the events do occur, there is no guarantee what effect they will have on the company's business, results of operations, cash flows, financial condition and future prospects. Forward-looking statements speak only as of the date they are made, and, except as required by law, we undertake no obligation to publicly update or revise any forward-looking statements, whether because of new information, future events, or otherwise.

This presentation includes references to EBITDA, Adjusted EBITDA and Segment EBITDA, which are non-GAAP financial measures within the meaning of the SEC's Regulation G. Reconciliations of net income to EBITDA and Adjusted EBITDA and segment income to Segment EBITDA are included as an appendix.

EXECUTIVE SUMMARY

BOISE CASCADE COMPANY RESULTS

- 2Q26 sales were $1.8 billion, up 5% from 2Q25
- 2Q26 net income was $57.3 million or $1.63 per share
- Both segments delivered outstanding results despite uneven operating environment

Boise Cascade and James Hardie Expand Nationwide Distribution Partnership

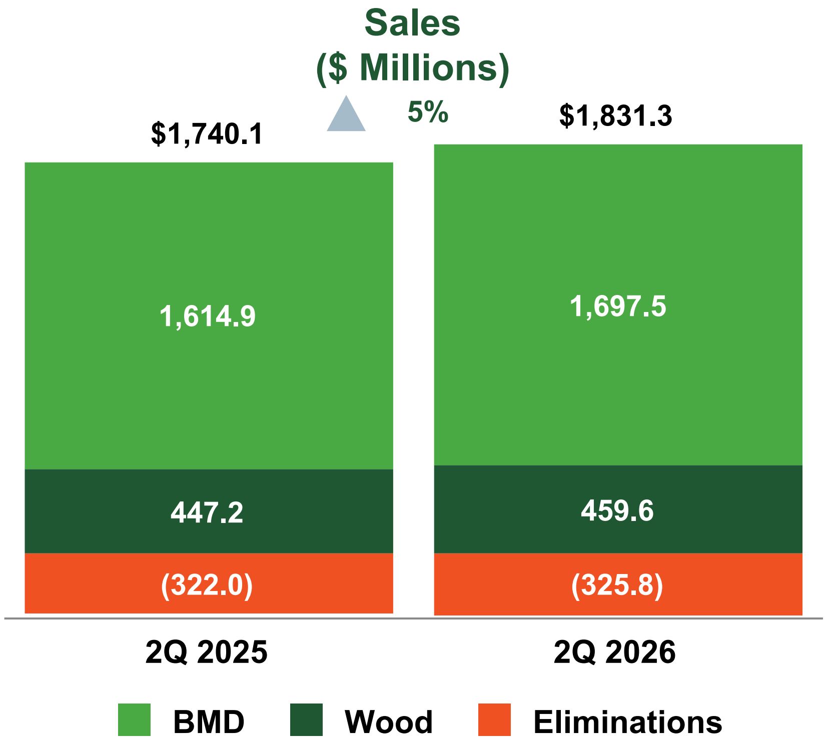
Boise Cascade and James Hardie: Agreement and Strategic Fit

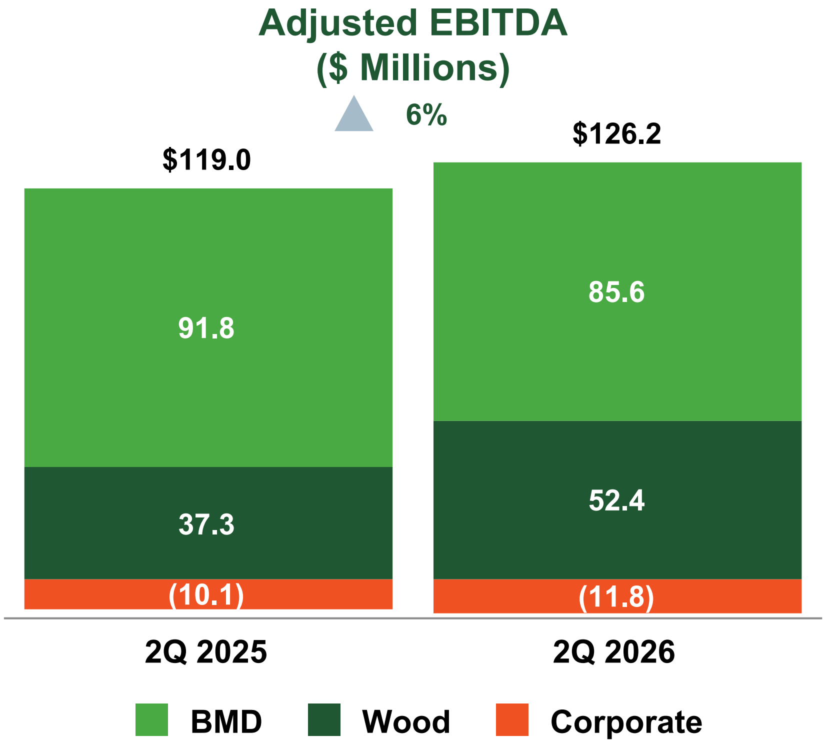
Boise Cascade + JamesHardie

- Sole nationwide distributor of James Hardie's market-leading products including Hardie® siding and trim, AZEK® Exteriors, and TimberTech® decking and railing
- Extensive conversion opportunities powered by each of our industry-leading sales teams
- Coordinated sales, marketing, and contractor engagement and support
- Product training and cross-selling synergies
- Expanded market reach through a national distribution partnership enabling Boise Cascade to provide a superior single-supplier program
- Increased product availability for customers
- Simpler purchasing experience supported by a trusted distribution network

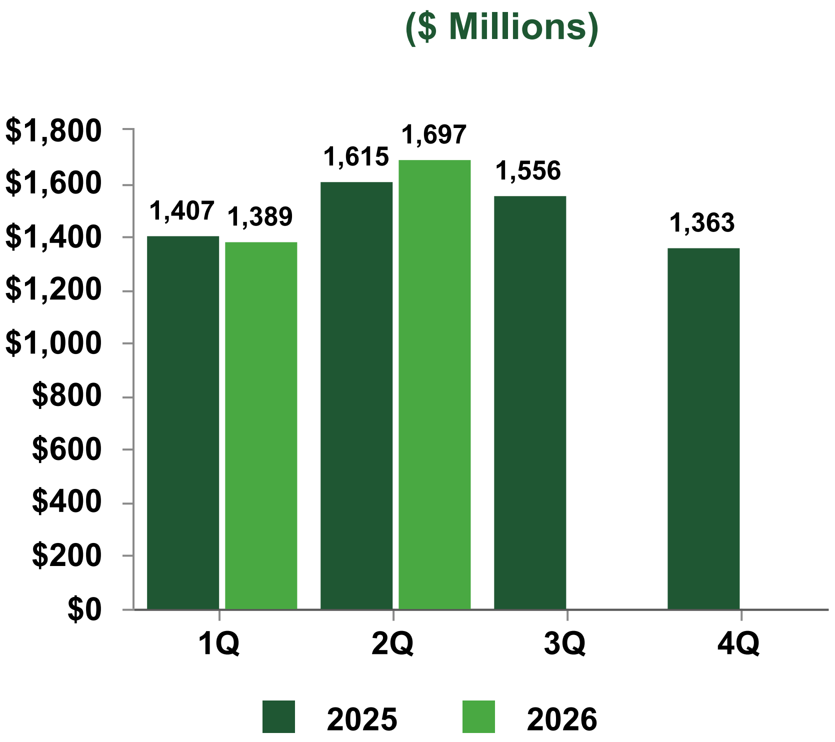
JamesHardie | Boise Cascade

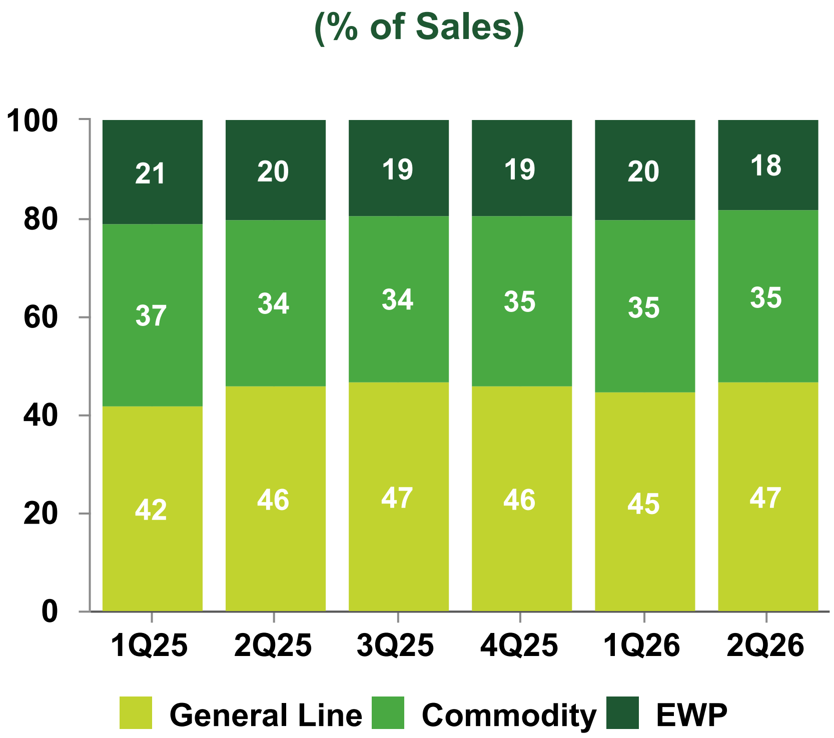
FINANCIAL HIGHLIGHTS





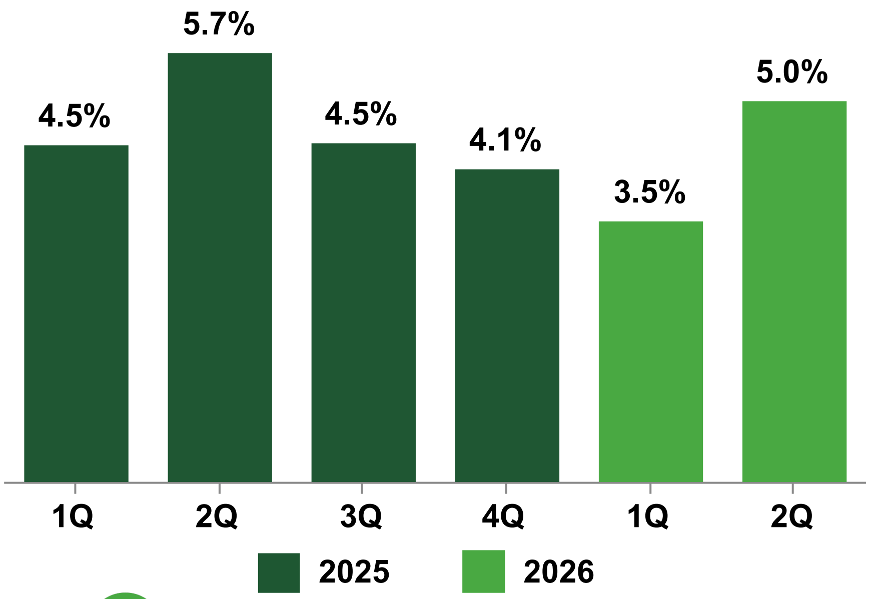
BUILDING MATERIALS DISTRIBUTION SALES

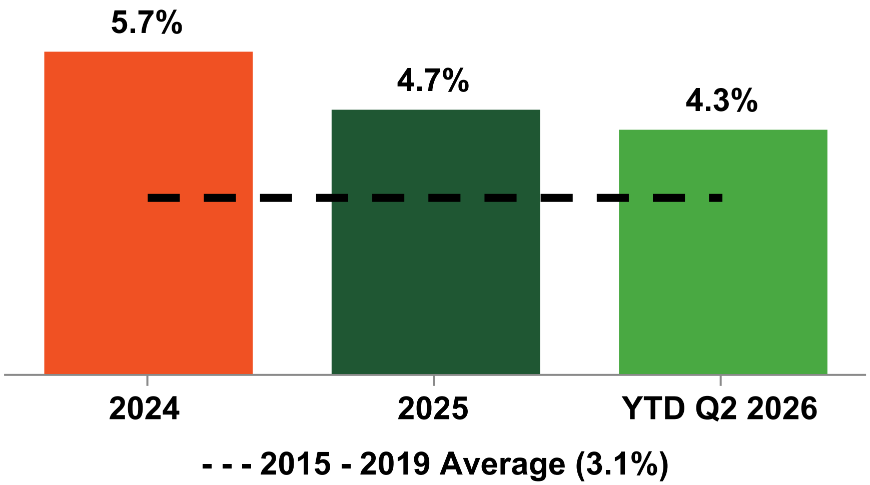




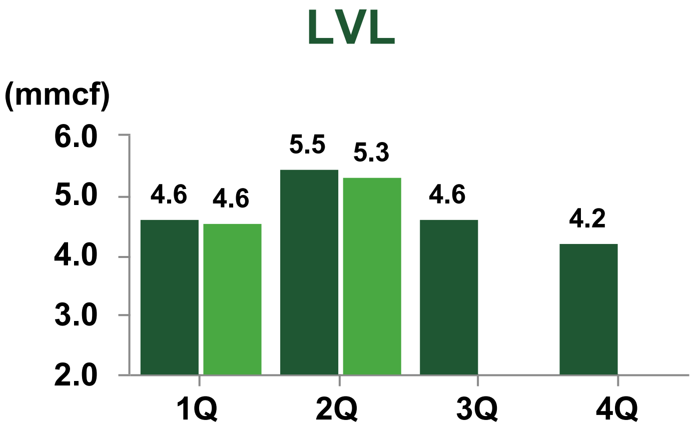
BUILDING MATERIALS DISTRIBUTION EBITDA

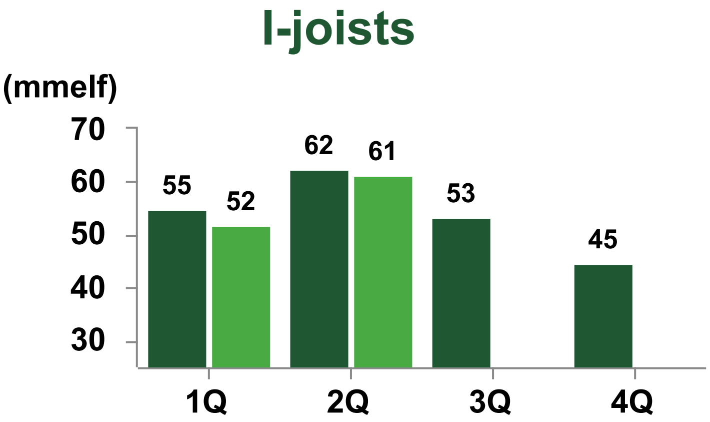
(EBITDA % of Sales)

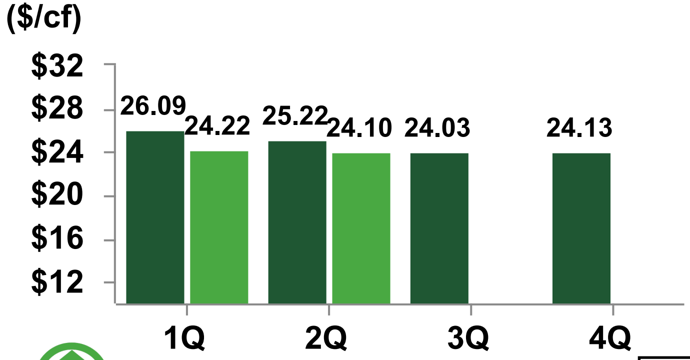


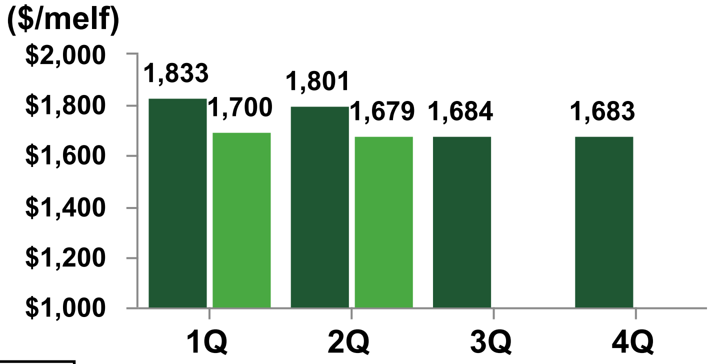


WOOD PRODUCTS EWP







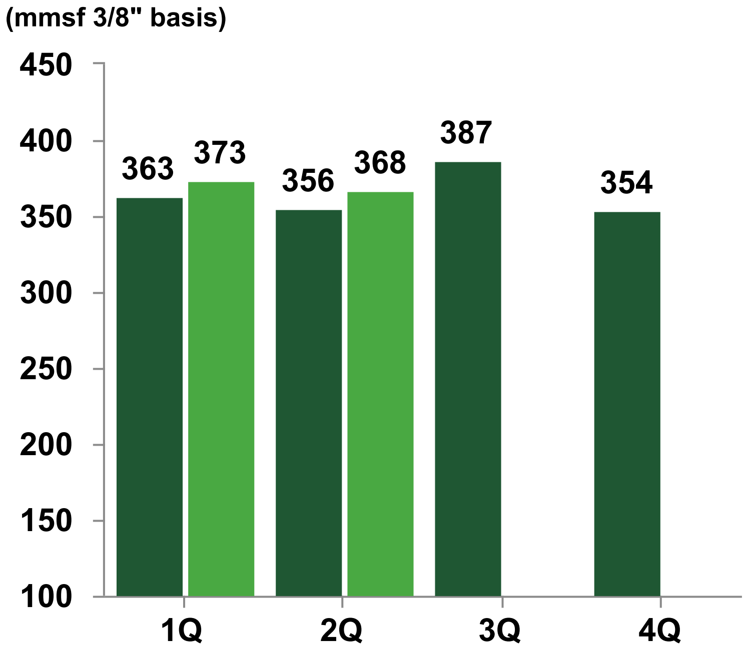


2025 2026

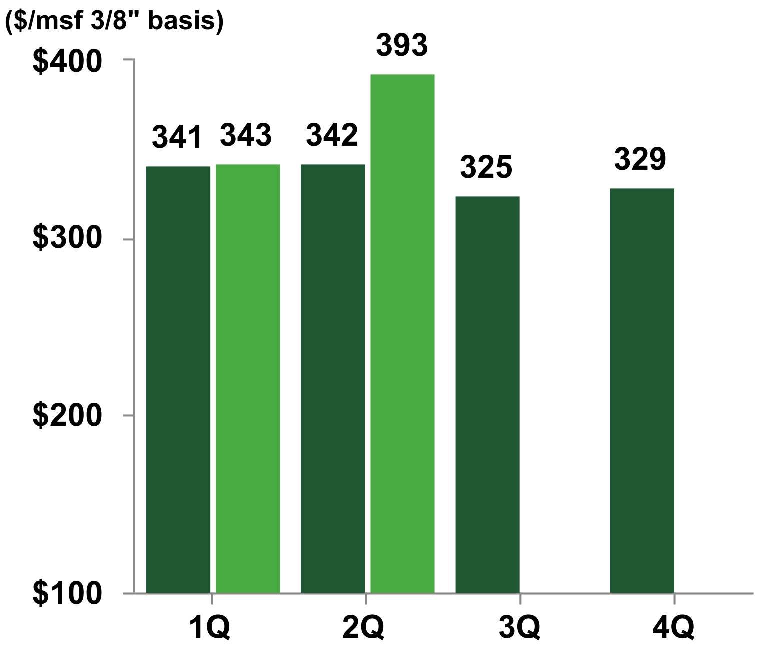
Boise Cascade®

WOOD PRODUCTS PLYWOOD

Sales Volume



Net Sales Price



2025 2026

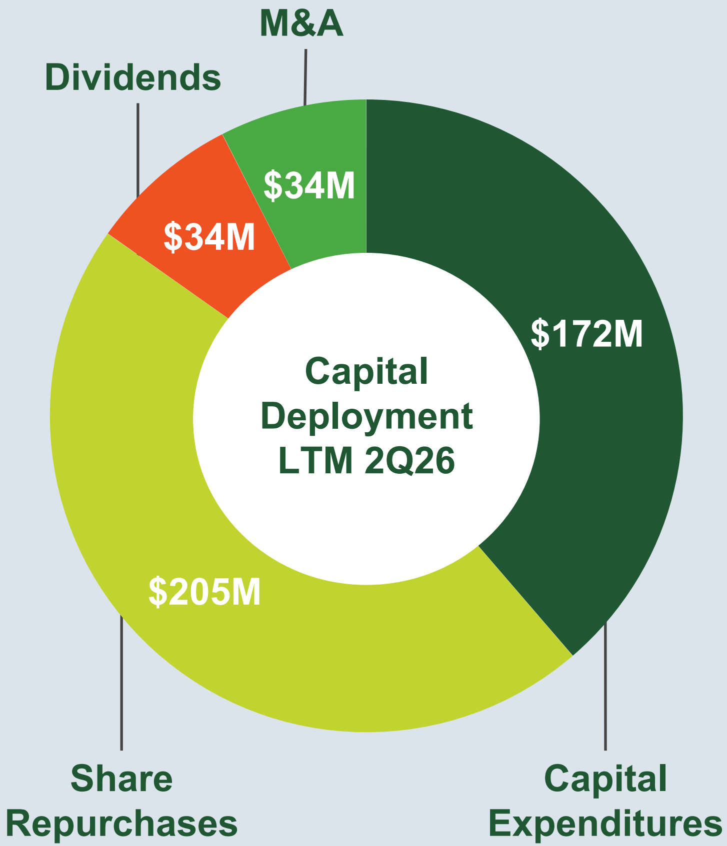
Boise Cascade®

CAPITAL ALLOCATION

SECOND QUARTER 2026

- **$23M** allocated to sustaining the business
  - **$8M** in BMD
  - **$15M** in Wood Products
- **$8M** in dividend payments to shareholders
- **$44M** to repurchase common shares

LTM ended June 30, 2026



OUTLOOK: Q3 2026

Segment	Adjusted EBITDA	Key Drivers	
Building Materials Distribution	$53 - $68 million	Daily Sales Pace	Quarter-to-date pace consistent with Q2 average, expected to moderate based on end market signals and supplier transition activities
		Sales Days	64
		Gross Margins	14.0% - 14.75% Inclusive of estimated effects of supplier transition activities
Wood Products	$42 - $57 million	EWP	Volumes: Mid single-digit sequential decrease Prices: Slight sequential increase
		Plywood	Volumes: Low single-digit sequential decrease Prices: Quarter-to-date 5% above Q2 average, balance of quarter market dependent
		Manufacturing Costs	Per-unit manufacturing costs comparable to second quarter
Unallocated Corporate Costs	($13) - ($11) million		
Total Company	$82 - $114 million	Depreciation & Amortization	$42 - $44 million
		Effective Tax Rate	~27%
		Share Count	~34.9 million shares outstanding as of June 30th

BUSINESS OUTLOOK

2026 economic and end market uncertainty
- Geopolitical and economic instability
- Mortgage rates volatile and consumer sentiment drags

Integration and long-term value creation

Positive long-term fundamentals for the industry

Boise Cascade and James Hardie:
Two Great Companies. Building More Together.

Boise Cascade Company

Appendix

August 4, 2026

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APPENDIX

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. The following table reconciles net income to EBITDA and Adjusted EBITDA for the three months ended June 30, 2026 and 2025, and March 31, 2026:

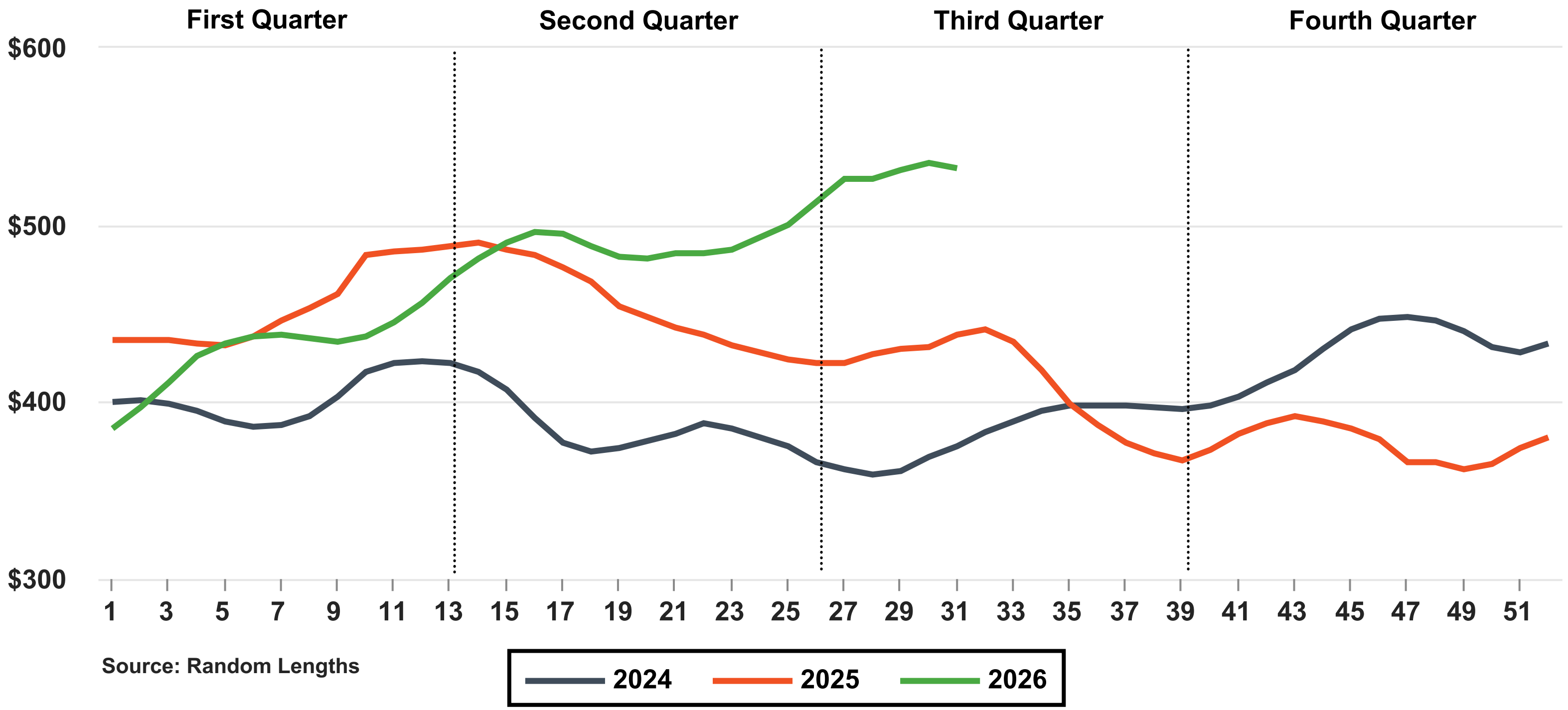
	Three Months Ended		
($ in millions)	2Q26	2Q25	1Q26
Net income	$ 57.3	$ 62.0	$ 17.8
Interest expense	7.1	5.2	6.0
Interest income	(2.2)	(4.6)	(2.9)
Income tax provision	21.2	18.6	6.6
Depreciation and amortization	42.7	37.4	39.1
EBITDA	$ 126.2	$ 118.6	$ 66.6
Change in fair value of interest rate swaps	—	0.4	—
Adjusted EBITDA	$ 126.2	$ 119.0	$ 66.6

APPENDIX

The following table reconciles segment income to segment EBITDA for the three months ended June 30, 2026 and 2025, and March 31, 2026:

	Three Months Ended		
($ in millions)	2Q26	2Q25	1Q26
Building Materials Distribution			
Segment income	$ 70.1	$ 78.0	$ 32.9
Depreciation and amortization	15.5	13.8	15.3
Segment EBITDA	$ 85.6	$ 91.8	$ 48.2
Wood Products			
Segment income	$ 25.7	$ 14.0	$ 8.5
Depreciation and amortization	26.7	23.3	23.5
Segment EBITDA	$ 52.4	$ 37.3	$ 32.0

APPENDIX
LUMBER COMPOSITE PRICE



Source: Random Lengths

APPENDIX
PANEL COMPOSITE PRICE