



OUTPERFORM TODAY. TRANSFORM TOMORROW.

Q4 & FY 2023 Earnings Presentation

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FEBRUARY 22, 2024

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 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 strategies, or the dependence of the Company's revenues and operating results on, among other things, the homebuilding industry and, to a lesser extent, repair and remodel activity, which in each case is dependent on economic conditions, including inflation, interest rates, consumer confidence, labor and supply shortages, and also lumber and other commodity prices. Builders FirstSource 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 per share, adjusted EBITDA, free cash flow and net leverage are not necessarily comparable to similarly titled measures reported by other companies. The company provided detailed explanations and reconciliations of these non-GAAP financial measures in the earnings release included in its Form 8-K filed with the Securities and Exchange Commission on February 22, 2024.

Clear Strategic Pillars Driving Long-Term Profitable Growth



Continuing to Compound Value Creation with Strong Execution

Resilient FY 2023 Performance

\$17.1B

Net Sales

24.8% Decrease²

\$6.0B

Gross Profit

22.4% Decrease²

Gross Margin of
35.2%

\$2.9B

Adjusted EBITDA¹

33.8% Decrease²

Adj. EBITDA¹
Margin of 17.0%

\$14.59

Adjusted EPS¹

22.0% Decrease²

Generated \$1.9B in Free Cash Flow During 2023

Significant Achievements in 2023



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

- FY core organic net sales for Single-Family decreased 24.1% amid a weak housing market
- Multi-Family increased 20.3% as we continue to work through the record backlog, while Repair & Remodel/Other increased 0.7%
- Value-added product mix was 53% for FY 2023 driven by organic growth and a disciplined approach to M&A



Drive Operational Excellence & Invest in Digital and Innovation

- \$175 million in productivity savings in 2023 driven by improved procurement and SG&A efficiencies
- Full Digital product launch of myBLDR.com remains on track for Q1 2024; driving customer adoption through our sales and operations teams



Continue to Build Our High-Performing Culture

- Improved recordable incident rate (RIR) safety performance by over 30% in 2023
- Increased training and development and improved benefits to better attract and retain high-performing talent



Disciplined Capital Allocation

- Repurchased 17.8 million shares of common stock at an average price of \$100.49 per share for ~\$1.8 billion
- Completed seven acquisitions in 2023 with aggregate FY22 sales of ~\$540 million

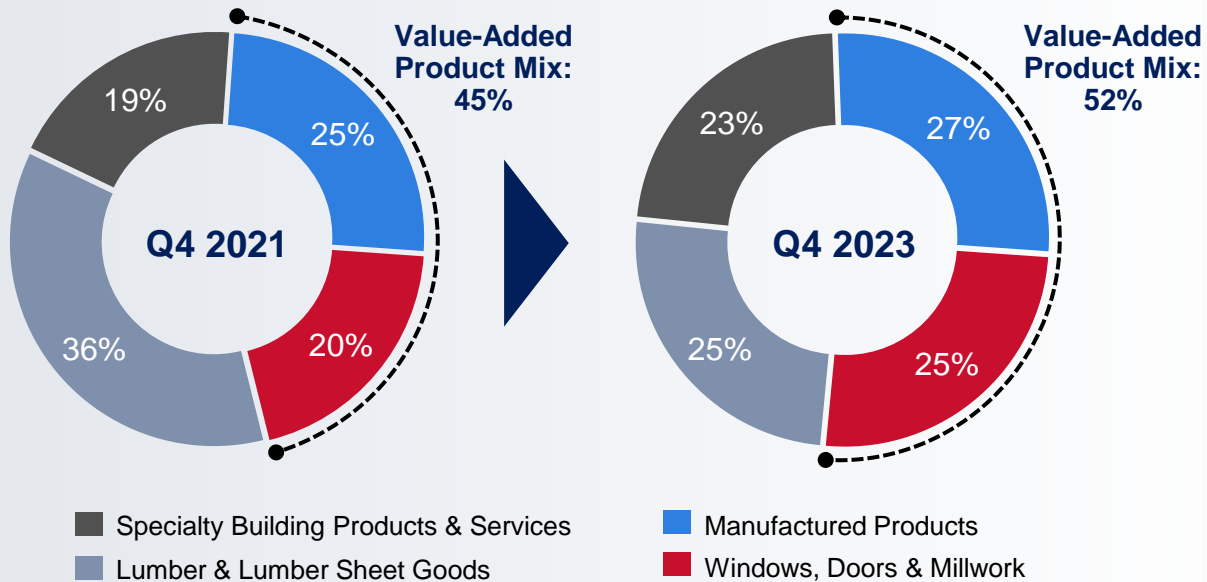
Continuing to Compound Value Creation with Strong Execution

Improving Value-Added Mix Through Proven M&A Process

Net Sales

700 bps

Growth in Value-Added Product Mix



Seven Acquisitions with Aggregate FY22 Sales of ~\$540 Million in 2023

Acquisition	Date	Benefits
ENCORE Building Products	Q4 2023	Establishes presence in Northwest Arkansas
STANDALE LUMBER	Q4 2023	Establishes presence in Grand Rapids
FRANK'S CASH & CARRY	Q3 2023	Expands presence in Florida Panhandle with custom builder customers
Crown's Lumber Tools	Q3 2023	Expands presence in Detroit and provides capacity for additional value-added operations
JB Millworks	Q2 2023	Enhances millwork capabilities in Chattanooga
BUILDERS MILLWORK Supply	Q2 2023	Enhances millwork capabilities and increases utilization of BFS millwork network in Alaska
Noltex Truss	Q1 2023	Provides components to the single- and multi-family markets throughout Texas
PIMA	Q4 2022	Provide dedicated millwork capability in Phoenix
TRUSSWAY	Q3 2022	Expands footprint in multi-family roof and floor trusses as well as value-added components
FULCRUM BUILDING GROUP	Q3 2022	Enhances millwork capabilities and adds resources along the Gulf Coast
HLH	Q3 2022	Adds lumber and hardware operations in Flagstaff
VALLEY TRUSS	Q2 2022	Provides components to the single- and multi-family markets in Boise
PANEL TRUSS	Q2 2022	Expands value-added capacity to single- and multi-family markets in Texas and the Southeast

Disciplined Capital Deployment Framework

Successfully Deployed ~\$2.5B in 2023

- **\$1.8B** deployed to repurchase common shares
- **\$0.3B** deployed on 7 acquisitions to expand our footprint into high-growth geographies and enhance our value-added offerings
- **\$0.4B** allocated to ROI-generating growth investments focused on Digital and automation

~\$2.5B



2023

- Organic Growth
- Tuck-In M&A
- Share Repurchases

Successfully Deployed ~\$6.1B From 2022 to 2023

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

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

Creating a Better Way to Build as Demand for Modern, Digital Solutions Continues to Grow

Addressing industry pain points...

...with industry-leading digital solutions...

...to become the premier partner for builders and suppliers

- Lengthy design cycle remains static in 2D blueprints
- Offline information storage results in misunderstanding of project timeline and cost
- Ongoing change requests result in an inefficient job site

- ☑ Streamlined design in a dynamic, 3D digital model
- ☑ Online collaboration provides stakeholder alignment and visibility throughout the project
- ☑ Seamless connection from design through material procurement and construction

Increase Wallet Share with Existing Customers

Grow Share with New Customers

Expand across other Builder Segments

Expand Shoppable Product Catalog

Driving
\$1B
Incremental Product Revenue by 2026

Transforming the Industry for Current and Next Generation of Homebuilders

Full Launch of Our Digital Offering

- myBLDR.com is the access point for delivering our Digital Tools in a collaborative customer experience
- Introducing the industry's first integrated Digital platform for homebuilders
 - ✓ Plan intake and mark-up
 - ✓ Ability to make structural and finish selections
 - ✓ Review frame walk with trade partners
 - ✓ Request an estimate across all BFS categories
 - ✓ Review quotes, purchase material, and track orders
 - ✓ Set the schedule, aligning material receipt and labor
 - ✓ View BFS invoices and track full project cost
 - ✓ ...and more to come



Documents



Configure



Build



Materials



Schedule



Budget



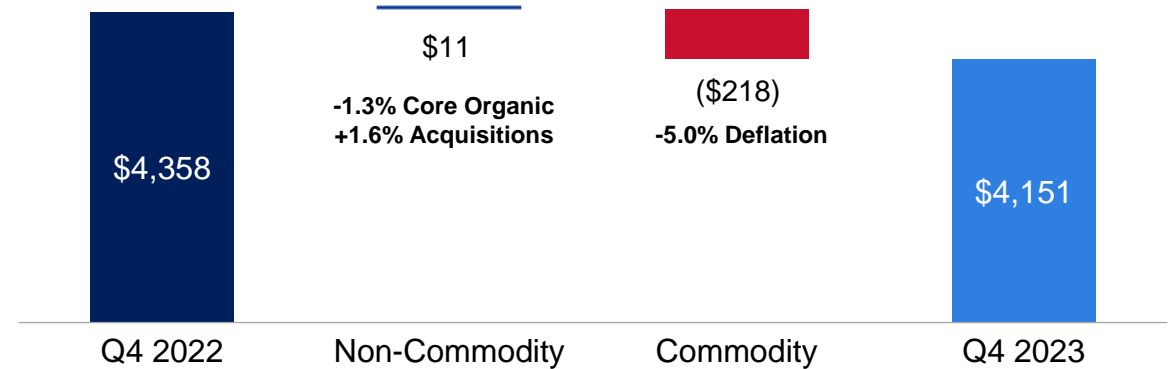
Crews

Q4 2023 Financial Update

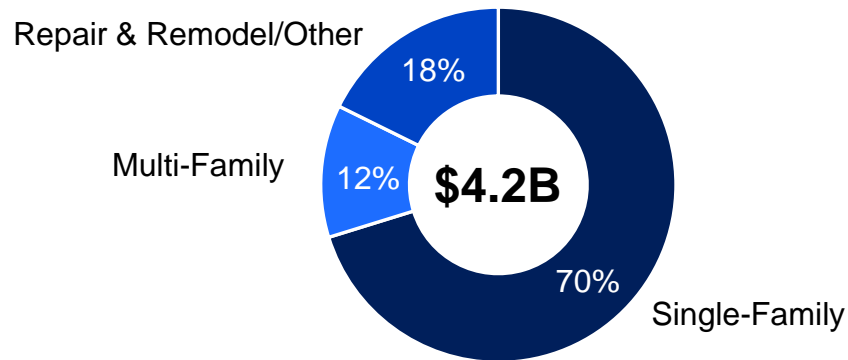
Core Organic Sales Highlights

- Single-Family: -3.5% due to a shrinking housing market
- Multi-Family: +4.3% driven by recent acquisitions and favorable margins
- R&R/Other: +4.2% through increased sales focus and capacity

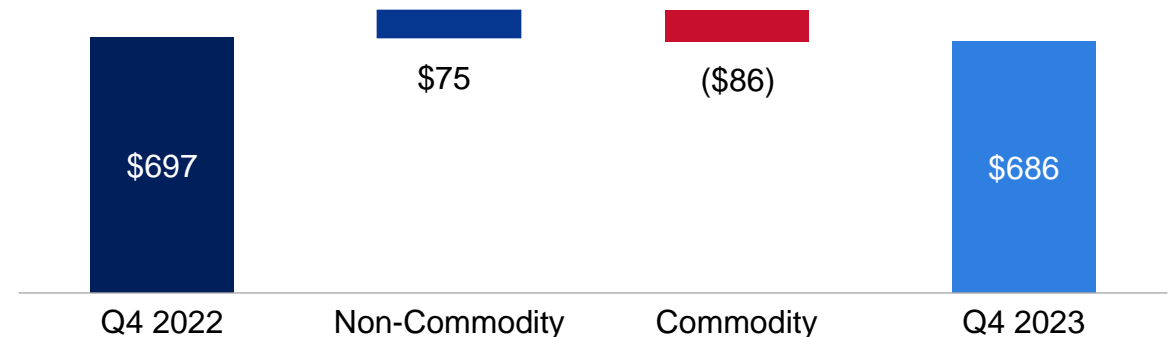
Net Sales (\$M) Bridge (Q4 2022 vs. Q4 2023)



Q4 2023 Net Sales Mix by End Market

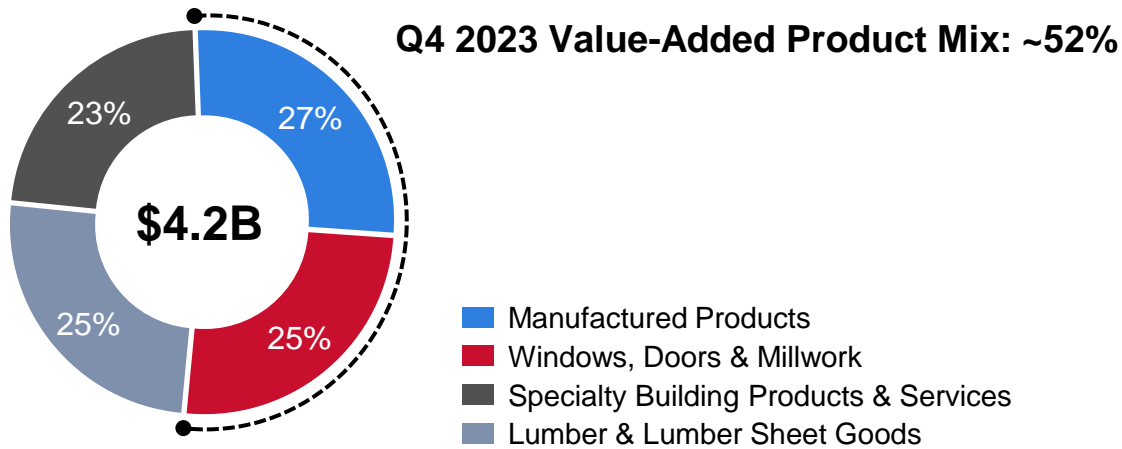


Adjusted EBITDA¹ (\$M) Bridge (Q4 2022 vs. Q4 2023)



Broad Resilience Across Value-Added Portfolio

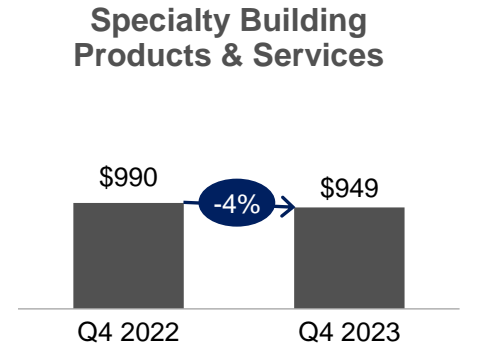
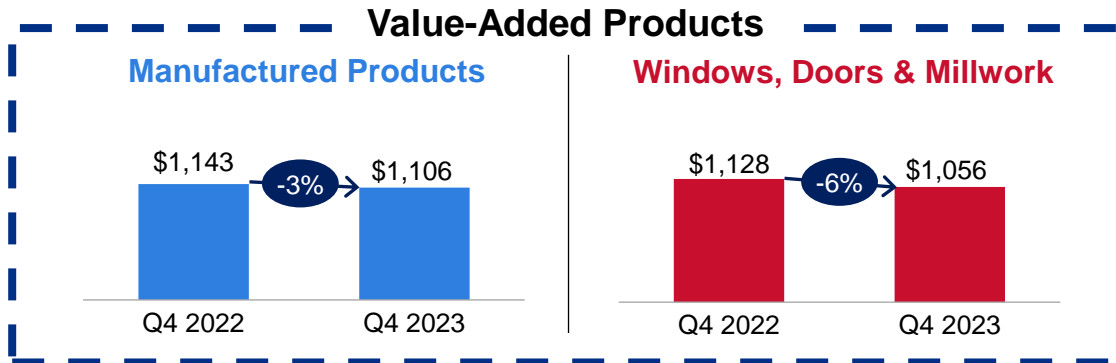
Q4 2023 Net Sales Mix by Product Category



Q4 2023 Core Organic Sales¹ Highlights

- Value-Added Core Organic Sales¹ decreased 3.4% due to affordability challenges
 - Manufactured Products increased 0.3%
 - Windows, Doors & Millwork decreased 7.0%
- Lumber & Lumber Sheet Goods Core Organic Sales¹ increased 7.9%

Net Sales (\$M) by Product Category (Q4 2022 vs. Q4 2023)



Strong Balance Sheet and Ample Liquidity Provide Financial Flexibility

Consistent Capital Allocation Priorities

1

Maintain a Strong Balance Sheet

- Target Base Business leverage ratio of 1.0x to 2.0x

2

Organic Growth

- Drive productivity and growth with growth investments

3

Inorganic Growth

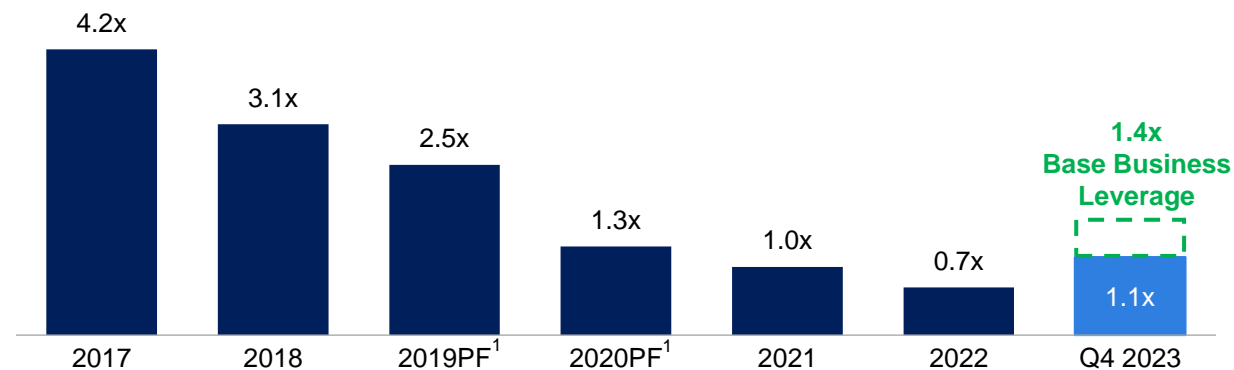
- Pursue margin accretive deals with strategic, tuck-in M&A

4

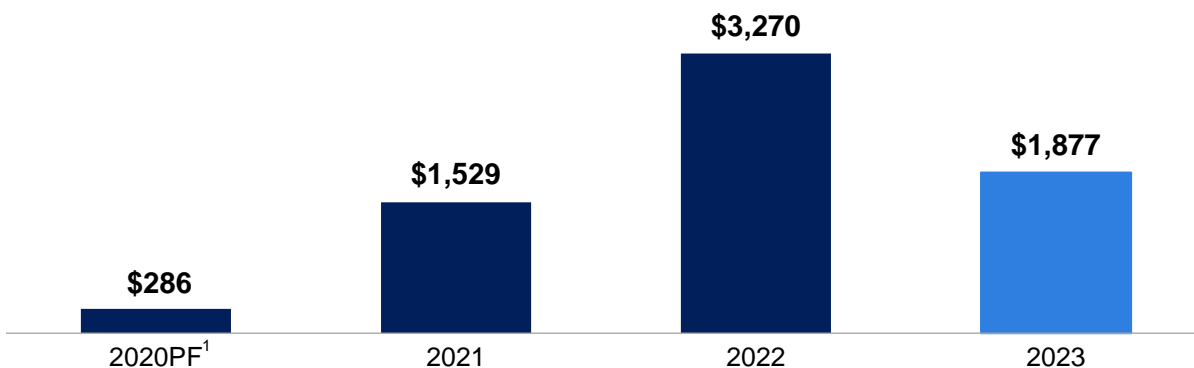
Return Capital to Shareholders

- Continue opportunistic share repurchases

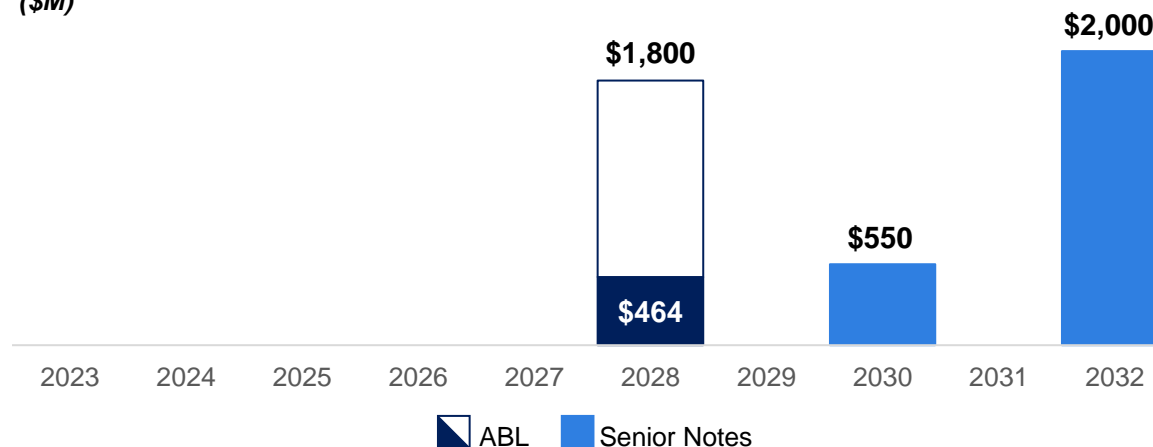
Low Net Leverage Profile



Strong Free Cash Flow (\$M)



Weighted Average Debt Maturity of ~7 Years² (\$M)



1) 2019 and 2020 periods are pro forma for BMC earnings. Net Leverage calculated as principal value of debt and lease obligations less cash and cash equivalents divided by LTM Adjusted EBITDA.
 2) Excludes finance leases and other finance obligations. Solid shading on ABL reflects drawn portion only. 2032 balance includes \$1.3B of 4.25% and \$0.7B of 6.375% notes.

2024 Outlook

2024 Full Year Outlook

Metrics	Current Guidance	2023 Actual
Base Business Sales ¹	\$17.6 billion	\$16.5 billion
Base Business Adjusted EBITDA ¹	\$2.4 billion	\$2.3 billion
Base Business Adjusted EBITDA Margin ¹	13.5%	14.0%
Total Net Sales ^{2,3}	\$17.5 to \$18.5 billion	\$17.1 billion
Gross Profit Margin ^{2,3}	30% to 33%	35.2%
Total Adjusted EBITDA ^{2,3}	\$2.4 to \$2.8 billion	\$2.9 billion
Total Adjusted EBITDA Margin ^{2,3}	14.0% to 15.0%	17.0%
Free Cash Flow ³	\$1.0 to \$1.2 billion	\$1.9 billion
Capital Expenditures ⁴	\$400 to \$500 million	\$430 million
Interest Expense	\$190 to \$200 million	\$192 million
Effective Tax Rate	23.0% to 25.0%	22.4%
Depreciation & Amortization Expense ⁵	\$525 to \$575 million	\$558 million

**Q1 2024 Directional Color, Given Extreme Weather:
Net Sales – Flat to Down Low-Single Digits
Adjusted EBITDA – Down High Teens to Low Twenties**

2024 Full Year Assumptions

2024 Full Year Assumptions

Metrics

Current Assumptions

Single-Family Starts Growth (BLDR geographies)

Up Mid-Single Digits

Multi-Family Starts Growth (BLDR geographies)

Down 20% to 30%

Repair & Remodel Growth (BLDR geographies)

Up Low Single Digits

Selling Days

Two Additional Days vs. 2023

(Q1: 0, Q2: 0, Q3: +1, Q4: +1)

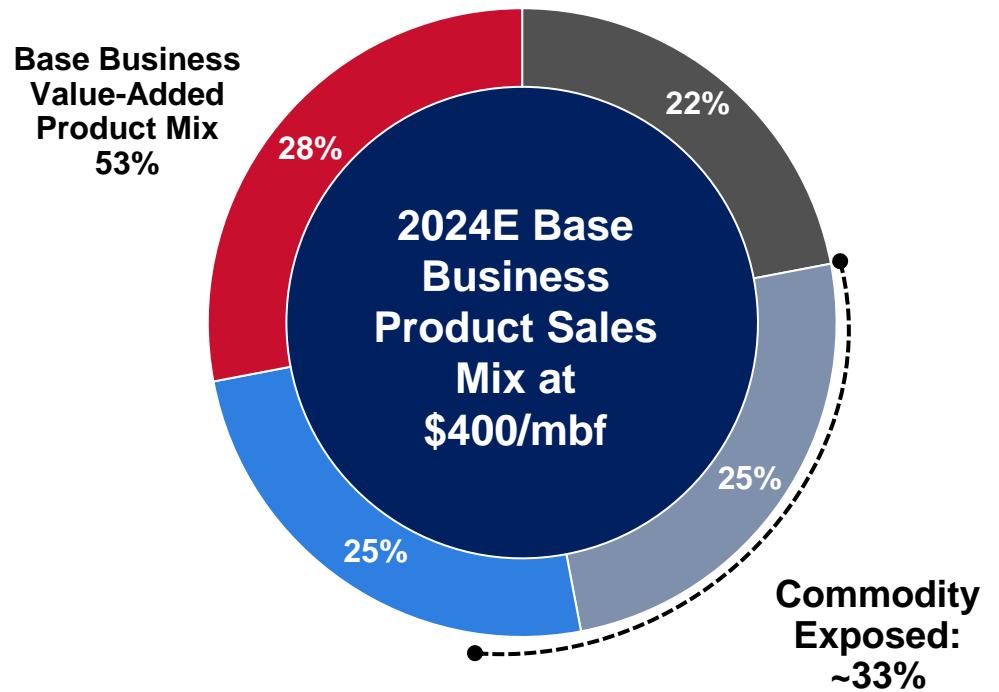
Average Commodity Prices (\$/mbf)

\$400 to \$440

Overview of Base Business Framework

~67% of BFS's Base Business¹ is Non-Commodity

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

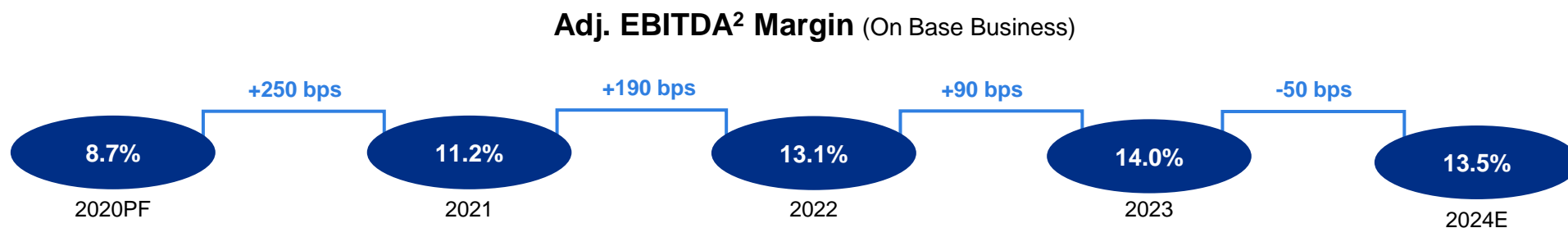
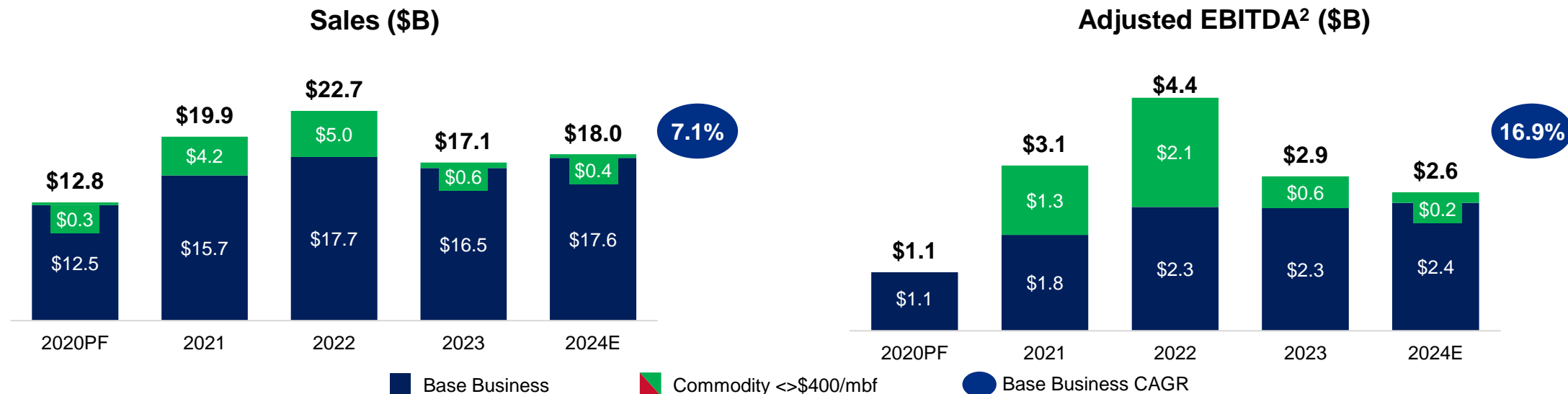


Underlying Base Business Assumptions

- 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 ~30% 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 Business¹ Performance Aligned with Long Term Plan



Double Digit Adj. EBITDA (net of lumber price effect)

Strong Operating Model Creates Value for Our Customers and Shareholders

- 1 Creating opportunity by addressing builder problems and delivering value-added products and solutions across cycles; strong track record and experienced management team
- 2 Investing for growth through new digital innovations and building science that will deliver greater efficiency across homebuilding and enhance product and service offerings



- 3 Leveraging robust FCF generation from resilient business model and broad product portfolio to fuel disciplined capital deployment
- 4 Executing our profitable growth strategy and compounding long-term shareholder value



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Appendix

Summary Financial Information & Reconciliations

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

(in thousands, except per share amounts)	Years Ended December 31,		
	2023	2022	2021
Net sales	\$ 17,097,330	\$ 22,726,418	\$ 19,893,856
Cost of sales	11,084,996	14,982,039	14,042,900
Gross margin	6,012,334	7,744,379	5,850,956
Selling, general and administrative expenses	3,836,015	3,974,173	3,463,532
Income from operations	2,176,319	3,770,206	2,387,424
Interest expense, net	192,115	198,373	135,877
Income before income taxes	1,984,204	3,571,833	2,251,547
Income tax expense	443,649	822,464	526,131
Net income	<u>\$ 1,540,555</u>	<u>\$ 2,749,369</u>	<u>\$ 1,725,416</u>
<i>Net income per share:</i>			
Basic	<u>\$ 12.06</u>	<u>\$ 16.98</u>	<u>\$ 8.55</u>
Diluted	<u>\$ 11.94</u>	<u>\$ 16.82</u>	<u>\$ 8.48</u>
<i>Weighted average common shares:</i>			
Basic	<u>127,777</u>	<u>161,960</u>	<u>201,839</u>
Diluted	<u>128,998</u>	<u>163,481</u>	<u>203,470</u>

Summary Financial Information & Reconciliations

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

(in thousands)	Year Ended December 31,		
	2023	2022	2021
Cash flows from operating activities:			
Net income	\$ 1,540,555	\$ 2,749,369	\$ 1,725,416
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	558,275	497,140	547,352
Amortization of debt discount, premium and issuance costs	4,685	4,837	3,869
Loss on extinguishment of debt	728	27,387	3,027
Deferred income taxes	(102,461)	(92,461)	(34,573)
Stock-based compensation expense	48,522	31,337	31,486
Credit loss expense	(11,488)	38,921	20,451
Non-cash net gain on assets	(7,072)	(1,965)	(32,421)
Changes in assets and liabilities, net of assets acquired and liabilities assumed:			
Receivables	(12,641)	381,223	(474,362)
Inventories	231,457	271,889	(282,165)
Contract assets	18,023	24,051	(103,326)
Other current assets	10,941	15,173	(33,489)
Other assets and liabilities	(5,311)	15,189	(1,155)
Accounts payable	75,750	(314,004)	191,885
Accrued liabilities	(9,704)	(15,766)	91,419
Contract liabilities	(33,387)	(33,089)	90,135
Net cash provided by operating activities	2,306,872	3,599,231	1,743,549
Cash flows from investing activities:			
Cash used for acquisitions, net of cash acquired	(238,673)	(628,014)	(1,206,471)
Proceeds from divestiture of business	—	—	76,162
Purchases of property, plant and equipment	(476,335)	(340,152)	(227,891)
Proceeds from sale of property, plant and equipment	46,715	10,687	13,560
Net cash used in investing activities	(668,293)	(957,479)	(1,344,640)
Cash flows from financing activities:			
Borrowings under revolving credit facility	5,128,000	5,881,000	3,125,000
Repayments under revolving credit facility	(4,928,000)	(6,205,000)	(2,612,000)
Proceeds from long-term debt and other loans	—	1,001,500	1,000,000
Repayments of long-term debt and other loans	(4,221)	(616,222)	(554,677)
Payments of debt extinguishment costs	—	(20,672)	(4,950)
Payments of loan costs	(1,897)	(16,797)	(19,450)
Exercise of stock options	659	589	726
Repurchase of common stock	(1,847,409)	(2,628,308)	(1,714,761)
Net cash used in financing activities	(1,652,868)	(2,603,910)	(780,112)
Net change in cash and cash equivalents	(14,289)	37,842	(381,203)
Cash and cash equivalents at beginning of period	80,445	42,603	423,806
Cash and cash equivalents at end of period	\$ 66,156	\$ 80,445	\$ 42,603

Summary Financial Information & Reconciliations

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

(in thousands, except per share amounts)	December 31, 2023	December 31, 2022
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 66,156	\$ 80,445
Accounts receivable, less allowances of \$42,488 and \$67,980, respectively	1,436,917	1,448,139
Other receivables	290,310	234,966
Inventories, net	1,228,265	1,426,196
Contract assets	165,677	183,700
Other current assets	113,403	124,201
Total current assets	3,300,728	3,497,647
Property, plant and equipment, net	1,803,824	1,567,631
Operating lease right-of-use assets, net	502,184	485,704
Goodwill	3,556,556	3,456,854
Intangible assets, net	1,298,173	1,550,944
Other assets, net	37,987	36,380
Total assets	<u>\$ 10,499,452</u>	<u>\$ 10,595,160</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	\$ 881,384	\$ 803,479
Accrued liabilities	717,528	739,009
Contract liabilities	162,659	193,178
Current portion of operating lease liabilities	98,217	100,758
Current maturities of long-term debt	3,649	6,355
Total current liabilities	1,863,437	1,842,779
Noncurrent portion of operating lease liabilities	434,081	404,463
Long-term debt, net of current maturities, discounts and issuance costs	3,177,411	2,977,842
Deferred income taxes	167,199	269,660
Other long-term liabilities	124,973	137,850
Total liabilities	5,767,101	5,632,594
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; 121,857 and 138,864 shares issued and outstanding, respectively	1,219	1,389
Additional paid-in capital	4,270,948	4,257,667
Retained earnings	460,184	703,510
Total stockholders' equity	4,732,351	4,962,566
Total liabilities and stockholders' equity	<u>\$ 10,499,452</u>	<u>\$ 10,595,160</u>

Summary Financial Information & Reconciliations

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

(in millions)	(unaudited)			
	Three Months Ended		Twelve Months Ended	
	December 31,		December 31,	
	2023	2022	2023	2022
Reconciliation to Adjusted EBITDA:				
GAAP net income	\$ 350.7	\$ 384.5	\$ 1,540.6	\$ 2,749.4
Acquisition and related expense	4.0	6.1	30.9	47.8
Technology implementation expense	29.8	17.3	81.4	29.0
Debt issuance and refinancing cost	-	-	0.7	27.4
Amortization expense	82.8	90.1	335.7	302.6
Tax-effect of adjustments to net income	(28.0)	(27.2)	(107.7)	(97.6)
Adjusted net income	\$ 439.3	\$ 470.8	\$ 1,881.6	\$ 3,058.6
<i>Weighted average diluted common shares</i>	123.8	146.8	129.0	163.5
Diluted adjusted net income per share:	\$ 3.55	\$ 3.21	\$ 14.59	\$ 18.71
Reconciling items:				
Depreciation expense	\$ 59.3	\$ 51.6	\$ 222.6	\$ 194.6
Interest expense, net	46.8	42.2	191.4	171.0
Income tax expense	120.9	126.5	551.3	920.1
Stock compensation expense	13.0	4.7	48.5	31.3
Other management-identified adjustments ⁽¹⁾	6.2	1.1	3.9	1.0
Adjusted EBITDA	\$ 685.5	\$ 696.9	\$ 2,899.3	\$ 4,376.6
<i>Adjusted EBITDA margin</i>	16.5%	16.0%	17.0%	19.3%

(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

Financial Data

(unaudited)

(in millions, except per share amounts)	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2023	2022	2023	2022
Net sales	\$ 4,150.9	\$ 4,357.6	\$ 17,097.3	\$ 22,726.4
Cost of sales	2,686.0	2,872.5	11,085.0	14,982.0
Gross margin	1,464.9	1,485.1	6,012.3	7,744.4
Gross margin %	35.3%	34.1%	35.2%	34.1%
Adjusted SG&A as a % of sales ⁽¹⁾	18.9%	18.1%	18.2%	14.8%
Adjusted EBITDA	685.5	696.9	2,899.3	4,376.6
Adjusted EBITDA margin %	16.5%	16.0%	17.0%	19.3%
Depreciation expense	(59.3)	(51.6)	(222.6)	(194.6)
Interest expense, net of debt issuance cost and refinancing	(46.8)	(42.2)	(191.4)	(171.0)
Income tax expense	(120.9)	(126.5)	(551.3)	(920.1)
Other adjustments	(19.2)	(5.8)	(52.4)	(32.3)
Adjusted net income	\$ 439.3	\$ 470.8	\$ 1,881.6	\$ 3,058.6
Basic adjusted net income per share:	\$ 3.58	\$ 3.24	\$ 14.73	\$ 18.88
Diluted adjusted net income per share:	\$ 3.55	\$ 3.21	\$ 14.59	\$ 18.71
Weighted average common shares				
Basic	122.6	145.5	127.8	162.0
Diluted	123.8	146.8	129.0	163.5

(1) Adjusted SG&A as a percentage of net sales is defined as GAAP SG&A less depreciation and amortization, stock compensation, acquisition, integration, and technology implementation expenses divided by net sales.

Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended December 31, 2023		Twelve Months Ended December 31, 2023	
	Interest Expense	Net Debt Outstanding	Interest Expense	Net Debt Outstanding
2032 Unsecured notes @ 4.25%	\$ 13.8	\$ 1,300.0	\$ 55.3	\$ 1,300.0
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
Revolving credit facility @ 7.10% weighted average interest rate	9.1	464.0	40.1	464.0
Amortization of debt issuance costs, discount and premium	1.2	-	4.7	-
Finance leases and other finance obligations	4.8	195.3	19.5	195.3
Debt issuance and refinancing cost	-	-	0.7	-
Cash	-	(66.2)	-	(66.2)
Total	\$ 47.0	\$ 3,143.1	\$ 192.4	\$ 3,143.1

(in millions)	Three Months Ended December 31, 2023	Twelve Months Ended December 31, 2023
Free Cash Flow		
Operating activities	\$ 611.7	\$ 2,306.9
Less: Capital expenditures, net of proceeds	(96.4)	(429.6)
Free cash flow	\$ 515.3	\$ 1,877.3

Summary Financial Information & Reconciliations

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

(in millions)	Three Months Ended December 31,				
	2023		2022		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 1,105.6	26.6%	\$ 1,142.7	26.2%	(3.2)%
Windows, doors & millwork	1,056.2	25.4%	1,127.9	25.9%	(6.4)%
Value-added products	2,161.8	52.0%	2,270.6	52.1%	(4.8)%
Specialty building products & services	948.8	22.9%	990.2	22.7%	(4.2)%
Lumber & lumber sheet goods	1,040.3	25.1%	1,096.8	25.2%	(5.2)%
Total net sales	\$ 4,150.9	100.0%	\$ 4,357.6	100.0%	(4.7)%

(in millions)	Twelve Months Ended December 31,				
	2023		2022		% Change
	Net Sales	% of Net Sales	Net Sales	% of Net Sales	
Manufactured products	\$ 4,700.7	27.5%	\$ 5,675.7	24.9%	(17.2)%
Windows, doors & millwork	4,289.1	25.1%	4,653.3	20.5%	(7.8)%
Value-added products	8,989.8	52.6%	10,329.0	45.4%	(13.0)%
Specialty building products & services	3,978.7	23.3%	4,310.6	19.0%	(7.7)%
Lumber & lumber sheet goods	4,128.9	24.1%	8,086.8	35.6%	(48.9)%
Total net sales	\$ 17,097.3	100.0%	\$ 22,726.4	100.0%	(24.8)%