

WE'RE ABOUT HELPING YOU ACHIEVE YOUR POTENTIAL

That's why we offer and embrace more. More opportunities to advance. More access to the latest tools and technologies. More reasons to celebrate each other's wins. More chances to make a meaningful difference in our communities. Discover what's possible when you have team members from coast to coast all pulling together, up for every challenge and...

BUILT FOR MORE>

"

I firmly believe that our success lies in fostering a people-first culture and ensuring the safety of each and every individual. We don't just offer jobs; we offer long-term opportunities that benefit you and your family. We also support causes in our community that resonate with our collective passion, making our work not just fulfilling, but also purposeful. We're glad you're here, joining us on this journey as we create a meaningful impact together."



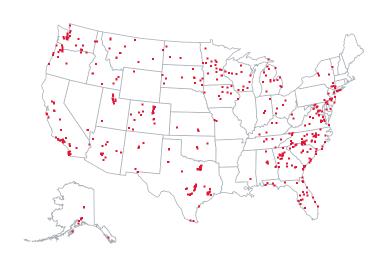
Dave Rush CFO



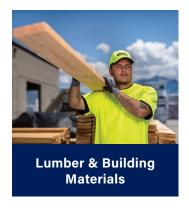
WHO WE ARE

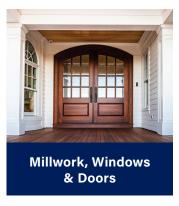
Builders FirstSource is the nation's leading supplier of structural building products, value-added components and services to the professional market for new residential construction and repair and remodeling. Our nationwide team is equipped with the talent, local knowledge and industry expertise required to solve homebuilding challenges and streamline our customers' business. We're also investing in tomorrow – continuously strengthening our team and creating the next generation of breakthrough innovations that are transforming the homebuilding industry.

LOCATIONS42 STATES29K TEAM MEMBERS



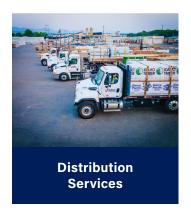
OUR PRODUCTS & SERVICES









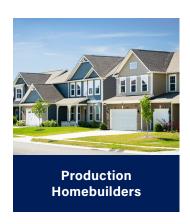






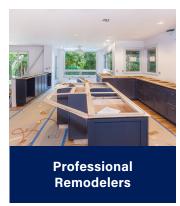


OUR CUSTOMERS









OUR MISSION, VISION & VALUES



OUR MISSION

To be the best supplier of building materials and services by having a people-first culture, exceptional customer service and innovative solutions that create superior value for our stakeholders.



OUR VISION

To make the dream of home ownership more achievable for everyone, making Builders FirstSource the most valuable partner in the industry.



OUR VALUES: S.P.I.C.E.

Our values are at the center of everything we do: Safety, People, Integrity, Customers, Excellence. From the boardroom to the jobsite, they define our culture and guide our priorities, decisions and actions.



We make safety our top priority.

P EOPLE

We lead with a people-first culture.

I NTEGRITY

We are honest and reliable.

C USTOMERS

We deliver exceptional customer service.

E XCELLENCE

We challenge the status quo.



HOW WE ACTIVATE OUR PROMISE



More Than Coworkers.

We're a People-First Team.

Signature Programs:

- Drive-to-Zero Safety Culture
- First Team Recognition
- Enhance Work & Life Benefits

02

More Than a National Company.

We Make a Local Impact.

Signature Programs:

- Drive Feedback via
 Engagement Surveys
- Best Practice Councils



More Than a Job.

We Grow Careers From Within.

Signature Programs:

- 1-Team University
- Smart, Heart & Courage Leadership Development
- Differentiated Career Paths



More Than Profits.

We Give Back.

Signature Programs:

- BFS Cares
- Leukemia & Lymphoma Society
- Military Community
- Local Community Causes

We asked our team members across the country:

"WHAT IS SPECIAL ABOUT LIFE AT BUILDERS FIRSTSOURCE?"

Here's what they told us...

"We lift up team members when they excel. If you're an A-player your work will get recognized throughout the company, and you can put your fingerprints on projects."

"I have always felt like BFS is my company. **They welcome my input** and empower me to make my own decisions for my market and customers."

"If you're driven and have the right mindset **you can grow. There's not a cap.** This is a company that opens doors for you if you have the drive."

"It feels great to work for a company that cares about the community. There's always an opportunity to give back - locally or nationally - with the different organizations we support."



TOTAL REWARDS

We take excellent care of our people. Every Builders FirstSource team member gains access to a range of competitive benefits. These benefits are a valuable part of our Total Rewards package, and we encourage every team member to take advantage of them.

COMPENSATION

Our commitment to putting people first means providing comprehensive, market-competitive compensation and benefits packages that offer choice and value - to all team members We'll help you make healthy decisions for you and your family, save more money for your future and balance your personal and professional time. In addition to base pay, BFS offers rewarding bonus and commission programs. For example, field management positions participate in an annual bonus based on their location's achievement of earnings. Outside Sales Representatives earn commission based on individual sales achievement. Additionally, we are proud to offer quarterly profit sharing to eligible field team members.





HEALTH & WELLNESS

Comprehensive health benefits include:

- 3 medical plans and prescription drug coverage
- 2 dental and vision plans
- Employee assistance program with 24/7 support



PERSONAL HEALTH SUPPORT

Free programs for team members and family enrolled in a medical plan.

- Weight loss coaching program
- Diabetes management program
- Chronic musculoskeletal pain management



WORK & LIFE BALANCE

Benefits to help you balance your work and life.

- Paid holidays and paid time off
- Paid parental leave
- Adoption assistance



FINANCIAL WELL-BEING

BFS provides the following benefits at no cost to you:

- Basic Life and AD&D Insurance
- Short-term Disability Benefits



SAVINGS

- Tax-advantaged accounts for health and dependent care expense
- Retirement plan with company match
- Quarterly profit sharing (for those eligible)



ADDITIONAL BENEFITS

- Legal assistance plan
- Purchasing discounts
- Auto, home and pet insurance discounts
- ...and so many more!

WE SUPPLY TOOLS & TRAINING TO FUEL GOALS & ACCELERATE CAREERS

We want you and your career to be greater than what you ever could have expected. We provide robust development opportunities to get your career on the fast track.

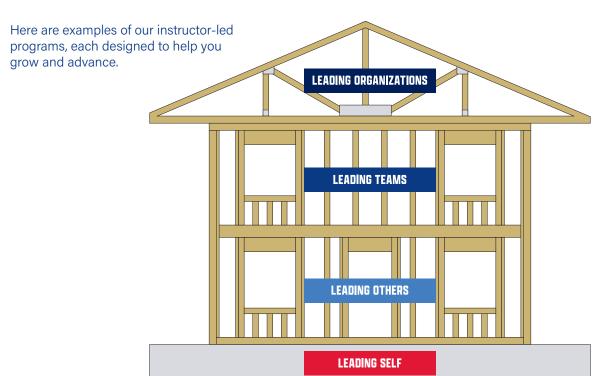
Whether you are changing careers, looking for your first professional job or taking your career to new heights, Builders FirstSource has plenty of resources to support your career journey.





Ready to unlock your full potential as a leader?

Develop new and better ways to continually grow the business and your career. The BFS Leadership Academy provides skill development programs for every stage of your professional journey.



LEADING TEAMS

LDP: Business & Financial Acumen Leading with Heart Growth Mindset High Stakes Conversations

LEADING OTHERS

BUILD: Foundational leadership skills & strategies training BUILD 2.0: In-depth advanced leadership training Management in Training (MIT) Sales in Training (SIT)



Customer 1st DiSC and DiSC for Sales Navigating Change



BFS Foundations, our e-learning platform, contains a broad catalog of courses that allow you to customize your learning at your own pace. It's online learning for you whenever you want it.

LEVERAGING THE BFS LEADERSHIP BLUEPRINT

At BFS, we work every day to create and maintain a high-performing people-first culture. Our leaders are expected to lead with Smart, Heart and Courage - the foundation of our Leadership Blueprint. We align the programs for the Leadership Academy to support the Smart, Heart and Courage competencies and the values of Safety, People, Integrity, Customer and Excellence.





SMART

COMPETENCE

Business and Financial Acumen

Results Driven

Strategic Thinking and **Decision Making**



HEART

LEADERSHIP CHARACTER

Servant Leadership

Emotional Intelligence

Develop and Lead Others





COURAGE

MINDSET

Growth Mindset

Innovation

Integrity



OPERATIONAL EXCELLENCE

RESULTS

Outperform Today

Transform Tomorrow

Lives and Holds Others Accountable to the BFS Values: Safety, People, Integrity, Customers and Excellence

A CAREER IN MANAGEMENT COULD BE IN YOUR FUTURE

The **Manager in Training (MIT)** program is a wonderful career opportunity where you are exposed to different jobs in the company. As you move through MIT, you will gain understanding of the importance and interconnectedness of every role at BFS in providing industry-leading products and services. You will experience how we approach everything with a "people-first" mentality. At each phase of this program, you will have a point of contact to ensure you progress and stay on track.

MANAGEMENT IN TRAINING PROGRAM

"

There is so much opportunity for growth at Builders FirstSource. As leaders we are always working to train our successors and the MIT program provides an extremely strong foundation in leadership and business training. During my time in the MIT program, I learned about various aspects of leadership, and I carry that through my career today. From people management to driving and supporting change and growing the business, MIT offers so much to anyone who is looking to challenge themselves, stretch outside their comfort zone and grow their career with BFS."



TJ KirkpatrickMarket LOB Manager

EXAMPLE OF A MANAGEMENT CAREER PATH **Division President Senior Vice President Area Vice President Area/Market Manager General Manager Assistant General Manager Operations Manager Supervisor/Crew Leader Management Trainee** (ex. Inventory Control) Intern

A HIGH EARNING POTENTIAL SALES CAREER AWAITS

The Sales in Training (SIT) program exposes you to all areas of the sales process. You'll learn about business operations, products and services, estimating, building a customer base, working leads and collaborating with vendors. You will also shadow Outside Sales Representatives (OSRs) to learn first-hand the fine art of selling BFS products and building trusted relationships with customers. At each phase of the program, you will have a point of contact to ensure you progress and stay on track.

SALES IN TRAINING PROGRAM

"

The SIT program at Builders FirstSource is one of a kind. The program gives you knowledge and skills that yield success, not only in the workplace but also in life. Being a salesperson in one of the largest industries can be intimidating, but the SIT program at BFS develops you to advance and make an incredible career. I got to spend time learning the different roles of inside operations. I saw the logistics of sold material being delivered to a job site, learned the correct way to engage with a customer and become a valuable and trusted resource. It is very possible to become well versed and educated beyond what you ever thought. SIT provides you with every resource to excel, grow and create endless opportunities to challenge yourself."



Dylan JohnsonOutside Sales Representative

Vice President of Sales Market Sales Manager Sales Manager Product Specific Outside Sales Rep Estimator Sales Trainee (ex. Inside Sales)

GIVING BACK TO OUR COMMUNITIES

More than a decade ago, Builders FirstSource established an enduring partnership with the Leukemia & Lymphoma Society (LLS). Since many of us have been impacted directly or indirectly by the devastation of blood cancer, we are committed to transforming the lives of patients diagnosed each year. Through a variety of charitable efforts, including the participation of thousands of team members in LLS's signature Light the Night events across the country, we continuously support the non-profit's mission to raise money for research that will cure leukemia, lymphoma, Hodgkin's and myeloma and improve the quality of life of patients and their families.



BFS supports a variety of charitable organizations, and we also encourage our locations to support charitable organizations and local causes. We seek to create a meaningful difference in the lives of others and an enduring impact on the communities where we live and work. These include:



American Red Cross shelters, feeds and provides comfort to victims of disasters; distributes international humanitarian aid; and supports veterans, military members and their families.



Homeaid America develops housing and programmatic facilities for people experiencing or at risk of homelessness.



Tunnel to Towers Foundation, which supports first responders, veterans and their families by providing these heroes and the families they leave behind with mortgage-free homes.



Leukemia & Lymphoma Society

We partner with our customers and suppliers to raise funds.



\$2.3M raised for LLS in 2022, \$8M raised since 2006. Established a goal to raise **\$2.5M** for LLS in 2023. #2 national ranking among LLS corporate fundraising teams. 17 years of support.



Camp Southern Ground supports veterans and provides extraordinary camp experiences for children especially those with neurodevelopmental differences from military families and underserved communities.



The BFS Cares Program was created to help team members facing financial hardship immediately after a natural disaster or an unforeseen personal hardship. We provide a tax-free grant - of up to \$5,000 - funded by the donations of individual team members and support from the company. Since 2017, more than 1,200 grants have

been provided to those in need through

donations totaling over \$823,000.



Habitat for Humanity, which helps families build and improve places to call home so that more people are able to live in affordable and safe homes.

OUR COMMITMENT TO DIVERSITY, EQUITY & INCLUSION (DEI)

Our people are the heart of our company. At BFS, we value the diversity of our team members and fostering a close-knit culture where growth, giving back and making a difference in our local communities fuels our collective success.

Further, we also value the diversity of our customers, suppliers and partners, and take pride in listening to their needs and cultivating long-lasting relationships.

We are committed to continually listening, learning and enhancing our efforts to promote DEI across our organization.

EMPLOYEE RESOURCE GROUPS (ERGs)

Our locally led, team member driven ERGs are committed to connecting our diverse team member population, creating a safe space for dialogue, providing resources and serving as consultants to our company on DEI topics.



In 2022, we launched a women-focused ERG called WE BUILD (Women Engaged in Building Unity, Innovation, Leadership & Drive) to highlight our commitment to increasing the number of women working in our industry and at Builders FirstSource.



Proud to Serve is our Employee Resource Group dedicated to supporting our company's veterans, active-duty military, reservists, guardsmen and their families through mentoring, fellowship, career networking and leadership development.

2022 RECOGNITION



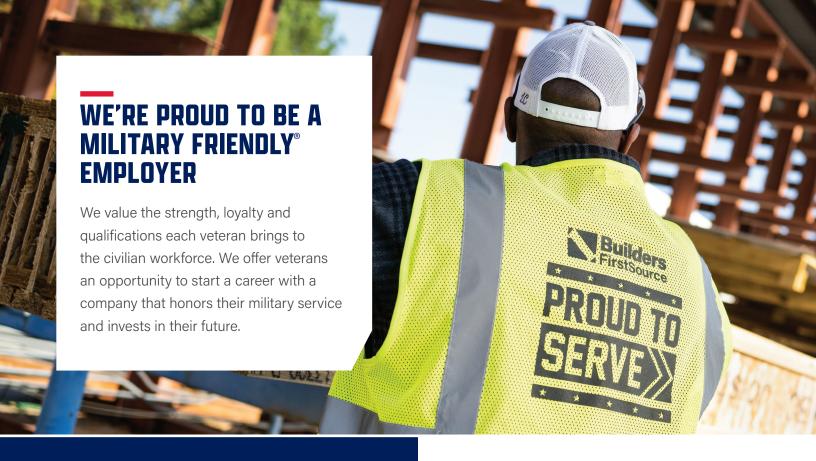
Builders FirstSource has been recognized for our above-and-beyond commitment, contribution and collaboration in building a sustainable workforce in residential construction by the Building Talent Foundation.



We received an Employer Award from VETS Indexes, an annual awards program that recognizes the top organizations in hiring, retaining, promoting and supporting veterans.



15 of our female team members were recognized as part of HBSDealer's Top Women in Hardware & Building Supply Awards. The awards celebrate the skills, talent and perseverance needed to meet and exceed the high expectations of our industry.





"Transitioning from a leadership role in the military, I was not interested in completely starting over. BFS offered me a role that leverages my decade of experience and aligns with my core values as a veteran."

Ethan Wentzel

Operation Manager in Training Dec. 2021 – Present

U.S. Air Force, 2013 - 2022

HIT YOUR CAREER TARGET

We're honored to be designated as an official Military Friendly® employer and proud to be a DOD's SkillBridge Program partner. As a DOD SkillBridge provider we can offer on-the-job training to our enlisted team members nearing the end of their term of service. BFS has developed training plans for positions, including operations leadership, design, CDL and sales.





BLDR.COM/VETERANS



ARE YOU READY FOR A CAREER THAT BUILDS YOUR FUTURE? >



KEVIN, OPERATIONS MANAGER

"I love dealing with the different facets of our business. Throughout the workday, I juggle what is necessary to take care of customers, support my sales people and ensure the well-being of all team members. The reward from making that happen on a daily basis has no gauge or scale – it's simply rewarding."



JOANN, DIRECTOR TRUSS & COMPONENTS

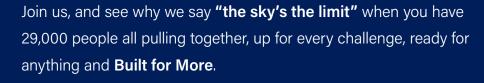
"Every day brings new challenges, opportunities and things to be learned or taught. When problems arise, there's always someone that's willing to help problem-solve and find the best solution for the company and our customers. Management is always looking out for your best interests and will help you achieve your goals. It's great to work for a company that is willing to make change and have faith in the next generation."



XIU. INSIDE SALES REPRESENTATIVE

"I started working for BFS part-time cleaning, and management liked my hard work. They promoted me to the door shop, where I drove a forklift and learned how to run the door machine. From there, I seized an opportunity to join our inside sales team. BFS is like family. I want to work at the company until I retire. Working for BFS has allowed me to buy a house and raise my children. And my kids don't have to worry."





EMPOWER YOUR POTENTIAL

We empower you to discover your purpose and unlock your potential by giving you the right tools, technology and resources to grow. Your personal growth is always under construction as you learn and develop.

STAY CHALLENGED & ENGAGED

No two days are the same.

Being the #1 building supplies distributor in the nation presents a variety of unique employment opportunities.

Our work is engaging and challenging.

ALL LEVELS WELCOME

➤ At BFS, we meet you where you are – all education levels welcome – and get you where you want to go in order to earn a good living. We see you. We value you. And we have your back.

