

2026 CORPORATE SOCIAL RESPONSIBILITY REPORT



ABOUT THIS REPORT

This report highlights Builders FirstSource, Inc.'s ("Builders FirstSource," "BFS," "we," "us," "our," or "company") commitment to Corporate Social Responsibility (CSR) and provides an overview of our governance, oversight, policies, programs, and performance on issues important to Builders FirstSource, with an emphasis on those included in our CSR strategy. Unless otherwise specifically stated, this report covers Builders FirstSource's performance in fiscal year 2025, ending December 31, 2025.

Safe Harbor and Non-GAAP Financial Measures

Cautionary Notice

Statements in this presentation that are not purely historical facts or that necessarily depend upon future events, including statements about expected market share gains, forecasted financial performance or other statements about anticipations, beliefs, expectations, hopes, intentions or strategies for the future, may be forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. 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. All forward-looking statements are based upon currently available information and the Company's current assumptions, expectations and projections about future events. Readers are cautioned not to place undue reliance on forward-looking statements. Forward-looking statements are by nature inherently uncertain, and actual results or events

may differ materially from the results or events described in the forward-looking statements as a result of many factors. Builders FirstSource, Inc. undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Any 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, including risks or uncertainties related to the Company's growth strategies, including gaining share and its digital strategies, or the Company's revenues and operating results being highly dependent on, among other things, the homebuilding industry, lumber prices and macroeconomic trends, including interest rates and potential labor and supply shortages, and also lumber and other commodity prices, which may be impacted by tariffs and duties. Builders FirstSource, Inc. 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, Inc.'s most recent annual report on Form 10-K filed with the Securities and Exchange Commission (SEC) and may also be described from time to time in the other reports the Company 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 EBITDA, adjusted EBITDA margin, free cash flow and net leverage are not necessarily comparable to similarly titled measures reported by other companies. The Company provides detailed explanations and reconciliations of these non-GAAP financial measures in its filings with the SEC.

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WHO WE ARE

Builders FirstSource (NYSE: BLDR) is the nation's largest provider of building products, prefabricated components, and value-added construction services to the professional market segment for new residential construction, repair, and remodeling. We provide our customers, both large and small, with integrated homebuilding solutions by manufacturing, supplying, and installing a full range of structural and related building products.

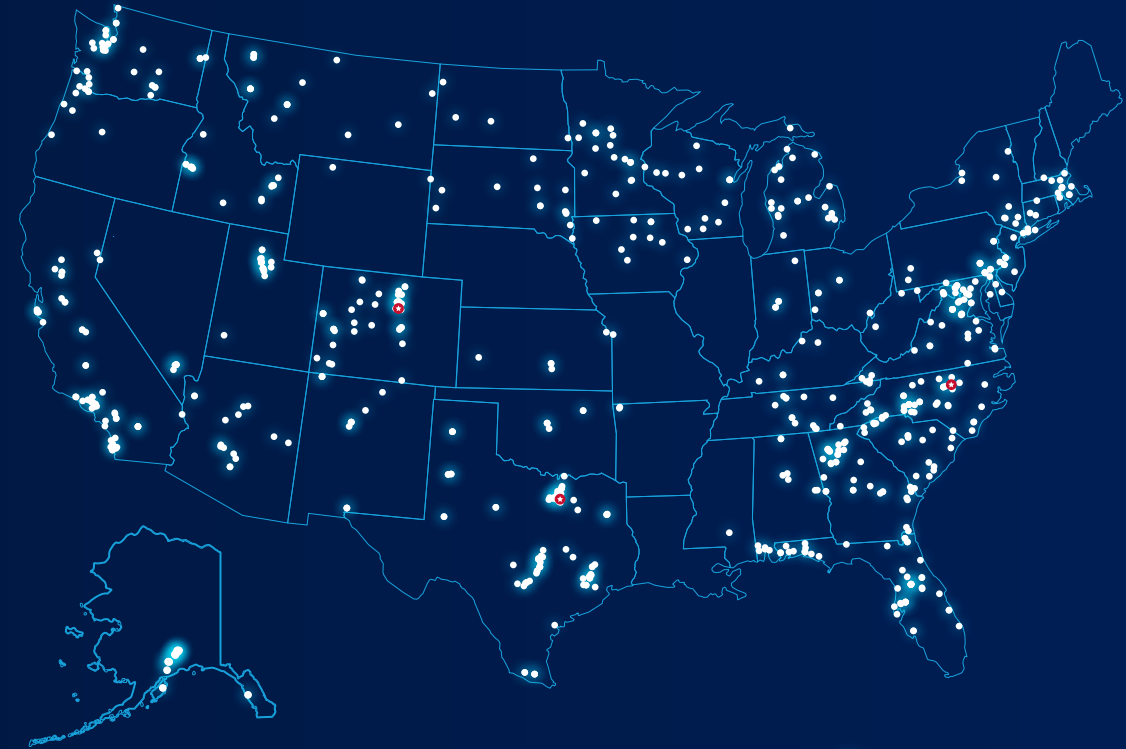
Through investments in innovation and an unmatched portfolio of value-added products and manufacturing capabilities, we are revolutionizing the homebuilding industry — outperforming today and transforming tomorrow.



Builders FirstSource is driving sustained value creation for our stakeholders through operational excellence and innovation. We remain deeply committed to advancing homebuilding efficiency and reinforcing our position as the industry's supplier of choice — enhancing our network of differentiated value-added solutions and investing in digital capabilities that drive end-to-end efficiencies. Guided by our people-first culture, our corporate social responsibility priorities are central to how we operate and create value for our stakeholders. By advancing sustainable solutions for customers, strengthening workplace safety and development for our team members, driving efficiencies across our operations, and supporting our local communities, we are building a stronger, more resilient company for the future."

Peter Jackson

President & Chief Executive Officer



★ Field Service Centers ● Builders FirstSource Locations

43

States

94
of
Top
100

U.S. Metropolitan Core
Based Statistical Areas
Served

~585

Distribution and
Manufacturing
Locations

~28,000

Team Members, with
Average Field Leadership
Experience of More than
30 Years

PURPOSE, MISSION, VISION AND VALUES

We have refined our purpose, mission, vision, and values to reflect our evolving strategic journey and our commitment to long-term value creation. The updated framework reinforces the alignment between our strategy and our promise to customers, team members, and shareholders, serving as a foundation for accountability and performance across the company.

PURPOSE

To build a better future for those we serve.

MISSION

To create value for our customers with the building products, tailored solutions, and trusted expertise we provide.

VISION

To utilize innovative solutions to help build quality homes efficiently.

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

Our values are at the center of everything we do and represent how we conduct ourselves with customers, partners, shareholders, and our fellow team members. From the boardroom to the job site, they define our culture and guide our priorities, decisions, and actions.

SAFETY ALWAYS

I make safety a way of life by taking care of myself and others.

PEOPLE FIRST

I value, respect, and support the people I work with to deliver our key results.

UNCOMPROMISING

INTEGRITY

I ensure my words and actions build trust in all that I do.

CUSTOMERS COMMITTED

I commit to provide an exceptional experience for every customer.

EVERYDAY

EXCELLENCE

I strive to improve each day by learning and growing to deliver exceptional results.

PRODUCTS AND SERVICES



MANUFACTURED PRODUCTS

- Trusses
- Wall Panels
- Engineered Wood
- READY-FRAME® — Optimized Framing Solutions
- Modular and Manufactured Homes



SPECIALTY BUILDING PRODUCTS AND SERVICES

- Siding, Exterior Trim, and Other Products
- Professional Install, Design Assistance, and Other Services
- Digital Solutions



WINDOWS, DOORS AND MILLWORK

- Interior and Exterior Doors
- Windows
- Millwork (Interior Trim and Custom Features)



LUMBER AND LUMBER SHEET GOODS

- Dimensional Lumber
- Oriented Strand Board (OSB)
- Plywood

APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

We are committed to operating responsibly while advancing our financial strength, operational efficiency, corporate governance, community engagement, environmental stewardship, and effective resource management. Our corporate social responsibility (CSR) strategy and priorities are guided by our risk management framework, stakeholders, and corporate sustainability frameworks, including the Sustainability Accounting Standards Board (SASB) Building Products & Furnishings standard and the Task Force on Climate-related Financial Disclosures (TCFD).

Our CSR strategy is built around four core pillars: customers, team members, operations, and communities. To advance our vision of making home ownership more achievable for everyone while positioning Builders FirstSource as the industry's most valuable partner, we know we must provide innovative and sustainable solutions for our customers. We empower our dedicated team members to support this vision in a welcoming and collaborative workplace. Across our operations, we strive to demonstrate our values through safe, effective, and efficient processes that support long-term stakeholder value creation. Through these efforts, we aspire to create a positive impact throughout the communities we serve.

PARTNERING WITH OUR STAKEHOLDERS TO BUILD A SUSTAINABLE FUTURE BY DELIVERING EFFICIENT AND CLEAN HOMEBUILDING SOLUTIONS

CUSTOMERS

Provide innovative solutions that allow customers to operate more sustainably

TEAM MEMBERS

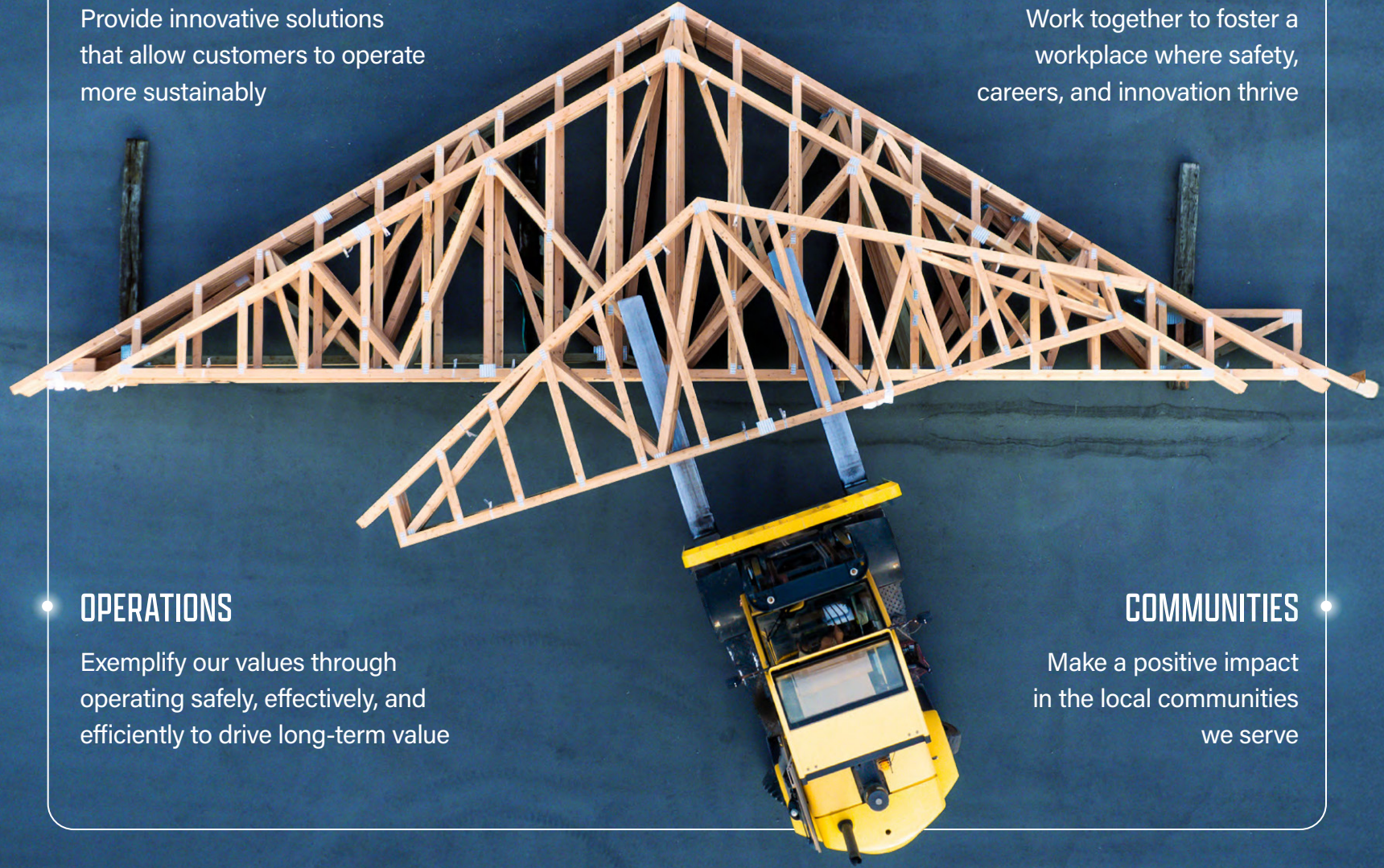
Work together to foster a workplace where safety, careers, and innovation thrive

OPERATIONS

Exemplify our values through operating safely, effectively, and efficiently to drive long-term value

COMMUNITIES

Make a positive impact in the local communities we serve



Ultimate review and approval of our CSR strategy is undertaken by our Executive Leadership Team, with our Board of Directors (the Board) maintaining oversight. The Nominating and Corporate Governance Committee of the Board is responsible for overseeing management's efforts on significant issues related to CSR, including sustainability, emissions, labor, culture, health and safety, supply chain, and community, to enhance shareholder value.

Our CSR Steering Committee, composed of select members of our management team, reviews and approves strategic recommendations made by our CSR Cabinet. The CSR Cabinet is comprised of internal subject matter experts, tasked with developing recommendations aligned with our sustainability strategy, and ensuring the successful development, execution, progress, and monitoring of key initiatives. These two leadership groups work together closely to ensure alignment with our CSR strategic priorities, goals, and commitments. The day-to-day implementation of our CSR initiatives is overseen by our Vice President of Corporate Social Responsibility and Risk Management.

OUR CORPORATE SOCIAL RESPONSIBILITY MILESTONES

2023

Disclosed Scope 1 and 2 greenhouse gas emissions

Achieved MSCI "A" rating

2025

Set emissions intensity reduction target of 15% per unit of net sales for Scope 1 and 2 emissions by 2035, using a 2025 baseline

2022

Published inaugural Corporate Social Responsibility Report

2024

Launched formal Corporate Social Responsibility strategy



2025 CSR HIGHLIGHTS

CUSTOMERS

~191K

Tons of CO₂e avoided with manufactured component products¹

86%

of our total wood sourcing by volume came from suppliers who met Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC) certification

~15K

Unique average monthly customers used [myBLDR.com](#), our digital home and material procurement platform

COMMUNITIES

\$4.8M

Delivered in charitable giving

TEAM MEMBERS

92%

Employee engagement survey participation, up 3 percentage points from 2024

1.41

Occupational Safety and Health Administration (OSHA) recordable injuries across all team members per 200,000 hours worked, demonstrating industry-leading safety performance

~16.5

Average hours of training per team member

6

Comparably *Best Places to Work Awards*, including *Best Culture* and *Happiest Employees*

>2,100

Team member volunteer hours spent supporting local nonprofit organizations

OPERATIONS

15%

Announced greenhouse gas (GHG) emissions intensity reduction target, per unit of net sales for Scope 1 and 2 emissions by 2035, using a 2025 baseline

6%

of the national vehicle portfolio replaced with higher-efficiency vehicles, increasing the overall efficiency of our fleet

~18K

Tons of waste recycled

¹ Emissions savings based on production data for Builders FirstSource READY-FRAME® precut framing packages, wall panels, and roof and floor trusses for FY2025. An independent third-party study found that the use of READY-FRAME® compared to traditional stick-framing is estimated to result in a 4,605 lb reduction in CO₂e emissions per average home after one year.

CUSTOMERS

Provide innovative solutions that allow customers to operate more sustainably

As a leading supplier and manufacturer of building products, prefabricated components, and value-added services for single-family and multi-family construction, repair and remodeling, we are dedicated to delivering value to our customers. Our focus is on providing industry-leading service to both our large and small customers, including professional homebuilders, sub-contractors, remodelers, and consumers. We are proud to offer our customers an integrated solution for manufacturing, supply, and installation of building solutions that are more efficient, safe, and sustainable.

Our areas of focus in support of this goal are:





- Product Innovation
- Digital Solutions
- Sustainable Materials



PRODUCT INNOVATION

Our industry-transforming product innovations, such as the use of manufactured component products, are reshaping how homes are built. By leveraging cutting-edge technology and advanced building solutions, we provide our customers with products that enhance efficiency and reduce waste. These innovations drive impactful results for our customers by supporting the development of improved, more sustainable structures.

The Builders FirstSource Manufactured Components Advantage:

 Better	Computerized designs reduce mistakes and material misuse
 Safer	Less cutting on the job reduces injury risk for a safer and cleaner job site
 Faster	Components are precut and/or assembled, saving labor and time
 Reduces Waste	Put less in the dumpster, reduce disposal fees, and have a cleaner site

Driving Customer Satisfaction

Over the past year, our Net Promoter Score (NPS) has increased by 8 points, a 27% gain, reflecting stronger customer satisfaction, loyalty, and willingness to recommend the Builders FirstSource brand.

We also continue to improve on-time and in-full (OTIF) delivery performance. A dedicated team monitors delivery accuracy and addresses issues across our network. Since we began tracking

OTIF in August 2022, we have seen a nearly 20-point increase to 91.5% in 2025, supporting greater reliability and a better overall customer experience.

Driving Efficiency and Safety with Manufactured Products

Component-framed buildings provide numerous sustainability advantages compared to traditional stick-framed structures. They create cleaner, more organized, and safer job sites by requiring less on-site cutting. This enhanced efficiency lowers costs and supports the development of more affordable and accessible housing.

Our computerized, pre-cut manufactured framing components — including roof and floor trusses, wall panels, Engineered Wood Products (EWP) floor systems, and READY-FRAME® — are designed to maximize material efficiency by precisely preparing building components in advance, significantly reducing waste. For example, our production process for roof and floor trusses is estimated to reduce total wood usage by approximately 25% compared to traditional stick-framing methods.²

READY-FRAME® enables construction to be completed 20% faster while boosting productivity by 39% per production labor hour. This precut framing package reduces on-site cutting by 60% and ladder time by 27%, which lowers the risk of incidents and injuries. Additionally, it significantly decreases material waste, cutting landfill contributions by up to two-thirds fewer dumpsters per home. This not only lowers disposal costs but reduces emissions from avoided waste haulage.²

Supplying Faster, Safer and Smarter Products

As an integrated solution for our customers, we source and provide access to innovative products that address safety risks and enhance efficiency. For example, Pella® Steady Set™ is an innovative window installation system that reduces labor needs and safety risks by minimizing ladder time — making installation 3.15x faster than standard methods.³ Its integrated design also improves waterproofing consistency and reduces callbacks, strengthening quality and lowering costs for builders. Strong customer adoption reflects the value Builders FirstSource delivers with solutions that enhance efficiency, safety, and installation performance.

~191K Tons of CO₂e avoided with manufactured products in 2025⁴

² The Structural Building Components Association (SBCA) study "Framing the American Dream" (sbccomponents.com/fad) found that stick-framed structures use 25% more lumber than manufactured products.

³ [According to Pella®](#). Compared to the average of the leading national wood window brands installation methods for new construction windows when installing standard size window (29"x59") into 2nd story application.

⁴ Emissions savings based on production data for Builders FirstSource READY-FRAME® precut framing packages, wall panels, and roof and floor trusses for FY2025. An independent third-party study found that the use of READY-FRAME® compared to traditional stick-framing is estimated to result in a 4,605 lb reduction in CO₂e emissions per average home after one year.

DIGITAL SOLUTIONS

Our industry-leading digital solutions strategy leverages digital capabilities to enable team member efficiency, deepen customer relationships, and advance value-added product development to drive long-term growth. We aim to transform how homes are designed, estimated, and built by providing the tools and data needed to coordinate complex builds, keep construction on schedule, manage costs, and accelerate home sales. Our next generation of digital solutions deploys emerging technologies to unlock rich insights and make every step of the homebuilding process easier for builders, suppliers, and technology partners.

As part of this strategy, we are investing in automation, Artificial Intelligence (AI), and digital integrations that create a seamless experience for our customers and drive efficiency.

Key initiatives include:

- Advancing AI-enabled digital twin technology to unify stakeholders, reduce errors, and enable data driven reuse across design, estimation, and logistics;
- Launching B2B e-commerce capabilities to expand digital revenue streams; and
- Developing a unified manufacturer catalog to support digital commerce and marketplace integration.

In 2025, an average of **~15,000** unique customers used myBLDR.com each month. We aim to evolve myBLDR into a seamless, AI-enabled ecosystem that brings the entire builder journey into one unified experience. Our platform will deliver real-time insights, smoother coordination, and accelerate value for builders of all sizes:



Community Hub: Simplifies team collaboration by organizing data, documents, specifications, and marketing materials in one place.



Selection Hub: Transforms the buyer experience with our immersive visualization tool, Home Configure, including personalized digital selections that speed decisions.



Plans Hub: Organizes building plans into a library, providing high-quality digital content that strengthens execution.



Construction Hub: Delivers fast, accurate AI-enabled quotes, precise takeoffs, and reliable on-time deliveries.



Since its launch in early 2024, myBLDR.com has processed nearly

\$7B in quotes, with year-over-year growth exceeding 130%.

Supporting Wildfire Survivors to Rebuild in Southern California

Builders FirstSource is supporting communities recovering in the aftermath of the Eaton and Palisades Fires in California, which swept these areas in January 2025. By leveraging our digital design and construction tools, we are enabling impacted homeowners to make more informed design decisions and accelerate their home rebuilding timelines through direct product supply. We are also recommending innovative fire-resistant building materials that can help better protect homes from future disasters.

In collaboration with community partners such as the Southern California Institute of Architecture (SCI-Arc), we are helping survivors navigate rebuilding requirements by providing education on construction costs, building codes, vendor networks, and available products. In addition, we are collaborating with industry partners to provide discounted materials and promote greater cost transparency, ensuring that survivors have access to the resources they need to rebuild safely, efficiently, and confidently.

Transforming Home Building



DIGITAL SOLUTIONS

- AI-Powered myBLDR



MANUFACTURED PRODUCTS

- Prefabricated Wall Panels
- Roof Trusses
- Open Web Floor Trusses
- Modular and Manufactured Homes
- I-Joists and Rimboards Glued Laminated Timber (Glulams)
- Laminated Veneer Lumber (LVL) and Laminated Strand Lumber (LSL)
- Structural Connectors and Reinforcements
- EWP Pre-Cut Packages
- READY-FRAME®



JOB SITE MANAGEMENT

As our reach grows, we provide more customers with high-quality, reliable products and innovative digital solutions that enhance efficiency and productivity. Increasingly, our customers rely on our digital solutions to help them incorporate performance and sustainability goals from the start, optimizing material use, reducing waste, and controlling costs.

SUSTAINABLE MATERIALS

Furthering our commitment to innovation, we prioritize the procurement and supply of sustainable materials whenever possible. We understand that the environmental sustainability of our products is a consideration for our customers. As such, we work to balance price, quality, performance, and sustainability, delivering products best suited for our customers' requirements while maintaining a strong focus on product safety.

Our procurement model includes sourcing lumber from strategic supply partners whose forest management practices and policies are certified by the Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC). In 2025, 86% of our total wood sourcing by volume came from suppliers who met SFI / FSC certification. Both systems maintain rigorous standards for responsible forestry, including reforestation of land after harvest, preservation of biodiversity, and safeguards for protected species.

Our environmental efforts extend to supporting homebuilders in meeting their energy-efficiency design needs, including alignment with energy rating requirements and codes. We are also committed to providing Energy Star® qualified windows and doors to our customers.

⁵ Calculation based on production data for Builders FirstSource READY-FRAME® precut framing packages, wall panels, and roof and floor trusses since January 1, 2019. An independent third-party study found that the lumber reduction from homes built with READY-FRAME®, compared to traditional stick-framed homes, equals approximately 7.8 trees per the average size U.S. home of approximately 2,300 sq. ft. We calculate the number of homes supplied with READY-FRAME® using our average board footage processed per house, which is based on our 2019 READY-FRAME® saw production data and our 2019 data of actual homes produced with READY-FRAME®. The Structural Building Components Association (SBCA) study "Framing the American Dream" (sbccomponents.com/fad) found that stick-framed structures use 25% more lumber than manufactured products. Using our roof and floor trusses, we calculate the number of trees saved for homes using a 25% savings on total board footage production.

86%

of our total wood sourcing by volume came from suppliers who met Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC) certification

~8.8M

trees saved since 2019⁵



We foster strong partnerships with our suppliers as we continuously strive for more sustainable operations while reducing our natural resource use





A Shared Commitment to Sustainable Forest Products

At Builders FirstSource, our commitment to delivering high-quality, durable, and sustainable products starts with our suppliers. We are proud to source products from suppliers like West Fraser, a leading provider of lumber and wood products, whose responsible forest stewardship is demonstrated through third-party fiber-sourcing and chain-of-custody certifications, including the Sustainable Forest Initiative (SFI) and Forest Stewardship Council (FSC).⁶

In addition to voluntary certification, West Fraser is committed to continuously strengthening the integrity of its value chain through its [Sustainable Forest and Wood Procurement Policy](#), sustainability disclosure efforts, and initiatives to expand geolocation and tracking intelligence systems. West Fraser is readying itself across its operations to meet evolving global requirements related to deforestation and nature-related risk, bringing greater transparency to the origin of wood products and lumber sold while deepening long-standing relationships with landowners and local and Indigenous communities. These efforts help combat illegal logging and the risk of possible deforestation, supporting the responsible management of forest resources.

The sustainability benefits of lumber and wood products begin in the forests that West Fraser manages and sources from, where growing trees naturally sequester carbon. Through responsible forest management, sequestered carbon (called biogenic carbon) is retained in the wood products used in low-carbon construction, while ongoing reforestation ensures the carbon sequestration cycle continues.

As an industry-leader, West Fraser is advancing methods to better quantify and understand the carbon benefits of wood products. The long-term storage of biogenic carbon can offset carbon emissions, making bio-based products like lumber more sustainable alternatives to many manufactured building materials.

Through our partnership with West Fraser, we deepen insight into these carbon impacts and deliver shared value to our customers by providing them with high quality, sustainably sourced materials.



⁶ In 2025, Builders FirstSource sourced only SFI-products through West Fraser's Wood product mills. Builders FirstSource does not source FSC-certified products from West Fraser.

TEAM MEMBERS

Work together to foster a workplace where safety, careers, and innovation thrive

At Builders FirstSource, we are committed to maintaining a people-first culture focused on our team members, who are the foundation of our success and the driving force behind the excellence we deliver to customers. Through our “Built for More” employee value proposition, we seek to enhance employee advancement, broaden access to the best tools and technologies, recognize our collective accomplishments, and support individuals in making a meaningful difference in our communities.

We are dedicated to cultivating a welcoming and collaborative culture emphasizing safety and innovation, which drives both personal and company growth.

Our key areas of focus in support of these efforts are:

- Our Culture
- Safety
- Compensation and Benefits
- Engagement, Development and Retention
- Team Member Training



OUR CULTURE

We are committed to cultivating a workplace culture where fresh ideas and various perspectives drive innovation, continuous improvement, and success. By fostering an environment built on mutual respect, we strengthen our teams and accelerate our growth.

Our Chief Talent Officer oversees programs related to workplace culture that are designed to empower every team member to reach their full potential.

Our local employee-led resource groups are open to all team members, creating a welcoming culture and providing opportunities for mentoring, fellowship, networking, and leadership development.



SAFETY

At Builders FirstSource, safety is deeply embedded in both our values and daily operations. We are committed to creating a safe workplace every day, striving for zero incidents across all locations. Our industry-leading safety performance is driven by our robust oversight, ongoing employee training, continuous evaluation and improvement, and the celebration of team achievements.

Our Safety and Health Management System provides clear guidelines and best practices tailored to our industry, supporting our goal of safe operations and risk mitigation. This system aligns with standards from the U.S. Occupational Safety and Health Administration (OSHA), and our policies and safety procedures apply to team members and contractors.

Industry-Leading Safety Performance

We hold ourselves to a high standard of excellence, striving for zero incidents. We are proud to have delivered an OSHA Recordable Incident Rate⁷ (RIR) of 1.41 in 2025, demonstrating our ongoing commitment to safety and the effectiveness of our safety management system. This performance is driven by our focus on strengthening safety culture and behaviors in our team members, increasing transparency of our safety data, and closely examining incident and injury trends to support continuous improvement.

⁷ RIR is calculated as: (Total OSHA Recordable cases × 200,000) ÷ total hours worked in FY2025, where 200,000 represents the number of hours worked by 100 full-time employees in one year (100 employees × 40 hours/week × 50 weeks).

Safety Management

Our Vice President of Safety oversees our Safety Management System. Our Executive Leadership Team is actively engaged and exercises robust oversight through monthly updates and performance reports. Additionally, the Board receives quarterly reports on safety performance and initiatives. Recognizing safety as a core value and top priority, which is essential to our success, leadership compensation incorporates metrics aligned with safety performance improvements and outcomes.

Every Builders FirstSource location promotes safety through strict safety controls, including hazard inspections and development of safe work procedures to mitigate safety risks. Location managers and supervisors aim to maintain safety measures and address team member questions with help from regional or area safety managers. Safety focus groups, composed of safety and operational staff from each line of business, share best practices across operations to continually improve safety performance and lower occupational safety risks.

We work closely with our contractors to ensure the highest safety standards are maintained at our job sites through compliance with our Code of Safe Practices. Contractors are required to maintain written safety plans, when applicable, train employees in accordance with Builders FirstSource standards, and report all incidents.

55%

of our facilities (322 of 585) were OSHA recordable incident free in 2025

65%

Reduction in Recordable Incident Rate since 2020

AT BUILDERS FIRSTSOURCE,
SAFETY IS IN OUR DNA.



Safety Training

We require team members to adhere to our safety programs, operating procedures, applicable policies, ongoing education, and training efforts, which are designed to increase safe behaviors and exceed compliance standards, while lowering risks of incidents. New hires receive mandatory training, including robust safety information and a review of applicable safe work practices, policies, and procedures. Field-based team members are required to participate in daily safety meetings. Job-specific safety training is provided at each of our sites, including specialization for each business line to address specific risks, operating procedures, and accident prevention behaviors.

Installed Services Safety Achievement

Our Installed Services business line, which specializes in professional installation services for many of our building materials, delivered OSHA certification for team members and subcontractor supervisors nationwide, strengthening regulatory compliance and jobsite leadership. The OSHA 10-Hour & 30-Hour Outreach Program provides basic safety awareness for entry-level personnel or in-depth training for supervisors and safety personnel, covering hazard recognition, avoidance, control, and prevention.

Incident Prevention and Investigation

A key component of our safety performance is the proactive mitigation or elimination of identified hazards prior to the occurrence of incidents. We track and disseminate learnings across the company, offering insights that inform the implementation of effective controls to help prevent future incidents.

In 2025, we conducted a slip-resistant walking study and implemented training in our Millwork facilities to help team members reduce the risk of falls through improved awareness, safe movement, and hazard avoidance. This training incorporated specialized equipment to simulate slip events and build fall prevention skills, including when carrying objects. We also introduced safety kaizens, led by team members, to support continuous improvement through incremental, proactive change. These two- to five-day events focus on specific issues, use root-cause analysis to address underlying risks, and reinforce shared accountability for safety across the company.

We promote open dialogue between frontline team members and leadership to build trust, identify hazards preemptively, and implement practical solutions. Throughout 2025, we continued to use AI to identify episodes of manual overexertion and opportunities to support safer lifting and help lower the risks of injuries from workplace activities. Data from this effort informed solutions such as improved material flow, workstation adjustments, mechanical aids, and reinforced two-person lift practices. Looking forward, we expect to expand these programs to advance safety performance and lower at-risk behaviors through observation and education.

In the event of a safety incident, team members are expected to report it to their manager or supervisor so it can be investigated and addressed through implementation of appropriate corrective actions. Incident investigations are documented, reported, and shared across our lines of business, as appropriate, to support learning and continuous improvement.

All locations maintain documented, location-specific emergency preparedness procedures that include response guidelines in the event of an incident. These procedures are verified through internal safety audits conducted by our internal audit group at each location at least once every three years. Additional audits are performed by our safety team and area safety leaders, creating a system of checks and balances for consistent compliance and readiness.

Additionally, we invest in automation opportunities that support safer ways to build products. For example, we deploy robotics to perform material handling tasks, reducing the risk of work-related incidents.

Celebrating Industry-Excellence in Safety

We continue to strengthen our safety culture nationwide, with 26 locations across our operations achieving more than 2,500 days without an OSHA-recordable incident.



Driver Safety Enhancements

Driver safety and training are critical components of our safety culture as an operator of a large vehicle fleet. Through data-driven analysis and targeted coaching focused on speeding, distraction, and fatigue, we proactively manage risk and strengthen safe driving behaviors across our vehicle fleet.

We employ technology to support driver safety efforts, working towards in-vehicle cameras installed in 100% of our fleet. As of 2025, cameras have been installed in 99% of our heavy-duty and medium-duty vehicles and 89% of our light-duty vehicles. These cameras are enabled with AI to improve overall fleet performance and safety and to reduce risky driving behaviors. In 2025, we saw an approximate 6.5% decrease in claims from motor vehicle accidents compared to 2024, underscoring the efforts we have put into driver safety training and in-vehicle cameras. Continued refinement of the safety information we are tracking will allow us to expand our driver training and further target opportunities for improvement.

We work to adhere to guidance from the Federal Motor Carrier Safety Administration (FMCSA), a U.S. Department of Transportation agency which focuses on reducing accidents involving commercial motor vehicles. The Compliance Safety Accountability (CSA) program, administered by FMCSA, scores our safety record based on roadside inspections and driving behaviors. Alongside our ongoing efforts to maintain and promote a culture of safety, we strive to keep our CSA points per inspection low.



COMPENSATION AND BENEFITS

We are proud to offer a comprehensive, industry-leading total rewards program designed to attract and retain best-in-industry talent. Supporting and motivating our team is central to our talent strategy, fostering a culture where everyone benefits from our success. All full-time team members are eligible for variable incentive pay, which includes a profit-sharing plan and/or an annual bonus plan. Further, we celebrate team members through peer-driven recognition and service awards provided by the company.

Our benefits include:

- Medical, prescription, dental, and vision coverage
- Health reimbursement accounts
- Virtual healthcare and nurse lines
- Flexible spending accounts for health and dependent care
- Mental health and well-being support
- 401(k) retirement program with a company match of 50% of employee contributions, up to 6% of employee salary, also available to part-time team members
- Conditional support programs including heart health, cancer support, chronic joint pain, diabetes management, and weight loss
- Paid time off, remote work for certain roles, and work/life balance programs, including industry-leading responsible time off
- Military leave policy and benefits
- Industry-leading parental leave, including six weeks paid time off for full-time employees
- Paid volunteer time off
- Adoption assistance
- Paid bereavement leave
- Company paid life and AD&D insurance
- Choice of disability income protection (short- and long-term)
- EAP (Team Member Assistance Program), also available to part-time team members
- Preventive care programs
- FSA rollover



ENGAGEMENT, DEVELOPMENT AND RETENTION

We are committed to creating an engaging and rewarding work environment that positions us as an employer of choice, while empowering our team members to grow and advance in their careers. In 2025, we filled ~29% of all roles hired through internal promotions and transfers showing our commitment to talent development.

Each year, we conduct annual engagement surveys, alternating between comprehensive full surveys and shorter pulse surveys, to gather team member feedback on the workplace experience. In 2025, we conducted a full engagement survey. Alongside these surveys, we encourage open communication through regular town hall meetings and Q&A sessions, promoting transparency, and ongoing dialogue across the company.

In 2025, we deepened our investment in our team members by standardizing talent development across the company. Led by our Human Resources team, leaders collaborated to create consistent talent profiles across the company that define key skills and role expectations, fostering stronger talent pipelines, strengthening leadership succession planning, and advancing a culture of growth and transparency. Job profiles provide employees with a clear understanding of requirements for career growth within the company and support career mobility.

Building on this foundation, we introduced individual development plans to help team members establish personalized career growth roadmaps, aligned with their strengths and career goals, while providing increased visibility for high-potential talent. We also implemented SMART goals — Specific, Measurable, Achievable, Relevant, and Time-bound — as a framework for supporting our team members in their career growth.

To help maintain a safe and respectful workplace, we provide a formal grievance system through which team members can confidentially report concerns through our anonymous hotline, directly to their manager or to an HR representative. Reporting procedures are detailed in our Team Member Handbook, company intranet, and facility posters.

Team Member Resources

In 2025, we introduced the 1-TEAM Connect App, another tool to cultivate communication with our team members by providing them and their families with access to personalized benefits information and company updates. The app provides a direct connection to vital benefits information, which is especially useful for our team members in the field.

2025 Team Member Engagement Survey

~23,000

Team member participants, representing 92% participation rate (up 3 percentage points from the 2024 pulse survey)

77%

Favorability rating



TEAM MEMBER TRAINING

1-Team University is our central training platform designed to enhance skills and support career advancement through job-specific learning courses, in addition to leadership development and training programs for our frontline operators.



1-Team University learning platform features:

- Build Understanding in Leadership Dynamics (BUILD): Five-day foundational leadership skills and strategies training
- BUILD 2.0: Three-day in-depth advanced leadership training
- Leadership skills development courses
- Customer service training
- Best-practices sharing
- Micro-learning courses on various topics, such as navigating change
- Industry- and job-specific skills courses

2025 Training and Development Highlights

~370,000

Total hours on-the-job training

~9.5

Average hours of non-compliance training per leader

~16.5

Average hours of training per team member

~18

Average hours of in-person training for high-potential leaders

~42,000

Professional development and leadership training classes completed by our team members since December 2021

Leading Builders FirstSource

The BFS Foundations Learning Management System serves as a central hub for tracking and managing team member training (1-Team University), leadership and management programs (1-Team U Leadership Academy), professional skills development, and compliance training (Manager, Sales, and Designer in Training programs). Our Internal Training and Development Team ensures team member success through continuous refinement of these programs to address our strategic talent development priorities and support the career mobility of our team members.

We offer extensive on-the-job training and job shadowing opportunities to promote growth and hands-on practice, helping team members gain real-world experience and develop essential skills. All team members receive annual performance reviews as part of our commitment to continuous development, feedback, and career progression support.

Management Training Programs

LEADING TEAMS

- Leadership Development Program: Business & Financial Acumen
- High Stakes Conversations
- BUILD 2.0 - Leadership Training
- Leading Change

LEADING OTHERS

- BUILD - Leadership Training
- Management in Training (MIT)

LEADING SELF

- Customer 1st - Customer Service & Loyalty
- DiSC^{®8} - Communications Styles
- DiSC^{®8} for Sales
- Sales in Training (SIT)
- Design in Training (DIT)

8 DiSC[®] is a personal assessment tool.

Strengthening Our Talent Pipeline

Through our summer internship program, we identify top collegiate talent across the United States to help build our pipeline of future leaders. Interns who joined us in the summer of 2025 participated in programming such as professional skills workshops to help prepare for their careers, as well as enhanced orientation designed to deepen their understanding of our business and inspire them to envision a long-term future with Builders FirstSource. Our internship program and other campus recruiting remain a priority focus area for our talent pipeline development and long-term planning for our talent needs.

Our trainee programs help entry-level candidates begin their career at Builders FirstSource in an environment that allows them to train and develop their skills before landing permanent full-time roles. The Sales In Training, Manager In Training, and Designer In Training programs provide hands-on experience and mentorship to guide progress.

Builders FirstSource is an official Military Friendly® employer and a proud partner of the Department of Defense's (DoD) SkillBridge Program. SkillBridge allows active-duty service members to gain civilian work experience in their last 180 days of service, helping them transition to civilian jobs while still receiving military pay and benefits. By engaging in the SkillBridge Program, Home Builders Institute, National Homebuilding Association, Building Talent Foundation, Hiring Our Heroes Program, The Manufacturing Institute, Troops Into Transportation, and various military spouse programs, we continue our commitment to recruit and support veterans. In 2025, we maintained our status as a VETS Indexes Employer 3-star company, a recognition of our commitment to recruiting, hiring, retaining, developing, and supporting veteran employees and others in the military-connected community.



OPERATIONS

Exemplify our values through operating safely, effectively, and efficiently to drive long-term value

Safe, effective, and efficient operations are a hallmark of our culture, and we are focused on continuous improvement to manage risk and unlock opportunities, driving value for our stakeholders. When we optimize operations across our value chain — from sustainability and product quality and safety to operating with integrity — we make a significant positive impact on our customers, team members, communities, and shareholders, advancing our industry-leading position.

Our key areas of focus in support of this goal are:

- Environmental, Emissions and Waste Management
- Product Quality and Product Safety
- Responsible Supply Chain
- Ethics and Integrity
- Data Privacy and Cybersecurity



ENVIRONMENTAL, EMISSIONS AND WASTE MANAGEMENT

We are committed to minimizing our impact on the environment, while maintaining efficient operations and driving long-term value. Builders FirstSource strives to minimize environmental intensity across our operations through responsible resource use.

Our Environmental Compliance Director is responsible for the development, implementation, and oversight of our environmental management programs. This role ensures compliance with applicable federal, state, and local environmental regulatory requirements, and oversees alignment of our sustainability initiatives and our environmental programs with our strategic priorities.

Since 2022, we have undertaken a diligent and ongoing effort to better measure and manage our environmental footprint. Given the scale and complexity of our facilities and fleet, we rely on strategic and data-driven methods to collect reliable information and uphold data integrity. These efforts include site surveys and visits to identify and address outliers within our operations. Insights gained from this process support our annual emissions reporting, guide our planning, and inform our emissions reduction target, announced in October 2025.

Emissions Reduction Target

Builders FirstSource aims to reduce Scope 1 and 2 carbon emissions intensity by 15% per unit of net sales by 2035.

Based on a comprehensive analysis of emissions sources, potential reduction levers, and both operational and financial feasibility, we set an aspirational 15% reduction target for Scope 1 and 2 carbon emissions intensity per unit of net sales by 2035, using a 2025 baseline of 19.48 tCO₂e per unit of net sales. Fleet emissions account for 75% of Builders FirstSource's total emissions, with facilities contributing the remainder. Our emissions reduction effort

is built upon a pragmatic roadmap that includes a mix of cost-neutral and optimized return-on-investment (ROI) projects across both domains.

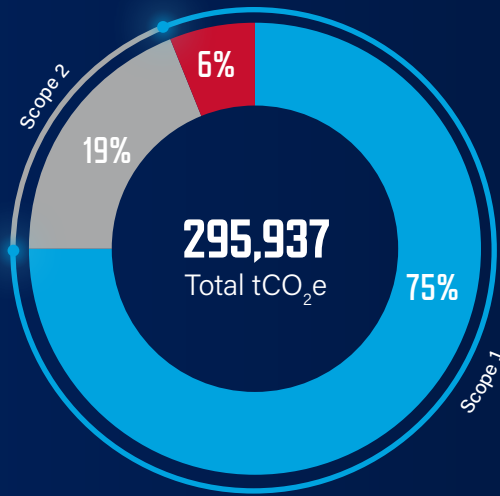
For fleet, key levers include transitioning California vehicles to renewable diesel (RD) wherever feasible, exploring RD adoption in other states over time, vehicle and equipment retirements and replacements optimized for efficiency gains, and testing electric vehicle (EV) deployments. We began our adoption of EVs during 2025 by adding six medium-duty EVs to our fleet and identifying 17 initial light-duty vehicles for a pilot effort across seven states. Our learnings from these light-duty and medium-duty EV additions will inform the possibility of further EV investments in the future.

We operate facilities in 43 states comprised of approximately 585 Distribution and Manufacturing locations. Each site in each community is unique and optimal emissions reduction levers vary. In some geographies, local grid decarbonization will result in emissions reduction, contributing to our long-term reduction target. Further reductions will come from LED lighting upgrades meeting targeted ROI thresholds, as well as new operational improvements identified via our ongoing energy assessments over time.

Above and beyond these identified initiatives, we continue to pursue company-wide efforts focused on optimizing operations and driving efficiency. Examples include implementing speed monitoring and tire pressure monitoring, as well as minimizing vehicle idle times to boost fuel economy, supporting both our environmental and financial priorities. We are also making improvements to closest-point shipping, reducing miles driven while better serving our customers, reflecting our ongoing focus on continuous improvement.



2025 Greenhouse Gas Emissions



(tCO ₂ e)	2025
Scope 1 total	239,593
■ Fleet	222,103
■ Facilities	17,490
Scope 2 total	56,344
■ Electricity	56,344
Total	295,937



Greenhouse Gas Emissions

Accurate measurement of our GHG emissions enables us to track progress toward our reduction target, and we continue to enhance our data collection processes to ensure timely and reliable emissions reporting.

Environmental Management

In 2025, we continued to evolve our environmental management, organizing the function under corporate governance and ensuring close collaboration with legal, financial, risk management, and facility management teams. This integration strengthens compliance, risk oversight, efficiency, and collaboration, ensuring our environmental practices meet regulatory requirements and support sustainable operations.

Beginning in 2026, we expect to pilot a new Environmental Management Information System (EMS) to centralize compliance tracking, automate deadline reminders and provide real-time performance data. Through this system, we aim to reduce risks, improve reporting for audits and disclosures, and foster proactive compliance and accountability company-wide.

Water Management

We remain committed to responsible water management across our operations. As water is not used in our key manufacturing processes, we focus on responsible stormwater management and continue to monitor and reduce water usage where applicable.

Protective rainwater management is central to our water management program. We follow best practices such as proper raw material management, spill containment, regular equipment maintenance, and employee training on environmental protection protocols to prevent contamination. These actions maintain regulatory compliance and demonstrate our commitment to natural resource management.

We are also increasing our use of green infrastructure, such as dry wells, permeable retention basins, and infiltration ponds, to filter pollutants and support groundwater recharge. By adopting these methods, we help sustain local water resources, minimize flood risks, and improve overall water quality.

Air Quality

We prevent air contamination by using technology and filters in our manufacturing and painting processes, improving health for our employees and nearby communities. Clean air benefits respiratory health and supports the environment, promoting biodiversity. Investing in air quality technologies supports the sustainability of our operations and the wider ecosystem.

Waste Management and Recycling

Minimizing waste and making the most of scrap materials is key to supporting efficient and sustainable operations. Our zero-waste mindset drives us to continually explore and implement innovative solutions across all our locations. We strive to maximize material use through automation and advanced software in our manufacturing processes. Additionally, we use wood grinders to repurpose and recycle lumber waste, while our national tire retreading program extends the life of valuable resources.

NON-HAZARDOUS SOLID WASTE	WASTE GENERATED ⁹	WASTE RECYCLED	% OF WASTE RECYCLED
Total (tons)	90,707	18,191	16.7%

Environmental Audits and Assessments

Our internal Environmental Audit Team audits each Builders FirstSource location at least once every three years. “Higher risk” sites receive quarterly and annual reviews on stormwater and hazardous spills. These audits help us address issues promptly to improve compliance and operations.

We assess risks associated with severe weather events, such as floods, before acquiring new properties and ensure every site has an emergency response plan. We also follow all local codes to minimize hazards associated with extreme weather.

⁹ 'Waste Generated' total does not include 'Waste Recycled' total. Waste data represents approximately 89% of our locations.



PRODUCT QUALITY AND PRODUCT SAFETY

At Builders FirstSource, our commitment to quality resonates across the entire company. We uphold the highest standards of excellence in every product we manufacture and supply to our customers.

Management

Our Chief Operating Officer — working with our facility managers — oversees product quality and product safety efforts, and all team members share responsibility across our locations. Product quality and product safety training is administered upon hire for all relevant team members and after any updates to the quality assurance manuals used at manufacturing locations. Our Product Liability Specialist oversees new product assessments for building code and regulatory compliance.

Standardizing Operations

Best Practice Councils (BPCs), bringing together cross-functional teams of leaders and experts focused on advancing quality, safety, and efficiency, remain central to our product quality and product safety approach. BPCs are responsible for identifying, documenting, and disseminating Standard Operating Procedures (SOPs) and best practices, referred to as “playbooks”, to ensure consistency across Builders FirstSource. BPCs meet at least quarterly and include an executive sponsor along with field and functional experts. BPC leadership composition is reviewed annually to ensure appropriate teams are represented and to bring fresh perspectives to ongoing discussions.

In 2025, our BPCs relaunched fleet utilization reporting to enhance visibility into fleet assets and support more efficient operations. Through this reporting, we identified opportunities to redeploy underutilized assets to locations with demand or determine when new vehicle purchases were necessary. We aim to maximize the number of days assets are in use. As the reporting matures, we expect to use this data to optimize truck loading and inform the number of assets required to support our business needs.

Builders FirstSource pursues strategic acquisitions that expand our manufacturing capabilities and strengthen our presence in key geographies and product segments. Effective and efficient integration of newly acquired businesses into our centralized platform is essential to providing seamless service to our customers and delivering value. We focus on standardizing operations in newly acquired manufacturing facilities to embed consistent safety and quality processes and mitigate risk. We leverage our Playbooks — developed and continuously updated by our BPCs — and our newly established, cross-functional integration effort that supports significant acquisitions through gap assessments, targeted site visits, and peer-to-peer learning. This approach reinforces our safety culture and ensures consistency across our expanding network.

3

new operational and productivity playbooks developed by our Best Practice Councils in 2025

17

total playbooks by our Best Practice Councils covering critical aspects of our work, from framing installation and improving efficiency to enhancing customer service



Enhancing Product Quality and Safety

We regularly monitor product quality and safety, and we have documented response procedures to investigate and take appropriate action in the event of an incident. We work directly with suppliers and customers to support our efforts to prevent and address issues of product quality and safety and to foster a culture of continuous improvement.

In 2025, we developed a new functional area dedicated to improving design and estimating for manufactured products. Proper design lays a strong foundation for manufactured product quality and safety, leading to less rework and better customer outcomes. Through design optimization, we can reduce excessive material use, mitigate dust, and improve on-site job safety during product installation.

Truss and Millwork Manufacturing

Our manufacturing facilities utilize industry-leading technology and high-quality materials to reduce lead times and minimize production errors. We manufacture products within two of our product categories: manufactured products and windows, doors, and millwork.

Manufactured products, such as wood roof and floor trusses, prefabricated wall panels, and READY-FRAME®, are factory-built at our truss manufacturing locations as substitutes for job-site framing. With our industry-leading truss automation, which uses advanced software-driven machinery to produce trusses with greater speed, precision, and consistency, we uphold our commitment to product quality. Working closely with our largest customers, we use these capabilities to deliver innovative, industry-leading product and labor solutions.

We strive to deliver industry-leading products that satisfy customer standards for quality and safety and that comply with all regulatory requirements. To underscore this effort, we maintain quality control and quality assurance (QC/QA) certification from the nationally recognized Structural Building Components Association (SBCA) at 100% of our truss manufacturing plants as of 2025.¹⁰ The SBCA focuses on a national approach to policies, programs, and best practices and promotes the safe, economic, and sound use of structural building components. We prioritize attaining SBCA-QC/QA certification as part of our integration efforts for newly acquired facilities.

As part of the voluntary certification process, each of our truss locations has a designated QC inspector, and each QC inspector is required to inspect a set number of trusses per build station based on established criteria. Inspection details are submitted to SBCA for review and scoring, and all our truss plants consistently achieve the required score to maintain the SBCA-QC/QA certification. As a testament to the success of our quality assurance program, we offer an industry-leading warranty on all trusses.

As of 2025, all truss tags include component warning notices with key safety information. Proper truss handling is essential for jobsite safety build quality. Each tag contains a QR code directing builders to safety notices and handling guidance, supporting safer work practices and enhancing the durability of the finished construction.

Our millwork manufacturing covers interior construction elements such as moulding, doors, and staircases, among others. Millwork operations work closely with the Millwork Safety Best Practice Council to develop and implement best practices and safe operating procedures, aiming to prevent incidents, maintain equipment, and improve customer service. Our Quality Assurance Manual, and other quality control processes, guide the measurement and management of in-process and post-production inspections. Team members receive training on the Quality Assurance Manual at hire and as new products and processes are developed.

100%

of our truss manufacturing plants have quality control and quality assurance certification from the Structural Building Components Association¹⁰

¹⁰ This figure does not account for all 2025 newly acquired companies. We prioritize attaining SBCA-QC/QA certification during integration of manufacturing locations.

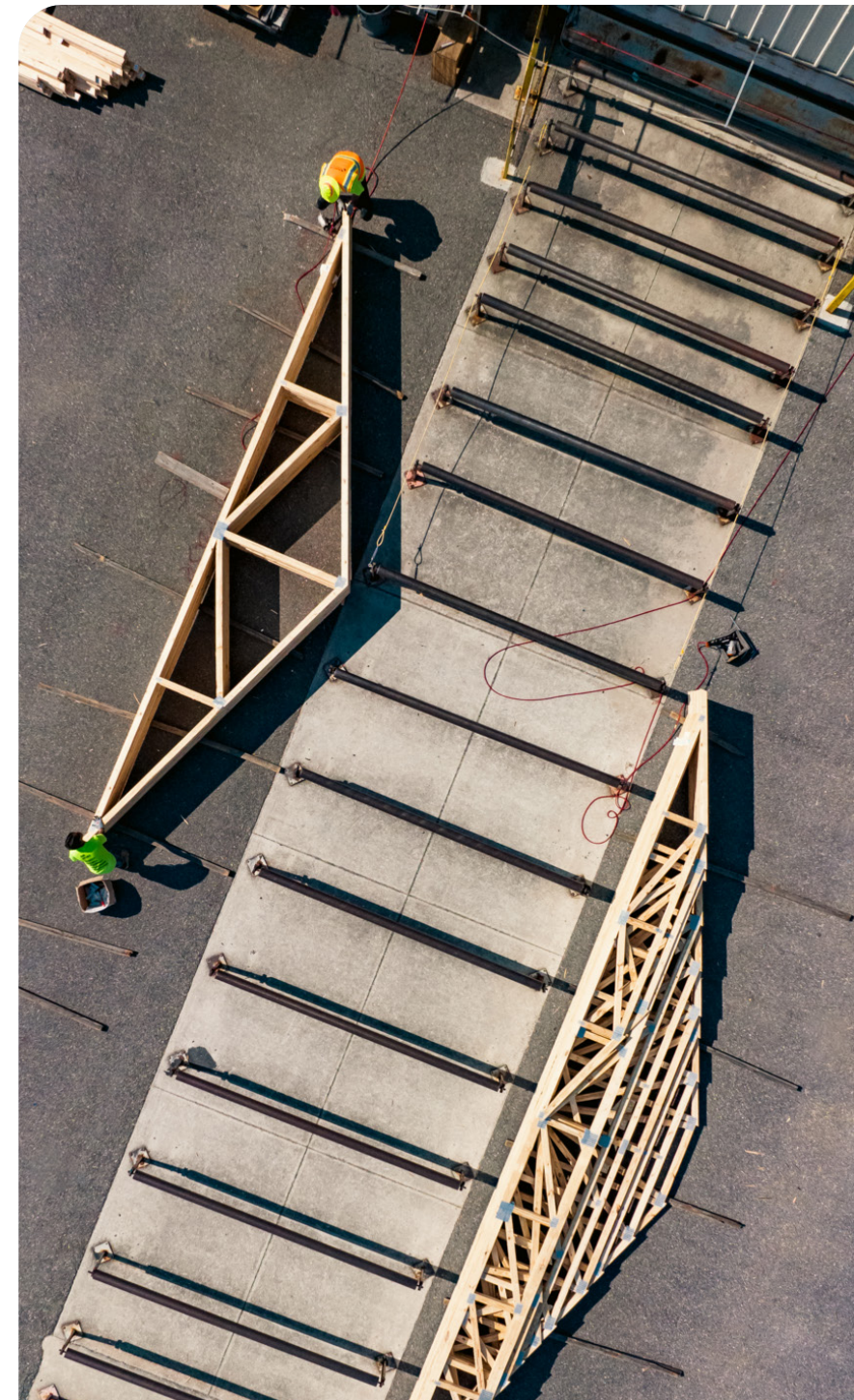
RESPONSIBLE SUPPLY CHAIN

We are committed to the highest quality standards of responsible operations within our supply chain. As a critical extension of our business, we expect our suppliers to meet the same highest ethical and compliance standards we set for ourselves. Our Executive Vice President of Sourcing and Supply Chain oversees our strategic sourcing process. We maintain clear and direct communication with our vendor partners and suppliers to ensure responsible practices throughout our operations.

In our supplier contracts, we are implementing our expectation that all suppliers adhere to our Supplier Code of Conduct and our [Code of Business Conduct and Ethics](#). Topics we address in our Supplier Code of Conduct include forced labor, child labor, maximum working hours, minimum wages, acceptable living conditions, disciplinary actions, nondiscrimination, health and safety, freedom of association, and the right to collective bargaining. We reserve the right to monitor suppliers' compliance with our Supplier Code of Conduct. While we are committed to collaborating with suppliers on all fronts, we maintain the right to terminate relationships with suppliers who violate the Code of Conduct or refuse to cooperate with requests for information or efforts to rectify deficiencies.

We encourage our suppliers to share related information on their sustainability initiatives, including certifications, ongoing supplier programs and efforts aimed at reducing their environmental impact.

Guided by our [Responsible Supply Chain Policy](#), we recognize that the extraction and processing of certain raw materials can have significant social, economic, and environmental impacts on local communities. We pay particular attention to tin, tantalum, tungsten, and gold (commonly known as conflict minerals) originating in the Democratic Republic of the Congo or its adjoining countries, where their sale may directly or indirectly finance armed conflict. Although we use only refined metals in our manufacturing and do not source directly from smelters or mines, we expect all suppliers to procure materials from socially responsible sources.



ETHICS AND INTEGRITY

We are committed to operating responsibly and ethically in all we do. The [Builders FirstSource Code of Business Conduct and Ethics](#) (Code) and [Supplemental Code of Ethics for Senior Officers](#) serve as the foundation of our compliance program and set forth policies and procedures to promote anti-bribery and anti-corruption, integrity, and ethical conduct. The Code also details guidelines for delegation of authority, fair dealing, and conflicts of interest.

Our Chief Legal Officer oversees our business ethics, anti-bribery, and anti-corruption programs, with ultimate oversight by our Board of Directors, which receives regular compliance reports. We have robust processes and systems to monitor compliance, including accounting systems to detect potential financial irregularities.

Training

All team members receive training and must acknowledge their acceptance of the Code during onboarding and complete periodic acknowledgements thereafter. To detect and deter non-compliance, all employees at Manager level and above complete quarterly and annual questionnaires and reviews as part of our regular anti-bribery and anti-corruption risk assessments. Additionally, key department leaders fill out quarterly questionnaires to help identify and deter non-compliance.

All new team members are required to complete training and acknowledge our Team Member Handbook, which includes a dedicated section on ethics and business conduct. These policies are reviewed and updated annually, with any changes communicated and rolled out to all team members to ensure ongoing awareness, alignment, and compliance with our ethical standards.

Controls

We regularly audit our operations to ensure ongoing compliance. As part of our location-audit process, we survey sites on key topics such as fraud and ethics to identify potential risks and reinforce expectations. Any violations are investigated thoroughly by appropriate representatives of our legal, human resources, internal audit, and finance departments.

To help ensure compliance with our Code and to promote ethical behavior, we maintain a whistleblower program under the supervision of our Chief Legal Officer, who holds overall responsibility for business ethics oversight and enforcement. Our whistleblower program offers anonymous, 24/7 reporting of any concerns by phone at (888) 811-BLDR (2537) or online at bfs.alertline.com. The program is communicated to all team members via posters in all locations, in the Team Member Handbook, and on our intranet. We prohibit retaliation against any Builders FirstSource team member for raising a good faith report. All reported incidents are investigated and tracked in our EthicsPoint compliance system through final resolution. Appropriate representatives of our legal, human resources, internal audit, and finance departments are notified of reported incidents, with an overview of reports provided to the Audit Committee of our Board of Directors regularly.



DATA PRIVACY AND CYBERSECURITY

Our data privacy program is overseen by the Chief Information Officer (CIO), with the Chief Information Security Officer (CISO) responsible for cybersecurity and data security. This reporting structure supports clear communication, rapid decision-making, and proactive risk management related to emerging security threats. The CIO and CISO provide quarterly cybersecurity and data privacy reports — along with an annual in-depth cybersecurity discussion — to the Audit Committee of our Board, which has primary oversight of these areas with support from the Technology Committee of our Board.

Both the CIO and CISO continuously monitor cybersecurity threats and regularly update our defense measures to address evolving risks. The CISO manages our Security Incident Response Plan, which is continuously enhanced and tested annually through a tabletop exercise. We also partner with an advanced third-party security operations provider to enable 24/7 monitoring and containment capabilities.

Our cybersecurity program is based on internationally recognized frameworks, including the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF). In 2025, we strengthened our cybersecurity controls and preventative measures by implementing secure-by-design processes and principles. These standards support that new initiatives and assets are built with security embedded from the outset, while existing assets are aligned to design requirements based on risk and severity.

We provide quarterly training and monthly phishing simulations for all team members, reinforcing our ongoing commitment to data privacy and security across the company. Additional training and awareness efforts, including new hire training and field-based informational materials and posters, further support a strong security culture.

As part of the company's risk management process, our Technology Committee is responsible for reviewing technology developments and trends, including AI. Our AI Governance Policy outlines the responsible use of AI across Builders FirstSource. All AI initiatives are evaluated prior to implementation to support data security and manage the risk of data exposure. We will continue to monitor and evolve our AI programs to keep security front and center as we invest in and implement digital solutions.



COMMUNITIES

Make a positive impact in the local communities we serve

Our commitment to serving our customers extends into the communities where we operate. We support our team members' efforts to connect, collaborate, and make a meaningful impact where we live and work. Through our corporate citizenship efforts, we partner with local organizations and support charitable initiatives that empower our team members and strengthen the communities around us.

We will continue to advance this work through several key focus areas:

- BFS Cares
- National Partnerships
- Community Engagement



BFS CARES

Providing support to our team members is a vital part of our people-first culture. BFS Cares offers essential assistance during times of hardship, delivering immediate financial support through cash grants after natural disasters, or unexpected personal challenges. Funded by Builders FirstSource and team member contributions, BFS Cares provides qualifying team members with tax-free grants of up to \$5,000.



BFS Cares

2,300+ team members received grants totaling over \$1.5 million since 2017

NATIONAL PARTNERSHIPS

Through our national charity partnerships, we support organizations that address critical community needs while creating opportunities for team members to engage and give back. In 2025, 285 team members across the company contributed more than 2,100 sponsored volunteer hours on behalf of Builders FirstSource.

\$4.8M delivered in charitable giving in 2025 across Builders FirstSource



Blood Cancer United

Over our 19-year relationship with Blood Cancer United (formerly The Leukemia & Lymphoma Society), Builders FirstSource has proudly supported the organization's mission of funding lifesaving research and patient care. Local efforts, such as motorcycle rides, basket raffles, and online auctions raise funds to help combat blood cancers that have impacted many in our communities. These events are well attended by our team members, including company leaders.

Working with our customers and suppliers, Builders FirstSource has raised over \$15 million for Blood Cancer United over the lifetime of the partnership, making us the #1 national fundraising team for the organization.

Leading the Fight Against Blood Cancer in 2025

80

Builders FirstSource fundraising teams

1,000+

team members participating

24

fundraising events represented

11+

team members engaged in volunteer leadership roles



Supporting Our Military Community

Builders FirstSource is proud to support the military community by providing meaningful careers, resources, and a workplace that values their service. Our commitment extends beyond fostering a supportive environment for military-affiliated members, we also partner with organizations that strengthen the broader military and first responder communities. One such partner is Carry the Load, which provides support for military, veterans, first responders, and their families through scholarships, education, and community-based programs. In 2025, we joined Carry the Load's National Relay, bringing together 13 Builders FirstSource teams with 86 volunteers, helping to raise more than \$30,000 to advance the organization's mission.

COMMUNITY ENGAGEMENT

Demonstrating our commitment to the communities we serve, we support a range of charitable organizations at the local level, encouraging each location to engage in impactful initiatives.



Encouraging The Next Generation of Construction Leaders

Women Building America (WBA) connects young women to hands-on opportunities in the construction field through initiatives such as Girls' Construction Camps, which equip high school girls with skills to explore careers in residential construction. As a platinum sponsor, Builders FirstSource supports efforts to shape our future workforce, help address industry talent needs, and promote the long-term resilience of local communities.



New Home Construction for Habitat for Humanity in Fairburn, GA

Our longstanding support for Habitat for Humanity helps advance affordable housing and reflects our strong commitment to volunteerism and community engagement. In 2025, team members from our Fairburn, Georgia facility constructed and donated pre-built wall panels for a new home, as well as volunteered at the job site to complete framing.



Funding St. Jude Through the Dream Home Giveaway in Wichita, KS

In Wichita, Kansas, Builders FirstSource supported the St. Jude Dream Home Giveaway by participating in a 24-hour home build that raised \$1 million for St. Jude through the Dream Home raffle. Leveraging READY-FRAME® technology, truss components, roof and floor elements, and other materials supplied by our Valley Center location, 12 local team members helped construct the home alongside local builders, enabling rapid, efficient on site assembly and framing.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

We are committed to providing transparency on our climate-related risk management. The TCFD has developed consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders, which we have used to guide our reporting.

Governance	Board Oversight	Our Board of Directors has ultimate oversight of climate-related risks and is responsible for reviewing and providing guidance on the company's climate-related programs and policies as part of its wider sustainability oversight. Specifically, our Nominating and Corporate Governance Committee is tasked with overseeing management's efforts on significant issues relating to CSR and sustainability, including issues relating to measuring our carbon footprint.
	Management Oversight	Ultimate review and approval of our sustainability strategy, including climate-related risks and programs, is made by our Executive Leadership Team, including our CEO. Our sustainability strategy is led by the CSR Steering Committee and CSR Cabinet, with day-to-day implementation overseen by our Vice President of CSR and Risk Management.
Strategy	Climate-related Risks and Opportunities	<p>We have identified climate-related risks and opportunities that may affect us over the short-, medium-, and long-term. These include:</p> <p>PHYSICAL RISKS: Adverse weather events, natural disasters, or similar events could generally reduce or delay construction activity, which could adversely impact our financial condition, operating results, and cash flows. Furthermore, if certain markets in which we have made significant investments become less desirable for new home building due to the frequency of adverse weather events, we could incur significant losses at our facilities throughout these markets.</p> <p>REPUTATIONAL RISKS: Our business faces increasing public scrutiny related to corporate responsibility and sustainability activities. We risk damage to our brand and reputation if we fail to act responsibly or meet any commitments that we may set in a number of areas, including with respect to climate-related events, human capital management, support for our local communities, corporate governance, and transparency, or fail to consider such factors in our business operations. Additionally, some investors and shareholder advocates are placing an increasing emphasis on how corporations address corporate responsibility and sustainability issues in their business strategy when making investment decisions and when developing their investment theses and proxy recommendations. We may incur meaningful costs with respect to our corporate responsibility and sustainability efforts, and if such efforts are negatively perceived, our reputation and stock price may suffer.</p> <p>REGULATORY RISKS: Concerns over the long-term impacts of climate-related events have led and will continue to lead to governmental efforts around the world to mitigate those impacts. Consumers and businesses are also changing their behavior and business preferences as a result of these concerns. New government regulations or guidance relating to climate, as well as changes in consumers' and businesses' behaviors and preferences, may affect whether and on what terms and conditions we will engage in certain activities or offer certain products or services. The governmental and supervisory focus on climate could also result in our becoming subject to new or heightened regulatory requirements. Any such new or heightened requirements could result in increased regulatory, compliance, or other costs. Our business, reputation, and ability to attract and retain employees may also be harmed if our response to climate-related events is perceived to be ineffective or insufficient.</p> <p>DEMAND OPPORTUNITY: We assist homebuilders in designing energy-efficient homes in order to meet increasingly stringent energy-rating requirements. Upgrading to our premium windows, doors, and insulating products can reduce overall cost to the homebuilder by minimizing costs of the required heating/cooling system. We work closely with the homebuilder to select the appropriate mix of our products to meet current and forthcoming energy codes. We believe these services require scale, capital, and sophistication that smaller competitors do not possess.</p>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

	Impact on Strategy	Our leadership team is committed to considering the potential climate-related risks and opportunities that may impact our business. We regularly evaluate ways to reduce the resource needs of our operations and the direct and indirect environmental impacts of the supply, manufacturing, use, and disposal of our products. We recognize that climate-related impacts will add greater impetus to addressing the world's environmental challenges.
	Climate Resilience	Our senior managers and executives monitor changing regulatory requirements and other impacts to our business. We seek to balance operational efficiency with resilience through a diversified manufacturing and supplier base.
Risk Management		<p>Our Senior Leadership Team and Board of Directors are intent on managing and mitigating various risks to our business and financial performance, including climate-related and other environmental risks.</p> <p>Such risk management topics are reviewed and discussed on a regular basis among our leadership team across the entire company. Consideration of such risks is implemented in all aspects of our business as part of our operating and investment decision-making process.</p>
Metrics and Targets	Metrics	We monitor and measure our climate-related performance, including greenhouse gas emissions.
	GHG Emissions (2025)	<p>Scope 1: 239,593 metric tons CO₂e</p> <p>Scope 2: 56,344 metric tons CO₂e</p>
	Target	Builders FirstSource aims to reduce Scope 1 and 2 carbon emissions intensity by 15% per unit of net sales by 2035.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The disclosures in this report are informed by the recommendations of the Sustainability Accounting Standards Board (SASB) Building Products & Furnishings standard.

	ACCOUNTING METRIC	CODE	DISCLOSURE
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-BF-130a.1	(1) 1,147 GWh (2) 14% (3) N/A
Management of Chemicals in Products	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	See section on Environmental Audits and Assessments
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	Not reported
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	See section on Product Innovation and Sustainable Materials
	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	CG-BF-410a.2	See section on Waste Management and Recycling
Wood Supply Chain Management	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, (4) percentage certified to other wood fiber standards, (5) percentage by standard	CG-BF-430a.1	86% of our total wood sourcing by volume came from suppliers who met Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC) certification. See section on Sustainable Materials
Activity Metrics	Annual production	CG-BF-000.A	Not disclosed
	Area of manufacturing facilities	CG-BF-000.B	Not disclosed



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If you have any questions regarding the
Corporate Social Responsibility Report,
please contact CSR@BLDR.com.

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