BlueLinx Investor Presentation

Delivering What Matters

Safe Harbor Statement

This presentation contains forward-looking statements. Forward-looking statements include, without limitation, any statement that predicts, forecasts, indicates or implies future results, performance, liquidity levels or achievements, and may contain the words “believe,” “anticipate,” “could”, “expect,” “estimate,” “intend,” “may”, “project,” “plan,” “should”, “will”, “will be,” “will likely continue,” “will likely result”, “would” or words or phrases of similar meaning.

The forward-looking statements in this presentation include statements about our strategy, liquidity, and debt, our long-run positioning relative to industry conditions, future share repurchases, and our third quarter 2024 outlook.

Forward-looking statements in this presentation are based on estimates and assumptions made by our management that, although believed by us to be reasonable, are inherently uncertain. Forward-looking statements involve risks and uncertainties that may cause our business, strategy, or actual results to differ materially from the forward-looking statements. These risks and uncertainties include those discussed in greater detail in our filings with the Securities and Exchange Commission. We operate in a changing environment in which new risks can emerge from time to time. It is not possible for management to predict all of these risks, nor can it assess the extent to which any factor, or a combination of factors, may cause our business, strategy, or actual results to differ materially from those contained in forward-looking statements. Factors that may cause these differences include, among other things: housing market conditions; pricing and product cost variability; volumes of product sold; competition; the cyclical nature of the industry in which we operate; consolidation among competitors, suppliers, and customers; disintermediation risk; loss of products or key suppliers and manufacturers; our dependence on international suppliers and manufacturers for certain products; effective inventory management relative to our sales volume or the prices of the products we produce; business disruptions; potential acquisitions and the integration and completion of such acquisitions; information technology security risks and business interruption risks; the ability to attract, train, and retain highly qualified associates and other key personnel while controlling related labor costs; exposure to product liability and other claims and legal proceedings related to our business and the products we distribute; natural disasters, catastrophes, fire, wars or other unexpected events; the impacts of climate change; successful implementation of our strategy; wage increases or work stoppages by our union employees; costs imposed by federal, state, local, and other regulations; compliance costs associated with federal, state, and local environmental protection laws; the effects of epidemics, global pandemics or other widespread public health crises and governmental rules and regulations; fluctuations in our operating results; our level of indebtedness and our ability to incur additional debt to fund future needs; the covenants of the instruments governing our indebtedness limiting the discretion of our management in operating the business; the potential to incur more debt; the fact that we have consummated certain sale leaseback transactions with resulting long-term non-cancelable leases, many of which are or will be finance leases; the fact that we lease many of our distribution centers, and we would still be obligated under these leases even if we close a leased distribution center; inability to raise funds necessary to finance a required repurchase of our senior secured notes; a lowering or withdrawal of debt ratings; changes in our product mix; increases in fuel and other energy prices or availability of third-part freight providers; changes in insurance-related deductible/retention reserves based on actual loss development experience; the possibility that the value of our deferred tax assets could become impaired; changes in our expected annual effective tax rate could be volatile; the costs and liabilities related to our participation in multi-employer pension plans could increase; the risk that our cash flows and capital resources may be insufficient to service our existing or future indebtedness; interest rate risk, which could cause our debt service obligations to increase; and changes in, or interpretation of, accounting principles.

Given these risks and uncertainties, we caution you not to place undue reliance on forward-looking statements. We expressly disclaim any obligation to update or revise any forward-looking statement as a result of new information, future events or otherwise, except as required by law.

Immaterial Rounding Differences. Immaterial rounding adjustments and differences may exist between slides, press releases, and previously issued presentations.

Business Overview

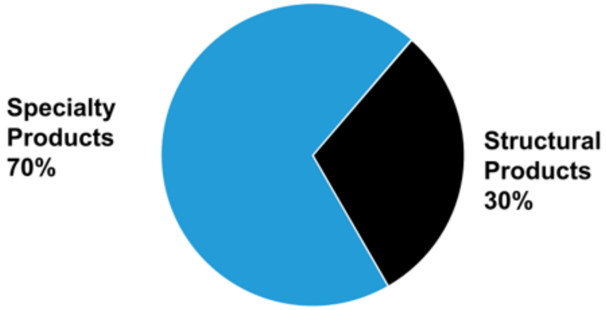
COMPANY OVERVIEW

FOUNDED 1954	**HEADQUARTERS** Atlanta
LTM REVENUE $3.0B	**LTM AEBITDA** $160M
SUPPLIERS 750+	**CUSTOMERS** 15,000+
LOCATIONS 60+	**CAPACITY** ~11M sq. ft.
TEAM ~2,000	**SERVING** All 50 states

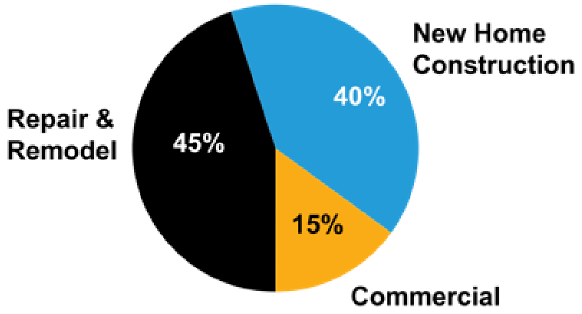
2023 Sales By Region

West	South	Central	North	East
23%	25%	16%	16%	20%

2023 Sales By Product



Sales By End Market



Note: Management's estimate by end market for two-step distribution of building materials

ESSENTIAL ROLE IN VALUE CHAIN

SUPPLIERS	TWO-STEP DISTRIBUTOR	CUSTOMERS	END USERS
Large, national manufacturers of specialty and framing products	BLUELINX DELIVERING WHAT MATTERS™ **Largest, pure play** two-step building products distributor in the United States	▪ Pro Dealers ▪ Home Centers ▪ Cooperatives ▪ Specialty, one-step distributors ▪ Industrials	▪ Residential builders ▪ Multi-family builders ▪ Manufactured housing builders ▪ Contractors ▪ Remodelers ▪ Do-it-yourself

Value Brought by BXC:

- Sales team / resources
- Logistics in complex supply structure
- Ability to deliver partial truck loads
- Customer-centric, value-added services

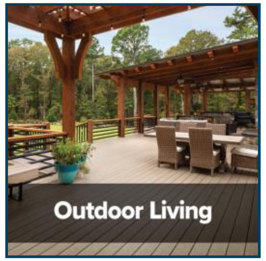
Value Brought by BXC:

- Purchasing power
- Product expertise
- Storage space
- Comprehensive product access

Note: We believe that BlueLinx is the largest, pure-play two-step distributor in the U.S. building products industry based on sales

COMPREHENSIVE SUITE OF PRODUCTS AND VALUE-ADDED SERVICES

Specialty Products

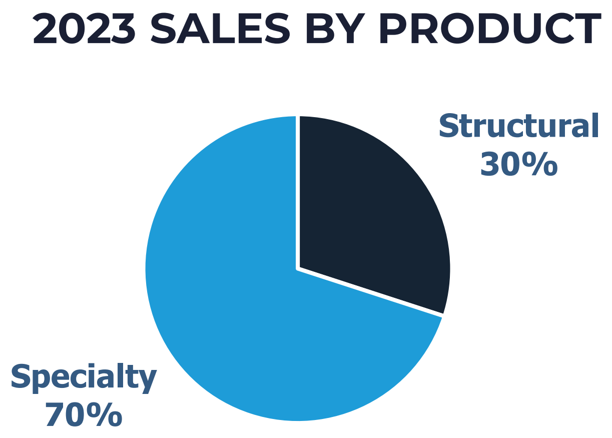


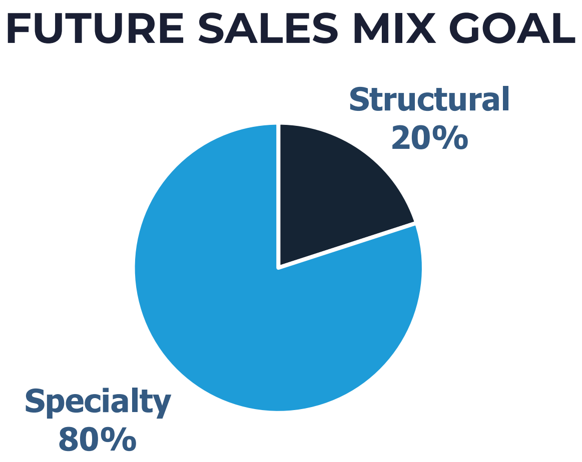
Structural Products

Value Added Services

- ✓ Cut-to-spec
- ✓ Fabrication
- ✓ Remanufacturing
- ✓ Automated order processing
- ✓ Next day delivery
- ✓ Job site delivery
- ✓ Intermodal distribution
- ✓ Backhaul services
- ✓ Multi-family project team

TARGETING 80% HIGHER MARGIN SPECIALTY PRODUCT SALES MIX





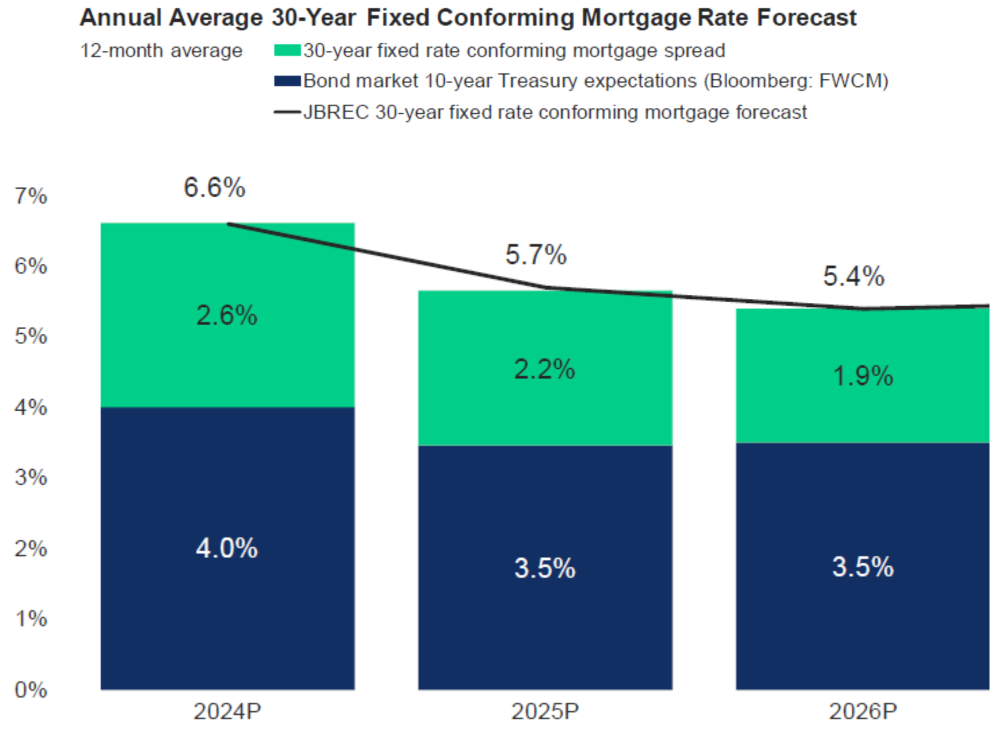
FOCUSED ON 5 KEY SPECIALTY CATEGORIES

- Engineered Wood
- Siding and Trim
- Moulding and Millwork
- Outdoor Living
- Industrial Products

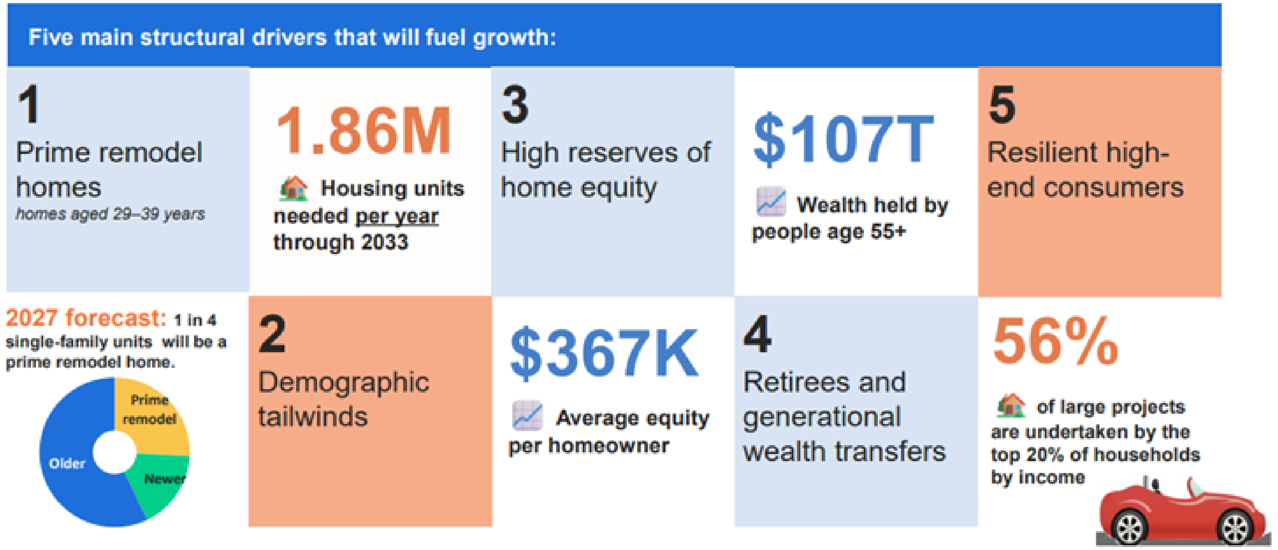
- ✓ Fewer manufacturers (suppliers)
- ✓ Stickier with customers
- ✓ Require value added services
- ✓ Repair and remodel concentration
- ✓ **Higher margin**

POSITIVE LONG-TERM INDUSTRY TRENDS

Improvement in Affordability



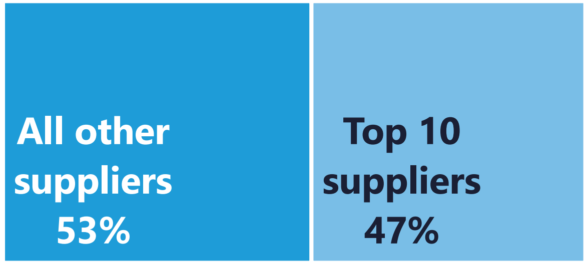
Structural Drivers for Volume Growth



Source: John Burns

STRATEGIC PARTNERSHIPS WITH MARKET LEADERS

2023 SPEND BY SUPPLIER



2023 SALES BY CUSTOMER

Note: includes co-ops

Note: no individual customer or supplier comprises more than 10% of consolidated BlueLinx sales or product spend, respectively

KEY PARTNER WITH MARKET LEADING BRANDS

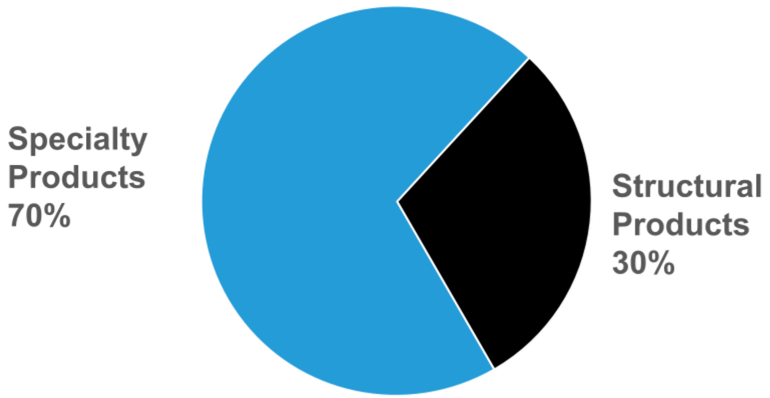
	Brands	Distribution Model	Description
Engineered Wood	onCENTER BlueLinx Engineered Products	private label	top 3 brand nationally
	Weyerhaeuser	exclusive distribution	Trus Joist brand / northeast
Siding & Trim	Georgia-Pacific Vinyl Siding & Accessories; Ply Gem	exclusive distribution	vinyl siding
	ROYAL Building Products; LP SmartSide Trim & Siding	dual distribution	composite siding
	allura Making the Material Difference	exclusive in some markets/ dual distribution in others	fiber cement siding
Moulding & Millwork	PrimeLinx Primed Products; arauco	private label / dual distribution	low-cost supply partners
Industrial	Roseburg; arauco	dual distribution	kitchen cabinets and furniture
Outdoor Living	MoistureShield Composite Decking; fiberon The Decking Solutions Company	dual distribution	growing category for BlueLinx

Financial Review

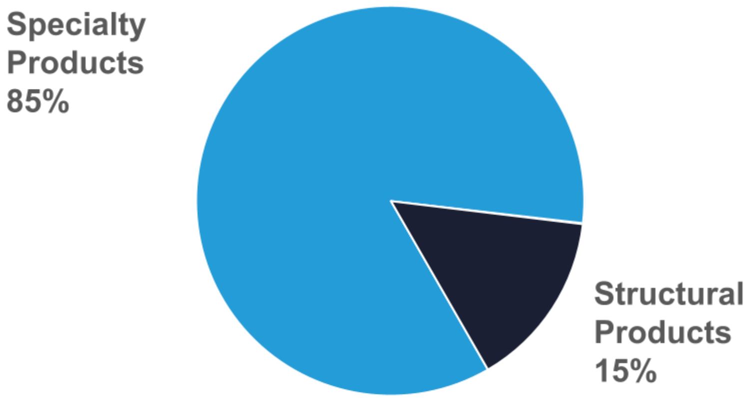
SECOND QUARTER 2024 RESULTS

- **Net sales of $768M, down 6% year-over-year**
  - Impacted by specialty deflation and challenging market conditions for structural
- **Gross profit of $122M, down 10% year-over-year**
  - 85% of gross profit from specialty products
- **Gross margin of 15.9%, down 70 bps year-over-year**
  - 19.3% specialty gross margin, including the net benefit of $2.7M from a duty-related matters
  - 7.9% structural gross margin
- **Net income of $14M and Diluted EPS of $1.65**
- **Adjusted net income of $15M and Adjusted Diluted EPS of $1.68**
- **Adjusted EBITDA of $34M, or 4.5% of sales, including the net benefit of $2.7M from duty-related matters**
- **Generated operating cash of $36M**
  - Free cash flow of $29M
  - Net leverage of (0.9x) [1]

2Q 2024 Sales by Product Category



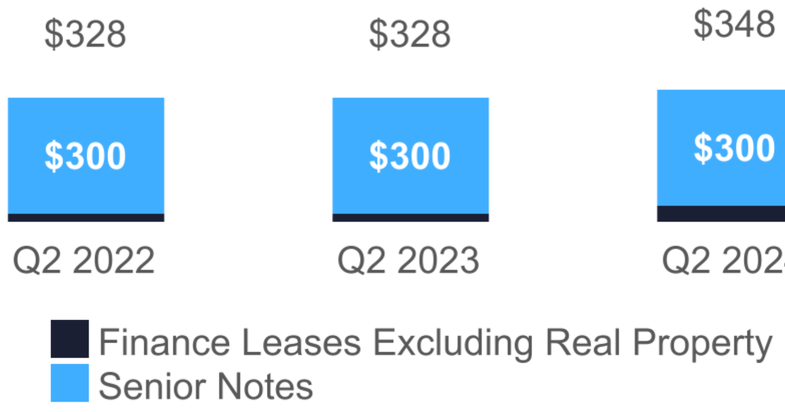
2Q 2024 Gross Profit by Product Category



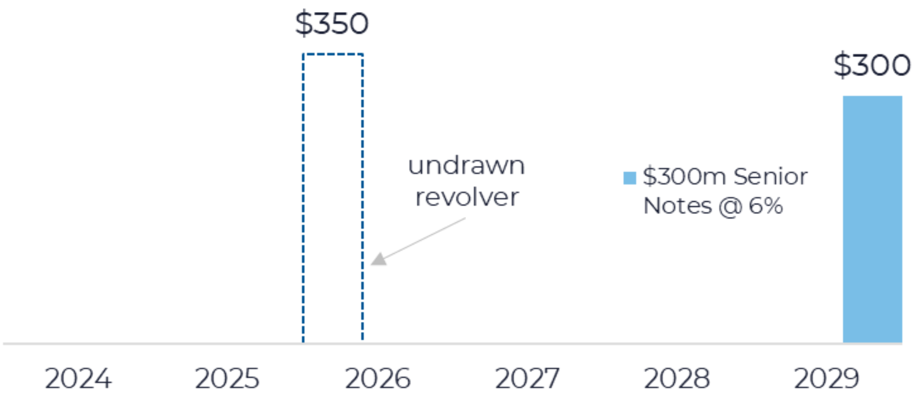
Note: see appendix for reconciliations to all non-GAAP measures
(1) Excludes real property finance leases. Net leverage ratio of 0.6x including real property finance lease liabilities. Net leverage ratio excluding finance lease obligations for real property is included within the terms of our revolving credit agreement.

BALANCE SHEET
($ millions)

Gross Debt Structure

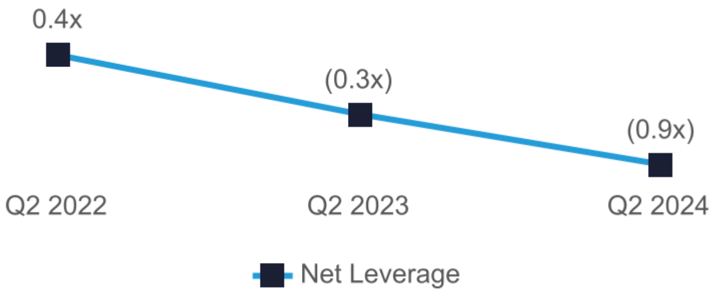


Debt Maturity Schedule



* $350 million revolver less $4 million of reserves and letters of credit; $346 million of net availability
Note: debt maturity schedule does not include finance lease obligations

Net Leverage (non-GAAP)*



- At the end of Q2 2024:
  - Cash and Cash Equivalents of $491M
  - Total available liquidity of $838M
  - Net debt of $(143M) (1)
  - Net leverage of (0.9x) (1)
  - No material outstanding debt maturities until 2029

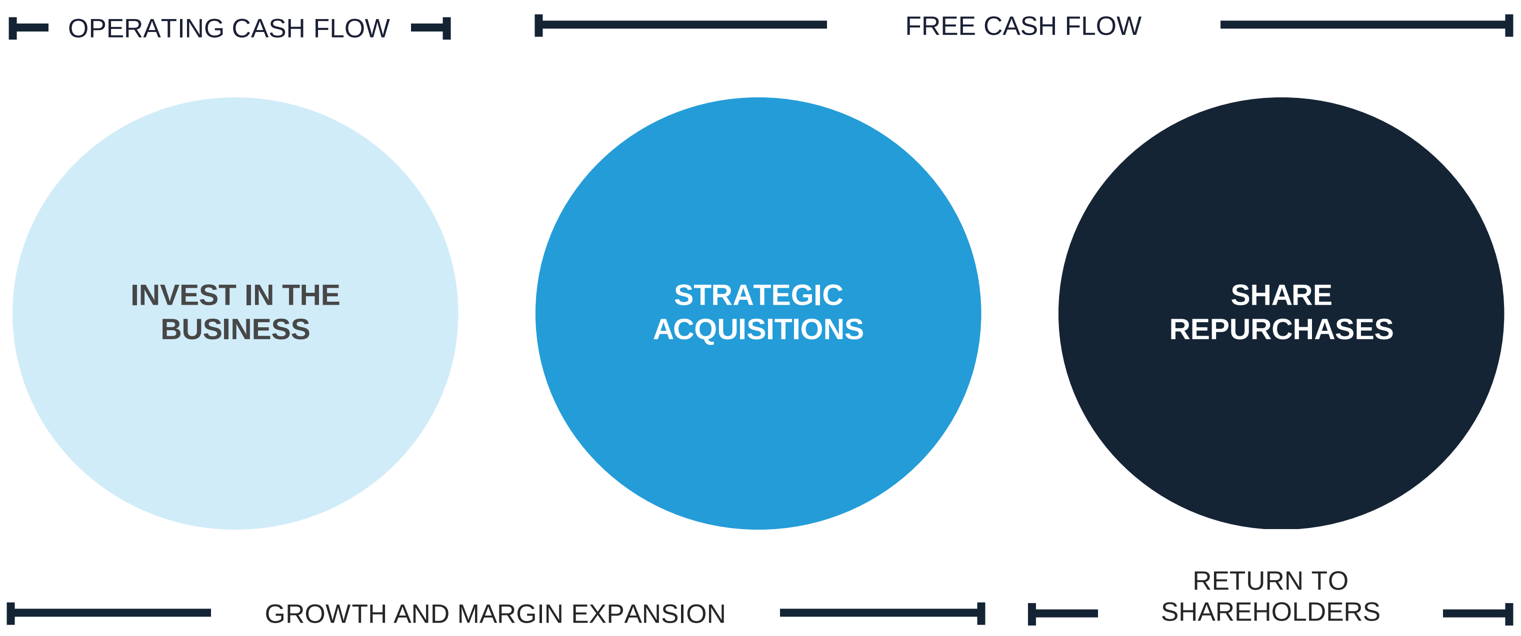
* Net Leverage including real property financing leases was 0.9x, 0.6x, and **0.6x** in Q2 2022, Q2 2023, and Q2 2024 respectively. Net leverage ratio excluding finance lease obligations for real property, as presented above, is included within the terms of our revolving credit agreement.

(1) See appendix for reconciliations for non-GAAP measures

CAPITAL ALLOCATION FRAMEWORK

GUIDING PRINCIPLES

- Maintain strong balance sheet and financial stability
- Long-term net leverage could increase to at or around 2.0x when considering growth
- Invest in business through fluctuating economic cycles
- Acquisitions aligned to strategy
- Opportunistic share repurchases



INVESTMENT HIGHLIGHTS

- Largest pure play two-step U.S. building products distributor
- Comprehensive suite of specialty and structural products with value-added services
- Essential partner in complex supply chain
- Favorable long-term fundamentals
- Driving sustainable, profitable growth through:
    - Focus on 5 key specialty products categories
    - Additional growth opportunities through disciplined M&A and Greenfields
    - Digital transformation
    - Business and operational excellence
- Strong financial position with effective capital allocation framework

Appendix

BLUELINX HISTORY

BLUELINX
DELIVERING WHAT MATTERS™

1954
Formed as a division of Georgia-Pacific

May 2004
Cerebus purchased BlueLinx from G-P

Dec 2004
Initial Public Offering

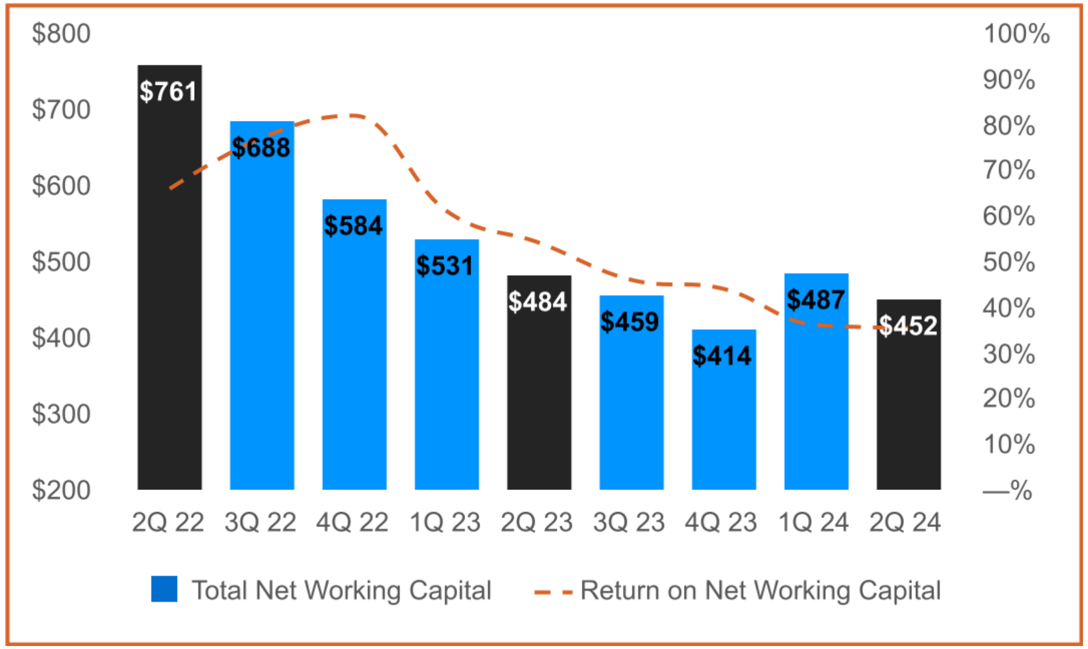
2017
After 13-year investment, Cerebus conducts secondary offering of its shares

Apr 2018
Completed transformative acquisition of Cedar Creek

Oct 2022
Acquisition of Vandermeer Forest Products

WORKING CAPITAL

Net Working Capital Management[1]
$ in millions



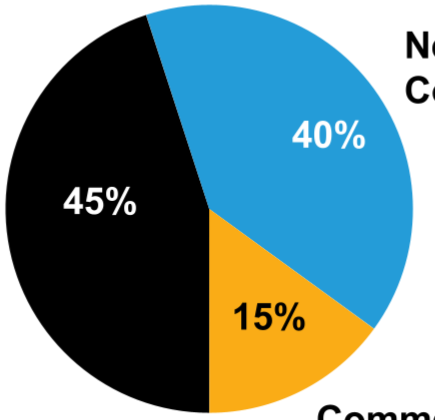
1. Net working capital includes accounts receivable, inventory, and accounts payable; Return on net working capital is calculated by dividing trailing twelve month (TTM) Adjusted EBITDA by net working capital as of the end of the period presented or discussed

See Appendix for reconciliations for all non-GAAP figures

CURRENT U.S. HOUSING INDUSTRY

- **New home starts decelerating**
  - June single-family housing starts down 2% from May, lowest levels since October 2023
  - Builder's confidence was 42 in July, down 14 points from July 2023 and down slightly from June 2024 after improving earlier the year [(1)]
- **Home affordability remains challenging**
  - Mortgage rates remain elevated
  - Home price appreciation
- **Repair and remodel market expected to decline in 2024[(2)]**
  - 2024 spend expected to be lower than 2023 and 2022[(2)]
  - Existing home sales remain low

BLUELINX SALES BY END MARKET

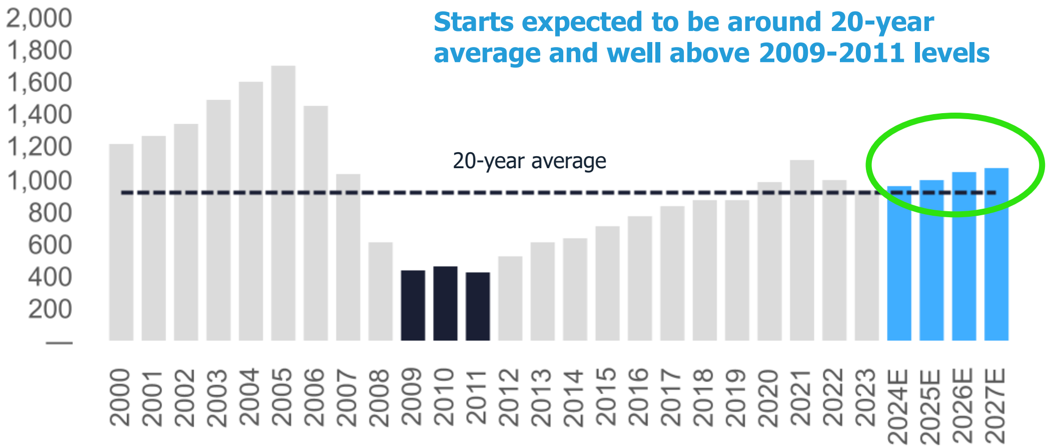


Note: Management's estimate by end market for two-step distribution of building materials

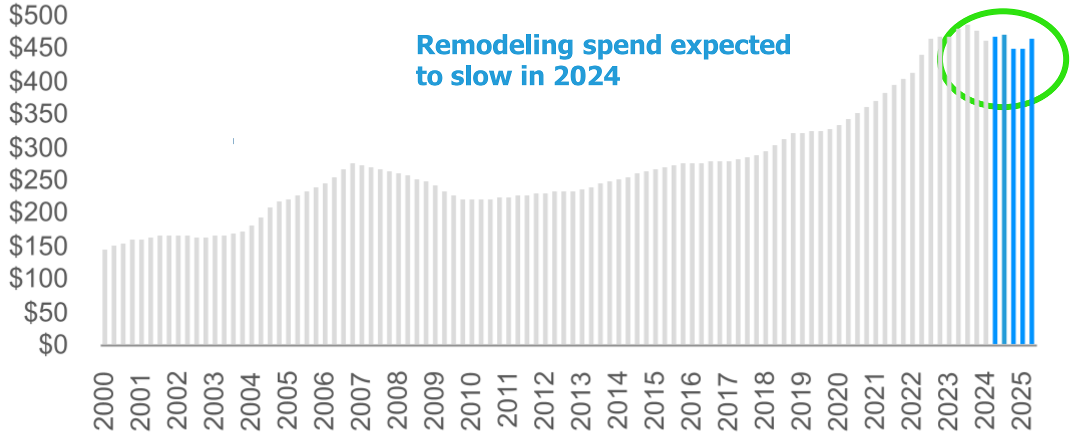
(1) Source: NAHB Housing Market Index (HMI) is based on a monthly survey of NAHB members designed to take the pulse of the single-family housing market. The survey asks respondents to rate market conditions for the sale of new homes at the present time and in the next six months as well as the traffic of prospective buyers of new homes
(2) Source: Joint Center for Housing Studies at Harvard University. The Leading Indicator of Remodeling Activity (LIRA) provides a short-term outlook of national home improvement and repair spending to owner-occupied homes.

MACRO TRENDS

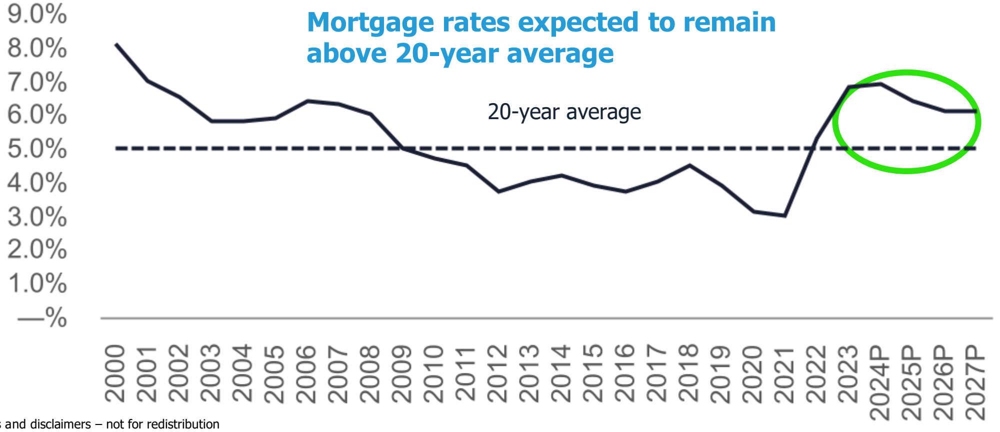
Total U.S. Single Family Housing Starts (SFHS)
Housing starts in thousands(1)



LIRA Remodeling Activity Index
TTM Moving Total - Dollars in billions(2)



30 Year Fixed Mortgage Rates
As of July 2024(3)

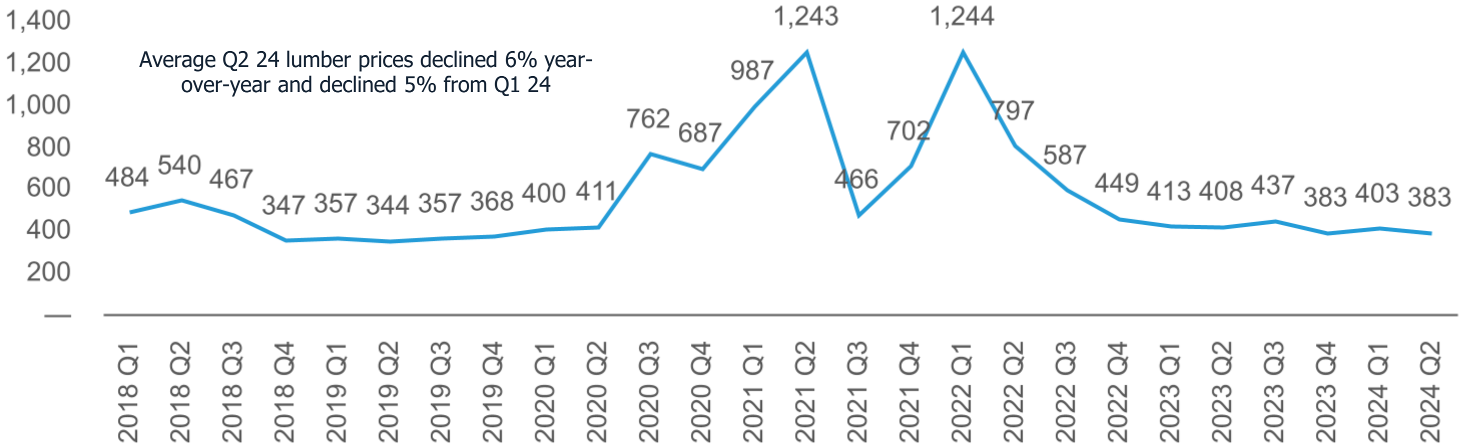


(1) Source: Historical data is U.S. Census Bureau; Forecast from John Burns Real Estate Consulting, LLC subject limitations and disclaimers – not for redistribution
(2) Source: Joint Center for Housing Studies at Harvard University. The Leading Indicator of Remodeling Activity (LIRA) provides a short-term outlook of national home improvement and repair spending to owner-occupied homes.
(3) Source: Historical data is Freddie Mac; Forecast: John Burns Real Estate Consulting, LLC subject limitations and disclaimers – not for redistribution.

WOOD-BASED COMMODITY PRICE TRENDS

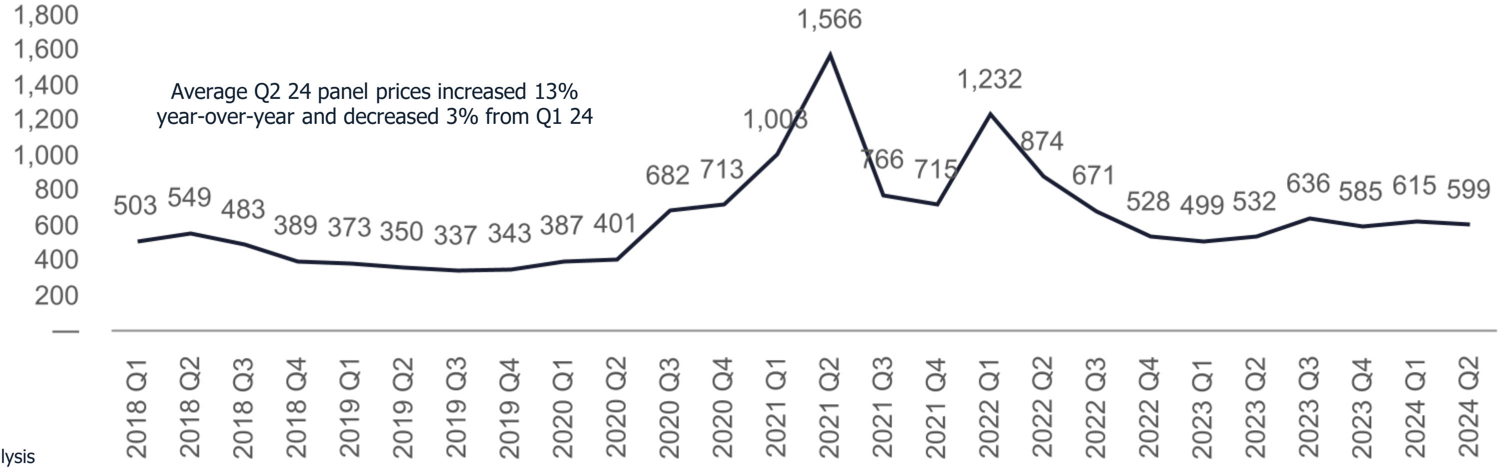
Framing Lumber Composite Index

$/mbf, Quarterly Average Price(1) As of June 2024



Structural Panel Composite Index

$/msf, Quarterly Average Price(1) As of June 2024



1. Source: Random Lengths and company analysis

Non-GAAP Measures and Supplemental Financial Information

The Company reports its financial results in accordance with GAAP. The Company also believes that presentation of certain non-GAAP measures may be useful to investors and may provide a more complete understanding of the factors and trends affecting the business than using reported GAAP results alone. Any non-GAAP measures used herein are reconciled to their most directly comparable GAAP measures herein or in the financial tables accompanying this presentation. The Company cautions that non-GAAP measures are not presentations made in accordance with GAAP and are not intended to present superior measures of our financial condition from those measures determined under GAAP. Non-GAAP measures should be considered in addition to, but not as a substitute for, the Company's reported GAAP results. The Company further cautions that its non-GAAP measures, as used herein, are not necessarily comparable to other similarly titled measures of other companies due to differences in methods of calculation.

Adjusted EBITDA and Adjusted EBITDA Margin. BlueLinx defines Adjusted EBITDA as an amount equal to net income (loss) plus interest expense and all interest expense related items, income taxes, depreciation and amortization, and further adjusted for certain non-cash items and other special items, including compensation expense from share based compensation, one-time charges associated with the legal, consulting, and professional fees related to our merger and acquisition activities, gains or losses on sales of properties, amortization of deferred gains on real estate, and expense associated with our restructuring activities, such as severance, in addition to other significant and/or one-time, nonrecurring, non-operating items.

The Company presents Adjusted EBITDA because it is a primary measure used by management to evaluate operating performance. Management believes this metric helps to enhance investors' overall understanding of the financial performance and cash flows of the business. Management also believes Adjusted EBITDA is helpful in highlighting operating trends. Adjusted EBITDA is frequently used by securities analysts, investors, and other interested parties in their evaluation of companies, many of which present an Adjusted EBITDA measure when reporting their results.

We determine our Adjusted EBITDA Margin, which we sometimes refer to as our Adjusted EBITDA as a percentage of net sales, by dividing our Adjusted EBITDA for the applicable period by our net sales for the applicable period. We believe that this ratio is useful to investors because it more clearly defines the quality of earnings and operational efficiency of translating sales to profitability.

Adjusted Net Income and Adjusted Earnings Per Share. BlueLinx defines Adjusted Net Income as net income adjusted for certain non-cash items and other special items, including compensation expense from share based compensation, one-time charges associated with the legal, consulting, and professional fees related to our merger and acquisition activities, gains or losses on sales of properties, amortization of deferred gains on real estate, and expense associated with our restructuring activities, such as severance, in addition to other significant and/or one-time, nonrecurring, non-operating items, further adjusted for the tax impacts of such reconciling items. BlueLinx defines Adjusted Earnings Per Share (basic and/or diluted) as the Adjusted Net Income for the period divided by the weighted average outstanding shares (basic and/or diluted) for the periods presented.

We believe that Adjusted Net Income and Adjusted Earnings Per Share (basic and/or diluted) are useful to investors to enhance investors' overall understanding of the financial performance of the business. Management also believes Adjusted Net Income and Adjusted Earnings Per Share (basic and/or diluted) are helpful in highlighting operating trends.

Free Cash Flow. BlueLinx defines free cash flow as net cash provided by operating activities less total capital expenditures. Free cash flow is a measure used by management to assess our financial performance, and we believe it is useful for investors because it relates the operating cash flow of the Company to the capital that is spent to continue and improve business operations. In particular, free cash flow indicates the amount of cash generated after capital expenditures that can be used for, among other things, investment in our business, strengthening our balance sheet, and repayment of our debt obligations. Free cash flow does not represent the residual cash flow available for discretionary expenditures since there may be other nondiscretionary expenditures that are not deducted from the measure.

Net Debt, Net Debt Excluding Real Property Finance Lease Liabilities, Overall Net Leverage Ratio, and Net Leverage Ratio Excluding Real Property Finance Lease Liabilities. BlueLinx calculates Net Debt as its total short- and long-term debt, including outstanding balances under our term loan and revolving credit facility and the total amount of its obligations under finance leases, less cash and cash equivalents. Net Debt Excluding Real Property Finance Lease Liabilities is calculated in the same manner as Net Debt, except the total amount of obligations under real estate finance leases are excluded. Although our credit agreements do not contain leverage covenants, a net leverage ratio excluding finance lease obligations for real property is included within the terms of our revolving credit agreement. We believe that Net Debt and Net Debt Excluding Real Property Finance Lease Liabilities are useful to investors because our management reviews both metrics as part of its management of overall liquidity, financial flexibility, capital structure and leverage, and creditors and credit analysts monitor our net debt as part of their assessments of our business. We determine our Overall Net Leverage Ratio by dividing our Net Debt by Twelve-Month Trailing Adjusted EBITDA. Our calculation of Net Leverage Ratio Excluding Real Property Finance Lease Liabilities is determined by dividing our Net Debt Excluding Real Property Finance Lease Liabilities by Twelve-Month Trailing Adjusted EBITDA. We believe that these ratios are useful to investors because they are indicators of our ability to meet our future financial obligations. In addition, our Net Leverage Ratio is a measure that is frequently used by investors and creditors. Our Net Debt, Net Debt Excluding Real Property Finance Lease Liabilities, Overall Net Leverage Ratio, and Net Leverage Ratio Excluding Real Property Finance Lease Liabilities are not made in accordance with GAAP and are not intended to present a superior measure of our financial condition from measures and ratios determined under GAAP. The calculations of our Net Debt, Net Debt Excluding Real Property Finance Lease Liabilities, Overall Net Leverage Ratio, and Net Leverage Ratio Excluding Real Property Finance Lease Liabilities are presented in the table on page 25. Net Debt, Net Debt Excluding Real Property Finance Lease Liabilities, Overall Net Leverage Ratio, and Net Leverage Ratio Excluding Real Property Finance Lease Liabilities, as used herein, are not necessarily comparable to other similarly titled captions of other companies due to differences in methods of calculation.

Supplemental Financial Information

Net sales, gross profit dollars, gross profit percentages, sales mix, and gross profit mix by product category by fiscal quarter, Q2 2022 – Q2 2024

In millions where dollars are presented

	Fiscal Quarter								
	2Q 2024	1Q 2024	4Q 2023	3Q 2023	2Q 2023	1Q 2023	4Q 2022	3Q 2022	2Q 2022
Net sales by category									
Specialty products	$ 539	$ 504	$ 487	$ 559	$ 571	$ 568	$ 592	$ 724	$ 788
Structural products	229	222	226	251	245	230	256	336	452
Net sales	$ 768	$ 726	$ 713	$ 810	$ 816	$ 798	$ 848	$ 1,061	$ 1,239
Net sales mix by category									
Specialty products	70 %	69 %	68 %	69 %	70 %	71 %	70 %	68 %	64 %
Structural products	30 %	31 %	32 %	31 %	30 %	29 %	30 %	32 %	36 %
Net sales	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Gross profit $ by category									
Specialty products	$ 104	$ 104	$ 95	$ 111	$ 109	$ 107	$ 125	$ 151	$ 180
Structural products	18	24	24	28	27	27	27	38	21
Gross profit	$ 122	$ 128	$ 119	$ 139	$ 136	$ 134	$ 151	$ 189	$ 201
Gross margin percentage by category									
Specialty products	19 %	21 %	19 %	20 %	19 %	19 %	21 %	21 %	23 %
Structural products	8 %	11 %	11 %	11 %	11 %	12 %	10 %	11 %	5 %
Total gross margin %	16 %	18 %	17 %	17 %	17 %	17 %	18 %	18 %	16 %
Gross profit mix by category									
Specialty products	85 %	81 %	80 %	80 %	80 %	80 %	82 %	80 %	89 %
Structural products	15 %	19 %	20 %	20 %	20 %	20 %	18 %	20 %	11 %
Gross profit	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %

Non-GAAP Reconciliation

Adjusted Net Income and Adjusted Diluted EPS reconciliation for fiscal quarters Q2 2022 - Q2 2024

In thousands where dollars are presented, except per share data

	Fiscal Quarter								
	2Q 2024	1Q 2024	4Q 2023	3Q 2023	2Q 2023	1Q 2023	4Q 2022	3Q 2022	2Q 2022
Net income (loss)	$ 14,336	$ 17,492	$ (18,124)	$ 24,382	$ 24,466	$ 17,812	$ 31,986	$ 59,509	$ 71,272
Adjustments:									
Share-based compensation expense	1,405	2,350	2,580	2,980	1,926	4,569	3,588	2,092	1,775
Amortization of deferred gains on real estate	(984)	(984)	(982)	(984)	(984)	(984)	(983)	(983)	(984)
Gain from sales of property	—	—	—	—	—	—	—	—	(144)
Pension settlement and related expenses(1)	—	—	31,034	594	594	594	—	—	—
Acquisition-related costs(2)	—	—	186	75	—	17	1,022	233	—
Restructuring and other(3)	7	314	(784)	606	993	3,099	1,804	1,034	1,126
Tax impacts of reconciling items above (4)	(106)	(405)	11,891	(889)	(607)	(1,933)	(1,168)	(623)	(409)
Adjusted net income - non-GAAP	**$ 14,658**	**$ 18,767**	**$ 25,801**	**$ 26,764**	**$ 26,388**	**$ 23,174**	**$ 36,249**	**$ 61,262**	**$ 72,636**
Basic EPS	$ 1.65	$ 2.02	$ (2.08)	$ 2.72	$ 2.70	$ 1.96	$ 3.53	$ 6.44	$ 7.64
Diluted EPS	$ 1.65	$ 2.00	$ (2.08)	$ 2.71	$ 2.70	$ 1.94	$ 3.50	$ 6.38	$ 7.48
Weighted average shares outstanding - Basic	8,645	8,653	8,704	8,936	9,040	9,059	9,036	9,230	9,324
Weighted average shares outstanding - Diluted	8,686	8,741	8,757	8,970	9,057	9,157	9,128	9,328	9,520
Non-GAAP Adjusted Basic EPS - non-GAAP	**$ 1.69**	**$ 2.16**	**$ 2.96**	**$ 2.99**	**$ 2.92**	**$ 2.55**	**$ 4.01**	**$ 6.63**	**$ 7.79**
Non-GAAP Adjusted Diluted EPS - non-GAAP	**$ 1.68**	**$ 2.14**	**$ 2.94**	**$ 2.98**	**$ 2.91**	**$ 2.53**	**$ 3.97**	**$ 6.56**	**$ 7.63**

(1) *Reflects* expenses related to our previously disclosed settlement of the BlueLinx Corporation Hourly Retirement Plan (defined benefit) in 4Q 2023.

(2) *Reflects primarily legal, professional, technology and other integration costs.*

(3) *Reflects costs related to our restructuring activities, such as severance, and other one-time non-operating items.*

(4) *Tax impact calculated based on the effective tax rate for the respective quarterly periods*

Non-GAAP Reconciliation

The following schedule reconciles Net cash provided by operating activities to Free cash flow (non-GAAP):

In millions $

	Fiscal Quarter								
	2Q 2024	1Q 2024	4Q 2023	3Q 2023	2Q 2023	1Q 2023	4Q 2022	3Q 2022	2Q 2022
Net cash provided by (used in) operating activities	$ 36	$ (31)	$ 76	$ 78	$ 64	$ 89	$ 154	$ 143	$ 101
Less: Property and equipment investments	(6)	(5)	(9)	(5)	(5)	(9)	(17)	(12)	(4)
Free cash flow - non-GAAP	**$ 30**	**$ (36)**	**$ 67**	**$ 73**	**$ 59**	**$ 80**	**$ 137**	**$ 131**	**$ 97**

Note: This presentation is rounded. It may not recalculate precisely. For more information, please see our earnings news releases and public filings (Form 8-K) for the period presented.

Supplemental Financial Information

Net Working Capital by Fiscal Quarter Q2 2022 – Q2 2024

	Fiscal Quarter								
	2Q 2024	1Q 2024	4Q 2023	3Q 2023	2Q 2023	1Q 2023	4Q 2022	3Q 2022	2Q 2022
Current assets:									
Receivables, less allowance for doubtful accounts	$ 274	$ 288	$ 228	$ 298	$ 294	$ 299	$ 252	$ 360	$ 423
Inventories, net	358	371	344	364	379	409	484	536	578
	632	659	572	662	674	708	736	896	1,001
Current liabilities:									
Accounts payable	179	172	158	202	190	177	152	208	240
	179	172	158	202	190	177	152	208	240
Net Working Capital	**$ 453**	**$ 487**	**$ 414**	**$ 460**	**$ 484**	**$ 531**	**$ 584**	**$ 688**	**$ 761**

Each component used to compute Net Working Capital in this table is determined in accordance with GAAP and reported in our consolidated balance sheets.

Amounts presented are rounded up in this presentation to align with figures as presented in the deck. As a result, the rounded figures in this presentation may not agree to presentation in other formats we've published such as earnings news releases, other earnings decks, or other similar materials presented elsewhere. For more information, please see our public filings for the periods presented.

Non-GAAP Reconciliation

Adjusted EBITDA reconciliation by fiscal quarter, Q2 2022 – Q2 2024

In millions where dollars are presented

	Fiscal Quarter								
	2Q 2024	**1Q 2024**	**4Q 2023**	**3Q 2023**	**2Q 2023**	**1Q 2023**	**4Q 2022**	**3Q 2022**	**2Q 2022**
Net income (loss)	$ 14	$ 17	$ (18)	$ 24	$ 24	$ 18	$ 32	$ 60	$ 71
Adjustments:									
Depreciation and amortization	10	9	8	8	8	8	7	7	7
Interest expense, net	5	5	4	6	6	8	9	10	11
Provision for (benefit from) income taxes	5	6	10	9	8	6	9	21	21
Share-based compensation expense	1	2	3	3	2	4	4	2	2
Amortization of deferred gain on real estate	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Gain from sales of property	—	—	—	—	—	—	—	—	—
Pension settlement and related expenses[(1)]	—	—	31	1	1	1	—	—	—
Acquisition-related costs[(2)]	—	—	—	—	—	—	1	—	—
Restructuring and other [(3)]	—	1	(1)	1	1	3	2	1	1
Adjusted EBITDA - non-GAAP	**$ 34**	**$ 39**	**$ 36**	**$ 50**	**$ 49**	**$ 47**	**$ 63**	**$ 100**	**$ 112**
Net Sales	$ 768	$ 726	$ 713	$ 810	$ 816	$ 798	$ 848	$ 1,061	$ 1,239
Adjusted EBITDA - non-GAAP	34	39	36	50	49	47	63	100	112
Adjusted EBITDA Margin - non-GAAP	**4.5 %**	**5.4 %**	**5.1 %**	**6.2 %**	**6.0 %**	**5.9 %**	**7.4 %**	**9.4 %**	**9.1 %**

(1) *Reflect* expenses related to our previously disclosed settlement of the BlueLinx Corporation Hourly Retirement Plan (defined benefit) in 4Q 2023.

(2) *Reflects primarily legal, professional, technology and other integration costs.*

(3) *Reflects costs related to our restructuring activities, such as severance, and other one-time non-operating items..*

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Non-GAAP Reconciliation

Twelve-Month Trailing Adjusted EBITDA reconciliation by Fiscal Quarter, Q2 2022 – Q2 2024

In millions $

	Twelve-Month Trailing as of the End of Fiscal Quarter								
	2Q 2024	**1Q 2024**	**4Q 2023**	**3Q 2023**	**2Q 2023**	**1Q 2023**	**4Q 2022**	**3Q 2022**	**2Q 2022**
Net income	$ 38	$ 48	$ 49	$ 99	$ 134	$ 181	$ 296	$ 338	$ 325
Adjustments:									
Depreciation and amortization	36	34	32	31	30	29	28	27	27
Interest expense, net	19	21	24	29	34	39	42	43	41
Term loan debt issuance costs	—	—	—	—	—	—	—	2	2
Provision for (benefit from) income taxes	29	32	33	32	44	58	99	115	110
Share-based compensation expense	9	10	12	13	12	12	10	8	7
Amortization of deferred gain on real estate	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
Gain from sales of property	—	—	—	—	—	—	—	(7)	(7)
Pension settlement and related expenses[(1)]	32	32	33	2	1	1	—	—	—
Acquisition-related costs[(2)]	—	—	—	1	1	1	1	—	—
Restructuring and other [(3)]	—	1	4	6	7	7	6	6	5
Adjusted EBITDA - non-GAAP	**$ 160**	**$ 174**	**$ 183**	**$ 209**	**$ 259**	**$ 324**	**$ 478**	**$ 528**	**$ 506**

(1) *Reflects* expenses related to our previously disclosed settlement of the BlueLinx Corporation Hourly Retirement Plan in 4Q 2023.

(2) Reflects primarily legal, professional, technology and other integration costs.

(3) Reflects costs related to our restructuring activities, such as severance, and other one-time non-operating items..

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Non-GAAP Reconciliation / Supplemental Financial Information

The following schedule reconciles Total debt and finance leases to: Net debt (non-GAAP) and to Net debt excluding finance lease liabilities for real property (non-GAAP). The calculations of Net leverage ratio (non-GAAP) and Net leverage ratio excluding real property finance leases liabilities (non-GAAP) is also presented.

	Fiscal Quarter								
	2Q 2024	1Q 2024	4Q 2023	3Q 2023	2Q 2023	1Q 2023	4Q 2022	3Q 2022	2Q 2022
	($ amounts in thousands)								
Long term debt[1]	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Finance lease liabilities for equipment and vehicles	47,979	48,445	42,252	34,008	27,743	27,162	29,300	28,842	27,577
Finance lease liabilities for real property	243,359	243,622	243,174	243,335	243,445	243,602	243,775	243,894	243,848
Total debt and finance leases	591,338	592,067	585,426	577,343	571,188	570,764	573,075	572,736	571,425
Less: available cash and cash equivalents	491,392	481,309	521,743	469,783	418,325	376,234	298,943	229,364	104,952
Net debt (non-GAAP)	$ 99,946	$ 110,758	63,683	107,560	152,863	$ 194,530	$ 274,132	343,372	466,473
Net debt, excluding finance lease liabilities for real property (non-GAAP)	$ (143,413)	$ (132,864)	$ (179,491)	$ (135,775)	$ (90,582)	$ (49,072)	$ 30,357	$ 99,478	$ 222,625
Trailing twelve-month adjusted EBITDA (non-GAAP, see above reconciliation)	$ 160,067	$ 174,651	$ 182,804	$ 209,435	$ 259,163	$ 322,392	$ 477,742	$ 526,617	$ 505,537
Net leverage ratio	**0.6x**	**0.6x**	**0.3x**	**0.5x**	**0.6x**	**0.6x**	**0.6x**	**0.7x**	**0.9x**
Net leverage ratio excluding real property finance lease liabilities[2]	**(0.9x)**	**(0.8x)**	**(1.0x)**	**(0.6x)**	**(0.3x)**	**(0.2x)**	**0.1x**	**0.2x**	**0.4x**

(1) *For the periods presented above, our long-term debt is comprised of $300.0 million of senior-secured notes issued in October 2021. These notes are presented under the long-term debt caption of our consolidated balance sheet net of unamortized discount and unamortized debt issuance costs. Our senior secured notes are presented in this table at their face value for the purposes of calculating our net leverage ratio.*

(2) Net leverage ratio excluding finance lease obligations for real property is included within the terms of our revolving credit agreement.