

Welcome Investors

November 2023



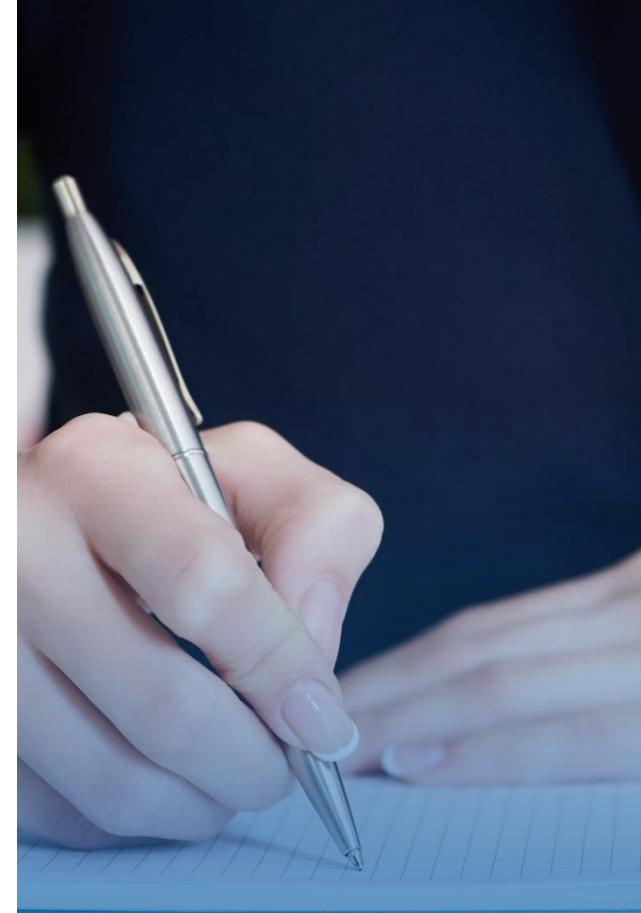
Forward Looking Statements

Certain statements in this presentation may be considered “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements generally relate to future events or the Company’s future financial or operating performance and may be identified by words such as “may,” “should,” “expect,” “intend,” “will,” “estimate,” “anticipate,” “believe,” “predict,” or similar words. These forward-looking statements are based upon assumptions made by the Company as of the date hereof and are subject to risks, uncertainties, and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements. These forward-looking statements include, among other things, statements regarding: the Company’s prospects, anticipated advantages the Company expects to realize from its acquisition strategies, the Company’s financial performance, targets, goals, and metrics, the Company’s revenue, gross margin and operating margin targets, participation in multiple markets, its engineering and product development resources, the benefits of the Company’s product development business (including its margin and customer relationship), the Company’s business opportunities and competitive advantages, the Company’s growth potential and strategies for growth, and statements about customer and industry demand.

Investors are cautioned that such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, including without limitation risks associated with the identification of suitable acquisition candidates and the successful, efficient execution of acquisition transactions and integration of any such acquisition candidates, economic conditions that affect sales of the products of the Company’s customers, adverse changes in general economic and geopolitical conditions, including, without limitation, global supply chain disruptions, labor cost increases and inflation, the ongoing conflict between Russia and Ukraine and the adverse effect such conflict has or may have on our business and results of operations, the ability of the Company to obtain new customers, the ability of the Company to fulfill its obligations on long-term contracts and to retain current customers, particularly our customer who accounted for more than 25% of our revenue for the nine month period ending September 30, 2023, the ability of the Company to maintain and grow its current margins, the ability of the Company to achieve its revenue, gross margin and operating margin targets, the Company’s ability to adapt to changing market needs and other factors as well as other risks and uncertainties that are detailed in the documents filed by the Company with the Securities and Exchange Commission (“SEC”). Accordingly, actual results may differ materially. The risks and uncertainties included above are not exhaustive. Readers are referred to the documents filed by the Company with the SEC, specifically the last reports on Forms 10-K and 10-Q. The Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any such statement to reflect any change in the Company’s expectations or any change in events, conditions or circumstances on which any such statement is based.

Use of Non-GAAP Financial Measures

This presentation includes non-generally accepted accounting principles (“GAAP”) performance measures. The Company uses these non-GAAP financial measures to facilitate management’s financial and operational decision-making, including evaluation of the Company’s historical operating results. The Company’s management believes these non-GAAP measures are useful in evaluating the Company’s operating performance and are similar measures reported by publicly listed U.S. competitors, and regularly used by securities analysts, institutional investors, and other interested parties in analyzing operating performance and prospects. These non-GAAP financial measures reflect an additional way of viewing aspects of the Company’s operations that, when viewed with GAAP results and the reconciliations to corresponding GAAP financial measures, may provide a more complete understanding of factors and trends affecting the Company’s business. By providing these non-GAAP measures, the Company’s management intends to provide investors with a meaningful, consistent comparison of the Company’s performance for the periods presented. These non-GAAP financial measures should be considered supplemental to, and not a substitute for, financial information prepared in accordance with GAAP. The Company’s definition of these non-GAAP measures may differ from similarly titled measures of performance used by other companies in other industries or within the same industry.



Who We Are



UFP Technologies is an innovative designer and custom manufacturer of comprehensive solutions for medical devices, sterile packaging, and other highly engineered custom products.

Key Stats:



Headquarters:
Newburyport, MA



Ticker:
UFPT



Established:
1963



Annual Revenue:
~\$390 million



Market Cap:
~\$1.1 Billion¹



Share Count:
~7.6 million¹



**3,000+ Employees/
Temps**



**13 Manufacturing
Facilities**



**5 Design
R&D Centers**

1. As of 11/3/2023





Shaping Innovation

We help our customers develop, improve, manufacture, or protect their products through:



Design & engineering capabilities



Materials expertise



Precision manufacturing



Strategic locations



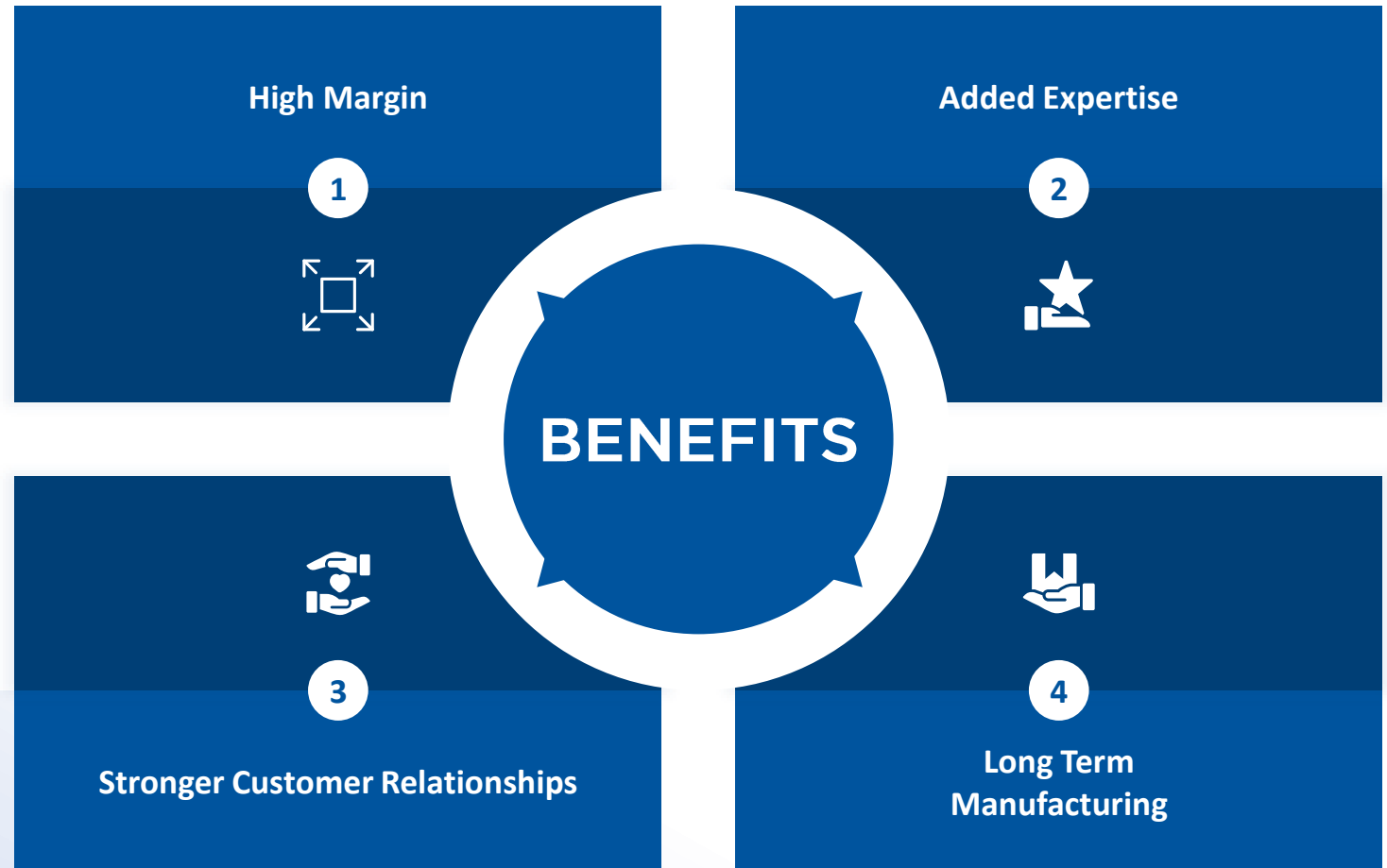
Our Process

Innovative process from
design and engineering to
manufacturing and delivery





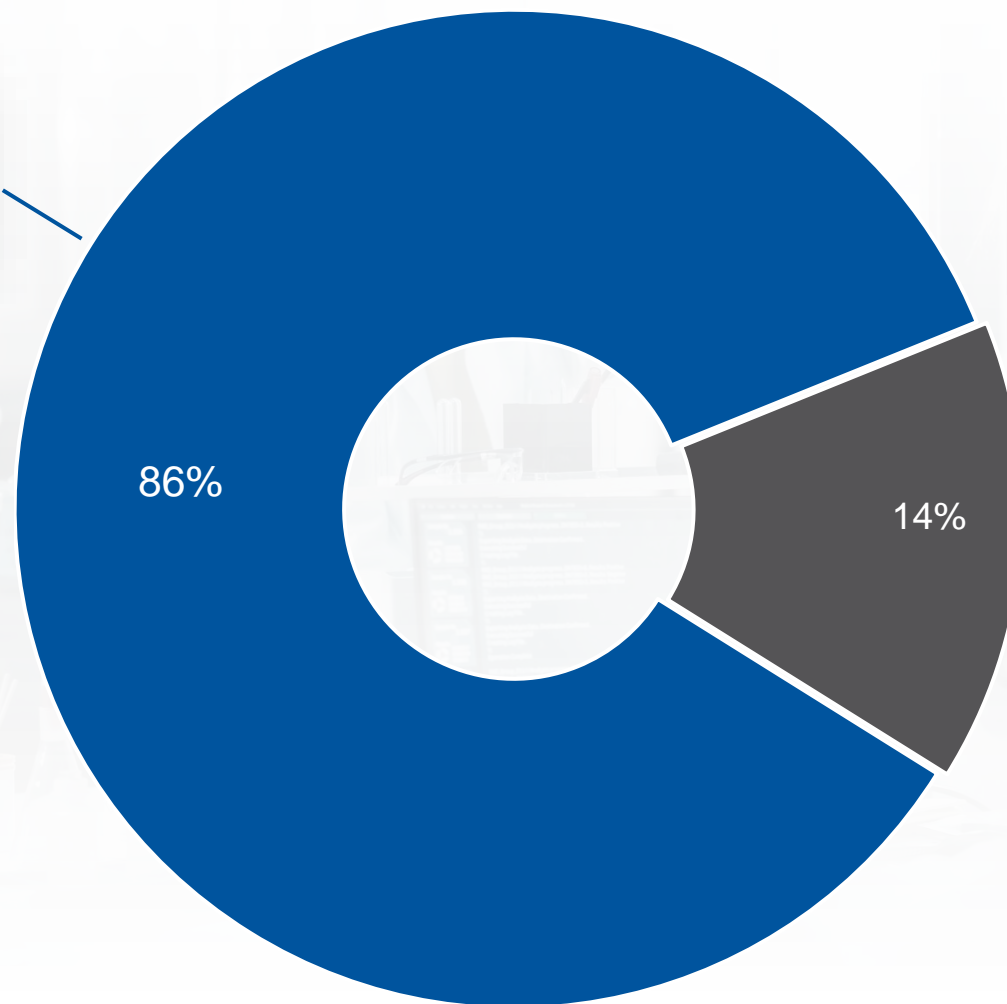
We bring deep experience in flexible material-based device manufacturing, from components and packaging, to final device assembly



Primary Focus Areas



Single use and single patient, polymer based medical devices and sterile packaging.



Custom engineered components and protective solutions incorporating highly specialized materials for:

- Automotive
- Aerospace & Defense
- Industrial / Other

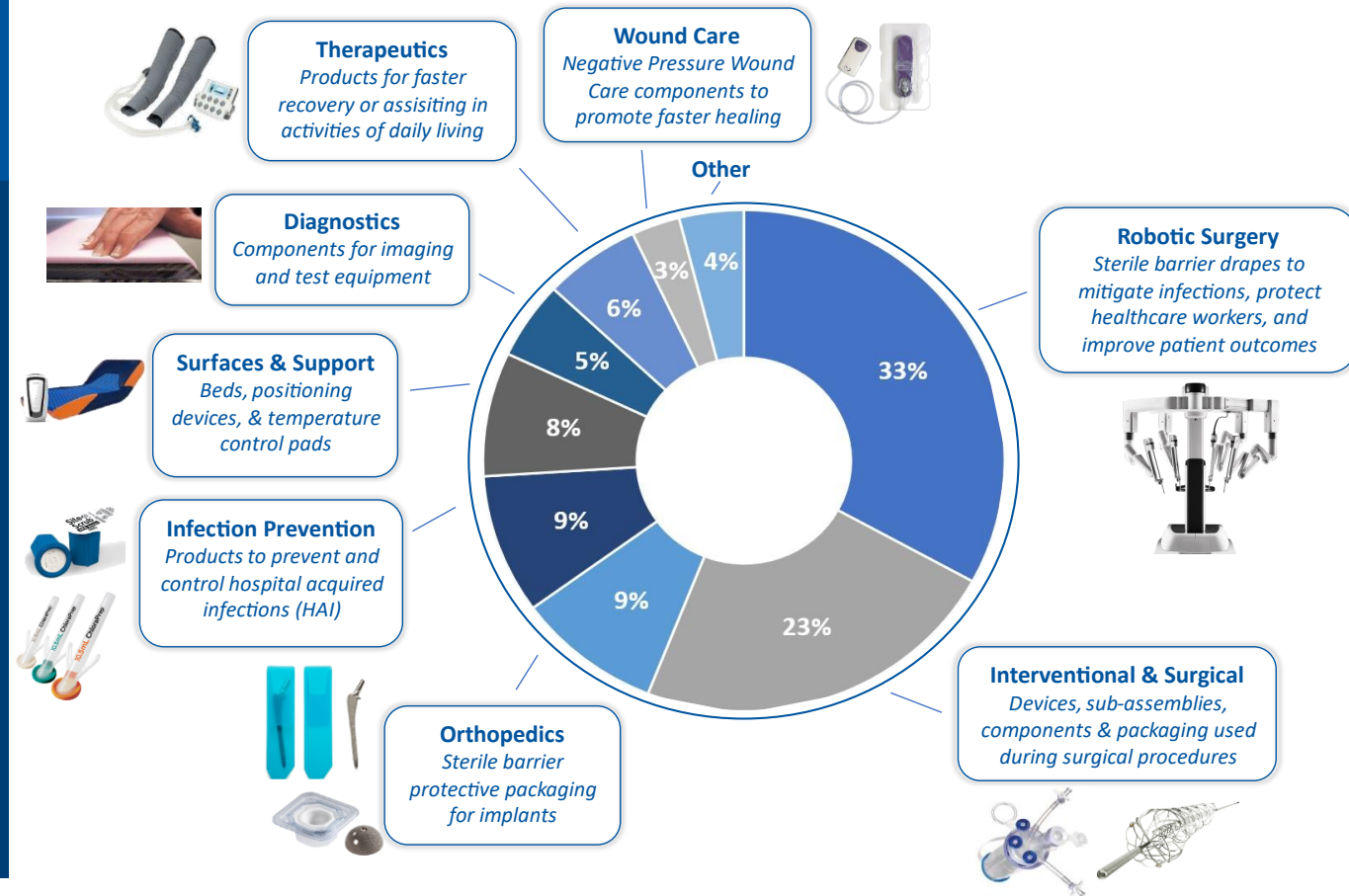
\$489 billion, 5.5% CAGR¹
Global Medical Device Market

➔ Customers include 25 of the top 30 largest medical device manufacturers in the world²

➔ Applications Expertise

- Robotic Surgery Drapes
- Orthopedic Sterile Packaging
- Catheter & Guidewire Sterile Packaging
- IV Port Cleaners
- Surgical Site Preparation
- Minimally Invasive Surgery Ports
- Negative Pressure Wound Therapy
- MedSurg Beds

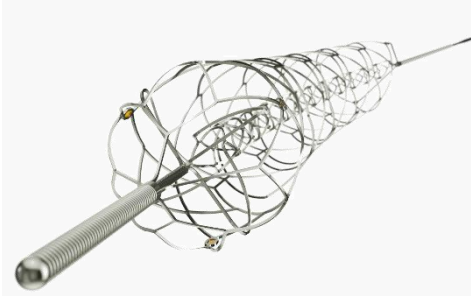
MedTech Revenue Breakdown By Segment³



1. Fortune Business Insights - \$489 billion as of 2021. 5.5% CAGR for a forecast period of 2022-2029.
 2. Medical Design & Outsourcing
 3. YTD Sales Through September 30, 2023



Robotic Drapes



Revascularization Device



Needleless Injection Port Cleaner



MedSurg Bed



Negative Pressure Wound Therapy



Compression Device



AEROSPACE & DEFENSE



AUTOMOTIVE



INDUSTRIAL



Highly engineered components and packaging used in targeted large and growing niches



Our products are present on many of the world's leading brands including GM, Ford, Mercedes, Tesla, Boeing and Lockheed Martin



UFP Differentiation

- 1 Innovative design engineering
- 2 Precision molding
- 3 Material expertise
- 4 Complex laminated composites
- 5 Dedicated in house tooling & equipment manufacturing
- 6 AS9100 certified
- 7 Strategic manufacturing locations

Advanced Components Product Portfolio



Military Gear



Protective Helmets



Law Enforcement



Protective Cases



Automotive
Interior Trim

TWO-PRONGED



Internal Growth:
Market To Our Sweet Spot



Strategic Acquisitions



Organic Growth Opportunity



Market to our sweet spot and differentiated capabilities

- » Leverage technology differentiation
- » Engineering resources
- » Exclusive access to specialty materials
- » Scale (footprint, clean room manufacturing)



Expand business with existing customers

- » Offer complementary products and services
- » Additional value-add services



Focus on high growth niche segments

(MedTech – approximately 86% of revenue and growing)

- » Single-use, single-patient
- » Customer funded development





Acquisition Growth Opportunity



Continue to Focus on Higher-Growth, Higher-Margin MedTech Opportunities that Create Value

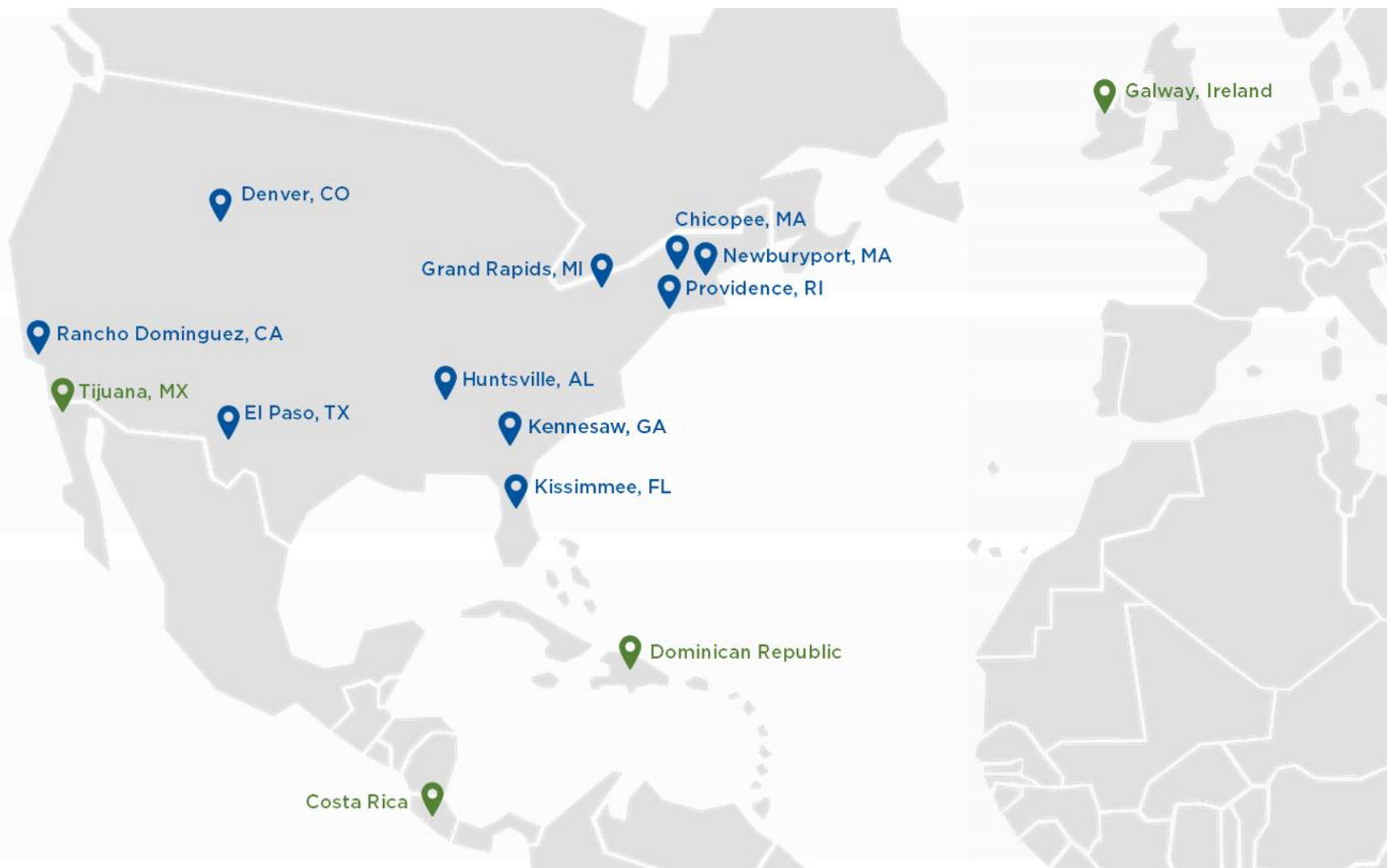
- » Become more valuable to our customers
- » Strategic focus – new capability, geography, market penetration, materials, products
- » Add scale
- » Look for synergistic opportunities
- » Cultural fit

Goal is for acquisitions to be accretive within the first year.

Experienced and disciplined management team with 14 acquisitions completed



International Footprint



International Locations

Galway, Ireland

- » Cleanroom manufacturing
- » Catheter & guidewire dispensers
- » Finished devices

Tijuana, Mexico

- » Cleanroom manufacturing
- » MedSurg mattresses
- » Catheter & guidewire dispensers

Costa Rica

- » Cleanroom manufacturing
- » Catheter & guidewire dispensers
- » Finished devices

Dominican Republic

- » Robotic surgery drapes
- » Equipment drapes
- » Fluid warming basins

Why Invest?



Significant
**market
growth**
opportunities



Barriers
to entry



Strong
customer
relationships



Experienced
**management
team**



Proven
growth
strategy



Attractive
**financial
metrics**



Significant Market Growth Opportunities



Addressable market is growing



Market Focused On

- » Better Patient Outcomes
- » Infection Prevention
- » Reducing Healthcare Costs



International Footprint

- » Bringing New Opportunities

Barriers To Entry



Engineering Resources

- » Veteran engineering team for product design and development; more than 90 members of the engineering group



Greater Access to Materials

- » Offers broad array of materials to meet customer needs
- » Almost 60 years in business and strong supplier relationships
- » Exclusive access to several specialty medical grade materials



Custom Equipment

- » In-house custom equipment manufacturing capabilities



Intellectual Property

- » 20 patents relating to foam, packaging, tool control, radio frequency welding, automotive super-forming processes, and other products



Systems

- » Advanced systems (extensive quality certifications)
- » In addition to existing equipment, engineers will design product specific innovations in order to meet customer needs



Scale

- » Global footprint – competition is generally smaller companies that have limited resources and access to materials

Management Team



R. Jeffrey Bailly
Chairman, CEO & President

35-year history at the company



Ronald Lataille
CFO, Sr. VP & Treasurer

26-year history at the company



Mitchell Rock
President, MedTech

30-year history at the company.



Chris Litterio
SVP, Human Resources & General Counsel

Former Managing Partner and head of
employment law at a major Boston law firm;
6-years at the company



Steve Cardin
VP & COO, MedTech

28 years in the medical device industry;
4-years at the company



Jason Holt
CCO, MedTech / VP & GM, Advanced Components

Former VP & GM at ITW;
5-years at the company



Creating Shareholder Value



**Proven Growth
Strategy**



Financial Targets



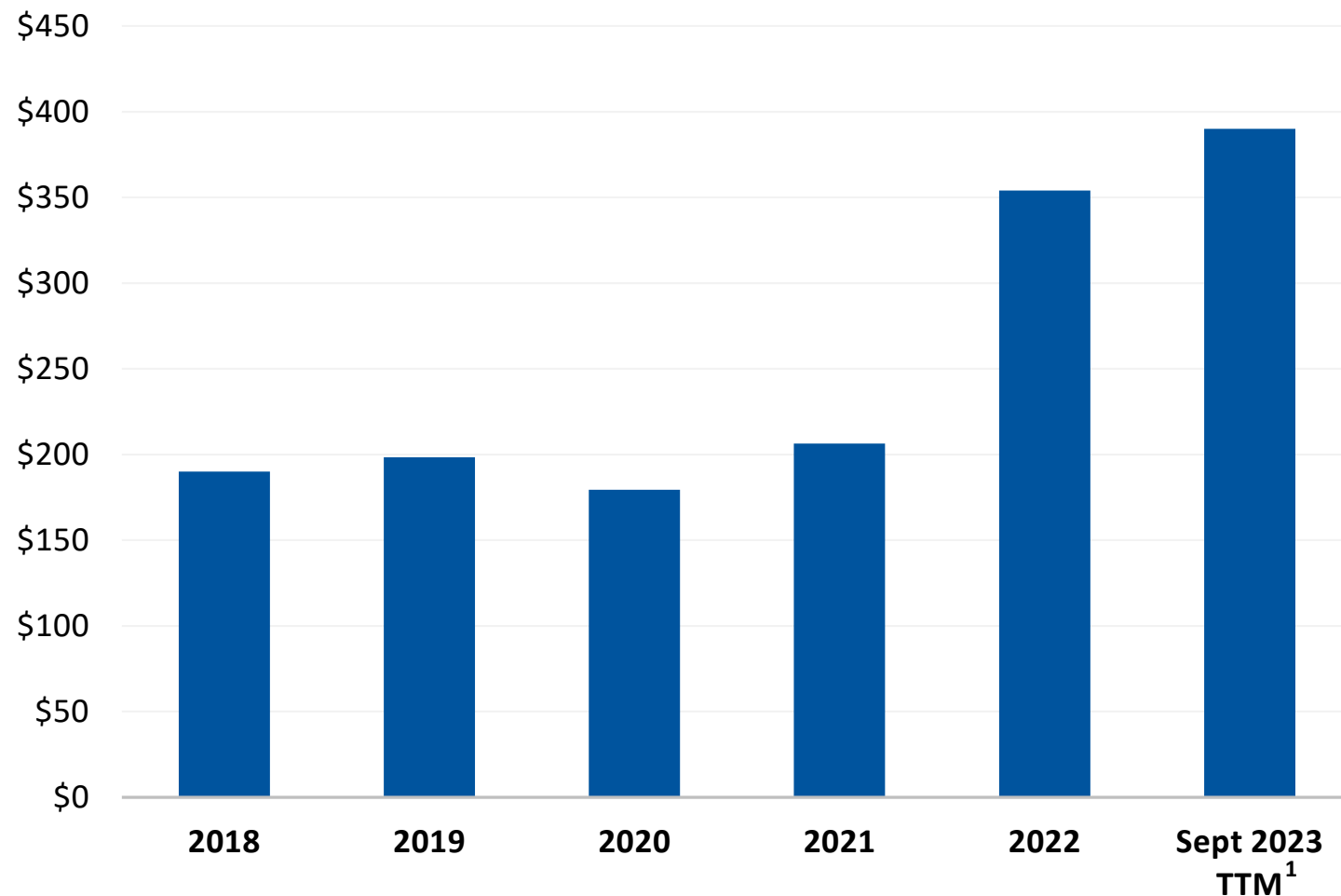
Financial Targets



Revenue



**12% to 18%
Targeted
Revenue Growth**
Internal Growth +
Acquisitions



1. TTM = The 12 month period ended September 30, 2023

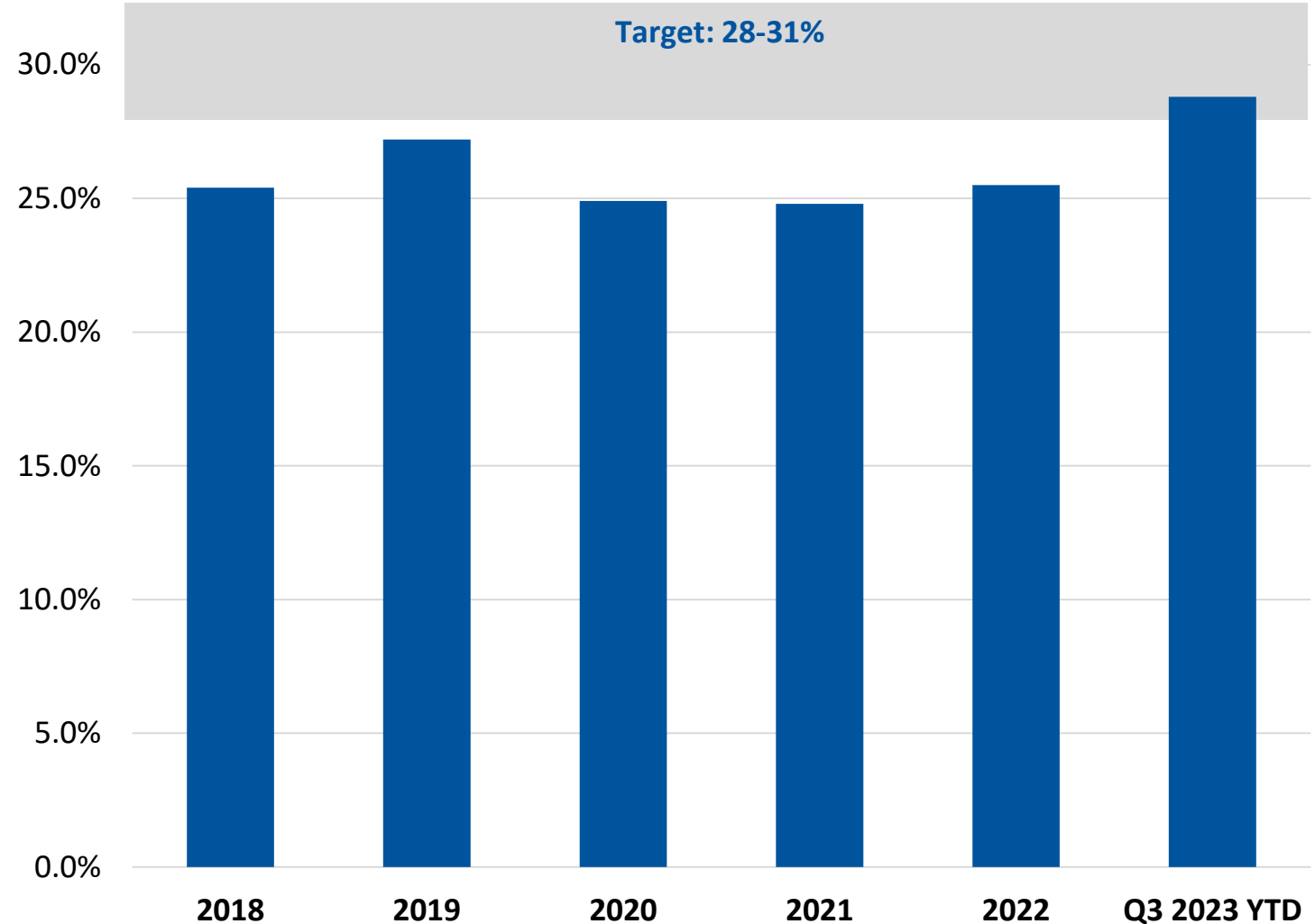


Gross Profit Margin



**Gross Margin
Target – 28% to 31%**

Operating Leverage from
Mix Shift + Acquisition
synergies + Efficiencies

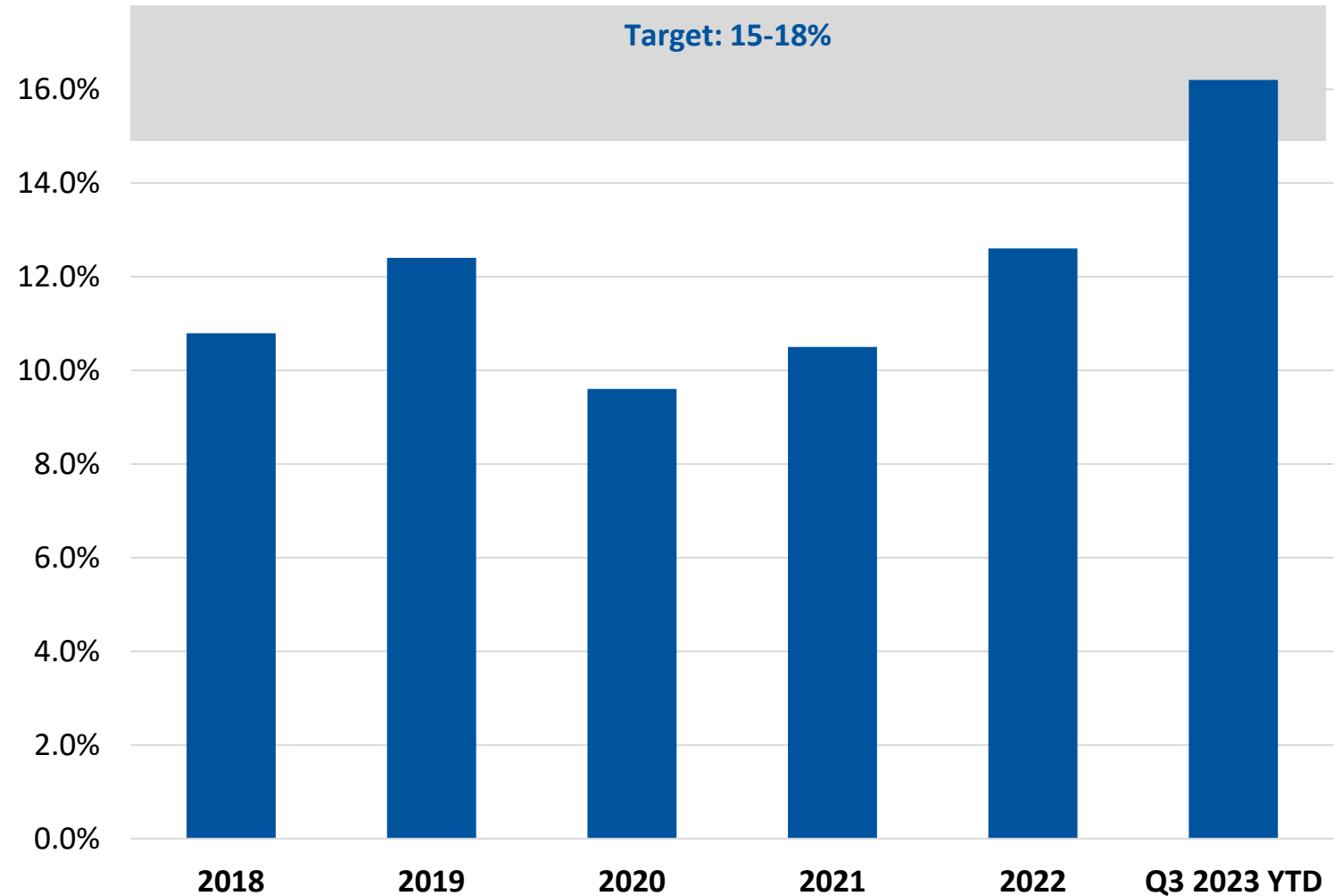


Adjusted* Operating Margin



Operating Margin Target - 15% to 18%

Operating leverage from
mix shift + acquisition
synergies + efficiencies

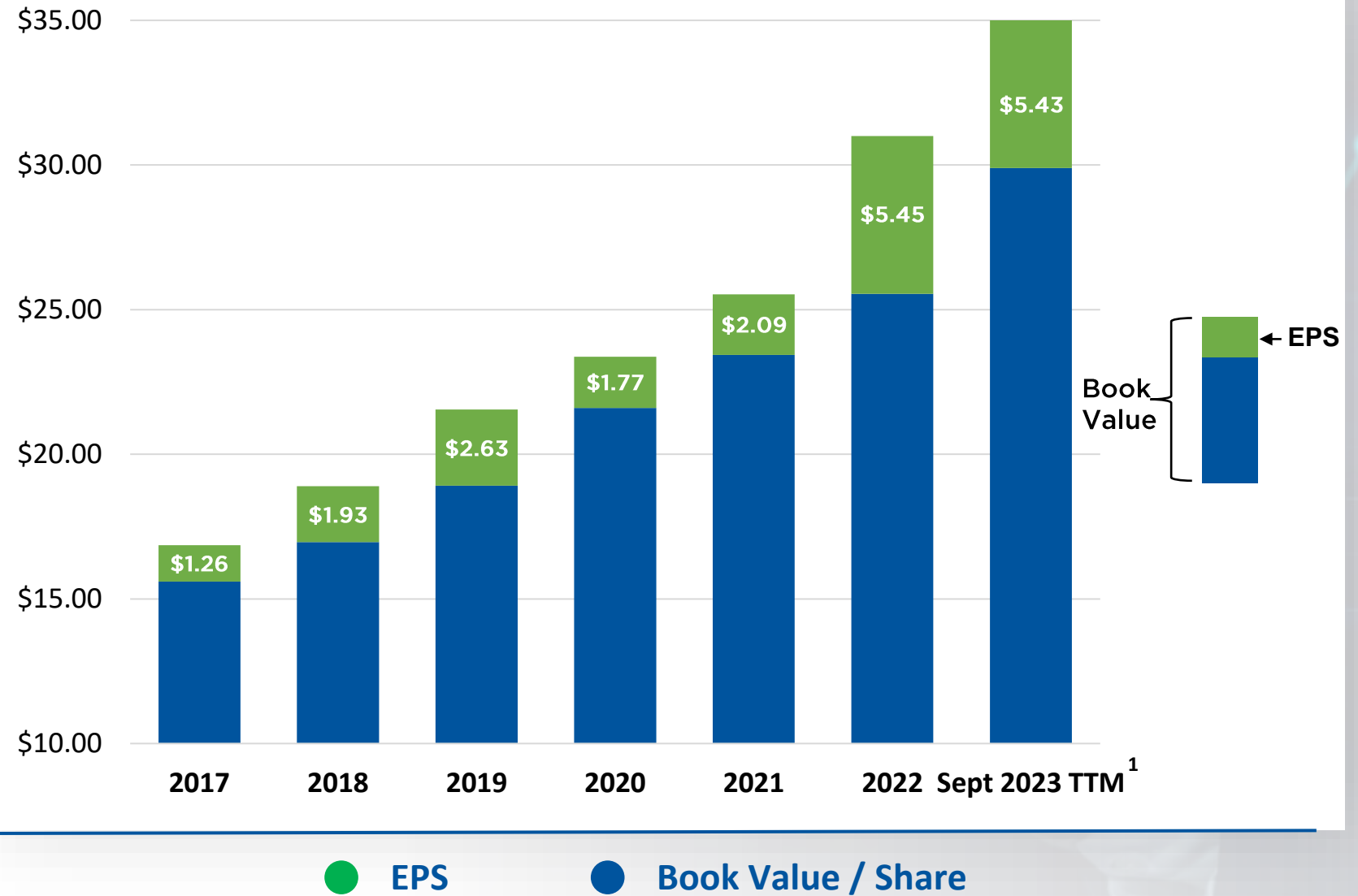


*See non-GAAP reconciliation on slide 29





Growing Book Value

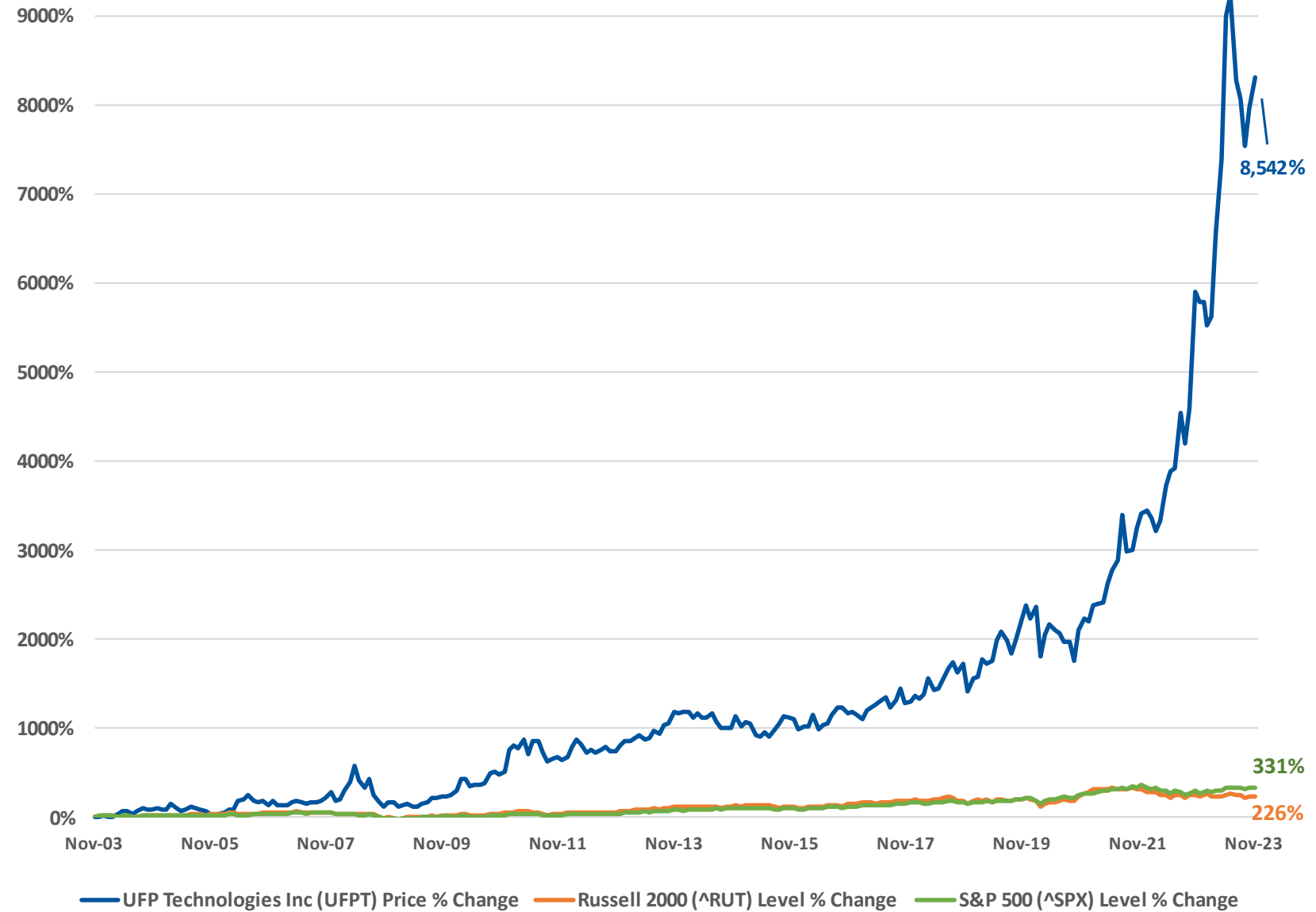


1. TTM = The 12 month period ended September 30, 2023





UFP Historical Stock Performance 20 Years



*Measured as the percent increase from November 21, 2003 through November 21, 2023.



R. Jeffrey Bailly
Chairman, CEO & President
Newburyport, Massachusetts

Ronald Lataille
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Reconciliation of Non-GAAP Results

(in Millions)	2018	2019	2020	2021	2022	Q3 2023
Revenue, As Reported	\$ 190.5	\$ 198.4	\$ 179.4	\$ 206.3	\$ 354.0	\$ 298.6
Operating Income, as reported	19.6	24.7	16.7	21.2	55.4	44.9
Add: Acquisition/ Restructuring related Costs	1.1	-	-	0.4	1.0	-
Add earnout fair value adjustment	-	-	-	-	9.8	3.3
Less: Material overcharge Settlement	(0.1)	-	-	-	-	-
Less: Gain or Add: Loss on Sale of fixed assets	-	-	0.5	-	(6.1)	0.10
Less: Sale of MFT	-	-	-	-	(15.6)	-
Adjusted Operating Income	\$ 20.6	\$ 24.7	\$ 17.2	\$ 21.6	\$ 44.5	\$ 48.3
Adjusted Operating Margin	10.8%	12.4%	9.6%	10.5%	12.6%	16.2%