

# Welcome Investors

August 2024



**UFP**  
TECHNOLOGIES

# 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, other similar conflicts and civil unrest in Haiti, which is in proximity to our manufacturing facilities in the Dominican Republic, could have a material adverse effect 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 28% of our revenue for 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:**  
~\$565 million



**Market Cap:**  
~\$2.4 Billion<sup>1</sup>



**Share Count:**  
~7.7 million<sup>1</sup>



**~4,000 Associates/  
Temps**



**20 Manufacturing  
Facilities**



**5 Design  
R&D Centers**

1. As of 8/9/2024





# Shaping Innovation

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



**Design & engineering capabilities**



**Materials expertise**



**Precision manufacturing**



**Strategic locations**







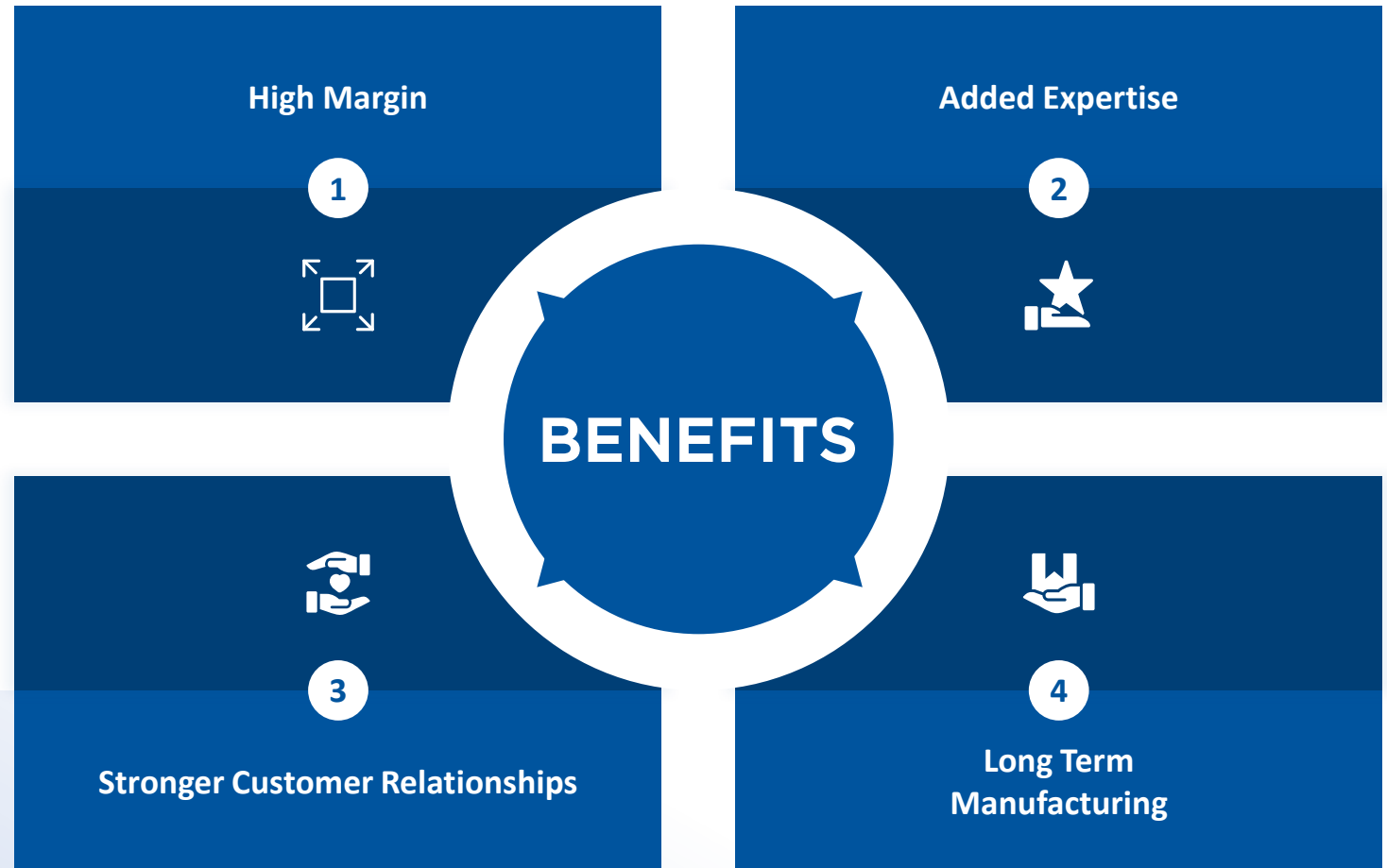
# Our Process

Innovative process from design and engineering to manufacturing and delivery





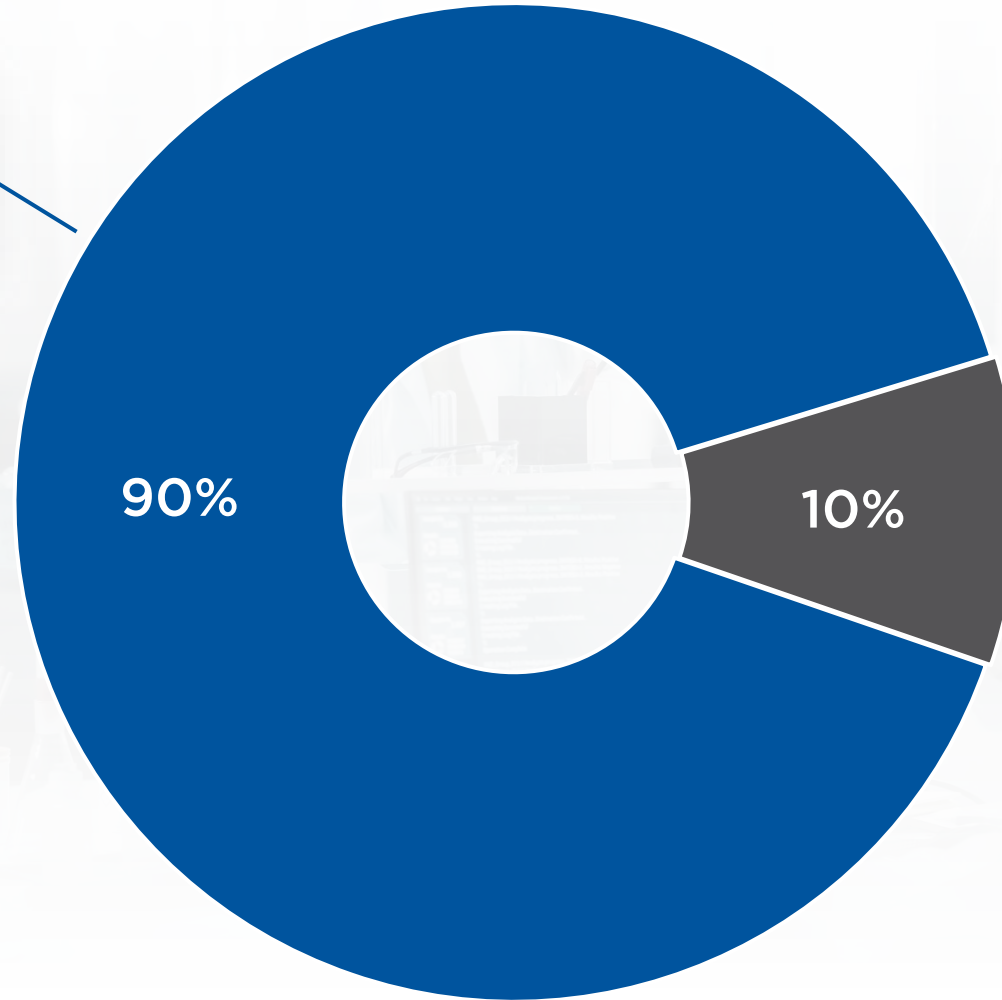
We bring deep experience in flexible material-based device manufacturing, from components and packaging, to final device assembly



# 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



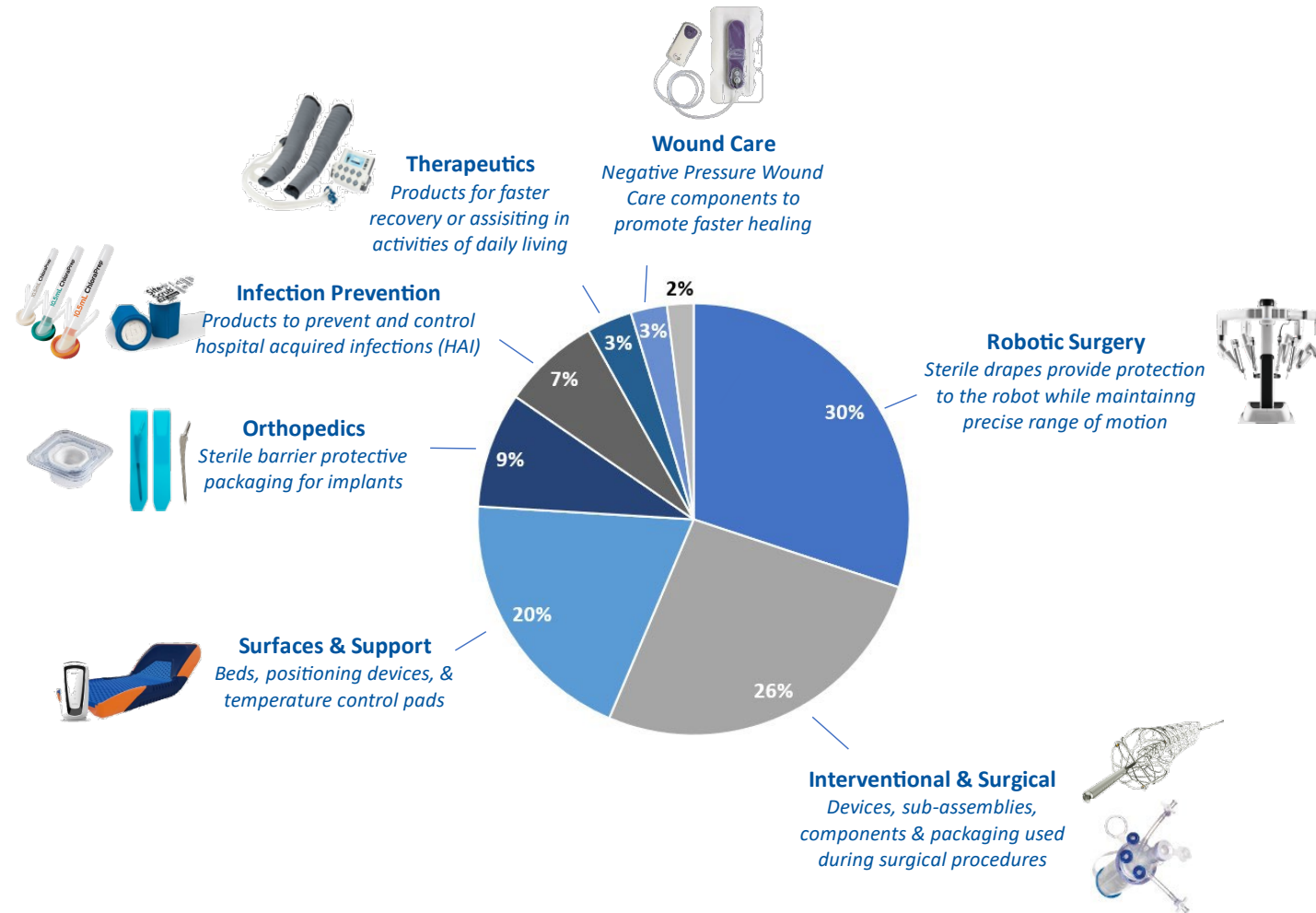
**\$518 billion, 6.3% CAGR<sup>1</sup>**  
**Global Medical Device Market**

➔ Customers include 25 of the top 30 largest medical device manufacturers in the world<sup>2</sup>

## ➔ 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 By Segment<sup>3</sup>



1. Fortune Business Insights - \$518 billion as of 2023. 6.3% CAGR for a forecast period of 2024-2032.  
2. Medical Design & Outsourcing 2023 MedTech Big 100.  
3. Proforma annual mix of revenue as of 8/21/2024 which includes revenue from the acquisitions of Welch Fluorocarbon, Inc., Marble Medical, Inc., AJR Enterprises, LLC, and AQF Limited.





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

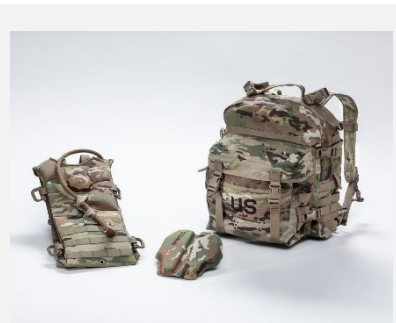


## UFP Differentiation

- 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



**Military Protective  
Case Systems**



**Military Gear**



**Law Enforcement**



**Protective Helmets**



**Automotive  
Interior Trim**



## TWO-PRONGED



**Internal Growth:**  
Market To Our Sweet Spot



**Strategic Acquisitions**



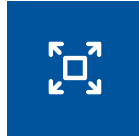


# Organic Growth Opportunity



## 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 90% 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, growing market segment, materials
- » 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 19 acquisitions completed**



## Business Profile

- Location:
  - **Dover, NH**
- Associates: 83
- Acquired July 15, 2024

## Key Markets Served

- Medical
  - Pacemaker
  - Cardiac Defibrillator
  - Cardiac Monitor
  - Neuromodulator
- Advanced Material Products

## Key Materials

- Films
- Textiles



## Products & Services

- Micro thermoforming of thin gauge specialty films
- EMI shielding and insulations for implantable devices
- High temperature films (+500)
- Low temperature films (-400)



## Technologies

- Thermoforming (small parts)
- Heat Sealing
- Clean Room Assembly
- Tooling Development
- Ability to Automate



## Business Profile

- Locations:
  - **St. Charles, Illinois**
  - **Santiago, Dom Rep**
- Associates: 700
- Acquired July 1, 2024

## Key Market Served

- Safe patient handling
- Patient transfer
- Patient Comfort

## Key Materials

- Engineered textiles
  - 2 directional



## Products & Services

- Single patient medical solutions
- Low-cost manufacturing
- Specialty fabrics expertise in converting and assembly



## Technologies

- Complex cut and sew work cells
- Final packaging, kitting, and distribution



## Business Profile

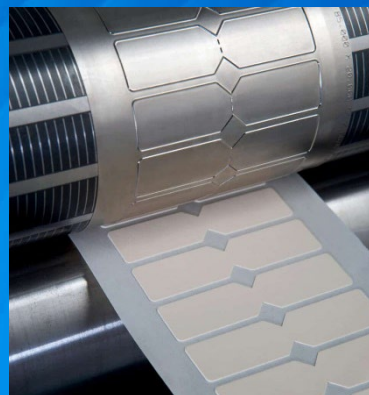
- Location:
  - Tallahassee, FL
- Associates: 25
- Acquired June 24, 2024

## Key Markets Served

- Stick to skin applications
- Biocompatible tapes and adhesives
- RAS drapes

## Key Materials

- Medical grade tapes
- Positioning labels
- Specialty adhesives



## Products & Services

- Multi-layered laminates with specialty adhesives
- High speed die-cutting
- Product assembly
- Custom packaging



## Technologies

- Rotary die cutting
- Flexographic printing
- Controlled environment mfg.



## Business Profile

- Locations:
  - Navan, Ireland
  - Singapore
- Associates: 50
- Acquired August 23, 2024

## Key Markets Served

- Orthopedics
- Wound care
- Infection Prevention

## Key Materials

- Medical foams
- High performance films



## Products & Services

- Sterile packaging components
- Die cut medical parts
- Cleanroom assembly



## Technologies

- Rotary die cutting
- RF welding
- Cleanroom fabrication

# Locations



## New Locations:

- +Dover, NH
- +St. Charles, IL
- +Tallahassee, FL
- +Santiago, DO
- +Navan, IE
- +Singapore



39

Cleanrooms & CERs



1.3 Million

SF Manufacturing Space



# 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



**Focused on fast growing segments**



**Market Focused On**

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



**Global Footprint**

- » Bringing New Opportunities



## Engineering Resources

- » Veteran engineering team for product design and development; more than 100 members of the engineering group



## Greater Access to Materials

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



## Custom Equipment

- » In-house custom equipment manufacturing capabilities



## Intellectual Property

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



## 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*

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36-year history at the company



**Ronald Lataille**  
*CFO, Sr. VP & Treasurer*

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27-year history at the company



**Mitchell Rock**  
*President*

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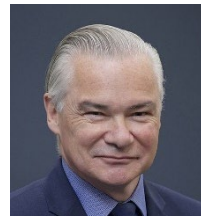
30-year history at the company.



**Chris Litterio**  
*SVP, Human Resources & General Counsel*

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



**Steve Cardin**  
*VP & COO, MedTech*

---

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



**Jason Holt**  
*CCO*

---

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

Creating Shareholder Value



**Proven Growth  
Strategy**





# Financial Targets



# Financial Targets

## 3 to 5 Year Financial Targets



**12-18%**

Revenue Growth



**28-31%**

Gross Margin



**15-18%**

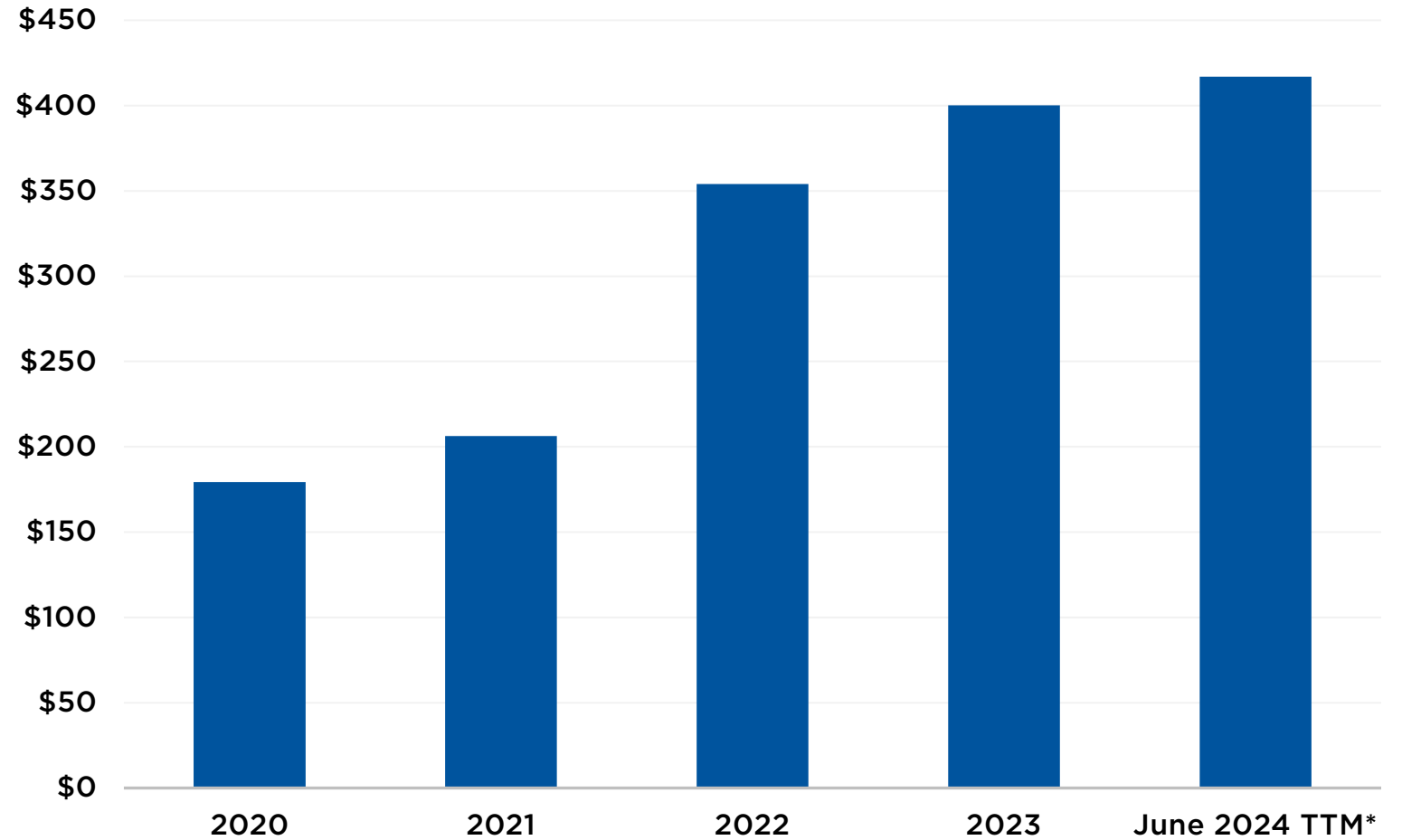
Operating Margin



# Revenue



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



TTM = 12-month period ended June 30, 2024

\*Includes revenue for 12-month period ended June 30, 2024 from the acquisitions of Welch Fluorocarbon, Inc., Marble Medical, Inc., AJR Enterprises, LLC, and AQF Limited.

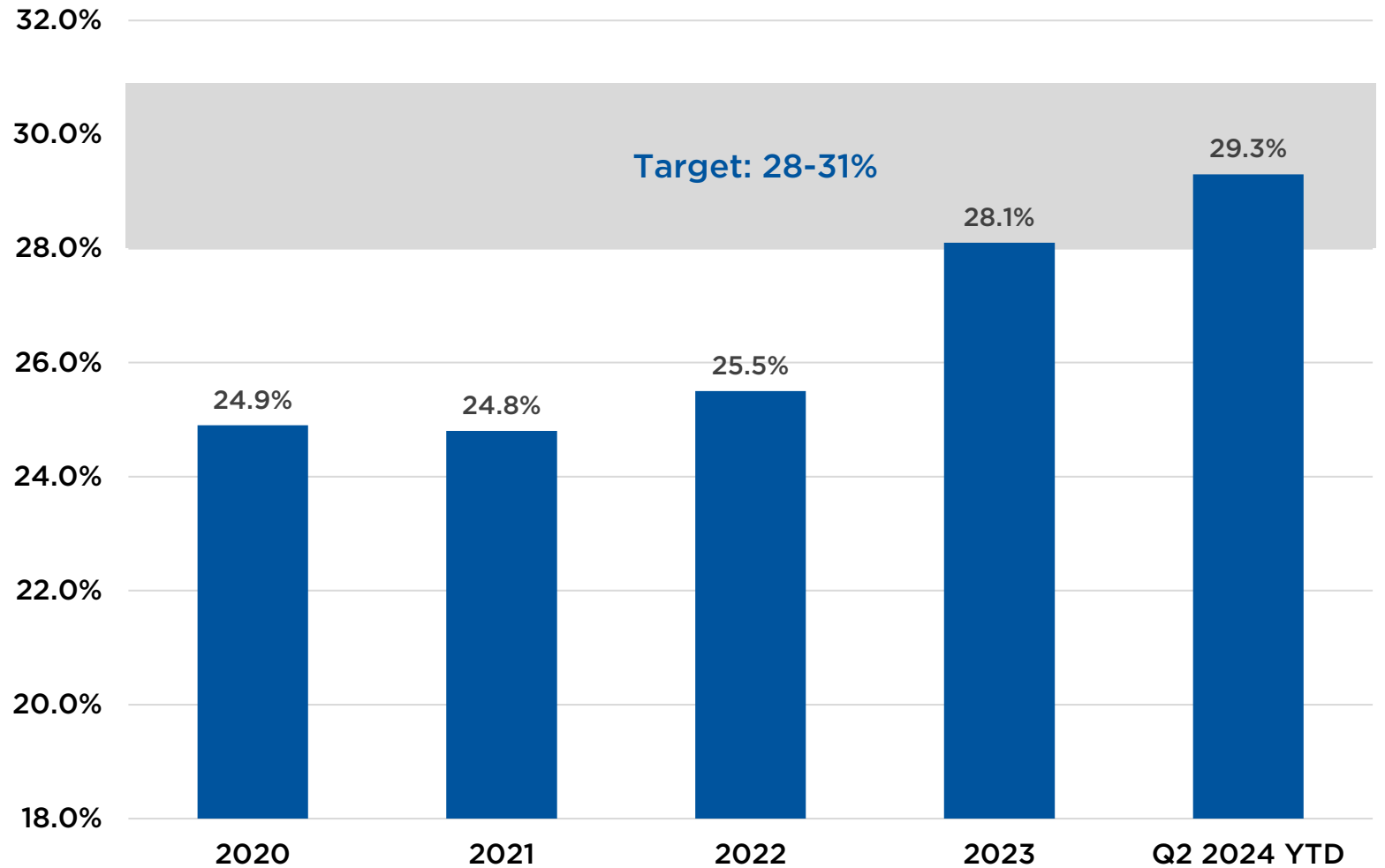


# Gross Profit Margin



## Gross Margin Target - 28% to 31%

Operating Leverage from  
Mix Shift + Acquisition  
synergies + Efficiencies



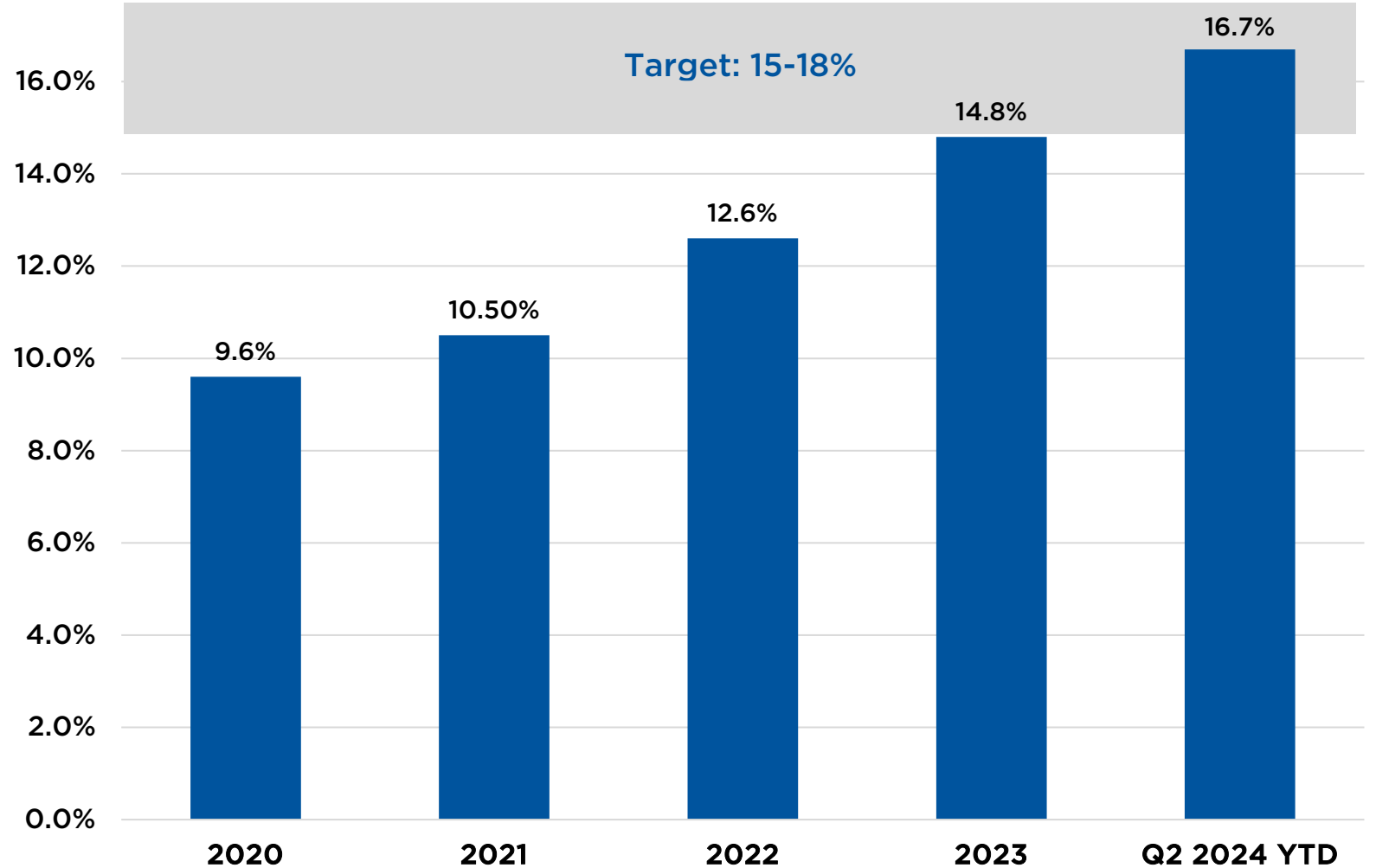


# Adjusted\* Operating Margin



## Operating Margin Target - 15% to 18%

Operating leverage from  
mix shift + acquisition  
synergies + efficiencies

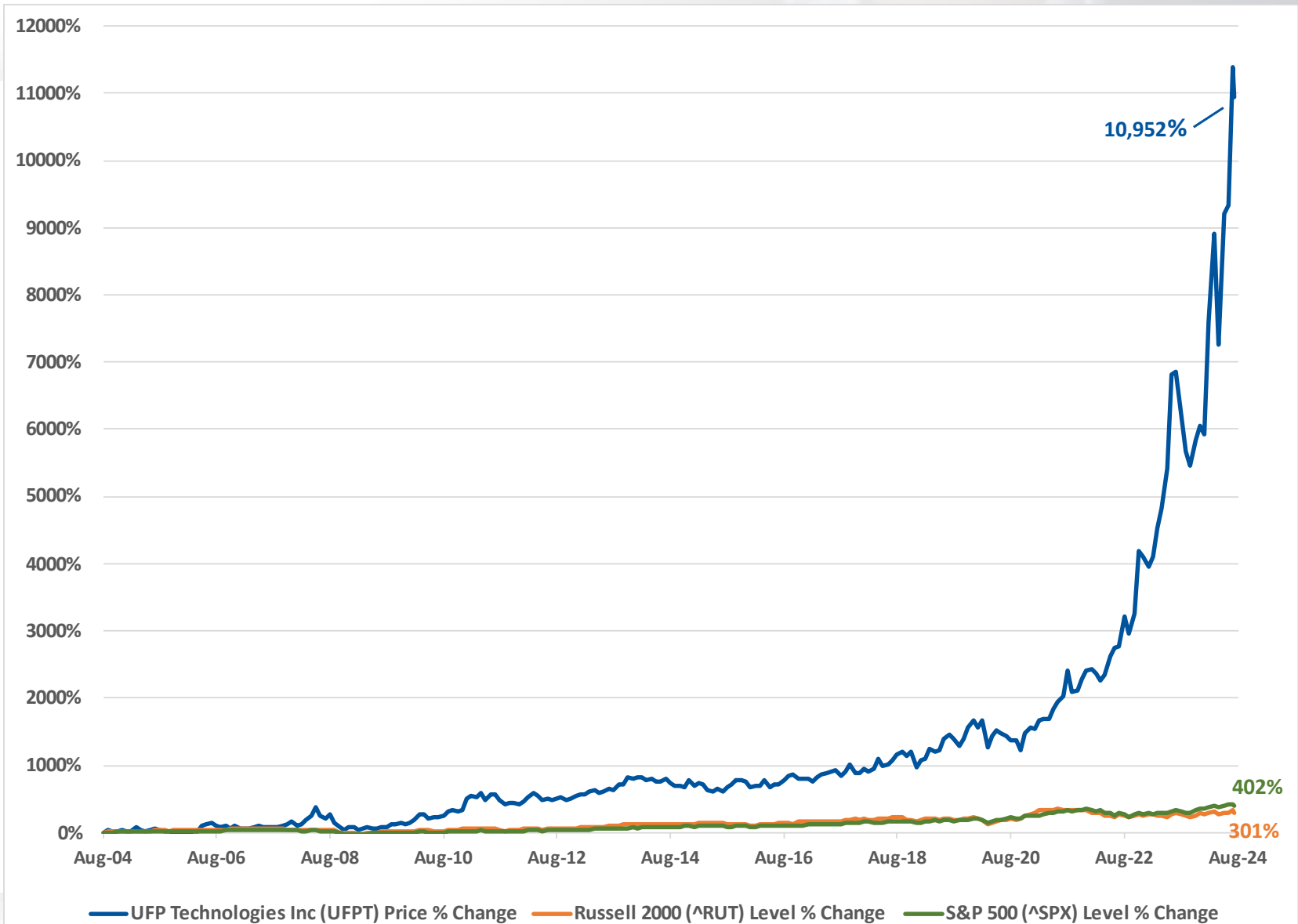


\*See non-GAAP reconciliation on slide 32





# UFP Historical Stock Performance 20 Years



\*Measured as the percent increase from August 9, 2004 through August 9, 2024.





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

Ronald Lataille  
CFO, Sr. VP & Treasurer  
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## Reconciliation of Non-GAAP Results

(in Millions)	2019	2020	2021	2022	2023	Q2 2024 YTD
Revenue, As Reported	\$ 198.4	\$ 179.4	\$ 206.3	\$ 354.0	\$ 400.1	\$ 215.2
Operating Income, as reported	24.7	16.7	21.2	55.4	55.7	33.9
Add: Acquisition/ Restructuring related Costs	-	-	0.4	1.0	-	0.9
Add earnout fair value adjustment	-	-	-	9.8	3.5	0.5
Less: Gain or Add: Loss on Sale of fixed assets	-	0.5	-	(6.1)	0.1	0.7
Less: Sale of MFT	-	-	-	(15.6)	-	-
<b>Adjusted Operating Income</b>	<b>\$ 24.7</b>	<b>\$ 17.2</b>	<b>\$ 21.6</b>	<b>\$ 44.5</b>	<b>\$ 59.3</b>	<b>\$ 36.0</b>
<b>Adjusted Operating Margin</b>	<b>12.4%</b>	<b>9.6%</b>	<b>10.5%</b>	<b>12.6%</b>	<b>14.8%</b>	<b>16.7%</b>