2023 CONSTRUCTION SUPPLY 150

A Tricky Ride

Lumber's price slump, inflation, and supply-chain woes tested America's biggest LBM dealers

Webb Analytics

2023 CONSTRUCTION SUPPLY 150

Contents

What's in This Report

The vast majority of the information reported here was taken from dealers' answers to a Webb Analytics survey. Additional information came from federal government filings, websites, press releases, and published reports. Revenue, facility, and employee numbers are for U.S. operations only; activity in Canada and Mexico is reported separately.

In a few cases, CS150 numbers for a company represent solely its activities that apply to residential construction and repair. For instance, Ferguson's numbers are for its residential trade and residential showroom units and omit its industrial units, and UFP Industries' revenues are for its Construction Segment only.

Most revenue figures are for calendar years; those that aren't are marked with footnotes. Some numbers are estimated based on peers' performance and other factors; they also are identified with footnotes.

In a few cases where not all members of the Construction Supply answered a question, the aggregated results were supplemented with responses from five dealers who declined to be identified or whose results were too small to make the top 150.

E-mail cwebb@webb-analytics.com with questions, comments, and requests to be part of next year's report.

After Riding 2021's Wave of a Lifetime, Dealers Weathered Much Different Conditions Throughout 2022

Surfing and lumber might seem to have little in common other than the fact that both involve boards, but if you want to understand what happened to construction supply dealers in 2022, imagine you're a surfer.

The year began with dealers enjoying the last giant swells in lumber prices that had led to unprecedented revenue increases in 2021. By the end of 2022, those prices were down more than 60% from where they were at the start. Meanwhile, consumers' pain over price increases and a Federal Reserve clampdown helped force a slowdown in the economy. Nevertheless, demand from builders and remodelers remained robust and product shortages still were rampant, particularly early in the year. The result was unsettled conditions. To borrow from the surfing analogy again, some dealers benefited from continued good but not spectacular waves, while other construction supply companies found themselves in far calmer waters.

The overall result was a 9.5% increase in revenue for this year's Construction Supply 150 members to $409.68 billion. The number of locations rose 5.3% to 14,972, and the full-time employee count grew 3.4% to 992,248. Webb Analytics estimates that the $409.68 billion represents about two-thirds of all construction supply store sales.

(Note: All those numbers are for CS150 members' U.S. operations. Their locations in Canada and Mexico contributed another $20.8 billion in revenue, with a net gain of nine locations to 893.)

The impact of lumber price changes shows up most prominently when you look at one of the CS150's five subcategories, lumberyards with manufacturing capabilities. In 2021, this group's revenues shot up 58.6%. In 2022, the gain was only 18.1%. And a good share of that increase came not from same-store sales growth, but rather from many of the 481 construction supply operations acquired and 253 locations opened by the CS150 in 2022.

You could say inflation provided a boost to the revenue waves in 2022. The 6% increase in the consumer price index as well as the 7% rise in the building materials producer price index both meant dealers were getting extra revenue in 2022 for the same product they sold in 2021. But inflation can also mask true performance; while 140 of the CS150 companies recorded sales increases of any type, only 117 had sales increases above 6%.

Even big home centers suffered from lumber's decline. At the Home Depot, revenue from lumber is nearly a $13.5 billion business. In the fiscal year ended in January 2022, its lumber revenues jumped 18%. But from February 2022 to January 2023, lumber sales went up 0.8%. It's one reason why The Home Depot recorded only a 4.3% sales gain last year. A slowing economy probably is another, given that several hardware store chains and home centers in the CS150 did even worse. As a group, home centers and hardware stores saw revenues rise just 3.3% this year; in 2021, they grew 11.1%. Contrast that with the CS150 members who got 100% of their sales from pros: As a group, its revenues climbed 28.2%.

This report sheds more light on the role dealers play in manufacturing and installing building materials. Eighty-two companies showed some revenues from manufacturing and installing. Exclude The Home Depot and Lowe's from those 82 and you can see the remaining 80 generated 33.8% of their revenues—roughly $17.57 billion—from making and installing products. The Home Depot and Lowe's got a combined 3.1% of their revenues from installation work, adding $7.24 billion to the CS150's total. Truss plants, door shops, and custom millwork were the most popular types of manufacturing. On the installation side, windows, doors, cabinets, and countertops were the top items.

Also new to 2022 is a section on a growing concern for dealers: Credit-card transaction fees. The survey that generated this report found two things: First, the average amount spent on transaction fees by the 94 dealers who gave us data amounted to 1.15% or $18 billion of their total revenues. And second, it was clear from the responses that dealers are pushing to either bar the use of credit cards for paying monthly bills or reduce the financial hit they suffer from card use.

Other longstanding trends remained, most prominently in the low percentage of revenue that CS150 members devote to information technology. That said, construction supply companies have made remarkable gains these past few years in terms. Online bill presentation now is common, with online payment capabilities close behind. The next big trends will involve notification of delivery status and online information about whether a product is in inventory. Both are likely to be features of customer-facing apps for smartphones—another growing trend.

The slight decline of the economy may be one reason why CS150 members report having slightly less trouble in 2022 finding workers than they reported in 2021. Pay raises might be one reason why, but another reason could be that dealers have become less fussy—or, to put it differently, are more open-minded—about who they hire. New questions to the CS150 found the vast majority of responding CS150 members will hire a person with a misdemeanor on their criminal record, and 40% would hire someone who had a felony.

Every CS150 member is unique, just as every day spent surfing is a slightly different experience. Some rides are memorable, others just another day at the beach. In 2022, construction supply dealers experienced plenty of both. ■

The Construction Supply 150

Rank	Company, City, State	Primary Business Emphasis†	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
1.	The Home Depot, Atlanta, GA *	H	$144,840.0	$138,920.0	4.3%	2,007	2,006
2.	Lowe's, Mooresville, NC *	H	$92,010.0	$90,348.0	1.8%	1,739	1,738
3.	Builders FirstSource, Dallas, TX	M	$22,700.0	$19,900.0	14.1%	570	565
4.	ABC Supply, Beloit, WI	S	$18,500.0	$14,700.0	25.9%	904	839
5.	Ferguson Enterprises, Newport News, VA *	S	$14,795.5	$11,853.5	24.8%	1,521	1,470
6.	Menards, Eau Claire, WI *	H	$13,574.9	$13,140.0	3.3%	347	346
7.	US LBM, Atlanta, GA	M	$11,476.0	$9,220.0	24.5%	487	441
8.	84 Lumber, Eighty Four, PA	M	$8,754.3	$7,865.4	11.3%	310	265
9.	SRS Distribution, McKinney, TX	S	$8,716.9	$5,755.3	51.5%	690	595
10.	Beacon Building Products, Herndon, VA *	S	$8,160.4	$6,602.1	23.6%	462	424
11.	Harbor Freight Tools, Calabasas, CA *	S	$7,799.0	$6,800.0	14.7%	1,350	1,200
12.	GMS, Tucker, GA *	S	$4,580.5	$3,688.1	24.2%	382	353
13.	Floor & Decor Holdings, Atlanta, GA	S	$4,264.5	$3,433.5	24.2%	197	162
14.	SiteOne Landscape Supply, Roswell, GA *	S	$3,853.9	$3,319.4	16.1%	608	569
15.	Kodiak Building Partners, Highlands Ranch, CO	M	$3,208.5	$2,490.5	28.8%	131	111
16.	UFP Industries, Grand Rapids, MI *	ML	$3,143.9	$2,698.4	16.5%	65	65
17.	Carter-Jones Lumber, Kent, OH	M	$3,100.0	$2,565.0	20.9%	170	168
18.	Foundation Building Materials, Santa Ana, CA *	S	$2,940.0	$2,654.0	10.8%	245	244
19.	Service Partners (TopBuild), Daytona Beach, FL *	S	$2,061.8	$1,271.7	62.1%	162	162
20.	McCoy's Building Supply, San Marcos, TX	M	$1,689.2	$1,423.6	18.7%	88	92
21.	Lansing Building Products, Henrico, VA	S	$1,561.0	$1,300.0	20.1%	112	112
22.	Northern Tool + Equipment, Burnsville, MN *	S	$1,550.0	$1,500.0	3.3%	125	121
23.	Sutherland Lumber, Kansas City, MO *	H	$1,450.0	$1,450.0	0.0%	63	63
24.	LL Flooring, Richmond, VA *	S	$1,110.7	$1,152.3	-3.6%	442	424
25.	Parr Lumber, Hillsboro, OR	M	$1,045.0	$991.0	5.4%	45	43
26.	Contractors Warehouse, Roseville, CA *	H	$870.1	$844.8	3.0%	14	14
27.	Ganahl Lumber, Anaheim, CA *	M	$782.0	$667.0	17.2%	12	11
28.	Riverhead Building Supply, Calverton, NY	M	$673.0	$555.0	21.3%	20	20
29.	Westlake Ace Hardware, Lenexa, KS *	H	$611.8	$603.9	1.3%	155	151
30.	Mead Lumber, Omaha, NE	M	$606.7	$462.8	31.1%	55	50

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The Construction Supply 150 (continued)

Rank	Company, City, State	Primary Business Emphasis†	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
31.	Central Network Retail Group, Collierville, TN	H	$579.4	$529.2	9.5%	144	141
32.	Shelter Products, Milwaukie, OR	L	$566.1	$437.0	29.5%	5	5
33.	Sunpro, Spanish Fork, UT	M	$559.1	$453.6	23.3%	15	15
34.	Idaho Pacific Lumber, Meridian, ID	L	$557.5	$342.5	62.8%	1	1
35.	Mill Creek Lumber & Supply, Tulsa, OK	M	$502.1	$332.4	51.1%	29	29
36.	Hammond Lumber, Belgrade, ME	M	$437.0	$363.0	20.4%	22	21
37.	R.P. Lumber, Edwardsville, IL	M	$435.0	$390.0	11.5%	84	80
38.	Tile Shop Holdings, Plymouth, MN	S	$394.7	$370.7	6.5%	142	143
39.	Nation's Best Holdings, Dallas, TX	L	$376.2	$198.2	89.8%	46	30
40.	Franklin Building Supply, Boise, ID	M	$374.8	$330.4	13.4%	17	17
41.	Hancock Lumber, Casco, ME	M	$349.0	$294.5	18.5%	12	13
42.	Tibbetts Lumber, Clearwater, FL	M	$339.6	$239.5	41.8%	8	7
43.	Curtis Lumber, Ballston Spa, NY	M	$325.8	$290.7	12.1%	23	23
44.	Guy C. Lee Building Materials, Smithfield, NC	M	$315.0	$254.0	24.0%	9	8
45.	W.E. Aubuchon, Westminster, MA *	H	$307.0	$293.1	4.7%	110	107
46.	Stine, Sulphur, LA	L	$299.4	$320.0	-6.4%	11	11
47.	Erie Materials, Syracuse, NY	S	$298.1	$268.9	10.8%	10	10
48.	Reliable Wholesale Lumber, Huntington Beach, CA	L	$288.0	$310.0	-7.1%	2	2
49.	LaValley Building Supply, Newport, NH	M	$287.3	$230.3	24.8%	15	14
50.	Koopman Lumber, Whitinsville, MA	L	$277.1	$218.9	26.6%	11	10
51.	Bliffert Lumber & Hardware, Oak Creek, WI	M	$265.5	$200.6	32.4%	10	8
52.	The Building Center, Pineville, NC	M	$260.0	$221.7	17.3%	8	7
53.	Western Building Center, Kalispell, MT	M	$253.8	$205.0	23.8%	15	15
53.	Lezzer Lumber, Curwensville, PA	M	$253.8	$214.0	18.6%	14	13
55.	Star Lumber & Supply, Wichita, KS	M	$246.8	$191.9	28.6%	10	8
56.	TAL Building Centers, Vancouver, WA	M	$244.0	$152.0	60.5%	29	15
57.	HPM Building Supply, Hilo, HI	M	$240.0	$210.0	14.3%	17	14
58.	Spahn & Rose Lumber, Dubuque, IA	L	$229.5	$190.6	20.4%	25	25
59.	Scherer Bros. Lumber, Brooklyn Park, MN	M	$220.0	$233.0	-5.6%	5	5
60.	Keim Home Center, Charm, OH	M	$218.3	$204.7	6.7%	3	2

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The Construction Supply 150 (continued)

Rank	Company, City, State	Primary Business Emphasis† ▼	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
61.	Gleckler & Sons Building Supplies, Jacksonville, FL	M	$214.0	$117.0	82.9%	5	2
62.	McCray Lumber, Overland Park, KS	M	$212.4	$183.6	15.7%	7	7
63.	Stark Truss, Canton, OH *	ML	$201.2	$180.0	11.8%	14	14
64.	Friedman's Home Improvement, Petaluma, CA	H	$201.0	$205.0	-2.0%	6	7
65.	Builders Warehouse, Aurora, CO	M	$200.1	$146.8	36.3%	7	7
66.	Doug Ashy Building Materials, Lafayette, LA	L	$191.6	$189.5	1.1%	10	10
67.	Timberland Lumber, Brazil, IN	M	$191.2	$167.2	14.4%	3	3
68.	Hayward Lumber, Monterey, CA	M	$190.0	$175.0	8.6%	11	11
69.	Harbin Lumber, Lavonia, GA	M	$188.2	$149.8	25.6%	7	7
70.	Howard Lumber & Hardware, Statesboro, GA	M	$187.7	$102.9	82.4%	4	2
71.	Big C Lumber, Granger, IN	M	$184.2	$176.8	4.2%	19	18
72.	Great Lakes Ace Hardware, Farmington Hills, MI *	H	$175.0	$172.8	1.3%	60	59
73.	Belletetes, Jaffrey, NH	M	$174.0	$155.5	11.9%	10	10
74.	Honsador Lumber, Kapolei, HI	M	$173.0	$168.0	3.0%	17	17
75.	Southeast Building Supply Interests, Warner Robins, GA *	M	$172.8	$37.5	360.8%	11	8
76.	Mans Lumber and Home, Trenton, MI	M	$171.7	$137.7	24.7%	6	6
77.	T.H. Rogers Lumber, Edmond, OK	L	$164.7	$141.2	16.7%	40	40
78.	Wheelwright Lumber, Ogden, UT	M	$160.9	$124.0	29.8%	1	1
79.	Your Building Centers , Altoona, PA	M	$160.6	$129.1	24.5%	22	19
80.	Russell Do it Centers, Alexander City, AL	L	$153.9	$136.4	12.9%	9	9
81.	Central Valley, Napa, CA	L	$152.0	$159.0	-4.4%	8	8
82.	Cassity Jones, Longview, TX	L	$151.4	$129.7	16.7%	9	9
83.	Yoder's Building Services, Fair Play, SC	L	$150.0	$147.3	1.8%	1	1
84.	Zuern Building Products, Slinger, WI	L	$149.0	$117.0	27.4%	7	7
85.	Talbert Building Supply, Roxboro, NC	L	$148.4	$112.9	31.5%	6	5
86.	Jackson Lumber and MIllwork, Lawrence, MA	M	$147.1	$136.9	7.5%	5	5
87.	Wilson Lumber, Huntsville, AL	M	$142.9	$119.3	19.8%	5	6
88.	Truckee Tahoe Lumber, Reno, NV	M	$142.3	$114.5	24.3%	6	6
89.	Ritter Lumber, Nederland, TX	M	$140.3	$129.1	8.6%	7	7
90.	Simonson Lumber, St. Cloud, MN	M	$140.0	$104.6	33.8%	8	8

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The Construction Supply 150 (continued)

Rank	Company, City, State	Primary Business Emphasis† ▼	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
91.	Bolster Hardware, Plano, TX *	H	$139.5	$79.0	76.5%	38	21
92.	Garris Evans Lumber, Greenville, NC	M	$139.1	$103.9	33.9%	5	5
93.	Rocky's Ace Hardware, Springfield, MA *	H	$136.3	$109.2	24.9%	47	38
94.	Graves Lumber, Copley, OH	L	$128.1	$105.3	21.6%	1	1
95.	The Lester Group, Martinsville, VA	L	$127.2	$115.3	10.3%	5	5
96.	Griffin Lumber & Hardware, Perry, GA	M	$125.6	$95.7	31.2%	9	7
97.	Gillman Home Center, Batesville, IN	H	$122.5	$109.6	11.7%	16	15
98.	Buck Lumber & Building Supply, Charleston, SC	L	$121.6	$86.8	40.0%	1	1
99.	Tindell's' Building Materials, Knoxville, TN	M	$118.3	$88.8	33.2%	7	7
100.	Randall Brothers, Marietta, GA	L	$107.0	$95.0	12.6%	4	4
101.	Ashby Lumber, Concord, CA	L	$102.2	$96.5	5.9%	2	2
102.	A-1 Global Holdings, Fort Pierce, FL *	ML	$100.0	$64.8	54.4%	2	2
103.	Gutherie Lumber, Livonia, MI	M	$99.4	$101.0	-1.6%	1	1
104.	Busy Beaver Building Centers, Pittsburgh, PA *	H	$95.0	$91.7	3.7%	25	24
105.	Builders Supply, Lancaster, SC	M	$93.4	$88.6	5.5%	1	1
106.	Louis J Grasmick Lumber, Baltimore, MD *	M	$93.2	$65.4	42.6%	1	1
107.	Goldsboro Builders Supply and Cos., Goldsboro, NC	M	$93.0	$70.5	31.9%	7	6
108.	Arnold Lumber, West Kingston, RI	M	$91.5	$87.4	4.7%	4	4
108.	Blue Ridge Lumber, Blairstown, NJ	L	$91.5	$70.2	30.3%	7	5
110.	Moynihan Lumber, North Reading, MA	M	$87.0	$82.0	6.1%	3	3
111.	Maximus Building Supply, Collierville, TN	M	$85.2	$81.0	5.2%	4	4
112.	Townsend Building Supply, Dothan, AL	M	$80.4	$70.9	13.5%	6	6
113.	Lummus Supply, Atlanta, GA	M	$77.6	$63.4	22.4%	5	5
114.	Walker Lumber & Supply, Nashville, TN	L	$77.0	$59.0	30.5%	1	1
115.	East Hardwood, Beaufort, NC	L	$72.5	$56.0	29.5%	5	5
116.	A.D. Moyer Lumber & Hardware, Gilbertsville, PA	M	$69.0	$59.0	16.9%	4	4
117.	Virginia Contractors Supply, Manassas Park, VA	S	$68.4	$66.5	2.7%	2	2
118.	Bethel Mills, Bethel, VT	L	$68.0	$60.0	13.3%	8	8
119.	Home Lumber of New Haven, New Haven, IN	M	$66.0	$59.0	11.9%	1	1
120.	Chinook Lumber, Snohomish, WA	L	$64.7	$58.0	11.5%	3	3

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The Construction Supply 150 (continued)

Rank	Company, City, State	Primary Business Emphasis†	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
121.	Decks & Docks, Clearwater, FL *	L	$62.4	$54.6	14.3%	24	21
122.	Morsches Builders Mart, Columbia City, IN	L	$52.6	$48.5	8.4%	5	5
123.	LENCO Supplies, Buffalo, NY	L	$50.3	$44.7	12.6%	4	3
124.	National Lumber, Baltimore, MD	L	$49.0	$40.7	20.4%	2	2
125.	Haven Building Products, Winter Haven, FL	M	$48.5	$46.4	4.6%	1	1
126.	The Detering Company, Houston, TX	S	$46.4	$30.8	50.7%	3	2
127.	Moore Lumber & Hardware, Pine, CO	L	$45.0	$40.0	12.5%	6	5
128.	Brown Lumber and Building Supply, Columbiana, AL	L	$40.0	$34.9	14.6%	1	1
129.	Healdsburg Lumber, Healdsburg, CA	H	$39.7	$37.9	4.9%	4	6
130.	Hamilton Building Supply, Hamilton, NJ	M	$38.1	$31.1	22.4%	1	1
131.	Dakota County Lumber, Farmington, MN	L	$30.5	$28.1	8.5%	1	1
132.	Bernard Building Center, Hale, MI	L	$28.7	$24.4	17.6%	4	4
133.	Heister House Millworks, Mt. Pleasant Mills, PA	ML	$28.0	$24.3	15.2%	2	2
134.	South Texas Brick and Stone, Houston, TX	S	$27.7	$19.4	42.9%	3	1
135.	West Coast Lumber, Wildomar, CA *	L	$25.6	$11.5	122.6%	4	2
136.	Thomas Building Center, Sequim, WA	L	$25.4	$22.6	12.5%	1	1
137.	ITC Millwork, Stallings, NC	ML	$24.0	$18.4	30.4%	3	3
138.	Jay-K Independent Lumber, New Hartford, NY	L	$21.9	$20.8	5.2%	1	1
139.	City Lumber, Huntsville, AL	M	$21.6	$20.1	7.2%	1	1
140.	Denver Lumber, Denver, CO	L	$21.5	$17.9	19.9%	1	1
141.	B & B Lumber, Wichita, KS	M	$19.4	$18.2	6.6%	2	2
142.	365 Equipment & Supply, Barrington, IL	S	$17.7	$8.6	104.2%	1	1
143.	Power Townsend, Helena, MT	H	$17.6	$18.7	-5.8%	1	1
144.	Exterior Wholesale Supply, Smyrna, TN	S	$17.0	$15.0	13.4%	1	1
145.	Requarth Company, Dayton, OH	L	$16.7	$16.3	2.7%	1	1
146.	All Bay Mill & Lumber, American Canyon, CA *	M	$15.0	$13.3	12.9%	1	1
147.	Taylor Forest Products, Pembroke, MA	S	$13.1	$10.3	28.1%	1	1
148.	Porters Building Centers, Kearney, MO	H	$12.7	$14.4	-11.8%	3	4
149.	Randall Lumber & Hardware, Taos, NM	H	$12.2	$11.7	4.3%	1	2
150.	LiteWorks Window & Door, Marietta, GA	S	$11.8	$8.6	36.6%	2	2

*See footnotes, page 11

†Primary Business Emphasis:
- M – Lumberyard with manufacturing operations (e.g. truss factory, components plant, door shop, millwork shop)
- L – Lumberyard without manufacturing operations
- S – Specialty Dealer (A company in which lumber is not its primary product. Examples are roofing, drywall, or siding specialists)
- H – Home center or hardware store that gets more than 50% of its revenues from retail customers
- ML – Wood-focused manufacturer dealer, such as a company that mainly makes trusses or specializes in millwork

Footnotes

The Home Depot Figures are for U.S. operations in fiscal years ended Jan. 31, 2023, and 2022. Facilities count excludes 400 warehouses and distribution centers.
Lowe's Figures are for U.S. operations in fiscal years ended Feb. 3, 2023, and Jan. 31, 2022. Employment count is estimated.
Ferguson Enterprises Sales represent residential and commercial sales in U.S. for fiscal years ended January 2022 and 2021, respectively, based on annual report's estimate that it gets 85.9% of U.S. revenues from those sources. Branch counts encompass residential and commercial properties, including roughly 250 showrooms. Personnel counts are estimated based on residential units' share of total revenue.
Menards Revenue is estimated based on Forbes' estimate of 2022 revenue plus average combined growth for The Home Depot and Lowe's.
Beacon Building Products Revenues, facility, and employee counts are for U.S. operations based on Beacon's SEC filings. 2021 revenue count based on Beacon statement that U.S. operations provided 96.8% of total sales.
Harbor Freight Tools 2021 revenue based on Forbes estimate. 2022 revenue extrapolated based on increase in store count, with no organic sales growth.
GMS Revenue is for U.S. branches only based on FY22 breakdown that had the U.S. getting 86.2% of total revenue. Revenues cover the 12 months through Jan. 31, 2022 and 2021, respectively. Personnel numbers are estimates based on representative shares of total employment. Includes AMES Tool branches.
SiteOne Landscape Supply Revenue is for U.S. operations and is estimated based on SiteOne's statement that up to 4% of total revenue comes from Canadian operations. Employee count is for U.S. workers based on average number of workers company-wide.
UFP Industries Revenues are for UFPI's Construction Segment only. Location count excludes one non-US branch. Employee count is for all of UFPI.
Foundation Building Materials Revenues and staff counts are estimates for U.S. stores only. Current FBM website reports 270+ locations and 5,000 employees. In 2021, it reported $3 billion in total revenues and 250 locations across North America.
Service Partners (TopBuild) Revenue, branch, and employee counts are for U.S. operations only.
Northern Tool + Equipment Revenues and employee counts are estimates based on published reports.
Sutherland Lumber Revenue figures are estimates based on results from other home centers on the list.
LL Flooring Employee counts based on percentage of all workers considered fulltime employees.
Contractors Warehouse Revenue is estimated based on peers' revenue growth.
Ganahl Lumber Revenue figures cover fiscal years ending in October 2022 and 2021.
Westlake Ace Hardware 2022 revenue and staff counts are estimates based on commentary in an Ace Hardware financial report.
W.E. Aubuchon Revenues and employee counts are estimates based on hardware store benchmarks.
Stark Truss 2021 revenue is estimated from two sources. 2022 growth based on Producer Price Index increase for truss products.
Great Lakes Ace Hardware 2022 revenue and staff counts are estimates based on commentary in an Ace Hardware financial report.
Southeast Building Supply Interests SBSI was created in July 2021, so revenues cover only second half of that year.
Bolster Hardware Parent company CMG formed Bolster Hardware in June 2022, starting with purchase of Potter's Ace Home Center. 2022 revenues and personnel counts are estimates based on full-year sales and branch growth.
Rocky's Ace Hardware Revenue and staff counts are estimates based on peers' performance and growth from expansion.
A-1 Global Holdings Revenue is based on news story quoting CEO that A-1 expected to reach $100 million in sales in 2022. Company changed its name in early 2023.
Busy Beaver Building Centers Revenue and personnel counts are estimates based on facility growth and similar dealers' results.
Louis J. Grasmick Lumber 2022 numbers cover period from Aug 2021 through July 2022.
Decks & Docks Revenues and employee counts are estimates.
West Coast Lumber was created in July 2022.
All Bay Mill & Lumber Revenues are for fiscal years ending Sept. 22, 2022, and Sept. 21, 2021, respectively.

CS150's Performance vs. KPIs

CS150 members' engines run on a variety of fuels: Customer demand, material prices, the inflation rate, consolidation, and competition blend together to make every year's results different. In 2022, dealers' performance was most influenced by lumber's price decline, other products' price increases, rising consumer prices, and the shifts in customer mix.

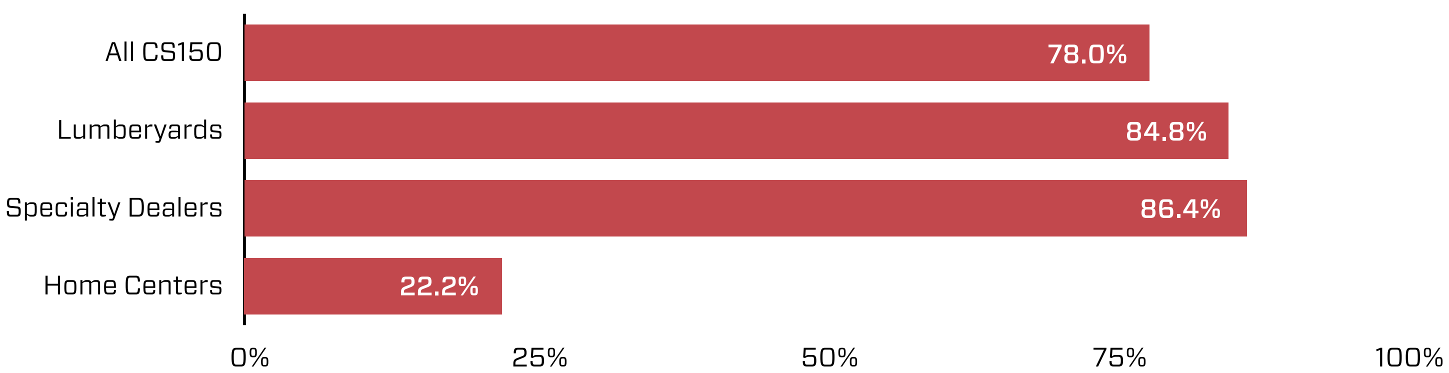
	Change in '22 from '21
CS150 Revenue Growth	9.5%
Single-Family Housing Starts	-12.8%
Multifamily Housing Starts	9.4%
Remodeling Spending	16.0%
Composite Lumber Price, annual average	-5.8%
All materials sold by LBM dealers	7.0%
Annual change in Consumer Price Index	6.0%

Sources: CS150, Census Bureau (starts and CPI), Harvard Joint Center for Housing Studies (remodeling), Random Lengths (lumber), Bureau of Labor Statistics (all materials)

How Dealers Did After Adjusting for Inflation

First lumber inflation, then consumer inflation: Just as dealers realized in 2021 that the lumber run-up forced them to start tracking sales volumes as well as sales dollars, 2022 was the first time in years that they had to account for inflation in their sales figures. Last year's CPI of 6% in effect raised the bar for how much sales needed to increase in order to go beyond what inflation provided. As a result, while 140 dealers reported a sales increase, 23 of them failed to rise more than 6%. Notably, more than three-quarters of those 23 were home centers vs. less than 15% of the lumberyards.

Share of CS150 Members with Sales Gains Over 6%



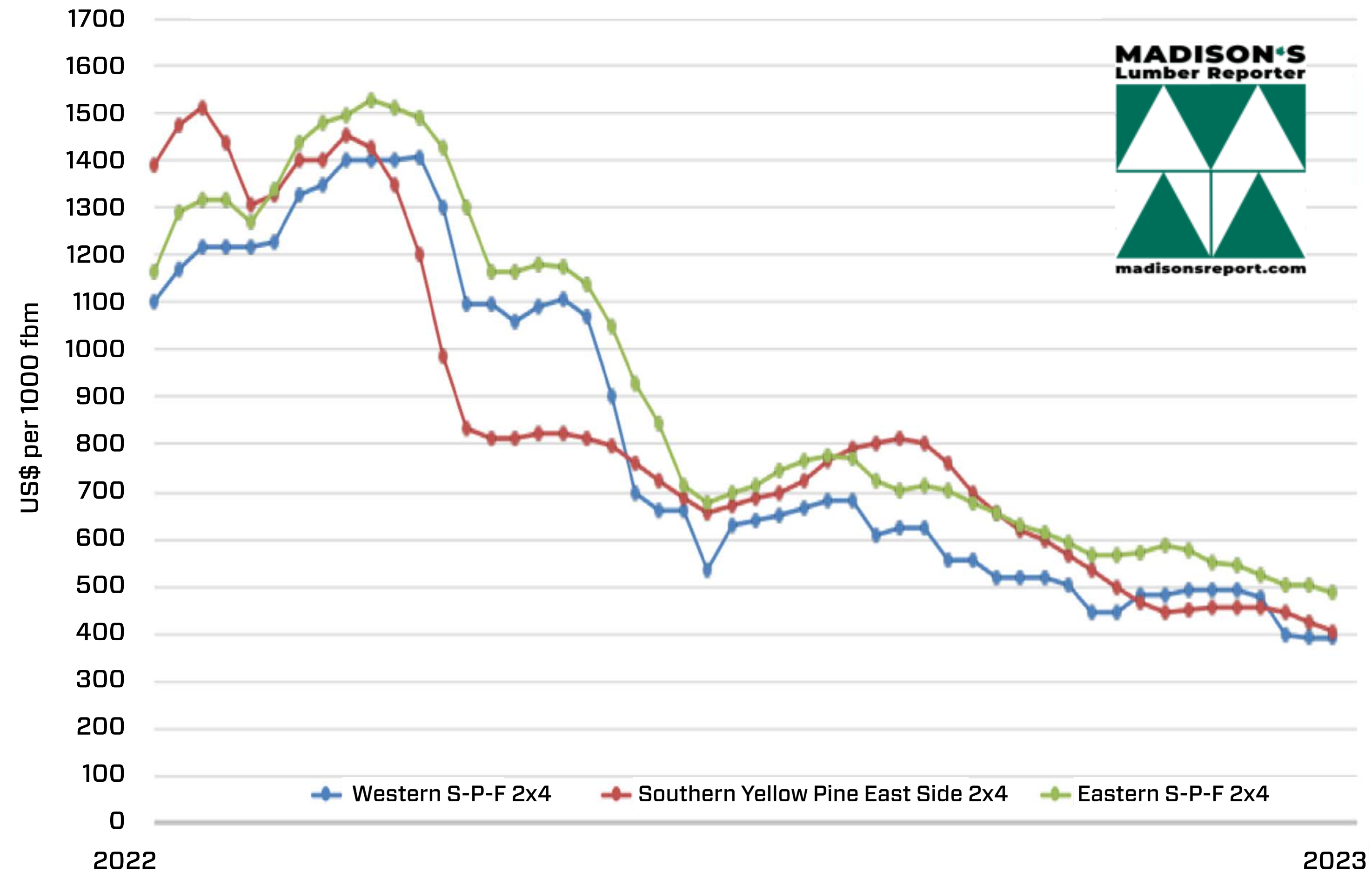
Revenue increase for all 2023 CS150 members

9.5%

The Lumber Effect

Lumber's impact on a CS150 member's reported 2022 revenues depended in part on when the dealer ended the year. Both The Home Deport and Lowe's have fiscal years that close in January, so their latest numbers omitted high-dollar sales from January 2022 and included the much lower lumber figures of January 2023. In contrast, dealers like Builders FirstSource got the benefit of those January 2022 prices in this year's report. Ganahl benefited even more, as its numbers are for a fiscal year ending in October 2022. And Louis J. Grasmick's numbers are for a fiscal year that ended in July. According to Madison's Lumber Reporter, prices paid at the mill for three major framing lumber species dropped 62% to 73% between January and December.

Madison's Benchmark Construction Framing Lumber Prices: 2022

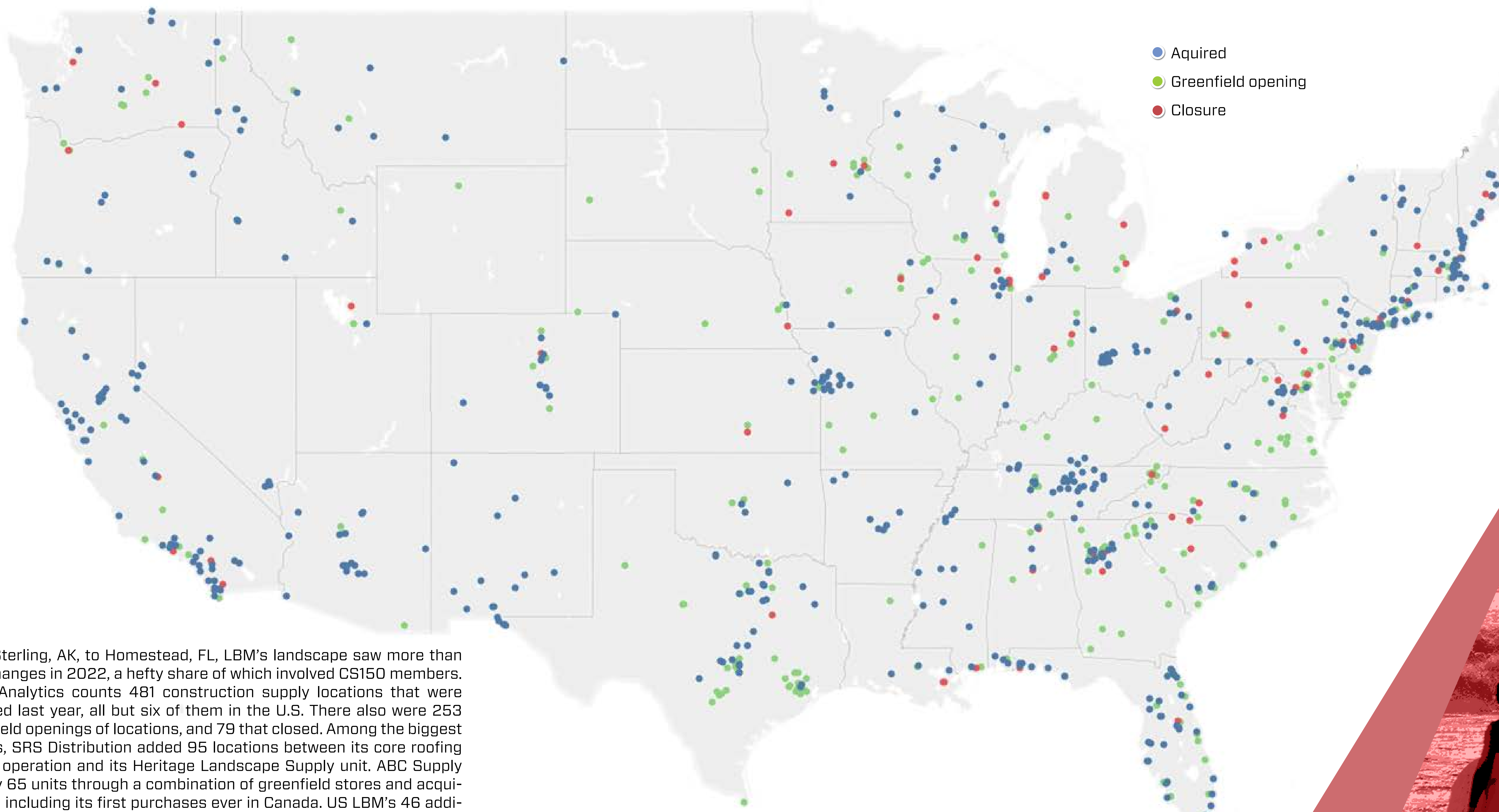


Source: Madison's Lumber Reporter

Revenue increase for all 2023 CS150 after adjusting for inflation

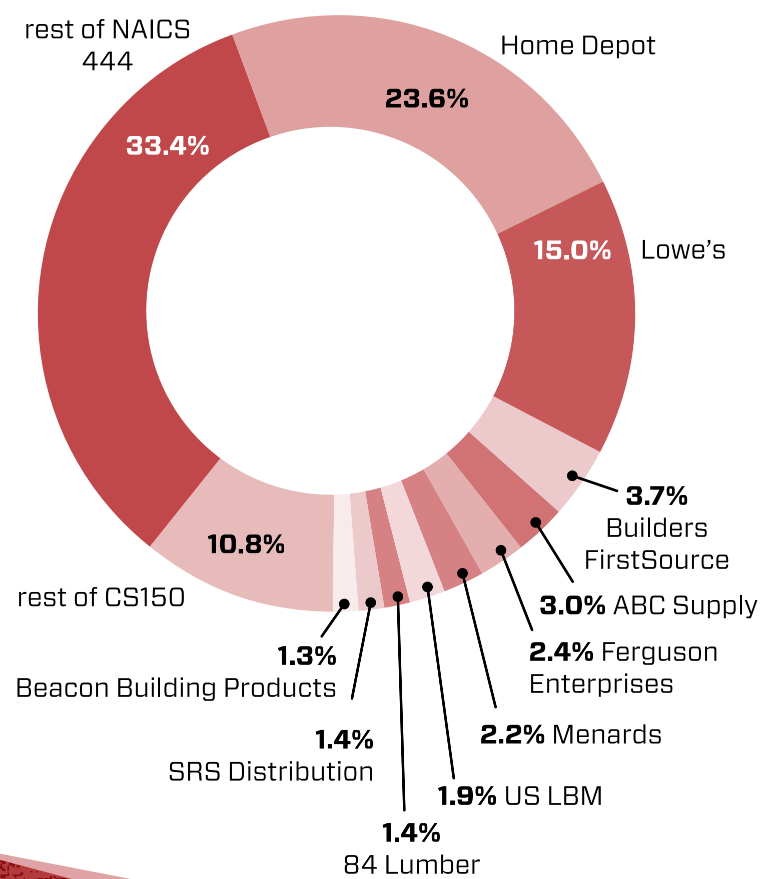
3.3%

Acquisitions, Openings, and Closures

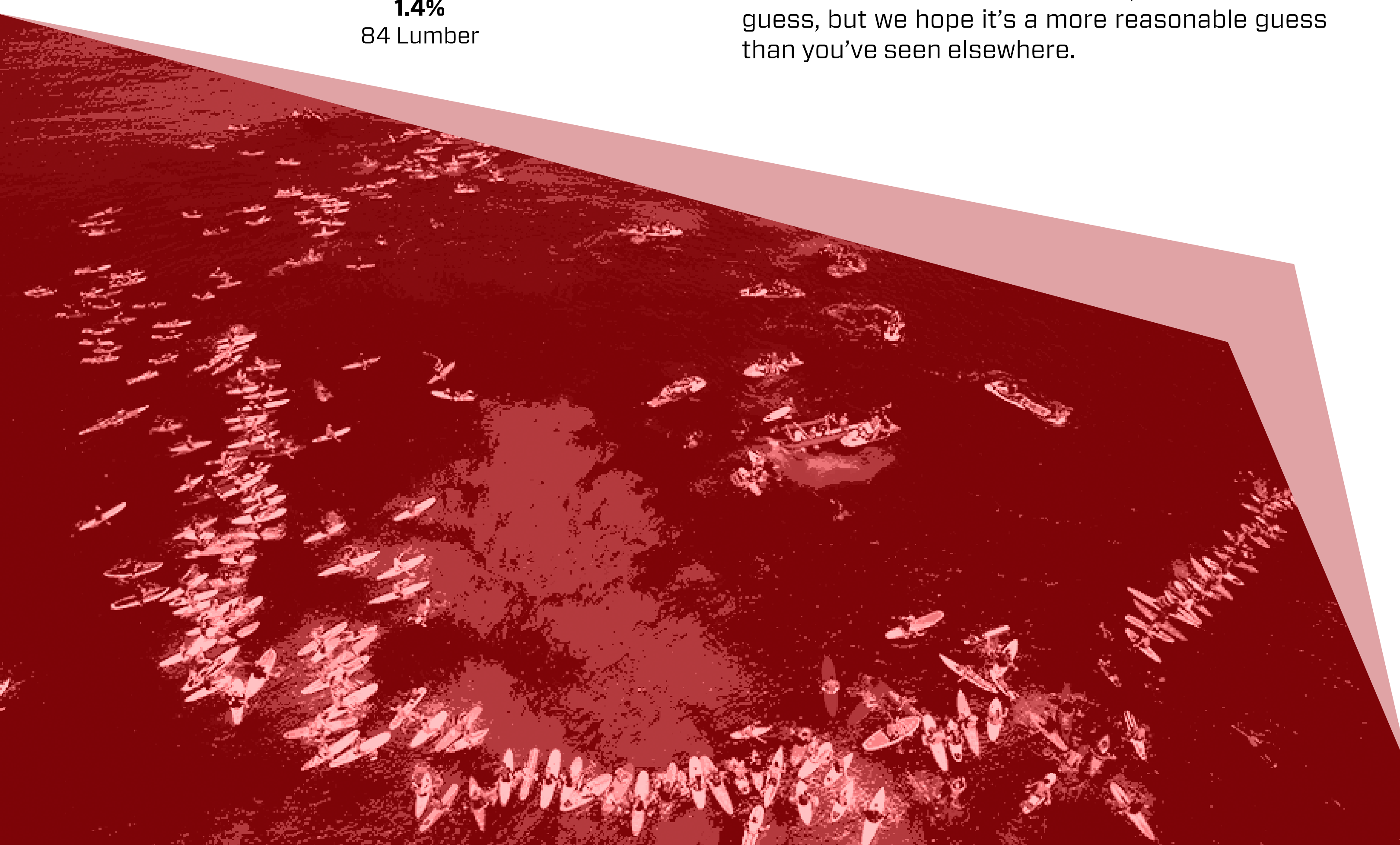


From Sterling, AK, to Homestead, FL, LBM's landscape saw more than 800 changes in 2022, a hefty share of which involved CS150 members. Webb Analytics counts 481 construction supply locations that were acquired last year, all but six of them in the U.S. There also were 253 greenfield openings of locations, and 79 that closed. Among the biggest gainers, SRS Distribution added 95 locations between its core roofing supply operation and its Heritage Landscape Supply unit. ABC Supply rose by 65 units through a combination of greenfield stores and acquisitions, including its first purchases ever in Canada. US LBM's 46 additional yards all came through acquisitions—most notably, its purchase of Foxworth-Galbraith Lumber. And Builders FirstSource bought a total of 36 locations, with the biggest prize being New England giant National Lumber. Not shown here: One store opening in Alaska and two acquisitions and two closures in Hawaii.

What's the CS150's Share of all LBM Sales?



This is the most speculative page of the report, because it starts by demanding we answer a fiendish question: What's the size of the construction supply market? That in turn requires defining the market. To do that, we're going to start with companies that merit being categorized under group 444 of the North American Industry Classification System. That group takes in home centers, hardware stores, paint stores, landscaping/garden shops, and retail outlets that sell lumber and/or specialty building materials. The Census Bureau reports this group's sales rose 6.6% last year to $509.53 billion. But NAICS 444 is famous for omitting many of the biggest pro dealers, including Builders FirstSource, ABC Supply, Beacon, 84 Lumber, and US LBM. That's close to $70 billion right there, raising the total to nearly $580 billion. Combine that with inflation-related revenue gains at the tens of thousands of other companies that ought to be on the list, and you end up with a total of $615 billion. So that's the universe we're using this time. We estimate that the part of the industry that's not in the CS150 takes up one-third of the circle. As we said in 2021, all this is still a guess, but we hope it's a more reasonable guess than you've seen elsewhere.



SUBGROUPS

Vive la Différence

They all sell building products, but the types of companies that constitute the Construction Supply 150 vary so much that it's vital to view them as subgroups as well as all together. For instance, while lumberyards make up 73% of the 150 companies, they generate only 18% of the total revenue. Meanwhile, home centers and hardware store chains are 12% of the 150 companies but account for 62.3% of total revenue. The Home Depot and Lowe's alone represent 57.8% of the $409.68 billion in revenue collected by the entire 150, and the CS150's top 10 companies generate nearly 84% of all revenues.

Specialty dealers saw the biggest revenue gains, climbing 24.6% as a group, while hardware stores and home centers did worst, gaining just 3.3%. The weak revenue gains by The Home Depot (up 4.3%) and Lowe's (1.8%) depressed to 6.6% the average revenue gain for the seven CS150 members with more than $10 billion in sales. As a result, the achievements of fast growers—and acquirers—like Builders FirstSource (up 14.1%), ABC Supply (up 25.9%), US LBM (up 24.5%), and 84 Lumber (up 11.3%) might get overlooked. Indeed, if you compare the performance of CS150 members who have been on three consecutive lists, you'll see two companies that grew more than 200% and nine more that at least doubled in size.

In 2021, lumberyards with manufacturing generated far higher revenue gains than did lumberyards without manufacturing—58.6% vs. 36.9%. But in 2022, the reverse happened: Lumberyards without manufacturing's 21.3% growth topped the 18.1% gain by lumberyards with manufacturing. This might be a reflection of how lumberyards with manufacturing were more affected by the drop in lumber prices than were sales-only lumberyards because lumberyards with manufacturing used more wood.

Finally, here's a reminder as well that, except for one page, all the numbers shown in this report are for U.S. operations only. We've separated U.S.-based dealers' Canadian and (for The Home Depot) Mexican operations onto a separate page. Collectively, these dealers saw revenues go up for every company except Lowe's, which in early 2023 exited Canada.

Lumberyards with Manufacturing

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
1.	3.	Builders FirstSource, Dallas, TX	$22,700.0	$19,900.0	14.1%	570	565
2.	7.	US LBM, Atlanta, GA	$11,476.0	$9,220.0	24.5%	487	441
3.	8.	84 Lumber, Eighty Four, PA	$8,754.3	$7,865.4	11.3%	310	265
4.	15.	Kodiak Building Partners, Highlands Ranch, CO	$3,208.5	$2,490.5	28.8%	131	111
5.	17.	Carter-Jones Lumber, Kent, OH	$3,100.0	$2,565.0	20.9%	170	168
6.	20.	McCoy's Building Supply, San Marcos, TX	$1,689.2	$1,423.6	18.7%	88	92
7.	25.	Parr Lumber, Hillsboro, OR	$1,045.0	$991.0	5.4%	45	43
8.	27.	Ganahl Lumber Co, Anaheim, CA *	$782.0	$667.0	17.2%	12	11
9.	28.	Riverhead Building Supply, Calverton, NY	$673.0	$555.0	21.3%	20	20
10.	30.	Mead Lumber, Omaha, NE	$606.7	$462.8	31.1%	55	50
11.	33.	Sunpro, Spanish Fork, UT	$559.1	$453.6	23.3%	15	15
12.	35.	Mill Creek Lumber & Supply, Tulsa, OK	$502.1	$332.4	51.1%	29	29
13.	36.	Hammond Lumber, Belgrade, ME	$437.0	$363.0	20.4%	22	21
14.	37.	R.P. Lumber, Edwardsville, IL	$435.0	$390.0	11.5%	84	80
15.	40.	Franklin Building Supply, Boise, ID	$374.8	$330.4	13.4%	17	17
16.	41.	Hancock Lumber, Casco, ME	$349.0	$294.5	18.5%	12	13
17.	42.	Tibbetts Lumber, Clearwater, FL	$339.6	$239.5	41.8%	8	7
18.	43.	Curtis Lumber, Ballston Spa, NY	$325.8	$290.7	12.1%	23	23
19.	44.	Guy C. Lee Building Materials, Smithfield, NC	$315.0	$254.0	24.0%	9	8
20.	49.	LaValley Building Supply, Newport, NH	$287.3	$230.3	24.8%	15	14
21.	51.	Bliffert Lumber & Hardware, Oak Creek, WI	$265.5	$200.6	32.4%	10	8
22.	52.	The Building Center, Pineville, NC	$260.0	$221.7	17.3%	8	7
23.	53.	Western Building Center, Kalispell, MT	$253.8	$205.0	23.8%	15	15
24.	53.	Lezzer Lumber, Curwensville, PA	$253.8	$214.0	18.6%	14	13
25.	55.	Star Lumber & Supply, Wichita, KS	$246.8	$191.9	28.6%	10	8
26.	56.	TAL Building Centers, Vancouver, WA	$244.0	$152.0	60.5%	29	15
27.	57.	HPM Building Supply, Hilo, HI	$240.0	$210.0	14.3%	17	14
28.	59.	Scherer Bros. Lumber, Brooklyn Park, MN	$220.0	$233.0	-5.6%	5	5
29.	60.	Keim Home Center, Charm, OH	$218.3	$204.7	6.7%	3	2
30.	61.	Gleckler & Sons Building Supplies, Jacksonville, FL	$214.0	$117.0	82.9%	5	2
31.	62.	McCray Lumber, Overland Park, KS	$212.4	$183.6	15.7%	7	7
32.	65.	Builders Warehouse, Aurora, CO	$200.1	$146.8	36.3%	7	7
33.	67.	Timberland Lumber, Brazil, IN	$191.2	$167.2	14.4%	3	3
34.	68.	Hayward Lumber, Monterey, CA	$190.0	$175.0	8.6%	11	11

(continued, next page)

*See footnotes, page 11

Lumberyards with Manufacturing (continued)

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
35.	69.	Harbin Lumber, Lavonia, GA	$188.2	$149.8	25.6%	7	7
36.	70.	Howard Lumber & Hardware, Statesboro, GA	$187.7	$102.9	82.4%	4	2
37.	71.	Big C Lumber, Granger, IN	$184.2	$176.8	4.2%	19	18
38.	73.	Belletetes, Jaffrey, NH	$174.0	$155.5	11.9%	10	10
39.	74.	Honsador Lumber, Kapolei, HI	$173.0	$168.0	3.0%	17	17
40.	75.	Southeast Building Supply Interests, Warner Robins, GA *	$172.8	$37.5	360.8%	11	8
41.	76.	Mans Lumber and Home, Trenton, MI	$171.7	$137.7	24.7%	6	6
42.	78.	Wheelwright Lumber, Ogden, UT	$160.9	$124.0	29.8%	1	1
43.	79.	Your Building Centers , Altoona, PA	$160.6	$129.1	24.5%	22	19
44.	86.	Jackson Lumber and MIllwork, Lawrence, MA	$147.1	$136.9	7.5%	5	5
45.	87.	Wilson Lumber, Huntsville, AL	$142.9	$119.3	19.8%	5	6
46.	88.	Truckee Tahoe Lumber, Reno, NV	$142.3	$114.5	24.3%	6	6
47.	89.	Ritter Lumber, Nederland, TX	$140.3	$129.1	8.6%	7	7
48.	90.	Simonson Lumber, St. Cloud, MN	$140.0	$104.6	33.8%	8	8
49.	92.	Garris Evans Lumber, Greenville, NC	$139.1	$103.9	33.9%	5	5
50.	96.	Griffin Lumber & Hardware, Perry, GA	$125.6	$95.7	31.2%	9	7
51.	99.	Tindell's' Building Materials, Knoxville, TN	$118.3	$88.8	33.2%	7	7
52.	103.	Gutherie Lumber, Livonia, MI	$99.4	$101.0	-1.6%	1	1
53.	105.	Builders Supply, Lancaster, SC	$93.4	$88.6	5.5%	1	1
54.	106.	Louis J Grasmick Lumber, Baltimore, MD	$93.2	$65.4	42.6%	1	1
55.	107.	Goldsboro Builders Supply and Cos., Goldsboro, NC	$93.0	$70.5	31.9%	7	6
56.	108.	Arnold Lumber, West Kingston, RI	$91.5	$87.4	4.7%	4	4
57.	110.	Moynihan Lumber, North Reading, MA	$87.0	$82.0	6.1%	3	3
58.	111.	Maximus Building Supply, Collierville, TN	$85.2	$81.0	5.2%	4	4
59.	112.	Townsend Building Supply, Dothan, AL	$80.4	$70.9	13.5%	6	6
60.	113.	Lummus Supply, Atlanta, GA	$77.6	$63.4	22.4%	5	5
61.	116.	A.D. Moyer Lumber & Hardware, Gilbertsville, PA	$69.0	$59.0	16.9%	4	4
62.	119.	Home Lumber of New Haven, New Haven, IN	$66.0	$59.0	11.9%	1	1
63.	125.	Haven Building Products, Winter Haven, FL	$48.5	$46.4	4.6%	1	1
64.	130.	Hamilton Building Supply, Hamilton, NJ	$38.1	$31.1	22.4%	1	1
65.	139.	City Lumber, Huntsville, AL	$21.6	$20.1	7.2%	1	1
66.	141.	B & B Lumber, Wichita, KS	$19.4	$18.2	6.6%	2	2
67.	146.	All Bay Mill & Lumber, American Canyon, CA *	$15.0	$13.3	12.9%	1	1

*See footnotes, page 11

Lumberyards without Manufacturing

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
1.	32.	Shelter Products, Milwaukie, OR	$566.1	$437.0	29.5%	5	5
2.	34.	Idaho Pacific Lumber, Meridian, ID	$557.5	$342.5	62.8%	1	1
3.	39.	Nation's Best Holdings, Dallas, TX	$376.2	$198.2	89.8%	46	30
4.	46.	Stine, Sulphur, LA	$299.4	$320.0	-6.4%	11	11
5.	48.	Reliable Wholesale Lumber, Huntington Beach, CA	$288.0	$310.0	-7.1%	2	2
6.	50.	Koopman Lumber, Whitinsville, MA	$277.1	$218.9	26.6%	11	10
7.	58.	Spahn & Rose Lumber, Dubuque, IA	$229.5	$190.6	20.4%	25	25
8.	66.	Doug Ashy Building Materials, Lafayette, LA	$191.6	$189.5	1.1%	10	10
9.	77.	T.H. Rogers Lumber, Edmond, OK	$164.7	$141.2	16.7%	40	40
10.	80.	Russell Do it Centers, Alexander City, AL	$153.9	$136.4	12.9%	9	9
11.	81.	Central Valley, Napa, CA	$152.0	$159.0	-4.4%	8	8
12.	82.	Cassity Jones, Longview, TX	$151.4	$129.7	16.7%	9	9
13.	83.	Yoder's Building Services, Fair Play, SC	$150.0	$147.3	1.8%	1	1
14.	84.	Zuern Building Products, Slinger, WI	$149.0	$117.0	27.4%	7	7
15.	85.	Talbert Building Supply, Roxboro, NC	$148.4	$112.9	31.5%	6	5
16.	94.	Graves Lumber, Copley, OH	$128.1	$105.3	21.6%	1	1
17.	95.	The Lester Group, Martinsville, VA	$127.2	$115.3	10.3%	5	5
18.	98.	Buck Lumber & Building Supply, Charleston, SC	$121.6	$86.8	40.0%	1	1
19.	100.	Randall Brothers, Marietta, GA	$107.0	$95.0	12.6%	4	4
20.	101.	Ashby Lumber, Concord, CA	$102.2	$96.5	5.9%	2	2
21.	108.	Blue Ridge Lumber, Blairstown, NJ	$91.5	$70.2	30.3%	7	5
22.	114.	Walker Lumber & Supply, Nashville, TN	$77.0	$59.0	30.5%	1	1
23.	115.	East Hardwood, Beaufort, NC	$72.5	$56.0	29.5%	5	5
24.	118.	Bethel Mills, Bethel, VT	$68.0	$60.0	13.3%	8	8

(continued, next page)
*See footnotes, page 11

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Lumberyards without Manufacturing (continued)

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
25.	120.	Chinook Lumber, Snohomish, WA	$64.7	$58.0	11.5%	3	3
26.	121.	Decks & Docks, Clearwater, FL *	$62.4	$54.6	14.3%	24	21
27.	122.	Morsches Builders Mart, Columbia City, IN	$52.6	$48.5	8.4%	5	5
28.	123.	LENCO Supplies, Buffalo, NY	$50.3	$44.7	12.6%	4	3
29.	124.	National Lumber, Baltimore, MD	$49.0	$40.7	20.4%	2	2
30.	127.	Moore Lumber & Hardware, Pine, CO	$45.0	$40.0	12.5%	6	5
31.	128.	Brown Lumber and Building Supply, Columbiana, AL	$40.0	$34.9	14.6%	1	1
32.	131.	Dakota County Lumber, Farmington, MN	$30.5	$28.1	8.5%	1	1
33.	132.	Bernard Building Center, Hale, MI	$28.7	$24.4	17.6%	4	4
34.	135.	West Coast Lumber, Wildomar, CA	$25.6	$11.5	122.6%	4	2
35.	136.	Thomas Building Center, Sequim, WA	$25.4	$22.6	12.5%	1	1
36.	138.	Jay-K Independent Lumber, New Hartford, NY	$21.9	$20.8	5.2%	1	1
37.	140.	Denver Lumber, Denver, CO	$21.5	$17.9	19.9%	1	1
38.	145.	Requarth Company, Dayton, OH	$16.7	$16.3	2.7%	1	1

*See footnotes, page 11

Lumber-Centric Manufacturing Dealers

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
1.	16.	UFP Industries, Grand Rapids, MI *	$3,143.9	$2,698.4	16.5%	65	65
2.	63.	Stark Truss, Canton, OH *	$201.2	$180.0	11.8%	14	14
3.	102.	A-1 Global Holdings, Fort Pierce, FL *	$100.0	$64.8	54.4%	2	2
4.	133.	Heister House Millworks, Mt. Pleasant Mills, PA	$28.0	$24.3	15.2%	2	2
5.	137.	ITC Millwork, Stallings, NC	$24.0	$18.4	30.4%	3	3

*See footnotes, page 11

Specialty Dealers

Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
1.	4.	ABC Supply, Beloit, WI	$18,500.0	$14,700.0	25.9%	904	839
2.	5.	Ferguson Enterprises, Newport News, VA *	$14,795.5	$11,853.5	24.8%	1,521	1,470
3.	9.	SRS Distribution, McKinney, TX	$8,716.9	$5,755.3	51.5%	690	595
4.	10.	Beacon Building Products, Herndon, VA *	$8,160.4	$6,602.1	23.6%	462	424
5.	11.	Harbor Freight Tools, Calabasas, CA *	$7,799.0	$6,800.0	14.7%	1,350	1,200
6.	12.	GMS, Tucker, GA *	$4,580.5	$3,688.1	24.2%	382	353
7.	13.	Floor & Decor Holdings, Atlanta, GA	$4,264.5	$3,433.5	24.2%	197	162
8.	14.	SiteOne Landscape Supply, Roswell, GA *	$3,853.9	$3,319.4	16.1%	608	569
9.	18.	Foundation Building Materials, Santa Ana, CA *	$2,940.0	$2,654.0	10.8%	245	244
10.	19.	Service Partners (TopBuild), Daytona Beach, FL *	$2,061.8	$1,271.7	62.1%	162	162
11.	21.	Lansing Building Products, Henrico, VA	$1,561.0	$1,300.0	20.1%	112	112
12.	22.	Northern Tool + Equipment, Burnsville, MN *	$1,550.0	$1,500.0	3.3%	125	121
13.	24.	LL Flooring, Richmond, VA *	$1,110.7	$1,152.3	-3.6%	442	424
14.	38.	Tile Shop Holdings, Plymouth, MN	$394.7	$370.7	6.5%	142	143
15.	47.	Erie Materials, Syracuse, NY	$298.1	$268.9	10.8%	10	10
16.	117.	Virginia Contractors Supply, Manassas Park, VA	$68.4	$66.5	2.7%	2	2
17.	126.	The Detering Company, Houston, TX	$46.4	$30.8	50.7%	3	2
18.	134.	South Texas Brick and Stone, Houston, TX	$27.7	$19.4	42.9%	3	1
19.	142.	365 Equipment & Supply, Barrington, IL	$17.7	$8.6	104.2%	1	1
20.	144.	Exterior Wholesale Supply, Smyrna, TN	$17.0	$15.0	13.4%	1	1
21.	147.	Taylor Forest Products, Pembroke, MA	$13.1	$10.3	28.1%	1	1
22.	150.	LiteWorks Window & Door, Marietta, GA	$11.8	$8.6	36.6%	2	2

*See footnotes, page 11

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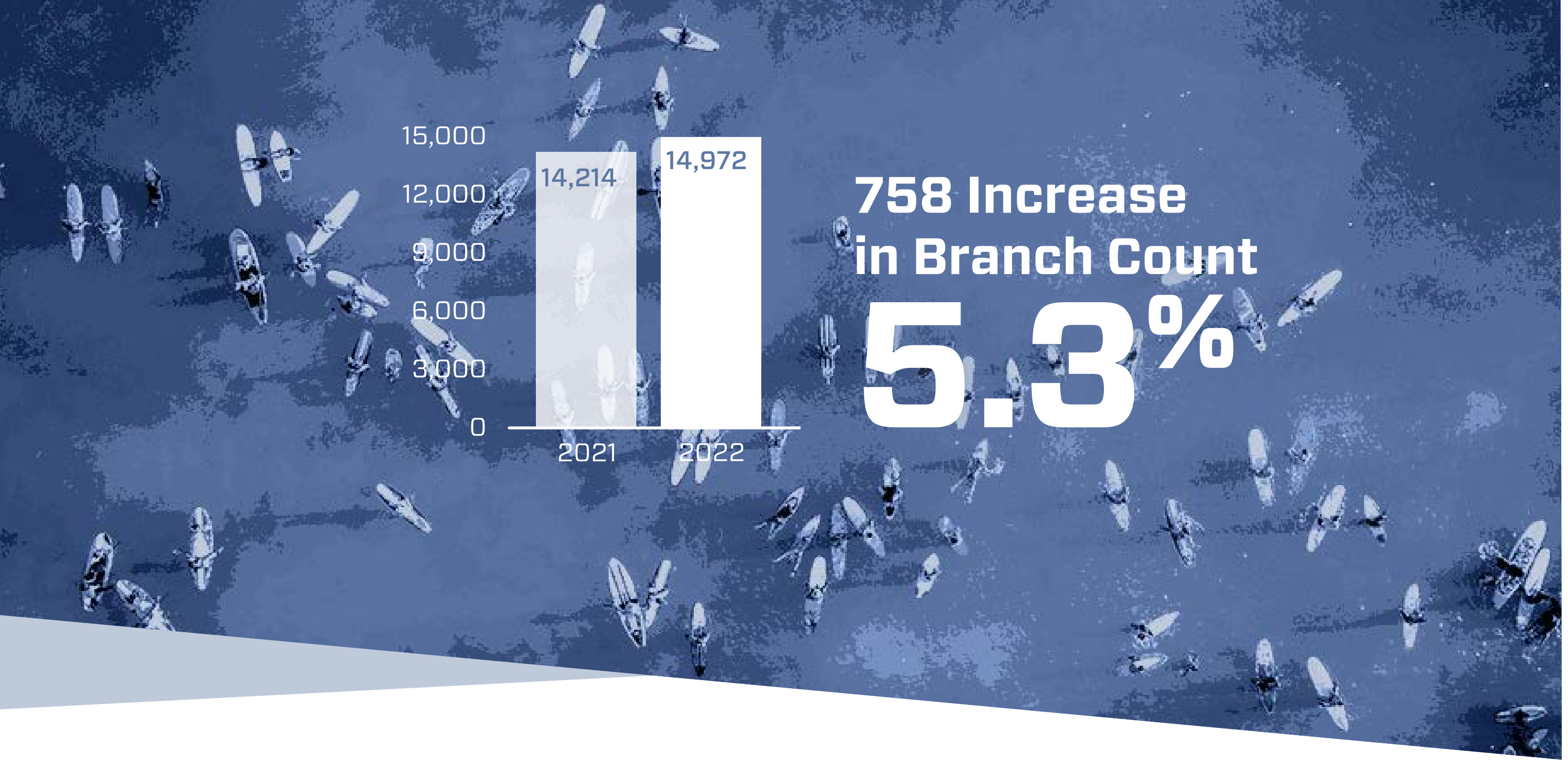
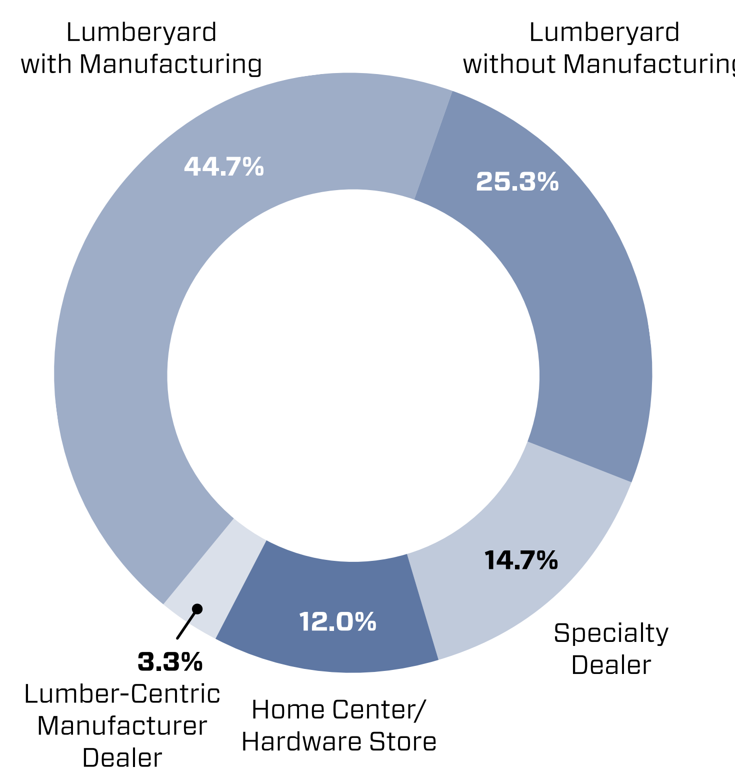


Home Centers & Hardware Chains

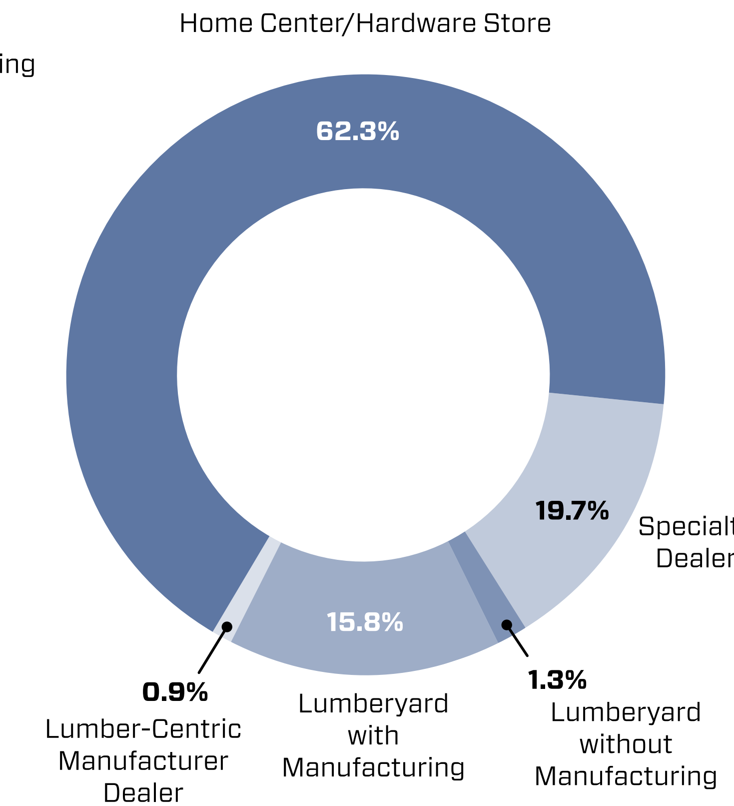
Category Rank	CS150 Rank	Company, City, State	Total Sales (millions) 2022	Total Sales (millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
1.	1.	The Home Depot, Atlanta, GA *	$144,840.0	$138,920.0	4.3%	2,007	2,006
2.	2.	Lowe's, Mooresville, NC *	$92,010.0	$90,348.0	1.8%	1,739	1,738
3.	6.	Menards, Eau Claire, WI *	$13,574.9	$13,140.0	3.3%	347	346
4.	23.	Sutherland Lumber, Kansas City, MO *	$1,450.0	$1,450.0	0.0%	63	63
5.	26.	Contractors Warehouse, Roseville, CA *	$870.1	$844.8	3.0%	14	14
6.	29.	Westlake Ace Hardware, Lenexa, KS *	$611.8	$603.9	1.3%	155	151
7.	31.	Central Network Retail Group, Collierville, TN	$579.4	$529.2	9.5%	144	141
8.	45.	W.E. Aubuchon, Westminster, MA *	$307.0	$293.1	4.7%	110	107
9.	64.	Friedman's Home Improvement, Petaluma, CA	$201.0	$205.0	-2.0%	6	7
10.	72.	Great Lakes Ace Hardware, Farmington Hills, MI *	$175.0	$172.8	1.3%	60	59
11.	91.	Bolster Hardware, Plano, TX *	$139.5	$79.0	76.5%	38	21
12.	93.	Rocky's Ace Hardware, Springfield, MA *	$136.3	$109.2	24.9%	47	38
13.	97.	Gillman Home Center, Batesville, IN	$122.5	$109.6	11.7%	16	15
14.	104.	Busy Beaver Building Centers, Pittsburgh, PA *	$95.0	$91.7	3.7%	25	24
15.	129.	Healdsburg Lumber, Healdsburg, CA	$39.7	$37.9	4.9%	4	6
16.	143.	Power Townsend, Helena, MT	$17.6	$18.7	-5.8%	1	1
17.	148.	Porters Building Centers, Kearney, MO	$12.7	$14.4	-11.8%	3	4
18.	149.	Randall Lumber & Hardware, Taos, NM	$12.2	$11.7	4.3%	1	2

*See footnotes, page 11

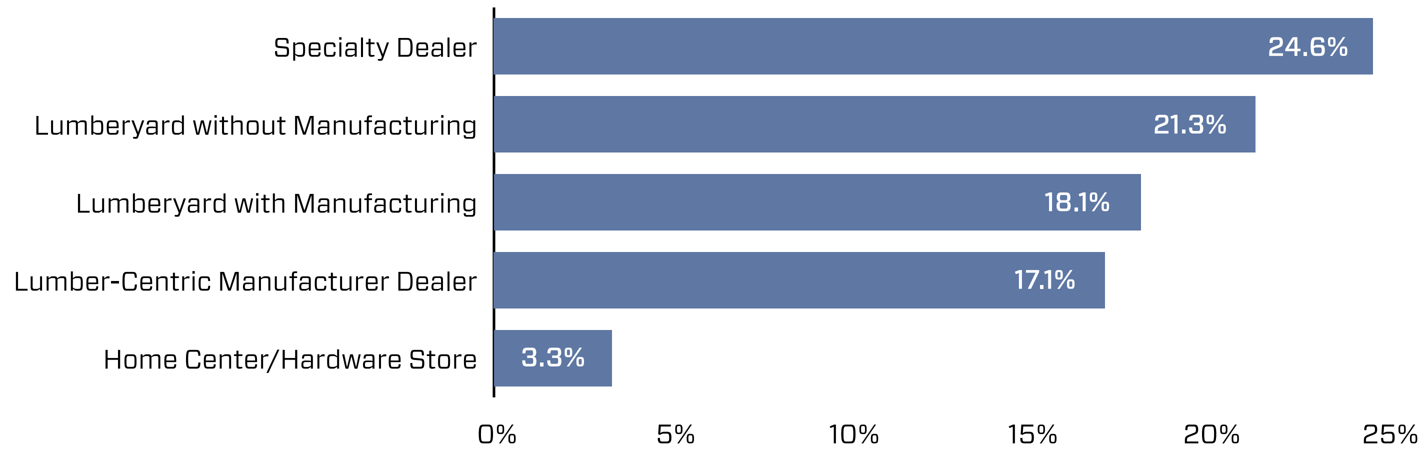
Share of Companies by Business Emphasis



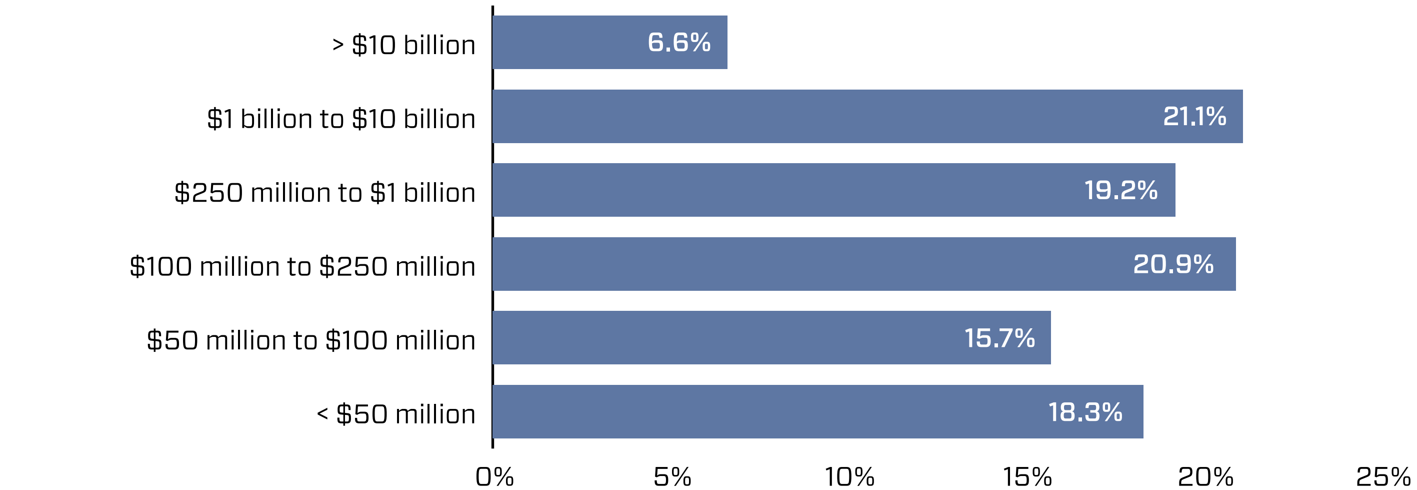
Share of Sales by Business Emphasis



Sales Increase by Business Emphasis



Sales Increase by Dealer Size



Canadian and Mexican Operations

U.S.-based construction supply companies appear to be cycling into and out of their neighboring countries. The sales decline at Lowe's becomes more understandable given the company's announcement in February 2023 that it was selling its Canadian operations. This marks a big turnaround from 2021, when Lowe's bought 179 RONA stores and began servicing 231 other RONA stores owned by dealers. Meanwhile, Service Partners is seeing the impact of a full year of ownership of Distribution International after acquiring it in October 2021 and claiming just $15.5 million in revenue that year. Finally, ABC Supply has entered Canada for the first time with its acquisition of the Monarch Group, a specialty dealer based in Alberta.

Company Name	Business Emphasis† ▼	Countries with Operations	Non-US revenue (US$ millions) 2022	Non-US revenue (US$ millions) 2021	Change, 2022 vs. 2021	Locations at Year-end 2022	Locations at Year-end 2021
The Home Depot	H	C, M	$12,563.0	$12,237.0	2.7%	315	311
Lowe's	H	C	$5,049.0	$5,902.0	-14.5%	232	232
Ferguson Enterprises (Wolseley Canada)	S	C	$1,484.0	$1,465.0	1.3%	212	212
GMS	S	C	$733.3	$590.4	24.2%	38	38
Foundation Building Materials	S	C	$336.0	$308.0	9.1%	28	28
Beacon Building Products	S	C	$269.3	$218.3	23.4%	18	18
Service Partners (TopBuild)	S	C	$216.4	$122.3	76.9%	17	18
SiteOne Landscape Supply	S	C	$160.5	$138.4	16.0%	28	27
ABC Supply	S	C	$0	$0	0.0%	5	0
Totals			$20,811.5	$20,981.4	-0.8%	893	884

†Primary Business Emphasis:
S – Specialty Dealer (A company in which lumber is not its primary product. Examples are roofing, drywall, or siding specialists)
H – Home center or hardware store that gets more than 50% of its revenues from retail customers

Footnotes

The Home Depot Figures are for fiscal years ended Jan. 31, 2023, and 2022.

Lowe's Figures are for fiscal years ended Jan. 31, 2023, and 2022. Lowe's says its Canadian operations accounted for 5% of its consolidated sales. Lowe's sold its Canadian operations on Feb. 2, 2023.

Ferguson Enterprises (Wolseley Canada) Revenues are for all segments of Ferguson's Canadian operations for fiscal years ending in January 2023 and 2022.

GMS Revenues are for fiscal years ending Jan. 31, 2022, and 2021.

Foundation Building Materials Revenues are estimates.

Beacon Building Products 2022 revenue is taken from Beacon's annual report. 2021 revenue based on Beacon's statement that Canadian operations contribute 3.2% of company's net sales.

Service Partners (TopBuild) Service Partners' parent, TopBuild, purchased Distribution International (DI) in October 2021. Revenue for 2022 assumes each of DI's Canadian branches had equal revenue of U.S. branches and Canadian operations having 9.5% of all Service Partners locations.

SiteOne Landscape Supply Revenue based on SiteOne statement that up to 4% of total revenues are from Canadian operations. Staff count based on multiplying average number of employees company-wide by number of Canadian branches.

Meet the Dealer Growing 5 Times Faster Than the CS150's Best

In a year when the CS150 collectively grew just 9.5%, Beach Building Products took our breath away when it reported a 1,650% revenue increase. Granted, that's based on going from $50,000 in 2021 to $875,000 last year, so even with its spectacular rise the Jacksonville, FL–based dealer was still way too small to qualify for the list. But when you've quintupled the increase any CS150 member achieved, it was enough to make us want to learn more—as well as honor an LBM start-up at a time when other dealers are closing.

Mason and Amy Third launched Beach Building Products in January 2021 following several decades at lumberyards like Ply Mart (once one of the Atlanta market's biggest dealers) and 84 Lumber as well as millwork companies like Metrie and ECMD. His mother ran Ply Mart's Marietta, GA, branch, and Third remembers spending time there as early as age 12; he's 48 now.

Why start his own company? In a word, COVID.

"I was a territory manager who went from Ocala to Daytona Beach (FL) to Beaufort (SC), putting 1,000 miles a week on the car," Mason told Webb Analytics in a recent interview, conducted while he and Amy were delivering stair parts. "When COVID hit, I wasn't driving anywhere. So I started pondering, 'What am I going to do?' It took me about a year to form my plan. I decided I didn't want to have anyone else dictating whether I could go to work."

A Small Business Administration loan staked them to a lease on a former exercise club several miles from the Atlantic Ocean that was converted into a small warehouse and two tiny offices. The sale of rubber mats left by the exercise club yielded some gas money for an 18-foot box truck.

As so often happens, initial expectations don't match reality. "The original concept was 'Let's put this close to the beach and focus on serving builders and remodelers near the beach,'" Third said. "I have had some success with that, but it quickly changed to serving local builders who do 100-plus homes a year. I got on their radar through the Builders Association of Northeast Florida. One of these guys came to me because they got fired by their door supplier because it couldn't handle another subdivision. Eventually, word spread. Now I've pretty much quit advertising, and people call me."

Amy and Mason Third

Sales of interior doors and trim accounts for 90% of current sales, he estimates, but Beach's website also says it can supply stair parts and some exterior products.

Beach Building Products' growth took place in a year when some vendors were refusing new accounts and cutting off relations with smaller customers. "Some wouldn't give me the time of day, but others did," Third said. "Now we're writing a check to one of them for $60,000 every month. They gave me a chance."

What does it take to succeed? "Throw fear out the window, that's No. 1," Mason replied. "Until recently, we've been scared to death. If you want to do it, you have to have the drive, and do what it takes to keep going. Forget about weekends and vacations. We didn't take a day off , it seems like, for two years." Now they've settled into more normal daytime and weekend hours, with Mason in charge of buying the goods and running operations while Amy handles the books.

"Oh yeah—I need to name her as the safety manager, too," Mason added.

They're thinking about ways to boost revenues into the millions. Their children are grown, so there are no plans to hand off the business; it's one of the reasons why Mason Third's name isn't part of the company title.

But so far, "We're still living the American dream," Amy says. "Work hard for what you're doing. And be willing to sacrifice."

How Top CS150 Members Have Done Since 2019

A total of 122 companies have been in the previous two CS150 reports as well as this one, so it's possible to track how they've performed since 2019. This list of 25 of the biggest gainers shows that, in most cases, it was the most acquisition-minded companies that recorded the highest revenue increases during the COVID years. Most notable in this group are US LBM, Builders FirstSource, SRS Distribution, and Kodiak Building Partners. Meanwhile, specialty dealer Floor & Decor Holdings and Harbor Freight Tools have grown almost entirely through greenfield expansions, while ABC Supply and GMS have used a combination of M&A and new stores.

Company Name	% Growth '19 to '22	2022	2021	2020	2019
US LBM	227.8%	$11,476.0	$9,220.0	$4,265.1	$3,500.5
Builders FirstSource	211.8%	$22,700.0	$19,900.0	$12,800.0	$7,280.4
Service Partners (TopBuild)	187.4%	$2,061.8	$1,271.7	$774.6	$717.4
SRS Distribution	179.8%	$8,716.9	$5,755.3	$3,796.3	$3,115.9
Lansing Building Products	161.3%	$1,561.0	$1,300.0	$991.7	$597.4
Kodiak Building Partners	155.4%	$3,208.5	$2,490.5	$1,766.6	$1,256.4
Ferguson Enterprises	131.4%	$14,795.5	$11,853.5	$6,542.6	$6,392.7
84 Lumber	129.7%	$8,754.3	$7,865.4	$4,700.0	$3,811.1
Floor & Decor Holdings	108.5%	$4,264.5	$3,433.5	$2,425.8	$2,045.5
Carter-Jones Lumber	106.1%	$3,100.0	$2,565.0	$1,750.0	$1,504.3
Parr Lumber	103.2%	$1,045.0	$991.0	$642.5	$514.2
UFP Industries	92.0%	$3,143.9	$2,698.4	$1,695.7	$1,637.2
McCoy's Building Supply	91.7%	$1,689.2	$1,423.6	$1,073.8	$881.1
Riverhead Building Supply	74.7%	$673.0	$555.0	$399.7	$385.2
Ganahl Lumber	68.4%	$782.0	$667.0	$502.3	$464.4
ABC Supply	59.5%	$18,500.0	$14,700.0	$12,100.0	$11,600.0
Harbor Freight Tools	59.2%	$7,799.0	$6,800.0	$5,400.0	$4,900.0
Foundation Building Materials	47.5%	$2,940.0	$2,654.0	$1,385.8	$1,993.1
The Home Depot	42.9%	$144,840.0	$138,920.0	$122,158.0	$101,333.0
GMS	40.9%	$4,580.5	$3,688.1	$3,137.5	$3,250.6
Sutherland Lumber	38.8%	$1,450.0	$1,450.0	$1,306.3	$1,045.0
Lowe's	37.0%	$92,010.0	$90,348.0	$84,503.0	$67,169.8
Menards	26.9%	$13,574.9	$13,140.0	$12,840.0	$10,700.0
Beacon Building Products	18.8%	$8,160.4	$6,602.1	$6,665.3	$6,869.2
Northern Tool + Equipment	5.8%	$1,550.0	$1,500.0	$1,500.0	$1,465.0

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SALES

A 'Positively Nervous' Mood Prevails

You could describe 2022 as a year in which conditions at CS150 companies moderated from insane to merely frantic. Product shortages and price hikes early in the year were so pervasive that many dealers told Webb Analytics their sales reps were spending one-third to one-half of their time doing nothing but sourcing products and updating customers. By year end, shortages of many products had eased and lower lumber prices improved customer relations. But demand didn't drop, as earlier supply chain snafus had lengthened by one month, to 8.1 months, the amount of time it took to build a house in 2022 compared with 2021. As a result, late 2022 saw record numbers of homes under construction. Supplying materials for all those homes kept dealers hopping.

That demand has continued well into 2023, leaving CS150 members feeling what Webb Analytics has dubbed "positively nervous." While dealers are optimistic about near-term prospects, they keep hearing that the country is going to have an economic recession. They fret about prospects in the second half of the year. Odds are, the impact will vary depending on their customer mix, with dealers that are frequented by lower-income customers and production builders likely to be hit more than those that cater to high-end remodelers and custom builders.

Indeed, 2022's results found that more retail-oriented members of the Construction Supply 150 saw revenues grow just 3.3% from 2021, and four of the 18 home centers and hardware store chains on the list saw revenues drop. Meanwhile dealers that got 100% of their revenues from pros recorded a 28.2% gain, and only five out of 105 lumberyards suffered a decline.

As usual, single-family custom builders were lumberyards' biggest customer, while remodelers provided a much bigger share of total revenue for specialty dealers than for lumber outlets. There also were big differences based on the size of the CS150 companies. Dealers with more than $1 billion in revenue were most likely to serve production builders, while dealers under $1 billion got a much bigger share of their revenues from custom builders.

Curiously, CS150 members that didn't add branches last year recorded an 18.3% increase in revenues. That's far above the 12.1% recorded by dealers that did expand, and the percentage growth would have been just 9% if we had included The Home Depot, which grew its U.S. store count by only one store. What happened here? It could be that, because growing companies typically also are the biggest companies, their expansions didn't produce the size of percentage increase that one saw with the smaller companies that grew organically.

Top Single-Location Dealers

CS150 Rank	Company, City, State	2022 Sales (millions)
34.	Idaho Pacific Lumber, Meridian, ID	$557.5
78.	Wheelwright Lumber, Ogden, UT	$160.9
83.	Yoder's Building Services, Fair Play, SC	$150.0
94.	Graves Lumber, Copley, OH	$128.1
98.	Buck Lumber & Building Supply, Charleston, SC	$121.6
103.	Gutherie Lumber, Livonia, MI	$99.4
105.	Builders Supply, Lancaster, SC	$93.4
106.	Louis J Grasmick Lumber, Baltimore, MD	$93.2
114.	Walker Lumber & Supply, Nashville, TN	$77.0
119.	Home Lumber of New Haven, New Haven, IN	$66.0
125.	Haven Building Products, Winter Haven, FL	$48.5
128.	Brown Lumber and Building Supply, Columbiana, AL	$40.0
130.	Hamilton Building Supply, Hamilton, NJ	$38.1
131.	Dakota County Lumber, Farmington, MN	$30.5
136.	Thomas Building Center, Sequim, WA	$25.4
138.	Jay-K Independent Lumber, New Hartford, NY	$21.9
139.	City Lumber, Huntsville, AL	$21.6
140.	Denver Lumber, Denver, CO	$21.5
142.	365 Equipment & Supply, Barrington, IL	$17.7
143.	Power Townsend, Helena, MT	$17.6
144.	Exterior Wholesale Supply, Smyrna, TN	$17.0
145.	Requarth Company, Dayton, OH	$16.7
146.	All Bay Mill & Lumber, American Canyon, CA *	$15.0
147.	Taylor Forest Products, Pembroke, MA	$13.1
149.	Randall Lumber & Hardware, Taos, NM	$12.2

*See footnotes, page 11

Top 20 Ranked by Sales per Branch

You have to go all the way to Keim on this list before you come across a dealer that gets less than 92% of its revenues from builders and remodelers. The leader, IdaPac, deserves an asterisk as it operates mainly as a broker with a national footprint. Exclude The Home Depot and Lowe's, and the typical CS150 member location generates $15.3 million in annual sales.

CS150 Rank	Company	2022 Sales (millions)	Locations 2022	Sales/ Branch (millions)
34.	Idaho Pacific Lumber, Meridian, ID	$557.5	1	$557.5
78.	Wheelwright Lumber, Ogden, UT	$160.9	1	$160.9
83.	Yoder's Building Services, Fair Play, SC	$150.0	1	$150.0
48.	Reliable Wholesale Lumber, Huntington Beach, CA	$288.0	2	$144.0
94.	Graves Lumber, Copley, OH	$128.1	1	$128.1
98.	Buck Lumber & Building Supply, Charleston, SC	$121.6	1	$121.6
32.	Shelter Products, Milwaukie, OR	$566.1	5	$113.2
103.	Gutherie Lumber, Livonia, MI	$99.4	1	$99.4
105.	Builders Supply, Lancaster, SC	$93.4	1	$93.4
106.	Louis J Grasmick Lumber, Baltimore, MD	$93.2	1	$93.2
114.	Walker Lumber & Supply, Nashville, TN	$77.0	1	$77.0
60.	Keim Home Center, Charm, OH	$218.3	3	$72.8
1.	The Home Depot, Atlanta, GA *	$144,840.0	2,007	$72.2
119.	Home Lumber of New Haven, New Haven, IN	$66.0	1	$66.0
27.	Ganahl Lumber Co, Anaheim, CA *	$782.0	12	$65.2
67.	Timberland Lumber, Brazil, IN	$191.2	3	$63.7
26.	Contractors Warehouse, Roseville, CA *	$870.1	14	$62.2
2.	Lowe's, Mooresville, NC *	$92,010.0	1,739	$52.9
101.	Ashby Lumber, Concord, CA	$102.2	2	$51.1
102.	A-1 Global Holdings, Fort Pierce, FL *	$100.0	2	$50.0
	Average of all CS150	*$409,681.7*	*14,972*	*$27.4*
	Average of all CS150 minus Home Depot and Lowe's	*$172,936.8*	*11,327*	*$15.3*

*See footnotes, page 11

Top 20 Ranked by Sales per Employee

Single-branch and broker-oriented lumberyards with high shares of pro customers tend to do best in this category, but all 20 leaders here are performing at least double the average for all CS150 companies. Note that there aren't any home centers on the list, and specialty dealers are rare. Exclude The Home Depot and Lowe's and the average revenue per employee is $436,820.

CS150 Rank	Company	2022 Sales (millions)	Employees	Sales/ Employee
32.	Shelter Products, Milwaukie, OR	$566.1	72	$7,862,361
34.	Idaho Pacific Lumber, Meridian, ID	$557.5	85	$6,558,595
117.	Virginia Contractors Supply, Manassas Park, VA	$68.4	33	$2,071,856
48.	Reliable Wholesale Lumber, Huntington Beach, CA	$288.0	155	$1,858,065
78.	Wheelwright Lumber, Ogden, UT	$160.9	100	$1,609,322
106.	Louis J Grasmick Lumber, Baltimore, MD	$93.2	59	$1,580,301
98.	Buck Lumber & Building Supply, Charleston, SC	$121.6	80	$1,519,409
8.	84 Lumber, Eighty Four, PA	$8,754.3	6,776	$1,291,963
134.	South Texas Brick and Stone, Houston, TX	$27.7	22	$1,259,409
26.	Contractors Warehouse, Roseville, CA *	$870.1	700	$1,243,063
94.	Graves Lumber, Copley, OH	$128.1	105	$1,219,564
114.	Walker Lumber & Supply, Nashville, TN	$77.0	65	$1,184,615
19.	Service Partners (TopBuild), Daytona Beach, FL *	$2,061.8	1,750	$1,178,186
70.	Howard Lumber & Hardware, Statesboro, GA	$187.7	162	$1,158,910
103.	Gutherie Lumber, Livonia, MI	$99.4	87	$1,142,529
88.	Truckee Tahoe Lumber, Reno, NV	$142.3	125	$1,138,120
10.	Beacon Building Products, Herndon, VA *	$8,160.4	7,200	$1,133,389
105.	Builders Supply, Lancaster, SC	$93.4	85	$1,099,010
67.	Timberland Lumber, Brazil, IN	$191.2	175	$1,092,820
95.	The Lester Group, Martinsville, VA	$127.2	117	$1,087,205
	Average of all CS150 companies	*$409,681.7*	*992,248*	*$412,882*
	Average excluding The Home Depot and Lowe's	*$317,659.0*	*727,208*	*$436,820*

*See footnotes, page 11

Top 20 Percentage Sales Increases by CS150 Members that Expanded in 2022

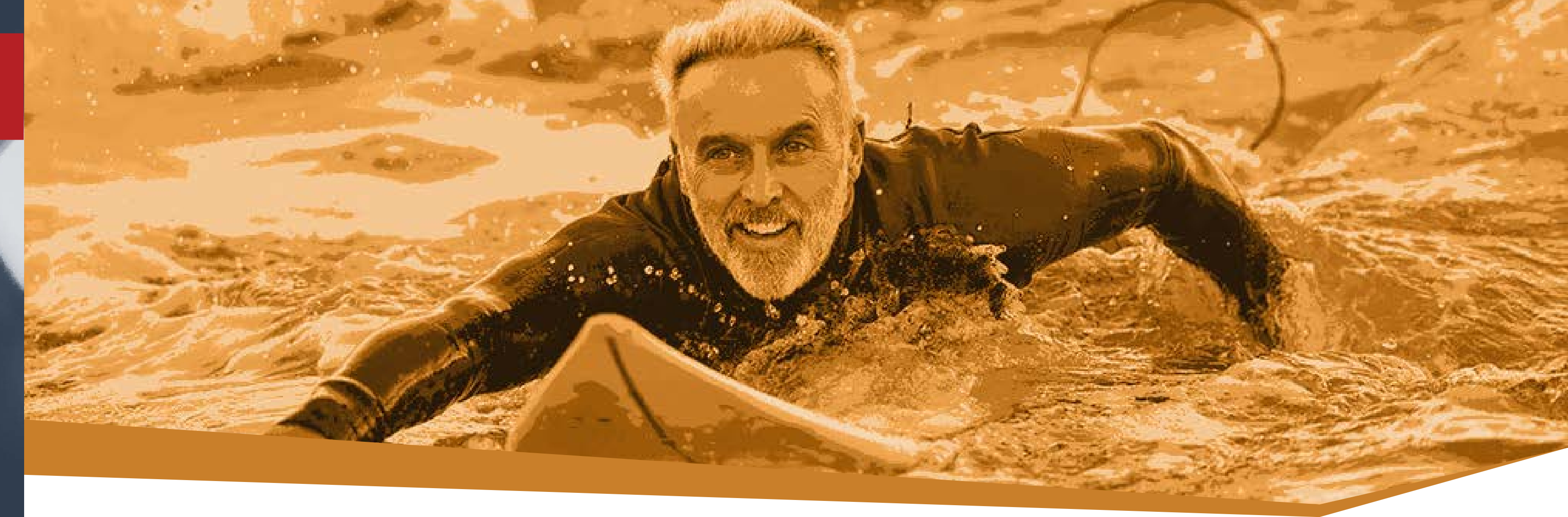
CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
75.	Southeast Building Supply Interests, Warner Robins, GA *	$172.8	$37.5	360.8%	11	8
135.	West Coast Lumber, Wildomar, CA	$25.6	$11.5	122.6%	4	2
39.	Nation's Best Holdings, Dallas, TX	$376.2	$198.2	89.8%	46	30
61.	Gleckler & Sons Building Supplies, Jacksonville, FL	$214.0	$117.0	82.9%	5	2
70.	Howard Lumber & Hardware, Statesboro, GA	$187.7	$102.9	82.4%	4	2
91.	Bolster Hardware, Plano, TX *	$139.5	$79.0	76.5%	38	21
56.	TAL Building Centers, Vancouver, WA	$244.0	$152.0	60.5%	29	15
9.	SRS Distribution, McKinney, TX	$8,716.9	$5,755.3	51.5%	690	595
126.	The Detering Company, Houston, TX	$46.4	$30.8	50.7%	3	2
134.	South Texas Brick and Stone, Houston, TX	$27.7	$19.4	42.9%	3	1
42.	Tibbetts Lumber, Clearwater, FL	$339.6	$239.5	41.8%	8	7
51.	Bliffert Lumber & Hardware, Oak Creek, WI	$265.5	$200.6	32.4%	10	8
107.	Goldsboro Builders Supply and Cos., Goldsboro, NC	$93.0	$70.5	31.9%	7	6
85.	Talbert Building Supply, Roxboro, NC	$148.4	$112.9	31.5%	6	5
96.	Griffin Lumber & Hardware, Perry, GA	$125.6	$95.7	31.2%	9	7
30.	Mead Lumber, Omaha, NE	$606.7	$462.8	31.1%	55	50
108.	Blue Ridge Lumber, Blairstown, NJ	$91.5	$70.2	30.3%	7	5
15.	Kodiak Building Partners, Highlands Ranch, CO	$3,208.5	$2,490.5	28.8%	131	111
55.	Star Lumber & Supply, Wichita, KS	$246.8	$191.9	28.6%	10	8
50.	Koopman Lumber, Whitinsville, MA	$277.1	$218.9	26.6%	11	10

See footnotes, page 11

Top 20 Percentage Sales Increases by CS150 Members that Didn't Expand in 2022

CS150 Rank	Company, City, State	Total Sales (millions) 2022	2021	Change, 2022 vs. 2021	Locations at Year-end 2022	2021
142.	365 Equipment & Supply, Barrington, IL	$17.7	$8.6	104.2%	1	1
34.	Idaho Pacific Lumber, Meridian, ID	$557.5	$342.5	62.8%	1	1
19.	Service Partners (TopBuild), Daytona Beach, FL *	$2,061.8	$1,271.7	62.1%	162	162
102.	A-1 Global Holdings, Fort Pierce, FL *	$100.0	$64.8	54.4%	2	2
35.	Mill Creek Lumber & Supply, Tulsa, OK	$502.1	$332.4	51.1%	29	29
106.	Louis J Grasmick Lumber, Baltimore, MD	$93.2	$65.4	42.6%	1	1
98.	Buck Lumber & Building Supply, Charleston, SC	$121.6	$86.8	40.0%	1	1
150.	LiteWorks Window & Door, Marietta, GA	$11.8	$8.6	36.6%	2	2
65.	Builders Warehouse, Aurora, CO	$200.1	$146.8	36.3%	7	7
92.	Garris Evans Lumber, Greenville, NC	$139.1	$103.9	33.9%	5	5
90.	Simonson Lumber, St. Cloud, MN	$140.0	$104.6	33.8%	8	8
99.	Tindell's' Building Materials, Knoxville, TN	$118.3	$88.8	33.2%	7	7
114.	Walker Lumber & Supply, Nashville, TN	$77.0	$59.0	30.5%	1	1
137.	ITC Millwork, Stallings, NC	$24.0	$18.4	30.4%	3	3
78.	Wheelwright Lumber, Ogden, UT	$160.9	$124.0	29.8%	1	1
115.	East Hardwood, Beaufort, NC	$72.5	$56.0	29.5%	5	5
32.	Shelter Products, Milwaukie, OR	$566.1	$437.0	29.5%	5	5
147.	Taylor Forest Products, Pembroke, MA	$13.1	$10.3	28.1%	1	1
84.	Zuern Building Products, Slinger, WI	$149.0	$117.0	27.4%	7	7
69.	Harbin Lumber, Lavonia, GA	$188.2	$149.8	25.6%	7	7

See footnotes, page 11



Top 20 Annual Gains in Sales per Employee

A relative startup claims the top spot here. Southeast Building Supply Interests was launched in July 2021. Its growth comes in part because it claimed less than a half year of revenue in 2021, and then it added three locations in 2022 to the eight it had at the start of the year. As for second-place 365 Equipment Supply, the president and COO is an alumni of L&W Supply, the drywall specialty unit of ABC Supply. The company is a combination building products supplier (particularly drywall and insulation) and rental shop. Several of the dealers on this list ended up with fewer employees at the end of 2022 than they did at the start. That may be an indication of how tough hiring is today.

Company, State	Total Sales (millions)		% Sales Change	Employees		Sales/ Employee		Sales Change/ Employee
	2022	2021		2022	2021	2022	2021	
Southeast Building Supply Interests, GA*	$172.8	$37.5	360.8%	268	195	$644,776	$192,308	235.3%
365 Equipment & Supply, IL	$17.7	$8.6	104.2%	18	22	$980,569	$392,823	149.6%
Service Partners (TopBuild), FL*	$2,061.8	$1,271.7	62.1%	1,750	1,750	$1,178,186	$726,672	62.1%
Idaho Pacific Lumber, ID	$557.5	$342.5	62.8%	85	80	$6,558,595	$4,281,306	53.2%
Walker Lumber & Supply, TN	$77.0	$59.0	30.5%	65	72	$1,184,615	$819,444	44.6%
Mill Creek Lumber & Supply, OK	$502.1	$332.4	51.1%	818	781	$613,772	$425,571	44.2%
South Texas Brick and Stone, TX	$27.7	$19.4	42.9%	22	22	$1,259,409	$881,575	42.9%
Louis J Grasmick Lumber, MD	$93.2	$65.4	42.6%	59	59	$1,580,301	$1,108,582	42.6%
Denver Lumber, CO	$21.5	$17.9	19.9%	27	31	$795,185	$577,419	37.7%
Taylor Forest Products, MA	$13.1	$10.3	28.1%	16	17	$821,404	$603,509	36.1%
Buck Lumber & Building Supply, SC	$121.6	$86.8	40.0%	80	77	$1,519,409	$1,127,599	34.7%
Brown Lumber and Building Supply, AL	$40.0	$34.9	14.6%	43	50	$930,233	$698,000	33.3%
Builders Warehouse, CO	$200.1	$146.8	36.3%	310	303	$645,586	$484,546	33.2%
Shelter Products, OR	$566.1	$437.0	29.5%	72	74	$7,862,361	$5,905,676	33.1%
The Detering Company, TX	$46.4	$30.8	50.7%	111	98	$418,373	$314,399	33.1%
Porters Building Centers, MO	$12.7	$14.4	-11.8%	40	60	$317,775	$240,217	32.3%
Wheelwright Lumber, UT	$160.9	$124.0	29.8%	100	100	$1,609,322	$1,240,000	29.8%
Wilson Lumber, AL	$142.9	$119.3	19.8%	325	350	$439,692	$340,815	29.0%
SRS Distribution, TX	$8,716.9	$5,755.3	51.5%	10,100	8,600	$863,060	$669,221	29.0%
A-1 Global Holdings, Fort Pierce, FL*	$100.0	$64.8	54.4%	360	300	$277,778	$215,842	28.7%

*See footnotes, page 11

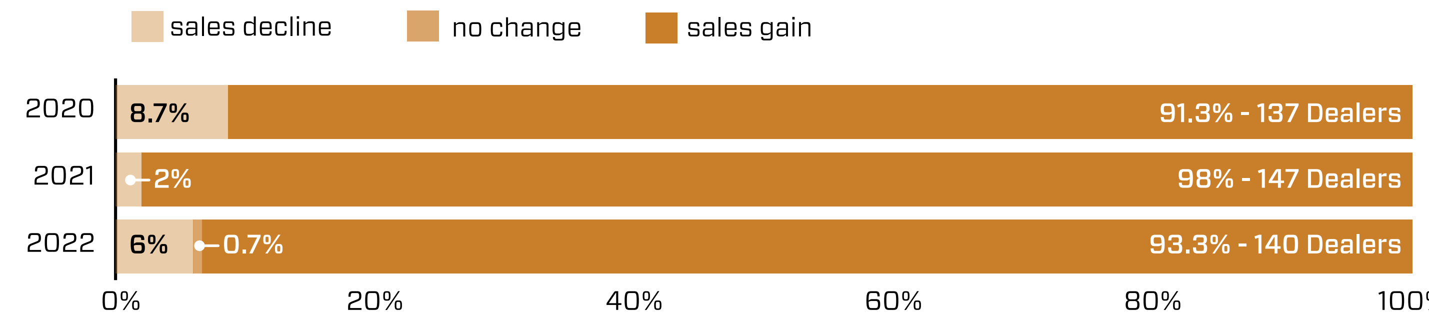
Top 20 Annual Gains in Sales per Location

This eclectic group made the list for a variety of reasons. Southeast Building Supply Interests started in mid-2021 and then added yards, while a few other companies did better because a facility was shuttered, sometimes for weak performance and sometimes as part of a consolidation. A few kept riding the tailwinds of high lumber prices early in 2022, particularly if they did a lot of multifamily and truss fabrication work. And of course, if you're a smaller dealer, your revenue growth produces higher-percentage gains than when you're a giant.

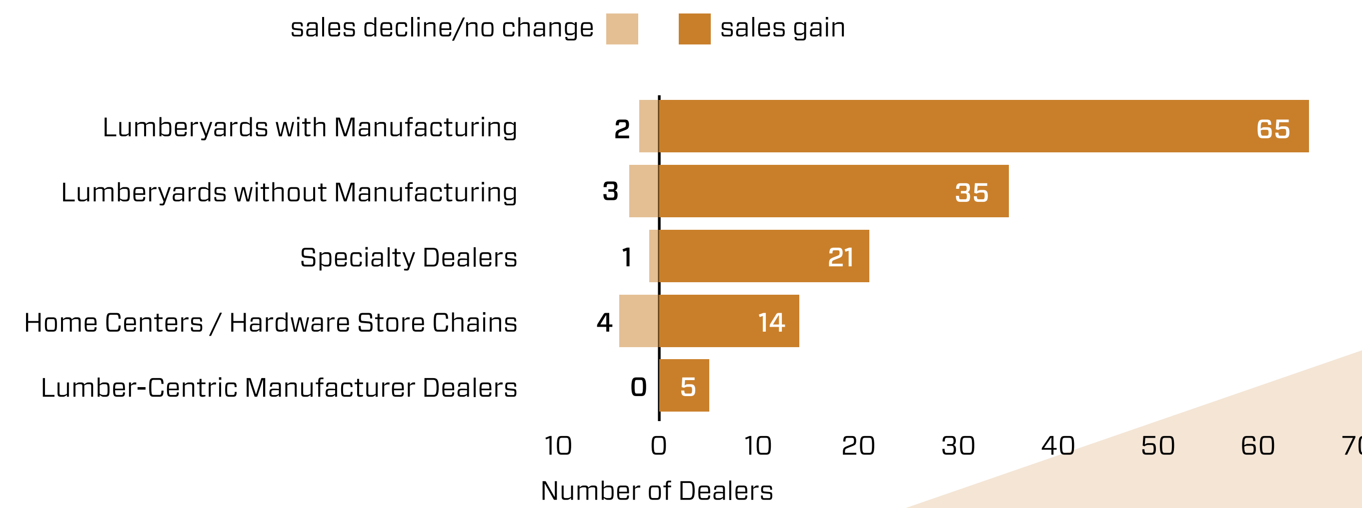
Company	Total Sales (millions)		Sales Change	Locations		Sales/ Location (millions)		Sales Change/ Location
	2022	2021		2022	2021	2022	2021	
Southeast Building Supply Interests, GA*	$172.8	$37.5	360.8%	11	8	$15.7	$4.7	235.1%
Randall Lumber & Hardware, NM	$12.2	$11.7	4.3%	1	2	$12.2	$5.8	108.6%
365 Equipment & Supply, IL	$17.7	$8.6	104.2%	1	1	$17.7	$8.6	104.2%
Idaho Pacific Lumber, Meridian, ID	$557.5	$342.5	62.8%	1	1	$557.5	$342.5	62.8%
Service Partners (TopBuild), FL *	$2,061.8	$1,271.7	62.1%	162	162	$12.7	$7.8	62.1%
Healdsburg Lumber, CA	$39.7	$37.9	4.9%	4	6	$9.9	$6.3	57.3%
A-1 Global Holdings, FL *	$100.0	$64.8	54.4%	2	2	$50.0	$32.4	54.4%
Mill Creek Lumber & Supply, OK	$502.1	$332.4	51.1%	29	29	$17.3	$11.5	51.1%
Wilson Lumber, Huntsville, AL	$142.9	$119.3	19.8%	5	6	$28.6	$19.9	43.8%
Louis J Grasmick Lumber, MD	$93.2	$65.4	42.6%	1	1	$93.2	$65.4	42.6%
Buck Lumber & Building Supply, SC	$121.6	$86.8	40.0%	1	1	$121.6	$86.8	40.0%
LiteWorks Window & Door, GA	$11.8	$8.6	36.6%	2	2	$5.9	$4.3	36.6%
Builders Warehouse, CO	$200.1	$146.8	36.3%	7	7	$28.6	$21.0	36.3%
Garris Evans Lumber, NC	$139.1	$103.9	33.9%	5	5	$27.8	$20.8	33.9%
Simonson Lumber, MN	$140.0	$104.6	33.8%	8	8	$17.5	$13.1	33.8%
Tindell's' Building Materials, TN	$118.3	$88.8	33.2%	7	7	$16.9	$12.7	33.2%
SRS Distribution, TX	$8,716.9	$5,755.3	51.5%	690	595	$12.6	$9.7	30.6%
Walker Lumber & Supply, TN	$77.0	$59.0	30.5%	1	1	$77.0	$59.0	30.5%
ITC Millwork, NC	$24.0	$18.4	30.4%	3	3	$8.0	$6.1	30.4%
Wheelwright Lumber, UT	$160.9	$124.0	29.8%	1	1	$160.9	$124.0	29.8%

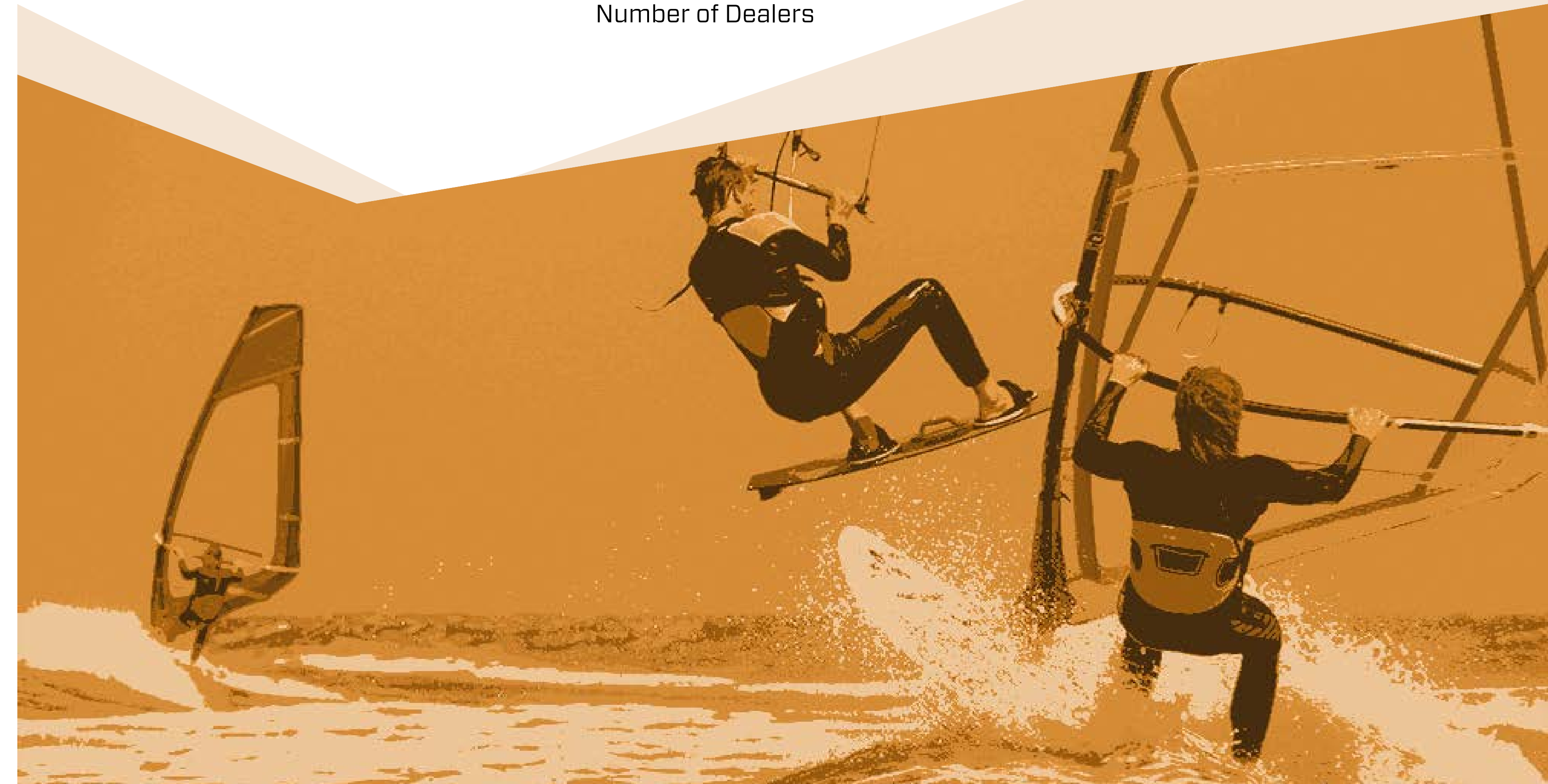
**See footnotes, page 11*

Sales Gains, Declines '20-'22



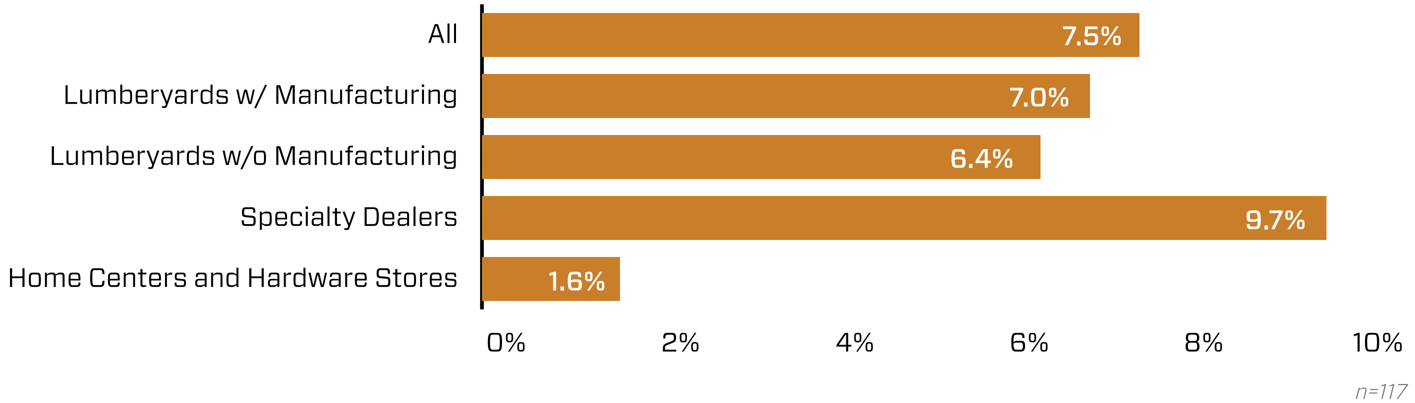
CS150 Sales Gains, Declines by Subgroup



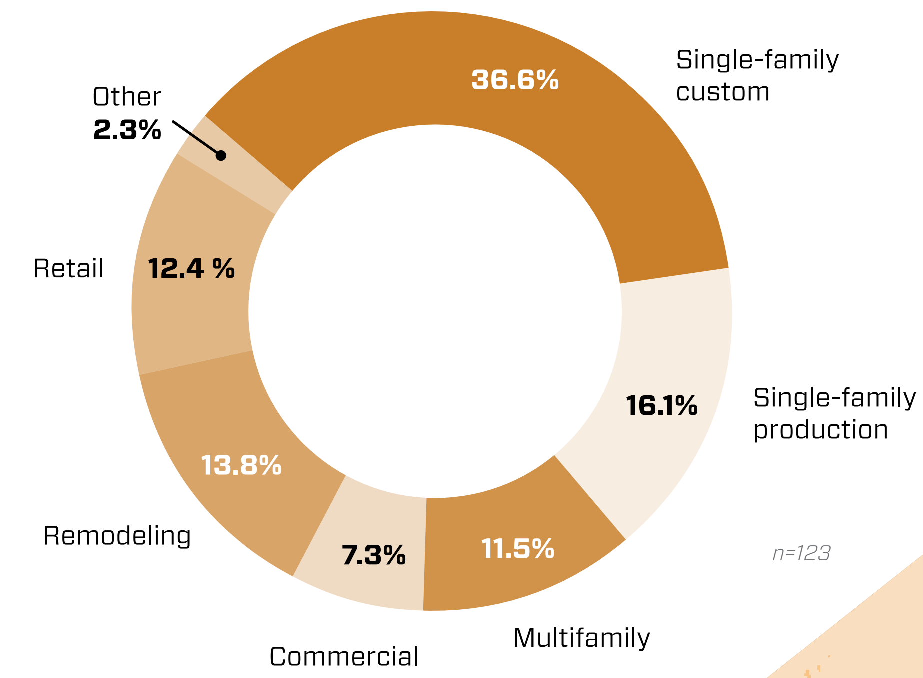


Outside Sales Reps as Percentage of All Staff

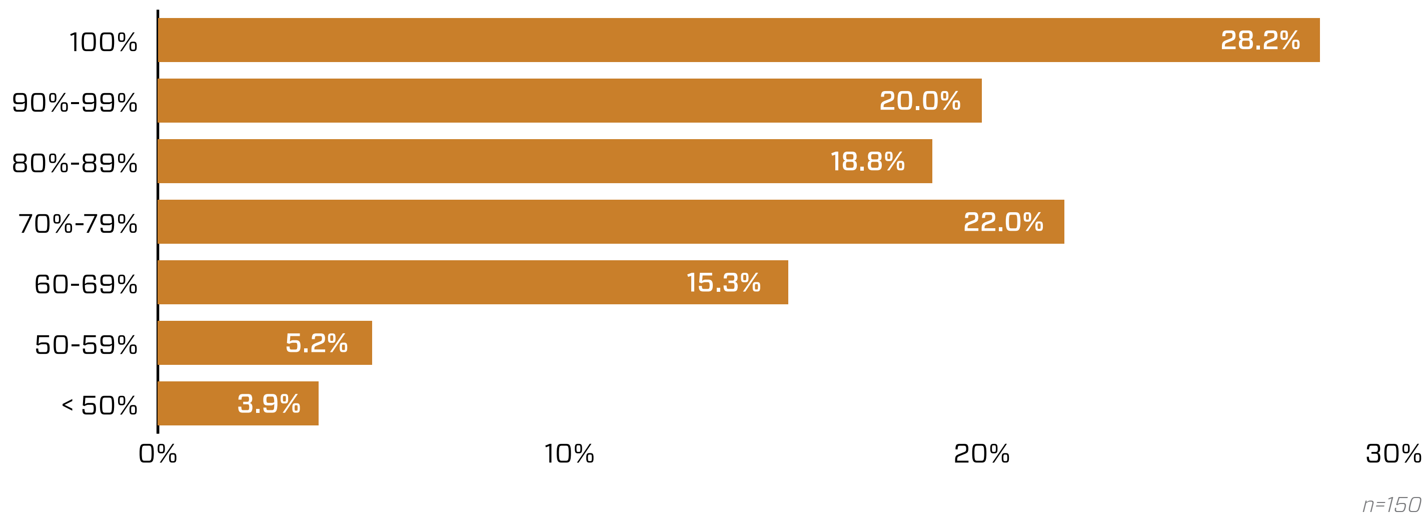
The number of employees working at CS150 companies rose 3.4% in 2022 to near 992,250, but the hiring increase wasn't proportional across all positions. That's because, compared with previous years, the number of outside sales rep positions as a share of all jobs shrank at the 117 companies that provided OSR counts for 2022. (The Home Depot and Lowe's were among those that omitted their OSR numbers.) For instance, at lumberyards with manufacturing, the share of jobs held by OSRs slipped to 7.0% from 7.1.%, while at lumberyards without manufacturing the share dropped to 6.4% from 9.7%. The higher share of specialty dealers vs. lumberyards appears to stem in part from the tendency by specialty dealers to regard their branch managers as also being the branch's chief salesperson.



Revenue by Customer Type

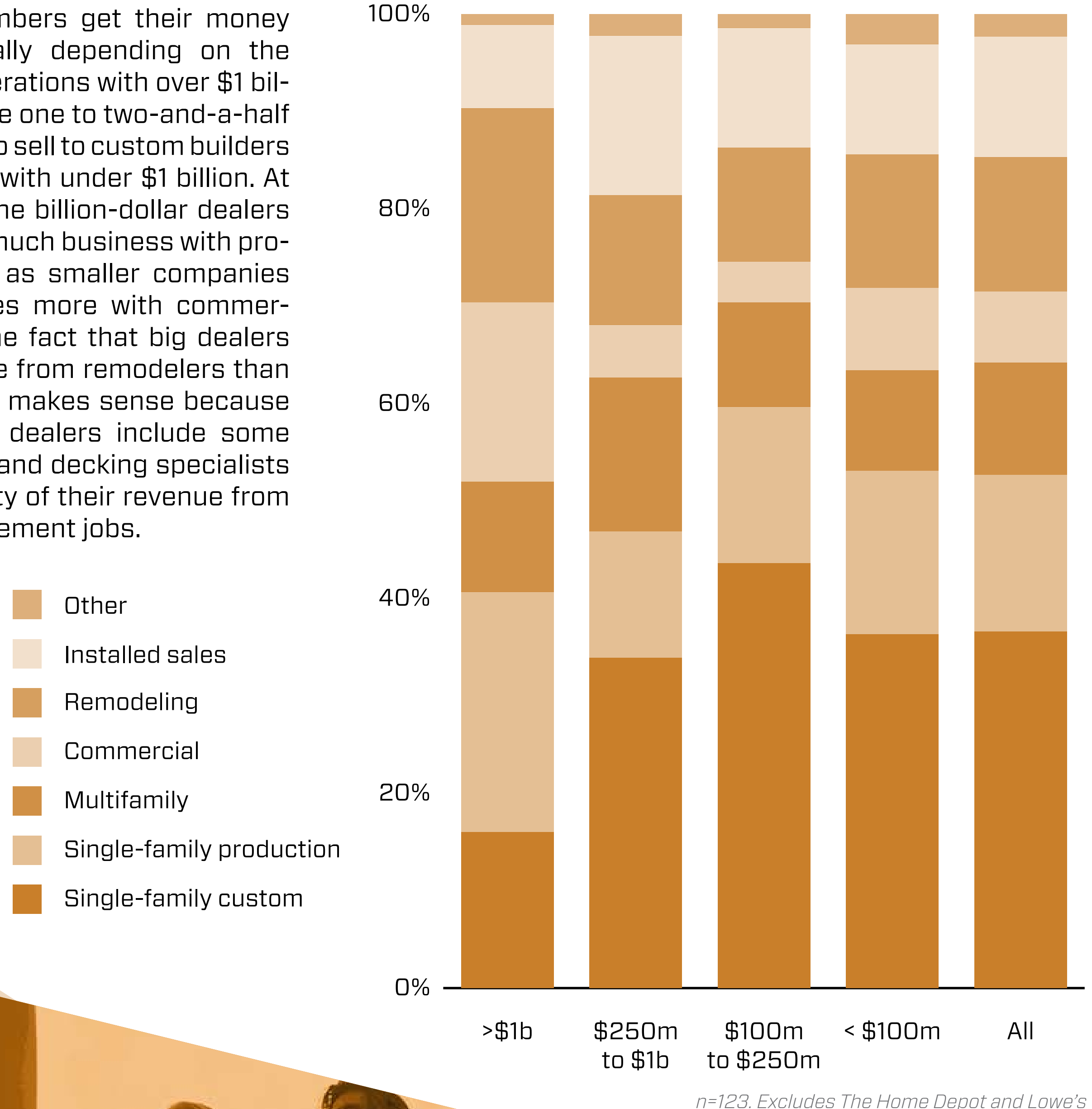


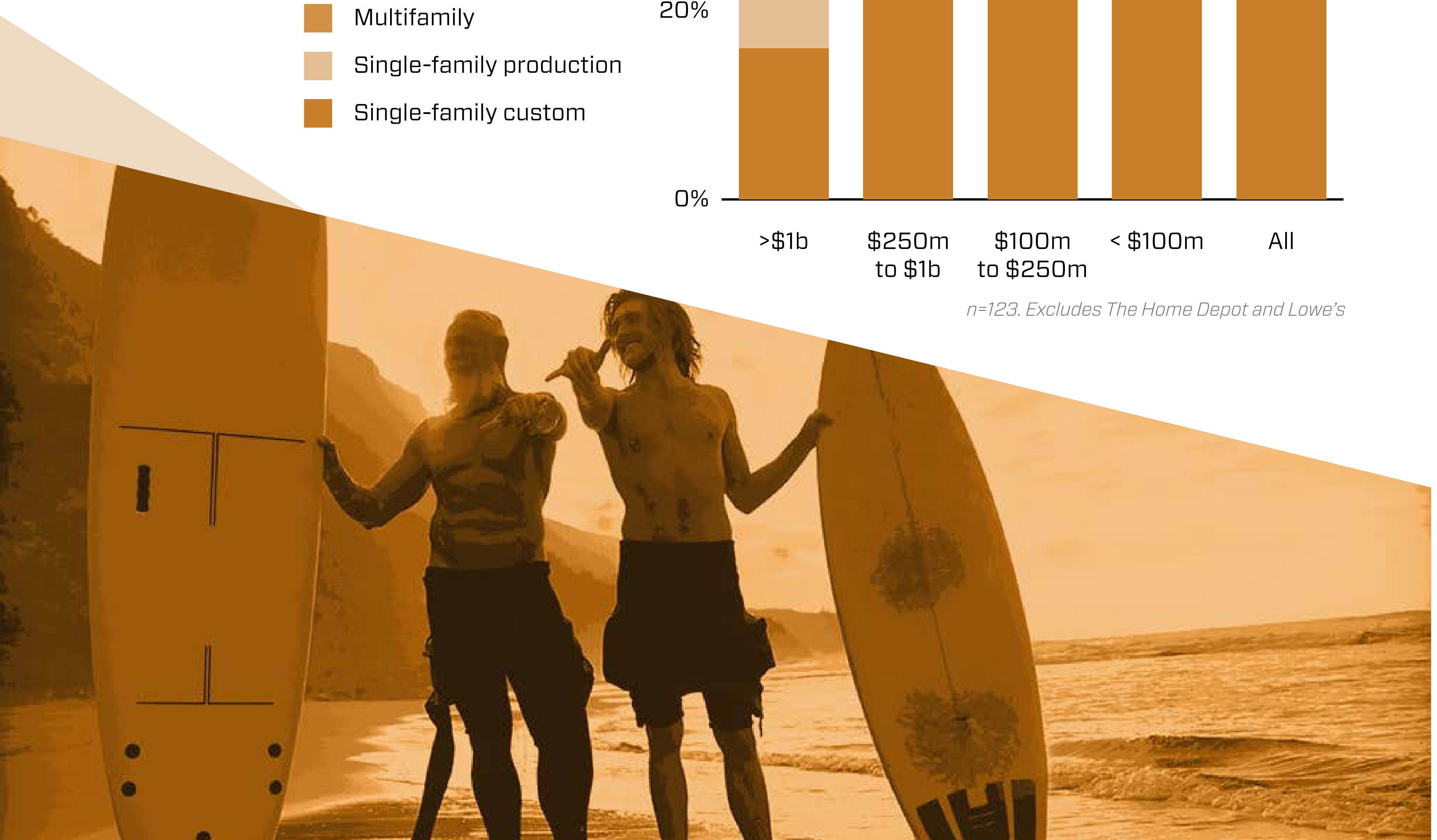
Average Sales Change by Percent of Pro Customers



Dealer Sales by Customer Type

How CS150 members get their money varies dramatically depending on the dealer's size. Operations with over $1 billion in revenue are one to two-and-a-half times less likely to sell to custom builders than are dealers with under $1 billion. At the same time, the billion-dollar dealers do half again as much business with production builders as smaller companies and several times more with commercial accounts. The fact that big dealers get more revenue from remodelers than small companies makes sense because the billion-dollar dealers include some roofing, exterior, and decking specialists that get a majority of their revenue from repair and replacement jobs.

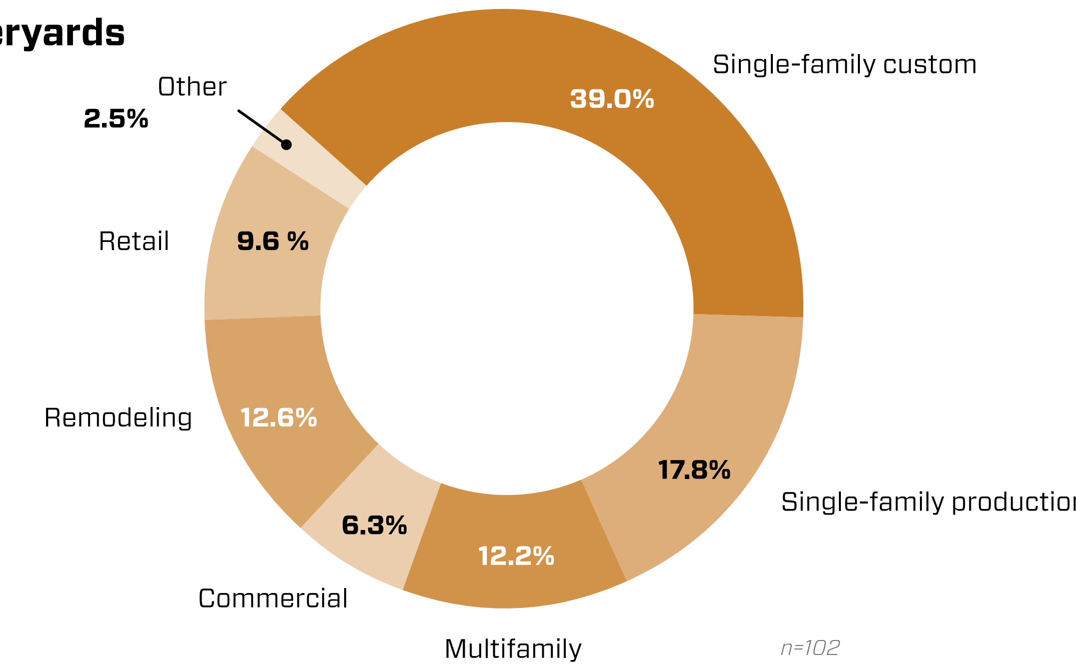




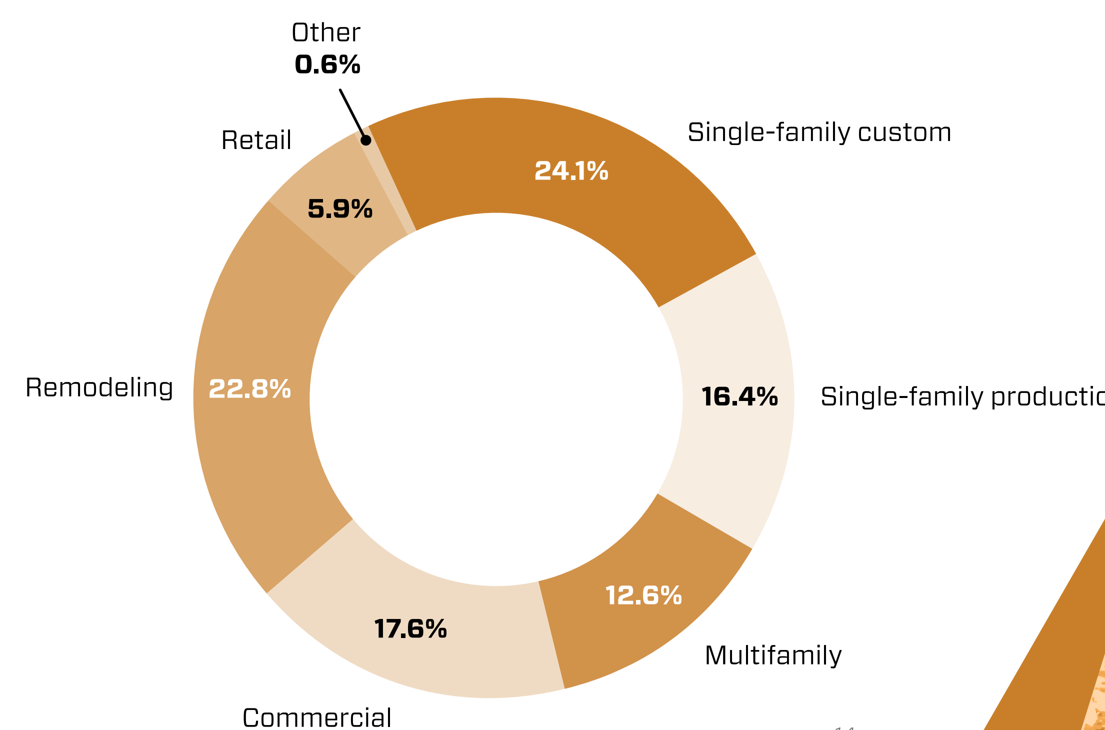
Revenue by Business Emphasis

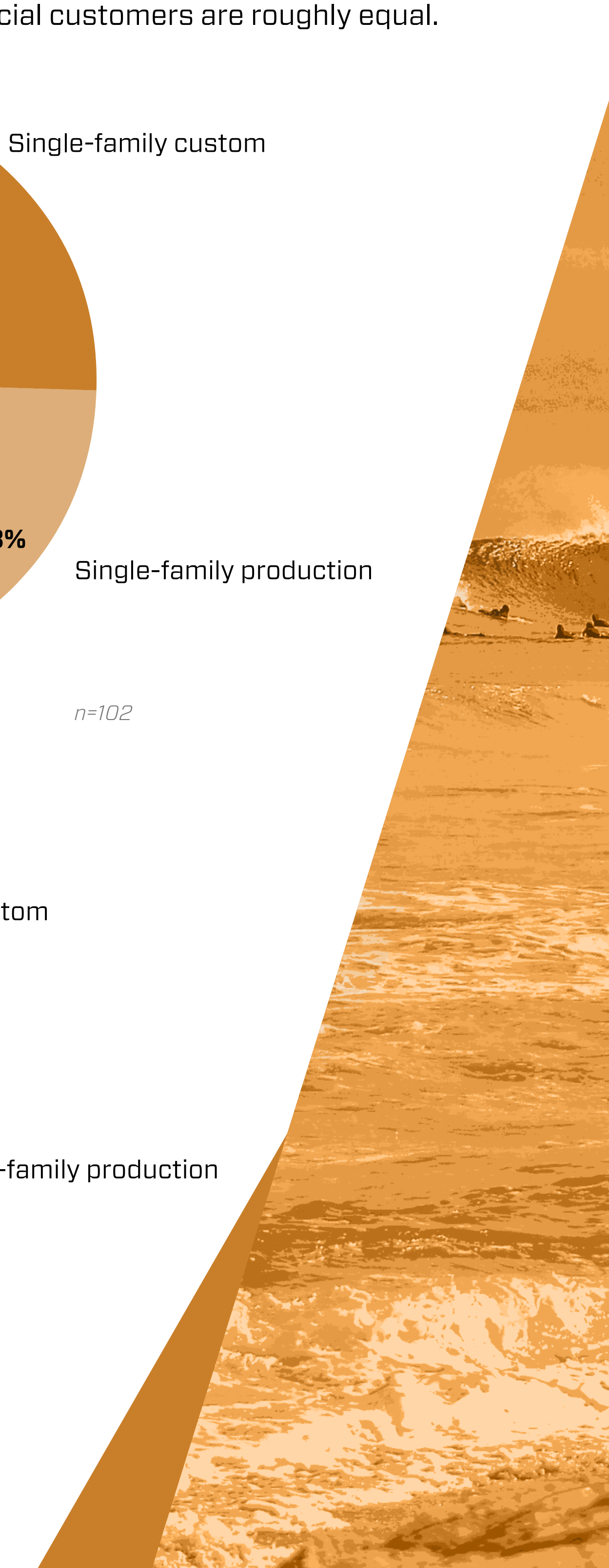
As with the chart on the previous page, slicing and dicing the numbers shows how CS150 members vary. These pie charts show customer shares for lumberyards of all types and for specialty dealers. They show the lumberyards score 15 percentage points higher than specialty dealers in serving custom builders and several points higher in selling to retail customers. On the other hand, specialty dealers are 10 points higher in terms of the share of total business devoted to remodelers. That's because their specialties include the roofing and exteriors products used in repair, remodel, and disaster repair work. The shares of single-family production, multifamily, and commercial customers are roughly equal.

All Lumberyards



Specialty Dealers





PRODUCTS & SERVICES

Ever More Pep in Dealers' VAP

You can still find dealers that have kept "Cash and Carry" in their titles, but the lion's share of the Construction Supply 150 has stopped being worthy of that description. Nearly 55% of the 150 reported they got at least some revenue from manufacturing or installing products, and many of the 39 that didn't provide data are known for their truss and door-hanging operations. For those that did answer the survey, manufacturing and installing contributed one-third of their total revenues.

Even those dealers that don't make or install provide services like material takeoffs; nearly seven-eighths of the entire 150 do. But exactly who does the takeoff has changed. Two years ago, 47.2% of all takeoffs were done by a dealer's outside sales reps. This year, that share dropped to 39.4%. Meanwhile, the use of someone else on staff climbed to 39.2% from 2021's 34.8%, and outside services also were tapped more often, rising to 21.4% from 18.0%.

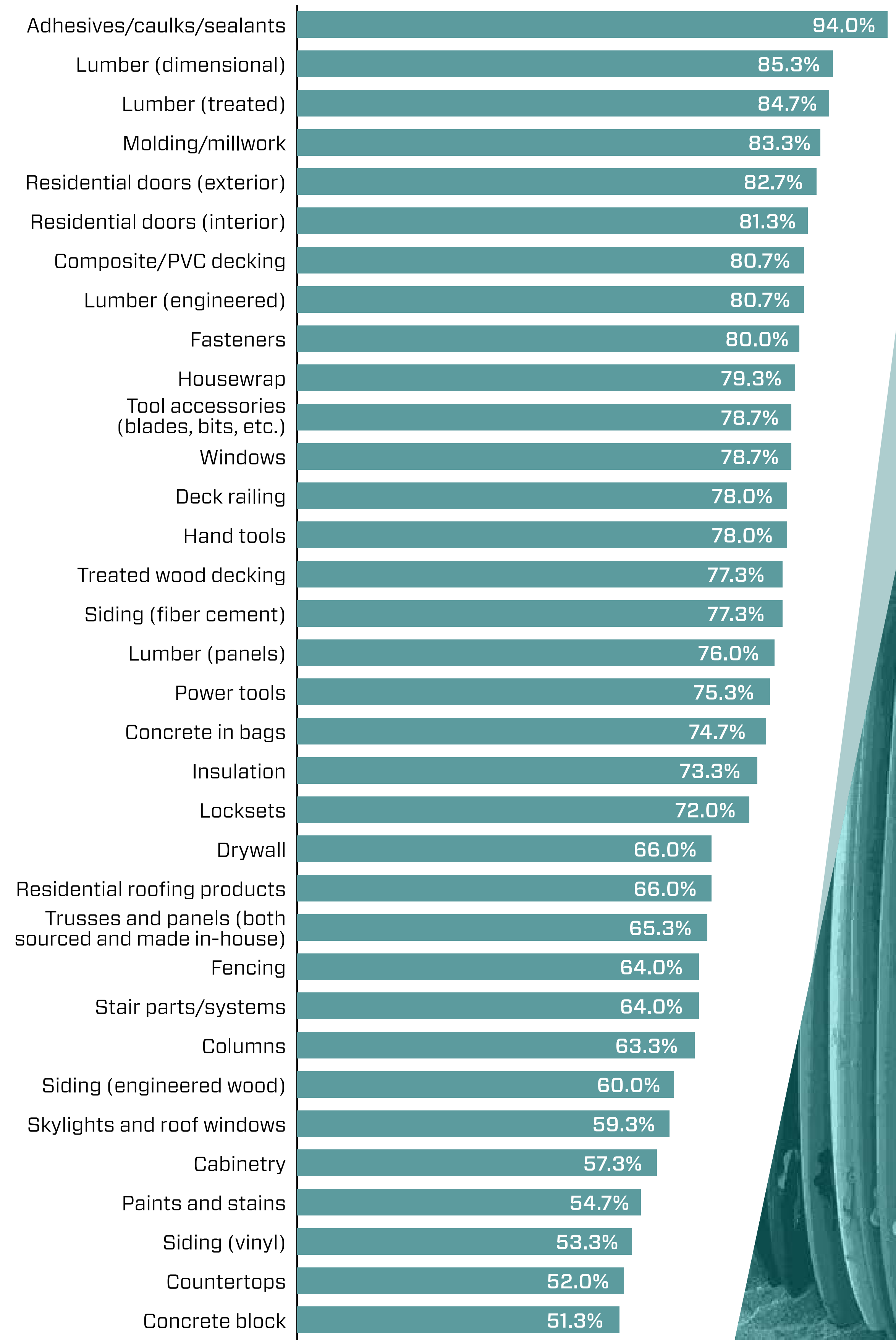
Odds are better than even that any CS150 location you visit will contain the 35 most popular products out of our list of 65. Half will have a component manufacturing component. Door shops are most popular, but truss factories are close behind. There also are operations that create custom millwork, moldings, columns, countertops, metal roofing panels, and even log homes.

A slightly different 50% of CS150 dealers install products. Windows, doors, K+B cabinets, and countertops all are services offered by at least 20% of the responding dealers. The fact that these can be some of the trickiest products to install in a home suggests that builders are calling on dealers to install what they sell because general contractors lack the staff to do it themselves—or don't want to face the risk of callbacks.

The most likely growth areas in component manufacturing can be found in the creation of floor trusses, roof trusses, and wall panels. Fewer dealers say they plan to begin offering new installed sales services. Of those, the biggest planned increases can be found for wall panels (probably related to more manufacturing of this product), followed by house wrap and windows.

Design services have remained consistent, with roughly half the dealers saying they have people on staff who can design kitchens. A quarter will design an entire house. ■

Products Sold



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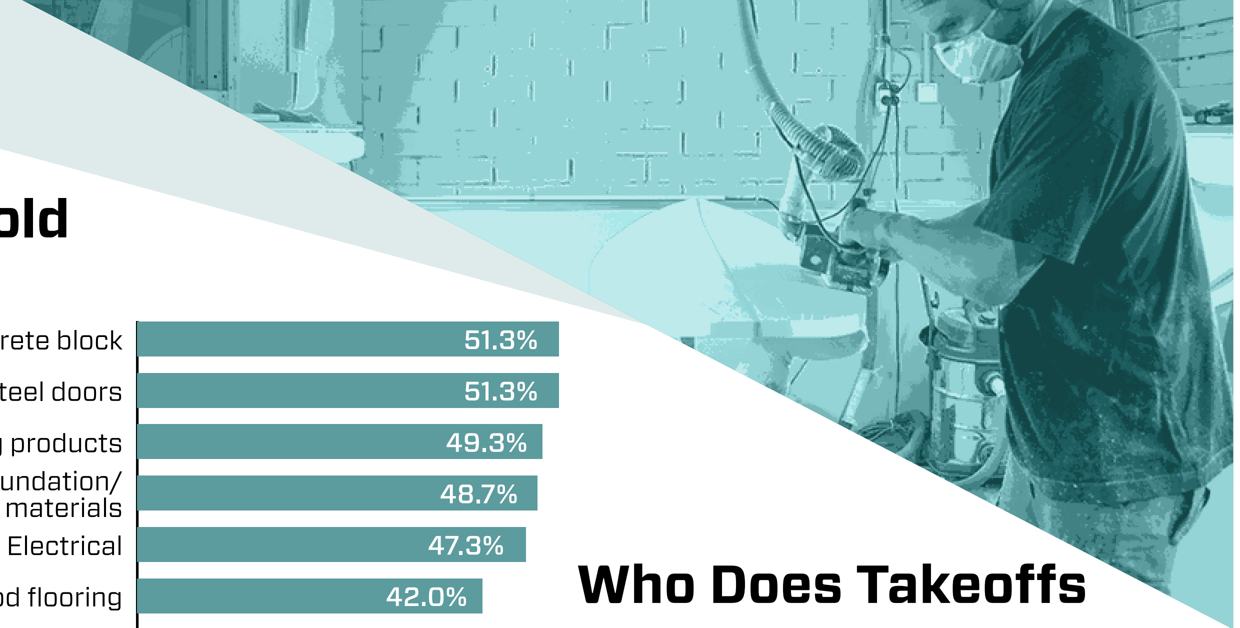
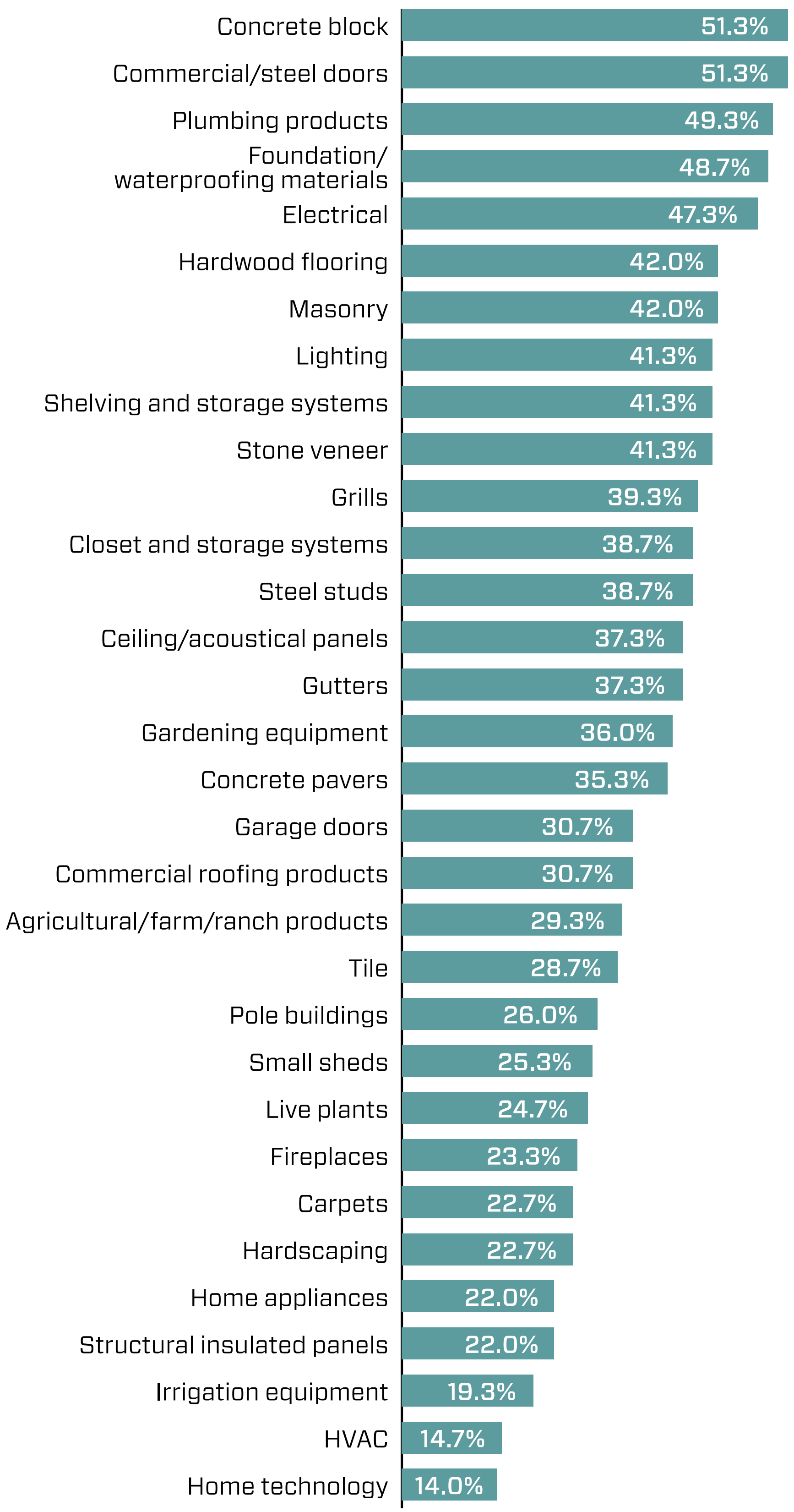


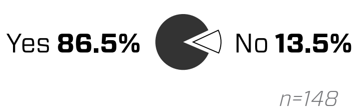
Products Sold
(continued)



Who Does Takeoffs

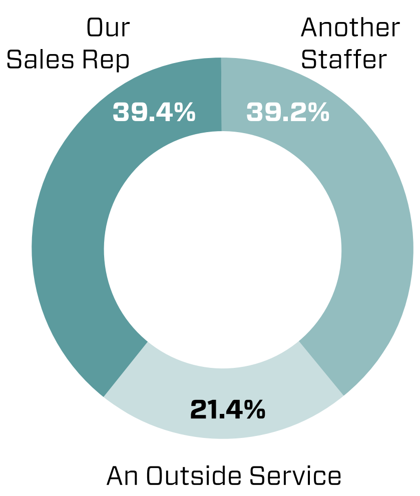
The percentage of dealers doing takeoffs has remained in the mid-80s for three straight CS150s, but there appears to be a trend toward having someone other than the Outside Sales Rep do the work. In the 2021 report, dealers said OSRs did 47.2% of the takeoffs. Last year, that share slipped to 46.2%. In this report it's 39.4%. Meanwhile, the share of work done by someone else on staff has risen by nearly 5 percentage points since 2021, while the share of work done by an outside service is 4 points higher than it was in 2021.

Do You Do Takeoffs?



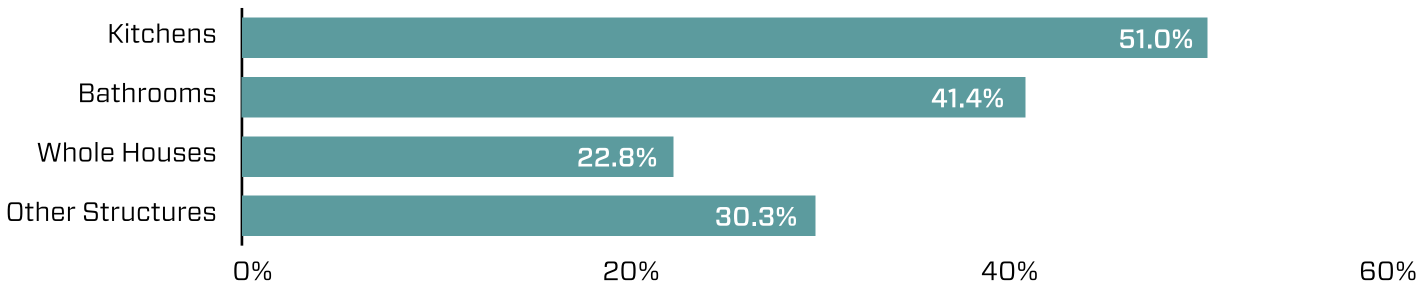
n=148

What percent of the time are the takeoffs done by ...



n=103

Do You Have Employees Who Design...

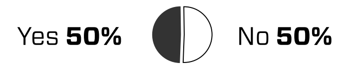


n=145

Component Manufacturing Now and in the Future

The number of CS150 members that produce roof and floor trusses grew by 5 percentage points in one year, and it could rise by another 5 points this year if dealers carry through with their plans. The numbers of dealers selling wall panels could rise even faster. That said, door shops remain the most common form of manufacturing among the 50% of all CS150 members that make stuff.

Does your company manufacture components, such as trusses or panels? Do you pre-hang doors or produce custom millwork? If you do any of these, respond "yes."



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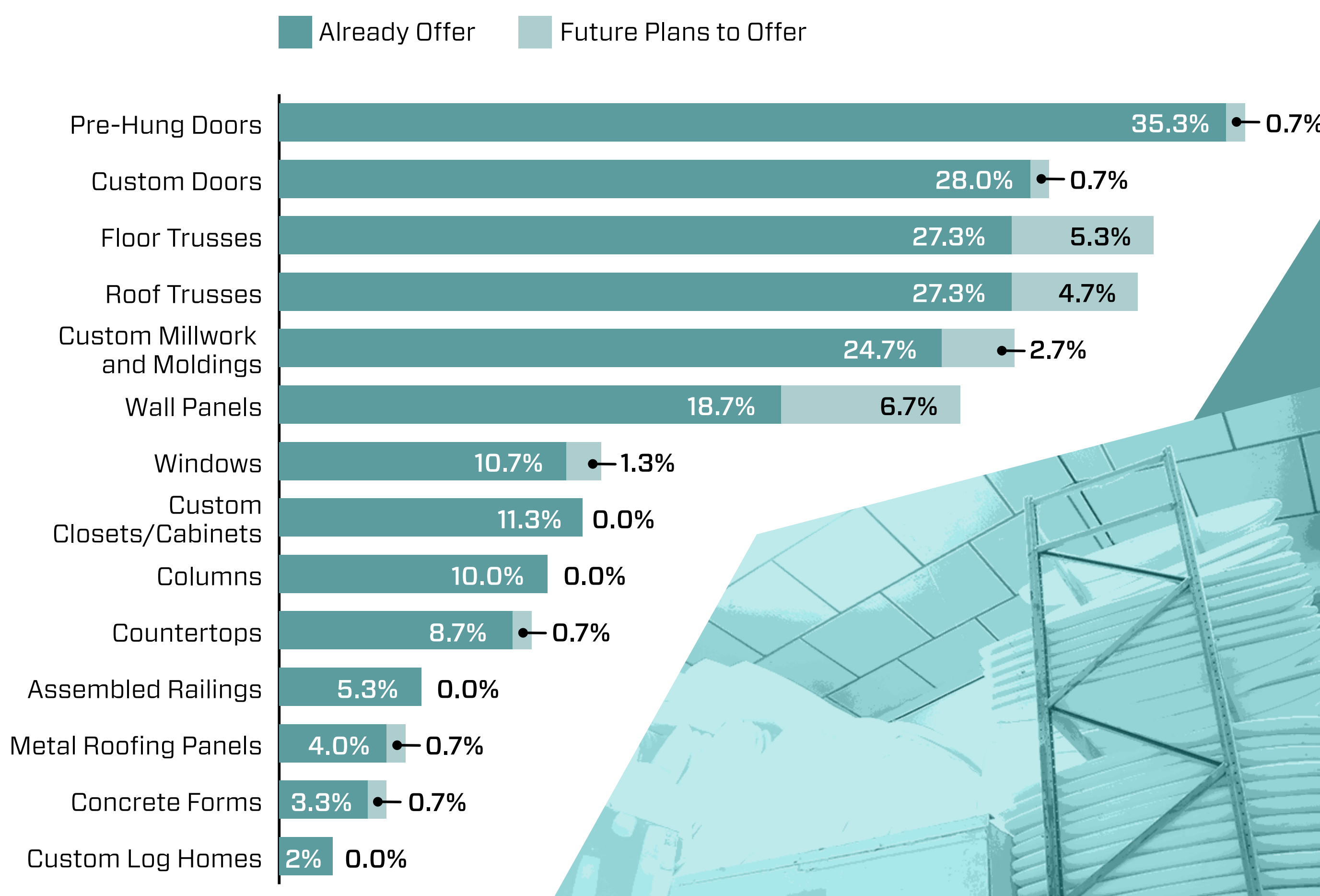
Share of CS150 Members That Make Components or Plan To Do So



n=63

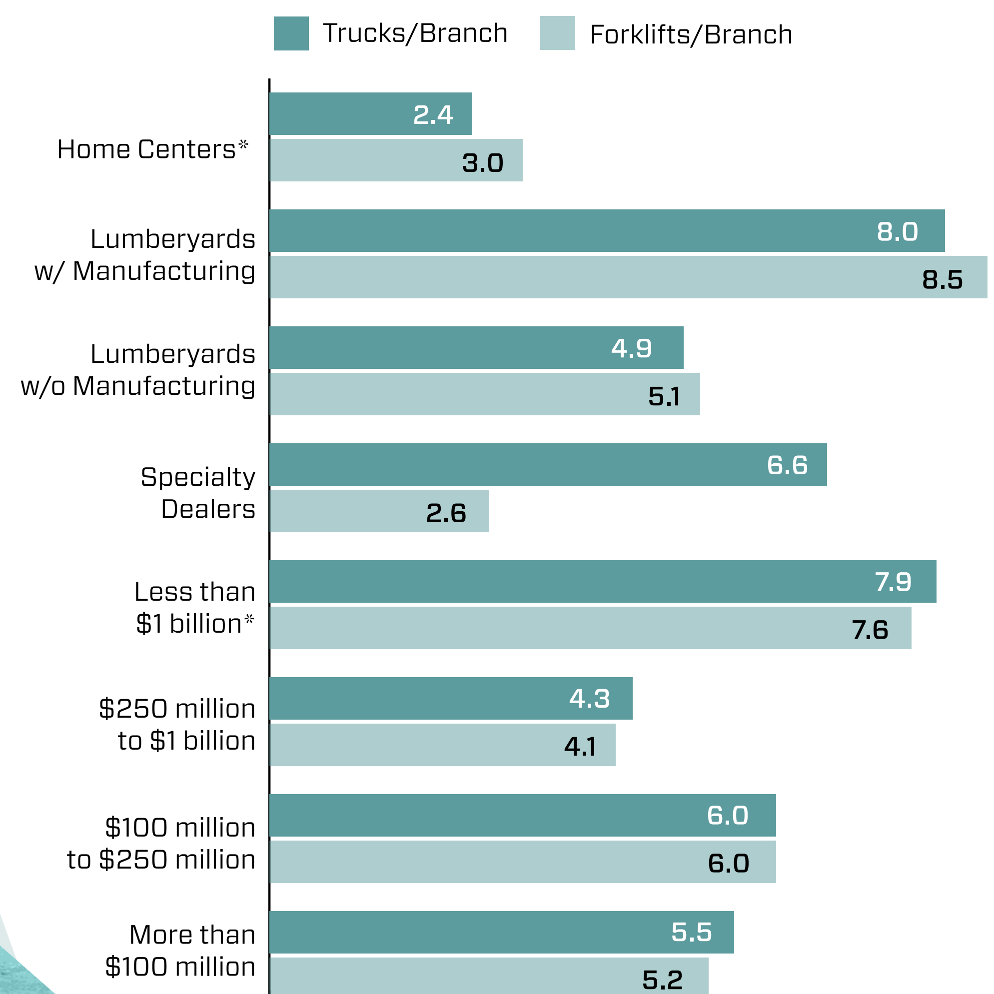
Value-Added Products

This year's survey refined the question of what value-added products (VAP) mean to dealers by asking CS150 members to give the percentages of total revenue that they took in during 2022 from manufacturing and from installing products. The results show VAP generated one-third of total revenue for the 80 CS150 members that gave a breakdown. Meanwhile, The Home Depot and Lowe's reported in public documents that their work installing products accounted for 3.1% of their total sales. Clearly, numbers this big show that a big share of construction supply dealers are important contributors to the construction and remodeling processes, not just sherpas hauling building products from the factory gate to the jobsite.

Respondent Type	Number Responding ▼	Total Revenue ($ Millions)	Manufacturing Revenue ($ millions)	Manufacturing Share	Installation Revenue ($ millions)	Install Share	Total VAP Revenue ($ millions)	VAP Share
With VAP	80	$52,057.0	$16,504.8	31.7%	$1,066.6	2.0%	$17,571.4	33.8%
Home Depot and Lowe's	2	$236,850.0	$0	0.0%	$7,238.5	3.1%	$7,238.5	3.1%
Without VAP (or Didn't Report It)	68	$120,774.8	$0	0.0%	$0	0.0%	0	0.0%
TOTALS	150	$409,681.7	$16,504.8	4.0%	$8,305.1	2.0%	$24,809.8	6.1%

Average Number of Trucks and Forklifts per Branch

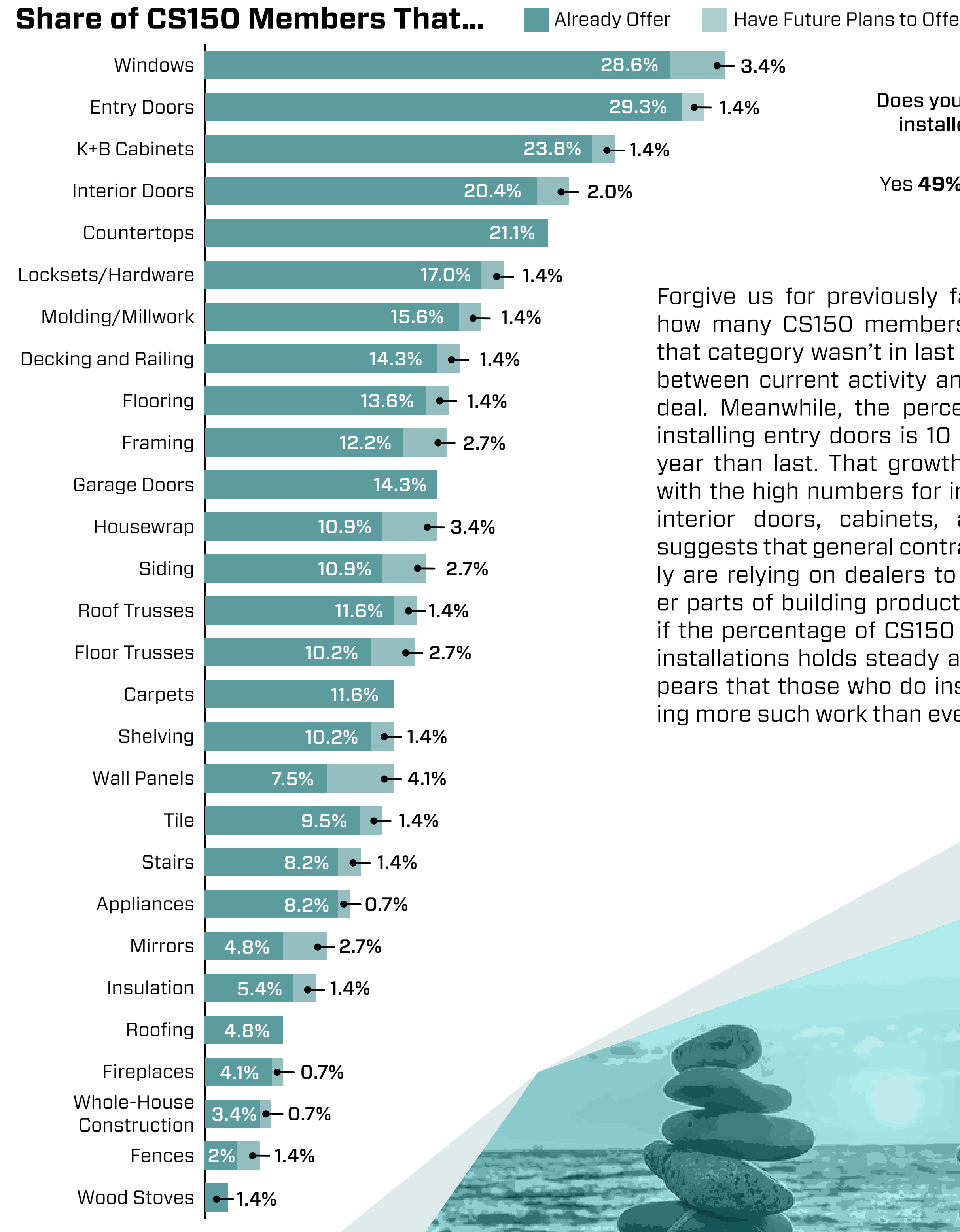
This is a new addition to the CS150 survey, inspired by benchmarks like journey value and truck turnaround times. Advocates of those measures say you should maximize to the extent possible the equipment you already have before buying more. These numbers can help serve as benchmarks to help determine whether you're on the right track.



*Excludes Home Depot, Lowe's, Menards

n=108

Installed Sales Now and in the Future



n=60

n=147

Forgive us for previously failing to highlight how many CS150 members install windows; that category wasn't in last year's survey. But between current activity and plans, it's a big deal. Meanwhile, the percentage of dealers installing entry doors is 10 points higher this year than last. That growth, when combined with the high numbers for installing windows, interior doors, cabinets, and countertops, suggests that general contractors increasingly are relying on dealers to handle the trickier parts of building product installation. Even if the percentage of CS150 members who do installations holds steady around 50%, it appears that those who do installations are doing more such work than ever before.

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INFORMATION TECHNOLOGY

Embracing Current Trends, Confronting Future Challenges

You have to hand it to CS150 members: Despite spending an average of less than 1% of revenue on technology—far below most other industries—leading dealers have gotten dramatically more techie over the years, especially this decade. We're at the point where more than two-thirds of responding CS150 dealers make it possible for their customers to see purchasing history and bills online, and another quarter of the dealers plan to add that capability. Over half permit online bill payment, and another 30% plan to roll out the feature.

Next up: Notifying customers when their delivery will arrive, something that just over 40% of responding dealers do now, but nearly as big a percentage plan to add. This service will be possible in large part because 79% of responding dealers have dispatch/delivery software now and another 9% are getting it. A related service, telematics software, is used by 64% of survey respondents.

And after that, you're likely to see a feature that grew in importance as shortages became more dire: software telling customers whether a product is in stock. You can provide this service by tapping your ERP system, but warehouse management system software will improve your accuracy. According to the survey, only 35% of responding dealers have such software now, but nearly 26% want it.

Meanwhile, customer relationship management software remains far less popular than the others, even if its usage has jumped to nearly 36% in this year's survey from 27.1% last year.

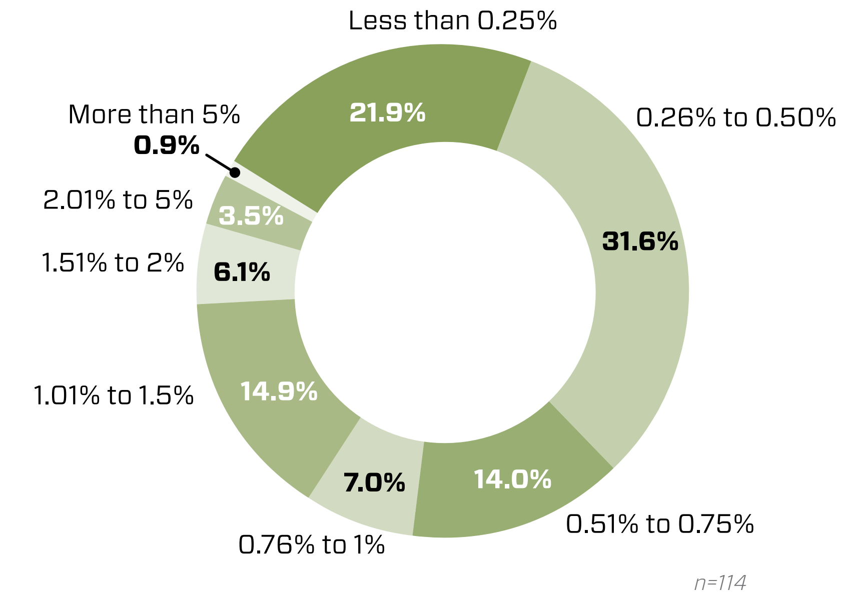
Two other fast-rising challenges can only partly be resolved by dealer action. The first is cybercrime. Fending off cyber criminals requires close cooperation with the dealer's ERP system provider; more than two-thirds of survey respondents said they already had added additional cybersecurity-related software. But cybercriminals never stop and constantly get more sophisticated, so dealers can expect they'll have to either hire cybersecurity staff or engage outsiders to provide surveillance.

The second challenge is credit-card processing fees, which already take a bigger chunk out of a dealer's revenues than many other operations costs. The CS150 survey revealed lots of attempts by dealers to discourage the use of credit cards for paying monthly bills. Card use appears to be one reason why the old practice of giving a discount for paying by the 10th of the month is getting phased out.

Current IT Spending

For all the advances in e-commerce and apps and inventory management systems, dealers have remained frugal with their tech dollars. More than half the respondents to the latest survey (a big share of which were in the lower half of the CS150) said they spend less than one-half of 1% of revenues on IT. Those numbers have stayed relatively consistent over the years, going back to when the Pro-Sales 100 survey asked this question. As a group, the average planned expenditure this year is just under 1%. In contrast, most retail and wholesale outfits average at least a 2% IT spend, while manufacturers are closer to 2.5%, Gartner estimates.

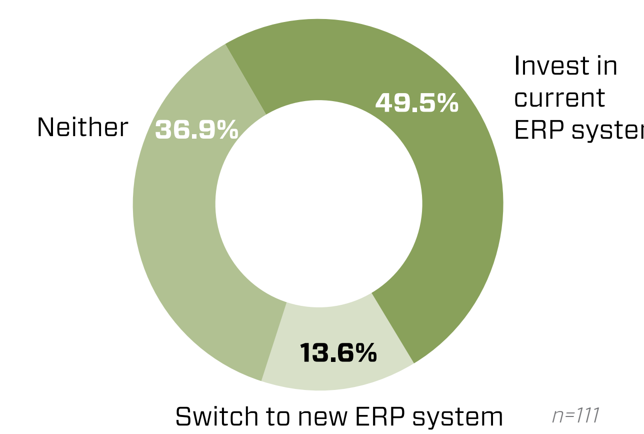
What percentage of revenue do you plan to spend on technology in 2023? Please include the cost of laptops, servers, software rental, cloud storage, and support staff.

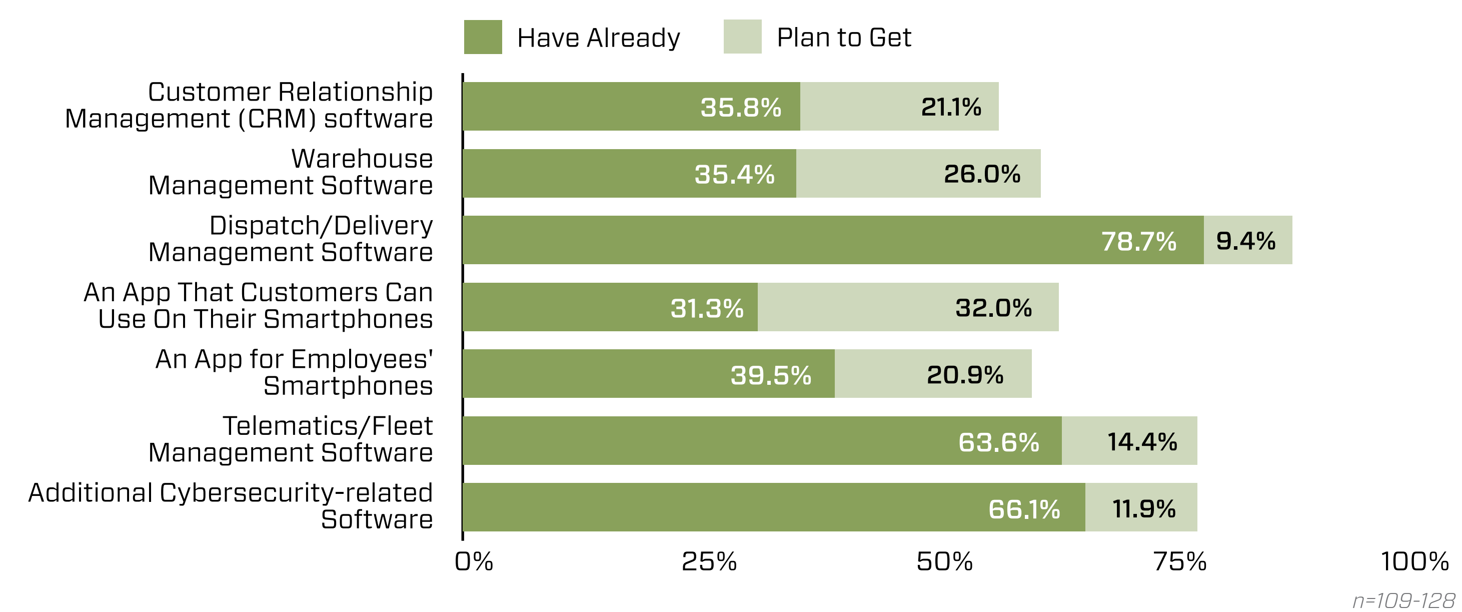


IT Plans

CS150 dealers have heard about cybercrime and are gearing up to protect themselves from the threat, if the answer to this new CS150 survey question is any indication. Meanwhile, we're seeing increases in the use of dispatch/delivery and warehouse management software compared with previous years. Telematics software (another addition to the survey) also appears to be popular. And dealer execs may be overcoming resistance to customer relationship management software, as the percentage of reporting dealers using it increased 7 points over last year's group. Apps for employees remain more in use today than apps for customers, but that might change in the coming years.

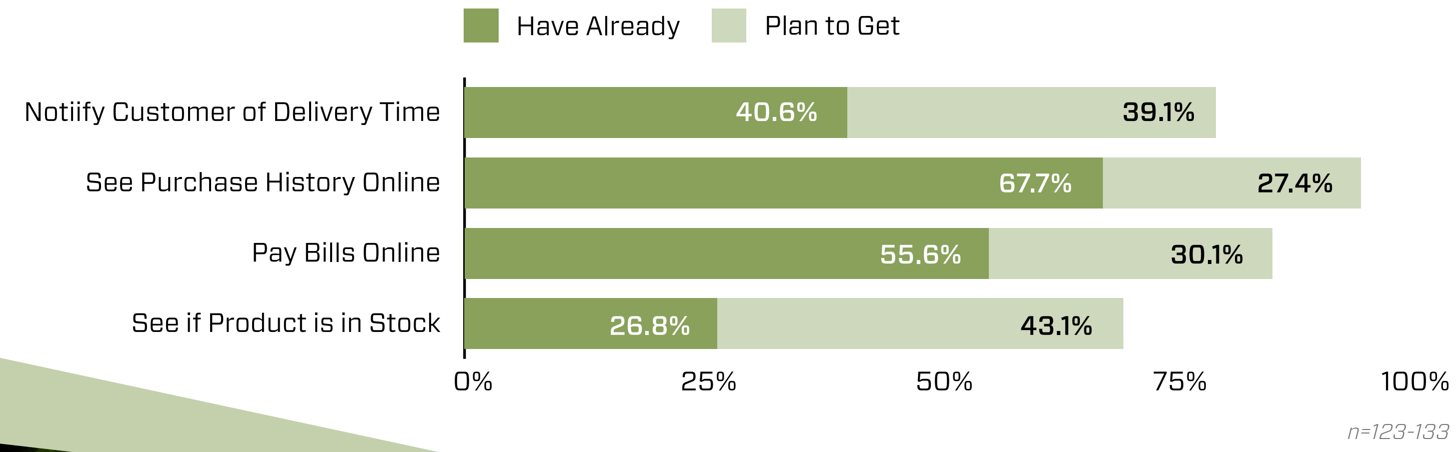
ERP Plans





E-commerce

There's a relationship here between the software systems already in place and the ability to offer e-commerce services. Most dealers have the accounting and payment systems to link them to systems that provide purchase history info and allow online payments. But it takes a link to dispatch-delivery software to be able to tell customers when the truck will come in, and you can't identify (with confidence) online what's in stock unless you have warehouse management programs. As those arrive, e-commerce services will expand.



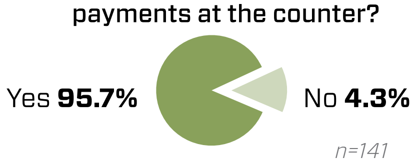
Credit Cards

This is the first time we've asked CS150 members about their credit card policies, and it soon became clear those policies are in transition. While accepting credit-card payments at the register is pretty much a given, you could see in both the numbers and written comments that a lot of dealers were attempting to wean their bigger customers off of cards. Several said they have grandfathered in a few card-paying customers while setting a no-card rule for all other monthly accounts. The same winnowing was taking place at some dealers that still give customers a discount if they pay by the 10th of the month, with several reducing the traditional size of the discount based on the size of the customer. Others have substituted benefits, such as rewards in their Builders Club or e-gift cards, or eliminate the discount when a credit card is used.

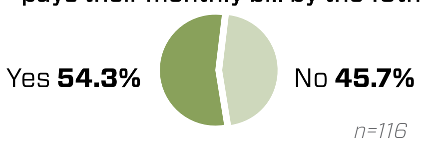
Dealers have good reason to care about the fees. Ninety-four of the CS150 members told us how much in card processing costs they pay as a share of revenue. Their responses averaged 1.15%—roughly $18 billion of the 94 companies' total revenues. (The percentage for all 150 companies undoubtedly is lower because none of the 15 biggest companies revealed their processing costs, and, because of their size, they almost certainly would pay a lower percentage.) That 1.15% is bigger than the average share of revenue paid by the dealers for IT. These results are similar to the National Hardware & Paint Association (NHPA) Cost of Doing Business Study, which found that the 38 LBM dealers it polled had credit-card fees worth 0.6% to 1.2% of their 2021 revenues. Those fees were bigger than the dealers' advertising and promotion costs, as well as what those dealers paid for liability and casualty insurance, interest on loans, and even taxes, NHPA found, so it's likely the same holds true for CS150 companies.

Do you allow credit card payments on monthly bills?

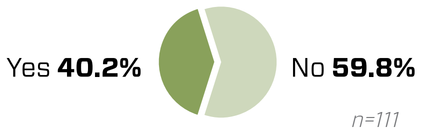
Do you allow credit card payments at the counter?



Do you give a discount if a customer pays their monthly bill by the 10th?



Do you impose a surcharge or "convenience fee" when people use a credit card to pay their monthly bill?



Average percentage of revenue used to pay credit-card processing fees

1.15%

Total spent by the 94 CS150 members that reported credit-card processing fees

$18 billion

Note: None of the top 15 CS150 companies provided estimates of their credit-card processing costs.

PERSONNEL

How Dealers Are Responding to Hiring Challenges

Optimists and pessimists both can find evidence in the CS150 report regarding how difficult it is to find workers today. Optimists will note that total employment at the 150 companies rose 3.35% to nearly 1 million, and the ratings that dealers gave on a 1-to-10 scale of difficulty in finding workers were slightly lower than last year. The biggest decline was for truck drivers, which dropped from 9.3 last year to 8.3 this year; the category remained the toughest to fill. None of the others scored higher than 7.

Optimists also will take heart that the percentages of women and minorities at CS150 companies are several times higher than the averages for construction companies. The hiring of all those recruiting officers and creation of support initiatives for women may be paying off.

Pessimists might note workers cost much more than they once did. Take the seventy-six CS150 members that didn't add any locations. A generous dealer might raise wages as much as the consumer inflation rate—6%—and no doubt there were some good commissions paid this year for sales when lumber prices were sky-high in 2021. But the average payroll cost at those 76 dealers rose a hefty 16.1%.

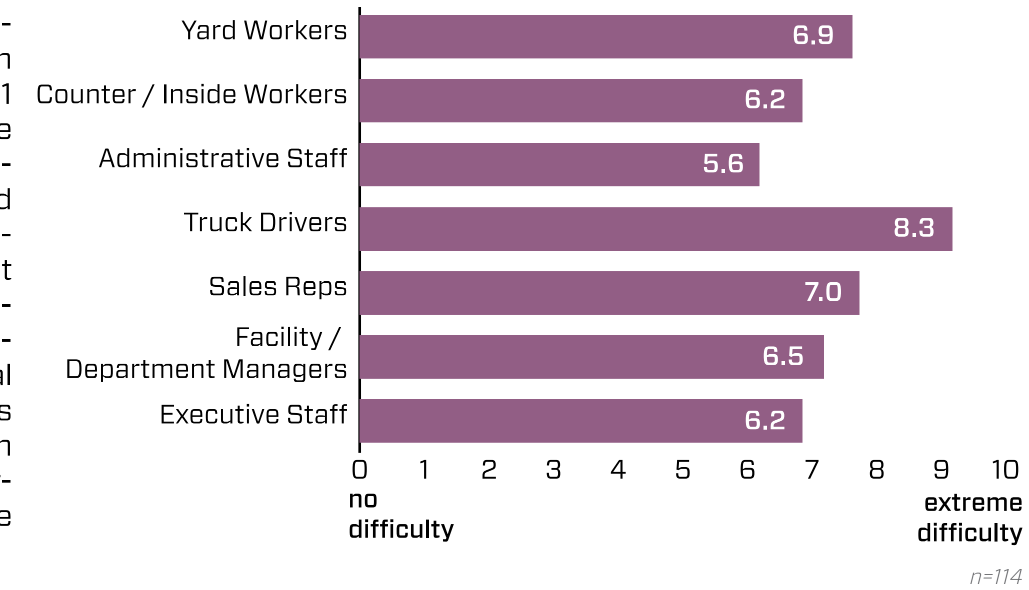
Both sides can draw contrasting conclusions regarding some new questions about hiring that premiered this year. They found that 88.4% of the responding dealers said they would hire a prospect with a criminal misdemeanor on their record and 40.4% would even hire a prospect with a felony record (it depends on what the felony was, some added). Optimists might say this shows that dealers are willing to give people a second chance. Pessimists might read those numbers as a sign dealers are having trouble finding good candidates with clean records. The two sides might also diverge on what to think of the 33% of responding dealers who employ people on work-release programs.

Two years ago, half the responding dealers said they test for drugs as a condition of employment and would refuse to hire someone who showed signs of using marijuana. This year, nearly 55% of responding dealers said they would do the same.

More than 90% of dealers will let some employees work occasionally from home, but only 40% permit a permanent home base. On the other hand, there does appear to be some willingness to use remote workers, as 38% of respondents said they have some workers who live so far from the office that commuting would be impossible.

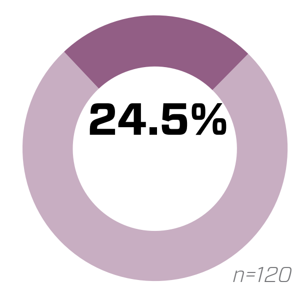
Challenge of Finding Workers

Recruiting challenges lessened for CS150 members in 2022 compared with 2021 even as there was no change in the category rankings. Difficulty scores in 2022 dropped by a full point for truck drivers, by nine-tenths of a point for yard workers, and by lesser amounts for the other positions. Both of the national trade associations for dealers are promoting legislation in Congress that would encourage more people to become truck drivers.



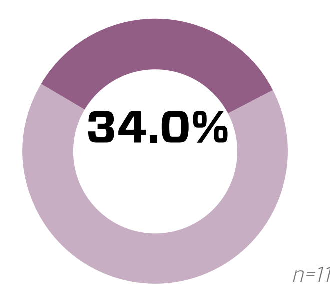
n=114

Share of Women Employees at CS150 Companies Except The Home Depot and Lowe's



n=120

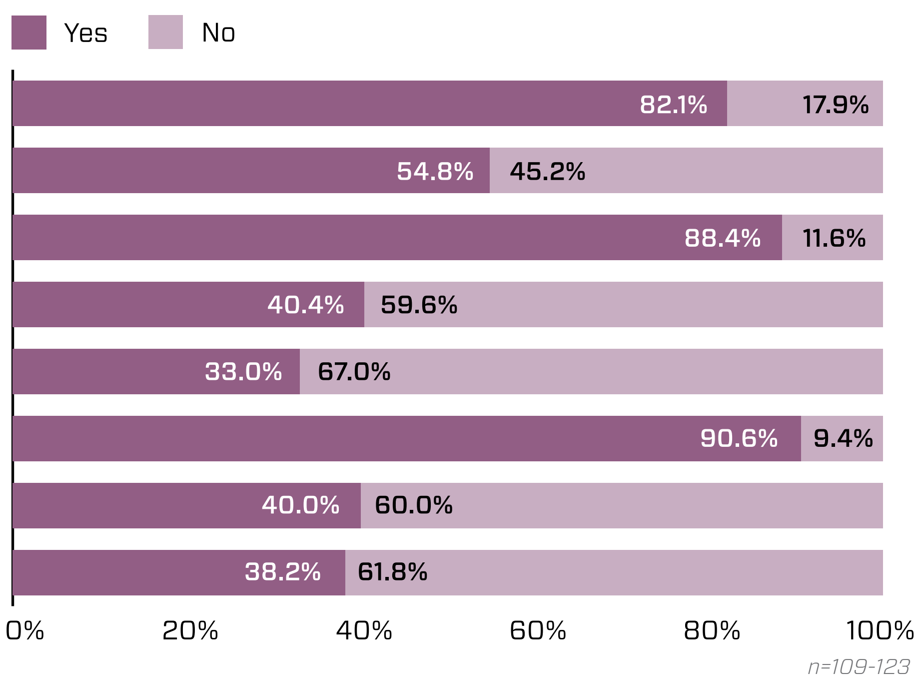
Share of Black, Asian, Hispanic, or Native American employees at CS150 companies except The Home Depot and Lowe's



n=116

Hiring People with Criminal Records, Drug Use

These results suggest construction supply company executives are simultaneously open-minded and forgiving but also cautious when they hire. More than 7 out of 8 will hire a prospect with a misdemeanor and 4 out of 10 will do the same with a convicted felon—with reservations, based on the type of crime committed. At the same time, drug tests remain the standard, particularly before hiring and in part because the federal government still mandates them for truck drivers. The use of prisoners on work-release may be a sign of how hard it is to find workers for manufacturing jobs. The questions about working from home can be read collectively as a willingness to be open-minded when possible while generally preferring that everyone on the payroll come to the office.



*i.e., people who live so far that commuting would be impossible

Payroll increase since 2021 for Firms that Bought or Added Yards

20.6%

n=29

Average payroll increase for the CS150

17.3%

n=105

Average Increase for Companies That Didn't Buy Firms or Add Yards

16.1%

n=76

About Webb Analytics

Webb Analytics is a data and research consultancy that helps executives in construction supply spot the trends, threats, and opportunities that matter most. It's led by Craig Webb, the award-winning former editor of ProSales and one of the nation's best-known industry figures.

Aside from projects like this Construction Supply 150 report, Webb Analytics produces research reports, consults with dealers, publishes a monthly e-newsletter, tracks LBM deals and openings, runs a marketing/PR workshop, and creates LBM-focused content. He also is a renowned speaker and moderator at both.

Webb Analytics

Insights and Strategies for Construction Supply

610 G St. SE
Washington, DC 20003
cwebb@webb-analytics.com
202.374.2068
www.webb-analytics.com