

LBM JOURNAL[®]

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1000

2026 TOP DEALERS



**KEY TRENDS DRIVING SALES
FOR WINDOWS & DOORS**

**THE VENDOR'S ROLE IN
DEALER TRAINING**

**ORGAIN BUILDING SUPPLY
EXPANDS ITS REACH**



Introducing

ASCENT™

Elevate Your Expectations *of a* Fiberglass Entry Door

Replicating the timeless beauty of White Oak hardwood, Ascent is the epitome of exquisite entry door craftsmanship. With its laser etched woodgrain pattern, authentic texture and rich hues, Ascent White Oak doors embody the qualities and enduring character of this magnificent hardwood. This distinctive, durable door is also available in an elegant Smooth style, with contemporary embossing and a light brushed texture.

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To ensure a seamless look, the edge of each door features a wood species and grain pattern carefully selected to complement the skin of the slab, eliminating the visual disconnect commonly seen on fiberglass doors. The skin is thicker than many fiberglass doors on the market, offering enhanced impact resistance and long-term durability. Plugless glass trim, standard on every door in the line, eliminates visible fastening and offers a clean, finished appearance.

Design versatility is built in. The Ascent line offers a variety of doors in distinctive styles, textures and sizes, including five proprietary inscribed designs.

Ascent also includes beautifully designed narrow doors available in multiple Smooth styles. For even more design flexibility, narrow ten-inch sidelites are also available in Smooth and Oak textures.

With Ascent, your customer isn't getting just another front door – they're elevating the entire entry experience of their home. Discover the difference of thoughtful design, refined style, and lasting performance.



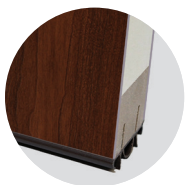
2 5/8" wide wood stiles on each side of the door



Glued, dowel-pinned rod construction in the corners



Premium woodgrain texture using a laser/acid etching process



High-performance composite bottom rail





DOORS | WINDOWS
SIDING | STONE | ROOFING



ASCENT™

The New Fiberglass Entry Door Line by ProVia®



Ascent fiberglass entry doors deliver the craftsmanship and design flexibility today's pros demand. Available in narrow, tall, and wide configurations, they're engineered to fit replacement projects and meet the growing need for larger entryways in new construction. With an authentic woodgrain pattern, coordinated glass trim and embossing, and the trusted quality of ProVia, Ascent will elevate your expectations of a fiberglass entry door. **Learn more at provia.com/entry-doors/ascent**



LBM JOURNAL[®] 100

2026 TOP DEALERS



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Leading Suppliers Council



OFFICIAL PUBLICATION OF



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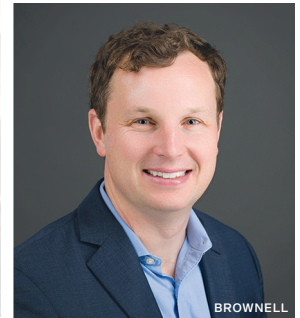
HARTMANN



KATHREIN



ANDERSON



BROWNELL



WAGNER

Rick Davis

Talking Openly on Mental Health | P. 16

Rick Davis is the contributing sales editor for *LBM Journal* and regarded by many as the leading sales trainer and consultant in the LBM industry. He has been the owner of Building Leaders, Inc. for 20 years and trained tens of thousands of salespeople in our industry.

Thea Dudley

Clearing the OFAC Roadblock | P. 20

After working for her subcontractor Dad but realizing manual labor wasn't for her, Thea Dudley moved to the power seat, granting credit and collecting cashflow. With over 35 years of experience, including as a VP of finance, she now hosts the "LBM Talks Credit" podcast, LBM webinars, and has written three books on the subject.

Bradley Hartmann

The Mendoza Line | P. 18

Bradley Hartmann has written 15 books and hosts both "The Construction Leadership", and "The Craft of LBM Sales" podcasts. He advises LBM dealers, distributors, and manufacturers across the country and trains thousands of commercial and residential construction leaders annually through his executive coaching and consulting, online training programs, custom workshops, and keynote speeches.

Russ Kathrein

The Wrong General for the Moment | P. 24

Russ Kathrein is vice president of lumber & building materials at Do it Best, based in Fort Wayne, IN. He is passionate about the art of leadership and the human element of business. He has successfully led operations by first getting the people part correct and aligning the team, then focusing on fundamentals.

John D. Wagner

Rolled Shares | P. 22

John D. Wagner is a managing director for 1stWEST Mergers & Acquisitions, which has transacted \$1.5 billion+ in deals with a specialty in distribution and LBM sectors. John is the author of 25 books and 2,600+ articles published in several major outlets. His most popular book is "M&A Basics For People in a (BIG) Hurry!"

James Anderson

In Depth: Windows and Doors | P. 44

James Anderson is a career journalist who has served as reporter, editor, and publisher of community newspapers and now serves as editor-in-chief of a national business magazine. His work in trade media focuses on manufacturing, entrepreneurship, and the trends shaping specialized industries.

Sam Brownell

Rethinking Real Estate in Succession Planning | P. 32

Sam Brownell, CVA, CFA, MBA has been a financial professional since 2006 and formed Stratus Business Advisors in 2013 to provide goals-based succession planning and financial management to independent business owners and their families. Sam and his wife, Sara, reside in Kensington, MD, with their sons Felix and Finn.

A SPECIAL THANK YOU TO ALL OUR EDITORIAL CONTRIBUTORS

Bayshore

Beauty That Fits the Build



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TRADITIONAL LINES, MODERN-DAY ENGINEERING

The Heritage Series Bayshore 5 Panel interior door seamlessly blends innovative design with on-trend styles, effortlessly complementing any décor. The Bayshore features a distinctive panel profile angle that reduces dust accumulation in hard-to-reach corners and minimizes paint build-up. Available in solid core, which is crafted with durable, sound-dampening materials, helping to create a quiet home while holding strong against everyday wear and tear.



MASONITE
DOORS THAT DO MORE.

FROM THE PUBLISHER

WELCOME TO THE sixth annual LBM 100 issue. Every year there are surprises, and this year is no different. Before you jump into the listings on page 40, I encourage you to read Managing Editor Wendy Sturges's summary and analysis that starts on page 36. She did an excellent job of parsing the data and building in commentary from participating dealers. Here are several of the takeaways that stood out for me:

If you feel like 2025 was a tough year, you're in good company. Facing headwinds like unpredictable tariffs, stubbornly high mortgage rates, and very real affordability challenges, 51 of this year's LBM 100 reported lower gross sales than the year before. While that number struck me as high—it's lower than the 60 who reported revenue drops in last year's LBM 100. If you're showing year-over-year revenue increases, you're out-performing much the market.



Consolidation continues to redefine the LBM community. For each of the past five years, at least 20% of the LBM 100 companies have grown by acquisition. In 2025, that number was 22%. If you consider that much growth among our industry's largest players has continued during two years of down revenues, it shows that consolidation is here to stay.

Attracting, hiring, and retaining top talent is a chronic challenge. More than 55% of LBM 100 companies confirm that finding and keeping good people is a serious challenge. The toughest positions to fill are drivers (78%), outside sales (56%), inside sales (31%), and yard workers (29%). That's why we make a point to have companies recognized as Great Places to Work take the stage at the LBM Strategies Conference.

A handwritten signature in black ink, which appears to be 'R Schumacher'. The signature is written in a cursive, flowing style.

If you think some big companies are missing from the list, you're right. Out of respect for companies who prefer not to share their top-line numbers, we include only companies who choose to participate. The numbers we publish are all self-reported because ours is a multi-billion dollar industry, but it's still a small community where reputations are earned and honored.

There's more great content in this issue. Check out the Real Issue feature by *LBM Journal* readers on "The Suppliers' Role in Dealer Training" (p. 28), the InDepth feature on windows and doors (p. 44), and much more. A special thank you to the team at Descartes for sponsoring this year's LBM 100 survey and report.

— Rick Schumacher
Executive Editor & Publisher

HAVE A QUESTION FOR RICK?
RICK@LBMJOURNAL.COM

SERIOUS ABOUT BUILDING YOUR BUSINESS? WE ARE.

LET'S BUILD SOMETHING BEAUTIFUL



Photo ©Bruce Damonte

Premium redwood shines on UC Berkeley campus.

Built on the University of California, Berkeley campus more than 100 years ago, Creekside Center underwent an extensive renovation to become the new home for the university's Disabled Students' Program (DSP). The renovated building is clad in a durable, pre-finished redwood heartwood grade board and batten profile. Help your customers complete their projects with premium redwood boards, pattern stock and timbers. **Let's work together. Let's build something beautiful.**



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SLOAN'S HARDWARE MARKS 125 YEARS



PLEASANTS HARDWARE EXPANDS



JAMES HARDIE PARTNERS WITH HABITAT

BY THE YARD

Tennessee-based **Sloan's Hardware** is marking its 125th anniversary this year as a family-owned and operated company. The company offers lumber sales, building materials, hardware, electrical, farm goods, outdoor living products and more. Today, the seventh generation of Sloan's is still overseeing the company, which now has four locations in southeast Tennessee in Etowah, Loudon, Madisonville, and Vonore.

Stewart Building Supply in Dickson, TN is celebrating 105 years in business. The family-owned operation offers an extensive inventory such as lumber, trusses, millwork, windows, doors, decking, and more.

The Detering Company has expanded its Multi-Family Division to include lumber, roof and floor trusses, and engineered wood components, adding to its existing offering of millwork, doors, hardware and windows.

Louisiana-based **Holmes Building Materials** announced the company has opened its newest showroom in Metairie, LA. The company has locations in Baton Rouge and Denham Springs, LA.

Maine-based **Hancock Lumber** announced the company has begun construction on its newest components manufacturing facility in Oxford, ME. The facility is slated to open in early 2027. The company also announced the opening of its new Kitchen Design Showroom in Brunswick, which features the latest trends in kitchen design.

The Taylor family is celebrating the grand opening of a new **Pleasants Hardware** in Richmond, VA. The opening marks the fourth new store added since Taylor's Do it Center acquired Pleasants Hardware in 2016. Since the acquisition, the company has grown the Pleasants Hardware brand from seven locations to 11 today, alongside 11 Taylor's Do it Center stores, for a total of 22 locations.

INDUSTRY UPDATES

ProWood has announced a strategic partnership with the National Hispanic Construction Alliance (NHCA) to expand career pathways for Hispanic builders and trade workers across the United States. A key element of the collaboration includes ProWood's support of NHCA's 2026 launch of Build the Builder, an initiative designed to prepare builders and developers to reinvest in their communities.

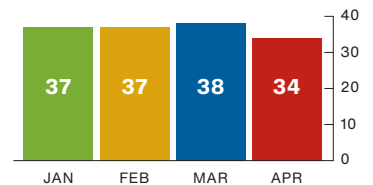
James Hardie Building Products Inc. announced its commitment to San Gabriel Valley Habitat for Humanity (SGV Habitat) to support their rebuilding efforts for the first 25 households impacted by last year's devastating Eaton fire in Altadena, CA. This effort builds on the company's ongoing partnership with Habitat for Humanity International, which celebrates its 50th anniversary this year.

Simpson Strong-Tie is marking 70 years of innovation and manufacturing in 2026. Barc Simpson founded the company in 1956, and since then, the company has been a leader in the building industry with engineered structural connectors and solutions defined by innovation, integrity and commitment to quality and safety.

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Builder sentiment sees decline amid economic uncertainty

Economic uncertainty coupled with rising building material costs and interest rates resulted in a sharp decline in builder sentiment in April as the housing market enters into the heart of the spring buying season. Builder confidence in the market for newly built single-family homes fell four points to 34 in April, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI). This is the lowest level since September 2025.



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MELLICK



TRAVIS

Ward Lumber is announcing a leadership transition as **Bryan Mellick** steps back from the CEO role to take an advisory role. This allows Director of Sales **Josh Travis** to take on an interim role leading operations for the company.

Nation's Best has announced the promotion of **Kim Peffley** to chief operating officer. Peffley, who previously served as regional vice president of the company's North Region, brings more than 30 years of experience in the independent home improvement industry.



84 Lumber is announcing the promotion of **Dave Morgan** from deputy general counsel to general counsel. Morgan joined the company in 2016 and will oversee all legal matters for the company, providing strategic counsel and supporting long-term operations and success.



Lezzer Lumber has announced **Allison Crytzer**, dispatcher at Lezzer's Indiana location, as the 2025 Lezzer Legacy Award recipient. Selected from more than 500 employees, this honor recognizes an individual who truly lives out the company's core values of Family, Integrity, Pride, and Passion.



Jeske Hardware Distributors has named **Ameet Kular** of Bothell, WA to the Jeske team as the company's new national account manager. Kular will be responsible for managing corporate accounts, developing, and strengthening Jeske's relationships with national customers.

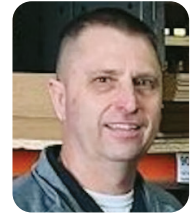


Keith Penkaty has joined **TSARSI** as its new estimating development manager, bringing more than three decades of experience in the building materials and construction industry.

USG Corporation has marked the official leadership transition of **Chris Macey** to president and CEO. Macey, a 30-year industry veteran who recently served as USG's chief operating officer, takes the helm following a planned succession process first announced earlier this year.



KAPTUR



ZEBELL

Big C Lumber announced the company has named **Courtney Kaptur** as the newest general manager of the company's Three Oaks, MI location, and promoted **Ted Zebell** to vice president of operations.

Georgia-Pacific announced that **David Duncan**, executive vice president of Georgia-Pacific's consumer products group, has been named president and CEO.

NewTechWood announced that **Jeff Kuntz** is joining the company as a regional sales manager, serving the southeastern states.

Klauer Manufacturing Company has announced the addition of **Katherine Dean** as territory manager, supporting customers across Michigan, Ohio, Indiana, Kentucky, West Virginia, and Western Pennsylvania.



HUBBS



HOLLAND

Paragon has announced a leadership transition with **Zach Hubbs** appointed as CEO. Founder **John Holland** will transition into the role of chief technology officer and president.

CO-OP & BUYER'S GROUPS

LBM Advantage has announced that **Ed Senniger** has joined the organization as business development manager. The addition of this role reflects LBM Advantage's continued focus on expanding its national footprint, innovating, and strengthening its position as a leading co-op in the lumber and building materials industry.



At the three-day **LMC Annual Meeting** in Chicago, the organization announced its New Product Awards featuring the latest innovations from suppliers. With 150 entries, dealers voted to determine the top three winners:

- 1st Place:** Ekena Millwork—Faux Iron Industrial Millwork
- 2nd Place:** Huber Engineered Woods—ZIP System Multi-Purpose Tape
- 3rd Place:** Milwaukee Tool—M18 HOTSHOT Jump Starter

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DISTRIBUTION NEWS

Wausau Supply Company announced the opening of a new distribution center in Greensboro, NC. The Greensboro distribution center will improve delivery consistency and product access for customers throughout North Carolina, South Carolina, and Virginia.

Maximo Wood is expanding the availability of its thermally modified wood and hardwood products in Michigan through **Mans Lumber and Millwork**, specialists in lumber, millwork and decking. This expansion strengthens access to Maximo's full Thermo portfolio across the state.

ODL, Inc. has announced a strategic partnership with **BROSCO**, a Boise Cascade location and millwork distributor in the Northeast. This represents a major expansion to distribute ODL Entry Doors throughout the Northeast region.

Trex Company announced added markets to the limited release of its Trex Refuge Decking—a performance-engineered PVC decking line. Beginning in late March, Trex will expand distribution of Refuge decking across the northeast region of the United States.

Manufacturers Reserve Supply announced the expansion of its partnership with **CertainTeed**, a subsidiary of Saint-Gobain. Building on the recent launch of RISE Siding, MRS will now distribute CertainTeed's Restoration Millwork PVC Trim product line.

Weyerhaeuser has selected Gallatin, TN, for its 22nd distribution center. This greenfield project will be the company's first distribution facility in Tennessee. This new distribution center will support the continued growth of Weyerhaeuser proprietary products, including Trus Joist Engineered Lumber Products, Weyerhaeuser Enhanced OSB Flooring Panels, and Weyerhaeuser Framer Series Lumber.

ProWood is expanding availability of **TrueFrame Joist**. Previously available in Colorado, TrueFrame Joist is now available across Great Lakes and Midwest states.

IG Railing announced that **Fabrizio Lumber** will serve as the brand's first official stocking dealer, with distribution support from Parksite. The partnership makes IG Railing's frameless glass railing systems readily available to contractors and builders through Fabrizio Lumber's inventory and service network.

Chelsea Building Products is expanding its network of distributors to now include **Hood Distribution's** Dallas-Fort Worth, TX location for the distribution of its premier line of siding, Everlast advanced composite siding.

James Hardie has announced an expansion of its strategic agreement with **CBUSA**, a purchasing organization for custom home builders. The new three-year exclusive deal will provide CBUSA's network of nearly 1,000 custom builders with access to preferred products such as TimberTech.

TOUGH CALL SOLUTIONS

MARCH 2026 ISSUE SURVEY RESULTS FROM LBMJOURNAL.COM AND LINKEDIN.

WHEN OPPORTUNITY KNOCKS...

An industry friend wants to team up on a new venture for a fast-growing market segment. But conditions aren't ideal and your staff is already stretched thin. Here's how readers responded.



Test it first. **43%**
Instead of going all in, propose a 90-day pilot with clear goals and limited investment. If it works, you go all in. If not, you walk away with minimal risk.

Dive in. **33%**
Genuine opportunities don't present themselves that often. This is a genuine opportunity. Don't blow it by overthinking it or waiting for conditions to be perfect. Just do it.

Another path. **20%**
Creating a new venture from scratch is expensive and time-consuming. Explore how your companies could team up to serve this growing market.

Hold off. **4%**
You've gotten this far by trusting your gut. Tell them you're out but encourage them to move forward on their own. Offer to support their efforts however you can. Then do it.

WANT TO SEE MORE TOUGH CALLS? CHECK OUT PAGE 56 OF THIS ISSUE, OR FIND MORE AT: lbmjournals.com/category/tough-call

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LBM TALKS



MERGERS + ACQUISITIONS

QXO, Inc. announced that it has entered into a definitive agreement to acquire **TopBuild Corp.** for approximately \$17 billion, expanding QXO's scale and capabilities across the building products value chain. The transaction is expected to be immediately and substantially accretive to the company's earnings, according to a release from QXO.

Weekes Forest Products and **Snaveley Forest Products** announced they are formally uniting under a single enterprise brand: **WS Building Materials**. The company is a 100% employee-owned subsidiary of MacArthur Company. As part of this transition, the organization has introduced a unified visual brand identity that will be reflected across facilities, communications, and digital platforms.

Hillman Solutions Corp. announced that it has acquired **Delaney Hardware**, a U.S.-based supplier of door hardware and builder's hardware used in residential, multifamily, and commercial construction. The company has also acquired the **Campbell Chain & Fittings** business, a manufacturer and supplier of industrial chain and chain-related products, from Apex Tool Group, LLC.

Mill Creek Lumber & Supply Company announced that it is finalizing the acquisition of **Tulsa Fireplace Supply, Inc.**, a long-standing Tulsa provider of fireplace, hearth and stone products. This acquisition represents a strategic expansion of Mill Creek's presence in the fireplace, hearth, stone, and specialty-products category, strengthening its position in Oklahoma.

Mead Lumber Company announced it has acquired **OHC Supply** and **Guthrie's Ace Hardware** in Guthrie, OK, from owner Bill VanSant. With this acquisition, Mead Lumber now operates 56 locations across nine states, including its second and third locations in Oklahoma. The company's first Oklahoma location is in Ada, acquired in 1995.

Deckorators has acquired the remaining operating assets for **MoistureShield** decking. The acquisition represents a step forward for Deckorators as it continues to expand its wood plastic composite manufacturing capabilities, strengthen its product portfolio, and accelerate innovation. The newly-acquired Arkansas facility brings expertise in traditional composite decking, complementing Deckorators' industry-leading Surestone technology.

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INDUSTRY EVENTS

JUL 23-26

BMSA SUMMER CONFERENCE
Virginia Beach, VA | mybmsa.org

SEP 14-16

2026 WMA MILLWORK CONVENTION
& TRADESHOW
Orlando, FL | worldmillworkalliance.com

SEP 14-18

BCMC 2026
Columbus, OH | bcmcshow.com

SEP 23-25

CONSTRUCTION SUPPLIERS
ASSOCIATION 2026 CONFERENCE
& TRADESHOW
St. Simons Island, GA | gocsa.com

SEP 25-28

DO IT BEST & TRUE VALUE
FALL MARKET
Indianapolis, IN | doitbestonline.com

OCT 14-16

2026 LBM STRATEGIES CONFERENCE
Milwaukee, WI | lbmstrategies.com

OCT 28-30

LMC EXPO 2026
Philadelphia, PA | lmc.net

NOV 4-6

NAWLA TRADERS MARKET
Anaheim, CA | nawla.org

NOV 9-11

LBM ADVANTAGE FALL PLANNING
CONFERENCE
Everett, MA | lbmadvantage.com

NOV 17-19

DECK EXPO
New Orleans, LA | deckexpo.com

2027

FEB 2-4

2027 NAHB INTERNATIONAL
BUILDERS SHOW
Las Vegas, NV | buildersshow.com

FEB 25-27

ORGILL DEALER MARKET
Orlando, FL | orgill.com

MAR 5-7

DO IT BEST & TRUE VALUE
SPRING MARKET
Orlando, FL | doitbestonline.com

MAR 8-10

LBM ADVANTAGE ANNUAL BUYING SHOW
Grapevine, TX | lbmadvantage.com

MAR 23-25

LMC ANNUAL 2027
Tampa, FL | lmc.net



READER INSIGHTS



“Substructure absolutely matters far more than most realize. We are actually transitioning to using exclusively modern framing materials and leaving PT in the dust.”

FROM INSTAGRAM:

Hayward Gatch, Owner, Be Nice Home Solutions LLC

IN RESPONSE TO: A LOOK AT TRENDS DRIVING THE DECKING MARKET IN 2026 | **APRIL 2026**

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CUSTOMER SUCCESS STORY #5

A STORY ABOUT COMMITTING TO GROWTH

My dad was an electrician when our family bought Caldwell Hardware in 1979. At the time, it was just an 800-square-foot store, and he saw it as a way to support his electrical business while also serving the community. I was just 10 years old then but I grew up in the aisles. Dad continued wiring houses while my mom ran the store, learning the business and building relationships in the community.

As Hot Springs expanded, we worked hard to expand with it. I took on more responsibility as a teenager, and over the years we've continually looked for ways to better serve our customers—whether retirees moving into the area, weekend DIYers or contractors who depend on us. Today, Caldwell Hardware is about 22,000 square feet. Recently, we added 6,500 square feet, completed major resets and invested in modernizing the operation. Those efforts have resulted in double-digit sales growth and renewed energy throughout the business.

Our long-standing relationship with Orgill has played a meaningful role in that success. Since the early 1980s, they've provided not just products, but tools to help us grow. Smart Start assortments allow us to fine-tune categories for our market. Their competitive pricing helps us maintain our margins. The FanBuilder loyalty program helps us connect with customers in new ways. And having a dedicated sales partner who understands our business gives us clarity and confidence.

With that foundation—and partners who share our commitment—we're well positioned to keep building on 40+ years of steady growth.

Phillip Taylor
Owner | Caldwell Hardware | Hot Springs, Arkansas

BY RICK DAVIS

IT WAS THE HEIGHT of COVID when people were struggling with the challenges of lost income, misinformation, uncertainty about the future, and even the loss of lives to the virus. My phone rang, and the news of another passing was delivered. In this case, however, it wasn't due to the virus. Instead, it was about Chad, the dealer of my regular poker game.

He had taken his life over the weekend. The news was stunning not merely because it is always a shock to hear about the suicide of a loved one. In this case, it was the third friend in a two-week period who had committed suicide. All three men were close to my age and had achieved a significant degree of career success. All three were people I considered to be highly intelligent. In all cases, people lamented the usual, "Why didn't they reach out? If I had known, I would have ..."

TALKING OPENLY ON MENTAL HEALTH

The problem is that deep, dark depression doesn't work that way. In those moments, a person is lost completely inside their brain and filled with such despair that rational thought escapes them. It's an abyss from which it takes time and energy to escape. I know this because depression is a disease that plagued me for nearly five decades of my life.

The news of my friends became the catalyst for me to start talking openly about mental health. So, in honor of Mental Health Awareness Month, I'm committed to telling my own story in hopes that it will escalate the importance of the dialogue about this very real illness and epidemic of suicide.

My struggles had started early in my life, the teenage years when angst runs high. Then, like now, mental health was misunderstood as a "mood" that someone should manage on their own. Worse, it was seen as weakness, an inability to properly cope with life's challenges. The stigma

kept me in the shadows and prevented me from getting the proper help I needed.

Then, serendipitously I met a woman who would change my life. She was the rabbi who presided over my mother's funeral. We immediately connected on many levels. She is an author and a psychologist and has a background similar to mine. She was the one who convinced me that stronger medical intervention was necessary. That inspired me to talk to a psychiatrist for the first time in over 30 years.

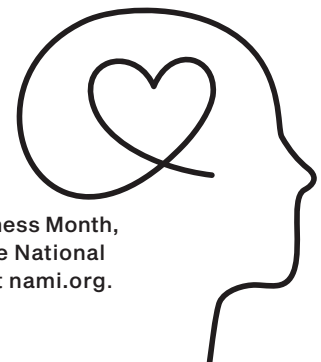
My experience with "drugs" was so bad that I was afraid to take them again and told the doctor. She calmly said, "Ah, I see. Then you don't want me to prescribe heroin or cocaine?" I stammered and then laughed. I got it.

She said, "Those are drugs. I don't prescribe drugs. I prescribe medicine and we can try to figure out what might work for you." In that moment she reframed the stigma and weakness I felt about not being able to fight my way through depression. She helped further by asking, "If I said you have high blood pressure or high cholesterol, would you take the drugs? Yes." She continued and said, "You have a chemical shift in your brain. Let's fix that." Her comments illustrated powerfully that I might have a physical malady that can be addressed, and my doctor gave me a voice that allowed her to find the right concoction I needed.

I've had a great career and wouldn't change anything about my past or the mental challenges I've endured. It's all part of who I am and possibly even drove me in positive ways to achieve some success. The purpose for sharing my truth is to remove the stigma associated with depression. It's a real medical ailment that nearly cost me everything.

Talk about this openly with your family and friends. Allow people to comfortably discuss their challenges. Most importantly, if you are someone who struggles, it's okay! You're okay. But get the help when you're in a good place, because you can't do it when you're not.

To learn more about my journey, I encourage you to check out the Simpson Strong-Tie podcast at blog.strongtie.com/strong-conversations-podcast.



May is Mental Health Awareness Month, for more resources, visit the National Alliance on Mental Illness at nami.org.

Rick Davis is the Sales Education Leader for ABC Supply and the President of Building Leaders, Inc. You can buy his books or learn more about his online sales training platform at buildingleaders.com.

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BY BRADLEY HARTMANN

AFTER THE FOURTH bubble mailer arrived in two days with an eBay logo, my wife was forced to ask: *“Do I need to be concerned with this?”*

No, I told her. I had tracked down—and acquired—the eight Topps baseball cards representing the career of Mario Mendoza. Naturally, it took her a moment to process all that. *“How much did you spend?”*

When I told her less than \$19 in total, she squinted at me. Then she shook her head in that adorable way that conveys both, “I don’t even want to know,” and “I may have married poorly,” in one glance.

THE MENDOZA LINE

If you were to collect eight Mario Mendoza baseball cards, you’d notice the squinting. He’s wearing these giant Mr. Magoo glasses whose lenses are measured in square feet. It looks like he’s trying to pick up the spin on the curveball—from the upper deck of Three Rivers Stadium.

It’s obvious that vision wasn’t his strong suit. His stats back it up: Mendoza batted under .200 five times in his career. He was a gifted defensive shortstop—quick feet, sure glove, and a strong arm that consistently turned hits into outs.

His teammates loved him. In the clubhouse, they teased Mendoza about his offensive futility.

But soon the “Mendoza Line” went viral. Someone mentioned it to Hall of Famer George Brett during a slump. He then repeated it to ESPN’s Chris Berman, who’s never heard a nickname he didn’t like.

The Mendoza Line—a batting average of .200—became an instant and enduring metric. Dip below it and you’re headed to Triple-A. Or simply cut.

Every baseball fan knows: You’ve got to stay above the Mendoza Line.

Bradley Hartmann was raised in a lumberyard, worked in area purchasing at PulteGroup, and is passionate about helping LBM sales teams make it easy for builders to buy. You can email him at bradley@bradleyhartmannandco.com.

What’s the Mendoza Line in LBM sales?

Every sales team tracks revenue and margin, but few define the minimum acceptable threshold for net new business development. And that’s a problem.

Without a line, there’s no standard. Without a standard, there’s no accountability.

The Mendoza Line for net new business in LBM sales is 10%. If a rep sells \$400,000 next month, a minimum of \$40,000 should come from net new business. That means from selling existing customers new product categories and converting non-customers to customers.

And 10% isn’t heroic. It’s not George Brett chasing .400. It’s batting .200—the minimum level of offensive performance required to stay in the lineup. And most reps aren’t there. One client has 37 OSRs with only 11 above the line. Another has 52 reps with only 13 above it. Some leaders will be tempted to suggest the line is too high. Don’t do that.

If less than 10% of a sales rep’s revenue is genuinely new, they’re not selling. They’re not putting themselves in the path to hear the word no. What they’re probably doing is managing accounts and handling customer service. Yes, that work has value, but it’s not selling.

How can you lead this change?

First, start with current customers. Every rep has existing customers who love them, but also buy from the competition. Which product categories should they be buying from you? A warm relationship is the shortest path to new revenue. Pick up the phone. Ask for what you want.

Second, get explicit about targets. Name the prospects. Your competitor’s biggest customers in your market—who are they? Build them into your pipeline. Review it every week. Sales managers: Ask a rep why nothing has advanced on the top prospect this week. Then wait.

Both steps require discipline and a leader willing to make the expectation public.

Which brings us back to the line

Here’s the part of the Mendoza story that doesn’t get enough attention: Yes, Mario Mendoza did bat below his namesake multiple times, but his career batting average wasn’t .200. It was .215.

But this isn’t about Mendoza. It’s about that metric and the clarity it brings. It’s a number that sets the standard.

Sales leaders: The Mendoza Line for net new business is 10%. Make it public and coach to it.

Sales reps: Stay above it, and you’re in the game. Drop below it, and it’s time to adjust your swing.

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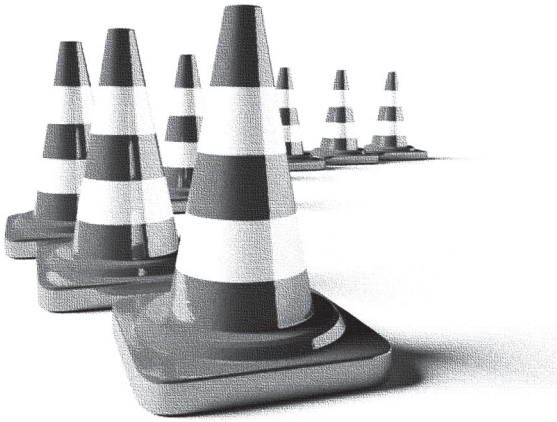


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BY THEA DUDLEY

CLEARING THE OFAC ROADBLOCK



Hi Thea,
We received a credit application for a new account and when we pulled a credit report, it says something about a possible OFAC or Victim Statement and I'm not sure what that means. Can you give any insight to what this is?
 — OGMWS (Oh Good, More Weird Stuff)

Dear OU812 (wait, that's a Van Halen album), I'd love to tell you that OFAC stands for "OK For Account Credit," but it doesn't. It stands for Office of Foreign Assets Control, a department of the U.S. Treasury. Ridiculous acronym aside, it means you've encountered another roadblock to opening a customer. Usually, one you're your sales rep will give you the side eye for. Explaining this one sounds like you are making stuff up, stalling, or you have searched the earth for another reason not to open an account.

When a credit report throws a "possible OFAC match," it's not declaring your applicants a warlord. It's saying the name looks similar to someone on the U.S. Treasury's sanctions list. That's it. A name match. A coincidence. Maybe. Now you're Googling sanctions law like you're prepping for a cameo on "Narcos." Credit bureaus are legally required to warn you of possible matches, even when the match is about as solid as a rumor from your Aunt Millie's Facebook feed.

With more than 30 years of credit management experience in the LBM industry, Thea Dudley consults with companies on a wide range of credit and financial management issues. Contact Thea at theadudley@charter.net.

My favorite part: the government has decided this is now your problem. They don't screen your customers. They don't warn you directly. They don't send a love note. Nope, they hand the responsibility to credit teams, who were never trained for this. And then slap companies with strict liability penalties if they get it wrong. Charming.

Which brings us to the real issue: why have you never heard of or been taught how to deal with this? Because OFAC falls straight through the cracks of credit education. It rarely gets mentioned. NACM gives it a policy wave in passing. "Sanctions exist, anyway, moving on." Nobody taught you or any of us, yet we're expected to magically be accountable for it. And then every pretends it's someone else's job. Fun sucker alert: it's not. It's yours.

Now what? You need to run a real OFAC search using the Treasury's SDN search. If the names don't match exactly—including middle names, addresses, countries, etc.—you're clear. Document it, bless it, and carry on with your day. If you can't, all credit granting stops until this is cleared up. That means no shipping of products. Period.

About that Victim's Statement. That's the credit bureau way of saying the applicant has dealt with identity theft before. It's not a deal breaker; it's another way of telling you to verify who your customer says they are before you hand over your products or services. Make sure the person applying is the real deal and not their identity stealing doppelgänger.

If you are rolling your eyes right now and thinking, "Fantastic, one more thing to add to the process, I'm just gonna blow it off." Give that serious consideration. The penalties are not a slap on the wrist or a stern talking to. The government reaches into your company's body cavity and squeezes to painful levels of both civil and criminal levels. The government doesn't care if you "didn't know." To quote a legal beagle, "Ignorance of the law is no excuse."

You can tell the customer this flag is popping up on their commercial credit report. Keep it factual. Something like, "Your commercial credit report includes an OFAC/Victim Statement alert. We're required to verify identity and run a standard compliance check before we can move forward with your account." That includes COD sales as well.

Totally normal, totally allowed, and totally not you accusing them of gun running. The alerts aren't stop signs—they're speed bumps. Stop, verify, document, and move forward. And hey, if OFAC ever stops making this your problem, I am sure they'll send you a candygram. Right after they finish alphabetizing the sanctions list.

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BY JOHN D. WAGNER

AN ACQUIRER MAY ask you, the seller, to “roll shares,” a.k.a. accept rollover equity as part of the payment for your company. If you roll shares, you are taking some ownership in their company (or a subset of their portfolio of companies). If you “roll,” you are investing real dollars that you’d otherwise receive at the closing.

Say you’re offered \$40 million for your company, and the acquirer asks for a 10% roll. If you agree, you are forgoing \$4 million in cash at closing. Now, think of the research you’d do if you were investing \$4 million in any other company. The same research should be done before rolling. Work with your investment banker to examine the income statements and balance sheets of the companies you’re investing in.

Acquirers love sellers who “roll” because it reduces the amount of cash they have to come up with at closing. Thing is, the value assigned to those shares is fairly arbitrary; it is the consensus contemporary value of the companies you’re investing in, a value that’s probably not market-tested.

You can only hope your shares will increase in value, but there is no assurance of that. Shares may go down in value; they may end up being completely worthless. Their value ultimately depends on the so-called “liquidity event” of the companies that you took a stake in when you rolled.

ROLLED SHARES

If the parent company sells the companies that you own a stake in—the liquidity event—only then is the value of your rolled shares established, and you finally get to redeem them for cash, and even roll again.

Beware that rolled-share shareholders can be subject to “capital calls,” e.g. the requirement that you inject more cash in the companies you own, to grow the portfolio or even prop up an unprofitable business unit. If you don’t want to inject capital, you may have the right to dilute your shares by the amount you elected not to invest.

John D. Wagner is a managing director at 1stWest Mergers & Acquisitions, which offers a specialty practice in the LBM sector. j.wagner@1stwestma.com.



The downsides here are obvious. You don’t get to determine when the companies you own part of are sold, to whom, and for how much. You don’t get to control the timing or amount of capital calls. Yet some rolled shares have worked out spectacularly well, e.g. those who took rolled shares in the early stages of US LBM or Kodiak. But we have also seen rolled shares in limbo with no liquidity event on the horizon, and little opportunity for you or the other shareholders to force the liquidity event.

Ideally, rolled shares in well-run companies pay dividends, so that as the portfolio companies you invested in grow organically, or more portfolio companies are added, and they achieve meaningful EBITDA, the parent company at their sole discretion may pay you a dividend.

With so much undetermined, why do sellers accept rolled shares? Well, if the strength of the parent company is strong and growing, we’ve had seller/clients ask for more rolled shares than were offered. But in other cases, in most cases in fact, rolled shares are used as a bridging device between what the seller thinks your company is worth, and the value the acquirer is willing to pay. Since the acquirer often risks very little in a rolled shares scenario—offering the “sleeves from their vests,” so to speak—the risk of rolling is largely assumed by sellers.

So before rolling shares, clearly define what you are investing in. As mentioned, some rolled shares can be for a subset—not the entirety—of the acquirer’s companies. If that’s the case, ask why you have been “fenced off” from owning a portion of all the acquirer’s companies. Secondly, ask what will happen to new portfolio companies added to the acquirer’s holding. Are all new acquisitions going to be added to the “hold co” you are rolling into?

Or will the acquirer have the discretion to keep some newly acquired companies out of your reach? Finally, have a candid conversation with the acquirer about what the realistic timing is for a liquidity event, and what performance thresholds must be reached before the companies that you own part of are sold.



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BY RUSS KATHREIN

GEORGE MCCLELLAN was, by almost every measure, an extraordinary leader. West Point graduate. Decorated Mexican War veteran. He had studied European military tactics firsthand and spoke multiple languages. When Lincoln needed someone to reorganize the shattered Union Army after the disaster at Bull Run in 1861, McClellan was the obvious choice.

His men adored him. They called him “Young Napoleon.” He was also, arguably, the wrong man for the job.

McClellan built the Army of the Potomac into a genuine fighting force. He planned meticulously. He cared deeply about his soldiers. But when it came time to actually use that army, he couldn’t pull the trigger. He always needed more men, more supplies, more time. At Antietam, he had a captured copy of Lee’s battle plans in his hand and still failed to deliver a decisive blow. Lincoln grew so exasperated he suggested that if McClellan wasn’t going to use the army, he’d like to borrow it. McClellan was a peacetime general in a wartime job.

Now consider Ulysses S. Grant. Before the war, Grant had washed out of the Army, failed at farming, failed at business, and was working in his father’s leather goods store in Galena, IL. Nobody expected much from him.

Grant was not polished. He moved unconventionally, sometimes against direct orders, and absorbed staggering losses in ways that horrified Washington. After the Battle of the Wilderness in 1864, with casualties exceeding 17,000 in two days, every previous commander had pulled back north to regroup. Grant turned south and kept moving. His staff said the army was stunned. They had never seen a general do that. Grant won the war.

THE WRONG GENERAL FOR THE MOMENT

Russ Kathrein is the Vice President of Lumber & Building Materials at Do it Best based in Fort Wayne, Indiana.

I think about this dynamic more than I probably should. I have watched good people rise steadily through long careers by doing all the right things. Never taking unnecessary risks. Following the process. Keeping their numbers clean. And I will say something uncomfortable: part of me wonders how much of that track record was genuine skill and how much was simply good timing. A spotless career requires that you were never caught in a downturn, never handed a broken operation, never put in a situation that demanded something unconventional. That is not just talent. That is also a fortunate sequence of circumstances. We are built to hire and promote McClellans. They present well, build consensus, and execute on a clear plan. In a stable, growing environment, they are genuinely excellent. The problem is not the McClellan. The problem is promoting them into a moment that requires a Grant.

A spotless career requires that you were never caught in a downturn, never handed a broken operation, never put in a situation that demanded something unconventional.

Because when the environment changes, the McClellan freezes. They ask for more resources, commission another study, schedule another meeting. Their care for their people becomes a liability because they cannot make hard calls.

Meanwhile, your Grant has probably already been passed over twice. They do not test well in interviews. They make people uncomfortable because they say the quiet part out loud and push into areas that are not technically their lane. In a season of peace and prosperity, they look like a problem. In the moment that actually matters, they are the only person in the room who knows what to do.

It is easy to read this and conclude the lesson is about talent identification. Go find your Grant. Look for the rough edges. That is true, and you should do it. But the harder question is one you have to ask yourself.

The best leaders I have been around regularly ask two things. First, what kind of moment are we actually in right now? Not the moment we wish we were in, but the one directly in front of us. Second, and this one takes real honesty: am I the right general for this moment, or do I need to get out of the way?

That second question requires setting aside your ego and the natural instinct to believe that the skills that got you here will get you through this. Know your moment and your fit for it. That might be the most important leadership skill nobody talks about.

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Five Reasons Hardie® Fiber Cement Helps Dealers Turn Hesitation into Confidence

When homeowners hesitate between fiber cement and engineered wood siding, it's rarely just about sticker price.

In a recent dealer poll on siding and trim decisions, nearly 46% cited initial cost concerns, while almost 39% said customers lack product knowledge; a clear indicator that indecision stems from uncertainty around value, performance, and long-term tradeoffs.

That's where education makes the difference.

Hardie® fiber cement siding and trim gives dealers a product story rooted in proven durability, real-world performance, and long-term protection — especially in regions facing climate stress, wildfire risk, or demanding weather conditions. Supported by Weyerhaeuser Distribution's product access, comparison tools, and selling support, dealers can shift conversations from "What's cheaper today?" to "What performs better over time?"

Noncombustible* Protection Where Fire Risk Matters

In wildfire-prone and high-risk regions, exterior materials matter more than ever. Hardie® fiber cement siding is noncombustible,* meaning it will not ignite or contribute fuel when exposed to direct flame. In contrast to wood, which can burn, or vinyl, which can melt under extreme heat, fiber cement siding is an effective way to help harden exterior walls against fire damage.

Dealer advantage: Fire performance is an increasingly important decision factor, and one that's easy to explain without overselling.



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Wood-based siding is more susceptible to water and can swell, warp, buckle or edge check after repeated exposure to wetting and drying. Hardie® siding is engineered to resist moisture and humidity, helping it stand up to rain, snow, sleet, and freeze-thaw cycles without swelling, warping, or rotting.

Dealer advantage: Less concern about rot, paint failure, or premature replacement supports a stronger durability narrative.



Built for Long-Term, Sustainable Performance

Sustainability goes beyond materials, it's about resiliency. Hardie® products are designed for long service life and low maintenance, helping reduce frequent repairs, repainting, or replacement over time. And because Hardie® siding is noncombustible, 7 out of 10 insurance professionals may offer some discount.****

Dealer advantage: A longer-lasting exterior supports environmentally conscious buyers focused on lifecycle value.

Engineered for Climate®... Not One-Size-Fits-All

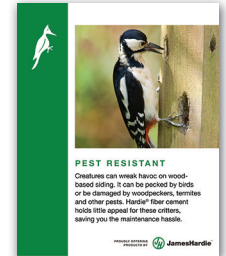
Hardie® siding is Engineered for Climate®, with formulations designed to perform in specific regional conditions. Not all climates stress siding the same way. From extreme heat and UV exposure to freezing temperatures and heavy precipitation, James Hardie engineers its products to ensure you get unmatched performance. Designed to defy harsh weather in your specific area, Hardie® siding stands up to blistering sun, hurricane-force winds, humidity, snow and more.

Dealer advantage: Dealers can confidently recommend siding matched to local climate stresses; not generic assumptions.

Resists Pests That Drive Costly Repairs

Because it's not wood-based, Hardie® fiber cement siding holds little appeal for termites, woodpeckers, and other wood-boring pests that can degrade exterior materials over time.

Dealer advantage: Fewer pest-related concerns translate to fewer callbacks and more homeowner peace of mind.



When customers hesitate, shift the conversation from price today to performance over time. Clear education builds confidence — and confident customers make stronger decisions.

UPFRONT COST IS ONLY PART OF THE STORY.

Encourage buyers to consider:

- ▶ Expected service life
- ▶ Maintenance and repainting frequency
- ▶ Risk of repair or replacement over time

THIS APPROACH HELPS CUSTOMERS SEE:

Hardie® fiber cement as an investment in durability and peace of mind, not a one-time line item.

You as the trusted dealer partner who helps them choose right the first time, not an order-taker for a single transaction.



The James Hardie Trim-Over™ Method has been recognized by Green Builder® Media as one of the 2026 Sustainable Products of the Year.

James Hardie has always been ahead of the siding industry — inventing modern fiber cement siding more than 30 years ago — and continues to invest in product innovations that raise the bar for its customers. Hardie® fiber cement siding is the #1 brand of siding in North America** — on over 10 million homes*** and counting.

*Hardie® fiber cement products are noncombustible and/or have a Class A fire rating when tested in accordance with ASTM E84. Fiber cement fire resistance does not extend to applied paints or coatings, which may be damaged or char when exposed to flames. The use of noncombustible siding, combined with other fire mitigation measures, may help harden a home against external fire.

**Based on Freedonia Group, Global Siding (Cladding) Report (2025).

***Estimate based on James Hardie North American siding sales and average housing unit size.

****Based on a survey of 50 U.S. insurance professionals conducted in January 2024 by B2B International.

Images courtesy of James Hardie

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THE SUPPLIERS' ROLE IN DEALER TRAINING

Most people are familiar with the old saying, “good help is hard to find.” But once you’ve found it, what’s next? This month’s Real Issue comes from a supplier who often sees good employees at lumberyards and retailers fade fast without proper training. But could something be done on the supplier side to help?

BY LBM JOURNAL READERS



What insights would you share with the LBM dealer who posed this scenario: “My biggest issue as a manufacturer and distributor of windows and doors is the lack of training that some of my LBM dealer customers provide to their employees. From my experience, many employees are thrown into positions where they are forced to learn on the job and often make expensive mistakes. As a result, some potentially great employees are gone in a few months. If LBM dealers would take more time to train their people, then they would have fewer mistakes and greater employee retention. So, what can manufacturers and suppliers like me do to help our dealer partners improve training and better prepare their employees for success?”

TAKE A LOOK AT SOME OF THE TOP ANSWERS FROM THIS MONTH'S SURVEY.

Responses from lumberyards, full-line building material dealers, and specialty dealers/distributors:

“Not only training on the window and door lines, but what about the programs you offer to quote and order them? Don't just leave that training up to the employer—the manufacturers have the programs—they should be training on how to use them.”

“Perhaps partner with the dealers to co-lead the training.”

“Possibly set up a training schedule and ensure that it is followed to the letter, and when it is complete, talk with the new employee to see if they feel like they have had enough training to do their job. Offer more training if needed. Some employees learn quicker than others—that doesn't mean they are not going to be a good employee.”

“Offer more product knowledge sessions with new employees.”

“I feel that not only training in products but related sales tactics for specific products can definitely determine whether the sale will be made or not. Mistakes will be made, but constant reaffirmation by dealers and vendors helps reinforce the principles for retention of experienced employees. Homes have been built for years and when selling and supporting our customers, we shouldn't feel like we have to reinvent the wheel.”

“Offer on-site training. Many of our suppliers do ‘lunch and learn’ training. They'll bring in breakfast or lunch and do product knowledge training. We try to keep it to 30-45 minutes per session.”

“If this was done in conjunction with the learning about the series themselves, I think the employees would feel much more confident when facing their customers and it may reduce costly mistakes.”

“Invest more of your money into training our employees, don't put the burden on the dealer. The more investment you put into your dealer's team, it will trickle its way back in sales.”

“As suppliers and manufacturers, the dealers are your customers—learn when they hire new people and reach out directly and guide them. Keep the manager in the loop and personally train them. Early in my career, a manufacturer took me aside and spent hours training me on their product. I may not be the best in the world at it, but my list of mistakes made is very small!”

“Take the time to instruct your employee on their job requirements. Having an experienced fellow employee or skilled manager to get you over the rough areas can make all the difference in the world. You need to have a mentor at your side in the beginning.”

“We strongly believe in providing employee education. As a manufacturer, I would recommend providing more hands-on training opportunities for the employees of the LBM dealers. Have on-site tours and demonstrations. Employees generally have a better understanding of the product if they can see where it came from and the process it takes before we get it here.”

“Be present. So often we get vendor reps who know the product better than anyone else go completely MIA unless THEY have something they'd like to share. If a dealer asks for a new set of credentials for a window ordering platform, of course there's a new employee that could use individualized support in the form of PK.”

“As an owner who has faced this myself many times, the distributors I prefer to work with take a helpful approach to this. We have ‘lunch and learns’ where the distributor comes in and leads training. They also are constantly sending us material to study. We have our people, even delivery staff, review the materials and talk about them over a company-supplied lunch.”

“As a manufacturer, you should be offering training sessions on-site for these LBM dealers. We have an open invitation for our vendors to come in as often as they want, or to set up virtually to provide a training class. Some vendors take advantage of it, and those would be among our best, and others never deliver on their promise to. Of course we handle the basics of everyday products, but if a vendor wishes we sold more of their items, well, they need to step up and participate.”

“Step one is to have a plan before the hire starts—to train and to explain the job duties fully. Step two is to be hands on and keep the new hire away from negative influences and be honest about the things that happen every day—do not promise roses and deliver dandelions.”

“The best thing the manufacturers can do is provide easily accessible online training. Our main window supplier provides trainings online and we have our salespeople, new and old, participate in those trainings. We have already noticed improvements in their product knowledge.”

“They can offer product knowledge seminars more often on the materials that the lumberyard purchases on a regular basis—not just on new items or specialized items.”

“Based on our team’s experience, on-site product training by several vendors has definitely improved my sales team’s confidence when they speak to contractors and DIY folks. One tip is to reach out to the store manager and arrange for specific product training and follow through with it. Come prepared!”

Responses from wholesale distributors, manufacturers, and service providers:

“Most have conflicting product lines/duplicates that take up a lot of energy from the OSR’s and the manufacturers’ reps.”

“Develop an outline for training by topic, i.e. product line, pricing, policies, terms, sales communication. Ensure that HR works with the hiring manager to keep the new hire on track with the training. Ask the employee where they may need deeper training. Stick to it.”

“Continue to stress to the dealer how important it is to train, follow up with training, and have ongoing training seminars to support them.”

“Agreed, and it’s better for customer retention and sales productivity as well.”

“Have the worker spend time in the production side.”

“As a wholesaler, we are constantly doing training for our lumberyards. All of our outside sales staff are kept up to date on changes and make sure they pass that information on to our customers the moment they receive a change. Inside sales staff is well versed as well, so a simple phone call can keep the retailer out of trouble most all the time!”

“When we do a training presentation, I like to mix in some sales training in addition to the product training. I want them to know the right questions to ask their builders. I like to go over some basic sales training on how to handle price objections and counters as well. I know we can’t replace a traditional training pipeline through their business, but we can play a useful role in educating our dealer’s staff. Even taking those 15-minute windows to give a basic overview to a newer employee can play a part in helping our dealers sell more while avoiding some common and costly mistakes.”

“This is a great question. Not only would it help them reduce employee churn but also increase their sales. Manufacturers and suppliers could digitize all the content and assets into a common language so that dealers could provide them out in a consistent and digestible way.”

“As a former wholesale manager and now a manufacturers’ representative, I totally understand the sentiment of the writer. I believe a dealer should have a well-planned onboarding process for new hires. This means that they may not be taking and entering orders on Day 1 or even Day 60 for that matter, but they will be well-trained by the time they do. New associates are an investment in your company and should be nurtured and fostered as such. Coordinate with your wholesale and manufacturing partners to hold classes for your team regularly. We WANT to train your people and see them prosper.”

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Q

Do you believe that better employee training at the dealer level could reduce turnover and increase productivity?



Comments from dealers:

“Our company is trying to do this, but I know most dealers need to develop better training.”

“It depends on the individual’s motivation and need for employment.”

“If your customer has a question and you can provide the answer and not ask for help, then you have a customer’s trust.”

“I feel that our industry runs lean at the facilities due to slim margins and causes a lack of great training.”

“All employees can use training to enhance their skillset and product knowledge.”

“It depends on the new hire.”

“The better trained an employee is, the more confidence they have and that makes the work more enjoyable.”

Comment from a vendor:

“I also believe as a supplier I have a role in providing training, product knowledge, etc.” ■

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- Cantilever Rack Systems
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- Drive-Thru Systems
- Millwork Storage Systems
- Pallet Rack Systems
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WHEN THE DIRT IS WORTH MORE THAN THE BUSINESS:

Rethinking Real Estate in Succession Planning



BY SAM BROWNELL

Coming out of World War II, servicemen returned to the U.S. and went back to work. Many of these veterans entered the building materials industry or returned to work in their family-owned LBM businesses. Land was cheap and buying the property where the business operated was a good investment. It provided flexibility for tax management, growth, and rental income. Therefore, property was purchased and became an asset of the business.

This investment in real estate and property turned out to be one of the best decisions the post-war generation ever made. Many of these properties were initially located outside of urban areas and the businesses operating from this real estate were critical to the development of the suburban lifestyle. As these suburbs grew, the lumberyards went from being on rural land to being in the middle of a developed community with increasing property values. As the value of land and real estate continue to increase, many dealers now find themselves with real property that is more valuable than the business itself.

EVERY FAMILY WANTS to grow its net worth. However, many dealers are now facing a problem because highly-appreciated real estate is held within the same entity as the operating business.

The primary concern for these dealers is how to transition a continually-appreciating asset without negatively impacting the cash flow of the business. For example, if your business is valued at \$8 million, that valuation is typically derived from the projected net cash flow of the company. Therefore, a dealer whose business is properly valued can support the buyout of the operations using the cash flow of the company. However, that same cash flow usually cannot support paying fair market value for the real estate asset, which is owned inside the business. Therefore, dealers should consider their options for separating their real estate from their operations. Not only will this reduce the cash flow burden of buying out a departing owner, but real estate owned separately can become a valuable income stream and multigenerational asset.

While the structure of each family business is unique, below are four considerations for dealers who want to determine the best option for separating real estate from operations.

1. Asset Drop Down: We believe the first consideration in the separation of real estate is the creation of a wholly owned subsidiary. You can then “drop” the real estate assets into the subsidiary without incurring tax liability. This subsidiary should be structured as an LLC and should only hold real property. The LLC is a separate legal entity that has its own Operating Agreement and management. This can be a useful strategy for dividing responsibilities among members of the next generation.

2. Spin Out the Operating Business: If the goal is to completely separate the business and real estate, consider a spin-out of the operations. This can be accomplished by either dropping the operations into a subsidiary first to separate assets or by direct transaction. One important consideration is whether “spinning-out” the operations should be structured as a tax-free transaction or whether it may be advantageous to recognize taxes in the same year as the transaction takes place. While most owners initially prefer a tax-free structure, there are situations where paying taxes upfront can make strategic sense.

For example, if the company plans to relocate its operations, the substantial capital expenditures required for a move can reduce projected net cash flow. Because business valuations are based on expected future cash flow, this reduction in cash flow to support the move can lower the company’s valuation at the time of the separation. A lower valuation may reduce the cost of buying out ownership interests, establish a higher cost basis, and create cleaner separation between the operating business and the real

estate. Therefore, in certain circumstances, recognizing taxes in the year of the spin-out may support greater long-term flexibility and a more efficient ownership transition.

3. Asset Swap: This option is typically viable only for S Corporations¹ and works best when there are multiple owners but only one exiting owner. The business entity will create a subsidiary, then transfer the real estate assets into the subsidiary. The subsidiary is set up as a partnership, with the S Corporation owning 99% and the exiting owner owning the remaining 1%². After two years of this subsidiary ownership structure, the individual owner of the subsidiary will swap a portion of his or her S Corporation ownership interest for an equal value of the other owners’ ownership interest in the real estate subsidiary. This strategy can help transition a portion of real estate ownership to a departing owner without tax consequences. Then the remainder can be bought out for less than the full fair market value of the property.

4. Discounts: The valuation of the property and business can make a material difference in whether your separation strategy is successful. For example, a typical discount for lack of marketability is around 15%. If we are spinning out the operations, we can reduce a \$5 million valuation to \$4.25 million just by using the discount. If our cost basis is \$2 million, applying the discount could save \$178,500 in taxes (or more if you live in a state with a state capital gains tax).

Owning the property where you operate is a valuable tool for managing cash flow and taxes, especially during uncertain times. However, owning real estate in the same legal entity as your operations can create unintended costs and complications for succession planning. Sitting down with your advisors to discuss strategies for separating the real estate is a worthwhile conversation that will allow your family to better manage their net worth and reduce future financial and interpersonal stress. ■

¹ Keep in mind that a C Corporation can change its tax status to an S Corporation. However, the new S Corporation status requires the company operate for at least 5 years to avoid built in gains (BIG) taxes on the transfer of assets.

² This will require a small payment for the 1% interest and the corresponding tax liability payment on the gain.

Led by Founder & CEO Sam Brownell, Stratus Business Advisors helps independent dealers by quarterbacking a comprehensive succession planning process to provide clients with essential data and advice to make the best decisions for their company and their family. sbrownell@StratusBusinessAdvisors.com



General Manager Chuck Mailloux said the company has been working to not only expand Orgain Building Supply's customer base, but to reach beyond its geographic footprint as well.

Orgain Building Supply Expands its Reach

BY WENDY STURGES

LOCATED IN CLARKSVILLE, TN, Orgain Building Supply found its origins in 1921 in a classic Tennessee fashion as a company milling hogshead staves—wood planks used to make barrels for aging whiskey or bourbon—before eventually branching out to carry lumber, masonry supplies, and other home building goods.

And as the Middle Tennessee region grew, so did Orgain. General Manager Chuck Mailloux said over the past century, the company has evolved its offerings and practices to keep up with the fast population growth of the region, while staying true to the culture created by the Orgain family.

“We talk about culture a lot at Orgain Building Supply, and a lot of that culture has been built over the past 100 years, and a big piece of that is customer service,” Mailloux said. “Our first and foremost goal every day is to satisfy our customers. It goes into the mantra that I use all the time: We don’t sell building materials. We provide building materials, but what we’re selling is our service.”

To that end, in recent years, Orgain Building Supply has made investments in technology as well as its people, from leadership and management training to career opportunities and paid time to volunteer in the community.

The company became a part of Rival Residential in 2022, but Mailloux said Orgain’s history still plays a strong role in how it conducts business every day.

“That family foundation from the last 100 years is still very important and permeates the culture here. There are a lot of close connections and a lot of very strong relationships, not just internally, but with our customers as well, and we have multi-generational employees serving multi-generational contractors. Everything we’ve built over the years continues to guide how we operate today.”

A ‘whole house’ approach

In keeping with the company’s service-first mentality, Orgain is working to transform its store into a one-stop shopping experience for customers.

In addition to lumber and hardware, Orgain also operates a full-service door shop for custom projects, offers window jam extensions and mulling, and does installations for cabinets, countertops and flooring.

While Mailloux said an estimated 90-95% of customers at Orgain are pros, the company is working to attract more DIYers, which has become a rising sector of the market as

the average age of homes in the U.S. rises and home inventory remains low. This year, the company has been working with Do it Best to remodel the entire building.

“Once the remodel is finished, customers will be able to come in and choose everything they need in one place—from doors and windows to cabinets, countertops, flooring, and siding,” Mailloux said. “It’s something entirely new for us, and it’ll be the only design center of its kind in the Clarksville market. We’re really focused on offering a whole house approach, and that’s what our sales teams emphasize when they’re working with customers.”

In addition to the remodel, the company is also working to reach customers beyond the Clarksville region. Mailloux said the company has recently partnered with group purchasing organization CBUSA-Nashville, which allows Orgain to lay the groundwork towards serving customers in Music City.

“We’re trying to move outside of just the Clarksville market [and] it’s all about going out and developing the relationships. When I first got here, I would say that 80% of our business was within a 30-mile radius. For our location today, 80% of our business is outside of that 30-mile area. So we’re spreading out much more, much further than where we are.”

That spread in Middle Tennessee may not be limited to partnerships. Mailloux said while the company is projecting a moderate year ahead, additional locations aren’t off the table in the coming years.

“We’re definitely interested in acquisitions, if it’s the right market, or green fielding other locations. We have a strong focus right now on organic growth and on perfecting some of the changes in systems that we put in place over the last couple of years. But we’re always on the



lookout for opportunities to grow into other markets. Once we hit a certain volume of business into the Nashville market, we’ll definitely have to find something to support us that’s closer to the customer.”

Even after 100 years, the team at Orgain is still always looking to what’s next, Mailloux said.

“We’re looking hard at how technology can help shape what comes next for our business—from AI tools like ChatGPT to robotics that can drive efficiency, tackle labor challenges, and ultimately make homebuilding more affordable. Innovation isn’t just something we’re experimenting with—it’s what will carry us into the future and define our next chapter.” ■



GET TO KNOW ORGAIN BUILDING SUPPLY

FOUNDED:	1921
LOCATIONS:	1
EMPLOYEES:	42
CUSTOMER BASE:	95% Pro 5% Retail/DIY
OWNERSHIP:	Privately held
PRIMARY BUSINESS ERP/ SOFTWARE:	Epicor BisTrack
PRIMARY BUYING GROUPS/ CO-OPS:	Do it Best LBM Advantage
TOP 3 BRANDS BY REVENUE:	Comfort Built Windows, LP Smartside, Steve’s Doors

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Dealers forge ahead in 2026 amid economic uncertainty

To say that 2025 was an interesting year economically would be something of an understatement. From on-again, off-again tariffs on building materials and industry consolidation to a slowing housing market and affordability challenges, business owners in the LBM sector seem to be working harder than ever to keep customers while staying profitable.

Every year, LBM Journal calls on dealers from across the U.S. to share insights and data on the growth, challenges, and opportunities they've seen in the last year, and what they're looking forward to in the months ahead. That's what makes the LBM 100 so valuable—rather than taking our guesses at the state of the industry and where it's headed, we rely on the best source of information: the dealers themselves.

Responses from our sixth year of the LBM 100 ran the gamut from economic issues to new expansions, demonstrating that even as hardships like political economics and labor shortages plague the industry, dealers find a way to adapt.

And even in a year that kept everyone on their toes, there were still nuggets of optimism to be found.

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Challenging times

Roughly half of this year’s LBM 100 saw revenue declines from 2024 to 2025. That number is an improvement over last year’s report, which saw 60% of companies with declines from the prior year.

Dealers at all revenue levels reported shared many of the same pain points in 2025, from tariffs and rising inventory costs, to interest rates and affordability challenges.

“Our biggest single challenge currently is the housing demand versus affordability disconnect,” said Kristy Kincaid, chief financial officer for Goldsboro Builders Supply (No. 76) in Goldsboro, NC. “Our markets have a housing shortage, however, the high mortgage rates and affordability issues have slowed things down.”

Even in areas with higher construction activity, it’s a fine line to stay profitable while keeping customers happy, dealers report.

“One of the biggest challenges we see is bridging the gap between making a profit on higher price materials but not raising the price to the point of being unaffordable to the consumer,” said Jeremy Hammel, corporate operations manager for Morsches Lumber (No. 85) in Columbia City, IN.

While many dealers are reporting concerns about rising prices and a potential economic downturn, they are also using a time of slower growth to focus on improving efficiencies and investing in projects that will give them an advantageous position when the market rebounds.

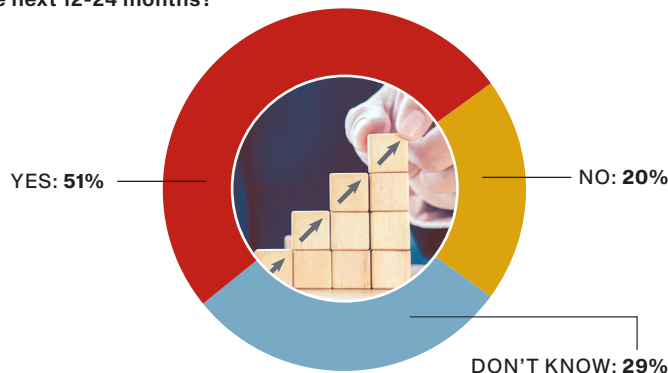


Slowing, but not stopping

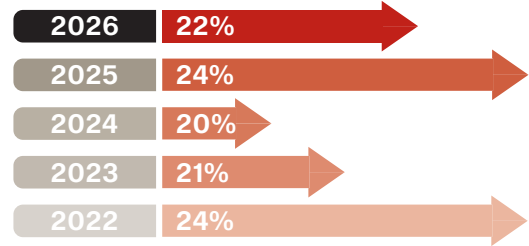
When it comes to expected growth in 2026, dealers are evenly split on whether expansion is in the cards for this year. Roughly 51% reported plans to expand, either through opening new locations or through acquisition, with another 29% signaling they weren’t sure yet. While that number is only down 3% from 2025, it’s down nearly 10% from 2024, signaling a trend in expectations.

However, this year has already seen some major acquisitions, including QXO’s \$2.25 billion purchase of Kodiak, which was completed in April. While that deal was not reflected in the 2025 data, it shows a continued appetite in the mergers and acquisition market, regardless of outside economic factors.

Is your company planning to expand in the next 12-24 months?



Did your company grow by acquisition in the past year?



“Our single biggest opportunity in 2026 is the strategic scaling of our regional footprint. By successfully integrating our recent mergers and expanding into those new geographic markets we are positioned to bring a higher standard of service to a much broader customer base,” said Dave Dejewski, chief financial officer for Bliffert Lumber (No. 23) in Milwaukee, WI. “We see a significant opening to become the premier resource for builders and homeowners in these new regions by combining local presence with the robust capabilities of a larger organization. We are systematically implementing our proven operational playbooks across all new and merged locations to ensure a consistent, high-quality experience regardless of the branch.”

But as many seasoned dealers already know, new locations and deals aren’t the only indicator of growth in the industry. As we saw during the COVID-19 pandemic, LBM dealers are turning to innovation as a means to push forward during times of uncertainty.

From expanding offerings to undergoing renovations and improvements, several dealers reported reinvesting in their companies to better serve customers and gain a competitive edge. ▶

Multiple companies reported diversifying into other aspects of the LBM industry to gain new market share, including treated wood plants, truss manufacturing, installed sales, kitchen and bath, and door shops.

“With current trends including lack of housing and tight labor supply, Team Hancock is investing to build a new 44,000-sq.-ft. component manufacturing facility to offer time saving solutions for builders to accelerate construction and solve labor shortages,” said Paul Wainman, president and CEO of Hancock Lumber (No. 17) in Casco, ME.

Additionally, even with economic challenges presently facing companies, most dealers are still playing the long game, planning for the years to come.

“Internally, the successful integration of our Chehalis, WA treating and distribution facility may have the single greatest impact upon our company financially and operationally in 2026,” said Jason Fujimoto, chairman and CEO of HPM Building Supply (No.21) in Kea’au, HI. “Through successful integration, we will be able to offer competitive dropship programs for larger projects, improve inventory turns through supply chain efficiencies, and improve the cash conversion cycle. Externally, the growth in our Oahu market is our largest opportunity. We believe that we have the greatest opportunity to capture additional market share of our largest market in the state. Through the addition of the door shop on Oahu and potentially additional retail/distribution locations, we could potentially double our sales volume to Oahu customers by over \$50 million over the next five years.”

Investing in people and tech

In addition to more tangible expansions like new plants and storefronts, dozens of dealers reported plans to invest more in hiring and new technology, most notably in AI software.

“[In 2026, we’re] leveraging AI to drive efficiency. We have an AI committee that is driving this initiative,” Jason Blair, CEO of Tal Building Centers (No. 30) in Vancouver, WA.

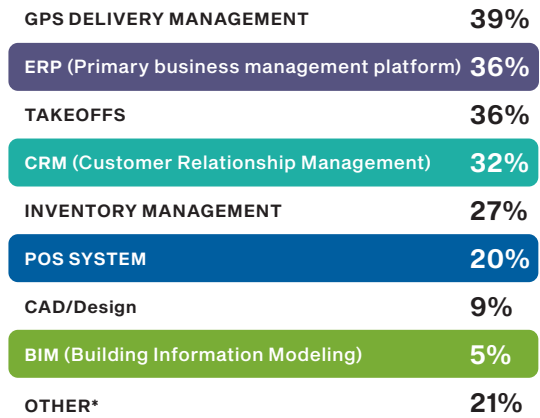
In addition to AI, other software improvements such as new ERP systems and ecommerce platforms have also been a high-priority for dealers.

“Our biggest opportunity in 2026 is expanding our ecommerce presence to complement our in-store experience, reaching more customers while strengthening convenience and

service,” said Carolyn Waters, communications manager for Friedman’s Home Improvement (No. 40) in Petaluma, CA. “We’re also investing in technology, marketing, and team member training to ensure a seamless online-to-offline experience that delivers the same expertise, reliability, and personalized support customers expect from Friedman’s.”

Of the 41% of companies who reported they offer online sales, none reported drops when compared to last year, showing an upward trend as pros and retail consumers continue to demand ecommerce options.

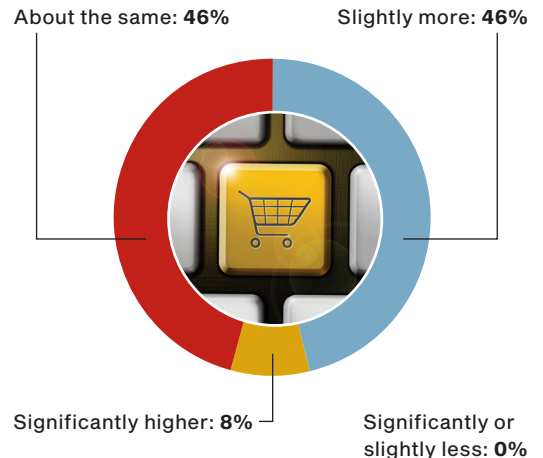
What technologies have you recently updated/ adopted or what technologies are you considering updating/adopting in the next 12 months?



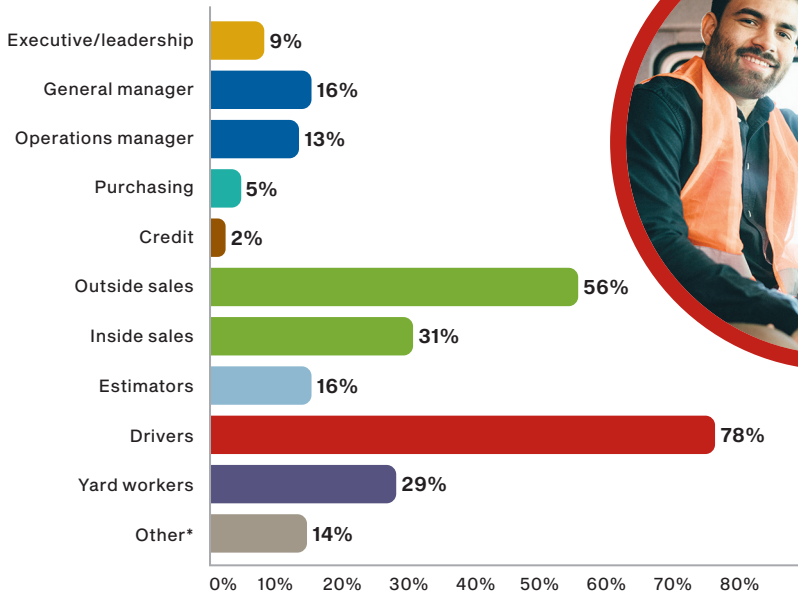
Note: Respondents could choose more than one answer.

*Other responses included: AR management, TOOLBX, Hubspot, Phocas, AI agents, Sitedocs, and Brightwork 365.

How did your online sales in 2025 compare to your online sales in 2024?



Which positions are hardest to fill?



About 55% of companies surveyed reported that recruiting, hiring, and retaining talent is a major challenge, up 2% from the previous year. Drivers and outside sales representatives topped the list of hardest positions to fill.

Note: Respondents could choose more than one answer.
 *Other responses included: Installers, production workers, and specialized design roles.

However, as most dealers will tell you, everything always comes back to the people at the heart of every LBM operation. Several dealers surveyed mentioned that their employees continue to be what gives them a competitive edge in their communities, making them another priority for investment, particularly as employers work to keep up with labor demands.

“Our ‘secret sauce’ is the unique synergy between our century-long family heritage and our modern employee-owned (ESOP) model,” Bliffert Lumber’s Dejewski said. “Unlike big-box retailers or corporate-owned chains, our customers aren’t just assisted by employees; they are served by stakeholders. This ownership culture translates into a level of service that is deeply personal and highly accountable—from the yard to the front desk. We separate ourselves through technical expertise and a ‘find-a-way’ attitude.”

However, with the current unemployment rate still hovering around 4.3% according to the U.S. Bureau of Labor Statistics, staying fully staffed is still a challenge for many. About 55% of companies surveyed reported that recruiting, hiring, and retaining talent is a major challenge, up 2% from the previous year. Drivers and outside sales representatives topped the list of hardest positions to fill.

“Finding sound, seasoned, operational-minded talent to support the current customer base and planned growth [is an issue],” said HPM Building Supply’s Fujimoto. “We are facing challenges to find labor to support our retail stores, truss and wall panel manufacturing operations. Our thin bench strength at certain positions, is requiring us to look outside the company to fill operational roles for growth as we continue to expand.”

While each company responds differently to hiring challenges, some like Beisser Lumber Company are working to stand out from employer competition with incentives for both recruitment and retention.

“Selling our culture is our main strategy,” said Tim Harmeyer, executive vice president and chief financial officer at Beisser Lumber Company (No. 62) in Grimes, IA. “We also offer ladder retention bonuses for new hires and the referring employee in the first 12 months of employment. This has helped with the retention of our hourly workers and allows us time to get them ingrained in our culture.”

Despite the continued challenges, many dealers also reported finding the right people is always a worthwhile cause.

“It is definitely a challenge in today’s market, but also an opportunity,” said Nicole Mitchell, controller for Koopman Lumber (No. 24) in Whitinsville, MA. “We’re continuing to refine our recruiting and retention strategies to make sure we attract great people and give them reasons to stay and grow with us.” ■

100 2026 TOP DEALERS RANKINGS REVEALED

	PRIOR RANK	2025	2024	% CHANGE	LOCATIONS		EMPLOYEES	
		GROSS SALES (in millions)	GROSS SALES (in millions)		2025	2024	2025	2024
1 Builders FirstSource Irving, TX	1	\$15,200.00	\$16,400.00	-7.3%	580	590	28,000	29,000
2 US LBM Atlanta, GA	2	\$6,800.00	\$7,800.00	-12.8%	443	449	13,500	14,000
3 84 Lumber Eighty Four, PA	3	\$5,900.00	\$6,263.00	-5.8%	320	320	7,402	7,321
4 Carter-Jones Lumber Co. Kent, OH	5	\$2,725.14	\$2,661.26	2.4%	185	182	4,955	4,719
5 Kodiak (now QXO) Greenwich, CT	4	\$2,602.79	\$2,880.58	-9.6%	110	143	5,382	6,337
6 McCoy's Building Supply San Marcos, TX	6	\$1,202.17	\$1,245.29	-3.5%	85	85	2,968	3,270
7 Ganahl Lumber Co. Anaheim, CA	7	\$797.00	\$792.00	0.6%	12	12	1,085	980
8 PARR Lumber Company Hillsboro, OR	8	\$746.00	\$793.00	-5.9%	47	47	1,200	1,300
9 Riverhead Building Supply Corp. Calverton, NY	9	\$643.00	\$624.00	3.0%	23	21	843	826
10 Mead Lumber Company Omaha, NE	10	\$616.12	\$622.42	-1.0%	53	52	1,380	1,339
11 Central Network Retail Group Collierville, TN	12	\$488.26	\$503.70	-3.1%	141	143	2,900	2,944
12 Hammond Lumber Company Belgrade, ME	13	\$472.00	\$435.00	8.5%	34	22	1,200	950
13 R.P. Lumber Co., Inc. Edwardsville, IL	14	\$414.00	\$423.00	-2.1%	90	88	900	87
14 Mill Creek Lumber & Supply Company Tulsa, OK	15	\$410.78	\$413.59	-0.7%	38	33	890	903
15 Sunpro Spanish Fork, UT	17	\$393.25	\$364.97	7.7%	25	18	745	566
16 Nation's Best Holdings, LLC Dallas, TX	16	\$379.71	\$384.06	-1.1%	64	64	1,036	1,185
17 Hancock Lumber Casco, ME	19	\$325.17	\$328.15	-0.9%	14	13	425	390
18 Erie Materials, Inc. Syracuse, NY	20	\$319.30	\$315.45	1.2%	10	10	374	371
19 Franklin Building Supply Boise, ID	22	\$308.01	\$285.44	7.9%	19	17	677	641
20 Curtis Lumber Co. Ballston Spa, NY	21	\$300.59	\$294.20	2.2%	23	23	722	706
21 HPM Building Supply Kea'au, HI	26	\$296.76	\$261.32	13.6%	18	18	598	582
22 LaValley/Middleton Building Supply Newport, NH	23	\$289.15	\$283.30	2.1%	14	14	585	595
23 Bliffert Lumber & Hardware Milwaukee, WI	24	\$283.56	\$271.24	4.5%	15	14	389	382
24 Koopman Lumber Co., Inc. Whitinsville, MA	25	\$264.89	\$266.75	-0.7%	17	13	541	440
25 The Keim Company Charm, OH	28	\$244.72	\$231.01	5.9%	2	2	664	642
26 Stine Sulphur, LA	29	\$232.63	\$226.80	2.6%	13	13	765	798
27 Lezzer Lumber Curwensville, PA	27	\$228.00	\$240.00	-5.0%	16	15	530	500
28 Star Lumber & Supply Wichita, KS	38	\$222.30	\$185.40	19.9%	13	13	429	408
29 The Building Center, Inc. Pineville, NC	32	\$220.13	\$222.10	-0.9%	13	13	580	540
30 TAL Building Centers Vancouver, WA	30	\$215.98	\$228.67	-5.5%	29	30	436	513
31 Spahn & Rose Lumber Co. Dubuque, IA	34	\$212.59	\$202.69	4.9%	30	26	432	358
32 Western Pacific Building Materials Vancouver, WA	33	\$205.28	\$205.50	-0.1%	7	6	397	375
33 Bloedorns Torrington, WY	36	\$198.60	\$192.25	3.3%	26	26	390	397
34 Tibbetts Lumber Co. Clearwater, FL	31	\$194.00	\$223.00	-13.0%	12	11	N/A	475
35 Idaho Pacific Lumber, Inc. Meridian, ID	18	\$191.25	\$246.43	-22.4%	2	2	70	74
36 Western Building Center Kalispell, MT	35	\$185.88	\$193.94	-4.15%	13	13	369	369

	PRIOR RANK	2025 GROSS SALES (in millions)	2024 GROSS SALES (in millions)	% CHANGE	LOCATIONS		EMPLOYEES	
					2025	2024	2025	2024
37 Homer T. Hayward Lumber Company Monterey, CA	39	\$180.00	\$185.00	-2.7%	9	9	265	264
38 Zuern Building Products Slinger, WI	44	\$179.14	\$159.89	12.0%	10	9	268	255
39 Mans Lumber & Home Trenton, MI	45	\$170.51	\$156.44	9.0%	9	7	321	274
40 Friedman's Home Improvement Petaluma, CA	40	\$169.00	\$180.00	-6.1%	4	4	479	461
41 Harbin Lumber Company, Inc. Lavonia, GA	42	\$163.09	\$161.96	0.7%	6	6	337	330
42 Belletetes Inc. Jaffrey, NH	41	\$160.60	\$162.68	-1.3%	10	10	403	365
43 Big C Lumber Company Granger, IN	43	\$159.77	\$161.2	-0.9%	19	19	324	324
44 Timberland Lumber Company Brazil, IN	46	\$156.00	\$154.00	1.3%	4	4	165	160
45 Yoder's Building Supply Inc. Fair Play, SC	48	\$155.00	\$149.78	3.5%	3	3	230	210
46 McCray Lumber & Millwork Overland Park, KS	49	\$151.00	\$145.00	4.1%	7	7	220	220
47 T.H. Rogers Lumber Company Edmond, OK	51	\$147.93	\$139.72	5.9%	40	41	220	205
48 Russell Do it Centers Alexander City, AL	54	\$140.48	\$135.75	3.5%	10	9	225	220
49 Graves Lumber Co. Copley, OH	62	\$138.08	\$115.17	19.9%	1	1	118	113
50 Howard Lumber & Hardware Statesboro, GA	47	\$136.36	\$148.61	-8.2%	4	4	190	185
51 Jackson Lumber and Millwork Co. Inc. Lawrence, MA	57	\$136.27	\$131.78	3.4%	5	5	200	193
52 Builders Discount Center Rocky Mount, NC	53	\$134.00	\$133.00	0.8%	11	11	120	118
53 Talbert Building Supply Roxboro, NC	50	\$133.19	\$140.36	-5.1%	6	6	240	230
54 The Lester Group Martinsville, VA	66	\$129.97	\$102.56	26.7%	6	6	152	163
55 Your Building Centers Inc. Altoona, PA	55	\$128.50	\$136.13	-5.6%	23	23	446	464
56 Dufrene Building Materials Luling, LA	59	\$123.00	\$126.00	-2.4%	11	10	338	365
57 Gillman Home Centers Batesville, IN	61	\$121.00	\$118.00	2.5%	18	18	400	400
58 Builders Warehouse, Inc. Aurora, CO	52	\$120.00	\$130.00	-7.7%	6	6	310	340
59 Doug Ashy Building Materials Lafayette, LA	56	\$119.63	\$127.23	-6.0%	12	11	308	306
60 Central Valley Napa, CA	58	\$117.00	\$131.00	-10.7%	9	9	196	240
61 Griffin Lumber & Hardware Perry, GA	63	\$116.71	\$112.61	3.6%	12	10	240	215
62 Beisser Lumber Company Grimes, IA	65	\$109.94	\$109.93	0.0%	3	3	166	163
63 Cassity Jones, Inc. Longview, TX	69	\$109.31	\$102.54	6.6%	6	6	176	168
64 Ashby Lumber Berkeley, CA	67	\$106.93	\$105.53	1.3%	2	2	165	180
65 Advantage Lumber LLC Sarasota, FL	71	\$103.19	\$97.35	6.0%	4	4	143	141
66 Garris Evans Lumber Company Greenville, NC	68	\$100.20	\$104.60	-4.2%	4	4	160	165
67 Arnold Lumber Company West Kingston, RI	75	\$96.94	\$87.70	10.5%	4	4	171	165
68 Randall Brothers Atlanta, GA	72	\$96.00	\$100.00	-4.0%	3	3	160	165
69 Arlington Coal & Lumber Company Arlington, MA	70	\$95.00	\$99.28	-4.3%	7	7	137	133
70 HT Building Products Houston, TX	85	\$92.89	\$60.07	54.6%	2	2	68	52
71 Big D Lumber Company LLC Richardson, TX	64	\$92.63	\$112.20	-17.4%	4	3	88	65
72 Wilson Lumber Huntsville, AL	60	\$91.94	\$120.53	-23.7%	5	4	250	350

	PRIOR RANK	2025 GROSS SALES (in millions)	2024 GROSS SALES (in millions)	% CHANGE	LOCATIONS		EMPLOYEES	
					2025	2024	2025	2024
73 Tindell's Building Materials Knoxville, TN	73	\$84.05	\$93.61	-10.2%	10	10	232	260
74 Preston Feather Building Centers Petoskey, MI	76	\$82.63	\$82.96	-0.4%	5	4	140	120
75 Webb Concrete & Building Materials, Inc. Heflin, AL	74	\$80.32	\$84.10	-4.5%	10	10	169	174
76 Goldsboro Builders Supply Goldsboro, NC	80	\$74.61	\$69.52	7.3%	6	6	135	133
77 Kellogg Supply Company Manteo, NC	79	\$73.30	\$72.00	1.8%	6	6	179	153
78 Scholl Lumber Houston, TX	78	\$73.06	\$74.58	-2.0%	1	1	44	42
79 Lummus Supply Co. Atlanta, GA	82	\$66.15	\$67.63	-2.2%	5	5	80	80
80 Guthrie Lumber Livonia, MI	77	\$65.90	\$78.20	-15.7%	1	1	81	85
81 Maximus Building Supply Collierville, TN	83	\$64.00	\$65.50	-2.3%	5	5	118	126
82 Louis J Grasmick Lumber Co, Inc. Baltimore, MD	81	\$59.50	\$68.47	-13.1%	1	1	54	55
83 Lenco Supplies Buffalo, NY	87	\$52.03	\$49.76	4.6%	4	4	85	85
84 Northwoods Lumber Co. Blackduck, MN	91	\$47.66	\$40.83	16.7%	3	2	46	38
85 Morsches Lumber Inc. Columbia City, IN	89	\$44.21	\$45.81	-3.5%	5	5	88	85
86 Messco Building Supply Walden, NY	93	\$43.37	\$38.50	12.6%	4	4	80	60
87 Hamilton Building Supply Hamilton, NJ	92	\$41.16	\$40.29	2.2%	1	1	78	79
88 Building Center Gloucester, MA	94	\$40.80	\$36.20	12.7%	2	2	97	70
89 Moore Lumber & Hardware Pine, CO	90	\$38.48	\$42.08	-8.5%	7	7	110	120
90 National Lumber Company Baltimore, MD	N/A	\$34.86	\$40.68	-14.3%	3	2	74	81
91 Rise Lumber & Truss, LLC Phoenix, AZ	N/A	\$34.20	\$1.94	1,664.2%	3	1	50	8
92 Dakota County Lumber Co. Farmington, MN	96	\$34.10	\$29.60	15.2%	2	1	42	36
93 Protec Panel and Truss Bremen, IN	100	\$28.11	\$21.21	32.6%	3	1	115	90
94 Brown Lumber and Building Supply Columbiana, AL	95	\$26.00	\$30.00	-13.3%	1	1	55	50
95 Norcross Supply Co. Peachtree Corners, GA	97	\$24.10	\$26.82	-10.2%	1	1	26	27
96 Ward Lumber Jay, NY	N/A	\$19.44	\$18.70	3.9%	2	2	64	61
97 3 Sons Lumber Company, LLC Clearwater, MN	N/A	\$16.00	\$17.50	-8.6%	2	2	25	23
98 Glaser Lumber Vernon, MI	N/A	\$15.70	\$16.20	-3.1%	1	1	13	13
99 Keystone Lumber & Building Supply Glenfield, NY	N/A	\$7.00	\$7.00	0.0%	1	1	8	8
100 D. Baker & Son Lumber Co Grand Haven, MI	N/A	\$5.00	\$4.50	11.1%	1	1	13	13

Thank you to all the companies that participated in the sixth annual LBM 100. Every number and response comes directly from the source, resulting in a clear and accurate snapshot of the industry.

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ABOUT THE SURVEY

The 2026 LBM 100 survey was conducted from January through April 2026, with rankings based on self-reported 2025 total gross sales.

As always, we made a conscious decision not to publish estimated figures for non-participating companies. That means some firms that would otherwise qualify are not included—ensuring the rankings are based solely on self-reported data.

All survey data, quotes, and charts reflect responses from participating companies. Because not every question was required, some findings are based on fewer than 100 responses.

For more information about the survey—or to be included in next year's LBM 100—contact Wendy Sturges at wendy@lbmjournal.com or visit lbmjournal.com to sign up for updates.



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For windows and door sales, trust and transparency are key

BY JAMES ANDERSON

UNCERTAINTY WILL EBB AND FLOW in dubious economic times, but for today's customers, the tolerance for confusion is near zero. Whether they're builders managing tight timelines or homeowners making high-cost decisions, end users are not looking to add complexity to an already complicated process. For savvy LBM dealers, that means the key to a sale is to eliminate opportunities for objection. Transparency with customers can smooth transactions—including pricing, supply challenges, or installs—and prevent headaches for buyers and dealers alike.

Closing the gaps on objections is particularly important in a competitive market such as doors and windows, a roughly \$30 billion per year industry according to a recent Grand View Research report.

Most manufacturers expect a somewhat flat year, with moderate, if any, growth. Julie Monroy, product manager for windows and vinyl patio doors for ProVia says that interest rates pose challenges in today's market, but there is hope for homeowners and remodelers.



WINDOWS + DOORS

The Therma-Tru Veris Modern Grain entryway system blends modern industrial strength with the warmth of authentic wood aesthetics. With AccuGrain Technology, PrismaGuard finishes, hinged or pivot options, and customizable glass, it offers design flexibility and natural light control.



The Western Window Systems Vantage Line from MITER Brands delivers ultra-thin aluminum frames that seamlessly connect indoor and outdoor spaces while offering refined thermal performance and meeting future Title 24 energy standards.

“The average home in the U.S. is 44 years old, so we should continue to see a demand for upgrades and energy efficiency,” Monroy explains.

Eric Dotson, vice president, product management for outdoors B2B at Fortune Brands, parent company of Therma-Tru and Larson, says he, too, expects a stable year ahead, with demand led by remodeling and in-place upgrades.

“Despite ongoing affordability and labor challenges, homeowners are prioritizing improvements that enhance comfort, energy efficiency, and curb appeal,” he says. “We’re also seeing strong momentum behind designs that better connect indoor and outdoor spaces, including larger openings and glass-forward entryways that create a more elevated, resort-inspired experience.”

At ODL, Shalee Cuddington, senior corporate product manager, agrees that the market looks to remain flat over the next 12 months, but adds that there will be pockets of growth depending on geography and project type. Repair and remodel business will outperform new construction, she says.

“At the same time, trends such as aging in place and severe weather events are driving demand for replacement and performance-focused products. For manufacturers and

dealers alike, the opportunity is to focus on solutions that deliver durability, energy efficiency, security, and design—helping homeowners improve both the comfort and resilience of their homes.”

Environmental concerns also continue to drive growth in the door and window market, says Paul Commisso, vice president of marketing at MASTERGRAIN.

“As performance expectations for windows and doors continue to rise, driven by programs like ENERGY STAR and Net Zero initiatives, manufacturers are facing increasing pressure to go beyond baseline certification requirements. While these programs establish critical benchmarks for thermal efficiency and air and water performance, they do not always reflect the full range of real-world conditions products must endure. At the manufacturing level, this is driving a shift toward more rigorous, in-house and field-based testing that simulates long-term exposure, extreme climates and installation variables. Manufacturers are not only designing for compliance, but for durability, consistency and performance over time. As a result, real-world validation is becoming just as important as certification, ensuring systems perform reliably in the environments they are actually built for,” he says. ▶

Commisso cites another pressing challenge affecting the North American market, which is the ongoing volatility in raw material prices and supply chain disruptions. “Door manufacturing heavily relies on input such as wood, fiberglass, steel, composite, and glass, all of which have experienced significant cost fluctuations due to global economic uncertainties and geopolitical tensions.”

What does it mean for dealers?

At the dealer level, sales may seem to be at the mercy of tariffs, manufacturer supply, interest rates, and labor costs, but there are ways to get ahead of the uncertainty.

The highest performing dealers stay aware of market conditions, but concentrate their time and efforts on the

variables they can control to create meaningful differentiation, says Anita Holman, vice president of brand and channel marketing at MITER Brands.

“Leading dealers create business strategies and processes that are flexible and adaptable to shifting demographics, geographies, and customer segments,” she says. Connecting with buyers on an emotional level is what Holman calls “selling the why.”

“Top performers build relationships by focusing on purpose, trust, and partnership, not just products. When customers believe their dealer relationship contributes to their success, loyalty increases. Crafting a compelling ‘why’ at every touchpoint elevates the experience from a transactional one to a meaningful, differentiated customer experience.”



ProVia's Ascent Smooth doors, pictured here in Snow Mist, feature a smooth texture with a subtle brush-textured embossing. The doors can be customized with a narrow sidelite, which ProVia offers to complement modern architectural styles.

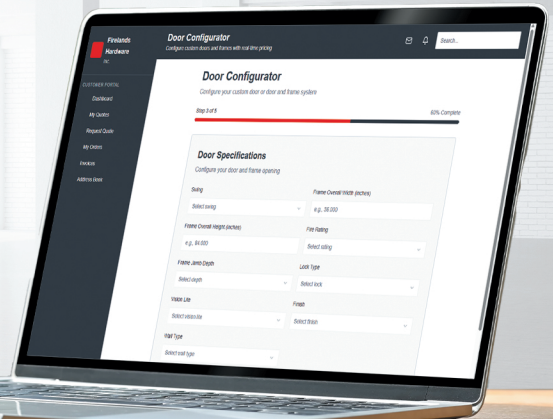
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 next job easier.

Holman says top dealers also embrace change. “We are at a pivotal moment where companies willing to embrace technology can outpace their competitors. Successful dealers are innovative and quick to adapt to emerging trends. Leveraging tools for inventory management, ecommerce and marketing performance, logistics, and sales operations allow dealers to adjust early, long before small dips become major issues,” she says.

Making a purchase as easy as possible is the surest way to gain a customer’s business. Dotson at Fortune Brands says dealers can grow by simplifying the buying process and helping customers visualize complete, seamless entry solutions. Merchandising doors, sidelites, and surrounding finishes together so textures and stains coordinate for a cohesive architectural look makes it easier for buyers to say yes.

Dotson adds that successful dealers “quote quickly, communicate clearly, and set realistic expectations around timelines and installation. Many are also leaning into the indoor-outdoor trend, showcasing larger openings, bifold or pivot doors, as well as complementary products like storm doors to enhance ventilation, protection, and natural light in the overall entry experience.”

Manufacturers say their most successful dealer partners are selling more than just windows and doors. Dealers with well-trained staff who are comfortable and confident in their product knowledge are selling product performance and project design solutions.

“Top dealers are proactively identifying gaps in their lineup, particularly in premium product offerings. As the market evolves within a K-shaped economic landscape, higher-income homeowners continue to invest in renovation projects and are increasingly driving demand for larger formats, specialty finishes, enhanced thermal performance and architectural statement pieces. Rather than competing solely on price in mid-market categories, dealers are expanding into higher-margin segments that align with where sustained spending and long-term value creation are occurring,” says Commisso at MASTERGRAIN.

High-growth dealers, he says, “are merchandising around aspiration and lifestyle by demonstrating benefits like low maintenance, energy efficiency, smart lock compatibility, and long-term durability”

Another sign of a high-performing retailer, Commisso says, is the way they position premi-



um upgrades not as cost add-ons, but as design investments that elevate curb appeal and long-term home value. These dealers also differentiate themselves by their intentional outreach to architects, designers, and custom builders.

“The most successful dealers are building relationships with architects and designers so they can become involved in the project early in the lifestyle,” Commisso says. “They provide design support, technical resources and performance data that make it easier for professionals to specify their products.”

Finally, he adds, growth-oriented dealers are investing in installation training and project management. As demand increases, installation precision becomes critical. Reducing callbacks protects margin and strengthens referral pipelines, particularly in the custom build space. ▶

ODL Full Light with Vilano doorglass feature the Keystone impact-rated frame, which is engineered using a lightweight, composite material designed to not sacrifice performance. Keystone has a DP rating of 65 PSF.



MASTERGRAIN’s large-format luxury fiberglass door panels are engineered for exceptional stability at expanded sizes designed to give builders the freedom to fabricate, finish, and customize.



Triton Advanced Triple Pane windows from MITER Brands feature Corning Enlighten Glass, which is engineered to reduce window weight by up to 45% while maximizing year-round comfort.

Products lead the way

For all that LBM dealers do to move the windows and doors market, it's the manufacturers that drive the styles and trends that end-users will ask for. In the coming year, manufacturers expect larger windows, darker frames, and slimmer sightlines to lead the way.

Monroy at ProVia says that larger statement doors and windows are currently outperforming in the market, as well as blended architectural styles such as contemporary and farmhouse.

"Feature windows—bold shapes, dark colors, expansive glass, and black frames are still a trend that is here to stay. I don't see it going away any time soon."

Monroy adds that consumers are seeking earthy greens, dark, bold colors like deep charcoal, navy, and black

paired with natural wood and metallic accents.

Joelle Longo, product manager for entry doors at ProVia, says that fiberglass doors continue to perform well due to their durability and low maintenance, while steel doors remain a strong value-driven option for homeowners seeking security and performance at an accessible price point.

"We're seeing strong growth in products that pair aesthetic upgrades—such as expanded frame color options—with high-performance features," says Jason Wilton, vice president of product management at MITER Brands. "While homeowners and builders continue to gravitate toward products that offer narrow sightlines and larger sizes, flexible configurations—especially combination units with integrated mull systems—are increasingly being used as a solution for maintaining open floorplans and creating seamless indoor/outdoor living environments."

From a performance standpoint, he says, attributes like impact resistance, seal technology, energy efficiency, and acoustic performance have become baseline expectations rather than upgrades, especially in premium and move-up housing segments.

"We continue to prioritize 4SG Fusion Bonded Spacers in our manufacturing. As the most advanced window-spacer technology on the market, 4SG virtually eliminates seal failure, the primary cause of fogging, condensation, and loss of energy efficiency," Wilton says.

Dotson, at Fortune Brands, explains oversized entryways, clean architectural lines, expanded glass areas, darker frame colors, and materials that balance durability with design flexibility continue to lead market demand.

"Interest in decorative and privacy glass also remains strong for its ability to add both style and function. Our new Therma-Tru products like Veris Modern Grain entryways and the 3/4 Lite Shaker doors and sidelites particularly resonate because they bring in natural light while maintaining privacy and offering long term performance and exceptional warranties," he adds.

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FAR LEFT: Bayshore solid core doors from Masonite are designed to provide quiet and quality with construction engineered to resist warping, shrinking, and cracking. The Bayshore 5 Panel door is most compatible with craftsman and transitional styles.

LEFT: Masonite's Heritage Calden 3 Panel door is designed to ensure noise control and privacy throughout the home. The doors are ideal for rooms where noise control matters, such as a laundry room, bedroom, bathroom, and office.

At ODL, Cuddington says that today's customers don't want to choose between protection and style. They expect both.

"We're seeing strong demand for our Performance & Protection solutions, including the Keystone impact-rated frame, impact-rated flush glazed doors and doorglass, and fire-rated fiberglass door systems. These products are engineered to meet rigorous performance standards while still offering the design flexibility today's homeowners expect," she says.

One of the strongest macro trends in residential construction is the demand for materials that offer luxury aesthetics without ongoing upkeep, says MASTERGRAIN's Commisso.

"We're seeing this across categories—luxury vinyl, laminate, and engineered hardwood have become dominant flooring choices because they're durable, cost-effective, and ideal for busy households. That same mindset is influencing exterior products. Homeowners want elevated design without repainting, warping, corrosion, or long-term deterioration. Fiberglass doors and panels meet that expectation—resisting denting, rusting, and moisture-related movement far better than traditional wood or steel in many climates. For dealers and builders, this translates directly into fewer service calls and stronger long-term customer satisfaction."

Looking ahead

For dealers to thrive over the next five years, Commisso suggests focusing on capturing growth in the premium segment.

"Consumer demand for performance, design, and customization continues to accelerate. Within that premium space, dealers can differentiate by offering a clear hierarchy of high-performance products," he says. "Tiering good, better, best offerings entirely within the premium segment will allow dealers to capture

value at every price-performance point, meet sophisticated consumer expectations, and maintain strong margins."

Over the next five years, LBM dealers won't win on price alone—they'll win on experience and expertise, says Cuddington at ODL. "Our outlook suggests new construction may remain soft while repair and remodeling stays relatively resilient, creating opportunity for dealers who help homeowners upgrade and personalize their homes.

"At the same time, today's customer is more informed than ever. Many start their journey online, which means dealers must be prepared for the omnichannel shopper. That's where the showroom becomes a real advantage—giving customers the chance to see, touch, and compare products firsthand," she adds. ▶



Inspired by authentic White Oak hardwood, Ascent fiberglass woodgrain exterior doors from ProVia are designed to showcase intricate acid laser-etched woodgrain patterns, and rich tones. Ascent doors feature wood stiles on each side for rigidity, and reinforced corners for added strength.

The new C700 Series Fiberglass doors from MITER Brands feature a modern profile with expanded color options and are engineered to provide enhanced energy performance.



Pictured here in trapezoid shape and Classic Bronze color, Endure vinyl windows from ProVia are engineered to provide ENERGY STAR-certified performance and maximum energy efficiency. ProVia's custom window shapes are available in a variety of glass, shape, and grid options.



Larson 60MT Maximum View Storm Door with SureLatch Technology is designed to eliminate slamming and ensure dependable performance. Its large, solid tempered glass panel provides unobstructed views and maximum natural light.

Mike Sessinger, senior vice president of national accounts at MITER Brands, says dealers should look at how to best serve their builder customers when setting up their stores for the next five years.

“Builder consolidation will continue at a brisk pace over the course of the next five years, and the market is seeking competent and reliable installation services. Whether the project is luxury moving glass walls that showcase popular outdoor living trends or high-volume production builds, providing a turnkey solution—such as offering installation and related services—is a powerful way to add value and set yourself apart as the dealer of choice. LBM dealers who own more of the installation and service experience will continue to win,” he says.

Longo at ProVia adds that dealers should continue to embrace digital tools and visualization technology, as the buying process is becoming increasingly digital and dealers who make it easy for homeowners to explore styles, colors, and configurations have a competitive advantage.

“Leave room for customization and personalization,” Longo explains. “Homeowners increasingly want products that reflect their personal style, and dealers who can offer flexible options while still guiding customers toward the right solutions will be well positioned for long-term growth.”

Dotson at Fortune Brands advises dealers to think beyond individual SKUs and focus on curated, cohesive solutions.

“Homeowners want coordinated finishes between doors, frames, and surrounding materials, along with options that support natural light and a stronger connection to the outdoors,” he says. “Dealers who invest in merchandising, installation expertise, and clear communication around energy efficiency, quality materials, and long-term durability will be well positioned for sustained growth.” ■

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EACH MONTH, HUNDREDS OF PRODUCTS AND SERVICES VIE FOR INDUSTRY ATTENTION. HERE ARE SOME THAT OUR EDITORS THINK WILL INTEREST LBM JOURNAL READERS.

M-TEX HEAVY DUTY COMPACT FORKLIFTS

The M-TEX is a compact forklift platform from HUBTEX designed for load capacities from 11 to 15 tons. Built for handling heavyloads in confined spaces, the model features a compact frame and redesigned drive and transmission layout to improve maneuverability in tight operating environments. Updated mast geometry and control systems enhance load visibility for operators. Positioned as HUBTEX's standard solution in this capacity range, the M-TEX is part of a broader effort to streamline the company's compact forklift lineup, including models from its DIMOS subsidiary. hubtex.com



SMOOTH FINISH GARAGE DOOR STOPS

Westlake Royal Building Products has added a smooth-finish option to its 2" Royal Uniflex Garage Door Stop, designed for modern and Craftsman-style garage doors. Made from cellular PVC, the stop installs along garage door frames to help seal out dirt, insects, wind, and moisture. The material resists rot, moisture, and termites, reducing maintenance and replacement needs. Available in white and a solar-reflective black (Onyx), it comes in lengths from 7 to 18 feet to fit a range of openings. For dealers and contractors, it offers a trim solution that pairs updated aesthetics with straightforward installation and reliable weather sealing. garage.royalbuildingproducts.com

ICC-APPROVED METAL CONNECTOR SCREW

GRK Fasteners has introduced a metal connector screw designed for fastening metal hardware to wood in structural applications. ICC-ES approved (ESR-2442), the screw is intended for use in joist hangers, post bases, and similar connectors. A T-25 star drive improves bit engagement and reduces cam-out, helping speed installation and reduce fatigue during repetitive fastening. A sharp tip allows immediate starts without pre-drilling. Available in #9 and #10 diameters and multiple lengths, it offers dealers a structural fastener option suited for framing crews and high-volume jobs. grkfasteners.com



BUY AMERICA-COMPLIANT WIRE

MAX USA Corp. has introduced Buy America-compliant tie wire for rebar tying applications, available in black steel (TW1061T-USA) and poly-coated (TW1061T-USA PC) versions. Manufactured in the U.S., the wire meets BABA and Buy American requirements for federally-funded projects. It is designed for use with MAX TWINTIER rebar tying tools, including RB441T, RB443T, RB401T-E, RB611T, and RB823T models. For contractors, it allows continued use of existing tools while meeting compliance requirements. For dealers, it provides a compliant consumable option tied to ongoing infrastructure work, with mill certifications available on request. maxusacorp.com



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Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	26-27	800.525.5440	weyerhaeuser.com

* Denotes regional distribution.

Note: last-minute changes will affect the accuracy of this listing.

IBC=inside back cover, IFC=inside front cover, OBC=outside back cover, BB=belly band, INS=insert, PB=polybagged, WP=white paper.



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LBM Century Club honors 100-year-old businesses

The LBM Century Club was founded on the simple belief that companies that have been around for 100 years deserve to be recognized. Launched in 2016, the LBM Century Club has grown to over 230 members, with more coming in each month. In all, the companies have provided 29,207 years of combined service to their communities.

By no means does the LBM Journal's Century Club list include every 100-year-old company ... at least not yet. That's where you come in. Do you work for, or know of a lumberyard or building materials retailer that is 100 or more years old? Send them our way, so that we can give them the recognition they deserve. Century Club members receive a certificate for their store, window decals for their front doors, free admission to the LBM Strategies Conference where they are guests of honor at a Century Club induction ceremony, as well as recognition in their local media, all free of charge.

The most recent inductees into this exclusive club include:

ORGAIN BUILDING SUPPLY Clarksville, TN	est. 1921	MILTONVALE LUMBER CO. Miltonvale, KS	est. 1900
ISSAQUAH LUMBER Issaquah, WA	est. 1889	LUMMUS SUPPLY COMPANY Acworth, GA	est. 1925
SCHOLL LUMBER Houston, TX	est. 1845	ATTICA LUMBER CO. Attica, OH	est. 1925
DELAWARE COUNTY SUPPLY COMPANY, INC. Boothwyn, PA	est. 1924	THE HOME LUMBER & SUPPLY CO. Ashland, KS	est. 1905
GEORGE M HALL LUMBER West Homestead, PA	est. 1893	RYAN BROTHERS INC. Apopka, FL	est. 1920
SAN ANTONIO LUMBER COMPANY San Antonio, FL	est. 1923	HASELTON LUMBER COMPANY Wilmington, NY	est. 1901

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THE SPECIAL-ORDER NIGHTMARE

A homeowner made multiple changes to a special order, but the final updates weren't signed, leading to the wrong product being delivered and a dispute over responsibility.

YOU HAVE A LOVE/HATE relationship with special orders. On the one hand, they offer higher margins and position you and your company as a solutions provider—not just a supplier. But the downside is complexity and risk in ordering, documentation, communication, and accountability. The systems you've put in place have mostly worked well ... until now. Here's the situation:

A longtime customer came into your showroom with plans for a full kitchen remodel, including a special-order package of semi-custom cabinets with a painted finish, soft-close hardware, and several accessory upgrades. Your salesperson spent considerable time reviewing options, printing out detailed specs, and having the homeowner sign off on the special order. Over the next three weeks, the homeowner returned multiple times to make changes—switching the door style, upgrading to a different paint color, adding glass-front cabinets, and modifying dimensions on a pantry unit. Each time, the salesperson updated the order in the system and secured a signed change acknowledgment. However, on one visit—during a particularly busy Saturday—the homeowner verbally approved a final color change and a hinge upgrade but left before signing the revised document. The salesperson made the update anyway, assuming it would be fine since prior changes were always signed.

When the cabinets arrived weeks later, everything matched the latest version in the system. The order was delivered to the jobsite and installed by the contractor. Only after installation did the homeowner raise a concern: the cabinet color was not what they expected, and the hinges were not the upgraded version they recall discussing. They produced their copy of the last signed document—which



reflects an earlier version of the order—and insisted that is what they approved. The salesperson pointed to the internal system showing the final updates, but there is no signed acknowledgment for that last round of changes.

Now the homeowner is demanding replacement of the installed cabinets at no cost, arguing they never approved the final specifications. The manufacturer won't accept a return on the special-order product—especially now that they've been installed. The contractor did nothing wrong and expects to be paid for their work. The salesperson insists the changes were clearly discussed and agreed to verbally but admits the missing signature. The cost to replace the cabinets would be significant, and the relationship with both the customer and contractor is at risk. What would you do?

CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Eat it. Replace the cabinets at no cost to the homeowner and absorb the loss. Use this as a very expensive teaching moment for everyone on your team.

Meet halfway. Offer to split the replacement cost with the homeowner as a compromise, citing shared responsibility for the confusion.

Stand firm. Hold the homeowner to the final system order and deny the claim, since they received exactly what they requested on that particularly busy Saturday.

Talk it out. The difference between the cabinet versions is minimal, but the price to make it right is substantial, so offer a 25% discount if they'll live with the installed versions.

SOMETHING ELSE? If you'd take a different plan of attack, email your suggested solution to Wendy@LBMJournal.com. If we publish your reply, we'll send you an LBM Journal mug.



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