

		PRIOR RANK	2025 GROSS SALES (in millions)	2024 GROSS SALES (in millions)	% CHANGE	LOCATIONS		EMPLOYEES	
						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

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						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@lbmjournals.com or visit lbmjournals.com to sign up for updates.

LBM JOURNAL[®]

100

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.

COMPANIES REPORTING DROPS
IN GROSS SALES

2024 = 60

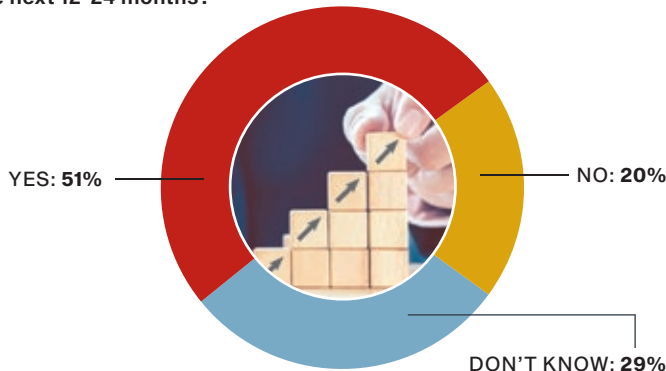
2025 = 51

Slowing, but not stopping

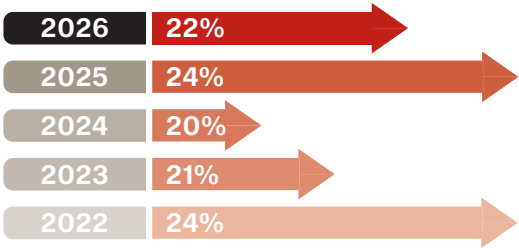
When it comes to expected growth in 2026, dealers are evenly split on whether expansion is in the cards for this year. Roughly 51% reported plans to expand, either through opening new locations or through acquisition, with another 29% signaling they weren’t sure yet. While that number is only down 3%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

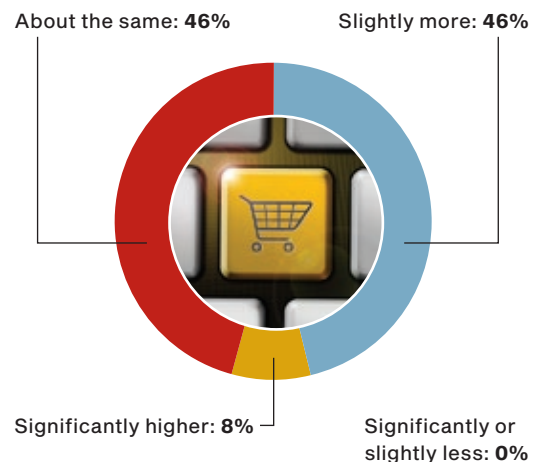
What technologies have you recently updated/adopted or what technologies are you considering updating/adopting in the next 12 months?

GPS DELIVERY MANAGEMENT	39%
ERP (Primary business management platform)	36%
TAKEOFFS	36%
CRM (Customer Relationship Management)	32%
INVENTORY MANAGEMENT	27%
POS SYSTEM	20%
CAD/Design	9%
BIM (Building Information Modeling)	5%
OTHER*	21%

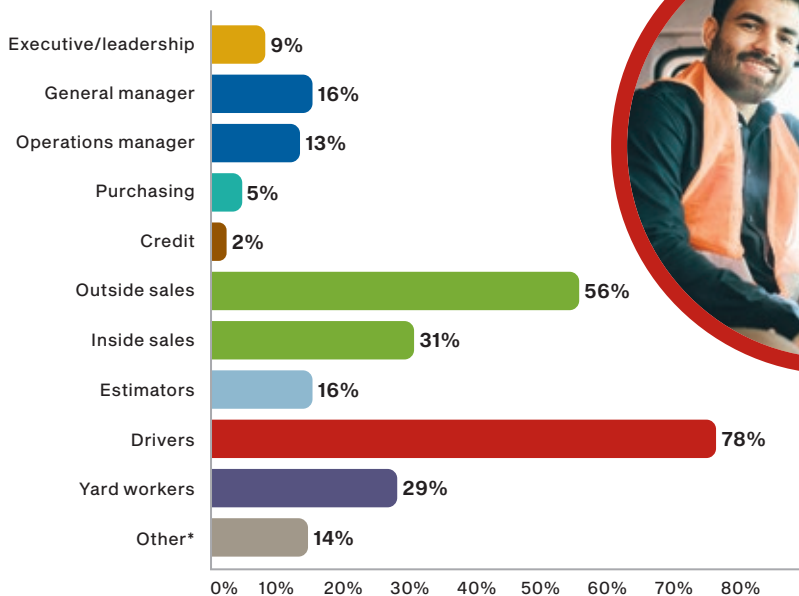
Note: Respondents could choose more than one answer.

*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?

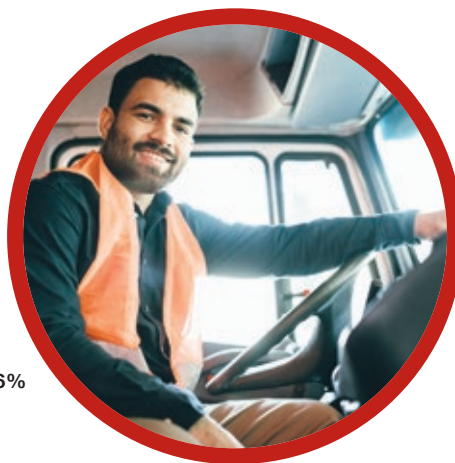


Which positions are hardest to fill?



Note: Respondents could choose more than one answer.

*Other responses included: Installers, production workers, and specialized design roles.



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.

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