

# Third Quarter 2026 Results

November 3, 2026

# Speakers



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CEO



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CFO

# Disclosures

Certain statements in this presentation, including our guidance and business strategies, are forward-looking statements that involve risk, uncertainty and assumptions, and are based on information as of November 3, 2026. Actual results may differ materially from those set forth in such statements.

For a discussion of these risks and uncertainties, you should review our Annual Report on Form 10-K, Form 10-Qs filed in 2026 and our other filings with the U.S. Securities and Exchange Commission.

During this presentation, we will discuss certain non-GAAP financial measures including Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted EPS, Free Cash Flow and Net Debt Leverage. A reconciliation of non-GAAP financial measures to their nearest comparable GAAP financial measures is available at the end of this presentation and our earnings release.

Due to rounding, numbers presented throughout this presentation may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Third Quarter 2026 Summary




## Third Quarter 2026

- Sales of $799 million
- Adjusted EBITDA of $54 million
  - 6.8% of sales
- Concluded strategic review of Europe
- Launched debt refinancing tender / exchange

**BUILDING MOMENTUM AND FINANCIAL FLEXIBILITY**

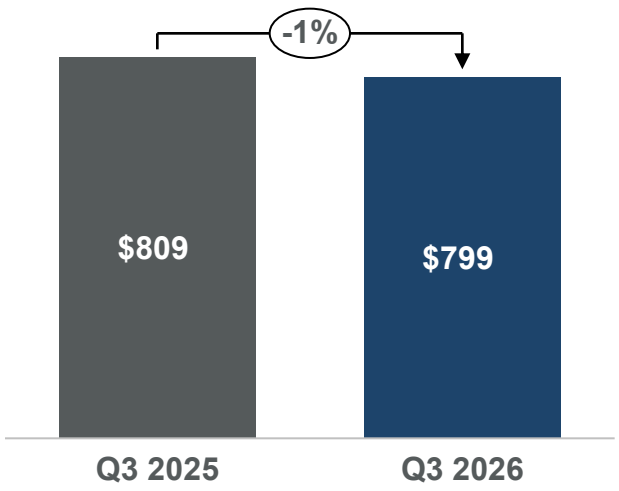
# Q3 2026 Financial Results



# Q3 2026 Financial Summary

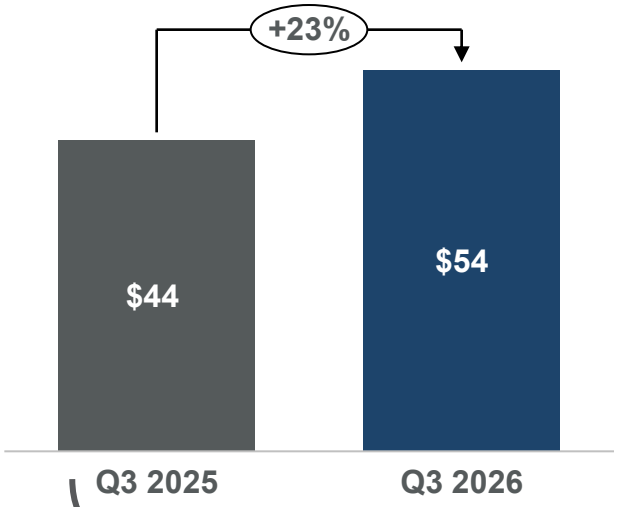
USD in Millions

## Net Revenue

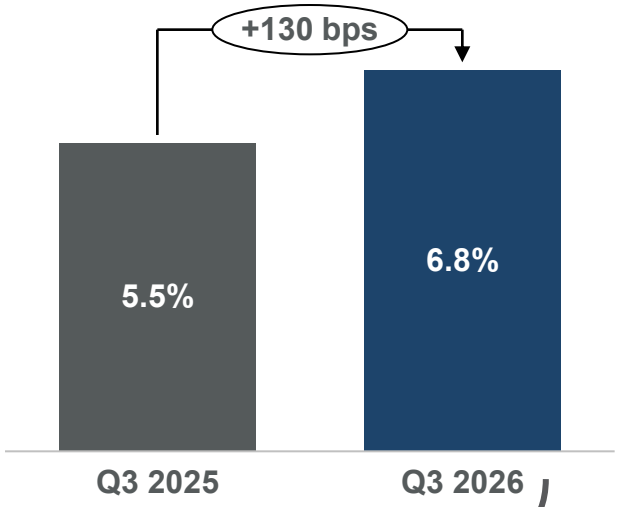



Core Revenue down (1%) driven by lower volume / mix

## Adjusted EBITDA




## Adjusted EBITDA Margin

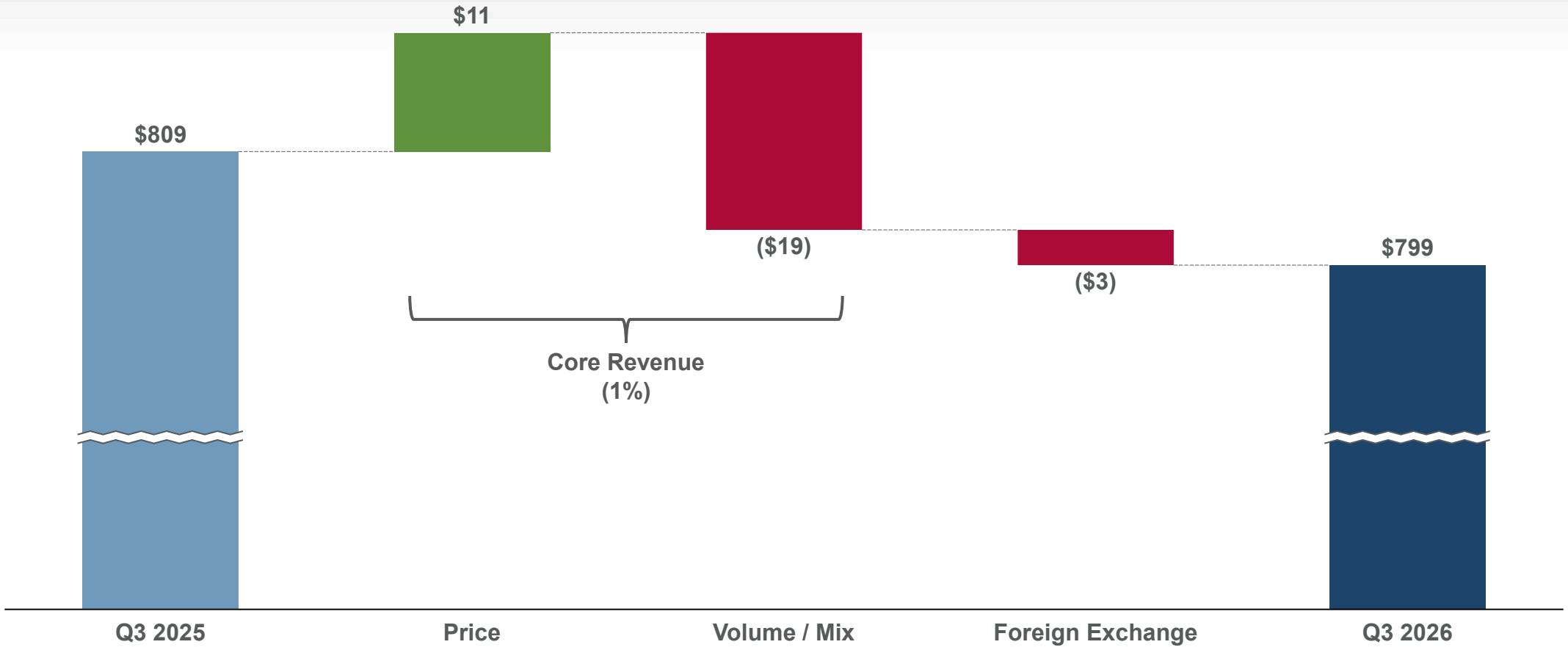



Productivity gains & cost savings driving higher earnings

**MARGIN EXPANSION ON SLIGHT REVENUE DECLINE**

# Q3 2026 Revenue Bridge

USD in Millions




Note: Amounts do not foot due to rounding

**VOLUME / MIX HEADWINDS CONTINUE TO STABILIZE**

# Q3 2026 Adjusted EBITDA Bridge

USD in Millions




Note: Amounts do not foot due to rounding

**PRICE / COST HEADWINDS OFFSET BY COST REDUCTIONS AND TARIFF REFUNDS**

# Q3 2026 Segment Results

USD in Millions

| North America | Q3 2026 | Q3 2025 (Prior Year) | Q2 2026 (Previous Quarter) |
|---|---|---|---|
| Net Revenue | $530 | $546 | $529 |
| Adjusted EBITDA | $48 | $38 | $41 |
| *Adjusted EBITDA margin* | *9.1%* | *6.9%* | *7.7%* |

| Europe | Q3 2026 | Q3 2025 (Prior Year) | Q2 2026 (Previous Quarter) |
|---|---|---|---|
| Net Revenue | $269 | $263 | $289 |
| Adjusted EBITDA | $15 | $16 | $13 |
| *Adjusted EBITDA margin* | *5.6%* | *6.1%* | *4.6%* |

## Segment Highlights

- North America revenue down (3%) year-over-year
  - Core revenue down (3%)
  - Mainly driven by lower volume
- Europe revenue up 2% year-over-year
  - Higher price, partially offset by FX headwinds

# Outlook



# Market Outlook 2026

## North America

**Mid Single-Digit***
**Volume Decline**

New single-family construction
**Down mid single-digits***

Repair & Remodel
**Down mid single-digits**

Multi-family & Canada
**Approximately Flat**

## Europe

**Low Single-Digit***
**Volume Decline**

Residential construction
**Down low single-digits***

Commercial projects
**Down low single-digits***

*Change from prior Quarter

**MARKET OUTLOOK SOFTER IN BOTH REGIONS**

# 2026 Guidance

**Net Revenue**
$3.1B to $3.2B

**Core Revenue**
Down (2%) to (5%)

**Adjusted EBITDA**
$120M to $150M

**Operating Cash Flow**
~$10M

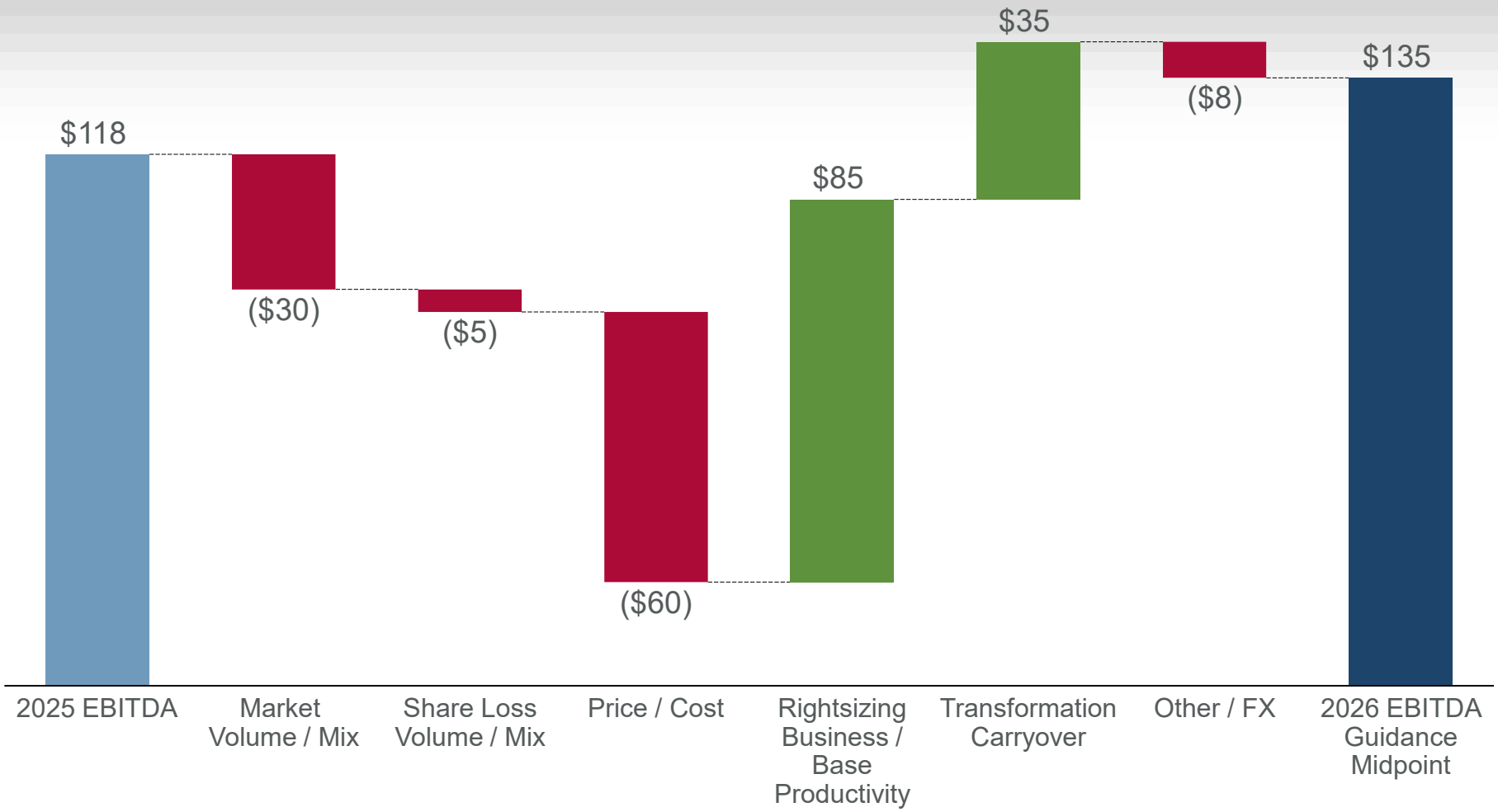
**Cap Ex**
~$85M

**Free Cash Flow**
~($75M)

**MAINTAINING GUIDANCE**

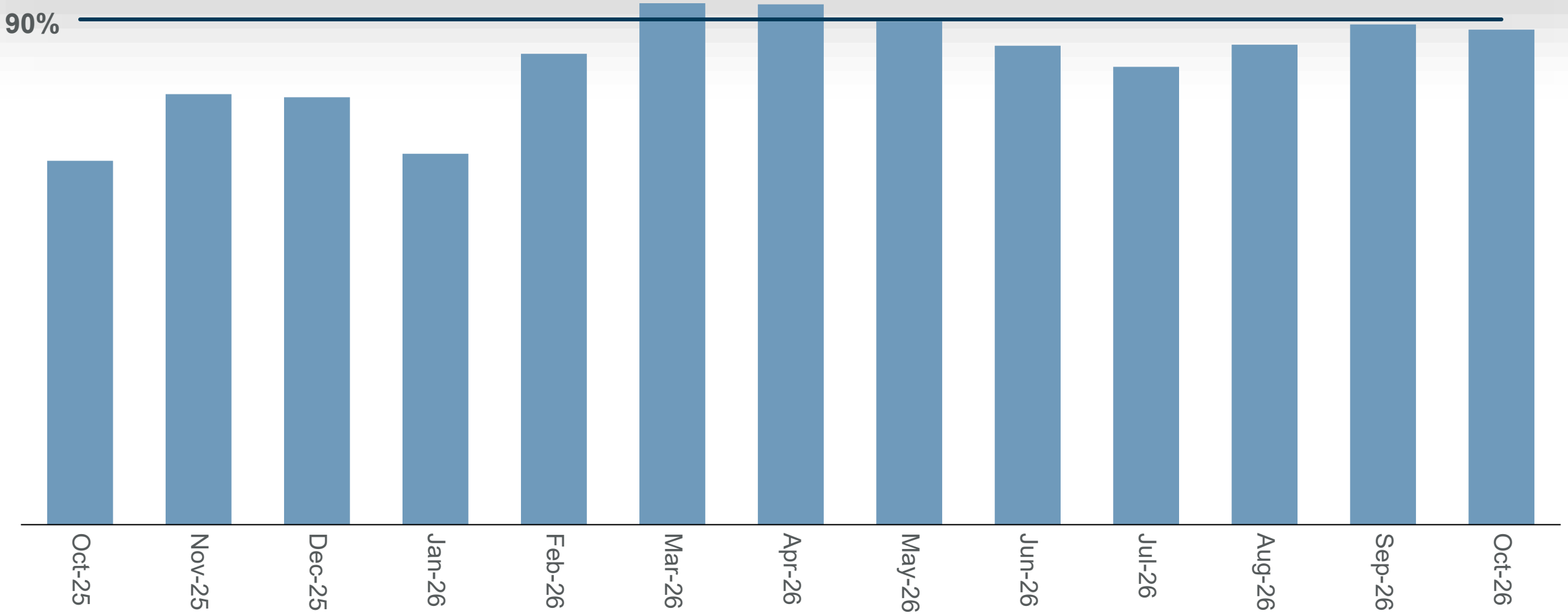
# 2026 Guidance Bridge

Adjusted EBITDA; USD in Millions




**SHARE RECOVERY OFFSETTING MARKET AND PRICE / COST HEADWINDS**

# North American On-Time, In-Full Rates (OTIF)




**RECOVERY FOLLOWING SUMMER WILDFIRES**

# JELD-WEN Next Steps

**Operational Improvements**

**Cost Management**

**DISCIPLINED EXECUTION DRIVING RESULTS**

# Appendix



# Key Assumptions for 2026

USD in Millions

| Key Assumption | 2026 Estimate |
|---|---|
| Depreciation and Amortization | ~$115 |
| Interest Expense, net | $80 to $85 |
| Cash Taxes Paid | $7 to $15 |
| Diluted Share Count | ~86 million |

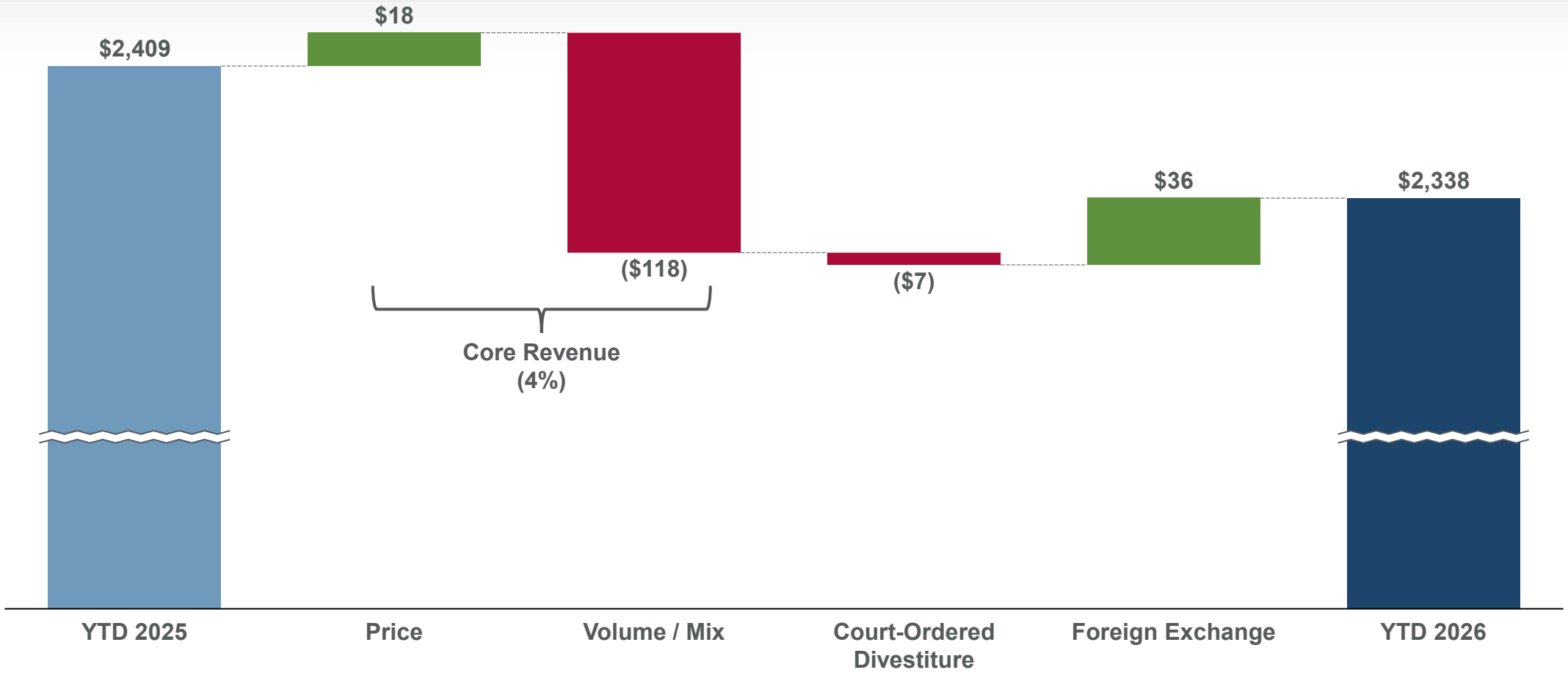
- ✓ Full-year EBITDA split ~35% in 1H
- ✓ Price / Cost negative vs 2025
- ✓ Foreign exchange translation tailwinds due to weaker US Dollar
- ✓ No share repurchases, acquisitions or divestitures included in outlook

# Q3 2026 Net Revenue Walk

| Q3 2026 | JELD-WEN | North America | Europe |
|---|---|---|---|
| Price | 1% | -% | 4% |
| Volume / Mix | (2%) | (3%) | (1%) |
| Core Revenue Growth | (1%) | (3%) | 3% |
| FX | -% | -% | (1%) |
| Total | (1.4%) | (3.0%) | 2.1% |

# Q3 YTD 2026 Revenue Bridge

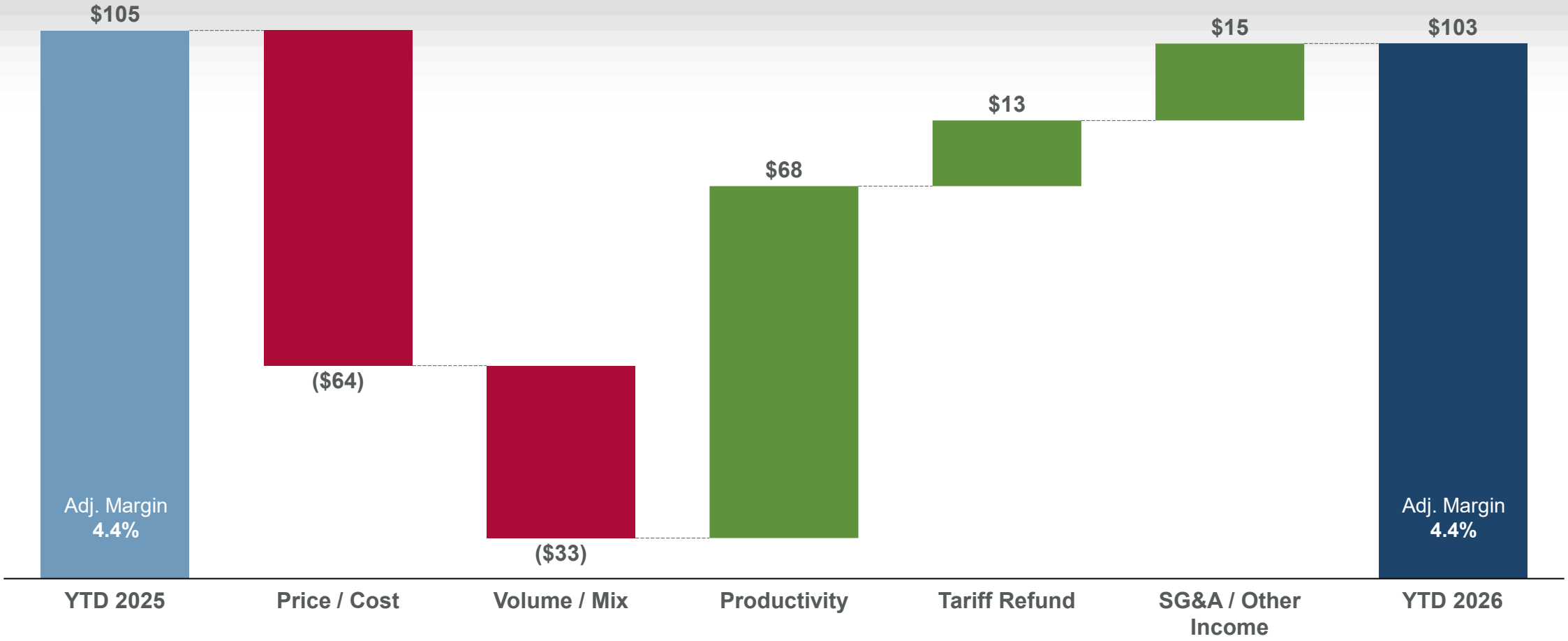
USD in Millions




**LOWER VOLUME / MIX FROM MARKET HEADWINDS**

# Q3 YTD 2026 Adjusted EBITDA Bridge

USD in Millions




**PRICE / COST HEADWINDS FROM COMPETITIVE MARKET**

# Balance Sheet and Cash Flow

USD in Millions

| Cash Flow (YTD) | Q3 2026 | Q3 2025 |
|---|---|---|
| Net cash used in operating activities | ($73) | ($38) |
| Capital Expenditures(1) | ($57) | ($104) |
| Free Cash Flow(2) | ($130) | ($142) |
| **Balance Sheet** | **September 26, 2026** | **December 31, 2025** |
| Total Debt | $1,281 | $1,173 |
| Cash | $97 | $136 |
| Net Debt(3) | $1,184 | $1,037 |
| Divided by trailing twelve months Adjusted EBITDA from continuing operations(4) | $116 | $118 |
| Net Debt Leverage(3) | 10.3x | 8.8x |
| Liquidity(5) | $269 | $485 |

(1) Includes purchases of property, equipment, and intangible assets.

(2) Free Cash Flow is a financial measure that is not calculated in accordance with GAAP. For a discussion of our presentation of Free Cash Flow, refer to the Q3 2026 earnings release.

(3) Net Debt and Net Debt Leverage are financial measures that are not calculated in accordance with GAAP. For a discussion of our presentation of Net Debt Leverage refer to the Q3 2026 earnings release.

(4) Trailing twelve months Adjusted EBITDA from continuing operations for both periods. Adjusted EBITDA from continuing operations is a financial measure that is not calculated in accordance with GAAP. For a discussion of our presentation of Adjusted EBITDA from continuing operations, refer to the Q3 2026 earnings release. Additionally, refer to the calculation of trailing twelve months Adjusted EBITDA from continuing operations included later in this presentation.

(5) Liquidity includes cash and cash equivalents, as well as availability from undrawn committed credit facilities.

# Adjusted Net Income (Loss) From Continuing Operations Reconciliation

USD in Millions

| (amounts in millions) | Three Months Ended | | Nine Months Ended | |
|---|---|---|---|---|
| | September 26, 2026 | September 27, 2025 | September 26, 2026 | September 27, 2025 |
| Loss from continuing operations, net of tax | $ (17.2) | $ (367.6) | $ (125.6) | $ (580.0) |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 1.3 | 5.8 | 16.9 | 26.3 |
| Goodwill impairment | — | 196.9 | — | 334.6 |
| Restructuring and asset-related charges, net | 12.7 | 8.8 | 18.7 | 32.2 |
| M&A related costs, net | (2.4) | 2.4 | 8.6 | 1.9 |
| Net gain on sale of business, property, and equipment | (0.1) | — | (0.1) | (2.8) |
| Loss on extinguishment and refinancing of debt | — | — | — | 0.2 |
| Share-based compensation expense | 4.2 | 4.3 | 11.6 | 11.9 |
| Other special items[2] | 5.8 | (0.6) | 20.6 | 3.3 |
| Tax impact of special items[3] | — | 10.5 | — | — |
| Tax special items[4] | 0.3 | 122.3 | 1.4 | 137.7 |
| Adjusted Net Income (Loss) from continuing operations | $ 4.4 | $ (17.3) | $ (48.0) | $ (34.7) |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed later in this presentation.

(2) Other special items not core to ongoing business activity include: (i) for the three months ended September 26, 2026, impairment charges of $2.5 million recognized in connection with the Company's North America equipment capacity optimization review and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.; (ii) for the nine months ended September 26, 2026, impairment charges of $5.6 million recognized in connection with the Company's North America equipment capacity optimization review, $3.0 million of impairment and other related charges related to windows manufacturing technology, and $1.8 million of impairment charges related to logistics technology, each of which was determined to have no future use, $2.5 million related to post-production expenses for closed facilities in North America, $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture, $2.0 million related to build-out costs for a new production site in the United Kingdom in our Europe reporting segment, and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.

(3) Except for non-deductible goodwill impairments, adjustments to net income (loss) from continuing operations and adjusted net income (loss) per share from continuing operations are tax-effected using the applicable jurisdictional statutory tax rate.

(4) Tax special items for the three and nine months ended September 26, 2026, primarily included nominal tax expense and $3.2 million of tax expense, respectively, attributable to domestic share-based compensation, fully offset by a nominal tax benefit and $3.2 million of tax benefit, respectively, related to the valuation allowance recorded against our U.S. tax attributes, and tax expense of $0.3 million and $1.4 million, respectively, due to changes in UTPs from ongoing audits. Tax special items for the three and nine months ended September 27, 2025, were primarily driven by valuation expense recorded against our U.S. tax attributes of $115.0 million and $129.2 million, respectively.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Adjusted Net Income (Loss) Per Share From Continuing Operations Reconciliation

| | Three Months Ended | | Nine Months Ended | |
|---|---|---|---|---|
| | September 26, 2026 | September 27, 2025 | September 26, 2026 | September 27, 2025 |
| Diluted loss per share from continuing operations | $ (0.20) | $ (4.30) | $ (1.45) | $ (6.81) |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 0.01 | 0.07 | 0.20 | 0.31 |
| Goodwill impairment | — | 2.31 | — | 3.93 |
| Restructuring and asset-related charges, net | 0.14 | 0.10 | 0.22 | 0.38 |
| M&A related costs, net | (0.03) | 0.03 | 0.10 | 0.02 |
| Net gain on sale of business, property, and equipment | — | — | — | (0.03) |
| Share-based compensation expense | 0.05 | 0.05 | 0.13 | 0.14 |
| Other special items[2] | 0.07 | (0.01) | 0.24 | 0.04 |
| Tax impact of special items[3] | — | 0.12 | — | — |
| Tax special items[4] | — | 1.43 | 0.02 | 1.62 |
| Adjusted Net Income (Loss) per share from continuing operations | $ 0.05 | $ (0.20) | $ (0.56) | $ (0.41) |
| | | | | |
| Weighted average diluted shares | 87,330,039 | 85,392,703 | 86,321,998 | 85,206,011 |
| Less: Effect of dilutive securities | 575,328 | — | — | — |
| Weighted average basic shares | 86,754,711 | 85,392,703 | 86,321,998 | 85,206,011 |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed later in this presentation.

(2) Other special items not core to ongoing business activity include: (i) for the three months ended September 26, 2026, impairment charges of $2.5 million recognized in connection with the Company's North America equipment capacity optimization review and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.; (ii) for the nine months ended September 26, 2026, impairment charges of $5.6 million recognized in connection with the Company's North America equipment capacity optimization review, $3.0 million of impairment and other related charges related to windows manufacturing technology, and $1.8 million of impairment charges related to logistics technology, each of which was determined to have no future use, $2.5 million related to post-production expenses for closed facilities in North America, $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture, $2.0 million related to build-out costs for a new production site in the United Kingdom in our Europe reporting segment, and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.

(3) Except for non-deductible goodwill impairments, adjustments to net income (loss) from continuing operations and adjusted net income (loss) per share from continuing operations are tax-effected using the applicable jurisdictional statutory tax rate.

(4) Tax special items for the three and nine months ended September 26, 2026, primarily included nominal tax expense and $3.2 million of tax expense, respectively, attributable to domestic share-based compensation, fully offset by a nominal tax benefit and $3.2 million of tax benefit, respectively, related to the valuation allowance recorded against our U.S. tax attributes, and tax expense of $0.3 million and $1.4 million, respectively, due to changes in UTPs from ongoing audits. Tax special items for the three and nine months ended September 27, 2025, were primarily driven by valuation expense recorded against our U.S. tax attributes of $115.0 million and $129.2 million, respectively.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Adjusted EBITDA From Continuing Operations Reconciliation

## USD in Millions

| (amounts in millions) | Three Months Ended September 26, 2026 | Three Months Ended September 27, 2025 | Nine Months Ended September 26, 2026 | Nine Months Ended September 27, 2025 |
|---|---|---|---|---|
| Loss from continuing operations, net of tax | $ (17.2) | $ (367.6) | $ (125.6) | $ (580.0) |
| Income tax expense | 2.9 | 148.7 | 10.9 | 145.9 |
| Depreciation and amortization | 28.0 | 28.3 | 86.3 | 83.0 |
| Interest expense, net | 19.5 | 17.4 | 55.0 | 48.8 |
| Special items: | | | | |
| Net legal and professional expenses and settlements[1] | 1.3 | 5.8 | 16.9 | 26.3 |
| Goodwill impairment[2] | — | 196.9 | — | 334.6 |
| Restructuring and asset-related charges, net[3][4] | 12.7 | 8.8 | 18.7 | 32.2 |
| M&A related costs, net[5] | (2.4) | 2.4 | 8.6 | 1.9 |
| Net gain on sale of business, property, and equipment[6] | (0.1) | — | (0.1) | (2.8) |
| Loss on extinguishment and refinancing of debt[7] | — | — | — | 0.2 |
| Share-based compensation expense[8] | 4.2 | 4.3 | 11.6 | 11.9 |
| Other special items[9] | 5.8 | (0.6) | 20.6 | 3.3 |
| Adjusted EBITDA from continuing operations | $ 54.4 | $ 44.4 | $ 102.9 | $ 105.3 |

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

(1) Net legal and professional expenses and settlements include non-recurring transformation journey expenses of $1.7 million and $5.8 million in the three and nine months ended September 26, 2026, respectively, and $5.3 million and $24.6 million in the three and nine months ended September 27, 2025, respectively. The amount for the nine months ended September 26, 2026, includes $1.2 million related to a structural-pricing initiative in Europe. These expenses primarily relate to discrete project-based consulting fees that directly support the Company's transformation journey and are not expected to represent normal, recurring operating expenses. These projects include the centralization of human resources processes, North America supply chain network optimization strategy, and other projects related to our transformation journey. These expenses also include $2.5 million for the nine months ended September 27, 2025, related to the engagement of a transformation consultant for a period spanning from the third quarter of 2023 through April 2025. Additionally, net legal and professional expenses and settlements include $0.4 million and $10.0 million in the three and nine months ended September 26, 2026, respectively, and $0.4 million in both the three and nine months ended September 27, 2025, relating to litigation of historical legal matters.

(2) Goodwill impairment consists of a prior year goodwill impairment charge associated with our North America and Europe reporting units.

(3) Restructuring and asset-related charges, net represents severance, accelerated depreciation and amortization, equipment relocation and other expenses directly incurred as a result of restructuring events. The restructuring charges primarily relate to charges incurred to change the operating structure, eliminate certain roles, and close certain manufacturing facilities in our North America and Europe segments.

(4) Product and inventory-related charges represent charges associated with announced facility closures, including product-related cash charges recorded as a reduction of net revenues and inventory and other product-related non-cash charges recorded in cost of sales. These amounts are excluded from Adjusted EBITDA from continuing operations.

(5) M&A related costs, net consist of legal and professional expenses related to strategic initiatives and the court-ordered divestiture of Towanda.

(6) Net gain on sale of business, property, and equipment in the three and nine months ended September 26, 2026, primarily relates to the sale of our business in Hawaii and the sale of property in Denmark. Net gain on sale of business, property, and equipment in the nine months ended September 27, 2025, primarily relates to the court-ordered divestiture of Towanda and the sale of property and equipment in Marion, North Carolina.

(7) Loss on extinguishment and refinancing of debt consists of $0.2 million in the nine months ended September 27, 2025, associated with an amendment of our ABL Facility.

(8) Share-based compensation expense represents equity-based compensation expense related to the issuance of share-based awards.

(9) Other special items not core to ongoing business activity include: (i) for the three months ended September 26, 2026, impairment charges of $2.5 million recognized in connection with the Company's North America equipment capacity optimization review and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.; (ii) for the nine months ended September 26, 2026, impairment charges of $5.6 million recognized in connection with the Company's North America equipment capacity optimization review, $3.0 million of impairment and other related charges related to windows manufacturing technology, and $1.8 million of impairment charges related to logistics technology, each of which was determined to have no future use, $2.5 million related to post-production expenses for closed facilities in North America, $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture, $2.0 million related to build-out costs for a new production site in the United Kingdom in our Europe reporting segment, and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.

# Q3 2026 QTD Segment Adjusted EBITDA Reconciliation

USD in Millions

| (amounts in millions) | Three Months Ended September 26, 2026 | | | |
|---|---|---|---|---|
| | North America | Europe | Corporate and Unallocated Costs | Total Consolidated |
| Income (loss), net of tax | $ 21.2 | $ (6.9) | $ (31.5) | $ (17.2) |
| Income tax (benefit) expense | 0.3 | 2.6 | (0.1) | 2.9 |
| Depreciation and amortization | 17.4 | 8.2 | 2.4 | 28.0 |
| Interest expense, net | 0.1 | 1.7 | 17.7 | 19.5 |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 0.2 | 1.0 | 0.1 | 1.3 |
| Restructuring and asset-related charges, net | 4.4 | 8.2 | — | 12.7 |
| M&A related costs, net | — | — | (2.4) | (2.4) |
| Net loss (gain) on sale of business, property, and equipment | 0.9 | (1.1) | — | (0.1) |
| Share-based compensation expense | 0.4 | 0.6 | 3.2 | 4.2 |
| Other special items[2] | 3.3 | 0.6 | 1.8 | 5.8 |
| Adjusted EBITDA | $ 48.3 | $ 15.0 | $ (8.9) | $ 54.4 |

(1) Refer to the calculation of Adjusted EBITDA for a discussion of the Special items listed earlier in this presentation.

(2) Other special items primarily include impairment charges of $2.5 million recognized in connection with the Company's North America equipment capacity optimization review and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Q3 2025 QTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

| (amounts in millions) | Three Months Ended September 27, 2025 | | | |
|---|---|---|---|---|
| | North America | Europe | Corporate and Unallocated Costs | Total Consolidated |
| Loss from continuing operations, net of tax | $ (181.3) | $ (153.4) | $ (33.0) | $ (367.6) |
| Income tax expense (benefit) | 151.9 | 0.4 | (3.6) | 148.7 |
| Depreciation and amortization | 17.3 | 8.5 | 2.5 | 28.3 |
| Interest expense, net | 0.2 | 1.0 | 16.2 | 17.4 |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 1.1 | 1.5 | 3.1 | 5.8 |
| Goodwill impairment | 43.5 | 153.4 | — | 196.9 |
| Restructuring and asset-related charges, net | 3.9 | 3.9 | 1.0 | 8.8 |
| M&A related costs, net | — | — | 2.4 | 2.4 |
| Share-based compensation expense | 0.6 | 0.7 | 3.0 | 4.3 |
| Other special items | 0.3 | — | (0.9) | (0.6) |
| Adjusted EBITDA from continuing operations | $ 37.7 | $ 16.0 | $ (9.3) | $ 44.4 |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed earlier in this presentation.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Q2 2026 QTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

| (amounts in millions) | Three Months Ended June 27, 2026 | | | |
|---|---|---|---|---|
| | North America | Europe | Corporate and Unallocated Costs | Total Consolidated |
| Income (loss) from continuing operations, net of tax | $ 26.9 | $ (3.4) | $ (55.0) | $ (31.5) |
| Income tax (benefit) expense | (12.0) | 3.8 | 12.8 | 4.6 |
| Depreciation and amortization | 18.4 | 8.2 | 2.4 | 29.0 |
| Interest expense, net | 0.1 | 1.0 | 17.3 | 18.4 |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 0.2 | 0.5 | 2.2 | 2.8 |
| Restructuring and asset-related charges, net | 1.6 | 2.1 | 0.4 | 4.1 |
| M&A related costs, net | — | — | 3.4 | 3.4 |
| Share-based compensation expense | 0.7 | 0.4 | 2.7 | 3.7 |
| Other special items[2] | 4.8 | 0.7 | 2.4 | 7.8 |
| Adjusted EBITDA from continuing operations | $ 40.7 | $ 13.2 | $ (11.6) | $ 42.3 |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed in the Q2 2026 earnings presentation.

(2) North America other special items include impairment charges of $2.7 million related to windows manufacturing technology, and $1.8 million related to logistics technology, each of which was determined to have no future use, and $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Q3 2026 YTD Segment Adjusted EBITDA Reconciliation

USD in Millions

| (amounts in millions) | Nine Months Ended September 26, 2026 | | | |
|---|---|---|---|---|
| | North America | Europe | Corporate and Unallocated Costs | Total Consolidated |
| Income (loss), net of tax | $ 13.1 | $ (20.4) | $ (118.3) | $ (125.6) |
| Income tax expense (benefit) | 1.9 | 9.2 | (0.2) | 10.9 |
| Depreciation and amortization | 54.6 | 24.9 | 6.9 | 86.3 |
| Interest (income) expense, net | (0.3) | 3.4 | 51.9 | 55.0 |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 0.5 | 3.5 | 12.9 | 16.9 |
| Restructuring and asset-related charges, net | 6.9 | 11.4 | 0.4 | 18.7 |
| M&A related costs, net | — | — | 8.6 | 8.6 |
| Net loss (gain) on sale of business, property, and equipment | 0.9 | (1.1) | — | (0.1) |
| Share-based compensation expense | 1.8 | 1.5 | 8.4 | 11.6 |
| Other special items[2] | 13.2 | 2.8 | 4.6 | 20.6 |
| Adjusted EBITDA | $ 92.6 | $ 35.3 | $ (25.0) | $ 102.9 |

(1) Refer to the calculation of Adjusted EBITDA for a discussion of the Special items listed earlier in this presentation.

(2) Other special items primarily include impairment charges of $5.6 million recognized in connection with the Company's North America equipment capacity optimization review, $3.0 million of impairment and other related charges related to windows manufacturing technology, and $1.8 million of impairment charges related to logistics technology, each of which was determined to have no future use, $2.5 million related to post-production expenses for closed facilities in North America, $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture, $2.0 million related to build-out costs for a new production site in the United Kingdom in our Europe reporting segment, and a $1.0 million charge in Corporate and unallocated costs related to the termination of the Company's fractional aircraft arrangement.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Q3 2025 YTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

| (amounts in millions) | Nine Months Ended September 27, 2025 | | | |
|---|---|---|---|---|
| | North America | Europe | Corporate and Unallocated Costs | Total Consolidated |
| Loss from continuing operations, net of tax | $ (333.6) | $ (160.8) | $ (85.7) | $ (580.0) |
| Income tax expense (benefit) | 166.5 | 6.8 | (27.5) | 145.9 |
| Depreciation and amortization | 51.4 | 24.3 | 7.4 | 83.0 |
| Interest (income) expense, net | (1.0) | 2.6 | 47.2 | 48.8 |
| Special items:[1] | | | | |
| Net legal and professional expenses and settlements | 2.6 | 4.3 | 19.4 | 26.3 |
| Goodwill impairment | 181.2 | 153.4 | — | 334.6 |
| Restructuring and asset-related charges, net | 19.0 | 11.5 | 1.7 | 32.2 |
| M&A related costs, net | — | — | 1.9 | 1.9 |
| Net gain on sale of business, property, and equipment | (2.8) | — | — | (2.8) |
| Loss on extinguishment and refinancing of debt | — | — | 0.2 | 0.2 |
| Share-based compensation expense | 2.1 | 1.7 | 8.1 | 11.9 |
| Other special items | 2.3 | 0.1 | 0.9 | 3.3 |
| Adjusted EBITDA from continuing operations | $ 87.9 | $ 43.7 | $ (26.4) | $ 105.3 |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed earlier in this presentation.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.

# Q3 2026 TTM Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

| (amounts in millions) | Trailing Twelve Months Ended September 26, 2026 | December 31, 2025 |
|---|---|---|
| Loss from continuing operations, net of tax | $ (167.8) | $ (622.2) |
| Income tax expense | 12.9 | 147.9 |
| Depreciation and amortization | 115.7 | 112.4 |
| Interest expense, net | 73.4 | 67.2 |
| Special items:(1) | | |
| Net legal and professional expenses and settlements | 22.0 | 31.5 |
| Goodwill impairment | — | 334.6 |
| Restructuring and asset-related charges, net | 31.0 | 44.5 |
| M&A related costs, net | 15.7 | 9.1 |
| Net gain on sale of business, property and equipment | (34.5) | (37.1) |
| Loss on extinguishment and refinancing of debt | — | 0.2 |
| Share-based compensation expense | 14.7 | 15.0 |
| Pension settlement charge | 6.6 | 6.6 |
| Other special items | 25.7 | 8.4 |
| Adjusted EBITDA from continuing operations | $ 115.5 | $ 118.0 |

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed earlier in this presentation.

Due to rounding, numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures.