

First Quarter 2024 Results

May 6, 2024

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 May 6, 2024. 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 2024 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 from continuing operations, 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.

First Quarter 2024 Highlights



First Quarter 2024

- Sales of $959 million
- Adjusted EBITDA of $69 million
  - 7.2% of Sales
- In early April, announced two NA site closures to streamline operations

FOCUSED ON STRENGTHENING OUR FOUNDATION

Q1 2024 Foundational Actions

People

Culture & Capabilities

- Held global leadership meeting
- Began training ~1,600 leaders

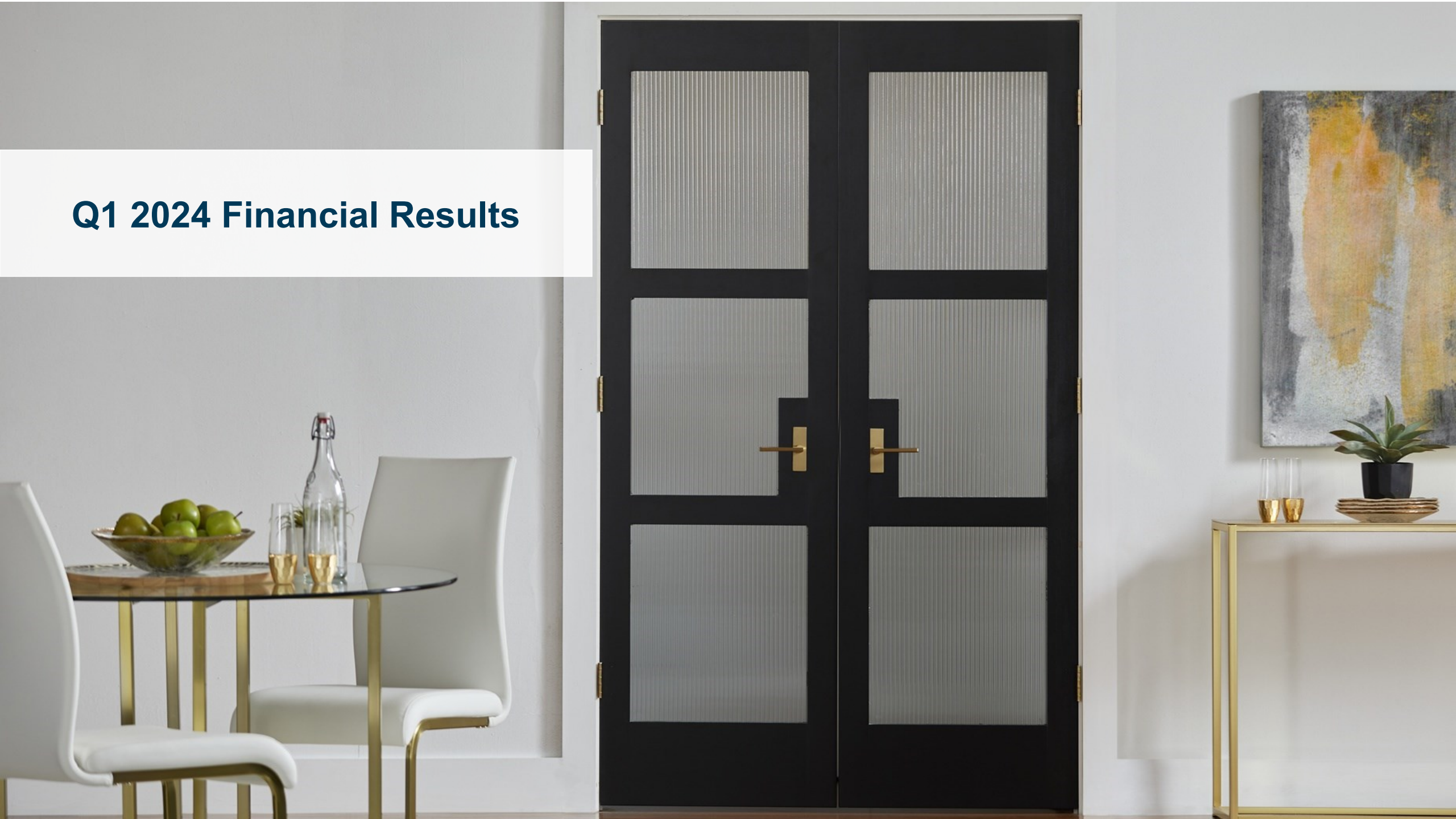
Performance

Cost Reduction

- Announced closure of 2 North America facilities
- Increased CAPEX spending

ONGOING TRANSFORMATION ACTIVITY

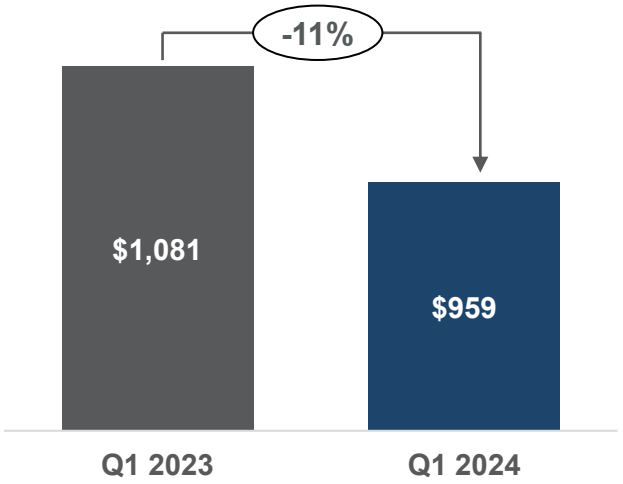
Q1 2024 Financial Results



Q1 2024 Financial Summary

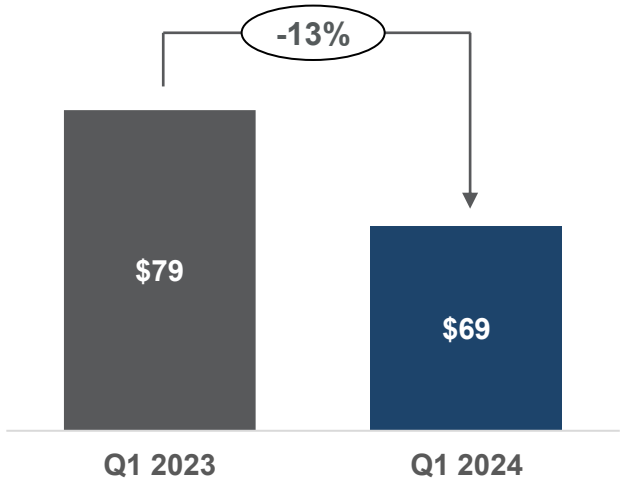
USD in Millions

Net Revenue

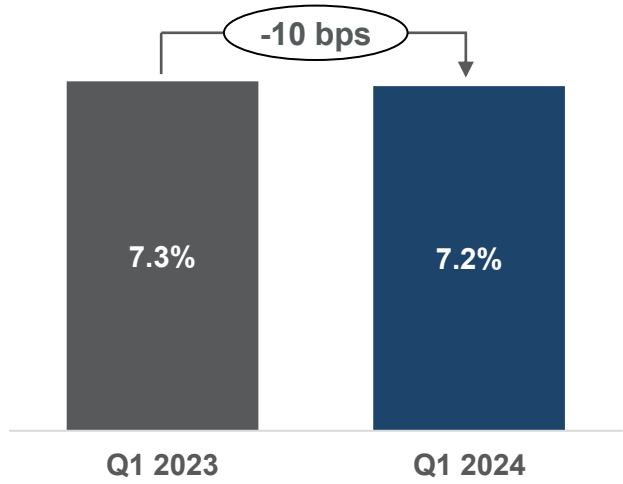


Core Revenue down (12%) driven by lower volume / mix

Adjusted EBITDA



Adjusted EBITDA Margin

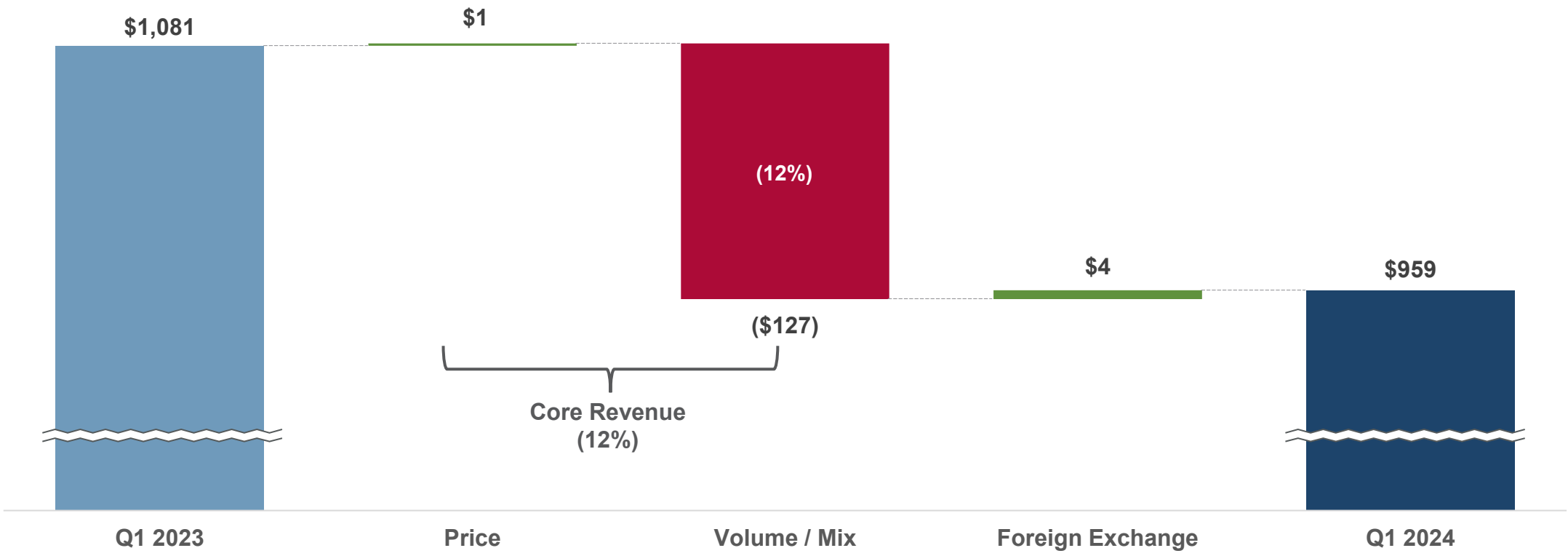


Productivity improvements more than offset by lower volume / mix

EBITDA MARGIN RESILIENCY

Q1 2024 Revenue Bridge

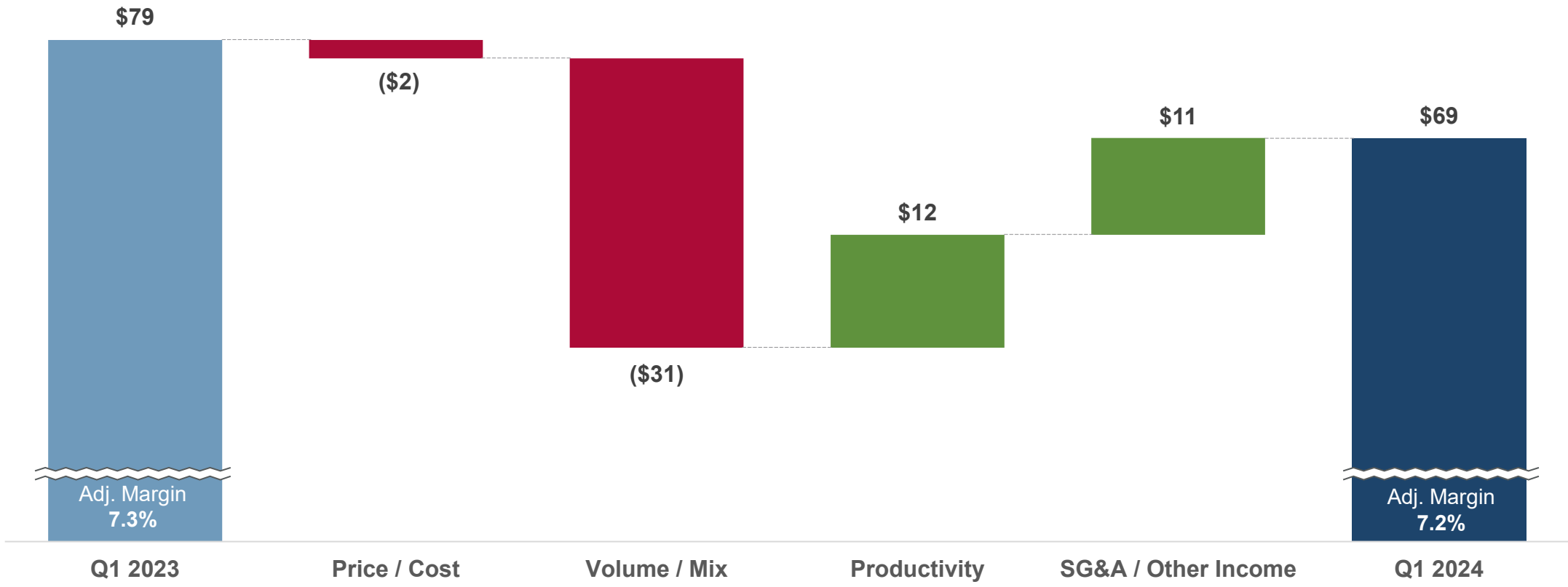
USD in Millions



LOWER VOLUME / MIX REFLECTS MARKET HEADWINDS

Q1 2024 Adjusted EBITDA Bridge

USD in Millions



PRODUCTIVITY PARTIALLY MITIGATES LOWER VOLUME / MIX

Q1 2024 Segment Results

USD in Millions

North America	Q1 2024	Q1 2023 (Prior Year)	Q4 2023 (Previous Quarter)
Net Revenue	$680	$768	$748
Adjusted EBITDA	$61	$79	$94
Adjusted EBITDA margin	*9.0%*	*10.3%*	*12.6%*

Europe	Q1 2024	Q1 2023 (Prior Year)	Q4 2023 (Previous Quarter)
Net Revenue	$279	$312	$273
Adjusted EBITDA	$15	$18	$16
Adjusted EBITDA margin	*5.2%*	*5.6%*	*5.7%*

Segment Highlights

- Lower volume / mix
  - North America down (11%)
  - Europe down (14%)
- Delivering cost reductions and productivity in both regions

Market Outlook

North America

Mid Single-Digit
Volume Decline

New single-family construction
Up low-single digits

Repair & Remodel
Down mid-to-high single digits

Europe

Low Double-Digit
Volume Decline

Residential construction
High-single digit decline

Commercial projects
Down by low double-digits

Market Assumption Changes vs. Original Guidance

		Current (May 2024)	Previous (February 2024)	Change
North America				
Single Family		Up low single digits	Flat to up slightly	Housing starts improving with top builders
Repair & Remodel		Down mid-to-high single digits	Down low to mid-single digits	Slow real income growth / continued high mortgage rates
Multi-Family		20%+ declines	Down double-digits	Uncertain interest rate outlook
Europe				
Commercial		Down low-double digits	Down mid-single digits	Uncertain interest rate outlook
Residential		High-single digit declines	High-single digit declines	Slow real income growth / continued high mortgage rates



Transformation Journey

Two-Pronged Approach

Short Term
Strengthen Foundation

Long Term
Profitable Growth

Key Levers

People

Culture & Capabilities

- Safety-first mindset
- Improve organizational health
- Align accountability and incentives

Performance

Growth

- Increase salesforce efficiency
- Upgrade go-to-market process
- Optimize pricing foundation

Cost

- Invest in process automation
- Consolidate footprint
- Utilize scale and streamline sourcing

INCREASING CAPEX FOR HIGH ROIC PROJECTS

Performance: Windows Stock and Service Program

Meeting Customer Needs by Leveraging our Strengths

- ✓ Pre-stock selection of vinyl windows
- ✓ High-volume SKUs with 9-day or next truck guarantee
- ✓ White glove service
- ✓ Targeted growth with traditional customers

5-year Expected Cumulative Financial Impact

>$5 Million
EBITDA Benefit

<$1 Million
Expense / Capital Investment

>50% IRR

IMPROVING CUSTOMER EXPERIENCE WHILE DRIVING PROFITABLE GROWTH

Performance: Auraline Product Line Exit

Making Decisions to Optimize Portfolio

- ✓ Not achieving business plan milestones
- ✓ Sharp input cost increase

5-year Expected Cumulative Financial Impact

>$20 Million
EBITDA Benefit

~$21 Million*
Expense / Capital Investment

~14% IRR

* Approximately $14 million of expense will be cash items

2024 Guidance



2024 Guidance

Previous

Net Revenue
$4.0B to $4.3B

Core Revenue
Flat to Down (7%)

Adjusted EBITDA
$370M to $420M

Drivers to Updated Guidance

- Interest rates
- Slower seasonal demand
- One-time site closure costs
- $100M cost savings on track

Current

Net Revenue
$3.9B to $4.1B

Core Revenue
Down (5%) to (9%)

Adjusted EBITDA
$340M to $380M

FOCUSED ON EXECUTION

Updated 2024 Cash Flow Outlook*

Previous

Operating Cash Flow
~$250M

Cap Ex
$150M to $200M

Free Cash Flow
$50M to $100M

Lower EBITDA Drives Updated Guidance

Current

Operating Cash Flow
~$225M

Cap Ex
$150M to $175M

Free Cash Flow
$50M to $75M

*Includes ~$100 million of non-recurring transformation journey cash expenses

JELD-WEN Going Forward

Reposition Priorities

Address Capital Allocation

Improve Transparency

UNLOCKING SIGNIFICANT SHAREHOLDER VALUE

Appendix



Net Revenue Walk

Q1 2024	JELD-WEN	North America	Europe
Price	-%	(1%)	2%
Volume / Mix	(12%)	(11%)	(14%)
Core Revenue Growth	(12%)	(12%)	(12%)
FX	1%	–	1%
Total	(11.2%)	(11.5%)	(10.7%)

Updated Key Assumptions for 2024

USD in Millions

Key Assumption	2024 Estimate	Previous 2024 Estimate
Depreciation and Amortization	~$130	~$130
Interest Expense, net	$65 to $70	$75 to $80
Tax Rate (Adjusted Earnings)	~27%	~27%
Diluted Share Count	~87 million	~86 million

- ✓ Full-year EBITDA split ~40% in 1H
- ✓ Price / Cost neutral versus 2023
- ✓ Foreign exchange translation impact flat year-over-year
- ✓ No share repurchase, acquisitions or divestitures included in outlook

Balance Sheet and Cash Flow

USD in Millions

Cash Flow	Q1 2024	Q1 2023
Net cash used in operating activities	($11)	($1)
Capital Expenditures[1]	($35)	($24)
Free Cash Flow[2]	($46)	($24)

Balance Sheet[3]	March 30, 2024	December 31, 2023
Total Debt	$1,220	$1,226
Cash	$234	$288
Net Debt[4]	$986	$938
Divided by trailing twelve months Adjusted EBITDA	$370	$380
Net Debt Leverage[4]	2.7x	2.5x
Liquidity[5]	$660	$751

(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 see the Q1 2024 earnings release
(3) All amounts exclude Australasia divestiture
(4) 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 see the earnings press release.
(5) Liquidity includes cash and cash equivalents and availability from undrawn committed credit facilities

Q1 2024 and Q1 2023 Adjusted Net Income Reconciliation

USD in Millions

	Three Months Ended	
	March 30, 2024	April 1, 2023
(Loss) income from continuing operations, net of tax	$ (27.7)	$ 8.5
Special items:[1]		
Net legal and professional expenses and settlements	17.2	1.8
Restructuring and asset-related charges	18.1	9.3
M&A related costs	1.1	2.7
Net gain on sale of property and equipment	(2.9)	(0.1)
Loss on extinguishment and refinancing of debt	1.4	-
Share-based compensation expense	5.1	4.1
Non-cash foreign exchange transaction/translation gain	(1.5)	(1.6)
Accelerated amortization of an ERP system[2]	14.1	-
Other special items	4.3	1.3
Tax impact of special items[3]	(13.4)	(5.4)
Tax special items	2.6	1.0
Adjusted Net Income from continuing operations	$ 18.4	$ 21.6

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

(2) Accelerated amortization of an ERP that we are no longer utilizing after we completed our related obligations under the JW Australia Transition Services Agreement during the first quarter of 2024.

(3) Except as otherwise noted, adjustments to net income and net income per share are tax-effected at the jurisdictional statutory tax rate.

To conform with current period presentation, certain amounts in prior period information have been reclassified.

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

Q1 2024 and Q1 2023 Adjusted Net Income Per Share Reconciliation

	Three Months Ended	
	March 30, 2024	April 1, 2023
Diluted (loss) income per share from continuing operations	$ (0.32)	$ 0.10
Special items:[1]		
Net legal and professional expenses and settlements	0.20	0.02
Restructuring and asset-related charges	0.21	0.11
M&A related costs	0.01	0.03
Net gain on sale of property and equipment	(0.03)	-
Loss on extinguishment and refinancing of debt	0.02	-
Share-based compensation expense	0.06	0.05
Non-cash foreign exchange transaction/translation gain	(0.02)	(0.02)
Accelerated amortization of an ERP system[2]	0.16	-
Other special items	0.05	0.02
Tax impact of special items[3]	(0.15)	(0.06)
Tax special items	0.03	0.01
Adjusted Net Income per share from continuing operations	$ 0.21	$ 0.25
Weighted average diluted shares used in adjusted EPS calculation represent the fully dilutive shares for the three months ended March 30, 2024 and April 1, 2023, respectively.[4]	87,096,028	85,149,088

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

(2) Accelerated amortization of an ERP that we are no longer utilizing after we completed our related obligations under the JW Australia Transition Services Agreement during the first quarter of 2024.

(3) Except as otherwise noted, adjustments to net income and net income per share are tax-effected at the jurisdictional statutory tax rate.

(4) Dilutive shares for March 30, 2024, includes basic weighted average shares outstanding of 85,520,145 and the dilutive impact of restricted stock units, performance share units, and options to purchase common stock of 1,575,883.

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Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

	Three Months Ended	
	March 30, 2024	April 1, 2023
(Loss) income from continuing operations, net of tax	$ (27.7)	$ 8.5
Income tax (benefit) expense	(3.4)	3.5
Depreciation and amortization[1]	41.4	28.3
Interest expense, net	15.7	21.5
Special items:		
Net legal and professional expenses and settlements[2]	17.2	1.8
Restructuring and asset-related charges[3]	18.1	9.3
M&A related costs[4]	1.1	2.7
Net gain on sale of property and equipment[5]	(2.9)	(0.1)
Loss on extinguishment and refinancing of debt[6]	1.4	-
Share-based compensation expense[7]	5.1	4.1
Non-cash foreign exchange transaction/translation gain[8]	(1.5)	(1.6)
Other special items[9]	4.3	1.3
Adjusted EBITDA from continuing operations	$ 68.7	$ 79.3

(1) Depreciation and amortization expense in the three months ended March 30, 2024 includes accelerated amortization of $14.1 million in Corporate and unallocated costs for an ERP that we are no longer utilizing after we completed our related obligations under the JW Australia Transition Services Agreement during the first quarter of 2024. (2) Net legal and professional expenses and settlements include strategic transformation expenses, which are primarily third-party advisory fees, of $16.4 million and $1.4 million in the three months ended March 30, 2024 and April 1, 2023, respectively. The residual amounts primarily relate to litigation. (3) 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) M&A related costs consists primarily of legal and professional expenses related to the disposition of Towanda. (5) Net gain on sale of property and equipment, primarily in Chile, in the three months ended March 30, 2024. (6) Loss on extinguishment and refinancing of debt of $1.4 million associated with an amendment of our Term Loan Facility. (7) Represents non-cash equity-based compensation expense related to the issuance of share-based awards. (8) Non-cash foreign exchange transaction/translation gain primarily associated with fair value adjustments of foreign currency derivatives and revaluation of balances denominated in foreign currencies. (9) Other special items not core to ongoing business activity in the three months ended March 30, 2024 include a loss of $4.3 million of cumulative foreign currency translation adjustments related to the substantial liquidation of a foreign subsidiary in Chile in our North America segment, and ($1.5) million of cash received on an impaired note in Corporate and unallocated costs.

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Q1 2024 Segment Adjusted EBITDA Reconciliation

USD in Millions

	Three Months Ended March 30, 2024				
	North America	Europe	Total Operating Segments	Corporate and Unallocated Costs	Total Consolidated
Income (loss) from continuing operations, net of tax	$ 16.3	$ -	$ 16.3	$ (44.0)	$ (27.7)
Income tax expense (benefit)	7.4	2.9	10.3	(13.7)	(3.4)
Depreciation and amortization	18.0	7.5	25.5	15.9	41.4
Interest expense, net	0.7	0.3	1.0	14.6	15.7
Special items:[(1)]					
Net legal and professional expenses and settlements	0.8	0.3	1.0	16.1	17.2
Restructuring and asset-related charges	13.9	4.0	17.9	0.2	18.1
M&A related costs	-	-	-	1.1	1.1
Net gain on sale of property and equipment	(2.8)	-	(2.9)	-	(2.9)
Loss on extinguishment and refinancing of debt	-	-	-	1.4	1.4
Share-based compensation expense	1.2	0.5	1.8	3.3	5.1
Non-cash foreign exchange transaction/translation gain	-	(0.9)	(0.9)	(0.6)	(1.5)
Other special items	5.6	-	5.6	(1.4)	4.3
Adjusted EBITDA from continuing operations	$ 61.2	$ 14.5	$ 75.7	$ (7.0)	$ 68.7

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

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Q1 2023 Segment Adjusted EBITDA Reconciliation

USD in Millions

	Three Months Ended April 1, 2023				
	North America	Europe	Total Operating Segments	Corporate and Unallocated Costs	Total Consolidated
Income (loss) from continuing operations, net of tax	$ 35.2	$ 7.3	$ 42.5	$ (34.1)	$ 8.5
Income tax expense (benefit)	14.5	1.4	15.9	(12.5)	3.5
Depreciation and amortization	17.8	7.4	25.2	3.1	28.3
Interest expense, net	2.8	0.1	3.0	18.5	21.5
Special items:[1]					
Net legal and professional expenses and settlements	-	0.1	0.1	1.8	1.8
Restructuring and asset-related charges	7.8	1.3	9.1	0.2	9.3
M&A related costs	0.2	-	0.2	2.5	2.7
Net gain on sale of property and equipment	-	(0.1)	(0.1)	-	(0.1)
Share-based compensation expense	1.0	0.5	1.5	2.7	4.1
Non-cash foreign exchange transaction/translation (gain) loss	(0.2)	(1.7)	(1.9)	0.3	(1.6)
Other special items	(0.1)	1.3	1.3	-	1.3
Adjusted EBITDA from continuing operations	$ 79.2	$ 17.6	$ 96.8	$ (17.5)	$ 79.3

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

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Q4 2023 Segment Adjusted EBITDA Reconciliation

USD in Millions

	Three Months Ended December 31, 2023				
	North America	Europe	Total Operating Segments	Corporate and Unallocated Costs	Total Consolidated
Income (loss) from continuing operations, net of tax	$49.0	($32.0)	$17.0	($39.7)	($22.6)
Income tax expense (benefit)[1]	16.1	33.6	49.8	(18.1)	31.7
Depreciation and amortization	17.3	7.8	25.0	12.4	37.5
Interest expense, net	0.5	2.5	3.1	10.1	13.2
Special items:[2]					
Net legal and professional expenses and settlements	0.1	-	0.1	14.4	14.6
Restructuring and asset related charges	3.8	3.1	7.0	-	7.0
M&A related costs	0.1	-	0.1	1.3	1.4
Net loss (gain) on sale of property and equipment	0.1	-	0.1	(6.6)	(6.6)
Pension settlement charge	4.3	-	4.3	-	4.3
Share-based compensation expense	1.8	0.5	2.2	3.0	5.2
Non-cash foreign exchange transaction/translation (gain) loss	(0.1)	0.4	0.3	1.1	1.5
Other special items	1.1	(0.5)	0.6	(1.3)	(0.7)
Adjusted EBITDA from continuing operations	$94.2	$15.5	$109.7	($23.2)	$86.5

(1) Income tax expense in our Europe segment includes an increase in valuation allowance against net operating loss carryforwards of $30.0 million.

(2) Refer to our Q4 2023 earnings release for a discussion of the Special items listed above.

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