Second Quarter 2026 Results

August 4, 2026

Speakers

Bill Christensen
CEO

Samantha Stoddard
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 August 4, 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.

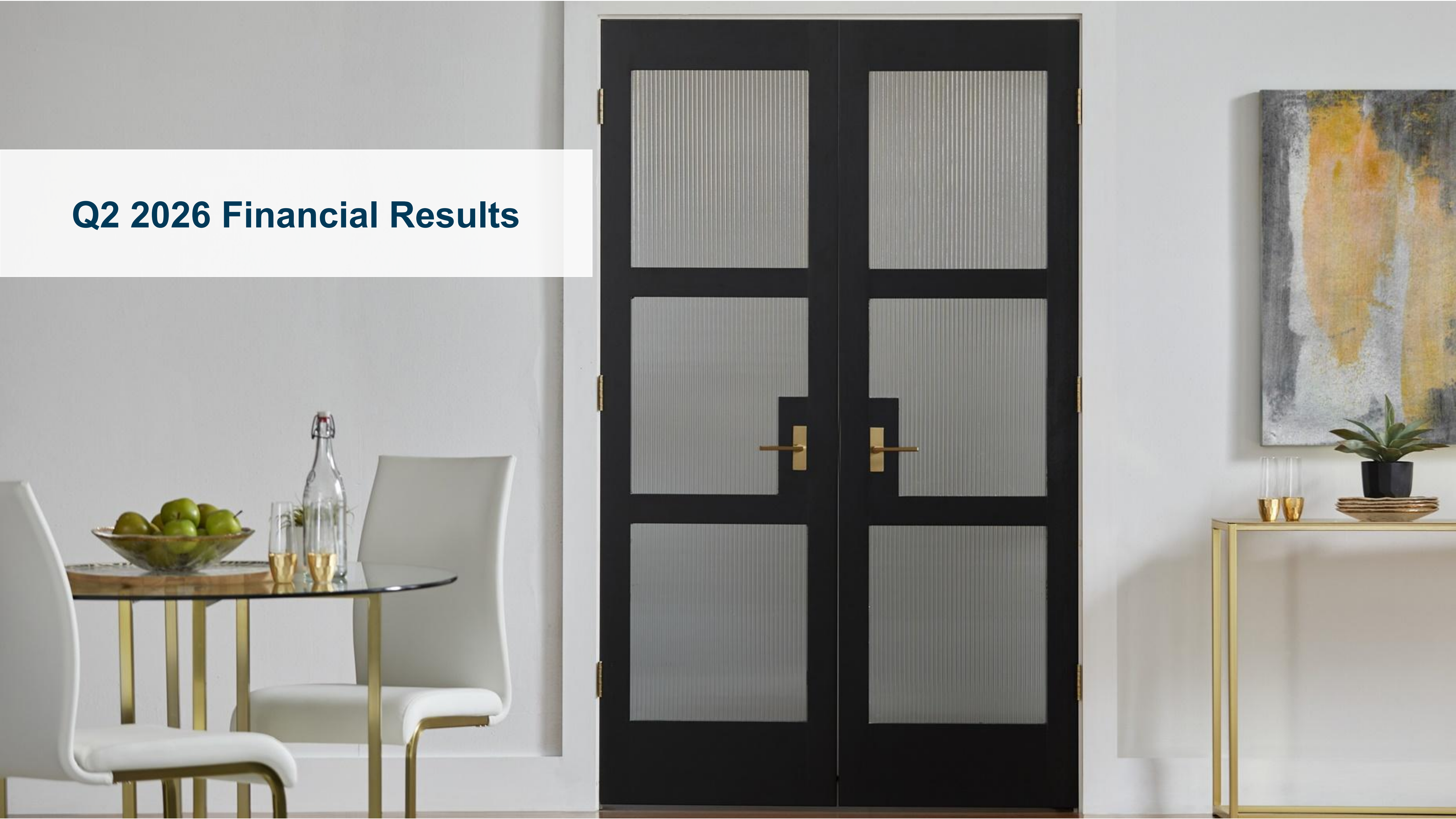
Second Quarter 2026 Summary

Second Quarter 2026

- Sales of $818 million
- Adjusted EBITDA of $42 million
  - 5.2% of sales
- Disciplined cash management
- Strategic review of Europe ongoing

INVESTMENTS ARE PAYING OFF

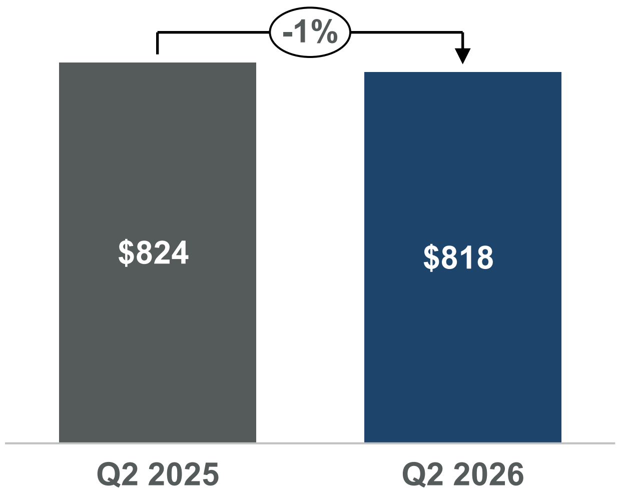
Q2 2026 Financial Results



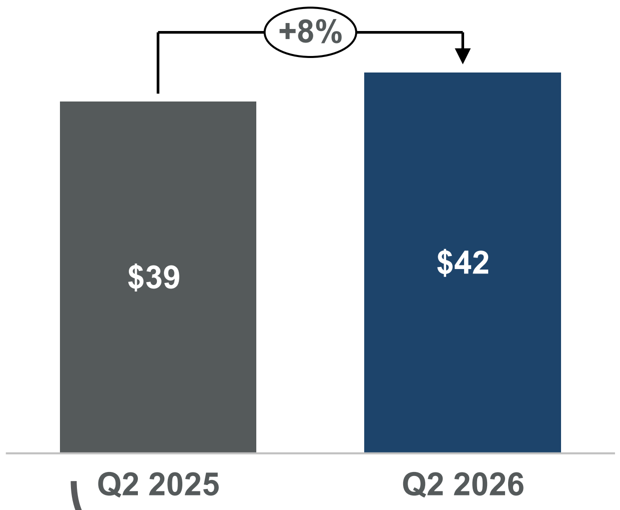
Q2 2026 Financial Summary

USD in Millions

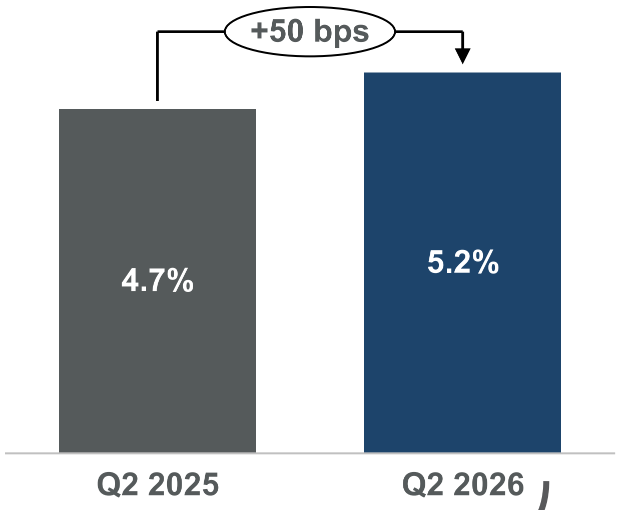
Net Revenue



Adjusted EBITDA



Adjusted EBITDA Margin



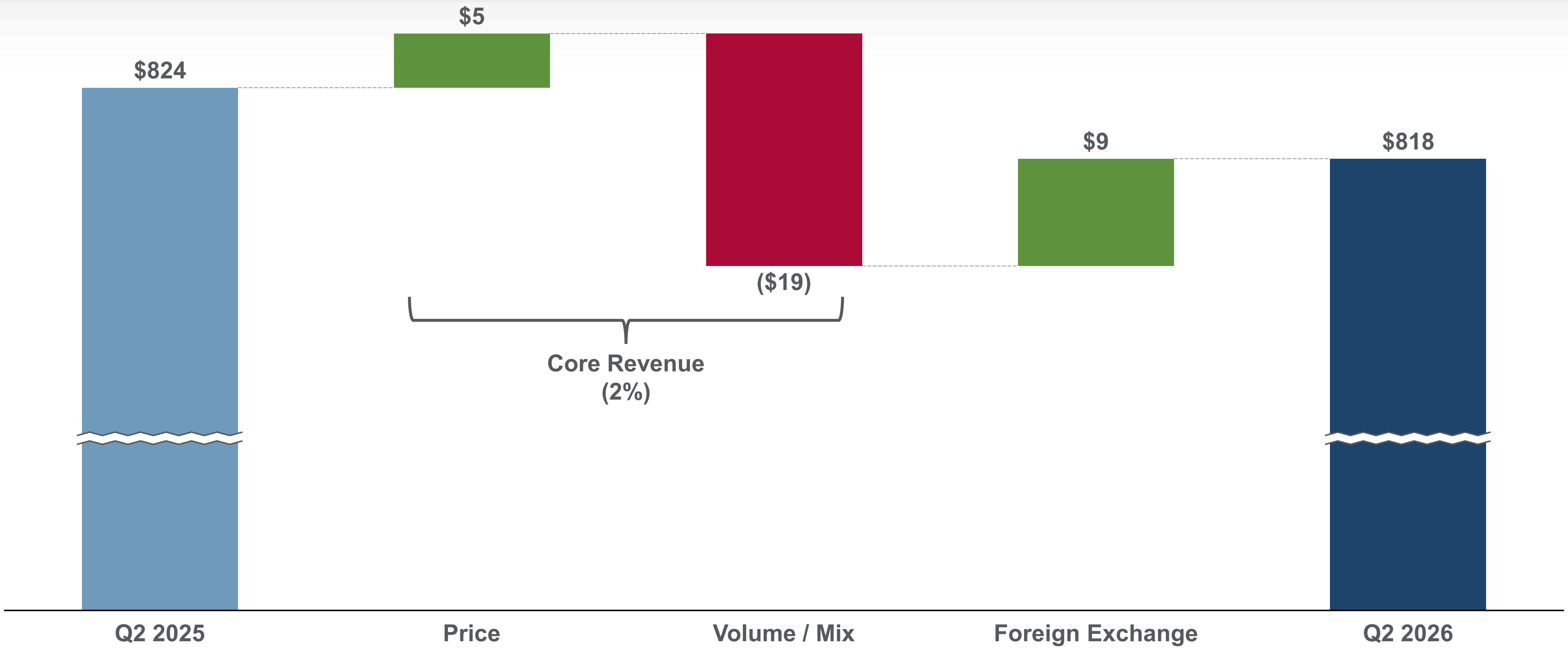
Core Revenue down (2%) driven by lower volume / mix

Productivity gains & cost savings driving higher earnings

MARGIN EXPANSION ON SLIGHT REVENUE DECLINE

Q2 2026 Revenue Bridge

USD in Millions

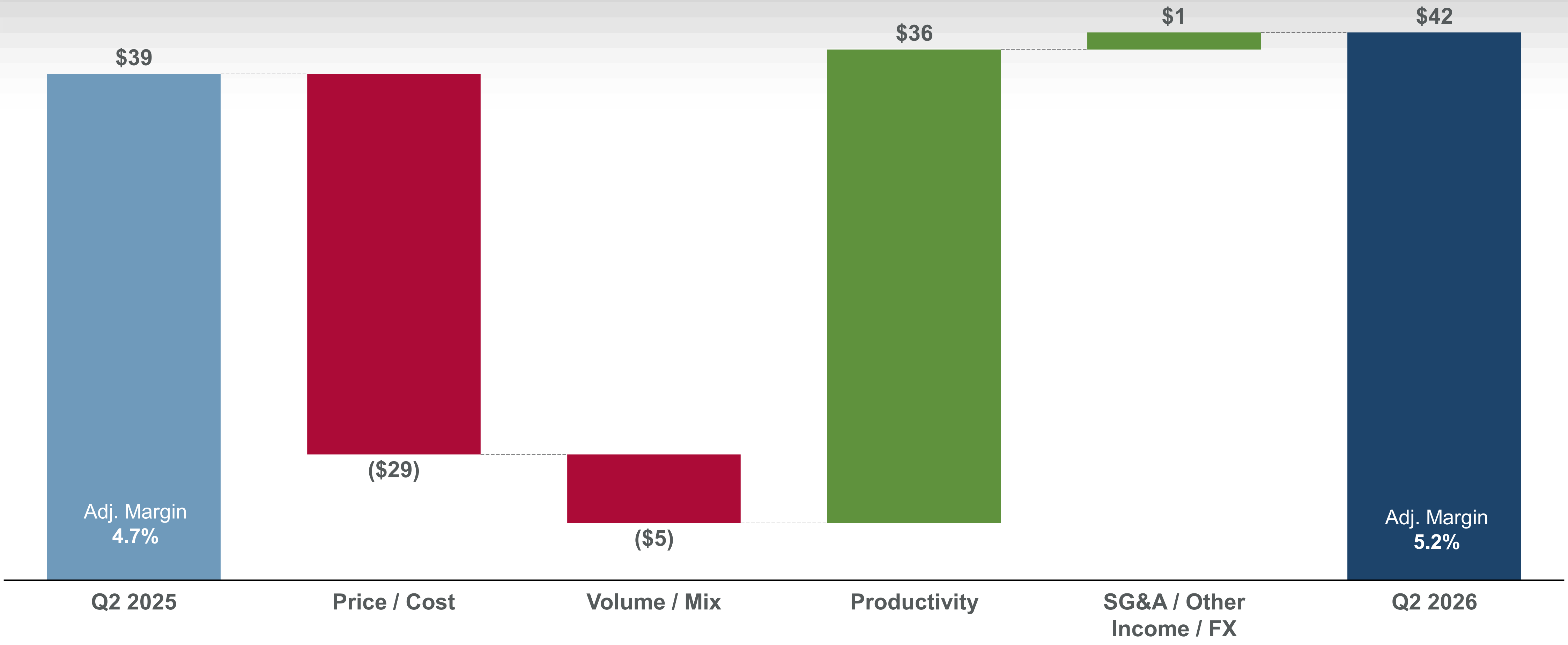


Note: Amounts do not foot due to rounding

VOLUME / MIX HEADWINDS BEGINNING TO STABILIZE

Q2 2026 Adjusted EBITDA Bridge

USD in Millions



PRODUCTIVITY GAINS MORE THAN OFFSET PRICE / COST HEADWINDS

Q2 2026 Segment Results

USD in Millions

North America	Q2 2026	Q2 2025 (Prior Year)	Q1 2026 (Previous Quarter)
Net Revenue	$529	$556	$453
Adjusted EBITDA	$41	$35	$4
Adjusted EBITDA margin	*7.7%*	*6.3%*	*0.8%*

Europe	Q2 2026	Q2 2025 (Prior Year)	Q1 2026 (Previous Quarter)
Net Revenue	$289	$268	$269
Adjusted EBITDA	$13	$17	$7
Adjusted EBITDA margin	*4.6%*	*6.4%*	*2.6%*

Segment Highlights

- North America revenue down (5%) year-over-year
  - Core revenue down (5%)
  - Mainly driven by lower volume
- Europe revenue up 8% year-over-year
  - Higher price, volume growth & FX tailwinds

Outlook

Market Outlook 2026

North America

Low-to-Mid Single-Digit
Volume Decline

New single-family construction
Down low single-digits

Repair & Remodel
Down mid single-digits

Multi-family & Canada
Approximately Flat

Europe

Stable
Volumes

Residential construction
Stable year-over-year

Commercial projects
Stable year-over-year

MARKET OUTLOOK REMAINS UNCHANGED

2026 Updated Guidance

Net Revenue
$3.1B to $3.2B

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

Adjusted EBITDA
$120M to $150M

Operating Cash Flow
~$10M

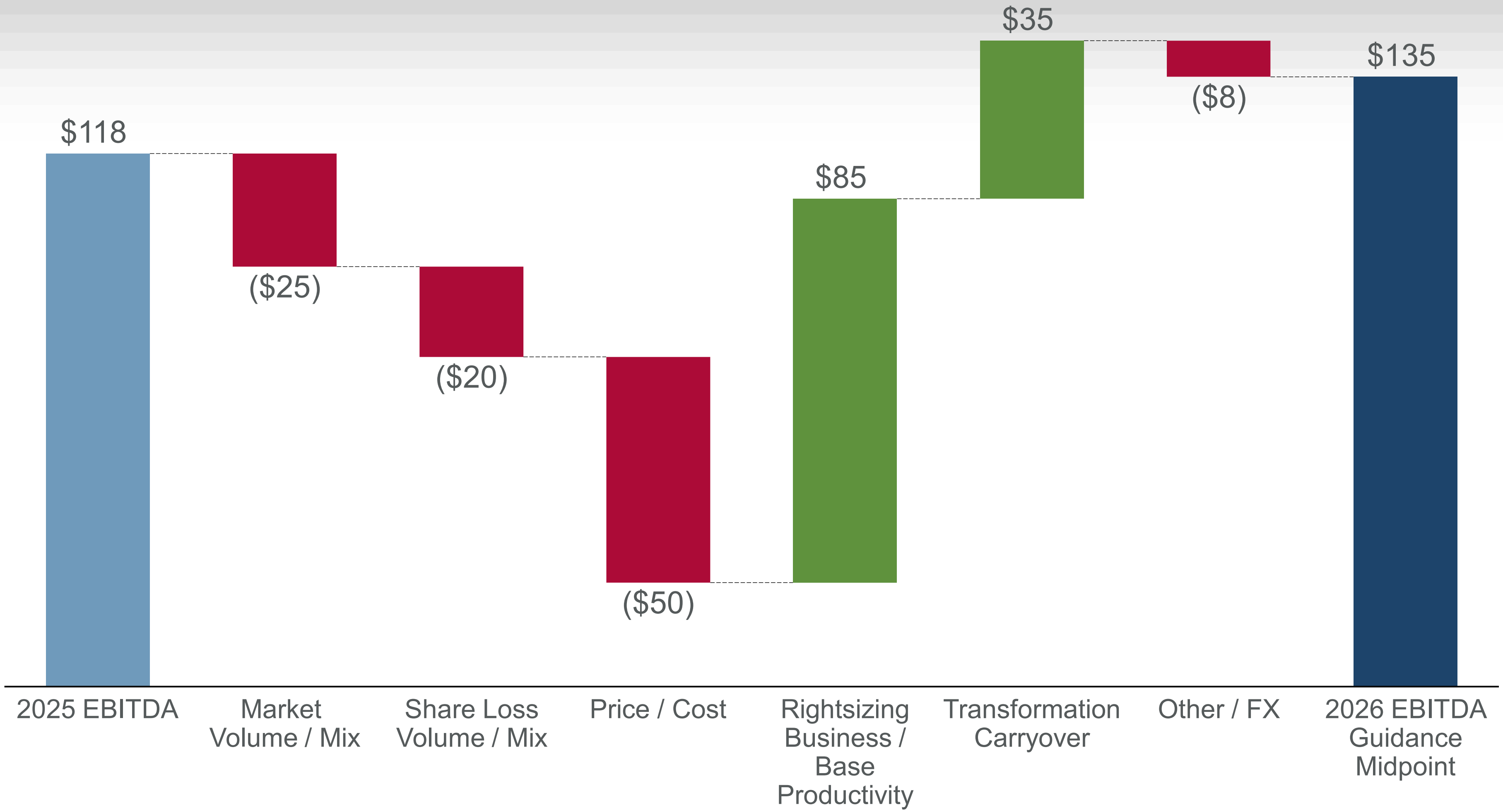
Cap Ex
~$85M

Free Cash Flow
~($75M)

FOCUS ON CASH FLOW DISCIPLINE

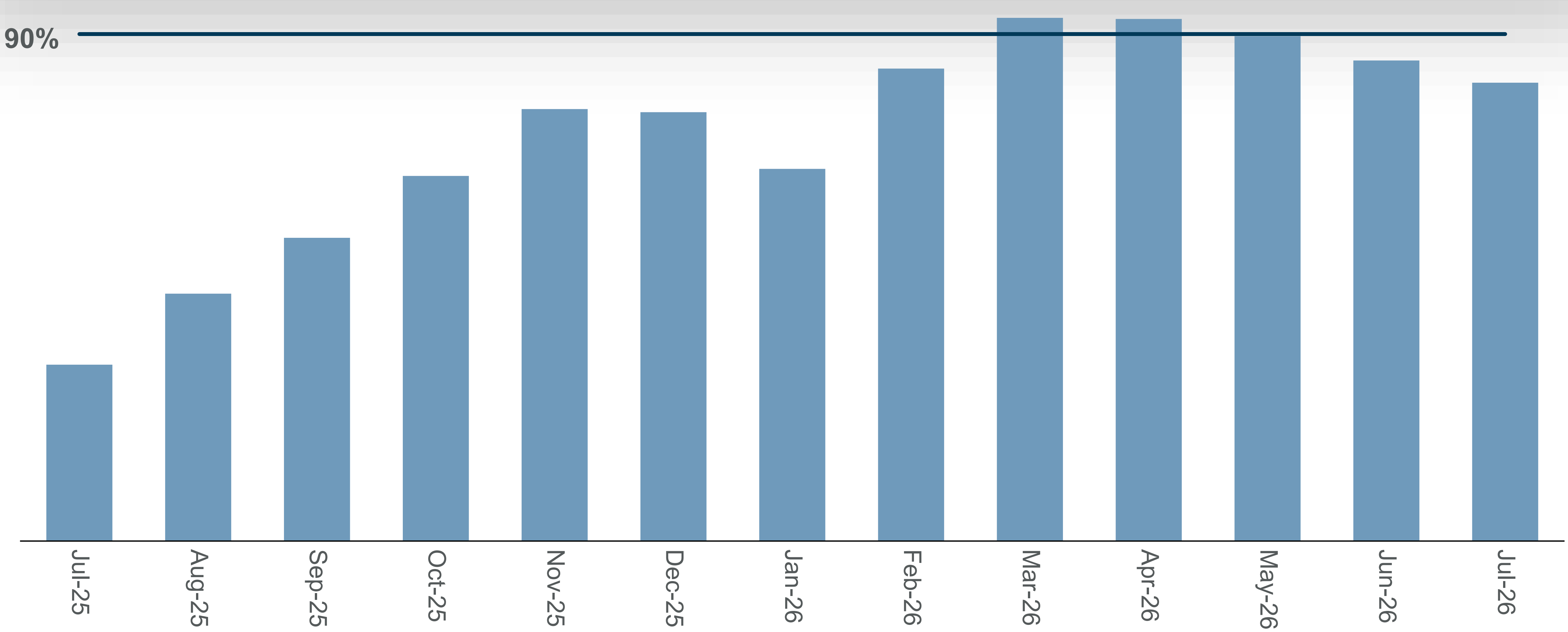
2026 Guidance Bridge

Adjusted EBITDA; USD in Millions



ADDITIONAL PRICE/COST HEADWINDS OFFSET BY HIGHER VOLUMES

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



SIGNIFICANT IMPROVEMENT IN DELIVERY METRICS

JELD-WEN Next Steps

Drive Customer Service

Address Near Term Maturities

DISCIPLINED EXECUTION DRIVING RESULTS

Appendix

Key Assumptions for 2026

USD in Millions

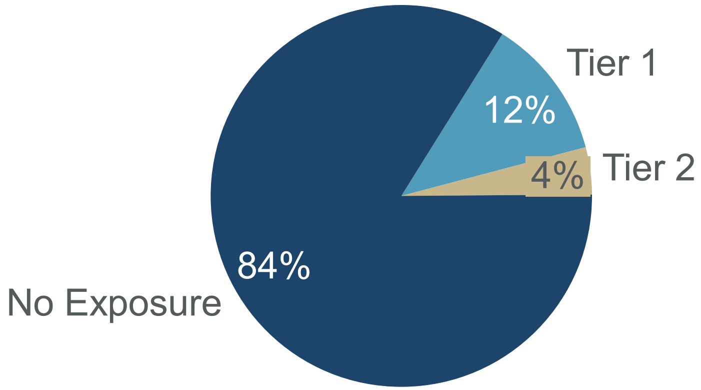
Key Assumption	2026 Estimate
Depreciation and Amortization	~$115
Interest Expense, net	$70 to $75
Cash Taxes Paid	$7 to $15
Diluted Share Count	~86 million

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

Potential Impact of Tariffs

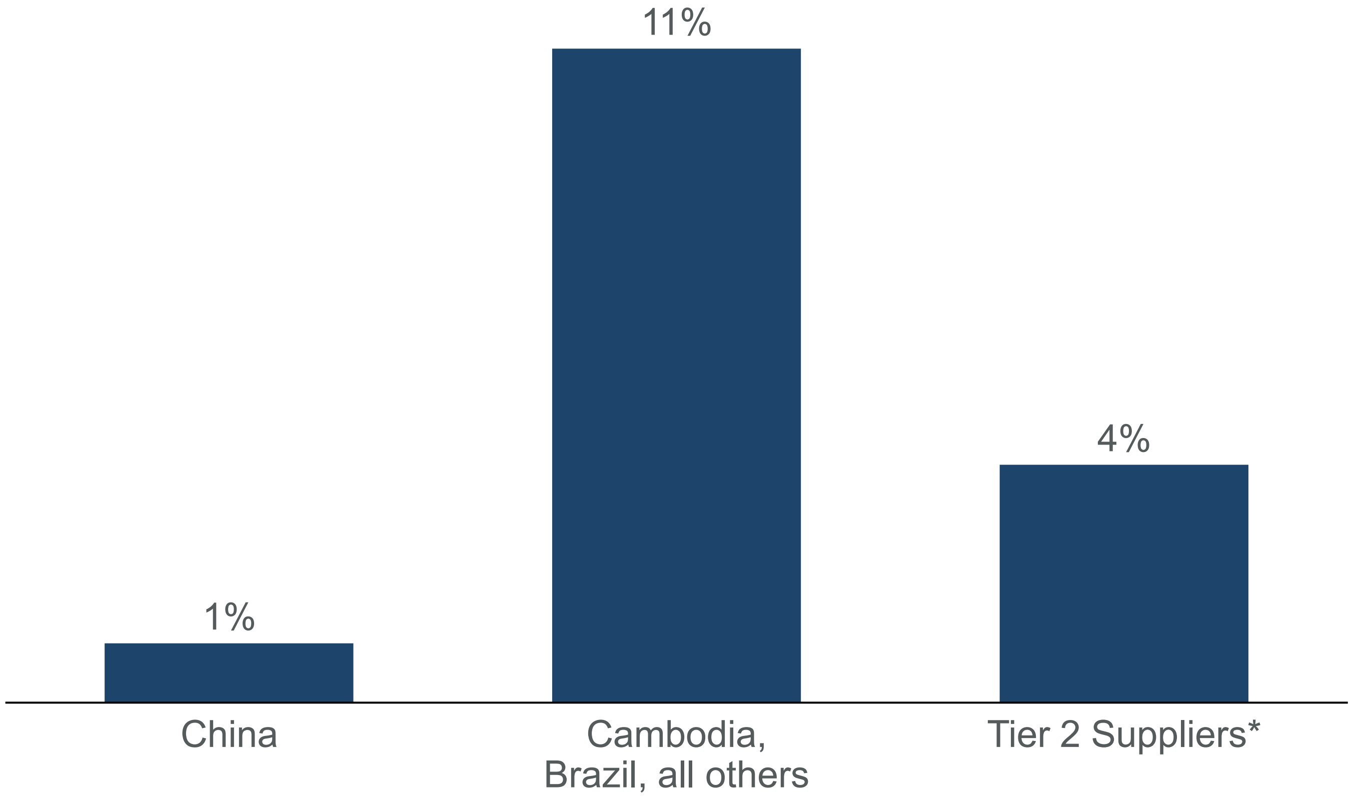
USD in Millions – Tariffs as of July 21st

2026 North America Direct Material Costs Exposed to Tariffs



- **Annualized tariff impact: ~$14M**
  - Assumes 10% tariff rate through FY 2026

Percent of Material Costs By Country With Exposure to Tariffs



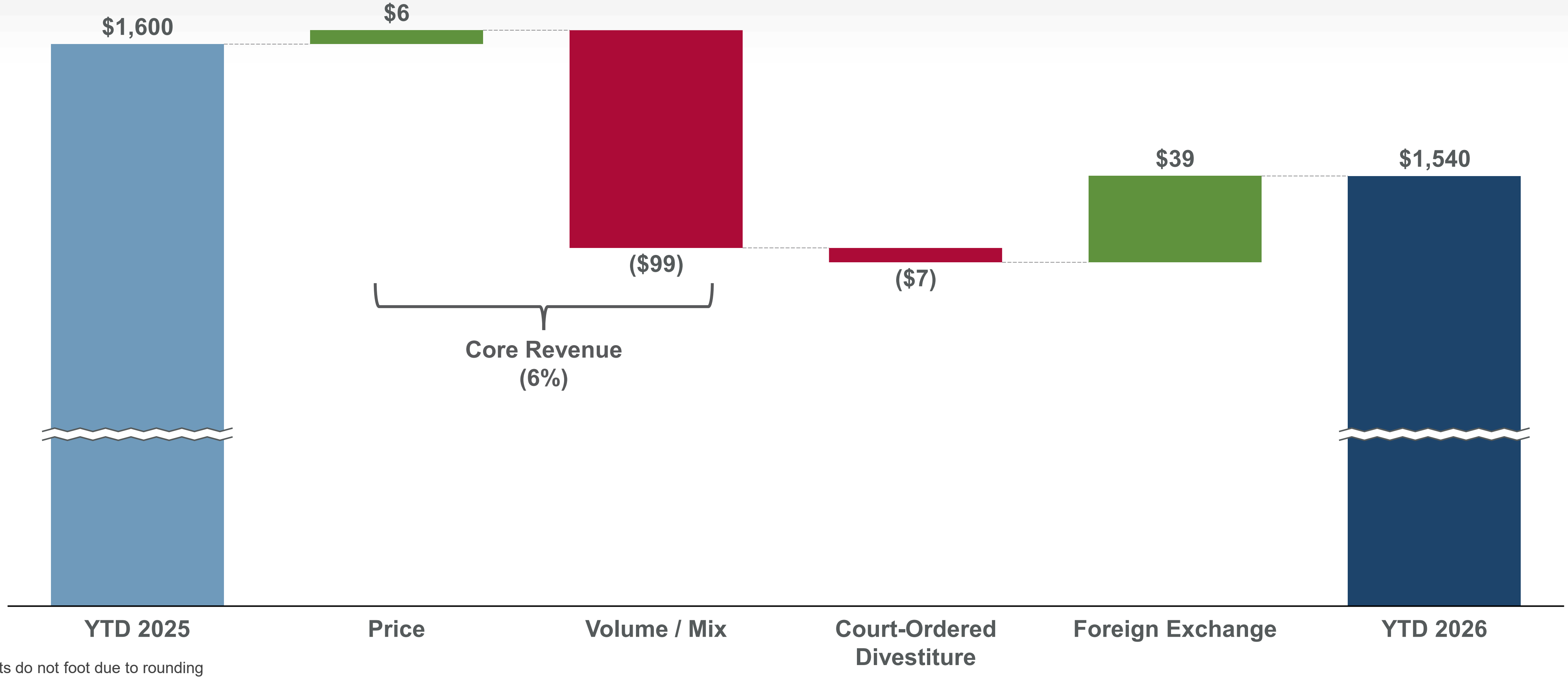
* China accounts for ~65% of Tier 2 exposure

Q2 2026 Net Revenue Walk

Q2 2026	JELD-WEN	North America	Europe
Price	1%	-%	2%
Volume / Mix	(3%)	(5%)	3%
Core Revenue Growth	(2%)	(5%)	5%
FX	1%	-%	3%
Total	(0.7%)	(4.9%)	7.9%

Q2 YTD 2026 Revenue Bridge

USD in Millions

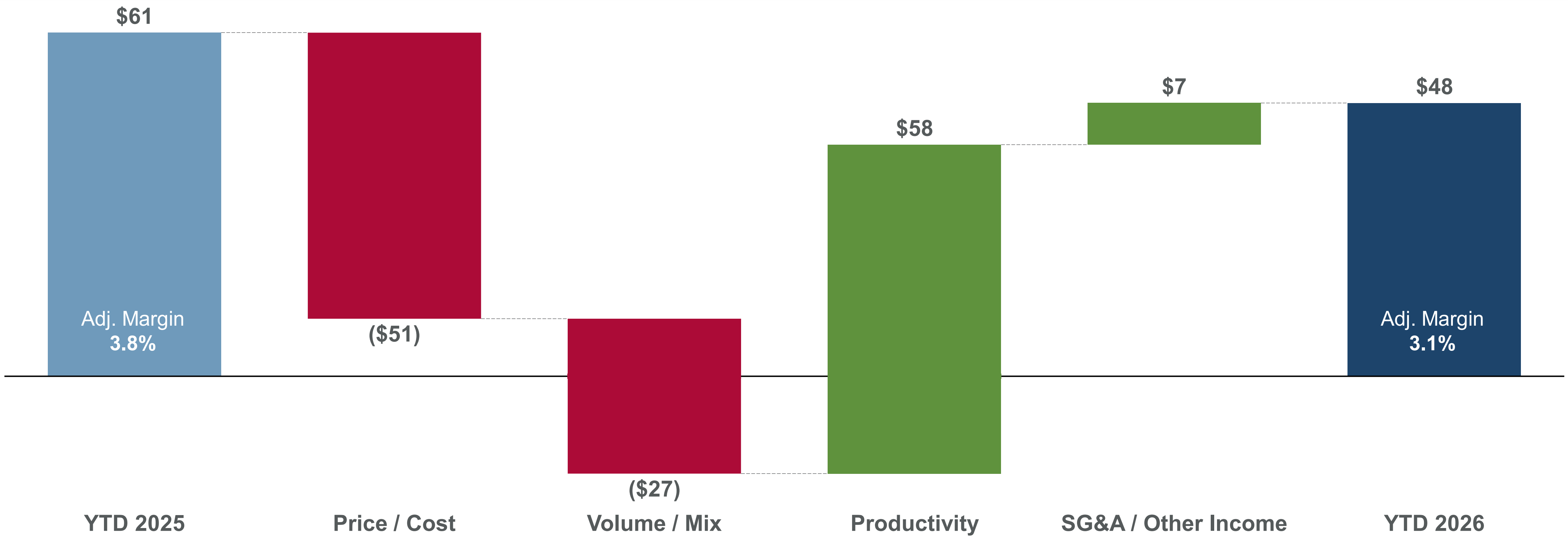


Note: Amounts do not foot due to rounding

LOWER VOLUME / MIX FROM MARKET HEADWINDS

Q2 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)	Q2 2026	Q2 2025
Net cash used in operating activities	($100)	($49)
Capital Expenditures(1)	($45)	($76)
Free Cash Flow(2)	($145)	($125)
Balance Sheet	**June 27, 2026**	**December 31, 2025**
Total Debt	$1,244	$1,173
Cash	$57	$136
Net Debt(3)	$1,187	$1,037
Divided by trailing twelve months Adjusted EBITDA(4)	$106	$118
Net Debt Leverage(3)	11.3x	8.8x
Liquidity(5)	$309	$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 Q2 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 Q2 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 Q2 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 Loss From Continuing Operations Reconciliation

USD in Millions

(amounts in millions)	Three Months Ended June 27, 2026	Three Months Ended June 28, 2025	Six Months Ended June 27, 2026	Six Months Ended June 28, 2025
Loss from continuing operations, net of tax	$ (31.5)	$ (22.3)	$ (108.4)	$ (212.4)
Special items:[1]				
Net legal and professional expenses and settlements	2.8	8.6	15.6	20.5
Goodwill impairment	—	—	—	137.7
Restructuring and asset-related charges, net	4.1	8.8	6.1	23.4
M&A related costs, net	3.4	0.1	10.9	(0.5)
Net gain on sale of business, property, and equipment	—	(2.2)	—	(2.8)
Loss on extinguishment and refinancing of debt	—	—	—	0.2
Share-based compensation expense	3.7	4.4	7.4	7.7
Other special items[2]	7.8	1.1	14.8	3.9
Tax impact of special items[3]	—	(3.6)	—	(10.6)
Tax special items[4]	0.6	1.6	1.1	15.3
Adjusted Net Loss from continuing operations	$ (9.1)	$ (3.4)	$ (52.4)	$ (17.6)

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

(2) Other special items not core to ongoing business activity include: (i) for the three and six months ended June 27, 2026, a $2.7 million impairment charge in our North America reporting unit related to windows manufacturing technology and a $1.8 million impairment charge 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; and (ii) for the six months ended June 27, 2026, a $3.1 million impairment charge recognized in connection with the Company's North America equipment capacity optimization review, $2.0 million related to post-production expenses for closed facilities in North America and $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture.

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

(4) Tax special items for the three and six months ended June 27, 2026, were primarily driven by tax expense attributable to domestic share-based compensation of $0.5 million and $3.1 million, respectively, fully offset by tax benefit due to the valuation allowance recorded against our U.S. tax attributes of $0.5 million and $3.1 million, respectively and tax expense due to changes in UTPs from ongoing audits of $0.6 million and $1.1 million, respectively. Tax special items for the six months ended June 28, 2025, were primarily driven by valuation expense recorded against our U.S. tax attributes of $14.2 million. For the three and six months ended June 28, 2025, tax expense attributable to share-based compensation was $0.6 million and $1.8 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 Loss Per Share From Continuing Operations Reconciliation

	Three Months Ended		Six Months Ended	
	June 27, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Diluted loss per share from continuing operations	$ (0.37)	$ (0.26)	$ (1.26)	$ (2.50)
Special items:[1]				
Net legal and professional expenses and settlements	0.03	0.10	0.18	0.24
Goodwill impairment	—	—	—	1.62
Restructuring and asset-related charges, net	0.05	0.10	0.07	0.27
M&A related costs, net	0.04	—	0.13	(0.01)
Net gain on sale of business, property, and equipment	—	(0.03)	—	(0.03)
Share-based compensation expense	0.04	0.05	0.09	0.09
Other special items[2]	0.09	0.01	0.17	0.05
Tax impact of special items[3]	—	(0.04)	—	(0.12)
Tax special items[4]	0.01	0.02	0.01	0.18
Adjusted Net Loss per share from continuing operations	$ (0.11)	$ (0.04)	$ (0.61)	$ (0.21)
Weighted average basic shares	86,384,988	85,298,517	86,100,779	85,111,100

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

(2) Other special items not core to ongoing business activity include: (i) for the three and six months ended June 27, 2026, a $2.7 million impairment charge in our North America reporting unit related to windows manufacturing technology and a $1.8 million impairment charge 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; and (ii) for the six months ended June 27, 2026, a $3.1 million impairment charge recognized in connection with the Company's North America equipment capacity optimization review, $2.0 million related to post-production expenses for closed facilities in North America and $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture.

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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

	Three Months Ended		Six Months Ended	
(amounts in millions)	**June 27, 2026**	**June 28, 2025**	**June 27, 2026**	**June 28, 2025**
Loss from continuing operations, net of tax	$ (31.5)	$ (22.3)	$ (108.4)	$ (212.4)
Income tax expense (benefit)	4.6	(3.5)	8.0	(2.9)
Depreciation and amortization	29.0	27.4	58.3	54.7
Interest expense, net	18.4	16.5	35.6	31.4
Special items:				
Net legal and professional expenses and settlements(1)	2.8	8.6	15.6	20.5
Goodwill impairment(2)	—	—	—	137.7
Restructuring and asset-related charges, net(3)(4)	4.1	8.8	6.1	23.4
M&A related costs, net(5)	3.4	0.1	10.9	(0.5)
Net gain on sale of business, property, and equipment(6)	—	(2.2)	—	(2.8)
Loss on extinguishment and refinancing of debt(7)	—	—	—	0.2
Share-based compensation expense(8)	3.7	4.4	7.4	7.7
Other special items(9)	7.8	1.1	14.8	3.9
Adjusted EBITDA from continuing operations	$ 42.3	$ 39.0	$ 48.4	$ 60.9

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 $1.5 million, and $4.1 million in the three and six months ended June 27, 2026, respectively, and $8.1 million and $19.3 million in the three and six months ended June 28, 2025, respectively. 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 $0.4 million and $2.5 million for the three and six months ended June 28, 2025, respectively, 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 $0.3 million and $9.6 million in the three and six months ended June 27, 2026, respectively, and $(0.6) million and a nominal amount in the three and six months ended June 28, 2025, respectively, relating to litigation of historical legal matters.

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

(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 months ended June 28, 2025, primarily relates to the sale of property and equipment in Marion, North Carolina. Net gain on sale of business, property and equipment in the six months ended June 28, 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 six months ended June 28, 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 and six months ended June 27, 2026, a $2.7 million impairment charge in our North America reporting unit related to windows manufacturing technology and a $1.8 million impairment charge 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; and (ii) for the six months ended June 27, 2026, a $3.1 million impairment charge recognized in connection with the Company's North America equipment capacity optimization review, $2.0 million related to post-production expenses for closed facilities in North America and $1.2 million related to costs incurred to fulfill production capability requirements associated with the court-ordered Towanda divestiture.

Q2 2026 QTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

	Three Months Ended June 27, 2026			
(amounts in millions)	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 earlier in this 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.

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Q2 2025 QTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

(amounts in millions)	North America	Europe	Corporate and Unallocated Costs	Total Consolidated
	Three Months Ended June 28, 2025			
Income (loss) from continuing operations, net of tax	$ 8.9	$ (4.0)	$ (27.3)	$ (22.3)
Income tax expense (benefit)	5.3	4.5	(13.2)	(3.5)
Depreciation and amortization	16.8	8.2	2.4	27.4
Interest (income) expense, net	(0.6)	1.6	15.5	16.5
Special items:(1)				
Net legal and professional expenses and settlements	0.8	1.7	6.2	8.6
Restructuring and asset-related charges, net	4.4	4.4	—	8.8
M&A related costs, net	—	—	0.1	0.1
Net gain on sale of business, property and equipment	(2.2)	—	—	(2.2)
Share-based compensation expense	1.0	0.6	2.9	4.4
Other special items	0.3	0.1	0.7	1.1
Adjusted EBITDA from continuing operations	$ 34.7	$ 17.0	$ (12.8)	$ 39.0

(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.

Q1 2026 QTD Segment Adjusted EBITDA Reconciliation

USD in Millions

	Three Months Ended March 28, 2026			
(amounts in millions)	North America	Europe	Corporate and Unallocated Costs	Total Consolidated
Loss, net of tax	$ (35.0)	$ (10.1)	$ (31.8)	$ (76.8)
Income tax expense (benefit)	13.5	2.8	(13.0)	3.4
Depreciation and amortization	18.8	8.4	2.2	29.4
Interest (income) expense, net	(0.5)	0.8	16.9	17.2
Special items:[1]				
Net legal and professional expenses and settlements	0.2	2.0	10.6	12.8
Restructuring and asset-related charges, net	0.8	1.2	—	2.0
M&A related costs, net	—	—	7.6	7.6
Share-based compensation expense	0.6	0.5	2.5	3.7
Other special items[2]	5.1	1.5	0.4	7.0
Adjusted EBITDA	$ 3.6	$ 7.1	$ (4.6)	$ 6.1

(1) Refer to the calculation of Adjusted EBITDA from continuing operations for a discussion of the Special items listed in the Q1 2026 earnings presentation.

(2) North America other special items include an impairment charge of $3.1 million as a result of reviews performed in connection with our North America equipment capacity optimization.

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

Q2 2026 YTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

	Six Months Ended June 27, 2026			
(amounts in millions)	North America	Europe	Corporate and Unallocated Costs	Total Consolidated
Loss from continuing operations, net of tax	$ (8.1)	$ (13.5)	$ (86.7)	$ (108.4)
Income tax expense (benefit)	1.6	6.6	(0.2)	8.0
Depreciation and amortization	37.2	16.6	4.5	58.3
Interest (income) expense, net	(0.4)	1.8	34.2	35.6
Special items:[1]				
Net legal and professional expenses and settlements	0.4	2.5	12.8	15.6
Restructuring and asset-related charges, net	2.4	3.2	0.4	6.1
M&A related costs, net	—	—	10.9	10.9
Share-based compensation expense	1.3	0.9	5.2	7.4
Other special items[2]	9.9	2.2	2.8	14.8
Adjusted EBITDA from continuing operations	$ 44.3	$ 20.3	$ (16.1)	$ 48.4

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

(2) North America other special items include impairment charges of $3.1 million recognized in connection with the Company's North America equipment capacity optimization review, $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, as well as $2.0 million related to post-production expenses for closed facilities in North America 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.

Q2 2025 YTD Segment Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

	Six Months Ended June 28, 2025			
(amounts in millions)	North America	Europe	Corporate and Unallocated Costs	Total Consolidated
Loss from continuing operations, net of tax	$ (152.3)	$ (7.4)	$ (52.7)	$ (212.4)
Income tax expense (benefit)	14.6	6.4	(23.9)	(2.9)
Depreciation and amortization	34.1	15.8	4.8	54.7
Interest (income) expense, net	(1.2)	1.6	31.0	31.4
Special items:(1)				
Net legal and professional expenses and settlements	1.5	2.7	16.3	20.5
Goodwill impairment	137.7	—	—	137.7
Restructuring and asset-related charges, net	15.1	7.6	0.7	23.4
M&A related income, net	—	—	(0.5)	(0.5)
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	1.5	1.0	5.1	7.7
Other special items	2.1	0.1	1.8	3.9
Adjusted EBITDA from continuing operations	$ 50.3	$ 27.7	$ (17.1)	$ 60.9

(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 TTM Adjusted EBITDA From Continuing Operations Reconciliation

USD in Millions

(amounts in millions)	Trailing Twelve Months Ended June 27, 2026	December 31, 2025
Loss from continuing operations, net of tax	$ (518.2)	$ (622.2)
Income tax expense	158.8	147.9
Depreciation and amortization	116.0	112.4
Interest expense, net	71.3	67.2
Special items:(1)		
Net legal and professional expenses and settlements	26.5	31.5
Goodwill impairment	196.9	334.6
Restructuring and asset-related charges, net	27.2	44.5
M&A related costs, net	20.5	9.1
Net gain on sale of business, property and equipment	(34.3)	(37.1)
Loss on extinguishment and refinancing of debt	—	0.2
Share-based compensation expense	14.8	15.0
Pension settlement charge	6.6	6.6
Other special items	19.3	8.4
Adjusted EBITDA from continuing operations	$ 105.5	$ 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.

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