
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
Washington, D.C. 20549

FORM 8-K

**CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(d) OF THE
SECURITIES EXCHANGE ACT OF 1934**

Date of Report (Date of earliest event reported): **May 12, 2026**

Janus International Group, Inc.
(Exact Name of Registrant as Specified in Charter)

Delaware
(State or Other Jurisdiction of Incorporation)

001-40456
(Commission File Number)
**135 Janus International Blvd., Temple, GA
30179**
(Address of Principal Executive Offices, Zip
Code)
Registrant's telephone number, including area
code: **(866) 562-2580**

86-1476200
(IRS Employer Identification Number)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on Which Registered
Common Stock, par value \$0.0001 per share	JB1	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02. Results of Operations and Financial Condition.

On May 12, 2026, Janus International Group, Inc. (the “Company”) issued a press release announcing financial results for the quarter ended April 4, 2026 (the “Earnings Release”). The full text of the Earnings Release is furnished as Exhibit 99.1 to this Current Report on Form 8-K and is available on the investor relations section of the Company’s website at <https://ir.janusintl.com>.

The information in this Item 2.02, including Exhibit 99.1, shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities of that section, and shall not be incorporated by reference into any registration statement or other document filed under the Securities Act of 1933, as amended (the “Securities Act”), or the Exchange Act, regardless of the general incorporation language contained in such filing. Without limiting the generality of the foregoing, the text of the Earnings Release set forth under the heading entitled “Forward-Looking Statements” is incorporated by reference into this Item 2.02.

Item 7.01. Regulation FD Disclosure.

On May 12, 2026, the Company provided an investor presentation for the quarter ended April 4, 2026 and an investor presentation, both of which will be made available on the investor relations section of the Company’s website at <https://ir.janusintl.com>. The earnings presentation and investor presentation is furnished as Exhibit 99.2 and Exhibit 99.3, respectively, to this Current Report on Form 8-K.

The information in this Item 7.01, including Exhibit 99.2 and Exhibit 99.3, shall not be deemed “filed” for purposes of Section 18 of the Exchange Act, or otherwise subject to the liabilities of that section, and shall not be incorporated by reference into any registration statement or other document filed under the Securities Act or the Exchange Act, regardless of the general incorporation language contained in such filing. Without limiting the generality of the foregoing, the text of the investor presentation set forth under the heading entitled “Forward-Looking Statements” is incorporated by reference into this Item 7.01.

Item 9.01. Financial Statements and Exhibits.

Exhibit Number	Description
99.1	Press Release, dated May 12, 2026
99.2	Earnings Presentation, dated May 12, 2026
99.3	Investor Presentation, dated May 12, 2026
104	Cover Page Interactive Data File (formatted as inline XBRL).

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Dated: May 12, 2026

JANUS INTERNATIONAL GROUP, INC.

By: */s/ Anselm Wong*

Name: Anselm Wong

Title: Chief Financial Officer



JANUS INTERNATIONAL GROUP REPORTS FIRST QUARTER 2026 FINANCIAL RESULTS

TEMPLE, GA, May 12, 2026 – Janus International Group, Inc. (NYSE: JBI) (“Janus” or the “Company”), a leading global manufacturer and provider of turnkey self-storage, commercial, and industrial building solutions, today announced financial results for its fiscal first quarter ended April 4, 2026.

First Quarter 2026 Highlights

- Revenues of \$222.7 million, up 5.8% year-over-year.
- Net income of \$0.2 million, or \$0.00 per diluted share.
- Adjusted Net Income* (defined as net income plus the corresponding tax-adjusted add-backs shown in the Reconciliation of Net Income to Adjusted Net Income tables below) of \$1.7 million; Adjusted Diluted EPS* of \$0.01.
- Adjusted EBITDA* of \$33.0 million, down 14.1% year-over-year. Adjusted EBITDA Margin* (defined as Adjusted EBITDA divided by Total Revenues) was 14.8%, down approximately 340 basis points year-over-year.

First Quarter 2026 Results

First quarter revenue increased 5.8% year-over-year. Total Self-Storage revenues increased 8.7%, as New Construction revenues increased 10.9%, and R3 revenues increased 5.3%. Commercial and Other revenues decreased 0.5%. The acquisition of Kiwi II Construction contributed \$18.1 million to the New Construction sales channel.

Operating cash flow was \$36.2 million, and free cash flow* was \$33.4 million. For the trailing twelve-month period ended April 4, 2026, free cash flow conversion of adjusted net income* was 155%.

During the quarter, the Company repurchased approximately 2.9 million shares of common stock for a total of \$15.7 million (including commissions and excise taxes).

*Non-GAAP measure. See the sections titled “Non-GAAP Financial Measures” and “Reconciliation of GAAP to Non-GAAP Financial Measures” for more information about such Non-GAAP financial measure and a reconciliation to the most directly related GAAP financial measure.

Management Commentary

Ramey Jackson, Chief Executive Officer, stated, “Janus delivered results for the first quarter ahead of our expectations despite a challenging economic environment. Against a dynamic backdrop, our team focused on disciplined execution, supporting our customers, and advancing our strategic priorities. Though self-storage development, particularly in North America, is likely to remain constrained until financing conditions ease, industry fundamentals continue to be supported by high occupancy rates and rising household utilization trends, and ongoing industry consolidation presents a meaningful opportunity for our business. Supported by our strong balance sheet, consistent cash generation and industry leadership position, we remain confident in our ability to deliver long-term value for our shareholders.”

2026 Financial Outlook

Based on the Company’s current business outlook, Janus is reaffirming its full year 2026 guidance as follows:



	Range		Year-Over-Year Growth (at the midpoint)
Total Revenue	\$940 million	\$980 million	8.6%
Inorganic Revenue (included above)	\$90 million	\$100 million	NA
Adjusted EBITDA (non-GAAP)	\$165 million	\$185 million	4.0%

The estimates set forth above were prepared by the Company's management and are based upon a number of assumptions. See "Forward-Looking Statements." Please note that the Company has not provided the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, for the Adjusted EBITDA and Inorganic Revenue forward-looking guidance for 2026 under the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K. See "Non-GAAP Financial Measures" below for additional information.

About Janus International Group

Janus International Group, Inc. (www.JanusIntl.com) is a leading global manufacturer and provider of turnkey self-storage, commercial and industrial building solutions, including: roll-up and swing doors, hallway systems, single- and multi-story steel buildings, building components, relocatable storage units, and smart security and locking technologies. The Janus team operates out of several U.S. and international locations.

Conference Call and Webcast

The Company will host a conference call and webcast to review results and conduct a question-and-answer session on Tuesday, May 12, 2026, at 10:00 a.m. Eastern time. The live webcast and archived replay of the conference call can be accessed on the Investors section of the Company's website at www.janusintl.com. For those unable to access the webcast, the conference call will be accessible domestically or internationally, by dialing 1-800-267-6316 or 1-203-518-9783, respectively. Upon dialing in, please request to join the Janus International Group First Quarter 2026 Earnings Conference Call. To access the replay of the call, dial 1-844-512-2921 (Domestic) and 1-412-317-6671 (International) with pass code 11161304.

Forward Looking Statements

Certain statements in this communication, including the estimated guidance provided under "2026 Financial Outlook" herein, may be considered "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact included in this communication are forward-looking statements, including, but not limited to statements regarding Janus's belief regarding the demand outlook for Janus's products and the strength of the industrials markets. When used in this communication, words such as "plan," "believe," "expect," "anticipate," "intend," "outlook," "estimate," "forecast," "project," "target," "continue," "could," "may," "might," "possible," "potential," "predict," "should," "would," "will," and other similar words and expressions or the negative of such terms or other similar expressions identify forward-looking statements. The forward-looking statements contained in this communication are based on our current expectations and beliefs concerning future developments and their potential effects on us. We cannot assure you that future developments affecting us will be those that we have anticipated. These forward-looking statements involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. Some factors that could cause actual results to differ materially from forward-looking statements or historical performance: (i) risks of the self-storage industry; (ii) the highly competitive nature of the self-storage industry and Janus's ability to compete therein; (iii) litigation, complaints, and/or adverse publicity; (iv) general economic conditions, including the capital and credit markets, and



adverse macroeconomic conditions, including unemployment, inflation, supply chain constraints, tariffs and trade restrictions, geopolitical conflicts, fluctuating interest rates, changes in consumer practices due to slower economic growth, and regional or global liquidity constraints; (v) cyber incidents or directed attacks that could result in information theft, data corruption, operational disruption, and/or financial loss; (vi) risks relating to our share repurchase program; (vii) the risk that we will not be able to successfully integrate and develop Kiwi II Construction into our operations; (viii) inability to realize expected benefits from our cost-savings initiatives; and (ix) the risk that the demand outlook for Janus's products may not be as strong as anticipated. There can be no assurance that the events, results, trends or guidance regarding financial outlook identified in these forward-looking statements will occur or be achieved. Forward-looking statements speak only as of the date they are made, and Janus is not under any obligation and expressly disclaims any obligation, to update, alter, or otherwise revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law. This communication is not intended to be all-inclusive or to contain all the information that a person may desire in considering an investment in Janus and is not intended to form the basis of an investment decision in Janus. All subsequent written and oral forward-looking statements concerning Janus or other matters and attributable to Janus or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements above and under the heading "Risk Factors" in Janus's most recently filed Annual Report on Form 10-K and Quarterly Report on Form 10-Q, as updated from time to time in amendments and its subsequent filings with the SEC.

Non-GAAP Financial Measures

Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio are non-GAAP financial measures used by Janus to evaluate its operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, Janus believes these non-GAAP financial measures provide useful information to investors and others in understanding and evaluating Janus's operating results in the same manner as its management and board of directors and in comparison with Janus's peer group companies. In addition, these non-GAAP financial measures provide useful measures for period-to-period comparisons of Janus's business, as they remove the effect of certain non-recurring events and other non-recurring charges, such as acquisitions, and certain variable or non-recurring charges. Adjusted EBITDA is defined as net income excluding interest expense, income taxes, depreciation expense, amortization, and other non-operational, non-recurring items. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by total revenue. Adjusted Net Income is defined as net income as adjusted for the corresponding tax-adjusted add-backs shown in the Adjusted EBITDA reconciliation. Adjusted Diluted EPS is defined as Adjusted Net Income divided by the diluted weighted average number of shares outstanding. Free Cash Flow is calculated by subtracting capital expenditures from cash provided by operating activities. Free Cash Flow Conversion of Adjusted Net Income is calculated as free cash flow divided by Adjusted Net Income. Net Leverage Ratio is defined as the ratio of our consolidated senior secured indebtedness reduced by cash to our trailing four-quarter consolidated Adjusted EBITDA.

Please note that the Company has not provided the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, for the Adjusted EBITDA and Inorganic Revenue forward-looking guidance for 2026 included in this communication in reliance on the "unreasonable efforts" exception provided under Item 10(e)(1)(i)(B) of Regulation S-K. Providing the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, cannot be done without unreasonable effort due to the inherent uncertainty and difficulty in predicting certain non-cash, material and/or non-recurring expenses or benefits, legal settlements or other matters, and certain tax positions. Because these adjustments are inherently variable and uncertain and depend



on various factors that are beyond the Company's control, the Company is also unable to predict their probable significance. The variability of these items could have an unpredictable, and potentially significant, impact on our future GAAP financial results, and amounts excluded from these non-GAAP measures in future periods could be significant.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio should not be considered in isolation of, or as an alternative to, measures prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP measures rather than the nearest GAAP equivalent of Adjusted EBITDA and Adjusted Net Income. These limitations include that the non-GAAP financial measures: exclude depreciation and amortization, and although these are non-cash expenses, the assets being depreciated may be replaced in the future; do not reflect interest expense, or the cash requirements necessary to service interest on debt, which reduces cash available; do not reflect the provision for or benefit from income tax that may result in payments that reduce cash available; exclude non-recurring items (i.e., the extinguishment of debt); and may not be comparable to similar non-GAAP financial measures used by other companies, because the expenses and other items that Janus excludes in the calculation of these non-GAAP financial measures may differ from the expenses and other items, if any, that other companies may exclude from these non-GAAP financial measures when they report their operating results. Because of these limitations, these non-GAAP financial measures should be considered along with other operating and financial performance measures presented in accordance with GAAP.



Janus International Group, Inc.
Condensed Consolidated Statements of Operations and Comprehensive Income
(In millions, except share and per share data - Unaudited)

	Three Months Ended	
	April 4, 2026	March 29, 2025
REVENUES		
Product revenues	\$ 188.8	\$ 175.7
Service revenues	33.9	34.8
Total revenues	\$ 222.7	\$ 210.5
Product cost of revenues	125.2	104.7
Service cost of revenues	22.3	23.9
Cost of revenues	\$ 147.5	\$ 128.6
GROSS PROFIT	\$ 75.2	\$ 81.9
OPERATING EXPENSES		
Selling and marketing	17.9	16.9
General and administrative	44.2	39.7
Operating expenses	\$ 62.1	\$ 56.6
INCOME FROM OPERATIONS	\$ 13.1	\$ 25.3
Interest expense, net	(8.1)	(10.2)
Loss on extinguishment and modification of debt	(2.1)	—
Other (expense) income	(0.4)	0.3
Other Expense, Net	\$ (10.6)	\$ (9.9)
INCOME BEFORE TAXES	\$ 2.5	\$ 15.4
Provision for income taxes	2.3	4.6
NET INCOME	\$ 0.2	\$ 10.8
Other comprehensive (loss) income	(0.5)	0.9
COMPREHENSIVE (LOSS) INCOME	\$ (0.3)	\$ 11.7
Weighted-average shares outstanding, basic and diluted		
Basic	138,364,384	140,050,632
Diluted	138,774,254	140,270,494
Net income per share, basic and diluted		
Basic	\$ 0.00	\$ 0.08
Diluted	\$ 0.00	\$ 0.08



Janus International Group, Inc.
Condensed Consolidated Balance Sheets
(In millions, except share and per share data - Unaudited)

	April 4, 2026	January 3, 2026
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 112.0	\$ 194.4
Accounts receivable, less allowance for credit losses of \$12.2 and \$12.1 as of April 4, 2026 and January 3, 2026, respectively	111.4	107.9
Contract assets	34.2	27.6
Inventories	61.1	58.6
Prepaid expenses	11.5	9.5
Other current assets	24.8	23.8
Total current assets	\$ 355.0	\$ 421.8
Property, plant, and equipment, net	67.2	66.2
Right-of-use assets, net	73.4	73.4
Intangible assets, net	368.9	341.1
Goodwill	428.0	383.9
Deferred tax assets, net	11.5	13.3
Other assets	5.1	5.3
Total assets	\$ 1,309.1	\$ 1,305.0
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Accounts payable	\$ 55.5	\$ 40.7
Contract liabilities	16.2	16.7
Current maturities of long-term debt	6.3	6.9
Accrued expenses and other current liabilities	56.1	55.0
Total current liabilities	\$ 134.1	\$ 119.3
Long-term debt, net	540.4	538.8
Deferred tax liabilities, net	3.1	3.1
Other long-term liabilities	71.4	71.3
Total liabilities	\$ 749.0	\$ 732.5
STOCKHOLDERS' EQUITY		
Common Stock, 825,000,000 shares authorized, \$0.0001 par value, 149,089,626 and 148,439,716 shares issued as of April 4, 2026 and January 3, 2026, respectively	\$ —	\$ —
Treasury stock, at cost, 12,697,167 and 9,583,103 shares as of April 4, 2026 and January 3, 2026, respectively	(117.4)	(100.4)
Additional paid in capital	320.8	315.9
Accumulated other comprehensive loss	(1.6)	(1.1)
Retained earnings	358.3	358.1
Total stockholders' equity	\$ 560.1	\$ 572.5
Total liabilities and stockholders' equity	\$ 1,309.1	\$ 1,305.0



Janus International Group, Inc.
Condensed Consolidated Statements of Cash Flows
(In millions - Unaudited)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Cash flows provided by operating activities		
Net income	\$ 0.2	\$ 10.8
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation of property, plant, and equipment	3.6	2.9
Noncash lease expense	2.1	1.9
Amortization of intangibles	12.0	8.3
Deferred financing fee amortization	0.4	1.2
Provision for expected losses on accounts receivable	0.3	0.2
Share-based compensation	4.9	4.0
Loss on extinguishment of debt repricing	1.0	—
Deferred income taxes, net	1.8	0.9
Other, net	0.7	0.7
Changes in operating assets and liabilities, excluding effects of acquisition		
<i>Accounts receivable</i>	10.6	15.8
<i>Contract assets</i>	(2.9)	(4.9)
<i>Inventories</i>	(1.7)	(0.4)
<i>Prepaid expenses and other current assets</i>	(2.8)	4.7
<i>Other assets</i>	—	0.3
<i>Accounts payable</i>	10.3	3.2
<i>Contract liabilities</i>	(0.3)	(0.2)
<i>Accrued expenses and other current liabilities</i>	(2.2)	0.4
<i>Other long-term liabilities</i>	(1.8)	(1.5)
Net cash provided by operating activities	<u>\$ 36.2</u>	<u>\$ 48.3</u>
Cash flows used in investing activities		
Purchases of property, plant, and equipment	\$ (2.8)	\$ (6.4)
Cash paid for acquisition, net of cash acquired	(97.2)	—
Net cash used in investing activities	<u>\$ (100.0)</u>	<u>\$ (6.4)</u>
Cash flows used in financing activities		
Principal payments on long-term debt	\$ —	\$ (41.5)
Repurchase of common stock	(15.5)	(5.0)
Cash paid for common stock withheld for taxes	(1.3)	(2.6)
Principal payments on finance lease obligations	(0.4)	(0.7)
Excise taxes paid for repurchase of common stock	(0.2)	(0.8)
Payments for debt repricing fees	(1.1)	—
Net cash used in financing activities	<u>\$ (18.5)</u>	<u>\$ (50.6)</u>
Effect of exchange rate changes on cash and cash equivalents	\$ (0.1)	\$ 0.2
Net decrease in cash	<u>\$ (82.4)</u>	<u>\$ (8.5)</u>
Cash, beginning of period	<u>\$ 194.4</u>	<u>\$ 149.3</u>
Cash, end of period	<u>\$ 112.0</u>	<u>\$ 140.8</u>



Janus International Group, Inc.
Revenue by Sales Channel
(In millions, except percentages)

	Three Months Ended				Variance	
	April 4, 2026	% of Total Sales	March 29, 2025	% of Total Sales	\$	%
Self-storage - new construction	\$ 96.4	43.3 %	\$ 86.9	41.3 %	\$ 9.5	10.9 %
Self-storage - R3	60.0	26.9 %	57.0	27.1 %	3.0	5.3 %
Total self-storage	\$ 156.4	70.2 %	\$ 143.9	68.4 %	\$ 12.5	8.7 %
Commercial and other	66.3	29.8 %	66.6	31.6 %	(0.3)	(0.5) %
Total revenues	\$ 222.7	100.0 %	\$ 210.5	100.0 %	\$ 12.2	5.8 %

Reconciliation of GAAP to Non-GAAP Financial Measures

Janus International Group, Inc.
Reconciliation of Net Income to EBITDA* and Adjusted EBITDA*
(In millions, except percentages)

	Three Months Ended				Variance	
	April 4, 2026	Margin ⁽¹⁾	March 29, 2025	Margin ⁽¹⁾	\$	%
Net Income	\$ 0.2	0.1 %	\$ 10.8	5.1 %	\$ (10.6)	(98.1) %
Interest, net	8.1		10.2		(2.1)	(20.6) %
Income taxes	2.3		4.6		(2.3)	(50.0) %
Depreciation	3.6		2.9		0.7	24.1 %
Amortization	12.0		8.3		3.7	44.6 %
EBITDA*	\$ 26.2	11.8 %	\$ 36.8	17.5 %	\$ (10.6)	(28.8) %
Restructuring charges ⁽²⁾	2.6		0.4		2.2	550.0 %
Acquisition expense ⁽³⁾	2.1		0.9		1.2	133.3 %
Loss on extinguishment and modification of debt ⁽⁴⁾	2.1		—		2.1	— %
Other	—		0.3		(0.3)	(100.0) %
Adjusted EBITDA*	\$ 33.0	14.8 %	\$ 38.4	18.2 %	\$ (5.4)	(14.1) %

- (1) Net Income Margin, EBITDA Margin, and Adjusted EBITDA Margin are defined as Net Income divided by revenue, EBITDA divided by total revenue, and Adjusted EBITDA divided by total revenue, respectively.
- (2) Restructuring charges consist of the following: 1) facility relocations, 2) severance and hiring costs associated with our strategic transformation, including leadership team changes, and 3) strategic business assessment and transformation projects.
- (3) Expenses related to various professional fees, acquisition related compensation, and various acquisition related activities.
- (4) Adjustment for loss on extinguishment and modification of debt regarding the write off of unamortized fees and third-party fees as a result of the debt modification completed in February 2026.

*We use measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

The Company has excluded a quantitative reconciliation of Adjusted EBITDA and Inorganic Revenue with respect to the Company's 2026 guidance in the "2026 Financial Outlook" section under the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K. Providing the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, cannot be done without unreasonable effort due to the inherent uncertainty and difficulty in predicting certain non-cash, material and/or non-recurring expenses or benefits, legal settlements or other matters, and certain tax positions. Because these adjustments are inherently variable and uncertain and depend on various factors that are beyond the Company's control, the Company is also unable to predict their probable significance. The variability of these items could have an unpredictable, and potentially significant, impact on our future GAAP financial results.



Janus International Group, Inc.
Reconciliation of Net Income to Adjusted Net Income*
(In millions)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Net Income	\$ 0.2	\$ 10.8
Net Income Adjustments ⁽¹⁾	6.8	1.6
Amortization	12.0	8.3
Tax Effect on Net Income Adjustments ⁽²⁾	(17.3)	(3.0)
Non-GAAP Adjusted Net Income*	\$ 1.7	\$ 17.7

(1) Net Income Adjustments for the three month period ended April 4, 2026 include \$2.6 of restructuring charges, \$2.1 of acquisition expenses and \$2.1 of loss on extinguishment of debt. Net Income Adjustments for the three month period ended March 29, 2025 include \$0.9 of acquisition expenses, \$0.4 of restructuring charges and \$0.3 of other. Refer to the Adjusted EBITDA table above for further details.

(2) The effective tax rates of 92.0% and 29.9% were used for the periods ended April 4, 2026 and March 29, 2025, respectively.

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Janus International Group, Inc.
Adjusted EPS*
(In millions, except share and per share data)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Numerator:		
GAAP Net Income	\$ 0.2	\$ 10.8
Non-GAAP Adjusted Net Income*	\$ 1.7	\$ 17.7
Denominator:		
Weighted average number of shares:		
Basic	138,364,384	140,050,632
Adjustment for Dilutive Securities	409,870	219,862
Diluted	138,774,254	140,270,494
GAAP Basic EPS	\$ 0.00	\$ 0.08
GAAP Diluted EPS	\$ 0.00	\$ 0.08
Non-GAAP Adjusted Basic EPS*	\$ 0.01	\$ 0.13
Non-GAAP Adjusted Diluted EPS*	\$ 0.01	\$ 0.13

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.



Janus International Group, Inc.
Free Cash Flow Conversion*
(In millions, except percentages)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Cash flow from Operating Activities	\$ 36.2	\$ 48.3
Less: Purchases of property, plant and equipment	(2.8)	(6.4)
Free Cash Flow*	\$ 33.4	\$ 41.9
Non-GAAP Adjusted Net Income*	\$ 1.7	\$ 17.7
Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*	NM	237 %

	Trailing Twelve-Months Ended	
	April 4, 2026	March 29, 2025
Cash flow provided by Operating Activities	\$ 127.4	\$ 173.7
Less: Purchases of property, plant and equipment	(21.9)	(21.9)
Free Cash Flow*	\$ 105.5	\$ 151.8
Non-GAAP Adjusted Net Income*(1)	\$ 68.1	\$ 89.1
Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*	155 %	170 %

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

- (1) Trailing Twelve-month Adjusted Net Income for the period ended April 4, 2026 consists of the sum of Adjusted Net Income, of \$28.2, \$22.6, \$15.6 and \$1.7 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Trailing Twelve-month Adjusted Net Income for the period ended March 29, 2025 consists of the sum of Adjusted Net Income of \$36.1, \$21.8, \$13.5 and \$17.7 for the periods ended June 29, 2024, September 28, 2024, December 28, 2024 and March 29, 2025, respectively.

Janus International Group, Inc.
Non-GAAP Net Leverage Ratio*
(In millions, except ratios)

	April 4, 2026	January 3, 2026
Note payable - First Lien	\$ 551.0	\$ 551.0
Less: Cash	112.0	194.4
Net Debt*	\$ 439.0	\$ 356.6
Net Income*(1)	\$ 43.2	\$ 53.8
Adjusted EBITDA*(2)	\$ 162.8	\$ 168.2
Long-Term Debt to Net Income	12.8	10.2
Non-GAAP Net Leverage Ratio*	2.7	2.1

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

- (1) Trailing Twelve-months Net Income for the period ended April 4, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of \$20.7, \$15.2, \$7.1 and \$0.2 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Trailing Twelve-months Net Income for the period ended January 3, 2026 is Net Income as reported in the Company's Annual Report on Form 10-K for the year ended January 3, 2026.
- (2) Trailing Twelve-months Adjusted EBITDA for the period ended April 4, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of \$49.0, \$43.6, \$37.2 and \$33.0 for the three month periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Trailing Twelve-month Adjusted EBITDA for the period ended January 3, 2026 is Adjusted EBITDA as reported in the Company's Annual Report on Form 10-K for the year ended January 3, 2026.



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Source: Janus International Group, Inc.

FIRST QUARTER 2026 EARNINGS PRESENTATION

May 12, 2026



JanusIntl.com

Forward-Looking Statements

Certain statements in this communication, including the estimated guidance provided under "2026 Guidance and Key Planning Assumptions" and "Long-Term Fundamentals and Investment Highlights", herein, may be considered "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact included in this communication are forward-looking statements, including, but not limited to statements regarding Janus's belief regarding the demand outlook for Janus's products and the strength of the industrials markets. When used in this communication, words such as "plan," "believe," "expect," "anticipate," "intend," "outlook," "estimate," "forecast," "project," "continue," "could," "may," "might," "possible," "potential," "predict," "should," "would," "will," and other similar words and expressions or the negative of such terms or other similar expressions, identify forward-looking statements. The forward-looking statements contained in this communication are based on our current expectations and beliefs concerning future developments and their potential effects on us. We cannot assure you that future developments affecting us will be those that we have anticipated. These forward-looking statements involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. Some factors that could cause actual results to differ include, but are not limited to: (i) risks of the self-storage industry; (ii) the highly competitive nature of the self-storage industry and Janus's ability to compete therein; (iii) litigation, complaints, and/or adverse publicity; (iv) general economic conditions, including the capital and credit markets, and adverse macroeconomic conditions, including unemployment, inflation, supply chain constraints, tariffs and trade restrictions, geopolitical conflicts, fluctuating interest rates, changes in consumer practices due to slower economic growth, and regional or global liquidity constraints; (v) cyber incidents or directed attacks that could result in information theft, data corruption, operational disruption and/or financial loss; (vi) risks related to our share repurchase program; (vii) the risk that we will not be able to successfully integrate and develop Kiwi II Construction into our operations; (viii) inability to realize expected benefits from our cost-savings initiatives; and (ix) the risk that the demand outlook for Janus's products may not be as strong as anticipated. There can be no assurance that the events, results, trends or guidance regarding financial outlook identified in these forward-looking statements will occur or be achieved. Forward-looking statements speak only as of the date they are made, and Janus is not under any obligation and expressly disclaims any obligation, to update, alter or otherwise revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law. This communication is not intended to be all-inclusive or to contain all the information that a person may desire in considering an investment in Janus and is not intended to form the basis of an investment decision in Janus. All subsequent written and oral forward-looking statements concerning Janus or other matters and attributable to Janus or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements above and under the heading "Risk Factors" in Janus's most recently filed Annual Report on Form 10-K and any subsequent Quarterly Report on Form 10-Q, as updated from time to time in amendments and its subsequent filings with the SEC.

Non-GAAP Financial Measures

Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis. Please see Appendix, which includes definitions of non-GAAP measures and metrics used in this presentation and reconciliations of non-GAAP measures to the most directly comparable GAAP measure.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio are non-GAAP financial measures used by Janus to evaluate its operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, Janus believes these non-GAAP financial measures provide useful information to investors and others in understanding and evaluating Janus's operating results in the same manner as its management and board of directors and in comparison with Janus's peer group companies. In addition, these non-GAAP financial measures provide useful measures for period-to-period comparisons of Janus's business, as they remove the effect of certain non-recurring events and other non-recurring charges, such as acquisitions, and certain variable or non-recurring charges. Adjusted EBITDA is defined as net income excluding interest expense, income taxes, depreciation expense, amortization, and other non-operational, non-recurring items. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by total revenue. Adjusted Net Income is defined as net income as adjusted for the corresponding tax-adjusted add-backs shown in the Adjusted EBITDA reconciliation. Adjusted Diluted EPS is defined as Adjusted Net Income divided by the diluted weighted average number of shares outstanding. Free Cash Flow is calculated by subtracting capital expenditures from cash provided by operating activities. Free Cash Flow Conversion of Adjusted Net Income is calculated as free cash flow divided by Adjusted Net Income. Net Leverage Ratio is defined as the ratio of our consolidated senior secured indebtedness reduced by cash to our trailing four-quarter consolidated Adjusted EBITDA.

Please note that the Company has not provided the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, for the Adjusted EBITDA and Inorganic Revenue forward-looking guidance for 2026 included in this communication in reliance on the "unreasonable efforts" exception provided under Item 10(e)(1)(j)(B) of Regulation S-K. Providing the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, cannot be done without unreasonable effort due to the inherent uncertainty and difficulty in predicting certain non-cash, material and/or non-recurring expenses or benefits, legal settlements or other matters, and certain tax positions. Because these adjustments are inherently variable and uncertain and depend on various factors that are beyond the Company's control, the Company is also unable to predict their probable significance. The variability of these items could have an unpredictable, and potentially significant, impact on our future GAAP financial results, and amounts excluded from these non-GAAP measures in future periods could be significant.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio should not be considered in isolation of, or as an alternative to, measures prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP measures rather than the nearest GAAP equivalent of Adjusted EBITDA and Adjusted Net Income. These limitations include that the non-GAAP financial measures: exclude depreciation and amortization, and although these are non-cash expenses, the assets being depreciated may be replaced in the future; do not reflect interest expense, or the cash requirements necessary to service interest on debt, which reduces cash available; do not reflect the provision for or benefit from income tax that may result in payments that reduce cash available; exclude non-recurring items (i.e., the extinguishment of debt); and may not be comparable to similar non-GAAP financial measures used by other companies, because the expenses and other items that Janus excludes in the calculation of these non-GAAP financial measures may differ from the expenses and other items, if any, that other companies may exclude from these non-GAAP financial measures when they report their operating results. Because of these limitations, these non-GAAP financial measures should be considered along with other operating and financial performance measures presented in accordance with GAAP.

Agenda



Ramey Jackson
Chief Executive Officer

*1Q26 Review &
Business Update*



Anselm Wong
Chief Financial Officer

*1Q26 Financial Overview &
Guidance Update*

First Quarter 2026 Highlights

Financial Results

- Delivered \$222.7 million in Total Revenue compared to \$210.5 million in 1Q 2025
 - Total Self-Storage up 8.7% year-over-year; New Construction up 10.9%, Restore, Rebuild & Replace (“R3”) up 5.3%
 - Kiwi II Construction contributed \$18.1 million to the New Construction sales channel
 - Commercial & Other declined 0.5%
- International revenue of \$27.3 million, up 28.8% year-over-year
- Net income of \$0.2 million compared to Net Income of \$10.8 million in 1Q 2025
- Adjusted EBITDA¹ of \$33.0 million, down 14.1% year-over-year, resulting in Adjusted EBITDA Margin¹ of 14.8%
- Cash flow from operations of \$36.2 million. Free cash flow¹ generation of \$33.4 million; trailing twelve-month period ended April 4, 2026, free cash flow conversion of Adj. Net Income¹ of 155%

Operational & Capital Allocation

- Nokē Smart Entry System total installed units of 477,000 at quarter end, up 24.2% year-over-year
- Announced acquisition of Kiwi II Construction, a premier self-storage and pre-engineered buildings provider
- Repurchased approximately 2.9 million shares for \$15.7 million (including commissions and excise taxes)
- Successfully completed repricing of First Lien Term Loan, reducing interest rate by 50 bps from SOFR + 250 bps to SOFR + 200 bps

Subsequent Events

- Launched Nokē Infinītē, on-door, dual technology, wireless smart locking system that combines the robust features of Bluetooth with the power harvesting functionality of near-field communication (NFC)

1. Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, and Free Cash Flow Conversion of Adjusted Net Income are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

G.R.O.W. Strategy

Executing a focused strategy to expand share, scale technology and security solutions, and create long-term value

G

Greater Penetration of Self-Storage

Expand design-build services, increase facility content, and leverage differentiated R3 capabilities to increase share



R

Ramp Adoption of Smart Security Solutions

Capitalize on existing customer relationships to drive further penetration of Nokē in self-storage



O

Outperform in Commercial Markets

Further develop product offering and utilize leading scale and global footprint to take share in highly fragmented commercial door market



W

Win Through Strategic, Accretive Acquisitions

Continue to source, evaluate, and execute on strategic M&A to expand product and solutions offering



Kiwi II Construction Acquisition

Overview

- Premier self-storage buildings provider
- Founded in 1982 and headquartered in Temecula, CA
- Paid \$97.2M in cash as consideration
 - Approximate 5x Adj. EBITDA¹ multiple post synergies
- Approximately \$90M in revenue during 2025

kiwi II Services Provided



- Acquisition of Kiwi II expands and strengthens Janus' building solutions capabilities
- Elevates West Coast self-storage design-build presence

1. Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, and Free Cash Flow Conversion of Adjusted Net Income are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

Financial Results Overview

1Q 2026

Total
Revenue
\$222.7M
5.8% increase

Inorganic
Revenue
\$18.1M

International
Revenue
\$27.3M
28.8% increase

Adjusted
Diluted EPS¹
\$0.01
Adj. Net Income¹
of \$1.7M

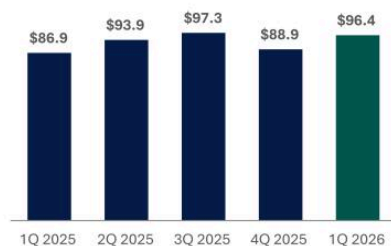
Adjusted
EBITDA¹
\$33.0M
14.1% decrease
14.8% margin¹

Operating
Cash Flow
\$36.2M
FCF¹ of \$33.4M

1. Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, and Free Cash Flow are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

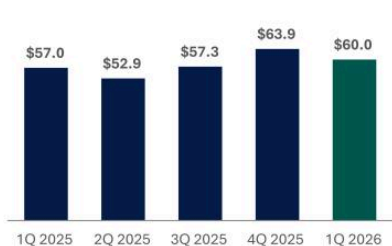
Revenue Breakdown by Sales Channel

\$ in millions



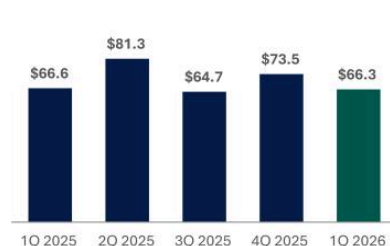
New Construction

- 1Q 2026 revenue of \$96.4M up 10.9% year-over-year
 - \$18.1 million of inorganic revenue
 - Strength in International business offset by continued softness in North America



R3

- 1Q 2026 revenue of \$60.0M up 5.3% year-over-year
 - Strength in redevelopment and renovation activity
 - Normalization of retail big-box conversion and expansion activity



Commercial & Other

- 1Q 2026 revenue of \$66.3M down 0.5% year-over-year
 - Lower demand for commercial sheet doors
 - Partially offset by strength in rolling steel and freight terminal project activity

First Quarter 2026 Revenue and Adj. EBITDA¹ Drivers

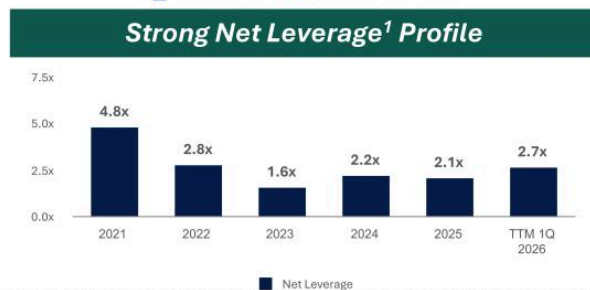
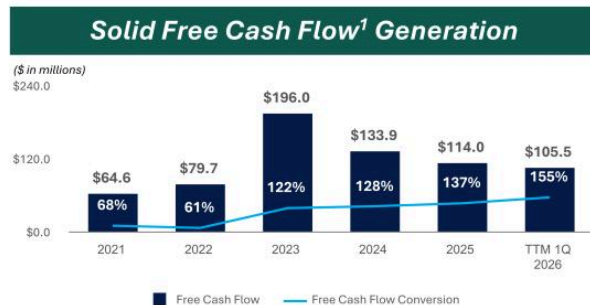
\$ in millions



1. Adjusted EBITDA is not a financial measure determined in accordance with GAAP. For a definition of this metric and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

Strong Balance Sheet & Liquidity Enable Financial Flexibility

Balanced Capital Allocation Approach	
1 Acquisitions	<ul style="list-style-type: none"> Track record of identifying, executing, and integrating acquisitions to support strategic growth Highly accretive M&A strategy Acquired Kiwi II Construction in January 2026
2 Share Repurchases	<ul style="list-style-type: none"> Repurchased 2.9 million shares for \$15.7M in 1Q 2026 (including commissions and excise taxes) Announced expanded repurchase authorization up to \$75.0M in 2Q 2025
3 Organic Growth	<ul style="list-style-type: none"> Invest in key growth initiatives Further penetrate self-storage market and utilize scale and footprint to increase share in commercial door market Drive adoption of access control technology through Nokē™ platform
4 Debt Management	<ul style="list-style-type: none"> Completed repricing of First Lien Term Loan in 1Q 2026, reducing interest rate from SOFR +250 bps to SOFR +200 bps



1. Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income and Net Leverage are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

2026 Guidance and Key Planning Assumptions¹

Revenue

\$940M - \$980M

*Includes \$90M - \$100M inorganic revenue
8.6% growth at the midpoint year-over-year*

Adjusted EBITDA²

\$165M - \$185M

4.0% growth at the midpoint year-over-year

Assumption

Estimate

Depreciation and Amortization	\$58M - \$68M
Capital Expenditures	1.5% - 2.0% of Revenue
Interest Expense, net	\$29M - \$34M
Effective Tax Rate ³	28% - 31%

1. Figures in this slide represent the Company's targets and no guarantee can be provided that these figures or other potential results discussed in this Slide will be achieved. See "Forward-Looking Statements."
2. Adjusted EBITDA is not a financial measure determined in accordance with GAAP. The Company has not provided the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, for the Adjusted EBITDA and Inorganic Revenue forward-looking guidance for 2026. See "Non-GAAP Financial Measures" for more information.
3. Adjusted from 27% - 29% previously.



Long-Term Fundamentals and Investment Highlights

Industry Leader in Well-Structured Market with Attractive Areas for Expansion

Self-Storage (New Construction and R3):

- Provider of end-to-end solutions, from early design to facility buildout to repair, upgrade, technological advancements and modernization
- Industry leader, expanding scale in existing markets and leveraging innovation solutions
- Global footprint across North America, Europe and Australia



Commercial & Other:

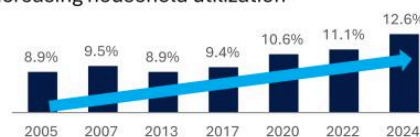
- Utilizing scale and footprint to increase share in growing market for commercial doors
- Terminal maintenance capabilities

1. Source: Yardi Matrix.
2. Source: MSM 2023 Self-Storage Almanac Self-Storage Demand Study and 2025 SSA Self-storage Demand Study.

Sustainable Demand Drivers Support Future Growth

Self-Storage (New Construction & R3):

- Demand driven by recurring life events
- Elevated occupancy rates drive new capacity additions
- Average age of facilities >20 years¹ drives R3 activity
- Increasing household utilization²



Commercial & Other:

- Continued commercial construction with focus on efficiency and security
- Investment in warehouse and distribution networks
- Variety of offerings that touch multiple end markets

APPENDIX

Adjusted EBITDA* Reconciliation

(In millions, except percentages)

	Three Months Ended				Variance	
	April 4, 2026	Margin ⁽¹⁾	March 29, 2025	Margin ⁽¹⁾	\$	%
Net Income	\$ 0.2	0.1 %	\$ 10.8	5.1 %	\$ (10.6)	(98.1)%
Interest, net	8.1		10.2		(2.1)	(20.6)%
Income taxes	2.3		4.6		(2.3)	(50.0)%
Depreciation	3.6		2.9		0.7	24.1 %
Amortization	12.0		8.3		3.7	44.6 %
EBITDA*	\$ 26.2	11.8 %	\$ 36.8	17.5 %	\$ (10.6)	(28.8)%
Restructuring charges ⁽²⁾	2.6		0.4		2.2	550.0 %
Acquisition expense ⁽³⁾	2.1		0.9		1.2	133.3 %
Loss on extinguishment and modification of debt ⁽⁴⁾	2.1		—		2.1	— %
Other	—		0.3		(0.3)	(100.0)%
Adjusted EBITDA*	\$ 33.0	14.8 %	\$ 38.4	18.2 %	\$ (5.4)	(14.1)%

1. Net Income Margin, EBITDA Margin, and Adjusted EBITDA Margin are defined as Net Income divided by revenue, EBITDA divided by total revenue, and Adjusted EBITDA divided by total revenue, respectively.
2. Restructuring charges consist of the following: 1) facility relocations, 2) severance and hiring costs associated with our strategic transformation, including leadership team changes, and 3) strategic business assessment and transformation projects.
3. Expenses related to various professional fees, acquisition related compensation, and various acquisition related activities.
4. Adjustment for loss on extinguishment and modification of debt regarding the write off of unamortized fees and third-party fees as a result of the debt modification completed in February 2026.

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

Adjusted EBITDA* Reconciliation Continued

(In millions, except percentages)

	Year Ended				
	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Net Income	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Interest expense, net	36.8	49.6	60.0	42.0	32.9
Income taxes	21.7	29.9	47.1	37.6	6.5
Depreciation	12.9	12.0	9.3	7.9	6.4
Amortization	33.2	32.0	29.8	29.7	31.6
EBITDA*	\$ 159.3	\$ 193.9	\$ 281.9	\$ 224.9	\$ 121.2
Restructuring (income) expenses	3.5	(2.9)	1.2	-	-
Impairment	0.7	12.0	-	-	-
Loss on extinguishment and modification of debt	-	1.7	3.9	-	-
Acquisition expense (income)	4.2	3.5	(1.4)	0.8	-
Loss (gain) on extinguishment of debt	-	-	-	-	2.4
COVID-19 related expenses	-	-	-	0.1	1.3
Transaction related expenses	-	-	-	-	10.4
Facility relocation	-	-	-	0.6	1.1
Share-based compensation	-	-	-	-	5.2
Severance and transition costs	-	-	-	0.5	-
Change in fair value of contingent consideration	-	-	-	-	0.7
Change in fair value of derivative warrant liabilities	-	-	-	-	5.9
Other	0.5	0.3	-	-	-
Adjusted EBITDA*	\$ 168.2	\$ 208.5	\$ 285.6	\$ 226.9	\$ 148.2
Net Income Margin	6.1%	7.3%	12.7%	10.6%	5.8%
Adjusted EBITDA Margin*	19.0%	21.6%	26.8%	22.3%	19.8%

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Adjusted Net Income Reconciliation*

(In millions, except percentages)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Net Income	\$ 0.2	\$ 10.8
Net Income Adjustments ⁽¹⁾	6.8	1.6
Amortization	12.0	8.3
Tax Effect on Net Income Adjustments ⁽²⁾	(17.3)	(3.0)
Non-GAAP Adjusted Net Income *	\$ 1.7	\$ 17.7

1. Net Income Adjustments for the three month period ended April 4, 2026 include \$2.6 of restructuring charges, \$2.1 of acquisition expenses and \$2.1 of loss on extinguishment of debt. Net Income Adjustments for the three month period ended March 29, 2025 include \$0.9 of acquisition expenses, \$0.4 of restructuring charges and \$0.3 of other. Refer to the Adjusted EBITDA table above for further details.
2. The effective tax rates of 92.0% and 29.9% were used for the periods ended April 4, 2026 and March 29, 2025, respectively.

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Adjusted Net Income Reconciliation* Continued

(In millions, except percentages)

	Year Ended				
	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Net Income	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Net Income Adjustments ⁽¹⁾	8.9	14.6	3.7	2.1	27.0
Amortization	33.2	32.0	29.8	29.7	31.6
Prior Year Adjustment	-	1.5	-	-	-
Effective Tax Rate	29.8%	29.8%	25.8%	25.9%	12.9%
Tax Effect on Non-GAAP Net Income Adjustments	(12.5)	(13.9)	(8.6)	(8.2)	(7.6)
Non-GAAP Adjusted Net Income*	\$ 83.4	\$ 104.6	\$ 160.6	\$ 131.2	\$ 94.8

1. Refer to the adjusted EBITDA tables above for detailed breakout of adjustment items.

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Non-GAAP Adjusted EPS*

(In millions, except share and per share data)

	Three Months Ended	
	April 4, 2026	March 29, 2025
Numerator:		
GAAP Net Income	\$ 0.2	\$ 10.8
Non-GAAP Adjusted Net Income*	\$ 1.7	\$ 17.7
Denominator:		
Weighted average number of shares:		
Basic	138,364,384	140,050,632
Adjustment for Dilutive Securities	409,870	219,862
Diluted	138,774,254	140,270,494
GAAP Basic EPS	\$ 0.00	\$ 0.08
GAAP Diluted EPS	\$ 0.00	\$ 0.08
Non-GAAP Adjusted Basic EPS*	\$ 0.01	\$ 0.13
Non-GAAP Adjusted Diluted EPS*	\$ 0.01	\$ 0.13

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Free Cash Flow Conversion*

(In millions, except percentages)

	Three Months Ended		Trailing Twelve-Months Ended		Year Ended									
	April 4, 2026		April 4, 2026		January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022					
Cash flow from Operating Activities	\$	36.2	\$	127.4	\$	139.5	\$	154.0	\$	215.0	\$	88.5	\$	74.8
Less: Purchases of property, plant and equipment		(2.8)		(21.9)		(25.5)		(20.1)		(19.0)		(8.8)		19.9
Plus one-time proceeds of sale/leaseback		—		—		—		—		—		—		9.6
Free Cash Flow*	\$	33.4	\$	105.5	\$	114.0	\$	133.9	\$	196.0	\$	79.7	\$	64.6
Non-GAAP Adjusted Net Income^{(1)*}	\$	1.7	\$	68.1	\$	83.4	\$	104.6	\$	160.6	\$	131.2	\$	94.8
Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*		NM		155%		137%		128%		122%		61%		68%

1. Trailing Twelve-month Adjusted Net Income for the period ended April 4, 2026 consists of the sum of Adjusted Net Income, of \$28.2, \$22.6, \$15.6 and \$1.7 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively.

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.



Net Leverage Ratio*

(In millions, except ratios)

	April 4, 2026	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Note payable - First Lien	\$ 551.0	\$ 551.0	\$ 598.5	\$ 623.4	\$ 714.3	\$ 722.4
Less: Cash	112.0	194.4	149.3	171.7	78.4	13.2
Net Debt*	\$ 439.0	\$ 356.6	\$ 449.2	\$ 451.7	\$ 635.9	\$ 709.2
Net Income⁽¹⁾	\$ 43.2	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Adjusted EBITDA⁽²⁾	\$ 162.8	\$ 168.2	\$ 208.5	\$ 285.6	\$ 226.9	\$ 148.2
Long-Term Debt to Net Income	12.8	10.2	8.5	4.6	6.6	16.5
Non-GAAP Net Leverage Ratio*	2.7	2.1	2.2	1.6	2.8	4.8

1. Trailing Twelve-months Net Income for the period ended April 4, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of \$20.7, \$15.2, \$7.1 and \$0.2 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Net Income for the years ended January 3, 2026, December 28, 2024, December 30, 2023, December 31, 2022 and January 1, 2022 is Net Income as reported in the Company's Annual Report on Form 10-K as applicable.
2. Trailing Twelve-months Adjusted EBITDA for the period ended April 4, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of \$49.0, \$43.6, \$37.2 and \$33.0 for the three month periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Adjusted EBITDA for the years ended January 3, 2026, December 28, 2024, December 30, 2023, December 31, 2022 and January 1, 2022 is Adjusted EBITDA as reported in the Company's Annual Report on Form 10-K as applicable.

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.



JANUS INTERNATIONAL GROUP, INC.

Investor Presentation

May 2026



JanusIntl.com

Forward-Looking Statements

Certain statements in this communication, including the estimated guidance provided under "2026 Guidance and Key Planning Assumptions" and "Long-Term Fundamentals and Investment Highlights", herein, may be considered "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact included in this communication are forward-looking statements, including, but not limited to statements regarding Janus's belief regarding the demand outlook for Janus's products and the strength of the industrials markets. When used in this communication, words such as "plan," "believe," "expect," "anticipate," "intend," "outlook," "estimate," "forecast," "project," "continue," "could," "may," "might," "possible," "potential," "predict," "should," "would," "will," and other similar words and expressions or the negative of such terms or other similar expressions, identify forward-looking statements. The forward-looking statements contained in this communication are based on our current expectations and beliefs concerning future developments and their potential effects on us. We cannot assure you that future developments affecting us will be those that we have anticipated. These forward-looking statements involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. Some factors that could cause actual results to differ include, but are not limited to: (i) risks of the self-storage industry; (ii) the highly competitive nature of the self-storage industry and Janus's ability to compete therein; (iii) litigation, complaints, and/or adverse publicity; (iv) general economic conditions, including the capital and credit markets, and adverse macroeconomic conditions, including unemployment, inflation, supply chain constraints, tariffs and trade restrictions, geopolitical conflicts, fluctuating interest rates, changes in consumer practices due to slower economic growth, and regional or global liquidity constraints; (v) cyber incidents or directed attacks that could result in information theft, data corruption, operational disruption and/or financial loss; (vi) risks related to our share repurchase program; (vii) the risk that we will not be able to successfully integrate and develop Kiwi II Construction into our operations; (viii) inability to realize expected benefits from our cost-savings initiatives; and (ix) the risk that the demand outlook for Janus's products may not be as strong as anticipated. There can be no assurance that the events, results, trends or guidance regarding financial outlook identified in these forward-looking statements will occur or be achieved. Forward-looking statements speak only as of the date they are made, and Janus is not under any obligation and expressly disclaims any obligation, to update, alter or otherwise revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law. This communication is not intended to be all-inclusive or to contain all the information that a person may desire in considering an investment in Janus and is not intended to form the basis of an investment decision in Janus. All subsequent written and oral forward-looking statements concerning Janus or other matters and attributable to Janus or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements above and under the heading "Risk Factors" in Janus's most recently filed Annual Report on Form 10-K and any subsequent Quarterly Report on Form 10-Q, as updated from time to time in amendments and its subsequent filings with the SEC.



Non-GAAP Financial Measures

Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis. Please see Appendix, which includes definitions of non-GAAP measures and metrics used in this presentation and reconciliations of non-GAAP measures to the most directly comparable GAAP measure.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio are non-GAAP financial measures used by Janus to evaluate its operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources. Accordingly, Janus believes these non-GAAP financial measures provide useful information to investors and others in understanding and evaluating Janus's operating results in the same manner as its management and board of directors and in comparison with Janus's peer group companies. In addition, these non-GAAP financial measures provide useful measures for period-to-period comparisons of Janus's business, as they remove the effect of certain non-recurring events and other non-recurring charges, such as acquisitions, and certain variable or non-recurring charges. Adjusted EBITDA is defined as net income excluding interest expense, income taxes, depreciation expense, amortization, and other non-operational, non-recurring items. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by total revenue. Adjusted Net Income is defined as net income as adjusted for the corresponding tax-adjusted add-backs shown in the Adjusted EBITDA reconciliation. Adjusted Diluted EPS is defined as Adjusted Net Income divided by the diluted weighted average number of shares outstanding. Free Cash Flow is calculated by subtracting capital expenditures from cash provided by operating activities. Free Cash Flow Conversion of Adjusted Net Income is calculated as free cash flow divided by Adjusted Net Income. Net Leverage Ratio is defined as the ratio of our consolidated senior secured indebtedness reduced by cash to our trailing four-quarter consolidated Adjusted EBITDA.

Please note that the Company has not provided the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, for the Adjusted EBITDA and Inorganic Revenue forward-looking guidance for 2026 included in this communication in reliance on the "unreasonable efforts" exception provided under Item 10(e)(1)(j)(B) of Regulation S-K. Providing the most directly comparable GAAP financial measure, or a quantitative reconciliation thereto, cannot be done without unreasonable effort due to the inherent uncertainty and difficulty in predicting certain non-cash, material and/or non-recurring expenses or benefits, legal settlements or other matters, and certain tax positions. Because these adjustments are inherently variable and uncertain and depend on various factors that are beyond the Company's control, the Company is also unable to predict their probable significance. The variability of these items could have an unpredictable, and potentially significant, impact on our future GAAP financial results, and amounts excluded from these non-GAAP measures in future periods could be significant.

Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, and Net Leverage Ratio should not be considered in isolation of, or as an alternative to, measures prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP measures rather than the nearest GAAP equivalent of Adjusted EBITDA and Adjusted Net Income. These limitations include that the non-GAAP financial measures: exclude depreciation and amortization, and although these are non-cash expenses, the assets being depreciated may be replaced in the future; do not reflect interest expense, or the cash requirements necessary to service interest on debt, which reduces cash available; do not reflect the provision for or benefit from income tax that may result in payments that reduce cash available; exclude non-recurring items (i.e., the extinguishment of debt); and may not be comparable to similar non-GAAP financial measures used by other companies, because the expenses and other items that Janus excludes in the calculation of these non-GAAP financial measures may differ from the expenses and other items, if any, that other companies may exclude from these non-GAAP financial measures when they report their operating results. Because of these limitations, these non-GAAP financial measures should be considered along with other operating and financial performance measures presented in accordance with GAAP.



COMPANY OVERVIEW

FOUNDED IN 2002,

Janus is a leading global manufacturer and provider of **turnkey self-storage, commercial, and industrial building solutions.**



Janus at a Glance

By the Numbers⁽¹⁾



\$896M
Revenue



10,000+
Active Customers



18.2%
Adj. EBITDA Margin⁽²⁾



~155%
Free Cash Flow Conversion⁽²⁾



1,700+
Employees⁽³⁾



2.7x
Net Leverage⁽²⁾

Attractive Position in Well-Structured Markets

Self-Storage (New Construction and Restore, Rebuild, Replace (“R3”)):

- Provider of end-to-end solutions, from early design to facility buildout to repair, upgrade, technological advancements and modernization
- Industry leader, expanding scale in existing markets and leveraging innovative solutions
- Global footprint across North America, Europe and Australia

Commercial & Other:

- Increasing share in growing market for commercial doors
- Terminal maintenance capabilities

Structural Demand Drivers

Self-Storage demand driven by recurring life events

- Recurring life events drive usage: dislocation, disaster, divorce, death, decluttering and distribution
- Elevated occupancy rates drive new capacity additions
- Industry consolidation and average age of facilities >20 years drives R3 activity

Commercial & Other

- eCommerce driving growing conversion of existing brick and mortar to warehousing and distribution
- LTL trucking terminal maintenance

Source: Janus Management

Notes: 1. For the trailing twelve-month period ended April 4, 2026 as reported in the Company's annual and quarterly filings, as applicable. 2. Adjusted EBITDA Margin, Free Cash Flow Conversion and Net Leverage are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation. 3. Excludes contract workers.



Investment Highlights



Market Leader

Leader in the attractive self-storage market with structural drivers supporting long-term industry demand



Tech Advantage

Unique technology offerings present recurring revenue opportunity



Global Reach

Diversified solutions provider with a global network of manufacturing and installation capabilities



Trusted Partner

Strong customer relationships and integration across full project lifecycles



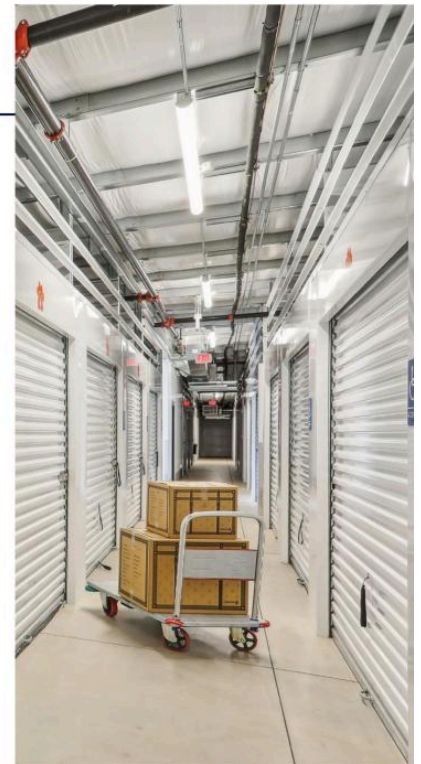
Expansion Engine

Adjacent markets provide opportunities to fuel future growth



Financial Strength

Solid balance sheet and robust cash flow generation



Sales Channel Overview and Fundamentals

New Construction

High Facility Occupancy Rates

- Currently > 90%⁽¹⁾
- Historical ~ 85%



Well-Capitalized Owners

- REITs
- Institutional investors

Growing Small Business Use

Restore, Rebuild, Replace (R3)

Age of Existing Facilities

- Average facility > 20 years old

Consolidation

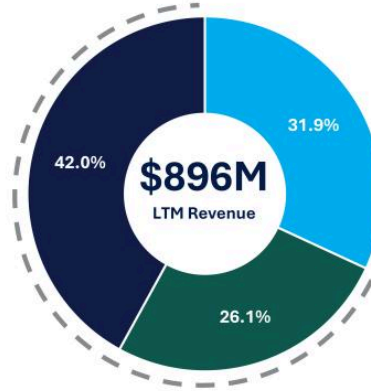
- Self-Storage M&A
- 3rd party managed facilities



Opportunities for new technology

Notes: 1. Source: Public filings for PSA, CUBE, SMA, NSA and EXR.

Self-Storage
Mix: 68.1%



Commercial & Other



Variety of offerings that touch multiple end markets






Greater Use = Shorter Life = More Frequent Replacement



LTL Trucking Terminal Maintenance

Solutions Portfolio by Sales Channels

Self-Storage – New Construction and R3		Commercial & Other		
Products	INTERIOR FACILITY OFFERINGS: <ul style="list-style-type: none"> • Roll-up and swing doors • Movable additional storage structures • Mezzanine systems • Hallway systems • Nokē product line 		<ul style="list-style-type: none"> • Commercial sheet doors • Medium-duty roll-up doors • Heavy-duty roll-up doors • Rolling steel doors • Motor operators • Carports & sheds 	
	EXTERIOR FACILITY OFFERINGS: <ul style="list-style-type: none"> • Buildings and building components • Roofing solutions • Access control systems 			
Services	<ul style="list-style-type: none"> • Facility planning and assessments • Installation and support services • Renovations and replacements • Unit remix / reconfigurations • Maintenance services 		<ul style="list-style-type: none"> • LTL trucking terminal maintenance services • Dock door & bay repairs • Installation and support services 	

GO-TO-MARKET OVERVIEW

Self-Storage Market Fundamentals

Structural demand drivers for self-storage are not fully dependent on market, mainly arising from recurring life events such as dislocation, divorce, decluttering, disaster, death and distribution

Increasing Awareness and Length of Stay

- **12.6%** of U.S. households utilize self-storage, up from **9.0%** in 2005⁽¹⁾
- **19.3 month** average length of stay, up 1.2% year-over-year⁽²⁾

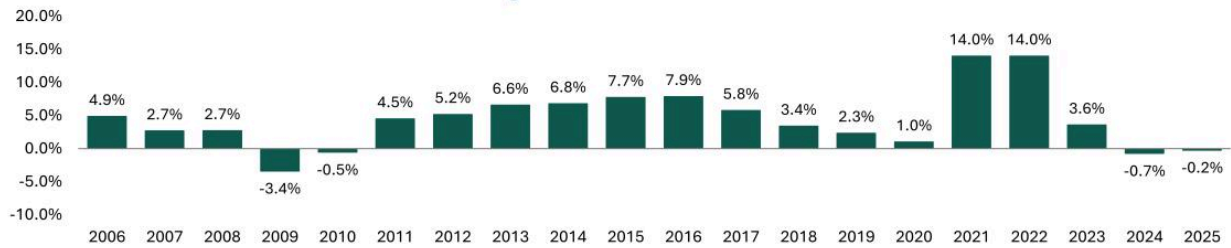
High Occupancy Rates Support New Construction

- **90%+** occupancy rates⁽³⁾
- Operating above ~85% historical average

Favorable Tailwinds for R3 Activity

- **65%** of facilities are 20+ years old⁽⁴⁾
- Continued Industry consolidation drives R3 activity

Public Self-Storage REIT Same-Store YOY Revenue Growth⁽³⁾



Notes: 1. 2025 SSA Self-storage Demand Study. MSM Self-Storage Almanac Self-Storage Demand Study, 2023. 2. Source: Storable Q1 2026 Self-Storage Industry Pulse. 3. Source: Public filings for PSA, CUBE, SMA, NSA and EXR. 4. Source: Yardi Matrix.

Full Lifecycle Partner to Self-Storage Developers

Highly integrated with customers at each phase of a project across the planning, construction, security, and renovation



- ✓ Integrated into the facility planning / renovation process, where Janus' products are spec'd-in (often on a sole source basis)
- ✓ Trusted network of GCs and installers who specialize in Janus solutions ensure projects are completed with speed and reliability
- ✓ R3 platform serves as the "one-stop-shop" to revitalize, enhance, and improve the economics of aging self-storage assets

Provider of Self-Storage Solutions for New Facilities

Developers Partner with Janus for Quality and Reliability

- Leveraging favorable industry reputation to increase content within self-storage facilities through design-build businesses
- Installation of Janus' interior products is typically the final action before a self-storage unit can generate rental income
- High cost of failure and small portion of overall facility cost results in customers placing a premium on efficiency and reliability
- Low incentive to switch suppliers, sole source arrangements

Example of Self-Storage CapEx Breakout (New Build)

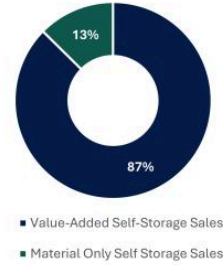


Note: 1. Value-added sales include material, freight, and installation sales; material only includes material and freight sales.

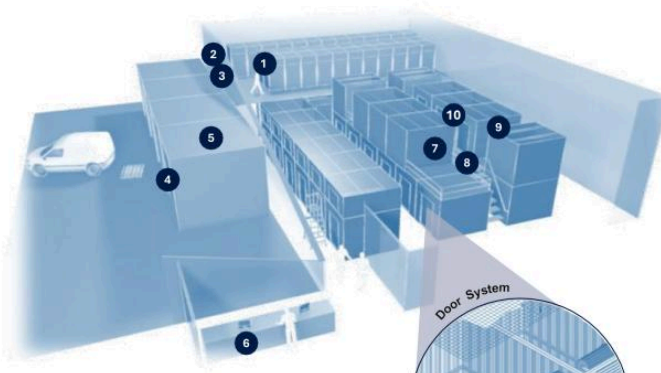
Janus Focuses on Value-Added Sales

- Janus provides value-added services, such as site pre-work planning, site drawings, installation, project management, and 3rd party security
- Janus differentiates itself through on-time delivery, efficient installation, best-in-class service, and a reputation for high quality products
- Purchase decisions at the large institutional accounts is driven in large part by value-added services and installation

Janus Sales Breakdown (2025A)⁽¹⁾



Interior Solutions for Self-Storage



Janus offers a full-suite of products, solutions, and value-added services

Products	1 Roll-Up Doors	2 Faux Doors	3 Faux Windows
	4 Swing Doors	5 Movable Additional Storage Structures	
	6 Hardware & Accessories	7 Mezzanine Systems	8 Hallway Systems
	9 Locker Systems	10 Internal Hallway Soffit Ceiling Systems and Integrated Light Fixtures	

Systems and Components	11 Filler Panels	12 Diamond Plate Wainscoting	13 Door Locks
	14 Non-Structural Unit Partitions	15 Galvanized Angles and Mitered Corner Guard	

Security Solutions	16 Noké Ion	17 Noké App	18 Noké Accessories
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Value-Added Services	Pre-Work Visit & Measuring	Site Drawings	Installation
	General Contracting	Project Management	3 rd Party Security

Not Shown in Diagrams

Noké smart lock systems provide wireless access control and security technologies to self-storage operators



Exterior Solutions for Self-Storage



Janus has extensive solutions for self-storage and other steel buildings

Buildings & Components	1	Single-Story Buildings	2	Multi-Story Buildings		
	3	Flex Space	4	Climate Controlled		
	5	Smart Buildings	6	Boat & RV Storage		
	7	Roofing, Siding & Partition Walls	8	Steel Decking & Accessories		
	9	Moveable Additional Storage Structures Relocatable Unit				
		Replacement Parts		Framing Components		
	Roofing Solutions		10	Tear-Off & Replacement	11	Metal-Over-Metal Retrofit
	Security Solutions		12	Noké Pad	13	Noké Screen
	Exterior Solutions		14	Gates	15	Fencing
Value-Added Services		Pre-Work Visit & Measuring		Site Drawings	Installation	
		General Contracting		Project Management	3 rd Party Security	

Self-Storage Building Capabilities

Robust design-build, metal building and component manufacturing capabilities

Building Offerings

- Single-story buildings
- Multi-story buildings
- Pre-engineered metal buildings
- Conversions and mezzanine systems
- Boat & RV storage
- Climate-controlled
- Business flex space
- Portables



Two Brands, Differentiated Solutions



BRAND OFFERING	Self-storage building engineering, design, manufacturing and construction	Self-storage design-build services and manufacturing of select steel components
CUSTOMER BASE	Focus on smaller, regional players	Largely institutional developers
ASSORTMENT FOCUS	Premier quality offerings; focus on single story buildings	High-quality offerings; multi-story construction specialists
GEOGRAPHICAL FOCUS	Coast-to-Coast	



Nokē™ Smart Entry

Industry-leading smart security solution redefining the self-storage experience and driving recurring revenue opportunities

Highlights



Efficiency & Savings

Labor automation savings
Maximize digital transaction
Automate site checks and move ins



Advantaged Security

Significantly reduces break ins
Unit level security solutions
Suspicious behavior intelligence



Superior Insights

Unit level data
Customer usage trends



Enhanced Customer Experience

No codes or keys
Digital key sharing



Offers an End-to-End Security-as-a-Service Platform

Products



- Patented smart locks and access control products
- Industry exclusive hardwired smart locking system
- Wireless battery powered solutions; dual technology offering supported by NFC

Software



- Digital products for tenants, site managers and enterprise portfolios
- Apple and Google apps allow for seamless access
- AI-supported software experience designed for self-storage use cases

Integration, Implementation Data & Analytics



- Seamless customer workflow integration with largest partner ecosystem network
- Full service onboarding, installation and maintenance

✓ Reduces operating costs for self-storage facility owners by enhancing security and streamlining labor needs

✓ SaaS model with stable recurring revenue and high customer retention



Restore, Rebuild, Replace (“R3”)

Janus developed the R3 category for self-storage and is uniquely positioned to upgrade facilities through its differentiated platform

Capabilities

- **Facility Planning & Assessment**
 - Evaluate existing conditions and develop a strategic renovation plan
- **Exterior & Interior Renovations**
 - Modernize curb appeal and interiors to attract and retain tenants
- **Door & Hallway System Replacements**
 - Upgrade aging components with new systems built to last
- **Unit Conversions & Reconfigurations**
 - Optimize layouts to meet market demand
- **Movable Additional Storage Structures**

Demand Drivers

- **Age of existing facilities**
 - Aging installed base drives R3 activity
 - 65% of facilities are 20+ years old⁽¹⁾
- **Continued industry consolidation**
 - Highly fragmented market
 - Third party managed facilities
 - Continued REIT consolidation
- **High ROIC on renovations**



Maximize ROI by transforming underused facilities

Notes: 1. Source: Yardi Matrix



Modernize appearance to attract new tenants



Expand capacity without the cost of building new



Commercial Door Market Opportunity



Market Dynamics

Estimated Market Size⁽¹⁾

\$9B+

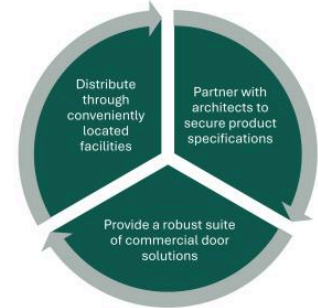
Expected Growth Rate⁽¹⁾

Low Single Digits

Favorable Demand Drivers

- Continued commercial construction with focus on efficiency and security
- Investment in warehouse and distribution networks
- Variety of offerings that touch multiple end markets

Go-To Market Approach



Note: 1. Source: ResearchAndMarkets



Supplier of Commercial Door Solutions

Commercial Sheet Doors



APPLICATIONS AND HIGHLIGHTS

- Commercial applications
- Pre-engineered buildings
- Quick installation and versatile fit

Rolling Steel Doors



APPLICATIONS AND HIGHLIGHTS

- Applications demanding greater durability
- Heavy industrial applications

Carpools and Sheds



APPLICATIONS AND HIGHLIGHTS

- Residential or commercial applications
- Developing a comprehensive solutions offering

Motor Operators



APPLICATIONS AND HIGHLIGHTS

- Variety of designs and features for a broad range of applications
- Operators available for various types of doors

Our Commercial Brands:



JanusIntl.com

GROWTH STRATEGY

G.R.O.W. Strategy

Executing a focused strategy to expand share, scale technology and security solutions, and create long-term value

G

Greater Penetration of Self-Storage

Expand design-build services, increase facility content, and leverage differentiated R3 capabilities to increase share



R

Ramp Adoption of Smart Security Solutions

Capitalize on existing customer relationships to drive further penetration of Nokē in self-storage



O

Outperform in Commercial Markets

Further develop product offering and utilize leading scale and global footprint to take share in highly fragmented commercial door market



W

Win Through Strategic, Accretive Acquisitions

Continue to source, evaluate, and execute on strategic M&A to expand product and solutions offering



Further Penetration of Self-Storage End Markets

Expand Content and Geographic Presence

- Strengthen presence as a provider of self-storage buildings and exterior solutions
- Continue to add new products and solutions to the portfolio
- Refine offerings to appeal to additional international markets



- Exterior solutions
- Speed and certainty of construction



- End-to-end Security-as-a-Service
- Massive IoT opportunity

Leverage Strong Relationships with Institutions

- Expand relationships with existing institutions across geographies
- Position with large REITs to benefit from continued consolidation in the U.S.
- Build upon existing reputation for service excellence

REITs



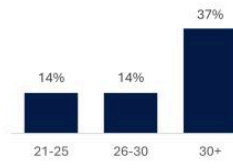
Institutional Operators



Leverage R3 and New Maintenance Capabilities

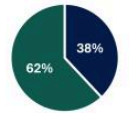
- Expand value-added services by leveraging strength in R3 segment
- Aging install base is an R3 opportunity
- Expand maintenance capabilities through Facilitate offering

Age of Current Self-Storage Facilities⁽¹⁾



~65% of Self-Storage installed base over 20 years old

Substantial Non-Institutional Base⁽²⁾



■ Public REITs ■ Other Customers

2B square feet of total self-storage capacity

Note: 1. Based on Yardi Matrix data comprising a representative universe of ~30,000 facilities; 2. Public REITs include Public Storage, Extra Space, CubeSmart, National Storage, SmartStop and U-Haul



Nokē™ Growth Strategy

Provide Enterprise Grade Products at Attractive Prices



2018
Acquisition of Nokē by Janus



2020
Launched Nokē ONE and Nokē Pad to address the significant self-storage retrofit opportunity



2024
Launched Nokē Ion, a lower cost inside the door, magnetic, hardwired smart locking system



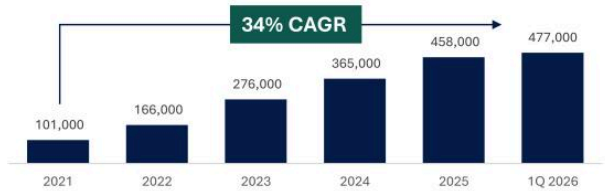
2026
Introduced Nokē Infnitē, a dual-technology powered lock utilizing Bluetooth and NFC

Smart Security Growth Potential



Note: 1. Approximate based on selling prices of Nokē Ion product line; 2. Reflects R3 opportunity only

Growing Install Base Drives Recurring Revenue



Note: Total Units is defined as the total number of Nokē keypads (PAD or SCREEN) and Nokē locks (VOLT, ONE or ION).

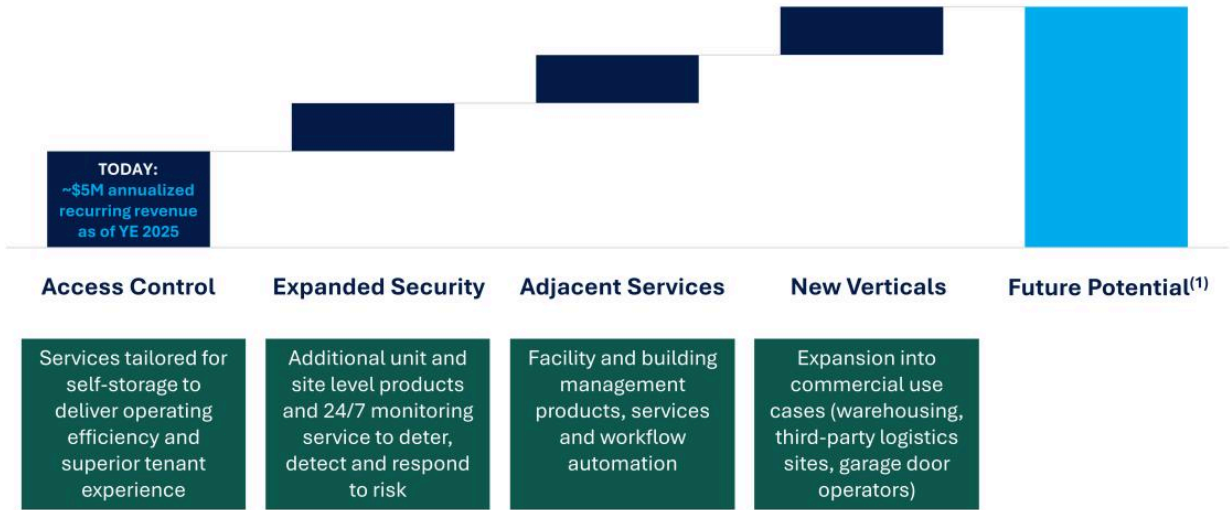
Factors Driving Adoption & Supporting Growth

- OPERATOR VALUE**
 - Reduce facility labor and operating costs
 - Improve facility security and tenant satisfaction
 - Enable new "data driven" applications and pricing optimization
 - Competitive differentiation to capture premium rental rates
- CUSTOMER DEMAND**
 - Improve facility experience and tenant satisfaction
 - Enhanced unit security and safety with remote monitoring
 - 24-hour unit access and ability to easily share key
- GO TO MARKET**
 - Cross-sell Nokē on every opportunity through broader Janus sales team
 - Continue to drive awareness and adoption through marketing & training
 - Expand into new markets internationally



Nokē™ Recurring Revenue Opportunity

Unlocking long-duration revenue by scaling the smart access platform across software, data and new markets



Note: 1. Relative sizes are illustrative and not drawn to scale.

Increase Share in the Commercial Market

Target Strategic Partners and Secure Product Specifications

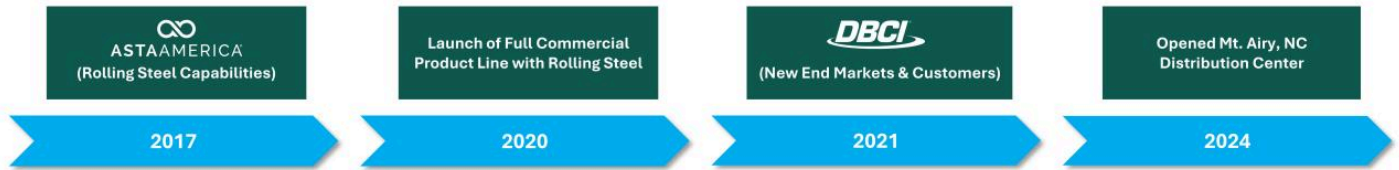
- Continue to identify, develop and manage high-value commercial customers
- Partner with architects to secure specifications and build industry presence
 - Offer detailed specs
 - Offer AIA-approved courses for certifications

Refine and Expand Product Offering

- Establish Janus as a “one-stop shop” for commercial door solutions
- Leverage manufacturing expertise to supply high-quality offerings and complementary products
 - Fire doors
 - Motor operators
 - Carports and sheds

Strategically Position Distribution Footprint

- Utilize strategic locations to better serve customers and expand geographically
 - Cartersville, GA
 - Temple, GA
 - Mt. Airy, NC
 - Houston, TX
- Explore targeted geographic expansion opportunities



Pursue Strategic, Accretive Acquisitions

Track record of identifying, executing and integrating acquisitions to support strategic growth

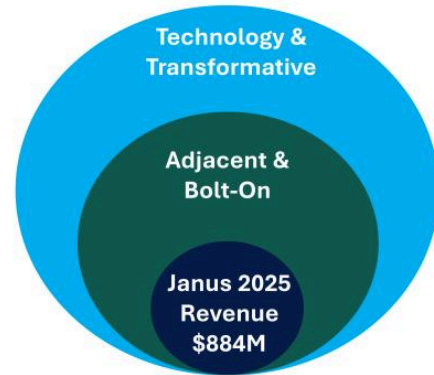
Highly Accretive M&A Strategy

- Diversification into attractive adjacencies
- Geographic expansion and highly accretive bolt-on acquisitions
- Technological innovation in both software and hardware

Highlights of M&A Activity Since 2016



Robust Pipeline of M&A Targets



AREAS OF FOCUS

- | | |
|--------------------------------------|---------------------------------|
| Self-Storage Solutions | Warehousing Systems |
| Commercial / Loading Docks | Technology / Wireless Solutions |
| Service and Preventative Maintenance | |

FINANCIAL OVERVIEW

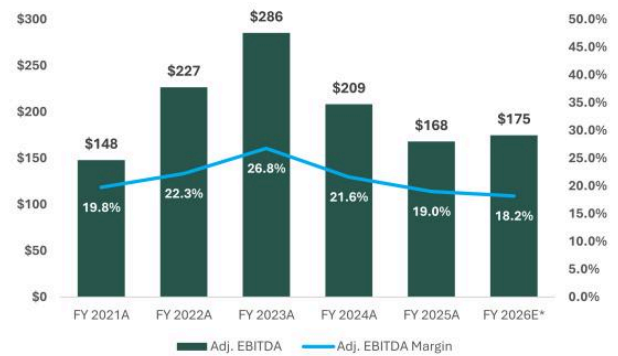
Financial Strength

Consistent top-line performance and profitability (\$ in millions)

Revenue



Adj. EBITDA and Margin⁽¹⁾



Notes: 1. Adjusted EBITDA and Adjusted EBITDA Margin are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Company's latest filings with the SEC as well as the Appendix of this presentation. * FY 2026E represents the midpoint of guidance.

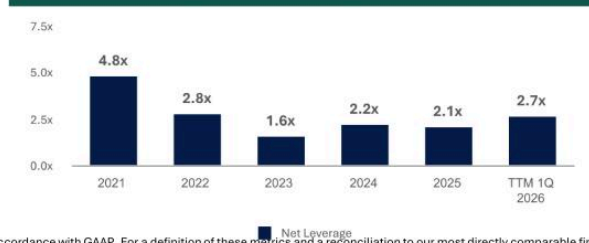
Strong Balance Sheet & Liquidity Enable Financial Flexibility

Balanced Capital Allocation Approach	
1 Acquisitions	<ul style="list-style-type: none"> Track record of identifying, executing, and integrating acquisitions to support strategic growth Highly accretive M&A strategy Acquired Kiwi II Construction in January 2026
2 Share Repurchases	<ul style="list-style-type: none"> Repurchased 2.9 million shares for \$15.7M in 1Q 2026 (including commissions and excise taxes) Announced expanded repurchase authorization up to \$75.0M in 2Q 2025
3 Organic Growth	<ul style="list-style-type: none"> Invest in key growth initiatives Further penetrate self-storage market and utilize scale and footprint to increase share in commercial door market Drive adoption of access control technology through Nokē™ platform
4 Debt Management	<ul style="list-style-type: none"> Completed repricing of First Lien Term Loan in 1Q 2026, reducing interest rate from SOFR +250 bps to SOFR +200 bps

Solid Free Cash Flow¹ Generation



Strong Net Leverage¹ Profile



1. Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income and Net Leverage are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Appendix of this presentation.

Investment Highlights



Market Leader

Leader in the attractive self-storage market with structural drivers supporting long-term industry demand



Tech Advantage

Unique technology offerings present recurring revenue opportunity



Global Reach

Diversified solutions provider with a global network of manufacturing and installation capabilities



Trusted Partner

Strong customer relationships and integration across full project lifecycles



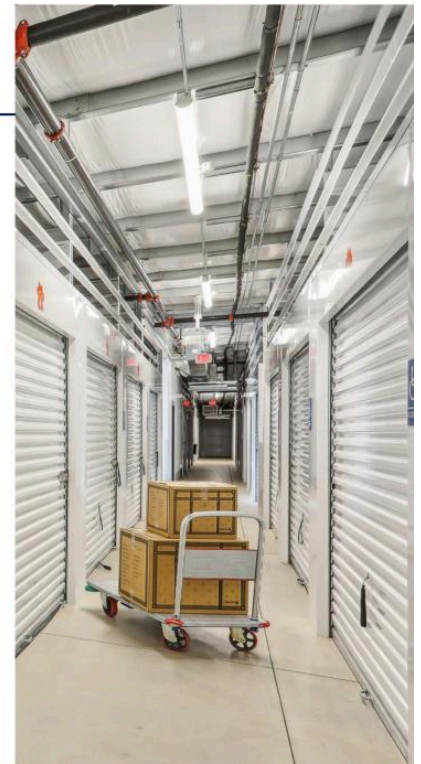
Expansion Engine

Adjacent markets provide opportunities to fuel future growth



Financial Strength

Solid balance sheet and robust cash flow generation



APPENDIX

Experienced Management Team



Ramey Jackson
Chief Executive Officer

Joined Janus in 2002
25+ yrs. of industry experience
Prior experience:



Anselm Wong
Executive Vice President &
Chief Financial Officer

Joined Janus in 2022
25+ yrs. of experience
Prior experience:



Morgan Hodges
Executive Vice President

Joined Janus in 2002
25+ yrs. of industry experience
Prior experience:



Vic Nettie
Executive Vice President –
Corporate Operations

Joined Janus in 2002
25+ yrs. of industry experience
Prior experience:



Elliot Kahler
General Counsel and
Corporate Secretary

Joined Janus in 2018
10+ yrs. of experience
Prior experience:



David Vanevenhoven
Chief Accounting Officer

Joined Janus in 2023
15+ yrs. of experience
Prior experience:



Rebecca Castillo
Vice President of Human
Resources

Joined Janus in 2016
25+ yrs. of experience
Prior experience:











Jason Williams
President, Janus
International Group LLC

Joined Janus in 2025
15+ yrs. of experience
Prior experience:



Distinct Portfolio and Offering

	 JANUS ⁽¹⁾ INTERNATIONAL GROUP	 JANUS INTERNATIONAL GROUP	 nokē smart energy BY JANUS INTERNATIONAL	 BETCO	 kiwi II CONSTRUCTION INC.	 ACCESS CONTROL TECHNOLOGIES BY JANUS INTERNATIONAL	 ASTAAMERICA BY JANUS INTERNATIONAL	 VMS VEHICLE MAINTENANCE
Solutions	Roll-up doors Swing doors Hallway systems Movable additional storage structures Commercial sheet doors Facility planning and assessments Installation and support services Renovations and replacements Conversions and expansions	Roll-up doors Swing doors Hallway systems Mezzanines External units Lockers, locks and latches Unit partitions Facility planning and assessments Installation and support services Renovations and replacements	Nokē Ion Nokē One Nokē Pad Nokē Screen Nokē Elevate Mobile App	Buildings Roofing solutions Building components Consultation Drafting & design Installation Conversions and expansions	Buildings Multi-story buildings Conversions & mezzanine systems Engineering & design Installation	Access control systems Surveillance & alarm systems Structured cabling Low voltage system design Installation Service & maintenance	Rolling steel doors Sheet doors Motor operators Carports & sheds Fire doors High-performance doors	Dock door & bay repairs Preventative maintenance Unit door & latch repairs General facility repairs Concrete & asphalt work Fencing & gate repairs
Sales Channel								
<i>Self-Storage – New Construction</i>	X	X	X	X	X	X		
<i>Self-Storage – R3</i>	X	X	X	X				
<i>Commercial & Other</i>	X			X		X	X	X

Notes: 1. Janus International Group includes the DBCI brand.



Nokē Case Study — Superior Storage Longview

CHALLENGE: When a Janus Customer began developing their self-storage facility in Longview, Texas, the bar was high to build the best facility in the city. And they knew that would require something different, especially with challenging occupancies.

SOLUTION: The implementation of Nokē Smart Entry and smart-locking technology at facility entry points and on all individual unit doors has allowed Superior Storage Longview to adopt a virtual management model requiring zero on-site staff.

RESULT: With the implementation of Nokē and the remote model, Superior Storage has seen:

- A roughly **50% reduction in labor costs**;
- **Near-zero break-in and theft claims**;
- Reduced property insurance and higher occupancy and rental rates.



R3 Case Study — Lockaway Storage

CHALLENGE: A Janus customer had an aging portfolio of self-storage assets driving inconsistent tenant experiences, security vulnerabilities, and limited revenue growth. Large portions of underutilized outdoor parking constrained overall performance, resulting in low revenue per square foot and inefficient land use.

SOLUTION: A targeted upgrade of 38 facilities was implemented, including the installation of Nokē smart lock and access control systems and selective door replacements to improve security and customer experience. Underperforming outdoor parking areas were converted into MASS drive-up units, unlocking additional rentable space without requiring ground-up development.

RESULT: With the implementation of these upgrades, the portfolio has seen:

- Increased rental rates and more rapid lease-up
- **190%+ increase** in revenue per square foot
- **~\$300K in tax savings** through cost segregation

**TURNING AGING
FACILITIES INTO HIGH-
PERFORMING ASSETS**

**CASE STUDY:
LOCKAWAY STORAGE**



Adjusted EBITDA* Reconciliation

(In millions, except percentages)

	Trailing Twelve-	Year Ended				
	Months Ended	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
	April 4, 2026					
Net Income	\$ 43.2	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Interest expense, net	34.7	36.8	49.6	60.0	42.0	32.9
Income taxes	20.3	21.7	29.9	47.1	37.6	6.5
Depreciation	13.6	12.9	12.0	9.3	7.9	6.4
Amortization	36.9	33.2	32.0	29.8	29.7	31.6
EBITDA*	\$ 148.7	\$ 159.3	\$ 193.9	\$ 281.9	\$ 224.9	\$ 121.2
Restructuring (income) expenses	5.7	3.5	(2.9)	1.2	—	—
Impairment	0.7	0.7	12.0	—	—	—
Loss on extinguishment and modification of	2.1	—	1.7	3.9	—	—
Acquisition expense (income)	5.4	4.2	3.5	(1.4)	0.8	—
Loss (gain) on extinguishment of debt	—	—	—	—	—	2.4
COVID-19 related expenses	—	—	—	—	0.1	1.3
Transaction related expenses	—	—	—	—	—	10.4
Facility relocation	—	—	—	—	0.6	1.1
Share-based compensation	—	—	—	—	—	5.2
Severance and transition costs	—	—	—	—	0.5	—
Change in fair value of contingent consideration	—	—	—	—	—	0.7
Change in fair value of derivative warrant liabilities	—	—	—	—	—	5.9
Other	0.2	0.5	0.3	—	—	—
Adjusted EBITDA*	\$ 162.8	\$ 168.2	\$ 208.5	\$ 285.6	\$ 226.9	\$ 148.2
Net Income Margin	4.8 %	6.1%	7.3%	12.7%	10.6%	5.8%
Adjusted EBITDA Margin*	18.2 %	19.0%	21.6%	26.8%	22.3%	19.8%

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.

Adjusted Net Income Reconciliation*

(In millions, except percentages)

	Year Ended				
	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Net Income	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Net Income Adjustments ⁽¹⁾	8.9	14.6	3.7	2.1	27.0
Amortization	33.2	32.0	29.8	29.7	31.6
Prior Year Adjustment	-	1.5	-	-	-
Effective Tax Rate	29.8%	29.8%	25.8%	25.9%	12.9%
Tax Effect on Non-GAAP Net Income Adjustments	(12.5)	(13.9)	(8.6)	(8.2)	(7.6)
Non-GAAP Adjusted Net Income*	\$ 83.4	\$ 104.6	\$ 160.6	\$ 131.2	\$ 94.8

1. Refer to the adjusted EBITDA tables above for detailed breakout of adjustment items.

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Free Cash Flow Conversion*

(In millions, except percentages)

	Three Months Ended		Trailing Twelve-Months Ended		Year Ended			
	April 4, 2026		April 4, 2026	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Cash flow from Operating Activities	\$ 36.2	\$	127.4	\$ 139.5	\$ 154.0	\$ 215.0	\$ 88.5	\$ 74.8
Less: Purchases of property, plant and equipment	(2.8)		(21.9)	(25.5)	(20.1)	(19.0)	(8.8)	19.9
Plus one-time proceeds of sale/leaseback	—		—	—	—	—	—	9.6
Free Cash Flow*	\$ 33.4	\$	105.5	\$ 114.0	\$ 133.9	\$ 196.0	\$ 79.7	\$ 64.6
Non-GAAP Adjusted Net Income^{(1)*}	\$ 1.7	\$	68.1	\$ 83.4	\$ 104.6	\$ 160.6	\$ 131.2	\$ 94.8
Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*		NM	155%	137%	128%	122%	61%	68%

1. Trailing Twelve-month Adjusted Net Income for the period ended April 4, 2026 consists of the sum of Adjusted Net Income, of \$28.2, \$22.6, \$15.6 and \$1.7 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively.

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Net Leverage Ratio*

(In millions, except ratios)

	April 4, 2026	January 3, 2026	December 28, 2024	December 30, 2023	December 31, 2022	January 1, 2022
Note payable - First Lien	\$ 551.0	\$ 551.0	\$ 598.5	\$ 623.4	\$ 714.3	\$ 722.4
Less: Cash	112.0	194.4	149.3	171.7	78.4	13.2
Net Debt*	\$ 439.0	\$ 356.6	\$ 449.2	\$ 451.7	\$ 635.9	\$ 709.2
Net Income⁽¹⁾	\$ 43.2	\$ 53.8	\$ 70.4	\$ 135.7	\$ 107.7	\$ 43.8
Adjusted EBITDA⁽²⁾	\$ 162.8	\$ 168.2	\$ 208.5	\$ 285.6	\$ 226.9	\$ 148.2
Long-Term Debt to Net Income	12.8	10.2	8.5	4.6	6.6	16.5
Non-GAAP Net Leverage Ratio*	2.7	2.1	2.2	1.6	2.8	4.8

1. Trailing Twelve-months Net Income for the period ended April 4, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of \$20.7, \$15.2, \$7.1 and \$0.2 for the periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Net Income for the years ended January 3, 2026, December 28, 2024, December 30, 2023, December 31, 2022 and January 1, 2022 is Net Income as reported in the Company's Annual Report on Form 10-K as applicable.
2. Trailing Twelve-months Adjusted EBITDA for the period ended April 4, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of \$49.0, \$43.6, \$37.2 and \$33.0 for the three month periods ended June 28, 2025, September 27, 2025, January 3, 2026 and April 4, 2026, respectively. Adjusted EBITDA for the years ended January 3, 2026, December 28, 2024, December 30, 2023, December 31, 2022 and January 1, 2022 is Adjusted EBITDA as reported in the Company's Annual Report on Form 10-K as applicable.

*Janus uses measures of performance that are not required by or presented in accordance with GAAP in the United States. Non-GAAP financial performance measures are used to supplement the financial information presented on a GAAP basis. These non-GAAP financial measures should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis.



