**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): **November 10, 2026**

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

| **Delaware** | **001-40456** | **86-1476200** |
|---|---|---|
| (State or Other Jurisdiction of Incorporation) | (Commission File Number) | (IRS Employer Identification 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**

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** | **JBI** | **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 November 10, 2026, Janus International Group, Inc. (the "Company") issued a press release announcing financial results for the quarter ended October 3, 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 November 10, 2026, the Company provided an earnings presentation for the quarter ended October 3, 2026 and an updated 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 are 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 November 10, 2026 |
| 99.2 | Earnings Presentation, dated November 10, 2026 |
| 99.3 | Investor Presentation, dated November 10, 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: November 10, 2026

JANUS INTERNATIONAL GROUP, INC.
By: */s/ Anselm Wong*
Name: Anselm Wong
Title: Chief Financial Officer

# JANUS INTERNATIONAL GROUP REPORTS THIRD QUARTER 2026 FINANCIAL RESULTS

**TEMPLE, GA, November 10, 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, including smart access and security technologies, today announced financial results for its fiscal third quarter ended October 3, 2026.

**Third Quarter 2026 Highlights**

- Revenues of $213.1 million, down 2.8% year-over-year.
- Net loss of $13.3 million, or $(0.10) 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 $10.8 million; Adjusted Diluted EPS* of $0.08.
- Adjusted EBITDA* of $34.0 million, down 22.0% year-over-year. Adjusted EBITDA Margin* (defined as Adjusted EBITDA divided by Total Revenues) was 16.0%, down approximately 390 basis points year-over-year.
- Nokē Smart Entry System connected devices totaled 524,000 at quarter end, up 19.4% year-over-year.

**Third Quarter 2026 Results**

Third quarter revenue decreased 2.8% year-over-year. Total Self-Storage revenues decreased 5.0%, as New Construction revenues decreased 1.6%, and R3 revenues decreased 10.6%. Commercial and Other revenues increased 2.3%. The acquisition of Kiwi II Construction contributed $10.7 million to the New Construction sales channel.

For the nine-month period ended October 3, 2026, operating cash flow was $94.6 million, and free cash flow* was $86.5 million. For the trailing twelve-month period ended October 3, 2026, free cash flow conversion of adjusted net income* was 203%. As of October 3, 2026, Net Leverage* was 2.9x.

During the quarter, the Company completed a voluntary prepayment of $30.0 million towards its First Lien Term Loan and repurchased approximately 5.0 million shares of common stock for a total of $25.3 million (including commissions and excise taxes). Year-to-date, the Company repurchased approximately 8.2 million shares of common stock for a total of $42.9 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, "Market conditions remained dynamic during the third quarter, with activity levels softer than anticipated. While we continue to believe the long-term fundamentals supporting our business remain intact, we are taking actions to align our operating structure with current demand, improve efficiency, and strengthen the business. We remain focused on executing our strategy and maintaining the financial flexibility that has long differentiated Janus, positioning the company to create long-term shareholder value."

**2026 Financial Outlook**

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

| | Range | | Year-Over-Year Change (at the midpoint) |
|---|---|---|---|
| Total Revenue | $855 million | $865 million | (2.7)% |
| Inorganic Revenue (included above) | $55 million | $60 million | NA |
| Adjusted EBITDA (non-GAAP) | $127 million | $133 million | (22.7)% |

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, November 10, 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 1-800-347-6865 or 1-203-518-9757, respectively. Upon dialing in, please request to join the Janus International Group Third 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 11162588.

**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 any statements regarding Janus's belief regarding the demand outlook for Janus's products and Janus's expectations regarding its revenue, operating expenses, other operating results, and other financial metrics. 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 and efficiencies from our cost-savings initiatives and restructuring activities; 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 (loss) 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 (loss) 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. EBITDA is defined as net income (loss) before interest expense, income taxes, depreciation, and amortization. EBITDA Margin is defined as EBITDA divided by total revenues. 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 Debt is defined as debt outstanding less cash and cash equivalents. 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 measures. 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 (Loss) Income**
**(In millions, except share and per share data - Unaudited)**

| | Three Months Ended | | Nine Months Ended | |
|---|---|---|---|---|
| | October 3, 2026 | September 27, 2025 | October 3, 2026 | September 27, 2025 |
| **REVENUES** | | | | |
| Product revenues | $ 178.7 | $ 186.8 | $ 565.4 | $ 553.4 |
| Service revenues | 34.4 | 32.5 | 103.9 | 104.5 |
| **Total revenues** | $ 213.1 | $ 219.3 | $ 669.3 | $ 657.9 |
| Product cost of revenues | 116.8 | 113.2 | 371.1 | 326.5 |
| Service cost of revenues | 25.8 | 20.4 | 72.2 | 70.6 |
| **Cost of revenues** | $ 142.6 | $ 133.6 | $ 443.3 | $ 397.1 |
| **GROSS PROFIT** | $ 70.5 | $ 85.7 | $ 226.0 | $ 260.8 |
| **OPERATING EXPENSES** | | | | |
| Selling and marketing | 13.8 | 17.2 | 49.2 | 50.8 |
| General and administrative | 43.9 | 39.1 | 130.3 | 119.3 |
| Impairment of goodwill and intangible assets | 18.3 | — | 18.3 | — |
| **Operating expenses** | $ 76.0 | $ 56.3 | $ 197.8 | $ 170.1 |
| **(LOSS) INCOME FROM OPERATIONS** | $ (5.5) | $ 29.4 | $ 28.2 | $ 90.7 |
| Interest expense, net | (8.0) | (8.7) | (23.5) | (28.0) |
| Loss on extinguishment and modification of debt | — | — | (2.1) | — |
| Other (expense) income | (0.1) | 0.6 | (0.6) | 1.1 |
| **Other Expense, Net** | $ (8.1) | $ (8.1) | $ (26.2) | $ (26.9) |
| **(LOSS) INCOME BEFORE TAXES** | **$ (13.6)** | **$ 21.3** | **$ 2.0** | **$ 63.8** |
| **(Benefit) Provision for income taxes** | (0.3) | 6.1 | 4.4 | 17.1 |
| **NET (LOSS) INCOME** | **$ (13.3)** | **$ 15.2** | **$ (2.4)** | **$ 46.7** |
| **Other comprehensive (loss) income** | $ (0.3) | $ (0.7) | $ (0.5) | $ 2.3 |
| **COMPREHENSIVE (LOSS) INCOME** | **$ (13.6)** | **$ 14.5** | **$ (2.9)** | **$ 49.0** |
| | | | | |
| **Weighted-average shares outstanding, basic and diluted** | | | | |
| Basic | 134,442,071 | 138,869,081 | 136,410,629 | 139,490,841 |
| Diluted | 134,442,071 | 139,435,378 | 136,410,629 | 139,903,321 |
| **Net (loss) income per share, basic and diluted** | | | | |
| Basic | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |
| Diluted | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |

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

| | October 3, 2026 | January 3, 2026 |
|---|---|---|
| **ASSETS** | | |
| **Current Assets** | | |
| Cash and cash equivalents | $ 99.9 | $ 194.4 |
| Accounts receivable, less allowance for credit losses of $10.8 and $12.1 as of October 3, 2026 and January 3, 2026, respectively | 109.8 | 107.9 |
| Contract assets | 32.9 | 27.6 |
| Inventories | 57.7 | 58.6 |
| Prepaid expenses | 9.6 | 9.5 |
| Other current assets | 25.3 | 23.8 |
| **Total current assets** | **$ 335.2** | **$ 421.8** |
| Property, plant, and equipment, net | 65.1 | 66.2 |
| Right-of-use assets, net | 71.9 | 73.4 |
| Intangible assets, net | 336.1 | 341.1 |
| Goodwill | 415.8 | 383.9 |
| Deferred tax assets, net | 10.7 | 13.3 |
| Other assets | 7.1 | 5.3 |
| **Total assets** | **$ 1,241.9** | **$ 1,305.0** |
| **LIABILITIES AND STOCKHOLDERS' EQUITY** | | |
| **Current Liabilities** | | |
| Accounts payable | $ 50.6 | $ 40.7 |
| Contract liabilities | 12.1 | 16.7 |
| Current maturities of long-term debt | 6.0 | 6.9 |
| Accrued expenses and other current liabilities | 54.4 | 55.0 |
| **Total current liabilities** | **$ 123.1** | **$ 119.3** |
| Long-term debt, net | 508.2 | 538.8 |
| Deferred tax liabilities, net | 3.4 | 3.1 |
| Other long-term liabilities | 70.5 | 71.3 |
| **Total liabilities** | **$ 705.2** | **$ 732.5** |
| **STOCKHOLDERS' EQUITY** | | |
| Common Stock, 825,000,000 shares authorized, $0.0001 par value, 149,755,598 and 148,439,716 shares issued as of October 3, 2026 and January 3, 2026, respectively | $ — | $ — |
| Treasury stock, at cost, 18,238,301 and 9,583,103 shares as of October 3, 2026 and January 3, 2026, respectively | (145.6) | (100.4) |
| Additional paid in capital | 328.1 | 315.9 |
| Accumulated other comprehensive loss | (1.5) | (1.1) |
| Retained earnings | 355.7 | 358.1 |
| **Total stockholders' equity** | **$ 536.7** | **$ 572.5** |
| **Total liabilities and stockholders' equity** | **$ 1,241.9** | **$ 1,305.0** |

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

| | Nine Months Ended | |
|---|---|---|
| | October 3, 2026 | September 27, 2025 |
| **Cash flows provided by operating activities** | | |
| **Net (loss) income** | $ (2.4) | $ 46.7 |
| **Adjustments to reconcile net (loss) income to net cash provided by operating activities** | | |
| Depreciation of property, plant, and equipment | 10.8 | 9.1 |
| Noncash lease expense | 6.5 | 5.8 |
| Amortization of intangibles | 39.1 | 24.8 |
| Deferred financing fee amortization | 1.6 | 2.1 |
| Share-based compensation | 12.2 | 11.9 |
| Impairment of goodwill and intangible assets | 18.3 | — |
| Loss on extinguishment and modification of debt | 2.1 | — |
| Deferred income taxes, net | 2.9 | 17.4 |
| Other, net | 0.6 | 1.6 |
| Changes in operating assets and liabilities, excluding effects of acquisition | | |
| *Accounts receivable* | 12.2 | 21.3 |
| *Contract assets* | (1.6) | (4.5) |
| *Inventories* | 2.0 | (10.4) |
| *Prepaid expenses and other current assets* | (1.2) | (6.8) |
| *Other assets* | (0.1) | 0.7 |
| *Accounts payable* | 5.5 | 1.1 |
| *Contract liabilities* | (4.6) | (3.0) |
| *Accrued expenses and other current liabilities* | (3.6) | 2.0 |
| *Other long-term liabilities* | (5.7) | (5.1) |
| **Net cash provided by operating activities** | $ 94.6 | $ 114.7 |
| **Cash flows used in investing activities** | | |
| Purchases of property, plant, and equipment | (8.1) | (19.9) |
| Cash paid for acquisition, net of cash acquired | (98.9) | (0.1) |
| Payment for equity method investment | $ (1.9) | $ — |
| **Net cash used in investing activities** | (108.9) | (20.0) |
| **Cash flows used in financing activities** | | |
| Principal payments on long-term debt | (32.7) | (44.5) |
| Repurchase of common stock | (42.5) | (15.9) |
| Cash paid for common stock withheld for taxes | (2.3) | (2.8) |
| Principal payments on finance lease obligations | (1.2) | (1.6) |
| 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** | $ (80.0) | $ (65.6) |
| Effect of exchange rate changes on cash and cash equivalents | (0.2) | 0.5 |
| **Net (decrease) increase in cash and cash equivalents** | **$ (94.5)** | **$ 29.6** |
| **Cash and cash equivalents, beginning of period** | **$ 194.4** | **$ 149.3** |
| **Cash and cash equivalents, end of period** | **$ 99.9** | **$ 178.9** |

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

| | Three Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | % of Total Sales | September 27, 2025 | % of Total Sales | $ | % |
| Self-storage - new construction | $ 95.7 | 44.9 % | $ 97.3 | 44.4 % | $ (1.6) | (1.6) % |
| Self-storage - R3 | 51.2 | 24.0 % | 57.3 | 26.1 % | (6.1) | (10.6) % |
| Total self-storage | $ 146.9 | 68.9 % | $ 154.6 | 70.5 % | $ (7.7) | (5.0) % |
| Commercial and other | 66.2 | 31.1 % | 64.7 | 29.5 % | 1.5 | 2.3 % |
| **Total revenues** | **$ 213.1** | **100.0 %** | **$ 219.3** | **100.0 %** | **$ (6.2)** | **(2.8)%** |

| | Nine Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | % of Total Sales | September 27, 2025 | % of Total Sales | $ | % |
| Self-storage - new construction | $ 305.2 | 45.6 % | $ 274.9 | 41.8 % | $ 30.3 | 11.0 % |
| Self-storage - R3 | 167.6 | 25.0 % | 169.9 | 25.8 % | (2.3) | (1.4) % |
| Total self-storage | $ 472.8 | 70.6 % | $ 444.8 | 67.6 % | $ 28.0 | 6.3 % |
| Commercial and other | 196.5 | 29.4 % | 213.1 | 32.4 % | (16.6) | (7.8) % |
| **Total revenues** | **$ 669.3** | **100.0 %** | **$ 657.9** | **100.0 %** | **$ 11.4** | **1.7 %** |

## Reconciliation of GAAP to Non-GAAP Financial Measures

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

| | Three Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | Margin[1] | September 27, 2025 | Margin[1] | $ | % |
| **Net (Loss) Income** | $ (13.3) | (6.2) % | $ 15.2 | 6.9 % | $ (28.5) | (187.5) % |
| Interest, net | 8.0 | | 8.7 | | (0.7) | (8.0) % |
| Income taxes | (0.3) | | 6.1 | | (6.4) | (104.9) % |
| Depreciation | 3.6 | | 3.2 | | 0.4 | 12.5 % |
| Amortization | 15.1 | | 8.3 | | 6.8 | 81.9 % |
| **EBITDA*** | **$ 13.1** | **6.1 %** | **$ 41.5** | **18.9 %** | **$ (28.4)** | **(68.4)%** |
| Restructuring charges[2] | 1.3 | | 1.1 | | 0.2 | 18.2 % |
| Acquisition expense[3] | 1.0 | | 0.9 | | 0.1 | 11.1 % |
| Impairment of goodwill and intangible assets[4] | 18.3 | | — | | 18.3 | — % |
| Other | 0.3 | | 0.1 | | 0.2 | 200.0 % |
| **Adjusted EBITDA*** | **$ 34.0** | **16.0 %** | **$ 43.6** | **19.9 %** | **$ (9.6)** | **(22.0)%** |

| | Nine Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | Margin[1] | September 27, 2025 | Margin[1] | $ | % |
| **Net (Loss) Income** | $ (2.4) | (0.4) % | $ 46.7 | 7.1 % | $ (49.1) | (105.1) % |
| Interest, net | 23.5 | | 28.0 | | (4.5) | (16.1) % |
| Income taxes | 4.4 | | 17.1 | | (12.7) | (74.3) % |
| Depreciation | 10.8 | | 9.1 | | 1.7 | 18.7 % |
| Amortization | 39.1 | | 24.8 | | 14.3 | 57.7 % |
| **EBITDA*** | **$ 75.4** | **11.3 %** | **$ 125.7** | **19.1 %** | **$ (50.3)** | **(40.0)%** |
| Restructuring charges[2] | 5.5 | | 2.3 | | 3.2 | 139.1 % |
| Acquisition expense[3] | 5.2 | | 2.6 | | 2.6 | 100.0 % |
| Impairment of goodwill and intangible assets[4] | 18.3 | | — | | 18.3 | — % |
| Loss on extinguishment and modification of debt[5] | 2.1 | | — | | 2.1 | — % |
| Other | 0.7 | | 0.4 | | 0.3 | 75.0 % |
| **Adjusted EBITDA*** | **$ 107.2** | **16.0 %** | **$ 131.0** | **19.9 %** | **$ (23.8)** | **(18.2)%** |

(1) Net Income Margin, EBITDA Margin, and Adjusted EBITDA Margin are defined as Net (Loss) 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) Impairment consists of the write down of goodwill at our BETCO and Kiwi II reporting units and write down of certain indefinite-lived tradenames.

(5) 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 (Loss) Income to Adjusted Net Income***
**(In millions)**

| | Three Months Ended | | Nine Months Ended | |
|---|---|---|---|---|
| | October 3, 2026 | September 27, 2025 | October 3, 2026 | September 27, 2025 |
| **Net (Loss) Income** | $ (13.3) | $ 15.2 | $ (2.4) | $ 46.7 |
| Net Income Adjustments[1] | 20.9 | 2.1 | 31.8 | 5.3 |
| Amortization | 15.1 | 8.3 | 39.1 | 24.8 |
| Tax Effect on Net Income Adjustments[2] | (11.9) | (3.0) | (23.4) | (8.1) |
| **Non-GAAP Adjusted Net Income*** | **$ 10.8** | **$ 22.6** | **$ 45.1** | **$ 68.7** |

(1) Net Income Adjustments for the three month period ended October 3, 2026 include $18.3 of impairment charges, $1.3 of restructuring charges, $1.0 of acquisition expenses and $0.3 of other. Net Income Adjustments for the nine month period ended October 3, 2026 include $18.3 of impairment charges, $5.2 of acquisition expenses, $5.5 of restructuring charges, $2.1 of loss on extinguishment of debt, and $0.7 of other. Refer to the Adjusted EBITDA table above for further details.

(2) The tax rates of 33.0% and 28.6% were used for the three months ended October 3, 2026 and September 27, 2025, respectively. The tax rates of 33.0% and 26.8% were used for the nine months ended October 3, 2026 and September 27, 2025, respectively.

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

| | Three Months Ended | | Nine Months Ended | |
|---|---|---|---|---|
| | October 3, 2026 | September 27, 2025 | October 3, 2026 | September 27, 2025 |
| **Numerator:** | | | | |
| GAAP Net (Loss) Income | $ (13.3) | $ 15.2 | $ (2.4) | $ 46.7 |
| Non-GAAP Adjusted Net Income* | $ 10.8 | $ 22.6 | $ 45.1 | $ 68.7 |
| **Denominator:** | | | | |
| Weighted average number of shares: | | | | |
| Basic | 134,442,071 | 138,869,081 | 136,410,629 | 139,490,841 |
| Adjustment for Dilutive Securities | — | 566,297 | — | 412,480 |
| Diluted | 134,442,071 | 139,435,378 | 136,410,629 | 139,903,321 |
| | | | | |
| **GAAP Basic EPS** | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |
| **GAAP Diluted EPS** | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |
| **Non-GAAP Adjusted Basic EPS*** | $ 0.08 | $ 0.16 | $ 0.33 | $ 0.49 |
| **Non-GAAP Adjusted Diluted EPS*** | $ 0.08 | $ 0.16 | $ 0.33 | $ 0.49 |

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

| | Nine Months Ended | |
|---|---|---|
| | **October 3, 2026** | **September 27, 2025** |
| **Cash flow from Operating Activities** | $ 94.6 | $ 114.7 |
| Less: Purchases of property, plant and equipment | (8.1) | (19.9) |
| **Free Cash Flow*** | $ 86.5 | $ 94.8 |
| **Non-GAAP Adjusted Net Income*** | $ 45.1 | $ 68.7 |
| **Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*** | 192 % | 138 % |

| | Trailing Twelve-Months Ended | |
|---|---|---|
| | **October 3, 2026** | **September 27, 2025** |
| **Cash flow provided by Operating Activities** | $ 119.4 | $ 166.1 |
| Less: Purchases of property, plant and equipment | (13.7) | (26.0) |
| **Free Cash Flow*** | $ 105.7 | $ 140.1 |
| **Non-GAAP Adjusted Net Income*[(1)]** | $ 52.0 | $ 82.0 |
| **Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*** | 203 % | 171 % |

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(1) Trailing Twelve-month Adjusted Net Income for the period ended October 3, 2026 consists of the sum of Adjusted Net Income, of $15.6, $1.7, $23.9 and $10.8 for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively. Trailing Twelve-month Adjusted Net Income for the period ended September 27, 2025 consists of the sum of Adjusted Net Income of $13.5, $17.7, $28.2 and $22.6 for the periods ended December 28, 2024, March 29, 2025, June 28, 2025 and September 27, 2025, respectively.

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

| | **October 3, 2026** | **January 3, 2026** |
|---|---|---|
| Note payable - First Lien | $ 518.2 | $ 551.0 |
| Less: Cash | 99.9 | 194.4 |
| **Net Debt*** | $ 418.3 | $ 356.6 |
| **Net (Loss) Income[(1)]** | $ 4.7 | $ 53.8 |
| **Adjusted EBITDA*[(2)]** | $ 144.4 | $ 168.2 |
| **Long-Term Debt to Net (Loss) Income** | 110.3 | 10.2 |
| **Non-GAAP Net Leverage Ratio*** | 2.9 | 2.1 |

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(1) Trailing Twelve-months Net (Loss) Income for the period ended October 3, 2026 consists of the sum of Net Income (Loss) as reported in the Company's Quarterly and Annual Reports, as applicable of $7.1, $0.2, $10.7 and $(13.3) for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 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 October 3, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of $37.2, $33.0, $40.2 and $34.0 for the three month periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 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.

# THIRD QUARTER 2026 EARNINGS PRESENTATION

November 10, 2026

JANUS INTERNATIONAL GROUP

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 beliefs regarding the demand outlook for Janus's products and Janus's expectations regarding its revenue, operating expenses, other operating results, and other financial metrics. 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 and efficiencies from our cost-savings initiatives and restructuring activities; 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 the Appendix of this presentation, 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 (loss) 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 (loss) 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. EBITDA is defined as net income (loss) before interest expense, income taxes, depreciation, and amortization. EBITDA Margin is defined as EBITDA divided by total revenues. 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 Debt is defined as debt outstanding less cash and cash equivalents. 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 measures. 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*

***3Q26 Review & Business Update***



**Anselm Wong**
*Chief Financial Officer*

***3Q26 Financial Overview & Guidance Update***

# Third Quarter 2026 Highlights

**Financial Results**

- Delivered $213.1 million in Total Revenue compared to $219.3 million in 3Q 2025
  - Total Self-Storage declined 5.0% year-over-year; New Construction declined 1.6%, Restore, Rebuild & Replace ("R3") declined 10.6%
    - Kiwi II Construction contributed $10.7 million to the New Construction sales channel
  - Commercial & Other increased 2.3%
- International revenue of $30.0 million, up 6.0% year-over-year
- Net loss of $13.3 million compared to Net Income of $15.2 million in 3Q 2025
- Adjusted EBITDA[1] of $34.0 million, down 22.0% year-over-year, resulting in Adjusted EBITDA Margin[1] of 16.0%
- Cash flow from operations of $34.0 million. Free cash flow[1] generation of $31.5 million; trailing twelve-month period ended October 3, 2026, free cash flow conversion of Adj. Net Income[1] of 203%

**Operational & Capital Allocation**

- Repurchased approximately 5.0 million shares for $25.3 million (including commissions and excise taxes)
  - Repurchased approximately 8.2 million shares for $42.9 million year-to-date (including commissions and excise taxes)
- Completed a voluntary prepayment of $30.0 million towards the First Lien Term Loan
- Nokē Smart Entry System total connected devices of 524,000 at quarter end, up 19.4% year-over-year

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



# 2026 Guidance and Key Planning Assumptions[1]

**Revenue**

**$855M - $865M**

*Includes $55M - $60M inorganic revenue*
*2.7% decline at the midpoint year-over-year*

**Adjusted EBITDA[2]**

**$127M - $133M**

*22.7% decline at the midpoint year-over-year*

| Assumption | Estimate |
|---|---|
| Depreciation and Amortization | $65M - $72M |
| Capital Expenditures | 1.25% - 1.75% of Revenue |
| Interest Expense, net | $30M - $33M |
| Effective Tax Rate[3] | 28% - 31% |

**Actions Underway to Support Improved Margins**

- Realizing benefits from restructuring and cost-reduction initiatives
- Optimizing the manufacturing footprint and improving facility utilization
- Simplifying operations and streamlining go-to-market activities
- Advancing select customer-driven product development

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. Represents the normalized tax rate adjusted for the non-taxable impairment charge.

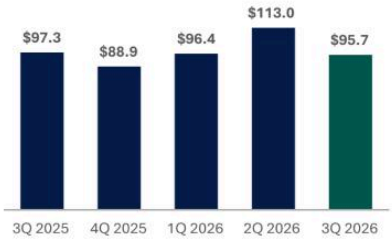
# Financial Results Overview

| | Revenue | Adj. EBITDA[1] | Adj. Diluted EPS[1] | Operating Cash Flow |
|---|---|---|---|---|
| **3Q 2026** | **$213.1M**<br>2.8% decrease | **$34.0M**<br>22.0% decrease<br>16.0% margin | **$0.08**<br>Adj. Net Income[1] of $10.8M | **$34.0M**<br>FCF[1] of $31.5M |
| **YTD 2026** | **$669.3M**<br>1.7% increase | **$107.2M**<br>18.2% decrease<br>16.0% margin | **$0.33**<br>Adj. Net Income[1] of $45.1M | **$94.6M**<br>FCF[1] of $86.5M |

1. Adjusted EBITDA, 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 Company's latest filings with the SEC as well as the Appendix of this presentation.

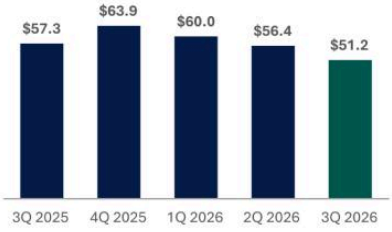
# Revenue Breakdown by Sales Channel

*$ in millions*



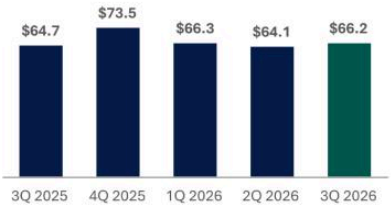

## New Construction

- 3Q 2026 revenue of $95.7M down 1.6% year-over-year
  - $10.7 million in revenue from Kiwi II Construction
  - Continued softness in North America offset strength in International




## R3

- 3Q 2026 revenue of $51.2M down 10.6% year-over-year
  - Decreases in door replacements
  - Declines in renovation and conversion and expansion activity




## Commercial & Other

- 3Q 2026 revenue of $66.2M up 2.3% year-over-year
  - Strength in freight terminal activity
  - Partially offset by lower demand for commercial sheet doors

# Third Quarter 2026 Revenue and Adj. EBITDA[1] Drivers

*$ in millions*

## Revenue




## Adjusted EBITDA




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.

# Year-to-Date 2026 Revenue and Adj. EBITDA[1] Drivers

*$ in millions*

## Revenue




## Adjusted EBITDA




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 Company's latest filings with the SEC as well as the Appendix of this presentation.

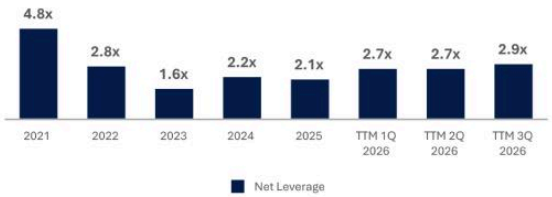
# Strong Balance Sheet & Liquidity Enable Financial Flexibility

| Balanced Capital Allocation Approach | |
|---|---|
| 1 Acquisitions | • Track record of identifying, executing, and integrating acquisitions to support strategic growth<br>• Highly accretive M&A strategy<br>• Acquired Kiwi II Construction in January 2026 |
| 2 Share Repurchases | • Repurchased approximately 8.2 million shares for $42.9 million in 2026 YTD (including commissions and excise taxes)<br>• $38.1 million remaining under share repurchase authorization at quarter end |
| 3 Organic Growth | • Invest in key growth initiatives<br>• Further penetrate self-storage market and utilize scale and footprint to increase share in commercial door market<br>• Drive adoption of smart security solutions through Nokē™ platform |
| 4 Debt Management | • Completed a voluntary prepayment of $30.0 million to the First Lien Term Loan in 3Q 2026 |

## Solid Free Cash Flow[1] Generation




## Strong Net Leverage[1] 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.

# 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



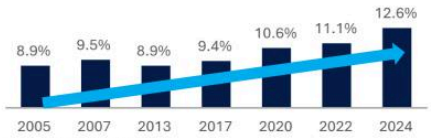
**Commercial & Other:**

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

## 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 years[1] drives R3 activity
- Increasing household utilization[2]




**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

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

# APPENDIX

# Adjusted EBITDA* Reconciliation

**(In millions, except percentages)**

| | Three Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | Margin[1] | September 27, 2025 | Margin[1] | $ | % |
| **Net (Loss) Income** | $ (13.3) | (6.2)% | $ 15.2 | 6.9 % | $ (28.5) | (187.5)% |
| Interest, net | 8.0 | | 8.7 | | (0.7) | (8.0)% |
| Income taxes | (0.3) | | 6.1 | | (6.4) | (104.9)% |
| Depreciation | 3.6 | | 3.2 | | 0.4 | 12.5 % |
| Amortization | 15.1 | | 8.3 | | 6.8 | 81.9 % |
| **EBITDA*** | **$ 13.1** | **6.1 %** | **$ 41.5** | **18.9 %** | **$ (28.4)** | **(68.4)%** |
| Restructuring charges[2] | 1.3 | | 1.1 | | 0.2 | 18.2 % |
| Acquisition expense[3] | 1.0 | | 0.9 | | 0.1 | 11.1 % |
| Impairment of goodwill and intangible assets[4] | 18.3 | | — | | 18.3 | 100.0 % |
| Other | 0.3 | | 0.1 | | 0.2 | 200.0 % |
| **Adjusted EBITDA*** | **$ 34.0** | **16.0 %** | **$ 43.6** | **19.9 %** | **$ (9.6)** | **(22.0)%** |

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. Impairment consists of the write down of goodwill at our BETCO and Kiwi II reporting units and write down of certain indefinite-lived tradenames.

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# Adjusted EBITDA* Reconciliation Continued

**(In millions, except percentages)**

| | Nine Months Ended | | | | Variance | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | Margin[1] | September 27, 2025 | Margin[1] | $ | % |
| **Net (Loss) Income** | $ (2.4) | (0.4) % | $ 46.7 | 7.1 % | $ (49.1) | (105.1) % |
| Interest, net | 23.5 | | 28.0 | | (4.5) | (16.1) % |
| Income taxes | 4.4 | | 17.1 | | (12.7) | (74.3) % |
| Depreciation | 10.8 | | 9.1 | | 1.7 | 18.7 % |
| Amortization | 39.1 | | 24.8 | | 14.3 | 57.7 % |
| **EBITDA*** | **$ 75.4** | **11.3 %** | **$ 125.7** | **19.1 %** | **$ (50.3)** | **(40.0) %** |
| Restructuring charges[2] | 5.5 | | 2.3 | | 3.2 | 139.1 % |
| Acquisition expense[3] | 5.2 | | 2.6 | | 2.6 | 100.0 % |
| Impairment of goodwill and intangible assets[4] | 18.3 | | — | | 18.3 | — % |
| Loss on extinguishment and modification of debt[5] | 2.1 | | — | | 2.1 | — % |
| Other | 0.7 | | 0.4 | | 0.3 | 75.0 % |
| **Adjusted EBITDA*** | **$ 107.2** | **16.0 %** | **$ 131.0** | **19.9 %** | **$ (23.8)** | **(18.2) %** |

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. Impairment consists of the write down of goodwill at our BETCO and Kiwi II reporting units and write down of certain indefinite-lived tradenames.
5. 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.

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# 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 | 22.6 | 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 | | Nine Months Ended | |
|---|---|---|---|---|
| | October 3, 2026 | September 27, 2025 | October 3, 2026 | September 27, 2025 |
| **Net (Loss) Income** | $ (13.3) | $ 15.2 | $ (2.4) | $ 46.7 |
| Net Income Adjustments[1] | 20.9 | 2.1 | 31.8 | 5.3 |
| Amortization | 15.1 | 8.3 | 39.1 | 24.8 |
| Tax Effect on Net Income Adjustments[2] | (11.9) | (3.0) | (23.4) | (8.1) |
| **Non-GAAP Adjusted Net Income*** | **$ 10.8** | **$ 22.6** | **$ 45.1** | **$ 68.7** |

1. Net Income Adjustments for the three month period ended October 3, 2026 include $18.3 of impairment charges, $1.3 of restructuring charges, $1.0 of acquisition expenses and $0.3 of other. Net Income Adjustments for the nine month period ended October 3, 2026 include $18.3 of impairment charges, $5.2 of acquisition expenses, $5.5 of restructuring charges, $2.1 of loss on extinguishment of debt, and $0.7 of other. Refer to the Adjusted EBITDA table above for further details.
2. The tax rates of 33.0% and 28.6% were used for the three months ended October 3, 2026 and September 27, 2025, respectively. The tax rates of 33.0% and 26.8% were used for the nine month period ended October 3, 2026 and September 27, 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 | | Nine Months Ended | |
|---|---|---|---|---|
| | October 3, 2026 | September 27, 2025 | October 3, 2026 | September 27, 2025 |
| **Numerator:** | | | | |
| GAAP Net (Loss) Income | $ (13.3) | $ 15.2 | $ (2.4) | $ 46.7 |
| Non-GAAP Adjusted Net Income* | $ 10.8 | $ 22.6 | $ 45.1 | $ 68.7 |
| **Denominator:** | | | | |
| Weighted average number of shares: | | | | |
| Basic | 134,442,071 | 138,869,081 | 136,410,629 | 139,490,841 |
| Adjustment for Dilutive Securities | — | 566,297 | — | 412,480 |
| Diluted | 134,442,071 | 139,435,378 | 136,410,629 | 139,903,321 |
| | | | | |
| **GAAP Basic EPS** | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |
| **GAAP Diluted EPS** | $ (0.10) | $ 0.11 | $ (0.02) | $ 0.33 |
| **Non-GAAP Adjusted Basic EPS*** | $ 0.08 | $ 0.16 | $ 0.33 | $ 0.49 |
| **Non-GAAP Adjusted Diluted EPS*** | $ 0.08 | $ 0.16 | $ 0.33 | $ 0.49 |

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# Free Cash Flow Conversion*

**(In millions, except percentages)**

| | Three Months Ended | Nine Months Ended | Trailing Twelve-Months Ended | Year Ended | | | | |
|---|---|---|---|---|---|---|---|---|
| | October 3, 2026 | October 3, 2026 | October 3, 2026 | January 3, 2026 | December 28, 2024 | December 30, 2023 | December 31, 2022 | January 1, 2022 |
| **Cash flow from Operating Activities** | $ 34.0 | $ 94.6 | $ 119.4 | $ 139.5 | $ 154.0 | $ 215.0 | $ 88.5 | $ 74.8 |
| Less: Purchases of property, plant and equipment | (2.5) | (8.1) | (13.7) | (25.5) | (20.1) | (19.0) | (8.8) | (19.9) |
| Plus one-time proceeds of sale/leaseback | — | — | — | — | — | — | — | 9.6 |
| **Free Cash Flow*** | **$ 31.5** | **$ 86.5** | **$ 105.7** | **$ 114.0** | **$ 133.9** | **$ 196.0** | **$ 79.7** | **$ 64.6** |
| | | | | | | | | |
| **Non-GAAP Adjusted Net Income[1]*** | $ 10.8 | $ 45.1 | $ 52.0 | $ 83.4 | $ 104.6 | $ 160.6 | $ 131.2 | $ 94.8 |
| | | | | | | | | |
| **Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*** | 291% | 192% | 203% | 137% | 128% | 122% | 61% | 68% |

1. Trailing Twelve-month Adjusted Net Income for the period ended October 3, 2026 consists of the sum of Adjusted Net Income, of $15.6, $1.7, $23.9 and $10.8 for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively.

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# Net Leverage Ratio*

**(In millions, except ratios)**

| | October 3, 2026 | July 4, 2026 | April 4, 2026 | January 3, 2026 | December 28, 2024 | December 30, 2023 | December 31, 2022 | January 1, 2022 |
|---|---|---|---|---|---|---|---|---|
| Note payable - First Lien | $ 518.2 | $ 549.6 | $ 551.0 | $ 551.0 | $ 598.5 | $ 623.4 | $ 714.3 | $ 722.4 |
| Less: Cash | 99.9 | 127.0 | 112.0 | 194.4 | 149.3 | 171.7 | 78.4 | 13.2 |
| **Net Debt*** | **$ 418.3** | **$ 422.6** | **$ 439.0** | **$ 356.6** | **$ 449.2** | **$ 451.7** | **$ 635.9** | **$ 709.2** |
| | | | | | | | | |
| **Net (Loss) Income[1]** | $ 4.7 | $ 33.2 | $ 43.2 | $ 53.8 | $ 70.4 | $ 135.7 | $ 107.7 | $ 43.8 |
| **Adjusted EBITDA*[2]** | $ 144.4 | $ 154.0 | $ 162.8 | $ 168.2 | $ 208.5 | $ 285.6 | $ 226.9 | $ 148.2 |
| | | | | | | | | |
| **Long-Term Debt to Net (Loss) Income** | 110.3 | 16.6 | 12.8 | 10.2 | 8.5 | 4.6 | 6.6 | 16.5 |
| **Non-GAAP Net Leverage Ratio*** | 2.9 | 2.7 | 2.7 | 2.1 | 2.2 | 1.6 | 2.8 | 4.8 |

1. Trailing Twelve-months Net Income (Loss) for the period ended October 3, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of $7.1, $0.2, $10.7 and $(13.3) for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively. Trailing Twelve-months Net Income for the period ended July 4, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of $15.2, $7.1, $0.2 and $10.7 for the periods ended September 27, 2025, January 3, 2026, April 4, 2026 and July 4, 2026, respectively. 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 October 3, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of $37.2, $33.0, $40.2 and $34.0 for the three month periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively. Trailing Twelve-months Adjusted EBITDA for the period ended July 4, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of $43.6, $37.2, $33.0 and $40.2 for the three month periods ended September 27, 2025, January 3, 2026, April 4, 2026 and July 4, 2026, respectively. 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

November 2026

JANUS INTERNATIONAL GROUP

JanusIntl.com

## Forward-Looking Statements

Certain statements in this communication, including the estimated guidance provided under "Financial Strength" 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 beliefs regarding the demand outlook for Janus's products and Janus's expectations regarding its revenue, operating expenses, other operating results, and other financial metrics.. 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 and efficiencies from our cost-savings initiatives and restructuring activities;  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 the Appendix of this presentation, 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 (loss) 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 (loss) 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. EBITDA is defined as net income (loss) before interest expense, income taxes, depreciation, and amortization. EBITDA Margin is defined as EBITDA divided by total revenues. 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 Debt is defined as debt outstanding less cash and cash equivalents. 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, EBITDA, EBITDA Margin, Free Cash Flow, Free Cash Flow Conversion of Adjusted Net Income, Net Debt, 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 measures. 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

**16.1%**
Adj. EBITDA Margin[2]

**~203%**
Free Cash Flow Conversion[2]

**1,600+**
Employees[3]

**2.9x**
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 October 3, 2026. 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

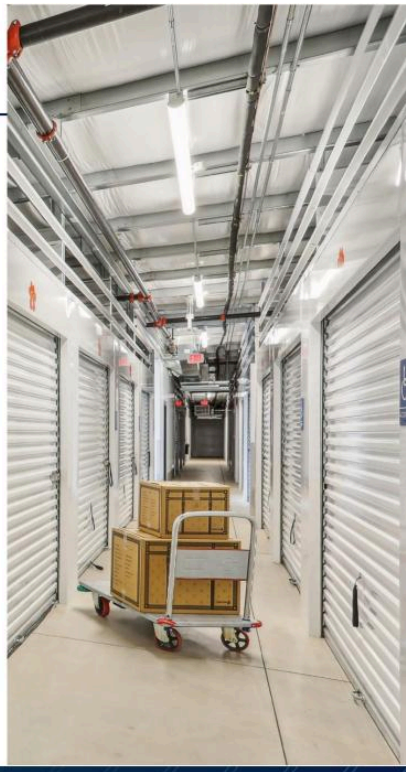
**Tech Advantage**
Unique technology offerings present recurring revenue opportunity

**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)

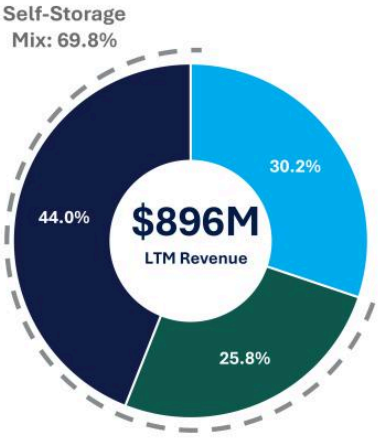
**Age of Existing Facilities**

- Average facility > 20 years old[2]

**Consolidation**

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

**Opportunities for new technology**




## Commercial & Other

**Variety of offerings that touch multiple end markets**

**Greater Use = Shorter Life = More Frequent Replacement**

**LTL Trucking Terminal Maintenance**

**Notes:** 1. Source: Public filings for PSA, CUBE, SMA, NSA and EXR. 2. Source: Yardi Matrix.

# Solutions Portfolio by Sales Channels

## Self-Storage – New Construction and R3

### Products

**INTERIOR FACILITY OFFERINGS:**

- Roll-up and swing doors
- Movable additional storage structures
- Mezzanine systems
- Hallway systems
- Nokē product line

**EXTERIOR FACILITY OFFERINGS:**

- Buildings and building components
- Roofing solutions
- Access control systems

### Services

- Facility planning and assessments
- Installation and support services
- Renovations and replacements
- Unit remix / reconfigurations
- Maintenance services

## Commercial & Other

### Products

- Commercial sheet doors
- Medium-duty roll-up doors
- Heavy-duty roll-up doors
- Rolling steel doors
- Motor operators
- Carports & sheds

### Services

- 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]
- **19.0 month** average length of stay, up 1.1% year-over-year[2]

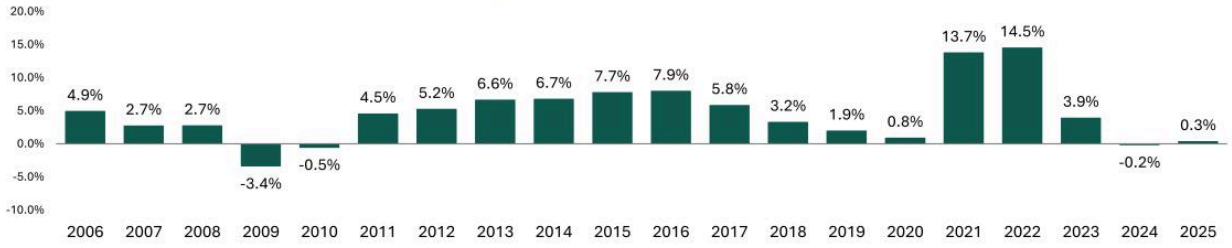
### High Occupancy Rates Support New Construction

- **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 Q3 2026 Self-Storage Industry Pulse. 3. Source: Public filings for PSA, CUBE, SMA 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

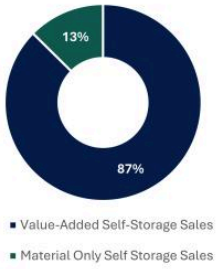
## Janus Focuses on Value-Added Sales

- 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

### Example of Self-Storage CapEx Breakout (New Build)

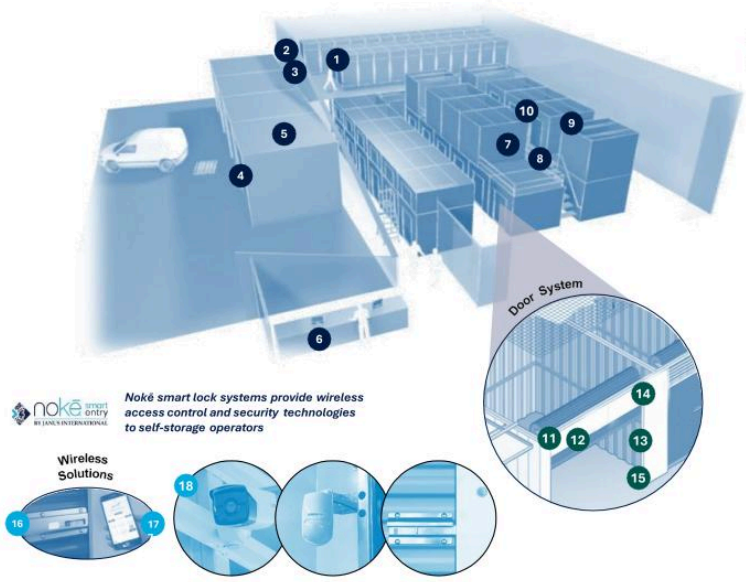



### Janus Sales Breakdown (2025A)[1]




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

# Interior Solutions for Self-Storage




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

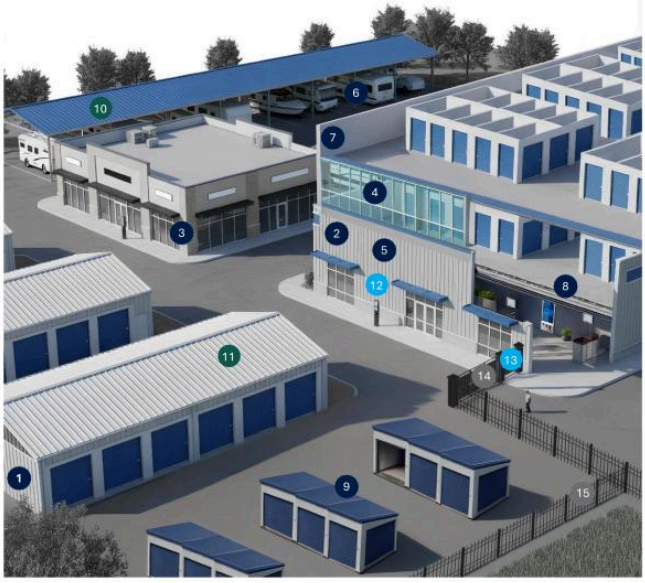



## Janus offers a full-suite of products, solutions, and value-added services

| | | | |
|---|---|---|---|
| **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 Wainscotting | 13 Door Locks |
| | 14 Non-Structural Unit Partitions | 15 Galvanized Angles and Mitered Corner Guard | |
| **Security Solutions** | 16 Nokē Ion | 17 Nokē App | 18 Nokē Accessories |
| **Value-Added Services** | Pre-Work Visit & Measuring | Site Drawings | Installation |
| | General Contracting | Project Management | 3rd Party Security |

Not Shown in Diagrams

# 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 Nokē Pad
- 13 Nokē Screen

**Exterior Solutions**

- 14 Gates
- 15 Fencing

**Value-Added Services**

- Pre-Work Visit & Measuring
- Site Drawings
- Installation
- General Contracting
- Project Management
- 3rd 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

| | BETCO | Kiwi II |
|---|---|---|
| **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

## nokē smart entry — no key, no problem — BY JANUS INTERNATIONAL 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

# R3 – Restore, Rebuild, Replace

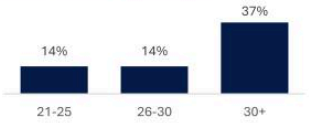
**Janus developed the R3 category for self-storage and is uniquely positioned to upgrade facilities through its differentiated platform**

## R3» 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**
  - Increase facility capacity by optimizing unused space

## Demand Drivers

- **Continued industry consolidation**
  - Highly fragmented market
  - Third party managed facilities
  - Continued REIT consolidation
- **High ROIC on renovations**
  - Upgrades support rate increases and occupancy gains
- **Age of existing facilities[1]**




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

***Maximize ROI** by transforming underused facilities*

***Modernize appearance** to attract new tenants*

***Expand capacity** without the cost of building new*

**Notes:** 1. Source: Yardi Matrix

# Commercial Door Market Opportunity



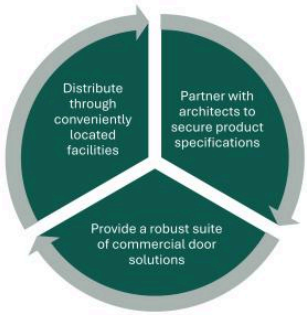




## Market Dynamics

| | |
|---|---|
| ***Estimated Market Size[1]*** | **$9B+** |
| ***Expected Growth Rate[1]*** | **Low Single Digits** |
| ***Favorable Demand Drivers*** | • Continued commercial construction with focus on efficiency and security<br>• Investment in warehouse and distribution networks<br>• 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

## Carports 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:** JANUS INTERNATIONAL GROUP · DBCI · ASTAAMERICA BY JANUS INTERNATIONAL · TMC TERMINAL MAINTENANCE AND CONSTRUCTION

# 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 Design-Build Services and Facility Content

- Strengthen presence as a provider of self-storage buildings and exterior solutions
- Continue to add new products and solutions to the portfolio to refine end-to-end offering
- Deepen collaboration across design-build and core business to capture cross-sell opportunities

BETCO Kiwi II



## Drive Performance of International Business

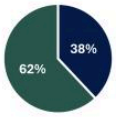
- Build on continued momentum in the international business as global self-storage expands
- Refine product offering and go-to-market approach to better serve customers
- Selectively expand into additional geographies with favorable market conditions




## Leverage Differentiated R3 Capabilities

- Continue to invest in and expand R3 offerings to meet customer needs and position Janus as a long-term strategic partner
- ~65% of facilities are 20+ years old, anchoring a durable R3 opportunity
- Capitalize on industry consolidation as larger operators integrate acquired assets

***Substantial Non-Institutional Base[2]***




■ Public REITs ■ Other Customers

***REITs***

Public Storage · Extra Space Storage · CubeSmart self storage · U-Haul · SmartStop Self Storage

**Note:** 1. Based on Yardi Matrix data comprising a representative universe of ~30,000 facilities; 2. U.S. market share by square footage. Represents Public REITs include Public Storage, Extra Space, CubeSmart, SmartStop and U-Haul

# Nokē™ Growth Strategy

## Provide Enterprise Grade Products at Attractive Prices

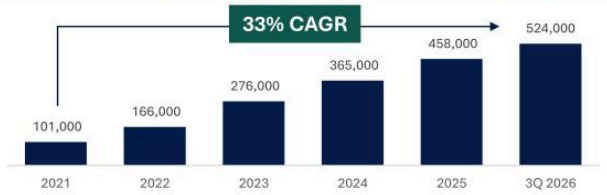
**2018**
Acquisition of Nokē by Janus

**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 Infinitē, a dual-technology powered lock utilizing Bluetooth and NFC

## 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).

## Smart Security Growth Potential

| ~55,000 | × | ~400 | × | ~$200 | = |
|---|---|---|---|---|---|
| U.S. Self-Storage Facilities | | Average # of Units / Facility | | Potential Nokē $ Content / Unit (1) | |

~$4.4B — **Total Market Opportunity (2)**

## 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

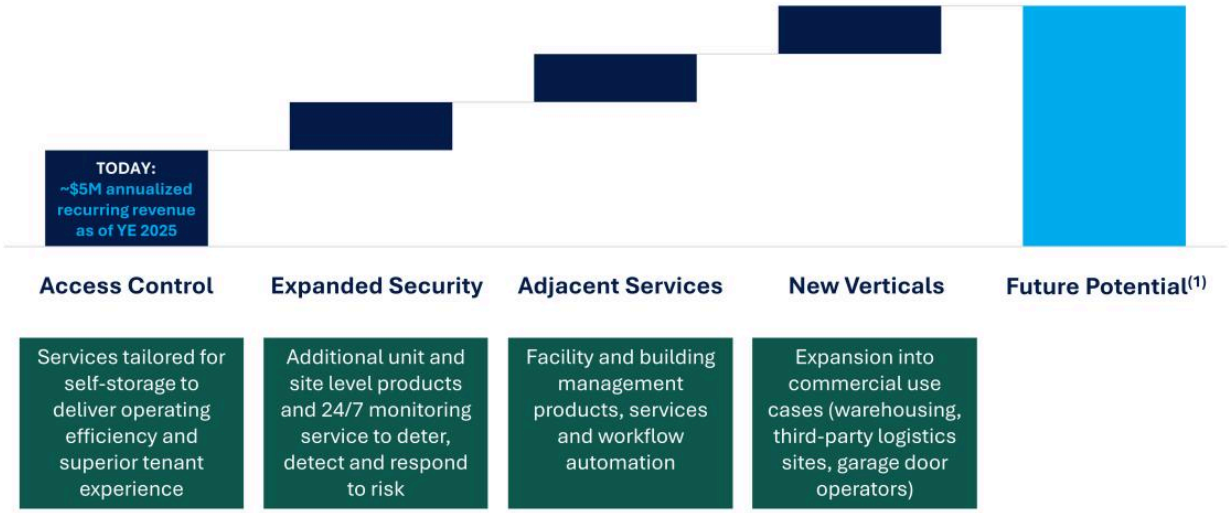
**CUSTOMER DEMAND**
- Improve facility experience and tenant satisfaction
- Enhanced unit security and safety with remote monitoring
- 24-hour unit access and ability to easily share key

**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

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

# 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

**2017** — ASTAAMERICA (Rolling Steel Capabilities)

**2020** — Launch of Full Commercial Product Line with Rolling Steel

**2021** — DBCI (New End Markets & Customers)

**2024** — Opened Mt. Airy, NC Distribution Center

# Pursue Strategic, Accretive Acquisitions

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

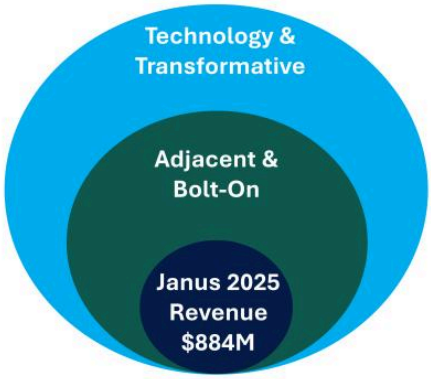
## Highly Accretive, Capital-Efficient M&A Strategy

- Diversification into attractive adjacencies
- Leverage existing infrastructure to drive strong returns with limited incremental capital
- 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 | |

# Capital-Efficient Model Drives Strong Free Cash Flow[1]

**Janus combines its scalable operating platform with disciplined M&A, enabling growth with low capital intensity and consistent free cash flow conversion[1]**

### Capital-Efficient Operating Model

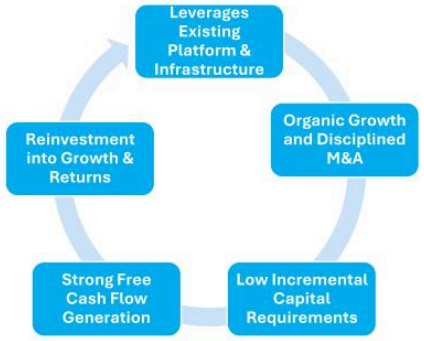
- Moderate capital expenditure requirements relative to revenue
- Scalable manufacturing, distribution, and service infrastructure
- Disciplined working capital management supports strong cash conversion

### Disciplined, Accretive M&A Strategy

- Focus on targeted acquisitions in core markets, adjacencies and technology
- Leverage existing customer relationships, manufacturing footprint, and distribution network
- Minimal incremental capital required to integrate and scale acquisitions

### Strong Free Cash Flow[1] & Returns Profile

- High conversion of earnings into free cash flow
- Limited reinvestment needed to support organic and acquisitive growth
- Attractive returns on invested capital through disciplined acquisition multiples and synergy realization




*Historical Capex as a % of Revenue*



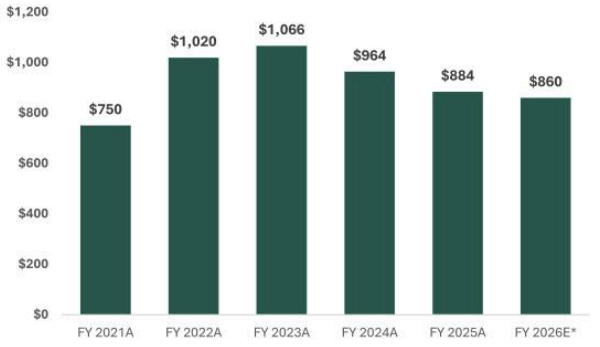

1. Free Cash Flow and Free Cash Flow Conversion of Adjusted Net Income are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the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

# FINANCIAL OVERVIEW

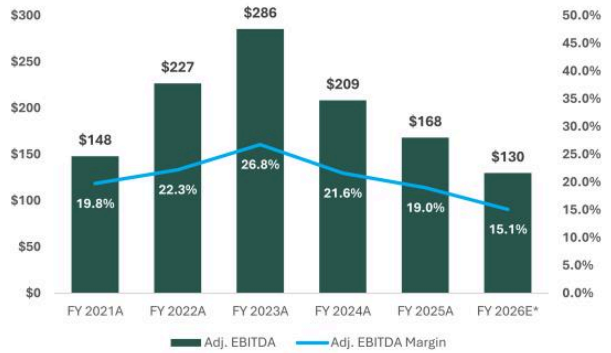
# Financial Strength

**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.

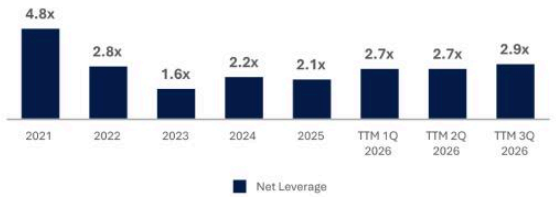
# Strong Balance Sheet & Liquidity Enable Financial Flexibility

| Balanced Capital Allocation Approach | |
|---|---|
| 1 Acquisitions | • Track record of identifying, executing, and integrating acquisitions to support strategic growth<br>• Highly accretive M&A strategy<br>• Acquired Kiwi II Construction in January 2026 |
| 2 Share Repurchases | • Repurchased approximately 8.2 million shares for $42.9 million in 2026 YTD (including commissions and excise taxes)<br>• $38.1 million remaining under share repurchase authorization at quarter end |
| 3 Organic Growth | • Invest in key growth initiatives<br>• Further penetrate self-storage market and utilize scale and footprint to increase share in commercial door market<br>• Drive adoption of smart security solutions through Nokē™ platform |
| 4 Debt Management | • Completed a voluntary prepayment of $30.0 million to the First Lien Term Loan in 3Q 2026 |

## Solid Free Cash Flow[1] Generation




## Strong Net Leverage[1] 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.

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

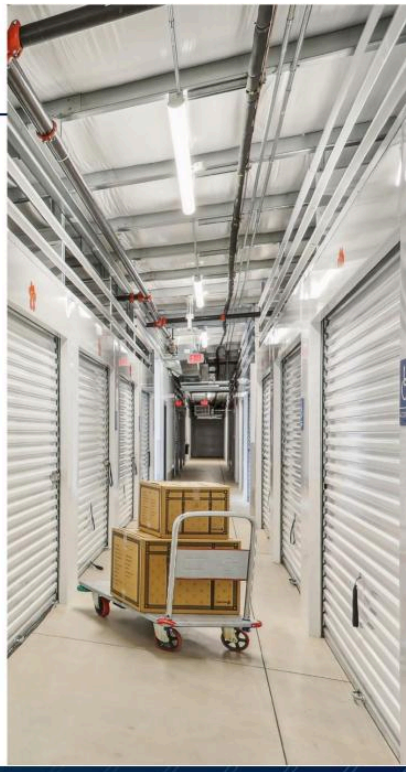
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Unique technology offerings present recurring revenue opportunity

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

R3 JANUS INTERNATIONAL GROUP

**CASE STUDY:**
LOCKAWAY STORAGE



# Adjusted EBITDA* Reconciliation

**(In millions, except percentages)**

| | Trailing Twelve-Months Ended | Year Ended | | | | |
|---|---|---|---|---|---|---|
| | October 3, 2026 | January 3, 2026 | December 28, 2024 | December 30, 2023 | December 31, 2022 | January 1, 2022 |
| **Net Income** | $ 4.7 | $ 53.8 | $ 70.4 | $ 135.7 | $ 107.7 | $ 43.8 |
| Interest expense, net | 32.3 | 36.8 | 49.6 | 60.0 | 42.0 | 32.9 |
| Income taxes | 9.9 | 21.7 | 29.9 | 47.1 | 37.6 | 6.5 |
| Depreciation | 14.6 | 12.9 | 12.0 | 9.3 | 7.9 | 6.4 |
| Amortization | 47.5 | 33.2 | 32.0 | 29.8 | 29.7 | 31.6 |
| **EBITDA*** | **$ 109.0** | **$ 159.3** | **$ 193.9** | **$ 281.9** | **$ 224.9** | **$ 121.2** |
| Restructuring (income) expenses | 6.7 | 3.5 | (2.9) | 1.2 | — | — |
| Impairment of goodwill and intangible assets | 19.0 | 0.7 | 12.0 | — | — | — |
| Loss on extinguishment and modification of | 2.1 | — | 1.7 | 3.9 | — | — |
| Acquisition expense (income) | 6.8 | 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 | 0.6 | 0.5 | 0.3 | — | — | — |
| **Adjusted EBITDA*** | **$ 144.4** | **$ 168.2** | **$ 208.5** | **$ 285.6** | **$ 226.9** | **$ 148.2** |
| | | | | | | |
| Net Income Margin | 0.5% | 6.1% | 7.3% | 12.7% | 10.6% | 5.8% |
| Adjusted EBITDA Margin* | 16.1% | 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.

# Free Cash Flow Conversion*

**(In millions, except percentages)**

| | Three Months Ended | Nine Months Ended | Trailing Twelve-Months Ended | Year Ended | | | | |
|---|---|---|---|---|---|---|---|---|
| | October 3, 2026 | October 3, 2026 | October 3, 2026 | January 3, 2026 | December 28, 2024 | December 30, 2023 | December 31, 2022 | January 1, 2022 |
| **Cash flow from Operating Activities** | $ 34.0 | $ 94.6 | $ 119.4 | $ 139.5 | $ 154.0 | $ 215.0 | $ 88.5 | $ 74.8 |
| Less: Purchases of property, plant and equipment | (2.5) | (8.1) | (13.7) | (25.5) | (20.1) | (19.0) | (8.8) | (19.9) |
| Plus one-time proceeds of sale/leaseback | — | — | — | — | — | — | — | 9.6 |
| **Free Cash Flow*** | **$ 31.5** | **$ 86.5** | **$ 105.7** | **$ 114.0** | **$ 133.9** | **$ 196.0** | **$ 79.7** | **$ 64.6** |
| | | | | | | | | |
| **Non-GAAP Adjusted Net Income[1]*** | $ 10.8 | $ 45.1 | $ 52.0 | $ 83.4 | $ 104.6 | $ 160.6 | $ 131.2 | $ 94.8 |
| | | | | | | | | |
| **Free Cash Flow Conversion of Non-GAAP Adjusted Net Income*** | 291% | 192% | 203% | 137% | 128% | 122% | 61% | 68% |

1. Trailing Twelve-month Adjusted Net Income for the period ended October 3, 2026 consists of the sum of Adjusted Net Income, of $15.6, $1.7, $23.9 and $10.8 for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively.

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# Net Leverage Ratio*

**(In millions, except ratios)**

| | October 3, 2026 | July 4, 2026 | April 4, 2026 | January 3, 2026 | December 28, 2024 | December 30, 2023 | December 31, 2022 | January 1, 2022 |
|---|---|---|---|---|---|---|---|---|
| Note payable - First Lien | $ 518.2 | $ 549.6 | $ 551.0 | $ 551.0 | $ 598.5 | $ 623.4 | $ 714.3 | $ 722.4 |
| Less: Cash | 99.9 | 127.0 | 112.0 | 194.4 | 149.3 | 171.7 | 78.4 | 13.2 |
| **Net Debt*** | **$ 418.3** | **$ 422.6** | **$ 439.0** | **$ 356.6** | **$ 449.2** | **$ 451.7** | **$ 635.9** | **$ 709.2** |
| | | | | | | | | |
| **Net (Loss) Income[1]** | $ 4.7 | $ 33.2 | $ 43.2 | $ 53.8 | $ 70.4 | $ 135.7 | $ 107.7 | $ 43.8 |
| **Adjusted EBITDA*[2]** | $ 144.4 | $ 154.0 | $ 162.8 | $ 168.2 | $ 208.5 | $ 285.6 | $ 226.9 | $ 148.2 |
| | | | | | | | | |
| **Long-Term Debt to Net (Loss) Income** | 110.3 | 16.6 | 12.8 | 10.2 | 8.5 | 4.6 | 6.6 | 16.5 |
| **Non-GAAP Net Leverage Ratio*** | 2.9 | 2.7 | 2.7 | 2.1 | 2.2 | 1.6 | 2.8 | 4.8 |

1. Trailing Twelve-months Net Income (Loss) for the period ended October 3, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of $7.1, $0.2, $10.7 and $(13.3) for the periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively. Trailing Twelve-months Net Income for the period ended July 4, 2026 consists of the sum of Net Income as reported in the Company's Quarterly and Annual Reports, as applicable of $15.2, $7.1, $0.2 and $10.7 for the periods ended September 27, 2025, January 3, 2026, April 4, 2026 and July 4, 2026, respectively. 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 October 3, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of $37.2, $33.0, $40.2 and $34.0 for the three month periods ended January 3, 2026, April 4, 2026, July 4, 2026 and October 3, 2026, respectively. Trailing Twelve-months Adjusted EBITDA for the period ended July 4, 2026 consists of the sum of Adjusted EBITDA as reported in the Company's Quarterly or Annual Reports, as applicable of $43.6, $37.2, $33.0 and $40.2 for the three month periods ended September 27, 2025, January 3, 2026, April 4, 2026 and July 4, 2026, respectively. 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.

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