

JANUS INTERNATIONAL GROUP, INC.

Investor Presentation

May 2026



JanusIntl.com

Forward-Looking Statements

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

Non-GAAP Financial Measures

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

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

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

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

COMPANY OVERVIEW

FOUNDED IN 2002,

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



Janus at a Glance

By the Numbers⁽¹⁾



\$896M

Revenue



10,000+

Active Customers



18.2%

Adj. EBITDA Margin⁽²⁾



~155%

Free Cash Flow Conversion⁽²⁾



1,700+

Employees⁽³⁾



2.7x

Net Leverage⁽²⁾

Attractive Position in Well-Structured Markets

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

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

Commercial & Other:

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

Structural Demand Drivers

Self-Storage demand driven by recurring life events

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

Commercial & Other

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

Source: Janus Management

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

Investment Highlights



Market Leader

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



Tech Advantage

Unique technology offerings present recurring revenue opportunity



Global Reach

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



Trusted Partner

Strong customer relationships and integration across full project lifecycles



Expansion Engine

Adjacent markets provide opportunities to fuel future growth



Financial Strength

Solid balance sheet and robust cash flow generation



Sales Channel Overview and Fundamentals

New Construction

High Facility Occupancy Rates

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

Well-Capitalized Owners

- REITs
- Institutional investors

Growing Small Business Use



Restore, Rebuild, Replace (R3)

Age of Existing Facilities

- Average facility > 20 years old

Consolidation

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



Opportunities for new technology

Commercial & Other



Variety of offerings that touch multiple end markets

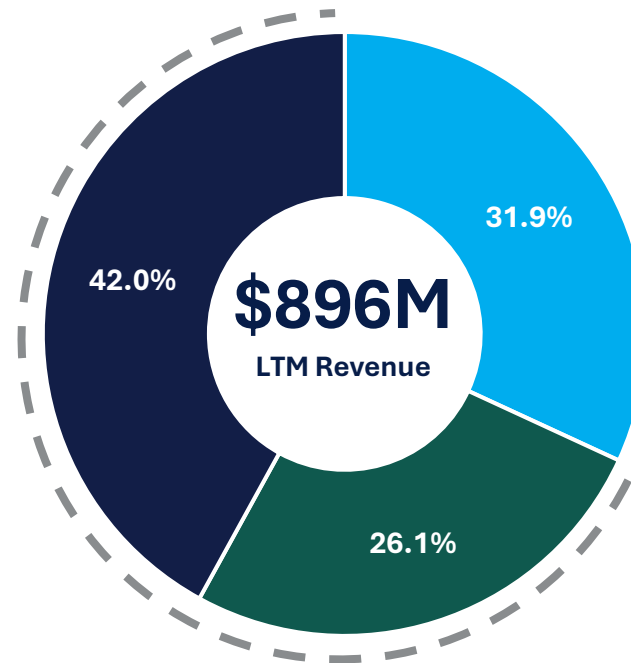


Greater Use = Shorter Life = More Frequent Replacement



LTL Trucking Terminal Maintenance

Self-Storage
Mix: 68.1%



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

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⁾
- **19.3 month** average length of stay, up 1.2% year-over-year⁽²⁾

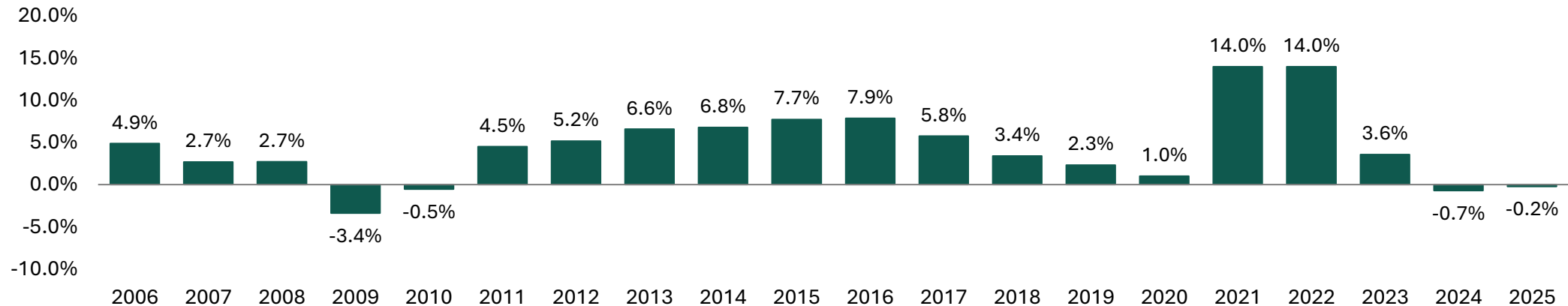
High Occupancy Rates Support New Construction

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

Favorable Tailwinds for R3 Activity

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

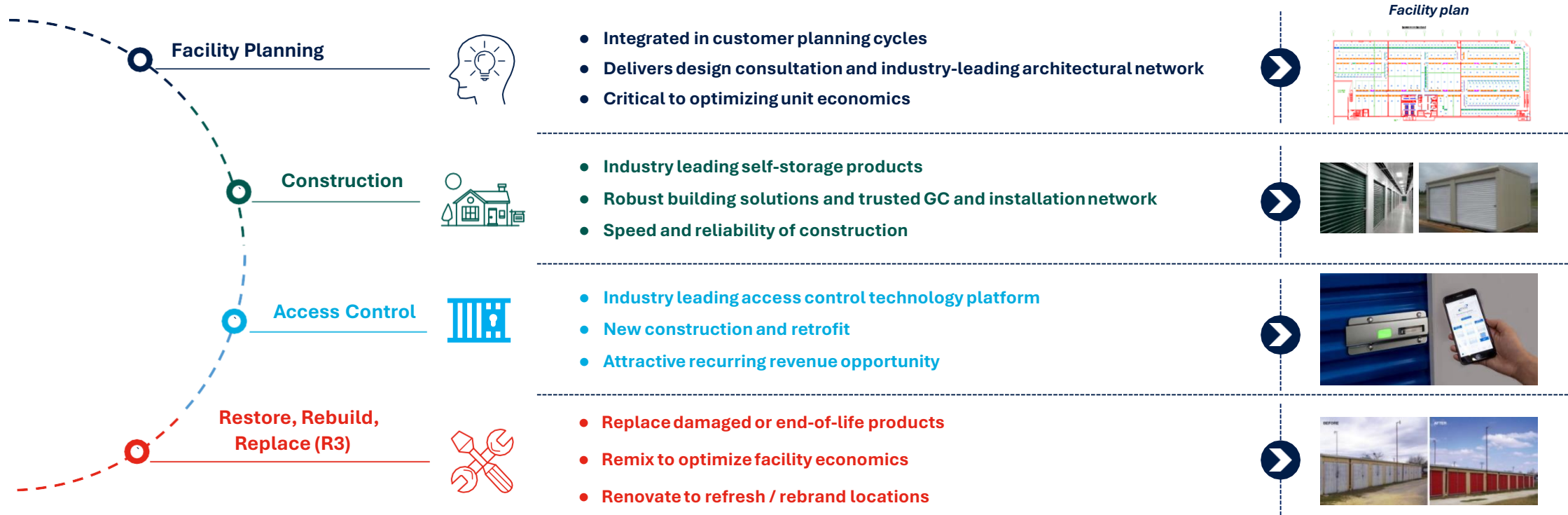
Public Self-Storage REIT Same-Store YOY Revenue Growth⁽³⁾



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

Full Lifecycle Partner to Self-Storage Developers

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



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

Provider of Self-Storage Solutions for New Facilities

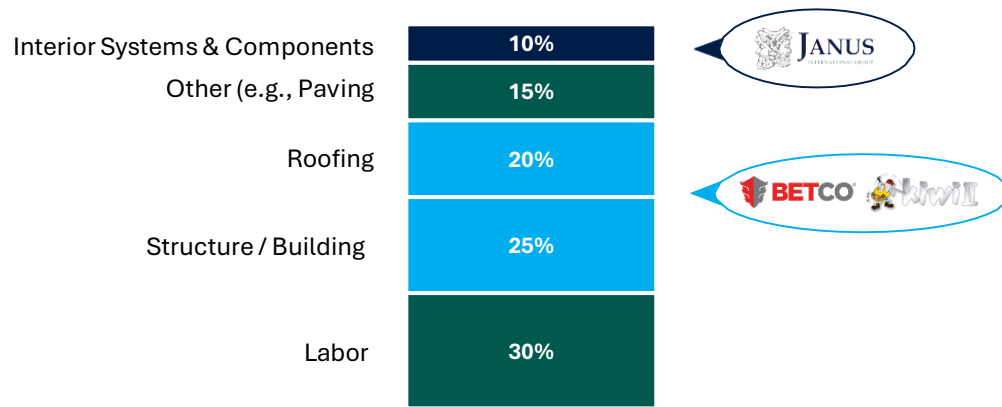
Developers Partner with Janus for Quality and Reliability

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

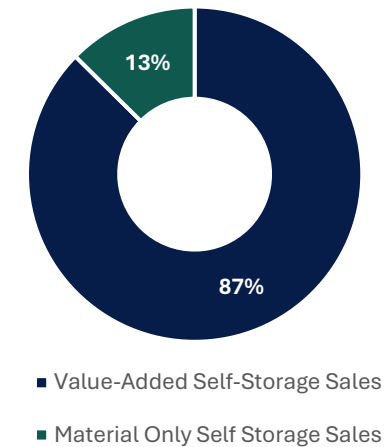
Janus Focuses on Value-Added Sales

- 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)

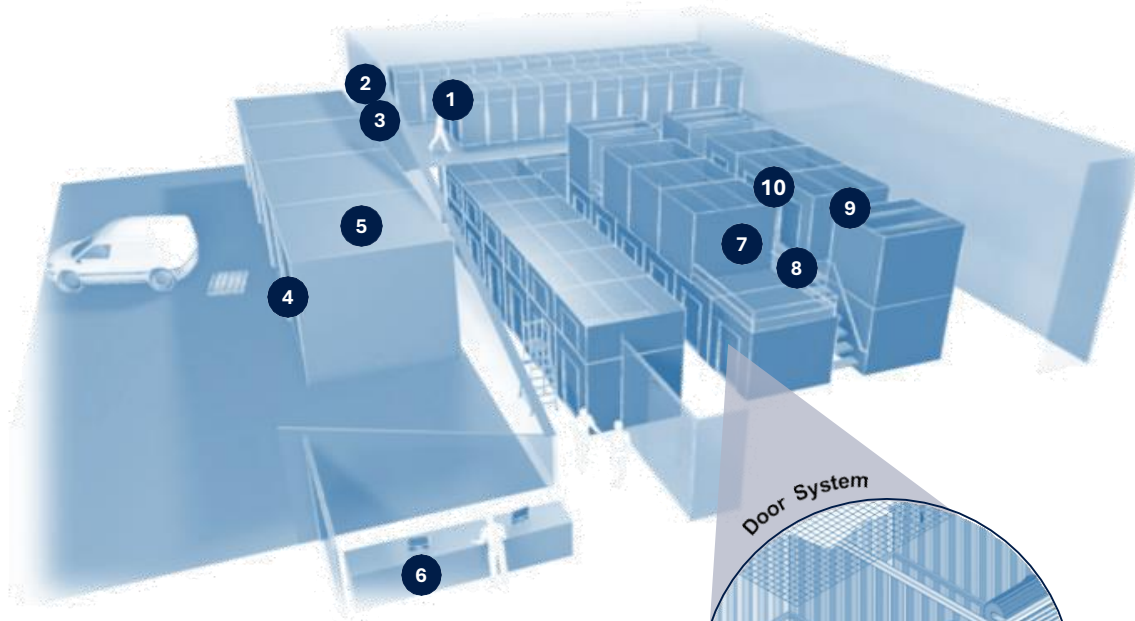


Janus Sales Breakdown (2025A)⁽¹⁾



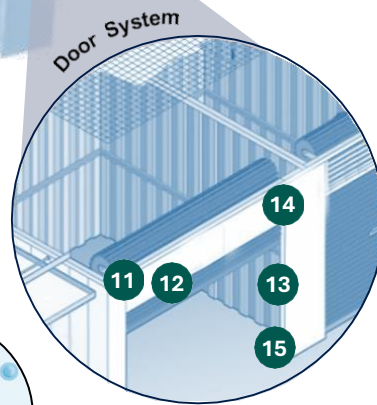
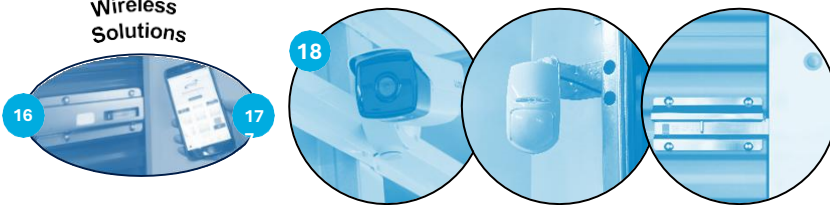
Note: 1. Value-added sales include material, freight, and installation sales; material only includes material and freight sales.

Interior Solutions for Self-Storage



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

Wireless Solutions



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

Products	1 Roll-Up Doors	2 Faux Doors	3 Faux Windows
	4 Swing Doors	5 Movable Additional Storage Structures	
	6 Hardware & Accessories	7 Mezzanine Systems	8 Hallway Systems
	9 Locker Systems	10 Internal Hallway Soffit Ceiling Systems and Integrated Light Fixtures	
Systems and Components	11 Filler Panels	12 Diamond Plate Wainscoting	13 Door Locks
	14 Non-Structural Unit Partitions	15 Galvanized Angles and Mitered Corner Guard	
	Security Solutions		
	16 Nokē Ion	17 Nokē App	18 Nokē Accessories
Value-Added Services	Pre-Work Visit & Measuring		Installation
	General Contracting	Project Management	3 rd 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	3 rd Party Security

Self-Storage Building Capabilities

Robust design-build, metal building and component manufacturing capabilities

Building Offerings

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

Two Brands, Differentiated Solutions



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



Nokē™ Smart Entry

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

Highlights



Efficiency & Savings

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



Advantaged Security

Significantly reduces break ins
Unit level security solutions
Suspicious behavior intelligence



Superior Insights

Unit level data
Customer usage trends



Enhanced Customer Experience

No codes or keys
Digital key sharing



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

Products



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

Software



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

Integration, Implementation Data & Analytics



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

- ✓ Reduces operating costs for self-storage facility owners by enhancing security and streamlining labor needs
- ✓ SaaS model with stable recurring revenue and high customer retention

Restore, Rebuild, Replace (“R3”)

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

R3» Capabilities JANUS INTERNATIONAL GROUP

- **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**



Maximize ROI by transforming underused facilities



Modernize appearance to attract new tenants



Expand capacity without the cost of building new

Demand Drivers

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

Notes: 1. Source: Yardi Matrix

Commercial Door Market Opportunity



Market Dynamics

Estimated Market Size⁽¹⁾

\$9B+

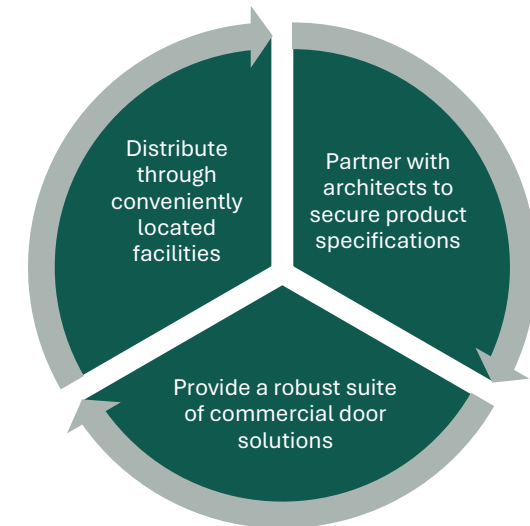
Expected Growth Rate⁽¹⁾

Low Single Digits

Favorable Demand Drivers

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

Go-To Market Approach



Note: 1. Source: ResearchAndMarkets

Supplier of Commercial Door Solutions

Commercial Sheet Doors



APPLICATIONS AND HIGHLIGHTS

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

Rolling Steel Doors



APPLICATIONS AND HIGHLIGHTS

- Applications demanding greater durability
- Heavy industrial applications

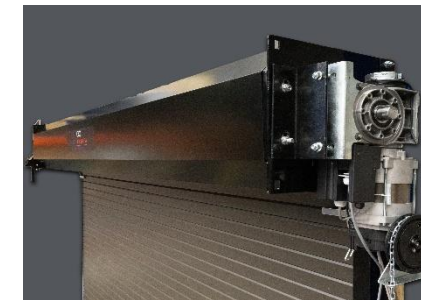
Carports and Sheds



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:



GROWTH STRATEGY

G.R.O.W. Strategy

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

G

Greater Penetration of Self-Storage

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



R

Ramp Adoption of Smart Security Solutions

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



O

Outperform in Commercial Markets

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



W

Win Through Strategic, Accretive Acquisitions

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



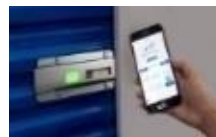
Further Penetration of Self-Storage End Markets

Expand Content and Geographic Presence

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



- Exterior solutions
- Speed and certainty of construction



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

Leverage Strong Relationships with Institutions

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

REITs



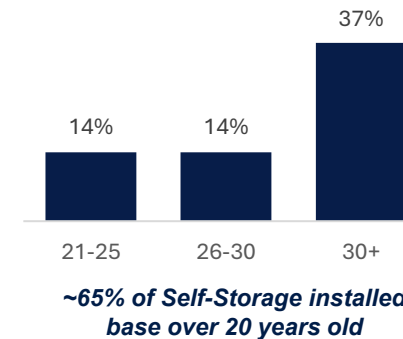
Institutional Operators



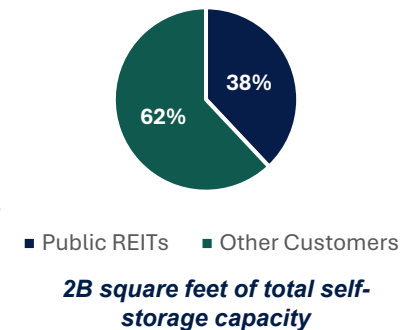
Leverage R3 and New Maintenance Capabilities

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

Age of Current Self-Storage Facilities⁽¹⁾



Substantial Non-Institutional Base⁽²⁾



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

Nokē™ Growth Strategy

Provide Enterprise Grade Products at Attractive Prices



2018

Acquisition of Nokē by Janus



2020

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



2024

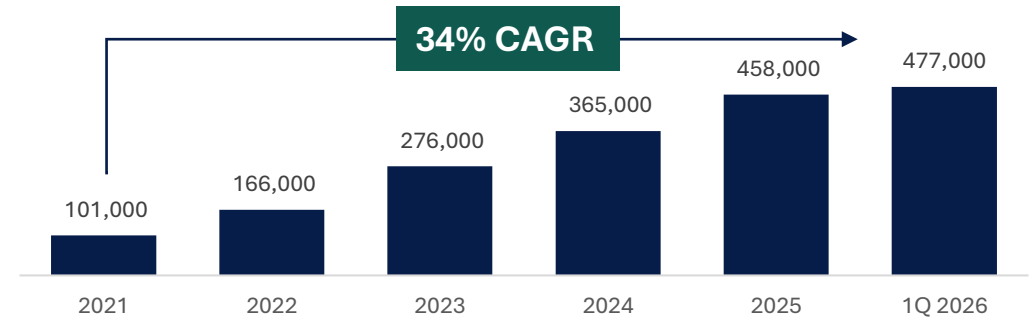
Launched Nokē Ion, a lower cost inside the door, magnetic, hardwired smart locking system



2026

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

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

U.S. Self-Storage Facilities

×

~400

Average # of Units / Facility

×

~\$200

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

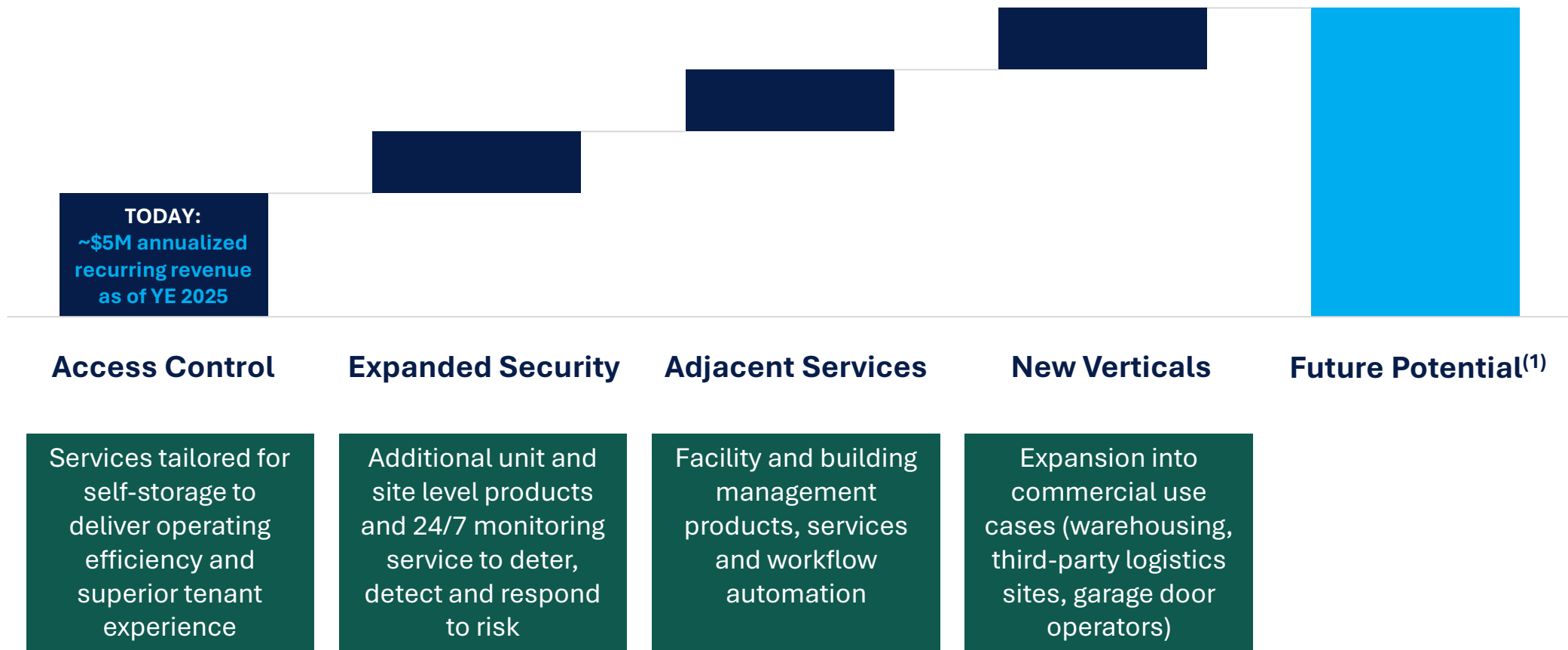
GO TO MARKET

- 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


ASTAAMERICA
(Rolling Steel Capabilities)

2017

Launch of Full Commercial
Product Line with Rolling Steel

2020


DBCI
(New End Markets & Customers)

2021

Opened Mt. Airy, NC
Distribution Center

2024

Pursue Strategic, Accretive Acquisitions

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

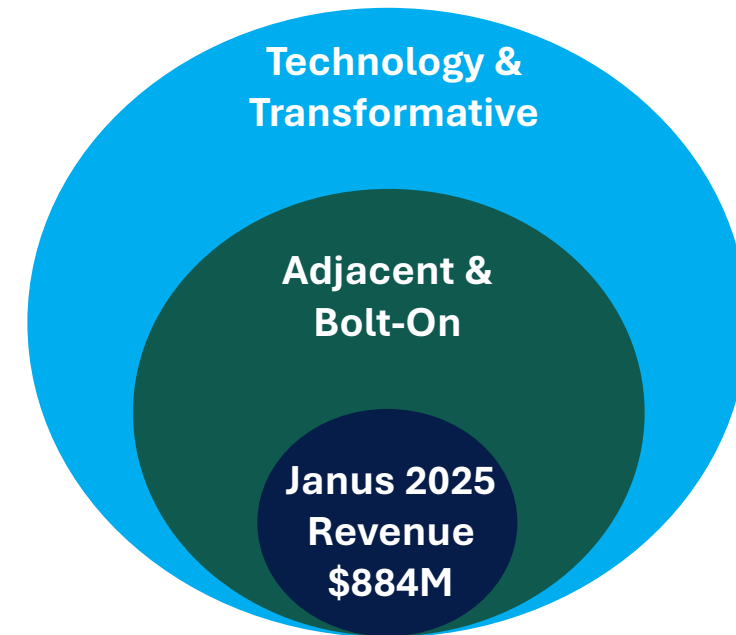
Highly Accretive M&A Strategy

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

Highlights of M&A Activity Since 2016



Robust Pipeline of M&A Targets



AREAS OF FOCUS

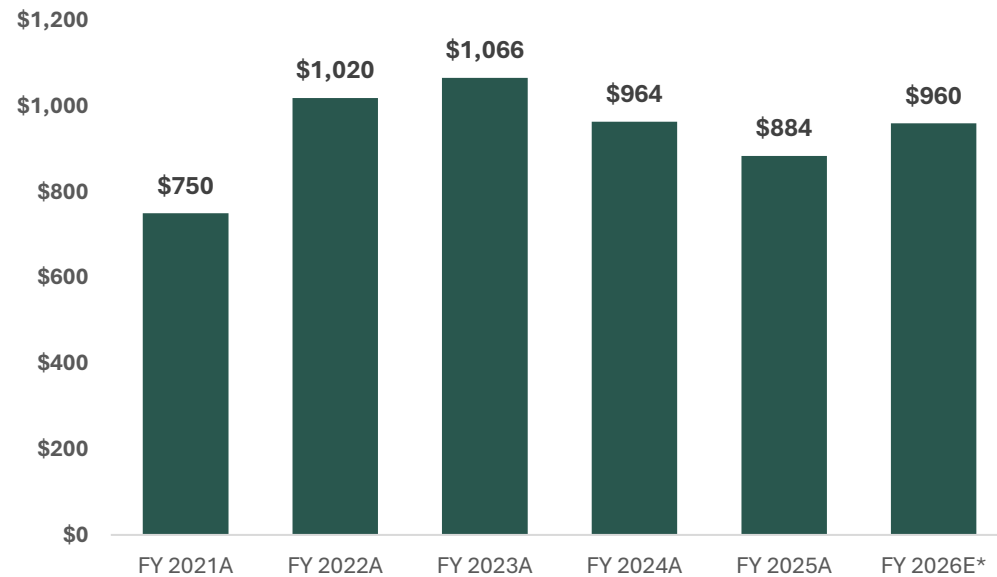
Self-Storage Solutions	Warehousing Systems
Commercial / Loading Docks	Technology / Wireless Solutions
Service and Preventative Maintenance	

FINANCIAL OVERVIEW

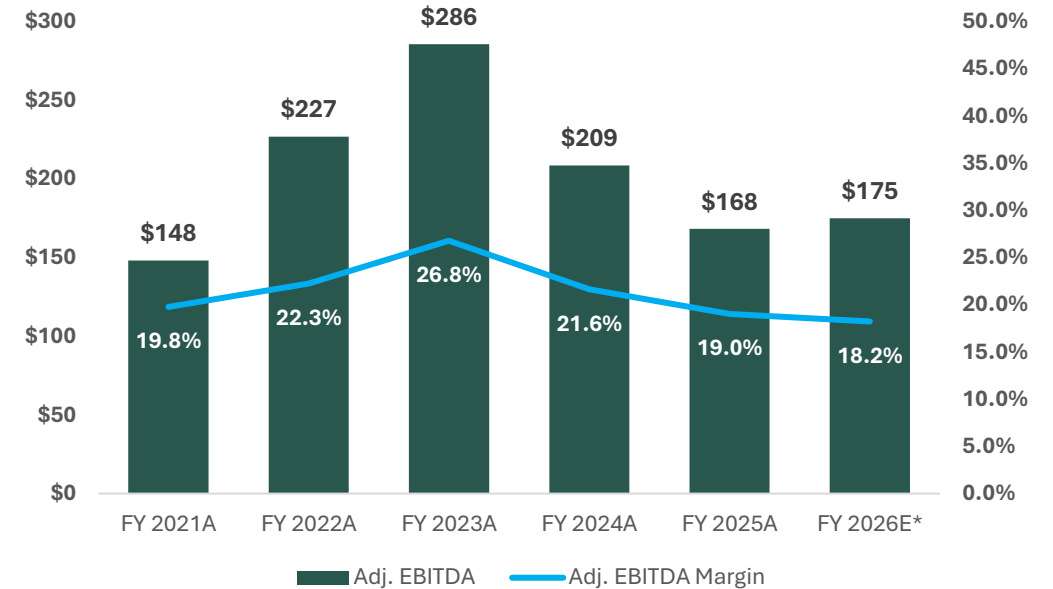
Financial Strength

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

Revenue



Adj. EBITDA and Margin⁽¹⁾

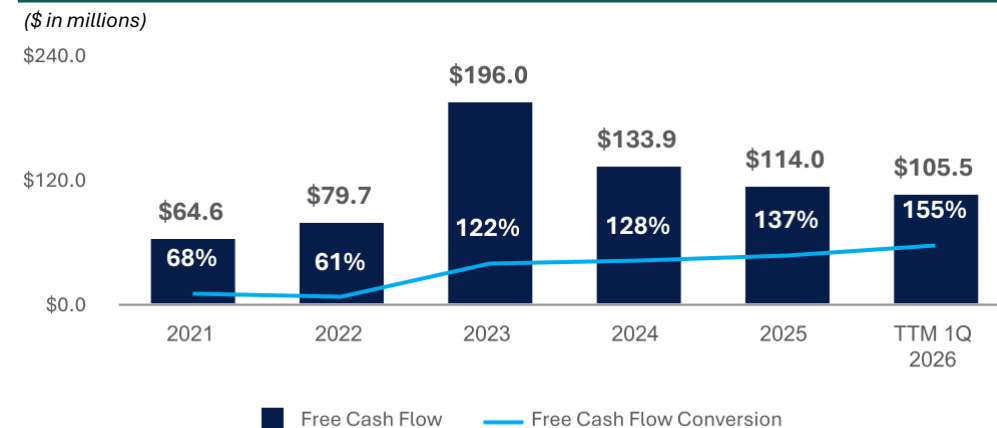


Notes: 1. Adjusted EBITDA and Adjusted EBITDA Margin are not financial measures determined in accordance with GAAP. For a definition of these metrics and a reconciliation to our most directly comparable financial measure calculated and presented in accordance with GAAP, please see the Company's latest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

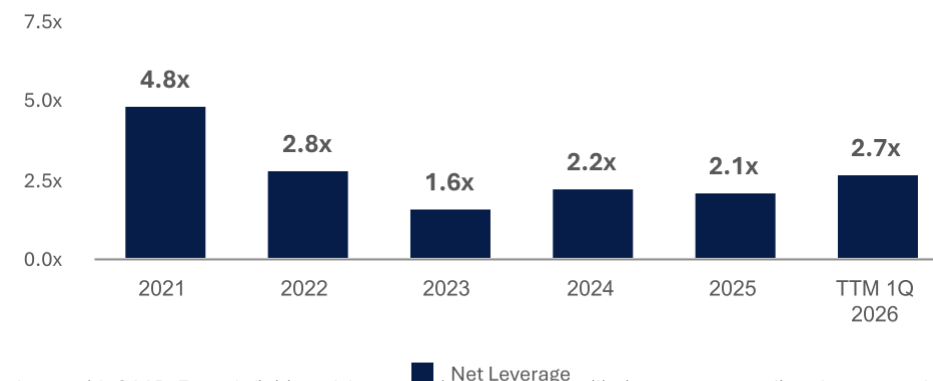
Strong Balance Sheet & Liquidity Enable Financial Flexibility

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

Solid Free Cash Flow¹ Generation



Strong Net Leverage¹ Profile



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

Investment Highlights



Market Leader

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



Tech Advantage

Unique technology offerings present recurring revenue opportunity



Global Reach

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



Trusted Partner

Strong customer relationships and integration across full project lifecycles



Expansion Engine

Adjacent markets provide opportunities to fuel future growth



Financial Strength

Solid balance sheet and robust cash flow generation



APPENDIX

Experienced Management Team



Ramey Jackson
Chief Executive Officer

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



Anselm Wong
Executive Vice President &
Chief Financial Officer

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



Morgan Hodges
Executive Vice President

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



Vic Nettie
Executive Vice President –
Corporate Operations

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



Elliot Kahler
General Counsel and
Corporate Secretary

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



David Vanevenhoven
Chief Accounting Officer

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



Rebecca Castillo
Vice President of Human
Resources

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











Jason Williams
President, Janus
International Group LLC

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



Distinct Portfolio and Offering

	 JANUS ⁽¹⁾ INTERNATIONAL GROUP	 JANUS INTERNATIONAL EUROPE	 nokē smart entry no key, no problem. BY JANUS INTERNATIONAL	 BETCO®	 kiwi II CONSTRUCTION INC.	 ACCESS CONTROL TECHNOLOGIES BY JANUS INTERNATIONAL	 ASTAAMERICA BY JANUS INTERNATIONAL	 TERMINAL MAINTENANCE AND CONSTRUCTION
Solutions	Roll-up doors Swing doors Hallway systems Movable additional storage structures Commercial sheet doors Facility planning and assessments Installation and support services Renovations and replacements Conversions and expansions	Roll-up doors Swing doors Hallway systems Mezzanines External units Lockers, locks and latches Unit partitions Facility planning and assessments Installation and support services Renovations and replacements	Nokē Ion Nokē One Nokē Pad Nokē Screen Nokē Elevate Mobile App	Buildings Roofing solutions Building components Consultation Drafting & design Installation Conversions and expansions	Buildings Multi-story buildings Conversions & mezzanine systems Engineering & design Installation	Access control systems Surveillance & alarm systems Structured cabling Low voltage system design Installation Service & maintenance	Rolling steel doors Sheet doors Motor operators Carports & sheds Fire doors High-performance doors	Dock door & bay repairs Preventative maintenance Unit door & latch repairs General facility repairs Concrete & asphalt work Fencing & gate repairs
Sales Channel								
<i>Self-Storage – New Construction</i>	X	X	X	X	X	X		
<i>Self-Storage – R3</i>	X	X	X	X				
<i>Commercial & Other</i>	X			X		X	X	X

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

Nokē Case Study — Superior Storage Longview

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

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

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

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



R3 Case Study — Lockaway Storage

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

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

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

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

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

**CASE STUDY:
LOCKAWAY STORAGE**



Adjusted EBITDA* Reconciliation

(In millions, except percentages)

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

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

Adjusted Net Income Reconciliation*

(In millions, except percentages)

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

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

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Free Cash Flow Conversion*

(In millions, except percentages)

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

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

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Net Leverage Ratio*

(In millions, except ratios)

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

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

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