MARCH 2026

# Investor Presentation

TSX: **ADEN**

*Figures in USD unless otherwise noted*



# Forward-Looking Statements

Certain statements in this Investor Presentation contain forward-looking information within the meaning of applicable securities laws in Canada ("forward-looking information"). The words "anticipates", "believes", "budgets", "could", "estimates", "expects", "forecasts", "intends", "may", "might", "plans", "projects", "schedule", "should", "will", "would" and similar expressions are often intended to identify forward-looking information, although not all forward-looking information contains these identifying words. Forward-looking information is included, but not limited to: In an environment defined by muted housing activity and limited market tailwinds, our teams remained focused on what we can control: operational excellence, margin discipline, and strong cash generation; ADENTRA performed as designed, delivering consistent results across the cycle while building capacity for long-term growth; As we look ahead to 2026, our view of the near-term macroeconomic environment remains measured; Elevated US mortgage rates, limited housing inventory, geopolitical unrest, and an uncertain global trade environment continue to weigh on near-term demand; However, the potential for easing interest rates, supportive US government housing policies, and long-term structural demand drivers could create a more constructive backdrop later in 2026 and into 2027; Over the longer term, an undersupplied housing market, favorable demographics, and an aging housing stock continue to provide strong fundamentals; With our national footprint, broad product offering, strong supplier partnerships, and disciplined execution, we believe ADENTRA is well positioned to continue delivering accretive growth and attractive returns across the cycle; Moving forward, we anticipate continued strong cash flow generation in 2026, which will underpin our strategies; With a solid financial foundation, we are well positioned to execute on our robust pipeline of acquisition opportunities and build on our track record of successful and accretive transactions; Our capital allocation approach remains balanced and will also include continued debt reduction, dividends and opportunistic share repurchases; As a result of the SCOTUS ruling noted above, and after taking into account S122 Tariffs, we estimate that 26% of our product mix will be subject to tariffs, at average rates of 10%; As it relates to a potential refund of tariffs paid under IEEPA, we do not expect refunded amounts, if any, to be material; The Company does not expect the outcome of this investigation to have a material effect on its supply chain or result in duty liabilities; We are well-prepared to manage tariff impacts; Our price pass-through model allows us to offset increased product costs, including those related to tariffs, by adjusting selling prices; In the event that tariff-related price increases reduce consumer demand, we can adjust inventories and preserve cash flow; We believe that any short-term reduction in home building will only worsen the existing housing shortage in the US, ultimately boosting future demand for our products; First quarter 2026 gross margin percentage is expected to moderate relative to Q1 2025, while continuing to exceed our established benchmark, driven by product mix; We continue to approach the near-term outlook with measured caution; Higher US mortgage rates and limited housing inventory continue to pose affordability hurdles for prospective buyers; Additionally, the dynamic trade landscape between the US and major global partners and recent geopolitical tension are contributing to continued uncertainty in the economic environment; On a positive note, the easing of interest rates in late 2025, combined with favorable long-term structural demand drivers, could support a more constructive backdrop later in 2026 and into 2027; Government actions and policy of this kind could help to support demand for housing, which in turn would benefit demand for our products. We remain optimistic about the long-term trajectory of the residential construction sector; This confidence is underpinned by enduring structural undersupply, favorable demographic trends, and an aging housing stock; Moving forward, we will continue to advance our strategic priorities within our full-cycle value creation framework, as more fully described in our shareholders' letter and investor presentation; We are targeting double-digit returns on invested capital and accretive growth through a combination of platform efficiency, organic growth initiatives, and tightly managed execution of our acquisitions strategy; Historically, the first and fourth quarters can be seasonally slower periods for our business; In addition, net earnings reported in each quarter may be impacted by acquisitions, foreign currency fluctuations, and changes in customer buying patterns, sales force, competition, pricing inputs, and supply constraint; Our investment in working capital may fluctuate from quarter-to-quarter based on factors such as sales demand, strategic purchasing decisions taken by management, and the timing of collections from customers; Looking ahead, we expect working capital investment to increase again in the first quarter of 2026 as we prepare for renewed demand; Historically, both the first and fourth quarters tend to be slower for construction activity, which leads to decreased demand for architectural building products and impacts our working capital needs accordingly; Our debt management strategy is to maintain financial flexibility to continue executing our strategic initiatives. We intend to maintain a base level of debt as part of our capital structure; Our intent is to roll and renew our credit facilities at or before the expiry date; We do not intend to restrict future dividends in order to fully extinguish our debt obligations upon their maturity; The amount of debt that will actually be drawn on our available revolving credit facilities will depend upon the seasonal and cyclical needs of the business and our cash generating capacity going forward; When making future dividend and share repurchase decisions, we will consider the amount of financial leverage, and therefore debt, we believe is appropriate given existing and expected market conditions and available business opportunities; We do not target a specific financial leverage amount; We believe our current credit facilities are sufficient to finance our working capital needs and provide us with the financial flexibility required to advance our strategic initiatives; The fair value of non-current receivables, notes payable, other liabilities and finance lease obligations are not expected to differ materially from carrying value given the interest rates being charged and term to maturity; We intend to issue common shares from treasury to settle the portion not paid in cash; The results of these investigations are uncertain; Final determinations could be announced in early 2026 for AD; however, these timelines remain subject to extension. We do not anticipate that the outcome of this investigation will materially affect our supply chain or result in duty liabilities; The complete details of these tariffs are not yet known, and it is possible the impact of these tariffs on our business could change depending on their final outcome. The forecasts and projections that make up the forward-looking information are based on assumptions which include, but are not limited to: there are no material exchange rate fluctuations between the Canadian and US dollar that affect our performance; the general state of the economy does not worsen; we do not lose any key personnel; there is no labor shortage across multiple geographic locations; there are no circumstances, of which we are aware that could lead to the Company incurring costs for environmental remediation; there are no decreases in the supply of, demand for, or market values of our products that harm our business; we do not incur material losses related to credit provided to our customers; our products are not subjected to negative trade outcomes; we are able to sustain our level of sales and earnings margins; we are able to grow our business long term and to manage our growth; we are able to integrate acquired businesses; there is no new competition in our markets that leads to reduced revenues and profitability; we can comply with existing regulations and will not become subject to more stringent regulations; geopolitical and trade tensions to not materially impact our business, no material product liability claims; importation of components or other innovative products does not increase and replace products manufactured in North America; our management information systems upon which we are dependent are not impaired; we are not adversely impacted by disruptive technologies; an outbreak or escalation of a contagious disease does not adversely affect our business; and, our insurance is sufficient to cover losses that may occur as a result of our operations. The forward-looking information is subject to risks, uncertainties and other factors that could cause actual results to differ materially from historical results or results anticipated by the forward-looking information. The factors which could cause results to differ from current expectations include, but are not limited to: exchange rate fluctuations between the Canadian and US dollar could affect our performance; tariff policies extending to regions not currently under discussion; our results are dependent upon the general state of the economy; the impacts of pandemics, further mutations thereof or other outbreaks of disease, could have significant impacts on our business; we depend on key personnel, the loss of which could harm our business; a labour shortage across multiple geographic locations could harm our business; decreases in the supply of, demand for, or market values of hardwood lumber or sheet goods could harm our business; we may incur losses related to credit provided to our customers; our products may be subject to negative trade outcomes; we may not be able to sustain our level of sales or earnings margins; we may be unable to grow our business long term or to manage any growth; we are unable to integrate acquired businesses; competition in our markets may lead to reduced revenues and profitability; we may fail to comply with existing regulations or become subject to more stringent regulations; product liability claims could affect our revenues, profitability and reputation; importation of components or other innovative products may increase, and replace products manufactured in North America; disruptive technologies could lead to reduced revenues or a change in our business model; we are dependent upon our management information systems; disruptive technologies could lead to reduced revenues or a change in our business model; our information systems are subject to cyber securities risks; our insurance may be insufficient to cover losses that may occur as a result of our operations; an outbreak or escalation of a contagious disease may adversely affect our business; our credit facility affects our liquidity, contains restrictions on our ability to borrow funds, and impose restrictions on distributions that can be made by us and certain of our subsidiaries; the market price of our Shares will fluctuate; there is a possibility of dilution of existing Shareholders; and, other risks described in our Annual Information Form, our Information Circular our MD&A and in this Investor Presentation. This Investor Presentation contains information that may constitute a "financial outlook" within the meaning of applicable securities laws. The financial outlook has been approved by our management as of the date of this Investor Presentation. The financial outlook is provided for the purpose of providing readers with an understanding of our anticipated financial performance. Readers are cautioned that the information contained in the financial outlook may not be appropriate for other purposes. All forward-looking information in this Investor Presentation is qualified in its entirety by this cautionary statement and, except as may be required by law, we undertake no obligation to revise or update any forward-looking information as a result of new information, future events or otherwise after the date hereof.

**Third-Party Information**

Certain information contained in this Investor Presentation includes market and industry data that has been obtained from or is based upon estimates derived from third-party sources, including industry publications, reports and websites. Although the data is believed to be reliable, we have not independently verified the accuracy, currency or completeness of any of the information from third-party sources referred to in this Investor Presentation or ascertained from the underlying economic assumptions relied upon by such sources. We hereby disclaim any responsibility or liability whatsoever in respect of any third-party sources of market and industry data or information.

**Notice to Reader**

All $ figures in this presentation are in USD unless otherwise indicated. Information provided herein includes the Company's reported financial results through December 31, 2025. The photos in this presentation feature ADENTRA products used in a variety of commercial and residential applications.

# Our Diverse Product Portfolio



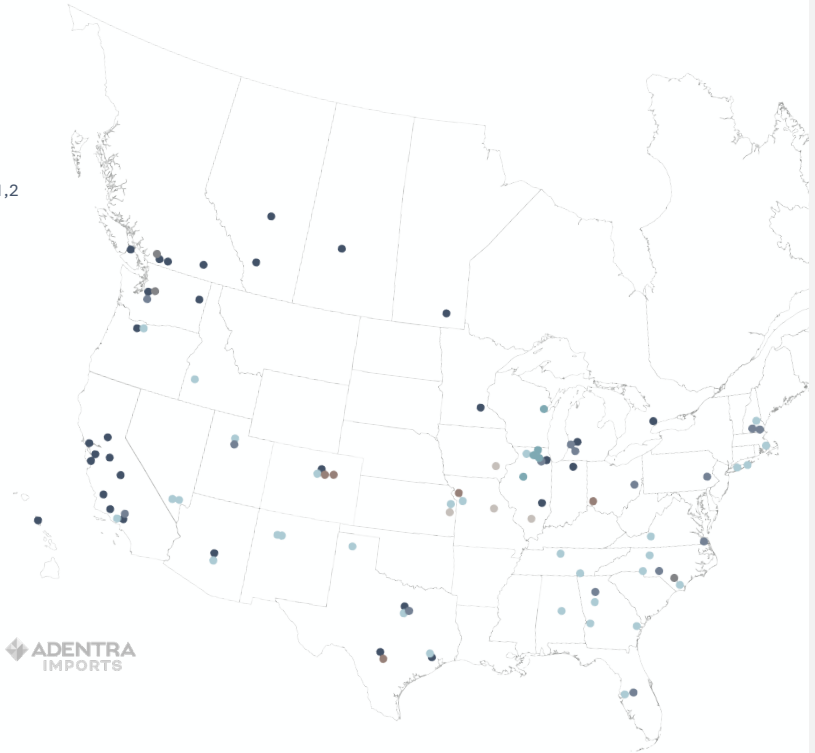
Creating beautiful spaces where we live, work and play

# A World Class Platform for Architectural Building Products

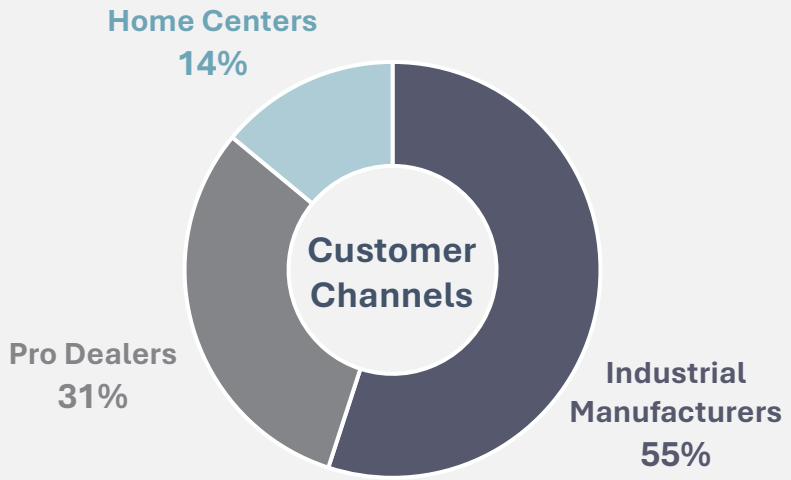
Using a **multi-brand strategy** and **coast-to-coast distribution** platform to serve North America's fastest-growing markets.

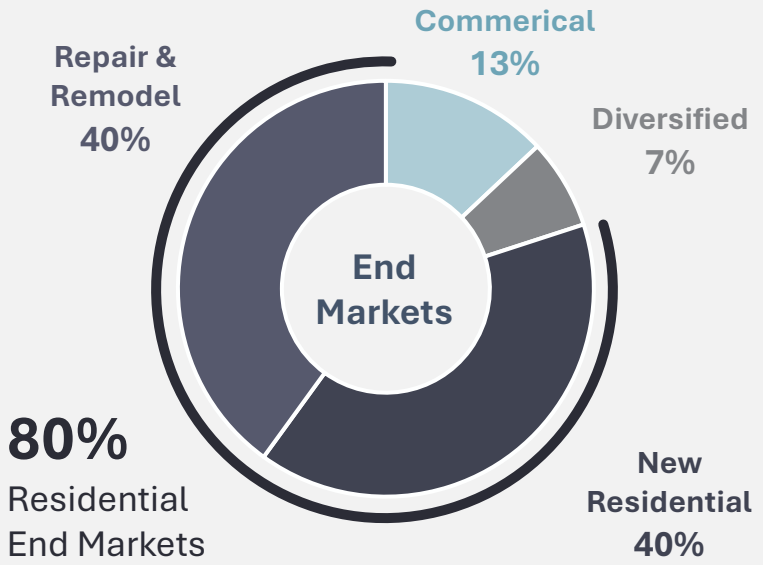
**2025 Operating Highlights**

| | | |
|---|---|---|
| **$2.2 B** Sales | **$188 M** Adj EBITDA[1] | **$92.4 M** Free Cash Flow[1,2] |
| **2,500+** Suppliers | **60,000+** Customers | **180,000+** SKUs |
| **81** Locations | **92%** US Sales | **65%** US Products |



HARDWOODS · WOOLF · MID-AM · ADENTRA IMPORTS · Rugby · NOVO




1. Adjusted EBITDA and Free Cash Flow are Non-IFRS and Non-GAAP measures
2. Free Cash Flow is calculated as Net Cash From Operating Activities, less Principal Payments On Lease Obligations, Less Additions To PP&E, less Additions To Internally Generated Software, plus Proceeds From Disposal Of PP&E

# The ADENTRA Advantage

## Global Supply Chain Management

**Sourcing from 30+ countries**, connecting **2,500+ suppliers** with **60,000+ customers**, reducing complexity at both ends of the supply chain.

**Access to exclusive products**, in-house brands, and break-bulk logistics, giving suppliers broad market reach and customers superior selection and pricing.

**Streamlined logistics** reduce lead times, lower costs, and mitigate risk for our suppliers and customers by offering credit, ensuring compliance, and preventing supply shortages or overstocking on a just in time basis.

## Platform Business Model

**Centralized technology, finance, and human resources** supports our customer-channel focused platform business units, which are responsible for day-to-day operations.

**Operational efficiency and economies of scale** result from standardized administration, streamlined workflows, and reduced redundancy.

**Robust financial controls and talent management** ensures smooth integration of acquisitions, better cash flow, and stronger employee development, enhancing strategic capital allocation.

## Competitive Market Position

**Professional sales and marketing teams drive customer engagement**, communicate our value proposition, and enhance brand awareness and credibility, positioning us as an industry leader.

**Broad product offering, value-added services, sales and technical support,** and deep market insight create cross-selling opportunities that enhance customer satisfaction and loyalty.

**Digital sales platform** offering 24/7 product access, improving convenience and expanding market reach beyond traditional business hours, enhances profitability and customer loyalty.



# Reduce Complexity. Create Value.

**ADENTRA serves as a critical link** between thousands of suppliers and tens of thousands of customers.



Partnering with 2,500+ Suppliers from 30+ Countries

**Global Sourcing at Scale**

Access to exclusive and semi-exclusive products, driving differentiation.

Supplier partnerships reduce lead times, mitigate risks, and optimize costs.

A vital North American supply chain partner, delivering exclusive products and insight-driven support to enable smarter projects and customer success.

**Sourcing**
**Logistics**
**Warehousing**
**Customer Insight**



Serving 60,000+ Customers Coast-to-Coast

**Seamless Distribution Across North America**

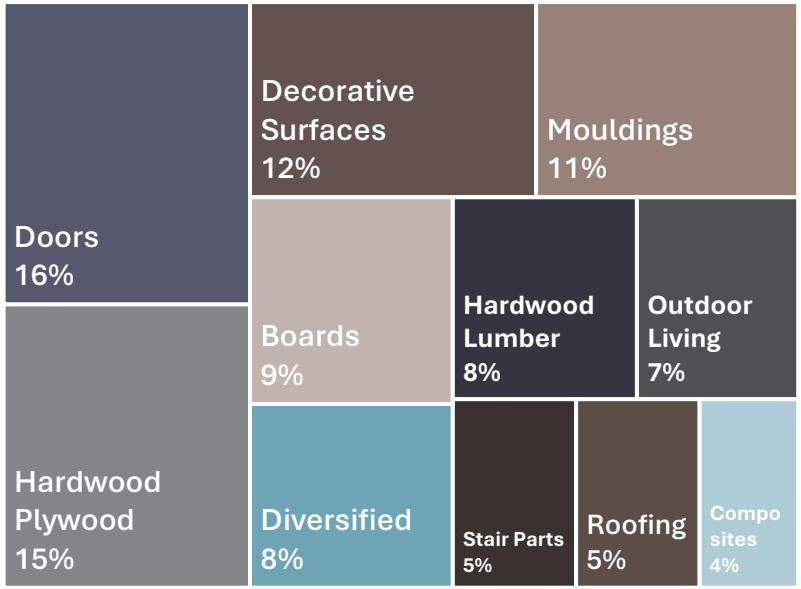
Serving Pro Dealers, Industrial Manufacturers, and big box Home Centers

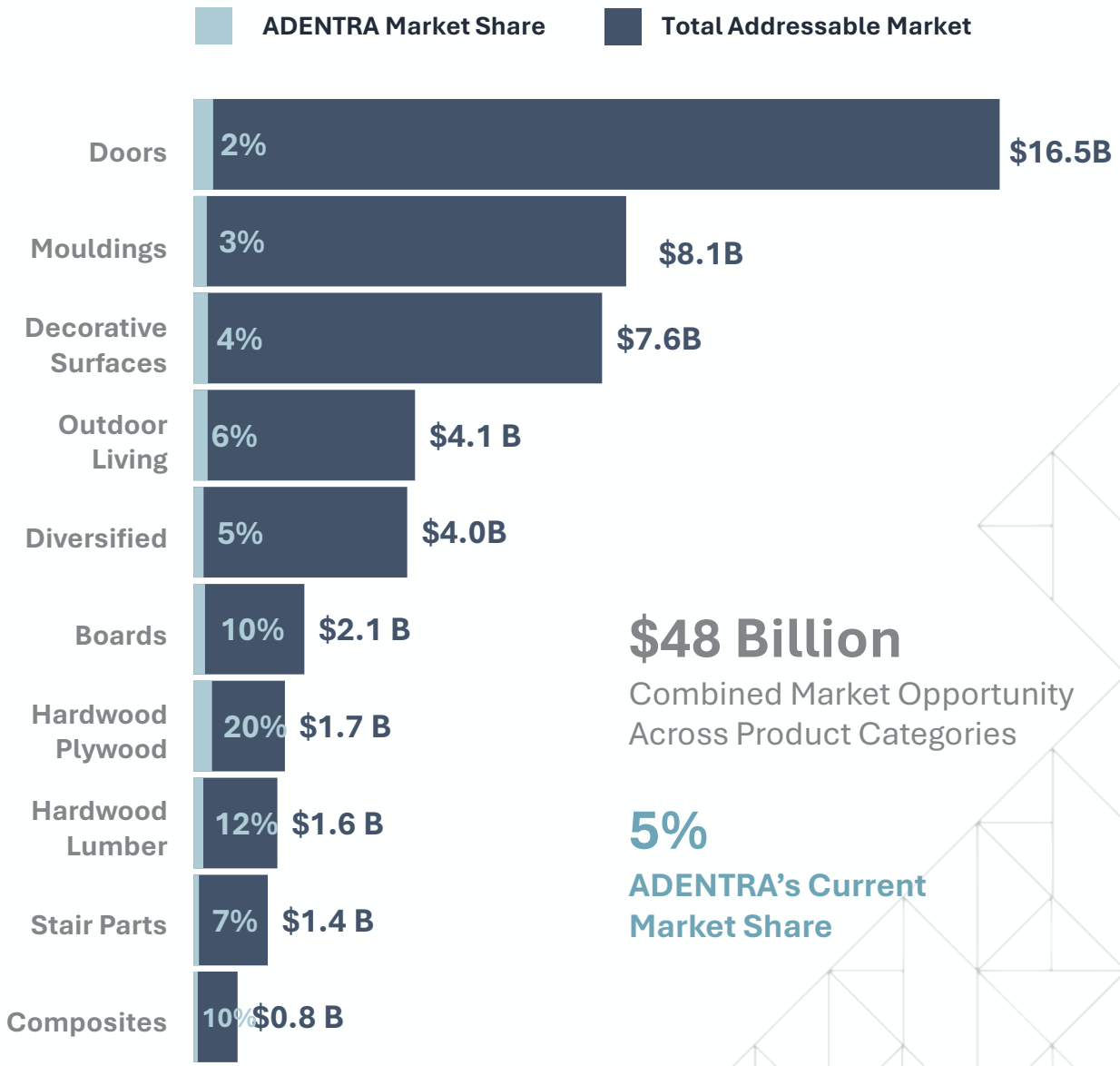
Solutions tailored to the unique needs of each customer and market segment.

# Comprehensive Product Portfolio with Growth Opportunity

**Large untapped markets** across all product categories with substantial growth opportunities.

Product Portfolio




## $48 Billion

Combined Market Opportunity Across Product Categories

## 5%

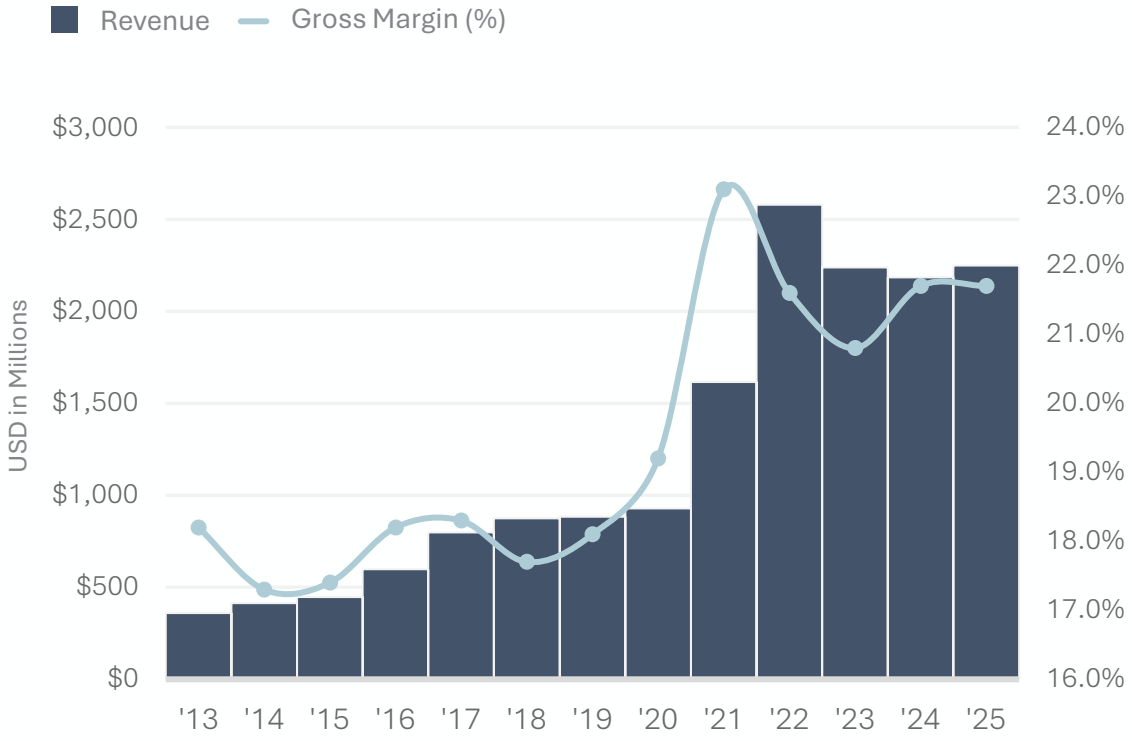
**ADENTRA's Current Market Share**

# Building on Years of Growth & Value Creation

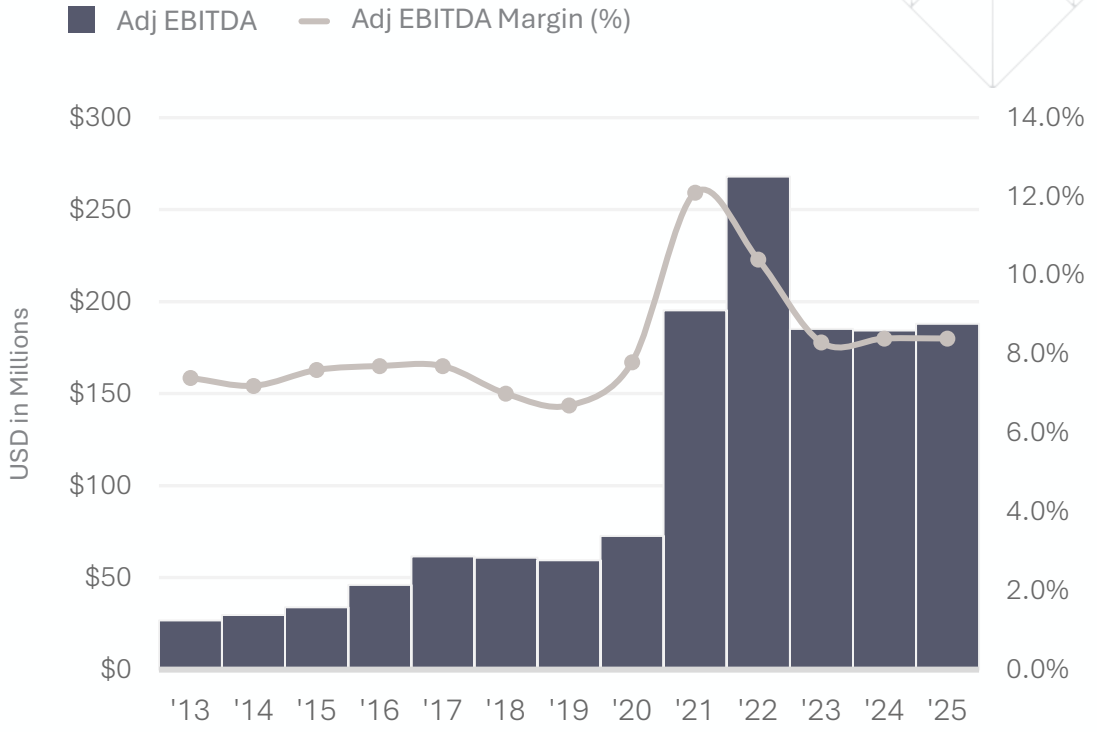
**Sustained revenue and gross margin growth** supported by consistent execution and strategic investments.

Adjusted EBITDA **increasing at a ~18% CAGR** over the past 12 years.

### Revenue & Gross Margin




### Adjusted EBITDA & Adjusted EBITDA Margin

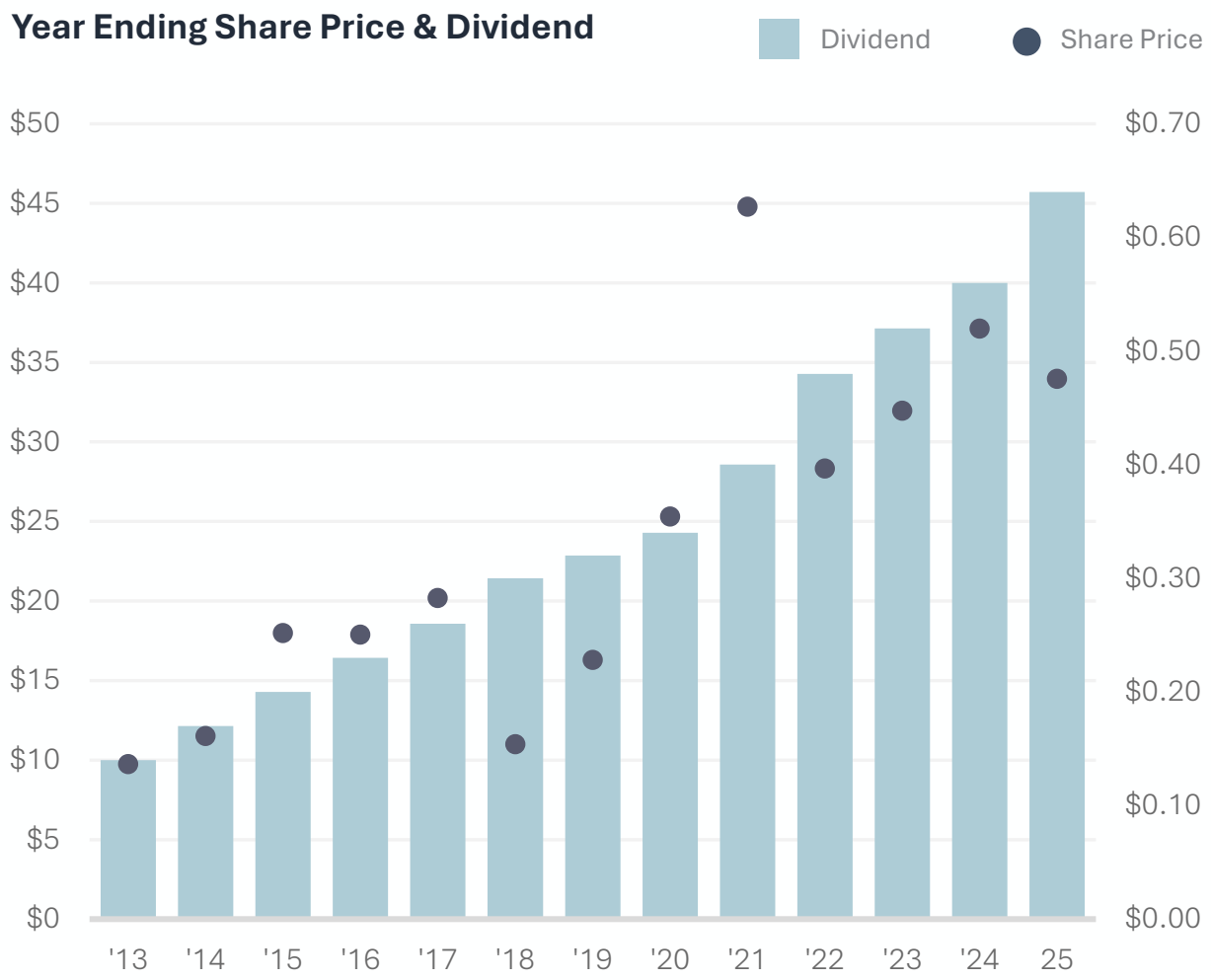



1. Adjusted EBITDA and Adjusted EBITDA Margin are Non-IFRS and Non-GAAP measures

# Committed to Operational Excellence and Shareholder Returns

Established **dividend has increased in each of the last 13 years** underscoring financial discipline.

Combined with strong share price appreciation, this has resulted in a **total shareholder return CAGR of 18.3%** over the past 13 years versus the TSX Index of 7.5% and S&P of 12.8%.[1]




Source: FactSet
1. Total Shareholder Return CAGR's are calculated using year ending values from 2013 and 2025.

# Platform Consolidator in a Fragmented Market

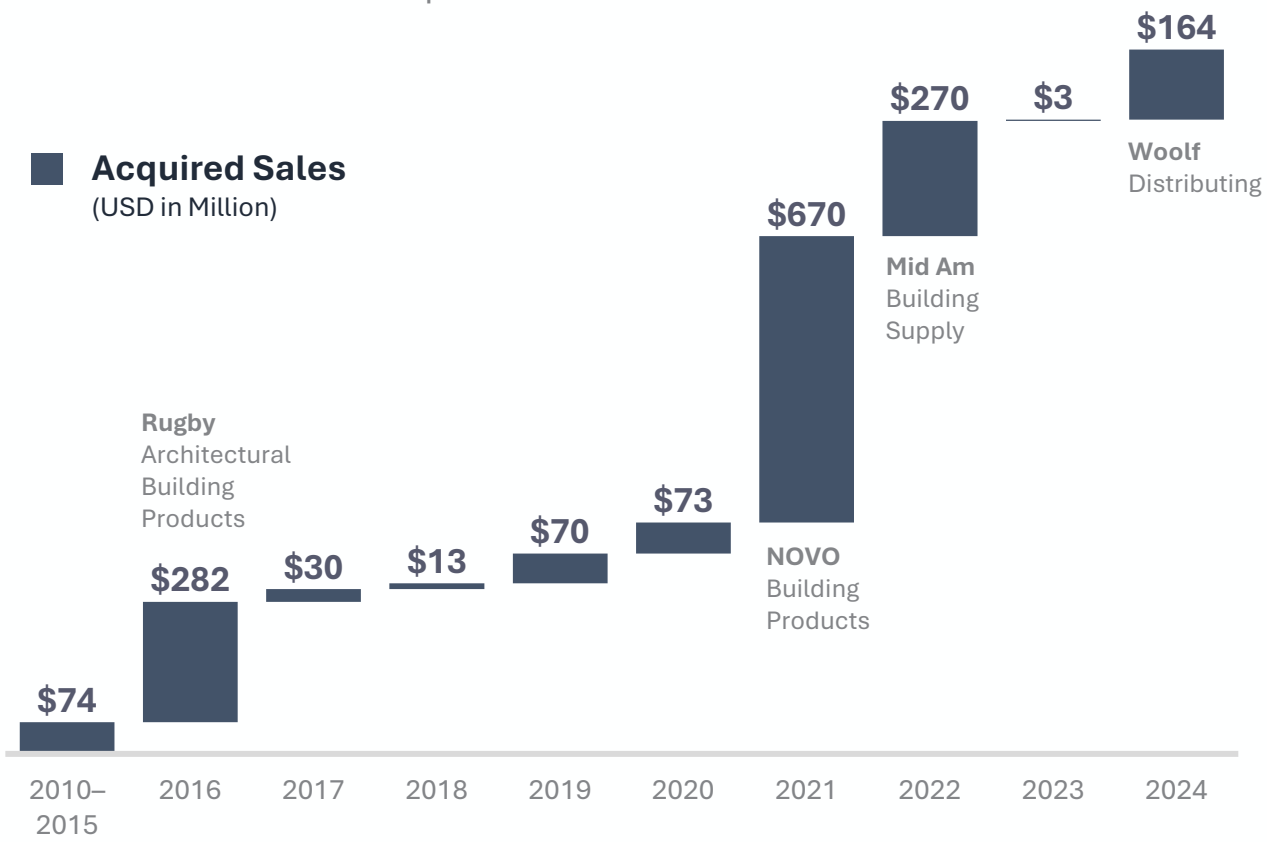
We are one of the **largest two-step distributors of architectural building products in North America**

There are **hundreds of smaller** competitors in our markets

We have a track record of consistent, **accretive consolidation**, offering **succession and stewardship to founders and family businesses.**

Since 2010, **ADENTRA has acquired 16 companies adding $1.7 billion in sales** and transforming through:

- Geographic expansion
- Product expansion
- Customer channel expansion





# From Acquisition to Advantage, Synergies in Action.

**M&A 2015–2020**

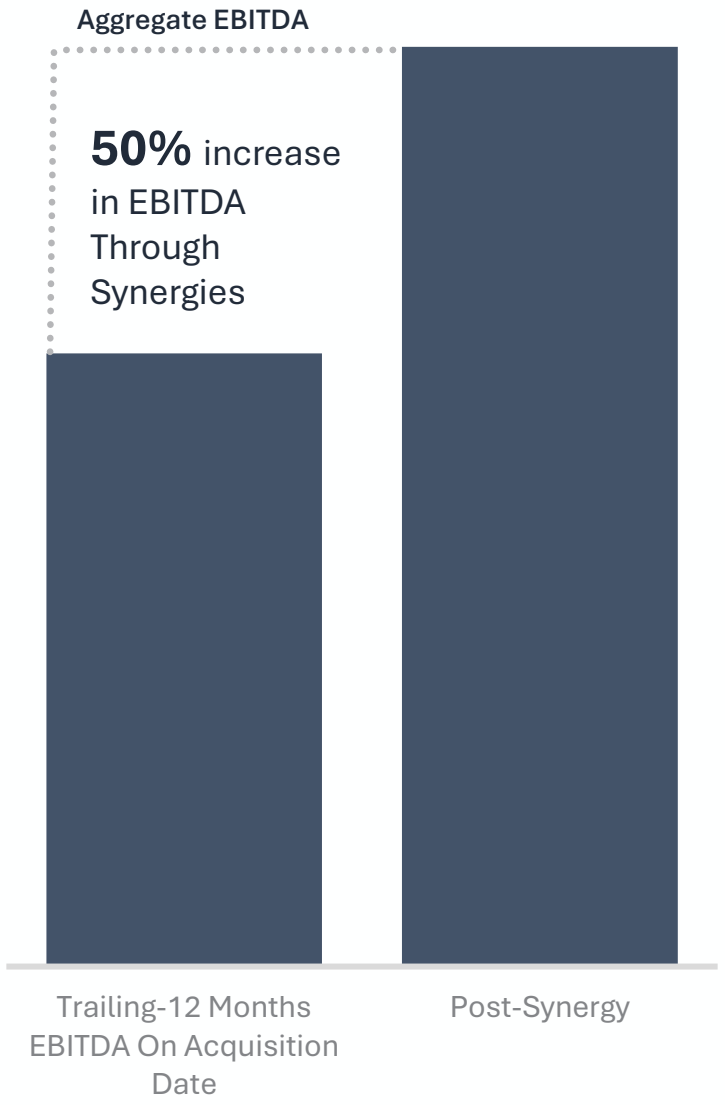
An established **multi-year strategy** for unlocking value and operational synergies.

## Synergy Drivers

**Purchasing Power**
Increased product access and better supplier terms

**Product Growth**
Cross-selling, improved go-to-market strategies, expanded products, geographies and customer channels.

**Operational Efficiencies**
Consolidation of insurance, benefits, accounting, HR, tax planning, and administration.



# A Business Transformed

| | 2014 | 2025 |
|---|---|---|
| **Total Addressable Market** | $3.3 Billion | **$48 Billion** |
| **Customer Brands** | 1 | **8** |
| **Product Categories** | 3 | **10** |
| **Locations** | 33 | **81** |
| **Customer Channels** | 1 | **3** |
| **U.S. Sales** | $318.1 Million | **$2.08 Billion** |
| **Canada Sales** | C$104.3 Million | **C$238.2 Million** |
| **Adjusted EBITDA[1]** | $29.1 Million | **$187.9 Million** |
| **Adjusted EPS (Fully Diluted)[1]** | $0.84 | **$2.62** |



1. Adjusted EBITDA and Adjusted EPS are Non-IFRS and Non-GAAP measures

# Long-Term Value Creation Framework

A blueprint for **driving profitable growth** and maximizing shareholder value.

## Organic Growth Strategy

- Global sourcing
- Vendor management
- Digital engagement
- Platform efficiency

## Acquisition Strategy

- Attractive regions, products and customer channels
- 4–8x TTM EBITDA pre-synergies
- 1-1.5x multiple reduction via synergies

## Disciplined Capital Allocation

- Immediately accretive to Adjusted EPS
- Post-synergy minimum 10-12% ROIC[1]
- Maintain 2-3x net debt to EBITDA and 1.0x working capital

### Full-Cycle Financial KPIs

| | |
|---|---|
| Average Annual Organic Growth | Low-to-mid single digit |
| M&A Spend Per Year | $50–150M |
| Gross Profit Margin | +20% |
| Adjusted EBITDA Margin | 8-10% |
| Return On Invested Capital[1] | 10-12% |

Delivering value creation to drive continued **double-digit shareholder returns.**

1. ROIC is a non-IFRS and non-GAAP measure. It is calculated by dividing Adjusted EBITDA, after subtracting depreciation, amortization, and taxes, by the sum of total bank indebtedness and shareholder's equity at period end.

# Strong Financial Foundation for Growth & Resilience

**Effective capital allocation** has driven significant growth in free cash flow

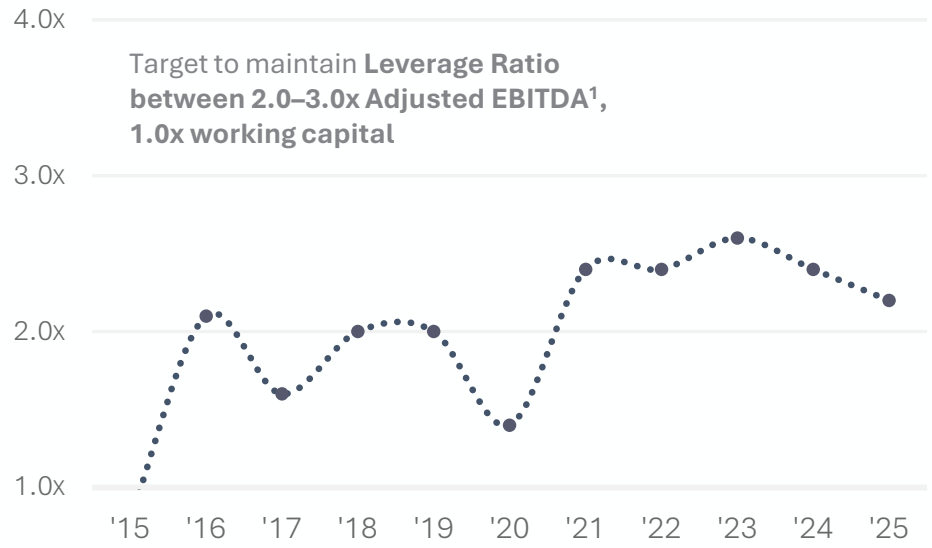
**Free cash flow resilience** through optimization of working capital during downturns, mitigating economic cycle impacts and maintaining financial flexibility

**Strong liquidity** with leverage ratio within the desired 2–3x range, representing 1.0x working capital, with over $485M in liquidity available

**Long-term value creation plan is fundable** within current balance sheet and ongoing cash generation

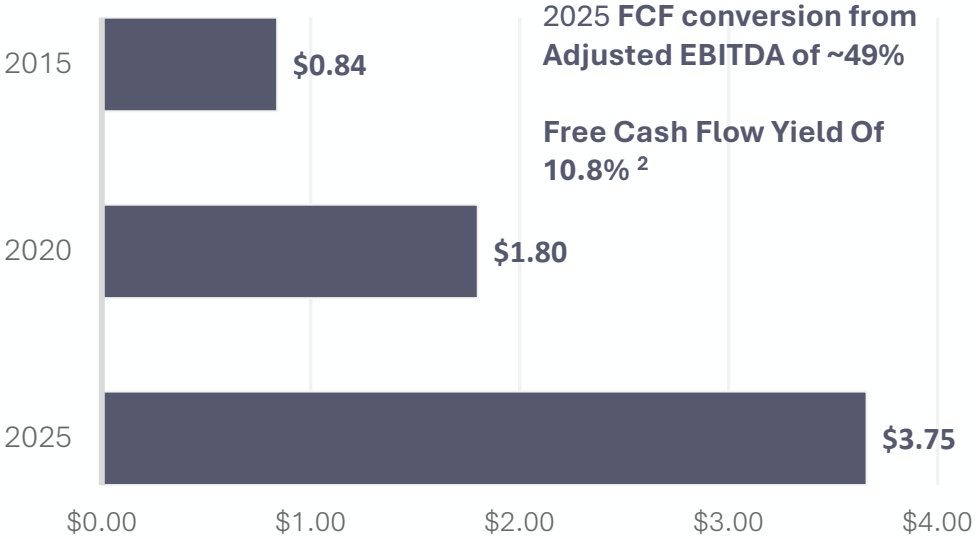
**Leverage Ratio[3]**

••• Net Debt / Adj. EBITDA




**Free Cash Flow Per Share**

Free Cash Flow Per Share[1]




1. Adjusted EBITDA and Free Cash Flow per share are Non-IFRS and Non-GAAP measures. Free Cash Flow is calculated as Net Cash From Operating Activities, less Principal Payments On Lease Obligations, Less Additions To PP&E, less Additions To Internally Generated Software, plus Proceeds From Disposal Of PP&E divided by basic weighted average common shares outstanding.
2. Free Cash Flow Yield calculated using 2025 Free Cash Flow Per Share and the closing share price as of March 12, 2026.
3. Leverage ratio calculated as Net Bank Debt / Pro Forma Adjusted EBITDA, less Rents



# Proven Leadership, Deep Knowledge Base, & Decades of Strategic Execution

**Robert J. Brown** CPA, CA, CFA
*President & CEO*

Before joining ADENTRA in 2004, Mr. Brown held various senior and executive roles in the distribution business and large accounting firms.

**Faiz Karmally** CPA, CA
*VP & CFO*

Mr. Karmally held senior positions in assurance and financial advisory and was a senior manager at PWC before joining ADENTRA in 2014.

**Drew Dickinson**
*COO*

Mr. Dickinson is the former COO and President at Rugby Architectural with over 30 years in distribution and operational management.

**Lance R. Blanco**
*SVP, Corporate Development*

Mr. Blanco is the former President & CEO of ADENTRA and has held senior executive positions in sales, distribution, and supply chain optimization.

**David Hughes** MBA
*SVP, Acquisitions*

Mr. Hughes has held various senior executive roles in distribution and operations. Previously, spent 10 years managing asset-based and commercial lending.

**Dan B. Figgins**
*VP, Imports*

Joined ADENTRA in 1994 and has held progressively senior level positions over the past three decades.

**Jeff Leys**
*President, ProDealer & Home Centre*

Former President and COO of Novo Building Products prior to ADENTRA acquisition in 2021.

**Renee Murdoch** CPHR
*VP, Human Resources*

Ms. Murdoch held several HR leadership roles in the construction, energy, and non-profit industries before joining ADENTRA in 2016.

**Jason R. West**
*VP, Canada*

Joined ADENTRA in 1999 and has held several progressively senior sales and management roles.

investor@ADENTRAgroup.com

TSX: **ADEN**