



BUILDING A BETTER TOMORROW

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INTRODUCTION

We are pleased to present our fifth annual Corporate Governance & Responsibility Report, highlighting the progress achieved throughout 2025 and the continued advancement of our sustainability priorities.

Cornerstone Building Brands remains committed to Building a Better Tomorrow for our customers, communities and future generations. As a leading manufacturer of exterior building solutions, we recognize our responsibility to embed sustainability considerations across our products and business operations. We prioritize safety, responsibility and ethics across our organization while striving to deliver an exceptional customer experience as we support the growth of North America's housing, remodeling and construction industries.

We recognize the importance of transparency and consistently seek to reinforce the strength of our disclosures, enhancing the information and programs that support our sustainability initiatives. We believe this work helps us deliver industry-leading exterior building solutions that create long-term value for our customers and positively contribute to the communities where we live, work and play.

IN THIS SECTION

- Our 2025 Sustainability Performance At-a-Glance
- A Message From Our Chief Executive Officer
- Cornerstone Building Brands' Board of Directors Statement of Support
- About This Report
- About Cornerstone Building Brands
- Our Culture
- Our Priority Sustainability Topics
- Our Sustainability Vision
- Our Sustainability Goals



Our 2025 Sustainability Performance At-a-Glance



113

Manufacturing Plants



1.48

Total Recordable Incident Rate (TRIR)



116

Warehouses and
Distribution Facilities



87.2%

Total Waste Diverted
From Landfill



19,400

Approximate Team
Members Worldwide



933

Homes We Helped Build Through
Our Home for Good project Since 2016



\$4.48M

Approximate Product and
Cash Donations to Help Build
Affordable Housing Since 2016



176

Communities Positively
Impacted Through Our Home
for Good project Since 2016

A Message From Our Chief Executive Officer

GRI 2-22

Since joining Cornerstone Building Brands in 2025, I have seen firsthand the strength of our teams and the opportunity ahead of us. I have been especially impressed by our team members' commitment to serving our customers and positively contributing to our communities. Our fifth enterprise-wide Corporate Governance & Responsibility Report highlights the progress we made during the year and the work that remains as we continue Building a Better Tomorrow.

Last year, we refreshed our sustainability priorities through a double materiality assessment that connected stakeholder expectations with the risks and opportunities most relevant to our business. The findings reinforced the importance of safety, talent, product quality and innovation, energy, waste and circularity and supply chain governance, and are guiding our focus on the areas where we can have the greatest impact and create long-term value.

We also continued to improve operational efficiency and environmental performance across our facilities while maintaining focus on the quality, reliability and service our customers expect. In service to these commitments, we advanced energy-conservation initiatives, strengthened our reporting practices and continued to address waste and circularity across our operations. We also invested in durable, energy-efficient building solutions designed to perform over the long term.

Our core values of Safety, Integrity and Inclusion remain foundational to how we operate, and we've continued to invest in employee well-being, leadership development and helping our teams obtain the skills they need to succeed. Beyond our facilities, we remain committed to expanding access to safe, affordable housing and supporting the communities where our team members live and work.

Strong governance and ethical conduct are essential to earning and maintaining stakeholder trust. By strengthening accountability, cybersecurity and supply chain governance, we work to mitigate risks that could disrupt our operations or affect our customers, reinforcing the trust our customers place in us as a responsible partner.

Looking ahead, we plan to stay focused on what matters most by continuing to strengthen our safety practices, turn operational assessments into measurable improvements and explore opportunities in product stewardship. We also strive to remain disciplined about setting priorities, assigning ownership and measuring our progress.

I'm grateful to our team members for their commitment and to our customers for their trust. Our direction is clear. We will continue to operate safely, deliver for our customers and build stronger, more resilient communities. Thank you for your continued support and partnership.

Sincerely,



Gunner Smith

Chief Executive Officer
Cornerstone Building Brands





Cornerstone Building Brands' Board of Directors Statement of Support

GRI 2-22

The Board of Directors at Cornerstone Building Brands is proud of the Company's advancement of sustainability programs that support its purpose of positively contributing to our communities. Through its expansive product portfolio, Cornerstone Building Brands seeks to maintain its position as a leading manufacturer of exterior building products in North America by delivering solutions that promote energy efficiency, reduce environmental impacts and support resilient construction practices. This steadfast dedication to sustainability is pivotal in fostering long-term value creation for the organization, its stakeholders and, most importantly, its customers. The Company's efforts to Build a Better Tomorrow underscore Cornerstone Building Brands' commitment to reinforcing its leadership in the industry, while prioritizing the people and communities in which the Company operates through initiatives such as local workforce development, community revitalization projects and the advancement of affordable housing and resilient infrastructure.

In 2025, the Nominating and Corporate Governance Committee of the Board of Directors oversaw sustainability-related matters and received updates at each meeting. Beginning in the third quarter of 2026, primary oversight of sustainability is expected to transition to the full Board of Directors. The Board of Directors is expected to continue receiving quarterly updates and evaluating the Company's progress on its sustainability strategy and remains committed to supporting the ongoing integration of sustainability practices into the Company's operations.

BOARD OF DIRECTORS¹

- | | |
|---------------------|-------------------|
| ■ John Krenicki Jr. | ■ Timothy O'Brien |
| ■ Marcia Avedon | ■ Nathan Sleeper |
| ■ Jake Donnelly | ■ Gunner Smith |
| ■ Wilbert James Jr. | ■ Suzanne Stefany |
| ■ Daniel Janki | ■ Tyler Young |

¹ As of December 31, 2025.

About This Report

GRI 2-2, 2-3, 2-5

The 2025 Corporate Governance & Responsibility Report (the “Report”) highlights progress made by Cornerstone Building Brands (the “Company,” “we,” “us” and “our”) on our sustainability initiatives. This Report and data cover our fiscal year January 1, 2025 to December 31, 2025 (unless otherwise noted).

The Company prepared this Report in accordance with the 2021 Global Reporting Initiative (GRI) Universal Standards and in partial alignment with the Sustainability Accounting Standards Board (SASB) Building Products & Furnishings Standard. For the third consecutive year, we also considered the International Sustainability Standards Board’s (ISSB) 2023 International Financial Reporting Standards S1 and S2 frameworks in developing this Report.

For the 2025 reporting year, Cornerstone Building Brands obtained third-party limited assurance for its Scope 1 and Scope 2 greenhouse gas emissions. This assurance supports the quality and credibility of our emissions reporting and reflects our continued focus on strengthening environmental data management, documentation and external disclosure practices. For more information, see the [Appendix](#).

For additional information about this Report, please contact us at info@investors.cornerstonebuildingbrands.com.



About Cornerstone Building Brands

GRI 2-1, 2-2, 2-6

Cornerstone Building Brands is a leading exterior building products manufacturer by sales in North America. Headquartered in Cary, North Carolina, we serve residential and commercial customers across the new construction and Repair & Remodel (R&R) markets.

In 2025, our market-leading portfolio of products spanned vinyl windows, vinyl siding, stone veneer, metal buildings, metal roof & wall systems and metal accessories. Cornerstone Building Brands’ broad, multi-channel distribution platform and expansive national footprint includes approximately 19,400 employees at manufacturing, distribution and office locations throughout North America.

Corporate stewardship and sustainability responsibility are embedded in our culture to further our commitment to Build a Better Tomorrow and seek to positively contribute to the communities where we live, work and play.

For more information, visit us at cornerstonebuildingbrands.com.

OUR 2025 BRAND PORTFOLIO

WINDOWS & DOORS Windows, Patio Doors & Entry Doors



SIDING & ACCESSORIES Vinyl Siding, Stone Veneer, Metal & Rainware and Trim & Accessories



METAL SOLUTIONS Metal Roof, Wall & Building Systems



Our Culture

OUR CORE VALUES



Safety

Safety is an essential part of our culture. We approach each day with careful attention to the well-being of every individual. From the moment we leave home to the time we return, we take personal responsibility for our safety and the safety of those around us.



Integrity

We are honest and accountable in our actions with one another and with all our stakeholders, and we strive to build trust at every opportunity. Our commitment to doing what's right underscores everything we do each day.



Inclusion

We value teamwork and work together to create a truly inclusive environment where each team member feels respected and valued and has access to opportunities and resources that enable them to be successful every day. Our backgrounds are as varied as our talents, and we stand together as one winning team whose diversity reflects the communities we serve.



OUR BEHAVIORS & MINDSETS

CUSTOMER-CENTRIC

Understanding our customers and how collectively we can create shared value



INTERCONNECTED

Delivering customer value by working intelligently and efficiently as one team



CONTINUOUS IMPROVEMENT

Better supporting what the customer values most



- I seek to understand our customers' needs and what is most important to them to be successful.
- I look for ways that Cornerstone Building Brands and our customers can create mutual value and win together.
- I continuously look for better ways to do my work that will also enable our teams to create more value with our customers.
- I understand how important it is to work as part of ONE TEAM and leverage each other's strengths and abilities through collaboration and teamwork, with customer value top of mind.
- I understand how what I do relates to others in the Cornerstone Building Brands team and how it impacts the customer.
- I look for ways to connect with others through transparency, accountability and trust to improve the quality and timeliness of my work.
- I look for new ways to incorporate diverse perspectives to improve my decision-making, quality and/or delivery of my work.
- I look for ways to do my work more efficiently, both in time and resources required.
- I look for ways our company can better support what our customers need and value most.

Our Priority Sustainability Topics

GRI 3-1, 3-2

In 2025, Cornerstone Building Brands engaged in a double materiality assessment to identify the sustainability topics that are most relevant to our business today. Utilizing internal and external stakeholder inputs, we identified, prioritized and validated those material sustainability topics, and examined the associated topic-specific impacts, risks and opportunities.

The results of the assessment inform the content in this year’s Report and how we communicate our progress toward Building a Better Tomorrow with our customers and other stakeholders. We plan to utilize the results of this assessment to update our management approaches for current and potential future sustainability focus areas.

We routinely conduct stakeholder engagement and review our material topics to address new developments and reflect the current state of our business. We plan to continue assessing both the financial risks and opportunities of sustainability-related factors on our business as well as our company’s broader impact on the environment and society to inform future reporting, disclosures and sustainability initiatives, as applicable.

PRIORITY MATERIAL TOPICS



Environmental

- Waste & Circularity
- Product Stewardship & Innovation
- Energy



Governance

- Supply Chain Governance



Social

- Customer Experience
- Occupational Health & Safety
- Product Quality & Safety
- Talent Attraction & Management

ENGAGING STAKEHOLDERS

STAKEHOLDER	EXAMPLE PRIORITY TOPICS
Business Partners	- Product Stewardship & Innovation - Talent Attraction & Management - Product Quality & Safety
Communities & Non-Governmental Organizations (NGOs)	- Occupational Health & Safety - Product Quality & Safety - Supply Chain Governance
Customers	- Customer Experience - Product Quality & Safety - Product Stewardship and Innovation
Team Members	- Talent Attraction & Management - Occupational Health & Safety - Customer Experience
Governments & Regulators	- Occupational Health & Safety - Product Quality & Safety - Supply Chain Governance
Industry Organizations	- Waste & Circularity - Energy - Product Stewardship & Innovation

STAKEHOLDER	EXAMPLE PRIORITY TOPICS
Investors & Financial Institutions	- Talent Attraction & Management - Energy - Supply Chain Governance
Peers	- Product Stewardship & Innovation - Talent Attraction & Management - Product Quality & Safety
Suppliers	- Supply Chain Governance - Energy - Occupational Health, Safety & Well-Being¹
Thought Leadership	- Energy - Waste and Circularity - Product Stewardship & Innovation
Distributors	- Energy - Supply Chain Governance - Waste & Circularity

¹ Our safety programs include contractor and supplier safety based on the safety performance requirements of our suppliers.

PARTNERING WITH PURPOSE

GRI 2-29

At Cornerstone Building Brands, we are dedicated to fostering strong partnerships with key stakeholders, including customers, suppliers and community organizations that support our purpose and values. Regular engagement with these stakeholders allows us to gather insights into business-related priorities, risks and opportunities. We strive to bring a customer-focused lens to our strategic engagements and analyze areas for improvement by maintaining open and ongoing communication that creates opportunities for stakeholders to express their priorities and concerns, enhancing our ability to respond to their feedback. We aim to prioritize impactful partnerships to carry out our purpose of positively contributing to the communities where we live, work and play, now and for generations to come.

Engagement with a broad range of stakeholders can help to shape our approach to managing key sustainability topic areas, including through materiality assessment. By considering various backgrounds and perspectives, we can leverage stakeholder feedback to develop thoughtful and effective strategies. As a result, we believe we are better positioned to address what matters most to our stakeholders and align our business accordingly. Rooted in our core values, our stakeholder engagement approach enables us to maintain transparency and accountability, ultimately contributing to our long-term success.

INDUSTRY ORGANIZATION PARTNERSHIPS

GRI 2-28

- American Institute of Architects
- Cool Roof Rating Council
- ENERGY STAR®
- Fenestration Canada
- Fenestration and Glazing Industry Alliance (FGIA)
- Green Building Initiative™
- Hollow Metal Manufacturers Association
- Insulating Glass Code Council (IGCC)
- Manufacturers Alliance
- Metal Building Contractors & Erectors Association
- Metal Building Manufacturers Association®
- Metal Construction Association®
- Metal Roofing Alliance®
- National Association of Home Builders®
- National Association of Manufacturers
- National Coil Coating Association
- National Concrete Masonry Association
- National Fenestration Rating Council®
- Natural Resources Canada (Canadian ENERGY STAR®)
- Polymeric Exterior Products Association (PEPA)
- Safety Glazing Code Council (SGCC)
- Steel Door Institute
- U.S. Green Building Council®
- Vinyl Sustainability Council
- Window and Door Manufacturers Association



Our Sustainability Vision

How We Are Building a Better Tomorrow



BUILDING A SAFER TOMORROW

Our dedication to advancing a more sustainable future is guided by a data-driven strategy that focuses on improving energy efficiency, advancing waste reduction and circularity, managing climate-related risk and optimizing material efficiency. We work to innovate safe, high-quality products that our customers can leverage to support their own business and sustainability goals and create value for them and our other stakeholders by continuously improving operational efficiency, reducing risk and cost, strengthening resilience and continuing to make a positive impact on our communities.

- Energy
- Greenhouse Gas Emissions
- Waste & Circularity
- Climate Change



BUILDING CARING COMMUNITIES

The safety, well-being and development of our people remain a leading priority. We strive to maintain a safe, healthy and inclusive workplace for all employees while attracting, developing and retaining the talent needed to support our business. Our commitment extends beyond our workforce to the communities where we live and work, where we aim to contribute to positive societal outcomes through community engagement and philanthropy. We seek to enhance the quality, safety and accessibility of our offerings to deliver exceptional product experiences and strengthen the overall experience of doing business with us for our customers.

- Occupational Health, Safety & Well-Being
- Talent Attraction & Management
- Human Rights
- Product Quality & Safety
- Customer Experience
- Community Engagement & Philanthropy



BUILDING WITH ETHICS & INTEGRITY

We prioritize integrity, transparency and ethical business practices to maintain our reputation of trust, accountability and stability. We leverage these standards to carry out business in a way that upholds our values and promotes ethical conduct across the enterprise. We actively manage cybersecurity, information security and our supply chain responsibly to meet these standards and work to support reliable, uninterrupted service for our customers.

- Corporate Governance
- Business Ethics & Anti-Corruption
- Supply Chain Governance
- Cyber & Information Security

Our Sustainability Goals

Energy & Emissions, Waste & Circularity

2025 GOAL

Partner with local universities and regional energy suppliers to conduct energy conservation audits at select manufacturing facilities.

PROGRESS Complete ✓

SUMMARY

- Completed 10 energy conservation assessments in association with the U.S. Department of Energy Industrial Training and Assessment Centers Program (USD OE ITAC Program).
- Initial analyses of site assessments indicate potential short-payback energy conservation opportunities.
- By leveraging the USD OE ITAC Program for 10 assessments, we achieved ~\$300K in cost avoidance versus our traditional energy assessment protocol.

NEW 2026 GOAL

- Convert 2025 energy assessment findings into site-level action plans and implement and/or complete priority short-payback energy conservation projects at select sites.

2025 GOAL

Conduct energy conservation Kaizen events (structured, site-level continuous improvement workshops) at select sites as determined by facility size and energy consumption analyses.

PROGRESS Complete ✓

SUMMARY

- Completed sustainability-focused Kaizen events in conjunction with corporate program in support of improving efficiency of a facility heating process and investigating measures for utility cost savings.

NEW 2026 GOALS

- Begin climate resilience mapping for priority sites to better understand potential operational risks related to weather, downtime, insurance exposure and customer continuity.
- Continue conducting energy conservation events at select manufacturing sites.

2025 GOAL

Initiate select site-level Green Teams with a focus on projects that reduce waste, conserve energy and/or water, promote eco-friendly best practices or help to ensure alignment with corporate sustainability goals. Initial analyses of site assessments indicate potential short-payback energy conservation opportunities.

PROGRESS Complete ✓

SUMMARY

- Supported Green Team initiatives to launch local sustainability and conservation efforts focused on beneficial reuse of waste wood, helping build momentum for future projects as business conditions improve.

NEW 2026 GOAL

- Continue expanding site-level Green Team, Kaizen events and energy conservation engagement to support waste reduction, energy efficiency and water conservation projects.

2025 GOAL

Maintain landfill diversion rate greater than 70%.

PROGRESS Complete ✓

SUMMARY

- Achieved an 87% landfill diversion rate, exceeding our goal and demonstrating continued progress in reducing waste sent to landfill across our operations.

NEW 2026 GOALS

- Conduct business unit-specific feasibility studies for a packaging circularity framework to support U.S. Extended Producer Responsibility (EPR) compliance, reduce program fee exposure and improve packaging materials data quality.
- Maintain a landfill diversion rate greater than 70%.

Talent Attraction & Management

2025 GOAL

Launch a systematic Talent Acquisition (TA) function to scale capabilities, build leadership effectiveness as well as execute our learning & development roadmap.

PROGRESS Ongoing 🔄

SUMMARY

- Successfully transitioned from an enterprise-wide Recruitment Process Outsourcing (RPO) model to a hybrid Talent Acquisition model, building internal capabilities across Talent Partnership, Recruiting, Executive Search, TA Operations and Preboarding.
- Established stronger governance, analytics, executive recruiting and hiring manager training programs to support scalable talent acquisition.

NEW 2026 GOAL

- Continue advancing Talent Acquisition capabilities through automation, Recruiter and Talent Partner development, enhanced workforce planning and talent advisor skills and broader adoption of hiring manager interview training and selection best practices.

2025 GOAL

Improve selection methodology by consistently linking competency-based techniques into our behavior-based interviewing format.

PROGRESS Complete ✅

SUMMARY

- Developed hiring manager interview training, including structured interview guides and behavioral interviewing tools, to improve selection consistency and decision-making. Evaluated assessment technologies to enhance candidate quality, strengthen hiring outcomes and support improved early retention.

NEW 2026 GOAL

- Pilot automated assessment technology for direct manufacturing roles, expand the use of competency-based interview guides, strengthen hiring manager interviewing and selection capabilities through targeted training and improve quality-of-hire, retention and overall hiring effectiveness.

2025 GOAL

Increase leader effectiveness by driving toward achieving SMART goals, recognizing and nurturing potential and performance via a defined framework and delivering constructive feedback.

PROGRESS Complete ✅

SUMMARY

- We launched the Cornerstone Building Brands Leadership Framework to help us diagnose and focus on development for our indirect team members.
- We placed significant emphasis on individual development plans (IDPs) for Cornerstone Building Brands team members, with ~3000 IDPs in our platform.
- SMART Goals launched in 2025 Performance Process.

NEW 2026 GOAL

- Build on this foundation by further integrating leadership expectations, development planning and performance management practices. Our focus will be on equipping leaders to set clear goals, provide meaningful feedback, recognize and develop talent and drive stronger individual and organizational performance.

2025 GOAL

Continue to reach more team members with learning & development opportunities tailored to their needs via our Aspiring Leaders program for direct employees and three new instructor-led workshops for indirect team members in 2025.

PROGRESS Complete ✅

SUMMARY

- Strengthened the Company's internal talent pipeline by delivering targeted development opportunities for existing team members, with programming focused on leadership readiness, skill-building and preparing team members for future roles across the business.

NEW 2026 GOAL

- Align learning and development priorities with business transformation needs, including automation, operational excellence, digital tools and evolving workforce capabilities.

Talent Attraction & Management

2025 GOAL

Fully activate our Inclusion in Action Council to drive connection and increase engagement across all employees.

PROGRESS Complete ✓

SUMMARY

- Launched Inclusion in Action Council Spotlight & Engage Event series, where employees were invited to connect quarterly. Delivered three events throughout 2025 with increasing participation across each event, totaling more than 1,000 voluntary participants.

NEW 2026 GOAL

- Evolve the role of the Inclusion in Action Council as a strategic connector across the organization. Maintain ongoing Inclusion in Action Council communications and Spotlight & Engage Event series focusing on building deeper connection with and driving higher participation from sites.

2025 GOAL

Leverage our talent acquisition, talent management and learning and development programs and practices to build a strong pipeline of high performers who positively impact the communities in which we operate.

PROGRESS Ongoing 🔄

SUMMARY

- Expanded talent pipelines through university recruiting, community partnerships and internal career opportunities while delivering hiring outcomes across the enterprise and significantly reducing reliance on external agencies.

NEW 2026 GOAL

- Continue strengthening internal mobility, community-based recruiting partnerships and workforce planning capabilities.

Occupational Health, Safety & Well-Being

2025 GOAL

Improve Total Recordable Incident Rate (TRIR) each year, continuing our pursuit of attaining zero injuries.

PROGRESS Complete ✓

SUMMARY

- In 2025, successes were driven by tighter management practices for employee audiometric testing programs and process noise reduction Kaizen events that identified areas where noise can be reduced at floor level to reduce impacts on employees' hearing capabilities. Improving machine guarding technical knowledge for leaders and engineers was achieved through learning and practical application workshops and cross-company sharing of machine guarding challenges and solutions. Also, enhanced safety data tracking capabilities across the platform have improved reported injury and hazard analytics, allowing our teams to focus on the highest impact areas to ensure rapid improvements are realized where most important (highest risk).
- Achieved double-digit TRIR improvement in consecutive years. Each business unit operated with TRIR at or below North American Industry Classification System (NAICS) peer groups.

NEW 2026 GOAL

- Improve TRIR each year, continuing our pursuit of attaining zero injuries.

Transparency & Reporting

2025 GOAL

Continue to scale and enhance the Environmental pillar within the Cornerstone Building Brands Production System (CPS) College.

PROGRESS Complete ✓

SUMMARY

- Completed intensive CPS College Environmental pillar training for 44 employees across all business units.
- Achieved third-party limited assurance over Scope 1 and Scope 2 greenhouse gas emissions, strengthening the reliability of emissions reporting and supporting readiness for evolving regulatory disclosure requirements.

NEW 2026 GOALS

- Strengthen sustainability reporting controls by building on achieved third-party limited assurance for Scope 1 and Scope 2 emissions and improving internal review, data collection and accountability processes for priority external disclosures.
- Continue to manage increasing regulatory disclosure requirements, including Scope 3 emissions.

Business Ethics & Values

2025 GOAL

Ensure 100% of new hires acknowledge the Code of Conduct within 30 days of hire date.

PROGRESS Ongoing 🔄

SUMMARY

- Completed a monthly audit to monitor compliance.
- Achieved 100% compliance for active U.S. employees hired in 2025.

NEW 2026 GOAL

- Ensure 100% of new hires acknowledge the Code of Conduct within 30 days of hire date.

Cyber & Information Security

2025 GOAL

Maintain average annual BitSight Security Rating of "Advanced."

PROGRESS Complete ✅

SUMMARY

- We achieved a new enterprise high for BitSight ratings in 2025 which included all new mergers and acquisitions.

NEW 2026 GOAL

- Maintain average annual BitSight Security Rating of "Advanced."

Supply Chain Governance

2025 GOAL

Continue to require compliance with Supplier Code of Conduct through onboarding.

PROGRESS Ongoing 🔄

SUMMARY

- Continued to require suppliers to certify compliance with the Supplier Code of Conduct and other applicable policies through the onboarding process, reinforcing baseline expectations for responsible business conduct across the supplier base.

NEW 2026 GOAL

- Continue to require compliance with Supplier Code of Conduct through onboarding.

2025 GOAL

Evaluate supplier sustainability initiatives and compliance with policies through supplier performance scorecards.

PROGRESS Ongoing 🔄

SUMMARY

- Advanced supplier governance by continuing to incorporate policy compliance and sustainability-related considerations into supplier engagement, including Supplier Code of Conduct certifications.

NEW 2026 GOAL

- Evaluate supplier sustainability initiatives and compliance with policies through supplier performance scorecards.



BUILDING A SAFER TOMORROW

As part of our commitment to support a safer and more sustainable future, we seek to periodically assess our environmental impacts and take action to reduce them. We proactively manage our products and operations to lower our environmental footprint and adapt to resiliency challenges such as extreme weather events, climate impacts and natural resource scarcity. We believe these efforts not only help to mitigate risks to our business but also support our commitment by protecting the safety of our customers, team members and the communities where we live, work and play.



IN THIS SECTION

- Energy & Emissions
- Our Environmental Footprint
- Product Stewardship & Innovation
- Product Quality & Safety



Energy & Emissions

Recognizing that mitigating climate change remains a global priority, we remain committed to reducing our greenhouse gas (GHG) emissions, largely tied to energy use and improving energy efficiency across our operations.



Greater operational efficiency can allow us to capture energy and cost savings that can be reinvested in our products and customer experience, while reducing GHG emissions impact.

We believe effective governance across our business units is critical to aligning energy performance with our targets. Our sustainability team provides regular updates to the Executive Committee, including the CEO, and the Board receives quarterly reporting. Through our Enterprise Risk Management assessments, we evaluate potentially material sustainability-related issues and provide annual updates to both the Executive Committee and the Board. Leaders across Strategy, Legal and Operations review these findings and share responsibility for ensuring appropriate action is taken, as needed.

Data management underpins our approach to energy conservation and climate mitigation. We leverage our centralized sustainability data platform, Pulsora™, and our utility management platform, EMSys, to monitor energy consumption, identify site-level efficiency opportunities and integrate renewable and low-carbon energy sources at our sites. These tools enable a data-driven approach to energy management, helping us target locations for detailed energy audits and pursue assessments through the U.S. Department of Energy's Industrial Training and Assessment Center program, furthering progress towards our sustainability vision and executing our Cornerstone Building Brands Production System (CPS) Environmental pillar.

A core component of our performance monitoring approach is evaluating the key stages of the product lifecycle, including raw material sourcing, the energy used for production, packaging and distribution, and product use and end-of-life impacts that are relevant to our operations. Across our manufacturing operations and facilities, we seek to prioritize energy efficiency to reduce our Scope 1 and 2 emissions.

ADDRESSING & ADAPTING TO CLIMATE CHANGE

GRI 3-3

As the impacts of climate change become more pronounced, our operations, communities and planet face increasing exposure to potentially severe disruptions. Natural disasters and extreme weather events, including wildfires, droughts and floods, pose substantial threats across our value chain. These occurrences may disrupt activities for our team members, supply chain, facilities, product distribution networks and customers. Climate-driven situations can interfere with critical aspects of our daily operations, including power and water availability, access to raw materials and our capacity to manufacture and distribute our products to customers in a timely and safe manner.

Cornerstone Building Brands equips its facilities with multiple systems designed to respond swiftly to emergencies and extreme weather events, and we integrate flexible measures into our manufacturing processes to maintain operational resiliency in the event of an incident. These measures help us mitigate potential impacts and allow our teams to pivot production to alternative plants to maintain capacity and prevent shortages or delays. Supporting the resilience of our supply chain is equally important, and we aim to utilize key relationships with a variety of suppliers to prevent disruptions.

Our product teams consider the impacts that climate change can have on our customers in the design of our products. By meeting testing requirements for areas impacted by extreme weather, reducing heating and cooling energy losses through insulation and optimizing our product portfolio, we can deliver long-lasting, high-performing products. We additionally work to adapt our operational and supply chain resilience in the face of climate change to maintain reliable performance and minimize disruption for customers.

MEASURING & MINIMIZING OUR ENERGY USE

GRI 3-3

Optimizing our energy efficiency is a priority as we strive to reduce our environmental impact. We deploy the Cornerstone Building Brands Production System (CPS) Environmental pillar at select manufacturing sites to identify energy conservation opportunities and develop a framework for implementing energy efficiency measures.

In 2025, we conducted energy conservation audits at select plants in partnership with third-party assessors. These audits helped identify impactful short- and long-term energy efficiency measures, such as facility updates, lighting retrofits and equipment modifications or upgrades. We recently established a partnership with the U.S. Department of Energy Industrial Training and Assessment Centers to conduct additional energy assessments at select manufacturing facilities. We applied the assessment results, coupled with internal consumption data and building square footage, to create Energy Use Indexes for analysis.



BUILDING BETTER SPOTLIGHT

Energy-Saving Projects in California Improve Energy Efficiency

Cornerstone Building Brands recently completed a series of energy efficiency projects at our Atwater, California, facility. This 220,000 square-foot plant, which manufactures exterior metal building products, has been transformed into a great example of energy efficiency, electrification and renewable energy generation. By targeting electricity and natural gas consumption, the completed initiatives are expected to reduce energy use while yielding strong financial value through annual utility savings. The Atwater facility implemented a rooftop solar photovoltaic system, facility-wide LED lighting upgrades, heating electrification, HVAC optimization and electric vehicle charging infrastructure. The facility expects these upgrades, completed in partnership with Veolia, a global provider of environmental services, to result in net annual energy savings of approximately 800,000 kWh of electricity and 8,000 therms of natural gas based on internal estimates (not externally verified). The Atwater plant is an example of Cornerstone Building Brands striving to advance practical energy-efficiency projects within its manufacturing operations that support long-term operational value.



Across our business units, we design and deliver products that promote energy savings for customers through innovative design and technology. Through our Ply Gem® brand, we offer a range of window and door solutions recognized as the Most Efficient of ENERGY STAR® in 2025. Products receiving this designation are subject to third-party verification to ensure they meet strict energy efficiency standards and deliver measurable energy savings. Through our Metal Solutions portfolio of pre-engineered metal buildings and components, we help customers reduce energy costs with steel roof and wall panels featuring solar-reflective coatings. These specialized coatings reflect sunlight and emit absorbed heat to improve thermal performance and help lower heating and cooling demands. This feature helps customers maintain comfortable indoor temperatures, reduce energy use and lower utility costs.

We further expanded our Windows & Doors product offerings in 2025, with our Ply Gem® 1500 Vinyl Window and Patio Door Collection now featuring a coextruded black color. This product stands out for its layering of UV inhibitors and reflective pigments directly into the product as well as for its variety of compatible glass packages. These innovations offer longer-term resistance to weathering and heat buildup and can additionally be optimized for thermal efficiency, passing on energy savings and long-term value to customers.



Our commitment to energy efficiency extends beyond our operations to our product offerings.

By offering more sustainable, durable and high-performing building solutions, we can enable customers to reduce their environmental footprint through improved energy efficiency and extended product lifespan. The sustainable benefits of our products can also support customers in achieving green building certifications. We strive to continue to engineer solutions that enable our customers to make more energy-efficient choices and reduce their environmental footprint, guiding our approach to product development and innovation in the years ahead. For more information, please see [Product Stewardship & Innovation](#).

OPTIMIZING TRANSPORTATION

By adopting an approach to our supply and distribution strategy that is designed to be efficient and more sustainable, we can significantly reduce the total emissions associated with our operations. We prioritize regular maintenance and optimization of our fleet to lower fuel consumption and minimize our carbon footprint. We also equip our drivers with resources to increase their awareness of the environmental impacts of their work and collaborate on strategies to support more sustainable transportation. We work to continue to identify opportunities to reduce fleet emissions by optimizing delivery routes, improving vehicle utilization and maximizing truckload capacity while meeting customer needs. These efforts can strengthen our operational efficiency and reduce the environmental impact of our transportation activities, supporting our broader commitment to Building a Better Tomorrow.



Our Environmental Footprint

GRI 3-3

At Cornerstone Building Brands, we seek to integrate environmental responsibility across our operations and product lifecycles. We strive to care for our customers, communities and planet by maintaining compliant, efficient manufacturing facilities and reducing our environmental impact through reductions in energy consumption, waste generation, freshwater usage and raw material inputs. We consider responsible resource allocation in our production processes to be as important as waste management practices in reducing our environmental footprint.

We work to continually strengthen our data collection systems to capture energy, water and waste information across our manufacturing operations. For newly acquired facilities, we leverage Pulsora™ and EMSys to integrate environmental data into our systems to ensure data quality and alignment with our inventory management approach. We use the Cornerstone Building Brands Production System (CPS) methodologies to support consistent data collection, management and tracking across business units. CPS also serves as a Center of Excellence (COE) tool that provides manufacturing teams and leaders with visibility into and analysis of key environmental metrics, including energy use, water consumption and waste generation and diversion across their areas of responsibility.

This progress supports more uniform data practices and enables the development of plant-level targets that drive continuous improvement across key environmental metrics such as water, waste and energy consumption.

MANAGING WASTE

Cornerstone Building Brands implements waste management processes that support the safe handling of hazardous materials and diversion of waste from landfills where feasible.



In 2025, we diverted more than 151.6 million pounds of waste from landfills, accounting for more than 87% of our total waste.

We focus on reclaiming common scrap materials including PVC, steel, glass and aluminum. By applying effective recovery methods, we work to enable reuse both within our production processes and by external partners and recyclers. This approach reduces manufacturing waste while also lowering our environmental footprint and sourcing costs.

Most waste-related impacts, including those associated with secondary steelmaking, steel coil coating, PVC production and flat glass manufacturing, occur in our value chain rather than in our manufacturing operations. The majority of our raw materials are pre-painted, with the exception of our PVC extrusion processes. Accordingly, our manufacturing activities largely consist of fabrication or assembly.

For the limited amount of hazardous waste generated in our operations, we follow best practices for waste reduction and pollution prevention. Our policies and procedures, including our [Environmental, Health, Safety and Sustainability Policy](#), govern the safe handling, storage and disposal of hazardous waste in compliance with federal, state, provincial and local laws, including the Resource Conservation and Recovery Act and equivalent non-U.S. requirements. We provide training for team members responsible for waste management through Cornerstone Building Brands' learning management system.

MANAGING CIRCULARITY

At Cornerstone Building Brands, we seek to advance circularity by manufacturing with reclaimed materials like steel, glass, aluminum and vinyl where possible. For example, we incorporate aluminum in our residential building products and reclaimed steel in many of our low-rise, non-residential building products. We actively monitor national, state and local regulations related to plastics and Extended Producer Responsibility (EPR) to stay current with evolving packaging and circularity requirements.



We promote circular plastics reuse by regrinding scrap vinyl and polypropylene to be integrated into our raw material feed.

To support this approach, we engineer our building solutions to minimize waste at end-of-life when they are no longer actively in use. We also build strategic partnerships with industry associations to reduce the waste we send to landfills. For example, we collaborate with the Polymeric Exterior Products Association (PEPA) and the Vinyl Institute to source recycled vinyl for our siding products. We also promote circular plastics reuse by regrinding scrap vinyl and polypropylene to be integrated into our raw material feed.

Steel roof and wall systems provide another opportunity to advance circularity in our products, as these materials are widely reclaimed and recycled at end-of-life. Steel roofs offer strong performance benefits for customers. With proper design, installation and maintenance, they require minimal upkeep and can last up to three times longer than traditional roofing materials. This durability reduces material waste, labor costs and energy consumption associated with conventional alternatives that require more frequent replacement. These attributes deliver long-term value for commercial and residential products while supporting our performance commitments to our customers.



ECO Warriors Develop a Circularity Initiative in Virginia to Reduce Wood Waste

In 2025, our Windows & Doors manufacturing plant in Rocky Mount, Virginia implemented a circularity initiative focused on the beneficial reuse of wood waste generated from machining processes, diverting it from landfill disposal. The plant's ECO Warriors team identified a biochar manufacturer capable of incorporating this wood waste into its production process. Biochar is a product commonly used to enhance soil fertility and support agricultural productivity. The plant put a process in place to redirect more than 120,000 pounds of wood waste to biochar production in 2025, reducing its waste-to-landfill volume and associated disposal costs.



BUILDING BETTER SPOTLIGHT

Water Conservation Efforts Expand, Reducing Water Use & Saving Thousands in Costs

In 2025, we expanded our water conservation efforts in our operations and completed water assessments at 14 vinyl extrusion facilities. We leveraged successes from an initial optimization and repair process that took place at our Auburn, Washington location in 2024 and applied similar initiatives across the business. Through leak elimination, optimizing cooling water use, increased site accountability and enterprise reporting, we delivered an estimated 18.1-million-gallon reduction in water use and approximately \$590,000 in cost takeout annually.

SOURCING RESPONSIBLE MATERIALS

Using sustainably sourced materials enables us to deliver high-quality, long-lasting products for our customers while enhancing end-of-life performance. We emphasize sustainable sourcing of materials when selecting and collaborating with suppliers, enabling a responsible supply chain with lower-impact products. We partner with suppliers to prioritize practices that minimize ecological impact, mitigate resource overconsumption and prevent ecosystem degradation. Together, we implement strategies to reuse and recycle materials and continuously expand sustainable solutions across our supply chain. For more information on our approach to responsible sourcing within our supply chain, please refer to the [Responsible Supply Chains](#) section of this Report.

PROTECTING AGAINST AIR CONTAMINANTS

Maintaining clean air is critical to the health and safety of our team members and the communities where we live, work and play. At applicable sites, we implement pollution control measures to protect public health and support our commitment to building a safer tomorrow. We also strive to adhere to strict compliance with relevant federal, state, provincial and local air quality regulations, including the federal Clean Air Act and non-U.S. equivalents.

CONSERVING WATER

As access to a reliable, clean water supply remains essential both to our operations and the daily lives of our team members and communities, Cornerstone Building Brands utilizes water management and conservation practices to minimize our impact on regional water sources. We leverage our CPS Environmental pillar to enhance efficiency and provide guidelines on topics including monitoring process water usage, conducting site conservation audits and implementing projects that reduce water consumption. For applicable sites, we mandate stormwater pollution training, track water usage through process meters, conduct analyses on drinking water, monitor wastewater discharge quality and implement water conservation procedures.

KEEPING BIODIVERSITY IN MIND

At Cornerstone Building Brands, we recognize that elements of our value chain may intersect with natural ecosystems, and we acknowledge growing stakeholder interest in biodiversity. While this topic is not a current priority, we will continue to evaluate opportunities to integrate biodiversity considerations into our broader environmental efforts over time.

Product Stewardship & Innovation

GRI 3-3

Cornerstone Building Brands’ product stewardship and innovation strategy aims to deliver affordable, high-quality products designed with sustainability in mind. Our cutting-edge manufacturing practices are designed to champion our sustainability goals without compromising the reliability, safety and durability for which our products are known.

Our sustainability objectives align with our priority to provide a positive customer experience. We drive customer satisfaction by innovating industry-leading products and offering a strong value proposition. In 2025, our Metal Solutions team critically reviewed our product offerings and intentionally simplified our product portfolio to better leverage the scale of our manufacturing footprint and align production with customer demand. These efforts make our offerings more accessible to a broader set of customers and help improve lead times, streamline shipments and deliver a concise product assortment. This approach enables us to deliver the right products to the right customers in the right locations, reducing freight expense and lead times while improving overall operational efficiency and reliability.

Cornerstone Building Brands’ consistent approach to product innovation applies across business units and product lines. Feedback from stakeholders, including customers, end users and suppliers, shapes our product development strategy, enabling us to optimize our processes and deliver innovative products. Each business unit leverages its own dedicated product team, overseen by the business unit president. Our product development teams and business unit presidents provide quarterly updates to Company leadership, including the Executive Committee and Board of Directors. Informed by regular communication and a nuanced understanding of the product development process, we strive to drive meaningful change and process improvement.

Our Innovation Council, launched in 2023, focuses on continuous improvement of our product innovation efforts. The Council is comprised of business unit presidents and functional leaders who work together to standardize our approach to new product development. By upholding the Innovation Council’s standards, our teams identify and track risks and opportunities to enhance performance and refine strategies to support innovation and efficiency.



BUILDING BETTER SPOTLIGHT

Hypersteel® Cold-Form Buildings Product Highlighted with Anthony Alfredo’s Team at the Charlotte Motor Speedway in Concord, North Carolina

Young’s Motorsports proudly displayed one of Cornerstone Building Brands’ innovative products on driver Anthony Alfredo’s car at the May 24, 2025 BetMGM 300 in Charlotte, North Carolina. The Hypersteel® brand’s streamlined design and build process minimizes time, complexity and installation effort for our customers. “I’m really excited to welcome Cornerstone Building Brands and the Hypersteel® brand to our team this weekend,” said Alfredo. “Just like their buildings, our team is all about speed and efficiency — and that mindset has helped us build some strong momentum lately.”

“Showcasing Hypersteel® cold-formed buildings on the No. 42 Young’s Motorsports Chevrolet helps us share an exciting story about how contractors and consumers alike can get customized metal buildings faster and easier.”

Heather Hollis, Vice President of Marketing at Cornerstone Building Brands

Each of our reporting segments employs unique strategies to bring sustainability considerations and innovation into their respective product development processes:



Corporate: Partners with local universities and other third parties to conduct material science research to develop materials with both functionality and sustainability benefits and to implement sustainability improvements in our products.



Windows & Doors: Provides downstream energy efficiency benefits to our customers through window improvements that minimize leaks and manage solar heat gain; leverages automation to improve quality, precision and consistency of products and manufacturing processes.



Metal Solutions: Employs an Innovation Committee that meets every other week to discuss new initiatives that enhance customer experience through innovation and sustainability offerings.



Siding & Accessories: Supports compliance with various internal end-of-line recycling programs and improved manufacturing efficiency by helping plants reduce material loss, increase conversion of raw materials into finished goods and track first-pass yield against targeted improvement goals.

BUSINESS UNIT INNOVATIONS

Our Metal Solutions team drove further innovation and transformation through its Growth Excellence function in 2025, which focuses on driving growth-related initiatives across the business unit. Following the launch of the initiative in 2024, we strengthened the function in late 2025 by establishing a dedicated Product Team, including two Product Managers and a Principal Product Engineer. This team focuses on developing and executing product-level strategies across the Metal Solutions business, with a strong emphasis on portfolio simplification. This specialized team collaborates closely with corporate strategy teams, ensuring alignment with broader organizational objectives while tailoring strategies for the unique needs of the Metal Solutions business unit. By centralizing these efforts, we have enhanced our ability to innovate effectively, execute strategic initiatives and accelerate Metal Solutions' transformation into a growth-oriented business.

Innovative product design considerations in our Siding & Accessories business unit included the relaunch of our Mastic® EverPlank™ product, which has insulative properties that provide energy savings for customers. In the fall of 2025, this product was recognized in Good Housekeeping's 2026 Home Renovation Awards, showcasing it as a notable customer choice. This team additionally focused on optimization in their product portfolio in 2025, improving efficiency and reducing scrap waste in the manufacturing process.

To support our focus on product sustainability, our Siding & Accessories business unit set an ambitious sourcing target: utilizing 5 million pounds of post-consumer recycled (PCR) materials by the end of 2025. This target aligns with broader vinyl industry sustainability goals.

Since 2016, we have partnered with the Vinyl Institute, an organization that represents leading manufacturers of vinyl, vinyl chloride monomer and vinyl additives and modifiers, and its Vinyl Sustainability Council, to promote best practices for using vinyl in a more sustainable way. The Vinyl Sustainability Council set a goal to divert 150 million pounds by 2025 through the vinyl value chain, and in support of this target, the Polymeric Exterior Products Association's (PEPA) Revinylize program established its own target to divert 5 million pounds of vinyl from landfills by 2025. Cornerstone Building Brands has supported PEPA's vinyl recycling efforts through its participation in association-led initiatives that promote awareness, collaboration across the value chain and development of recycling infrastructure for post-consumer vinyl. The association recently surpassed its target; the Revinylize program redirected 25 million pounds of vinyl in 2025, more than five times the set goal.

In 2025, the Windows & Doors business unit focused on reinvigorating product design and innovation to address regional customer needs across the Company's national portfolio. Product development supported compliance with evolving energy and building code requirements across jurisdictions, helping customers navigate regulatory complexity while maintaining performance and affordability. Teams performed extensive testing for conditions tailored to customer geographies, such as extreme heat in Arizona, to ensure that our products perform under the specific environmental conditions that impact our customers across the U.S.

We are proud of the work each business segment contributes to align with Cornerstone Building Brands' aspiration to become a leading exterior building products company through outstanding customer experience, innovation and sustainability.

BUILDING BETTER SPOTLIGHT

Testing Products Under Extreme Weather Conditions

In 2025, we evaluated windows from various Cornerstone Building Brands product lines by installing them side-by-side in the desert Southwest, where they were exposed to extreme heat, intense UV radiation and rapid day-night temperature swings. At the same time, we conducted controlled laboratory testing — including accelerated UV exposure, thermal cycling and dimensional stability measurements — using the same window models.

By comparing the field performance with the laboratory results, we were able to validate how accurately our lab methods predicted real-world behavior. This correlation helped us identify brand-specific differences in thermal expansion, color fade and frame distortion, and to refine our testing protocols to better reflect actual extreme weather conditions. Using thermal instrumentation and thermal-imaging techniques, we were able to identify key hot spots in the various designs and develop options to improve the overall performance of our window products under extreme weather conditions.





BUILDING BETTER SPOTLIGHT

Metal Solutions Provides Integrated Solar Roof System, Generating Clean Energy & Customer Benefits

As part of our continued focus on sustainable product innovation, the Metal Solutions team is advancing the SunSteel™ panel, an integrated solar roof system developed in collaboration with AUO Energy Business, a trusted innovator in solar solutions.

The SunSteel™ system is designed to combine our high-performance Double-Lok™ metal roof panels with factory-integrated solar modules, enabling customers to generate clean energy while benefiting from the durability, longevity and low maintenance of metal roofing. Having progressed through pilot testing and market validation, the SunSteel™ solar solution was launched for broad commercialization in early 2026. This solution reflects our commitment to embedding renewable energy capabilities directly into our building systems, supporting improved energy efficiency and reducing lifecycle environmental impact for our customers.

Product Quality & Safety

GRI 3-3

Excellence in product quality and safety is fundamental to our commitment to deliver trusted building solutions to our customers. We implement programs to help identify defects early, strengthen production controls and address customer-related quality concerns before they escalate. These efforts help our customers receive durable, high-quality products that offer longer-term performance and reliability while meeting applicable quality, safety and performance standards.

PRODUCT QUALITY & SAFETY

Our focus on product quality begins with sourcing the right materials and components. Our research and development (R&D) and supplier sourcing teams work closely with key vendors to secure high-quality inputs that support product performance and longevity. We also manufacture select key components in-house rather than outsourcing, which allows for tighter control over inputs and ensures those products meet our stringent quality standards.

We strive to embed quality across our operations and manage it through the Cornerstone Building Brands Production System (CPS) and Quality Management System (QMS). Fueled by our commitment to operational excellence, these frameworks provide a consistent structure to guide daily operations, track performance and drive continuous improvement.

CPS enables teams to execute rapid problem solving and prevent recurrence, reinforcing our focus on operational excellence. Each business unit's Quality leader hosts monthly reviews to assess performance, discuss updates and share any recent changes to our CPS and QMS.



In 2025, we advanced our QMS by moving beyond a compliance-based model, differentiating our product quality system from our industry peers.

We extend ownership of quality beyond office-based teams to employees on the production floor, enforcing accountability at every level. We equip team members with the tools, data and processes needed to deliver quality results while reinforcing accountability and continuous improvement. In 2025, we strengthened training efforts to build capability across the organization. These efforts included upskilling new plant Quality leaders through our Quality College, introducing them to our QMS and CPS methodologies and enabling their immediate use of our core tools and processes.



Our Quality team continues to leverage "Most Improved Quality" awards to recognize plants with demonstrated improvements in quality metrics within each business unit. This program provides monthly and quarterly recognition for outstanding work across our plants and plays an important role in our larger employee engagement and retention strategies. In alignment with our customer-centric, interconnected and continuous improvement culture, prioritizing product quality motivates our team members to execute industry-best practices that yield enhanced quality outcomes for our customers.

In 2025, we introduced a more structured approach to assessing quality performance across facilities through QMS assessments. This method uses maturity evaluations to better understand performance across locations, benchmark against industry standards and identify opportunities for improvement. Our approach enables us to move beyond compliance by establishing clear plant-level quality roadmaps that drive continuous improvement and heightened performance across the organization. In alignment with our broader customer experience strategy, this approach also strengthens our ability to meet customer expectations while reducing risks such as product failures and warranty issues, building and maintaining customer trust.

Exceptional product quality begins with regular accountability meetings with plant leaders and staff to review the facility's daily performance and identify areas for refinement. In parallel, on the plant floor, leaders known as our Winning Impact Team review daily performance for a specific factory area to identify the best approaches to drive improvement.

We utilize Kaizen events within our QMS to identify internal and external defects and inform our prioritization strategy. Kaizen, meaning "continuous improvement" or "change for the better," is a philosophy that engages all members of an organization to drive incremental process and systems enhancements that deliver meaningful and lasting results. By conducting Kaizen events, we are able to track trends across our product development processes and identify areas for improvement to strengthen our quality standards. Over the course of 2025, we completed 147 major problem-solving Kaizen events relating to quality, generating meaningful operational improvements and substantial cost savings.

At Cornerstone Building Brands, we recognize that our solutions must perform under extreme environmental conditions to effectively serve our customers. As the impacts of climate change intensify, we design and test our products to withstand hazards such as high winds, heavy rainfall and fire. Certifications achieved by select products across our portfolio, including the UL Solutions (UL) and American Architectural Manufacturers Association (AAMA) Gold Label, demonstrate our commitment to delivering climate-resilient products.

Cornerstone Building Brands maintains our commitment to product performance and safety through initiatives such as No Defect Forward, Critical to Quality and End-of-Line checks. These programs enable our teams to proactively manage product

defects, environmental performance and customer quality concerns. We strive to continuously enhance these programs by implementing more rigorous testing measures and stricter inspection standards. Our teams respond promptly to customer safety concerns and actively monitor the U.S. Consumer Product Safety Commission for emerging issues and recalls across our industry. This approach helps us address risks proactively and prevent similar issues in our own products, minimizing the likelihood of quality concerns and supporting customer safety.

No Defect Forward stations hold every team member accountable during production, requiring them to screen for common defects from prior stations. Critical to Quality stations rely on advanced automation to test products for potential flaws as they progress from one production stage to the next. Some products pass through up to 15 stations, which helps pinpoint defect sources and identify processes that require improvement. These controls allow team members to identify specific defects and address trends in real time, preventing potential quality issues from developing, confirming that products leaving our facilities meet the quality and safety standards we promise to our customers.

In 2025, we advanced product quality and safety by enhancing data visibility to better identify and address issues earlier and strengthen end-to-end quality processes across suppliers, manufacturing and customer experience. We also continued to focus on customer needs, making improvements in how we leverage data across systems and driving continuous growth across the business.



Cornerstone Building Brands welcomes customer input to strengthen our understanding of product performance and apply these insights to inform our quality strategies. In 2025, we expanded customer-focused programs such as the Quality Ambassador Program, which connects customers with manufacturing teams through site visits to build understanding and collectively resolve concerns. In addition, we leveraged Voice of the Customer and White Glove processes to capture real-time feedback from our customers. These engagement channels help increase transparency and help guide our proactive approach to improving quality and enhance the overall customer experience.



Cost of Poor Quality (CoPQ) improved across the business by more than 5% in the last year, demonstrating stronger operational execution and margin performance.

Our focus on quality and continuous improvement delivered measurable benefits for both the business and our customers in 2025. These results reflect our ongoing efforts to reduce defects, drive consistency and strengthen our quality processes.



BUILDING

CARING

COMMUNITIES

At Cornerstone Building Brands, our purpose of positively contributing to the communities where we live, work and play comes to life through our values, strategies and initiatives. Our team members play a central role in delivering on this purpose, and our culture is built around creating an environment that provides opportunities for our teams to support community well-being by developing reliable and cost-effective products. We work to achieve excellence through our commitment to our customers, the ingenuity of our teams and our focus on strong operational performance.



IN THIS SECTION

- Talent Management
- Human Rights
- Occupational Health, Safety & Well-Being
- Inclusion in Action
- Customer Experience
- Community Engagement & Philanthropy

Talent Management

GRI 3-3

Our team members are essential to the success of Cornerstone Building Brands' business. We foster a workplace culture that supports our ambition to be an employer of choice for current and prospective team members. We seek to hire, develop and retain a diverse workforce that drives collective success for our business while providing meaningful purpose and fulfillment for every team member.

ENSURING OPPORTUNITIES FOR ALL

We are committed to creating a workplace that is inclusive, respectful and supportive — one where all team members can thrive. We assess all candidates based on their qualifications and skills regardless of their race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, gender identity or veteran status. In recent years, we have enhanced our talent acquisition and talent management programs to make sure that opportunities to join and grow within the business are available to all.

At Cornerstone Building Brands, we are proud to celebrate a workforce comprised of team members from a wide range of backgrounds. We continue to deploy programs and resources that help all our employees feel welcomed and equipped for success.

Across our operations, facilities are working to address language barriers in different ways ranging from real-time translation technology to on-site English classes. Cornerstone Building Brands recognizes that transportation may be a barrier for some of our employees and has partnered with Enterprise Rent-A-Car to offer a reliable form of transportation that enables our team members to arrive at work safely and prepared. In addition to helping ensure all team members are provided with equal opportunity for success, these initiatives solidify and maintain workforce reliability as well as our commitment to delivering industry-best solutions to our customers.

For more information about our Inclusion efforts, see the [Inclusion in Action](#) section of this Report.

WORKFORCE PROGRAMS & INITIATIVES

Cornerstone Building Brands provides role-specific and compliance training as core development resources that are designed to strengthen the fundamental skills that drive individual and organizational success. Team members utilize Cornerstone Building Brands Academy, our learning platform, to register and track learning activities, including online self-paced and instructor-led training programs.

These resources support tailored skill development aligned with individual interests and career goals. As part of our specialized approach, our Human Resources team partners with team members to generate individualized development plans that help identify future career pathways within the Company.

In the summer of 2025, Cornerstone Building Brands launched its first enterprise-wide internship program. Corporate offices and manufacturing facilities across the U.S. welcomed 24 students who gained firsthand work experience across our facilities and business units. The 12-week program covered a range of functions within Cornerstone Building Brands' business including engineering, operations, supply chain, quality, HR, analytics, marketing and sales. In addition to daily engagement with professionals in their prospective fields, interns participated in a series of professional development and networking experiences designed to support career growth and leadership exposure. These experiences included mentorship opportunities, cross-functional collaboration, leadership engagement sessions and team-building activities that reinforced Cornerstone Building Brands' values of safety, integrity and inclusion. The program concluded with a project expo at our corporate headquarters in Cary, North Carolina, where interns presented their capstone projects, showcased their accomplishments and celebrated the contributions they made throughout the summer.



972

Number of indirect hires in 2025 while achieving a 90% new hire recruitment score.¹

¹ The New Hire Recruitment Score represents the percentage of favorable feedback received across six key stages of the recruitment experience: application, communication and engagement, interview, offer, pre-employment and onboarding.



BUILDING BETTER SPOTLIGHT

Aspiring Leaders Program

The Aspiring Leaders Program, launched in 2025, represents Cornerstone Building Brands' first Learning & Development offering that is specifically designed for individual contributors and indirect team leaders. Built upon the foundational principles of our Leadership Essentials 1 framework, the program delivers targeted one-hour training sessions focused on three core leadership topics: The Role of Leaders, Effective Communication and Emotional Intelligence. In 2025, over 50 sessions were hosted for each topic area, with 750+ employees participating in training across the organization. In its first year, the program was well-received across our workforce, with an average of 95% of attendees reporting that the course content was effective and aligned with their development needs.



Cornerstone Building Brands actively engages our workforce and communities to grow and strengthen our talent. In 2025, employees from the Elizabethton, Tennessee, plant participated in Career Quest, an event that connects local students with manufacturing professionals. Team members shared insights on career development opportunities, the evolving manufacturing landscape and what it is like to work at Cornerstone Building Brands. Representatives ranged from hands-on manufacturing employees to leaders overseeing manufacturing activities, offering participating students a well-rounded perspective on careers in manufacturing at the Company.

IDENTIFYING POTENTIAL & EMERGING LEADERSHIP

We seek to develop leadership capability across the organization through a combination of internal and external opportunities for employees with strong leadership potential. These efforts enable continuity through knowledge transfer, support internal succession by building leadership depth and promote consistent leadership practices across the organization, contributing to the long-term success of Cornerstone Building Brands.



We use Individual Development Plans to target skill development and prepare employees for career progression.

As part of our leadership strategy, Cornerstone Building Brands invests in targeted programs that can help build critical leadership skills, reinforce accountability and align leaders with our business priorities. For example, we cover attendance at conferences and seminars for interested employees with leadership potential. These opportunities strengthen their capabilities through specialized training aligned with future leadership roles within the Company. Internally, we use Individual Development Plans to target skill development and prepare employees for career progression. Development activities include internal programs such as Leadership Essentials, external programs such as Driving Profitable Growth and additional courses offered by universities and other educational institutions.

In January of 2025, Cornerstone Building Brands revamped its approach to talent attraction by transitioning away from a Recruitment Process Outsourcing (RPO) model and establishing an internal Talent Attraction team. This shift strengthened alignment with Company values and leadership while enhancing consistency across hiring activities. The updated approach is driven by key performance indicators, including Time to Offer Acceptance (TTOA), aged vacancies and candidate experience. In its first year, this new approach improved visibility across the hiring process and strengthened the link between talent attraction performance and broader business outcomes.

EVALUATING EMPLOYEE ENGAGEMENT & PERFORMANCE

We strive to uphold our commitment to being an employer of choice through our structured talent management process. Our mission is to build an engaged and capable workforce that grows alongside the business, supports improved performance and enhances the customer experience.

To build on this foundation, we strengthened team member engagement in 2025.



In the fourth year of our annual Employee Pulse Survey, we achieved a 96% response rate, an increase from 91% in 2024.

Results showed an improvement in Employee Net Promoter Score from 19 in 2024 to 37 in 2025, along with an 86% employee engagement percentage. We expanded our employee engagement survey in 2025 to include a Manager Effectiveness measure, providing deeper insight into employees' leadership experiences. These insights will help inform targeted development actions, strengthen manager capabilities and support a more engaging and effective workplace. We will strive for improved team member participation in future survey iterations, as team member feedback drives our actions for continuous improvement.

To assess how effectively team members integrate our behaviors and values into their daily work, we conduct annual employee performance evaluations and goal setting processes.

These evaluations create a foundation for meaningful discussions between team members and supervisors on performance, progress and career ambitions, while aligning expectations for the year ahead. We utilize the information gathered from this process to recognize outstanding performance, identify training and development needs and inform appropriate compensation decisions.

In 2025, we refined our talent review process to help better identify individualized areas for development across our workforce. By pairing this targeted evaluation approach with our comprehensive suite of learning and development resources, team members can identify growth opportunities and take action through training and other materials tailored to their needs. This approach expands developmental opportunities, supports internal mobility and strengthens organizational resilience by proactively addressing potential risks, such as succession in critical roles. As Cornerstone Building Brands looks ahead, we believe this program will play a key role in developing leadership capabilities and sustaining long-term operational success.

In the last year, Cornerstone Building Brands piloted the use of its 360-degree feedback program for eligible leaders across the organization. Accessible through a third-party provider, the tool provides leaders with valuable insight into their leadership capabilities through feedback from direct reports, peers and senior leaders. Over the course of 2025, the adoption of the program increased as leaders and teams continued to prioritize self-awareness, leadership effectiveness and continuous development. Leaders are encouraged to use their results to identify targeted growth opportunities, inform individual development plans and support ongoing coaching and leadership conversations.

Building on the success of the pilot and positive participant engagement, the program is expected to become more broadly available across leadership populations in 2026.

Cornerstone Building Brands recognizes that U.S. manufacturers could need as many as 3.8 million additional employees between 2024 and 2033, with approximately 1.9 million of those jobs at risk of remaining unfilled if workforce challenges are not addressed.¹ Each year, we join the National Association of Manufacturers (NAM) and the Manufacturing Institute to celebrate Manufacturing Day and highlight the growing demand for talent. Our continued participation reflects our commitment to strengthening the perceptions of the industry, increasing awareness of its essential role and inspiring the next generation of manufacturing talent. This engagement also fosters pride and connection among our team members.

PROVIDING COMPETITIVE PAY & BENEFITS

We strive to support our team members in all aspects of their lives, including their financial and personal well-being. We design our benefits packages to prioritize physical, mental and financial health, and we regularly review and enhance our compensation packages to ensure they remain fair, equitable and competitive, helping us attract and retain top talent.

Our comprehensive benefits include medical insurance with a company-funded health reimbursement account or health savings account contribution, dental

and vision insurance, flexible spending accounts, life insurance, short- and long-term disability coverage, an employee assistance program, a retirement savings plan with company match, paid holidays and paid time off. To enable long-term enhancement of our benefits programming, we follow a roadmap that recognizes our diverse workforce with varying benefit needs. The roadmap identifies key focus areas, including our plan lineup, contribution strategies to address affordability and vendor partnerships. In 2025, we executed key initiatives on our roadmap to improve the affordability of employee benefits. We maintained flat employee paycheck contributions by absorbing cost increases and enhanced our medical plan offerings by eliminating a limited coverage option and introducing a high-deductible health plan paired with a company-funded health savings account.



¹ According to the National Association of Manufacturers (NAM), citing a 2024 joint study by [The Manufacturing Institute and Deloitte, as of April 2024.](#)



Human Rights

GRI 3-3

Our position as a leading exterior building products manufacturer is grounded in a commitment to protecting human rights and dignity. We aim to prioritize our human rights commitment across our operations — from the boardroom to the factory floor and beyond. Our Human Rights and Labor Policy defines how we regard our workforce and community members with fairness and respect and applies throughout our value chain. Built on our core value of Integrity, we strive to maintain and foster a culture that treats our team members, customers, suppliers and other stakeholders with respect, transparency and professionalism.

OUR HUMAN RIGHTS EXPECTATIONS

Commit to respecting the human rights and dignity of everyone. We expect all members of our value chain to uphold these principles in their actions and decisions, reinforcing a shared responsibility to foster ethical and respectful practices across our operations and partnerships.

Understand and follow the law and our policies. Cornerstone Building Brands strives to comply with all applicable national, state and local laws regarding human rights. Our Company standards on involuntary labor, discrimination, harassment, minimum wage, freedom of association, safety and environment guide us in our conduct and compliance efforts.

These standards apply to all Cornerstone Building Brands employees and suppliers, who are also expected to align with our [Supplier Code of Conduct](#). Our suppliers are also expected to support due diligence expectations related to conflict minerals, including country-of-origin inquiries when appropriate. To learn more about our supply chain, please refer to the [Responsible Supply Chains](#) section of this Report.

Report possible violations. We strive to create an environment where all team members can work without fear of intimidation, retaliation or harassment and encourage the reporting of actual or suspected human rights abuses, whether in our operations or those of our business partners. In addition to encouraging direct, open communication with leadership and Human Resources, individuals can also submit reports through our Speak Up Line, a confidential means for reporting possible legal and policy violations. Reports to the Speak Up Line may be submitted anonymously where allowed by applicable law. The Company's Ethics and Compliance team manages this resource, and information provided is only accessible to those investigating claims. For more information about our Speak Up Program, please see the [Business Ethics & Values](#) section of this Report.

Occupational Health, Safety & Well-Being

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

At Cornerstone Building Brands, we are committed to ensuring every team member returns home safely each day. Maintaining health, safety and well-being is a shared responsibility — one that extends to our entire workforce, including contractors, remote employees and facility visitors.

ESTABLISHING SAFE FOUNDATIONS

Our Health & Safety (H&S) team is responsible for designing, developing and deploying our company-wide occupational health and safety strategy. Our dedicated Environmental, Health, Safety & Sustainability Business Plans guide the responsibilities of our business unit and plant leaders as they work to execute our approach. To track progress, H&S leaders provide quarterly updates to the Executive Committee and Board of Directors.

Every team member is expected to follow our safety standards, which are established through the Cornerstone Building Brands Production System (CPS) Safety pillar and reinforced by our [Code of Conduct](#):

- **Remember that safety is everyone's responsibility.** Always maintain the highest safety standards and comply with all applicable policies and laws, including applicable job safety procedures and the Company's "Golden Rules." We do not tolerate violence, threats or unauthorized weapons.
- **Be alert and fit for work.** Do not work under the influence of alcohol, controlled substances or illegal drugs. Do not attempt to work if you are unable to perform your job safely or if your condition compromises your safety or that of those around you. This includes side effects resulting from legally prescribed medications, illness or fatigue.
- **Watch out for each other.** Never tolerate others who ignore or bypass safety standards. Help ensure those who work with you, including other team members, contractors and third parties, act consistently within our safety standards.
- **Ask questions.** Report concerns. If you have any questions about safety-related laws, safety policies or procedures, or possible health and safety hazards, discuss the matter with your Safety representative or refer to the Getting Help section of the [Code of Conduct](#).





BUILDING BETTER SPOTLIGHT

Medical Triage Program

In the fall of 2025, Cornerstone Building Brands launched its pilot of a Remote Medical Treatment program with a third-party telemedicine partner. Deployed across 19 facilities, this program gives employees direct access to physicians for virtual health assessments, first aid support and direction. By streamlining care, the pilot significantly reduced time away from work — minimizing the typical two to six hours employees spend attending medical appointments and the additional one to three hours leaders often devote to accompanying employees, coordinating care and managing follow-up communications. The pilot delivered immediate results, reducing the time spent away from work while also lowering workers' compensation costs. With this success in 2025, Cornerstone Building Brands plans to expand this program in 2026 and continue delivering innovative health and safety solutions across its facilities.

To ensure the health and safety of our people, we are committed to:

- Offering training that helps our team members to perform their jobs safely.
- Building and maintaining occupational health and safety programming with the goal of eliminating all injuries, safety incidents and job-related illnesses.
- Managing occupational health and safety risks in a thorough and timely manner.
- Designing, developing and deploying tools for leaders and team members to use in hazard and risk prevention practices.

PROTECTING OUR PEOPLE

Our business units play an essential role in executing our company-wide health and safety strategy. We strive to align our approach to occupational health and safety with industry best practices and standards, including those established by the U.S. Department of Labor Occupational Safety and Health Administration (OSHA) and the International Organization for Standardization (ISO). These guidelines outline expectations for our workforce related to training, documentation, responsibility and corrective measures, if applicable.

Cornerstone Building Brands introduced its Safety Culture program in 2025, which includes weekly, monthly and quarterly health and safety compliance inspections at our sites. Built in alignment with applicable facility-specific safety regulatory requirements, this program aims to identify potential issues before they manifest into compliance or injury concerns. The Safety Culture Program demonstrated success as plants began conducting initial inspections and discovering unknown compliance issues, which we expect to further improve in 2026 as we expand program rollout and enhance performance tracking mechanisms.

At Cornerstone Building Brands, we value the health and safety of the stakeholders throughout our value chain. In 2025, we began a new partnership with ISNetworld (ISN), a contractor and supplier management platform that assesses health and safety capabilities in alignment with our internal standards. ISN has enabled us to screen and pre-approve contractors based on their safety practices, training and programming, which helps mitigate potential risks and liabilities for Cornerstone Building Brands. In addition to reinforcing our health and safety management approach, ISN has helped us develop stronger, ongoing relationships with third parties that are built around trust and transparency.

MEASURING IMPROVEMENTS

We leverage our Cornerstone Building Brands Production System (CPS) to monitor and encourage safety performance improvements. Our CPS Safety pillar outlines how we manage both health and safety at each of our plants, including committees and regulatory issues such as lockout/tagout. Alongside CPS, Origami is a key tool used for managing health and safety performance. Origami is the reporting hub for all health and safety data including stop-work actions, near misses and other related issues.



This platform is also the home for our corrective action planning and enables tracking to closure, helping ensure that we follow through on making critical changes to our health and safety programming. This platform is a valuable tool that provides us with insights and data we can leverage to drive improvements and foster safe working environments for all.

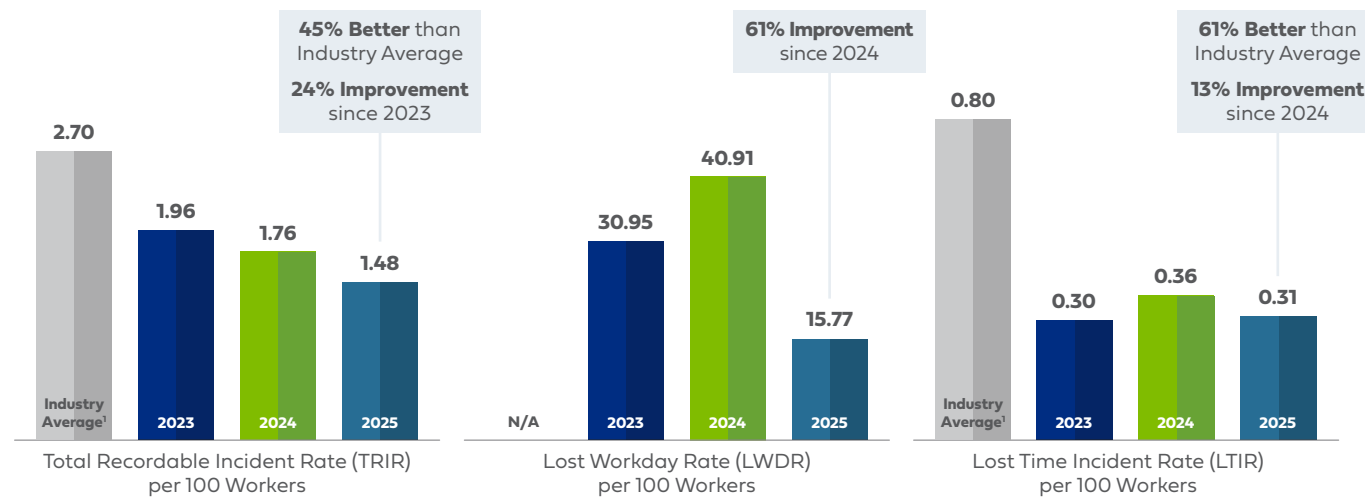


In addition to continuing to lower our Total Recordable Incident Rate (TRIR) in 2025, our Lost Workdays Rate (LWDR) decreased by more than 60% since 2024.



Our Safety Performance Continues to Outperform Industry Benchmarks

(Lower rates indicate stronger safety performance)



¹ Bureau of Labor Statistics, 2024 Manufacturing Industry.

Health and safety performance at Cornerstone Building Brands continues to improve through enhancements in training programs, data tracking, management platforms and risk mitigation prioritization. Our incident rates remain below the manufacturing industry averages published by the Bureau of Labor Statistics.

This significant improvement is driven by our Industrial Physical Therapy program, available to employees across select manufacturing facilities. Through this program, third-party specialists provide on-site therapy services on a regular basis at a first aid level, as defined by OSHA, to support injury recovery and overall employee health. In addition, enhanced data tracking in Origami has improved visibility into case performance and return-to-work outcomes, minimizing the number of workdays lost to health and safety incidents.

We believe strengthening our performance tracking and management systems to recognize trends, areas of concern and improvements over time is a critical part of our long-term approach. In 2025, the primary focus of that approach was building our strategy and setting the groundwork for the future. We added new capabilities including centralized action plan tracking, which was previously managed locally at all of our sites. With the centralized program in place, we are better equipped to leverage the insights and data to drive continuous improvement to our health and safety programs across our business in the coming years.

Inclusion in Action

GRI 3-3

At Cornerstone Building Brands, we remain deeply committed to fostering an inclusive work environment built on mutual respect and equal employment opportunities for all, where unique backgrounds and contributions are acknowledged, valued and celebrated.

INCLUSION IN ACTION COUNCIL

Our inclusion strategy is grounded in our core value of Inclusion and uses the Inclusion in Action Council to connect teams across our organization. In 2025, we focused on culture programming, prioritizing accessibility and relevance for all employees. As part of this effort, we strengthened communication channels through the launch of our internal Inclusion in Action intranet site, quarterly newsletters that share key updates and the introduction of an Inclusion in Action observance calendar.



To promote broader accountability for our inclusion strategy, we leverage our Inclusion in Action Council's leadership. The council directs all inclusion-related activities at Cornerstone Building Brands and supports our commitment to providing every employee with equitable access to opportunities for success. Our corporate HR director serves as the representative of this council, overseeing inclusion efforts with the Executive Committee and providing regular updates to the Board of Directors.

In 2025, the Inclusion in Action Council organized three voluntary events available to all employees across countries, locations and teams. Each event highlighted a specific dimension of identity, with a strategy to rotate focus areas annually and celebrate employees' diverse experiences and perspectives. In 2025, we saw a nearly 500% increase in participation in Inclusion in Action Council events.

EQUAL OPPORTUNITY

We provide opportunities for all through our Equal Employment Opportunity (EEO) policy, included in all job postings. This policy is intended to keep recruitment, hiring, promotion and training processes free from discrimination based on any characteristics protected by local, state or federal law. For more information about our efforts to attract, engage and retain diverse talent, please see the [Talent Management](#) section of this Report.

Cornerstone Building Brands' [Anti-Discrimination, Harassment and Retaliation Policy](#) underscores our commitment to prohibiting all forms of discrimination in our application process and workplace environment, including sexual harassment and discrimination based on race, color, religion, sex (including pregnancy or related medical conditions, gender identity and sexual orientation), national origin, ethnicity, disability, age, veteran status, military service or affiliation, genetic information or any other characteristic protected under applicable local, state or federal law. All employees must adhere to this policy and hold others accountable to the same standard.



Cornerstone Building Brands' Vice President of Strategic Sourcing Recognized With 2025 Women MAKE Award From the Manufacturing Institute (MI)



Suzanne Pardue, Vice President of Strategic Sourcing, was awarded a Women MAKE Award in 2025. This award celebrates outstanding women across the manufacturing industry as part of the broader Women MAKE America Initiative.



The initiative is dedicated to increasing women's representation in manufacturing through research, skill development, networking, mentorship and recognition of role models who can inspire the next generation, close the manufacturing talent gap and drive the industry forward. Pardue is the sixth recipient from Cornerstone Building Brands since 2020. The program has recognized roughly 1,700 women who made a positive impact on their companies and communities.¹

¹ [Cornerstone Building Brands — Cornerstone Building Brands Leader Receives Women MAKE Award From the Manufacturing Institute.](#)



Customer Experience

GRI 3-3

At Cornerstone Building Brands, our customers are central to our journey, and we take pride in delivering quality and service while creating opportunities for shared success.



We are deeply committed to providing an exceptional experience throughout all customer interactions with our business and products.

We strive for continuous improvement and customer-focused thinking across our team to cultivate strong collaboration with customers. We seek customer feedback to align improvements in our processes and products to their needs, demonstrating how we value our customers' voices.

As part of our customer experience strategy, we leverage cross-team collaboration and share insights and opportunities for improvement across our business units. We've streamlined our commercial excellence functions so that we can nimbly respond to customer requests regardless of the product, plant or business unit.

Customers and installers can access digital and live training on our products to confidently complete projects in the field and keep our brands top of mind for upcoming jobs. With the introduction of customer-centric leadership roles across our business units, we invest in business support, marketing tools and other value-added services to strengthen our customer connection.

DRIVING CUSTOMER SATISFACTION

At Cornerstone Building Brands, sales excellence is a core area where our customer teams work to enhance customer experience. We balance our national platform with localized product strategies that are designed to meet each customer's unique needs, leveraging our efforts in customer segmentation and communications. When we understand what each customer values, whether that be product innovations, pricing transparency or engagement with our teams, we can shape a customized sales experience for all our customers.

We invite customer feedback through multiple avenues, and we monitor internal and external key performance indicators to track and quantify customer experience. Customers can utilize business unit-specific loyalty programs to communicate directly with us, access industry resources and engage in numerous benefits, including receiving catalogs and participating in industry roundtable discussions. Our sales, marketing and field teams also directly engage with customers to routinely seek feedback on their experience. The marketing team additionally drives customer studies and collects our Net Promoter Score (NPS) data, which measures customer satisfaction and their willingness to recommend our products to others. NPS is a primary metric we use to monitor customer service performance, and we review this customer feedback data alongside operational metrics to gauge effectiveness of past initiatives and identify opportunities for improvement. In addition, input from the warranty claims process contributes to product design improvements and helps identify opportunities. To stay in tune with customers, our CEO receives monthly reports detailing customer experience performance metrics and feedback.

Our Metal Solutions business unit introduced MetalPro® Marketing in 2025, a new resource designed exclusively for Authorized Builders, offering marketing tools and strategies to drive growth. From customizable campaigns to intuitive, always-available tools, this platform provides the support builders need to attract customers, build their reputation, secure new opportunities with confidence and position their business for success in their local markets.



Our brands, including Star Building Systems®, Robertson Building Systems™, Ceco® Building Systems and Metallic® Building Systems, provide the expertise builders need to connect with their customers, cultivate relationships and achieve lasting growth with robust project support. Other initiatives in 2025 included the launch of Live Virtual Trainings for our proprietary myPortal® building design platform to reduce travel while providing convenient, interactive sessions led by our experts so customers can learn from the pros without leaving the jobsite.

We use customer portal and customer journey mapping assessments to continually improve our products and services. In 2025, we investigated areas across our business where the customer journey could be simplified to improve responsiveness, reduce administrative burden and streamline the pricing and ordering process for customers. Mapping customer processes was also a key focus this year and, as a result, we achieved progress throughout our business units. For example, we developed a web-based quote and order experience for Simonton® Windows & Doors' customers, enabling sales discussions to take place more effectively at the customer site. We plan to continue enhancing these tools to build a more streamlined, automated internal process to reduce time between orders and delivery, as well as a user-friendly digital experience for customers across our platforms and products.



Installer Certification Class

At Cornerstone Building Brands, providing our customers with the resources to support the safe and proper use of our products is pivotal to our best-in-class customer experience approach. In 2025, we hosted more than 40 days of installer certification classes across six states for customers installing our Metal Solutions products. Attendees participated in classroom training as well as hands-on installation activities over two days to receive a full view of our recommended installation methods and product support capabilities. These classes brought together 393 installers from more than 100 companies in 2025, strengthening customer readiness for upcoming projects.

Community Engagement & Philanthropy

GRI 3-3

At Cornerstone Building Brands, we are inspired by our purpose and values, and we work to create a positive impact in our communities. Through initiatives ranging from advocating for affordable housing, donating essential products and volunteering in local communities, we support the places where our customers live, work and play.

Our investment in communities focuses on our three Cornerstone Building Brands Cares programs: the Home for Good project, Connecting Communities and our Employee Assistance Fund. These efforts help strengthen relationships, build trust and demonstrate our commitment to making a positive impact. Our intent is to encourage stronger relationships with stakeholders, support long-term business success and build caring communities now and for future generations.



Home for Good project

We believe doing good is good for business, and we turn our passion for making affordable, quality products into a mission to help those in need of affordable housing, while driving connections with our contractors, strengthening our brands and giving back to communities.



**CONNECTING
COMMUNITIES**

Connecting Communities

To enable employees to give back to the communities where we live, work and play, we launched Connecting Communities across our facilities. Through these programs, we work to engage our workforce, strengthen brand awareness in key hiring markets and drive community outreach, bringing our purpose to life.



**EMPLOYEE
ASSISTANCE FUND**

Employee Assistance Fund

Caring for our own employee community is important to us. We offer our Employee Assistance Fund to provide emergency funding for our employees in need of immediate financial assistance.



Sponsoring Impact in the 2025 Habitat Wake County Builders Blitz

Cornerstone Building Brands continued to support affordable housing in local communities as the 2025 Habitat for Humanity of Wake County Builders Blitz presenting sponsor. This event brought together professional builders, community partners and volunteers to construct five homes for families in southeast Raleigh, North Carolina over the course of one week.

“The Builders Blitz is a powerful demonstration of what’s possible when communities come together with a shared purpose. We are honored to help make homeownership a reality for these families and support the builders and contractors who made it happen.”

Keith Scherzer, Senior Vice President of Operations at Cornerstone Building Brands

Cornerstone Building Brands supported the event through both monetary donations and in-kind contributions of our Ply Gem® windows and Mastic® by Ply Gem® vinyl siding to help ensure each home is strong, beautiful and energy efficient. “The Builders Blitz exemplifies our commitment to strengthening communities and supporting our customers,” said Scherzer. “We’re proud to provide the materials professionals rely on — and even prouder to see those materials making a real difference in people’s lives.”

WHERE OUR LIFE’S WORK CHANGES LIVES: HOME FOR GOOD PROJECT



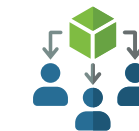
We consider giving back to communities in need as part of our purpose, as our building products are the cornerstone of communities where people live, work and play. The Home for Good project provides a critical means of fulfilling this purpose, with its mission of helping solve the affordable housing crisis across North America. In the U.S., the annual income required to afford a single-family home was approximately \$110,100, including property taxes and homeowners insurance.¹ At Cornerstone Building Brands, we believe that stable housing is a fundamental human right and recognize that we have the capabilities and resources to help mitigate the effects of the affordable housing crisis.

Cornerstone Building Brands initiated our Home for Good project in 2016, partnering with global nonprofit Habitat for Humanity, as part of our commitment to advance affordable housing across North America through the donation of building materials, organization of home builds and employee volunteer efforts. Habitat for Humanity assists those in need of affordable housing by building or improving a place they can call home and by enabling them to access an affordable mortgage. Cornerstone Building Brands’ donation of products including Mastic® by Ply Gem® vinyl siding, Simonton® and Ply Gem® windows and Ply Gem® trim and accessories supports Habitat homeowners in the construction of their own homes alongside volunteers.

¹ [Oxford Economics, “Housing affordability remains strained across metros,” Nov. 24, 2025.](#)

The Home for Good project is a point of pride for our workforce through the contributions they can make to support affordable housing in local communities, whether directly through volunteering, or indirectly through their work. In 2025, we continued our partnership with Lady A, the country music group chosen to be our Home for Good project ambassador. In addition to highlighting the need for affordable housing in North America through this partnership, we contribute to the LadyAid fund and meet with our ambassadors quarterly to share progress. Through our team members’ steadfast dedication and Company donations of our building products, Cornerstone Building Brands compounds our impact in the communities where we live, work and play, creating a difference for those around us.

Home for Good project Highlights to Date



\$4.48M

In Products and Resources Donated



933

Total Homes Built or Remodeled



175+

Total Communities Impacted

LOCALIZING IMPACT: CONNECTING COMMUNITIES PROGRAM



The Connecting Communities program was developed as an avenue to encourage and enable team members to engage in our charitable and philanthropic programming. In doing so, we can also improve brand awareness and initiate localized community outreach. A volunteer committee at each participating location manages partnerships with local organizations and contributions to events that address the distinct needs of their local community.

We recognize that meaningful community engagement requires thoughtful consideration of partner organizations, so we advise our participating team members as they select and engage with external organizations. Once committees choose the causes they will support to help address their local communities' needs, our corporate philanthropy team works with them to ensure proper alignment, management and compliance. In doing so, we ensure our partners are aligned with our ability to make an impact and execute on our purpose.

Since we began the Connecting Communities program, our team members have volunteered more than 6,800 hours, supported more than 225 organizations and engaged 3,325+ team members in giving back to their local communities. Since 2022, we have contributed more than \$382,000 in charitable giving through this program. In 2025, we expanded the Connecting Communities program, adding nine facilities. This effort brought our total participating locations to 29, including locations across the U.S., Canada, Mexico and Costa Rica, which helped expand volunteering, charitable giving and community support.

In the fall of 2025, Cornerstone Building Brands also supported local schools through our Connecting Communities program. In a cross-team collaborative effort, our summer interns led efforts to coordinate a school supply drive with Tools4Schools in Wake County, North Carolina. Tools4Schools was established in 2022 and provides teachers in North Carolina's largest school district with access to essential classroom supplies at no cost to alleviate out-of-pocket spending. Cornerstone Building Brands was able to provide 100 backpacks stocked full of school supplies to students and classrooms through this program.

Connecting Communities Highlights

(Since inception in 2022)



6,800+
Hours Volunteered



3,325+
Team Members Engaged



225+
Organizations Supported



\$382,000+
Charitable Giving



Cornerstone Building Brands Honors Veterans & Service Members

To honor veterans and service members employed at Cornerstone Building Brands and within our communities, we celebrated those whose dedication and sacrifice help protect our communities. On Veterans Day in 2025, team members in Gaffney, South Carolina put their appreciation into action by holding a donation drive for the Palmetto Patriots Veterans Home, and visited the home to deliver T-shirts, share lunch and spend time with local heroes.

BUILDING BETTER SPOTLIGHT

Supporting the Roc Solid Foundation

Cornerstone Building Brands partnered with Roc Solid Foundation in 2025 through our Connecting Communities program to build and donate backyard playsets for children fighting cancer, creating safe, joyful spaces at home for kids whose treatment often keeps them from public playgrounds. "Cornerstone Building Brands is proud to support Roc Solid Foundation's mission to build hope through the power of play," said Gunner Smith, CEO of Cornerstone Building Brands.



"We take pride in manufacturing a broad portfolio of exterior building products that make homes stronger across our communities. It's our privilege to build these playsets that will help make these homes places of relief and happiness for children and families who need it most."

Gunner Smith, CEO of Cornerstone Building Brands

Built in partnership with our trusted brands:



The initiative, Roc Solid Foundation's largest-ever multi-build program from a single company in its 16-year history, is intended to provide families with moments of normalcy during a difficult journey. Starting in September, during Childhood Cancer Awareness Month, playsets were constructed and delivered to families in communities where Cornerstone Building Brands employees live and work spanning North Carolina, Texas, New Jersey, Massachusetts, South Carolina, Ohio, Minnesota, Tennessee, New Hampshire, West Virginia, Illinois and Virginia. Roc Solid Foundation founder and childhood cancer survivor Eric Newman said, "We are thrilled about the partnership with Cornerstone Building Brands, which is helping us reach more families fighting pediatric cancer than ever before. At Roc Solid, we truly believe that play defeats cancer, because when kids are playing, cancer is the last thing on their minds. It's so much more than a playset, and we are excited for Cornerstone Building Brands to experience the impact this will have for years to come."



TAKING CARE OF OUR PEOPLE IN TIMES OF NEED

Taking care of our own employee community is core to our commitment to build caring communities. We started our Employee Assistance Fund (EAF) to provide financial assistance to our team members who endured hardships related to natural disasters or unforeseen personal circumstances.

Contributions from Cornerstone Building Brands as well as voluntary, individual donations from employees fund the EAF and enable us to provide assistance to those in need in the aftermath of a qualified event, such as a natural disaster, serious medical illness or injury or military deployment.

Employee requests for grants undergo independent third-party assessment, directing funds toward crucial expenses while grantees await homeowners insurance, FEMA aid or other support. Additional information is available through the [Cornerstone Building Brands Employee Assistance Fund](#).

BUILDING WITH ETHICS & INTEGRITY

How we do business is grounded in our commitment to integrity. Our corporate governance and compliance programs establish the framework for upholding this commitment.



IN THIS SECTION

- Corporate Governance
- Business Ethics & Values
- Cyber & Information Security
- Responsible Supply Chains
- Our Path Forward

Corporate Governance

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-19, 3-3

Our [corporate policies and guidelines](#) are built upon and operationalize our core values, which establish high standards of behavior and inform decisions that impact our Company, our team members and other stakeholders. These guidelines outline the Board of Directors’ (Board) responsibilities, director qualifications and how the Board evaluates its performance. As of December 31, 2025, our Board consisted of ten members following the addition of our Chief Executive Officer, Gunner Smith, in August 2025. Four of the ten directors could be considered “independent” as defined by the New York Stock Exchange’s (NYSE) standards as of December 31, 2025. However, Cornerstone Building Brands is no longer required to comply with NYSE corporate governance requirements, including the requirement that a majority of its Board be composed of independent directors.

SUSTAINABILITY GOVERNANCE

During 2025, the Nominating and Corporate Governance Committee oversaw sustainability-related matters relevant to Cornerstone Building Brands. Management periodically updated the committee on our sustainability strategy and related risks and opportunities, which the Governance Chair then shared with the full Board of Directors. The full Board is expected to assume the sustainability-related responsibilities of this committee in 2026 as part of an updated Board governance structure. The identification of sustainability risks is a core element of our Enterprise Risk Management (ERM) process used to pinpoint and manage specific enterprise-wide risks.



As of Dec. 31, 2025, Cornerstone Building Brands maintained three standing board committees:



Audit Committee: Responsible for the accuracy and integrity of the Company’s financial statements, accounting, risk management, internal controls, compliance with necessary regulations and engagement with independent auditors. The committee also assists the Board of Directors in risk oversight.



Compensation Committee: Evaluates benefits and compensation granted to executive management. The committee also oversees enterprise-wide talent management, compensation and career development policies and strategies.



Nominating and Corporate Governance Committee: Manages succession planning, performance evaluations and the nomination of board candidates. The committee also reviews standards and guidelines for Cornerstone Building Brands’ governance and oversees sustainability issues. The committee is expected to be dissolved in the third quarter of 2026 and the full Board will assume its responsibilities as part of an updated Board governance structure.

Business Ethics & Values

GRI 2-23, 2-24, 2-25, 2-26, 3-3, 205-1, 205-2

Our Ethics and Compliance Program is structured around the principles established in our Code of Conduct and Core Values. The program's objective is to deter, detect and remediate violations of company policies, our ethical standards and applicable laws and regulations.

OPERATING WITH INTEGRITY

The Code of Conduct frames how we integrate the principles of honesty and transparency into our business practices and culture as well as how we comply with applicable laws. All full- and part-time Cornerstone Building Brands team members are required to formally acknowledge their understanding of the Code of Conduct and complete role-specific training on Code of Conduct requirements.

This training ensures team member awareness and understanding of the Code's requirements during onboarding, including when and how to report misconduct through the Company's Speak Up Program. Team members complete role-based Code of Conduct refresher training annually. Our 2025 refresher training focused on building a speak-up culture with custom versions for employees and people leaders.

Deterring corrupt business practices is essential to preserving long-term business continuity and success. Contractors' obligations to adhere to our principles of ethics and integrity are outlined in our Supplier Code of Conduct. Our Anti-Bribery Policy prohibits bribery, kickbacks and any other form of corruption.

Our Gifts and Business Entertainment Policy provides guidance and approval requirements for exchanging gifts, entertainment and other benefits with third parties. Annual anti-bribery training is provided to Sales, Finance and Procurement team members, as well as to all employees who authorize Company spending.

The Cornerstone Building Brands Speak Up Policy provides employees with multiple channels for reporting suspected violations of company policy, laws or ethical standards. Employees may raise concerns without fear of retaliation to their manager or supervisor, Human Resources representative or via the Speak Up Line. All reports are taken seriously and investigated as appropriate. In the event a report is substantiated, appropriate corrective action is taken. Information regarding the Speak Up Policy is provided in the Code of Conduct and on posters displayed at company facilities. Additionally, employees are provided with information regarding the program during onboarding and through annual refresher training. The Company uses Speak Up reports to identify and respond to policy, legal and ethical issues, and to monitor risk and drive remediation and preventative measures. The Audit Committee of the Board conducts quarterly reviews of Speak Up Program activity that focus on risk areas by category and location along with remediation activity designed to mitigate identified risks.



98%

**of employees
completed Code
of Conduct-related
courses in 2025.**



Cyber & Information Security

GRI 3-3

Our commitment to cyber and information security is underscored by our goal to achieve long-term business continuity through effective management of prevalent business risks and the assurance of privacy for all our stakeholders. We use a comprehensive approach to address cybersecurity concerns, supported by our Information Security Policy, which aims to help mitigate risks related to breaches, unauthorized access and other cyberattacks.

Cornerstone Building Brands' IT Steering Committee oversees cybersecurity for the Company. Including members of the Executive Committee in addition to relevant subject matter experts, the committee meets quarterly and regularly relays monthly email updates and off-cycle meetings for urgent issues. The Company's Chief Information Officer presents cybersecurity matters critical to our strategy or security in quarterly reports to the Audit Committee. Alongside managing cybersecurity, the committee works to coordinate IT priorities with our goals, objectives and processes while proactively communicating on key focus areas.



Our cybersecurity strategy is designed to safeguard data, systems and information in the event of a cyber threat or security incident. This approach is built on three pillars:



Confidentiality

Prevent and detect cyberattacks seeking to acquire confidential information.



Integrity

Prevent and detect cyberattacks that corrupt, damage or destroy information and/or systems.



Availability

Prevent and detect cyberattacks that flood network resources, making them unavailable.

Since its origin in 2023, our IT Steering Committee has overseen the appropriate governance and risk mitigation of AI-related projects. As the AI landscape continues to take shape, we are committed to utilizing AI with integrity and proper governance to mitigate risk exposure.

IT Steering Committee discussion topics in 2025 included:

- **IT Projects:** Initiatives requiring Executive Committee approval that impact user interactions with applications and technology.
- **Critical Application Updates:** Information on high-impact, high-risk applications.
- **End-User Laptop Updates:** Initiative to reduce use of laptops using an obsolete operating system, which enhances our user experience, demonstrated by an increased Digital End-User Experience (DEX) score.
- **IT KPIs:** Key performance metrics for the prior period.
- **Security & Incident Review:** Analysis of major production-impacting incidents exceeding service level agreements.

Our cybersecurity capability is strengthened through the integration of endpoint detection and response, resilient backup and recovery, and zero-trust principles — forming a layered defense against evolving threats. We also continue to build cybersecurity awareness across our workforce as part of our broader information security approach. All team members receive ongoing educational resources and cybersecurity training modules which are regularly refreshed to maintain their relevance.

Together, these efforts continue to improve our risk posture through ongoing phishing awareness, testing and risk-reduction efforts.

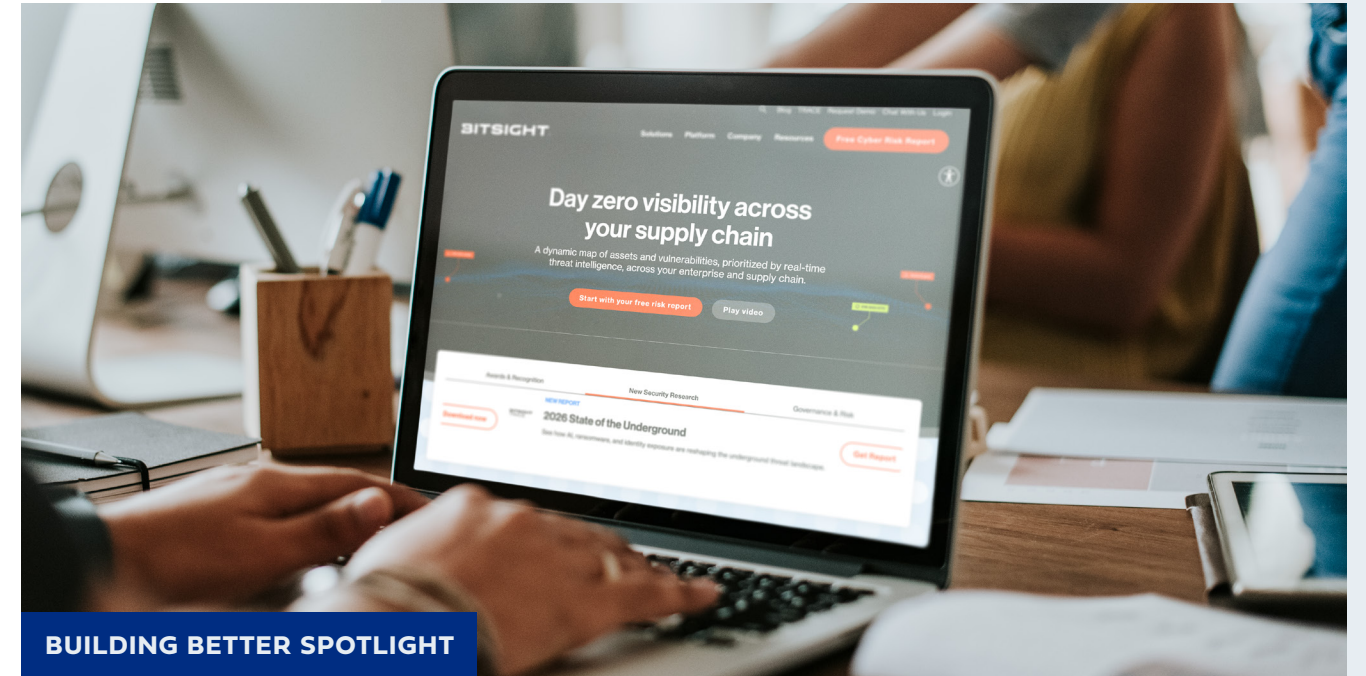
We leverage BitSight, a leading cyber risk ratings provider, to track and improve our cybersecurity performance.



In 2025, we advanced our enterprise risk score, achieving a top-quartile rating within our industry.

BitSight also underpins our Security Posture Management program by enabling continuous enterprise-wide risk assessment and targeted remediation. Through this partnership, we evaluate our cyber risk across the entire business and can leverage this management system to locate and address risks to Cornerstone Building Brands' cybersecurity.

At Cornerstone Building Brands, our commitment to cybersecurity includes screening of information security risks in collaboration with our business partners. Cybersecurity risk is actively managed across our value chain, including third parties and acquisitions. Structured assessments of supplier environments and post-acquisition integrations enable early identification and mitigation of risk. This disciplined approach is designed to strengthen enterprise security while safeguarding customer and employee data.



BUILDING BETTER SPOTLIGHT

Merger & Acquisition Risk Management Leverages BitSight Tool

Our partnership with BitSight has helped reduce risks associated with mergers and acquisitions (M&A). The tool helps uncover inherent cybersecurity M&A risks that might otherwise go unnoticed until late in the process, putting deal value and completion in jeopardy. As Cornerstone Building Brands engaged in a range of M&A activities in 2025, BitSight was a valuable tool often used to assess a target company's externally visible cybersecurity risk profile. Our Director of Cybersecurity, Jason Adams, recognizes BitSight's key role in the larger M&A process.

"BitSight has been critical in helping us gauge what work needs to be done to proactively align these organizations with our security policy and ensure we don't inherit cyber risk."

Jason Adams, Director of Cybersecurity for Cornerstone Building Brands

Responsible Supply Chains

GRI 2-24, 3-3

As part of our commitment to operating with ethics and integrity, we work with responsible suppliers to build and maintain strong relationships that bolster our sustainability objectives. We require all suppliers to comply with Cornerstone Building Brands' ethical standards, as we consider our supply chain an extension of our team. Collaborating with a resilient and reliable supplier base also allows us to fulfill our commitment to providing high-quality products to our customers on time and at a competitive price point. In 2025, we continued to proactively review our supply chain and improve our supplier performance management program.



We remain committed to providing accessible resources that help ensure our supply chain governance is aligned with the expectations of our operations and ultimately our customers.

Compliance and transparency are central pillars in our approach to developing a responsible supply chain. We actively engage with suppliers to foster a shared understanding of local laws and reporting requirements applicable to our operations.

We periodically collect sustainability data, including information on human rights, anti-corruption and environmental compliance, and we track performance in key sustainability topic areas such as energy usage and waste output. As part of our approach to supplier oversight, we collaborate with suppliers to locate potential opportunities to drive improvement. We continuously strive to enhance our network synergies, and we constantly work on enhancing our sourcing and distribution to optimize inventories and reduce spending, contributing to our goal of providing customers with reliable and affordable products.

UPHOLDING SUPPLIER EXPECTATIONS

Our Supplier Code of Conduct holds the suppliers accountable to the same strict ethics and integrity principles that guide our own internal operations. The Supplier Code of Conduct covers key areas including sustainability, anti-discrimination, human rights and other priorities.

Upholding human rights in our supply chain is a crucial element of our ethical standards. We expect suppliers to comply with our due diligence expectations and carry out country-of-origin inquiries when appropriate to identify and prevent any sourcing of conflict minerals.





BUILDING BETTER SPOTLIGHT

Improving Supply Chain Resilience

When a critical hardware supply shortage threatened several of Cornerstone Building Brands' product lines, a cross-functional team from strategic sourcing, product engineering, supply chain, operations and project management moved quickly to safeguard our customers and our operations. They shifted sourcing to alternative vendors, mitigating risk and setting up supply chain redundancy. Coordinated efforts included tracking 1,200-part applications, restoring safety stocks, deploying on-site resources to improve shipment reliability and creating open-order tracking to strengthen customer communication and prioritization. As a result of their work to reduce potential negative impacts on our customers from a supply chain disruption, this team received the 2025 CEO Excellence Award for Operations Excellence.



We seek to procure materials from suppliers who certify that the commodities and products they supply comply with our conflict minerals requirements, and we aim to abide by relevant transparency regulations such as the California Transparency in Supply Chains Act. We leverage a third-party tool to help survey our suppliers and make informed procurement decisions. Beyond survey tools, we regularly assess our supply chains using subscription-based services. For more information on Cornerstone Building Brands' commitment to human rights, please see the [Human Rights](#) section of this Report.

DRIVING SUPPLY CHAIN RESILIENCE

Strengthening resilience in our supply chain is critical as we depend on suppliers with global networks for the raw materials that are necessary for our manufacturing processes. Events such as extreme weather, natural disasters and geopolitical conflict can affect our suppliers, impacting the availability, quality and cost of essential materials like steel, aluminum and PVC resin. Fluctuations in commodity availability can create substantial operational challenges, limiting our ability to meet customer demands. Addressing these dynamic risks, specifically recent geopolitical events, requires ongoing assessment, communication of impacts and close collaboration with impacted suppliers to generate contingency plans where feasible. We also focus on improving our capability to address climate-related events across our value chain. By implementing these strategies, we aim to create a more resilient supply chain that allows us to meet customer demands.

We emphasize communication and engagement to reinforce accountability throughout our supply chain. This approach extends to both current suppliers and prospective partners as we aim to proactively diminish the risk of disruptions. We also consistently engage our manufacturing sites to discuss ways to drive more efficient production. Our management teams can locate risks, investigate issues and harness a nimble supply base and pricing models to enhance our ability to serve customers. Regular meetings with key suppliers and business partners, taking place during our quarterly business reviews, focus on areas where we can collaborate to progress our shared sustainability performance.

DRIVE TO PREMIER PROGRAM

In 2025, we launched our Drive to Premier program to streamline supplier engagement. Drive to Premier is our supplier performance management program that collects scorecards from suppliers, tracking metrics such as their ability to meet deadlines and follow product quality specifications. The system tracks supplier performance and enables our team to address opportunities for improvement, ultimately driving higher product quality and operational efficiency. The program serves as a new communication channel between our management teams and suppliers, allowing for a greater alignment of our priorities, goals and key performance indicators.





Our Path Forward

Guided by our core values of Safety, Integrity and Inclusion, we remain committed to being a trusted partner to our customers, communities, suppliers and team members in 2026 and beyond. As we look ahead, we will build on the progress outlined in this report and strengthen our customer focus. Our refreshed sustainability priorities position us to further integrate responsible practices into our operations, innovations and partnerships. We will continue to leverage data insights, digital transformation and stakeholder engagement to help improve processes, deliver high-performing products and create greater value as we **Build a Better Tomorrow.**

APPENDIX

Cornerstone Building Brands has reported in accordance with the Global Reporting Initiative (GRI) Standards for the period January 1, 2025, to December 31, 2025, in partial alignment with the Sustainability Accounting Standards Board (SASB) standards for the Building Products & Furnishings Industry. We have provided relevant data and framework indices below.



IN THIS SECTION

- Data Summary
- GRI Content Index
- SASB Disclosures
- Note on Materiality & Forward-Looking Statements

Data Summary

ENVIRONMENTAL	2023	2024	2025
Climate Change (GRI 305-1, 305-2)			
About the Data	In 2023, we updated our emissions boundary to align with an operational control approach as defined by the GHG Protocol. Emissions calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled emissions based on location size, type of facility and industry averages. We continue to expand primary data collection, data quality and the emissions sources captured within our footprint. The methodology used to calculate our Scope 1 and Scope 2 GHG emissions aligns with GHG Protocol. Direct Scope 1 values have been expanded to include additional stationary, mobile and fugitive emissions. Natural gas and mobile GHG emission factors are based on U.S. Environmental Protection Agency (EPA), 40 CFR Part 98 and EPA (2023) Inventory of U.S. Greenhouse Gas Emissions and Sinks. Fugitive GHG emissions from refrigerant leakages are based on EPA Hydrofluorocarbon (HFC) Emissions Accounting Tool. In the future, we will continue to explore de minimis emissions sources, including emissions from backup generators and additional mobile equipment. Scope 2 values include indirect emissions from purchased electricity. Electricity GHG emission factors are based on U.S. EPA eGRID2022, February 2024. Data is collected through third-party ESG platforms, including Pulsora and EMSys.	In 2024, our emissions boundary aligns with an operational control approach as defined by the GHG Protocol. Emissions calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled emissions based on location size, type of facility and industry averages. We continue to expand primary data collection, data quality and the emissions sources captured within our footprint. The methodology used to calculate our Scope 1 and Scope 2 GHG emissions aligns with GHG Protocol. Direct Scope 1 values have been expanded to include additional stationary, mobile and fugitive emissions. Natural gas and mobile GHG emission factors are based on Federal Register EPA; 40 CFR Part 98 and EPA (2023) Inventory of U.S. Greenhouse Gas Emissions and Sinks. Fugitive GHG emissions from refrigerant leakages are based on EPA HFC Emissions Accounting Tool. In the future, we will continue to explore de minimis emissions sources, including emissions from backup generators and additional mobile equipment. Scope 2 values include indirect emissions from purchased electricity. Electricity GHG emission factors are based on U.S. EPA eGRID2022, February 2024. Data is collected through third-party ESG platforms, including Pulsora and EMSys.	In 2025, our emissions boundary aligns with an operational control approach as defined by the GHG Protocol. Emissions calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled emissions based on location size, type of facility and industry averages. We continue to expand primary data collection, data quality and the emissions sources captured within our footprint. The methodology used to calculate our Scope 1 and Scope 2 GHG emissions aligns with the GHG Protocol. Direct Scope 1 values include applicable stationary, mobile and fugitive emissions. Scope 1 emissions include applicable CO₂, CH₄, N₂O and HFC emissions, reported in tCO₂e; Cornerstone Building Brands has not identified material sources of NF₃, SF₆ or PFC emissions within its operational control boundary. Natural gas and mobile GHG emission factors are based on Federal Register EPA 40 CFR Part 98 and the EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks. Fugitive GHG emissions from refrigerant leakage are based on the EPA Hydrofluorocarbon (HFC) Emissions Accounting Tool. Scope 1 and 2 Carbon emissions were independently verified by Carbonology®. Scope 2 values include indirect emissions from purchased electricity. Electricity GHG emission factors are based on U.S. EPA eGRID2022, February 2024. Data is collected through third-party ESG platforms, including Pulsora and EMSys.
Direct (Scope 1) GHG Emissions (MT CO ₂ e)	120,157	86,122	90,607
Gases Included in the Calculation	CO ₂ , CH ₄ and N ₂ O	CO ₂ , CH ₄ and N ₂ O	CO ₂ , CH ₄ , N ₂ O and HFCs
Biogenic CO ₂ Emissions	We are unaware of any facilities that generate biogenic CO ₂ emissions.	We are unaware of any facilities that generate biogenic CO ₂ emissions.	We are unaware of any facilities that generate biogenic CO ₂ emissions.



ENVIRONMENTAL	2023	2024	2025
Climate Change (GRI 305-1, 305-2)			
Location-Based Energy Indirect (Scope 2) Emissions (MT CO ₂ e)	175,707	156,682	156,648
Gases Included in the Calculation	CO ₂ , CH ₄ and N ₂ O	CO ₂ , CH ₄ and N ₂ O	CO ₂ , CH ₄ and N ₂ O
Base Year	We expanded our reporting footprint for fiscal 2022 to align with GHG Protocol. Therefore, we plan to utilize 2022 as our base year in the future unless otherwise stated.	We expanded our reporting footprint for fiscal 2022 to align with GHG Protocol. Therefore, we plan to utilize 2022 as our base year in the future unless otherwise stated.	We expanded our reporting footprint for fiscal 2022 to align with GHG Protocol. Therefore, we plan to utilize 2022 as our base year in the future unless otherwise stated.
Energy (GRI 302-1)			
About the Data	Significant efforts — including but not limited to use of new technology and data gap filling — were employed in 2023 to more fully capture our environmental footprint. In particular, we updated our energy and emissions boundary to align with an operational control approach as defined by the GHG Protocol. Emissions and energy calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled energy use based on location size, facility type and industry averages. Electricity and natural gas consumption data are tracked utilizing a third-party ESG software platform that integrates information from a third-party energy management firm that automatically tracks data from utility invoices. We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam.	In 2024, our energy and emissions boundary aligns with an operational control approach as defined by the GHG Protocol. Emissions and energy calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled energy use based on location size, facility type and industry averages. Electricity and natural gas consumption data are tracked utilizing a third-party ESG software platform, which integrates information from a third-party energy management platform that automatically tracks data from utility invoices. We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam.	In 2025, our energy and emissions boundary aligns with an operational control approach as defined by the GHG Protocol. Emissions and energy calculations now cover all facilities over which we have operational control. Where primary data was not available, we modeled energy use based on location size, facility type and industry averages. Electricity and natural gas consumption data are tracked utilizing a third-party ESG software platform, which integrates information from a third-party energy management platform that automatically tracks data from utility invoices. We are unaware of any facilities that purchase cooling or steam, or that sell electricity, heating, cooling or steam.
Electricity Consumption (Joules — Trillions)	1,627.0	1,466.0	1,570.2
Heating Consumption (Joules — Trillions)	1,451.0	834.0	876.6
Total Energy Consumption (Joules — Trillions)	3,078.0	2,300.0	2,446.8

ENVIRONMENTAL		2023	2024	2025
Waste, Water & Land Use (GRI 303-5, 306-3)				
Waste				
About the Data	In 2023, we expanded the facilities included in our waste footprint to include all facilities in our operational boundary and to establish a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in landfill data based on site type and size. To avoid overestimation, gaps in waste diversion metrics have not been modeled. We continue to expand primary data collection, data quality and the waste sources captured within our footprint, with a focus on identifying the various waste streams at each site that need to be tracked and modeled in future footprints. We currently do not track hazardous waste, waste-to-energy, composting or e-waste on a company-wide basis. A third-party ESG software platform was used to track waste and recycling data for 2023. This platform integrates information from a variety of different data sources, including data from a third-party full service waste management provider that tracks waste and recycling invoices and limited manual entry of additional waste and recycling data from our facility managers.	In 2024, our waste footprint included all facilities in our operational boundary and was a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in landfill data based on site type and size. To avoid overestimation, gaps in waste diversion metrics have not been modeled. We continue to expand primary data collection, data quality and the waste sources captured within our footprint, with a focus on identifying the various waste streams at each site that need to be tracked and modeled in future footprints. We currently do not track hazardous waste, waste-to-energy, composting or e-waste on a company-wide basis due to their limited volumes. A third-party ESG software platform was used to track waste and recycling data for 2024. This platform consolidates information from multiple data sources, including invoices and data from a third-party full-service waste management service, as well as supplementary manual entries from facility managers.	In 2025, our waste footprint included all facilities in our operational boundary and was a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in landfill data based on site type and size. Year-over-year changes in reported waste volumes reflect changes in source data availability and the phased transition away from modeled estimates, rather than changes in operational activity alone. To avoid overestimation, gaps in waste diversion metrics have not been modeled. We continue to expand primary data collection, data quality and the waste sources captured within our footprint, with a focus on identifying the various waste streams at each site that need to be tracked and modeled in future footprints. We currently do not track hazardous waste, waste-to-energy, composting or e-waste on a company-wide basis due to their limited volumes. A third-party ESG software platform was used to track waste and recycling data for 2025. This platform consolidates information from multiple data sources, including invoices and data from a third-party full-service waste management service, as well as supplementary manual entries from facility managers.	
Total Waste Generated (Metric Tons)	170,214.1	91,118.5	78,818.2	
Total Waste Generated: Disposed (Metric Tons)	21,881.5	22,231.8	10,052.3	
Total Waste Generated: Diverted from Disposal (Metric Tons)	148,332.6	68,796.7	68,766.0	
Total Waste Generated: Diverted from Disposal (Percentage)	87.1%	75.5%	87.2%	

ENVIRONMENTAL	2023	2024	2025
Water			
About the Data	In 2023, we expanded the facilities included in our water footprint to include all facilities in our operational boundary and to establish a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in water and sewer data based on site type and size. We continue to expand primary data collection, data quality and the water sources captured within our footprint, with a focus on identifying the various water sources at each site that need to be tracked and modeled in future footprints. A third-party ESG software platform was used to track water data for 2023. The footprint includes invoiced third-party water sources and does not yet include other water sources, such as well water, estimated to be <10% of total water use. We continue to expand the primary data we collect as well as the water metrics we track.	In 2024, our water footprint included all facilities in our operational boundary and was a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in water and sewer data based on site type and size. We continue to expand primary data collection, data quality and the water sources captured within our footprint, with a focus on identifying the various water sources at each site that need to be tracked and modeled in future footprints. A third-party ESG software platform was used to track water data for 2024. The footprint includes invoiced third-party water sources and does not include other water sources, such as well water, estimated to be <5% of total water use. We continue to expand the primary data we collect as well as the water metrics we track.	In 2025, our water footprint included all facilities in our operational boundary and was a consistent boundary across our environmental metrics. Where primary data was not available, we modeled gaps in water and sewer data based on site type and size. Year-over-year changes in reported water withdrawals reflect an updated gap-filling methodology for modeled data. In 2025, the Company aligned its water gap-filling approach with the methodology used for electricity and natural gas, while primary water data remained generally consistent with 2024. We continue to expand primary data collection, data quality and the water sources captured within our footprint, with a focus on identifying the various water sources at each site that need to be tracked and modeled in future footprints. A third-party ESG software platform was used to track water data for 2025. The footprint includes invoiced third-party water sources and does not include other water sources, such as well water, estimated to be <5% of total water use. We continue to expand the primary data we collect as well as the water metrics we track.
Total Water Withdrawals (Megaliters)	1,686.4	1,378.5	870.4

SOCIAL	2023	2024	2025
Talent Acquisition, Engagement & Retention (GRI 2-7, 2-8)			
About the Data	Race and ethnicity data include U.S. only employees, while all other data points include all countries. Permanent employee includes full-time and part-time pay class. Temporary employee includes intern and temp pay class. There are 354 blank values for gender across all countries.	Full-time and part-time employees are referred to as permanent employees. Region, race and ethnicity data include only U.S. employees, while other data metrics include all employees. Temporary employees data include 1,099 contractors. Workforce diversity and workforce composition data include all acquisitions.	Full-time and part-time employees are referred to as permanent employees. Region, race and ethnicity data include only U.S. employees, while other data metrics include all employees. Workforce diversity and workforce composition data include all acquisitions.

SOCIAL	2023	2024	2025
Workforce Composition			
Permanent Employees by Gender (Female)	5,077	5,251	5,222
Permanent Employees by Gender (Male)	12,734	13,561	13,911
Temporary Employees by Gender (Female)	1	40	16
Temporary Employees by Gender (Male)	29	296	37
Permanent Employees by Region (U.S.)	15,814	16,494	16,931
Temporary Employees by Region (U.S.)	3	315	231
Full-Time Employees by Gender (Female)	5,047	5,230	5,206
Full-Time Employees by Gender (Male)	12,692	13,527	13,854
Part-Time Employees by Gender (Female)	30	21	14
Part-Time Employees by Gender (Male)	42	34	37
Diversity, Equity & Inclusion (GRI 405-1)			
About the Data	Race and ethnicity data include U.S. only employees, all other data points include all countries. There are 354 blank values for gender across all countries.	Region, race and ethnicity data include only U.S. employees, while other data metrics include all employees.	Region, race and ethnicity data include only U.S. employees, while other data metrics include all employees.

SOCIAL	2023	2024	2025
Board Diversity			
Board Diversity by Age (Under 30)	0%	0%	0%
Board Diversity by Age (30–50)	33%	33%	20%
Board Diversity by Age (Over 50)	67%	67%	80%
Board Diversity by Gender (Female)	33%	22%	20%
Board Diversity by Gender (Male)	67%	78%	80%
Board Diversity by Race/Ethnicity (Non-White)	22%	22%	10%
Executive Committee (EC) Diversity			
EC Diversity by Gender (Female)	54.5%	50.0%	36.4%
EC Diversity by Gender (Male)	45.5%	50.0%	63.6%
EC Diversity by Race/Ethnicity (Non-White)	9.1%	10.0%	10.0%
Manager Diversity			
Manager Diversity by Gender (Female)	20.3%	21.2%	22.3%
Manager Diversity by Gender (Male)	77.5%	78.6%	77.7%
Manager Diversity by Race/Ethnicity (Non-White)	24.7%	23.7%	23.2%

SOCIAL	2023	2024	2025
Workforce Diversity			
Workforce Diversity by Age (Under 30)	17.6%	15.6%	13.4%
Workforce Diversity by Age (30–50)	47.1%	48.2%	44.8%
Workforce Diversity by Age (Over 50)	35.3%	36.2%	41.8%
Workforce Diversity by Gender (Female)	27.9%	27.9%	27.1%
Workforce Diversity by Gender (Male)	70.2%	72.0%	72.9%
Workforce Diversity by Race/Ethnicity (Non-White)	45.0%	46.1%	45.5%
Occupational Health, Safety & Well-Being (GRI 403-9, 403-10)			
About the Data	Data include divestitures (until sold) and acquisitions after finalized. All workers are included in Occupational Health, Safety & Well-Being data. We calculate our rates using 200,000 hours worked with a total of 39,497,289 hours worked in 2023. Strains and sprains to upper extremities were the most common types of injuries.	Data include divestitures (until sold) and acquisitions after finalized. All workers are included in Occupational Health, Safety & Well-Being data. We calculate our rates using 200,000 hours worked with a total of 37,553,666 hours worked in 2024. Strains and sprains to upper extremities and injuries to hand/finger were the most common types in 2024.	Data include divestitures (until sold) and acquisitions after finalized. All workers are included in Occupational Health, Safety & Well-Being data. We calculate our rates using the normalized methodology (200,000 hours worked) with a total of 43,973,664 hours worked in 2025. Sprains/strains to lower back and shoulders along with injuries to hand/wrist/finger were the most common types in 2025.
Total Recordable Incident Rate (TRIR) per 100 Workers	1.96	1.76	1.48
Lost Workday Rate (LWDR) per 100 Workers	30.95	40.91	15.77

SOCIAL		2023	2024	2025
Occupational Health, Safety & Well-Being (GRI 403-9, 403-10)				
Lost Time Incident Rate (LTIR) per 100 Workers		0.3	0.36	0.31
Workplace Fatalities		0	0	0
From Work-related Injuries		0	0	0
From Work-related Ill Health		0	0	0
Community Engagement & Philanthropy				
Home for Good project				
Total Donated to Date (dollars in product value)		\$3,420,866	\$4,127,770	\$4,485,851
Total Donated Annually (dollars in product value)		\$241,402	\$651,027	\$358,080
Total Homes Built to Date		723	825	933
In-Kind Donations: Cartons of Siding		5,878	6,877	7,829
In-Kind Donations: Cartons of Shutters and Accessories		4,598	5,892	6,381
In-Kind Donations: Windows		5,895	6,536	6,931

SOCIAL	2023	2024	2025
Connecting Communities			
Number of Employees Activated	300+	1,300+	1,727
Number of Organizations Supported	88	65+	74
Number of Participating Locations	7	20	29
Volunteer Hours	-	2,200+	2,813
Total Amount Donated	-	\$81,000+	\$120,700+

GOVERNANCE	2023	2024	2025
Corporate Governance			
About the Data	For more information about our Corporate Governance practices, please refer to our annual reports and proxy statements. Following the merger and the removal of our common stock from listing on the NYSE, the Company is no longer subject to the independence requirements for our Board or Board committees. However, if the Company were subject to the listing standards of the NYSE, we believe that four (out of nine) of our directors could be determined to be “independent” as defined by the listing standards of the NYSE.		For more information about our Corporate Governance practices, please refer to our Annual Report on Form 10-K. Following the removal of our common stock from listing on the NYSE, the Company is no longer subject to the independence requirements for our Board or Board committees. However, if the Company were subject to the listing standards of the NYSE, we believe that four (out of ten) of our directors could be determined to be “independent” as defined by the listing standards of the NYSE.
Board Average Tenure	5.9	5.0	5.2
Board Independence	44%	44%	40%

GOVERNANCE	2023	2024	2025
Business Ethics & Values (GRI 205-3)			
Confirmed Incidents of Corruption	Information Unavailable/Incomplete: For 2023 and 2024, the Company continued to evaluate opportunities to improve governance-related data collection and reporting processes for future disclosures.		3
Incidents in which employees were dismissed or disciplined	Information Unavailable/Incomplete: For 2023 and 2024, the Company continued to evaluate opportunities to improve governance-related data collection and reporting processes for future disclosures.		3
Incidents when contracts with business partners were terminated or not renewed due to violations	Information Unavailable/Incomplete: For 2023 and 2024, the Company continued to evaluate opportunities to improve governance-related data collection and reporting processes for future disclosures.		0
Public legal cases regarding corruption brought against the organization	Information Unavailable/Incomplete: For 2023 and 2024, the Company continued to evaluate opportunities to improve governance-related data collection and reporting processes for future disclosures.		0
Responsible Supply Chain			
About the Data	Does not include May 2023 for Cascade and includes June 2023 estimated data for Cascade.	Includes Mueller™, Harvey, EAS acquisitions; however, Harvey’s data is year to date through September 2024.	Data is inclusive of all operations.
Total Supplier Spend (\$ in millions)	\$3,308	\$3,449	\$3,755

GRI Content Index

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
The Organization & Its Reporting Practices		
2-1	Organizational details	About Cornerstone Building Brands
2-2	Entities included in the organization’s sustainability reporting	About Cornerstone Building Brands
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	No restatements of information were made during the reporting period.
2-5	External assurance	For the 2025 reporting year, Cornerstone Building Brands obtained third-party limited assurance for its Scope 1 and Scope 2 greenhouse gas emissions, verified by Carbonology® in accordance with ISO 14064-3.
Activities & Workers		
2-6	Activities, value chain and other business relationships	About Cornerstone Building Brands
2-7	Employees	Data Summary — Social
2-8	Workers who are not employees	Data Summary — Social
Governance		
2-9	Governance structure and composition	Corporate Governance
2-10	Nomination and selection of the highest governance body	Corporate Governance
2-11	Chair of the highest governance body	Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance
2-13	Delegation of responsibility for managing impacts	Corporate Governance
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance



DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Governance		
2-15	Conflicts of interest	Business Ethics & Values
2-16	Communication of critical concerns	Business Ethics & Values
2-17	Collective knowledge of the highest governance body	Cornerstone Building Brands’ 2025 Form 10-K
2-18	Evaluation of the performance of the highest governance body	Cornerstone Building Brands’ 2025 Form 10-K
2-19	Remuneration policies	Corporate Governance
2-20	Process to determine remuneration	Cornerstone Building Brands’ 2025 Form 10-K
2-21	Annual total compensation ratio	Cornerstone Building Brands’ 2025 Form 10-K
Strategy, Policies & Practices		
2-22	Statement on sustainable development strategy	A Message From Our Chief Executive Officer
2-23	Policy commitments	Business Ethics & Values
2-24	Embedding policy commitments	Business Ethics & Values ; Responsible Supply Chains
2-25	Processes to remediate negative impacts	Partnering with Purpose ; Business Ethics & Values
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics & Values
2-27	Compliance with laws and regulations	We do not have any significant instances of non-compliance with laws and regulations for this reporting period.
2-28	Membership associations	Industry Organizations
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Our Priority Sustainability Topics
2-30	Collective bargaining agreements	As of Dec. 31, 2025, we employed approximately 19,400 persons worldwide. In the United States, approximately 4.6% (894) are represented by various unions under collective bargaining agreements. We have excluded areas outside of the U.S. until appropriate processes are in place to collect this data.
3-1	Process to determine material topics	Our Priority Sustainability Topics
3-2	List of material topics	Our Priority Sustainability Topics

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Material Topics (In Order of Report)		
Climate Change		
3-3	Management of material topics	Energy & Emissions
305-1	Direct (Scope 1) GHG emissions	Data Summary — Environmental
305-2	Energy indirect (Scope 2) GHG emissions	Data Summary — Environmental
305-3	Other indirect (Scope 3) GHG emissions	Information Unavailable: Scope 3 data is currently unavailable. Cornerstone Building Brands has engaged our supply chain to capture sustainability information, including but not limited to emissions data. Cornerstone Building Brands plans to assess Scope 3 emissions in 2026.
305-4	GHG emissions intensity	Information Unavailable: Due to the inconsistent units associated with Cornerstone Building Brands’ product portfolio, Cornerstone Building Brands does not report emissions based on intensity. We are investigating the most appropriate process to normalize the data.
305-5	Reduction of GHG emissions	Information Unavailable: Cornerstone Building Brands established baseline measurements for GHG emissions in 2022 and has not identified quantitative reduction targets to date. Cornerstone Building Brands has identified energy conservation initiatives at select sites as a focal point for 2026.
305-6	Emissions of ozone-depleting substances (ODS)	Not Applicable: Cornerstone Building Brands does not produce, import or export ODS as part of our business activities.
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	Information Unavailable: While Cornerstone Building Brands does emit significant air emissions, including NO _x , SO _x , VOC, HAP and PM, we are not currently tracking enterprise-wide emissions data. We do track and report this information to applicable regulatory agencies at certain facilities. We plan to continue assessing enterprise-wide emissions tracking systems in 2026.
Energy		
3-3	Management of material topics	Energy & Emissions
302-1	Energy consumption within the organization	Data Summary — Environmental
302-2	Energy consumption outside of the organization	Information Unavailable: While we are not currently measuring energy consumption outside of our organization, we have initiated engagement with our supply chain and our distribution channels. We anticipate evaluating programs to measure energy consumption outside of our organization in 2026.
302-3	Energy intensity	Information Unavailable: Due to the inconsistent units associated with Cornerstone Building Brands’ product portfolio, Cornerstone Building Brands does not report energy consumption based on intensity. We are investigating the most appropriate process to normalize the data.
302-4	Reduction of energy consumption	Information Unavailable: Cornerstone Building Brands established baseline measurements for energy consumption in 2022 and has not identified quantitative reduction targets to date. Cornerstone Building Brands has identified energy conservation initiatives at select sites as a focal point for 2026.
302-5	Reductions in energy requirements of products and services	Information Unavailable: While we are not currently monitoring the reduction of energy requirements of our products, Cornerstone Building Brands’ product portfolio includes many products which may qualify for ENERGY STAR and Most Efficient ENERGY STAR recognition.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Waste		
3-3	Management of material topics	Our Environmental Footprint
306-1	Waste generation and significant waste-related impacts	Cornerstone Building Brands generates waste as a normal part of our manufacturing processes. We strive to reduce and manage the generation of manufacturing waste through innovation and best practices. Most Cornerstone Building Brands manufacturing sites are considered very small quantity waste generators that produce insignificant amounts of hazardous waste. We seek to handle, store and dispose of hazardous waste in compliance with applicable regulations while using best practices and management standards to implement waste minimization and pollution prevention plans where applicable. We work to ensure that our hazardous waste management system abides by the federal Resource Conservation and Recovery Act and applicable state and local regulations, as well as non-U.S. equivalent requirements.
306-2	Management of significant waste-related impacts	Cornerstone Building Brands leverages the inherent nature of many of our raw materials to optimize circular manufacturing and works to divert manufacturing waste from landfills. Also, Cornerstone Building Brands engages various third parties to facilitate end-of-life product stewardship programs.
306-3	Waste generated	Data Summary — Environmental
306-4	Waste diverted to disposal	Data Summary — Environmental
306-5	Waste directed to disposal	Data Summary — Environmental
Water & Effluents		
3-3	Management of material topics	Our Environmental Footprint
303-1	Interactions with water as a shared resource	Cornerstone Building Brands routinely interacts with water, including consumption for drinking, sanitation and manufacturing processes; groundwater withdrawal; effluent treatment and discharge; and stormwater runoff management as a part of our business activities. We utilize periodic water quality testing, process knowledge and compliance with effluent discharge and stormwater runoff permits to manage our impacts on water.
303-2	Management of water discharge-related impacts	Cornerstone Building Brands’ water discharges are regulated by foreign, national, state or local effluent discharge pretreatment standards, categorical pretreatment standards and stormwater industry sector benchmark standards. More stringent water quality standards and testing requirements are required for some sites that discharge to impaired bodies of water. We have not established internal standards or guidelines that exceed regulatory requirements for discharge water quality.
303-3	Water withdrawal	Information Unavailable: While we do not collect data on total water withdrawal by source at the enterprise level, we do actively manage and report on our total potable water use at some locations. Some sites employ measures to conserve freshwater and recycle process water. We anticipate continuing to evaluate systems to track total water withdrawal at the enterprise level in 2026.
303-4	Water discharge	Information Unavailable: While Cornerstone Building Brands does manage and measure site-level process water discharges at some locations, we do not currently track enterprise-wide water discharge data. We anticipate continuing to evaluate systems to track total water discharges at the enterprise level in 2026.
303-5	Water consumption	Data Summary — Environmental

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Biodiversity		
3-3	Management of material topics	Our Environmental Footprint
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information Unavailable: While we have not determined which operational sites are adjacent to areas of high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact.
304-2	Significant impacts of activities, products and services on biodiversity	Information Unavailable: While we continue to report our GHG emissions and landfill diversion rates as a biodiversity impact of our operations, we do not have data to understand the ecological impact of our products after distribution. However, with the benign nature of our materials, we consider it a future opportunity to understand.
304-3	Habitats protected or restored	Information Unavailable: While we have not determined which operational sites are adjacent to areas of high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact. As we develop more granular data, we may be able to report the condition of potentially affected ecosystems.
304-4	International Union for Conservation of Nature (IUCN) Red List of Threatened Species and national conservation list species with habitats in areas affected by operations	Information Unavailable: While we have not determined which operational sites are adjacent to areas of high biodiversity value, we consider it a future opportunity and seek to protect those ecosystems our operations may impact. As we develop more granular data, we may be able to report the condition of potentially affected species.
Training & Education		
3-3	Management of material topics	Talent Management
404-1	Average hours of training per year per employee	The average duration of completed training for Cornerstone Building Brands employees was 2.68 hours in 2025.
404-2	Programs for upgrading employee skills and transition assistance programs	Cornerstone Building Brands offers tuition reimbursement, leadership training modules and continuous education opportunities for our employees. Cornerstone Building Brands also offers outplacement services as part of our transition assistance.
404-3	Percentage of new employees receiving regular performance and career development reviews	100% of Cornerstone Building Brands’ indirect employees are included in the annual performance and career development process.
Diversity, Equity & Inclusion		
3-3	Management of material topics	Inclusion in Action
405-1	Diversity of governance bodies and employees	Data Summary — Social
405-2	Ratio of basic salary and remuneration of women to men	Confidentiality Constraints: Cornerstone Building Brands does not publicly disclose this data.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Occupational Health, Safety & Well-Being		
3-3	Management of material topics	Occupational Health, Safety & Well-Being
403-1	Occupational health and safety management system	Occupational Health, Safety & Well-Being
403-2	Hazard identification, risk assessment and incident investigation	Occupational Health, Safety & Well-Being
403-3	Occupational health services	Occupational Health, Safety & Well-Being
403-4	Worker participation, consultation and communication on occupational health and safety	Occupational Health, Safety & Well-Being
403-5	Worker training on occupational health and safety	Occupational Health, Safety & Well-Being
403-6	Promotion of worker health	Cornerstone Building Brands offers our employees an Employee Assistance Program that covers a variety of services, resources and tools to make their lives a little easier.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health, Safety & Well-Being
403-8	Workers covered by an occupational health and safety management system	Occupational Health, Safety & Well-Being
403-9	Work-related injuries	Data Summary — Social
403-10	Work-related ill health	Data Summary — Social
Customer Experience		
3-3	Management of material topics	Customer Experience
Company-Specific Metric	Net Promoter Score	Confidentiality Constraints: Cornerstone Building Brands does not publicly disclose this data.
Local Communities		
3-3	Management of material topics	Community Engagement & Philanthropy
413-1	Operations with local community engagement, impact assessments and development programs	Information Unavailable: Cornerstone Building Brands has formal Connecting Communities programs in 29 locations. While there are many other locations that engage in community outreach/support, that is not formally tracked. Cornerstone Building Brands considers it an opportunity to enhance the data collection associated with the program.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Local Communities		
413-2	Operations with significant actual and potential negative impacts on local communities	Cornerstone Building Brands operates facilities in communities where we have opportunities for significant impacts. We recognize our potential for environmental, economic and social impacts in the communities where we operate, and review and assess risk through a systematic approach using subject matter experts to provide review, oversight and ownership of applicable major risk factors. Specifically, we look at potential risks to the environment, the health and safety of our employees and our communities, and use systems and processes — like our Cornerstone Building Brands Production System — to manage these risks. We conduct periodic internal environmental, health, safety and sustainability audits at our facilities using a risk-based three- or five-year cycle. The audit protocols and objectives align with our core value of protecting the health and safety of our employees and surrounding communities, consistent with our Environmental, Health, Safety and Sustainability (EHS&S) policy and our commitments to comply with applicable legal or internal requirements to minimize or prevent pollution.
Company-Specific Metric	Home for Good project donations	Data Summary — Social
Company-Specific Metric	Connecting Communities donations	Data Summary — Social
Human Rights		
3-3	Management of material topics	Human Rights
406-1	Incidents of discrimination and corrective actions taken	Confidentiality constraints: Cornerstone Building Brands does not publicly disclose this data.
Customer Health & Safety		
3-3	Management of material topics	Product Quality & Safety
416-1	Assessment of the health and safety impacts of product and service categories	Information Unavailable: Cornerstone Building Brands tracks warranty, customer responses and other performance trends associated with its products; however, the granularity in the data is not currently available to identify specific health and safety impacts. Cornerstone Building Brands considers it an opportunity to enhance the data collection associated with its program.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Information Unavailable: Cornerstone Building Brands tracks warranty, customer responses and other performance trends associated with its products; however, the granularity in the data is not currently available to identify specific health and safety impacts. Cornerstone Building Brands considers it an opportunity to enhance the data collection associated with its program.
Product Innovation		
3-3	Management of material topics	Product Stewardship & Innovation
Company-Specific Metric	-	Confidentiality Constraints: Cornerstone Building Brands does not publicly disclose this data.

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Product Stewardship		
3-3	Management of material topics	Product Stewardship & Innovation
Company-Specific Metric	-	Holistic data is not readily available for product longevity, recycling, reclamation and end-of-life opportunities due to the broad product portfolio and lack of data collection systems. However, Cornerstone Building Brands continues to focus on these areas to promote circularity. As an example, we partnered with Clayton Homes and have reclaimed more than 910 tons of vinyl siding for scrap and approximately 7,200 shipping crates for reuse in 2025.
Business Ethics & Values		
3-3	Management of material topics	Business Ethics & Values
205-1	Operations assessed for risks related to corruption	Business Ethics & Values
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics & Values
205-3	Confirmed incidents of corruption and actions taken	Data Summary — Governance
Cyber & Information Security		
3-3	Management of material topics	Cyber & Information Security
Company-Specific Metric	BitSight Security Rating	Cornerstone Building Brands works to maintain a BitSight Security Rating of Advanced for our business sector.
Responsible Supply Chain		
3-3	Management of material topics	Responsible Supply Chains
308-1	New suppliers that were screened using environmental criteria	Cornerstone Building Brands is in the process of assessing current suppliers in 2026.
308-2	Negative environmental impacts in the supply chain and actions taken	Cornerstone Building Brands is in the process of assessing current suppliers in 2026.
414-1	New suppliers that were screened using social criteria	Cornerstone Building Brands is in the process of assessing current suppliers in 2026.
414-2	Negative social impacts in the supply chain and actions taken	Cornerstone Building Brands is in the process of assessing current suppliers in 2026.
Company-Specific Metric	Total supplier spend	Data Summary — Governance

SASB Disclosures

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION, DIRECT RESPONSE OR OMISSIONS STATEMENT
Consumer Goods — Building Products & Furnishings		
CG-BF-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Data Summary — Environmental The Company discloses total energy consumed. Percentage grid electricity and percentage renewable energy are not fully disclosed for all reporting years due to limited historical energy source data. 2025 renewable energy represented approximately 0.1% of total energy consumption.
CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Any new chemical introduced into any plant require Safety Data Sheet (SDS) and Environmental, Health, Safety and Sustainability (EHS&S) personnel involvement.
CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	As far as eligible products meeting VOC emissions standards, we do not consider this product-related metric to be material based on the Company's current product portfolio.
CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	We reclaim scrap vinyl material from our processes and regrind or recycle it for use as recycled raw material input. Many of our low-rise, non-residential building products are made from steel (a recyclable building material) and most of our steel products are fully recyclable. Additionally, the aluminum used in manufacturing our residential building products is composed of recycled content. We are currently evaluating product take-back programs across certain segments of our organization. This will allow us to track enterprise-wide product take-back metrics and better support the principles of a circular economy.
CG-BF-410a.2	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	We reclaim scrap vinyl material from our processes and regrind or recycle it for use as recycled raw material input. Many of our low-rise, non-residential building products are made from steel (a recyclable building material) and most of our steel products are fully recyclable. Additionally, the aluminum used in manufacturing our residential building products is composed of recycled content. We are currently evaluating product take-back programs across certain segments of our organization. This will allow us to track enterprise-wide product take-back metrics and better support the principles of a circular economy.
CG-BF-430a.1	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard and (4) percentage certified to other wood fiber standards, (5) percentage by standard	Cornerstone Building Brands does not purchase wood fiber materials.
CG-BF-000.B	Area of manufacturing facilities	More than 1.6 million square meters
Performance at a Glance	Number of manufacturing facilities	113
Performance at a Glance	Warehouses, distribution centers and retail outlets	116

Note on Materiality & Forward-Looking Statements

This 2025 Corporate Governance & Responsibility Report includes information on Cornerstone Building Brands' (the "Company") program for incorporating sustainability-related and environmental, social and governance considerations across the Company's operations and activities. Such program is subject to the Company's fiduciary duties and applicable legal, regulatory and contractual requirements and is expected to change over time. Additionally, the act of selecting and evaluating

material sustainability factors is subjective by nature, and the criteria utilized or judgment exercised by the Company may not align with the views, beliefs or values, internal policies or preferred practices of any particular stakeholder. There are a variety of sustainability principles, frameworks, methodologies and tracking tools; the Company's adoption and adherence to those discussed herein or to any others is expected to vary over time as sustainability practices evolve.

While the Company intends to include sustainability-related considerations as a component of its operations and activities, as described herein, there can be no assurance that related initiatives, policies and procedures as described herein will be applied in any given context or activity. The Company is permitted to determine at its discretion, taking into account any applicable contractual commitments or regulatory requirements, that it is not feasible or practical to implement or complete certain of its sustainability initiatives, policies and procedures based on cost, timing or other considerations.

Although the Company views the consideration of sustainability-related factors to be an opportunity to potentially enhance or protect its performance over the long term, the Company cannot guarantee that its sustainability program, which depends in part on qualitative judgments, will positively impact its performance. Additionally, there can be no assurance that the Company will be able to achieve any sustainability-related objectives, that its actions will not result in outcomes that could be viewed as having a negative sustainability effect, or that any historical trends will continue to occur. The receipt of any awards, rankings or other recognition by the Company is not assurance that the Company's business objectives, including its sustainability-related objectives, have been achieved or will be successful. Actual results may be significantly different from the forward-looking statements herein.

Certain information contained herein relating to sustainability goals, targets, intentions or expectations reflect current thinking and may be subject to change, and no assurance can be given that such goals, targets, intentions or expectations will be met. Further, statistics and metrics relating to sustainability matters may be estimates and subject to assumptions or developing standards (including the Company's internal standards and policies). Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations or financial position. References to the term "material" and variations thereof are distinct from, and should not be confused with, how such terms are defined under the securities or other laws of the United States or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for the purposes of this document, should not, therefore, be read as equating to any use of the word in other reporting by the Company.





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