



Investor Day

March 26, 2015





David Calusdian
Investor Relations
Sharon Merrill

Forward Looking Statements

Certain information set forth in this presentation, other than historical statements, contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 that are based, in whole or in part, on current expectations, estimates, forecasts, and projections about the Company’s business, and management’s beliefs about future operations, results, and financial position. These statements are not guarantees of future performance and are subject to a number of risk factors, uncertainties, and assumptions. Actual events, performance, or results could differ materially from the anticipated events, performance, or results expressed or implied by such forward-looking statements. Before making any investment decisions regarding our company, we strongly advise you to read the section entitled “Risk Factors” in our most recent annual report on Form 10-K which can be accessed under the “SEC Filings” link of the “Investor Info” page of our website at www.Gibraltar1.com. We undertake no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by applicable law or regulation.

Non-GAAP Financial Data

To supplement Gibraltar’s consolidated financial statements presented on a GAAP basis, Gibraltar also presents certain adjusted financial data in this presentation. Adjusted financial data excluded special charges consisting of intangible asset impairments, closing and consolidation of our facilities, acquisition-related costs, non-cash adjustments to the tax valuation allowance, and re-financing costs. These adjustments are shown in the Non-GAAP reconciliation of adjusted operating results excluding special charges provided in the financial schedules in the Appendix of this presentation. The Company believes that the presentation of results excluding special charges provides meaningful supplemental data to investors, as well as management, that are indicative of the Company’s core operating results and facilitates comparison of operating results across reporting periods. These adjusted measures should not be viewed as a substitute for our GAAP results.

Agenda

Welcome and Introductions David Calusdian

Overview: Vision and Strategy Frank Heard

Operational Improvement Initiatives John Wagner

Industrial & Infrastructure Products Segment Kevin Viravec

Break

Residential Ventilation and Air Management Charles Jerasa

Residential Postal and Parcel Solutions Stephen Duffy

Growth & Portfolio Plans Paul Plourde

Financial Outlook Kenneth Smith

General Question-and-Answer Session

Lunch with Management Team



Frank Heard

CEO

Overview: Vision and Strategy

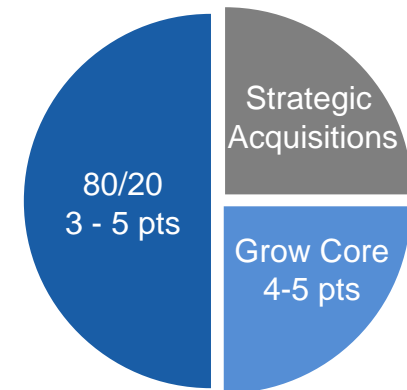
Higher Earnings, Higher Return, Lower Investment

Vision

- Transformational Change in the results and the portfolio
- Achieve best-in-class value creation and shareholder returns
- 2x Revenue – 4x Earnings – Billion Dollar Market Cap. – Relevant

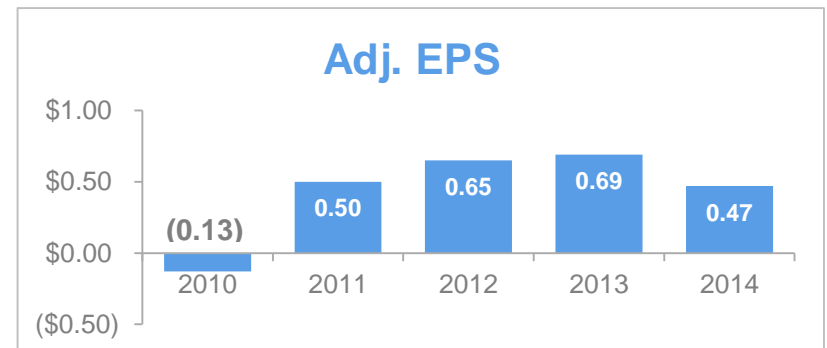
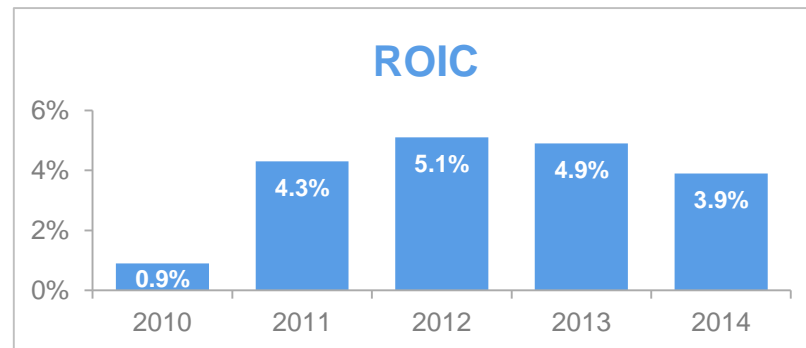
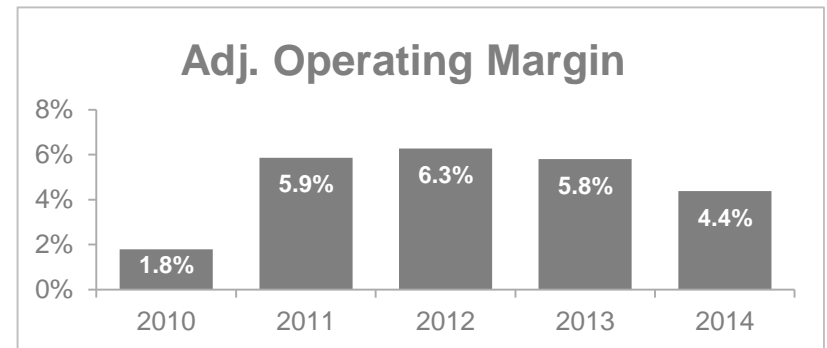
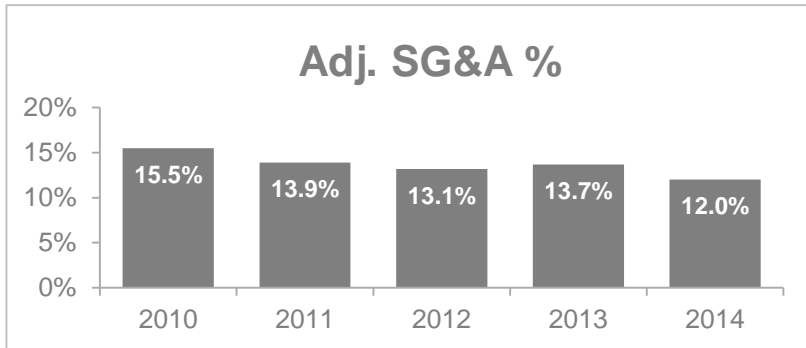
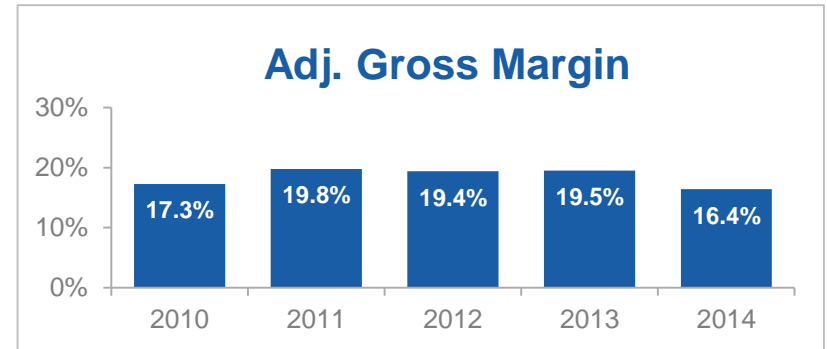
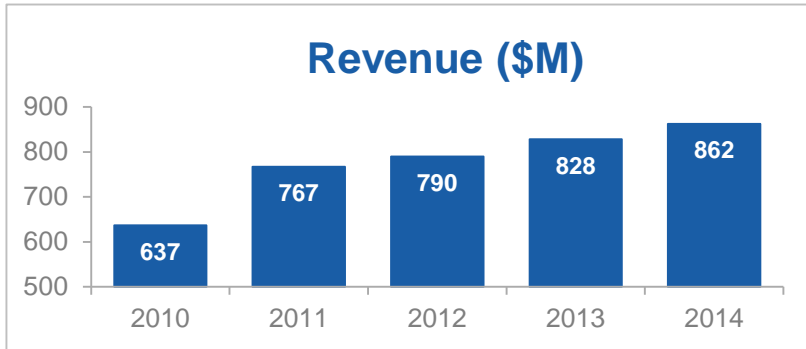
Value Creating Strategy

- Operational – margin enhancement, simplification
- Innovation – new products & solutions
- Acquisitions – strategic accelerator
- Portfolio – better allocation of capital and people

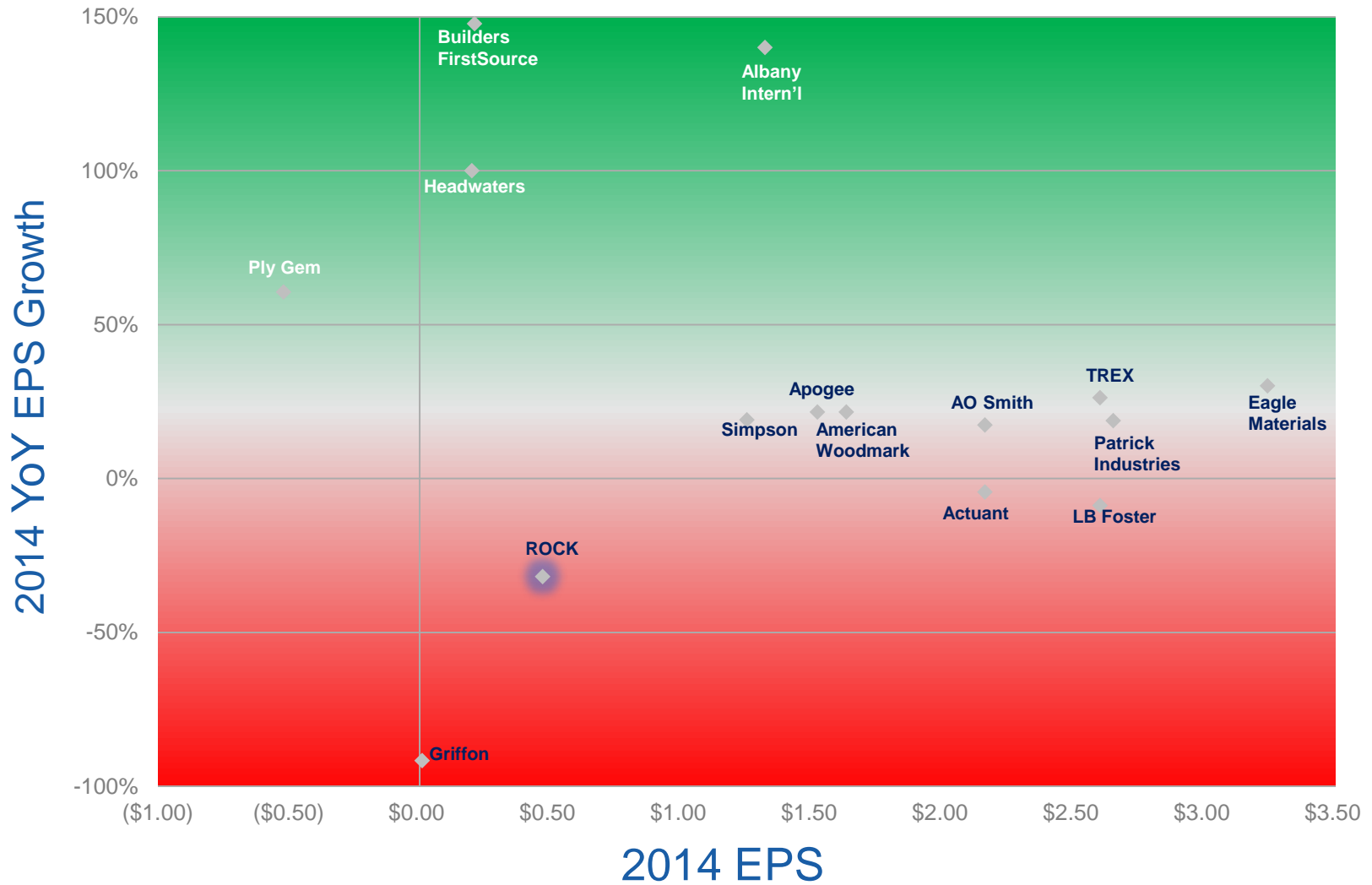


Core Growth + Acquisitions + Margins Increase

Financial Trends



Industry Peers



Transformation

Accomplishments

- Succession Plan
 - Successful transition and segregation of CEO and Chairman roles
 - Successful onboarding of new board members
- Portfolio Review - operational review of platforms, businesses, markets and team
- Strategic Review - establishment of sustainable value generating strategy
- Leadership - CEO, President, realignment of resources complemented by new talent
- Accountability - driving a higher level of expectation, capital, expense and people
- Compensation - realignment of compensation program to performance
- Capital to Grow - high level of liquidity +\$200M and low net leverage
- New Customers and Channels - Postal Project, LRT Vancouver, Gutter Helmet
- Cost Reduction - \$0.14 per share in O/H reductions, capital projects \$4.5M
- Innovations - ExpressLocker Y1- 60 TM, Y2 - 250, Y3 - Rollout, Market > \$500M

Transformation

Disappointments

- Financial
 - Made less money YOY on higher revenues and higher level of capital spending
- Postal Products
 - Delayed ramp up, new investments suppressed and delayed incremental OI benefit
- Impairment
 - \$110M in impairment charges in industrial and infrastructure markets
- Price Management
 - Challenging times to recover costs or margins through price
- Execution inadequate
 - Consolidation of manufacturing facilities cost additional \$2.5M in lost OI
- Portfolio
 - No acquisitions or divestitures

Leadership - Driving Change

Chairman

Frank Heard
CEO

Kevin Viravec
President

Stephen Duffy
President

Charles Jerasa
President

Key Changes

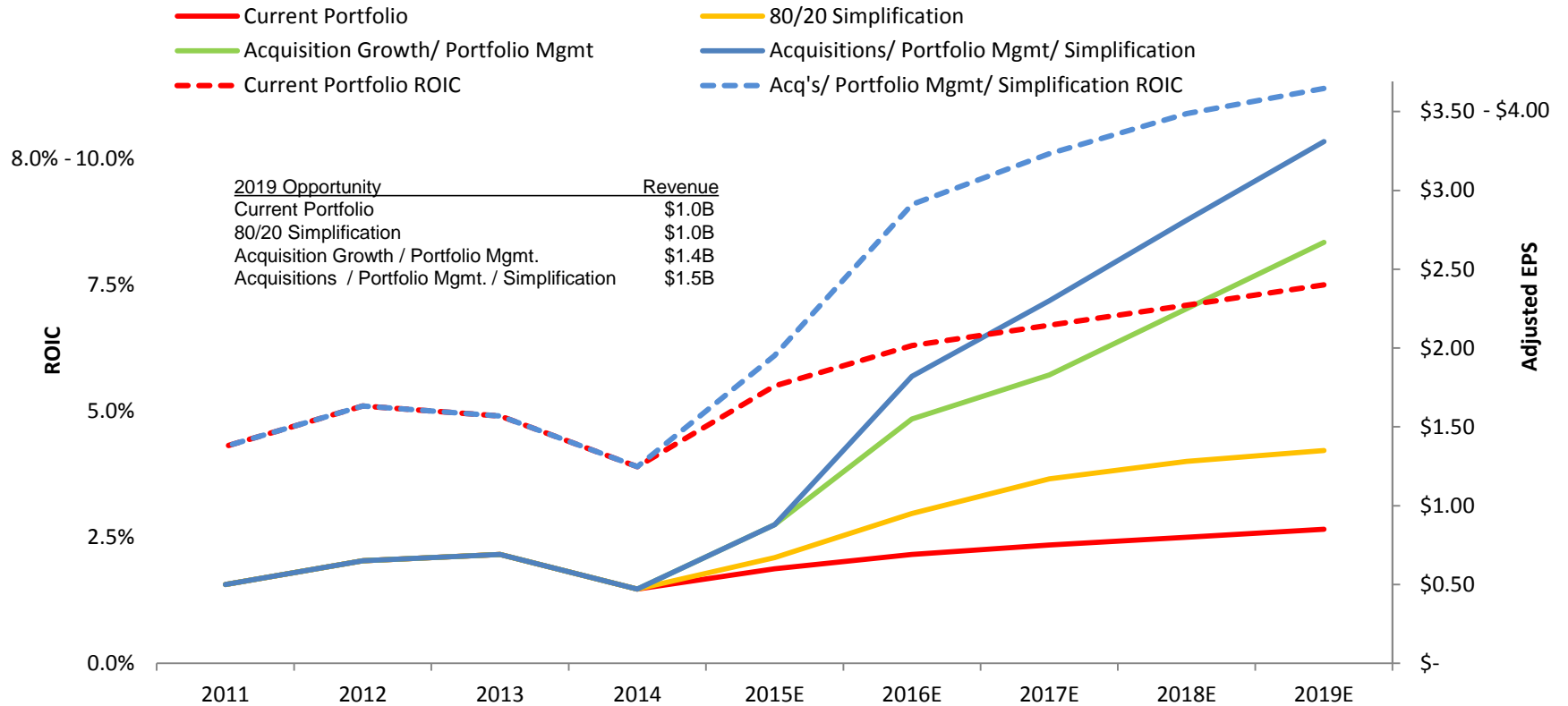
- Chairman and CEO
- Board Members (4)
- Executive Leadership (3)
- Alignment of Key Leadership (2)
- New Business Development (1)
- Dedicated Simplification Resources
- Doing More with Same or Less

John Wagner
VP Supply Chain &
Business Processes

Paul Plourde
VP Business Development

Simplification Partner

The Opportunity



Capturing The Opportunity

Value Creating Strategy

- 1) Operational Excellence – simplify and grow by focusing on the ‘80’ markets, customers and products
- 2) Innovation – reallocation of resources on the ‘80’ markets and businesses
- 3) Strategic Acquisitions – innovative businesses that will be accretive today & drive long-term shareholder value
- 4) Portfolio Management – treat the ‘20’ differently, divest non-core customer segments and products

Operational Excellence

“We will treat the ‘80’ differently than the ‘20”

Objectives

- Simplify and Streamline business
- Increase Operating Profit
- Grow Revenues by focusing on ‘80’
- Train Employees to embrace 80/20
- Sustainable culture of simplification

Process

- 80/20 data analysis
- The ‘80’s customers and products
- Realign Assets: capital and human resources
- Inline and Automate the ‘80’
- Market Rate of Demand Replenishment

The Benefit

- Lower O/H, Lower Investment & Footprint, Higher OI, Margins & ROIC



Innovation

Approach

- Allocation of new resources on the '80'
- Differentiating Gibraltar products from competition
- Raise percentage of revenue and migrate from products to engineered solutions



Focus

- Postal Products – centralized mail & parcel delivery (last mile)
- Residential – whole house air management
- Infrastructure – focusing on owning the bridge

“New solutions in pipeline to address these needs”

Acquisitions – as Strategic accelerator

- Focus on being more strategic and proactive
 - Allocating and dedicating new resources internally
 - Partnering with external resources
- Disciplined prospecting approach
 - Strategically important markets and product platforms
 - More formal acquisition filter
 - Supporting financial model focused on higher long-term returns
- Focusing on \$80M to \$150M in 2015

“Best use of capital to drive long-term shareholder value”

Portfolio Management

- 80/20 Simplification Across all Divisions as it relates to...
 - Markets
 - Customers
 - Products
- Evaluate Full Potential of all Platforms
 - Attractive demographics in terms of market size
 - Above-average margin opportunities
- Above Average Sustainable Returns
 - An ability to achieve and defend
- Evaluate Alternatives

Transformation

What we accomplished in 2014

- Successful succession planning and transition for CEO and Board of Directors
- Assessment of portfolio and team
- Instilling new value creation plan
- New leadership in place from top industrial organizations
- Executing on exciting initiatives to drive growth and profitability

What we are targeting for 2015

- Adjusted EPS between \$0.55 - \$0.65 at a ROIC of 6% - increases of >20%
- Simplification Initiatives – SKU reduction \approx 3,000, O/H \$3.5M, INV. \$12M
- Innovated Products – new revenues of \$10M
- Acquisitions - close on \$80M - \$150M rev/yr. among targeted 6 growth platforms
- Capex – ensure capital plan of \$16M is allocated to drive incremental returns

“Make more money every year than prior year...

at a higher rate of return ...

with a more efficient use of capital.”



John Wagner

VP Supply Chain & Business Processes

Operational Improvement Initiatives

Powerfully Effective, Time Tested Methodologies

- 80/20 Process and Toolkit
- Financial Opportunity
- Project Road Map
- Sustainable Business Model



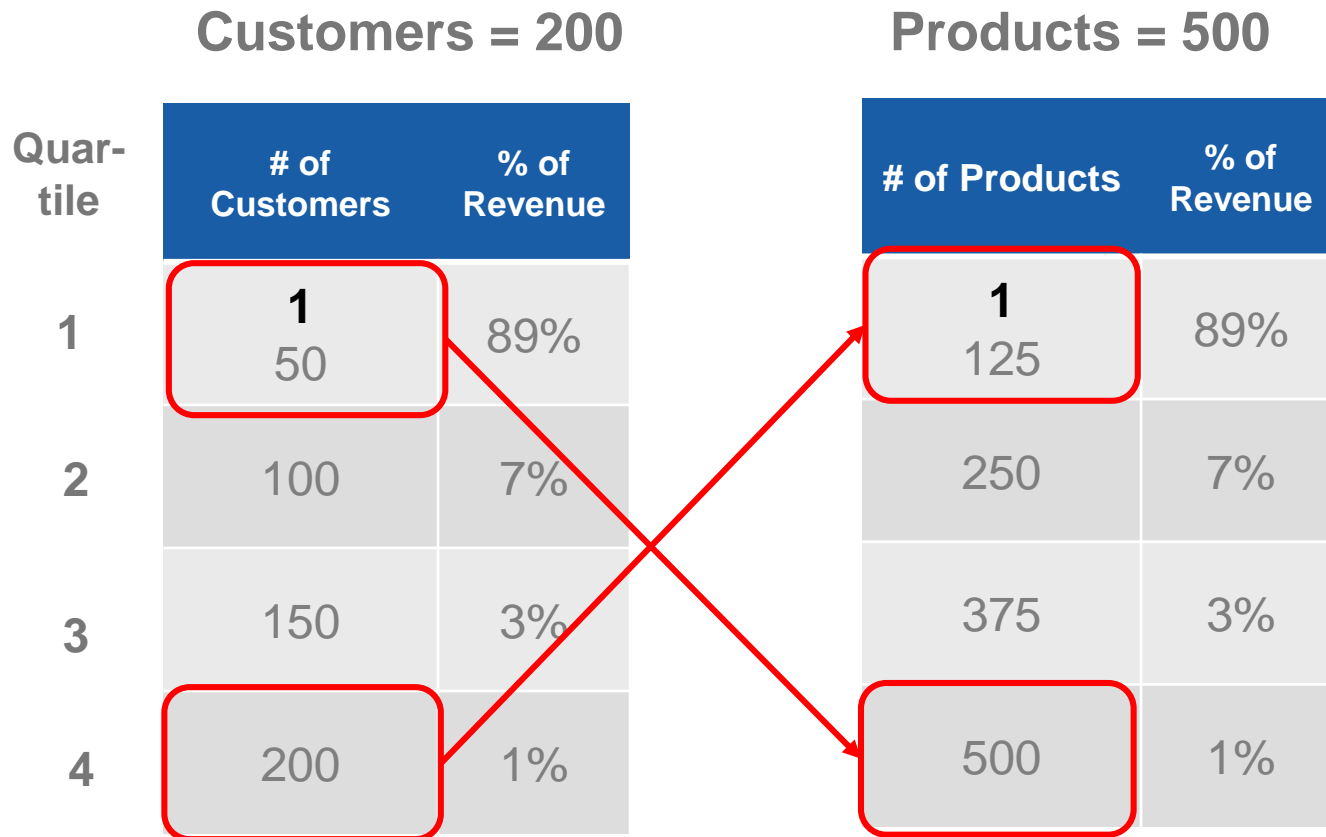
Data Driven Process

		Products	
		High Volume (A)	Low Volume (B)
Customers	High Volume (A)	Quad 1 High Volume Customers Buy High Volume Products	Quad 2 High Volume Customers Buy Low Volume Products
	Low Volume (B)	Quad 3 Low Volume Customers Buy High Volume Products	Quad 4 Low Volume Customers Buy Low Volume Products

Refocusing Our Customer Effort

		# of Customers	% of Revenue	% of OH/Effort	% Profit
Quartile	1	1 - 50	89%	25%	150%
	2	51 - 100	7%	25%	BE
	3	101 - 150	3%	25%	(-)
	4	151 - 200	1%	25%	(-)

Understanding our Product and Customer Relationships

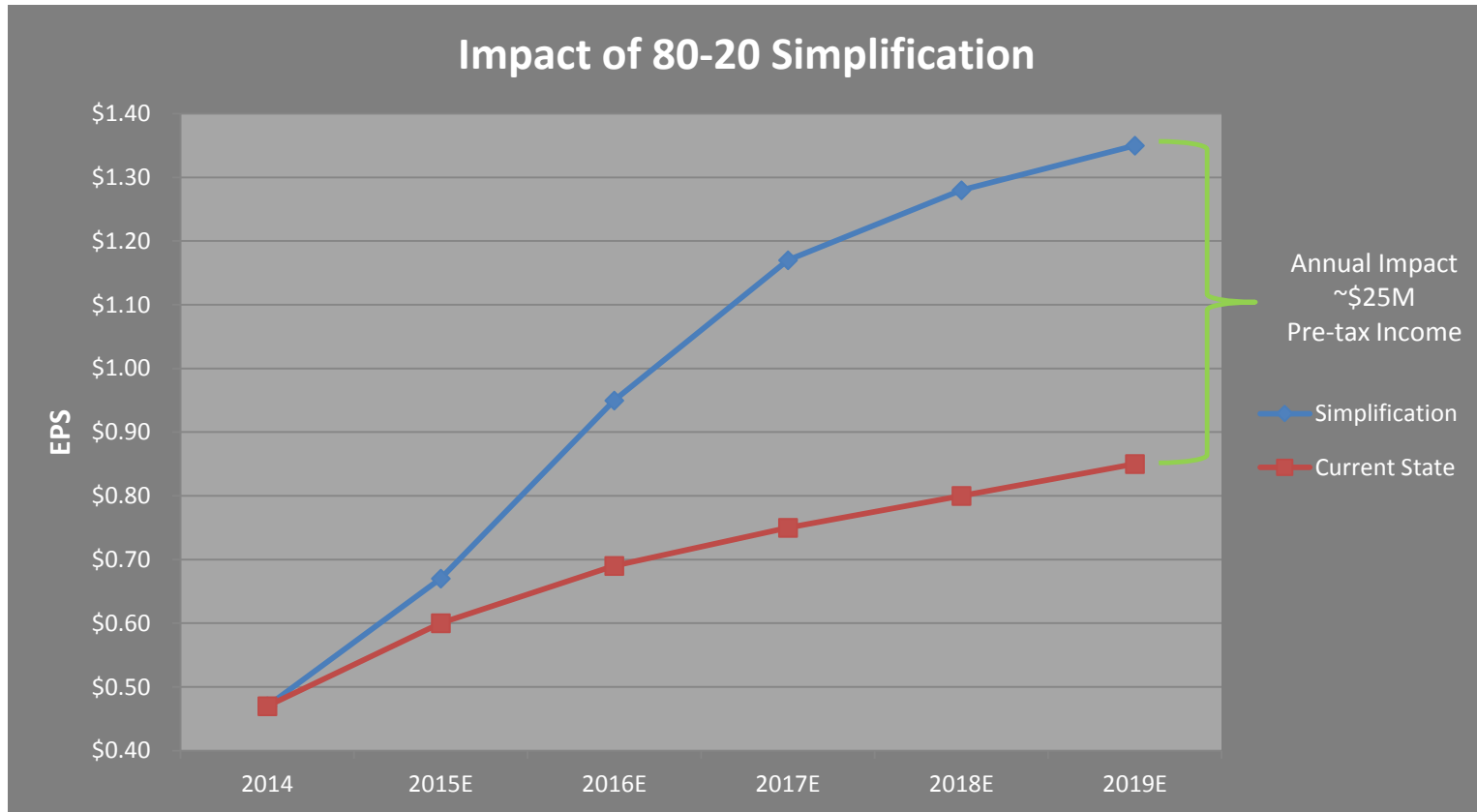


Over Serve the Best

		Products	
		High Volume 2,700 Products	Low Volume 24,300
Customers	High Volume 1,000	Quad 1 High Volume Customers High Volume Products 67% of Revenue \$ 65% of CP \$	Quad 2 High Volume Customers Low Volume Products 13% of Revenue \$ 12% of CP \$
	Low Volume 7,700	Quad 3 Low Volume Customers High Volume Products 13% of Revenue \$ 15% of CP \$	Quad 4 Low Volume Customers Low Volume Products 7% of Revenue \$ 8% of CP \$

CP \$ = Contribution Profit calculated by subtracting material, labor and other variable costs from net sales.

Target Benefits... Higher Profits and Returns



Operating Margin Improvement 200-300 bps Over 3 Years

Target Benefits... Balance Sheet

	12-31-2014	80% - Quadrant -1	20% - Quadrant 2-4
Accounts Receivable (net) \$M	100,000	68,000	32,000
Inventory (net)	130,000	79,000	51,000
Accounts Payable	80,000	52,000	28,000
Property, Plant and Equipment (net)	130,000	65,000	65,000
ROIC	3.9%	7.5%	(1.0)%

80/20 Impact Over Next 5 Years:

- **Simplicity:** Focus on fewer products & eliminate allocation of resources servicing non-core products/customers
- **Overhead:** Simplification & automation drive 20% cost savings
- **Inventory:** SKUs (3,000); inventory \$(12)M initially, in 2015
- **Property, Plant and Equipment:**

Equipment: (10)% to (20)%

Real Estate: owned / leased square footage (25)% to (30)%

Road Map to Results

Jan. – Feb. 2015

Feb. 2015

Mar. 2015 - 2016

Phase 1

Phase 2

Phase 3

ANALYSIS

- Data Analysis
- Plant Tours by Partner
- Direct Report Interviews
- Executive Reports

80/20 TRAINING

- Process
- Tool Kit

IMPLEMENTATION

- Simplify
- Segment
- Resource
- Streamline

The Ultimate Goal with 80/20

- Applies to all Business Groups
- Removes Complexity
- Will Become Standard Work
- Profitable Growth and Expansion



Journey Not a Destination...

- Impressive Organizational Talent
- There's a Buzz...and it's Growing Louder
- 80/20...The Missing Link





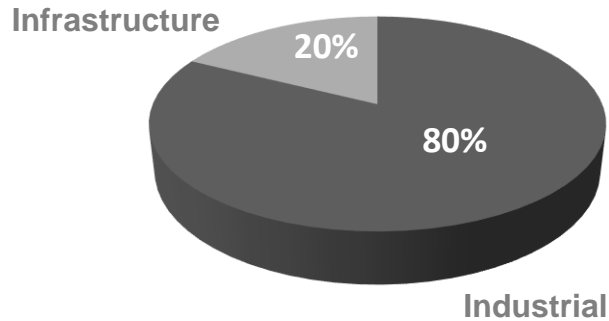
Kevin Viravec

President

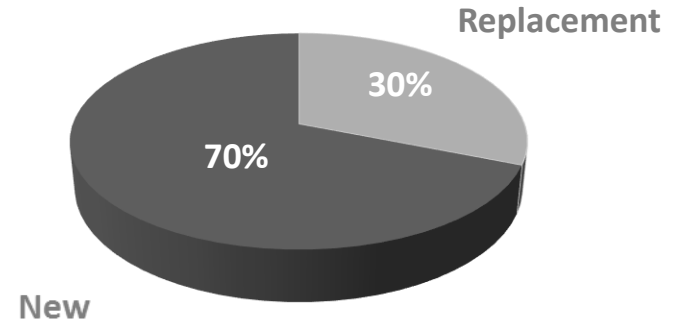
Industrial and Infrastructure Products Segment

Industrial and Infrastructure Products Segment

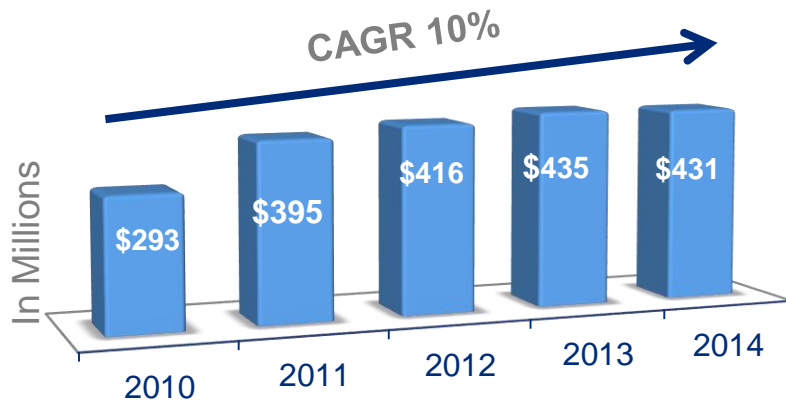
2014 Revenues



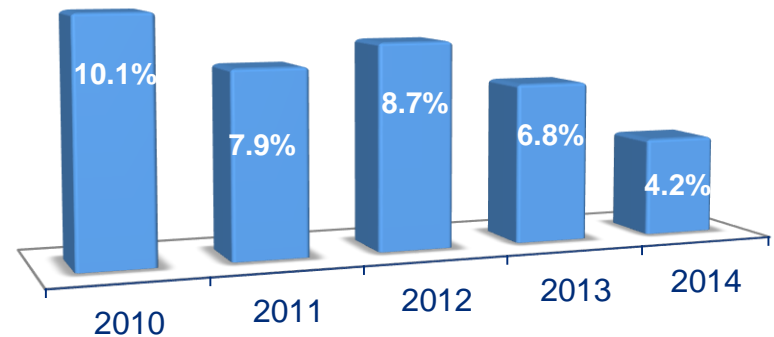
2014 Demand



Revenue

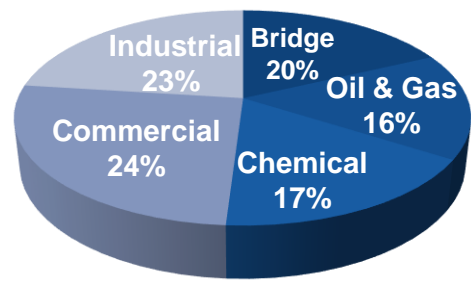


Adj. Operating Margin

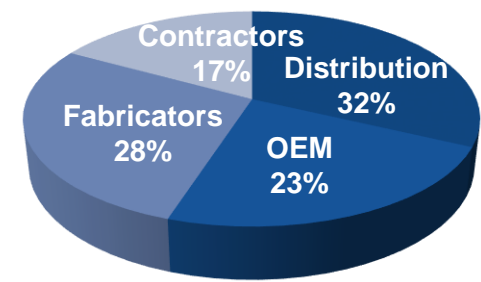


Market Leadership

	Bar Grating	Expanded Metal and Perforated Metal	Engineered Bearings & Joints, Sealants
Uses	<ul style="list-style-type: none"> • Walkway and Stairs • Flooring • Platforms 	<ul style="list-style-type: none"> • Security Barriers • Architectural Facades • Filtration 	<ul style="list-style-type: none"> • Mitigate Movement • Support Dynamic Loads • Protect Structure
End Markets	<ul style="list-style-type: none"> • Oil, Gas and Mining • Manufacturing Plants • Chemical Processing • Leisure and Sports Parks 	<ul style="list-style-type: none"> • Commercial Construction • Transportation • Petro-Chemical 	<ul style="list-style-type: none"> • Bridge Construction • Roads, Airport Runways • Offshore Oil and Gas



End Markets



Channels

Focused On What We Can Control

Challenging Market Conditions

Declining steel prices unfavorably affecting top line

Lower oil prices increasing scrutiny on new/existing oil-related projects

Government funding uncertainty adversely affecting U.S. transportation infrastructure projects

Favorable end-market fundamentals long-term;
24% of US bridges structurally deficient

Opportunities Within Our Control

Application of 80/20 to reduce complexity

Use of portfolio management to drive improved capital allocation and returns

Introduction of outside-in innovation to become a provider of solutions

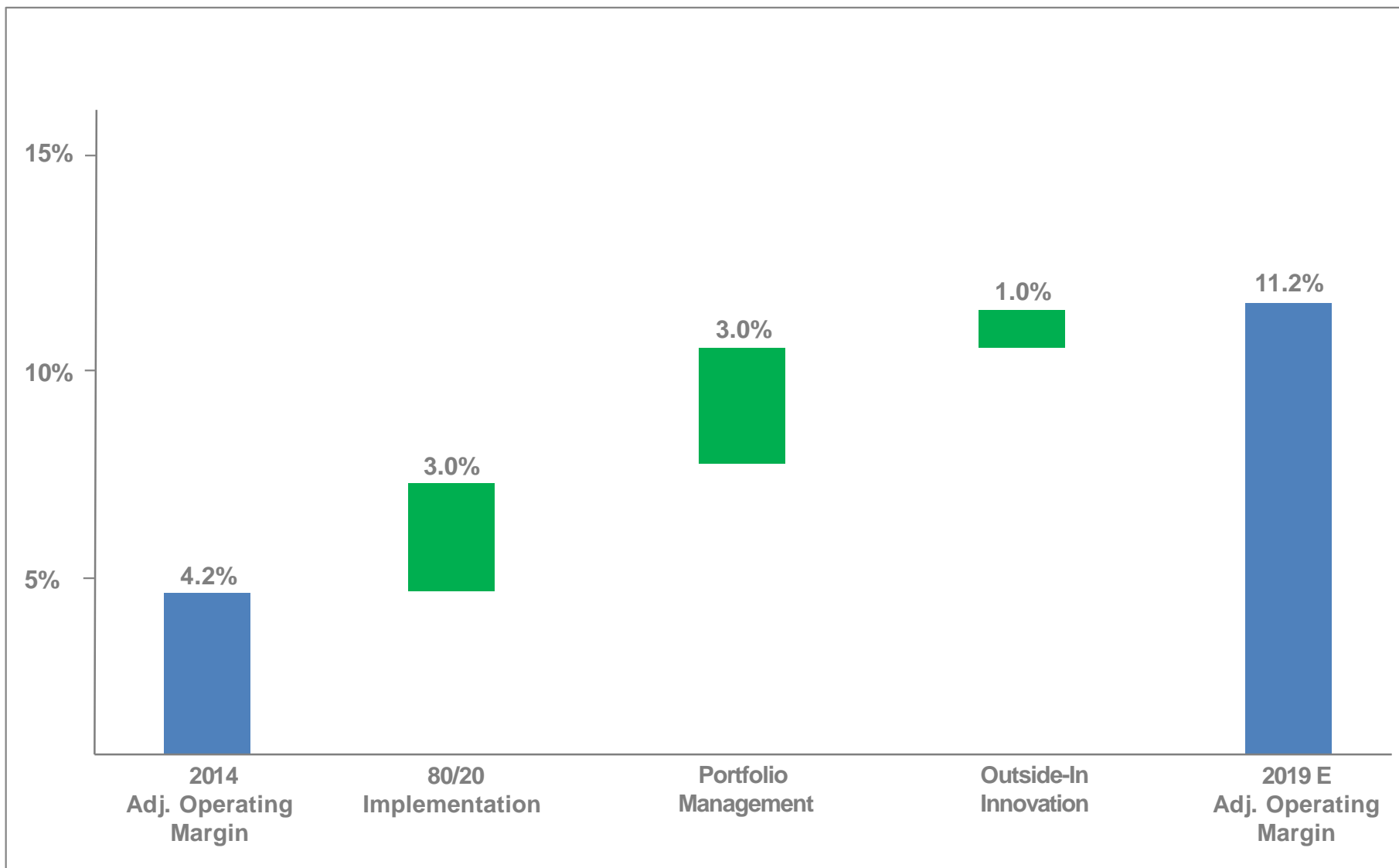
Organic growth into adjacencies: applications (energy, rail) and geography (international)

Apply 80/20, portfolio management and outside-in innovation to transform the business

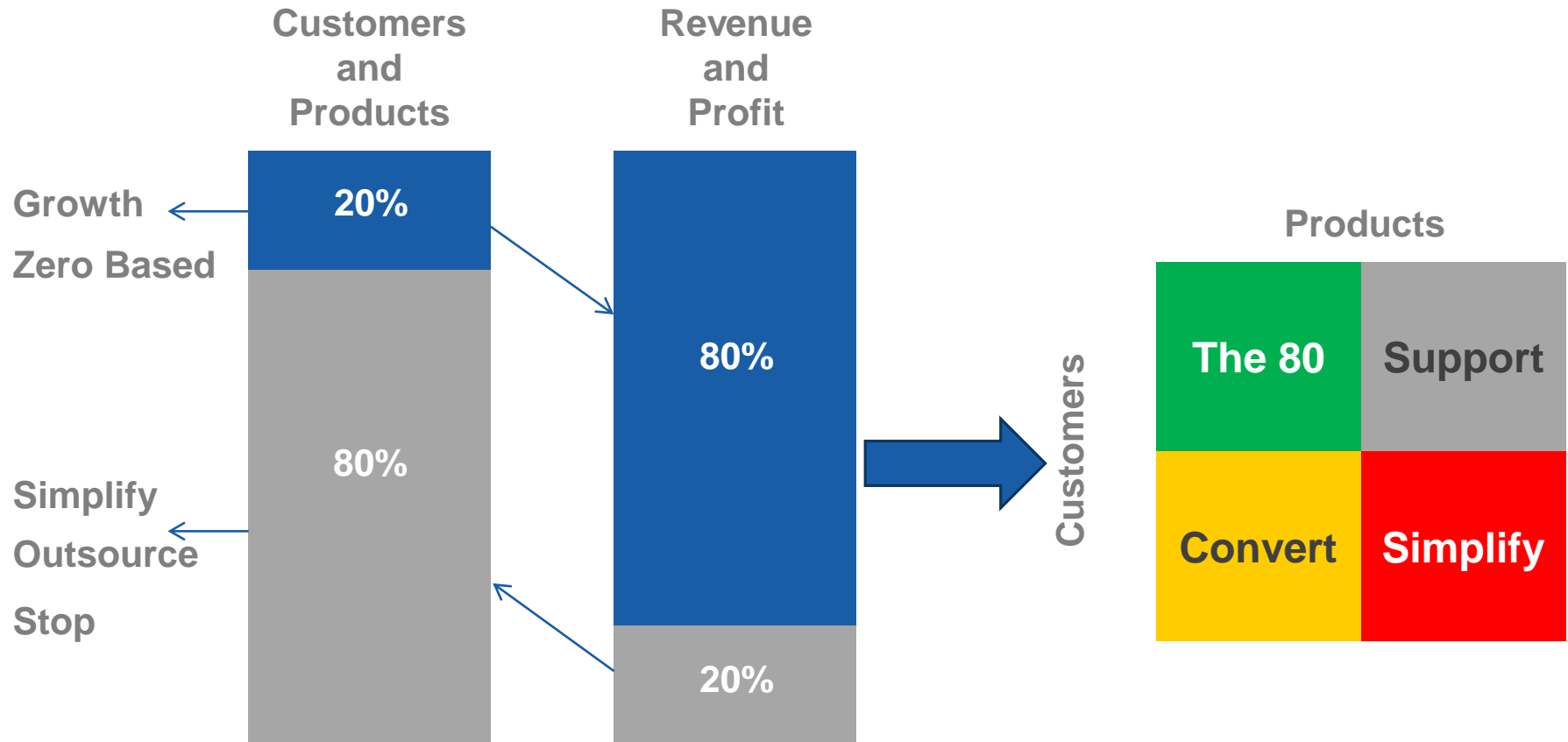
Rich Environment For Simplification

- ✓ High number of customers and products
 - ✓ Bottom 50% of customers and products are <2% of sales
 - ✓ Serve the best customers (the 80s) better and grow
- 80/20
- ✓ Zero up platforms – focus where profits are generated
 - ✓ Reallocate capital and resources to drive higher ROIC
- Portfolio
- ✓ Strategic marketing and product management to understand/solve pain points
 - ✓ B2B customer base enables rich engagement with end users
- Outside In

Transformation Starts With 80/20

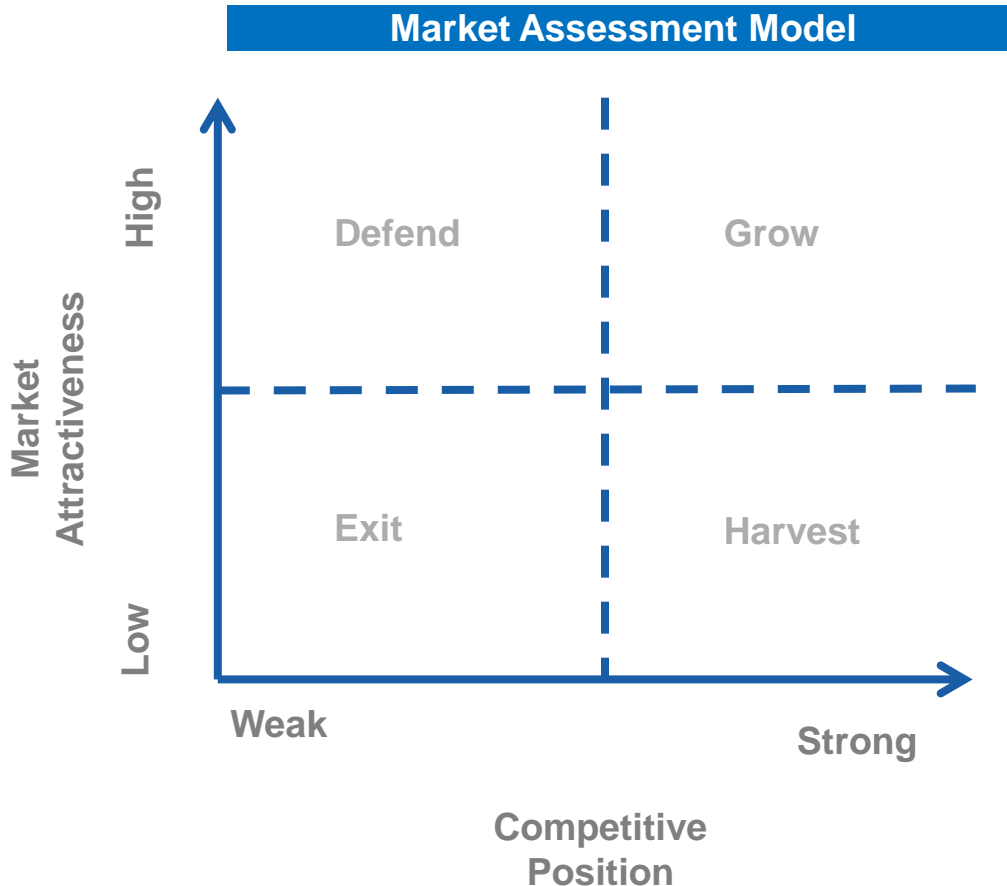


80/20 To Simplify Operations



Reduced complexity yields 300 bps of adj. operating margin improvement

Portfolio Management Accelerates Improvement



"Must Have" Characteristics

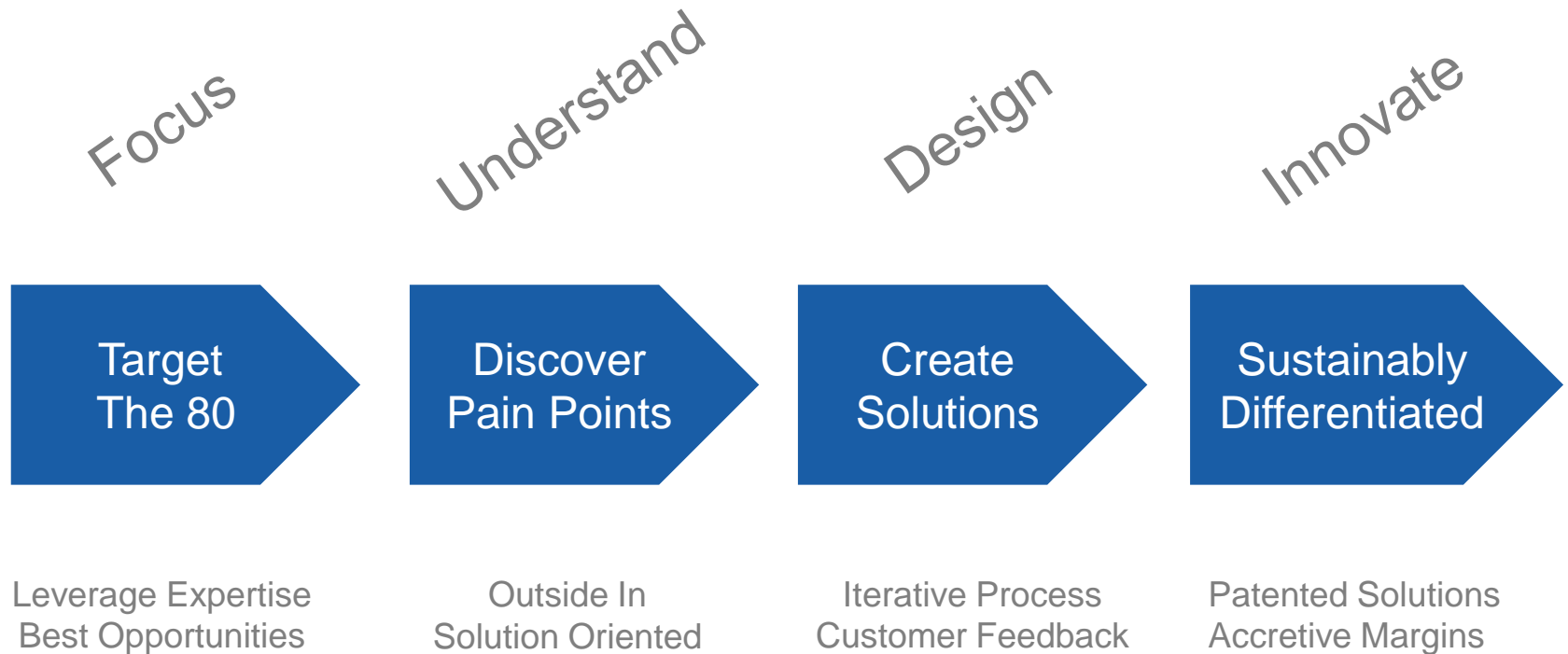
- Strong Competitive Position
- Sustainable Differentiation
- Attractive End Markets

Implementation Objectives

- Addition Through Subtraction
- Accretive Infrastructure Targets
- Incremental Returns With 80/20

Disciplined approach produces 300 bps adj. operating margin improvement

Outside-In Innovation Focused On End User



- Market Sizing and Segmentation
- Competitive Assessment
- Opportunities For Growth

- Key Verticals Segmentation
- Segment Requirements
- Prioritized Segments

Focused innovation creates 100 bps of adj. operating margin improvement

Summary

- Transformation process already underway
- Focused on improving what we can control
- Successfully implementing 80/20
- Strong market leadership foundation
- Favorable long-term market fundamentals



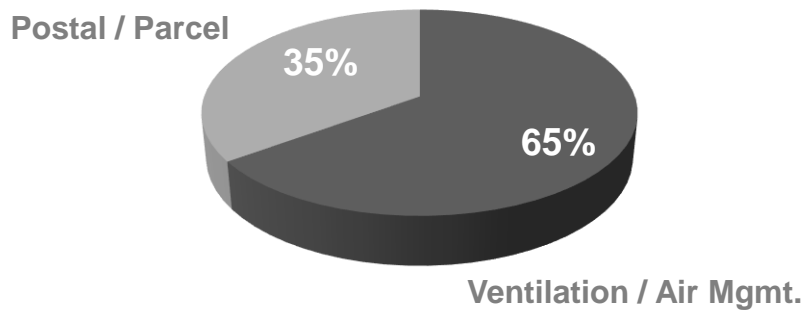
Charles Jerasa

President

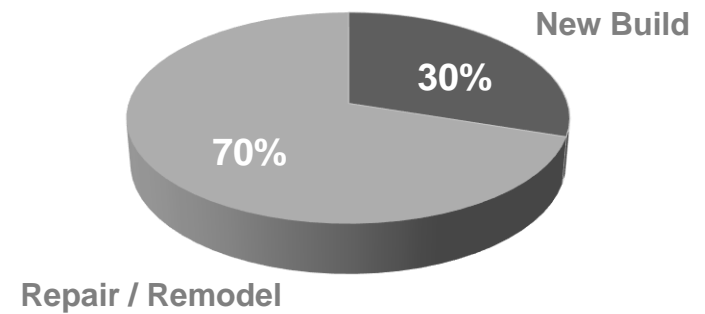
Residential - Ventilation and Air Management

Residential Products Segment

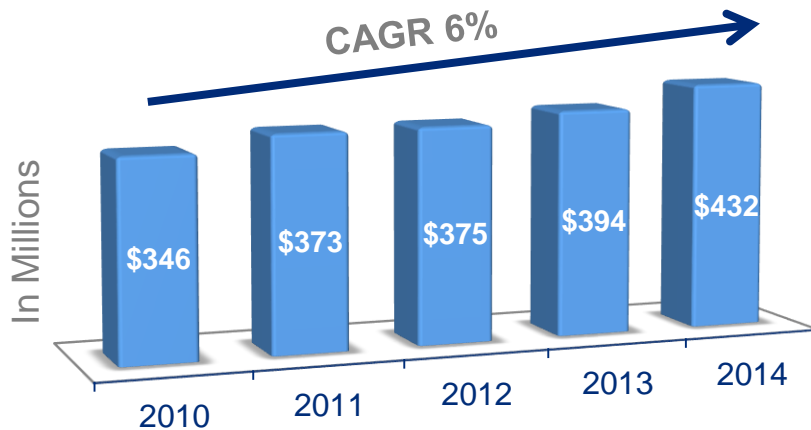
2014 Revenues



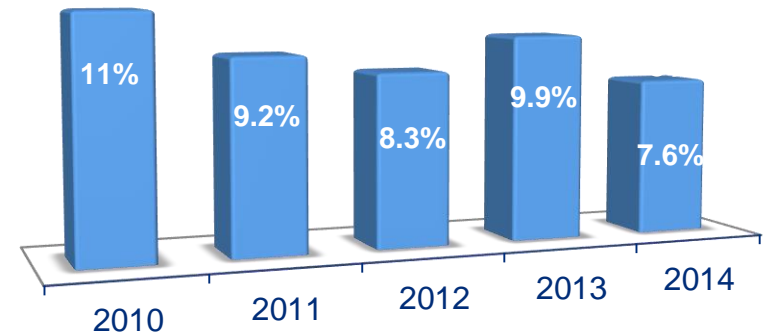
2014 Demand



Revenue



Adj. Operating Margin



Ventilation and Air Management

Business at a Glance

- Manufacturer and distributor of roofing-related building products
- Products sold through big-box retailers and 1- and 2-step wholesalers
- Nation-wide distribution

Market Trends

- Housing starts and renovation on the rise
 - Declining roof replacements
- Raw material cost volatility
 - Polypropylene
 - Steel, Aluminum

Ventilation and Air Management

Growing Residential Penetration

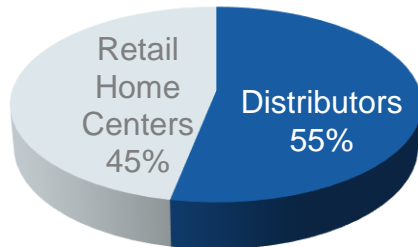
Demand Drivers

Roof and Foundation Ventilation Products	Rain Dispersion, Trim, Flashing	Building Accessories, Outdoor Comfort
<ul style="list-style-type: none"> • New Build • Repair & Remodel 	<ul style="list-style-type: none"> • New Build • Repair & Remodel 	<ul style="list-style-type: none"> • New Build • Repair & Remodel

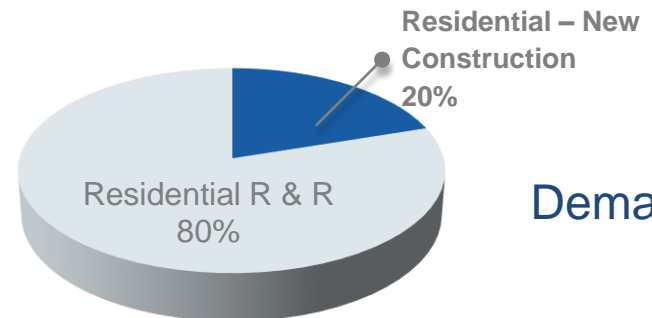
Market Position



Channels



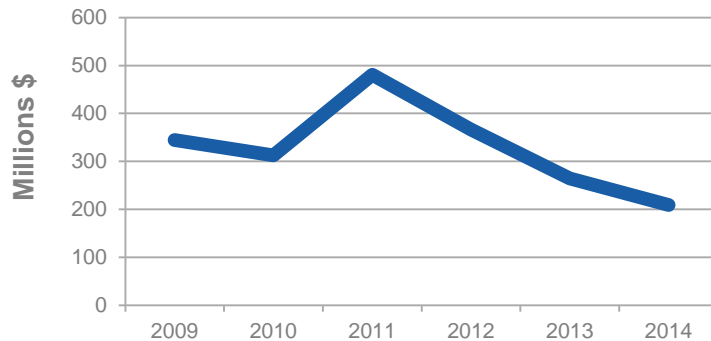
Demand



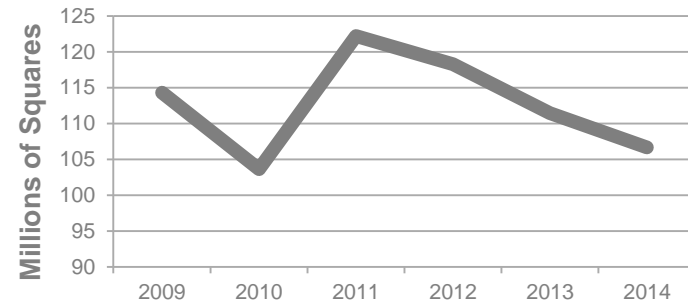
Ventilation and Air Management

Growing Faster Than Market

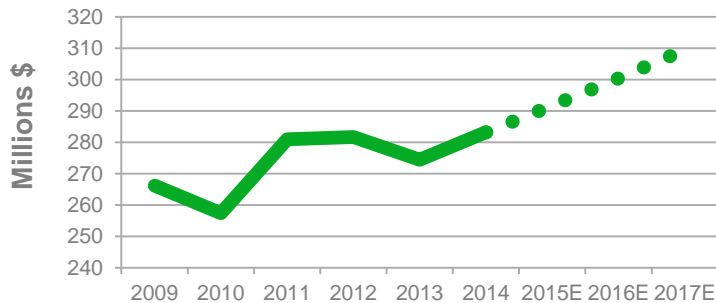
Severe Weather Decline



Shingle Squares Shipped



Gibraltar Ventilation and Air Mgmt. Net Sales



TRENDS

- Severe weather decline
- Shingle squares shipped decline
CAGR 2012 - 2014 = (4)%
- Growth with strategic customers
- Shift in product mix
 - Growth of innovative products

Ventilation and Air Management

Market Winners – Innovative Products



Patent Protection

Two (2) US Patents
(Patents with protection
for minimum 15 years)

Three (3) US Patents
(Patents with protection
for minimum 4 years)

Two (2) US Patents &
Two (2) Canadian
Patents (Patents with
protection for minimum
10 years)



Hip/Ridge Vent

- Applying Shinglevent II technology to awkward part of roof



Shinglevent II[®]

- Added filter for northern climates



Edge Vent

- Technology providing “intake” on the roof

Ventilation and Air Management

Established Products



Power Vents



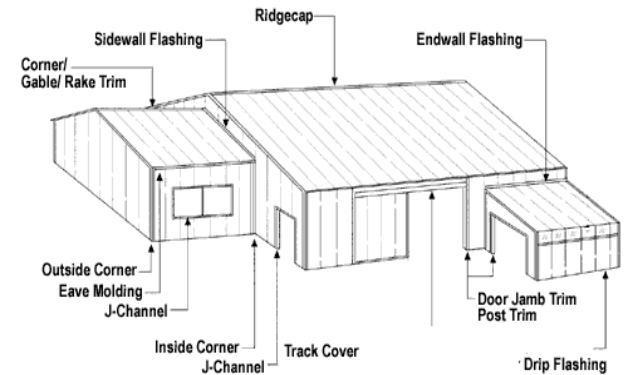
Static Vents



Metal Roofing



Rainwater Management

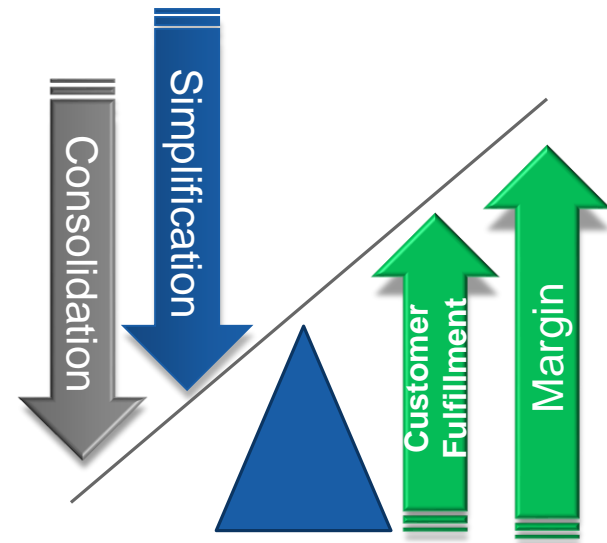


Trims and Flashings

Ventilation and Air Management

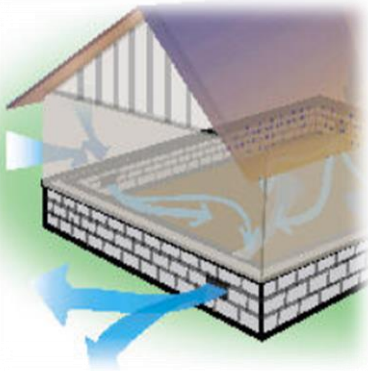
Strategy

- Align manufacturing to market demand
 - Expand plastic vent capacity
 - Focus manufacturing footprint
- Apply 80/20 methodology
- Expand innovative product offerings
 - Solar (ventilation, skylight tubes)
 - Whole house air management



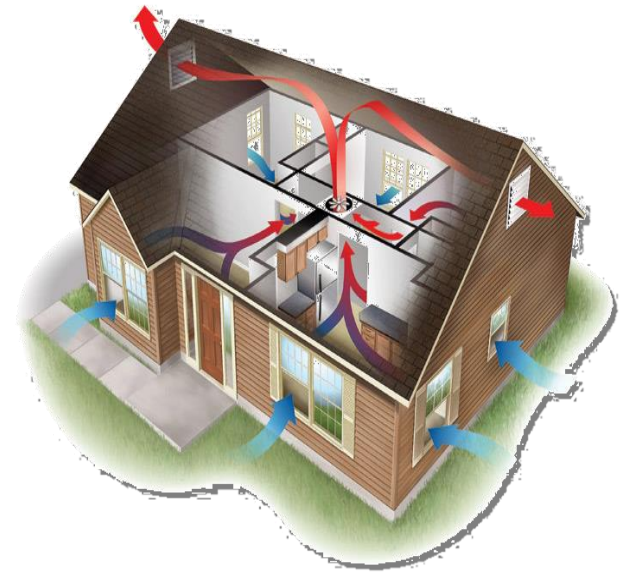
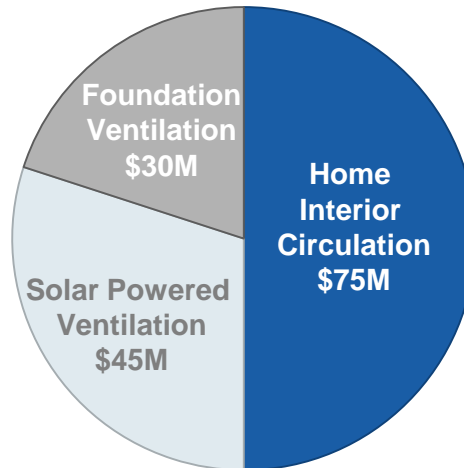
Ventilation and Air Management

Innovation: Air Management



Low Voltage Foundation Vent

\$150M Market



Whole House Fan with energy harvesting switch



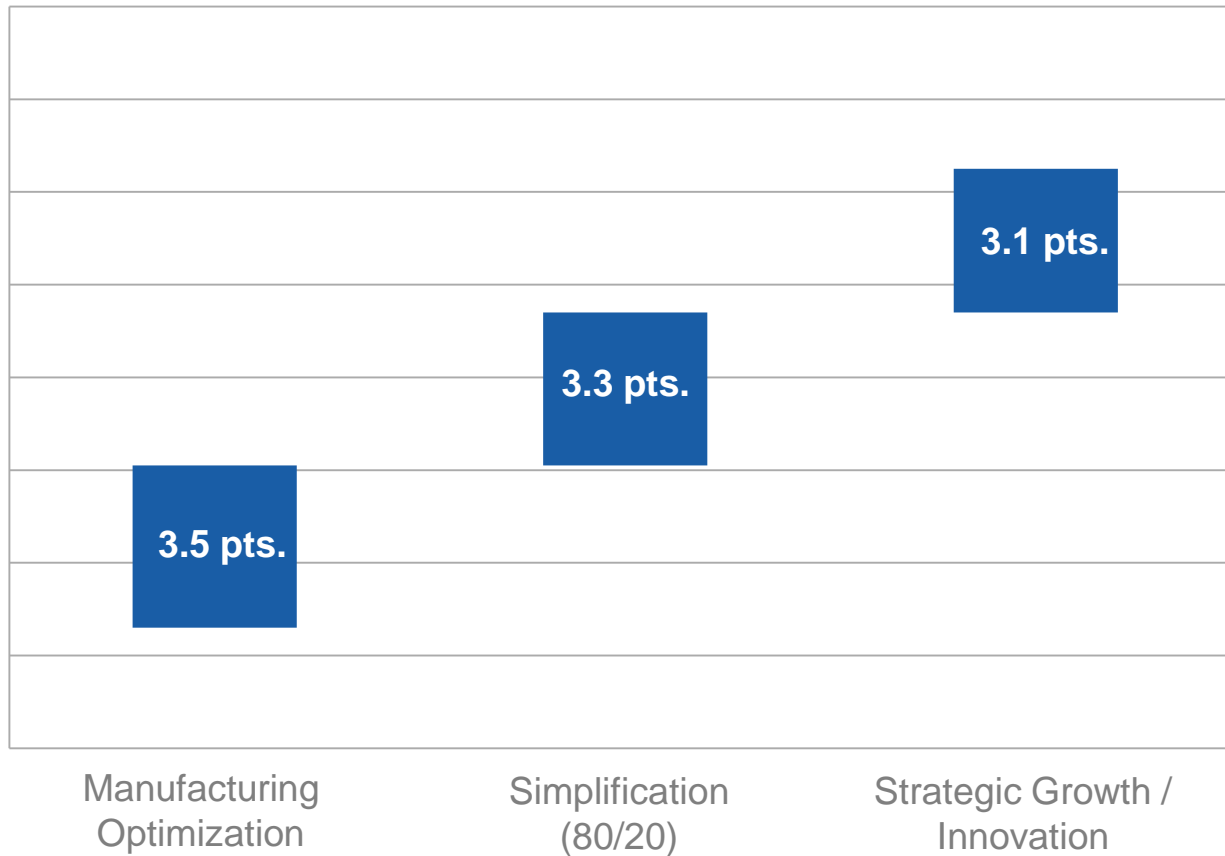
Solar Powered Attic Vent



Solar/AC Attic Fan Control

Ventilation and Air Management

Adj. Operating Margin... Incremental Expansion Over 5 Years



Summary

- Adapting strategy to changing market conditions
- Significant margin improvement through consolidation and simplification
- Growth through innovation, acquisition and strategic customers



Stephen Duffy

President

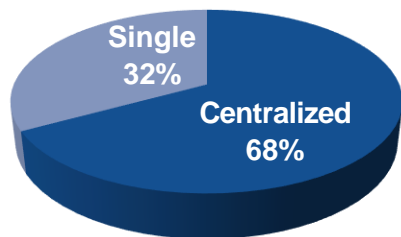
Residential - Postal and Parcel Solutions

Leadership in Growth Market

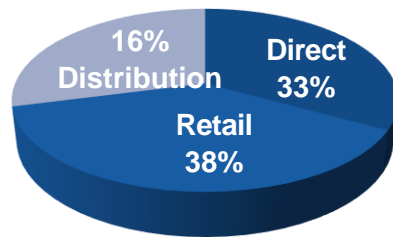
\$220M North America Mailbox Market

	Single Unit Mailbox	Centralized Mailboxes	Electronic Package Lockers
Uses	<ul style="list-style-type: none"> • Door to Door Delivery • Curbside Delivery • Mail and Packages 	<ul style="list-style-type: none"> • Centralize Delivery • Exterior and Interior • Mail and Packages 	<ul style="list-style-type: none"> • Centralized Delivery • Packages and Other Consumer Items • New Construction and Retrofit
End Markets	<ul style="list-style-type: none"> • Single Family Homes • Small Commercial Center 	<ul style="list-style-type: none"> • Single Family Homes • Multi-Family Homes • Large and Small Commercial 	<ul style="list-style-type: none"> • Large Apartment and Condo Properties • Multi-Family Homes • Large and Small Commercial
Market Application			

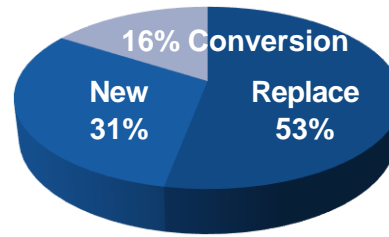
Mailbox Market



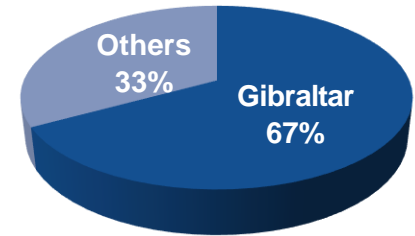
Product Type



Channels



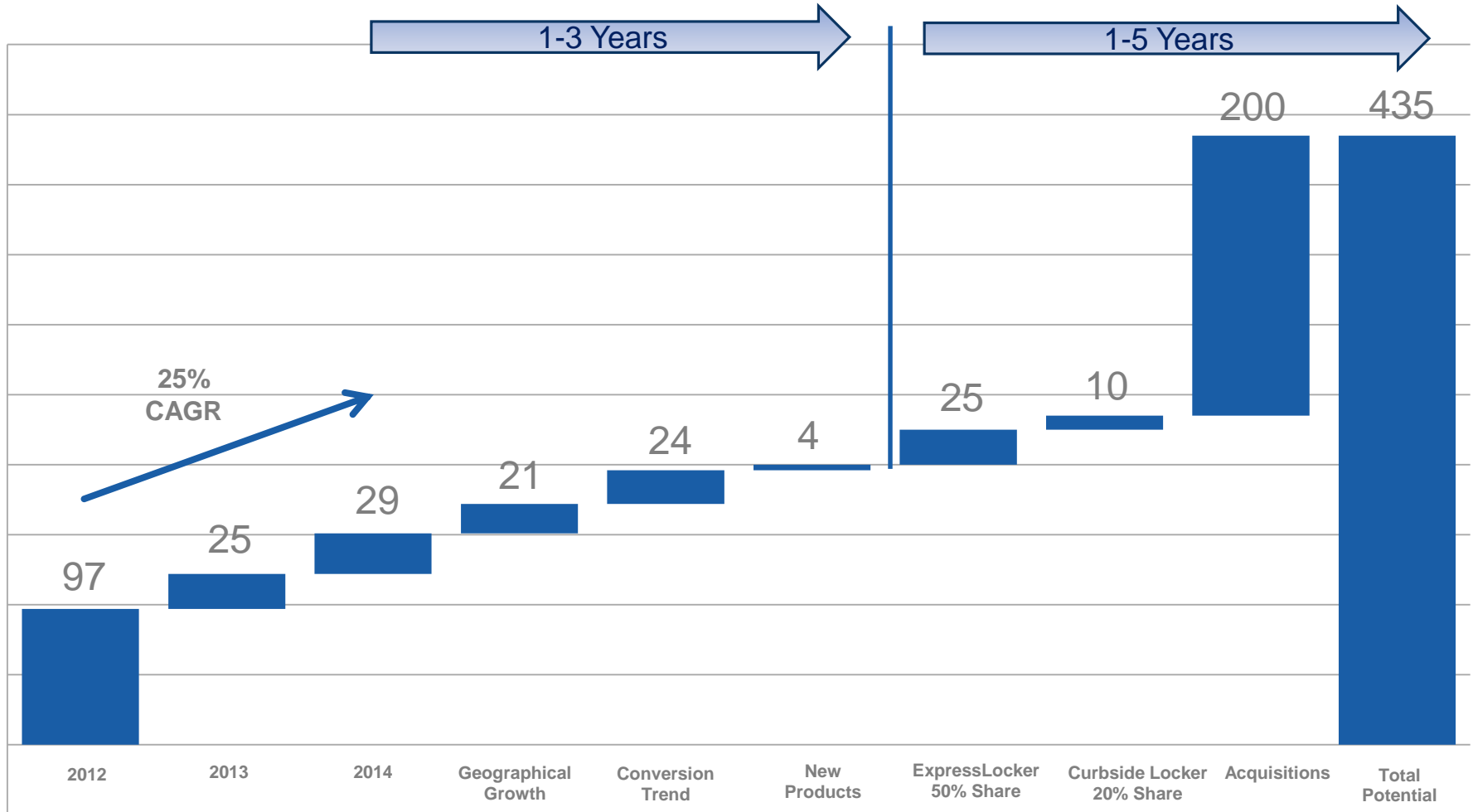
Product Use



Market Share

Significant Future Growth

Revenue \$M



Favorable Trends in Secular Market

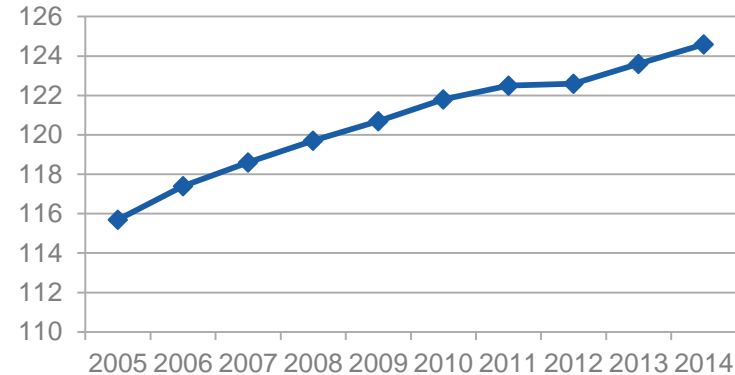
Market Drivers

- Delivery costs continuing to rise
- Multi-family construction recovering faster than single family
- New construction directed towards centralized delivery
- Conversions to centralized delivery in some markets
- eCommerce increasing package volume significantly

Benefits

- Centralized delivery points increasing 1 million average each year despite lower mail volume
- Higher revenue multiple per opening for centralized mail
- Developing consumer need for convenient and secure package delivery/storage solutions

USPS Residential Delivery Points
(Millions)



eCommerce Driving Significant Growth

Package Deliveries

- U.S. e-retail sales expected to grow at compound annual growth rate of 9.5% and occupy 11% of total retail sales by 2018

Source: Forrester Research, Inc.

- Proportional growth in package deliveries

	Daily	YOY	Cyber
(000s)	Average	Growth	Peak
UPS	18,186	6.60%	35,000
USPS	11,870	8.10%	28,200
FedEx	6,774	7.90%	22,600

- Pain Points for Consumers, eRetailers, Carriers and Property Owners driving need for new products and services



Gibraltar's ExpressLocker™

Innovative Package Delivery and Storage System



ExpressLocker



USPS



FedEx



UPS

Leading Solution

High Density Residential Market

- Convenience
 - On-site 24/7 access to deliveries
- Security
 - Safe and secure storage for high-value items
- Market Leader
 - Nearly 60 installations to date in interior apartment verticals
- Retailer and Carrier Neutral
 - Any online retailer using UPS, FedEx and USPS delivery
- Desirability / Appeal
 - Property owner, carrier and consumer
 - System cost lower than full-time mail management personnel
 - Low monthly cost per occupant



ExpressLocker



High Density Residential Space

Significant Market Opportunity

Distribution of Apartments by Size of Property

Number of Units on Property	Number of Properties	Percentage of Total Properties	Number of Apartments	Percentage of Total Apartments
2 to 4	2,034,797	79%	4,954,299	23%
5 to 9	243,995	9%	1,719,119	8%
10 to 24	170,004	7%	2,304,498	11%
25 to 49	59,432	2%	2,116,255	10%
50 to 99	31,993	1%	2,212,861	10%
100 or more	38,780	2%	8,213,180	38%
2 or more	2,579,001	100%	21,520,212	100%
5 or more	544,204	21%	16,565,913	77%

Source: NMHC tabulations of 2010 Residential Finance Survey. Posted 4/2010

Gibraltar is Well Positioned

- Commercial Solutions will take a while to shake out...



- But less convenient for consumers than residence-based solutions

	Centralized	Curbside
Delivery Points (000's) USPS	21,300	53,000
Est. Market Saturation	25%	5%
Addresses per Opening	2	1
Potential Units (000's)	2,663	2,650
ASP per Opening	\$300	\$200
Potential Market Size (000's)	\$798,750	\$530,000

Summary

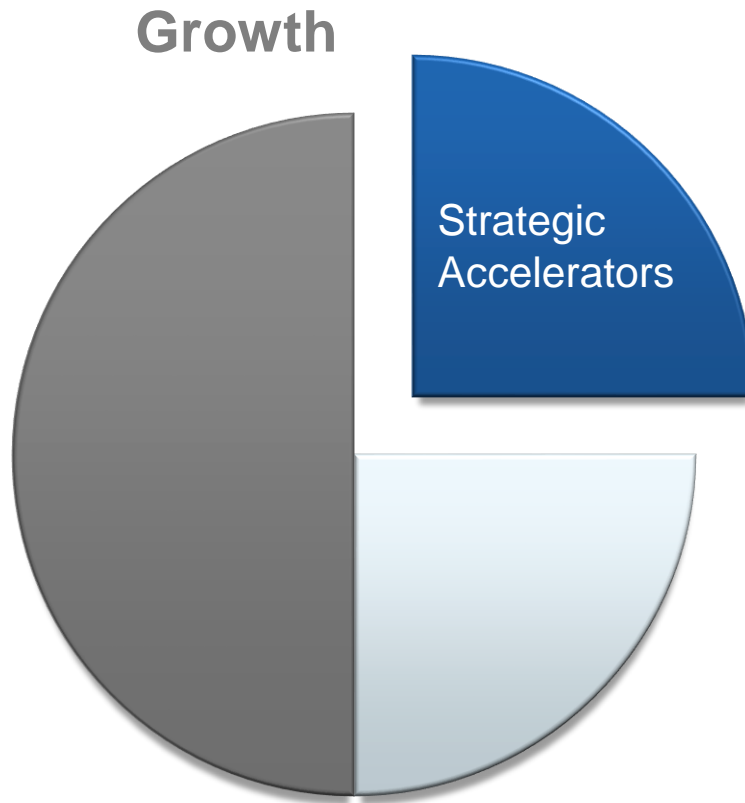
- Capitalizing on favorable drivers in core secular markets where Gibraltar is the share leader
- eRetail online purchases growing quickly and will continue to drive package delivery growth: pain points growing for eRetailer, Carrier, Property Owners and Consumers
- Developed and launched industry leading, solution-based ExpressLocker that solves industry needs in the high-potential, residential market
- In primary position to achieve significant returns



Paul Plourde

Vice President, Business Development
Growth and Portfolio Plans

Earnings Growth Driven by Acquisitions



- \$80M - \$150M targeted in 2015
- 10% of revenue annually
- Growing high-return markets
- Leverage core competencies
- Accretive Year 1 on adj. EPS basis
- Long-term value creation

Proactive prospecting in predetermined strategic end markets supported by disciplined ROIC-based valuations for long-term growth

Growth in Existing Platforms

Postal & Parcel Solutions



Mail & Parcel Solutions

- Curbside to centralized
- Parcel delivery
- Last mile

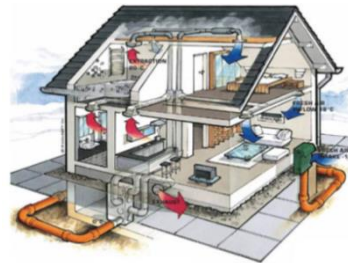
Infrastructure



Isolation Control Systems

- Seismic isolation
- High barriers to entry
- High risk, high margins

Air Management



Whole Home Air Management

- Tighter building envelopes
- Energy efficiency trends
- Energy monitoring

Large Markets, High Growth, High Returns and Technology Rich

Growth in New Platforms / Markets of Interest

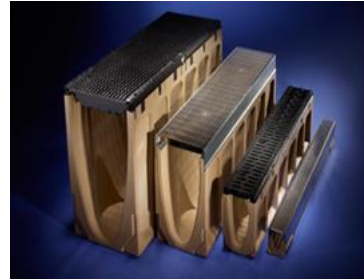
Solar Racking and Enclosures



Balance of Systems

- Site preparation to panel array hookup

Water Management



Conservation and Reclamation

- Decaying infrastructure
- Residential gray water management
- Rainwater harvesting

Outdoor Living



Residential

- Extend living space
- Secure, integrated environment

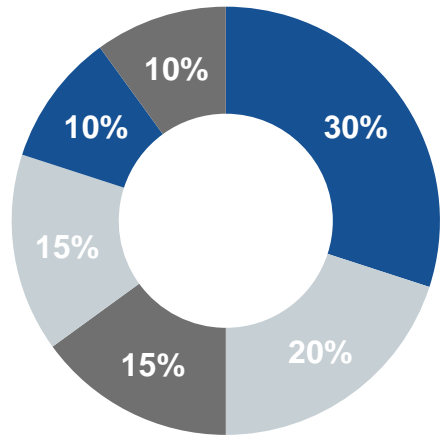
Commercial

- Leverage water dispersion & infrastructure skills

Large Markets, High Growth, High Returns and Technology Rich

Current Platform: Postal and Parcel Solutions

Ground Delivery \$47B*

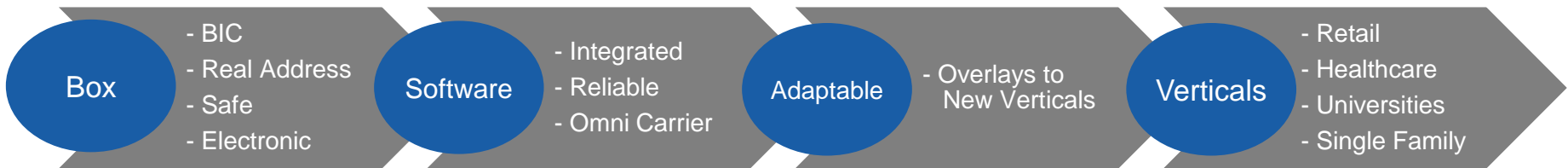


Parcel Initiator

- Retail
- Household / SOHO
- Finance
- Other
- Government
- Healthcare



Parcel Delivery: \$14B*
12% CAGR



User Groups:

Carrier: Reduce redeliveries, extra storage, speed and address confirmation

Customer: Real-time tracking, notification, secure, convenient and cost effective

* Source: IBIS World 2014

Current Platform - Infrastructure

1/3 of US bridges are structurally deficient or functionally obsolete*

Engineered Bearings & Joints, Sealants

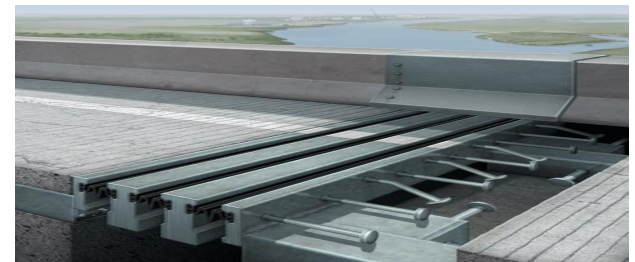
\$12.8B* vs. \$20.5B annually
\$79.0B* required to repair



The Solution Provider
Design / Engineering
Excellence
Federal / State Qualified

Unrivalled Reliability
Best in Class Manufacturing

Premium Pricing via Risk
Mitigation vs. Patents



Competencies to leverage include:

Design & Engineering, Manufacturing, Navigating Codes & Specifications, Project Management

* Source: ASCE.org (American Society of Civil Engineers) 2013 Infrastructure Report Card

Current Platform: Air Management



#1 Share in static / dynamic roof venting

Trend - Whole Home Air Management

- Offset trapped air within sealed building envelopes, particularly in zero carbon footprint homes
- Provide a more comfortable environment
- Increase air quality and circulation
- Lower energy costs and stronger diagnostics

Diagnostics and Sensors Integrated Into Venting Capabilities

New Platform: Solar Energy Infrastructure

Racking and Enclosures
\$2.1B* 17% CAGR to 2019



- Focus on structural members, connections and enclosures
- Bundle with services to reduce cost in place

Leverage: Procurement, Manufacturing, Bid/Spec Selling

New Platform: Water Management

Market Size - \$7B*



Water Management

- Gray water management
- Reclamation, filtering and monitoring systems
- Dynamic market with new and innovative products in market segment
- Leveraging bar grating manufacturing, steel sourcing, specifications



Infrastructure

- Underfunded public infrastructure
- 240,000 water main breaks / year in USA
- Trillions of gallons of water lost annually
- Unplanned repairs costly
- Leverage our architectural / engineering selling model

Technology Solutions That Lower Cost In Place

*Source: U.S. EPA and ASOCE 2014

New Platform: Outdoor Living

Market Size - \$750 M*



Outdoor Living: Commercial

- Leverage our architectural selling model
- Change in roof construction, multi-family and single-family, flat roof, green
- Compatible with deck sealing products and water management



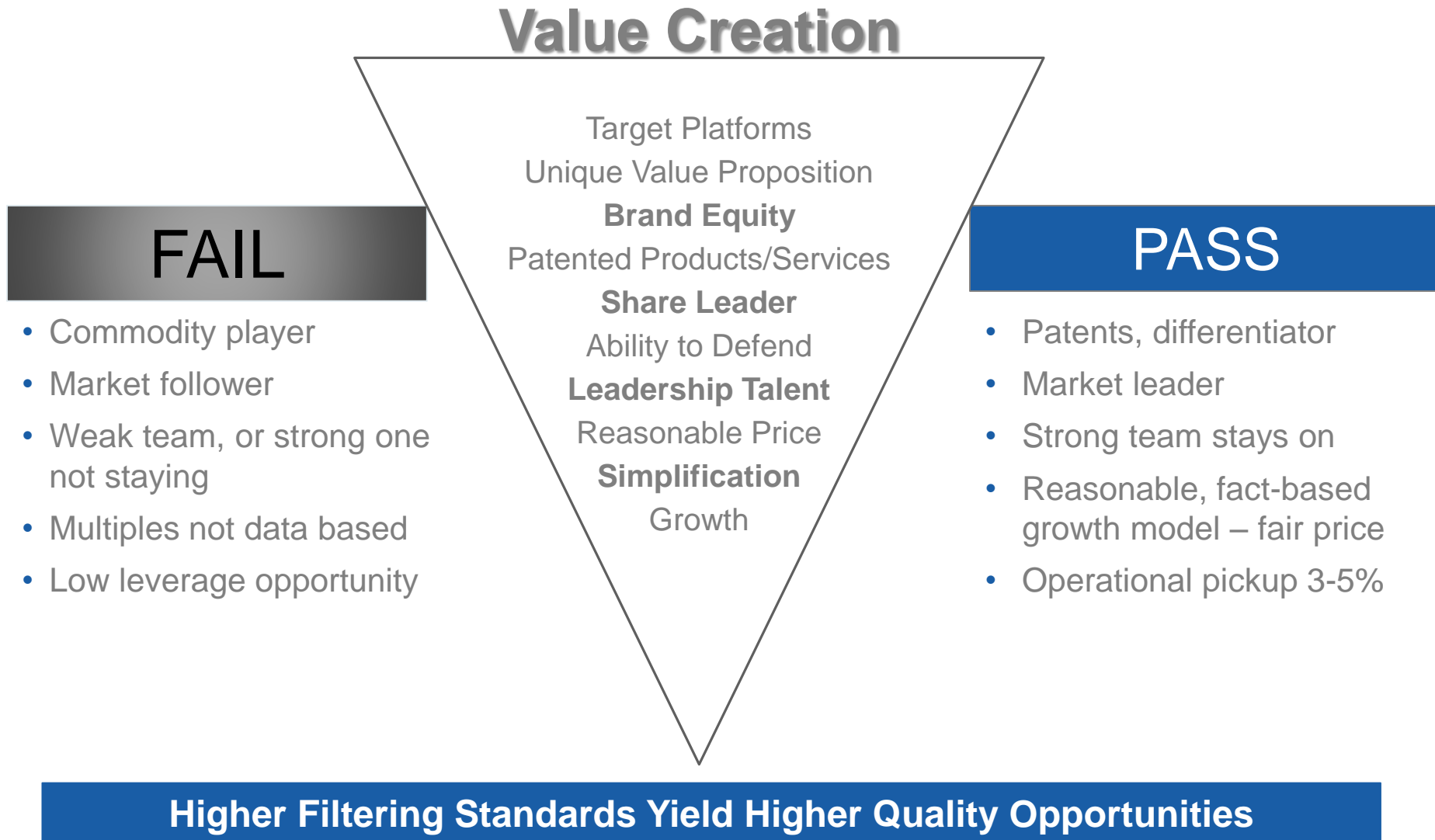
Outdoor Living: Residential

- Trend to extend living space
- Integrated screening systems
- Sunesta: retractable awnings and engineered shading solutions
- Security and comfort

Enhance Outdoor Living Space and Experience

*Source: Newswire, Green Roof Market Update 2012

Rigorous Identification, Vetting Process



Enhanced Controls

Formalized Process

- Early warning system
- Increases accountability
- Establishes track record

Audit 1: 6 Months Post-Close

- Did we buy what we thought we bought?
- Achieving financial milestones / synergies
- Leadership and competencies evaluations

Audit 2: 12 Months Post-Close

- Integration timeline
- Compare financial actuals to valuation model
- Are modeled synergies materializing?



Summary

- \$80M - \$150M targeted in 2015
- Leverage external networks to increase pipeline quantity and quality
- Valuation and integration focused on ***long-term value creation***



Kenneth Smith
CFO
Financial Outlook

2015 Outlook

Market Lift Mixed – Operational Initiatives

- Residential demand continues gradual increase
 - Secular growth in postal products
- Industrial demand uncertain-to-weak
 - Low oil prices dampen order rates and pricing
 - Funding beyond May 31 for U.S. transportation
- Operational initiatives
 - Simplify cost structure
 - Consolidations
 - Focus on material cost recovery



Affirming 2015 Financial Guidance

Modest End Markets: Excluding Benefits of 80/20

	2014	2015E	Assumptions
Revenues	\$862M	+1% - 2%	Residential: Postal products growth with improving but choppy R&R markets Industrial & Infrastructure slightly unfavorable YoY: 16% exposure to energy markets; low-cost commodities weigh on energy-related demand; weak demand for transportation infrastructure products
Adj. Segment Income <i>Segment Margin</i>	\$52M 6.0%	\$60M - 65M ~ 7.0%	Improvement targeted from operational efficiencies and consolidation initiatives Includes gains/losses on derivatives
Adjusted EPS	\$0.47	\$0.55 - \$0.65	38.5% ETR
Free Cash Flow / Net Sales	+1%	+3% - +4%	2015: higher margins + capex below depreciation expense
Free Cash Flow Per Share	\$0.30	~ \$1.00	

2015 Transformational Year

New Leadership and Initiatives

Operational Excellence

- 80/20 process to further right-size and simplify the business and improve margin leverage

Innovation

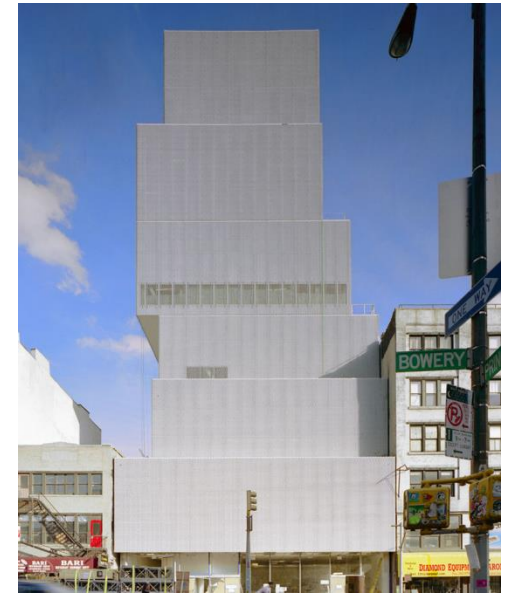
- New products with financial impacts

Portfolio Management

- Allocating leadership time, capital and resources to highest-potential platforms and businesses

Acquisitions as a Strategic Accelerator

- Proactive pursuit of new opportunities aligned with Gibraltar's future shape and scope



2015 Priorities

Residential

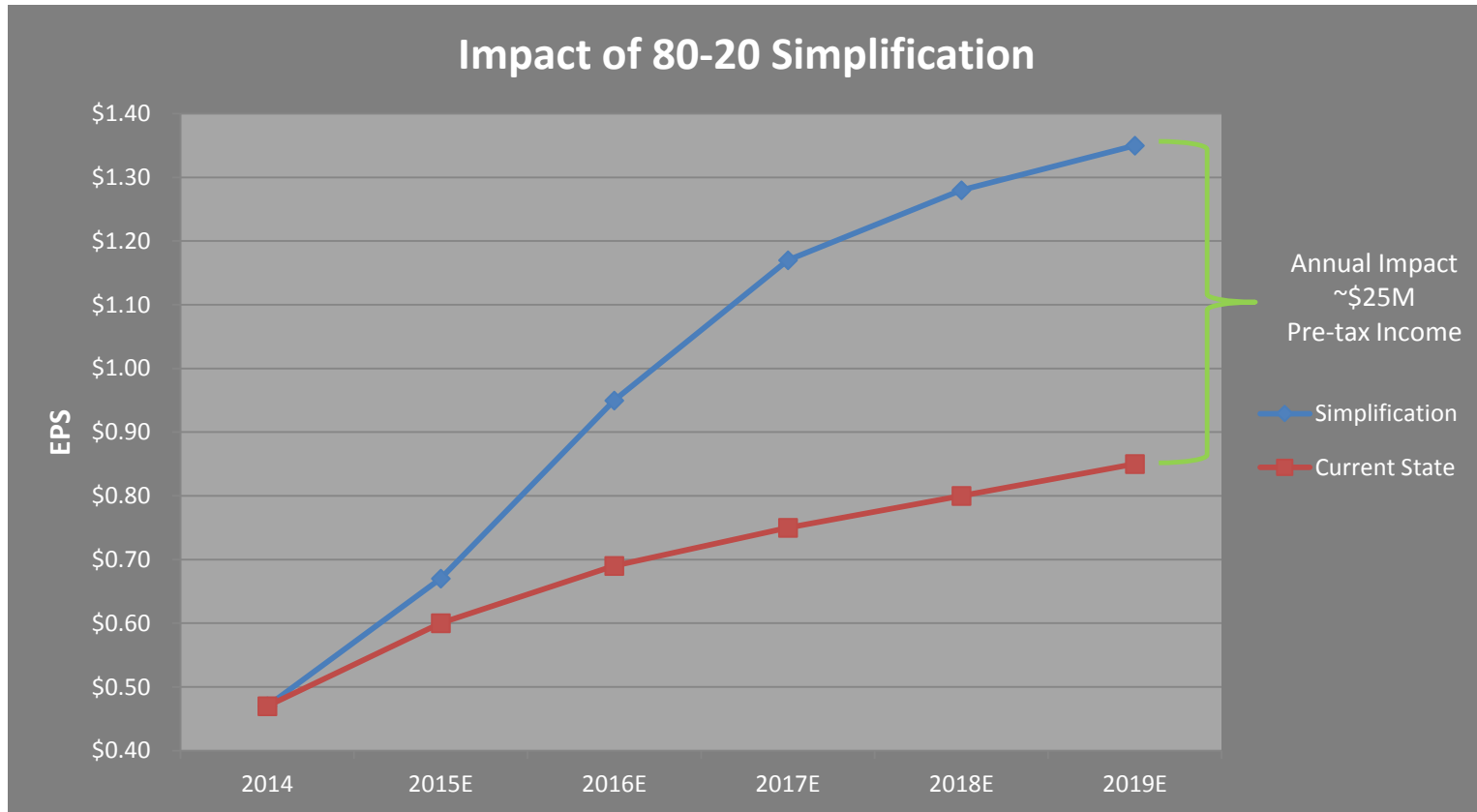
- Simplification – development and implementation of 80/20 process
- Realize cost reductions from realignment to market demand
- Efficient fulfillment for growing postal / parcel

Industrial and Infrastructure

- Simplification – development and implementation for 80/20 process
- Capitalize on CAPEX initiatives to automate production processes
- Focus on international and adjacent infrastructure growth opportunities

Financial Performance

Target Benefits... Higher Profits and Returns



Operating Margin Improvement 200-300 bps Over 3 Years

Target Benefits... Balance Sheet

	12-31-2014	80% - Quadrant -1	20% - Quadrant 2-4
Accounts Receivable (net) \$M	100,000	68,000	32,000
Inventory (net)	130,000	79,000	51,000
Accounts Payable	80,000	52,000	28,000
Property, Plant and Equipment (net)	130,000	65,000	65,000
ROIC	3.9%	7.5%	(1.0)%

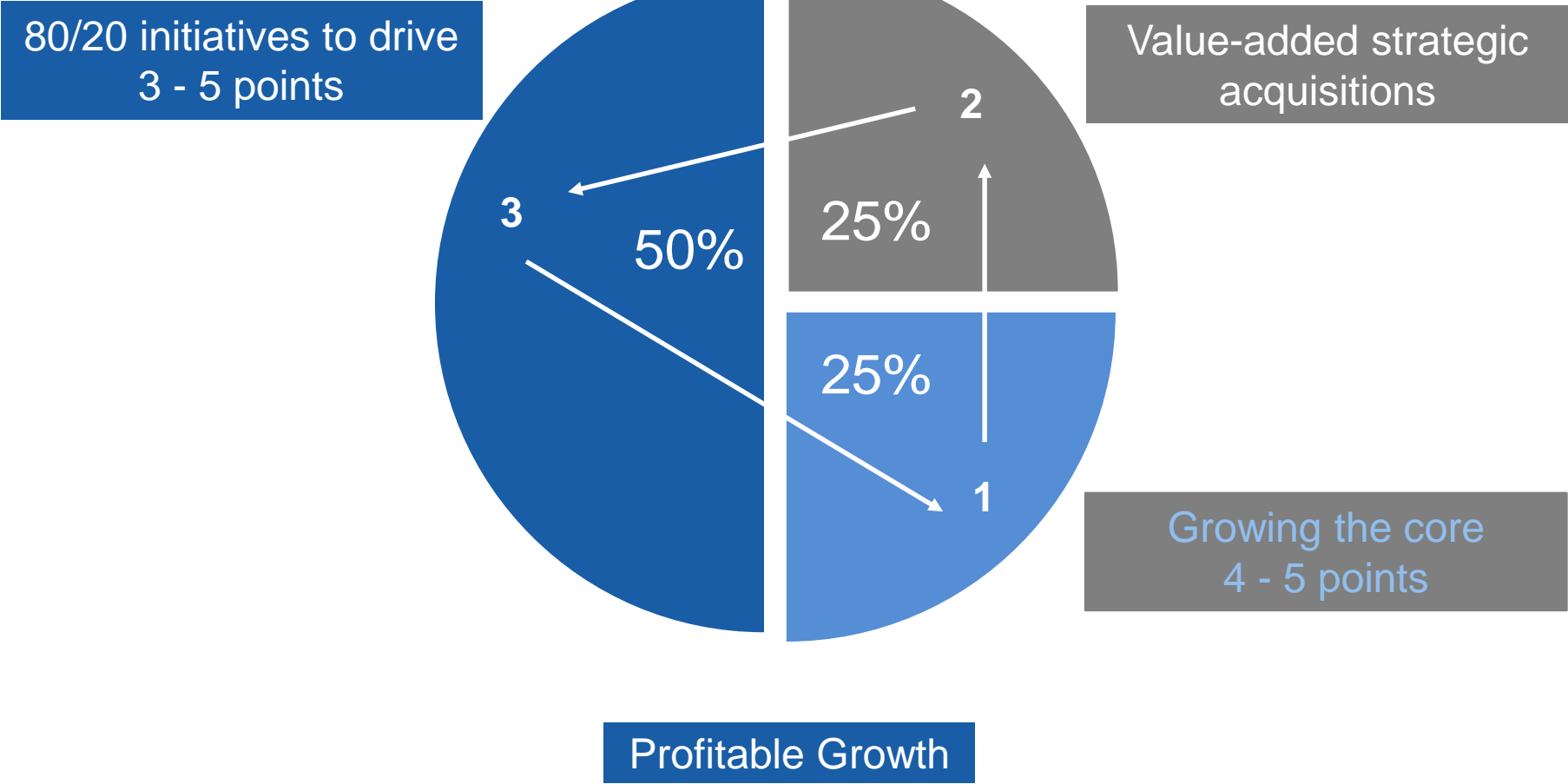
80/20 Impact Over Next 5 Years:

- **Simplicity:** Focus on fewer products & eliminate allocation of resources servicing non-core products/customers
- **Overhead:** Simplification & automation drive 20% cost savings
- **Inventory:** SKUs (3,000); inventory \$(12)M initially, in 2015
- **Property, Plant and Equipment:**

Equipment: (10)% to (20)%

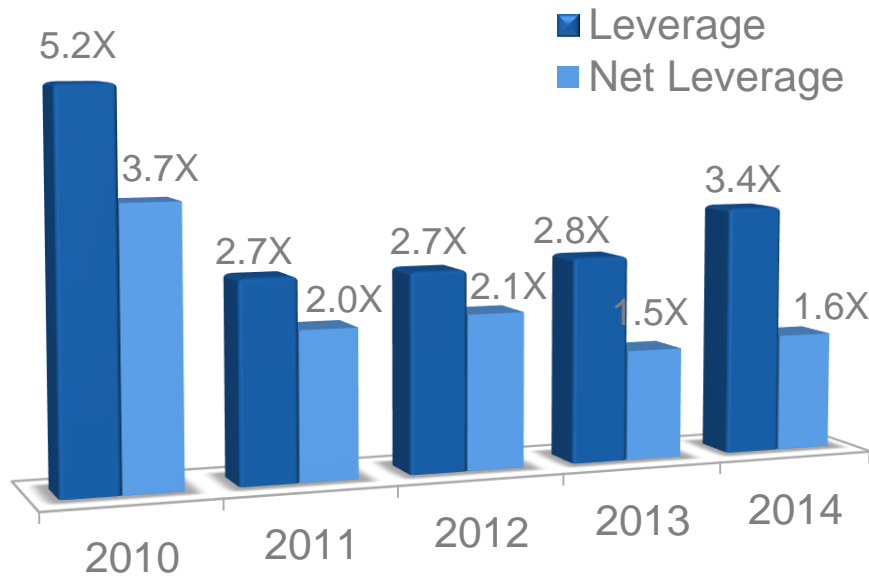
Real Estate: owned / leased square footage (25)% to (30)%

Core Growth + Acquisitions + Margins Increase

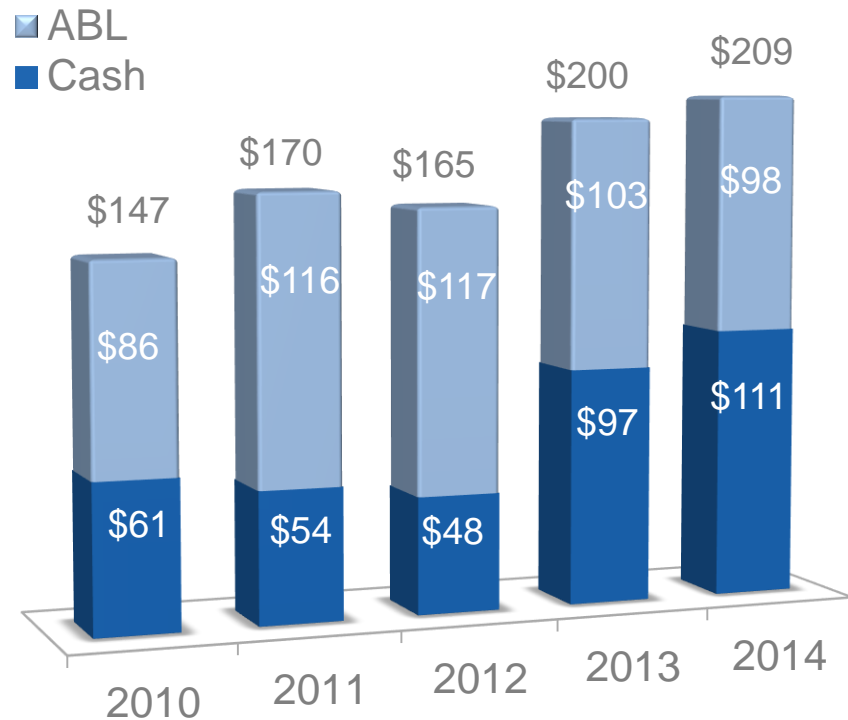


We Have the Balance Sheet to Fund Growth

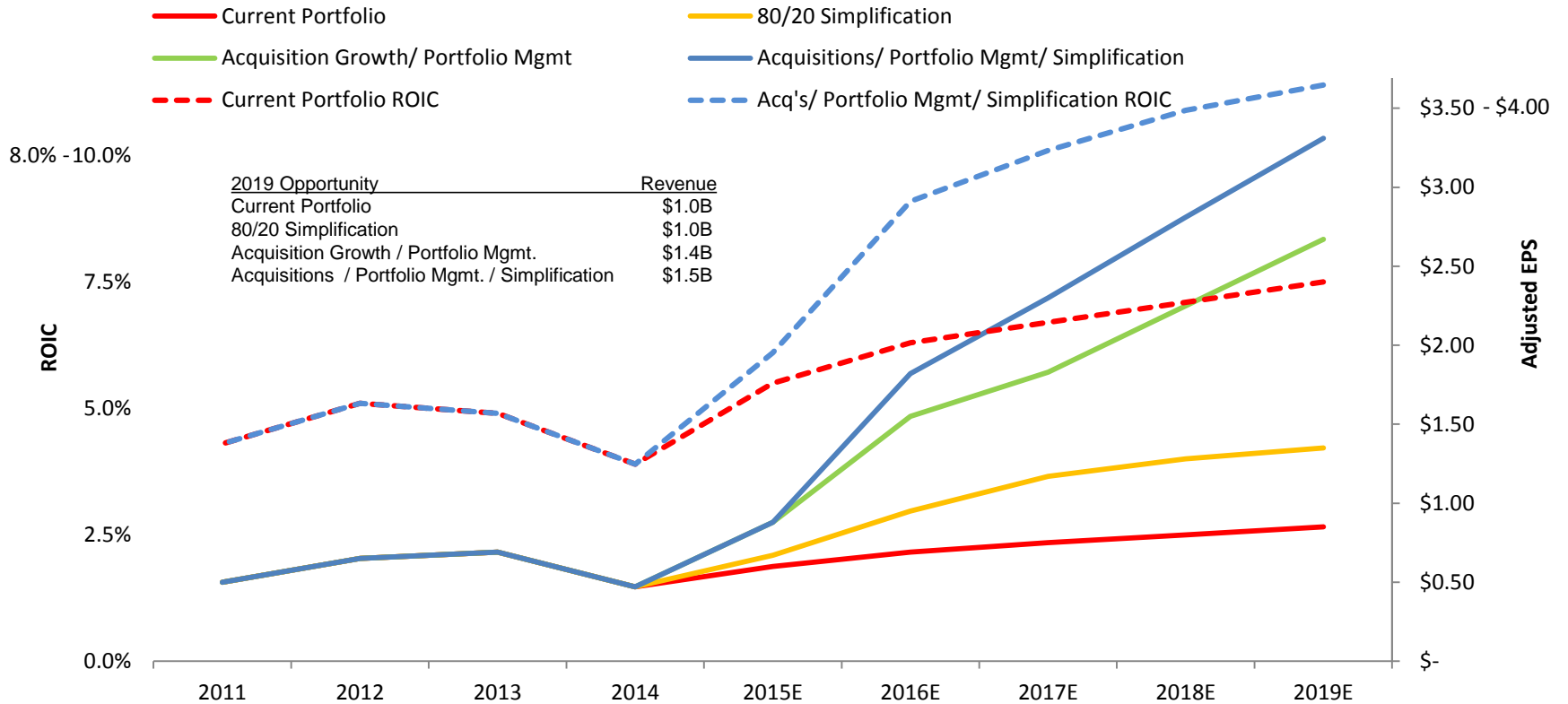
Leverage



Liquidity (\$M)



Value Generation



Each Year...

- ✓ Make more money every year than prior year
- ✓ At a higher rate of return
- ✓ With a more efficient use of capital



Appendix

Non-GAAP Reconciliations

2014 Non-GAAP Reconciliation

(unaudited) / (in thousands)

Twelve Months Ended December 31, 2014

	As Reported In GAAP Statements	Acquisition Related Costs	Restructuring Costs	Intangible Asset Impairment	Adjusted Statement of Operations
Net Sales					
Residential Products	\$ 431,915	\$ —	\$ —	\$ —	\$ 431,915
Industrial & Infrastructure Products	431,432	—	—	—	431,432
Inter-segment sales	(1,260)	—	—	—	(1,260)
Consolidated sales	<u>\$ 862,087</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 862,087</u>
Income (loss) from operations					
Residential Products	\$ 16,416	\$ 206	\$ 752	\$ 15,435	\$ 32,809
Industrial & Infrastructure Products	(74,634)	—	919	92,535	18,820
Segment (loss) income	(58,218)	206	1,671	107,970	51,629
Unallocated corporate expense	(12,199)	(1,594)	—	—	(13,793)
Consolidated (loss) income from operations	(70,417)	(1,388)	1,671	107,970	37,836
Interest expense	14,421	—	—	—	14,421
Other income	(88)	—	—	—	(88)
(Loss) income before income taxes	(84,750)	(1,388)	1,671	107,970	23,503
(Benefit of) provision for income taxes	(2,958)	(510)	593	11,811	8,936
(Loss) income from continuing operations	<u>\$ (81,792)</u>	<u>\$ (878)</u>	<u>\$ 1,078</u>	<u>\$ 96,159</u>	<u>\$ 14,567</u>
(Loss) income from continuing operations per share – diluted	<u>\$ (2.63)</u>	<u>\$ (0.02)</u>	<u>\$ 0.03</u>	<u>\$ 3.09</u>	<u>\$ 0.47</u>

2013 Non-GAAP Reconciliation

(unaudited) / (in thousands)

Twelve Months Ended December 31, 2013

	As Reported in GAAP Statements	Acquisition Related and Restructuring Costs	Intangible Asset Impairment	Note Refinancing	Deferred Tax Valuation Allowance	Adjusted Statement of Operations
Net Sales						
Residential Products	\$ 394,071	\$ —	\$ —	\$ —	\$ —	\$ 394,071
Industrial & Infrastructure Products	435,168	—	—	—	—	435,168
Inter-segment sales	(1,672)	—	—	—	—	(1,672)
Consolidated sales	<u>\$ 827,567</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 827,567</u>
Income from operations						
Residential Products	\$ 34,965	\$ 3,001	\$ 1,000	\$ —	\$ —	\$ 38,966
Industrial & Infrastructure Products	7,169	324	22,160	—	—	29,653
Segment Income	42,134	3,325	23,160	—	—	68,619
Unallocated corporate expense	(20,654)	87	—	—	—	(20,567)
Consolidated income from operations	21,480	3,412	23,160	—	—	48,052
Interest expense	22,489	—	—	(7,166)	—	15,323
Other income	(177)	—	—	—	—	(177)
(Loss) income before income taxes	(832)	3,412	23,160	7,166	—	32,906
Provision for income taxes	4,797	1,318	753	2,616	2,048	11,532
(Loss) income from continuing operations	<u>\$ (5,629)</u>	<u>\$ 2,094</u>	<u>\$ 22,407</u>	<u>\$ 4,550</u>	<u>\$ (2,048)</u>	<u>\$ 21,374</u>
(Loss) income from continuing operations per share – diluted	<u>\$ (0.18)</u>	<u>\$ 0.07</u>	<u>\$ 0.72</u>	<u>\$ 0.15</u>	<u>\$ (0.07)</u>	<u>\$ 0.69</u>

2012 Non-GAAP Reconciliation

(unaudited) / (in thousands)

Twelve Months Ended December 31, 2012

	As Reported In GAAP Statements	Acquisition Related Costs	Restructuring Costs	Intangible Asset Impairment	Adjusted Statement of Operations
Net Sales					
Residential Products	\$ 375,105	\$ —	\$ —	\$ —	\$ 375,105
Industrial & Infrastructure Products	416,289	—	—	—	416,289
Inter-segment sales	(1,336)	—	—	—	(1,336)
Consolidated sales	<u>\$ 790,058</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 790,058</u>
Income from operations					
Residential Products	\$ 23,902	\$ —	\$ 2,457	\$ 4,628	\$ 30,987
Industrial & Infrastructure Products	34,634	296	1,407	—	36,337
Segment Income	58,536	296	3,864	4,628	67,324
Unallocated corporate expense	(18,275)	404	140	—	(17,731)
Consolidated income from operations	40,261	700	4,004	4,628	49,593
Interest expense	18,582	—	—	—	18,582
Other income	(488)	—	—	—	(488)
Income before income taxes	22,167	700	4,004	4,628	31,499
Provision for income taxes	9,517	235	1,441	112	11,305
Income from continuing operations	<u>\$ 12,650</u>	<u>\$ 465</u>	<u>\$ 2,563</u>	<u>\$ 4,516</u>	<u>\$ 20,194</u>
Income from continuing operations per share – diluted	<u>\$ 0.41</u>	<u>\$ 0.01</u>	<u>\$ 0.08</u>	<u>\$ 0.15</u>	<u>\$ 0.65</u>

2011 Non-GAAP Reconciliation

(unaudited) / (in thousands)

Twelve Months Ended December 31, 2011

	As Reported In GAAP Statements	Acquisition Related Costs	Restructuring Costs	Surrendered Compensation	Adjusted Statement of Operations
Net Sales					
Residential Products	\$ 373,006	\$ —	\$ —	\$ —	\$ 373,006
Industrial & Infrastructure Products	394,995	—	—	—	394,995
Inter-segment sales	(1,394)	—	—	—	(1,394)
Consolidated sales	\$ 766,607	\$ —	\$ —	\$ —	\$ 766,607
Income from operations					
Residential Products	\$ 32,306	\$ —	\$ 1,974	\$ —	\$ 34,280
Industrial & Infrastructure Products	26,197	2,467	2,523	—	31,187
Segment Income	58,503	2,467	4,497	—	65,467
Unallocated corporate expense	(22,345)	986	—	885	(20,474)
Consolidated income from operations	36,158	3,453	4,497	885	44,993
Interest expense	19,363	—	—	—	19,363
Other income	(90)	—	—	—	(90)
Income before income taxes	16,885	3,453	4,497	885	25,720
Provision for income taxes	7,669	1,054	1,683	—	10,406
Income from continuing operations	\$ 9,216	\$ 2,399	\$ 2,814	\$ 885	\$ 15,314
Income from continuing operations per share – diluted	\$ 0.30	\$ 0.08	\$ 0.09	\$ 0.03	\$ 0.50

2010 Non-GAAP Reconciliation

(unaudited) / (in thousands)

Twelve Months Ended December 31, 2010

	As Reported in GAAP Statements	Restructuring Costs	Intangible Asset Impairment	Ineffective Interest Rate Swap	Deferred Tax Valuation Allowance	Adjusted Statement of Operations
Net Sales						
Residential Products	\$ 345,950	\$ —	\$ —	\$ —	\$ —	\$ 345,950
Industrial & Infrastructure Products	292,832	—	—	—	—	292,832
Inter-segment sales	(1,328)	—	—	—	—	(1,328)
Consolidated sales	<u>\$ 637,454</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 637,454</u>
Income from operations						
Residential Products	\$ (14,043)	\$ 2,391	\$ 41,488	\$ —	\$ —	\$ 29,836
Industrial & Infrastructure Products	(33,830)	4,136	35,476	—	—	5,782
Segment Income	(47,873)	6,527	76,964	—	—	35,618
Unallocated corporate expense	(24,769)	558	—	—	—	(24,211)
Consolidated income from operations	<u>(72,642)</u>	<u>7,085</u>	<u>76,964</u>	<u>—</u>	<u>—</u>	<u>11,407</u>
Interest expense	19,714	—	—	(1,424)	—	18,290
Other income	(77)	—	—	—	—	(77)
(Loss) income before income taxes	(92,279)	7,085	76,964	1,424	—	(6,806)
Provision for income taxes	(16,923)	1,634	14,412	520	(2,400)	(2,757)
(Loss) income from continuing operations	<u>\$ (75,356)</u>	<u>\$ 5,451</u>	<u>\$ 62,552</u>	<u>\$ 904</u>	<u>\$ 2,400</u>	<u>\$ (4,049)</u>
(Loss) income from continuing operations per share – diluted	<u>\$ (2.49)</u>	<u>\$ 0.18</u>	<u>\$ 2.06</u>	<u>\$ 0.03</u>	<u>\$ 0.09</u>	<u>\$ (0.13)</u>

Free Cash Flow Reconciliation

(unaudited) / (in thousands)

	2010	2011	2012	2013	2014
Net cash provided by operating activities	\$ 69,369	\$ 46,695	\$ 50,081	\$ 60,295	\$ 32,542
Purchase of property, plant, and equipment	(8,362)	(11,552)	(11,351)	(14,940)	(23,291)
Free Cash Flow	\$ 61,007	\$ 35,143	\$ 38,730	\$ 45,355	\$ 9,251
Average Diluted Shares Outstanding	30,303	30,507	30,864	31,107	31,277
Free Cash Flow Per Share	\$ 2.01	\$ 1.15	\$ 1.25	\$ 1.46	\$ 0.30

Gross Profit Non-GAAP Reconciliation

(unaudited) / (in thousands)

	2010	2011	2012	2013	2014
Gross Profit - GAAP	\$ 103,868	\$ 145,115	\$ 149,560	\$ 158,097	\$ 140,045
Acquisition Related Costs	-	2,467	244	685	206
Restructuring Costs	6,361	3,916	3,741	2,519	843
Gross Profit - Adjusted	\$ 110,229	\$ 151,498	\$ 153,545	\$ 161,301	\$ 141,094
Gross Margin - Adjusted	17.3%	19.8%	19.4%	19.5%	16.4%

SG&A Non-GAAP Reconciliation

(unaudited) / (in thousands)

	2010	2011	2012	2013	2014
Selling, general, and administrative expense - GAAP	\$ 99,546	\$ 108,957	\$ 104,671	\$ 113,457	\$ 102,492
Acquisition Related Costs	-	(986)	(456)	34	1,594
Restructuring Costs	(724)	(581)	(263)	(242)	(828)
Surrendered Compensation	-	(885)	-	-	-
Selling, general, and administrative expense - Adjusted	\$ 98,822	\$ 106,505	\$ 103,952	\$ 113,249	\$ 103,258
SG&A Expense as a % of Sales - Adjusted	15.5%	13.9%	13.1%	13.7%	12.0%

ROIC Calculation Reconciliation

(unaudited) / (in thousands)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
(Loss) Income from Continuing Operations - GAAP	\$ (75,356)	\$ 9,216	\$ 12,650	\$ (5,629)	\$ (81,792)
Intangible asset impairment, net of taxes	62,552	-	4,516	22,407	96,159
Restructuring costs, net of taxes	5,451	2,814	2,563	1,695	1,078
Acquisition related costs, net of taxes	-	2,399	465	399	(878)
Other special charges, net of taxes	2,400	885	-	(2,048)	-
Interest expense - special charges, net of taxes	904	-	-	4,550	-
Adjusted Net (loss) Income	<u>\$ (4,049)</u>	<u>\$ 15,314</u>	<u>\$ 20,194</u>	<u>\$ 21,374</u>	<u>\$ 14,567</u>
Tax effected interest expense	10,493	11,529	11,913	9,953	8,938
Adjusted net income before interest	<u>\$ 6,444</u>	<u>\$ 26,843</u>	<u>\$ 32,107</u>	<u>\$ 31,327</u>	<u>\$ 23,505</u>
Average adjusted invested capital (1)	<u>\$ 680,856</u>	<u>\$ 629,242</u>	<u>\$ 626,095</u>	<u>\$ 640,679</u>	<u>\$ 600,962</u>
Return on invested capital	0.9%	4.3%	5.1%	4.9%	3.9%

(1) Average adjusted invested capital was based on the 13-month average of total stockholders' equity adjusted for special charges plus net debt for the period ended December 31.



Investor Day

March 26, 2015