THIRD QUARTER 2026 EARNINGS CALL

November 5, 2026

GIBRALTAR

SAFE HARBOR STATEMENTS

Forward-Looking Statements

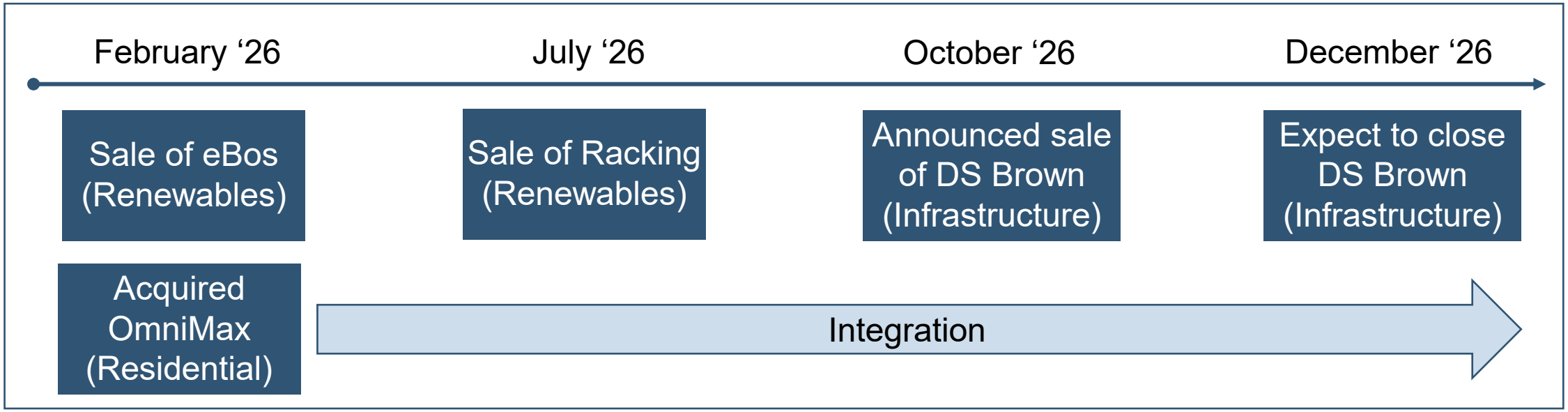
Certain information set forth in this presentation, other than historical statements, contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 that are based, in whole or in part, on current expectations, estimates, forecasts, and projections about 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. Factors that could cause actual results to differ materially from current expectations include, among other things, the ability of Gibraltar to successfully integrate OmniMax and/or to achieve expected cost and operational synergies from the OmniMax transaction, tariffs and retaliatory tariffs imposed by the United States or other countries on imported goods, including raw materials used in the manufacturing of the Company’s products; changes to economic conditions and customer demand for the Company’s products; the availability and pricing of the principal raw materials and component parts, supply chain challenges causing project delays and field operations inefficiencies and disruptions,, the loss of any key customers, adverse effects of inflation, the ability to continue to improve operating margins, the ability to generate order flow and sales and increase backlog, the ability to translate the backlog into net sales, other general economic conditions and conditions in the particular markets in which we operate, changes in spending due to law and government incentives, such as the Infrastructure Investment and Jobs Act, changes in customer demand and capital spending, competitive factors and pricing pressures, the ability to develop and launch new products in a cost-effective manner, the ability to realize synergies from newly acquired businesses, disruptions to IT systems, the impact of trade and regulation, rebates, credits and incentives and variations in government spending and the ability to derive expected benefits from restructuring, productivity initiatives, liquidity enhancing actions and other cost reduction actions. , the occurrence of any event, change or other circumstances that could give rise to the termination of the purchase agreement with respect to D.S. Brown or could cause the consummation of the transaction to be delayed or to fail to occur; the failure to obtain certain required regulatory approvals or the failure to satisfy any of the other closing conditions to the completion of the transaction within the expected timeframes or at all; the effect of the transaction on the ability of Gibraltar to retain and hire key personnel and maintain relationships with its customers, suppliers and others with whom it does business, or on its operating results and business generally; the ability of Gibraltar to meet expectations regarding the timing and completion of the sale transaction and the outcome of any legal proceedings that may be instituted against Gibraltar related to the sale transaction Before making any investment decisions regarding the company, we strongly advise you to read the section entitled “Risk Factors” in the most recent annual report on Form 10-K which can be accessed under the “SEC Filings” link of the “Investor Info” page of the 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.

Adjusted Financial Measures

To supplement Gibraltar’s consolidated financial statements presented on a GAAP basis, Gibraltar also presented certain adjusted financial measures in this presentation, including adjusted net sales, adjusted operating income and margin, adjusted net income, adjusted earnings per share (EPS), free cash flow and adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA) and Adjusted EBITDA margin. each a non-GAAP financial measure. Unless otherwise indicated, the consolidated financial statements, disclosures and related information disclosed herein relate to the Company's continuing operations, which exclude its Renewables business which was classified as a discontinued operation as of June 30, 2025. The Company has recast prior period amounts to reflect discontinued operations. Adjusted net income, operating income and margin exclude special charges consisting of restructuring costs (primarily comprised of exit activities costs and impairment of both tangible and intangible assets associated with 80/20 simplification, lean initiatives and / or discontinued products), acquisition related costs (legal and consulting fees for recent business acquisitions), and portfolio management. The aforementioned exclusions along with other adjustments to other income below operating profit, are excluded from adjusted EPS. Adjusted EBITDA and Adjusted EBITDA margin further excludes interest, taxes, depreciation, amortization and stock compensation expense. In evaluating its business, the Company considers and uses these non-GAAP financial measures as supplemental measures of its operating performance. The Company believes that the presentation of adjusted measures and free cash flows 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 as well as comparison with other companies. Adjusted EBITDA and free cash flow are also useful measures of the Company’s ability to service debt and Adjusted EBITDA is one of the measures used for determining the Company’s debt covenant compliance. Special charges are excluded since they may not be considered directly related to the Company’s ongoing business operations. Adjustments to the most directly comparable financial measures presented on a GAAP basis are quantified in the reconciliation of adjusted financial measures provided in the supplemental financial schedules that accompany the earnings news release. These adjusted measures should not be viewed as a substitute for the Company’s GAAP results and may be different than adjusted measures used by other companies and the presentation of non-GAAP financial measures should not be construed as an inference that the future results will be unaffected by unusual or non-recurring items.

Reconciliations of non-GAAP measures related to full-year 2026 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations due to the high variability, complexity and uncertainty with respect to forecasting and quantifying certain amounts that are necessary for such reconciliations.

PORTFOLIO SIMPLIFICATION ACCELERATED IN 2026



1. Accelerated simplification of the portfolio – proceeds from sales applied to reducing debt
2. Infrastructure sale agreement for $208M in tax-efficient transaction ~ 10X TTM EBITDA
3. Driving OmniMax integration and structuring Residential business for current market situation
4. Focus on Residential and Structures end markets - will continue to optimize the portfolio

THIRD QUARTER 2026 REVIEW – ORGANIC NET SALES - CONTINUING OPERATIONS

	Net Sales Vs. Prior Year	Q3 vs. Q2 Net Sales	Q3 Commentary
RESIDENTIAL	**+3.1%**	**(1.7%)**	▪ End market demand decelerated quickly with variation in demand by region ▪ U.S. shingle shipments down 13% per ARMA data, down >2.5X expected in Q3 ▪ POS retail down 5% - 6%
BUILDING PRODUCTS*	**+4.1%**	**(7.9%)**	
AGTECH	**+3.0%**	**+1.0%**	▪ >$40 million of revenue moved out of 2nd half created a revenue / margin timing issue
INFRASTRUCTURE	**(7.8%)**	**(14.0%)**	▪ Fiber optic delays pushed revenue into Q1 2027 – Expected sale of business Q4 2026
CONSOLIDATED	**+2.3%**	**(5.9%)**	

*Assumed Omnimax owned in Q3 2025

THIRD QUARTER 2026 REVIEW – CONTINUING OPERATIONS

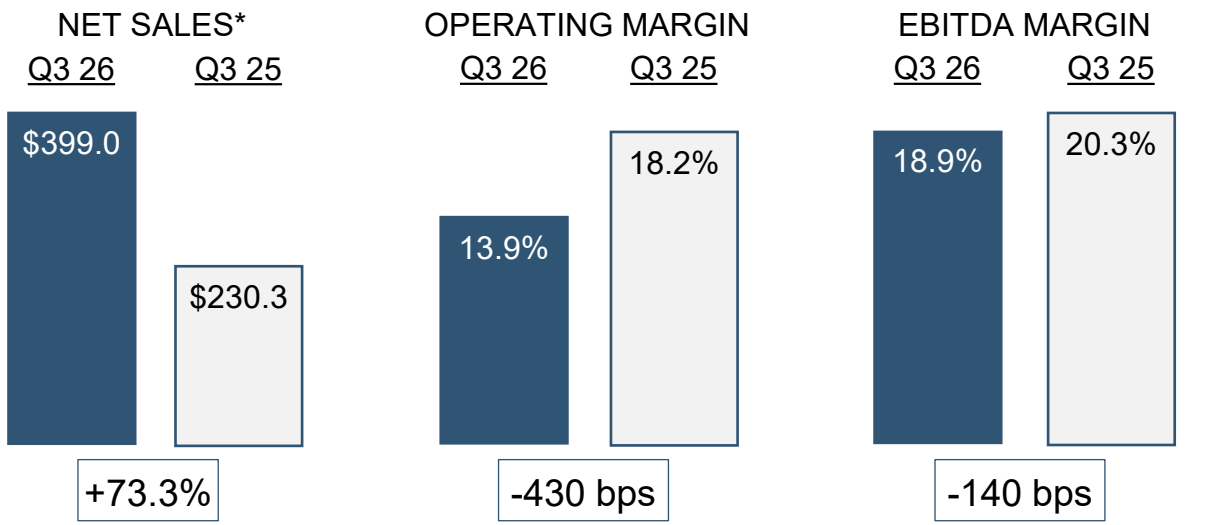
ADJUSTED NET SALES	**$480M**	**+54.3%**
ADJUSTED OPERATING INCOME	**$59M**	**12.3%**
ADJUSTED EBITDA	**$84M**	**17.4%**
ADJUSTED EPS	**$1.01**	**(11.4%)**
FCF - % OF SALES	**$8M**	**2%**

- Decelerating Residential end market demand and Agtech revenue delay
- GAAP results include pretax expenses of $9.9 million, or $0.32 per share, related to OmniMax acquisition integration and restructuring costs
- Adjusted net income $30.1 million, or $1.01 per share, including the interest expense impact of $21.5 million
- Residential - lower volume and additional inflation impacted margin – EBITDA essentially flat at 18.9%
- Each segment came in lower than expectations for continuing operations
- Lower EBITDA in Residential, working capital driven by timing of Agtech deposits and tax benefits

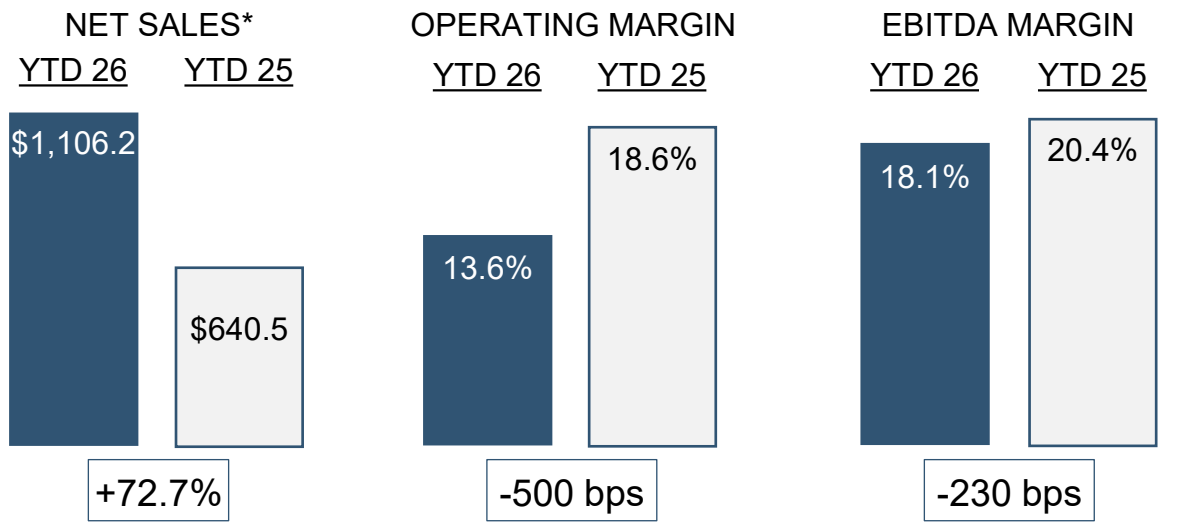
Refer to appendix in the earnings news release for adjusted measures reconciliations.

RESIDENTIAL

3rd QUARTER RESULTS



YEAR-TO-DATE RESULTS



NET SALES

- OmniMax contributed $161M and assuming Gibraltar owned OmniMax in Q3 2025, the combined business grew 4.1% in a market down 13.0%
- Sequentially – overall segment revenue was down 6.3% with Building Products down 7.9%

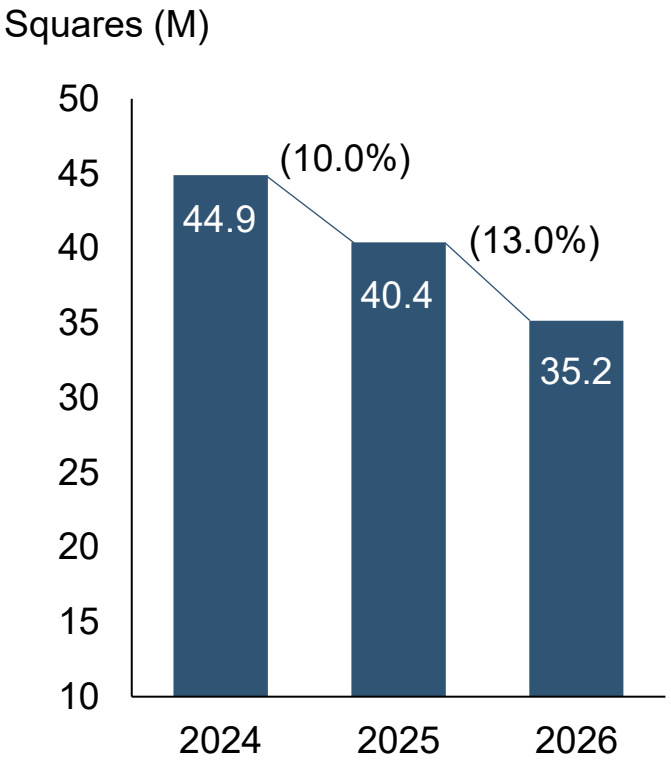
ADJUSTED OPERATING & EBITDA MARGIN

- Adjusted EBITDA margin essentially flat sequentially
- Price and cost reduction countermeasures helped offset reduction in volume and incremental inflation in steel, logistics, and fuel
- Accelerated synergy cost reduction initiatives with consolidation of 4 facilities to 2 in the Pacific NW and Florida

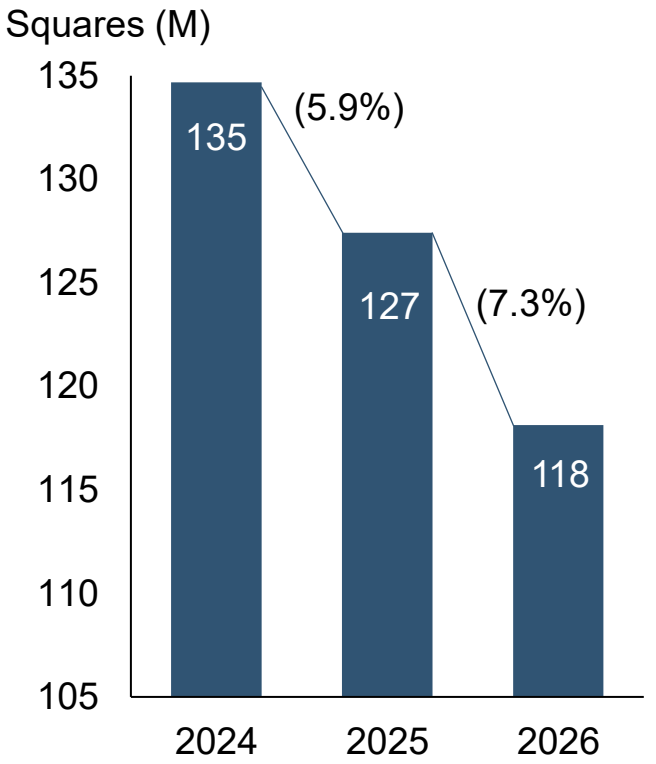
*Amounts are stated in $Millions. **Refer to appendix in the earnings news release for adjusted measures reconciliations.

RESIDENTIAL ROOFING MARKET IN Q3

Vs. PRIOR YEAR – DOWN 13.0%



YEAR-TO-DATE - DOWN 7.3%



Source: ARMA Q3 volume shipments per website

INCREASED 2026 ANNUALIZED RUN RATE SAVINGS $7.3M TO $36.5M WITH $19.5M REALIZED IN THIS YEAR

Supply Chain
- Direct spend – steel / aluminum / resin / fuel
- Indirect spend – MRO, packaging, leases, etc.

SG&A
- *Organization optimization – L1,L2, L3*
- *Other SG&A spend optimization*

80/20 & Plant Network
- *Product line harmonization and rationalization*
- *Facility optimization / PLS / CLS*

Commercial
- Salesforce effectiveness, new products
- Participation gains, cross-selling, price mgmt.

Logistics
- Optimize logistics network through more favorable rates, cube optimization, etc.

Corporate*
- Optimize cost structure for future portfolio requirements – Supply Chain, IT, HR, other

2026 SYNERGY PLAN ($M)

	Original Plan 1st 12 Months	Annualized Run Rate	Realized In FY 2026
Supply Chain	$6.0	$6.9	$3.7
Logistics	$5.0	$1.2	$0.6
SG&A	*$5.0*	*$9.4*	*$7.7*
80/20	*$4.0*	*$9.5*	*$2.0*
Commercial	$0.0	$7.5	$4.3
GBP Total	$20.0	$33.6	$18.3
Corporate	N/A	$2.0	$1.2
Total	$20.0	$36.5	$19.5

- Executed additional SG&A initiatives and added 80/20 & plant network optimization in NW and Florida
- $7.8 million of savings realized in Q3 and $14.5 million year-to-date since February
- Continue to optimize overall cost structure of the business

*Corporate category identified with execution started in late March

INTEGRATION EXECUTION DELIVERING STRUCTURAL IMPROVEMENTS AND SUSTAINABLE SYNERGIES

Workstreams

1. Supply Chain
2. Organization & Talent
3. ***80/20 & Plant Network***
4. Plant Operations
5. Pricing
6. ***Commercial / GTM***
7. Metal Panels PLS
8. Logistics
9. ***Information Technology***
10. Product Engineering
11. Baseline & Synergies

80/20 Network & Portfolio Optimization

- Two facilities consolidated – improving utilization and lowering structural cost
- PLS decreasing regional SKU complexity by 44% (Pacific NW)
- Brand consolidation underway across all regions
- Annualized run rate savings $5M+

Customer Execution

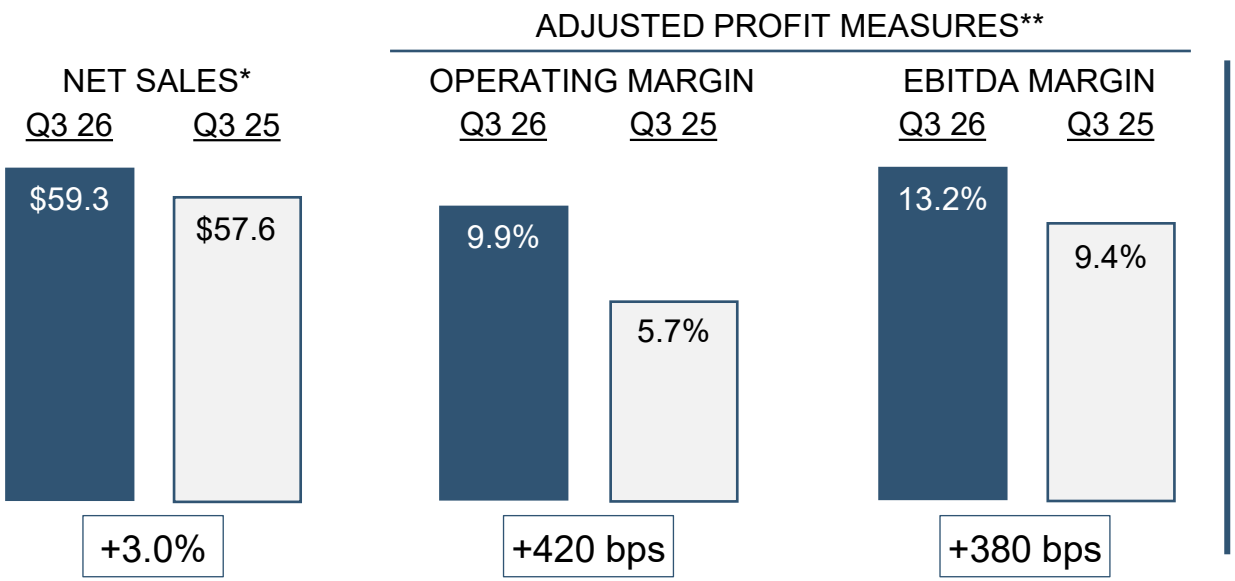
- Recognized by Lowes as Building Products Vendor Partner of the Year

Technology Integration

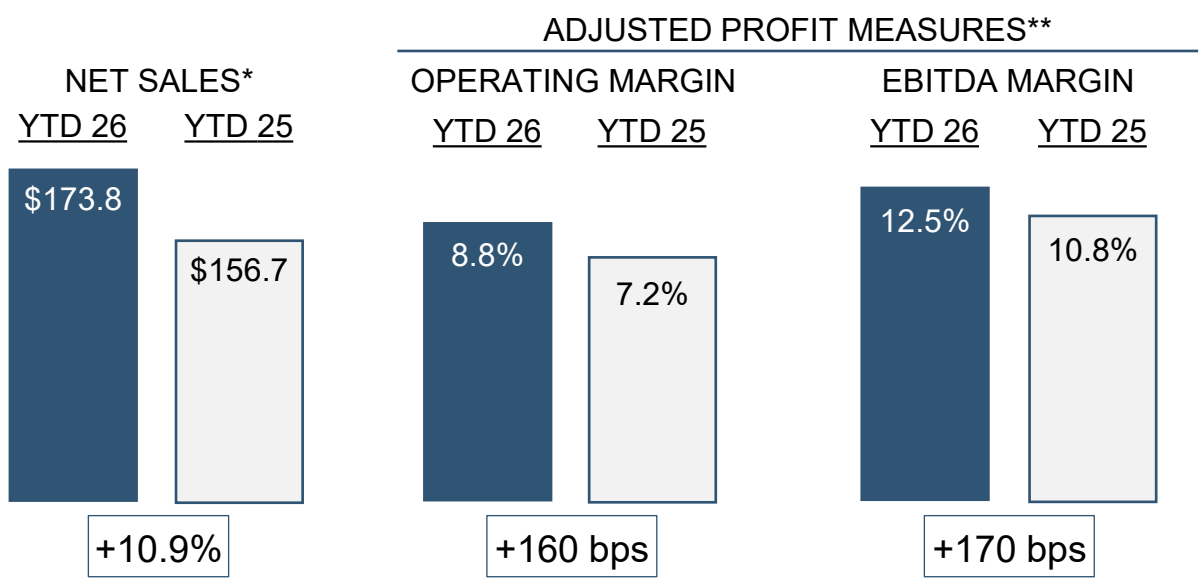
- Advancing ERP consolidation with two conversions completed - 4 remaining
- Common analytics, CRM and network infrastructure underway

AGTECH

3rd QUARTER RESULTS



YEAR-TO-DATE RESULTS



NET SALES

- 3.0% growth driven by structures and commercial business offset by CEA project start delays
- >$40 million of revenue moved out of the 2nd half due to permitting – project start dates moved to end of year
- Post quarter end, awarded $75M CEA project in October and new project awards expected in Q4

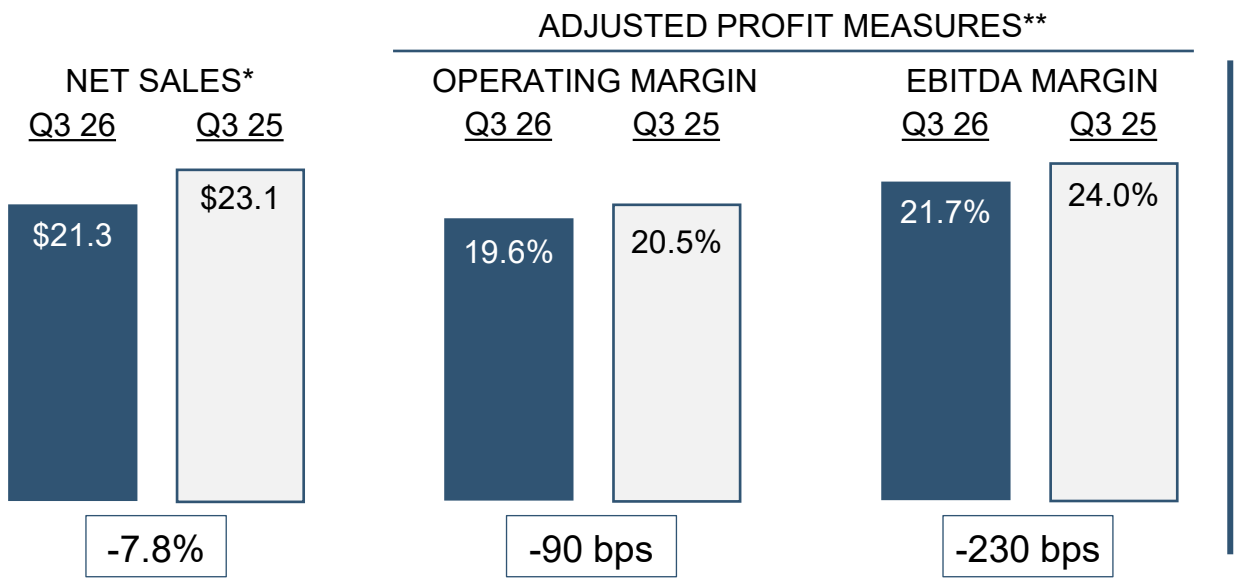
ADJUSTED OPERATING & EBITDA MARGIN

- Adjusted EBITDA margin driven by business mix and 80/20 initiatives offset by lower-than-expected volume
- In-house powder coating in place and expected to support higher margin for lettuce and berry CEA projects

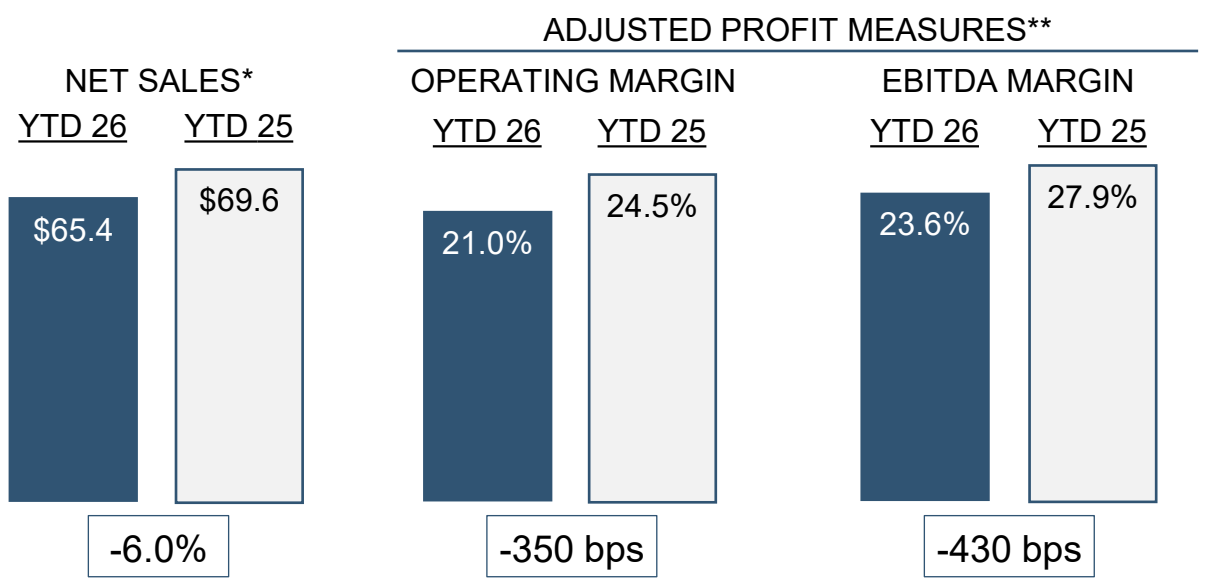
*Amounts are stated in $Millions. **Refer to appendix in the earnings news release for adjusted measures reconciliations.

INFRASTRUCTURE

3rd QUARTER RESULTS



YEAR-TO-DATE RESULTS



NET SALES

- Impacted by fiber optic seal pilots starting later than plan – production ramp moved to Q1 2027
- Order backlog increased 10% in the quarter

ADJUSTED OPERATING & EBITDA MARGIN

- Impacted by lower volume and product mix
- Expect transaction to close in Q4; Segment to be reclassed into discontinued operations in Q4 26

*Amounts are stated in $Millions. **Refer to appendix in the earnings news release for adjusted measures reconciliations.

THIRD QUARTER 2026 BALANCE SHEET AND CASH FLOW

LIQUIDITY AND DEBT ($M)

Cash and Liquidity	Q3 2026
Cash and Cash Equivalents	$35
Availability under Revolver	451
Total Available Liquidity	$486

Selected Net Debt and Leverage Metrics

Total Debt	$1238
Cash	$(35)
Net Debt at end of Period	$1203
Net Debt / Adjusted EBITDA[1]	3.9x

WORKING CAPITAL

USED CASH OF $32M

Q326 Sources

- AR $ 43M
- Other Assets $ 6M

Q326 Uses

- Other Liabilities $ 68M
- Inventory $ 9M
- AP $ 4M

Q326 CASH FLOW

- OCF (continuing ops) $ 9 M
- FCF $ 8 M
- Q326 FCF % of sales 2 %
- OCF (discontinued ops) $ (8) M

Note: FCF = Free Cash Flow. Refer to appendix in the earnings news release for adjusted measures reconciliations.

(1) Inclusive of anticipated synergies. Excluding anticipated synergies, ratio is 4.26x. As defined by the Credit Agreement, which adjusts for anticipated synergies, debt issuance costs and other adjustments, the ratio is 3.7x.

DELEVERAGING ROADMAP: MULTIPLE DRIVERS

YEAR 1

+ EBITDA
+ Synergy Realization
- Working Capital Investments
+ Cash Tax Benefits
- Capex ~1% of Sales
- Interest Payments
- Year 1 Acquisition and Integration Cash Costs

= Free Cash Flow ~1% of Sales

+ Proceeds from Renewables & Infrastructure sales
- OmniMax Purchase Price Above Debt Financing Amount
- Financing Fees

= Expected Net Debt <$1.0B

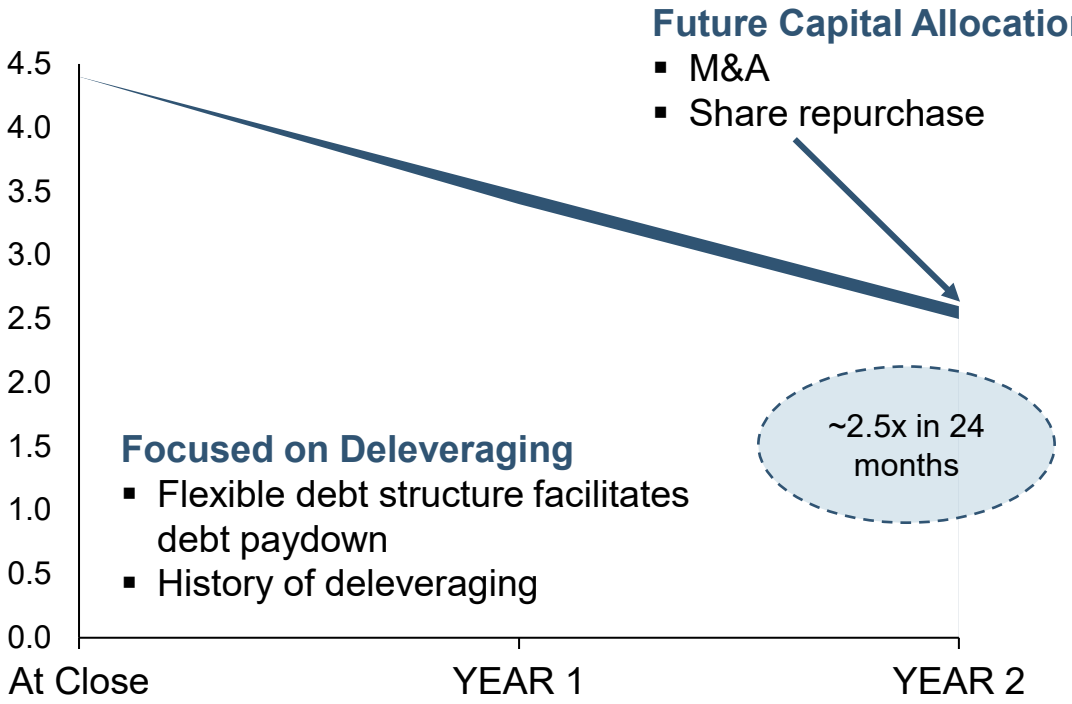
YEAR 2

+ Strong EBITDA Margin %
+ Additional Synergy Realization
+ Continued Working Capital Optimization
+ Cash Tax Benefits
- Capex 2-3% of Sales
- Interest Payments

= Free Cash Flow ~10-12% of Sales

= Expected Net Debt <$0.8B

DELEVERAGING PLAN



Net Debt / Adjusted EBITDA (1)

(1) Net Debt / Adjusted EBITDA is based on management's forecast of EBITDA as well as Free Cash Flow that will be applied to debt repayment with the assumption that Gibraltar will hold ~$25M of cash on the balance sheet at any time

2026 GUIDANCE – CONTINUING OPERATIONS

	2025 Reported*	2025 Recast**	2026 Original	2026 Revised Incl. Infrastructure	2026 Revised *** Excl. Infrastructure
Adjusted Net Sales	$1.14B	$1.04B	$1.76 – $1.83B	$1.73 – $1.75B	**$1.64 – $1.66B**
OPERATING INCOME					
GAAP	$123M	$101M	$171 – $187M	$119 – $126M	**$100 – $106M**
Adjusted	$151M	$129M	$222 – $238M	$179 – $186M	**$160 – $166M**
Adjusted EBITDA	$185M	$160M	$310 – $326M	$264 – $271M	**$242 – $249M**
OPERATING MARGIN					
GAAP	10.8%	9.7%	~9.7% – 10.2%	~6.9% – 7.2%	**~6.1% – 6.3%**
Adjusted	13.3%	12.3%	~12.6% – 13.0%	~10.4% – 10.6%	**~9.7% – 10.0%**
Adjusted EBITDA	16.3%	15.3%	~17.6% – 17.8%	~15.2% – 15.5%	**~14.7% – 15.0%**
EARNINGS PER SHARE					
GAAP EPS	$3.25	$2.69	$2.40 – $2.80	$1.12 – $1.27	**$0.64 – $0.79**
Adjusted EPS	$3.92	$3.36	$3.65 – $4.05	$2.70 – $2.85	**$2.25 – $2.40**
FCF / Sales	~8%	~7%	~8%	~2%	**~1%**

* Refer to appendix in earnings release for 2025 Reported Adjusted measures reconciliations; ** 2025 Recast presentation includes estimated impact for the sale of the Infrastructure Segment.
*** 2026 Revised Guidance assumes: 1. D&A and Stock Comp Expense ~$80M; 2. One-Time Expenses (Acquisition, Integration, Etc.) ~ $60M; and 3. Tax Rate ~26% Adjusted, ~35% GAAP.