

FIRST QUARTER 2026 EARNINGS CALL

May 7, 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. 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), 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 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.

FIRST QUARTER 2026 REVIEW

ADJUSTED NET SALES	\$356M	+44.6%
ADJUSTED OPERATING INCOME	\$31M	8.6%
ADJUSTED EPS	\$0.45	-50%
ADJUSTED EBITDA	\$49M	13.8%
FREE CASH FLOW (% of Sales)	-\$41M	-11%

NET SALES

- Driven by OmniMax and metal roofing and structures acquisitions
- Market softness in Residential
- Volume impacted by timing of projects / shipments in Agtech and Infrastructure

INCOME & CASH

- GAAP results include \$32.6 million (\$0.80 per share) in deal-related special and 1x charges
- Unfavorable price material economics, additional commodity inflation, business and product mix; inefficiencies with mid-Q1 OmniMax close
- Used \$35 million operating cash flow, including payments related to the OmniMax transaction
- Applied \$70 million Terrasmart eBOS sale proceeds to debt reduction
- Ended quarter with net debt of \$1.2B

PORTFOLIO MANAGEMENT

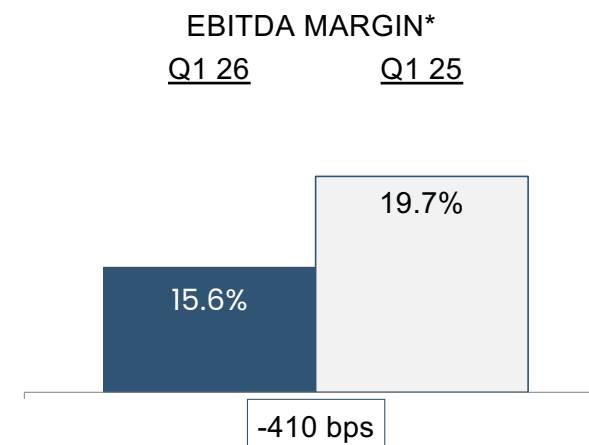
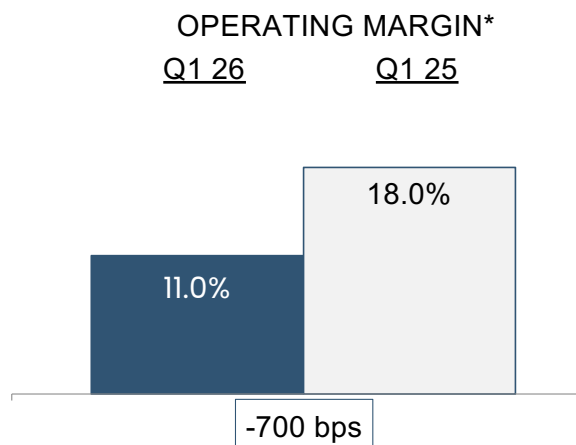
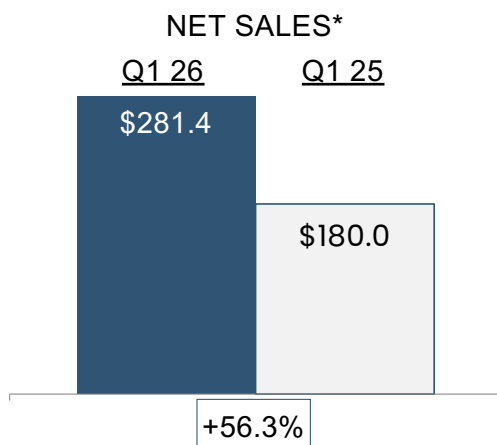
- Sale of Renewables racking business on track for completion in Q2

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



RESIDENTIAL

ADJUSTED PROFIT MEASURES*



NET SALES

- Driven by two months of OmniMax contribution (\$89M) and metal roofing acquisitions (\$18M)
- Organic revenue: building products down 3.8%, mail and package down 1.5%
- Solid start in Q2 – April shipments & bookings positive

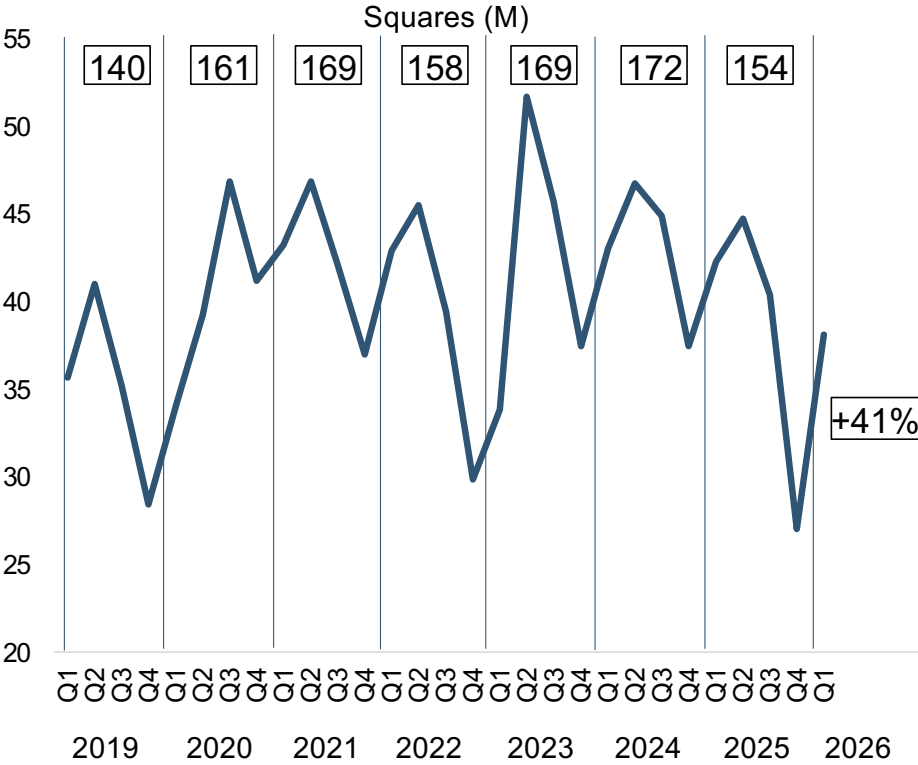
ADJUSTED OPERATING & EBITDA MARGIN

- Lower volume related to soft end market
- Unfavorable price material economics – aluminum prices increased 15.6% in Q1 – price executed across 14 residential brands and operating units in March and April
- Operating inefficiencies related to close of OmniMax deal in middle of the quarter
- March adjusted EBITDA accelerating to high teens

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

RESIDENTIAL ROOFING MARKET

ARMA SHIPMENTS 2019 - 2026



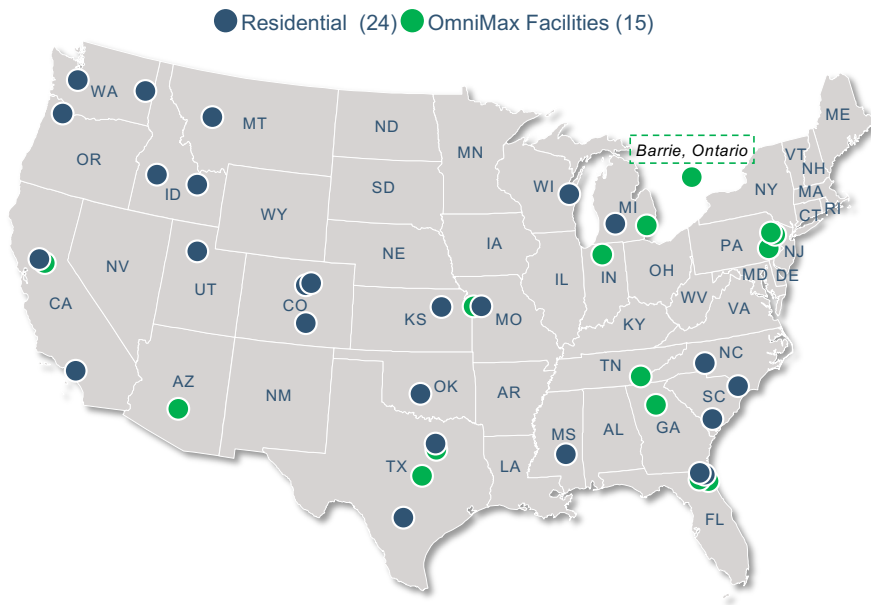
2026 ARMA SHIPMENTS – Q1

	<u>Vs. Prior Year</u>	<u>Q1'26 Vs. Q4'25</u>
Northeast	(10.2%)	22.5%
Southeast	(24.6%)	26.3%
Southwest	(0.6%)	56.4%
Midwest	(5.4%)	58.3%
West	(0.5%)	39.2%
Florida	(34.2%)	57.1%
Texas	(1.7%)	57.7%
Total U.S.	(9.8%)	41.1%

- Q1 2026 ARMA shipments down with differences by region / market
- Customers point to limited weather in 2025, interest rates and affordability, inventory optimization, impact of Middle East conflict
- Gibraltar Retail POS units down 6% - 8%, dollars down 0% - 1% YOY
 - Excluding Florida and Texas, units down 4%-5%, \$ up 3% - 4%
- Gibraltar Distribution sales down 6% - 7% YOY

FOOTPRINT HELPING TO DRIVE COMMERCIAL SYNERGIES AND PARTICIPATION FASTER THAN EXPECTED

NATIONAL OPERATING FOOTPRINT



Ability to support local product and service requirements on a national basis – consolidate supply base



HELPING DRIVE SYNERGIES & PARTICIPATION

1 GEOGRAPHIC EXPANSION

Gained business in 40+ new customer branches through participation initiatives with 9 customers located in Texas, Florida, and MW, NE, SE, and Mid-Atlantic regions

2 CROSS-SELLING INITIATIVES

Now have 60+ locations with existing customers buying a new product category – i.e. ventilation

3 PRIVATE LABEL PROGRAMS



\$5.5M of commercial synergies in plan with \$4.3M included in FY 2026 EBITDA

April shipments and bookings on plan and ahead of 2025 levels

INTEGRATION UPDATE

After 90 days, the combined business has evolved from Organizational Transition to capturing synergy opportunities

- ✓ IMO focus shifting from integration to transformation & synergy capture
- ✓ Combined & communicated 2026 financial plans & goals
- ✓ On track to deliver \$16.3M in year synergy savings
- ✓ Consolidated corporate Supply Chain team
- ✓ Service improving to higher levels

Q1
2026



Organizational Transition

Complete new leader assimilation, assess talent, set priorities, stabilize operating structure and clarify decision rights – Established “Ownership Mindset”

Q2
2026



Integration Discipline

Build and execute synergy capture, inventory optimization, identify network rationalization opportunities and consolidate procurement

Q3
2026



Q4
2026



Product 80/20 Assessment & Strategy

Performance Lift

Service reliability to benchmark levels, commercial excellence upgrades, margin expansion

THE IMO WILL PIVOT FROM INTEGRATION NEEDS TO ONGOING TRANSFORMATION ACTIVITIES IN MAY

PRE-DAY 1

- Set up IMO and integration governance
- Finalize workstreams and identify team leads
- Create and execute Day 1 checklists to ensure all necessary activities prior to close are complete

FIRST 100 DAYS

- Create and execute Day 100 integration charters & workplans
- Finalize integrated high-performing organization – L1/L2/L3
- Create business cases for priority workstreams

POST 100 DAYS

- Narrow focus to high-value workstreams with key synergies
- Execute charters & workplans through 2026 and set up for 2027 activities
- Finalize business cases for all remaining workstreams

Workstreams supported by the IMO through the First 100 Days

- | | |
|--|---|
| 1. Commercial/GTM | 12. Org & Talent |
| 2. Product/Product Engineering | 13. Baseline & Synergies |
| 3. Logistics | 14. Division Accounting |
| 4. Manufacturing Engineering | 15. Division Finance / Price Management |
| 5. Manufacturing & Plant Network | 16. Finance & Accounting – Corp |
| 6. Plant Ops | 17. SIOP |
| 7. Safety/EHS | 18. Legal |
| 8. Supply Chain & Procurement | 19. Insurance |
| 9. Communications & Day-1 event planning | 20. IT Systems and Data Management |
| 10. Culture | 21. Tax |
| 11. HR | 22. Treasury |

Workstreams supported by the IMO after the First 100 Days

1. Supply Chain & Procurement
2. Organization & Talent
3. Plant Operations
4. Manufacturing & Plant Network
5. Commercial / Go-to-Market
6. Price Management
7. Metal Roofing
8. Logistics
9. Product / Product Engineering
10. IT Systems and Data Management
11. Baseline & Synergies

Today

Note: Workstreams not supported by the IMO post-100 days are reviewed in regular business forum

2026 ANNUALIZED SYNERGY SAVINGS CONTINUE TO RUN WELL AHEAD OF 1ST 12-MONTH PLAN OF \$20M

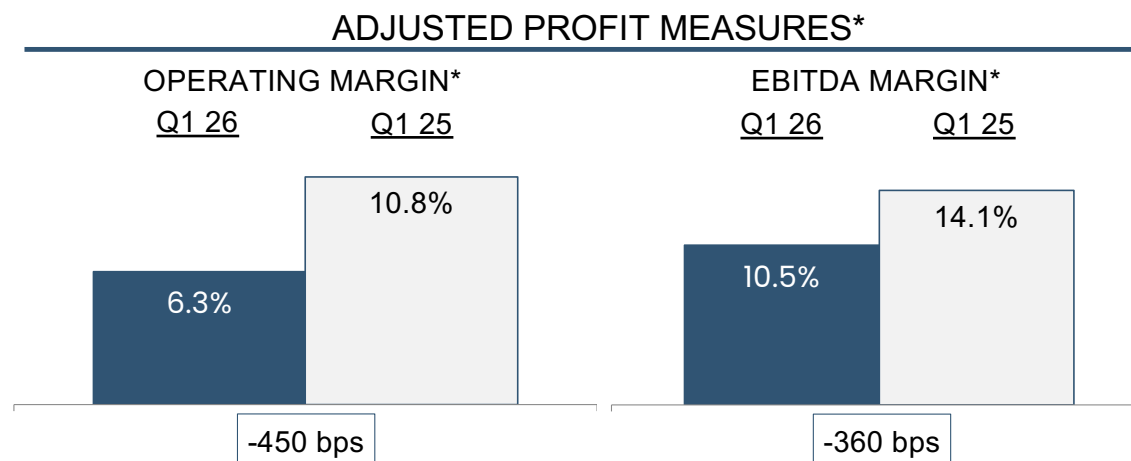
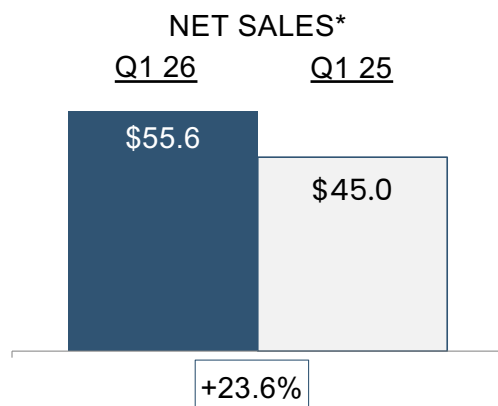
Supply Chain	<ul style="list-style-type: none"> Direct spend – steel / aluminum / resin Indirect spend – MRO, packaging, leases, etc.
SG&A	<ul style="list-style-type: none"> Organization optimization – L1,L2, L3 Other SG&A spend optimization
80/20	<ul style="list-style-type: none"> Product line harmonization and rationalization Facility optimization / PLS / CLS
Commercial	<ul style="list-style-type: none"> Salesforce effectiveness, new products Participation gains, cross-selling, price mgmt.
Logistics	<ul style="list-style-type: none"> Optimize logistics network through more favorable rates, cube optimization, etc.
Corporate*	<ul style="list-style-type: none"> Optimize cost structure for future portfolio requirements – Supply Chain, IT, HR, other

2026 SYNERGY PLAN (\$M)

	Original Plan 1 st 12 Months	Annualized Run Rate	Realized In FY 2026
Supply Chain	\$6.0	\$6.9	\$3.7
Logistics	\$5.0	\$0.0	\$0.0
SG&A	\$5.0	\$7.1	\$5.7
80/20	\$4.0	\$4.7	\$1.4
Commercial	N/A	\$5.5	\$4.3
GBP Total	\$20.0	\$24.2	\$15.1
Corporate	N/A	\$2.0	\$1.2
Total	\$20.0	\$26.2	\$16.3

- Execute \$26.2M of synergies of which \$16.3M realized in 2026 EBITDA
 - Identified additional \$2.0M with Corporate - \$1.2M in 2026
 - 50% of synergy commitment implemented to date – ramping in Q2
 - Hunting across SG&A categories – i.e. Insurance - \$600K
 - Continue to identify Commercial synergies – leaders of Biz Development and Sales Enablement in place

*Corporate category identified with execution started in late March



NET SALES

- Growth driven Lane Supply acquisition – performing as expected with solid demand
- Organic volume down ~3% with project movement to later in the year
- Backlog of \$84M supports full year plan but down 13% in Q1 with the removal of the Arizona project

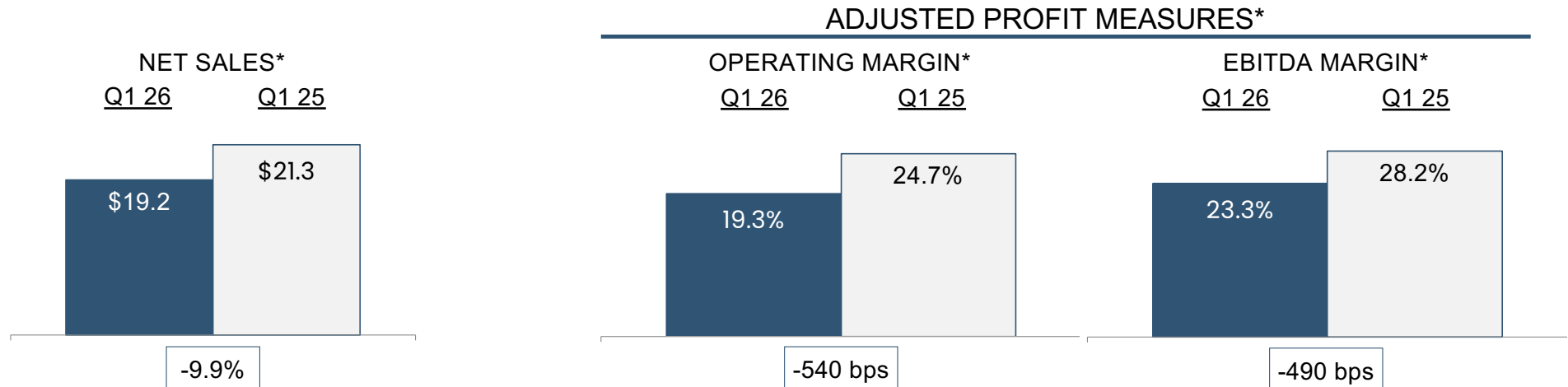
ADJUSTED OPERATING & EBITDA MARGIN

- Driven by lower volume with project movement to later in the year
- Includes impact of having full quarter results for Lane in 2026

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



INFRASTRUCTURE



NET SALES

- Impacted by two separate weather events in March that resulted in shipments being pushed into April and Q2
- Customer backlog down 3% driven by timing of project awards but quoting / bid activity remains strong and is expected to drive bookings in Q2 and 2026

ADJUSTED OPERATING & EBITDA MARGIN

- Impacted by volume / shipments moving into April and business mix

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FIRST QUARTER 2026 BALANCE SHEET AND CASH FLOW

LIQUIDITY AND DEBT (\$M)

Cash and Liquidity	Q1 2026
Cash and Cash Equivalents	\$20
Availability under Revolver	467
Total Available Liquidity	\$487

Selected Net Debt and Leverage Metrics

Term Loans A and B at OmniMax close	\$1300
Debt prepayment ¹	\$(75)
Net Debt at end of Period	\$1200
Net Debt / Adjusted EBITDA²	3.9x

WORKING CAPITAL

USED CASH OF \$43M

Q126 Sources	
▪ AP	\$ 47M
Q126 Uses	
▪ AR	\$ 56M
▪ Inventory	\$ 20M
▪ Other Assets	\$ 3M
▪ Other Liabilities	\$ 11M

Q126 CASH FLOW

▪ OCF	\$(35)M
▪ FCF	\$(41)M

Q126 FCF ~(11)% Net Sales

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

(1) Applied proceeds of eBOS sale to debt reduction

(2) As defined by Credit Agreement, which adjusts for debt issuance costs and pro forma adjusted EBITDA inclusive of \$35M of anticipated cost synergies. Excluding adjustments for debt issuance costs and \$35M of anticipated cost synergies would be 4.2x

DELEVERAGING ROADMAP: MULTIPLE DRIVERS

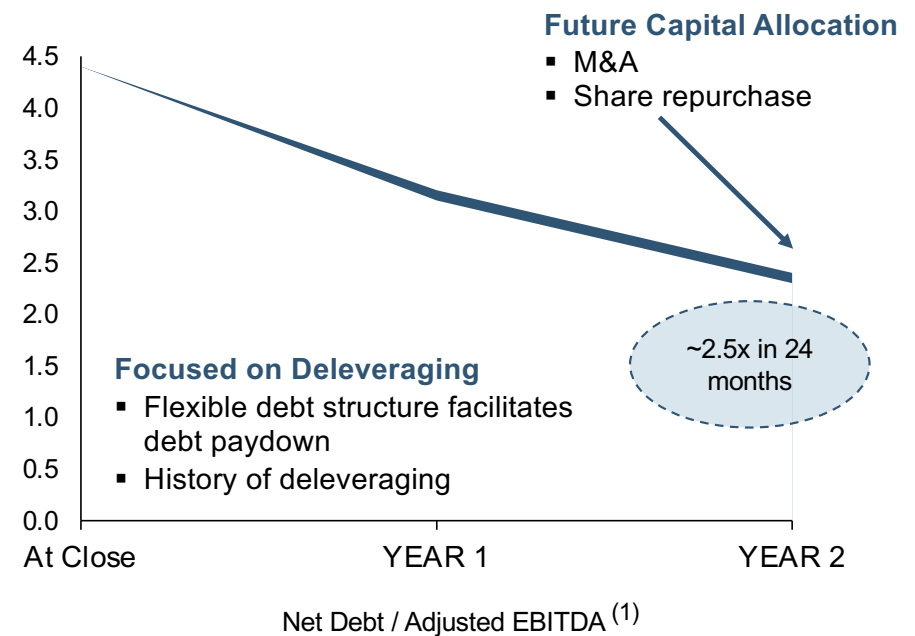
YEAR 1

- + Strong EBITDA Margin %
- + Synergy Realization
- + Working Capital Optimization
- + Cash Tax Benefits
- Capex 2-3% of Sales
- Interest Payments
- Year 1 Acquisition and Integration Cash Costs
- = Free Cash Flow ~8% of Sales
- + Proceeds from eBOS sale
- OmniMax Purchase Price Above Debt Financing Amount
- Financing Fees
- = Expected Net Debt <\$1.1B

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% of Sales
- = Expected Net Debt <\$0.9B

DELEVERAGING PLAN



(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 KEY ASSUMPTIONS

BUSINESS DRIVERS

- OmniMax*
 - Closed February 2nd - Eleven months of ownership in 2026
 - Omnimax plus synergies ~\$570M adjusted net sales and ~\$70m adjusted operating income, \$120m adjusted EBITDA
 - Synergies starting in Q2 and accelerating in Q3 / Q4
- Residential – continued soft market in 1H, improving 2H
- Agtech – Removed Arizona project from plan
- Infrastructure – Engineering backlog and quoting / bid activity remains strong

FREE CASH FLOW

- Expect FCF generation throughout the remainder of year
- Working capital initiatives begin in Q2 accelerating in Q3 / Q4
- Expect double digit operating cash flow (% of sales)
- Capex 2-3% of sales
- FCF ~8% of sales
- Focused on debt paydown

OTHER ASSUMPTIONS

- Depreciation, Amortization, and Stock Compensation Expense ~\$90M
- Acquisition, integration, restructuring, and one-time expenses ~\$50M
- Interest expense, financing and commitment fees >\$70M
- Tax rate ~26%

* See adjusted financial measures for definitions of adjusted measures

REITERATING 2026 GUIDANCE AND KEY ASSUMPTIONS

	<u>2025</u>	<u>2026</u>	<u>OmniMax + Synergies</u>
Adjusted Net Sales	\$1.14B	\$1.76 – \$1.83B	~0.57B
Operating Income			
GAAP	\$123M	\$171 – \$187M	
Adjusted	\$151M	\$222 – \$238M	~\$70M
Adjusted EBITDA	\$185M	\$310 – \$326M	~\$120M
Operating Margin			
GAAP	10.8%	~ 9.7% – 10.2%	
Adjusted	13.3%	~ 12.6% – 13.0%	
Adjusted EBITDA %	16.3%	~ 17.6% – 17.8%	
GAAP EPS	\$3.25	\$2.40 – \$2.80	
Adjusted EPS	\$3.92	\$3.65 – \$4.05	
FCF / Sales	~8%	~8%	