SECOND QUARTER 2026 EARNINGS CALL

August 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. 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.

SECOND QUARTER 2026 REVIEW – CONTINUING OPERATIONS

ADJUSTED NET SALES	$510M	+64.6%
ADJUSTED OPERATING INCOME	$66M	13.0%
ADJUSTED EPS	$1.11	-1.8%
ADJUSTED EBITDA	$88M	17.3%
FREE CASH FLOW (% of Sales)	$39M	8%

NET SALES

- Driven primarily by OmniMax acquisition and organic growth in Residential +5% and Agtech +8.7%
- Building Products organic growth was 12.7% - Presuming Gibraltar owned OmniMax in Q2 2025, the combined business grew 15.5%

INCOME & CASH

- GAAP results include pretax expenses of $5.8 million, or $0.15 per share, related to Omnimax acquisition integration and restructuring costs
- $33.0 million, or $1.11 per share, including the interest impact of $20.6 million
- Price management actions and participation gains offset commodity and fuel inflation related to ongoing geopolitical issues
- Ended quarter with net debt of $1.2B

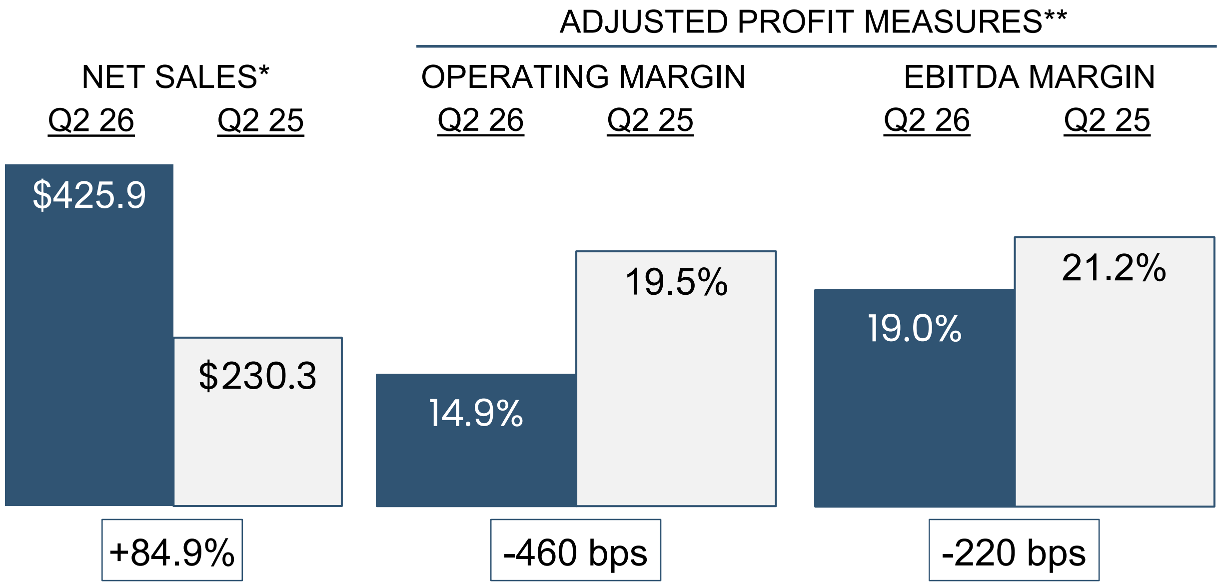
PORTFOLIO MANAGEMENT

- Completed Renewables divestiture with racking business sale on July 15, 2026

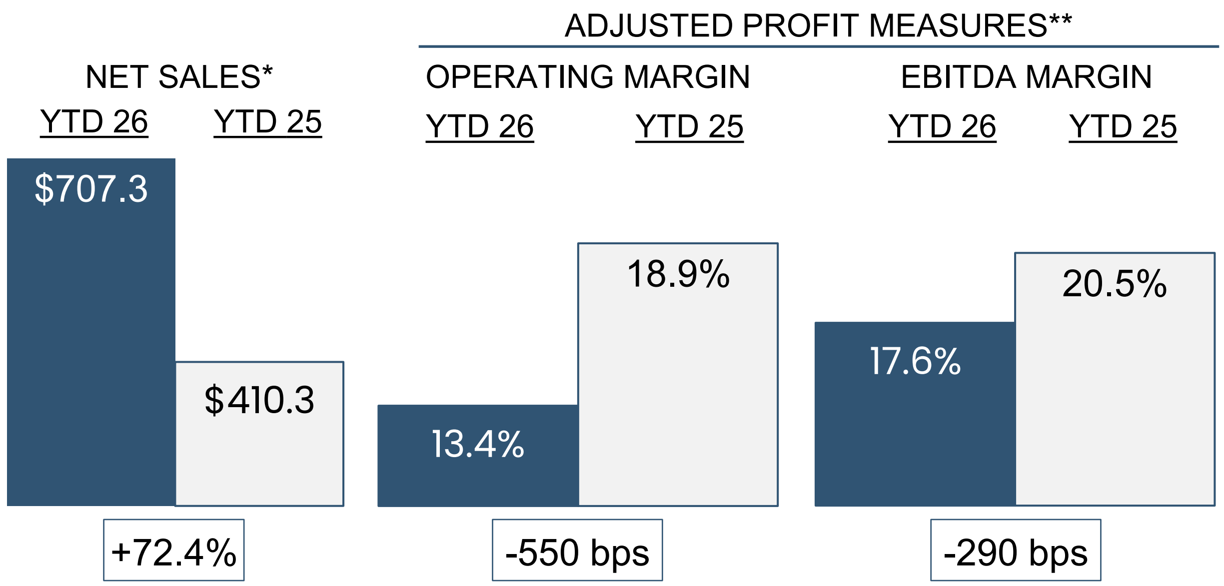
Refer to appendix in the earnings news release for adjusted measures reconciliations.

RESIDENTIAL

2ND QUARTER RESULTS



1st HALF RESULTS



NET SALES

- OmniMax and a metal roofing acquisitions contributed $184M offset by slowness in mail and package
- Price realization and participation gains in Midwest, Northeast, and Texas helped overcome a flat-to-down end market

ADJUSTED OPERATING & EBITDA MARGIN

- Adjusted EBITDA margin expanded 340 basis points sequentially
- Executed price actions to offset ongoing commodity and fuel inflation
- Cost and commercial synergies started contributing in Q2

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

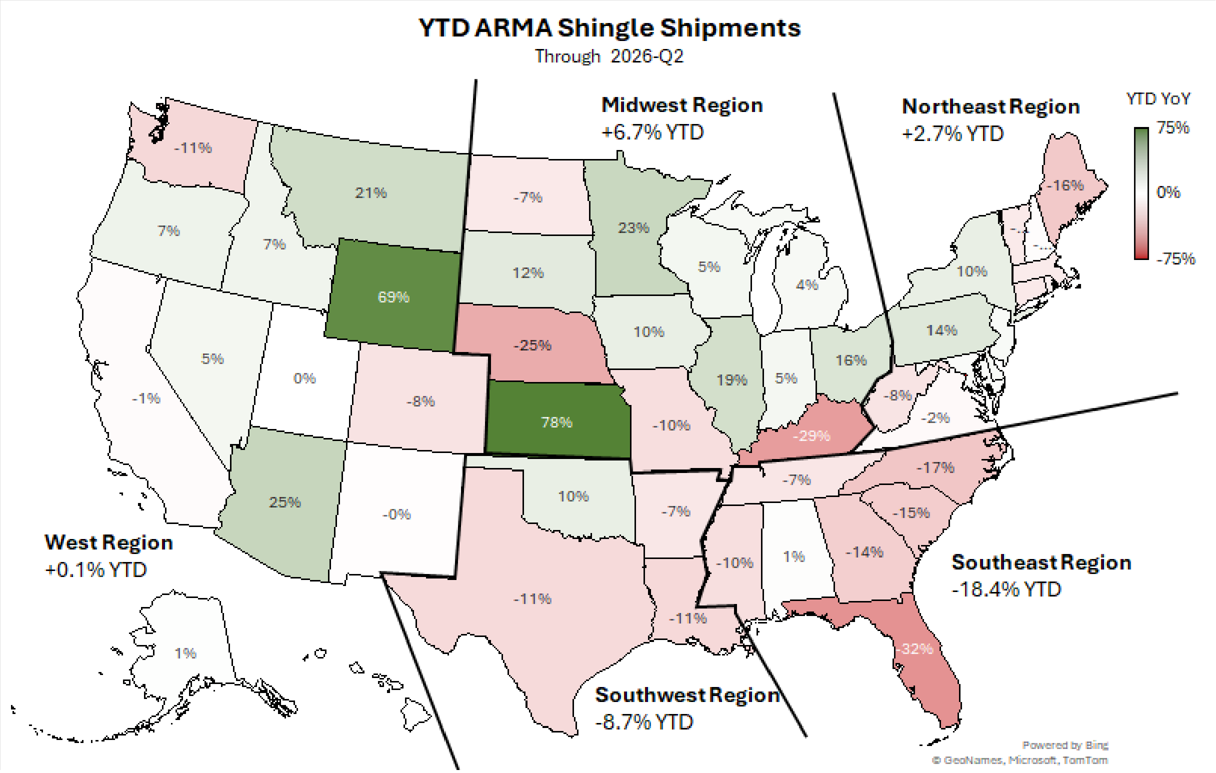
RESIDENTIAL ROOFING MARKET

2026 ARMA SHIPMENTS – Q2

	Vs. Prior Year	Q2’26 Vs. Q1’26
Northeast	14.5%	38.8%
Midwest	17.5%	39.2%
Southeast	(12.1%)	15.7%
Southwest	(16.3%)	(9.5%)
West	0.6%	3.3%
Florida	(29.7%)	2.6%
Texas	(19.8%)	(13.5%)
Total U.S.	**0.2%**	**17.6%**

- Q2 included restocking in distributor channel and buying ahead of shingle manufacturer price increases
- Retail POS units down 8% - 10% YTD – customer sentiment impacted by ongoing geopolitical “roller coaster”

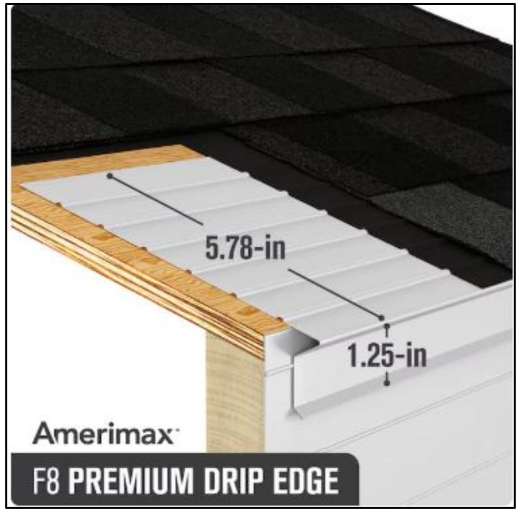
ARMA SHIPMENTS – DOWN 4.7% IN 1st HALF



- We experienced participation gains in NE, MW, and Texas which helped counter impact of slow SE region
- We now have more local presence which creates additional levers in the market
- Our Building Products organic growth demonstrates growth above market

COMBINATION OF GIBRALTAR/OMNIMAX DEMONSTRATES OUR CAPABILITY TO SUPPLY CUSTOMERS NATIONALLY WITH A STRONG VALUE PROPOSITION

AWARDED 1ST NATIONAL SUPPLY AGREEMENT



VALUE PROPOSITION

1. Help customer focus on the Pro while leveraging our local presence & distribution experience
2. Resolve "pain point" of high freight minimums through logistics optimization
3. Bring "Easy Button" service capability while also lowering cost of doing business with us

Adding 630 locations with new business starting late Q4

INTEGRATION ROADMAP

After 149 days (end of Q2), the business continues to evolve from organizational transition to capturing and driving more synergy opportunities

- ✓ IMO focused on transformation & synergy capture
- ✓ Leadership team and top 50 leaders in place
- ✓ On track to deliver $17.0M in-year synergy savings
- ✓ Starting Transportation and 80/20 synergy initiatives
- ✓ Service improving to higher levels

Q4 2026

Product 80/20 Assessment & Strategy

Q3 2026

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

Q2 2026

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

Q1 2026

Organizational Transition ✓
Complete new leader assimilation, assess talent, set priorities, stabalize operating structure and clarify decision rights – Established "Ownership Mindset"

IMO IS DRIVING 11 TRANSFORMATIONAL WORKSTREAMS AND PRODUCING KEY WINS FOR THE COMBINED BUSINESS

PROGRAM RECAP

11 workstreams are focused on synergy capture and service improvement

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

KEY WINS SINCE DAY ONE

1. Implemented phase 1 and 2 of organizational realignment (~65% of ’26 exit rate savings actioned)
2. Improved financial controls and processes - centralized price management and actions
3. Completed Lean / 80/20 training across facilities with Capstone projects in process
4. Analyzing and sharing standardize service metrics for all facilities on SAP and Oracle
5. Leveraging most favorable commodity contracts across multiple sites and businesses
6. Extending payment terms with long-tail suppliers to reduce working capital
7. Conducted 5 regional sales training sessions while combining NBO funnel with pursuit by a unified sales organization
8. Awarded national supply agreement for trims & flashings with key customer – industry 1st
9. Renegotiated carrier spend delivering $1.2M in annual savings starting in Q4
10. Integrated MAPS into financial reporting, and into Supply Chain and Logistics workstreams
11. Integrated Corporate U.S. and China-based supply chain with Residential business
12. Started 80/20 planning process for plant optimization and product harmonization for the Northwest and Southeast regions

INCREASED 2026 ANNUALIZED RUN RATE SAVINGS $3.2M TO $29.4M WITH $17.0M REALIZED IN THIS YEAR

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

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

80/20
- 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)

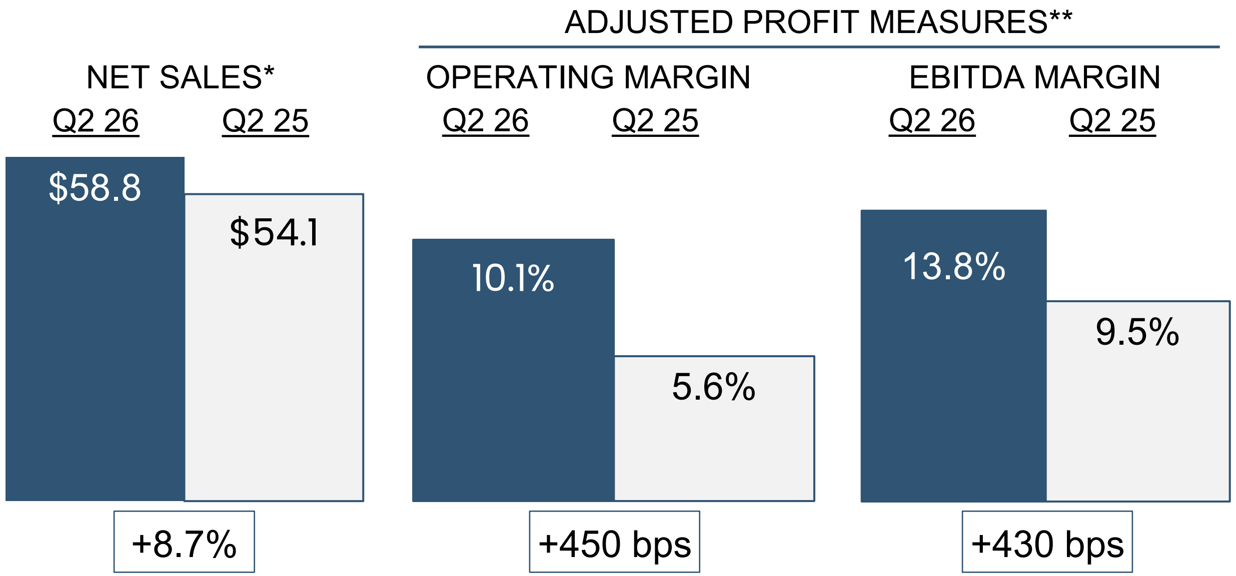
	Original Plan 1st 12 Months	Annualized Run Rate	Realized In FY 2026
Supply Chain	$6.0	$6.9	$3.7
Logistics	$5.0	$1.2	$0.6
SG&A	$5.0	$7.1	$5.7
80/20	$4.0	$4.7	$1.5
Commercial	$0.0	$7.5	$4.3
GBP Total	$20.0	$27.4	$15.1
Corporate	N/A	$2.0	$1.2
Total	$20.0	$29.4	$17.0

- Commercial wins contribute $2.0M and Logistics $1.2M
- $7M of synergy commitment realized to date – ramping in Q3
- Developing plans to increase 80/20 cost synergies with focus on plant optimization and product line rationalization

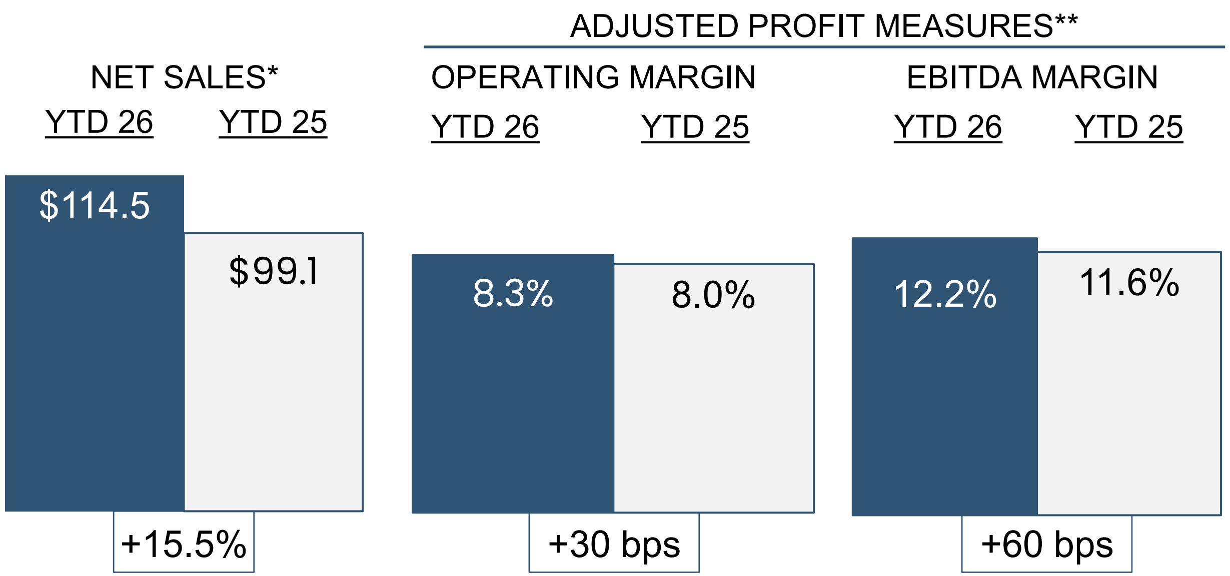
*Corporate category identified with execution started in late March

AGTECH

2ND QUARTER RESULTS



1st HALF RESULTS



NET SALES

- 8.7% growth driven by strength in structures and commercial greenhouse applications
- Backlog of $66M, -34% with timing of projects in second half compared to prior year
- Strong quoting activity across end markets

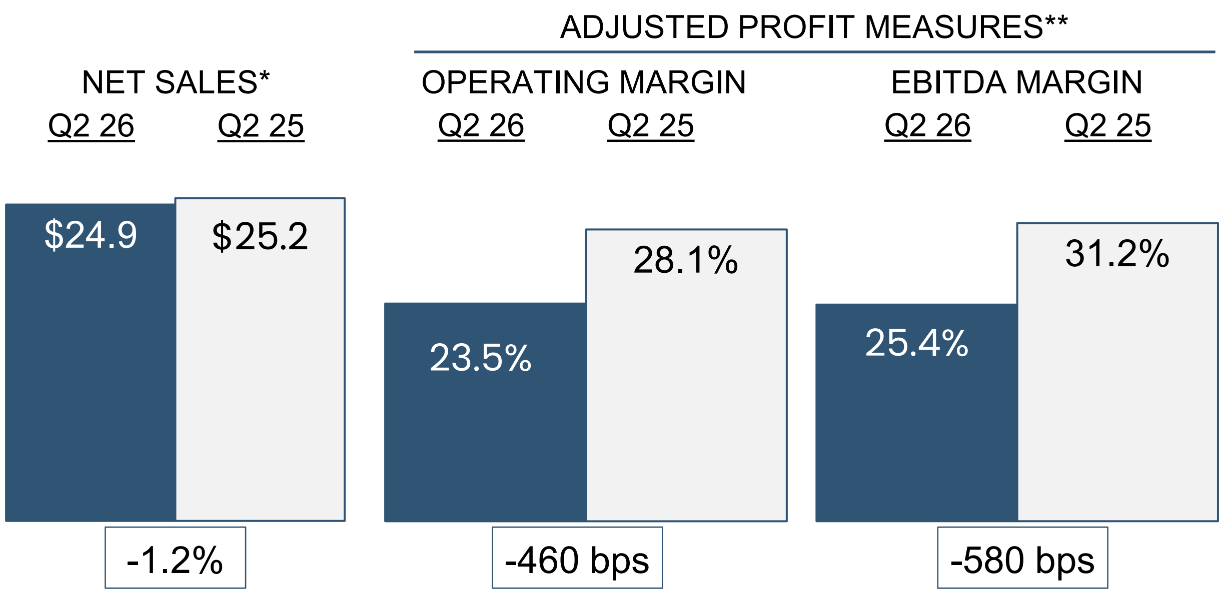
ADJUSTED OPERATING & EBITDA MARGIN

- Adjusted operating and EBITDA margin driven by volume, business mix, and 80/20 operating initiatives
- Integration of powder coating capability expected to drive cost productivity for future CEA projects – berries and lettuce

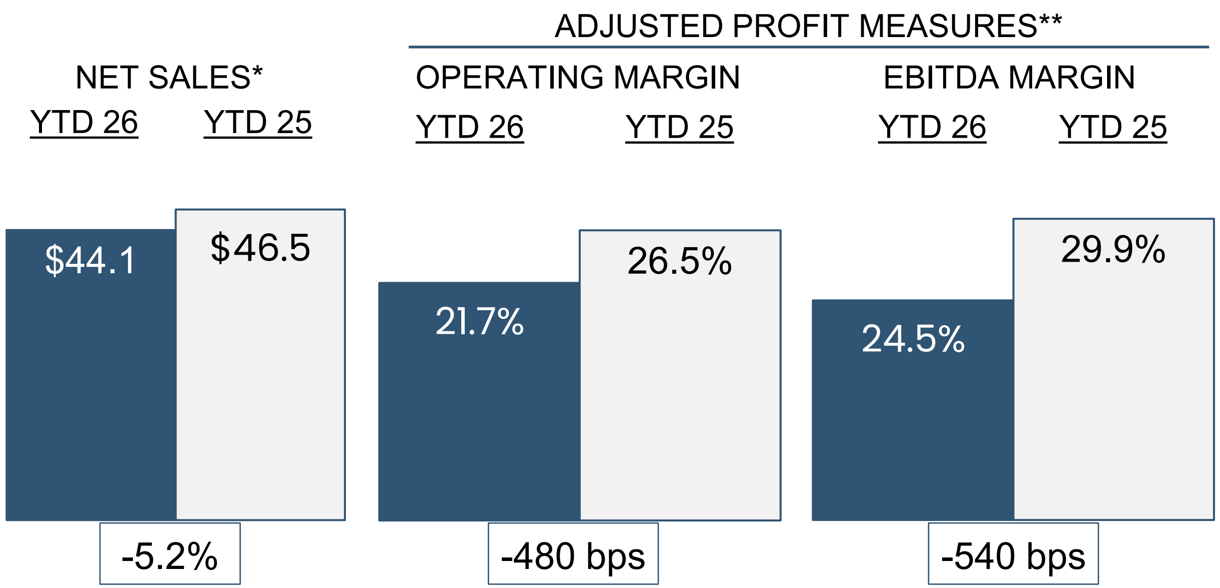
*Amounts are stated in $Millions. **Refer to appendix in the earnings news release for adjusted measures reconciliations.

INFRASTRUCTURE

2ND QUARTER RESULTS



1st HALF RESULTS



NET SALES

- Sales decreased $300K due to customer project movement
- Backlog increased 2% in the quarter and quoting activity remains strong

ADJUSTED OPERATING & EBITDA MARGIN

- Margins impacted by lower volume and product mix

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

SECOND QUARTER 2026 BALANCE SHEET AND CASH FLOW

LIQUIDITY AND DEBT ($M)

Cash and Liquidity	Q2 2026
Cash and Cash Equivalents	$15
Availability under Revolver	470
Total Available Liquidity	$485

Selected Net Debt and Leverage Metrics

Total Debt	$1218
Cash	$(15)
Net Debt at end of Period	$1203
Net Debt / Adjusted EBITDA[1]	3.9x

WORKING CAPITAL

USED CASH OF $8M

Q226 Sources

AP	$ 28M
Other Liabilities	$ 8M

Q226 Uses

AR	$ 34M
Inventory	$ 3M
Other Assets	$ 7M

Q226 CASH FLOW

OCF (continuing ops)	$ 45 M
FCF	$ 39 M
Q226 FCF % of sales	8 %
OCF (discontinued ops)	$ (41) 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 4.25x. As defined by the Credit Agreement, which adjusts for anticipated synergies, debt issuance costs and other adjustments, the ratio is 3.6x.

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 Renewables sale
- OmniMax Purchase Price Above Debt Financing Amount
- Financing Fees

= Expected Net Debt <$1.1B

YEAR 2

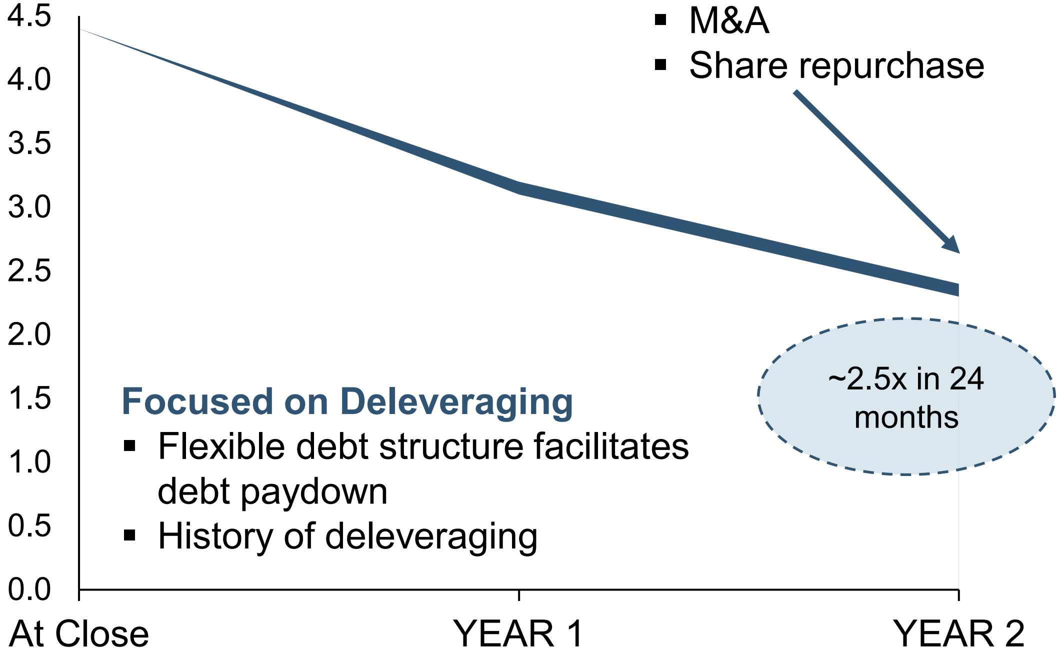
+ Strong EBITDA Margin %
+ Additional Synergy Realization
+ Continued Working Capital Optimization
+ Cash Tax Benefits
- Capex 2-3% of Sales
- Interest Payments

= Free Cash Flow ~10% of Sales

= Expected Net Debt <$0.9B

DELEVERAGING PLAN

Future Capital Allocation
- M&A
- Share repurchase



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

REITERATING 2026 GUIDANCE – CONTINUING OPERATIONS

	2025	2026
Adjusted Net Sales	$1.14B	$1.76 – $1.83B
Operating Income		
GAAP	$123M	$171 – $187M
Adjusted	$151M	$222 – $238M
Adjusted EBITDA	$185M	$310 – $326M
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%

Key Assumptions

- D&A and Stock Compensation Expense ~$90M
- Acquisition, integration, restructuring, and one-time expenses ~$50M
- Interest expense, financing and commitment fees >$70M
- Capex 2-3% of sales
- Tax rate ~26%