GIBRALTAR INDUSTRIES

Investor Presentation

March 2026

www.Gibraltar1.com

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.

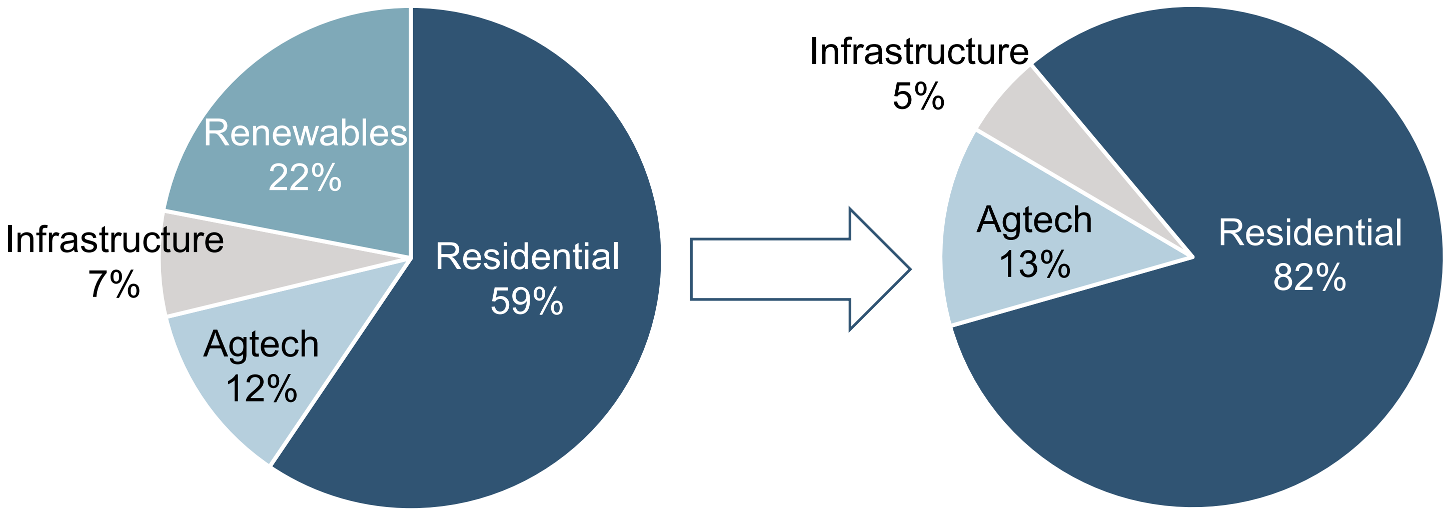
Adjusted Financial Measures

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 sales reflects the removal of net sales associated with the residential electronic locker business sold on December 17, 2024. 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), senior leadership transition costs (associated with new and/or terminated senior executive roles), acquisition related costs (legal and consulting fees for recent business acquisitions), and portfolio management (which includes the gain on sale and operating results). 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.

SIMPLIFIED PORTFOLIO TO DRIVE RETURNS

2024 ADJUSTED NET SALES ACTUAL = $1.30B

2025 ADJUSTED NET SALES* EXIT RATE WITH OMNIMAX = $1.70B



Continuing EBITDA Margin ($M)	2023	2024	2025*
Adjusted EBITDA	$164.6	$177.5	$294.0
Adjusted EBITDA Margin	15.9%	17.5%	17.3%

PORTFOLIO MANAGEMENT

- Closed OmniMax acquisition on February 2, 2026
- Completed sale of Terrasmart eBOS on February 20, 2026

FOCUS ON ATTRACTIVE END MARKETS IN WHICH…

- We can build a leading position and participate across the market value chain…
- Which has attractive revenue and profit pools with multiple avenues for growth…
- Driven by core fundamental drivers with opportunity to satisfy basic needs & solve big problems…
- And has a long runway for value creation

POSITIONED FOR MOMENTUM

- Scaling across 70% of the top 80 MSAs
- Outpacing end market growth via participation gains
- Unique footprint with capability to support local customer product and service requirements

* Gibraltar 2025 financials plus OmniMax adjusted revenue of $566M and adjusted EBITDA of $109M. Adjusted revenue and EBITDA include the full year impact of businesses acquired during 2025 by OmniMax. Adjusted EBITDA further excludes special charges consisting of restructuring and severance related costs, acquisition transaction and integration related costs along with the exclusion of interest, taxes, depreciation, and amortization. Refer to appendix in Gibraltar's Q4 2025 earnings release for reconciliation of adjusted measures.

RESIDENTIAL SEGMENT OVERVIEW

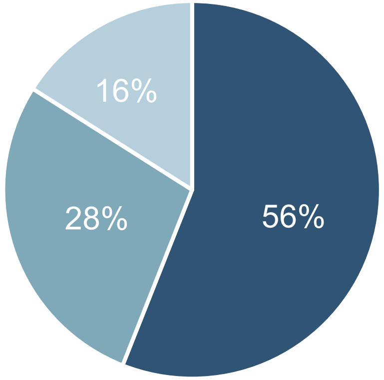
OVERVIEW

- Offers broad range of building products that enhance both the functionality and aesthetics of homes
- Products include roofing systems, ventilation, and structural components for residential & light commercial construction
- Supports home repair projects and new construction making it relevant across the housing lifecycle
- Provides mail and package solutions for secure and efficient delivery systems in residential and light commercial buildings

PRODUCT OFFERING

1. **CONSTRUCTION**
   Roofing accessories & rainware management
2. **PROTECTION**
   Attic ventilation
   Roofing accessories
3. **COMFORT**
   Awnings
   Gutter protection
4. **COMMUNICATION**
   Single-home Mailbox
   Centralized Mail Systems
5. **METAL ROOFING**
   Commercial and Residential metal roofing and siding

DEMAND DRIVERS – BUILDING PRODUCTS



Age Related
New Construction
Weather

Replacement Cycles
Weather
New Construction

CONTRACTOR DRIVEN

Local Areas
Regional / Local Products

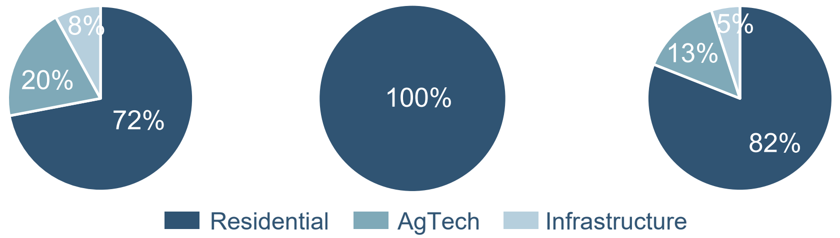
DEMAND DRIVERS – MAIL & PACKAGE

USPS MAIL DELIVERY
141 million USPS delivery points
Growth in new delivery points
USPS moving to more centralized delivery points

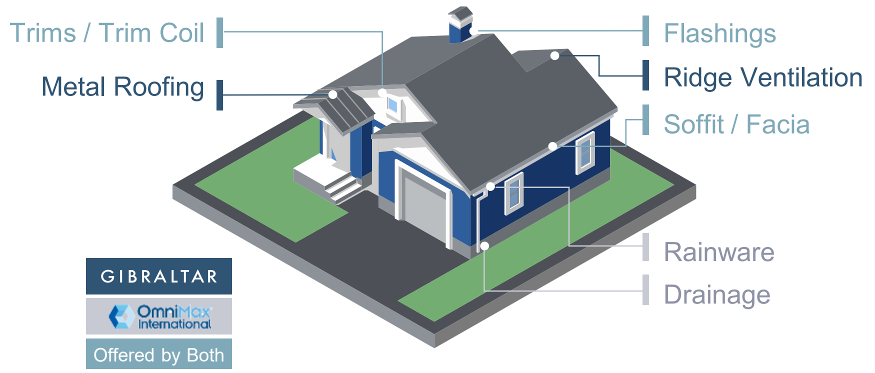
PACKAGE SOLUTIONS
E-Commerce growth
$6B packages stolen per year

STRATEGIC RATIONALE FOR TRANSACTION

1. Omnimax is a leading producer of residential roofing accessories and rainwater management products
2. Strategically aligned with Gibraltar's core competencies and building accessories business
3. Strengthens scale of residential segment and adds diversification with new sales channels
   - Grow presence in Home Center sales channels while deepening relationships with wholesalers
   - Achieve immediate scale within residential building products market almost doubling segment sales
4. Complementary operating footprint across the U.S.
   - Provides access to additional ~20 MSAs with limited overlap to existing footprint
5. Attractive financial profile and meaningful synergy opportunity
   - Estimated cost synergies of ~$35M driven through organization structure, supply chain, logistics and 80/20
   - Additional commercial synergies through cross-selling to a broadened addressable market
   - Margins expected to be accretive to Residential further improved by synergies

	GIBRALTAR	OmniMax International	Pro Forma GIBRALTAR
2025 Adjusted Net Sales(1)	$1,135M	$566M	$1,701M
2025E Adjusted EBITDA(1)	$185M	$109M	$294M
Adjusted EBITDA Margin(1)	16.3%	19.2%	17.3%
End Market Mix			
Manufacturing Facilities(2)	29	15	44

Residential Product Offering

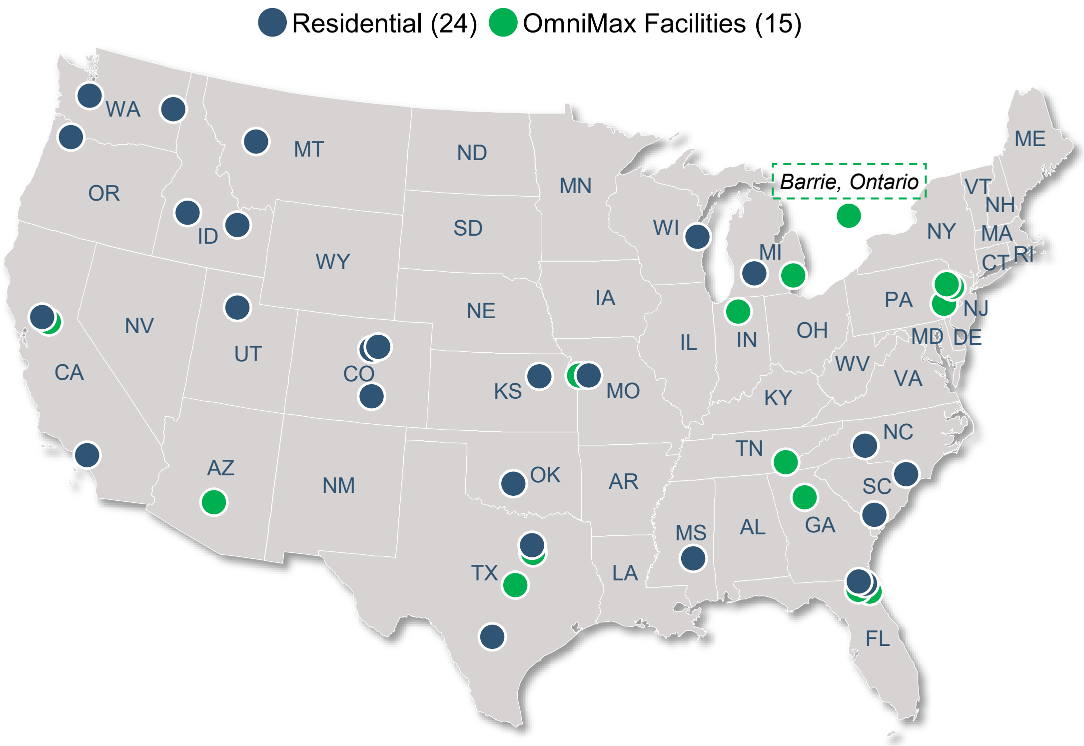


(1) Gibraltar 2025 financials. Omnimax 2025 reported revenue of ~$518M an EBITDA of ~$81M. Omnimax adjusted revenue of $566M and adjusted EBITDA of $109M. Adjusted revenue and EBITDA include the full year impact of businesses acquired during 2025 by OmniMax. Adjusted EBITDA further excludes special charges consisting of restructuring and severance related costs, acquisition transaction and integration related costs along with the exclusion of interest, taxes, depreciation, and amortization,. Refer to appendix in Gibraltar's Q4 2025 earnings release for reconciliation of adjusted measures.

(2); Exclude Renewables facilities

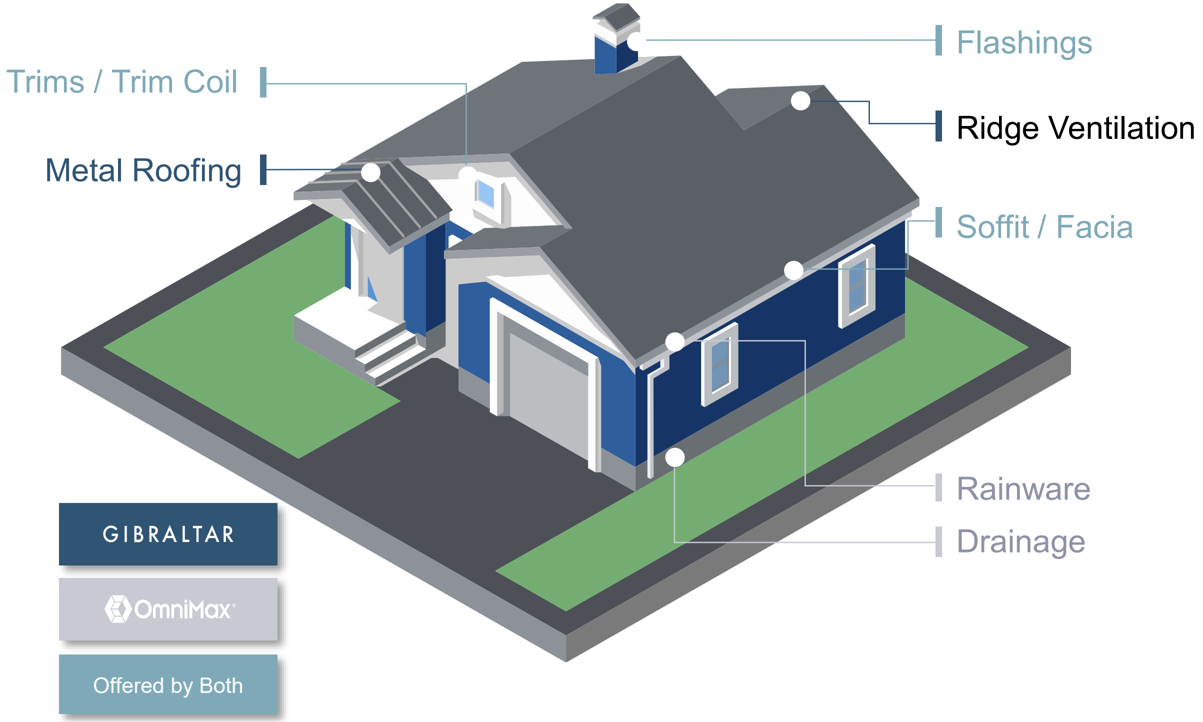
THE INDUSTRY LEADER IN BUILDING ACCESSORIES AND RAINWARE SOLUTIONS

NATIONAL OPERATING FOOTPRINT



Unique national footprint with capability to support local customer product and service requirements

BROAD PRODUCT PORTFOLIO



Broadest product offering capable of meeting local codes and specs across the country

OMNIMAX – APPROACH TO INTEGRATION AND VALUE CREATION

Organization stabilization underway with integration governance installed and disciplined execution building momentum

- Deployed Target Operating Model for Division Leadership
- Established Integration Management Office (IMO)
- Conducted Procurement & Org synergy events
- Completed leader assimilation - set expectations
- Established inventory discipline
- Deployed OTIF guardrails

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, stabilize operating structure and clarify decision rights – Established “Ownership Mindset”

"FIRST 100 DAYS" PLAN RUNS THROUGH MAY

PRE-DAY 1

1. Establish Leadership Team
2. Set up IMO and integration governance
3. Finalize workstreams and identify team leads
4. Develop joint financial baseline and synergy targets
5. Implement retention measures for key talent
6. Create and execute Day 1 checklists

FIRST 100 DAYS

Organization:

- Finalize integrated high-performing organization – L1/L2/L3
- Build and evolve common culture

2026 Targets:

- Goals and incentives aligned
- Synergy targets finalized and implementation started

Commercial**:** integrate sales force; identify key growth regions; execute key customer initiatives

Marketing / Product: align brand strategy; finalize initial product portfolio 80/20 harmonization plan

Plant Operations: Deploy lean / 80/20 daily management

Plant Network: Complete future-state plant network design

Supply Chain: sourcing strategy established for Aluminum and Steel with high confidence on synergies

Post 100 Days

Transition from Integration to Transformation

Pre-Close – 5 weeks

Today

AGTECH SEGMENT OVERVIEW

OVERVIEW

- Provides product and services for commercial growing including designing, engineering, manufacturing, full scope construction of greenhouses and indoor growing and Ag research operations
- Technology partner for large scale produce growers providing innovative structures, equipment, and integrated systems to help customers grow efficiently and sustainably
- Premier provider of structural canopies in the United States, offering canopies designed for individual retailers and branding to help protect customers, staff and equipment

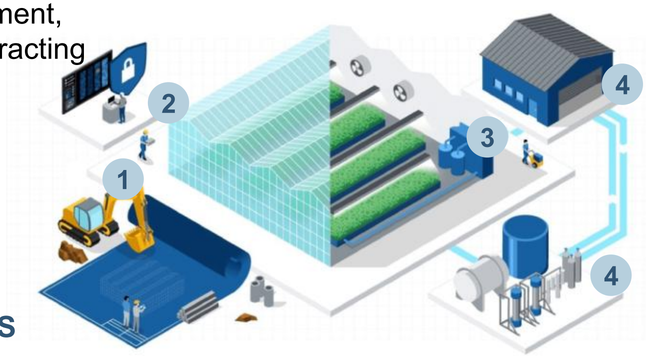
PRODUCT & SERVICE OFFERING

1. **FACILITY DESIGN**
   Design & Consultation,
   Site Development,
   General Contracting

2. **OPERATIONS**
   Maintenance Systems
   Security

3. **ENVIRONMENTAL SYSTEMS**
   Dehumidification,
   Lighting, Irrigation,
   Fertigation, Benching

4. **AUX BUILIDNG & EQUIPMENT**
   Warehousing
   Processing,
   Packaging, Chilling,
   Hot & Cold-Water
   Storage, CO2
   Storage



BUSINESS SEGMENTS

	Produce	Classical / Institutional	Structures
STRATEGY	1. Expand customer base in N. America 2. Broaden offering & system knowledge 3. Develop retrofit / aftermarket services	1. Focus on core segments 2. Accelerate business development 3. Develop aftermarket / services	1. Broaden customer base 2. Leverage innovation and engineering 3. Leverage synergies across platform
BUSINESS OPERATIONS	▪ Engineering, Estimating, Project and Construction Management ▪ 5 - 15 projects / year ▪ New construction and retrofit	▪ Engineering, Estimating, Project and Construction Management ▪ 200+ projects / year	▪ Engineering, Estimating, Project and Construction Management ▪ 200+ projects / year
SERVICE MODEL	1. Design for complex facilities & sub-systems 2. Reliable delivery of schedules & operations 3. Operating maintenance of daily operations	Speed and reliable delivery of schedules and operations	Speed / agility around design solutions, lead time, and field execution

INFRASTRUCTURE SEGMENT OVERVIEW

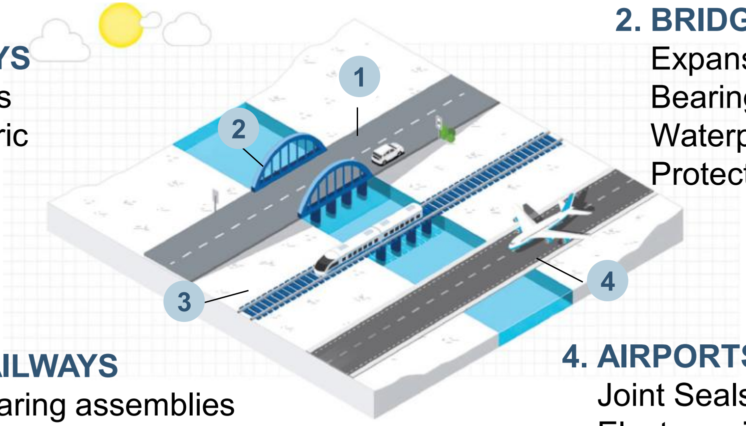
OVERVIEW

- Designs and manufactures structural movement, protection and repair solutions for bridges, highways and airfields
- Products include engineered solutions such as structural bearings, expansion joints, pavement seals, elastomeric concrete, and bridge cable protection systems
- Offers expertise and innovative products that enable the building of new highways, airports, and high-speed trains with emphasis on bridges and concrete pavement
- Fully integrated offering extends from R&D to engineering and design, extruding and molding, and custom fabrication
- Primarily serve commercial and transportation contractors

PRODUCT OFFERING

1. HIGHWAYS
Joint seals
Elastomeric concrete

2. BRIDGES
Expansion joint systems
Bearing assemblies
Waterproofing
Protection Systems



3. RAILWAYS
Bearing assemblies
Waterproofing
Protection Systems

4. AIRPORTS
Joint Seals
Elastomeric concrete

DEMAND DRIVERS

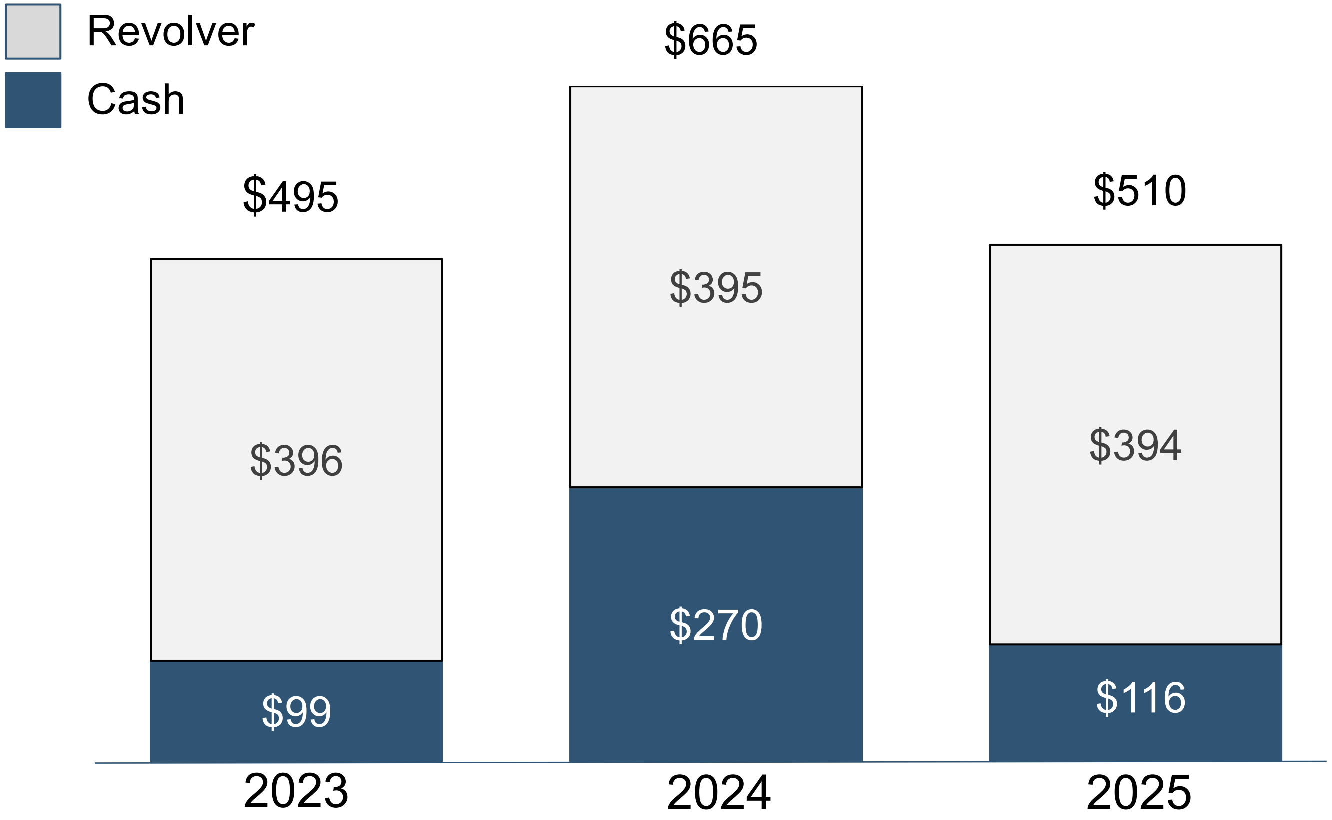
- Federal and state infrastructure investments continue to drive demand
- The Infrastructure Investment and Jobs Act, passed in 2021, has been the main source of funding
- Rising demand for sustainable and climate-resilient infrastructure to mitigate environmental impacts

STRATEGIC FOCUS

- Maintain strong positioning with state DOTs
- Return to normal margins, accelerate bookings and backlog
- Expand into adjacent markets such as bridge protection systems, high speed and traditional rail, fiber-optics and broader telecom market

YEAR-END BALANCE SHEET

LIQUIDITY ($M)



WORKING CAPITAL

GENERATED CASH $1M

2025 Sources

AR	$ 12M
AP	$ 7M
Other Assets	$ 1M

2025 Uses

Other Liabilities	$ 14M
Inventory	$ 5M

2025 CASH FLOW

OCF	$137M
FCF	$91M

2025 FCF ~8% Net Sales

NO Q4 SHARE REPURCHASES

Note: FCF = Free Cash Flow. Refer to appendix in Gibraltar's Q4 2025 earnings news release for adjusted measures reconciliations.

OMNIMAX DEBT FINANCING STRUCTURED TO DELEVERAGE EFFICIENTLY WITH SUPPORTIVE COVENANTS WHILE MAINTAINING FLEXIBILITY

Term Loan A: $650.0 million, matures February 2, 2031

- % rate: 1.375% - 2.25% for Term SOFR, 0.375% - 1.25% for Base Rate
- Amortization: 2.50% 1st 2 years, 5.00% next 2 years, 7.50% final year

Term Loan B: $650.0 million, matures February 2, 2033

- % rate: 1.75% - 2.25% for Term SOFR, 0.75% - 1.25% for Base Rate
- Amortization: 1:00% / annum

Covenants:

- Total net leverage ratio = 5.25:1; steps down to 4.25:1 over time
- Minimum interest coverage ratio = 3:1

Revolving Credit Facility: $500 million senior secured first lien

SYNERGY SAVINGS APPROXIMATELY ONE YEAR AHEAD OF ORIGINAL PLAN

Supply Chain

- Direct spend - steel and aluminum purchasing efficiencies – volume, pricing, SKU rationalization
- Indirect spend – MRO, packaging, leases, supplies

Logistics

- Optimize logistics network through more favorable rates and increased cube optimization

Sg&a

- Leadership and Management team optimization
- Sales and Customer Service optimization
- Back-office centralization – Finance, HR, etc.

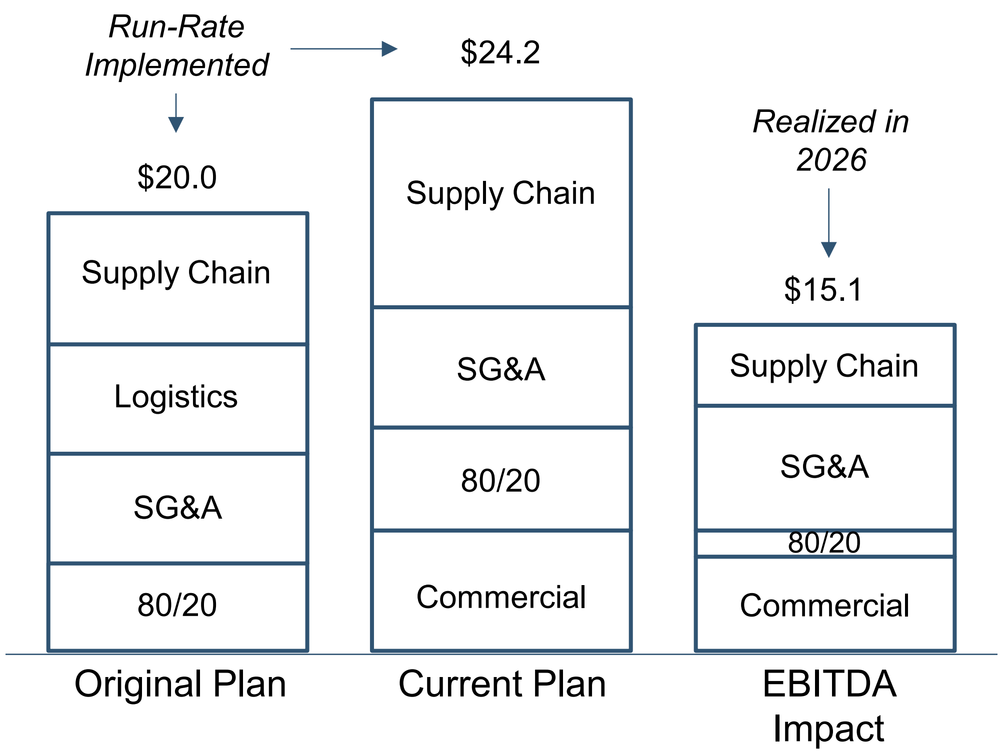
80/20

- Product line harmonization and rationalization
- Facility footprint optimization
- Capacity / process realignment for service / growth

Commercial

- Salesforce effectiveness, new products
- Price management, geographic expansion, cross-selling

2026 SYNERGY PLAN



- Execute $24M of synergies during 2026 - $15M flow through and included in full year EBITDA guide
- Logistics synergy starts in 2027

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

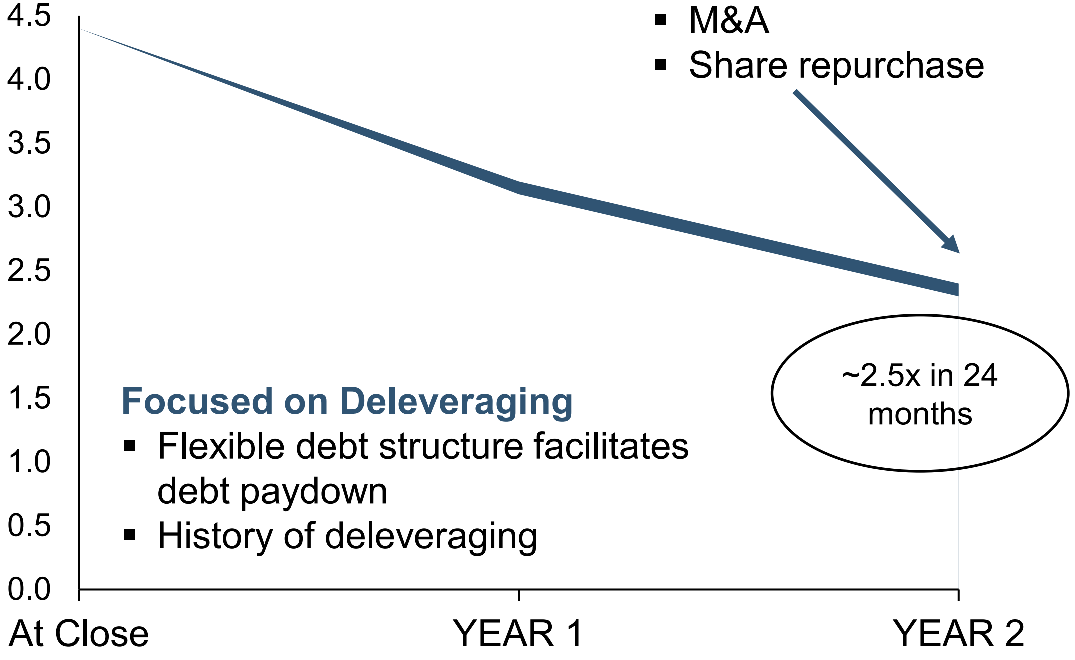
+ Strong EBITDA Margin %
+ Additional Synergy Realization
+ Continued Working Capital Optimization
+ Cash Tax Benefits
- Capex 2-3% of Sales
- Interest Payments

= Free Cash Flow ~10% of Sales

= Expected Net Debt <$0.9B

DELEVERAGING PLAN

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

POSITIONING AND STRATEGY

STRATEGIC PILLARS

PORTFOLIO MANAGEMENT

BUSINESS SYSTEM

ORGANIZATION DEVELOPMENT

GIBRALTAR PLAYBOOK

- Focus on attractive end markets in which Gibraltar is gaining momentum
- Simplified portfolio to drive returns
- Building a leading position and participating across the value chain which has attractive revenue and profit pools with multiple avenues for growth
  - Focus on Residential Core Product Categories: Roofing Accessories and Metal Roofing
- Outpacing end market growth via participation gains through localized expansion and new products with and for existing & new customers
- Executing 80/20 productivity initiatives, digitally transforming the business, optimizing portfolio composition and driving quality of earnings across the businesses
- Well-positioned for continued value creation

INVESTMENT HIGHLIGHTS

Scaled leader gaining momentum in attractive end markets

Entire revenue base generated from businesses that fulfill basic needs and solve big problems

Comprehensive integration plan with workstreams in place to drive $35+ million in cost synergies and improved cash flow over three years

Deleveraging roadmap to achieve 2.5x adjusted EBITDA by Q1 2028 while feeding organic growth

Focused execution to drive growth and returns