Griffon CORPORATION

Q1 FY26 INVESTOR PRESENTATION

February 2026

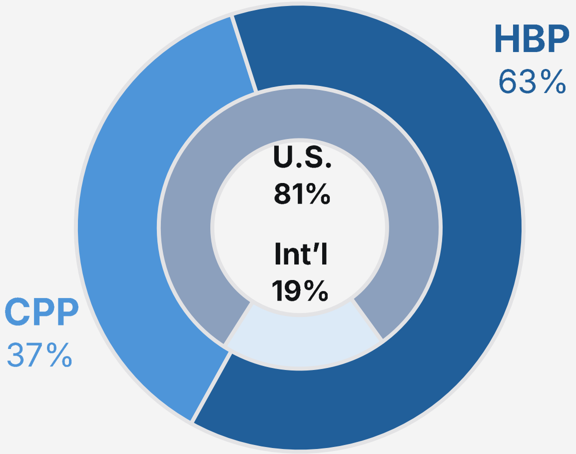
GRIFFON OVERVIEW

30 YEARS GFF LISTED NYSE

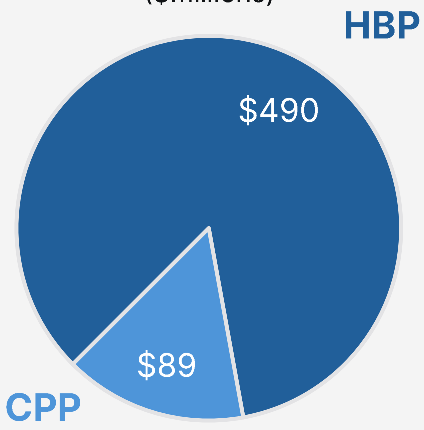
$2.5B	$579M	23%
Revenue	Adj. EBITDA	Adj. EBITDA Margin
$1.3B	**$3.8B**	**5,173**
Net debt[2]	Market Cap[1]	Employees

BREAKDOWN BY OPERATING SEGMENT

Revenue



Adjusted EBITDA
(excl. unallocated)
($millions)



Attractive portfolio of iconic, well-respected, and industry leading brands

- **HOME AND BUILDING PRODUCTS (HBP)** is one of North America's largest manufacturers and marketers of garage and rolling steel doors, and grille products sold under the Clopay, Ideal, Holmes, Cornell and Cookson brands

- **CONSUMER AND PROFESSIONAL PRODUCTS (CPP)** is a global provider of residential, industrial, and commercial fans; consumer and professional tools; products that enhance indoor and outdoor lifestyles; and home storage and organization solutions sold through brands including Hunter Fan, AMES, True Temper, Razor-Back, Jackson, and ClosetMaid

Well-positioned to capitalize on long-term growth trends in repair and remodeling, commercial construction and housing demographics

Strong customer relationships built on decades of performance in product innovation, sourcing, manufacturing and distribution

Compelling opportunity for shareholder value creation supported by operating performance, deleveraging and capital allocation priorities

Note: Financial results for the trailing twelve months (TTM) ended 12/31/2025 and metrics as of 12/31/2025. See reconciliation of GAAP to non-GAAP measures in appendix.
1. Closing price of $81.14/share on 2/2/2026 and 46,579,173 shares outstanding as of 1/31/26. 2. Net debt is defined as long-term debt less cash per Griffon's balance sheet

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LEADING BRANDS IN CORE CATEGORIES

Home and Building Products		Consumer and Professional Products			
Residential Garage Doors	Commercial Garage Doors	Lawn and Garden	Storage and Organization	Outdoor Decor	Residential Commercial and Industrial Fans
Clopay	Cornell	AMES	ClosetMaid	Southern Patio	Hunter
Ideal Door	Cookson	True Temper	Hills	Northcote Pottery	Casablanca
Holmes Garage Door Company	Clopay	Jackson Professional Tools		Kelkay	
		Razorback		La Hacienda	
		Garant			

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PORTFOLIO RESHAPING CREATES NEW PHASE OF GROWTH

Griffon has taken a number of strategic steps over the last several years to strengthen the business, and position it for future growth and increased profitability

2018 — **2020** — **2022** — **2026 & Beyond**

2018–2020: Reshapes portfolio and enhances focus on core categories

2020–2022: Establishes runway for growth and further strengthens core

2026 & Beyond

Griffon is poised to capitalize on secular market trends, and improve margins and free cash flow generation to enhance shareholder value

HBP growth driven by increasing market penetration coupled with productivity from ongoing efficiency initiatives

CPP growth driven by the expansion of its proven asset-light model, recovery of consumer market demand, and ongoing efficiency initiatives

ACQUISITIONS

- CLOSETMAID 2018
- CORNELL, COOKSON 2018
- Hunter 2022

INVESTMENTS

- HBP Capacity Expansion: Sectional Door (2016-21), Rolling Steel Door (2019-21)
- HBP Modernization: Sectional Door (2023 - Present)
- CPP and HBP: Business Intelligence Platforms, Digital Commerce and Distribution (2019-23)

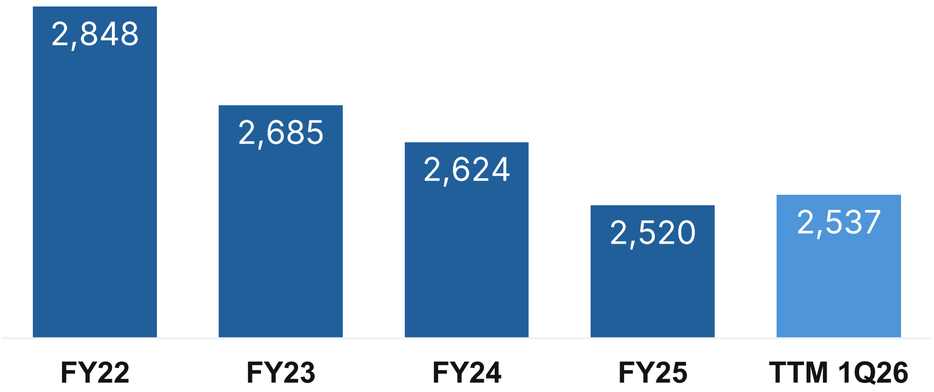
DIVESTITURES

- Clopay Plastics (2018)
- Systems Engineering Group (2021)
- Telephonics (2022)

STRONG PERFORMANCE AND VALUE CREATION

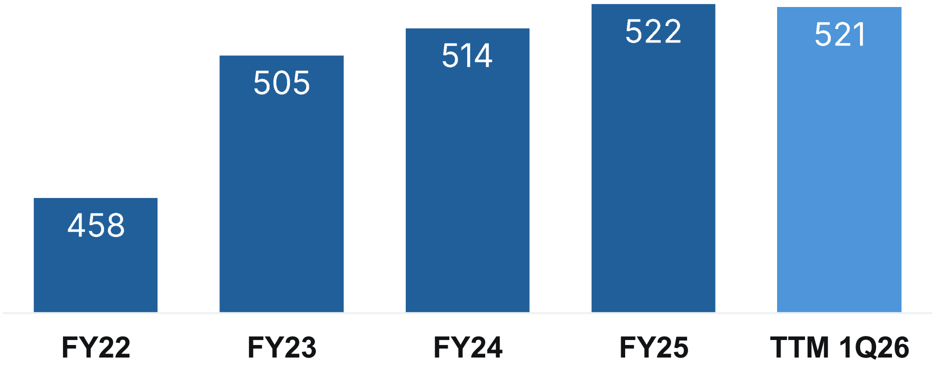
Revenue ($mm)

-3.5% CAGR



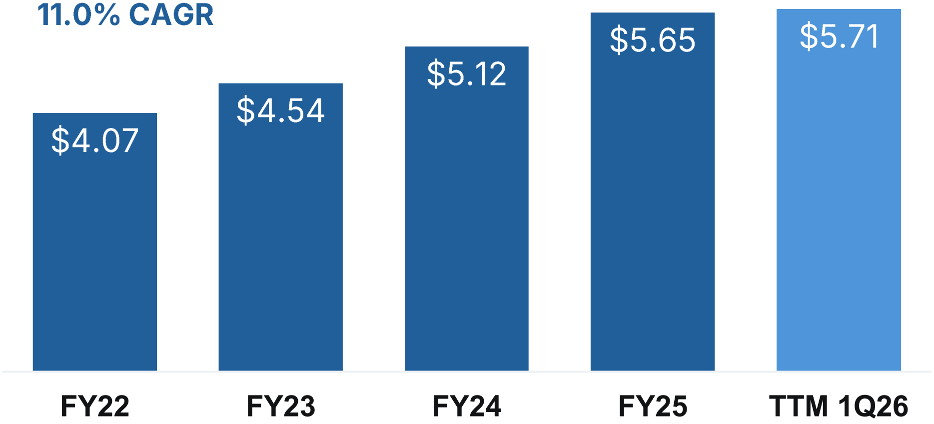
Adjusted EBITDA ($mm)

4.0% CAGR



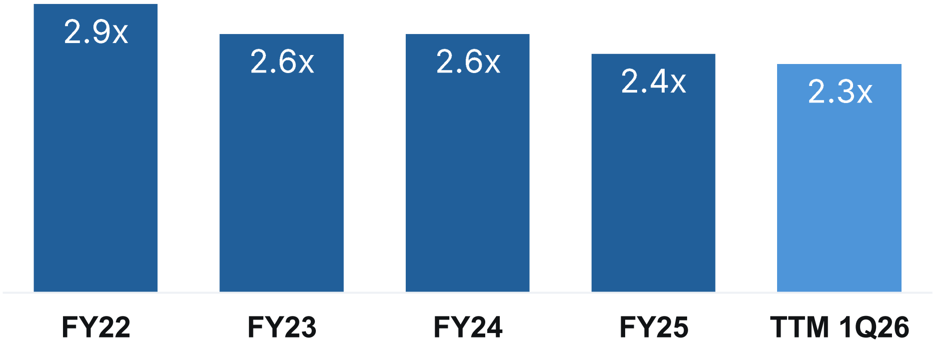
Adjusted EPS from continuing operations

11.0% CAGR



Net debt to EBITDA leverage

21% Reduction

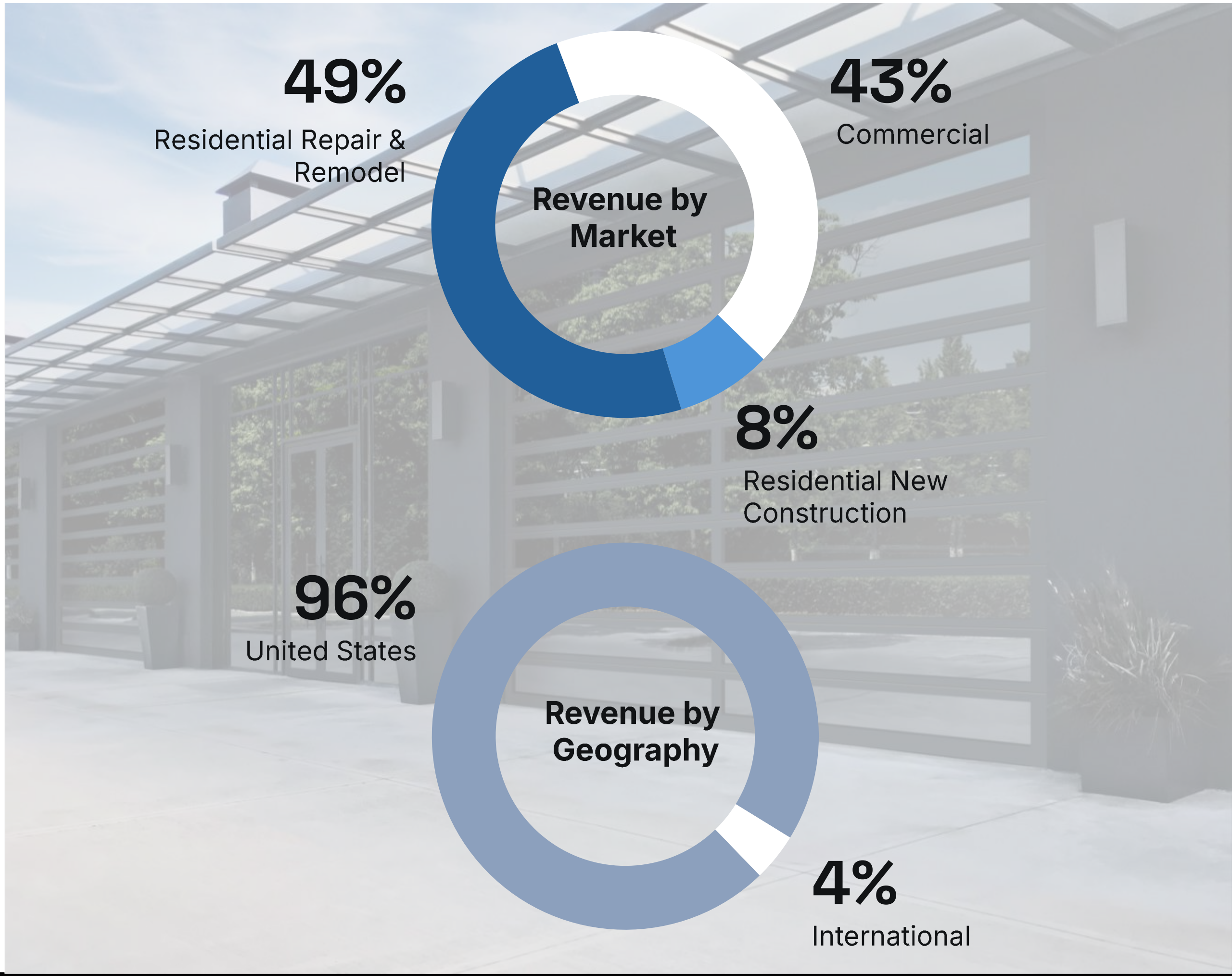


See reconciliation of GAAP to non-GAAP measures in appendix.

HOME AND BUILDING PRODUCTS SEGMENT

A leading provider of residential and commercial sectional and rolling steel doors, and grille products in North America

$1.6B	**$490M**	**30.7%**
Revenue	EBITDA	EBITDA Margin
≈ 2%	**3,048**	**57**
Capex to Revenue	Employees	Distribution Centers
4	**3.5M sqft**	
Manufacturing Centers	Manufacturing and Distribution Footprint	



Note: Financial results for the trailing twelve months (TTM) ended 12/31/2025 and metrics as of 12/31/2025.
See reconciliation of GAAP to non-GAAP measures in appendix.

HOME AND BUILDING PRODUCTS

RESILIENT AND SUSTAINABLE MODEL BOLSTERED BY STRONG MARKET TRENDS

- Robust portfolio of residential and commercial products
- Premium, recognized and specified brands that are market leaders in their categories
- Extensive design, manufacturing, and logistics capabilities, with 57 distribution centers in North America
- Customer network of 3,000+ professional dealers and leading home centers
- Investments in product development, technology and capacity driving innovation and growth

RESIDENTIAL GARAGE DOORS

Clopay

IDEAL Door GARAGE DOORS

HOLMES GARAGE DOOR COMPANY

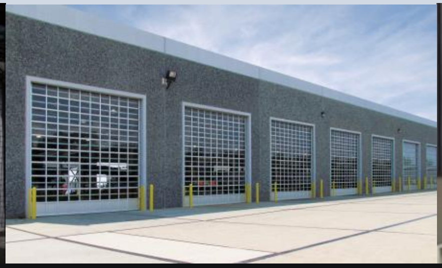


COMMERCIAL SECTIONAL AND ROLLING STEEL

CORNELL Innovative door solutions.

COOKSON Preferred door solutions.

Clopay

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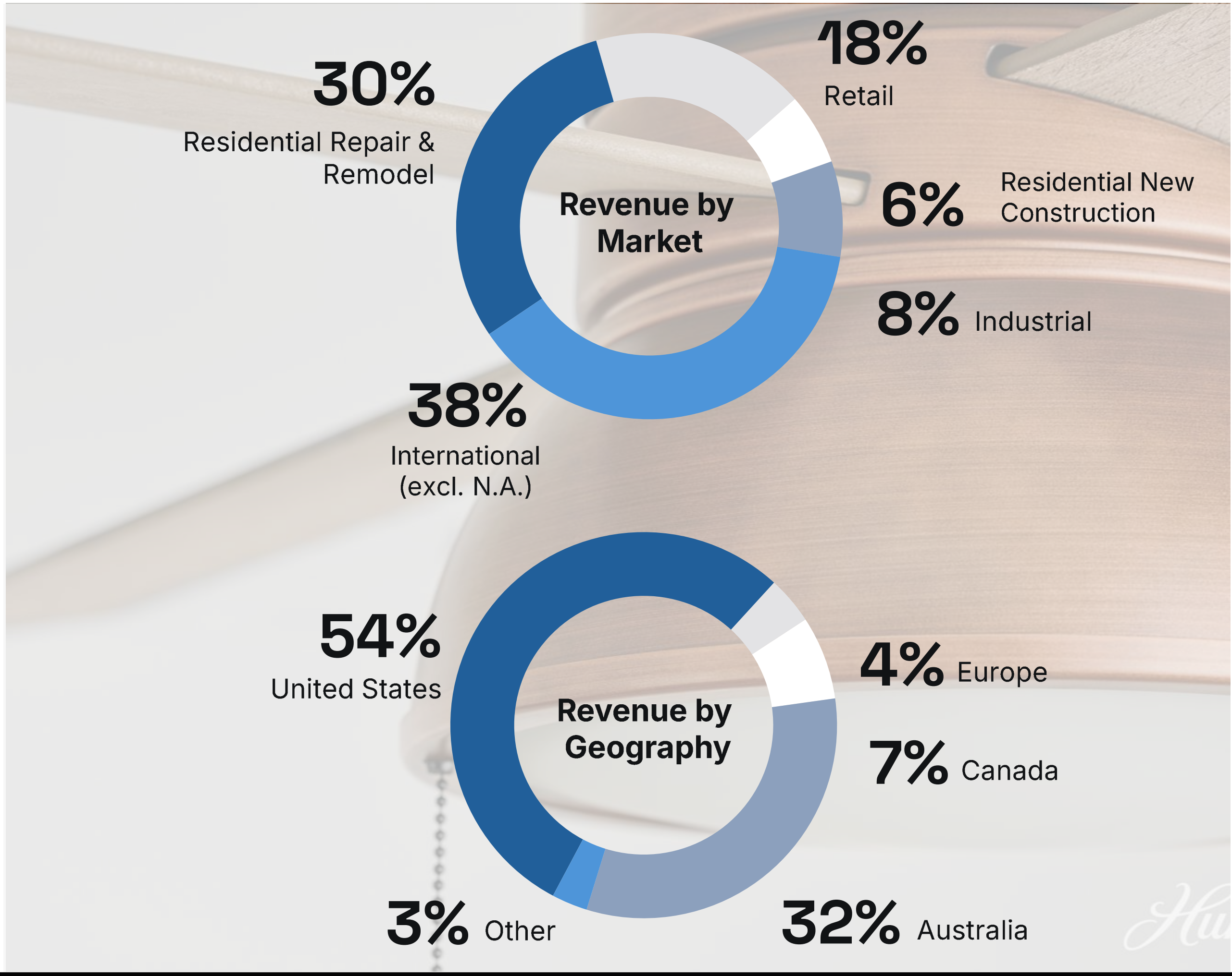
CONSUMER AND PROFESSIONAL PRODUCTS SEGMENT

Residential, industrial, and commercial fans; consumer and professional tools; products that enhance indoor and outdoor lifestyles; and home storage and organization solutions

$940M	$89M	9.5%
Revenue	EBITDA	EBITDA Margin
< 2%	**2,089**	**3.8M sqft**
Capex to Revenue	Employees	Global Distribution Footprint



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See reconciliation of GAAP to non-GAAP measures in appendix.

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CONSUMER AND PROFESSIONAL PRODUCTS

LEADING GLOBAL HOUSEHOLD BRANDS ANCHOR COMPETITIVE ADVANTAGES

- Broad, iconic portfolio of market-leading branded products widely recognized and respected by consumers and professionals
- Strong, long-term customer relationships and diverse channels to market
- New product development driven by technology and innovation
- Proven global sourcing and logistics capabilities

LAWN AND GARDEN, OUTDOOR DECOR

RAZORBACK · Jackson PROFESSIONAL TOOLS · TRUE TEMPER · Northcote POTTERY SINCE 1897 · AMES EST. 1774 · SOUTHERN PATIO · Garant · Cyclone

STORAGE AND ORGANIZATION

CLOSETMAID · Hills

RESIDENTIAL, COMMERCIAL AND INDUSTRIAL FANS

Hunter SINCE 1886 · CASABLANCA FAN COMPANY

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MACROECONOMIC TRENDS DRIVING PRODUCT DEMAND

Repair and remodel activity remains elevated (>$515B annual spend) given the increased demand for housing, limited new stock and aging inventory

Commercial construction demand continues to grow with focus on efficiency, security and resiliency

U.S. housing is **under-built and current stock is aging** (median age of owner-occupied housing in 2023: 41 years)

Maturing Millennial and Gen Z populations driving **increase in household formation**

Outdoor living remains popular driving demand for products used in and around the home

Source: Harvard Joint Center for Housing Studies; National Association of Home Builders, U.S. Census Bureau

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CAPITAL ALLOCATION STRATEGY ENHANCES SHAREHOLDER VALUE

1 RETURN CAPITAL TO SHAREHOLDERS

Share buybacks – $280M authorization[1] remains

Purchased $578M in shares, or 19.3% of outstanding shares, since April 2023

Dividends – annualized CAGR of 19% since 2012

2 REDUCE LEVERAGE

Debt paydown – $1.3B net debt[2]

Current leverage[2] 2.3x
Target 2.5x - 3.5x

3 INVEST AND GROW

Invest in innovation and productivity

Tuck-in acquisitions

1. As of December 31, 2025
2. See reconciliation of GAAP to non-GAAP measures in appendix for calculations of Net debt and Leverage ratio.

ATTRACTIVE EBITDA MARGIN PROFILE

	FY2025A	FY2026 GUIDANCE	DRIVERS
HOME AND BUILDING PRODUCTS	31.2%	30%+	▪ Resiliency of repair and remodeling activity ▪ Above market growth in residential and commercial ▪ Ongoing technology and productivity initiatives ▪ New product introductions
CONSUMER AND PROFESSIONAL PRODUCTS	9.1%	~10%	▪ Expansion of proven asset-light model across the segment to significantly improve margin and free cash flow profile ▪ Recovery of consumer market demand ▪ Ongoing technology and productivity initiatives

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RAZORBACK®
UnionTools™
CLOSETMAID®
DARBY®
CASABLANCA® FAN COMPANY

IDEAL Door®
HARPER Est. 1900
Jackson® PROFESSIONAL TOOLS
Supercraft
SOUTHERN PATIO®

NEVER LEAK AMES®
WESTMIX®
CORNELL Innovative door solutions.®
COOKSON Preferred door solutions.®
TRUE TEMPER®

Garant®
Kelso®
Hills®
apta
KELKAY® NATURALLY CREATIVE
nylex

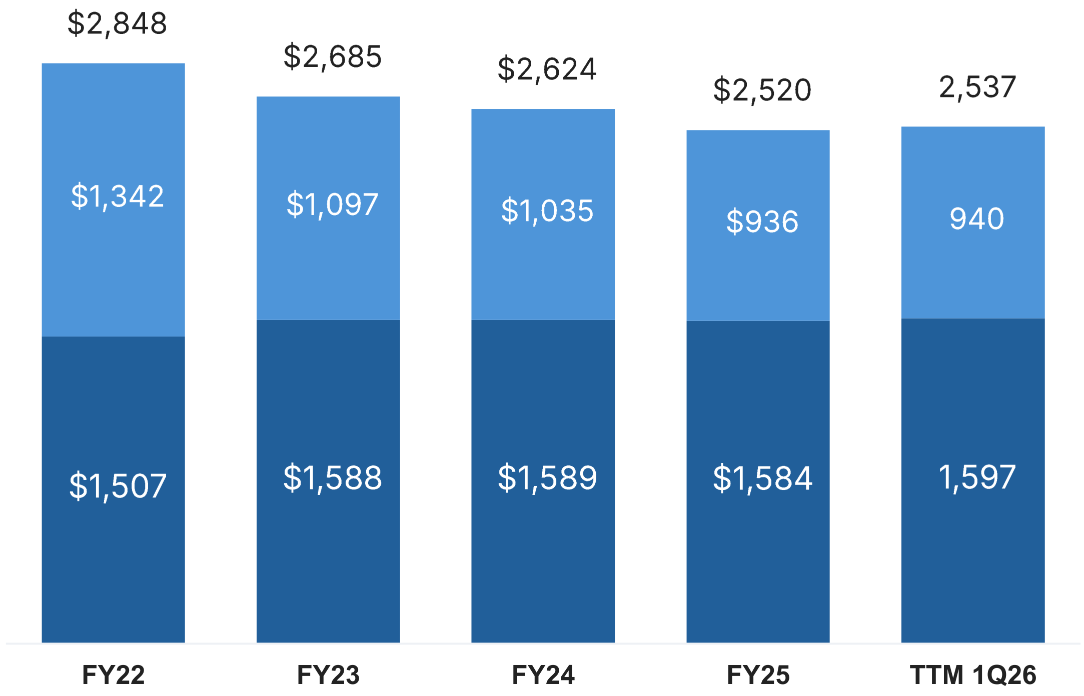
POPE
Cyclone®
AMES EST. 1774®
Clopay®
QUATRO DESIGN®
Hunter SINCE 1886

SINCE 1897 Northcote POTTERY
LA HACIENDA®
WOODSHAW CRAFTED FOR YOUR OUTDOOR SPACE
SOUTHERN PATIO DYNAMIC DESIGN®
tuscan path
HOLMES GARAGE DOOR COMPANY® Excellence Since 1920™

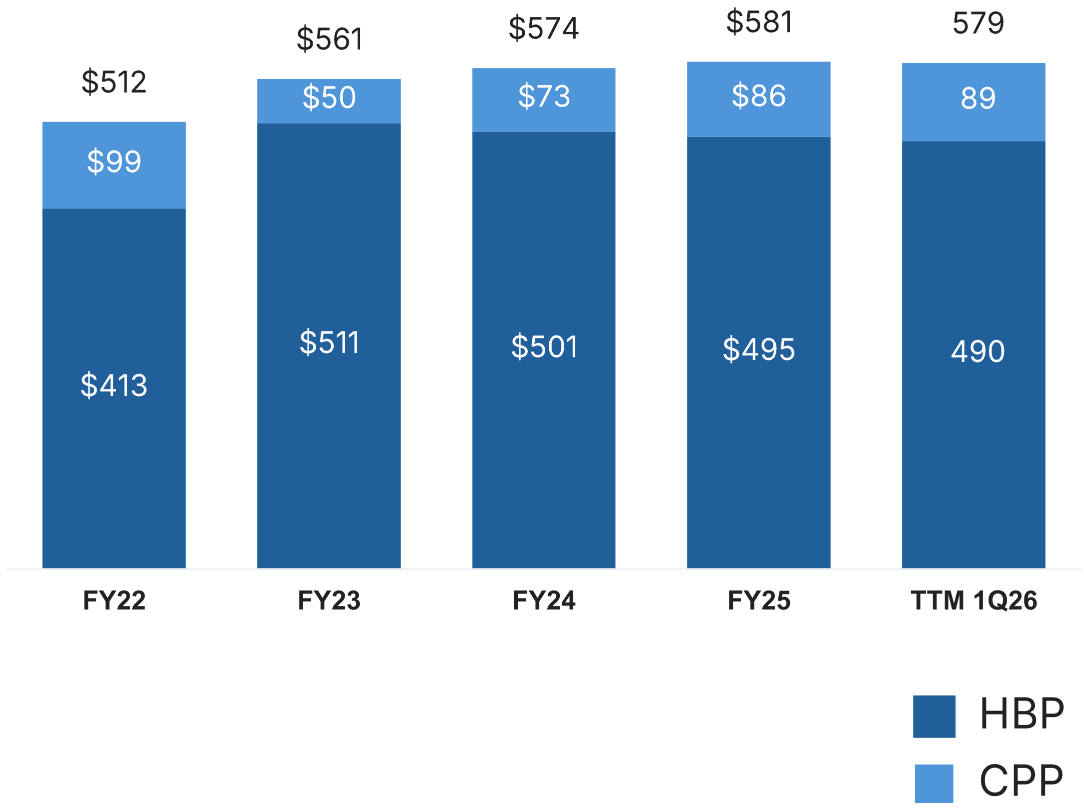
APPENDIX

SALES AND EBITDA BY SEGMENT

Revenue ($mm)



EBITDA before unallocated expenses ($mm)



See reconciliation of GAAP to non-GAAP measures in appendix. Sums may not equal due to rounding

GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION AND SUBSIDIARIES
NET DEBT AND LEVERAGE BANK COMPLIANCE
(Unaudited)

($US in millions)	**9/30/2022**	**Multiple of EBITDA**	**9/30/2023**	**Multiple of EBITDA**	**9/30/2024**	**Multiple of EBITDA**	**9/30/2025**	**Multiple of EBITDA**	**12/31/2025**	**Multiple of EBITDA**
Senior Notes due 2028	$ 974.8	1.91 x	$ 974.8	1.84 x	$ 974.8	1.80 x	$ 974.8	1.78 x	$ 974.8	1.78 x
Term Loan B due 2029	496.0	0.97 x	463.0	0.87 x	457.0	0.85 x	449.0	0.82 x	389.0	0.71 x
Revolver due 2028	97.3	0.19 x	50.4	0.09 x	107.5	0.20 x	-	0.00 x	-	0.00 x
Capital lease and other debt	27.5	0.05 x	1.6	0.00 x	0.4	0.00 x	0.3	0.00 x	0.4	0.00 x
Total gross debt	**$ 1,595.6**	**3.13 x**	**$ 1,489.8**	**2.81 x**	**$ 1,539.7**	**2.85 x**	**$ 1,424.1**	**2.60 x**	**$ 1,364.2**	**2.49 x**
Cash and cash equivalents	(120.2)	(0.24x)	(102.9)	(0.19x)	(114.4)	(0.21x)	(99.0)	(0.18x)	(95.3)	(0.17x)
Net debt	**$ 1,475.4**	**2.89 x**	**$ 1,386.9**	**2.61 x**	**$ 1,425.3**	**2.64 x**	**$ 1,325.1**	**2.42 x**	**$ 1,268.9**	**2.3 x**
Adjusted TTM EBITDA	**$ 509.7**		**$ 531.0**		**$ 540.4**		**$ 547.8**		**$ 547.2**	
Adjusted EBITDA (per debt compliance)										
Adjusted EBITDA[1]	$ 458.2		$ 505.3		$ 513.6		$ 522.3		$ 520.7	
Discontinued operations adjustments	-		-		-					
Acquisition proforma adjustments	28.9		-		-					
Stock and ESOP-based compensation	22.6		25.7		26.8		25.5		26.5	
Adjusted EBITDA (per debt compliance)	**$ 509.7**		**$ 531.0**		**$ 540.4**		**$ 547.8**		**$ 547.2**	

1. Griffon defines adjusted EBITDA as operating results before interest income and expense, income taxes, depreciation and amortization, restructuring charges, debt extinguishment (net), and acquisition related expenses, as well as other items that may affect comparability, as applicable.

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GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION AND SUBSIDIARIES
RECONCILIATION OF GAAP to NON-GAAP MEASURES - CONTINUING OPERATIONS
ADJUSTED EBITDA - BY REPORTABLE SEGMENT (Unaudited)

(US dollars in thousands, except per share data)	For the Years Ended September 30,				For the Three Months Ended December 31,		Trailing Twelve Months Ended December 31,
	2025	2024	2023	2022	2025	2024	2025
REVENUE							
Home and Building Products	$ 1,584,182	$ 1,588,625	$ 1,588,505	$ 1,506,882	$ 408,004	$ 395,401	$ 1,596,785
Consumer and Professional Products	935,744	1,034,895	1,096,678	1,341,606	241,084	236,970	939,858
Total	$ 2,519,926	$ 2,623,520	$ 2,685,183	$ 2,848,488	$ 649,088	$ 632,371	$ 2,536,643
ADJUSTED EBITDA[1]							
Home and Building Products	$ 494,576	$ 501,001	$ 510,876	$ 412,738	$ 122,835	$ 127,042	$ 490,369
Consumer and Professional Products	85,545	72,632	50,343	99,308	21,730	18,192	89,083
Segment adjusted EBITDA	580,121	573,633	561,219	512,046	144,565	145,234	579,452
Unallocated amounts, excluding depreciation[2]	(57,828)	(60,031)	(55,887)	(53,888)	(14,984)	(14,042)	(58,770)
Adjusted EBITDA	522,293	513,602	505,332	458,158	129,581	131,192	520,682
Net interest expense	(93,857)	(101,652)	(99,351)	(84,164)	(21,747)	(24,481)	(91,123)
Depreciation and amortization	(63,014)	(60,704)	(65,445)	(64,658)	(15,703)	(15,614)	(63,103)
Gain (loss) on sale of real estate	8,279	(61)	12,655	-	-	7,974	305
Goodwill and intangible asset impairments	(243,612)	-	(109,200)	(517,027)	-	-	(243,612)
Debt extinguishment, net	-	(1,700)	(437)	(4,529)	(556)	-	(556)
Restructuring charges	-	(41,309)	(92,468)	(16,782)	-	-	-
Impact of retirement plan events	1,165	-	-	-	(1,609)		(444)
Acquisition costs	-	(441)	-	(9,303)	-	-	-
Proxy expenses	-	-	(2,685)	(6,952)	-	-	-
Special dividend ESOP charges	-	-	(15,494)	(10,538)	-	-	-
Strategic review - retention and other	(3,883)	(10,594)	(20,225)	(9,683)	-	(1,651)	(2,232)
Fair value step-up of acquired inventory sold	-	(491)	-	(5,401)	-	-	-
Income (loss) before taxes from continuing operations	$ 127,371	$ 296,650	$ 112,682	$ (270,879)	$ 89,966	$ 97,420	$ 119,917

1. Griffon defines adjusted EBITDA as operating results before interest income and expense, income taxes, depreciation and amortization, restructuring charges, debt extinguishment (net), and acquisition related expenses, as well as other items that may affect comparability, as applicable.
2. Primarily corporate overhead

GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION AND SUBSIDIARIES
RECONCILIATION OF GAAP to NON-GAAP MEASURES - CONTINUING OPERATIONS
INCOME (LOSS) TO ADJUSTED INCOME (LOSS) and DILUTED EARNINGS (LOSS) PER SHARE TO ADJUSTED EARNINGS PER SHARE (Unaudited)

(In thousands, except per share data)	For the Years Ended September 30,				For the Three Months Ended December 31,		Trailing Twelve Months Ended December 31,
	2025	2024	2023	2022	2025	2024	2025
Income (loss) from continuing operations	$ 51,110	$ 209,897	$ 77,617	$ (287,715)	$ 64,387	$ 70,851	$ 44,646
Adjusting items, net of tax:							
Restructuring charges	-	41,309	92,468	16,782	-	-	-
Debt extinguishment, net	-	1,700	437	4,529	556	-	556
Acquisition costs	-	441	-	9,303	-	-	-
Strategic review - retention and other	3,883	10,594	20,225	9,683	-	1,651	2,232
Impact of retirement plan events	(1,165)	-	-	-	1,609	-	444
Special dividend ESOP charges	-	-	15,494	10,538	-	-	-
Proxy expenses	-	-	2,685	6,952	-	-	-
Fair value step-up of acquired inventory sold	-	491	-	5,401	-	-	-
Goodwill and intangible asset impairments	243,612	-	109,200	517,027	-	-	243,612
(Gain) loss on sale of real estate	(8,279)	61	(12,655)	-	-	(7,974)	(305)
Tax impact of above items	(25,269)	(13,832)	(57,925)	(76,627)	(518)	1,595	(27,382)
Discrete and certain other tax provisions (benefits), net	(303)	3,586	175	3,913	268	(250)	215
Adjusted income from continuing operations	$ 263,589	$ 254,247	$ 247,721	$ 219,786	$ 66,302	$ 65,873	$ 264,018
Earnings (loss) per common share from continuing operations	$ 1.09	$ 4.23	$ 1.42	$ (5.57)	$ 1.41	$ 1.49	$ 1.01
Adjusting items, net of tax:							
Anti-dilutive share impact	-	-	-	0.24	-	-	-
Restructuring charges	-	0.62	1.26	0.23	-	-	-
Debt extinguishment, net	-	0.03	0.01	0.06	0.01	-	0.01
Acquisition costs	-	0.01	-	0.15	-	-	-
Strategic review - retention and other	0.06	0.16	0.28	0.13	-	0.03	0.03
Impact of retirement plan events	(0.02)	-	-	-	0.03	-	0.01
Special dividend ESOP charges	-	-	0.22	0.15	-	-	-
Proxy expenses	-	-	0.04	0.10	-	-	-
Fair value step-up of acquired inventory sold	-	0.01	-	0.07	-	-	-
Goodwill and intangible asset impairments	4.65	-	1.49	8.43	-	-	4.65
(Gain) loss on sale of real estate	(0.13)	-	(0.18)	-	-	(0.13)	-
Discrete and certain other tax provisions (benefits), net	(0.01)	0.07	-	0.07	0.01	(0.01)	0.01
Adjusted Earnings per common share from continuing operations	$ 5.65	$ 5.12	$ 4.54	$ 4.07	$ 1.45	$ 1.39	$ 5.71

Note: Due to rounding, the sum of earnings per common share and adjusting items, net of tax, may not equal adjusted per common share

DISCLAIMER

“Safe Harbor” Statements under the Private Securities Litigation Reform Act of 1995: All statements related to, among other things, income (loss), earnings, cash flows, revenue, changes in operations, operating improvements, industries in which Griffon Corporation (the “Company” or “Griffon”) operates and the United States and global economies that are not historical are hereby identified as “forward-looking statements,” and may be indicated by words or phrases such as “anticipates,” “supports,” “plans,” “projects,” “expects,” “believes,” "achieves", “should,” “would,” “could,” “hope,” “forecast,” “management is of the opinion,” “may,” “will,” “estimates,” “intends,” “explores,” “opportunities,” the negative of these expressions, use of the future tense and similar words or phrases. Such forward-looking statements are subject to inherent risks and uncertainties that could cause actual results to differ materially from those expressed in any forward-looking statements. These risks and uncertainties include, among others: current economic conditions and uncertainties in the housing, credit and capital markets; Griffon’s ability to achieve expected savings and improved operational results from cost control, restructuring, integration and disposal initiatives (including the expanded CPP global outsourcing strategy announced in May 2023); the ability to identify and successfully consummate, and integrate, value-adding acquisition opportunities; increasing competition and pricing pressures in the markets served by Griffon’s operating companies; the ability of Griffon’s operating companies to expand into new geographic and product markets, and to anticipate and meet customer demands for new products and product enhancements and innovations; increases in the cost or lack of availability of raw materials such as steel, resin and wood, components or purchased finished goods, including any potential impact on costs or availability resulting from tariffs; changes in customer demand or loss of a material customer at one of Griffon’s operating companies; the potential impact of seasonal variations and uncertain weather patterns on certain of Griffon’s businesses; political events or military conflicts that could impact the worldwide economy; a downgrade in Griffon’s credit ratings; changes in international economic conditions including inflation, interest rate and currency exchange fluctuations; the reliance by certain of Griffon’s businesses on particular third party suppliers and manufacturers to meet customer demands; the relative mix of products and services offered by Griffon’s businesses, which impacts margins and operating efficiencies; short-term capacity constraints or prolonged excess capacity; unforeseen developments in contingencies, such as litigation, regulatory and environmental matters; Griffon’s ability to adequately protect and maintain the validity of patent and other intellectual property rights; the cyclical nature of the businesses of certain of Griffon’s operating companies; possible terrorist threats and actions and their impact on the global economy; effects of possible IT system failures, data breaches or cyber-attacks; the impact of pandemics, on the U.S. and the global economy, including business disruptions, reductions in employment and an increase in business and operating facility failures, specifically among our customers and suppliers; Griffon’s ability to service and refinance its debt; and the impact of recent and future legislative and regulatory changes, including, without limitation, changes in tax laws. Such statements reflect the views of the Company with respect to future events and are subject to these and other risks, as previously disclosed in the Company’s Securities and Exchange Commission filings. Readers are cautioned not to place undue reliance on these forward-looking statements. These forward-looking statements speak only as of the date made. Griffon undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.