



Griffon
CORPORATION

Q2 FY26 INVESTOR PRESENTATION

May 2026

GRIFFON CORPORATION OVERVIEW



Griffon is a leading provider of residential and commercial building products



Largest North American manufacturer and marketer of sectional doors, rolling steel doors and grille products



Leading provider of residential, industrial, and commercial ceiling fans

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, customer service, and best in class manufacturing and distribution



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



FINANCIAL HIGHLIGHTS



\$1.8B

Revenue

\$452M

Adj. EBITDA

25%

Adj. EBITDA Margin

\$1.3B

Net debt¹

~2.5%

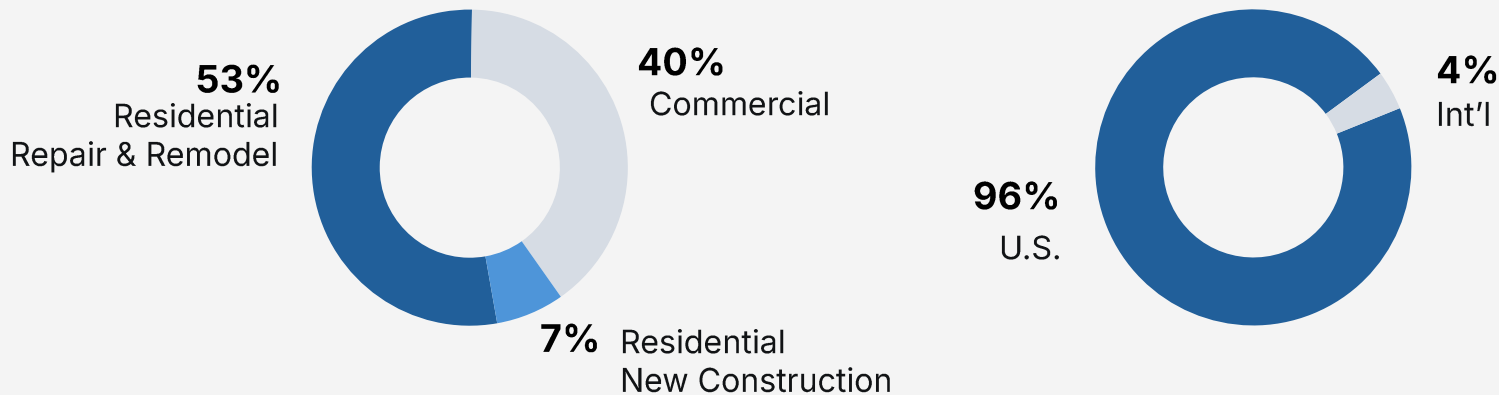
CapEx / Revenue

\$4.2B

Market Cap²



Revenue



FY 2026 Guidance

\$1.8B

Revenue

\$458M

Adj.
EBITDA

25%+

EBITDA
Margin

Note: Financial results for the trailing twelve months (TTM) ended 3/31/2026. See reconciliation of GAAP to non-GAAP measures in appendix.

1. Net debt is defined as long-term debt less cash per Griffon's balance sheet.

2. Closing price of \$91.17/share on 4/30/2026 and 45,866,631 shares outstanding as of 4/30/2026.

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LEADING BRANDS IN CORE CATEGORIES



Residential
Garage Doors



Commercial
Garage Doors



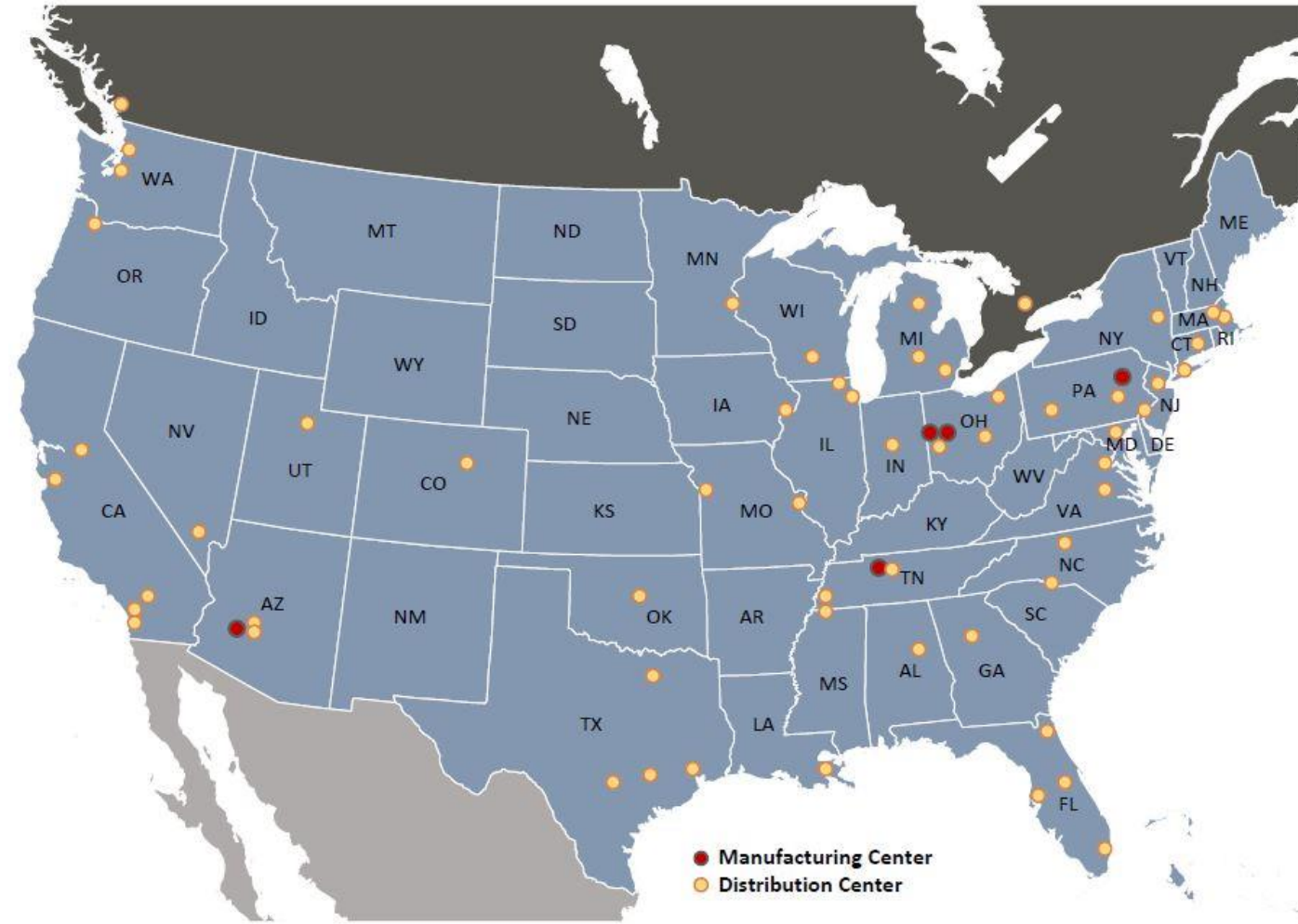
Residential,
Commercial and
Industrial Fans



OPERATIONAL HIGHLIGHTS

Extensive design, manufacturing,
and logistics capabilities

- **~4M SQFT** of Manufacturing and Distribution Footprint
- **5** Manufacturing Centers
- **58** Distribution Centers
- **3,287** Employees



RESILIENT AND SUSTAINABLE MODEL



Premium, recognized and specified brands that are market leaders in their categories



Investments in product development, technology and capacity driving innovation and growth



Strong e-commerce presence through direct-to-consumer and partner relationships



Robust portfolio of residential and commercial products



Extensive design, manufacturing, and logistics capabilities including 57 door distribution centers in North America



Customer network of 3,000+ professional dealers and leading home centers



MACROECONOMIC TRENDS DRIVING PRODUCT DEMAND



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



Commercial construction demand continues to focus on **mission critical door solutions and digital infrastructure**



U.S. housing is **under-built and current stock is aging** (median age of owner-occupied housing in 2024: 42 years)



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



Customer focus on improving **sustainability, energy efficiency, and operating costs**

CAPITAL ALLOCATION STRATEGY CREATES SHAREHOLDER VALUE

RETURN CAPITAL TO SHAREHOLDERS

Repurchases – 20%+ of outstanding shares since April 2023 (\$600m+)¹

Dividends – annualized CAGR of 19% since 2012

REDUCE LEVERAGE

Debt paydown – \$1.3B net debt²

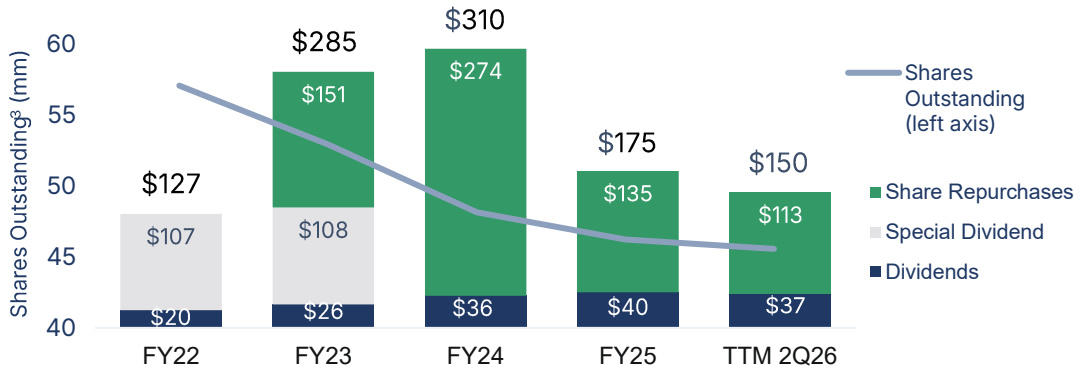
Current leverage² 2.4x
Target 2.5x - 3.5x

INVEST AND GROW

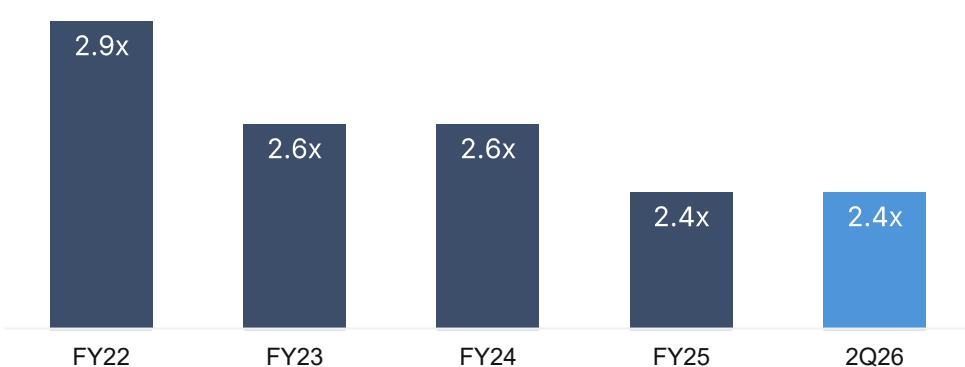
Invest in innovation and productivity

Tuck-in acquisitions

Capital Return to Shareholders (\$mm)



Net Debt to EBITDA Leverage



1. As of March 31, 2026

2. See reconciliation of GAAP to non-GAAP measures in appendix for calculations of net debt and leverage ratio. For net debt and leverage ratios for the fiscal years ended 2022-2025 see Griffon's previously reported earnings releases on Form 8-K furnished to the SEC.

3. Shares outstanding are as of fiscal year ends for FY22 – FY25 and March 31, 2026 for TTM 2Q26

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RECENT STRATEGIC ACTIONS

CREATING A PURE-PLAY BUILDING PRODUCTS COMPANY

- Griffon announced strategic actions on February 5, 2026, for AMES North America, Australia and United Kingdom
 - Entered into a definitive agreement with ONCAP, the mid-market private equity platform of Onex Corporation (TSX:ONEX), to form a joint venture which will include AMES U.S. and Canada businesses.
 - Exploring strategic alternatives for AMES Australia
 - Exiting United Kingdom
- As of the fiscal second quarter 2026, AMES U.S., Canada, Australia, and UK are reported as discontinued operations
- Combined legacy Home and Building Products segment with Hunter Fan Company
- Griffon now reports as a single segment

These strategic actions will position Griffon as a leading North American provider of residential and commercial building products.



APPENDIX



GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION
NET DEBT AND LEVERAGE BANK COMPLIANCE
(Unaudited)

Net Debt to EBITDA Leverage Ratio

<i>(US dollars in thousands)</i>	March 31, 2026
Cash and cash equivalents	\$ 109,672
Notes Payable and current portion of long-term debt	\$ 8,018
Long-term debt, net of current maturities	1,394,836
Debt discount/premium and issuance costs	8,939
Total gross debt - continuing basis	\$ 1,411,793
Discontinued operations	332
Total gross debt , per debt compliance	\$ 1,412,125
Debt, net of cash and equivalents	\$ 1,302,453
TTM adjusted EBITDA	\$ 519,677
TTM stock-based compensation, including discontinued operations	27,828
TTM EBITDA, per debt compliance¹	\$ 547,505
Leverage ratio	2.4x

Reconciliation of Adjusted EBITDA to TTM EBITDA per Debt Compliance²

<i>(US dollars in thousands)</i>	Year ended September 30,	For the Six Months Ended March 31,		TTM March 31,
	2025	2026	2025	2026
Adjusted EBITDA	\$ 522,293	\$ 247,101	\$ 249,717	\$ 519,677
Add: Stock based compensation expense	25,483	14,238	11,893	27,828
EBITDA, per debt compliance¹	\$ 547,776	\$ 261,339	\$ 261,610	\$ 547,505
			For the Six Months Ended March 31,	
			2026	
<i>(US dollars in thousands)</i>				
Adjusted EBITDA:				
Continuing Operations		\$ 206,942		
Discontinued Operations			40,159	
Total		\$ 247,101		
Stock-based Compensation:				
Continuing Operations		\$ 13,758		
Discontinued Operations			480	
Total		\$ 14,238		
EBITDA, per debt compliance¹		\$ 261,339		

- Griffon defines EBITDA per bank compliance as operating results, including discontinued operations, 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, plus stock-based compensation.
- For a reconciliation of Adjusted EBITDA to TTM EBITDA per debt compliance for the six months ended March 31, 2025 and year ended September 30, 2025, see Griffon's previously reported earnings releases on Form 8-K furnished to the SEC.

GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION AND SUBSIDIARIES
RECONCILIATION OF GAAP to NON-GAAP MEASURES - CONTINUING OPERATIONS
RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA (Unaudited)

<i>(US dollars in thousands)</i>	For the Year Ended			Trailing Twelve
	September 30,	For the Six Months Ended March 31,		Months Ended
	2025	2026	2025	March 31,
				2026
Net income	\$ 51,110	\$ 83,705	\$ 127,613	\$ 7,202
Less: Income (loss) from discontinued operations	30,864	(18,804)	18,672	(6,612)
Income from continuing operations	\$ 20,246	\$ 102,509	\$ 108,941	\$ 13,814
Net interest expense	95,088	42,889	48,356	89,621
Depreciation and amortization	38,473	19,581	19,091	38,963
Goodwill and intangible asset impairments	243,612	-	-	243,612
Provision for income taxes	62,997	38,189	38,516	62,670
Impact of retirement plan events	(1,165)	3,218	-	2,053
Loss from debt extinguishment	-	556	-	556
Strategic review - retention and other	2,569	-	1,778	791
Adjusted EBITDA ¹ , continuing operations	\$ 461,820	\$ 206,942	\$ 216,682	\$ 452,080

1. Griffon defines Adjusted EBITDA as income before taxes from continuing operations, excluding interest income and expense, depreciation and amortization, strategic review charges, and non-cash impairment charges, as well as other items that may affect comparability, as applicable.

REVENUE DISAGGREGATION

GRIFFON CORPORATION AND SUBSIDIARIES
REVENUE DISAGGREGATED BY END MARKET AND GEOGRAPHY - CONTINUING OPERATIONS
(Unaudited)

(US dollars in thousands)

End Market	For the Three Months ended				For the Fiscal Year Ended	For the Six Months Ended		Trailing Twelve Months
	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	September 30, 2025	March 31, 2026	2025	Ended March 31, 2026
Residential repair and remodel	238,845	226,716	234,759	256,333	\$ 956,653	\$ 464,767	\$ 465,561	\$ 955,859
Residential new construction	33,852	31,581	34,183	36,355	135,971	62,947	65,433	133,485
Commercial	170,756	168,387	180,750	182,866	702,760	348,406	339,143	712,023
Total	\$ 443,453	\$ 426,684	\$ 449,692	\$ 475,555	\$ 1,795,384	\$ 876,120	\$ 870,137	\$ 1,801,366
% of Revenue by Geography								
U.S.	95%	96%	96%	95%	95%	96%	95%	96%
International	5%	4%	4%	5%	5%	4%	5%	4%

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, and the industries in which Griffon Corporation (the “Company” or “Griffon”) operates 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; the ability to identify and successfully consummate, and integrate, value-adding acquisition opportunities; increasing competition and pricing pressures in the markets served by Griffon; the ability of Griffon to expand into new geographic and/or 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, 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; the potential impact of seasonal variations and uncertain weather patterns; political events or military conflicts that could impact the worldwide economy; a downgrade in Griffon’s credit ratings; changes in economic conditions in the United States (U.S.) or internationally including inflation, interest rate and currency exchange fluctuations; the reliance on third party suppliers and manufacturers to meet customer demands; the relative mix of products and services, 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 certain products; 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.