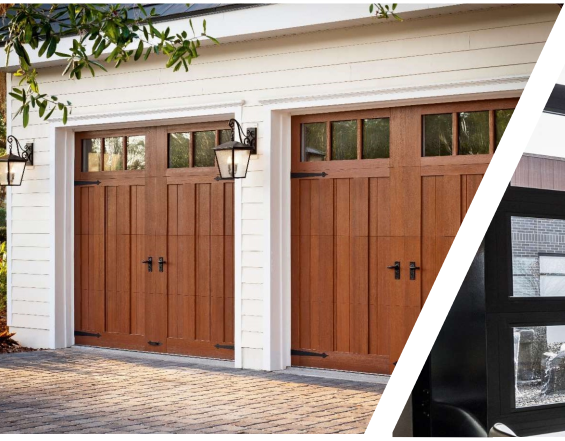


Griffon
CORPORATION

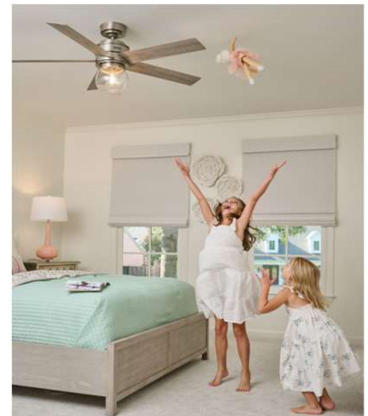
Q3 FY26 INVESTOR PRESENTATION

August 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

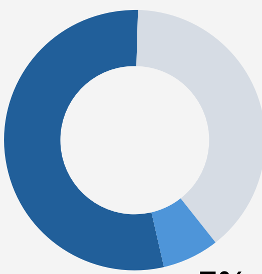
Strong customer relationships built on decades of performance in product innovation, customer service, and best in class manufacturing and distribution

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

FINANCIAL HIGHLIGHTS

$1.8B	**$455M**	**25%**
Revenue	Adj. EBITDA	Adj. EBITDA Margin
$1.2B	**~2.5%**	**$4.0B**
Net debt[1]	CapEx / Revenue	Market Cap[2]

Revenue

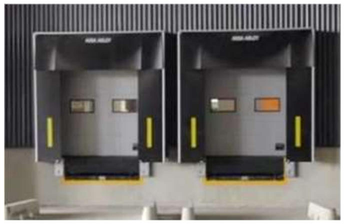
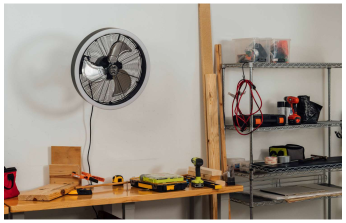


FY 2026 Guidance

$1.8B	$458M	25%+
Revenue	Adj. EBITDA	EBITDA Margin

Note: Financial results for the trailing twelve months (TTM) ended 6/30/2026. 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 $89.41/share on 8/3/2026 and 45,476,716 shares outstanding as of 6/30/2026.

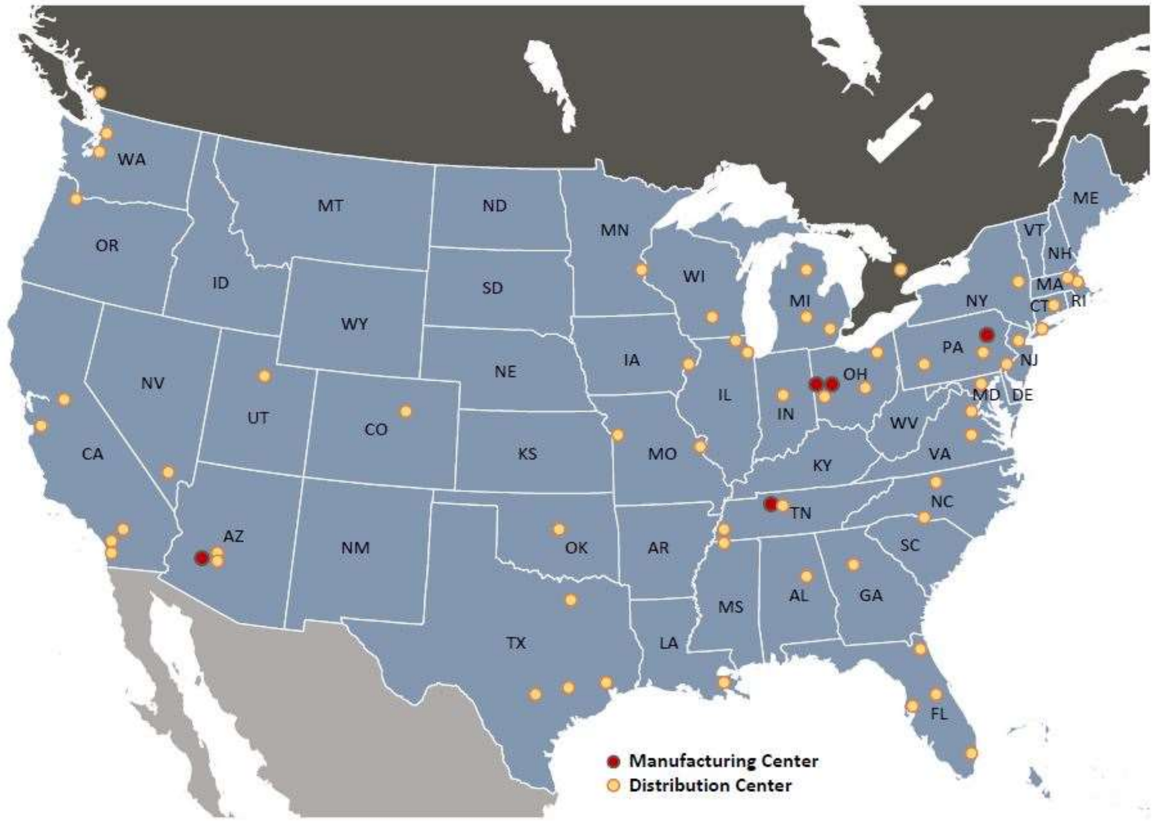
LEADING BRANDS IN CORE CATEGORIES

Residential Garage Doors	Clopay®	IDEAL Door	HOLMES GARAGE DOOR COMPANY®		
Commercial Garage Doors	Clopay®	CORNELL Innovative door solutions.	COOKSON Preferred door solutions.		
Residential, Commercial and Industrial Fans	Hunter SINCE 1886	CASABLANCA® WORLD'S FINEST CEILING FAN	Hunter INDUSTRIAL DIVISION		

OPERATIONAL HIGHLIGHTS

Extensive design, manufacturing, and logistics capabilities

- **~4M SQFT** of Manufacturing and Distribution Footprint
- **5** Manufacturing Centers
- **58** Distribution Centers
- **3,289** Employees



Griffon

RESILIENT AND SUSTAINABLE MODEL

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 including 57 door distribution centers in North America

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

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

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

MACROECONOMIC TRENDS DRIVING PRODUCT DEMAND

Repair and remodel activity remains resilient (>$517B 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**

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

CAPITAL ALLOCATION STRATEGY CREATES SHAREHOLDER VALUE

RETURN CAPITAL TO SHAREHOLDERS

Repurchases: 21%+ of outstanding shares since April 2023 ($664m+)[1]

Dividends: Annualized CAGR of 19% since 2012

REDUCE LEVERAGE

Debt paydown: $1.2B net debt[2]

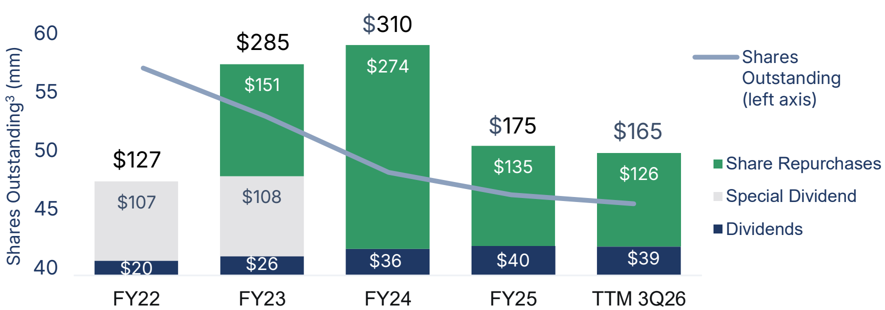
Current leverage[2] 2.2x
Target leverage 1.5x to 2.5x

INVEST AND GROW

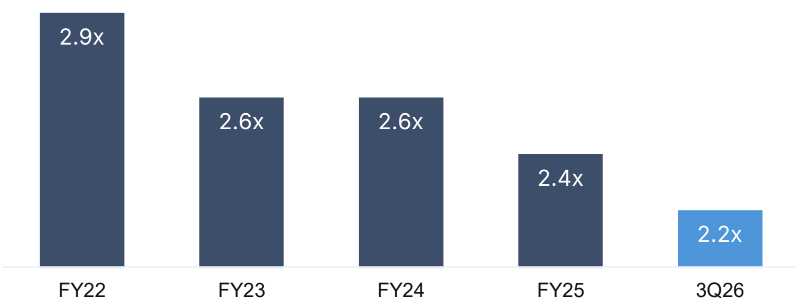
Invest in innovation and productivity

Tuck-in acquisitions

Capital Return to Shareholders ($mm)



Net Debt to EBITDA Leverage[2]



1. As of June 30, 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 June 30, 2026 for TTM 3Q26

RECENT STRATEGIC ACTIONS

TRANSITION TO A PURE-PLAY BUILDING PRODUCTS COMPANY

- On June 10, 2026, announced the closing of the previously announced joint venture between AMES North America and Venanpri Tools marking the launch of Veritage Brands
- On August 3, 2026, announced the closing of the previously announced joint venture between Griffon and an investment group led by the management of AMES Australasia for the AMES Australasia business
- AMES United Kingdom is completing liquidation and reported as discontinued operations

These strategic actions position Griffon as a leading, pure-play North American provider of residential and commercial building products.

APPENDIX

GAAP TO NON-GAAP RECONCILIATION

GRIFFON CORPORATION
NET DEBT AND LEVERAGE BANK COMPLIANCE
(Unaudited)
$US in millions

Net Debt to EBITDA Leverage Ratio

		6/30/2026
Cash and cash equivalents	$	110.4
Notes Payable and current portion of long-term debt		8.0
Long-term debt, net of current maturities		1,259.6
Debt discount/premium and issuance costs		7.1
Total gross debt - continuing basis	$	1,274.7
Discontinued operations		-
Total gross debt , per debt compliance	**$**	**1,274.7**
Debt, net of cash and equivalents	**$**	**1,164.3**
TTM adjusted EBITDA	$	523.0
TTM stock-based compensation, including discontinued operations		29.3
Less: EBITDA from divested and ceased operations		(19.3)
TTM EBITDA, per debt compliance[1]	**$**	**533.0**
Leverage ratio		**2.2x**

Reconciliation of Adjusted EBITDA to TTM EBITDA per Debt Compliance[2]

	Year ended September 30,		For the Nine Months Ended June 30,				TTM June 30,	
	2025		2026		2025		2026	
Adjusted EBITDA	$	522.3	$	385.1	$	384.4	$	523.0
Add: Stock based compensation expense		25.5		21.7		17.9		29.3
Less: EBITDA from divested and ceased operations		(18.7)		(16.2)		(15.6)		(19.3)
EBITDA, per debt compliance[1]	**$**	**529.1**	**$**	**390.6**	**$**	**386.7**	**$**	**533.0**

	For the Six Months Ended June 20, 2026	
Adjusted EBITDA:		
Continuing Operations	$	331.8
Discontinued Operations		53.3
Total	**$**	**385.1**
Stock-based Compensation:		
Continuing Operations	$	20.7
Discontinued Operations		1.0
Total	**$**	**21.7**
Less: EBITDA from divested and ceased operations	**$**	**(16.2)**
EBITDA, per debt compliance[1]	**$**	**390.6**

1. Griffon defines EBITDA per bank compliance as operating results, including discontinued operations, excluding EBITDA from divested and ceased operations, 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.
2. Adjusted EBITDA and stock-based compensation for the periods ended September 30, 2025 and June 30, 2025 are as previously reported earnings releases on Form 8-K furnished to the SEC.

Griffon

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)

(US dollars in thousands)	For the Year Ended September 30,	For the Nine Months Ended June 30,		Trailing Twelve Months Ended June 30,
	2025	2026	2025	2026
Net income	$ 51,110	$ 135,337	$ 7,474	$ 178,973
Less: Income (loss) from discontinued operations	30,863	(33,483)	7,188	(9,808)
Income from continuing operations	$ 20,247	$ 168,820	$ 286	$ 188,781
Net interest expense	95,088	63,011	72,334	85,765
Depreciation and amortization	38,473	29,857	28,754	39,576
Goodwill and intangible asset impairments	243,612	-	243,612	-
Provision for income taxes	62,997	63,849	(8,589)	135,435
Impact of retirement plan events	(1,165)	4,826	-	3,661
Loss from debt extinguishment	-	1,389	-	1,389
Strategic review - retention and other	2,568	-	2,568	-
Adjusted EBITDA[1], continuing operations	$ 461,820	$ 331,752	$ 338,965	$ 454,607

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)

	For the Three Months ended				For the Fiscal Year Ended	For the Nine Months Ended		Trailing Twelve Months
(US dollars in thousands)	December 31,	March 31,	June 30,	September 30,	September 30,	June 30,		Ended June 30,
End Market	**2024**	**2025**	**2025**	**2025**	**2025**	**2026**	**2025**	**2026**
Residential repair and remodel	238,845	226,716	234,759	256,333	$ 956,653	$ 723,727	$ 700,320	$ 980,060
Residential new construction	33,852	31,581	34,183	36,355	135,971	97,049	99,616	133,404
Commercial	170,756	168,387	180,750	182,866	702,760	536,714	519,893	719,581
Total	$ 443,453	$ 426,684	$ 449,692	$ 475,555	$ 1,795,384	$ 1,357,490	$ 1,319,829	$ 1,833,045
% of Revenue by Geography								
U.S.	95%	96%	96%	95%	95%	96%	95%	96%
International	5%	4%	4%	5%	5%	4%	5%	4%

Griffon

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, the 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; 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, poly-chemical, and glass, 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.