









Griffon CORPORATION

Q4 FY26 INVESTOR PRESENTATION

November 2026

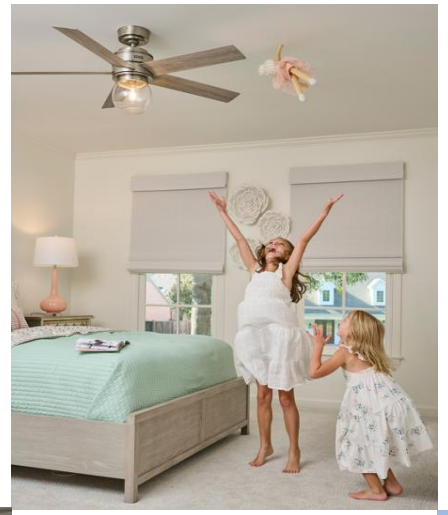
GRIFFON CORPORATION OVERVIEW



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



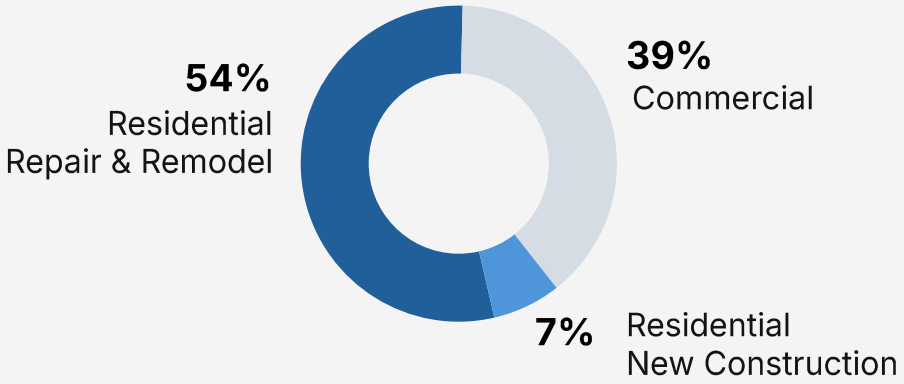
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FINANCIAL HIGHLIGHTS

$1.85B	**$460M**	**25%**
Revenue	Adj. EBITDA	Adj. EBITDA Margin
$947M	**~2.5%**	**$4.7B**
Net debt[1]	CapEx / Revenue	Market Cap[2]



Revenue





FY 2027 Guidance

$1.85B	**$460M**	**25%**
Revenue	Adj. EBITDA	Adj. EBITDA Margin

Note: Financial results for the fiscal year ended 9/30/2026, except for CapEx/Revenue, which is a long-term target. 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 $105.16/share on 11/13/2026 and 44,977,512 shares outstanding as of 10/31/2026.

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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.®

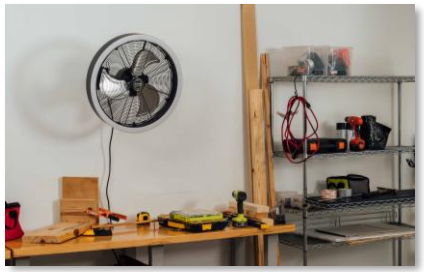




Residential, Commercial and Industrial Fans

Hunter SINCE 1886 | CASABLANCA® WORLD'S FINEST CEILING FAN | Hunter INDUSTRIAL DIVISION





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RESIDENTIAL PORTFOLIO SPANS TRADITIONAL TO CUSTOM

Classic Traditional





Shaker and Carriage House Designs





Modern Designs





Custom Wood





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COMMERCIAL SOLUTIONS FOR A WIDE ARRAY OF APPLICATIONS

Rolling and High Performance





Sectional and Insulated





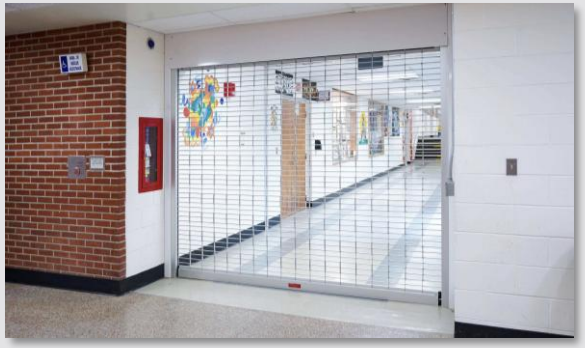
Specialty and High Security





Security Grills





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INDUSTRY-LEADING INNOVATION DRIVES PRODUCT DEVELOPMENT

VertiStack®

2025 Best of IBS "Best in Show" award





Avante® with C-Power™

2026 Best of IBS Award in the Window & Door category
2026 IDA Product Innovation Winner





Architectural Series Aluminum Model 907/907 U[1] and Avante® Comfort™[1]

Lowest tested U-Factor of any aluminum, full-view, sectional door on the market[2]





Counter Fire Door with AlarmGard®

Auto-operates through integration with fire/smoke detectors





1. Launching November 2026
2. 0.32 U-Factor based on third-party lab testing utilizing ANSI/NFRC 100/200 Protocols of 907U door with insulated rails/stiles, 1'' triple pane IGU with Argon fill and Low-E coatings. U-Factor ratings may vary based on glazing, coatings and insulation options selected.

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RESIDENTIAL FANS FOR EVERY STYLE AND PURPOSE

Indoor for virtually every style





Outdoor for every application





Specialty


Garage


Bladeless




Fandelier

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BROAD COMMERCIAL FAN AND AIR CIRCULATOR PORTFOLIO

Outdoor and Specialty





Hunter and JanFan Air Circulators





HVLS (High Volume, Low Speed) Family



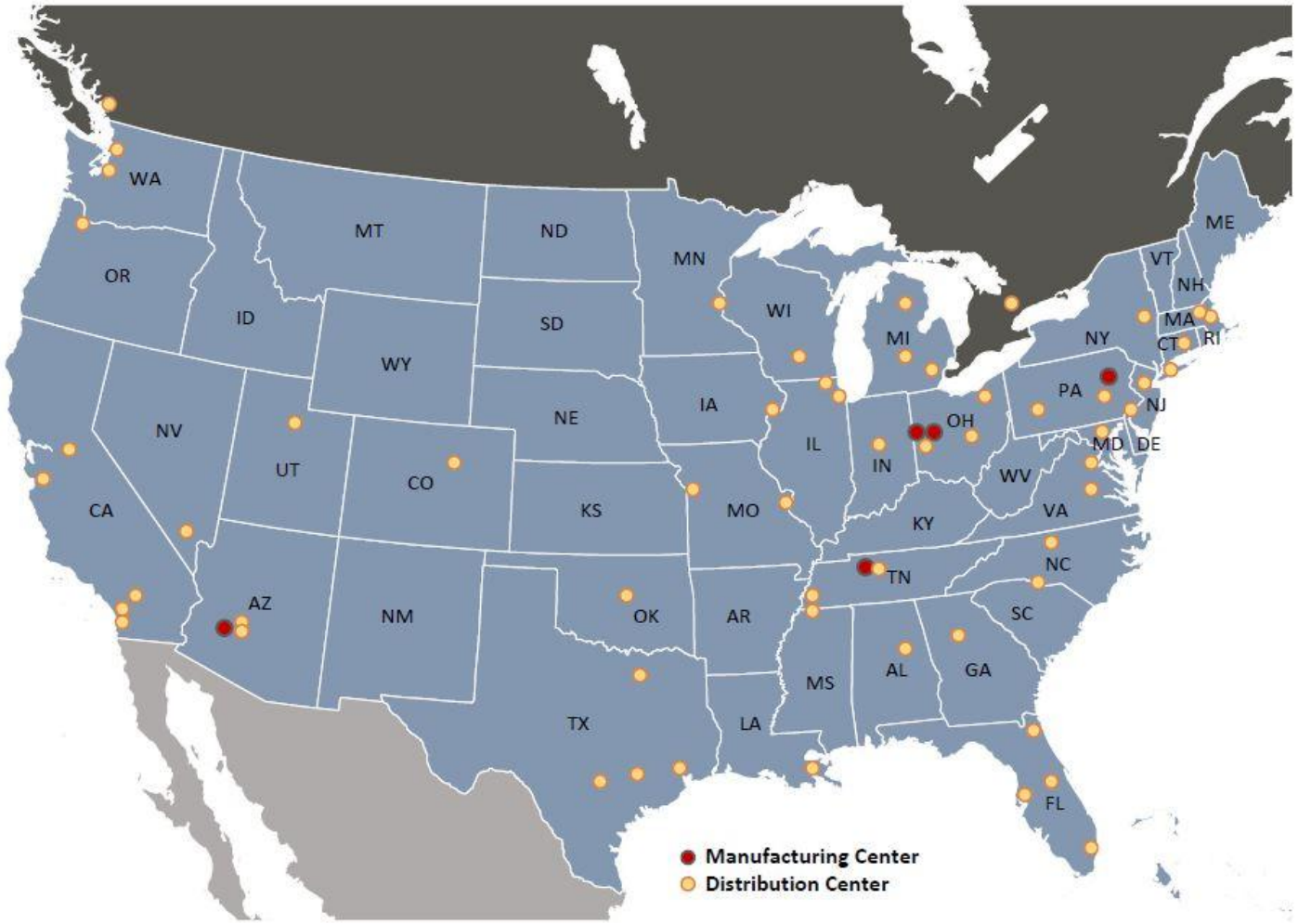



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OPERATIONAL HIGHLIGHTS

Extensive design, manufacturing, and logistics capabilities

- **~4M SQFT** of Manufacturing and Distribution Footprint
- **5** Manufacturing Centers
- **58** Distribution Centers
- **3,355** Employees



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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



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MACROECONOMIC TRENDS DRIVING PRODUCT DEMAND



Repair and remodel activity remains resilient (~$525B 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

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CAPITAL ALLOCATION STRATEGY BUILDS SHAREHOLDER VALUE

RETURN CAPITAL TO SHAREHOLDERS

Repurchases: 22%+ of outstanding shares since April 2023 ($713m+)[1]

Dividends: Annualized CAGR of 18% since 2012

REDUCE LEVERAGE

Debt paydown: $961M net debt[2]

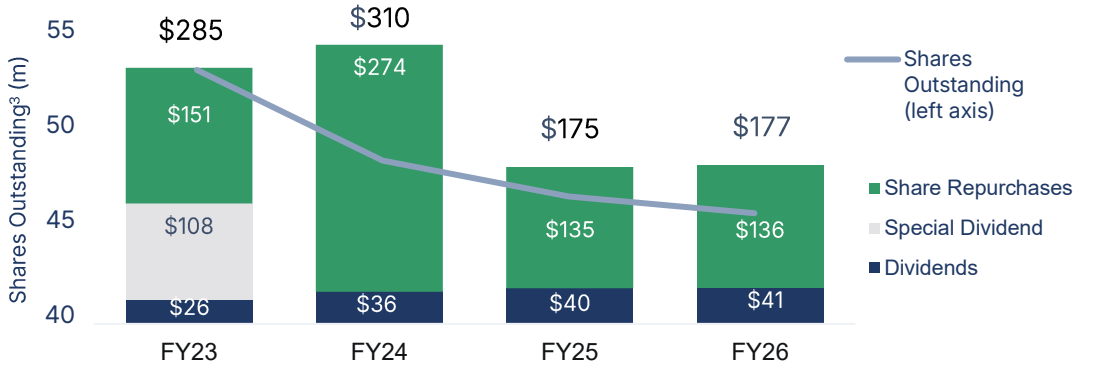
Current leverage[2] 2.0x
Target leverage 1.5x to 2.5x

INVEST AND GROW

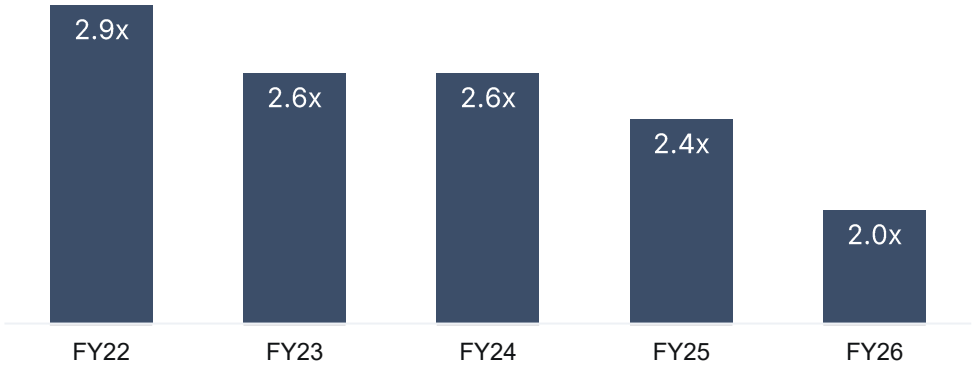
Invest in innovation and productivity

Tuck-in acquisitions

Capital Return to Shareholders ($m)



Net Debt to EBITDA Leverage[2]



1. As of September 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 2022 through 2024, see previously reported earnings releases on Form 8-K furnished to the SEC; for fiscal years 2025 and 2026, see current Form 8-K furnished to the SEC.
3. Shares outstanding are as of fiscal year ends for FY23 – FY26

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APPENDIX

GAAP TO NON-GAAP RECONCILIATION

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

	9/30/2026	9/30/2025[2]	9/30/2024[2]
Cash and cash equivalents	$ 98.6	$ 99.0	$ 114.4
Notes Payable and current portion of long-term debt	-	8.0	8.1
Long-term debt, net of current maturities	1,045.3	1,404.3	1,515.7
Debt discount/premium and issuance costs	14.7	11.5	15.6
Total gross debt - continuing basis	$ 1,060.0	$ 1,423.8	$ 1,539.4
Discontinued operations	-	0.2	0.3
Total gross debt , per debt compliance	**$ 1,060.0**	**$ 1,424.0**	**$ 1,539.7**
Debt, net of cash and equivalents	**$ 961.4**	**$ 1,325.0**	**$ 1,425.3**
Adjusted EBITDA	$ 459.6	$ 461.8	$ 461.8
Add: Discontinued operations adjustments	-	60.5	51.8
Adjusted EBITDA, including discontinued operations	459.6	522.3	513.6
Stock based compensation, continuing operations	30.5	24.2	25.6
Add: Discontinued operations adjustments	-	1.3	1.2
EBITDA, per debt compliance[1]	**$ 490.1**	**$ 547.8**	**$ 540.4**
Leverage ratio	**2.0x**	**2.4x**	**2.6x**

1. Griffon defines EBITDA per bank compliance as operating results, including discontinued operations that have not yet been disposed, excluding interest income and expense, income taxes, depreciation and amortization, strategic review charges, and non-cash impairment charges, as well as other items that may affect comparability, as applicable, plus stock-based compensation.
2. Adjusted EBITDA, stock-based compensation and EBITDA per debt compliance for the periods ended September 30, 2025 and September 30, 2024 are as previously reported on Form 8-K furnished to the SEC on 8/7/2026.

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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)

	For the Years Ended September 30,		
(US dollars in thousands)	**2026**	**2025**	**2024**
Income from continuing operations[1]	$235,647	$20,247	$245,596
Net interest expense	79,017	95,088	103,433
Depreciation and amortization	40,284	38,473	35,949
Provision for income taxes	92,582	62,997	86,497
Goodwill and intangible asset impairments	-	243,612	-
Impact of retirement plan events	5,362	(1,165)	-
Debt extinguishment, net	6,701	-	1,700
Strategic review - retention and other	-	2,568	9,117
Adjusted EBITDA, continuing operations	$459,593	$461,820	$482,292

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.

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REVENUE DISAGGREGATION

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

(US dollars in thousands)	For the Years Ended September 30,		
End Market	**2026**	**2025**	**2024**
Residential repair and remodel[1]	$ 985,860	$ 956,653	$ 1,011,932
Commercial	726,172	702,760	709,507
Residential new construction[1]	136,346	135,971	134,546
Total	$ 1,848,378	$ 1,795,384	$ 1,855,985
% of Revenue by Geography			
U.S.	95%	95%	95%
International	5%	5%	5%

1. The breakout between residential new construction and residential repair and remodel contains certain management assumptions, such as customer and product type.

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