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Second Quarter 2026 Earnings Presentation

July 29, 2026

Safe Harbor Statement

This presentation contains statements that reflect our views about our future performance and constitute “forward-looking statements” under the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words such as “outlook,” “believe,” “anticipate,” “appear,” “may,” “will,” “should,” “intend,” “plan,” “estimate,” “expect,” “assume,” “seek,” “forecast,” and similar references to future periods. Our views about future performance involve risks and uncertainties that are difficult to predict and, accordingly, our actual results may differ materially from the results discussed in our forward-looking statements. We caution you against relying on any of these forward-looking statements.

Our future performance may be affected by the levels of residential repair and remodel activity, and to a lesser extent, new home construction, our ability to maintain our strong brands, to develop innovative products and respond to changing consumer purchasing practices and preferences, our ability to maintain our public image and reputation, our ability to maintain our competitive position in our industries, our reliance on key customers, the cost and availability of materials, our dependence on suppliers and service providers, extreme weather events and changes in climate, risks associated with our international operations and global strategies, the impact on demand, pricing and product costs resulting from tariffs, our ability to achieve the anticipated benefits of our strategic initiatives, our ability to successfully execute our acquisition strategy and integrate businesses that we have acquired and may in the future acquire, our ability to attract, develop and retain a talented workforce, risks associated with cybersecurity vulnerabilities, threats and attacks and risks associated with our reliance on information systems and technology. These and other factors are discussed in detail in Item 1A. "Risk Factors" in our most recent Annual Report on Form 10-K, as well as in our Quarterly Reports on Form 10-Q and in other filings we make with the Securities and Exchange Commission. Any forward-looking statement made by us speaks only as of the date on which it was made. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. Unless required by law, we undertake no obligation to update publicly any forward-looking statements as a result of new information, future events or otherwise.

Agenda

1	Summary of Results	Jon Nudi
2	Financial / Operations Review	Rick Westenberg
3	Q&A	Jon Nudi Rick Westenberg

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Summary of Results

Jon Nudi

Q2 2026 New Products and Recognitions

Delta Lineax™ Bath Collection

Brizo Faircroft™ Kitchen Collection - New Unlacquered Brass Finish

Newport Brass Pardees® Kitchen Collection

JDPOWER
2026 CERTIFIED
CUSTOMER SERVICE
–PHONE

DELTA
FAUCET COMPANY

5th Straight Year

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Q2 2026 Review

- Top line decreased 3%
- Adjusted gross margin increased to 43.8%
- Adjusted operating profit grew 17% and operating margin expanded to 24.2%
- Delivered adjusted EPS of $1.64 per share, an increase of 26%
- Returned $454M to shareholders through dividends and share repurchases
- Increased anticipated full year adjusted EPS to $4.40-$4.60 per share, up from $4.10-$4.30

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For adjusted numbers, see Appendix for GAAP reconciliation.

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Financial / Operations Review

Rick Westenberg

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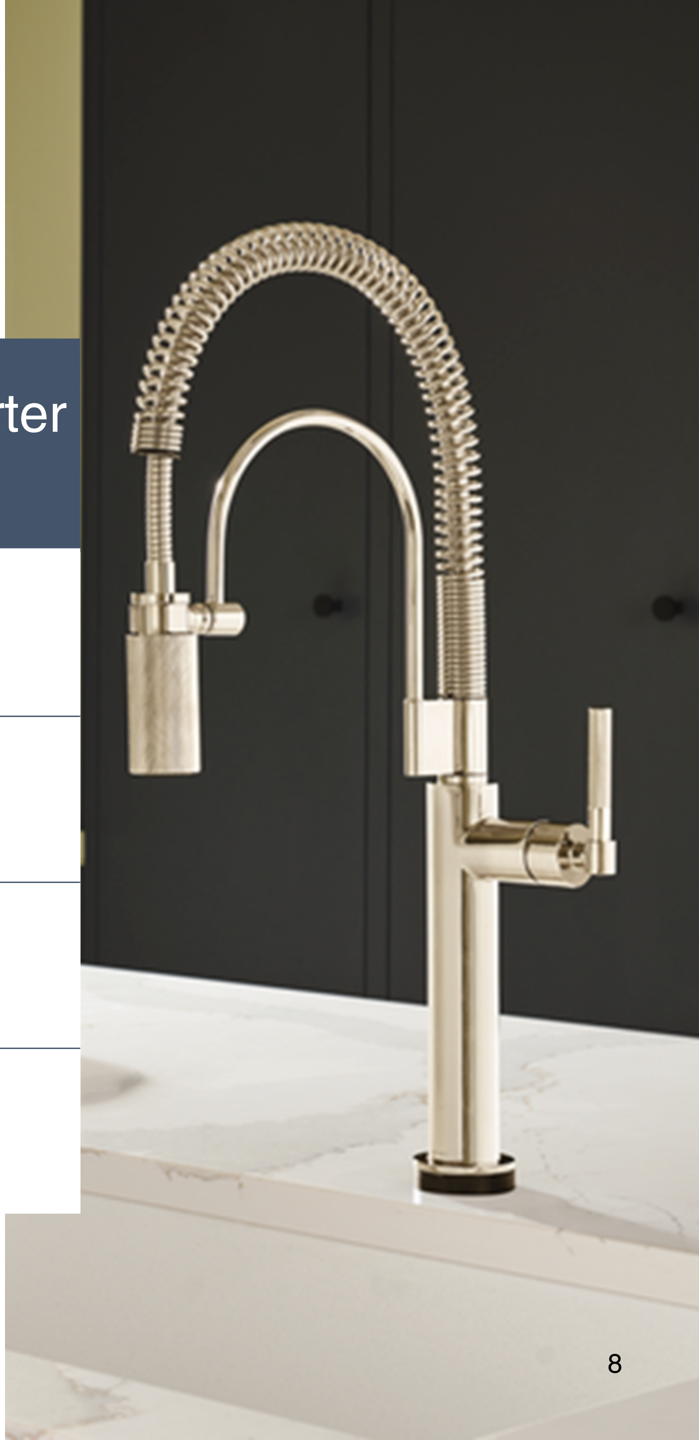
Masco Corporation

Quarter Highlights

- Total company sales decreased 3%; currency had a minimal impact
- In local currency, North American sales decreased 5% and was impacted by strategic investments
- In local currency, International sales increased 4%
- Operating profit driven by ~$95M net tariff refund benefit, pricing actions and cost savings initiatives, partially offset by lower volume and higher tariff, commodity, and employee-related costs

($ in Millions, except EPS)	Second Quarter 2026
Revenue Y-O-Y Change	**$1,992** (3)%
Operating Profit* Y-O-Y Change	**$482** $69
Operating Margin* Y-O-Y Change	**24.2%** 410 bps
EPS* Y-O-Y Change	**$1.64** 26%



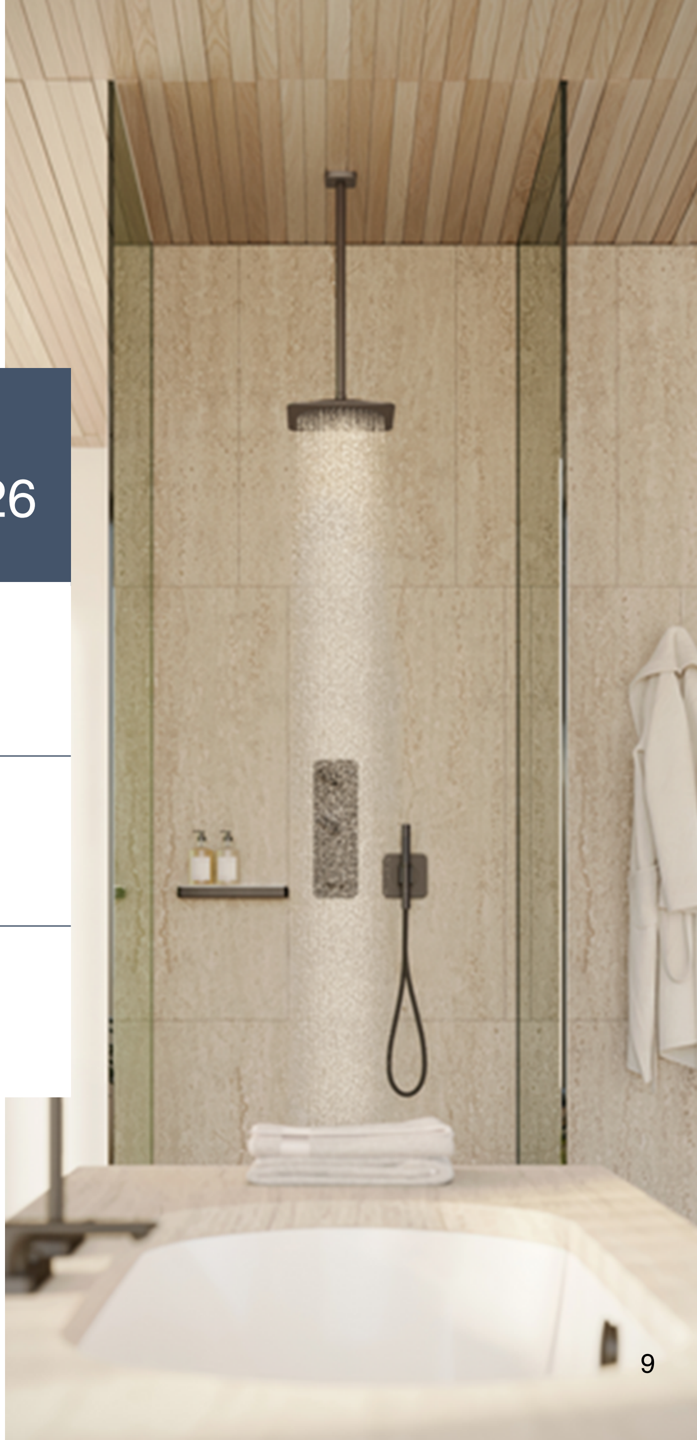
*As adjusted, see Appendix for GAAP reconciliation.

Plumbing Products Segment

Quarter Highlights

- Total segment sales decreased 3%; currency had a minimal impact
- In local currency, North American sales decreased 6% and was impacted by strategic investments
- In local currency, International sales increased 4%
- Operating profit driven by net tariff refund benefit, pricing actions, and cost savings initiatives, partially offset by lower volume, and higher tariff, commodity, and employee-related costs

($ in Millions)	Second Quarter 2026
Revenue Y-O-Y Change	**$1,337** (3)%
Operating Profit* Y-O-Y Change	**$361** $75
Operating Margin* Y-O-Y Change	**27.0%** 620 bps



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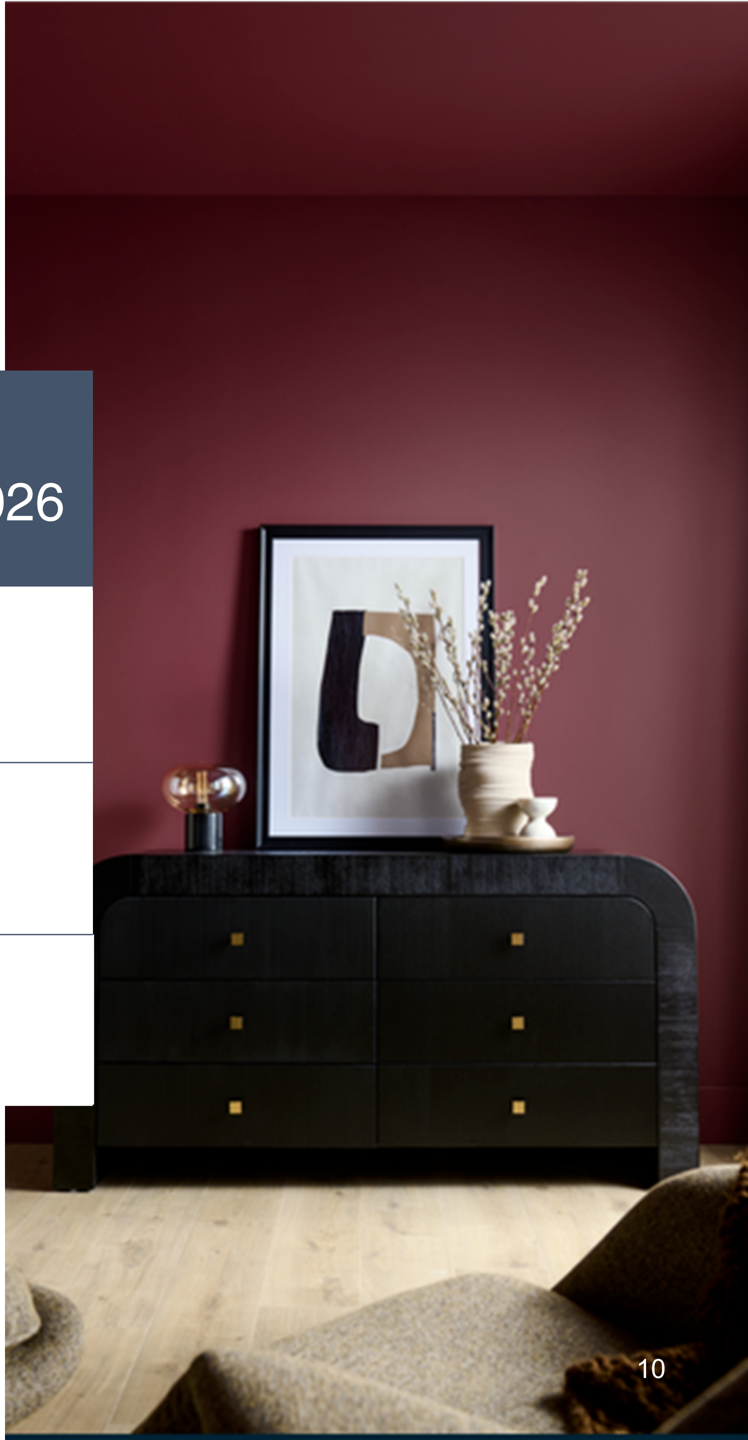
* As adjusted and excludes business rationalization charges for the second quarter of 2026 and 2025 of $9 million and $2 million, respectively.

Decorative Architectural Products Segment

Quarter Highlights

- Total segment sales decreased 4%
- PRO paint increased mid-single digits
- DIY paint decreased high single digits and was impacted by the customer transition of our primer and applicator business
- Operating profit driven by cost savings initiatives and increased pricing, partially offset by lower volume and higher commodity costs

($ in Millions)	Second Quarter 2026
Revenue Y-O-Y Change	**$655** (4)%
Operating Profit* Y-O-Y Change	**$148** $1
Operating Margin* Y-O-Y Change	**22.6%** 100 bps



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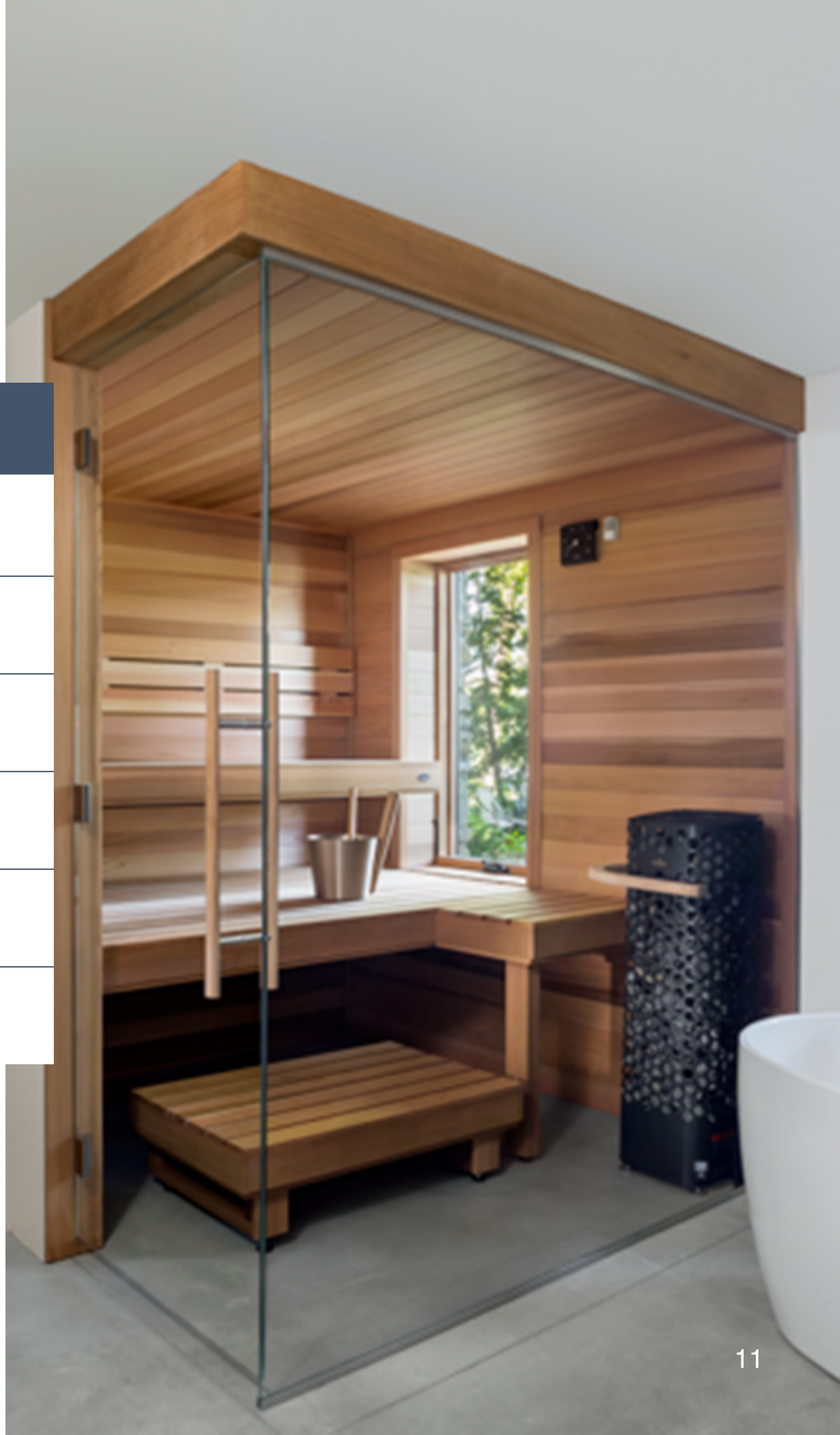
* As adjusted and excludes business rationalization charges for the second quarter of 2026 of $1 million.

Strong Balance Sheet

Masco Corporation

Balance Sheet Metrics as of June 30, 2026	
Cash and cash investments	$548M
Revolver availability	$1,000M
Total liquidity	$1,548M
Gross debt to EBITDA[1]	2.1x
Working capital as a % of sales[1]	19.8%



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1. See Appendix for reconciliation.

Full Year 2026 Outlook

2026 Forecasted Adjusted EPS $4.40 - $4.60, up from our previous guidance of $4.10 - $4.30

Business Segment	2026 Forecasted Sales Change	2026 Forecasted Adjusted Operating Profit Margin	*April Earnings Call*
Plumbing Products	Up low single digits	~20%	*~18%*
Decorative Architectural Products	In line with prior year	~19%	*~19%*
Total Masco	Up low single digits	~18%	*~17%*

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Q&A

Jon Nudi

Rick Westenberg

Appendix

2026 Assumptions

Item	Assumption
Tax rate	24.5%
Rationalization charges	~$50M
General corporate expense	~$120M
Interest and other expense	~$115M
Capital expenditures (includes maintenance capex of ~$75m)	~$190M
Depreciation and amortization[1]	~$160M
Favorable foreign currency translation impact to sales[2]	~$30M
Share repurchase or acquisitions	~$1B
Average diluted share count for 2026	~200M
Working capital as a % of net sales	~16.5%
Free cash flow conversion	~95%

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1 Plumbing Products segment ~$125m; Decorative Architectural Products segment ~$30m; Non-operating ~$5m.
2 Based on rates as of June 30, 2026.

Capital Allocation Strategy

Balanced Approach to Continue to Drive Shareholder Value

1	**Reinvest in the Business**	• Capex: 2-2.5% of sales • Target working capital: ~16.5% of sales
2	**Maintain investment grade credit rating**	• Target gross debt to EBITDA below 2.5x
3	**Maintain relevant dividend**	• Target dividend payout ratio of ~30% • Current expected annual dividend of $1.28 *(subject to future Board declarations)*
4	**Deploy excess free cash flow to share repurchase or acquisitions**	• Consistently in the market for share repurchase, but opportunistic • Expect to deploy ~$1 billion for share repurchases or acquisitions in 2026 • Actively cultivating our M&A pipeline

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Low ticket, repair and remodel products provide growth and stability through an economic cycle

Market-leading brands, history of innovation, customer focus

Strong free cash flow and value creating capital allocation

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LONG-TERM OUTLOOK

Average annual sales growth

- Organic: ~3-4%
- Continuing to pursue bolt on acquisitions

Operating profit margin

- Expand margins through cost productivity and volume leverage

Capital deployment

- Share buybacks: ~2-4% EPS growth
- Dividends: ~1-2% return on top of EPS growth

Average annual EPS growth

- ~10%

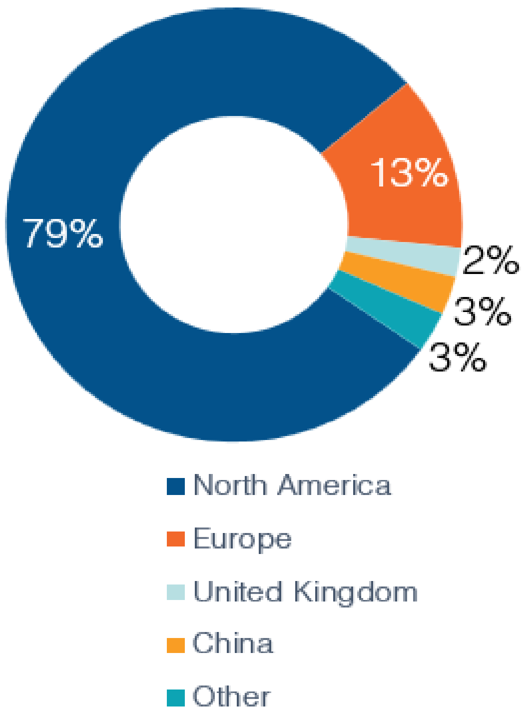
2025 Segment Mix*

Business Segment	2025 Revenue	R&R% vs. NC	NA% v. Int'l
Plumbing Products	$5.2B	84%	69%
Decorative Architectural Products	$2.4B	100%	100%
Total Company	**$7.6B**	**89%**	**79%**

R&R = % of sales to repair and remodel channels
NC = % of sales to new construction channels

NA = % of sales within North America
Int'l = % of sales outside North America

Total Geographic Revenue Split



*Based on Company estimates.

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2025 Channel Mix*

2025 Channel Mix as a Percentage of Sales			
Channel	Plumbing Products	Decorative Architectural Products	Total Masco
Retail	20%	96%	45%
Wholesale/Trade/Dealer	49%	3%	34%
E-commerce	20%	1%	13%
Specialty Dealer/Other	11%	0%	8%

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*Based on Company estimates.

Non-GAAP Financial Measures

This presentation contains both U.S. generally accepted accounted principles ("GAAP") and certain non-GAAP financial measures. Reconciliations of these non-GAAP measures to the most directly comparable GAAP measures are included in the following slides.

We believe that certain non-GAAP financial measures used in managing the business may provide users of this financial information with additional meaningful comparisons between current results and results in prior periods. These non-GAAP financial measures should be considered in addition to, and not as an alternative for or superior to, the comparable GAAP measure, and may not be comparable to similarly titled measures reported by other companies.

Profit Reconciliations – Second Quarter

($ in Millions)	Q2 2026	Q2 2025
Net sales	**$ 1,992**	**$ 2,051**
Gross profit, as reported	**$ 868**	**$ 772**
Rationalization charges	5	1
Gross profit, as adjusted	**$ 872**	**$ 774**
Gross margin, as reported	*43.6 %*	*37.6 %*
Gross margin, as adjusted	*43.8 %*	*37.7 %*
Selling, general and administrative expenses, as reported	**$ 397**	**$ 361**
Rationalization charges	7	1
Selling, general and administrative expenses, as adjusted	**$ 390**	**$ 360**
Selling, general and administrative expenses as a percent of net sales, as reported	*19.9 %*	*17.6 %*
Selling, general and administrative expenses as a percent of net sales, as adjusted	*19.6 %*	*17.6 %*
Operating profit, as reported	**$ 470**	**$ 412**
Rationalization charges	12	2
Operating profit, as adjusted	**$ 482**	**$ 413**
Operating margin, as reported	*23.6 %*	*20.1 %*
Operating margin, as adjusted	*24.2 %*	*20.1 %*

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Amounts may not add due to rounding.

EPS Reconciliation – Second Quarter

($ in Millions, Except per Common Share Data)	Q2 2026	Q2 2025
Income before income taxes, as reported	**$ 440**	**$ 378**
Rationalization charges	12	2
Income before income taxes, as adjusted	**$ 452**	**$ 380**
Tax at 24.5% rate	(111)	(93)
Less: Net income attributable to noncontrolling interest	15	13
Net income, as adjusted	**$ 326**	**$ 274**
Net income per common share, as adjusted	**$ 1.64**	**$ 1.30**
Average diluted common shares outstanding	199	211

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Amounts may not add due to rounding.

EPS Outlook Reconciliation

	2026	
	Low End	High End
Net income per common share	**$ 4.21**	**$ 4.41**
Rationalization charges	0.19	0.19
Net income per common share, as adjusted	**$ 4.40**	**$ 4.60**

Amounts may not add due to rounding.

Gross Debt to EBITDA Reconciliation

($ in Millions)		June 30, 2026
Debt	**$**	**3,247**

($ in Millions)		TTM June 30, 2026
Operating profit, as reported	**$**	**1,337**
Rationalization charges		35
Impairment charge for other intangible assets		5
Operating profit, as adjusted	**$**	**1,377**
Depreciation and amortization		152
EBITDA, as adjusted	**$**	**1,529**
Debt to EBITDA		2.1 x

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Amounts may not add due to rounding.

Working Capital as a % of Sales

($ in Millions)		As Reported June 30, 2026
Receivables	$	1,342
Inventories		1,060
Less: Accounts payable		(890)
Working capital	$	1,512
Net sales (last 12 months)	$	7,620
Working capital as a % of sales		**19.8 %**

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Amounts may not add due to rounding.