



MASCO



THIRD QUARTER 2026
EARNINGS PRESENTATION

October 28, 2026

Safe Harbor Statement

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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

SUMMARY
OF RESULTS

Jon Nudi
President & CEO

FINANCIAL /
OPERATIONS
REVIEW

Rick Westenberg
VP, CFO & Treasurer

Q & A

Jon Nudi & Rick Westenberg



JON NUDI

Summary of Results



Advancing Our Strategy

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Strengthening capabilities, partnerships and brands to drive long-term growth

STRENGTHENING CAPABILITIES

Executive Committee *New Members*



Brad Hiranaga
Chief Marketing
Officer



Yaron Ben David
Chief Technology
& AI Officer

DEEPENING PARTNERSHIPS

The Home Depot® *2026 Supplier Partnership Meeting Awards*



**Interconnected
Partner of the Year**



**Marketing
Partner of the Year**

EXTENDING BRAND LEADERSHIP

Delta *Brand Distinctions*



Q3 2026 Review

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Top line increased 3%, or 4% excluding the impacts of our Bristan divestiture and unfavorable currency



Grew adjusted gross margin 250 bps to 37.1%



Expanded adjusted operating profit margin 160 bps to 17.9%



Achieved adjusted EPS growth of 23% to \$1.19 per share



Returned \$322 million to shareholders through dividends and share repurchases



Increased anticipated full year adjusted EPS to \$4.65 to \$4.75 per share, up from \$4.40 to \$4.60 per share



RICK WESTENBERG

Financial / Operations Review



Quarter Highlights

- Total company sales increased 3%, or 4% excluding the impacts of our divestiture and unfavorable currency
- In local currency, North American sales increased 5%
- In local currency, International sales decreased 5%, or 1% excluding the impact of our divestiture
- Operating profit growth driven by pricing actions, cost savings initiatives and lower year-over-year tariff costs, partially offset by higher commodity and employee-related costs

(\$ in Millions, except EPS)

Q3 2026

Revenue	\$1,966
Y-O-Y Change	3%

Operating Profit*	\$351
Y-O-Y Change	\$39

Operating Margin*	17.9%
Y-O-Y Change	160 bps

EPS*	\$1.19
Y-O-Y Change	23%

*As adjusted, see Appendix for GAAP reconciliation.



Plumbing Products Segment

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Quarter Highlights

- Total segment sales increased 4%, or 5% excluding the impacts of our divestiture and unfavorable currency
- In local currency, North American sales increased 8%
- In local currency, International sales decreased 5%, or 1% excluding the impact of our divestiture
- Operating profit growth driven by pricing actions, cost savings initiatives and lower year-over-year tariff costs, partially offset by higher commodity and employee-related costs

(\$ in Millions)	Q3 2026
Revenue Y-O-Y Change	\$1,338 4%
Operating Profit* Y-O-Y Change	\$256 \$51
Operating Margin* Y-O-Y Change	19.1% 320 bps

* As adjusted and excludes business rationalization charges for the third quarter of 2026 and 2025 of \$12 million and \$8 million, respectively.



Decorative Architectural Products Segment

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Quarter Highlights

- Total segment sales were flat compared to the prior year
- PRO paint increased mid single digits
- DIY paint decreased low single digits
- Operating profit driven by higher commodity costs and lower volume, mostly offset by pricing and cost savings initiatives

(\$ in Millions)	Q3 2026
Revenue	\$628
YoY Change	—%
Operating Profit*	\$126
YoY Change	\$(1)
Operating Margin*	20.1%
YoY Change	(20) bps

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



Strong Balance Sheet

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Masco Corporation

Balance Sheet Metrics as of September 30, 2026

Cash and cash investments	\$610M
Revolver availability	<u>\$1,000M</u>
Total liquidity	\$1,610M
Gross debt to EBITDA ¹	2.1x
Working capital as a % of sales ¹	18.8%

1. See Appendix for reconciliation.

Full Year 2026 Outlook

2026 Forecasted Adjusted EPS: \$4.65 - \$4.75

Business Segment	2026 Forecasted Sales Change	2026 Forecasted Adjusted Operating Profit Margin
Plumbing Products	Up Low Single Digits <i>(higher end of the range)</i>	~20%
Decorative Architectural Products	Roughly Flat	~19.5%
Total Masco	Up Low Single Digits	18.0% - 18.5%



JON NUDI
RICK WESTENBERG

Q&A





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)	~\$175M
Depreciation and amortization ¹	~\$155M
Favorable foreign currency translation impact to sales ²	~\$35M
Share repurchase or acquisitions	~\$1B
Average diluted share count for 2026	~198M
Working capital as a % of net sales	~16.5%
Free cash flow conversion	~95%

1. Plumbing Products segment ~\$120m; Decorative Architectural Products segment ~\$30m; Non-operating ~\$5m.

2. Based on rates as of September 30, 2026.



Capital Allocation Strategy

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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

- Current annual dividend of **\$1.28**
- Target dividend payout ratio of **~30%**

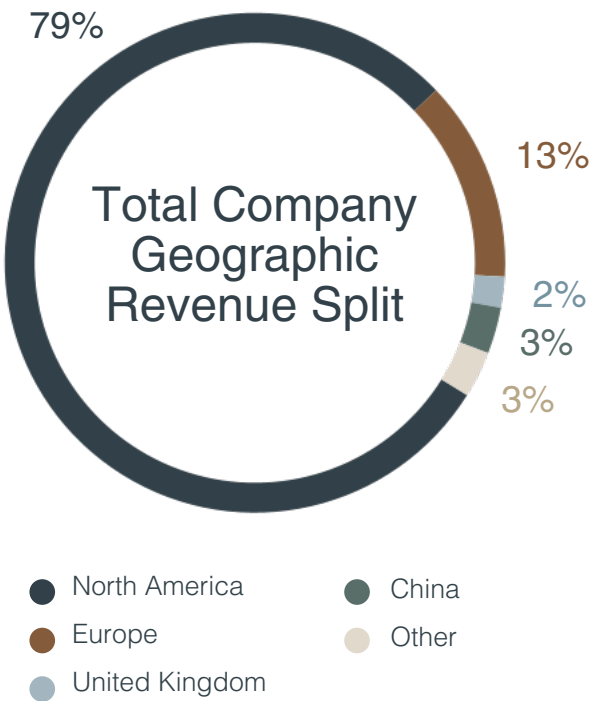
4

Deploy Excess Free Cash Flow to Share Repurchase or Acquisitions

- Consistently in the market for share repurchases, but opportunistic
- Expect to deploy ~\$1 billion for share repurchases or acquisitions in 2026
- Actively cultivating our M&A pipeline

2025 Segment Mix*

Business Segment	2025 Revenue	R&R% ¹ vs. NC ²	NA% ³ vs. Int'l ⁴
 Plumbing Products	\$5.2B	84% 16%	69% 31%
 Decorative Architectural Products	\$2.4B	100%	100%
Total Company	\$7.6B	89% 11%	79% 21%



1. R&R = % of sales to repair and remodel channels
2. NC = % of sales to new construction channels
3. NA = % of sales within North America
4. Int'l = % of sales outside North America

*Based on Company estimates and reflects the integration of Liberty Hardware into Delta Faucet Company, with Liberty's results now being reported in the Plumbing Products Segment.

2025 Channel Mix* as a Percentage of Sales

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Channel	Plumbing Products	Decorative Architectural Products	Total Masco
Retail	20%	96%	45%
Wholesale/trade/dealers	49%	3%	34%
E-commerce	20%	1%	13%
Specialty dealers/other	11%	0%	8%

*Based on Company estimates and reflects the integration of Liberty Hardware into Delta Faucet Company, with Liberty's results now being reported in the Plumbing Products Segment.

Non-GAAP Financial Measures

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This presentation contains both U.S. generally accepted accounting 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 – Third Quarter

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(\$ in Millions)	Q3 2026	Q3 2025
Net sales	\$ 1,966	\$ 1,917
Gross profit, as reported	\$ 720	\$ 656
Rationalization charges	10	7
Gross profit, as adjusted	\$ 730	\$ 663
<i>Gross margin, as reported</i>	36.6 %	34.2 %
<i>Gross margin, as adjusted</i>	37.1 %	34.6 %
Selling, general and administrative expenses, as reported	\$ 381	\$ 353
Rationalization charges	3	2
Selling, general and administrative expenses, as adjusted	\$ 378	\$ 352
<i>Selling, general and administrative expenses as a percent of net sales, as reported</i>	19.4 %	18.4 %
<i>Selling, general and administrative expenses as a percent of net sales, as adjusted</i>	19.2 %	18.4 %
Operating profit, as reported	\$ 338	\$ 303
Rationalization charges	13	8
Operating profit, as adjusted	\$ 351	\$ 312
<i>Operating margin, as reported</i>	17.2 %	15.8 %
<i>Operating margin, as adjusted</i>	17.9 %	16.3 %

Amounts may not add due to rounding.

EPS Reconciliation – Third Quarter

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<i>(\$ in Millions, Except per Common Share Data)</i>	Q3 2026	Q3 2025
Income before income taxes, as reported	\$ 322	\$ 276
Rationalization charges	13	8
Gain on sale of business (1)	(13)	—
Loss from financial investments, net	1	—
Income before income taxes, as adjusted	\$ 323	\$ 284
Tax at 24.5% rate	(79)	(70)
Less: Net income attributable to noncontrolling interest	10	11
Net income, as adjusted	\$ 234	\$ 204
Net income per common share, as adjusted	\$ 1.19	\$ 0.97
Average diluted common shares outstanding	196	209

(1) Represents the gain from the sale of our Bristan Group business for the three months ended September 30, 2026.

EPS Outlook Reconciliation

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	2026	
	Low End	High End
Net income per common share	\$ 4.51	\$ 4.61
Rationalization charges	0.19	0.19
Gain on sale of business (1)	(0.05)	(0.05)
Net income per common share, as adjusted	<u>\$ 4.65</u>	<u>\$ 4.75</u>

(1) Represents the gain from the sale of our Bristan Group business.

Gross Debt to EBITDA Reconciliation

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(\$ in Millions)		September 30, 2026
Debt	\$	3,247

(\$ in Millions)		TTM September 30, 2026
Operating profit, as reported	\$	1,373
Rationalization charges		39
Impairment charge for other intangible assets		5
Operating profit, as adjusted	\$	1,417
Depreciation and amortization		150
EBITDA, as adjusted	\$	1,567

Debt to EBITDA		2.1 x
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Working Capital as a % of Sales

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<i>(\$ in Millions)</i>	As Reported September 30, 2026	
Receivables	\$	1,254
Inventories		1,050
Less: Accounts payable		(860)
Working capital	\$	1,444
Net sales (last 12 months)	\$	7,668
Working capital as a % of sales		18.8 %



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THANK YOU