22-Feb-2023

Masco Corp. (MAS)

Barclays Industrials Select Conference

Copyright © 2001-2023 FactSet CallStreet, LLC

CORPORATE PARTICIPANTS

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

OTHER PARTICIPANTS

Matthew Bouley
Analyst, Barclays Capital, Inc.

MANAGEMENT DISCUSSION SECTION

[Abrupt Start]

Matthew Bouley
Analyst, Barclays Capital, Inc.

...building products, really pleased to have John Sznewajs here, CFO of Masco Corp.

So, before we get into the questions, John's going to give kind of an opening overview of Masco for those that are newer to the story. Before we even get to that, we're going to do our audience response questions, so I'll try to run through those quickly. Always interesting to see.

So, number one for this audience, you're currently on Masco: overweight, market weight, underweight or no?

All right. We have an audience of new investors. Next question, please.

Your general bias towards Masco right now: positive, negative, or neutral?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

[ph] Hit one (00:01:05). Can I answer this?

Matthew Bouley
Analyst, Barclays Capital, Inc.

All right. Leaning neutral. Little more leaning negative, I guess. Okay. Next question, please.

Through cycle EPS growth for Masco will be: above, in,-line or below peers, in your opinion?

Copyright © 2001-2023 FactSet CallStreet, LLC

Generally in line with or below peers for this audience. All right. Next question.

In your opinion, what should Masco do with excess cash, bolt-on, larger M&A, share repo, dividends, debt pay down or internal investment?

Okay. We have a mix. But no one thinks larger M&A, so that may be the answer. Next question.

What multiple of 2023 earnings should Masco trade, below 10 or above 21 and everything in between?

Weighted towards 13 to 15. All right. Next question, please.

Most significant share price headwind to Masco today: growth, margins, capital deployment, or execution/strategy?

Growth and margins. Simple. I believe the next one is the last question.

Does ESG play an active role in your decision regarding Masco? Yes, positive? Yes, negative? No or no but will in the future?

At the moment no for this audience. Okay. So, with that, John, thank you for being here.

John G. Sznewajs

Chief Financial Officer & Vice President, Masco Corp.

Great.

Matthew Bouley

Analyst, Barclays Capital, Inc.

Happy to let you give the elevator pitch on Masco here for those less familiar.

John G. Sznewajs

Chief Financial Officer & Vice President, Masco Corp.

Yeah. Thanks, Matt, and good afternoon, everyone. Because we have an audience that largely does not own the shares, I thought maybe it does make sense to do just a quick overview of who we are and what we're all about.

So, Masco is one of the leading building products manufacturers here serving the North American and international markets. The two product categories that we serve are the plumbing market, and we're one of the largest players in the plumbing market here domestically. We have brands like Delta Faucet here domestically. Our international brand is Hansgrohe. And our revenues on the plumbing side of our business are, call it, roughly $5 billion – just north of $5 billion.

And then the second product category that we're in is, we call decorative architectural. Largely, that's paid. We manufacture the Behr brand of paint that's sold through The Home Depot. We've had great exposure there over the years. Great DIY business historically over the last decade or so, really works in partnership with The Home Depot to create a pro brand.

Copyright © 2001-2023 FactSet CallStreet, LLC

We've grown that from effectively zero, call it, a decade – just over a decade ago to something now that finished out 2022 just north of $900 million in revenue. So, great growth and partnership with The Home Depot with this pro paint initiative that both of us are driving.

And so, if you think about what distinguishes Masco from a lot of our peers, I'd say it's two or three things. One, if you look across our portfolio, I think we have perhaps the best portfolio of brands in the industry with Delta domestically, Hansgrohe, and Behr. Then we've got a variety of sub brands that appeal to pro contractors. So that's really important.

The second thing that we do to support those brands is we drive a lot of innovation. And so, innovation accounts for roughly 30% of our sales – or accounted for roughly 30% of our sales in 2022, which means we're churning or introducing products on a very regular cadence, which drives footsteps, whether it's to websites on behalf of our channel partners, to our channel partners' retail outlets, or to some of our local dealers and distributors that we sell products through.

I'd say the third thing that distinguishes us from the competition is the amount of cash flow that we generate. Typically, in a normal year, we have 100% of free cash flow conversion, and so we deploy a lot of that free cash flow back to shareholders through share repurchases and/or dividends. We have a -- we've been paying out a very consistent dividend at a 30% payout ratio and the balance goes to share repurchases. In the last couple of years, we've done over $1 billion back to shareholders through share repurchases and dividends. So, very active program.

And we're selectively then also adding on to our very strong businesses through high quality, small bolt-on M&A opportunities that appeal to us and to our customers through product line adjacencies or channel adjacencies. So, we're really pleased with how the portfolio has shaped today. The cash that we generate, and then how we deploy that capital.

So, I think that that's a good high level view of who we are and what we look like. So...

Matthew Bouley

Analyst, Barclays Capital, Inc.

Wonderful.

John G. Sznewajs

Chief Financial Officer & Vice President, Masco Corp.

[indiscernible] (00:07:17) for some Q&A.

Copyright © 2001-2023 FactSet CallStreet, LLC

QUESTION AND ANSWER SECTION

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Okay. So, maybe we'll just kind of start with sort of the news hot off the press, your guidance. Maybe we'll focus on the repair and remodel market, given that's Masco's bread and butter. You had Home Depot out yesterday talking of flat comps, maybe kind of a low market decline in volumes this year. You had your peers down in Chicago talking about kind of mid-single-digit market declines. Then you had Masco guiding to a low-double-digit market decline on repair and model. So, very simple question is kind of what are you guys seeing out there and how did you kind of come up with the underpinnings of that guide.

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

As we were looking at the market as we were finishing up the fourth quarter and then also beginning the first quarter, just taking a look at the dynamic that we were facing and what the broader economy is facing, higher interest rates, how it's impacting the consumer, and then taking a look at the very specific aspects of some of our business.

We felt the high-single-digit – I'm sorry, the low double-digit decline in the R&R market, broadly speaking, was the right call, because if you look at the composition of our portfolio, we called our paint business down, call it, high single digits for our DIY paint, mid-single digits for our pro paint initiative.

That said, we've got some other components of the business on the plumbing side that we're going to feel a little bit more pressure, and specifically, we have a hot tub or our spa business that's in the portfolio. That's about 15% of our Plumbing segment revenue, that we believe will decline more than the guide that we gave for the market.

And that's just because it's a high-ticket item, highly discretionary. And the consumer is pulling back on discretionary spending. We think that one is going to get impacted. So that's driving. And then we looked at other aspects of what's going on in the broader economy that get us to our low double-digit decline. That said, we will have a little bit of pricing to offset that market decline. So, thinking about our business, we're guiding, call it, down roughly 10% for Masco.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. Okay. That's helpful. So, sort of the overall market decline, but it's still, if I'm hearing you correctly, kind of weighted towards your exposures within that [indiscernible] (00:09:37).

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

That's right. And as you think about the competitors that have come out, everyone's got a little bit different view of the market. And I would tell you, I've been with the company for a long time. This is a fairly challenging environment to forecast.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Copyright © 2001-2023 FactSet CallStreet, LLC

Right. So going to the Plumbing business, as you mentioned, spa and sort of the impact there, I think you guided Plumbing down 10% to 14% this year. And so, I guess it would be helpful if you can kind of outline just where was spa three years ago? What could that impact kind of look like this year and sort of just how that's kind of playing into the 10% to 14%?

John G. Sznewajs A
Chief Financial Officer & Vice President, Masco Corp.

Yeah. Sure. So, going into the pandemic, it was a nice, solid piece of our Plumbing business. But we've seen enormous growth in that business during the course of the pandemic. And for the last three years, we've seen 50% growth in that business. I mean, just enormous comps that we've been facing.

And so, as we think about the consumer cooling off, it's natural when you see that kind of outsized growth, that kind of reverts a little bit more to the mean. And so, we'll see that pull back. Now, we still think it'll be above 2019 levels here in 2023, but still down comparatively from 2022, which was a record year for that business.

Matthew Bouley Q
Analyst, Barclays Capital, Inc.

Right. But ultimately, I mean, you're implying it will be down sort of more than 10% to 14%...

John G. Sznewajs A
Chief Financial Officer & Vice President, Masco Corp.

That's correct.

Matthew Bouley Q
Analyst, Barclays Capital, Inc.

...basically. Okay. Got it. And then – so, I'm going to stick on the same topic, so on Plumbing top line, you've obviously got a big international business there with Hansgrohe split between Europe and really the rest of the world. I think you got it to down high single digits...

John G. Sznewajs A
Chief Financial Officer & Vice President, Masco Corp.

That's right.

Matthew Bouley Q
Analyst, Barclays Capital, Inc.

...for your international expectations. So, kind of how is that breaking out between Europe and rest of world? And just as you've – have you started to see that already or is it still an expectation that that will kind of soften further?

John G. Sznewajs A
Chief Financial Officer & Vice President, Masco Corp.

Yeah. I would tell you, Matthew, that our international Plumbing business has been a bit of a positive surprise for us. Going into 2022 even, we thought that we see more softness in that business, but that business has really held up well. And maybe just to give you a little bit of a profile what Hansgrohe is all about.

To Matthew's point, our core business is headquartered in Germany. We've got strong sales in [ph] Central Europe (00:11:57). That said, Hansgrohe also sells into 140 markets around the world. So, it's our first and only

Copyright © 2001-2023 FactSet CallStreet, LLC

truly global brand that we have. With that, we saw good growth in China last year, good growth in India last year in a lot of the peripheral markets that it sells into. And clinically, essentially Europe held in there better than we anticipated in 2022.

Some of that's due to the innovation that Hansgrohe brings. They put out a lot of innovation into the market on an annual basis. Part of that's due to some competitive dynamics where they outperformed some of their competition. We're able to gain share in what was a tough market in Central Europe.

As we roll the tape forward into 2023, as we look at the world and how it's shaping up, we do still think the market will be down high single digits, as you mentioned. That said, we do think Hansgrohe will outperform that, because of the performance that they put up in China last year and the strength that they're seeing in some of these other markets, as well as the fact that the markets in Central Europe for them still remain favorable. The dynamics look like they can continue to pick up a little bit of share there this year. So, we think Hansgrohe will do well this year.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. So, you mentioned that there's kind of a positive price offset to the overall guide. I'm sticking with Plumbing. We've seen publicly that Delta had a price increase out for April. So, how are you thinking about carryover price versus kind of incremental price within that 10% to 14% plumbing guide this year?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yes. So certainly, to your point, we do have some carryover [ph] pricing (00:13:34) actions that we initiated last year, and that's probably going to be the majority of the pricing that we've enjoyed this year. That said, there will be some select pricing actions. So, a couple of our businesses – Hansgrohe has gone out with pricing already earlier this year. They would do so traditionally. They typically go to market with price in the first quarter.

And then to your point, Delta is going out selectively with price early in the first part of this year. So, by the time that gets rolled in, it will be – [indiscernible] (00:14:03) impact this year, the bigger component of the pricing impact this year will be from a carryover aspect.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. So, some of [ph] that's going to (00:14:10) continue to carry into 2024 effectively?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Correct.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Okay. Okay. That's helpful. So, as I stick with Plumbing and jump down to the margin side, I think if I do the back of the envelope, the margin guide suggested sort of a mid-teens decremental margin. So, not as harsh as what you were guiding to the whole business. So, what are some of the things you are doing to kind of manage that decremental margin in 2023?

Copyright © 2001-2023 FactSet CallStreet, LLC

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah. So, typically what you would see on lower volumes from us is, we've got high contribution margins across our business. So, company-wide average for contribution margin is roughly 30%. And so, you expect that amount to hit the P&L, given the volume declines that we're kind of foreshadowing.

The offsets there are really two things, Matthew. One is the carryover pricing that we talked about just a couple of minutes ago. So that helps mitigate the impact of some of the volume decline. The other thing that's going to help us in 2023, [indiscernible] (00:15:13) we had some supply chain issues and operational issues in some of our facilities in 2022. We've gotten on top of and will really be in the rearview mirror by the end of the first quarter here.

So, with the absence of those headwinds and our plants back operating like the way we want them to be operating, that will create some tailwind and also mitigate the impact of the lower volumes this year.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. Okay. That's helpful. And so, I think when we talk about the cadence of the year, I think you guided to Q1 sales, I believe, in dollar terms sort of similar to what we saw in Q4. And so, kind of as we think about the cadence of the year beyond Q1, is the assumption that this is – the larger declines are more front half weighted or is it kind of evenly spread? Maybe sticking with the Plumbing segment for now, [ph] you're (00:16:09) talking about is it kind of evenly spread through the year or maybe kind of lessen in terms of declines in the back half.

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah, I'd say, we'll follow the cadence of our comps. We had some pretty good comps in the first quarter of last year that we're up against, both on the paint side and the Plumbing side of the business. And so, as we think about the business going through the course of the year and the cadence it develops is the comps get easier through the course of the year, the performance should get better both from a top line perspective to be less of a negative. But we also think that starting in Q2, on a year-over-year basis, margins should improve each quarter as we roll through the year.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. Okay. That's helpful. So, we'll jump to Decorative. As you mentioned, on the paint side, you're talking to DIY market down high singles, pro down mid-singles. I guess just a very easy question is that,, that's a market comment and how does Masco growth compare to that?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah, that's a market comment. And we do think we can outperform the market in that environment, Matthew, just given the strength of our brand, given our strength of the relationship with Home Depot and given Home Depot's performance. Obviously, they put out their guide yesterday, and we think we can – between us and that partnership, we can outperform the market.

Copyright © 2001-2023 FactSet CallStreet, LLC

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Right. Understood. And so, you're making a lot of investments, it sounds like, on the pro side this year still. I think about a few years ago where you were really ramping up the program, right? You're now $900 million adding in all these reps and stores. So, what's kind of the next leg of these investments you want to make behind pro with The Home Depot and kind of where do you see that evolving?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Sure. It's been a great run with this pro initiative that we've been driving with in conjunction with them. Like you said, $900 million in revenue. That said, that's still only about 10% market share in the pro segment of the market. And so, there's still, we think, a lot of runway [indiscernible] (00:18:15).

So the investment that we're going to make the next several years will continue to be in a couple of [indiscernible] (00:18:20). One is [indiscernible] (00:18:22) additional head count in terms of sales force, both external sales [indiscernible] (00:18:27) people in the field calling on plumbing contractors to drive them into Home Depot.

But then also, we're going to continue our plan having our employees inside Home Depot stores to work with the pro contractors when they get in the store to get them in and out of [indiscernible] (00:18:41) the job site. So that's the first thing that we're investing in.

The second thing we're going to be investing in this year is a loyalty program, and Home Depot talked a little bit about this on their call yesterday. We'll be a participant and a supporter of that. So, we're going to make some investments to support that to make sure [indiscernible] (00:18:59) share over the course of the last several years. We want to make sure that share gain that we have is sticky [indiscernible] (00:19:05).

And the third thing is going to be kind of more programmatic. There are some things that we've done over the course of the last couple of years that we've tested, and we want to continue to test those things that are important to the pro. Things like job site delivery that we've initiated on a couple of markets in 2022, and we'd like to expand that program to more markets as we roll into 2023 and beyond.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Yeah. So, on that point, the share gain you've made in pro and especially over the past year, you just said, hey, look, between proving the pros' customer experience at the home centers and the loyalty program, I mean, that's kind of meant to hang on to some of that share gain. I guess, sort of what are you seeing down at the field level? Are there just some pros that, you know what, they're just going to go back no matter what? Or how do you think about that kind of ability to really stick what you gain [indiscernible] (00:19:57)?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

I think is sticky than [ph] one would expect it (00:19:59). The best thing that happened over the course of the last year is that we get a lot of new pro painters trying Behr paint. And what they learned is they'd like to [indiscernible] (00:20:11). So based on that, no one's – maybe [indiscernible] (00:20:14) have 100% share of wallet [indiscernible] (00:20:16). So really what we're fighting for is [ph] growing fair share of (00:20:19) that share of wallet with that pro contractor, and by getting them the experience, by getting them in partnership into The Home Depot.

Copyright © 2001-2023 FactSet CallStreet, LLC

A lot of these pro contractors are not just painting, but they're also doing small repairs in the house. And so, it's a very convenient place for the pro [indiscernible] (00:20:36), but they can get their wallboard, 2x4s, whatever else they need to complete the job. And so, it's – I think the program is working like we expected and getting these new contractors into the stores has been a real success. We think we're going to hold on to a lot of that share [indiscernible] (00:20:52).

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. So, jumping down to the margin side in Decorative, I mean, I think the guidance for 16% this year.

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

That's right.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

I mean, the segment historically had been high teens, even above 20% at various points, slightly different mix. So, just – and I guess it's implying kind of a 40% decremental, again, back of the envelope. What are some of the puts and takes there? And you have this mid-to-high single-digit decline in the end markets of pro and DIY. And just how do you think about the ability to kind of get margins back to where they used to be in that segment?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah. So, there's a couple of things that are impacting the decrementals this year that I'd guide you to. One is, obviously, the volume decline. There are the two factors that weigh into it. One, the investment that we just talked about in the pro. So, we're – despite the fact that we're seeing declining volumes, we want to make sure that we continue to invest in this program, because we want to exit whatever this downturn looks like in a stronger position than when we entered it. So that's why [ph] we think the (00:21:52) investment's important.

Then the third piece of it, kind of a nuanced piece in the cost recovery aspect of our relationship with our channel partner. And that is, if you consider when we put through pricing, we get the cost recovery on the inflation. So, I'll give you an example. We put through a 10% price increase in our paint business, because the segment margins declined by 180 basis points because we were just recovering the cost of that inflation and not the margin on that inflation. And so that – given the fact that we've got some carryover pricing happening in the Decorative Architectural segment, that's going to weigh on the decrementals again in the segment.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. Okay. So that was going to be my question. It's mainly carryover pricing and that's kind of, therefore, in the guide. I mean, what are you then seeing on the sort of underlying raw materials for paint and what might that mean for price and cost in the segment?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Copyright © 2001-2023 FactSet CallStreet, LLC

Yeah. To this point, we've not seen much movement in pricing in the inputs to paint. Things have been kind of sticky where they're at. And we haven't seen any material move down at all, nor are we seeing any incremental inflation [indiscernible] (00:23:07). So, it's been pretty stable at this point.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Okay. Got it. I should have asked that question for Plumbing.

[indiscernible] (00:23:15)

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

So, [indiscernible] (00:23:18) Plumbing have come down a little bit. We do think that we'll see some modest, perhaps low-single-digit deflation in Plumbing this year. As you've seen, the two big inputs of our Plumbing business are copper and zinc. You've seen those come off the second quarter as in [ph] 2022 highs (00:23:32). It's picked up a little bit here in the first part of 2023 [indiscernible] (00:23:27) there'll be some modest [ph] inflation (00:23:40).

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Okay. So there's some modest – it's a small benefit, effectively. Okay. Got it. So then, we'll come back to paint. So, I mean, like thinking what The Home Depot said yesterday, they're investing a lot, right? They are investing in associates. How do you think about when you see a customer making a lot of investments in a challenging market environment like this, do you think of it as a comeback to Masco? Does it come back on them sort of pressuring suppliers in any way?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

To this point, we've not seen the investment that they're making. All we know is we have to be in the best position to serve our customer, no matter what their strategies are. And so, we are not taking our foot off the pedal on things like innovation. We're continuing to invest in innovation.

We're continuing to invest in the service with our businesses to make sure that we can meet our customers' timelines for deliveries and the like. We're continuing to invest in people. And we actually – as you know, we continue to invest in capacity. So, in the case of our paint business, for instance, we're putting up a plant in Ohio to ensure that we're in a position to best serve Home Depot and our customer base.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. So, with a couple of minutes to go, before I continue with the [ph] forum (00:25:00), does anyone want to ask John a question from the audience?

Okay. I will continue then. How are you thinking about sort of customer inventory positions across plumbing distribution and paint retail? And so, does it feel like destocking may continue or you're kind of close to the end of that?

Copyright © 2001-2023 FactSet CallStreet, LLC

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah, we think we're close to end. We don't see much destocking actually, quite honestly in the fourth quarter of 2022. So, we think the inventory positions both at the retail and through our wholesale customers are in good positions. Sell-through is approximately equal to sell-in, so it's – we're not seeing anything like in our product categories. And as you know, we manage our – particularly in the paint side of the business, we manage those inventories very closely based on the seasonality of that business.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Yes. Got it. So, kind of, I guess, a higher level question. You've got the annual 10% EPS growth guide, and I think Keith said on the call that the idea is paint should kind of get its margins back to where it was at some point. What do you think it will take to kind of – as part of that long-term growth guide, what do you think it will take for the paint profitability to kind of return to those prior levels?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

I think some of it's execution on our part. We got to continue to serve well and get some of the [ph] productivity (00:26:29) to our facilities. I think that's a big component of it. And just driving better execution, whether it's top line or bottom line. And I think this is a part that's going to get us there.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. And then so on the capital deployment side, you mentioned targeted M&A in right places, quality businesses. Obviously, you've got the share repurchase program still out there. Kind of how you think about where you want to be from a leverage position and at what point do you kind of hit the gas pedal again on either share repo or finding some M&A?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Yeah, sure. So, you're right, the balance sheet's in great shape. Net debt to EBITDA is at 1.8 times at the end of the year. And so, as we think about M&A, we've got the firepower to use our balance sheet if we want to for the right single acquisition or series of acquisitions were to come along, we can use the balance sheet to put an additional leverage on that.

That said, we do want to maintain an investment grade balance sheet. So, we would make sure that we keep our discipline around that and not use too much of our capital for M&A. But at this stage of the game, I'm not [indiscernible] (00:27:38) on to the balance sheet.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

Got it. Okay. Well, with that, I should have mentioned at the top, John's on his victory lap as a public company CFO. So May 2?

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

A

Copyright © 2001-2023 FactSet CallStreet, LLC

May 31.

Matthew Bouley
Analyst, Barclays Capital, Inc.

Q

May 31. Excuse me.

Matthew Bouley
Analyst, Barclays Capital, Inc.

So, thank you, John, for coming on your victory lap here. And thanks everyone for joining today.

John G. Sznewajs
Chief Financial Officer & Vice President, Masco Corp.

Thank you, Matthew.

Disclaimer
The information herein is based on sources we believe to be reliable but is not guaranteed by us and does not purport to be a complete or error-free statement or summary of the available data. As such, we do not warrant, endorse or guarantee the completeness, accuracy, integrity, or timeliness of the information. You must evaluate, and bear all risks associated with, the use of any information provided hereunder, including any reliance on the accuracy, completeness, safety or usefulness of such information. This information is not intended to be used as the primary basis of investment decisions. It should not be construed as advice designed to meet the particular investment needs of any investor. This report is published solely for information purposes, and is not to be construed as financial or other advice or as an offer to sell or the solicitation of an offer to buy any security in any state where such an offer or solicitation would be illegal. Any information expressed herein on this date is subject to change without notice. Any opinions or assertions contained in this information do not represent the opinions or beliefs of FactSet CallStreet, LLC. FactSet CallStreet, LLC, or one or more of its employees, including the writer of this report, may have a position in any of the securities discussed herein.

THE INFORMATION PROVIDED TO YOU HEREUNDER IS PROVIDED "AS IS," AND TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, FactSet CallStreet, LLC AND ITS LICENSORS, BUSINESS ASSOCIATES AND SUPPLIERS DISCLAIM ALL WARRANTIES WITH RESPECT TO THE SAME, EXPRESS, IMPLIED AND STATUTORY, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, ACCURACY, COMPLETENESS, AND NON-INFRINGEMENT. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, NEITHER FACTSET CALLSTREET, LLC NOR ITS OFFICERS, MEMBERS, DIRECTORS, PARTNERS, AFFILIATES, BUSINESS ASSOCIATES, LICENSORS OR SUPPLIERS WILL BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, CONSEQUENTIAL OR PUNITIVE DAMAGES, INCLUDING WITHOUT LIMITATION DAMAGES FOR LOST PROFITS OR REVENUES, GOODWILL, WORK STOPPAGE, SECURITY BREACHES, VIRUSES, COMPUTER FAILURE OR MALFUNCTION, USE, DATA OR OTHER INTANGIBLE LOSSES OR COMMERCIAL DAMAGES, EVEN IF ANY OF SUCH PARTIES IS ADVISED OF THE POSSIBILITY OF SUCH LOSSES, ARISING UNDER OR IN CONNECTION WITH THE INFORMATION PROVIDED HEREIN OR ANY OTHER SUBJECT MATTER HEREOF.

The contents and appearance of this report are Copyrighted FactSet CallStreet, LLC 2023 CallStreet and FactSet CallStreet, LLC are trademarks and service marks of FactSet CallStreet, LLC. All other trademarks mentioned are trademarks of their respective companies. All rights reserved.