Investor Day 2026

MASCO

MAY 13, 2026

NEW YORK STOCK EXCHANGE

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.

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CEO Opening Remarks

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Delivering Growth Through a Consumer-Driven Strategy

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Our Strengths
Our Opportunities
Our Strategy

Our Strengths

Streamlined Portfolio

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2005
5 segments | ~40 BUs

PLUMBING
DELTA, hansgrohe, BrassCraft, Newport Brass, Cobra, BRISTAN GROUP, SIRRUS, Watkins, HÜPPE, mirolin, GINGER, GAMCO, BREUER, PlumbShop, PEERLESS, CalderaSpas, damixa, Cambridge Brass, ASB American Shower & Bath, AIR, STSR, BRASSTECH, HotSpring, AQUAGLASS, HERITAGE Bathrooms

DECORATIVE
BEHR, avocet Hardware, Masterchem Industries LLC, VaporTech, Liberty Hardware Manufacturing Corporation, bathunlimited, GAMCO

CABINETS
KraftMaid Cabinetry, Merillat, QualityCabinets, tvilum, d-SCAN, MILL'S PRIDE, moores

OTHER SPECIALTY
LA GARD INC, ARROW, BRUGMAN, DURAFLEX, Premier Trade Frames, GRIFFIN WINDOWS, PowerShot, Saflok, FAUCET QUEEN, Gibraltar, VASCO, Computerized Security Systems, Milgard Windows, superia

INSTALLATION
SERVICE PARTNERS, MASCO Contractor Services

2015
4 segments | ~17 BUs

PLUMBING
DELTA, hansgrohe, HÜPPE, MASCO, VaporTech, BrassCraft, BRASSTECH, mirolin, BRISTAN, Watkins Wellness

DECORATIVE
BEHR, Liberty Hardware Manufacturing Corporation

CABINETS
moores, MASCO Cabinetry

OTHER SPECIALTY
ARROW How it all comes together, Milgard Windows, MASCO UK WindowGroup

2026
2 segments | 8 BUs

PLUMBING
DELTA, hansgrohe, Watkins Wellness, MASCO, BrassCraft, BRISTAN, Mercury Plastics

DECORATIVE
BEHR

Most Attractive Categories

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Building Products Segment Attractiveness

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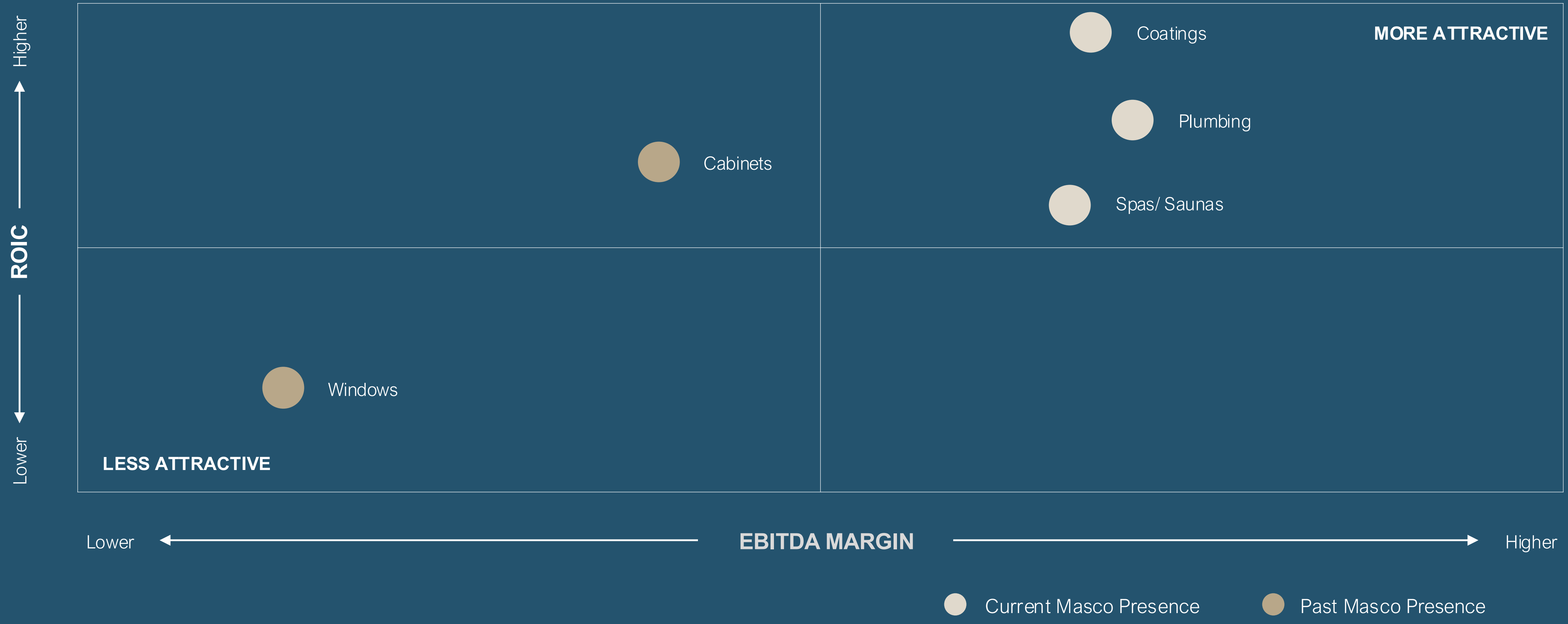

Note: Building product categories mapped to representative public companies to derive margin and return on capital

OUR STRENGTHS

Our Leading Brands

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PLUMBING

AXOR
BrassCraft
BRISTAN TAPS & SHOWERS
BRIZO
DELTA
hansgrohe
Kraus
ESTD 1948 LIBERTY
NEWPORT BRASS
PEERLESS

#1 FAUCET BRAND
DELTA

PAINT

BEHR
KILZ
WHIZZ

#1 DIY BRAND
BEHR

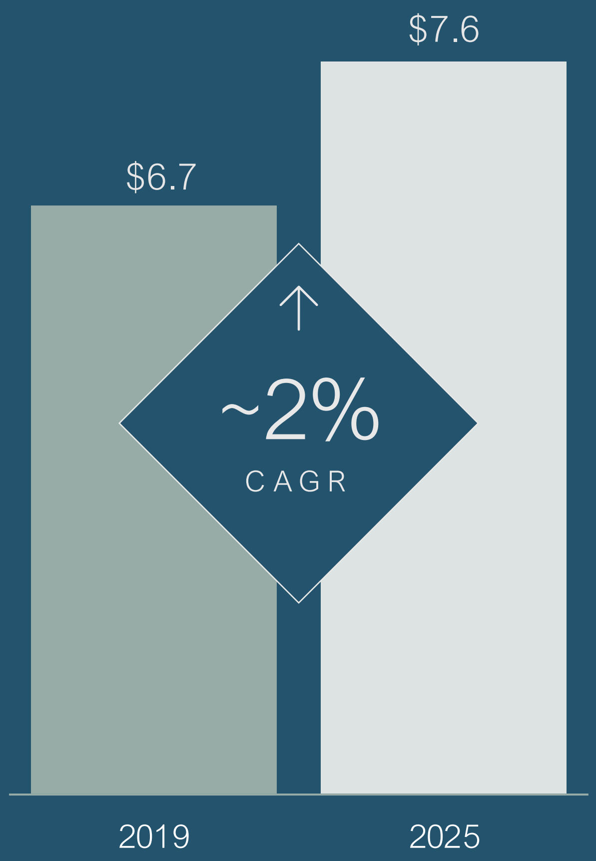
WELLNESS

CalderaSpas
ENDLESS POOLS
finnleo
helo
HotSpring Every day made better
TYLÖ

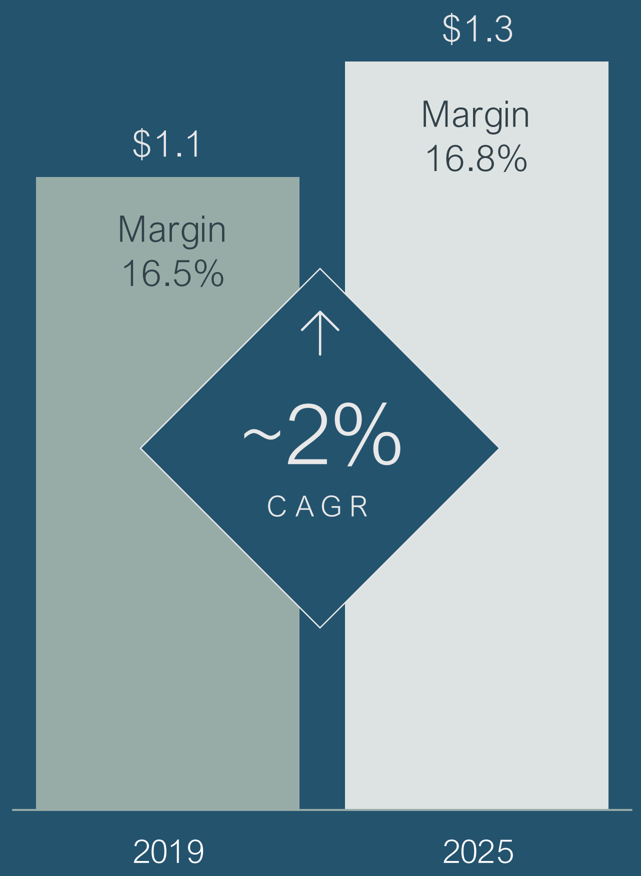
#1 TRADE BRAND
HotSpring

Financial Performance Through Cycles

REVENUE ($B)



ADJ. OPERATING PROFIT ($B)[1]



ADJ. EPS ($)[1]

1. Reflects operating profit and EPS, as adjusted. 2019 excludes Cabinetry and Windows divestitures. See Appendix for GAAP reconciliations.

Driving Shareholder Returns

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$9B+

RETURNED TO SHAREHOLDERS SINCE 2015

~45%

AVERAGE ROIC SINCE 2019

13 years in a row

ANNUAL DIVIDEND INCREASES

Our Opportunities

Accelerate Top Line Growth

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Plumbing

Advance ecommerce leadership

Expand luxury

Drive global projects

Paint

Strengthen DIY leadership

Win with the Pro

Wellness

Positive category trends

Increase household penetration

Expand sauna distribution

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Continue Bottom Line Growth

Leverage Scale

Streamline Business

Centers of Excellence

Cost Management

Footprint Optimization

Masco Operating System

Our Strategy

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Delivering Growth Through a Consumer-Driven Strategy

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Brand Building & Innovation

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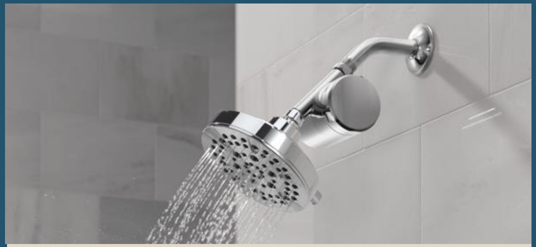
INDUSTRY
LEADING
BRANDS



Delta® Clarifi™ Shower Filter

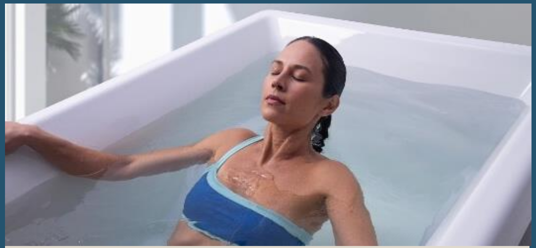
Delta® Clarifi™ Tankless Reverse Osmosis System

Hansgrohe® Raindance Alive

Hansgrohe® Avalegra

FreshWater® IQ

Sauna360



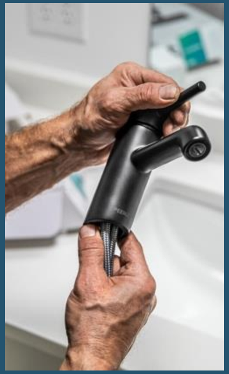
Cold Plunge

Kilz® Original Water-Based Primer

Delta® ShowerSense™ Digital Shower

INDUSTRY LEADING BRANDS

Distinctly Targeted Brands







PEERLESS | Kräus | DELTA | hansgrohe | BRIZO | NEWPORT BRASS | AXOR

Meaningful Innovation

INDUSTRY LEADING BRANDS

Top Rated
INTERIOR PAINT
12 YEARS IN A ROW

Consumer Reports

Top Rated
EXTERIOR PAINT
12 YEARS IN A ROW

Consumer Reports

Top Rated
EXTERIOR STAIN
5 YEARS IN A ROW

Consumer Reports

SUSTAINABILITY INNOVATION

SAUNA360 + freshwater IQ

INDUSTRY LEADING BRANDS

HIGHEST RATED TRADE BRAND[1]

1. 2025 Spa Search Trade Certified Independent Survey

Digital Marketing & Ecommerce

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EXPANDED COMMERCIAL CAPABILITIES

Tech Enabled Color Confidence

- Driving consumer buying decisions
- Data-focused

Digital Marketing & Ecommerce

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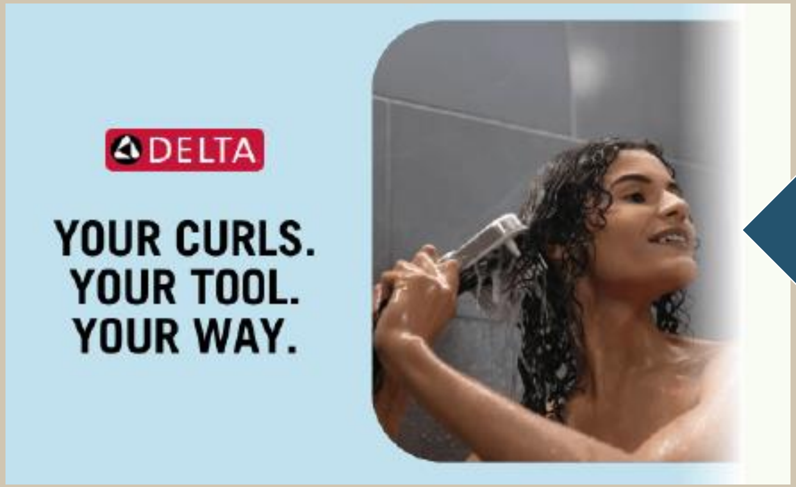
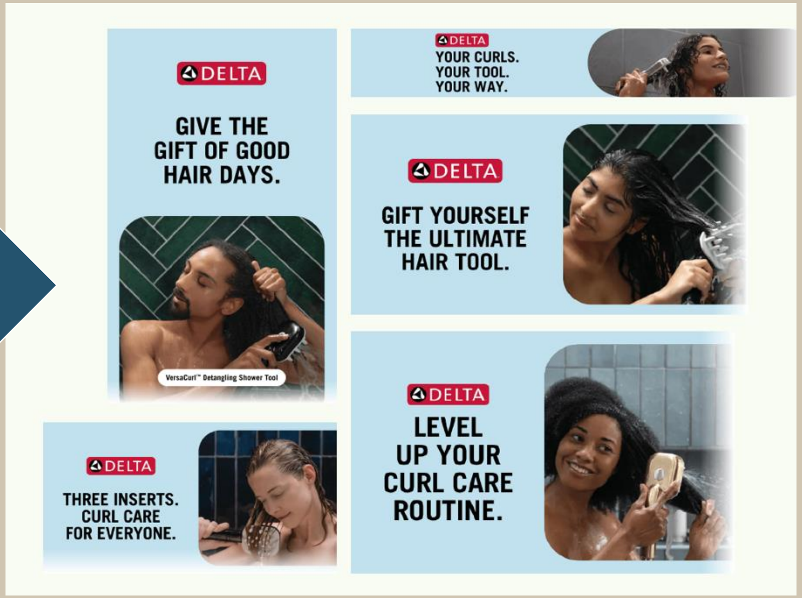
EXPANDED COMMERCIAL CAPABILITIES

Generic Ads



Dynamic Creative Optimization



Business Unit Led Advancements

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Greater visibility into commercial performance drivers

More structured pricing and trade decision-making

Growing use of data and analytics to inform revenue and margin choices

How We Are Enhancing Operations

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ENHANCED OPERATIONAL EXCELLENCE

1 Executive Committee

2 Simplification & Scale

3 Centers of Excellence

Executive Committee with Business Unit Representation

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ENHANCED OPERATIONAL EXCELLENCE

Jon Nudi
PRESIDENT & CEO

Rick Westenberg
VP, CFO & TREASURER

Ken Cole
VP, GENERAL COUNSEL & SECRETARY

Jen Stone
VP, CHIEF HUMAN RESOURCE OFFICER

VJ Teenarsipur
PRESIDENT, BEHR PAINT COMPANY

Han-Juergan Kalmbach
PRESIDENT, HANSGROHE

Jill Ehnes
PRESIDENT, DELTA FAUCET COMPANY & NA PLUMBING

Steve Stigers
PRESIDENT, WATKINS WELLNESS

Arun Iyer
VP, CHIEF SUPPLY CHAIN OFFICER & MOS

Steve Nikolopoulos
VP, CHIEF PROCUREMENT OFFICER (CPO)

Zack Gordon
VP, STRATEGY, CORP DEV & TRANSFORMATION

Centers of Excellence

ENHANCED
OPERATIONAL
EXCELLENCE

Consumer-Driven

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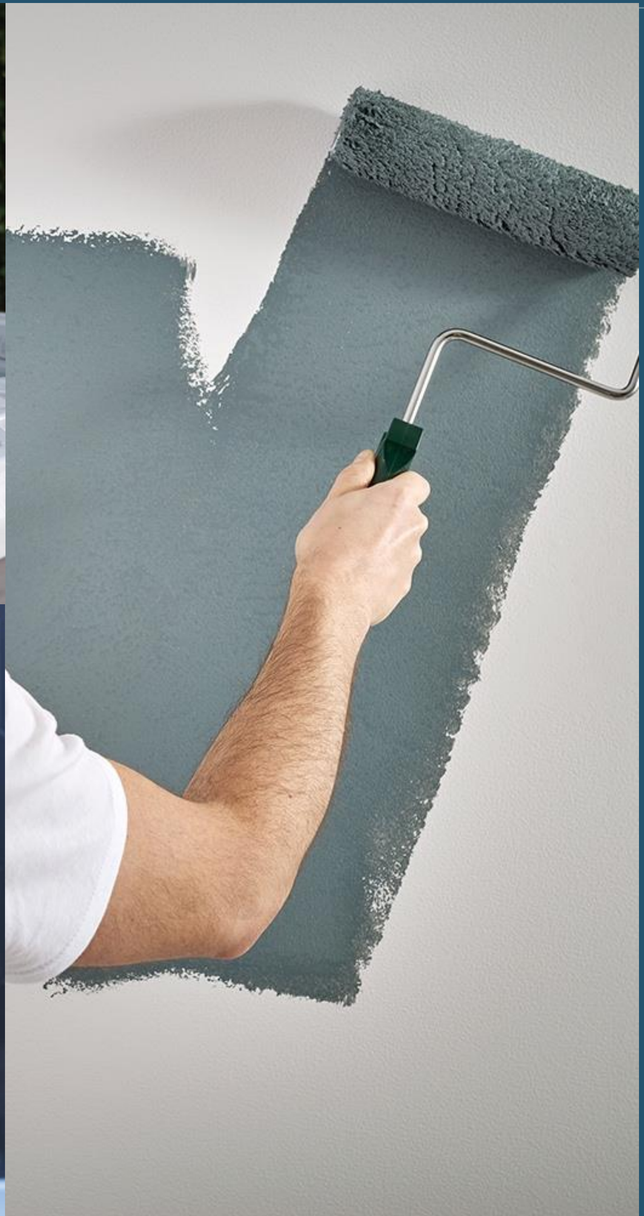

90%

OF SALES FROM BRANDED CONSUMER-FACING PRODUCTS

CONSUMER INSIGHTS DRIVE PRODUCT DEVELOPMENT

OUR STRATEGY

Based on 2025 sales and Company estimates

Delivering Growth Through a Consumer Driven Strategy

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

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Plumbing

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How We Win

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Unmatched Structural Advantages

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Unparalleled Global Scale Drives Industry-Leading Profitability

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~$32B
TOTAL ADRESSABLE MARKET

3-4%
MARKET CAGR

~$4.5B
2025 NET SALES[1]

>100
COUNTRIES

Source: Company estimates
[1] Excludes Wellness business

Resilient Revenue Mix Delivers Stability and Margin Through Cycles

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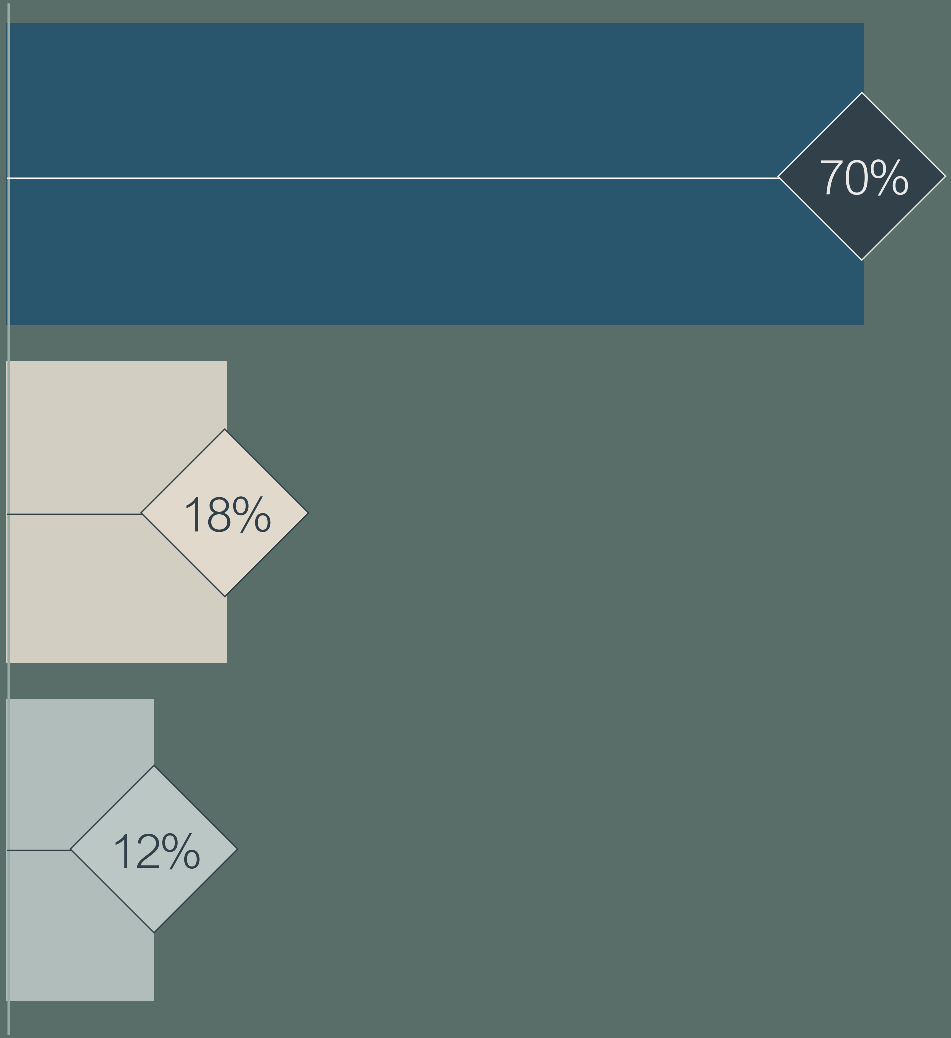
Repair & Remodel

New Construction

Global Projects



Source: Company estimates

Decision-Maker Pull Strategy Enables Share Capture in Any Market

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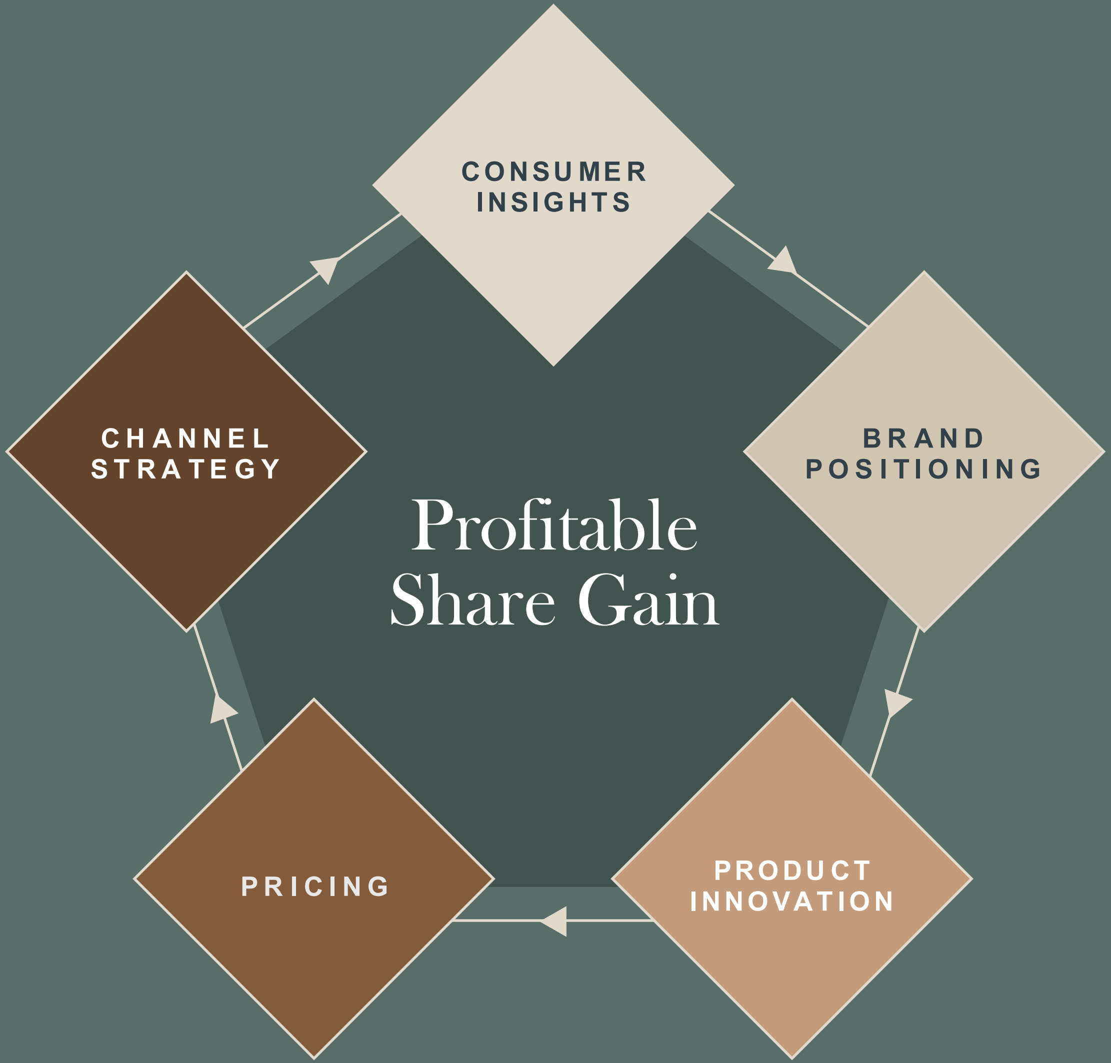
Architect & Designer

Professional Installer

Consumer



Unmatched Brand Portfolio from Mass to Luxury

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PEERLESS

Designed to Perform

Kraus

Elevated Design for Everyday Living

DELTA

Meaningful Problem Solver

hansgrohe

Human Centric Water Experiences

BRIZO

Living Fashion

NEWPORT BRASS

Legacy Refined for Modern Living

AXOR

Individual Luxury

Focused on Strategically Synergistic Categories with Highest Returns

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Core Categories	Kitchen & Bathroom Faucets, Showering Products
Adjacent Categories	Accessories, Bathtubs, Gas Connectors, Hardware, Kitchen & Bathroom Sinks, Shower Doors, Shower Drains, Steam Showers, Supply Lines, Toilets, Water Quality Systems, Water Stops, Vanities

Innovation Leadership

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A Structural Driver of Share and Margin

~25%
VITALITY

$1.5B
PIPELINE

Based on Company estimates. Vitality Index is defined as % of revenue coming from products launched in the last three years.

Meeting Consumers and Pros Wherever Purchase Decisions are Made

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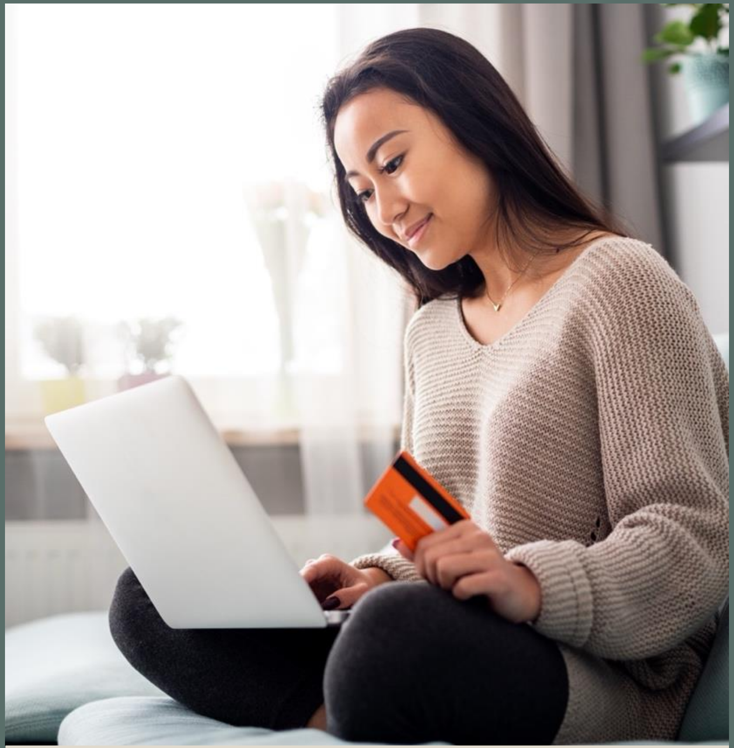
Wholesale

Retail



Online

Global Reach with Significant Share Expansion Runway

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SALES IN
100+
COUNTRIES

LOCAL TEAMS

LOCAL DISTRIBUTION

LOCAL MARKETING

35
GLOBAL IN-MARKET OPERATING COMPANIES

~$4.5B
2025 NET SALES[1]

67%
NORTH AMERICA

33%
REST OF WORLD

Source: Company estimates
[1] Excludes Wellness business

Structural Trends Align with Masco's Strengths

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Digitally Assisted Shopping

Resilient Luxury Demand

Glocalization

Global Brand, Local Relevance

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Accelerated Growth

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Digital Leadership Translating to Disproportionate Online Share Gains

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#1
ONLINE FAUCET SHARE LEADER

1.5X
SHARE OF NEAREST COMPETITOR

15%
5-YEAR SALES CAGR

800+ bps
5-YEAR SHARE GAIN

Source: Company estimates

Digital-First Capabilities Fueling Omnichannel Growth Engine

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Advanced Analytics
Data-Driven Decision Making

Product Vitality
Uncovering Whitespace Opportunities

AI-Enabled Execution
Automating and Scaling Embedded Capabilities

Luxury: Large, Resilient, High-Return Growth Opportunity

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Market Attractiveness

~$2B

NORTH AMERICAN
TOTAL ADDRESSABLE MARKET

2X

GROWTH VS. MASS MARKET
KITCHEN & BATH

Masco Winning Capabilities

DEMANDED BRANDS

INFLUENCER ADVOCACY

CHANNEL PARTNERSHIPS

Source: Masco Study on the Luxury and Upper Premium Decorative Plumbing Markets

Brand Portfolio-Led Luxury Strategy Built to Win in a Fragmented Market

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hansgrohe

BRIZO

NEWPORT BRASS

AXOR

LUXURY CONTINUUM

Innovation-Focused Product Development Driving a Robust $1.5B Growth Pipeline

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FUNCTION	DESIGN	FORM	SUSTAINABILITY

Reverse Osmosis Systems

Beauclere™ Bath Collection

Avalegra

EcoSmart

Global Projects are a Growth Engine

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Delivered through strong brands and expansive footprint

44% Asia & Middle East

36% Europe

20% Americas

~$400M
2025 NET SALES

~8%
5-YEAR CAGR

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Resilient Growth Trajectory Supported by Robust Global Projects Pipeline

1 — STRENGTHEN LUXURY LEADERSHIP

2 — CAPTURE PREMIUM & MID-SEGMENT SHARE

3 — OFFER COMPLETE BATHROOM SOLUTIONS

Source: Company estimates

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Best-in-Class Cost

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Operational Excellence Driving Margin Expansion and Resilience

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Footprint Optimization

Automation & Productivity

Joint Global Sourcing & Scale Leverage

Simplified North American Platform
Unlocking Growth and Synergies

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Consolidating Business Units

Leveraging Shared Capabilities

Expanding Product Categories

PLUMBING

Designed to Win Share, Expand Margins and Compound Value

1. Leveraging structural advantages anchored in **industry leading brands**
2. **Expanding commercial capabilities** to accelerate growth
3. Driving disciplined cost leadership through **operational excellence**


BEHR PREMIUM
METALLIC
OIL RUBBED BRONZE
SATIN
INDOOR/OUTDOOR USE
CORROSION RESISTANT
EXCELLENT ADHESION
BEHR
MARQUEE
EXCEPTIONAL RESISTANCE TO DIRT & FADING
EXTERIOR SEMI-GLOSS ENAMEL
ADVANCED STAIN-BLOCKING PAINT & PRIMER
BEHR PREMIUM
WATER-BASED
STAIN & POLY
SATIN
Pecan B6252
INTERIOR FLAT
BEHR PREMIUM PLUS
LIFETIME WARRANTY
PAINT & PRIMER
DURABLE, LONG-LASTING FINISH
LOW ODOR

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Paint

Strong Foundation to Deliver Above-Market Profitable Growth

INDUSTRY LEADING BRANDS

INNOVATION LEADER

ADJACENT CATEGORY POTENTIAL

DEMONSTRATED PRO GROWTH

STRATEGIC ALIGNMENT WITH THE HOME DEPOT

Industry Leading Brands

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~30% SHARE

#1 DIY BRAND

Fastest Growing

PRO BRAND IN THE U.S.

Consumer Reports

Top Rated

IN ALL PAINTS & STAINS CATEGORIES

Source: Traqline 2025

Innovation Leader

Leader CUSTOMER-CENTRIC INNOVATION AND SUSTAINABILITY

300+ Patents

Innovation Leader

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History of "Industry-First Innovation" fueling growth and improving customer experience

- **1975** — **KILZ 2® Latex** launched
- **1986** — Water-based **BEHR PREMIUM PLUS®**
- **2009** — **BEHR PREMIUM ULTRA PLUS®** launched as self-priming low VOC paint
- **2011** — Transition to low VOC colorants; **KILZ MAX® (RESTORATION®)** shellac alternative
- **2012** — **BEHR PREMIUM PLUS®** becomes zero VOC*
- **2013** — Introduced zero VOC* **BEHR PRO® i300**
- **2014** — **BEHR MARQUEE®** One Coat Hide; Simple pour lid, 100% recyclable can
- **2019** — Mindful Formulations: Select surfactants eliminated
- **2021** — **BEHR DYNASTY®** One Coat Hide Superior Durability
- **2022** — LED lighting conversion complete; **PREMIUM PLUS®** National 50 g/L VOC High Gloss
- **2023** — Launch of lower VOC JDA colorants; Mindful Formulations: Select coalescent eliminated
- **2024** — **KILZ® ORIGINAL WATER BASED** Low odor stain-blocker equal to oil; Mindful Formulations: Select biocide eliminated
- **2025** — **BEHR ECOMIX™** First premium plant-based acrylic paint, Red List Chemical Free; Mindful Formulations: Declare labels and Red List Free products

Declare.

Red List Free

Adjacent Category Potential

LICENSE TO
GAIN SHARE IN

$2B+

ONE-STEP ADJACENT
CATEGORIES

Demonstrated Pro Growth

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12% CAGR
LAST 10 YEARS

98% PRO AWARENESS

Strategic Alignment with The Home Depot

16x PARTNER OF THE YEAR IN THE U.S.

>80% CATEGORY SHARE

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The Home Depot Partnership

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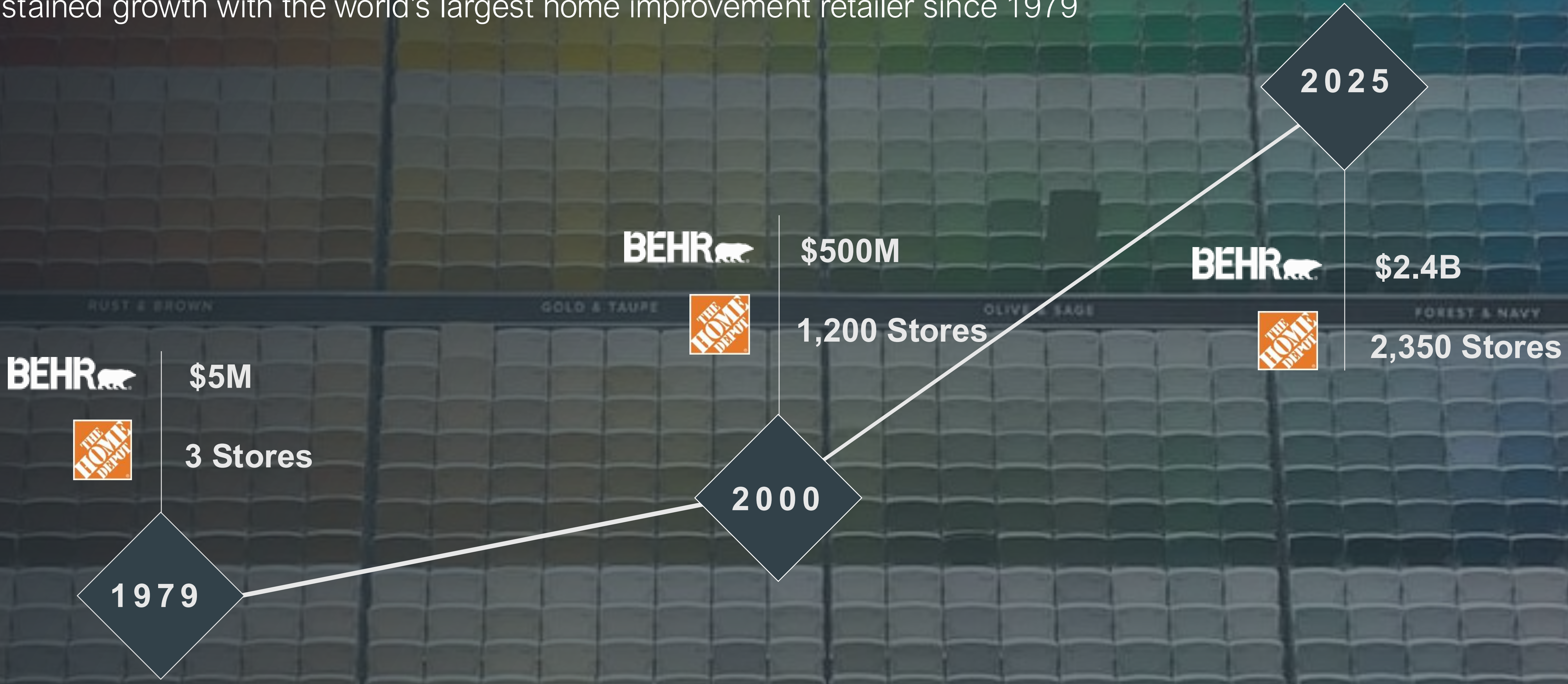
Sustained growth with the world's largest home improvement retailer since 1979



Strategic Alignment with The Home Depot

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Behr's brand and innovation leadership combined with THD's retail and distribution infrastructure enables winning with the end-user

Driving Differentiation through Premium Innovation

Color Leadership & Unified Digital Ecosystem

Above Market Pro-Growth Focus

Segment Dynamics

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DIY Market

$4.5B Segment: Consistent shift from DIY to DIFM

Impacted by consumer sentiment and interest rates

Leading indicators stabilizing after a protracted contraction

PRO Market

$10.5B Segment: Segment share shift from 55% to 69% from '00-'24

Growth in PRO led by secular trends that support long-term growth

Multiple higher growth sub-segments

DIY Business

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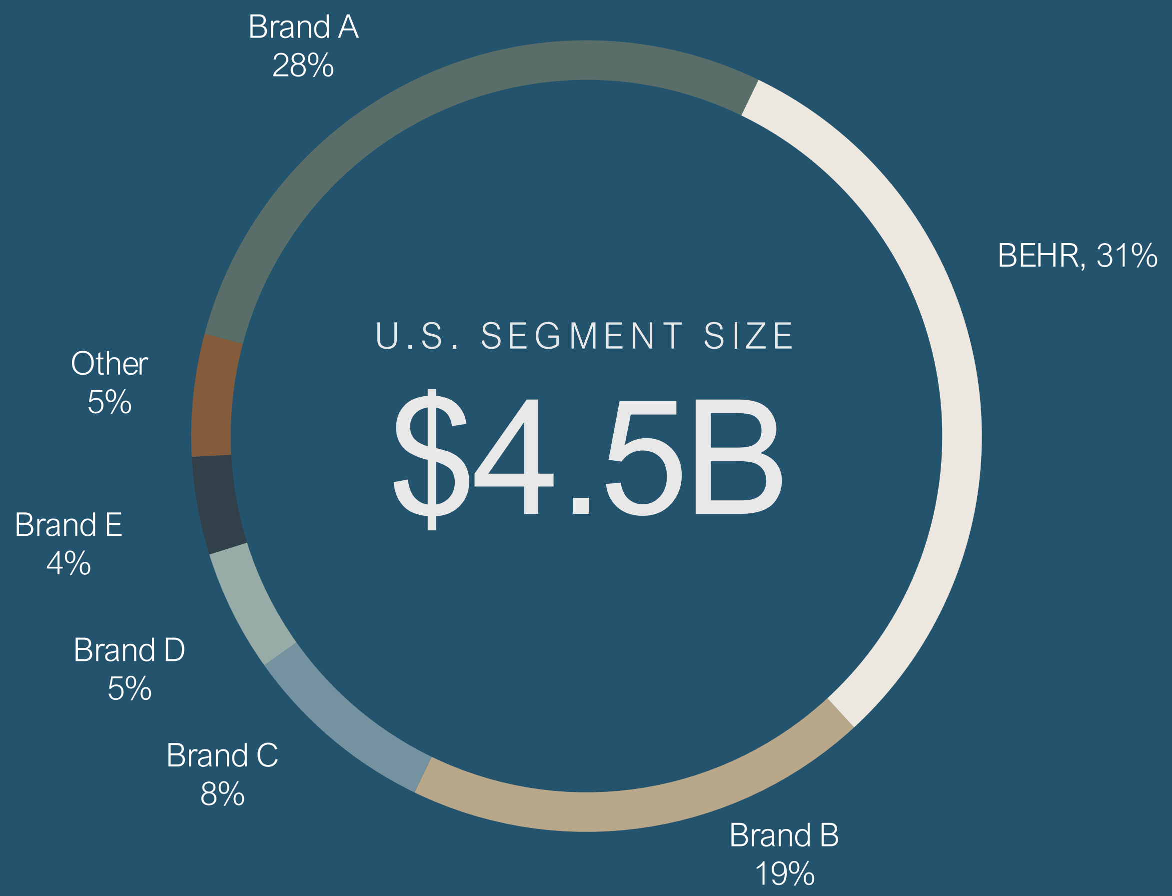
Well-positioned to drive operating leverage with market volume recovery



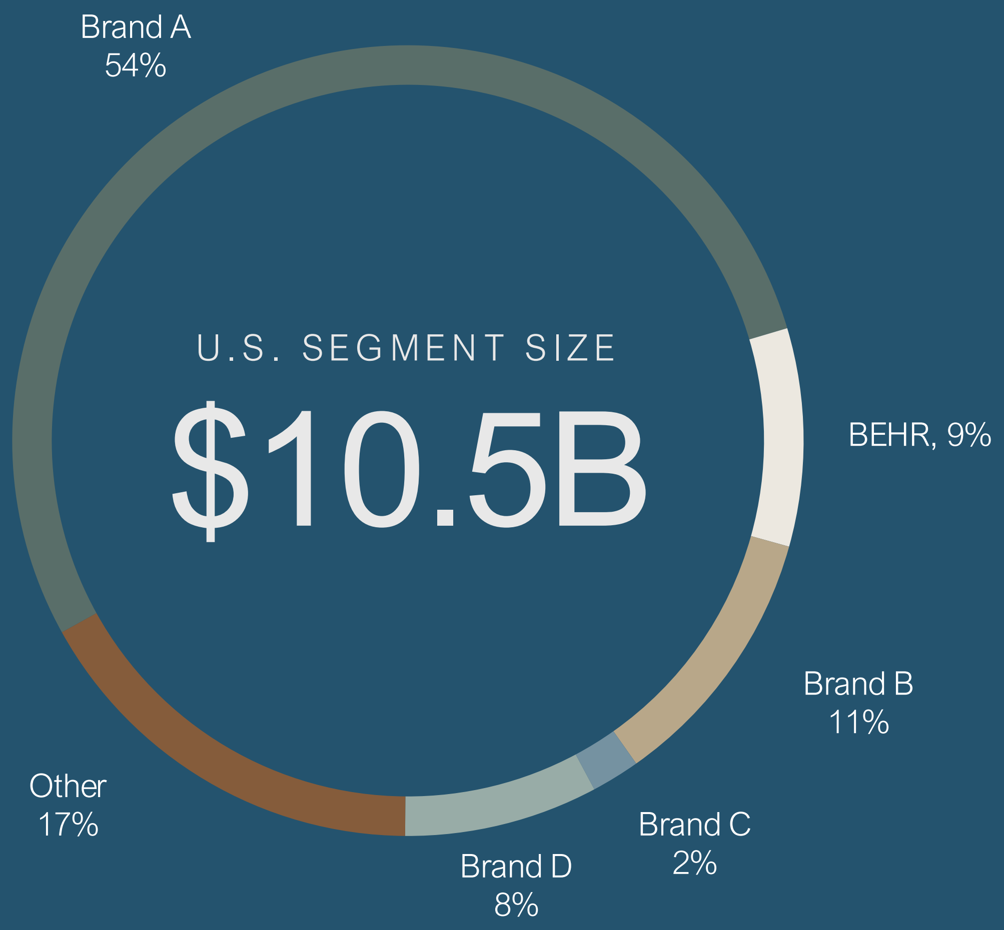
#1 brand IN DIY SEGMENT

Leader IN COLOR MATCH CAPABILITY, QUALITY & VALUE

Seamless ONLINE AND IN-STORE CONSUMER EXPERIENCE

Sources: Industry research, Competitor filings, Company estimates

Multi-year growth and margin unlock potential



+200 bps

SHARE GAIN OVER LAST 5 YEARS

Significant investments

TO UPGRADE STORE EXPERIENCE, DELIVERY CAPABILITY AND SALESFORCE

Large untapped potential

IN BIG SUB-SEGMENTS SUCH AS THE RESIDENTIAL RE-PAINTER

Sources: Industry research, Competitor filings, Company estimates

How We Win

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Strategic Focus

Extend DIY leadership position while creating a profitable growth engine in PRO

Strengthen DIY Leadership

Win with the PRO

Service & Operations Capabilities

Strengthen DIY Leadership

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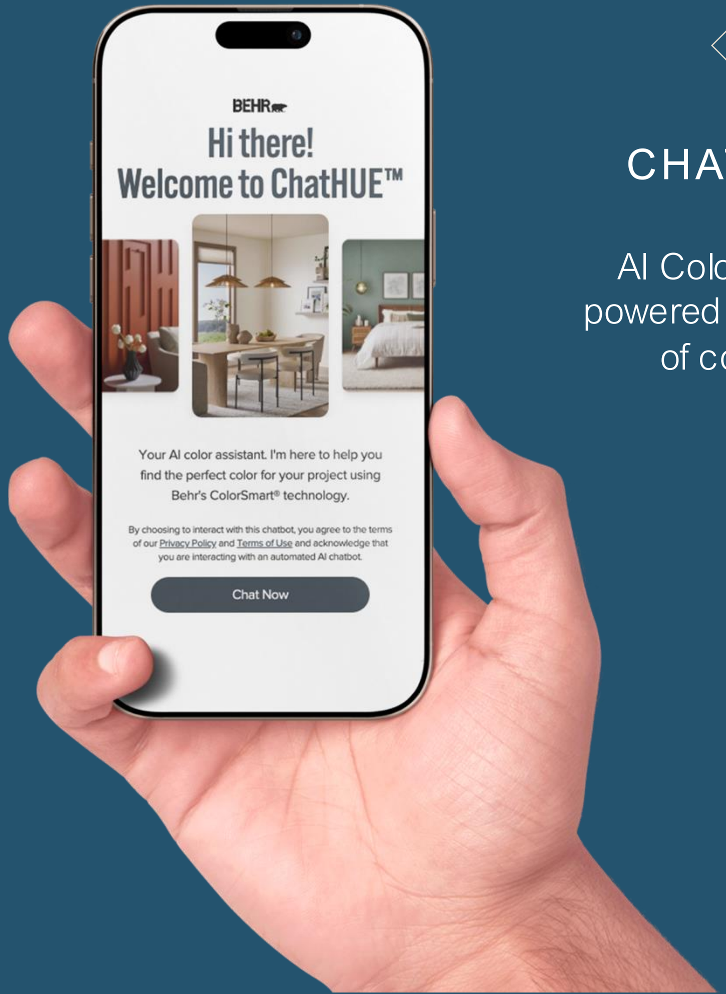
Solving the #1 pain point for the consumer — Color Selection



1

CHATHUE™

AI Color Assistant powered by 10+ years of color data

2

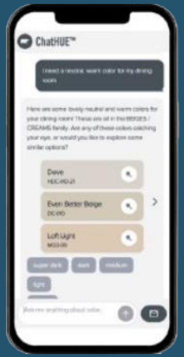
VISUALIZATION DEVELOPMENT

Critical function that lets consumers visualize colors in their own space by uploading a photo

3

CHAT CAPABILITY EXPANSION

Chat enhancements will address key paint journey needs (product, sheen, paint calculator, etc.)



Strengthen DIY Leadership

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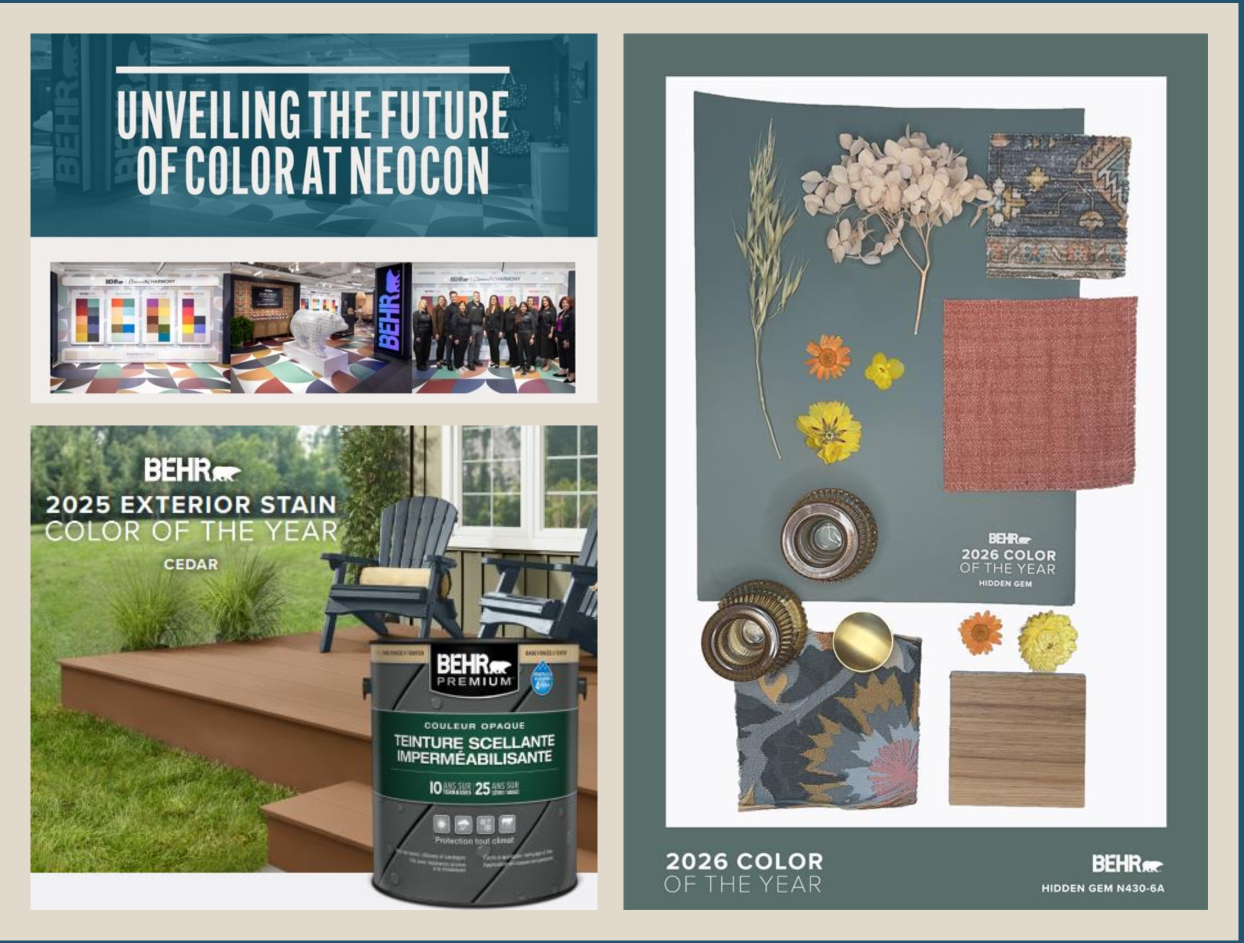
Positioning BEHR as the trusted leader in color, guiding consumers from inspiration to selection

546
COLOR OF THE YEAR PLACEMENTS

#1
PAINT BRAND ON PINTREST

2.7X
SHARE OF VOICE YOY GROWTH

16B
COLOR OF THE YEAR EARNED MEDIA IMPRESSIONS



Source: Pinterest 2025, Muck Rack 2026

Strengthen DIY Leadership

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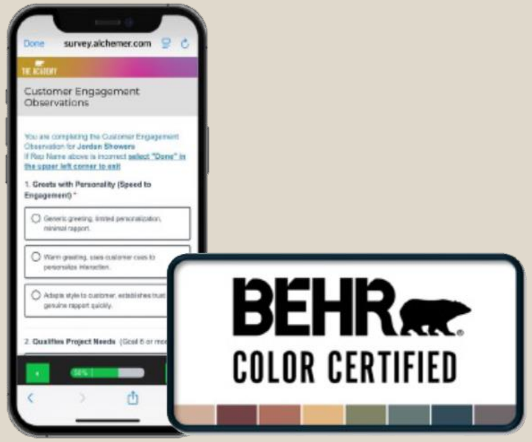
Connecting digital inspiration with in-store expertise creates a frictionless paint experience

Reinforcing BEHR as the Industry's Best Quality at the Best Value



15K+
SALES ASSOCIATES TRAINED

160K+
TRAINING SESSIONS CONDUCTED IN 2025

Win with the PRO

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Building a one-stop PRO experience at The Home Depot positions BEHR well to capture share

One-Stop-Shop

PRODUCT, DELIVERY, COVERAGE

>500

DEDICATED AND BEHR TRAINED PRO SALES REPS

Optimized Delivery

JOB SITE, BUY ONLINE PICK UP IN STORE

315+

PRO-ENGAGEMENT EVENTS IN 2025

Win with the PRO

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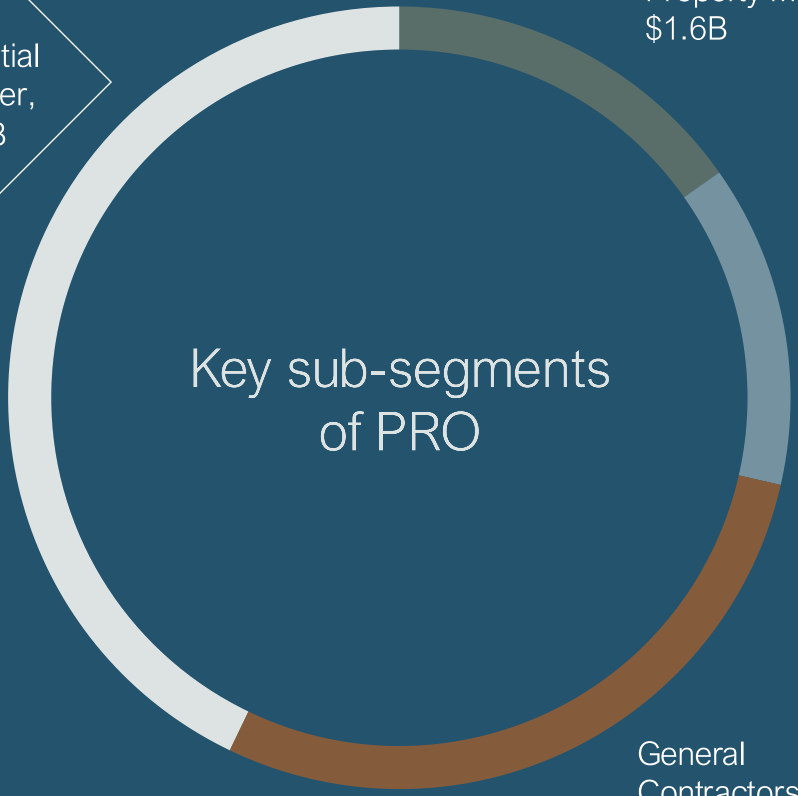
Unlock significant PRO growth opportunities in key sub-segments



Tailored offerings…

- Digitization of Transaction
- In-store PRO Paint Specialists
- Expand Hub Rep Coverage
- Financing Options

…with the right outreach and engagement

- Playbook and Marketing
- Collateral Development

Service & Operations Capabilities

Operational excellence and service focus enables BEHR to deliver superior service and customer experience

Operations Automation & Supply Chain Optimization

Training Platform with Associate Certification

IMPACT

99.5% FULL, ON-TIME DELIVERIES

80% OF STORES SERVICED NEXT DAY

20% OUTSIDE PRO REP PRODUCTIVITY INCREASE

Driving Above-market Growth and Sustained Value Creation

1. Leverage our **Industry-Leading Brands** to establish Behr as the undisputed leader in color and deliver a best-in-class consumer experience

2. Accelerate PRO growth by **Expanding Commercial Capabilities** and delivering a comprehensive, end-to-end PRO offering

3. Lead in service and customer experience through **Enhanced Operational Excellence**

MASCO

Wellness

Robust Market Fundamentals Supporting Sustainable Growth

MASCO

U.S. CONSUMER WELLNESS SPENDING

$500B+	8%	>50%
ANNUAL SPENDING	COMPOUND ANNUAL GROWTH RATE	OF CONSUMERS PRIORITIZE WELLNESS

Massive, Expanding Market

Powerful Secular Consumer Trends

High Interest, Low Penetration Categories

Sustainable Long-Term Trajectory

Source: McKinsey Global Wellness Report

Multi-Category Whole-Body Wellness Solutions Designed for Daily Life

MASCO

Hot Tubs

RECOVER & SLEEP BETTER

Daily hydrotherapy that reduces stress, relieves pain, and improves sleep

Saunas

DETOX & RESTORE

Deep heat therapy that drives recovery, detox and total-body reset

Aquatic Fitness

TRAIN WITHOUT IMPACT

Low-impact, full body fitness and recovery in the convenience of your backyard

Cold Plunge

BUILD RESILIENCE & FOCUS

Cold immersion to sharpen focus, accelerate recovery, and build resilience

Industry Leader Positioned for Sustainable Growth

MASCO

	Hot Tubs	Saunas	Aquatic Fitness Swim Spas & Modular	Cold Plunge
GLOBAL MARKET SIZE	$3B	$1.5B	$400M	$450M
U.S. MARKET GROWTH	3-4%	6-7%	3-4%	5-6%
U.S. HOUSEHOLD PENETRATION	~6%	~1%	~3%	~1%
WATKINS GLOBAL SHARE	~24% (NA Share: ~34%)	~15%	~15%	New
WATKINS POSITION	#1	#2	#2	New

Source: Industry research and Company estimates

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How We Win

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

Portfolio of Industry Leading Brands

MASCO

Hot Tubs

HotSpring

CalderaSpas

lifesmart

AQUATERRA SPAS

Saunas

TYLÖ

helo

finnleo

Aquatic Fitness

ENDLESS POOLS

Cold Plunge

HotSpring

CalderaSpas

Multi-Channel Business Model Designed to Meet Consumers However They Shop

MASCO

DEALER

HotSpring · CalderaSpas · Endless Pools · finnleo · TYLÖ · helo

OMNI CHANNEL

Aquaterra Spas · lifesmart

PARTNERS

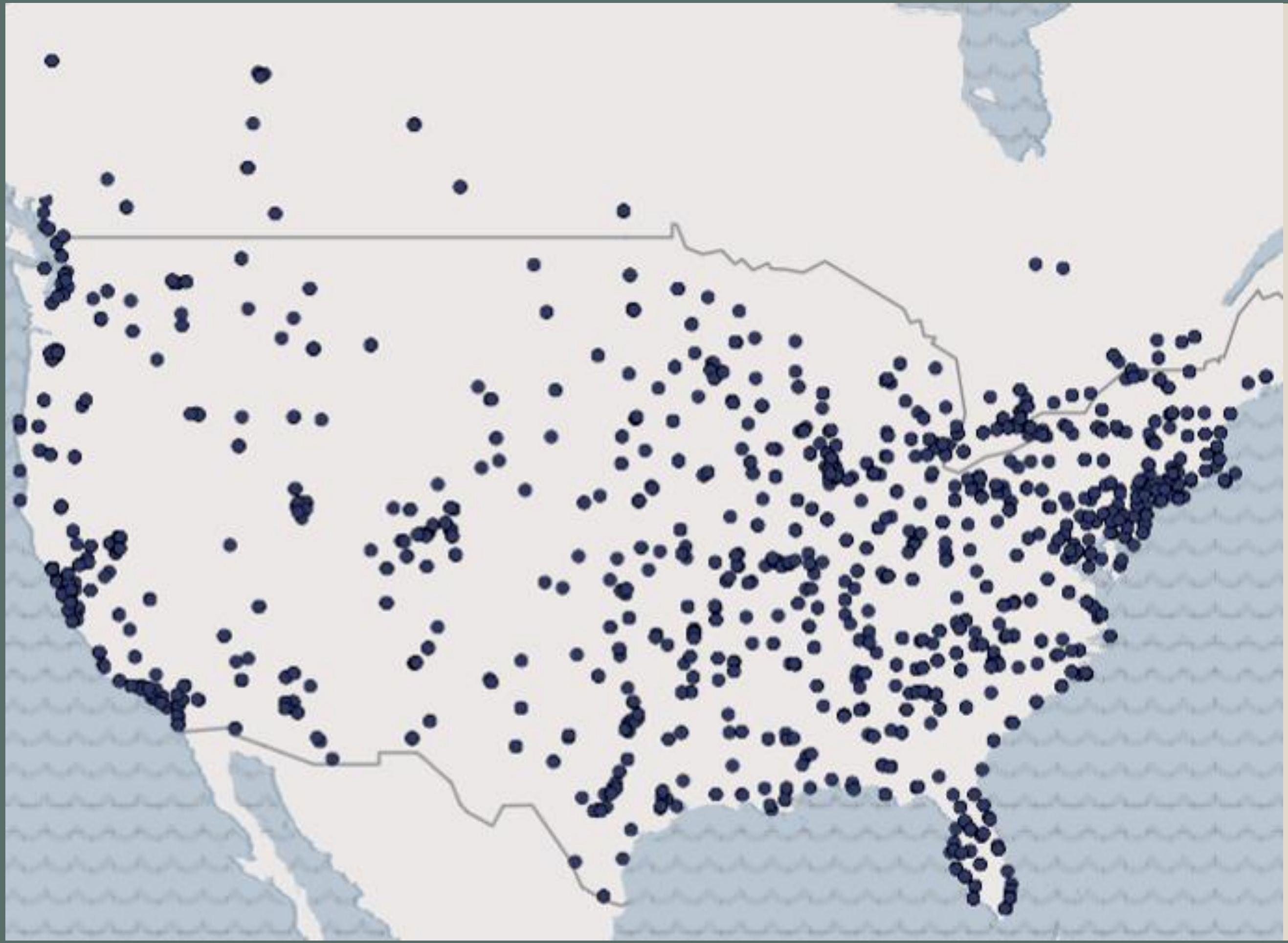
Costco Wholesale · The Home Depot · wayfair

DIRECT TO CONSUMER

Endless Pools · lifesmart

Experts in Building High Performing Dealer Networks

MASCO



Industry's Largest Exclusive Dealer Network

NORTH AMERICA

700+
DEALERS

1,500+
LOCATIONS

70%
EXCLUSIVE

INTERNATIONAL

70+
COUNTRIES

100%
EXCLUSIVE

Key Competitors

MASCO

Hot Tubs

Jacuzzi

MASTERSPAS

bullfrog spas

Saunas

HARVIA

sunlighten

Aquatic Fitness

MASTERSPAS

BADU

Cold Plunge

plunge

Michael Phelps Chilly GOAT Cold Tubs

Consumer Focused Innovation Drives Differentiation

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~40% VITALITY | **$400M+** PIPELINE

Based on Company estimates. Vitality Index is defined as % of revenue coming from products launched in the last three years.

Driving Breakthrough Innovation

MASCO

FreshWater® IQ | Three Innovative Technologies | One Seamless Experience

SALT WATER SYSTEM + SYSTEM MONITORING SYSTEM + DOSING SYSTEM

60%
PENETRATION

~$30M
PROJECTED 2026 REVENUE

Source: 2025 Spa Search Trade Certified Independent Survey

Successful Track Record of Growth Through Acquisitions

MASCO

2001 — CalderaSpas

- Share gain in Specialty Retail Channel
- Geographic market expansion

2011 — AHS American Hydrotherapy Systems

- Access to the entry-level price segment
- Channel expansion to Mass Retail

2016 — Endless™ Pools

- Category expansion into Aquatic Fitness
- DTC Capabilities
- Ability to leverage Specialty Retail Channel

2023 — SAUNA360

- Category expansion into Saunas
- Ability to leverage Specialty Retail and Mass Retail Channels

Proven Hot Tub Category Market Leadership

MASCO

HotSpring

Highest Rated Trade Brand[1]

SPA CERTIFIED MANUFACTURER TRADECERTIFIED.COM 2026

Highest Consumer NRS Scores[2]

Leading Hot Tub Share Position

1. 2025 Spa Search Trade Certified Independent Survey
2. Toluna / MetrixLab Report

Multi-Pronged Plan to Accelerate Growth, Become the Sauna Category Leader, and Drive Margin Expansion

MASCO

Accelerate Established Category Growth

TYLÖ

helo

finnleo

Expand Sauna Leadership Position

Network Optimization

GROWTH & MARGIN EXPANSION

Accelerate Growth in Established Hot Tub and Aquatic Fitness Categories

MASCO

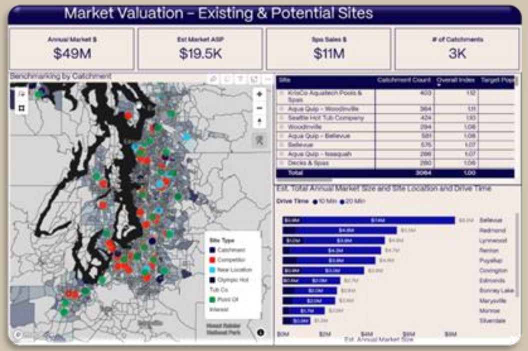
Key Initiatives

Leverage advanced data analytics platform to enhance digital marketing performance

Optimize retail network footprint to drive an increase in same store sales

Launch new product and innovation projects to drive differentiation

Untap new revenue streams in close adjacencies



Dealer market penetration analytics tool

Tylo Cold Plunge design concept

Expand Sauna Leadership Position

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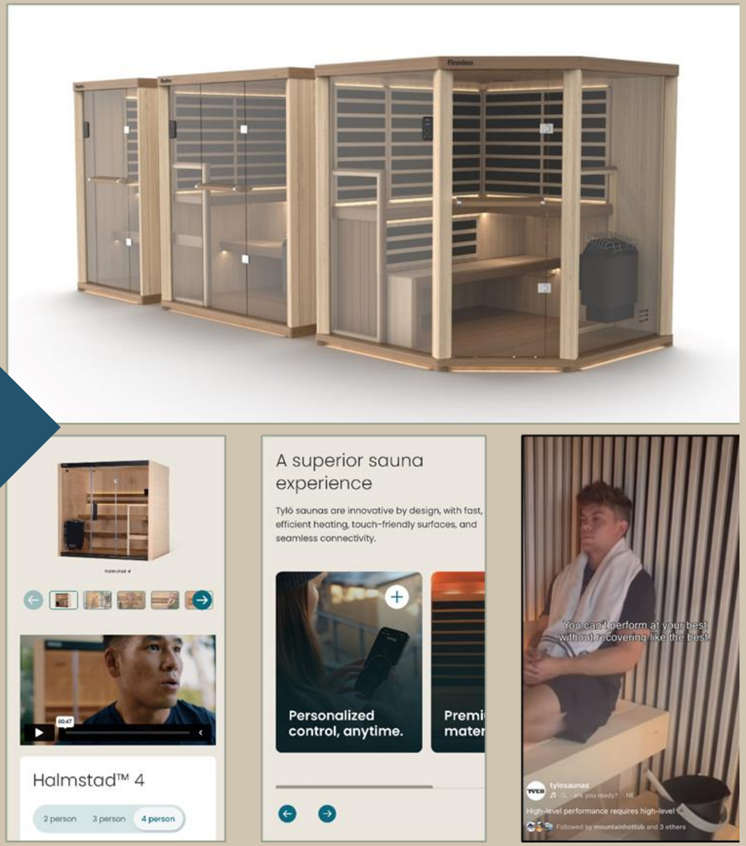
Target to increase global category share from 15% to 25% by 2030

Key Initiatives

- Deliver comprehensive product roadmap
- Execute customer and channel expansion plan
- Scale channel and digital marketing presence



Drive Margin Expansion through Sourcing and Network Optimization Strategies

MASCO

Key Initiatives

- Optimize supply chain and deploy best country sourcing strategy
- Streamline manufacturing and distribution footprint
- Execute commercial expansion plan to leverage scale and fixed cost base

Well-Positioned to Drive Long-Term Value Creation

1. Accelerate Growth in Hot Tub and Aquatic Fitness categories by capitalizing on **industry-leading brands**

2. Expand sauna leadership by deploying **expanded commercial capabilities**

3. Drive margin expansion through network optimization and **enhanced operational excellence**

Centers of Excellence

Our Purpose is Grounded in Business Unit Strategy and Execution

Centers of Excellence

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Digital CoE: Unlocking Value Across Brands

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INNOVATE

Build once, unlock new capabilities everywhere

ACCELERATE

Turn proven ideas into enterprise impact — faster

ENABLE

Raise digital fluency so every BU can win

Consumer Driven Strategy

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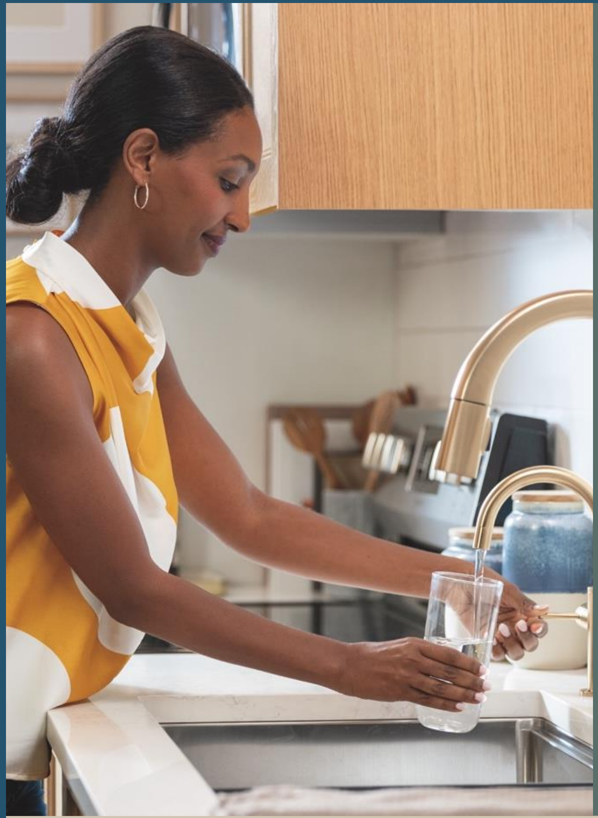

CONSUMER BEHAVIOR	CONSUMER DESIRE	HOME IMPROVEMENT	MASCO
86% of shoppers start online[1]	71% of consumers want personalized digital experiences for their home projects[2]	~1 in 3 homeowners report spending 25%+ more on projects due to social media[3]	13% of Masco revenue was driven by ecommerce in 2025
Digital is the front door	**Customized** personal digital experiences are expected	**Visual & Social** content drives inspiration & spend	**Meeting** consumers and professionals where they are

Consumers trust AI more than friends for practical purchases, like home improvement[4]; often using it to narrow down their options once they have a shortlist[5]

1 Online vs In-Store Shopping Statistics, Capital One Shopping Research 2026
2 Adobe AI and Digital Trends Report 2025
3 Homeowner Social Media Influence on Home Improvement Shopping Study, Home Improvement Research Institute 2026
4 Source: UVA Darden / Journal of Marketing Research, via Dardon Report, June 2025
5 Semrush Modern Buyer Journey Study, Dec 2025

Home Improvement Journey

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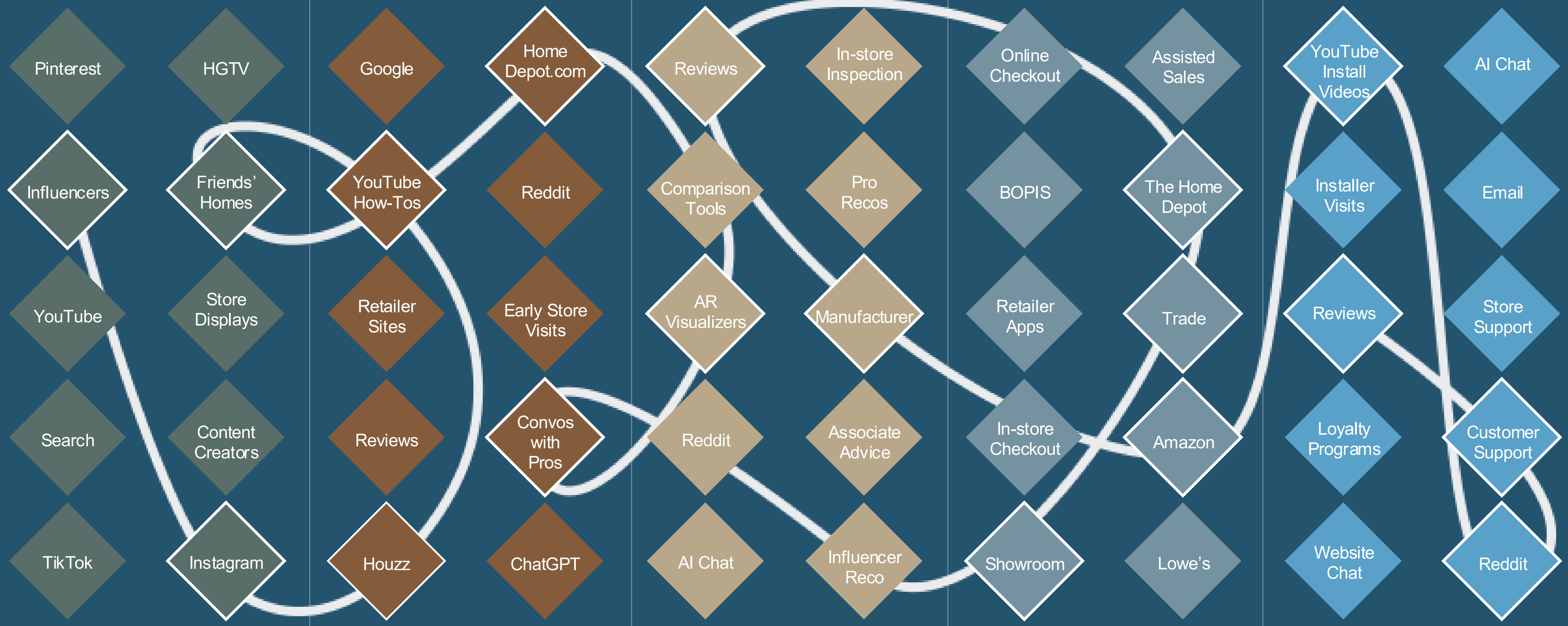
"I need or want to improve something in my home."

"What are my options and how do I do this?"

"Which product or brand should I choose?"

"Make it easy to buy."

"Did this work and what's next?"



INSPIRATION & TRIGGER — RESEARCH & IDEA GATHERING — EVALUATION & CONSIDERATION — PURCHASE — POST-PURCHASE USAGE & ENGAGEMENT

Digital Acceleration Focus Areas

MASCO

CoE will deliver measurable value: Efficiency + Topline Growth

1	2	3	4
Digital Marketing & eComm	Content for Commerce	Audience Activation & Journey Orchestration	Media Effectiveness

Digital Intelligence

Insights & Analytics	Tech & Data	Legal

Accelerating Our Enterprise Digital Capabilities

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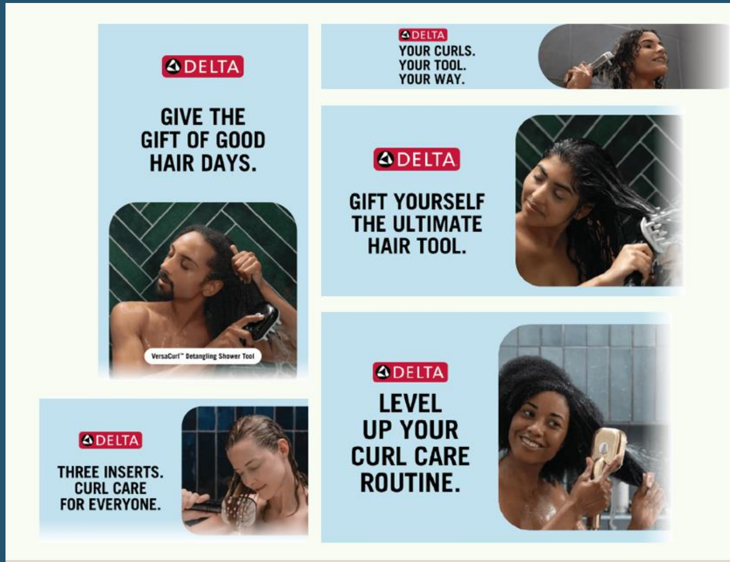
AI Optimization for Humans <u>and</u> Agents



Hyper-personalized Creative at Scale

Customer Intelligence

MARTECH SCALE

TALENT DEVELOPMENT

AI Optimization for Agents and Humans

MASCO

PLUMBING | HANSGROHE

CURRENT

ORIGINAL DOCUMENT IN GERMAN

↓

↓

EXTERNAL AGENCY

↓

↓

QUALITY CHECKS & REFINEMENT IN ENGLISH

↓

SEO

Tedious Transcreation

ACCELERATING NOW

40 COUNTRIES

34 LANGUAGES

10+ UPDATES PER MONTH

Native Language AI Translation

FUTURE

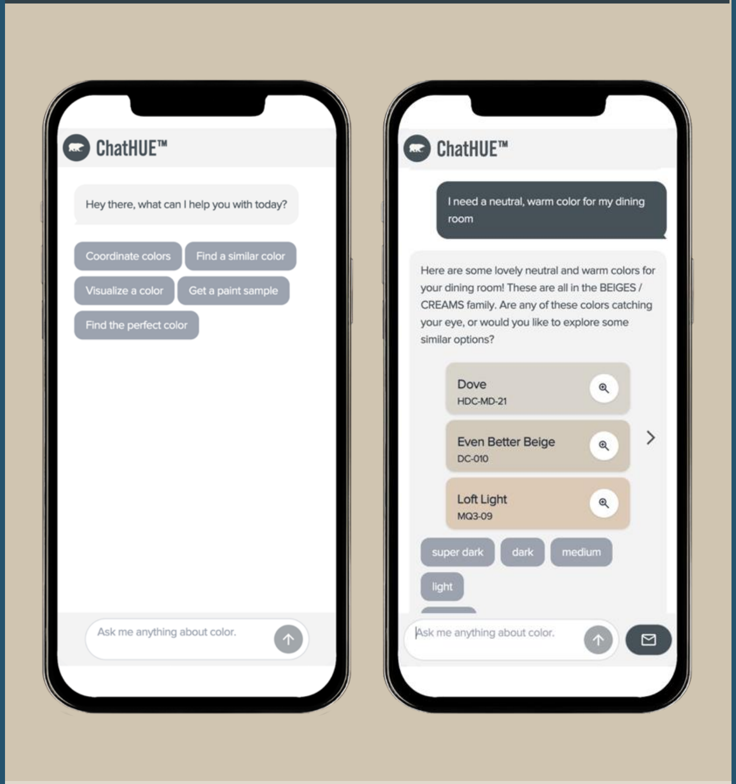
Personalized Copy & Imagery at Global Scale

AI Optimization for Agents and Humans

MASCO

PAINT | CHAT HUE™

CURRENT

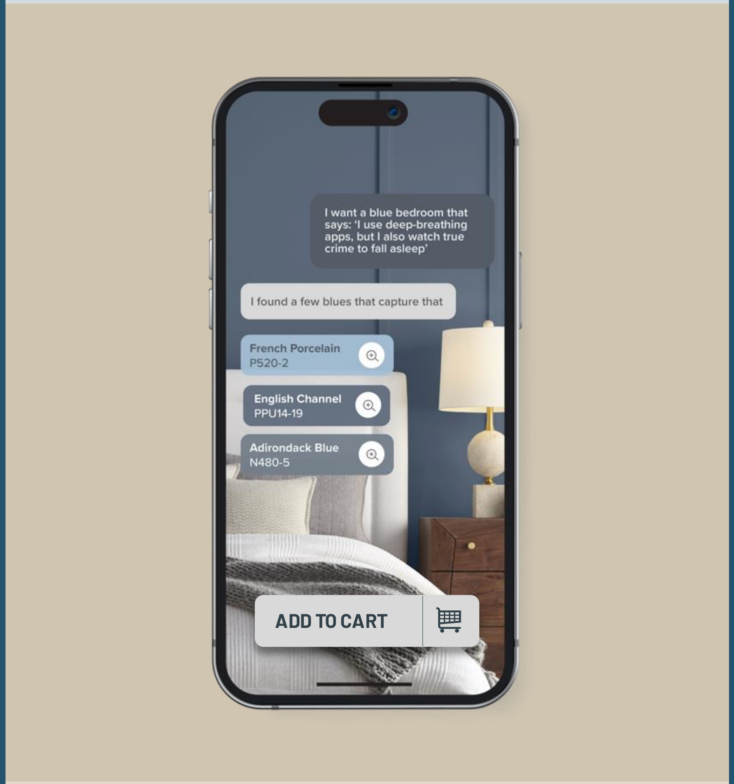


AI Chat

ACCELERATING NOW

Agentic Visualization

FUTURE



One Stop Service

Hyper-Personalized Creative at Scale

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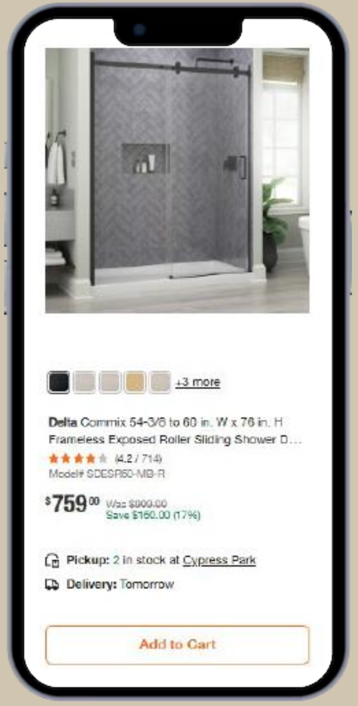
PLUMBING | SHOWER DOORS

CURRENT

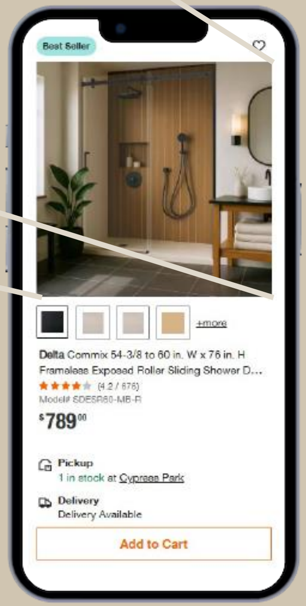


Traditional CGI

ACCELERATING NOW

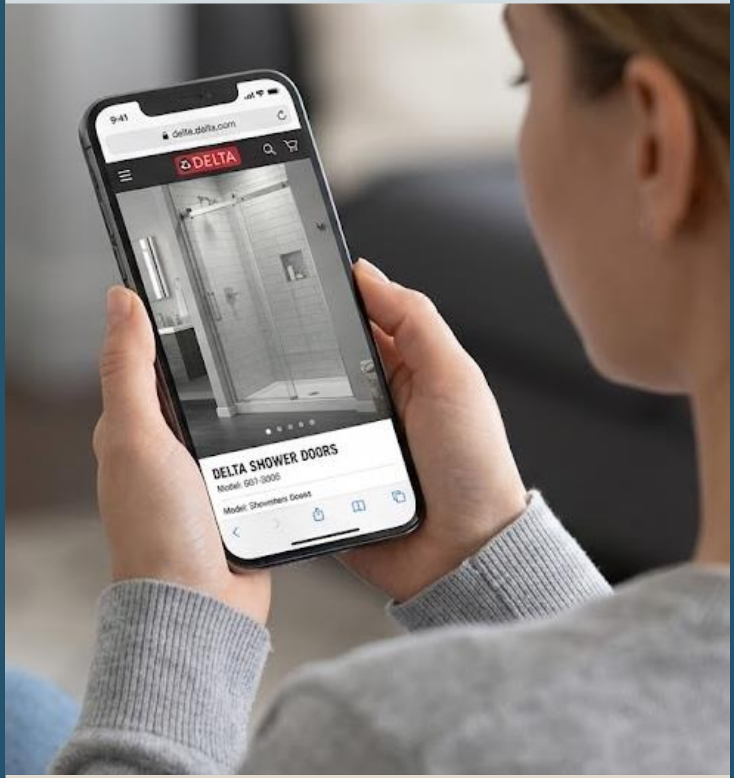
↑ CONVERSION RATE

↑ ADD TO CART



Hybrid Sketch / GenAI

FUTURE

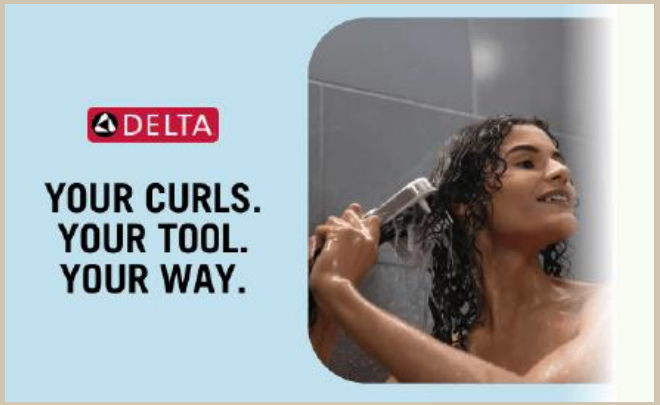
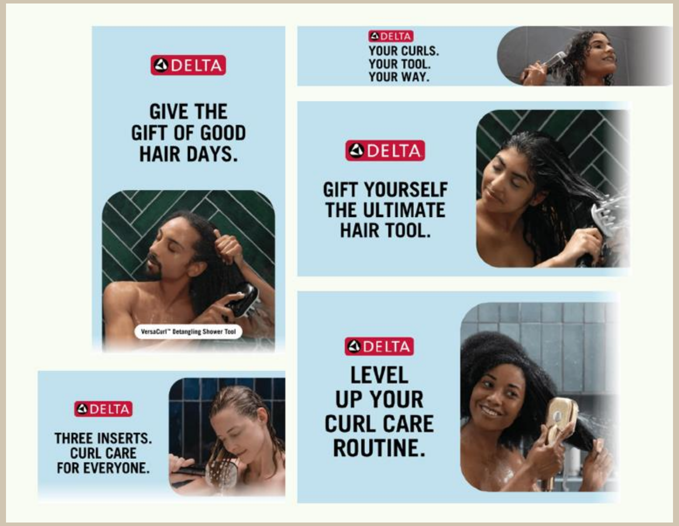


GenAI at Scale

Hyper-Personalized Creative at Scale

MASCO

PLUMBING | FAUCETS

CURRENT	ACCELERATING NOW	FUTURE
		
Generic Ads	Dynamic Creative Optimization	Scaled & Hyper-Personalized

Customer Intelligence

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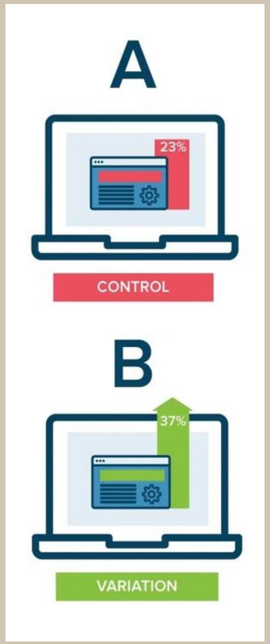
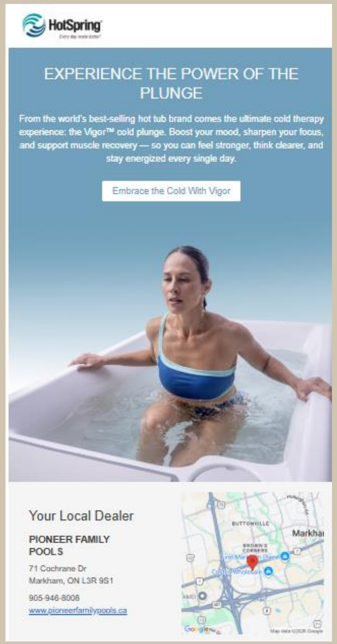
WELLNESS | COLD PLUNGE

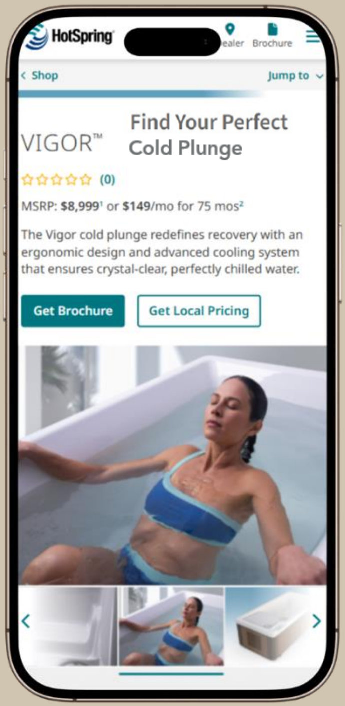
CURRENT





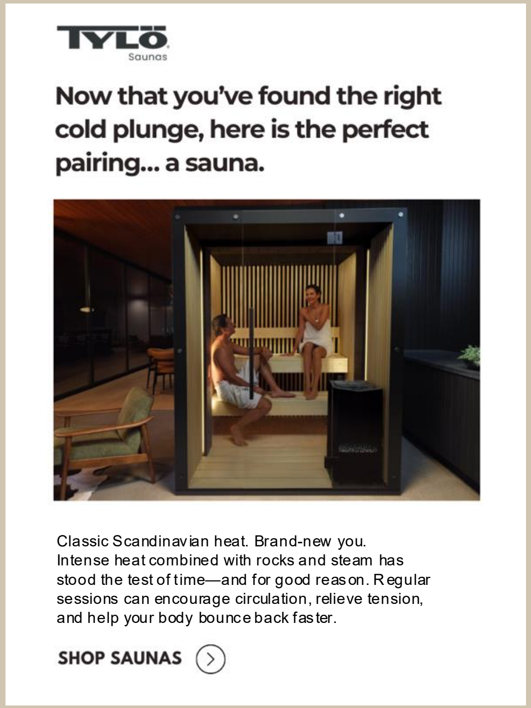
Optimizing Content

ACCELERATING NOW



Driving and Converting Quality Leads

FUTURE



Personalization through Audience Insights

What This All Means

The Digital CoE will enable and accelerate capabilities across business units

1. AI-driven discovery is the new reality – and we are building to win in this space

2. We orchestrate a cohesive journey from discovery to purchase, continually sharpened through data and insights

3. Digital innovation is happening at Masco; the CoE will now scale it enterprise-wide

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Financial Overview

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- Repair & Remodel Industry
- Demonstrated Performance
- Outlook

Repair and Remodel Spending

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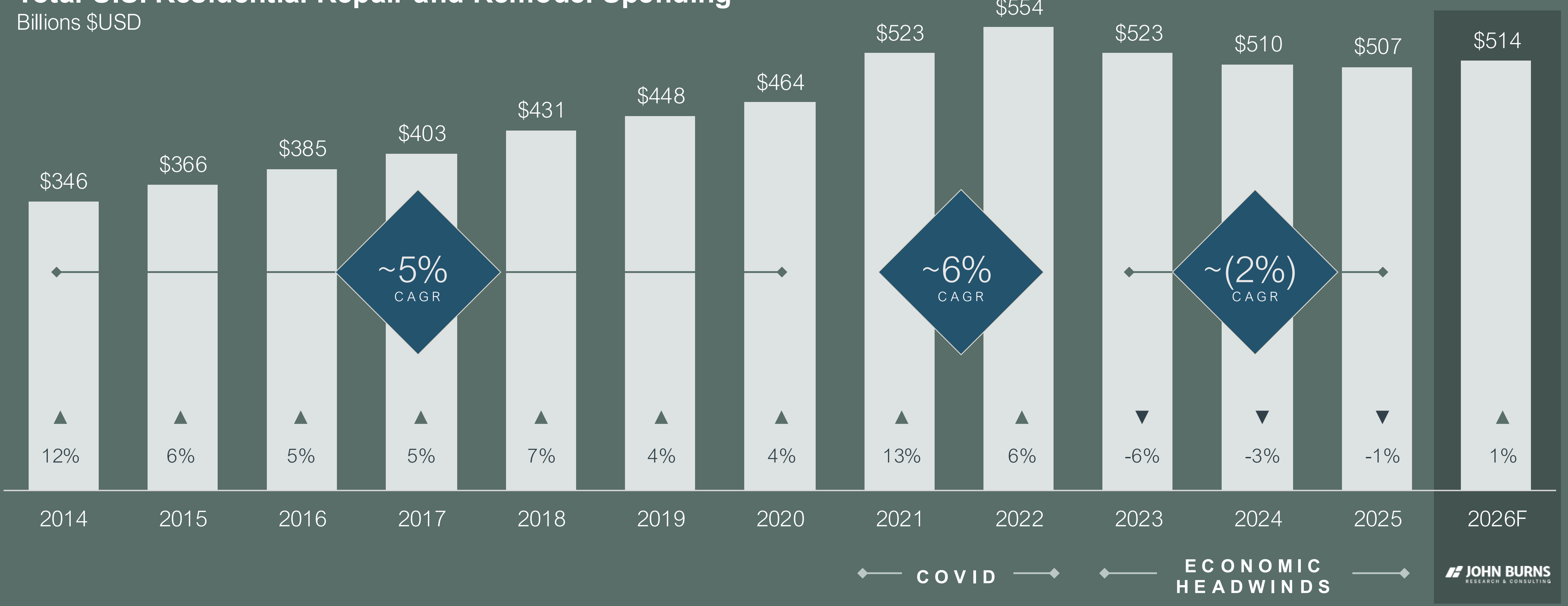
Historical trends support future growth

Total U.S. Residential Repair and Remodel Spending
Billions $USD



Note: Includes labor and materials
Source: John Burns Real Estate Consulting, LLC; (Feb 2026)

Repair and Remodel Fundamentals

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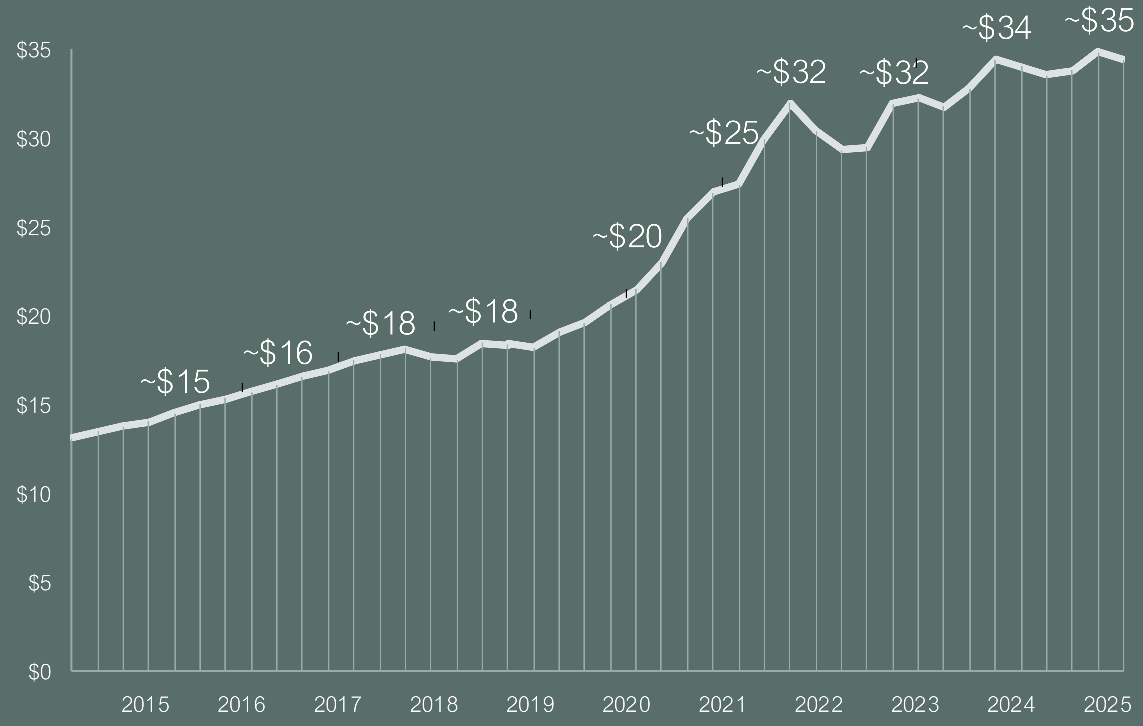
Home equity values near all-time high; early 2000's construction boom leading to growth in homes in their prime remodeling years

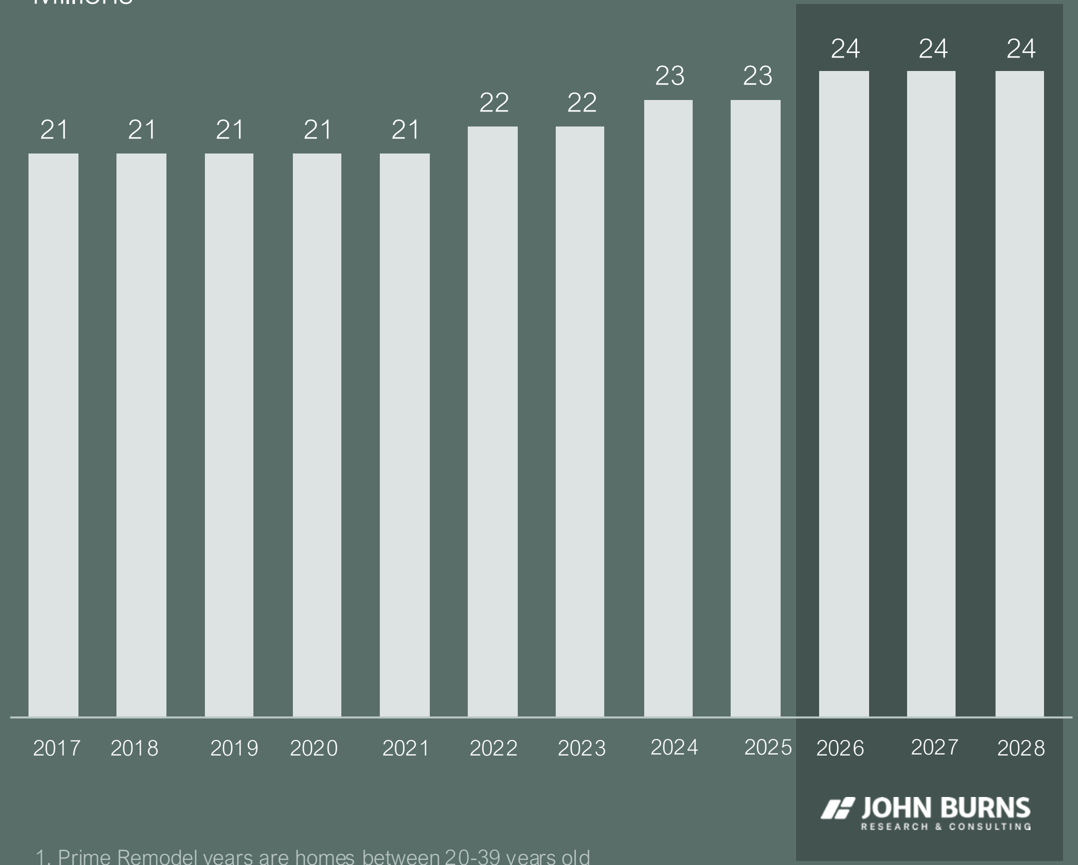
Home Equity Values

Trillions $USD



Single-Family Homes in 'Prime Remodel' Years[1]

Millions



Source: Federal Reserve Bank of St. Louis - Households; Owners' Equity in Real Estate

1. Prime Remodel years are homes between 20-39 years old
Source: John Burns Research and Consulting, LLC

Consumer Confidence Levels

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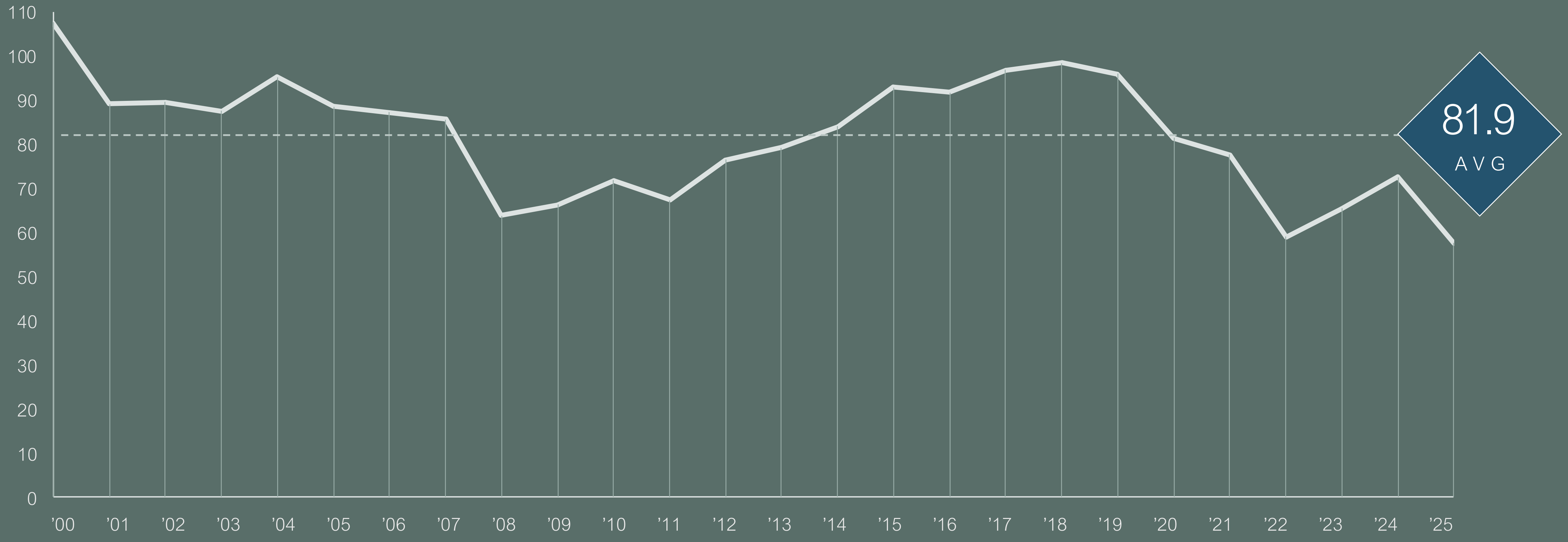
Continued weak confidence levels remains a primary reason for homeowners deferring remodeling projects

U.S. Consumer Confidence Index



Source: Federal Reserve Bank of St. Louis – University of Michigan: Consumer Confidence

Existing Home Sales

MASCO

Existing home sales remain low, impacted by higher mortgage rates

U.S. Existing Home Sales

80%

of mortgages below 6%[1]

Source: John Burns Research and Consulting, LLC; National Association of Realtors (Data: Nov-25, Pub: Feb-26)

[1]Federal Housing Finance Agency

Underspending on Remodeling Supports Future Growth

MASCO

Primarily driven by mid-sized and small projects

3.6M × $6.2K = $22B

3.6M
Homeowners that did not remodel over the last 2 years (vs. expectations)

×

$6.2K
Average spend per project

=

$22B
Total remodeling project underspend (2024-2025)

Source: John Burns Research and Consulting, LLC; U.S. Census Bureau, American Housing Surveys (Pub: Feb-26)

Financial Performance

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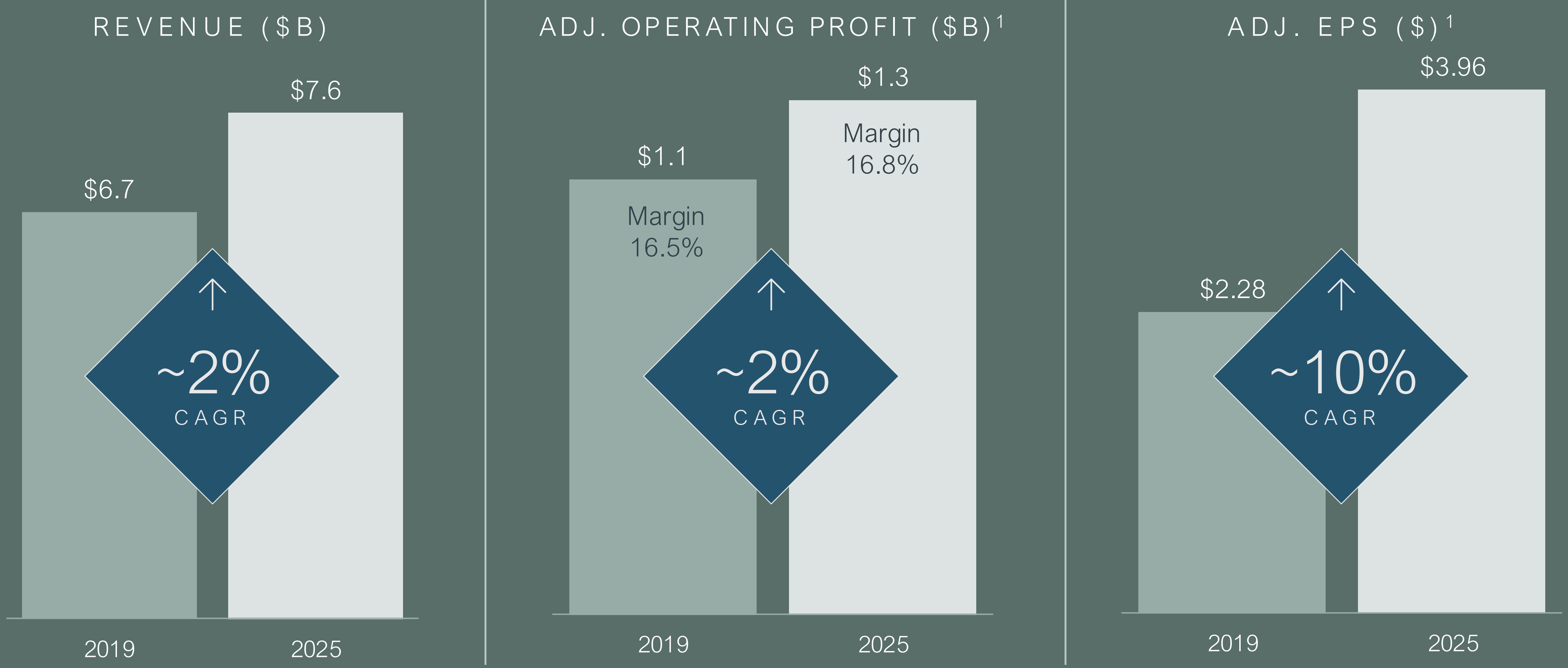
Delivering solid sales, adjusted operating profit, and adjusted EPS growth during challenging macro economic environment



1. Reflects operating profit and EPS, as adjusted. 2019 excludes Cabinetry and Windows. See Appendix for GAAP reconciliations.

Adjusted Operating Profit Margin

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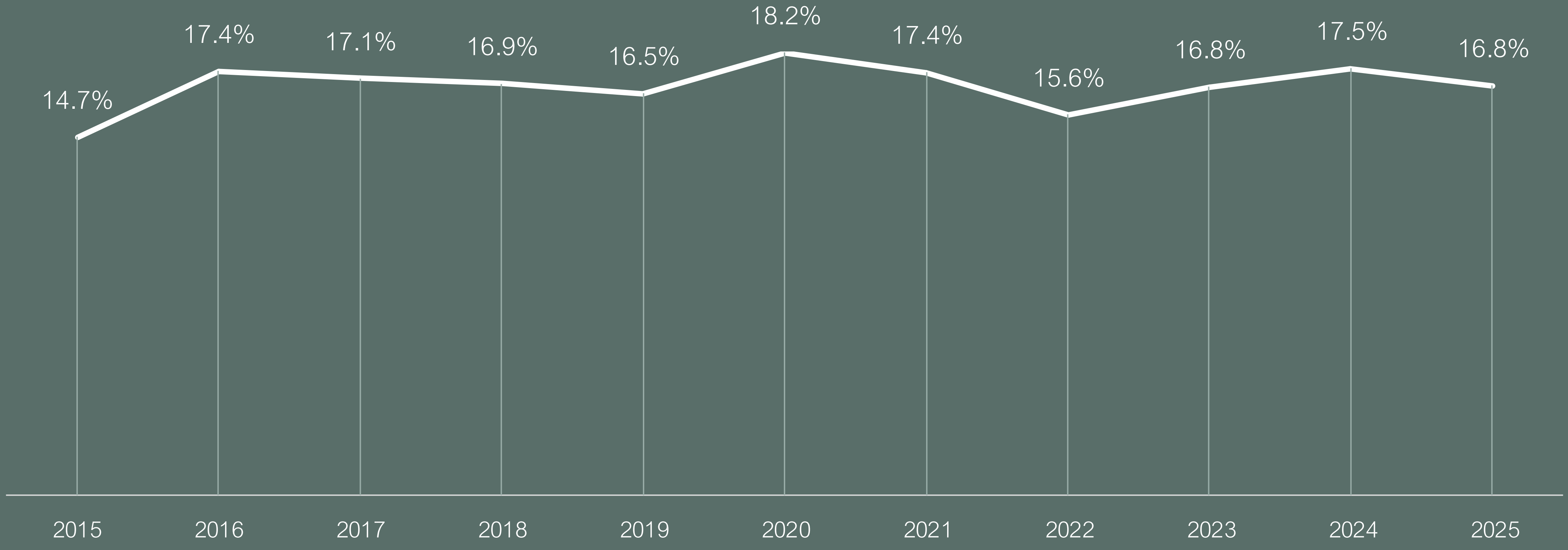
Demonstrated resilient performance through cycles



Excludes Cabinetry and Window. See Appendix for GAAP reconciliation.

Shareholder Returns

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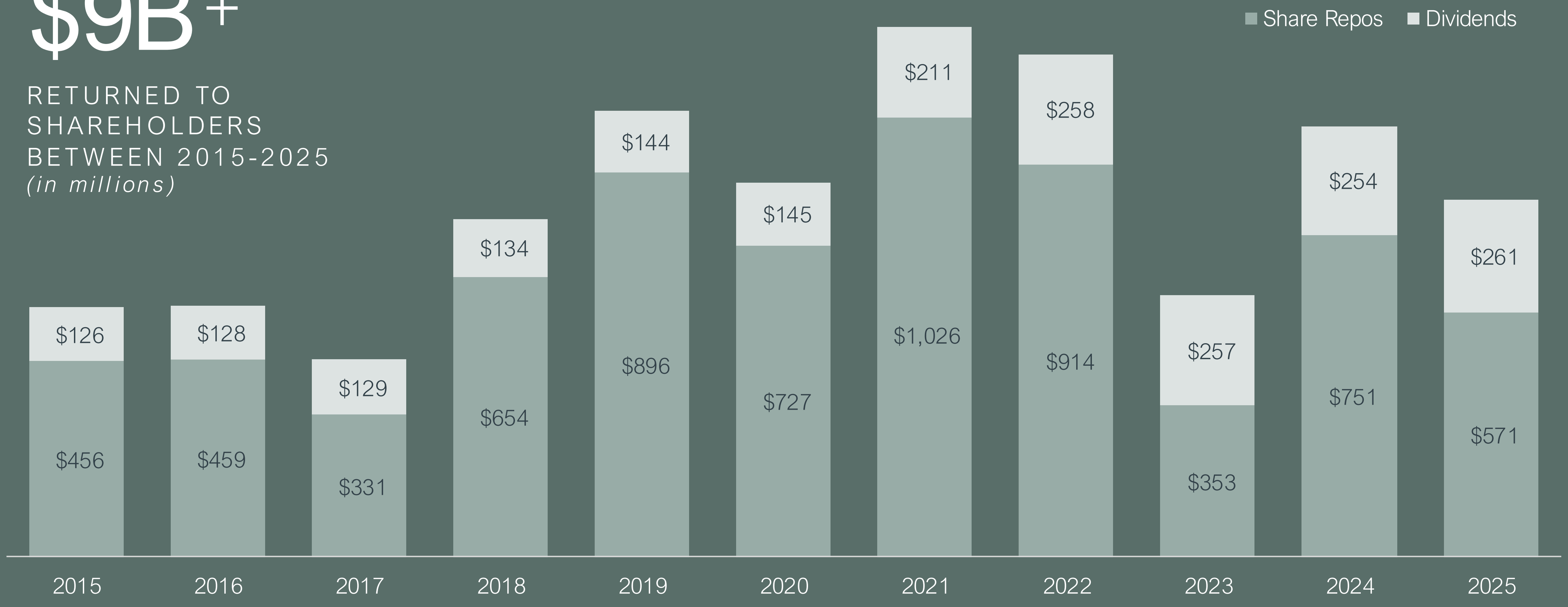
$9B+

RETURNED TO SHAREHOLDERS BETWEEN 2015-2025
(in millions)



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Pathway to Accelerated Top-Line Growth

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

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Enablers to Drive Bottom-Line Growth

OPTIMIZING ORGANIZATION

MASCO OPERATING SYSTEM

LEVERAGE SCALE

Long-Term Algorithm

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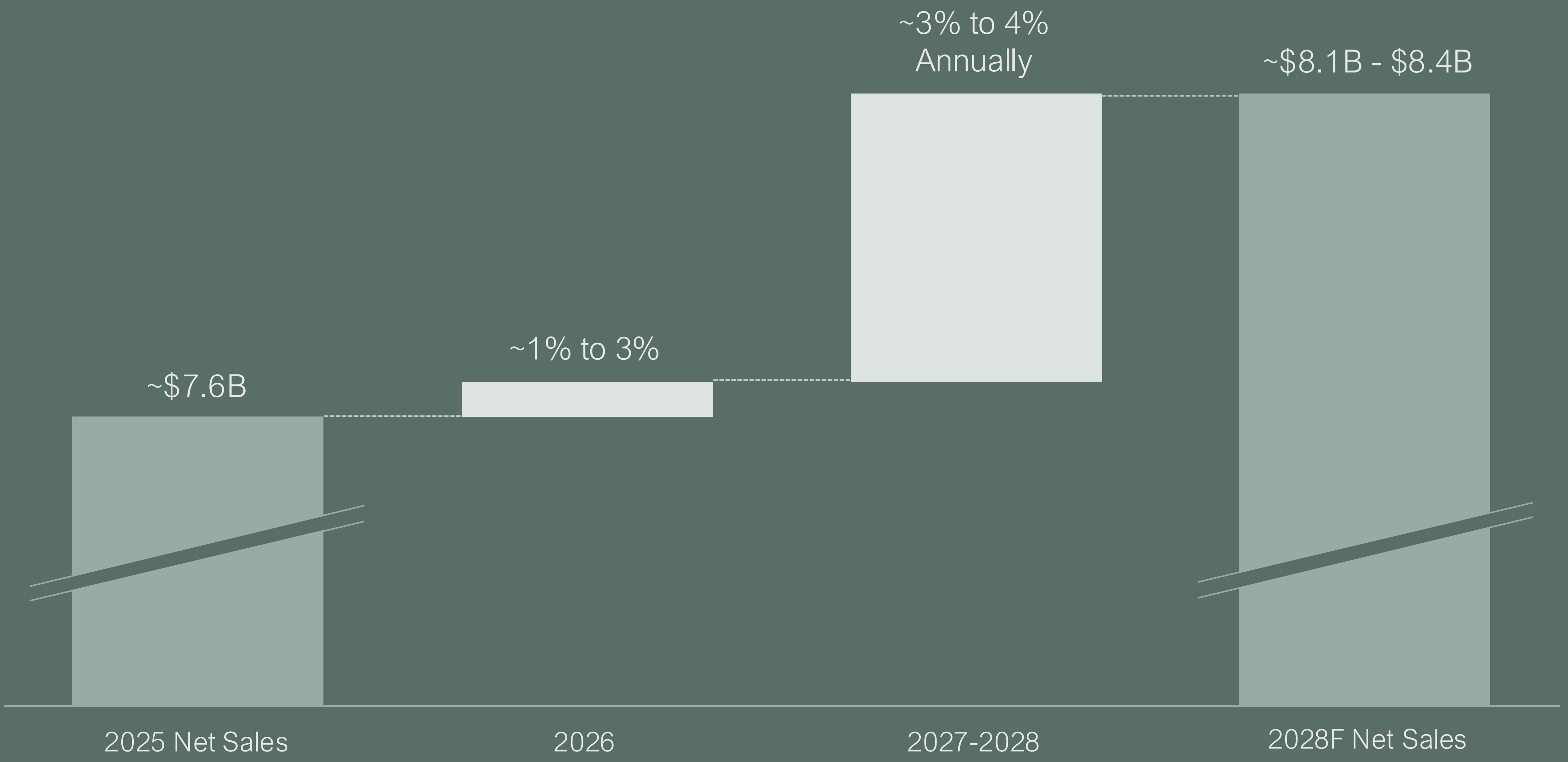
1	Average Annual Sales Growth	• Organic: **~3-4%** • Continuing to pursue bolt on acquisitions
2	Operating Profit Margin	• Expand margins through volume leverage and cost productivity
3	Capital Deployment	• Share Buybacks: **~2-4%** EPS growth • Dividends: **~1-2%** return on top of EPS growth
4	Average Annual EPS Growth	• **~10%**

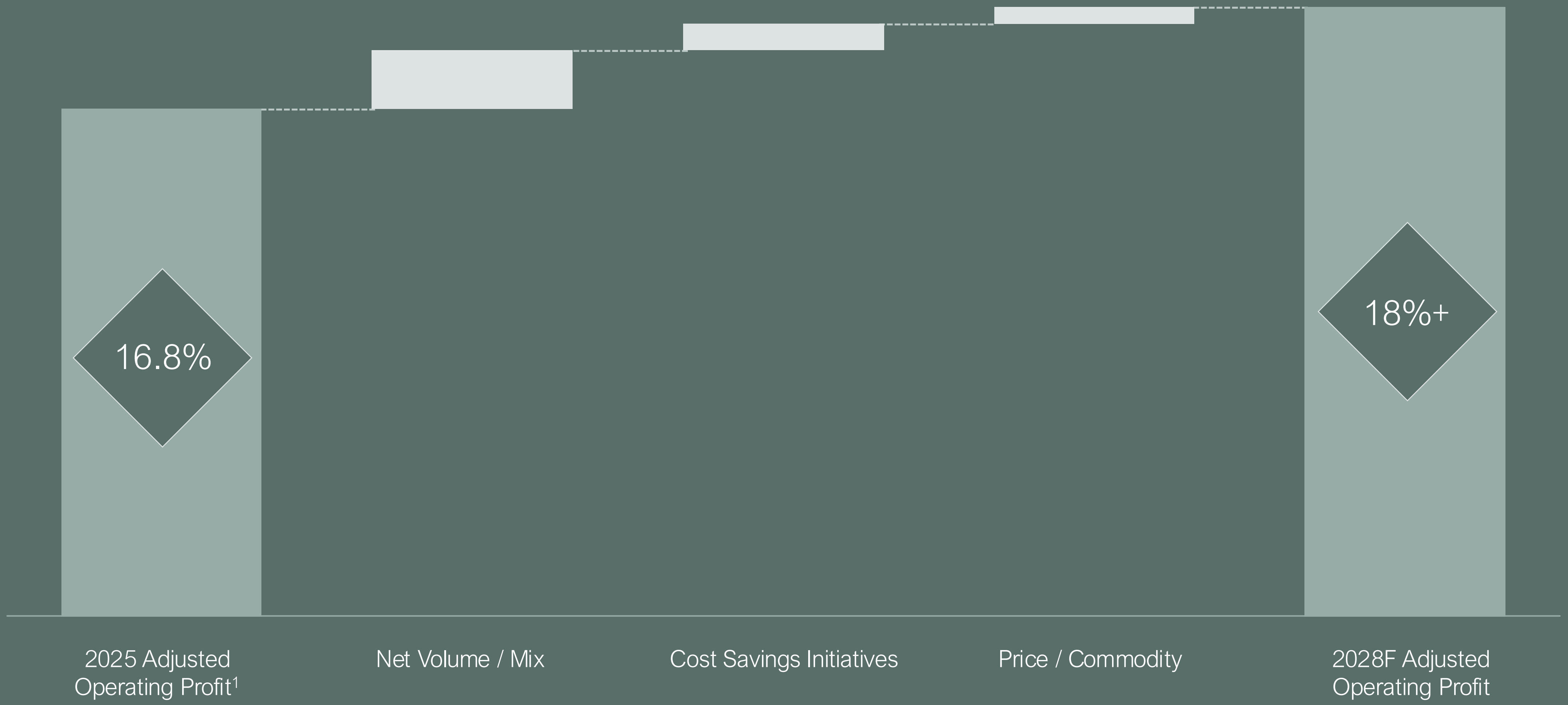
Net Sales Outlook

MASCO



Adjusted Operating Profit Outlook

MASCO



[1] See Appendix for GAAP reconciliations

Capital Allocation Strategy

MASCO

Consistent and balanced approach to drive shareholder value

1	Reinvent the Business	• Capex: **2-2.5%** of sales
2	Maintain Investment Grade Credit Rating	• Solid investment grade (BBB/Baa1) • Target gross debt to EBITDA **below 2.5x**
3	Maintain Relevant Dividend	• 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 • Actively cultivating our M&A pipeline

Continued Strong Cash Generation

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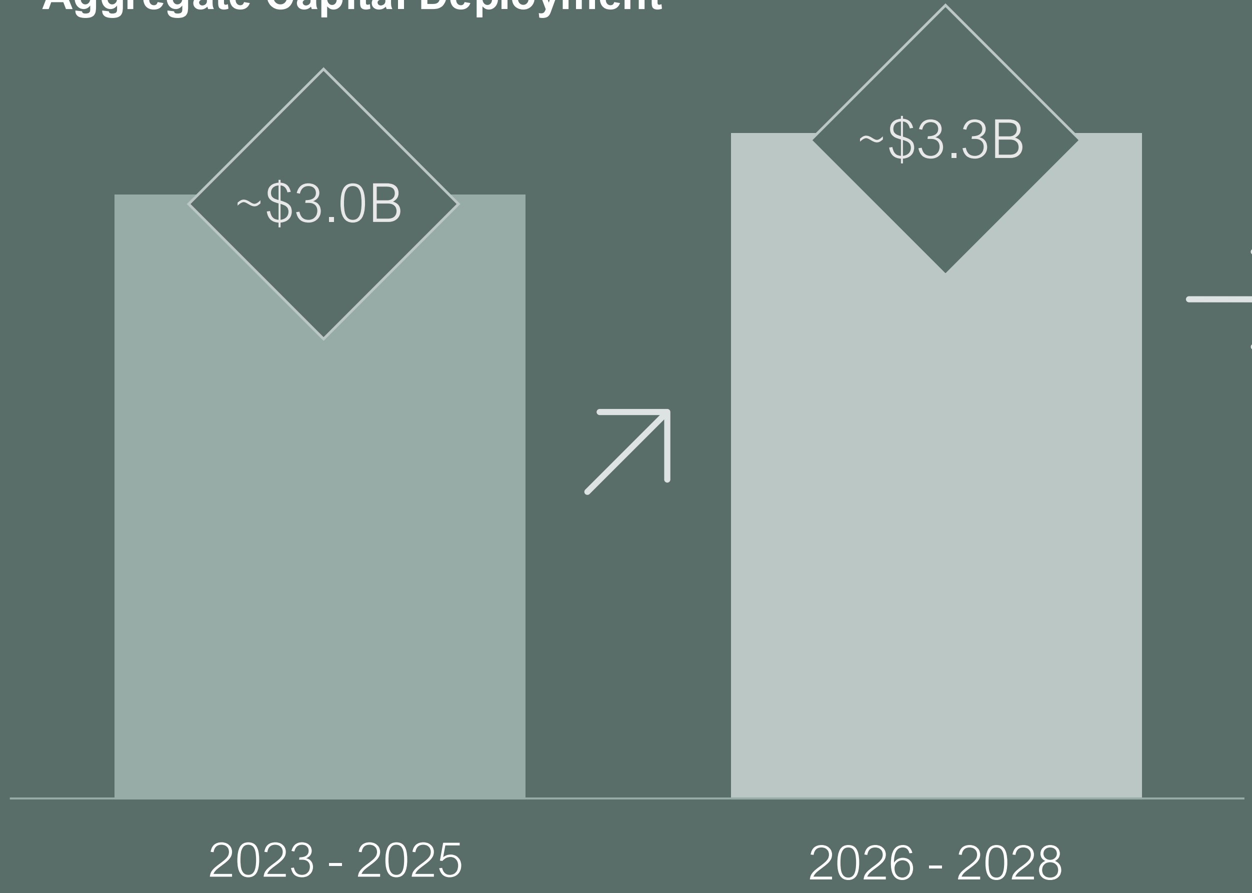
Increased deployment of capital through 2028

Aggregate Capital Deployment



INCREASED CASH FLOWS TO:

1 Invest in growth

2 Deliver shareholder returns

(Dividends and share buybacks)

See Appendix for GAAP reconciliation

Summary

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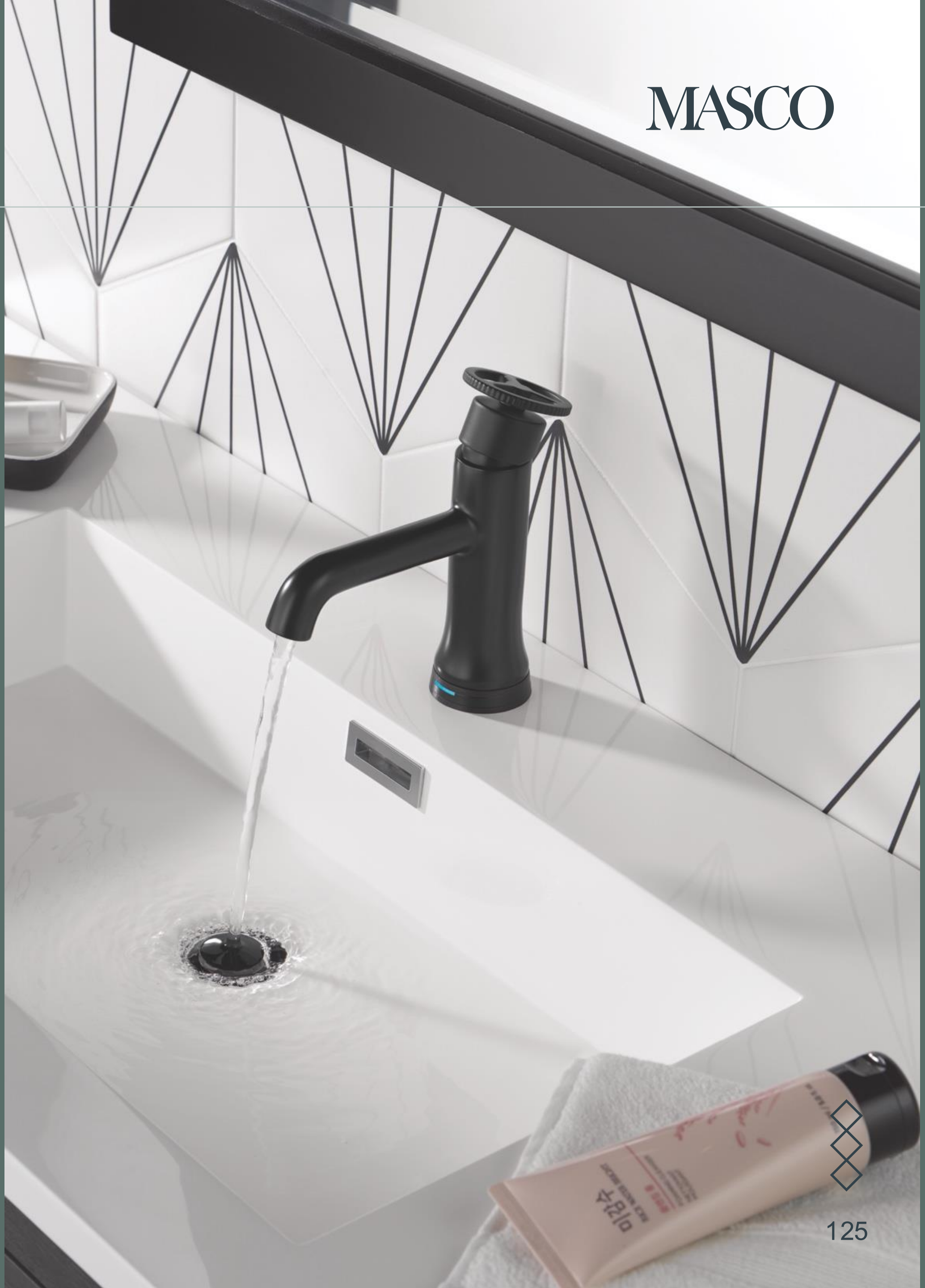
1. Strong financial performance with consistent, above market revenue and profit growth
2. Investing in future growth
3. Effective cost management and ability to further leverage scale
4. Continued strong cash flow generation and return of capital to shareholders



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Closing Remarks

2028 Financial Outlook

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~3% to 4%
AVERAGE ANNUAL NET SALES GROWTH[1]

18%+
ADJ. OPERATING PROFIT MARGIN

~10%
ADJ. EARNINGS PER SHARE CAGR

[1]Organic net sales growth assuming low single digit industry growth

Delivering Growth Through a Consumer-Driven Strategy

INDUSTRY LEADING BRANDS

EXPANDED COMMERCIAL CAPABILITIES

ENHANCED OPERATIONAL EXCELLENCE

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Appendix

Profit Reconciliation

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($ in Millions)		2019		2025
Net sales	$	6,707	$	7,562
Operating profit, as reported	$	1,088	$	1,248
Rationalization charges		13		19
Impairment charges for other intangible assets		9		5
Operating profit, as adjusted	$	1,110	$	1,272
Operating margin, as reported		*16.2%*		*16.5%*
Operating margin, as adjusted		*16.5%*		*16.8%*

Amounts may not add due to rounding

EPS Reconciliation

MASCO

(in Millions, Except per Common Share Data)	2019	2025
Income from continuing operations before income taxes, as reported	**$ 914**	**$ 1,135**
Rationalization charges	13	19
Impairment charges for other intangible assets	9	5
Realized losses from private equity funds, net	-	4
(Earnings) from equity investments, net	(1)	-
Income from continuing operations before income taxes, as adjusted	**$ 935**	**$ 1,163**
Tax at 24.5% rate (25% for 2019)	(234)	(285)
Less: Net income attributable to noncontrolling interest	45	48
Income from continuing operations, as adjusted	**$ 656**	**$ 830**
Income from continuing operations per common share, as adjusted	**$ 2.28**	**$ 3.96**
Average diluted common shares outstanding	288	210

Amounts may not add due to rounding

Profit Reconciliation

MASCO

($ In Millions)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net sales (1)	$ 5,513	$ 5,754	$ 6,014	$ 6,654	$ 6,707	$ 7,188	$ 8,375	$ 8,680	$ 7,967	$ 7,828	$ 7,562
Operating profit, as reported (1)	$ 798	$ 986	$ 1,029	$ 1,077	$ 1,088	$ 1,295	$ 1,405	$ 1,297	$ 1,348	$ 1,363	$ 1,248
Rationalization charges	13	13	2	9	13	11	4	32	13	9	19
Impairment of goodwill and other intangible assets	-	-	-	-	9	-	45	26	15	-	5
Insurance settlement (2)	-	-	-	-	-	-	-	-	(40)	-	-
Kichler inventory step up adjustment	-	-	-	40	-	-	-	-	-	-	-
Operating profit, as adjusted	$ 811	$ 999	$ 1,031	$ 1,126	$ 1,110	$ 1,306	$ 1,454	$ 1,355	$ 1,336	$ 1,372	$ 1,272
Operating margin, as reported	14.5%	17.1%	17.1%	16.2%	16.2%	18.0%	16.8%	14.9%	16.9%	17.4%	16.5%
Operating margin, as adjusted	14.7%	17.4%	17.1%	16.9%	16.5%	18.2%	17.4%	15.6%	16.8%	17.5%	16.8%

(1) 2015 was not restated for Accounting Standards Codification 606 - Revenue Recognition.
(2) Represents income for the year ended December 31, 2023 from the receipt of an insurance settlement payment.

Amounts may not add due to rounding. 2015-2019 excludes Cabinetry and Windows.

Return on Invested Capital Reconciliation

MASCO

($ in Millions)	2019	2020	2021	2022	2023	2024	2025	Average
Operating profit, as adjusted	**$ 1,110**	**$ 1,306**	**$ 1,454**	**$ 1,355**	**$ 1,336**	**$ 1,372**	**$ 1,272**	
Tax (1)	(278)	(327)	(364)	(325)	(327)	(336)	(312)	
Operating profit after income taxes, as adjusted	**$ 833**	**$ 980**	**$ 1,091**	**$ 1,030**	**$ 1,009**	**$ 1,036**	**$ 960**	
Average invested capital								
Average shareholders' equity	$ 7	$ 183	$ 239	$ (103)	$ (82)	$ 23	$ 12	
Average debt	2,876	2,784	2,877	3,055	3,050	2,948	2,948	
Less: Average cash and cash investments	(625)	(1,012)	(1,126)	(689)	(543)	(634)	(641)	
	$ 2,258	**$ 1,955**	**$ 1,990**	**$ 2,263**	**$ 2,425**	**$ 2,337**	**$ 2,319**	
Return on invested capital	**37%**	**50%**	**55%**	**46%**	**42%**	**44%**	**41%**	**45%**

(1) Based on a tax rate of 25% in 2019 - 2021, 24% in 2022, and 24.5% in 2023 - 2025.

Amounts may not add due to rounding

Capital Deployment

MASCO

($ in Millions)	2023	2024	2025	2023 - 2025 Total
Capital deployment (cash inflow/(outflow))				
Capital expenditures	$ (243)	$ (168)	$ (156)	$ (567)
Purchase of Company common stock	(353)	(751)	(571)	(1,675)
Cash dividends paid	(257)	(254)	(261)	(772)
Acquisition of businesses, net of cash acquired	(136)	(4)	-	(140)
Purchase of redeemable noncontrolling interest	-	(15)	-	(15)
Proceeds from disposition of business, net of cash disposed	-	126	-	126
Aggregate capital deployment	**$ (989)**	**$ (1,066)**	**$ (988)**	**$ (3,043)**

Amounts may not add due to rounding

Investor Day 2026

MASCO

MAY 13, 2026

NEW YORK STOCK EXCHANGE