

MASCO

Third Quarter 2025
Earnings Presentation

October 29, 2025

Safe Harbor Statement

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

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



Agenda

1 Summary of Results

Jon Nudi

2 Financial / Operations Review

Rick Westenberg

3 Q&A

Jon Nudi

Rick Westenberg

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Summary of Results

Jon Nudi





CEO First 100 Days Reflections

Strong foundation with industry leading brands, innovative products, and proven resilience in navigating dynamic environments

Demonstrated market leadership across our categories

Strong teams with opportunities to continue to deliver value for our customers, consumers, and shareholders

Q3 2025 Review

- ✓ Top line decreased 3%, or 2% excluding the impacts of our divestiture and currency
- ✓ Achieved adjusted gross margin of 34.6%
- ✓ Adjusted operating profit margin was 16.3%
- ✓ Delivered adjusted EPS of \$0.97 per share
- ✓ Repurchased 1.8 million shares for \$124 million
- ✓ Updated anticipated full year adjusted EPS to \$3.90-\$3.95 per share from \$3.90-\$4.10 per share



For adjusted numbers, see Appendix for GAAP reconciliation.



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Financial / Operations Review

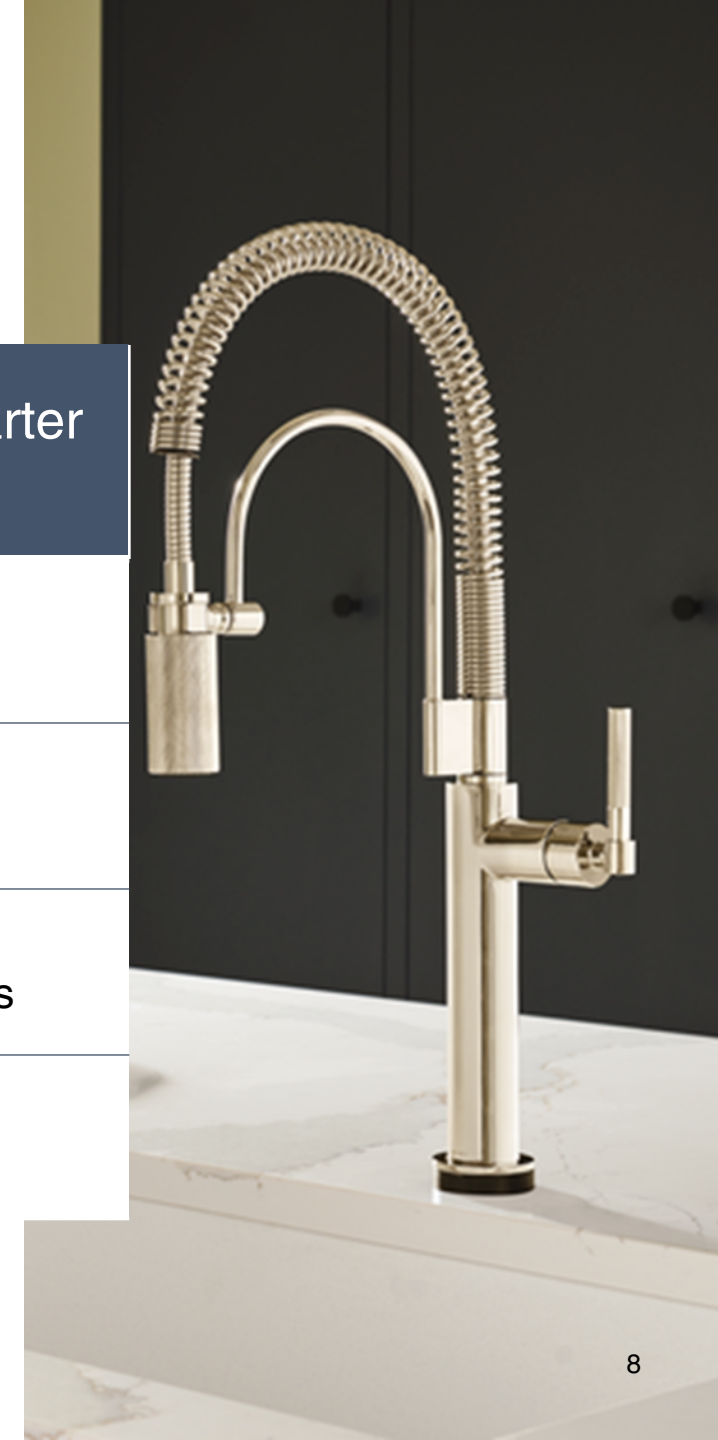
Rick Westenberg

Masco Corporation

Quarter Highlights

- Total company sales decreased 3%, or 2% excluding the impacts of our divestiture and currency
- In local currency, North American sales decreased 6%, or 2% excluding the impact of our divestiture
- In local currency, International sales were in line with prior year
- Operating profit impacted by lower volume and higher costs, including tariffs and inventory-related reserves, partially offset by pricing actions and cost savings initiatives

| | Third Quarter 2025 |
|--|---------------------------|
| <i>(\$ in Millions)</i> | |
| Revenue Y-O-Y Change | \$1,917 (3)% |
| Operating Profit* Y-O-Y Change | \$312 \$(48) |
| Operating Margin* Y-O-Y Change | 16.3% (190) bps |
| EPS* Y-O-Y Change | \$0.97 (10)% |

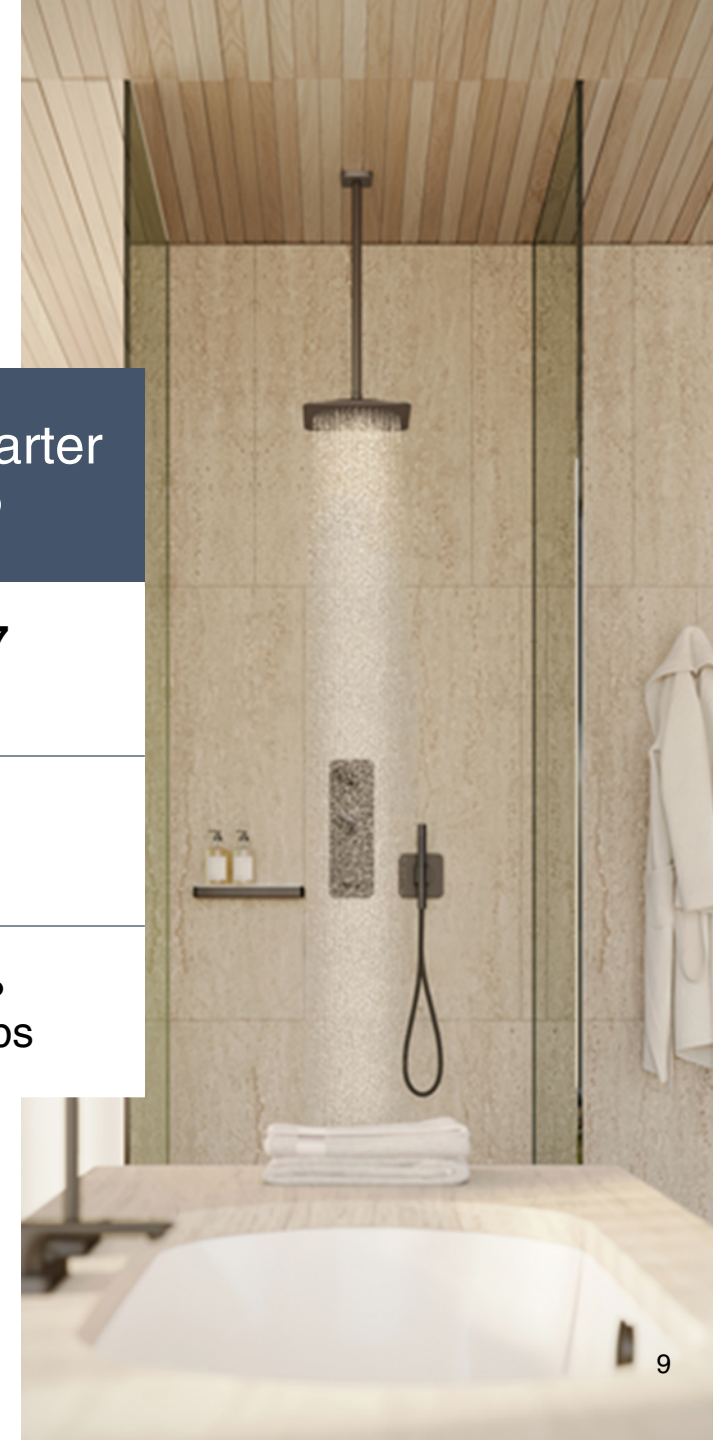


Plumbing Products Segment

Quarter Highlights

- Total segment sales increased 2%, or increased 1% excluding currency
- In local currency, North American sales increased 1%
- In local currency, International sales were in line with prior year
- Operating profit impacted by lower volume and higher costs, including tariffs and inventory-related reserves, partially offset by pricing actions and cost savings initiatives

| | Third Quarter 2025 |
|--------------------------|-----------------------|
| <i>(\$ in Millions)</i> | |
| Revenue | \$1,247 |
| Y-O-Y Change | 2% |
| Operating Profit* | \$204 |
| Y-O-Y Change | \$(38) |
| Operating Margin* | 16.4% |
| Y-O-Y Change | (350) bps |



Decorative Architectural Products Segment

Quarter Highlights

- Total segment sales decreased 12%, or 6% excluding our divestiture
- Paints and other coating products sales decreased low single digits
- PRO paint increased low single digits
- DIY paint decreased mid-single digits
- Operating profit impacted by lower volume, partially offset by cost savings initiatives

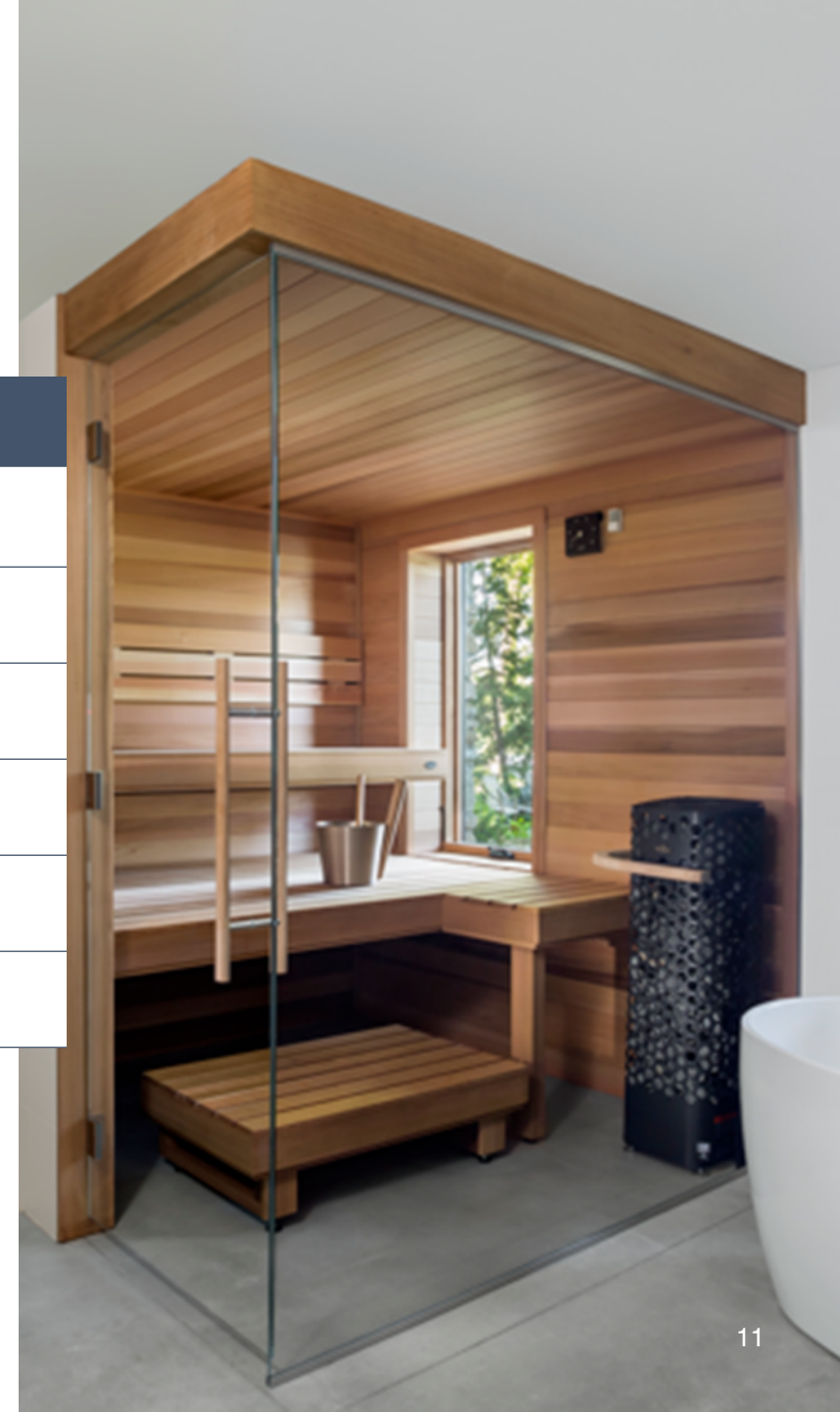
| | Third Quarter 2025 |
|--------------------------|--------------------|
| <i>(\$ in Millions)</i> | |
| Revenue | \$670 |
| Y-O-Y Change | (12)% |
| Operating Profit* | \$128 |
| Y-O-Y Change | \$(10) |
| Operating Margin* | 19.1% |
| Y-O-Y Change | 100 bps |

Strong Balance Sheet

Masco Corporation

Balance Sheet Metrics as of 9/30/2025

| | |
|--|-----------------|
| Cash and cash investments | \$559M |
| Revolver availability | <u>\$1,000M</u> |
| Total liquidity | \$1,559M |
| Gross debt to EBITDA ¹ | 2.0x |
| Working capital as a % of sales ¹ | 18.5% |



Full Year 2025 Outlook

2025 Forecasted Adjusted EPS \$3.90 - \$3.95

| Business Segment | 2025 Forecasted Sales Change | 2025 Forecasted Adjusted Operating Profit Margin |
|-----------------------------------|--|--|
| Plumbing Products | Up Low Single Digits | ~18% |
| Decorative Architectural Products | Down Low Double Digits <i>(down mid-single digits ex divestiture)</i> | ~18% |
| Total Masco | Down Low Single Digits | ~16.5% |

Assumptions:

- 2025 guidance includes all enacted tariffs in effect in October, net of mitigation actions, but does not include potential future tariffs or changes to existing tariffs
- Global repair and remodel market (including price): down low single digits
 - North American repair and remodel market: down low single digits
 - Masco International markets in aggregate: down low single digits
- Year over year sales impacts:
 - Divestiture (unfavorable): Masco ~(-2%); Decorative Architectural Products ~(-6)%
 - Foreign Currency (favorable): Masco ~1%; Plumbing Products ~1%



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Q&A

Jon Nudi

Rick Westenberg

MASCO



Appendix



2025 Assumptions

| Item | Assumption |
|---|------------|
| Tax rate | 24.5% |
| General corporate expense | ~\$95m |
| Interest and other expense | ~\$110m |
| Capital expenditures (includes maintenance capex of ~\$75m) | ~\$160m |
| Depreciation and amortization ¹ | ~\$150m |
| Favorable foreign currency translation impact to sales ² | ~\$50m |
| Share repurchase or acquisitions | ~\$500m |
| Average diluted share count for 2025 | ~211m |
| Working capital as a % of net sales | ~17.5% |
| Free cash flow conversion | ~90% |

Capital Allocation Strategy

Balanced Approach to Continue to Drive Shareholder Value

1 Reinvest in the Business

- Capex: 2-2.5% of sales
- Target working capital: ~16% of sales

2 Maintain investment grade credit rating

- Target gross debt to EBITDA below 2.5x

3 Maintain relevant dividend

- Current expected annual dividend of \$1.24 (*subject to future Board declaration*)
- Target dividend payout ratio of ~30%

4 Deploy excess free cash flow to share repurchase or acquisitions

- Consistently in the market for share repurchase, but opportunistic
- Expect to deploy ~\$500 million for share repurchases or acquisitions in 2025
- Actively cultivating our M&A pipeline



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

Market-leading brands, history of innovation, customer focus



Strong free cash flow and value creating capital allocation



MASCO

LONG-TERM OUTLOOK

Average annual sales growth

- Organic: ~3-5%
- Acquisition: ~1-3%

Operating profit margin

- Expand margins through cost productivity and volume leverage

Capital deployment

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

Average annual EPS growth

- ~10%

2024 Segment Mix*

| Business Segment | 2024 Revenue | R&R% vs. NC | NA% v. Int'l | Total Geographic Revenue Split |
|------------------|--------------|-------------|--------------|--------------------------------|
|------------------|--------------|-------------|--------------|--------------------------------|

Plumbing Products

\$4.9B



Decorative Architectural Products

\$3.0B



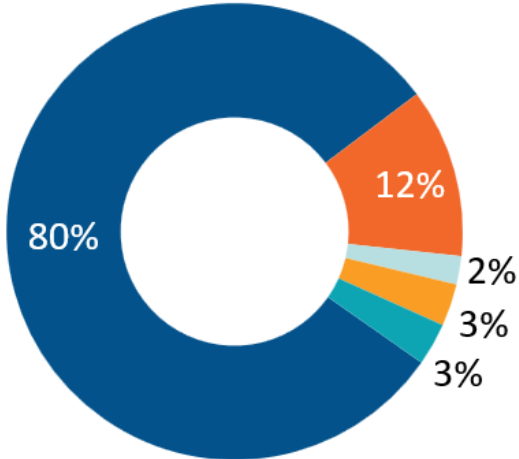
Total Company

\$7.8B



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

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



■ North America ■ Europe
 ■ United Kingdom ■ China
 ■ Other



*Based on Company estimates
 Amounts may not add due to rounding

2024 Channel Mix*

| 2024 Channel Mix as a Percentage of Sales | | | |
|---|-------------------|-----------------------------------|-------------|
| Channel | Plumbing Products | Decorative Architectural Products | Total Masco |
| Retail | 19% | 88% | 46% |
| Wholesale/trade/dealer | 52% | 8% | 35% |
| E-commerce | 18% | 4% | 12% |
| Specialty Dealer/Other | 11% | 0% | 7% |



*Based on Company estimates

Profit Reconciliations – Third Quarter

| <i>(\$ in Millions)</i> | Q3 2025 | Q3 2024 |
|--|-----------------|-----------------|
| Net sales | \$ 1,917 | \$ 1,983 |
| Gross profit, as reported | \$ 656 | \$ 725 |
| Rationalization charges | 7 | 2 |
| Gross profit, as adjusted | \$ 663 | \$ 727 |
| <i>Gross margin, as reported</i> | 34.2 % | 36.6 % |
| <i>Gross margin, as adjusted</i> | 34.6 % | 36.7 % |
| Selling, general and administrative expenses, as reported | \$ 353 | \$ 368 |
| Rationalization charges | 2 | — |
| Selling, general and administrative expenses, as adjusted | \$ 352 | \$ 368 |
| <i>Selling, general and administrative expenses as a percent of net sales, as reported</i> | 18.4 % | 18.6 % |
| <i>Selling, general and administrative expenses as a percent of net sales, as adjusted</i> | 18.4 % | 18.6 % |
| Operating profit, as reported | \$ 303 | \$ 357 |
| Rationalization charges | 8 | 2 |
| Operating profit, as adjusted | \$ 312 | \$ 360 |
| <i>Operating margin, as reported</i> | 15.8 % | 18.0 % |
| <i>Operating margin, as adjusted</i> | 16.3 % | 18.2 % |

EPS Reconciliation – Third Quarter

| <i>(\$ in Millions, Except per Common Share Data)</i> | Q3 2025 | Q3 2024 |
|--|----------------|----------------|
| Income before income taxes, as reported | \$ 276 | \$ 248 |
| Rationalization charges | 8 | 2 |
| Loss on sale of business (1) | — | 81 |
| Realized (gains) from private equity funds, net | — | (1) |
| Income before income taxes, as adjusted | \$ 284 | \$ 330 |
| Tax at 24.5% rate | (70) | (81) |
| Less: Net income attributable to noncontrolling interest | 11 | 13 |
| Net income, as adjusted | \$ 204 | \$ 236 |
| | | |
| Net income per common share, as adjusted | \$ 0.97 | \$ 1.08 |
| | | |
| Average diluted common shares outstanding | 209 | 218 |

(1) Represents the preliminary loss for the three months ended September 30, 2024 from the sale of our Kichler Lighting business.

EPS Outlook Reconciliation

| | 2025 | |
|---|----------------|----------------|
| | Low End | High End |
| Net income per common share | \$ 3.84 | \$ 3.89 |
| Rationalization charges | 0.04 | 0.04 |
| Realized losses from private equity funds, net | 0.02 | 0.02 |
| Net income per common share, as adjusted | <u>\$ 3.90</u> | <u>\$ 3.95</u> |

Gross Debt to EBITDA Reconciliation

| (\$ in Millions) | September 30, 2025 | |
|-------------------------|---------------------------|--------------|
| Debt | \$ | 2,947 |

| (\$ in Millions) | TTM September 30, 2025 | |
|--------------------------------------|-------------------------------|--------------|
| Operating profit, as reported | \$ | 1,291 |
| Rationalization charges | | 14 |
| Operating profit, as adjusted | \$ | 1,304 |
| Depreciation and amortization | | 145 |
| EBITDA, as adjusted | \$ | 1,450 |
| Debt to EBITDA | | 2.0 x |

Working Capital as a % of Sales

| <i>(\$ in Millions)</i> | As Reported September 30, 2025 | |
|--|---|---------------|
| Receivables | \$ | 1,181 |
| Inventories | | 1,069 |
| Less: Accounts payable | | (842) |
| Working capital | \$ | <u>1,408</u> |
| Net sales (last 12 months) | \$ | 7,597 |
| Working capital as a % of sales | | 18.5 % |