



Masco: Positioned to Outperform

- 1 Drive full potential of our core businesses
- 2 Leverage opportunities across our portfolio
- 3 Actively manage portfolio



CORPORATE HEADQUARTERS

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INVESTOR RELATIONS

















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 Vice President, Treasurer and Investor Relations
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STOCK LISTING: NYSE: MAS

Market Cap: ~\$11B

www.Masco.com

2016 Segment Mix*

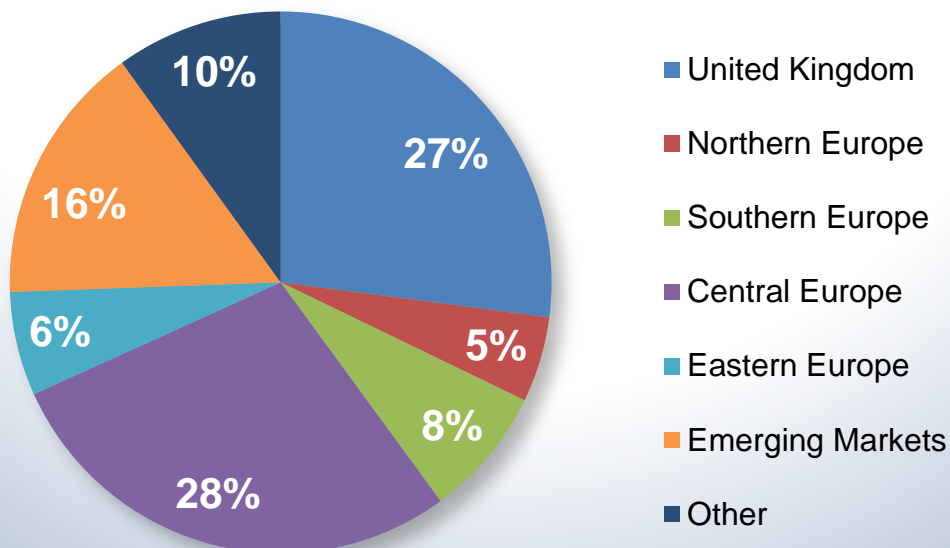
Business Segment	Revenue 2016	% of Total	R&R% vs. NC	NA% vs. Int'l
 Plumbing Products	\$3.5B	 48%	 82%	 63%
 Decorative Architectural Products	\$2.1B	 28%	 99%	 100%
 Cabinetry Products	\$1.0B	 13%	 61%	 94%
 Windows and Other Specialty Products	\$0.8B	 11%	 71%	 78%
Total Company	\$ 7.4B	100%	83%	79%

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

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

* Based on Company estimates

2016 International Revenue Split



Strategic Priorities by Segment

Plumbing Products Segment



Strategic Priorities

1. Extend leadership in North American plumbing
2. Grow in priority international markets
3. Pursue category expansion

2019 Outlook

Sales Growth:
4-6% CAGR

Operating
Margins:
18-19.5%

Competitive Strengths

- Strong brands with industry leading positions
- Broadest product range in the industry
- Strong track record of execution

Decorative Architectural Products Segment



Strategic Priorities

1. Extend our DIY leadership position
2. Grow share in the PRO paint segment
3. Leverage the KILZ® and Liberty® Brands

2019 Outlook

Sales Growth:
4-6% CAGR

Operating
Margins:
18-20%

Competitive Strengths

- Market leader with long record of innovation
- Compelling offering with channel partner to penetrate PRO paint segment
- Builders' hardware finish, design, and category management expertise

Cabinetry Products Segment



Strategic Priorities

1. Accelerate repair & remodel growth
2. Selectively grow new construction
3. Continue focus on margin expansion

2019 Outlook

Sales Growth:
5-7% CAGR

Operating
Margins:
13-15%

Competitive Strengths

- Leading brands that are among the most recognized in the industry
- Strong incremental volume leverage
- Ability to provide meaningful product innovation, a simplified selling process, and tailored solutions

Windows and Other Specialty Products Segment



Strategic Priorities

1. Complete turnaround plan
2. Grow organically in core markets
3. Extend UK Window Group's leadership position

2019 Outlook

Sales Growth:
3-5%* CAGR

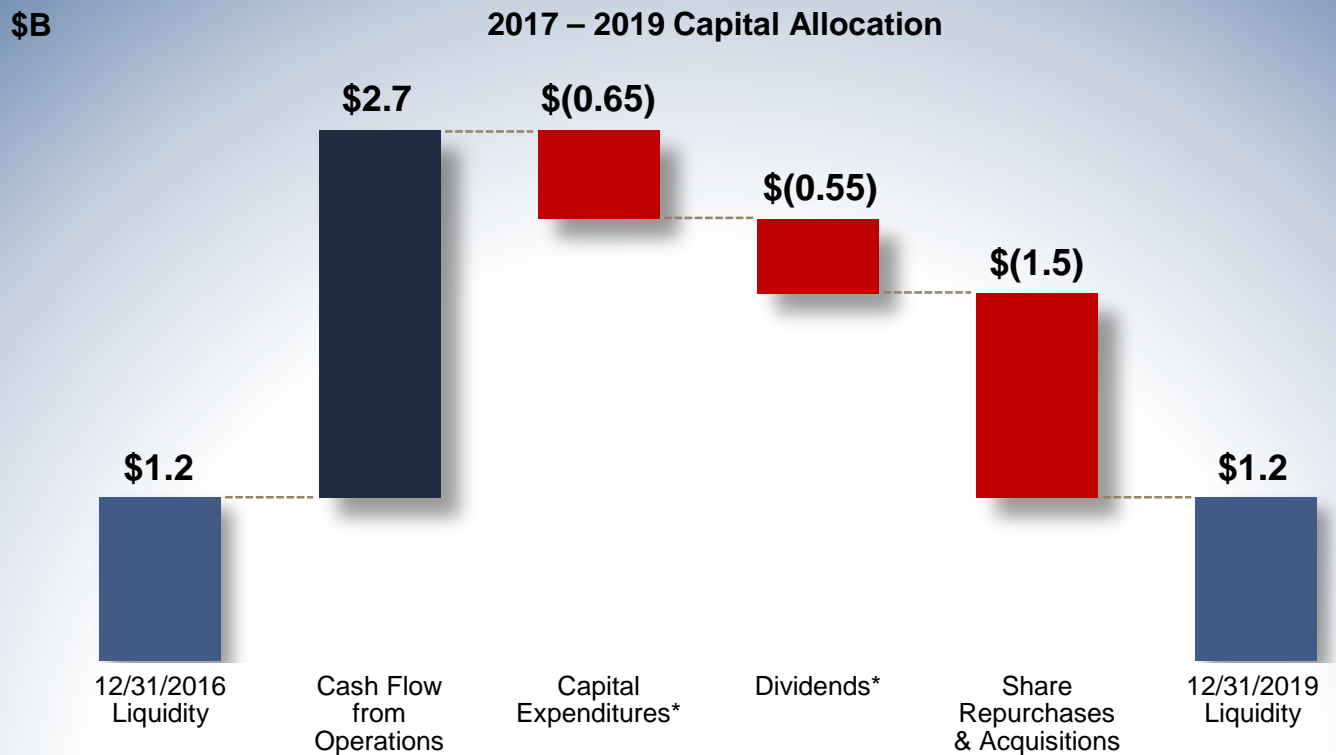
Operating
Margins:
10-13%

Competitive Strengths

- Milgard's a market leader in Western U.S.
- Milgard's demonstrated ability to expand into multiple channels and geographies
- UK Window Group is the UK leader for vinyl and composite windows

* Sales CAGR of 6-8% excluding Arrow divestiture.

Powerful Cash Engine Continues to Fund Growth and Returns to Shareholders





* Capital expenditures includes capex and displays; dividends includes dividend to non-controlling interest.


Masco Outlook


Proven Business Model. Long Growth Runway.

Profitable Growth Leads to EPS Outperformance

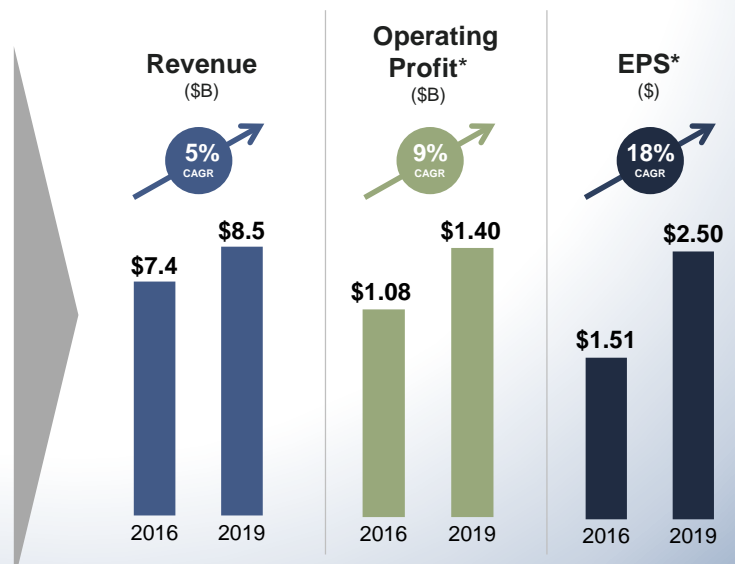
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Growing industry with great macro fundamentals
- +
- 

Strong foundation to sustain and improve performance
- +
- 

Credible, proven plan for profitable growth
- +
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Strong cash flow generation and capital management driving value to shareholders



Note: Future performance reflects company estimates and excludes any potential inorganic growth.

Safe Harbor Statement

This document 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 “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 home improvement activity and new home construction, our ability to maintain our strong brands and to develop and introduce new and improved products, our ability to maintain our competitive position in our industries, our reliance on key customers, our ability to achieve the anticipated benefits of our strategic initiatives, our ability to improve our under-performing U.S. window business, the cost and availability of raw materials, our dependence on third party suppliers, and risks associated with international operations and global strategies. 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. The forward-looking statements in this presentation speak only as of the date of this presentation. 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.