



Masco: Positioned to Outperform

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



*Based on company estimates.

CORPORATE HEADQUARTERS

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INVESTOR RELATIONS

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STOCK LISTING: NYSE: MAS

Market Cap: ~\$11B

www.masco.com

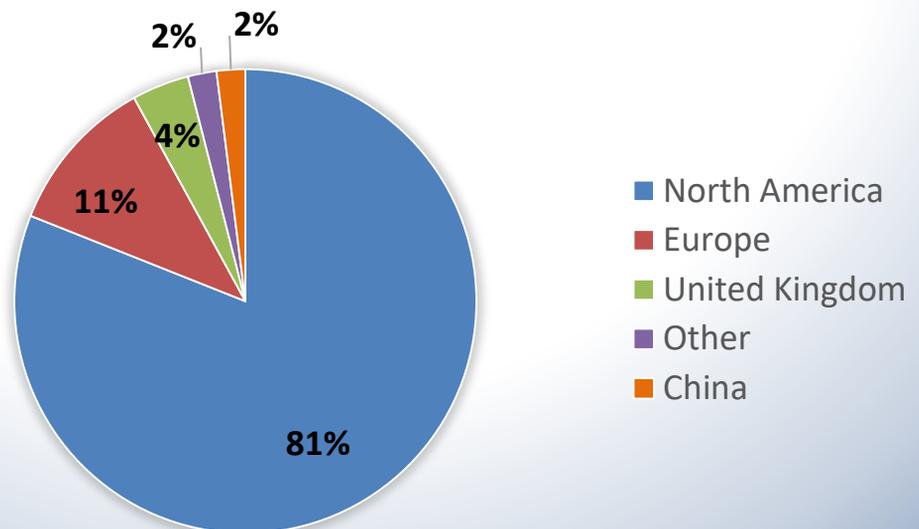
2018 Segment Mix*

Business Segment	Revenue 2018	% of Total	R&R% vs. NC	NA% vs. Int'l
 Plumbing Products	\$4.0B	 48%	 84%	 64%
 Decorative Architectural Products	\$2.7B	 32%	 96%	 100%
 Cabinetry Products	\$0.9B	 11%	 69%	 100%
 Windows and Other Specialty Products	\$0.8B	 9%	 69%	 80%
Total Company	\$ 8.4B	100%	85%	81%

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

2018 International Revenue Split*



* Based on company estimates.

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:

3-5%

(*ex currency*)

Operating

Margins:

Similar to 2018 margin of 18.1%

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 Liberty® and Kichler® Brands

2019 Outlook

Sales Growth:

4-6%

Operating

Margins:

17.0-18.0%

Competitive Strengths

- Market leader with long record of innovation
- Compelling offering with channel partner to penetrate PRO paint segment
- Decorative hardware's 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:

0-3%

Operating

Margins:

Similar to 2018 margin of 9.1%

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. Grow organically in core markets
2. Continue focus on margin expansion
3. Extend UK Window Group's leadership position

2019 Outlook

Sales Growth:

1-3%

(*ex currency*)

Operating

Margins:

Modest expansion to 2018 margin of 5.2%

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

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 “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 new home construction, our ability to maintain our strong brands and reputation and to develop new products, our ability to maintain our competitive position in our industries, our reliance on key customers, the cost and availability of raw materials and increasing tariffs, our dependence on third-party suppliers, risks associated with international operations and global strategies, 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 and may acquire, our ability to attract, develop and retain talented personnel, risks associated with our reliance on information systems and technology, and our ability to achieve the anticipated benefits from our investments in new 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.