Masco: Positioned for Above Market Growth and Resilience

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

Market Leading Brands

Innovation Leadership & Broad Distribution

~30% Vitality Index

<table>
<thead>
<tr>
<th>Broad Channels</th>
<th>% of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>50%</td>
</tr>
<tr>
<td>Wholesale/trade</td>
<td>40%</td>
</tr>
<tr>
<td>E-commerce</td>
<td>5%</td>
</tr>
<tr>
<td>Specialty dealers/other</td>
<td>5%</td>
</tr>
</tbody>
</table>

Favorable Long-Term Fundamentals

1. Home Price Appreciation
2. Age of U.S. Housing Stock
3. Household Formation
4. Housing Turnover
5. Consumer Confidence

*Based on company estimates.

STOCK LISTING: NYSE: MAS
Market Cap: ~$13B

www.masco.com

CORPORATE HEADQUARTERS
Masco Corporation
17450 College Parkway, Livonia, MI 48152
Phone: 313-792-5500

INVESTOR RELATIONS
David Chaika
Vice President, Treasurer and Investor Relations
david_chaika@mascohq.com

www.masco.com
### 2019 Segment Mix*

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>2019 Revenue</th>
<th>R&amp;R% vs. NC</th>
<th>NA% vs. Int’l</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plumbing Products</td>
<td>$4.0B</td>
<td>84%</td>
<td>65%</td>
</tr>
<tr>
<td>Decorative Architectural Products</td>
<td>$2.7B</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td>Total Company</td>
<td>$ 6.7B</td>
<td>89%</td>
<td>79%</td>
</tr>
</tbody>
</table>

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.

### Strategic Priorities by Segment

#### Plumbing Products Segment

**Strategic Priorities**
1. Extend leadership in North American plumbing  
2. Grow in priority international markets  
3. Invest to grow

**2021 Targets**
- Average Annual Sales Growth: 2-4%  
  (ex currency)
- Operating Margins: 18-18.5%

**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 market  
3. Grow adjacencies

**2021 Outlook**
- Average Annual Sales Growth: 2-3%
- Operating Margins: 17.5-18.0%

**Competitive Strengths**
- Market leader with long record of innovation  
- Compelling offering with channel partner to penetrate PRO paint market  
- Category management expertise
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 new home construction, our ability to maintain our strong brands and reputation and to develop innovative products, our ability to maintain our competitive position in our industries, our reliance on key customers, the cost and availability of materials and the imposition of tariffs, our dependence on third-party suppliers, risks associated with our international operations and global strategies, our ability to achieve the anticipated benefits of our strategic initiatives, including the pending divestiture of our Cabinetry business, 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" of this Report. 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.