





Masco Corporation Investor Day

May 16, 2017

Agenda

MASCO

Event	Time (ET)	Speakers
Investor Relations Welcome	1:00 p.m. – 1:05	David Chaika
CEO Opening Remarks	1:05 – 1:25	Keith Allman
Cabinetry Products Segment	1:25 – 1:45	Joe Gross, Gordon Fournier
Windows & Other Specialty Products Segment	1:45 – 2:00	Joe Gross
Q&A	2:00 – 2:20	Keith Allman, Joe Gross, Gordon Fournier
Break	2:20 – 2:30	
Plumbing Products Segment	2:30 – 2:55	Richard O'Reagan
Decorative Architectural Products Segment	2:55 – 3:20	Jeff Filley
Q&A	3:20 – 3:40	Richard O'Reagan, Jai Shah, Thorsten Klapproth, Jeff Filley
Financial Overview	3:40 – 4:00	John Sznewajs
CEO Closing Remarks	4:00 – 4:05	Keith Allman
Q&A	4:05 – 4:25	John Sznewajs, Keith Allman

Safe Harbor Statement

MASCO

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 “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.