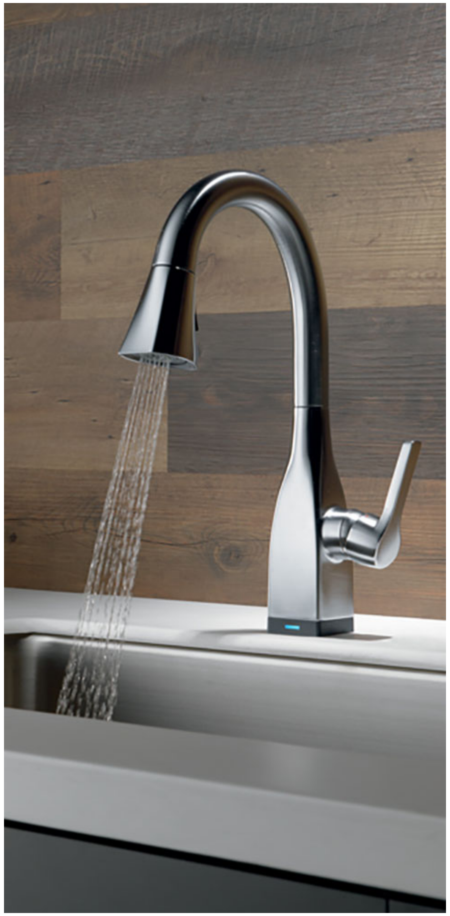

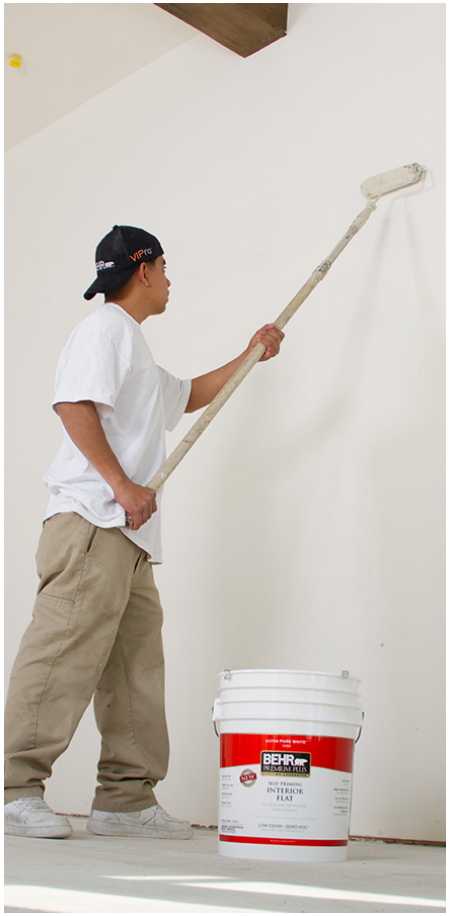

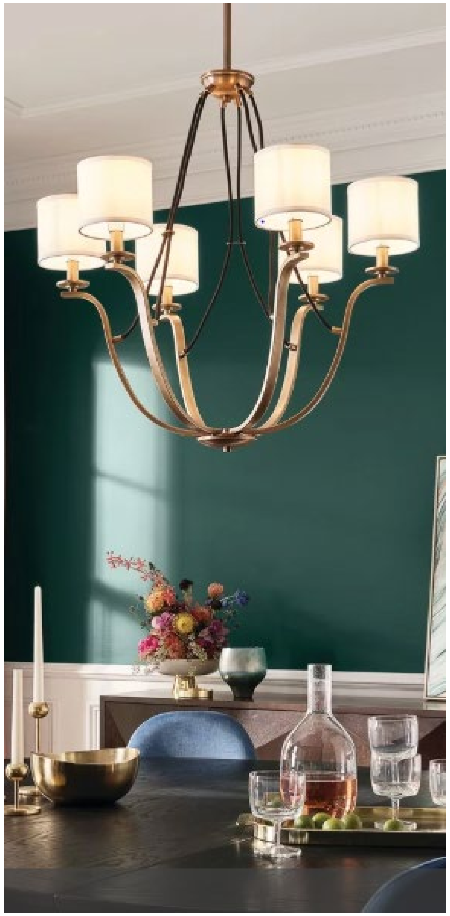

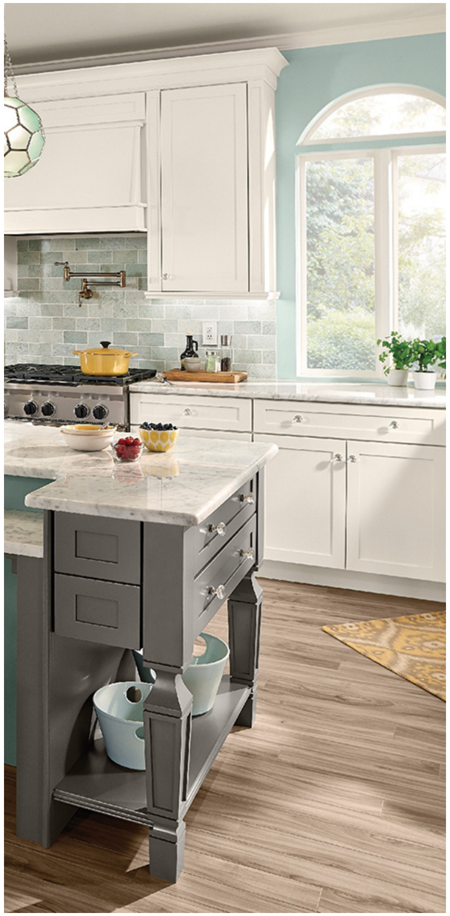

Masco Corporation
Third Quarter 2019 Earnings Presentation

October 30, 2019

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 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, including the potential divestitures of our Cabinetry and Windows businesses, 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.

Masco Q3 2019 Results

MASCO

Topic	
• Summary of Results	Keith Allman
• Financial/Operations Review	John Sznewajs
• Q&A	

Focused Execution on Long-Term Shareholder Value

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Driving Shareholder Value

- Delivered solid top line growth in our Plumbing Products and Decorative Architectural Products segments
- Achieved adjusted operating profit growth and margin expansion across all segments
- Repurchased approximately 3.8 million shares for $151 million
- Updated anticipated full year adjusted EPS to account for discontinued operations to $2.52 to $2.56 per share from $2.62 to $2.72 per share
- Completed the sale of UK Window Group and announced the signing of a definitive agreement to sell our Milgard Windows and Doors business

Masco Q3 2019 Results

MASCO

Topic	
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• Q&A	

Strong Profit and Earnings Growth

($ in Millions)	Third Quarter 2019
Revenue Y-O-Y Change	$1,947 2%
Operating Profit* Y-O-Y Change	$326 $23
Operating Margin* Y-O-Y Change	16.7% 80 bps
Adjusted EPS* Y-O-Y Change	$0.68 11%

**See Appendix for GAAP reconciliation.*

Quarter Highlights

- Total company sales increased 3% excluding the impact of FX
- In local currency, North American sales increased 3%
- In local currency, international sales increased 5%
- FX unfavorably impacted sales by $15 million

Solid Performance in Both North American and Int'l Operations

MASCO

($ in Millions)	Third Quarter 2019
Revenue Y-O-Y Change	$1,006 1%
Operating Profit* Y-O-Y Change	$188 $9
Operating Margin* Y-O-Y Change	18.7% 70 bps

**Excludes business rationalization charges for the third quarter 2019 and 2018 of $9 million and $2 million, respectively.*

Quarter Highlights

- Total segment sales increased 3% excluding the impact of FX
- In local currency, North American sales increased 2% and international sales increased 5%
- Record sales quarters at Delta and Watkins
- FX unfavorably impacted sales by $15 million
- Operating profit increased due to pricing actions and volume

Strong Double Digit Top Line Paint Growth

MASCO

($ in Millions)	Third Quarter 2019
Revenue Y-O-Y Change	$710 5%
Operating Profit* Y-O-Y Change	$134 $15
Operating Margin* Y-O-Y Change	18.9% 120 bps

**Excludes Kichler inventory step up adjustment for third quarter 2018 of $15 million.*

Quarter Highlights

- PRO paint sales grew double digits
- DIY paint sales grew high single digits
- Lighting and builders’ hardware sales impacted by lower volumes
- Operating profit increased due to volume, pricing actions and productivity initiatives, partially offset by higher commodity costs

Continued Margin Expansion

MASCO

($ in Millions)	Third Quarter 2019
Revenue Y-O-Y Change	$231 (3%)
Operating Profit* Y-O-Y Change	$27 $4
Operating Margin* Y-O-Y Change	11.7% 210 bps

** Excludes professional fees related to potential divestiture for third quarter 2019 of $1 million.*

Quarter Highlights

- Sales impacted by softer end markets and a shift to our lower price point offerings
- Operating profit increased due to pricing actions and cost control, partially offset by mix

Strong Balance Sheet

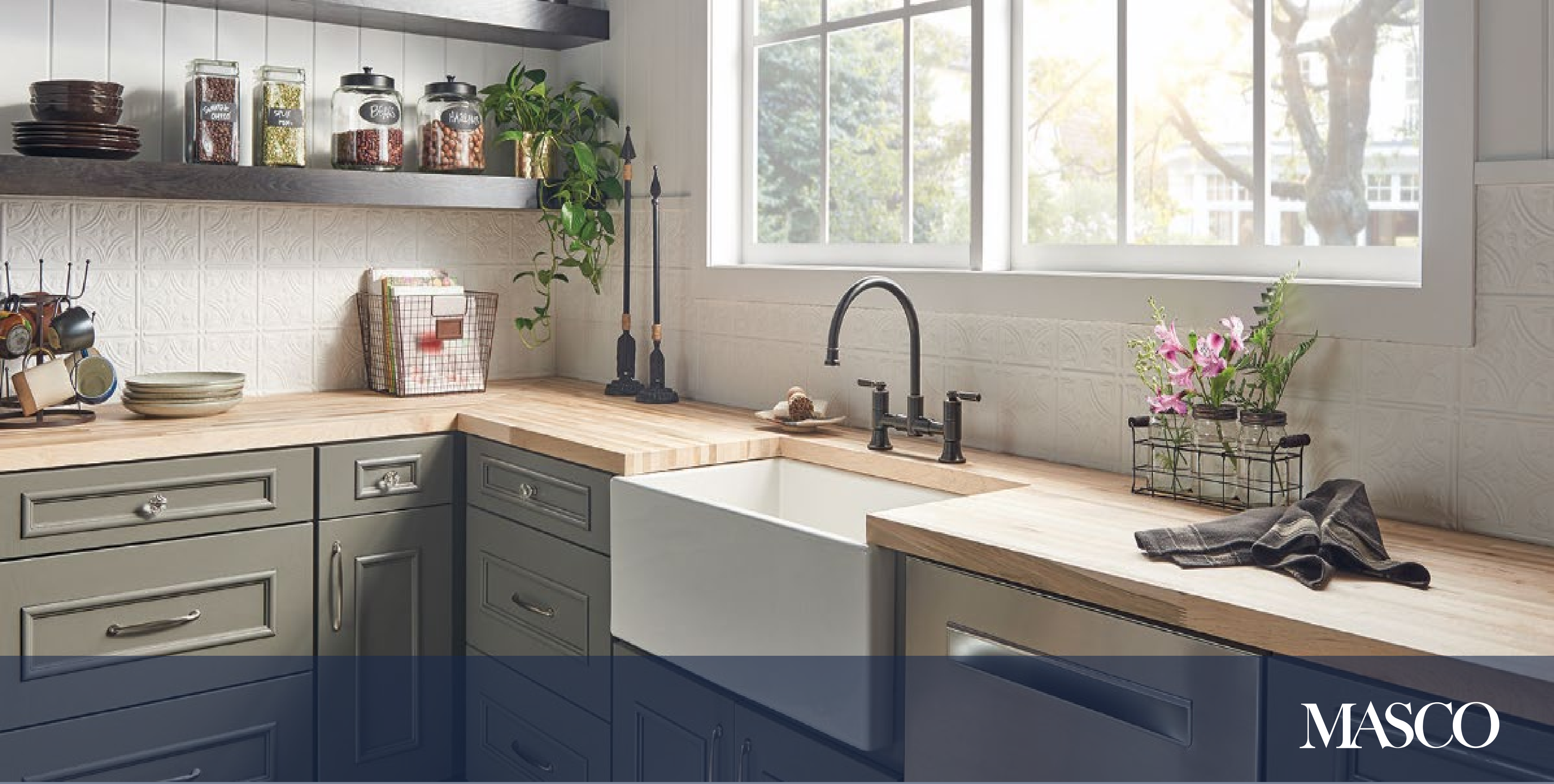
MASCO

Balance Sheet Metrics as of 9/30/2019	
Cash and cash investments	$475M
Revolver availability	$1,000M
Total liquidity	$1,475M
Net leverage	1.8x
Working capital as a % of sales	16.0%

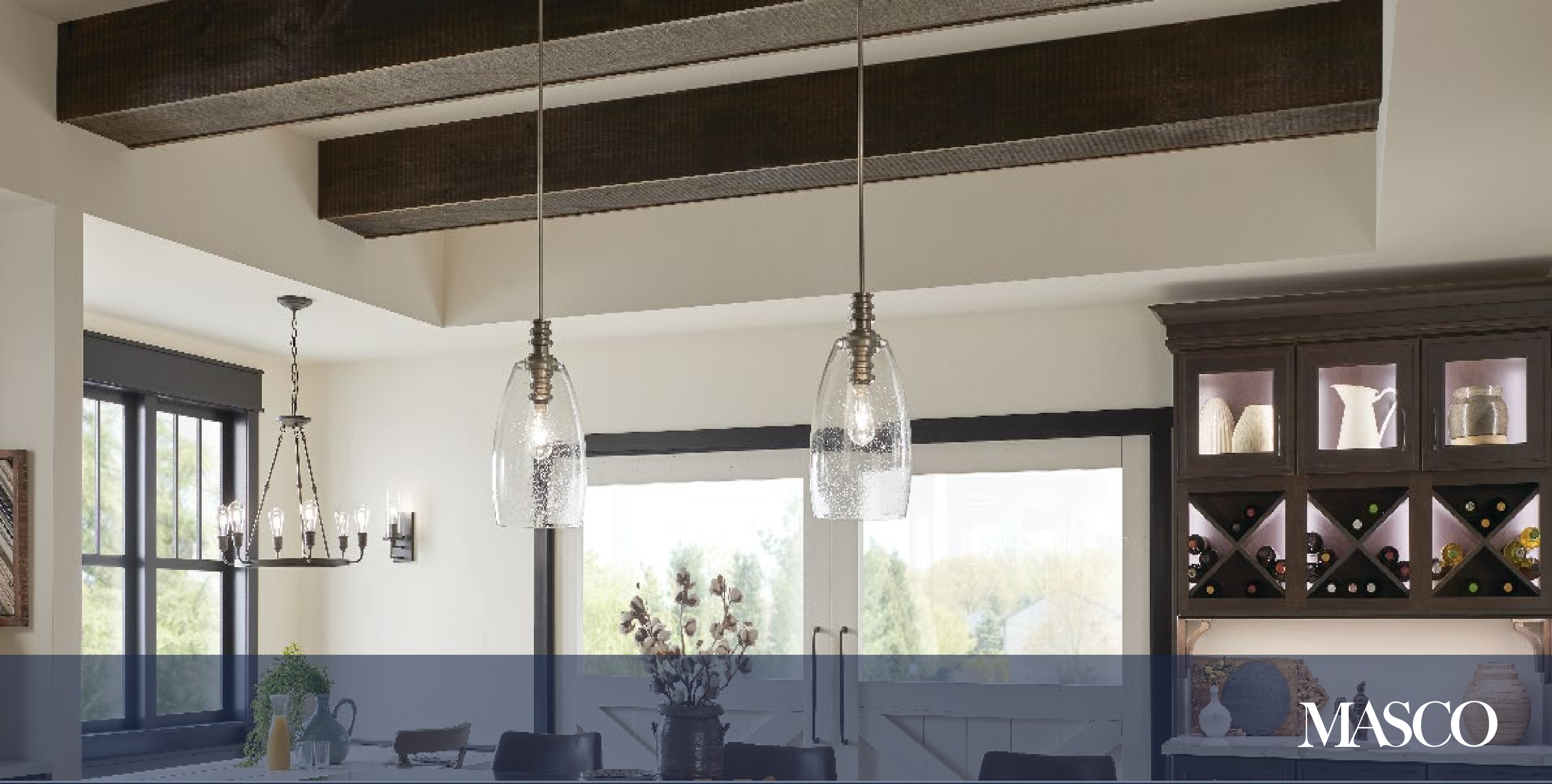
Quarter Highlights

- Working capital as a percentage of sales improved 20 bps compared to prior year
- Repurchased approximately 3.8 million shares for $151 million
- Expected net proceeds of approximately $560 million from the sale of Milgard Windows and Doors, after tax and expenses

Topic	
• Summary of Results	Keith Allman
• Financial/Operations Review	John Sznewajs
• Q&A	



Q&A



Appendix

Profit Reconciliations – Third Quarter

MASCO

($ in Millions)	Q3 2019	Q3 2018
Net sales	**$ 1,947**	**$ 1,904**
Gross profit, as reported	**$ 665**	**$ 623**
Rationalization charges	5	2
Kichler inventory step up adjustment	—	15
Gross profit, as adjusted	**$ 670**	**$ 640**
Gross margin, as reported	*34.2%*	*32.7%*
Gross margin, as adjusted	*34.4%*	*33.6%*
Selling, general and administrative expenses, as reported	**$ 349**	**$ 337**
Rationalization charges	4	—
Professional fees related to potential divestiture	1	—
Selling, general and administrative expenses, as adjusted	**$ 344**	**$ 337**
Selling, general and administrative expenses as percent of net sales, as reported	*17.9%*	*17.7%*
Selling, general and administrative expenses as percent of net sales, as adjusted	*17.7%*	*17.7%*
Operating profit, as reported	**$ 316**	**$ 286**
Rationalization charges	9	2
Kichler inventory step up adjustment	—	15
Professional fees related to potential divestiture	1	—
Operating profit, as adjusted	**$ 326**	**$ 303**
Operating margin, as reported	*16.2%*	*15.0%*
Operating margin, as adjusted	*16.7%*	*15.9%*

EPS Reconciliation – Third Quarter

MASCO

(in Millions, Except per Common Share Data)	Q3 2019	Q3 2018
Income from continuing operations before income taxes, as reported	**$ 269**	**$ 248**
Rationalization charges	9	2
Kichler inventory step up adjustment	—	15
Professional fees related to potential divestiture	1	—
(Earnings) from equity investments, net	(1)	—
Income from continuing operations before income taxes, as adjusted	**$ 278**	**$ 265**
Tax at 25% rate	(70)	(66)
Less: Net income attributable to noncontrolling interest	12	11
Income from continuing operations, as adjusted	**$ 196**	**$ 188**
Income from continuing operations per common share, as adjusted	**$ 0.68**	**$ 0.61**
Average diluted common shares outstanding	287	306

Net Leverage (Net Debt to EBITDA) Reconciliation

MASCO

($ in Millions)		September 30, 2019
Debt	**$**	**2,979**
Less: Cash and cash investments		(475)
Net debt	**$**	**2,504**

($ in Millions)		Trailing Twelve Months Ended September 30, 2019
Operating profit, as reported	**$**	**1,219**
Rationalization charges		14
Accelerated depreciation related to rationalization activity		1
Impairment charge for other intangible assets		9
Professional fees related to potential divestiture		4
Operating profit, as adjusted	**$**	**1,247**
Depreciation and amortization		141
EBITDA, as adjusted	**$**	**1,388**
Net Leverage		**1.8x**

Working Capital as % of Sales and 2019 EPS Outlook Reconciliation

MASCO

		As of September 30, 2019
Receivables	$	1,177
Inventories		924
Less: Accounts payable		879
Working capital	$	1,222
Working capital as a % of sales (last 12 months)		16.0%

	Twelve Months Ended December 31, 2019			
	Low End		High End	
Income from continuing operations per common share	**$**	**2.41**	**$**	**2.45**
Rationalization charges		0.04		0.04
Impairment charge for other intangible assets		0.03		0.03
Professional fees related to potential divestiture		0.02		0.02
Allocation to participating securities per share (1)		0.02		0.02
Income from continuing operations per common share, as adjusted	**$**	**2.52**	**$**	**2.56**

(1) Represents the impact of distributed dividends and undistributed earnings to unvested restricted stock awards in accordance with the two-class method of calculating earnings per share.

Restatements

Reflecting impact of Windows businesses reported as discontinued operations

MASCO

($ in Millions, except EPS)	Q3 2018	Q4 2018	Full Year 2018	Q1 2019	Q2 2019	Q3 2019
Net Sales	$1,904	$1,861	$7,604	$1,750	$2,090	$1,947
Operating Profit	$286	$301	$1,171	$220	$382	$316
Operating Profit, as adjusted	$303	$305	$1,220	$231	$385	$326
Income from continuing operations per common share	$0.55	$0.64	$2.29	$0.42	$0.81	$0.64
Income from continuing operations per common share, as adjusted	$0.61	$0.61	$2.39	$0.44	$0.84	$0.68

Profit and EPS Reconciliations
Q4 & Full Year 2018 Restated

MASCO

($ in Millions)	Q4 2018	YTD
Net sales	**$ 1,861**	**$ 7,604**
Operating profit, as restated	**$ 301**	**$ 1,171**
Rationalization charges	4	9
Kichler inventory step up adjustment	—	40
Operating profit, as adjusted	**$ 305**	**$ 1,220**
Operating margin, as restated	*16.2%*	*15.4%*
Operating margin, as adjusted	*16.4%*	*16.0%*

(in Millions, Except per Common Share Data)	Q4 2018	YTD
Income from continuing operations before income taxes, as restated	**$ 261**	**$ 1,002**
Rationalization charges	4	9
Kichler inventory step up adjustment	—	40
(Gains) from private equity funds, net	(1)	(1)
(Earnings) from equity investments, net	(1)	(3)
Income from continuing operations before income taxes, as adjusted	**$ 263**	**$ 1,047**
Tax at 25% rate	(66)	(262)
Less: Net income attributable to noncontrolling interest	14	50
Income from continuing operations, as adjusted	**$ 183**	**$ 735**
Income from continuing operations per common share, as adjusted	**$ 0.61**	**$ 2.39**
Average diluted common shares outstanding	299	307

Profit and EPS Reconciliations Q1 & Q2 2019 Restated

MASCO

($ in Millions)	Q1 2019	Q2 2019
Net sales	**$ 1,750**	**$ 2,090**
Operating profit, as restated	**$ 220**	**$ 382**
Rationalization charges	—	2
Impairment charge for other intangible assets	9	—
Professional fees related to potential divestiture	2	1
Operating profit, as adjusted	**$ 231**	**$ 385**
Operating margin, as restated	*12.6%*	*18.3%*
Operating margin, as adjusted	*13.2%*	*18.4%*

(in Millions, Except per Common Share Data)	Q1 2019	Q2 2019
Income from continuing operations before income taxes, as restated	**$ 177**	**$ 337**
Rationalization charges	—	2
Impairment charge for other intangible assets	9	—
Professional fees related to potential divestiture	2	1
Income from continuing operations before income taxes, as adjusted	**$ 188**	**$ 340**
Tax at 25% rate	(47)	(85)
Less: Net income attributable to noncontrolling interest	11	12
Income from continuing operations, as adjusted	**$ 130**	**$ 243**
Income from continuing operations per common share, as adjusted	**$ 0.44**	**$ 0.84**
Average diluted common shares outstanding	294	290

Exposure to Tariffs on Chinese Imports

MASCO

	IMPORTS FROM CHINA SUBJECT TO TARIFFS[1] *(Approximate $ in Millions)*		
Segment	**List 3**	**List 4**	**Total**
Plumbing Products	$325	$200	$525
Decorative Architectural Products	$200	$100	$300
Total imports subject to tariffs	**$525**	**$300**	**$825**
Total operating profit impact prior to mitigation[1]	**$130**	**$45**	**$175**

1. Assumes List 3 tariffs at 25% and List 4 at 15%.

2019 Estimates

MASCO

($ in Millions)	2019 Estimate
Rationalization Charges	~ $14
Tax Rate	~ 25%
General Corporate Expense	~ $95
Interest Expense	~ $157
Pension Expense Included in 'Other expense'	~ $20
Capital Expenditures[1]	~ $145
Depreciation & Amortization[1]	~ $145
Unfavorable Foreign Currency Translation Impact to Sales[2]	~ $85

1. Including the Windows businesses, the 2019 estimate for capital expenditures is $165m and depreciation & amortization is $165m.
2. Based on rates as of September 30, 2019.

2019 Outlook

MASCO

Business Segment	2019 Sales Growth	2019 Adjusted Operating Profit Margin	Other
Plumbing Products	1 – 3% *(ex currency)*	Similar to 2018 margin of 18.1%	• ~$85m unfavorable FX impact on 2019 sales • D&A ~$20m per quarter
Decorative Architectural Products	1 – 3%	17.0% - 18.0% (higher end)	• D&A ~$11m per quarter
Cabinetry Products	0% – 3%	Approximately 10.5%	
Total Masco	**1 – 3%** ***(ex currency)***	**Similar to 2018 margin of 16.0%**	**• Adjusted EPS $2.52 – $2.56**

Note: FX impact based on rates as of September 30, 2019.