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Second Quarter 2021
Earnings Presentation

July 29, 2021

Safe Harbor Statement

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 to a lesser extent, 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 length and severity of the ongoing COVID-19 pandemic, including its impact on domestic and international economic activity, consumer confidence, our production capabilities, our employees and our supply chain, 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, 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 and diverse 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.

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Agenda

1	**Summary of Results**	Keith Allman
2	**Financial/Operations Review**	John Sznewajs
3	**Q&A**	Keith Allman John Sznewajs

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Summary of Results

Keith Allman

Long-Term Shareholder Value Creation

Driving Shareholder Value

Q2 2021 IN REVIEW

- Delivered strong top and bottom-line growth
- Increased adjusted operating profit 27% and expanded margin 60 basis points
- Achieved adjusted EPS growth of 34%
- Repurchased 6.6 million shares for $447 million
- Mitigating raw material and supply chain constraints
- Raising anticipated full year adjusted EPS to $3.65-$3.75 per share from $3.50-$3.70 per share

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Financial / Operations Review

John Sznewajs

Delivered Exceptional Growth

Masco Corporation

Quarter Highlights

- Total company sales increased 24%
- FX increased sales by 3% and net acquisitions by 3%
- In local currency, North American sales increased 15%, or 12% excluding acquisitions
- In local currency, international sales increased 50%, or 49% excluding net acquisitions
- Operating margin expansion due to incremental volume, favorable mix and cost productivity initiatives, partially offset by higher spend and an unfavorable price/cost relationship

($ in Millions)	Second Quarter 2021
Revenue Y-O-Y Change	**$2,179** 24%
Operating Profit* Y-O-Y Change	**$438** $94
Operating Margin* Y-O-Y Change	**20.1%** 60 bps
Adjusted EPS* Y-O-Y Change	**$1.14** 34%

*See Appendix for GAAP reconciliation.

Strong Growth Acceleration

Plumbing Products

Quarter Highlights

- Total segment sales increased 53%
- FX increased sales by 5% and net acquisitions by 4%
- In local currency, North American sales increased 47%, or 41% excluding acquisitions
- In local currency, international sales increased 50%, or 49% excluding net acquisitions
- Operating margin expansion due to incremental volume, favorable mix and cost productivity initiatives, partially offset by higher spend and an unfavorable price/cost relationship

($ in Millions)	Second Quarter 2021
Revenue Y-O-Y Change	**$1,329** 53%
Operating Profit* Y-O-Y Change	**$274** $115
Operating Margin* Y-O-Y Change	**20.6%** 230 bps

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* Excludes business rationalization charges for the second quarter of 2021 and 2020 of $1 million and $4 million, respectively.

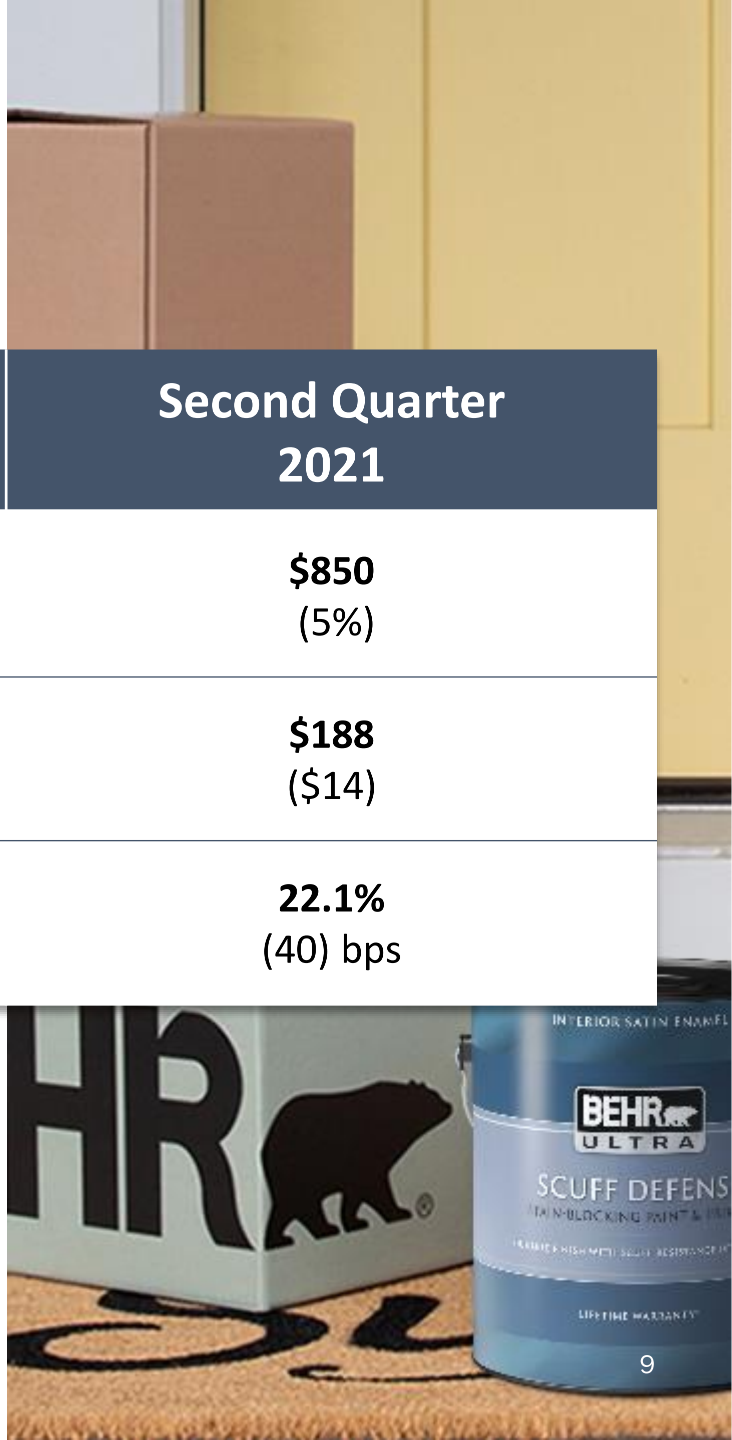
Navigating Difficult Supply Environment

Decorative Architectural Products

Quarter Highlights

- Total segment sales decreased 5%
- Acquisitions increased sales by 1%
- Revenue of paints and other coating products declined high single digits
- DIY paint sales declined double digits
- PRO paint sales grew double digits
- Operating profit decreased due to lower volume, partially offset by cost productivity initiatives

($ in Millions)	Second Quarter 2021
Revenue Y-O-Y Change	**$850** (5%)
Operating Profit* Y-O-Y Change	**$188** ($14)
Operating Margin* Y-O-Y Change	**22.1%** (40) bps



* Excludes business rationalization charges for the second quarter of 2020 of $1 million.

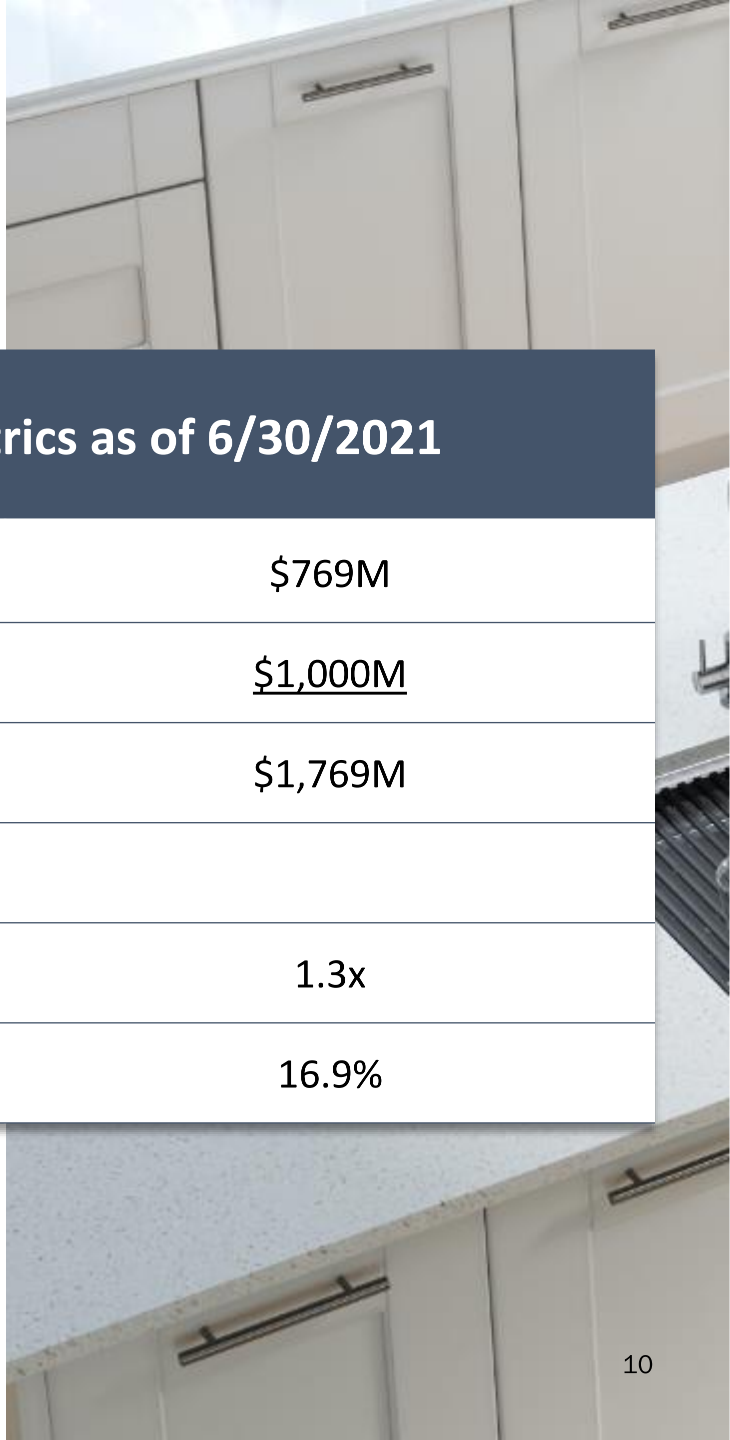
Strong Balance Sheet

Masco Corporation

Highlights

- Working capital as a percentage of sales, including acquisitions, improved 120 bps compared to prior year
- Settled our domestic qualified defined-benefit pension plans
- Received ~$166 million for the redemption of our preferred stock related to the sale of our former cabinet business
- Repurchased 13.1 million shares for $750 million year-to-date

Balance Sheet Metrics as of 6/30/2021	
Cash and cash investments	$769M
Revolver availability	$1,000M
Total liquidity	$1,769M
Net leverage[1]	1.3x
Working capital as a % of sales[1]	16.9%



1. See Appendix for reconciliation.

Full Year 2021 Outlook

2021 Adjusted EPS $3.65 – $3.75

Business Segment	2021 Forecasted Sales Growth		2021 Forecasted Adjusted Operating Profit Margin
Plumbing Products	Organic:	~17-19%	**~18.5%**
	Net Acquisitions:	~3%	
	FX:	~2%	
	TOTAL:	**~22-24%**	
Decorative Architectural Products	Organic:	~0-3%	**~19.0%**
	Acquisitions:	~1.5%	
	TOTAL:	**~2-5%**	
Total Masco	Organic:	~10-12%	**~17.5%**
	Net Acquisitions:	~2.5%	
	FX:	~1%	
	TOTAL:	**~14-16%**	

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Q&A

Keith Allman

John Sznewajs

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Appendix

2021 Estimates

Item	Assumption
Rationalization charges	~$5m
Tax rate	25%
General corporate expense	~$95m
Interest and other expense[1]	~$115m
Capital expenditures (includes maintenance capex of ~$75m)	~$150m
Depreciation and amortization[2]	~$150m
Favorable foreign currency translation impact to sales[3]	~$110m
Share repurchases/acquisitions	~$1b
Average diluted share count for 2021	~252m
Working capital as a % of net sales	~16.0%
Free cash flow conversion[4]	~85-90%

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1. Interest expense in 2021 is expected to be ~$110m with an additional ~$5m of other expense and excludes loss on debt extinguishment of $168m; Interest expense in 2022 is expected to be ~$100m.
2. Plumbing Products segment ~$100m; Decorative Architectural Products segment ~$40m; Non-operating ~$10m.
3. Based on rates as of June 30, 2021.
4. Excludes terminal contribution to our qualified domestic pension plans of ~$101m.

Capital Allocation Strategy

Balanced Approach to Continue to Drive Shareholder Value

1	**Reinvest in the Business**	• Capex: 2-2.25% of sales • Working capital: ~16.0% of sales
2	**Maintain investment grade credit rating**	• Gross debt to EBITDA below 2.5x
3	**Maintain relevant dividend**	• Board increased annual dividend to $0.94 per share beginning 2Q 2021 • Dividend payout ratio of ~30%
4	**Deploy excess free cash flow to share repurchase or acquisitions**	• Consistently in the market for share repurchase, but opportunistic • New share repurchase authorization of $2.0 billion effective February 10, 2021 • Select bolt-on acquisitions • Expect to deploy ~$1 billion for share repurchases or acquisitions in 2021

Low ticket, repair and remodel products provide growth and stability through an economic cycle

Market leading brands,
history of innovation, customer focus

Strong free cash flow and value creating capital allocation

LONG-TERM OUTLOOK

Average annual sales growth

- Organic: ~3-5%
- Acquisition: ~1-3%

Operating margin

- Expand margins through cost productivity and volume leverage

Capital deployment

- Share buybacks: ~2-4% EPS growth
- Dividends: ~1-2% return on top of EPS growth

Average annual EPS growth

- ~10%

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Expected Dividend Schedule

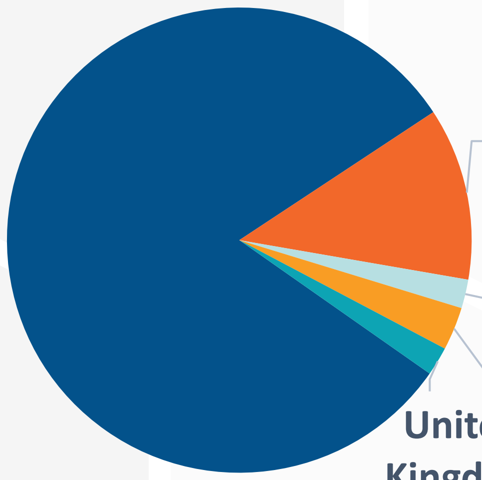
Declaration Date	Record Date	Payable Date
Week of May 10, 2021	Week of May 24, 2021	Week of June 14, 2021
Week of July 26, 2021	Week of August 9, 2021	Week of August 30, 2021
Week of October 25, 2021	Week of November 8, 2021	Week of November 29, 2021
Week of February 7, 2022	Week of February 21, 2022	Week of March 14, 2022

The table reflects our expected dividend schedule through March 2022. Dividend payments are subject to declaration by our Board of Directors, and the dates noted do not constitute a notice of a dividend record date or imply that the Company will declare and pay a dividend for the quarter indicated.

2020 Segment Mix*

Business Segment	2020 Revenue	R&R% vs. NC	NA% v. Int'l
Plumbing Products	$4.1B	83%	67%
Decorative Architectural Products	$3.1B	96%	100%
Total Company	**$7.2B**	**89%**	**81%**

Total Geographic Revenue Split



R&R = % of sales to repair and remodel channels
NA = % of sales within North America

NC = % of sales to new construction channels
Int'l = % of sales outside North America

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*Based on Company estimates

2020 Channel Mix*

2020 Channel Mix as a Percentage of Sales			
Channel	**Plumbing Products**	**Decorative Architectural Products**	**Total Masco**
Retail	24%	85%	50%
Wholesale/trade	56%	11%	36%
E-commerce	12%	4%	9%
Specialty dealers/other	8%	0%	5%

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*Based on Company estimates

Profit Reconciliations – Second Quarter

($ in Millions)	Q2 2021	Q2 2020
Net sales	**$ 2,179**	**$ 1,764**
Gross profit, as reported	**$ 791**	**$ 628**
Rationalization charges	1	3
Gross profit, as adjusted	**$ 792**	**$ 631**
Gross margin, as reported	*36.3%*	*35.6%*
Gross margin, as adjusted	*36.3%*	*35.8%*
Selling, general and administrative expenses, as reported	**$ 354**	**$ 289**
Rationalization charges	-	2
Selling, general and administrative expenses, as adjusted	**$ 354**	**$ 287**
Selling, general and administrative expenses as percent of net sales, as reported	*16.2%*	*16.4%*
Selling, general and administrative expenses as percent of net sales, as adjusted	*16.2%*	*16.3%*
Operating profit, as reported	**$ 437**	**$ 339**
Rationalization charges	1	5
Operating profit, as adjusted	**$ 438**	**$ 344**
Operating margin, as reported	*20.1%*	*19.2%*
Operating margin, as adjusted	*20.1%*	*19.5%*

EPS Reconciliation – Second Quarter

(in Millions, Except per Common Share Data)	Q2 2021		Q2 2020	
(Loss) income from continuing operations before income taxes, as reported	**$**	**(3)**	**$**	**302**
Rationalization charges		1		5
Pension costs associated with terminated plans		413		5
Loss on sale of business		18		—
(Gain) on preferred stock redemption		(14)		—
Income from continuing operations before income taxes, as adjusted	**$**	**415**	**$**	**312**
Tax at 25% rate		(104)		(78)
Less: Net income attributable to noncontrolling interest		21		10
Income from continuing operations, as adjusted	**$**	**290**	**$**	**224**
Income from continuing operations per common share, as adjusted	**$**	**1.14**	**$**	**0.85**
Average diluted common shared outstanding, as reported		252		263
Stock option dilution **(1)**		2		—
Average diluted common shares outstanding, as adjusted		254		263

(1) For the three months ended June 30, 2021, 2 million of stock option dilution was included in the average diluted common shares outstanding, as adjusted to reflect what the average diluted common shares outstanding would have been if there was income from continuing operations, as reported.

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EPS Outlook Reconciliation

	2021	
	Low End	High End
Income from continuing operations per common share	**$ 1.74**	**$ 1.84**
Rationalization charges	0.02	0.02
Pension costs associated with terminated plans **(1)**	1.32	1.32
Loss on sale of business	0.05	0.05
(Gain) on preferred stock redemption	(0.04)	(0.04)
Loss on extinguishment of debt	0.53	0.53
Allocation to participating securities per share **(2)**	0.03	0.03
Income from continuing operations per common share, as adjusted	**$ 3.65**	**$ 3.75**

(1) Represents costs associated with our qualified defined-benefit domestic pension plans that were settled in the second quarter of 2021.

(2) Represents the impact of distributed dividends and undistributed earnings to unvested restricted stock awards as well as an allocation to redeemable noncontrolling interest in accordance with the two-class method of calculating earnings per share.

Net Leverage Reconciliation

($ in Millions)		June 30, 2021
Debt	**$**	**2,960**
Less: Cash and cash investments		(769)
Net Debt	**$**	**2,191**

($ in Millions)		TTM June 30, 2021
Operating profit, as reported	**$**	**1,533**
Rationalization charges		5
Operating profit, as adjusted	**$**	**1,538**
Depreciation and amortization		145
EBITDA, as adjusted	**$**	**1,683**
Net Debt to EBITDA		1.3X

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Working Capital as a % of Sales

(in Millions)		As Reported June 30, 2021
Receivables	$	1,352
Inventories		1,021
Less: Accounts payable		(1,021)
Working Capital	$	1,352
Working capital as a % of sales (last 12 months)		**16.9%**

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