

MASCO CORPORATION
ANNUAL MEETING OF STOCKHOLDERS
May 12, 2020

RULES OF CONDUCT

Welcome to our 2020 Annual Meeting of Stockholders. In fairness to all stockholders in attendance, please observe the following Rules of Conduct.

1. The Chair will conduct the meeting in accordance with the Agenda.
2. Only stockholders as of the record date of March 16, 2020 are permitted to vote or ask questions during the Annual Meeting. If you have already voted your shares, your vote has been received by the Company's inspector of elections and there is no need to vote again, unless you wish to revoke or change your vote.
3. If you have a question about one of the matters on the Agenda, please submit the question in the field provided in the web portal for consideration.
4. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to two questions. We ask that questions be succinct and cover only one topic per question.
5. In order to have sufficient time for all stockholder questions, we may summarize the questions we receive. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped and answered together.
6. We will not address questions that are irrelevant to the business of the Annual Meeting or relate to a personal matter. A Company representative will determine whether questions are suitable for the Annual Meeting.
7. If there are any matters of individual concern to a shareholder and not of general concern to all shareholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at 313-792-5500 or by emailing david_chaika@mascohq.com.
8. Recording of the Annual Meeting is prohibited.

Thank you for your cooperation and for joining us at our Annual Meeting.