

MASCO

“As a global leader in the design, manufacture and distribution of branded home improvement and building products, we, at Masco, believe in and continuously strive to deliver better living possibilities—for our homes, our environment and our community. Motivated by the prospect of a better world, we strive to maintain high standards of excellence, accountability and leadership.”

Keith Allman
President & CEO

PROFILE:

As of December 31, 2022:

- Founded in 1929
- Headquartered in Livonia, Michigan
- Publicly traded on the NYSE (Ticker: MAS)
- Industry-leading brands in plumbing and decorative architectural products
- ~19,000 employees across the globe
- 30 manufacturing facilities in North America
- 8 international manufacturing facilities



PLUMBING PRODUCTS

We are a leading provider of decorative and functional plumbing products with broad distribution channels worldwide. Through our premier brands, we offer an array of products, including faucets, showerheads and handheld showers, plumbing fittings and valves, bath hardware and accessories, bathing units, shower bases and enclosures, shower drains, steam shower systems, water handling systems, sinks, kitchen accessories, toilets, spas, exercise pools and aquatic fitness systems.

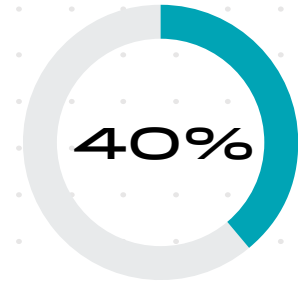


DECORATIVE ARCHITECTURE PRODUCTS

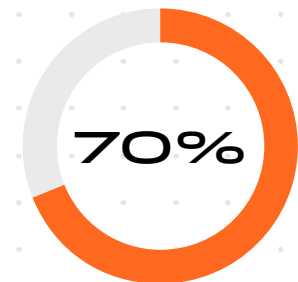
We are one of the largest suppliers of architectural coatings and exterior wood care products to the United States and Canadian Do-It-Yourself channels. This segment primarily includes paints, primers, specialty coatings, stains and waterproofing products, as well as paint applicators and accessories. This segment also includes glass shower doors, shower accessories, decorative and outdoor lighting, cabinet and door hardware, and functional hardware.



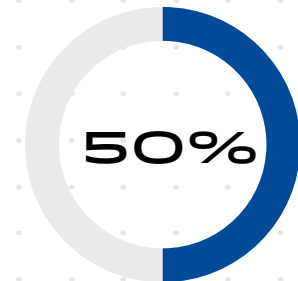
APPROXIMATE
PERCENT OF 2022
REVENUE FROM
SUSTAINABLE
PRODUCTS BY
SEGMENT



Plumbing Products



Decorative Architectural Products



Masco Total

GOVERNANCE

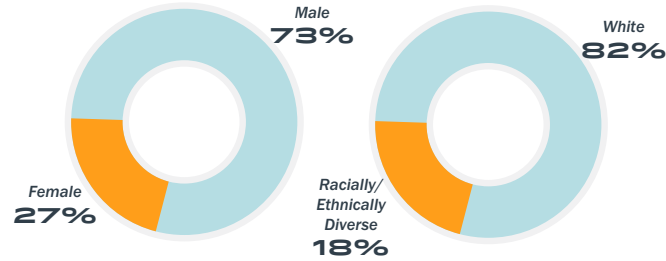
Our Board reviews our corporate strategy and initiatives and the risks that we face. Our Board and its Committees focus particular attention on key ESG activities and risks, including environmental, health and safety matters; climate change risk; product safety and compliance; cybersecurity; our ethics and compliance program; human capital management and DE&I; political contributions; ESG data controls and verification; and our corporate governance practices. The charts below represent our Board composition as of June 2023.

BOARD AT A GLANCE



**CURRENT CHAIR
OF THE BOARD:**

Lisa A. Payne



Our directors are

91%
INDEPENDENT

Our committee members are

100%
INDEPENDENT

RANGE OF DIRECTOR TENURE

The balanced tenure of our Board provides us with both fresh perspectives and deep Company and industry knowledge.

3 | 0-4 YEARS

5 | 5-9 YEARS

3 | 10+ YEARS



OUR CODE OF ETHICS

Maintaining the highest standard of ethics in the conduct of our business is our corporate policy and is the foundation of our Company's culture. We have built a strong reputation for ethical business practices and this reputation is one of our most valued assets. Our Board of Directors is committed to maintaining our high standards of ethical business conduct and corporate governance principles and practices. Our Code of Ethics can be found at www.masco.com.

OUR CORE VALUES

CULTIVATE HIGH PERFORMANCE
TEAMS

RESPECT
THE INDIVIDUAL

FOCUS ON THE
CUSTOMER

DRIVE FOR
RESULTS

CONTINUOUSLY
IMPROVE

ENVIRONMENTAL

We are committed to conducting business in a manner that is mindful of our environmental impact and promotes and sustains the the health, safety, skills and potential of our workforce. From developing environmentally-friendly products to reducing water and energy usage, we are dedicated to conserving natural resources in our manufacturing and complying with the laws and regulations that protect our planet.

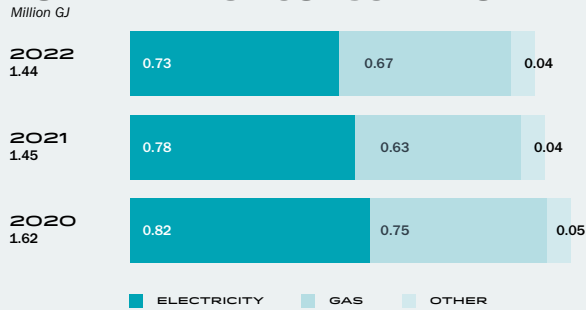
In early 2023, Masco announced that it is setting an aspirational target to reduce its scope 1 and 2 absolute greenhouse gas emissions by 50% by the year 2030 compared to 2020 emissions. This goal aligns with the current standard of science-based targets deemed necessary to mitigate the worst effects of climate change.

MASCO'S SUSTAINABILITY JOURNEY

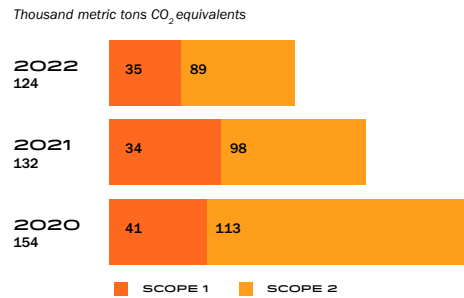


**Modeled targets and progress reflect changes to our Scope 1 and 2 absolute emissions based on our 2020 baseline.*

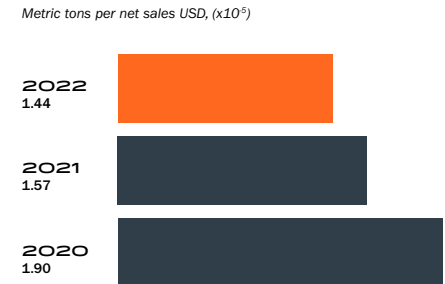
TOTAL ENERGY CONSUMPTION



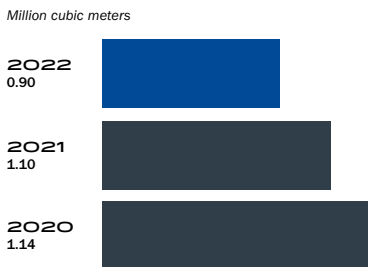
ABSOLUTE CARBON EMISSIONS



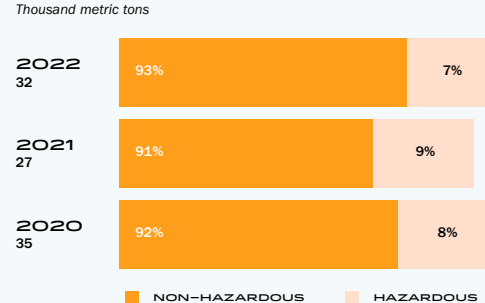
CARBON INTENSITY



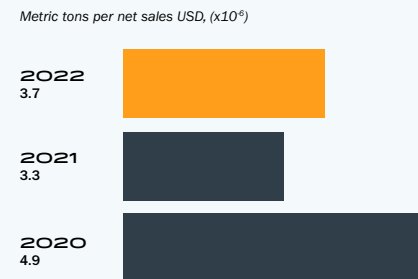
TOTAL WATER USE



ABSOLUTE WASTE



WASTE INTENSITY



Data includes existing operations during each reporting period presented.

SOCIAL

Keeping our employees healthy and safe; creating an employee experience that promotes individual development and supports total well-being; and striving for progress in areas of diversity, equity and inclusion are each vital to our success.

EMPLOYEE EXPERIENCE

We're always striving to foster a meaningful experience for all our employees that helps them learn and grow as people and professionals, and have seen notable improvement from our baseline of 66 percent reporting as actively engaged in 2019.

U.S. Employees Self-reporting as Actively Engaged



DIVERSITY, EQUITY AND INCLUSION

We are committed to creating an environment where all employees are included, treated with dignity and respect and in a position to contribute to our future success. Our approach to DE&I is holistic and infused throughout our culture and our business, a mindset represented through our strategic framework with three interrelated key pillars: Workplace, Marketplace and Communities. In 2022, we continued to strive to reach our aspirational representation goals that, in alignment with our culture of continuous improvement, were designed to help us stretch.

U.S. Aspirational Representation Goals

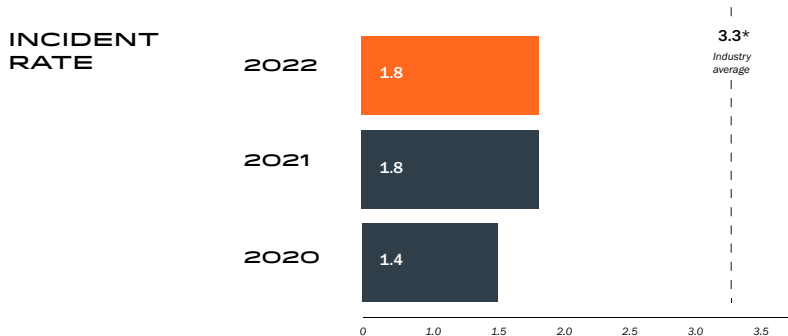
	2022 STATE	2025 GOALS
Gender Representation in Leadership	33%	40%
Racial and Ethnic Representation in Leadership	26%	31%
African American or Black Representation in Salaried Workforce	5%	7%

Leadership refers to manager and above levels.

These goals are aspirational and represent forward-looking statements. They are not intended to be commitments, promises or guarantees. For a full discussion of the challenges that may cause results to differ from the goals, see our 2022 Corporate Sustainability Report.

HEALTH & SAFETY

We encourage a high standard of safety in the workplace, and we identify, assess and investigate incident and injury data centrally, each year setting a goal to improve key safety performance indicators by at least 10 percent.



*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2021

PHILANTHROPY

At Masco, we believe a strong, supportive presence in the communities where we live, work and do business is vital. We partner with organizations that are as driven as we are to support the growth of our communities, encourage and enable equity or provide safe, affordable housing for all families.

CORPORATE AND BUSINESS UNIT GIVING 2022

