

# MASCO

*As a global leader in the design, manufacture and distribution of branded home improvement and building products, Masco Corporation strives to maintain the highest standards of excellence, accountability and leadership.*

*We are proud of our track record in environmental, social and governance responsibility and value the partnerships we have built with shareholders, customers, employees, suppliers and the communities in which we serve.*

*In these challenging times, we understand the importance of continuing to communicate our progress. For an update on our rapid response to COVID-19 and our increased focus on DE&I, please read our 2020 Corporate Sustainability Brief.*

**Keith Allman**  
President & CEO

## PROFILE

Masco Corporation is a global leader in the design, manufacture and distribution of branded home improvement and building products. Our products enhance the way consumers all over the world experience and enjoy their living spaces. In 2019, Masco's net sales were approximately \$6.7 billion and we employed approximately 18,000 employees in over 40 countries.

Most of our North American facilities (28 manufacturing properties and 23 warehouses and distribution properties) range from single warehouse buildings to complex manufacturing facilities. Most of our international facilities (10 manufacturing properties and 18 warehouse and distribution properties) are located in China, Germany and the United Kingdom.

 **18,000**  
EMPLOYEES

 **38**  
MANUFACTURING PROPERTIES

 **41**  
WAREHOUSES AND DISTRIBUTION PROPERTIES

## SOCIAL

### HEALTH & SAFETY

The safety of our employees is integral to our Company and is managed responsibly. In support of our safety efforts, Masco collects and analyzes injury data centrally.

#### INCIDENT RATE

PER 100 EMPLOYEES



INDUSTRY AVERAGE\* 3.4

#### LOST DAY FREQUENCY RATE

PER 100 EMPLOYEES



INDUSTRY AVERAGE\* 0.9

\*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2018

### PHILANTHROPY

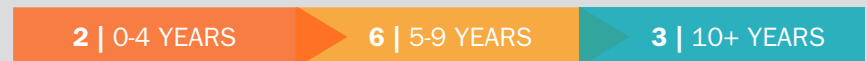
At Masco, we believe a strong, supportive presence in the communities where we live, work and do business is vital. Through corporate funds, in-kind product donations and employee volunteerism, we partner with organizations that are as driven as we are to support the growth of our communities, encourage and enable equity and provide safe, affordable housing for all families. In 2019, Masco's combined charitable contributions exceeded \$5 million. In addition, through our matching gift program, we offer all U.S. employees the opportunity to double their own personal donations to charitable organizations.

## CORPORATE GOVERNANCE

Our Board of Directors is committed to maintaining our high standards of ethical business conduct and corporate governance principles and practices.

Our Corporate Governance and Nominating Committee periodically reviews our current director tenure and assesses the composition of our Board. We believe the range of our director tenure provides a desirable balance of deep, historical understanding of our Company and new perspectives.

#### RANGE OF DIRECTOR TENURE:



**82%**

INDEPENDENT DIRECTORS

**3**

DIRECTORS DIVERSE BY RACE AND/OR GENDER

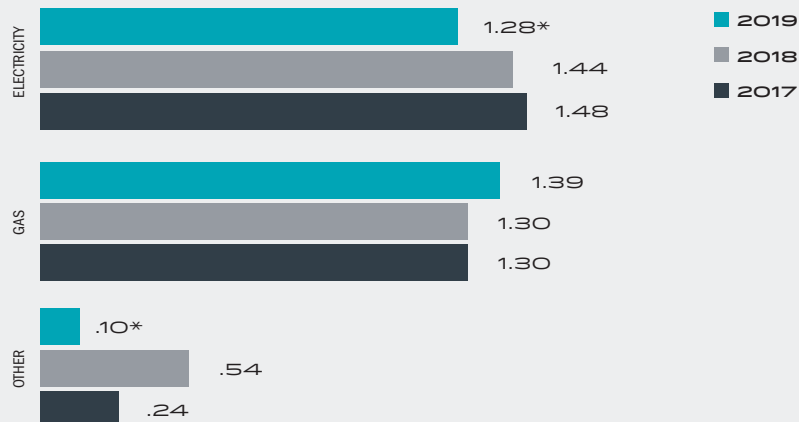
We have a Code of Ethics that provides our employees guidance on the law and our policies and fosters our culture of doing the right thing. Our Code of Ethics can be found at [www.masco.com](http://www.masco.com).

## ENVIRONMENT

We aim to conduct business in a manner that conserves natural resources and are committed to complying with environmental protection laws and regulations.

### ENERGY CONSUMPTION

MILLION GIGAJOULES OF ENERGY CONSUMED



### CO2 INTENSITY

METRIC TONNE CO2 / \$NET SALES (10-5)



### GREENHOUSE GAS EMISSIONS

KILOTONNES CO2 EQUIVALENT



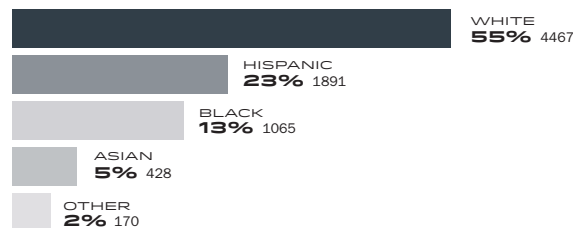
\*2019 data reflects changes in our portfolio, specifically, the recent divestitures of the business units in our Cabinetry Products and Windows and Other Specialty Products segments.

## HUMAN CAPITAL

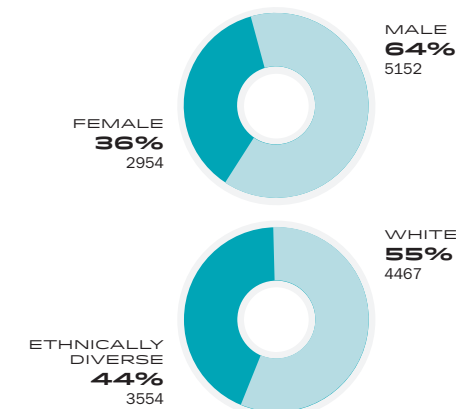
We believe a workplace that encourages different voices, perspectives and backgrounds creates better teams, better solutions and more innovation, and are pleased to provide information regarding the people who make up our workforce.

### ETHNICITY DETAIL

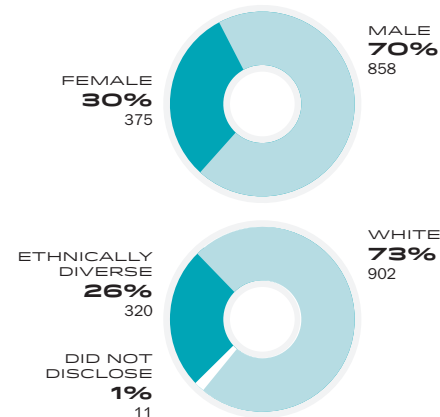
TOTAL U.S. WORKFORCE EOY 2019\*



### TOTAL U.S. WORKFORCE REPRESENTATION EOY 2019\*



### U.S. MANAGER & ABOVE REPRESENTATION EOY 2019\*\*



\*As some employees do not disclose gender and/or ethnicity, percentages may not add up to 100%. Total U.S. Workforce EOY 2019 is 8,110; 4 employees did not disclose gender, 89 did not disclose ethnicity.

\*\*As some employees do not disclose gender and/or ethnicity, percentages may not add up to 100%. Total U.S. Manager+ EOY 2019 is 1,233; 11 employees did not disclose ethnicity.

## ECONOMIC

A number of Masco's business units track the percentage of revenue they generate from the sale of sustainable products, such as paints that meet UL Greenguard® certification and taps and mixer products that meet water flow rates. In 2019, our percentages of revenue generated from the sale of sustainable products were:

