

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, 2020

- Founded in 1929
- Headquartered in Livonia, Michigan
- Publicly traded on the NYSE (Ticker: MAS)
- Industry-leading brands in plumbing and decorative architectural products
- Over 18,000 employees across the globe
- 29 manufacturing facilities in North America
- 10 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, plumbing fittings and valves, showerheads and handheld showers, bath hardware and accessories, bathtubs, shower bases and enclosures, toilets, spas, exercise pools and fitness systems, and water handling systems.

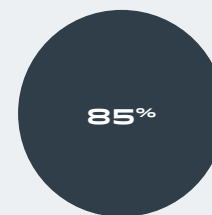


DECORATIVE ARCHITECTURE PRODUCTS

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 also includes glass shower doors, shower accessories, decorative and outdoor lighting, cabinet, door and window hardware, and functional hardware.



APPROXIMATE PERCENT
OF 2020 REVENUE
FROM SUSTAINABLE
PRODUCTS BY
BUSINESS UNIT *



BEHR Paint Company



DELTA FAUCET COMPANY



BRASSTECH



KICHLER



hansgrohe



BRISTAN GROUP

*Over 50% of our enterprise revenue in 2020 came from the sale of sustainable products.

GOVERNANCE

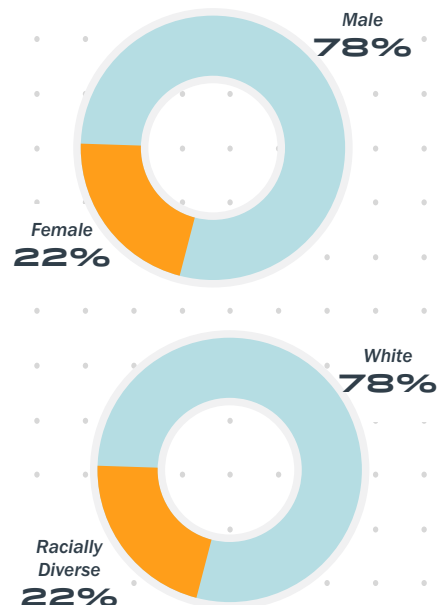
Our Board reviews our corporate strategy and initiatives and the risks that we face. Our Board and its Committees focus particular attention on key ESG activities and risks, including environmental, health and safety matters and climate change risk; product safety and compliance; cybersecurity; our ethics and compliance program; human capital management and DE&I; political contributions; and our corporate governance practices. The charts to the right and below represent our Board composition as of May 2021.

89%

of our directors are independent

100%

of members of our Audit, Compensation, and Governance Committees are independent



RANGE OF DIRECTOR TENURE

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

2 | 0-4 YEARS

6 | 5-9 YEARS

1 | 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

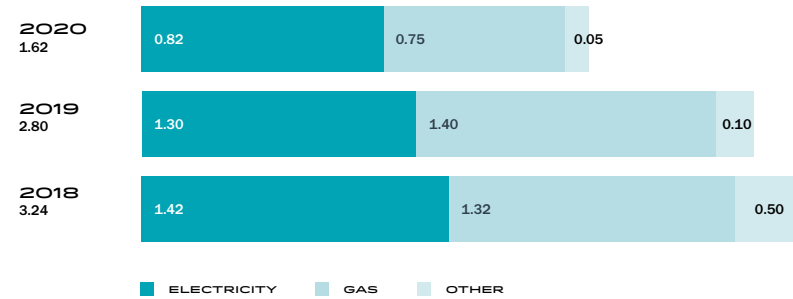


ENVIRONMENTAL

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

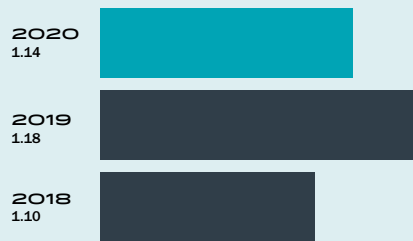
TOTAL ENERGY CONSUMPTION ¹

Million GJ



TOTAL WATER USE ¹

Million cubic meters

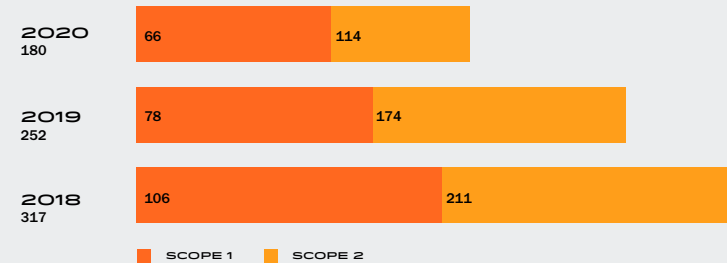


SITES WITH WATER CONSUMPTION IN STRESSED LOCATIONS ¹



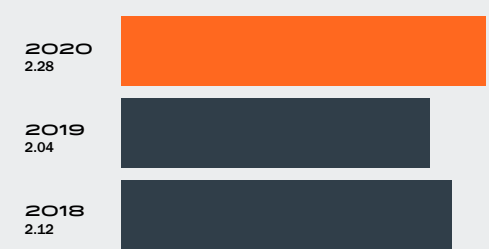
TOTAL CARBON DIOXIDE EMISSIONS ¹

Thousand metric tons CO₂ equivalents



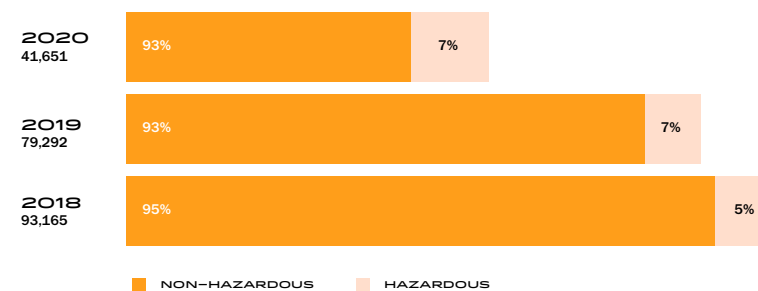
CARBON INTENSITY ²

Metric tons per net sales USD, (x10⁶)



ABSOLUTE WASTE ¹

Metric tons



WASTE INTENSITY ²

Metric tons per net sales USD, (x10⁶)



¹Data includes existing operations during each reporting period. Reduction, in part, reflects the changes in the portfolio, including divestitures.

²Intensity figures exclude discontinued operations for periods presented.

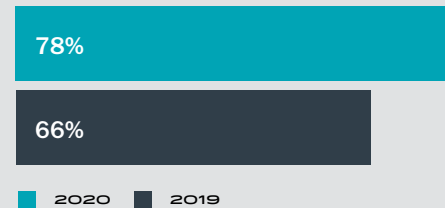
SOCIAL

Our people are more than an asset– they make us who we are and enable us to meet our customers’, consumers’, and community needs. Cultivating a culture where we keep people safe, everyone feels that they belong, and we invest in everyone to help them grow and thrive are 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 in our year-on-year U.S. employee engagement scores.

U.S. Employees Self-reporting as Actively Engaged



Notes: 2019 includes a total of 3,217 respondents. Behr, Liberty, international business units, and some hourly business unit workforce population were not included. 2020 includes total of 5,846 respondents. International business units and some of our production employees did not participate in this survey due to COVID-19 restrictions and demands on our manufacturing facilities.

DIVERSITY, EQUITY AND INCLUSION

Our commitment to Diversity, Equity and Inclusion (DE&I) is rooted in our values around the need to treat people with respect. In partnership with our family of companies we bring this work to life through our three strategic DE&I pillars: Workplace, Marketplace and Communities. In 2020 we established the following goals for diversity in our leadership and salaried workforce:

U.S. Aspirational Representation Goals

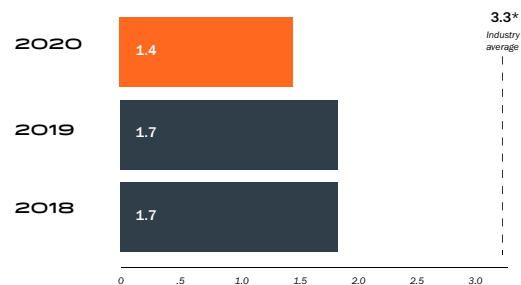
	2020 STATE	2025 GOALS
Gender Representation in Leadership	32%	40%
Racial and Ethnic Representation in Leadership	25%	31%
African American or Black Representation in Salaried Workforce	4%	7%

Leadership refers to manager and above levels.

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.

INCIDENT RATE



*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2019

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.

MASCO CORPORATE GIVING 2020

