

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, 2021

- Founded in 1929
- Headquartered in Livonia, Michigan
- Publicly traded on the NYSE (Ticker: MAS)
- Industry-leading brands in plumbing and decorative architectural products
- ~18,000 employees across the globe
- 30 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, 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 fitness systems.

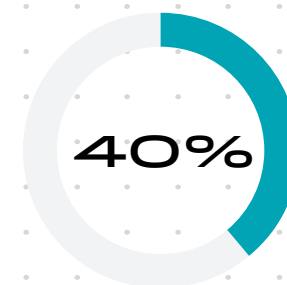


DECORATIVE ARCHITECTURE PRODUCTS

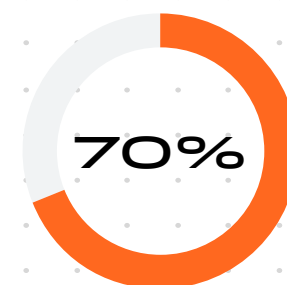
We are one of the largest suppliers of architectural coatings and exterior wood care products to the United States and Canadian Do-It-Yourself channels. This segment primarily includes paints, primers, specialty coatings, stains and waterproofing products, as well as paint applicators and accessories.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



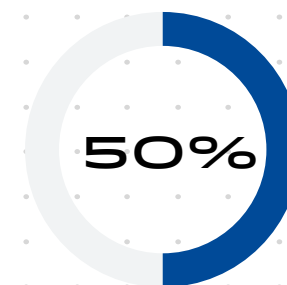
APPROXIMATE
PERCENT OF 2021
REVENUE FROM
SUSTAINABLE
PRODUCTS BY
SEGMENT



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 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 below represent our Board composition as of June 2022.

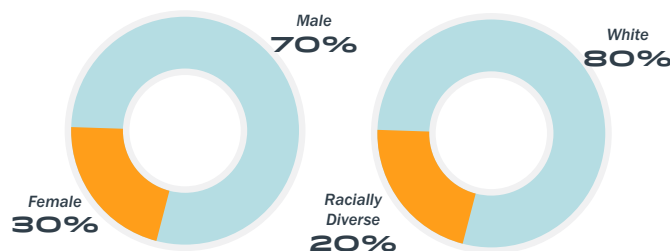
OUR BOARD AT A GLANCE



CURRENT CHAIR OF THE BOARD:

Lisa A. Payne

(Appointed Chair
May 2021)



Our directors are

90%
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.

2 | 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

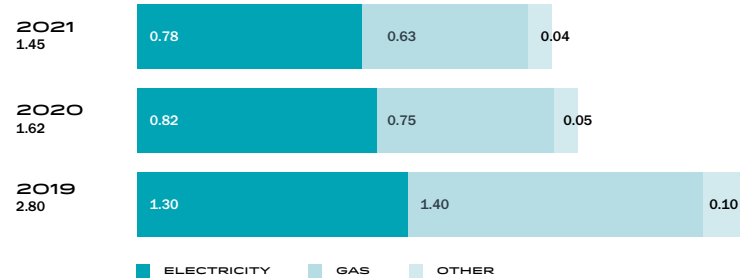
CONTINUOUSLY
IMPROVE

ENVIRONMENTAL

We are committed to conducting business in a manner that is mindful of our environmental impact and promotes and sustains the health and safety 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.

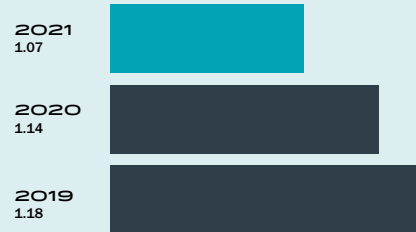
TOTAL ENERGY CONSUMPTION ¹

Million GJ



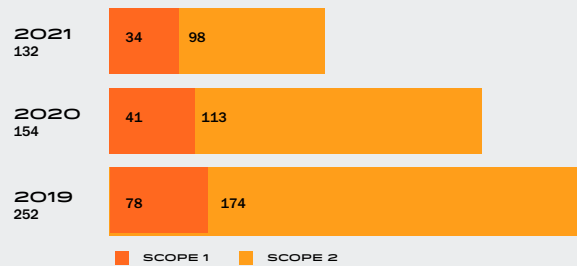
TOTAL WATER USE ¹

Million cubic meters



TOTAL CARBON DIOXIDE EMISSIONS ¹

Thousand metric tons CO₂ equivalents



CARBON INTENSITY ²

Metric tons per net sales USD, (x10⁵)

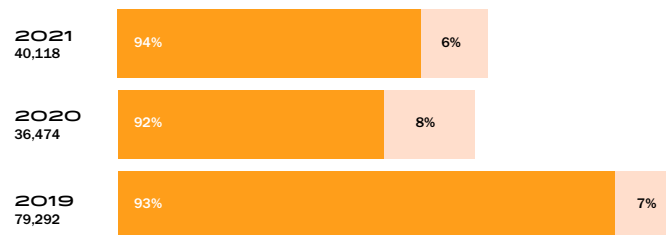


SITES WITH WATER CONSUMPTION IN STRESSED LOCATIONS ¹



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.

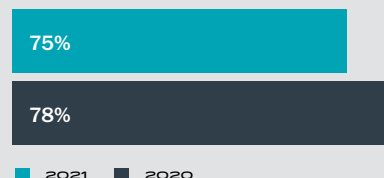
SOCIAL

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



2021 data includes a total of 6,786 responses. Some international-based businesses did not participate. Data includes all pay rate types.

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 2021, 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

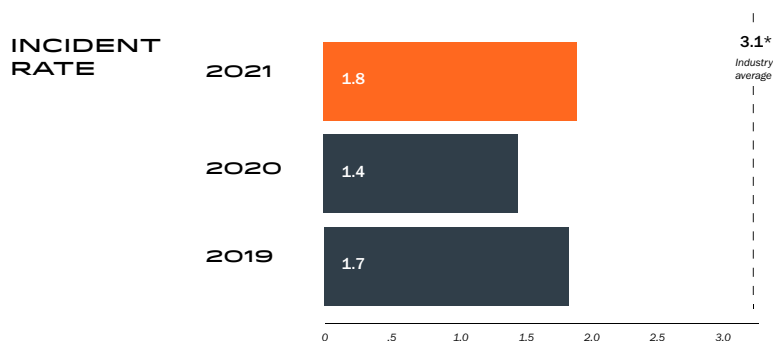
	2021 STATE	2025 GOALS
Gender Representation in Leadership	31%	40%
Racial and Ethnic Representation in Leadership	26%	31%
African American or Black Representation in Salaried Workforce	5%	7%

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 2021 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", 2020

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 2021

