

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 do business.

Keith Allman
President & CEO

PROFILE

We are a global leader in the design, manufacture and distribution of branded home improvement and building products. We leverage our powerful brands across product categories, sales channels and geographies to create value for our customers and shareholders. In 2018, Masco's net sales were approximately \$7.6 billion. Masco employed approximately 26,000 employees in over 40 countries.

Most of our North American facilities (48 manufacturing properties and 32 warehouses and distribution properties) ranged from single warehouse buildings to complex manufacturing facilities. Most of our international facilities (19 manufacturing properties and 19 warehouse and distribution properties) are located in China, Germany and the United Kingdom.

 26,000 EMPLOYEES



67
MANUFACTURING
PROPERTIES

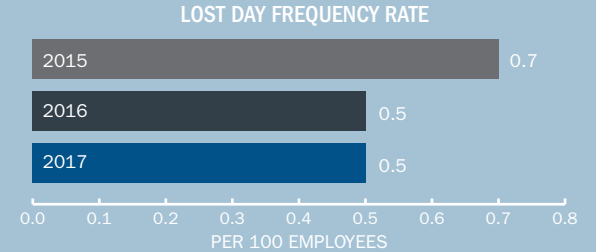


51
WAREHOUSES AND
DISTRIBUTION
PROPERTIES

SOCIAL

HEALTH & SAFETY

The safety of our employees is integral to our company and is handled responsibly and quickly. Masco collects and analyzes injury data centrally, and each year sets a goal to improve safety performance by at least 10 percent.



PHILANTHROPY

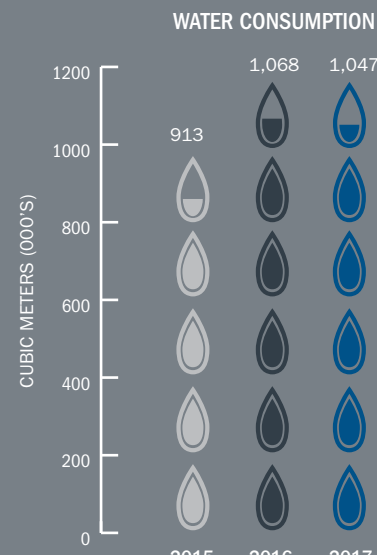
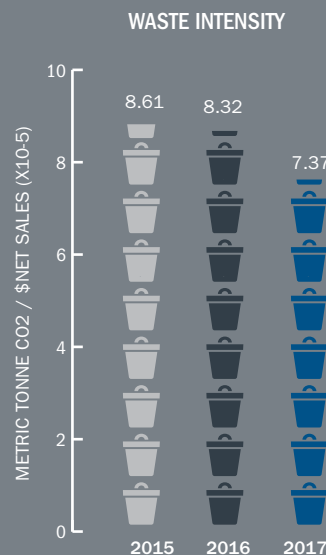
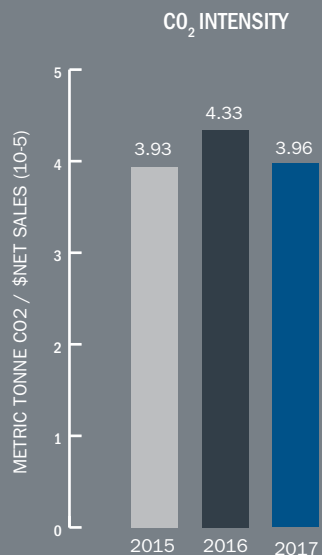
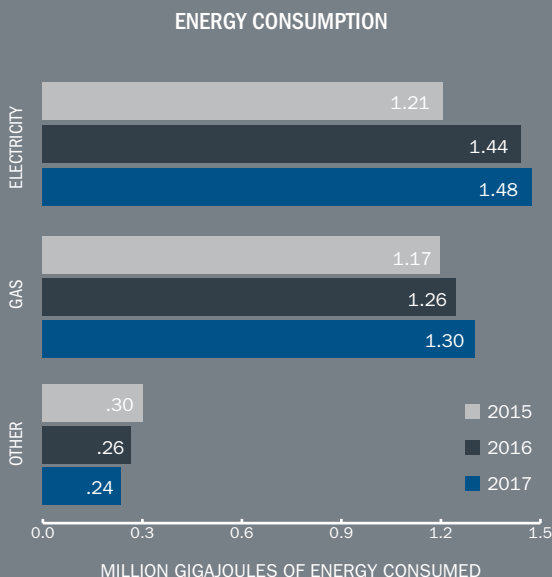
At Masco, we believe it is our privilege, and our responsibility, to contribute to the well-being and growth of the communities in which we live, work and do business. Through corporate funds, in-kind product donations, employee volunteerism and our Foundation, Masco supports both local and national organizations. In 2018, 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.



ENVIRONMENT

ENERGY

Our total energy consumption reported in 2017 was 3.02 million gigajoules (GJ), comprised largely of electricity and natural gas. The total energy consumption in Germany and the United Kingdom was 0.24 million GJ and 0.28 million GJ, respectively.



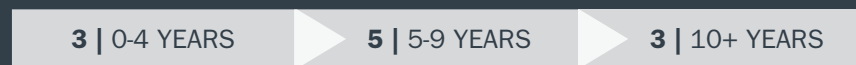
*IN 2016, 11 ADDITIONAL SITES BEGAN REPORTING WATER CONSUMPTION

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

73%

JOINED OUR BOARD IN THE LAST 7 YEARS

59

AVERAGE AGE OF OUR INDEPENDENT DIRECTORS

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.

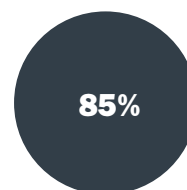
ECONOMIC

VITALITY

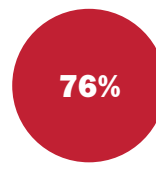
Approximately 25 percent of our sales in 2017 came from new products introduced in the prior three years. In 2017, 1,137 patents and trademarks were granted to Masco worldwide. The total number of patent and trademark applications that we filed during 2017 was 943. Foreign grants and filings accounted for 79 percent and 66 percent, respectively, of the total grants and filings.

REVENUE FROM SUSTAINABLE PRODUCTS

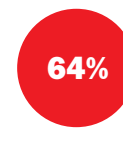
A number of Masco's business units track the percentage of revenue they generate from the sale of sustainable products. Examples of those sustainable products include: paints that meet the UL Greenguard® certification, taps and mixer products that meet water flow rates in standards such as WaterSense® and the European Water Label and Building Research Establishment Environmental Assessment Method, and windows that have earned the Energy Star®. In 2017, our percentages of revenue generated from the sale of sustainable products were:



BEHR Paint Company



DELTA



Milgard



BRASSTECH



hansgrohe



BRISTAN