

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 Germany and the United Kingdom.

 26,000 EMPLOYEES



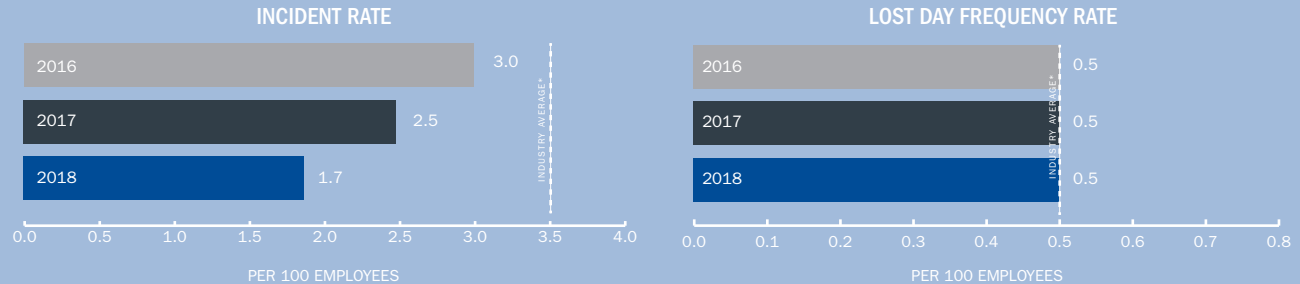
 **67**
MANUFACTURING PROPERTIES

 **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.



*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2017

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.

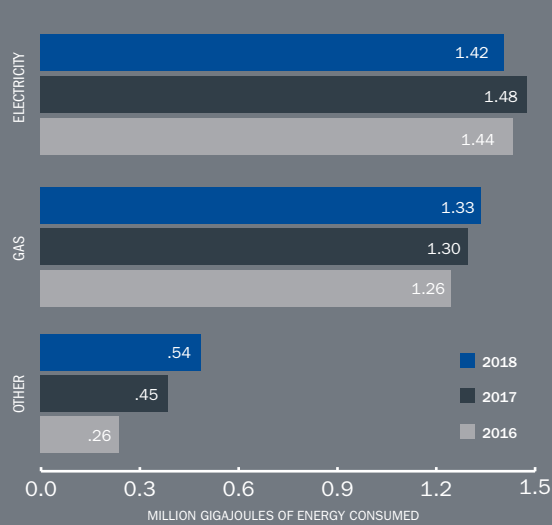


ENVIRONMENT

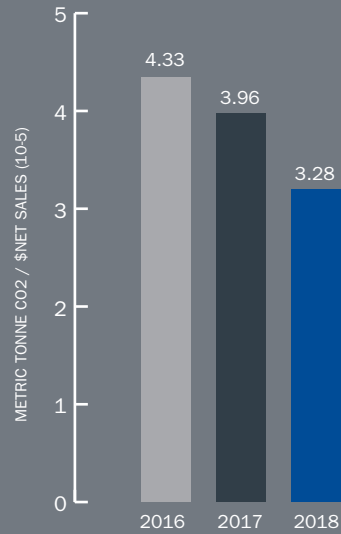
ENERGY

As a world leader in the manufacture of home improvement and building products, we are committed to conducting business in a manner that protects the quality of the environment, conserves natural resources and complies with environmental protection laws and regulations.

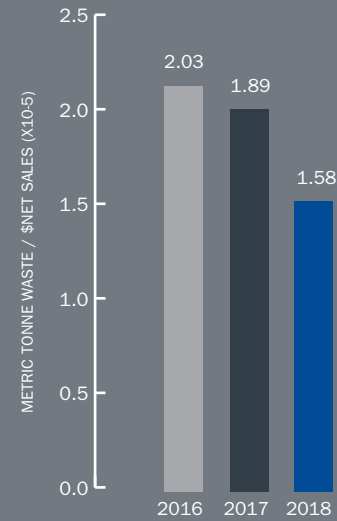
ENERGY CONSUMPTION



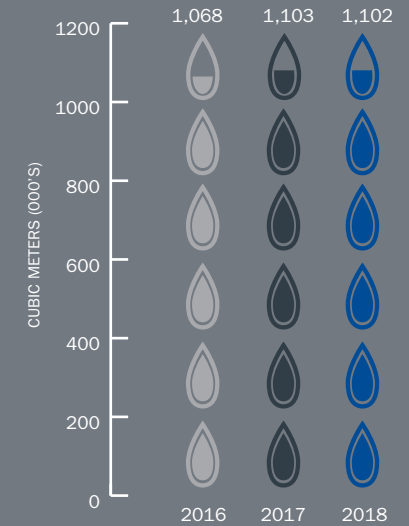
CO₂ INTENSITY



WASTE INTENSITY



WATER CONSUMPTION

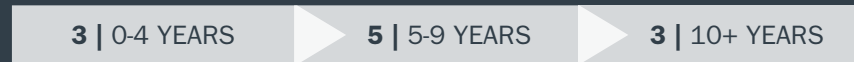


CORPORATE GOVERNANCE

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 26 percent of our sales in 2018 came from new products introduced in the prior three years. In 2018, 1,061 patents and trademarks were granted to Masco worldwide. The total number of patent and trademark applications that we filed during 2018 was 1,491. Foreign grants and filings accounted for 74 percent and 71 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 2018, our percentages of revenue generated from the sale of sustainable products were:

