

MASCO



As an upcoming graduate, I congratulate you on your accomplishments. As you determine your next step, I thank you for taking the time to consider Masco's Accelerated Career Experience (ACE) program.

While you may be less familiar with Masco, I would be willing to bet you have heard of some of the reputable brands that are part of our Company, including Delta® faucet, Behr® paint, KraftMaid® cabinetry, Milgard® windows and doors, and Hot Spring® spas. It is likely you have come across these brands at some point in time—maybe in a commercial, while at your local hardware store or perhaps in your own home.

Our two-year career development program is an exciting opportunity for recent graduates who want to dive into all areas of the business at an accelerated pace. Through this rotational program, we hope to infuse Masco with highly agile, talented individuals who have the ability and aspiration to become strong leaders within our organization.

During the program, you can expect valuable work experience, business and leadership training, ongoing coaching and executive leadership support, and foundational experiences which will expedite your personal and professional growth.

If you are ready to accelerate your career and join a performance-driven, values-oriented organization, I invite you to carefully read this brochure and learn more about Masco, our businesses and the features and benefits of our ACE program.

A handwritten signature in black ink, appearing to read 'Keith Allman'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Keith Allman

President and
Chief Executive Officer
Masco Corporation

ACCELERATE YOUR CAREER

Masco's Accelerated Career Experience (ACE) program is an exciting and challenging program committed to developing future leaders at our Company. The program offers qualified entry-level professionals advanced career training through cross-functional assignments at Masco businesses across the country that provide products for home improvement and remodeling.

Two years. Two cities. Two businesses. Two functions.

Based on one's background, skills and career interests, selected candidates will be placed within one of our functional areas—Customer Facing (Customer Service, Marketing or Sales), Operations (including Supply Chain) or Support (Business Development, Strategy, Finance or Human Resources)—at a business unit with demonstrated expertise in this area.

After the first 12-month rotation, employees can expect to rotate into a new role in a different function at a different business unit and location. See a list of several participating Masco companies and their locations on the following page.

Along the way, you can expect:

- Continuous leadership development opportunities
- Individualized performance and development plans with structured goals for each rotation
- Ongoing coaching and feedback, plus senior leader support and one-on-one mentorship
- Direct exposure to the Masco Operating System (MOS), Masco's framework of best practices for managing a "winning" business—including strategic planning, business plan development and execution, and commercial and operational capability building
- High-quality program assignments
- Program peer networking

The program will also assist in launching your career with Masco. After completing the accelerated two-year rotation, you will be equipped with a robust skillset and greater insight into our business operations and enterprise strategy, opening the door to pursue versatile roles that will aid in your continued professional development at our Company.

PROFESSIONAL ASSIGNMENTS

During the two-year rotation, ACE participants will experience professional assignments within several of our businesses, including:



Delta Faucet *Indianapolis, Indiana*

Founded in 1954 by Masco's founder, Alex Manoogian, with the introduction of the single-handle faucet, Delta Faucet Company is today a worldwide leader in faucets and related accessories. In hotels, public buildings and commercial buildings of every size, Delta® products are trusted to deliver innovative, quality design and reliable performance in just about every corner of the world.



Liberty Hardware *Winston-Salem, North Carolina*

Since 1948, Liberty Hardware has built its reputation by offering high-quality decorative and functional hardware products at an exceptional value. The company proudly offers its extensive line of hardware products through home centers, retailers and distribution channels across the country.



Masco Cabinetry *Ann Arbor, Michigan*

Masco Cabinetry is the parent company of three of the world's most recognized cabinet brands: KraftMaid®, Merillat® and QualityCabinets™. Offering an unmatched selection of stylish, high-quality products at a variety of price levels, Masco Cabinetry brands are favored by builders, dealers, distributors and home centers throughout North America.



Masco Coatings Group *Santa Ana, California*

Masco Coatings Group, home to Behr Process Corporation and Masterchem Industries LLC, the makers of BEHR® and KILZ® brands respectively, is one of the largest manufacturers and suppliers of paint, primers, stains and surface finish products to Do-It-Yourselfers and professionals. From high-performing KILZ Coatings Products to award-winning BEHR Paint and Primers In One, Masco Coatings Group is dedicated to meeting the coating and color needs of architectural and design professionals, as well as DIYers, with an unwavering commitment to quality, innovation and value.



Masco Corporate Headquarters *Livonia, Michigan*

Masco's Corporate Headquarters provides support for the overall needs of our business units, including corporate governance, consolidated financial reporting and employee benefit services, to name a few.



Milgard Windows & Doors *Tacoma, Washington*

Milgard Windows & Doors offers a full line of vinyl, wood, fiberglass and aluminum windows and patio doors for builders, dealers and homeowners. The company has been recognized as Builders Choice for vinyl and fiberglass windows in the western United States, in a yearly survey sponsored by Hanley-Wood Inc., publishers of BUILDER Magazine. Milgard is the highest online rated window and patio door brand, as measured by the 2016 NRS consumer sentiment study conducted by MetrixLab and commissioned by Masco. Milgard has approximately 3,800 dealer locations nationwide.



Watkins Wellness™
Feel good. Live well.™

Watkins Wellness *Vista, California*

Watkins Wellness™, established in 1977 in Vista, Calif., is dedicated to promoting wellness among health-conscious consumers who live active lifestyles. The company manufactures the Endless Pools® line of aquatic fitness products, and is also the world's largest manufacturer of hot tubs, including Hot Spring® Spas, Hot Spot® Spas, Caldera® Spas, and the American Hydrotherapy Systems spa brands. The Watkins Wellness™ dealer network extends into all 50 states and more than 70 countries.

MASCO ACE PARTICIPANTS

Masco's ACE program is geared toward recent college graduates who have the following:

- Bachelor's degree in a business or engineering-related discipline from a top college or university
- Excellent academic record with a GPA of 3.2 or higher
- Ability to relocate every 12 months into different functions and locations for the first two years (with company-sponsored relocation assistance)
- Creative thinking skills with the ability to work effectively in a fast-paced and change-driven team environment
- Strong leadership qualities
- Action-oriented approach to complex and rapidly changing conditions
- Capability to deliver results in new and challenging situations
- Propensity to examine problems in unique and unusual ways
- Strong sense of self-awareness and motivation
- Good communication skills and ability to work effectively with diverse types of people
- High ethical standards

HOW TO APPLY

Masco will be connecting with a variety of great colleges and universities across the country to recruit for the 2018 cohort of ACE. Interested candidates are encouraged to apply through their college career website or through Masco's career website at jobs.masco.com.

Our selection process includes a review of core qualifications, assessments of key capabilities and structured interviews. These activities will occur through online, phone and in-person forums. Offers will be extended soon after the final onsite process at one of Masco's locations.



ABOUT MASCO

Masco Corporation is a global leader in the design, manufacturing and distribution of branded home improvement and building products. Comprised of more than 20 companies, Masco operates 45 manufacturing facilities in the United States, as well as over 20 international facilities. Masco has four product categories and a portfolio of well-known, leading brands:



Plumbing Products

We are a leader in manufactured plumbing products, with access to broad distribution channels worldwide.



Cabinetry Products

We are one of the largest manufacturers of kitchen and bath cabinetry in the U.S.



Decorative Architectural Products

We are one of the largest suppliers of architectural paint and exterior wood care products to the U.S. and Canadian do-it-yourself channel.



Windows and Other Specialty Products

We are one of the leading manufacturers of vinyl and fiberglass windows in the western United States.



**For more information,
visit masco.com.**

- > Founded in 1929
- > Global company
- > 26,000 employees
- > 2016 sales of \$7.4 billion
- > Fortune 500 company
- > Listed on NYSE: MAS

OUR CULTURE

We strive for a high-performance culture driven by living our values.



FOCUS ON THE CUSTOMER

We are committed to our internal and external customers exceeding their expectations with timely, high-quality and value-added solutions.

CONTINUOUSLY IMPROVE

We challenge the status quo and take intelligent risks. We continuously improve and never stop learning.

RESPECT THE INDIVIDUAL

We appreciate that the basis of our advantage is people. We provide meaningful feedback, embrace diversity and foster continuous development.

CULTIVATE HIGH PERFORMANCE TEAMS

We value teamwork and trust. We foster openness, support courageous conversations and assume positive intentions.

DRIVE FOR RESULTS

We bring energy to work and hold ourselves and others accountable to achieve results responsibly and ethically.

We believe that Diversity & Inclusion is a key enabler for the business.

We strive to have a diverse mix of backgrounds, voices and perspectives working together to create solutions for our customers and consumers. We're committed to creating an inclusive environment—one of involvement, respect and connection.

We maintain a keen focus on work/life balance, employee well-being and planning for their future.

ACE participants will be offered challenging responsibilities accompanied by a benefit package that includes a competitive salary, comprehensive health, welfare and retirement insurance benefits, and paid vacation and holiday benefits.



MASCO CORPORATION

For more information on Masco Corporation, visit masco.com.
Masco Corporation is an Equal Opportunity Employer.

