



2024 CORPORATE SUSTAINABILITY REPORT *At-A-Glance*

Masco Corporation is a global leader in the design, manufacture and distribution of branded home improvement and building products. Our portfolio of products enhances the way consumers all over the world experience and enjoy their living spaces.

We believe in better living possibilities—for our homes, our environment, and our communities. Across our businesses and geographies, we seek out possibilities to better ourselves, enhance our consumers' lives, improve the world around us, and create long-term value for our shareholders.

MASCO

PLUMBING PRODUCTS

We are a leading provider of decorative and functional plumbing products with broad distribution worldwide. Through our premier brands, we offer an array of products, including faucets, showerheads and handheld showers, plumbing valves, bath hardware and accessories, bathing units, shower bases and enclosures, shower drains, steam shower systems, water filtration systems, sinks, kitchen accessories, spas, exercise pools, aquatic fitness systems and saunas.

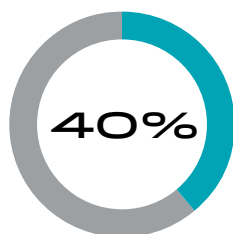


DECORATIVE ARCHITECTURE PRODUCTS

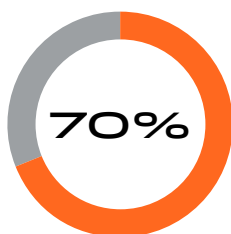
We are a leading supplier of architectural coatings sold for use in the Do-It-Yourself and Pro markets in North America. This segment primarily includes paints, primers, specialty coatings, stains and waterproofing products, as well as paint applicators and accessories. This segment also includes decorative cabinet and door hardware and functional hardware.



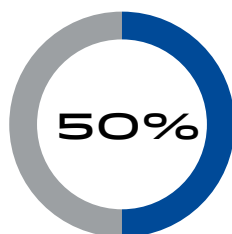
APPROXIMATE PERCENT OF 2024 REVENUE FROM SUSTAINABLE PRODUCTS BY SEGMENT



Plumbing Products



Decorative Architectural Products



Masco Total

2024 INNOVATION SPOTLIGHTS

Delta® Clarifi™ and Brizo Pristive™

In 2024, Delta Faucet Company entered the water filtration space with the launch of its Delta® Clarifi™ and Brizo Pristive™ Tankless Reverse Osmosis Systems.

These systems are certified to reduce more than 90 contaminants from drinking water when tested against National Sanitation Foundation (NSF) standards, including: lead, arsenic, bacteria, chlorine, chromium, copper, TDS, mercury, microplastics, pharmaceuticals, and heavy metals. The Brizo® Pristive™ system carries additional certifications for more than 99% reduction of total bacteria and viruses as well.



Hansgrohe Ecostat

The new Ecostat Fine and Ecostat Element thermostats by hansgrohe® seamlessly integrate comfort, sustainability and safety into everyday life.

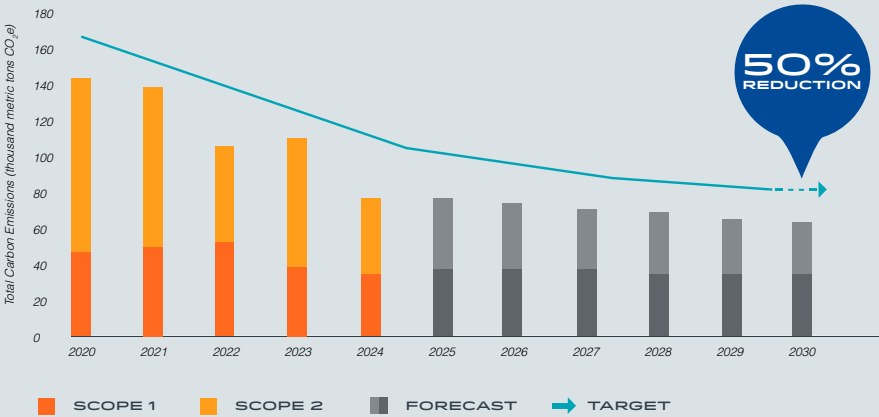
The new surface-mounted thermostats from hansgrohe save water and energy without compromising comfort. The integrated EcoStop+ function aims to reduce water consumption by limiting water flow to a maximum of six liters per minute. This setting can be quickly and easily changed, if desired, based on an individual's preferences. The thermostats also include a SafetyStop function that allows users to set a maximum temperature limit, saving energy and helping to guard against scalding hot water—providing a unique benefit to parents especially.



We are committed to conducting business in a manner that is mindful of our environmental impact.

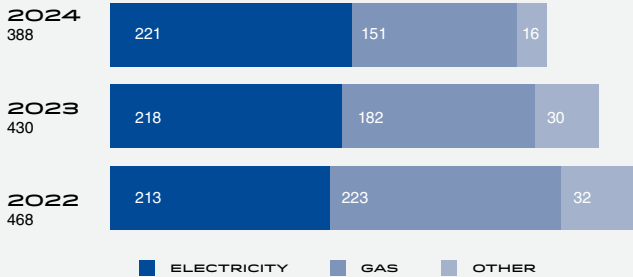
Through regular compliance audits conducted by our environmental professionals at our facilities across the globe, we seek to continuously drive efficiency. Our Company-wide environmental reporting system enables us to gather, track and report information to our stakeholders. ENVIRONMENTY Aligned to one of our core values – continuous improvement – we are focused on increasing resiliency in our operations, reducing costs and meeting our customers’ expectations. We continue to make progress on reducing our scope 1 and 2 absolute greenhouse emissions and assess ongoing opportunities and challenges related to procuring renewable energy.

MARKET-BASED GHG EMISSION REDUCTION FROM 2020 BASE YEAR



TOTAL ENERGY CONSUMPTION

Million kWh



TOTAL WATER USE

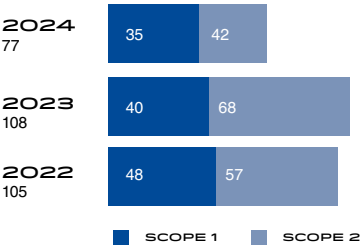
Million cubic meters



Data includes all Masco operated sites active as of the end of this reporting year. The inventory boundary is consistent across this data set. Portfolio changes (e.g., acquisitions or divestitures) which occurred during this time may impact the inventory boundary.

MARKET-BASED TOTAL CARBON EMISSIONS

(thousand metric tons CO₂e)



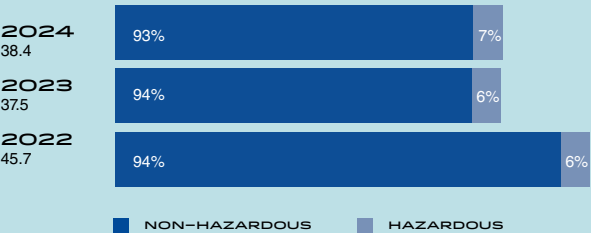
CARBON INTENSITY

Metric tons per net sales USD, (x10⁵)



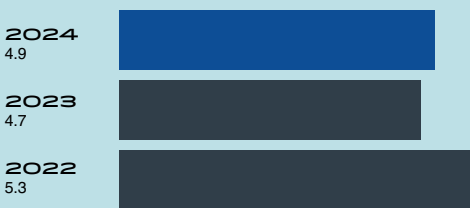
ABSOLUTE WASTE

Thousand metric tons



WASTE INTENSITY

Metric tons per net sales USD, (x10⁶)



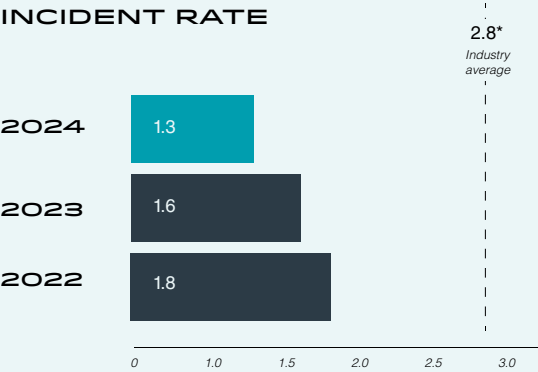
Our employees help us cultivate a high-performing environment, and we strive to help them focus on the goals that are most important to them and their families. Through our Live Well & Thrive framework, we offer programs and tools that focus on career development, physical and emotional health, financial stability and community connection.



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

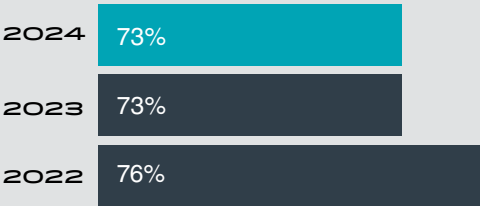


The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2023.

EMPLOYEE EXPERIENCE

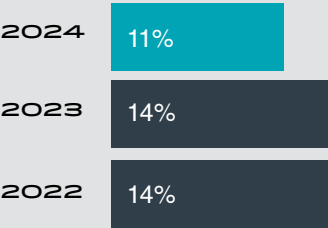
We're always striving to foster a meaningful experience for all our employees that helps them learn and grow as people and professionals, and have seen notable improvement from our baseline of 66 percent reporting as actively engaged in 2019.

U.S. Employees Self-reporting as Actively Engaged



2024 data includes a total of 10,641 responses. One international-based business did not participate. Data includes all pay rate types.

U.S. VOLUNTARY TURNOVER



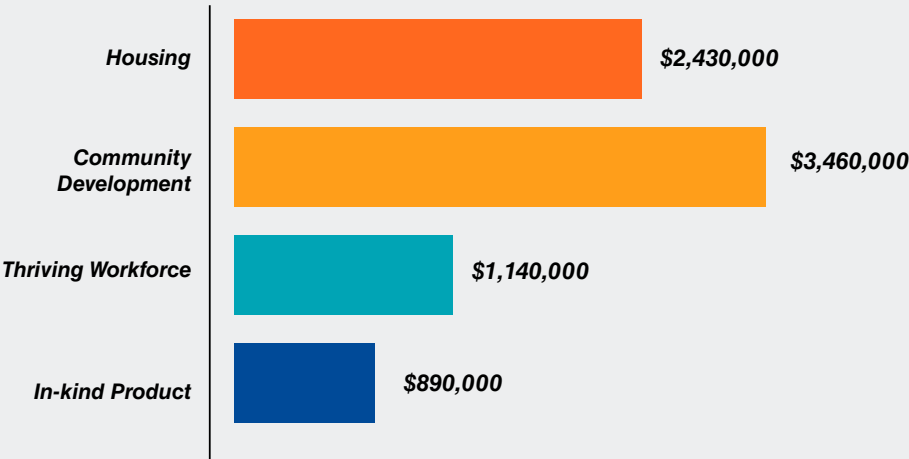
Retaining Top Talent

We remain focused on retaining our talent. Our average 2024 U.S. workforce tenure was 9.6 years, with our salaried workforce averaging 10.9 years and our hourly workforce averaging 8.7 years of tenure.

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.

CORPORATE AND BUSINESS UNIT GIVING 2024



Our Board reviews our corporate strategy and initiatives and the risks that we face. Our Board and its Committees focus this oversight on environmental, health and safety matters; climate change risk; product safety and compliance; cybersecurity; our ethics and compliance program; talent strategy; political contributions; ESG data controls and verification; and our corporate governance practices. Our Board and its Committees receive regular updates on our ESG initiatives, focus areas and activities.

A CULTURE 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.



DATA PROTECTION AND CYBERSECURITY

Masco is committed to the privacy and security of our information and the information of our employees, suppliers, customers and consumers. We achieve this through strong oversight and management of cybersecurity and a focus on ensuring that the enterprise security program achieves the appropriate risk-based security posture.

Masco complies with applicable domestic and international data protection legal requirements, including US state privacy laws and the EU General Data Protection Regulations (GDPR). We conduct monthly security awareness training for both employees and support contractors. Focused training is also provided on an as-needed basis to address specific risks and threats.

STAKEHOLDER ENGAGEMENT

Groups

Our stakeholder groups, as of December 31, 2024, include the following:

- **Consumers:** The ultimate consumers of our goods include homeowners, builders, contractors, designers and installers.
- **Customers:** Our customers include home center retailers, online retailers, wholesalers and distributors, mass merchandisers, hardware stores, direct to the consumer, professional contractors and homebuilders. Our largest customer is The Home Depot, which represented approximately 38 percent of our consolidated 2024 net sales.
- **Employees:** Masco and its business units had approximately 18,000 employees in about 52 countries, approximately 46 percent of whom worked in the United States.
- **Communities:** Masco's principal North American facilities consist of 33 manufacturing facilities and 24 distribution and warehouse facilities, and its principal facilities outside North America consist of 12 manufacturing facilities and 15 distribution and warehouse facilities.
- **Shareholders:** Masco is a publicly traded company and had approximately 2,900 shareholders of record.
- **Suppliers:** Masco buys raw materials, component parts and finished products from a wide range of suppliers around the world.

Approach

Our sustainability strategy is driven by our commitment to integrating ESG considerations into our business model. Through internal materiality assessments and stakeholder engagement, we identify and prioritize key ESG issues. Our governance structure ensures accountability, while our risk management processes address sustainability-related challenges. We set aspirational goals aligned with recognized frameworks and measure our progress using key performance indicators. We are dedicated to continuous improvement and transparency, to ensure accurate and reliable reporting.



*View the full
2024 Corporate
Sustainability Report
on www.masco.com*

MASCO