

2024 CORPORATE SUSTAINABILITY REPORT



MASCO

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AT MASCO, WE BELIEVE IN BETTER LIVING POSSIBILITIES.



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.

Our founder, Alex Manoogian, arrived in the United States in 1920 with \$50 in his pocket and a relentless drive to make a better life for himself and his family. Decades later, that drive continues to permeate every aspect of our business.

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.

OUR COMMITMENT TO SUSTAINABILITY

Masco is committed to maintaining a sustainable business model for our customers, consumers, shareholders, employees and communities. For us, this means continuing to create innovative products that customers trust, demonstrating strong financial responsibility to serve those who invest in our Company, maintaining our reputation as an employer of choice in a diverse job market, acting with integrity, and being a catalyst for good in the neighborhoods in which we operate. With these goals guiding our vision, Masco is poised to deliver better living possibilities for generations to come.



EXECUTIVE MESSAGE

To Our Shareholders, Employees, Customers, Community Members and Other Stakeholders:

At Masco, we strive to deliver better living possibilities—for our homes, our environment and our communities. This report is a glimpse into how we drive long-term sustainable value for our shareholders and other stakeholders with investments in the people, processes and initiatives that continuously improve our business' impact on the world around us. I am pleased to share with you some highlights from our sustainability efforts in 2024:

Approximately 50% of our revenue in 2024 came from sales of our sustainable products, and we continued to launch new products focused on water conservation. Delta Faucet Company entered the water filtration space with the launch of its Delta® Clarifi™ and Brizo Pristine™ Tankless Reverse Osmosis Systems. These systems are certified to reduce more than 90 contaminants from drinking water and, over a two-year period, can save up to the equivalent of 10,000 plastic water bottles. Additionally, the Hansgrohe Group continued to showcase itself as a leader in sustainability with the introduction of new products, such as its hansgrohe® Ecostat Fine and Ecostat Element shower and bath thermostats, which offer an enhanced shower experience while also helping to reduce water and energy consumption. You can learn more about these innovations on pages 13 and 8, respectively.



We made notable progress in reducing our scope 1 and 2 absolute greenhouse gas emissions, which is aligned with our focus on increasing the resiliency and efficiency of our operations. This progress was mainly driven by energy efficiency efforts and support of renewable energy industries. I am proud of our diligence in this area, including the introduction of new tools to measure our progress toward our aspirational goal to reduce our overall emissions by 50% from 2020 to 2030.

We continued to invest in our people and the community to enable our ongoing success. This included a continued focus on the personal and professional development of our employees, as well as training to ensure we are collectively conducting business ethically and in a manner consistent with our values. We also continued to invest in programs which promote our employees' overall well-being. Improvements in our employee retention scores, safety metrics and utilization of company-provided wellness benefits signal we are focusing on the right things. Outside the workplace, we also continued to support the growth of our communities by providing financial support, in-kind product donations and employee volunteers to the nonprofits that help our neighborhoods thrive.

As the new President and CEO of Masco, I am invigorated by the breadth of what our global teams have accomplished and the impact we have made on the world around us. I want to thank all our employees, as it has been the work you do, day in and out, which has contributed to Masco's reputation as a strong corporate citizen. I look forward to partnering with you to continue our founder's legacy of delivering better living possibilities.

A handwritten signature in black ink, appearing to read 'Jon Nudi'.

Jon Nudi
President and Chief Executive Officer

ABOUT MASCO

Headquartered in Livonia, Michigan, Masco Corporation is a publicly-traded company incorporated in the state of Delaware. Our common stock is traded on the New York Stock Exchange (NYSE) under the symbol MAS. Masco is a global company with the majority of our facilities located in North America. Some of our business units operate in other countries. Most of our international facilities are in Europe and China.



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 Architectural 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.

Our Operating Model

Masco operates through a decentralized business model to empower our business units and enable speed of decision making. However, collectively all businesses leverage the Masco Operating System, comprised of common tools, mindsets and behaviors focused on identifying and pursuing the areas of highest impact within each business and promoting a culture of continuous improvement and value creation.



Operations

In 2024, we operated 84 principal properties worldwide. We had significant operations in North America, Europe and China. Most of our facilities range from warehouse and distribution buildings (24 in North America and 15 internationally) to complex manufacturing facilities (33 in North America and 12 internationally). We lease our corporate headquarters in Livonia, Michigan, and we own a building in Taylor, Michigan that is used by our Masco Technical Services (research and development) department. We also lease an office facility in Luxembourg, which serves as our Masco Europe headquarters.

Portfolio Changes

In the third quarter of 2024, we exited the lighting business with the sale of Kichler Lighting, formerly part of our Decorative Architectural Products segment.



Supply Chain

We partner with a global supply base to manufacture and distribute products to our customers and channel partners. In 2024, our more than 10,000 global suppliers provided us with raw materials, components, sub-assemblies, manufacturing services, finished goods, and indirect goods and services.

Our Supplier Business Practices (SBP) policy requires that all Masco suppliers meet specific standards for human rights, prohibitions on forced and child labor, working conditions, the protection of the environment, and ethical conduct, among others. We have a comprehensive audit program in place to ensure that our global suppliers adhere to the criteria in our SBP policy. Our mature SBP program has been in place since 2007, is updated as appropriate to support our changing business needs and changing regulations, including updates implemented in 2024.

Workforce

In 2024, Masco employed approximately 18,000 employees in about 52 countries. Of these employees, approximately 46 percent worked in the United States.

Collective Bargaining

In 2024, approximately 21 percent of our global workforce was covered by a collective bargaining agreement. In the U.S., no employees were covered by such agreements.



Founded in 1929



*Publicly traded
on the NYSE
(Ticker: MAS)*



*Headquartered in
Livonia, Michigan*



Employees Worldwide



*Manufacturing
Facilities in North
America*



*International
Manufacturing
Facilities*

PERFORMANCE

Core Financials

Masco's net sales for 2024 were approximately \$7.8 billion. Information about our financial performance can be found in our Annual Report (which includes our Form 10-K), available at investor.masco.com.

\$7.8

BILLION

2024 net sales

Revenue from Sustainable Products

Masco believes in creating products that our customers trust to deliver better living possibilities for their homes and our shared environment. In 2024, our sustainable products included:



Paints that meet the GREENGUARD® certification for low chemical emissions or MPI Green Performance™ Standard for low chemical emissions*



Faucet and shower products that meet water flow rates in standards such as WaterSense®**

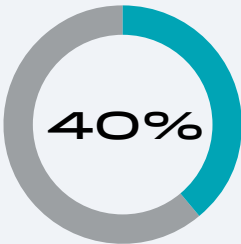


Taps and mixers that conform to The European Water Label and Building Research Establishment Environmental Assessment Method

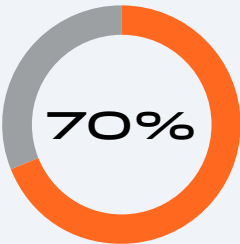


Spa products, such as the HotSpring FreshWater Salt System, which extends the life of the water in the spa, enhancing water conservation

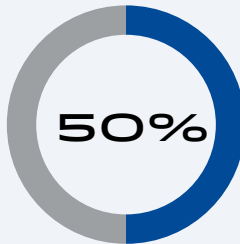
APPROXIMATE
PERCENT OF 2024
REVENUE FROM
SUSTAINABLE
PRODUCTS BY
SEGMENT



Plumbing Products



Decorative Architectural Products



Masco Total

*UL GREENGUARD® is a registered trademark of UL LLC. MPI® Green Performance® Standard is a registered trademark of the Association for Materials Protection and Performance, Inc. **WaterSense® is a registered trademark of the Environmental Protection Agency.

INNOVATION



Vitality

New product innovation has been a hallmark of our success and continues to drive our growth, with approximately 25 percent of our sales in 2024 coming from new products introduced in the prior three years.

Intellectual Property

Protecting our intellectual property is important to our growth and innovative efforts. We own a number of patents, trade names, brand names and other forms of intellectual property in our products and manufacturing processes throughout the world. In 2024, approximately 800 patents and trademark registrations were granted to Masco worldwide. The total number of patent and trademark applications that we filed during 2024 was approximately 600. Foreign grants and filings accounted for 64 percent and 70 percent, respectively, of the total grants and filings.

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.





ENVIRONMENTAL

ENVIRONMENTAL SUSTAINABILITY

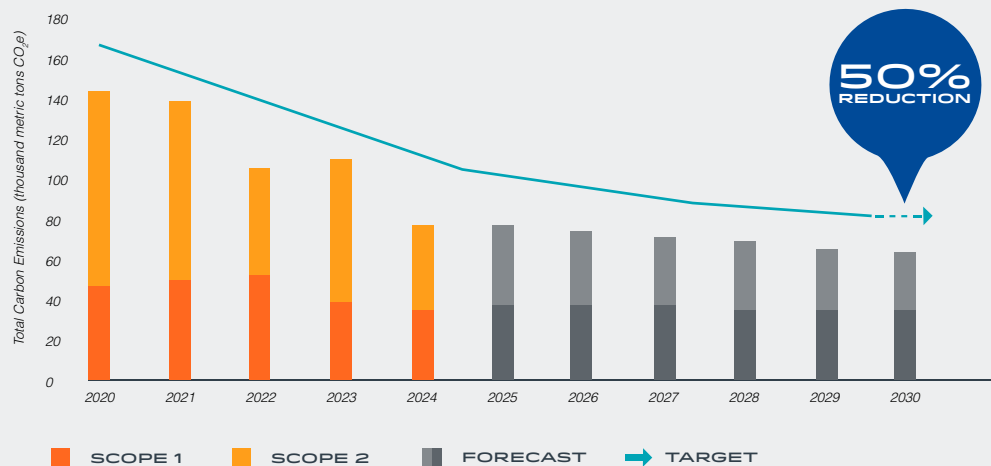
As a global leader in the design, manufacture and distribution of branded home improvement and building products, we are focused on enhancing the way consumers all over the world experience and enjoy their living spaces. We are committed to conducting business in a manner that is mindful of our environmental 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.

2024 PROGRESS: CONTINUOUS IMPROVEMENT, RESILIENT OPERATIONS

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



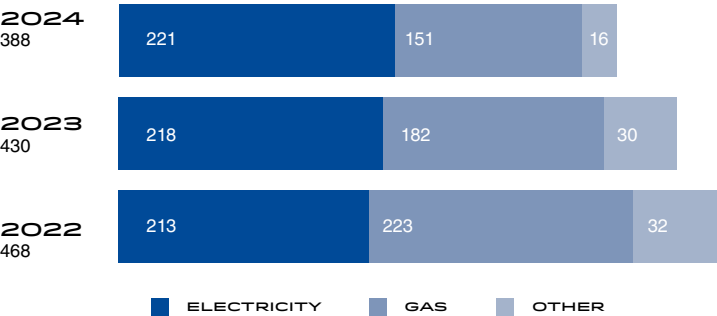
ENERGY

Energy Consumption

Our total energy consumption reported in 2024 was approximately 388 million kilowatt hours. Of that, about 57 percent was electricity; 39 percent was natural gas; and the remaining 4 percent was from other energy sources.

TOTAL ENERGY CONSUMPTION

Million kWh



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.



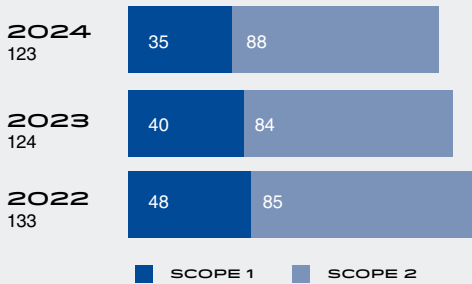
EMISSIONS

Carbon Emissions

In 2024, Masco's absolute scope 1 and scope 2 (market-based) carbon emissions totaled about 77,000 metric tons of CO₂e. We report on our carbon emissions in detail through the CDP.

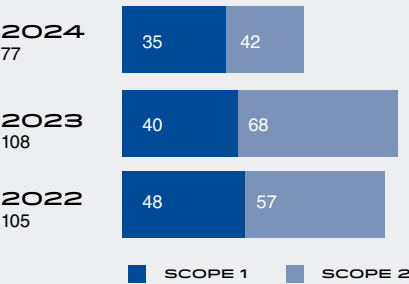
LOCATION-BASED TOTAL CARBON EMISSIONS

(thousand metric tons CO₂e)



MARKET-BASED TOTAL CARBON EMISSIONS

(thousand metric tons CO₂e)



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.

CARBON INTENSITY

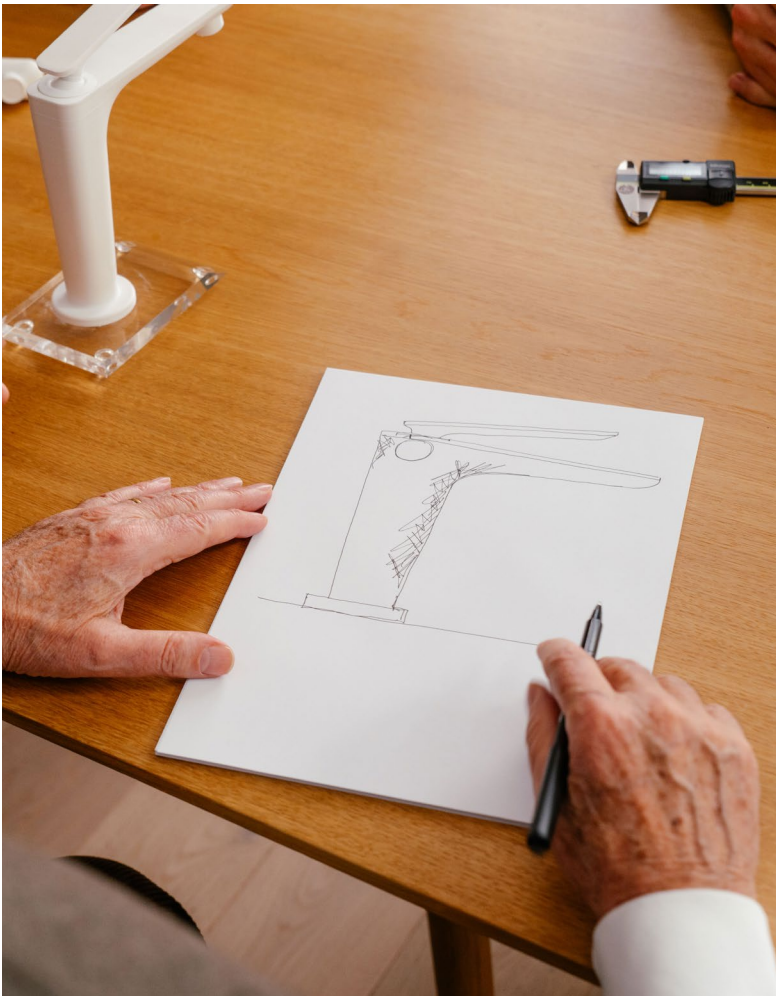
Metric tons per net sales USD, (x10⁻⁵)



Net sales, as the intensity denominator, are as reported in our Annual Report on Form 10-K for the year ended December 31, 2024.

CO₂e Intensity

We define our CO₂e intensity as metric tons of CO₂e per unit of net sales in U.S. dollars. In computing CO₂e, we measure our scope 1 and 2 market-based emissions factors, including consumption of electricity, natural gas, propane and heating fuel (oil), as well as fuel use (gasoline, diesel and propane).



Water Use

In 2024, more than 99 percent of our water consumed came from municipal sources, with the remaining coming from onsite well sources.

Water Use in Stressed Locations

In 2024, approximately 30 percent of Masco's reported water withdrawn was in areas the World Resource Institute (Aqueduct 4.0) defines as having high or extremely high baseline water stress.

Water Risk Management

We are committed to being mindful of water resources utilized in product design and manufacturing processes. As part of this, we manufacture many plumbing products that meet the criteria for the U.S. EPA WaterSense® program. WaterSense®-labeled products are certified to use at least 20% less water than average products in that category and are backed by independent, third-party certification.

Masco also works to reduce environmental impact by responsibly disposing of water. Masco discharges process water from its manufacturing locations to local, publicly-owned treatment works.

TOTAL WATER USE
Million cubic meters



Data includes principal properties that were active as of the end of this reporting year. Changes in consumption may be in part due to changes in the portfolio, as well as production variations.

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.

- Over a two-year period, these systems can save up to the equivalent of 10,000 plastic water bottles.
- Their compact design requires fewer hoses and fewer connections made by hand, saving 60% more space compared to a traditional tanked system.
- The core filters have synchronized lifespans, allowing consumers to change the entire set in less than a minute every 1,320 gallons or two years (whichever comes first). Intelligent filter-life tracking and internal leak detection simplify maintenance at every turn.
- The systems also waste less water. The Brizo® system has a filtered-to-waste water ratio of 2.5:1, making the system 90% more efficient than tanked systems.* The Delta system has a filtered water to waste ratio of 2:1.

*Compared to the tanked system average filtered-to-waste water ratio of 1:4.



WASTE

Waste Intensity

We define our waste intensity as metric tons of waste per unit of net sales in U.S. dollars. Absolute waste consists of hazardous waste, non-hazardous waste and recycled waste from our portfolio. Waste data excludes wastewater.

WASTE INTENSITY

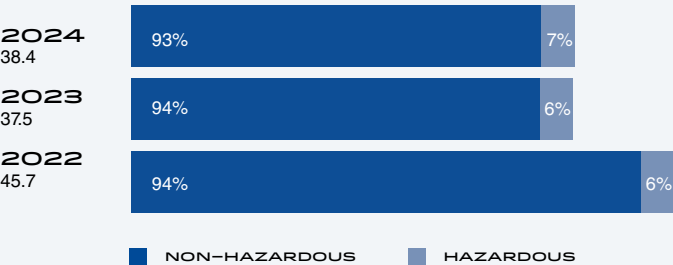
Metric tons per net sales USD, (x10⁶)



Net sales, as the intensity denominator, are as reported in our Annual Report on Form 10-K for the year ended December 31, 2024.

ABSOLUTE WASTE

Thousand metric tons



Absolute waste data includes principal properties that were active as of the end of this reporting year. Net sales, as the intensity denominator, are as reported in our Annual Report on Form 10-K for the year ended December 31, 2024. Reductions in absolute waste data are due in part to changes in the portfolio, as well as production variations.

Product Lifecycle Management

We strive for sustainable product design, production, packaging and delivery, which may include product lifecycle evaluation for environmental impacts and product sustainability. We collaborate with third-party business partners to reduce the environmental impact of our products, such as reducing water use and carbon intensity, as well as using sustainable materials in product development.

The Delta Outlet sells Delta® Recertified products, unused items which have been returned to retailers in like-new condition, but which may have been repackaged or come in packaging with stickers and minor flaws. Rather than scrapping the product, Delta Faucet Company and Masco Support Services developed a process to inspect every Delta® Recertified item to meet the quality standards of new Delta Faucet products and sell it at a discounted price for consumers in its original packaging.

In 2024, Masco Support Services’ returns management processes, including both Kraus returns and the Delta® Recertified program, prevented over 1,000 tons of good product from ending up in landfills. Since inception of this program, over 3,500 tons of product have been saved from landfills.



The Hansgrohe Group Invests in Sustainable Energy

In 2024, Hansgrohe joined forces with a third-party energy service provider to set a pioneering example for the shift in energy production by inaugurating a new wind turbine at the Kallenwald wind farm in the Black Forest. It is estimated that the energy generated here will eventually cover approximately 25 percent of the requirements of two of its facilities.



CHEMICAL RESPONSIBILITY

Managing Product Risk

By utilizing various environmental, health and safety tools to analyze the hazards of chemicals and ensure their proper handling, labeling, use and waste treatment, we strive to keep our employees and consumers safe from potentially harmful chemicals. Our program to mitigate risks to our employees as well as our customers starts when a chemical is first considered for use in our products or processes. Each new chemical must be reviewed and approved, including meeting REACH regulations in Europe, where applicable, before it may be brought on site and used in our products or processes.

Managing Emerging Concerns

Masco complies with applicable regulations for emerging chemicals of concern. For instance, Behr works closely with coating associations in both the United States and Canada to keep abreast of new regulations regarding chemicals used in its products. When products or packaging are deemed to contain a Substance of Very High Concern (SVHC), they are managed according to applicable regulations.





SOCIAL

LIVE WELL AND THRIVE



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.



CAREER

We are committed to creating a culture where everyone feels they belong and are able to reach their full potential.



PHYSICAL

We offer a variety of plans and programs that support a healthy lifestyle through both prevention and overall health management.



EMOTIONAL

We provide programs and tools to support mindful behaviors, thoughts and emotions and help employees feel their best.



FINANCIAL

We strive to help employees improve their financial awareness and stability to achieve both long- and short-term goals.



COMMUNITY

We believe a strong, supportive presence in the communities where we live, work and do business is vital.

EMPLOYEE EXPERIENCE



Our ability to drive results and deliver value to our various stakeholders starts with fostering a meaningful, engaging experience for all our employees that helps them learn and grow as individuals and professionals. We believe a workplace that encourages different voices, perspectives and backgrounds creates better teams, better solutions and more innovation. We are committed to creating an environment where all employees are included, are treated with dignity and respect, and where they can reach their fullest potential to contribute to our future success.

Feedback Loops

Our goal to have a best-in-class workplace starts with listening to our employees, understanding their perspectives, needs and ideas. Our companies seek employees' input through various channels, including:

- Regular town hall meetings
- Quarterly open forums
- Cross-business unit learning and connection forums
- Development conferences and experiences with leaders at varying levels across the enterprise
- Intranet sharing sites
- Focus groups
- Stay and exit interviews
- Employee surveys

Masco takes a common approach to conducting employee surveys to gain employee insights and measure perspective. 2024 highlights across the enterprise population include:

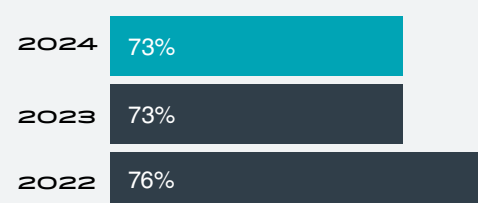
- 88 percent participation rate, up from 85 percent in 2023
- 73 percent reported as actively engaged in 2024, driven by employees feeling they belong in the organization, believing in the future of the Company, and viewing senior leadership as effective

EMPLOYEE SURVEY DATA

Survey Participation Rate



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.

MASCO LEADERSHIP PROFILE

BUILD GREAT TEAMS & ORGANIZATIONS

*Do It in a Way that People
Follow You*

EXECUTE WITH URGENCY

*Use the Masco Operating
System to Drive Results*

CREATE WINNING STRATEGIES

*Balance the Short- and
the Long-Term*

GET OUTSIDE YOUR COMFORT ZONE

Drive Change

Building a Pipeline of Great Masco Leaders

Knowing that our long-term success is fundamentally tied to our ability to build and sustain a pipeline of great leaders, we use our Leadership Profile to define the capabilities and attributes that, above and beyond our values, guide our leadership assessment, selection and development approaches and decisions. Across the enterprise, we leverage this framework to identify individuals' key strengths and opportunities for improvement and build a pipeline of strong leaders.

To further ensure we have a sustainable pipeline of strong leaders throughout the enterprise, we have a robust process to support our businesses with proactive talent and succession planning.

Enabling High Performance and Continuous Development

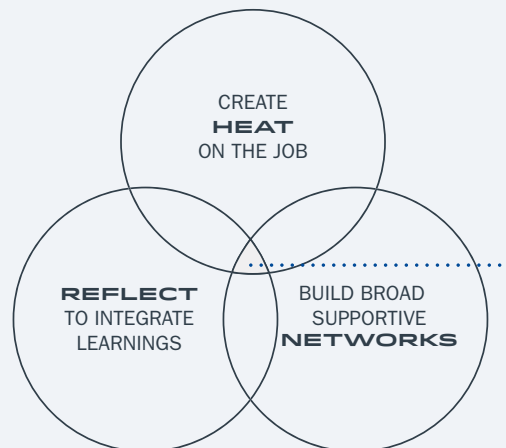
At Masco, we know that creating and sustaining a culture of high performance that allows everyone to reach their full potential requires all of us, each day, to support and challenge each other to get better.

Our team leaders, managers and executives play important roles in modeling a continuous learning culture by participating in experiences centered around public learning and building trust.

The following processes and experiences are examples of how we enable a culture of high performance:

- Agile talent management, an annual framework to ensure goal alignment, regular feedback, coaching and reflection
- On-the-job learning opportunities, including temporary “heat” assignments and intentional internal talent movement
- Advanced learning workshops for executives, top talent and leaders with potential

OUR DEVELOPMENT MODEL

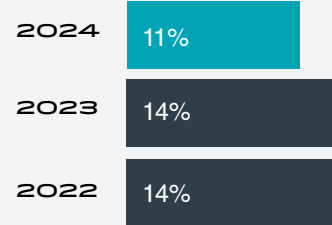


OUR GROWTH “SWEET SPOT”

*The more all of us put these
practices to work, the faster
we get better together*



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.

Recruitment & Selection Practices

As an organization, we strive to follow best-in-class recruiting practices to attract top talent to our businesses. We leverage various tools to continuously improve our practices and widen our reach to different candidate pools. Some of these strategies include:

- Priming decision-makers to leverage success profiles and compare candidates to aligned criteria to ensure decisions are fact- and merit-based
- Enabling best practices in interviewing and candidate debriefing
- Leveraging strategic partnerships to deepen our candidate pools
- Enabling the use of data and insights to understand areas of opportunity within our selection practices



PHYSICAL, EMOTIONAL, AND FINANCIAL HEALTH



Benefits Programs

Below are programs offered to our U.S.-based employees:

- Competitive pay with regular pay increases
- Bonus based on Company and individual performance*
- Paid time off for rest and life events, including parental leave
- Broad set of health plan options, with comprehensive coverage and support tools; specialized second opinion support
- Life, disability and voluntary income protection
- 401(k) savings plan with match* and profit sharing*
- Career opportunities across business units
- Leader and individual development opportunities
- Tuition reimbursement*
- 1:1 Matching Gift Program for eligible charitable donations
- Community volunteer opportunities
- Employee product discount program



We also provide a comprehensive set of mental health support tools, including:

- Video therapy visits
- In-person counseling and resources
- Digital mental health support

* Specific eligibility may depend on business unit, location and/or position.

Across the population of employees utilizing Company-sponsored benefits, we saw the following increases versus 2023:



Physical Health:

- Members who had a primary care visit
- Adult members who received an annual physical
- Preventive screening rates



Emotional Health:

- One-on-one therapy utilization
- Use of new texting capabilities focused on supporting mental health
- Overall program utilization



Financial Health:

- Individual 401(k) savings and participation rates
- Employee interactions with financial resources

Providing Competitive Total Rewards

We seek to make compensation decisions that are fair, equitable and understood by employees. Our compensation program seeks to pay our employees fairly, balancing factors such as:

- Internal equity for employees in similar roles at similar levels
- External competitiveness
- Strong links between pay and performance
- Critical skills and capabilities to support business strategies

Our approach to equal pay strives to be comprehensive, including reviewing policies and practices, analyzing equal pay analysis to understand controlled and uncontrolled pay gaps, determining an action plan at an individual employee level or policy level, and driving lasting change.

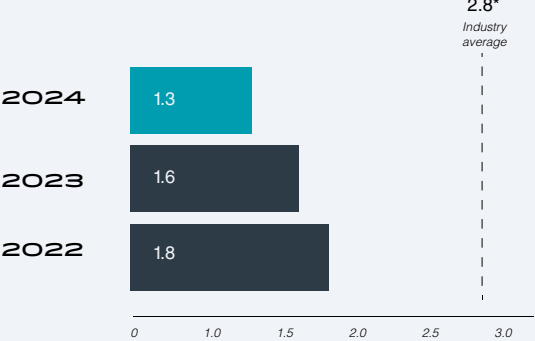


Employee Safety

The safety of our employees is integral to our Company. 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 year-over-year.

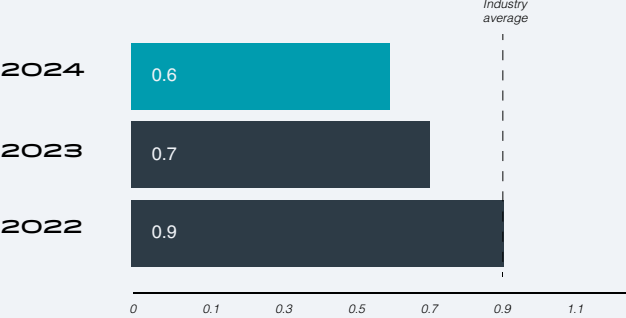
We train, promote, consult and communicate with our workforce in this process, allowing us to maintain a safety performance better than industry average. Additionally, we have had no work-related fatalities in the last three years.

INCIDENT RATE



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

LOST DAY FREQUENCY RATE



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



SUSTAINABLE COMMUNITIES

CORPORATE GIVING

We partner with organizations that are as driven as we are to support the growth of our communities. Though the location of our headquarters in southeast Michigan has put the city of Detroit at the heart of our charitable ambitions, Masco leverages the geographic range of our business units to expand our reach from coast to coast. Our support to the community includes corporate grants, matching donations, in-kind product donations and employee volunteers.

2024 GIVING AT A GLANCE

\$7
MILLION

*given in corporate and
business unit cash donations
across the U.S. and Canada*

\$350+
THOUSAND

*donated through our 1:1
Employee Matching Gift
Program, benefiting over
380 nonprofits*

\$890
THOUSAND

*donated through
in-kind products*

EMPOWERING EMPLOYEES TO GIVE BACK

We believe in empowering our employees to give back to the community. Through our Masco Cares programs, we offer the following to employees:

- Matching Gift Program, providing a dollar-for-dollar match to all employee personal donations to eligible 501(c)3 organizations, up to \$5,000 per year per employee and up to \$500,000 total enterprise wide
- Dollars for Doers Volunteer Grant Program, providing employees who volunteer 25 hours at a nonprofit with a \$250 grant to that organization, up to two times per year
- Volunteer Award, a quarterly, peer-nominated award which recognizes employees across the Company who go above and beyond to serve their communities by gifting \$5,000 to a nonprofit of their choice
- Volunteer Time Off, offering one paid day off per year for volunteer time (varies by business unit)





Behr Paint team members took advantage of Behr Cares hours by volunteering with Carry the Load Foundation, which held a National Day of Service to commemorate the anniversary of 9/11. Twenty Behr Paint employees volunteered to clean headstones and beautify the grounds at ten different military cemeteries throughout the U.S.



Delta Faucet Company held a collective day of service in which their employees across the U.S.—from the corporate office to manufacturing locations—volunteered with a variety of local organizations. The day of service even inspired remote employees, unable to attend in person, to find ways to give back.



Masco Corporation pledged \$250,000 to the American Red Cross' Disaster Responder Program to help ensure the organization is prepared to meet the needs of people affected by disasters big and small across the U.S.



Masco employees rolled up their sleeves to help beautify the grounds during MCHS Family of Services' "Big Give Back" event. MCHS is a child welfare agency providing foster care and adoption, transitional living, child abuse prevention and community wellness programs.

More information can be found in our Corporate Giving Report on www.masco.com.





GOVERNANCE



GOVERNANCE

Ethics and Compliance Program

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.

Masco's Ethics and Compliance Program, overseen by our Audit Committee and, at the executive-level, our Vice President, General Counsel and Secretary, supports our culture of integrity and consists of a number of elements designed to help our directors, officers and employees understand our commitment to ethical business practices and ensure our adherence to our Code of Ethics.

Our Code of Ethics

Our Code of Ethics requires that all Masco employees, officers and directors comply with our Company policies and procedures and follow the laws that apply where we do business. Training on our Code of Ethics is required by all new employees as part of our onboarding process. Salaried employees are required to complete training annually and provide certification of compliance. Our Code of Ethics is publicly available on our website at www.masco.com/about/corporategovernance/.

Our Policies

We have formal written policies that address bribery and corruption, antitrust and fair competition, conflicts of interest and gifts and entertainment, health and safety, financial reporting, insider trading, data privacy, discrimination and other areas of risk. We periodically train our employees on these and other governance topics, including cybersecurity.

Reporting

Our employees are encouraged to report activity they believe to be illegal or unethical. We have communicated through our Code of Ethics and through our training program how our employees can report concerns. We provide multiple ways that employees can report concerns, including through our Ethics Hotline, which provides a confidential reporting option and an anonymous reporting option where permitted by law. We will not retaliate against anyone who makes a good faith report about a violation of the Code or other illegal or unethical conduct.

RISK MANAGEMENT

Board Oversight

Each year our Board holds a strategy session in which management and our directors discuss how we are executing our current strategic objectives and developing our long-term strategy. Our Board's recent strategy session included discussions regarding the areas of focus to deliver our long-term value creation goals and the growth strategy and growth initiatives of our largest business units, which included discussions with the General Managers of those businesses. The session also included a discussion with a housing and building products market expert to provide our directors with an external perspective of us, our industry and macroeconomic factors that may impact us.

We have a formal Enterprise Risk Management process to anticipate and manage corporate risk and, where possible, to convert potential risks into business opportunities. This process is supported by risk mitigation activities with ownership and action plans, allowing us to better manage potential risks. Our Board performs an annual review and discussion of a comprehensive analysis prepared by management on material financial, operational, legal, regulatory, ethics and compliance risks facing the Company and related mitigating activities.

In accordance with our Corporate Governance Guidelines, our Board oversees our environmental, social, and governance (ESG) enterprise strategy and risks. 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. In addition, our Board reviews and discusses with management this Corporate Sustainability Report prior to its publication.

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. Masco complies with applicable domestic and international data protection legal requirements, including US state privacy laws and the EU General Data Protection Regulations (GDPR).

Our Director, Enterprise Security is responsible for the day-to-day oversight and management of cybersecurity and ensuring that the enterprise security program achieves the appropriate risk-based security posture. Our Board oversees cybersecurity risk and receives periodic updates during the year about how management is addressing cybersecurity risks throughout the enterprise and ensuring compliance. Additionally, our Director, Data Analytics and Privacy is responsible for overseeing data privacy policy and process creation, as well as operational compliance.

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.

Supplier Business Practices Policy

Our Supplier Business Practices Policy can be found under Supplier Business Practices on www.masco.com.

Human Rights Policy

Our Human Rights Policy can be found under the Sustainability/Social section on www.masco.com.

REPORTING

MATERIALITY

All of Masco's business units are wholly owned, directly or indirectly, except for Hansgrohe SE, and all are included in both this Corporate Sustainability Report (CSR) and financial reports. Masco is a majority owner of Hansgrohe SE.

Defining Report Content

This report outlines Masco's commitment to sustainability by addressing key issues identified through periodic internal materiality assessments and stakeholder engagements. It highlights our efforts in reducing environmental impact, promoting social responsibility, and ensuring robust governance practices. The report also details our sustainability goals and achievements, supported by relevant data and visualizations.

Material Aspects and Boundaries

Following is a list of topics Masco identified in the process of defining its CSR content, organized to align with the categories of the Global Reporting Initiative and other standards:

- **Corporate:** Ethics and Integrity, Governance Structure, Brands, Products and Services, Markets Served, Facilities, Countries of Operation, Workforce, Collective Bargaining, Supply Chain, Stakeholder Engagement, Data Protection
- **Economic:** Economic Performance, Revenue from Sustainable Products, Innovation
- **Environmental:** Energy, Water, Emissions, Waste
- **Social:** Leadership & Employee Engagement, Local Communities, Occupational Health and Safety, Training and Education, Employment, Non-Discrimination, Child Labor, Forced or Compulsory Labor, Freedom of Association

Except where otherwise noted, this report provides a summary of the sustainability performance and practices of Masco and its consolidated operating businesses as of December 31, 2024.

While included in this report, Hansgrohe Group has also produced its own Sustainability Report covering its facilities. The most recent Hansgrohe Sustainability Report is available in English (www.hansgrohe.com) and German (www.hansgrohe.de).

Significant Changes

This report includes no significant or material changes from prior reports.



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.

REPORTING PROFILE

Reporting Period

Except as otherwise noted, this Corporate Sustainability Report focuses on Masco's corporate governance, reporting approach, and economic, social and environmental performance during 2024.

External Assurance

External report assurance was not sought for this report.

Date of Previous Report

Our most recent Corporate Sustainability Report was for 2023.

Reporting Cycle

This report is planned to be published at least biennially.

Report Contact

Masco encourages feedback on its Corporate Sustainability Report. If you would like to comment on the report, please e-mail us at sustainabilityreport@mascohq.com. Additional information about Masco, our business units and brands is available on our website at www.masco.com and in our 2024 Annual Report, which is also available on our website.

STANDARDS TRACEABILITY

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (UNSDG), and the Task Force on Climate-related Financial Disclosures (TCFD). The following table shows the location of each disclosure and metric in this report:

CSR Section	Page #	TCFD Pillar	TCFD Disclosure	GRI Disclosure ID	GRI Disclosure	UNSD Goals	UNSDG Description	SASB Disclosure ID	SASB Disclosure
Ethics and Compliance Program	26			2-23	Policy commitments	16	Peace, justice, and strong institutions		
Board Structure	27	Board oversight	Board oversight of climate-related risks and opportunities	2-9	Governance structure and composition				
Board Oversight	28	Identification and assessment of risks	Organization's processes for identifying and assessing climate-related risks	2-23	Policy commitments				
External Initiatives	25								
Data Protection and Cybersecurity	19					16	Peace, justice, and strong institutions		
Profile	5			2-1	Organizational details				
Brands, Products and Markets	5			2-6	Activities, value chain and other business relationships				
Significant Changes	28			2-6	Activities, value chain and other business relationships				
Workforce	6			2-7	Employees	10	Reduced inequalities		
Collective Bargaining	6			2-30	Collective bargaining agreements	8	Decent work and economic growth		
Supply Chain	6			2-6	Activities, value chain and other business relationships	8	Decent work and economic growth		
Operations	6			2-1	Organizational details				
				2-6	Activities, value chain and otherw business relationships			CG-BF-000.B	Area of manufacturing facilities

CSR Section	Page #	TCFD Pillar	TCFD Disclosure	GRI Disclosure ID	GRI Disclosure	UNSD Goals	UNSDG Description	SASB Disclosure ID	SASB Disclosure
Core Financials	7			201-1	Direct economic value generated and distributed	8	Decent work and economic growth	CG-BF-000.A	Annual Production
Revenue from Sustainable Products	7			201-1	Direct economic value generated and distributed	8	Decent work and economic growth		
Vitality	8			201-1	Direct economic value generated and distributed	8	Decent work and economic growth		
Intellectual Property	8								
Carbon Intensity	12	Metrics used	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	305-4	GHG emissions intensity	7	Affordable and clean energy		
Energy Consumption	11			302-1	Energy consumption within the organization	7	Affordable and clean energy	CG-BF-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
Waste Intensity	14			306-2	Waste by type and disposal method	12	Responsible consumption and production		
Product Lifecycle Management	14							CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products
Water Use	13			303-3	Water withdrawal	6	Clean water and sanitation		
Water Use in Stressed Locations	13			303-5	Water consumption	6	Clean water and sanitation		
Water Risk Management	13			303-3	Water withdrawal				
Carbon Emissions	12	GHG emission risks	Scope 1, Scope 2, and, if appropriate, Scope greenhouse gas (GHG) emissions, and the related risks	305-1	Direct (Scope 1) GHG emissions				

CSR Section	Page #	TCFD Pillar	TCFD Disclosure	GRI Disclosure ID	GRI Disclosure	UNSD Goals	UNSDG Description	SASB Disclosure ID	SASB Disclosure
Executive Message	4			2-22	Statement on sustainable development strategy				
Entities	5			2-2	Entities included in the organization's sustainability reporting				
Defining Report Content	29			3-1	Process to determine material topics				
Material Aspects and Boundaries	29			3-2	List of material topics				
Significant Changes	29			2-4	Restatements of information				
Material Aspects and Boundaries	29			3-3	Management of material topics				
				3-3	Management of material topics				
Reporting Period	30			2-3	Reporting period, frequency and contact point				
External Assurance	30			2-5	External assurance				
Date of Previous Report	30								
Report Cycle	30			2-3	Reporting period, frequency and contact point				
Report Contact	30			2-3	Reporting period, frequency and contact point				
Groups	30			2-29	Approach to stakeholder engagement				
Approach	30			2-29	Approach to stakeholder engagement				
Standards Traceability	31				Requirement 7: Publish a GRI content index				
Managing Product Risk	15							CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products

CSR Section	Page #	TCFD Pillar	TCFD Disclosure	GRI Disclosure ID	GRI Disclosure	UNSD Goals	UNSDG Description	SASB Disclosure ID	SASB Disclosure
Managing Emerging Concerns	15								
Volunteerism	23					16	Peace, justice, and strong institutions		
Philanthropy	23			201-1	Direct economic value generated and distributed	8	Decent work and economic growth		
Employee Safety	22			403-9	Work-related injuries	8	Decent work and economic growth		
				403-6	Promotion of worker health	8	Decent work and economic growth		
Turnover	20			401-1	New employee hires and employee turnover	8	Decent work and economic growth		
Human Rights Policy	28			408-1	Operations and suppliers at significant risk for incidents of child labor				
				409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor				
Employee Experience	18			404-2	Programs for upgrading employee skills and transition assistance programs	4	Quality education		
	17					3	Good health and well-being		
	19					4	Quality education		
	20-21					8	Decent work and economic growth		

CAUTIONARY STATEMENTS

This report contains information about Masco Corporation (the Company) and certain of its operating subsidiaries and business units around the world. Statements regarding our future direction and intent represent goals and objectives only and are subject to change or withdrawal without notice. We disclaim any duty or obligation to update the statements or information contained in this report.

Any “forward-looking statement” is made only as of the date such information was originally prepared by the Company and is intended to fall within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of historical facts, may be forward-looking statements. Some of these statements can be identified by the use of terminology such as “believes,” “expects,” “anticipates,” “may,” “will,” “should,” “seeks,” “approximately,” “intends,” “projects,” “plans,” “estimates,” or the negative of these words and other comparable terminology. Readers should not place undue reliance on forward-looking statements, which speak only as of the date such statements were first made. Except to the extent required by law, the Company undertakes no obligation to update or revise its forward-looking statements. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those projected, anticipated, or implied. Although it is not possible to predict or identify all such risks and uncertainties, they include, but are not limited to, factors described in the Company’s most recent Form 10-K and subsequent Form 10-Qs and Form 8-Ks filed with the SEC.

Except where noted, the information covered in this report highlights the Company’s performance and initiatives in fiscal year 2024. All calculations and statistics are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. As we continue to improve our sustainability reporting, we note that it may be necessary to restate certain data in our report. The goals and objectives included in this report do not represent commitments, promises or guarantees. This report has not been externally assured or verified by an independent third party. The inclusion of information or the absence of information in this report should not be construed to represent the Company’s belief regarding the materiality or financial impact of that information. For a discussion of information that is material to the Company, please see the Company’s filings with the SEC, including its most recent Form 10-K and subsequent Form 10-Qs and Form 8-Ks.

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