



2025

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 products enhance the way consumers all over the world experience and enjoy their living spaces.

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

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. This segment also includes decorative cabinet and door hardware and functional hardware.



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.

Approximate Percent of 2025 Revenue from Sustainable Products by Segment

(Based on company estimates)

40%

Plumbing
Products

80%

Decorative Architectural
Products

50%

Masco
Total

2025 Innovation spotlights

Delta VersaCurl™

The VersaCurl™ Detangling Shower Tool is thoughtfully designed to help detangle and rinse hair types from 3A to 4C—making wash day easier for all curl types. With three interchangeable brush inserts, two spray settings and a pause feature, the tool helps prevent breakage and provides gentler detangling to help reduce scalp soreness caused by hair pulling, while still deeply rinsing away product and build up.

Delta Clarifi™ Tankless Under Sink Water Filtration Systems

Tested and certified for reliable, easy-to-use in-home water filtration, the Delta® Clarifi™ Tankless Under Sink 6-Stage Reverse Osmosis System is certified to filter out more than 90 contaminants from your drinking water. This best-in-class system uses six filtration stages to reduce chlorine, chloramine, microplastics, PFAS, lead, arsenic, heavy metals, chemicals, nitrates, pharmaceuticals, and more.

The Clarifi™ Tankless System saves over 60% of under-sink space compared to tanked systems with its sleek design and 6-1/4-inch width. Designed for easy DIY maintenance, the carbon and RO filters and optional remineralizer cartridge have a two-year lifespan so you can quickly and easily replace them at the same time, and it takes less than a minute to replace each filter.

And, the system provides a more sustainable alternative to single-use, plastic water bottles, saving up to 10,000 bottles per 2-year filter life.

Hansgrohe ShowerSphere

The AXOR® ShowerSphere™ showerhead is a model of water efficiency. By utilizing Flexpower technology—a system of elastic nozzles that adapt to different levels of water flow and pressure to optimize spray performance and increase water efficiency—AXOR® ShowerSphere™ showerhead sets a new standard in luxurious feel, while significantly reducing water usage.

Spray modes include a standard Rain setting and gentle, cocooning PowderRain mode for 2-jet variations. The entire program is available in standard and low-volume flow rates.

BEHR Debuts Plant-Based Interior Paint & Primer

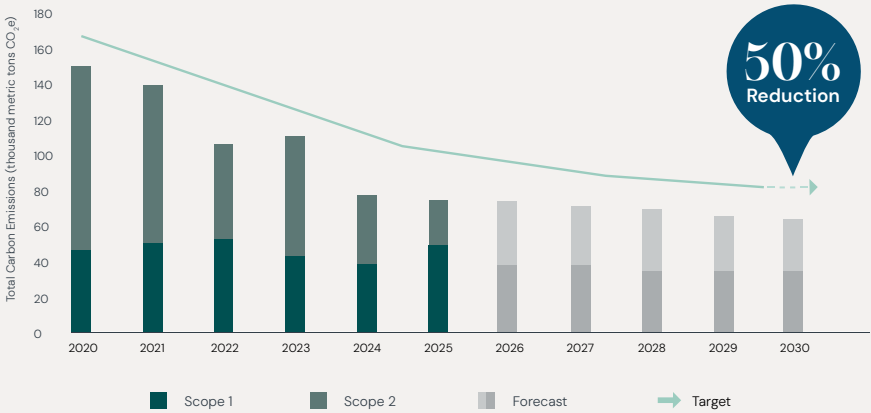
BEHR PREMIUM PLUS® ECOMIX® is an innovative paint and primer using plant-based ingredients highlighting sustainability and performance as top priorities. It delivers the same longlasting, durable finish as BEHR PREMIUM PLUS® Interior Paint & Primer, resists mildew and stains, and proudly holds the USDA Certified Biobased label. Plus, it's UL GREENGUARD™ GOLD certified for low chemical emissions that contribute to cleaner air for a healthier indoor environment.

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.

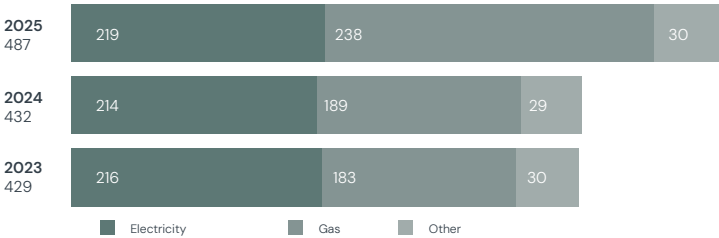
Aligned to one of our core values – continuous improvement – we are focused on increasing resiliency in our operations, reducing costs and meeting our customers’ expectations. We continue to make progress on reducing our scope 1 and 2 absolute greenhouse emissions and assess ongoing opportunities and challenges related to procuring renewable energy.

Market-based GHG Emission Reduction From 2020 base year



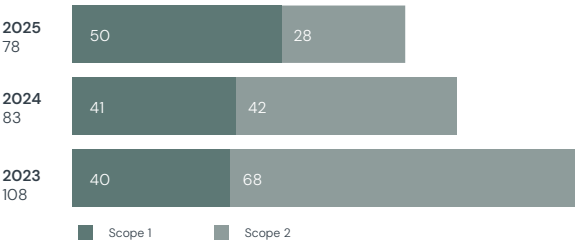
Total Energy Consumption

Million kWh



Market-Based Total Carbon Emissions

Thousand metric tons CO₂e



Market-Based Carbon Intensity

Metric tons per net sales USD, (x10⁻⁹)



Total Water Use

Million cubic meters



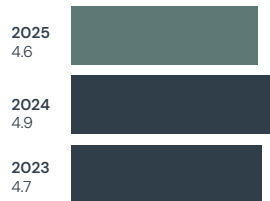
Absolute Waste

Thousand metric tons



Waste Intensity

Metric tons per net sales USD, (x10⁻⁶)



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.

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.



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 feel included, are treated with dignity and respect, and where they can reach their fullest potential and contribute to our future success.

Survey Participation Rate

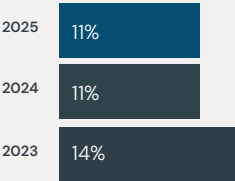


2025 data includes a total of 10,641 responses. One international-based business did not participate. Data includes all pay rate types.

Retaining Top Talent

We remain focused on understanding and retaining our talent. Our average 2025 U.S. workforce tenure was 10.4 years, with our salaried workforce averaging 11.4 years and our hourly workforce averaging 9.9 years of tenure.

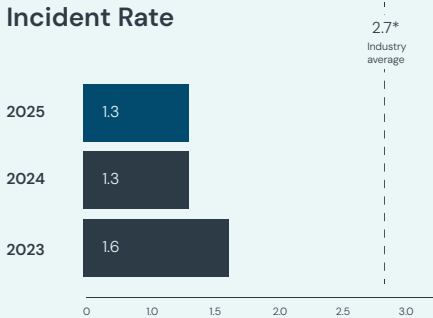
U.S. Voluntary Turnover



Health and Safety

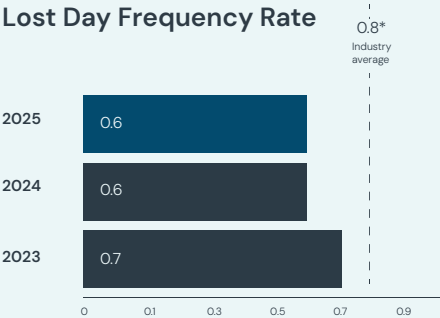
The safety of our employees is integral to our Company and is handled responsibly and quickly. We encourage a high standard of safety in the workplace, and we identify, assess, and investigate incident and injury data centrally, each year setting a goal to improve key safety performance indicators by at least 10 percent year-over-year.

Incident Rate



*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2024.

Lost Day Frequency Rate



*The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2024.

Community Outreach

We partner with organizations that are as driven as we are to support the growth of our communities, encourage and enable equity or provide safe, affordable housing for all families. Though the location of our headquarters in southeast Michigan has put the city of Detroit at the heart of our community efforts, Masco leverages the geographic range of our business units to expand our reach.

2025 Grants at a Glance

\$6M+

invested in nonprofit partners

\$330K+

donated through our 1:1 Employee Matching Gift Program, benefiting over 400 nonprofits

\$560K

given through in-kind products

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, Supplier Business Practices Policy, and Human Rights Policy 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. 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, Cybersecurity 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 our cybersecurity risk and is responsible for ensuring that management has processes in place designed to identify and assess cybersecurity risks to which we are exposed, implement the appropriate protections to address such risks, identify cybersecurity threats, and respond to and resolve cybersecurity incidents. 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.

Stakeholder Engagement

Groups

Our stakeholder groups include the following:

(Figures as of December 31, 2025)

- **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 2025 net sales.
- **Employees:** Masco and its business units had approximately 18,000 employees in about 52 countries, 45 percent of whom worked in the United States.
- **Communities:** Masco's principal North American facilities consist of 32 manufacturing facilities and 23 distribution and warehouse facilities, and its principal facilities outside North America consist of 12 manufacturing facilities and 16 distribution and warehouse facilities.
- **Shareholders:** Masco is a publicly traded company and had approximately 2,200 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 sustainability considerations into our business model. Through internal materiality assessments and stakeholder engagement, we identify and prioritize key sustainability 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
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on www.masco.com

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