2025 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 consumers trust, demonstrating strong financial responsibility to serve those who invest in our Company, maintaining our reputation as an employer of choice in a dynamic job market, acting with integrity, and being a catalyst for good in the neighborhoods in which we operate. With these principles guiding our vision, Masco is poised to deliver better living possibilities for generations to come.

Executive Message



As I complete my first full year as President and Chief Executive Officer, I have had the opportunity to meet with employees, customers, shareholders and other important stakeholders across our business. These conversations have reinforced the dedication of our people, my confidence in the strength of our brands, and the important role we play in helping consumers improve their living spaces.

Throughout 2025, we continued to build on the strength of our portfolio, guided by an ongoing commitment to operational excellence, continuous improvement and responsible business practices that support long-term value creation.

Innovation remains central to our consumer-driven growth strategy. Approximately 25% of our 2025 sales came from products introduced in the last three years, reflecting our ability to bring meaningful innovation to market. Importantly, we are embedding our commitment to responsible business practices into our innovation processes, developing products which help consumers conserve resources, improve efficiency, and enhance everyday experiences. Recent product launches, such as AXOR® ShowerSphere™, which incorporates advanced technology designed to reduce water consumption, and BEHR PREMIUM PLUS® ECOMIX™, a plant-based paint and primer which offers the same durability as traditional interior paint, demonstrate this commitment in action. Notably, sustainable products drove approximately 50% of Masco's revenue in 2025, signaling positive consumer response to these products within our portfolio.

Additionally, in 2025, we enhanced our environmental data collection and reporting processes through the implementation of our Inventory Management Plan for GHG emissions and additional emissions-measurement improvements. These efforts support informed decision-making across the enterprise.

Our people remain the foundation of our success. We are committed to fostering an environment where employees feel supported, engaged and empowered to do their best work through investments in health and wellness, leadership development and overall workplace experience. Safety remains the cornerstone of our operations, helping us achieve safety performance that exceeds industry averages.

As we look ahead, I am encouraged by the opportunities before us and the capabilities we have built and are continuing to build across our business. By innovating, operating responsibly and investing in our people, we are positioning Masco to deliver sustainable growth and better living possibilities for consumers, customers, communities and shareholders.



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.





Our Segments

(As of January 1, 2026)

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.

Portfolio Changes

We had no significant changes to our portfolio of companies in 2025.

Our Operating Model

Masco operates through a largely decentralized business model that empowers our business units with consumer-focused decision-making and leverages the scale of the enterprise to enable agility. 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.

BEHR Paint Company · BrassCraft Manufacturing Company · Bristan Group · Delta Faucet Company · Hansgrohe Group AXOR · hansgrohe · Masco · Mercury Plastics · Watkins Wellness Feel good. Live well.

Operations

In 2025, we operated 83 principal properties worldwide. We had significant operations in North America, Europe and China. Most of our facilities range from warehouse and distribution buildings (23 in North America and 16 internationally) to complex manufacturing facilities (32 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 is a headquarters for most of our foreign operations.



Supply Chain

We partner with a global supply base to manufacture and distribute products to our customers and channel partners. In 2025, 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, which has been in place since 2007, is updated as appropriate to support our changing business needs and changing regulations.

Founded in:

1929

NYSE ticker:

MAS

Headquarters:

USA

Livonia, Michigan

Employees:

~18K

North American manufacturing facilities:

32

International manufacturing facilities:

12

Workforce

In 2025, Masco employed approximately 18,000 employees in about 52 countries. Of these employees, approximately 45 percent worked in the United States.

Collective Bargaining

In 2025, approximately 22 percent of our global workforce was covered by a collective bargaining agreement. However, in the United States, no employees were covered by such agreements.

Performance

Core Financials

Masco's net sales for 2025 were approximately $7.6 billion. Information about our financial performance can be found in our Annual Report (which includes our Form 10-K), available at investor.masco.com.

2025 Net Sales

$7.6B

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 Sustainable Product Highlights



Paints that meet the GREENGUARD™ certification for low chemical emissions, MPI® Green Performance® Standard for low chemical emissions or the USDA Certified Biobased label*



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 extend the life of the water in the spa, enhancing water conservation

*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 2025 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 2025, approximately 550 patents and 195 trademark registrations were granted to Masco worldwide. The total number of patent and trademark applications that we filed during 2025 was approximately 645 patents and 170 trademarks. Foreign grants and filings accounted for 77 percent and 68 percent, respectively, of the total grants and filings.

Your Curl, Your Way

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.





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.

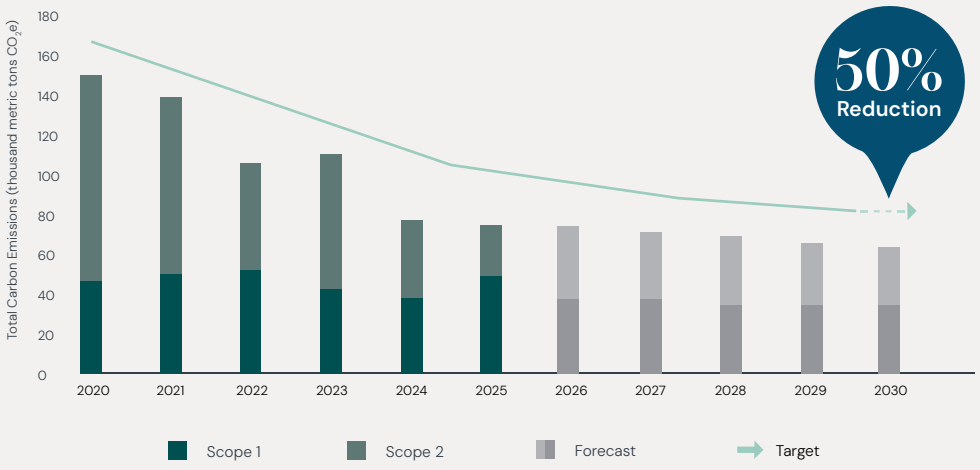
Through regular compliance audits conducted by our environmental professionals at our facilities across the globe, we seek to continuously drive efficiency. Our Company-wide environmental reporting system enables us to gather, track, and report information to our stakeholders.



Journey to 2030: Continued Progress

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 related to procuring renewable energy. During the 2025 reporting year, Masco implemented several process improvements to our data collection quality and calculation maturity, including an Emissions Factor standardization process. In accordance with the GHG Protocol Corporate Accounting and Reporting Standards and the Masco Inventory Management Plan, these improvements, along with recent portfolio changes, triggered a re-baseline of Masco's 2020 base year for carbon emissions reporting as shown below. Emission Factor sources can now be found in the footnotes on page 10.

Market-Based GHG Emission Reduction from 2020 Base Year



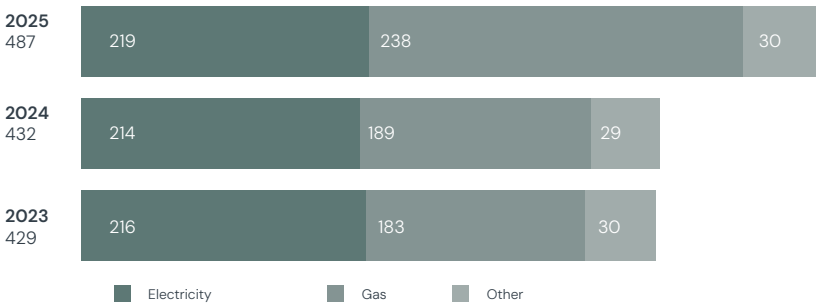
Energy

Energy Consumption

Our total energy consumption reported in 2025 was approximately 487 million kilowatt hours. Of that, about 45 percent was electricity; 49 percent was natural gas; and the remaining six 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.



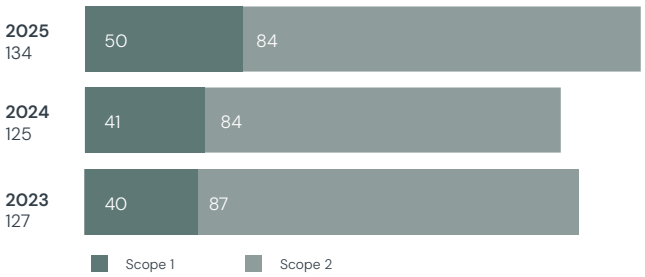
Emissions

Carbon Emissions

In 2025, Masco's absolute scope 1 and scope 2 (market-based) carbon emissions totaled about 78,000 metric tons of CO_2e. We report on our carbon emissions in detail through the CDP.

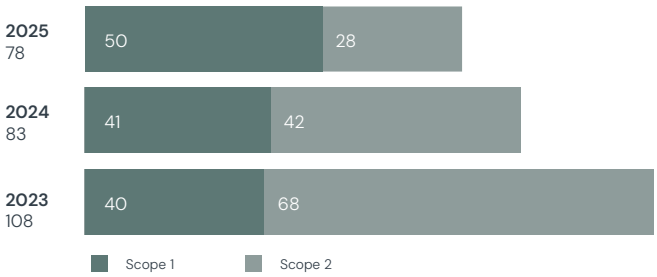
Location-Based Total Carbon Emissions

Thousand metric tons CO_2e



Market-Based Total Carbon Emissions

Thousand metric tons CO_2e



Boundary note: Scope 1 and 2 emissions include consumption of electricity, natural gas, propane and heating fuel (oil), as well as fuel use (gasoline, diesel and propane). Scope 1 does not include use of refrigerants or process emissions. Emission Factors are sourced from EPA Egrid (2023) and International Energy Agency (IEA) (2023) for location, with residual emission factors from Green-e (EPA) (2023) and Association of Issuing Bodies (AIB) (2024). Emissions are calculated based on 97% primary data, with 3% from estimation. Portfolio changes (e.g., acquisitions or divestitures) which occurred during this time may impact the inventory boundary.

CO_2e Intensity

We define our CO_2e intensity as metric tons of CO_2e per unit of net sales in U.S. dollars. In computing CO_2e, 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).

Market-Based Carbon Intensity

Metric tons per net sales USD, ($x10^{-5}$)



Net sales, as the intensity denominator, is as reported in our Annual Report on Form 10-K for the year ended December 31, 2025.



Water

Water Use

In 2025, 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 2025, 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.

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.

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 percent 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.

More Comfort, Less Water

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.



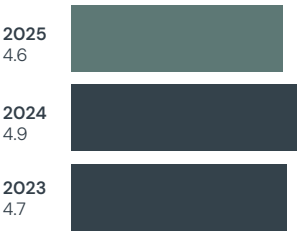
Waste

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

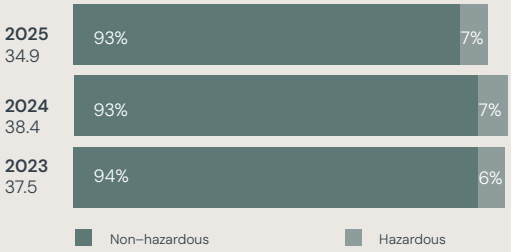
Metric tons per net sales USD, ($x10^{-6}$)



Net sales, as the intensity denominator, are as reported in our Annual Report on Form 10-K for the year ended December 31, 2025.

Absolute Waste

Thousand metric tons



Absolute waste data includes principal properties that were active as of the end of this reporting year. Reductions in absolute waste data are due in part to product variations [and changes in the portfolio].

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.



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 6-¼-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.

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.

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.





Social

Employee Well-Being

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 feel included, are treated with dignity and respect, and where they can reach their fullest potential and 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. We have formal mechanisms in place to promote an open feedback culture. Our companies seek employees' input through various channels, including:

- Regular town hall meetings
- Quarterly open forums
- Cross-business unit learning and best practice forums
- Feedback tools
- 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. 2025 highlights across the enterprise population include:

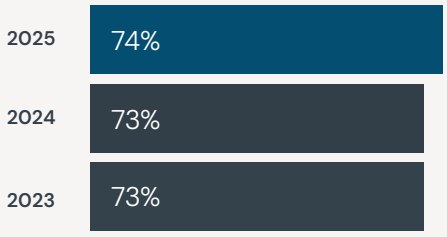
- 89 percent participation rate, up from 88 percent in 2024
- 74 percent reported as actively engaged in 2025, driven by employees feeling they belong in the organization and that it is a place where they can succeed, as well as believing in the future of the Company

Employee Survey Data

Survey Participation Rate



Employees Self-Reporting as Actively Engaged



2025 data includes approximately 10,000 responses. Some international-based businesses did not participate. Data includes all pay rate types.

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.

Masco Leadership Profile

Build Great Teams & Organizations	Execute with Urgency	Create Winning Strategies	Get Outside Your Comfort Zone
Do It in a Way that People Follow You	Use the Masco Operating System to Drive Results	Balance the Short- and the Long-Term	Drive Change

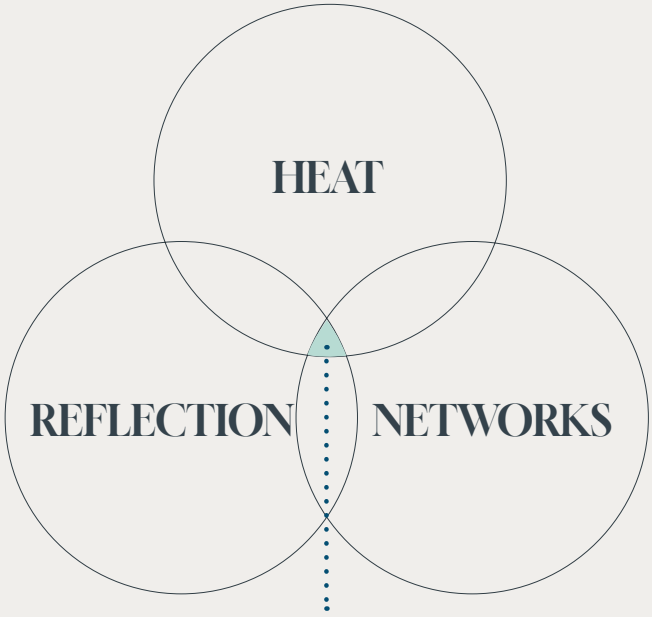
Enabling High Performance and Continuous Development

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.

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

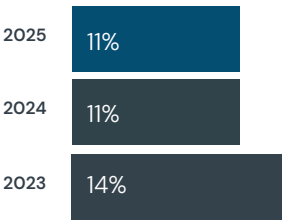


Our Growth "Sweet Spot"
When we combine these practices, we get better faster

Retaining Our 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







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:

- Enabling 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

Benefit 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 an array of tools and resources for additional support
- Life, disability, and voluntary income protection
- 401(k) savings plan with match* and profit sharing*
- Tuition reimbursement*
- Employee product discount program

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

- Virtual therapy visits
- In-person therapy and resources
- Digital mental health coaching and support

And, we support our employees' involvement in the communities where they live and work:

- 1:1 Matching Gift Program for eligible charitable donations*
- Community volunteer opportunities
- Paid time off for volunteer work*

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



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

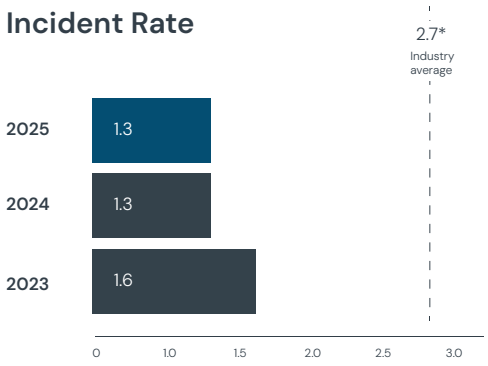
Our approach to equal pay strives to be comprehensive, including reviewing policies and practices, analyzing equal pay to understand controlled and uncontrolled pay gaps, determining an action plan at an individual employee level or policy level, and driving lasting change.



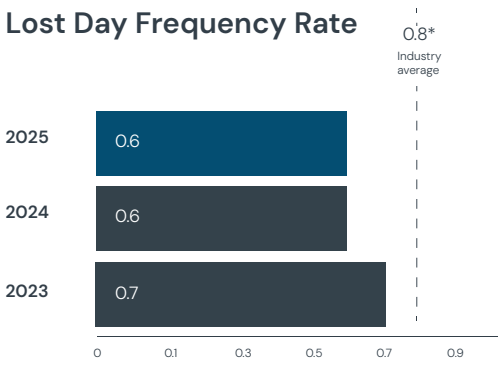
Employee Safety

The safety of our employees is integral to our Company 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.

We regularly 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.



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



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

Sustainable Communities

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.



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)

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



Masco Month of Service

In September 2025, Masco held its first-ever Masco Month of Service to inspire teams to make a collective, positive impact in the communities where we live, work, and do business. Both within our workplaces and out in our neighborhoods, employees across the enterprise rose to the challenge and found creative volunteer opportunities to deliver better living possibilities to nonprofit partners big and small.



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 employees, officers, and directors understand our commitment to ethical business practices and ensure 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 masco.com/sustainability/corporate-governance/.

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. 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 our growth strategy and growth initiatives, which included discussions with the General Managers of our largest businesses, our portfolio management strategy, and our capital allocation strategy. The session also included a discussion with an investment banking firm to provide our directors with an external perspective of us, investor perceptions, and macroeconomic factors that may impact us. To inform the strategy session, our Board held a discussion with a housing and building products market expert that focused on the current state of and outlook for the repair and remodeling market.

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 enterprise strategy and risks. Our Board and its Committees receive regular updates on our initiatives, focus areas, and activities related to this area. Our Board also 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. 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, 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.

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 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, Risk Management
- **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, 2025.

While included in this report, Hansgrohe 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

The Company restated its 2024 total energy consumption from 388 million kWh to 432 million kWh to correct a unit error identified in the data collection process, resulting in corresponding updates to 2024 carbon emissions.

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.

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 2025.

External Assurance

External report assurance was not sought for this report.

Date of Previous Report

Our most recent Corporate Sustainability Report was for 2024.

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 2025 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
Executive Message	2			2-22	Statement on sustainable development strategy				
Entities	4			2-2	Entities included in the organization's sustainability reporting				
Defining Report Content	26			3-1	Process to determine material topics				
Material Aspects and Boundaries	26			3-2	List of material topics				
Significant Changes	26			2-4	Restatements of information				
Material Aspects and Boundaries	27			3-3	Management of material topics				
				3-3	Management of material topics				
Reporting Period	27			2-3	Reporting period, frequency and contact point				
External Assurance	27			2-5	External assurance				
Date of Previous Report	27								
Report Cycle	27			2-3	Reporting period, frequency and contact point				
Report Contact	27			2-3	Reporting period, frequency and contact point				
Groups	27			2-29	Approach to stakeholder engagement				
Approach	27			2-29	Approach to stakeholder engagement				
Standards Traceability	28				Requirement 7: Publish a GRI content index				
Managing Product Risk	13							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	13								
Volunteerism	21					16	Peace, justice, and strong institutions		
Philanthropy	21			201-1	Direct economic value generated and distributed	8	Decent work and economic growth		
Employee Safety	20			403-9	Work-related injuries	8	Decent work and economic growth		
				403-6	Promotion of worker health	8	Decent work and economic growth		
Turnover	18			401-1	New employee hires and employee turnover	8	Decent work and economic growth		
Human Rights Policy	24			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	16			404-2	Programs for upgrading employee skills and transition assistance programs	4	Quality education		
	19					3	Good health and well-being		
	19					4	Quality education		
	19					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 2025. 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.

This report may contain links to other internet sites or references to third parties. Such links or references are not incorporated by reference to this report and we can provide no assurance as to their accuracy. The use or inclusion of the information is also not intended to represent endorsements of any products or services.

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