

WHISTLEBLOWER POLICY AND PROCEDURES

MasterBrand, Inc. (together with its subsidiaries and affiliates, the “**Company**”) is committed to conducting business in accordance with the highest ethical standards and complying with all applicable securities laws and regulations, accounting standards, accounting controls and audit practices. In that regard, the Audit Committee of the Board of Directors of the Company is establishing procedures (these “**Procedures**”) on behalf of the Company for (i) the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters or possible violations of the federal securities laws, and (ii) the confidential, anonymous submission by associates of the Company of concerns regarding questionable accounting or auditing matters, as that term is used in these Procedures, or possible violations of the federal securities laws. The Audit Committee also wants to ensure that any associate wishing to submit a report of the type contemplated in these Procedures shall be free to do so without fear of dismissal or retaliation.

As used in these Procedures, the term “**questionable accounting or auditing matters**” includes, without limitation, (i) fraud, deliberate error or misrepresentation in the preparation, evaluation, review or audit of any financial statement of the Company, (ii) fraud, deliberate error or misrepresentation in the recording and maintaining of financial records of the Company, deficiencies in or noncompliance with the Company’s internal accounting controls, misrepresentation or false statements to or by a senior officer or accountant regarding a matter contained in the Company’s financial records, financial reports or audit reports or (v) deviation from full and fair reporting of the Company’s financial condition.

1. General; Filing Reports. Any person may submit a good faith report of suspected questionable accounting or auditing matters, or possible violations of the federal securities laws related to the Company. Any such allegations may be based on first-hand, direct information, or on other information from any source that the reporting person reasonably believes to be credible. As described herein, any person wishing to make such a report may choose (i) the form of the report, (ii) the designated person to whom such report may be submitted and (iii) the manner in which the report may be submitted:

- Form of Report. A report of the type contemplated by these Procedures may be submitted orally or in writing, and may be submitted in person, by courier, or electronically (by telephone, voicemail or email) or by any other means reasonably likely to result in direct delivery of such report to a person designated under these Procedures to receive such a report.
- To Whom Submitted. A report may be submitted to the Company’s (i) legal department, (ii) compliance helpline, or (iii) Audit Committee (or its designee). The Company’s helpline can be accessed by telephone to report general compliance concerns and/or concerns regarding questionable accounting or auditing matters or possible violations of the federal securities laws affecting the Company. This third-party helpline can be accessed by telephone at 833-416-5415 (United States), 833-416-5416 (Canada), 800-681-6922 (Mexico) or through a web-based submission system at <http://masterbrand.ethicspoint.com>. International Toll-Free Dialing Instructions can be found at <http://masterbrand.ethicspoint.com>. The third-party helpline provider will route all reports regarding questionable accounting and auditing matters or possible violations of the federal securities laws directly to the

Chair of the Audit Committee. Concerns raised through the third-party helpline or web-based submission can be made anonymously.

These Procedures are designed to complement normal communication channels between supervisors and associates. Associates are encouraged to continue to raise appropriate matters with their supervisors, human resources or the legal department at any time. As an alternative, associates may submit information relating to misconduct in accordance with these Procedures.

- Manner of Submission. A report may be submitted by any of the means described above (i) in the name of the party submitting the report without any limitation, (ii) in the name of the party submitting the report with a request for confidential treatment or (iii) anonymously. A request for confidential treatment means that the name of the party submitting the report will be revealed only to the person to whom the report has been submitted, to the members of the Audit Committee and to such other persons as the party receiving the report and the Audit Committee reasonably determine is advisable in order to carry out an appropriate and adequate evaluation or investigation of the matters described in the report. If a report is made anonymously, it would be a violation of these Procedures and any other applicable Company policy for the protection of whistleblowers for any associate to seek to determine the identity of the party making the anonymous submission or, upon learning through any means the identity of the party making the anonymous submission, to divulge such information to any other party. Parties are cautioned that transmission of information by way of regular email systems typically reveals the identification of the sender, and that email services provided by the Company may be reviewed by Company personnel periodically to ensure compliance with the Company's applicable policies. As a result, submitting a report of the type contemplated by these Procedures by way of the Company's (or any other) regular email system may not be an effective means for submitting either a confidential or an anonymous report. In considering the manner of submitting any report under these Procedures, associates should also take into account the matters described under the heading "Notification of Others" under Paragraph 2.

2. Handling of Reports. The following steps shall be taken with respect to each report received:

- Preservation. Any person designated under these Procedures to receive a report and who receives a report in any written form (including by email) will take appropriate steps to ensure that a paper or electronic copy of the report is preserved, as the case may be. Any person designated to receive a report who receives a report by voicemail shall take appropriate steps to cause an accurate transcription to be made and to ensure that a paper copy of the transcription is preserved. Any person designated to receive a report who receives an oral report shall promptly prepare a reasonable summary of the report and shall take appropriate steps to ensure that a paper copy of the summary is preserved.
- Making Report Available to Audit Committee. Any person designated to receive a report under these Procedures who receives a report that appears not to have been submitted directly to the Audit Committee shall promptly make the report or a summary of the report prepared in accordance with these Procedures available to

the Audit Committee (or its designee). The report and/or summary shall be made available without commentary or preliminary investigation.

- Audit Committee Review. Upon receipt of a report of the type contemplated by these Procedures, the Audit Committee (or its designee) will be responsible for overseeing and directing the evaluation of the report. Such evaluation may be made independently of Company management if the Audit Committee so chooses under the circumstances. Any review and evaluation of such a report will include consideration of whether the matters described in the report pertain to questionable accounting and auditing matters or possible violations of the federal securities laws, the merits of the report and whether further review and/or investigation is warranted. The Audit Committee (or its designee) shall have the authority to utilize the services of any Company personnel or retain any third-party consultants and/or advisors it deems appropriate under the circumstances to assist in its evaluation. Any decision by the Audit Committee to review or investigate any matter brought to its attention as a result of these Procedures will not in any way be, or be deemed to be, a determination by the Audit Committee or the Company that any actions or inactions that are the subject of the report have, in fact, occurred or constitute questionable accounting and auditing matters or possible violations of the federal securities laws. The Audit Committee (or its designee) will maintain a log of all reports of the type contemplated by these Procedures that are submitted and the status of any such reports, and the Audit Committee will establish and maintain regular procedures to review (no less than quarterly) the status of reports received.
- Conduct of Investigations. If the Audit Committee (or its designee) determines that further review or investigation of the matters raised in a report would be appropriate under the circumstances, the Audit Committee (or its designee) will promptly notify those parties the Audit Committee deems appropriate, promptly have such a review or investigation undertaken and authorize the retention of any third-party consultants and/or advisors it deems appropriate. At the conclusion of such review and/or investigation, the Audit Committee will determine by majority vote what, if any, remedial action is appropriate. The Audit Committee will consult with and coordinate with the full Board of Directors as the Audit Committee deems appropriate. All officers, directors, associates and agents of the Company have an obligation to cooperate and comply with any review or investigation initiated by the Audit Committee pursuant to these Procedures.
- Notification of Others. At any time during a review and/or investigation of a report, the Chair of the Audit Committee may notify the Company's chief executive officer, chief financial officer, chief legal officer, or outside auditors of the receipt of a report and/or the progress or results of any review and/or investigation of the report and will provide such level of detail as may be necessary to allow for appropriate consideration by such parties of the Company's ongoing disclosure obligations, including with regard to any required officer certifications. The Audit Committee may also disclose the misconduct described in a report to the Securities and Exchange Commission (the "**SEC**") or other governmental authority as it deems appropriate.
- Response to Reporting Party. Upon receipt of a report, the party to whom the report has been submitted will, unless the report has been submitted anonymously, promptly acknowledge receipt of the report from the sender in writing.

3. Non-Retaliation. Neither the Company nor any officer, director, associate, contractor, subcontractor or agent of the Company will discharge, demote, suspend, threaten, harass or in any manner discriminate against any associate with regard to his or her employment (a) based upon any lawful action of that associate of the type contemplated by these Procedures, Section 806 or Section 1107 of the Sarbanes-Oxley Act of 2002 or Section 922(a) or Section 748 of the Dodd- Frank Wall Street Reform and Consumer Protection Act, (b) because the associate has provided information to, or assisted in an investigation by (i) supervisory personnel of the Company, (ii) any federal regulatory or law enforcement agency or (iii) any member or committee of the Congress, regarding the activities the associate reasonably believes are a violation of federal fraud laws or any rule or regulation of the SEC, or (c) because the associate filed, testified, participated in or otherwise assisted in a proceeding that has been filed or is about to be filed relating to alleged fraudulent activities or violations of SEC rules and regulations. The Company further hereby prohibits its officers, directors, associates, contractors, subcontractors and agents from taking any such retaliatory action. For the Company to implement this policy effectively, it is critical that all associates and other persons respond to and report any concerns of retaliatory behavior. If an associate or other person believes that he or she has been subject to retaliation because he or she has taken any of the actions referenced above, or an associate or other person is aware that any such retaliation may have been made against any other associate, the associate or other person should report such conduct to the persons designated to receive a report under these Procedures or to a member of the Company's Human Resources Department.

The Company will review promptly any complaint of retaliatory or other similar behavior. Complaints and investigations will be handled in a confidential manner, consistent with any corrective action that needs to be taken by the Company. Associates should note that they personally may be subject to criminal liability if they retaliate against a person because such person provided truthful information to law enforcement officials regarding the commission or possible commission of a federal offense.

4. Destruction of Documents. Associates should be mindful of the Company's document retention policy. If an associate receives a request concerning the alteration, concealment or destruction of a document that the associate believes is improper, the associate is entitled to and should contact his or her supervisor if appropriate or any of the other persons who are designated to receive reports under these Procedures.

5. Questions. Associates are strongly encouraged to raise concerns they may have regarding any suspected violations of the standards contained in these Procedures. If you have a question about any aspect of these Procedures, you may submit it directly or through an intermediary to the Company's chief legal officer. All such inquiries will be treated confidentially.

December 14, 2022