

Masco Corporation

Key Financial Data As Reported - Unaudited

Q1 - 2009 and 2008 (In Millions, Except Earnings Per Share and Working Capital Days)

Sales & Earnings	3/31/2009	3/31/2008	Change
Net Sales	\$ 1,819	\$ 2,450	-26%
Operating (Loss) Profit	\$ (7)	\$ 154	N/A
Operating (Loss) Profit % to Net Sales	-0.4%	6.3%	(670) bps
Other Income (Expense), Net	\$ (59)	\$ (84)	-30%
Income Tax	\$ 8	\$ 40	N/A
(Loss) Income from discontinued operations, net	\$ -	\$ (16)	N/A
Net Income Attributable to Noncontrolling Interest	\$ (7)	\$ (12)	-42%
Net (Loss) Income attributable to Masco Corporation	\$ (81)	\$ 2	N/A
Diluted EPS from Continuing Operations	\$ (0.23)	\$ 0.04	N/A

Operating Expenses	3/31/2009	3/31/2008	Change
Cost of Sales	\$ 1,403	\$ 1,820	-23%
Gross Margin	22.9%	25.7%	(280) bps
SG&A Expenses (Including GCE)	\$ 415	\$ 476	-13%
SG&A as a % of net sales	22.8%	19.4%	(340) bps
General Corporate Expense (GCE)	\$ 33	\$ 43	-23%
General Corp Expense as a % of net sales	1.8%	1.8%	- bps

Business Segments	3/31/2009	3/31/2008	Change
Cabinets and Related Products:			
Net Sales	\$ 395	\$ 596	-34%
Operating (Loss) Profit	\$ (28)	\$ 28	N/A
Operating Profit % to Net Sales	-7.1%	4.7%	(1,180) bps
Plumbing Products:			
Net Sales	\$ 606	\$ 821	-26%
Operating Profit	\$ 30	\$ 99	N/A
Operating Profit % to Net Sales	5.0%	12.1%	(710) bps
Installation and Other Services:			
Net Sales	\$ 317	\$ 486	-35%
Operating (Loss) Profit	\$ (36)	\$ (6)	N/A
Operating (Loss) Profit % to Net Sales	-11.4%	-1.2%	(1,020) bps
Decorative Architectural Products:			
Net Sales	\$ 386	\$ 379	2%
Operating Profit	\$ 75	\$ 74	N/A
Operating Profit % to Net Sales	19.4%	19.5%	(10) bps
Other Specialty Products:			
Net Sales	\$ 115	\$ 168	-32%
Operating (Loss) Profit	\$ (7)	\$ 8	N/A
Operating (Loss) Profit % to Net Sales	-6.1%	4.8%	(1,090) bps
Total Segment Reported:			
Net Sales	\$ 1,819	\$ 2,450	-26%
Operating Profit	\$ 34	\$ 203	N/A
Operating Profit % to Net Sales	1.9%	8.3%	(640) bps
Change in Key Retailer Sales	-11%	-10%	

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Business Regions	3/31/2009	3/31/2008	Change
North America			
Net Sales	\$ 1,434	\$ 1,893	-24%
Operating Profit	\$ 19	\$ 149	N/A
Operating Profit % to Net Sales	1.3%	7.9%	(660) bps
International, principally Europe			
Net Sales	\$ 385	\$ 557	-31%
Operating Profit	\$ 15	\$ 54	N/A
Operating Profit % to Net Sales	3.9%	9.7%	(580) bps

Working Capital	3/31/2009	3/31/2008	Change
Receivable Days	52	52	-
Inventory Days	50	51	(1)
Payable Days	46	44	2
Working Capital (Receivables+Inventory-Payables)	\$ 1,436	\$ 1,933	-26%
Working Capital as a % of Sales (As Reported TTM ¹)	16.0%	17.3%	130 bps

Other	3/31/2009	3/31/2008
Dividend Payments	\$ 85	\$ 84
Cash Paid for Share Repurchases ²	\$ 11	\$ 100
Common Shares Repurchased ²	2	5
CAPEX	\$ 27	\$ 43
Depreciation and Amortization	\$ 62	\$ 60
Return on Invested Capital (As Reported TTM)	-0.9%	8.5%
Return on Invested Capital (As Reconciled TTM)	3.7%	9.2%
Average diluted common shares outstanding	351	356
Average diluted common shares outstanding (April 1)	350	354
Effective Tax Rate (YTD)	-12%	57%

Debt Ratio	3/31/2009	12/31/2008
Long-term Debt	\$ 3,611	\$ 3,915
Notes Payable	\$ 369	\$ 71
Total Debt	\$ 3,980	\$ 3,986
Shareholders' Equity ³	\$ 2,866	\$ 2,981
Debt to Capital	58%	57%

¹ - Trailing Twelve Months.

² - Common shares were repurchased to offset the effect of stock award grants in the first quarter of 2009.

³ - Shareholders' Equity at 12/31/08 includes \$135 million related to the noncontrolling interest reclassification.