



MASCO

Masco Corporation 2007 ANNUAL REPORT

Building Solutions for Future Growth

About the Cover

Masco is building solutions for future growth through geographic expansion, new product innovation, further development of our Installation and Other Services segment and expansion with our retail, homebuilder and wholesale partners. Through the Environments For Living® program, which provides homeowners with energy efficient and environmentally friendly homes, we are able to capitalize on emerging trends in green building.

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FORWARD-LOOKING STATEMENTS

Our Annual Report to Shareholders contains statements reflecting our views about the Company's future performance. These statements are "forward-looking statements" under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from the results discussed in such forward-looking statements. For an explanation of various factors that may affect our performance, readers should refer to the "Risk Factors" section of our Annual Report on Form 10-K included herein, as well as the comment at the beginning of "Management's Discussion and Analysis of Financial Condition and Results of Operations" in that Report. The Company undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.

NON-GAAP DISCLOSURE

The Company believes that certain non-GAAP (Generally Accepted Accounting Principles) performance measures and ratios used in managing the business may provide users of this financial information with additional meaningful comparisons between current results and results in prior periods of ongoing operations. Non-GAAP performance measures and ratios should be viewed in addition to, and not as an alternative for, the Company's reported results under accounting principles generally accepted in the United States.

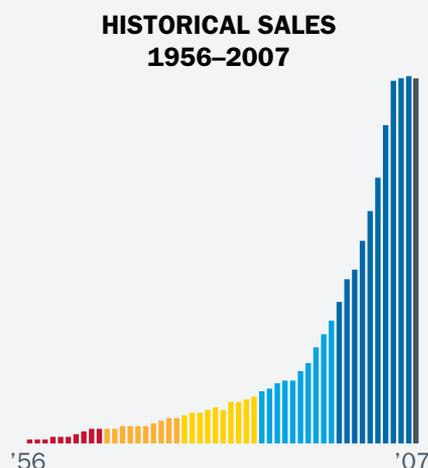
Financial Highlights

Dollars In Millions, Except Per Common Share Data

	51-Year Growth Rate	5-Year Growth Rate	2007 vs 2006	2007	2006	2002	1956
Net Sales	15%	7%	-7%	\$ 11,770	\$ 12,718	\$ 8,531	\$ 11
Operating Profit ^{1,2}	15%	-5%	-16%	\$ 959	\$ 1,140	\$ 1,211	\$ 1
Income from Continuing Operations ^{1,2,3}	14%	-8%	-17%	\$ 397	\$ 478	\$ 600	\$ 0
Income from Continuing Operations as a % of Net Sales ^{1,2,3}				3%	4%	7%	4%
Per Common Share Data:							
Income from Continuing Operations ^{1,2,3}	12%	-2%	-12%	\$ 1.06	\$ 1.20	\$ 1.17	\$ 0.00 ^{5/16}
Cash Dividends Paid	15%	11%	6%	\$ 0.91	\$ 0.86	\$ 0.54 ^{1/2}	\$ 0.00 ^{1/16}

Amounts exclude discontinued operations.

- 1 The year 2007 included non-cash impairment charges for goodwill and other intangible assets aggregating \$208 million after tax (\$227 million pre-tax).
- 2 The year 2006 included non-cash impairment charges for goodwill aggregating \$317 million after tax (\$317 million pre-tax) and income regarding litigation settlement of \$1 million after tax (\$1 million pre-tax).
- 3 The years 2007, 2006 and 2002 included non-cash impairment charges for financial investments aggregating \$14 million after tax (\$22 million pre-tax), \$66 million after tax (\$101 million pre-tax) and \$16 million after tax (\$24 million pre-tax), respectively.



To Our Shareholders:

During Masco's more than 75-year history, we have rarely witnessed more challenging times than the difficult economic environment we are currently experiencing. Companies throughout the new home construction and home improvement industries have been hit hard, including Masco. Even our repair and remodeling sales, which historically performed well during new home construction downturns, are lagging as consumers defer major remodeling of their kitchens and bathrooms.

Throughout the year, we continued to take actions to mitigate the impact of deteriorating economic conditions. We significantly reduced costs by divesting non-strategic businesses and consolidating plants and, over the past four years, have reduced the number of our operating units from 67 businesses in 2003 to 29 businesses currently. We continued to selectively invest capital in our businesses to maximize returns and, in the past 18 months, have lowered our headcount by 11,000 employees (22 percent of our North American workforce). We continued to introduce new products to build solutions for our customers. Even with these actions, our sales declined seven percent in 2007. In the past 51 years, this is only the second sales decline Masco has experienced.

These challenging times, however, have been the catalyst for further differentiating Masco from our competition. We believe that Masco's unique market strength is the combination of four key factors – our scale, customer service support, distribution and installation capabilities and leading brands – that continue to distance us from the competition, even in difficult times.

Masco's scale and broad product offerings are unmatched in the new home construction and home improvement markets. The breadth of our

brand portfolio positions us to compete at multiple price points across all distribution channels. In addition, our scale and our ability to generate and sustain strong cash flow give us the ability to maintain and grow relationships throughout the markets in which we do business.

Over the past few years, Masco has significantly invested in customer service support for our major customers. We now have more than 1,000 full-time employees working with our retail and wholesale customers on merchandising, inventory management, promotions and training. Masco is able to customize our dedicated support to align with specific customer needs. For example, we have more than 200 kitchen design trainers whose main focus is supporting our retail and dealer customers. This competitive differentiation and expertise uniquely position us to improve the consumer's in-store experience.

Our distribution and installation capabilities are a significant competitive advantage. We provide industry-leading delivery to our retail, wholesale and homebuilder customers.

Masco is well positioned in all three of our key distribution channels. We provide both premium and house brands to our retail customers. For the new home construction market, in addition to traditional wholesale and dealer channels, we have a direct-to-builder model that allows us to sell Masco products, third party products and installation services directly. To our wholesale and dealer customers, we provide merchandising expertise and product and sales training.

Perhaps most importantly, over the years Masco has developed a critical mass of leading brands that are well respected. Our brands create and drive end-user demand in both the new home

Timothy Wadhams
President and
Chief Executive Officer

Richard A. Manoogian
Executive Chairman



construction and home improvement markets. We leverage our collection of brands by taking advantage of the natural synergies that exist among them, and we continually support our brands through new product innovations. The cumulative strength of these key areas is the foundation of our Company and has enabled us to continue to solidify our position in the marketplace.

Even in this difficult economic environment, we were able to raise our quarterly dividend for the 49th consecutive year. We maintained a strong balance sheet and also returned \$1.2 billion to shareholders through share repurchases and dividends.

Our competitive differentiation, together with our more than 52,000 talented, dedicated and committed employees worldwide, form a solid foundation for future success. In recent years, when we faced the retirement of a number of senior executives, the depth of our existing talent and our reputation as an outstanding employer allowed us to promote from within as well as recruit exceptional talent from outside to join Masco. Today, with almost 75 percent of our senior management team new to their current positions within the last five years, we have developed a leadership team that will carry us into the future.

As we reflect on 2007, we would especially like to thank our former President and Chief Operating Officer, Alan Barry, who retired at the end of 2007. We are all indebted to Alan for his dedication to Masco during his many years of service and for his guidance in helping to build the Company we are today.

In looking at 2008, the slowdowns in new home construction and in consumer spending continue to negatively affect our business. We expect 2008 to be even more challenging than 2007. As a result, while forecasting future business conditions in the current uncertain economic environment remains challenging, we currently estimate that 2008 sales will decline high-single to low-double digits compared with 2007.

We are responding to today's economy, while, at the same time, using our collective strength to build solutions for future growth. We are working to create a stronger Company, positioned to benefit when the industry recovers. We continue to believe that our focus on developing and leveraging our collective strengths will result in significant benefits for our shareholders, customers, consumers and employees.

Richard A. Manoogian
Executive Chairman

Timothy Wadhams
President and Chief Executive Officer

Product Segments

Masco's market strength is the cumulative service support, distribution & installation

PLUMBING PRODUCTS

This segment includes faucets; plumbing fittings and valves; showerheads and hand showers; bathtubs and shower enclosures; and spas.

- **2007 net sales:** \$3.5 billion
- The Company believes that it is a world leader in manufacturing plumbing products.
- Masco has broad channel access globally through our premier brands.



CABINETS AND RELATED PRODUCTS

This segment includes assembled and ready-to-assemble kitchen and bath cabinets; home office workstations; entertainment centers; storage products; bookcases; and kitchen utility products.

- **2007 net sales:** \$2.8 billion
- The Company believes that it is the largest U.S. manufacturer of kitchen and bath cabinetry, offering approximately 300 styles in more than 20 product lines.
- Masco has more than 200 kitchen design trainers supporting retail and dealer customers.



INSTALLATION AND OTHER SERVICES

This segment includes the sale, installation and distribution of insulation; as well as the installation of cabinetry, gutters, fireplaces, garage doors, bath accessories, windows, paint and other building products.

- **2007 net sales:** \$2.6 billion
- The Company believes that it is one of the largest providers of a variety of installed products for homebuilders across the United States.
- Masco Contractor Services provides homebuilders with totally integrated supply chain solutions, from product procurement to job site delivery and installation.



result of our scale, customer capabilities and leading brands.

DECORATIVE ARCHITECTURAL PRODUCTS

This segment principally includes paints and stains; and door, window and other hardware.

- 2007 net sales: \$1.8 billion
- The Company believes that it is the largest supplier of architectural coatings to the North American do-it-yourself market.
- Masco has more than 400 field service representatives serving our customers in North America.



OTHER SPECIALTY PRODUCTS

This segment includes windows, window frame components and patio doors; staple gun tackers, staples and other fastening tools; and hydronic radiators and heat convectors.

- 2007 net sales: \$1.1 billion
- The Company believes that it is the leading manufacturer of vinyl and fiberglass windows in the western United States.



Brands noted on pages 4-5 each had 2007 net sales in excess of \$500 million.



Financial Results

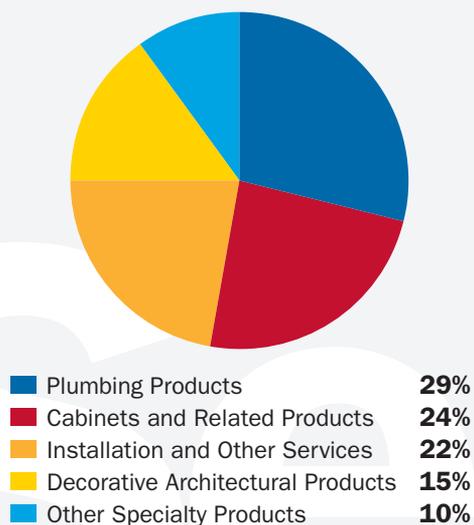
SHAREHOLDER RETURNS

- The Company has returned over \$6 billion to shareholders through share repurchases and dividends for the five-year period ended December 31, 2007. The Company expects to continue to return a minimum of \$1 billion annually to shareholders, on average, through share repurchases and dividends as part of its ongoing commitment to value creation.

Share Repurchases

- The Company repurchased 31 million shares of its common stock during 2007 and had 41 million shares remaining at December 31, 2007 under the July 2007 Board of Directors repurchase authorization of 50 million shares.
- Masco repurchased 157 million common shares in the last five years, representing approximately 32 percent of the shares outstanding at the beginning of the five-year period.

2007 NET SALES BY SEGMENT
(Percent of Total Net Sales)



Cash Dividends

- The Company increased its quarterly dividend in 2007 by five percent to \$.23 from \$.22 per common share. The new quarterly dividend reflects the Company's favorable long-term outlook, strong balance sheet and cash flow, and makes 2007 the 49th consecutive year in which the quarterly dividend was increased.

Cash Returned to Shareholders

- In 2007 and 2006, the Company returned \$1.2 billion each year to shareholders through share repurchases and dividends.

FINANCIAL REVIEW

- Net sales from continuing operations for 2007 declined seven percent to \$11.8 billion compared with the \$12.7 billion achieved in 2006.
- Net sales from North American operations, accounting for 79 percent of the Company's net sales, declined 12 percent to \$9.3 billion in 2007. Net sales of \$2.5 billion from International operations, principally in Europe, increased 15 percent compared with 2006.
- For the full-year 2007, income from continuing operations was \$397 million or \$1.06 per common share, including non-cash impairment charges for goodwill and other intangible assets and financial investments, and costs and charges related to business rationalizations and other initiatives. For the full-year 2006, income from

continuing operations was \$478 million or \$1.20 per common share, including non-cash impairment charges for goodwill and financial investments, and costs and charges related to profit improvement programs.

- Operating profit margins were 8.1 percent in 2007 compared with 9.0 percent in 2006. Operating profit margins were adversely impacted by impairment charges for goodwill and other intangible assets, the continued decline in the new home construction market, a moderation in consumer spending for home improvement products, as well as costs and charges related to business rationalizations and other initiatives.

Capital Expenditures

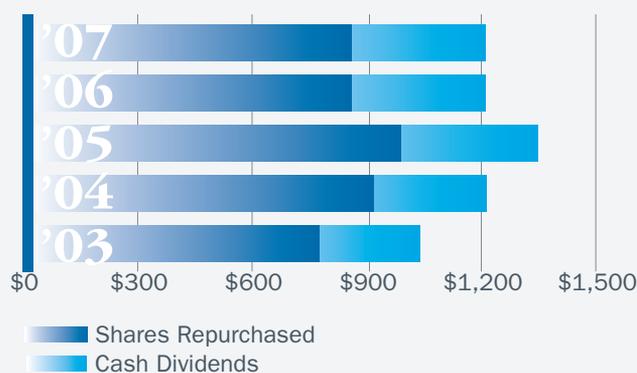
- Capital expenditures were \$248 million or 2.1 percent of sales in 2007 compared with \$388 million or 3.1 percent of sales in 2006. Depreciation and amortization expense was \$248 million in 2007 compared with \$244 million in 2006.

Cash Flow

- In 2007, the Company achieved free cash flow (defined as cash from operations less capital expenditures and before dividends) of approximately \$980 million. For the five-year period ended December 31, 2007, the Company's free cash flow aggregated \$5 billion.

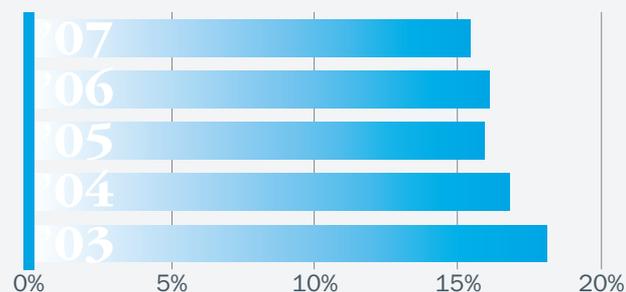
CASH RETURNED TO SHAREHOLDERS

(In Millions)



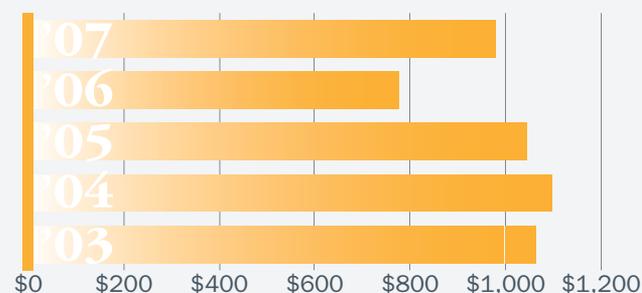
NET WORKING CAPITAL AS A % OF NET SALES

(In Percent)



FREE CASH FLOW

(In Millions)



Working Capital

- Working capital (defined as accounts receivable and inventories less accounts payable) as a percent of sales improved to 15.4 percent at December 31, 2007 compared with 16.1 percent at December 31, 2006.

Liquidity

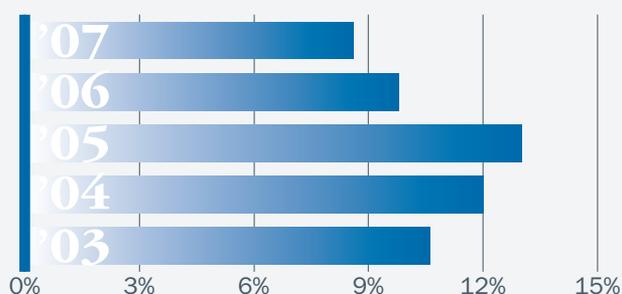
- The Company ended 2007 in a strong financial position with over \$900 million in cash, even after using \$857 million to repurchase common shares in 2007.
- During 2007, the Company issued \$300 million of floating-rate notes due 2010 and \$300 million of fixed-rate 5.85% notes due 2017, resulting in net proceeds of \$596 million. The notes were issued in consideration of 2007 debt maturities.
- In January 2007, the Company repurchased, for \$825 million of cash, the accreted value (94 percent of the total outstanding) of its Zero Coupon Convertible Senior Notes which were put to the Company in accordance with their terms.
- In 2007, the Company generated \$108 million of cash from the net disposition of financial investments and \$45 million from the net disposition of certain businesses and used \$203 million for acquisitions.

- Debt as a percent of total capital was 50 percent at December 31, 2007 compared with 53 percent at December 31, 2006.

Return on Invested Capital

- For the 12 months ended December 31, 2007 and December 31, 2006, return on invested capital was 8.6 percent and 9.8 percent, respectively. While we remain highly committed to the continued improvement in our return on invested capital, recent macro business trends have resulted in a reduction in operating profit over the last several quarters that has negatively impacted our return on invested capital. We continue to believe that we will achieve our long-term return on invested capital goal of approximately 18 percent; however, timing of this goal is uncertain until there is more clarity in the recovery of the new home construction and home improvement markets.

RETURN ON INVESTED CAPITAL
(In Percent)





Outlook for Future Growth

In spite of the current economic conditions, we continue to believe that our markets provide Masco with favorable long-term growth.

Demographics support sustainable long-term demand for new homes as a result of strong new household formations. The housing stock continues to age and, as a result, we believe maintenance and home improvement spending will steadily increase. When consumers invest in their homes, typically it is to remodel kitchens and bathrooms. The home remains the largest and most important personal investment for most Americans.

For the short term, the markets for our products remain very challenging. We believe, however, that we have multiple avenues for profitable growth in the future, including geographic expansion, new product innovation, further development of our Installation and Other Services segment and expansion with our retail, homebuilder and wholesale partners.

We continually focus on expanding our geographic presence not only to penetrate additional national and international markets, but to become a global supplier in other product categories. Our Hansgrohe plumbing operation in Germany is a good example of a global style leader with proven international growth capabilities. Hansgrohe has expanded into Asian markets as well as Eastern European markets. Hansgrohe continues to leverage

its well-known brands by offering related bathroom products to penetrate other high-growth emerging markets. In addition, Hansgrohe's successful market strategy is being utilized by other Masco operating units.

Installation and Other Services is a unique growth vehicle for Masco. Masco Contractor Services (MCS) currently sources, distributes and installs more than 20 different product categories for homebuilders nationally. With our established infrastructure and national supply chain, additional Masco products as well as non-Masco products can be added to our Installation and Other Services capabilities, resulting in incremental opportunities and sales growth.

We also continue to invest in enterprise resource planning (ERP) systems. At MCS, we have a major ERP system implementation project underway which creates a shared service center for our contracting locations that handles administrative functions such as invoicing, purchasing and vendor management. This ERP system will not only reduce costs, but enable our contracting locations to better focus on the customer. The pilot program for this new ERP system began in December 2007.

Masco is recognized as a leader in Building Science and the construction of energy efficient homes. To date, more than 100,000 homes around the United States have been built to the Environments For Living® program specifications, and Masco is working with national and local builders to plan, construct and certify even more homes under this program.

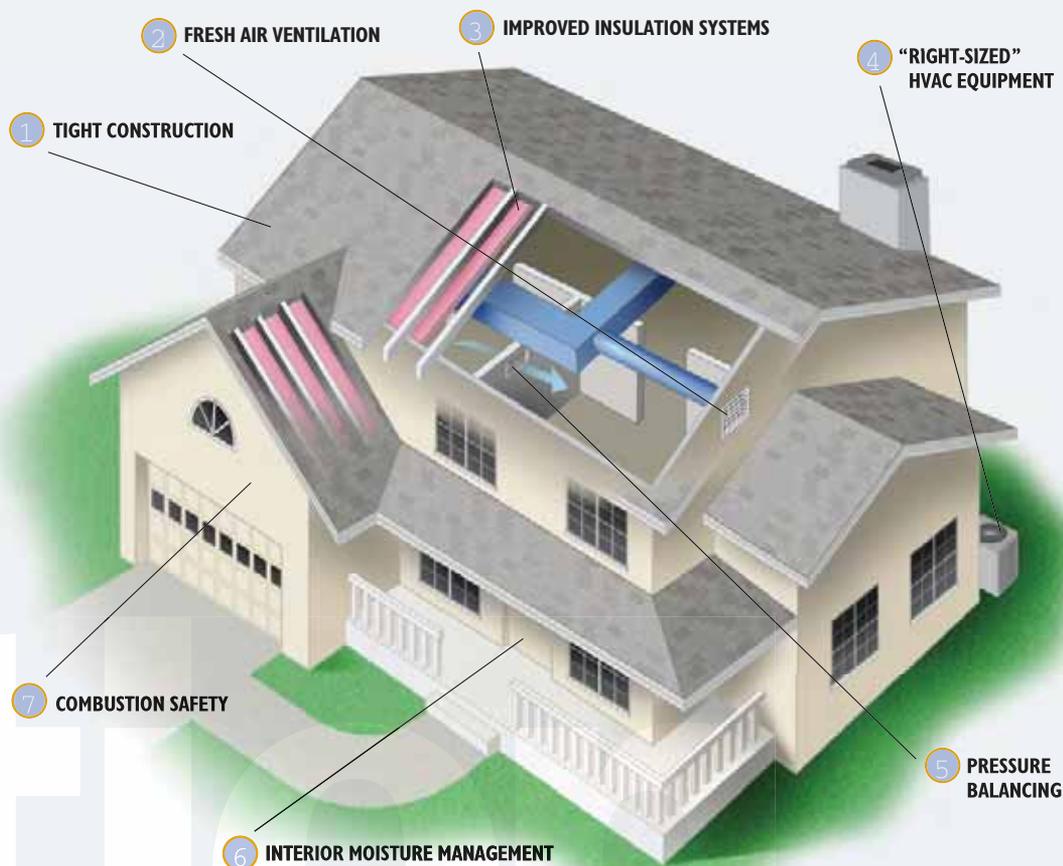
We expanded the Environments For Living program to capitalize further on emerging trends in green building. The Environments For Living Certified GreenSM program expands existing energy efficiency and home comfort specifications by adding requirements to help conserve water, improve indoor air quality and further reduce overall energy

consumption through the use of Energy Star® certified products.

In addition, in 2007, MCS and General Electric Company (GE) worked together to couple the GE ecomagination® initiative and the Environments For Living Certified Green program into a new GE program, called ecomagination Homebuilder Program, that helps homebuilders and developers construct state-of-the-art, durable and environmentally friendly homes. This collaboration combines GE's high-performance products with Masco's advanced principles of Building Science.

These programs allow for substantial growth opportunities with the increasing environmentally conscious consumers who appreciate

“ecomagination” is a registered mark of General Electric Company.



comfort, but also value durability and protecting the environment. They are already generating significant interest and have been well received by developers, homebuilders and consumers.

Masco is committed to helping concerned consumers identify simple ways to incorporate conservation into their everyday lives. We believe there is substantial growth opportunity in becoming a leader in the development of green building products. Delta Faucet Company recently introduced the Lahara™ collection, a new line of faucets that received WaterSense® certification by the U.S. Environmental Protection Agency for promoting and enhancing water-efficient products. The Lahara collection leads the way in providing concerned consumers with water conservation without sacrificing experience.

We continue to accelerate the speed of new and updated product launches to bring to market what the consumer desires. Masco's window companies continue to provide premium quality vinyl windows while adding enhanced features. For example, Milgard's SmartTouch™ lock was engineered to provide homeowners with a simple, one-touch operation to close and lock the window. When the window is locked, the one-touch mechanism is recessed into the window, allowing the homeowner to easily verify that the window is secure. In addition, our cabinet companies provide options for the individual consumer in response to their needs. The Masco Builder Cabinet Group added new options to its universal access line in the Quality Cabinets® brand to meet the needs of aging or physically challenged consumers who require additional assistance and convenience.

Through the strength of our leading consumer brands, we are able to introduce innovative new products. Behr's kitchen and bath enamel coating, with improved mildew and stain resistance,

contains NanoGuard® technology for a superior paint coating. Behr also recently introduced Behr Premium Plus Ultra™, a revolutionary (patent pending) exterior paint and primer in one that features both NanoGuard technology and improved protection against damage from sunlight, moisture, stains and dirt.

To further enhance our market position, Masco continues to invest in product technology. Delta Faucet Company recently previewed its patent pending Diamond™ Seal Technology, a revolutionary advancement in valve design. Diamond Seal Technology significantly extends faucet performance and effectively eliminates the potential for faucet leaks or failures, while at the same time enabling Delta to engineer contaminant-free waterways – all with the goal of increasing customer satisfaction and helping to deliver the purest water possible.

The incremental growth of our retail, homebuilder and wholesale partners should result in future sales growth for Masco. Our strong presence with our retail partners results in our benefiting from their new store openings, new programs and entry into new markets. As our channel partners continue to consolidate suppliers to support their own geographic growth, Masco is in a unique position to be a preferred partner as a supplier of multiple products.

Given our many strengths and our proven historical growth record, we continue to view the future with optimism. Our numerous growth opportunities make us confident that we can remain one of the largest and most important global manufacturers and national providers of building and home improvement products and services. We believe that our strategy, together with the leveraging of our market strength, will allow Masco to continue to differentiate itself and drive long-term growth.

“Energy Star” and “WaterSense” are registered trademarks of the U.S. Environmental Protection Agency.

Corporate Leadership

CORPORATE OFFICERS

William T. Anderson

Vice President–Controller

Ronald W. Ayers

Group President

Donald J. DeMarie, Jr.

Executive Vice President and
Chief Operating Officer

Maria C. Duey

Vice President–Investor Relations

Eugene A. Gargaro, Jr.

Vice President and Secretary

Charles F. Greenwood

Vice President–Human Resources

John R. Leekley

Senior Vice President and
General Counsel

Richard A. Manoogian

Executive Chairman

Karen R. Mendelsohn

Vice President–Sales and Marketing

Timothy J. Monteith

Vice President and
Chief Information Officer

Sharon J. Rothwell

Vice President–Corporate Affairs

Jai Shah

Vice President–Strategic Planning
and Group Vice President

Barry J. Silverman

Vice President–Associate
General Counsel

John G. Sznawajs

Vice President, Treasurer and
Chief Financial Officer

David W. Van Hise

Vice President–International

Jerry Volas

Group President

Thomas Voss

President–Masco Europe

Timothy Wadhams

President and
Chief Executive Officer

BOARD OF DIRECTORS

Dennis W. Archer^{1, 3}

Chairman
Dickinson Wright PLLC

Thomas G. Denomme^{1, 3}

Retired Vice Chairman and
Chief Administrative Officer
Chrysler Corporation

Peter A. Dow^{1, 2}

Retired Vice Chairman, Chief Operat-
ing Officer and Executive Committee
Chairman
Campbell-Ewald

Anthony F. Earley, Jr.^{1, 3}

Chairman and Chief Executive Officer
DTE Energy Company

Verne G. Istock^{1, 2, 3}

Retired Chairman and President
Bank One Corporation

David L. Johnston^{2, 3}

President and Vice Chancellor
of the University of Waterloo
in Ontario, Canada

J. Michael Losh^{1, 2}

Retired Chief Financial Officer
and Executive Vice President
General Motors Corporation

Richard A. Manoogian

Executive Chairman
Masco Corporation

Lisa A. Payne¹

Vice Chairman and
Chief Financial Officer
Taubman Centers, Inc.

Mary Ann Van Lokeren^{2, 3}

Retired Chairman and
Chief Executive Officer
Krey Distributing Company

Timothy Wadhams

President and
Chief Executive Officer
Masco Corporation

¹ Member of Audit Committee

² Member of Organization and
Compensation Committee

³ Member of Corporate Governance
and Nominating Committee

Certifications

Timothy Wadhams and John G. Sznewajs have provided certifications to the Securities and Exchange Commission as required by Section 302 of the Sarbanes-Oxley Act of 2002. These certifications are included as Exhibits 31.a and 31.b to the Company's Form 10-K, included herein, for the year ended December 31, 2007.

As required by the New York Stock Exchange (NYSE), on May 22, 2007, Richard A. Manoogian submitted the annual Chief Executive Officer certification to the NYSE that stated that he was not aware of any violation by the Company of the NYSE corporate governance listing standards.

RESPONSIBILITY FOR FINANCIAL STATEMENTS

Management is responsible for the fairness and integrity of the Company's consolidated financial statements. In order to meet this responsibility, management maintains formal policies and procedures that are consistent with high standards of accounting and administrative practices, which are regularly communicated within the organization.

In addition, management maintains a program of internal auditing within the Company to examine and evaluate the adequacy and effectiveness of established internal controls related to Company policies, procedures and objectives. The report of the Company's Independent Registered Public Accounting Firm (included in the accompanying Form 10-K) states their opinion on the Company's consolidated financial statements and the effectiveness of internal controls over financial reporting, based on audits conducted in accordance with the standards of the Public Company Accounting Oversight Board (U.S.). The Audit Committee of the Board of Directors meets periodically with both management and the Independent Registered Public Accounting Firm to provide oversight with respect to the Company's financial reporting process and system of internal controls.

Information for Shareholders

COMPANY PROFILE

Masco Corporation is one of the world's largest manufacturers of brand name products for the home improvement and new home construction markets. The Company is also a leading provider of a variety of installed products and services, including insulation and other building products, for homebuilders.

Our products include faucets, kitchen and bath cabinets, paints and stains, bath and shower units, spas, showering and plumbing specialties, windows and decorative hardware.

As of December 31, 2007, the Company had more than 52,000 employees and approximately 120 manufacturing facilities. Masco's principal manufacturing facilities are located throughout the United States. International operations are located principally in Europe.

EXECUTIVE OFFICES

Masco Corporation
21001 Van Born Road
Taylor, MI 48180-1340
Phone: 313-274-7400, Fax: 313-792-4177

INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Plaza
1900 St. Antoine
Detroit, MI 48226-2263

STOCK EXCHANGE INFORMATION

Masco Corporation's common stock is traded on the New York Stock Exchange under the symbol MAS.

INTERNET CONTACT

Current information about Masco Corporation can be found by visiting our home page on the Internet at www.masco.com or you may contact us via e-mail at webmaster@mascohq.com.

INVESTOR RELATIONS CONTACT

Additional information about the Company is available without charge to shareholders who direct a request to:

Maria C. Duey
Vice President—Investor Relations
Masco Corporation
21001 Van Born Road
Taylor, MI 48180-1340

ANNUAL MEETING OF SHAREHOLDERS

The 2008 Annual Meeting of Shareholders of Masco Corporation will be held at the executive offices of the Company on May 13, 2008 at 10:00 a.m., E.D.T.

TRANSFER AGENT, REGISTRAR AND DIVIDEND DISBURSING AGENT

Answers to many of your shareholder questions and requests for forms are available by visiting the BNY Mellon Shareowner Services Web site at www.bnymellon.com/shareowner/isd.

Send Certificates For Transfer to:

BNY Mellon Shareowner Services
P.O. Box 358015
Pittsburgh, PA 15252-8015

Dividend Reinvestment Plan:

Masco Corporation has appointed BNY Mellon Shareowner Services to serve as agent to its Dividend Reinvestment Plan. All inquiries regarding the Plan should be sent to:

Masco Corporation
c/o BNY Mellon Shareowner Services
P.O. Box 358035
Pittsburgh, PA 15252-8035

Shareholder inquiries regarding lost certificates should be directed to:

BNY Mellon Shareowner Services
P.O. Box 358333
Pittsburgh, PA 15252-8333

Duplicate mailings and other inquiries:

Multiple shareholders who reside at one address and hold their shares through a bank or broker may receive only one Annual Report and Proxy Statement. This "householding" procedure reduces duplicate mailings and Company expenses. Shareholders who wish to opt out of householding should contact their bank or broker.

Shares owned by one person, but held in different forms of the same name may result in duplicate mailings of shareholder information at added expense to the Company. Please notify BNY Mellon Shareowner Services in order to eliminate such duplication.

General inquiries and address changes should be directed as follows:

BNY Mellon Shareowner Services
480 Washington Blvd, 27th Floor
Jersey City, NJ 07310
Phone: 866-230-0666 (in the U.S.)
201-680-6685 (outside of the U.S.)
800-231-5469 (hearing impaired – TTD phone)
E-Mail Address: shrrelations@mellon.com

MASCO

MASCO CORPORATION

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Taylor, Michigan 48180
313 274 7400
www.masco.com



© Mixed Sources

Product group from well-managed
forests, controlled sources and
recycled wood or fiber

www.fsc.org Cert no. SW-COC-1530
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