



BIOGRAPHY OF

Richard A. Manoogian

Chairman Emeritus of Masco Corporation, Philanthropist, Community Leader and Avid Collector of American Art

Richard A. Manoogian was Chairman Emeritus of Masco Corporation, a global leader in the design, manufacture and distribution of branded home improvement and building products. Masco's portfolio of industry-leading brands includes Behr® paint; Delta® and hansgrohe® faucets, bath and shower fixtures; Liberty® branded decorative and functional hardware; and HotSpring® spas. For 2025, Masco reported sales of approximately \$7.5 billion, with 18,000 employees in over 20 countries.

Career Highlights

Richard joined Masco Corporation in 1958. He became Vice President and was elected to the Board in 1964. He took over leadership of the Company in 1968 when he was named President and Chief Operating Officer. The following year the Company was listed on the New York Stock Exchange. In 1985, he was named Chairman of the Board and Chief Executive Officer. Under his leadership, the Company's sales grew from \$55 million to over \$8 billion. In 2007, after almost 50 years with the Company, Richard stepped down as Chief Executive Officer and became Masco's Executive Chairman. In 2012, he was named Chairman Emeritus.

History of Masco Corporation

Masco Corporation, originally known as Masco Screw Products Company, was founded by Richard's father, Alex Manoogian, an Armenian immigrant, just eight days before the U.S. stock market crash of 1929. In the early years, the Company's primary business was manufacturing machined automotive parts. In 1936, the Company's common stock was offered for public trade. In the 1950s, Alex revolutionized the faucet industry by perfecting the design of the single-lever hot and cold faucet. The Delta® faucet was one of the first single-handle faucets on the market and quickly became the best-selling faucet brand in the United States. Its success was due in part to Masco's innovation in marketing and product distribution as the Company was the first to market faucets directly to mass market consumers via television advertisements. The result was a shift in distribution from plumbing wholesalers to retail outlets. By 1958, Delta Faucet Company sales exceeded \$1 million. In 1958, Richard Manoogian, a recent Yale University graduate with a degree in economics, joined the Company to oversee the startup of a new faucet operation to address growing demand. From the very beginning, associates described Manoogian as a straightforward, strong and hard-working leader, the kind of person who would not stop working long enough to eat lunch.





The first 10 years of Richard's tenure with Masco were spent working with his father to increase the company's value. This goal was met primarily through mergers and acquisitions. In March of 1961, Richard led the completion of Masco's first acquisition, Peerless Industries. In his mid-twenties, Richard developed, and then oversaw the execution of, a bold expansion plan that ushered in an era of rapid growth at Masco that has rarely been equaled in American industry. From 1960-1980s, the company began expanded its operations into the building and home improvement industries. During that time, Masco acquired more than one hundred companies including Merillat cabinetry, Weiser Lock, Thermador appliances and Baldwin brass, to name a few. The strategy was to reinvest surplus earnings and create opportunities for new growth in different, but related, market sectors.

When Mr. Manoogian stepped down from his role as Chairman and CEO in 2012, his five decades of contributions to the Company were immeasurable. He had been a member of Masco's Board of Directors for 56 years and Chairman of the Board for over 27 years. During his tenure, he was the architect of the dramatic growth of Masco and navigated Masco through various phases of transformation and diversification, enabling the company to become a global leader in the design, manufacture and distribution of branded home improvement and building products. When he joined the Company in 1958, Company sales were \$55 million. When he stepped down in 2007, sales exceeded \$8 billion.



Community Leader

Mr. Manoogian was a Director of Business Leaders for Michigan (formerly Detroit Renaissance) . Active in numerous civic, cultural, charitable and educational organizations, he was a member of the Fine Arts Commission of the United States Department of State, Armenian General Benevolent Union Central Board, and Chairman Emeritus of the Detroit Institute of Arts Board of Directors. He also served on the Savannah College of Art and Design Board of Visitors

Mr. Manoogian was also appointed by Michigan Governors John Engler, Jennifer Granholm, Rick Snyder and Gretchen Whitmer to the Mackinac Island State Park Commission, where he has served for more than 25 years. In addition, Mr. Manoogian was also a member of the Yale Alumni Association.

Manoogian previously served on the Boards of JPMorganChase, Ford Motor Company, Henry Ford Health System, College for Creative Studies, the American Business Conference, the Economic Club of Detroit, Invest Detroit, Henry Ford Board of Trustees and many other civic, educational, non-profit and public companies.

Philanthropist

Richard Manoogian didn't just lead the Company his father started, he set out to continue his father's heritage of giving back. Masco's success enabled Richard to devote a lifetime of effort and millions of dollars to organizations across the world. Throughout his life, he contributed millions of dollars to charitable, religious, cultural and educational causes. His spirit of charity and concern, extended to many charitable causes—too many to mention, from prestigious universities and museums to local schools, hospitals and other organizations.



Mr. Manoogian was Chairman of the Alex and Marie Manoogian Foundation and Chairman of the Richard and Jane Manoogian Foundation. Established in 1984, the Richard and Jane Manoogian Foundation provided significant funding primarily for art museums. The Foundation also provided funding for education, health care, human services, and community development.

Following in the footsteps of his father, Alex Manoogian, Richard supported a number of projects in Armenia, advancing Armenian vocational, educational and cultural activities. In 2022, the Manoogian legacy of philanthropy to the Armenian communities continued with Richard as the benefactor of a 4,000 square foot Manoogian STEAM Center, a state-of-the-art, \$2 million facility at the AGBU Alex & Marie Manoogian School in Southfield, Michigan.

The Manoogian name is widely known for the stately home Richard grew up in on the Detroit River. In 1965, Richard's father, Alex, gave the mansion to the City of Detroit to use as the official mayoral residence. It was the family's way of giving thanks to Detroit.



Avid Collector of American Art

Richard Manoogian began his passion for collecting American art seriously in the 1970s after he became a trustee of the Detroit Institute of Arts in what he called a “civic duty”. He was soon moved by the enthusiasm of other collectors and began purchasing art. Subsequently, he was also appointed to and served for many years on the White House Preservation Committee and the Fine Arts Committee at the State Department. His business interests regularly took him to New York and other major cities where he would steal an hour or two away from meetings to visit museums and galleries, often making a special trip somewhere to see just a single work of art. His first acquisitions included Jackson Pollock, Frank Stella, Franz Kline and David Smith. Richard often says, “unfortunately, my home had limited wall space, which made collecting large contemporary painting difficult.”

Ultimately, however, he found his greatest pleasure in collecting nineteenth-century American art. Including landscapes created by artists who were members of the Hudson River School that reflect the energy of a young and growing nation; genre pictures that record a now vanished way of life; trompe l’oeil and still lifes that in their precision and detail, celebrate the skill of the master craftsman; and light-filled impressionist views. He never collected with the idea of being encyclopedic. He found it very enjoyable to locate a terrific painting by a lesser-known artist; a work of high quality by someone who no one ever heard about or really appreciated.

Richard’s wife, Jane, had a major influence on his collecting. Her support and “tolerance” of all the time and energy that goes into collecting has been invaluable. She has a natural instinct for judging the quality of paintings and Richard has often regretted the times he did not act upon her advice.

“Consciously or unconsciously, collecting American paintings is important to me in a special way. Those from an ethnic background like mine often have a great appreciation for America because of the opportunity this country has created for their families. The result is a deep love for one’s country and a particular appreciation for the period in which the country grew and expanded. A love for one’s country also instills a desire to give something back to it. Consequently, I have lent paintings to many exhibitions so all could enjoy the art. To some extent my collection has been driven by wanting to share my paintings with others as a way of giving something back to the country that has been so good to our family.”

– Richard Manoogian

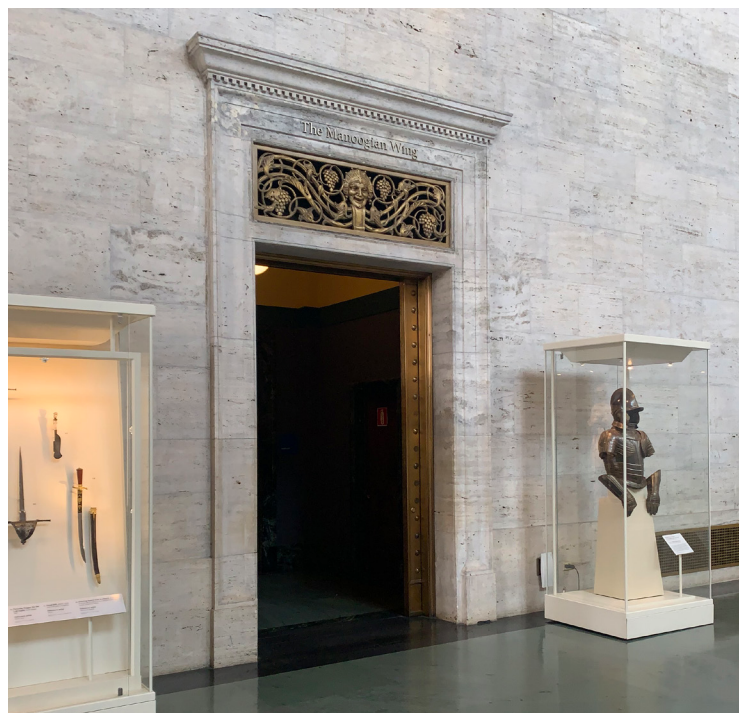


Over the five decades since the collection began, Richard and Jane Manoogian have the same passion and devotion towards great American art. Their collection is remarkable for its range and diversity. While it is primarily nineteenth century, the collection spans the periods from the early nineteenth to the early twentieth centuries and includes superb objects from every decade. Mr. Manoogian was often heard saying, "I believe strongly that it is important for people to appreciate the unique character, diversity and quality of American art, and I hope that my collection will encourage others to both appreciate and collect American art."

His first major exhibition, American Paintings from the Manoogian Collection was co-organized by the Detroit Institute of Arts and the National Gallery of Art. Manoogian collection exhibitions have been shared in many museums across the United States.

Venues included the Metropolitan Museum of Art in New York and the Fine Arts Museum of San Francisco. A significant exhibition from the Manoogian Collection included A Private View, encompassing approximately 35 small 19th century American paintings traveled from 1996 through 1998 to nine Michigan museums. This exhibition enabled museums in Michigan rural areas to exhibit in their communities paintings by major 19th century American artists.

Richard was honored to be the first collector to share 19th century American art in Japan. From the Hudson River School to Impressionism: American Paintings from the Manoogian Collection traveled to five museums in Japan from July 1997 until February 1998.



Over the years, Richard has also built collections of American bronzes, 19th century American silver, African American art, Oceanic art and Native American artifacts.

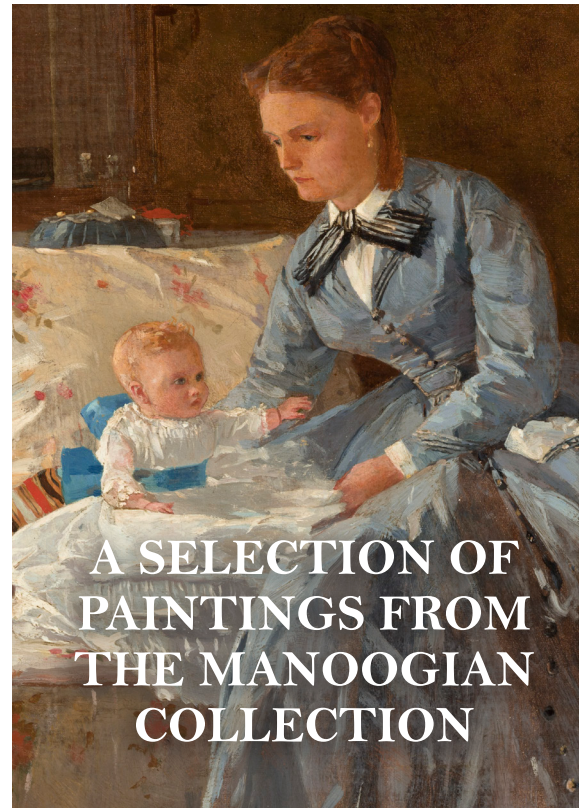
To acknowledge his contribution to the visual arts, on December 11, 2007, the Detroit Institute of Arts officially dedicated the wing housing the American Art collection to Richard by designating that space as "The Manoogian Wing".

"I have always collected very instinctively," said Mr. Manoogian. "A private collection is by nature very personal and, while I consulted academic experts, of the thousands of works I have acquired I was involved in every decision. It was my one diversion from work."

"When I walked into the new American Wing, I thought it was outstanding. The new design and colors, the groupings of work and the way decorative arts and paintings are integrated is spectacular," Mr. Manoogian said, recalling a visit to the Manoogian Wing. He continues to refer to the space as the American Wing because according to Richard it is the art on the wall that is important, not the name.

In 2008, the College for Creative Studies in Detroit awarded Richard with an honorary degree for his significant contribution to the remarkable renovation of the Detroit Institute of Arts.

Since 1989, the Manoogians have exhibited their collection at the Grand Hotel on Mackinac Island from Memorial Day through Labor Day. They have a cottage on the island where they have enjoyed spending their summers and have loved to share parts of their collection with the residents and visitors during the summer months.



In 1963 the Mackinac Island Park Commission purchased the "Indian Dormitory", which was constructed in 1838, and opened an art museum in 1966. The evaluation of the future uses of the structure as a publicly accessible museum space did not meet accessibility, climate control and various other requirements to remain open. Richard and Jane were so impressed by the proposal, the conversion of the Indian Dormitory into an art museum was fully funded by the Richard and Jane Manoogian Foundation.

The Richard and Jane Manoogian Mackinac Art Museum was dedicated in July 2021. The museum showcases art inspired by Mackinac Island, including historic paintings and maps, photographs from the mid-19th to the mid-20th century, Native American art and beaded garments, and contemporary art and photography from area artists.