



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

August 2026

📍 **SIMPSONVILLE (HQ)**



📍 **GRASSLAND**



📍 **TECHNOLOGY**



📍 **ELECTRON**



📍 **UTAH**



📍 **SIMPSONVILLE (R&D)**



What's Inside

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With appreciation to our leadership team and plant managers for their continued support of communication, safety, and growth across KCC.

Additional thanks to the contributions provided by:

- Kate Clyde
 - Jeff Thomas
 - Chris Cook
 - John Middleton
 - Johnny Kelley
 - Scott Hooker
 - Jan Paul
- Salvador Aguiar
 - Jerry Lowry
 - Adam Froman
 - Erica Straker
 - Cody Meenach
 - Von Williams

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A Message from **Joel,** **President**



As we turn the calendar to August, I want to take a moment to thank each of you for the dedication, resilience, and teamwork you've shown throughout this year. A few short months ago, we faced one of the biggest challenges in our company's history. Today, because of your hard work and commitment, we're building momentum and creating new opportunities for KCC's future.

One of our biggest milestones has been the continued expansion of our independent representative network. We've signed agreements with our first group of representative firms, bringing us within striking distance of replacing the sales volume we previously generated through Trane. Even more encouraging, additional partnerships are in development, and the response from the marketplace has been overwhelmingly positive.

Our product and technology partnerships continue to grow as well. From NVIRIQ and MultiAqua to TRANSAERA, Infinitum, and other strategic relationships, we're investing in innovative solutions that will strengthen our product lineup and position KCC for long-term success.

We're also making steady progress at our Simpsonville Headquarters. Employees continue moving into the new facility, construction milestones are being achieved, and planning remains focused on building the right manufacturing footprint for the future while carefully managing our financial resources.

Most importantly, our business performance continues to exceed expectations. Orders remain strong, new opportunities continue to grow, and we're seeing clear signs that our strategy is working. While there is still plenty of work ahead, I'm confident we're heading in the right direction because of the incredible people who make up KCC.

As always, thank you for your flexibility, professionalism, and commitment to one another. Please continue asking questions, sharing ideas, and supporting your teammates. Together, we're not just responding to change—we're building the future of KCC.



Operations in Action

SALES PERFORMANCE YEAR TO DATE THROUGH JUNE

CATEGORY	2026	2025	GOAL
Curb & Adapter - Grassland	\$9,711,000	\$9,154,000	\$9,434,000
Curb & Adapter - Tooele	\$2,397,000	\$2,212,000	\$2,090,000
Horizon	\$112,914,000	\$86,667,000	\$122,580,000
Horizon Flex	\$310,000	\$394,000	\$1,475,000
Other	\$4,173,000	\$3,269,000	\$1,904,000
TOTAL	\$129,504,000	\$101,696,000	\$137,484,000

Year to date through June 2026, total sales are **\$129,504,000**.
This is **\$27,808,000** higher than the same period in 2025 and **\$7,980,000** below our goal.
Strong performance in Horizon and Other categories is driving our results.
Let’s keep up the momentum and stay focused on reaching our goal.



OWNERSHIP CONCEPTS

A MESSAGE FROM JEFF THOMAS, VP OF OPERATIONS

IN PROCESS MANUFACTURING

“ One of the things I am re-learning throughout these last few months is that we must manufacture our products within our established processes.

1 FOLLOW THE PROCESS

For example, we can’t take a curb from tack straight to crating and then try to do the finish welds after it is crated. If we do that, not only are we missing many steps in the process, but we are also making it harder on ourselves to produce a quality product.

2 STOP CREATING NEW PROBLEMS

Likewise, if we are pulling up units on the HVAC assembly lines to go around a unit that we are having a problem with, we are creating other problems for ourselves such as sheet metal parts not being ready, subassembly parts not being ready, purchased parts not delivered yet, etc. We were doing this to achieve our daily production goals and causing ourselves a lot of problems and stress in doing so.

I take full responsibility for this, and I apologize for making your work lives miserable.

3 RESET AND GET BACK ON TRACK

Therefore, on July 1st and 2nd, the Technology plant did a “reset” whereby we made sure we had one unit in each station on every line ready to move.

We also started moving units from one station to the next at established times.

If a unit is not ready to move forward, we will take the appropriate action to get it back in process. That action depends on the cause for that unit not being ready.

4 REDUCE WORK IN PROCESS (WIP) INVENTORY

- We are working to reduce our “Work In Process” (WIP) inventory to 4 hours’ worth. This will include sheet metal parts as well as subassemblies.
- The purpose of this is to reduce the amount of inventory flooding the production floor. As the folks who work out there know, it is very difficult to find what you need when there is an ocean of material to search through.

5 BUILDING A BETTER FUTURE TOGETHER

These actions as well as others we will discuss in future newsletters are setting the stage to make us more productive while solving long standing problems and reducing the frustration we all experience on a daily basis.



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

Welcome Our New REP Partners!

We're excited to welcome several new Manufacturer's Representative (REP) firms to the KCC team! These partnerships expand our sales network, introduce KCC products to new customers, and help drive future growth across the country.

Each signed agreement represents another step toward building a stronger, more successful future for KCC and our employee-owners.



THERMALNETICS
a member of DAIKIN group



DID YOU KNOW?

REPs are local sales partners who help connect KCC products with customers in their area.



- ✓ More customers.
- ✓ More projects.
- ✓ Stronger future for KCC.



MISSION ACCOMPLISHED!

Thanks to all that helped make this happen!

We have installed
our **Mezzanine** at
Simpsonville HQ.



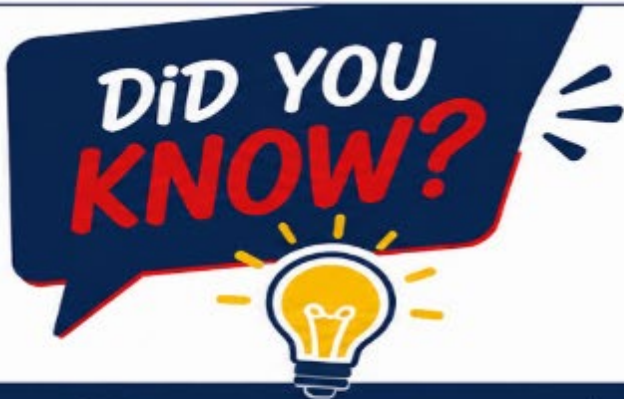
MEZZANINE INSTALLATION
Completed



SIMPSONVILLE HQ



HQ TRUMPF LASER



A MEZZANINE
adds usable floor space
WITHOUT expanding
the building itself.



MORE SPACE
Adds valuable
production area.



BETTER FLOW
Improves workflow
and material movement.



BUILT FOR GROWTH
Supports today's needs
and tomorrow's success.



KEEP COMFORT ***RUNNING STRONG.***

UPGRADE. MAINTAIN. SAVE.



UPGRADE YOUR THERMOSTAT TO A SMART/WIFI CONTROL

Want to control everything from your cell phone? Replace your system with a High Seer, High Efficiency Communicating System for 0%

**SCHEDULE YOUR
FREE QUOTE
TODAY!**



CLEAN AND CHECK

To maintain your warranty, manufacturers request routine maintenance be performed. Also, maintaining your unit can help extend the operating life span, helping you get the most out of your unit.

**A/C SPECIAL
\$89.99
DELUXE CLEAN AND INSPECT**



INSTALL/UPGRADE FULL SYSTEMS

High efficiency systems.
Maximum comfort.
Long term savings.

**FOR AS LOW AS
\$199
PER MONTH**



KCC EMPLOYEES
may be eligible for
DISCOUNTS
on select equipment
and services!



SCHEDULE YOUR APPOINTMENT TODAY!

Scan the QR code to
contact us and schedule
your appointment.



IMPROVE COMFORT
More consistent temperatures
and better air quality.



LOWER ENERGY COSTS
High efficiency systems
use less energy.



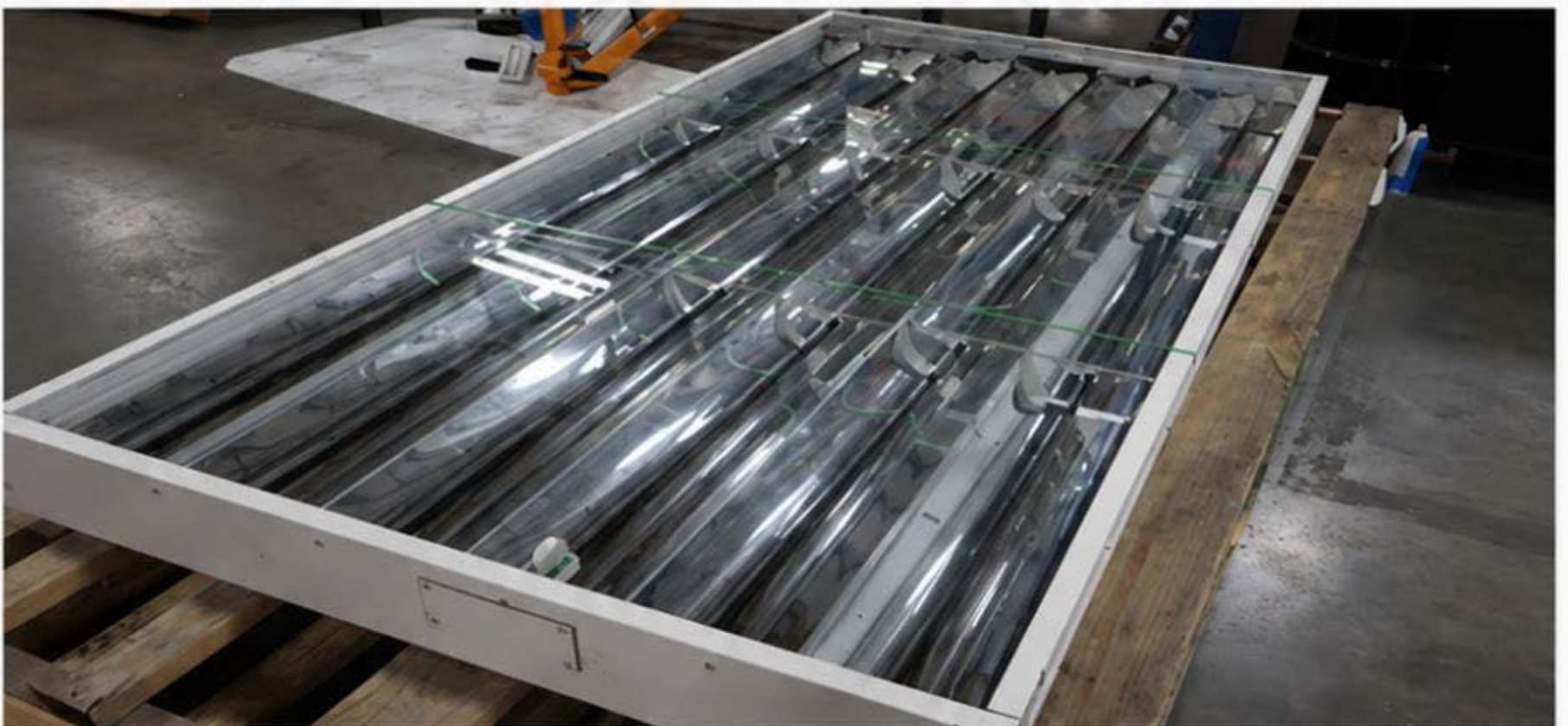
EXTEND SYSTEM LIFE
Regular maintenance helps
prevent costly breakdowns.



BACKED BY KCC
Trusted service.
Local support.



NVIRIQ THERMAL COLLECTOR INTEGRATION SUCCESS AT GRASSLAND



NVIRIQ Thermal Collector – Grassland

A significant milestone for our Contract Manufacturing journey! Congratulations to the Grassland production team, Manufacturing Engineers (MEs), Engineering, and Quality teams on the successful integration of our first NVIRIQ Thermal Collector. This achievement reflects the collaboration, expertise, and dedication of everyone involved.

Thank you for embracing new opportunities, maintaining our high standards, and delivering with excellence as we continue expanding our Contract Manufacturing capabilities.



TEAMWORK IN ACTION
Cross-functional collaboration across our teams drives quality, innovation, and operational excellence.



BUILT FOR THE FUTURE
Together, we're expanding our Contract Manufacturing business and delivering real value to our customers.



GREAT WORK, TEAM!
This achievement is a reflection of your skill, dedication, and commitment to excellence.



NVIRIQ 6T & 10T RTUS – TECHNOLOGY

Another exciting step forward! Congratulations to our Technology production team, Manufacturing Engineers (MEs), Engineering, and Quality teams for successfully building the NVIRIQ 6T and 10T RTUs. This accomplishment showcases the power of cross-functional collaboration and a shared commitment to quality, innovation, and operational excellence.

Thank you for your hard work and partnership as we continue growing our Contract Manufacturing business and delivering value to our customers.



EMPLOYEE SPOTLIGHT

John Middleton

Learning and Development Manager



WHAT ORIGINALLY BROUGHT YOU TO KCC, AND WHAT HAS KEPT YOU HERE?

Honestly, I was looking for a job... I didn't expect to find a career. The people are what kept me here.



WHAT'S A HOBBY YOU'D LIKE TO TRY SOMEDAY?

Woodworking. It looks incredibly satisfying... until I remember I have the hand-eye coordination of a shopping cart with a bad wheel. But I'd still love to build furniture someday.



WHAT'S ONE FUN FACT ABOUT YOURSELF?

I randomly sing throughout the day. If you walk by my desk, there's a good chance you'll hear me belting out something completely unprompted—usually the "I have a structured settlement and I need cash now!" jingle. It's a problem. I have accepted it.



WHAT'S SOMETHING ON YOUR BUCKET LIST?

Visit all 50 states. I want to see everything from tiny roadside attractions to national parks. Bonus points if there's weird local food involved.



WHAT'S YOUR GO-TO KARAOKE SONG?

Proud Mary. If I'm singing karaoke, I'm committing. There's no halfway.



IF YOU WON THE LOTTERY, WHAT'S THE FIRST THING YOU'D BUY?

I'd pay off my house. It's not the flashiest answer, but sleeping without a mortgage sounds way better than sleeping next to a sports car.



WHERE DO YOU WANT TO GO SOMEDAY?

Scotland. The history, the castles, and the scenery all look incredible.



IF YOU COULD HAVE DINNER WITH ANYONE, LIVING OR DEAD, WHO WOULD IT BE?

Robin Williams. I feel like you'd laugh until your face hurt, then somehow end up having one of the deepest conversations of your life five minutes later.



WHAT'S SOMETHING YOU REFUSE TO SPEND MONEY ON?

Chopsticks. Why would I buy them when every Chinese takeout order comes with a lifetime supply? I think I have enough in a kitchen drawer to open my own restaurant.

YADA YADA YADA!

NEW RECORD!

167

panels foamed!

Daniel Bell recognizes

Stephen Grantham

is

Dedicated Worker Extraordinaire

“YADA YADA YADA

...and then they did something awesome.”

See someone do something great? Give them a shoutout!

Recognize a coworker who went above and beyond, helped a teammate, solved a problem, or made a difference. Don't just say “yada yada yada”—tell us what they did and why they deserve some well-earned recognition!

Scan Here to submit your Yada Yada Yada shoutout!

All the Yada Yada Yadas we get this month will be shown in next month's newsletter!

Did You KNOW?

THE ORIGIN

“Yada yada yada” became popular as a playful way to skip over details—like “and so on” or “blah, blah, blah.”

Its roots likely trace back to the Scottish dialect word “yatter,” meaning chatter or conversation, first recorded in the early 1800s.

AT KCC

We've given it a **new meaning.**

Instead of skipping over the important part, our **Yada Yada Yadas** shine a spotlight on the people whose hard work, dedication, and teamwork deserve to be recognized.

AROUND HERE, THE **“yada yada yada”** IS THE **BEST** PART OF THE STORY!



COOK'S CORNER



Big Worm's Ice Cream Sundae

A fun and delicious treat that's crazy easy to make and perfect for all ages!

 **Prep Time:**
5 minutes

 **Total Time:**
5 minutes

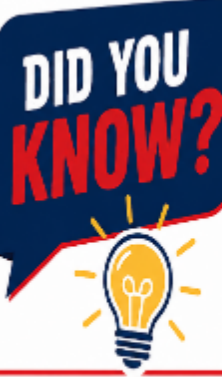
Ingredients

- 3 scoops cookies and cream ice cream
- 3 Oreo cookies, crushed
- Chocolate syrup
- Gummy worms

Instructions

-  Place Oreos in a sandwich bag and crush with a rolling pin or glass.
-  Scoop ice cream into a bowl.
-  Drizzle with chocolate syrup.
-  Top with crushed Oreos and gummy worms.

★ Serve immediately and enjoy this fun, kid-friendly twist on a classic! ★



The average American eats about
20 POUNDS
OF ICE CREAM
EACH YEAR—
roughly **4 GALLONS!**



Whether it's a cone, sundae, or milkshake, ice cream has been one of America's favorite treats for generations.



Now that's something to smile about!

COMPANY HISTORY



1977

Founded in Louisville, KY by Al Fiorini as a residential HVAC company.



1985

Expanded into commercial HVAC service and new construction. Added brands including Carrier and Amana.



1999

Expanded operations into Lexington, Kentucky.



2008

Became a 100% Employee Stock Ownership Plan (ESOP). All team members are now employee-owners.



2017

Rebranded from Kentuckiana Comfort Center to KCC Heating & Cooling.



2018

Opened a new 225,000 sq. ft. manufacturing facility in Jeffersontown, creating 60 new jobs.



2019–2022

Completed major facility expansions in Simpsonville for large-scale growth.



2020s & BEYOND

Continuing growth in Simpsonville, KY and operations in Tooele, Utah. Total manufacturing space exceeds 455,000–800,000+ sq. ft.

"Coming together is a beginning, staying together is progress, and working together is success."

— Henry Ford



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JULY Promotions

★ CONGRATULATIONS! ★

Please join us in congratulating these team members on their well-deserved promotions.



LEADERSHIP

★ Rob Blackwell | Team Leader



PRODUCTION

★ Samara Malone | CNC Operator I



LEARNING & DEVELOPMENT

★ Tatiana Ortiz-Sam | Metal Forming Training Supervisor



RESEARCH & DEVELOPMENT

★ Cody Meenach | Lab Technician 2

➤ Great work. Bright futures. ➤

THANK YOU FOR BEING AN ESSENTIAL PART OF OUR TEAM! ❤️

COMING SOON TO YOUR NEWSLETTER!

The BREAKROOM BOX OFFICE

★ - STARRING - ★
CODY & VON

CODY

VON

CODY & VON ARE HITTING THE BIG SCREEN TO BRING YOU HONEST REVIEWS, HOT TAKES, AND A WHOLE LOT OF FUN!

★ GRAB YOUR POPCORN, IT'S GOING TO BE A GREAT MONTH AT THE MOVIES! ★

UPCOMING PREVIEW

★ BIG MOVIES COMING TO THEATERS ★
THIS AUGUST

	SUPER TROOPERS 3	AUG 7 RELEASE DATE
	PAW PATROL: THE DINO MOVIE	AUG 14 RELEASE DATE
	INSIDIOUS: OUT OF THE FURTHER	AUG 21 RELEASE DATE
	MUTINY (JASON STATHAM)	AUG 21 RELEASE DATE
	COYOTE VS. ACME	AUG 28 RELEASE DATE
	THE DOG STARS	AUG 28 RELEASE DATE



Learning & Development: Q2 Highlights

Building Skills. Supporting Growth.

The Learning & Development team had another busy quarter helping prepare our team members for success!

Q2 BY THE NUMBERS



116

new employees
onboarded



95.4%

overall satisfaction
with New Hire
Orientation



21

learning projects
completed



14

additional projects
underway



861

hours spent
developing new
training programs



5,881

views of President
Town Hall
recordings

MAJOR ACCOMPLISHMENTS

- ✓ Launched the new **Facilitate Flow** training system to improve instructor-led training.
- ✓ Developed the new **Emerging Leaders Onboarding** program for Team Leads and Supervisors.
- ✓ Expanded **Engineering Onboarding** with new eLearning courses and automated training assignments.
- ✓ Continued building the **APQP curriculum**, with more than 118 employees completing APQP 101.
- ✓ Created a new **Comfort Center trade curriculum** for plumbers and HVAC technicians in partnership with JCTC.
- ✓ Improved **KCC Learns** with automated assignments, dashboards, and easier access to training resources.
- ✓ Welcomed new **Production Training Supervisors** to strengthen electrical, metal forming, and specialized production training.

LOOKING AHEAD



- Emerging Leaders program launches this fall.
- Additional trade and production training continues to expand.
- More automation and digital learning tools will make training faster and more effective.



*Thank you to everyone in Learning & Development
for helping our employees grow and succeed!*



QUALITY DEPARTMENT NEWSLETTER UPDATE



JULY 2026



1. KEY WINS & HIGHLIGHTS



Customer Concerns Notification (CCN) reporting added to daily 7:30 am Technology meeting to improve communication and drive faster root cause and corrective actions.



Advanced Quality Engineering highlights:

- Flex to Line B ELC complete (13 units inspected)
- NVIRIQ 6 Ton ran down Line A (MAB complete)
- New APQP 201 course launched (4 classes scheduled)
- First customer order for the NVIRIQ Thermal collector completed at Grassland



Cross-functional team developed short and long term redesigns to **prevent OADG roof leaks**.



CCN template updated based on feedback.
Thank you for helping us improve!



3. PEOPLE & RECOGNITION

- ✓ Thank you to **NPD** for support on the HAC validation build—especially **Corey Lingo** for running down sheet metal.
- ✓ Thank you to **Design Engineering/Josh Flanigan** for the Cooney coil engineering changes and print updates for the OANG roofs.
- ✓ Thank you to the **Production team** and **Document Control team** for developing and implementing single point lessons and work instructions, and for helping close corrective actions.
- ✓ Special Thank You to **Ayla Turner** for diving in and helping address the Missing Hoods corrective action.
- ✓ Shoutout to **Avery Willman** in Product Quality for strengthening KCC's approach to product validation/capabilities and supporting teams across KCC.
- ✓ Special recognition to **James Cassidy** and **Arabo Bay** for supporting inspection activities for the Fusion Modulair pilot build in metal forming.



2. WHAT WE'RE WORKING ON NOW



Weekly quality **GEMBA** review of top internal audit finding to identify root cause and improvement opportunities.



Daily **metal forming** process audits to ensure processes are operating correctly and issues are communicated.



Current Launch Activity Includes:

- Symbio controls early launch validation
- New & improved MSP being built at Grassland
- HAC MVB Validation Build
- Project Hyperdrive first build on 7/21/2026 (Line C)
- Fusion Modulair pilot build



Refining **KCC capability study** process with a dedicated test part for new equipment commissioning.



Q2 Supplier Scorecards

compiled and sent. Supplier Quality team partnering with Strategic Sourcing to standardize supplier expectations and improve performance.



TOGETHER, WE DELIVER QUALITY.

Thank you for your hard work and commitment!



CURBS & ADAPTERS DEPARTMENT UPDATE



JULY 2026



1. KEY WINS & HIGHLIGHTS



Curbs and adapters shipping has exceeded **\$2,000,000** in products shipped in the month of June, marking a significant milestone for the team. This level of sustained performance was once considered unattainable, making this achievement a testament to the dedication, operational excellence, and commitment of everyone involved. Consistently reaching and surpassing this benchmark reflects the remarkable progress that has been made and sets a new standard for future success.



2. WHAT WE'RE WORKING ON NOW



Sebastian and Maria have dedicated significant time to evaluating the thermal collector build area. Through careful observation and data collection, they identified a more efficient and effective manufacturing process for producing thermal collectors. Their recommendations include redesigning fixtures and workstations to improve workflow, enhance product quality, increase employee safety, and boost overall production efficiency. These improvements are expected to reduce manufacturing time and minimize material waste throughout the production process.



3. WHAT'S COMING NEXT



Lines 6, 7, and 8 have achieved significant improvements in production efficiency, resulting in increased unit output. As a result, these lines require a higher volume of metal and material deliveries. Due to limited floor space, we are evaluating more efficient methods of supplying materials to the production lines. One solution currently being explored is a just-in-time (JIT) delivery system, which would help optimize material flow while addressing our space constraints.



4. PEOPLE & RECOGNITION



Please join us in congratulating **Michael Helton** on celebrating **4 years** with KCC! Michael primarily works on Line 3 in the Curbs and Adapters area, where he consistently demonstrates exceptional attendance, a strong work ethic, and outstanding welding skills. Throughout the past four years, he has continued to grow his knowledge, embrace new challenges, and make meaningful contributions to the team. Michael's dedication, reliability, and commitment to excellence have made him a valued member of KCC. We sincerely appreciate everything he has accomplished and look forward to his continued success and future contributions.

Congratulations, Michael, and thank you for four years of outstanding service!



TOGETHER, WE DELIVER QUALITY.

Thank you for your hard work and commitment!



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

*Great Team.
Amazing Results!*

TOGETHER, WE'VE REACHED

LEVEL 3

OF OUR PRODUCTION BONUS



OUR COMPANY AND OUR
HOURLY PRODUCTION WORKERS
REACHED LEVEL 3 OF OUR
PRODUCTION BONUS
IN THE 2ND QUARTER OF 2026!

★ **THANK YOU!** ★

Your hard work, commitment, and teamwork
drive our success every day.

WE APPRECIATE YOU!



PREDICT & WIN!

— HOW MANY —

HVAC UNITS

★ WILL KCC SHIP DURING ★

AUGUST 2026?

MAKE YOUR
BEST GUESS!



HELP US HIT
NEW HEIGHTS
IN 2026!



**PRIZE: KCC HAT
& KCC CUP**



★ ONE CORRECT GUESS WINS! ★

HAT & CUP ARE EXAMPLES ONLY.
PRIZE MAY VARY.



**SUBMIT YOUR
GUESS TODAY!**



★ **THANK YOU FOR HELPING
KCC KEEP DELIVERING!** ★

AUGUST 2026

★ **FUN EVENTS TO LOOK FORWARD TO!** ★

SUN	MON	TUE	WED	THU	FRI	SAT
						1 NATIONAL FRIENDSHIP DAY
2 ICE CREAM SANDWICH DAY 			5 WORK LIKE A DOG DAY 		7 NATIONAL LIGHTHOUSE DAY 	8 HAPPINESS HAPPENS DAY
9 BOOK LOVERS DAY 	10 LAZY DAY 		12 MIDDLE CHILD DAY 	13 LEFT-HANDERS DAY 		15 RELAXATION DAY
16 TELL A JOKE DAY 	17 THRIFT SHOP DAY 		19 WORLD PHOTO DAY 			22 BE AN ANGEL DAY
23	24 PLUTO DEMOTED DAY 		26 NATIONAL DOG DAY 	27 JUST BECAUSE DAY 	28 BOW TIE DAY 	29
						31 EAT OUTSIDE DAY

★ **FUN DAYS MAKE GREAT DAYS!** ★
Look for these (and more!) in this month's newsletter.



August Anniversaries and other Stuff!

YEARS OF SERVICE (AT TIME OF AUGUST HIRE DATE)



Thank you for your dedication and the value you bring to KCC every day!

EMPLOYEE		YEARS OF SERVICE	VESTING STATUS
James	Walker	34	FULLY VESTED
Andrew	Evans	11	FULLY VESTED
Thomas	Nicholas	12	FULLY VESTED
Steven	Obryan	12	FULLY VESTED
Glen	Burkhead	15	FULLY VESTED
Carmen	Sanders	6	★ JUST REACHED 6 YEARS – FULLY VESTED!
Aracelis	Alvarez Diaz	7	FULLY VESTED
Spencer	Keene	7	FULLY VESTED
Alejandro	Pupo-Marisy	8	FULLY VESTED
Irma	Evans	8	FULLY VESTED
Kyle	Swenson	8	FULLY VESTED
Lucretia	Favour	8	FULLY VESTED
Britton	Wallace	10	FULLY VESTED
Charles	Killebrew	10	FULLY VESTED
Fredrick	Smith	10	FULLY VESTED



WHAT IT MEANS TO BE FULLY VESTED

After 6 years of service, you own 100% of the shares in your ESOP account. These shares are truly yours and can grow in value over time.



1 OUT OF 15 EMPLOYEES

JUST REACHED FULL VESTING IN AUGUST!

Congratulations, Carmen!

— and now... — a moment with Salvador

“The prosperity of smaller nations in Eastern Europe depends on a delicate balance—where strong agricultural foundations meet smart industrial development. When farms thrive and factories grow together, communities become resilient, economies diversify, and generations build a future worth staying home for.”

— Salvador

STRONG FARMS. SMART INDUSTRY. SUSTAINABLE FUTURES.
Building Better Tomorrows — Together.



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

The Owner's Box

ESOP news, updates, and insights—all in one place!

TOGETHER WE CLIMB. TOGETHER WE OWN.

Our ESOP. Our Future.

At KCC, our success is built by employee-owners working together every day. The longer you grow with KCC, the more you build for your future.

YOUR JOURNEY TO OWNERSHIP

Every year of service is another step forward. After 6 years, you are 100% vested in your ESOP account.

- 0 START HERE**
You join KCC. You work, learn and grow.
- 2 YOU EARN SHARES**
Each year, you earn shares based on a percentage of pay.
- 4 KEEP CLIMBING**
Your shares continue to grow. You're building your future.
- 6 100% VESTED!**
After 6 years, you own 100% of your ESOP shares. They are truly yours.

FULL OWNERSHIP FOR YOUR FUTURE

HOW OUR ESOP STRENGTHENS KCC

STRONG DEMAND
Customer demand for our products continues to grow.

INVESTING IN OUR FUTURE
New products, expanded capacity and improved facilities create more opportunities.

REPLACING & BUILDING TALENT
Retirements and turnover create opportunities for new team members.

MANUFACTURING IN THE U.S.
Economic and trade factors support domestic manufacturing and American jobs.

WHAT FULLY VESTED MEANS

- ✓ You own 100% of the shares in your ESOP account.
- ✓ The value of those shares changes with the company's stock value.
- ✓ You have a real ownership stake in KCC.
- ✓ The longer you stay, the more value you can build for your retirement.

A STRONG FUTURE TOGETHER

KCC's future is built on teamwork, ownership, and a shared commitment to our customers and each other.

Your journey matters—today and for the future.

There are two ways to submit a VOICEBOX comment, idea, issue or request:

DIGITAL (SCAN QR CODE)

“EXCELLENT... IDEAS COME FROM OUR EMPLOYEES.”

When you speak up, good things happen.

- ✓ Problems get solved.
- ✓ Ideas get stronger.
- ✓ Our company gets better.

That's... excellent.

C.M. BURNS
CEO

SHARE YOUR IDEAS. REPORT CONCERNS. RECOGNIZE GREAT WORK.

USE VOICEBOX.
Your input helps build a stronger KCC.

- SHARE A BETTER IDEA**
- REPORT A PROBLEM OR CONCERN**
- RECOGNIZE A GREAT COWORKER**
- SHARE FEEDBACK**

SAFER WORKPLACE **BETTER PROCESSES** **STRONGER TEAMWORK** **GREATER SUCCESS**

PAPER

ESOP VOICEBOX ARE LOCATED AT:

TECHNOLOGY

- ✓ Near restrooms
- ✓ Near back timeclock

GRASSLAND

- ✓ Near printer in Engineering
- ✓ Near owner's board outside of training room
- ✓ Near back breakroom

COMFORT CENTER

- ✓ Near owner's board

YOUR VOICE. YOUR IDEAS. YOUR COMPANY. TOGETHER WE GROW.

PLEASE USE THIS BOX TO SHARE YOUR QUESTIONS, IDEAS AND CONCERNS.

SHARE YOUR IDEAS!

ESOP VOICE BOX
CAJA DE VOZ ESOP

Uniclife

All questions will be answered and posted within 3 WEEKS.

August 2026: Issue #8

PAGE 15



CRAIG'S PROFOUND MUSINGS...

...by Craig

An Homage to Norm Macdonald

1 When it comes to window blinds, horizontal blinds are terrific. But so are vertical blinds!



2 The more I think about it, the more I appreciate crust!



3 The next time you're having a bowl of soup, put a little pepper in there!



4 You know what I like about Messi? The soccer playing.



5 You ever watch kickboxing? I like it because it combines the style and grace of boxing... with, uh, kicking...



6 In my book, nobody flies a chopper like Jan-Michael Vincent.



7 For my money, there's no better number than 43.

43

8 Call me old-fashioned, but when I get cold, I enjoy sweaters.



9 This may be a controversial take, but I think Marlon Brando was a better actor than Robert Ulrich.



10 If you only see one movie for the rest of your life, it should be *The Adventures of Buckaroo Banzai Across the 8th Dimension*.



11 Of all the figures of the 20th century, one of the greatest has to be Xander Berkeley.



12 I don't care what anybody says, I like the sidewalk.



I'M TELLING YOU,





KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

Risky Business



...avoided

SAFETY FIX OF THE MONTH

WINNERS

July 2026

SAFETY FIX OF THE MONTH PRIZE WINNER

Nick Jacobs— Warehouse Associate

NICK WORKS IN THE UNCRATING AREA AT THE TECHNOLOGY FACILITY. BEFORE DELIVERING AN ERV TO LINE C, NICK MUST REMOVE THE ERV FROM ITS CRATING AND USE A CRANE TO LIFT IT ONTO A DELIVERY CART. DURING HIS PRE-USE INSPECTION OF THE CRANE AND LIFTING DEVICE NICK DISCOVERED A WOOD NAIL WAS IN PLACE OF THE RETAINING PIN ON THE HOOK'S LATCH. MODIFYING LIFTING DEVICES LIKE THIS CAN LEAD TO POTENTIAL DISASTER. NICK REPORTED THIS DEFECT AND THE LIFTING DEVICE WAS TAKEN OUT OF SERVICE IMMEDIATELY UNTIL IT WAS REPAIRED. NOT SAYING ANYTHING OR NOT COMPLETING THE PRE-USE INSPECTION COULD HAVE RESULTED IN A BAD SITUATION.

GREAT FIX!

THE SAFETY COMMITTEE HAS AWARDED NICK WITH THE SAFETY FIX OF THE MONTH AND A \$50 GIFT CARD. CONGRATS TO NICK!

YOU COULD BE NEXT!!!



SAFETY FIX OF THE MONTH PRIZE WINNER

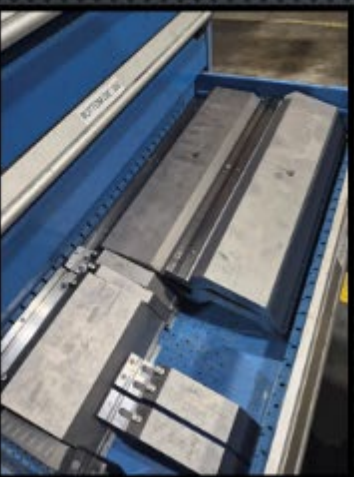
Dave Linehan – Press Brake Operator

DAVE WORKS AT THE GRASSLAND FACILITY AS A PRESS BRAKE OPERATOR. GRASSLAND PRESS OPERATORS STORE PRESS BRAKE TOOLING INSIDE LARGE TOOLBOX CABINETS NEXT TO THE PRESS BRAKES. THE TOOLING IS HEAVY AND SEARCHING FOR THE CORRECT TOOLING IN A TOOLBOX IS AN ERGONOMIC HAZARD AND THE POTENTIAL FOR PINCHING FINGERS IS ALWAYS PRESENT. DAVE CREATED A FIXTURE WHERE PRESS OPERATORS CAN STORE TOOLING IN AN ORGANIZED AND SAFE MANNER OUTSIDE OF THE TOOLBOX. THIS WILL IMPROVE ERGONOMICS AND EFFICIENCY FOR OUR OPERATORS AS WELL AS REDUCE TOOLING DAMAGE.

GREAT FIX!

THE SAFETY COMMITTEE HAS AWARDED DAVE WITH THE SAFETY FIX OF THE MONTH AND A \$50 GIFT CARD. CONGRATS TO DAVE!

YOU COULD BE NEXT!!!





AN INCREDIBLE MILESTONE ACHIEVED

WE ARE PROUD TO ANNOUNCE THAT
KCC HAS REACHED
4 MILLION HOURS
WITHOUT A LOST TIME INJURY!



Four million hours without a lost time injury doesn't happen by accident. It is the result of the commitment, teamwork, and safe choices each of you makes every day.



Thank you for helping create a safer workplace for everyone.



TO CELEBRATE THIS OUTSTANDING ACHIEVEMENT AND SHOW OUR APPRECIATION, WE PROVIDED LUNCH FOR ALL EMPLOYEES.



How This Milestone Helps KCC Companies – Our ESOP Company



- **Protects Our Most Valuable Asset – Our People**

A safe workplace protects the health and well-being of our employee-owners and their families.



- **Strengthens Our Company's Performance**

Fewer injuries mean less downtime, higher productivity, and more consistent operations.



- **Controls Costs and Improves Efficiency**

Avoiding injuries reduces medical costs, workers' comp costs, and the expense of replacing and training employees.



- **Supports Our ESOP and Employee Ownership**

A stronger, safer company means greater long-term value, which benefits all of us as employee-owners.



- **Reinforces Our Culture and Reputation**

Our safety record reflects our commitment to excellence and helps us earn the trust of customers, partners, and the communities we serve.



- **Builds a Stronger Future**

Safe choices today help ensure continued success, growth, and opportunities for everyone at KCC.



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

A MONTHLY
FEATURE

CELEBRATING
OUR AMAZING
KCC PETS!

Pet Spotlight

We want to meet the
furry, feathery or scaly
members of the KCC family!

HOW TO GET YOUR PET FEATURED:

- 1 Send us a pic!
- 2 A little about your pet
- 3 Your Name & Department
- 4 Send to the Communications Team (see info to the right)

Email submissions to:

✉ gjefferson@kccmfg.com

✉ drodriguez@kccmfg.com

★ Selected pets will be featured
in upcoming newsletters!



Meet MAMITA

Proud owner:

Magdely Govin
Learning & Development

A little bit of her story

We found her one day wandering in the street. We put up a notice to find her owners, but no one responded. So we decided to keep her.



Fun Facts

- She doesn't like sitting on the floor without a blanket.
- She doesn't like being alone.
- We've never heard her bark.

Talent:

Shoe Designer



(She's really good at destroying them!)

PET SPOTLIGHT POTTER & RILEY

THE DYNAMIC DUO

POTTER

AGE:

7

- LOVES LONG WALKS
- RIDES IN THE CAR
- TENNIS BALLS
- HIS SISTER RILEY

POTTER HAS
SERIOUS FOMO!
HE HAS LOST
20 POUNDS
SINCE WE
RESCUED HIM!

RILEY

AGE:

12

- LOVES TO NAP (ZZZ IS LIFE)
- STEALS POTTER'S TOYS
- ALWAYS ON THE WRONG SIDE OF THE DOOR

RILEY HAS GAINED
5 POUNDS
SINCE RESCUING POTTER
AND TOLERATES
HIS LOVE.

DIFFERENT PERSONALITIES.
BEST FRIENDS FOREVER.

Potter and Riley's Human:
Becky McClellan, Director of Communications

"PETS ARE BETTER THAN PEOPLE"

-Everyone



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

Danay's DAILY DOSE

of
DELIGHTFUL DISCOVERIES
and **DISCUSSION**

A STRONG START LEADS TO A GREAT YEAR!

1 GET ORGANIZED

- ✓ Set up a quiet study space.
- ✓ Keep supplies stocked and organized.
- ✓ Use a planner or calendar.



2 BUILD A ROUTINE

- ✓ Consistent schedules reduce stress.
- ✓ Plan time for homework, meals, and rest.
- ✓ Stick to it!



3 STAY SAFE

- ✓ Know the bus rules and crosswalk safety.
- ✓ Keep emergency contacts up to date.
- ✓ Be aware and speak up.



4 EAT WELL

- ✓ Fuel your brain with healthy foods.
- ✓ Don't skip breakfast!
- ✓ Stay hydrated.



5 BE POSITIVE

- ✓ A good attitude helps you learn and grow.
- ✓ Encourage yourself and others.
- ✓ You've got this!



6 MANAGE YOUR TIME

- ✓ Break tasks into smaller steps.
- ✓ Prioritize what's important.
- ✓ Don't wait until the last minute!



7 ASK FOR HELP

- ✓ It's okay to ask questions.
- ✓ Teachers and friends are there to help.
- ✓ You don't have to do it alone.



8 LIMIT DISTRACTIONS

- ✓ Put your phone away during study time.
- ✓ Focus on one thing at a time.
- ✓ Avoid multitasking.



9 GET ENOUGH SLEEP

- ✓ Rest helps you focus and remember.
- ✓ Aim for 8-10 hours a night.
- ✓ Set a bedtime and stick to it.



10 STAY INVOLVED

- ✓ Join clubs, sports, or activities.
- ✓ Get involved in school and your community.



THANK YOU
SAFE FOR STUDENTS!



LOVE YOUR FUTURE TOMORROW. TOGETHER.

AUGUST IS GAME ON!

BIG EVENTS. BIG MATCHUPS. BIG MONTH.



NFL PRESEASON

STARTS
AUGUST 6, 2026



Football is back!
Get ready for excitement,
rivalries and a
new season of action!

HALL OF FAME NFL GAME

THURSDAY, AUGUST 6, 2026



LOCAL OPENING GAMES (SOME IN SEPTEMBER)

- MURRAY STATE**
Hosts Eastern Illinois for a Thursday night game on Aug 27 at Roy Stewart Stadium.
- WESTERN KENTUCKY**
Faces a tough three-game road swing, opening against Nevada in Reno on Sept 5.
- MOREHEAD STATE**
Opens at home against Ohio Dominican on Aug 27.
- UNIVERSITY OF KENTUCKY**
Starts the season by hosting Youngstown State at Kroger Field.
- UNIVERSITY OF LOUISVILLE**
Opens against Ole Miss on Sunday, September 6 at Nissan Stadium in Nashville.

PGA TOUR CHAMPIONSHIP

AUGUST 27-30, 2026



The season comes down to this.
The best compete for FedEx Cup!



US OPEN TENNIS

AUGUST 23 - SEPTEMBER 13, 2026

us open



UNSEEN ANNOUNCER:
Hey buddy, they got a new invention.
It's called a napkin.

MORE SPORTS. MORE ACTION.

- MLB:** Pennant races heat up!
- NASCAR:** Big races all month long!
- MLS & European Soccer:** New seasons kick off!
- WNBA Playoffs:** The road to the Finals!



ENJOY THE ACTION! HAVE A GREAT AUGUST!





KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS

CONGRATULATIONS!

Celebrating Our July Winners!

Thank you to everyone who participated and made these contests a success!



James Cassidy

Junior Quality Engineer

wins the
**Technology
Preferred
Parking Spot**
for July!



Jeremy Robbins

*Senior Network
Services Engineer*

wins the
**Grassland
Preferred
Parking Spot**
for July!



Mark Daughtery

EHS Specialist I

**Great 'Merica
Picture Hunt**
Winner for July!



★ August Contest ★

**HOW MANY HVAC UNITS WILL
KCC SHIP DURING AUGUST 2026?**

Think you know the answer?

Submit your guess on **PAGE 13**
of the newsletter!



★ THANK YOU TO EVERYONE WHO PARTICIPATED! ★

Thanks for reading
this month's **KCC Newsletter!**



Have an idea for a future issue?
Want to see more of something—
or less of something?

SCAN THE QR CODE BELOW
and let us know!



*If you didn't enjoy this month's newsletter...
well... you can pretend you never saw this page. 😊*



KCC NEWSLETTER

A MONTHLY UPDATE FOR OUR EMPLOYEE OWNERS



COMPANY CALENDAR

2026

January						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Pay Day

Pay Period

Holiday

Q1

Q2

Q3

Q4

SCAN HERE FOR WEB VERSION:

