

TO: ALL INC. EMPLOYEES

FROM: JEFF GORE, PRESIDENT & CEO, BUILDING MATERIAL DISTRIBUTORS, INC.

DATE: JANUARY 4, 2021

SUBJ: OWNERSHIP CHANGE

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We are very excited and pleased to announce that Building Material Distributors, Inc. (BMD) has acquired ALL, Inc. as of January 1, 2021. ALL, Inc. will operate as a wholly owned subsidiary of BMD.

BMD, which was established in 1943, is an employee-owned company, focused on the building industry, and well-known for market leadership in the businesses it operates. The Company is headquartered in Galt, California (near Sacramento) and has 16 facilities located throughout the country. BMD's businesses support multi-family developers, architects, builders, and contractors with many building related product and service categories. During the past several years, the Company has strategically built a growing presence in interior products in the middle of the country, including Moehl Millwork (Ankeny, IA), Kansas City Millwork (Olathe, KS), Texas Door & Trim (Dallas, TX), and now ALL, Inc. (St. Paul, MN). You can learn more about BMD and our companies through any of our company websites, or by visiting the following website specially produced for ALL Inc. employees: [www.bmdusa.com/ALL](http://www.bmdusa.com/ALL).

BMD's core values are defined as follows and serve as guiding principles in how we conduct our business:

- Integrity
- People
- Accountability
- Communication
- Teamwork
- Excellence
- Continuous Improvement
- Employee Ownership

As an employee-owned company, BMD is proud of its reputation and the capabilities we bring to the market; such as strategic selling, deep technical knowledge, marketing, business data analysis, strong channel relationships, and operational effectiveness.

ALL Inc. is a leader in the market, which is due not only to the great products you offer, but also to the expertise and exceptional service you provide to your customers. We are excited for the future and the new partnership resulting in increased sales and profits for both companies.

What does this mean to you? Initially, you may notice a few changes as we integrate our two businesses, but our first goal is to continue to build on what ALL Inc. does best- growing and delivering value for customers. The ALL Inc. name will remain intact, and employee functions will stay the same. We are pleased that Ryan Rutzick, Ivan Yaremchuck, Hollie Rodriguez and Becky Pallas, will remain with ALL, and they will continue to lead the business. In addition, Mark Rutzick has agreed to support a successful transition as a short-term consultant.

We know you will have many questions. We will be conducting introductory informational sessions today and tomorrow. You will also see some of BMD's leaders visiting ALL during the next month to begin integration of our businesses to facilitate growth and expansion. In order to create open dialog, we have established an email address for any questions: [ALLquestions@bmdusa.com](mailto:ALLquestions@bmdusa.com). Please feel free to contact us.

We see a bright future for ALL Inc. and look forward a strong alliance in creating premium living spaces throughout the country. The BMD team looks forward to meeting and getting to know each one of you.