

January 18, 2021

Dear valued team members,

In early 2020, we shared information with all of you about our Employee Assistance Fund (EAF), which is held under our Kodiak Foundation. As you know, we wanted a vehicle to help assist all of you, our Kodiak Family members, when you found yourself in unexpected financial distress due to extreme circumstances. In the summer of 2020, we called for you and your fellow employees to help one another, just as family is often called to do, by signing up for an automatic payroll deduction to help grow this fund. We committed to matching contributions at 25%. We were very pleased by initial one-time donations and the handful of people who took advantage of the auto deduct via payroll.

In this short span of time, we have funded 80% of all requests, via review by the Foundation Board. **Almost \$67,000 has been distributed to 120 people.** Understandably, the bulk of the requests were spurred by COVID, but we also have funded many other requests.

The EAF has benefitted people across our entire organization. Employees from 80% of our companies have received grants. That fact is gratifying to recognize, as we are truly "all in this together". The culture of caring for the entire Kodiak family is truly evident.

We would like to not only continue in this vein, but we would like to do even more. Two steps will help move us toward this end. First, the Company will now commit to a 50% match on all payroll deductions! For every dollar that you contribute, Kodiak will add 50 cents. The full dollar you contribute will go to the EAF, but from the Company match, 25 cents will go toward the EAF and the other 25 cents will go to the Foundation's general fund.

It is this general fund that has helped with charities such as the Daddy Bruce Randolph Foundation. Additionally, these funds are available to be used at the discretion of the Board to support causes and efforts for the betterment of our communities. There are so many worthy causes, and we hope to help where we are able.

The second step is to gain more buy-in from you and your fellow employees. Currently, most of the payroll deductions are coming from only a small segment of our employee population. With over 5,000 employees, our hope is to garner more support and participation from YOU, so that we may continue to help when the needs arise. Please know that no amount of giving is too small.

Thank you in advance for your generosity and continued support of your Kodiak family through the EAF and the Kodiak Foundation.

With appreciation,

Star Es

Steve Swinney

CEO, Kodiak Building Partners Inc.

Chairman, Kodiak Building Partners Foundation

Jeff Jones President,

Kodiak Building Partners Foundation