As America’s largest independent paint retailer, we are big enough to rely on for our scale, yet we maintain the relationship culture of a local partner.

THE KELLY-MOORE DIFFERENCE

We are the largest independent paint company in the U.S., continuing Kelly-Moore’s long tradition of being unwaveringly focused on our customers’ paint project success. Our history is one of being big enough to support thousands of significant commercial projects each year, while being small enough that our long-tenured staff truly know their local communities and are personally committed to their customers.

We have been part of noteworthy projects in the U.S. and globally, including such sites as the Apple Campus Headquarters, Amazon and Facebook facilities, major sports stadiums, countless multi-family housing developments and other major commercial facilities.

Kelly-Moore’s 75+ years are grounded in deep and long-standing relationships with all players in the paint and coatings ecosystem – from commercial and residential contractors, to designers and architects, property managers, and homeowners’ associations.

Paint from a company that is neither mom & pop, nor big-box.
Kelly-Moore Paints was founded over 75 years ago to meet the unique service and product demands of professional painting contractors who perform work for commercial and residential customers. We have continued to design our best practice service standards on this basis.

This philosophy fueled the company’s growth from a single manufacturing facility and store in San Carlos, California, to a retail network of 157 stores in California, Nevada, Oklahoma, and Texas, as well as over 120 dealer outlets. We distribute nationally from our state-of-the-art manufacturing facility in Hurst, Texas.

In 2022, Kelly-Moore was acquired by the Flacks Group, investors specializing in the expansion of medium-sized businesses across a diverse range of industry sectors. Our new ownership has rededicated the company’s focus on aggressive growth, both nationally and internationally.

Kelly-Moore Growth

- Continuing to serve our core Contractors market
- Redoubling efforts to grow our successful dealer network across the country
- Deepening relationships with designers, architects, property developers, homeowners associations, and home/property owners
- Developing new products for OEM customers
- Serving markets around the globe

Kelly-Moore History

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Kelly-Moore by the Numbers

| 10M | Gallons produced annually |
| 80K | Contractor relationships |
| 280+ | Retail outlets |
| 17K | Designer/architect partners |
| 45% | Employee tenure over 10 yrs |
| 5 | Quality control stages |
SELECTED MAJOR PROJECTS

Kelly-Moore is proud to have provided our high-quality paint for countless noteworthy projects, including the facilities of:

- Apple
- Amazon
- Costco
- Children’s Fairyland
- Dole Fresh Vegetables
- Facebook
- Four Seasons Napa Valley
- San Jose Institute of Contemporary Art
- Google
- San Francisco 49ers Levi’s Stadium
- Monterey Bay Aquarium
- Stanford University
- Tesla

KELLY-MOORE PARTNERS

CONTRACTORS
Kelly-Moore’s heart and soul has always been its relationships with painting contractors. Working with thousands of residential and commercial professionals is in our DNA.

HOMEOWNERS
Choosing paint colors can be complex and overwhelming. Our experienced store staff are not only color-trained, but expert in color matching. We love helping homeowners realize their personal visions.

DESIGNERS AND ARCHITECTS
We are passionate about the important people whose role it is to help choose color and specify paint. Their expertise is a critical part of making painting projects a success.

PROPERTY MANAGERS
Property managers have complex roles. We strive to make their lives easier.

ARCHITECTURAL COATINGS
Our R&D team is among the most highly qualified in the industry, able to develop custom batching for particular technical applications.

DEALER NETWORK
Our long-standing Dealer network program has been a mutual success, built on a foundation of support for our partners, shared goals, and always keeping the end customer in mind.

GLOBAL DISTRIBUTORS
Efficient and streamlined international distribution with pick up from California and Texas warehouses, multiple port access from the Atlantic and Pacific, and customized financial and shipping programs.

KELLY-MOORE PAINT SALES
MIX BY SEGMENT (2019–2023)

- 41% RESIDENTIAL REPAINT CONTRACTORS
- 18% NEW RESIDENTIAL CONTRACTORS
- 15% COMMERCIAL CONTRACTORS
- 5% HOA REPAINT CONTRS.
- 5% INDUST. COATINGS
- 2% CABINET/ FURNITURE TRADE
- 2% GOV. & SCHOOLS
- 5% CONSUMER SALES
- 5% PROPERTY MANAGEMENT
- 7% APARTMENT PAINTERS
BEST PRACTICE R&D LAB

- Highly trained R&D staff with MA/BA in polymer chemistry or materials engineering
- Stringent quality standards, batch testing, and narrow variation parameters
- Tightly integrated with manufacturing due to adjacent lab and plant

Rigorous, 5-step quality control review process, with targeted 95% pass rate.

1. Incoming bulk raw material confirmation by FTIR spectroscopy
2. In-process pigment dispersion checks
3. Multi-point physical property testing upon batch completion
4. Fill checks and post-fill audits
5. Microbiological hygiene testing
STATE-OF-THE-ART MANUFACTURING

330,000 sq. ft. factory, updated in 2017 including:

- New paint mixing and filling equipment
- Latest computer control technology to automate paint mixing
- First paint factory in the Americas to install and operate the high speed Kynesis mixer

Recipient of 2022 Texas Environmental Excellence Award for Pollution Prevention

RELIABLE LOGISTICS

- Centrally located, with convenient access to major truck and rail shipping lanes
- One-day drive to Gulf shipping ports
- 28 long-haul trucks (48', 42', 28')
- 190 local delivery vehicles

95%

Same day deliveries

85%

Within 2-hours
KELLY-MOORE PEOPLE AND CULTURE

- Longer-tenured leadership and field staff than competitors.
- 26% over 10 years
- 14% over 20 years
- 5% over 30 years

- Staff is part of the local community and knows customers by name.
- Problem-solvers who go above and beyond, from delivering paint to the project site when urgently needed to providing guidance on paint substrates... they are committed and they care.

SOPHISTICATED COLOR STUDIO

- Full range of color marketing collateral
- Color trends tracking and insights
- High-end color tools for contractors
- Coming soon: Trade portal community for Designers and Architects

1,721 PAINT COLORS

100+% RECOMMENDED FAVORITES
Residential Repaint: 50K+ accounts
The convenience of our locations in California and the Southwest make contractors’ lives easier. Our contractor partners value Kelly-Moore product longevity and application feel, and our wide range of products meets all residential repaint needs.
Contractors value our store and sales representatives’ deep knowledge and service orientation.

New Residential: 7K+ accounts
Kelly-Moore’s dedicated Business Development Managers service large projects and take a hands-on approach to ensuring project success.
Kelly-Moore has developed products specifically appropriate for new residential projects, with excellent touch up and appearance to help complete jobs quickly.

Commercial: 20K+ accounts
Kelly-Moore products meet specifications and have certifications critical to commercial projects – MPI, EPDs, HPDs, Low VOC.
Our deep, long-term relationships with specifiers and general contractors, combined with 75+ years of experience supporting large-scale projects are key to our longevity in the commercial space.

Designers/Architects
The 1,700+ Designers and Architects in our curated network continue to choose Kelly-Moore due to our track record, professional service, and long-standing name brand.
Our high-touch approach of providing color renderings, color boards and color schemes has facilitated deep, long-term relationships.
Later in 2023, Kelly-Moore’s exclusive trade member community portal will create engagement, promote designer services, and gather input to fuel Kelly-Moore innovation.

Property Management and Homeowners Associations
Our 17,000+ Property Management customers trust Kelly-Moore because we are deeply immersed in the industry and actively work to understand their needs.
We generally strive to find ways to make property managers’ lives easier with services that take painting projects off their hands, freeing them to manage their multiple properties.
As an active partner, we facilitate the process with homeowners associations, paint committees and board members, sharing our deep experience in managing exterior color changes on large-scale projects.

20MM+
PAINT GALLONS SOLD TO CONTRACTORS IN PAST 4 YEARS

OUR KEY PARTNERS WHO SPECIFY PAINT
THRIVING DEALER NETWORK

The right in-store equipment to provide paint:
- Color racks
- Tint machine
- Color match system

A strategic partner to move paint:
- In-store branding
- Marketing support
- Partnership promotion

Latest dispensing and color matching technology:
- Uniquely optimized tint/paint formulation
- Dramatically lower in cost
- Margin rich at up to 65%

<table>
<thead>
<tr>
<th>57</th>
<th>DEALERS</th>
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<tbody>
<tr>
<td>120+</td>
<td>OUTLETS</td>
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<tr>
<td>17</td>
<td>DEALERS WITH 10+ YEAR TENURE</td>
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<tr>
<td>40%</td>
<td>AVERAGE PARTNER MARGINS</td>
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Kelly-Moore has developed custom, concentrated products for a major international pallet OEM. We are also focused on millwork and manufactured homes in targeted markets.

GLOBAL DISTRIBUTION

Kelly-Moore’s export program is successful and long-standing

- Multiple Port Access from the Atlantic and Pacific
- Customized financial and shipping programs
- Warehouses in Hurst, TX / Houston port or Union City, CA / Oakland port

TOP: Vietnam, Saigon Pearl, Apartment Complex
MIDDLE: Hangzhou, China Showroom
BOTTOM: Panama, Allbrook Mall, 2nd largest mall in the Americas

OEM GROWTH OPPORTUNITIES

Kelly-Moore has developed custom, concentrated products for a major international pallet OEM. We are also focused on millwork and manufactured homes in targeted markets.
FLACKS GROUP

Founded by Michael Flacks, Flacks Group specializes in the acquisition and operational elevation of medium-sized businesses with significant growth potential. Recognizing Kelly-Moore’s strong foundation and high-quality product, Flacks Group acquired the company in September 2022, making major investments in upgrading infrastructure and leadership capabilities. Flacks Group is committed to ensuring that every Kelly-Moore current and future customer remains highly satisfied with our service and pleased with their paint project outcomes.