

My name is Kurt Voss, and I serve as the President and CEO of the AmeriLux Family of Companies, headquartered in De Pere, Wisconsin. The AmeriLux Family of Companies was founded in 2004 and now employs 350 people. We operate as a manufacturer, value-adding distributor, provider of logistics, transportation, and warehousing services through several integrated businesses:

- **AmeriLux International** – A value-adding distribution company supplying a wide range of building materials founded in 2004.
- **AmeriLux Transportation** – A full-service trucking group supporting safe, reliable delivery for our partners founded in 2012.
- **AmeriLux Logistics** – A warehousing and supply-chain management team providing end-to-end operational support founded in 2015.
- **Shape Products** – A manufacturer and distributor focused on window wells and window well covers for retail partners across the country which we acquired in 2020.
- **American Polycarbonate Company (APC)** – Newly created in 2025, this joint venture between AmeriLux International and Brett Martin (headquartered in Ireland) reshores polycarbonate sheet manufacturing to De Pere, Wisconsin.

AmeriLux International was formed in 2004 because we saw a clear need in the market and believed we could meet it. As our customers' challenges evolved, we grew into new areas where we could add meaningful value, create win-win outcomes, and provide reliable solutions. Every entity within the AmeriLux Family of Companies reflects that same mindset: identify the need, build the capability, and serve partners with reliability and purpose. This approach continues to inform how we operate and grow today.

At the center of everything we do is one core principle: we are in the people business. The relationships we build with our team members, customers, suppliers, and community partners are the foundation of our success. We focus on showing up consistently, communicating clearly, and following through on commitments. Internally, that means hiring for attitude and giving our team members the tools to chase their potential. Externally, it means working with partners in a way that is fair, transparent, and sustainable. AmeriLux has grown because we have invested in these relationships, and that focus continues to guide our decisions and priorities.

Outside of AmeriLux, I remain active in the Greater Green Bay community and serve on several local boards, including the Green Bay Packers. Much of my work outside the company reflects the same people-centric approach that guides our business. One project that holds significant meaning for me is the restoration of a 130-year-old church on the St. Norbert College campus in memory of my daughter, Cassie, which now operates as the Cassandra Voss Center and supports the Olive Branch Initiative's work to encourage dialogue across difference.

As we looked at the long-term needs of our customers and our industry, it became clear that polycarbonate sheet manufacturing required a new approach. The formation of the American Polycarbonate Company was driven by a clear need in the North American market. Through our long-standing relationship with Brett Martin, a leading plastic sheet extruder with more than 60 years of experience, we identified an opportunity to bring polycarbonate sheet production back to the United States. Much of this production has moved overseas, which has created gaps

in availability and limits our ability to control our own destiny as a distributor and partner to our customers. By working together, we saw a clear path to bring this capability back to the United States. APC was created to build that capacity domestically, improve service to customers, and reduce dependence on foreign manufacturing for a material that many industries rely on.

Reshoring this manufacturing process required us to move specialized equipment from Ireland to the United States. We initiated this project long before the new tariffs were announced, with the goal of supporting domestic manufacturing and strengthening supply chain reliability. Under current tariff classifications, importing this equipment resulted in duties that were not structured with reshoring efforts in mind. These costs create a meaningful financial hurdle for companies attempting to build or rebuild domestic manufacturing capabilities, and they work against broader efforts to improve supply chain resilience and expand U.S. production capacity. In our case, the tariff added more than \$150,000 to the project and directly affected how quickly and efficiently we could bring production online in Wisconsin. These unexpected costs also make the long-term success of this domestic operation more challenging.

From the start of the AmeriLux Family of Companies, our progress has come from recognizing opportunities and making a play to meet them. Reshoring polycarbonate sheet production follows that same pattern. It strengthens our supply chain, creates good jobs in our community, supports our team, and allows us to serve our customers more effectively. The tariff applied to this equipment complicates an effort that is meant to support American manufacturing. I understand that with all significant, positive policy changes there will be some unintended consequences. Subjecting financial penalties, like tariffs, on equipment needed to reshore manufacturing to the United States obviously doesn't make sense and should be corrected.

I was asked to provide feedback on other ways that the Small Business Committee could further support small business. I offer the following for discussion:

- Ease banking regulations and compliance costs for small banks to allow them to better serve their customers. Capital formation is critical to start and grow businesses.
- The cost of healthcare continues to escalate, and the current structure is broken. Real reform needs to take place enabling employers and employees to obtain affordable care and to become educated enabling them to better educated consumers of medical services.
- I'm acutely aware of the importance that small business plays in providing for societal needs. The capital derived from successful small businesses benefits this country and its citizens in a variety of ways. It is literally the engine that runs this country. In many ways this is under publicized and I encourage this committee to use its influence to magnify this point.

I appreciate the Committee's time and look forward to any questions that you may have.

Sincerely,

Kurt Voss
President & CEO | AmeriLux Family of Companies