

Boyden's Opening Statement

House Ways & Means Field Hearing - October 6, 2026

Chairman Smith, Congressman Kustoff and the honorable members of the Ways and Means Committee – thank you for being here and for giving us the opportunity to welcome you to Orgill, Collierville, and Memphis.

I'm Boyden Moore, I grew up in a small family owned business. My dad owned Moore Printing in Anniston, Alabama, which still exists today. Earlier in my career, I worked as president of Marvin's Building Materials and Home Centers, a family-owned small chain of home centers in Alabama. For the past five years I've served as Orgill's president and CEO.

Orgill will celebrate 180 years in business next year. It is the oldest business in Tennessee and one of the top 200 privately held companies in the US. We serve over 13,500 stores in every US state and roughly 60 foreign countries. About 60% of our customers are single-store operators, mom and pop independent stores.

Today I hope to offer this committee a perspective not only from our company, but also on behalf of the thousands of independent hardware and home improvement businesses we serve across this country.

We are sitting here today in Orgill's new, 550,000-square-foot Innovation Center. We cut the ribbon on this facility last year, and it is the first of its kind in our industry. The Innovation Center represents a major investment in our company's future, in our community and, most importantly, in our customers.

Within these walls, we are showcasing many of the ways Orgill and our industry partners work to provide ongoing solutions and support to the hardworking business owners we serve. Our customers consist primarily of small, independently owned family businesses – the hardware stores, home centers and lumberyards that literally provide the building blocks for communities across the United States.

We all know small, independent businesses are critical to the health of our communities. But we also recognize that their interests can sometimes be overlooked because they don't have the profile or scale of their larger competitors. So, when this committee presented us with an opportunity to speak not only on behalf of Orgill, but also to champion the interests of our customers, we were eager to do so.

We were also eager to share some of the positive impacts we have seen from recent legislation and to discuss how provisions included in the One Big Beautiful Bill Act can serve as a starting point for continued legislative support for companies like Orgill and the small businesses we serve.

The legislative changes brought about by this Act have delivered meaningful, measurable benefits to Orgill. In 2025 alone, provisions allowing accelerated depreciation and the immediate expensing of software development costs generated approximately \$25 million in tax benefits for our company. Those benefits didn't just strengthen our cash flow; they supported continued investment in our business and provided us with greater opportunities to better serve our customers.

The Act also created powerful incentives for continued investment and innovation. By allowing businesses to immediately deduct qualifying investments in equipment, technology, automation and software development, Orgill can deploy capital more efficiently while continuing to modernize our distribution network and develop new solutions for our customers.

But beyond the benefits Orgill has experienced directly, perhaps even more important are the opportunities this legislation creates for our customers—the small, independent and often family-owned businesses that are so integral to communities across our country.

For independent retailers, provisions within the Act can create similar opportunities to strengthen cash flow and reinvest in their businesses. From equipment and technology upgrades to pass-through tax deductions and workforce incentives, these provisions provide tools that can help local businesses invest, grow and remain competitive.

One specific example can be found in the expanded employer child care tax credit, known as 45F, which gives businesses greater incentive to help employees access child care – a promising tool for attracting and retaining workers while supporting working families.

And the benefits extend beyond business owners themselves. Changes such as the new deduction for qualifying overtime compensation can have an immediate and meaningful financial impact on the people working in these businesses—allowing them to keep more of what they earn to support their families, their homes and their communities.

There is no doubt that many of the provisions included in this legislation have been helpful to Orgill and our customers. At the same time, we all recognize there is more work to be done to support small businesses and ensure they can continue to survive, compete and succeed for generations to come.

We take the fact that you are all sitting here today, inside an Innovation Center dedicated to helping independent businesses become stronger and more successful, as an encouraging sign. And we hope these recent legislative changes represent the beginning of even more positive work ahead – work that helps America's small businesses thrive and strengthens the companies, communities and people who support them.