

# EXCERPTS 2025

Volume 95

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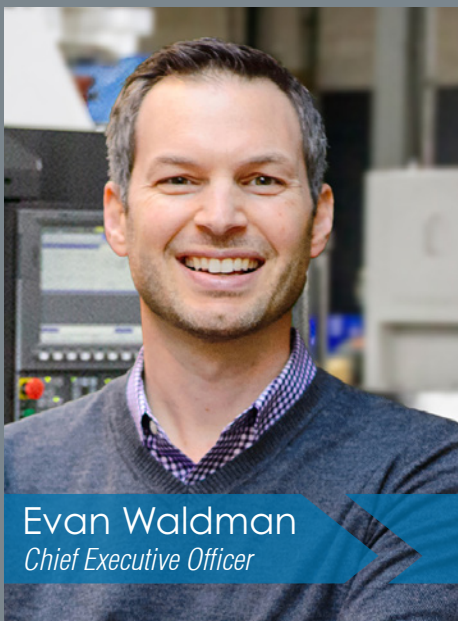
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**Evan Waldman**  
Chief Executive Officer

## THE WORD

As the end of 2025 approaches, it's natural to pause and take stock of how far we've come while setting our focus firmly on where we're headed. Once again, I find myself grateful for the incredible team at Essex. Their daily commitment to our values, to our customers, and to each other continues to propel us forward in meaningful and measurable ways.

Manufacturing is evolving at a rapid pace, and Essex is evolving with it. Three forces are shaping our future in powerful ways: automation, continuous improvement, and artificial intelligence. I think of these as a triangle - each side equally important, each supporting the others. When these elements work in balance, they create stability, momentum, and opportunity.

Automation at Essex has always been about empowering our people. By improving consistency, safety, and efficiency, automation allows our teams to focus on higher-level problem solving, innovation, and craftsmanship. It strengthens our processes while reinforcing the roles our people play within them.

Continuous improvement has been part of Essex's DNA for decades. It's how we think, how we operate, and how we grow. Long before "continuous improvement" became a buzzword, Essex team members were already finding better ways to build, test, inspect, and deliver. That mindset has carried us through generations of products, platforms, and technological change - and it remains one of our greatest competitive advantages today.

Artificial intelligence represents the newest side of this triangle, and its potential is significant. AI offers new ways to analyze data, enhance planning, improve workflows, and support decision-making across the

organization. Embracing AI feels natural for us because, at its core, AI is another tool for continuous improvement.

With that opportunity comes responsibility. This year, Essex established an AI and Automation Steering Team comprised of employees from all operating sites to guide how we explore and adopt AI and automation across the business. Their mission is not only to encourage innovation, but to ensure we use these tools responsibly. AI is still an emerging space from a regulatory standpoint, and while broader rules will certainly come with time, Essex has chosen to lead with discipline and integrity from day one. That approach - do it right, do it safely, and do it together - has always defined who we are.

The shape of manufacturing will continue to change. The tools will evolve. New challenges will arise. But what will not change is the heart of Essex - the people who show up every day to solve hard problems, build mission-critical products, and support one another inside and outside the workplace.

What gives me the greatest confidence as we look ahead is that these advances in technology are being driven by the same Essex spirit that has powered us from the beginning: curiosity, collaboration, accountability, and pride in our work. From seasoned veterans to new hires just finding their footing, this team continues to learn from one another and push each other forward.

Our future is bright because our foundation is strong. I am so proud of the Essex team and hope you enjoy seeing what we've been up to in this edition of "The Excerpts."

Thank you for being part of the Essex journey.

# ADAPTIVE MANUFACTURING

In today's manufacturing environment, enhancing automation, integrating artificial intelligence (AI), and refining processes are essential to maintaining competitiveness and efficiency. Embracing these elements leads to improved productivity and better quality control, ultimately reducing operational costs.

Automation is more than machines doing repetitive tasks. It is about achieving consistent results, which in turn helps streamline the entire manufacturing process. At our Chivvis location, a new automated crimping machine was designed, built, and installed to help produce parts that control the flow rate on an oxygen bottle installed in all of our Emergency Breathing devices. The crimping machine also tests after each part is made and collects data to help with adjustments. The shift towards automation also allows employees to focus on more complex tasks that require creativity and problem-solving skills, ultimately fostering a more engaged and productive workforce.

Integrating AI into Essex's manufacturing processes enables easy data collection. Our Information Systems team uses AI to analyze production metrics, share dashboards, help set forecasts, and optimize logistics planning. To ensure safe and secure implementation, Essex management created an AI Steering Team. They are encouraging employees to explore how it can enhance their workflows across departments. The team is also testing different models to determine which best fits our requirements. From operations to IS/IT, Accounting, Engineering, and even Human Resources, AI is being considered as a tool to enhance our processes.

Continuous improvement has always been embodied at Essex. To remain agile, we continue adapting to new technologies and methodologies. This year, an Essex engineer designed a new test stand for one of our highest volume liquid oxygen (LOX) valves. Major military platforms like the C-130 and F-16 use Essex LOX systems that include the valve. The new test stand enables Essex to maintain a consistent supply of this critical valve, supporting military aircraft readiness. The enhancement resulted from collaboration with others to identify pain points and opportunities for improvement. Updating processes is vital for keeping pace with industry standards and customer expectations. Implementing these key frameworks can also help determine bottlenecks in production lines, thereby streamlining operations for Essex.



## NEW VIDEOS!

Check out the new video content on the Essex Youtube page! [www.youtube.com/@EssexIndustries](http://www.youtube.com/@EssexIndustries)



## ELECTROMECHANICAL ASSEMBLY

Essex platform controls have been in pilots' hands for over five decades. While it may seem simple on the outside, there is a lot packed inside of each stick and throttle grip.

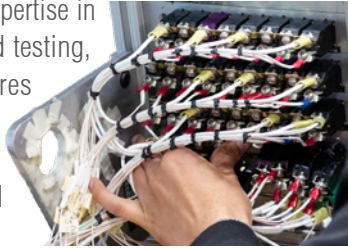
Each grip is carefully made to specification and thoroughly tested to ensure the safety of every pilot.

The team is highly trained in producing to each specification repeatedly. All of our operators are J-STD-001 certified for soldering. With our expertise in complex wiring setup and testing,

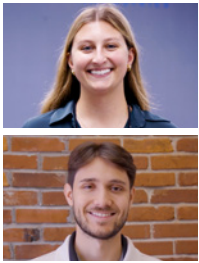
Essex also manufactures aircraft control panels.

Similar to our grips, they

look simple on the outside, but are packed with careful precision and consistency.



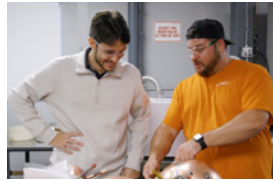
## INTERNS TO FULL-TIME ENGINEERS



From interns to full-time employees, this year Jordyn and Martin came back to Essex to continue their careers. In 2024, they joined the Essex Summer Intern program in Engineering. During the internship, they demonstrated our core Essex values and had a direct impact on the company through their work and the relationships they developed.



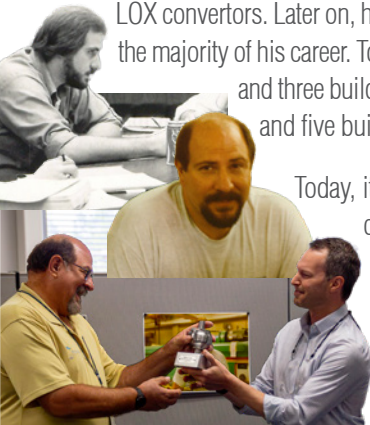
Essex is building future innovators by attracting and hiring talented employees. Our interns do real-world projects, including designing fixtures, creating manual work instructions, developing new program processes, producing marketing content, and more. Our diverse workforce enables the development of long careers, strong friendships, and high-quality products for our customers. Employees exemplify our values and have the opportunity to contribute and make a difference.



## 47 YEARS OF SERVICE

Tom Gruzski retired as a mechanical assembly supervisor after 47 years with Essex. He started in the vacuum assembly department at the Chivvis location, specifically making new LOX converters. Later on, he ended up at the Sunnen location, where he spent the majority of his career. Tom grew alongside Essex, from 100 employees and three buildings when he started, to over 400 employees and five buildings from coast to coast.

Today, it is truly remarkable to maintain a 47-year commitment to a company. People would often visit Tom because of his wealth of knowledge, kindness and experience. He was always willing to impart wisdom to the younger generation. Thank you, Tom, for everything you have done for Essex. We all wish you a happy retirement!



## NOTEWORTHY

### LIVE STREAM MEETINGS



Essex has facilities in Milford, CT, St. Louis, MO, and Huntington Beach, CA. This year marked the start of All Employee LIVE Streams, bringing everyone together at the same time. The LIVE Stream is hosted at a different location each time. The meetings are a mixture of news, educational information, fun, and more.

### SUMMER INTERNS 2025



Every year, Essex Industries runs a Summer Internship Program. This summer, our interns developed professionalism through goal setting, department projects, and performance evaluations.

### 47 CLUB CLASS OF 2024



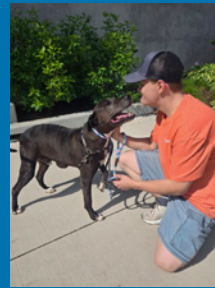
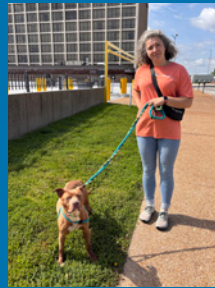
The club is named in honor of Essex's founding year, 1947, and celebrates our employees who go beyond the scope of regular daily expectations. 47 Club is a way to acknowledge the people who model great behaviors that help make Essex a great place to work.

### PIE A MANAGER



Essex held the 4th annual 'Pie A Manager' fundraiser raising money for the employee funded support program called 'Essex Cares'!

# COMMUNITY INVOLVEMENT



## UPCOMING TRADE SHOWS 2026

**APR.**

15-17

**2026 SUMMIT, Quad A**

Nashville, TN

Booth #652

**JUL.**

20-24

**Farnborough International Air Show**

Farnborough, UK

Booth #3031

**AUG.**

29-1

**ACPC Airline Networking Forum**

Orlando, FL

Booth TBD

**SEP.**

TBD

**F-16 / Training Aircraft TCG Worldwide Review**

Ogden, UT

Booth TBD



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