

April 22, 2020

ODL Zeeland Production Team Members,

In the recent message from our COO, Dave Klein, he reinforced the good news that the COVID-19 curve is flattening in the State of Michigan. Conversely, he shared the bad news that ODL continues to fall further behind our customers and as a result we are soliciting additional volunteers from the office areas. Similarly, I am writing to you to seek additional production volunteers, but with some more information about how we have been operating since April 13th.

First, We are very appreciative of those production team members who have volunteered over the last 8 days! Your effort and commitment to ODL has been amazing!

As communicated earlier, many of ODL's customers have deemed us as an essential supplier. When ODL decided to shut down based on the "spirit of the law" on March 26th, our customers, competitors, and suppliers all continued to operate under the "letter of the law." For ODL to remain viable we need customers. For our customers to remain viable they need ODL products. If our products are no longer available our customers are forced to buy from our competitors or lose business, neither one is good for ODL long term. The reality is - our customers are open, they are generating orders, and ODL is not fulfilling those orders. We are currently 366,000 production units behind schedule which is equivalent to 24 full days of production in Zeeland and VDO. This backlog is currently growing by about 5000 units each day.

The financial health of ODL as we entered the COVID-19 crisis was strong. This financial strength, coupled with the organizational commitment to ODL's core value "Soft", is why ODL has continued normal pay for our team members for what will be a 5 week duration on April 30th. Our request for volunteers is our approach to balance the positive short-term employee actions with potential negative long term impacts to our business. We would like ODL to come out the other side of the COVID-19 crisis as strong as when we entered.

We recognize that the Personal Protective Equipment (PPE) has been a concern point for some of our team members. The PPE, employee checkpoints, physical barriers on the shop floor, and other safety precautions were put in place to keep our employees safe. Everybody has heard about the "new normal" coming out of the COVID-19 crisis. These protective measures will all be part of that new normal and will continue beyond April 30th with 100% certainty. We have introduced a number of different options for masks, face shields, hand sanitizer, cleaning solution/s, etc. and have found that what is good for one person is not necessarily good for everybody. If you have any specific feedback to provide regarding the current options or know of other options you would like to see us pursue, please share that

feedback with your Supervisor, Manager, or Director. To that end, please review the attached video to see how the volunteer team members are responding positively to the safety precautions and shop floor actions already implemented.

[Watch the video on Workday](#)

We also know some of our people aren't comfortable moving from one line to another or filling roles that they don't normally fill. This has significantly restricted our pool of volunteers. In this challenging time, it is critical that we all come together to do what is right for ODL as a whole which will mean moving outside your comfort zone and being flexible to support your fellow co-workers and friends.

As a point of clarity. All Production and Distribution center hourly employees and Supervisors will continue to receive 50% "Thank You" pay for all hours worked in our facilities through April 30th. The office volunteers will not be receiving the Thank You pay premium.

Regards,
George

George Rowader
Vice President of Operations