

Coronavirus update

Le Mans

Dear colleagues,

On Friday I wrote to you all to explain the decision taken for people in all business units outside of China, to work from home where possible from Monday 16 March. This decision was taken to support these worldwide objectives to reduce movement. Since this decision, you will have heard that decisions continue to be taken by Governments to stem the spread of the virus.

As we know Italy and Spain have insisted on non-essential business closures and a decision by the French Government has led us to review the operation of our Le Mans business unit.

What has been decided?

With effect from the end of Wednesday 18 March, the Le Mans business unit will stop operations returning with effect from Tuesday 31 March. Volunteers will however continue to work for a fixed period (whilst adhering to the standing orders for protection) to ensure the completion of container shipments to the US – our priority market.

Why has this decision been made?

With the dramatic increase in cases in France, it was agreed in discussion with the French Works Council, that there was additional pressure on our ability to secure the health of our people.

What about other operating units?

At this point in time, we know that the operating units in the UK and US continue to work as normal with reinforcement of the protection and hygiene standing orders. We of course appreciate that there may be a sense of unfairness about operations in different countries, but our commitment is to follow advice and guidance to protect our people whilst balancing the protection of our business. We will stay close to ongoing developments and listen carefully to any concerns expressed in the business units still operating.

What about people working from home?

As communicated before, for those of you able to work from your home, you should continue to do so for the next two weeks. Remember your line managers are there to support you with the challenges that this creates whilst ensuring we maintain performance. We ask you to keep talking, particularly if you have any concerns or questions so that we can secure far as possible the continuation of a normal work routine and output through virtual means.

Please remember working from home or being restricted to staying at home does mean exactly that – so in line with clear guidance, limit both movements outside of your home and contact with large groups of people. Our objective is to keep people safe, not allow the opportunity to create further risk.

Panic does unfortunately seem to be spreading faster than the virus itself so in this fast-moving and uncertain situation, whilst we do not always have the answers to your questions, line with our enduring value of openness, we will continue to communicate regularly and often. To underpin our commitment to communication:

1. **Focus:** The GLT meets daily to monitor the situation, discuss changes and decisions needed.
2. **Transparency:** we will communicate openly through our LL3's, the Wall and Colart News to clarify the situation for our people, help you understand what is happening with the aim of putting your minds at ease that there is a plan of action.
3. **Frequency:** we will aim to put out a communication no less that every other day with the regularity of the Colart News on Friday to summarise the week.

Our commitment to communication also extends to our customers with our commercial team working hard to maintain links and our shareholders with a frequent update from myself to the Board. Clearly with the extreme hit to our sales, it is important that that we maintain the understanding and commitment of the Linden Group.

Of course, we also have a role to play within our communities during this challenging time so we would be eager to hear your ideas for supporting the community in addition to any stories about actions you have taken.

Finally, whilst it is difficult to think about this during these unsettling times, there will be an end to this, as there is with every crisis. For this reason, the GLT will also be focusing on planning for rebuilding our output, whilst of course being careful not to allow the virus to re-emerge in the process. We will prepare a process to enable a smooth transition back to normal working in the workplace and will keep you updated accordingly. At this point everyone's commitment and energy will be needed to return to servicing the needs of our customers and consumers with passion and quality.

Stay safe, stay calm and stay connected,



Dennis van Schie
Chief Executive Officer