



GOJO Industries, Inc.
One GOJO Plaza, Suite 500
Akron, OH 44311
Tel: 330-255-6000 Fax: 330-255-6119
www.GOJO.com

Mailing Address:
P.O. Box 991, Akron, Ohio 44309-0991

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TO: GOJO North America Customers

SUBJECT: Navigating Dynamic Environments as Businesses and Communities Reopen Amid the Pandemic

Public health officials are reporting that COVID-19 cases are again on the rise. While many states and metropolitan areas continue to reopen, others are having to slow or reverse their reopening plans as hospitalizations due to COVID-19 increase.

The dynamics of the pandemic, our GOJO Purpose – Saving Lives and Making Life Better through Well-Being Solutions, and our Values help guide us as we make prioritization decisions, including:

- Increasing supply to hospitals in hot spot areas – areas with significant sustained or increased COVID-19 outbreaks
- Meeting commitments to our distributor partners who are serving current GOJO end users and working hard to meet additional needs
- Getting product back on consumer retail shelves within the next several months

As we continue to navigate this ever-evolving pandemic, there will be times, as there have been over the last few months, when we have to prioritize critical markets such as healthcare and first responders. This may result in a limited ability to accept orders for or fulfill new business, or to meet full demand from our distributors. We are approaching new end-user business opportunities thoughtfully and cautiously, and will only accept new business when we are confident that we can provide sufficient product to support both the new opportunity and our existing installed base.

Meeting today's needs:

We are focused on delivering a reliable, consistent, and predictable stream of product to our distributor partners to enable them to service their customers. Our active portfolio includes a narrower set of products, which helps our manufacturing and fulfillment teams maximize production efficiency and drive as much product into the marketplace as possible.

Each week, we evaluate our production plans to determine how many cases we will be able to ship two weeks from that date. Then, we assign product quantities to our distributor partners based on their purchase history and GOJO available inventory, and share that information as a requested purchase order (PO) each Monday. Distributor partners place their POs by that Friday, and GOJO ships product to fulfill those POs the following week.

Expansion plans to meet tomorrow's needs:

Public health and governmental authorities are issuing reopening guidance for many market segments. Our essential products will continue to be in high demand with the heightened importance on hand hygiene, cleaning, and disinfection practices. While we're doing everything we can to meet current demand, we're also working to ensure that we are prepared to continue to meet increased demand in the future, such as:

- Dramatic expansion in our raw material and component supply base
- Manufacturing infrastructure expansion
- Creative partnerships for component sourcing

We have made significant progress against an aggressive capital investment plan that will ultimately increase our production capacity up to 5X. As a recent example, last week, we finalized the purchase of a new manufacturing facility in Maple Heights, Ohio, where we will produce PURELL® Surface Sanitizing and Disinfectant Sprays.

We look forward to sharing more about our plans to serve you better as we continue on this path and, together, help the communities and customers we serve navigate through these dynamic times.

Stay well,

Tim Dye
Chief Commercial Officer
GOJO Industries, Inc.