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**DATE:** March 8, 2020  
**TO:** GOJO End-user Customers  
**SUBJECT:** **Supply Pacing During Demand Surge**

On 1/30/20, the World Health Organization declared a Public Health Emergency of International Concern due to the novel coronavirus (COVID-19). We have experienced demand surges in the past during other outbreaks – and the surge we are experiencing now is on the highest end of the spectrum.

The greatest increase in demand is in PURELL® Hand Sanitizer, PURELL® Hand Sanitizing Wipes, and PURELL® Surface Spray. This increase in demand is across all our markets and channels including healthcare, government, foodservice, retail, and online.

#### **How GOJO Manages Demand Surges**

Consistent with our Purpose of Saving Lives and Making Life Better Through Well-Being Solutions, we have a team that constantly monitors public health situations around the world that can impact demand, including emerging pathogens. That team became aware of the developing situation in December, and activated our surge preparedness team at that time.

We significantly increased production many weeks ago when global demand for our products began to increase. We're now running at full capacity – 24/7, and bringing additional capacity online as quickly as possible to help ensure customers have the PURELL® and GOJO® products they need.

#### **Component Supply**

All our suppliers are up and running. As part of our standard business planning, we carefully monitor all our sources of supply across the globe and ensure we have contingency plans in place should we need to make a change.

#### **Supply Pacing on GOJO Products**

As is typical in any supply chain when there is a dramatic, sudden increase in demand, we would expect to continue to see some outages while supply ramps up. We have implemented our supply pacing process (at levels 120%-250% above standard baselines) with our channel partners for select product categories, including most PURELL® Hand Sanitizer products, to help ensure equitable supply. We've learned from experience during similar surge events that this process helps us serve our customers fairly and get product where it's needed most.

Please know that meeting the needs of our customers is our top priority. As always, if you have a specific need, please reach out to your distributor or GOJO Representative.

Stay well,

Tim Dye  
Chief Commercial Officer  
GOJO Industries, Inc.