



To my fellow employee owners,

First, I hope you all are healthy and safe. These are such crazy times...scary and uncertain...and it is easy to feel doom and gloom with the assault of daily news. While we've never been through anything like this, we have been through crisis before. So I want to share my perspective about where we are and where we're going.

What's common about all crises is that they follow an arc. At first, it's disbelief, shock, and denial. You then move into a phase where that becomes kind of normal. You don't see how we're going to get out of it and think it's just going to be this way. That's the scariest time. It's when you wonder if it's ever going to be okay again... Then it shifts and we have a new normal, just like after 9/11 and the Great Recession in 2009.

The darkest phase is where we are right now. It calls all of us to question our roles. What do we do? How do we act? What do we prepare for?

What I firmly believe, and what I want you to know, is this: we are going to get through this together. We're not preparing and responding out of fear. This isn't a false sense of confidence. This is a real confidence based on the most likely scenario. Things may be terrible, but it is temporary.

We are a strong company. We have the best group of customers in the world. When they start thriving again, we will thrive with them.

Just two weeks ago, we finished the first quarter ahead of plan. Since then, it feels like the world has totally changed—and it has. If you change the world, our business will change right along with it. But the world won't be closed forever, and when the world heals and recovers, we will be there too.

Will our 2nd quarter be tough? Yes.

Will our 3rd quarter be weak? Probably.

We're a great company. We are not teetering on the edge of survival. We know the next few months will be different as we begin to understand the impact of COVID-19 on our sales, orders, production, and business.

We are in this together, and I know we will get through this together. And when we look back on these days we will say, "Well that was crazy, but we got through it together. We focused on taking care of each other, our customers, and our community, and we did it in way that was inspiring to all."

This does not need to be the worst of times. This can be our opportunity to distance ourselves from our competition. That's our choice. And our decisions, attitudes, and behaviors will make it possible. Let's unleash the power of all of us and figure out what things we can do that will prepare us to thrive.

Each of us has a choice in how we live each day. Will we be the ones who lift each other up, caring for each other and finding a way? Or will we be the ones pulling each other down? What I have seen every day at Henny Penny leaves me in awe. I am inspired by people working hard, taking care of each other and finding the best way to support each other and our customers with an upbeat, can-do attitude.

Everything we're going through right now, will make us better, because that is who we are at Henny Penny—the best!

Rob