



I'm very proud of our response to COVID-19, and you should be too; but continued vigilance will be essential as case numbers continue to climb across the country and around the globe.

With your help, we've navigated countless operational and logistical challenges to keep our workers, contractors and host communities safe while delivering industry-leading results. But summer is here, and so is the virus.

Many of our host states have begun to reopen, and each of us is naturally taking steps to regain some sense of normalcy: visiting family, eating at restaurants, and barbecuing with neighbors. While these outside-of-work activities can be great opportunities for socialization, they have also led to a resurgence of positive cases across the fleet. In fact, our confirmed COVID-19 cases in July are already the same as the number of cases in May and June – combined.

We need your immediate attention and engagement to stem this tide. Don't let your guard down at home or at work. Our COVID-19 precautions have not changed, and they must be followed if we are to stay safe. Similar to safety and operational excellence, complacency is an ever-present risk, and we must fight it at all costs.

All supervisors received a message from Dave Rhoades July 16 to review our procedures related to COVID-19 precautions. It's an important time to review these materials, as we must reverse this trend.

I know this pandemic is hard, and many of you are dealing with unprecedented challenges at home. The only bright spot is that, with your help, we've been able to keep the number of positive cases within our company far lower than local and national averages. And we want to keep it that way.

Thank you for your continued commitment to our plants and to each other. As always, our most important job is to run our plants at world-class levels of safety and operational excellence: every task, every shift, every day – error free.

A handwritten signature in black ink, appearing to read "Bryan", located at the bottom left of the page.