

My 26, 2020

To: Customers and Suppliers
Re: COVID-19 (Coronavirus) Crisis Update – Late May 2020

This memo is to proactively update our customers and suppliers on our actions during the COVID-19 Crisis.

The past 11 weeks have challenged everyone, especially those of us depending on the aerospace industry. Our Task Force first met on March 16th and we were quick to roll out our plan.

Alignment with Public Health Agencies and Essential Business

HORST Engineering (in Connecticut) and Sterling Machine (in Massachusetts) are an important part of two of the [16 “essential” infrastructure sectors identified](#) by the federal government. Our products and services are vital to the Critical Manufacturing Sector and the Defense Industrial Base Sector.

We have remained open and have been operating successfully during this entire crisis. We have reduced hours and aligned our resources with the current business volume. We have worked with our suppliers, including raw material vendors, to ensure that we get the products and services needed to sustain our production.

We have taken many preventative measures within our facilities, adjusted how we operate, and continued to monitor notices from the Center for Disease Control, public health officials and government agencies.

Protection of Employees and Customers

We have taken many steps to limit exposure to the virus and do our part to reduce the spread of this diseases, including:

- Social distancing
- Visitor limitations/policies
- Travel restrictions
- Extensive cleaning
- Personal Protective Equipment (PPE)
- Modified work schedules

Assisting Employees

We have implemented continuous communication to our employees about the importance of proper hygiene, providing them with health education and support whenever needed.

Customer/Supplier Impacts

The slowdown in commercial air travel and other impacts from the crisis have reverberated through the aerospace supply chain. We have been in constant contact with our customers and suppliers and have adjusted to the new reality. We had a strong backlog prior to the crisis and have continued to improve our on-time delivery while remaining focused on the exceptional quality that has been our hallmark.

We will continue to make investments and are strengthening our continuous improvement processes while making the most of our advanced manufacturing technology.

“Perseverance” is one of our five Core Values and over the last 74+ years, we have faced many obstacles and overcome many roadblocks.

We look forward to working with you during this economic recovery so that we can mutually strengthen our relationships and return to growth again.

Sincerely,

Scott Livingston
President and CEO

Ronald Boyne
Vice President of Customer Service & Operations

Michelle Lane
Vice President of Finance & Human Resources