



WINE | BEER | SPIRITS
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SINCE 1938

Heidelberg Family,

Long Day... Long Week – It's Fri!

Thank you, Thank you, Thank you – The Teamwork and Communication is impressive – keep it going. The Commitment to each other and our performance in our Individual Roles is vital to what we are doing – Doing what we can, when we can day by day – with Rational & Common Sense Decision making, Consistent Communication, anchored with Grace! We all have a valuable role.

- We have a work plan (GTM) for the next two weeks – communicated on March 18 – We must stay flexible
- We are working on an On-Premise support plan – our longtime friends and fabric of Ohio & Kentucky – our restaurants and bars
- We are all extremely grateful for the roles we perform in our communities – Goal – keep working as long as we can
- We are communicating to all levels of Government (State & Federal) – That we are an important/critical infrastructure industry
- We are building an On-Premise visit for take-out list – Goal – to have it for all this weekend
- Please review the attachment – Wash Hands, Stay Home if sick or if you have a high temperature

Wow – With Everything that's happening right now, so many examples of Associates being the ROAR !

- R: Resilient - be resilient during these crazy and uncertain times; the sun will shine again (literally and figuratively)
- O: Open-Minded - open your mind to doing things differently; be flexible
- A: Ally - being able to rely on others and have them rely on us
- R: Respect - having respect for each other while the company is navigating through these times; have grace

Our core Management Team (10-15 people) meets and talks though out each day and at 5pm daily, a 50+ person Management video call takes place. I am personally grateful for their resolve, their pride, their commitment and their guidance and genuine care for all of us. They help me craft these emails and help set our direction. Thank you!

Of course, we will continue to call out our Mighty Night Crew, Day Crew & Delivery Crew, plus our Sales Pros! On the Front Lines! You all get it Done!

Back of the House – You Rock too! It takes all of us!

I am confident in the resiliency and strength of our Great Industry and this/our Company!

Grateful for each of you.

VMJ

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Life **ROARS** *through us*

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