

4<sup>th</sup> May 2020

Dear valued BELFOR Customer,

We have been in 'lockdown' and operating under the restrictions for 6 weeks now. I, therefore, wanted to update you on how we have been responding to the lockdown, the Insurance claims market developments, and servicing our customers with COVID-19 decontamination and disinfection.

Like for you too, I am sure, it has been an incredibly challenging period of time for us. I am however very pleased to report that the plans we put in place and the actions we have taken have meant we have not only managed to continue to service our customers 'as normal' with minimal disruption, but also provided solutions to some of the complex challenges the COVID-19 outbreak has presented to our customers. None of this would have been possible without the professionalism, expertise, adaptability and commitment of our people.

Despite all of the challenges faced we have continued to recover and restore customers' homes and businesses from the aftermath of fires, floods and escapes of water. We have of course had to adapt our operational practices, in particular, our Health & Safety protocols to protect both our own staff and our customers. We have also successfully harnessed technology both for our own purposes (e.g. home working for our teams) and also for the benefit of our customers and clients. We have for example made it possible for customers to provide photos and videos, helping us to triage and manage their claims where it's not possible to visit. Throughout this period I am pleased to say that we have had access to all of the resources needed to deliver our vital services, a major benefit of being part of the wider BELFOR Group.

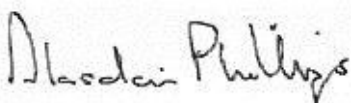
With regards to COVID-19 decontamination and disinfection services, I am proud to state that BELFOR has truly been at the forefront, leading the way across the globe. Our European Technical Support department in Germany was quick to respond, developing a specific protocol in line with World Health Organisation and European Centre for Disease Control guidelines and approved by independent hygiene institutes. As such, BELFOR has successfully completed projects for a wide variety of clients across many different sectors around the world, including high profile projects such as the Diamond Princess cruise ship in Japan.

As we begin to see some indications that the UK may soon lift lockdown restrictions we are anticipating an increase in typical fire and water damage losses as businesses and organisations come back to life. We are also seeing an increase in enquiries and requests from pro-active customers for COVID-19 related cleaning and disinfection services linked to re-opening and re-starting. There will undoubtedly also be increased challenges with managing COVID-19 related incidents, as business and organisations get back to work or re-open their doors to the public. We are ready to support here, with bespoke risk management solutions and professional disinfection response services.

Looking further ahead we have been advised to expect a second wave of the outbreak. We have been working closely with our Business Continuity partners and pandemic planning experts, preparing not only ourselves but also supporting our customers with 'Pandemic Phase 2' planning. We cannot be truly certain what the next few months (or even further into the future) holds but I am confident that BELFOR will adapt, develop and continue to provide solutions and deliver services that our customers rely on us for.

Once more, I would also like to take this opportunity to say a big thank you and well done to all of our staff who have continued to overcome and rise to the challenges put to them. Your professionalism, courage, spirit and determination makes us what we are.

Yours sincerely



Alasdair Phillips  
Managing Director, BELFOR UK Ltd