

# HOBBY LOBBY.

## Executive Offices

March 19, 2020

To all the wonderful employees of Hobby Lobby and Mardel:

This country has experienced several calamities and disruptions over the past century. From world wars and terrorist attacks, to financial crises and pandemics. While the current COVID-19 virus has been added to that list, and is certainly concerning and disruptive, I have every confidence that we, as a country and Company, will sustain and thrive again soon. My and Barbara's confidence, and comfort, comes in large part from knowing that you are part of our Hobby Lobby family.

In my family, Barbara is the prayer warrior. Today, that title takes on such a different meaning than I ever imagined before because we are at war with this latest virus. To quote the late Dr. Billy Graham, "We are to pray in times of adversity, lest we become faithless and unbelieving. We are to pray in times of prosperity, lest we become boastful and proud. We are to pray in times of danger, lest we become fearful and doubting. We are to pray in times of security, lest we become self-sufficient."

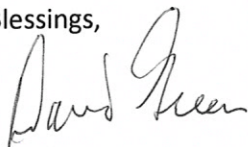
In her quiet prayer time this past week, the Lord put on Barbara's heart three profound words to remind us that He's in control. Guide, Guard and Groom. We serve a God who will Guide us through this storm, who will Guard us as we travel to places never seen before, and who, as a result of this experience, will Groom us to be better than we could have ever thought possible before now.

God has blessed this Company with so much. His blessings, and the fruits of all of your hard work, have made it possible for the Company to not only operate without significant amounts of debt, but for the past decade to maintain wages and benefits that have far exceeded most retailers. Many retailers are not as fortunate, and are instead saddled with what may be overwhelming debt.

While we do not know for certain what the future holds, or how long this disruption will last, we can all rest in knowing that God is in control. The Company's leaders are doing all they can to balance the need to keep the Company strong and the needs of employees. To help ensure our Company remains strong and prepared to prosper once again when this passes, we may all have to "tighten our belts" over the near future. We have always been the most successful Arts and Crafts retailer in the country, and, because of you, we will continue to be. Our Statement of Purpose from the beginning of our company is as relevant today as it was in 1972: *"We believe that it is by God's grace and provision that the Company has endured. He has been faithful in the past, and we trust Him for our future."*

Again, I cannot adequately express how much I appreciate each one of you. I ask that you all pray for our health and a return to normalcy very soon.

Blessings,



David Green