

Team,

I want to congratulate everyone on the successful reopening of all 232 practices! We completed the reopening nearly three months to the day from when we first suspended non-emergency operations – and what a three months it was.

A great deal of work went into the planning and execution of reopening practices and the Clinical Team has been instrumental with their leadership. Their careful preparation and excellent communications helped guide our reopening efforts. They prioritized the health and safety of our teams and our patients, created training tools, were responsive to the changing regulatory environment, and their concern for safety was unparalleled. Thank you for all your efforts.

The availability of Personal Protective Equipment was, and continues to be, scarce. Your procurement team was relentless in their drive to get you the PPE needed for emergency care and eventually to reopen. They often worked long weekends, searching, talking, negotiating, and ultimately securing the PPE. The efforts continue to ensure we have a stable supply of quality products. Thank you.

It really was an extraordinary effort by all of our teams. Thanks to Operations, Marketing, HR, IT, and of course all of you in the practices. Our reopening is possible because you embraced the new protocols and guidelines to reopen and treat patients safely. I want to especially call out the six practices in the very first reopening wave. Your bravery in “being first” set the tone for the rest of the waves. For everything each of you have contributed, thank you.

As we look towards the future, we will soon sunset the employee website we created to communicate updates during the pandemic: <https://midwest-dental.com/employees>. Now that the practices have all reopened, we will utilize our standard communications tools to update you on the business. As a reminder the communication bundle is delivered to your company email on Mondays. Make sure you don't miss important information – log on to your email soon.

There is no doubt that a great deal of work lies ahead of us as we rebuild our practices back to the patient care levels prior to the pandemic. Still, through the hard work and dedication of all of you, I know we will get there soon. In the meantime, let's all pause and take a moment and celebrate this success. We're back caring for our patients!

Congratulations to us all.

Take care,

Steve