

# GROWTH PLAN THE WAY FORWARD



Feeling Good on the Move®

An Autogrill Company 

**CONFIDENTIAL**

May, 2020



# WELCOME MESSAGE

## MESSAGE FROM STEVE JOHNSON, PRESIDENT & CEO, HMSHOST

The COVID-19 crisis has changed our industry, our priorities, and our outlook for the future. We are setting a course for a new, collaborative and pragmatic approach to operating and serving guests, with a focus on making everyone safe, comfortable, and calm. We have headwinds in this environment, where COVID-19 anxiety drives low consumer confidence and a fear of travel. So we are taking a thoughtful, data driven, consumer-centric approach as we consider how to operate in this new environment and make people feel good about working and dining with us.

Our internal COVID-19 crisis teams are consulting with brands and local health agencies to review data and trends to understand how best to approach opening our stores. We are consulting a number of resources and reviewing airline traffic projections which point to a slow, modest progression in air travel between now and the end of the year. This information helps inform our executive team and operation leadership on a methodical plan that includes contactless interaction, guest communication, menu modifications, and safety protocols. Our executive team will review potential store openings with careful deliberation, guided by 'facts first' as we build our ramp-up plan.

This document is a high level transparent overview of our strategic insight and planning for opening restaurants with an emphasis on health, wellness, and safety. Rest assured we have the most talented group of professionals in the industry, determined and committed to bringing our best work forward for the benefit of the traveling public.

While we recognize we have a mountain to climb on our way back, with the right work and focus, we will get there. My goal is making sure HMSHost is there for our people, for our travelers, and for our communities now, tomorrow, and beyond.

We look forward to opening doors and welcoming travelers back, one location at a time.

Thank you for your partnership and allowing us to have the privilege of being an important part of the traveler's journey.

Steven Johnson

President & CEO

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## STAKEHOLDER COLLABORATION

As we are all in the same airport ecosystem, stakeholders need to work together on how to synergize our efforts to create the best experience for travelers. We also need an understanding of the activities and protocols the airport will undertake as part of the greater efforts to make travelers feel confident and safe.

### DISCUSSION POINTS

Is the airport planning a campaign around COVID-19 awareness?  
What will be provided, for example: floor decals, masks, gloves and/or hand sanitizing stations?

Will TSA conduct temperature and/or wellness checks for travelers as they enter security?

What enhanced safety and sanitization protocols will airports adopt?

How will the new protocols be enforced?

**HMSHost leadership will partner with key stakeholders on a phased approach to re-building the food and beverage programs across our venues and to address the new operating realities and challenges ahead of us.**

## INITIAL & ONGOING PLANNING

Our data-driven approach will enable fact-based decision making on restaurant phased openings to ensure the business is “right sized” for traffic volumes and optimized to meet the category and service-style expectations of our guests in this new environment.

- ✓ Ramp-up team includes analysts dedicated to monitoring daily trends and forecasts for rapid decision making by the executive team.
- ✓ Examine airport traffic levels by terminal and zone.
- ✓ Review data and collaborate with Joint Venture and ACDBE partners.
- ✓ Consider opening concepts that cover all three day-parts, consider adjacencies, product offering, categories, grab & go and sit-down dining.
- ✓ Contemplate state guidelines and ordinances when selecting which stores should be opened.
- ✓ Additional stores in zone will open as demand builds.



## ACDBE & BRAND PARTNER COORDINATION

- ✓ HMSHost and its ACDBEs will work closely with brand partners through several optimization initiatives to streamline menus, enhance ordering and ease of execution to meet the new business constraints and expectations.
- ✓ New streamlined menus are inclusive of dietary lifestyle needs while taking into account the limited footprint and restrictions in the back of house.
- ✓ Brand standards around staffing level will be adjusted based on physical distancing guidelines.
- ✓ Our brand partners support the steps we have taken to keep our associates and guests safe:
  - Use of QR codes to access digital menus, order/pay from personal smartphone.
  - Use of disposable menus based on state guidelines.
  - Use of disposable napkins, plates, glassware and utensils based on state guidelines.
  - Use of individual packaged condiments.

We are working with vendors and suppliers to ensure they have COVID-19 prevention protocols in place and are aware of HMSHost policies that must be followed when they enter our facilities.

## VENDOR & SUPPLY CHAIN ACTION

HMSHost operates restaurants with over 300 brands and has multiple relationships with large suppliers and distributors.



## VENDOR & SUPPLY CHAIN ACTION

- ✓ Constant communication with vendor and supply chain partners and sharing of information ensures we will be prepared to meet and exceed our guest expectations.
- ✓ A Quality Assurance process is in place with all suppliers and vendors to ensure the safety of products before vendors are on-boarded, to limit the amount of times the products have to be handled after they are received.
- ✓ We are working with our brand partners to consolidate vendors, limiting the amount of people that our warehouse associates will interact with and reducing the number of the physical locations receiving food.
- ✓ All vendors will be required to wear a face covering and gloves when entering our facilities.
- ✓ Vendors will be required to go through the same 'wellness' checks as our associates including temperature checks.
- ✓ After vendors and service technicians depart, all surfaces will be disinfected.



The time required to open a restaurant will vary depending on the type of concept, brand and labor requirements. It may take up to two months to open a restaurant.

## READINESS CHECKLIST

HMSHost has established cross-functional teams and we are working with external partners to gain alignment on new procedures and the required timeframe for opening.

The opening timeframe will vary based on the following activities:

- ✓ Activating vendors and suppliers
- ✓ Onboarding and/or hiring of managers and associates
- ✓ Badging associates
- ✓ Cleaning and stocking restaurant
- ✓ Developing new schedules
- ✓ Placing new product orders
- ✓ Replenish currency and change orders
- ✓ Testing POS
- ✓ Training and implementation of new menu

We have maintained constant communication with over 26,000 furloughed associates through [www.HMSHostAssociates.com](http://www.HMSHostAssociates.com), a website we created as a resource to keep our associates informed on benefits, accessing paid time off, navigating unemployment and other government relief topics. The information is translated into five languages. Associates also have the option to contact us via designated phone and email hotlines.

## ONBOARDING ASSOCIATES

- ✓ We will deploy a process for each location that will recall hourly and management associates while maintaining labor relationships and addressing the immediate needs of restaurant openings.
- ✓ Designated teams will train associates. A “Learn to Teach” method and mindset will be encouraged for those experiencing the new way of conducting business and social interactions. This helps ease the anxiety of associates returning to the workforce under significantly different working conditions.

## CHALLENGES

- ✓ Shelter-in-place orders discourage travel, diminishing prospects of a return of air travel.
- ✓ Some associates who obtain federal/state assistance may be reluctant to return to work.

## ONBOARDING ASSOCIATES



- ✓ Managers will meet the needs of associates by ensuring they are trained in updated job skills and safety measures.
- ✓ Our guest experience training will be re-designed to help associates meet our guest's needs while strictly enforcing safety and sanitization measures; associates will need to learn how to interact with guests while in protective gear.
- ✓ Shift meeting and manager conversation tools will be deployed to continue ongoing communications.
- ✓ Flexible scheduling will be considered to assist associates with time off requests to accommodate associate's work-life balance as they return to work.

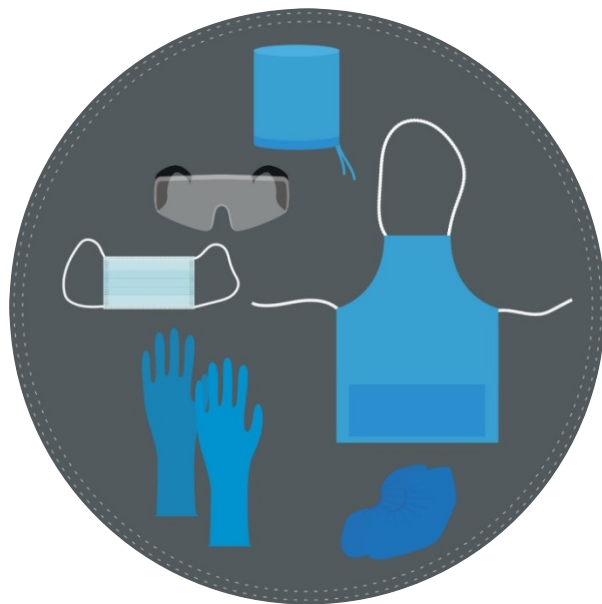
## KEEPING ASSOCIATES SAFE

- ✓ Our associate communication strategy has focused on **'IF YOU ARE SICK, STAY AT HOME'**. This messaging is delivered through posters/infographics, shift meetings, and training associates on before-shift wellness check protocols.
- ✓ Associate are provided with a digital strip thermometer to take home and use to self-screen prior to coming to work.
- ✓ Each day an associate arrives at work they will report to a designated area to go through a wellness check that includes a temperature check. Associates must have a temperature reading below 99.5° to begin working.



## KEEPING ASSOCIATES SAFE

- ✓ Having the proper PPE and other health and safety protocols in place is an important step to ensuring associate and guest safety. Equally important is training our associates on how to use the equipment and follow the protocols.
- ✓ Materials have been developed to teach and coach associates on the proper use of all PPE and health and safety protocols. Managers are held accountable to train and gather training acknowledgment forms from each associate; managers are required to continuously role-model, coach and support associates as they develop habits and new behaviors around health and safety.
- ✓ Our managers will ensure that all associates are provided with adequate time for hand washing and changing face masks.
- ✓ We have established a dedicated email address for questions and concerns around COVID-19 including PPE training and supply questions.





## RESPONDING TO COVID-19 CASES

- ✓ Helping associates who are affected by COVID-19 is our primary concern – we have created self-quarantining guidelines and 24/7 telemedicine hotline.
- ✓ Managers continue to check in with associates and provide resources on mental health wellness and return to work guidance.
- ✓ Managers have been trained to gather data, including contact tracing information, and consult with our COVID-19 crisis team for immediate and detailed guidance.

### ATTENTION

#### If You Are Sick, Stay Home!

*UPDATED to include COVID-19*

Associates who are sick can infect guests or other associates and the potential to contaminate food increases greatly when you are ill.

Do not come to work if you have any following symptoms.

- ✓ Sneezing or coughing excessively
- ✓ Sore throat with fever
- ✓ Fever
- ✓ Vomiting\*
- ✓ Diarrhea\*
- ✓ Jaundice (yellowish skin or eyes)

An infected lesion or wound containing pus that cannot be protected by a glove or impermeable cover.

***\*If you are ill with vomiting or diarrhea, you must stay home for an additional 24 hours after your symptoms have ended to reduce the chance of spreading the illness.***

You must inform your manager if you have been exposed to or are diagnosed with:

Salmonella  
Shigella spp  
E.coli  
Hepatitis A virus  
Norovirus  
COVID-19

*An easy way to remember:  
Send Sick Employees Home Now*



**Any Associates with the above listed illnesses or symptoms must remain off of the work schedule until released by a physician.**



To keep our associates and guest safe we have created procedures that go beyond CDC guideline.

## CLEANLINESS, SANITIZATION, AND DISINFECTING PROTOCOLS

Active Cleaning and Disinfecting is an enhanced standard that is consistently implemented in the business.



We are tracking regulations/guidance by state/airport and CDC/FDA Federal, to determine guidelines for key areas:

- Cleanliness and hygiene (FDA)
- Associate safety (OSHA)
- Customer safety (CDC)
- Enhanced Cleaning and Training to be created and implemented



As part of the opening process and to be repeated every night once the store is open:

- Thoroughly detail-clean entire facility.
- Sanitize all food-contact surfaces.
- Disinfect all high-touch areas in the Front of the House and Back of the House.

## CLEANLINESS, SANITIZATION, AND DISINFECTING PROTOCOLS

HMSHost Safety Ambassador will ensure that safety and cleanliness protocols are understood, trained and implemented.

- ✓ Disinfect table-tops, chairs, digital ordering devices, check presenters, self-service areas, laminated menus, and common touch areas.
- ✓ Disinfect high-touch surfaces in back of the house and front of the house every hour at a minimum or as required by local health agencies.
- ✓ Reinforce gloves policy, wash hands and put on new gloves every 30 minutes or more frequently based on need.



## IMPLEMENTING PROPER PHYSICAL DISTANCING



- ✓ Add floor decals to help guests distance themselves from others.
- ✓ Install plexiglass shields at POS stations to enhance safety protocols.
- ✓ Limit waiting area to promote physical distancing; ensure one-way flow with separate entrance and exit and dispersing while waiting for a table where feasible.
- ✓ Adopt capacity limits based on state guidelines and size of restaurant.
- ✓ Through coaching and training, managers will guide associates on proper physical distancing in the front of the house and in the back of the house.
- ✓ Close alternating tables and chairs.
- ✓ Designate pick-up areas for to-go orders at storefront.
- ✓ Use digital capabilities where possible to reduce person-to-person interaction; to maximize physical distancing practices and continue to provide a positive guest experience.
- ✓ Position credit card machines so that guests may swipe their credit cards without staff assistance.

# 3 | GUEST EXPERIENCE

Travelers and guests will have confidence in their experience in our restaurants. Clear, concise signage and communication will be posted to inform our guests of all the procedures in place.

## SIGNAGE & MESSAGING

Consistent signage will let guests know exactly what to expect. They will be reassured that we are taking all the necessary precautions to protect them.

Our campaign message is clear:  
'Let's Be Safe Together'

**LET'S  
BE  
SAFE  
TOGETHER**




## SIGNAGE & MESSAGING


An extensive signage package allows us to be flexible and quickly adapt to various situations.


### SIGNAGE PACKAGE

- 'Informational Storefront' (as shown)
- 'We are Open'
- 'Table and Chair Closed'
- 'Order Here' and 'Pick up Here'
- 'Condiment Station Closed'
- 'Fountain Soda Station Closed'
- 'Contactless Order/Pay Available'
- 'Physical Distancing'
- 'Enter Here' and 'Exit Here'

**LET'S BE SAFE TOGETHER**

 If you have a fever refrain from entering.

 All guests must wear face masks.

 Practice social distancing.


**WE ARE TAKING EXTRA PRECAUTIONS:**

Enhancing our cleaning and disinfecting procedures

Following strict personal hygiene

Requiring our employees to wear masks and gloves.

Reducing physical touchpoints by providing contactless payment options.



## TECHNOLOGY TO FACILITATE CONTACTLESS PAYMENTS

HMSHost will introduce new digital solutions, where appropriate, to enhance associate and guest safety.



Open camera on mobile phone    Scan the code above    Place your order directly from your phone

- ✓ QR codes for Order & Pay at the tables and Self-order kiosks.
  - QR Codes will be placed on tables in sit-down restaurants, which will allow guests to scan the code to view the menu and order/pay at the table.
  - Piloting QR Codes at restaurant storefronts to facilitate contactless order/pay for To Go orders .
  - Add QR Codes to existing self-order kiosks to limit touching screens where possible.
- ✓ Piloting completely contactless transaction, where guests can select items from a grab & go, self-scan, pay and leave.
- ✓ Piloting digital receipts.





# THANK YOU



# LET'S BE SAFE TOGETHER



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