

Feeling good on the move[®]

Strategic Growth Plan

RETHINK.REINVENT.REENGAGE

Flight Plan to Recovery: Preparing Airports and their
Business Partners for the Return of the Flying Public

Joe Thornton,
Chief Operating Officer



HMSHost Data Points



- HMSHost operates more than 1,600 food and beverage locations across North America and 300+ local, national and proprietary brands.
- Currently, we are only operating approximately 320 locations, 80% of restaurants are closed.
- Total revenues peaked at down 97%
- Subsequently, we reduced our workforce by more than 90%, placing 27,000 of them on furlough.



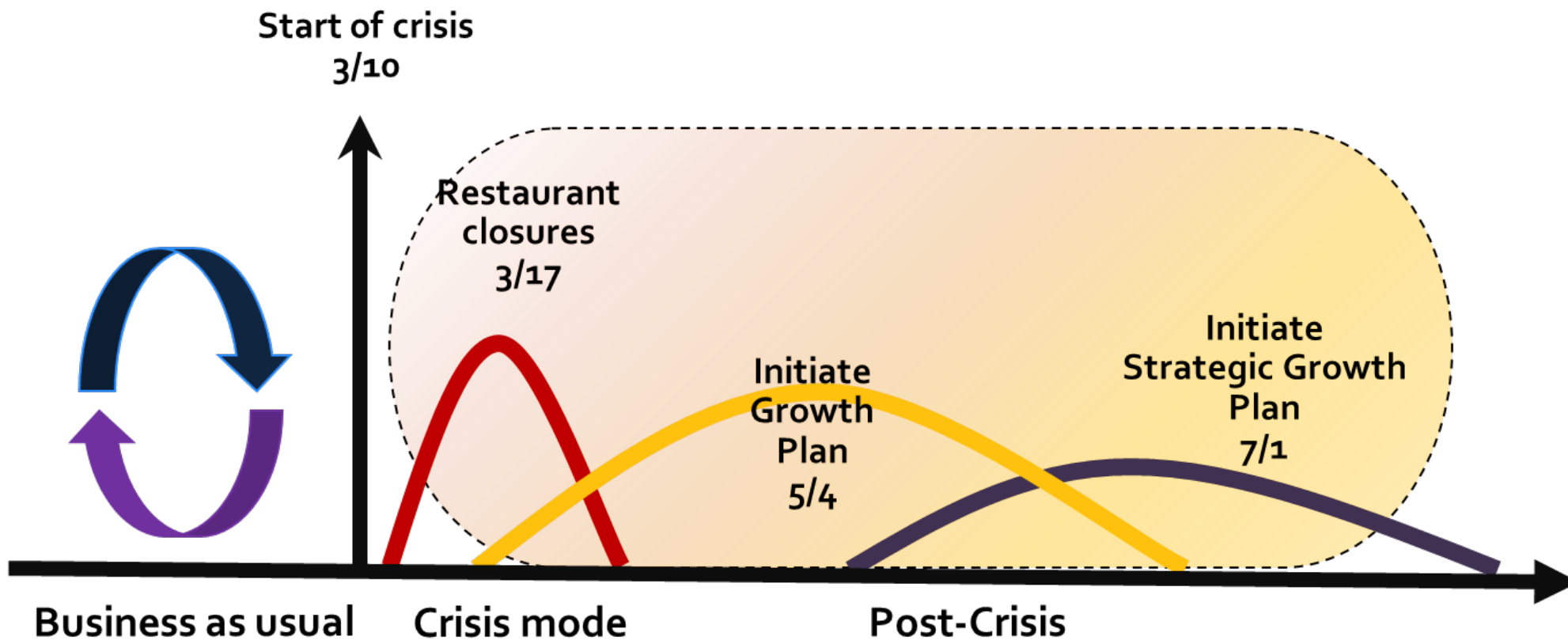
HMSHost Data Points



- We have made a significant investment in PPE (personal protective equipment)
- We have stayed in contact with our furloughed associates through www.HMSHostAssociates.com, a website we created to keep our associates informed
- Associates also have the option to contact us via a designated 24/7 hotline.
- We have established a dedicated email address for questions about COVID-19, including PPE training



The HMSHost Journey Through The Crisis



The HMSHost Growth Plan



GROWTH PLAN THE WAY FORWARD



CONFIDENTIAL

May, 2020

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1 APPROACH FOR OPENING RESTAURANTS

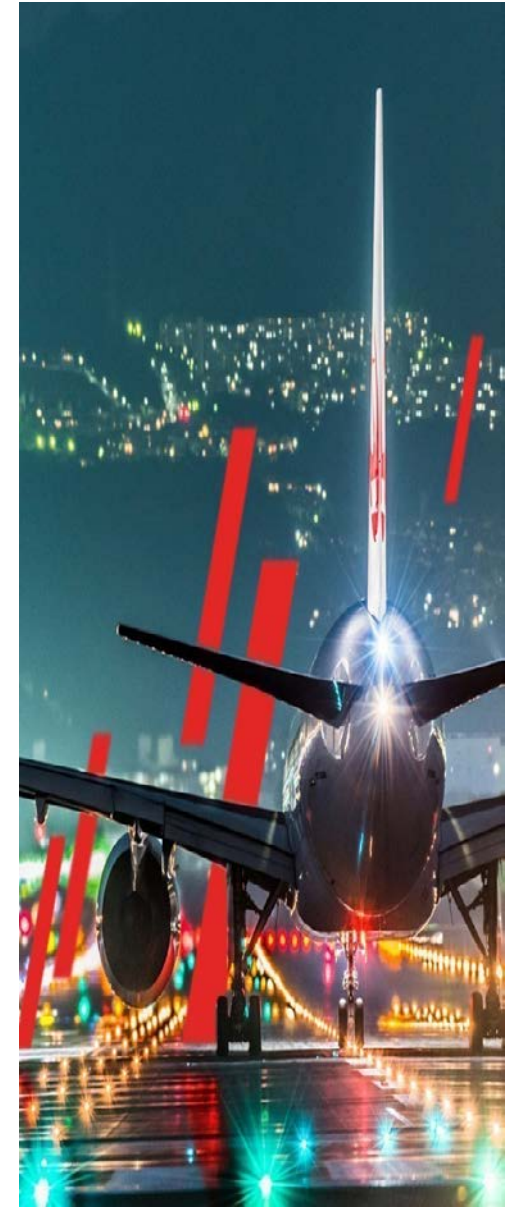
- Stakeholder Collaboration
- Initial & Ongoing Planning
- ACDBE & Brand Partner Coordination
- Vendor & Supply Chain Action
- Readiness Checklist
- Onboarding Associates

2 ENSURING A SAFE ENVIRONMENT

- Keeping Associates Safe
- Responding to COVID-19 Cases
- Cleanliness, Sanitization, and Disinfecting Protocols
- Implementing Proper Physical Distancing

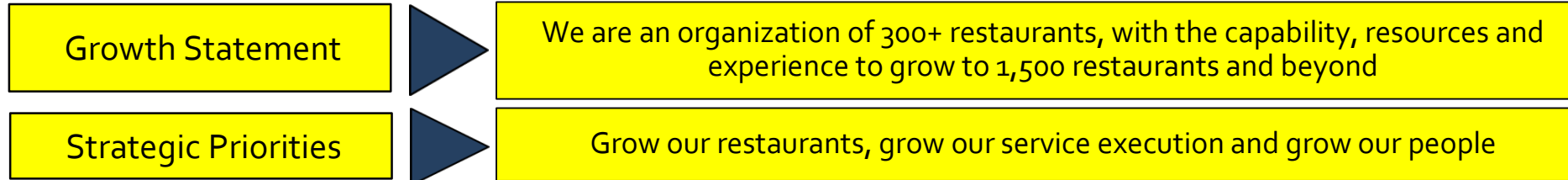
3 GUEST EXPERIENCE

- Signage & Messaging
- Technology to Facilitate Contactless Payments

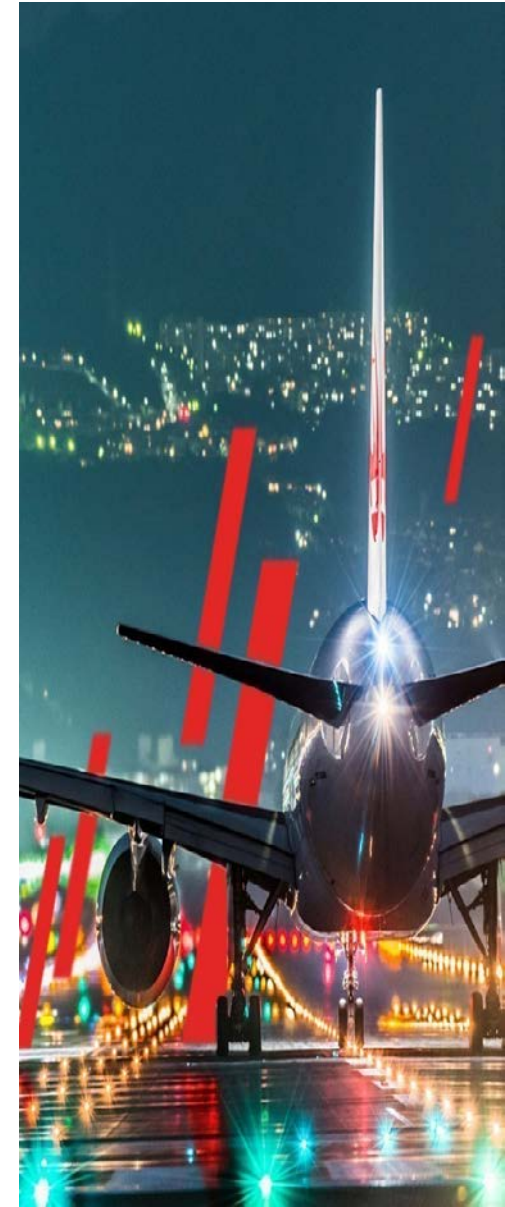
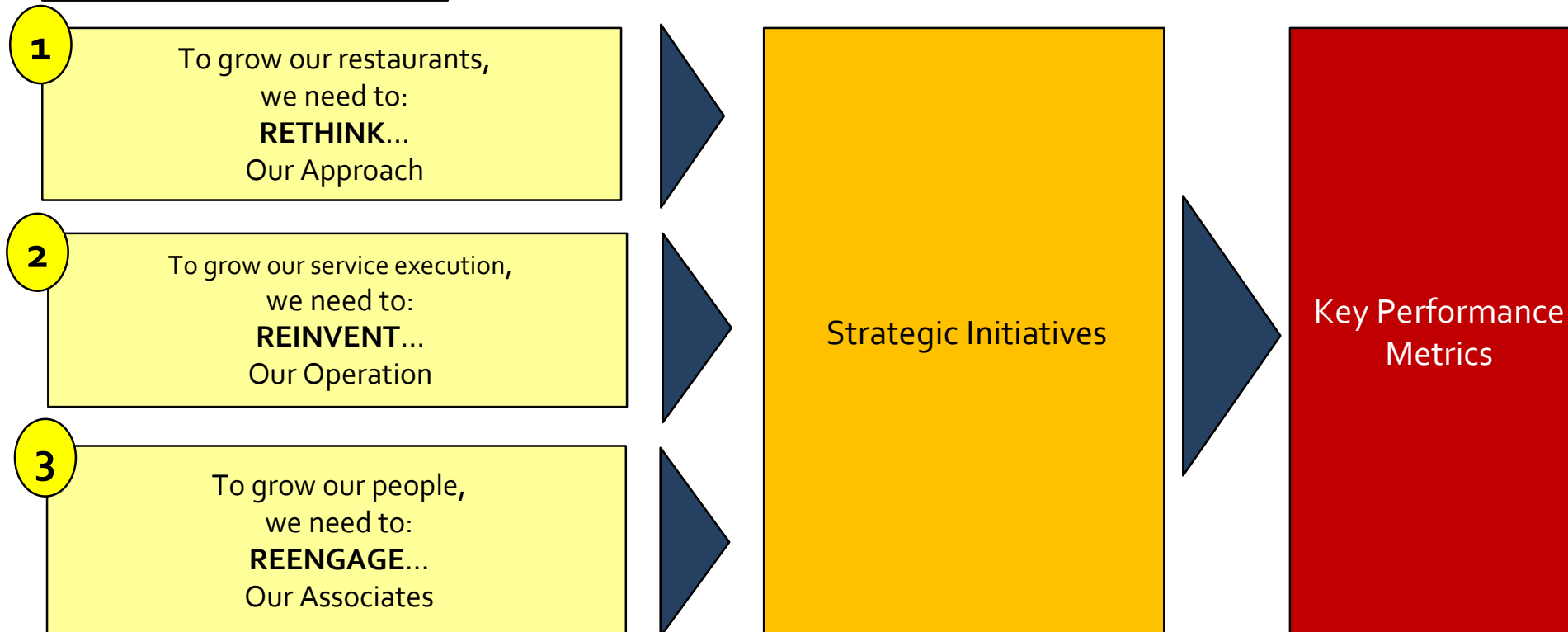


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Strategic Statement



HMSHost Data Points

- We want to be there for the traveler to meet their dining needs, and do it as safely as possible
- We will be slow and methodical about our growth to get right, but also to safeguard against an uncertain future
- We are approaching everything different- past knowledge is not a blueprint for success



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