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

- **Start of crisis**: 3/10
- **Restaurant closures**: 3/17
- **Initiate Growth Plan**: 5/4
- **Initiate Strategic Growth Plan**: 7/1

**Timeline**:
- Business as usual
- Crisis mode
- Post-Crisis
# The HMSHost Growth Plan

## Table of Contents

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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**Growth Plan: The Way Forward**

Confidential

May, 2020
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Growth Statement
We are an organization of 300+ restaurants, with the capability, resources and experience to grow to 1,500 restaurants and beyond

Strategic Priorities
Grow our restaurants, grow our service execution and grow our people

Strategic Statement
1. To grow our restaurants, we need to:
   RETHINK...
   Our Approach

2. To grow our service execution, we need to:
   REINVENT...
   Our Operation

3. To grow our people, we need to:
   REENGLAGE...
   Our Associates

Strategic Initiatives

Key Performance Metrics
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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