



TEAM,

It's been 7 weeks, or 49 very long days, since I sent you my first update regarding COVID-19. During these last seven weeks, we've been working hard to prepare a bright future for HCT, even amidst the darkness and uncertainty affecting so many people in our community. With this letter, I'm eager to share many of those improvements, along with sharing how HCT will re-open itself to serving guests again.

First, let me share some big changes – some good and unfortunately, some difficult. Positively, we have overhauled our menu to give guests more flexibility, strengthened our relationships with suppliers, and reimagined our sanitation and service procedures, ensuring HCT is a restaurant that's ready to meet guest and team member needs in the wake of this global crisis. We believe these changes will be met with a ton of guest enthusiasm, ideally driving lots of valuable traffic to get us all back to work.

Additionally, we've made some very difficult decisions to ensure HCT can keep growing. We've reduced our support center team and several management roles to prepare ourselves for lower sales due to COVID-19. These decisions impacted people we care deeply about on the team, we're working hard to support them as well as they've supported us through the years.

With the community beginning to re-open to serving guests, HCT is preparing to cautiously re-open as well. On May 18th, we'll open our Clintonville restaurant for curbside and pick-up window service only. To accommodate this opening, we'll be asking many of you from all restaurants to collaborate and train together on all HCT's improvements. Our Easton restaurant will be opened several weeks later, followed by the North Market and Crocker Park locations. Your leaders and HR will be in contact in the weeks to come to discuss your comfort returning to work.

We're more excited than ever to *create extraordinary experiences for extraordinary people* again – for you, for our guests, and for our community. We know those experiences will look a little different than they have before, but we know we can do it. Please know that you continue to have the full support of the HCT leadership team. As we navigate this unprecedented journey don't hesitate to reach out if we can better support you or your family.

And lastly, thank you for all your words of encouragement – the texts, emails, and calls have been incredibly meaningful. I can't wait to see you soon.

With gratitude,

Joe DeLoss, Founder