

3:00 PM Saturday Meeting (RS)...

ReRefreshment Services 03.21.20 Phase I  
Conference Call

Note: Although this is a live conference call, all other microphones are muted to prevent background noise. Your thoughts, questions and concerns are important to me - but I'll ask, again, that you submit them directly to the main line for review. I'll answer each question in subsequent conference calls.

With that said; Good Afternoon,

This is our COVID-19 Response: Phase 1 Conference Call

I have spoken to each of you, and I have shared with you our initial plan to reduce expenses, modify schedules, and otherwise - all in an attempt to shore things up and yet keep service levels appropriate for those customers remaining that we may serve.

To be clear, (since it is against company policy for everyone to discuss matters of pay - I'll share it with you for full disclosure):

Salaried employees have been transitioned to hourly  
Hourly rates have been reduced by at least 10%, much more for some  
Schedules have been modified for most refreshment services employees to accommodate a Monday, Wednesday & Friday service schedule - with the exception of Luis who took a larger cut but wanted to add a day or so to work with the Vending Management Software & to be available assist with any vending or micro market concerns that may take place on an off service day

With respect and understanding, I understand the challenge that this "COVID-19 phase I" presents for you personally. My wife and I have been preparing for the potential of what we are experiencing for several weeks and we are well stocked and already enjoying hearty meals of rice and beans. This afternoon she was cutting up celery and carrots preparing to freeze them for home-made chicken soup should the need arise.

With that said, each of you are important to us. We sincerely appreciate your contribution to the company and we hope that each of you will be with us on the other side of this situation.

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Illinois and other states continue to close up shop and it is expected that more restrictions will evolve around us, possibly within our state. But, we are an authorized (or) essential business and our job is to continue to service our customers and to keep them going. While some of our customers have been affected on the janitorial side of the company, it is pretty clear that many more have been affected on the refreshment services side.

With that said, I had mentioned to several people (a couple of weeks ago) that our company may look completely different when this is over. Many businesses (I know several locally) have already gone out of business - mostly restaurants, to this point. But, we will continue to monitor conditions and keep people updated through our daily conference calls. So you know, "daily" now means on Monday's, Wednesday's and Friday's - all at 8:30 AM.

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This is certainly an "all hands on deck" moment in our lives, the lives of our families and the life of this company. And yet, I think it is also an awesome opportunity. I recall one of my favorite lines from the movie, Miracle (true story), the line by Coach Herb Brooks, where he said: "Great moments are born from great opportunity, and that's what you have here tonight."

My challenge to you is to ask that you realize that this is what we have here and now. While things may seem bleak, this seemingly bleak moment represents great opportunity. This is a defining moment for each of us and for our company.

While several modifications (which we are calling Phase I) have now been discussed, I'll ask that each of hit the road running on Monday prepared for business (as much as possible) as usual. Now is not the time to duck tail and run. We must step up to the plate (using a Baseball thought), thinking that it is the bottom of the 9th, we have a man on third base and the game is tied with 2 outs. Now is the time for each of us to make a hit, to make a difference, to give our all. I hope that each of us decides to do so.

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I'm sure you'll continue to have questions. Please text them to us over the weekend and I'll address as many of them as possible in our Monday morning conference call.

Here are a couple of questions that have come up today:

(1) How long will this adjusted situation last?

A = The short answer is, I don't know. Honestly, no one does.

But in my opinion, if the Pandemic peaks in a week and a half, the whole situation will begin to deescalate. As the pandemic deescalates, people will begin to head back to work and our services will slowly be in need again. We could be out of the woods in 4 - 6 weeks. That puts us in the 1st week of May.

But no one knows for sure. And, no one knows what things will look like in 4-6 weeks. The world, the country, our company will look different in a few weeks - I have no doubt.

That said, we will sit down and take a hard look at everything every two (2) weeks.

But here is what is important. You! Your Attitude! Your contribution. I was ready to put together a leadership team to help guide us into the new decade in front of us. Then the COVID-19 Pandemic hit. Well, we are in a situation where great leaders may now be born. Step things up, be a help, look for opportunities and help us keep things moving forward. While I know that we will look completely different when this is over, I also believe that we'll be better and stronger than ever when we get there.

Question #2

What will be our hours of operation?

A = Luis will be reaching out to you, but I suspect that Mondays, Wednesdays & Friday's will be business as usual. Keep communicating with Luis and I'm sure things will run smoothly. As I mentioned to Jessica & Kim earlier today, we will have local micro market assistance because 3 days a week may be a bit of a challenge to keep all the markets operating well.

### Question #3

What about a Government Rescue?

A = That's a great question and I am following closely with my accountant (I am actually speaking with my accountant, who I have been with for over 20 years, almost daily).

To date, there is no program available that we meet the criteria for. But if and when the Government provides us with a program, in the form of a grant, I will make sure that we apply for every hour and every dollar due to each of you.

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That's all the questions that I have so far, please send them to me or the office line as you can. I'm happy to answer all of your questions, and to do the research if I don't know the answer.

#### REMINDER:

We are still in a fluid COVID-19 Pandemic situation. Although we are an essential business, please follow the procedures and the guidelines that we have established for your safety and for the safety of those around you.

I appreciate each of you and the I appreciate your hard work, loyalty and dedication. I'll provide more info and updates at our 8:30 Conference Call on Monday morning.

\*\*\*\*\* Inspirational Close \*\*\*\*\*

Folks, I alluded to the Movie "Miracle" a moment ago - the inspiring story of the team that transcended its sport and united a nation with a new feeling of hope. Based on the true story of one of the greatest moments in sports history, the tale captures a time and place where differences could be settled by games and a cold war could be put on ice. In 1980, the United States Ice Hockey team's coach, Herb Brooks, took a ragtag squad of college kids up against the legendary juggernaut from the Soviet Union at the Olympic Games. Despite the long odds, Team USA carried the pride of a nation yearning from a distraction from world events. With the world watching the team rose to the occasion, prompting broadcaster Al Michaels' now famous question, to the millions viewing at home: Do you believe in miracles? Yes!

Samantha, Alana, Ena, Jessica, Kim, Daniel, Luis, Jonathon, Mike (your microphones are muted, but maybe you can answer so that you can hear the answer yourself. Because honestly, your actions and attitudes over the next several days will tell me your answer) - Do **you** believe in miracles?

Remember, we only "really" believe that which moves us to action.

\*\*\*\*\* Pause \*\*\*\*\*

I'll close with one of my favorite quotes, or speeches - by Theodore Roosevelt

## THE MAN IN THE ARENA

"IT IS NOT THE CRITIC WHO COUNTS; NOT THE MAN WHO POINTS OUT HOW THE STRONG MAN STUMBLES, OR WHERE THE DOER OF DEEDS COULD HAVE DONE THEM BETTER. THE CREDIT BELONGS TO THE MAN WHO IS ACTUALLY IN THE ARENA, WHOSE FACE IS MARRED BY DUST AND SWEAT AND BLOOD; WHO STRIVES VALIANTLY; WHO ERRS, WHO COMES SHORT AGAIN AND AGAIN, BECAUSE THERE IS NO EFFORT WITHOUT ERROR AND SHORTCOMING; BUT WHO DOES ACTUALLY STRIVE TO DO THE DEEDS; WHO KNOWS GREAT ENTHUSIASMS, THE GREAT DEVOTIONS; WHO SPENDS HIMSELF IN A WORTHY CAUSE; WHO AT THE BEST KNOWS IN THE END THE TRIUMPH OF HIGH ACHIEVEMENT, AND WHO AT THE WORST, IF HE FAILS, AT LEAST FAILS WHILE DARING GREATLY, SO THAT HIS PLACE SHALL NEVER BE WITH THOSE COLD AND TIMID SOULS WHO NEITHER KNOW VICTORY NOR DEFEAT."

*Theodore Roosevelt*

Thank you