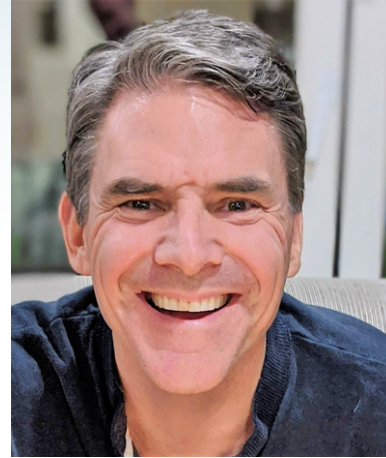


A Note From Andrew

SWEET Throwbacks

Andy Simasek Reflections



Andrew Carey
Chief Executive Officer

I first met Andy 30 years ago as NHG was working through its first years as a company. Since those early days, Andy has been my guide and coach. He helped me learn the business, how to create great guest experiences and how to build strong teams. Most importantly, Andy has become a good friend.

I can recall numerous times over the years when we have spent late nights solving the world's issues, or at least NHG's problems. Other times we just laughed about our crazy industry. Throughout all of these times, Andy has served to question the status quo, to resolve challenging situations, and to support field operations. He has consistently been the voice of the field, ensuring that we focus on our commitment to excellent guest service and unparalleled personal growth.

We may not be perfect, but we are all the better for having Andy on our team. For the past 30 years, I have been fortunate to count Andy as a friend. I look forward to hearing about his coming adventures and enjoying his stories of being a guest rather than the host.

PS - Dad had fun with Andy as well!

Andrew