

May 9, 2020

To all Twisters employees, partners, and neighbors:

Over these past weeks, as the entire world has responded to the global pandemic of COVID-19, We have been inspired by the strength of humanity united in a common cause – the compassion shown by those working in service of others – as well as the courage, emotional resolve, and attitude of optimism demonstrated as we overcome adversity.

At Twisters, that inspiration has come from our employees, partners, and customers, whose dedication and ability to adapt leaves us feeling proud every day. One of the earliest communications we had with our team about managing uncertainty included the takeaway – "The only thing we control is our effort," and that effort has really shown over the past few weeks. We give thanks and applaud everyone in the Twisters network from our hourly cooks and cashiers to our store and area managers who had to address people's fears directly, to our vendor's unwavering support and especially to our customers who made the decision to spend their precious dollars at Twisters. We are all truly essential. The impact of our contributions are matched by our family and friends, and it is the strength of this community that gives us immense confidence that we can overcome any challenge.

As local and state regulations continue to evolve, we have been extremely proactive in adapting to the times. After seven weeks of sheltering at home, we have embraced the approach of monitoring, readily adapting to, and even shaping the "new normal". We are accelerating many forward-looking initiatives to address the realities of our current situation including the introduction of our fully integrated online ordering platform that provides customers the ability for curbside pickup or delivery, a text message marketing software, an operations execution platform which provides visibility into our checklists and performance at all levels, and installation of a brand new chemical and safety program in all our stores, among others. With all these new initiatives, it's natural that there will be a learning curve, and we apologize in advance if we make some mistakes along the way. We recognize that the world may not go back to normal when this is all over, and we are prepared to enter a post COVID-19 world with all the tools to continue to be a pillar of the community in the future.

These adaptations will help us double down on our core value proposition of delivering delicious and fresh food, in a fast and convenient setting, at affordable prices. This value proposition has never been more relevant in a time where people are reassessing their needs, desires, and budgets. Our value proposition is truly a timeless one. We think of Twisters as an extension of your family. You may not interact with us every day, but we'll be here when you need us.

It's that sense of family and responsibility that drove us to spearhead the Feed the Frontlines campaign in partnership with EZCater in Denver, and The Hispano Chamber of Commerce in Albuquerque as a way for Twisters to support our first responders in the communities we serve. Through this program, we have fed hundreds of medical professionals, police officers, firefighters, and even animal shelters, and we look forward to continuing this program for as long as we can.

Twisters is committed to continuing to serve our communities, both by providing a livelihood for our employees and partners and by feeding our neighbors the fresh food they have come to expect. We continue to put immense emphasis on being the safest and most convenient option for our patrons to order their favorite menu items.

As this global pandemic has impacted the lives of everyone on the planet, we have been reflecting on one of the most important lesson we've learned in our life – food brings people together. We anxiously await the day when we can re-open our lobbies, dining rooms, cater large gatherings, and bring a smile to as many people as we can with our food. Until that day comes, we're here to bring family and friends together – one craving after another.

