

The image is a black and white collage featuring numerous handwritten signatures in various styles, some overlapping. In the center, the text "Zingerman's" is written in a large, bold, sans-serif font, with "roadhouse" in a smaller, bold, sans-serif font below it. Below the logo, the text "2028 vision" is written in a bold, sans-serif font. The signatures are scattered around the central text, with some appearing to be names of individuals associated with the organization.

Zingerman's Roadhouse 2028 Vision

It's a crisp clear evening in the fall 2028. As guests approach the legendary 70-year-old building now known as Zingerman's Roadhouse, a welcoming feeling washes over them. The vintage neon sign beckons brightly against the night sky, the pit-smoker captures every human nose with an irresistibility to pull them in, and there seems to be an aura of joy emanating from all sides. While guests and staff alike can't quite put their finger on the emotions that well up, it feels familiar—like coming home.

Really Great Food

The Roadhouse is known around the area and in fact all over the country for our incredible traditional regional American food. Guests regularly drive hours to come for dinner; out of towners have heard about our food and find ways to come here more than once during their visit. Our menu is designed to welcome a wide range of guest tastes—dry-aged, pasture-raised beef, oak-smoked barbecue, exceptional fresh fish and seafood, fried chicken, remarkable macaroni and cheese, superb salads, and more!

One of the biggest changes we have made was buying from vendors focused on regenerative farming practices. This has allowed us to elevate some of our longtime favorites, like sweet potato fries, and also to bring a whole new focus on vegetables. We are excited about using all of this local produce in some new and exciting ways on our menu.

Along with adapting our buying practices, we were able to add some really great new items to our roster of regional classics. Off of the success of our Texas breakfast tacos, we were able to offer Tellicherry-Texas BBQ brisket to our menu, with rousing success! While they took a minute to build up some steam, we now get compliments from visiting Texans on a regular basis.

We have also renewed our prioritizing of Michigan and Great Lakes foodways. Every day, we are hearing about the foods of our Midwest upbringing. For example, we have continued building our love of Great Lakes fish, such as whitefish and smelt, invoking fond memories of fish camps and fish fries.

Despite all the new food, we are still enamored with our classics. Fried chicken and biscuits still hold a large place in our heart. For the past few years, we have really been honing in on those products and how we can get them out in different ways. BBQ, of course, remains a staple. Since our opening 25 years ago, our pit-smoked BBQ has set the standard in Michigan. While honoring the great pitmasters like Ed Mitchell, whom we got to learn from first hand in the early days, we've set about forging our own way. Really great ribs, whole hog BBQ, and BBQ beef are all still a big part of what we do best. We honor tradition, while continuing to push the story of Southern BBQ.

Really Great Service

The Roadhouse has set the standard in the country for an amazing guest experience. We share this experience with everyone we come in contact with. Other restaurants want to learn from us, so much so that we are featured often in culinary publications, websites, and digital media outlets including podcasts. The experience is seamless and well-orchestrated – from the first friendly interaction at the host stand to the upbeat and accommodating experience tableside to the time our guests step outside to walk the beautiful and manicured grounds of the restaurant. Our attention to detail is exceptional. We live and breathe the three steps to great service; guests comment regularly how blown away they were by the exceptional service they received. Five years ago, when we wrote this, many already loved our service; now it's at a whole other level!

The staff members at the Roadhouse are known for their calm, grounded, caring, engaged, and dignified relationship with one another. We help welcome guests of all backgrounds, honoring their diverse needs and tailoring our service to each individual in order to make their time with us an exceptional and dignity-honoring experience. Children of all ages feel incredibly welcome as well! They always know that a trip to the Roadhouse is one of the best parts of their week!

We believe technology enhances lives. Staff can learn our long time customers' preferences easily by accessing our database. We regularly collect information about the preferences of each of our guests and share them with each service provider so they can, in turn, create individualized and exceptional experiences for everyone. Technology also aids in letting customers know when their favorites are in house—we have a list for smelt-lovers, another for wild mushroom fans, etc. and we reach out to them when their favorites hit the menu.

We sample food to our guests regularly. We know our guests so well that we feel comfortable surprising them with samples of new or existing items on the menu. When we have busy weekends, we make it a priority to have sampling start right at the host stand! Nothing beats starting your time at the Roadhouse with the latest coffee cake to whet your appetite on.

We handle guest complaints more effectively than ever. We model how to carry out the 5 steps to handling a customer complaint for the ZCoB, and getting everyone on the team to think like a leader has been a big part of the work! Code Reds are written up with great consistency, and are shared at all huddles so everyone can work together to find the solution to as many as we can!

We continue to be known as THE place for large families, groups, and parties. We can accommodate parties of any size ahead of time and do it with speed and efficiency. We regularly get feedback from our large party patrons how impressed they are with our ability to accommodate groups of all sizes and make all feel welcome and cared for. We are THE third place. No matter what the occasion, our guests just want to be here, generally feel better, and of course have some amazing food and drinks. Sometimes just pulling through the Roadshow and having a brief interaction w/ a Roadie gives them that third place feeling that they can carry around all day.

Employment Experience

As profits continue to soar, more people are clamoring to work at Zingerman's Roadhouse than ever before! Our current staff does not want to leave because they have an amazing employment experience at the Roadhouse. Our infectious staff energy radiates into our guest experience every day. Everyone who works at the Roadhouse is clearly having fun and doing it all as an absolute pro, radiating amazing 10/4 energy.

One of the biggest reasons why our team is so happy is because of the low-drama workplace training, which has really paid off to keep our staff calm, help them communicate well, and manage conflicts with levelheaded perspectives. Our lead servers are instrumental in being the hands and feet of this effort, and all levels of leadership here have made it clear that every individual feels purposeful in their work and knows they are a valuable member of a healthy ecosystem and culture. The leadership team makes it a point to model good listening skills and showing honest empathy to all who work here when there are conflicts that inevitably pop up from time to time. There is a level of trust here that is hard to find in most restaurants, and for that, we're incredibly thankful!

Staff engagement is at an all time high! 40% of all Roadies owns a Community Share, and we're shooting to hit 50%. Through open meetings like our Service Group/FoHShow Huddle, all staff are welcomed to address concerns and bring new ideas to improve operations, as we believe that those closest to doing the actual work are best equipped to suggest changes to improve it. Personal and professional growth are also greatly encouraged on an individual level as we believe when an individual invests in themselves, all of us reap the benefits together! From the individual to the department, we lead the ZCoB in our efforts on collaboration! Shift visions are done not just by the manager of the shift, but also by staff members from any and all departments, and are an integral part of our day-to-day in how we run shifts. Our staff regularly contributes ideas and gives feedback on BLCs, SOPs, and contributes to our culture around improvement in a very enriching way. Creativity abounds!

The Roadhouse has become a beacon of great training opportunities in the ZCoB and abroad! We have our own Roadhouse specific classes (Bar 101, Wine 101, Cocktail 101, American Food 101) that we teach to all of our staff. The Roadhouse passports and training flight plans are efficient, clear, encompassing, which have kept our post-toasty numbers incredibly low. Every department we train in makes safety a priority as well: emphasizing the importance of safety language is paramount for each and every successful shift we run! Outside the ZCoB, we have started to become an institution of how a restaurant is to train, coach, and lead staff. People have begun flying in from all over the country to take Lisa's No-Drama seminar and learn from how our Lead Server Program and Service Group concepts work. Our bilingual training program is equal in all respects to our standard English training, and Spanish language-first staff have found avenues for advancement.

The investment we provide to our staff is not limited to great training! Through consistent and valuable performance reviews, we have been able to help each other with our personal and professional development plans. By doing so, we have become a place where people truly feel like they can build a career, and our staff can learn to be leaders every day, regardless of position.

Using DXI (Dignity Experience Indicator) throughout the restaurant has continued to be an incredible tool to make sure everyone cares for each other, emphasizing teamwork is key to the success of any great restaurant. From the kitchen end of things, staff morale and passion for the work they do day-in and day-out has never been higher! Sous Chefs routinely reach out to all kitchen staff about new specials ideas, and some of our best specials in the last few years have come from some of the genius from our dishwasher and prep cooks. The kind of comradery we are cultivating here is often what a Head Chef dreams of when taking up the mantle, but here we've made this dream a reality.

Roadhouse Catering

Over the past few years, our guests have been singing the praises of the Roadhouse Catering Department, due to the amazing experiences they've had when using us for their most memorable occasions. It has undergone extensive growth leading into 2028, not only resulting in substantially increased revenues, but also bringing much needed organization and structure. The implementation of our event management platform, Tripleseat, back in 2022 has been the steady backbone of how we organize every event, big and small! The platform now has 6 years of data that the team has been relying on to track growth, complete well-informed forecasting, and plan for the department's future needs.

The completion of the Roadhouse Catering Style Guide, which details the overall brand of the department, has been monumental for the cohesion of our team! All of the details that go into creating the *personality* of the department – including our marketing campaigns, website, menus, catering supplies, delivery vehicles, and more – flow together to curate a seamless and stellar guest experience. Our style guide informs our aesthetic decisions and purchase of supplies. Guests have come to recognize the consistent style of our catering display. Even our delivery vehicles have become a symbol of our department – their professional and notably zingy designs prove to be great marketing while on the road, and make guests feel comfortable when we arrive for an event!

Well-stocked and maintained catering storage spaces and delivery vehicles make executing flawless events fun and easy. The catering shed, where most of our supplies are kept, is easily navigable and tidy, and the delivery vans are stocked with everything our drivers may need. With a healthy supply of these catering needs (chafers, utensils, buffet holders, centerpieces, etc.), our staff is able to feel confident that they have the tools needed to create a memorable guest experience.

Our offerings now align much better with our guests' wants and needs. Our menus have always been, and always will be, very flexible and serve as a starting point for the catering managers to

curate customized experiences, but we found that listening to our guests and altering our standing menus accordingly has proven fruitful. Many guests peruse our menus and find that they are, now more than ever, nearly a perfect fit for their special event. We have even taken the time to create specific “exclusive” menus for certain repeat groups with unique needs such as the many different youth sports groups we serve yearly, the many University of Michigan departments that often host events at the Roadhouse, and our sister ZCoB businesses like ZingTrain who order deliveries from us almost weekly. The catering menus now present a mix of signature Roadhouse offerings along with catering exclusives. The team has also built in a seasonal menu that changes quarterly according to what the chefs are able to create from fresh, local ingredients. Training and communication improvements have helped in this as well, and each and every kitchen staff member that has a hand in preparing for catering events feels well trained and well prepared to produce a consistent product in presentation, flavor, portioning, and overall guest experience.

Since our catering services have increased in popularity, the team found that, during peak event season, they would often have multiple events happening at once, all needing an experienced leader. This led to the implementation of Lead Event Servers, and the department now employs 3-5 Lead Event Servers who are well-trained to supervise events in the absence of the catering managers. The Lead Event Servers act as event experts, and are equipped to direct the event team and make necessary decisions to support an exceptional guest experience. The implementation of this role was so well received, that a Seasonal Catering Assistant position was also created. One Lead Event Server now devotes approximately 10 hours a week during peak seasons to assisting the catering managers in guest communication in Tripleseat and over the phone. Now in 2028, a staff member is able to fill out their weekly schedule with Lead Event Server shifts and Catering Assistant shifts, further fostering their expertise in the field.

The catering managers have spent years fostering partnerships with local event venues such as Black Barn, The Valley at Frutig Farm, the University of Michigan Museum of Art, and more! When looking forward to the 2028 event season, it has clearly paid off. The Roadhouse Catering books are filled with weddings, rehearsal dinners, graduation parties, family reunions, and many more events at all of these venues. Our quality of service and integrity in our work has shone through to these other businesses, and we have made our way to their preferred vendor lists, and are regionally recognized as the preferred caterer to use. The catering managers have also made an intentional effort to continue fostering relationships amongst our beloved Roadhouse regular guests who consistently frequent the restaurant. By devoting 8-10 hours a month each to assisting the dining room managers on the floor, the catering managers are able to connect with staff, keep up to date with the happenings of the restaurant, and most importantly create an opportunity to meet new guests and build relationships with those who enjoy the Roadhouse every day.

Really Great Drinks & RoHo Bar

The Roadhouse all-American wine program has focused on supporting the underrepresented in the wine industry. We continue to carry 36 bottles, each one is selected from a winery that embodies our values of sustainability and representation, including a few Michigan selections that have become our Zingerman's Roadhouse signature selection. Our wine training is more consistent and staff feel confident in their knowledge to suggest pairings and describe our offerings. We have ramped up the promotion of the number 36 on our wine list, t-shirts, and menus. We've also incorporated the great 36 into a wine club by working with Mail Order to send a bottle to members each month. A winemaker is featured every month on our menu, and we've brought back winemaker-focused special dinners. For the last few years we've had a waitlist of winemakers who want to come and do a special dinner with us. All of this has allowed us to celebrate the diversity of our bar program and bring a lot of focus to food producers and farms.

Over the years, our Free Spirits (our name for mocktails) have become a serious culinary activity—chefs and bartenders get together regularly to taste and refine. Guests who wish to enjoy a non-alcoholic, but tasty mixed beverage can find plenty to choose from. We've come up with up to half a dozen signature mocktails and we periodically feature new creations.

One of the best improvements we've made is that we've fine-tuned our liquor selection to really focus on bourbon and gin. We feature bourbon and gin cocktails, but have not shied away from the great tequila or vodka selections either, and we have continued to create high profile cocktails using spirits from local and regional distilleries. We have done five rotations of barrel selections from local distilleries/blenders created exclusively for Zingerman's Roadhouse. And the bourbon is not just limited to our bar menu as we have implemented bourbon coffee drinks and desserts! Inspired by our passion, many of our staff have gone to Kentucky to visit the Bourbon Trail and learn more about it. Outside of spirits, we have forged partnerships with local breweries like Mothfire to make exclusive beers for our restaurant.

A critical component of our mixed drinks is our fresh-squeezed juice. Our fresh juice has become so popular that we have started running specials with juiced vegetables. The RoHo bartenders have been studying citrus history and sourcing. This has allowed us to spread the word about what we're doing, increase volume, reduce shipping costs and waste, all the while creating more differentiators for our guests.

Artisanal spices have become another big part of our mixed drinks. Épices de Cru Farm-to-table Tellicherry black pepper has become a signature part of our cocktails and mocktails. A fresh grind of it at the table when someone orders a Bloody Mary or another savory drink has become a standard service. We now offer speciality versions of this brunch classic, including one featuring pickled vegetables.

Over the last several years we've increased our drink sales by over 50%, in no small part due to instilling beverage knowledge. A good part of that is the speed with which we take orders at the table. Hosts now regularly recommend something to drink when they seat, and bussers and

managers regularly ask tables if they'd "like another drink" to help support the sales work of skilled servers.

The hashtag #rohobar on Instagram has a huge following, targeting specific markets. We have beautiful pictures featuring the colors of the bar and educational video content that shows guests how to make a great American Cocktail. We focus a lot on cross-promoting our mainstays such as Iron Fish, Highline, Mothfire, and others, giving us the ability to keep our promotional content updated and guests invested. As a result, the RoHo Bar has become its own destination.

Zingerman's Roadshow

For a long time a large part of the Roadshow's identity was the 1950's Spartanette trailer, customized to look like a teapot. Our new and improved trailer still has the same vintage appeal but the inside has been remodeled to streamline service and food production! With tile flooring, stainless steel countertops, and a revamped ventilation system the crew could not be happier to come into work every day. For almost 2 decades now, the Roadshow has been and still is known to sell great coffee, hand-crafted espresso beverages and chai, and delicious breakfast burritos. These are the cornerstones we cherish. Starting shortly after the Covid-19 pandemic, the incredibly passionate Roadshow team worked with immense love and dedication to build on this firm foundation. Here in 2028, what we continue to strive for is an unparalleled carryout/drive thru experience. Long wait times are a thing of the past. We still have long lines of eager customers but we move through the line ever more effectively! In a crunch, we supplement and support the Roadshow with staff from the Roadhouse at large. We've been able to craft an experience that combines great food and speedy service. Working closely with Zingerman's Creative Services has strengthened our brand and the principles of our style guide are recognized within the trailer itself as well as around town thanks to our custom apparel, drinkware, stickers, and accessories! Guests notice and utilize the vibrant, hand-made directional signs and menu boards, seeing the wide variety of options to choose from, including many distinctive, seasonal, and special items.

The espresso bar is bigger and better than ever with barista's committed to serving exceptional coffee every hour of the day! With fresh filtration, a new machine, and an upgraded station layout our baristas power through brunches with the support of their teammates (and sips of their favorite crafted lattes). We have streamlined our initial training to include Espresso 101 from the Coffee Company, empowering all of our team members to learn and know our craft from the get go. Senior staff go back to coffee classes once a year to refine and tune their knowledgebase. Customers regularly comment on the high quality of our espresso. Creative seasonal coffee drinks created by our staff keep guests on their toes. These showcased drinks really highlight our house made syrups, which are made using local ingredients. Baristas and bartenders now collaborate to create coffee-based cocktails. Guests feel confident that they will always have a creative, consistent, and flavorful drink when they order.

Our leadership team teaches Roadshow 101 every six weeks to introduce our Roadies, and other Zingernauts, what makes the Roadshow such a special place to grab their favorite cup of coffee. Featuring snippets on our house made syrups, the history of the 'show itself, and what you need to know to help the community get the most out of our little trailer, everyone who leaves the class feels a little bit closer to the heart of the trailer and is eager to share what they've learned with their guests and peers!

One of our favorite features of our new workspace is the upgraded lobby station; with increased ventilation, tall ceilings, and new equipment we're still cranking out dozens of burritos a day with even greater efficiency and have been able to add a wider offering of new and delicious food items. We are regularly adding seasonal feature items to the menu and guests have come to know and love our unique flavor combinations! We've added grab and go items such as yogurt parfaits (featuring gluten free granola!), pre-made sandwiches, snack cups, and bottled beverages for folks who want that Zingerman's flavor and quality in a pinch. Folks still swing by for their afternoon BLTs and Pork Sammies, those staples will never be forgotten. We continue to offer wonderful products from our good friends at the Bakehouse, including artisanal breads, bakes, and pastries.

Since opening up online ordering back in 2025, we're seeing more carryout than we have in years! Integrating Phoneland from the bar room into the expanded vestibule has streamlined our order capacity and fulfillment in ways we never expected! The whole team is more easily able to assist one another and provide even better service to our guests and peers. We have been the model in the ZCoB of how a team follows the 4 Steps of Order Accuracy! Our guests are loving the added pickup window - they grab their food while it's still hot and the frustration of waiting in line is a thing of the past!

Roadhouse Park has become a destination that families and friends plan their evening around! Guests dining out in the park are elated at the improvements that have been made over the past few years. With lush gardens designed for pollinators, herb beds, and fresh produce, the tunes of Jackson Road's traffic are tuned out in favor of the gorgeous landscape. The addition of weather resistant picnic tables (made with recycled material) of all sizes ensures folks know that when they pull up to the park there will be a place for them to sip a pint and snack on the town's best sweet potato fries! The Roadhouse has begun to host small events for families, friends, and groups of all sizes with game nights, story times, and tastings. Even when events aren't being hosted they know of the variety of lawn games they can check out from the team, ensuring hours of entertainment! The integrated sound system has vastly improved the ambiance of the space and folks love that they can head up to the Roadshow's windows to request their favorite tunes! One of the showmies' favorite parts of their job is seeing all of the memories made and communities gathered into the space they have all worked so hard to beautify and enhance.

Growth & Remodeling

Thanks to our stunning renovations back in 2025, our reinvigorated Roadhouse experience begins outside as you enter. The parking lot is repaved and the traffic marking for both dine-in and to-go guests is clear and intuitive. On the Roadhouse grounds, a second trailer emanates a glowing light spilling from its windows. If one were to peer inside the windows, one would see a class in session, with students happily snacking and sipping coffee drinks as they learn about our service recipes! The trailer provides all the space we need to expand classes at the Roadhouse and has streamlined in-person teaching. The result has given us less lengthy and more productive meetings. It also provides a relaxed, comfortably furnished space for individual coaching for staff with supervisors and managers.

As guests approach the restaurant, they can't help but notice how pristine our new BBQ pit area looks! The attractive remodeling and delicious scents of our smokers act as a magnet for guests' curiosity about how we perform our magic with food. That savory-smelling smoke billows out into the night sky, inviting people from way down Maple and Jackson to the Roadhouse to try our tasty BBQ, all the while keeping the smoke out of our patio where our diners enjoy watching the Pit Master from afar.

As guests explore the Roadhouse grounds, they find eye-catching, colorful signage that helps to direct them to where they're looking to go. Whether it's ordering takeout at the Roadshow, snagging a snack at Roadhouse Park, or wanting a full dine-in experience inside the restaurant proper, there is no confusion on where one wants to go!

As guests continue their walk into the restaurant, they notice that the foyer, host stand, and retail space have all been updated to look more inviting and be more organized and functional. The runway experience has been elevated! On their way to check in at the door, their eyes are mesmerized and enticed by the colorful posters advertising our upcoming events. Decorating the retail space alongside these posters are the plethora of fabulous retail products we are proud to be selling, ranging from other Zingerman's businesses like the Candy Manufactory and the Coffee Company, to artisanal companies with shared values like Askinosie Chocolate, Seka Hills, Zing Press, and many others. Following Zingerman's approach to marketing and signage, each of our products are clearly labeled with their price and a short and sweet description, guiding and informing our guests what to buy and why.

Walking through the dining room, guests tread safely over the new durable flooring. Likewise, tables gleam with updated, beautiful wood; booths and chairs are freshly reupholstered, and guests sit in stylish comfort. The walls of the bar and Fireplace room are still lined with our vast collection of salt and pepper shakers, and guests excitedly point out their favorites. Exploring our spacious, inviting dining rooms, they note the unique charms of each.

Many folks congregate in our bustling bar room. The bar has assumed a new visual and fiscal prominence. Black and white photos featuring our staff and beloved vendors accent the red walls. High-top tables in the bar section have replaced the divider wall, and the banquette has been replaced with several inviting booths. With all the new renovations, the energy in the room

is lively and vibrant as the bartenders move to and from the high tops, acting as a pinball between tables to keep guests laughing and smiling. People know our beautiful bar as the go-to-place for a great American wine selection, fantastic bourbons, and gins.

The Common Room remains a very special place for diners to connect with the people who help make our food great through our displayed artwork. New, colorful curtains beckon the guests, and warm lighting spills over comfy booths, highlighting shiny, metal beverage binders at every table containing our featured drinks.

The patio is unified by a Roadhouse Catering-focused theme. All of the blackboard signs have been replaced with signs featuring Roadhouse-specific artwork that ties in seamlessly with the whole restaurant. Hanging and potted plants round out the space, adding an invigorated, homey feel. Hanging lights contribute to the ambience, adding a warm glow to summer nights and a shimmering charm to winter nights. We have even got a new chair and table look and feel too! We made sure the new tables did not have those pesky slits in them, making it easier for us to maintain their cleanliness. It is now even easier to accommodate event parties for wedding rehearsals, professional dinners, or class reunions.

The Fireplace Room is still a favorite for many of our guests. As in the Common Room, the booths offer a comfy, more intimate dining experience. The Patrick Earl Barnes' art piece, "Blacks in Culinary," is still on the back wall as a symbol of our inclusive ideals. Plush, new curtains attractively outline the room.

Less obvious to guests are the internal improvements. The coolers, dishwasher, and key food production components have been replaced. The beer cooler is accessible from inside the building! The employee break area has been cleaned up and is more comfortable. The ceiling no longer leaks onto employee areas. Staff happily chat, eat, roll silverware, and listen to music in the basement. The shelves are lined properly and organized without creating obstructions. The Manager's office is also leak-free, roomier, and more functional.

Healthy Finance

"How did we get here?" we ask ourselves as we look at the numbers. In addition to the costs saved from our vigorous sustainability efforts, we have more than doubled our huddle attendances. And what does this mean for our financial health? It means that we have more voices from all levels of the restaurant. Our huddles have been so effective and inspiring that we're a paragon of productive meetings for restaurants globally. Thanks to these huddles, we have been able to consistently hit 21% of all bar costing and 28% of food cost, which is absolutely amazing considering a restaurant of our scope and size! All this means we have been reaping the benefits of a 5%+ NOP for the last few years, resulting in our "Cooking Profits for All" gainshare game to pay out three out of four quarters of the year!

We have achieved new lows in labor spending through strategic scheduling, while still offering a thriveable wage and keeping in line with the State legislature! Not an easy feat at all! Our sales have been increasing yearly, with dine-in well over \$8 million annually and the Roadshow over

\$2 million! Catering growth expands our sales outside the restaurant space, and we're consistently at \$1.4 million annually. We gain new customers every week and retain the ones that patronize us. We regularly examine our below the line costs, looking for ways to save money and reduce waste and fiercely work to eliminate anything that doesn't add value.

Working collectively over the years, we have figured out how to reduce our once big sales losses in January, February and March. We have employed many ideas around labor, food cost and below the line expenses to reduce waste. Not having this major financial hit has helped our NOP tremendously.

Sustainability

In terms of overall sustainability, we have made some headway, but much work remains. Our sustainability efforts so far have focused on reducing our carbon footprint and energy conservation. To unify these efforts, we have formed Planet Roadhouse. The program serves as a space for passionate individuals to come together to estimate our carbon footprint, and use this data to assess where we presently stand and define where we should go.

The replacement of the roof and installation of solar panels has lowered our electricity usage by 20-30%. Solar panels have also been installed in the parking lot to minimize asphalt reflection. Any excess energy we produce is now sold back to DTE, offsetting the initial cost. We have installed a battery to store the energy, creating a backup source of power. Additional energy savings have resulted from a system that automatically powers down our equipment during non-business hours. Finally, we have installed more exhaust fans and windows to increase ventilation in the cooler months and air flow in the warmer months. Our guests feel safe and comfortable no matter the season!

Installed recycling containers are placed throughout the Roadhouse Park, near the Roadshow and by the front door with lids that educate and inform what items Recycle Ann Arbor accepts. We regularly divert more waste from the landfill with these strategically-placed recycling containers. Every time a guest uses these containers, they can feel good about contributing towards vigilant recycling efforts within the community.

We've added a line on our DOR, so we can track improvements. One of these improvements includes a whole range of cleaning and carryout products. We now use only green disposables where needed.

Composting is now part of normal everyday routines. We teach it in the Welcome to the Roadhouse class and incorporate it into our training. The gardens have grown to be a great teaching tool and example of what regenerative agriculture could look like. Signs around the garden provide information about it to our guests, and we invite other businesses, children, and students for walk-throughs to learn about it.

In addition, we have incorporated permaculture into more of our approaches to systems design, gardening, and conversations with our suppliers. For example, we've also begun exploring

using D.A.C. to convert our biodegradable waste into biochar and working to add this bio-char to the soil at farms we partner with, thus creating carbon sinks and helping to better diversify the health of the soil of our community. By buying more produce with local farms who use carbon-capturing byproducts as fertilizer, and by promoting more vegetable-forward dishes, we've reduced the transportation costs of our food.

We have also looked closely at our water consumption. The installation of low-flow toilets for guests and staff and sensor-operated hand sinks for kitchen operations have made a huge contribution towards our water conservation efforts.

In sum, the launch of Planet Roadhouse and all of our sustainability efforts have allowed us to be engaged with others in our industry, learning from our peers within the community and globally. In turn, we share our own learnings and thus impact how other companies like us can become more sustainable. The questions we are now asking ourselves include: Can we get to a "generative" spot, where our processes get us to being better than zero footprint? We hope to get to a point where we can say "YES!! ABSOLUTELY!!"

Community

This third place feeling has extended beyond the walls of the Roadhouse into our community as well. We have continued to nurture our relationships with the organizations, farmers, vendors, teachers, workers, guests, friends, and caring people who surround us. Education has become a huge part of who we are. Since integrating some of our staff into the local culinary programs and public schools, it has paid us back tenfold. We're even teaching public cooking classes! We now have about half of our staff coming from those programs, in large part due to the positive word of mouth. They have a very strong knowledge of our food and our operational practices, and are able to train newcomers in the practices that we have taught them.

We have developed steady programs to provide education to kids in the community about sustainability and healthy food choices. Passionate Roadies visit local schools and youth programs to teach them about food and where it comes from, giving great service, and mindfulness! We also participate in school field trips to local farms to teach them about the importance of reducing carbon emissions and supporting local food producers. Our children's menu consists of delicious and healthy options, offering education about the food and where it comes from, which is appealing to both kids and their parents.

We continue to support non-profit partners in the community, such as SafeHouse Center and We the People Opportunity Farm, with special fundraising efforts including events, raising money with our product sales, and ongoing education to our guests. Thanks to the development of the Great Lakes Foodways, we are providing more support to food producers in Michigan and adjacent areas than any other food business in Washtenaw County.

We have become a strong and consistent community supporter. Our ability to support the local economy has always been evident, but raising our level of giving back is where we have really focused our efforts the past several years. From our fundraising efforts for local non-profits and

partners, to our teaching the next generation about foodways and sustainability, the Roadhouse has found a variety of successful ways to continue supporting our community.

Thankfulness, Appreciations & Gratitude

From how it was prior to the pandemic, to the few years afterwards, to now in 2028, it's truly amazing the journey this restaurant has taken. So much inspiring work has been done to bring us to where we are today. As we work to bring forth the next 5 year or so vision to the table, it all builds on itself. Each vision inspires the next, and every person who walks through our doors are better humans having spent time here, whether a staff member, guest, vendor, or fellow ZCoBber. We are continually appreciative of our guests, our staff, our community, our vendors and our planet. For all of these and more, we are forever grateful.