



TO OUR WONDERFUL GUESTS

This time last year we thought the hardest tests were behind us. As 2021 draws to a close we know that was not the case, and that together we have to find even deeper reserves. My warmest thoughts to all those impacted directly or indirectly by the many events of the last 12 months, and those struggling with adversity today.

While many images and stories from 2021 have been heart breaking, the community spirit and countless selfless acts of heroism have warmed our hearts and boosted our hopes.

The word restaurant comes from the French word restaurer-meaning to restore or refresh, and we are grateful for the role White Spot and Triple O's have been able to play - providing familiar comfort, welcome indulgence, nourishment, a friendly welcome - when needed so. We deeply appreciate the continued trust our guests have shown in our brands, and that we have had the opportunity to continue to give back to our communities.

We are indebted to our people, who have shown extraordinary commitment, dedication and caring as they adapted to new ways to serve our guests safely.

Our local growers and suppliers have faced unparalleled challenges, and our commitment to buying local has never been stronger.

Like no other, this past year has highlighted the irreplaceable value of human connection. The hospitality industry brings people together and is a backdrop for so many special moments and connections. Thank you for supporting us and our colleagues in the industry, and all the many people whose livelihoods are linked to the work we do.

On behalf of the White Spot family, best wishes for a safe holiday season, and for peace and joy in 2022.

Sincerely,

Warren Erhart
President & CEO, White Spot Limited