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TRISPAN®

Issue #4

Newsletter





# TriSpan Update

## Celebrating Our Covid Heroes

As we now enter the second CV-19 wave, with strict restrictions newly introduced around the globe, we are once again relying on the initiatives of individuals, companies and governments to safeguard the health of those most vulnerable, to rapidly return to pre-Covid economic activity, and to help us relegate this difficult chapter to the annals of history as quickly as possible.

In this fourth edition of our newsletter, we wanted to take a moment to celebrate and spotlight the phenomenal individuals at our portfolio companies who, in these unprecedented times, demonstrated exemplary flexibility, on-their-feet thinking, resilience, social responsibility, optimism, and commitment to their customers and communities. These talented and devoted individuals have brought out the very best in humanity and exhibited values that TriSpan strives to embody. From being a private equity manager of choice for our investors, employers of choice for our teams, and partners of choice for entrepreneurs, we also aspire to serve our communities with dedication and care. If there is one lesson this pandemic has proven, it is that it is not merely desirable to do good while doing well- it is imperative.

With this in mind, we invite you to join us in celebrating the Covid heroes at each of our portfolio companies who, in a diverse array of ways, made crucial contributions to those around them at a time when they were most needed!

Before we start, a few quick highlights regarding TriSpan:

- Our Opportunities Fund II (OF 2), which looks to emulate the successful growth and buy and build focused strategy forged by its predecessor, had its first close on October 30, 2020 and is now in a position to take advantage of a strong pipeline of proprietary investment opportunities.
- The existing portfolio of OF 1 saw a plethora of recent add-on activity taking us to a tally of 30 transactions over just the last 3 years truly transforming our existing portfolio companies.
- Rising Stars, our dedicated restaurant fund, just acquired a majority investment in Naya Group LLC, a best in class fast casual Middle Eastern/Mediterranean restaurant chain headquartered in New York, on highly attractive terms backing a very talented restaurateur in his quest to accelerate growth in a Covid and post-Covid world.
- TriSpan continued to strengthen its teams by adding Nicholas Hirschi as an OF investment partner as well as Joanna Weiss as a Director in our investor relations team, both based in NY.

But now, back to the inspirational stories of our Covid heroes...

# Opportunities Fund

## Remarkable People & Initiatives

The Opportunities Fund portfolio was deeply impacted by the crisis, but exhibited outstanding resilience and responsibility. From the work of individual employees to company-wide initiatives, a true commitment to serving the community was the hallmark of the past few months. In this climate of confusion and anxiety, we at TriSpan are incredibly proud of the dedication, effort and altruism of all those working within the Opportunities Fund portfolio.

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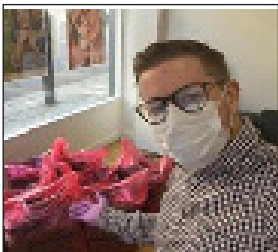


sk:n

At sk:n, we had some real superstars working for us who gave their time whilst they were on furlough, to help support the NHS and their local community. All the practitioners who supported the NHS are stand-out heroes.

We are also incredibly grateful for the Clinic Managers, who did a great job of keeping in touch with their teams. From our weekly conference calls, to our weekly lockdown Newsletter, as well as sharing tips on everything from baking to garden transformations, all of our employees supported each other during the difficult period. We also organized virtual tours of the UK, which included visiting Brimham Rocks in North Yorkshire, as well as Betty's Tea Room!

Finally, although many of our employees went to significant lengths to contribute to their communities and support public health efforts, we would especially like to recognize some of our client care managers and front-line doctors and nurses. We are incredibly proud of these team members.



*Anders George, General Manager of Destination Skin, became our very own Postman Pat, ensuring that DS clients were getting their products.*



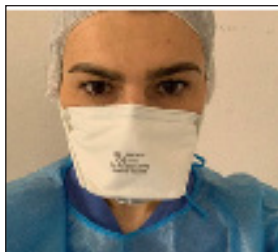
*Thank you to Julia from Reading who delivered much-needed PPE where needed most!*



*Dr. Tariq Sumrein is an A&E doctor who also works for Courthouse Clinics. He noted that all the NHS staff was supporting each other as a family.*



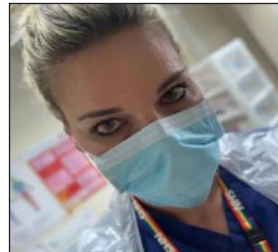
*Nurse Sanam served the Emergency Department at Birmingham Heartlands Hospital.*



*Nurse Sofia Osbourne served the Emergency Department at Peterborough City Hospital.*



*Dr. Daron Suekeran volunteered to serve the front-line at St. James Cook Hospital.*



*Dr. Kasia Brennan, from Courthouse Clinics, was on the front line.*



*Nurse Sophia served the Emergency department in Bournemouth.*

# Opportunities Fund

## Remarkable People & Initiatives

### PG Dental Holdings



Here at PG Dental, we would like to highlight the incredible work of two of our regional managers:



**Louise Brailsford**, our Regional Manager responsible for 5 offices located in Newark, Irvington, West New York, Bayonne and Plainfield - all areas hit hard by the pandemic bordering NYC.



**Luis Martinez**, our Regional Manager, responsible for the remaining 5 offices located in Lumberton, Hamilton Square, North Brunswick, Edison and Phillipsburg - also very hard-hit areas.

Both individuals kept the offices in excellent order, handled employee concerns with care, and oversaw the renovation of three locations while we were shuttered in lockdown. All during the most uncertain of times. In addition, by constructing PG Dental's protocols to reopen to patient care safely and efficiently, building adequate PPE inventories whilst outlining patient schedules to maintain social distancing, they exemplified a culture at PG Dental of taking ownership for the greater good of the company.

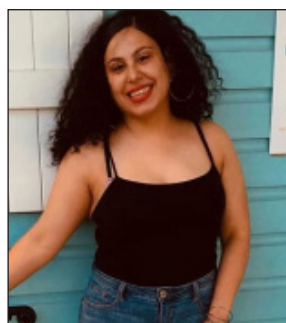
During all this, we had one location, Lumberton, opened 5 days a week to handle the emergency patients throughout the company and state. The doctor, **Dr. Elon Elisha**, was resolute in staying open during this time as he understood the severity of dental patient needs in the vacuum created by the disease. His compassion and fearless uncompromising attitude was infectious (in a good way!) to his staff particularly, and us all. **Shana Moore**, our Assistant Office Manager/Specialty Treatment coordinator, along with **Griselda Castellanos**, an RDA, and **Tatiana Edens**, a DA, formed the team under Dr. Elisha's guidance. These individuals' unwavering support of Dr. Elisha's efforts gave him the capability to continue to service those patients in need of care. We based many company-wide decisions on this team's experiences, observations and concerns. Dr. Elisha was constantly current on CDC and State guidelines and mandates. He and his team spearheaded our approach to opening the other locations safely and without incident.



*Dr. Elon Elisha*



*Griselda Castellanos*



*Tatiana Edens*



*Shana Moore*

# Opportunities Fund

## Remarkable People & Initiatives

In these times of uncertainty, these individuals exemplified the spirit and sense of purpose that helped propel PG Dental out of the quagmire that Covid had created and put us back on a path of normalcy and success. We are immensely grateful and proud to have them in our team.

### FoodPrep



At FoodPrep, we are especially proud of three of our team members who diligently and staunchly continued servicing their customers and communities, even in areas that were particularly hard-hit by the pandemic.

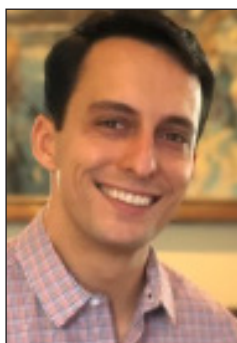
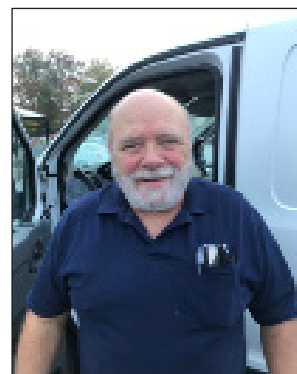


**Robert Martello - PA**

Robert proudly continued servicing his Mid-Atlantic customer base during the worst of the COVID-19 outbreak. With relationships forged through many years of consistent and quality service, he remained at the ready to service his customers' needs and made many trips on the road to serve his large customer base. We commend his dedication and are happy to have him as part of our team.

**Joe Knipp - NJ**

With decades of experience in food equipment repair, Joe remained devoted to his customers throughout the spring peak of coronavirus in New Jersey. He recognized the importance of providing top quality service to his supermarket accounts, which were essential outlets in feeding their communities. Please join us in congratulating Joe on a job well done!



**Daniel Polli - NY**

Dan remained committed to servicing his Kosher cutlery customers within the New York area during the early stages of the pandemic. From upstate New York to downtown Brooklyn, he realized how integral his customers were within their communities. With continuity of service being his primary goal, Dan and his team didn't miss a delivery when the customers needed them most.

# Opportunities Fund

## Remarkable People & Initiatives

### Woolpert



Following the outbreak of the pandemic, Woolpert swiftly set up an online support hub, providing county-level data visualization on mobiles, daily case data by state, as well as public reimbursement toolkits. In a time of significant confusion and conflicting information, Woolpert remained committed to delivering high-quality data to its clients to support their needs now, and well into the future.

This initiative is in line with Woolpert's past commitments regarding disaster relief. Past instances include showing key resource centers, shelters and contact information during the tornado in Dayton, Ohio, and collecting high-resolution imagery of Florida following Hurricane Irma, in order to support all disaster relief efforts comprehensively.

Beyond this, Woolpert has also begun working with Centric Consulting in order to help local governments across the country access relief funding. Together, they will be providing a variety of CARES Act-approved consulting, architecture, engineering and geospatial services. In addition to developing municipal disbursements and forecasting program resources, Woolpert will be helping local governments access, maximize and expedite funding from the CARES Act. This will enable municipalities to benefit from resources related to Covid-19 as much as possible.



### CentriLogic



We at CentriLogic are proud to have worked with our global customer base in order to help companies facilitate a very quick and extensive digital transformation.

As the coronavirus pandemic impacted nearly every business in one way or another, sectors that were already facing strong competition from online shopping giants were under dire threat. By helping many businesses quickly transform their models when it mattered most, no matter what stage of digital and IT transformation they were at, we sought to ensure that every organization could be prepared for whatever "normal" came next.

Further than this, we also enabled thousands of workers to be able to work from home, with fully operational systems backed by a very swift response. We are proud of the flexibility and speed of execution exhibited by our teams, at a time when the world needed digital and IT support more than ever before in order to stay connected.





# Rising Stars

## Remarkable People & Initiatives

Perhaps more than any other sector, the restaurant industry was deeply impacted by the health crisis and resulting government measures. In spite of this, the Rising Stars portfolio exhibited phenomenal resilience, social responsibility, and grace in facing the situation's challenges. Both individual employees and company-wide measures reflected an emphasis on philanthropy, on protecting the safety of customers and staff, on providing meals and support to essential workers, and on remaining optimistic and proactive in the face of adversity. At the end of the day, there is no substitute for the warmth and hospitality of a shared restaurant meal, and the Rising Stars portfolio's devotion to their communities in this difficult period is the ultimate testament to this fact. We at TriSpan are incredibly proud of their teams!

### Yardbird



At Yardbird, philanthropy has always played an important role in our company ethos, and though the pandemic is far from over, we remain focused on what matters most: the health, livelihood, and security of our loyal team members, their families and the communities we are so proud to serve.

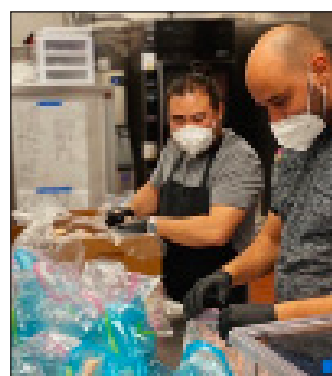
Yardbird Southern Table & Bar Miami was one of the first restaurants to partner with **Meals for Heroes**, a Miami-based not-for-profit providing hospital emergency rooms & ICUs, EMS & first responder teams, and Covid-19 mobile testing centers with dinner cooked and prepared by local restaurants and caterers. Feeding the front line of our first responders during the pandemic was a priority from the very start. We also expanded our **"Yardbird Heroes" discount** (which has always been offered for any military, police or fire department personnel) to include healthcare workers. This is an offer that remains available in Dallas, Las Vegas and Miami as an ongoing campaign to honor those on the front lines.



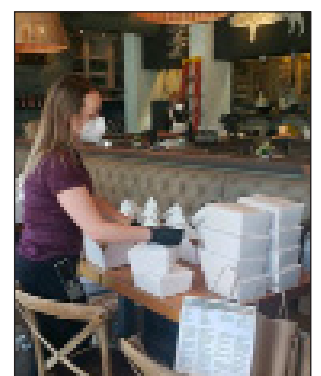
*Rep Donna Shalala & Meals for Heroes Founder*



*Our nationwide First Responders Discount*



*Preparing the Meals for Heroes.*



*Feeding the frontlines was a priority from the start.*

# Rising Stars

## Remarkable People & Initiatives

Within our Yardbird Group family, everyone immediately pivoted to protect our stores and valued team members. We would especially like to recognize Pedro Martinez and Greg Thomas, who went above and beyond to do so.



In Miami, **Pedro Martinez**, our Director of Human Resources, was unwavering in his commitment to assist every team member in need by personally driving food and supplies to those who did not have transportation and also helped immensely when the FL unemployment website crashed, printing out application forms and assisting our employees with filling them out properly and taking care of postage. The stories he can tell are very raw and personal, and we are so grateful for his dedication to answering every call, no matter what time of day or night.

In Las Vegas, our VP of Operations, **Greg Thomas**, led a team of chefs and managers to gather all perishable items from the kitchens and created meal kits to distribute to staff with paychecks and loaded up his truck to transport all remaining product to Three Square Food Bank, helping to feed the entire community. In three separate trips, he was able to donate over 3,600 LBS of chicken, several flats of eggs, cases of produce, blocks of cheese and assorted prepared dressings and sauces. In yet another local aid gesture, he and a few team members took bags of food to the homeless in Downtown Las Vegas, not allowing any of our extra product to go to waste.



### Rosa Mexicano



At Rosa Mexicano, we would like to celebrate a group of select members of the Management and Hourly teams who, from March 13 through today, have continued to work in our open restaurants while being in the face of the pandemic, serving our guests with positivity and the warm Latin hospitality we have become known for. These are our true heroes.

Each and every one of these heroes did this because it was the right thing to do. They did not do it for money and never sought special recognition. They did it out their care and concern for the Rosa family, the survival of the brand and their internal desire to serve those guests who have supported us for over 35 years. The positive spirit of our culture has been on full display throughout the pandemic.



# Rising Stars

## Remarkable People & Initiatives

Beyond this, we have also delivered several thousand meals to first responders at various hospitals and care facilities in each market where we had an open location. Our Management and Hourly teams quickly volunteered to participate in this effort. From Mount Sinai Hospital, to the Hospital for Special Surgery, to the Children's Hospital and more, our teams were dedicated to feeding the frontline throughout the lockdowns. We are proud of their civic spirit.



*Rosa Mexicano's teams delivering food for the Children's Hospital at Montefiore, the Hospital for Special Surgery, the volunteers of Teaneck, NJ, the DC LSM Police, and the Staten Island University Hospital.*

## Stacked



Here at Stacked, we would like to highlight the efforts of one of our outstanding team members, Hailey Bonilla. As COVID-19 hit and we shut down our restaurants, these are the things Hailey did:

- Hailey immediately began making masks, approximately 5,000. She donated these to first responders, local hospitals, grocery stores, senior living homes and sober living homes.
- Hailey also made cart covers and basket handles for people to feel safer while shopping.
- In addition, Hailey started up a tutoring program to help parents as the switch to online schooling at home took place.



# Rising Stars

## Remarkable People & Initiatives

- Hailey regularly checked in with company leadership and bridged communications with many team members who had additional questions.
- Since we reopened our first restaurant in Huntington Beach, Hailey has worked six days per week doing anything and everything that has been asked of her including serving, hosting, bartending and management training to close the restaurant a night or two per week.

We are incredibly proud of Hailey and proud to have her represent Stacked.

### Thunderbird Fried Chicken



At Thunderbird, we would like to spotlight and thank the exceptional staff who continue to serve our guests with brightness and fried gold, all the while safeguarding everyone's health. They are our true heroes!

In order to preserve the safety of our staff and guests, we have put in place various protocols, including wearing PPE, introducing social spacing on the floor, a click & collect system, daily checklists for deep-cleaning routines, and contactless payment. In this difficult period, our teams' responsiveness, positivity and commitment to public health efforts have been invaluable.



Finally, as we adapt to the pandemic, we have also gotten creative with our public health efforts. After getting tired of designing boring health & safety posters, we have injected a little humor into our "please wear a mask" posters. It seems to be working, especially with kids!

# Rising Stars

## Remarkable People & Initiatives

### Rosa's Thai Cafe



**ROSA'S**  
THAI CAFE

At Rosa's Thai Cafe, we would like to commend and celebrate the work of our teams who, from the very start of the pandemic, focused on helping and encouraging the NHS heroes as much as they could. When the **Meals for the NHS** charity was set up at the end of March, we instantly joined the effort and began placing orders for hospitals in Angel, Victoria, Tooting, Chelsea, and Brixton. Between March and June, we fulfilled more than 4,500 meals through this charity, and are proud that we were able to help our healthcare workers enjoy good food together in this scary time. Similarly, when Deliveroo set up a function on their app in late April to support donations from customers, we fulfilled around 1,200 of these for NHS workers.



*Lewisham Hospital*



*University College Hospital*



*Queen Elizabeth & St Charles*

Then, in early April, Homerton Hospital contacted **Greg Skop** at Rosa's Thai Kitchen, requesting to order meals every Wednesday. Greg came up with the idea of donating the meals instead, to support his local community. RTK ultimately delivered 800 meals to the hospital, and Greg really became the hero of the cause, championing the NHS meals! We are incredibly proud to have him as part of our team.



Finally, throughout May and June, our Chelsea team came up with the idea to contact the Chelsea & Westminster hospital Covid-wards, ultimately delivering over 300 meals for them.

In sum, in the deeply challenging times that Covid-19 brought upon us, we at Rosa's Thai Cafe are incredibly proud that our teams' commitment to their communities was unwavering, and we could not be more thankful to count such brave and big-hearted individuals amongst our staff!



# TriSpan

## Spotlighting our Resident Hero

This newsletter issue would be incomplete if we did not mention our very own resident hero, here at TriSpan, who kept the wheels turning and the spirits as high as possible during this challenging period. Indeed, our COO and CFO, **Dave Allan**, is always positive, upbeat, and immensely dependable even during difficult times - he's the heart and soul of our firm!



During the lockdown period, Dave not only ensured that all staff were fully equipped to work remotely and that operations could continue effectively - he also had regular check-in calls and catch-ups with everyone to check how they were. In that spirit, he also set up a Zoom Happy Hour call every Friday to ensure we could keep enjoying one another's company while socially distanced. He also created a company-wide WhatsApp group for non-work related chatter to help us stay in touch whilst sharing funny jokes and videos. Finally, he sent a video collage around to remind us of the enjoyable memories we all shared together celebrating the wins of TriSpan.

Ultimately, Dave kept TriSpan running. We are incredibly grateful and proud to have him!

# Key contacts

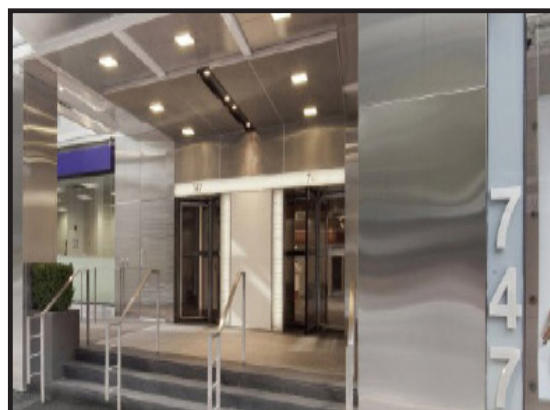
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