



### Industry & Regulatory Partnership Collaboration Testimonial

Over the past few years, as part of continuous improvement, we modified or enhanced our food safety management system and policies, such as using time only as a mode of public health control for certain foods and created an emergency action plan for our restaurants business continuity. We were experiencing some citation challenges during inspections and wanted to resolve these concerns. We shared these programs with our local county and state regulatory agency partners in a proactive manner for feedback or pre-approval if required. This outreach effort helped us build awareness and strengthen the relationship between industry and regulatory, allowing us the opportunity to share key insights on our operational approach and how we plan to manage food safety within the restaurants to achieve active managerial control, reduce the risk of foodborne illness and to ensure regulatory compliance. This approach helped us gain a better understanding and eliminated any confusion resulting in fewer citations.

The continued dialogue has been constructive to the benefit of both parties and provides a pathway for public health measures in a collaborative manner. We also maintain ongoing communication or attend regulatory forums to stay current with food code changes, keeping abreast of emerging trends which impact our company, providing First Watch the ability to exchange professional views and philosophies on important issues in a safe harbor manner.

I strongly encourage my industry partners to take a similar approach as best practice for promoting engagement that will have positive impacts in advancing collective common goal efforts that are sustainable to improve food safety outcomes while reducing foodborne illness risk for consumers.

John Zimmermann  
VP, QA & Food Safety

*First Watch is an award-winning Daytime Dining restaurant concept serving made-to-order breakfast, brunch and lunch using fresh ingredients. A recipient of more than 300 local "Best Breakfast" and "Best Brunch" accolades, First Watch offers traditional favorites, such as pancakes, omelets, sandwiches, and salads, alongside specialty items like the Quinoa Power Bowl®, Avocado Toast and the Chickichanga. First Watch was recognized as FSR Magazine's Best Menu in 2021 and Nation's Restaurant News' top Consumer Pick in the breakfast category as well as the coffee category for its Project Sunrise coffee program in 2019. There are more than 420 First Watch restaurants in 28 states, and the restaurant concept is majority owned by Advent International, one of the world's largest private-equity firms.*