**VISION:** INIVIGORATE GREAT BRANDS & SUPERCHARGE THEIR LONG-TERM GROWTH

**PURPOSE:** IGNITE & NOURISH flavorful EXPERIENCES

**WE ARE:**

- **MAVERICKS** Doing what has never been done before
- **ALLIES** Collaborating to win
- **VISIONARIES** Having foresight and imagination
- **ACHEIVERS** Getting it done, and having fun doing it
- **GOOD CITIZENS** Elevating the communities whom we serve and where we work

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**FACTS**

- **2nd Largest** Restaurant Company in the U.S.
- **3,200+** Franchisees
- **65+** Countries
- **32,000** Restaurants
- **650,000+** Company & Franchise Team Members
- **$27B+** in Global System Sales

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**We are creating a family of brands with maverick qualities, each with their own distinct positioning, guest experience, and product offering.**

**ARBY’S** – Largest Sandwich Drive-Thru Chain in the U.S.

**BASKIN-ROBBINS** – Largest Ice Cream Specialty Shop Chain in the World

**BUFFALO WILD WINGS** – Largest Sports Bar Chain in the U.S.

**DUNKIN’** – Largest Coffee & Donuts Brand in the U.S.

**JIMMY JOHN’S** – Largest Owned Delivery Sandwich Brand in the U.S.

**SONIC DRIVE-IN** – Largest National Drive-In Chain in the U.S.

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**STRATEGIC PRIORITIES:**

- **Foster a winning culture and organization**
- **Deliver extraordinary support** to the brands that serve our guests

- **Curate and grow** a portfolio of distinct highly-valued brands
- **Be the partner of choice**

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**System Sales as of FY2019**

- **Arby’s**
  - **80,000+** Restaurants
  - **$4.3B** System Sales

- **BR**
  - **7,700+** Restaurants
  - **$2.1B** System Sales

- **Dunkin’**
  - **12,600+** Restaurants
  - **$9.4B** System Sales

- **Sonic**
  - **3,500+** Restaurants
  - **$5.7B** System Sales

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Unit Count, Country/State Count, and Team Member Count as of Q3 2020