



PURPOSE:

IGNITE & NOURISH
flavorful EXPERIENCES

VISION:

INVIGORATE
GREAT BRANDS
SUPERCHARGE
THEIR LONG-TERM GROWTH

WE ARE:

MAVERICKS

Doing what has never been done before

ALLIES

Collaborating to win

VISIONARIES

Having foresight and imagination

ACHIEVERS

Getting it done, and having fun doing it

GOOD CITIZENS

Elevating each other and the communities we serve

FACTS

 \$30B+ in Global System Sales	 70 Global Markets	 32,000+ Restaurants
 2nd Largest Restaurant Company in the U.S.	 3,400+ Franchisees	 650,000+ Company & Franchise Team Members

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.

STRATEGIC PRIORITIES:

Foster a winning culture and organization	Curate and grow a portfolio of distinct highly-valued brands
Deliver extraordinary support to the brands that serve our guests	Be the partner of choice

Arby's

3,500+ Restaurants	8 Countries	80,000+ Company & Franchise Team Members	\$4.5B System Sales
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BR
BASKIN • ROBBINS

7,600+ Restaurants	54 Countries	77,000+ Company & Franchise Team Members	\$2.4B System Sales
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1,200+ Restaurants	9 Countries	76,000+ Company & Franchise Team Members	\$3.8B System Sales
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DUNKIN'

12,900+ Restaurants	40 Countries	250,000+ Company & Franchise Team Members	\$11.4B System Sales
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JJ

2,600+ Restaurants	43 States	76,000+ Company & Franchise Team Members	\$2.3B System Sales
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SONIC

3,500+ Restaurants	46 States	90,000+ Company & Franchise Team Members	\$5.8B System Sales
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Unit Count, Country/State Count, and Team Member Count as of Q4 2021
System Sales as of FY2021