



GOOD CITIZENS REPORT

IGNITE AND NOURISH FLAVORFUL EXPERIENCES 2022

 **INSPIRE** 



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A LETTER FROM CO-FOUNDER & CEO PAUL BROWN



Welcome to Inspire's inaugural Good Citizens Report. It is hard to believe that less than five years ago, the brands in our portfolio were operating as five separate and distinct companies. Yet today, we are on a journey to create *a restaurant company unlike any other*, with brands including Arby's, Baskin-Robbins, Buffalo Wild Wings, Dunkin', Jimmy John's, and SONIC Drive-In and are now the second largest restaurant company in the United States.!

The last couple years have been a time of resilience, achievement, and momentum. Our team members, particularly franchise and company restaurant teams, have dealt with tremendous uncertainty and challenge, but have kept pushing forward on our journey, emerging stronger because of what we have individually and collectively experienced.

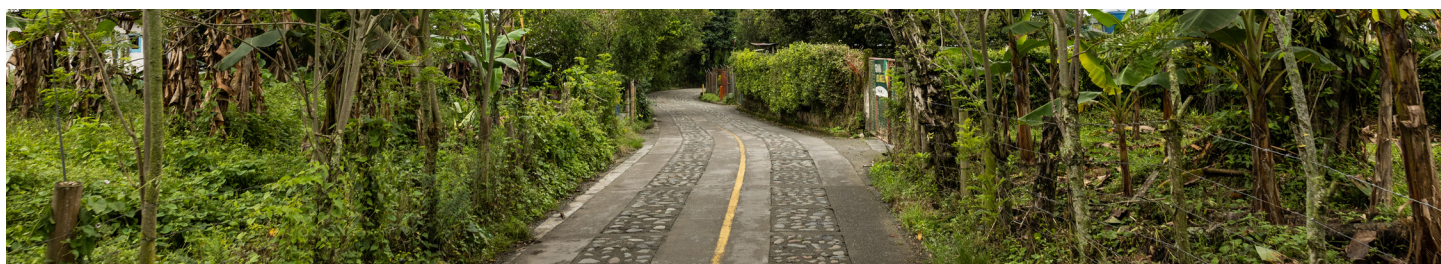
At Inspire, elevating each other and the communities we serve as Good Citizens is one of our core behaviors. We recognize the important role we can play as Good Citizens in the lives of our guests whom we serve and feed, our company and franchise team members, whom we provide opportunity, and ultimately each of our local communities, that we nourish through philanthropic efforts and economic impact.

This report is intended to share our progress and aspirations in the areas of Sustainability, People First, and Community.

I would particularly like to thank our guests, team members, franchisees, suppliers, and the communities who contributed to the achievements captured in this report. Together, we strive to represent what it means to be Good Citizens.

A handwritten signature in black ink, appearing to read 'Paul Brown', with a stylized flourish at the end.

Paul Brown, Co-Founder and CEO
Inspire Brands



ABOUT INSPIRE BRANDS

IGNITE
AND
NOUVEAU
Flavorful
EXPERIENCES

At Inspire, we are **MAVERICKS** sparking a culture of innovation and **VISIONARIES** welcoming extraordinary ideas to thrive at every level. From the restaurant to the boardroom, we are building a company that strives to provide our more than 650,000 corporate and franchise team members a seat at the table. As **ACHIEVERS** we share ideas, learn from our mistakes, and seek paths to find the best way forward. We approach relationships as **ALLIES**, striving to be a partner of choice to our colleagues and vendors and a franchisor of choice to our franchisees fostering a spirit of collaboration that helps enable brands to listen, learn, and build off the strengths of one another. Finally, as **GOOD CITIZENS**, we strive to elevate each other and the communities we serve.

31,700+

RESTAURANTS

\$30B+

IN GLOBAL
SYSTEM SALES

70

GLOBAL MARKETS

93%

FRANCHISED WITH
3,000+ FRANCHISEES,
LICENSEES, AND JV
PARTNERS

\$7B

TOTAL DIGITAL SALES
GLOBALLY

650K

COMPANY & FRANCHISE
TEAM MEMBERS





Largest
SANDWICH DRIVE-THRU
Chain in the U.S

3,500+
Restaurants

69%
Franchised

\$4.5B
System Sales



Largest
ICE CREAM SPECIALTY SHOP
Chain in the World

7,600+
Restaurants

100%
Franchised

\$2.3B
System Sales



Largest
SPORTS BAR
Chain in the U.S.

1,200+
Restaurants

47%
Franchised

\$3.8B
System Sales

FEBRUARY 2018

Arby's Acquires Buffalo Wild
Wings and Inspire Brands is
Founded

DECEMBER 2018

Inspire Acquires Sonic Drive-In

DUNKIN'

Largest
COFFEE & DONUTS
Brand in the U.S.

12,900+

Restaurants

>99%

Franchised

\$11.4B

System Sales



Largest
OWNED SANDWICH DELIVERY
Brand in the U.S.

2,600+

Restaurants

98%

Franchised

\$2.3B

System Sales



Largest National
DRIVE-IN
Chain in the U.S.

3,500+

Restaurants

91%

Franchised

\$5.8B

System Sales

**Data as of fiscal year-end 2021*

OCTOBER 2019

Inspire Acquires Jimmy John's

DECEMBER 2020

Inspire Acquires Dunkin' and
Baskin-Robbins



A MESSAGE FROM CHRISTOPHER FULLER, CCO



At Inspire, we first and foremost believe in doing the right thing and letting our actions speak louder than our words. Our actions and decisions are guided by our core behaviors and our strong cultural foundation. This includes our efforts to drive responsible business practices, engage and develop exceptional talent through People First, as well as our focus on elevating the communities we serve.

In my role, I have the privilege to serve not only as the executive sponsor for the Inspire core behavior of Good Citizens, but also as the Chief Impact Officer. My team leads philanthropy and sustainability reporting for our brands. Collectively, we donated more than \$19 million in 2021 to support youth-related causes including childhood hunger, youth leadership, and career readiness and upgraded company-owned restaurants with enhancements to further reduce energy consumption and related emissions and reduce the environmental impact of our restaurants.

We continued to demonstrate leadership in coffee sustainability, investing further to support the farmers we work with. We piloted new waste reduction projects in our restaurants and throughout our value chain to divert waste from landfills. As leaders in innovation, we have worked strategically and creatively to push our Impact aspirations forward, operating responsibly as Good Citizens.

As I reflect on the last several years, I am most impressed by our ability to consistently do three things: pivot, adapt, and progress. When I look back on 2021, I am incredibly proud of what the team did to pivot during an ever-changing landscape, adapt to new community and team member needs, and continue to make progress in our strategic priorities.

Inspire will continue to prioritize our efforts to be Good Citizens in the communities where we work and serve, and we are pleased to share an update on our journey with you in this report.

Sincerely,

A handwritten signature in black ink that reads "Christopher Fuller". The signature is written in a cursive, flowing style.

*Christopher Fuller, Chief Communications and Impact Officer
Inspire Brands*

MATERIALITY ASSESSMENT

We used the following methodology to conduct Inspire's materiality assessment:

Compiled Initial Listing

- Compiled relevant topics using available annual reports and core internal data
- Assessed compiled data for identified peers
- Consulted SASB and GRI material topics
- Grouped topics into brand-specific or enterprise-level categories

Refined Initial Listing

- Categorized information into respective E, S, and G sections to avoid overlap
- Developed an enterprise-level list of topics by eliminating irrelevant data through internal analysis
- Finalized the list of brand-specific topics across relevant brands

Validated Listing

- Validated the list of material topics with Inspire management
- Conducted internal stakeholder interviews and internal and external stakeholder surveys
- Facilitated materiality assessments and Key Performance Indicator (KPI) targeted discussions

Under the direction of Inspire's internal Impact committee consisting of senior leaders and subject matter experts, the final list of material topics and prioritization rankings were vetted to ensure material topics identified were both material to Inspire and appropriately categorized.

INSPIRE BRANDS MATERIAL TOPICS

ENVIRONMENTAL

Waste & Packaging
Sustainable Agriculture
GHG Emissions
Energy Management
Waste & Wastewater Management
Animal Welfare

SOCIAL

Customer Welfare
Labor Practices
Franchise Relationship

GOVERNANCE

Supply Chain Management
Business Governance Structure
Business Model Resilience

OUR ASPIRATIONS AS GOOD CITIZENS

Our Good Citizens journey is at a uniquely different place within each of the brands in our portfolio. Collaboration and sharing best practices among brands is important. We strive to enable brands to build off each other's strengths through listening, learning, and cross-brand application. Together, we have developed collective Sustainability, People First, and Community Aspirations to guide our paths to foster a stronger organization.



Sustainability

Following are our key aspirations as Good Citizens:

- Continue to provide quality menu items through industry-leading product innovation and strong supplier relationships.
- Leverage collective strengths and set new goals to enhance food sustainability across brands.
- Incorporate responsibly sourced and sustainable materials by driving innovation in our packaging.
- Identify actionable energy, waste, and water consumption reduction opportunities to improve restaurant operational efficiency and ultimately lower costs.



People First

- Promote career growth opportunities across Inspire team members.
- Nurture team members' growth and success through education, training, and skill development.
- Empower team members to set and achieve personal and professional goals.
- Foster a winning culture and both a welcoming and safe work environment that elevates team members of all backgrounds.



Community

- Elevate the communities we serve and play a valuable role in their growth.
- Invest in and partner with organizations dedicated to providing food to the children who need it most.
- Unleash the next generation of leaders by helping young people build the skills and confidence they need to succeed.
- Inspire youth to realize their full potential and aid in charting their path to a successful career and future.





SUSTAINABILITY

Through innovation, we ensure the service of high-quality sustainable food.

SUSTAINABLE FOOD



Each of Inspire's brands takes pride in the food and beverages it serves. Even small measures our brands take today, can have profound impacts tomorrow. We have outlined below our commitment to high-quality menu items, transparency, providing choices, food safety, and responsible sourcing.



MENU & FOOD QUALITY



The culinary centers of excellence at our brands strive for exceptional restaurant experiences when developing menus. We also work diligently to respond to guest expectations. As an example, we have removed artificial colors in many products across our brands and actively evaluate the feasibility of their replacement in other products.

Arby's®

Arby's offers eight different meats across our menu, with others as limited time offerings. Arby's roast beef is cooked daily and sliced in restaurant. In 2021, Arby's launched the limited-edition Real Country Style Rib sandwich. The Real Country Style Rib sandwich is made with quality pork rib meat that is smoked slowly for more than eight hours over real hickory wood.

Dunkin'®

In 2021, Dunkin' introduced Avocado Toast with four simple ingredients – avocado, sea salt, black pepper, and lemon juice – on authentic toasted Sourdough Bread. In 2020, Dunkin' began rolling out high volume brewers. This equipment has enabled our system to offer varieties beyond Original Blend and Dark Roast, like Explorer Batch, Sunrise Batch, 100% Guatemalan, Holiday Blend, and Winter Blend. In addition to unlocking variety, high volume brewers have improved quality and consistency, reduced waste, and allowed for the redeployment of labor.





Baskin-Robbins®

With more than 1,400 flavors offered to date, Baskin-Robbins has been “seizing the yay!” since 1945. With the 2021 launch of our Non-Dairy Strawberry Streusel, Baskin-Robbins is the first major national ice cream shop offering oat-milk based flavors.

Buffalo Wild Wings®

With nearly 100 million boneless wings served annually, Buffalo Wild Wings is passionate about offering best-in-class wings. In 2019, Buffalo Wild Wings launched a bigger, juicier boneless wing with more than 30% less breading than the prior product and introduced larger pieces of marinated white chicken nationwide.

Jimmy John's®

Jimmy John's exceptional sandwich experience includes daily in-store hand-sliced premium meatsⁱⁱ and fresh produce. Baked fresh in-store throughout the day, Jimmy John's French bread is guaranteed to never be more than four hours old when served. Even condiments are made using premium ingredients, such as Hellmann's® mayo.

SONIC® Drive-in

Sonic has reduced or removed high-fructose corn syrup in many dessert toppings including chocolate, hot fudge, and caramel. All of its Frozen Favorites, including Blasts, Shakes, Sundaes, and Cones, are made with real vanilla ice cream. Also, the fan-favorite Chicken Slinger features 100% all white meat filets.

TRANSPARENCY AND LABELING

We strive to provide clear, simple nutrition and ingredient information on menus and labels. Our brand websites and apps provide links to ingredient information.ⁱⁱⁱ Nutritional breakdowns, including lists of major allergens, and information on allergen cross contact with other menu items is provided at our restaurants. Additionally, caloric content for food and beverages can be viewed at point of purchase in restaurant or online and in-app. Further, our Guest Support teams are trained to respond to nutrition-related inquiries.

PROVIDING CHOICES



To provide options that enable guests to make choices that are right for them we serve multiple products across our brands.

Arby's®

Arby's provides an assortment of options including fan-favorite signature sandwiches, as well as smaller serving-sized items like sliders, which can contain less than 300 calories. The Arby's Market Fresh offering includes a line of sandwiches and wraps featuring chicken and savory roast turkey paired with vegetables on artisan bread.



Baskin-Robbins®

In 2021, Baskin-Robbins extended its plant-based lineup by debuting the Non-Dairy Salted Fudge Bar. Building on the excitement of these new items, Baskin-Robbins released its first non-dairy flavor made with coconut milk, Non-Dairy Mint Chocochunk. Not only is this product vegan friendly^{iv}, but the production of non-dairy flavors reduces Greenhouse Gas Emissions by approximately 65% compared to traditional ice creams.^v



Buffalo Wild Wings®

In 2020, Buffalo Wild Wings introduced Cauliflower Wings as a non-meat alternative. The wings start with breaded cauliflower, which is fried, and then handspun in any of Buffalo Wild Wings' sauces. The Cauliflower Wings can also be baked for guests desiring a fully plant-based option.

Dunkin'®

In 2020, Dunkin' partnered with Planet Oat, becoming the first national restaurant brand to offer oat milk at 100% of its U.S. locations. Dunkin' also offers almond milk and coconut milk as non-dairy options. In January 2022, Dunkin' continued to put a spin on classic breakfast favorites by introducing omelet bites. Served with two per order in a convenient portable tray, these protein-packed, sous vide, cage-free egg bites provide 13 grams of protein per order.



Jimmy John's®

Jimmy John's offers the Unwich®, which is a sandwich made with tightly wrapped lettuce leaves in place of bread. Gluten-free, customizable, and with fewer calories and carbohydrates than a sandwich on French bread, these sandwiches are packed with hand-sliced veggies.

SONIC Drive-in®

In 2021, Sonic took its famous tots to a new level by testing Broccoli Cheddar Tots, an alternative to potato tots with a recommended full serving of vegetables in a large order.^{iv}

“Staying ahead of everchanging consumer trends and preferences is a vital component of our menu innovation. We strive to consistently exceed guest expectations when it comes to choice and options at Arby’s.”

– Jim Taylor, Arby's Brand President

OUR COMMITMENT TO FOOD SAFETY

In 2021, Inspire brought together all brand food safety teams into one organization to help facilitate a unified approach to food safety. With this approach, we can evolve our programs over time and create a standardized process across Inspire.

The mission of the Food Safety team is to “ignite a food safety culture where the individuals that we serve are educated, empowered, and equipped to protect the friends and families that enjoy our brands”.

Over the last year, we have evaluated existing programs to learn best practices across the portfolio with respect to auditing, chemical, incident and pest management programs, training, and more. This allowed us to learn from the best protocols and procedures that each brand employs and cascade selected programs across the portfolio.

Through regular franchise and team member training on hygiene and proper food handling, our brands adhere to strict food safety procedures. Both Inspire and franchise restaurant teams work proactively with health departments and governmental agencies to mitigate and manage risk.

In addition to the Food Safety team, a Quality Assurance team proactively ensures the quality of products that we source and serve. They also develop important safety procedures for restaurants and quickly respond to incidents. Working alongside suppliers, franchisees, licensees, and team members, the Quality Assurance team regularly evaluates and improves protocols. For example, we have expanded our instant recall alert system across our portfolio to be more responsive and efficient. As a result, we can quickly and effectively communicate recalls to impacted restaurants and ensure that affected products are properly handled and removed.

Our teams also work with regulatory and academic leaders, along with key vendor partners and cross-functional team members, to stay abreast of industry trends.



RESPONSIBLE SOURCING

SUPPLY CHAIN OVERVIEW

The Inspire family of brands source an expansive variety of ingredients that contribute to the products that our guests know and love. Our brands are supported by our shared supply chain, which collectively manages more than \$7.7 billion in purchasing annually, including sourcing, procurement, distribution, commodity management, and demand planning for Buffalo Wild Wings, Jimmy John's, Sonic, and all international restaurants.

Arby's U.S. supply chain is served by ARCOP, Inc., and its membership is comprised of both franchised and company-owned Arby's restaurants.

Dunkin' U.S. is serviced by National DCP, LLC (NDCP).

Together, the Inspire Supply Chain, ARCOP, NDCP, and our franchisees work to ensure that all ingredients procured for our brands are responsibly sourced, as the examples to follow highlight.

“Inspire’s shared supply chain, working in partnership with ARCOP and NDCP, enables our brands to share best practices and investments across the Inspire family to improve the quality of our menu items and enhance the way we serve our guests.”

– Christopher Held, Chief Supply Officer, Inspire

Dunkin' Coffee and Tea

Coffee

Coffee is at the heart of Dunkin's business. Protecting our sourced coffee and the coffee farmers with whom we work enables us to consistently serve our guests the quality coffee they have long known.

As such, we are proud to announce the launch of the Dunkin' Drive-To Sustainability Program. Through this new initiative, Dunkin' is committing to 100% Responsibly Sourced Coffee by 2025. The Dunkin' Drive-To Sustainability Program is comprised of three pillars: Verification, Partnerships, and Improvement.

Verification

By leveraging our Coffee Policy and third-party verification with Enveritas, we aim to improve standards with U.S. roasters and international licensees, audit our U.S. coffee supply chain to ensure policy compliance, and track key performance indicators toward continuous improvement efforts.



Partnerships

A significant part of Dunkin's coffee leadership has been built upon a deep commitment to sustainability. We are furthering our ongoing efforts to make a meaningful difference in the lives and livelihoods of coffee farmers and producers, while enhancing coffee-growing regions.

Dunkin' has donated more than \$400,000 to Rainforest Alliance, supporting sustainable coffee and tea projects throughout the world. In select international markets, we also offer 100% Fair Trade Certified™ espresso and in Korea we use Rainforest Alliance Certified™ coffee.



Dunkin' and National DCP (NDCP), are leading sponsors of World Coffee Research (WCR), a non-profit collaborative research and development program of the global coffee industry focused on boosting coffee sustainability through agricultural science. A percentage of sales from every pound of Original Blend coffee beans sold to Dunkin' franchisees for use in Dunkin' restaurants goes to WCR in support of coffee sustainability efforts.

In 2021, Dunkin' donated \$450,000 to One Tree Planted, a 501(c)3 non-profit dedicated to helping the environment by planting trees in countries around the world. With this donation, One Tree Planted successfully planted 450,000 trees in coffee growing regions throughout Honduras and Guatemala, which include areas that are essential to regional environmental stability, increased rural farmer productivity, and the livelihoods of thousands of people.

Additionally, since 2018, Dunkin' has been a part of The Sustainable Coffee Challenge, a collaborative effort led by Conservation International. The initiative includes companies, governments, NGOs, research institutions, and others aligned around a common goal of transitioning the coffee sector to full sustainability.

Improvement

We actively invest in our supply chain in meaningful ways in the specific communities we buy from, and also invest in initiatives that address bigger challenges facing the coffee sector.

To empower women in coffee, Dunkin' has donated more than \$60,000 toward providing coffee suppliers in Guatemala and Colombia with Equal Origins' Virtual Learning Journey.

Acting within our supply chain to enhance our suppliers' abilities to make improvements on sustainability issues, we created a pilot Farmworker Training Project. Consequently, in partnership with the Louis Dreyfus Company, we have trained nearly 100 farmers and farmworkers in the Ocotepeque region of Honduras.

Lastly, over the next three years we will be working with our partners at ofi (formerly Olam Food Ingredients), a global agri-business company, to help 350 coffee farming families in Santa Barbara and Comayagua Honduras become more economically sustainable and better environmental stewards through access to trainings and improved yields.

Tea

In 2014, Dunkin' introduced **Rainforest Alliance Certified™ Iced Green Tea** and recently transitioned to **100% Rainforest Alliance Certified™ Iced Green and Black Tea**. We recognize the importance of sourcing tea sustainably to continue offering our guests high-quality tea while improving the livelihoods and communities of the producers we depend on.

Across our portfolio of brands, we are continuously working with our suppliers and supply chain partners to ensure our coffee and tea are responsibly sourced.

"We have a responsibility to help support the coffee farmers and producers that we rely on who in turn continue to cultivate the coffee that our guests know and love."

**- Scott Murphy, Head of Beverage-Snack Category
and Dunkin' Brand President**

Palm Oil

Since 2016, Dunkin' has partnered with the Rainforest Alliance to assess our progress towards meeting our palm oil commitments. We survey our suppliers annually to verify compliance with our policy on direct purchases of palm oil. The data is then reviewed by Rainforest Alliance for accuracy. In 2021, Rainforest Alliance validated our direct palm oil sourcing and determined that 100% of our palm oil was sourced as Roundtable on Sustainable Palm Oil (RSPO) Mass Balance Certified™. Additionally, supplier mill lists were used to develop an ArcGIS dashboard cross-referenced against the Universal Mill List (UML) to determine key risk factors using satellite imagery data.

We do not directly source palm oil for our other brands.

Animal Welfare

At Inspire we are committed to the humane treatment of animals. We do not own, raise, process, or transport livestock, but we recognize that animal welfare is an important part of a safe and sustainable food supply chain. While our brands are in different stages of their Good Citizens journey each brand that currently serves eggs has committed globally to 100% sourcing of cage-free eggs by 2025.

Furthermore, our brands require suppliers to follow applicable FDA guidelines related to antibiotic use. This includes the judicious use of antibiotics, under the supervision of a veterinarian, to prevent or treat illness in animals.

Our efforts to better understand expectations within our industry and to evaluate the industry's capacity to meet our goals continue in conjunction with our suppliers and leading industry associations. Inspire remains committed to monitoring emerging animal welfare practices and research to stay informed about the latest advances in animal welfare, as well as food safety and quality.

Recent progress across our family of brands includes:

- In 2020, Arby's met its commitment to transition to cage-free eggs.^{vii}
- Arby's, Buffalo Wild Wings, and Sonic's Fish Sandwiches are made with wild-caught Alaskan Pollock that is sustainably sourced based on the Marine Stewardship Council Certified benchmark.
- As of 2018, any chicken menu items offered in Dunkin' restaurants are sourced from chickens raised without antibiotics from conception to consumption.
- Approximately 30% of all eggs served on breakfast sandwiches at Dunkin' U.S. restaurants are from cage-free sources. Dunkin' is on track to reach 100% by 2025.
- Sonic is continuing to make positive progress in its sourcing of cage-free eggs and is on track to reach 100% by 2025.

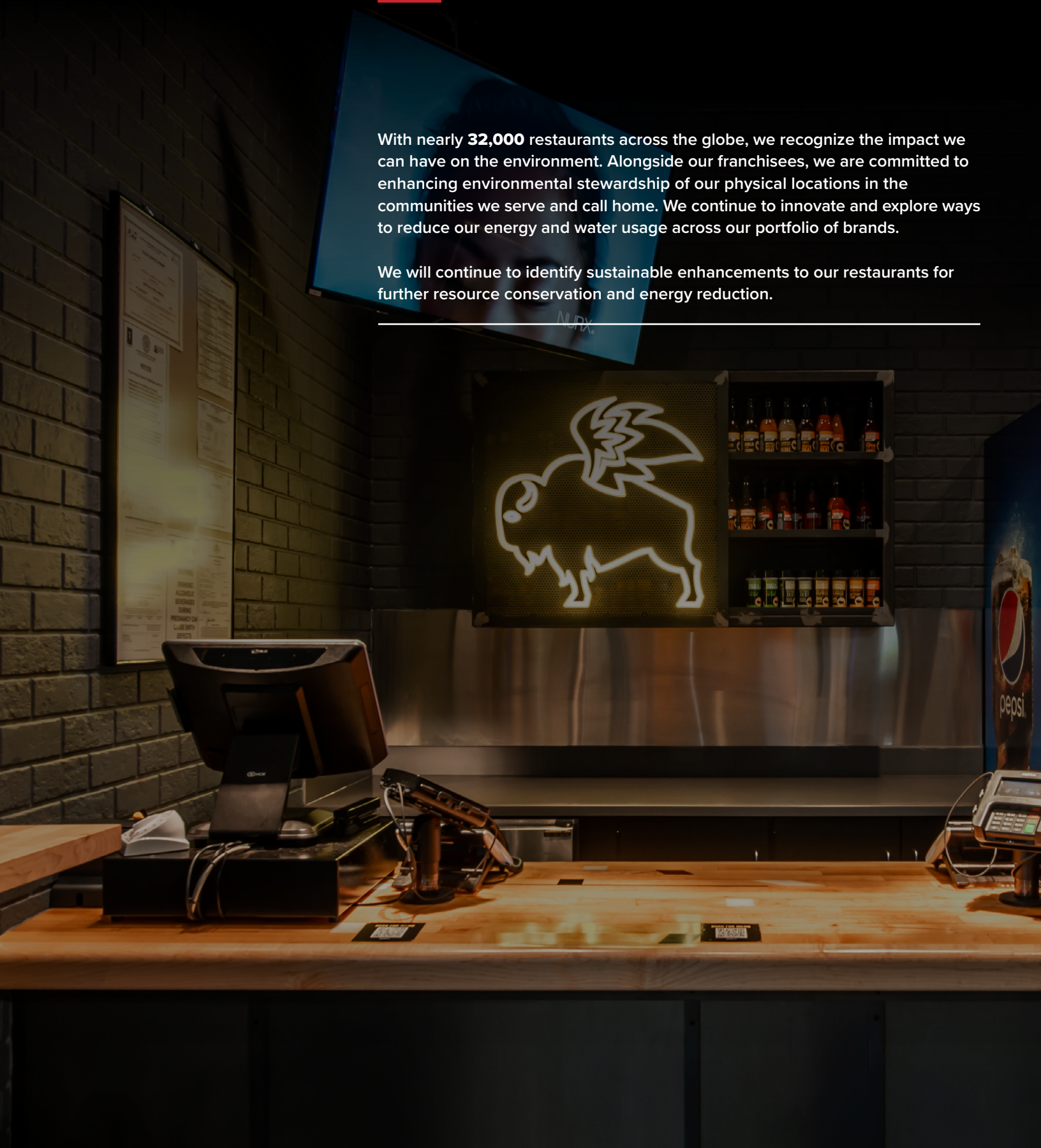
"We are committed to ensuring a safe and sustainable food supply chain by promoting high-standards of animal welfare across our portfolio of brands."

– Rich Eddington, SVP Procurement, Inspire

SUSTAINABLE RESTAURANTS

With nearly **32,000** restaurants across the globe, we recognize the impact we can have on the environment. Alongside our franchisees, we are committed to enhancing environmental stewardship of our physical locations in the communities we serve and call home. We continue to innovate and explore ways to reduce our energy and water usage across our portfolio of brands.

We will continue to identify sustainable enhancements to our restaurants for further resource conservation and energy reduction.





PACKAGING, RECYCLING, AND WASTE

Across our brands, we are continuously evaluating our packaging, finding ways to improve and best serve the interests of our guests, the environment, and our business. We proactively work with our suppliers to identify opportunities for innovation and to increase the sustainability of our packaging. This includes decreasing the amount of single-use packaging in our system and increasing options that are recyclable, compostable, and/or made from certified materials. Additionally, we work with lawmakers to ensure solutions make sense for both the environment and our guests.

We source a wide variety of materials that contribute to our packaging, and we work with Inspire Supply Chain, ARCOP, and NDCP to ensure our packaging materials are responsibly sourced.

We will continue to innovate, evaluate, and test available packaging alternatives based on performance, environmental impact, quality, commercial viability, and cost.

Our Commitment To Reductions In Packaging

As part of our commitment to serve both the environment and people responsibly, in 2019 Buffalo Wild Wings shifted to reusable dishware for dine-in in all franchised and company-owned sports bars. In doing so, we have eliminated 700 million individual pieces of paper and plastic from the waste stream annually.

In 2020, Dunkin' U.S. restaurants replaced the polystyrene cup with a new double-walled paper cup made with paperboard certified to the Sustainable Forestry Initiative Standard.

In our commitment to finding long-term, environmentally friendly alternatives to single-use plastic, in 2020 Dunkin' began testing an industrial compostable straw in select markets throughout the U.S. The straws are made with PHA, a material created by the fermentation of canola oil. While the straws have a similar look and feel as traditional plastic, the PHA material is both marine and soil biodegradable. The straws are certified for industrial compost-ability by the Biodegradable Products Institute (BPI), which is a globally recognized certification, education, and advocacy organization that supports a shift to the circular economy.

Testing these straws is one way we are continuing to expand our sustainability efforts into new areas and evaluate alternatives that may reduce environmental impacts, while meeting the expectations of our guests and our franchisees.

Another example is our shift from plastic to wooden stir-sticks across all Dunkin' U.S. locations. Also, at Baskin-Robbins we have switched from plastic to paper-based packaging for our Fresh Pack quarts. These transitions eliminated nearly 300,000 pounds of plastic from the waste stream annually.



Across the Buffalo Wild Wings brand, by focusing on serving beer and other beverages from reusable steel kegs rather than single-use cans and bottles, we reduce greenhouse gas emissions by approximately six million kg of CO₂e and kept over 15 million pounds of single-use containers out of landfills each year.^{viii}

Recycling And Waste

Material and food waste reduction at our restaurants is important and we continue to work with our suppliers to reduce waste throughout the supply chain. We encourage recycling in our franchise-owned restaurants and adhere to local composting and recycling regulations in our company-owned restaurants. More than 80% of our guests consume what they purchase outside of our restaurants; however, we are committed to providing our franchisees and restaurants with resources for environmental stewardship. At Dunkin' we have made composting guidelines and a recycling toolkit available to our franchisees who wish to compost coffee grounds and other organic waste and recycle packaging from their restaurants.

Dunkin' Franchisee, Kim Wolak, of Portland, ME, currently has ten locations in Maine and has been composting for more than eight years. Her team's composting efforts have diverted nearly 1,879 tons from landfills, amounting to approximately 3.7 million pounds. Dunkin' also manages an End of Day Donation initiative as an optional program for franchisees that helps serve local non-profit community service and hunger relief organizations by donating surplus food from restaurants.

In 2021, we began piloting new projects to divert waste from landfills and reduce waste within our supply chain, beginning at the procurement stage. From a restaurant perspective, we are employing new technologies to streamline our food donation and composting programs. In partnership with Goodr®, we are testing a new, real-time surplus food recovery process at several restaurants across the country in hopes of scaling efforts to our entire portfolio.

Not only are we working with our suppliers to identify more sustainable packaging alternatives, but we are also collaborating with domestic and international municipalities to monitor the global recycling and waste diversion systems for infrastructure changes. We continue to work with organizations like the Foodservice Packaging Institute® to stay informed on what products are acceptable at each Materials Recovery Facility (MRF).



Buffalo Wild Wings has been piloting a waste management program in approximately 30 sports bars, scaling to the full network in 2022. It is estimated that this new program will help reduce waste and overall usage by more than one million pounds of chicken and more than 350,000 pounds of fries annually.

Dunkin' NYC Franchisee, Pam Danbusky, has diverted approximately 47,600 pounds of organic waste from landfills since the beginning of 2020.

In 2022, Dunkin' Korea began reducing food waste through food bank donations. This initiative is expected to decrease plant waste by 14.6 tons per year.

“We are proud of the work we have accomplished to date but recognize there is still more to be done. We will continue to explore opportunities for innovation to further reduce our single-use packaging consumption and increase the sustainability of our packaging.”

- Lyle Tick, Buffalo Wild Wings Brand President

OUR RESTAURANT EXPERIENCE



Alliance Kitchen®

In 2021, Inspire opened the first ghost kitchen operated by a multi-brand restaurant company. Located in Atlanta, Alliance Kitchen offers favorite menu items from Arby's, Buffalo Wild Wings, Jimmy John's, and SONIC. Alliance Kitchen's innovative design reduces labor needs by 54%, square footage needs by 19%, equipment costs by 45%, and energy consumption by more than 50%, compared to five stand-alone restaurants.

Alliance Kitchen allows guests to order their meal via a brand's online ordering platform or a preferred third-party delivery app. Meals may be delivered by third-party deliverers or picked-up by guests at Alliance Kitchen.



Arby's®

Arby's unveiled its *Inspire Dual* design in 2019, modernizing the standard building aesthetic, while also creating key operational efficiencies and allowing increased flexibility.

In addition to an eye-catching exterior, the prototype features a dual line, more efficient kitchen layout with space for future menu and technology expansion. The new building design is comprised of durable materials and offers scalable footprints that allow additional space for dine-in, drive-thru, or digital-order only.

The *Inspire Dual* prototype is designed as the prototype to support future evolutions in brand strategy and guest preferences.



Baskin-Robbins®

In 2019, we began our national rollout of the new *Moments* concept design. The brand's U.S. restaurant-of-the-future is designed with a modernized atmosphere making it easy to connect over ice cream with family and friends. Key features of the *Moments* next generation shop design include contemporary décor, ice cream dipping cabinets with a new "novelties" collection, a modernized menu, unique and interactive artwork to celebrate the key attributes of each local community, flexible and modern seating, a garage door and windows that open to the outside, and upgraded digital menu boards.



Dunkin'®

In 2021, we proudly celebrated the opening of our 1,000th Next Gen restaurant in Woodstock, GA. Modern design elements include the first drive-thru exclusively for mobile ordering, a dedicated mobile order pick-up area, and fully integrated digital kiosks. It also features a tap system serving cold beverages such as iced coffee, iced tea, Cold Brew, and Nitro-Infused Cold Brew—a Next Gen exclusive. Next Generation restaurants are designed to meet DD Green Achievement™ specifications. Restaurants that achieve DD Green Achievement status, including the one in Woodstock, are built with sustainable and efficient elements and designed to be at least 25% more energy efficient than our previous design.



Jimmy John's®

As Jimmy John's brings our new brand identity—launched in early 2021—to life in-restaurant, we are driving restaurant efficiencies from top to bottom. These include lowered acoustic ceilings that enable significant heating and cooling efficiencies, while polished concrete flooring conserves materials and provides energy efficiency benefits. A more streamlined kitchen design, as well as new equipment options, add additional energy efficiencies throughout the restaurant.



SONIC® Drive-In

On the heels of launching a new brand identity and advertising campaign in 2020, SONIC opened the first physical drive-in of our new restaurant design *Delight*. The updated look provides a fun and inviting space for guests to enjoy an oasis, a little escape from their daily routine. The design features our iconic drive-in stalls, a drive-thru, and a covered outdoor patio where guests can dine under string lights and enjoy lawn games. Inside the drive-in, a new kitchen layout enables teams to operate more efficiently with a smaller footprint. The design was created to translate seamlessly from previous formats and footprints as older Sonic locations are refreshed.




Buffalo Wild Wings®

Buffalo Wild Wings new sports bar design features a bar that anchors the dining experience, all new fixtures and flooring, free-flowing and flexible seating areas, and stadium-like A/V technologies with wall-to-wall LED modular screens, to foster the greatest experiences of all time among friends. The bar, a dominant feature of the restaurant, features over 30 ice-cold beers on draft. A full selection of spirits is centrally located behind the bar. The bar's seating area includes modular LED televisions, providing guests a great view of the game no matter where they are seated. In the adjoining dining area, the restaurant mixes rectangular and round tabletops, as well as community tables and booths for parties of all sizes, ensuring every group of friends can experience the greatest of all times from their perspective tables. The dining area includes a second LED modular jumbotron screen.

Launched in May 2020, the new Buffalo Wild Wings' GO® format is designed specifically for takeout and delivery orders. At less than 1,800 sq. ft., the GO format features a walk-up counter, digital menu boards, condensed seating, and TVs for guests to enjoy while waiting for their orders. Unique to the Buffalo Wild Wings GO® experience, guests who order ahead can pick up their meal from heated takeout lockers, providing a contactless experience.





The Inspire Brands Innovation Center (IBIC) was designed to invest in and test technology that streamlines operations, provides a better guest experience, and improves the profitability of restaurants. The IBIC is where teams test and fine-tune technologies aimed at addressing industry challenges, like staffing, food quality, safety, and more.

In 2021, Inspire Brands and Miso Robotics announced Flippy Wings®, a robotic chicken wing frying solution designed to help kitchen staff prepare and cook items more safely and efficiently. Flippy reduces the number of human touch points to help ensure that the product is cooked to proper specifications. Flippy Wings also allows restaurants to redeploy team members to more guest-facing functions, ultimately improving the guest experience by making kitchen operations more efficient.

In 2021, SONIC Carhop Sara Montgomery went above and beyond to bring smiles to guests' faces by attaching tiny handmade fabric flowers to their iconic SONIC mints.

RESOURCE STEWARDSHIP

Greenhouse Gas (GHG) and Energy Footprint

To better understand our footprint as a company, we have worked with an external consultancy to measure our energy and GHG emissions for our U.S. support centers, corporate fleet, and company-owned restaurants. Overall, our emissions decreased by 10% between 2019 and 2021. The tables below detail Inspire’s scope 1 and 2 footprint and energy consumption for 2021 for our support centers and company-owned restaurants.^{ix}

	2021 GHG EMISSIONS METRIC TONS CO ₂ E
Breakdown by Business Activity	
Corporate Fleet	3,678
Support Centers	4,942
Corporate Restaurants	296,156
Total	304,776
Breakdown by Emission Scope	
Scope 1 (gasoline, diesel fuel, & natural gas)	83,355
Scope 2 (electricity)	221,421
Total	304,776

2021 ENERGY CONSUMED (KBTU)	ATLANTA GLOBAL SUPPORT CENTER	BOSTON SUPPORT CENTER	CHAMPAIGN SUPPORT CENTER	OKLAHOMA CITY SUPPORT CENTER	ALLIANCE KITCHEN
Natural Gas	Not applicable	2,410,438	612,095	845,555	339,953
Diesel	13,800	70,794	3,450	Not applicable	Not applicable
Electricity	21,040,720	10,165,453	930,036	8,535,612	470,702
Total	21,054,520	12,646,685	1,545,581	9,381,167	810,655

To calculate Inspire’s GHG emissions and energy footprint, we followed the internationally recognized and most widely used standard for corporate carbon accounting: the GHG Protocol Corporate Accounting and Reporting Standard developed by the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI). This approach also meets the criteria of multiple sustainability reporting platforms, such as CDP, formerly known as the Carbon Disclosure Project.

We aim to reduce our GHG emissions by implementing a series of energy efficient, decarbonization, and renewable energy initiatives throughout our direct operations and value chain.

Baskin-Robbins®

Globally, Baskin-Robbins is striving to provide franchisees and licensees with more efficient equipment that will reduce total water usage. In 2018, we tested a more efficient, on-demand ice cream scooper washer in the U.S., Dubai, and Australia. Initial findings demonstrated a significant reduction in the gallons of water used in all test locations. With water being one of the world’s most precious commodities, Baskin-Robbins continues to test additional water saving equipment for its restaurants. In the U.S., we are continuing to test a variety of higher efficiency alternatives to ensure we select the best ice cream scooper washer for our shops.

Buffalo Wild Wings®

Buffalo Wild Wings implemented an LED retrofit on kitchen lighting in all company-owned sports bars, saving more than 5.2 million kilowatt hours of energy and \$520,000 each year. We also implemented an energy management system initiative that will result in a 5% average reduction in gas and electric use year-over-year.

Arby’s®

Through targeted improvements and long-term investments, we have achieved a 22% reduction in total energy since 2011, resulting in more than \$60 million in energy-related cost savings across Arby’s company-owned restaurants.

INSPIRE BRANDS INNOVATION CENTER		TOTAL	2021 CORPORATE RESTAURANT TOTAL ENERGY CONSUMED (KBTU)		TOTAL
401,697		4,609,738	Natural Gas		1,494,970,524
Not applicable		88,044	Electricity		1,867,065,558
354,584		41,497,107	Total		3,362,036,083
756,281		46,194,889			

The values in this chart reflect the total energy consumption of all corporate restaurants.



Dunkin'®

Dunkin' launched the DD Green Achievement™ program in 2014 and since then has opened more than 700 restaurants reaching DD Green Achievement status with a goal to reach 1,000 by 2025. DD Green Achievement restaurants are built with sustainable and efficient elements including LED lighting, high-efficiency mechanical equipment, low-flow faucets, and more sustainable features. DD Green Achievement restaurants, which were designed to save between 15 to 20% of energy use as compared to traditional Dunkin' restaurants, have proven to save approximately 33% of energy use, on average, when compared to conventional Dunkin' locations, outperforming design anticipations.

Jimmy John's®

Jimmy John's continues to identify sustainability opportunities across our equipment lineup, including on-demand water heaters and air-cooled ice machines to reduce water waste. Our efficient new kitchen design and reduced standard building size results in an overall energy reduction of 10%. New restaurants have also moved to all LED lighting inside and outside the restaurant, reducing energy consumption from lighting by 25%.

SONIC® Drive-In

By shrinking the standard building size in the new *Delight* prototype, Sonic has significantly reduced building materials and decreased energy usage by 20%. We also implemented an LED outdoor lighting initiative at more than 95% of our company-owned restaurants, resulting in electricity costs savings of more than 50%.

At Baskin-Robbins, Dunkin', and Jimmy John's locations across the U.S., we are working with Budderfly® to increase energy efficiency by upgrading equipment, lighting, and refrigeration, and more. Budderfly® allows us to monitor equipment in real-time to identify opportunities to reduce our emissions and energy consumption. During the first half of this year alone, we reduced CO2 emissions by 57 metric tons. We have plans to scale our work with Budderfly® across all brands.

Dunkin' opened its first-ever drive-thru lane dedicated to bikes in Quezon City in January 2021. Whether the Dunkin' craving hits while riding a traditional bike, moped, or motorcycle, it is now even easier for the large population of bikers in the Philippines to get their Dunkin' order on two wheels instead of on four.



SUPPORT CENTERS

Our Support Centers, currently located in Atlanta, Boston, Champaign, Dubai, and Oklahoma City are workspaces designed to encourage our brands to thrive. We continue to focus on equipment updates and other regular preventative maintenance to reduce our electricity and heating usage across our Support Centers.

We stress the importance of recycling, not only paper and cardboard, but plastic and other comingled recyclable products. Our Oklahoma City and Boston Support Centers support the Keurig® Dr Pepper K-Cycle™ workplace recycling program for our K-Cup® pods.

Our Atlanta Global Support Center partners with Second Helpings Atlanta to donate excess food to those in need. Since January 2021, we have donated 4,776 pounds of food.

Our Facilities teams are dedicated to increasing our energy efficiency across our Support Centers. In addition to the established corporate recycling programs, we also use sensor lighting to reduce our usage of electricity.

Our Support Centers have completed many energy savings projects to further contribute to our overall energy reduction efforts.







PEOPLE FIRST

Inspire is a launching point for careers and businesses – a place where you can start and go anywhere.

PEOPLE FIRST @ INSPIRE

We recognize that the secret to our success has been, and always will be, our people. Creating an inclusive and diverse environment is fundamental to our culture.

In early 2021, we launched the *People First @ Inspire* platform, bringing together new and existing efforts to attract, develop, and retain the best talent into four action-oriented pillars.



New Team Member Recruitment

Our recruiting process is designed to help promote both a diverse candidate pool as well as a diverse interview panel. To facilitate a broader candidate pool, we are engaging recruitment firms that specialize in diversity hiring as well as partnering with organizations and learning institutions to ensure greater access to diverse candidates. Through efforts like our successful referral program, we are empowering current team members across the organization to play an active role in our recruiting process.

- Executive Sponsor: Melissa Strait, Chief People Officer, Inspire

Upward Mobility in Restaurant Operations

We strive to help our team members dream big and achieve their goals. Leadership development programs like the Learn, Experience, Assess, and Develop (LEAD) training platform as well as grant programs like Igniting Dreams provide tools and support to our restaurant team members to help them advance both professionally and personally.

- Executive Sponsor: Lyle Tick, Buffalo Wild Wings Brand President

Career Path Opportunities in our Support Centers


Across our Support Centers we are fostering an inclusive and diverse environment that enables team members to develop their careers. Our Business Resource Groups (“BRGs”) bring together team members and Allies with shared identities and interests to discuss relevant topics and provide peer-to-peer support. Additionally, the companywide mentor program pairs mentees with mentors based on specific career development goals and encourages an impactful relationship based on trust and an understanding of professional aspirations. Inspire also has a range of development resources. We recently launched a Career Services Center that provides coaching and development resources to support professional growth and career navigation.

- Executive Sponsor: Claudia San Pedro, Head of Limited-Service Category and SONIC Brand President

Good Citizens in Our Communities

Our efforts to foster inclusion and diversity extend beyond our four walls into the communities that we serve. Through programmatic and financial support of youth empowerment through our foundations, as well as work study programs within our Support Centers, we strive to make the world we live and work in a better place.

- Executive Sponsor: Christopher Fuller, Chief Communications and Impact Officer, Inspire



Foundational to People First are two key resources used in Support Centers and company-owned locations:

- Respect Policy: Defines how we treat one another and how we should expect to be treated
- Unconscious Bias Training: Helps to identify biases and provides guidance on how to better understand fellow team members

“Our leaders are passionate about strengthening the futures of great people both within our Inspire family and in the broader community. As a first-generation immigrant, I have experienced first-hand how many opportunities this country provides for one to achieve financial security and success. I am so proud that as a company we recognize that inclusion and diversity are key to fostering a winning culture and driving strong business results.”

– Claudia San Pedro, Head of Limited-Service Category and SONIC Brand President

DIVERSITY, EQUITY, AND INCLUSION

Kate Jaspon, Chief Financial Officer, serves on the WFF Board of Directors, to give back to the organization and offer thought leadership on supporting the advancement of women in the industry. She also has served as a speaker in the Young Professionals Community of Interest at the WFF Leadership Conference and as a Panelist in the Leader Exchange held during the Leadership Development Workshops.

Danielle Wood, Manager, Impact, was awarded the 2021 WFF Change Maker for Inspire Brands. The Change Makers program helps build a strong pipeline of women leaders eager to propel their personal career advancement and champion the professional growth of others in the food industry. Danielle is a rising star within the organization, modeling inclusive leadership behaviors that support gender equity within the corporate culture.

We pride ourselves on being a company that brings together unique brands, and we aim to make them stronger by utilizing diverse perspectives and experiences to achieve our vision. Only by providing an inclusive work environment that elevates team members of all backgrounds can we ensure that we have the best people to deliver exceptional service to our guests, a positive working environment for our team members, and excellent results for our stakeholders.

Inspire Brands holds a board seat on the Multicultural Foodservice and Hospitality Alliance (MFHA®). Since 1996, MFHA has been making the business case for diversity and inclusion in the foodservice & hospitality industry. The MFHA offers a suite of solutions and services specific to the challenges of the restaurant, foodservice, and lodging industries including innovative programs that strategically position organizations to maximize the multicultural opportunities for today and the future.

Inspire Brands is proud to support Women's Foodservice Forum® (WFF) and their mission of creating gender equity in the food industry through our partnership. By attending events, sharing career knowledge, and accessing the development resources available for WFF members, Inspire is dedicated to supporting women's progress.

To measure the progress of our equity efforts, Inspire performs pay equity analyses on a frequent basis. The results are evaluated to understand and address any conscious or unconscious bias trends. This work is ongoing, and we will continue to advance our pay equity efforts to support greater diversity, equity, and inclusion.

Claudia San Pedro – 2022 Restaurant Leader of the Year

Born in Mexico City and an immigrant, Claudia worked hard to break barriers, adapt to new situations, and ultimately bring a unique perspective to every career endeavor. As a leader, she has cultivated strong relationships with team members and franchisees to ensure they are supported by a brand with similar values. Claudia is a champion of upward mobility in the restaurant industry and knows that a person's first position can be the beginning of a great career.

Dunkin' and Baskin-Robbins Team Up with the NAACP

Dunkin' and Baskin-Robbins have worked with the National Association for the Advancement of Colored People or the NAACP® since 2013 when they entered a partnership to increase awareness of franchising opportunities at Dunkin' and Baskin-Robbins restaurants. The partnership among NAACP, Dunkin', and Baskin-Robbins focuses on franchise education and increasing awareness of franchising opportunities and supports an internship program to empower NAACP Youth. In 2021, Dunkin' and Baskin-Robbins committed funding to seed NAACP's Inclusive Economy Program work. This program provides aid and resources to black business owners.





BUSINESS RESOURCE GROUPS

Inspire's Business Resource Groups ("BRGs") are company-sponsored, but team member led, with a mission to strengthen the leadership skills of their members, provide networking opportunities, and serve as resources for our diverse teams. From Black Voices at Inspire to Pride, our BRGs provide team members an opportunity to share their perspectives, experiences, and ideas to educate, inspire, and develop one another. They also provide an important internal support system for our team members to create new relationships with peers and mentors.

Black Voices at Inspire

Provides development opportunities, peer and mentoring education initiatives, and encouragement for recruitment and advancement of qualified black professionals within Inspire.

Champions of Women Leaders

Strengthens members' leadership skills, facilitates networking opportunities, and provides resources that support the needs of women in the workplace.

Inspírate

Promotes cultural diversity and professional development while celebrating a shared heritage and creating a supportive environment for the Latino/Hispanic community.

Inspire P2

Creates a community of Inspire team members who are invested in the pursuit of their personal and professional growth.

Inspired Vets

Supports veterans and their families of all branches within the armed forces by sharing resources and providing networking opportunities.

Pride

Strives to create a safe space for LGBTQ+ team members and allies, while maintaining diversity of thought and ideas across Inspire.



TRAINING AND DEVELOPMENT

Inspire's People teams work collaboratively to develop innovative training programs that emphasize goal setting, critical thinking, and leadership development.

Brand Champ™

Brand Champ™ is a proprietary, purpose-driven workshop designed to help inspire and empower team members to deliver on the brand purpose, set actionable goals, and explore how they can make a difference in the lives of others. Since its launch in 2014, more than 400,000 company and franchise team members have participated in the Brand Champ program.

LEAD Training Platform

The LEAD Training Platform supports continuous professional development as well as personal growth for team members throughout their careers. LEAD is organized into four key parts: Learn, Experience, Assess, and Develop.

Flight School is designed for general managers and includes topics such as time management, communication, leadership, and developing others.

Inspire U: General Managers are key leaders within our restaurants, and we continue to invest in their long-term growth. The Inspire U™ program develops skills and behaviors beyond day-to-day job responsibilities, such as situational leadership, developing talent, and building culture, as well as concepts like finance and marketing. Our General Managers have participated in more than 62,000 hours of Inspire U training since the program launched in 2015.

Elevate is designed to prepare multi-unit restaurant leaders for more responsibility and career growth. This multi-session program provides professional development in advanced management and leadership skills such as communicating a vision, strategic thinking, and finance.

The Director Development Program provides in-depth learning, group case study presentations around several components of our business, and leadership development.



These initiatives are leading to real opportunity. For example, 73% of the Buffalo Wild Wings shift managers who participated in these programs have been promoted and 40% of the brand's Assistant General Managers/Department managers have been promoted.

Igniting Dreams

Igniting Dreams serves as a grant program for restaurant team members to help overcome barriers to their personal growth and success. Potential recipients are encouraged to apply with the help of restaurant operations and field leaders. If awarded a grant, each recipient is given a sponsor to provide ongoing coaching. So far, approximately \$130,000 has been given to team members to use for school, textbooks, purchasing laptops, vehicle deposits, and more.

Support Center Programs

Our Support Center team members have access to a variety of programs aimed at helping develop careers across the business. In addition to the Inspire Mentor Program and free LinkedIn Learning access to support key skill development, Inspire hosts frequent leadership development workshops to foster strategic thinking and people management capabilities crucial to creating an inclusive and collaborative workplace.

Leadership Training

Leader as Coach

The Inspire Leadership Group (ILG) participated in a 5-month applied development program to enhance their coaching skills. This program emphasized providing real-time feedback, performance coaching, and long-term development planning for their teams. The program was tied to building skills that reinforce Inspire's talent cycle and asked all ILG members to identify at least one mentee with whom they put their new skills into immediate practice.

Ways of Working

To model how cross-brand, cross-functional work can produce faster, more effective outcomes, we recently introduced Ally Pods. Each team or "pod" had a significant business challenge to resolve in a 90-day sprint that required prioritization, resource allocation, and business plan development for delivering multi-brand benefits.

400,000+

team members have participated in Brand Champ since 2014

Launched in 2020, Dunkin's partnership with Southern New Hampshire University (SNHU) offers low-cost college degrees to its independent franchisees and their employees. Through this program, Dunkin' franchisees can offer their restaurant employees an affordable, flexible, and supportive pathway to an associate or bachelor's degree from SNHU.

"Regardless of whether our team members stay with us long-term, or decide on a different career path, we are focused on providing them with the knowledge and skills necessary to succeed."

– Melissa Strait, Chief People Officer, Inspire

Part of the People First initiative is Upward Mobility in Restaurant Operations, which involves showcasing team member success stories across our family of brands.

Kiera Shahan, District Manager at Buffalo Wild Wings in Denver, CO, is a great example of this initiative in action. Starting out as a bartender, she was given the development and motivation to build on her skills and advance through the ranks. What started as a job to put her through school became her career, bolstering her goals and values. Kiera was empowered to open a regional Champions of Women Leaders chapter that now supports the development of other members.

Franchise Business Consultant, Michelle LeBlanc, began her career with SONIC nearly 16 years ago. Her biggest inspiration has been the relationships she has built with franchisees. SONIC Drive-In Operators have supported her tremendously throughout her career and helped her as she made the pivot from marketing to operations, taking her to the drive-ins and sharing best practices. We pride ourselves on our upward mobility in our restaurants, and the support our team members and franchisees provide each other.

As his first job, Bob Wiggins, while in high school, worked in a company-operated Dunkin' restaurant. His first role was a porter, and he quickly developed the skills necessary to perform—and succeed in—other roles.

UPWARD MOBILITY IN RESTAURANT OPERATIONS

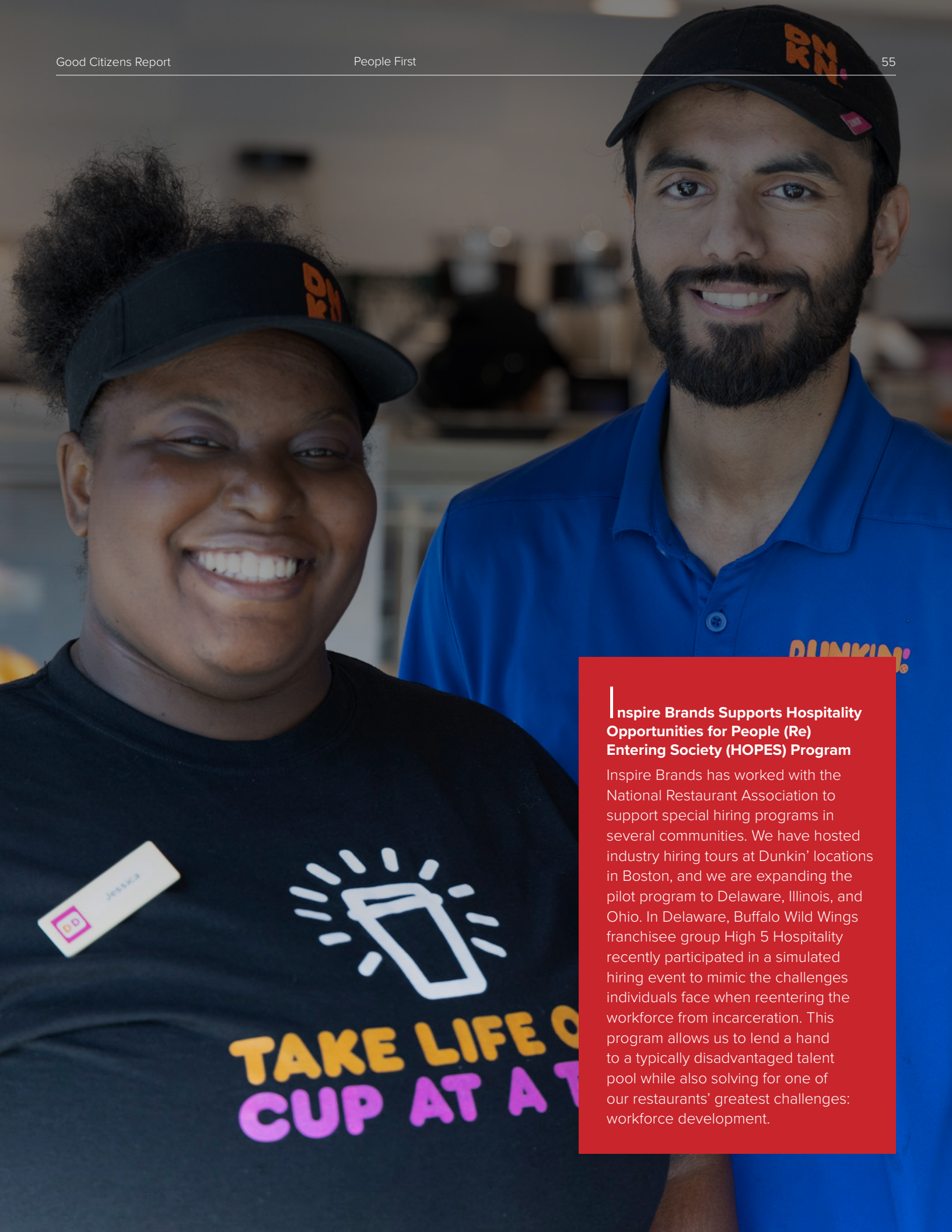
The restaurant industry features many opportunities for career and business development that provide the necessary skills and tools for wherever career paths may lead. This is why we strongly encourage career development from within.

- Nearly all Shift Managers are promoted from the team member ranks.
- Over half of Assistant Managers are promoted from the Shift Manager ranks.
- Nearly half of our General Managers are promoted from the Assistant Manager ranks.
- Nearly all above restaurant leaders are promoted from the restaurant level, either from one of Inspire's brands or from other restaurant brands.

At Inspire Brands, we strive to empower our team members to achieve their dreams. Matthew Tenore, Senior Manager of Field Learning and Deployment for Dunkin' is a great example. Matthew started his career with Dunkin' in high school, working as a restaurant team member. Now, 16 years later, he is charged with providing learning support to new franchisees as they deploy national brand initiatives.

This proficiency led to promotions to assistant manager and restaurant manager and ultimately to senior roles above the restaurants within the Dunkin' organization. Today, Bob serves as Vice President of National Operations and Operations Services at Dunkin'.

Jim Johnson, Franchise Business Consultant for SONIC in Atlanta, GA has been in the restaurant business for 51 years. He started as a dishwasher moving through the ranks in many different types of restaurants and has been at SONIC for the past 20 years.



Inspire Brands Supports Hospitality Opportunities for People (Re) Entering Society (HOPES) Program

Inspire Brands has worked with the National Restaurant Association to support special hiring programs in several communities. We have hosted industry hiring tours at Dunkin' locations in Boston, and we are expanding the pilot program to Delaware, Illinois, and Ohio. In Delaware, Buffalo Wild Wings franchisee group High 5 Hospitality recently participated in a simulated hiring event to mimic the challenges individuals face when reentering the workforce from incarceration. This program allows us to lend a hand to a typically disadvantaged talent pool while also solving for one of our restaurants' greatest challenges: workforce development.

EMPOWERING THROUGH FRANCHISING

Franchisee Spotlight:

Arby's: JoAnn Yoder

JoAnn started her career at Arby's on the backline as an hourly team member and eventually moved into a management position as President and Chief Operating Officer of Brumit Restaurant Group (BRG), a licensee for Arby's. JoAnn has a passion for developing talent and helping her team members achieve. JoAnn believes if her team members leave better than they are when they started, then Arby's has done its part.

Baskin-Robbins: Samantha Mahan

Sam started as a team member 15 years ago and was promoted to manager within a year. By the age of 30 she became a franchisee in Petaluma, CA. Since taking over the location in 2019 sales are up over 100%. Recently, she purchased her second location and sales are already up 75%. She says, "Being a franchisee at Baskin-Robbins isn't the easiest job, it takes a lot of patience, hard work, and dedication, but it is a very rewarding and fulfilling career and I couldn't be happier doing anything else."

Most of our restaurants are owned and operated by a network of **more than 3,000** franchisees, each an independent business owner. Our franchisees license our brands for their companies and are solely responsible for business decisions related to their restaurants, including aspects like operations, training, and employment. Franchise companies have their own names, employees, operations, and leadership teams.

While we are not involved in their day-to-day business decisions, we do work alongside our franchisees as Allies. We are committed to thinking and acting like a restaurant owner, listening and keeping an open mind, balancing short and long-term, being transparent and forthcoming, making fact-based decisions, and doing what we say we will do. Inspire and our brands work closely with our franchisees to continue to be the best representation of our brand and values, while empowering them and the communities we serve.

With multiple brands spanning a wide range of formats, dining occasions, and investment costs, Inspire plays a uniquely important role in sparking and supporting entrepreneurship around the world. Many of our franchisees are local operators who own one or two restaurants, and many have been a part of the restaurant industry for multiple generations. Our franchisees are often job creators, philanthropists, and long-term investors in their own communities.

	Company-owned	Franchised
Inspire	7%	93%
Arby's	31%	69%
Baskin-Robbins	0%	100%
Buffalo Wild Wings	53%	47%
Dunkin'	<1%	>99%
Jimmy John's	2%	98%
SONIC	9%	91%

*Data as of fiscal year-end 2021

Jimmy John's: Morgan and Ryan Sedivec

Jimmy John's franchisees Morgan and Ryan Sedivec have long been brand fans. Starting their careers at Jimmy John's more than a decade ago, the sibling duo gained important restaurant experience alongside two other Jimmy John's franchisees before purchasing their very own store in Denver, CO. Thanks to Morgan and Ryan's dedication and entrepreneurial spirit, the restaurant's average weekly sales have already nearly doubled since opening. Further, their focus on fostering a positive culture is driving strong team member engagement and retention. "After having worked in every position available in the stores, the only step left was to go for it all - ownership! We fell in love with the fast-paced environment and how the brand is so detail oriented."

Sonic: Mohammad Alaqrabawy

In 1990, Mohammad began his first job at Sonic as a cook. He then worked his way up through the ranks to assistant manager, manager, supervisor partner, director of operations and became a franchise-owner in 2013, with drive-ins located in Dallas and surrounding counties. Mohammad exudes passion for the Sonic brand, "Sonic has been a family to me from day one, not just a job or a career. It has been an amazing journey from starting out as a cook when I was 19 up until now. Sonic is a culture, and the possibilities are limitless for anyone who is willing and dedicated to grow."







COMMUNITY

As Good Citizens, we strive to elevate each other and the communities we serve.

INSPIRE BRANDS FOUNDATION

The Inspire Brands Foundation exists to ignite and nourish change for good. Across the country, the Inspire Brands Foundation does business as the Arby's Foundation, the Buffalo Wild Wings Foundation, SONIC Foundation, and the Jimmy John's Foundation, respectively. In 2021, the Inspire Brands Foundation donated more than \$8.8 million to youth-related causes in the U.S. The Inspire Brands Foundation is a registered 501(c)(3) non-profit headquartered with Inspire in Atlanta, GA.

OUR AREAS OF FOCUS

Our Foundation seeks opportunities to make meaningful donations to organizations that will partner with us to make lasting change.

Childhood Hunger

According to the U.S. Department of Agriculture, childhood hunger affects more than 12 million U.S. kids, which can prevent them from performing their best. Through investments in local and national partners, we provide the food necessary to fuel potential.

Youth Leadership

We know the right experience at the right time can kickstart a child's confidence for the future. Whether that is an introduction to a team environment, a transformative relationship, or a new way of thinking, we help unleash the leaders within our next generation of citizens.

Career Readiness

Basic job skills help lay the foundation for a strong future. By building partnerships within communities across America, we are inspiring youth to see their full potential and chart their path to a successful career.





Note from Stuart Brown

Being Good Citizens takes all of us, and it is through our strong relationships throughout our communities that the Inspire Brands Foundation and our brands can make a positive difference.

Thank you to:

- **Our Guests**, whose generous donations help make positive changes in their communities.
- **Our Supplier Partners**, who participate in the Foundation's Partner Program and help ignite and nourish change for good both nationally and in local communities.
- **Our Community Allies**, including No Kid Hungry®, Big Brothers Big Sisters®, Folds of Honor®, Boys & Girls Clubs of America®, and DonorsChoose®, among many others.

With gratitude,
Stuart Brown

Executive Director, Inspire Brands Foundation

Charity Navigator 4-star Rating

Charity Navigator® is America's largest independent charity evaluator and has issued the Inspire Brands Foundation a Four-Star rating, the highest possible rating. The Four-Star rating is a result of the Foundation's commitment to sound fiscal management, accountability, and transparency.

DUNKIN' JOY IN CHILDHOOD FOUNDATION

Purpose

The Dunkin' Joy in Childhood Foundation provides the simple joys of childhood to kids battling hunger or illness.



SIGNATURE PROGRAMS

Dogs for Joy

Aims to increase the number of service dogs employed full-time at children's hospitals. Since the launch of the Dogs for Joy Program in 2018, we have funded 36 dogs at 21 hospitals across the country.

Teen Prom

Funds prom celebrations for hospitals so that hospitalized teens do not miss out on milestone moments. Since the inaugural Boston Children's Hospital prom at Fenway Park in 2019, 42 proms have been funded.

Connecting Joy

Provides hospitals with funding to buy games for their pediatric patients to play. In 2021, Dunkin' Joy committed \$1 million to funding Connecting Joy programs.

Week of Joy Volunteer Event

Foundation team coordinates an annual Week of Joy volunteer event for franchisees, restaurant team members, and Dunkin' field team members. In 2022, there were 60 Week of Joy events around the country, engaging over 1,000 volunteers.

Childhood Cancer Awareness Month

Dunkin' Joy goes gold in September with special gold frosted donuts to help raise awareness and funds for childhood cancer.

- Nearly **\$40 million** granted since 2006
- During 2020-2021, the Foundation raised more than **\$20 million** and provided more than \$12 million in grants



Note from April McGonnigal

The heart of our organization is our franchisees and the communities they serve. Joy is in the DNA of our brand. By focusing the mission of the Foundation on joy, we have a powerful way of bringing all our strengths together to make a positive impact in our communities. We are grateful for our Dunkin' franchisees who raised funds for the Dunkin' Joy in Childhood Foundation, donated coffee and donuts to children's hospitals and food banks, and alongside Dunkin' vendors, guests, and team members, continue to be on the frontlines of bringing our mission to life.

With Joy,
April McGonnigal
Director, Dunkin' Joy in Childhood Foundation



OUR IMPACT AT A GLANCE

Arby's

- In 2021, the Arby's Foundation gave **\$6 million** in Make a Difference grants to more than 390 organizations in 161 communities.
- Through the "School's Out, Foods In" program, Arby's restaurants provided access to more than 300,000 kids meals for kids who struggle with hunger during the summer.
- Since 1986, the Arby's Foundation has donated more than \$100 million to youth-related causes.

Baskin-Robbins

- **13 Pint-Sized Heroes**, who received donations to a charity of their choice and a year of free ice cream, have been named since the program's inception.

Buffalo Wild Wings

- One million children have been given a chance to participate in organized sports.
- **\$24 million** has been given since 2013 to provide more youth access to sports.

Dunkin'

- Nearly **\$40 million** granted since 2006.
- More than \$6 million granted in 2021.
- Dogs for Joy program funded 36 service dogs at children's hospitals across the country.

Jimmy John's

- Recently launched partnership with Boys & Girls Clubs of America®
- **\$350,000** granted to support workforce development programming for Club kids.

SONIC

- Since launching Limeades for Learning® in 2009, SONIC has donated more than **\$21.3 million**, supporting more than 40,000 teachers and 2 million students across the country.
- \$725,000 awarded to local non-profits in 2021.

"Our values of Sportsmanship and Fun are foundational to how we foster connections with our local communities. Across our more than 1,200 sports bars in the U.S., team members and franchisees are united to give children the chance to experience the joy, camaraderie, and life lessons that team sports provide."

**– Lyle Tick, Buffalo Wild Wings Brand President and
Buffalo Wild Wings Foundation Board Chair**

THE INSPIRE FAMILY GIVES BACK



In addition to Inspire and the brand foundations, Inspire team members and franchisees serve as Good Citizens.

Good Citizens Month

In April, Inspire launched Good Citizens Month, a system-wide volunteer initiative that takes our service spirit outside the walls of the restaurant and into the community. Team members across the organization were encouraged to find opportunities to give back within their local communities. From planting trees to mentoring youth to packing meals, team members found opportunities to support their communities.

Open Your Heart Campaign

Combating childhood hunger is a key initiative for Inspire and the Inspire Brands Foundation. During our Open Your Heart Campaign, Inspire team members signed up for payroll deductions to provide backpacks of food each weekend to children in need. In 2021, team members provided more than 15,000 backpacks of food.

Champions of Hope

Champions of Hope is Inspire's internal employee relief fund supported by team members. Responding to the initial impact of COVID-19, Inspire stepped up to match all team member donations 3:1, up to \$1M, and saw an incredible response. From March to December 2020, these donations enabled Champions of Hope to award more than \$1.7M across 2,100+ grants to benefit team members in need.

In-Kind Food Donations

During the first half of 2020, Inspire and our brands provided more than \$1.75M towards in-kind food donations to frontline medical workers, senior citizens, first responders, and school children challenged by the COVID-19 pandemic.

SUPPORTING OUR COMMUNITIES

In addition to their support of the Inspire, brand, and Joy in Childhood Foundations, our franchisees support many non-profit organizations and local causes across the globe, particularly in their communities.

Due to school closures because of COVID-19, Philadelphians facing food insecurity found it harder to access healthy foods. Seeing the increased need in his community, Dunkin' franchisee **Sonny Ho** made a donation to the Dunkin' Joy in Childhood Foundation. The Fund for the School District of Philadelphia has been awarded \$100,000 to support the new Meaningful Meals program, providing Philadelphia families in low-income neighborhoods with boxes of healthy food.

Each year, approximately 25 children ring the "End of Treatment Bell" at St. Joseph's Children's Hospital Pediatric Oncology Center, signifying the end of their chemotherapy treatment. More than seven years ago, another tradition came about to help these amazing kids celebrate their last round of chemo and give hope to others still battling cancer. The Dunkin' and Baskin-Robbins team in Tampa Bay work with St. Joseph's to offer a custom ice cream cake to each child to honor this significant milestone in their lives. The **local Tampa Bay Baskin-Robbins** enlists their cake artist to develop the design and ensure that every cake is personalized and special for each child.

Jimmy John's franchisee Wyatt Batchelor with **MBN Brands**, alongside Leo Nolan, Michael Mulcahy and Kevin Mulcahy, are working to give back to those who have served. As a former U.S. Army Captain and combat veteran, Wyatt understands what it is like to be on the front lines. MBN Brands partnered with a nonprofit organization, Legacies Alive®, to launch a GoFundMe® and raise funds to help provide free meals for healthcare workers at Veterans Administration (VA) hospitals across the country. MBN Brands donated more than 800 meals in the first month of operation, and they plan to continue these meal donations for as long as there is a need.





Buffalo Wild Wings franchisees and team members strive to be local heroes in their communities. At Buffalo Wild Wings in South Elgin, IL, the sports bar was able to be part of local child [Dani's Make-A-Wish](#). Dani's wish was made possible after the Elgin Fire Department led a procession of family and friends down his street before his wish was granted with an ATV, gifts for his sisters, and a Buffalo Wild Wings meal for his entire family.

Our franchisees not only give back to their local communities, but they treat their team members like family and provide support to those in need. In 2018, General Manager of Arby's, [Crystal OConnor](#) was considering homeownership. Arby's franchisee Brandicorp® was involved in Crystal's home buying process but settled



How Julian Branch Went From Homeless to Helping the Homeless
 At Inspire, not only do we empower our franchisees to give back to their local communities, but we encourage our team members to do so as well. Julian Branch is a U.S. Army veteran who used to be homeless and worry about where his next meal would come from. He made it a priority to help those in need after joining Sonic as a catering specialist in 2015. Julian oversees delivering food donations from Sonic's Culinary Innovation Center to the Jesus House.

on a new idea: What if the Arby's franchisee built them a completely new home? After meeting with a builder, our franchisee and team put the process into action. Brandicorp is accustomed to giving back to its employees and supporting the livelihoods of its team members.

For more than 20 years, SONIC Drive-In franchisees in the Nashville, TN, area have remained dedicated to supporting their team members as they pursue a college education. What started with 10 college scholarships has blossomed to awarding 50 scholarships each year from the Nashville Co-op of Sonic franchisees. Sonic continues to invest in the future of its team members.

ABOUT THIS REPORT



This document is our inaugural Good Citizens Report. More information on our efforts to contribute to our community can be found on our [Impact site](#). Inspire Brands intends to publish the Good Citizens Report on a biannual basis. Data, case studies, and information in this report pertain to our fiscal year end 2021 (01.01.2021-12.31.2021). This report covers our U.S. corporate operations, corporate support centers, and corporate innovation center. Where we can, we share information and data from our U.S. franchised restaurants, central manufacturing locations (CMLs), ARCOP, and National DCP, LLC (NDCP). All references to currency are in U.S. dollars unless stated otherwise.

As a company with a growing global presence, we share some information, where available, on our international supply chain and operations. Due to our 93% franchised business model and differences in our U.S. and international tracking and reporting systems, some data is unavailable for our international operations.

An internal review of all data and assertions contained in this report was conducted by Inspire Brands internal subject matter experts to ensure accuracy of the content. In addition, all pertinent members of the Inspire Brands Executive Team reviewed the report. Inspire does not have a policy regarding external assurance, and this report was not externally verified by an independent third party.

NOTES

ⁱ Based on FY 2021 sales data included in the Nation's Restaurant News 2021 Top 200 report

ⁱⁱ All-natural means our meats are minimally processed (except for caramel color on roast beef) and contain no artificial ingredients

ⁱⁱⁱ Arbys.com, baskinrobbins.com, buffalowildwings.com, dunkindonuts.com, jimmyjohns.com, sonicdrivein.com

^{iv} A vegan menu item is a food or beverage with no animal sources: no meat, fish, shellfish, milk, egg or honey products, and no enzymes and rennet from animal sources. All of Baskin-Robbins menu items (vegan and non-vegan) are prepared in the same area. Baskin-Robbins cannot guarantee that there will be no cross-contact between products or ingredients.

^v Analysis provided by Industrial Economics, Incorporated. This analysis compares the life-cycle emissions associated with dairy/oat/coconut oil production/processing and transport to the Midwest Ice Cream Company in Belvidere, IL (this facility processes both dairy and non-dairy ingredients).

^{vi} This size contains approximately 85g of frozen broccoli, which is a recommended single-serving amount of vegetables. [See here](#)

^{vii} Recent supply chain shortages have limited the availability of cage-free eggs. Arby's is committed to serving only cage-free eggs and continues to work with its suppliers to try to achieve this.

^{viii} Source: McKinsey & Company

^{ix} Source: Industrial Economics, Incorporated

INSPIRE



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DUNKIN'

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LEARN MORE ABOUT OUR IMPACT

[Inspirebrands.com](https://inspirebrands.com)