



About Dunkin' Brands *Leading and Building Great Brands*

At Dunkin' Brands, Inc., we like to say that our “soul” purpose is to lead and build great brands. For more than 50 years, we’ve been doing just that by leading the “Quick Quality” segment of the food and beverage industry. Dunkin' Brands goes beyond what people expect from a traditional quick service experience to deliver best-in-class menu items to eat, drink, and enjoy.

With almost 120 years of combined franchising experience, Dunkin' Brands is home to two of the world’s most recognized and loved brands:

- **Dunkin' Donuts** - America’s favorite everyday, all-day stop for coffee and baked goods. Dunkin' Donuts is the No. 1 retailer of hot and iced regular coffee-by-the-cup in America, and the largest coffee and baked goods chain in the world.
- **Baskin-Robbins** – America’s favorite neighborhood ice cream shop, and the largest national chain to offer both hard scoop ice cream and Soft Serve.

Under the Dunkin' Brands umbrella, both brands share the same vision of conveniently delivering high-quality food and beverages in a welcoming environment, quickly, and at affordable prices.

Together we connect powerful brands to growing businesses, delivering not only great food and beverages, but also a great experience, and the kind of hospitality that has our customers coming back for more.

QUICK QUALITY

Dunkin' Brands is committed to providing high-quality menu choices, served quickly to fit into busy mornings, afternoons, and evenings. We created a new industry category called Quick Quality, which is a higher evolution from the standard quick service experience. Quick Quality is a customer experience driven by innovative and well-rounded menu offerings, convenience, value price points, and speed of service, to meet the needs of people who are busy living their lives.

eatdrinkthink®

What we do at Dunkin' Brands is to lead and build great Quick Quality brands. We have a phrase that wraps all of this into tagline for the enterprise: **eatdrinkthink®**. Its one part fun, three parts simple reminders about what we do best:

When we say **eat**, we mean our brands offer original, fun, quality choices, freshly made, that keep people coming back for breakfast, lunch, and throughout the day.

When we say **drink**, we mean our brands offer on-trend, best-in-class coffee and espresso drinks and other signature beverages that people delight in.

When we say **think**, we mean our brands succeed by being smart, strategic, values-based leaders in their categories, and in their communities, because of the innovative way we approach products, concepts, our customers and franchisees.

Company At-a-Glance

(For Year-End 2008)

Dunkin' Brands, Inc. is owned by a consortium of private equity companies: Bain Capital, The Carlyle Group, and Thomas H. Lee Partners.

Dunkin' Donuts and Baskin-Robbins are 100 percent franchised.

Total global systemwide sales: \$6.9 billion

Total worldwide locations: 14,848 in 44 countries

Total U.S. locations: 9,087 in 47 states and the District of Columbia

Corporate employees: 1,126

U.S. franchisees: 2,250

Dunkin' Donuts: 6,395 locations in 34 U.S. States and the District of Columbia; 2,440 international stores in 31 countries.

Dunkin' Donuts 2008 global systemwide sales were \$5.5 billion.

The President & Chief Brand Officer Worldwide of Dunkin' Donuts is Will Kussell.

Baskin-Robbins: 2,692 locations in 46 U.S. States and the District of Columbia; 3,321 international shops in 35 countries.

Baskin-Robbins 2008 global systemwide sales were \$1.4 billion.

The Chief Brand Officer of Baskin-Robbins Worldwide is Srinivas Kumar.

Dunkin' Brands' Executive Council

[Jon L. Luther](#), *Executive Chairman*

[Nigel Travis](#), *Chief Executive Officer*

[Stephen Horn](#), *Chief Legal Officer & General Counsel*

[Srinivas Kumar](#), *Chief Brand Officer, Baskin-Robbins Worldwide*

[Will Kussell](#), *President & Chief Brand Officer, Dunkin' Donuts Worldwide*

[Kate Lavelle](#), *Chief Financial Officer*

[Joe Scafido](#), *Chief Creative & Innovation Officer*

[Daniel J. Sheehan](#), *Chief Information Officer*

Dunkin' Brands' Milestones

- 1961** Allied Breweries of London, England, is formed from the merger of three major United Kingdom companies.
- 1973** London-based J. Lyons & Co., Ltd. purchases Baskin-Robbins.
- 1978** J. Lyons is acquired by Allied Breweries, creating Allied Lyons.
- 1990** Allied Lyons buys Dunkin' Donuts.
- 1993** Allied Lyons Retailing is formed to integrate Dunkin' Donuts and Baskin-Robbins operations.
- 1994** Allied Lyons partners with Pedro Domecq, the leading spirits marketer in Spain and Mexico, to form Allied Domecq.
- 1996** Allied Lyons Retailing becomes Allied Domecq Retailing USA (ADRUSA) and Allied Domecq Retailing International (ADRI).
- 1997** Togo's joins the brand portfolio.
- 1999** ADRUSA and ADRI come together as the integrated Allied Domecq Quick Service Restaurants (ADQSR).
- 2003** Jon L. Luther joins ADQSR as Chief Executive Officer.
- 2004** ADQSR is renamed Dunkin' Brands, Inc.

Allied Domecq PLC and Dunkin' Brands, Inc. is acquired by Pernod Ricard SA.

Dunkin' Brands, Inc. moves from Randolph, Mass. to current headquarters in Canton, Mass.

2006 Dunkin' Brands, Inc. is acquired by Bain Capital, The Carlyle Group, and Thomas H. Lee Partners.

Dunkin' Brands Culinary Dream Team is established.

2007 Dunkin' Brands divests of Togo's to Mainsail Partners of San Francisco.

Dunkin' Brands Nutrition Advisory Board is formed.

Culinary Excellence

Dunkin' Brands is committed to offering high-quality food and beverages. In 2006, we assembled a culinary dream team of acclaimed chefs dedicated to creating new and innovative menu choices to meet the evolving needs of our brands' customers.

Working in conjunction with Dunkin' Brands' research and development team, our culinary team is led by award-winning chef Stan Frankenthaler, a graduate of the Culinary Institute of America, and the brand's first-ever Executive Chef & Director of Culinary Development. Frankenthaler is a three-time James Beard Award nominee and author of The New York Times best-seller, *The Occidental Tourist*. Before joining Dunkin' Brands, he was owner and chef of Salamander restaurant in Boston, named by Zagat's as one of the city's "Top Ten Restaurants."

Dunkin' Brands' Executive Pastry Chef is Christopher Boos, an American Culinary Federation Chef of the Year. Throughout a 20-year career dedicated solely to pastry creations, Boos has established himself as one of the country's premier pastry chefs and an imaginative architect of award-winning desserts. In his role as Dunkin' Brands' Executive Pastry Chef, Boos is working to create innovative new menu items, while sharing his knowledge of pastry design and preparation with Dunkin' Brands' culinary team and franchise owners throughout the world.

Nutrition/Thought Leadership

In October 2007, Dunkin' Donuts became the first major chain to introduce a donut with Zero Grams Trans fat, completing a nearly four year effort that involved the reformulation of the brand's entire menu – more than 50 items in all. Baskin-Robbins offerings, including its ice cream inclusions and ribbons, were switched to Zero Grams Trans fat on January 1, 2008.

Nutrition Advisory Board

In 2007, we formed the Dunkin' Brands Nutrition Advisory Board. Comprised of leading experts on nutrition, health and wellness, the Nutrition Advisory Board assists Dunkin' Brands' management with research and lends its perspective in the development and reformulation of products to meet the evolving needs of customers, while incorporating current nutritional science. The Nutrition Advisory Board also helps the corporation to better understand and stay ahead of health and wellness trends while enhancing the nutritional value of menu choices available in its restaurants. Members of the Nutrition Advisory Board inform the company of new developments in nutrition and health-related research that impact Dunkin' Brands' products, while ensuring that relevant issues such as labeling and the communication of nutritional information remain at the forefront.

The Board:

[CAROLINE M. APOVIAN, M.D., F.A.C.P.](#) Associate Professor of Medicine and Pediatrics, Director, Center for Nutrition and Weight Management, Boston University School of Medicine

[JANICE NEWELL BISSEX, MS, RD](#)

[HARRY KANGIS.](#) Vice Chairman, Board of Trustees, Coffee Quality Institute

[JUDY CC PHILLIPS, MS, RD, LDN.](#) Culinary Nutrition Consultant and Program Manager, "WIN-WIN for Health," South End Community Center, Boston

[DR. TIM RYAN, C.M.C., A.A.C.](#) President, Culinary Institute of America

[DR. NADINE SAYHOUN.](#) Associate Professor, Affiliate Faculty, Center on Aging, College of Health & Human Performance, University of Maryland

[ARYEH D. STEIN, M.P.H., Ph.D.](#) Associate Professor, Hubert Department of Global Health, The Rollins School of Public Health, Doctoral Program in Nutrition and Health Sciences, Emory University

Industry Recognition

In 2007, 2008 and 2009 Dunkin' Donuts was ranked No. 1 for customer loyalty in the "Coffee and Doughnuts" category in the Brand Keys Customer Loyalty Engagement Index® -- an annual syndicated study that examines customers' relationships with 444 brands in 63 categories. Dunkin' Donuts was also named one of the "Top 10 Franchises for 2008" by Entrepreneur magazine.

According to market research conducted by The NPD Group, Dunkin' Donuts is a market leader in the regular/decaf coffee, iced coffee, hot flavored coffee, donut, and bagel and muffin categories.

In 2008, **Baskin-Robbins** was named the top ice cream and frozen dessert franchise in the United States by Entrepreneur magazine's 29th annual Franchise 500.

Additionally, Baskin-Robbins has recently earned the following distinctions:

- No. 1 brand of hard scooped ice cream
- No. 1 ice cream franchise worldwide
- Winner of a Silver Addy for excellence in advertising

Dunkin' Brands Commitment to Corporate Social Responsibility

Corporate Social Responsibility provides Dunkin' Brands with a central frame of reference for organizational decisions, strategic goal setting, and behaviors that respect all of our stakeholders, including consumers, employees, franchisees, families, communities, suppliers, government, and the environment.

Values and Philosophy – Living Our Values

At Dunkin' Brands, our values guide everything we do:

Honesty. Embrace the truth about oneself and the world.

Transparency. Demonstrate openness and vulnerability.

Humility. Acknowledge own mistakes and commit to learning.

Integrity. Say what you think and do what you say.

Respectfulness. Honor the dignity, inclusion and diversity of others.

Fairness. Do what is right based on common principles.

Responsibility. Make yourself accountable to the community.

Guiding Principles

Our Guiding Principles point the way to success:

Leadership. Responsibility with passion at every level.

Innovation. Excellence in everything we do.

Execution. Ownership and accountability for results, success and failure.

Social Stewardship. Demonstration of good corporate citizenship and responsibility to all constituencies.

Fun. Approach every challenge with enthusiasm, energy and excitement . . . celebrate every step of the way!

Company Pillars

Dunkin Brands' ongoing and increasing commitment to its Corporate Social Responsibility (CSR) platform covers four main pillars: Philanthropic, Social, Economic, and Environmental – each pillar is associated with specific goals, including serving those who serve in our communities, embracing diversity and inclusion, sustainable development of products and materials and volunteerism.

PHILANTHROPIC: In addition to the Dunkin' Brands Community Foundation, our franchisees give back to their communities in a number of ways through their involvement with local charitable programs and initiatives.

SOCIAL: The second pillar of our corporate social responsibility program recognizes and acts upon our responsibility as food and beverage providers to voluntarily promote nutritional education and healthy food choices for our customers.

ECONOMIC: At Dunkin' Brands, we embrace and leverage diversity and inclusion to achieve short and long-term business goals. We are committed to attracting, developing and retaining diversity of talent to ensure that we foster a culture of inclusion, the real key to unlocking innovation and growth potential.

Since its launch in 2003, the Dunkin' Donuts espresso line has been made using 100 percent Fair Trade Certified Coffee Beans. Fair Trade enables sustainable development by cultivating a more equitable global trade model that benefits farmers, workers, consumers, industry and the earth. Our Fair Trade purchase support community development projects such as sustainable agriculture, health care, education, women's leadership training, and infrastructure improvements.

ENVIRONMENTAL: In 2009, we are assessing the impact of our business on the environment in order to understand our environmental baseline, identify priorities and set measurable goals for improvement.

In October 2008 in St. Petersburg, Fla., we opened our first Leadership in Energy and Environmental Design (LEED) certified Dunkin' Donuts shop. The key learnings from this prototype will be incorporated into our future building models. To learn more about the Dunkin' Donuts LEED store visit:

<http://www.dunkinbrands.com/pressroom/LEED.html>

Dunkin' Brands Community Foundation *Serving those who serve in our communities*

Giving back to our communities in a meaningful way is important to all of us at Dunkin' Brands. Giving life to that concept, in 2006, we formed the Dunkin' Brands Community Foundation – a true partnership between franchisee and franchisor. This philanthropic initiative helps make a difference in the communities in which we live and where we serve our customers every day.

Partnering with our franchisees, The Dunkin' Brands Community Foundation supports emergency response organizations, so they have the capacity and leadership to respond when our communities need them most. By supporting these organizations and the extraordinary people who work for them, we believe we can make a difference in the communities where we live and work. The organizations and populations we support are:

- Relief workers who drop everything in times of crisis to help others;
- Firefighters and police officers, who risk their own lives to save lives;
- Counselors, who work tirelessly with victims of disasters;

- Emergency Medical Service teams that save people's lives daily.

Through our charitable grants and partnerships, we help emergency response organizations:

- Provide safety training to responders
- Develop rapid-response preparedness plans
- Update and improve emergency response infrastructure
- Purchase and maintain emergency response equipment
- Raise public awareness of resource needs
- Encourage the public to get involved and show their support

Over the past two years, the Foundation has awarded approximately \$1.2 million to the following organizations:

- Soldiers Angels
- The Salvation Army
- America's Second Harvest
- Share Our Strength
- National Police Athletic League
- The Leary Firefighters Foundation
- American Red Cross Blood Centers
- National Fallen Firefighters Foundation

The Dunkin' Brands Community Foundation has also launched "Serving Heroes," a program designed to recognize the people who serve our communities in times of crisis. "Serving Heroes" selects a hero each month and showcases his or her inspirational story on the program's website, www.servingheroes.com.

Additionally, every day our franchisees give back to their communities in a number of ways through their involvement with local charitable programs and initiatives. Their charitable endeavors range from sponsoring college scholarship programs to supporting local sports teams. Franchisees have also dedicated their time and resources to organizations such as The Jimmy Fund, Special Olympics, Make-A-Wish, Easter Seals, and Project Bread.

Corporate Headquarters

Dunkin' Brands, Inc.
130 Royall Street
Canton, MA 02021
781-737-3000