



About Dunkin' Donuts *America Runs on Dunkin'®*

When Dunkin' Donuts founder Bill Rosenberg opened the first Dunkin' Donuts in 1950, he had a simple philosophy:

"Make and serve the freshest, most delicious coffee and donuts quickly and courteously in modern, well-merchandised stores."

This philosophy still holds true today and is the foundation that has enabled Dunkin' Donuts to grow into America's favorite everyday, all-day stop for coffee and baked goods. Dunkin' Donuts is a leading retailer of hot and iced regular coffee-by-the-cup in America, and the largest coffee and baked goods chain in the world.

The original Dunkin' Donuts experience was a single cup of coffee with a donut – today Dunkin' Donuts offers a wide range of coffee, coffee-related beverages, baked goods, and an expanding all-day Oven-Toasted menu. Dunkin' Donuts is still using the original proprietary coffee blend recipe established by its founder. With coffee leading the charge, beverages accounted for nearly 60 percent of Dunkin' Donuts' 2008 U.S. sales. The remaining 40 percent of sales are bakery items such as donuts, bagels, muffins, as well as new Oven-Toasted products, including hash browns and new Flatbread sandwiches.



Dunkin' Donuts Facts

- Dunkin' Donuts is the largest coffee and baked goods chain in the world.
- Dunkin' Donuts sells more than one billion cups of coffee every year.
- DDQ has become a universal standard in the industry for superior grade coffee. DDQ actually stands for Dunkin' Donuts Quality.
- Dunkin' Donuts offers breakfast all day long to meet customer demand.
- Dunkin' Donuts has led the donut category for nearly 60 years, selling 2.5 million donuts every day.
- Dunkin' Donuts' menu includes: hot and iced coffee, hot and iced lattes and cappuccinos, hot chocolate, iced tea, smoothies, Coolatta® slush drinks, 52 varieties of donuts, Munchkins® donut hole treats, bagels, muffins, cookies, breakfast sandwiches, Oven-Toasted products including flatbread sandwiches, and other baked goods and beverages available on a market basis.



Customer Profile

Dunkin' Donuts is known and loved around the world for quality menu items and an unrelenting commitment to customer service. Our customers are passionate about the Dunkin' Donuts experience because they can expect a consistently superior product delivered fast, and at a great value. In fact, Dunkin' Donuts has been ranked No. 1 for customer loyalty in the "Coffee and Doughnuts" category in Brand Keys Customer Loyalty Engagement Index for 2007, 2008 and 2009.

For millions of people, grabbing a cup of Dunkin' Donuts coffee is a daily ritual. In 2004, our company conducted a study in which customers were asked to substitute their daily Dunkin' Donuts coffee with another brand for one week. The results disclosed regular Dunkin' Donuts patrons felt their lives were more difficult because they lacked order without their daily Dunkin' Donuts coffee.

The research also revealed attributes the Dunkin' Donuts brand embodies that our customers identify with. Dunkin' Donuts serves Quick Quality™ food and beverages for busy people on-the-go – people who take what they do seriously, without taking themselves too seriously. Dunkin' Donuts customers perceive themselves as authentic and true to themselves – they make the country run, they take pride in knowing who they are and where they come from, and they feel comfortable in their own skin. Dunkin' Donuts devotees consider themselves unpretentious and practical and appreciate the little things in life.

This research provided the foundation for the brand's acclaimed advertising campaign –introduced in 2006: **America Runs on Dunkin'®**.



Company, At-A-Glance

(For Year-End 2008)

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

Dunkin' Donuts restaurants are 100 percent franchised.

Total global systemwide sales: \$5.5 billion.

Total worldwide locations: 6,395 shops in 34 U.S. States and the District of Columbia; 2,440 international shops in 31 countries.



Dunkin' Donuts Locations

(For Year-End 2008)

Countries

Aruba
Bulgaria
Canada
Cayman Islands
Chile
China
Colombia
Ecuador
Germany
Greece
Honduras
Indonesia
Korea
Kuwait
Lebanon
Malaysia
Mexico
New Zealand
Oman
Pakistan
Panama
Peru
Philippines
Puerto Rico
Qatar
Saudi Arabia
Spain
Taiwan
Thailand
Turkey
United Arab Emirates
United States

U.S.

Arizona
Colorado
Connecticut
Delaware
Florida
Georgia
Illinois
Indiana
Kansas
Kentucky
Louisiana
Maine
Maryland
Massachusetts
Michigan
Mississippi
Missouri
Nevada
New Hampshire
New Jersey
New Mexico
New York
North Carolina
Ohio
Oklahoma
Pennsylvania
Rhode Island
South Carolina
Tennessee
Texas
Vermont
Virginia
West Virginia
Wisconsin
District of Columbia



Dunkin' Donuts Leadership

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

[Frances Allen](#), *Brand Marketing Officer*

William Bode, *Vice President, U.S. Compliance and Business Development*

[Randy Brashier](#), *Vice President, Operating Systems*

[John Dawson](#), *Chief Development Officer*

Jimmy Fitzgerald, *Vice President, Northeast*

[Al Hodges](#), *Vice President, South Central*

[Lynette McKee](#), *CFE, Vice President, Franchising*

[Tony Pavese](#), *Chief Operating Officer, International*

[Mac Shimmon](#), *Vice President, West*



Dunkin' Donuts Milestones

- 1946** Bill Rosenberg invests \$5,000, forms Industrial Luncheon Services.
- 1948** Bill Rosenberg opens donut shop "Open Kettle" on Southern Artery in Quincy, Massachusetts.
- 1950** "Open Kettle" name changed to Dunkin' Donuts.
- 1955** First franchise agreement signed and executed in Worcester, Massachusetts.
- 1960** Bill Rosenberg becomes one of the founders of the International Franchising Association (IFA).
- 1963** 100th Dunkin' Donuts restaurant opens.
- 1966** Dunkin' Donuts University (DDU) is created.
- 1970** First overseas Dunkin' Donuts restaurant opens in Japan.
- 1972** Munchkins® donut hole treats are introduced.
- 1978** Dunkin' Donuts introduces freshly baked muffins.
First network TV commercials are aired.
- 1979** 1,000th U.S. Dunkin' Donuts restaurant opens.
- 1980** Largest Dunkin' Donuts restaurant in the world opens in Bangkok, Thailand with seating for 130.
- 1982** Fred the Baker, TIME TO MAKE THE DONUTS®, advertising campaign begins.
- 1990** Allied Domecq PLC purchases Dunkin' Donuts.
2,000th U.S. Dunkin' Donuts opens.
- 1992** 3,000th U.S. Dunkin' Donuts opens.
- 1995** 1,000th international Dunkin' Donuts restaurant opens in Thailand.
Hazelnut and French Vanilla coffees are introduced as companions to Dunkin' Donuts' famous original blend.
- 1996** Dunkin' Donuts introduces freshly baked bagels.
- 1997** Dunkin' Donuts revolutionizes the summer beverage category with the introduction of Coffee Coolatta® slush drinks.
Dunkin' Donuts introduces breakfast sandwiches.
- 1999** In March, Dunkin' Donuts celebrates its eight billionth cup of coffee sold since opening its doors in 1950.



- 2000** Dunkin' Donuts opens its 5,000th worldwide restaurant in Bali, Indonesia.
- Dunkin' Donuts celebrates its 50th anniversary.
- Dunkin' Donuts introduces hot chocolate and the Dunkaccino®.
- Dunkin' Donuts launches e-commerce at website dunkindonuts.com.
- 2003** Dunkin' Donuts launches an espresso revolution with a new line of espressos, lattes and cappuccinos.
- 2004** Dunkin' Donuts moves its headquarters to Canton, Massachusetts.
- 2005** Dunkin' Donuts introduces nine sugar-free flavors of iced coffee.
- Dunkin' Donuts unveils a new prototype restaurant design in Pawtucket, Rhode Island — a glimpse into the future look and feel of the brand. The contemporary design includes retro elements inspired by the very first shop built in 1950.
- 2006** Dunkin' Brands, parent company of Dunkin' Donuts, is acquired from Pernod Ricard by a consortium of private equity firms: Bain Capital, The Carlyle Group and Thomas H. Lee Partners.
- Dunkin' Donuts launches the “America Runs on Dunkin'” marketing campaign.
- Dunkin' Donuts and JetBlue Airways announce partnership.
- Dunkin' Donuts Original Blend Coffee and Dunkin' Decaf® become the official JetBlue in-flight coffee.
- 2007** Dunkin' Donuts partners with Procter & Gamble to launch Dunkin' Donuts coffee at retail outlets, including supermarkets and club stores.
- Dunkin' Donuts opens its first restaurant in Taiwan, representing the first step in its China expansion strategy.
- Dunkin' Donuts announces partnerships with Hess Corporation and Sara Lee Corporation, bringing Dunkin' Donuts coffee to new, nontraditional foodservice locations.
- 2008** Dunkin' Donuts launches its all-day Oven-Toasted menu, featuring flatbread sandwiches, personal pizzas and hash browns.
- Dunkin' Donuts first Leadership in Energy and Environmental Design (LEED) certified restaurant opens in St. Petersburg, Fla.
- Dunkin' Donuts partners with Yahoo! Inc. to create two new Dunkin' Donuts-branded video programs, as well as a Dunkin' Donuts community web site.
- Dunkin' Donuts' 500th Korean restaurant opens.
- Dunkin' Donuts launches DDSMART menu, a line of better-for-you products.



Coffee Leadership

Dunkin' Donuts' coffee heritage goes back nearly 60 years – something no other leading restaurant brand can match.

- Dunkin' Donuts coffee is freshly ground, freshly brewed and freshly served. If not used within 18 minutes, Dunkin' Donuts coffee is discarded and a new carafe is freshly brewed.
- Like creating a fine wine, there are countless steps involved in producing coffee, and Dunkin' Donuts coffee experts travel around the globe to ensure consistent quality at each turn.
- Dunkin' Donuts uses 100 percent Arabica coffee beans and has its own coffee specifications, which are recognized by the industry as a superior grade of coffee. Based on Dunkin' Donuts Quality (DDQ) specifications, coffee is milled and processed specifically for the company.
- Iced coffee is becoming just as “hot” as the classic cup at Dunkin' Donuts. Dunkin' Donuts sold more than 226 million servings of iced coffee in 2008, according to NPD Foodworld's CREST data.
- Dunkin' Donuts has worked hard to create an iced coffee recipe that consistently maintains flavor. Each restaurant double brews the coffee before pouring it into cooling units to make sure its iced coffee is always full of flavor and never watered down.
- Dunkin' Donuts' lattes and cappuccinos are authentic - made with only Fair Trade Certified™ coffee beans blended for espresso and fresh milk – and available in regular or decaffeinated, hot or iced. The beans are ground and the milk is steamed for each individual serving.
- Dunkin' Donuts was the first national brand to sell espresso beverages that are made exclusively with Fair Trade Certified coffee. Beans for all Dunkin' Donuts espresso beverages, including cappuccino and latte, are certified through TransFair USA, the only independent certifier of Fair Trade products in the U.S. The Fair Trade model guarantees farmers a price of \$1.31 per pound for coffee, enabling them to make a sustainable living.



Strategic Growth Plan / Vision for the Future

From its deep roots in New England, Dunkin' Donuts has begun a steady and strategic national expansion in both new and existing Dunkin' Donuts markets. In particular, Dunkin' Donuts is targeting markets throughout the South and West, including Austin, Birmingham, Dallas, Houston, Kansas City, Las Vegas, Milwaukee, Nashville, Phoenix, St. Louis and Tampa.

In 2005, Dunkin' Donuts unveiled a bold new restaurant design for all Dunkin' Donuts shops of the future. The contemporary design includes retro elements inspired by the first Dunkin' Donuts restaurant, built in 1950 in Quincy, Massachusetts. The new layout is intended to handle advanced equipment and technology to provide customers with an enhanced in-shop experience. The updated shop design is complemented by a new menu that includes dozens of varieties of donuts, baked goods and world-class coffee and other beverages.

And it's not just America running on Dunkin' – Dunkin' Donuts has a strong presence internationally, with more than 2,400 Dunkin' Donuts locations in 31 countries, including the Philippines, Indonesia, South Korea and Thailand. In 2008, one year after announcing its China expansion strategy and entry into Taiwan, Dunkin' Donuts unveiled plans to open its first shops in Shanghai, with a total of 100 new shops planned over the next 10 years. The 500th Dunkin' Donuts Korean location also opened its doors in 2008.



Culinary Excellence

Dunkin' Donuts is committed to offering high-quality food and beverages. To meet that commitment, we assembled a culinary dream team of acclaimed chefs to create new and innovative menu choices to meet the evolving needs of Dunkin' Donuts' busy, on-the-go customers.

The team of skilled culinarians is led by award-winning chef Stan Frankenthaler, Dunkin' Brands' 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."

The culinary team's mission is to provide its customers with the best tasting, most creative menu items that are served fast, fresh, and at affordable prices. The team's creativity has raised expectations about what is possible in a quick service meal and garnered industry honors, including: the MenuMasters Flame of Innovation Award from *Nation's Restaurant News*, for the "Best Single Product Rollout" of the Sausage Supreme Omelet; and, winner of the "Best Snack Attack" from *QSR Magazine* for our line of freshly baked cookies.

In 2008, the culinary dream team helped Dunkin' Donuts launch its new, all-day Oven-Toasted menu, the most significant change to Dunkin' Donuts' product lineup since the company began offering espresso-based beverages in 2003. Exciting Dunkin' Donuts' Oven-Toasted menu items, available throughout the day, include flatbread sandwiches, personal pizzas and hash browns.



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.

In August 2008, Dunkin' Donuts launched DDSMART, the company's first menu of better-for-you food and beverages. DDSMART-labeled menu items include both new and existing Dunkin' Donuts food and beverages that meet at least one of the following criteria: 25 percent fewer calories; 25 percent less sugar, fat, saturated fat or sodium than comparable fare. A highlight of the DDSMART menu is the new Egg White Flatbread Sandwich.



Corporate Social Responsibility

Commitment to positively impact the communities we serve has always been a hallmark of Dunkin' Donuts. Everyday 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.

In 2008, Dunkin' Donuts made a significant step toward improving our environmental footprint within the communities where we operate, when we opened our first Leadership in Energy and Environmental Design (LEED) certified restaurant in St. Petersburg, Fla. LEED certification is widely recognized as the standard for "green" construction in the United States. The LEED rating system sets forth specific criteria that constitute a "green" building and LEED certification provides third-party verification that the criteria have been met. The St. Petersburg LEED prototype restaurant is part of a greater Corporate Social Responsibility (CSR) commitment that will provide the company with a central frame of reference for organizational decisions, strategic goal setting, and behaviors that respect all of our key stakeholders, including consumers, employees, franchisees, communities, suppliers, government and the environment. The green building principles incorporated into the St. Petersburg restaurant will enhance future Dunkin' Donuts' building models.

Our franchisees are also our partners in the [Dunkin' Brands Community Foundation](#), whose mission is to serve those who serve in our communities, especially in times of crisis. This philanthropic initiative, which was founded in 2006, helps to support 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 that work for them, we believe we can make a difference in the communities where we live and work.



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.



Corporate Headquarters

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