



THE MARKET

In the competitive world of the coffee industry — and any industry for that matter — it's crucial for companies to have a clear understanding of what they do best, and where they can be the best. Dunkin' Donuts has defined its strategic heartbeat as the everyday, easy coffee stop that inspires rituals that revive. In other words, Dunkin' Donuts provides food and drink that's fast, fresh, and affordable — for busy people, leading busy lives.

These days there is an incredible interest across the country in premium coffee. The average customer is now demanding what Dunkin'

Dunkin' Donuts is well positioned for the future. Taken together, Dunkin' Donuts' entrepreneurial business model, its culture, and the strength of its brands and menu offerings promise a strong future of successful growth. Dunkin' Donuts is well known by generations and loved by a growing number of customers around the world.

ACHIEVEMENTS

Dunkin' Donuts is dedicated to providing delicious food and beverages to its customers and goes to great lengths to ensure only the finest ingredients are used in its recipes — including our espresso beverages. To that end, all Dunkin' Donuts espresso beans are Fair Trade Certified.

Dunkin' Donuts was the first national brand to sell espresso beverages made exclusively with Fair Trade Certified coffee. Through Fair Trade, farmers and their families are earning a better income for their hard work, allowing them to hold onto their land, keep their children in school, and invest in the quality of their harvest.

Using the most stringent standards in the coffee industry, Dunkin' Donuts selects only the finest, high-quality beans to make its espresso blend. At the same time, Dunkin' Donuts is working to aid the farmers who grow those beans. Small farmers in lesser-developed countries grow much of the world's coffee. Without direct access to international markets or the business capacity necessary to compete in the global marketplace,

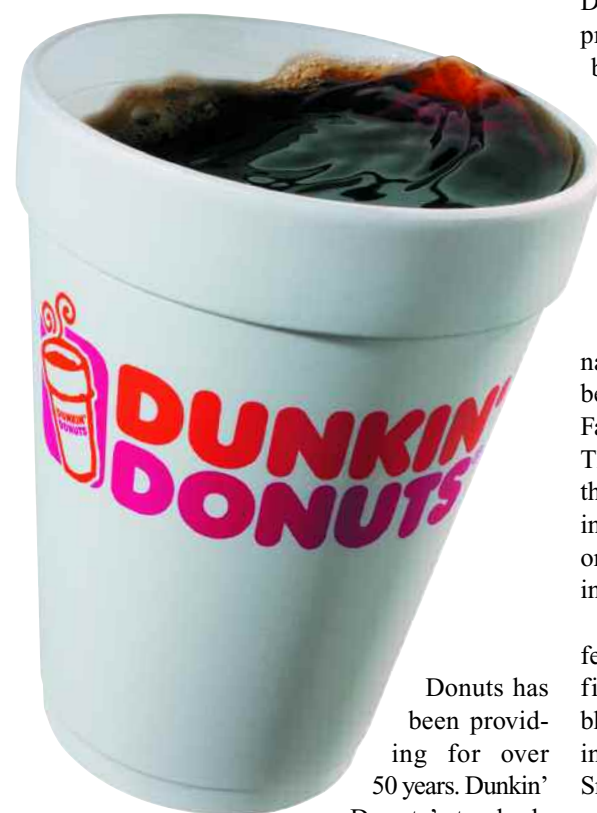
farmers benefiting from the Fair Trade model can receive a fair price for their coffee bean crop.

HISTORY

The history of Dunkin' Donuts circles back more than 55 years when Bill Rosenberg founded the company in 1950 and opened the first store in Quincy, Massachusetts. Back then, Bill had a simple philosophy: "Make and serve the freshest, most delicious coffee and donuts quickly and courteously in modern, well-merchandised stores." That philosophy still holds true today and is the foundation that has enabled Dunkin' Donuts to grow to be the largest coffee and baked goods chain in the world. Dunkin' Donuts offers more than a dozen hot and iced coffee beverages, donuts, bagels, muffins, breakfast sandwiches, and other baked goods. Currently, Dunkin' Donuts has more than 6,700 shops in 29 countries worldwide.

THE PRODUCT

Dunkin' Donuts has been serving high-quality coffee for more than 55 years. Today, Dunkin' Donuts is America's largest retailer of coffee by the cup, serving nearly 1 billion cups of brewed coffee each year.



Donuts has been providing for over 50 years. Dunkin' Donuts' standards

for coffee excellence are among the highest in the United States, which is no easy feat. Producing coffee takes more steps than producing wine, and Dunkin' Donuts' coffee experts travel around the globe to ensure quality at each step.

Recently, Dunkin' Donuts identified a new restaurant category called "Quick Quality." This represents a promise of fresh food fast and a higher evolution of the standard quick-service experience. Dunkin' Donuts wanted to make a more meaningful promise to deliver on the value proposition customers expect, and then some. That means lots of innovative new products, served fresher and faster than ever before.



Using only 100 percent Arabica coffee beans, Dunkin' Donuts offers a milder roast coffee that is milled specifically for the company and is recognized by the industry as a superior grade of coffee.

In addition to serving "the best coffee in America™," Dunkin' Donuts is expanding its menu to include a wider range of grab-and-go snacks that will appeal to customers. This new menu will feature products that move beyond the breakfast hour in an effort to keep time-strapped people fueled and ready to face the challenges of the day — morning, noon, and night. Most recently, Dunkin' Donuts introduced Smoothies to its popular beverage and snack menu. Made from yogurt and real fruit, Dunkin' Donuts Smoothies are available in juicy Wildberry, luscious Mango Passion Fruit, and smooth Strawberry Banana, and are an excellent source of vitamin C and calcium.

RECENT DEVELOPMENTS

To secure and sustain Dunkin' Donuts' leadership position as America's largest retailer of coffee-by-the-cup, the company has begun an aggressive national expansion plan that will ultimately triple Dunkin' Donuts to 15,000 stores throughout the country by 2025. Initial cities targeted for Dunkin' Donuts' national expansion include Atlanta, Baltimore, Charlotte, Chicago, Cincinnati, Cleveland, Jacksonville, Nashville, and Tampa.

In 2005, Dunkin' Donuts unveiled a new prototype restaurant in Pawtucket, Massachusetts. The design, reminiscent of company roots that date back more than 55 years, is coupled with contemporary features to give Dunkin' Donuts a new, modernized appearance. The new restaurant prototype features advanced equipment to meet the demands of today's busy customers seeking fast,



about what is possible in a quick-service meal, whether in the restaurant or on the go.

PROMOTION

Perhaps the most famous of Dunkin' Donuts advertising came in the form of the character "Fred the Baker." Throughout the 1980s "Fred the Baker" was synonymous with Dunkin' Donuts. The advertising campaign — one of the most beloved ad campaigns in recent history — featured Michael Vale as Fred, Dunkin' Donuts' devoted, sleepy-eyed doughnut maker who woke up each morning with the mantra, "Time to make the donuts."

Fred became a character that struck a chord with most Americans; he was a hard-working man dedicated to his job regardless of the time or the weather. Fred the Baker was featured for 15 years until he retired in 1997.

Dunkin' Donuts recently unveiled a new advertising campaign that revolutionizes the brand's position by focusing on how Dunkin' Donuts keeps busy Americans fueled and on the go. The new campaign is a fun and often quirky celebration of life, showing Americans embracing their work, their play, and everything in between — accompanied every step of the way by Dunkin' Donuts. The launch of "America Runs on Dunkin'" marks the most significant repositioning effort in the company's 55-year history. The campaign comes to life through a set of interactive icons that represent the campaign tagline, "America



Runs on Dunkin'." The icons help to drive the concept that Dunkin' Donuts' freshly made coffee and baked goods energize Americans from all walks of life so they can keep the country running on their dedicated hard work and positive outlooks.



BRAND VALUES

Dunkin' Donuts customers are passionate about their Dunkin' Donuts experience, which for millions of customers is an everyday ritual. The company recently conducted a study in which customers were asked to go without Dunkin' Donuts coffee for one week. The results showed that people felt life was harder, that their day lacked order without Dunkin' Donuts coffee, and that competitors couldn't fill the social and emotional need they get from a daily visit to a Dunkin' Donuts store.

THINGS YOU DIDN'T KNOW ABOUT DUNKIN' DONUTS

- Dunkin' Donuts is the number-one retailer of coffee by the cup in America, selling 2.7 million cups a day. Dunkin' Donuts also sells more donuts, coffee, bagels, and muffins than any other quick-service restaurant in America.
- On an average day, Dunkin' Donuts sells more than 30 cups of freshly brewed coffee each second.
- As part of the company's commitment to offering more menu choices without compromising quality, the company has assembled a new culinary team, a lineup of skilled and honored chefs who are using their talent and experience to create new and innovative menu choices for customers. The culinary team's mission is to provide Dunkin' Donuts customers with the best-tasting, most creative menu items that are fast, fresh, and affordable.