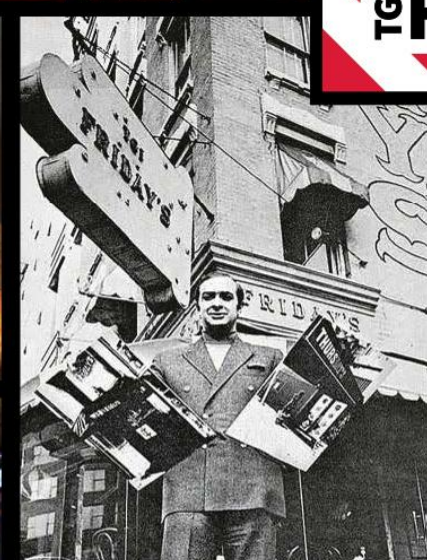




THE BRAND

TGI FRIDAYS 2023





COMPANY OVERVIEW



TGIF OVERVIEW

Most recognized bar
worldwide



KEY STATS

System-wide Sales	~\$1.6B
Restaurant Count	694
U.S./Intl. Count	305/388

U.S. FRANCHISE

Tenured Franchisees with an average of 15 years of Brand Experience

- 147 Locations
- Operating in 24 States
- Current TTM AUV of \$2.9M
- Positive SSS growth for full-year 2022 vs. 2021 and vs. pre-pandemic (2019)

INTERNATIONAL

- Operating in 51 Countries
- 29 New restaurant openings in 2022
- Over \$682 million in sales during 2022

Opportunity for Future Growth with established pipeline of 144 stores

COMPANY-OWNED

- 157 Locations
- Operating in 18 States
- Current TTM AUV of \$3.1M
- Generating Sales of \$486M
- Positive SSS growth for full-year 2022 vs. 2021 and vs. pre-pandemic (2019)

TGIF OVERVIEW (CONTINUED)

CPG LICENSING

- Dominant Player in the Frozen Appetizer Category
- 5%+ CAGR from 2018-2023, delivering a projected \$16.7M in 2023
- New Market Expansion into the UK & Taiwan
- New Product Expansions: Center of Plate Entrees & Beyond Meat
- Additional significant growth opportunities Internationally



VIRTUAL BRANDS

- Strategic Partnership with C3 and its portfolio of relevant virtual QSR brands
- Opportunity to increase AUV by leveraging existing kitchen capacity
- Launched two easy-to-execute Brands in 2021 generating \$40M in sales in 2022



SMALL FORMATS

- Post-pandemic environment provides an ideal opportunity for small-format growth with potential in airports, travel hubs and seasonal locations
- Partnership with Satellite Kitchen & Dark Kitchen providers in progress
- Reduction in both initial investment and operational cost



BRAND STRATEGY: DELIVER THAT FRIDAYS FEELING

Four key strategic pillars



DIFFERENTIATION

Highly Differentiated Experience

- Wow Food and Beverage
- Bar/Beverage Leadership
- Strength In Young, Multi-Cultural Audience
 - Leverage Global Scale of Fridays



REACH

Extend Brand Experience to More People in New Markets

- Virtual Restaurants
- Satellite kitchens
- Expanded Licensing Internationally
 - New International Development



CONNECTION

Deliver Brand Experience Thru Fun and Celebration

- Frictionless off-premise execution
- Individualized Local sales-building
- Unique and personalized service experience

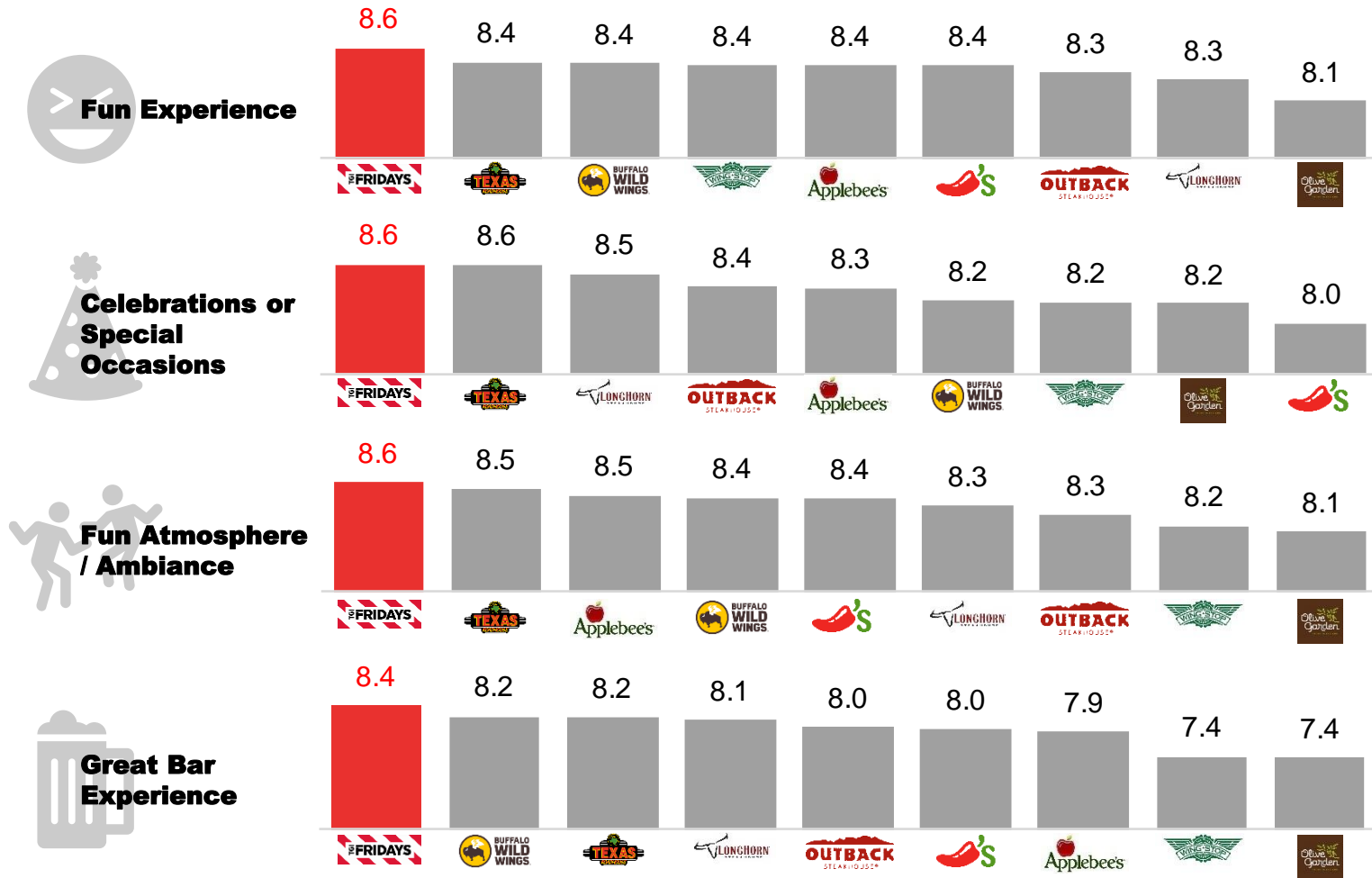


ENGAGEMENT

Activate Strong Engagement

- Staffing and training
- Employer of choice
- Rigorous communication program, creating a sense of a single united global organization

TGI FRIDAYS OWNS SEVERAL CRITICAL STRATEGIC POSITIONS AROUND FUN, CELEBRATION, AND BAR



■ Note: Mean: 1 = Does Not Describe At All; 10 = Describes Completely

OFF-PREMISE / THIRD PARTY DELIVERY

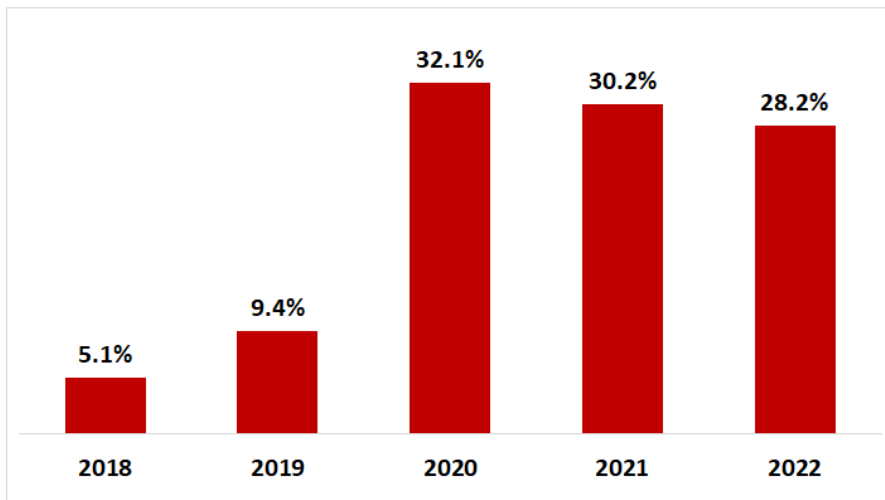
- TGIF has seen off-premise sales increase significantly vs. pre-pandemic, and they are holding
 - Total off-premise sales have grown from 9.4% of total sales in 2019 to 28.2% in 2022
 - Conversion to new online ordering platform with robust engineering resulted in higher AUV, conversion and upsell
 - Continually adding additional features to its delivery/off-premise platform which is expected to add incremental sales
 - Currently partnering with leading delivery service providers (DoorDash, UberEats, Grubhub)
- Delivery Sales have grown from 5.5% of total sales in 2019 to 18.8% in 2022

Uber Eats

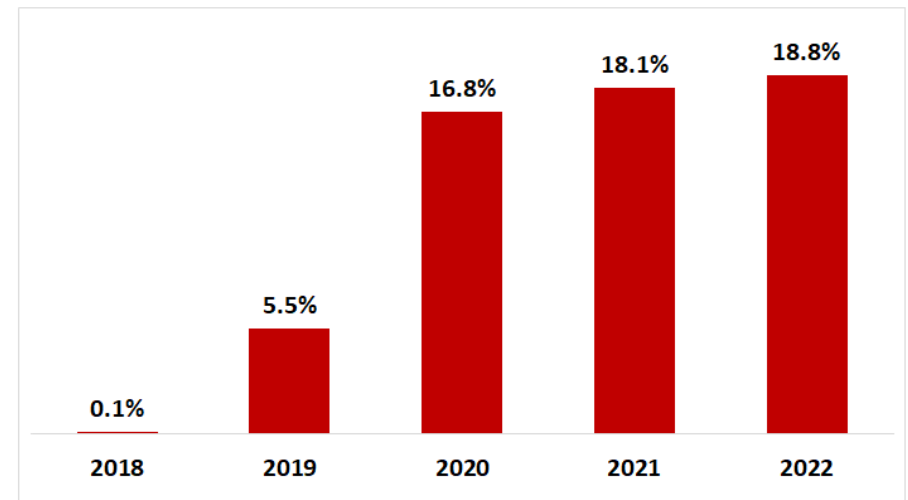


GRUBHUB™

TOTAL OFF PREMISE SALES (% OF TOTAL SALES) - 2018-2022



DELIVERY ONLY (% OF TOTAL SALES) - 2018-2022



EXECUTE EXCELLENCE – TRAINING - ENGAGEMENT

Connection - Executing Excellence - Training - Engagement

	Q1			Q2			Q3			Q4		
	January	February	March	April	May	June	July	August	September	October	November	December
Leadership - Brand Immersion		2/5 - 2/10				TBD				TBD		
Culinary Standards	Master Recipe Standards			Integration								
	Culinary Execution Manual			Intergation								
	CMC			CMC			Culinary Master Class					
Executing Excellence	120 Days to Excellence			QSF Station 1 Broil	QSF Station 2 Fry	QSF Station 3 Saute	QSF Station 4 PN					
				NNBS Update			Integration					
				Medallia Execution Culinary Challenge			Baseline Validation	Monthly improvement challenge				
Personalized Service Standards				14 Opportunities to delight the Guest			Integration					
				Medallia Execution Service Challenge			Baseline Validation	Monthly improvement challenge				
Increase PPA	Food Catalog											
	Quarterly Salesmanship Focus			Quarterly Salesmanship Focus			Quarterly Salesmanship Focus			Quarterly Salesmanship Focus		
Operations Council	Monthly Call - Best Practice Highlight - Metro International Spotlight			Monthly Call - Best Practice Highlight - Metro International Spotlight			Monthly Call - Best Practice Highlight - Metro International Spotlight			Monthly Call - Best Practice Highlight - Metro International Spotlight		

CONNECTION – TRAINING ALWAYS TRAINING

Certification, Validation Measurement;
Leadership Development

The Plan: Global L&D

- NME – Standard
- FOH/BOH - Updated Training Material
- Coach Program Updated
- NRO Coach - Update MVV
- Centers of Excellence - Define/Regional
- RME - Updated
- Recognition & Rewards – Relevance/Metro



UPGRADED DIGITAL AND LOYALTY PROGRAM

- TGIF continues to leverage digital for improved revenue generation, execution and engagement
 - Platform upgrade completed and has the building blocks to maximize topline sales with a competitive advantage
 - Continued optimization within the rewards structure and user experience will grow frequency and profitability
 - Implementing new technology for internal data aggregation and data leveraging to maximize top-line sales from behavioral targeting and segmentation



Digital Technology

- Optimized e-commerce experience
- Improved efficiency of FOH/BOH employees
- Operational execution, particularly off-premise
- Revenue maximization

Rewards Program

- Hyper-targeted customer segmentation
- Cross-channel communication
- Enhanced user experience that nurtures program performance profitably



EXAMPLE OF DIGITAL MATERIAL

CLASSIC
Appetizers

CLASSIC FRIDAYS™ COMBO TABLE-TIZER™ 9999
Big table-sized portions of our classic apps.
Loaded Potato Skins (4)
Mozzarella Sticks (6)
Boneless Wings (18)

CLASSIC FRIDAYS™ COMBO 9999
Shareable platter of our classics. Traditional or Boneless Wings, Loaded Potato Skins, Mozzarella Sticks.
ADD Pan-Seared Pot Stickers 9999
ADD Warm Pretzels 9999

FRIDAYS™ SIGNATURE WHISKEY-GLAZED SAMPLER 9999
Shareable portion of our Crispy Shrimp, Whiskey-Glazed Sesame Chicken Strips & Fridays™ Big Ribs basted with our Signature Whiskey-Glaze.

BUCKET OF BONES 9999
Fridays™ Big Ribs and traditional wings served with seasoned fries. Choose the sauce for both your ribs and wings.

MONDAYS
50¢
each
Wings

EVERY MONDAY 5PM-CLOSE
BONELESS OR TRADITIONAL WINGS
(10 PIECE MINIMUM PER ORDER)

SIN SUNDAYS
SERVICE INDUSTRY NIGHT

EVERY SUNDAY 9PM-CLOSE
AVAILABLE IN THE BAR

- \$5 Shooters**
- \$2 Beer**
- \$3 CHEESEBURGER SLIDER**
- \$3 BUFFALO CHICKEN SLAMMER**

GREAT DEALS.

ALL DAY DRINK DEALS
Every Day, Open to Close
\$4 COCKTAILS • \$2 BEER
\$5 SHOOTERS • \$5 WINE

HAPPY EVERY HOUR
FIND YOUR FRIDAYS

50¢ WINGS
EVERY MONDAY 5PM-CLOSE
BONELESS OR TRADITIONAL WINGS
(10 PIECE MINIMUM PER ORDER)
FIND YOUR FRIDAYS

GIVE FUN. GET FUN.
RECEIVE \$15 eBONUS BITES CARDS for every \$50 you spend on eGift Cards.
Receive \$5 in eBonus Bites Cards for every \$25 you spend on eGift Cards.
ORDER eGIFT CARDS

\$5 BONUS BITES
\$5 BONUS BITES
\$5 BONUS BITES

tgifridays

Discounted drinks for 1 hour
Happy EVERY Hour at TGI FRIDAYS

tgifridays

Me

tgifridays

tgifridays

SOCIAL MEDIA

INVESTMENT HIGHLIGHTS

Strong Core Business

- Increasing sales volume from off-premise channels with sustained 30% mix
- Proven strength of TGIF app & loyalty program
- Elevating our curbside experience
- Streamlined menu producing higher margins

Virtual Brands

- Strategic and economic partnership with C3
- Tap into C3's vast celebrity, influencer, and culinary network
- Opportunity to increase AUV by leveraging existing kitchen capacities

Franchise Growth

- Continued growth of global franchisee network
- Strong Franchisee margin performance
- Revitalized alignment w/ Franchisees due to pandemic response

CPG Licensing

- Industry-leading, high-margin CPG licensing
- Opportunities in International Licensing Growth (Product Lines & Markets)

Small Format Growth Opportunity

- Fridays small footprint with large off-premise mix and lower investment CAPEX

Management Team

- Senior management team has significant experience with TGIF and peer CDR brands
- TGI Fridays senior team has been with the company for an average of 15 years





**TGI FRIDAYS DIDN'T INVENT FUN,
BUT WE'VE PERFECTED IT.**

FOR PEOPLE WHO CRAVE NEW
SHAREABLE EXPERIENCES,
TGI FRIDAYS IS THE MOST
INNOVATIVE **BAR AND GRILL** IN
THE WORLD MAKING **FUN,**
MEMORABLE CELEBRATIONS OUT
OF EVERY DAY OCCASIONS.

FROM OUR KILLER **COCKTAILS**,
TO OUR IRRESISTIBLE **MENU**,
VIBRANT **ATMOSPHERE** AND
AWESOME **TEAM MEMBERS**,
OUR GUESTS CAN COUNT ON AN
UNFORGETTABLE EXPERIENCE THAT
BRINGS THEM BACK FOR MORE –
DAY AND NIGHT.

WHAT IS TGI FRIDAYS?

**AN AMERICAN BAR AND GRILL
WHERE OUR STRATEGY IS TO
DELIVER THAT **FRIDAYS FEELING.**
A SENSE OF **FUN, FREEDOM** AND
CELEBRATION.**



**WHAT'S THE WINNING RECIPE THAT
BROUGHT IN 150 MILLION GUESTS
AND GROWING?**



THE PEOPLE



WHAT KIND OF PEOPLE WORK AT TGI FRIDAYS?

PEOPLE OF ALL STRIPES

Fridays is known as the place for people of all stripes: for recognizing and rewarding excellence and providing opportunities to talented people.

Diversity, Individuality and Self-Expression.



**FRIDAYS SERVICE STYLE LEADERSHIP:
LEADING FROM THE FRONT**



**THE BAR IS CENTER STAGE,
AND OUR TEAM MEMBERS
ARE THE STARS.**



**WHEN YOU MIX AWARD-WINNING
BARTENDERS, A FRIENDLY
ATMOSPHERE, CRAVABLE FOOD,
GREAT MUSIC AND TO DELIVER
THAT **FRIDAYS FEELING**, YOU'VE
GOT THE RECIPE FOR A REALLY
GOOD TIME – **ONE THAT DRIVES
SALES AND PROFITABILITY.****



BACK OF THE HOUSE TEAM MEMBERS MAKE SURE ALL THE INGREDIENTS FOR FUN ARE IN PLACE. FRONT OF HOUSE TEAM MEMBERS DELIGHT IN CRAFTING UNFORGETTABLE GUEST EXPERIENCES.

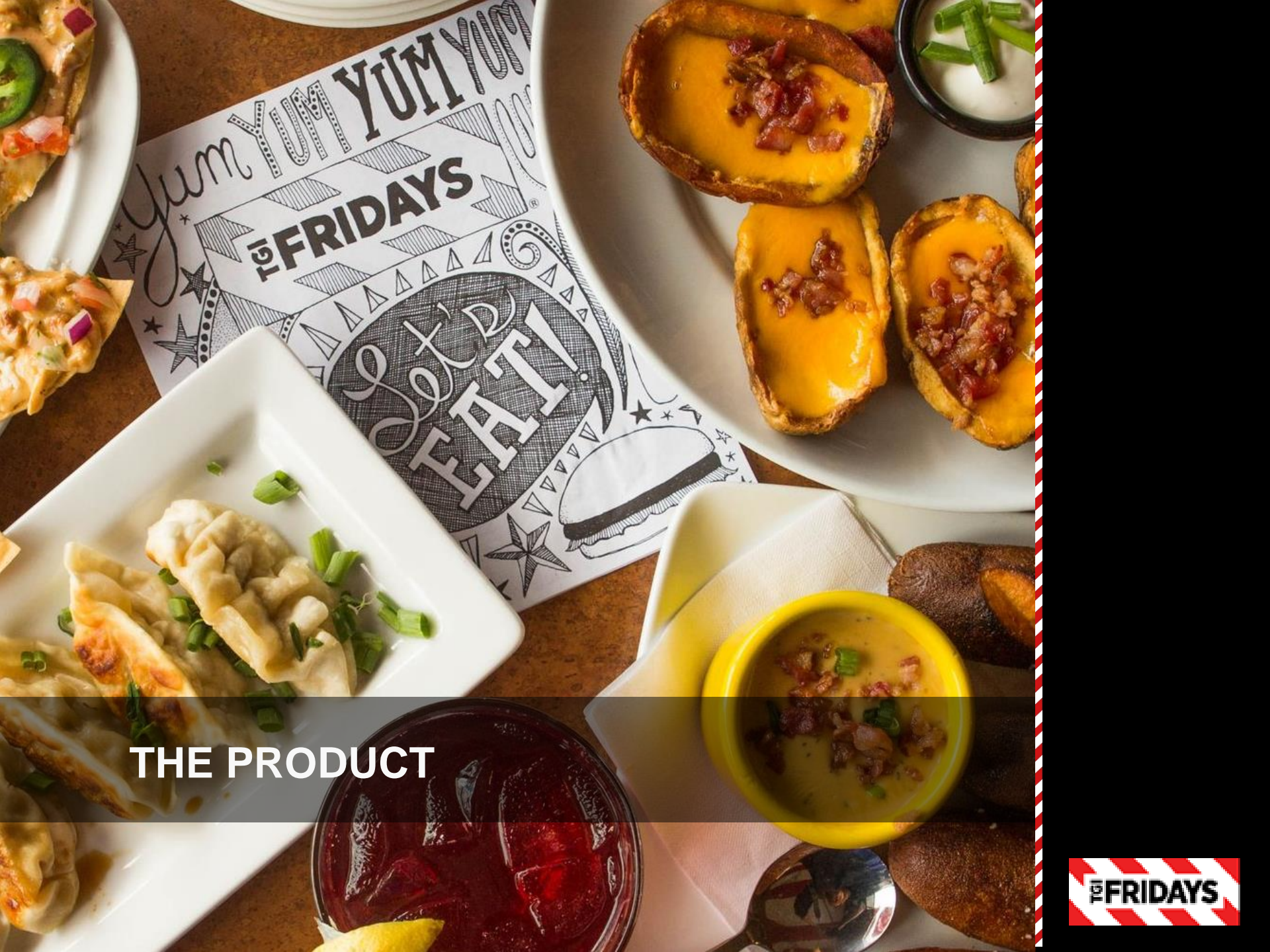
Our BOH Teams work their magic from our open kitchen, where Guests can see their orders come to life.



CELEBRATING EXCELLENCE AND PASSION

Through awards like True Believer, Myrna, Fridays Pin & Patch Recognition Program, and more – we never miss a chance to recognize those who live the brand.





THE PRODUCT





**TURNING CUSTOMERS INTO LOYAL
GUESTS WITH CRAVEABLE,
SHAREABLE FOOD AND DRINKS.**

We only use fresh, high-quality ingredients in our dishes and offer an exciting beverage menu. When paired with an inviting atmosphere and talented, friendly bartenders and waitstaff, **GUESTS TURN INTO LIFELONG TGI FRIDAYS FANS.**

**WE'RE EXPERTS IN AMERICAN
CASUAL DINING – **WORLDWIDE****

With decades of experience in over **50** countries, we know what works.

Our menu standard combines American Classic, Contemporary and local options ensuring that every Guest can order craveable food to match their taste.



APPETIZERS

We are famous for our TGI Fridays Appetizers, with our traditional Fridays Three for all, our “you can’t stop eating” Southwest Potato Twisters and even more delicious and contemporary options.





THE GRILL

One of the most popular categories is The Grill - a crowd-pleaser with our Fridays Signature Whiskey Glaze sauce that is legendary worldwide.



UNFORGETTABLE BURGERS

You will feature our Signature Whiskey-Glazed Burger, with one patty or two, that is our Top Seller Worldwide.





DESSERTS

Our Brownie Obsession and our Cookies and Cream Madness are icons in our Desserts menus, and if you want more, our authentic New York Cheesecake and Extreme Shakes are as well a delicious ending to your experience.

STRATEGIC SOURCING ENSURES THAT GUESTS
CONSISTENTLY ENJOY HIGH QUALITY FOOD
THAT'S ALWAYS FRESH AND DELICIOUS

All franchisees receive training and support
to be in compliance with Global Best
Practices. With TGI approval local
sourcing is also encouraged.



PROMOTION





MENU STRATEGY AND MENU ENGINEERING

2023 Working Calendar												
	Q1			Q2			Q3			Q4		
GLOBAL PROMOTIONS	FRIDAYS FEAST			BURGERS AF			ENDLESS SUMMER VALUE			TBD. BRAND OR VALUE		
	↕	↕	↕	↕	↕	↕	↕	↕	↕	↕	↕	↕
INTERNATIONAL LTO'S	FRESH MEX			GLOBAL BAR CRAWL 2.0			COOK WITH FIRE			TBD		
BEV PROGRAMS	SIPS OF SPRING/SUMMER						SIPS OF FALL/WINTER					
WEBINARS	LOCAL STORE MARKETING: GUIDE AND TRAINING						GROUPS/EVENTS/ETC					
DIGITAL	DIGITAL			SOCIAL			VALUE			LOCAL STORE MARKETING:		
SOCIAL EVENTS	Monthly Social Media Calendar, Best Practices, and Training			Valentines, Superbowl, Carnival, Easter, Mother's Day, Father's Day, Oktoberfest, Halloween, Thanksgiving, Black Friday, Xmas.			Feast for 2, 50 cents wings, 1+2, Dessert Combo, Drink of the Month, Endless Summer			Movie night, DJ night, Wings day, Kids Day, etc.		
VALUE	Sessions with US Social Agency											
OFF-PREMISE												

MARKETING PLAN AND CALENDAR PROVIDE AN OPPORTUNITY TO REINFORCE THE BRAND

MARKETING TOOLS AND SUPPORT

IT'S IN OUR BEST INTEREST FOR YOU TO SUCCEED. TAKE ADVANTAGE OF OUR DEDICATED SUPPORT CENTER TEAM MEMBERS, WHO HELP FRANCHISEES STRATEGICALLY LEVERAGE MARKET INFORMATION SPECIFIC TO YOUR REGION TO IMPROVE PERFORMANCE.

FRIDAYS

PLACE



**IF THESE WALLS COULD TALK,
THEY'D PROBABLY SING INSTEAD**



EVERY FRIDAYS HAS ITS OWN UNIQUE PERSONALITY, DESIGN AND FLAIR

- Flexible floor plans provide many options that take full advantage of your space.
- No matter your location, every Guest has the best seat in the house.



**WE PROVIDE ONE GREAT SEAT
FOR EVERY GUEST
FOR EVERY OCCASION**





Matthew Flower

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