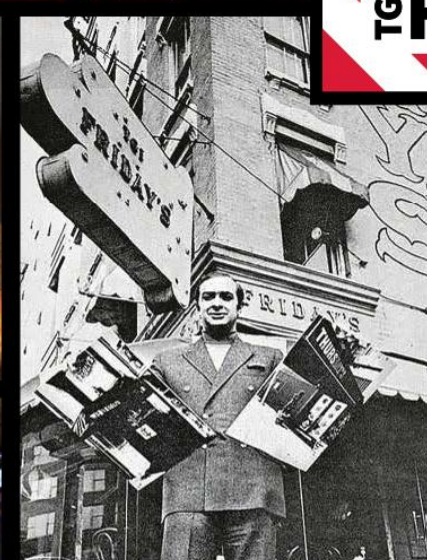




THE BRAND

T G I F R I D A Y S 2 0 2 2





COMPANY OVERVIEW



TGIF OVERVIEW

Most
recognized bar
worldwide



Industry Leading
Post-Pandemic
Same Store Sales
Performance

KEY STATS

System-wide Sales	~\$1.4B
Restaurant Count	690
U.S./Intl. Count	311/379

U.S. FRANCHISE

Tenured Franchisees with an average of 15 years of Brand Experience

- 154 Locations
- Operating in 25 States
- Current TTM AUV of \$2.7M
- Double-digit SSS Growth in back-half of 2021

INTERNATIONAL

- **Operating in 51 Countries**
- **With a Large, Well-Capitalized Franchisee Base**
- **Opportunity to more than double our footprint**

Current Global Footprint
Opportunity for Future Growth

COMPANY-OWNED

- 157 Locations
- Operating in 14 States
- Current TTM AUV of \$3.0M
- Generating Sales of \$471M

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

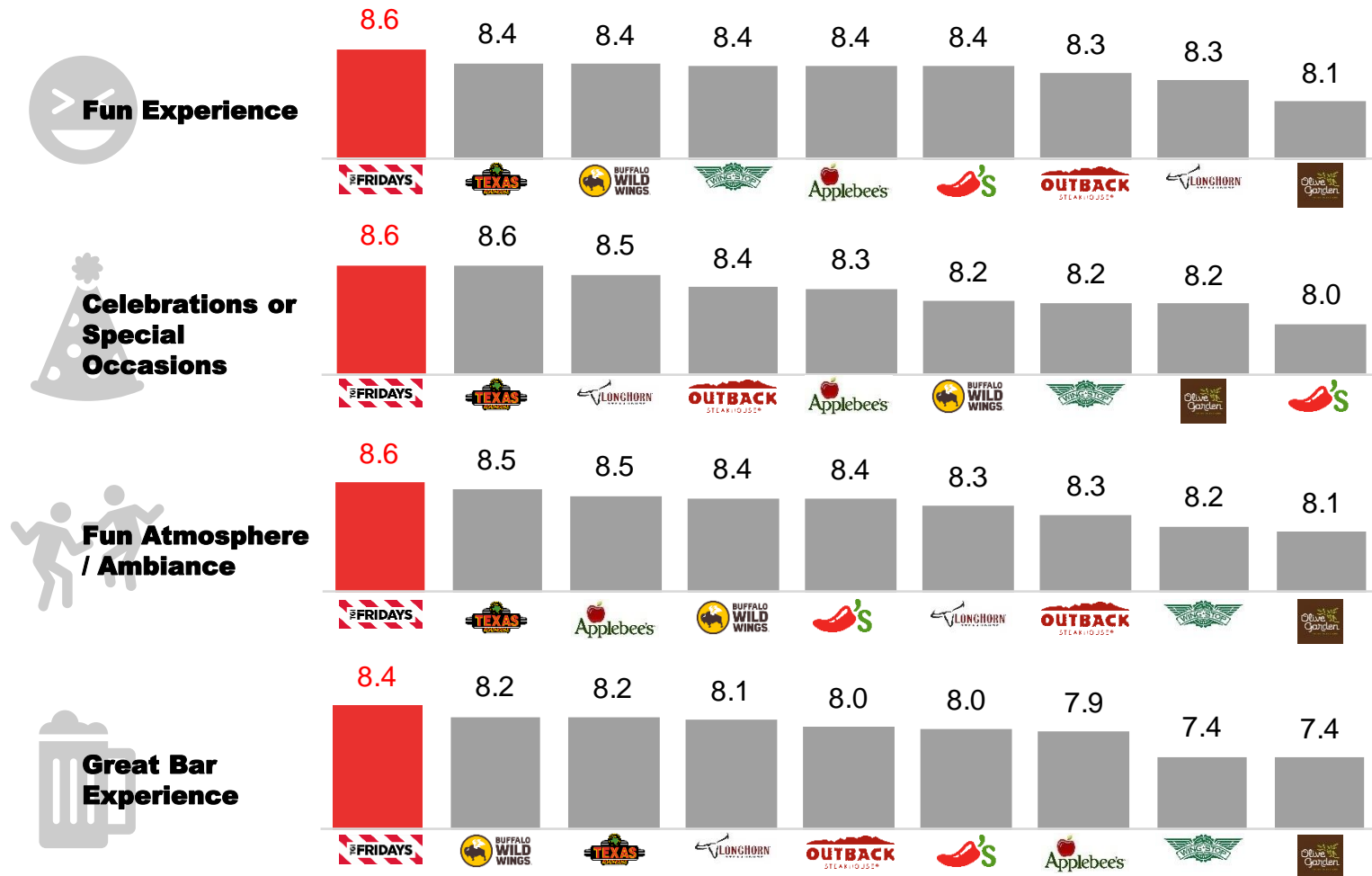


ENGAGEMENT

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

TGIF OVERVIEW (CONTINUED)

CPG LICENSING

- Dominant Player in the Frozen Appetizer Category
- 7%+ CAGR, improving to 12% planned growth
- 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 expected to generate roughly \$40M in sales in 2022



SMALL FORMATS

- Fridays On The Fly: Smaller footprint new concept expected to generate \$2.0M AUV
- Post-pandemic environment provides an ideal opportunity for small-format growth
- Satellite Kitchen partnership with Reef Kitchens with a commitment for 300 units over the next 4-years



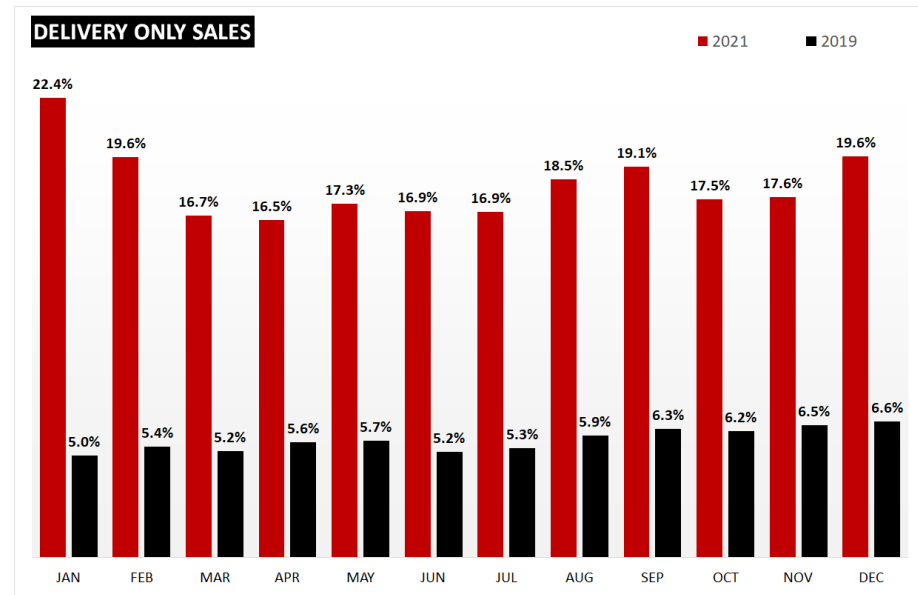
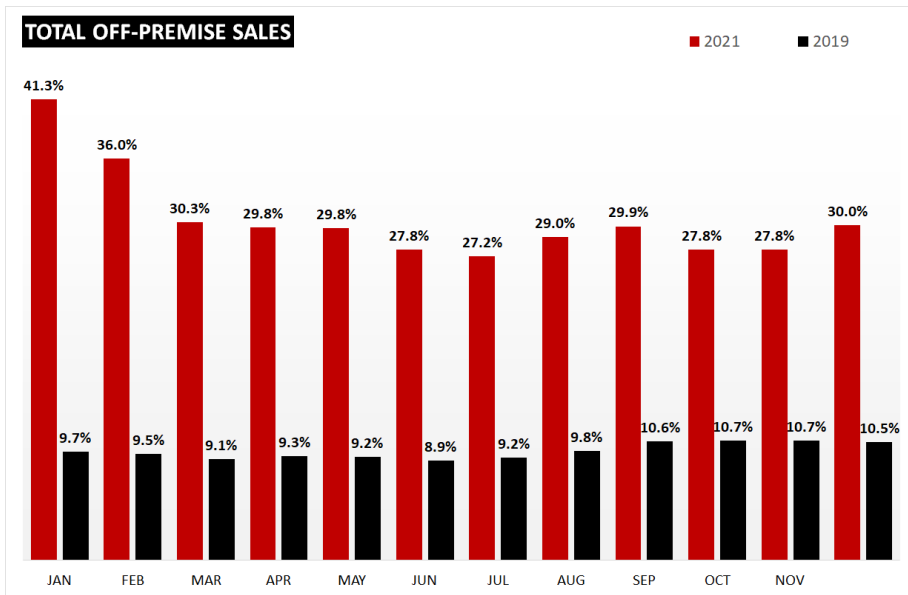
OFF-PREMISE / THIRD PARTY DELIVERY

- TGIF has seen off-premise sales increase significantly vs. 2019 (pre-pandemic), and they are holding
 - Total off-premise sales have grown from 9%-10% of total sales in 2019 to 27%-30% in 2021
 - 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/Postmates, Grubhub)
- Delivery Sales have grown from 5%-6% in 2019 to 17%-20% in 2021

Uber Eats



GRUBHUB™



UPGRADED DIGITAL AND LOYALTY PROGRAM

- TGIF continues to leverage digital for improved revenue generation, execution and engagement
 - Platform upgrade completed November 2020 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



INVESTMENT HIGHLIGHTS

Strong Core Business

- Q3 & Q4 of 2021 delivered double-digit 2-year SSS Comps (vs. 2019)
- 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

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



IN HERE, IT'S ALWAYS FRIDAY.





**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 FRIDAY?

**AND 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'S BROUGHT IN 150 MILLION
GUESTS AND GROWING?**



THE PEOPLE



WHAT KIND OF PEOPLE WORK AT **TGI FRIDAY?**

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.

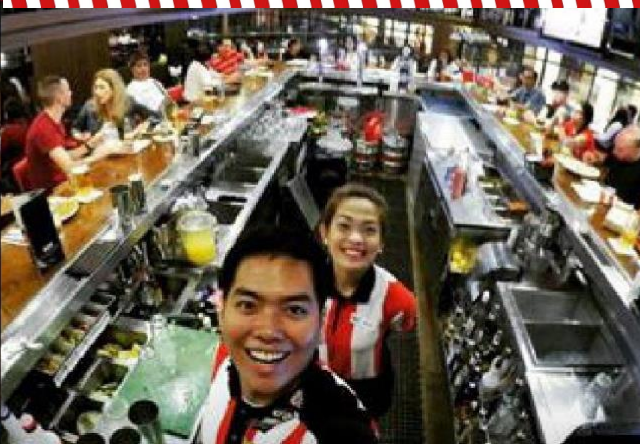
Diversity, Individuality and Self-Expression.



FRIDAYS HOSPITALITY AND SERVICE STYLE LEADERSHIP



**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 category is The Grill that is a crowd-pleaser with our Fridays Signature Whiskey Glaze sauce that is legendary worldwide.



UNFORGETTABLE BURGERS

We feature our Top Selling Signature Whiskey-Glazed Burger, with one patty or two, making it the Ultimate Burger.





DESSERTS

Our Brownie Obsession and our Cookies and Crème 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 end 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.



THE PROMOTIONS





MENU STRATEGY AND MENU ENGINEERING

2022 Working Calendar												
	January	February	March	April	May	June	July	August	September	October	November	December
PROGRAM	GLOBAL PROGRAM 1			GLOBAL PROGRAM 2			GLOBAL PROGRAM 3			GLOBAL PROGRAM 4		
PARTIES AND EVENTS	EVENT 1-2-3			EVENT 4-5-6			EVENT 7-8-9			EVENT 10-11-12		
FOCUS	GLOBAL STRATEGY			GLOBAL STRATEGY			GLOBAL STRATEGY			GLOBAL STRATEGY		
LAYERS	EXTRA ACTIVITY		Back To The Bar (Bar Standards, Tiered Pricing)		Late Night		EXTRA ACTIVITY		EXTRA ACTIVITY			

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

THE PLACE

FRIDAYS

**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**



**I am looking forward to discussing the
International Franchise Opportunities available
for the TGI Fridays Brands.**



Seamus MacTreinfhir

**Vice President International Franchise Sales and
Development, TGI Fridays**

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