

WE'VE GOT
YOUR BACK



“WE BELIEVE EVERY KID DESERVES TO

DREAM BIG

AND PURSUE THEIR DREAMS WITH CONFIDENCE.

IN 2019, WE GRANTED MORE THAN

\$6 MILLION

TO DESERVING ORGANIZATIONS WHO

ALIGN WITH THIS MISSION, DRIVING

SYSTEMIC CHANGE

AT A NATIONAL LEVEL AND

COMMUNITY ENGAGEMENT

AT A LOCAL LEVEL.”

CONTENTS

02
LETTER FROM
THE EXECUTIVE
DIRECTOR

04
NATIONAL
GIVING

07
MAKING A
DIFFERENCE:
OUR LOCAL
GRANTS
PROGRAM

08
2019 GIVING
SNAPSHOT

10
IMPACT
IN ACTION

12
MAKE A
DIFFERENCE
CAMPAIGN

14
SERVING OUR
COMMUNITIES

16
OUR
PARTNERS



LETTER FROM THE EXECUTIVE DIRECTOR

IN 2019 ARBY'S CELEBRATED ITS NINTH CONSECUTIVE YEAR OF SAME STORE SALES GROWTH. An impressive organizational feat achieved one team member at a time delivering on one transaction at a time.

There is, however, another equally impressive feat that the Arby's system has achieved for the past nine years. Since 2011, the Arby's Foundation Make a Difference Campaign fundraiser has grown every year, by an average of 15.4%. In 2019, our system raised more than \$6.2MM, three times what we raised in 2011! It's a staggering achievement.

In 2019 the launch of our local grants program drove significant fundraising growth. We created this program to equip our local restaurant operators with the funds needed to support deserving organizations in their community. In the first year of the program, we gave nearly \$3 million across hundreds of markets.

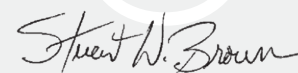
While the local grants program has quickly become integral to our impact strategy, the Foundation's work would not be complete without our national non-profit partnerships with No Kid Hungry, Big Brothers Big Sisters and 3DE by Junior Achievement. Through these relationships we are able to impact systemic change to ensure the next generation has the food, mentorship and educational experiences they need to succeed.

I am incredibly proud of the story we're writing. A story led by impact and driven by grant-giving, volunteerism and the allocation of resources to make a difference in the communities we serve. In fact, I hope this work is something that is celebrated just as much as the nine consecutive years of same store sales growth.

Lastly, I would be remiss to not thank our corporate and philanthropic partners, franchisees, team members, volunteers and individual donors. The Foundation's work would not possible without your engagement and support.

While there is much to be proud of, there is still more opportunity in front of us. I firmly believe the best years for the Arby's Foundation are yet to come, and I am energized by the possibility of what the future holds.

Here's to dreaming bigger in the decade ahead!



STUART BROWN
EXECUTIVE DIRECTOR



"I AM INCREDIBLY PROUD OF THE STORY WE'RE WRITING. A STORY LED BY IMPACT AND DRIVEN BY GRANT-GIVING, VOLUNTEERISM AND THE ALLOCATION OF RESOURCES TO MAKE A DIFFERENCE IN THE COMMUNITIES WE SERVE."



Tackling childhood hunger is ground zero in helping a child pursue their dreams. In 2019, the Arby's Foundation granted \$1 million to No Kid Hungry, which provided nearly 3 million meals to kids in need.



IN 2019,
\$1 MILLION
PROVIDED
NEARLY 3 MILLION
MEALS



Big Brothers Big Sisters of America empowers youth to pursue their best future through positive, one-to-one mentoring relationships. In 2019, the Arby's Foundation granted \$250,000 to Big Brothers Big Sisters of America, which funded nearly 400 Big/Little matches.



IN 2019,
\$250,000
FUNDED
NEARLY 400
BIG/LITTLE
MATCHES

NATIONAL GIVING JUNIOR ACHIEVEMENT



To better prepare today's students for life after high school and the demands of the job market, we must re-engineer their education to be more relevant. In 2019, the Arby's Foundation granted 3DE by Junior Achievement \$500,000, propelling the growth of this innovative "school within a school" concept and providing real-world case-study experienced to more than 2,000 high school freshman.



\$500,000
**SUPPORTED REAL-WORLD
EDUCATION**
FOR
2,000+
HIGH SCHOOL FRESHMEN

MAKING A DIFFERENCE OUR LOCAL GRANTS PROGRAM

In 2019, the Arby's Foundation launched a local grants program, positioning our restaurant teams, franchisees and operators as the heroes in their communities.

NEARLY
\$3 MILLION IN GRANTS
TO MORE THAN
250 ORGANIZATIONS
IN
190 COMMUNITIES
ACROSS
40 STATES



2019 GIVING
SNAPSHOT

In 2019, we were proud to support the following organizations:

CHILDHOOD
HUNGER:
FUELING DREAMS

Amazing Grace Mission of Sumner County, Inc.
At The Core
Atlanta Community Food Bank
Baylor University
(Collaborative on Hunger and Poverty)
Blessings in a Backpack, Inc.
Boomerang Backpacks, Inc.
Boys & Girls Clubs
Central California
Maury County
Middle Tennessee
Southern Maryland
The Tennessee Valley
Brookings Backpack Project
Caring Community
Catholic Charities SWO
Catholic Community Services of Utah
Central Illinois Foodbank
Coalition For Kids, Inc.
Community Action Region VI
Community Food Bank, Inc
Community Harvest Food Bank of Northeast Indiana, Inc.
Community Kitchen of Monroe County, Inc.
Community Ministries Inc.
(Paducah Community Kitchen)
Connect Church of Alabama
County of Lincoln School District No. 1
dba North Platte Public Schools
Downtown Jimmie Hale Mission Inc
Eastern Illinois Foodbank
Feed My Sheep of Daviess County, Inc.
Feeding America Tampa Bay, Inc.
Feeding Medina County
Feeding South Dakota
Feeding South Florida, Inc.
Fellowship Christian Church
First Free Will Baptist Church (JCity Church)
Flathead Food Bank
Food Bank
Northwest Indiana, Inc.
Siouxland, Inc.
Food Bank of the Rockies (Wy)
Food Well Alliance, Inc.
FoodFinder
Fowler Bonan Foundation
Gallatin Shalom Zone
Georgia Center for Nonprofits

Georgia Food Bank Association
Gleaners Community Food Bank of Southeastern Michigan
God's Pantry Food Bank, Inc.
Good Samaritan Ministries
Great Falls Community Food Bank
Great Plains Food Bank
Greater Chicago Food Depository
Gum Drops, NFP
Habitat For Humanity of Pitt County, Inc.
Haven House, Inc.
Heartland Hands, Inc.
Helena Food Share
Hospitality Education Foundation of Georgia
Hunger Task Force, Inc.
I Am a Father 5K
Inter-Faith Food Shuttle
Junior League of Bristol, TN-VA, Inc.
Kenai Peninsula Food Bank
Kids' Food Basket
Kids Kupboard
Lowcountry Food Bank
Mortgage Miracles for Kids
dba Miracles for Kids Inc
Muskego Food Pantry
MUST Ministries, Inc
Northern Illinois Food Bank
Northwood Children's Home Society, Inc.
dba Northwood Children's Services
Oseola McCarty Youth Development Center
PACK People of Action Caring for Kids
Presbyterian Home for Children
dba Amarillo Children's Home
Regional Council for Christian Ministry
dba Community Food Basket – Idaho Falls
San Antonio Food Bank
Central Florida, Inc.
Northeast Tennessee
Second Harvest Inland Northwest
Share Our Strength
Sharing and Caring Hands
Smyrna-La Vergne Food Bank
dba Nourish Food Bank
Souris Valley United Way
Southwest Indiana Power House Inc
St. Mary's Food Bank Alliance
Tan's Treats, Inc.
The Community Foundation of Dunn County
The Joshua Project
The ROLL Foundation
The Salvation Army
U.S. Fund for UNICEF
United Way
the Chattahoochee Valley, Inc
Western Nebraska

Utah Food Bank
Weekend Snackpack Inc
Weekend Survival Kits, Inc.
Yankton Food For Thought
Youth Improved Incorporated
(dba GENYOUTH Foundation)

CAREER
READINESS:
PURSUING DREAMS

Africentric Personal Development Shop, Inc.
Alabama Baptist Children's Homes & Family Ministries
American Foundation for Suicide Prevention
Appling County Choral Boosters
BestPrep
Big Brothers Big Sisters
Jasper & Newton Counties
Lincoln
Miami Valley
America
Central Iowa, Inc
Central Missouri
Central Ohio, Inc.
Central Virginia, Inc.
Colorado
Grand Island (Central Nebraska)
Greater Fredericksburg (formerly Rappahannock)
Greater Los Angeles, Inc
Harrisonburg-Rockingham County, Inc.
Metro Atlanta
Metropolitan Detroit
Mississippi
Northwest Florida
Northwestern Ohio
Oklahoma
Salina
San Diego County, Inc.
Siouxland
South Alabama, Inc.
SW Idaho
The Big Bend
The Fox Valley
The Lehigh Valley
Utah
Boys & Girls Club
Evansville, Inc.
Rochester
Boys & Girls Club
The Mountain Empire

Boys & Girls Clubs of America
Middle Tennessee
The Tennessee Valley
Western Nevada
Coffee County Region
Burlington Community School District
Children's Home Association of Illinois
Children's Mentoring Connection of Hancock County
Cleveland Browns Foundation
Common Ground Montgomery Inc.
Common Ground – The Cindy Nord Center for Renewal
Communities In Schools
Cool Kids Committee, Inc.
CrossBridge, Inc.
Darrell Caldwell
dba Why We Can't Inc
Douglass Community Services
Erin's Hope for Friends
Extended Hands Reasonable Service Incorporated
Focus On Your Future
Friends of the Children — Portland
Generous Life Foundation
dba Memphis Dream Center
Girl Scouts Spirit of Nebraska
Girls Incorporated of Bristol
Golden Opp For You, Inc.
Goldsboro Elementary Magnet School (Seminole County Schools)
Greater New Orleans Youth Orchestra
Habitat for Humanity
Detroit
Forsyth County, Inc
Helping Our Young People Connect With God
dba H.O.P.E.
Hillgrove NJROTC CPO
Hospitality Education Foundation of Georgia
Hses Destination Imagination Boosters
Indiana Future Farmers of America Foundation
Jacksonville Public Schools Foundation (JHS DECA)
Junior Achievement
Central Ohio
Southeastern Michigan
Southern California
Kansas Big Brothers Big Sisters
Kids' Food Basket
Kingdom First
Lincoln Village Preservation Corporation
dba Lincoln Village Ministry
Make-A-Wish Foundation of Middle Tennessee
Mid-America Council Boy Scout Trust, Inc
Midnight Golf Program
Mountain Child Advocacy Center

Muscular Dystrophy Association (MDA of Greater VA)
North Carolina Outward Bound School
Oseola McCarty Youth Development Center
Pace Center for Girls, Inc.
Presbyterian Home for Children
dba Amarillo Children's Home
Project Gift Inc
Real Life Children's Ranch, Inc.
Rescue Ministries of Mid-Michigan
Simon Kenton Council, Boy Scouts of America
Special Olympics Virginia
The Posse Foundation
The Salvation Army
The Salvation Army (Ray and Joan Kroc Corps Community Center)
The Stewart Foundation
Treasure Coast Youth Football and Cheerleading Association, Inc
United Heroes League
VOX Teen Communications
Warm a Heart, Give a Bed
Western Wellness Foundation Inc.
dba Best Friends Mentoring Program
YMCA
Central Ohio (Van Buren Center)
Rock River Valley
Youth Improved Incorporated
(dba GENYOUth Foundation)

YOUTH
LEADERSHIP:
EXPANDING DREAMS

Appling County Choral Boosters
BestPrep
Big Brothers Big Sisters
Lincoln
Miami Valley
Central Ohio, Inc.
Dane County
Grand Island (Central Nebraska)
World Leadership Foundation
Kentuckiana
South Alabama, Inc.
SW Idaho
Ventura County, Inc
Big Buddy Program
Boys & Girls Club
Bowling Green War Memorial Unit
Washington County
Middle Tennessee

Western Nevada
Coffee County Region
Cheerful Home
Cleveland Browns Foundation
Community Partners for Youth, Inc.,
Big Brothers Big Sisters of Greater Rochester
Cool Kids Committee, Inc.
Cunningham Children's Home
Douglass Community Services
Genesee County Habitat for Humanity
Girls Incorporated of Bristol
Goldsboro Elementary Magnet School (Seminole County Schools)
Granite Education Foundation
Greater New Orleans Youth Orchestra
Hope School Foundation
Hospitality Education Foundation of Georgia
Hses Destination Imagination Boosters
Indiana Future Farmers of America Foundation
Jacksonville Public Schools Foundation (JHS DECA)
Junior Achievement
Central Iowa, Inc
Central Ohio
East Central Florida, Space Coast
Kansas, Inc.
Kentuckiana, Inc.
North Florida
Northern Indiana, Inc.
Northwestern Ohio
Oklahoma
South Central Pennsylvania
Southern California
Southern Colorado
The Bluegrass, Inc.
The Eastern Shore
Madonna School and Community-Based Services
Midnight Golf Program
Mountain Child Advocacy Center
Pace Center for Girls, Inc.
Progressive Directions, Inc.
The Children's Home of Lubbock
The Posse Foundation
United Way of Asheville and Buncombe County
VOX Teen Communications
World Leadership Foundation (DBA TeachUNITED)
Youth Improved Incorporated
(dba GENYOUth Foundation)

IMPACT IN ACTION



“THE GRANT FROM THE ARBY’S FOUNDATION WILL MAKE IT POSSIBLE FOR BIG BROTHERS BIG SISTERS OF THE CAPITAL REGION TO PROVIDE THE CASE MANAGEMENT SUPPORT THAT MAKES OUR MENTORING PROGRAMS SO SUCCESSFUL. THE KIDS WE SERVE FACE SO MANY BARRIERS TO REACHING THEIR FULL POTENTIAL—POVERTY, VIOLENCE, GRIEF, ABUSE—BARRIERS THAT CAN LEAD TO LIFELONG TRAUMA.”

JOHNNA PALM

GRANT WRITER / BIG BROTHERS, BIG SISTERS OF THE CAPITAL REGION

“THE ARBY’S FOUNDATION GRANT HAS MADE A MASSIVE IMPACT ON OUR ORGANIZATION... ALLOWING US TO DELIVER A MUCH BIGGER MISSION TO THOUSANDS OF ADDITIONAL MILITARY KIDS.”

SHANE HUDELLA

PRESIDENT & FOUNDER / UNITED HEROES LEAGUE



MAKE A DIFFERENCE CAMPAIGN

Twice a year, Arby's restaurants across the country participate in the Make A Difference Campaign to raise funds for the Arby's Foundation. The dollars raised during this campaign support the Foundation's mission and fund critical work locally and nationally.

RAISED MORE THAN
\$6.1 MILLION
AND
OVER 2,600
RESTAURANTS PARTICIPATED



“THE MAKE A DIFFERENCE CAMPAIGN IS THE EASIEST, QUICKEST WAY TO MAKE THE MOST IMPACT ACROSS OUR ENTIRE FIVE-STATE FOOTPRINT. THE NONPROFITS WE SUPPORT THROUGH THE ARBY’S FOUNDATION AND THE WORK THEY DO IS JUST STUNNING – AND IT’S IMPORTANT.”

ASHLEY SWABY

DIRECTOR OF MARKETING, HEARTLAND BEEF INC. / ARBY'S FRANCHISEE





SERVING OUR COMMUNITIES

In 2019, local restaurant teams and support center staff participated in hundreds of service projects, making immense contributions to their communities in support of youth-serving organizations.



“GIVING BACK IS VERY IMPORTANT TO ME AND MY TEAM. THE ORGANIZATIONS WE ARE ABLE TO HELP DO NOT RECEIVE MUCH FUNDING, SO THROUGH OUR FUNDRAISING EFFORTS, WE CAN MAKE A HUGE IMPACT.”

MELISSA HOWARD

SENIOR DIRECTOR OF OPERATIONS / ARBY'S



THANK YOU!

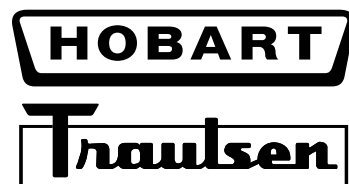
Funding from our supplier and vendor partners supports the operations, programs and grants essential for the Arby's Foundation to help kids pursue their dreams with confidence. We are incredibly thankful to the following companies for their support in 2019:

NATIONAL



a Marketing Services Production Company

REGIONAL



Good food. Responsibly.®

COMMUNITY

CARGILL
CISCO
CORNELIUS
CTI FOODS
GLOBE
GOLDEN STATE FOODS
GRECIAN DELIGHT
KRAFT HEINZ
KRONOS
MULLINS FOOD PRODUCTS
NESTLE WATERS
NEWLY WEDS FOODS
PRESIDIO
S&D COFFEE
SHAMROCK FARMS
THE ICEBOX

LOCAL

AMOROSO'S BAKING CO.
COMCAST BUSINESS
CSE
HENNY PENNY
HIGH LINER FOODS
HIGHLAND BAKING CO
LAMB WESTON
LOOMIS
MCCAIN
MCLANE
PACTIV
SADLER'S SMOKEHOUSE
SANDERSON FARMS
SCHREIBER FOODS
THE HOWARD CO.
TURANO BAKING CO.
TYSON
WASSERSTROM
WORLDPAY
XENIAL

**“FOR MORE THAN 30 YEARS, THE ARBY’S
FOUNDATION HAS WORKED TO ENSURE KIDS
CAN PURSUE THEIR DREAMS WITH
CONFIDENCE. I AM PROUD TO LEAD A BRAND
WHOSE VALUES ARE NOT JUST WORDS ON A
PAGE, BUT RATHER A FORCE OF CHANGE,
MAKING A DIFFERENCE IN THE COMMUNITIES
IN WHICH WE LIVE AND SERVE EVERY DAY.”**

JIM TAYLOR / ARBY’S PRESIDENT