



Top 10 Takeaways

Nigel Travis, Chairman & CEO

Top 10 Takeaways

We Have the Right Team

Experienced, passionate, and forward-thinking

We Have the Right Plan

Blueprint for DD U.S. growth

We are Fully Aligned

Our franchisees are true partners in the brand's success

We are Simplifying

Not just our menu, but operations

We are Evolving

*Proud of our heritage,
ensuring our relevance for the future*

We are Modernizing

Restaurant design, digital leadership, eliminating artificial dyes & replacing foam cup

We are Innovating

New products, new channels, new approaches to conveying our value proposition

We are Investing

To support our beverage-led, on-the-go strategy

We are Excited by NextGen Store

First QSR with on-the-go ordering drive-thru lane

We are Friendly (with our Shareholders)

Committed to return of capital and building value