
Welcome to DRM

DRM Philosophy

Welcome!

Welcome to DRM! We are delighted to have you as a member of our organization. You have been carefully selected to be a member of a special team -- The DR*ea*M Team! We are a friendly group of people working together, side by side, to achieve success for the Company and for ourselves. Whether this is your first job or your twenty-first, we hope you will share in our excitement and pride.

Your skill, knowledge, commitment and performance are significant factors in the Company's success as well as your own. We will hold you to high standards because it is right and our Customers expect much from our efforts. We are confident that upon successfully fulfilling your role, you will soon realize that you have the ability to perform and succeed at anything you can envision and strive toward. Arby's has always had employees who are dedicated to making top quality products and providing the best customer service in the business. That's the only way we do business.

Excellent People make an organization excellent - DO YOUR PART!

We want you to recognize the opportunities that are available to you. It's up to you to take advantage of these opportunities, by demonstrating high standards of performance, having a positive mental attitude and a "COMMITMENT TO EXCELLENCE."

This employee handbook will introduce you to DRM, our philosophy, purpose, goals, and policies. It will help you adjust to your new responsibilities as a new TEAM MEMBER. It will tell you what we expect from you as a member of the DR*ea*M team. Please read it carefully. You may have questions about your job and our business. Do not hesitate to ask questions about anything you do not understand.

We have every confidence in your ability to do an outstanding job and it is our sincere desire that you find real satisfaction and fulfillment as a member of our team.

Sincerely,

Matthew S. Johnson
President & CEO
DRM, Inc.

Marc D. Johnson
President & COO
DRM, Inc.



DRM, INC.

OUR PURPOSE

To provide exceptional service to each and every Customer, allowing us to be a profitable and growing company, continually able to be great providers. To enhance the opportunities of all Team Members, Business Associates and our communities through outstanding guidance and inspirational leadership.

OUR MISSION STATEMENT

To earn the respect of our Customers by consistently surpassing their expectations of service speed, product quality, cleanliness, organization and overall image. To manage all aspects of the business – from outstanding Customer Service, motivation and development, to growing our sales and profit – with excellence in LEADERSHIP, DIRECTION and WISE DECISIONS.



ARBY'S CORE VALUES



DREAM BIG

Dream Big

We believe in the unlimited potential that lies within all people and are committed to providing opportunities for people to achieve their dreams.



WORK HARD

Work Hard

We believe that hard work and front-end effort are prerequisites for success.



GET IT DONE

Get It Done

We believe that achieving positive results is the key to continued success for everyone.



PLAY FAIR

Play Fair

We believe that winning teams play by the Golden Rule. We treat our customers, business partners and teams as they want to be treated—with respect.



HAVE FUN

Have Fun

We believe that life is meant to be enjoyed. Success comes more quickly by having fun while working toward our objectives.



MAKE
A DIFFERENCE

Make A Difference

We believe that as a company and as individuals we have the responsibility to improve the quality of life for our employees and communities.



DRM, INC.

WE ARE THE DRM TEAM!

THE DRM COMMITMENT TO YOU

We are committed to provide you with a stable, safe and enjoyable work environment in order that you may realize your greatest potential in learning and personal growth. We will remain dedicated toward providing you with the same level of respect that we will expect of you.

RULE #1

In all cases, please provide your best judgment, stay faithful to what is morally right, and put forth an effort that earns respect and dignity from everyone involved.

OUR PERSONALITY REQUIREMENTS

Great Moral Convictions, Honesty, Trustworthy, Enthusiastic, Motivated, Respectful, Professional, Reliable, Responsible, Team Player, Unselfish, Helpful to Others, Caring, Visionary, "No Limits" Thinking, Desire to Perform at True Potential, Desire to Grow!

Thank you for upholding our fine reputation!



The DRM VISION/ACTION

What are the DRM VISION and the DRM ACTION? They represent a commitment to the accomplishment of our Purpose as they are the philosophy and physical activities of our business that allow us to reach our Purpose. Our Vision, then, is simply five basic areas of focus listed below (not in any specific order of importance).

- 1) Create Arby's Fanatics**
- 2) Grow Sales**
- 3) Be the Employer of Choice**
- 4) Do Arby's Right**
- 5) Efficiently Manage Profits**

KNOW, PROMOTE, AND SEE THE VISION.

After establishing this VISION, DRM still desired to answer the question, “*How do we accomplish our VISION?*” The DRM ACTION is the answer. DRM believes the accomplishment of everything in business -- from our purpose in business (Exceptional Customer Service) to efficiently managed profits, to the accomplishment of being the employer of choice -- requires “Inspirational Leadership”. Inspirational Leadership is the ACTION to accomplish the VISION. Being inspirational is what defines great leadership. Without inspiration, you are not leading. The ACTION chart further defines philosophical messages toward being inspirational.

KNOW, PROMOTE, AND TAKE ACTION.

The VISION and the ACTION are the responsibility of the entire DRM team. The leadership of DRM will be the driving force that determines our success.

**A GREAT FOCUSED VISION,
WITH INSPIRATIONAL LEADERSHIP, CONQUERS ALL!
BE AN INSPIRATIONAL LEADER!**

DRM, INC.

I) ACHIEVE “A” LEVEL OPERATIONS

- A) Follow the Arby’s Systems
- B) QF3! Quality Food Fast & Friendly!
 1. Earn Customer Respect, Loyalty and Trust
 2. Provide Urgency, Hustle, Smiling Attitudes and Order Accuracy

II) CONSTANT REPEATABLE COMPARABLE UNIT SALES GROWTH

- A) Superior Execution of Operations – QF3!
- B) Increase Customer Visitation Frequency Through Superior Service from “A” Players
- C) Implementation of Superior Marketing Strategies
- D) Develop New Stores/Maintain Existing Stores/Remodel

III) EFFICIENTLY MANAGE PROFITS – Sustained Profit Growth

- A) Labor Costs – Adhere to Back Office Scheduling Procedures
- B) Cost of Goods – Adhere to Back Office Procedures for Managing Inventory Variances
- C) Use “Over 100 Ways to Improve Profits” as a guide

IV) EMPLOYER OF CHOICE

- A) Training
 1. DReaM Team Development – Effective use of training systems TMTP, SMTP, MTP, AMTP, GMTP, STP, DOTP & “Development from Within”
 2. Participation in ARG and DRM training seminars
- B) Competitive Wages/Benefits
- C) Professional Image by All Personnel
 1. Recruitment of “A” Player Associates
 2. Provide Great Leadership; Teaching, Leading, Coaching, Inspiring (TLCI)
 3. Show Appreciation/Recognition/Respect – USE “100 Ways to Praise Others”
- D) Top Tier Communication/Information Technology System

V) DEMONSTRATE BY EXAMPLE ARBY’S CORE VALUES

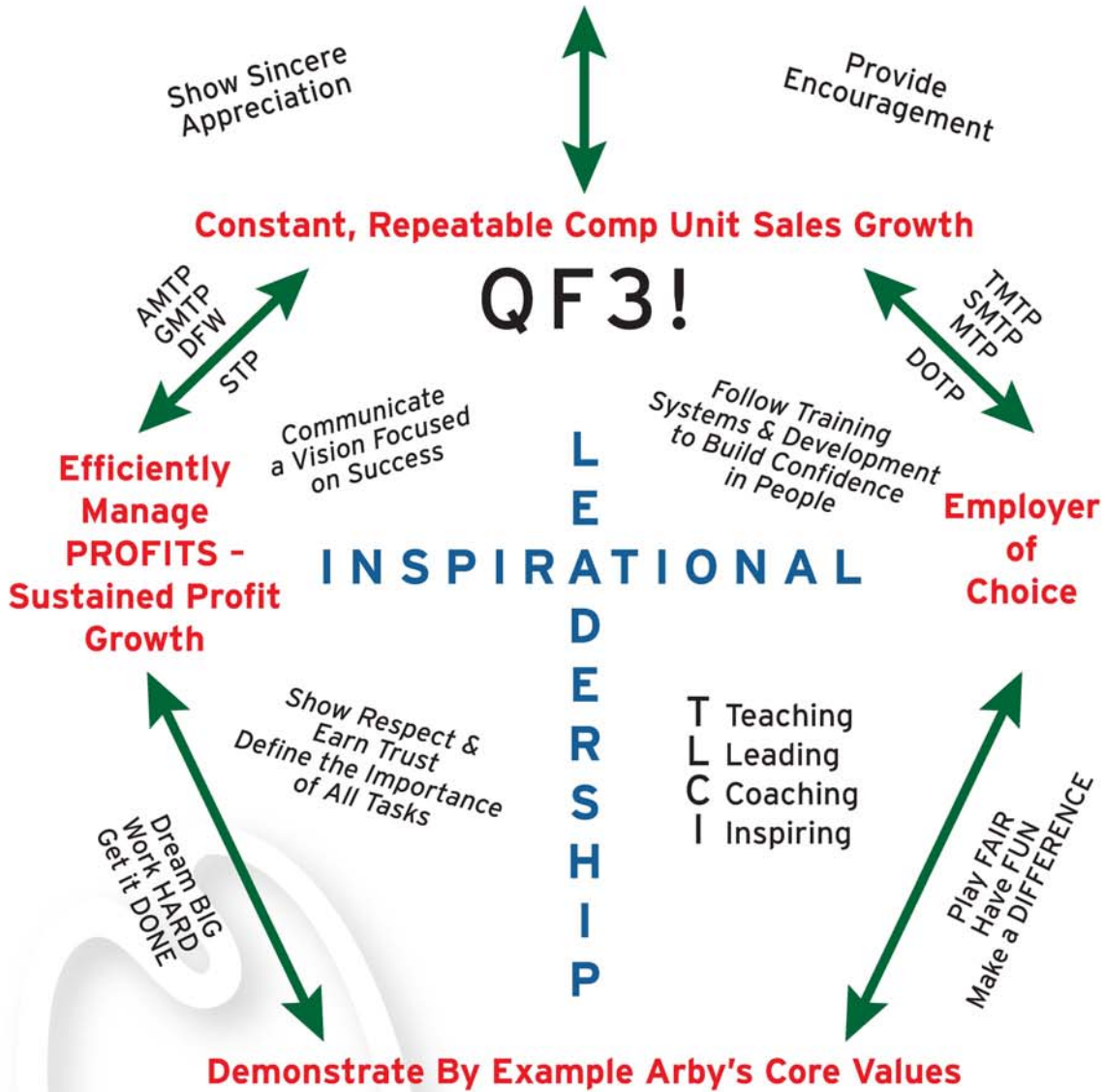
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|--------------|--------------|----------------------|
| 1) Dream BIG | 2) Work HARD | 3) Get it DONE |
| 4) Play FAIR | 5) Have FUN | 6) Make a DIFFERENCE |



DRM ACTION

FOLLOW THE 12 SYSTEMS

Achieve "A" Level Operations



Thank you for choosing DRM!

Your Importance:

We sell a product to a consumer just like every business no matter how small or large. Every day in the U.S., hundreds of millions of consumer purchases are dependent upon the Food Service industry to fulfill their needs, and you, as a representative of the entire food service industry, determine whether the interaction was a success! People eat; it's a necessity to survive. However, our Customers come to us by choice, not force. It is our desire to be recognized as the *preferred dining choice* by all patrons. In order to accomplish this, our service must be so outstanding to them that they talk about it and proclaim us as the best. It is the desire of DRM to *Earn the Customer's RESPECT*. Remember, you are being evaluated on *every* interaction you have with a Customer. When your customers respect you and your efforts, they respect Arby's, your team, and DRM. You are an integral part of an entire team that works together to be recognized as excellent by our customers. We want to earn their respect!

Your Potential:

Your potential for growth is only limited by **you, your vision, and your desire to produce successful results**. Consider these LEADERS within our industry.

Dean Johnson, founder and president of DRM, Inc. began his career with Arby's in 1968. He left a teaching position to work with a partner in a hardware store. After the hardware store met hard times, he and his partner looked into the very young restaurant chain Arby's. Everyone told them they were crazy and there's no way it will work. Today, DRM operates 69 stores in four states and is poised for continued growth.

Founded by Bob and Connie Davis in 1969, United States Beef Corporation has earned the reputation of striving to ensure a superior fast food dining experience by providing the highest quality food and friendly service in a clean and relaxed atmosphere. That's the success formula the Davis Family used to build United States Beef Corporation into the largest Arby's franchisee in the world. One by one, through the hard work and strong character of their employees, United States Beef Corporation has positioned itself for success. The company currently has over 275 Arby's restaurants in Oklahoma, Arkansas, Kansas, Illinois, Colorado and Missouri.

Almost all of the successful people in the restaurant industry started out just like you! Your potential in this business is simply up to **you, your vision, and desire to produce successful results**. We will offer you the leadership to pursue your goals!

**You are a member of our TEAM!
We are the DR*ea*M Team!
Together let's DREAM BIG!**

Welcome to your TEAM!

We want to win and we need You!

Everyone wants to be a WINNER! Whether you are playing golf, cards, basketball, football, baseball, video games or whatever competitive activity you enjoy, you want to win! Being involved in the operation of a business is no different. On this team, you will quickly learn that each day is a new day to win. Everyone should be focused on winning! We are a team and we all have specific responsibilities that, when performed well, combine to create excellent results. To win, we must score points. Scoring points in this business is defined as Earning a Customers Respect, making sure a Guest is PROUD of choosing Arby's, growing our sales, and creating new opportunities! To grow sales we must serve quality products fast, in a friendly, clean and organized restaurant. When we do these things well, every time, we can earn the respect of our customers. When our customers respect us, they trust and visit Arby's more frequently! To grow our opportunities, we must efficiently manage the revenue coming into the company in order to insure profitability.

And then we are WINNERS!

Now that you are on the team, keep in mind that your efforts, actions, and attitude will have a vital impact on our ability to win and continue growing our business. You make the difference -- make your effort an *award-winning effort!*

We Need You To...

- Be the best a person can be!
- Be the most respectful person!
- Put forth your best effort toward reliability and be fully responsible toward being an excellent person!
- Be an honest, trusting person. Nothing is more essential to LIFE than honesty!
- Have a great attitude every day, SMILE!
- EARN the RESPECT of the CUSTOMERS!

Remember, this is life and this is a real business providing a product to a consumer. As part of this business and in life, you are expected to perform in a manner that promotes business growth and goodwill amongst our customers.

DRM Points of Principle

People -- Respect -- Pride -- Honesty -- Planning -- Perfection --
Profit -- Positive Attitude -- Vision

People

People are the very reason we are together. People are whom we serve, and people are doing the serving. Together, we can work as a team, having fun, learning from one another, and building opportunities for each other. We believe God created the earth, the life, the people, and that everything we touch belongs to Him. Be faithful and have a strong belief. We must believe in each other and help those in need. As people, we must adhere to the principles of HONESTY and TRUTHFULNESS and should apply these principles to all of our business relations with customers, suppliers, employees, communities, business associates, and employers. People make it happen and every member of our team shares the responsibility for our continuing success.

Respect

Respect yourself and you can respect others. Respect others and they will respect you. We believe that it is our personal duty to respect everyone. Show respect by being a kind and caring person. Always look for the best in each other. Through respect of each other, our efforts within the business and toward our Customers, we believe that the ultimate goal of earning the respect of our Customers will be accomplished.

Be PROUD

Be PROUD of whom you are and all you have accomplished. Be proud of your efforts to perform a quality task. To be PROUD is to be full of personal pride. When you are proud of yourself, your job, and your life, you will experience a success most people never know, yet which is the most important to achieve. You are a great person on this earth. Be sure you believe this to be true.

Honesty

Honesty and trust are fundamental toward the creation of a harmonious, respectful society. It is no different in our business family. To be an honest person is to be a trusted person. Without honesty and trust there is only chaos. Honesty creates reward and success throughout life.

Planning

"Today's preparations determine tomorrow's achievements." (Unknown author)

We believe in setting goals, objectives, and utilizing all our managerial talents to meet or exceed these objectives. Goals and objectives must be actionable, achievable and measurable. All members of the DRM management team participate in the planning process as we set Company objectives. Each individual needs to have clearly developed personal goals so that he or she sees how achieving Company goals will help him or her reach their goals. Without goals there is no clear vision. We believe that planning includes: five year strategic planning, one year profit/action planning, monthly action planning, and weekly and daily written things-to-do-lists.

Perfection

"When better is achievable, then good is not good enough." (Unknown author)

If you can't find the time to do it right the first time, how are you going to find time to go back and finish it?

We believe in doing all tasks with the idea that they can be done in a superior fashion. All aspects of running a business successfully depend upon our ability to find more efficient and better ways to please our Customers. Performing tasks in superior fashion can be applied to every aspect of our business including quality of products, cleanliness standards, service speed and excellence, and the development of each individual.

"Every job is a self portrait of the person who did it.

Autograph your work with EXCELLENCE." (Unknown author)

Profit

"Private enterprise cannot survive unless the manager can continually justify his/her existence by performing an accepted service and making a profit at the same time." (Unknown author)

Profit is a valid motive so long as it is a measure of the Company's success in providing society with a useful product or service. We recognize our obligation to produce profits, grow the business and share the results of our efforts with the DRM team. We are aware that we have certain social and civic responsibilities that we must uphold in each community. Being profitable enables us to fulfill our community responsibilities. Productivity produces profits. We understand that we are all on the payroll to provide excellent service, quality and cleanliness and to produce profits.

Positive Attitude

We believe that each of us as fellow human beings have the moral obligation to ourselves, to our family, and to our friends to maintain a positive attitude at all times. Being a great human being requires a daily commitment toward having a positive attitude and providing massive levels of respect toward all. Maintaining a positive attitude requires a great commitment. Being positive is good for your health, your relationship with others, and the success of our Company.

Vision

No other country offers everyone the ability to grow and prosper as does ours. It is up to you, however, to focus and set your vision upon that which you wish to accomplish in life. Being a visionary can benefit you and DRM. Your experience and interaction with our Customers provides you with a unique perspective on how we can be more successful. Offer your visions freely! Think outside the box!

The Carpenter's House

An elderly carpenter was ready to retire. He told his employer-contractor of his plans to leave the house building business and live a more leisurely life with his wife and enjoying his extended family. He would miss the paycheck, but he needed to retire. They could get by. The contractor was sorry to see his good worker go and asked if he could build just one more house as a personal favor. The carpenter said yes, but in time it was easy to see that his heart was not in his work. He resorted to shoddy workmanship and used inferior materials. It was an unfortunate way to end his career. When the carpenter finished his work and the builder came to inspect the house, the contractor handed the front-door key to the carpenter. "This is your house," he said, "my gift to you." What a shock! What a shame! If he had only known he was building his own house, he would have done it all so differently. Now he had to live in the home he had built none too well.

So it is with us. We build our lives in a distracted way, reacting rather than acting, willing to put up with less than the best. At important points, we do not give the job our best effort. Then, with a shock, we look at the situation we have created and find that we are now living in the house we have built. If we had realized, we would have done it differently.

Think of yourself as the carpenter. Think about your house. Each day you hammer a nail, place a board, or erect a wall. Build wisely. It is the only life you will ever build. Even if you live it for only one day more, that day deserves to be lived graciously and with dignity. The plaque on the wall says, "Life is a do-it-yourself project." Who could say it more clearly? Your life today is the result of your attitudes and choices in the past. Your life tomorrow will be the result of the attitudes and choices you make today.

*"Some people dream of worthy accomplishments,
while others stay awake and do them." (Unknown author)*

"This is a new day. We have been given this day to use as we will. We can waste it or use it, but whatever we do, today is important, because we are exchanging a day of our lives for it. When tomorrow comes, this day will be lost forever, leaving in its place something we have traded for it. Will it be a gain or loss, good or evil, success or failure? In order that we shall not regret the price we have paid for it, we should consider WELL the product of this day."

DRM Golden Rules (for all employees)

- **Do unto others, as you would have others do unto you**

Show respect and you'll earn respect. Never treat anyone in any way other than how you would want to be treated.

- **Be honest**

Honesty is TRUST. Honesty creates a harmonious society or relationship. Honesty in life is good for the individual, the family, and society as a whole. It is the foundation of teamwork and excellent customer service. Dishonesty is detrimental to everything. Being honest is to be successful in the most important way. Always be an honest, trustworthy person.

- **Believe in yourself and your team members**

Believe in yourself and your team members. Be proud of who you are. Help those who are unable. People who are truly strong are the ones who believe in themselves and build the confidence of others.

- **Teach, Lead, Coach and Inspire**

It should be every employee's goal, not just the manager's to Teach, Lead, Coach and Inspire (TLCI) our employees. Employees and leaders alike can take it upon themselves to recognize "teachable" moments throughout the day where a fellow employee would benefit from some "TLCI" to expand their knowledge, motivation and desire to perform their job at the highest degree of their ability.

- **For every negative, find two positives**

Whenever you notice something to criticize in someone's performance, or in a store's operation, you must also notice at least two issues that are positive.

- **Earn the customer's respect**

Be sure that every customer respects your efforts. In all cases, use your best judgment when working with people. Give an effort that is *worthy* of being respected. It is expected that each customer be *proud* of their choice to dine at our restaurants. Remember, you are being evaluated during each and every customer interaction. Your effort will either be impressive and you will earn respect or it will be unimpressive and you'll be disrespected. The customers' impression of you will determine the impression of your operation as a whole.

- **Earn the respect of our business partners**

Show respect for our vendors, suppliers, business associates, and communities. We need them to be successful and they need us to find their own success. And while it's O.K. to challenge poor quality, show respect for them and the quality of their work as it is always good to take the "high road".

- **Positive Attitudes**

Be positive. Being positive is one of the most important assets in life. Being positive is good for you, your spirit, your health, your friends, your family, the business, and society as a whole. Being positive creates happiness.

- **Strive for Excellence**

“When better is achievable then good is not good enough.” (Unknown author)

Always strive for excellence. Personal growth depends upon striving for excellence, just as the ability of a business to grow depends upon striving for excellence. Strive toward excellence in office functions, customer service, product quality, cleanliness, and image.

“Every task is a moment to put a personal signature on the effort.

Be sure your signature is a mark of excellence.” (Unknown author)

- **Teamwork**

Work together as a team. Many minds together can accomplish far more than a mind working individually. A single snowflake flutters to the ground harmlessly; however, together, they can become a storm and paralyze an entire state. Be a team player!

- **Communication**

Communication determines the overall strength of the team. At DRM, *our doors are always open*. Any time you have an idea that can make things better, or are concerned about the way things are, we encourage you to speak up! We value open, honest, and respectful communication. Effective communication determines the rate at which “success can be achieved or a challenge can be overcome.” Effective communication is motivational and provides the information necessary for individual growth.

Our Prayer...

Help us
to all work together,
to be faithful to what is right,
to provide leadership that inspires
confidence in our ability,
to be honest,
and to work with an effort that is worthy of
earning the
TRUST and RESPECT
of everyone involved.

**The LEADER doesn't talk,
he acts.**

**When his work is done,
the team will say,
“AMAZING: we did it
all by ourselves!”**

(Unknown Author)