

VIT *Media*





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INGREDIENTS *of note*



RED ROBIN
GOURMET
CHEESEBURGER



A LITTLE OF THIS,
AND A WHOLE LOTTA
YUMMM[®]



CASUAL DINING RESTAURANT chain that serves a variety of craveable, high-quality gourmet burgers with Bottomless Steak Fries® as well as salads, sandwiches, entrées and soups in a fun environment welcoming to guests of all ages.



FOUNDED

1969 in Seattle, Washington



HEADQUARTERS

Red Robin Gourmet Burgers, Inc.
6312 S. Fiddler's Green Circle
Suite 200 North
Greenwood Village, CO 80111



TOTAL RESTAURANTS

There are over 500 Red Robin® restaurants across the United States and Canada plus one Red Robin Express location.

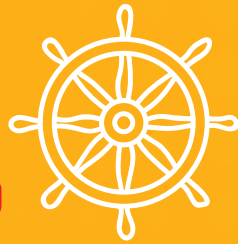


TOTAL REVENUES

For the fiscal year ended December 30, 2018, total company revenues, which include company-owned restaurant sales and franchise royalties, were \$1.3 billion.*

*For earnings and other press release information, please visit redrobin.com/newsroom.

LEADERSHIP



PAUL MURPHY III

President and CEO

JONATHAN MUHTAR

Executive Vice President and Chief Concept Officer

LYNN SCHWEINFURTH

Executive Vice President and Chief Financial Officer

MICHAEL KAPLAN

Senior Vice President and Chief Legal Officer

DEAN COOKSON

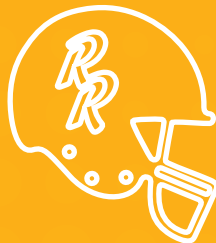
Senior Vice President and Chief Information Officer

MICHAEL BUCHMEIER

Senior Vice President and Chief People Officer and Interim Chief Operations Officer

TEAM MEMBERS

Nearly 28,000 across North America



FEATURED BURGERS



THE MADLOVE BURGER – The 2013 South Beach Wine & Food Festival® Best of the Bash Award winner. Topped with a Cheddar and Parmesan crisp, Provolone and Swiss cheese, house-made jalapeño relish, candied bacon, avocado, citrus-marinated tomatoes and onion with shredded romaine on a toasted ciabatta bun.



ROYAL RED ROBIN BURGER® – This is the aristocrat of all Red Robin gourmet burgers because it's crowned with a fried egg. To finish it off, the burger is also topped with three strips of hickory-smoked bacon, American cheese, crisp lettuce, tomatoes and mayo.



RED'S TAVERN DOUBLE® – Our pub-style Tavern Double™ burger is made with two of our classic beef patties and features American cheese, Red's Secret Tavern Sauce™, tomato and lettuce. Guests who are feeling extra hungry can make it a Big Tavern with our larger signature beef patty or in other "styles."



ROYAL RED ROBIN BURGER®

The Flight of Red Robin

GOURMET BURGERS AND BREWS

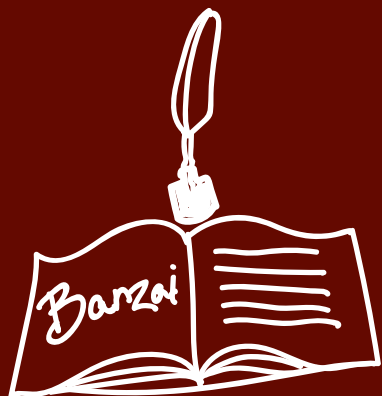


THE MADLOVE
BURGER



**A LESSON IN THE
POWER OF OUTRAGEOUS
DELICIOUSNESS.**

Making Burger HISTORY



THE RED ROBIN STORY

It all began way back in the 1940s with a song and a barbershop quartet in a college party town.

Sam's Tavern kicked off in Seattle, near the University of Washington campus. The owner, Sam, was part of a quartet who often sang "When the Red, Red Robin (Comes Bob, Bob Bobbin' Along)." His love of the song led him to change the name of his tavern to Sam's Red Robin.

In 1969, under new ownership, the name "Sam" was dropped and the name officially became Red Robin. Now, this little college town tavern wasn't your run-of-the-mill burger place. It served burgers like people hadn't seen or tasted before. As word spread of the small restaurant with the insanely delicious gourmet burgers and brews, people all across the country started asking for rights to open a Red Robin restaurant in their hometown. By 1983, Red Robin had a new mascot, Red, and a total of 22 locations. Three years later there were more than 175 Red Robin restaurants. In mid 2017, we proudly served guests

in more than 500 locations across the United States and Canada. And in 2019, Red Robin celebrated 50 years of serving Gourmet Burgers and Brews.

Along the way, our mission to take care of our communities and our people, our passion for gourmet burgers and brews, our innovation, and our search for the next great burger has never stopped. And you better believe — it never will.



CHRONOLOGY of YUMMM[®]

1940s



Sam's Tavern opens near the University of Washington. Sam, the owner, is known to sing "When the Red, Red Robin (Comes Bob, Bob, Bobbin' Along)" with his barbershop quartet. He loves the song so much that he changes the name to Sam's Red Robin.

1969



Sam's is soon transformed from a tavern into the first Red Robin restaurant, which was perched on a Seattle hilltop in a 1,200-square-foot building.

1973



Jumbo beers, cellophane-wrapped sandwiches, and popcorn are replaced on the menu with the Red Robin Gourmet Cheeseburger, the Bacon Cheeseburger and the Royal Red Robin Burger.[®] And the burger world is changed forever.

1979



Red Robin regulars Mike and Steve Snyder create The Snyder Group Company and become the first franchisees of the brand, opening a Red Robin restaurant in Yakima, Washington.

1980



On its way to becoming "America's Gourmet Burgers & Spirits," Red Robin opens its first restaurant outside of Washington in Portland, Oregon. The state will never be the same.

1983



Red Robin hatches its colorful mascot, "Red" – much to the delight of kids everywhere. (And some adults, too.)

1985



Canucks rejoice as Red Robin crosses the U.S. border and opens a restaurant in Burnaby, British Columbia.

1994



Bottomless Steak Fries[®] become the new mainstay of every Red Robin restaurant, giving Guests free refills with their Gourmet Burgers.

1996



Red Robin headquarters are relocated to Greenwood Village, Colorado. (Now known as the most delicious town in the Rocky Mountain West.)

2000



Red Robin merges with The Snyder Group, its largest franchisee. Nationwide expansion continues as there are still parts of the U.S. that have never experienced Yummm[®].

2002



On July 19, Red Robin rocks NASDAQ. At \$12 a share, the chain goes public, selling 4 million out of more than 5 million shares. It also enters into a three-year, \$40 million agreement to fund more restaurants in the future, thereby proving that Gourmet Burgers are a good business.

2004



The 250th Red Robin opens its doors.

2009

Red Robin wins Best Burger in the Full-Service category of the national Zagat Fast-Food Survey (the first of four consecutive wins!)



2011

In September, Red Robin opens its very first fast-casual restaurant, Red Robin Burger Works® located in Denver, Colorado in Stapleton.



2013

Red Robin is a first-time sponsor of the Amstel Light Burger Bash at the Food Network South Beach Wine & Food Festival.



2013

Red Robin begins to transform its restaurant with a newly designed experience and decor.



2013

Burgers And A Movie (BAM) launched with *The Wolverine*.



2014

Red Robin celebrates its 500th restaurant opening.



2014

Red Robin's Finest is introduced – a super premium line of truly exceptional Burgers. It's what 45 years of burger expertise has led us to.



2014

Red Robin celebrates its 20th anniversary of going Bottomless (20 years of Bottomless Steak fries, sides and beverages).



2015

Red Robin kicks off an exciting partnership with the Great American Beer Fest.



2016

Red Robin celebrates its 4th year in a row on the AllergyEats list of most Allergy-Friendly Restaurant Chains. Let's Burger Launch.



2017

Red Robin launches online ordering and Catering.



2019 & Beyond

Red Robin celebrates 50 years of Gourmet Burgers and Brews. And the world better be prepared because burger amazingness will only continue...



The **RED ROBIN**

IDEOLOGY



BURGERS ARE FOREVER

The outrageous deliciousness of our burgers transcends generations. They are American icons. A timeless favorite – mixed with the fresh ingenuity that we know will never get old. We recognize burgers as a comfort food that brings people together – pleasing crowds of all kinds. And we know that by keeping our burgers unexpectedly delectable, we'll keep people coming back for decades to come.

BEER BRINGS OUT THE BEST IN BURGERS

Everything has its perfect complement. And for our burgers, it's a refreshing beer. We believe that beyond pairing flavors, the souls of burgers and brews just belong together. And they have since they were very first served. We believe in keeping that love affair alive by celebrating it with thoughtful combinations and fresh new tastes.

WHISKEY RIVER® BBQ BURGER

AN UNWAVERING COMMITMENT TO OUR B.U.R.G.E.R. CULTURE

We believe in the power of people – especially in the power of **our** people. By fostering a culture based on our B.U.R.G.E.R. values (pg.19), we can drive even more personal growth and team success. We focus on enthusiasm and optimism. We don't settle for what's "now" – we look to what's "next". We understand there is never reward without risk. And we know there is nothing more valuable than an original idea.

COME AS YOU ARE. WE HAVE A UNIQUE EXPERIENCE FOR EVERYONE

Here at Red Robin, you're always welcome. And we believe in keeping it that way. Because we know that people will never stop being hungry for a place where they can be themselves – no matter who they are. From a young family to a cheerleading squad, from a guys' night out to an extended-family birthday dinner – we know you'll always be happier at Red Robin.

Things that made us
FAMOUS

(IN A FANCY WORD CLOUD)

When consumers think of Red Robin,
they think of these things. Let us never
lose sight of where our equity lies, nor
where our loyalty is built.



BACON CHEESEBURGER

Families **CRAVEABLE
BURGERS WITH
AN ATTITUDE**
RED ROBIN...
YUMMM[®]
**BURGERS
& BREWS** *Bottomless* **CUSTOMIZATION**
ALLERGY-FRIENDLY



— Our Signature —
ARTWORK & DECOR





. OUR FOOD PROMISE .

Real People
SERVING REAL FOOD

**YUMMM® BEGINS WITH HONEST TO GOODNESS INGREDIENTS®. WE GENUINELY
SEEK OUT AND SUPPORT FAMILY FARMERS WHO GROW WITH THEIR HEARTS.**

The freshest, all-natural, domestic, USDA-inspected 100% beef – free of preservatives, artificial and added ingredients.

Famous piping-hot and perfectly seasoned Bottomless Steak Fries®
harvested from all-natural, premium domestic potatoes.

All milk is from local dairies

Brews intentionally selected to be paired with our unique, craveable burgers



...AND YUMMM[®] FOR ALL

**OVER 500 LOCATIONS
ACROSS THE US & CANADA.**

No place shall be deprived of the deliciousness of the Red Robin experience. Except maybe Wyoming.



MAKING SURE OUR GUESTS RULE

Our Red Robin loyalists are the cornerstone of what drives our company's continued growth. So we've designed a high-value loyalty program to keep them coming back.

THEIR LOYALTY IS OUR SUCCESS





The perks, the privileges, and **THE OH-SO-FREE BURGERS**



FREE BIRTHDAY BURGER!

Members choose from over 20 Gourmet Burgers during the month of their birthday



EVERY 10TH ITEM FREE

Members can mix and match burgers, salads, sandwiches and entrées



\$20 TOWARD YOUR 6TH VISIT

When members visit 5 times in their first 5 weeks



EXCLUSIVE SURPRISES

Special offers and great deals delivered throughout the year



SPECIAL MILITARY OFFERS

Our chance to serve those who have served us proudly



SPECIAL TEACHER OFFERS

Surprises throughout the year as a small thanks for your bottomless dedication

RED ROBIN *Lingo*

gummm



BANZAI

WE HAVE A UNIQUE
LANGUAGE. AND IT'S
SHARED AMONG OUR
TEAM MEMBERS
AND GUESTS.

GUEST

Not interchangeable with customer. Guests are visitors to Red Robin who deserve high-quality food made with fresh ingredients, served by energetic Team Members in a fun environment.

TEAM MEMBER

Not to be confused with employee. Every Red Robin Team Member is empowered to go the extra mile to provide not just good service, but exceptional service that makes our Guests feel better for dining with us and happier than when they first came in.

Yummm®

At Red Robin, Yummm means far more than just delicious flavors. It's the promise we make and the standard we set for everything we do – for Guests and Team Members alike – whether it's our craveable food and flavors, our positive culture and attitude, or the energizing and uplifting dining experience we serve up every day.

GOURMET BURGER

All Red Robin Gourmet Burgers are made with fresh, high-quality ingredients. We serve more than two dozen Gourmet Burgers and other fun on a bun featuring chicken, turkey, cod and meatless options with a variety of toppings, such as grilled pineapple, zesty homemade guacamole, barbecue sauce, crispy onion straws, and sautéed mushrooms. Our Gourmet Burgers are made from all-natural, domestic, USDA-inspected 100% beef – free of preservatives, artificial and added ingredients. Our cage-free chicken is sourced from 100% family-owned farms, where they are fed a vegetarian diet and raised with care without added hormones or steroids. Turkey are free of added preservatives, hormones or steroids, and our premium, cold-water caught cod is hand-battered in our restaurants. We have three platforms of burgers, which allows guests to choose their own dining experience and control their check.



GUACAMOLE BACON





Here, we don't stop 'til Guests say to stop.

For over 20 years, we've been serving a never-ending supply of select sides and certain beverages – from steak fries and broccoli to Freckled Lemonade® and Root Beer Floats. So Guests ravage. And repeat!



BOTTOMLESS



OUR CORE B.U.R.G.E.R. VALUES ENSURE THAT GUESTS
AND TEAM MEMBERS ALIKE ARE BETTER FOR BEING HERE.

B.U.R.G.E.R.

BOTTOMLESS FUN

**OUR GUESTS LOVE COMING
HERE BECAUSE WE DO TOO.**

Our playful spirit gets mixed
into everything we do.

UNWAVERING INTEGRITY

**DO THE RIGHT THING, NO
MATTER WHAT.**

Our word is a 100%
guarantee we will deliver.
Even when it's tough or no
one is looking.

RELENTLESS FOCUS ON IMPROVEMENT

**WE ARE ALWAYS
STRIVING TO BE BETTER.**

We constantly seek
knowledge and innovation
to keep things popping!

GENUINE SPIRIT OF SERVICE

**WE GO ABOVE AND BEYOND
TO MEET OUR GUESTS' NEEDS.**

Unbridled hospitality and personal
connections are in our DNA.

EXTRAORDINARY PEOPLE

**REMARKABLE PEOPLE
MAKE US BETTER.**

We honor our Team
Members by caring for,
developing and
rewarding them.

RECOGNIZED BURGER AUTHORITY

**NOBODY DOES BURGERS AS
WELL AS WE DO – NOBODY.**

We are the gold standard in
taste, quality, presentation
and innovation.

Better for **BEING HERE**

**The end result of successfully
living our brand**

OUR VISION

To be the place where everyone is better for being here.

OUR MISSION

We take pride in creating craveable burgers, welcoming experiences and genuine connections for everyone who comes into Red Robin. Yummm®

OUR GUESTS

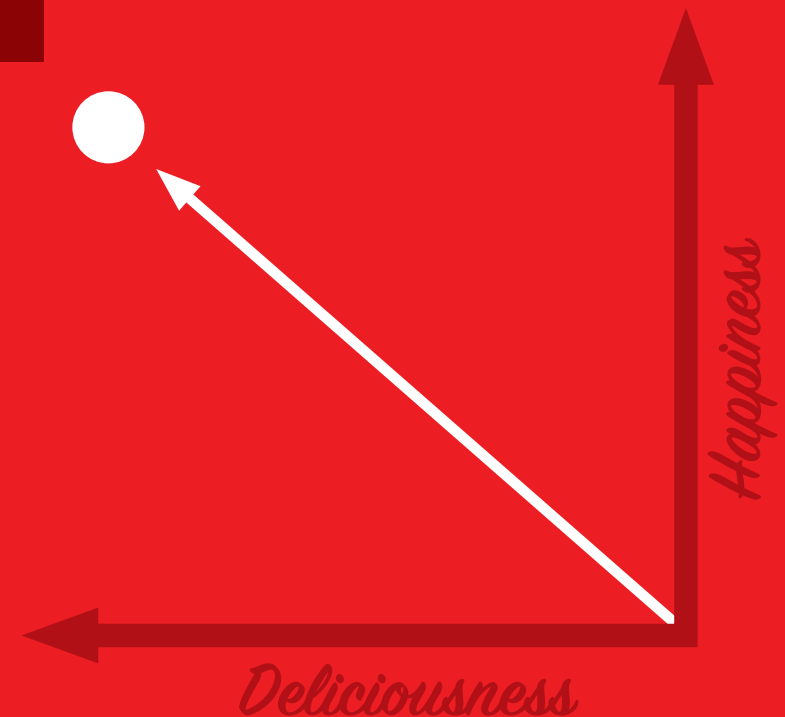
Through our unexpected playful, welcoming atmosphere and outrageously delicious flavors, we create a thoroughly beneficial experience for our Guests. They feel happier, more connected and more satisfied – simply because they spent time with us.

OUR TEAM MEMBERS

We are dedicated to making Red Robin a place of continual development – providing limitless opportunities to those who will dedicate themselves in return. We promise to never stop recognizing, rewarding and valuing what our Team Members bring to us.

OUR COMPANY

We value immensely the broad range of knowledge and talents that our Team Members carry. And we are committed to listening and learning all that we can from them. By doing so, we as a company will be better for YOU being here.





B.U.R.G.E.R.

STORIES

TEAM MEMBERS

**LIVING OUR
VALUES**

Sharing our stories

WHAT HAPPENS WHEN YOU BUILD A CULTURE AROUND BURGERS & KINDNESS?

You get a passionate team to be proud of. And we couldn't be more proud of our Team Members who take our B.U.R.G.E.R. Values to heart – using them to better someone's day (or someone's life). These B.U.R.G.E.R. Stories are the core of what makes our culture and our brand so special. And that's why it's so important we pass these stories on – sharing them with peers and managers so that they'll get the recognition they deserve.

ALLERGENS & *Customization*

THE WEDGIE™
BURGER



**NOTHING SHOULD GET
IN THE WAY OF OUR
GUESTS AND THEIR
GOURMET BURGERS.**

RED ROBIN *Believes*

IT'S IMPORTANT FOR GUESTS TO HAVE EASY ACCESS TO INFORMATION ABOUT ITS MENU ITEMS, IN ORDER TO MAKE INFORMED CHOICES BASED ON PERSONAL DIETARY DECISIONS OR SPECIFIC FOOD ALLERGIES.

Find a link to our Allergen Promise right on our homepage at RedRobin.com. Click through to read about our commitment to customization and find a link to our Interactive Allergen Menu, which allows Guests to select allergens they want to avoid and view a menu that's customized based on their individual preferences.

RED ROBIN

In the Community



THE SOUTHERN
CHARM BURGER®

**MAKING A DIFFERENCE
IN THE COMMUNITIES
WE SERVE**

When we serve Guests, they help serve our

COMMUNITY



Through the Red Robin Foundation, the company offers emergency financial assistance to Team Members. Each year, the Foundation Giving Fund provides more than \$750,000 in support and, on average, assists more than 600 Red Robin Team Members. As of March 2019, the Giving Fund has provided more than \$10 million in financial assistance to Team Members in need. For more information or to support the Red Robin Foundation's efforts by making a donation, visit www.redrobinfoundation.org.



Red Robin's Home Office in Denver brings holiday cheer to families with an annual holiday drive to support Denver Kids Inc., a nonprofit organization helping at-risk, inner-city students. For over 20 years, team members have "adopted" families in need of assistance and provided holiday gifts for family members, as well as gift cards for groceries and toiletries. Red Robin's support of Denver Kids has brightened the season for more than 900 families, representing more than 4000 people.



Red Robin seeks to help the American Cancer Society in its mission to reduce the cancer burden for everyone. The ACS works with CEOs, coaches, lawmakers and many other partners to lead communities in the attack against cancer — raising awareness, launching innovative research, and empowering patients and health professionals. In 2018, Red Robin donated \$10,000 to the Colorado chapter of the ACS. Red Robin will continue to raise funds in 2019 by donating 10% of catering sales (up to \$20,000) during the month of April.

AWARDS *& Honors*



HAYSTACK
TAVERN DOUBLE

OUTSTANDING
ACHIEVEMENTS AND
MARKS OF SUCCESS

2017

ALLERGY EATS, 2017 TOP ALLERGY-FRIENDLY RESTAURANT CHAINS

RESTAURANT BUSINESS, TOP 500 CHAIN RESTAURANTS –
RANKED #40

FORBES, AMERICA'S BEST EMPLOYERS 2017 – RANKED #391

NATION'S RESTAURANT NEWS' 2017 TOP 100 – RANKED #42

2016

RED ROBIN NAMED TO ALLERGY EATS, BEST ALLERGEN PROGRAM

CEO STEPHEN CARLEY RECEIVED THE IMFA SILVER PLATE AWARD
FOR CHAIN FULL-SERVICE/MULTI-CONCEPT

2015

ALLERGY EATS, 2015 LIST OF MOST ALLERGY-FRIENDLY
RESTAURANT CHAINS

PARENTS MAGAZINE'S 20 BEST KIDS-MENU DISHES

FAMILY FUN MAGAZINE'S TOP FAMILY-FRIENDLY RESTAURANTS

FSR'S BEST BEVERAGE PROGRAMS; LASTING IMPRESSIONS AND
TABLESIDE SHOWMANSHIP HONORABLE MENTION

VIBE VISTA AWARD 2015 FINALIST – BEST SPIRITS

2014

ALLERGY EATS, 2014 LIST OF MOST ALLERGY-FRIENDLY
RESTAURANT CHAINS

VIBE VISTA AWARD – BEST CHAIN OR MULTI-CONCEPT
RESTAURANT BEER PROGRAM

FSR'S 20 BEST BEVERAGE PROGRAMS

COLORADO PARENT 2014 FAMILY FAVORITE – FAVORITE
FAMILY-FRIENDLY RESTAURANT

KING5 (SEATTLE, WA) 2014 BEST OF WESTERN WASHINGTON –
KIDS MENU

PARENTING OC'S READERS' CHOICE AWARD – BEST FAMILY
DINNER RESTAURANT

2011

ZAGAT FAST-FOOD SURVEY

PARENTS MAGAZINE "10 BEST RESTAURANT CHAINS"

2010

ZAGAT FAST-FOOD SURVEY

MENUMASTERS AWARD

2009

ZAGAT FAST-FOOD SURVEY

CHOICE IN CHAINS GOLD AWARD

RESTAURANT NEIGHBOR AWARD

2008

PARENTS MAGAZINE'S "10 BEST FAMILY RESTAURANTS"

2007

EXCELLENCE IN ADVERTISING ON TELEVISION (EAT) AWARD

CHOICE IN CHAINS GOLD AWARD

2006

TOP COMPANY OF THE YEAR

CHOICE IN CHAINS GOLD AWARD

WEB MARKETING ASSOCIATION'S INTERNET ADVERTISING
COMPETITION

ROCKY MOUNTAIN NEWS COLORADO 50

2005

CHAIN OF THE YEAR

TOP 100 GROWTH STOCK COMPANIES

TOP 200 FRANCHISE SYSTEMS

CHOICE IN CHAINS CRYSTAL AWARD

2004

PEOPLE AND PERFORMANCE AWARD

REDROBIN.COM

