



## Moe's Southwest Grill® At-A-Glance

**Business** Home of the popular “Welcome to Moe’s!” greeting and pop-culture inspired menu and atmosphere, [Moe's Southwest Grill®](http://www.moes.com) (Moe’s) is a fun and engaging fast-casual concept serving a wide variety of fresh, made-to-order southwest fare. Moe’s currently operates over 400 franchised locations nationwide, primarily in venues such as stand-alone streetside locations, strip centers, shopping malls and airports.

**Location** 200 Glenridge Point Parkway  
Suite #200  
Atlanta, GA 30342  
P: 404-255-3250  
F: 404-255-4978

**Website** [www.moes.com](http://www.moes.com)

**Products** Moe’s offers fresh, made-to-order burritos, tacos, quesadillas, nachos, salads and fajitas. Guests choose from over 27 fresh ingredients including six protein options and handmade guacamole and pico de gallo. There are meals just for kids, beverages just for adults, and free chips and salsa for all guests to enjoy with every meal.

**Markets** Moe’s franchise locations can be found in Canada, Washington, D.C. and 34 states: AL, AR, AZ, CO, CT, DE, FL, GA, HI, IL, IN, KS, KY, LA, MA, MD, MI, MN, MO, NC, ND, NE, NJ, NY, OH, OK, OR, PA, SC, TN, TX, VA, VT, and WI.

<b>Key Management</b>	Russ Umphenour	Paul Damico
	President and CEO	President
	FOCUS Brands	Moe’s Southwest Grill

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## Moe's Overview

Rather than throw in the towel when their attempt to purchase an existing Mexican food concept went south of the border in 2000, the folks at Atlanta-based Raving Brands® put on their thinking caps. Tired of stagnant concepts with low quality, run-of-the-mill menu items and less than stellar customer service, they wanted to form a cool, energetic, cross-generational brand dedicated to good food and good times. Their brain child: [Moe's Southwest Grill](#), which combines fresh, made-to-order southwest fare and the signature "Welcome to Moe's!" greeting guests hear every time they enter the door of any location.

The first Moe's restaurant opened in Atlanta, GA on December 1, 2000, and offered burritos, tacos, quesadillas, nachos, salads and fajitas. Guests could choose from over 27 fresh ingredients including grilled chicken, steak or tofu. There were meals just for kids, beverages just for adults, and free chips and salsa for all guests to enjoy with every meal. To demonstrate their commitment to freshness, Moe's has never used freezers, microwaves, animal fat, lard, or MSG. Over the years, Moe's has added ground beef, pulled pork, bacon and Junior burritos to the menu and has featured popular limited time offers like the Chicken Club Quesadilla and Phil E. Burrito.

Food quality, safety and customer service are no joke, but aside from that, Moe's tries not to take itself too seriously. For fun, the folks at Moe's gave each menu item a unique name like The Funk Meister taco, Homewrecker burrito, Billy Barou nachos, to name a few, just to keep things interesting.

And the music at Moe's is also a good conversation starter. If you listen closely to the tunes playing at any Moe's restaurant, you'll notice all of the songs are performed by dead musicians. Songs from Barry White, Johnny Cash, and most recently, Michael Jackson, have been added to the original play list to honor the sweet sounds of the artists who left us too soon.

Thanks to the wild popularity of the brand and its extensive line of Southwest fare, the brand has earned some well-deserved industry attention as well:

- Named the Next 'It' Brand by *AOL Money* in 2009
- A Gold winner of *Restaurants & Institutions'* 2008 Consumers' Choice in Chains Awards
- Named one of the Top 100 Movers & Shakers of 2008 by *Fast Casual* magazine
- Ranked #5 in the 2007 list of Top 10 Growth Chains by *Restaurant Hospitality Magazine*

In August 2007, Moe's Southwest Grill joined Atlanta-based FOCUS Brands the franchisor of [Carvel® Ice Cream](#), [Cinnabon®](#), [Schlotzsky's®](#), [Moe's Southwest Grill®](#), and of Seattle's Best Coffee® on military bases and in certain international markets. Moe's currently serves the most awesome southwest fare at 400 locations in the United States and Canada.



## Moe's Timeline of Events

- 2000** Founded by Martin Sprock of Raving Brands;  
Opens first location at 2915 Peachtree Road in Atlanta, GA on December 1 and sells first burrito for \$4.69
- 2001** Opens first franchised restaurant, located in Atlanta, GA;  
Opens first drive-thru restaurant, located in Dunwoody, GA;  
Opens first restaurant outside Georgia, located in Charlotte, NC;  
First Moe's car wrap hits the streets;
- 2004** Holds first annual Peachtree Roadrace Party and gives away 100 Moe's t-shirts  
Opens 100<sup>th</sup> restaurant, located in Knoxville, TN;  
Named "Hot Concept" award winner by *Nation's Restaurant News Magazine*;  
Named "Emerging Chain of the Year" by *Restaurants & Institutions Magazine* and ranked #322 in the publication's Top 400 Chains;  
Ranked #3 in the Top 50 Growth Chains by *Restaurant Business Magazine*;
- 2005** Opens 200<sup>th</sup> restaurant, located in Bloomington, IN;  
Hosts first "Cinco de Moe's" celebrations across the United States;  
Ranked #5 in the Fast Growing Private Companies and #72 in the Top 100 Private Companies by *Atlanta Business Chronicle Newspaper*;  
Ranked #6 in the Top New Franchises, #42 in the Fastest Growing Franchises, and #148 in the Franchise 500 by *Entrepreneur Magazine*;  
Ranked #11 in *Inc. Magazine's* Top 500 ranking of the fastest-growing private companies;  
Ranked #34 in the Fast 55 by *Franchise Times Magazine*
- 2006** Opens first stadium restaurant, located at Turner Field in Atlanta, GA;  
Opens first airport venue, located at Hartsfield-Jackson International Airport in Atlanta, GA;  
Opens 300<sup>th</sup> restaurant, located in Lakeland, FL;  
Launches online promotion to solicit customer-made advertising videos;  
Hosts final round of first national burrito eating contest and awards winner burritos for life and a custom Roger Bourget Python motorcycle
- 2007** Adds grilled talipia to menu;  
Launches first limited-time-offer, chicken club quesadilla;  
Gives away 5,000 Moe's t-shirt at seventh annual Peachtree Road Race Party;  
Ranked the #1 fast-casual chain based on change in system-wide sales according to *QSR Magazine* and the #2 fast-casual chain under 300 units;  
Ranked #5 in the list of Top 10 Growth Chains by *Restaurant Hospitality Magazine*;  
Ranked the 6<sup>th</sup> fastest-growing restaurant brand among the Top 400 Concepts by *Restaurants & Institutions Magazine*;  
Purchased by FOCUS Brands
- 2008** Moe's hires new brand president Paul Damico;  
Receives a Gold Award for the Mexican segment for the Consumers' Choice in Chains Awards;  
Introduces sixth protein option: grain fed pulled pork;  
Opens 400<sup>th</sup> location in Plant City, Fla.
- 2009** Moe's ranks #123 of the Top 400 Chains by *Restaurant & Institutions*



## **FOCUS Brands Corporate Governance**

### **Steve Romaniello, CFE Chairman of the Board, FOCUS Brands Managing Director, Roark Capital Group**

Steve Romaniello was named Chairman of the Board in November 2008 after serving as president and CEO of FOCUS Brands, majority owner of Carvel, Cinnabon, Schlotzsky's, Moe's, and Seattle's Best Coffee International. Previously, Steve was president and chief operating officer of US Franchise Systems (USFS). Before joining USFS, he was Holiday Inn Worldwide's youngest vice president, responsible for franchise sales in the U.S., Canada and the Caribbean, as well as for the franchise services, support and training for 1,700 hotels in the region operating under the Holiday Inn and Crowne Plaza brands. From 1988 to 1991, he held various positions with Days Inn of America. A native of Stamford, CT and a Tufts University graduate, Romaniello is a member of the Board of Directors of Fast Signs, the leading franchisor in the sign and graphics industry; the International Franchise Association (IFA); the IFA's Diversity Institute; the Atlanta Franchise Alliance; and the Elliot Leadership Institute.

### **Russ Umphenour President and CEO, FOCUS Brands**

Russ Umphenour was named president and CEO of FOCUS Brands in November 2008. With over 40 years in the restaurant business, Russ was the founder and CEO of Atlanta-based RTM (*Results Through Motivation*) Restaurant Group from 1973 until 2005. Growing his company from 11 under-performing Arby's restaurants in Georgia and Alabama to 775 locations in 22 states with several different concepts, RTM was sold to Triarc Companies, Inc. (Arby's Restaurant Group) in July 2005. In 1967, Russ began working as a part-time counterperson at Arby's in Flint, MI, and after three months, he was promoted to Night Manager and chose to make Arby's his full-time career. Serving in a variety of positions for various Arby's franchisees, including Area Supervisor, Director of Operations, and Executive Vice President, Russ ventured out on his own in June 1973 and founded RTM. In addition, RTM was also the owner and franchisor of Mrs. Winner's Chicken & Biscuits and Lee's Famous Recipe Chicken with over 250 restaurants. A native of Nebraska, Russ attended Evangel University in Springfield, MO.

### **Paul Damico President of Moe's Southwest Grill**

Paul Damico was named president of Moe's Southwest Grill in May of 2008. Damico joins Moe's from SSP America, formerly known as Creative Host Services, Inc., where he was the chief operating officer responsible for the operations of 42 airport properties in North America, Canada and the Caribbean for this 170 unit restaurant concessions company. Prior to that Damico was co-founder and vice president of operations and concept development for FoodBrand, LLC, a leading foodservice operator focused on restaurants and food courts. Damico spent 13 years in various roles with Host Marriott Service Corporation prior to joining FoodBrand.

### **Lenore Krentz Chief Administrative Officer and CFO FOCUS Brands**

Lenore Krentz joined FOCUS Brands in November 2004 with the acquisition of Cinnabon and was immediately charged with leading the development of a fully integrated ERP architecture, as well as the transition and conversion of the accounting, finance, and information systems functions. A 20-year veteran of Cinnabon, she was named Chief Administrative Officer and CFO in November 2006; in this role, she oversees the finance, accounting, information systems, legal, franchise administration, and purchasing shared services departments.

Prior to joining FOCUS Brands, Lenore was CFO of Cinnabon and led the organization through an era of high leverage, structural reorganizations, and the sale of its founding restaurant division. A native of Vancouver,



British Columbia, Lenore holds a Masters of Business Administration degree from the University of Washington. She has been a member of the Georgia Restaurant Association Executive Committee since 2004 and currently serves as the Chair of the GRA. She is also an active member of the Women's Foodservice Forum.

**Greg Regian**  
**Chief Marketing Officer**  
**FOCUS Brands**

Greg Regian came to Schlotzsky's in May 2005 to manage the company's branding and marketing efforts. A Texas Christian University graduate with over 30 years of marketing and advertising experience, Greg has won more than 200 national, regional, and local industry honors through his roles as strategist, executive creative director, and writer, including multiple Clio, Addy, Telly, CTAM, and New York "One Show" awards. Since becoming part of the Schlotzsky's team, he has played an integral role in developing some of the brand's most successful promotions. In his current role, he oversees FOCUS Brands' domestic marketing, brand strategy, and communication efforts. Prior to joining Schlotzsky's and FOCUS Brands, Greg served as chief marketing officer for the Dallas/Fort Worth and Atlanta markets of D.R. Horton, the nation's largest homebuilder. He also owned and operated the largest full-service advertising and public relations company in Fort Worth, TX, with more than \$30 million in annual billings and consistent rankings in *AdWeek* magazine as one of the Top 25 firms in the Southwest.

**Mike Shattuck**  
**President of International**  
**FOCUS Brands**

A native of Terre Haute, IN, Mike Shattuck has nearly 35 years of foodservice experience with multiple brands, with emphasis on the development and expansion of international operations for the last 25 years. Between launching concepts in over 40 markets and having lived overseas for seven years, Mike has firsthand knowledge of the challenges involved with taking domestic brands international, as well as the successes that can result from concerted efforts to do so. Mike's foodservice career started with Burger Chef in 1974 as a Crew Member, followed by Assistant Restaurant Manager, Restaurant Manager and District Manager. He later worked with Hardee's Food Systems as International Franchise Service Representative, International Franchise Service Consultant, Director of International Operations and Director of New Business Development. Subsequently, he became Director of International Operations for Popeye's Fried Chicken, followed by Director of International Operations for Cinnabon in 2000. He was promoted to Vice President of International Operations in 2002, Senior Vice President of International Operations in 2007 and President of FOCUS Brands International in 2009.