

THE
BRIAD
GROUP

VISION

In this issue

- Observations1
- Briad Wendy's Managers Meet in Orlando1
- T.G.I. Friday's Managers Meet in Las Vegas2
- Briad Hotel Openings & Guests' Response2
- Bravo!3
- Thank You Phoenix Accounting Team Members.3
- Managers on the move4
Welcome to the West Coast Corporate Team
- Box Score4

Observations

...at Half Time

“It was the best of times, it was the worst of times...” wrote Charles Dickens in *A Tale of Two Cities*, describing the period of transition in France after the Revolution of 1789. As Briad moves into the second half of 2007, the same words could be used to describe this period in our company’s process of integrating its acquisition of Main Street.

Everyone is excited about the merger of the two companies. I’m enthusiastic about the job that our T.G.I. Friday’s managers and employees on both the East Coast and West Coast are doing to achieve complete integration as quickly as possible.

Integrating two companies, even ones that are connected by one outstanding brand, involves change and tough choices. It’s hard. But we believe it will strengthen and improve the future of the whole company.

Back in May we began the reorganization of our accounting functions, with all Accounts Payable, Restaurant Accounting, Cash, Fixed Asset and Credit Card processes being centralized in Livingston, NJ. Going forward, Payroll and Benefits will be centralized in Phoenix, AZ. You’ll find a picture of Phoenix accounting team members in this issue of Vision, and I want to thank all of those who accepted our offer to stay on and whose outstanding efforts accomplished the transition. On both coasts, all of us need to keep this process going. The sooner we complete this integration, the sooner we will realize the benefits accruing to the company and its employees.

We’re ready to start construction on two T.G.I. Friday’s projects: on the West Coast in Riverside, CA and on the East Coast in Hamilton, NJ. Friday’s remodels were recently completed in Orange, CT and East Hanover, NJ. Upcoming Friday’s remodels include North Brunswick, West Orange, and Old Bridge in New Jersey and Long Beach in California, with more to come. We’ve completed five Wendy’s remodels on the East Coast and continue to evaluate the situation for future construction and remodels.

Our hotel division is maintaining its momentum. We’re pleased with the reception of the Homewood Suites in Bethlehem, PA and the two newest Marriott hotels, both in New Jersey:



Mike Dell'Angelo
President and
Chief Operating Officer

continued on p. 3

Wendy's GMs Meet

In addition to their general business meeting and review of 2006 strategies and initiatives, held in New Jersey in March, Briad Wendy’s GMs held an “away meeting” at Disney World Orlando in May. The GMs emerged from the meeting re-energized, strongly bonded by both the discussions and fun-time, and sharply focused on Briad Wendy’s business plan. *continued on p. 3*



Briad Wendy's GMs Enjoy a Night "on the town" at Disney World Orlando



Briad Top Performers Recognized at Global Leadership Conference

More than 1400 Friday's GMs, corporate leadership, franchise owners, operators and supplier partners representing 58 countries gathered for the annual T.G.I. Friday's Global Leadership Conference, held at the Bellagio in Las Vegas March 4 - 6.

Among the awards, **The Briad Group** was named **Franchise Developer of the Year, U.S.A.** And **Gina Maese**, GM of our T.G.I. Friday's in West Covina, CA received a Divisional General Manager of the Year award for the U.S.A. West Division.

"These individuals create a great environment for our team members, who in turn provide a great experience for our guests," said **Richard Snead**, president and chief executive officer of Carlson Restaurants Worldwide (CRW), parent of T.G.I. Friday's.

This theme was continued on March 7 at the Briad T.G.I. Friday's GMs Meeting where **Artur Syzmanski** and **Nick Bowers** were among the award recipients.



West Division GM of the Year, **Gina Maese** (West Covina, CA) with **April Fogle**, Dir. of Operations for California.



Left to right: **Artur Syzmanski**, West Orange won 4 GEM Awards and **Nick Bowers** was Top GEM winner of cruise. Nick, who was recognized for his performance as GM at North Brunswick, is now at the Staten Island T.G.I. Friday's.

Briad Hotel Openings

March 2007 Residence Inn Opens



About to cut the ribbon at Briad's Marriott Residence Inn, Neptune, NJ

(l to r): **Jeanne DeYoung**, Monmouth County Tourism Representative; Deputy Mayor **Randy Bishop**; **Clare French**, Monmouth County Clerk, **Tom Martucci**, hotel GM; Mayor **James W. Manning, Jr.**; **Steve Scharf**, Briad Dir. of Development & Asset Management; **Luisa Papon**, Asst. GM; Committeewoman **Mary Beth Jahn**.



Members of the Neptune Residence Inn staff gather in the hotel's Gatehouse area.

Left to Right: (Front Row) **Mary Fran Holcombe**, Regional Operations Manager; **Zuleika Ciano**, Sr. Sales Manager; **Kerry Vella**, Sales Manager. (Second Row) **Jose Campos**, Breakfast Attendant; **Luisa Papon**, Asst. GM; **Tanay Watson**, Suite Attendant; **La Toya Lumsford**, Suite Attendant; **Kelly Manning**, Suite Attendant; **Jose Hernandez**, Suite Attendant. (Back Row) **Tom Martucci**, GM; Blair Smith, FD; **Kendall Preston**, Breakfast Attendant; **Benita Matheo**, Operations Supervisor; **Marvin Brown**, 2nd Engineer; **Tasha Cruddup**, Suite Attendant; **Patricia Hamilton**, Suite Attendant; **Natalie Museliani**, Suite Attendant; **Roberto Cardona**, Chief Engineer.

May 30, 2007 Courtyard Opens

Another ribbon-cutting at Briad's Courtyard by Marriott, Wall, NJ

(l to r): **Kerry Vella**, **Nadine Curant**; **Nicole Monaco**, **Mary Fran Holcombe**, **Zuleika Ciano**, Mayor **John Tobia**, **Steve Scharf**, **Tara Sullivan**, **Tom Martucci**, **Maryann Cobb**, **Roberto Cardona**. (Back Row) **Greg Chelstowski**, **Chad Newman**, **Damien Capresecco**, **Jim Ardizzone**, **Kristin Sutherland**, and **Sandra Segura**.



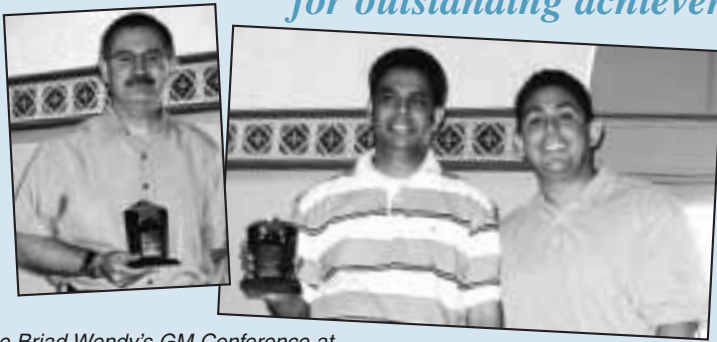
Hotel Guests' Best

Congratulations to Briad's **Hilton Homewood Suites Bethlehem, PA** (featured in Vision #31) for receiving top honors in guest satisfaction for First Quarter 2007! Their 96.4 Quality Audit Score put the hotel in the top 10 of over 200 Homewood Suites hotels. The following, edited from an enthusiastic letter by a self-described "road warrior" and frequent guest since the hotel's November 2006 opening, tells a good part of the story:

"The staff, can't say enough about them, from the warm greeting and smiling faces when you come in, to the food and house-keeping/maintenance staffs, all have been friendly and willing to help out with anything to make my stay more comfortable. Unlike a lot of hotels, this one always has a hot breakfast available, and 4 nights a week dinner is served, along with some wine and beer on tap. And the eating area is a large room with comfortable chairs, flat screen TV and a fireplace to really give you a make-yourself-at-home feel. Many of my trips, as you know, are multiweek, and I enjoy just hanging out and chill'n by the fireplace on week-ends. Your whirlpool tub and heated pool, T-1 wired internet service, the microwave popcorn bags left in the rooms and my own personal welcome note with goodies in the room every time I arrive round out the package for me."

Hot on the heels of its grand opening in March (photos this page) our **Marriott Residence Inn Neptune, NJ**, is already in the top ranking for guest satisfaction, competing with over 500 Marriott Residence Inns. Talk about great first impressions!

Briad Wendy's recognizes team members for outstanding achievement



At the Briad Wendy's GM Conference at Disney World top awards went to: (above left) **Don Lee**, District Manager of the Year, and **Adnan Ahmed** (Jamaica) AKA "King of Queens", GM of the Year. Briad Wendy's Dir. of Area Operations **Angelo Freitas** (far right) presented the awards.

BRAVO!

Ed Kelly, Asst. Manager at Wendy's Bloomfield, NJ obviously carries his expression of the Briad spirit beyond the workplace. Witness a letter from Elisabeth H. Conboy, Manager of Bank of America's Glen Ridge Banking Center, in which she wrote: "Mr. Kelly was at our office last week when one of our customers suffered an epileptic seizure. He immediately responded to her needs, notifying me to call 911 and staying with the customer until paramedics arrived. His caring concern speaks well of the caliber of associates that you employ. Too often people don't wish to get involved. This obviously was not the case with Mr. Kelly."

Bravo, Ed!

Misty Dieter, Asst. Manager, Wendy's Woodbury Heights, NJ and **John Vicencio**, Asst. Manager, Wendy's Mount Laurel, NJ and their teams are perfect examples of food safety performance. How do we know? They achieved a score of 100 on the ServSafe exam. **Way to go!**

Stephen Parker, Asst. Manager of T.G.I. Friday's West Orange, NJ is relentless in the pursuit of customer satisfaction. This is the observation of Mary E. Bevan, a business owner herself, who understands the importance of pleasing a customer. She writes: "After a couple of attempts at cooking my steak to the correct temperature, I had decided to not order anything in its place. Mr. Parker would not let me do that. Several moments later, he returned with a piping hot steak, perfectly cooked with fresh mashed potatoes. I understand that you recently changed the flatiron steak, and it's hard to determine the temperature inside. Mr. Parker worked exceptionally hard to find out about the problem and worked very hard to ensure that I was satisfied."

Congratulations, Stephen!

Dave Ussia and his construction team were Johnnies-on-the-spot with a superbly executed Corporate Office renovation to accommodate the Accounting expansion. Great work, everyone; your support made for an excellent... well, moving experience!



Thank You! Phoenix Accounting Team



Left to right: **Tatiana Pomirchy**, **JoAnn Vanderdasson**, **Debbie Post**, **Charla Kimbrell**, **Maggie Fizz**, **Debi Hargrave**, **Cindy Ward**, **Ella Marioth**, **Karen Hoffer**, **Karen McCormack**, **Misty Minton**, **Ian Smith**, **Teresa Campuzano** and **Michele Padilla**.

Observations

continued from p. 1

the Courtyard in Wall Township and the Residence Inn in Neptune. The 108-room Marriott Residence Inn in Mt. Laurel, NJ is preparing to open at Bishop's Gate Office Park in July. New construction continues. We've broken ground on a number of New Jersey hotels: a Marriott Residence Inn in Egg Harbor, another Residence Inn in Dover, and in Milford, a Hilton Garden Inn, a new brand for Briad. In addition, Vice President **Chuck Pagnotta** reports that Briad Construction recently broke ground for a retail complex in Clifton, NJ.

As The Briad Group moves forward, the answer to that old question, "Are we there yet?" is, "No, we are still traveling down the road." Change is not only happening within our company, it's happening throughout the hospitality industry, and change is not always easy to deal with.

Each brand in Briad's portfolio is a leader in its respective segment – Wendy's in quick service, T.G.I. Friday's in casual dining, Marriott Residence Inn and Hilton Homewood Suites in extended-stay lodging, and Hilton Garden Inn and Courtyard by Marriott in focused-service lodging. While our brands are outstanding within the hospitality industry, you make the difference. You take them to the top.

I am very proud of the recognition that's been received by employees and managers of our brands. You'll find some of their names in bold type in articles, in quotes from customer letters, and in picture captions on these pages. Briad has a great team, capable of great things, and it is my goal to make available to each of you the resources you need to realize your potential.

We will continue to experience the "best" and "worst" of times. It's our responsibility to successfully navigate both situations. I thank you for your unique contributions.

Managers on the move

New at...

...Wendy's

Steven Hingle... Frantz Jules... Mohammed Karim...
Michael Kelly... Stephanie Martin

...T.G.I. Friday's

Regional Manager — James Crowley

Mary Aguilar... Andrea Andrew... Robert Billany...
Michelle Carr... Ronald Castro... John Centeno...
Sheila Collins... Anthony Fremlin... Robert Grant...
Helio Guzman Jr... James Hailstones... Timothy Hoffman...
Shannon Howes... Paul Kennedy... William Kenworthy...
John Lopez... Yatae A. Lewis Sr... Joseph McCluskey...
Jason Miller... Art Neff... Greg Pekmezian... Robin Perrine...
Joseph Pierce... Thomas Piro... Anthony Raucci...
Larry Rodriguez... Pedro Rubalcava... Andrew Rubin...
Louis Saccamando III... Oscar Sagastume...
Deborah Santoyo... Robert Schaefer... Adam Smith...
Lesley Soltys... Deborah Stein... Alisha Thatcher...
Fernando Velazquez... Michelle Vittorio... Brian Welch... George
Wesson... Thomas Williams... Jeffrey Wright... James Zeigler

...Construction Services

Project Manager — Moh Agab... Rob Gutmann
Field Superintendent — Ronald Bogdan... Chris Kohler

...Corporate Office

Kevin Bishop... Dan Clevenger... Susan Kang... Lisa Lisanti...
Michael Spelman... Shari Struk... Jonathan Teves...
Evelyn Valle... Evelia Villegas... Bradley Whiting

Promotions at...

...Wendy's

to General Manager: Kathleen Allen... Nabeel Chihadeh...
Michael Kelly... Lisa Merola... Frank Rodriguez

to Manager: Leon Brent... Julia Burke... Darnell Gaines... Doug
Gray... Nicholas Ramnarine

to Field Training Manager: Lerida Benitez

...T.G.I. Friday's

to General Manager: Angelica Cascone... Warren Hill...
Kevin Morrison... John Palazzo... Mario Pena...
Shawna Rider... William Shnipper... David Simon...
Kirsten Ulfig... Casey Vincent







to Manager: Leslie Adkins... Aaron Baptista...
Justin Berube... Christina Colarusso... Linda Conte...
Nestor Cruz... Anthony Cunningham IV... Zoe Davis...
Britney Landon... Micheal Le... Juan Martinez...
Lewins Ortiz... Jack Page... Michael Payne...
Rebekah Powell... Joseph Rispaud... Anthony Rodriguez...
Kristen Russ... Craig Scannella... Kenneth Thompson...
Jennifer Troy... Deborah Valdivia... Danielle Viramontes...
Corrine Vitale

...Construction Services

to Senior Project Manager: Glenn Lowy

as of 06/01/07

BOX SCORE

BRIAD Restaurants	Under		
	Current	Construction	Pending
	47	0	1
	71	1	5
BRIAD Hotels			
	1	0	0
	1	2	0
	1	0	3
	0	0	1

SAVE
THE
DATE
September
20,
2007

BRIAD
9th
Annual
Golf
Outing



WELCOME to Briad's Corporate Team

In April, *Dan Clevenger* joined our Briad West corporate team in Phoenix as Facilities Manager. He brought a wealth of experience from fifteen years spent developing retail centers and apartment complexes in Columbus, Ohio through his own company. Previously he worked on remodels and facilities management for A&P and Kroger/Fry's Supermarkets.



Michael Spelman recently joined Briad as a Controller. Pictured above right, he gets a tour of the Livingston corporate headquarters and a warm welcome from **Mark Wascavage**, our other Briad Controller. Mike has held positions as controller, finance director and CFO in other organizations. He was with Centend Corporation for ten years where he was responsible for large multi-unit real estate account operations.

VISION

is published quarterly by
Human Resources
The Briad Group
78 Okner Parkway
Livingston, NJ 07039

Brad Honigfeld
Chief Executive Officer

Mike Dell'Angelo
President and
Chief Operating Officer

Dave Cahill
Senior Vice President and
Chief Financial Officer

Smokey Hughes
Vice President of Operations
T.G.I. Friday's

Bob Brown
Senior Director of Operations
T.G.I. Friday's

Angelo Freitas
Area Director of Operations
Wendy's

Editor
Grant Schneider
Vice President of Human Resources

Associate Editors
Holly Rotkowitz
Director of Human Resources
Carmelle Rodriguez
Director of Human Resources

Editorial & Creative Consultant
Danielle De Mers

Graphic Design & Typography
Marjorie Maurer

© The Briad Group 2007.
May not be reproduced without
express permission of the Editor.