

*Pete's SUBWAY



**The
Sub
Way**

“

Opportunity waits for no one.

– Fred DeLuca

”



**IT STARTED WITH
A HANDSHAKE.**

REALLY, A HANDSHAKE.

There were no contracts. No lawyers. No signing on the dotted line. Just two people who trusted each other, a whole lot of faith and a little gusto.

That's right. Dr. Buck and 17-year-old Fred DeLuca founded Subway® on a \$1,000 deal and a handshake. It started small, but look where we are now.

From day one, Dr. Buck and Fred wanted to bring out the best in people, with good food and good jobs. Opportunities, too.

They believed that everyone was an entrepreneur.

**DR. BUCK HAD FRED'S BACK.
FRED HAD DR. BUCK'S BACK.**

And we have your back.

We're your ally in food and in life.

You landed your first job? **Yay!**

Opened your first restaurant? **Double yay!**

Invented a new sandwich?

Found a new way to do timesheets?

Memorized every single guest's order backwards and forwards?

Yippie-Ki-Yay!



GOOD FOOD.

GOOD FOR YOUR WALLET.

Dr. Buck and Fred broke the convenience food formula.
They built careers and one of the largest restaurant brands in the world.
And they did it in a way that's never been done before.
They did it the **Sub Way**.

OUR WAY
HASN'T
CHANGED.
BUT OUR
WORLD
HAS.

Things got complicated.

For starters, more and more players entered the fast food game.

Made-to-order was made the norm.
(As they say, imitation is the highest form of flattery.)

And on top of all that, people began demanding more from brands than just a food-for-cash exchange.

They want brands **to do good and to be good.**

Which is scary for most.

But good for us.

Because we've always been about offering our guests flavorful and better-for-you options.

We're the **founders of fresh.** Your ally.

The food that's always **had your back.**

This is our time to shine. Let's double down on the things that have always made us unique, the things that define the **Sub Way.**



**SO,
WHAT
IS THE
SUB
WAY?**



#12

3811 Main St.
Bridgeport

FRANCHISEES ARE AT THE TOP OF OUR FOOD CHAIN.

Subway® restaurants are independently owned and operated by individual franchisees. Add them all up, and that's a whole lot of entrepreneurs running this show. We don't answer to investors, stock traders, or any suits, really. (Unless the suits are being worn by franchisees.) Franchisees put real skin in the game. And we're here to make sure it pays off.

Cha-ching!



“

Knowing less and actually doing something is far better than knowing everything and never doing anything at all.

– Fred DeLuca

”



OUR SECRET SAUCE? NO SECRETS.

There's nowhere to hide. Not in the backroom, and not at HQ. We. Are. Accountable. We're on the hook to give franchisees real business opportunities and to give guests real good food.

After all, we are the original exhibition kitchen.

THE WORLD'S **BIGGEST** small **BUSINESS.**

We're big. But we run small. Lean and mean. (But with nice people. Really nice people.) Together, we're fighting bureaucracy, canceling meetings that don't have to be meetings and upping the energy in our halls. Woot woot! None of us are sitting back to watch the future happen. We're creating it.

**So go franchisees! Go bread bakers!
Go marketing whizzes!
Go HR! Go number crunchers! Go team!**





ARE WE HAVING FUN YET?

If not, here's a dog in a party hat. Why? Because it's fun. And we're serious about fun. If we're having fun, it shows. It shows in the way we communicate, ideate and innovate.

And if we're not having fun, then we aren't doing it right.

A GOOD IDEA CAN COME FROM ANYONE.

(We mean anyone. Which means everyone. Which means you.)

The \$5 Footlong. It's the iconic deal that put good food in the hands of people everywhere. But that idea didn't come from some corporate memo. It came from a franchisee who knew they were empowered to take risks. And you're empowered to do so, too. So wherever you sit and whatever you do, don't keep that crazy idea to yourself.



WE HELP OUR NEIGHBORS.

A franchise is only as healthy as the community it's in. And ours are in communities across the globe. From Akron to Tasmania and everywhere in between, we support the communities our franchisees call home.

And we'll do whatever it takes. Like putting a Subway® in the sky. When the Freedom Tower in Lower Manhattan was being built, construction workers needed a flavorful, fast and affordable lunch option. So, we brought Subway® sandwiches to them.

When Hurricane Harvey hit, we were there to feed first responders and those in shelters. When children in India were hungry, we helped feed them.

And we'll keep helping our local communities who need it most. Because we live in them, too.



“

“Keep the faith. Believe in yourself and your business, even when others don’t.”

– Fred DeLuca

”



OUR FOUNDERS' MISSION IS STILL OUR MISSION.

We're still about fresh ingredients
and freshly baked bread.

We're still about breaking the fatty fast food formula.

We're still refreshing with new, craveable food options.

The option with the most options.

So, let's think fresh. Live fresh. Sound fresh.

Be fresh.

Now is our moment to reclaim our mission
and re-define fast food.

We did it once. Let's do it again.



**IT'S GONNA TAKE
SOME BOLD MOVES
TO CREATE OUR
FRESH FUTURE.**

FRESH EXPERIENCES

Restaurant Excellence – Let's be the host and hostess with the mostest. Restaurant tables so clean you could eat off them. Handsomer sandwiches. Great service that goes beyond transactional, feels personal and leaves our guests wowed.





FOOD YOU CRAVE

More flavor. More options. More firsts.

More yum!

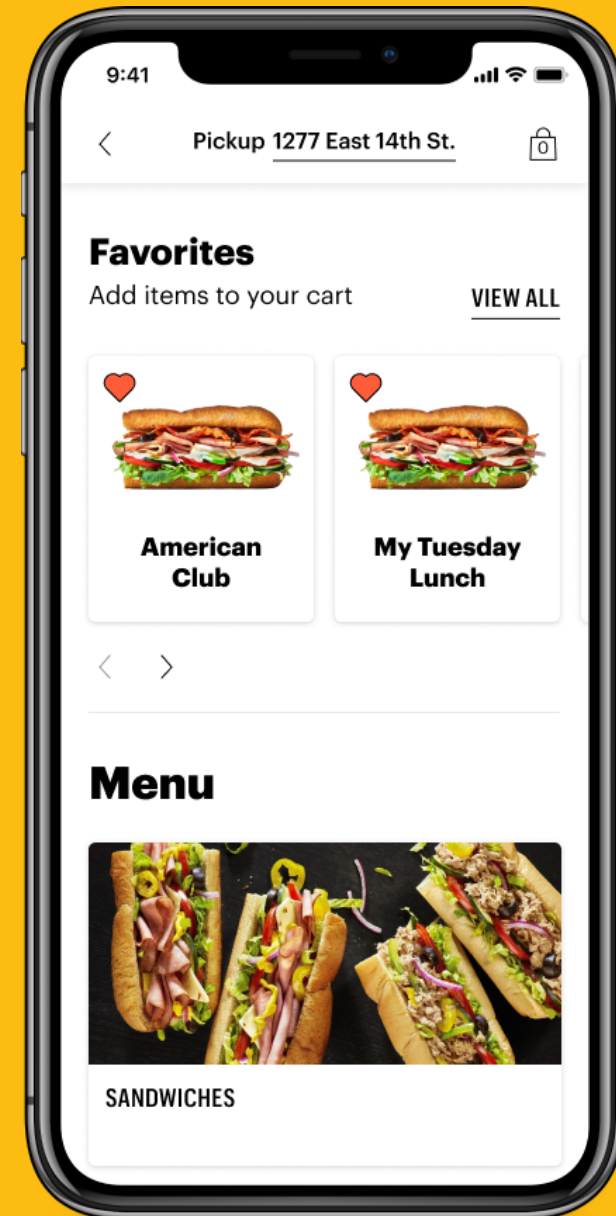


FRESH SHOPS

Dynamic Development – Time to pull out the sledgehammers; we're refreshing current restaurants and opening new restaurants, in new places, with new formats. To beat the competition, we need to have the best restaurants, the best locations and the best experiences, bar none.

FRESH TECH

Digital Revolution – Go where the hungry go. Our guests can grab their favorite sandwiches on the Subway® App, Subway.com or any of our third-party delivery partners. Whatever the tech of the future holds, we'll be there.



So are you ready?
Ready to think differently?
Ready to break the mold?
Ready to crush it?

We need you now more than ever.

Like, literally, **right now.**

So put this book down (thank you for reading this far).

Now do something.

Something crazy. Something **bold.**

Fail **fast.** Learn **fast.**

Lean in. Go all out.

You know those ideas you've got? Share them.

This is your chance to **own it.**

So do something fun. Turn up the music.

Start the kickball league. Whatever!

Go ahead and **laugh.**

We're not a bank. We're Subway®.

And this is how we do things.

The Sub Way.





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