



JOHN KELLY

CHIEF OPERATING OFFICER



John Kelly serves as Chief Operating Officer of Arby's, the second-largest sandwich restaurant brand in the world with more than 3,400 restaurants across eight countries. Arby's is part of the Inspire Brands family of restaurants.

As COO, Kelly is responsible for overseeing North American operations for more than 1,000 company-owned restaurants and more than 2,200 franchised restaurants. He is charged with the operations excellence of all Arby's restaurants in the United States and Canada and leads a team of more than 200 operations professionals.

Prior to becoming COO, Kelly served as Senior Vice President of Operations for the East Region, where he led operations management for 1,400 corporate and franchise restaurants. He also previously served as Senior Vice President of Operations for the West Region, where he led operations management for 1,800 corporate and franchise restaurants.

During his tenure as Arby's SVP of Operations, the brand's global system sales surged 23% to \$3.7 billion and its restaurants' average annual sales increased 33%. Additionally, following the launch of the Inspire restaurant design, Kelly and the Operations team opened more than 280 new restaurants and remodeled more than 720 existing restaurants.

Prior to Arby's, Kelly worked in Operations for McDonald's, where he served as an Operations Consultant and also assisted as a liaison for menu management, product development, and restaurant innovation in Chicago.

Kelly is an alumnus of Northern Illinois University where he received a Bachelor's of Science degree in Communications.