

Ghent, New York 12075
August 27, 2025

Inspire Brands' Board of Directors
Neal Aronson, Founder & Managing Partner, Roark Capital Group
1180 Peachtree Street Northeast, Suite 2500
Atlanta, Georgia 30309

Dear Mr. Aronson,

I am writing to you in your capacity as Managing Partner of Roark Capital Group's Board of Directors since Roark is the entity responsible for overseeing Inspire Brands. For the past year over 60 organizations and 300 individuals have been involved in a growing campaign (<https://usreduces.org/dunkin-campaign/>) urging Inspire Brands with its many fast-food restaurants and franchises located in about 57 global markets to adopt a **Bring You Own (BYO)** container policy in line with their sustainability commitments.

Customers are being turned away when trying to use their clean, reusable mugs at Dunkin' locations--despite growing concerns about the health and environmental impacts of single-use plastics and paper cups that have been coated with chemicals (see enclosed study). We believe that Inspire Brands has the power and responsibility to change this policy.

In early July 2025 a letter (see enclosed) signed by those organizations (including BYO--US Reduces, Plastic Pollution Coalition, Upstream Solutions, Beyond Plastics, Greenpeace USA) and individuals was sent to Mr. Christopher Fuller, Inspire Brands' Chief Communications and Impact Officer with a copy to Mr. Paul Brown, the company's CEO. These letters were received at Corporate Headquarters in Atlanta on July 9, 2025. However, neither Mr. Fuller, Mr. Brown, nor their staff responded.

When Richard Fuller accepted the Leaders in Corporate Citizenship Award in 2021 he said: "At Inspire we believe in doing the right thing first and foremost, because actions speak louder than words." Unfortunately, Inspire's lack of response speaks very loudly and risks being perceived as *greenwashing*. We hope this is not really the case and that Inspire Brands will take steps to review its policy and join the growing number of companies throughout the United States and world in the task to reduce waste from single-use disposables.

We would love to hear from you regarding this matter.

Sincerely,

Jill Berman, Ed.D.

Board Member, BYO-US Reduces (National)

Co-Founder, Columbia County Reduces Waste-Bring Your Own (NY)

Email: info@usreduces.org berman.jill@gmail.com

Enclosures:

- July 2025 coalition letter to Inspire Brands
- Study on health and environmental impacts of single-use cups

Cc:

Kate Jaspon, CFO, Inspire Brands; Chair-Elect, Women's Foodservice Forum Executive Committee

Yayoi Koizumi, Co-Founder, BYO-US Reduces usreduces.org