



SWEDEN'S TASTIEST  
**BURGERS**  
SINCE 1968



## Max is about origin

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“Max started in Gällivare already in 1968. And it is not only the first burger restaurant chain in Sweden – it is also the most popular.”

Curt Bergfors and Britta Andersson, the founders of Max, opened their first restaurant in Gällivare, high up in the northern part of Sweden near the North Pole already in 1968. Their burgers became so popular that within only two years they opened more restaurants. Soon thereafter Max was established in several other cities in Norrland (the northern part of Sweden). The rest is history..



**MAX FACTS**



## Max is about family

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”Our vision is to become the world’s best quick service food chain and thus we are seeking the world’s best franchise partners.”

### **Max is family owned**

The founder, Curt Bergfors, is still active in the company as the Chairman of the Board, and the family still owns 100 percent of the company. Richard Bergfors (left) is the company’s President and Christoffer Bergfors (right) is the Vice President. Wilhelm Bergfors is the future hamburger king...

### **Franchise partner – you will be a member of the Max family!**

Max is special – and so is our approach to franchising. We want to create the same feeling among our franchise partners as that we have created among our employees, that is to say, you are to be a member of the Max family. We believe in a long-term, strong and profitable partnership between our franchise partner and ourselves.

# THE PREMIUM BRAND



## Max is about premium quality

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”The most popular quick service restaurant chain for twelve years in a row. There must be reasons for that...”

### **Quality is profitable!**

For 14 years in a row Max has been chosen as the most popular burger chain in Sweden. The reason is quality. We aim for quality in everything we do.

**Taste:** We never compromise on taste. The best ingredients, carefully chosen and cooked with passion - that is the recipe for the best burger. Our products are made to order for the most exquisite taste.

**Operations:** Max is the most profitable in the business in Sweden. An effective staffing system, good control of wastage and a culture where employees are expected to take responsibility for their work. Control of costs and a close eye on sales make for a profitable company.

**Innovative:** We have been placed in the top 10 in the world for innovation in our business. We are in the forefront in keeping track of the latest trends, always aiming to be even better. Max takes pride in offering top of the line technology and equipment. We are also famous in the business for our cutting edge product development.

**Tradition:** We are still very much grounded in our tradition in making our burgers. Our founder developed our secret burger recipe in 1968, and our burgers have been cherished and loved since then. But that doesn't stop us from travelling all over the world to find new, exciting ideas for our burgers.

**Values and responsibility:** We appreciate the value of a good taste in the mind as well as in the mouth. Today, it is not enough just to make the best burger, we must also take responsibility for our products. Health and climate are really important to us. This approach has been recognized with publicity and rewards worldwide (you can read more about this further on).

**Design:** At Max you can find the same design and details as in the most famous design bars and hotels. We love good design and our attitude is that enjoying a meal in a fresh, clean and well-designed environment makes the whole visit a pleasure.

### **To summarize:**

Quality is profitable! All the above important benefits make Max a premium brand in the business. In Sweden we are also the most profitable burger chain. Thanks to our efficient operations the price difference between Max premium brand and other, average brands, is only 10%. But it is a very effective 10%. In fact, it may soon pay the whole franchise fee and profit to our franchisees on top of that. Our experience is that Max guests are more than willing to pay for exquisite quality. That is why Max has been rewarded with loyal and happily returning guests since 1968.



## Max today

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”Most profitable quick service restaurant in Sweden outperformed both McDonald's and Burger King...”

- » 120 restaurants worldwide
- » 100 restaurants in Sweden, company owned
- » Four restaurants in Norway and more under development
- » One restaurant in Denmark and more under development
- » Ten restaurants in UAE and more under development
- » Approx. 5 400 employees worldwide
- » Turnover of 220 million Euro
- » Average turnover per restaurant: 2.2 million Euro
- » Most profitable restaurant chain in Sweden
- » Most satisfied customers in the business, twelve years in a row
- » Most preferred burgers in Sweden
- » Top taste in test after test, after test, after test...



KEY SUCCESS FACTOR 1:

**TASTE & QUALITY**



## Max is about taste

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”The best taste thanks to our own secret recipes, first class ingredients, product development, production process and food handling.”

### **The most important aspect for Max – the taste!**

If there is one thing we are known for it is that the majority of people think that our burgers taste the best. Evidence: We always have the best results from basically all the taste tests conducted around the country.

### **Customer satisfaction**

According to the trademark survey from ISI Wissing, which analysed 250 brands in Sweden, Max clearly had the industry’s most satisfied customers – for the eleventh year in a row. “Compared to other fast-food restaurants Max received a remarkably high score. Max is a clear winner both in terms of overall opinion among adults and its rating within each customer group. The KNI-index (customer satisfaction index) equalled 38 for Max while McDonald’s and Burger King come in at 11 and 22.”

### **Our meals, rich in taste and plentiful – and much to choose from!**

This is how it is at Max! You can choose any of your favourite hamburgers with one of four different buns and of course you can exchange your french fries for your choice of side order: green salad, baby carrots, slices of apple or bean salad. And the best of all - you don’t pay any extra...

### **The best taste – for different tastes!**

Our menu has an alternative for most tastes, which makes us attractive to many different guests. Our menu includes hamburgers, chicken, fish, vegetarian alternatives, french fries and several different side orders, desserts, drinks and much more. We also have meals with low-fat products which the past year has brought us great success and the largest participants have followed us.



Some examples from our wide range of side orders.



# THE TASTE TEST WINNER

"Best in test."

QX.se, 2009-2010

"Best airport restaurants

and other time killers."

CNN.com/travel

"Max Attack - Burgers are better all over Scandinavia and Swedish chain Max does an excellent job of made to order

burgers in a setting that's not too different from most chains, save for the taste and an excellent chicken burger."

Tyler Brule, Financial Times, 2005

"Best in test"

Dagens Nyheter, 1994

"Max burgers tastes better than McDonalds." Expressen, 1998-08-19

"The burgers from Mc Donalds, Burger King and Max tastes like this: McDonalds - spongy, Burger King - a bit tasteless and Max - best in test."

<http://alltommat.se>, 2010-03-04

"The new Max hamburger knocks out both Burger King and McDonald's when it comes to meat taste and french fries."

Aftenposten, Norway, 2011-05-24

Top 10 in most innovative food companies in the world.

<http://www.fastcompany.com>, 2011

"Best!"

Aftonbladet, 1997-04-16

"Have never before had an WOW-experience when it comes to fastfood burger. The 160-burger melts in your mouth. Thumbs up!"

<http://allkrydda.com>, 2011-02-24

MAX ARLANDA  
TOP 3 IN THE  
WORLD.

Travel + Leisure, March 2009

"It is only to congratulate Max on the top ranking in the ultimate test of vegetarian burgers! Burger King 5 points, McDonalds 4 points and Max 9 points."

<http://vegetariskvardag.se>, 2011-01-29





**MAX**

**CRISPY  
-FRIES-**

EXTRA GODA EXTRA KRISPIGA



EXTRA GODA EXTRA KRISPIGA

**-FRIES-**

## Max is about quality

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”The development of our premium products is taking quick service restaurant business to a higher level – a Max level.”

Quality in every detail is Max's signature. We are a premium brand where taste always comes first. We are very proud of the wide range of high quality products in our standard range, but we are also developing products which raise the bar even higher, where the ingredients may cost more and take the taste experience to new heights. Here are some examples of Max premium products with a serious claim to a place in the best fine dining restaurants.

### **Grand de Luxe**

When we decided to make the ultimate burger, Grand de Luxe, we thought it might be too expensive to the guests. The burger we had in mind would be on a grand scale, without stinting on the number of ingredients. We would make the burger we always dreamed of eating! The response from our guests was total acclaim, and the price was not a problem. The best is worth paying for, and GDL is firmly established as one of our most popular products. It offers a wide choice of variations.

### **Crispy Fries**

Our Head Chef has spent a year developing probably the best french fries in the world. We think it's more than that – not just new french fries, but a development of the product to a whole new level, turning it into something

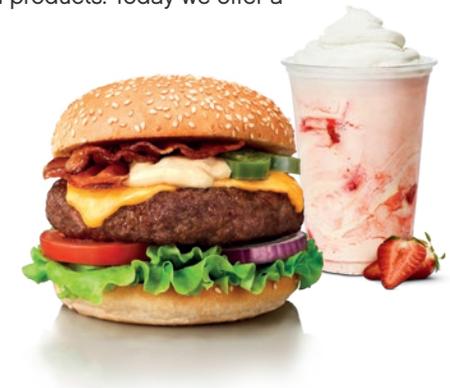
even better. We call it Crispy Fries, after its crispy sensation. The potato skin is deliberately retained on Crispy Fries, enhancing the taste and - with a touch of sea salt - producing a taste experience way out of the ordinary.

### **Premium Shake**

As the name suggests, this is much more than your average milkshake. It is so tasty that many people make a special trip to Max just to enjoy this. With fresh strawberries, ice cream and whipped cream this shake tastes just like homemade, and it is available in a range of standard flavors, varying with the season.

### **Dip sauce**

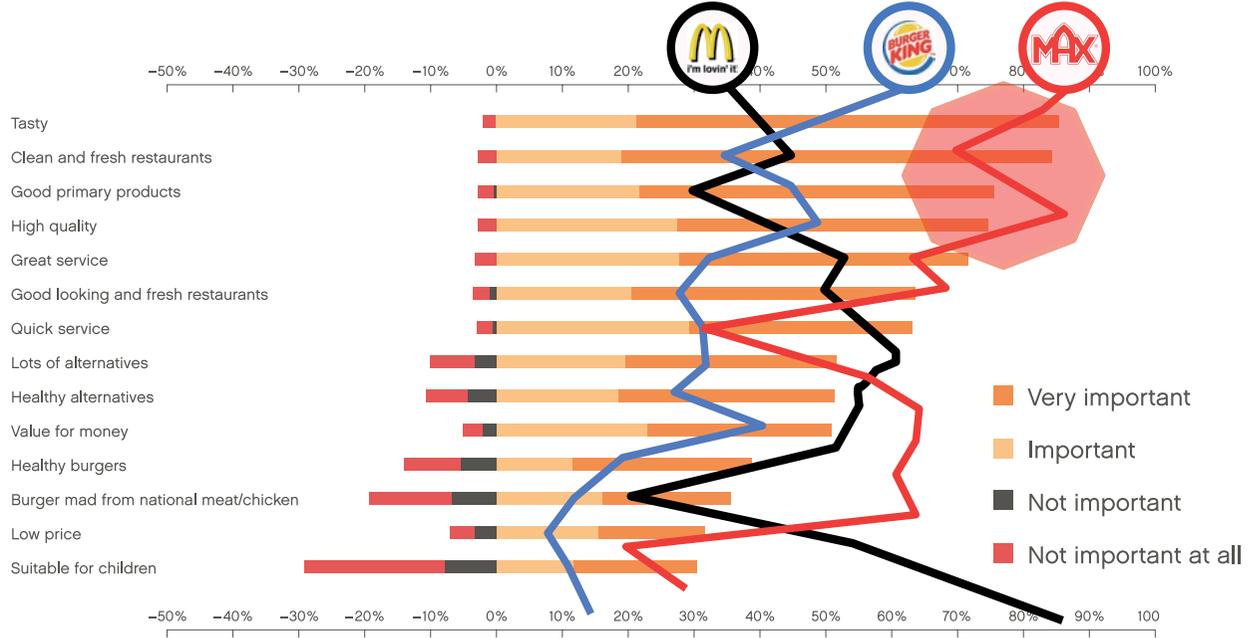
Thinking out of the box can be very tasty in our business. Thus, we introduced the idea of dip sauce long ago and this was a success from day one. We simply offered the sauce on our burgers in a separate cup for dipping french fries, carrots and other optional products. Today we offer a wide range of dips, something for every taste.





# Max is about quality

Quality in every detail is the key.  
 Take the opportunity to take a top position in your market!



\* Source: NMA





# Delifresh<sup>®</sup>

Delifresh includes meals, drinks and desserts with little fat but an abundance of taste. Choose a green salad, mini carrots or slices of apple with your Delifresh meal and a light soft drink, juice or water and your meal is “keyhole” marked! “The Green Keyhole” is the Swedish National Food Administration’s symbol for food that contains little fat and clearly lets the consumer know that the meal is low in fat. A “Green keyhole” marked meal contains a maximum of 17 grams of fat. The “keyhole” helps guests choose good food habits.



“The Green Keyhole”



## Max is about health

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"Health trend is growing all over the world  
– and Max has the initiative!"

### Less fat, sugar and salt

Since 2002 Max is offering low-fat products while we simultaneously have reduced the amount of fat, sugar and salt in our ordinary selection. During the hamburger chains 40-year history we have never made such great changes in our product line.

### No trans fat or GMO at Max

At Max, quality and natural fresh ingredients are the keys to excellent products. Controls and safety are paramount. We are also continuously striving to make our food healthier. That is why we do not have any Genetic Modified Organism (GMO), transfat, antibiotics or growth hormones in our food.



### Annual Fat Report

We want to make the QSR industry healthier by reducing the amount of fat. Therefore, each year we complete a year-end fat statement to see if we have succeeded. The first year we removed 83 tons of fat. In 2012 the year-end fat statement showed minus 92 tons of fat!

### Delifresh

We were the first to change our menus, which resulted in a change for the entire QSR industry in Sweden. It did not take long before our competitors followed our lead.

### Little fat but lots of taste

Our Delifresh product family includes food and drinks with little fat but lots of taste. Choose a green salad, mini carrots or slices of apple with your Delifresh meal and a diet soft drink, juice or water. Max also offers meals with low GI (Glycemic Index).

### Fast food? Delifresh took 7 months to develop!

The development work for the Delifresh family took us 7 months and is still in progress.

### Some of the changes we made when we launched Delifresh:

- Chicken burgers with rye bread containing only 6% fat.
- The introduction of a GI-bun.
- The introduction of Low Carb.
- The new line also includes a new low fat dressing (7.6%) and new low fat soft ice cream as a dessert choice.

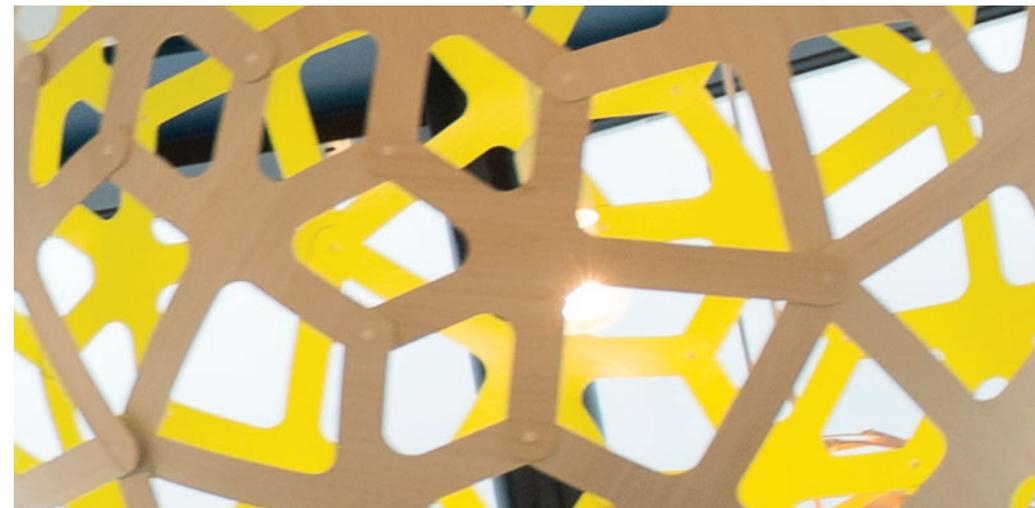


KEY SUCCESS FACTOR 3:

**EATING EXPERIENCE**



AWARD WINNING DESIGN



## Max is about eating experience

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”We think the Max way should be so much more than eating.  
Have your break of the day in an environment that makes you feel good.  
A moment to look forward to.”

### **Eat, relax and have a nice break at Max**

One of Max’s words of honor is quality. This is not only in respect to the food but also for everything from cleanliness in the parking lot to the restaurant’s interiors. Form and function are central to the design of the restaurants. The architects have chosen to work with genuine materials such as oak, stainless steel and granite floors.

### **Lots of daily luxury – for free**

Visiting Max is about taking a break from the daily stress, that is why our customers have the service of relaxing music, free WLAN and free news paper.\*

### **Quick service restaurant can be so much more than about eating**

On the following pages you can see for yourself that quick service restaurant business – the Max way – is about total experience. Did you know that Max design has earned high rated reviews in numerous prominent design magazines? When you visit a Max restaurant you can understand why, it is not an ordinary quick service restaurant environment but more the feeling of a designer hotel.

\* Applies in Sweden.







Lucas Bergin, Richard van 't Hofte, André generation / familiepartner Max





EXPRESS



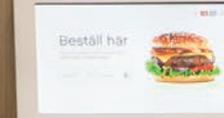
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EXPRESS

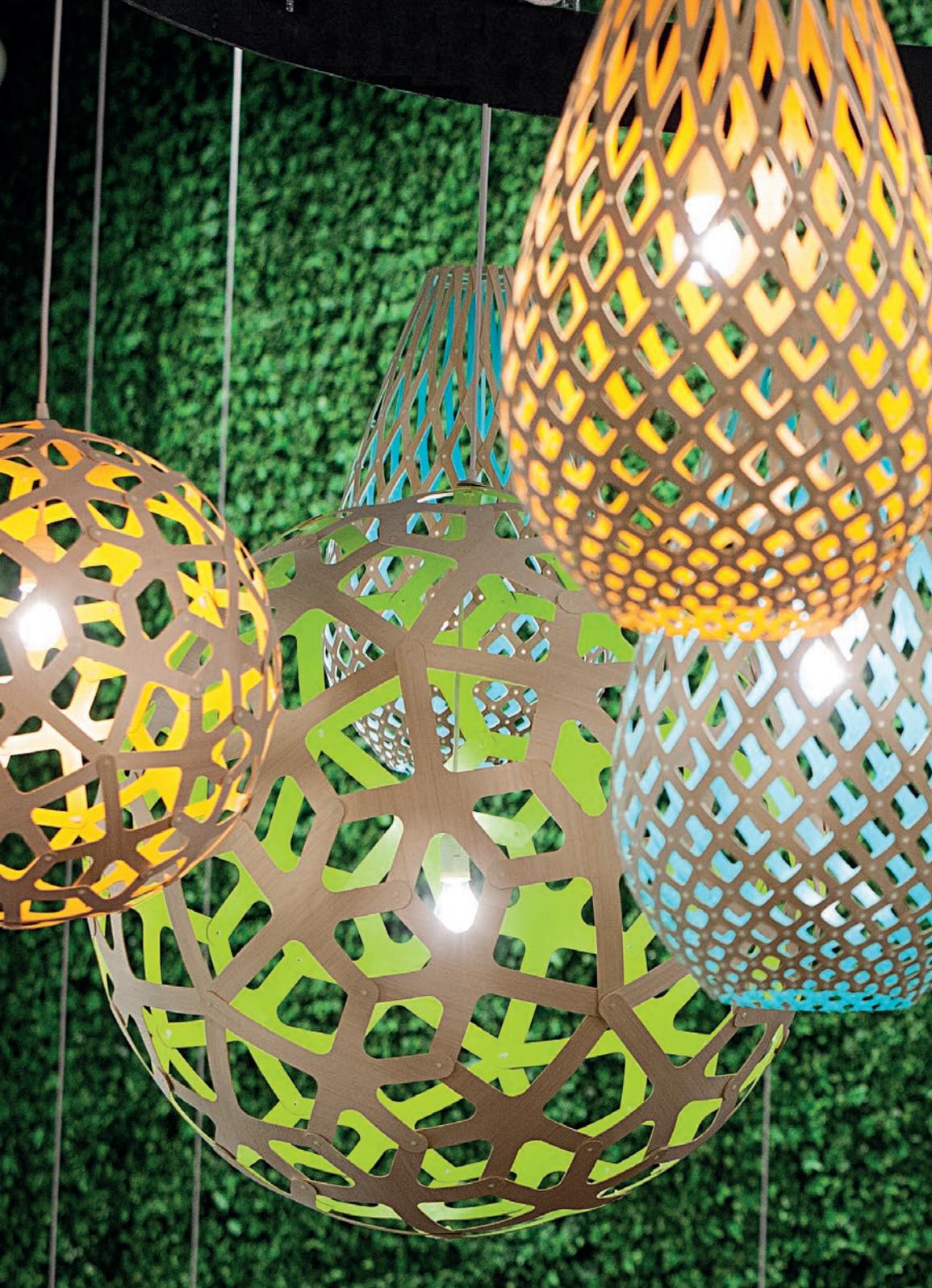


EXPRESS



EXPRESS









KEY SUCCESS FACTOR 4:

**SUSTAINABILITY**

TASTE  
QUALITY  
RESPONSIBILITY



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## SOCIAL SUSTAINABILITY

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Diversity  
Responsibility to society  
Voluntary responsibility  
Leadership



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## ECOLOGICAL SUSTAINABILITY

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How to contribute to the future?  
Care for the environment  
Health



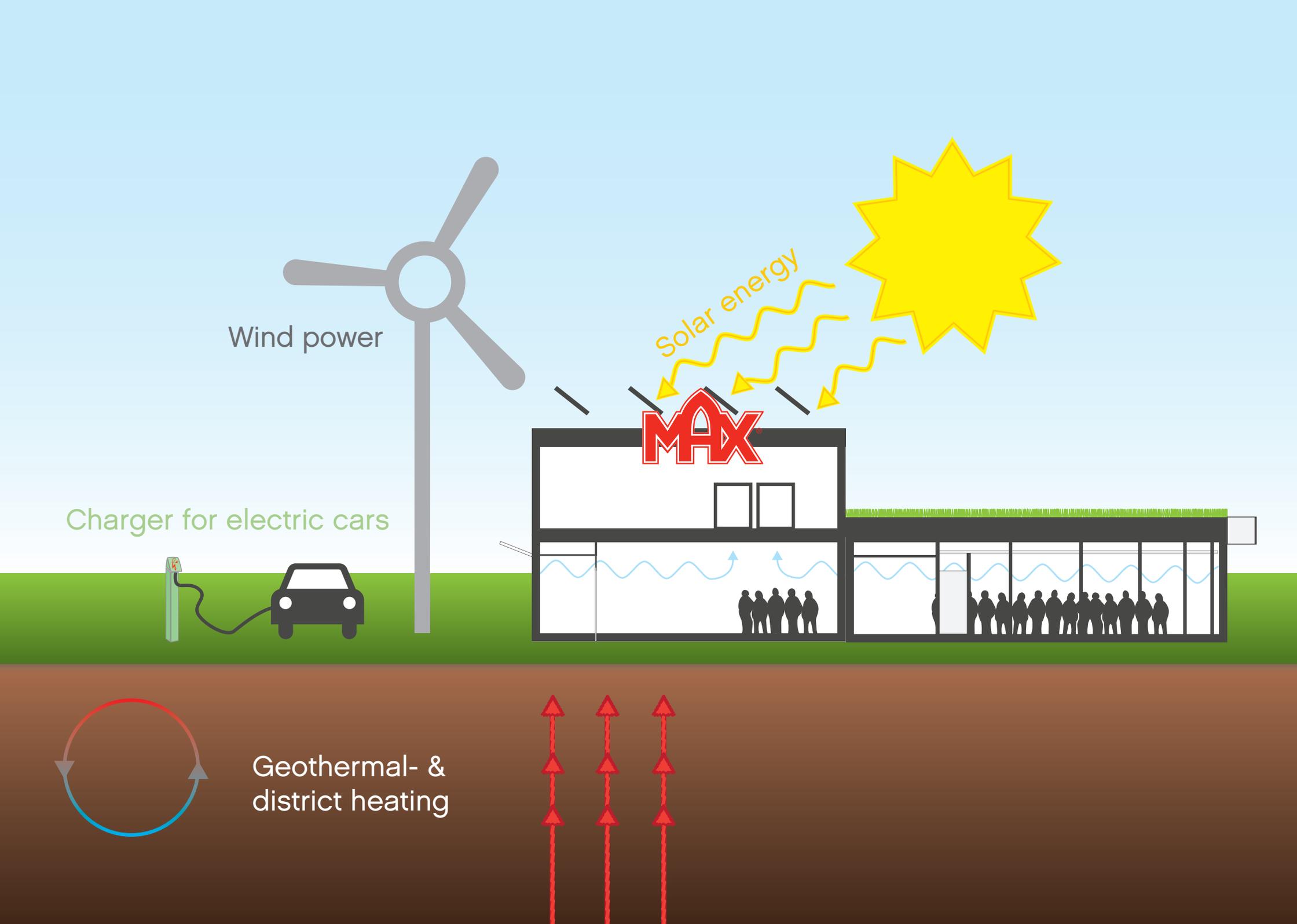
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## CORE VALUES

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Role model, ethics  
System terms, TNS  
Active choices, FIRO/THE  
Max commandments  
Fundamental values





## Max is about sustainability

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“The environmental choice – first quick service restaurant chain in the world to label and compensate for the food’s impact on the environment.”

### **Part of the solution, not the problem**

Max has long strived to minimize the business’ effects on the environment. Today, the company is taking that further, showing the world how a quick service restaurant chain can step up to and begin to take responsibility for its effects on the environment.

“As a restaurant we are part of the problem but we want to be part of the solution. We want to be a role model for our industry. When we go public with how our meals affect the climate, our guests can help us to lower our joint impact”, says Richard Bergfors, President of Max Hamburger.

### **From land to Max hamburger**

To make a platform for the environmental work, we engaged experts to conduct an inventory of the company and the food’s total climate impact – from the farmers land to the finished hamburger. Currently, we are responsible for the emission of 29 000 tons of carbon dioxide equivalents (CO<sub>2</sub>e) each year.

### **Planting trees in Africa**

Starting in May 2008, Max has labeled all products with their individual climate impact – allowing and empowering our guests to take the climate impact in consideration when ordering. In 2013, Max’s carbon offset its total climate impact to 100% through planting more than 700 000 trees in Africa.

This initiative gives power to our customers as it allows them the opportunity to choose meals not only from taste or health but also from climate impact. And by carbon offsetting through tree plantation, we will constantly be reminded of the expenses of tree planting and thus continue to work towards zero climate impact.

# Samples of Max menu. All products are CO<sub>2</sub>e branded.

BIG! Meal  
(1,8 kg CO<sub>2</sub>e/meal)



Grand de Luxe Cheese & Bacon  
(3,1 kg CO<sub>2</sub>e/meal)



Supreme Meal  
(1,9 kg CO<sub>2</sub>e/meal)



Nuggets Meal  
(6-pack: 0,3 kg, 9-pack 0,4 kg CO<sub>2</sub>e/meal)



Max Meal  
(1,8 kg CO<sub>2</sub>e/meal)



Grand de Luxe Triple Cheese  
(3,3 kg CO<sub>2</sub>e/meal)



Max Original Meal  
(1,9 kg CO<sub>2</sub>e/meal)



Chicken Classic Meal  
(0,6 kg CO<sub>2</sub>e/meal)



Fish Burger Meal  
(0,4 kg CO<sub>2</sub>e/meal)



Max Box  
(0,9 kg CO<sub>2</sub>e/meal)



Frisco Meal  
(1,9 kg CO<sub>2</sub>e/meal)



Green Burger Meal  
(0,5 kg CO<sub>2</sub>e/meal)



Grilled Chicken Salad  
(incl. drink, 0,5-0,6 kg CO<sub>2</sub>e/meal)



Crispy Chicken Salad  
(incl. drink, 0,5-0,6 kg CO<sub>2</sub>e/meal)



Choose chicken:  
Crispy  
Grilled

Choose flavour:  
Caesar  
Hot Creole  
Curry Lime  
Sweet Mustard



The CO<sub>2</sub>e branding enables Max guests to choose products not only from taste or health but also from climate impact.

## Max is about sustainability

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”Our vision is to become 100% climate neutral. Until we reach that goal we are planting trees in Africa to offset our climate impact.”

### Carbon offsetting

By the CO<sub>2</sub>e labeling and the tree planting project in Africa, Max is stepping up its commitment to minimize its effect on the environment in the short run. The vision in the long run is to become climate neutral.

### Making business of a green profile

Max was awarded – “The green capitalist 2008” by Swedish Weekly business magazine as recognition of the work on making profit of a green profile. This was the first time ever that the prize was given and with strong competitors as IKEA and Hilton. We won the “Green Awards”.

### Max CO<sub>2</sub>e labeling menus

To the left are some examples on the climate impact from each product. The labeling is on display in each restaurant in order to have the information easily accessible to all guests.

### Max and sustainability





## Max is about human resources

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”Max sustainability includes Max FIRO leadership program, having the initiative concerning health issues and being a caring employer with a strong environmental profile.”

### **FIRO takes our managers to the top**

Max offers a broad leadership program that is based on the well renowned FIRO theory created by Will Schutz.

We have a range of programs for different purposes. Through openness and sincerity the goal is to create an environment which enables people to grow and take responsibility. The bottom line is the foundation of the Max Leadership Program. Without results we can not continue to grow as a company. The results come in form of low sickness rates, low staff turnover and finding managers with the right attitude.

### **MTC – from basic to advanced**

All training at Max starts with Max Training Center (MTC). MTC is an e-learning education platform, where our beginners can start their basic employee training. In MTC you will find basics programs to more advanced, in MTC your employees can keep track of what their next step should be.

### **Max Academy**

At our Max Academy in Stockholm we are educating our current and future managers in various programs such as food safety, health and work environment, neighbourhood marketing and much more.





ARE YOU OUR NEW

**MAX FAMILY MEMBER?**



## Max is about opportunity

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”You are in the business for yourself  
– but not by yourself. ”

### **Are you our new Max family member?**

Our franchise partner must have a clear understanding of the mutual goals and commitments necessary for the success of a multi-unit food service business and be willing to allocate the necessary human and financial resources to successfully develop, manage and promote the business.

### **Full commitment**

We believe that you are a strong entrepreneurial market and operation-oriented company, involved in retailing or other service-related business. You have demonstrated successful ownership and management with financial and organizational power to take on entire or large parts of a market/country including running all restaurants under your own management. The bigger the country, the greater total investment. As a franchisee you are expected to take on all the investments including but not limited to land/location, construction, machinery and inventory.

### **Passionate franchise partners**

However above all, our franchise partners must be passionate about developing Max into the world's best hamburger chain. And we might as well say this here and now: it is hard work and it demands large financial investments.

### **Competitive position**

A franchise partner would typically be granted development rights for a specific country or part of a country depending on the size of the country/territory. As such a franchise partner would need to gain a dominant competitive position through the territory.

This ability is of key importance in the partner selection. Subsequently, the size of the territory granted may be adjusted to the capabilities of the organization.

### **Financial strengths**

The franchise partner should have an unallocated cash flow adequate to finance the project development program, including the necessary banking relationship to obtain financing.



## Max is about opportunity

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"We believe in a long-lasting and mutually beneficial relationship based on trust, hard work and commitment, and we are with you all the way."

The amount of investment for a Max restaurant is depending on the model:

### **In-House**

The investment needed is for machinery, inventory and signage. This is total around 600 000 Euro. However this price will vary in different markets depending on the cost of construction.

### **Stand alone**

This is the model with free standing house and Drive-In and is obviously more expensive since we need to build a house from scratch. Building the house costs around 1,5 - 2 MEuro in Sweden. However this price will vary in different markets.

### **The agreement**

The agreement is a conventional franchise agreement i.e. where the franchisee has to pay an initial fee at the time of signing the agreement, a fee per new restaurant and royalty.

- » The initial fee varies depending on the size of the market/territory
- » Fee per restaurant varies depending on the size of the market/territory
- » Royalty: 5-8% of gross sales
- » Marketing fond: 5% of the sales should be allocated for marketing

The duration of the agreement is constructed as 20 years which is connected to a development agreement. These years are connected to development agreement that states the number of restaurants you are required to open each year in order to keep the exclusivity.

### **We are in it for the long run**

As our franchise partner you are to invest, manage and develop Max in your own home market. You are to recruit, manage and encourage your employees, creating functioning teams which will provide the market's most satisfied customers and profitable operation. We believe in a long-lasting and mutually beneficial relationship based on trust, hard work and commitment, and we are with you all the way.

### **What do you as a franchise partner receive in benefits?**

- » You will own and manage a successful concept
- » You receive basic training as well as ongoing training
- » You receive help and support from a strong and experienced organization
- » You receive benefit from a large company's synergy effects
- » You will be part of the Max family
- » You are in the business for yourself, but not by yourself.



MAX PROPERTY

# LAND LORD PACK

# Channels



Drive thru



High street



Shopping malls



Roadside



Travel hubs



Arenas

## Drive thru

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Size restaurant: 300-450 m<sup>2</sup>, Size land: 2 000-3 500 m<sup>2</sup>

Location: Retail Parks or Busy Highways



## High street

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Size: 250-450 m<sup>2</sup>

Location: CBD or Town Centre



## Shopping malls

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Size: 50-300 m<sup>2</sup>

Location: Food Courts or Stand Alone



## Roadside

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Size: 200-450 m<sup>2</sup>

Location: Highway & Fuel Stations



## Travel hubs

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Size: 50-250 m<sup>2</sup>

Location: Airports and Train stations



## Arenas

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Size: 200-450 m<sup>2</sup>

Location: Entertainment Centers



## MEP Requirements

### Mechanical

Intake and exhaust is both 5700 CFM  
In lobby 2550 CFM

	Detached Rest Drive	Instore L	Instore S
Supply Air Duct:	1 m <sup>2</sup> / 11 ft <sup>2</sup>	1 m <sup>2</sup> / 11 ft <sup>2</sup>	0,5m <sup>2</sup> /5ft <sup>2</sup>
Return Air Duct:	1 m <sup>2</sup> / 11 ft <sup>2</sup>	1 m <sup>2</sup> / 11 ft <sup>2</sup>	0,5m <sup>2</sup> /5ft <sup>2</sup>

Hood Exhaust, size:

	Detached Rest Drive	Instore L	Instore S
400x400mm 16"x16"	400x400mm 16"x16"	400x400mm 16"x16"	
300x300mm 12"x12"	300x300mm 12"x12"	300x300mm 12"x12"	
400x300mm 16"x12"	400x300mm 16"x12"	400x300mm 16"x12"	
140x140mm 5,5"x5,5"	140x140mm 5,5"x5,5"	140x140mm 5,5"x5,5"	
Ø200 8"	Ø200 8"	Ø200 8"	

Machines, flow:

Broiler:	1600 CFM	1600 CFM	1600 CFM
Fryer:	1300 CFM	1300 CFM	1300 CFM
Grill:	530 CFM	530 CFM	530 CFM
Holding cabinet: (Henry)	55 CFM	55 CFM	55 CFM

Electrical:  
250 amperes  
240 volts=100 kilowatt  
3 phase  
High speed internet-DSL

### Plumbing

	Detached Rest Drive	Instore L	Instore S
Domestic water:	Ø40mm/1-1/2"	Ø40mm/1-1/2"	Ø40mm/1-1/2"
Sanitary:	Ø160mm/6"	Ø160mm/6"	Ø160mm/6"

Grease interceptor:	8,47 CFM 64 gpm(US)	8,47 CFM 64 gpm(US)	8,47 CFM 64 gpm(US)
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Drainrate:	7,62 CFM	7,62 CFM	7,62 CFM
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### Cooling

Sensible Cooling:	40kW/11 tons	36 kW/10 tons	9 kW/3 tons
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Size: Minimum kitchen requirements: 70 m<sup>2</sup>/ 753 ft<sup>2</sup>

Ceiling Height: Minimum 2700 mm

Water: 1.5" water service to premises

AC/Cooling: Suitable for restaurant with kitchen.

Signage: According to Max Graphic Design Manual





MAX  
CRISPY  
-FRIES-

EXTRA GODA EXTRA KRISPIGA



EXTRA GODA EXTRA KRISPIGA

EXTRA GODA EXTRA KRISPIGA





[www.maxburgers.com](http://www.maxburgers.com)