

FRANCHISE DISCLOSURE DOCUMENT

ISSUANCE DATE: MARCH 27, 2026, AS AMENDED ON MAY 11, 2026

CINNABON FRANCHISOR SPV LLC
A Delaware limited liability company
5620 Glenridge Drive NE, Atlanta, Georgia 30342
(404) 255-3250
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www.cinnabon.com

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You will operate a Cinnabon® retail bakery (a "**Bakery**"). Bakeries are retail stores that sell fresh baked cinnamon rolls and related products. There are six types of Bakeries: a Full Bakery, an Express Bakery, a Concession Bakery, an Auntie Anne's Co-Branded Bakery, a Carvel Co-Branded Bakery, and a Swirl Bakery (each term is defined in Item 1).

The total investment necessary to begin operation of a Full Bakery franchise ranges from $256,950 to $703,500 in a Traditional Location and from $196,250 to $715,100 in a Non-Traditional Location. This includes $35,659 to $60,367 that must be paid to us or our affiliates. The total investment necessary to begin operation of an Express Bakery ranges from $29,250 to $66,900 in a new Schlotzsky's® restaurant and from $70,850 to $191,950 in any other location. This includes $8,159 to $31,267 that must be paid to us or our affiliates. The total estimated investment necessary to begin operation of a Concession Bakery ranges between $125,465 and $325,875. This includes $5,659 to $28,767 that must be paid to us or our affiliates. The total investment necessary to begin operation of an Auntie Anne's Co-Branded Bakery is $410,675 to $1,205,400. This includes $71,159 to $120,467 that must be paid to us or our affiliates. The total investment necessary to begin operation of a Carvel Co-Branded Bakery or a Swirl Bakery is $463,250 to $1,136,500. This includes $71,159 to $121,467 that must be paid to us or our affiliates.

This Disclosure Document summarizes certain provisions of your franchise agreement and other information in plain English. Read this Disclosure Document and all accompanying agreements carefully. You must receive this Disclosure Document at least 14 calendar days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your Disclosure Document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact our sales department at 5620 Glenridge Drive NE, Atlanta, Georgia 30342 and 1-800-227-8353 or requests@cinnabon.com.

The terms of your contract will govern your franchise relationship. Don't rely on the Disclosure Document alone to understand your contract. Read all of your contract carefully. Show your contract and this Disclosure Document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this Disclosure Document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this Disclosure Document, is available from the Federal Trade Commission ("**FTC**"). You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

The issuance date of this Franchise Disclosure Document is March 27, 2026, as amended on May 11, 2026.

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibit D and Exhibit E.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit A includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Cinnabon business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a Cinnabon franchisee?	Item 20 or Exhibit D and Exhibit E list current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit F.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by arbitration and/or litigation only in Georgia. Out-of-state arbitration or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to arbitrate or litigate with the franchisor in Georgia than in your own state.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

(THE FOLLOWING APPLIES TO TRANSACTIONS GOVERNED BY THE MICHIGAN FRANCHISE INVESTMENT LAW ONLY)

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

(a) A prohibition on the right of a franchisee to join an association of franchisees.

(b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protection provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.

(c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.

(d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.

(e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

(f) A provision that requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

(g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

(i) The failure of the proposed transferee to meet the franchisor's then-current reasonable qualifications or standards.

(ii) The fact that the proposed transferee is a competitor of the franchisor or sub-franchisor.

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

If the franchisor's most recent financial statements are unaudited and show a net worth of less than $100,000, the franchisee may request the franchisor to arrange for the escrow of initial investment and other funds paid by the franchisee until the obligations, if any, of the franchisor to provide real estate, improvements, equipment, inventory, training or other items included in the franchise offering are fulfilled. At the option of the franchisor, a surety bond may be provided in place of escrow.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL.

Any questions regarding this notice should be directed to:

State of Michigan Department of Attorney General
G. Mennen Williams Building, 7th Floor
525 W. Ottawa Street
Lansing, Michigan 48909
Telephone Number: (517) 335-7567

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EXHIBITS:

EXHIBIT A FINANCIAL STATEMENTS

EXHIBIT B CINNABON FRANCHISE AGREEMENT AND RELATED AGREEMENTS:

Schedule A - Franchise Specific Terms
Schedule B - Personal Covenants
Schedule C - Guaranty of Payment and Performance
Schedule D - State Law Addendum (If Required)
Schedule E - Multi-Unit Addendum

EXHIBIT C OTHER AGREEMENTS

Cinnabon Express Schedule (to replace Schedule A of the Franchise Agreement)
Cinnabon Concession Bakery Schedule (to replace Schedule A of the Franchise Agreement)
Co-Branded Bakery Schedule (to replace Schedule A of the Franchise Agreement)
Alternative Selling Location Addendum
General Release
POS System Support Services Agreement

EXHIBIT D INFORMATION ON FRANCHISEES

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EXHIBIT F STATE ADMINISTRATORS

EXHIBIT G AGENTS FOR SERVICE OF PROCESS

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EXHIBIT I FRANCHISEE DISCLOSURE ACKNOWLEDGEMENT

ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

To simplify the language in this Disclosure Document, **"we"** or **"us"** means Cinnabon Franchisor SPV LLC, the franchisor. **"You"** or **"your"** means the person or entity who buys the franchise, including all equity owners of a corporation, general partnership, limited partnership, limited liability company, or any other type of entity (an **"Entity"**). The words "**includes**" and "**including**" mean "includes, but is not limited to" and "including, but not limited to," and the terms following such words are intended to be examples and not an exhaustive list. If you are an Entity, each individual with direct or indirect ownership interest shall be referred to as an **"Owner**.**"**

Our Business

We are a Delaware limited liability company organized on February 2, 2017. We do business under the name "Cinnabon." Our principal business address is 5620 Glenridge Drive NE, Atlanta, Georgia 30342. Exhibit G discloses our agents for service of process. Although we reserve the right to do so, we have not offered franchises in other lines of business.

We have offered Cinnabon® franchises since April 2017. As of December 31, 2025, there were 1,310 franchised Bakeries in the United States and 1,057 franchised Bakeries operating outside the United States and 201 Seattle's Best Coffee units outside the United States. We do not own any Bakeries. As of December 31, 2025, our affiliate, Schlotzsky's Stores LLC ("**Schlotzsky's Stores**"), owned and operated 29 Bakeries in the United States.

In addition to offering franchises, we or our affiliates also sell products to (i) wholesale accounts that offer Cinnabon® products at retail, such as supermarkets, convenience stores, club stores and other similar retail outlets and (ii) unaffiliated branded restaurants and retail stores that we permit to sell one or more Cinnabon® branded products.

Predecessors, Parents and Certain Affiliates

We are an indirect, wholly-owned subsidiary of GoTo Foods LLC, a Delaware limited liability company formerly known as Focus Brands LLC ("**GoTo Foods**"). GoTo Foods was originally incorporated in Delaware as Focus Brands Inc. before it converted to a Delaware limited liability company on December 29, 2019. GoTo Foods shares our principal business address, has not conducted a business of the type that you will operate, and has not offered franchises in any line of business. GoTo Foods is the indirect parent company of six other franchise systems (see below).

We are a direct, wholly-owned subsidiary of GoTo Foods Systems LLC ("**GoTo Systems**"), a Delaware limited liability company formerly known as Focus Brands Systems LLC. GoTo Systems is a direct, wholly-owned subsidiary of GoTo Foods Funding LLC ("**GoTo Funding**"), a Delaware limited liability company formerly known as Focus Brands Funding LLC. GoTo Systems is an indirect, wholly-owned subsidiary of GoTo Foods. GoTo Systems and GoTo Funding share our principal business address, have not conducted a business of the type that you will operate, and have not offered franchises in any line of business.

Cinnabon LLC ("**CLLC**"), a Georgia limited liability company that shares our principal business address, is an indirect subsidiary of GoTo Foods. CLLC was originally incorporated as Cinnabon, Inc., a Washington corporation and converted to a Georgia limited liability company, Cinnabon LLC, on December 28, 2015. CLLC is our predecessor and offered Cinnabon® franchises from

1990 to 1994 and from March 1999 to April 2017. Since 2003, CLLC has owned the master franchise rights to sub-franchise Seattle's Best Coffee® franchises on military bases in the United States and internationally in 8 countries. As of December 31, 2023, there were 178 franchised Seattle's Best Coffee® cafes, all of which were located outside of the United States. Other than these franchises, CLLC has not offered franchises in any other line of business. CLLC became affiliated with GoTo Foods in November 2004 as a result of an acquisition.

Affiliates That Provide Services to Franchisees

We have entered into a management agreement with GoTo Foods for it to provide our franchisees with certain support and services that we are obligated to provide under their franchise agreements. GoTo Foods also acts as our franchise sales agent. We have agreed to pay management fees to GoTo Foods for these services. GoTo Foods may delegate certain of these responsibilities to our other affiliates. However, as the franchisor, we will be responsible and accountable to you to make sure that all services we promise to perform under your Franchise Agreement or other agreement you sign with us are performed in compliance with the applicable agreement, regardless of who performs these services on our behalf.

FSC LLC ("**GoTo Supply**"), a Georgia limited liability company, is an indirect subsidiary of GoTo Foods that manages the supply chain associated with us and the other franchise systems within the GoTo Foods Portfolio (as defined below). In managing the supply chain, GoTo Supply handles the procurement, distribution, logistics and quality assurance aspects of the GoTo Foods Portfolio supply chain and seeks to leverage the overall buying power of these franchise systems in order to provide value to each system. GoTo Supply shares our principal business address, has not conducted a business of the type that you will operate, and has not offered franchises in any line of business.

GoTo Foods Rewards, Inc. ("**GoTo Rewards**"), a Florida corporation formerly known as Focus Brands Rewards, Inc., is an indirect subsidiary of GoTo Foods that administers the gift card program for Bakeries and other brands in the GoTo Foods Portfolio (as defined below). See Item 8 for more information on our gift card program. GoTo Rewards shares our principal business address, has not conducted a business of the type that you will operate, and has not offered franchises in any line of business.

GoTo Systems guarantees our performance of obligations under our franchise agreements.

GoTo Foods

GoTo Foods is the indirect parent company to seven franchisors, including: us, Carvel Franchisor SPV LLC ("**Carvel**"), Auntie Anne's Franchisor SPV LLC ("**Auntie Anne's**"), Schlotzsky's Franchisor SPV LLC ("**Schlotzsky's**"), Moe's Franchisor SPV LLC ("**Moe's**"), Jamba Juice Franchisor SPV LLC ("**Jamba**"), and McAlister's Franchisor SPV LLC ("**McAlister's**") (collectively, the "**GoTo Foods Portfolio**"). Prior to April 2017, the franchisors of these franchise systems (other than Jamba, which was not affiliated with GoTo Foods at the time) were CLLC, Carvel Corporation (now known as Carvel LLC), Auntie Anne's LLC, Schlotzsky's Franchise LLC, Moe's Franchisor LLC, and McAlister's Corporation (now known as McAlister's LLC) (collectively, the "**Former Franchisors**"). Prior to October 2018, the franchisor of the Jamba system was Jamba Juice Company (now known as Jamba Juice LLC) ("**JJ**"). We refer to JJ and the Former Franchisors as the "**Former GoTo Franchisors**." All seven franchisors in the GoTo Foods Portfolio have a principal place of business at 5620 Glenridge Drive NE, Atlanta, GA 30342 and have not offered franchises in any other line of business.

Auntie Anne's franchises Auntie Anne's® shops that offer soft pretzels, lemonade, frozen drinks, and related foods and beverages. In November 2010, the Auntie Anne's system became affiliated with GoTo Foods through an acquisition. Auntie Anne's has offered franchises since April 2017, and its predecessor offered franchises from January 1991 to April 2017. As of December 31, 2025, there were 1,236 franchised and 11 affiliate-owned Auntie Anne's® shops in the United States and 887 franchised Auntie Anne's® shops outside the United States.

Carvel franchises Carvel® ice cream shoppes and is a leading retailer of branded ice cream cakes and producer of premium soft-serve ice cream. The Carvel system became an affiliated program in October 2001. Carvel has offered franchises since April 2017, and its predecessors offered franchises from 1947 to April 2017. As of December 31, 2025, there were 359 franchised Carvel® shoppes and one affiliate-owned Carvel® shoppe in the United States and 54 franchised Carvel® shoppes outside the United States.

Jamba franchises Jamba® stores that feature a wide variety of fresh blended-to-order smoothies and other cold or hot beverages and offer fresh squeezed juices and portable food items to customers who come for snacks and light meals. In September 2018, Jamba's predecessor, JJ, became affiliated with GoTo Foods through an acquisition. Jamba has offered Jamba® franchises since October 2018, and its predecessor offered franchises from 1991 to October 2018. As of December 31, 2025, there were 709 franchised Jamba® stores and one affiliate-owned Jamba® store in the United States and 62 franchised Jamba® stores outside the United States.

McAlister's franchises McAlister's Deli® restaurants that feature deli foods, including hot and cold deli sandwiches, baked potatoes, salads, soups, desserts, iced tea and other food and beverage products. McAlister's system became an Affiliated Program (as defined below) through an acquisition in July 2005, and the McAlister's system became affiliated with GoTo Foods in October 2013. McAlister's has offered franchises since April 2017, and its predecessor offered franchises from 1999 to April 2017. As of December 31, 2025, there were 533 franchised and 39 affiliate-owned McAlister's Deli® restaurants in the United States.

Moe's franchises Moe's Southwest Grill® fast casual restaurants that feature fresh-mex and southwestern food. In August 2007, the Moe's system became affiliated with GoTo Foods through an acquisition. Moe's has offered franchises since April 2017, and its predecessors offered franchises from 2001 to April 2017. As of December 31, 2025, there were 563 franchised and five affiliate-owned Moe's Southwest Grill® restaurants in the United States.

Schlotzsky's franchises Schlotzsky's Deli® quick-casual restaurants that feature sandwiches, pizza, soups, and salads. Schlotzsky's signature items are its "fresh-from-scratch" sandwich buns and pizza crusts that are baked on-site every day. In November 2006, the Schlotzsky's Deli® system became affiliated with GoTo Foods through an acquisition. Schlotzsky's has offered franchises since April 2017, and its predecessors offered franchises from 1976 to April 2017. As of December 31, 2025, there were 267 franchised and 27 affiliate-owned Schlotzsky's Deli® restaurants in the United States.

Other Affiliates with Franchise Programs

Through control with private equity funds managed by Roark Capital Management, LLC, an Atlanta-based private equity firm, we are affiliated with the following franchise programs (**"Affiliated Programs"**). None of these affiliates operate a Cinnabon franchise.

Inspire Brands, Inc. ("**Inspire Brands**") is a global multi-brand restaurant company, launched in February 2018 upon completion of the merger of the Arby's and Buffalo Wild Wings brands. Inspire Brands is a parent company to six franchisors offering and selling franchises in the United States, including: Arby's Franchisor, LLC ("**Arby's**"), Baskin-Robbins Franchising LLC ("**Baskin-Robbins**"), Buffalo Wild Wings International, Inc. ("**Buffalo Wild Wings**"), Dunkin' Donuts Franchising LLC ("**Dunkin'**"), Jimmy John's Franchisor SPV, LLC ("**Jimmy John's**"), and Sonic Franchising LLC ("**Sonic**"). Inspire Brands is also a parent company to the following franchisors offering and selling franchises internationally: Inspire International, Inc. ("**Inspire International**"), DB Canadian Franchising ULC ("**DB Canada**"), DDBR International LLC ("**DB China**"), DD Brasil Franchising Ltda. ("**DB Brasil**"), DB Mexican Franchising LLC ("**DB Mexico**"), and BR UK Franchising LLC ("**BR UK**"). All of Inspire Brands' franchisors have a principal place of business at Three Glenlake Parkway NE, Atlanta, Georgia 30328 and, other than as described below for Arby's, have not offered franchises in any other line of business.

Arby's is a franchisor of quick-serve restaurants operating under the Arby's® trade name and business system that feature slow-roasted, freshly sliced roasted beef and other deli-style sandwiches. In July 2011, Arby's became an Affiliated Program through an acquisition. Arby's has been franchising since 1965. Predecessors and former affiliates of Arby's have, in the past, offered franchises for other restaurant concepts including T.J. Cinnamons® stores that served gourmet baked goods. All of the T.J. Cinnamons locations have closed. As of December 28, 2025, there were 3,265 Arby's restaurants operating in the United States (2,344 franchised and 921 company-owned), including one multi-brand location. Additionally, as of December 28, 2025, there were 243 single-branded franchised Arby's restaurants operating internationally.

Baskin-Robbins is a franchisor of Baskin-Robbins® restaurants that offer ice cream, ice cream cakes and related frozen products, beverages and other products and services. Baskin-Robbins became an Affiliated Program through an acquisition in December 2020. Baskin-Robbins has offered franchises in the United States and certain international markets for Baskin-Robbins restaurants since March 2006. As of December 28, 2025, there were 2,186 franchised Baskin-Robbins restaurants operating in the United States. Of those 2,186 restaurants, 958 were single-branded Baskin-Robbins restaurants, nine were Baskin-Robbins restaurants operating at a multi-brand location, and 1,219 were Dunkin' and Baskin-Robbins combo restaurants. Additionally, as of December 28, 2025, there were 5,696 single-branded franchised Baskin-Robbins restaurants operating internationally and in Puerto Rico.

Buffalo Wild Wings is a franchisor of sports entertainment-oriented casual sports bars that feature chicken wings, sandwiches, and other products, alcoholic and other beverages, and related services under Buffalo Wild Wings® name ("**Buffalo Wild Wings Sports Bars**") and restaurants that feature chicken wings and other food and beverage products primarily for off-premises consumption under the Buffalo Wild Wings GO name ("**BWW GO Restaurants**"). Buffalo Wild Wings has offered franchises for Buffalo Wild Wings Sports Bars since April 1991 and for BWW GO Restaurants since December 2020. As of December 28, 2025, there were 1,178 Buffalo Wild Wings Sports Bars operating in the United States (549 franchised and 629 company-owned, including one company-owned Buffalo Wild Wings Sports Bar operating at a multi-brand location) and 64 franchised Buffalo Wild Wings or B-Dubs restaurants operating outside the United States. As of December 28, 2025, there were 219 BWW GO Restaurants operating in the United States (194 franchised and 25 company-owned).

Dunkin' is a franchisor of Dunkin'® restaurants that offer doughnuts, coffee, espresso, breakfast sandwiches, bagels, muffins, compatible bakery products, croissants, snacks,

sandwiches and beverages. Dunkin' became an Affiliated Program through an acquisition in December 2020. Dunkin' has offered franchises in the United States and certain international markets for Dunkin' restaurants since March 2006. As of December 28, 2025, there were 9,999 Dunkin' restaurants operating in the United States (9,963 franchised and 36 company-owned). Of those 9,999 restaurants, 8,743 were single-branded Dunkin' restaurants, 37 were Dunkin' restaurants operating at multi-brand locations, and 1,219 were franchised Dunkin' and Baskin-Robbins combo restaurants. Additionally, as of December 28, 2025, there were 4,242 single-branded franchised Dunkin' restaurants operating internationally.

Jimmy John's is a franchisor of restaurants operating under the Jimmy John's® trade name and business system that feature high-quality deli sandwiches, fresh baked breads, and other food and beverage products. Jimmy John's became an Affiliated Program through an acquisition in October 2016 and became part of Inspire Brands by merger in 2019. As of December 28, 2025, there were 2,777 Jimmy John's restaurants operating in the United States (2,737 franchised and 40 company-owned). Of those 2,777 restaurants, 2,737 were singled-branded Jimmy John's restaurants and 40 were Jimmy John's restaurants operating at multi-brand locations. Additionally, as of December 28, 2025, there were 37 franchised Jimmy John's restaurants operating internationally.

Sonic is the franchisor of Sonic Drive-In® restaurants, which serve hot dogs, hamburgers and other sandwiches, tater tots and other sides, a full breakfast menu and frozen treats and other drinks. Sonic became an Affiliated Program through an acquisition in December 2018. Sonic has offered franchises for Sonic restaurants since May 2011. As of December 28, 2025, there were 3,412 Sonic Drive-Ins operating in the United States (3,120 franchised and 292 company-owned), including two multi-brand locations (one franchised and one company-owned).

Inspire International has, directly or through its predecessors, offered and sold franchises outside the United States for the following brands: Arby's restaurants (since May 2016), Buffalo Wild Wings sports bars (since October 2019), Jimmy John's restaurants (since November 2022), and Sonic restaurants (since November 2019). **DB Canada** was formed in May 2006 and has, directly or through its predecessors, offered and sold Baskin-Robbins franchises in Canada since January 1972. DB China has offered and sold Baskin-Robbins franchises in China since its formation in March 2006. DB Brasil has offered and sold Dunkin' and Baskin-Robbins franchises in Brazil since its formation in May 2014. **DB Mexico** has offered and sold Dunkin' franchises in Mexico since its formation in October 2006. **BR UK** has offered and sold Baskin-Robbins franchises in the UK since its formation in December 2014. The restaurants franchised by the international franchisors are included in the brand-specific disclosures above.

Primrose School Franchising SPE, LLC (**"Primrose"**) is a franchisor that offers franchises for the establishment, development and operation of educational childcare facilities serving families with children from 6 weeks to 12 years old operating under the Primrose® name. Primrose's principal place of business is 3200 Windy Hill Road SE, Suite 1200E, Atlanta GA 30339. Primrose became an Affiliated Program through an acquisition in June 2008. Primrose and its affiliates have been franchising since 1988. As of December 31, 2025, there were 558 franchised Primrose facilities in the United States. Primrose has not offered franchises in any other line of business.

ME SPE Franchising, LLC (**"Massage Envy"**) is a franchisor of businesses that offer professional therapeutic massage services, facial services, and related goods and services under the name "Massage Envy®" since 2019. Massage Envy's principal place of business is 14350

North 87th Street, Suite 200, Scottsdale, Arizona 85260. Massage Envy's predecessor began operation in 2003, commenced franchising in 2010, and became an Affiliated Program through an acquisition in 2012. As of December 31, 2025, there were 993 Massage Envy locations operating in the United States, including 986 operated as total body care Massage Envy businesses and seven operated as traditional Massage Envy businesses. Additionally, Massage Envy's predecessor previously sold franchises for regional developers, who acquired a license for a defined region in which they were required to open and operate a designated number of Massage Envy locations either by themselves or through franchisees that they would solicit. As of December 31, 2025, there were nine regional developers operating 11 regions in the United States. Massage Envy has not offered franchises in any other line of business.

CKE Inc. ("**CKE**"), through two indirect wholly-owned subsidiaries (Carl's Jr. Restaurants LLC and Hardee's Restaurants LLC), owns, operates and franchises quick serve restaurants operating under the Carl's Jr.® and Hardee's ® trade names and business systems. Carl's Jr. restaurants and Hardee's restaurants offer a limited menu of breakfast, lunch and dinner products featuring charbroiled 100% Black Angus Thickburger® sandwiches, Hand-Breaded Chicken Tenders, Made from Scratch Biscuits and other related quick serve menu items. A small number of Hardee's Restaurants offer Red Burrito® Mexican food products through a Dual Concept Restaurant. A small number of Carl's Jr. Restaurants offer Green Burrito® Mexican food products through a Dual Concept Restaurant. CKE Inc.'s principal place of business is 6700 Tower Circle, Suite 1000, Franklin, Tennessee. In December 2013, CKE Inc. became an Affiliated Program through an acquisition. Hardee's restaurants have been franchised since 1961. As of January 26, 2026, there were 198 company-operated Hardee's restaurants, and there were 1,287 domestic franchised Hardee's restaurants, including 106 Hardee's/Red Burrito Dual Concept restaurants. Additionally, there were 499 franchised Hardee's restaurants operating outside the United States. Carl's Jr. restaurants have been franchised since 1984. As of January 26, 2026, there were 50 company-operated Carl's Jr. restaurants, and there were 942 domestic franchised Carl's Jr. restaurants, including 85 Carl's Jr./Green Burrito Dual Concept restaurants. In addition, there were 731 franchised Carl's Jr. restaurants operating outside the United States. Neither CKE nor its subsidiaries that operate the above-described franchise systems have offered franchises in any other line of business.

Driven Holdings, LLC ("**Driven Holdings**") is the indirect parent company to nine franchisors, including Meineke Franchisor SPV LLC ("**Meineke**"), Maaco Franchisor SPV LLC ("**Maaco**"), Merlin Franchisor SPV LLC ("**Merlin**"), Econo Lube Franchisor SPV LLC ("**Econo Lube**"), 1-800-Radiator Franchisor SPV LLC ("**1-800-Radiator**"), CARSTAR Franchisor SPV LLC ("**CARSTAR**"), Take 5 Franchisor SPV LLC ("**Take 5**"), ABRA Franchisor SPV LLC ("**Abra**") and FUSA Franchisor SPV LLC ("**FUSA**"). In April 2015, Driven Holdings and its franchised brands at the time (which included Meineke, Maaco, Merlin and Econo Lube) became Affiliated Programs through an acquisition. Subsequently, through acquisitions in June 2015, October 2015, March 2016, September 2019, and April 2020, respectively, the 1-800-Radiator, CARSTAR, Take 5, Abra and FUSA brands became Affiliated Programs. The principal business address of Meineke, Maaco, Econo Lube, Merlin, CARSTAR, Take 5, Abra and FUSA is 440 South Church Street, Suite 700, Charlotte, North Carolina 28202. 1-800-Radiator's principal business address is 4401 Park Road, Benicia, California 94510. None of these franchise systems have offered franchises in any other line of business.

Meineke franchises automotive centers that offer to the general public automotive repair and maintenance services that it authorizes periodically. These services currently include repair and replacement of exhaust system components, brake system components, steering and suspension components (including alignment), belts (V and serpentine), cooling system

service, CV joints and boots, axles, wiper blades, universal joints, lift supports, motor and transmission mounts, trailer hitches, air conditioning, state inspections, tire sales, tune-ups and related services, transmission fluid changes and batteries. Meineke and its predecessors have offered Meineke center franchises since September 1972, and Meineke's affiliate has owned and operated Meineke centers on and off since March 1991. As of December 27, 2025, there were 735 franchised Meineke centers, 14 franchised Meineke centers co-branded with Econo Lube, and no company-owned Meineke centers or company-owned Meineke centers co-branded with Econo Lube operating in the United States.

Maaco and its predecessors have offered Maaco center franchises since February 1972 providing automobile painting and body repair. As of December 27, 2025, there were 360 franchised Maaco centers and no company-owned Maaco centers in the United States.

Merlin franchises shops that provide automotive repair services specializing in vehicle longevity, including the repair and replacement of automotive exhaust, brake parts, ride and steering control system and tires. Merlin and its predecessors offered franchises from July 1990 to February 2006 under the name "Merlin Muffler and Brake Shops," and have offered franchises under the name "Merlin Shops" since February 2006. As of December 27, 2025, there were 11 Merlin franchises and no company-owned Merlin shops located in the United States.

Econo Lube offers franchises that provide oil change services and other automotive services including brakes, but not including exhaust systems. Econo Lube's predecessor began offering franchises in 1980 under the name "Muffler Crafters" and began offering franchises under the name "Econo Lube N' Tune" in 1985. As of December 27, 2025, there were eight Econo Lube N' Tune franchises and eight Econo Lube N' Tune franchises co-branded with Meineke centers in the United States, which are predominately in the western part of the United States, including California, Arizona, and Texas, and no company-owned Econo Lube N' Tune locations in the United States.

1-800-Radiator franchises distribution warehouses selling radiators, condensers, air conditioning compressors, fan assemblies and other parts, products, and equipment, automotive and otherwise, and related services to automotive repair shops and parts stores, fleets, chain accounts and retail consumers. 1-800-Radiator and its predecessor have offered 1-800-Radiator franchises since 2004. As of December 27, 2025, there were 190 1-800-Radiator franchises in operation in the United States. 1-800-Radiator's affiliate has owned and operated 1-800-Radiator warehouses since 2001 and, as of December 27, 2025, owned and operated one 1-800-Radiator warehouse in the United States.

CARSTAR offers franchises for full-service automobile collision repair facilities providing repair and repainting services for automobiles and trucks that suffered damage in collisions. CARSTAR's business model focuses on insurance-related collision repair work arising out of relationships it has established with insurance company providers. CARSTAR and its affiliates first offered conversion franchises to existing automobile collision repair facilities in August 1989 and began offering franchises for new automobile repair facilities in October 1995. As of December 27, 2025, there were 479 franchised CARSTAR facilities and no company-owned facilities operating in the United States.

Take 5 franchises motor vehicle centers that offer quick service, customer-oriented oil changes, lubrication and related motor vehicle services and products. Take 5 commenced offering franchises in March 2017, although the Take 5 concept started in 1984 in Metairie,

Louisiana. As of December 27, 2025, there were 501 franchised Take 5 outlets and 807 affiliate-owned Take 5 outlets operating in the United States.

Abra franchises repair and refinishing centers that offer high quality auto body repair and refinishing and auto glass repair and replacement services at competitive prices. Abra and its predecessor have offered Abra franchises since 1987. As of December 27, 2025, there were 55 franchised Abra repair centers and no company-owned repair centers operating in the United States.

FUSA franchises collision repair shops specializing in auto body repair work and after-collision services. FUSA has offered Fix Auto shop franchises since July 2020, although its predecessors have offered franchise and license arrangements for Fix Auto shops on and off from April 1998 to June 2020. As of December 27, 2025, there were 218 franchised Fix Auto shops and no company-owned shops operating in the United States.

Driven Holdings is also the indirect parent company to the following franchisors that offer franchises in Canada: (1) **Meineke Canada SPV LP** and its predecessors have offered Meineke center franchises in Canada since August 2004; (2) **Maaco Canada SPV LP** and its predecessors have offered Maaco center franchises in Canada since 1983; (3) **1-800-Radiator Canada, Co.** has offered 1-800-Radiator warehouse franchises in Canada since April 2007; (4) **Carstar Canada SPV LP** and its predecessors have offered CARSTAR franchises in Canada since September 2000; (5) **Take 5 Canada SPV LP** and its predecessor have offered Take 5 franchises in Canada since November 2019; (6) **Driven Brands Canada Funding Corporation** and its predecessors have offered UniglassPlus and Uniglass Express franchises in Canada since 1985 and 2015, respectively, Vitro Plus and Vitro Express franchises in Canada since 2002, and Docteur du Pare Brise franchises in Canada since 1998; (7) **Go Glass Franchisor SPV LP** and its predecessors have offered Go! Glass & Accessories franchises since 2006 and Go! Glass franchises since 2017 in Canada; and (8) **Star Auto Glass Franchisor SPV LP** and its predecessors have offered Star Auto Glass franchises in Canada since approximately 2012.

As of December 27, 2025, there were: (i) six franchised Meineke centers and no company-owned Meineke centers in Canada; (ii) 11 franchised Maaco centers and no company-owned Maaco centers in Canada; (iii) 10 1-800-Radiator franchises and no company-owned 1-800-Radiator locations in Canada; (iv) 330 franchised CARSTAR facilities and no company-owned CARSTAR facilities in Canada; (v) 31 franchised Take 5 outlets and seven company-owned Take 5 outlets in Canada; (vi) 85 franchised UniglassPlus businesses, 24 franchised UniglassPlus/Ziebart businesses, and five franchised Uniglass Express businesses in Canada, and one company-owned UniglassPlus business and one company-owned UniglassPlus/Ziebart business in Canada; (vii) 10 franchised VitroPlus businesses, 57 franchised VitroPlus/Ziebart businesses and three franchised Vitro Express businesses in Canada, and no company-owned VitroPlus businesses or company-owned VitroPlus/Ziebart businesses in Canada; (viii) 30 franchised Docteur du Pare Brise businesses and no company-owned Docteur du Pare Brise businesses in Canada; (ix) 10 franchised Go! Glass & Accessories businesses and no franchised Go! Glass businesses in Canada, and eight company-owned Go! Glass & Accessories businesses and no company-owned Go! Glass businesses in Canada; and (x) seven franchised Star Auto Glass businesses and no company-owned Star Auto Glass businesses in Canada.

In December 2021, Driven Brands acquired Auto Glass Now's repair locations. As of December 27, 2025, there were 249 repair locations operating under the AUTOGLASSNOW®

name in the United States ("**AGN Repair Locations**"). AGN Repair Locations offer auto glass calibration and windshield repair and replacement services. In the future, AGN Repair Locations may offer products and services to Driven Brands' affiliates and their franchisees in the United States, and/or Driven Brands may decide to offer franchises for AGN Repair Locations in the United States.

ServiceMaster Systems LLC is the direct parent company to three franchisors operating five franchise brands in the United States: Merry Maids SPE LLC ("**Merry Maids**"), ServiceMaster Clean/Restore SPE LLC ("**ServiceMaster**") and Two Men and a Truck SPE LLC ("**Two Men and a Truck**"). Merry Maids and ServiceMaster became Affiliated Programs through an acquisition in December 2020. Two Men and a Truck became an Affiliated Program through an acquisition on August 3, 2021.The three franchisors have a principal place of business at One Glenlake Parkway, Suite 1400, Atlanta, Georgia 30328 and have never offered franchises in any other line of business.

Merry Maids franchises residential house cleaning businesses under the Merry Maids® mark. Merry Maids' predecessor began business and started offering franchises in 1980. As of December 31, 2025, there were 685 Merry Maid franchises in the United States.

ServiceMaster franchises (i) businesses that provide disaster restoration and heavy-duty cleaning services to residential and commercial customers under the ServiceMaster Restore® mark and (ii) businesses that provide contracted janitorial services and other cleaning and maintenance services under the ServiceMaster Clean® mark. ServiceMaster's predecessor began offering franchises in 1952. As of December 31, 2025, there were 584 ServiceMaster Clean franchises, and 1,912 ServiceMaster Restore franchises in the United States.

Two Men and a Truck franchises (i) businesses that provide moving services and related products and services, including packing, unpacking and the sale of boxes and packing materials under the Two Men and a Truck® mark and (ii) businesses that provide junk removal services under the Two Men and a Junk Truck™ mark. Two Men and a Truck's predecessor began offering moving franchises in February 1989. Two Men and a Truck began offering Two Men and a Junk Truck franchises in 2023. As of December 31, 2025, there were 350 Two Men and a Truck franchises and one company-owned Two Men and a Truck business in the United States. As of December 31, 2025, there were 68 Two Men and a Junk Truck franchises in the United States.

Affiliates of ServiceMaster Systems LLC also offer franchises for operation outside the United States. Specifically, **ServiceMaster of Canada Limited** offers franchises in Canada, **ServiceMaster Limited** offers franchises in Great Britain, and **Two Men and a Truck** offers franchises in Canada and Ireland.

NBC Franchisor LLC ("**NBC**") franchises gourmet bakeries that offer and sell specialty bundt cakes, other food items and retail merchandise under the Nothing Bundt Cakes® mark. NBC's predecessor began offering franchises in May 2006. NBC became an Affiliated Program through an acquisition in May 2021. NBC has a principal place of business at 5005 Lyndon B. Johnson Pkwy, Suite 600, Dallas, Texas 75244. As of December 28, 2025, there were 765 Nothing Bundt Cake franchises and eight company-owned locations operating in the United States and six Nothing Bundt Cake franchises operating in Canada. NBC has never offered franchises in any other line of business.

Mathnasium Franchisor LLC (**"Mathnasium"**) franchises learning centers that provide math instruction using the Mathnasium® system of learning. Mathnasium's predecessor began offering franchises in late 2003. Mathnasium's predecessor became an Affiliated Program through an acquisition in November 2022. Mathnasium has a principal place of business at 5120 West Goldleaf Circle, Suite 400, Los Angeles, California 90056. As of December 31, 2025, there were 1,043 franchised and four affiliate-owned Mathnasium centers operating in the United States. Mathnasium has never offered franchises in any other line of business. Affiliates of Mathnasium Franchisor LLC also offer franchises for operation outside the United States.

Mathnasium Center Licensing Canada, Inc. has offered franchises for Mathnasium centers in Canada since May 2014. As of December 31, 2025, there were 104 franchised Mathnasium centers in Canada. **Mathnasium International Franchising, LLC** has offered franchises outside the United States and Canada since May 2015. As of December 31, 2025, there were 108 franchised Mathnasium centers outside the United States and Canada. Mathnasium Center Licensing Canada, Inc. and Mathnasium International Franchising, LLC each have their principal place of business at 5120 West Goldleaf Circle, Suite 400, Los Angeles, California 90056 and none of them has ever offered franchises in any other line of business.

Youth Enrichment Brands, LLC is the direct parent company to three franchisors operating in the United States: i9 Sports, LLC (**"i9"**), SafeSplash Brands, LLC also known as "**Streamline Brands**")**,** and School of Rock Franchising LLC ("**School of Rock**"). i9 became an Affiliated Program through an acquisition in September 2021. Streamline Brands became an Affiliated Program through an acquisition in June 2022. School of Rock became an Affiliated Program through an acquisition in September 2023. The three franchisors have never offered franchises in any other line of business.

i9 franchises businesses that operate, market, sell, and provide amateur sports leagues, camps, tournaments, clinics, training, development, social activities, special events, products, and related services under the i9 Sports® mark. i9 began offering franchises in November 2003. i9 has its principal place of business at 9410 Camden Field Parkway, Riverview, Florida 33578. As of December 31, 2025, there were 294 i9 Sports franchises in the United States.

Streamline Brands offers franchises under the SafeSplash Swim School® brand and operates under the SwimLabs® and Swimtastic® brands, all of which provide "learn to swim" programs for children and adults, birthday parties, summer camps, and other swimming-related activities. Streamline Brands has offered swim school franchises under the SafeSplash Swim School brand since August 2014. Streamline Brands offered franchises under the Swimtastic brand since August 2015 through March 2023 and under the SwimLabs brand from February 2017 through March 2023. Streamline Brands became an Affiliated Program through an acquisition in June 2022 and has its principal place of business at 12240 Lioness Way, Parker, Colorado 80134. As of December 31, 2025, there were 106 franchised and 16 affiliate-owned SafeSplash Swim School outlets (including 14 outlets that are dual-branded with SwimLabs), 11 franchised and licensed SwimLabs swim schools, eight franchised Swimtastic swim schools, and one dual-branded Swimtastic and SwimLabs swim school operating in the United States.

School of Rock franchises businesses that operate performance-based music schools with a rock music program under the School of Rock® mark. School of Rock began offering franchises in September 2005. School of Rock has a principal place of business at 1 Wattles Street, Canton, MA 02021. As of December 31, 2025, there were 276 franchised and 47

affiliate-owned School of Rock schools in the United States and 111 franchised School of Rock schools outside the United States.

Doctor's Associates LLC ("**Subway**") franchises retail eating establishments which sell foot-long and other sandwiches, salads and other food items under the Subway® mark. Subway began offering franchises in 1974. Subway became an Affiliated Program through an acquisition in April 2024. Subway has its principal place of business at 1 Corporate Drive, Suite 1000, Shelton, Connecticut 06484. As of December 31, 2025, there were **18,773** Subway franchises and no company-owned locations operating in the United States and an estimated **16,495** franchises operating outside the United States. Subway has never offered franchises in any other line of business.

Dave's Hot Chicken Franchise Co. SPV LLC ("**DHC**") franchises restaurants that feature Nashville-style hot chicken tenders and sliders with made-to-order spices and related food and drink items in a fun, fast-casual restaurant format under the name "Dave's Hot Chicken®". DHC and its affiliates have been offering franchises for Dave's Hot Chicken restaurants since March 2019 and became an Affiliated Program in May 2025. DHC's principal place of business is 600 Playhouse Alley, Unit 504, Pasadena, CA 91101. As of December 31, 2025, there were 348 franchised Dave's Hot Chicken restaurants and 10 affiliate-owned Dave's Hot Chicken restaurants in the United States and 34 franchised Dave's Hot Chicken Restaurants outside the United States. DHC has never offered franchises in any other line of business.

None of the affiliated franchisors are obligated to provide products or services to you; however, you may purchase products or services from these franchisors if you choose to do so.

Except as described above, we have no other parents, predecessors or affiliates that must be included in this Item.

Franchise Offering and Agreements

We offer franchises to operate a Cinnabon® Bakery. Cinnabon® Bakeries are retail stores that sell fresh baked cinnamon rolls and related products, which may include alcoholic beverages.

This Disclosure Document describes a franchise for the following Bakery formats (all of which are collectively referred to as Bakeries):

- A "**Full Bakery**" is a Bakery where you produce and sell a full range of Cinnabon products from typically in-line or kiosk locations. If you will operate a Full Bakery, you will sign the Franchise Agreement attached as Exhibit B. A Full Bakery may be located in a traditional location, including, without limitation, malls (enclosed and open air), shopping centers (power centers, lifestyle centers, and strip centers), outlet malls and centers, and streetside locations (a "**Traditional Location**") or in a non-traditional location, including, without limitation, airports, amusement parks, big box stores, casinos, colleges, convenience stores, farmer's markets, military bases, sports and entertainment venues, train stations, transportation centers, travel plazas, truck stops, universities, and zoos ("**Non-Traditional Location**").

- An "**Express Bakery**" is a Bakery where you produce and sell a limited selection of Cinnabon products from a space that will typically be located in another restaurant, food service facility, or business approved by us ("**Host Facility**"). Typically, if we offer you the opportunity to operate an Express Bakery, the Express Bakery will be located in a

Schlotzsky's® restaurant (which will be the Host Facility). In limited circumstances, we may offer you the opportunity to operate an Express Bakery that is not located in a Host Facility or in a Host Facility that operates under a brand other than Schlotzsky's. If you will operate an Express Bakery, you will sign the Franchise Agreement along with the Cinnabon Express Schedule attached as Exhibit C to this Disclosure Document (the "**Express Schedule**").

- A "**Concession Bakery**" is a Bakery where you produce and sell a limited range of Cinnabon products from a concession trailer or food truck that is located at a fair, show, market, or other special event. We only offer Concession Bakeries to existing franchisees that meet our qualifications. If you will operate a Concession Bakery, you will sign the Franchise Agreement along with the Concession Bakery Schedule attached as Exhibit C to this Disclosure Document (the "**Concession Schedule**").

- An "**Auntie Anne's Co-Branded Bakery**" is a Full Bakery where you produce and sell a range of Cinnabon® products in conjunction with those products authorized to be sold under the Auntie Anne's® franchise system. In order to operate an Auntie Anne's Co-Branded Bakery, you must (i) purchase a Cinnabon® franchise from us, sign a Franchise Agreement with us, and sign the Co-Branded Bakery Schedule, which is attached as Exhibit C to this Disclosure Document (the "**Co-Branded Bakery Schedule**") and (ii) purchase an Auntie Anne's® franchise from Auntie Anne's and sign an Auntie Anne's® franchise agreement and co-branded schedule with Auntie Anne's. The terms of the Auntie Anne's® franchise offering, franchise agreement, and related agreements that Auntie Anne's will require you to sign are disclosed in the Auntie Anne's® Disclosure Document, which you must obtain from Auntie Anne's. We will not grant you the right to operate an Auntie Anne's Co-Branded Bakery, unless Auntie Anne's agrees to offer you an Auntie Anne's® franchise and to permit the franchise to be operated at a co-branded location.

- A "**Carvel Co-Branded Bakery**" is a Full Bakery where you produce and sell a range of Cinnabon® products in conjunction with those products authorized to be sold under the Carvel® franchise system. In order to operate a Carvel Co-Branded Bakery, you must (i) purchase a Cinnabon® franchise from us, sign a Franchise Agreement with us, and sign the Co-Branded Bakery Schedule, which is attached as Exhibit C to this Disclosure Document (the "**Co-Branded Bakery Schedule**") and (ii) purchase a Carvel® franchise from Carvel and sign a Carvel® franchise agreement and co-branded schedule with Carvel. The terms of the Carvel® franchise offering, franchise agreement, and related agreements that Carvel will require you to sign are disclosed in the Carvel® Disclosure Document, which you must obtain from Carvel. We will not grant you the right to operate a Carvel Co-Branded Bakery, unless Carvel agrees to offer you a Carvel® franchise and to permit the franchise to be operated at a co-branded location.

- A "**Swirl Bakery**" is a Carvel Co-Branded Bakery that operates under the Cinnabon Swirl® mark and trade dress and offers a unique menu that offers traditional Carvel® and Cinnabon® products in addition to hybrid menu items that combine products and ingredients from both brands. In order to operate a Swirl Bakery, you must (i) purchase a Cinnabon® franchise from us, sign a Franchise Agreement with us, and sign the Swirl Bakery Schedule, which is attached as Exhibit C to this Disclosure Document (the "**Swirl Bakery Schedule**") and (ii) purchase a Carvel® franchise from Carvel and sign a Carvel® franchise agreement and Swirl schedule with Carvel. The terms of the Carvel® franchise offering, franchise agreement, and related agreements that Carvel will require you to sign

are disclosed in the Carvel® Disclosure Document, which you must obtain from Carvel. We will not grant you the right to operate a Swirl Bakery, unless Carvel agrees to offer you a Carvel® franchise and to permit the franchise to be operated as a Swirl location. Unless otherwise noted, all references to Co-Branded Bakeries in this Disclosure Document apply to Swirl Bakeries.

Unless otherwise noted, the disclosures in this Disclosure Document apply to all Bakery formats. We refer to Auntie Anne's Co-Branded Bakeries, Carvel Co-Branded Bakeries, and Swirl Bakeries collectively as "**Co-Branded Bakeries**," Auntie Anne's and Carvel as "**Co-Branded Franchisors**," the Auntie Anne's® and Carvel® franchises as "**Co-Branded Franchises**," and the Auntie Anne's® and Carvel® Franchise Agreements as "**Co-Branded Agreements**."

As our franchisee, you will conduct business under the service mark "Cinnabon" and any other identifying marks, trade names, logos and symbols that we use now, or that we later develop (the "**Proprietary Marks**" or "**Marks**"), and use our unique system for the establishment, development and operation of a Bakery (the "**System**").

The System includes our distinctive exterior and interior layouts, designs, and color schemes; our distinctive signage, decorations, furnishings and materials; our selection of approved products that you may offer and sell (the "**Approved Products**"); our proprietary recipes and formulae (**"Recipes"**) used to create our proprietary flavorings or ingredients (**"Proprietary Ingredients"**) and/or our proprietary Approved Products (the **"Proprietary Products"**); our distinctive techniques for packaging, displaying, and merchandising Approved Products; our advertising and marketing programs and materials; our selection of, and relationships with, suppliers, service providers, manufacturers, distributors, and/or consolidators (collectively, **"Suppliers"**) that we have expressly designated or approved (**"Approved Suppliers"**); our methods of operating a food-related business; our operations and administrative systems; our training programs; our software, apps, and technology systems; our methods and techniques for inventory and cost controls, recordkeeping, and reporting; our customer service standards; and any guidelines, standards, specifications, rules, procedures, policies, methods, requirements, and directives we establish, including our standards and specifications as to Recipes, ingredients, food and beverage preparation, food storage, Suppliers, interior and exterior design and décor, sanitation, maintenance, and equipment (the **"Standards"**) set out in our confidential operations manuals (the **"Manuals"**) and otherwise in writing. We may change, improve, add to, and further develop the elements of the System from time to time.

The form of Franchise Agreement we currently offer is the Franchise Agreement attached as Exhibit B to this Disclosure Document (the "**Franchise Agreement**"). The various forms of agreement we or our predecessors have used in the past may have terms different from the current form. We reserve the right to change the form and terms of the Franchise Agreement in the future.

If you sign a Franchise Agreement and you do not have a location for your Bakery that is accepted by us ("**Accepted Location**"), your Franchise Agreement will identify a trade area that we negotiate with you in which you must locate an Accepted Location.

You must identify an individual, who is reasonably acceptable to us, to serve as your "**Primary Contact.**" If we consent, your Primary Contact may be you, if you are an individual, or an Owner, if you are an Entity. The Primary Contact should be empowered with the responsibility and decision making authority regarding the Bakery and its operation, and we will have the right to rely upon the Primary Contact for such purposes.

In addition, you must appoint at least two full-time managers of your Bakery (each, a "**Manager**"). All of your Managers must successfully complete our initial management training program (the "**Management Training Program**") to our satisfaction. We may, in our sole discretion, permit your Primary Contact to serve as a Manager for the Bakery, provided that it is their full-time job, they otherwise qualify for the position, and they successfully complete the Management Training Program. If you and your affiliates operate four or more Bakeries, in addition to your Manager for each Bakery that you operate, we may require you to appoint one or more Managers with the responsibility of supervising and supporting multiple Bakeries (each, a **"Director of Operations"**).

We may, in our sole discretion, offer you the opportunity to enter into multiple franchise agreements at the same time, which will be accompanied by a Multi-Unit Addendum to the Franchise Agreement (the "**Multi-Unit Addendum**") (the current form of which is attached as Schedule E to the Franchise Agreement that is attached as Exhibit B to this Disclosure Document). If you do not sign a Multi-Unit Addendum, you will have no rights to develop or operate more than one Bakery, unless you sign additional Franchise Agreements.

As part of our application process, you must complete an application and successfully pass a financial credit check. You may also be asked to successfully complete a test of basic competency in the English language and a criminal background check.

Alternative Selling Locations

In certain circumstances and subject to availability, we also grant to qualified franchisees the right to operate a temporary, mobile, non-baking stand or cart as an additional selling location (an "**Alternative Selling Location**" or "**ASL**") within the stadium, arena, university, mall, airport, enclosed building, or other retail location where an existing Bakery is located. We typically only offer the opportunity to operate an ASL to franchisees after they have operated their Bakery for a period of time. If we approve you to operate an ASL, you will sign the Alternative Selling Location Addendum attached in Exhibit C of this Disclosure Document (the "**ASL Addendum**"), which modifies certain terms of the Franchise Agreement, and you will be required to include the ASL under your insurance coverage for the existing Bakery.

Franchisee/Industry Contact Lead Referral Program

We may pay a referral fee of $5,000 for a Full Bakery, $750 for an Express Bakery and $500 for a Concession Bakery to the first of our franchisees or real estate brokers that introduces a new prospective franchisee to us, if we approve the new prospect and we and the prospect sign a Franchise Agreement within six months after the referral is made and the prospective franchisee pays us the full Initial Franchise Fee (as defined in Item 5). If we pay this referral fee, we will do so after the referred prospective franchisee's Franchise Agreement is fully signed and the full Initial Franchise Fee is paid. A prospective franchisee will not be considered new if the prospective franchisee (including any of the individual owners if the prospective franchisee is an entity) has signed a franchise agreement with any other brands in the GoTo Foods Portfolio, and the referral fee will only be paid once in connection with the first franchise agreement signed with a brand in the GoTo Foods Portfolio. You must be in full compliance with all Franchise Agreements between you and us in order to receive a referral fee. We reserve the right to terminate, cancel, or modify such referral program at any time.

Competition and the Market

The market for our products and services is the general consuming public. Bakeries compete with all other sellers of baked goods and beverages, including supermarkets, convenience stores, restaurants, and other retail stores selling baked goods and beverages. We operate in an intensely and increasingly competitive, specialized baked goods and snack treat market, which is rapidly changing. There are local, regional, and national competitors (including both local businesses and other chain vendors, some of which may have more locations or longer operating histories than our Bakeries) that also specialize in cinnamon rolls, and others may enter the market. We also have local, regional and national competitors that offer different or more generalized offerings.

The retail food service business is highly competitive with respect to concept, price, location, food quality, and service. The business is often affected by economic and real estate conditions, political conditions, consumer tastes, population changes, the cost and availability of products and qualified labor, and traffic patterns. There also is significant competition for suitable commercial real estate sites and personnel, including management personnel.

You may also compete with the distribution and sale of Cinnabon® branded products through other outlets and sales channels. We may sell, or license affiliates or third parties to sell, Cinnabon® branded products (including products that you are likely to sell in your Bakery) (i) at wholesale to restaurants and retail stores (including grocery stores, convenience stores, club stores, and other outlets) that may be located anywhere, (ii) through non-traditional outlets, (iii) through mail order and Internet sales, (iv) through ghost or delivery kitchens, or (v) through other company-owned, affiliate-owned, or franchised Bakeries. You will not be entitled to additional rights or compensation in any of these cases. See Item 12 for details regarding our reserved rights.

Government Regulation and Certain Factors Affecting the Restaurant Industry

You must comply with all federal, state, and local laws and regulations applicable to businesses generally, including, without limitation, laws and regulations related to workers' compensation, occupational health and safety, minimum wage, overtime, working conditions, discrimination, sexual harassment, tax, environmental protection, citizenship and/or immigration status (including laws requiring verification of status through the Department of Homeland Security's E-Verify program), and reasonable accommodations for employees and customers with disabilities (including the Americans with Disabilities Act).

You must ensure that your computerized point-of-sale system (the "**POS System**") or your credit card processing terminals (whichever are responsible for processing credit card transactions) are in compliance with the most current Payment Card Industry Data Security Standards ("**PCI-DSS**"). You also must comply with all applicable federal and state laws and regulations relating to the collection, use, and security of personal information and comply with any privacy policies or data protection and breach response policies we periodically may establish.

Various federal agencies, including the U.S. Food and Drug Administration and the U.S. Department of Agriculture, and state and local health and sanitation agencies have regulations for the preparation of food and the condition of restaurants and food service facilities. You must comply with all federal, state, and local laws and regulations applicable to restaurants and food service facilities, including, without limitation, licensing, health, sanitation, menu labeling, food preparation and packaging, smoking, safety, fire, and other matters. Some jurisdictions may

require franchisees to obtain restaurant, business, occupational, food products, health, and miscellaneous licenses.

The Clean Air Act and state implementing laws also may require certain geographic areas to attain and maintain certain air quality standards for ozone, carbon monoxide and particulate matters. As a result, businesses involved in commercial food preparation may be subject to caps on emissions.

We do not assume any responsibility for advising you on these regulatory or legal matters. You should consult with your attorney about federal, state, and local laws and regulations that may affect your Bakery. Compliance with these laws and regulations, as they may be amended from time to time, can increase your operational costs and affect your bottom line.

ITEM 2

BUSINESS EXPERIENCE

Omer Gajial: Chief Executive Officer

Omer has been our Chief Executive Officer since December 2025. Since December 2025, Omer has also served as (i) President of GoTo Systems, (ii) Chief Executive Officer of GoTo Foods, each of the Former GoTo Franchisors, and each of the other GoTo Foods Portfolio companies, and (iii) a member of the Board of Managers of GoTo Foods and each of the Former GoTo Franchisors. From August 2025 to December 2025, Omer was in between positions. Prior to that, Omer served in multiple roles for Albertsons Companies, Inc. in Seattle Washington, including as (a) Executive Vice President and Chief Merchandising & Digital Officer from April 2024 to August 2025, (b) Chief Digital Officer and Executive Vice President of Health from August 2022 to May 2024, (c) Executive Vice President of Pharmacy and Health from February 2022 to August 2022, and (d) Senior Vice President of Rx Health and Wellness from September 2020 to February 2022. Omer serves in his present capacities in Atlanta, Georgia.

Brett Ubl: Chief Financial Officer, Treasurer, and Assistant Secretary

Brett has been our Chief Financial Officer, Treasurer, and Assistant Secretary since February 2026. Since February 2026, Brett has also served as Chief Financial Officer, Treasurer and Assistant Secretary for GoTo Foods, GoTo Systems, each of the Former GoTo Franchisors, and each of the other GoTo Foods Portfolio companies. Brett has also served as a member of the Board of Managers or Board of Directors for GoTo Foods and each of the other Former GoTo Franchisors since February 2026. Prior to that, Brett served in multiple roles for Roark Capital Management, LLC in Atlanta, Georgia, including as (a) a Principal from December 2024 to February 2026 and (b) a Vice President from December 2020 to December 2024. Brett serves in his present capacities in Atlanta, Georgia.

Urvi Patel: Chief Brand Officer for Cinnabon and Senior Vice President, Brands for GoTo Foods

Urvi has been our and CLLC's Chief Brand Officer since January 2025. Since January 2025, Urvi has also served as the Senior Vice President, Brands for GoTo Foods. From June 2023 to December 2024 Urvi was the Senior Vice President, Customer Experience and Engagement for GoTo Foods. From December 2019 to May 2023, she was the Vice President, Strategy & Insights for GoTo Foods. Urvi serves in her present capacities in Atlanta, Georgia.

Tatiana Lambert: Chief Development Officer

Tatiana has been our Chief Development Officer since April 2026. Tatiana has also served in the same role since April 2026 for (i) GoTo Foods, (ii) each of the Former GoTo Franchisors, and (iii) each of the other GoTo Foods Portfolio companies. From January 2026 to April 2026, she was in between positions. From January 2024 to January 2026, Tatiana served as V.P. – U.S. Chief Development Officer for The Wendy's Company in Columbus, Ohio and from November 2022 to January 2024, she served as the Interim Head of Development for Pizza Hut US / Director, Development Strategy & Transformation in Plano, Texas. From April 2021 to November 2022, Tatiana was the Global Development Director at Pizza Hut Global, YUM! Brands in Plano, Texas. Tatiana serves in her present capacities in Atlanta, Georgia.

Ama Romaine: Executive Vice President, General Counsel, and Secretary (Effective June 8, 2026)

Beginning on June 8, 2026, Ama will serve as our Executive Vice President, General Counsel, and Secretary and will serve in the same roles for (i) GoTo Foods, (ii) GoTo Systems, (iii) each of the Former GoTo Franchisors, and (iv) each of the other GoTo Foods Portfolio companies. Beginning on June 8, 2026, Ama will also serve as a member of the Board of Managers or Board of Directors for GoTo Foods and each of the Former GoTo Franchisors. From October 2025 to May 2026, Ama was the Senior Managing Director, Head of Government Relations & Public Policy for Pretium Partners in Washington, DC. From September 2023 to September 2025, she served as Executive Vice President, General Counsel for Progress Residential, LLC in Atlanta, Georgia. From April 2022 to August 2023, Ama was the Managing Director, Global General Counsel, Real Estate Asset Management for Blackstone Inc. in New York, New York. From July 2018 to March 2022, Ama was the General Counsel & Chief Compliance Officer for G6 Hospitality LLC in Dallas/Fort Worth, Texas. Ama will serve in her capacities for us and our affiliates in Atlanta, Georgia.

Tim Goodman: Senior Vice President, Franchise Administration

Tim has been our Senior Vice President, Franchise Administration since February 2019. He has also served in the same role for the Former GoTo Franchisors and the GoTo Foods Portfolio companies since February 2019. Tim serves in his present capacities in Atlanta, Georgia.

Chris Newman: Senior Vice President, Real Estate

Chris has been our Senior Vice President, Real Estate since January 2023. Chris has also served in the same role for GoTo Foods and each of the other GoTo Foods Portfolio companies since January 2023. From October 2020 to December 2022, Chris was the President at LSG Real Estate, Inc. in Columbia, Missouri. From January 2017 to December 2022, Chris was Director of Real Estate at Next Chapter Properties, LLC in Columbia, Missouri. Chris serves in his present capacities in Atlanta, Georgia.

Thomas (Tom) Richards: Senior Vice President, Franchise Sales and Interim Chief Development Officer

Tom has been our Senior Vice President, Franchise Sales since January 2025 and our Interim Chief Development Officer since October 2025. Tom has also served in the same role for GoTo Foods and each of the other GoTo Foods Portfolio companies since January 2025. From July

2017 to December 2024, Tom served as the Vice President, Non-Traditional Franchise Sales for GoTo Foods. Tom serves in his present capacities in Plano, Texas.

Yvonne Ortiz: Vice President, Operations

Yvonne has been our Vice President, Operations since September 2020. She has also been CLLC's Vice President, Operations since September 2020. Yvonne serves in her present capacities in Long Beach, California.

Michael Pittman: Vice President, Marketing

Michael has been our Vice President, Marketing since August 2023. He has also been CLLC's Vice President, Marketing since August 2023. From November 2021 to July 2023, Michael was the Senior Director of Marketing for Jamba. From March 2021 to November 2021, Michael was Global Director, Next Generation Social Media Capabilities for The Coca-Cola Company in Atlanta, Georgia. Michael serves in his present capacity in Atlanta, Georgia.

Mike Freeman: Executive Vice President, Brands for GoTo Foods

Mike has served as the Executive Vice President, Brands for GoTo Foods since March 2026. From January 2025 to February 2026, Mike was the President, Brands for GoTo Foods. From September 2021 to December 2024, Mike was the Chief Brand Officer of McAlister's and McAlister's LLC. From September 2020 to September 2021, Mike was the Vice President, Operations of McAlister's and McAlister's LLC. Mike serves in his present capacities in Atlanta, Georgia.

Adrian Grubb, Senior Vice President, Strategic Operations for GoTo Foods

Adrian has been the Senior Vice President, Strategic Operations for GoTo Foods since May 2025. From March 2018 to February 2025, Adrian served as the Vice President, Strategic Operations & Training for Dine Brands Global, Inc. in Pasadena, California. Adrian serves in his present capacities in Atlanta, Georgia.

Jessicah Pounds: Vice President, Training for GoTo Foods

Jessicah has been the Vice President, Training for GoTo Foods since August 2023. Jessicah served as the Vice President, Training, Restaurant Brands for GoTo Foods from September 2020 to August 2023. Jessicah serves in her present capacity in Atlanta, Georgia.

Dave Mikita: President, International and Retail Channels for GoTo Foods

Dave has been the President, International and Retail Channels for GoTo Foods since January 2023. From March 2018 to December 2022, Dave was the President, Global Channels for GoTo Foods. Dave serves in his present capacity in Atlanta, Georgia.

ITEM 3

LITIGATION

Disclosures Regarding Affiliated Programs

The following affiliates who offer franchises resolved actions brought against them with settlements that involved their becoming subject to currently effective injunctive or restrictive orders or decrees. None of these actions have any impact on us or our brand nor allege any unlawful conduct by us.

The People of the State of California v. Arby's Restaurant Group, Inc. (California Superior Court, Los Angeles County, Case No. 19STCV09397, filed March 19, 2019). On March 11, 2019, our affiliate, Arby's Restaurant Group, Inc. ("**ARG**"), entered into a settlement agreement with the states of California, Illinois, Iowa, Maryland, Massachusetts, Minnesota, New Jersey, New York, North Carolina, Oregon and Pennsylvania. The Attorneys General in these states sought information from ARG on its use of franchise agreement provisions prohibiting the franchisor and franchisees from soliciting or employing each other's employees. The states alleged that the use of these provisions violated the states' antitrust, unfair competition, unfair or deceptive acts or practices, consumer protection and other state laws. ARG expressly denies these conclusions but decided to enter into the settlement agreement to avoid litigation with the states. Under the settlement agreement, ARG paid no money but agreed (a) to remove the disputed provision from its franchise agreements (which it had already done); (b) not to enforce the disputed provision in existing agreements or to intervene in any action by the Attorneys General if a franchisee seeks to enforce the provision; (c) to seek amendments of the existing franchise agreements in the applicable states to remove the disputed provision from the agreements; and (d) to post a notice and ask franchisees to post a notice to employees about the disputed provision. The applicable states instituted actions in their courts to enforce the settlement agreement through Final Judgments and Orders, Assurances of Discontinuance, Assurances of Voluntary Compliance, and similar methods.

The People of the State of California v. Dunkin' Brands, Inc., (California Superior Court, Los Angeles County, Case No. 19STCV09597, filed on March 19, 2019.) On March 14, 2019, our affiliate, Dunkin Brands, Inc. ("**DBI**"), entered into a settlement agreement with the Attorneys General of 13 states and jurisdictions concerning the inclusion of "no-poaching" provisions in Dunkin' restaurant franchise agreements. The settling states and jurisdictions included California, Illinois, Iowa, Maryland, Massachusetts, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, Vermont, and the District of Columbia. A small number of franchise agreements in the Dunkin' system prohibit Dunkin' franchisees from hiring the employees of other Dunkin' franchisees and/or DBI's employees. A larger number of franchise agreements in the Dunkin' system contain a no-poaching provision that prevents Dunkin' franchisees and DBI from hiring each other's employees. Under the terms of the settlement, DBI agreed not to enforce either version of the no-poaching provision or assist Dunkin's franchisees in enforcing that provision. In addition, DBI agreed to seek the amendment of 128 franchise agreements that contain a no-poaching provision that bars a franchisee from hiring the employees of another Dunkin' franchisee. The effect of the amendment would be to remove the no-poaching provision. DBI expressly denied in the settlement agreement that it had engaged in any conduct that had violated state or federal law, and, furthermore, the settlement agreement stated that such agreement should not be construed as an admission of law, fact, liability, misconduct, or wrongdoing on the part of DBI. The Attorney General of the State of California filed the above-reference lawsuit in

order to place the settlement agreement in the public record, and the action was closed after the court approved the parties' stipulation of judgment.

New York v. Dunkin' Brands, Inc. (N.Y. Supreme Court for New York County, Case No. 451787/2019, filed September 26, 2019). In this matter, the N.Y. Attorney General ("**NYAG**") filed a lawsuit against our affiliate, DBI, related to credential-stuffing cyberattacks during 2015 and 2018. The NYAG alleged that the cyber attackers used individuals' credentials obtained from elsewhere on the Internet to gain access to certain information for DD Perks customers and others who had registered a Dunkin' gift card. The NYAG further alleged that DBI failed to adequately notify customers and to adequately investigate and disclose the security breaches, which the NYAG alleged violated the New York laws concerning data privacy as well as unfair trade practices. On September 21, 2020, without admitting or denying the NYAG's allegations, DBI and the NYAG entered into a consent agreement to resolve the State's complaint. Under consent order, DBI agreed to pay $650,000 in penalties and costs, issue certain notices and other types of communications to New York customers, and maintain a comprehensive information security program through September 2026, including precautions and response measures for credential-stuffing attacks.

In the Matter of Jimmy John's Franchisor SPV LLC (Securities Commissioner of Maryland, Case No. 2025-0122). On March 28, 2022, Jimmy John's filed a Franchise Disclosure Document (FDD) with the Maryland Securities Division as part of a notice of exemption from franchise registration. In this filing, Jimmy John's listed the former franchisees but omitted the required contact information for the majority of those franchisees. The Maryland Securities Commissioner asserted that this omission violated the Maryland Franchise Registration and Disclosure Law, the Federal Trade Commission Franchise Rule, and the North American Securities Administrators Association Guidelines, all of which require franchisors to provide contact information for former franchisees in their FDDs. Jimmy John's asserted that the omission was inadvertent and not material, but in order to avoid the time commitment and expense of administrative or judicial proceedings, the Maryland Securities Commissioner and Jimmy John's entered into a Consent Order on June 9, 2025. Under the terms of the Consent Order, Jimmy John's agreed to pay a $30,000 civil monetary penalty, to permanently cease and desist from the offer or sale of franchises in violation of the Maryland Franchise Law, and to disclose the existence of the Consent Order in future franchise disclosure documents.

Other than these actions, no litigation is required to be disclosed in this Item.

ITEM 4

BANKRUPTCY

No bankruptcy is required to be disclosed in this Item.

ITEM 5

INITIAL FEES

Initial Franchise Fee. When you sign a Franchise Agreement, you must pay us an initial franchise fee (the "**Initial Franchise Fee**") of $35,500 for a Full Bakery, $8,000 for an Express Bakery, $5,500 for a Concession Bakery, $71,000 for an Auntie Anne's Co-Branded Bakery ($35,500 of which will be paid to Auntie Anne's), and $71,000 for a Carvel Co-Branded Bakery ($35,500 of which will be paid to Carvel). We will not refund any part of the Initial Franchise Fee.

We participate in the International Franchise Association's VetFran program. For qualifying veterans or members of the Armed Forces, the Initial Franchise Fee for a Full Bakery is $20,000.

We reserve the right to reduce the Initial Franchise Fee under certain circumstances, including: (i) as an economic incentive for a franchisee to open a certain location, with the determination made on a case-by-case review of all relevant economic factors; (ii) as an inducement for existing operators to open additional Bakeries; (iii) as an inducement for someone to reopen a closed Bakery; (iv) as an inducement for someone to take over an operating Bakery; (v) as an inducement for a professional multi-unit operator to open several Bakeries; or (vi) to allow a franchisee to have additional money to spend on store improvements and marketing during the first 12 months of operation. The amount of any reduction will be made on an individual basis and may depend on the condition of the premises, the need for upgrades and remodeling, any special circumstances that we may consider appropriate, and/or other considerations. In addition, we may allow a new franchisee to apply part of their Initial Franchise Fee to the cost of needed improvements or equipment. We may modify or cease offering any discount or incentive programs at any time.

During the 2025 calendar year, franchisees paid Initial Franchise Fees ranging from $1,000 to $30,500.

If you sign multiple Franchise Agreements at the same time with a Multi-Unit Addendum to develop a set number of Bakeries, you must pay us all of the Initial Franchise Fees for all of the Bakeries that you commit to develop at the time you sign the Franchise Agreements with a Multi-Unit Addendum. If you fail to develop any of the Bakeries by the deadlines set forth therein or any Franchise Agreement(s) subject to the Multi-Unit Addendum are terminated, you will not receive a refund of any Initial Franchise Fees that you have prepaid.

In certain rare circumstances, we may permit installment payments of the Initial Franchise Fee on terms negotiated with the franchisee.

Plan Review Fee. After our initial review of your proposed layouts, renderings, plans, and specifications for the Bakery, which must include interior and exterior elevations of the Accepted Location (the "**Architectural Plans**") at no cost and our review of one revised set of Architectural Plans that incorporate our required changes at no cost, we may charge a fee of $2,500 for each set of drawings we review that include any other modifications from the plans that we have previously accepted.

On-Site Construction Inspection Fee. We may, in our sole discretion, inspect your site during construction. We will not charge for our first on-site inspection, but we may charge you an inspection fee of $2,500 for a second or subsequent inspection.

Training Fee. We will provide our Management Training Program to two Managers and any other individuals that we designate (the "**Required Trainees**") at no additional charge for the first two Bakeries that you or your affiliates operate. For the third and subsequent Bakeries that you or your affiliates operate, if we require you or you elect to receive the Management Training Program from us or our designee, you must pay us our then-current Management Training Program fee for all of your Required Trainees to attend in a single training session (currently, $3,000, except $4,000 for Auntie Anne's Co-Branded Bakeries and $5,000 for Carvel Co-Branded Bakeries). You must pay us a reasonable training fee that we designate (currently, $250 per additional trainee per day) if (i) you elect, and we permit you, to bring additional trainees, other than the Required Trainees, to the Management Training Program, (ii) your Required Trainees are trained in

separate sessions, or (iii) any of your Required Trainees fail to successfully complete the Management Training Program and re-enroll in the program or are replaced with new trainees that enroll in the program.

On-Site Training and Assistance Fee. For your first two Bakeries (including Bakeries owned by your affiliates), the Initial Franchise Fee includes the cost of us providing one or more representatives to provide on-site opening training and assistance at your Bakery. For your (or your affiliates') subsequent Bakeries, if we, in our sole discretion, provide on-site training or assistance (at your request or because we determine such assistance is necessary), you must pay us our then-current On-Site Training and Assistance Fee (currently, $500 per trainer per day, plus their travel and living expenses). Our on-site training and assistance for your third and subsequent Bakeries typically includes (i) one representative assisting for seven days for Full Bakeries, which would cost approximately $5,550 to $6,100, (ii) one representative assisting for five days for Express and Concession Bakeries, which would cost approximately $4,050 to $4,500, and (iii) two representatives assisting for seven days for Co-Branded Bakeries, which would cost $11,100 to $12,200.

POS System Payments. You must purchase or lease your POS System from our designated vendor. Currently, under the hardware purchase program (the "**CapEx Program**"), prior to opening, you will purchase the POS System directly from the vendor and will pay us the software license fee for your first month, which will be $159 to $397. We will pay the vendor the monthly software license fee on your behalf. Currently, under the hardware as a service program (the "**Haas Program**"), prior to opening, you will pay us an initial payment of $302 to $967, plus a $300 activation fee, each of which we will collect and pay to the vendor on your behalf. The initial HaaS Program payment includes a one-time activation fee and the software license fee and hardware lease fee for your first month. The applicable fee will be determined based on your equipment configuration and may change from time to time.

POS System Administration Fee. Before your Bakery opens, we may, in our sole discretion, provide you with project management assistance related to, and coordinate the onboarding and configuration of, your POS System. You must pay us our then-current fee for such services, which is currently estimated to be between $1,500 and $2,000.

Grand Opening Advertising. You must spend on grand opening advertising during the period beginning 90 days before you open the Bakery and ending 90 days after you open the Bakery at least (i) $3,000 for a Bakery in an Other Location, (ii) $7,500 for a Bakery in a Streetside Location, (iii) $6,000 for a Co-Branded Bakery in an Other Location (which covers both brands), and (iv) $15,000 ($25,000 if the Bakery is one of your first four Co-Branded Bakeries in an Emerging Market) for a Co-Branded Bakery in a Streetside Location (which covers both brands) (the "**Grand Opening Obligation**"). An "**Emerging Market**" is a market that we, in our sole discretion, designate as emerging, after taking into consideration factors such as when the brand was introduced to the market, the number of Streetside Locations that have been opened in the market, the size of the market, the performance of existing Bakeries in the market, and market share within the market. We may require you to pay this amount to us or the Ad Fund for us to spend in accordance with a grand opening advertising plan that we designate or approve.

Co-Branded Bakeries. If you operate a Co-Branded Bakery, a portion of the Initial Franchise Fee will be paid to the Co-Branded Franchisor under the Co-Branded Agreement, as described above and in the Co-Branded Franchisor's Franchise Disclosure Document. We and the Co-Branded Franchisor will jointly collect and split the other initial fees described in this Item 5.

All Initial Fees. Except as noted above, you do not pay us or our affiliates any other fees or payments for services or goods before your Bakery opens. The initial fees are not refundable.

ITEM 6

OTHER FEES

Type of Fee[1, 5]	Amount	Date Due	Remarks
Royalty Fee	6% of Net Sales, except: Auntie Anne's Co-Branded Bakeries in Other Locations: 6% of Net Sales attributed to Cinnabon; 7% of Net Sales attributed to Auntie Anne's, which Auntie Anne's may increase in its sole discretion to 8% of Net Sales Express Bakeries in a Schlotzsky's: then-current product price per case	For Full Bakeries, payable weekly on the date specified in the Manuals (the "**Payment Due Date**"); For Express Bakeries, due on receipt of our or the Supplier's invoice for the products	See Note 2 for the definition of **"Net Sales**.**"** See Note 3 for the definition of **"Other Locations**" For Auntie Anne's Co-Branded Bakeries in Other Locations, we will collect our Royalty Fee (which is 6% of Net Sales) based on the portion of Net Sales attributable to products that we and Auntie Anne's have agreed to credit to the Cinnabon side of the Co-Branded Bakery, and Auntie Anne's will collect a separate Royalty Fee (which is 7% to 8% of Net Sales) based on the portion of Net Sales attributable to products that we and Auntie Anne's have agreed to credit to the Auntie Anne's side of the Co-Branded Bakery. For Express Bakeries that are in a Schlotzsky's, the Royalty Fee shall be the then-current price per case of freezer-proofer-oven rolls or other approved proprietary Cinnabon products you purchase from us or our designated Supplier.
Advertising Contribution	Bakeries in Other Locations (except Auntie Anne's Co-Branded Bakeries): Currently, 2.5% of Net Sales Auntie Anne's Co-Branded Bakeries in Other Locations: Currently, 2.5% of Net Sales attributed to Cinnabon and 2% of Net Sales	Payment Due Date	See Note 3 for the definition of **"Other Locations**" and "**Streetside Locations**." You must contribute the Advertising Contribution to the Ad Fund (as defined in Item 11). For all Bakeries, except Express Bakeries in a Schlotzsky's, we may increase the Advertising Contribution at any time by notice to franchisees. However, your required Advertising Contribution and Local Marketing Obligation (as defined below) may not collectively exceed 5% of your Net Sales. This table indicates the current Advertising Contributions and already-announced scheduled increases. For Co-Branded Bakeries, we will collect the Advertising Contribution based on the portion of Net Sales attributable to products that we and Co-Branded Franchisor have agreed to credit to the Cinnabon side of the Co-Branded Bakery, and the

Type of Fee[1, 5]	Amount	Date Due	Remarks
	attributed to Auntie Anne's <u>Bakeries in Streetside Locations</u>: Currently, 3% of Net Sales <u>Swirl Bakeries (any location):</u> Currently, 3% of Net Sales <u>Express Bakeries in a Schlotzsky's</u>: Not charged		Co-Branded Franchisor will collect a separate advertising contribution (as specified in its Disclosure Document) based on the portion of Net Sales attributable to products that we and the Co-Branded Franchisor have agreed to credit to the Co-Branded Franchise's side of the Co-Branded Bakery.
Advertising Cooperative Contribution	An amount set by your Advertising Cooperative	Payment Due Date	All members of an Advertising Cooperative (as defined in Item 11), whether a franchisee-owned, company-owned or affiliate-owned Bakery, have voting rights on matters brought before the Advertising Cooperative for a vote, including matters relating to the amount of the required Advertising Cooperative contribution.
Local Marketing Obligation	Currently each calendar quarter, you must spend not less than 1% of Net Sales on local market advertising.	Each calendar quarter	We may specify a minimum amount that you must spend on local market advertising (the "**Local Marketing Obligation**"), which we may change upon 60 days' written notice. However, your required Advertising Contribution and Local Marketing Obligation may not collectively exceed 5% of your Net Sales. See Item 11 for what will count towards meeting your obligation. If you fail to make the minimum advertising expenditures, we may do so on your behalf and you must reimburse us for our expenses. We may also elect to collect all or a portion of the Local Marketing Obligation from you and (i) contribute it to the Ad Fund, (ii) conduct national, regional, or local advertising, (iii) spend it on local advertising, or (iv) contribute it to your Advertising Cooperative.

Type of Fee[1, 5]	Amount	Date Due	Remarks
Promotions and Advertising Materials	Up to 110% of our or our affiliates' actual costs and expenses related to the goods you purchase from us or them.	As incurred	You will participate at your own cost in temporary or permanent promotional campaigns that we establish (e.g., limited time offers, gift cards, coupons, loyalty programs, customer relationship management, and other supplemental marketing programs), which may be applicable to the System as a whole or to specific advertising market areas, and promotional programs your Advertising Cooperative establishes. We may require or permit you to purchase items from us or our affiliates necessary to participate in such campaigns, such as counter cards, posters, banners, signs, photographs, loyalty program rewards, give-away items, branded items, and gift cards.
Insufficient Funds Fee	Up to 110% of our or our affiliates' actual costs and expenses	On invoice	If we draft money from your account under our electronic funds transfer (**"EFT"**) or draft system, and there are insufficient funds to cover the draft, we may charge this fee, which will include any bank return charges. This fee is in addition to interest on the amount due.
Interest	The lesser of 1.5% per month or the maximum legal interest rate	On invoice	You must pay us or our affiliates interest on any amounts past due to us or our affiliates.
Late Reporting Fee	Our then-current fee. Currently, $50 per week.	On invoice	You must pay this late fee if you fail to submit timely, complete and accurate reports, financial statements, tax returns, and statements of initial investment costs when due. We may change this fee in any year by no more than the Allowed Adjustment (as defined in Note 4).
Taxes and Other Payments	Our costs and expenses	Within 10 days after demand	You must pay us or our affiliates (i) all sales taxes, corporate taxes, and any similar taxes paid by us on your behalf, imposed on us, or required to be collected by us on account of products or services we furnish to you (through sale, lease, or otherwise) or on account of our collection of any fee related to the Franchise Agreement; (ii) all franchise or similar taxes, whether based on gross receipts, gross revenues, Royalty Fees, Advertising Contributions, or otherwise, imposed on, required to be collected by, or paid by us; (iii) all marketplace facilitator or similar taxes imposed on, required to be collected by, or paid by us in connection with your use of our website, internet sites, applications, or online ordering platforms;

Type of Fee[1, 5]	Amount	Date Due	Remarks
			(iv) all other amounts we pay or must pay for you for any reason; and (v) any other fees or expenses that we are entitled to collect from you.
Subsequent Trainee Management Training Fee	Our then-current fee. Currently, $250 per trainee per day.	Before attending training	You must pay this fee if you appoint a new Manager, Primary Contact, Director of Operations, or other person we designate after your Bakery opens, and we provide the Management Training Program to them. We may change this fee in any year by no more than the Allowed Adjustment.
On-Site Training and Assistance Fee	A reasonable fee. Currently, $500 per trainer per day, plus their travel and living expenses.	On invoice	At any time, you can request, or we may require, additional on-site training and assistance beyond that which we must provide. We have no obligation to provide on-site training or assistance. We may change this fee in any year by no more than the Allowed Adjustment.
Additional Support/ Consulting Fee	A reasonable fee. Currently, $500 per representative per day, plus their travel and living expenses.	On invoice	We may offer you consultation services beyond the support services under the Franchise Agreement, and if you accept them, we can charge you a consulting fee. We may change this fee in any year by no more than the Allowed Adjustment.
Conference/ Program Fee	A reasonable fee, which will vary by program. Currently, ranges from $0 to $2,500 per attendee.	As incurred	We may charge you a reasonable fee for any conferences, conventions, programs, or training sessions that we conduct. If any of your representatives required to attend such a program fails to do so, we may charge this fee for such absent person, unless we have excused their absence. We may change this fee in any year by no more than the Allowed Adjustment.
Training Cancellation Fee	The fees for the cancelled program and our out-of-pocket costs.	On invoice	If you fail to cancel scheduled training at least 14 days prior to such training or if you are not prepared to successfully complete training, we may charge you the cost of conducting the originally scheduled training (including any training fees and any travel and living expenses incurred by our representatives). We may require you to pay the training fee again for the rescheduled training.
Learning Management System License Fee	The then-current fee. Currently, $170 per year.	As incurred	We require you to license an electronic learning management system (the "**Learning Management System**") to participate in certain required training programs and access the Manuals. We may require you to pay this fee to us, an affiliate, or a third-party vendor. We may

Type of Fee[1, 5]	Amount	Date Due	Remarks
			change this fee in any year by no more than the Allowed Adjustment.
Sublease Administration Fee	Our then-current fee. Currently, $200 per month.	As incurred	If you sublease a Bakery from us, you must pay us this fee to compensate us for our administrative expenses and is in addition to any fees under the sublease such as rent, insurance, public utility charges, late fees, alterations and improvements. We may change this fee in any year by no more than the Allowed Adjustment.
Lease Renewal/ Extension Review Fee	Our then-current fee. Currently, ranges from $500 for a lease term of two years or less to $2,000 for a term of five years or more.	As incurred	If you renew a lease or a lease is extended by the landlord for a period of 12 months or more, you must obtain our approval of the lease and, in our sole discretion, pay this fee, which we may change in any year by no more than the Allowed Adjustment. Our review of the lease will be limited to determining whether it complies with the Franchise Agreement. We may change this fee in any year by no more than the Allowed Adjustment.
Lease Documentation Late Fee	$500 per month (or partial month) until delivered.	As incurred	We may charge you this fee if you fail to provide us with a signed copy of any lease or a modification, amendment, or renewal of a lease within 15 days after its execution. The fee is payable for each month or partial month after the deadline, until you provide the documentation.
ASL License Fee	$5,000	As incurred	If you are authorized to operate an ASL, you must pay us a one-time license fee to permit you to operate the ASL. We may change this fee in any year by no more than the Allowed Adjustment.
ASL Training Fee	$750	As incurred	If you operate an ASL, we or our affiliate may, in our or their sole discretion, provide one day of installation and up to two days of on-site training.
Remote Location Baking License Fee	$3,000 per year.	As Incurred	For certain venues, such as stadiums, which may not be suitable for a full franchise or other program, we may allow you to bake products at your Bakery and sell products at the alternate location. This annual fee applies when baking is performed at a location remote from the franchised location.
Relocation Fee	10% of the then-current Initial Franchise Fee.	Before your relocation	If you relocate to a new site that we have accepted, you must pay the Relocation Fee.

Type of Fee[1, 5]	Amount	Date Due	Remarks
Relocation Extension Fee	$1,500 per year that the term is extended.	Before we sign relocation Franchise Agreement	If you relocate to a new site and we agree to extend the term of your Franchise Agreement (or enter into a new Franchise Agreement) to match the term of your new lease, you must pay the Relocation Extension Fee in addition to the Relocation Fee.
Refresh/ Remodel Site Survey and Design Solution Fee	Our then-current fee. Currently, $1,200 to $6,000 depending on the scope of the required changes.	As incurred	You must refresh your Bakery every five years and must remodel your Bakery every ten years to meet our then-current Standards. We may require you to pay us, our affiliates, or our designee this fee to inspect your Bakery and produce a site survey and design solution that will comply with these obligations. We may change this fee in any year by no more than the Allowed Adjustment.
Transfer Fee	50% of the then-current Initial Franchise Fee if it is a Control Transfer; if it is a transfer to a related party or that is not a Control Transfer, 10% of the then-current Initial Franchise Fee.	At transfer closing	Payable to us if you transfer any interest in your Franchise Agreement or Bakery. A "**Control Transfer**" occurs if there is a transfer of (i) any interest in the Franchise Agreement, (ii) the Bakery or substantially all of its assets, (iii) more than 20% of the ownership interests in you, or (iv) any interests that result in a change in control of your entity. See Item 17.k for the definition of "transfer."
Renewal Fee	20% of the then-current Initial Franchise Fee for the type of Bakery you will operate.	Before we sign renewal Agreement	Payable to us if you enter into a renewal term.
Computer Systems Fee	A reasonable fee, which will vary based on the services provided.	As needed	Paid to contractors, or us or our affiliates, as applicable. We may charge a reasonable systems fee for modifications and enhancements and other maintenance and support services related to the Computer System (as defined in Item 11), which will not exceed 110% of our actual costs and expenses. The amount for upgrades and maintenance varies based on the extent of the upgrade or services provided.
POS System License and Lease Fees	Our then-current fee. Currently, $159 to $397 per month if you purchase the POS System under the	As incurred	We will pay, on your behalf, our designated POS System vendor the monthly license and lease fees that are required for you to use the POS System. The fee under the CapEx Program includes the software license fee. The fee under the HaaS Program includes the software license

Type of Fee[1, 5]	Amount	Date Due	Remarks
	CapEx Program and $302 to $967 per month if you lease the POS System under the HaaS Program.		fee and the hardware lease fee. The fees are equal to our actual costs and expenses plus a 0.5% administrative fee to offset the costs we incur administering the program. These fees may change from time to time, provided that they will not exceed 110% of our actual costs and expenses.
POS System Support Fee	Our then-current fee. Currently, between $70 and $250 per month.	As incurred	You must remit this fee to us or our affiliate (or a third-party vendor approved by us) for software and hardware support for your POS System. The support service includes helpdesk support, trouble shooting, menu management, third-party integrations, and collection of sales data from your POS System overnight. We may change this fee in any year by no more than the Allowed Adjustment.
POS System Administration Fee	Our then-current fee. Currently, between $1,500 to $2,000.	At transfer closing	Payable to us for the project management services that we may, in our sole discretion, provide related to coordinating the onboarding and reconfiguration of the POS System after a transfer occurs. This fee also applies prior to the opening of a new Bakery – see Item 5. We may change this fee in any year by no more than the Allowed Adjustment.
Non-GoTo Foods Portfolio POS Menu Setup	A reasonable fee. Currently, $500 per day.	As incurred	If we permit you to operate a co-branded location with a brand that is not in the GoTo Foods Portfolio and such brands' sales are processed through the POS System, we may charge you a fee to add the other brands' menu to the POS System or to subsequently modify it. We may change this fee in any year by no more than the Allowed Adjustment.
Back Office and Polling Software Fee	A reasonable fee. Currently, not charged. Estimated to be between $100 and $200 per month.	As incurred	Currently we do not, but in the future we may, require you to remit this fee to us, our affiliate, or a third-party vendor that provides the back office and polling software for your Computer System. We may change this fee in any year by no more than the Allowed Adjustment.

Type of Fee[1, 5]	Amount	Date Due	Remarks
Credit Card Fees	Transaction fees estimated to be from 2.5% to 5% of transaction amounts. Other fees may apply depending on the vendor used for credit card processing.	As incurred	We may require that you use a specific credit card processing company and/or gateway. These fees are subject to change, but any fees that we or our affiliates charge will not exceed 110% of our or our affiliates' actual costs and expenses.
Information Security and Compliance Fees	Currently, not charged by us or our affiliates. We may charge a fee up to 110% of our or our affiliates' actual costs and expenses.	As incurred	You must remit this fee to us, our affiliate, or a third-party vendor. We may require that you use one or more Approved Suppliers to provide credit card data and security services that are consistent with PCI-DSS requirements, including a managed firewall, quarterly network scans, endpoint detection and response solutions, and managed Wi-Fi. We may also require you to obtain data breach protection insurance provided by such Approved Supplier. We require that you submit annually proof of your PCI-DSS compliance status. We may also charge an administrative fee to review your systems and verify your compliance with these requirements. These fees are subject to change, but any fees that we or our affiliates charge will not exceed 110% of our or our affiliates' actual costs and expenses.
Gift Card and Loyalty Program Fees	Amount of administrative fees	As incurred	You must participate in the gift card, loyalty, and other electronic incentive programs (the "**Gift Card and Loyalty Programs**") that we establish, using vendors that we designate, which may include us or our affiliates. We or our affiliates may charge, or collect on behalf of our vendors, an administrative cost for participating in these programs. Currently, our gift card distributor retains 7.75% or 12% of the value of a gift card purchased from a retailer other than a Bakery (with the percentage varying by retailer). If a gift card is redeemed in your Bakery, we will reimburse the redeemed amount minus the 7.75% or 12% administrative fee retained by the vendor. In addition, currently, you must pay our designated gift card processor $4.50 per Bakery per month to cover unlimited transactions and settlement processing. These fees are subject to change, but any fees that we or our affiliates

Type of Fee[1, 5]	Amount	Date Due	Remarks
			charge will not exceed 110% of our or their actual costs and expenses.
Loyalty App Fee	The then-current fee. Currently, $54 per month.	As incurred	You are required to participate in our loyalty program. This fee is payable to us or a vendor that we designate for use of our designated loyalty app. These fees are subject to change, but any fees that we or our affiliates charge will not exceed 110% of our or their actual costs and expenses.
Online Ordering Fee	The then-current fee. Currently, $54 per month, plus a per transaction fee (currently, 0.04% per transaction) and additional charges based on services subscribed to.	As incurred	You must participate in our online ordering program. This fee is currently payable to a vendor that we designate, but we may collect this fee in the future. Additional fees may apply based on our vendor contracts. These fees are subject to change, but any fees that we or our affiliates charge will not exceed 110% of our or their actual costs and expenses.
Ordering Support Fee	The then-current fee, which will vary based on the services provided. Currently, 3% of the pre-tax transaction amount for each transaction that is processed through our online ordering system.	Payment Due Date	We require you to pay to us, our affiliates, and/or one or more third parties that we designate, an ordering support fee, in an amount and at the times that we specify, for various ordering support services that we will provide or arrange for our affiliates or third parties to provide, such as services related to online and catering ordering platforms, call center(s), ordering and delivery management services, and catering rewards programs. We may include in the fee our and our affiliates' costs and administrative expenses related to procuring, providing, and/or developing the services, including without limitation the costs of integrating such services with the Computer System. We may modify this fee (including by changing it to a fixed fee per transaction) and the included products and services from time to time, but any fees that we or our affiliates charge will not exceed 110% of our or their actual costs and expenses.
Technology Fee	Our then-current fee, which may be based on a percentage of Net Sales, fixed fees, and/or usage fees.	As incurred	We may require you to pay us, or a third party we designate, a Technology Fee to defray our costs of developing, implementing, upgrading, operating, maintaining, supporting, or providing any technology-related products, services, programs, systems, or platforms that we, in our

Type of Fee[1, 5]	Amount	Date Due	Remarks
	Currently, we do not collect this fee.		sole discretion, deem appropriate. This fee may replace or supplement other technology-related fees in this table. The fee may be modified from time to time, but it will not exceed 110% of our or our affiliates' actual costs and expenses related to such products or services.
Purchasing Program Fee	A reasonable membership fee assessed by the Purchasing Program.	As incurred	If we designate or establish any purchasing and/or distribution cooperatives/ associations/ programs (**"Purchasing Programs"**), you must become a member and pay any membership fees assessed. We currently do not have any Purchasing Programs which require membership fees Any membership fees set by us or our affiliates charge will not exceed 110% of our or their actual costs and expenses.
Supply Chain Fee	The then-current fee. Currently, $0.37 to $0.62 per case purchased through certain Appointed Distributors (as defined in Item 8).	As incurred	We and/or our affiliate(s) collect this fee from certain Appointed Distributors from whom you may purchase products and services to offset expenses related to managing the supply chain. We may change this fee in any year by no more than the Allowed Adjustment.
Master Insurance Policy Fee	Currently not charged; we do not have an estimate at this time.	As incurred	We reserve the right to obtain a master insurance policy on behalf of the System for certain types of coverage and require you to pay all or a portion of your proportionate share of coverage under the master policy to us or our Approved Supplier.
Insurance	Amount of unpaid premiums and up to 110% of our actual costs and expenses.	On demand	Payable only if you fail to maintain required insurance coverage and we elect to obtain coverage for you. See Item 8.

Type of Fee[1, 5]	Amount	Date Due	Remarks
Guest Relations Fee	The then-current fee. Currently, $30 for each guest complaint or other contact request that you do not timely respond to or for each excessive guest complaint.	As incurred, due on the Payment Due Date	Payable, in addition to any other remedies that we are entitled to pursue (including reimbursement of any costs or expenses we may incur related to responding to or resolving such complaint on your behalf), if you fail to respond in accordance with our Standards within 72 hours to a guest contact request that we send to you or a guest complaint. We may also impose this fee for the fourth and each subsequent guest complaint received in a given month related to your Bakery. We may change the fee, time period for responding to complaints, and number of complaints deemed to be excessive from time to time, provided that the fee may not change in any year by more than the Allowed Adjustment.
Non-compliance Fee	The then-current fee. Currently, $25 to $500 for a single violation, but may vary based on the severity of violations, number of violations, and repetition of violations.	On invoice	Payable if you fail to comply with any of the Standards, in addition to any other remedies that we are entitled to pursue. The fee may be charged repeatedly (as frequently as daily) if the non-compliance is ongoing. The fees may be increased in any calendar year by no more than the Allowed Adjustment.
Failure to Comply with Standards or Law Fee	Currently, up to a $5,000 fee plus our reasonable expenses connected with any inspection, examination, or analysis of products or your Bakery	On invoice	Payable if our inspection shows the products have been adulterated in any way or that your Bakery does not comply with applicable laws. If (i) we inspect your Bakery and find a violation and we find the same violation at another inspection within one year, (ii) you fail to comply with any remedial measures we require, (iii) you fail to cooperate in any inspection, or (iv) there have been repeated violations, then you must pay up to a $5,000 fee for the inspection, in addition to the travel expenses of our inspectors or representatives and any other expenses we incur, including attorneys' fees. These remedies are not exclusive. The fees may be increased in any calendar year by no more than the Allowed Adjustment.

Type of Fee[1, 5]	Amount	Date Due	Remarks
Development Deadline Extension Fee	$2,500 per missed deadline.	On invoice	Payable if you fail to meet the Site Approval Deadline, Construction Start Deadline, or Opening Deadline (each as defined in Item 11) or if we grant you an extension to any of these deadlines. We may terminate the Franchise Agreement if you fail to open by the Opening Deadline or if you fail to cure a default of the Site Approval or Construction Start Deadlines.
Repeated Inspection Fee	$500 Non-compliance Fee, plus any costs we are charged by third-party inspectors or otherwise incur.	On invoice	If we or our representative inspect you as a result of your repeated or continuing failure to comply with any provision of the Franchise Agreement, you must pay us the cost of the inspection, including the travel and living expenses of our representatives.
Audit	Cost of audit.	On invoice	If we audit you and find that you understated Net Sales by 2% or more, you must reimburse us all reasonable expenses connected to the audit, review or examination (including any reasonable accounting and attorneys' fees). We estimate that the typical audit costs would be approximately $1,000 to $4,000.
Reimbursement of Services After Default	All costs and expenses that we reasonably incur.	On invoice	Payable if you default under the Franchise Agreement and we, in our sole discretion, undertake or perform on your behalf any obligation or duty that you are required to, but fail to, perform under the Franchise Agreement.
Liquidated Damages (Full Bakery or Concession Bakery)	The average monthly amount of Royalty that you owed us during the past 36 months times the lesser of remainder of the term of the Franchise Agreement or 36 months.	Within 30 days of termination of your Franchise Agreement	You must pay this fee only if the termination occurs after the opening date of your Bakery and you are not insolvent at the time of termination. If less than 36 months have passed since opening and termination, the amount will be the average monthly Royalty during the time between opening and termination, times the lesser of the remainder of the term of the Franchise Agreement or 36 months.
Liquidated Damages (Express Bakery)	The average amount you paid per month to purchase Proprietary Goods during the past 36 months times the	Within 30 days of termination of your Franchise Agreement	You must pay this fee only if the termination occurs after the opening date of your Bakery and you are not insolvent at the time of termination. If less than 36 months have passed since opening and termination, the amount will be the average amount you paid per month to purchase

Type of Fee[1, 5]	Amount	Date Due	Remarks
	lesser of remainder of the term of the Franchise Agreement or 36 months.		Proprietary Goods during the time between opening and termination, times the lesser of remainder of the term of the Franchise Agreement or 36 months.
Appraiser's Fee	50% of appraiser's fee.	On invoice	You must pay this fee only if we elect to purchase your assets on termination or expiration of the Franchise Agreement and we cannot agree with you on the purchase price.
Indemnification of us	Our costs and expenses.	On invoice	You indemnify us from certain losses and expenses under the Franchise Agreement.
Attorneys' Fees	Our costs and expenses.	On invoice	You must pay us any attorneys' fees we incur related to you, your Owners, or your Bakery (other than those we incur in response to your efforts to enforce the Franchise Agreement or in the defense of any claim we assert against you on which you substantially prevail in court or other formal legal proceedings). If we become a party to a proceeding on an agreement between us and you, and we win, or if we become a party to litigation or insolvency proceedings for your franchise, then you must pay our reasonable attorneys' fees and court costs. If we terminate the Franchise Agreement for your default, you must pay us all our expenses from your default or termination, including reasonable attorneys' and experts' fees.
Reinstatement Fee	10% of the amount of the then-current Initial Franchise Fee, plus Royalty Fees that would have been payable in period between termination and reinstatement.	Before reinstatement	If we terminate your Franchise Agreement due to a health and safety default, you cure the default and want to be reinstated, and we agree to reinstate your Franchise Agreement, you must pay us a reinstatement fee.
De-identification Fee	Our or our affiliates' actual costs and expenses, plus interest and an administrative fee equal to 15% of our or their actual	On invoice	Payable if we terminate the Franchise Agreement, you fail to de-identify the Bakery, and we or our affiliates make the required changes on your behalf.

Type of Fee[1, 5]	Amount	Date Due	Remarks
	costs and expenses.		

Notes

1. Unless otherwise stated, we directly impose all the fees in this table, you pay them to us, and we do not refund them. We endeavor to impose these fees uniformly but reserve the right to make variances in special circumstances. We collect all fees due to us under the Franchise Agreement through EFT. We may change the Payment Due Date, and any other due dates, in the Manuals or in a written notice to you.

2. **"Net Sales"** means all revenues generated by your Bakery or conducted from or with respect to the Bakery, whether the sales are evidenced by cash, check, credit, charge, account, barter or exchange. Net Sales includes monies, gift card redemptions, or credit generated by or received from (i) the sale of Approved Products or tangible property of every kind and nature, promotional or otherwise, anywhere and (ii) services performed from, at, or in connection with the Bakery, including (x) off-premises services (such as catering and delivery), (y) on-premises services (such as games, gambling machines, or third-party advertising within the Bakery), or (z) any other services or activities that use either the System, the Marks, or products that are the same as or similar to the Approved Products. The foregoing list is not intended to provide approval for such activities, which may be conducted only if approved. Unless we specify otherwise in writing, Net Sales shall include all ancillary charges or fees, including delivery fees and other service charges, that are paid to you by a customer or by a third-party delivery or catering service (e.g., Uber Eats, Postmates, Grubhub, ezCater, or DoorDash) (a "**TPS**") in connection with delivery or catering services related to your Bakery (recognizing that though the TPS may pay you an amount equal to the purchase price charged to the customer less a commission, other fees, and any discounts, credits, or coupons applied to that order, such commission, fees, discounts, credits, and coupons will not be deducted from your Net Sales). Net Sales will not include (a) the initial sales or reloading of gift cards, (b) discounts, (c) the sale of food or merchandise for which refunds have been made in good faith to customers, (d) the discounted portion of employee meals, (e) sales, meals, use or excise tax imposed by a governmental authority directly on sales and collected from customers, provided that the amount for the tax is added to the selling price or absorbed therein and is actually paid by you to a governmental authority, (f) the sale of equipment used in the operation of the Bakery, or (g) tips. Net Sales includes sales made from an ASL.

3. "**Streetside Locations**" include freestanding, inline, and endcap locations on city streets or in shopping centers (including power centers, lifestyle centers, and strip centers, but excluding malls (enclosed and open air) and outlet malls and centers). "**Other Locations**" include all locations other than Streetside Locations, including malls (enclosed and open air), outlet malls and centers, Non-Traditional Locations, and ghost or delivery kitchens.

4. For any fee that may be increased by no more than the Allowed Adjustment, the "**Allowed Adjustment**" in any calendar year will not exceed, at our option, (a) 50% of the fee that is in effect at the start of the calendar year or (b) the increase in the actual costs and expenses that we or our affiliates incur to provide such goods or services to you.

5. For Co-Branded Bakeries, we and the Co-Branded Franchisor may both independently impose the following fees (in other words, (a) we could charge the fee and the Co-Branded Franchisor

could also separately charge the same fee or (b) we could charge the fee, even if the Co-Branded Franchisor does not do so): (i) the Renewal Fee; (ii) the Ordering Support Fee; (iii) fees related to Advertising Cooperatives, brand promotions, taxes and related payments, conferences and programs, brand advisory councils, transfers, gift card and loyalty programs, loyalty apps, online ordering, purchasing programs, supply chains, insurance policies, development deadline extensions, indemnification provisions, attorneys' fees, and the reinstatement of franchises; and (iv) any other fees that are brand-specific or relate to costs that may be separately incurred by us and/or the Co-Branded Franchisor. All other fees will be charged by (x) us or the Co-Branded Franchisor, but not both or (y) jointly by both us and the Co-Branded Franchisor (and split between the two of us).

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT:
FULL BAKERY LOCATED IN A TRADITIONAL LOCATION

This estimates your expenses if you are opening a Full Bakery in a Traditional Location.

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$35,500	$35,500	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$87,700	$325,500	As incurred	As arranged	Contractors
Permitting[3]	$1,600	$5,000	As incurred	Before opening	Government agencies
Equipment Package[4]	$52,000	$86,200	Lump sum	Before opening	Vendors
Millwork[5]	$20,000	$40,000	As incurred	Before opening	Contractors
Menu Board, Graphics and Interior Signage[7]	$2,000	$12,000	As incurred	Before opening	Vendors
Exterior Signage[8]	$3,700	$26,400	Lump sum	Before opening	Vendors
Computer System[9]	$10,500	$32,000	As incurred	Before opening	Vendors
Smallwares[10]	$2,800	$8,000	As incurred	Before opening	Vendors
Architect/Engineer[11]	$2,500	$16,000	As incurred	Before opening	Architect
Rent [12]	$4,000	$15,000	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$5,000	$10,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Misc. Opening Costs/Office Supplies[16]	$1,800	$6,800	As incurred	Before opening	Vendors
Security Deposits[17]	$0	$15,000	As incurred	As incurred	Utility companies; lessors
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$5,000	$8,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$15,000	$33,000	As incurred	As incurred	Employees, vendors, etc.
Total Initial Investment[22]	**$256,950**	**$703,500**			

YOUR ESTIMATED INITIAL INVESTMENT:
FULL BAKERY LOCATED IN A NON-TRADITIONAL LOCATION

This estimates your expenses if you are opening a Full Bakery in a Non-Traditional Location.

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$35,500	$35,500	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$43,500	$318,000	As incurred	As arranged	Contractors
Permitting[3]	$1,000	$15,000	As incurred	Before opening	Government agencies
Equipment Package[4]	$45,000	$102,500	Lump sum	Before opening	Vendors
Millwork[5]	$20,000	$45,000	As incurred	Before opening	Contractors
Signage[7]	$3,000	$10,200	Lump sum	Before opening	Vendors
Menu Board, Graphics and Interior Signage[7]	$2,700	$15,300	As incurred	Before opening	Vendors
Computer System[9]	$10,500	$32,000	As incurred	Before opening	Vendors

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Smallwares[10]	$4,700	$10,000	As incurred	Before opening	Vendors
Architect/Engineer[11]	$5,000	$21,000	As incurred	Before opening	Architect
Rent [12]	$2,000	$15,000	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$5,000	$10,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Misc. Opening Costs/Office Supplies[16]	$1,000	$10,000	As incurred	Before opening	Vendors
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$2,500	$23,500	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$7,000	$23,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22]	**$196,250**	**$715,100**			

YOUR ESTIMATED INITIAL INVESTMENT:
EXPRESS BAKERY (EXCLUDING BAKERIES IN NEW SCHLOTZSKY'S RESTAURANTS)

This tables estimates your expenses if you open an Express Bakery in a location other than a new Schlotzsky's restaurant. As we typically will only approve such Express Bakeries in unusual circumstances, your expenses may vary significantly from the estimates in this chart. These figures do not include any costs related to developing a Host Facility.

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$8,000	$8,000	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$17,000	$62,000	As incurred	As arranged	Contractors
Equipment Package[4]	$23,400	$47,800	Lump sum	Before opening	Vendors
Exterior Signage[8]	$2,100	$5,300	Lump sum	Before opening	Vendors
Computer System[9]	$3,000	$16,400	As incurred	Before opening	Vendors
Rent [12]	See Note 12	See Note 12	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$2,500	$5,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Security Deposits[17]	$0	$350	As incurred	As incurred	Utility companies; lessors
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$2,000	$5,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$5,000	$13,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22, 23]	**$70,850**	**$191,950**			

YOUR ESTIMATED INITIAL INVESTMENT:
EXPRESS BAKERY IN A NEW SCHLOTZSKY'S RESTAURANT

This tables estimates your expenses if you open an Express Bakery in a new Schlotzsky's restaurant. These figures (i) do not include the cost of the Schlotzsky's restaurant that will be the Host Facility and (ii) only apply if the Express Bakery is being constructed simultaneously with the Schlotzsky's restaurant.

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$8,000	$8,000	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$1,700	$3,400	As incurred	As arranged	Contractors
Equipment Package[4]	$9,600	$12,200	Lump sum	Before opening	Vendors
Exterior Signage[8]	$0	$6,400	Lump sum	Before opening	Vendors
Rent [12]	See Note 12	See Note 12	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$1,000	$2,500	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Misc. Opening Costs/Office Supplies[16]	$600	$2,500	As incurred	Before opening	Vendors
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$500	$1,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$0	$1,800	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22, 24]	**$29,250**	**$66,900**			

YOUR ESTIMATED INITIAL INVESTMENT:
CONCESSION BAKERY – FOOD TRUCK

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$5,500	$5,500	Lump sum	At signing of Franchise Agreement	Us
Truck Costs[25]	$101,300	$184,500	As incurred	As arranged	Vendors
Permitting[3]	$515	$2,575	As incurred	Before opening	Government agencies
Equipment Package[4]	$26,500	$37,200	Lump sum	Before opening	Vendors
Computer System[9]	$10,500	$20,000	As incurred	Before opening	Vendors
Architect/Engineer[11]	$5,300	$8,000	As incurred	Before opening	Architect
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$2,500	$5,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$4,000	$6,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$7,500	$28,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[23]	**$171,465**	**$325,875**			

YOUR ESTIMATED INITIAL INVESTMENT:
CONCESSION BAKERY – TRAILER

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$5,500	$5,500	Lump sum	At signing of Franchise Agreement	Us
Trailer Costs[25]	$56,200	$123,700	As incurred	As arranged	Contractors
Permitting[3]	$515	$2,575	As incurred	Before opening	Government agencies
Equipment Package[4]	$25,750	$36,050	Lump sum	Before opening	Vendors
Computer System[9]	$10,500	$20,000	As incurred	Before opening	Vendors
Architect/Engineer[11]	$5,150	$7,725	As incurred	Before opening	Architect
Grand Opening Marketing[13]	$3,000	$7,500	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$2,500	$5,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Management Training Program Fee[18]	$0	$3,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$3,600	$5,700	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$6,100	As incurred	Before opening	Us
Opening Inventory[20]	$4,000	$6,000	As incurred	Before opening	Our designated suppliers
Additional Funds - 3 Months[21]	$7,500	$28,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22]	**$125,465**	**$263,650**			

YOUR ESTIMATED INITIAL INVESTMENT: *AUNTIE ANNE'S CO-BRANDED BAKERY* [26]

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$66,000	$66,000	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$192,000	$534,100	As incurred	As arranged	Contractors
Permitting[3]	$700	$7,800	As incurred	Before opening	Government agencies
Equipment Package[4]	$51,000	$140,000	Lump sum	Before opening	Vendors
Millwork[5]	$7,000	$110,000	As incurred	Before opening	Contractors
Furniture[6]	$500	$2,600	As incurred	Before opening	Vendors
Menu Board, Graphics, and Interior Signage[7]	$5,000	$20,000	As incurred	Before opening	Vendors
Exterior Signage[8]	$3,000	$34,700	Lump sum	Before opening	Vendors
Computer System[9]	$10,500	$32,000	As incurred	Before opening	Vendors
Smallwares[10]	$9,000	$12,000	As incurred	Before opening	Vendors
Architect/Engineer[11]	$8,500	$26,900	As incurred	Before opening	Architect
Rent[12]	$2,000	$15,000	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$6,000	$25,000	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$7,000	$12,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,575	$8,200	As incurred	Before opening	Insurance companies
Misc. Opening Costs/Office Supplies[16]	$13,000	$25,000	As incurred	Before opening	Vendors
Security Deposits[17]	$0	$15,000	As incurred	As incurred	Utility companies; lessors
Management Training Program Fee[18]	$0	$4,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$4,600	$6,900	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$12,200	As incurred	Before opening	Us

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Opening Inventory[20]	$8,300	$18,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$15,000	$78,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22, 26]	**$410,675**	**$1,205,400**			

YOUR ESTIMATED INITIAL INVESTMENT: *CARVEL CO-BRANDED BAKERY* [26]

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Initial Franchise Fee[1]	$71,000	$71,000	Lump sum	At signing of Franchise Agreement	Us
Construction and Build Out Costs[2]	$165,400	$388,000	As incurred	As arranged	Contractors
Permitting[3]	$2,100	$10,500	As incurred	Before opening	Government agencies
Equipment Package[4]	$78,000	$265,000	Lump sum	Before opening	Vendors
Millwork[5]	$20,800	$60,000	As incurred	Before opening	Contractors
Furniture[6]	$0	$20,000	As incurred	Before opening	Vendors
Menu Board, Graphics, and Interior Signage[7]	$10,400	$14,700	As incurred	Before opening	Vendors
Exterior Signage[8]	$1,600	$35,000	Lump sum	Before opening	Vendors
Computer System[9]	$10,500	$32,000	As incurred	Before opening	Vendors
Smallwares[10]	$10,400	$16,000	As incurred	Before opening	Vendors
TV/Music	$1,100	$3,200	As incurred	Before opening	Vendors
Architect/Engineer[11]	$2,100	$20,000	As incurred	Before opening	Architect
Rent[12]	$2,000	$15,000	Monthly	As arranged	Lessors
Grand Opening Marketing[13]	$6,000	$25,000	As incurred	Before opening	Vendors or Us
Legal and Accounting Fees[14]	$5,000	$10,000	As incurred	Before opening	Lawyers and accountants
Insurance[15]	$1,250	$6,800	As incurred	Before opening	Insurance companies
Misc. Opening Costs/Office Supplies[16]	$13,000	$25,000	As incurred	Before opening	Vendors

Type of Expenditure	Amount of Expenditure		Method of Payment	When Payments Are Due	To Whom Payment Will Be Made
	Low	High			
Security Deposits[17]	$0	$18,000	As incurred	As incurred	Utility companies; lessors
Management Training Program Fee[18]	$0	$5,000	As incurred	Before opening	Us
Travel and Living Expenses during Training[18]	$5,600	$8,100	As incurred	Before opening	Airlines, hotels and restaurants
On-Site Training Fee[19]	$0	$12,200	As incurred	Before opening	Us
Opening Inventory[20]	$20,000	$22,000	As incurred	Before opening	Vendors
Additional Funds - 3 Months[21]	$37,000	$54,000	As incurred	As incurred	Us, employees, vendors, etc.
Total Initial Investment[22, 26]	**$463,250**	**$1,136,500**			

Explanatory Notes:

The charts above provide an estimate of your initial investment for one Bakery. These charts do not include an estimate for the cost of opening or operating an ASL, which is an optional add-on that may be offered after you have operated your Bakery. The charts should be read in conjunction with the following notes.

You should review this information, including the footnotes, carefully, conduct your own investigation and seek the help of qualified advisors before making any decision about an initial investment in a Bakery.

None of these fees or payments are refundable unless otherwise noted below.

1. Initial Franchise Fee. See Item 5. For Co-Branded Bakeries, the Initial Franchise Fee estimate includes both the Initial Franchise Fee paid to us ($35,500) and the initial franchise fee paid, as applicable, to Auntie Anne's under the Auntie Anne's® Franchise Agreement for the right to operate an Auntie Anne's® franchise ($35,500) or to Carvel under the Carvel® Franchise Agreement for the right to operate a Carvel® franchise ($35,500).

2. Construction and Build Out Costs. This estimate includes fees paid to a general contractor you engage to build out the Bakery to meet our Standards (and for a Co-Branded Bakery, the standards of the Co-Branded Franchisor too). Leasehold improvements include but are not limited to HVAC, electrical, carpentry, floor covering, and painting. The cost of a general contractor will vary widely depending on the size and condition of the premises, whether or not there are any existing and comparable leasehold improvements in the premises, the extent and quality of improvements you desire over and above our minimum requirements, your landlord's cash contribution to the cost of the improvements, and the

local costs of material and labor. This estimate does not include leasehold improvements for new free-standing buildings or new free-standing buildings with a drive-thru, as the costs for this format may vary significantly. For Co-Branded Bakeries (other than a Swirl Bakery), the estimate is based on mall and streetside locations. The Swirl Bakery estimate is based on streetside locations.

You may be able to negotiate tenant improvement allowances from your landlord. The estimate is presented net of estimated tenant improvement allowances. For the low estimate, we estimated a tenant improvement allowance of $30,000, which is approximately the average tenant improvement allowance that our franchisees have reported to us. For the high estimate, we assumed that a tenant improvement allowance was not available.

For Full Bakeries located in a Non-Traditional location and Express Bakeries, the Construction and Build Out Cost category includes all millwork, menu boards, and interior signage.

3. Permitting. This estimate includes the cost of acquiring construction permits, including permit fees. Your costs will vary depending upon your Bakery's location. In some markets, the costs of required permits may significantly exceed our estimates.

4. Equipment Package. You must purchase or lease from an Approved Supplier certain equipment (like kitchen equipment) and machinery that complies with our Standards (and for a Co-Branded Bakery, the standards of the Co-Branded Franchisor too). Your actual costs will vary depending on a number of factors including, without limitation, building codes and health requirements of the state where your Bakery is located.

   These amounts do not include the costs of any owned, hired, or leased delivery motor vehicles that you may utilize in the operation of the Bakery. If you offer delivery and catering services under the terms of the Franchise Agreement, you may need to purchase at least one branded catering vehicle equipped per our specifications, which will cost approximately $25,000 to $35,000 if purchased, or $500 to $700 per month if leased, although leased costs may vary significantly.

   For Full Bakeries located in a Non-Traditional location and Express Bakeries, the Equipment Package category includes all smallwares.

5. Millwork. You will incur expenses for millwork at the Bakery, which may include the cost of purchasing cabinets and counters from Approved Suppliers and installing them in the Bakery.

6. Furniture. You must purchase from Approved Suppliers furniture that meets our Standards, such as tables, chairs, and office furniture.

7. Menu Board, Graphics, and Interior Signage. This estimate includes the cost of purchasing digital and/or static menu boards and interior signage from Approved Suppliers. The cost will vary based on the size of your Bakery.

8. Exterior Signage. You must purchase exterior signage from Approved Suppliers. The cost of your exterior sign will vary depending on the size, color, quantity and backlit channel letters of the sign and other specifications as we require.

9. Computer System. You must purchase, lease, and/or license and install at the Bakery the POS System, computer systems, mobile hardware, software, online ordering platform, associated computer hardware, telephone lines, network connections, communications equipment, high speed internet access (e.g. DSL or cable), credit card, gift card and loyalty card processing equipment, and other equipment that we require from time to time (collectively, the "**Computer System**"). The Computer System currently includes a back-office PC, one monitor, one back-office multi-function printer, between one and four POS System terminals (between zero and two in an Express Bakery and between one and two for a Concession Bakery), one firewall device, a dedicated iPad® or Windows® tablet/computer, and one POS System server in addition to other related software, phone and network connections, and equipment. The estimate includes the cost of purchasing the POS System from our designated Approved Supplier under the CapEx Program. You may also be required to purchase training software from a vendor that we designate. For Co-Branded Bakeries, the Computer System that we require meets both our and the Co-Branded Franchisor's standards.

10. Smallwares. This estimate includes the cost of purchasing cooking utensils and supplies, cleaning supplies, other smallwares, and other tools necessary to operate the Bakery.

11. Architect/Engineer. You must engage a licensed architect that we accept in writing and licensed engineers (e.g., mechanical, electrical, plumbing, or structural engineers) as necessary to draft standard construction plans for your Bakery. Your costs will vary depending upon the location of the Bakery, its condition, and the need for additional designs, plans, and drawings, if applicable.

12. Rent. The figures in the table reflect our estimates for leasing the Bakery premises and include only one month of rent.

    The typical location for a Full Bakery is in a high-traffic or retail mall area. An in-line location for a Full Bakery typically is about 1,300 square feet and has about 12 seats and three to six tables. A kiosk location for a Full Bakery typically is 250 to 400 square feet and does not include any seating. A typical Auntie Anne's Co-Branded Bakery occupies about 1,270 square feet of space. A typical Carvel Co-Branded Bakery or Swirl Bakery occupies about 1,325 to 1,590 square feet of space.

    Express Bakeries typically range in size from 80 to 100 square feet and will most likely be developed as a co-brand within the space of a Host Facility, but, in limited circumstances, may be located in another facility that we approve. The rental costs are typically incurred in connection with locating and leasing the site for the Schlotzsky's restaurant or Host Facility and are not a separate expense. Express Bakery seating will vary depending on space availability. No counter seating is designed into a typical Express Bakery. If you are developing an Express Bakery, a remote storage and production facility of about 100 to 300 square feet may be required depending on the size and location of your Bakery.

    Your rent will depend on the site's size, condition, visibility, accessibility, and location, local market conditions, demand for the premises among prospective lessees, and the arrangement you negotiate with the landlord. Because of the wide variation in lease rates for retail space, you should consult with a local commercial real estate broker to understand the typical rates in your market.

If you choose to instead purchase real estate, we are unable to estimate the total cost of purchasing suitable premises for your Bakery or the amount of any down payment that would be required.

13. Grand Opening Marketing. You must conduct a grand opening advertising campaign with the opening of your Bakery. You must pay all costs of the grand opening, including publicity costs, promotional costs, plus the full cost of any price reductions or other customer inducements. Costs may vary depending on your market and the type of advertising used. You must spend for a grand opening advertising program at least (i) $3,000 for a Bakery in an Other Location, (ii) $7,500 for a Bakery in a Streetside Location, (iii) $6,000 for a Co-Branded Bakery in an Other Location (which covers both brands), and (iv) $15,000 ($25,000 if the Bakery is one of your first four Co-Branded Bakeries in an Emerging Market) for a Co-Branded Bakery in a Streetside Location (which covers both brands) in accordance with an advertising plan that we designate or approve . We may require you to pay this amount to us or the Ad Fund for us to spend in accordance with a grand opening advertising plan that we designate or approve.

14. Legal and Accounting Fees. This estimate includes the cost of legal and accounting fees that you may incur in establishing your business. Such expenses may include fees payable to attorneys and accountants that you will need to use for the review of this Disclosure Document and the related agreements (and for Co-Branded Bakeries, the cost to review the Franchise Disclosure Document and related agreements for the Co-Branded Franchise), as well as for entity formation and lease negotiation.

15. Insurance. You must obtain and maintain during the term of your Franchise Agreement, at your expense, a comprehensive business insurance program, including property, commercial general liability, automobile liability, business property, umbrella, workers' compensation, employment practices liability, cyber liability, and (if you serve alcohol) dram shop liability insurance. The types and minimum amounts of insurance coverage that we currently require are described in Section 13.2 of the Franchise Agreement but are subject to change. We may obtain a master insurance policy on behalf of the System for certain types of coverage and require you to pay all or a portion of your proportionate share of coverage under the master policy to us or our Approved Supplier. This figure estimates the cost of your insurance premiums for your first year of operation based on our minimum requirements. Your cost of insurance will vary depending on your Bakery location, the claims experience of commercial businesses in your area, and your prior insurance claim experience. You should be aware that this cost may increase in the future if we exercise our right to require you to obtain insurance with higher policy limits.

16. Misc. Opening Costs/Office Supplies. This includes office supplies and other miscellaneous opening expenses, such as utility costs, business licenses and permits, opening assistance, and the cost of training your employees.

17. Security Deposits. This estimate includes the cost of deposit expenses to obtain utility services, which includes deposits to initiate telephone, gas, electricity, water, and other services. These costs will vary due to municipality requirements, local provider requirements, and your creditworthiness. These deposits are generally refundable depending on the provider's policies. This estimate does not include any security deposit under any lease for the Bakery.

18. Management Training Fees and Expenses.

    Management Training Program Fee. If we provide the Management Training Program to you for your third or subsequent Bakeries (including Bakeries operated by your affiliates), you must pay us a fee of $3,000 ($4,000 for Auntie Anne's Co-Branded Bakeries and $5,000 for Carvel Co-Branded Bakeries) for two people to attend the Management Training Program. If any of your trainees require additional training beyond our standard Management Training Program or if any additional trainees attend training, you may incur additional costs that are not reflected in this estimate.

    Travel and Living Expenses during Training. This estimate is for the cost of two Required Trainees to attend six days (eight days for Auntie Anne's Co-Branded Bakeries and ten days for Jamba Co-Branded Bakeries) of the Management Training Program in a location that we designate. The high estimate also includes the cost of your Primary Contact (if they are not one of the Required Trainees) to attend two days of the Primary Contact Training (as defined in Item 11). You are responsible for the travel and living expenses, wages, and other expenses incurred by your trainees during the program. The estimate assumes each trainee will incur $250 to $300 per day of hotel and living expenses and a $300 to $500 flight expense. Your actual cost will depend on your point of origin, method of travel, class of accommodations, and dining choices. If any of your trainees require additional training beyond our standard Management Training Program or if additional trainees attend training, you may incur additional costs that are not reflected in this estimate.

19. On-Site Training and Assistance Fee. For your third and subsequent Bakeries (including Bakeries operated by your affiliates), if we, in our sole discretion, provide on-site training or assistance (at your request or because we determine such assistance is necessary), you must pay us our then-current On-Site Training and Assistance Fee (currently, $500 per trainer per day, plus their travel and living expenses). The low estimate assumes you will not need on-site assistance for such additional Bakeries. The high estimate includes the cost of one of our trainers traveling to provide seven days (five days for freezer-proofer-oven operations) of such on-site training and assistance, including their estimated travel and living expenses (estimated for each trainer to be $250 to $300 per day of hotel and living expenses and a $300 to $500 flight expense). For Co-Branded Bakeries, the high estimate includes the cost of two trainers to provide such on-site training and assistance for seven days.

20. Opening Inventory. You must purchase an opening inventory of food and paper products, which will vary in cost based on the size, location, and projected sales of your Bakery. We estimate that the range given will be sufficient to cover a supply of food and paper products for one to two weeks of Bakery operations. For Full Bakeries, this item also includes a marketing opening kit.

21. Additional Funds – 3 Months. This estimates the additional funds you may need to cover expenses you will incur before your Bakery opens and in its first three months of operation. These expenses may include, without limitation, employee salaries, wages, and benefits, payroll taxes (including payroll to cover the pre-opening training period for your staff), Royalty Fees, Advertising Contributions, ongoing fees due to the Co-Branded Franchisor (if you operate a Co-Branded Bakery), additional advertising expenses, additional inventory, miscellaneous supplies and equipment, rent, bank charges, state tax and license fees, deposits, prepaid expenses, and other miscellaneous items. We have based

these figures on our experience franchising Bakeries and our affiliate's experience opening and operating Bakeries. You may incur other categories of expenses or expenses in excess of this estimate.

22. Total Initial Investment. These figures are based on our experience franchising Bakeries and our affiliate's experience opening and operating Bakeries. For Express Bakeries that will be located in the space of a Host Facility, these figures do not include the additional initial investment for the Host Facility. Your actual investment and expenditures and initial cash outlay may vary from the amounts shown if you choose to purchase your Bakery, if you choose to build a larger or smaller Bakery than our standard design, or if your Bakery is located in an expensive market. Bakeries located in non-traditional venues like office buildings, hospitals, stadiums or university food service facilities will likely experience lower initial investment expenditures than Bakeries in traditional locations like malls or strip centers.

23. Express Bakeries. This estimate assumes that the Express Bakery will be located in a Host Facility with established utilities and certain equipment that the Host Facility will share with the Express Bakery. There may be variations in the cost of leasehold improvements, utilities and other requirements to prepare the space for any Express Bakery, depending on the requirements and negotiated terms with the landlord and the location. We do not provide estimates on the variations in these costs.

24. Express Bakeries in New Schlotzsky's Restaurants. The range of estimated costs relates to when an Express Bakery is being built in connection with the construction of a Schlotzsky's restaurant. As a result, many of the costs associated with developing an Express Bakery will be incurred when constructing and beginning to operate the Schlotzsky's restaurant (e.g., permitting, insurance, construction of leasehold improvements, computer systems, equipment, etc.) and are not included in this table. These figures do not include any of the costs relating to the investment required for the Schlotzsky's restaurant. If you are building an Express Bakery that will be located in an already-constructed and open Schlotzsky's restaurant, you should review the table above titled EXPRESS BAKERY (EXCLUDING BAKERIES IN NEW SCHLOTZSKY'S RESTAURANTS).

25. Trailer/Truck Costs. If you operate a Concession Bakery, you must purchase a food truck or trailer from an Approved Supplier and must customize the interior and exterior unit to comply with our Standards. This estimate includes the cost of fit-out, exterior signage and vehicle wrapping, the generator, license tags, and related permits. This estimate assumes that you are purchasing the food truck or trailer and do not finance the purchase. If you purchase a trailer, these costs do not include an appropriate tow vehicle which you will need to transport the trailer to and from the event.

26. Co-Branded Bakeries. The figures in the Co-Branded Bakery tables have been prepared by us, after consultation with the Co-Branded Franchisors, and are based on our and their experiences franchising our respective franchises and our and their standards for co-branded locations. The estimate includes all of the costs necessary to purchase, develop, and begin operating a Co-Branded Bakery (including a Swirl Bakery), including the costs to acquire an Auntie Anne's® or Carvel® franchise and to construct and outfit the Co-Branded Bakery in accordance with our and the applicable Co-Branded Franchisor's standards for such a co-branded location.

We do not offer direct or indirect financing to franchisees for any of these items. The availability and terms of financing will depend on factors like the availability of financing generally, your credit worthiness, collateral you pledge, policies of your lending institution, and economic conditions in your area.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Required Purchases. We have the right to require that Approved Products, other products, Proprietary Ingredients, supplies (including chemicals), furniture, fixtures, equipment, and services (collectively, **"Goods"**) that you purchase for resale or purchase or lease for use in your Bakery: (i) meet specifications that we establish from time to time; (ii) be a specific brand, kind, or model; (iii) be purchased or leased only from Approved Suppliers; (iv) be purchased or leased only from a single source that we designate (which may include us or our affiliates or a buying cooperative organized by us or our affiliates); and/or (v) be purchased as part of a purchasing program, arrangement, or contract that we negotiate or specify. We may add or change Approved Suppliers at any time.

You must purchase all of your requirements of Proprietary Ingredients, Proprietary Products, and proprietary uniforms, signs, menu boards, smallwares, materials, supplies, paper goods, equipment, and packaging (collectively, the **"Proprietary Goods"**) from us, our affiliates, or our designated Approved Suppliers. The Proprietary Goods include printed paper, paper products, and plastic products bearing our Proprietary Marks (including, for example, dishes, containers, cartons, bags, napkins, and packaging supplies). We may require you to purchase certain trademarked product lines consisting of t-shirts, apparel, mugs, and other merchandise and products bearing the Proprietary Marks (**"Trademarked Product Lines"**) from us, our affiliates, or our designated Approved Suppliers. In addition, if we conduct test marketing to determine consumer trends and the salability of new food or non-food products and services, you may be required to purchase a reasonable quantity of test products we specify from designated Approved Suppliers.

For any proposed site, we may require you to obtain a site selection analysis from an Approved Supplier, which may include an analysis of such factors as traffic patterns, demographics and competitors within the market. As you design and construct your Bakery, you must hire an architect that we accept in writing to prepare your plans and make any necessary changes to our standard layout and specifications. In addition, you must hire a licensed and insured general contractor that we accept to complete the build-out of your Bakery. Our acceptance of your architect or general contractor will not in any way be our endorsement of your architect or general contractor or render us liable for your architect's or general contractor's performance. When you refresh or remodel your Bakery, we may require you to obtain, at your expense, a site survey and design solution from us, our affiliates, or a designated vendor.

You must purchase and install, at your expense, all fixtures, furnishings, equipment (including a Computer System), décor and signs, as we direct. If we modify our menu, we may require you to purchase additional equipment to prepare and store new menu items. You may not install on or about your Bakery any merchandise, furnishings, interior or exterior décor items, supplies, fixtures, equipment or utensils unless they have been approved by us in writing. You must purchase these items only from an Approved Supplier unless we specify otherwise.

You are required to purchase most of the components of the Computer System that we specify from Approved Suppliers. Currently, we have Approved Suppliers for our POS System and for certain software that you must use in your Bakery, including the Learning Management System. We also require you to use designated Approved Suppliers for point-to-point encryption ("**P2PE**") solutions (hardware and software) that are used in cooperation with your POS System to provide secure and compliant payment processing services. If we require you to use any proprietary software or to purchase any software from a designated vendor, you must execute any software license agreements that we or the licensor of the software require and any related software maintenance agreements. We may require you to maintain certain network connections, which may include using an Internet Service Provider or other communications provider that we approve or designate. Currently, we require you to obtain the POS System from our designated vendor (and we may collect from you the related upfront and ongoing fees for such POS System and pay the vendor on your behalf) and POS System support services from our affiliate. We may require you to maintain other support service contracts and/or maintenance service contracts from us, our affiliates, or designated Approved Suppliers.

We require you to accept major credit cards (Visa, MasterCard, American Express, and Discover) and other major payment methods (such as Apple Pay and Google Pay) for customer purchases, participate in our Gift Card and Loyalty Programs, and participate in our in-shop mobile and online ordering program. These programs may require that you invest in additional equipment and incur fees from the credit card processing vendors, gift card processing vendors, and other hardware and software vendors that we designate.

We require you to purchase and maintain specific types of insurance coverage as described in more detail in the Franchise Agreement and the Manuals from insurance companies that meet our minimum Standards. We also specify the minimum amounts of insurance coverage you must maintain. All insurance policies must name us and others we designate as additional insureds. You must provide us with evidence of your insurance coverage before you begin operations at your Bakery, upon annual renewal of your insurance, and otherwise within 10 days of our demand for proof. If your Express Bakery is located in a Host Facility, the insurance maintained for the Host Facility may satisfy our insurance requirements. We reserve the right to obtain a master insurance policy on behalf of the System for certain types of coverage and require you to pay all or a portion of your proportionate share of coverage under the master policy to us or our Approved Supplier.

Currently, except as otherwise detailed above, you may purchase the remainder of the Goods that you use in your Bakery from any source, as long as the Supplier and the Goods meet our minimum Standards. We may designate any Supplier as ineligible to supply Goods to you in our sole discretion. Further, we may designate one or more Approved Suppliers for any Goods upon written notice to you.

We or Our Affiliates as Approved Suppliers. Except as set forth in this paragraph, neither we nor our affiliates are currently Approved Suppliers for any Goods that you are required to purchase or lease. We are currently an approved supplier of ASL mobile carts, but we will no longer sell such carts once our existing inventory is sold. Additionally, GoTo Supply provides supply chain, quality assurance, distribution, and logistics services to franchisees, and GoTo Rewards administers our gift card program, although neither are Approved Suppliers for any Goods. We and our affiliates reserve the right to become an Approved Supplier or the only Approved Supplier for any Goods in the future.

Interest in Approved Suppliers. Except through an interest in us or our affiliates, none of our officers owns any interest in any Suppliers with whom you must or are recommended to do business.

Approval Process. If you would like to offer products or use any Goods that we have not approved or to purchase or lease from a Supplier that we have not approved, you must submit a written request for approval and provide us with any information that we request. We have the right to inspect the proposed Supplier's facilities and test samples of the proposed Goods. You must pay us a charge not to exceed the reasonable cost of the inspection and our actual cost of testing the proposed Goods or evaluating the proposed Supplier, including personnel and travel costs, whether or not the Goods or Supplier is approved. We have the right to grant, deny, or revoke approval of Goods or Suppliers based solely on our judgment. We will notify you in writing of our decision as soon as practicable following our evaluation. If you do not receive our approval within 90 days after submitting all of the information that we request, our failure to respond will be deemed a disapproval of the request. The products and services that we approve for you to offer in your Bakery may differ from those that we permit or require to be offered in other Bakeries.

Before we approve a Supplier, we will require the following, among other things: (i) the Supplier must demonstrate that it is able to supply the item to you in accordance with our Standards, including our Standards as to the artwork and text on the items; (ii) if the Supplier is to receive access to any of our Confidential Information (defined below), Trade Secrets (defined below), or intellectual property, including logos, the Supplier must sign a confidentiality agreement and/or our standard form license agreement we prepare; (iii) the Supplier must demonstrate that it is in good standing in the business community with respect to its financial soundness and the reliability of its products or services; and (iv) the Supplier must sign all agreements we require our Suppliers to sign at that time.

We may re-inspect the facilities and Goods of any Approved Supplier and revoke approval of the Goods or Supplier if any fail to meet any of our then-current criteria. If you receive a notice of revocation of approval, you must cease purchasing or leasing the formerly approved Goods or any Goods from the formerly approved Supplier and you must dispose of your remaining inventory of the formerly approved Goods as we direct. If we revoke approval of an Approved Product that you have been selling to customers or service that you have been using or offering to customers, you must immediately discontinue using or offering the service and may continue to sell the formerly-approved product only from your existing inventory for up to 30 days following our disapproval. We have the right to shorten this period if, in our opinion, the continued sale of the product would prove detrimental to our reputation. After the 30-day period, or such shorter period that we may designate, you must dispose of your remaining inventory of the formerly-approved product as we direct.

Issuance of Standards and Specifications. We have established Standards for many of the Goods that a typical Bakery uses or offers for sale. To the extent that we establish Standards, require approval of Suppliers, or designate Approved Suppliers for particular Goods, we will publish our requirements in the Manuals or otherwise in writing. We may, at any time, in our discretion, change, delete, or add to any of our specifications or quality Standards. Such modifications, however, will generally be uniform for all franchisees. We will make available to you, via electronic means or otherwise, any changes to our Manuals or Standards.

Payments from Required Purchases. We and our affiliates may receive payments based on your purchases and leases, including, without limitation, from charging you for Goods we or our affiliates provide to you and from promotional allowances, volume discounts, and other payments

made to us by Suppliers, distributors, or third parties. If we, our affiliates, or third parties acting under our direction arrange for manufacturers to sell the Goods directly to our Approved Suppliers to then sell them to you, then we and/or our affiliates will have the right to receive payments and other consideration from the Approved Suppliers, distributors, and/or such third parties for these sales. We or our affiliates also may derive revenue from the licensing of the Proprietary Marks to third-party manufacturers who in turn sell the products bearing the Proprietary Marks to distributors or others, who then sell the products to our franchisees and to other third parties. We or our affiliates may also receive payments from leasing or subleasing, from time to time, any Bakery premises to franchisees.

We and our affiliates may use all amounts received from Suppliers, distributors, or third parties, whether or not based on your and/or other franchisees' actual or prospective dealings with them, without restriction for any purposes we or our affiliates deem appropriate.

During the fiscal year ended December 28, 2025 **("Fiscal Year 2025"),** we received payments totaling $2,024,946 from Approved Suppliers. During Fiscal Year 2025, (i) CLLC received $1,986,843 in payments from Approved Suppliers, which were deposited into the Ad Fund for the entire brand's benefit, (ii) CLLC received $247,940 from our franchisees for support fees associated with our POS System, (iii) GoTo Foods Systems received $1,956,843 in payments from Approved Suppliers related to purchases made by our franchisees, as well as purchases made by franchisees of other franchise systems in the GoTo Foods Portfolio, and (iv) also received $12,890 from equipment lease payments from our franchisees. These figures are unaudited and internally generated.

In administering our gift card program, GoTo Rewards receives an administration fee based on the gross gift card sales made. During Fiscal Year 2025, GoTo Rewards collected $23,913 from providing products or services to our franchisees in connection with the gift card program.

Currently, GoTo Systems and GoTo Supply provide supply chain, quality assurance, distribution, and logistics services for our franchise system. These services include negotiating with Suppliers for the sale of Goods and Proprietary Goods to distributors who will sell and distribute these items to the franchisees, appointing one or more distributors to service our franchisees (the "**Appointed Distributors**"), and managing the inbound distribution logistics associated with direct shop delivery between distributors and franchisees. GoTo Systems and GoTo Supply recover costs related to performing these services by collecting a per-case distribution fee for all cases sold by the Appointed Distributors to our franchisees and from other logistics-related programs. GoTo Systems and GoTo Supply have this same arrangement with the other franchise systems within the GoTo Foods Portfolio. During Fiscal Year 2025, collectively for all franchise systems within the GoTo Foods Portfolio, GoTo Foods Systems and FSC together collected approximately $13,803,727 in distribution case fees and logistics savings.

Proportion of Purchases Subject to Specifications. Currently, we estimate that your purchases from Approved Suppliers and otherwise under our Standards will be about 85% of the total purchases and lease of products and services needed to establish the Bakery and about 90% of the total purchases and leases of products and services needed to operate a Bakery.

Cooperatives and Purchasing Arrangements. Currently, neither we nor CLLC have arranged any purchasing and/or distribution cooperatives, associations, or programs (collectively, **"Purchasing Programs"**) among our franchisees. We have the right to form Purchasing Programs at any time. If we do form a Purchasing Program, you must (i) become a member by the deadlines we specify, (ii) remain a member in good standing of the Purchasing Program

throughout the term of your Franchise Agreement, and (iii) pay all reasonable membership fees assessed by any Purchasing Programs.

We may, but are not required to, use the services of a food broker to negotiate purchase arrangements, monitor Suppliers, conduct inspections, and carry out various other services related to Suppliers. Although we are not required to, we (or our food broker) may, on occasion, negotiate purchase arrangements with various Approved Suppliers, including equipment and food product manufacturers, some of which operate on a large-scale basis, regarding the purchase, sale, pricing, and/or delivery of Goods for the Bakeries with the intent to benefit the System; these arrangements may affect your Bakery differently than other Bakeries. The negotiated purchasing arrangements may include special contract pricing and volume discounts. There can be no assurance that special pricing or terms will be available; any negotiated arrangements may be discontinued at any time. We may change our distribution arrangements in the future.

Our affiliate, GoTo Supply, has negotiated certain purchasing arrangements for our franchisees, the responsibilities for which we assumed as of that date. You may purchase your entire requirements (or lesser amount that we may designate) of Goods used in the Bakeries through Appointed Distributors, taking advantage of any purchasing and logistical arrangements that we have negotiated. We may change our distribution arrangements and purchasing arrangements in the future.

Material Benefits. We provide you with no material benefits (like renewal or granting additional franchises) based upon your purchase of particular products or services or your use of designated or Approved Suppliers.

ITEM 9

FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this Disclosure Document.

Obligation	Section in Franchise Agreement	Section in Express Schedule	Section in Concession Schedule	Section in Co-Branded Bakery Schedule	Section in Swirl Bakery Schedule	Section in ASL Addendum	Disclosure Document Item
a. Site selection and acquisition/ lease	5	20.D.	Not applicable	Not applicable	Not applicable	4, 5, and 7	5, 6, 7, 8, 11 and 12
b. Pre-opening purchases/ leases	5, 6, 7, 10, and 12.8	20.D., L.	20.G.	20.G.	20.G.	4, 5, 7, 8, 11, and 12	5, 7, 8, 11 and 12
c. Site development and other pre-opening requirements	5, 6, and 7	20.D., L.	20.E., F.	20.D. and 20.E.	Not applicable	5, 6, 11, and 13	7, 8, 11 and 12
d. Initial and ongoing training	11 and Schedule A: 15,16	Not applicable	Not applicable	Not applicable	Not applicable	11	11

Obligation	Section in Franchise Agreement	Section in Express Schedule	Section in Concession Schedule	Section in Co-Branded Bakery Schedule	Section in Swirl Bakery Schedule	Section in ASL Addendum	Disclosure Document Item
e. Opening	6.5 and 17.2.I.	Not applicable	20.E.	Not applicable	Not applicable	7	11
f. Fees	3, 5.4.A., 5.4.E., 5.5.B., 6.2.B., 6.5.D., 8.3, 8.6, 10.1, 10.2, 10.3, 10.4, 11, 12.2, 12.4, 12.6.C., 12.8, 12.9, 12.11, 16.3, 16.4, 16.5, 16.6, 16.8, 17.5.D., 17.5.F., 18.1, 18.2, 18.3, and 19.3	20.H., T.	Not applicable	20.D.	20.E.	2, 3, 6, and 11	5 and 6
g. Compliance with Standards and policies/the Manuals	8 and 12	Not applicable	20.J.	20.F.	20.F.	10	8, 11, 15, and 16
h. Trademarks and proprietary information	9 and 15	Not applicable	Not applicable	Not applicable	20.A.	Not applicable	13 and 14
i. Restrictions on products/services offered	7 and 8	20.F.	20.H.	20.E.	20.E.	4 and 8	8 and 16
j. Warranty and customer service requirements	Not Applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not Applicable
k. Territorial development and sales quotas	Not Applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	12
l. Ongoing product/service purchases	7, 12.8, 12.9, and 12.11	20.F.	Not applicable	20.F., G.	20.F., G.	Not applicable	6 and 8
m. Maintenance, appearance and remodeling requirements	2.2.B.(i), 6, 12.5, 12.6, and 16.3.F.	20.K.	20.K.	Not applicable	Not applicable	Not applicable	11

Obligation	Section in Franchise Agreement	Section in Express Schedule	Section in Concession Schedule	Section in Co-Branded Bakery Schedule	Section in Swirl Bakery Schedule	Section in ASL Addendum	Disclosure Document Item
n. Insurance	13.2,13.3 and Schedule A – 17.	Not applicable	Not applicable	Not applicable	Not applicable	13	6, 7, 8, and 11
o. Advertising	10	20.H., I.	Not applicable	Not applicable	Not applicable	Not applicable	6 and 11
p. Indemnification	13.1	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	6
q. Owner's participation/ management/ staffing	12.7	20.J.	Not applicable	Not applicable	Not applicable	Not applicable	15
r. Records and reports	14	20.M., N.	Not applicable	Not applicable	Not applicable	Not applicable	6
s. Inspections and audits	6.5, 7.3.A., 7.4, 11.5, 12.2, 12.3, 14, and 17.3.A.	Not applicable	Not applicable	20.H.	20.H.	Not applicable	6
t. Transfer	16	20.O., P.	Not applicable	20.I.	20.I.	Not applicable	6 and 17
u. Renewal	2.2	20.B., C.	20.C.	20.C.	20.C.	Not applicable	6 and 17
v. Post-termination obligations	18	20.S., T., U.	Not applicable	Not applicable	Not applicable	Not applicable	17
w. Non-competition covenants	15 and Schedule B	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	17
x. Dispute resolution	19 and 22.5	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	6 and 17
y. Personal Guaranty	1.4 and Schedule C	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

ITEM 10

FINANCING

We do not offer financing for trade fixtures, opening inventory, or any other purpose.

We may refer you to leasing or financing companies not affiliated with us. We and our affiliates receive no fees or other financial benefits from any lender for your financing. Currently, we will not guarantee your note, lease, or obligation, for any lender, or any other person or entity. We may engage an advisor to provide consulting services to franchisees to assist them with securing financing, and we may pay the advisor for this assistance to franchisees. We will not be

responsible for the consultant's provision of services to you and if you choose to use the consultant, you must sign the consultant's form of agreement. You will not be required to participate in any financing program that we implement.

We participate in the SBA's Franchise Directory. We may modify the Franchise Agreement, if necessary, to comply with SBA requirements for you to participate in certain SBA loan programs.

We may sell, assign, or discount to a third party any note, financing-related contract or other instrument you give to us.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Except as listed below, we are not required to provide you with any assistance.

As noted in Item 1, we have entered into a management agreement with GoTo Foods for it to provide certain support and services to Cinnabon franchisees. GoTo Foods may delegate certain of these responsibilities to CLLC, the previous franchisor of Cinnabon franchises, or other affiliates. However, we remain responsible for all of the support and services required under the Franchise Agreement.

Our Pre-Opening Obligations

Before you open your Bakery, we will fulfill the following obligations:

1. Site Selection Review. We will review the location you select for your Bakery and accept it if it meets our minimum site criteria, at which point it will become the Accepted Location. You may not acquire the Accepted Location until we have accepted it. If you do not purchase or lease the Accepted Location within 90 days of us accepting the site, we may, in our sole discretion, withdraw our acceptance of the site upon written notice to you. If you and we have not agreed on an Accepted Location at the time we sign the Franchise Agreement, you must select a location that complies with our site selection criteria within a geographic area that we specify. For any proposed site, we may require you to obtain a site selection analysis from an Approved Supplier, which may include an analysis of such factors as traffic patterns, demographics, and competitors within the market, and provide us with a copy of this analysis. We estimate the cost for this site selection analysis will be $2,500 to $5,000. We consider the following factors in determining whether to accept sites: population density and demographics, traffic flow, pedestrian traffic counts, visibility, parking, access, household income, and local competition, including other restaurants. There is no time limit for us to approve or disapprove of a site. (Franchise Agreement, Section 5.1)

While we may assist you in selecting a proposed site, we are not obligated to do so. We or our affiliates typically do not lease or sublease locations for Bakeries, but we may do so from time to time. (Franchise Agreement, Section 5.2)

We expect you to retain an independent expert to evaluate the suitability of a proposed site and to conduct your independent investigation of the site. We disclaim any responsibility for the suitability of the Accepted Location. Our acceptance of the site is based on the site satisfying our minimum site selection criteria only, and will not be construed as a representation or warranty

that the Bakery located at the Accepted Location will be successful. (Franchise Agreement, Section 5.3)

2. Site Agreement. You must deliver a copy of the signed lease, sublease, or other rental agreement for the location (the **"Lease"**) or purchase agreement for the location (the **"Purchase Agreement"** and, collectively with the Lease, the **"Site Agreement"**) to us with all material terms specified therein. You will be solely responsible for negotiation of the terms of the Site Agreement and performance under the Site Agreement. We will have the right, but not the obligation, to review your Site Agreement prior to its execution to verify its compliance with our requirements. (Franchise Agreement, Section 5.4)

3. Evaluate Co-branding and Express Bakeries in Host Facilities. We will evaluate any request to (i) co-brand an Express Bakery with another business, (ii) operate an Express Bakery in a Host Facility, or (iii) change the Host Facility for an Express Bakery, and you must obtain our consent in connection with your request.

4. General Contractor. We will designate or pre-approve one or more licensed and insured general contractors (a **"General Contractor"**) that you must engage, at your own expense, to complete your buildout, unless we, in our sole discretion, agree in writing to accept a General Contractor that you propose. Our designation, pre-approval, or acceptance of a General Contractor will not in any way be our endorsement of such General Contractor or render us liable for such General Contractor's performance. (Franchise Agreement, Section 6.1.A.

5. Architect. We will designate or pre-approve one or more licensed architects (an **"Architect"**) that you must engage, at your own expense, to develop architectural plans, unless we, in our sole discretion, agree in writing to accept an Architect that you propose. Our designation, pre-approval, or acceptance of an Architect will not in any way be our endorsement of such Architect or render us liable for such Architect's performance or such Architect's compliance with professional design standards or adherence to local codes. You also must engage, at your expense, licensed engineers (e.g., mechanical, electrical, plumbing, or structural engineers), as necessary or appropriate. (Franchise Agreement, Section 6.2.A.(i))

6. Plans and Build-out. We will provide a sample layout and specifications for the Bakery. We will review the Architectural Plans developed by your Architect and engineers. Our review of the Architectural Plans is limited to ensuring your compliance with our Standards and is not designed to assess structural integrity or compliance with applicable laws. After our initial review of your Architectural Plans at no cost and our review of one revised set of Architectural Plans that incorporate our required changes at no cost, we may charge a fee of $2,500 for each set of drawings we review that include any other modifications from the plans that we have previously accepted. We must accept your Architectural Plans in writing prior to you submitting them for permits and beginning construction. During the construction process, we may inspect your Bakery or photographs that you provide to verify that it complies with the Architectural Plans and our Standards, and we may charge you a $2,500 on-site inspection fee if we conduct two or more on-site inspections. You may not open the Bakery until we provide our consent in writing. (Franchise Agreement, Sections 6.2, 6.3, and 6.5)

7. Goods. We will furnish you with any specifications for Goods, to the extent that we publish such specifications. (Franchise Agreement, Sections 7.1. and 7.2)

8. Approved Suppliers. We will identify Approved Suppliers for all Goods required to be used in the Bakery and use reasonable efforts to fulfill or cause Approved Suppliers to fulfill

your orders for Goods on a timely basis. If we, our affiliates, and/or our Approved Suppliers cannot supply customers (including yourself and other franchisees) with the quantity and type of Goods that they request, then we will try to allocate the available quantities and types of Goods on an equitable basis among businesses seeking to purchase the Goods. If you do not receive Goods from us, our affiliates, or our Approved Suppliers, this will not be our breach of the Franchise Agreement, nor will we, our affiliates, or our Approved Suppliers be liable to you for this. (Franchise Agreement, Section 7.1.B.)

9. Manuals and Advice. We will share with you our know-how in operating a Bakery, and grant you electronic or other access to our Manuals and content containing the information, methods, techniques, and specifications for the operation of a Bakery. See "Manuals," below in this Item. (Franchise Agreement, Section 8.1)

10. Initial Training. We will provide initial training in the System and our policies and procedures to your trainees. See "Training," below in this Item. (Franchise Agreement, Section 11.A.)

11. Approve Grand Opening Materials. We will approve or disapprove, in writing, any materials that you proposed to use in grand opening advertising promoting the opening of your Bakery. You must obtain our written approval for the grand opening advertising plan 30 days prior to the scheduled start date of such advertising campaign. (Franchise Agreement, Section 10.1.C.)

12. Approve Opening. We will approve the opening of your Bakery, provided you have met your pre-opening obligations. We estimate that the typical time between signing the Franchise Agreement and opening your Bakery is 3 to 12 months. Factors affecting this time include attendance at, and satisfactory completion of, the Management Training Program; obtaining the Lease; obtaining all necessary permits; completion of construction; and delivery and installation of equipment and supplies. For a Full Bakery, you must (i) identify the Accepted Location, (ii) obtain our acceptance of the Accepted Location, (iii) sign any documentation we require to document the Accepted Location, (iv) obtain our acceptance of a Lease for the Accepted Location, and (v) sign the accepted Lease for the Accepted Location or otherwise acquire the ownership rights to the Accepted Location within 150 days after you sign the Franchise Agreement (the "**Site Approval Deadline**"). You must submit to us a complete set of final Architectural Plans at least 30 days before the Construction Start Deadline. You must begin construction at the Accepted Location within 270 days after we sign the Franchise Agreement (the "**Construction Start Deadline**"). You must open your Bakery within 360 days after we sign the Franchise Agreement (the "**Opening Deadline**"). For an Express Bakery, (i) the Site Approval Deadline is within 60 days after we sign the Franchise Agreement, (ii) the Construction Start Deadline is within 90 days after we sign the Franchise Agreement, and (iii) the Opening Deadline is within 180 days after we sign the Franchise Agreement. We may, in our sole discretion and upon your request, grant you an extension to any of these deadlines for a fee. We may terminate your Franchise Agreement (without refunding the Initial Franchise Fee) if you fail to meet the Site Approval Deadline or the Construction Start Deadline and fail to cure such failure within 30 days or if you do not meet the Opening Deadline. (Franchise Agreement, Section 6.5)

Obligations After Opening

During the operation of your Bakery, we will fulfill the following obligations:

1. Approved Suppliers. We will continue to identify Approved Suppliers for Goods to be used in your Bakery. (Franchise Agreement, Sections 7.1 and 7.2)

2. Review Proposed Suppliers and Goods. If you would like to offer products or use any Goods that we have not approved or to purchase or lease from a Supplier that we have not approved, you must submit a written request for approval and provide us with any information that we request, which we will review and approve or disapprove. See Item 8. (Franchise Agreement, Sections 7.3)

3. Ad Fund Management. We will manage the Ad Fund as described below in this Item. (Franchise Agreement, Section 10.3)

4. Update Standards and Manuals. We will provide you with notice of any changes to our specifications, Standards, or the Manuals. You must immediately adopt any supplements to the Manuals that we provide to you. (Franchise Agreement, Section 8.3)

5. Review Advertising. We will approve or disapprove any of your proposed Advertising and Promotional Content (as defined below) that requires our prior written approval. (Franchise Agreement, Section 10.1.B.)

6. Support Services. We will furnish you with those support services we consider advisable. We may provide these services on-site, off-site, by telephone, or through other means. Timing will depend on the availability of our personnel. (Franchise Agreement, Section 11.5)

7. Relocation Review. We will evaluate sites to which you propose to relocate your Bakery in accordance with the site selection criteria provisions described above in this Item. (Franchise Agreement, Section 5.5)

8. Remodeling Review. We will review and approve or disapprove your general contractor and proposed replacement designs, furniture, fixtures, equipment, and décor when you refresh or remodel your Bakery. (Franchise Agreement, Section 12.6)

Advertising

Our Advertising. We are not obligated to conduct any advertising. We may periodically formulate, develop, produce, and conduct, at our sole discretion, advertising or promotional programs in such forms and media as we determine to be most effective. We may make available to you for you to purchase approved advertising and promotional materials, including signs, posters, collaterals, etc. that we have prepared.

Ad Fund. We will allocate your Advertising Contributions to a fund for the advertising and promotion of the Bakeries, Marks, and the System (the **"Ad Fund"**). Currently, you must make an Advertising Contribution to the Ad Fund in the amount of 2.5% of Net Sales for Bakeries located in Other Locations, 3% of Net Sales for Bakeries located in Streetside Locations, and 3% of Net Sales for all Swirl Bakeries. We do not collect an Advertising Contribution for Express Bakeries in a Schlotzsky's. We may increase the Advertising Contribution by notice to franchisees. However, your required Advertising Contribution and Local Marketing Obligation will collectively not exceed

5% of your Net Sales. Your Advertising Contribution is in addition to your Local Marketing Obligation (as defined below) and your Grand Opening Obligation (as defined below).

We currently do not, and are not required to, maintain the Ad Fund, Advertising Contributions you paid, or income earned from contributions to the Ad Fund in a separate account from our other money. Our Bakeries will contribute to the Ad Fund in the same manner and in the same amounts as similarly-situated franchised Bakeries. Our other franchisees may not be required to contribute to the Ad Fund, may be required to contribute to the Ad Fund at a different rate than you, or may be required to contribute to a different advertising fund.

We or an affiliate will administer the Ad Fund. We have sole authority to direct all advertising programs and promotions and uses of the Ad Fund, with sole control over the creative concepts, materials, and media used in the programs, and the placement and allocation of advertising. We reserve the right to use any media, create any programs, and allocate advertising and promotional expenditures to any regions or locales we deem appropriate. We may use the Ad Fund to meet the costs of administering, preparing, and conducting national, local, or regional advertising, promotional, or brand building programs of any kind, including the cost of (i) preparing and conducting television, radio, magazine, newspaper, and digital advertising campaigns and other public relations activities (including, but not limited to, for purposes of brand reputation management), (ii) employing public relations firms and advertising agencies to assist in these activities, and (iii) conducting other activities that are directly or indirectly designed to promote the System, its franchisees, and/or increase System sales, such as limited-time menu offerings, crew incentives, franchisee incentive and/or promotional programs, customized materials (e.g., cups), up-sell programs, guest response programs, manager/employee recognition programs, quality assurance and food safety programs, mystery shop and shopper programs, brand websites and ordering platforms, brand applications, social media account administration and promotion, and in-store equipment and technologies related to such marketing programs. We may use the Ad Fund to compensate us for the reasonable administrative costs and overhead we incur in activities related to advertising and promotional programs, including new product development; market research; preparing advertising and promotional materials; Digital Marketing (as defined below); working with public relations firms, advertising agencies, advertising placement services, and creative talent; reimbursing franchisee advisory council meeting expenses; developing and maintaining, and paying third parties for the development and maintenance of, internet sites, applications, and other equipment and technologies related to marketing programs.

The advertising and promotions that we conduct are intended to maximize general public recognition and patronage of the System generally in the manner that we determine to be most effective. We reserve the right to use any media, create any programs, and allocate advertising and promotional expenditures to any regions or locales we deem appropriate. We will not spend the Ad Fund in a manner that (i) exclusively benefits our licensees that manufacture and sell Approved Products, if any, or (ii) is principally a solicitation for the sale of franchises. We have no obligation to make expenditures from the Ad Fund that are equivalent or proportionate to your contributions, ensure that you benefit directly or proportionately or in any amount from the placement of advertising, or ensure that any advertising impacts or penetrates your area.

Currently, we use one or more national and/or regional advertising agencies, as well as our in-house marketing department, to develop and produce our marketing materials. In Fiscal Year 2025, 25% of the Ad Fund was spent on media placement (including tv, radio, print, digital, and social media placement); 34% on production and agency fees (including promotions, press relations, agency retainer fees and creative services, market research fees, and digital team salaries); 6% on guest response programs and menu innovation projects; 33% on brand and

category marketing expenses (including salaries of marketing personnel); and 2% on administrative expenses.

We are not required to have an independent audit of the Ad Fund completed. We will provide you with an annual summary of the expenditures of the Ad Fund on your reasonable request but are not required to prepare financial statements for the Ad Fund. If any monies in the Ad Fund remain at the end of a fiscal year, they will carry-over in the Ad Fund into the next fiscal year. Any amounts that we or our affiliates contribute to the Ad Fund in excess of the required Advertising Contributions for Bakeries that we or they operate and any spending on advertising that we or they make in excess of the amounts then available in the Ad Fund will be considered an advance from us or our affiliates to the Ad Fund. We and/or our affiliates have the right to be reimbursed from the Ad Fund any amounts that are advanced to the Ad Fund.

We intend for the Ad Fund to be perpetual; however, after all of the Ad Fund contributions have been spent for the purposes described above, we may terminate the Ad Fund.

Advertising Council. We do not have an advertising council composed of franchisees that is involved in decision making on advertising issues, but the Cinnabon Franchise Advisory Council ("**FAC**") provides us suggestions on advertising issues. The FAC is advisory only and does not have decision-making authority. At a minimum, a majority of the members of the FAC are franchisees in good standing who are nominated and elected by other franchisees, and the remainder of the members are franchisees or other representatives who may be appointed by us. We have the power to form, change, or dissolve the FAC or any other advertising or advisory council at any time.

Advertising Cooperatives. You are required to participate in any local, regional, or national cooperative advertising group consisting of other Bakeries (an "**Advertising Cooperative**") that we specify, when and if any of these groups are created. Currently, we do not have any Advertising Cooperatives. We will designate the particular Advertising Cooperative(s) in which you may be required to participate (which designations may be based on, without limitation, the particular Designated Market Area or the Area of Dominant Influence, as those terms are used in the advertising industry, where your franchise is located). If we collect your entire Local Marketing Obligation, we will not require you to participate in an Advertising Cooperative. You will enter into any formal agreements with the other franchisees of the System and/or us, as the case may be, as is necessary or appropriate to accomplish the goals of the Advertising Cooperative and you must abide by the formal agreements and decisions that we authorize the Advertising Cooperative to make on advertising and marketing in the area covered by the Advertising Cooperative.

Your payments to any Advertising Cooperative will be determined by you and those other franchisees and/or us, as the case may be, who are participants in the Advertising Cooperative, as set forth in the by-laws of that Advertising Cooperative or membership, dues, participation, or other payment agreements of the Advertising Cooperative. Amounts paid to an Advertising Cooperative will be credited against your Local Marketing Obligation. Any contributions that you make to an Advertising Cooperative shall be additional to your Advertising Contribution and your Grand Opening Obligation. We may require any Advertising Cooperatives to only use public relations firms and advertising agencies that are Approved Suppliers. All proposed advertising and promotional materials produced by, or on behalf of, Advertising Cooperatives must be submitted to us for our written approval before use. We may on 30 days' written notice to you suspend or terminate an Advertising Cooperative's program or operations. As a member, officer or director of an Advertising Cooperative, at our request, you will provide to us all information we request related to the Advertising Cooperative and you must provide this information within 10

days after our request to you. We are not obligated to contribute to Advertising Cooperatives. Each Advertising Cooperative may require different contributions from its members, but all members in a given Advertising Cooperative will pay on the same basis.

The franchisee members are responsible for administration of their respective Advertising Cooperative, as stated in the by-laws and any payment agreements that may govern the Advertising Cooperative. The by-laws and governing agreements will be made available for review by the Advertising Cooperative's franchisee members. We may require an Advertising Cooperative to prepare annual or periodic financial statements for review. At your request, you may obtain a copy of any annual or periodic financial statements your Advertising Cooperative prepares. Each Advertising Cooperative will maintain its own funds; however, we have the right to review the Advertising Cooperative's finances, if we so choose. We maintain the right to approve all of an Advertising Cooperative's marketing programs and advertising materials. On 30 days written notice to affected franchisees, we may terminate or suspend an Advertising Cooperative's program or operations. We may form, change, dissolve or merge any Advertising Cooperative.

Local Advertising, Marketing, and Promotion. Except as otherwise provided in the Manuals, you may use only Advertising and Promotional Content that we have furnished or approved in writing in advance. "**Advertising and Promotional Content**" includes all advertising, marketing, promotional, customer relationship management, public relations, and other brand-related programs, materials, and content relating to the Bakery, the Marks, or the Approved Products, including (i) any branded materials (such as business cards, signs, counter cards, banners, posters, displays, window clings, and in-store messaging), (ii) press releases, (iii) printed materials (such as leaflets, direct mail materials, coupons, and published advertisements), (iv) promotional items (such as branded specialty and novelty items, products, and clothing), (v) audio or video advertising (such as radio, television, or podcast ads or online video postings), and (vi) Digital Marketing (as defined below). You must ensure that all Advertising and Promotional Content that you or your agents or representatives develop or implement related to the Bakery is (a) clear, factual, ethical, and not misleading, (b) complies with all laws, and (c) conforms to our Standards and the advertising and marketing policies that we periodically specify.

Currently, except for Advertising and Promotional Content we furnish to you and certain branded content social media postings, you must submit to us for our written approval, before use, copies of all proposed Advertising and Promotional Content that you intend to use or implement. We have the right to approve or disapprove (or to require you to discontinue using) any Advertising and Promotional Content, as well as the media in which intend to use them, in our sole discretion.

Currently, to satisfy your Local Marketing Obligation, each calendar quarter, you must spend on local market advertising a reasonable amount you determine but not less than 1% of your Net Sales. We may change the Local Marketing Obligation, provided that we must give you at least 60 days' written notice of the change and the required Advertising Contribution and Local Marketing Obligation may not collectively exceed 5% of your Net Sales. You will determine the amount of funds you spend for individual local market advertising, subject to the minimum Local Marketing Obligation. Local advertising expenditures must comply with our requirements in order to count toward the Local Marketing Obligation. If you fail to meet the Local Marketing Obligation, we will have the right to spend an amount not to exceed 1.0% of the Net Sales of your Bakery on local advertising for you, and you must reimburse us for these expenses. Amounts you contribute to an Advertising Cooperative will be credited toward the Local Marketing Obligation. Your Local Marketing Obligation is in addition to your Grand Opening Obligation and your required Advertising Contribution.

We have the right upon written notice to you to require you to pay all or a portion of the Local Marketing Obligation to us for us to, in our sole discretion, (a) contribute to the Ad Fund, (b) spend on national, regional, or local advertising campaigns, (c) contribute to your Advertising Cooperative, or (d) spend on local advertising in your market. If we exercise our right to collect your entire Local Marketing Obligation (and not just a portion of it), you will not be required to (x) spend a minimum amount on local advertising (other than your Grand Opening Obligation), (y) provide a local marketing plan, or (z) participate in, or contribute to, your Advertising Cooperative. We are not obligated to ensure that the Local Marketing Obligation monies that we spend are proportionate or equivalent to your contributions or that your Bakery will benefit directly or pro rata or in any amount from the placement of advertising.

From time to time, we or your Advertising Cooperative (if any) may establish temporary or permanent promotional campaigns (e.g., limited time offers, gift cards, coupons, loyalty programs, customer relationship management, and other supplemental marketing programs) applicable to the System as a whole or to specific advertising market areas. These promotional campaigns may also promote, or involve the participation of, restaurants or businesses other than Bakeries, such as restaurants or businesses operated under different brands that are operated or licensed by our affiliates. You are required to participate in these promotional programs at your own cost, including the costs to purchase, lease and install all materials necessary to the promotional campaigns, including counter cards, posters, banners, signs, photographs, give-away items, and gift cards.

Digital Marketing. We or our affiliates, in our sole discretion, may establish and operate websites, social media accounts (such as Facebook, X, Instagram, Pinterest, Snapchat, YouTube, TikTok, etc.), applications, keyword or adword purchasing programs, accounts with websites featuring gift certificates or discounted coupons (such as Groupon, Living Social, etc.), mobile applications, online videos, display banner campaigns, e-mail marketing campaigns, or other means of digital advertising on the Internet or any other means of digital or electronic communications (collectively, **"Digital Marketing"**) that are intended to promote the Proprietary Marks, your Bakery, and the entire network of Bakeries. We will have the sole right to control all aspects of any Digital Marketing, including those related to your Bakery.

Unless we consent otherwise in writing, you may not, directly or indirectly, conduct or be involved in any Digital Marketing that use the Proprietary Marks or that relate to the Bakery. If we do permit you to conduct any Digital Marketing, you must (i) comply with any Standards or content requirements that we establish periodically and must immediately modify or delete any Digital Marketing that we determine, in our sole discretion, is not compliant with such Standards or content requirements, (ii) only use materials that we have approved and must submit any proposed modifications to us for our approval, (iii) not use any Proprietary Mark on any aspect of the Digital Marketing (including in any domain name, address, or account) except as we expressly permit, (iv) include any information that we require, and (v) include only the links that we approve or require. We retain the right to pre-approve your use of linking and framing between any Digital Marketing that you conduct and all other websites. If we consent to your use of the Proprietary Marks (or words or designations similar to the Proprietary Marks) in any domain name, electronic address, website, or other source identifier, we may register such names, addresses, websites, or identifiers and then license use of the registered item back to you under a separate agreement. You must pay all costs due for registration, maintenance, and renewal of any such names, addresses, websites, or identifiers that we approve and maintain on your behalf. We retain the ownership of copyright to any of the materials that you may develop for use on the Internet. We may withdraw our approval for any Digital Marketing at any time.

Grand Opening Advertising. You must spend the Grand Opening Obligation on grand opening advertising promoting your Bakery during the period beginning 90 days before you open the Bakery and ending 90 days after you open the Bakery. Alternatively, we may, in our sole discretion, require you to pay the Grand Opening Obligation to us or the Ad Fund for us to spend in accordance with a grand opening advertising plan that we designate or approve. The Grand Opening Obligation is at least (i) $3,000 for a Bakery in an Other Location, (ii) $7,500 for a Bakery in a Streetside Location, (iii) $6,000 for a Co-Branded Bakery in an Other Location (which covers both brands), and (iv) $15,000 ($25,000 if the Bakery is one of your first four Co-Branded Bakeries in an Emerging Market) for a Co-Branded Bakery in a Streetside Location (which covers both brands).

If we require you to conduct the grand opening advertising, you must (a) obtain our written approval for your grand opening advertising plan at least 30 days prior to the scheduled start date of such advertising campaign and (b) implement the grand opening advertising plan that we approve or designate (which may be different from what you propose), using only Advertising and Promotional Content and related media that we have approved.

Pricing

We may, if permitted by applicable law, establish maximum, minimum, or other pricing requirements with respect to the prices you may charge for Approved Products, including required participation in systemwide discount programs and promotions. If we do not establish such pricing requirements, then you will have the right to determine the prices you charge.

Computer and POS Systems

You must provide financial and business records and information to us according to reporting formats, methodologies and time schedules that we establish. As part of these record keeping requirements, you must install computerized Bakery management systems meeting our Standards, as modified in response to business, operations and marketing conditions. Accordingly, you must promptly purchase, lease and/or license and install at the Bakery, at your sole expense, the POS System, computer systems, mobile hardware, software, associated computer hardware, telephone lines, network connections, communications equipment, high speed internet access (e.g. DSL or cable), credit card, gift card and loyalty card processing equipment, and other equipment that we require from time to time (collectively, the "**Computer System**"), all of which you must keep in good maintenance and repair. We estimate the total cost of the Computer System will be $10,500 to $32,000 for Full Bakeries, $3,000 to $16,400 for Express Bakeries (other than those in a Schlotzsky's), and $10,500 to $20,000 for Concession Bakeries, depending on the size of your Bakery, which includes installation and setup fees. For a Co-Branded Bakery, the Computer System that we require meets both our and the Co-Branded Franchisor's standards. You may incur additional expenses if you require additional equipment, training, or installation services. We may require you to purchase, license, or lease additional hardware or software.

The Computer System includes a POS System that we specify, the principal functions of which are to manage permanent financial records of sales transactions at your Bakery, cash control, inventory control, and menu and price change control, among other things. We will have independent electronic and manual access to certain information within the POS System and there are no contractual limitations on our right to access this information. We have developed interfaces with our preferred providers that facilitate this access. You must provide any assistance we require to integrate your POS System with our headquarters system at the earliest possible time

and in the manner we prescribe. You must accurately, consistently, and completely record, structure, capture and provide all required information through your POS System in accordance with all applicable laws and protect such information as required.

To maintain a consistent reporting system, you must purchase or lease and use a POS System specified by us from a designated Approved Supplier. We estimate that the initial cost to you for the POS System and related necessary equipment, including installation and activation, currently ranges from $8,800 to $14,200 under the CapEx Program, depending on the number of terminals, travel costs, and other logistical factors. Under the CapEx Program, you must pay a monthly software license fee for the POS System that is currently $159 to $397 per month depending on your equipment configuration. If you choose to lease the POS System under the HaaS Program, you must pay a monthly software license and hardware lease fee for the POS System that is currently $302 to $967 per month depending on your equipment configuration and a one-time $300 activation fee. We will collect the monthly fees, which may change from time to time, and pay them to the vendor on your behalf.

Whether you are opening a new Bakery or purchasing an existing Bakery, we may, in our sole discretion, provide you with project management assistance related to, and coordinate the onboarding and configuration of, your POS System. You must pay us for such services our then-current POS System Administration Fee, which is currently estimated to be between $1,500 and $2,000. We or the POS System vendor may require you to purchase, license, or lease additional hardware or software. In addition, you may incur additional expenses if you require or would like additional equipment, training, or installation services.

In addition, there may be ongoing license, maintenance, and service fees associated with the maintenance and operation of the POS System. You must maintain your POS System and keep it in good repair and procure any services necessary for the POS System to communicate with our system. We currently require you to obtain the required support and maintenance service from us or our affiliate by signing the POS System Support Services Agreement attached in Exhibit C to this Disclosure Document.

Currently, we estimate that the total annual cost to license, operate, and support your POS System will be $2,928 to $7,944 under the CapEx Program and $3,612 to $13,000 under the HaaS Program. This estimate includes POS System license and lease fees, P2PE software license fees (estimated based on 2025 transaction volume), the POS System Support Fee, and the Back Office and Polling Software Fee, but it does not include certain per transaction fees. These fees and the total annual costs are subject to change.

You are required to purchase a dedicated iPad® or Windows® tablet/computer that meets the hardware and software specifications necessary to use our Learning Management System. This tablet will be used to deliver training materials, digital recipes, videos, communication, and engagement activities digitally. You may be required to pay us, our affiliates, or an Approved Supplier an annual license fee to use the Learning Management System, which is currently $170 per year per Bakery. The annual license fee may change from time to time.

You must dedicate a high-speed broadband connection that meets our specifications for the sole purpose of supporting your Computer System. Any other technology options, such as satellite, cellular, etc. must be approved by us before you order service with a provider. We may require you to use an Internet service provider that we approve, and we may require you to maintain a set minimum bandwidth. You also must obtain all telecommunications and computer infrastructure products required to access the Internet and to support our then-current information technology

system. We or our vendors may require you to communicate, receive notices, or place orders through the Internet, including through websites or intranets, or other communication methods that we specify. We may require you to establish a Wi-Fi network for your guests, which must be separate from any networks that you use to process credit cards.

We may require that you use one or more Approved Suppliers to provide credit card data and security services that are consistent with PCI-DSS requirements, including a managed firewall, quarterly network scan, anti-virus/anti-malware software, and managed Wi-Fi. We may also require you to obtain data breach protection insurance provided by such Approved Supplier. We estimate that these services will cost between $75 and $150 per month.

The hardware, software and support services related to the Computer System are generally available through our Approved Suppliers, which may include us or our affiliates. We will consider approving, but are not required to approve, other vendors who meet our system specifications. If you wish to use another vendor, you must submit a written request to us for approval of the vendor before placing an order with the vendor. See Item 8. If we, after your request, authorize you to use a POS System other than the one described above, you must pay all the costs associated with building the interface necessary to allow your system to communicate with our system, to the extent we determine.

Except as provided under the POS System Support Services Agreement, we and our affiliates are not contractually obligated to provide any maintenance, updating, upgrading, or support contracts related to the Computer System. Other than as specified above for the POS System, we do not require you to, and do not anticipate that you will need to, enter into any maintenance, updating, upgrading, or support contracts relating to the Computer System.

We may revise our specifications for the Computer System (including the POS System) from time to time. You are contractually required to make periodic upgrades and updates to the Computer System to remain in compliance with our Standards. If it becomes advisable at any time, in our sole discretion, for us to change, upgrade, or discontinue use of any of the components of the Computer System or the model of POS System, you will comply with our directions, at your expense, within a reasonable time after notice to you. If we require you to use a different POS System, you must stop using the old POS System, purchase the new POS System, sign any required software license agreement and any required maintenance/update agreements with the vendor, pay any related POS System Support Fees, and use the new POS System. We can require you to add, substitute or replace computer hardware, memory, ports, accessories, peripheral equipment, or software, or to replace your Computer System. There are no contractual limitations on the frequency or cost of your obligation to upgrade and replace hardware and software for your Computer System.

Manuals

The Manuals contain mandatory and suggested specifications, standards, and operating procedures. The Manuals are confidential, remain our property, and must be kept secure. The Manuals are currently provided electronically through the Learning Management System. Currently, you must pay a license fee to our Approved Supplier in order to use such system. We will give you an opportunity to view the Manuals in the corporate office or at another agreed-upon location before you purchase a franchise, if you so request.

Training

Below, we have described our current training program. We reserve the right to modify our training program at any time, including the timing, frequency, content, format, and location of training.

Management Training Program. Prior to the opening of the Bakery, your Required Trainees must attend and successfully complete to our satisfaction the Management Training Program. In addition, your Primary Contact must successfully complete (i) a limited version of the Management Training Program designed for Primary Contacts (the "**Primary Contact Training**"), if they will not be involved in the day-to-day operation of the Bakery or (ii) the entire Management Training Program, if they will be a Manager involved in the day-to-day operation of the Bakery (in which case, they will count as one of your Required Trainees). Your Directors of Operations, if any, must also attend and successfully complete to our satisfaction our Management Training Program (or a modified version of it) and any other additional training programs that we may require.

All individuals attending our Management Training Program must be at least 18 years old and must have management experience as a restaurant owner and/or operator in order for them to follow along with the pace of training that this program requires. If any of your Required Trainees have previously attended and successfully completed our Management Training Program and you or they have not defaulted under any other franchise agreement with us, we may, in our sole discretion, determine that such Required Trainee is not required to attend the Management Training Program again or will be required to attend a limited version of the Management Training Program.

We conduct the Management Training Program periodically as needed. Training programs and classes are subject to space and time availability. All or certain portions of the Management Training Program may, in our discretion, be conducted online or in person at (i) our corporate headquarters in Atlanta, Georgia, (ii) a Bakery that we designate that has been certified by us as an authorized training facility (a "**Certified Training Location**") (which may be located outside of your state and may be operated by our franchisees), and/or (iii) other locations authorized by us. Currently, our classroom training is conducted through online modules and our on-the-job training is conducted at a Certified Training Location. For the third or subsequent Bakeries operated by you or your affiliates, if you have a Certified Training Manager (as defined below) and operate a Certified Training Bakery (as defined below), we may, in our sole discretion, allow you to provide the Management Training Program to your Required Trainees.

Your trainees may not attend the Management Training Program until (a) you have provided us with your fully signed Lease (if required) in a form that we have approved, (b) your Bakery is under construction, (c) you have provided us with evidence of the insurance that is required under your Franchise Agreement, and (d) it is within six weeks of the scheduled opening date of your Bakery.

There is no charge for the cost of the Management Training Program for your Required Trainees for your first two Bakeries (including Bakeries owned by your affiliates). If we provide the Management Training Program to you for your third or subsequent Bakeries (including Bakeries operated by your affiliates), you must pay us a fee of $3,000 $4,000 for Auntie Anne's Co-Branded Bakeries and $5,000 for Carvel Co-Branded Bakeries) for the Management Training Program. You must pay us a reasonable training fee that we designate (currently, $250 per trainee per day) if (i) you elect, and we permit you, to bring additional trainees, other than the Required Trainees, to the Management Training Program, (ii) your Required Trainees are trained in separate sessions, or (iii) any of your Required Trainees fail to successfully complete the Management

Training Program and re-enroll in the program or are replaced with new trainees that enroll in the program.

Your Required Trainees must successfully complete our Management Training Program at least one week prior to the scheduled opening date of the Bakery. If your opening date changes and your required Trainees completed our Management Training Program more than 120 days before the revised opening date, we may require them to attend up to an additional week of training and may require you to pay our then-current daily training fee for each Required Trainee. All of your Required Trainees must successfully complete our Management Training Program before they may be involved in the operation of your Bakery.

We have the right in our reasonable discretion to determine whether a trainee has successfully completed the Management Training Program. If we conclude that a Required Trainee has failed to successfully complete the Management Training Program, that Required Trainee must re-enroll in our next scheduled applicable Management Training Program, and you must pay the then-current training fee. We will have the right to terminate this Agreement if, following the Management Training Program and re-enrollment training (if any), none of the Required Trainees have successfully completed the Management Training Program.

We also recommend that your Primary Contact or at least one of your Managers attend the opening of another franchisee's Bakery before you open your own Bakery. We will work with you to facilitate this experience, if requested, but you will be responsible for all associated costs.

Currently, the Management Training Program consists of the following:

MANAGEMENT TRAINING PROGRAM
FOR ALL BAKERIES OTHER THAN CO-BRANDED BAKERIES

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Hourly			Classroom: currently, online modules On-the-Job: currently, Certified Training Locations that we specify
Food Safety	9	2	
Station / Position Training	3	20	
Service Program	1	4	
Shift Management			
Inventory	0	1	
Ordering	0	1	
Scheduling	0	1	
Guest Recovery	2	2	
Running a Successful Shift	5	20	
End of Day Procedures	0	2	
Administrative			
Retail Tech (all systems)	2	1	
Financials	0	1	
P&L 101	1	1	
Marketing / Off Premise			
Grass Roots Marketing	0	1	
Loyalty	0.5	1	
Catering and Off Premise Execution+	0.5	2	

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Total	**25**	**60**	

MANAGEMENT TRAINING PROGRAM
FOR AUNTIE ANNE'S CO-BRANDED BAKERIES

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Hourly			Classroom: currently, online modules On-the-Job: currently, Certified Training Locations that we specify
Food Safety	9	2	
Station / Position Training	3	46	
Service Program	1	4	
Shift Management			
Inventory	0	1	
Ordering	0	1	
Scheduling	0	1	
Guest Recovery	2	2	
Running a Successful Shift	5	22	
End of Day Procedures	0	2	
Administrative			
Retail Tech (all systems)	3	3	
Financials	0	1	
P&L 101	1	1	
Marketing / Off Premise			
Grass Roots Marketing	0	1	
Loyalty	0.5	1	
Catering and Off Premise Execution+	0.5	2	
Total	**25**	**90**	

MANAGEMENT TRAINING PROGRAM
FOR CARVEL CO-BRANDED BAKERIES AND SWIRL BAKERIES

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Hourly			Classroom: currently, online modules On-the-Job: currently, Certified Training Locations that we specify
Food Safety	9	2	
Station / Position Training	3	52	
Equipment (Ice Cream Machine)	1	3	
Service Program	1	5	
Shift Management			
Inventory	0	2	
Ordering	0	2	
Scheduling	0	2	
Guest Recovery	2	2	
Running a Successful Shift	5	14	
End of Day Procedures	0	2	

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Administrative			
Retail Tech (all systems)	2	4	
Financials	0	1	
P&L 101	1	1	
Marketing / Off Premise			
Grass Roots Marketing	0	3	
Loyalty	0.5	2	
Catering and Off Premise Execution+	0.5	3	
Total	**25**	**100**	

We may modify the Management Training Program for prepared dough and freezer-proofer-oven operations.

The Management Training Program for Co-Branded Bakeries includes the training programs for both brands. If you convert an existing location that operates under one of the brands to a Co-Branded Bakery, we may reduce the length of the Management Training Program.

Instructional Materials. We use various forms of instructional materials in the Management Training Program, including detailed PowerPoint presentations, specialized training videos, detailed vendor reference materials, the electronic learning management system, and the training manuals. We require you to bring to the Management Training Program a dedicated tablet that meets the hardware and software specifications necessary to use our electronic learning management system.

Training Staff. Jessicah Pounds, the Vice President, Training for GoTo Foods, supervises and manages our training programs and the training staff. Jessicah has over 30 years of experience in the restaurant industry and has been on the training staff of GoTo Foods since March 2013. Other members of our staff and of our affiliates' staffs may assist in training as needed. Our training staff has an average of approximately 11 years of experience in the restaurant industry. Training staff will vary based on the training format used.

We also may authorize certain franchisees who have a Certified Training Manager (as defined below), operate a Certified Training Location, and meet other requirements that we specify to provide on our behalf all or portions of the Management Training Program in accordance with our Standards. The experience of franchisee trainers will vary.

Subsequent Trainees. Any Primary Contact or Managers (including any Directors of Operations) you hire or appoint after the opening of the Bakery and any other persons we designate (**"Subsequent Trainees"**) must attend and successfully complete the Management Training Program (or, as applicable, Primary Contact Training) before becoming involved in the operation of your Bakery. We may require employees that transfer to your Bakery from another Bakery to successfully complete the Management Training Program again. We also may require you to send additional Managers or employees to the Management Training Program if we have identified operational or performance issues at your Bakery. You must pay us a reasonable training fee (currently, $250 per trainee per day) for each Subsequent Trainee that attends the Management Training Program.

On-Site Support. For your first two Bakeries (including Bakeries owned by your affiliates), the Initial Franchise Fee includes the cost of us providing one or more representatives to provide on-site opening training and assistance (approximately seven days after you obtain the certificate of occupancy and health permit) to facilitate the opening of such Bakeries. We will determine, in our sole discretion, the number of representatives to be provided and the number of days for which assistance will be provided. Such on-site opening training and assistance is a second phase of our Management Training Program, which you are required to complete successfully.

If you would like additional on-site training or assistance for your first two Bakeries (including Bakeries owned by your affiliates) or any on-site training or assistance for your (or your affiliates') third and subsequent Bakeries, you may request such training or assistance at any time. We also may provide on-site training or assistance if we, in our sole discretion, deem it necessary. We are not obligated to provide any additional on-site training. Unless we specify otherwise, you must pay us the then-current daily On-Site Training and Assistance Fee (currently, $500 per trainer per day, plus their travel and living expenses) for any such on-site training and assistance that we provide.

If you operate an ASL, you may, in our or our affiliate's discretion, receive one day of installation and up to two days of on-site training from us or our affiliate on the proper operation of the ASL. We or our affiliate may require you to pay a $750 training fee for such services.

Training By You. If you and your affiliates collectively operate two or more Bakeries, we may, in our sole discretion, permit (and reserve the right to require) you or your affiliates to provide the Management Training Program to your trainees. If we require or permit you or your affiliates to provide the Management Training Program to your trainees, before you or they may do so, one or more of your or their Bakeries must be certified by us as a Certified Training Location and one or more of your or their Managers must be certified by us as a trainer authorized to provide our Management Training Program to your trainees (a **"Certified Training Manager"**).

To be designated as a Certified Training Manager, a Manager must (i) complete our Management Training Program at least six months before applying for certification, (ii) maintain specific food safety programs, (iii) attend any required additional training program, and (iv) meet other qualifications that we may specify from time to time. To be designated as a Certified Training Location, a Bakery must (a) meet compliance scores that we specify, (b) fully comply with our then-current Standards, (c) employ at least one Manager, in addition to the Certified Training Manager, and (d) meet any other requirements that we may specify from time to time.

We may, in our sole discretion and at any time, (x) grant, withhold, or revoke certification for a Certified Training Location or a Certified Training Manager or (y) change the minimum requirements for certification of a Certified Training Location or a Certified Training Manager. We may require Certified Management Trainers to be recertified if they transfer from one Bakery to another, if they no longer meet our then-current requirements, or annually. If a Certified Training Manager ceases to be a Manager of a Certified Training Location or has their certification revoked, such Bakery must be re-certified as Certified Training Location before offering training again.

If we certify a Certified Training Location and Certified Training Manager, such Certified Training Manager must provide our Management Training Program at a Certified Training Location in accordance with our Standards for such training. If we withhold or revoke certification of a Certified Training Location, we may require your trainees to attend the Management Training Program at another location that we designate and require you to pay our then-current fee (if any) for such training.

Additional Training and Conferences. We may, from time to time, conduct conferences, conventions, programs, webinars, teleconferences, or training sessions on any matters related to the System. We will determine the duration, curriculum, and location of such additional programs, which may take the form of web-based training modules, webinars, seminars, in-person training at a location that we designate, or on-site training. Your Primary Contact, Manager(s), Owners, and supervisory personnel must attend any conferences, conventions, programs, or additional or refresher training sessions that we specify. In addition, as a condition of renewing your Franchise Agreement, we may require your personnel to undergo further training. We may charge a reasonable fee (which we expect typically to range from $0 to $2,500) for these additional programs to cover our costs of providing them. Any additional training programs will typically last no more than seven days.

Training Expenses. For all training programs, you must pay for all wages, travel, and living expenses, including transportation costs, meals, and lodging for you and your trainees. We will not pay compensation for any incidental services you or your trainees perform during training. You also must purchase uniforms for your trainees to be worn during training.

Cancellations. If you fail to cancel any scheduled training without at least 14 days' prior notice, or if your trainees are not prepared to successfully participate in any scheduled training, we may charge you a cancellation fee and the cost of conducting the originally scheduled training (including any training fees and any travel and living expenses incurred by our representatives) and require you to pay an additional fee for the rescheduled training.

ITEM 12

TERRITORY

Accepted Location

Your Bakery may only be operated at the Accepted Location. If we have not yet accepted a site for the Bakery when we execute the Franchise Agreement, you must select a location that we accept in accordance with our site selection criteria within a site selection area that we specify. We will determine the site selection area on a case-by-case basis. You will have no exclusive or protected rights in your site selection area.

If you operate a Concession Bakery, you will be required to submit all locations from which you will operate the Concession Bakery in advance for our written approval, which will each be considered to be an Accepted Location. In most cases, we will not approve the operation of a Concession Bakery within two miles of a permanent Bakery location.

No Exclusive Territory

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.

No Protected Territory for All Bakeries other than Co-Branded Bakeries in Streetside Locations

This Section applies to all Bakeries other than Co-Branded Bakeries in Streetside Locations.

The Franchise Agreement licenses you to manufacture and sell Approved Products at retail only from the specific Bakery location that we accepted. We do not grant you any exclusive territory or other territorial rights under these agreements other than the right to sell Approved Products at retail from the Bakery.

Limited Protected Territorial Rights for Co-Branded Bakeries in Streetside Locations

This Section applies only to Co-Branded Bakeries in Streetside Locations.

If you operate a Co-Branded Bakery in a Streetside Location, while you will not receive an exclusive territory, you will receive a territory with limited protected rights (an **"Area of Protection"**) as described in this Item. For a Co-Branded Bakery (other than a Swirl Bakery), this means that, during the term of the Franchise Agreement, we will not establish or operate, nor license any other person to establish or operate, another Co-Branded Bakery (other than a Swirl Bakery) at a Streetside Location within the Area of Protection. For the avoidance of doubt, we may operate, or license others to operate, single-branded Bakeries, Swirl Bakeries, or Bakeries that do not include the exact combination of brands as the Co-Branded Bakery (such as a Bakery that is co-branded with a brand other than the second brand in the Co-Branded Bakery or that is multi-branded with such second brand and one or more other brands).

If you operate a Swirl Bakery in a Streetside Location, during the term of the Franchise Agreement, we will not establish or operate, nor license any other person to establish or operate, another Swirl Bakery at a Streetside Location within the Area of Protection. For the avoidance of doubt, we may operate, or license others to operate, single-branded Bakeries or Carvel Co-Branded Bakeries inside or outside the Area of Protection.

We may negotiate your Area of Protection with you. The size and scope of the Area of Protection will be in the Franchise Agreement and will be determined on a case-by-case basis. The Area of Protection will not exceed a one-block radius for a Bakery in an urban location (the downtown area of the 100 largest U.S. cities as measured by population as of the effective date of the Franchise Agreement) or a one-mile radius for a Bakery in any non-urban location. There is no minimum Area of Protection for a Bakery. The factors that we consider in determining the size of an Area of Protection include current and projected market demand, demographics and population based on our research and experience, median household income, presence of other businesses, location of competitors, traffic patterns, access and visibility, location of other Bakeries, our future development plans and other market conditions.

If the Accepted Location is not known when you sign the Franchise Agreement, we will designate the Area of Protection once we authorize a location for the Bakery and the Accepted Location and Area of Protection will be documented when we accept the location. If the Accepted Location is known when you sign the Franchise Agreement, the Franchise Agreement will specify the Accepted Location for your Bakery and the Area of Protection.

If you default under the Franchise Agreement and fail to cure the default in the applicable cure period (if any), we have the right to reduce or eliminate your Area of Protection, in addition to our other remedies. Except for as described in the previous sentence, the Area of Protection may not be altered before the expiration or termination of the Franchise Agreement. Your territorial protection is not dependent on achievement of a certain sales volume, market penetration or other factors, other than compliance with the Franchise Agreement.

Our Reserved Rights Under the Franchise Agreement

Under the Franchise Agreement, we and our affiliates retain all the rights that we do not specifically grant to you. For example, without limitation, we retain the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Proprietary Marks or any other marks anywhere, including at or near your Accepted Location.

(ii) If you operate a Co-Branded Bakery (other than a Swirl Bakery) in a Streetside Location and we have granted you an Area of Protection, we and/or our affiliates may establish or license franchises and/or company or affiliate-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Proprietary Marks or any other marks any other marks (a) anywhere outside of the Area of Protection, (b) in Other Locations inside or outside the Area of Protection, or (c) in businesses other than Co-Branded Bakeries (excluding Swirl Bakeries) inside or outside the Area of Protection.

If you operate a Swirl Bakery in a Streetside Location and we have granted you an Area of Protection, we and/or our affiliates may establish or license franchises and/or company or affiliate-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Proprietary Marks or any other marks any other marks (a) anywhere outside of the Area of Protection, (b) in Other Locations inside or outside the Area of Protection, or (c) in businesses other than Swirl Bakeries inside or outside the Area of Protection (including Carvel Co-Branded Bakeries).

(iii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Proprietary Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(iv) We and/or our affiliates may advertise, or authorize others to advertise, using the Proprietary Marks anywhere.

(v) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Bakery anywhere (including inside and outside the Area of Protection (if any)) and (a) convert the other businesses to be Bakeries operating under the Proprietary Marks and the System (except for Co-Branded Bakeries inside your Area of Protection (if any)), (b) permit the other businesses to continue to operate under another name anywhere (including inside your Area of Protection (if any)), and/or (c) permit the businesses to operate under another name and convert your Bakery and existing Bakeries to such other name.

We may open or franchise new Bakeries near your Bakery (unless we are restricted from doing so in your Area of Protection (if any)) without consulting you, giving you the first right to open them, or paying you any compensation. Other affiliate-owned or franchised Bakeries near your Bakery that are already in existence or opened later under Franchise Agreements may (i) compete directly with you, (ii) provide services in close proximity to your Bakery without compensating you, and (iii) possibly adversely affect the operation of your Bakery or your development of Bakeries.

Rights Outside of the Accepted Location

Except for (i) operating an ASL in accordance with an ASL Addendum or (ii) catering and delivery services that we allow or require, you may only sell Approved Products at retail to customers who are physically present at your Accepted Location. You may not sell Goods through the Internet or using any channel of distribution other than your Bakery without first obtaining our written consent.

We require you to provide catering services and delivery services and you must do so in accordance with any restrictions and guidelines that we may establish in the Manuals or otherwise in writing. You may only provide delivery services through a TPS that we approve or designate. If a TPS is unavailable to provide delivery services your Bakery, you may not be required to offer delivery services, subject to your written consent. We, our affiliates, or our franchisees may provide delivery and catering services anywhere, including near your Bakery. We retain the right to revise and/or make exceptions to our catering and delivery policies as they apply to you and our other franchisees.

ASLs

The opportunity to operate an ASL is offered at our sole discretion. You must comply with the terms and conditions of the then-current ASL Addendum. The ASL Addendum, and your right to operate the ASL, can be terminated by us upon 48 hours' written notice. You may terminate the ASL Addendum, and cease operating the ASL, by providing us with two weeks' written notice. The placement of the ASL will in no way modify the location granted to you by your Franchise Agreement.

Other Businesses

Except as described in Item 1, we do not operate or franchise, or currently plan to operate or franchise, any business under a different trademark that sells or will sell goods or services similar to those that our franchisees sell. However, our affiliates, including the Affiliated Programs described in Item 1 and other portfolio companies that currently are or in the future may be owned by private equity funds managed by Roark Capital Management, LLC, may operate and/or franchise businesses that sell similar goods or services to those that our franchisees sell.

Item 1 describes our current Affiliated Programs that offer franchises, their principal business addresses, the goods and services they sell, whether their businesses are franchised and/or company-owned, and their trademarks. All of these other brands (with limited exceptions) maintain offices and training facilities that are physically separate from the offices and training facilities of our franchise network. Most of the Affiliated Programs are not direct competitors of our franchise network given the products or services they sell, although some are, as described in Item 1. All of the businesses that our affiliates and their franchisees operate may solicit and accept orders from customers near your business. Because they are separate companies, we do not expect any conflicts between our franchisees and our affiliates' franchisees regarding territory,

customers and support, and we have no obligation to resolve any perceived conflicts that might arise.

Developing Additional Bakeries

If you sign multiple Franchise Agreements at the same time, you will also sign a Multi-Unit Addendum that outlines the site selection areas for each Bakery to be developed under the Franchise Agreements and the development deadlines for such Bakeries. The site selection areas will be determined on a case-by-case basis. Your site selection areas will not be exclusive. After you and we accept a site for the Accepted Location for each Bakery, you will sign an addendum to the Franchise Agreement that modifies the Accepted Location to reflect the site for such Bakery.

Except as provided in any Multi-Unit Addendum, you will not have any options, rights of first refusal, or similar rights to acquire additional franchises or establish additional Bakeries, even within the building or facility in which your Bakery is located.

Relocation of the Bakery

For Full Bakeries, you may request to relocate your Bakery if you lose the right to operate at the Accepted Location or provide other business justifications for the relocation. You may not relocate your Bakery unless we approve the relocation in advance in writing. We have not established a set of conditions or criteria under which we evaluate or approve relocation requests, except that you must comply with our site approval process, must be in compliance with all terms of the Franchise Agreement, and must have the funds available to relocate the Bakery and to construct a new Bakery according to our then-current design standards. We are under no obligation to approve a proposed relocation of the Bakery. If you lose the right to occupy the premises where you are operating your Bakery, we may elect, in our sole discretion, to terminate your Franchise Agreement.

If we approve your request to relocate, in our sole discretion, then (i) the Site Agreement for the new location must comply with the Franchise Agreement, (ii) you must de-identify the former site, (iii) we may charge you a Relocation Fee (see Item 6), (iv) we may require you to pay an agreed minimum royalty to us during the period in which the Bakery is not in operation, and (v) we may require you to sign our then-current Franchise Agreement (which may have materially different terms than your existing Franchise Agreement) or an amendment to your existing Franchise Agreement. If the term of the Lease for the new location extends beyond the term of your Franchise Agreement, we may, in our sole discretion, extend the term of your existing or new Franchise Agreement to match the term of the Lease for the new location, provided you will be required to pay the Relocation Extension Fee (see Item 6).

ITEM 13

TRADEMARKS

The following is a description of the principal trademarks and service marks that we will license to you. All of the marks listed below are owned by us, have been registered on the Principal Register of the U.S. Patent and Trademark Office (**"USPTO"**), and have been renewed at the proper time.

FEDERAL REGISTRATIONS

Mark	Registration Number	Registration Date
CINNABON	2137495	2/17/1998
CINNABON	1424169	1/6/1987
WORLD FAMOUS CINNAMON ROLLS	2029844	1/14/1997
	4993466	7/5/2016
	5045563	9/20/2016
	5433550	3/27/2018
	6200767	11/17/2020
	8178839	3/17/2026
	8188104	3/24/2026

If you operate a Swirl Bakery, we will license you the right to use the Cinnabon Swirl® design mark as the primary mark on signage for your Swirl Bakery. We will also permit you to use other Proprietary Marks in conjunction with the operation of the Swirl Bakery, in addition to the Carvel® marks that Carvel will license you to use in the Swirl Bakery through the Co-Branded Agreement. The Carvel marks are described in Carvel's Franchise Disclosure Document.

Other Proprietary Marks have been, or may be, applied for or registered with the USPTO. The provisions of the Franchise Agreement apply to any and all other trademarks, service marks, and trade dress authorized and licensed for use by us to you during the term of the Franchise Agreement. We may specify the other Proprietary Marks that you may use, if any, in writing from time to time. You must comply with the proper use and marking of the Proprietary Marks as we indicate in the Manuals or otherwise. We update the Manuals periodically, and add or delete Proprietary Marks on a continuing basis.

We are the owner of all right, title and interest in and to the Proprietary Marks and the goodwill associated with them. All goodwill associated with the Proprietary Marks remains our exclusive property. All usage of the trademarks by you and any goodwill established will inure to our exclusive benefit.

There are no agreements currently in effect which could significantly limit our rights to use or license the Proprietary Marks. There are no currently effective determinations of the USPTO, Trademark Trial and Appeal Board, the trademark administrator of any state, or any court

adversely affecting the ownership, use, or licensing of the Proprietary Marks. There is no pending infringement, opposition or cancellation proceedings, or material litigation, involving the Proprietary Marks. There are no currently effective agreements limiting our right to use or license the Proprietary Marks. There are presently no infringing uses known to us that could materially affect your use of the Proprietary Marks listed above in the state in which your Bakery will be located.

Your rights to the Proprietary Marks are derived solely from your Franchise Agreement. You will only use the Proprietary Marks to identify the Bakery except as we authorize. You have no right to apply for registration of any Proprietary Mark. In using the Proprietary Marks, you must strictly follow our Standards, specifications, requirements, and instructions. You may not use any Mark or any words or designations similar to the Proprietary Marks (i) as part of any corporate or legal business name, (ii) with any prefix, suffix or other modifying words, terms, designs or symbols (other than logos we have licensed to you), (iii) in selling any unauthorized services or products, (iv) as part of any domain name, electronic address, metatag, search engine keyword, social media account, or otherwise in connection with any website or other electronic medium without our consent, or (v) in any other manner we have not expressly authorized in writing. When your Franchise Agreement expires or terminates, all rights to use the Proprietary Marks will revert to us automatically without payment to you and you will keep no rights in the Proprietary Marks. You may not take any action to question or contest our rights or interest in the Proprietary Marks and the goodwill in the Proprietary Marks.

If you learn of any claim against you for alleged infringement, unfair competition, or similar claims about the Proprietary Marks, you must promptly notify us. We will promptly take the action we consider necessary to defend you. We must indemnify you for any action against you by a third party based solely on alleged infringement, unfair competition, or similar claims about the Proprietary Marks. You may not settle or compromise any of these claims without our written consent. We have the right to control, defend and settle any claim at our sole expense using our own counsel. You must cooperate with us in the defense. We will have no obligation to defend or indemnify you if the claim against you relates to your use of the Proprietary Marks in violation of the Franchise Agreement.

You must comply with our instructions to modify or discontinue use of any Proprietary Mark or to adopt or use additional or substituted Proprietary Marks. We will not be liable to you for any resulting expenses.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Patents And Copyrights

We have no patents and no pending patent applications material to the franchise. We claim copyrights on the Manuals (including any supplements); the Recipes; our building designs, architectural renderings, and construction plans; and certain forms, advertisements, images, art, photography, promotional materials, and other written materials that we produce.

You must comply with the proper use and marking of the copyrighted materials as we indicate in the Manuals.

There are no agreements currently in effect that significantly limit your right to use any of our copyrights. Also, there are no currently-effective determinations of the USPTO, Copyright Office (Library of Congress) or any court involving any of our copyrights discussed above. We are unaware of any infringing uses of or superior prior rights to any of our copyrights that could materially affect your use of them in the state in which your Bakery will be located.

Your obligations and ours to protect your rights to use our copyrights are the same as the obligations for Proprietary Marks described in Item 13.

Proprietary and Confidential Information

During the term of your Franchise Agreement, we or our affiliates will disclose to you, either orally or in writing, non-public information related to the System; or information that, by its nature, would reasonably be expected to be held in confidence or kept secret (collectively, "**Confidential Information**"). Confidential Information includes, but is not limited to: (i) the Standards and Manuals; (ii) pricing information and models; (iii) materials describing our franchise network and System; (iv) plans, layouts, designs and specifications for a prototypical Bakery; (v) our methods of preparing and serving Approved Products, including Recipes; (vi) our sources (or prospective sources) of supply and all information related to or concerning the same, including the identity and pricing structures with our Approved Suppliers; (vii) our training materials; (viii) our marketing plans and development strategies; (ix) the Franchise Agreement and any related schedules, exhibits, attachments or addenda and all terms contained therein; and (x) other information we give to you.

In addition, we or our affiliates may disclose to you Trade Secrets. "**Trade Secrets**" means information that derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use. Without limiting the definition of "Trade Secrets," the following are considered to be Trade Secrets: (i) the composition of our Proprietary Goods; (ii) our Recipes; (iii) advertising, marketing, and public relations strategies; and (iv) our marketing analyses.

You may never, during the term of the Franchise Agreement, any renewal term of the Franchise Agreement, or after the Franchise Agreement expires or is terminated, reveal any of our Confidential Information or Trade Secrets to another person or use it for any other person or business. You may not copy any of our Confidential Information or Trade Secrets or give it to a third party except as we authorize. These restrictions must be followed even before you open your Bakery, since you will receive valuable information and training about the System and the operation of the Bakery before you begin operations.

You will require that all persons employed in your Bakery having access to Confidential Information and Trade Secrets are aware of the confidentiality restrictions set forth in the Franchise Agreement and similarly bind them not to disclose the Confidential Information and Trade Secrets by an agreement at least as restrictive as the terms of the Franchise Agreement.

Innovations

All ideas, concepts, techniques, or materials relating to a Bakery or the System or derivations or modifications of our intellectual property or any other element of the System (collectively, "**Innovations**"), whether or not protectable intellectual property and whether created by or for you or your Owners, employees, or contractors, must be promptly disclosed to us and will be deemed

to be our sole and exclusive property, part of the System, and works made-for-hire for us. To the extent any Innovation does not qualify as a work made-for-hire for us, you must assign ownership of that Innovation, and all related rights to that Innovation, to us and agree to sign (and to cause your Owners, employees, and contractors to sign) whatever assignment or other documents we request to evidence our ownership or to help us obtain intellectual property rights in the Innovation. We and our affiliates have no obligation to make any payments to you or any other person with respect to any Innovations. You may not use any Innovation in operating the Bakery or otherwise without our prior approval.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

You are required to devote your best efforts to the proper and effective operation of the Bakery. You (if you are an individual) and your Owners (if you are an Entity) are not required to participate in the actual operation of the Bakery but may, with our consent, serve as the Primary Contact and/or a Manager. However, we do not recommend an investment in a Bakery for investors interested in an absentee management business.

You must appoint a Primary Contact who will be responsible for, and have decision-making authority regarding, the Bakery and its operation. You may not appoint, remove, or replace the Primary Contact without our prior written approval. Your Primary Contact may be (but is not required to be) an Owner. Your Primary Contact must successfully complete Primary Contact Training to our satisfaction. We may, in our sole discretion, permit your Primary Contact to serve as a Manager for the Bakery, provided that it is their full-time job, they otherwise qualify for the position, and they successfully complete the Management Training Program.

You must have at least two managers that are dedicated to your Bakery. Your Managers must have day-to-day management responsibility for your Bakery, exercise on-premises supervision, and personally participate in the direct operation of the Bakery. Your Managers may be (but are not required to be) an Owner. Your Managers must complete the Management Training Program to our satisfaction. You must inform us in writing of the identity of your Managers and any successor Managers.

If you operate four or more Bakeries, we may require you to hire one or more additional Managers to serve as a Director of Operations to provide additional support and supervision to multiple Bakeries. Your Directors of Operations must meet any minimum standards for such position and must complete the Management Training Program and any other training programs that we specify to our satisfaction.

After a Primary Contact's, Manager's, or Director of Operation's death, disability, or termination of employment, you must immediately notify us, and you must designate a successor or acting Primary Contact, Manager or Director of Operations within 30 days. If you fail to do so after receiving from us a default notice with a cure period, we can terminate the Franchise Agreement.

All of your Owners must bind themselves to our restrictive covenants and confidentiality obligations by signing our Personal Covenants Agreement (Schedule B to the Franchise Agreement). You must require all persons affiliated with you to sign a confidentiality agreement to keep our Confidential Information and Trade Secrets confidential (see Item 14).

All of your Owners must sign our Guaranty of Payment and Performance (Schedule C to the Franchise Agreement).

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You may offer in the Bakery to customers only the Approved Products that we have approved in writing. You must produce and sell all Approved Products we specify, including all menu items, Trademarked Product Lines, and other products and services that we require you to sell, as stated in the Manuals or otherwise, which are all part of the System. We may change these specifications periodically, without limitation, and we may designate specific Approved Products as optional or mandatory. You must offer all Approved Products that we designate as mandatory. If we require or authorize you to sell alcoholic beverages, you must obtain any necessary permits or licenses. You must maintain a sufficient supply of required Approved Products to meet the inventory standards we prescribe in the Manuals (or to meet reasonably anticipated customer demand, if we have not prescribed specific standards).

You may not use the Bakery or the Accepted Location to produce or sell any goods, products, or services other than Approved Products sold using the Marks. You may not produce or offer any products (i) that we do not authorize you to produce or sell or (ii) that we direct you not to produce or sell. You may sell Approved Products only in the varieties, forms, and packages that we have approved. If we require you to produce any Approved Products, you must strictly follow our Recipes, using only those product components, ingredients, flavoring, and garnishes that meet our then-current Standards. In dispensing the Approved Products, you may use only containers, cartons, bags, boxes, napkins, and other paper goods and packaging bearing our then-currently approved text and designs, and that otherwise meet our then-current requirements, specifications, and quality standards.

You may not use the Proprietary Marks for any other business. You may not conduct any business other than the business contemplated by the Franchise Agreement from your Accepted Location without first obtaining our written consent. In particular, you may not operate a ghost kitchen or delivery business selling goods, products, or services under another brand.

You may only engage in the sale of Approved Products under the System from the Bakery to the ultimate consumer. We require you to provide catering services and delivery services and you must do so in accordance with any restrictions and guidelines that we may establish in the Manuals or otherwise in writing. You may only provide delivery services through a TPS that we approve or designate. If a TPS is unavailable to provide delivery services for your Bakery, you may not be required to offer delivery services, subject to our written approval. Except for catering services and delivery services that we may allow or require, you may not offer for sale, sell, supply for resale, or deliver any Goods to a third party other than the ultimate consumer at the Bakery without our prior written consent. Unless otherwise permitted by us in writing, you may not sell any Goods through the Internet or using any other channel of distribution other than your Bakery.

You must participate in the Gift Card and Loyalty Programs that we establish, and you must have available for sale to customers a sufficient number of gift cards to meet the demands of your Bakery. The Gift Card and Loyalty Programs may change in process, style and design periodically; the most current authorized version must be available in the Bakery. You must accept for payment gift card(s) presented as payment for purchases made from the Bakery. You may

not develop, offer, or participate in Gift Card and Loyalty Programs that we have not designated, and you may not offer or sell gift cards at any location other than the Accepted Location.

Periodically, we will conduct market research and testing to determine consumer trends and the salability of new food or non-food products, equipment and services. You must participate in any market research programs or testing in your Bakery, and provide us with timely reports and any other relevant information we request. You must purchase for your Bakery a reasonable quantity of the test products, and you must effectively promote and make a reasonable effort to sell test products.

ITEM 17

RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the Franchise Agreement and related agreements. You should read these provisions in the agreements attached to this Disclosure Document.

The Express Schedule only applies to Express Bakeries and the Concession Schedule only applies to Concession Bakeries.

FRANCHISE AGREEMENT, EXPRESS SCHEDULE, CONCESSION SCHEDULE, AND CO-BRAND BAKERY SCHEDULE

In this table, "**FA**" refers to the applicable section of the Franchise Agreement, "**ES**" refers to the applicable section of the Express Schedule, "**CS**" refers to the applicable section of the Concession Schedule, and "**CBS**" refers to the applicable section of the Co-Branded Bakery Schedule.

Provisions	Section in Franchise Agreement	Summary
a. Length of the franchise term	FA: 2.1	20 years for Full Bakeries and Express Bakeries
	CS: 20.B.	5 years for Concession Bakeries
b. Renewal or extension of the term	FA: 2.2	One 20 year successor term if you comply with our renewal requirements for Full Bakeries and Express Bakeries
	CS: 20.C.	No renewal option for Concession Bakeries
c. Requirements for you to renew or extend	FA: 3.2 ES: 20.B., C. CBS: 20.C.	You must satisfy these requirements to enter into a successor term: a. Timely request a successor term b. Complete renewal application. c. Have been in substantial compliance with Franchise Agreement. d. Remodel, refurbish and renovate the Bakery. e. Secure right to operate at Accepted Location or relocate the Bakery if necessary to meet our then-current Standards f. Sign and return your Renewal Franchise Agreement (which may be materially different from the terms contained in the Franchise Agreement attached to this Disclosure Document). g. Pay the Successor Fee

Provisions	Section in Franchise Agreement	Summary
		h. You and your guarantors and owners must sign a general release. i. If you operate a Co-Branded Bakery, you must secure the right from the Co-Branded Franchisor to continue to operate the Co-Branded Franchise. If you do not meet these conditions by, and you continue to operate after, the expiration date of the Franchise Agreement, the Franchise Agreement will be extended on a month-to-month basis until such time a s(i) the conditions above are satisfied, or (ii) we notify you that the Franchise Agreement is terminated.
d. Termination by you	FA: 17.1	Not applicable
e. Termination by us without cause	Not applicable	Not applicable
f. Termination by us with cause	FA: 17	We may terminate only if you default.
g. "Cause" defined – curable defaults	FA: 17.3	You have 24 hours to cure if: a. You refuse us permission to inspect or audit. b. Any dilution or adulteration of products at the Bakery, or any misrepresentation, substitution, or palming off of non-Approved Products from the Bakery operated under the Franchise Agreement. c. You fail to comply fully with all laws. You have 5 days to cure if: a. You sell, barter, or exchange any Proprietary Goods or Approved Products or other proprietary items at wholesale or retail. You have 10 days to cure if: a. You fail to pay any of your debts to us, our affiliates, or others. b. You do not obtain personal covenants required under the Franchise Agreement. c. You default under your mortgage or lease or lose possession of the Accepted Location. d. You fail to obtain insurance or provide proof of insurance. e. You fail to provide required reports. You have 30 days to cure if: a. You do not maintain the required financial records. b. You fail to meet the Site Approval Deadline or Construction Start Deadline. c. You breach any other provision of your Franchise Agreement.
h. "Cause" defined – non-curable defaults	FA: 17.2 CBS: 20.K.	On notice to you: a. You or your Owners violate restrictive covenants or restrictions on use of Confidential Information. b. You copy or permit anyone else to copy any part of the Manuals.

Provisions	Section in Franchise Agreement	Summary
		c. You (or any principal of your Entity) are convicted of a felony, fraud, etc.,; engage in conduct harmful to the brand, or business, System, or Proprietary Marks; or commit a fraud. d. You abandon the Bakery or suspend operation of the Bakery for five or more days without our consent. e. Your (or your affiliate's) interest in the lease or sublease for the Accepted Location expires or terminates or you otherwise lose possession of the site. f. After curing a default, you commit the same or similar default again within 12 months. g. You become insolvent, become subject to bankruptcy, make an assignment for creditors, subject to a receiver, have unpaid judgments, subject to attachment proceedings or execution of levy, or un-dismissed foreclosure. h. You or your Owners violate, or have any assets blocked under, any laws related to terrorism. i. You fail to meet the Opening Deadline. (or any extended deadline). j. You have an uncured default in any other agreement with us or affiliates which would permit termination under such agreement. k. A threat or danger to public health or safety results from your continued operation of the Bakery. l. You misuse or make any unauthorized use of the Proprietary Marks. m. If you operate a Co-Branded Bakery, your Co-Branded Agreement expires or is terminated or you lose the right to operate the Co-Branded Franchise.
	ES: 20.R. CS: 20.O.	On notice to you (in addition to the defaults listed above): a. You fail to comply with the franchise agreement for your Host Facility or the franchise agreement for your Host Facility terminates or expires. b. The Host Facility's brand deteriorates in quality or reputation and is damaging the Cinnabon brand and Proprietary Marks.
i. Your obligations on termination/ nonrenewal	FA: 18 ES: 20.S., T. and U.	a. Stop using the System, including our Proprietary Marks, Confidential Information, Trade Secrets, and Manuals, and de-identify the Bakery. b. Immediately deliver to us or destroy all materials related to the System and your copies of any of the Manuals. c. Within 5 days, pay all sums owing to us and our affiliates. d. Immediately de-identify the Bakery as our franchisee or former franchisee. e. Immediately comply with non-competition covenants in the Franchise Agreement. f. Cancel or transfer to us all identifiers, such as assumed names, domain names, telephone numbers, post office boxes, and other directory listings. g. Immediately sign agreements necessary for termination. h. Pay all liquidated damages due us.

Provisions	Section in Franchise Agreement	Summary
		i. At our option, assign the lease to us or, if you own the Accepted Location, lease it to us. j. If we acquire rights in your Accepted Location, within 15 days, arrange with us for an inventory of Goods to be made by us, at our cost. We will have the option for 30 days after termination or expiration to buy these at the fair market value (exclusive of goodwill). Except for Express Bakeries, if we terminate for cause, we can take possession of the Bakery and require that you assign to us or our designee your interest in the lease for the Bakery. If you dispute the termination, then we can operate the business until final court determination. If the court decides termination was invalid, we must make a complete accounting for the period when we operated the business.
j. Assignment of contract by us	FA: 16.10	We can assign if the assignee is capable of performing our obligations under the Franchise Agreement and agrees to perform these obligations.
k. "Transfer" by you - defined	FA: 16.1	Includes transfer of the Franchise Agreement, any interest in the Franchise Agreement, the license to use the System and the Proprietary Marks, the Bakery or substantially all of the assets of the Bakery, or an interest in the ownership of the franchisee (if you are an Entity).
l. Our approval of your transfer	FA: 16.2	Neither you nor other owners of the interests described in k. above can transfer without first obtaining our written approval.
m. Conditions for our approval of transfer	FA: 16.3 (transfers which result in change in control or involve 20% interest in your entity) CBS: 20.I.	In addition to any other conditions we may specify: a. You must give us at least 90 days' prior written notice of any proposed Transfer. b. You must pay all amounts you owe us and our affiliates. c. You are not, and have not been during the term of the Franchise Agreement, in default under the Franchise Agreement or any other agreement with us, or any of our Approved Suppliers without curing such default within the time period specified. d. Transferee and proposed Manager must attend and successfully complete training before transfer, at transferee's expense. e. Transferee must meet our then-current requirements for new franchisees, including our requirements for proficiency in the English language. f. Transferee agrees to upgrade and remodel Bakery to conform to our then-current Standards for quality and appearance and trade dress. g. Transferee must sign our then-current Franchise Agreement, which may contain terms materially different than your Franchise Agreement and will expire on the date of expiration of your Franchise Agreement. h. Transferee enters into a written assignment and personal guarantee. i. You and your guarantors and Owners sign a general release.

Provisions	Section in Franchise Agreement	Summary
		j. You must give us a copy of the signed assignment contract. k. You pay us a Transfer Fee. l. You and your Owners remain liable for pre-Transfer obligation m. Landlord must consent to transfer. n. We determine price will not impact operation. o. You must comply with our right of first refusal. p. If you operate a Co-Branded Bakery, the Co-Branded Agreement or Co-Branded Franchise are transferred at the same time.
	FA: 16.4 (non-control transfers)	a. You give us prior written notice of the transfer. b. You pay all sums owed. c. You are not in default d. Transferee meets qualifications e. Transferee signs assignment and guaranty f. You and your guarantors and owners sign a general release. g. You remain liable for pre-Transfer obligations. h. You pay us a Transfer Fee.
	FA: 16.5 (related party transfers)	a. You give us prior written notice of the transfer. b. You are not in default c. Transferee meets qualifications d. Transferee assumes in writing the Franchise Agreement and the guaranty. e. You may not be in default under the Franchise Agreement. f. You pay us a Transfer Fee. g. You and your guarantors and owners must sign a general release and remain liable for pre-Transfer obligations
n. Our right of first refusal to acquire your business	FA: 16.8	We can match any offer for your Bakery or substantially all interest in your entity.
	ES: 20.Q.	Above not applicable for an Express Bakery.
o. Our option to purchase your business	FA: 18.4	We may purchase your Goods related to the Bakery at the fair market value (exclusive of good will) and may purchase your Accepted Location if you own it or your interest in any lease.
	ES: 20.U.	Above not applicable for an Express Bakery.
p. Your death or disability	FA: 16.6	Upon 180 days from your death or permanent incapacity you must transfer all rights and interests to buyer that complies with Transfer provisions, except no Transfer Fee will be due.
q. Non-competition covenants during the term of the franchise	FA: 15.4	No involvement in a competitive business (generally, similar types of businesses that offer products the same or similar to the Approved Products) anywhere. You may not divert or attempt to divert any business or potential business, misuse vendor relationships, or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Proprietary Marks and the System. This provision is subject to applicable state law.
r. Non-competition covenants	FA: 15.4.B	For 24 months after expiration or termination, no involvement in a competitive business at the Accepted Location, within 3 miles of your Accepted Location, or within 3 miles of any Bakery; and no diverting

Provisions	Section in Franchise Agreement	Summary
after the franchise is terminated or expires		or attempting to divert any business from any Bakery. This provision is subject to applicable state law.
s. Modification of the agreement	FA: 8.3, 22.2 and 22.3	No oral modifications, but we can change the Manuals.
t. Integration/ merger clause	FA: 22.2	Only the terms of the Franchise Agreement and related agreements are binding (subject to state law). Any representations or promises outside of the Disclosure Document and Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	FA: 19.1	Most disputes must be resolved by arbitration.
v. Choice of forum	FA: 19.1	Subject to state law, currently, arbitration or lawsuit must be in the metropolitan area of district court where our principal place of business is located (currently, Georgia).
w. Choice of law	FA: 15.6 and 22.5	Subject to state law, Georgia law applies to all disputes except those related to the non-competition covenants, which will be governed by the laws of the state in which your Bakery is located.

ALTERNATIVE SELLING LOCATION ADDENDUM

Provision	Section in the ASL Addendum	Summary
a. Length of the ASL Addendum term	Not applicable	Length of term is dependent on Franchise Agreement term.
b. Renewal or extension of the term	Not applicable	
c. Requirements for franchisee to renew or extend	Not applicable	
d. Termination by franchisee	16	You must give us 14 days' advance written notice.
e. Termination by us without cause	16	We may terminate the ASL Addendum with 48 hours' prior written notice to you for any reason.
f. Termination by us with cause	14 and 15	We may terminate the ASL Addendum for any breach of the ASL Addendum or the Franchise Agreement.
g. "Cause" defined- curable defaults	14	Any violation of the provisions of the Franchise Agreement constitutes a breach of the ASL Addendum.
h. "Cause" defined –non-curable defaults	14	Any violation of the provisions of the Franchise Agreement constitutes a breach of the ASL Addendum.
i. Franchisee's obligations on termination/ non-renewal	Not applicable	

Provision	Section in the ASL Addendum	Summary
j. Assignment of contract by us	Not applicable	
k. "Transfer" by franchisee-defined	Not applicable	
l. Our approval of transfer by franchisee	Not applicable	
m. Conditions for our approval of transfer	Not applicable	
n. Our right of first refusal to acquire franchisee's business	Not applicable	
o. Our option to purchase franchisee's business	Not applicable	
p. Death or disability of franchisee	Not applicable	
q. Non-competition covenants during the term of the franchise	Not applicable	
r. Non-competition covenants after the franchise is terminated or expires	Not applicable	
s. Modification of the agreement	Not applicable	
t. Integration/merger clause	Not applicable	
u. Dispute resolution by arbitration or mediation	Not applicable	
v. Choice of forum	Not applicable	
w. Choice of law	Not applicable	

ITEM 18

PUBLIC FIGURES

We do not use any public figure to promote our franchises.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Disclosure Document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

This Item 19 presents information about the financial performance during Fiscal Year 2025 (the fiscal year ended December 28, 2025) of certain Enclosed Mall Franchises, Convenience Franchises, and Auntie Anne's Co-Branded Franchises that were eligible franchises in Fiscal Year 2024. An "**Enclosed Mall Franchise**" is a franchised Full Bakery that is located in an enclosed mall. A "**Convenience Franchise**" is a franchised Full Bakery that is located in a travel plaza, travel center, or convenience store. An "**Auntie Anne's Co-Branded Franchise**" is a franchised

Auntie Anne's Co-Branded Bakery. An "**eligible franchise**" is a franchise that reported sales in all 52 weeks of Fiscal Year 2025.

This Item 19 does not include data related to (i) franchised Full Bakeries that are located in Traditional Locations or Non-Traditional Locations other than the Enclosed Mall Franchises, Convenience Franchises, and Auntie Anne's Co-Branded Franchises represented in these Tables; (ii) Express Bakeries; (iii) Concession Bakeries; (iv) Co-Branded Franchises (other than the Auntie Anne's Co-Branded Franchises represented in Table 3); (v) affiliate-owned Bakeries; and (v) Full Bakeries that were not eligible franchises in Fiscal Year 2025. The financial performance and operations of these excluded Bakeries can vary significantly from the performance and operations of the Bakeries represented in this Item 19.

TABLE 1: AVERAGE NET SALES BY QUARTILES
ENCLOSED MALL FRANCHISES
FOR FISCAL YEAR 2025

Quartiles	Average Net Sales	Number and Percentage of Bakeries Attaining or Exceeding Average Net Sales	Median Net Sales	Lowest Net Sales	Highest Net Sales
Top Quartile	$1,080,645	20/48 (42%)	$1,045,388	$833,242	$2,216,582
2nd Quartile	$706,992	25/47 (53%)	$708,008	$600,536	$833,133
3rd Quartile	$521,437	25/47 (53%)	$524,577	$442,655	$592,737
Bottom Quartile	$343,695	26/47 (55%)	$373,735	$186,211	$435,063
Total	**$665,401**	**82/189 (43%)**	**$600,536**	**$186,211**	**$2,216,582**

NOTES TO TABLE 1:

1. As of December 28, 2025, there were 267 Enclosed Mall Franchises. Of those 267 locations, 189 (70.8%) Enclosed Mall Franchises are represented in this table. This table does not include (i) 62 Enclosed Mall Franchises that are Co-Branded Franchises and (ii) 16 single-branded Enclosed Mall Franchises that did not report sales in all 52 weeks of Fiscal Year 2025 (including 8 single-branded Enclosed Mall Franchises that opened during Fiscal Year 2025). This table also does not include 6 Enclosed Mall Franchises that permanently closed during Fiscal Year 2025, all of which had been open for at least 12 months prior to closing. No Enclosed Mall Franchises were reacquired by us in Fiscal Year 2025.

TABLE 2: AVERAGE NET SALES BY QUARTILES
CONVENIENCE FRANCHISES
FOR FISCAL YEAR 2025

Quartiles	Average Net Sales	Number and Percentage of Bakeries Attaining or Exceeding Average Net Sales	Median Net Sales	Lowest Net Sales	Highest Net Sales
Top Quartile	$318,226	15/47 (32%)	$285,588	$233,278	$672,242
2nd Quartile	$190,280	21/47 (45%)	$184,535	$164,487	$230,576
3rd Quartile	$142,592	25/47 (53%)	$143,519	$122,668	$163,242
Bottom Quartile	$85,271	22/46 (48%)	$83,906	$12,528	$122,660
Total	**$184,621**	**70/187 (37%)**	**$164,487**	**$12,528**	**$672,242**

NOTES TO TABLE 2:

1. As of December 28, 2025, there were 219 Convenience Franchises. Of those 219 locations, 187 (85.4%) Convenience Franchises are represented in this table. This table does not include (i) 4 Convenience Franchises that are Co-Branded Franchises and (ii) 28 single-branded Convenience Franchises that did not report sales in all 52 weeks of Fiscal Year 2025 (including 7 single-branded Convenience Franchises that opened during Fiscal Year 2025). This table also does not include 8 Convenience Franchises that permanently closed during Fiscal Year 2025, all of which had been open for at least 12 months prior to closing. No Convenience Franchises were reacquired by us in Fiscal Year 2025.

TABLE 3: AVERAGE NET SALES BY QUARTILES
AUNTIE ANNE'S CO-BRANDED FRANCHISES
FOR FISCAL YEAR 2025

Quartiles	Average Net Sales	Number and Percentage of Bakeries Attaining or Exceeding Average Net Sales	Median Net Sales	Lowest Net Sales	Highest Net Sales
Top Quartile	$1,914,776	7/16 (44%)	$1,791,460	$1,507,912	$2,845,746
2nd Quartile	$1,347,745	9/16 (56%)	$1,356,458	$1,236,660	$1,452,405
3rd Quartile	$977,242	7/16 (44%)	$963,027	$801,870	$1,192,944
Bottom Quartile	$595,200	7/16 (44%)	$550,307	$320,249	$784,234
Total	**$1,208,741**	**32/64 (50%)**	**$1,214,802**	**$320,249**	**$2,845,746**

NOTES TO TABLE 3

1. As of December 28, 2025, there were 69 Auntie Anne's Co-Branded Franchises. Of those 69 locations, 64 (92.8%) Auntie Anne's Co-Branded Franchises are represented in this table. This table does not include (i) 5 Auntie Anne's Co-Branded Franchises that did not report sales in all 52 weeks of Fiscal Year 2025 (including 5 Auntie Anne's Co-Branded Franchises that opened in Fiscal Year 2025).This table also does not include 2 Auntie Anne's Co-Branded Franchises that permanently closed during Fiscal Year 2025, all of which had been open for at least 12 months prior to closing. No Auntie Anne's Co-Branded Franchises were reacquired by us during Fiscal Year 2025.

2. Net Sales for Auntie Anne's Co-Branded Franchises includes revenue generated from the sale of both Auntie Anne's® and Cinnabon® products.

NOTES TO ITEM 19:

1. **Some Bakeries have sold or earned this amount. Your individual results may differ. There is no assurance that you will sell or earn as much.**

2. "Net Sales" includes all revenues generated by a Bakery or conducted from or with respect to a Bakery, whether the sales are evidenced by cash, check, credit, charge, account, barter or exchange, but does not include (a) the initial sales or reloading of gift cards, (b) discounts, (c) the sale of food or merchandise for which refunds have been made in good faith to customers, (d) the discounted portion of employee meals, (e) sales, meals, use or excise tax imposed by a governmental authority directly on sales and collected from customers, provided that the amount for the tax is added to the selling price or absorbed therein and is actually paid by you to a governmental authority, (f) the sale of equipment used in the operation of the Bakery, or (g) tips. See Note 2 of Item 6 for a complete definition of "Net Sales." In this Item 19, we have not included sales for ASLs that are related to any of the Bakeries.

3. These sales figures do not reflect the costs of sales, operating expenses or other costs or expenses that must be deducted from the Net Sales figures to obtain your net income or profit.

4. We calculated the figures in the tables in these financial performance representations using financial reports submitted by franchisees. We have not audited or independently verified these financial reports nor have we asked questions of the submitting franchisees to determine whether they are in fact accurate and complete, although we have no information or other reason to believe that they are unreliable. No certified public accountant has audited these figures or expressed his or her opinion concerning their content or form.

5. Written substantiation for the financial performance representations will be made available to you on reasonable request.

6. We encourage you to consult with your own accounting, business, and legal advisors to assist you to prepare your budgets and projections, and to assess the likely or

potential financial performance of your franchise. We also encourage you to contact existing franchisees to discuss their experiences with the system and their franchise business. Notwithstanding the information set forth in this financial performance representation, our existing franchisees are your best source of information about franchise operations.

Other than in this Item 19, we do not make any additional representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any additional representations either orally or in writing. If you receive any additional financial performance information or projections of your future income, you should report it to the franchisor's management by contacting the Legal Department, Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive NE, Atlanta, GA 30342, 404-255-3250, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

The affiliate-owned Bakeries are owned and operated by our affiliate, Schlotzsky's Stores, and are located within Schlotzsky's® restaurants.

Table No. 1
Systemwide Outlet Summary
For Years 2023 to 2025

Outlet Type	Year	Outlets At The Start Of The Year	Outlets At The End Of The Year	Net Change
Franchised	2023	929	952	+23
	2024	952	1002	+50
	2025	1002	1310	+308
Affiliate-Owned	2023	27	22	-5
	2024	22	28	+6
	2025	28	28	+0
Total Outlets	**2023**	**956**	**974**	**+18**
	2024	**974**	**1030**	**+56**
	2025	**1030**	**1338**	**+308**

Table No. 2
Transfers of Outlets from Franchisees to New Owners (Other than the Franchisor)
For Years 2023 to 2025

State	Year	Number Of Transfers
California	2023	2
	2024	1
	2025	15

State	Year	Number Of Transfers
Colorado	2023	1
	2024	0
	2025	1
Delaware	2023	0
	2024	0
	2025	1
Florida	2023	1
	2024	0
	2025	0
Georgia	2023	0
	2024	4
	2025	4
Illinois	2023	0
	2024	1
	2025	0
Kansas	2023	0
	2024	0
	2025	2
Kentucky	2023	0
	2024	2
	2025	1
Maryland	2023	0
	2024	2
	2025	1
Michigan	2023	0
	2024	1
	2025	3
Mississippi	2023	0
	2024	1
	2025	1
Missouri	2023	0
	2024	1
	2025	0
New York	2023	3
	2024	1
	2025	0
New Jersey	2023	1
	2024	3
	2025	1
New Mexico	2023	4
	2024	0
	2025	1
North Carolina	2023	0
	2024	0
	2025	1

State	Year	Number Of Transfers
Ohio	2023	0
	2024	2
	2025	0
Oklahoma	2023	0
	2024	6
	2025	1
Oregon	2023	1
	2024	0
	2025	0
Pennsylvania	2023	0
	2024	1
	2025	2
Texas	2023	14
	2024	35
	2025	7
Virginia	2023	1
	2024	3
	2025	1
Washington	2023	1
	2024	0
	2025	1
Wisconsin	2023	0
	2024	1
	2025	1
Totals	**2023**	**29**
	2024	**65**
	2025	**45**

Table No. 3
Status of Franchised Outlets
For Years 2023 to 2025[(1)]

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-renewals	Reacquired by Franchisor	Ceased Operations - Other Reasons	Outlets at End of Year
Alabama	2023	12	0	0	0	0	0	12
	2024	12	0	1	0	0	0	11
	2025	11	1	0	0	0	0	12
Alaska	2023	3	0	1	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	1	0	0	0	0	3
Arizona	2023	23	1	1	0	0	0	23
	2024	23	1	0	0	0	0	24
	2025	24	11	1	0	0	0	34

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-renewals	Reacquired by Franchisor	Ceased Operations - Other Reasons	Outlets at End of Year
Arkansas	2023	13	1	0	0	0	0	14
	2024	14	0	0	0	0	0	14
	2025	14	0	1	0	0	0	13
California	2023	83	6	1	0	0	0	88
	2024	88	2	0	0	0	0	90
	2025	90	14	2	0	0	1(2)	101
Colorado	2023	24	2	2	0	0	0	24
	2024	24	4	0	0	0	0	28
	2025	28	5	0	0	0	0	33
Connecticut	2023	7	1	0	0	0	0	8
	2024	8	0	0	0	0	0	8
	2025	8	2	2	0	0	0	8
Delaware	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	1(2)	4
District Of Columbia	2023	0	1	0	0	0	0	1
	2024	1	1	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Florida	2023	33	3	0	0	0	0	36
	2024	36	3	1	0	0	0	38
	2025	38	3	0	0	0	0	41
Georgia	2023	29	0	1	0	0	0	28
	2024	28	2	1	0	0	1	28
	2025	28	0	0	0	0	0	28
Hawaii	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
Idaho	2023	9	2	0	0	0	0	11
	2024	11	2	0	0	0	0	13
	2025	13	61	0	0	0	0	74
Illinois	2023	21	2	0	0	0	0	23
	2024	23	0	0	0	0	0	23
	2025	23	4	0	0	0	0	27
Indiana	2023	14	0	0	1	0	0	13
	2024	13	4	1	0	0	0	16
	2025	16	2	0	0	0	0	18
Iowa	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	2	0	0	0	0	5

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-renewals	Reacquired by Franchisor	Ceased Operations - Other Reasons	Outlets at End of Year
Kansas	2023	13	0	2	0	0	0	11
	2024	11	0	0	0	0	0	11
	2025	11	1	0	0	0	0	12
Kentucky	2023	11	0	0	0	0	0	11
	2024	11	0	0	0	0	0	11
	2025	11	1	0	0	0	0	12
Louisiana	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Maryland	2023	17	2	0	0	0	0	19
	2024	19	3	0	0	0	0	22
	2025	22	2	1	0	0	0	23
Massachusetts	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	3	0	0	0	0	7
Michigan	2023	17	1	0	0	0	0	18
	2024	18	7	0	0	0	1	24
	2025	24	14	2	0	0	1[(2)]	35
Minnesota	2023	5	0	0	0	0	0	5
	2024	5	3	0	0	0	0	8
	2025	8	3	0	0	0	0	11
Mississippi	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
Missouri	2023	17	1	2	0	0	0	16
	2024	16	0	2	0	0	0	14
	2025	14	0	1	0	0	0	13
Montana	2023	3	1	0	0	0	0	4
	2024	4	0	1	0	0	0	3
	2025	3	2	0	0	0	0	5
Nebraska	2023	15	1	1	0	0	0	15
	2024	15	1	1	0	0	0	15
	2025	15	1	0	0	0	0	16
Nevada	2023	15	1	0	0	0	0	16
	2024	16	6	0	0	0	0	22
	2025	22	27	1	0	0	0	48
New Hampshire	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-renewals	Reacquired by Franchisor	Ceased Operations - Other Reasons	Outlets at End of Year
New Jersey	2023	21	3	0	1	0	0	23
	2024	23	3	1	1	0	0	24
	2025	24	3	2	0	0	0	25
New Mexico	2023	12	0	0	0	0	0	12
	2024	12	1	0	0	0	0	13
	2025	13	4	0	0	0	0	17
New York	2023	40	2	3	1	0	0	38
	2024	38	11	2	0	0	0	47
	2025	47	12	1	0	0	0	58
North Carolina	2023	18	1	0	0	0	0	19
	2024	19	3	1	0	0	0	21
	2025	21	1	1	0	0	0	21
North Dakota	2023	5	2	1	0	0	0	6
	2024	6	0	1	0	0	0	5
	2025	5	0	0	0	0	0	5
Ohio	2023	26	2	2	0	0	0	26
	2024	26	0	0	0	0	0	26
	2025	26	3	0	0	0	0	29
Oklahoma	2023	19	2	2	0	0	0	19
	2024	19	2	2	1	2	0	16
	2025	16	0	1	0	0	0	15
Oregon	2023	13	0	0	0	0	0	13
	2024	13	0	1	0	0	0	12
	2025	12	5	1	0	0	0	16
Pennsylvania	2023	24	5	0	0	0	0	29
	2024	29	1	1	0	0	0	29
	2025	29	0	2	0	0	0	27
Rhode Island	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	0	0	0	0	0	1
South Carolina	2023	25	1	0	0	0	0	26
	2024	26	0	3	0	0	1	22
	2025	22	1	2	0	0	0	21
South Dakota	2023	5	1	0	0	0	0	6
	2024	6	1	0	0	0	0	7
	2025	7	0	0	0	0	0	7
Tennessee	2023	20	0	0	0	0	0	20
	2024	20	2	0	0	0	0	22
	2025	22	0	1	0	0	0	21

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-renewals	Reacquired by Franchisor	Ceased Operations - Other Reasons	Outlets at End of Year
Texas	2023	222	4	4	1	0	0	221
	2024	221	3	8	0	4	0	212
	2025	212	5	14	1	0	0	202
Utah	2023	18	2	1	0	0	0	19
	2024	19	20	1	0	0	0	38
	2025	38	120	0	0	0	0	158
Virginia	2023	19	0	1	0	0	0	18
	2024	18	0	1	0	0	0	17
	2025	17	0	0	0	0	0	17
Washington	2023	18	1	0	0	0	0	19
	2024	19	1	1	0	0	0	19
	2025	19	17	0	0	0	0	36
West Virginia	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Wisconsin	2023	9	1	1	0	0	0	9
	2024	9	2	0	0	0	0	11
	2025	11	3	0	0	0	0	14
Wyoming	2023	6	0	0	0	0	0	6
	2024	6	1	0	0	0	0	7
	2025	7	14	0	0	0	0	21
TOTALS	**2023**	**930**	**53**	**26**	**4**	**0**	**0**	**953**
	2024	**953**	**91**	**31**	**2**	**6**	**3**	**1,002**
	2025	**1,002**	**348**	**36**	**1**	**0**	**3**[(2)]	**1,310**

NOTES:

1. The numbers in this table show the number of Bakeries open and operated by franchisees as of December 31, 2025, December 31, 2024, and December 31, 2023. This table does not show franchisees that have signed Franchise Agreements but have not opened any Bakeries or that have had their Franchise Agreement terminated prior to opening their Bakery.
2. The three Bakeries in California, Delaware, and Michigan listed as “Ceased Operations” in 2025 were food trucks, one of which relocated to Florida and two of which relocated to New York. As a result, these Bakeries are also listed as 2025 openings in Florida and New York.

Table No. 4
Status of Affiliate-Owned Outlets
For Years 2023 to 2025

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired from Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of Year
Georgia	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	1	0	0	0	2
Nebraska	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Oklahoma	2023	9	0	0	0	0	9
	2024	9	0	2	0	0	11
	2025	11	0	0	1	0	10
Texas	2023	16	0	0	0	5	11
	2024	11	0	4	0	0	15
	2025	15	0	0	0	0	15
TOTALS	**2023**	**27**	**0**	**0**	**0**	**5**	**22**
	2024	**22**	**0**	**6**	**0**	**0**	**28**
	2025	**28**	**1**	**0**	**1**	**0**	**28**

Table No. 5
Projected Openings As Of December 31, 2025
For Year Ending December 31, 2026

State	Franchise Agreements Signed But Bakeries Not Open	Projected New Franchised Bakeries In Next Fiscal Year	Projected New Affiliate-Owned Bakeries In Next Fiscal Year
Alabama	7	0	0
Arizona	7	2	0
Arkansas	1	1	0
California	42	8	0
Colorado	3	0	0
Connecticut	1	1	0
Delaware	1	0	0
District of Columbia	1	0	0
Florida	3	2	0
Georgia	12	4	0
Hawaii	2	2	0
Idaho	4	0	0
Illinois	16	3	0
Indiana	9	5	0

State	Franchise Agreements Signed But Bakeries Not Open	Projected New Franchised Bakeries In Next Fiscal Year	Projected New Affiliate-Owned Bakeries In Next Fiscal Year
Iowa	2	1	0
Kansas	2	1	0
Kentucky	5	0	0
Louisiana	3	0	0
Maryland	15	1	0
Michigan	25	9	0
Minnesota	5	2	0
Missouri	4	4	0
Montana	1	0	0
Nebraska	2	1	0
Nevada	2	1	0
New Jersey	8	3	0
New Mexico	1	0	0
New York	46	4	0
North Carolina	6	1	0
North Dakota	1	1	0
Ohio	8	4	0
Oklahoma	6	1	0
Oregon	4	4	0
Pennsylvania	3	1	0
South Carolina	9	4	0
South Dakota	1	1	0
Tennessee	12	2	0
Texas	50	14	0
Utah	6	0	0
Virginia	12	2	0
Washington	5	3	0
Wisconsin	6	2	0
TOTALS	**359**	**95**	**0**

Exhibit D shows the name, address, and telephone number of the franchised Bakeries as of December 31, 2025, as well as the name, address and telephone number of franchisees who have signed a franchise agreement but have not opened their restaurant.

Exhibit E shows, at the end of our most recent fiscal year, the name, last-known business or home city and state and business or home telephone number of the franchisees whose franchise was terminated, canceled, or not renewed; who voluntarily or involuntarily ceased to do business under a franchise agreement during the applicable fiscal year; or those franchises who did not communicate with us within 10 weeks of the date of this Disclosure Document.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the System.

Confidentiality Clauses

As a standard practice, when we enter into a Termination and Release Agreement with a former franchisee, we require the former franchisee to agree to maintain all information that the former franchisee has about us confidential. We have entered into these Termination and Release Agreements (including the confidentiality clause) within the past three years.

In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with us. You may wish to speak with current and former franchisees but be aware that not all such franchisees will be able to communicate with you.

Franchisor-Sponsored Franchisee Organizations

We have established a Franchise Advisory Council ("**FAC**") to use as a sounding board on issues that affect the System in the areas of brand development, franchise support, new business, marketing, product, design, equipment, operations and new revenue channels. The address for the FAC is at our principal office at 5620 Glenridge Drive NE, Atlanta, Georgia 30342. The FAC does not maintain a separate telephone number, email address, or website.

Independent Franchisee Organizations

As of the date of this Disclosure Document, no independent franchisee organizations have asked to be included in this Disclosure Document.

ITEM 21

FINANCIAL STATEMENTS

Attached as Exhibit A to this Disclosure Document are the audited financial statements of GoTo Systems, our parent company, which include the consolidated balance sheets as of December 28, 2025 and December 29, 2024 and the related consolidated statements of operations, changes in member's equity, and cash flows for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023. GoTo Systems guarantees the performance of our obligations under the Franchise Agreement. A copy of the guaranty of GoTo Systems is attached as Exhibit A.

As reflected in Item 1, GoTo Foods will be providing required support and services to franchisees under a management agreement with us. Attached as Exhibit A are the audited financial statements of GoTo Foods as of and for the fiscal years December 28, 2025 and December 29, 2024. These financial statements are being provided for disclosure purposes only. GoTo Foods is not a party to the Franchise Agreement or other agreement we sign with franchisees nor does it guarantee our obligations under the Franchise Agreement or other agreements we sign with franchisees.

ITEM 22

CONTRACTS

The following contracts and related documents are attached to this Disclosure Document:

EXHIBIT B CINNABON FRANCHISE AGREEMENT AND RELATED AGREEMENTS:

- Schedule A - Franchise Specific Terms
- Schedule B - Personal Covenants
- Schedule C - Guaranty of Payment and Performance
- Schedule D - State Law Addendum (If Required)
- Schedule E - Multi-Unit Addendum

EXHIBIT C OTHER AGREEMENTS

- Cinnabon Express Schedule (to replace Schedule A of the Franchise Agreement)
- Cinnabon Concession Bakery Schedule (to replace Schedule A of the Franchise Agreement)
- Co-Branded Bakery Schedule
- Alternative Selling Location Addendum
- General Release
- POS System Support Services Agreement

ITEM 23

RECEIPT

Two copies of an acknowledgment of your receipt of this Disclosure Document are attached as the last two pages of this Disclosure Document. Please return one copy to us and retain the other for your records.

EXHIBIT A

FINANCIAL STATEMENTS

GUARANTEE OF PERFORMANCE

For value received, GoTo Foods Systems LLC, a Delaware limited liability company (the "Guarantor"), located at 5620 Glenridge Drive NE, Atlanta, Georgia 30342, absolutely and unconditionally guarantees to assume the duties and obligations of Cinnabon Franchisor SPV LLC, located at 5620 Glenridge Drive NE, Atlanta, Georgia 30342 (the "Franchisor"), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its 2026 Franchise Disclosure Document, as it may be amended, and as that Franchise Agreement may be entered into with franchisees and amended, modified or extended from time to time. This Guarantee continues until all such obligations of the Franchisor under its franchise registrations and the Franchise Agreement are satisfied or until the liability of Franchisor to its franchisees under the Franchise Agreement has been completely discharged, whichever first occurs. The Guarantor is not discharged from liability if a claim by a franchisee against the Franchisor remains outstanding. Notice of acceptance is waived. The Guarantor does not waive receipt of notice of default on the part of the Franchisor. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor signs this guarantee at Atlanta, Georgia on this 27th day of March 2026.

Guarantor:

GOTO FOODS SYSTEMS LLC

By: Brett Ubl
Name: Brett Ubl
Title: Chief Financial Officer

FINANCIAL STATEMENTS

FOR

GOTO FOODS SYSTEMS LLC AND SUBSIDIARIES

1) Consolidated Financial Statements -
December 28, 2025 and December 29, 2024

2) Consolidated Financial Statements -
December 29, 2024 and December 31, 2023

GoTo Foods Systems LLC and Subsidiaries

Consolidated Financial Statements
December 28, 2025 and December 29, 2024

GoTo Foods Systems LLC and Subsidiaries
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December 28, 2025 and December 29, 2024

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Report of Independent Auditors

To the Board of Directors of GoTo Foods Systems LLC

Opinion

We have audited the accompanying consolidated financial statements of GoTo Foods Systems LLC and its subsidiaries (the "Company"), which comprise the consolidated balance sheet as of December 28, 2025, and the related consolidated statements of operations, of changes in member's equity and of cash flows for the year then ended, including the related notes (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 28, 2025, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Matter

The consolidated financial statements of the Company as of December 29, 2024 and for the years ended December 29, 2024 and December 31, 2023 were audited by other auditors whose report, dated March 21, 2025, expressed an unmodified opinion on those statements.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

PricewaterhouseCoopers LLP, 1075 Peachtree Street, Suite 2600,
Atlanta, GA 30309
T: (678) 419 1000

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

PricewaterhouseCoopers LLP

Atlanta, Georgia
March 19, 2026

GoTo Foods Systems LLC and Subsidiaries
Consolidated Balance Sheets
December 28, 2025 and December 29, 2024

(in thousands)	2025	2024
Assets		
Current assets		
Cash and cash equivalents	$ 325	$ 620
Restricted cash - securitization	8,082	5,725
Accounts receivable, net of allowance for credit losses of $2,131 and $1,695 in 2025 and 2024, respectively	31,766	33,548
Prepaid expenses and other current assets	-	5
Total current assets	40,173	39,898
Assets held for lease, net	61	261
Intangible assets, net	306,123	306,188
Total assets	$ 346,357	$ 346,347
Liabilities and Member's Equity		
Current liabilities		
Accrued expenses and other liabilities	$ 3,064	$ 4,186
Current portion of deferred revenue	3,890	3,346
Intercompany payables	3,278	3,011
Total current liabilities	10,232	10,543
Long-term deferred revenue	51,499	50,042
Long-term other liabilities	124	124
Total liabilities	61,855	60,709
Commitments and contingencies (see Note 7)		
Member's equity		
Member's equity	284,502	285,638
Total member's equity	284,502	285,638
Total liabilities and member's equity	$ 346,357	$ 346,347

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods Systems LLC and Subsidiaries
Consolidated Statements of Operations
Fiscal Years Ended December 28, 2025, December 29, 2024 and December 31, 2023

(in thousands)	2025	2024	2023
Revenues			
Franchise revenues	$ 321,417	$ 308,898	$ 299,237
Total revenues	321,417	308,898	299,237
Fees and expenses			
Management fee to GTFL	51,924	50,394	46,822
Selling, general and administrative	1,136	1,326	608
Depreciation and amortization expense	151	247	300
Total fees and expenses	53,211	51,967	47,730
Income before income tax expense	268,206	256,931	251,507
Income tax expense	2,438	2,967	2,517
Net income	$ 265,768	$ 253,964	$ 248,990

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods Systems LLC and Subsidiaries
Consolidated Statements of Changes in Member's Equity
Fiscal Years Ended December 28, 2025, December 29, 2024 and December 31, 2023

(in thousands)	Member's Equity
Balance at December 25, 2022	$ 277,647
Distributions to Member, net	(243,307)
Net income	248,990
Balance at December 31, 2023	283,330
Distributions to Member, net	(251,656)
Net income	253,964
Balance at December 29, 2024	285,638
Distributions to Member, net	(266,904)
Net income	265,768
Balance at December 28, 2025	$ 284,502

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods Systems LLC and Subsidiaries
Consolidated Statements of Cash Flows
Fiscal Years Ended December 28, 2025, December 29, 2024 and December 31, 2023

(in thousands)	2025	2024	2023
Cash flows from operating activities			
Net income	$ 265,768	$ 253,964	$ 248,990
Adjustments to reconcile net income to net cash provided by operating activities			
Depreciation and amortization expense	151	247	300
Provision for credit losses	574	655	3
Changes in operating assets and liabilities			
Accounts receivable, prepaid expenses and other assets	1,212	(7,409)	(5,708)
Accrued expenses and other liabilities	(1,129)	668	473
Deferred revenue	2,000	4,274	(1,626)
Intercompany receivable / payable	267	(1,816)	2,040
Net cash provided by operating activities	268,843	250,583	244,472
Cash flows from investing activities			
Purchases of assets held for lease	(4)	(37)	(220)
Proceeds from sale or disposal of assets held for sale	127	-	-
Net cash provided by (used in) investing activities	123	(37)	(220)
Cash flows from financing activities			
Distributions to Member, net	(266,904)	(251,656)	(243,307)
Net cash used in financing activities	(266,904)	(251,656)	(243,307)
Net increase in cash and cash equivalents and restricted cash - securitization	2,062	(1,110)	945
Cash and cash equivalents and restricted cash - securitization,			
Beginning of year	6,345	7,455	6,510
End of year	$ 8,407	$ 6,345	$ 7,455
Supplemental disclosure of cash flow information			
Cash paid for			
Income taxes, net	$ 2,438	$ 2,967	$ 2,517

The accompanying notes are an integral part of these consolidated financial statements.

(dollars in thousands)

1. Nature of Operations and Summary of Significant Accounting Policies

Organization

GoTo Foods Systems LLC (the "Company") is a limited-purpose, bankruptcy-remote, wholly owned indirect subsidiary of GoTo Foods LLC ("GTFL") and comprises the worldwide operations of its limited-purpose, bankruptcy-remote, wholly owned direct subsidiaries (collectively, the "Franchising Entities"): Auntie Anne's Franchisor SPV LLC, Carvel Franchisor SPV LLC, Cinnabon Franchisor SPV LLC, McAlister's Franchisor SPV LLC, Moe's Franchisor SPV LLC, and Schlotzsky's Franchisor SPV LLC. The Franchising Entities are the franchisors of more than 6,400 stores, bakeries, and restaurants ("SBRs", "SBR") in the United States and more than 70 foreign countries and territories operating under the brand names Carvel®, Cinnabon®, Schlotzsky's®, Moe's®, Auntie Anne's®, and McAlister's Deli®. The Franchising Entities' business revenues are primarily generated from franchise revenues including royalty and mix fees, development and franchise fees, licensing fees, rebates from certain vendors, and digital transaction fees.

Certain of the Company's affiliates administer the advertising funds on behalf of the brands' franchise systems. The certain affiliates are not included in the Company's consolidated financial statements.

Intercompany transactions between the Company and/or its subsidiaries have been eliminated in consolidation.

Basis of Presentation

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Intercompany accounts and transactions have been eliminated in consolidation.

Fiscal Year

The Company operates on a fifty-two or fifty-three week fiscal year that ends on the last Sunday of the calendar year. The consolidated financial statements include fifty-two weeks for the fiscal years ended December 28, 2025 and December 29, 2024, respectively, and fifty-three weeks for the fiscal year ended December 31, 2023.

Cash and Cash Equivalents

Cash and cash equivalents includes funds not subject to the restrictions discussed in the "Restricted Cash" section. As of December 28, 2025 and December 29, 2024, Cash and cash equivalents consists only of funds on deposit with commercial banks.

Restricted Cash

The Company's restricted cash is comprised of cash collections related to securitized franchising or licensing activities.

Credit Risk

The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents, restricted cash, and accounts receivable. The Company places its cash and cash equivalents and restricted cash, which generally exceed federally insured limits, with high credit quality financial institutions or in money market funds that invest in U.S.

(dollars in thousands)

Treasury bills, notes, or other obligations issued or guaranteed by the U.S. Government, its agencies, or instrumentalities, and repurchase agreements secured by such obligations or cash. The Company has not experienced any losses in such accounts.

Accounts receivable consists primarily of amounts due from franchisees, vendors, and licensees. The financial condition of the franchisees and licensees is largely dependent upon the underlying business trends of the Company's brands and market conditions within the quick service restaurant industry, both domestically and internationally. This concentration of credit risk is mitigated, in part, by the large number of franchisees and licensees of each brand and the short-term nature of the related receivables. As of December 28, 2025 and December 29, 2024, no individual franchisee or licensee accounted for more than 10% of total accounts receivable. No individual franchisee or licensee accounted for more than 10% of total revenues for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023.

Accounts Receivable and Allowance for Credit Losses
Accounts receivable are reflected in the consolidated financial statements at cost, net of allowance.

The Company determines the allowance for credit losses based upon the aging of customer receivables, write-off history, the financial condition of its subsidiaries' franchisees, licensees, and vendors, and other factors including those related to current economic conditions and reasonable and supportable forecasts of future conditions. Accounts receivable are written off against the allowance for credit losses when it is probable the receivable will not be recovered. The ultimate recovery of recorded receivables is dependent upon future economic events and other conditions that may be beyond the Company's control.

Assets Held for Lease
Assets held for lease is largely comprised of satellite SBRs that the Company leases to franchisees under month-to-month operating lease agreements and are recorded at cost, less accumulated depreciation. Expenditures that extend the useful lives of the related assets are capitalized. Expenditures for normal maintenance and repairs are expensed as incurred. Depreciation is computed on a straight-line basis over estimated useful lives of between 2-7 years.

Intangible Assets
Intangible assets consist primarily of tradenames and franchise agreements. The Company does not amortize tradenames. Tradenames for each of the Franchising Entities are evaluated for impairment using a qualitative or quantitative assessment annually at year-end, or more frequently when circumstances arise indicating potential impairment. If a qualitative assessment is performed and the fair value of a tradename more likely than not exceeds the carrying value of the tradename, no further evaluation is necessary. If a quantitative assessment is performed and the fair value of a tradename exceeds the carrying value of the tradename, the tradename is not impaired. If the carrying value of the tradename exceeds the fair value of the tradename, an impairment charge is recorded for the difference.

The Company estimates fair value using multiple valuation methodologies, including discounted cash flow models. The operating assumptions used in the discounted cash flow models are generally consistent with past performance and with the projections and assumptions that are used in the current operating plan. Such assumptions are subject to change as a result of changing economic and competitive conditions.

(dollars in thousands)

No impairment losses were recorded for intangible assets during the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023.

Income Taxes
The Company is comprised of single-member limited liability companies for federal and state income tax purposes with all related income tax liabilities and/or benefits of the Company being passed through to an indirect parent of the Company. As such, no recognition of federal or state income taxes for the Company has been provided for in the accompanying consolidated financial statements.

Income tax expense is comprised of foreign income taxes in certain international jurisdictions which arise from withholding taxes associated with payments of royalties and fees by international franchisees.

Revenue Recognition
Revenue is recognized in accordance with a five-step revenue model, as follows: identifying the contract with the customer; identifying the performance obligations in the contract; determining the transaction price; allocating the transaction price to the performance obligations; and recognizing revenue when (or as) the performance obligation is satisfied. The Company determined that the franchise right granted for each individual SBR within an arrangement represents a single performance obligation. Therefore, all consideration within the contract is allocated to the franchise right and recognized over the term of the franchise agreement.

Franchise revenues consists of revenues from franchising activities and are recognized based on the terms of the underlying agreements.

Development fees are recorded as deferred franchise revenue when received and are recognized as revenue on a straight-line basis over the term of each underlying franchise agreement satisfying the development obligation, commencing when the SBR is opened.

Franchise fees are recorded as deferred revenue when received and are recognized as revenue on a straight-line basis over the term of each respective franchise agreement, commencing when the SBR is opened.

Certain franchisees are required to purchase ice cream mix from a certain Franchising Entity's approved distributors, who in turn source the ice cream mix from that Franchising Entity's approved manufacturers. Ice cream mix revenues are recognized upon the sale of ice cream mix based upon the respective agreements with the manufacturers, distributors, and the franchisees.

Fair Value Measurements
Fair value is the price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date.

At December 28, 2025 and December 29, 2024, the Company had no financial instruments that are measured at fair value.

(dollars in thousands)

Subsequent Events
The Company discloses material events that occur after the balance sheet date but before financial statements are issued. In general, these events are recognized in the financial statements if the condition existed at the date of the balance sheet, but are not recognized if the condition did not exist at the balance sheet date. The Company discloses non-recognized events if required to keep the financial statements from being misleading. Management evaluated events occurring subsequent to December 28, 2025 through March 19, 2026, the date these consolidated financial statements were available for issuance, and determined that no subsequent event required recognition or disclosure.

2. Revenue

The Company recognizes franchise revenues as the related performance obligations are satisfied.

The Company generally recognizes revenue associated with franchise and development fees of open SBRs over time. The Company's other revenue streams are generally recognized at a point in time.

Franchise revenues are disaggregated by the timing of recognition as follows:

	Fiscal Years Ended		
	December 28, 2025	December 29, 2024	December 31, 2023
Franchise revenues satisfied over time	$ 5,045	$ 3,945	$ 5,275
Franchise revenues satisfied at a point in time	316,372	304,953	293,962
Franchise revenues	$ 321,417	$ 308,898	$ 299,237

3. Assets Held for Lease

Assets held for lease, net consists of the following:

	December 28, 2025	December 29, 2024
Assets held for lease	$ 3,545	$ 4,794
Accumulated depreciation	(3,484)	(4,533)
Assets held for lease, net	$ 61	$ 261

Depreciation of assets held for lease totaled $86, $136, and $189 for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023, respectively.

(dollars in thousands)

4. Intangible Assets

Intangible assets, net at December 28, 2025 consists of the following:

	Weighted Average Amortization Period *(Years)*	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Indefinite-lived intangibles				
Tradenames	n/a	$ 306,123	$ -	$ 306,123
		$ 306,123	$ -	$ 306,123

Intangible assets, net at December 29, 2024 consists of the following:

	Weighted Average Amortization Period *(Years)*	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Definite-lived intangibles				
Franchise agreements	20	$ 2,216	$ (2,151)	$ 65
Indefinite-lived intangibles				
Tradenames	n/a	306,123	-	306,123
		$ 308,339	$ (2,151)	$ 306,188

Amortization expense of franchise agreements totaled $65, $111, and $111 for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023, respectively.

5. Guarantees

GoTo Foods Funding LLC (the direct parent of the Company) and Jamba Juice Funding LLC (collectively with GoTo Foods Funding LLC, the “Co-Issuers”) are limited-purpose, bankruptcy-remote, wholly owned indirect subsidiaries of GTFL and issuers of outstanding senior secured notes (the “Senior Notes”) under a securitized financing facility.

The Company, its indirect parents, and certain other affiliates (collectively, the “Guarantors”) hold substantially all the intellectual property and franchising-related assets that secure the Senior Notes. Each Guarantor is a separate entity, has separate creditors (from the Company and any of

(dollars in thousands)

its non-Guarantor affiliates), and owns all its assets. The Co-Issuers are dependent on the Company and certain other subsidiaries of the Co-Issuers for sufficient cash flow to service the debt. As of December 28, 2025 and December 29, 2024, the outstanding principal balance of the Senior Notes on the separate Co-Issuers' combined balance sheets totaled $1,287,413 and $1,365,613, respectively.

GTFL manages and services the Co-Issuers' and the Guarantors' assets in its capacity as the manager under a management agreement (the "Securitization Management Agreement"). The primary responsibilities of the manager are to administer collections and otherwise manage the managed assets on behalf of the Co-Issuers and the Guarantors, and to perform certain franchising, intellectual property, and operational and reporting services on behalf of the Co-Issuers and the Guarantors with respect to the managed assets (see Note 6).

6. Related Party Transactions

The Company recognized royalty fees from SBRs which are owned and operated by affiliates of $6,701, $6,485, and $6,218 in the consolidated statements of operations for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023, respectively.

As discussed in Note 5, the Guarantors entered into the Securitization Management Agreement with GTFL to perform certain services on behalf of the Guarantors. In exchange for the services, the Company and certain other affiliates pay a weekly management fee equal to the sum of (i) a base amount of $16,600 and (ii) $11 for every $100 of aggregate collections over the preceding four most recently ended quarterly fiscal periods, divided by 52 or 53 weeks, as applicable. Fees are subject to 2% annual increases on the first day of the Company's fiscal year, with a cap as defined in the Securitization Management Agreement. The Company expensed management fees of $51,924, $50,394, and $46,822 in the consolidated statements of operations within Management fee to GTFL for the fiscal years ended December 28, 2025, December 29, 2024, and December 31, 2023, respectively.

7. Commitments and Contingencies

Legal Actions and Claims

In the normal course of business, various legal actions and claims are pending against the Company. It is the opinion of management, based on consultation with counsel, that the ultimate resolution of these contingencies, to the extent not previously provided for, will not have a material adverse effect on the consolidated financial condition, results of operations or liquidity of the Company.

Consolidated Financial Statements and
Report of Independent Certified Public Accountants

GoTo Foods Systems LLC and Subsidiaries

December 29, 2024 and December 31, 2023

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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Member
GoTo Foods Systems LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of GoTo Foods Systems LLC (a Delaware limited liability company) and subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 29, 2024 and December 31, 2023, and the related consolidated statements of operations, changes in member's equity, and cash flows for the years ended December 29, 2024, December 31, 2023, and December 25, 2022, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 29, 2024 and December 31, 2023, and the results of its operations and its cash flows for the years ended December 29, 2024, December 31, 2023, and December 25, 2022 in accordance with accounting principles generally accepted in the United States of America.

Basis for opinion

We conducted our audits of the consolidated financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

Grant Thornton LLP is a U.S. member firm of Grant Thornton International Ltd (GTIL). GTIL and each of its member firms are separate legal entities and are not a worldwide partnership.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Grant Thornton LLP

Atlanta, Georgia
March 21, 2025

Consolidated balance sheets

(In thousands)

	December 29, 2024	December 31, 2023
Assets		
Current assets:		
Cash and cash equivalents	$ 620	$ 403
Restricted cash - securitization	5,725	7,052
Accounts receivable, net of allowance for credit losses of $1,695 and $1,136 in 2024 and 2023, respectively	33,548	26,793
Prepaid expenses and other current assets	5	5
Total current assets	**39,898**	**34,253**
Assets held for lease, net	261	362
Intangible assets, net	306,188	306,299
Total assets	**$ 346,347**	**$ 340,914**
Liabilities and Member's Equity		
Current liabilities:		
Accrued expenses and other liabilities	$ 4,186	$ 3,517
Current portion of deferred revenue	3,346	2,827
Intercompany payables	3,011	4,827
Total current liabilities	**10,543**	**11,171**
Long-term deferred revenue	50,042	46,288
Long-term other liabilities	124	125
Total liabilities	**60,709**	**57,584**
Commitments and contingencies (see Note 7)		
Member's equity:		
Member's equity	285,638	283,330
Total Member's equity	**285,638**	**283,330**
Total liabilities and Member's equity	**$ 346,347**	**$ 340,914**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of operations

(In thousands)

For the fiscal years ended:	December 29, 2024	December 31, 2023	December 25, 2022
Revenues:			
Franchise revenues	$ 308,898	$ 299,237	$ 259,833
Total revenues	**308,898**	**299,237**	**259,833**
Fees and expenses:			
Management fee to GTFL	50,394	46,822	46,690
Selling, general and administrative expenses	1,326	608	128
Depreciation and amortization expense	247	300	2,037
Total fees and expenses	**51,967**	**47,730**	**48,855**
Income before income tax expense	**256,931**	**251,507**	**210,978**
Income tax expense	2,967	2,517	2,267
Net income	**$ 253,964**	**$ 248,990**	**$ 208,711**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of changes in member's equity

(In thousands)

		Member's equity
Balance at December 26, 2021	**$**	**275,913**
Non-cash capital contributions from Member		1,285
Distributions to Member, net		(208,262)
Net income		208,711
Balance at December 25, 2022		**277,647**
Distributions to Member, net		(243,307)
Net income		248,990
Balance at December 31, 2023		**283,330**
Distributions to Member, net		(251,656)
Net income		253,964
Balance at December 29, 2024	**$**	**285,638**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of cash flows

(In thousands)

For the fiscal years ended:	December 29, 2024	December 31, 2023	December 25, 2022
Cash flows from operating activities:			
Net income	$ 253,964	$ 248,990	$ 208,711
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization expense	247	300	2,037
Provision for (recoveries from) credit losses	655	3	(289)
Changes in operating assets and liabilities:			
Accounts receivable, prepaid expenses and other assets	(7,409)	(5,708)	(2,295)
Accrued expenses and other liabilities	668	473	(125)
Deferred revenue	4,274	(1,626)	2,100
Intercompany receivable / payable	(1,816)	2,040	(495)
Net cash provided by operating activities	**250,583**	**244,472**	**209,644**
Cash flows from investing activities:			
Purchases of assets held for lease	(37)	(220)	(197)
Net cash used in investing activities	**(37)**	**(220)**	**(197)**
Cash flows from financing activities:			
Distributions to Member, net	(251,656)	(243,307)	(208,262)
Net cash used in financing activities	**(251,656)**	**(243,307)**	**(208,262)**
Net increase (decrease) in Cash and cash equivalents and Restricted cash - securitization	(1,110)	945	1,185
Cash and cash equivalents and Restricted cash - securitization, beginning of year	7,455	6,510	5,325
Cash and cash equivalents and Restricted cash - securitization, end of year	**$ 6,345**	**$ 7,455**	**$ 6,510**
Supplemental disclosure of cash flow information:			
Cash paid for:			
Income taxes, net	$ 2,967	$ 2,517	$ 2,267

The accompanying notes are an integral part of these consolidated financial statements.

Notes to consolidated financial statements
(Dollars in thousands)

1 Nature of Operations and Summary of Significant Accounting Policies

Organization

GoTo Foods Systems LLC (the "Company") is a limited-purpose, bankruptcy-remote, wholly owned indirect subsidiary of GoTo Foods LLC ("GTFL") and comprises the worldwide operations of its limited-purpose, bankruptcy-remote, wholly owned direct subsidiaries (collectively, the "Franchising Entities"): Auntie Anne's Franchisor SPV LLC, Carvel Franchisor SPV LLC, Cinnabon Franchisor SPV LLC, McAlister's Franchisor SPV LLC, Moe's Franchisor SPV LLC, and Schlotzsky's Franchisor SPV LLC. The Franchising Entities are the franchisors of approximately 6,000 stores, bakeries, and restaurants ("SBRs", "SBR") in the United States and more than 60 foreign countries and territories operating under the brand names Carvel®, Cinnabon®, Schlotzsky's®, Moe's®, Auntie Anne's®, and McAlister's Deli®. The Franchising Entities' business revenues are primarily generated from franchise revenues including royalty and mix fees, development and franchise fees, licensing fees, rebates from certain vendors, and digital transaction fees.

Certain of the Company's affiliates administer the advertising funds on behalf of the brands' franchise systems. The certain affiliates are not included in the Company's consolidated financial statements.

Basis of Presentation

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Intercompany accounts and transactions have been eliminated in consolidation.

Fiscal Year

The Company operates on a fifty-two or fifty-three week fiscal year that ends on the last Sunday of the calendar year. The consolidated financial statements include fifty-two weeks for the fiscal year ended December 29, 2024, fifty-three weeks for the fiscal year ended December 31, 2023, and fifty-two weeks for the fiscal year ended December 25, 2022, respectively.

Cash and Cash Equivalents

Cash and cash equivalents includes funds not subject to the restrictions discussed in the "Restricted Cash" section. As of December 29, 2024 and December 31, 2023, Cash and cash equivalents consists only of funds on deposit with commercial banks.

Restricted Cash

The Company's restricted cash is comprised of cash collections related to securitized franchising or licensing activities.

Credit Risk

The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents, restricted cash, and accounts receivable. The Company places its cash and cash equivalents and restricted cash, which generally exceed federally insured limits, with high credit quality financial institutions or in money market funds that invest in U.S. Treasury bills, notes, or other obligations issued or guaranteed by the U.S. Government, its agencies, or instrumentalities, and repurchase agreements secured by such obligations or cash. The Company has not experienced any losses in such accounts.

Accounts receivable consists primarily of amounts due from franchisees, vendors, and licensees. The financial condition of the franchisees and licensees is largely dependent upon the underlying business trends of the Company's brands and market conditions within the quick service restaurant industry, both domestically and internationally. This concentration of credit risk is mitigated, in part, by the large number of franchisees and licensees of each brand and the short-term nature of the related receivables. As of December 29, 2024 and December 31, 2023, no individual franchisee or licensee accounted for more than 10% of total accounts receivable. No individual franchisee or licensee accounted for more than 10% of total revenues for the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022.

Accounts Receivable and Allowance for Credit Losses

Accounts receivable are reflected in the consolidated financial statements at cost, net of allowance.

The Company determines the allowance for credit losses based upon the aging of customer receivables, write-off history, the financial condition of its subsidiaries' franchisees, licensees, and vendors, and other factors including those related to current economic conditions and reasonable and supportable forecasts of future conditions. Accounts receivable are written off against the allowance for credit losses when it is probable the receivable will not be recovered. The ultimate recovery of recorded receivables is dependent upon future economic events and other conditions that may be beyond the Company's control.

Assets Held for Lease

Assets held for lease is largely comprised of satellite SBRs that the Company leases to franchisees under month-to-month operating lease agreements and are recorded at cost, less accumulated depreciation. Expenditures that extend the useful lives of the related assets are capitalized. Expenditures for normal maintenance and repairs are expensed as incurred. Depreciation is computed on a straight-line basis over estimated useful lives of between 2-7 years.

Intangible Assets

Intangible assets consist primarily of tradenames and franchise agreements. The Company does not amortize tradenames. Tradenames for each of the Franchising Entities are evaluated for impairment using a qualitative or quantitative assessment annually at year-end, or more frequently when circumstances arise indicating potential impairment. If a qualitative assessment is performed and the fair value of a tradename more likely than not exceeds the carrying value of the tradename, no further evaluation is necessary. If a quantitative assessment is performed and the fair value of a tradename exceeds the carrying value of the tradename, the tradename is not impaired. If the carrying value of the tradename exceeds the fair value of the tradename, an impairment charge is recorded for the difference.

The Company estimates fair value using multiple valuation methodologies, including discounted cash flow models. The operating assumptions used in the discounted cash flow models are generally consistent with past performance and with the projections and assumptions that are used in the current operating plan. Such assumptions are subject to change as a result of changing economic and competitive conditions.

No impairment losses were recorded for intangible assets during the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022.

Income Taxes

The Company is comprised of single-member limited liability companies for federal and state income tax purposes with all related income tax liabilities and/or benefits of the Company being passed through to an indirect parent of the Company. As such, no recognition of federal or state income taxes for the Company has been provided for in the accompanying consolidated financial statements.

Income tax expense is comprised of foreign income taxes in certain international jurisdictions which arise from withholding taxes associated with payments of royalties and fees by international franchisees.

Revenue Recognition

Revenue is recognized in accordance with a five-step revenue model, as follows: identifying the contract with the customer; identifying the performance obligations in the contract; determining the transaction price; allocating the transaction price to the performance obligations; and recognizing revenue when (or as) the performance obligation is satisfied. The Company determined that the franchise right granted for each individual SBR within an arrangement represents a single performance obligation. Therefore, all consideration within the contract is allocated to the franchise right and recognized over the term of the franchise agreement.

Franchise revenues consists of revenues from franchising activities and are recognized based on the terms of the underlying agreements.

Development fees are recorded as deferred franchise revenue when received and are recognized as revenue on a straight-line basis over the term of each underlying franchise agreement satisfying the development obligation, commencing when the SBR is opened.

Franchise fees are recorded as deferred revenue when received and are recognized as revenue on a straight-line basis over the term of each respective franchise agreement, commencing when the SBR is opened.

Certain franchisees are required to purchase ice cream mix from a certain Franchising Entity's approved distributors, who in turn source the ice cream mix from that Franchising Entity's approved manufacturers. Ice cream mix revenues are recognized upon the sale of ice cream mix based upon the respective agreements with the manufacturers, distributors, and the franchisees.

Fair Value Measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date.

At December 29, 2024 and December 31, 2023, the Company had no financial instruments that are measured at fair value.

Subsequent Events

The Company discloses material events that occur after the balance sheet date but before financial statements are issued. In general, these events are recognized in the financial statements if the condition existed at the date of the balance sheet, but are not recognized if the condition did not exist at the balance sheet date. The Company discloses non-recognized events if required to keep the financial statements from being misleading. Management evaluated events occurring subsequent to December 29, 2024 through March 21, 2025, the date these consolidated financial statements were available for issuance, and determined that no subsequent event required recognition or disclosure.

2 Revenue

The Company recognizes franchise revenues as the related performance obligations are satisfied.

The Company generally recognizes revenue associated with franchise and development fees of open SBRs over time. The Company's other revenue streams are generally recognized at a point in time.

Franchise revenues are disaggregated by the timing of recognition as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023	December 25, 2022
Franchise revenues satisfied over time	$ 3,945	$ 5,275	$ 3,736
Franchise revenues satisfied at a point in time	304,953	293,962	256,097
Franchise revenues	**$ 308,898**	**$ 299,237**	**$ 259,833**

Changes in deferred franchise and development fees are as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Deferred revenue at the beginning of the year	$ 49,115	$ 50,740
Revenue recognized during the year	(9,152)	(10,569)
Deferrals due to cash received and other	13,425	8,944
Deferred revenue and Long-term deferred revenue	**$ 53,388**	**$ 49,115**

The Company expects to recognize revenue in the future related to performance obligations that are partially satisfied at the end of the year:

For the fiscal years:	
2025	$ 3,346
2026	2,580
2027	2,436
2028	2,276
2029	2,083
Thereafter	16,166
Deferred revenue for open SBRs	**$ 28,887**

Deferred revenue of $24,501 relates to the unsatisfied future performance obligations associated with unopened SBRs and is not included within the table above. The Company anticipates recognizing revenue over the terms of the respective franchise agreements, which are typically 10-20 years, once the related SBRs are opened.

3 Assets Held for Lease

Assets held for lease, net consists of the following:

	December 29, 2024	December 31, 2023
Assets held for lease	$ 4,794	$ 4,831
Accumulated depreciation	(4,533)	(4,469)
Assets held for lease, net	**$ 261**	**$ 362**

Depreciation of assets held for lease totaled $136, $189, and $215 for the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022, respectively.

4 Intangible Assets

Intangible assets, net at December 29, 2024 consists of the following:

	Weighted average amortization period (years)	Gross carrying amount	Accumulated amortization	Net carrying amount
Definite-lived intangibles:				
Franchise agreements	20	$ 2,216	$ (2,151)	$ 65
Indefinite-lived intangibles:				
Tradenames	n/a	306,123	-	306,123
		$ 308,339	**$ (2,151)**	**$ 306,188**

Intangible assets, net at December 31, 2023 consists of the following:

	Weighted average amortization period (years)	Gross carrying amount	Accumulated amortization	Net carrying amount
Definite-lived intangibles:				
Franchise agreements	20	$ 2,216	$ (2,040)	$ 176
Indefinite-lived intangibles:				
Tradenames	n/a	306,123	-	306,123
		$ 308,339	**$ (2,040)**	**$ 306,299**

Amortization expense of franchise agreements totaled $111, $111, and $1,822 for the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022, respectively. Estimated future amortization expense for the fiscal year ended December 28, 2025 is $65.

5 Guarantees

GoTo Foods Funding LLC (a direct parent of the Company) and Jamba Juice Funding LLC (collectively with GoTo Foods Funding LLC, the "Co-Issuers") are limited-purpose, bankruptcy-remote, wholly owned indirect subsidiaries of GTFL and issuers of outstanding senior secured notes (the "Senior Notes") under a securitized financing facility.

The Company, its indirect parents, and certain other affiliates (collectively, the "Guarantors") hold substantially all the intellectual property and franchising-related assets that secure the Senior Notes. Each Guarantor is a separate entity, has separate creditors (from the Company and any of its non-Guarantor affiliates), and owns all its assets. The Co-Issuers are dependent on the Company and certain other subsidiaries of the Co-Issuers for sufficient cash flow to service the debt. As of December 29, 2024 and December 31, 2023, the outstanding principal balance of the Senior Notes on the separate Co-Issuers' combined balance sheets totaled $1,365,613 and $1,283,563, respectively.

GTFL manages and services the Co-Issuers' and the Guarantors' assets in its capacity as the manager under a management agreement (the "Securitization Management Agreement"). The primary responsibilities of the manager are to administer collections and otherwise manage the managed assets on behalf of the Co-Issuers and the Guarantors, and to perform certain franchising, intellectual property, and operational and reporting services on behalf of the Co-Issuers and the Guarantors with respect to the managed assets (see Note 6).

6 Related Party Transactions

The Company recognized royalty fees from SBRs which are owned and operated by affiliates of $6,485, $6,218, and $5,921 in the consolidated statements of operations for the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022, respectively.

As discussed in Note 5, the Guarantors entered into the Securitization Management Agreement with GTFL to perform certain services on behalf of the Guarantors. In exchange for the services, the Company and certain other affiliates pay a weekly management fee equal to the sum of (i) a base amount of $16,600 and (ii) $11 for every $100 of aggregate collections over the preceding four most recently ended quarterly fiscal periods, divided by 52 or 53 weeks, as applicable. Fees are subject to 2% annual increases on the first day of the Company's fiscal year, with a cap as defined in the Securitization Management Agreement. The Company expensed management fees of $50,394, $46,822, and $46,690 in the consolidated statements of operations within Management fee to GTFL for the fiscal years ended December 29, 2024, December 31, 2023, and December 25, 2022, respectively.

7 Commitments and Contingencies

Legal Actions and Claims

In the normal course of business, various legal actions and claims are pending against the Company. It is the opinion of management, based on consultation with counsel, that the ultimate resolution of these contingencies, to the extent not previously provided for, will not have a material adverse effect on the consolidated financial condition, results of operations or liquidity of the Company.

FINANCIAL STATEMENTS

FOR

GOTO FOODS LLC AND SUBSIDIARIES

1) **Consolidated Financial Statements - December 28, 2025 and December 29, 2024**

2) **Consolidated Financial Statements - December 29, 2024 and December 31, 2023**

GoTo Foods LLC
and Subsidiaries

Consolidated Financial Statements
December 28, 2025 and December 29, 2024

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Report of Independent Auditors

To the Board of Directors of GoTo Foods LLC.

Opinion

We have audited the accompanying consolidated financial statements of GoTo Foods LLC and its subsidiaries (the "Company"), which comprise the consolidated balance sheet as of December 28, 2025, and the related consolidated statements of operations, of changes in member's deficit and of cash flows for the year then ended, including the related notes (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 28, 2025, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Matter

The consolidated financial statements of the Company as of December 29, 2024 and for the year then ended were audited by other auditors whose report, dated March 7, 2025, expressed an unmodified opinion on those statements.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

PricewaterhouseCoopers LLP

Atlanta, Georgia
March 9, 2026

GoTo Foods LLC and Subsidiaries
Consolidated Balance Sheets
December 28, 2025 and December 29, 2024

(in thousands except share data)	2025	2024
Assets		
Current assets		
Cash and cash equivalents	$ 15,827	$ 11,594
Restricted cash and cash equivalents - securitization	33,143	32,747
Accounts receivable, net of allowance for credit losses of $2,476 and $1,748 in 2025 and 2024, respectively	41,992	44,272
Inventories	1,150	1,128
Prepaid expenses and other current assets	17,956	12,118
Advertising funds assets	8,986	9,927
Intercompany receivables from Parent	-	3,277
Total current assets	119,054	115,063
Property, equipment, leasehold improvements and land, net	70,225	71,417
Operating lease assets, net	61,142	62,676
Goodwill	122,714	122,714
Intangible assets, net	496,360	496,479
Long-term other assets	11,911	13,986
Total assets	$ 881,406	$ 882,335
Liabilities and Member's Deficit		
Current liabilities		
Accounts payable	$ 3,555	$ 5,320
Accrued expenses and other liabilities	64,897	81,587
Income taxes payable	7,988	3,851
Advertising funds liabilities	11,732	8,418
Current portion of deferred revenue	4,228	3,688
Current portion of operating lease liabilities	9,279	11,146
Current portion of long-term debt	11,200	11,200
Total current liabilities	112,879	125,210
Long-term debt	1,260,115	1,335,842
Long-term operating lease liabilities	62,119	56,952
Long-term deferred tax liabilities	69,930	64,182
Long-term deferred revenue	59,007	58,571
Long-term other liabilities	2,963	1,452
Total liabilities	1,567,013	1,642,209
Commitments and contingencies (see Note 11)		
Member's deficit		
Member's deficit	(685,607)	(759,874)
Total member's deficit	(685,607)	(759,874)
Total liabilities and member's deficit	$ 881,406	$ 882,335

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods LLC and Subsidiaries
Consolidated Statements of Operations
Fiscal Years Ended December 28, 2025 and December 29, 2024

(in thousands)	2025	2024
Revenues		
Franchise revenues	$ 367,569	$ 349,052
Company store, bakery and restaurant revenues	125,856	120,174
Franchise and other rental revenues	4,761	6,590
Advertising funds revenues	103,103	94,517
Total revenues	601,289	570,333
Expenses		
Company store, bakery and restaurant operations expenses	106,956	101,862
Selling, general and administrative expenses	147,188	151,583
Franchise and other rental expense	4,396	5,993
Share-based compensation expense	1,950	2,978
Advertising funds expenses	101,890	95,456
Depreciation and amortization expense	30,542	30,951
Other operating expense, net	19,536	21,047
Total expenses	412,458	409,870
Operating income	188,831	160,463
Interest expense, net	91,558	90,706
Other expense, net	2,000	-
Income before income tax expense	95,273	69,757
Income tax expense	20,695	13,559
Net income	$ 74,578	$ 56,198

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods LLC and Subsidiaries
Consolidated Statements of Changes in Member's Deficit
Fiscal Years Ended December 28, 2025 and December 29, 2024

(in thousands)	Member's Deficit
Balance at December 31, 2023	$ (696,181)
Cash proceeds retained from the exercise of Parent's stock options	197
Share-based compensation expense	2,978
Cash distribution paid to Parent's shareholders	(123,066)
Net income	56,198
Balance at December 29, 2024	(759,874)
Cash proceeds retained from the exercise of Parent's stock options	1,016
Share-based compensation expense	1,950
Non-cash distribution to Parent	(3,277)
Net income	74,578
Balance at December 28, 2025	$ (685,607)

The accompanying notes are an integral part of these consolidated financial statements.

GoTo Foods LLC and Subsidiaries
Consolidated Statements of Cash Flows
Fiscal Years Ended December 28, 2025 and December 29, 2024

(in thousands)	2025	2024
Cash flows from operating activities		
Net income	$ 74,578	$ 56,198
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation and amortization expense	30,542	30,951
Noncash interest expense	2,473	2,359
Unrealized loss on equity securities	2,000	-
Deferred income taxes	5,749	(10,089)
Asset impairment losses	5,455	2,428
Loss (gain) on disposed property, equipment and leasehold improvements, net	(305)	1,078
Share-based compensation expense	1,950	2,978
Provision for credit losses	862	729
Changes in operating assets and liabilities		
Accounts receivable	1,418	(7,952)
Inventories, prepaid expenses and other assets	(5,723)	(5,499)
Advertising funds	4,256	(2,809)
Accounts payable, accrued expenses and other liabilities	(15,866)	1,532
Deferred revenue	976	3,747
Operating lease assets and liabilities	(154)	(1,176)
Income tax receivables and payables, net	4,137	(3,769)
Net cash provided by operating activities	112,348	70,706
Cash flows from investing activities		
Acquisition of stores, bakeries and restaurants	(1,753)	(4,707)
Purchases of property, equipment and leasehold improvements	(28,928)	(27,879)
Proceeds from sale of stores, bakeries and restaurants	146	318
Net cash used in investing activities	(30,535)	(32,268)
Cash flows from financing activities		
Borrowings on revolving credit facility	18,000	32,000
Payments on revolving credit facility	(85,000)	(65,000)
Proceeds from securitized borrowings	-	125,000
Principal payments on debt	(11,200)	(9,950)
Payments on issuance of new debt	-	(5,522)
Proceeds from issuance of Parent's shares of common stock	1,016	197
Cash distribution paid to Parent's shareholders	-	(123,066)
Net cash used in financing activities	(77,184)	(46,341)
Net increase (decrease) in cash and cash equivalents and restricted cash and cash equivalents - securitization	4,629	(7,903)
Cash and cash equivalents and restricted cash and cash equivalents - securitization		
Beginning of year	44,341	52,244
End of year	$ 48,970	$ 44,341

The accompanying notes are an integral part of these consolidated financial statements.

(dollars in thousands)

1. Nature of Operations and Summary of Significant Accounting Policies

Organization

GoTo Foods LLC ("GTFL"), a wholly owned subsidiary of GoTo Foods Holdings Inc. ("GTFH" or the "Parent"), comprises the worldwide operations of its subsidiaries (the "subsidiaries" and collectively, the "Company") which are principally the franchisors and operators of more than 7,300 stores, bakeries, and restaurants ("SBRs", "SBR") in the United States and 70 foreign countries and territories operating under the brand names Carvel®, Cinnabon®, Schlotzsky's®, Moe's®, Auntie Anne's®, McAlister's Deli®, Jamba® and on certain military bases and international markets under the brand name of Seattle's Best Coffee®. The subsidiaries' business revenues are primarily generated from:

- Franchise revenue including royalty and mix fees, development and franchise fees, licensing fees, rebates from certain vendors, and digital transaction fees;
- Company store, bakery, and restaurant ("Company SBRs") revenue from the operations of SBR locations owned directly by certain of the Company's subsidiaries;
- Franchise and other rental revenues from properties leased and subleased to certain franchisees and other third parties; and
- Advertising funds revenue including contributions from franchisees and Company SBRs and rebates from certain vendors.

Basis of Presentation

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Fiscal Year

The Company operates on a fifty-two or fifty-three week fiscal year that ends on the last Sunday of the calendar year. The consolidated financial statements for the fiscal years ended December 28, 2025 and December 29, 2024 include fifty-two weeks.

Cash and Cash Equivalents

Cash and cash equivalents includes highly liquid investments purchased with an original maturity of three months or less. As of December 28, 2025 and December 29, 2024, Cash and cash equivalents consists of funds on deposit with commercial banks and money market mutual fund accounts.

Restricted Cash and Cash Equivalents

Certain cash and money market mutual fund accounts are established in the name of a certain financial institution (the "Trustee") for the benefit of the Trustee and the holders of the Senior Notes (see Note 5), or have been pledged to the Trustee, and are restricted in their use. The Company holds restricted cash comprised of the following: (i) cash collections and cash reserves held by the Trustee to be used for payments of principal, interest, and commitment fees required for the

(dollars in thousands)

Company's notes, and (ii) any other cash collections related to securitized franchising or licensing activities held in special-purpose, bankruptcy-remote subsidiaries.

Credit Risk
The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents, restricted cash and cash equivalents, and accounts receivable. The Company places its cash and cash equivalents and restricted cash and cash equivalents, which generally exceed federally insured limits, with high credit quality financial institutions or in money market funds that invest in U.S. Treasury bills, notes, or other obligations issued or guaranteed by the U.S. Government, its agencies, or instrumentalities, and repurchase agreements secured by such obligations or cash. The Company has not experienced any losses in such accounts.

Accounts receivable consists primarily of amounts due from franchisees, vendors, licensees, and gift card retailers. The financial condition of the franchisees and licensees is largely dependent upon the underlying business trends of the Company's brands and market conditions within the quick service restaurant industry, both domestically and internationally. This concentration of credit risk is mitigated, in part, by the large number of franchisees and licensees of each brand and the short-term nature of the related receivables. As of December 28, 2025 and December 29, 2024, no individual franchisee or licensee accounted for more than 10% of total accounts and notes receivable. No individual franchisee or licensee accounted for more than 10% of total revenues for the fiscal years ended December 28, 2025 and December 29, 2024.

Accounts Receivable and Allowance for Credit Losses
Accounts receivable are reflected in the consolidated financial statements at cost, net of allowance.

The Company determines the allowance for credit losses based upon the aging of customer receivables, write-off history, the financial condition of its subsidiaries' franchisees, licensees, and vendors, and other factors including those related to current economic conditions and reasonable and supportable forecasts of future conditions. Accounts receivable are written off against the allowance for credit losses when it is probable the receivable will not be recovered. The ultimate recovery of recorded receivables is dependent upon future economic events and other conditions that may be beyond the Company's control.

Inventories
Inventories are stated at the lower of cost or net realizable value. Cost is determined using the first-in, first-out method.

Property, Equipment, Leasehold Improvements and Land ("Long-lived assets")
Property, equipment, and leasehold improvements are recorded at cost, less accumulated depreciation. Land is recorded at cost. Expenditures for major renewals and improvements that extend the useful lives of the related assets are capitalized. Expenditures for normal maintenance and repairs are expensed as incurred.

(dollars in thousands)

Depreciation is computed on a straight-line basis using the following estimated useful lives:

	Life
Buildings	20-22 years
Building improvements	Lesser of useful life of the building or up to 20 years
Furniture, fixtures and equipment	2-15 years
Computer software and hardware	3-5 years
Leasehold improvements	Lesser of useful life or lease term

The Company records impairment losses on Long-lived assets when events and circumstances indicate that the assets might be impaired and the undiscounted cash flows estimated to be generated by those assets are less than the carrying amounts of those assets. Assets determined to be impaired are written down to their estimated fair values using a discounted cash flow model including estimates of salvage values.

Goodwill and Intangible Assets
Intangible assets consist primarily of goodwill, tradenames, reacquired franchise rights, and franchise agreements. The Company does not amortize goodwill or tradenames. Goodwill and tradenames are evaluated for impairment using a qualitative or quantitative assessment annually at year-end, or more frequently when circumstances arise indicating potential impairment.

Goodwill and tradenames for each of the subsidiaries which are franchisors and operators of the Company SBRs (the “reporting units”) are evaluated for impairment. If a qualitative assessment is performed and the fair value of a reporting unit’s net assets or tradename more likely than not exceeds the carrying value of the reporting unit’s net assets or tradename, respectively, no further evaluation is necessary. If a quantitative assessment is performed and the fair value of a reporting unit or tradename exceeds the carrying value of the reporting unit’s net assets or tradename, respectively, the goodwill or tradename is not impaired. If the carrying value of the reporting unit’s net assets or tradename exceeds the fair value of the reporting unit or tradename, respectively, an impairment charge is recorded for the difference.

The Company estimates fair value using multiple valuation methodologies, including discounted cash flow models. The operating assumptions used in the discounted cash flow models are generally consistent with past performance and with the projections and assumptions that are used in the Company’s current operating plan. Such assumptions are subject to change as a result of changing economic and competitive conditions.

No impairment losses were recorded for goodwill or tradenames during the fiscal years ended December 28, 2025 and December 29, 2024.

(dollars in thousands)

Prepaid Expenses and Other Current Assets, and Long-Term Other Assets
Prepaid expenses and other current assets primarily consists of prepayments of insurance, vendor deposits that are expected to be charged to operations during the next fiscal year, and capitalized implementation costs of cloud computing arrangements. The Company amortizes cloud computing costs over the life of the related hosting agreement.

Long-term other assets primarily consists of prepayments of commissions, favorable sublease assets, operating lease and utilities deposits, deferred receivables related to operating sublease agreements, and other investments.

Income Taxes
The Company is included in the consolidated federal income tax return filed by the Parent and is party to an informal tax sharing agreement between the Parent and other members of the consolidated group. The Company is a single-member LLC and has made an accounting policy election to present a tax provision in accordance with ASC 740 – *Income Taxes*. Accordingly, the Company accounts for income taxes using the asset and liability method. Under this method, deferred income taxes are recognized for the tax consequences of "temporary differences" by applying enacted statutory tax rates applicable to future years to differences between the financial statement carrying amounts and the tax bases of existing assets and liabilities.

A tax position is recognized as a benefit only if it is more likely than not that the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax benefit that has a greater than 50% cumulative likelihood of being realized on examination. For tax positions not meeting the "more likely than not" test, no tax benefit is recorded. The Company recognized no material amounts for uncertain tax positions during the fiscal years ended December 28, 2025 and December 29, 2024. The Company recognizes interest and penalties related to tax positions, if any, in Income tax expense.

Based on the evaluation of all available information, a net operating loss carryforward deferred tax asset is only recognized to the extent that realizing these benefits is considered more likely than not (see Note 9).

The Company is subject to state franchise taxes in certain states, which are based on either income or equity of the Company. Franchise tax expense is recorded in Selling, general and administrative expenses. The Company is also subject to withholding taxes in certain international jurisdictions.

Advertising
Certain subsidiaries administer the national advertising funds on behalf of the brands' franchise systems (collectively, the "Ad Funds"). The Ad Funds receive contributions from franchisees as required by their franchise agreements and the Company SBRs based upon a percentage of revenues.

Certain subsidiaries also supervise the collection and distribution of local advertising funds on behalf of the brands' franchise systems (collectively, the "Local Funds"). Contributions collected from franchisees on behalf of the Local Funds managed by franchisee-directed local advertising

groups ("Franchisee-Managed Local Funds") are returned to these funds to spend on Company-approved marketing activities. Local Funds managed by the certain subsidiaries ("Company-Managed Local Funds") receive contributions from franchisees, and the Company administers the marketing spending on behalf of the franchisees.

The Ad Funds' and Company-Managed Local Funds' revenues and expenses are reflected within the consolidated statements of operations as Advertising funds revenues and Advertising funds expenses, respectively. When cumulative revenues of the advertising funds exceed the related cumulative advertising expenses, advertising costs are accrued up to the amount of the cumulative surplus.

The Company records the billing, collection, and subsequent distribution of the Franchisee-Managed Local Funds as pass-through transactions within Advertising funds assets and Advertising funds liabilities.

Advertising funds assets primarily consists of accounts receivable from the franchise system and the Company SBRs for contributions to the Ad Funds and Local Funds, vendor receivables, and prepayments to certain advertising and marketing vendors.

Advertising funds liabilities consists primarily of accruals for future Ad Funds and Local Funds expenditures.

The Ad Funds and Company-Managed Local Funds transfer all cash received to a certain subsidiary that pays vendors on behalf of the Ad Funds and Company-Managed Local Funds. Outstanding amounts owed to vendors by the certain subsidiary on behalf of the Ad Funds and Company-Managed Local Funds are recorded in Accounts payable as of December 28, 2025 and December 29, 2024.

The Company expenses all other advertising and marketing costs as incurred within Selling, general and administrative expenses. For the fiscal years ended December 28, 2025 and December 29, 2024, the Company expensed $6,465 and $6,348, respectively, in advertising and marketing costs.

Revenue Recognition

Revenue is recognized in accordance with a five-step revenue model, as follows: identifying the contract with the customer; identifying the performance obligations in the contract; determining the transaction price; allocating the transaction price to the performance obligations; and recognizing revenue when (or as) the performance obligation is satisfied. In applying this five-step model, the Company determined that the franchise right granted for each individual SBR within an arrangement represents a single performance obligation. Therefore, all consideration within the contract is allocated to the franchise right and recognized over the term of the franchise agreement.

Franchise revenues consists of revenues from franchising activities and are recognized based on the terms of the underlying agreements.

Development fees are recorded as deferred franchise revenue when received and are recognized as revenue on a straight-line basis over the term of each underlying franchise agreement satisfying the development obligation, commencing when the SBR is opened.

(dollars in thousands)

Franchise fees are recorded as deferred revenue when received and are recognized as revenue on a straight-line basis over the term of each respective franchise agreement, commencing when the SBR is opened.

Certain franchisees are required to purchase ice cream mix from a certain subsidiary's approved distributors, who in turn source the ice cream mix from that subsidiary's approved manufacturers. Ice cream mix revenues are recognized upon the sale of ice cream mix based upon the respective agreements with the manufacturers, distributors, and the franchisees.

Company SBR revenues are recognized at the point of sale to the end customer, which is when the SBRs' performance obligation is satisfied. The Company presents revenues net of sales taxes collected from customers.

Franchise and other rental revenues includes rental revenue from properties leased and subleased to certain franchisees and other third parties. Base rental revenue is recognized on a straight-line basis over the lease term and contingent rental revenue is recognized as earned (see Note 6).

Advertising funds revenues are recognized as they are earned by the subsidiaries.

Leases
The Company leases SBR and corporate office locations. Certain leased locations are subleased to franchisees after refranchising transactions. The Company determines if an arrangement is a lease at contract inception. An agreement contains a lease if the contract conveys the right to control the use of identified property or equipment for a period of time in exchange for consideration. At commencement, the Company classifies each lease as either an operating or finance lease where the Company is a lessee, or as an operating, sales-type, or direct financing lease where the Company is a lessor. When determining the lease term, as both lessee and lessor, the Company includes option periods when it is reasonably certain that those options will be exercised.

Where the Company is a lessee, a lease liability and corresponding right-of-use asset are recognized on the lease commencement date based on the present value of the remaining lease payments over the lease term. Payments are discounted using the Company's incremental borrowing rate, as the rate implicit in the Company's leases is not readily determinable. Lease cost for operating leases is recognized on a straight-line basis. Most of the Company's leases are fixed rent agreements and require the Company to pay related executory costs which include property taxes, maintenance, and insurance. Certain leases for SBRs require the payment of additional contingent rent if SBR sales exceed amounts set forth in the lease agreements. Both the contingent rent and the executory costs are considered variable lease costs and are excluded from the measurement of the lease liability.

Where the Company is a lessor, lease income for operating leases is recognized on a straight-line basis and the excess of the straight-line rent over the minimum rents received is recorded as a deferred lease asset.

Gift Card Program
Certain subsidiaries administer gift card programs on behalf of the franchise systems.
The Company records a liability in the period in which a gift card is issued, and this liability is the sole responsibility of those subsidiaries. As gift cards are redeemed, the liability is reduced and cash is paid to the redeeming SBR.

(dollars in thousands)

The Company recognizes breakage income using estimates based on historical redemption patterns.

Stock Compensation
The Parent grants stock options for a fixed number of shares to key employees and certain non-employee directors. The Company records compensation expense related to share-based payments, including stock options, over the requisite service period based on the grant date fair value of the award.

Fair Value Measurements
Fair value is the price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date.

At December 28, 2025 and December 29, 2024, the Company had no financial instruments that are measured at fair value.

Subsequent Events
The Company discloses material events that occur after the balance sheet date but before financial statements are issued. In general, these events are recognized in the financial statements if the condition existed at the date of the balance sheet, but are not recognized if the condition did not exist at the balance sheet date. The Company discloses non-recognized events if required to keep the financial statements from being misleading. Management evaluated events occurring subsequent to December 28, 2025 through March 9, 2026, the date these consolidated financial statements were available for issuance, and determined that no subsequent event required recognition or disclosure.

2. Revenue

The Company recognizes franchise revenues, Company SBR revenues, franchise and other rental revenues, and advertising funds revenues as the related performance obligations are satisfied.

The Company generally recognizes revenue associated with franchise and development fees of open SBRs over time. The Company's other revenue streams are generally recognized at a point in time.

Franchise revenues are disaggregated by the timing of recognition as follows:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Franchise revenues satisfied over time	$ 5,541	$ 4,398
Franchise revenues satisfied at a point in time	362,028	344,654
Franchise revenues	$ 367,569	$ 349,052

(dollars in thousands)

3. Property, Equipment, Leasehold Improvements and Land

Property, equipment, leasehold improvements and land, net consists of the following:

	December 28, 2025	December 29, 2024
Building and building improvements	$ 12,415	$ 12,175
Furniture, fixtures and equipment	26,714	25,067
Leasehold improvements	32,400	28,532
Computer software and hardware	102,492	90,355
Assets held for lease	3,546	4,795
Construction in progress	5,674	9,752
Total property, equipment and leasehold improvements	183,241	170,676
Accumulated depreciation and amortization	(120,511)	(106,754)
Property, equipment and leasehold improvements, net	62,730	63,922
Land	7,495	7,495
Property, equipment, leasehold improvements and land, net	$ 70,225	$ 71,417

Depreciation and amortization of property, equipment and leasehold improvements totaled $28,648 and $29,083 for the fiscal years ended December 28, 2025 and December 29, 2024, respectively. Assets held for lease is largely comprised of satellite SBRs that the Company leases to certain franchisees under month-to-month operating lease agreements.

4. Intangible Assets

Intangible assets, net at December 28, 2025 consists of the following:

	Weighted Average Amortization Period *(years)*	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Definite-lived intangibles				
Franchise agreements	12	$ 14,700	$ (8,932)	$ 5,768
Reacquired franchise rights	13	7,489	(1,420)	6,069
Indefinite-lived intangibles				
Tradenames	n/a	484,523	-	484,523
		$ 506,712	$ (10,352)	$ 496,360

(dollars in thousands)

Intangible assets, net at December 29, 2024 consists of the following:

	Weighted Average Amortization Period *(years)*	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Definite-lived intangibles				
Franchise agreements	13	$ 16,916	$ (9,858)	$ 7,058
Reacquired franchise rights	13	7,025	(2,127)	4,898
Indefinite-lived intangibles				
Tradenames	n/a	484,523	-	484,523
		$ 508,464	$ (11,985)	$ 496,479

Amortization expense of definite-lived intangible assets totaled $1,894 and $1,868 for the fiscal years ended December 28, 2025 and December 29, 2024, respectively.

Estimated future amortization expense for each of the next five years is as follows:

For the Fiscal Years	
2026	$ 1,728
2027	1,714
2028	1,714
2029	1,714
2030	1,357

5. Long-Term Debt

Senior Notes

GoTo Foods Funding LLC (the “Master Issuer”) and Jamba Juice Funding LLC (collectively with the Master Issuer, the “Co-Issuers”), are limited-purpose, bankruptcy-remote, wholly owned indirect subsidiaries of GTFL and issuers of outstanding senior secured notes under a securitized financing facility. The Co-Issuers have issued the following series of fixed rate senior secured notes that remain outstanding at December 28, 2025: (i) 2024-1 6.422% Class A-2 notes with an outstanding principal amount of $123,750 (the “2024-1 Class A-2 Notes”), (ii) 2023-2 8.241% Class A-2 notes with an outstanding principal amount of $235,200 (the “2023-2 Class A-2 Notes”), (iii) 2022-1 7.206% Class A-2 notes with an outstanding principal amount of $343,463 (the “2022-1 Class A-2 Notes”), and (iv) 2017-1 5.093% Class A-2-II notes with an outstanding principal amount of $366,000 (collectively, the “Class A-2 Notes”). The Co-Issuers also have entered into revolving financing facilities of Series 2023-1 Variable Funding Senior Notes, Class A-1 (the “2023-1 Class A-1 Notes”) and Series 2022-1 Variable Funding Senior Notes, Class A-1 (the “2022-1 Class A-1 Notes”, collectively with the 2023-1 Class A-1 Notes, the “Class A-1 Notes”, and collectively with the Class A-2 Notes, the “Senior Notes”). Each of the 2023-1 Class A-1 Notes and the 2022-1 Class A-1 Notes allow for the drawing of up to $200,000 on a revolving basis, for a combined total of up to $400,000.

(dollars in thousands)

Interest and principal payments on the Class A-2 Notes are due on a quarterly basis. The requirement to make such quarterly principal payments on the Class A-2 Notes is subject to certain financial conditions set forth in the indenture governing the Senior Notes (the "Indenture"). The legal final maturity dates of the Class A-2 Notes range from 2047 through 2054. If the Co-Issuers have not repaid or refinanced the Class A-2 Notes prior to their anticipated repayment dates, which range from 2027 through 2031, additional interest will accrue pursuant to the Indenture.

Advances under the Class A-1 Notes bear interest at a variable rate based on (i) the prime rate, (ii) the federal funds rate, (iii) the secured overnight financing rate, or (iv) with respect to advances made by conduit investors through the issuance of commercial paper, the commercial paper rate applicable to such conduit investor, plus, in each case, any applicable margin, as specified in the note purchase agreements. The Class A-1 Notes are subject to (i) certain commitment fees in respect of the unutilized portion of the commitments of the investors thereunder, and (ii) certain fees in respect of letters of credit issued thereunder. Letters of credit outstanding under the 2022-1 Class A-1 Notes were $24,248 as of December 28, 2025, which related primarily to interest reserves required under the Indenture. The Company does not expect any material loss from these letters of credit because the Company does not believe that any amounts will be drawn thereunder by the beneficiaries thereof. As of December 28, 2025, the Company had outstanding amounts of $148,000 and $71,000 under the 2022-1 Class A-1 Notes and the 2023-1 Class A-1 Notes, respectively. Interest payments on the Class A-1 Notes are due on a quarterly basis.

The Co-Issuers' direct and indirect parents and their direct and indirect subsidiaries (collectively, the "Guarantors") are special-purpose, bankruptcy-remote, indirect wholly owned subsidiaries of the Company that hold substantially all the intellectual property and franchising-related assets. The Senior Notes are secured by substantially all the assets of the Guarantors. Each Guarantor is a separate entity and has separate creditors (from the Company and any of its non-Guarantor affiliates), and such Guarantor owns all its assets.

Other than the Guarantors, neither the Company nor any of its other direct or indirect subsidiaries guarantees or is in any way liable for the obligations under the Senior Notes. GTFL, has, however, agreed to cause the performance of certain obligations of the Guarantors in return for a management fee under the terms of a management agreement (the "Securitization Management Agreement").

GTFL manages and services the Co-Issuers' and the Guarantors' assets in its capacity as the manager under the Securitization Management Agreement. The primary responsibilities of the manager are to administer collections and otherwise service the managed assets on behalf of the Co-Issuers and the Guarantors, and to perform certain franchising, intellectual property, and operational and reporting services on behalf of the Co-Issuers and the Guarantors with respect to the managed assets.

Covenants and Restrictions
The Senior Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, as defined in the Indenture, (ii) the maintenance of specified reserve accounts to be used to make required payments in respect of the Senior Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The Senior Notes are also subject to customary rapid amortization events and customary events of default provided for in the

(dollars in thousands)

Indenture. As of December 28, 2025, the Company was in compliance with all such financial covenants.

Financing and Refinancing Transactions
On October 18, 2024, the Co-Issuers completed a financing transaction under which the Co-Issuers issued the 2024-1 Class A-2 Notes. The net proceeds from the issuance of the 2024-1 Class A-2 Notes were used to pay transaction expenses and fund a distribution to the shareholders of GTFH.

Debt Issuance Costs
Debt issuance costs are amortized to Interest expense, net through the anticipated repayment date utilizing the effective interest rate method.

Future Principal Payments on Long-Term Debt
The annual principal payment requirements for Long-term debt based on the anticipated repayment dates of the Senior Notes, subject to certain financial conditions set forth in the Indenture, are as follows:

For the Fiscal Years	
2026	$ 11,200
2027	517,200
2028	78,200
2029	336,463
2030	226,850
Thereafter	117,500
	1,287,413
Less: Debt discount and issuance costs	(16,098)
Debt less discount and issuance costs	1,271,315
Less: Current portion	(11,200)
Long-term debt	$ 1,260,115

Principal payments required under the 2022-1 Class A-1 Notes and the 2023-1 Class A-1 Notes are reflected in the table above on their anticipated repayment dates in 2027 and 2028, respectively.

(dollars in thousands)

Interest expense, net consists of the following:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Credit facilities	$ 90,551	$ 90,023
Amortization of debt discount and issuance costs	2,473	2,359
Interest income	(1,466)	(1,676)
Interest expense, net	$ 91,558	$ 90,706

6. Leases

Certain Company offices and SBRs are located on leased properties with initial terms expiring in various years through 2044, subject to renewal provisions in certain of the lease agreements.

The components of lease cost were as follows:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Operating lease costs	$ 14,763	$ 15,590
Variable lease cost	3,523	3,516
Total operating lease costs	$ 18,286	$ 19,106

Total operating lease costs include rental expense related to leases for Company SBRs recorded to Company store, bakery and restaurant operations expenses, leased properties that are subsequently subleased to franchisees recorded to Franchise and other rental expense, and leases for corporate offices recorded to Selling, general and administrative expenses. Variable lease costs are primarily comprised of common area maintenance, real estate taxes, and contingent rent that is based upon a percentage of SBR sales.

(dollars in thousands)

The following table includes supplemental information related to leases:

	December 28, 2025	December 29, 2024
Weighted-average remaining lease term (years)	10.5	10.0
Weighted-average discount rate	5.7 %	4.8 %
Operating lease assets, gross	$ 91,662	$ 92,835
Accumulated amortization	(30,520)	(30,159)
Operating lease assets, net	$ 61,142	$ 62,676

Future minimum lease payments, receipts, and other obligations by year, and in the aggregate, under non-cancelable operating leases and subleases or other arrangements as of December 28, 2025 are as follows:

	Payments - Operating Leases	Receipts - Subleases
For the Fiscal Years		
2026	$ 13,329	$ (3,415)
2027	11,504	(1,888)
2028	9,493	(865)
2029	8,384	(445)
2030	7,570	(171)
Thereafter	46,360	(38)
Total future minimum rental commitments	96,640	(6,822)
Less: Imputed interest	(25,242)	-
Present value of lease liabilities	71,398	(6,822)
Less: Current portion	(9,279)	-
Long-term operating lease liabilities	$ 62,119	$ (6,822)

(dollars in thousands)

The components of lease income were as follows:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Operating lease income	$ 4,638	$ 6,469
Variable lease income	123	121
Franchise and other rental revenues	$ 4,761	$ 6,590

7. Stock Compensation

The Parent issues equity incentive grants under the 2022 Stock Option Plan (the "2022 Plan"). Prior to the 2022 Plan, equity incentive grants were issued under the 2013 Stock Option Plan (collectively with the 2022 Plan, the "Plans"). The 2022 Plan authorizes the granting of options to purchase common stock of the Parent and was established to attract and retain eligible employees, directors, and consultants and to provide an additional incentive to each eligible employee, director, and consultant to work to increase the value of the Parent's common stock. The Plans are administered by the Board. The Board has the authority to determine the amount of options granted to any individual, the dates on which each option will become exercisable, and the exercise price of all options subject to certain limitations in the Plans. As of December 28, 2025, there were 17,743 options available for issuance under the 2022 Plan.

The option vesting periods range from immediate vesting to a five-year vesting period, with accelerated vesting in the event of a change in control under certain circumstances, as defined in the Plans. In addition, certain options have vesting requirements based upon achieving certain operating results. The options expire 10 years from the date of grant or in the event of a change in control under certain circumstances, as defined in the Plans.

The weighted average grant date fair value of options granted during the fiscal years ended December 28, 2025 and December 29, 2024 was $108.65 and $115.43, respectively, per option. The Parent reduced the exercise prices of unvested outstanding options and paid out bonuses on vested outstanding options to make all option holders whole in conjunction with a 2024 distribution to shareholders of the Parent.

(dollars in thousands)

Stock option activity for all plans for the fiscal years ended December 28, 2025 and December 29, 2024 was as follows:

	Number of Shares	Weighted Average Exercise Price
Outstanding at December 31, 2023	211,940	$ 171.85
Granted	28,512	258.45
Exercised	(1,131)	174.49
Forfeited or expired	(26,898)	176.98
Outstanding at December 29, 2024	212,423	**170.82**
Granted	124,548	291.21
Exercised	(6,975)	148.47
Forfeited or expired	(50,946)	172.75
Outstanding at December 28, 2025	279,050	**$ 224.83**

Options Outstanding			Options Exercisable	
Weighted Average Exercise Price	Shares Outstanding	Weighted Average Remaining Contractual Life *(years)*	Weighted Average Exercise Price	Shares Outstanding
$ 224.83	279,050	7.85	$ 160.17	105,693

The fair value of options granted is estimated on the date of grant using the Black-Scholes option pricing model based on the assumptions in the table below:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Expected life (years)	5	5
Interest rate	3.75 %	4.13 %
Volatility	34.56 %	40.92 %
Dividend yield	0.00 %	0.00 %

(dollars in thousands)

The expected term of the options is based on evaluations of historical and expected future employee exercise behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of several public entities similar to the Parent as the Parent does not have sufficient historical transactions of its own shares on which to base expected volatility. Future decisions to pay distributions are at the discretion of the Board and will depend upon operating performance and other factors. As of December 28, 2025, the Parent was not aware of any plans to pay distributions in the future.

The Company recognizes compensation expense for awards with graded vesting on a straight-line basis over the requisite service period for each separately vesting portion of the award. The total compensation expense related to unvested awards not yet recognized in the financial statements is $7,224. This amount will be recognized as expense through 2030.

The Company administers substantially all operational activities on behalf of the Parent, and as a result, stock-based compensation expense is recorded in the consolidated financial statements of the Company. Additionally, cash consideration from the exercise of options and other equity instruments and the excess tax benefit of stock options exercised are typically contributed to the Company by the Parent.

8. Employee Benefits

The Company sponsors a 401(k) Plan (the "401(k) Plan"). Employees can participate in the 401(k) Plan the first of the month following their date of hire. The 401(k) Plan is available to all employees age 21 and older. Company contributions to the 401(k) Plan are based on a percentage of the employee contributions and are immediately vested. Employer contributions to the 401(k) Plan were $3,356 and $3,126 for the fiscal years ended December 28, 2025 and December 29, 2024, respectively.

9. Income Taxes

Components of the provision for income taxes are as follows:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Current		
Federal	$ 9,094	$ 16,903
State	3,271	3,618
Foreign	2,581	3,127
Deferred		
Federal	5,578	(9,870)
State	171	(219)
Income tax expense	$ 20,695	$ 13,559

(dollars in thousands)

The reconciliation between the statutory income tax rate and the effective income tax rate is as follows:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Statutory rate	21.0 %	21.0 %
State income tax, net of federal tax effect	2.9	3.8
Foreign income tax, net of federal tax effect	2.7	4.3
Foreign tax credits	(3.3)	(3.7)
Renewable energy and other tax credits	(1.1)	(3.2)
Permanent differences	(1.4)	(1.4)
Other differences, net	0.9	(1.4)
Effective tax rate	21.7 %	19.4 %

Significant components of the Company's deferred tax (liabilities) assets are as follows:

	December 28, 2025	December 29, 2024
Deferred tax liabilities		
Intangible assets	$ (134,175)	$ (131,755)
Operating lease assets	(14,547)	(15,401)
Prepaid costs and expenses	(2,619)	(2,441)
Depreciable assets and research and development costs	(7,488)	-
Other	-	(4)
Total deferred tax liabilities	(158,829)	(149,601)
Deferred tax assets		
Net operating loss and tax credit carryforwards	23,019	21,446
Operating lease liabilities	17,450	16,780
Reserves and allowances	597	501
Accrued expenses	7,391	8,471
Depreciable assets and research and development costs	-	1,520
Deferred revenue	14,632	16,681
Interest limitation carryforward	25,756	19,582
Interest expense and other	553	438
Total deferred tax assets	89,398	85,419
Less: Valuation allowance	(499)	-
Total deferred tax assets, net	88,899	85,419
Net deferred tax liabilities	$ (69,930)	$ (64,182)

(dollars in thousands)

Management evaluates the likelihood of deferred tax assets being realized and records a valuation allowance when it is more likely than not that the assets will not be realized.

As of December 28, 2025, the Company had $51,972 of federal net operating loss carryforwards and $110,303 of state net operating loss carryforwards. These net operating loss carryforwards expire beginning in 2028. As of December 29, 2024, the Company had $56,769 of federal net operating loss carryforwards and $114,635 of state net operating loss carryforwards. Realization of the Company's deferred tax assets, including those associated with the net operating loss carryforwards as of December 28, 2025, will depend on generating sufficient taxable income in future periods, net of reversing deferred tax liabilities. The Company believes it is more likely than not that the deferred tax assets will be realized.

For the fiscal year ended December 29, 2024, the Company paid $12,350 for $13,424 in renewable energy tax credits which were fully utilized for 2023 and prior tax years.

Foreign income taxes arise from withholding taxes associated with payments of royalties and fees by international franchisees.

As of December 28, 2025 and December 29, 2024, the Company had no material unrecognized tax benefits.

As discussed in Note 1, the Company is included in the consolidated return of the Parent. The Parent files U.S., state, and local income tax returns in jurisdictions with varying statutes of limitation. The tax years after 2021 generally remain subject to examination by federal and most state tax authorities. However, certain state returns from prior years in which net operating losses have arisen are still open for examination by the tax authorities.

10. Related Party Transactions

The Parent is a party to two management services agreements with affiliated entities. Under the terms of those agreements, the Company, on behalf of the Parent, pays annual management fees to affiliated entities. The Company expensed annual management fees of $3,416 and $3,305 for the fiscal years ended December 28, 2025 and December 29, 2024, respectively, which are included within Other operating expense, net. The two management advisory and consulting services agreements expire in December 2026, subject to certain renewal provisions.

During the fiscal year ended December 31, 2023, the Company entered into an agreement to arrange for the supply of certain foodservice products through its suppliers and manufacturers to an affiliated entity. The Company recorded licensing fees from these suppliers and manufacturers of $22 and $3,786 for the fiscal years ended December 28, 2025 and December 29, 2024, respectively, which are included within Franchise revenues.

(dollars in thousands)

The Company provides licensing representation services to an affiliated entity pursuant to certain agreements expiring in March 2026.

11. Commitments and Contingencies

Legal Actions and Claims
In the normal course of business, various legal actions and claims are pending against the Company. It is the opinion of management, based on consultation with counsel, that the ultimate resolution of these contingencies, to the extent not previously provided for, will not have a material adverse effect on the consolidated financial condition, results of operations, or liquidity of the Company.

Lease Arrangements and Guarantees
Certain subsidiaries are the guarantors of certain real property lease arrangements on behalf of certain of their franchisees. The potential maximum future minimum lease payments these subsidiaries could be held liable for under these lease arrangements and guarantees was $17,257 as of December 28, 2025, and the subsidiaries expect that any amounts that may ultimately be paid thereunder will not be material.

During the fiscal year ended December 31, 2023, certain subsidiaries of the Company entered into an agreement with a third-party vendor to provide point-of-sale equipment and services to the Company's SBRs. The agreement specifies certain minimum purchase commitments beginning in 2027. As of December 28, 2025, the Company does not expect to incur any material loss associated with this commitment.

12. Accrued Expenses and Other Liabilities

Accrued expenses and other liabilities consists of:

	December 28, 2025	December 29, 2024
Gift card and gift certificate liabilities	$ 17,375	$ 30,407
Payroll and benefits accruals	17,576	19,793
Accrued interest	14,627	16,443
Other accrued expenses	15,319	14,944
Accrued expenses and other liabilities	$ 64,897	$ 81,587

(dollars in thousands)

13. Other Operating Expense

Other operating expense, net consists of the following:

	Fiscal Years Ended	
	December 28, 2025	December 29, 2024
Asset impairment losses	$ 5,455	$ 2,428
Digital transformation costs	4,532	4,677
Point-of-sale implementation costs	4,095	3,047
Management fees to affiliated entities	3,416	3,305
Dark location rent	1,492	-
Supply chain transformation costs	325	2,342
Convention expenses	100	4,071
Loss (gain) on disposed property, equipment and leasehold improvements, net	(305)	1,078
Other	426	99
Other operating expense, net	$ 19,536	$ 21,047

14. Supplemental Disclosure of Cash Flow Information

Supplemental disclosure of cash flow information for the fiscal years ended December 28, 2025 and December 29, 2024 is as follows:

	December 28, 2025	December 29, 2024
Cash paid for		
Interest, net	$ 90,900	$ 84,724
Income taxes, net	8,190	11,940
Noncash transactions		
Accrual of capital assets	$ 1,295	$ 2,966
Asset retirement obligations	156	156

Consolidated Financial Statements and
Report of Independent Certified Public Accountants

GoTo Foods LLC and Subsidiaries

December 29, 2024 and December 31, 2023

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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Member
GoTo Foods LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of GoTo Foods LLC (a Delaware limited liability company) and subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 29, 2024 and December 31, 2023, and the related consolidated statements of operations, changes in member's deficit, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 29, 2024 and December 31, 2023, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for opinion

We conducted our audits of the consolidated financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

Grant Thornton LLP is a U.S. member firm of Grant Thornton International Ltd (GTIL). GTIL and each of its member firms are separate legal entities and are not a worldwide partnership.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Grant Thornton LLP

Atlanta, Georgia
March 7, 2025

Consolidated balance sheets

(In thousands)

	December 29, 2024	December 31, 2023
Assets		
Current assets:		
Cash and cash equivalents	$ 11,594	$ 22,662
Restricted cash and cash equivalents - securitization	32,747	29,582
Accounts receivable, net of allowance for credit losses of $1,748 and $1,143 in 2024 and 2023, respectively	44,272	37,049
Inventories	1,128	978
Prepaid expenses and other current assets	12,118	9,263
Advertising funds assets	9,927	7,643
Intercompany receivables from Parent	3,277	3,277
Total current assets	**115,063**	**110,454**
Property, equipment, leasehold improvements and land, net	71,417	71,199
Operating lease assets, net	62,676	69,535
Goodwill	122,714	122,714
Intangible assets, net	496,479	495,389
Long-term other assets	13,986	13,305
Total assets	**$ 882,335**	**$ 882,596**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated balance sheets (cont'd)

(In thousands)

	December 29, 2024	December 31, 2023
Liabilities and Member's Deficit		
Current liabilities:		
Accounts payable	$ 5,320	$ 8,395
Accrued expenses and other liabilities	81,587	75,840
Income taxes payable	3,851	7,620
Advertising funds liabilities	8,418	8,942
Current portion of deferred revenue	3,688	3,149
Current portion of operating lease liabilities	11,146	12,309
Current portion of long-term debt	11,200	9,950
Total current liabilities	**125,210**	**126,205**
Long-term debt	1,335,842	1,258,205
Long-term operating lease liabilities	56,952	63,276
Long-term deferred tax liabilities	64,182	74,271
Long-term deferred revenue	58,571	55,362
Long-term other liabilities	1,452	1,458
Total liabilities	**1,642,209**	**1,578,777**
Commitments and contingencies (see Note 11)		
Member's deficit:		
Member's deficit	(759,874)	(696,181)
Total member's deficit	**(759,874)**	**(696,181)**
Total liabilities and member's deficit	**$ 882,335**	**$ 882,596**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of operations

(In thousands)

For the fiscal years ended:	December 29, 2024	December 31, 2023
Revenues:		
Franchise revenues	$ 349,052	$ 337,446
Company store, bakery and restaurant revenues	120,174	114,936
Franchise and other rental revenues	6,590	9,352
Advertising funds revenues	94,517	91,042
Total revenues	**570,333**	**552,776**
Expenses:		
Company store, bakery and restaurant operations expenses	101,862	97,434
Selling, general and administrative expenses	151,583	154,573
Franchise and other rental expense	5,993	8,473
Share-based compensation expense	2,978	4,983
Advertising funds expenses	95,456	90,012
Depreciation and amortization expense	30,951	15,940
Other operating expense, net	21,047	18,032
Total expenses	**409,870**	**389,447**
Operating income	**160,463**	**163,329**
Interest expense, net	90,706	74,911
Other expense, net	-	4,095
Income before income tax expense	**69,757**	**84,323**
Income tax expense	13,559	18,051
Net income	**$ 56,198**	**$ 66,272**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of changes in member's deficit

(In thousands)

		Member's deficit
Balance at December 25, 2022	**$**	**(605,206)**
Cash proceeds retained from the exercise of Parent's stock options		257
Share-based compensation expense		4,983
Cash distribution paid to Parent's shareholders		(162,487)
Net income		66,272
Balance at December 31, 2023		**(696,181)**
Cash proceeds retained from the exercise of Parent's stock options		197
Share-based compensation expense		2,978
Cash distribution paid to Parent's shareholders		(123,066)
Net income		56,198
Balance at December 29, 2024	**$**	**(759,874)**

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated statements of cash flows

(In thousands)

For the fiscal years ended:	December 29, 2024	December 31, 2023
Cash flows from operating activities:		
Net income	$ 56,198	$ 66,272
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization expense	30,951	15,940
Non-cash interest expense	2,359	2,638
Loss on debt extinguishment	-	4,095
Deferred income tax benefit	(10,089)	(2,601)
Asset impairment losses	2,428	4,348
Loss on disposed property, equipment and leasehold improvements, net	1,078	1,483
Share-based compensation expense	2,978	4,983
Provision for credit losses	729	29
Changes in operating assets and liabilities:		
Accounts receivable	(7,952)	(3,643)
Inventories, prepaid expenses and other assets	(5,499)	(1,498)
Advertising funds	(2,809)	(4,421)
Accounts payable, accrued expenses and other liabilities	1,532	3,605
Deferred revenue	3,747	(1,758)
Operating lease assets and liabilities	(1,176)	(2,055)
Income tax receivables and payables, net	(3,769)	278
Net cash provided by operating activities	**70,706**	**87,695**
Cash flows from investing activities:		
Acquisition of stores, bakeries and restaurants	(4,707)	(3,635)
Purchases of property, equipment and leasehold improvements	(27,879)	(28,338)
Proceeds from sale of stores, bakeries and restaurants	318	251
Net cash used in investing activities	**(32,268)**	**(31,722)**
Cash flows from financing activities:		
Borrowings on revolving credit facility	32,000	204,000
Payments on revolving credit facility	(65,000)	(40,000)
Proceeds from securitized borrowings	125,000	240,000
Principal payments on debt	(9,950)	(10,550)
Payments on debt extinguishment	-	(287,625)
Payments on debt modification	-	(5,976)
Payments on issuance of new debt	(5,522)	-
Proceeds from issuance of Parent's shares of common stock	197	257
Cash distribution paid to Parent's shareholders	(123,066)	(162,487)
Net cash used in financing activities	**(46,341)**	**(62,381)**
Net decrease in Cash and cash equivalents and Restricted cash and cash equivalents - securitization	(7,903)	(6,408)
Cash and cash equivalents and Restricted cash and cash equivalents - securitization, beginning of year	52,244	58,652
Cash and cash equivalents and Restricted cash and cash equivalents - securitization, end of year	**$ 44,341**	**$ 52,244**

The accompanying notes are an integral part of these consolidated financial statements.

Notes to consolidated financial statements
(Dollars in thousands)

1 Nature of Operations and Summary of Significant Accounting Policies

Organization

GoTo Foods LLC ("GTFL"), a wholly owned subsidiary of GoTo Foods Holdings Inc. ("GTFH" or the "Parent"), comprises the worldwide operations of its subsidiaries (the "subsidiaries" and collectively, the "Company") which are principally the franchisors and operators of approximately 7,000 stores, bakeries, and restaurants ("SBRs", "SBR") in the United States and over 60 foreign countries and territories operating under the brand names Carvel®, Cinnabon®, Schlotzsky's®, Moe's®, Auntie Anne's®, McAlister's Deli®, Jamba® and on certain military bases and international markets under the brand name of Seattle's Best Coffee®.

The subsidiaries' business revenues are primarily generated from:

- Franchise revenue including royalty and mix fees, development and franchise fees, licensing fees, rebates from certain vendors, and digital transaction fees;
- Company store, bakery, and restaurant ("Company SBRs") revenue from the operations of SBR locations owned directly by certain of the Company's subsidiaries;
- Franchise and other rental revenues from properties leased and subleased to certain franchisees and other third parties; and
- Advertising funds revenue including contributions from franchisees and Company SBRs and rebates from certain vendors.

Basis of Presentation

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Intercompany accounts and transactions have been eliminated in consolidation.

Fiscal Year

The Company operates on a fifty-two or fifty-three week fiscal year that ends on the last Sunday of the calendar year. The consolidated financial statements for the fiscal years ended December 29, 2024 and December 31, 2023 include fifty-two and fifty-three weeks, respectively.

Cash and Cash Equivalents

Cash and cash equivalents includes highly liquid investments purchased with an original maturity of three months or less. As of December 29, 2024 and December 31, 2023, Cash and cash equivalents consists of funds on deposit with commercial banks and money market mutual fund accounts.

Restricted Cash and Cash Equivalents

Certain cash and money market mutual fund accounts are established in the name of a certain financial institution (the "Trustee") for the benefit of the Trustee and the holders of the Senior Notes (see Note 5), or have been pledged to the Trustee, and are restricted in their use. The Company holds restricted cash comprised of the following: (i) cash collections and cash reserves held by the Trustee to be used for payments of principal, interest, and commitment fees required for the Company's notes, and (ii) any other cash collections related to securitized franchising or licensing activities held in special-purpose, bankruptcy-remote subsidiaries.

Credit Risk

The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents, restricted cash and cash equivalents, and accounts receivable. The Company places its cash and cash equivalents and restricted cash and cash equivalents, which generally exceed federally insured limits, with high credit quality financial institutions or in money market funds that invest in U.S. Treasury bills, notes, or other obligations issued or guaranteed by the U.S. Government, its agencies, or instrumentalities, and repurchase agreements secured by such obligations or cash. The Company has not experienced any losses in such accounts.

Accounts receivable consists primarily of amounts due from franchisees, vendors, licensees, and gift card retailers. The financial condition of the franchisees and licensees is largely dependent upon the underlying business trends of the Company's brands and market conditions within the quick service restaurant industry, both domestically and internationally. This concentration of credit risk is mitigated, in part, by the large number of franchisees and licensees of each brand and the short-term nature of the related receivables. As of December 29, 2024 and December 31, 2023, no individual franchisee or licensee accounted for more than 10% of total accounts and notes receivable. No individual franchisee or licensee accounted for more than 10% of total revenues for the fiscal years ended December 29, 2024 and December 31, 2023.

Accounts Receivable and Allowance for Credit Losses

Accounts receivable are reflected in the consolidated financial statements at cost, net of allowance.

The Company determines the allowance for credit losses based upon the aging of customer receivables, write-off history, the financial condition of its subsidiaries' franchisees, licensees, and vendors, and other factors including those related to current economic conditions and reasonable and supportable forecasts of future conditions. Accounts receivable are written off against the allowance for credit losses when it is probable the receivable will not be recovered. The ultimate recovery of recorded receivables is dependent upon future economic events and other conditions that may be beyond the Company's control.

Inventories

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the first-in, first-out method.

Property, Equipment, Leasehold Improvements and Land ("Long-lived assets")

Property, equipment, and leasehold improvements are recorded at cost, less accumulated depreciation. Land is recorded at cost. Expenditures for major renewals and improvements that extend the useful lives of the related assets are capitalized. Expenditures for normal maintenance and repairs are expensed as incurred.

Depreciation is computed on a straight-line basis using the following estimated useful lives:

	Life
Buildings	20-22 years
Building improvements	Lesser of useful life of the building or up to 20 years
Furniture, fixtures and equipment	2-15 years
Computer software and hardware	3-5 years
Leasehold improvements	Lesser of useful life or lease term

The Company records impairment losses on Long-lived assets when events and circumstances indicate that the assets might be impaired and the undiscounted cash flows estimated to be generated by those assets are less than the carrying amounts of those assets. Assets determined to be impaired are written down to their estimated fair values using a discounted cash flow model including estimates of salvage values. For the fiscal years ended December 29, 2024 and December 31, 2023, the Company recognized impairment losses on Long-lived assets of $2,428 and $3,274, respectively, within Other operating expense, net.

Goodwill and Intangible Assets

Intangible assets consist primarily of goodwill, tradenames, reacquired franchise rights, and franchise agreements. The Company does not amortize goodwill or tradenames. Goodwill and tradenames are evaluated for impairment using a qualitative or quantitative assessment annually at year-end, or more frequently when circumstances arise indicating potential impairment.

Goodwill and tradenames for each of the subsidiaries which are franchisors and operators of the Company SBRs (the "reporting units") are evaluated for impairment. If a qualitative assessment is performed and the fair value of a reporting unit's net assets or tradename more likely than not exceeds the carrying value of the reporting unit's net assets or tradename, respectively, no further evaluation is necessary. If a quantitative assessment is performed and the fair value of a reporting unit or tradename exceeds the carrying value of the reporting unit's net assets or tradename, respectively, the goodwill or tradename is not impaired. If the carrying value of the reporting unit's net assets or tradename exceeds the fair value of the reporting unit or tradename, respectively, an impairment charge is recorded for the difference.

The Company estimates fair value using multiple valuation methodologies, including discounted cash flow models. The operating assumptions used in the discounted cash flow models are generally consistent with past performance and with the projections and assumptions that are used in the Company's current operating plan. Such assumptions are subject to change as a result of changing economic and competitive conditions.

No impairment losses were recorded for goodwill, tradenames, or amortizable intangible assets during the fiscal years ended December 29, 2024 and December 31, 2023.

Prepaid Expenses and Other Current Assets, and Long-Term Other Assets

Prepaid expenses and other current assets primarily consists of prepayments of insurance, vendor deposits that are expected to be charged to operations during the next fiscal year, and capitalized implementation costs of cloud computing arrangements. The Company amortizes cloud computing costs over the life of the related hosting agreement. For the fiscal year ended December 31, 2023, the Company recognized impairment losses of $1,074 within Other operating expense, net related to a prepayment for robotic food kiosks. No impairment losses were recorded for Prepaid Expenses and Other Current Assets for the fiscal year ended December 29, 2024.

Long-term other assets primarily consists of prepayments of commissions, favorable sublease assets, operating lease and utilities deposits, deferred receivables related to operating sublease agreements, and other investments. Investments without a readily determinable fair value are valued at cost.

Long-Term Other Liabilities

Long-term other liabilities primarily consists of asset retirement obligations for the Company's corporate offices and certain SBR locations and unfavorable sublease liabilities.

Income Taxes

The Company is included in the consolidated federal income tax return filed by the Parent and is party to an informal tax sharing agreement between the Parent and other members of the consolidated group. The Company is a single-member LLC and has made an accounting policy election to present a tax provision in accordance with ASC 740 – *Income Taxes*. Accordingly, the Company accounts for income taxes using the asset and liability method. Under this method, deferred income taxes are recognized for the tax consequences of "temporary differences" by applying enacted statutory tax rates applicable to future years to differences between the financial statement carrying amounts and the tax bases of existing assets and liabilities.

A tax position is recognized as a benefit only if it is more likely than not that the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax benefit that has a greater than 50% cumulative likelihood of being realized on examination. For tax positions not meeting the "more likely than not" test, no tax benefit is recorded. The Company recognized no material amounts for uncertain tax positions during the fiscal years ended December 29, 2024 and December 31, 2023. The Company recognizes interest and penalties related to tax positions, if any, in Income tax expense.

Based on the evaluation of all available information, a net operating loss carryforward deferred tax asset is only recognized to the extent that realizing these benefits is considered more likely than not (see Note 9).

The Company is subject to state franchise taxes in certain states, which are based on either income or equity of the Company. Franchise tax expense is recorded in Selling, general and administrative expenses. The Company is also subject to withholding taxes in certain international jurisdictions.

Advertising

Certain subsidiaries administer the national advertising funds on behalf of the brands' franchise systems (collectively, the "Ad Funds"). The Ad Funds receive contributions from franchisees as required by their franchise agreements and the Company SBRs based upon a percentage of revenues.

Certain subsidiaries also supervise the collection and distribution of local advertising funds on behalf of the brands' franchise systems (collectively, the "Local Funds"). Contributions collected from franchisees on behalf of the Local Funds managed by franchisee-directed local advertising groups ("Franchisee-Managed Local Funds") are returned to these funds to spend on Company-approved marketing activities. Local Funds managed by the certain subsidiaries ("Company-Managed Local Funds") receive contributions from franchisees, and the Company administers the marketing spending on behalf of the franchisees.

The Ad Funds' and Company-Managed Local Funds' revenues and expenses are reflected within the consolidated statements of operations as Advertising funds revenues and Advertising funds expenses, respectively. When cumulative revenues of the advertising funds exceed the related cumulative advertising expenses, advertising costs are accrued up to the amount of the cumulative surplus.

The Company records the billing, collection, and subsequent distribution of the Franchisee-Managed Local Funds as pass-through transactions within Advertising funds assets and Advertising funds liabilities.

Advertising funds assets primarily consists of accounts receivable from the franchise system and the Company SBRs for contributions to the Ad Funds and Local Funds, vendor receivables, and prepayments to certain advertising and marketing vendors.

Advertising funds liabilities consists primarily of accruals for future Ad Funds and Local Funds expenditures.

The Ad Funds and Company-Managed Local Funds transfer all cash received to a certain subsidiary that pays vendors on behalf of the Ad Funds and Company-Managed Local Funds. Outstanding amounts owed to vendors by the certain subsidiary on behalf of the Ad Funds and Company-Managed Local Funds are recorded in Accounts payable as of December 29, 2024 and December 31, 2023.

The Company expenses all other advertising and marketing costs as incurred within Selling, general and administrative expenses. For the fiscal years ended December 29, 2024 and December 31, 2023, the Company expensed $6,348 and $5,311, respectively, in advertising and marketing costs.

Revenue Recognition

Revenue is recognized in accordance with a five-step revenue model, as follows: identifying the contract with the customer; identifying the performance obligations in the contract; determining the transaction price; allocating the transaction price to the performance obligations; and recognizing revenue when (or as) the performance obligation is satisfied. In applying this five-step model, the Company determined that the franchise right granted for each individual SBR within an arrangement represents a single performance obligation. Therefore, all consideration within the contract is allocated to the franchise right and recognized over the term of the franchise agreement.

Franchise revenues consists of revenues from franchising activities and are recognized based on the terms of the underlying agreements.

Development fees are recorded as deferred franchise revenue when received and are recognized as revenue on a straight-line basis over the term of each underlying franchise agreement satisfying the development obligation, commencing when the SBR is opened.

Franchise fees are recorded as deferred revenue when received and are recognized as revenue on a straight-line basis over the term of each respective franchise agreement, commencing when the SBR is opened.

Certain franchisees are required to purchase ice cream mix from a certain subsidiary's approved distributors, who in turn source the ice cream mix from that subsidiary's approved manufacturers. Ice cream mix revenues are recognized upon the sale of ice cream mix based upon the respective agreements with the manufacturers, distributors, and the franchisees.

Company SBR revenues are recognized at the point of sale to the end customer, which is when the SBRs' performance obligation is satisfied. The Company presents revenues net of sales taxes collected from customers.

Franchise and other rental revenues includes rental revenue from properties leased and subleased to certain franchisees and other third parties. Base rental revenue is recognized on a straight-line basis over the lease term and contingent rental revenue is recognized as earned (see Note 6).

Advertising funds revenues are recognized as they are earned by the subsidiaries.

Leases

The Company leases SBR and corporate office locations. Certain leased locations are subleased to franchisees after refranchising transactions. The Company determines if an arrangement is a lease at contract inception. An agreement contains a lease if the contract conveys the right to control the use of identified property or equipment for a period of time in exchange for consideration. At commencement, the Company classifies each lease as either an operating or finance lease where the Company is a lessee, or as an operating, sales-type, or direct financing lease where the Company is a lessor. When determining the lease term, as both lessee and lessor, the Company includes option periods when it is reasonably certain that those options will be exercised.

Where the Company is a lessee, a lease liability and corresponding right-of-use asset are recognized on the lease commencement date based on the present value of the remaining lease payments over the lease term. Payments are discounted using the Company's incremental borrowing rate, as the rate implicit in the Company's leases is not readily determinable. Lease cost for operating leases is recognized on a straight-line basis. Most of the Company's leases are fixed rent agreements and require the Company to pay related executory costs which include property taxes, maintenance, and insurance. Certain leases for SBRs require the payment of additional contingent rent if SBR sales exceed amounts set forth in the lease agreements. Both the contingent rent and the executory costs are considered variable lease costs and are excluded from the measurement of the lease liability.

Where the Company is a lessor, lease income for operating leases is recognized on a straight-line basis and the excess of the straight-line rent over the minimum rents received is recorded as a deferred lease asset.

Gift Card Program

Certain subsidiaries administer gift card programs on behalf of the franchise systems. The Company records a liability in the period in which a gift card is issued, and this liability is the sole responsibility of those subsidiaries. As gift cards are redeemed, the liability is reduced and cash is paid to the redeeming SBR.

The Company recognizes breakage income from gift cards in proportion to actual gift card redemptions based on historical redemption rates.

Stock Compensation

The Parent grants stock options for a fixed number of shares to key employees and certain non-employee directors. The Company records compensation expense related to share-based payments, including stock options, over the requisite service period based on the grant date fair value of the award.

Fair Value Measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date.

At December 29, 2024 and December 31, 2023, the Company had no financial instruments that are measured at fair value.

Subsequent Events

The Company discloses material events that occur after the balance sheet date but before financial statements are issued. In general, these events are recognized in the financial statements if the condition existed at the date of the balance sheet, but are not recognized if the condition did not exist at the balance sheet date. The Company discloses non-recognized events if required to keep the financial statements from being misleading. Management evaluated events occurring subsequent to December 29, 2024 through March 7, 2025, the date these consolidated financial statements were available for issuance, and determined that no subsequent event required recognition or disclosure.

2 Revenue

The Company recognizes franchise revenues, Company SBR revenues, franchise and other rental revenues, and advertising funds revenues as the related performance obligations are satisfied.

The Company generally recognizes revenue associated with franchise and development fees of open SBRs over time. The Company's other revenue streams are generally recognized at a point in time.

Franchise revenues are disaggregated by the timing of recognition as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Franchise revenues satisfied over time	$ 4,398	$ 5,600
Franchise revenues satisfied at a point in time	344,654	331,846
Franchise revenues	**$ 349,052**	**$ 337,446**

Changes in deferred franchise and development fees are as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Deferred revenue at the beginning of the period	$ 58,511	$ 60,270
Revenue recognized during the period	(11,013)	(12,258)
Deferrals due to cash received and other	14,761	10,499
Deferred revenue and Long-term deferred revenue	**$ 62,259**	**$ 58,511**

The Company expects to recognize revenue in the future related to performance obligations that are partially satisfied at the end of the year:

For the fiscal years:	
2025	$ 3,348
2026	2,875
2027	2,730
2028	2,563
2029	2,335
Thereafter	18,589
Deferred revenue for open SBRs	**$ 32,440**

Deferred revenue of $29,819 relates to the unsatisfied future performance obligations associated with unopened SBRs and is not included within the table above. The Company anticipates recognizing revenue over the terms of the respective franchise agreements, which are typically 10-20 years, once the related SBRs are opened.

3 Property, Equipment, Leasehold Improvements and Land

Property, equipment, leasehold improvements and land, net consists of the following:

	December 29, 2024	December 31, 2023
Buildings	$ 12,175	$ 11,690
Furniture, fixtures and equipment	25,067	22,038
Leasehold improvements	28,532	26,867
Computer software and hardware	90,355	56,588
Assets held for lease	4,795	4,614
Construction in progress	9,752	22,352
Total property, equipment and leasehold improvements	170,676	144,149
Accumulated depreciation and amortization	(106,754)	(80,445)
Property, equipment and leasehold improvements, net	63,922	63,704
Land	7,495	7,495
Property, equipment, leasehold improvements and land, net	**$ 71,417**	**$ 71,199**

Depreciation and amortization of property, equipment and leasehold improvements totaled $29,083 and $14,212 for the fiscal years ended December 29, 2024 and December 31, 2023, respectively. Assets held for lease is largely comprised of satellite SBRs that the Company leases to certain franchisees under month-to-month operating lease agreements.

4 Intangible Assets

Intangible assets, net at December 29, 2024 consists of the following:

	Weighted average amortization period (years)	Gross carrying amount	Accumulated amortization	Net carrying amount
Definite-lived intangibles:				
Franchise agreements	13	$ 16,916	$ (9,858)	$ 7,058
Reacquired franchise rights	13	7,025	(2,127)	4,898
Indefinite-lived intangibles:				
Tradenames	n/a	484,523	-	484,523
		$ 508,464	**$ (11,985)**	**$ 496,479**

Intangible assets, net at December 31, 2023 consists of the following:

	Weighted average amortization period (years)	Gross carrying amount	Accumulated amortization	Net carrying amount
Definite-lived intangibles:				
Franchise agreements	13	$ 16,916	$ (8,522)	$ 8,394
Reacquired franchise rights	13	4,066	(1,594)	2,472
Indefinite-lived intangibles:				
Tradenames	n/a	484,523	-	484,523
		$ 505,505	**$ (10,116)**	**$ 495,389**

Amortization expense of definite-lived intangible assets totaled $1,868 and $1,728 for the fiscal years ended December 29, 2024 and December 31, 2023, respectively.

Estimated future amortization expense for each of the next five years is as follows:

For the fiscal years:	
2025	$ 1,817
2026	1,631
2027	1,617
2028	1,617
2029	1,617

5 Long-Term Debt

Senior Notes

GoTo Foods Funding LLC (the "Master Issuer", f/k/a FOCUS Brands Funding LLC) and Jamba Juice Funding LLC (collectively with the Master Issuer, the "Co-Issuers"), are limited-purpose, bankruptcy-remote, wholly owned indirect subsidiaries of GTFL and issuers of outstanding senior secured notes under a securitized financing facility. The Co-Issuers have issued the following series of fixed rate senior secured notes that remain outstanding at December 29, 2024: (i) 2024-1 6.422% Class A-2 notes with an outstanding principal amount of $125,000 (the "2024-1 Class A-2 Notes"), (ii) 2023-2 8.241% Class A-2 notes with an outstanding principal amount of $237,600 (the "2023-2 Class A-2 Notes"), (iii) 2022-1 7.206% Class A-2 notes with an outstanding principal amount of $347,013 (the "2022-1 Class A-2 Notes"), and (iv) 2017-1 5.093% Class A-2-II notes with an outstanding principal amount of $370,000 (collectively, the "Class A-2 Notes"). The Co-Issuers also have entered into revolving financing facilities of Series 2023-1 Variable Funding Senior Notes, Class A-1 (the "2023-1 Class A-1 Notes") and Series 2022-1 Variable Funding Senior Notes, Class A-1 (the "2022-1 Class A-1 Notes", collectively with the 2023-1 Class A-1 Notes, the "Class A-1 Notes", and collectively with the Class A-2 Notes, the "Senior Notes"). Each of the 2023-1 Class A-1 Notes and the 2022-1 Class A-1 Notes allow for the drawing of up to $200,000 on a revolving basis, for a combined total of up to $400,000.

Interest and principal payments on the Class A-2 Notes are due on a quarterly basis. The requirement to make such quarterly principal payments on the Class A-2 Notes is subject to certain financial conditions set forth in the indenture governing the Senior Notes (the "Indenture"). The legal final maturity dates of the Class A-2 Notes range from 2047 through 2054. If the Co-Issuers have not repaid or refinanced the Class A-2 Notes prior to their anticipated repayment dates, which range from 2027 through 2031, additional interest will accrue pursuant to the Indenture.

Advances under the Class A-1 Notes bear interest at a variable rate based on (i) the prime rate, (ii) the federal funds rate, (iii) the secured overnight financing rate, or (iv) with respect to advances made by conduit investors through the issuance of commercial paper, the commercial paper rate applicable to such conduit investor, plus, in each case, any applicable margin, as specified in the note purchase agreements. The Class A-1 Notes are subject to (i) certain commitment fees in respect of the unutilized portion of the commitments of the investors thereunder, and (ii) certain fees in respect of letters of credit issued thereunder. Letters of credit outstanding under the 2022-1 Class A-1 Notes were $24,248 as of December 29, 2024, which related primarily to interest reserves required under the Indenture. The Company does not expect any material loss from these letters of credit because the Company does not believe that any amounts will be drawn thereunder by the beneficiaries thereof. As of December 29, 2024, the Company had outstanding amounts of $148,000 and $138,000 under the 2022-1 Class A-1 Notes and the 2023-1 Class A-1 Notes, respectively. Interest payments on the Class A-1 Notes are due on a quarterly basis.

The Co-Issuers' direct and indirect parents and their direct and indirect subsidiaries (collectively, the "Guarantors") are special-purpose, bankruptcy-remote, indirect wholly owned subsidiaries of the Company that hold substantially all the intellectual property and franchising-related assets. The Senior Notes are secured by substantially all the assets of the Guarantors. Each Guarantor is a separate entity and has separate creditors (from the Company and any of its non-Guarantor affiliates), and such Guarantor owns all its assets.

Other than the Guarantors, neither the Company nor any of its other direct or indirect subsidiaries guarantees or is in any way liable for the obligations under the Senior Notes. GTFL, has, however, agreed to cause the performance of certain obligations of the Guarantors in return for a management fee under the terms of a management agreement (the "Securitization Management Agreement").

GTFL manages and services the Co-Issuers' and the Guarantors' assets in its capacity as the manager under the Securitization Management Agreement. The primary responsibilities of the manager are to administer collections and otherwise service the managed assets on behalf of the Co-Issuers and the Guarantors, and to perform certain franchising, intellectual property, and operational and reporting services on behalf of the Co-Issuers and the Guarantors with respect to the managed assets.

Covenants and Restrictions

The Senior Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, as defined in the Indenture, (ii) the maintenance of specified reserve accounts to be used to make required payments in respect of the Senior Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The Senior Notes are also subject to customary rapid amortization events and customary events of default provided for in the Indenture. As of December 29, 2024, the Company was in compliance with all such covenants.

Financing and Refinancing Transactions

On October 18, 2024, the Co-Issuers completed a financing transaction under which the Co-Issuers issued the 2024-1 Class A-2 Notes. The net proceeds from the issuance of the 2024-1 Class A-2 Notes were used to pay transaction expenses and fund a distribution to the shareholders of GTFH.

During the fiscal year ended December 31, 2023, the Co-Issuers completed two refinancing transactions under which the Co-Issuers issued the 2023-1 Class A-1 Notes and the 2023-2 Class A-2 Notes (the "2023 Refinancings"). The 2023-1 Class A-1 Notes, undrawn at the time of closing, were used for general corporate purposes, including to partially fund a distribution to shareholders of GTFH. The net proceeds from the issuance of the 2023-2 Class A-2 Notes, together with cash on hand and proceeds from an advance on the 2023-1 Class A-1 Notes, were used to repay in full the Co-Issuers' outstanding Series 2018-1 5.184% Fixed Rate Senior Secured Notes, Class A-2 and pay transaction expenses. As a result of the 2023 Refinancings, the Company recorded a loss on early extinguishment of debt of $4,095 within Other expense, net for the year ended December 31, 2023.

Debt Issuance Costs

Debt issuance costs of $3,623 and $5,642 were recorded as a reduction of Long-term debt for the years ended December 29, 2024 and December 31, 2023, respectively. The debt issuance costs are being amortized to Interest expense, net through the anticipated repayment date utilizing the effective interest rate method.

Future Principal Payments on Long-Term Debt

The annual principal payment requirements for Long-term debt based on the anticipated repayment dates of the Senior Notes, subject to certain financial conditions set forth in the Indenture, are as follows:

For the fiscal years:		
2025	$	11,200
2026		11,200
2027		517,200
2028		145,200
2029		336,463
Thereafter		344,350
Total		**1,365,613**
Less: Debt discount and issuance costs		(18,571)
Debt less discount and issuance costs		1,347,042
Less: Current portion		(11,200)
Long-term debt	**$**	**1,335,842**

Principal payments required under the 2022-1 Class A-1 Notes and the 2023-1 Class A-1 Notes are reflected in the table above on their legal final maturity dates in 2027 and 2028, respectively.

Interest expense, net consists of the following:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Credit facilities	$ 90,023	$ 74,340
Amortization of debt discount and issuance costs	2,359	2,638
Interest income	(1,676)	(2,067)
Interest expense, net	**$ 90,706**	**$ 74,911**

6 Leases

Certain Company offices and SBRs are located on leased properties with initial terms expiring in various years through 2044, subject to renewal provisions in certain of the lease agreements.

The components of lease cost were as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Operating lease costs	$ 15,590	$ 17,486
Variable lease cost	3,516	3,478
Total operating lease costs	**$ 19,106**	**$ 20,964**

Total operating lease costs include rental expense related to leases for Company SBRs recorded to Company store, bakery and restaurant operations expenses, leased properties that are subsequently subleased to franchisees recorded to Franchise and other rental expense, and leases for corporate offices recorded to Selling, general and administrative expenses. Variable lease costs are primarily comprised of common area maintenance, real estate taxes, and contingent rent that is based upon a percentage of SBR sales.

The following table includes supplemental information related to leases:

	December 29, 2024	December 31, 2023
Weighted-average remaining lease term (years)	10.0	9.7
Weighted-average discount rate	4.8%	4.4%
Operating lease assets, gross	$ 92,835	$ 92,642
Accumulated amortization	(30,159)	(23,107)
Operating lease assets, net	**$ 62,676**	**$ 69,535**

Future minimum lease payments, receipts, and other obligations by year, and in the aggregate, under non-cancelable operating leases and subleases or other arrangements as of December 29, 2024 are as follows:

For the fiscal years:	Payments - Operating leases	Receipts - Subleases
2025	$ 14,104	$ (4,669)
2026	12,995	(3,629)
2027	9,625	(1,961)
2028	6,458	(920)
2029	4,953	(454)
Thereafter	39,817	(213)
Total future minimum rental commitments	**87,952**	**(11,846)**
Less: Imputed interest	(19,854)	-
Present value of lease liabilities	**68,098**	**$ (11,846)**
Less: Current portion	(11,146)	
Long-term operating lease liabilities	**$ 56,952**	

The components of lease income were as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Operating lease income	$ 6,469	$ 9,240
Variable lease income	121	112
Franchise and other rental revenues	**$ 6,590**	**$ 9,352**

7 Stock Compensation

The Parent issues equity incentive grants under the 2022 Stock Option Plan (the "2022 Plan"). Prior to the 2022 Plan, equity incentive grants were issued under the 2013 Stock Option Plan (collectively with the 2022 Plan, the "Plans"). The 2022 Plan authorizes the granting of options to purchase common stock of the Parent and was established to attract and retain eligible employees, directors, and consultants and to provide an additional incentive to each eligible employee, director, and consultant to work to increase the value of the Parent's common stock. The Plans are administered by the Board. The Board has the authority to determine the amount of options granted to any individual, the dates on which each option will become exercisable, and the exercise price of all options subject to certain limitations in the Plans. As of December 29, 2024, there were 12,929 options available for issuance under the 2022 Plan.

The option vesting periods range from immediate vesting to a five-year vesting period, with accelerated vesting in the event of a change in control under certain circumstances, as defined in the Plans. In addition, certain options have vesting requirements based upon achieving certain operating results. The options expire 10 years from the date of grant or in the event of a change in control under certain circumstances, as defined in the Plans.

The weighted average grant date fair value of options granted during the fiscal years ended December 29, 2024 and December 31, 2023 was $115.43 and $105.71, respectively, per option. The Parent reduced the exercise prices of unvested outstanding options and paid out bonuses on vested outstanding options to make all option holders whole in conjunction with the 2024 and 2023 distributions to shareholders of the Parent.

Stock option activity for all plans for the fiscal years ended December 29, 2024 and December 31, 2023 was as follows:

	Number of shares	Weighted average exercise price
Outstanding at December 25, 2022	**218,837**	**182.43**
Granted	34,182	251.48
Exercised	(1,756)	146.64
Forfeited or expired	(39,323)	161.73
Outstanding at December 31, 2023	**211,940**	**171.85**
Granted	28,512	258.45
Exercised	(1,131)	174.49
Forfeited or expired	(26,898)	176.98
Outstanding at December 29, 2024	**212,423**	**$ 170.82**

Options outstanding			Options exercisable	
Weighted average exercise price	Shares outstanding	Weighted average remaining contractual life (years)	Weighted average exercise price	Shares outstanding
$ 170.82	212,423	7.37	$ 171.09	89,874

The fair value of options granted is estimated on the date of grant using the Black-Scholes option pricing model based on the assumptions in the table below:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Expected life (years)	5	5
Interest rate	4.13%	3.95%
Volatility	40.92%	40.90%
Dividend yield	0.00%	0.00%

The expected term of the options is based on evaluations of historical and expected future employee exercise behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of several public entities similar to the Parent as the Parent does not have sufficient historical transactions of its own shares on which to base expected volatility. Future decisions to pay distributions are at the discretion of the Board and will depend upon operating performance and other factors. As of December 29, 2024, the Parent was not aware of any plans to pay distributions in the future.

The Company recognizes compensation expense for awards with graded vesting on a straight-line basis over the requisite service period for each separately vesting portion of the award. The total compensation expense related to unvested awards not yet recognized in the financial statements is $5,059. This amount will be recognized as expense through 2029.

The Company administers substantially all operational activities on behalf of the Parent, and as a result, stock-based compensation expense is recorded in the consolidated financial statements of the Company. Additionally, cash consideration from the exercise of options and other equity instruments and the excess tax benefit of stock options exercised are typically contributed to the Company by the Parent.

8 Employee Benefits

The Company sponsors a 401(k) Plan (the "401(k) Plan"). Employees can participate in the 401(k) Plan the first of the month following their date of hire. The 401(k) Plan is available to all employees age 21 and older. Company contributions to the 401(k) Plan are based on a percentage of the employee contributions and are immediately vested. Employer contributions to the 401(k) Plan were $3,126 and $3,205 for the fiscal years ended December 29, 2024 and December 31, 2023, respectively.

9 Income Taxes

Components of the provision for income taxes are as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Current:		
Federal	$ 16,903	$ 13,888
State	3,618	4,069
Foreign	3,127	2,695
Deferred:		
Federal	(9,870)	(2,138)
State	(219)	(463)
Income tax expense	**$ 13,559**	**$ 18,051**

The reconciliation between the statutory income tax rate and the effective income tax rate is as follows:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Statutory rate	21.0 %	21.0 %
State income tax, net of federal tax effect	3.8	3.3
Foreign income tax, net of federal tax effect	4.3	3.2
Foreign tax credits	(3.7)	(3.1)
Renewable energy and other tax credits	(3.2)	-
Permanent differences	(1.4)	(1.6)
Other differences, net	(1.4)	(1.4)
Effective tax rate	**19.4 %**	**21.4 %**

Significant components of the Company's deferred tax (liabilities) assets are as follows:

	December 29, 2024	December 31, 2023
Deferred tax liabilities:		
Intangible assets	$ (131,755)	$ (129,175)
Operating lease assets	(15,401)	(16,995)
Prepaid costs and expenses	(2,441)	(2,182)
Depreciable assets and research and development costs	-	(1,970)
Other	(4)	(125)
Total deferred tax liabilities	**(149,601)**	**(150,447)**
Deferred tax assets:		
Net operating loss and tax credit carryforwards	21,446	23,015
Operating lease liabilities	16,780	18,512
Reserves and allowances	501	257
Accrued expenses	8,471	8,101
Depreciable assets and research and development costs	1,520	-
Deferred revenue	16,681	15,105
Transaction costs		
Interest limitation carryforward	19,582	10,449
Research and development costs		
Interest expense and other	438	738
Total deferred tax assets	**85,419**	**76,177**
Less: Valuation allowance	-	(1)
Total deferred tax assets, net	**85,419**	**76,176**
Net deferred tax liabilities	**$ (64,182)**	**$ (74,271)**

Management evaluates the likelihood of deferred tax assets being realized and records a valuation allowance when it is more likely than not that the assets will not be realized.

As of December 29, 2024, the Company had $56,769 of federal net operating loss carryforwards and $114,635 of state net operating loss carryforwards. These net operating loss carryforwards expire beginning in 2028. As of December 31, 2023, the Company had $61,566 of federal net operating loss carryforwards and $126,565 of state net operating loss carryforwards. Realization of the Company's deferred tax assets, including those associated with the net operating loss carryforwards as of December 29, 2024, will depend on generating sufficient taxable income in future periods, net of reversing deferred tax liabilities. The Company believes it is more likely than not that the deferred tax assets will be realized.

For the fiscal year ended December 29, 2024, the Company paid $12,350 for $13,424 in renewable energy tax credits which were fully utilized for 2023 and prior tax years.

Foreign income taxes arise from withholding taxes associated with payments of royalties and fees by international franchisees.

As of December 29, 2024 and December 31, 2023, the Company had no material unrecognized tax benefits.

As discussed in Note 1, the Company is included in the consolidated return of the Parent. The Parent files U.S., state, and local income tax returns in jurisdictions with varying statutes of limitation. The tax years after 2020 generally remain subject to examination by federal and most state tax authorities. However, certain state returns from prior years in which net operating losses have arisen are still open for examination by the tax authorities.

10 Related Party Transactions

The Parent is a party to two management services agreements with affiliated entities. Under the terms of those agreements, the Company, on behalf of the Parent, pays annual management fees to affiliated entities. The Company expensed annual management fees of $3,305 and $3,235 for the fiscal years ended December 29, 2024 and December 31, 2023, respectively, which are included within Other operating expense, net. The two management advisory and consulting services agreements expire in December 2025, subject to certain renewal provisions.

During the fiscal year ended December 31, 2023, the Company entered into an agreement to arrange for the supply of certain foodservice products through its suppliers and manufacturers to an affiliated entity. The Company recorded licensing fees from these suppliers and manufacturers of $3,786 and $783 for the fiscal years ended December 29, 2024 and December 31, 2023, respectively, which are included within Franchise revenues.

The Company provides licensing representation services to an affiliated entity pursuant to certain agreements expiring in December 2025.

11 Commitments and Contingencies

Legal Actions and Claims

In the normal course of business, various legal actions and claims are pending against the Company. It is the opinion of management, based on consultation with counsel, that the ultimate resolution of these contingencies, to the extent not previously provided for, will not have a material adverse effect on the consolidated financial condition, results of operations, or liquidity of the Company.

Lease Arrangements and Guarantees

Certain subsidiaries are the guarantors of certain real property lease arrangements on behalf of certain of their franchisees. The potential maximum future minimum lease payments these subsidiaries could be held liable for under these lease arrangements and guarantees was $31,904 as of December 29, 2024, and the subsidiaries expect that any amounts that may ultimately be paid thereunder will not be material.

During the fiscal year ended December 31, 2023, certain subsidiaries of the Company entered into an agreement with a third-party vendor to provide point-of-sale equipment and services to the Company's SBRs. The agreement specifies certain minimum purchase commitments beginning in 2027. As of December 29, 2024, the Company does not expect to incur any material loss associated with this commitment.

12 Accrued Expenses and Other Liabilities

Accrued expenses and other liabilities consists of:

	December 29, 2024	December 31, 2023
Gift card and gift certificate liabilities	$ 30,407	$ 27,736
Payroll and benefits accruals	19,793	22,539
Accrued interest	16,443	12,808
Other accrued expenses	14,944	12,757
Accrued expenses and other liabilities	**$ 81,587**	**$ 75,840**

13 Other Operating Expense

Other operating expense, net consists of the following:

For the fiscal years ended:	December 29, 2024	December 31, 2023
Digital transformation costs	$ 4,677	$ 7,701
Convention expense	4,071	-
Management fees to affiliated entities	3,305	3,235
Point-of-sale implementation costs	3,047	-
Asset impairment losses	2,428	4,348
Supply chain transformation costs	2,342	1,127
Loss on disposed property, equipment and leasehold improvements, net	1,078	1,483
Other	99	138
Other operating expense, net	**$ 21,047**	**$ 18,032**

Digital transformation costs include non-capitalizable expenses incurred to develop a new digital platform and enhance the Company's websites and mobile applications. Convention expenses include costs associated with the Company's biennial global franchise convention held during the fiscal year ended December 29, 2024. Point-of-sale implementation costs include non-capitalizable expenses incurred to implement point-of sale equipment to the Company's SBRs. Supply chain transformation costs are primarily comprised of consulting fees to plan and implement internal changes to the Company's supply chain function.

14 Supplemental Disclosure of Cash Flow Information

Supplemental disclosure of cash flow information for the fiscal years ended December 29, 2024 and December 31, 2023 is as follows:

Cash paid for:	December 29, 2024	December 31, 2023
Interest	$ 84,724	$ 70,734
Income taxes, net	11,940	17,679
Non-cash transactions:		
Accrual of capital assets	$ 2,966	$ 2,745
Asset retirement obligations	156	127

EXHIBIT B

CINNABON FRANCHISE AGREEMENT AND RELATED AGREEMENTS

CINNABON® FRANCHISE AGREEMENT

BETWEEN

CINNABON FRANCHISOR SPV LLC

AND

«Z1_FIRST_NAME» «Z1_LAST_NAME»«Z2_FIRST_NAME»«Z2_LAST_NAME»«Z3_FIRST_NAME»«Z3_LAST_NAME»«Z4_FIRST_NAME»«Z4_LAST_NAME»«Z5_FIRST_NAME»«Z5_LAST_NAME»

License Number: **«record_id»**
Bakery Number: **«Store_Number»**
Bakery Type: **Full**

CINNABON® FRANCHISE AGREEMENT

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CINNABON® FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (this **"Agreement"**) is made and entered into as of the date specified in Schedule A (the **"Effective Date"**) (Schedule A and all appendices and schedules attached to this Agreement are hereby incorporated by this reference) between the franchisor specified in Schedule A (**"Franchisor**,**" "we**,**" "us**,**"** or **"our"**) and the franchisee specified in Schedule A (**"Franchisee**,**" "you**,**"** or **"your"**).

RECITALS:

A. We and our affiliates have developed and own, and will continue to develop, a distinctive business format and set of specifications and operating procedures (collectively, the **"System"**) relating to the development, establishment, and operation of food-related businesses offering the approved products specified in Schedule A (the **"Approved Products"**) under the primary trademark or service mark specified in Schedule A (the **"Primary Mark"**).

B. The distinguishing characteristics of the System include our distinctive exterior and interior layouts, designs, and color schemes; our distinctive signage, decorations, furnishings and materials; our selection of Approved Products; our proprietary recipes and formulae (**"Recipes"**) used to create our proprietary flavorings or ingredients (**"Proprietary Ingredients"**) and/or our proprietary Approved Products (the **"Proprietary Products"**); our distinctive techniques for packaging, displaying, and merchandising Approved Products; our advertising and marketing programs and materials; our selection of, and relationships with, suppliers, service providers, general contractors, architects, manufacturers, distributors, and/or consolidators (collectively, **"Suppliers"**) that we have expressly designated or approved (**"Approved Suppliers"**); our methods of operating a food-related business; our operations and administrative systems; our training programs; our software, apps, and technology systems; our methods and techniques for inventory and cost controls, recordkeeping, and reporting; our customer service standards; and any guidelines, standards, specifications, rules, procedures, policies, methods, requirements, and directives we establish, including our standards and specifications as to Recipes, ingredients, food and beverage preparation, food storage, Suppliers, interior and exterior design and décor, sanitation, maintenance, and equipment (the **"Standards"**) set out in our confidential operations manuals (the **"Manuals"**) and otherwise in writing. We may change, improve, add to, and further develop the elements of the System from time to time.

C. We identify businesses operating under the System by means of certain names and marks, including the Primary Mark, as well as other trade names, service marks, trademarks, logos, insignias, slogans, emblems, symbols, and designs that we have designated or may in the future designate for use with the System (collectively, the **"Marks"**). We and our affiliates may modify the Marks from time to time, adding new trade names, service marks, and trademarks which also will be included in the term "Marks."

D. We refer to businesses that use the System and are identified by the Marks as **"Businesses."** You desire to obtain a license to use the System and the Marks to operate one Business, and we are willing to grant you a license to operate a Business, subject to the terms and conditions of this Agreement.

NOW, THEREFORE, for and in consideration of the foregoing promises and the covenants and agreements contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. GRANT OF FRANCHISE

1.1 Grant of Franchise. Subject to the terms of this Agreement, we grant to you, and you accept, a non-exclusive license to operate one Business using the Marks and the System (collectively, your **"Franchised Business"**). The Franchised Business will be operated only at the location specified in Schedule A (the **"Accepted Location"**) or, if we have not yet accepted a site for the Franchised Business as of the date of this Agreement, at a location that we have accepted in accordance with this Agreement within the geographic area specified in Schedule A (the **"Site Selection Area"**).

1.2 Restrictions. You have no right to (i) sublicense the Marks or the System to any other person or Entity (as defined below), (ii) use the Marks or the System, or sell or provide any products or services, at any location other than the Accepted Location, except as otherwise provided in Section 4.3 (Catering Services and Delivery Services) or as otherwise approved in writing, or (iii) to use the Marks or the System, or sell or provide any products or services, in any wholesale, e-commerce, or other channel of distribution besides the operation of the Franchised Business at the Accepted Location.

1.3 Acceptance of License. You hereby accept the license granted in Section 1.1 (Grant of Franchise) and agree to operate the Franchised Business according to the provisions of this Agreement for the entire Term, as defined in Section 2.2 (Renewal Term).

1.4 Ownership and Guaranty.

A. Owners of Equity. If you are a corporation, limited liability company, partnership, or other entity (collectively, an **"Entity"**), all of your owners of a legal and/or beneficial interest in the Entity, as such owners may be added or removed from time to time in accordance with Section 16 (Transfer) (the **"Owners"**) must execute the "Personal Covenants" that is attached in Schedule B (the "**Personal Covenants**") and the "Guaranty of Payment and Performance" that is attached in Schedule C (the **"Guaranty"**). By executing the Personal Covenants and Guaranty, each Owner will be bound by the provisions contained in this Agreement, including the restrictions set forth in Section 15 (Confidential Information; Restrictive Covenants). Further, a violation of any of the provisions of this Agreement, by any Owner will also constitute a violation by you of your obligations under this Agreement. You represent that the individuals and Entities listed as "Owners" on Schedule A are currently your sole Owners. If you add or remove Owners in accordance with Section 16 (Transfer), we may unilaterally modify the list of Owners in Schedule A to reflect your then-current ownership structure.

B. Primary Contact. You must identify to us in writing an individual, who is reasonably acceptable to us, to serve as your **"Primary Contact."** You must empower the Primary Contact with the responsibility and decision-making authority regarding the Franchised Business and its operation, and you acknowledge and agree that we will have the right to rely upon the Primary Contact for such purposes. Your Primary Contact must successfully complete any training programs that we specify and must satisfy any other standards we may require for their position. You must notify us immediately of the death, disability, or termination of employment of your Primary Contact and must designate a successor or acting Primary Contact within 30 days after the death, disability, or termination of the predecessor. Additionally, you may not remove or replace the Primary Contact without our prior written approval.

C. Governing Documents. If you are (or Transfer this Agreement to) an Entity, upon our request, you agree to furnish us with a list of holders of direct or indirect equity interests and

their percentage interests, as well as copies of your governing documents and any other corporate documents, books, or records, including certificates of good standing from your state. Unless we provide written consent to the contrary, your governing documents must provide that your purpose is limited to the development, acquisition, ownership and operation of one or more franchises with us and to conducting all business and financing activities related to such franchises. The Owners may not enter into any shareholders' agreement, management or operating agreement, voting trust, or other arrangement that gives a third party the power to direct and control your affairs without our prior written consent. During the Term, your governing documents must provide that no transfer of any ownership interest may be made, except in accordance with Section 16 (Transfer) of this Agreement. Any securities that you issue must bear a conspicuous printed legend to that effect.

2. TERM AND RENEWAL TERM

2.1 Initial Term. The initial term of this Agreement (the **"Initial Term"**) will begin on the Effective Date and will end 20 years from the date that your Franchised Business opens for business (the **"Opening Date"**), unless this Agreement is terminated sooner as provided in other sections of this Agreement.

2.2 Renewal Term.

A. Grant of Renewal Term. We may, in our reasonable discretion, grant you one additional 20-year term (the **"Renewal Term**,**"** and collectively, with the Initial Term, the **"Term"**). To obtain the Renewal Term, (i) at all times during the Term, you must have substantially and timely complied with each provision of this Agreement and any other agreements between you and us, our affiliates, or your landlord and you must not have any defaults in existence as of the expiration of the Initial Term, and (ii) you must request, in writing, no earlier than 12 months, but no later than six months before the expiration of the Initial Term, that we grant you a Renewal Term. We will then provide you with an Application for a Renewal Term (an **"Application"**), which you must complete and return to us within 10 days after we deliver it to you. We will evaluate your Application under substantially the same standards as we evaluate an application for a franchise submitted by a then-new franchisee.

B. Conditions for Renewal Term. If we approve your Application, you must:

(i) Agree in writing before the Renewal Term begins that you will make the significant capital expenditures necessary to complete a Remodel (as defined in Section 12.6.B. (Remodel)) within six months after the Renewal Term begins.

(ii) Sign and return our then-current form of franchise agreement (the **"Renewal Agreement"**) within 30 days after we deliver it to you and pay a renewal fee equal to 20% of the amount of the then-current Initial Franchise Fee. You agree that the Renewal Agreement may contain terms that differ materially from this Agreement.

(iii) Sign a general release in a form we prepare, releasing us and our parents, subsidiaries, and affiliates and the respective directors, officers, owners, shareholders, partners, members, managers, representatives, employees, agents, attorneys, contractors, predecessors, successors, heirs and assigns of each of the foregoing (in their corporate and individual capacities) (collectively, the **"Released Parties"**), from all claims you may have against the Released Parties as of the date of the Renewal Agreement. Your Owners must also sign the

general release required in the previous sentence. Released Parties is not intended to include suppliers or distributors to you that are not affiliated with us and are not acting as our agent.

(iv) Secure the right from your landlord to continue operating at the Accepted Location for the remainder of the Renewal Term. Alternatively, we may require you to relocate your Franchised Business if we find that the Accepted Location does not meet our then-current standards at the time we consider your Application.

C. No Automatic Right. You agree that this Agreement does not grant you any automatic rights to a Renewal Term and that we will not be obligated to offer you a Renewal Term. The sole basis for any extension of your franchise rights beyond the Initial Term is in this Section.

D. Extension Period. If you do not timely comply with the renewal procedures and conditions set forth in this Section and you continue to operate the Franchised Business beyond the Initial Term, this Agreement shall be extended on a month-to-month basis until such time as (i) the conditions set forth in this Section are satisfied or (ii) we notify you that this Agreement is terminated (the "**Extension Period**") (in which case, you must fully comply with all provisions of this Agreement throughout the Extension Period, as if this Agreement had not expired, and upon notice of termination of this Agreement, you shall comply with all post-termination obligations in this Agreement).

3. FEES

3.1 Initial Franchise Fee. When you sign this Agreement, you will pay us an initial franchise fee as specified in Schedule A (the **"Initial Franchise Fee"**). When we sign this Agreement, the Initial Franchise Fee is fully earned and nonrefundable. You acknowledge that we have no obligation to refund any portion of the Initial Franchise Fee to you, even if this Agreement is terminated prior to opening the Franchised Business.

3.2 Ongoing Fees.

A. Royalty Fee. You must pay to us a recurring, non-refundable royalty fee in the amount and at the times specified in Schedule A (the **"Royalty Fee"**). Concurrent with these payments, you must submit to us any reports or statements required under Section 14.3 (Systems and Reports).

B. Advertising Contribution. You must pay to us a recurring, non-refundable advertising contribution in the amount and at the times specified in Schedule A (the "**Advertising Contribution"**). The Advertising Contribution will be in addition to, and exclusive of, your Grand Opening Obligation as specified in Section 10.1.C. (Grand Opening Advertising) and your Local Marketing Obligation as specified in Section 10.1.E. (Local Marketing Obligation), if any.

C. Net Sales. **"Net Sales"** means all revenues generated by your Franchised Business or conducted from or with respect to the Franchised Business, whether the sales are evidenced by cash, check, credit, charge, account, barter or exchange. Net Sales includes monies, gift card redemptions, or credit generated by or received from (i) the sale of Approved Products or tangible property of every kind and nature, promotional or otherwise, anywhere and (ii) services performed from, at, or in connection with the Franchised Business, including (x) off-premises services (such as catering and delivery), (y) on-premises services (such as games, gambling machines, or third-party advertising within the Franchised Business), or (z) any other services or activities that use either the System, the Marks, or products that are the same as or

similar to the Approved Products. The foregoing list is not intended to provide approval for such activities, which may be conducted only if approved. Unless we specify otherwise in writing, Net Sales shall include all ancillary charges or fees, including delivery fees and other service charges, that are paid to you by a customer or by a third-party delivery or catering service (e.g., Uber Eats, Postmates, Grubhub, ezCater, or DoorDash) (a "**TPS**") in connection with delivery or catering services related to your Franchised Business (recognizing that though the TPS may pay you an amount equal to the purchase price charged to the customer less a commission, other fees, and any discounts, credits, or coupons applied to the order, such commission, fees, discounts, credits, and coupons will not be deducted from your Net Sales). Net Sales will not include (a) the initial sales or reloading of gift cards, (b) discounts, (c) the sale of food or merchandise for which refunds have been made in good faith to customers, (d) the discounted portion of employee meals, (e) sales, meals, use or excise tax imposed by a governmental authority directly on sales and collected from customers, provided that the amount for the tax is added to the selling price or absorbed therein and is actually paid by you to a governmental authority, (f) the sale of equipment used in the operation of the Franchised Business, or (g) tips.

D. Ordering Support Fees. We may require you to pay to us, our affiliates, and/or one or more third parties that we designate ordering support and online ordering program fees, in amounts and at the times that we specify, for various ordering support services and online ordering programs that we will provide or arrange for our affiliates or third parties to provide, such as services and programs related to online and catering ordering platforms, call center(s), ordering and delivery management services, catering rewards program(s), and the costs and expenses of integrating such services with the Computer System (as defined in Section 12.8 (Computer System)) (the "**Ordering Support Fees**"). The fees will not exceed 110% of our or our affiliates' actual costs and expenses related to such products or services. We periodically may add, delete, or otherwise modify the products and services that are included in the Ordering Support Fees.

E. Technology Fee. We may require you to pay to us, or a third party that we designate, the then-current technology fee that we specify from time to time (the "**Technology Fee**"). The Technology Fee may be based on a percentage of Net Sales, fixed fees, and/or usage fees, provided that the fee collected will not exceed 110% of our or our affiliates' actual costs and expenses related to such products or services. We may modify the Technology Fee and payment frequency from time to time. We may replace or supplement other technology-related fees that we collect (such as the Ordering Support Fees) with the Technology Fee. We will use the Technology Fee to defray our and our affiliates' costs of developing, implementing, upgrading, operating, maintaining, supporting, or providing any technology-related products, services, programs, systems, or platforms that we, in our sole discretion, deem appropriate. We may add, delete, or otherwise modify the products, services, programs, systems, and platforms that are funded by the Technology Fee from time to time.

F. Fee Adjustment. For any fee specified in this Agreement that may be increased by no more than the Allowed Adjustment, the "**Allowed Adjustment**" in any calendar year will not exceed, at our option, (a) 50% of the fee that is in effect at the start of the calendar year or (b) the increase in the actual costs and expenses that we or our affiliates incur to provide such goods or services to you.

3.3 Additional Payments. You must pay us or our affiliates within 10 days after demand: (i) all sales taxes, corporate taxes, and any similar taxes paid by us on your behalf, imposed on us, or required to be collected by us on account of products or services we furnish to you (through sale, lease, or otherwise) or on account of our collection of any fee related to this Agreement; (ii) all

franchise or similar taxes, whether based on gross receipts, gross revenues, Royalty Fees, Advertising Contributions, or otherwise, imposed on, required to be collected by, or paid by us; (iii) all marketplace facilitator or similar taxes imposed on, required to be collected by, or paid by us in connection with your use of websites, applications, or online ordering platforms; (iv) all other amounts we pay or must pay for you for any reason; (v) any other fees or expenses that we are entitled to collect from you; and (vi) any attorneys' fees we incur related to you, your Owners, or the Franchised Business (other than those we incur in response to your efforts to enforce this Agreement or in the defense or any claim we assert against you on which you substantially prevail in court or other formal legal proceedings).

3.4 Means of Payment. You must pay all amounts you owe us by electronic funds transfer or draft. We reserve the right to require you to deliver these payments to another party or location, or through any other means of delivery we specify, including by check, electronic funds transfer or draft, wire transfer, or other forms of funds transfer. We also reserve the right to change the due dates or frequency of the due dates of the amounts that you owe to us under this Agreement. We will notify you when we change the location for payments, the required payment delivery method, the due dates, or the frequency of the due dates for payments. You must comply with any new or additional procedures as we may specify in the Manuals or otherwise, in writing, and/or perform any acts and sign and deliver any documents we designate as necessary to assist in accomplishing payment by the method that we specify within 30 days of our notice to you. If there are insufficient funds in your account to cover our draft, we will charge you a fee that will not exceed 110% of our or our affiliates' actual costs and expenses related to the incident (including any bank return fees or other charges). The written authorizations and documents that you must sign as provided under this Section may give us the right to initiate debit entries and/or credit corrections entries. We may make bank drafts based on the reports required under Section 14 (Right to Access; Records; Reporting), the data of the point-of-sale system and other equipment provided for in Section 12.8 (Computer System), the results of an audit, or the payment obligations specified in this Agreement or any other agreement between you and us or our affiliates. If you fail to report the Net Sales of the Franchised Business to us for any reporting period as required in this Agreement, we have the right to make bank transfers or drafts for Royalty Fees and Advertising Contributions based on our reasonable estimate of the amounts for the Franchised Business and/or the data of the point-of-sale system and other equipment provided for in Section 12.8.

3.5 Interest. You must pay us interest on amounts not paid on time at the rate of 1.5% per month or portion of a month, but not more than the maximum interest rate permitted by applicable laws.

3.6 Late Reporting Fee. If you fail to submit timely, complete, and accurate reports, financial statements, tax returns, and statements of initial investment costs in accordance with Sections 14.3 (Systems and Reports), 14.4 (Financial Statements), 14.5 (Tax Returns), and 14.7 (Initial Investment Statements), we may charge you our then-current late fee (the **"Late Reporting Fee"**). The Late Reporting Fee is currently $50 per week that such report, statement, or return is late. We may increase the Late Reporting Fee in any calendar year by no more than the Allowed Adjustment.

3.7 Application of Funds; Withholding of Payments. If you are late in paying any obligation you owe us or our affiliates, we or our affiliates may apply any payment you make to any obligation you owe us or our affiliates, whether or not you make any designation to the contrary. You may not withhold or set off payment of any amount you owe us or our affiliates on grounds of alleged non-performance of any obligation we or they owe you.

4. RESERVED RIGHTS

4.1 Reserved Rights. Unless specified otherwise in Schedule A, you do not have any protected or exclusive rights under this Agreement. We reserve all rights that we do not expressly grant you in this Agreement, including those rights described in Schedule A.

4.2 No Marketing Exclusivity. You agree that: (i) nothing in this Agreement grants you any marketing exclusivity as to particular customers; and (ii) we, our affiliates, and our and their other franchisees may solicit customers in, and service customers who are from, any geographic location we or they desire, including locations close to your Franchised Business.

4.3 Catering Services and Delivery Services. We require you to offer catering services ("**Catering Services**") and delivery services (**"Delivery Services"**) and you must do so in accordance with the terms of the Manuals and this Agreement. You may only provide Delivery Services through a TPS that we approve or designate. If a TPS is unavailable to provide Delivery Services for your Franchised Business, you may not be required to offer Delivery Services, subject to our written approval. You acknowledge that we, our affiliates, and other franchisees may provide Catering Services and Delivery Services near your Franchised Business. We retain the right to revise and/or make exceptions to our Catering Services and Delivery Services policies as they apply to you and our other franchisees. We reserve the right to limit the geographic area in which you provide Catering Services and/or Delivery Services.

5. SITE IDENTIFICATION AND ACQUISITION

5.1 Accepted Location. You must establish and operate the Franchised Business only at the Accepted Location. You will not conduct, and you will not permit the conduct of, any business from the Accepted Location other than the Franchised Business. You must obtain our prior written consent if you wish to co-brand the Franchised Business with another business. You will not conduct, and you will not permit the conduct of any, sale of Approved Products using the Marks at any location other than the Accepted Location (except for the Catering Services and Delivery Services described in Section 4.3) without our prior written consent. If we consent to operations away from your Accepted Location, you will have to execute a separate agreement concerning your mobile or satellite business operations, which may include limitations on the type of activities that you may conduct and may include additional or different financial terms.

5.2 Our Assistance. We may assist you in selecting a proposed site for your Franchised Business (a **"Proposed Location"**), but we are not obligated to do so. You should undertake your own investigation of any Proposed Location and should not rely on any information from us in selecting the Proposed Location.

5.3 Acceptance of Proposed Location. If you and we have agreed on an Accepted Location at the time we sign this Agreement, we will insert the Accepted Location into Schedule A. If you and we have not agreed on an Accepted Location at the time we sign this Agreement, you will select a Proposed Location that complies with our site selection criteria within the Site Selection Area. You will provide us with all material we request to evaluate the suitability of the Proposed Location for your Franchised Business along with a site plan for the Proposed Location. We will provide you with our acceptance or non-acceptance of the Proposed Location within 15 days after you deliver the last item of materials we request, and our determination will be final. If we accept the Proposed Location as the Accepted Location, you must sign standard documentation we prepare, which includes a general release, to document the Accepted Location. Our acceptance of any Proposed Location is our agreement that the Proposed Location satisfies our minimum site

selection criteria only and will not be construed as a representation or warranty that the Franchised Business located at the Proposed Location will be successful. If you do not enter into a Site Agreement (as defined in Section 5.4.A. (Acceptance and Execution of Site Agreement)) within 90 days of the date that we provide you with notice that we have accepted such Proposed Location, we may, in our sole discretion, withdraw our acceptance of the Proposed Location upon written notice to you.

5.4 Site Acquisition.

A. Acceptance and Execution of Site Agreement. You must deliver a copy of the signed lease, sublease, or other rental agreement for the location (the **"Lease"**) or purchase agreement for the location (the **"Purchase Agreement"** and, collectively with the Lease, the **"Site Agreement"**) to us with all material terms specified therein, and any other additional documents you were required to sign with the Site Agreement, either: (i) after we sign this Agreement if we have identified the Accepted Location before we sign this Agreement, or (ii) immediately following the date we accept the location after we sign this Agreement. We may charge you a Lease Documentation Late Fee if you fail to timely provide the Site Agreement within 15 days after its execution. The "**Lease Documentation Late Fee**" shall be $500 per month (or partial month) from the due date for providing the Site Agreement until the date it is delivered. Before you sign the Site Agreement, you must ensure that it meets the requirements of this Section 5.4. We will have the right, but not the obligation, to review your Site Agreement prior to its execution to verify its compliance with this Section 5.4.

B. Site Agreement Restrictions. If you execute a Site Agreement, (i) you may not create any obligations on our behalf, grant any rights adverse to our rights, or agree to any other term that is inconsistent with any term of this Agreement; (ii) you must duly and timely perform all terms under the Site Agreement; and (iii) except as otherwise provided in this Agreement, you may not assign, encumber, or transfer the Site Agreement, or sublet all or any part of the Accepted Location, without our prior written approval, which approval will not be unreasonably withheld. You must ensure that all Site Agreements comply with any terms set forth in the Manuals.

C. Preferred Lease Terms. You must use commercially reasonable efforts to ensure that all Leases include, unless we agree otherwise in writing:

(i) a provision which requires the landlord concurrently to provide us with a copy of any written notice of breach or default under the Lease sent to you, and which grants to us the right (but not the obligation) to cure any defaults under the Lease within a reasonable time (not to exceed 15 days for monetary defaults and 30 days for non-monetary defaults);

(ii) a provision that provides that upon the expiration or termination of this Agreement or upon your default under the Lease or under this Agreement, we will, without your or the landlord's further consent, have (a) a continuing right of entry into the Franchised Business, (b) the right to operate a Business at the Accepted Location, (c) the right, but not the obligation, to assume your interests under the existing terms, conditions and covenants of the Lease, and (d) should we assume your position under the Lease, the right to assign the Lease or sublet the premises to a third party which will operate a Business at the location;

(iii) a provision that provides that upon expiration or termination of the Lease, we will, without your or the landlord's further consent, have a continuing right of entry into the Franchised Business to remove Proprietary Products and any materials bearing the Marks;

(iv) a provision that provides that the Lease may not be modified or amended without our written consent which will not unreasonably be withheld, conditioned or delayed by us;

(v) a provision that allows you to offer or distribute product samples outside or over the counter of the Franchised Business, as applicable;

(vi) a provision that provides that if we assume your obligations and replace you as the lessee under the Lease or sign a new lease, and we later reassign the Lease or new lease to another franchisee, we will not be liable for any obligations to landlord under the Lease or new lease after the reassignment;

(vii) a provision, or a separate collateral assignment of lease, that provides that your landlord reserves to us the right, at our election, to take an assignment of the leasehold interest and to occupy the Accepted Location for the Franchised Business upon termination or expiration of this Agreement or default under the Lease; and

(viii) a provision that provides that your Franchised Business will have at least one designated parking space for curb-side pickup.

D. Site Agreement Modifications. You must submit a copy of any proposed modification, amendment, or renewal of the Site Agreement (a "**Site Agreement Change**") (along with a true and complete copy of the then-existing Site Agreement) to us for our review and approval prior to executing such documents, not less than 10 days prior to the proposed effective date of such modification, amendment, or renewal. Our review of the proposed Site Agreement Change will be limited to ensuring that it is compliant with the terms of this Agreement. Our acceptance of the Site Agreement Change shall not be unreasonably withheld and may be conditioned upon the inclusion of terms in the Site Agreement acceptable to us, including those provisions as specified in Section 5.4.C. (Preferred Lease Terms). If you renew a Lease or a Lease is extended by the landlord for a period of 12 months or more, we may require you to pay us our then-current lease renewal fee, which may be increased in any calendar year by no more than the Allowed Adjustment. We will notify you in writing whether we approve of the proposed Site Agreement Change. If approved and subsequently signed, you must provide us with a copy of the signed Site Agreement Change within 15 days after its execution. We may charge you a Lease Documentation Late Fee if you fail to timely provide the modified or renewed Site Agreement.

E. Subleases. We reserve the right, directly or through an affiliate, to master lease any location and then sublet the location to you. Concurrently, with the execution of the Franchise Agreement, you may enter into a sublease with us if an acceptable site has been identified and we are or will be the master lessee of such site. As part of such sublease, you will be required to pay us our then-current sublease administration fee, which may be increased in any calendar year by no more than the Allowed Adjustment. However, unless we have agreed otherwise in a separate written agreement, we shall have no obligation to enter into a sublease with you for any location. If we and you are parties to a sublease and we elect to assign the master lease to you, you must execute any and all documents required by the landlord to facilitate such assignment and cooperate with our efforts to obtain our release. Any real estate and improvement costs associated with the development of the Accepted Location will be your responsibility.

5.5 Relocation of the Franchised Business.

A. Relocation Request. You may relocate the Accepted Location of the Franchised Business at your expense, if, prior to closing the Franchised Business, you submit a site acceptance request (in the form we provide to you) for your new Proposed Location and obtain our acceptance of the relocation to the Proposed Location. A relocation includes any change of the location of the Franchised Business within a mall, facility, or building to a new location within the same mall, facility, or building. We are under no obligation to approve a relocation of the Franchised Business. Approval under this Section 5.5 will be within our sole discretion, and such approval shall not be granted unless you are in compliance with all terms and conditions of this Agreement and you have the funds available to relocate the Franchised Business and construct a new Franchised Business according to our then-current design standards.

B. Relocation Conditions. If we approve, in our sole discretion, the relocation of the Franchised Business under this Section 5.5, you agree to comply with the following conditions:

(i) the new location will be considered the "Accepted Location" as used in this Agreement;

(ii) all Site Agreements you enter into to secure the new location must comply with Section 5.4 (Site Acquisition);

(iii) you must make or cause to be made to the former Accepted Location such changes in the signs and interior and exterior of the former Accepted Location so as to effectively distinguish such location from any other Business;

(iv) we may charge you a relocation fee equal to 10% of the then-current Initial Franchise Fee to cover costs and expenses incurred by us or our affiliates in connection with any such acceptance, evaluation, and relocation of the Franchised Business;

(v) we may require you to pay an agreed minimum royalty to us during the period in which the Franchised Business is not in operation (if any); and

(vi) we may require you to sign our then-current form of franchise agreement to replace this Agreement (the "**New Franchise Agreement**") or any other documents we may require to amend this Agreement. You acknowledge and agree that the New Franchise Agreement may contain terms that are materially different from this Agreement, but you will not be required to pay another initial franchise fee if you sign a New Franchise Agreement. If the term of the Lease for the new location extends beyond the Term, we may, in our sole discretion, extend the term of this Agreement or the New Franchise Agreement to match the term of the Lease for the new location, provided you will be required to pay a relocation extension fee equal to $1,500 multiplied by the number of years between the original expiration date of the Term and the expiration of the term of the Lease for the new location.

6. LEASEHOLD IMPROVEMENTS

6.1 General Contractor and Improvements.

A. General Contractor. You must engage, at your expense, a licensed and insured general contractor (**"General Contractor"**) that we have designated or pre-approved to complete the build-out of your Franchised Business, unless we, in our sole discretion, agree in writing to accept a General Contractor that you propose. Our designation, pre-approval, or acceptance of

a General Contractor will not in any way be our endorsement of such General Contractor or render us liable for such General Contractor's performance.

B. Leasehold Improvements. We may require any items used in the Franchised Business to meet our minimum Standards and/or to be sourced from suppliers or consolidators that we have designated or approved. You must purchase certain items of machinery and equipment and other items used in the Franchised Business from our designated or approved consolidators or as we otherwise direct. The designated consolidators will coordinate the ordering and delivery of your machinery and equipment. You may request a waiver of the requirement that you use our designated consolidators if you can demonstrate that you can successfully manage the process of ordering and obtaining your machinery and equipment.

6.2 Architectural Plans.

A. Architectural Requirements.

(i) Architect. You must engage, at your expense, a licensed architect (**"Architect"**) that we have designated or pre-approved, unless we, in our sole discretion, agree in writing to accept an Architect that you propose. Our designation, pre-approval, or acceptance of an Architect will not in any way be our endorsement of such Architect or render us liable for such Architect's performance or such Architect's compliance with professional design standards or adherence to local codes. You also must engage, at your expense, licensed engineers (e.g., mechanical, electrical, plumbing, or structural engineers), as necessary or appropriate.

(ii) Architectural Plans. We will provide you with a sample layout for the interior of a typical Business and specifications for furniture, fixtures, equipment, and décor. Your Architect and engineer must prepare your plans, modify or complete the layouts, renderings, plans, and specifications, which must include interior and exterior elevations of the Accepted Location (the **"Architectural Plans"**).

B. Compliance with Legal Requirements. You must, before we approve the Architectural Plans, have your architect or you certify to us that the Architectural Plans comply with the Americans with Disabilities Act (the **"ADA"**), the architectural guidelines under the ADA, and all other federal, state, and local statutes, rules, regulations, ordinances, and codes (collectively, **"Laws"**) that apply to the Franchised Business.

C. Submission of Plans. You must submit to us at least 30 days before the Construction Start Deadline (as defined in Section 6.5.B. (Construction Start Deadline)) a complete set of final Architectural Plans. We will promptly review the Architectural Plans and will either accept the Architectural Plans or provide comments to you on changes we require. After our initial review of your Architectural Plans at no cost and our review of one revised set of Architectural Plans that incorporate our required changes at no cost, we may charge a fee of $2,500 for each set of drawings we review that include any other modifications from the plans that we have previously accepted. Our review of the Architectural Plans is limited to ensuring your compliance with our Standards and is not designed to assess structural integrity or compliance with applicable Laws. You may not begin construction of the Franchised Business until we have accepted the final Architectural Plans in writing.

6.3 Construction, Inspection, and Government Approvals. You must begin the construction and equipping of the Franchised Business by the deadline specified in Section 6.5.B. (Construction Start Deadline). You must furnish us with all documents we request related to

construction. You must obtain our written approval of any changes to the Architectural Plans before you implement the changes. We must have access to the Franchised Business while work is in progress and on its completion. We may require you to provide photographs of your construction progress periodically from the time you commence construction until the time that we issue our consent to open the Franchised Business. We may, in our sole discretion, conduct on-site inspections of the site. You will not be charged for our first on-site inspection, but we may charge you an inspection fee of $2,500 for a second or subsequent inspection. On completion of construction and before the Opening Date, any architect and General Contractor you employ or you must provide us with a certificate stating that the as-built plans for the Franchised Business comply with the ADA, the architectural guidelines under the ADA, and all other Laws that apply to the Business. You must promptly make any modifications we deem necessary to bring the Franchised Business into compliance with the Architectural Plans. You may not open the Franchised Business until we verify that the Franchised Business complies with the final Architectural Plans and our Standards. You must promptly seek and obtain prior to opening the Franchised Business all governmental approvals and licenses required to open and operate the Business.

6.4 Signage. All exterior and interior signage you use for the Franchised Business must conform to our Standards, including our Standards as to type, color, size, design, and location. You must use a sign vendor that we have designated or approved in writing to ensure proper compliance with our Standards. You must obtain our written approval before you install or display any signage.

6.5 Opening and Development Deadlines.

A. Site Approval Deadline. You will have until the deadline specified in Schedule A to (i) identify the Accepted Location, (ii) obtain our acceptance of the Accepted Location, (iii) sign any documentation we require to document the Accepted Location, (iv) obtain our acceptance of a Lease for the Accepted Location, and (v) sign the accepted Lease for the Accepted Location or otherwise acquire the ownership rights to the Accepted Location (the **"Site Approval Deadline"**).

B. Construction Start Deadline. You must begin the construction and equipping of the Franchised Business by the deadline specified in Schedule A (the **"Construction Start Deadline"**).

C. Opening Deadline. You must open the Franchised Business by the deadline specified in Schedule A (the **"Opening Deadline"**). You must notify us of your proposed Opening Date at least 30 days in advance. We have the right to inspect your Franchised Business and take other measures we deem appropriate to determine whether you have complied with our Standards and are ready to begin operations. You must not begin operations until we authorize you to do so in writing.

D. Failure to Meet Deadlines. If you are unable to meet the Site Approval Deadline, the Construction Start Deadline, or the Opening Deadline, you may request an extension before the expiration of any missed deadline. We have the right to require you to pay a $2,500 extension fee and to sign a general release, if we agree to modify (or if you miss) any of the deadlines. We are not obligated to extend any deadlines. If (i) you fail to cure your failure to meet the Site Approval Deadline or the Construction Start Deadline within 30 calendar days after we send you notice of such default or (ii) you do not meet the Opening Deadline, we may terminate this Agreement, as provided in Sections 17.2.I and 17.3.J.

7. GOODS AND SERVICES

7.1 Purchases.

A. Goods You Purchase. We have the right to require that Approved Products, other products, Proprietary Ingredients, supplies (including chemicals), furniture, fixtures, equipment, and services (collectively, **"Goods"**) that you purchase for resale or purchase or lease for use in your Franchised Business: (i) meet specifications that we establish from time to time; (ii) be a specific brand, kind, or model; (iii) be purchased or leased only from Approved Suppliers; (iv) be purchased or leased only from a single source that we designate (which may include us or our affiliates or a buying cooperative organized by us or our affiliates); and/or (v) be purchased as part of a purchasing program, arrangement, or contract that we negotiate or specify. To the extent that we establish specifications, require approval of Suppliers, or designate Approved Suppliers for particular Goods, we will publish our requirements in the Manuals or otherwise in writing.

B. Suppliers. You must purchase all of your requirements of Proprietary Ingredients, Proprietary Products, and proprietary uniforms, signs, menu boards, smallwares, materials, supplies, paper goods, equipment, and packaging (collectively, the **"Proprietary Goods"**) from us, our affiliates, or our designated Approved Suppliers. For all other Goods, we may require you to purchase such Goods from any Approved Suppliers or from particular Approved Suppliers, or we may permit you to purchase such Goods from any Supplier capable of providing Goods that meet our minimum Standards (to the extent we have specified Standards for such Goods). If we sell Goods directly to you, we will do so at the same price that we charge similarly-situated franchisees. If you are in default under this Agreement, then any obligations we and our Approved Suppliers may have to sell you Goods may be suspended in our sole discretion; and you will not, as a result, have a defense at law or equity based on impossibility of your performance or any claim against us or our Approved Suppliers. If we or our Approved Suppliers are unable to supply you with the quantity and type of Goods you request, we will exert reasonable commercial efforts to allocate, or to cause our Approved Suppliers to allocate, the Goods available on an equitable basis among the Businesses that seek to purchase Goods. You acknowledge that we, our affiliates, and our Approved Suppliers will not be liable if we, our affiliates, or our Approved Suppliers are unable to fulfill your requests.

C. Revenue from Purchases. You acknowledge and agree that we and/or our affiliates may derive revenue based on your purchases and leases, including from charging you for Goods we or our affiliates provide to you and from promotional allowances, volume discounts, and other payments made to us by manufacturers, Suppliers, or third parties. If we, our affiliates, or third parties acting under our direction arrange for manufacturers to sell the Goods directly to our Approved Suppliers to then sell them to you, then we or our affiliates will have the right to receive compensation or other consideration from the manufacturers, Approved Suppliers, and/or such third parties for these sales. We and our affiliates may use all amounts received from manufacturers, Suppliers, or third parties, whether or not based on your or other franchisees' actual or prospective dealings with them, without restriction for any purposes we or our affiliates deem appropriate.

7.2 Approved Products.

You may offer in the Franchised Business to customers only the Approved Products that we have approved in writing. You must produce and sell all Approved Products we specify, including all menu items and other products and services that we require you to sell, as stated in the Manuals or otherwise, which are all part of the System. We may change these specifications periodically, and we may designate specific Approved Products as optional or mandatory. You must offer all Approved Products that we designate as mandatory.

You may not produce or offer any products (i) that we do not authorize you to produce or sell or (ii) that we direct you not to produce or sell. You may sell Approved Products only in the varieties, forms, and packages that we have approved. If we require you to produce any Approved Products, you must strictly follow our Recipes, using only those product components, ingredients, flavoring, and garnishes that meet our then-current Standards. If we require or authorize you to sell alcoholic beverages, you must obtain any necessary permits or licenses. You must maintain a sufficient supply of required Approved Products to meet the inventory standards we prescribe in the Manuals (or to meet reasonably anticipated customer demand, if we have not prescribed specific standards).

7.3 Approval Process.

A. Review Process. If you would like to offer products or use any Goods that we have not approved or to purchase or lease from a Supplier that we have not approved, you must submit a written request for approval and provide us with any information that we request. We have the right to inspect the proposed Supplier's facilities and test samples of the proposed Goods. We have the right to grant, deny, or revoke approval of Goods or Suppliers based solely on our judgment. We will notify you in writing of our decision as soon as practicable following our evaluation. If you do not receive our approval within 90 days after submitting all of the information that we request, our failure to respond will be deemed a disapproval of the request. You acknowledge that the products and services that we approve for you to offer in your Franchised Business may differ from those that we permit or require to be offered in other Businesses.

B. Requirements for Suppliers. Before we approve a Supplier, we will require the following, among other things: (i) the Supplier must demonstrate that it is able to supply the item or services to you in accordance with our Standards, including our standards as to the artwork and text on the items; (ii) if the Supplier is to receive access to any of our Confidential Information (defined below), Trade Secrets (defined below), or logos, the Supplier must sign a confidentiality agreement and/or our standard form license agreement we prepare; (iii) the Supplier must demonstrate that it is in good standing in the business community with respect to its financial soundness and the reliability of its products or services; and (iv) the Supplier must sign all agreements we require our suppliers to sign at that time.

7.4 Revocation of Approval. We reserve the right to reinspect the facilities and Goods of any Approved Supplier and to revoke approval of the Goods or Supplier if any fail to meet any of our then-current criteria. If you receive a notice of revocation of approval, you agree to cease purchasing or leasing the formerly-approved Goods or any Goods from the formerly-approved Supplier and you must dispose of your remaining inventory of the formerly-approved Goods as we direct. If we revoke approval of a formerly-approved Approved Product that you have been selling to customers or service that you have been offering to customers, you must immediately discontinue offering the service and may continue to sell the product only from your existing inventory for up to 30 days following our disapproval. We have the right to shorten this period if, in our opinion, the continued sale of the product would prove detrimental to our reputation. After the 30-day period, or such shorter period that we may designate, you must dispose of your remaining formerly-approved inventory as we direct.

7.5 Limitations. You may only engage in the sale of Approved Products under the System from the Franchised Business to the ultimate consumer. You may not offer for sale, sell, supply for resale, or deliver any Goods to a third party other than the ultimate consumer at the Franchised Business without our prior written consent. Unless otherwise permitted by us in writing, you may not sell any Goods through the Internet or using any other channel of distribution other than your

Franchised Business. You may not use the Franchised Business or the premises of the Franchised Business to produce or sell any goods, products, or services other than Approved Products sold using the Marks. In particular, you may not operate a ghost kitchen or delivery business selling goods, products, or services under another brand.

7.6 Test Marketing. We may from time to time conduct test marketing to determine consumer trends and the salability of new food or non-food products and services. You will participate in any test marketing we require by providing us with timely reports and other relevant information as we may request. In connection with test marketing, you will purchase for the Franchised Business the reasonable quantity of test products we specify and will use your best efforts to promote and sell test products.

7.7 Disclaimer of Warranties. WE AND OUR AFFILIATES EXPRESSLY EXCLUDE AND DISCLAIM ALL IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE WITH RESPECT TO ALL GOODS THAT WE OR OUR AFFILIATES OFFER, SELL, OR REQUIRE FOR YOUR FRANCHISED BUSINESS (COLLECTIVELY, "SOURCED PRODUCTS"). YOUR EXCLUSIVE REMEDY AND OUR AND OUR AFFILIATES' EXCLUSIVE LIABILITY FOR ALL CLAIMS RELATED TO ANY SOURCED PRODUCTS IS (I) LIMITED TO YOUR REMEDIES AGAINST THE GIVEN THIRD PARTY SUPPLIER OR MANUFACTURER (WHICH SHALL NOT INCLUDE OUR AFFILIATES) FOR ANY OF THE SOURCED PRODUCTS THEY PROVIDE; AND (II) FOR ANY OF THE SOURCED PRODUCTS THAT WE OR OUR AFFILIATES PROVIDE, LIMITED TO THE PURCHASE PRICE OF SUCH SOURCED PRODUCTS, PLUS SHIPPING COSTS, IF ANY, YOU PAID; OR, AT OUR OR OUR AFFILIATES' OPTION, THE REPLACEMENT OF SUCH SOURCED PRODUCTS. WE AND OUR AFFILIATES WILL NOT BE LIABLE FOR SPECIAL, INCIDENTAL, INDIRECT, CONSEQUENTIAL, MULTIPLIED, EXEMPLARY, OR PUNITIVE DAMAGES FOR ANY MATTER STATED IN THIS SECTION 7 (GOODS AND SERVICES), REGARDLESS OF THE DIRECT OR INDIRECT CAUSE OF THE DAMAGES. This disclaimer of warranties does not affect any claims you may have against third party manufacturers or Suppliers of any Sourced Products.

8. COMPLIANCE WITH THE SYSTEM AND MANUALS

8.1 Manuals. We will lend you one hard copy of, or grant you electronic or other access to, the Manuals during the Term. We may provide the Manuals, and any Supplements to the Manuals (defined below), to you in hard copy or electronically via applications for mobile devices, DVD, intranet, other storage media, electronic mail, video, the Internet, or other electronic formats. If any content of the Manuals conflicts with the terms of this Agreement, this Agreement will control. You may be required to pay a license fee to use the software necessary to access the Manuals.

8.2 Compliance with the System. You agree that: (i) every component of the System is vital to us, to your Franchised Business, and to the Businesses our other franchisees operate; and (ii) your compliance with the System is of the essence to this Agreement. You therefore agree that you will conduct all activities and operations of your Franchised Business in strict compliance with the System, including the Standards and the Manuals, as though specifically stated in this Agreement. You must promptly address any customer complaints in accordance with our Standards as specified in the Manuals.

8.3 Changes to the System and the Manuals. We may make additions to, deletions from, and modifications to the Manuals (**"Supplements"**), Standards, or System from time to time in any form or fashion, including (i) altering the Approved Products, accounting and technology systems, forms, policies, and procedures of the System; (ii) adding, modifying, or substituting the

equipment, signs, trade dress, and other Business characteristics that you are required to use or display (subject to the limitations set forth in this Agreement); (iii) implementing new programs and policies, which may require you to incur additional expenses, purchase new equipment or supplies, or pay additional reasonable fees; and (iv) changing, improving, modifying, or substituting for the Marks. We will communicate changes in the Standards or the Manuals in writing or electronically to you, as we deem appropriate. You must immediately adopt and use any Supplements to the Manuals. All Supplements to the Manuals are binding on you as if they were part of the Manuals previously provided to you. It is your responsibility to monitor for Supplements to the Manuals and maintain a current and up-to-date copy of the Manuals at your Franchised Business at all times. If there is any dispute as to your compliance with the Manuals, then the master copy of the Manuals we maintain will control. All references in this Agreement or otherwise to the Manuals will include any and all Supplements to the Manuals. You acknowledge that changes in the Standards or Manuals may obligate you to invest additional capital in the Franchised Business and/or incur higher operating costs.

8.4 Variances. You agree that complete uniformity under many varying geographic and other conditions, and over extended spans of time, is not practical and may be detrimental to the System, and that as a result: (i) we may vary the Standards for any franchisee as we deem necessary; (ii) we may grant franchises using the System under terms that may differ materially from the terms of this Agreement; and (iii) our obligations and rights with respect to our various franchisees may differ materially from our obligations and rights with respect to you, without in any way affecting our rights with respect to you. You will have no right to require that we disclose any variation to you or that we grant you the same or a similar variation.

8.5 Ownership. You agree that we own all proprietary rights in and to the System and the Manuals. The Manuals will at all times remain our property and you and all your directors, officers, shareholders, partners, members, managers, employees, agents, independent contractors, and others who gain access to the Manuals and the information contained in the Manuals will treat the Manuals and the information in the Manuals as our Confidential Information (defined below).

8.6 Guest Relations. You must promptly address any guest contact requests that we send to you or customer complaints in accordance with our Standards as specified in the Manuals, including responding to and resolving such guest contacts and complaints in the manner and within the time periods specified in the Manuals. In addition to any other rights and remedies we may have, including reimbursement of any costs or expenses related to responding to or resolving such contact or complaint on your behalf, we may charge you a guest relations fee if (i) we or you receive an excessive number of complaints related to you or your Franchised Business (such number shall be specified in the Manuals) or (ii) you fail to respond to or resolve a guest contact request or a customer complaint in accordance with our Standards within the time period specified in the Manuals. The guest relations fee is currently $30 for each excessive complaint or each complaint or contact request that you do not timely respond to. We may change the fee, time period for responding to complaints, and number of complaints deemed to be excessive from time to time, provided that the fee may not change in any year by more than the Allowed Adjustment.

9. INTELLECTUAL PROPERTY

9.1 Marks.

A. Acknowledgements. You acknowledge that we or our affiliates are the owner of the Marks, that you have no interest in the Marks beyond the non-exclusive license granted herein, and that, as between we and you, we have the exclusive right and interest in and to the

Marks and the goodwill associated with and symbolized by them. Upon the expiration or termination of this Agreement, no monetary amount will be attributable to goodwill associated with your activities as a franchisee under this Agreement.

B. Rights. Your right to use the Marks applies only to the Franchised Business operated at the Accepted Location as expressly provided in this Agreement, including advertising related to the Franchised Business. You may only use in your Franchised Business the Marks we designate, and only in compliance with written rules that we prescribe from time to time. Your limited license extends only to use of the Marks in accordance with (i) all applicable standards, operating procedures, policies, and guidelines that we prescribe—and from time to time amend—during the duration of this Agreement, including those set forth in the Manuals and any other publications, if any, dedicated to proper use of the Marks; and (ii) all applicable Laws pertaining to advertising and marketing, including federal and state laws pertaining to telemarketing (including the Telephone Consumer Protection Act (the "**TCPA**")), false advertising, unfair competition and unfair practices. You may not use any Mark or any words or designations similar to the Marks (i) as part of any corporate or legal business name, (ii) with any prefix, suffix or other modifying words, terms, designs or symbols (other than logos we have licensed to you), (iii) in selling any unauthorized services or products, (iv) as part of any domain name, electronic address, metatag, search engine keyword, social media account, or otherwise in connection with any website or other electronic medium without our consent, or (v) in any other manner we have not expressly authorized in writing. No materials on which any of the Marks appears will be used by you without our prior written approval, which may be revoked at any time upon reasonable notice to you. You must display the Marks in a manner that we specify on signage at the Franchised Business and on forms, advertising, supplies, employee uniforms, business cards, and other materials we designate.

9.2 Copyrights. You acknowledge that as between you and us, any and all present or future copyrights relating to the System or the Business concept, including the Manuals (including the Supplements); the Recipes; our building designs, architectural renderings, and construction plans; and certain forms, advertisements, images, art, photography, promotional materials, and other written materials that we produce (collectively, the **"Copyrights"**) belong solely and exclusively to us or our affiliates. You have no interest in the Copyrights beyond the non-exclusive license granted in this Agreement. Your use of the Copyrights inures to our benefit.

9.3 No Contesting Our Rights. During the Term and after its expiration or termination, you agree not to directly or indirectly contest our or our affiliates' ownership, title, right or interest in or to, or our license to use, or the validity of, (i) the Marks, (ii) the Copyrights, (iii) the Recipes, or (iv) any Trade Secrets (defined below), methods, or procedures that are part of the System (collectively, the **"Intellectual Property"**), or contest our sole right to register, use, or license others to use the Intellectual Property.

9.4 Changes to the Intellectual Property. We have the right, upon reasonable notice, to change, discontinue, or substitute for any of the Intellectual Property and to adopt entirely different or new Intellectual Property for use with the System without any liability to you, in our sole discretion. You agree to implement any such change at your own expense within the time we reasonably specify.

9.5 Third-Party Challenges. You agree to notify us promptly of any unauthorized use of the Intellectual Property of which you have knowledge. You also agree to inform us promptly of any challenge by any person or Entity to the validity of our ownership of or our right to license others to use any of the Intellectual Property. We agree to protect and defend you against any suit filed

or demand made against you challenging the validity of the Intellectual Property (an **"IP Claim"**), and to defend and indemnify you against your loss, cost, or expense related to the IP Claim, except where the IP Claim arose because you used the Intellectual Property in violation of this Agreement. We will initiate, direct, and control any litigation or administrative proceeding relating to the Intellectual Property, including any settlement. We will be entitled to retain any and all proceeds, damages, and other sums, including attorneys' fees, recovered or owed to us or our affiliates in connection with any such action. You agree to execute all documents and, render any other assistance we may deem necessary to any such proceeding or any effort to maintain the continued validity and enforceability of the Intellectual Property.

9.6 Post-Termination or Expiration. Upon the expiration or termination of this Agreement for any reason, all of your rights to use the Intellectual Property will automatically revert to us without cost and without the execution or delivery of any document. Upon our request, you will execute all documents that we require to confirm such reversion.

9.7 Innovations. All ideas, concepts, techniques, or materials relating to a Business or the System or derivations or modifications of the Intellectual Property or any other element of the System (collectively, **"Innovations"**), whether or not protectable intellectual property and whether created by or for you or your Owners, employees, or contractors, must be promptly disclosed to us and will be deemed to be our sole and exclusive property, part of the System and the Intellectual Property, and works made-for-hire for us. To the extent any Innovation does not qualify as a work made-for-hire for us, by this Section you assign ownership of that Innovation, and all related rights to that Innovation, to us and agree to sign (and to cause your Owners, employees, and contractors to sign) whatever assignment or other documents we request to evidence our ownership or to help us obtain intellectual property rights in the Innovation. We and our affiliates have no obligation to make any payments to you or any other person with respect to any Innovations. You may not use any Innovation in operating the Franchised Business or otherwise without our prior approval.

10. ADVERTISING AND PROMOTION

10.1 Local Advertising, Marketing and Promotion.

A. Advertising Standards. Except as otherwise provided in the Manuals, you may use only Advertising and Promotional Content that we have furnished or approved in writing in advance. "**Advertising and Promotional Content**" includes all advertising, marketing, promotional, customer relationship management, public relations, and other brand-related programs, materials, and content relating to the Franchised Business, the Marks, or the Approved Products, including (i) any branded materials (such as business cards, signs, counter cards, banners, posters, displays, window clings, and in-store messaging), (ii) press releases, (iii) printed materials (such as leaflets, direct mail materials, coupons, and published advertisements), (iv) promotional items (such as branded specialty and novelty items, products, and clothing), (v) audio or video advertising (such as radio, television, or podcast ads or online video postings), and (vi) Digital Marketing (as defined in Section 10.2 (Digital Marketing)). You must ensure that all Advertising and Promotional Content that you or your agents or representatives develop or implement related to the Franchised Business is (a) clear, factual, ethical, and not misleading, (b) complies with all Laws, and (c) conforms to our Standards and the advertising and marketing policies that we periodically specify. You may not market or advertise in violation of federal laws regulating advertising, such as the CAN-SPAM Act and the TCPA, and state advertising laws applicable to your Franchised Business.

B. Submission and Review of Proposed Content. Except as otherwise provided in the Manuals and for Advertising and Promotional Content that we furnish to you, you must submit to us for our written approval, before use, copies of all proposed Advertising and Promotional Content that you intend to use or implement. We have the right to approve or disapprove any Advertising and Promotional Content, as well as the media in which intend to use them, in our sole discretion. We reserve the right to require you to discontinue the use of any Advertising and Promotional Content for any reason.

C. Grand Opening Advertising.

(i) Grand Opening Obligation. You must spend at least the amount specified in Schedule A on grand opening advertising promoting the opening of your Franchised Business within the period beginning 90 days before the Opening Date and ending 90 days after the Opening Date (the **"Grand Opening Obligation"**). Alternatively, we may, in our sole discretion, require you to pay the Grand Opening Obligation to us or the Ad Fund for us to spend in accordance with a grand opening advertising plan that we designate or approve. The Grand Opening Obligation is in addition to your Advertising Contribution and any local advertising obligations you may have. If you relocate the Franchised Business pursuant to Section 5.5 (Relocation of the Franchised Business), we may require you to comply with the Grand Opening Obligation again.

(ii) Conducting Grand Opening. If we require you to conduct the grand opening advertising, you must (a) obtain our written approval for your grand opening advertising plan at least 30 days prior to the scheduled start date of such advertising campaign and (b) implement the grand opening advertising plan that we approve or designate (which may be different from what you propose), using only Advertising and Promotional Content and related media that we have approved. We have the right to require you to provide documentation that demonstrates your compliance with the Grand Opening Obligation. If you fail to make advertising expenditures in accordance with this Section 10.1.C., we will have the right to either: (1) require you to spend the remaining amount on local marketing advertising, in addition to your Local Marketing Obligation, or (2) spend an amount not to exceed your Grand Opening Obligation on promoting the opening of your Franchised Business for you, in which case you must reimburse us for these expenses.

D. Participation in Promotions. From time to time, we or your Advertising Cooperative (if any) may establish temporary or permanent promotional campaigns (e.g., limited time offers, gift cards, coupons, loyalty programs, customer relationship management, and other supplemental marketing programs) applicable to the System as a whole or to specific advertising market areas. These promotional campaigns may also promote, or involve the participation of, restaurants or businesses other than Businesses, such as restaurants or businesses operated under different brands that are operated or licensed by our affiliates. You are required to participate in these promotional programs at your own cost, including the costs to purchase, lease and install all materials necessary to participate in the promotional campaigns, including counter cards, posters, banners, signs, photographs, give-away items, branded items, and gift cards.

E. Local Marketing Obligation.

(i) Local Marketing. Unless otherwise specified in Schedule A, you must aggressively advertise, market, and promote your Franchised Business locally in accordance with our Standards and must spend a reasonable amount each calendar quarter for local market advertising. If we require you to spend a minimum amount on local market advertising, we will

specify the minimum amount in Schedule A (the **"Local Marketing Obligation"**) and, upon our request, require you to submit for our written approval an annual local marketing plan. We may change the Local Marketing Obligation, provided that we must give you at least 60 days' written notice of the change. Your Local Marketing Obligation will be in addition to amounts you must pay or spend under Section 3.2.B (Advertising Contribution) and for the Grand Opening Obligation under Section 10.1.C. (Grand Opening Advertising). You will be responsible for determining the amount of advertising funds you spend for individual local market advertising, subject to the Local Marketing Obligation (if any) and our approval of your annual local marketing plan, if applicable.

(ii) Compliance with the Local Marketing Obligation. Any contributions that you make to an Advertising Cooperative (if one exists) may be counted towards your Local Marketing Obligation. The following expenditures or costs will not count towards your Local Marketing Obligation: salaries, donations, press parties, in-store fixtures or equipment, menus, serving guides and nutritional facts, yellow page advertising, exterior or interior signage, and incentive programs, including costs of honoring coupons and food costs incurred in honoring sales promotions. We have the right to require you to provide documentation that demonstrates your compliance with the Local Marketing Obligation. If you fail to make advertising expenditures in accordance with this Section, we will have the right to spend an amount not to exceed your Local Marketing Obligation on local advertising for you, and you must reimburse us for these expenses. Your failure to comply with this Section10.1.E. is a material breach of this Agreement.

(iii) Payment to Us. We have the right upon written notice to you to require you to pay all or a portion of the Local Marketing Obligation to us for us to, in our sole discretion, (a) contribute to the Ad Fund (as defined in Section 10.3.A. (Contributions to Ad Fund)), (b) spend on national, regional, or local advertising campaigns, (c) contribute to the Advertising Cooperative (as defined in Section 10.4.A. (Participation)) in your market, or (d) spend on local advertising in your market. If we exercise our right to collect your entire Local Marketing Obligation (and not just a portion of it), you will not be required to (x) spend a minimum amount on local advertising (other than your Grand Opening Obligation), (y) provide a local marketing plan, or (z) participate in, or contribute to, your Advertising Cooperative. We are not obligated to ensure that the Local Marketing Obligation monies that we spend are proportionate or equivalent to your contributions or that the Franchised Business will benefit directly or pro rata or in any amount from the placement of advertising.

10.2 Digital Marketing.

A. Restrictions. We or our affiliates, in our sole discretion, may establish and operate websites, social media accounts (such as Facebook, X, Instagram, Pinterest, Snapchat, YouTube, TikTok, etc.), applications, keyword or adword purchasing programs, accounts with websites featuring gift certificates or discounted coupons (such as Groupon, Living Social, etc.), mobile applications, online videos, display banner campaigns, branded content social media campaigns, e-mail marketing campaigns, or other means of digital advertising on the Internet or any other means of digital or electronic communications (collectively, "**Digital Marketing**") that are intended to promote the Marks, your Franchised Business, and the entire network of Businesses. We will have the sole right to control all aspects of any Digital Marketing, including those related to your Franchised Business.

B. Digital Marketing By You. Unless we consent otherwise in writing, you may not, directly or indirectly, conduct or be involved in any Digital Marketing that use the Marks or that relate to the Franchised Business. If we do permit you to conduct any Digital Marketing, you must (i) comply with any Standards or content requirements that we establish periodically and must

immediately modify or delete any Digital Marketing that we determine, in our sole discretion, is not compliant with such Standards or content requirements, (ii) only use materials that we have approved and must submit any proposed modifications to us for our approval, (iii) not use any Mark on any aspect of the Digital Marketing (including in any domain name, address, or account) except as we expressly permit, (iv) include any information that we require, and (v) include only the links that we approve or require. We retain the right to pre-approve your use of linking and framing between any Digital Marketing that you conduct and all other websites. If we consent to your use of the Marks (or words or designations similar to the Marks) in any domain name, electronic address, website, or other source identifier, we may register such names, addresses, websites, or identifiers and then license use of the registered item back to you under a separate agreement. You must pay all costs due for registration, maintenance, and renewal of any such names, addresses, websites, or identifiers that we approve and maintain on your behalf. We retain the ownership of Copyright to any of the materials that you may develop for use on the Internet. We may withdraw our approval for any Digital Marketing at any time.

10.3 Advertising Fund.

A. Contributions to Ad Fund. We will allocate your Advertising Contributions to a fund for the advertising and promotion of the Businesses, the Marks, and the System (the **"Ad Fund"**). If we operate any Businesses, our Businesses will contribute to the Ad Fund in the same manner as similarly-situated Franchised Businesses. You acknowledge that our other franchisees may not be required to contribute to the Ad Fund, may be required to contribute to the Ad Fund at a different rate than you or may be required to contribute to a different advertising fund.

B. Management of Ad Fund. You agree that: (i) we need not maintain the Ad Fund, your Advertising Contributions, or income earned from contributions to the Ad Fund in a separate account from our other funds; (ii) we are not a fiduciary with respect to your Advertising Contributions or the Ad Fund; and (iii) the Ad Fund is not a "trust." We are not required to have an independent audit of the Ad Fund completed. We will provide you with an annual summary of the expenditures of the Ad Fund on your reasonable request. If any monies in the Ad Fund remain at the end of a fiscal year, they will carry-over in the Ad Fund into the next fiscal year. We may treat any amounts that we contribute to the Ad Fund in excess of our required contributions for Businesses that we operate and any spending on advertising that we make in excess of the amounts then available in the Ad Fund as a loan from us to the Ad Fund. We have the right to be reimbursed from the Ad Fund any amounts that we loan to the Ad Fund.

C. Use of Ad Fund. We will administer the Ad Fund. We have sole authority to direct all advertising programs and promotions and uses of the Ad Fund, with sole control over the creative concepts, materials, and media used in the programs, and the placement and allocation of advertising. We reserve the right to use any media, create any programs, and allocate advertising and promotional expenditures to any regions or locales we deem appropriate. We may use the Ad Fund to meet the costs of administering, preparing, and conducting national, local, or regional advertising, promotional, or brand building programs of any kind, including the cost of (i) preparing and conducting television, radio, magazine, newspaper, and digital advertising campaigns and other public relations activities (including for purposes of brand reputation management), (ii) employing public relations firms and advertising agencies to assist in these activities, and (iii) conducting other activities that are directly or indirectly designed to promote the System, its franchisees, and/or increase System sales, such as limited-time menu offerings, crew incentives, franchisee incentive and/or promotional programs, customized materials (e.g., cups), up-sell programs, guest response programs, manager/employee recognition programs, quality assurance and food safety programs, mystery shop and shopper programs, brand websites and

ordering platforms, brand applications, social media account administration and promotion, and in-store equipment and technologies related to such marketing programs. We may use the Ad Fund to compensate us for the reasonable administrative costs and overhead we incur in activities related to advertising and promotional programs, including new product development; market research; preparing advertising and promotional materials; Digital Marketing; working with public relations firms, advertising agencies, advertising placement services, and creative talent; reimbursing franchisee advisory council meeting expenses; developing and maintaining, and paying third parties for the development and maintenance of, websites, applications, and other equipment and technologies related to marketing programs. We will not spend the Ad Fund in a manner that (i) exclusively benefits our licensees that manufacture and sell products bearing the Marks, if any, or (ii) is principally a solicitation for the sale of franchises.

D. No Proportionate Benefit; No Right to Withhold Contribution. The advertising and promotions that we conduct are intended to maximize general public recognition and patronage of the System generally in the manner that we determine to be most effective. We are not obligated to ensure that the expenditures from the Ad Fund are proportionate or equivalent to your contributions or that the Franchised Business will benefit directly or pro rata or in any amount from the placement of advertising. You will spend and/or contribute all advertising contributions, including the Advertising Contribution, provided for in this Agreement without reduction regardless of your perceived benefit to the Franchised Business or the amount of contribution by other franchisees operating Businesses or the default of these advertising obligations by any other franchisees.

10.4 Advertising Cooperatives.

A. Participation. You will participate, if we require, in any local, regional, or national cooperative advertising group consisting of other Businesses (an **"Advertising Cooperative"**) that we specify, when and if any of these groups are created. We will designate the particular Advertising Cooperative(s) in which you may be required to participate (which designations may be based on, without limitation, the particular Designated Market Area or the Area of Dominant Influence, as those terms are used in the advertising industry, where your Franchised Business is located). If we collect the entire Local Marketing Obligation, we will not require you to participate in an Advertising Cooperative. You will enter into any formal agreements with the other franchisees of the System and/or us, as the case may be, as is necessary or appropriate to accomplish the goals of this Section 10.4 and you must abide by the formal agreements and decisions that we authorize the Advertising Cooperative to make on advertising and marketing in the area covered by the Advertising Cooperative.

B. Payments. Your payments to any Advertising Cooperative will be determined by you and those other franchisees and/or us, as the case may be, who are participants in the Advertising Cooperative, as stated in the by-laws of that Advertising Cooperative or membership, dues, participation, or other payment agreements of the Advertising Cooperative. Amounts paid to an Advertising Cooperative will be credited against your Local Marketing Obligation as specified in Section 10.1.E. (Local Marketing Obligation). Any contributions that you make to an Advertising Cooperative shall be additional to your Advertising Contribution as specified in Section 3.2.B. (Advertising Contribution) and your Grand Opening Obligation as specified in Section 10.1.C. (Grand Opening Advertising). If you become delinquent in your dues or other payments to the Advertising Cooperative or fail to abide by any formal agreements or authorized decisions of the Advertising Cooperative, the delinquency or failure will be deemed a failure to participate in the Advertising Cooperative and a material breach of this Agreement.

C. Operations of Advertising Cooperative. We may require any Advertising Cooperatives to only use public relations firms and advertising agencies that are Approved Suppliers. All proposed advertising and promotional materials produced by, or on behalf of, Advertising Cooperatives must be submitted to us for our written approval before use. We may on 30 days' written notice to you suspend or terminate an Advertising Cooperative's program or operations. As a member, officer or director of an Advertising Cooperative, at our request, you will provide to us all information we request related to the Advertising Cooperative and you must provide this information within 10 days after our request to you.

10.5 Our Advertising Materials. We may periodically formulate, develop, produce, and conduct, at our sole discretion, advertising or promotional programs in such form and media as we determine to be most effective. We may make available to you for you to purchase approved advertising and promotional materials, including signs, posters, collaterals, etc. that we have prepared. We or our affiliates will retain all copyrights relating to such advertising materials.

11. TRAINING AND SUPPORT

11.1 Management Training Program.

A. Required Trainees. The "**Required Trainees**" shall consist of two Managers and any other individuals that we designate. The Required Trainees must attend and successfully complete the initial management training program for Businesses (the **"Management Training Program"**). All trainees must be over the age of 18 years and must meet any minimum experience requirements that we specify. In addition, we may, in our sole discretion, require your Primary Contact, if they will not be involved in the day-to-day operation of the Franchised Business, to complete a limited version of the Management Training Program to our satisfaction. If any of your Required Trainees have previously attended and successfully completed our Management Training Program and you or they have not defaulted under any other franchise agreement with us, we may, in our sole discretion, determine that such Required Trainee is not required to attend the Management Training Program again or will be required to attend a modified Management Training Program.

B. Training Fees. Except as otherwise provided in this Section 11.1.B., we will provide the Management Training Program to your Required Trainees at no additional charge to the Required Trainees for the first two Franchised Businesses that you or your affiliates operate. For the third and subsequent Franchised Businesses that you or your affiliates operate, if we require you or you elect to receive the Management Training Program from us or our designee, you must pay us our then-current Management Training Program fee for all of your Required Trainees to attend in a single training session. You must pay us our-then current training fee for each trainee, which is currently $250 per trainee per day and may be increased in any calendar year by no more than the Allowed Adjustment, if (i) you elect to bring additional trainees, other than the Required Trainees, to the Management Training Program, (ii) your Required Trainees are trained in separate sessions, (iii) any of your Required Trainees fail to successfully complete the Management Training Program and re-enroll in the program or are replaced with new trainees that enroll in the program, or (iv) we provide the Management Training Program to your Subsequent Trainees (as defined in Section 11.F. (Subsequent Trainees)).

C. Attending Training. We will provide, or designate other parties to provide on our behalf, the Management Training Program periodically and permit you to register for an available program. Training programs are subject to space and time availability. All or certain portions of the Management Training Program may, in our discretion, be conducted online or in person at (i)

our corporate headquarters, (ii) a Franchised Business that we designate that has been certified by us as an authorized training facility (a **"Certified Training Location"**), and/or (iii) other locations authorized by us. Your trainees may not attend the Management Training Program until (a) you have provided us with your fully signed Lease (if required) in a form that we have approved, (b) your Franchised Business is under construction, (c) you have provided us with evidence of the insurance that is required under your Franchise Agreement, and (d) you are within the eligible training period specified on Schedule A.

D. Completion of Training. All of your Required Trainees must successfully complete our Management Training Program at least one week prior to the scheduled opening date of the Franchised Business. If your opening date changes and your required Trainees completed our Management Training Program more than 120 days before the revised opening date, we may require them to attend up to an additional week of training and may require you to pay our then-current daily training fee for each Required Trainee, which is currently $250 per trainee per day and may be increased in any year by no more than the Allowed Adjustment. We have the right in our reasonable discretion to determine whether a trainee has successfully completed the Management Training Program. If we conclude that a Required Trainee has failed to successfully complete the Management Training Program, that Required Trainee must re-enroll in our next scheduled applicable Management Training Program at no additional charge. We will have the right to terminate this Agreement if, following the Management Training Program and re-enrollment training (if any), none of the Required Trainees has successfully completed the Management Training Program.

E. Training of You by Franchisees. We may, in our sole discretion, authorize certain franchisees to provide on our behalf all or portions of the Management Training Program in accordance with our Standards, provided such franchisees (i) have a Certified Training Manager (as defined below), (ii) operate a Certified Training Location, and (iii) meet other requirements that we specify. If we require or permit you to receive portions of the Management Training Program from another franchisee, we may require you to execute an agreement with such other franchisee regarding the training program.

F. Subsequent Trainees. Any Managers, Primary Contacts, Directors of Operations (as defined in Section 12.7.B. (Directors of Operations)) that you hire or appoint after the opening of the Franchised Business and any other persons we designate (**"Subsequent Trainees"**) must attend and successfully complete our Management Training Program (or a modified version that we prescribe) before becoming involved in the operation of your Franchised Business. We may require employees that transfer to your Franchised Business from another Business to successfully complete the Management Training Program again. We also may require you to send or resend your Managers (as defined below) or employees to the Management Training Program, and require them to successfully complete it, if we have identified operational or performance issues at your Franchised Business. You must pay us a reasonable training fee that we designate for each Subsequent Trainee that attends a Management Training Program, which is currently $250 per trainee per day and may be increased in any calendar year by no more than the Allowed Adjustment.

G. Training By You.

(i) Management Training. If you and your affiliates collectively operate two or more Franchised Businesses, we may, in our sole discretion, require or permit you or your

affiliates to provide the Management Training Program to your Required Trainees or Subsequent Trainees.

(ii) Certification Required. If we require or permit you or your affiliates to provide the Management Training Program to your trainees, before you or they may do so, one or more of your or their Franchised Businesses must be certified by us as Certified Training Location and one or more of your or their Managers must be certified by us as a trainer authorized to provide our Management Training Program to your trainees (a **"Certified Training Manager"**). To be designated as a Certified Training Manager, a Manager must (a) complete our Management Training Program at least six months before applying for certification, (b) maintain specific food safety programs, (c) attend any required additional training program, and (d) meet other qualifications that we may specify from time to time. To be designated as a Certified Training Location, a Franchised Business must (1) meet compliance scores that we specify, (2) fully comply with our then-current Standards, (3) employ the minimum number of Managers specified in Section 12.7 (Your Participation; Manager), in addition to the Certified Training Manager, and (4) meet any other requirements that we may specify from time to time. We may, in our sole discretion and at any time, (x) grant, withhold, or revoke certification for a Certified Training Location or a Certified Training Manager or (y) change the minimum requirements for certification of a Certified Training Location or a Certified Training Manager. We may require Certified Training Managers to be recertified if they transfer from one Franchised Business to another, if they no longer meet our then-current requirements, or annually. If a Certified Training Manager ceases to be a Manager of a Certified Training Location or has their certification revoked, such Franchised Business must be re-certified as a Certified Training Location before offering training again.

(iii) Provision of Training. If we certify a Certified Training Location and Certified Training Manager, such Certified Training Manager must provide the Management Training Program at a Certified Training Location in accordance with our Standards for such training. If we withhold or revoke certification of your Certified Training Location, we may require your trainees to attend the Management Training Program at another location that we designate and may charge our then-current training fee (if any) for such training.

11.2 On-Site Training. Except as may be specified on Schedule A, we are not required to provide any on-site training or consultation at the site of your Franchised Business (the **"On-Site Training"**). You may request that we provide you with On-Site Training. We may agree to provide On-Site Training but will not be obligated to do so. We may also, in our sole discretion, require that you obtain On-Site Training at any time, including in the days or weeks before and/or after your Opening Date and/or if you fail to comply with the System and Standards. We may charge you a reasonable fee for On-Site Training, which is currently $500 per trainer per day and may be increased in any calendar year by no more than the Allowed Adjustment, for each of our trainers and may require you to reimburse us for their travel and living expenses (including airfare, car expenses, lodging, meals, etc.) during such On-Site Training.

11.3 Additional Programs. We may, from time to time, conduct conferences, conventions, programs, webinars, teleconferences, or additional or refresher training sessions on any matters related to the System ("**Additional Programs**"). We will determine the duration, curriculum, and location of such Additional Programs, which may take the form of web-based training modules, webinars, seminars, in-person training, or on-site training. Your Required Trainees, Primary Contact, Owners, and other personnel we designate must attend any Additional Programs that we require. We may charge you a reasonable fee for your representatives to attend any Additional Program, which currently ranges from $0 to $2,500 per attendee and may be increased in any calendar year by no more than the Allowed Adjustment. If any of your representatives fail to

attend any Additional Programs that we require them to attend, regardless of the reason for the absence, you must pay us the registration fee that each absent required attendee would have incurred, unless we have, in our sole discretion, previously excused them in writing.

11.4 Other Training Terms.

A. Modifications. We reserve the right to modify our Management Training Program, Additional Programs, or any other training programs at any time, including the timing, frequency, content, format, and location of training.

B. Training Platform. We may require you to purchase or license from us, our affiliates, or Approved Suppliers any training platform and equipment necessary to use or access the training materials. We may require you to pay us or our affiliates a license fee for such training platform or learning management system, which may be increased in any calendar year by no more than the Allowed Adjustment.

C. Expenses and Compensation. You will pay all expenses you and your personnel incur for any training programs, including your/their travel, food, lodging, compensation, and benefit expenses. We will not pay any compensation for any services you and your personnel perform in any training program. You must purchase uniforms for any of your trainees that attend our Management Training Program.

D. Cancellation Fee. If you or your trainees fail to cancel any scheduled training without at least 14 days' prior notice, or if you or your trainees are not prepared to successfully participate in any scheduled training, we may charge you the cost of conducting the originally scheduled training (including any training fees and any travel and living expenses incurred by our representatives), and we may require you to pay the training fee again for the rescheduled training.

11.5 Additional Consulting Services. After you open your Franchised Business, we may furnish you with support services as we deem appropriate. We also may offer you additional consulting or support services, including On-Site Training and remote support, that are greater in scope than our standard support services. We may charge you a reasonable fee for these services, which is currently $500 per representative per day and may be increased in any calendar year by no more than the Allowed Adjustment, and, for On-Site Training, require you to reimburse us for their travel and living expenses (including airfare, car expenses, lodging, meals, etc.). Additional consulting or support services are subject to availability and shall be offered in our sole discretion.

12. YOUR OBLIGATIONS

The following obligations are in addition to your other obligations in this Agreement:

12.1 Compliance with Laws. You will operate the Franchised Business in compliance with all applicable Laws, including all Laws related to labor, health, and safety. It is your sole and absolute obligation to research all applicable Laws governing the operation of your business and to ensure that such operation does not violate any applicable Laws. For example, there are various federal laws that could affect your business and that you must comply with such as the ADA, the CAN-SPAM Act, the TCPA, the Telemarketing Sales Rule (TSR), the Fair and Accurate Credit Transactions Act ("**FACTA**"), and other federal and state anti-solicitation laws regulating marketing phone calls; and federal and state laws that regulate data security and privacy (including but not limited to the use, storage, transmission, and disposal of data regardless of

media type). You should investigate these laws to understand your potential legal obligations. You will promptly furnish to us copies of all fire, health, or other inspection reports, warnings, certificates, and ratings issued by any government agency, and must immediately provide us with any such items that assert any failure to comply strictly with any Law. If required by the jurisdiction where the Franchised Business is located, you will file for and maintain a Certificate of Fictitious Name that includes the Primary Mark.

12.2 Compliance with Privacy Requirements and Electronic Payment Standards. You must abide by: (a) the Payment Card Industry Data Security Standards ("**PCI-DSS**") enacted by the applicable Card Associations (as they may be modified from time to time or as successor standards are adopted) and all Laws, standards, or any equivalent thereof relating to the collection, use, and security of personal information; (b) the FACTA; (c) all other Laws, standards, or any equivalent thereof applicable to electronic payments that may be published from time to time by payment card companies and applicable to electronic payments; and (d) any privacy policies or data protection and breach response policies we periodically may establish, including those set forth in Section 12.3 (Data Breach Notification) (collectively, "**Privacy Requirements**"). We require that you use vendors (and may require you to use one or more Approved Suppliers that we designate) to provide security services that are consistent with the Privacy Requirements. We currently require you to use a managed firewall, conduct a quarterly network scan, maintain anti-virus/anti-malware software, and use managed Wi-Fi, but we may modify from time to time the specific security measures that you must maintain. We require that you submit annually proof of your PCI-DSS compliance status, and we may require you to provide evidence of compliance with applicable Privacy Requirements upon our request. We may require you to use vendors or Approved Suppliers to conduct periodic security audits to ensure that personal data is adequately protected. We may require you to provide, or make available, to us copies of any audits, scanning results, or related documentation relating to such compliance or audits. We may charge a reasonable fee for us to review your systems and verify your compliance with these requirements, which will not exceed 110% of our or our affiliates' actual costs and expenses related to such services. If you suspect or know of a security breach, you must immediately give us notice of such security breach and promptly identify and remediate the source of any compromise or security breach at your expense. You assume all responsibility for providing all notices of breach or compromise and all duties to monitor credit histories and transactions concerning customers of the Franchised Business.

12.3 Data Breach Notification. If you learn of an incident that may be a "breach of the security of the system" under Cal. Civ. Code § 1798.82 or any other data breach notification Law, you must immediately notify us of the facts that are known about the incident (a "**Data Breach**"). Although you are responsible for complying with all data breach notification Laws and standards applicable to your organization, we expect that you will coordinate with us regarding such incidents where notification to individuals is required before individuals are notified so that we can be aware of and be prepared to address issues that may affect the System and be in a position to support you where possible. In the event of an actual or suspected Data Breach, you grant us and our designees and agents the right, exercisable in our sole and absolute discretion, to conduct an investigation of the incident and to install, run, and maintain any hardware, software, or code on your Computer System or in your computer network necessary or advisable to facilitate the investigation and to contain and remediate the incident, and you agree to cooperate with us and to provide us with any access and information we may reasonably request for those purposes. Nothing in the preceding sentence shall relieve you of your obligation to comply with applicable laws, regulations, rules, standards or any equivalent thereof concerning an actual or suspected Data Breach. You are responsible for any costs or financial losses you incur or remedial actions that you must take as a result of an actual or suspected Data Breach.

12.4 Failure to Comply with Laws or Standards.

A. Suspension of Operations. If: (i) any Approved Product you produce or sell evidences dilution or adulteration from the Standards; (ii) any Approved Product you produce or sell is contaminated or is otherwise in violation of applicable Law; (iii) you fail to maintain the Franchised Business in compliance with applicable Law; or (iv) your Franchised Business or Approved Products pose a threat to the health or safety of the public, you must immediately suspend operations, search out and destroy any adulterated, diluted, or contaminated Approved Products, eliminate their source, and remedy all unsanitary, unsafe, or otherwise hazardous conditions present. You may not resume operation of the Franchised Business until our laboratory analysis of your Approved Products or inspection of your Franchised Business, as applicable, demonstrates compliance with all applicable Laws and Standards. You must promptly implement any remedial measures we require to cure the default. If we conclude through any examination, analysis, and/or inspection that the Approved Products have been adulterated in any way or that your Franchised Business is not in compliance with applicable Laws, you shall, upon demand, reimburse us for all reasonable expenses connected with any such examination, analysis, or inspection under this Agreement (including reasonable product analysis fees).

B. Additional Remedies. If: (i) we determine that a violation of Section 12.4.A. (Suspension of Operations) has occurred and that you have committed a similar violation within the one-year period before the date of the inspection or analysis; (ii) you fail or refuse to comply with any or all of the remedial measures we require; (iii) you fail to provide us with full cooperation in the course of any inspection or analysis we conduct; or (iv) we determine that there has been any repetition during the Term of any occurrence under Section 12.4.A., then you will pay us a fee for the inspection or analysis in the amount of $5,000; plus the travel and living expenses of our inspectors or representatives and any other expenses we incur in connection with this Section, including our attorneys' fees.

C. Remedies Not Exclusive. The remedies stated in this Section 12.4 are in addition to, and not in substitution of, any other remedies stated in this Section 12.4 or elsewhere in this Agreement. Nothing in this Section 12.4 limits any of our rights under Section 17 (Default and Termination), including the right to terminate this Agreement.

D. Non-compliance Fees. If you fail to comply with any of the Standards or any provision of this Agreement, in addition to any other remedies we may be entitled to, we reserve the right to charge you one or more non-compliance fees upon written notice to you. Currently, the fees range from $25 to $500 per single violation. The non-compliance fees shall be specified in the Manuals or otherwise in writing, may be modified from time to time upon written notice to you, may be charged repeatedly (as frequently as daily) if the non-compliance is ongoing, and may vary based on the severity of the defaults, the number of the defaults, and whether the defaults have been repeated, provided that the fees may be increased in any calendar year by no more than the Allowed Adjustment

12.5 Continuing Maintenance. You acknowledge and agree that it is in your best interest, and in the best interests of the franchise network, that your Franchised Business be clean, up-to-date, well-maintained, and well-appointed. You must continuously maintain the interior and exterior of the Franchised Business (including the parking lot, walkways, and landscaping that is part of the Accepted Location), and all furniture, fixtures, equipment, décor, and signage in or at the Franchised Business, in the highest degree of cleanliness, orderliness, sanitation, and repair in accordance with all applicable Laws and Standards. You agree, at your expense and at intervals that we may periodically designate, as needed, or at our direction, to promptly take the following

continuing maintenance actions throughout the Term: (i) thorough cleaning (which may include professional cleaning), (ii) repainting and making minor alterations to the décor of the interior and exterior of the Franchised Business; (iii) interior and exterior repair of the Franchised Business; and (iv) repair or replacement of damaged, worn-out, malfunctioning, non-functioning, or obsolete furniture, fixtures, equipment, décor, and signage. You may not make any material alteration to the interior or exterior of the Franchised Business without our prior written consent.

12.6 Refreshes and Remodels.

A. Refresh. Within six months after the fifth and the fifteenth anniversaries of the Opening Date, you must, at your sole expense and in accordance with our then-current Standards and directives, refresh, refurbish, and renovate the Franchised Business to meet our then-current operational and branding Standards (a "**Refresh**"). Generally, a Refresh will require you to add, update, and/or replace components of the Franchised Business (including merchandising elements, graphics, paint or wall coverings, menu boards, interior and exterior signage, kitchen equipment, drive-thru equipment, Computer System components, and other furniture, fixtures, equipment, and décor that we may specify in our sole discretion) to meet our then-current Standards without significantly altering your Franchised Business' layout or structure.

B. Remodel. Within six months after the tenth and (if you are entering into a Renewal Term) twentieth anniversaries of the Opening Date, you must, at your sole expense and in accordance with our then-current Standards and directives, remodel, refurbish, renovate, and modernize the Franchised Business to meet our then-current operational, branding, and architectural design Standards (a "**Remodel**"). Generally, a Remodel may include all of the modifications, upgrades, and replacements required in a Refresh, plus other more extensive alterations to your Franchised Business' layout, structure, or design, such as redesigning the interior and exterior appearance and interior layout of the Franchised Business or adding a drive-thru to a Franchised Business.

C. Process for Refreshes and Remodels. Before you begin a Refresh or a Remodel, we, our affiliate, or our designee will in-person or virtually inspect your Franchised Business and produce a site survey and/or design plan that will comply with our then-current Standards. We may require you to pay us, our affiliate, or our designee our then-current fee for producing such site survey and/or design plan, which may be increased in any calendar year by no more than the Allowed Adjustment. All plans, designs, furniture, fixtures, equipment, and décor related to a Refresh or a Remodel must be approved by us in writing, must conform to our then-current Standards and applicable Laws, and, if we so require, must be purchased from Approved Suppliers we designate or approve in writing. For each Remodel, you must comply with Sections 6.1 (Leasehold Improvements), 6.2 (Architectural Plans), and 6.3 (Construction, Inspection, and Government Approvals) of this Agreement. You acknowledge that each Refresh or Remodel may require you to make a significant capital investment into your Franchised Business. You agree to incur, without limitation, any capital expenditures required in order to comply with this obligation and our requirements (even if those expenditures cannot be amortized over the remaining Term).

D. Requirements Are Not Exclusive. The requirements set forth in this Section are in addition to, and do not limit, your obligation to add, update, and/or replace components of the Franchised Business from time to time as specified in other Sections of this Agreement, including Section 8.3 (Changes to the Standards and the Manuals) and Section 12.5 (Continuing Maintenance).

12.7 Your Participation; Manager.

A. Participation and Managers. You must devote your best efforts to the proper and effective operation of the Franchised Business. Your Franchised Business must employ at least two Managers who have successfully completed the Management Training Program and are dedicated to the Franchised Business. Your Managers must have day-to-day management responsibility for your Franchised Business, exercise on-premises supervision, and personally participate in the direct operation of the Franchised Business. We may, in our sole discretion, permit your Primary Contact to serve as a Manager for the Franchised Business, provided that it is their full-time job, they otherwise qualify for the position, and they successfully complete the Management Training Program.

B. Director of Operations. If you and your affiliates operate four or more Franchised Businesses, in addition to the Managers for each Franchised Business that you operate, we may require you to appoint one or more Managers with the responsibility of supervising and supporting multiple Franchised Businesses (each, a **"Director of Operations"**).

C. Qualifications. Each Manager and Director of Operations must successfully complete the Management Training Program, satisfy any other minimum standards we may require for their position, and complete additional training and On-Site Training as we may specify.

D. Changes to Managers and Directors of Operations. You must inform us in writing of the identity of any Managers and Directors of Operations. You must notify us immediately of the death, disability, termination of employment, or replacement of any of your Managers (including any Director of Operations) and must designate a successor or acting Manager or Director of Operations within 30 days after the death, disability, or termination of the predecessor.

12.8 Computer System.

A. Acquisition and Operation. You must promptly purchase, lease and/or license and install at the Franchised Business, at your sole expense, the computerized point-of-sale system, computer and technology systems, mobile hardware, software, applications, associated computer hardware, telephone lines, network connections, communications equipment, high speed internet access (e.g. fiber or cable), and other equipment that we require from time to time (the **"Computer System"**), all of which you must keep in good maintenance and repair. You must use the Computer System in accordance with our Standards. We have the right to retrieve all data from your Computer System that we deem appropriate, and we may require you to obtain, at your expense, polling services we specify from a supplier that we specify (which may be us or our affiliates). If it becomes advisable at any time, in our sole discretion, for us to change, upgrade, or discontinue use of any of the components of the Computer System, you will comply with our directions, at your expense, within a reasonable time after notice to you. We will have no liability or obligation whatsoever with respect to our requirement that you modify or discontinue use of any of the components of the Computer System or any unauthorized modifications to the Computer System that you make.

B. Computer Services. We or our affiliates may, in our sole discretion, provide you with, or require you to purchase from an Approved Supplier, (i) project management assistance related to, and coordinate the onboarding and configuration of, your Computer System before your Franchised Business opens or, if you are acquiring an existing Franchised Business, when you assume control of such Franchised Business; (ii) back office and polling services; (iii) required modifications and enhancements to the Computer System; and/or (iv) other maintenance and support programs. We may require you to enter into agreements with, and pay a reasonable fee

to, us, our affiliates, or Approved Suppliers for such services. The fees for such services may be increased in any calendar year by no more than the Allowed Adjustment. Any fees that we or our affiliates charge for modifications and enhancements to the Computer System and fees for third-party hardware or software will not exceed 110% of our or our affiliates' actual costs and expenses related to such products or services.

12.9 Customer Card Programs. At your expense, you must fully participate in gift card programs, loyalty programs, credit card and other payment programs, customer tracking programs, incentive programs, reward programs, and other types of programs (**"Customer Card Programs"**) that we develop or designate to support and promote the System. These Customer Card Programs may also promote, or involve the participation of, restaurants or businesses other than Businesses, such as restaurants or businesses operated under different brands that are operated or licensed by our affiliates. You must comply with all our procedures and policies for Customer Card Programs in the Manuals. You may not develop, offer, or participate in Customer Card Programs that we have not designated, and you may not offer or sell gift cards at any location other than the Accepted Location. You will, at your sole expense, promptly install at the Franchised Business any acceptance system for Customer Card Programs and/or hardware and software necessary for Customer Card Programs to operate with the Computer System. You must also obtain any services and supplies we require in connection with Customer Card Programs and pay all fees charged by us, our affiliates, or our Approved Suppliers in connection with Customer Card Programs. Any fees that we or our affiliates charge you related to Customer Card Programs will not exceed 110% of our or our affiliates' actual costs and expenses related to such products or services. Customer Card Programs may use aspects of the Computer System.

12.10 Hours of Operation. You must continuously operate the Franchised Business on the days and during the minimum hours we specify. You may establish days and hours of operation in excess of the required minimum days and hours. If you wish to operate the Franchised Business for less than the minimum days and hours we specify, you must obtain our prior written approval, which will not be unreasonably withheld. If the Franchised Business is located in a facility or location in which the hours of operation required by an unaffiliated third-party landlord are different than our specifications, you may operate the Franchised Business in accordance with the landlord's requirements.

12.11 Purchasing and Distribution Cooperatives. You must (i) become a member of any purchasing and/or distribution cooperative(s)/association(s)/program(s) (collectively, **"Purchasing Programs"**), if any, that we designate and/or establish for the System by the deadlines that we specify (which shall be before your Opening Date if we have already established such a Purchasing Program), (ii) remain a member in good standing thereof throughout the Term, and (iii) pay all reasonable membership fees assessed by any Purchasing Program. Any membership fees set by us or our affiliates will not exceed 110% of our or our affiliates' actual costs and expenses related to such programs.

12.12 Prices. We reserve the right, to the fullest extent allowed by applicable law, to establish maximum, minimum, or other pricing requirements with respect to the prices you may charge for Approved Products, including required participation in system-wide discount programs and promotions. If we do not establish such pricing requirements, then you will have the right to determine the prices you charge.

13. INDEMNIFICATION; INSURANCE

13.1 Indemnification.

A. Indemnification Obligation. You must defend, indemnify, and hold harmless us and our affiliates, our and their permitted successors and assigns, and each of our and their respective direct and indirect owners, directors, officers, managers, employees, agents, attorneys, and representatives (collectively, the **"Indemnified Parties"**) from and against all Losses (defined below), which any of the Indemnified Parties may suffer, sustain, or incur as a result of a claim asserted or inquiry made formally or informally, or a legal action, investigation, or other proceeding brought, by a third party and directly or indirectly arising out of or relating to: (i) the operation of the Franchised Business; (ii) the business you conduct under this Agreement; (iii) your breach of this Agreement; (iv) your noncompliance or alleged noncompliance with any Law; or (v) any allegation that we or another Indemnified Party is a joint employer or otherwise responsible for your acts or omissions relating to your employees. **"Losses"** include all obligations, liabilities, damages (actual, consequential, or otherwise), and reasonable defense costs that any Indemnified Party incurs. Defense costs include arbitrators', attorneys', and expert witness fees, costs of investigation and proof of facts, court costs, travel and living expenses, and other expenses of litigation, arbitration, or alternative dispute resolution, regardless of whether litigation, arbitration, or alternative dispute resolution is commenced.

B. Indemnification Procedure. We will promptly notify you of any claim that may give rise to a claim of indemnity hereunder, provided, however, that the failure to provide such notice shall not release you from your indemnification obligations under this Section 13.1, except to the extent you are actually and materially prejudiced by such failure. You shall have the right, upon written notice delivered to the Indemnified Party within 15 days thereafter assuming full responsibility for Losses resulting from such claim, to assume and control the defense of such claim, including the employment of counsel reasonably satisfactory to the Indemnified Party and the payment of the fees and disbursements of such counsel. If (i) the Indemnified Party shall have been advised by counsel that there are one or more legal or equitable defenses available to it that are different from or in addition to those available to you and, in the reasonable opinion of the Indemnified Party, the counsel that you have selected could not adequately represent the interests of the Indemnified Party because such interests could be in conflict with your interests, (ii) you do not assume responsibility for such Losses in a timely manner, (iii) the claim involves any elements of the Intellectual Property, or (iv) you fail to defend a claim with counsel reasonably satisfactory to the Indemnified Party as contemplated above, then the Indemnified Party shall have the right to assume the defense of any claims and employ counsel of its own choosing and you shall pay the reasonable fees and disbursements of such Indemnified Party's counsel as incurred; provided that in any case, you shall not be obligated to pay the expenses of more than one separate counsel for all Indemnified Parties taken together. In connection with any claim, the Indemnified Party or you, whichever is not assuming the defense of such claim, shall have the right to participate in such claim and to retain its own counsel at such party's own expense.

C. Cooperation and Settlement. You or the Indemnified Party (as the case may be) shall keep you or the Indemnified Party (as the case may be) reasonably apprised of, and shall respond to any reasonable requests concerning, the status of the defense of any claim of which it is maintaining and shall cooperate in good faith with each other with respect to the defense of any such claim. You shall not, without the prior written consent of the Indemnified Parties, (a) settle or compromise any claim or consent to the entry of any judgment with respect to any claim which does not include a written release from liability of such claim for the Indemnified Parties, or (b) settle or compromise any claim in any manner that may adversely affect the Indemnified

Parties other than as a result of money damages or other monetary payments which will be paid by you. No claim which is being defended in good faith by you in accordance with the terms of this Section 13.1 shall be settled by the Indemnified Parties without your prior written consent.

D. Willful Misconduct or Gross Negligence. You have no obligation to indemnify or hold harmless an Indemnified Party for, and we will reimburse you for, any Losses to the extent they are determined in a final, unappealable ruling issued by a court or arbitrator with competent jurisdiction to have been caused solely and directly by the Indemnified Party's gross negligence, willful misconduct, or willful wrongful omissions. However, nothing in this Section 13.1.D. limits your obligation to defend us and the other Indemnified Parties under Section 13.1.A. (Indemnification Obligation).

E. Survival and Recovery. Your obligations in this Section 13.1 will continue in full force and effect subsequent to and notwithstanding this Agreement's expiration or termination. An Indemnified Party need not seek recovery from any insurer or other third party, or otherwise mitigate its Losses, in order to maintain and recover fully a claim against you under this Section 13.1. You agree that a failure to pursue a recovery or mitigate a Loss will not reduce or alter the amounts that an Indemnified Party may recover from you under this Section 13.1.

13.2 Required Insurance. You must obtain and maintain during the Term, at your expense, a comprehensive business insurance program, including property, commercial general liability, automobile liability, business property, umbrella, workers' compensation, cyber liability and employment practices liability, and (if you serve alcohol) dram shop liability insurance. Your obligation to maintain this insurance will not be limited in any way by reason of any insurance that we may maintain, nor will it relieve you of your indemnity obligations stated in Section 13.1 (Indemnification). These policies are required to respond on a primary and non-contributory basis to any insurance carried by us or our affiliates and may not otherwise limit coverage for tort liabilities assumed in this Agreement. We may from time to time increase, decrease, add to, delete from, or modify the mandatory insurance coverages we require in accordance with reasonable and customary changes in the industry, as we determine. You currently must obtain and maintain the coverage specified in Schedule A. We reserve the right to obtain a master insurance policy on behalf of the System for certain types of coverage and require you to pay all or a portion of your proportionate share of coverage under the master policy to us or our Approved Supplier.

13.3 Carrier; Proof of Insurance. All insurance policies required under this Agreement: (i) must be issued by an insurance carrier authorized to conduct business in the state in which your Franchised Business is located and be rated "A-" (Excellent) / VIII ($100M to $250M policy holder surplus) or better by A.M. Best and Company, Inc., or its successor; (ii) must insure you and name us and our affiliates, our and their permitted successors and assigns, and each of our and their respective direct and indirect owners, directors, officers, managers, employees and agents as an additional insured for claims arising from your Franchised Business and your operations, and include a waiver of subrogation in favor of us; (iii) must stipulate that the insurer will deliver 30 days' written notice to us before any cancellation or modification, except 10 days for non-payment of premiums; (iv) unless otherwise noted, must be written on occurrence based policy forms; and (v) may not be subject to unreasonable deductibles or retentions without our prior written approval. You must deliver proof of your compliance with this Section to us so that we receive proof: (a) before you start construction of the Franchised Business; (b) annually on the expiration, renewal, or replacement of each policy; and (c) within 10 days after we make any demand therefor. If you fail to obtain and maintain the required insurance, in addition to any other rights and remedies we may have, we may, but are not obligated to, procure such insurance for you

without notice, and you shall pay, upon demand, the premiums and up to 110% of our costs and expenses related to procuring such insurance.

14. RIGHT TO ACCESS; RECORDS; REPORTING

14.1 Inspections and Audits. We or any of our authorized agents may at any time during normal business hours (including pre-opening and post-closing) enter the Franchised Business or any other place where business related to the Franchised Business is conducted and: (i) conduct an operational audit to determine your material compliance, as we determine, with this Agreement; (ii) examine, analyze, and inspect the Franchised Business, the Proprietary Goods, the Approved Products, and any products produced and/or sold or distributed at, from, or through the Franchised Business (whether authorized or unauthorized); (iii) take reasonable samples of any the Proprietary Goods, the Approved Products, and any products produced and/or sold or distributed at, from, or through the Franchised Business (whether authorized or unauthorized), without charge or liability; (iv) videotape, photograph, or otherwise record the operation of the Franchised Business; (v) interview your employees, customers, landlords, and suppliers; and (vi) audit, review and examine by any means, including electronically through the use of telecommunications devices or otherwise, at our expense, your books, records, accounts, and tax returns related to the Franchised Business. We may require you to send us copies of your books, records, and files related to the Franchised Business, which you must provide to us or our representatives within a reasonable time (not to exceed 10 days) of our request. We also may require you to participate in customer satisfaction surveys or other audit programs, including electronically through the use of telecommunications devices or otherwise, to assess your compliance with our customer service standards. You will provide us with full cooperation in the course of any inspection or audit we conduct under this Section. Any inspections will be made at our expense, unless the inspection is necessitated by your repeated or continuing failure to comply with any provision of this Agreement, in which case we may charge you non-compliance fees and the costs and expenses we incur related to such inspections, including the wages and cost of travel and living expenses for our representatives.

14.2 Discrepancies. If any such inspection, audit, review, or examination reveals that Net Sales have been understated in any report to us, you must immediately pay to us the Royalty Fees and Advertising Contributions due with respect to the amount understated on demand, in addition to interest provided for under this Agreement. If any understatement exceeds 2% of Net Sales as stated in the report, you must, in addition, on demand, reimburse us for all reasonable expenses connected with the audit, review, or examination (including reasonable accounting and attorneys' fees). These remedies are in addition to any other rights and remedies we have.

14.3 Systems and Reports. You must: (i) comply with all our Standards on accounting systems, procedures, and formats, if any; (ii) timely submit to us complete and accurate financial, operational, and other reports we require (including weekly reports detailing the Gross Sales and Net Sales during the preceding week and monthly profit and loss statements for the prior month's operations); and (iii) use all forms we specify. You must submit any report by mail, telephone, electronic means, or any other means we may designate. For purposes of reporting to us only and not for purposes of calculating Royalty Fees and Advertising Contributions due, "Gross Sales" means Net Sales, plus the amount of any discounts from redemptions of coupons, and other reductions made to calculate Net Sales.

14.4 Financial Statements. On or before February 1st of each year (or such other date specified by us in the Manuals or otherwise in writing, which may be by email or other electronic communications), you must furnish to us a statement of the profit and loss of the Franchised

Business for the last fiscal year and a balance sheet as of the end of the last fiscal year, prepared in accordance with our requirements and certified by you to be true and correct. We have the right to demand audited financial statements if a financial-related default has occurred under this Agreement within the last calendar year.

14.5 Tax Returns. No later than 90 days following our request, you must furnish to us exact copies of all tax returns, including federal, state, and any local income tax returns relating to the Franchised Business or you or your Entity.

14.6 Financial Records. You must accurately and completely record all revenues the Franchised Business receives or is entitled to receive. You must keep and maintain accurate and complete books, records, tax returns, and all business, personnel, financial, and operating records related to the Franchised Business, including related supporting material, such as bank statements, POS tapes/records, cash receipts and credit and charge records, for at least 3 years. These financial records may not be commingled with records for other businesses. If you have commingled your franchised records for various businesses, we have the right to review and audit the records for all commingled businesses.

14.7 Investment Statements. You must submit to us, using the forms that we provide to you, complete and accurate statements of the itemized costs that you incur (i) developing the Franchised Business prior to the Opening Date, which shall be due to us within 30 calendar days after the Opening Date, (ii) during the first 90 days of operating your Franchised Business, which shall be due to us within 120 calendar days after the Opening Date, and (iii) related to completing a Refresh or Remodel, which shall be due to us within 30 calendar days after completion.

14.8 Additional Information. You shall respond promptly to requests from us for clarification and/or additional information regarding any matter entrusted to you under this Agreement. You will inform us from time to time on our request of: (i) all prices you charge for Products you sell; and (ii) the prices your competitors charge in the area. We may use data and information derived from polling your Computer System or your financial reports and statements in any manner that we deem appropriate, including using the data in our Franchise Disclosure Document (the **"FDD"**), in performing market analyses, and in our promotional materials, provided that any information that we include in our FDD and promotional materials will not individually identify you or your Franchised Business.

14.9 Communications with Third Parties. You hereby grant us the right to release to your landlord, lender(s), or prospective landlord(s) and lender(s), any financial and operational information relating to you and/or the Franchised Business; however, we have no obligation to do so. Additionally, you grant permission to us to request information from your landlord and lender(s) and for such landlord and lender(s) to respond to any and all questions from us.

15. CONFIDENTIAL INFORMATION; RESTRICTIVE COVENANTS

15.1 Definitions. As used in this Agreement:

A. **"Confidential Information"** means any non-public information related to the System or information that, by its nature, would reasonably be expected to be held in confidence or kept secret. Without limiting the definition of "Confidential Information," all the following will be conclusively presumed to be Confidential Information whether or not we designate them as such: (i) the Standards and Manuals; (ii) pricing information and models; (iii) materials describing our franchise network and System; (iv) plans, layouts, designs and specifications for a prototypical

Business; (v) our methods of preparing and serving Approved Products, including Recipes; (vi) our sources (or prospective sources) of supply and all information related to or concerning the same, including the identity and pricing structures with our Approved Suppliers; (vii) our training materials; (viii) our marketing plans and development strategies; (ix) this Agreement and any related schedules, exhibits, attachments, or addenda and all terms contained therein; (x) Customer Information (as defined in Section 15.3 (Customer Information)), whether collected by you, us or our affiliates, or a third party; and (xi) other information we give to you, except where such information is a Trade Secret (defined below).

B. **"Trade Secret"** means information that derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use. Without limiting the definition of **"Trade Secrets,"** all the following will be conclusively presumed to be Trade Secrets whether or not we designate them as such: (i) the composition of our Proprietary Goods; (ii) our Recipes; (iii) advertising, marketing, and public relations strategies; and (iv) our marketing analyses.

C. The terms "Confidential Information" and "Trade Secret" do not include: (i) information generally known to the public at the time we disclose it to you; (ii) information that becomes known to the public after we disclose it to you, unless it becomes known due to your breach of this Agreement or someone else's breach of a duty to maintain confidentiality; or (iii) information you can prove was within your legitimate and unrestricted possession at the time we disclosed it to you.

15.2 Protection of Confidential Information and Trade Secrets. You agree that the Confidential Information and Trade Secrets are not, by definition, generally known in the trade, that they are beyond your present skill and experience, and that for you to develop the Confidential Information and Trade Secrets on your own would be expensive, time-consuming, and difficult. You agree that the Confidential Information and Trade Secrets provide you with a competitive advantage, that they will be economically valuable to you in the development of your Franchised Business, and that gaining access to Confidential Information and Trade Secrets is therefore a primary reason why you are entering into this Agreement. You specifically agree that these restrictions are applicable even before you open the Franchised Business since you will receive valuable information and training about the System and the operation of the Franchised Business before you begin operations of your Franchised Business. You agree that you are liable under this provision even if you do not open the Franchised Business as this Agreement requires. Accordingly, in consideration of our disclosure of the Confidential Information and Trade Secrets, you agree that:

A. You and your Owners will not, during the Term:

(i) appropriate or use any Confidential Information or any Trade Secret for any purpose other than in accordance with this Agreement;

(ii) disclose or reveal any portion of the Confidential Information or any Trade Secret to any person, other than to your directors, officers, Owners, management employees, or others who: (a) have a legitimate business need to know of it to operate your Franchised Business, (b) are aware of the confidentiality restrictions in this Agreement, and (c) are similarly bound not to disclose the Confidential Information by an agreement at least as restrictive as the terms of this Agreement; or

(iii) divulge or use any Confidential Information or any Trade Secret for the benefit of any other person or Entity except as we expressly authorize.

B. You and your Owners will not at any time after the termination or expiration of this Agreement: (i) use any Confidential Information for any purpose; or (ii) divulge or use any Confidential Information for the benefit of any other person or Entity.

C. You and your Owners will not at any time after the termination or expiration of this Agreement: (i) use any Trade Secret for any purpose; or (ii) divulge or use any Trade Secret for the benefit of any other person or Entity.

D. You and your Owners will not copy, duplicate, record, digitally reproduce, or otherwise reproduce any of the Confidential Information or Trade Secrets, in whole or in part, or otherwise make Confidential Information or Trade Secrets available to any third party, except as we authorize in this Agreement.

E. You will make all reasonable efforts and take all appropriate precautions to prevent unauthorized copying or disclosure of any Confidential Information or Trade Secrets which precautions will include, but not be limited to, restricting access to Confidential Information and Trade Secrets on a "need to know" basis and complying with our Standards and other directions from us.

15.3 Customer Information.

A. Protection of Customer Information. You must comply with our Standards, other directions from us, and all applicable Laws regarding the organizational, physical, administrative and technical measures and security procedures to safeguard the confidentiality, integrity, and security of Customer Information on your Computer System or otherwise in your possession or control and, in any event, employ reasonable means to safeguard the confidentiality, integrity, and security of Customer Information. "**Customer Information**" means names, contact information, financial information, purchasing history, market research data, and other personal information of or relating to the customers and prospective customers of the Franchised Business.

B. Access to Customer Information. All Customer Information that you or your third-party vendors collect from customers and potential customers in connection with your Franchised Business must be furnished to us at any time that we request it. In addition, we and our affiliates, through the Computer System or otherwise, have the right to independently access the Customer Information.

C. Use of Customer Information. You must only use Customer Information to market Approved Products to customers in accordance with the policies that we may establish periodically and applicable Laws. You may not sell, transfer, or use Customer Information for any purpose other than marketing Approved Products and the Franchised Business. We and our affiliates may use Customer Information in any manner or for any purpose. You must secure from your customers, prospective customers, vendors, and others all consents and authorizations, and provide them all disclosures, that applicable Law requires to transmit Customer Information to us and our affiliates, and for us and our affiliates to use that Customer Information, in the manner that this Agreement contemplates.

15.4 Restrictive Covenants. You agree that you will require all Owners to sign the Personal Covenants in Schedule B. You agree that you will comply with the following restrictions:

A. During the Term. During the Term, without our prior written consent, neither you nor any of your Owners, nor any person or Entity controlling, controlled by, or under common control with you or them, will individually or jointly with others, directly or indirectly, by, through, on behalf of, or in conjunction with, any person or Entity:

(i) own, manage, engage in, be employed by, advise, make loans to, lease or sublease property to, participate in, consult for, or have any other interest in (a) any business that derives more than 20% of its annual revenue from the retail or wholesale production or sale of the competing products specified in Schedule A (the "Competing Products"), (b) any business that is the same as, or similar to, the Business concept as the concept evolves over time, or (c) any Entity that grants franchises or licenses for any of these types of businesses (each, a "Competitive Business") other than the Franchised Business or another business you or they operate under an agreement with us;

(ii) divert or attempt to divert any business or potential business from the Franchised Business or any other Businesses;

(iii) use any vendor relationship established through your association with us for any purpose other than to purchase products or equipment for use or retail sale in the Franchised Business; or

(iv) perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks and the System.

B. Post-Term. Beginning at the expiration, earlier termination, or Transfer of this Agreement and for 24 months thereafter (the "**Restricted Period**"), (i) at the Accepted Location, (ii) within three miles of the Accepted Location, and (iii) within three miles of any Business, neither you nor any of your Owners, nor any person or Entity controlling, controlled by, or under common control with you or them, will individually or jointly with others, directly or indirectly, by, through, on behalf of, or in conjunction with, any person or Entity: (a) own, manage, engage in, be employed by, advise, make loans to, lease or sublease property to, participate in, consult for, or have any other interest in a Competitive Business or (b) divert or attempt to divert any business from any Business. If you, your Owners, or any person or Entity controlling, controlled by, or under common control with you or them violate any of the restrictive covenants set forth in this Section, the Restricted Period will be automatically tolled during any period of non-compliance provided that we commence legal action (whether in court or arbitration) during the Restricted Period to enforce such restrictive covenants.

C. Publicly-Traded Corporations. Nothing in this Section 15.4 will prevent you from owning for investment purposes up to an aggregate of 5% of the capital stock of any Competitive Business, so long as the Competitive Business is a publicly-held corporation whose stock is listed and traded on a national or regional stock exchange or through the National Association of Securities Dealers Automated Quotation System (NASDAQ), and so long as you do not control the company in question.

D. Acknowledgements. You acknowledge and agree that: (a) you and the other individuals and Entities required to comply with this Section 15.4 have received or will receive an advantage through the training provided under this Agreement, the knowledge of the day-to-day operations of a Business, and access to the Standards, Manuals, System, Confidential Information, and Trade Secrets, and (b) the covenants and restrictions in this Section 15.4 (i) are reasonable, appropriate and necessary to protect the System, Confidential Information, Trade

Secrets, other franchisees operating under the System, the goodwill of the System, relationships with our prospective and existing customers, and our legitimate interests; and (ii) do not cause undue hardship on you or any of the other individuals and Entities required by this Section 15.4 to comply with the covenants and restrictions.

E. Modification of Restrictive Covenants. We may, at any time, immediately upon notice to you, reduce or modify any restrictive covenants set forth in this Section 15.4 (Restrictive Covenants) (the "**Restrictive Covenants**") in a manner that makes them less restrictive. In the event that a court or arbitrator finds that any of the Restrictive Covenants are overly broad, unreasonable, or otherwise unenforceable, you and we hereby agree that the court or arbitrator will reduce or blue pencil the Restrictive Covenant in order to make it enforceable to the maximum extent, it being the express intention of the parties to force these Restrictive Covenants to the maximum extent permitted by law.

F. Injunctive Relief. You acknowledge that any breach or threatened breach of this Section 15.4 (Restrictive Covenants) will cause us irreparable injury for which no adequate remedy at law is available, and you consent to the issuance of an injunction prohibiting any conduct violating the terms of this Section 15.4. Such injunctive relief will be in addition to any other remedies that we may have.

15.5 Remedies. This Section 15 is a primary inducement to us to enter into this Agreement, and on any breach of this Section 15 you agree that we would be irreparably injured and without adequate remedy at law. Therefore, on a breach or a threatened or attempted breach of this Section 15, you agree that we are entitled, in addition to any other remedies we may have under this Agreement or at law or in equity (including the right to terminate this Agreement), to a preliminary and permanent injunction and a decree for specific performance of the terms of this Section 15 without the necessity of showing actual or threatened damage and without being required to furnish a bond or other security. You agree that it is conclusively presumed that any violation of Section 15.4 (Restrictive Covenants) was accompanied by the misappropriation and inevitable disclosure of our Confidential Information, Trade Secrets, and other methods and procedures.

15.6 Modification. If any term in this Section 15 must be interpreted by a court or an arbitrator of competent jurisdiction, you expressly agree that: (i) the terms of this Section 15 are made freely and voluntarily by you and us, as two independent businesses, together with your Owners to whom we delivered due consideration, in an arms-length commercial transaction between experienced business operators; (ii) in no event should the terms be construed in the same manner or under the same body of law as analogous terms in a contract of employment; (iii) if a court or arbitrator finds that any term in this Section 15 is invalid or unenforceable for any reason, that term will automatically be modified to the minimum extent necessary to make it valid and enforceable, and the modification will be deemed to have been a part of this Agreement as of the Effective Date; (iv) the court or arbitrator should strictly construe these terms in favor of enforcement; and (v) if any term could be construed two ways, one of which would render the term valid and the other of which would render the term invalid, the court or arbitrator will construe the term in the manner that renders it valid. Any dispute between you and us arising out of or related to Section 15.4 (Restrictive Covenants), regardless of the forum in which the dispute is litigated, arbitrated, or otherwise addressed for purposes of resolving the dispute, will be governed by and construed and enforced in accordance with the laws of the state in which your Accepted Location is located, which laws will prevail in the event of any conflict of law.

15.7 Unfair Competition. Your breach of any subsection of this Section 15 will constitute unfair competition. You agree that Section 15.2 (Protection of Confidential Information and Trade Secrets) is a reasonable effort under the circumstances to maintain the confidentiality of our Confidential Information and the secrecy of our Trade Secrets.

16. TRANSFER

16.1 Definition of Transfer. For purposes of this Agreement, **"Transfer"** as a verb means to sell, assign, give away, transfer, pledge, mortgage, or encumber, either voluntarily or by operation of law (such as through divorce or bankruptcy proceedings), any interest in this Agreement, the Franchised Business, substantially all the assets of the Franchised Business, or in the ownership of the franchisee (if you are an Entity). **"Transfer"** as a noun means any such sale, assignment, gift, transfer, pledge, mortgage, or encumbrance. A "**Control Transfer**" means any Transfer of (i) this Agreement or any interest in this Agreement; (ii) the Franchised Business or all or substantially all of the Franchised Business's assets; or (iii) any Controlling Interest (defined below) in you (if you are an Entity), whether directly or indirectly through a transfer of legal or beneficial ownership interests in any Owner that is an Entity, and whether in one transaction or a series of related transactions, regardless of the time period over which these transactions take place. References to a "**Controlling Interest**" in you mean either (i) 20% or more of the direct or indirect legal or beneficial ownership interests in your Entity or (ii) the acquisition of an ownership interest or other right or interest which grants the power (whether directly or indirectly) to direct or cause the direction of management and polices of you or the Franchised Business to any individual or Entity, or group of individuals or Entities, that did not have that power before that acquisition.

16.2 No Transfer Without Our Consent. This Agreement and the license are personal to you, and we have granted the license in reliance on your (and, if you are an Entity, your Owners') business skill, financial capacity, and personal character. Accordingly, neither you nor any of the Owners or any successors to any part of your interest in this Agreement or the license may make any Transfer or permit any Transfer to occur without obtaining our prior written consent. Any purported Transfer, without our prior written consent, will be null and void and will constitute a default under this Agreement, for which we may terminate this Agreement without opportunity to cure.

A. Requesting Consent. If you or any of your Owners desire to make a Transfer, you must promptly provide us with written notice. You agree to provide any information and documentation relating to the proposed Transfer that we reasonably require. We have the right to communicate with both you, your counsel, and the proposed transferee on any aspect of a proposed Transfer. No Control Transfer may be completed until at least 60 days after we receive all requested information to evaluate the proposed Control Transfer. No other Transfer may be completed until at least 30 days after we receive all requested information to evaluate such proposed Transfer.

B. Granting Consent. We have sole and absolute discretion to withhold our consent, except as otherwise provided in Sections 16.4 through 16.7. Without limiting the foregoing, we will not consent to a Transfer, and we are under no obligation to do so, if (i) your Franchised Business is not open and operating; or (ii) the Transfer would cause a transferee or its owners to breach another agreement (whether or not with us). Our consent to a Transfer does not constitute a waiver of any claims that we have against the transferor, nor is it a waiver of our right to demand exact compliance with the terms of this Agreement.

16.3 Control Transfer. For a proposed Control Transfer, in addition to any other conditions that we may specify and without limiting in any way our sole and absolute discretion to grant or withhold consent for a proposed Control Transfer, at a minimum, the following conditions must be satisfied (unless waived by us):

A. You notify us in writing at least 90 days prior to any proposed Control Transfer and provide all requested information at least 60 days prior to any proposed Control Transfer.

B. All sums you owe us and our affiliates are paid.

C. You are not (i) at the time of the Transfer request or the Transfer closing, in default in any material respect under this Agreement or any other agreement with us, or any of our affiliates, or any of our Approved Suppliers and (ii) you have not been during the Term, in default in any material respect under this Agreement or any other agreement with us, any of our affiliates, or any of our Approved Suppliers without curing such default within the applicable cure period.

D. The transferee and its proposed directors, officers, shareholders, partners, and members, as applicable, and its Manager and any other personnel we designate, who will be responsible for operating and managing the Business, satisfactorily complete before the date of Transfer our Management Training Program.

E. The transferee and its directors, officers, shareholders, partners, members, and managers, as applicable, meet our requirements for approval as new franchisees, including our requirements for proficiency in the English language. If the transferee, its affiliates, or any of its directors, officers, shareholders, partners, members, or managers owns an interest in another Business or another franchise licensed by one of our affiliates, those individuals or Entities must (i) at the time of the Transfer request or the Transfer closing, not be in default in any material respect under any agreement with us, any of our affiliates, or any suppliers, (ii) during the previous two years, not have been in default in any material respect under any agreement with us, our affiliates, or any suppliers without curing such default within the applicable cure period, and (iii) in our sole judgment, have been approved to develop and operate additional franchises.

F. Notwithstanding when the Franchised Business was last remodeled, the transferee agrees in writing that it will, at its expense, upgrade, and remodel the Franchised Business to conform to our then-current Standards for quality and appearance and trade dress within the time we reasonably specify; provided, however, if the Franchised Business conforms to our then-current Standards for appearance, the transferee will only address all items identified in the last quality assurance inspection, within the time we reasonably state.

G. The transferee signs our then-current form of franchise agreement and all other then-current related agreements as we require of new franchisees generally provided, however, the transferee will not be required to pay the initial franchise fee stated in the new franchise agreement and the term of the new franchise agreement will expire on the expiration date of the Term of this Agreement. The terms of our then-current franchise agreement, including the fees, may be materially different than the terms of this Agreement.

H. The transferee (and, if the transferee is not an individual, such owners of a legal or beneficial interest in the transferee as we may request) must (i) enter into a written assignment, in a form satisfactory to us, assuming and agreeing to discharge and guarantee all of your obligations under this Agreement and (ii) must execute our then-current form of personal guarantee.

I. You, all Owners and guarantors, the transferee, and all individual owners of the transferee, deliver to us a written and duly signed general release, in a form that we will prepare at our sole expense, of all claims against the Released Parties, which indemnifies the Released Parties against any statements, representations, or warranties that you may have made or given to the proposed transferee.

J. We receive a fully-signed copy of all Transfer documents.

K. You pay us a transfer fee equal to 50% of the amount of the then-current initial franchise fee.

L. You and your Owners must agree to remain liable for all of the obligations to us in connection with the Franchised Business arising before the effective date of the Transfer and execute any and all instruments that we reasonably request to evidence such liability.

M. You must provide us with written notice from your landlord indicating that your landlord has agreed to transfer the Site Agreement to your transferee. If, as a condition of the Transfer, the lease is renewed or extended for one year or more, the then-current lease renewal fee (if any) will be assessed against the transferee.

N. We must determine, in our sole discretion, that the purchase price and payment terms will not adversely affect the operation of the Franchised Business, and if you or your Owners finance any part of the purchase price, you and they must agree that all obligations under promissory notes, agreements, or security interests reserved in the Franchised Business are subordinate to the transferee's obligation to pay all amounts due to us and our affiliates and otherwise to comply with this Agreement.

16.4 Non-Control Transfers. For any Transfer that does not result in a Control Transfer, you must give us advance notice and submit a copy of all proposed contracts and other information concerning the Transfer and transferee that we may request. We will have a reasonable time (not less than 30 days) after we have received all requested information to evaluate the proposed Transfer. You and/or your transferee must satisfy, in addition to others that we may specify, the conditions in Sections 16.3.B. (pay all sums owed), 16.3.C. (not in default), 16.3.E. (transferee meets qualifications), 16.3.H. (sign assignment and guaranty), 16.3.I. (sign general release), and 16.3.L. (remain liable for pre-Transfer obligations). You must pay us a transfer fee equal to 10% of the then-current initial franchise fee. You and your Owners must sign the form of agreement and related documents that we then specify to reflect your new ownership structure. We may withhold our consent on any reasonable grounds or give our consent subject to reasonable conditions.

16.5 Related Party Transfers. Notwithstanding anything to the contrary in Section 16.3 (Control Transfer) or 16.4 (Non-Control Transfers), you may Transfer cumulatively (i) up to a 49% (100% on your death or disability) interest in this Agreement, the Franchised Business, or your Entity to your spouse, your parent, or your child or (ii) up to a 100% interest in this Agreement, the Franchised Business, or your Entity to any of the original guarantors to this Agreement, provided you (a) give us prior written notice of the Transfer; (b) you and/or your transferee comply with the conditions in Section 16.3.C. (not in default), 16.3.E. (transferee meets qualifications), 16.3.H. (sign assignment and guaranty), 16.3.I. (sign general release), and 16.3.L. (remain liable for pre-Transfer obligations); (c) you pay us a transfer fee equal to 10% of the then-current initial franchise fee; and (d) if the Transfer is of a Controlling Interest, the transferee and any other personnel we designate satisfactorily complete before the date of Transfer our Management Training Program.

16.6 Transfer Upon Death or Incapacity. If you or any Owner dies, becomes incapacitated, or enters bankruptcy proceedings, that person's executor, administrator, personal representative, or trustee must apply to us in writing within three months after the event (death, declaration of incapacity, or filing of a bankruptcy petition) for consent to Transfer the person's interest. The Transfer will be subject to the provisions of this Section 16, as applicable, except there shall be no transfer fee due. For purposes of this Section, "incapacity" means any physical or mental infirmity that will prevent the person from performing his or her obligations under this Agreement (i) for a period of 30 or more consecutive days or (ii) for 60 or more total days during a calendar year. In the case of Transfer by bequest or by intestate succession, if the heirs or beneficiaries are unable to meet the conditions of Section 16.3.E. (transferee meets qualifications), the executor may Transfer the decedent's interest to another successor that we have approved, subject to all of the terms and conditions for Transfers contained in this Agreement. If an interest is not disposed of under this Section 16.6 within 180 days after the date of death or appointment of a personal representative or trustee, we may terminate this Agreement.

16.7 Security Interests. You may not grant any security interest in the Franchised Business, the assets used in the operation of the Franchised Business, or any direct or indirect legal and/or beneficial interest in you without our prior written consent, which will not be unreasonably withheld. Our consent may be conditioned, in our sole discretion, on the written agreement by the secured party that, in the event of a default by you under any agreement related to the security interest, we will have the right and option (but not the obligation) to purchase the rights of the secured party upon payment of all sums then due to the secured party. Any foreclosures or other exercise of the rights granted under that security interest are subject to all applicable terms and conditions of this Section 16. Notwithstanding the foregoing, however, you may grant, without obtaining our prior written approval, a security interest in the assets of the Franchised Business (not including this Agreement) to a lender for the sole purpose of financing your acquisition, development, and/or operation of the Franchised Business.

16.8 Right of First Refusal.

A. Option Period. If you receive and want to accept a *bona fide* written offer from a third party to purchase the Franchised Business or substantially all the interests in you (collectively, the **"Interest"**), you must give us: (i) prompt written notice of the offer, stating the name and address of the prospective purchaser and the price and terms of the offer; and (ii) copies of all written documents and other information reasonably related to the offer provided by or to the prospective purchaser. For 30 days after we receive the information required by this Section (the **"Option Period"**), we will have the option to purchase the Interest on the same terms as the third party offers; provided, however, if any portion of the consideration the third-party offers is other than cash, we will have the option of substituting the equivalent cash value.

B. Appraisal Process. If we cannot agree within a reasonable time on the equivalent cash value, the equivalent cash value will be determined by three independent appraisers using the following appraisal process (the **"Appraisal Process"**): (i) you will designate one appraiser and we will designate one appraiser, and the two appraisers that you and we designate will select a third appraiser, (ii) the majority determination of the three appraisers will be binding, (iii) each party will pay the appraiser's fee for the appraiser designated by that party, and (iv) you and we will each pay 50% of the third appraiser's fee.

C. Procedure. In order for us to have enough information to decide whether to exercise our option, you must promptly deliver to us, at our request, any information about the Franchised Business that we request not otherwise called for by this Agreement. If you comply

with this Section 16.8 and we do not exercise our right of first refusal within the Option Period, you may, within 30 days after the expiration of the Option Period, sell, assign, and transfer the Interest to the third party specified in your notice in accordance with the terms and conditions of this Section 16. Any material change in the terms of the offer before closing of the sale to the third party will constitute a new offer, subject to the same rights of first refusal by us as in the case of an initial offer. Our failure to exercise our option under this Section 16.8 will not be waiver of any other provision of this Agreement.

16.9 Restrictions on Advertising Sale of Franchised Business. You may not, without our prior written consent: (i) place in, on, or upon the Accepted Location any advertisement for the transfer, sale, or other disposition of the Franchised Business or any ownership interest in you, (ii) use any Marks in advertising (in any form of media) the transfer, sale, or other disposition of the Franchised Business or any ownership interest in you, or (iii) list the Franchised Business or any ownership interest in you with any business broker, real estate broker, agent, or attorney.

16.10 Our Right to Transfer. We may Transfer all of our rights and obligations under this Agreement, provided that: (i) we, in our sole discretion, determine that the transferee under the Transfer is able to perform our obligations under this Agreement; and (ii) the transferee agrees, in writing, to perform our obligations under this Agreement. We are not required to obtain your consent for our Transfer. Following the effective date of the Transfer, you will look solely to the transferee, and not to us, for the performance of all obligations in this Agreement.

17. DEFAULT AND TERMINATION

17.1 Your Termination and Notice of Our Breach. You will have no right to terminate this Agreement. If we breach this Agreement, your sole remedy will be an arbitration proceeding under this Agreement.

17.2 Our Termination: No Opportunity to Cure. We have the right to terminate this Agreement without affording you any opportunity to cure the default, effective on our sending of notice of termination to you (or the earliest date permitted by applicable law) if:

A. You or your Owners violate the Personal Covenants or other restrictive covenants, including the restrictions related to the use of Confidential Information or Trade Secrets, in Section 15 (Confidential Information; Restrictive Covenants).

B. You copy or permit others to copy any portion of the Manuals, except for forms and similar items included in them for the express purpose of copying, or fail to take all necessary precautions to ensure that the Manuals are kept free from theft, unauthorized copying, unauthorized access, fire, or other acts that may jeopardize the confidentiality of its contents.

C. You or any of your Owners, officers, or directors: (i) are convicted of or plead no contest to a felony or a crime involving fraud or moral turpitude or any other crime that we deem likely to have an adverse effect on the good name, business, goodwill, image or reputation of the Franchised Business, the System, or the Marks, whether on a local, regional, or national scale (including any such convictions or pleas that occurred prior to the Effective Date that we learn of after the Effective Date); (ii) engage in fraudulent, deceptive, unethical, criminal, or other conduct that, in our determination, is likely to have an adverse effect on the good name, business, goodwill, image, or reputation of the Franchised Business, the System, or the Marks, whether on a local, regional, or national scale; (iii) make, or have made, any material misrepresentation to us related

to the Franchised Business or this Agreement; or (iv) knowingly maintain false books or records or submit any false reports to us related to the Franchised Business.

D. You abandon the Franchised Business or otherwise voluntarily suspend operation of the Franchised Business without our prior written consent for five or more consecutive business days on which you were required to operate.

E. Your interest (or your affiliate's interest) in the lease or sublease for the Accepted Location is terminated or expires or you (or your affiliate) otherwise lose possession of the Accepted Location.

F. We send you two or more written notices of default under this Agreement for the same or a similar cause or reason in any consecutive 12-month period, whether or not cured.

G. You: (i) become insolvent by reason of an inability to pay debts as they come due; (ii) are adjudicated bankrupt; (iii) file a petition for bankruptcy protection; (iv) are the debtor in an involuntary bankruptcy petition that is not dismissed within 60 days; (v) are the debtor in an assignment for the benefit of creditors that is not dismissed within 60 days; (vi) are the subject of a voluntary or involuntary petition for reorganization or similar proceeding that is not dismissed within 60 days; (vii) are the subject of a petition for appointment of a receiver, permanent or temporary, that is not dismissed within 60 days; (viii) are the judgment debtor in any final judgment of $10,000 or more and the judgment remains unsatisfied of record for more than 60 days, unless you have obtained an appeal bond covering the amount of your liability; (ix) have your bank accounts, property, or receivables attached and the attachment proceedings are not dismissed within 60 days; (x) have an execution levied against your Franchised Business or property and the execution is not dismissed within 60 days; or (xi) are the subject of any suit to foreclose any lien or mortgage related to the Franchised Business or the property thereof, and the suit is not dismissed within 60 days.

H. Your or any of your Owners' assets, property, or interests are blocked under any Law relating to terrorist activities, or you or any of your Owners otherwise violate any such Law.

I. You fail to open the Franchised Business by the later of (i) the Opening Deadline or (ii) the last extension of time granted to you pursuant to Section 6.5.D (Failure to Meet Deadlines), if any.

J. You, your affiliates, and/or any Entities owned by or affiliated with any of your Owners default under any other agreement between us and/or our affiliates, whether or not related to the Franchised Business, and fail to cure such default within any applicable cure periods (if any) under such agreement, provided that such default or failure to cure such default would permit us or our affiliate to terminate such agreement.

K. You operate your Franchised Business in any manner that we determine in our reasonable discretion poses a threat or danger to public health or safety, including, without limitation, if a public official requires you to close your Franchised Business as a result of your violation of any Laws relating to public health or safety.

L. You misuse or make any unauthorized use of the Marks.

17.3 Our Termination: Opportunity to Cure Within Cure Period. We have the right to terminate this Agreement for any of the defaults in this Section 17.3 after we send you a notice of default, if

you fail to cure the default to our reasonable satisfaction within the time specified below (or the earliest date permitted by applicable law), without further notice or opportunity to cure if:

A. 24 hours after we send you a notice of default, you fail to cure a default for failing to grant us immediate access to your Franchised Business or any other place where business related to the Franchised Business is conducted to perform any of the inspections, audits, or copying described in this Agreement; or if in the course of an inspection, audit, or copying you fail to make the materials we request available to us or provide us with full cooperation in the course of the inspections, audits, or copying.

B. 24 hours after we send you a notice of default, you fail to cure a default related to any dilution or adulteration of Approved Products or any misrepresentation, substitution, or palming off of unapproved products from the Franchised Business.

C. 24 hours after we send you a notice of default, you fail to cure a default related to complying fully with all Laws, unless there is a bona fide dispute as to the violation or legality of a Law and you promptly resort to a court or other appropriate forum having jurisdiction to contest the violation or illegality.

D. 5 calendar days after we send you a notice of default, you fail to cure a default related to (i) selling, bartering, or exchanging, or attempting to sell, barter, or exchange, any Proprietary Goods or Approved Products at wholesale or retail, except as contemplated by this Agreement, (ii) failing to purchase all Goods from us, our affiliates, or our designated Approved Suppliers, or (iii) using any unapproved Goods in the Franchised Business.

E. 10 calendar days after we send you a notice of default, you fail to cure a default for failing to pay promptly when due all debts you owe us or our affiliates, all undisputed debts you owe our Approved Suppliers, and all taxes and other obligations you owe for the Franchised Business, including all federal, state, and local taxes, and all accounts payable of any nature.

F. 10 calendar days after we send you a notice of default, you fail to cure a default relating to obtaining the signing of the Personal Covenants required in Section 15.4 (Restrictive Covenants).

G. 10 calendar days after we send you a notice of default, you fail to cure a default under any mortgage, deed of trust, lease, or sublease of the Accepted Location.

H. 10 calendar days after we send you a notice of default, you fail to cure a default relating to Section 13.2 (Required Insurance) and/or Section 13.3 (Carrier; Proof of Insurance).

I. 10 calendar days after we send you a notice of default, you fail to cure a default relating to Section 14.3 (Systems and Reports).

J. 30 calendar days after we send you a notice of default, you fail to cure a default for failing to meet the Site Approval Deadline or the Construction Start Deadline.

K. 30 calendar days after we send you a notice of default, you fail to cure a default relating to maintaining accurate books of account and business and accounting records as required by this Agreement.

L. 30 calendar days after we send you a notice of default, you fail to cure any breach of any of your other obligations to us under this Agreement (including for a quality assurance inspection failure).

17.4 Suspension of Rights After Your Default. If you are in default of any obligation under this Agreement or our Standards, then we may, in addition to our other remedies, temporarily suspend, until you fully cure the default, your (i) access and use of the System, our websites (including your access or use of website pages), our applications, or our online ordering platforms and (ii) ability to purchase Goods, including Proprietary Goods and Approved Products. No such suspension shall constitute a waiver or election of remedies, and we reserve our right to terminate this Agreement in accordance with its provisions. All Royalty Fees, Advertising Contribution, and all other fees due under this Agreement will continue to accrue during the suspension period. We may also notify your lenders and landlord if you are in default of any obligations under this Agreement. Our consent, approval, or acceptance of any item may be withheld if you are in default under this Agreement or any other agreement with us or our affiliates and our consent may be conditioned on the cure of all your defaults.

17.5 Other Remedies After Your Default. If you commit a default that cannot be cured as specified in Section 17.2 (Our Termination: No Opportunity to Cure) or if you fail to cure a default within the cure period specified in Section 17.3 (Our Termination: Opportunity to Cure Within Cure Period), if we do not exercise our right to terminate the Agreement, we may, at our sole election and upon delivery of written notice to you, take any or all of the following actions:

A. Suspend your access and use of the System or our websites (including your access or use of website pages), our applications, or our online ordering platforms;

B. Suspend your or the Franchised Business's participation in any programs or benefits we offer, including any programs or benefits that are funded by Advertising Contributions;

C. Suspend any other services that we or our affiliates provide to you under this Agreement or any other agreement;

D. Suspend or terminate any temporary or permanent fee reductions to which we might have agreed (whether as a policy, in an amendment to this Agreement, or otherwise);

E. Suspend our performance of, or compliance with, any of our obligations to you under this Agreement or other agreements; and/or

F. Undertake or perform on your behalf any obligation or duty that you are required to, but fail to, perform under this Agreement. You will reimburse us upon demand for all costs and expenses that we or our affiliates reasonably incur in performing any such obligation or duty.

17.6 Exercise of Other Remedies. Our exercise of our rights under Section 17.4 (Suspension of Rights After Your Default) and 17.5 (Other Remedies After Your Default) will not (i) be a defense for you to our enforcement of any other provision of this Agreement or waive or release you from any of your other obligations under this Agreement, (ii) be a defense at law or equity based on impossibility of your performance or any claim against us or our Approved Suppliers. (iii) constitute an actual or constructive termination of this Agreement, or (iv) be our sole or exclusive remedy for your default. You must continue to pay all fees and otherwise comply with all of your obligations under this Agreement following our exercise of any of these rights. If we exercise any of our rights under Section 17.5, we may thereafter terminate this Agreement without providing you any

additional corrective or cure period, unless the default giving rise to our right to terminate this Agreement has been cured to our reasonable satisfaction.

18. OBLIGATIONS ON EXPIRATION OR TERMINATION

18.1 General Obligations. On expiration or termination of this Agreement for any reason, you must:

A. Immediately cease using the System, including the Marks and any confusingly similar names, marks, commercial symbols, systems, insignia, symbols, color schemes, trade dress, designs, procedures, domain names, and methods. If you fail or refuse to make changes to the Franchised Business required to distinguish the Franchised Business from its former appearance, we have the right, in addition to all other remedies, to enter the Accepted Location and make the required changes on your behalf, and you must pay to us all costs and expenses we or our affiliates incur in making the changes, including interest from the date of demand, plus an administrative fee in an amount equal to 15% of the costs and expenses that we or our affiliates incur.

B. Immediately return to us: (i) all hard copies and electronic copies (capable of being returned) of the Confidential Information and Trade Secrets, including the Manuals, together with all copies of any of them; and (ii) all other manuals, records, files, instructions, correspondence and other materials relating to the operation of the Franchised Business (**"Other Materials"**). If you have on your computer systems, your e-mail accounts, or other digital storage systems or services copies of the Confidential Information, Trade Secrets, and/or Other Materials, you must immediately erase these copies. You must provide us with a certification attesting to the fact that all copies of the Confidential Information, Trade Secrets, and Other Materials in your control or the control of your officers, directors, owners, employees, agents, and representatives have been returned or destroyed in accordance with this Section.

C. Within 5 days after expiration or termination, pay us and our affiliates the full amount you owe us and them.

D. Immediately stop identifying yourself in any way as our franchisee or former franchisee.

E. Immediately comply with the restrictive covenants in Section 15 (Confidential Information; Restrictive Covenants).

F. Immediately take all action required (i) to cancel all assumed name or equivalent registrations relating to your use of the Marks and (ii) to cancel or transfer to us or our designee all authorized and unauthorized domain names, social media accounts, telephone numbers, post office boxes, and classified and other directory listings relating to, or used in connection with, the Franchised Business or the Marks (collectively, **"Identifiers"**). You acknowledge that as between you and us, we have the sole rights to and interest in all Identifiers. If you fail to comply with this Section 18.1.F., you hereby authorize us and irrevocably appoint us or our designee as your attorney-in-fact to direct the telephone company, postal service, registrar, Internet Service Provider and all listing agencies to transfer such Identifiers to us. The telephone company, the postal service, registrars, Internet Service Providers and each listing agency may accept such direction by us pursuant to this Agreement as conclusive evidence of our exclusive rights in such Identifiers and our authority to direct their transfer; and

G. Promptly sign all documents and take all other actions as we deem necessary to affect the intent and provisions of this Section 18.1.

18.2 Reinstatement. If this Agreement is terminated under Section 17.2.K (Franchised Business poses a threat to public health and safety), we may, in our sole discretion, permit you to apply for reinstatement of this Agreement within 7 days of the effective date of termination, after the first termination only. Our approval of reinstatement will not be unreasonably withheld and will be subject to the following conditions. You must:

A. Cure the default that led to the termination of this Agreement;

B. Pay us all fees due us, including Royalty Fees and Advertising Contributions;

C. Pay us a fee to compensate us for your continued use of the Marks during the period of termination equal to the number of days between the date of termination of this Agreement and the date of reinstatement of this Agreement multiplied by the average daily Royalty Fee due to us during the calendar month preceding the date of termination,

D. Pay us a reinstatement fee of 10% of the amount of the then-current initial franchise fee; and

E. Sign and return to us our standard form of reinstatement agreement that we specify, which will include your commitment to a refurbishment plan that you and we must agree on.

18.3 Liquidated Damages.

A. Amount. You agree that any termination of this Agreement before the expiration of the Term will deprive us of the benefit of the bargain we are entitled to receive under this Agreement. As a result, if this Agreement is terminated after the Opening Date, you must pay us, as liquidated damages for the loss of the benefit of the bargain we are entitled to receive, and not as a penalty, a lump-sum payment equal to the average monthly Royalty Fee you owed us during the 36 months before the termination date times the lesser of the remainder of the Term or 36 months. If less than 36 months have lapsed between the Opening Date and the termination date, the liquidated damages will be the average monthly Royalty Fee during the time between the Opening Date and the termination date, multiplied by 36. If the termination occurs before the Opening Date, you will forfeit the Initial Franchise Fee paid and will not owe us any liquidated damages.

B. Payment of Liquidated Damages. You will pay all amounts stated in this Section 18.3 within 30 days after the termination of this Agreement. You agree, and you direct any party construing this Agreement to conclusively presume, that the damages stated in this Section 18.3: (i) are true liquidated damages; (ii) are intended to compensate us for the harm we will suffer; (iii) are not a penalty; (iv) are a reasonable estimate of our probable loss resulting from your defaults, viewed as of the termination date; and (v) will be in addition to all other rights we have to obtain legal or equitable relief. We have the right to set off any credits, balances or amounts we owe to you against the amounts you owe under this Section 18.3.

18.4 Additional Obligations. The following obligations are in addition to the general obligations and the liquidated damages stated above.

A. Right to Operate. If we terminate this Agreement under Section 17 (Default and Termination), we will have the right to immediately enter and take possession of your Franchised Business to maintain continuous operation of the Franchised Business, provide for orderly change of management and disposition of personal property, and otherwise protect our interests. If we exercise this right, you will vacate the Franchised Business promptly and completely, rendering all necessary assistance to us to enable us to take prompt possession, and you will have no right to any revenue that we earn while operating the Franchised Business. If you dispute the validity of our termination of this Agreement, we will nevertheless have the option, which you irrevocably grant, to operate the Franchised Business pending the final, unappealed determination of the dispute under this Agreement. If an arbitrator or court of competent jurisdiction makes a final, unappealed determination that the termination was not valid, we will make a full and complete accounting for the period during which we operated the Franchised Business.

B. Right to Acquire Accepted Location. If we terminate this Agreement under Section 17 (Default and Termination), you will, at our option, assign to us, or another franchisee we designate, your interest in any Lease for the Accepted Location, and will vacate the Franchised Business promptly and completely, rendering all necessary assistance to us or the other franchisee to enable it to take prompt possession. If you or one of your affiliates owns the Accepted Location, we may elect to purchase the Accepted Location or, at our option, lease the Accepted Location from you or that affiliate for an initial five-year term with one renewal term of five years (at our option) on commercially reasonable terms. If you and we cannot agree on a purchase price for the Accepted Location in a reasonable time, the purchase price will be determined by three independent appraisers using the Appraisal Process. If we elect to exercise this option to purchase, we may set off all amounts you owe us or our affiliates under this Agreement against any payments for the purchase. You (and your Owners) agree to cause your affiliate to comply with these requirements.

C. Right to Acquire Property. If we exercise our option to acquire rights to your Accepted Location, within 15 days after our notice to you of this election, you will arrange with us for an inventory to be made by us, at our cost, of all Goods related to the Franchised Business, including all items bearing the Marks. We will have the option, to be exercised within 30 days after our completion of the final inventory, or our receipt thereof, to purchase from you any or all of these items at the actual fair market value (exclusive of goodwill) (the **"Purchase Value"**). If we elect not to purchase your Goods related to the Franchised Business, we can retract our exercise of our option to acquire rights to your Accepted Location under Section 18.4.B. (Right to Acquire Accepted Location). If the parties cannot agree on a Purchase Value within a reasonable time, the Purchase Value will be determined by three independent appraisers using the Appraisal Process. If we elect to exercise this option to purchase, we may set off all amounts you owe us or our affiliates under this Agreement against any payments for the purchase. At the closing, you will deliver to us, in a form satisfactory to us, good and merchantable title to the assets purchased, free and clear of any encumbrances, together with all licenses or permits that may be assigned or transferred. You will be responsible for all sales and other transfer taxes.

19. DISPUTE RESOLUTION

19.1 Resolution of Disputes.

A. Arbitration. Except as stated in Section 19.1.D. (Excepted Disputes) of this Agreement, all disputes between you, your affiliates, Owners, guarantors, and/or your or your affiliates' officers, directors, and employees, on the one hand, and us, our affiliates, and/or our or our affiliates' officers, directors and employees, on the other hand, relating to this Agreement, our

relationship with you, or your Franchised Business, will be resolved by binding arbitration. The arbitration proceeding shall be conducted by one arbitrator and, except as this Section 19.1 otherwise provides, according to the then-current Commercial Arbitration Rules of the American Arbitration Association (the **"AAA"**). All arbitration proceedings will be held at AAA's offices or other suitable offices that we select in the metropolitan area in which our principal place of business is then located. The arbitrator shall have no authority to select a different hearing locale. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.).

B. Individual Actions. We and you agree that arbitration will be conducted on an individual, not a class-wide, basis and that an arbitration proceeding between us and you may not be consolidated with any other arbitration proceeding between us and any other person. Notwithstanding the foregoing or anything to the contrary in this Section 19.1, if any court or arbitrator determines that this prohibition on class-wide arbitration is unenforceable with respect to a dispute that otherwise would be subject to arbitration under this Section 19.1, then the parties agree that this arbitration clause shall not apply to that dispute and that such dispute will be resolved in a judicial proceeding in accordance with Section 19.1.D. (Excepted Disputes).

C. Relief. The arbitrator has the right to award or include in his or her award any relief which he or she deems proper, including money damages (with interest on unpaid amounts from the date due), specific performance, injunctive relief, and attorneys' fees and costs, provided that the arbitrator may not declare any Mark generic or otherwise invalid or, except as expressly provided in Section 19.1.F. (Waiver of Punitive Damages), award any special, consequential, exemplary, or punitive damages against either party (we and you hereby waiving to the fullest extent permitted by law, except as expressly provided in Section 19.1.F. below, any right to or claim for any special, consequential, exemplary, or punitive damages against the other).

D. Excepted Disputes. The following disputes will not be resolved through arbitration unless we consent to arbitration: (i) disputes that arise under or are related to the Lanham Act, as now or later amended; (ii) disputes that otherwise relate to the ownership or validity of any of the Intellectual Property; (iii) disputes that involve enforcement of our intellectual property rights or protection of our Confidential Information or Trade Secrets; or (iv) disputes related to the payment of sums you owe us or our affiliates. Any litigation under this subsection will be filed exclusively in the United States District Court for the district in which we have our principal place of business at the time of filing, and you irrevocably consent to this court's jurisdiction over you.

E. Binding Decision. The decision and award of the arbitrator will be final, conclusive, and binding on all parties regarding any claims, counterclaims, issues, or accountings presented or pled to the arbitrator, and judgment on the award, including any partial, temporary or interim award, may be entered in any court of competent jurisdiction. The parties agree that the arbitrator may award interest from the date of any damages incurred for breach or other violation of this Agreement, and from the date of the award, until paid in full, at a rate to be fixed by the arbitrator, but in no event less than 2.5% per annum above the Citibank Preference Rate quoted for the corresponding periods, as reported in The Wall Street Journal, or the maximum rate permitted by applicable law, whichever is less.

F. Waiver of Punitive Damages. EXCEPT FOR YOUR OBLIGATION TO INDEMNIFY US FOR THIRD PARTY CLAIMS UNDER SECTION 13.1 (INDEMNIFICATION), CLAIMS FOR YOUR INFRINGEMENT OF OUR INTELLECTUAL PROPERTY, AND CLAIMS FOR YOUR BREACH OF YOUR OBLIGATIONS UNDER SECTION 15.2 (PROTECTION OF CONFIDENTIAL INFORMATION AND TRADE SECRETS) OF THIS AGREEMENT, NEITHER

PARTY WILL BE ENTITLED TO RECOVER SPECIAL, CONSEQUENTIAL, EXEMPLARY, OR PUNITIVE DAMAGES UNDER THIS AGREEMENT.

G. Injunctive Relief. Notwithstanding our agreement to arbitrate, either party will have the right to seek temporary restraining orders and temporary or preliminary injunctive relief from a court of competent jurisdiction with respect to any dispute subject to arbitration; provided, however, that such party must contemporaneously submit the dispute for arbitration on the merits as provided in this Section 19.1. In addition to any other relief available at law or equity, we will have the right to obtain restraining orders or temporary or permanent injunctions to: (i) enforce, among other matters, the provisions of this Agreement related to the System; (ii) enforce your obligations on termination or expiration of this Agreement; and (iii) prohibit any act or omission by you or your employees that is a violation of applicable Law or that threatens the Intellectual Property.

19.2 Cumulative Rights and Remedies. Except as otherwise stated in this Agreement, no right or remedy that the parties have under this Agreement is exclusive of any other right or remedy under this Agreement or under applicable law. Each and every such remedy will be in addition to, and not in limitation of or substitution for, every other remedy available at law or in equity or by statute or otherwise.

19.3 Attorneys' Fees. You agree to reimburse us for all expenses we reasonably incur (including attorneys' fees): (i) to enforce the terms of this Agreement or any obligation owed to us by you and/or the Owners (whether or not we initiate a legal proceeding, unless we initiate and fail to substantially prevail in such court or formal legal proceeding); and (ii) in the defense of any claim you and/or the Owners assert against us on which we substantially prevail in court or other formal legal proceedings. We agree to reimburse you for all expenses you reasonably incur (including attorneys' fees): (a) to enforce the terms of this Agreement or any obligation owed to you by us (whether or not you initiate a legal proceeding, unless you initiate and fail to substantially prevail in such court or formal legal proceeding); and (b) in the defense of any claim we assert against you on which you substantially prevail in court or other formal legal proceedings.

19.4 Limitation of Claims. EXCEPT FOR CLAIMS ARISING FROM (i) YOUR NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US, (ii) YOUR COMPLIANCE WITH ANY POST-TERMINATION OBLIGATIONS, OR (iii) ANY VIOLATION OF OUR INTELLECTUAL PROPERTY RIGHTS, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OUR RELATIONSHIP WITH YOU WILL BE BARRED UNLESS A JUDICIAL OR ARBITRATION PROCEEDING IS COMMENCED WITHIN 24 MONTHS FROM THE DATE ON WHICH THE ACT, CONDUCT, EVENT, OR OCCURRENCE GIVING RISE TO THE CLAIMS OCCURS, REGARDLESS OF WHEN THE CLAIMS WERE, OR SHOULD HAVE BEEN, DISCOVERED.

19.5 Waiver of Jury Trial. WE AND YOU IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF US.

20. MISCELLANEOUS

20.1 Relationship of Parties. You are an independent contractor. Nothing in this Agreement is intended to or does in fact or law make either party a general or special agent, joint venturer, partner, or employee of the other for any purpose. This Agreement does not create a fiduciary relationship between us. Further, we and you are not and do not intend to be partners, associates,

or joint employers in any way, and we shall not be construed to be jointly liable for any of your acts or omissions under any circumstances. Although we retain the right to establish and modify the Standards that you must follow, you retain the responsibility for the day-to-day management and operation of the Franchised Business and implementing and maintaining Standards at the Franchised Business. To the extent that the Manuals or Standards contains employee-related policies or procedures that might apply to your employees, those policies and procedures are provided for informational purposes only and do not represent mandatory policies and procedures to be implemented by you. You must determine to what extent, if any, these policies and procedures may be applicable to your operations at the Franchised Business. You and we recognize that we neither dictate nor control labor or employment matters for franchisees and that you, and not us, are solely responsible for dictating the terms and conditions of employment for your employees. We have no relationship with your employees, and you have no relationship with our employees. You must conspicuously identify yourself and the Franchised Business, in all dealings with your customers, contractors, suppliers, public officials, and others, as an independent franchisee, in the fashion that we specify.

20.2 No Right to Bind; No Liability.

A. No Right to Bind. You will not use the Marks in signing any contract, instrument, application for any license or permit, or legal obligation, or in a manner that may result in liability to us for your obligations, except as this Agreement expressly authorizes. Except as this Agreement expressly authorizes, neither of us will make any express or implied agreements, warranties, guarantees, or representations, or incur any debt, in the name of or on behalf of the other or represent that the relationship between you and us is other than that of franchisor and franchisee.

B. No Liability. Except when another Entity guarantees our obligations under this Agreement (the **"Guaranteeing Entity"**) as may be provided for in our FDD, you agree that no past, present or future director, officer, employee, incorporator, member, manager, partner, stockholder, subsidiary, affiliate, controlling party, Entity under common control, ownership or management, Supplier, agent, attorney, or representative of ours (other than the Guaranteeing Entity, but only to the extent of the terms of the guaranty) will have any liability for (i) any of our obligations or liabilities relating to or arising from this Agreement, (ii) any claim against us based on, in respect of, or by reason of, the relationship between you and us, or (iii) any claim against us based on any alleged unlawful act or omission of us.

20.3 General Release. In consideration of our agreement to enter into this Agreement, you, for yourself (and if you are an Entity, for purposes of this Section "you" and "your" includes you as an Entity and your directors, officers, owners, shareholders, partners, members, managers, representatives, employees, agents, and attorneys) and for each and all of your affiliates and such affiliates' directors, officers, owners, shareholders, partners, members, managers, representatives, employees, agents and attorneys, together with the predecessors, successors, heirs and assigns of each of the foregoing (individually, collectively and in any combination, the "Releasing Parties"), release and forever discharge the Released Parties of and from all manner of actions, causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, agreements, controversies, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law, admiralty or equity, whether known or unknown, that the Releasing Parties, ever had, now have, or that the Releasing Parties hereafter can or may have for, on or by reason of any matter, cause or thing whatsoever, arising prior to and including the Effective Date. This release shall not apply to any

claims arising from representations made in the FDD (including its exhibits) that we delivered to you or your representative.

20.4 Force Majeure. A "**Force Majeure**" is any occurrence, event, or condition beyond your or our reasonable control that is not reasonably foreseeable and cannot be reasonably avoided, which may include an (a) act of God, terrorism, war, insurrection, civil commotion, chemical or nuclear contamination, strike, epidemic, pandemic, or embargo; (b) lack of water, materials, or power specified or reasonably necessary for the operation of your Franchised Business or our business; (c) fire, hurricane, tornado, earthquake, flood, or other unavoidable property casualty; or (d) act or order by a governmental authority (not limited to or caused by the party asserting the Force Majeure) that prevent or materially hinder or delay either party from providing services under this Agreement. If a Force Majeure occurs, provided that the party promptly provides the other party with written notice of the Force Majeure, the party so affected will be relieved of its respective obligations to the extent that that party is necessarily prevented, or materially hindered or delayed, in performance during the period of the Force Majeure, except a Force Majeure shall not relieve a party of any (i) payment obligations for monies owed, (ii) obligations that existed prior to the start of the period of the Force Majeure, (iii) obligations that start after the period of Force Majeure, or (iv) other obligations that are not necessarily prevented, or materially hindered or delayed during the period of the Force Majeure.

20.5 Notices. All notices required or permitted under this Agreement must be in writing, and must be personally delivered or mailed by registered or certified mail, return receipt requested, or by a nationally recognized overnight delivery service, to us at the address specified in Schedule A and to you at the address specified in Schedule A. The addresses for notices may be changed at any time by either party by written notice given to the other party as provided in this Section. Notices will be deemed received the same day when delivered personally, upon attempted delivery when sent by registered or certified mail or overnight delivery service, or the next business day when sent by facsimile.

20.6 Compliance with Anti-Terrorism Laws. You and your Owners agree to comply, and to assist us to the fullest extent possible in our efforts to comply, with Anti-Terrorism Laws (defined below). In connection with that compliance, you and your owners certify, represent, and warrant that none of your property or interests is subject to being blocked under, and that you and your Owners otherwise are not in violation of, any of the Anti-Terrorism Laws. **"Anti-Terrorism Laws"** mean Executive Order 13224 issued by the President of the United States, the USA PATRIOT Act, and all other present and future federal, state, and local laws, ordinances, regulations, policies, lists, and other requirements of any governmental authority addressing or in any way relating to terrorist acts and acts of war. Any violation of the Anti-Terrorism Laws by you or your Owners, or any blocking of your or your Owners' assets under the Anti-Terrorism Laws, shall constitute good cause for immediate termination of this Agreement, as provided in Section 17.2.H. (violation of law relating to terrorist activities).

20.7 Personal Guaranty. All Owners must sign the Guaranty of Payment and Performance in Schedule C.

20.8 Delegation. We may delegate the performance of any or all of our obligations under this Agreement to an affiliate, agent, independent contractor, or other third party, including such parties that may operate franchise systems under names or marks other than the Marks. Such parties may provide, among other things, training, support, central purchasing, software and technology systems, marketing, and other services to you on our behalf and may have the

authority to exercise many of our rights and perform many of our obligations under this Agreement, provided that they will be obligated to do so in compliance with this Agreement.

21. ACKNOWLEDGEMENTS

21.1 Timely Receipt and Review of Agreement and Disclosure Document. You received a FDD required by applicable state and/or federal laws, including a form of this Agreement, at least 14 calendar days (or such longer time period as required by applicable state law) before you executed this Agreement or any related agreements or paid any consideration to us. If we made any unilateral and material changes to the terms and conditions of the form of this Agreement that was included in the FDD (other than changes that arose out of negotiations that you initiated), you received a revised copy of this Agreement that included such changes and were informed of any material differences between this Agreement and the form included in the FDD at least seven calendar days before you executed this Agreement or any related agreements or paid any consideration to us.

21.2 Acknowledgements in Certain States. The following acknowledgements apply to all franchisees and Franchised Businesses, except those that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

A. Understanding of Agreement and Disclosure Documents. You have read this Agreement and the FDD and have been given ample opportunity to consult with, and ask questions of, our representatives and your legal counsel and advisors regarding the documents.

B. Your Acknowledgements. You acknowledge and agree that: (i) you have conducted an independent investigation of the business contemplated by this Agreement, recognize that it involves business risks, and recognize that making a success of a venture is largely dependent on your own business abilities; (ii) no assurance or warranty, express or implied, has been given to you by us or any of our affiliates as to the potential success of any business contemplated by this Agreement or the profits that may be achieved; (iii) there are no promises, commitments, "side deals," options, rights of first refusal, or other rights or obligations in connection with this Agreement except as expressly provided for in this Agreement; and (iv) the terms and covenants in this Agreement are reasonable and necessary for us to maintain our high standards of quality and service, as well as the uniformity of those standards at each Business, and to protect and preserve the goodwill of the Marks.

C. No Reliance on Contrary Representations. You have no knowledge of any representations made about the franchise opportunity by us, our affiliates, or any of our or their officers, directors, owners, or agents that are contrary to the statements made in our FDD or to the terms and conditions of this Agreement. You are not relying on any representations or warranties, express or implied, furnished by us or our representatives other than those expressly set forth in this Agreement and the FDD.

D. Financial Performance Representations. Except as may be stated in the FDD, neither we, nor any of our affiliates, nor any of our or our affiliates' officers, agents, employees, or representatives have made any representation to you, express or implied, as to the historical revenues, earnings, or profitability of any Business or the anticipated revenues, earnings, or profitability of the business subject to the license or any other business operated by us, our licensees, our franchisees, or our affiliates. Any information you have acquired from other

franchisees regarding their sales, profits or cash flows is not information obtained from us, and we make no representation about that information's accuracy.

21.3 No Waiver or Disclaimer of Reliance in Certain States. The following provision applies only to franchisees and Franchised Businesses that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

> **No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of us. This provision supersedes any other term of any document executed in connection with the franchise.**

22. CONSTRUCTION

22.1 Waiver or Delay. Except as otherwise stated in this Agreement, no waiver of, or delay in requiring strict compliance with any obligation of this Agreement, or the exercise of any right or remedy provided in this Agreement, and no custom or practice at variance with the requirements of this Agreement, will constitute a waiver or modification of any obligation, right, or remedy, or preclude the exercise of any right or remedy or the right to require strict compliance with any obligation stated in this Agreement, or will preclude, affect, or impair enforcement of any right or remedy provided in this Agreement with respect to any later default.

22.2 Entire Agreement; Amendments. The term "Agreement" as used in this Agreement includes all schedules attached to this Agreement and amendments to this Agreement, if any. This Agreement states the entire agreement between you and us related to the subject matter of this Agreement and fully replaces all prior agreements, representations, or understandings between you and us, whether oral or written, related to the subject matter of this Agreement. Except as otherwise expressly stated in this Agreement, this Agreement may be amended only by a written document signed by you and us. Notwithstanding the foregoing, nothing in this Agreement will disclaim or require you to waive reliance on any representation we make in our most recent FDD (including exhibits and amendments) delivered to you or your representative.

22.3 Operating, Developing, and Changing the System. We have the right to operate, develop, and change the System in any manner that is not specifically prohibited by this Agreement. Whenever we have reserved in this Agreement a right to take or to withhold an action, or to grant or decline to grant you a right to take or omit an action, we may, except as otherwise specifically provided in this Agreement, make our decision or exercise our rights based on information readily available to us and our judgment of what is in our and/or the System's best interests at the time our decision is made, without regard to either whether we could have made other reasonable or even arguably preferable alternative decisions or whether our decision promotes our financial or other individual interest.

22.4 Survival of Obligations. Each provision of this Agreement that expressly or by reasonable implication is to be performed, in whole or in part, after the expiration, termination, or Transfer of this Agreement will survive such expiration, termination, or Transfer, including, but not limited to, Sections 9 (Intellectual Property), 13.1 (Indemnification), 15 (Confidential Information; Restrictive Covenants), 18 (Obligations on Expiration or Termination), and 19 (Dispute Resolution).

22.5 Applicable Law. Except as provided in Section 15.6 (Modification), this Agreement, including, but not limited to, the making of it, will be governed by, construed and enforced in accordance with the laws of the State of Georgia, including, but not limited to, laws applicable to agreements made and to be entirely performed in Georgia, without giving effect to Georgia's choice of law or conflict of laws principles.

22.6 Severability. If, for any reason, any portion, section, part, term, provision and/or covenant of this Agreement is determined to be invalid and contrary to, or in conflict with, any existing or future law or regulation by a court or agency having valid jurisdiction, such will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms, provisions and/or covenants of this Agreement as may remain otherwise intelligible; and the latter will continue to be given full force and effect and bind the parties to this Agreement; and the invalid portions, sections, parts, terms, provisions and/or covenants will be deemed not to be a part of this Agreement.

22.7 Time. Time is of the essence to this Agreement.

22.8 Construction. The headings in this Agreement are for convenience of reference and are not a part of this Agreement and will not affect the meaning or construction of any of its provisions. Unless otherwise specified, all references to a number of days shall mean calendar days and not business days. The words "**include**," "**including**," and words of similar import shall be interpreted to mean "including, but not limited to" and the terms following such words shall be interpreted as examples of, and not an exhaustive list of, the appropriate subject matter.

22.9 Execution in Counterparts. This Agreement may be executed in two or more counterparts, each of which will be deemed an original, and all of which will constitute one and the same instrument.

22.10 Successors and Assigns. Except as expressly otherwise provided herein, this Agreement is binding upon and will inure to the benefit of the parties and their respective heirs, executors, legal representatives, successors, and permitted assigns.

22.11 Additional Terms; Inconsistent Terms. The parties may provide additional terms by including the terms on Schedule A. To the extent that any terms or provisions on Schedule A are in direct conflict with the terms or provisions of this Agreement, the terms or provisions on Schedule A shall control.

[Signature Page Follows]

IN WITNESS WHEREOF, each of the undersigned has executed this Agreement under seal as of the Effective Date.

FRANCHISOR:	**FRANCHISEE:**
Cinnabon Franchisor SPV LLC a Delaware limited liability company	**«Z1_First_Name»** a «Z1_State_of_Formation» «Z1_Entity_Type»
By:_____ Name: **Tim Goodman** Title: Senior Vice President Franchise Administration	By:_____ Name: Title:
Date: _____	Date:_____

SCHEDULE A

FRANCHISE SPECIFIC TERMS

1. **"Effective Date"** means: _____

2. **"Franchisor"** means: Cinnabon Franchisor SPV LLC, a Delaware limited liability company

3. **"Franchisee"** means: **«Z1_First_Name»**, a «Z1 State of Formation» «Z1 Entity Type»**«Z2_First_Name»«Z2_Last_Name»«Z3_First_Name»«Z3_Last_Name»«Z4_First_Name»«Z4_Last_Name»«Z5_First_Name»«Z5_Last_Name»**

4. **Recital A: "Approved Products"** means cinnamon rolls, Bakery products, specialty coffee, specialty beverages, and other food products, beverage products, and related services we approve.

5. **Recital A:** The **"Primary Mark"** is: CINNABON®

6. **Section 1.1 (Accepted Location):** The Accepted Location means: **«location_name», «store_street_address», «store_city», «store_state» «store_zip».** [OR] a location to be determined and added to this Agreement located in the following Site Selection Area: _____.

7. **Section 1.4.A. (Owners of Equity):** Below is a complete list of your Owners and breakdown of your ownership structure:

Owner	Owner Address	Ownership Interest
Sample:		
ABC Corporation	1 Main Street, Anytown, GA	100% interest in Franchisee
- John Smith	1 Elm Street, Anytown, GA	25% interest in ABC
- Jane Smith	1 Elm Street, Anytown, GA	25% interest in ABC
- XYZ, Inc.	10 Oak Street, Anytown, GA	50% interest in ABC
-- Joe Doe	10 Oak Street, Anytown, GA	100% interest in XYZ

8. **Section 3.1 (Initial Franchise Fee):** The Initial Franchise Fee shall be equal to **$_____.**

9. **Section 3.2.A. (Royalty Fee):**

   The Royalty Fee shall be 6% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you).

10. **Section 3.2.B. (Advertising Contribution):**

    The Advertising Contribution shall be in an amount we determine, in our sole discretion, which when combined with the Local Marketing Obligation (as specified in Section 10.1.E. (Local Marketing Obligation)) shall not exceed 5% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the

preceding week (or on any other basis stated in the Manuals or in our written notice to you).

11. Section 4.1 (Reserved Rights): The following provisions are added to Section 4.1 of the Agreement.

A. No Protected Rights. You do not have any protected or exclusive rights under this Agreement.

B. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. We and our affiliates have the right to conduct, or authorize third parties to conduct, any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on your Franchised Business. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks anywhere, including at or near your Accepted Location.

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (i) convert the other businesses to be Businesses operating under the Marks and the System, (ii) permit the other businesses to continue to operate under another name anywhere, and/or (iii) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

12. Section 6.5 (Opening and Development Deadlines):

EVENT	COMPLETION DEADLINE
Site Approval Deadline (Section 6.5.A.)	Within 150 days after the Effective Date

Construction Start Deadline (Section 6.5.B.)	Within 270 days after the Effective Date
Opening Deadline (Section 6.5.C.)	Within 360 days after the Effective Date

13. Section 10.1.C. (Grand Opening Advertising):

Your Grand Opening Obligation is [For Other Location: $3,000 OR For a Streetside Location: $7,500.

14. Section 10.1.E. (Local Marketing Obligation):

Your Local Marketing Obligation shall be equal to 1% of the Net Sales of your Franchised Business per calendar quarter. We may change the Local Marketing Obligation in our sole discretion, provided that the required Advertising Contribution and Local Marketing Obligation shall not exceed 5% of the Net Sales of your Franchised Business.

15. Section 11.1.C. (Attending Training):

Your Required Trainees may not begin the Management Training Program until six weeks before the scheduled opening date of your Franchised Business.

16. Section 11.2 (On-Site Training):

If this is one of your first two Franchised Businesses (including Franchised Businesses owned by your affiliates), we will send one or more of our representatives to the Franchised Business, at our expense, for a maximum of 3.5 days concurrent with beginning operations to assist in the opening of the Bakery. If you offer Carvel® Products, you must pay us the then-current Carvel® Product Platform Training Fee and our representatives will provide two days of related On-Site Training.

17. Section 13.2 (Required Insurance)

Currently, you must obtain and maintain the following coverage:

A. Comprehensive General Liability Insurance, including Products & Completed Operations coverage with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate with a maximum $5,000 deductible per occurrence;

B. Dram Shop Liability (if you serve alcohol) with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate;

C. Statutory Workers' Compensation insurance, including employer's liability insurance, with limits not less than $500,000;

D. Automobile Liability insurance with a combined single limit of $1,000,000 for any owned, hired, or non-owned automobile used in connection with the Franchised Business;

E. "Follow Form" Umbrella/Excess Liability Policy with limits not less than $2,000,000 per occurrence and in the aggregate that is in excess of items 1, 2, 3 (employer's liability insurance only), and 4 above;

F. Business Property Insurance that extends coverage on a replacement cost basis for business personal property including electronic equipment, tenant improvements and betterments, and business income and extra expense, with covered causes of loss as "Special" or "All Risk" with coinsurance conditions not less than 80%, and further, if you are in a location that resides in FEMA Flood Zones beginning with the letters "A" or "V", coverage for Flood;

G. Employment Practices Liability insurance, including third-party coverage, with limits not less than $1,000,000 per employee and $1,000,000 per accident;

H. Cyber Liability insurance with limits not less than $1,000,000; and

I. Other insurance required by an applicable state or local authority.

If you obtain a claims made policy, you must provide a tail coverage policy for no less than one year after the expiration or termination of this Agreement or the closure of the Franchised Business, whichever occurs first. The tail coverage limits must be equal to, or greater than, the limits provided in the prior policy.

18. Section 15.4 (Restrictive Covenants):

A "**Competing Product**" includes any cinnamon rolls or cinnamon-based products.

19. Section 20.5 (Notices):

The notice address for the Franchisor shall be:

Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive NE, Atlanta, Georgia 30342, Attention: Legal Department

The notice address for the Franchisee shall be: **«C1_contact_street», «C1_contact_city», «C1_contact_state» «C1_contact_zip»**.

20. Section 22.11 (Additional Terms; Inconsistent Terms):

None

[SCHEDULE A SIGNATURE PAGE FOLLOWS]

Signature Page for Schedule A (Franchise Specific Terms)

FRANCHISOR:

Cinnabon Franchisor SPV LLC
a Delaware limited liability company

By:_____
Name: **Tim Goodman**
Title: Senior Vice President
Franchise Administration

Date: _____

FRANCHISEE:

«Z1_First_Name»
a «Z1_State_of_Formation» «Z1_Entity_Type»

By:_____
Name:
Title:

Date:_____

SCHEDULE B

PERSONAL COVENANTS

All Persons Having an Equity Interest in Franchisee Must Sign

Each of the undersigned ("**you**") agrees that:

1. All capitalized terms used but not defined in these Personal Covenants will have the meaning stated in the Franchise Agreement between Cinnabon Franchisor SPV LLC, a Delaware limited liability company ("**we**," "**us**," or "**our**"), and **«Z1_First_Name»**, a «Z1_State_of_Formation» «Z1_Entity_Type»**«Z2_First_Name»«Z2_Last_Name»«Z3_First_Name»«Z3_Last_Name»«Z4_First_Name»«Z4_Last_Name»«Z5_First_Name»«Z5_Last_Name»** ("**Franchisee**") (the "**Franchise Agreement**").

2. You are the owner of an equity interest in Franchisee and as such you expect to or will gain a direct personal benefit from the Franchise Agreement. You acknowledge that you have read and understand your obligations under the Franchise Agreement.

3. As an inducement to us to enter into the Franchise Agreement, and in consideration of the direct and personal benefits you will derive from the Franchise Agreement, you agree that: (i) you have read and understand all the provisions of Section 15 (Confidential Information; Restrictive Covenants) of the Franchise Agreement; (ii) you will be personally bound by all of the obligations and covenants of Franchisee in Section 15 of the Franchise Agreement as if the obligations and covenants were made and given personally by you directly to us; and (iii) the obligations and covenants are fair and reasonable and will not deprive you of your livelihood.

4. If any term in these Personal Covenants or in Section 15 of the Franchise Agreement must be interpreted by a court or an arbitrator of competent jurisdiction, you agree that: (i) these Personal Covenants are made freely and voluntarily by you, an experienced businessperson, in an arms-length commercial transaction; (ii) these Personal Covenants or Section 15 of the Franchise Agreement should not be construed in the same manner or under the same body of law as analogous terms in a contract of employment; (iii) if a court or arbitrator finds that any term in these Personal Covenants or Section 15 of the Franchise Agreement is invalid or unenforceable for any reason, that term will automatically be modified to the minimum extent necessary to make it valid and enforceable, and the modification will be deemed to have been a part of these Personal Covenants or Section 15 of the Franchise Agreement as of the date you sign these Personal Covenants or the Effective Date of the Franchise Agreement, whichever is later; (iv) the court or arbitrator should strictly construe these terms in favor of enforcement; and (v) if any term could be construed two ways, one of which would render the term valid and the other of which would render the term invalid, the court or arbitrator will construe the term in the manner that renders it valid.

5. These Personal Covenants will be governed by the choice of law provisions set forth in Sections 15.6 (Modifications) and 22.5 (Applicable Law) of the Franchise Agreement.

The undersigned sign and deliver these Personal Covenants as of the date stated below their signatures:

«G1_first_name» «G1_last_name»
a «G1_state» resident

X _____

Date:_____

«G2_first_name» «G2_last_name»
a «G2_state» resident

X _____

Date:_____

«G3_first_name» «G3_last_name»
a «G3_state» resident

X _____

Date:_____

«G4_first_name» «G4_last_name»
a «G4_state» resident

X _____

Date:_____

«G5_first_name» «G5_last_name»
a «G5_state» resident

X _____

Date:_____

SCHEDULE C

GUARANTY OF PAYMENT AND PERFORMANCE

THIS GUARANTY (the **"Guaranty"**) is made by the undersigned individuals (whether one or more, jointly and severally, the **"Guarantor"**), in favor of Cinnabon Franchisor SPV LLC, a Delaware limited liability company (**"Franchisor"**).

A. Franchisor and **«Z1_First_Name»**, a «Z1_State_of_Formation» «Z1_Entity_Type»**«Z2_First_Name»«Z2_Last_Name»«Z3_First_Name»«Z3_Last_Name»«Z4_First_Name»«Z4_Last_Name»«Z5_First_Name»«Z5_Last_Name»** ("**Franchisee**") are parties to a Franchise Agreement (the **"Franchise Agreement"**).

B. Guarantor is an owner of Franchisee and anticipates benefitting from the operation of a franchise pursuant to the Franchise Agreement. Guarantor is, therefore, willing to sign this Guaranty. Guarantor acknowledges having read and understood the terms and conditions of the Franchise Agreement.

C. Franchisor would not have agreed to enter into the Franchise Agreement without this Guaranty.

Guarantor and Franchisor agree as follows:

1. Guaranty. Guarantor guarantees to Franchisor and its successors and assigns the following obligations (collectively, the **"Obligations"**): (i) the full and prompt payment and performance of all Franchisee's and its owners', officers', directors', agents' and employees' obligations to Franchisor under the Franchise Agreement, any amendment to the Franchise Agreement or any other agreement between Franchisee and Franchisor; and (ii) the full and prompt payment or reimbursement of all amounts, costs, expenses, claims, liabilities, or obligations Franchisor incurs under the Franchise Agreement. Guarantor agrees that if Franchisee does not make payments under the Franchise Agreement when due or perform any obligations required of it in accordance with the Franchise Agreement or satisfy any Obligations Franchisor incurs related to any of them, Guarantor will make the payments and reimbursements and cause the obligations to be performed within 5 days of Franchisor's notice to Guarantor. If there is more than one Guarantor, all the terms in this Guaranty are joint and several.

2. Payment. If Franchisee defaults under the Franchise Agreement, Franchisor may proceed directly against any or each Guarantor without first proceeding against or notifying Franchisee and without proceeding against any other Guarantor.

3. Waivers by Guarantor. Guarantor waives (i) all rights to payments and claims for reimbursement or subrogation that each Guarantor may have against Franchisee arising as a result of the Guarantor's execution of and performance under this Guaranty, for the express purpose that no Guarantor shall be deemed a "creditor" of Franchisee under any applicable bankruptcy law with respect to Franchisee's obligations to Franchisor; (ii) all rights to require Franchisor to proceed against Franchisee for any Obligation, proceed against or exhaust any security from Franchisee, take any action to assist any Guarantor in seeking reimbursement or subrogation in connection with this Guaranty or pursue, enforce or exhaust any remedy, including any legal or equitable relief, against Franchisee; (iii) any benefit of, any right to participate in, any security now or hereafter held by Franchisor; and (iv) acceptance and notice of acceptance by Franchisor of the Guarantor's Obligations under this Guaranty, all presentments, demands and

notices of demand for payment of any indebtedness or non-performance of any Obligations hereby guaranteed, protest, notices of dishonor, notices of default to any party with respect to the indebtedness or nonperformance of any Obligations guaranteed by Guarantors, and any other notices and legal or equitable defenses to which a Guarantor may be entitled. Franchisor shall have no present or future duty or obligation to the Guarantors under this Guaranty, and each Guarantor waives any right to claim or assert any such duty or obligation, to discover or disclose to any Guarantor any information, financial or otherwise, concerning Franchisee, any Guarantor, or any collateral securing any Obligations of Franchisee to Franchisor. Without affecting the Obligations of Guarantor under this Guaranty, Franchisor may, without notice to any Guarantor, (a) extend, modify, supplement, waive strict compliance with, or release all or any provisions of the Franchise Agreement or any indebtedness or Obligation, (b) settle, adjust, release, or compromise (including if made in or out of court on receivership, liquidation, bankruptcy, reorganization, arrangement, or assignment for the benefit of creditors) any claims against Franchisee or any Guarantor, (c) make advances for the purpose of performing any Obligations, or (d) assign the Franchise Agreement or the right to receive any sum payable under the Franchise Agreement, and the Guarantors each hereby jointly and severally waive notice of same.

4. No Waiver by Franchisor. Franchisor's delay or failure to exercise of any right or remedy will not operate as a waiver thereof, and no single or partial exercise by Franchisor of any right or remedy will preclude any further exercise thereof or the exercise of any other right or remedy.

5. Consent to Jurisdiction. Guarantor: (i) submits to personal jurisdiction in Georgia for the enforcement of this Guaranty; and (ii) waives all personal rights under the laws of Georgia or of any state to object to jurisdiction within Georgia for litigation related to this Guaranty, regardless of any present or future domicile of Guarantor, Franchisee, or Franchisor.

6. Governing Law. This Guaranty is to be construed under and governed by the law of the State of Georgia without regard to Georgia, or any other, choice of law or conflicts of law principles. If any provision of this Guaranty would not be enforceable under the laws of Georgia, and if the business franchised under the Franchise Agreement is located outside of Georgia and the provision would be enforceable under the laws of the state in which the franchised business is located, then that provision, and only that provision, will be interpreted and construed under the laws of that state. Nothing in this Guaranty is intended to invoke the application of any franchise, business opportunity, antitrust, "implied covenant," unfair competition, fiduciary, or other doctrine of law of Georgia or any other state.

7. Dispute Resolution**.** Section 19 (Dispute Resolution) of the Franchise Agreement is hereby incorporated herein by reference and will be applicable to any all disputes between Franchisor and any of the Guarantors, as though Guarantor were the "Franchisee" referred to in the Franchise Agreement.

8. Notices. Any notice under this Agreement must be in writing and is deemed delivered: (i) 1 business day after being sent by commercial courier service for next business day delivery; or (ii) 5 days after being deposited in the United States mail for certified or registered delivery, return receipt requested, postage prepaid. Notice to Franchisor will be addressed to: Legal Department, Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive NE, Atlanta, Georgia 30342. Notice to Guarantor will be addressed to the address stated below his or her signature at the end of this Guaranty. The addresses for notices may be changed at any time by either party by written notice given to the other party as provided in this Section.

9. Successors and Assigns. The provisions of this Guaranty will bind Guarantor and Guarantor's respective heirs and personal representatives and will benefit Franchisor and its respective successors and assigns. Guarantor will not assign this Guaranty without Franchisor's prior written consent. Guarantor's death will not terminate this Guaranty and the same will be enforceable against Guarantor's estate. This Guaranty will continue in full force and effect and remain enforceable against each Guarantor if Franchisee or any owner of Franchisee transfers any interest in the Franchise Agreement or Franchisee.

10. Severability. To the extent that any provision of this Guaranty would violate any applicable usury statute or any other applicable law, the Obligations will be reduced to the limit legally permitted, but the Obligation will be fulfilled to the limit of its legal validity. The provisions of this Section will control every other provision of this Guaranty.

11. No Release. The cessation of or release from liability of any Guarantor will not relieve any other Guarantor from liability under this Guaranty or the Franchise Agreement, except to the extent that the default has been remedied or monies owed have been paid.

12. Survival. Guarantor agrees that the Obligations survive the termination of the Franchise Agreement.

IN WITNESS WHEREOF, Guarantor has signed and delivered this Guaranty as of the date stated below Guarantor's signature.

X _____
«G1_first_name» «G1_last_name»
a «G1_state» resident

Date: _____
Address:
_____
_____
_____
_____

X _____
«G2_first_name» «G2_last_name»
a «G2_state» resident

Date: _____
Address:
_____
_____
_____
_____

X _____
«G3_first_name» «G3_last_name»
a «G3_state» resident

Date: _____
Address:
_____
_____
_____
_____

X _____
«G4_first_name» «G4_last_name»
a «G4_state» resident

Date: _____
Address:
_____
_____
_____

X _____
«G5_first_name» «G5_last_name»
a «G5_state» resident

Date: _____
Address:
_____
_____
_____
_____

SCHEDULE D

STATE LAW ADDENDUM

(IF REQUIRED)

CALIFORNIA ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the California Franchise Investment Law §§ 31000 through 31516, and the California Franchise Relations Act, California Business and Professions Code §§ 20000 through 20043, the Franchise Agreement, for franchises offered and sold in the State of California or to California residents, is amended to include the following:

1. Section 16.3.I. of the Franchise Agreement is amended by adding the following punctuation and language at the end of such sections, before the period: "; provided, however, this release will not apply to claims as you may have under the California Franchise Investment Law and the California Franchise Relations Act."

2. If any of the provisions of the Franchise Agreement concerning termination are inconsistent with either the California Franchise Relations Act or the Federal Bankruptcy Code (concerning termination of the Agreement on certain bankruptcy-related events), then the Federal Bankruptcy Code applies.

3. The Franchise Agreement is governed by Georgia law. This requirement may be unenforceable under California law.

4. The Franchise Agreement requires binding arbitration. The arbitration will occur at the offices of our principal place of business or another suitable location chosen by us in the city where our headquarters is then located, with the prevailing party's costs and expenses to be borne by the other party. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California. This provision may not be enforceable under California law.

5. The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

6. You must sign a general release if you renew or transfer your franchise. California Corporations Code § 31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code §§ 31000 through 31516). California Business and Professions Code § 20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code §§ 20000 through 20043).

7. The Franchise Agreement requires that any litigation be conducted in the state of our principal place of business. This provision may not be enforceable under California law.

[Copy Signature Block From Franchise Agreement]

HAWAII ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§ 482E, et seq., the Franchise Agreement, for franchises offered and sold in the State of Hawaii or to Hawaii residents, is amended to include the following:

1. Section 16.3.I. of the Franchise Agreement is amended by adding the following punctuation and language at the end of the section, before the period: "; provided, however, this release will not apply to claims as you may have under the Hawaii Franchise Investment Law."

2. Section 20 (Miscellaneous) of the Franchise Agreement is supplemented by the addition of the following Section, which is considered an integral part of the Agreement:

   20.8 The general release language in this Agreement will not relieve us or any other person, directly or indirectly, from liability imposed by the Hawaii Franchise Investment Law.

3. The Hawaii Franchise Investment Law provides rights to you on nonrenewal, termination and transfer of the Agreement. If any of the provisions of the Franchise Agreement on termination are inconsistent with the Hawaii Franchise Investment Law, then this will apply.

4. Section 21.2 (Acknowledgements in Certain States) of the Franchise Agreement is hereby deleted.

[Copy Signature Block From Franchise Agreement]

ILLINOIS ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, Ill. Comp. Stat. §§ 705/1 through 705/44, the Franchise Agreement, for franchises offered and sold in the State of Illinois or to Illinois residents, is amended to include the following:

1. The provisions of the Franchise Agreement on governing law, jurisdiction, and choice of law will not be a waiver of any right conferred on you by the Illinois Franchise Disclosure Act. Illinois law will govern the Franchise Agreement with respect to Illinois franchisees. Consistent with the foregoing, any provision in the Franchise Agreement that designates jurisdiction and venue in a forum outside of Illinois is void with respect to any cause of action that is otherwise enforceable in Illinois.

2. 815 ILCS § 705/41 (Illinois Franchise Disclosure Act) states that "any condition, stipulation, or provision purporting to bind any person acquiring any franchise to waive compliance with any provision of this Act or any other law of this State is void."

3. Section 21.1 (Your Acknowledgements) is deleted from all Illinois Franchise Agreements.

[Copy Signature Block From Franchise Agreement]

INDIANA ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Indiana Deceptive Franchise Practices Law, Indiana Code §§ 23-2-2.7-1 through 23-2-2.7-10, and the Indiana Franchise Disclosure Law, Indiana Code §§ 23-2-2-2.5-1 through 23-2-2-2.5-51, the Franchise Agreement, for franchises offered and sold in the State of Indiana or to Indiana residents, is amended to include the following:

1. The laws of the State of Indiana supersede any provisions of the Franchise Agreement, or Georgia law if these provisions are in conflict with Indiana law. The Franchise Agreement will be governed by Indiana law, rather than Georgia law as stated in Section 22.5 (Applicable Law) of the Franchise Agreement.

2. Venue for litigation will not be limited to Georgia, as specified in Section 19.1 (Dispute Resolution) of the Franchise Agreement.

3. The prohibition by Indiana Code 23-2-2.7-1(7) against unilateral termination of the franchise without good cause or in bad faith, good cause being defined therein as "a material breach of the franchise agreement," will supersede the provisions of Section 17 (Default and Termination) of the Franchise Agreement in the State of Indiana to the extent they may be inconsistent with this prohibition.

4. No release language stated in the Franchise Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the laws on franchising of the State of Indiana.

5. Section 15.4.B. (Post-Term) of the Franchise Agreement is revised to limit the geographical extent of the post-term covenant not to compete to an area of reasonable size for all franchises sold in the State of Indiana.

6. Section 15.5 (Remedies) of the Franchise Agreement will not apply to franchises offered and sold in the State of Indiana.

7. Notwithstanding the terms of Section 4 (Territorial Rights) of the Franchise Agreement, we will not compete unfairly with you within a reasonable area.

[Copy Signature Block From Franchise Agreement]

INDIANA ADDENDUM
TO PERSONAL COVENANTS AGREEMENT

Notwithstanding anything to the contrary stated in the Personal Covenants Agreement, the following provisions will supersede and apply:

1. The Personal Covenants Agreement is revised to limit the geographical extent of the covenant not to compete to an area of reasonable size for all franchises sold in the State of Indiana.

[Copy Signature Block From Franchise Agreement]

MARYLAND ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, Md. Code Bus. Reg. §§ 14-201 through 14-233, the Franchise Agreement, for franchises offered and sold in the State of Maryland or to Maryland residents, is amended to include the following:

1. No release language required by Section 2.2.B(iii) (Conditions for Renewal Term) of the Franchise Agreement (concerning conditions precedent to renewal), or Section 16.3.I. (Control Transfer) of the Franchise Agreement (concerning conditions precedent to transfer), will relieve us or any other person, directly or indirectly, from liability imposed by the Maryland Franchise Registration and Disclosure Law.

2. Section 3.1 (Initial Franchise Fee) of the Franchise Agreement is amended as follows:

   Based upon the franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by franchisees shall be deferred until the franchisor completes its pre-opening obligations under the Franchise Agreement. If a franchisee signs a Multi-Unit Addendum to a Franchise Agreement, all initial fees and payments owed by such franchisee under each of the Franchise Agreements that is subject to the Multi-Unit Addendum shall be deferred until the franchisor completes its pre-opening obligations under the applicable Franchise Agreement.

3. You may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

4. Section 20.3 (General Release) of the Franchise Agreement is amended to include the following:

   The general release required as a condition of sale shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

5. All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

6. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

[Copy Signature Block From Franchise Agreement]

MINNESOTA ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Minnesota Franchises Law, Minn. Stat. §§ 80C.01 through 80C.22, and of the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce, Minn. Rules §§ 2860.0100 through 2860.9930, the Franchise Agreement, for franchises offered and sold in the State of Minnesota or to Minnesota residents, is amended to include the following:

1. Section 9 (Intellectual Property) of the Franchise Agreement is amended by adding the following language:

   9.8. The Minnesota Department of Commerce requires that we indemnify you against liability to third parties resulting from claims by third parties that your use of our trademark infringes trademark rights of the third party. We do not indemnify against the consequences of your use of our trademark except in accordance with the requirements of the Agreement, and, as a condition to indemnification, you must provide notice to us of any claim within 10 days and tender the defense of the claim to us. If we accept the tender of defense, we have the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

2. Any general release language contained in the Franchise Agreement will not relieve us or any other person, directly or indirectly, from liability imposed by the Minnesota Franchises Law.

3. Section 16.3.I. (Control Transfer) of the Franchise Agreement is amended by adding the following punctuation and language at the end of this section, before the period: "; provided, however, this release will not apply to claims as you may have under the Minnesota Franchises Law and the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce."

4. Section 16 (Transfer) of the Franchise Agreement will be supplemented by adding of the following as Section 16.11 of the Franchise Agreement, which will be considered an integral part of the Franchise Agreement:

   Minnesota law provides you with certain transfer rights. In sum, Minn. Stat. § 80C.14 (subd. 5) currently requires, except in certain specified cases, that consent to the transfer of the Franchise not be unreasonably withheld.

5. Section 17 (Default and Termination) of the Franchise Agreement will be supplemented by adding the following as Section 17.6 of the Franchise Agreement, which will be considered an integral part of the Franchise Agreement:

   Minnesota law provides you with certain termination rights. In sum, Minn. Stat. § 80C.14 (subds. 3 and 5) currently requires, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice of nonrenewal of this Agreement, and that consent to the transfer of the Franchise not be unreasonably withheld.

6. Section 19.4 (Limitation of Claims) of the Franchise Agreement is amended by adding the following language:

Notwithstanding the foregoing, any and all claims arising under the Minnesota Franchises Law may be brought within 3 years from the date on which the cause of action accrues.

7. Section 20 (Miscellaneous) of the Franchise Agreement will be supplemented by the addition of the following Sections, which will be considered an integral part of the Agreement:

20.8 The general release language contained in this Agreement will not relieve us or any other person, directly or indirectly, from liability imposed by the Minnesota Franchise Investment Law.

20.9 Minn. Stat. Sec 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota. Nothing in the Franchise Disclosure Document or this Agreement can abrogate or reduce any of your rights provided for in Minnesota Statutes, Chapter 80C, or your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction.

[Copy Signature Block From Franchise Agreement]

NEW YORK ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the General Business Law of the State of New York, Article 33, Sections 680 through 695, the Franchise Agreement, for franchises offered and sold in the State of New York or to New York residents, is amended to include the following:

1. Sections 2.2.B(iii) (Conditions for Renewal Term), 16.3.I. (Control Transfer), and 20.3 (General Release) of the Franchise Agreement, are amended to add the following language immediately following the requirement that you sign a General Release:

   Provided, however, that all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder will remain in force; it being the intent of this proviso that the non-waiver provisions of GBL, Section 687.4 and 687.5 be satisfied.

2. Section 17.1 (Your Termination and Notice of Our Breach) is amended to add the following sentence at the end of the Section:

   Notwithstanding the foregoing, you may terminate this Agreement on any grounds available by law under the provisions of Article 33 of the General Business Law of the State of New York.

3. Section 22.5 (Applicable Law) of the Franchise Agreement is amended to add the following sentence at the end of the Section:

   The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.

[Copy Signature Block From Franchise Agreement]

RHODE ISLAND ADDENDUM
TO FRANCHISE AGREEMENT

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the Franchise Agreement, for franchises offered and sold in the State of Rhode Island or to Rhode Island residents, is amended to include the following:

1. Section 19-28.1.-14 of the Rhode Island Franchise Investment Act provides that "A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act."

[Copy Signature Block From Franchise Agreement]

[THIS ADDENDUM WILL ONLY BE SIGNED AND EFFECTIVE FOR FRANCHISEES THAT SIGN THEIR FRANCHISE AGREEMENT ON OR AFTER JULY 1, 2026]

VIRGINIA ADDENDUM
TO FRANCHISE AGREEMENT

The Franchise Agreement for Cinnabon Franchisor SPV LLC for use in the Commonwealth of Virginia is amended as follows:

1. The following language shall be added at the end of Section 15.4.B. (Post-Term) of the Franchise Agreement:

> It is the parties' express intention that the Restrictive Covenants be enforced to the maximum extent permissible under Virginia law. Notwithstanding anything to the contrary in this Section or Agreement, as long as it is unlawful under Virginia law to restrict the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after the termination of expiration of a franchise agreement, the post-term covenant not to compete restrictions set forth in Section 15.4.B. of this Agreement restricting you from owning, managing, engaging in, being employed by, advising, making loans to, participating in, consulting for, or having any other interest in a Competitive Business shall not apply to you after the expiration or termination of this Agreement, unless you sell the Franchised Business back to us at a mutually agreed price.

2. The following language shall be added at the end of Section 22.5 (Applicable Law) of the Franchise Agreement:

> Notwithstanding the above, as long as the Virginia Retail Franchising Act requires franchise agreements to be governed by Virginia law, this Agreement shall be interpreted and construed exclusively under the laws of the Commonwealth of Virginia.

3. Each provision of this Addendum shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Virginia Retail Franchising Act are met independently without reference to this Addendum.

[Copy Signature Block From Franchise Agreement]

WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT, THE FRANCHISE AGREEMENT, AND ALL RELATED AGREEMENTS

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee.** The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. **Indemnification.** Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. **Attorneys' Fees.** If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

14. **Noncompetition Covenants.** Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed $100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed $250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

16. **Questionnaires and Acknowledgments.** No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a "franchise broker" is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

[Copy Signature Block From Franchise Agreement]

SCHEDULE E

MULTI-UNIT ADDENDUM

(If Offered)

MULTI-UNIT ADDENDUM

This Multi-Unit Addendum (the "**MU Addendum**") is signed as of _____ between Cinnabon Franchisor SPV LLC ("**we**" or "**us**") and «Z1_First_Name», a «Z1_State_of_Formation» «Z1_Entity_Type»«Z2_First_Name»«Z2_Last_Name»«Z3_First_Name»«Z3_Last_Name»«Z4_First_Name»«Z4_Last_Name»«Z5_First_Name»«Z5_Last_Name» ("**you**").

BACKGROUND:

A. We and you entered into franchise agreements of even date with this MU Addendum listed in Appendix A attached hereto, whereby we granted and you accepted licenses to operate Franchised Businesses to be located within the Site Selection Areas listed in Appendix A (the "**MUA Franchise Agreements**"). (All capitalized terms in this MU Addendum shall have the meaning assigned to them in the MUA Franchise Agreements, unless otherwise defined in this MU Addendum.)

B. It is intended that you will develop and open the Franchised Businesses licensed under the MUA Franchise Agreements (the "**MUA Businesses**") in accordance with the terms of the MUA Franchise Agreements as amended by this MU Addendum.

NOW THEREFORE, in consideration of the promises contained herein and for other good and valuable consideration, the parties agree as follows:

1. Initial Franchise Fees. You must pay us all of the Initial Franchise Fees under each of the MUA Franchise Agreements in a lump sum upon execution of the MUA Franchise Agreements. We have no obligation to refund any portion of the Initial Franchise Fees to you, even if this Addendum or any of the MUA Franchise Agreements are terminated and/or you fail to develop one or more of the MUA Businesses.

2. Site Selection Areas. You acknowledge that you do not have any exclusive or protected rights with respect to the Site Selection Areas listed on Appendix A. Among other rights that we reserve, we may open and operate, or license third parties to open and operate, Businesses using the Marks and the System anywhere.

3. Opening and Development Deadlines. The Site Approval Deadline, the Construction Start Deadline, and the Opening Deadline set forth in Section 15 of Schedule A of each MUA Franchise Agreements is hereby amended by deleting such deadlines and replacing them with the deadlines set forth in Appendix B attached hereto. The amended schedule of deadlines shall be referred to herein as the "**Development Schedule**."

4. Requests for Extensions. If you are diligently working to comply with the Development Schedule and are still unable to meet one or more deadline therein, you may request an extension before the expiration of such applicable deadline(s). We have the right to require you to pay a $2,500 extension fee for each extended deadline, if we agree to modify (or if you miss) any of the deadlines. We are not obligated to extend any deadlines.

5. Termination of MUA Franchise Agreements. If you (i) fail to comply with any of the deadlines set forth in the Development Schedule and we have not granted an extension of such deadline(s) or (ii) any other agreement between you and us or our affiliates is terminated, we may, in our sole discretion, terminate this Addendum and/or any or all of the remaining MUA Franchise

Agreements for which you have not yet opened a MUA Business. For the avoidance of doubt, if you fail to comply with any of the deadlines set forth in the Development Schedule, such default shall not be grounds for us to terminate any MUA Franchise Agreements that are in effect for Franchised Businesses that are already open and operating at the time of such default.

6. Confidential Information. This MU Addendum and the terms contained herein are deemed Confidential Information under the terms of the MUA Franchise Agreements.

7. Effect of MU Addendum. In the event of any inconsistency between the terms of the MUA Franchise Agreements and the terms of this MU Addendum, the terms of this MU Addendum will supersede and control. In all other respects, the terms of the MUA Franchise Agreements are ratified and confirmed.

IN WITNESS WHEREOF, each of the undersigned has executed this MU Addendum under seal as of the date listed above.

FRANCHISOR:	**FRANCHISEE:**
Cinnabon Franchisor SPV LLC a Delaware limited liability company	**«Z1_First_Name» «Z1_Last_Name»** a «Z1_State_of_Formation» «Z1_Entity_Type»
By:_____ Name: **Tim Goodman** Title: Senior Vice President Franchise Administration	By:_____ Name: «Signee_1_name» Title: «Signee_1_title»
Date: _____	Date:_____

Appendix A
To the Multi-Unit Addendum

MUA Franchise Agreements

Unit Number	Site Selection Area

Appendix B
To the Multi-Unit Addendum

DEVELOPMENT SCHEDULE

The first MUA Business to satisfy the requirements of the Site Approval Deadline shall be subject to the deadlines listed below for the 1st MUA Business. The second MUA Business to satisfy the requirements of the Site Approval Deadline shall be subject to the deadlines listed below for the 2nd MUA Business, and so on. If you fail to satisfy any of the required development milestones by a specified deadline (including having the minimum number of Sites for MUA Businesses approved by each Site Approval Deadline), we shall have the right to terminate the MU Addendum and the related MUA Franchise Agreements for unopened Franchised Businesses in accordance with Section 5 of the MU Addendum.

MUA Business Under Development	Site Approval Deadline (Section 6.5.A. of the MUA Agreements)	Construction Start Deadline (Section 6.5.B. of the MUA Agreements)	Opening Deadline (Section 6.5.C. of the MUA Agreements)
1st MUA Business			
2nd MUA Business			
3rd MUA Business			
4th MUA Business			
5th MUA Business			
6th MUA Business			
7th MUA Business			
8th MUA Business			
9th MUA Business			
10th MUA Business			

EXHIBIT C

OTHER AGREEMENTS

CINNABON® EXPRESS SCHEDULE

If you will be operating a Cinnabon Express Bakery, the following Schedule will replace Schedule A of the Franchise Agreement that is attached as Exhibit B to this Disclosure Document.

SCHEDULE A

FRANCHISE SPECIFIC TERMS

(CINNABON® EXPRESS BAKERY)

1. **"Effective Date"** means: _____

2. **"Franchisor"** means: Cinnabon Franchisor SPV LLC, a Delaware limited liability company

3. **"Franchisee"** means: «Z1_First_Name» «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», «Z2_First_Name» «Z2_Last_Name», a «Z2_State_of_Formation» «Z2_Entity_Type»«Z3_First_Name» «Z3_Last_Name», a «Z3_State_of_Formation» «Z3_Entity_Type»«Z4_First_Name» «Z4_Last_Name», a «Z4_State_of_Formation» «Z4_Entity_Type»«Z5_First_Name» «Z5_Last_Name»

4. **Recital A: "Approved Products"** means cinnamon rolls, Bakery products, specialty coffee, specialty beverages, and other food products, beverage products, and related services we approve.

5. **Recital A:** The **"Primary Mark"** is: CINNABON®

6. **Section 1.1 (Accepted Location):** The Accepted Location means: «location_name», «store_street_address», «store_city», «store_state» «store_zip». [OR] a location to be determined and added to this Agreement located in the following Site Selection Area: _____.

7. **Section 1.4.A. (Owners of Equity):** Below is a complete list of your Owners and breakdown of your ownership structure:

Owner	Owner Address	Ownership Interest

8. **Section 3.1 (Initial Franchise Fee):** The Initial Franchise Fee shall be equal to $8,000.

9. **Section 3.2.A. (Royalty Fee):**

   You are not required to pay a Royalty Fee. However, in the preparation and offering of Approved Products, you must purchase Proprietary Goods (as defined in Section 7.1.B. (Suppliers)) from our designated Approved Suppliers at the then-current price for Express Bakeries, which we or the supplier may increase or decrease from time to time. You understand that we will derive revenue (e.g. royalties) based on your purchase of the Proprietary Goods and include that revenue in the then-current prices that you pay for the Proprietary Goods. The revenue that we derive from Proprietary Goods includes a fee for

the use of our System and compensation for our operations, sourcing, and quality assurance functions.

10. Section 3.2.B. (Advertising Contribution):

You are not required to make an Advertising Contribution.

11. Section 4.1 (Reserved Rights): The following provisions are added to Section 4.1 of the Agreement.

A. No Protected Rights. You do not have any protected or exclusive rights under this Agreement.

B. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. We and our affiliates have the right to conduct, or authorize third parties to conduct, any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on your Franchised Business. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks anywhere, including at or near your Accepted Location.

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (i) convert the other businesses to be Businesses operating under the Marks and the System, (ii) permit the other businesses to continue to operate under another name anywhere, and/or (iii) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

12. Section 6.5 (Opening and Development Deadlines):

EVENT	COMPLETION DEADLINE
Site Approval Deadline (Section 6.5.A.)	Within 60 days after the Effective Date
Construction Start Deadline (Section 6.5.B.)	Within 90 days after the Effective Date
Opening Deadline (Section 6.5.C.)	Within 180 days after the Effective Date

13. Section 10.1.C. (Grand Opening Advertising):

Your Grand Opening Obligation is $3,000.

14. Section 10.1.E. (Local Marketing Obligation):

Your Local Marketing Obligation shall be equal to 1% of the Net Sales of your Franchised Business per calendar quarter.

15. Section 11.1.D (Attending Training):

Your Required Trainees may not begin the Management Training Program until six weeks before the scheduled opening date of your Franchised Business.

16. Section 11.2 (On-Site Training):

If this is one of your first two Franchised Businesses (including Franchised Businesses owned by your affiliates), we will send one or more of our representatives to the Franchised Business, at our expense, for a maximum of 3.5 days concurrent with beginning operations to assist in the opening of the Bakery. If you offer Carvel® Products, you must pay us the then-current Carvel® Product Platform Training Fee and our representatives will provide two days of related On-Site Training.

17. Section 13.2 (Required Insurance)

Currently, you must obtain and maintain the following coverage:

1. Comprehensive General Liability Insurance, including Products & Completed Operations coverage with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate with a maximum $5,000 deductible per occurrence;

2. Dram Shop Liability (if you serve alcohol) with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate;

3. Statutory Workers' Compensation insurance, including employer's liability insurance, with limits not less than $500,000;

4. Automobile Liability insurance with a combined single limit of $1,000,000 for any owned, hired, or non-owned automobile used in connection with the Franchised Business;

5. "Follow Form" Umbrella/Excess Liability Policy with limits not less than $2,000,000 per occurrence and in the aggregate that is in excess of items 1, 2, 3 (employer's liability insurance only) and 4 above;

6. Business Property Insurance that extends coverage on a replacement cost basis for business personal property including electronic equipment, tenant improvements and betterments, and business income and extra expense, with covered causes of loss as "Special" or "All Risk" with coinsurance conditions not less than 80%, and further, if you are in a location that resides in FEMA Flood Zones beginning with the letters "A" or "V", coverage for Flood;

7. Employment Practices Liability insurance, including third-party coverage, with limits not less than $1,000,000 per employee and $1,000,000 per accident;

8. Cyber Liability insurance with limits not less than $1,000,000; and

9. Other insurance required by an applicable state or local authority.

If you obtain a claims made policy, you must provide a tail coverage policy for no less than one year after the expiration or termination of this Agreement or the closure of the Franchised Business, whichever occurs first. The tail coverage limits must be equal to, or greater than, the limits provided in the prior policy.

If you operate an Express Bakery located in a Host Facility, the insurance required under this Section may be the same insurance that is carried for the Host Facility, provided that it complies with this Section.

18. Section 15.4 (Restrictive Covenants):

A "**Competing Product**" includes any cinnamon rolls or cinnamon-based products.

19. Section 20.5 (Notices):

The notice address for the Franchisor shall be:

Cinnabon LLC, 5620 Glenridge Drive NE, Atlanta, Georgia 30342, Attention: Legal Department

The notice address for the Franchisee shall be: «C1_contact_street», «C1_contact_city», «C1_contact_state» «C1_contact_zip».

20. Section 22.11 (Additional Terms; Inconsistent Terms): The following additional terms amend the applicable Sections of the Agreement:

A. Section 1.1 (Grant of Franchise) is amended to add the following sentence:

Your Franchised Business shall operate as a Cinnabon® express bakery, which shall sell a limited selection of Approved Products designated by us from within a facility operated by a third party (an **"Express Bakery"**). The Express Bakery may be located in another facility, which shall be referred to as the **"Host Facility."**

B. Section 2.2.B(i) (Conditions for Renewal Term) is deleted in its entirety and replaced with the following:

(i) Agree in writing that, before the Renewal Term begins, the Franchised Business will reflect our then-current Standards.

C. Section 2.2.B(ii) (Conditions for Renewal Term) is revised to replace "then-current Initial Franchise Fee" with "then-current Initial Franchise Fee for Express Bakeries."

D. Section 5.4.C (Preferred Lease Terms) is amended by adding the following:

This Section 5.4.C. (Preferred Lease Terms) shall not apply if the Franchised Business is an Express Bakery located in a Host Facility.

E. Section 5.5 (Relocation of the Franchised Business) is deleted in its entirety.

F. Section 7.2 (Approved Products) shall be supplemented with the following sentences at the end of Section 7.2:

In addition, we may, from time to time, permit supplementary Proprietary Products (**"Supplemental Products"**) to be offered at Express Bakeries, which shall be included within the definition of Proprietary Goods. You may only offer and sell the Supplemental Products that we approve during the periods we authorize such Supplemental Products for sale at Express Bakeries. Supplemental Products may be offered for a limited time only and prices for Supplemental Products may vary from Proprietary Goods. Supplemental Products offered may change from time to time during the Term and nothing in this Agreement grants you continued rights to offer Supplemental Products.

G. Section 7.6 (Test Marketing) is deleted in its entirety.

H. Section 10.3 (Advertising Fund) and Section 10.4 (Advertising Cooperatives) are deleted in their entirety.

I. Section 10.5 (Our Advertising Materials) is amended by adding the following:

You agree that we undertake no obligation to make expenditures on your behalf, to ensure that any particular franchisee benefits directly or pro rata from the placement of advertising, or to ensure that any advertising impacts or penetrates your market area.

J. Section 12.7 (Your Participation; Manager):

If the Franchised Business is an Express Bakery located in a Host Facility, your Managers may be the same managers as the Host Facility in which the Franchised Business will operate.

K. Section 12.6 (Refreshes and Remodels) is deleted in its entirety.

L. Section 12.8 (Computer System) will not apply if your Franchised Business is located in a Host Facility.

M. Section 14.2 (Discrepancies) is deleted in its entirety.

N. Section 14 (Right to Access; Records; Reporting) is amended by adding the following section as Section 14.8:

14.8 Inclusion of Net Sales in Host Facility Reporting. To the extent that your Host Facility is a franchise and the franchisor of the Host Facility requires, you acknowledge and agree that your Net Sales of Approved Products will be included in the sales reported under the franchise agreement for the Host Facility.

O. Section 16.2 (No Transfer Without Our Consent) is amended by adding the following sentence:

In addition, if you operate an Express Bakery located in a Host Facility and your Host Facility is a franchise, you may not Transfer any of your rights or obligations under this Agreement unless you also transfer the Host Facility in compliance with any franchise agreement for the Host Facility.

P. Sections 16.3.K. (Control Transfer), 16.4 (Non-Control Transfers), 16.5 (Related Party Transfers), and 18.2.D. (Reinstatement Fee) are revised to replace each instance of "then-current initial franchise fee" with "then-current initial franchise fee for an Express Bakery."

Q. Section 16.8 (Right of First Refusal) is deleted in its entirety.

R. Section 17.2 (Our Termination; No Opportunity to Cure) is amended by adding the following Section 17.2.M. and 17.2.N.:

17.2.M. If you operate an Express Bakery located in a Host Facility and you fail to comply with any of the terms of the franchise agreement for the Host Facility or your franchise agreement for the Host Facility is terminated or expires.

17.2.N. If you operate an Express Bakery located in a Host Facility and the Host Facility's brand deteriorates in quality or reputation such that, in our sole judgment, our association with the Host Facility's brand is damaging or may damage the Cinnabon brand or the Marks.

S. Section 18.1.F (General Obligations) is amended to add the following sentence:

If you operate an Express Bakery located in a Host Facility, you are not required to transfer the Franchised Business' telephone number to us if the telephone number is the telephone number for the Host Facility.

T. **Section 18.3.A (Amount)** is deleted in its entirety and replaced with the following:

Any termination of this Agreement before the expiration of the Term will deprive us of the benefit of the bargain we are entitled to receive under this Agreement. As a result, if this Agreement is terminated after the Opening Date, you will pay us, as liquidated damages for the loss of the benefit of the bargain we are entitled to receive, and not as a penalty, a lump-sum payment equal to the average amount you paid per month to purchase Proprietary Goods during the 36 months before the termination date times the lesser of the remainder of the Term or 36 months. If less than 36 months have lapsed between the Opening Date and the termination date, the liquidated damages will be the average amount you paid per month to purchase Proprietary Goods during the time between the Opening Date and the termination date, multiplied by 36. If the termination occurs before the Opening Date, you will forfeit the Initial Franchise Fee paid and will not owe us any liquidated damages.

U. **Section 18.4 (Additional Obligations)** is deleted in its entirety.

[SCHEDULE A SIGNATURE PAGE FOLLOWS]

Signature Page for Schedule A (Franchise Specific Terms)

FRANCHISOR:

Cinnabon Franchisor SPV LLC
a Delaware limited liability company

By:_____
Name: **Tim Goodman**
Title: Senior Vice President
Franchise Administration

Date: _____

FRANCHISEE:

«Z1_First_Name» «Z1_Last_Name»
a «Z1_State_of_Formation» «Z1_Entity_Type»

By:_____
Name: «Signee_1_name»
Title: «Signee_1_title»

Date:_____

By: _____
Name: «Signee_2_name»
Title: «Signee_2_title»

Date: _____

CONCESSION BAKERY SCHEDULE

If you will be operating a Concession Bakery, the following Concession Schedule will replace Schedule A of the Franchise Agreement that is attached as Exhibit B to this Disclosure Document.

SCHEDULE A

FRANCHISE SPECIFIC TERMS

(CINNABON® CONCESSION BAKERY)

1. **"Effective Date"** means: _____

2. **"Franchisor"** means: Cinnabon Franchisor SPV LLC, a Delaware limited liability company

3. **"Franchisee"** means: «Z1_First_Name» «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», «Z2_First_Name» «Z2_Last_Name», a «Z2_State_of_Formation» «Z2_Entity_Type»«Z3_First_Name» «Z3_Last_Name», a «Z3_State_of_Formation» «Z3_Entity_Type»«Z4_First_Name» «Z4_Last_Name», a «Z4_State_of_Formation» «Z4_Entity_Type»«Z5_First_Name» «Z5_Last_Name»

4. **Recital A: "Approved Products"** means cinnamon rolls, Bakery products, specialty coffee, specialty beverages, and other food products, beverage products, and related services we approve.

5. **Recital A:** The **"Primary Mark"** is: CINNABON®

6. **Section 1.1 (Accepted Location):**

   Because you are operating a Concession Bakery, the Accepted Location means any locations we approve pursuant to Section 5.3 (Acceptance of Proposed Location) and the following pre-approved locations: _____. The commissary for your Franchised Business will be: «location_name», «store_street_address», «store_city», «store_state» «store_zip».

7. **Section 1.4.A. (Owners of Equity):** Below is a complete list of your Owners and breakdown of your ownership structure:

Owner	Owner Address	Ownership Interest

8. **Section 3.1 (Initial Franchise Fee):** The Initial Franchise Fee shall be equal to $5,500.

9. **Section 3.2.A. (Royalty Fee):**

   The Royalty Fee shall be 6% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you).

10. **Section 3.2.B. (Advertising Contribution):**

The Advertising Contribution shall be in an amount we determine, in our sole discretion, which when combined with the Local Marketing Obligation (as specified in Section 10.1.E. (Local Marketing Obligation)) shall not exceed 5% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you).

11. Section 4.1 (Reserved Rights): The following provisions are added to Section 4.1 of the Agreement.

A. No Protected Rights. You do not have any protected or exclusive rights under this Agreement.

B. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. We and our affiliates have the right to conduct, or authorize third parties to conduct, any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on your Franchised Business. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks anywhere, including at or near your Accepted Location.

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (i) convert the other businesses to be Businesses operating under the Marks and the System, (ii) permit the other businesses to continue to operate under another name anywhere, and/or (iii) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

12. Section 6.5 (Opening and Development Deadlines):

EVENT	COMPLETION DEADLINE
Site Approval Deadline (Section 6.5.A.)	Not applicable
Construction Start Deadline (Section 6.5.B.)	Within 240 days after the Effective Date
Opening Deadline (Section 6.5.C.)	Within 360 days after the Effective Date

13. Section 10.1.C. (Grand Opening Advertising):

Your Grand Opening Obligation is $3,000.

14. Section 10.1.E. (Local Marketing Obligation):

Your Local Marketing Obligation shall be equal to 1% of the Net Sales of your Franchised Business per calendar quarter. We may change the Local Marketing Obligation in our sole discretion, provided that the required Advertising Contribution and Local Marketing Obligation shall not exceed 5% of the Net Sales of your Franchised Business.

15. Section 11.1.D (Attending Training):

Your Required Trainees may not begin the Management Training Program until six weeks before the scheduled opening date of your Franchised Business.

16. Section 11.2 (On-Site Training):

If this is one of your first two Franchised Businesses (including Franchised Businesses owned by your affiliates), we will send one or more of our representatives to the Franchised Business, at our expense, for a maximum of 3.5 days concurrent with beginning operations to assist in the opening of the Bakery. If you offer Carvel® Products, you must pay us the then-current Carvel® Product Platform Training Fee and our representatives will provide two days of related On-Site Training.

17. Section 13.2 (Required Insurance):

Currently, you must obtain and maintain the following coverage:

A. Comprehensive General Liability Insurance, including Products & Completed Operations coverage with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate with a maximum $5,000 deductible per occurrence;

B. Statutory Workers' Compensation insurance, including employer's liability insurance, with limits not less than $500,000;

C. Automobile Liability insurance with a combined single limit of $1,000,000 for any owned, hired, or non-owned automobile used in connection with the Franchised Business;

D. "Follow Form" Umbrella/Excess Liability Policy with limits not less than $2,000,000 per occurrence and in the aggregate that is in excess of items 1, 2 (employer's liability insurance only), and 3 above;

E. Business Property Insurance that extends coverage on a replacement cost basis for business personal property including electronic equipment, tenant improvements and betterments, the replacement of the truck/trailer/stand, and business income and extra expense, with covered causes of loss as "Special" or "All Risk" with coinsurance conditions not less than 80%, and further, if you are in a location that resides in FEMA Flood Zones beginning with the letters "A" or "V", coverage for Flood;

F. Dram Shop Liquor Liability (if you serve alcohol) with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate; and

G. Other insurance required by an applicable state or local authority.

In addition, we recommend, and may require, you to obtain and maintain Employment Practices Liability insurance, including third party coverage and Wage & Hour (FLSA) coverage, and Cyber Liability insurance. If we require you to obtain this coverage, we will specify the minimum requirements in the Manuals. However, if you obtain a claims made policy, you must provide a tail coverage policy for no less than one year after the expiration or termination of this Agreement or the closure of the Franchised Business, whichever occurs first. The tail coverage limits must be equal to, or greater than, the limits provided in the prior policy.

18. Section 15.4 (Restrictive Covenants):

A "Competing Product" includes any cinnamon rolls or cinnamon-based products.

19. Section 20.5 (Notices):

The notice address for the Franchisor shall be:

Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive NE, Atlanta, Georgia 30342, Attention: Legal Department

The notice address for the Franchisee shall be: «C1_contact_street», «C1_contact_city», «C1_contact_state» «C1_contact_zip».

20. Section 22.11 (Additional Terms; Inconsistent Terms): The following additional terms amend the applicable Sections of the Agreement:

A. Section 1.1 (Grant of Franchise) is amended to add the following sentence:

Your Franchised Business shall operate as a Cinnabon® food truck (a "**Concession Bakery**"), which shall sell a limited selection of Approved Products designated by us. The Concession Bakery may be operated in another facility or private space, which shall be referred to as the **"Host Facility"**.

B. Section 2.1(Initial Term) is deleted in its entirety and replaced with the following:

Term. The term of this Agreement (the **"Term"**) will begin on the Effective Date and will end five years from the date that your Franchised Business opens for business (the **"Opening Date"**), unless this Agreement is terminated sooner as provided in other sections of this Agreement.

C. Section 2.2 (Renewal Term) is deleted in its entirety.

D. Section 4.3 (Catering and Delivery Services) is deleted in its entirety.

E. Section 5.3 (Acceptance of Proposed Location) is deleted and replaced with the following:

If your Concession Bakery is a concession trailer or food truck, you may operate it from multiple Accepted Locations. You must obtain our written approval, which we may withhold in our sole discretion, if you would like to operate from any additional locations. You will provide us with all material we request to evaluate the suitability of each Proposed Location from which you propose operating the Concession Bakery, including any related agreements (such as leases or concessions agreements) with Host Facilities (if any) ("**Site Agreements**"). We will provide you with our acceptance or non-acceptance of the Proposed Location within 15 days after you deliver the last item of materials we request, and our determination will be final. You acknowledge and agree that we typically will not approve the operation of a Concession Bakery within a two-mile radius from any existing open and operating permanent Franchised Business. If we approve a Proposed Location in writing, we will designate it as an "Accepted Location" under this Agreement. Our acceptance of any Proposed Location is our agreement that the Proposed Location satisfies our selection criteria only and will not be construed as a representation or warranty that the Franchised Business located at the Proposed Site will be successful. You must ensure that the Site Agreements comply with any terms set forth in the Manuals and do not have any terms inconsistent with this Agreement. You may not execute any Site Agreements until you receive our written approval for the Accepted Location, and you must duly and timely perform all terms under the Site Agreements and. We may withdraw our approval for previously-approved Accepted Locations in our sole discretion.

F. Section 5.4 (Site Acquisition) and Section 5.5 (Relocation of the Franchised Business) are deleted in their entirety.

G. Section 6 (Leasehold Improvements) is amended by adding the following as Section 6.6:

Mobile Unit Acquisition. If you operate a concession trailer or food truck (a "**Mobile Unit**"), you must acquire the Mobile Unit and related equipment from our designated Supplier, which may be us or one of our affiliates. You must obtain our written approval for the design of, and any initial or subsequent modifications to, the Mobile Unit.

H. Section 7.2 (Approved Products) is amended by adding the following:

Notwithstanding the foregoing, you acknowledge and agree that you must obtain our prior written approval of the limited menu offered at the Franchised Business.

I. Section 7.6 (Test Marketing) is deleted in its entirety.

J. Section 8.2 (Compliance with the System) is amended by adding the following:

> You agree to operate the Franchised Business in strict compliance with the Standards, except that the Franchised Business is permitted to sell a limited selection of Approved Products.

K. Section 12.6 (Refreshes and Remodels) is deleted in its entirety.

L. Section 12.8 (Computer System) is amended by adding the following:

> Notwithstanding the foregoing, you acknowledge and agree to install a separate point of sale system approved by us.

M. Section 12.10 (Hours of Operation) is deleted in its entirety.

N. Sections 16.3.K. (Control Transfer), 16.4 (Non-Control Transfers), 16.5 (Related Party Transfers), and 18.2.D. (Reinstatement Fee) are revised to replace each instance of "then-current initial franchise fee" with "then-current initial franchise fee for a Concession Bakery."

O. Section 17.2 (Our Termination; No Opportunity to Cure) is amended by adding the following Section 17.2.M. and 17.2.N.:

> 17.2.M. If you operate a Concession Bakery located in a Host Facility and you fail to comply with any of the terms of the Site Agreement or Site Agreement is terminated or (if it is your only Accepted Location) expires.
>
> 17.2.N. If you operate a Concession Bakery located in a Host Facility and the Host Facility or the Host Facility's brand deteriorates in quality or reputation such that, in our sole judgment, our association with the Host Facility or the Host Facility's brand is damaging or may damage the Cinnabon brand or the Marks.

Signature Page for Schedule A (Franchise Specific Terms)

FRANCHISOR:

Cinnabon Franchisor SPV LLC
a Delaware limited liability company

By:_____
Name: **Tim Goodman**
Title: Senior Vice President
Franchise Administration

Date: _____

FRANCHISEE:

«Z1_First_Name» «Z1_Last_Name»
a «Z1_State_of_Formation» «Z1_Entity_Type»

By:_____
Name: «Signee_1_name»
Title: «Signee_1_title»

Date:_____

By: _____
Name: «Signee_2_name»
Title: «Signee_2_title»

Date: _____

CO-BRANDED BAKERY SCHEDULE

If you will be operating a Co-Branded Bakery, the following Schedule will replace Schedule A of the Franchise Agreement that is attached as Exhibit B to this Disclosure Document.

SCHEDULE A

FRANCHISE SPECIFIC TERMS

(CO-BRANDED BAKERY)

1. **"Effective Date"** means: _____

2. **"Franchisor"** means: Cinnabon Franchisor SPV LLC, a Delaware limited liability company

3. **"Franchisee"** means: «Z1_First_Name» «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», «Z2_First_Name» «Z2_Last_Name», a «Z2_State_of_Formation» «Z2_Entity_Type»«Z3_First_Name» «Z3_Last_Name», a «Z3_State_of_Formation» «Z3_Entity_Type»«Z4_First_Name» «Z4_Last_Name», a «Z4_State_of_Formation» «Z4_Entity_Type»«Z5_First_Name» «Z5_Last_Name»

4. **Recital A: "Approved Products"** means cinnamon rolls, Bakery products, specialty coffee, specialty beverages, and other food products, beverage products, and related services we approve.

5. **Recital A:** The **"Primary Mark**" is: CINNABON®

6. **Section 1.1 (Accepted Location):** The Accepted Location means: «location_name», «store_street_address», «store_city», «store_state» «store_zip». [OR] a location to be determined and added to this Agreement located in the following Site Selection Area: _____.

7. **Section 1.4.A. (Owners of Equity):** Below is a complete list of your Owners and breakdown of your ownership structure:

Owner	Owner Address	Ownership Interest

8. **Section 3.1 (Initial Franchise Fee):** The Initial Franchise Fee shall be equal to $_____.

9. **Section 3.2.A. (Royalty Fee):**

[For Auntie Anne's Co-Branded Bakeries in Other Locations:] The Royalty Fee shall be (a) 6% of Net Sales that are attributable to products that we and the Co-Branded Franchisor mutually agree, in our and its sole discretion, to credit towards the Cinnabon® side of the Franchised Business (which will be collected by us) and (b) 7% of Net Sales that are attributable to products that we and the Co-Branded Franchisor mutually agree, in our and its sole discretion, to credit towards the Auntie Anne's® side of the Franchised Business ("**AA Products**"), which may be increased by the Co-Branded Franchisor, in its

sole discretion, at any time during the Term up to a maximum of 8% of the Net Sales that are attributable to AA Products (which will be collected by the Co-Branded Franchisor). The Royalty Fee will be payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you).

[For Auntie Anne's Co-Branded Bakeries in Streetside Locations:] The Royalty Fee shall be 6% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you). We and the Co-Branded Franchisor will jointly collect the Royalty Fee from you based on the Net Sales of the entire Co-Branded Franchise.

[For Carvel Co-Branded Bakeries:] The Royalty Fee shall be 6% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you). We and the Co-Branded Franchisor will jointly collect the Royalty Fee from you based on the Net Sales of the entire Co-Branded Franchise.

10. **Section 3.2.B. (Advertising Contribution):**

The Advertising Contribution shall be in an amount we determine, in our sole discretion, which when combined with the Local Marketing Obligation (as specified in Section 10.1.E. (Local Marketing Obligation)) shall not exceed 5% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you). We will collect the Advertising Contribution from you based on the portion of the Net Sales of the Franchised Business that are attributable to products that we and the Co-Branded Franchisor mutually agree, in our and its sole discretion, to credit towards the Cinnabon® side of the Franchised Business. Pursuant to the Co-Branded Agreement, the Co-Branded Franchisor will collect an advertising contribution from you based on the remaining portion of the Net Sales of the Franchised Business that are attributable to products that we and the Co-Branded Franchisor mutually agree, in our and its sole discretion, to credit towards the Co-Branded Franchise's side of the Franchised Business.

11. **Section 4.1 (Reserved Rights):** The following provisions are added to Section 4.1 of the Agreement.

[For Streetside Locations:]

A. Area of Protection. We grant you a protected territory in which you have certain limited exclusive rights (an **"Area of Protection"**). [Your Area of Protection is: a . mile [OR block] radius from the Accepted Location with the Accepted Location as the center point.] [OR] [We will designate, in our sole discretion, your Area of Protection after we accept the Proposed Location as the Accepted Location. When we designate the Area of Protection for the Franchised Business, you must sign standard documentation we prepare, which includes a general release, to document the Area of Protection.] If you relocate the Franchised Business pursuant to Section 5.5 (Relocation of the Franchised Business), we will specify an Area of Protection for the new location.

B. Protected Rights. [For Auntie Anne's Co-Branded Bakeries:] During the Term, we will not establish or operate, nor license any other person to establish or operate, a Business operating under the Marks and the System that is co-branded and co-located with an Auntie Anne's® business that is operated under the Auntie Anne's® marks and(a "**Co-Branded Business**") at a Streetside Location within the Area of Protection. "**Streetside Locations**" include freestanding, inline, and endcap locations on city streets or in shopping centers (including power centers, lifestyle centers, and strip centers, but excluding malls (enclosed and open air) and outlet malls and centers). Co-Branded Businesses do not include single-branded Businesses and businesses that do not include the exact combination of multiple brands as the Co-Branded Business (such as a Business that is co-branded with a brand other than the Auntie Anne's® brand or that is multi-branded with the Auntie Anne's® brand and one or more other brands).

[For Carvel Co-Branded Bakeries:] During the Term, we will not establish or operate, nor license any other person to establish or operate, a Business operating under the Marks and the System that is co-branded and co-located with a Carvel® business that is operated under the Carvel® marks and system (a "**Co-Branded Business**") at a Streetside Location within the Area of Protection. "**Streetside Locations**" include freestanding, inline, and endcap locations on city streets or in shopping centers (including power centers, lifestyle centers, and strip centers, but excluding malls (enclosed and open air) and outlet malls and centers). Co-Branded Businesses do not include single-branded Businesses, businesses that operate under the Cinnabon Swirl® mark, and businesses that do not include the exact combination of multiple brands as the Co-Branded Business (such as a Business that is co-branded with a brand other than the Carvel® brand or that is multi-branded with the Carvel® brand and one or more other brands).

C. Other Locations. **"Other Locations"** include all locations other than Streetside Locations, including airports, amusement parks, big box stores, casinos, colleges, convenience stores, farmer's markets, military bases, malls (enclosed and open air), outlet malls and centers, sports and entertainment venues, train stations, transportation centers, travel plazas, truck stops, universities, zoos, and Delivery Kitchens. "**Delivery Kitchens**" include kitchens devoted to the preparation of products or Approved Products (often referred to as ghost, dark, or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

C. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks (a) anywhere outside of the Area of Protection, (b) in Other Locations inside or outside the Area of Protection, or (c) in businesses other than Co-Branded Businesses inside or outside the Area of Protection.

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through

any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) Delivery Kitchens.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere, including inside and outside any Area of Protection.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (a) convert the other businesses to be Businesses operating under the Marks and the System (except to be Co-Branded Businesses inside your Area of Protection), (b) permit the other businesses to continue to operate under another name anywhere, and/or (c) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

D. Acknowledgements. You acknowledge that we, our affiliates, and our and their other franchisees may solicit customers in, and service customers who are from, any geographic location we or they desire, including locations within your Area of Protection, and that we, our affiliates, and other franchisees may provide Catering Services and Delivery Services within your Area of Protection.

E. Modification of Area of Protection. If you (i) commit a default that cannot be cured as specified in Section 17.2 (Our Termination: No Opportunity to Cure) or if you fail to cure a default within the cure period specified in Section 17.3 (Our Termination: Opportunity to Cure Within Cure Period) and (ii) we do not exercise our right to terminate the Agreement, we may, at our sole election and upon delivery of written notice to you, temporarily or permanently eliminate or reduce the size of your Area of Protection, in addition to any other remedies specified in Section 17.5 (Our Remedies After Your Default).

[For Other Locations:]

A. No Protected Rights. You do not have any protected or exclusive rights under this Agreement.

B. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. We and our affiliates have the right to conduct, or authorize third parties to conduct, any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on your Franchised Business. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks anywhere, including at or near your Accepted Location.

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (i) convert the other businesses to be Businesses operating under the Marks and the System, (ii) permit the other businesses to continue to operate under another name anywhere, and/or (iii) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

12. **Section 6.5 (Opening and Development Deadlines):**

EVENT	COMPLETION DEADLINE
Site Approval Deadline (Section 6.5.A.)	Within 150 days after the Effective Date
Construction Start Deadline (Section 6.5.B.)	Within 270 days after the Effective Date
Opening Deadline (Section 6.5.C.)	Within 360 days after the Effective Date

13. **Section 10.1.C. (Grand Opening Advertising):**

Your Grand Opening Obligation is [For Other Locations: $6,000, For Streetside Locations: $15,000, For First Four Streetside Locations in Emerging Markets: $25,000], which includes advertising for both brands.

14. **Section 10.1.E. (Local Marketing Obligation):**

Your Local Marketing Obligation shall be equal to 1% of the Net Sales of your Franchised Business per calendar quarter. We may change the Local Marketing Obligation in our sole discretion, provided that the percentage Advertising Contribution and the percentage Local Marketing Obligation shall not collectively exceed 5% of the Net Sales of your Franchised Business.

15. **Section 11.1.D (Attending Training):**

Your Required Trainees may not begin the Management Training Program until six weeks before the scheduled opening date of your Franchised Business.

16. **Section 11.2 (On-Site Training):**

If this is your first or second Franchised Business (including Franchised Businesses owned by your affiliates), we will send one or more of our representatives to the Franchised Business, at our expense, for a minimum of two days of On-Site Training concurrent with beginning operations.

17. **Section 13.2 (Required Insurance):**

Currently, you must obtain and maintain the following coverage:

A. Comprehensive General Liability Insurance, including Products & Completed Operations coverage with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate with a maximum $5,000 deductible per occurrence;

B. Dram Shop Liability (if you serve alcohol) with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate;

C. Statutory Workers' Compensation insurance, including employer's liability insurance, with limits not less than $500,000;

D. Automobile Liability insurance with a combined single limit of $1,000,000 for any owned, hired, or non-owned automobile used in connection with the Franchised Business;

E. "Follow Form" Umbrella/Excess Liability Policy with limits not less than $2,000,000 per occurrence and in the aggregate that is in excess of items 1, 2, 3 (employer's liability insurance only), and 4 above;

F. Business Property Insurance that extends coverage on a replacement cost basis for business personal property including electronic equipment, tenant improvements and betterments, and business income and extra expense, with covered causes of loss as "Special" or "All Risk" with coinsurance conditions not less than 80%, and further, if you are in a location that resides in FEMA Flood Zones beginning with the letters "A" or "V", coverage for Flood;

G. Employment Practices Liability insurance, including third-party coverage, with limits not less than $1,000,000 per employee and $1,000,000 per accident;

H. Cyber Liability insurance with limits not less than $1,000,000; and

I. Other insurance required by an applicable state or local authority.

If you obtain a claims made policy, you must provide a tail coverage policy for no less than one year after the expiration or termination of this Agreement or the closure of the Franchised Business, whichever occurs first. The tail coverage limits must be equal to, or greater than, the limits provided in the prior policy.

18. **Section 15.4 (Restrictive Covenants):**

A "**Competing Product**" includes any cinnamon rolls or cinnamon-based products.

19. **Section 20.5 (Notices):**

The notice address for the Franchisor shall be:

Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive, NE, Atlanta, Georgia 30342, Attention: Legal Department

The notice address for the Franchisee shall be: «C1_contact_street», «C1_contact_city», «C1_contact_state» «C1_contact_zip».

20. **Section 22.11 (Additional Terms; Inconsistent Terms):** The following additional terms amend the applicable Sections of the Agreement:

A. **Section 1.1 (Grant of Franchise)** is amended to add the following sentence:

The Franchised Business must be operated at the Accepted Location in conjunction with a [Auntie Anne's®] [Carvel®] franchised business (the "**Co-Branded Franchise**") that is operated by you in accordance with a [Auntie Anne's®] [Carvel®] franchise agreement (the "**Co-Branded Agreement**") between you and [Auntie Anne's Franchisor SPV LLC] [Carvel Franchisor SPV LLC] (the "**Co-Branded Franchisor**"). The Franchised Business and the Co-Branded Franchise shall be co-branded using the Marks and the trademarks licensed to you by the Co-Branded Franchisor.

B. **Section 1.4 (Owners of Equity)** is amended to add the following sentence:

You represent and warrant that the Franchisee and Owners under this Agreement are identical to, and throughout the Term will continue to be identical to, those under the Co-Branded Agreement.

C. **Section 2.2 (Conditions for Renewal Term)** is amended by adding the following numerette:

(v) Obtain the right from Co-Branded Franchisor to continue to operate the Co-Branded Franchise at the Accepted Location for the duration of the Renewal Term, which may require you to meet certain renewal conditions required by Co-Branded Franchisor, including signing a renewal Co-Branded Agreement.

D. **Section 3 (Fees)** is amended by adding the following as Section 3.8:

3.8. Collection of Fees for Co-Branded Franchises. We and the Co-Branded Franchisor may both independently impose the following fees in accordance with the terms of this Agreement and/or the Co-Branded Agreement (in other words, (a) we could charge the fee and the Co-Branded Franchisor could also separately charge the same fee or (b) we could charge the fee, even if the Co-Branded Franchisor does not do so): (i) the Renewal Fee; (ii) the Ordering Support Fee; (iii) fees related to Advertising Cooperatives, brand promotions, taxes and related payments, conferences and programs, brand advisory councils, Transfers, gift card and loyalty programs, loyalty apps, online ordering, purchasing programs,

supply chains, insurance policies, development deadline extensions, indemnification provisions, attorneys' fees, and the reinstatement of franchises; and (iv) any other fees that are brand-specific or relate to costs that may be separately incurred by us and/or the Co-Branded Franchisor. All other fees will be charged by (x) us or the Co-Branded Franchisor, but not both or (y) jointly by both us and the Co-Branded Franchisor (and split between the two of us).

E. **Section 7.2 (Approved Products)** is amended by adding the following sentence:

You acknowledge that by virtue of the co-branded nature of the Franchised Business, the menu for your Franchised Business may not consist of all of the menu items normally offered at a Business.

F. **Section 8.2 (Compliance with the System)** is amended by adding the following:

We and you agree to cooperate in good faith with each other and with the Co-Branded Franchisor to accommodate the different requirements of each brand's franchise agreements, manuals, policies, and procedures to enable efficient and harmonious operations of multiple brands within the Accepted Location. You must comply with the most stringent duties and obligations set forth in the franchise agreements of both concepts. You acknowledge and agree that we have the right to communicate with the Co-Branded Franchisor regarding any aspect of your development or operation of the Franchised Business and to provide the Co-Branded Franchisor with copies of all default and termination notices which may arise under this Agreement.

G. **Section 12.8 (Computer System)** is amended by adding the following:

You may use the Computer System to operate both the Franchised Business and the Co-Branded Franchise.

H. **Section 14.1 (Inspections and Audits)** is amended by adding the following:

You acknowledge that the Co-Branded Franchisor may conduct any of the inspections or audits described in this Section 14 and that you will cooperate with their efforts to do so.

I. **Section 16.2 (No Transfer Without Our Consent)** is amended by adding the following sentence:

In addition, you may not Transfer any interest in the Agreement or in the Franchised Business unless you simultaneously transfer to the same third-party transferee the same interest in your Co-Branded Franchisor or in your Co-Branded Franchise, as the case may be. You acknowledge that you will have to satisfy the transfer procedures for both us (as set forth in this Agreement) and the Co-Branded Franchisor (as set forth in your Co-Branded Agreement), including the right to approve the Transfer and the proposed transferees and payment of any transfer fees due under each agreement.

J. **Section 17.2 (Our Termination: No Opportunity to Cure)** is amended by adding the following new Section 17.2.M.:

17.2.M. Your Co-Branded Agreement terminates or expires or you for any other reason cease to operate the Co-Branded Franchise at the Accepted Location.

[SCHEDULE A SIGNATURE PAGE FOLLOWS]

Signature Page for Schedule A (Franchise Specific Terms)

FRANCHISOR:

Cinnabon Franchisor SPV LLC

By:_____
Name:_____
Title:_____

Date:_____

FRANCHISEE:

«Z1_First_Name»: «Z1_Last_Name»

By:_____
Name: «Signee_1_name»
«Z1_State_of_Formation»
Title: «Signee_1_title»
«Z1_State_of_Formation»

Date:_____

By:
_____L.S.
Name: «Signee_2_name»
Title: «Signee_2_title»

Date: _____

By:
_____L.S.
Name: «Signee_3_name»
Title: «Signee_3_title»

Date: _____

SWIRL BAKERY SCHEDULE

If you will be operating a Swirl Bakery, the following Schedule will replace Schedule A of the Franchise Agreement that is attached as Exhibit B to this Disclosure Document.

SCHEDULE A

FRANCHISE SPECIFIC TERMS

(CINNABON SWIRL BAKERY)

1. **"Effective Date"** means: _____

2. **"Franchisor"** means: Cinnabon Franchisor SPV LLC, a Delaware limited liability company

3. **"Franchisee"** means: «Z1_First_Name» «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», «Z2_First_Name» «Z2_Last_Name», a «Z2_State_of_Formation» «Z2_Entity_Type»«Z3_First_Name» «Z3_Last_Name», a «Z3_State_of_Formation» «Z3_Entity_Type»«Z4_First_Name» «Z4_Last_Name», a «Z4_State_of_Formation» «Z4_Entity_Type»«Z5_First_Name» «Z5_Last_Name»

4. **Recital A: "Approved Products"** means cinnamon rolls, bakery products, specialty coffee, specialty beverages, Carvel® ice cream and frozen desserts, and other food products, beverage products, and related services we approve.

5. **Recital A:** The **"Primary Mark**" is: CINNABON SWIRL® and CINNABON®

6. **Section 1.1 (Accepted Location):** The Accepted Location means: «location_name», «store_street_address», «store_city», «store_state» «store_zip». [OR] a location to be determined and added to this Agreement located in the following Site Selection Area: _____.

7. **Section 1.4.A. (Owners of Equity):** Below is a complete list of your Owners and breakdown of your ownership structure:

Owner	Owner Address	Ownership Interest

8. **Section 3.1 (Initial Franchise Fee):** The Initial Franchise Fee shall be equal to $35,500 (in addition to $35,500 payable to the Co-Branded Franchisor).

9. **Section 3.2.A. (Royalty Fee):** The Royalty Fee shall be 6% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you). We and the Co-Branded Franchisor will jointly collect the Royalty Fee from you based on the Net Sales of the entire Co-Branded Franchise.

10. **Section 3.2.B. (Advertising Contribution):** The Advertising Contribution shall be in an amount we determine, in our sole discretion, which when combined with the Local Marketing Obligation (as specified in Section 10.1.E. (Local Marketing Obligation)) shall

not exceed 5% of the Net Sales of the Franchised Business, payable each week on the Net Sales of the Franchised Business for the preceding week (or on any other basis stated in the Manuals or in our written notice to you). We and the Co-Branded Franchisor will jointly collect the Advertising Contribution from you based on the Net Sales of the entire Co-Branded Franchise.

11. **Section 4.1 (Reserved Rights):** The following provisions are added to Section 4.1 of the Agreement.

[For Streetside Locations:]

A. Area of Protection. We grant you a protected territory in which you have certain limited exclusive rights (an **"Area of Protection"**). [Your Area of Protection is: a . mile [OR block] radius from the Accepted Location with the Accepted Location as the center point.] [OR] [We will designate, in our sole discretion, your Area of Protection after we accept the Proposed Location as the Accepted Location. When we designate the Area of Protection for the Franchised Business, you must sign standard documentation we prepare, which includes a general release, to document the Area of Protection.] If you relocate the Franchised Business pursuant to Section 5.5 (Relocation of the Franchised Business), we will specify an Area of Protection for the new location.

B. Protected Rights. During the Term, we will not establish or operate, nor license any other person to establish or operate, a Swirl Business at a Streetside Location within the Area of Protection. "**Streetside Locations**" include freestanding, inline, and endcap locations on city streets or in shopping centers (including power centers, lifestyle centers, and strip centers, but excluding malls (enclosed and open air) and outlet malls and centers).

C. Other Locations. **"Other Locations"** include all locations other than Streetside Locations, including airports, amusement parks, big box stores, casinos, colleges, convenience stores, farmer's markets, military bases, malls (enclosed and open air), outlet malls and centers, sports and entertainment venues, train stations, transportation centers, travel plazas, truck stops, universities, zoos, and Delivery Kitchens. "**Delivery Kitchens**" include kitchens devoted to the preparation of products or Approved Products (often referred to as ghost, dark, or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

D. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(i) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to the Approved Products using the System or elements of the System under the Marks or any other marks (a) anywhere outside of the Area of Protection, (b) in Other Locations inside or outside the Area of Protection, or (c) in businesses other than Swirl Businesses inside or outside the Area of Protection (including businesses that are co-branded with both the Carvel® and Cinnabon® brands).

(ii) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) Delivery Kitchens.

(iii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere, including inside and outside any Area of Protection.

(iv) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (a) convert the other businesses to be Businesses operating under the Marks and the System (except to be Swirl Businesses inside your Area of Protection), (b) permit the other businesses to continue to operate under another name anywhere, and/or (c) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

E. Acknowledgements. You acknowledge that we, our affiliates, and our and their other franchisees may solicit customers in, and service customers who are from, any geographic location we or they desire, including locations within your Area of Protection, and that we, our affiliates, and other franchisees may provide Catering Services and Delivery Services within your Area of Protection.

F. Modification of Area of Protection. If you (i) commit a default that cannot be cured as specified in Section 17.2 (Our Termination: No Opportunity to Cure) or if you fail to cure a default within the cure period specified in Section 17.3 (Our Termination: Opportunity to Cure Within Cure Period) and (ii) we do not exercise our right to terminate the Agreement, we may, at our sole election and upon delivery of written notice to you, temporarily or permanently eliminate or reduce the size of your Area of Protection, in addition to any other remedies specified in Section 17.5 (Our Remedies After Your Default).

[For Other Locations:]

A. No Protected Rights. You do not have any protected or exclusive rights under this Agreement.

B. Our Reserved Rights. We and our affiliates reserve all rights that we do not expressly grant you in this Agreement. We and our affiliates have the right to conduct, or authorize third parties to conduct, any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on your Franchised Business. For example, without limitation, we and our affiliates have the following rights, without providing any rights or compensation to you:

(v) We and/or our affiliates may establish or license franchises and/or company-owned businesses offering products or services that are similar or identical to

the Approved Products using the System or elements of the System under the Marks or any other marks anywhere, including at or near your Accepted Location.

(vi) We and/or our affiliates may produce and/or sell Approved Products or any other products or services, and authorize others to produce and/or sell Approved Products or any other products or services, using the Marks, the System, and any other marks and/or systems we desire through any alternative channel of distribution located anywhere, including to and through (a) supermarkets, convenience stores, club stores, and other retail facilities not dedicated to the sale of the Approved Products, (b) mail order and e-commerce channels, and (c) kitchens devoted to the preparation of Products or Approved Products (often referred to as ghost, dark or cloud kitchens), which may use the Marks and may deliver to customers located anywhere.

(vii) We and/or our affiliates may advertise, or authorize others to advertise, using the Marks anywhere.

(viii) We and/or our affiliates may acquire, be acquired by, or merge with another entity with existing businesses or franchises that are similar to or competitive with the Businesses anywhere and (i) convert the other businesses to be Businesses operating under the Marks and the System, (ii) permit the other businesses to continue to operate under another name anywhere, and/or (iii) permit the businesses to operate under another name and convert your Franchised Business and existing Businesses to such other name.

12. **Section 6.5 (Opening and Development Deadlines):**

EVENT	COMPLETION DEADLINE
Site Approval Deadline (Section 6.5.A.)	Within 150 days after the Effective Date
Construction Start Deadline (Section 6.5.B.)	Within 270 days after the Effective Date
Opening Deadline (Section 6.5.C.)	Within 360 days after the Effective Date

13. **Section 10.1.C. (Grand Opening Advertising):**

Your Grand Opening Obligation is [For Other Locations: $6,000, For Streetside Locations: $15,000, For First Four Streetside Locations in Emerging Markets: $25,000], which includes advertising for both brands.

14. **Section 10.1.E. (Local Marketing Obligation):**

Currently, your Local Marketing Obligation shall be equal to 1% of the Net Sales of your Franchised Business per calendar quarter.

15. **Section 11.1.D (Attending Training):**

Your Required Trainees may not begin the Management Training Program until six weeks before the scheduled opening date of your Franchised Business.

16. **Section 11.2 (On-Site Training):**

If this is your first or second Franchised Business (including Franchised Businesses owned by your affiliates and including any Carvel®, Cinnabon®, or Cinnabon Swirl® Franchised Businesses), we will send one or more of our representatives to the Franchised Business, at our expense, for a minimum of two days of On-Site Training concurrent with beginning operations.

17. **Section 13.2 (Required Insurance):**

Currently, you must obtain and maintain the following coverage:

A. Comprehensive General Liability Insurance, including Products & Completed Operations coverage with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate with a maximum $5,000 deductible per occurrence;

B. Dram Shop Liability (if you serve alcohol) with limits not less than $1,000,000 per occurrence and $2,000,000 in the aggregate;

C. Statutory Workers' Compensation insurance, including employer's liability insurance, with limits not less than $500,000;

D. Automobile Liability insurance with a combined single limit of $1,000,000 for any owned, hired, or non-owned automobile used in connection with the Franchised Business;

E. "Follow Form" Umbrella/Excess Liability Policy with limits not less than $2,000,000 per occurrence and in the aggregate that is in excess of items 1, 2, 3 (employer's liability insurance only), and 4 above;

F. Business Property Insurance that extends coverage on a replacement cost basis for business personal property including electronic equipment, tenant improvements and betterments, and business income and extra expense, with covered causes of loss as "Special" or "All Risk" with coinsurance conditions not less than 80%, and further, if you are in a location that resides in FEMA Flood Zones beginning with the letters "A" or "V", coverage for Flood;

G. Employment Practices Liability insurance, including third-party coverage, with limits not less than $1,000,000 per employee and $1,000,000 per accident;

H. Cyber Liability insurance with limits not less than $1,000,000; and

I. Other insurance required by an applicable state or local authority.

If you obtain a claims made policy, you must provide a tail coverage policy for no less than one year after the expiration or termination of this Agreement or the closure of the Franchised Business, whichever occurs first. The tail coverage limits must be equal to, or greater than, the limits provided in the prior policy.

18. **Section 15.4 (Restrictive Covenants):**

A "**Competing Product**" includes any products or services that are the same as or similar to any of the Approved Products.

19. **Section 20.5 (Notices):**

The notice address for the Franchisor shall be:

Cinnabon Franchisor SPV LLC, 5620 Glenridge Drive, NE, Atlanta, Georgia 30342, Attention: Legal Department

The notice address for the Franchisee shall be: «C1_contact_street», «C1_contact_city», «C1_contact_state» «C1_contact_zip».

20. **Section 22.11 (Additional Terms; Inconsistent Terms):** The following additional terms amend the applicable Sections of the Agreement:

A. **Recital D** is deleted in its entirety and replaced with the following:

We refer to businesses that use the System and are identified by the Marks as **"Businesses."** We refer to Businesses that are primarily identified by the CINNABON SWIRL® Mark and operate with some modifications that we specify to elements of the System used in a standard Business (which modifications are also part of the System) as "**Swirl Businesses**." You desire to obtain a license to use the System and the Marks to operate one Swirl Business, and we are willing to grant you a license to operate a Swirl Business, subject to the terms and conditions of this Agreement.

B. **Section 1.1 (Grant of Franchise)** is amended to add the following sentence:

Subject to the terms of this Agreement, we grant to you, and you accept, a non-exclusive license to operate one Swirl Business using the Marks and the System (collectively, your **"Franchised Business"**). The Franchised Business will be operated only at the location specified in Schedule A (the **"Accepted Location"**) or, if we have not yet accepted a site for the Franchised Business as of the date of this Agreement, at a location that we have accepted in accordance with this Agreement within the geographic area specified in Schedule A (the **"Site Selection Area"**). The Franchised Business must be operated at the Accepted Location in conjunction with a Carvel® franchised business (the "**Co-Branded Franchise**") that is operated by you in accordance with a Carvel® franchise agreement (the **Co-Branded Agreement**") between you and Carvel Franchisor SPV LLC (the "**Co-Branded Franchisor**"). The Franchised Business and the Co-Branded Franchise shall be co-branded using the Marks and the trademarks licensed to you by the Co-Branded Franchisor and shall be primarily identified by the CINNABON SWIRL® Mark and trade dress.

C. **Section 1.4 (Owners of Equity)** is amended to add the following sentence:

You represent and warrant that the Franchisee and Owners under this Agreement are identical to, and throughout the Term will continue to be identical to, those under the Co-Branded Agreement.

D. **Section 2.2 (Conditions for Renewal Term)** is amended by adding the following numerette:

(v) Obtain the right from Co-Branded Franchisor to continue to operate the Co-Branded Franchise at the Accepted Location for the duration of the Renewal Term, which may require you to meet certain renewal conditions required by Co-Branded Franchisor, including signing a renewal Co-Branded Agreement.

E. **Section 3 (Fees)** is amended by adding the following as Section 3.8:

3.8. Collection of Fees for Co-Branded Franchises. We and the Co-Branded Franchisor may both independently impose the following fees in accordance with the terms of this Agreement and/or the Co-Branded Agreement (in other words, (a) we could charge the fee and the Co-Branded Franchisor could also separately charge the same fee or (b) we could charge the fee, even if the Co-Branded Franchisor does not do so): (i) the Renewal Fee; (ii) the Ordering Support Fee; (iii) fees related to Advertising Cooperatives, brand promotions, taxes and related payments, conferences and programs, brand advisory councils, Transfers, gift card and loyalty programs, loyalty apps, online ordering, purchasing programs, supply chains, insurance policies, development deadline extensions, indemnification provisions, attorneys' fees, and the reinstatement of franchises; and (iv) any other fees that are brand-specific or relate to costs that may be separately incurred by us and/or the Co-Branded Franchisor. All other fees will be charged by (x) us or the Co-Branded Franchisor, but not both or (y) jointly by both us and the Co-Branded Franchisor (and split between the two of us).

F. **Section 7.2 (Approved Products)** is amended by adding the following sentence:

You acknowledge that by virtue of the co-branded nature of the Franchised Business, the menu for your Franchised Business may not consist of all of the menu items normally offered at a Business and may include menu items that are unique to Swirl Businesses.

G. **Section 8.2 (Compliance with the System)** is amended by adding the following:

You agree to operate the Franchised Business in strict compliance with the Standards that we specify from time to time for Swirl Businesses, which you acknowledge may materially differ from the Standards for a standard Business. We and you agree to cooperate in good faith with each other and with the Co-Branded Franchisor to accommodate the different requirements of each brand's franchise agreements, manuals, policies, and procedures to enable efficient and harmonious operations of multiple brands within the Accepted Location. You must comply with the most stringent duties and obligations set forth in the franchise agreements of both concepts. You acknowledge and agree that we have the right to communicate with the Co-Branded Franchisor regarding any aspect of your development or operation of the Franchised Business and to provide the Co-Branded

Franchisor with copies of all default and termination notices which may arise under this Agreement.

H. **Section 12.8 (Computer System)** is amended by adding the following:

You may use the Computer System to operate both the Franchised Business and the Co-Branded Franchise.

I. **Section 14.1 (Inspections and Audits)** is amended by adding the following:

You acknowledge that the Co-Branded Franchisor may conduct any of the inspections or audits described in this Section 14 and that you will cooperate with their efforts to do so.

J. **Section 16.2 (No Transfer Without Our Consent)** is amended by adding the following sentence:

In addition, you may not Transfer any interest in the Agreement or in the Franchised Business unless you simultaneously transfer to the same third-party transferee the same interest in your Co-Branded Franchisor or in your Co-Branded Franchise, as the case may be. You acknowledge that you will have to satisfy the transfer procedures for both us (as set forth in this Agreement) and the Co-Branded Franchisor (as set forth in your Co-Branded Agreement), including the right to approve the Transfer and the proposed transferees and payment of any transfer fees due under each agreement.

K. **Section 17.2 (Our Termination: No Opportunity to Cure)** is amended by adding the following new Section 17.2.M.:

17.2.M. Your Co-Branded Agreement terminates or expires or you for any other reason cease to operate the Co-Branded Franchise at the Accepted Location.

Signature Page for Schedule A (Franchise Specific Terms)

FRANCHISOR:

Cinnabon Franchisor SPV LLC

By:_____
Name:_____
Title:_____

Date:_____

FRANCHISEE:

«Z1_First_Name»: «Z1_Last_Name»

By:_____
Name: «Signee_1_name»
«Z1_State_of_Formation»
Title: «Signee_1_title»
«Z1_State_of_Formation»

Date:_____

By:
_____L.S.
Name: «Signee_2_name»
Title: «Signee_2_title»

Date: _____

By:
_____L.S.
Name: «Signee_3_name»
Title: «Signee_3_title»

Date: _____

Cinnabon ASL No. _____

CINNABON ALTERNATIVE SELLING LOCATION ADDENDUM

This Addendum (the **"ASL Addendum"**) is signed as of _____, 20____ (the **"ASL Addendum Date"**) between Cinnabon Franchisor SPV LLC, a Delaware limited liability company (**"we"** or **"us"**) and **«Z1_First_Name»** «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», **«Z2_First_Name» «Z2_Last_Name»**, a «Z2_State_of_Formation» «Z2_Entity_Type»**«Z3_First_Name» «Z3_Last_Name»**, a «Z3_State_of_Formation» «Z3_Entity_Type»**«Z4_First_Name» «Z4_Last_Name»**, a «Z4_State_of_Formation» «Z4_Entity_Type»**«Z5_First_Name» «Z5_Last_Name»**, a «Z5_State_of_Formation» «Z5_Entity_Type» (**"you"**).

BACKGROUND:

A. We and you entered into a franchise agreement dated _____ (the **"Franchise Agreement"**), whereby we granted and you accepted a license to operate a Cinnabon® bakery No. «Store_Number» located at «location_name», «store_street_address», «store_city», «store_state» «store_zip».

B. We and you desire to amend the Franchise Agreement on the terms outlined below to allow you to operate an Alternative Selling Location.

NOW THEREFORE, in consideration of the premises and for other good and valuable consideration, the parties agree as follows:

1. **Section 1.1 (Grant of Franchise)** of the Franchise Agreement is deleted and replaced with the following:

> 1.1 Grant of Franchise. Subject to the terms of this Agreement, we grant to you, and you accept, a non-exclusive license to operate one Business using the Marks and the System (collectively, your **"Franchised Business"**). Unless we authorize you to operate an Alternative Selling Location (a **"ASL"**), the Franchised Business will be operated only at the location specified in Schedule A (the **"Accepted Location"**) or, if we have not yet accepted a site for the Franchised Business as of the date of this Agreement, at a location that we have accepted in accordance with this Agreement within the geographic area specified in Schedule A (the **"Site Selection Area"**). If we approve you to operate an ASL, you may engage in certain, but not all, of the activities contemplated by this Agreement from a location that we specify (the **"ASL Location"**). The ASL will also be considered part of the definition of Franchised Business.

2. **Section 3 (Fees)** of the Franchise Agreement is amended by adding the following new Section 3.8:

> 3.8 Alternative Selling Location License Fee. You must pay us a license fee of $5,000 (the "**ASL License Fee**") in consideration for us granting you the right to operate an ASL. The ASL License Fee is fully earned and nonrefundable. You acknowledge that we have no obligation to refund any portion of the ASL License Fee to you, even if you cease operating the ASL or the ASL Addendum is terminated.

3. **Section 3.2.C. (Net Sales)** of the Franchise Agreement is amended by adding the following:

For the avoidance of doubt, "Net Sales" includes all revenues generated from an ASL.

4. **Section 5.1 (Accepted Location)** of the Franchise Agreement is amended by adding the following:

We approve you to sell a limited selection of Approved Products in an ASL at the following ASL Location: _____.

5. **Section 5.4.A. (Acceptance and Execution of Site Agreement)** of the Franchise Agreement is amended by adding the following sentence:

If you operate an ASL, you must provide us an executed copy of the Lease for the ASL Location prior to the commencement of operation of the ASL.

6. **Section 5.5.B(iv) (Relocation Conditions)** of the Franchise Agreement is amended by adding the following sentence:

If you are relocating an ASL, instead of paying the Relocation Fee, you must reimburse us, at the then-current daily training service fee, plus travel-related expenses, for services performed by us in conjunction with the relocation.

7. **Section 6.5.C. (Opening Deadline)** of the Franchise Agreement is amended by adding the following:

You must have the ASL open and operating within 90 days after the execution of the Alternative Selling Location Addendum (the "**ASL Addendum**").

8. **Section 6 (Leasehold Improvements)** of the Franchise Agreement is amended by adding the following as Section 6.6:

ASL Acquisition. You must purchase the ASL from our designated Supplier, which may be us, one of our affiliates, or a third-party vendor that we approve. You must obtain our written approval for the design of, and any initial or subsequent modifications to, the ASL.

9. **Section 7.2 (Approved Products)** of the Franchise Agreement is amended by adding the following:

Notwithstanding the foregoing, you acknowledge and agree that you must obtain our prior written approval of the limited menu offered at the ASL.

10. **Section 8.2 (Compliance with the System)** of the Franchise Agreement is amended by adding the following:

You agree to operate the ASL in strict compliance with the Standards, except that the ASL is permitted to sell a limited selection of Approved Products. Any Approved Products that require baking must be prepared and baked at the Accepted Location and delivered to the ASL Location.

11. **Section 11.2 (On-Site Training)** of the Franchise Agreement is amended by adding the following:

> We or our affiliates may, in our or their sole discretion, provide one day of installation and up to two days of On-Site Training in connection with your operation of an ASL. We or our affiliates may charge you a training fee of $750 to offset the costs that are incurred in providing such services.

12. **Section 12.8 (Computer System)** of the Franchise Agreement is amended by adding the following:

> Notwithstanding the foregoing, you acknowledge and agree to use in the ASL the point of sale system that is connected to the system at the original Accepted Location.

13. **Section 13.2 (Required Insurance)** of the Franchise Agreement is amended by adding the following:

> If you operate an ASL, you will ensure that the ASL is listed as an insured location under the insurance policy for the Franchised Business.

14. **Section 17.2 (Our Termination: No Opportunity to Cure)** of the Franchise Agreement is amended by adding the following as Section 17.2.M.:

> 17.2.M If (i) we issue to you a notice of default for failure to operate the ASL per the terms of the Agreement or the ASL Addendum and you fail to cure the default within the cure period provided or (ii) you default under the ASL Lease Agreement or the Lease with your landlord and fail to cure such default within any applicable cure period (if any).

15. **Section 17.5 (Other Remedies After Your Default)** of the Franchise Agreement is amended by adding the following Section 17.5.G:

> G. Terminate the ASL Addendum.

16. **Section 17 (Default and Termination)** of the Franchise Agreement is amended by adding the following as Section 17.7:

> Notwithstanding the foregoing, if you operate an ASL under this Agreement, you may terminate the ASL Addendum and cease operation of the ASL by providing 14 days' prior written notice to us. In addition, we may terminate the ASL Addendum and require you to cease operation of the ASL by providing 48 hours' prior written notice to you. If this Agreement is terminated for any reason, the ASL Addendum, and your right to operate an ASL, shall also be terminated. If the ASL Addendum is terminated, your right to offer Approved Products and use the Marks at the ASL Location will terminate.

17. **General Release.** In consideration of our agreement to enter into this ASL Addendum, you, for yourself (and if you are an entity, for purposes of this Section "you" and "your" includes you as an entity and your directors, officers, owners, shareholders, partners, members, managers, representatives, employees, agents, and attorneys) and for each and all of your affiliates and such affiliates' directors, officers, owners, shareholders, partners, members, representatives, employees, agents and attorneys, together with the predecessors, successors, heirs and assigns of each of the foregoing (individually, collectively and in any combination, the

"Releasing Parties"), release and forever discharge us and our parents, subsidiaries, and affiliates and the respective directors, officers, owners, shareholders, partners, members, representatives, employees, agents, attorneys, contractors, predecessors, successors, heirs and assigns of each of the foregoing (in their corporate and individual capacities) of and from all manner of actions, causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, agreements, controversies, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law, admiralty or equity, that the Releasing Parties, ever had, now have, or that the Releasing Parties hereafter can or may have for, on or by reason of any matter, cause or thing whatsoever, arising prior to and including the ASL Addendum Date.

18. **Inconsistency.** In the event of any inconsistency between the terms of the Franchise Agreement and the terms of this ASL Addendum, the terms of this ASL Addendum will supersede and control. In all other respects, the terms of the Franchise Agreement are ratified and confirmed.

IN WITNESS WHEREOF, the parties have set their hands and seals.

FRANCHISOR:

Cinnabon Franchisor SPV LLC
a Delaware limited liability company

By:_____
Name: **Tim Goodman**
Title: Senior Vice President
Franchise Administration

Date: _____

FRANCHISEE:

«Z1_First_Name»: «Z1_Last_Name»

By:_____
Name: «Signee_1_name»
«Z1_State_of_Formation»
Title: «Signee_1_title»
«Z1_State_of_Formation»

Date:_____

GENERAL RELEASE – ASSIGNMENT/RENEWAL

To all to whom these Presents shall come or may Concern, Know «Seller1_Name»«Seller2_Name»«Seller3_Name», an individual(s) domiciled in the State of «Store_State» as RELEASOR, in consideration of the consent of CINNABON FRANCHISOR SPV LLC to the Assignment or Renewal of the Cinnabon Franchise Agreement between RELEASOR and CINNABON FRANCHISOR SPV LLC (the "Franchise Agreement") to «Combined_All_Franchise_Names», and other good and valuable consideration, hereby releases and discharges CINNABON FRANCHISOR SPV LLC and its affiliates and its and their respective parents, subsidiaries, officers, directors, shareholders, members, managers, agents, attorneys, representatives, contractors and employees, and the respective successors, assign, executors, administrators and heirs of the foregoing (collectively, the "RELEASEE PARTIES") from all actions, causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, controversies, agreements, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law, admiralty or equity, which against the RELEASEE PARTIES or any of them, the RELEASOR and/or its affiliates and its and/or their successors and assigns ever had, now have or hereafter can, shall or may have, on or by reason of any matter, cause or thing whatsoever from the beginning of the world to the day of the date of this RELEASE, including, without limitation, claims arising under federal, state and local laws, rules and ordinances. This General Release is not intended as a waiver of those rights of the undersigned which cannot be waived under applicable state franchise laws nor is it intended to relieve CINNABON FRANCHISOR SPV LLC or any of the RELEASEE PARTIES, directly or indirectly, from liability imposed by the Maryland Franchise Registration and Disclosure Law. This General Release shall survive the assignment or renewal of the Cinnabon Franchise Agreement or any other documents entered into by and between CINNABON FRANCHISOR SPV LLC and any of the undersigned in connection with the franchise relationship.

Whenever the text hereof requires, the use of singular number shall include the appropriate plural number as the text of the within instrument may require.

This RELEASE may not be changed orally.

IN WITNESS WHEREOF, the RELEASOR (if an individual) *has executed this RELEASE*, and (if a corporation) has *caused this RELEASE to be executed by a duly authorized officer and its corporate seal to be hereunto affixed on* , .

RELEASOR

[SEAL]

By_____
«Seller1_Name»

ACKNOWLEDGMENT FOR INDIVIDUAL RELEASOR

STATE OF _____

ss.:

COUNTY OF _____

On , before me _____,

personally came «Seller1_Name»«Seller2_Name»«Seller3_Name», to me known, who, by me duly sworn, did depose and say that deponent(s) reside(s) at «Seller1_Address»«Seller2_Address»«Seller3_Address» , and known to me to be the same person whose name(s) is signed to the foregoing RELEASE, and acknowledged the execution thereof for the uses and purposes therein set forth.

IN WITNESS WHEREOF I have hereunto set my hand and official seal.

Notary Public

_____

My Commission expires: _____

(NOTARIAL SEAL)

BY: _____L.S.

NAME: «SIGNEE_2_NAME»

TITLE: «SIGNEE_2_TITLE»

DATE: _____

POS SYSTEM SUPPORT SERVICES AGREEMENT

THIS SERVICE LEVEL AGREEMENT (this "***Agreement***") is made and entered into as of _____, 20 ("***Effective Date***") by and between **«Z1_First_Name»** «Z1_Last_Name», a «Z1_State_of_Formation» «Z1_Entity_Type», **«Z2_First_Name» «Z2_Last_Name»**, a «Z2_State_of_Formation» «Z2_Entity_Type»**«Z3_First_Name» «Z3_Last_Name»**, a «Z3_State_of_Formation» «Z3_Entity_Type»**«Z4_First_Name» «Z4_Last_Name»**, a «Z4_State_of_Formation» «Z4_Entity_Type»**«Z5_First_Name» «Z5_Last_Name»** ("***Franchisee***") and Cinnabon LLC ("***Company***").

BACKGROUND:

A. Cinnabon Franchisor SPV LLC ("***Franchisor***") and Franchisee are parties to that certain Franchise Agreement dated as of the Effective Date for the operation of the Franchised Business ("***Franchise Agreement***").

B. Franchisee is required to have a point of sale system ("***POS System***") for the Franchised Business that satisfies Franchisor's Minimum Specifications.

C. Franchisee is required to obtain support for the POS System from an approved supplier, which may include Franchisor or its affiliates.

D. Franchisee desires to obtain from Company, an affiliate of Franchisor, certain support for the POS System as detailed in this Agreement and Company agrees to provide such support under the terms and conditions set forth in this Agreement.

NOW, THEREFORE, the parties agree as follows:

1. Definitions. Capitalized terms not otherwise defined in this Agreement shall have the meaning ascribed to such term in the Franchise Agreement or below:

    a. "***Designated Personnel***" means the person(s) who request and receive Support Services under this Agreement. As a prerequisite for Company to provide the Support Services, such person(s) should be trained and competent in the general operation of the POS System and may include, for example, a cashier, shift lead, general manager, area manager, director or internal information technology ("***IT***") staff. Company shall not be responsible for determining whether Franchisee has authorized Designated Personnel to request Support Services.

    b. "***Service Start Date***" shall mean the date that Company begins providing the Services, which is estimated to be approximately twelve (12) weeks prior to the anticipated Opening Date of the Franchised Business, as determined and approved by Company.

    c. "***Minimum Specifications***" shall have the meaning set forth in the Manuals, which Franchisor, in its sole discretion, may update from time to time.

    d. "***Support Services Team***" means the person(s) authorized by Company to provide Support Services under this Agreement. Such persons may be contractors or employees of Company or its affiliates.

2. Support Services. Franchisee hereby engages Company to provide help desk services for the POS System and other related support services in accordance with and as more fully described below and in **Schedule A** (collectively, the "***Support Services***"). The Support Services may only be used for the POS System at the Franchised Business. Franchisee agrees to follow the procedures and processes for requesting and receiving Support Services, as set forth in this Agreement, including **Schedule A**. In the event of any conflict between the terms and conditions of this Agreement and the terms and conditions of **Schedule A**, the terms and conditions of this Agreement shall control. The Support Services will be provided during the hours and days specified in **Schedule A**.

    a. Comprehensive Support. Franchisee shall receive Comprehensive Support (as more fully described in **Schedule A**), which shall be subject to the Comprehensive Support Fee (as defined in **Schedule A**).

    b. Billable Support. Franchisee may request, and Company may, in its sole discretion, provide Billable Support (as more fully described in **Schedule A**), which shall be subject to the Billable Support Fee.

3. POS System. As a prerequisite for Company to provide the Support Services, the POS System must be in good operating condition and meet the Minimum Specifications (including, without limitation, the standard hardware and software requirements set forth therein). The Support Services do not include support for hardware and software that is not part of the Minimum Specifications. Company will provide Support Services in connection with specific versions of the software identified in the Minimum Specifications, and will not provide Support Services in connection with software that is no longer supported by the software licensor. Franchisee is responsible for implementing temporary procedures or workarounds as necessary to ensure continuous operation of the Franchised Business while Company is providing Support Services. Franchisee is responsible for backing up its files, data and programs and for reconstructing corrupted, lost or altered Franchisee files, data and programs. Company reserves the right, at any time and from time to time during the Term, to make the final judgment, in its sole discretion, as to whether the POS System and Franchisee adequately meet the Minimum Specifications and other prerequisites for Support Services required under this Agreement.

4. Service Fees. Franchisee shall pay Company the Comprehensive Support Fee and/or Billable Support Fee (collectively, the "***Service Fees***"), as applicable, for the Support Services provided by Company. Service Fees are exclusive of, and Franchisee will pay, any applicable sales, use, service, value added or like taxes. In the event of a Franchisee Default (as defined below), Company reserves the right, but not the obligation, to suspend part or all of the Support Services until such Franchisee Default is cured; provided however, that Franchisee shall continue to pay Service Fees, during the Term of the Agreement notwithstanding any suspension of Support Services due to a Franchisee Default.

5. Amendments to **Schedule A**. Company reserves the right, but not the obligation, from time to time, to review the Support Services and Service Fees provided under this Agreement and, in its sole discretion, to amend **Schedule A** to reflect a change in Support Services or Service Fees, provided that any changes to the fees in any calendar year will not exceed, at our option, (a) 50% of the fee that is in effect at the start of the calendar year or (b) the increase in our or our affiliates' actual costs and expenses to provide the Support Services to you. Company shall provide Franchisee with notice of any amendment to **Schedule A** via e-mail or update to the Manuals at least ninety (90) days prior to such amendment taking effect.

6. Payment.

   a. Electronic Funds Transfer; Payment Date. Payments of Comprehensive Support Fees will be drafted by Franchisor on behalf of Company from Franchisee's Designated Bank Account under Franchisor's electronic funds transfer or draft system ("***EFT***") one time per month on the same day that royalties and other fees due under the Franchise Agreement are first drafted for each month (the "***Payment Date***"). Payments shall commence on the Payment Date of the first (1st) full month following the Opening Date. Time is of the essence in the performance of all payment obligations by Franchisee. Company may change credit or payment terms at any time when, in Company's opinion, Franchisee's financial condition, previous payment record, or the nature of Franchisee's relationship with Company so warrants.

   b. Temporary Closure. In the event that the Franchised Business is temporarily closed (as determined and approved by Company), payments of Comprehensive Support Fees for the closed Franchised Business shall be suspended by Company commencing on the Payment Date of the first (1st) full month following the date such closure begins (as determined and approved by Franchisor) and payment of Monthly Fees shall be reinstated commencing on the Payment Date of the first (1st) full month following the date such closure ends (as determined and approved by Franchisor); provided however, that Company reserves the right to reinstate payments of Monthly Fees during the time of such closure if Franchisee requests and Company provides Support Services during the time of such closure. Franchisee shall be responsible for notifying and receiving Franchisor's approval of any temporary closure.

   c. Designated Bank Account. As used herein, the term "***Designated Bank Account***" means the bank account on file with Franchisor for EFT payments required under the Franchise Agreement or Manuals. Franchisee is responsible for maintaining sufficient funds in the Designated Bank Account for all Comprehensive Support Fees due under this Agreement, in addition to any amounts drafted by EFT under the Franchise Agreement and the Manuals. In the event there are insufficient funds in the Designated Bank Account to cover the draft of a payment due hereunder, Company reserves the right to charge Franchisee the return costs charged by Franchisor's bank and an administrative fee to cover Franchisor's and/or Company's cost of addressing the nonpayment. Such administrative fee is in addition to any interest on the amount due.

   d. Payment of Billable Support Fees; Interest on Past Due Amounts. Billable Support Fees shall be paid by Franchisee within thirty (30) days of being invoiced by Company. Franchisee must pay Company interest on any amounts past due at the rate of 1.5% per month or portion of month, but not more than the maximum interest rate permitted by applicable law.

7. Franchisee Default. Each of the following shall constitute a default under this Agreement, if not cured within ten (10) days following Franchisee's receipt of a written notice of such default (each a "***Franchisee Default***"): (i) Franchisee fails to pay, when due, any Service Fees; (ii) Franchisee fails to perform its obligations under this Agreement or defaults under any other agreement with Company, Franchisor, and/or each of their respective affiliates, or (ii) Franchisee fails to satisfy and maintain the Minimum Specifications and other pre-requisites for Support Services under this Agreement.

8. Remote-Access Support. Company will provide the Support Services by a support technician over the telephone and remote access to the POS System though Company's or its affiliate's virtual private network or land line phones. Company may install, remove and run diagnostic programs and support tools on the POS System.

9. Exclusions. Support Services provided to Franchisee under this Agreement do not include program development, coding, isolation of coding problems, implementation assistance, data recovery (regardless of the cause of data loss or hardware malfunctions), or any of the exclusions set forth on **Schedule A**.

10. Telecommunication Charges. Franchisee is responsible for all telecommunication charges associated with obtaining the Support Services and obtaining and maintaining contact with Company in order to receive Support Services.

11. LIMITATION OF LIABILITY AND REMEDIES.

    a. COMPANY MAKES NO REPRESENTATIONS OR WARRANTIES OF ANY KIND OR NATURE AND, EXCEPT AS OTHERWISE PROVIDED IN THIS AGREEMENT, HEREBY DISCLAIMS ANY REPRESENTATIONS OR WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION, (I) ANY WARRANTY OF NON-INFRINGEMENT, MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE WITH RESPECT TO THE SUPPORT SERVICES; (II) THAT THE SUPPORT SERVICES WILL BE UNINTERRUPTED, AND/OR BE FREE FROM ERRORS, INACCURACIES, OR DELAYS; AND (III) THAT COMPANY WILL BE RESPONSIBLE FOR THE ACTS OR OMISSIONS OF ANY SUBCONTRACTORS OR THIRD PARTIES. USE OF THE SUPPORT SERVICES IS AT FRANCHISEE'S OWN RISK.

    b. TO THE EXTENT COMPANY IS HELD LEGALLY LIABLE TO FRANCHISEE, COMPANY'S LIABILITY IS LIMITED TO ACTUAL LOSSES OR DIRECT DAMAGES FOR ANY CLAIM BASED ON A MATERIAL BREACH OF SUPPORT SERVICES, UP TO A MAXIMUM OF SIX (6) MONTHS OF THE SERVICE FEES PAID BY FRANCHISEE FOR THE APPLICABLE SUPPORT SERVICES DURING THE PERIOD OF MATERIAL BREACH.

    c. NOTWITHSTANDING ANYTHING HEREIN TO THE CONTRARY, IN NO EVENT WILL COMPANY OR ITS AFFILIATES BE LIABLE FOR (I) ACTUAL LOSSES OR DIRECT DAMAGES IN EXCESS OF THE AMOUNTS SET FORTH IN **SECTION 11.b.** ABOVE; (II) DAMAGES RELATED TO LOST REVENUE, SALES OR PROFIT; (III) DAMAGES FOR LOSS OF DATA OR SOFTWARE RESTORATION; (IV) DAMAGES RELATING TO FRANCHISEE'S PROCUREMENT OF SUBSTITUTE SUPPORT SERVICES (I.E., "COST OF COVER"); OR (V) INCIDENTAL, SPECIAL, CONSEQUENTIAL, INDIRECT, PUNITIVE OR CONTINGENT DAMAGES (INCLUDING DOWNTIME COSTS OR LOST PROFITS); IN EACH EVENT EVEN IF COMPANY OR ITS AFFILIATES HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH POTENTIAL LOSS OR DAMAGE.

    d. THE REMEDIES IN THIS AGREEMENT ARE FRANCHISEE'S SOLE AND EXCLUSIVE REMEDIES RELATED TO THE SUPPORT SERVICES AND THIS AGREEMENT.

e. THE PROVISIONS OF THIS SECTION 11 SHALL SURVIVE EXPIRATION OR TERMINATION OF THIS AGREEMENT.

12. Term and Termination.

a. The initial term of this Agreement shall commence on the Effective Date and end on the last day of the same calendar year as the Effective Date (the "***Initial Term***"). Thereafter, this Agreement shall renew automatically for successive one-year terms, commencing on January 1 of each calendar year (each, a "***Renewal Term***"), unless earlier terminated as provided in this Agreement.

b. This Agreement shall terminate immediately with respect to the Franchised Business upon the effective date of the termination or expiration of the Franchise Agreement for the Franchised Business.

c. Company may terminate this Agreement for any reason or for no reason by giving written notice of such termination to Franchisee at least sixty (60) day prior to the effective date of such termination.

d. In the event this Agreement is terminated for any reason or expires, Franchisee shall pay Company for all of the Support Services performed prior to the effective date of the termination or expiration to the extent not already paid.

e. In the event Company ceases to offer or provide Support Services to franchisees in the System, on or before the Service Start Date, this Agreement shall automatically terminate.

13. Subcontractors. Notwithstanding anything to the contrary, Company reserves the right and Franchisee consents to Company's use of subcontractors, including Company's affiliates, to assist in the provision of Support Services as Company deems appropriate, without notice to Franchisee.

14. Privacy and Electronic Payment Laws. Franchisee acknowledges that this Agreement shall not reduce or diminish Franchisee's obligations and responsibilities for compliance with (i) privacy laws, standards, rules, regulations, or any equivalent thereof relating to personal information, data privacy, and data protection; (ii) the Payment Card Industry Data Security Standards enacted by the applicable card associations (as they may be modified from time to time or as successor standards are adopted); (iii) the Fair and Accurate Credit Transactions Act, and (iv) all other standards, laws, rules, regulations or any equivalent thereof applicable to electronic payments that may be published from time to time by payment card companies and applicable to electronic payments.

15. Notices. Except as otherwise provided herein, all notices, statements, requests and demands given to or made upon any party hereto in accordance with the provisions of this Agreement will be given in the manner specified in the Franchise Agreement.

16. Miscellaneous.

a. Schedules. All appendices and schedules attached to this Agreement are hereby incorporated herein by this reference.

b. Transfer or Assignment. Except as expressly provided herein, this Agreement may not be assigned by Franchisee without Company's prior written consent including assignment by operation of law and change of control. Any attempted assignment of this Agreement in violation of the preceding sentence will be null and void ab initio. In the event Franchisee sells or transfers the Franchised Business, this Agreement shall terminate and the transferee shall be required to execute Company's then-current form of Service Level Agreement. In the event of an assignment of the Franchise Agreement which has been approved by Franchisor, this Agreement shall be deemed to be assigned to the assignee of the Franchise Agreement and such assignee shall be deemed to have assumed all rights and obligations of Franchisee under this Agreement. Company may assign this Agreement to any person or entity without Franchisee consent. This Agreement will be binding on and inure to the benefit of the parties and their respective successors and permitted assigns.

c. Company's Independent Obligations. Company's obligations and duties under this Agreement are independent of Franchisor's obligations and duties under the Franchise Agreement. Franchisor shall not be in default of the Franchise Agreement for any breach of this Agreement by Company and any default of Company under this Agreement will not excuse Franchisee's performance of Franchisee's obligations hereunder or under the Franchise Agreement.

d. Force Majeure. Each party to this Agreement shall be excused from performance of its obligations pursuant to this Agreement (other than the performance of the payment obligations) for any period and to the extent that such party is prevented from performing pursuant hereto, in whole or in part, as a result of delays caused by the other party or an act of God, war, civil disturbance, court order, labor dispute, third party non-performance or other cause beyond its reasonable control, including failures, fluctuations or non-availability of electric power, heat, light, air-conditioning or telecommunications equipment, and such non-performance shall not be a default hereunder. A force majeure event does not include, whether directly or indirectly, economic hardship, changes in market conditions, or insufficiency of funds.

e. No Waivers. No failure by either party to exercise any power given to it under this Agreement, or to insist upon strict compliance by the other party of any obligation hereunder, and no custom or practice of the parties at variance with the terms of this Agreement will constitute a waiver of the party's right to demand exact compliance with the terms hereof.

f. Remedies Non-Exclusive. No remedy made available to any party by any of the provisions of this Agreement is intended to be exclusive of any other remedy, and each and every remedy shall be cumulative and in addition to every other available remedy.

g. Severability. Should any provision of this Agreement be declared invalid for any reason, such invalid provisions shall not affect the validity of any other provisions, which other provisions shall remain in force and effect as if this Agreement had been executed with the invalid provisions eliminated.

h. Independent Contractors. Company's relationship to Franchisee with respect to the Support Services shall be that of an independent contractor. Nothing herein shall be construed as creating or implying any partnership, joint venture, or similar relationship between Company and Franchisee. Person(s) providing Support Services under the

Agreement shall not, for any purpose, be considered employees or agents of Franchisee. Company will be solely responsible for the supervision, daily direction and control of its employees while such employees are performing Support Services under this Agreement. Neither party hereto has any authority of any kind to bind the other party in any respect whatsoever, nor shall either party hereto act or attempt to act, or represent itself, directly or by implication, as an agent of the other party hereto or in any manner assume or create, or attempt to assume or create, any obligation on behalf of or in the name of the other party hereto.

i. Law; Arbitration; Venue; Jurisdiction. The parties agree that all provisions of this Agreement and any questions concerning its interpretation and enforcement shall be governed by the laws of the State of Georgia, without giving effect to the State's choice or conflicts of law provisions. The execution and delivery of this Agreement shall be deemed to be the transaction of business within the State of Georgia for purposes of conferring jurisdiction upon courts located within the State of Georgia. Unless specifically stated otherwise, this Agreement shall be subject to dispute resolution provisions in the Franchise Agreement and limited liability provisions in the Franchise Agreement; provided, however, for the avoidance of doubt, the limitation of liability provisions in **Section 11** hereof shall also apply.

j. Prior Agreements. This Agreement supersedes any prior agreements, commitments and obligations between the respective parties to this Agreement and related to the subject matter hereof, and any such prior agreement, commitment or obligation is hereby canceled and of no further force or effect; provided, for the avoidance of doubt, the Franchise Agreement shall in no way be deemed superseded or canceled hereby.

k. Modification; Headings. This Agreement may not be altered or modified except by a writing signed by both parties. The Background is a part of this Agreement. Captions used herein are for convenience only, are not a part of this Agreement, and shall not be used in construing this Agreement.

l. Survival. All representations, warranties, covenants and indemnities made herein, and any provisions of this Agreement which by their express terms or very nature should survive expiration or termination of this Agreement shall survive and shall remain in full force and effect following expiration or termination of this Agreement. All of a party's rights and privileges, to the extent they are attributable to events or conditions occurring or existing on or prior to the termination of this Agreement, shall survive the termination of this Agreement and shall be enforceable by such party and its successors and assigns.

m. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same agreement.

n. Limited Recourse. The parties agree that any remedy or recourse available under or related to this Agreement is strictly limited to the parties to this Agreement. No past, present or future director, officer, employee, incorporator, member, partner, stockholder, subsidiary, affiliate, controlling party, entity under common control, ownership or management, vendor, service provider, agent or attorney of either party shall have any liability under this Agreement of or for any claim based on, in respect of, or by reason of, the transactions contemplated hereby and thereby. The foregoing

is not intended to discharge either party from its liability for any breach of this Agreement by its directors, officers, employees, consultants and agents.

o. Entire Agreement. Except as provided in **Section 16.j.**, this Agreement constitutes the entire understanding and agreement of the parties, and no representations, documents, promises or agreements, oral or otherwise, trade usage, or course of conduct between the parties not embodied herein will be of any force or effect.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties, by their duly authorized representatives, have executed this Agreement as of the date first stated above.

COMPANY:

CINNABON LLC

By:_____
Name: **Tim Goodman**
Title: Senior Vice President
Franchise Administration

Date: _____

FRANCHISEE:

«Z1_First_Name» «Z1_Last_Name»
a «Z1_State_of_Formation»
«Z1_Entity_Type»

By:_____
Name: «Signee_1_name»
Title: «Signee_1_title»

Date:_____

Schedule A

A. SUPPORT SERVICES

1. Comprehensive Support

a. **Scope of Support Services:** The Support Services Team will make Franchisor-approved, enterprise-level database changes (e.g., limited time offers, new menu items, and price changes) to the POS System and maintain synchronization between the POS System and any third-party services providers integrated with the POS System, including, for example, providers of online ordering, catering, mobile applications, loyalty programs and delivery services. Additionally, the Support Services Team will provide remote technical support services, including troubleshooting, assistance with resolving acute or chronic technical issues, assistance with configuration issues, correcting database or file corruption issues, restoring functionality, providing consultation, escalating unresolved issues to the appropriate third-party vendor, coordinating field service visits by third party vendors, facilitating introductions to third-party vendors and providing consultation regarding the scope of work of third-party vendors for services beyond the scope of this Agreement. Such Support Services are provided in connection with the Franchised Business' back office system and POS System consisting of Franchisor-required and Franchisor-approved hardware and software including, for example, fileservers, manager workstations, POS terminals, payment processing terminals, routers, kitchen printers and kitchen display systems, digital menu boards, and firewalls.

Comprehensive Support includes access to the Customer Service Portal, which allows the Franchisee to research common issues and self-help solutions, request Support Services and track the status of such requests.

Prior to requesting Comprehensive Support Services, Franchisee and Designated Personnel shall use best efforts to resolve the issue using internal resources and the Knowledge Base. Further, Designated Personnel calling for support services should be trained in the general operation of the POS System.

Comprehensive Support does not include: Billable Support, training on use of the POS System or back office system; troubleshooting internet service; hardware maintenance or replacement; support of non-approved software, non-instructional games, audio and video, non-standard screensavers, or internet messaging; and/or assistance with operations or balancing (i.e., over/short, pullback, data entry, etc.).

b. **Service Fee**: $_____ per month ("**Comprehensive Support Fee**").

B. BILLABLE SUPPORT

1. **Scope of Support Services**. Billable Support consists of Support Services that are (i) outside the scope of Comprehensive Support; and (ii) Support Services requested and provided outside of the Hours of Availability set forth in **Section C** of this **Schedule A**. Upon Franchisee's request, Company may, in its sole discretion, provide Billable Support Services.
2. **Service Fee**. $_____ per hour, or any part thereof (4 hour minimum required) ("**Billable Support Fee**").

C. HOW TO REQUEST SUPPORT SERVICES

Method of Contact	Types of Issues or Requests	Hours of Availability[1]	Response Time
Customer Service Portal (Log in and submit request electronically.) **Or submit an email to support (poshelp@cinnabon.com)**	Low/Medium Severity	24 hours per day, 7 days per week	Within 8 hours
Telephone– Normal Business Hours Phone: 844-577-7423	High Severity; Critical	8:00 AM EST – 9:00 PM EST, 7 days per week, excluding Thanksgiving Day and Christmas Day	Calls answered live

[1]Hours of availability may be altered at Company's sole discretion.

D. Prioritizing Requests; Target Resolution Timeframe

The Support Services Team will use the following guidelines in prioritizing requests and will strive to provide a work around or resolution to the problem within the target resolution timeframe. The target resolution timeframes shown below are intended as a guideline and not a guarantee of service. Severity level is determined by the impact of the problem to management or business function, and Company may modify the severity level guidelines from time to time. Severity governs the resources committed, and time required, to resolve the request. Actual resolutions times may vary depending on the volume and severity of requests received by the Support Services Team at any one time. Once a request or issue is escalated to a vendor, the Support Services Team is waiting on a response, or the resolution is determined to be outside of the Support Services Team control (including replacement of hardware), the request will be considered to be "escalated" and will no longer impact the target resolution timeframes below.

Severity Level	Example of Issue or Request	Target Resolution Timeframe
Critical	All terminals or scanners down; unable to process credit; or online ordering down	4 hours (response within 15 minutes of request)
High Severity	One terminal or scanner down; credit spooling offline; firewall issue; or VoIP phones (for supported stores)	1-2 business days
Medium Severity	Front Counter POS peripherals down; third party printer down; sales or labor reports unavailable; or end-of-day issues	2-3 business days
Low Severity	Additional hardware request; menu maintenance; or general technology inquiries	3-5 business days

EXHIBIT D

INFORMATION ON FRANCHISEES

INFORMATION REGARDING FRANCHISEES

The names, addresses and telephone numbers of our franchisees and their Bakeries as of December 31, 2025 are as follows:

Franchisee #	Franchisee	Address	City	State	Zip	Phone
6663	Pilot Travel Centers LLC	224 Daniel Payne Drive	Birmingham	Alabama	35207	(205) 323-2177
101791	Pranjal Patel	3456 Ross Clark Circle	Dothan	Alabama	36003	334-446-5246
2253	S & G Hospitality, LLC	103 Inverness Corners	Hoover	Alabama	35242	(205) 991-0035
6035	Pilot Travel Centers LLC	900 Tyson Road at I-65 Exit 158	Hope Hull	Alabama	36043	(334) 613-0212
4480	Ayesha Cooley, Kumar Patel	4319 University Dr.	Huntsville	Alabama	35816	(256) 830-6400
3795	Kumar Patel	11120 Memorial Pkwy. SW	Huntsville	Alabama	35803	(256) 650-6300
6337	Pilot Travel Centers LLC	121 Honda Drive	Lincoln	Alabama	35096	(205) 763-2225
101547	Kumar Patel	8969 Highway 20	Madison	Alabama	35758	(256) 464-5300
106136	Rajan Patel	5870 Wall Triana Hwy.	Madison	Alabama	35758	256-801-9099
101470	James Dollar, David Gardner	3299 Bel Air Mall	Mobile	Alabama	36606	251.421.2482
3825	Megha-001, LLC	5055 Carmichael Road	Montgomery	Alabama	36106	(334) 409-9993
6702	Yi Ming, LLC	1041 Eastdale Mall	Montgomery	Alabama	36117	334.274.0891
3829	Host International, Inc.	W. 50th Ave Old Airport Rd, B-X Terminal	Anchorage	Alaska	99502	(907) 929-3128
102536	Prezalter-Northwest, LLC	800 E. Dimond Blvd.	Anchorage	Alaska	99515	(907) 375-1970
106673	Prezalter-Northwest, LLC	320 W Fifth Ave.	Anchorage	Alaska	99501	888-288-7655
105419	Pilot Travel Centers LLC	Pilot #180, 12500 W Interstate 40	Bellemont	Arizona	86015	888-288-7655
107376	Maverik, Inc.	2612 Desert Foothills Dr	Bullhead City	Arizona	86429	(928) 754-2600
107393	Maverik, Inc.	1885 Highway 95	Bullhead City	Arizona	86442	(520) 542-3848
101325	G RAK LLC	3111 West Chandler Blvd.	Chandler	Arizona	85226	(480) 300-5089
101200	Maverik, Inc.	690 West Highway	Cottonwood	Arizona	86326	3363173793
3487	Pilot Travel Centers LLC	I-10, Exit 1 Frontage Road N. Box 801	Ehrenberg	Arizona	85334	(928) 923-9600
104643	Pilot Travel Centers LLC	16189 South Sunshine Blvd	Eloy	Arizona	85131	(520) 466-9204
101218	Maverik, Inc.	4190 East Butler Avenue	Flagstaff	Arizona	86004	3363173793
8407	RPM Bakeries LLC	7700 W Arrowhead Town Ctr, #2196	Glendale	Arizona	85308	(623) 486-4400
107377	Maverik, Inc.	5031 US Hwy 68	Golden Valley	Arizona	86413	(928) 565-4242
105416	Pilot Travel Centers LLC	10835 S Double R Drive	Golden Valley	Arizona	86413	9287540852

Franchisee #	Franchisee	Address	City	State	Zip	Phone
2225	DWG Enterprises, LLC	395 N. Litchfield Road	Goodyear	Arizona	85338	(623) 925-2009
107383	Maverik, Inc.	3480 E Andy Devine Ave	Kingman	Arizona	86401	(928) 692-9500
107371	Maverik, Inc.	2197 McCulloch Blvd N	Lake Havasu City	Arizona	86403	(928) 855-8696
107389	Maverik, Inc.	2660 Sweetwater Ave	Lake Havasu City	Arizona	86406	(928) 412-8786
106877	Maverik, Inc.	150 N Hwy 91	Littlefield	Arizona	86432	(928) 977-2929
2397	DWG Enterprises, LLC	408 W. Juanita Ave	Mesa	Arizona	85210	(480) 833-6540
100615	RPM Bakeries LLC	6555 E Southern Ave	Mesa	Arizona	85206	(480) 582-9648
105659	Timmy Jimmy Enterprizes LLC	4513 S Power Rd	Mesa	Arizona	85212	480-499-2772
106911	Maverik, Inc.	701 Tunnel Road	Page	Arizona	86040	(928) 645-2696
106379	MG FRESH LLC	24737 N Lake Pleasant Pkwy	Peoria	Arizona	85383	623. 444.6039
6168	KINSWOOD LLC	1520 West Bell Road	Phoenix	Arizona	85025	(602) 472-3500
100614	RPM Bakeries LLC	7611 W. Thomas Rd.	Phoenix	Arizona	85033	(623) 455-5695
5285	DWG Enterprises, LLC	10070 N. 90th Street	Scottsdale	Arizona	85258	(480) 657-9449
6854	GRAK Concepts LLC	7014 E. Camelback Road	Scottsdale	Arizona	85251	(480) 941-6900
1589	D & J Wheelock's, Inc.	3900 E. Fry Blvd.	Sierra Vista	Arizona	85635	(520) 458-4022
1302	DWG Enterprises, LLC	1401 West Southern Avenue	Tempe	Arizona	85282	(480) 966-7672
6383	RPM Bakeries LLC	5000 S Arizona Mills Cir	Tempe	Arizona	85282	(480) 588-0557
4888	Pilot Travel Centers LLC	5570 E. Travel Plaza Way	Tucson	Arizona	85756	(520) 663-3348
102729	RPM Bakeries LLC	5870 E. Broadway Blvd.	Tucson	Arizona	85711	(480) 703-7233
8408	RPM Bakeries LLC	4500 N. Oracle Road # 126	Tucson	Arizona	85705	(520) 292-6400
2393	SFD Enterprises, LLC	3270 E. Valencia Road	Tucson	Arizona	85706	(520) 741-2333
6657	Pilot Travel Centers LLC	400 Transcon Lane	Winslow	Arizona	86047	(928) 289-2081
102441	Pilot Travel Centers LLC	3075 Gila Ridge Rd	Yuma	Arizona	85365	9288572036
104029	DMFH Restaurant Enterprises LLC	1626 E. Centerton Blvd.	Bentonville	Arkansas	72712	479-319-2998
5003	Pilot Travel Centers LLC	170 Valley Street	Caddo Valley	Arkansas	71923	(870) 245-3119
101918	DMFH Restaurant Enterprises LLC	2548 N. College Ave.	Fayetteville	Arkansas	72703	(479) 443-5000
2554	DMFH Restaurant Enterprises LLC	7010 Rogers Ave.	Fort Smith	Arkansas	72903	(479) 484-7310

Franchisee #	Franchisee	Address	City	State	Zip	Phone
5055	SANDWICH JOINT LLC	1605 Red Wolf Blvd.	Jonesboro	Arkansas	72401	(870) 336-0660
100367	BMLAR LLC	11201 Bass Pro Pkwy. Suite M123	Little Rock	Arkansas	72210	(501) 615-8212
104027	DMFH Restaurant Enterprises LLC	1012 Hwy. 62 East	Mountain Home	Arkansas	72653	(870) 679-2040
1335	DMFH Restaurant Enterprises LLC	2709 West Walnut	Rogers	Arkansas	72756	(47) 963-6990
100423	Pilot Travel Centers LLC	215 SR 331 North	Russellville	Arkansas	72802	(479) 967-7414
104031	DMFH Restaurant Enterprises LLC	400 Highway 412 West	Silom Springs	Arkansas	72761	479-427-7087
1168	DMFH Restaurant Enterprises LLC	1919 West Sunset Ave.	Springdale	Arkansas	72762	(479) 751-9800
6036	Pilot Travel Centers LLC	8300 State Highway 108 Rt. 12 Box 254 B.	Texarkana	Arkansas	71854	(870) 774-3595
103968	Prashant "Shawn" Patel, Navin "Nick" Patel	7750 Sheridan Road	White Hall	Arkansas	71602	870-395-7193
106940	Maverik, Inc.	2590 North St	Anderson	California	96007	(530) 341-3613
2500	S&Jean LLC	400 S. Baldwin Ave. #T22	Arcadia	California	91007	(626) 445-4351
104284	PRETZEL KING, LLC (CA)	5701 Outlets at Tejon Pkwy	Arvin	California	93203	6615095085
100637	Pilot Travel Centers LLC	44779 Lassen Ave.	Avenal	California	93204	5593869859
101237	Happy Day, Inc.	72922 Baker Blvd.	Baker	California	92309	7607331048
118	GUL Franchise Owners, Inc.	2701 Ming Avenue	Bakersfield	California	93304	(661) 831-8809
102836	JEDO INC.	825 Buena Vista Road	Bakersfield	California	93311	6614127136
101986	Pilot Travel Centers LLC	17047 Zachary Avenue	Bakersfield	California	93308	(661) 392-5300
102837	TETA INC.	8100 Hughes Lane	Bakersfield	California	93313	6614127045
102835	ZHOOR, INC.	7 Fairfax Road	Bakersfield	California	93307	6614414313
104642	Pilot Travel Centers LLC	2611 Fisher Blvd	Barstow	California	92311	(760) 253-7043
6340	Pilot Travel Centers LLC	5725 Highway 58	Boron	California	93516	(760) 762-0041
56	Cinnaland, Inc.	2152 Brea Mall	Brea	California	92821	7149905543
102797	C and L Snack Brands LLC	888 W 2nd St.	Calexico	California	92231	(760) 890-0157
102030	Fresh Dining Concepts LLC	6600 Topanga Canyon Blvd.	Canoga Park	California	91303	(747) 226-3097
100627	Pilot Travel Centers LLC	31642 Castaic Road	Castaic	California	91384	(661) 257-2800
126	Dong (Dennis) Hong, Min Jung Kim	141 Los Cerritos Center	Cerritos	California	90703	(562) 809-4355

Franchisee #	Franchisee	Address	City	State	Zip	Phone
103368	Fresh Dining Concepts LLC	1950 E 20th St, Chico	Chico	California	95928	5305210555
102600	Fresh Dining Concepts LLC	110 Sun Valley Mall	Concord	California	94520	(925) 421-2972
1414	Michael Kashri	6000 S. Sepulveda Blvd., No. 2410	Culver City	California	90230	(310) 391-3503
105108	Fresh Dining Concepts LLC	3 Serramonte Center	Daly City	California	94015	650.541.1275
106941	Maverik, Inc.	22745 Palm Drive	Desert Hot Springs	California	92240	(760) 536-5503
437	Cinncity, Inc.	251 Stonewood Street, space MMA 7	Downey	California	90241	5629231807
6687	Pilot Travel Centers LLC	30035 County Road 8	Dunnigan	California	95937	(530) 724-3060
102350	Darcheen, LLC	415 Parkway Plaza	El Cajon	California	92020	(619) 631-7006
106942	Maverik, Inc.	1402 S Dogwood Rd	El Centro	California	92243	(442) 224-6881
104846	Trifecta Brands, LLC	10065 Bruceville Road	Elk Grove	California	95757	916-686-4440
104848	Trifecta Brands, LLC	8023 Orchard Loop Ln	Elk Grove	California	95624	9166864440
2505	Amur, LLC	200 East Via Rancho Parkway, #425	Escondido	California	92025	(760) 738-2018
94	Fresh Dining Concepts LLC	1350 Travis Blvd.	Fairfield	California	94533	(707) 673-2560
100843	Lam Asset Management, LLC	1111B Glendale Galleria	Glendale	California	91210	(818) 549-0562
105313	We Are Fast, LLC	658 Americana Way	Glendale	California	91210	8183965522
102226	Fresh Dining Concepts LLC	1 Southland Mall	Hayward	California	94545	(510) 584-3900
6339	Pilot Travel Centers LLC	8701 Highway 395	Hesperia	California	92345	(706) 956-2844
96	Cinnalee, Inc.	500 Lakewood Center Mall, Suite 356	Lakewood	California	90714	(562) 634-5021
106945	Maverik, Inc.	410 E Louise Ave.	Lathrop	California	95330	(801) 425-0249
100338	Pilot Travel Centers LLC	345 Roth Road	Lathrop	California	95330	(209) 982-1460
107555	Maverik, Inc.	1130 W Iona Ave	Lemoore	California	93245	(559) 475-9904
4969	Fresh Dining Concepts LLC	2792 Livermore Outlets Drive	Livermore	California	94551	(925) 292-7032
6660	Pilot Travel Centers LLC	15100 North Thornton Road	Lodi	California	95242	(209) 339-4066
105405	EFE AAC, LLC	100 Citadel Dr	Los Angeles	California	90040	3239208805
103421	We Are Fast, LLC	10250 Santa Monica Blvd.	Los Angeles	California	90067	(424) 226-2688
6338	Pilot Travel Centers LLC	14808 Warren Street	Lost Hills	California	93249	(661) 797-2122
102370	Happy Avenue 7 L.P.	Avenue 7, Highway 99	Madera	California	93637	5592177205
106712	PAL BROTHERS LLC	14974 Hwy 41	Madera	California	93636	(661) 703-8961

Franchisee #	Franchisee	Address	City	State	Zip	Phone
101981	Pilot Travel Centers LLC	28577 Avenue 12	Madera	California	93722	(559) 975-9001
6342	Pilot Travel Centers LLC	22717 Avenue 18	Madera	California	93637	(559) 673-3878
107588	Maverik, Inc.	2149 W Atherton Dr	Manteca	California	95337	(209) 868-2909
131	Fresh Dining Concepts LLC	175 Great Mall Drive	Milpitas	California	95035	(669 326-3880
101988	Pilot Travel Centers LLC	11053 Riverside Dr	Mira Loma	California	91752	(951) 681-1032
168	Fresh Dining Concepts LLC	3401 Dale Road, #Q08	Modesto	California	95356	(209) 524-9662
15	Fresh Dining Concepts LLC	5060 E. Montclair Plaza Lane	Montclair	California	91736	(909) 626-4125
124	Fresh Dining Concepts LLC	2136 Montebello Town Center	Montebello	California	90640	(323) 889-1989
458	Fresh Dining Concepts LLC	22500 Town Center #1111	Moreno Valley	California	92553	(951) 867-3027
3377	Amur, LLC	3030 Plaza Bonita Rd., Suite FC2	National City	California	91950	(619) 472-1111
6343	Pilot Travel Centers LLC	6605 North Indian Canyon Dr	North Palm Springs	California	92258	(760) 329-5562
36	Fresh Dining Concepts LLC	9301 Tampa Ave.	Northridge	California	91324	(818) 739-1419
4442	Fresh Dining Concepts LLC	One Mills Circle, FC-01	Ontario	California	91764	(619) 403-3151
102434	Yoon Soon Lee, Jay Lee, Moo Youl Lee	20 City Blvd West	Orange	California	92868	(657) 348-2921
100339	Pilot Travel Centers LLC	4444 Commerce Lane	Orland	California	95963	(530) 865-0108
106938	Maverik, Inc.	350 Oro Dam Blvd E	Oroville	California	95965	(530) 764-5073
101175	Fresh Dining Concepts LLC	72-840 California 111	Palm Desert	California	92260	(760) 341-2400
2467	Fresh Dining Concepts LLC	1233 Rancho Vista Blvd, #753	Palmdale	California	93551	(661) 273-0042
102443	Pilot Travel Centers LLC	5231 Pearblossom Hwy.	Palmdale	California	93552	(661) 569-1720
106352	Sonson Group, LLC	1661 E Colorado Blvd	Pasadena	California	91101	626-460-3330
100422	Pilot Travel Centers LLC	2275 Sperry Avenue	Patterson	California	95363	(209) 892-9225
101680	Fresh Dining Concepts LLC	1076 Stoneridge Mall Rd.	Pleasanton	California	94588	(925) 918-0339
107110	Victorious Investments LLC	7855 Kew Ave	Rancho Cucamonga	California	91739	909-409-2829
106226	NOVELTY FOODS, LLC	22431 Antonio Parkway, Suite B-180	Rancho Santa Margarita	California	92688	949-264-6008
102000	Ziya Ventures, Inc.	900 Dana Drive	Redding	California	96003	(530) 768-1414
311	Aleta Sutton Williams	1815 Hawthorne Blvd # 369	Redondo Beach	California	90278	(310) 921-2626
104641	Pilot Travel Centers LLC	2325 Sierra Lakes Parkway Suite 102	Rialto	California	92377	(909) 903-3641

Franchisee #	Franchisee	Address	City	State	Zip	Phone
87	Fresh Dining Concepts LLC	1341 Galleria @Tyler E-21	Riverside	California	92503	(951) 729-6984
106943	Maverik, Inc.	1020 Sunset Blvd	Rocklin	California	95765	(916) 927-5599
102717	PROJECT WESTBOUND, LLC	1151 Galleria Blvd.	Roseville	California	95678	9164064345
102554	PROJECT WESTBOUND, LLC	1689 Arden Way	Sacramento	California	95815	(916) 406-4697
104847	Trifecta Brands, LLC	7775 Stockton Blvd.	Sacramento	California	95823	925.849.0205
125	Fresh Dining Concepts LLC	446 Northridge Mall	Salinas	California	93906	(831) 443-5777
6341	Pilot Travel Centers LLC	951 Work Street	Salinas	California	93901	(831) 775-0380
102380	Salton City Petroleum Inc.	2084 S. Marina Dr	Salton City	California	92275	7603941024
103220	Fresh Dining Concepts LLC	500 Inland Center Dr.	San Bernardino	California	92408	(909) 381-9200
104646	Pilot Travel Centers LLC	1497 Piper Ranch Road	San Diego	California	92154-7711	(619) 661-9558
171	Fresh Dining Concepts LLC	925 Blossom Hill Road, # 1115	San Jose	California	95123	(408) 365-1261
22	Fresh Dining Concepts LLC	2200 Eastridge Loop	San Jose	California	95122	(408) 223-2600
6295	Leon Avakian	4463 Camino de la Plaza	San Ysidro	California	92173	(619) 746-6565
275	NOVELTY FOODS, LLC	2800 N. Main Street, # 568	Santa Ana	California	92701	(714) 543-5920
101676	Fresh Dining Concepts LLC	2855 Stevens Creek Blvd.	Santa Clara	California	95050	(669) 292-5354
260	Fresh Dining Concepts LLC	1066 Santa Rosa Plaza	Santa Rosa	California	95401	(707) 303-7068
105975	We Are Fast, LLC	14000 Riverside Drive	Sherman Oaks	California	91423	8187888350
100515	Pilot Travel Centers LLC	1668 E. Tehachapi Blvd.	Tehachapi	California	93561	(661) 823-1049
102050	Fresh Dining Concepts LLC	40820 Winchester Road	Temecula	California	92591	(951) 232-6521
100786	Pakaabon, Inc.	21540 Hawthorne Blvd., Suite #514C	Torrance	California	90503	3103705852
42	Pakcibon, Inc.	21880 Hawthorne Blvd. #335B	Torrance	California	90503	(310) 214-0229
101989	Pilot Travel Centers LLC	979 East Paige Ave	Tulare	California	93274	(559) 686-0206
9904	Fresh Dining Concepts LLC	1000 Universal City Plaza	Universal City	California	91608	(818) 506-8296
104113	Fresh Dining Concepts LLC	14400 Bear Valley Road	Victorville	California	92392	760-243-3300
106944	Maverik, Inc.	12970 Mariposa Rd	Victorville	California	92395	(442) 251-7555
101982	Pilot Travel Centers LLC	395 E. Vista Drive	Weed	California	96094	(530) 938-9600
6853	Blissful Foods, Inc.	112 Plaza Drive	West Covina	California	91790	(626) 337-2566

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106939	Maverik, Inc.	3975 Lake Rd	West Sacramento	California	95691	(916) 530-2086
102136	Fresh Dining Concepts LLC	1215 Colusa Avenue	Yuba City	California	95991	(530) 755-2220
103589	CRC Pretzels, LLC	6700 North Gaylord Rockies Blvd.	Aurora	Colorado	80019	(816) 262-3875
101398	Maverik, Inc.	13480 E. Mississippi Avenue	Aurora	Colorado	80012	3363173793
101399	Maverik, Inc.	3755 N. Chambers Road	Aurora	Colorado	80011	3363173793
101400	Maverik, Inc.	22910 E. Arapahoe Road	Aurora	Colorado	80016	3363173793
101406	Maverik, Inc.	21800 E. Quincy Ave.	Aurora	Colorado	80015	3363173793
102780	Reynolds Restaurant Group LLC	14200 E Almeda Ave.	Aurora	Colorado	80012	(720) 465-9735
102550	HVT Group LLC	One West Flat Iron Crossing Drive	Broomfield	Colorado	80021	(720) 399-0613
107592	Maverik, Inc.	1680 Cross Way	Brush	Colorado	80723	(970) 212-3757
106906	Maverik, Inc.	105 Latigo Ln	Canon City	Colorado	81212	(719) 715-6757
102142	CRC Pretzels, LLC	5050 Factory Shops Blvd.	Castle Rock	Colorado	80108	(720) 328-8422
105799	Maverik, Inc.	636 Sun King Way	Clifton	Colorado	81520	3363173793
2359	B&R BreakAway Investments "LLC" of Colorado	8310 Razorback Road	Colorado Springs	Colorado	80920	(719) 536-0001
6175	B&R BreakAway Investments "LLC" of Colorado	2381 N. Academy Blvd.	Colorado Springs	Colorado	80909	(719) 574-0001
101402	Maverik, Inc.	2477 Peterson Road	Colorado Springs	Colorado	80915	3363173793
101403	Maverik, Inc.	2291 Hancock Expressway	Colorado Springs	Colorado	80905	3363173793
105928	Maverik, Inc.	135 E. Motor Way	Colorado Springs	Colorado	80905	3363173793
5108	YK & Lee, Inc.	4560 Centennial Blvd.	Colorado Springs	Colorado	80919	(719) 528-5678
102547	H & V Pretzels, LLC	500 16th Street	Denver	Colorado	80202	(303) 573-3940
105442	Reynolds Restaurant Group LLC	3000 E 1st Ave	Denver	Colorado	80206	(720) 983-3989
101412	Maverik, Inc.	651 S. E. Frontage Road	Fort Collins	Colorado	80524	3363173793
105912	Maverik, Inc.	1206 Main Street	Fort Morgan	Colorado	80701	3363173793
105214	GRAK Concepts LLC	2424 US-6	Grand Junction	Colorado	81505	970-609-1919
101204	Maverik, Inc.	2902 D Road	Grand Junction	Colorado	81504	3363173793
1791	THREEPEAT.COM	9624 East Arapahoe Road	Greenwood Village	Colorado	80112	(720) 266-5200

Franchisee #	Franchisee	Address	City	State	Zip	Phone
104999	Pilot Travel Centers LLC	7044 County Road 49	Hudson	Colorado	80642	888-288-7655
6248	Colorado Dostana LLC	14520 W Colfax Ave.	Lakewood	Colorado	80401	3035901503
105927	Maverik, Inc.	11601 WEST BOWLES AVE	Littleton	Colorado	80127	3363173793
100264	Nileshkumar Darji, Parulben Darji	8501 West Bowles Avenue	Littleton	Colorado	80123	(720) 382-9287
104437	Parulben Darji, Nileshkumar Darji	8401 Park Meadows Center Drive	Lone Tree	Colorado	80124	7206890470
106910	Maverik, Inc.	9910 Drandfeldt Rd.	Parker	Colorado	80134	(983) 203-1385
107590	Maverik, Inc.	1701 Santa Fe Dr	Pueblo	Colorado	81006	(719) 242-2011
101397	Maverik, Inc.	11160 Colorado Blvd.	Thornton	Colorado	80233	3363173793
101407	Maverik, Inc.	8810 Pecos St.	Thornton	Colorado	80260	3363173793
101465	Fresh Dining Concepts LLC	7 Backus Avenue	Danbury	Connecticut	06810	2032079955
107079	Applegreen CT Travel Plazas LLC	I-95 Darien NB Service Plaza	Darien	Connecticut	06820	888-288-7655
107078	Applegreen CT Travel Plazas LLC	I-95 Southbound Between Exits 62 & 61	Madison	Connecticut	06443	888-288-7655
103455	New England Venture Group, LLC	194 Buckland Hills Dr.	Manchester	Connecticut	06042	8607838845
6398	2 Sweet of CT, Inc.	455 Trolley Line Boulevard	Mashantucket	Connecticut	06338	8609345937
102258	New England Venture Group, LLC	1201 Boston Post Rd.	Milford	Connecticut	06460	2032839895
6431	Elzbieta Szteborowski	5065 Main Street	Trumbull	Connecticut	06611	(203) 371-4004
102103	Fresh Dining Concepts LLC	1500 New Britain Avenue	West Hartford	Connecticut	06110	(860) 561-3024
2350	Applegreen DE Welcome Centres LLC	530 JFK Memorial HWY Interstate 95 Delaware Turnpike	Newark	Delaware	19702-5427	(302) 731-8599
2344	Cinnabro, LLC	715 Christiana Mall, Unit #1536	Newark	Delaware	19702	(302) 731-5565
102919	Riyad Omar, Asil Omar	160 Rehoboth Ave.	Rehoboth Beach	Delaware	19971	443-365-9444
102920	Riyad Omar, Asil Omar	57 Rehoboth Avenue	Rehoboth Beach	Delaware	19971	302-227-1999
106328	Nagaria Enterprises, LLC	3001 Connecticut Ave NW	Washington	District of Columbia	20008	301-275-1700
105654	Fresh Dining Concepts LLC	50 Massachusetts Ave NE	Washington DC	District of Columbia	20002	202.430.2552
6568	Chestnut Land Company	451 East Altamonte Drive	Altamonte Springs	Florida	32701	(407) 332-6400

Franchisee #	Franchisee	Address	City	State	Zip	Phone
100850	NITO Marketing Enterprises, LLC	459 Brandon Town Center Dr.	Brandon	Florida	33511	8136512220
102622	NITO Marketing Enterprises, LLC	27001 US Highway 19N	Clearwater	Florida	33761	(954) 614-8920
100432	Pilot Travel Centers LLC	1101 Friday Road	Cocoa	Florida	32926	(321) 433-3150
105453	Pretzel Chef, Inc.	9469 W Atlantic Blvd	Coral Springs	Florida	33071	954-298-6147
6037	Pilot Travel Centers LLC	29933 State Road 52	Dade City	Florida	33576	(352) 588-5444
102306	Chestnut Land Company	4125 Cleveland Ave.	Fort Myers	Florida	33901	(239) 275-1058
6655	Pilot Travel Centers LLC	35647 US Hwy 27 North	Haines City	Florida	33845	(863) 421-3571
105476	Impeccable Bakes Hialeah LLC	1675 W 49th Street	Hialeah	Florida	33012	305-552-9997
104448	Loads and Roads Trans LLC	Jax Kitchen - 1850 Emerson Street (Commissary)	Jacksonville	Florida	32207	3138501666
104508	Loads and Roads Trans LLC	Jax Kitchen (Commissary)	Jacksonville	Florida	32207	(302) 727-1004
102903	NITO Marketing Enterprises, LLC	10300 Southside Blvd,	Jacksonville	Florida	32256	9047387665
100631	Pilot Travel Centers LLC	4075 Jones Branch Road	Jacksonville	Florida	32219	(904) 786-7844
6819	Pilot Travel Centers LLC	8059 State Highway 6 West	Jasper	Florida	32052	(386) 638-1635
106308	Fun Spot of Florida, Inc.	2850 Florida Plaza Blvd.	Kissimmee	Florida	34746	407-363-3867
102773	Sun N' Fun Enterprises, Inc.	6000 W. Osceola Pkwy.	Kissimmee	Florida	34746	(407) 744-2156
102308	Chestnut Land Company	11401 NW 12th St.	Miami	Florida	33172	3059252407
105025	Mitash Kripalani, Erum Kripalani	885 SW 109th Ave.	Miami	Florida	33174	3053486010
106539	Chestnut Land Company	10562 Emerald Coast Pkwy W, Spc 101	Miramar Beach	Florida	32550	850-353-2210
101994	Pilot Travel Centers LLC	4255 NW Highway 326	Ocala	Florida	34482	(352) 402-9081
6689	Pilot Travel Centers LLC	2020 SW 135th Street	Ocala	Florida	34473	(352) 347-8555
103628	Chestnut Land Company	8001 S Orange Blossom Trail	Orlando	Florida	32809	6892083978
105385	Chestnut Land Company	4951 International Dr, STE 1G01	Orlando	Florida	32819	423-666-6339
100589	Host International, Inc.	1 Jeff Fuqua Blvd	Orlando	Florida	32827	(407) 825-8260
103587	Host International, Inc.	1 Jeff Fuqua Blvd	Orlando	Florida	32827	4074194997
9901	Universal City Development Partners, Ltd.	6000 Universal Blvd., Security Rotunda	Orlando	Florida	32819	(407) 224-2360

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9902	Universal City Development Partners, Ltd.	1000 Universal Studios Plaza	Orlando	Florida	32819	(407) 224-4604
105142	PCB Bun LLC	600 Pier Park Dr	Panama City Beach	Florida	32413	8507083133
100684	Robert Burness	11401 Pines Blvd. Suite 238	Pembroke Pines	Florida	33026	(954) 436-6661
161	Bun Two, LLC	5100 N. 9th Ave.	Pensacola	Florida	32504	(850) 484-6776
102534	GREENBONS, INC.	8000 W. Broward Blvd.	Plantation	Florida	33388	(954) 999-0009
102202	AREAS USA FLTP, LLC	Florida's Turnpike Milepost 144	Port St. Lucie	Florida	34984	(772) 924-2110
100635	Pilot Travel Centers LLC	32670 Blue Star Hwy	Quincy	Florida	32351	(850) 574-2409
103461	Chestnut Land Company	140 University Town Center Drive	Sarasota	Florida	34243	9412633165
104149	Paul Thompson, Giselle Thompson	69 St. George St	St. Augustine	Florida	32084	9043428694
100435	Pilot Travel Centers LLC	950 State Road 206 West	St. Augustine	Florida	32086	(904) 794-0426
104836	Mitash Kripalani, Erum Kripalani	12801 W. Sunrise Blvd.	Sunrise	Florida	33323	786.271.5598
89	James Dollar, David Gardner	1500 Apalachee Parkway	Tallahassee	Florida	32301-3006	(850) 877-5828
6344	Pilot Travel Centers LLC	11555 East Sligh Ave	Tampa	Florida	33584	(813) 612-9438
101745	Fresh Dining Concepts LLC	10300 Forest Hill Blvd.	Wellington	Florida	33414	717-808-2233
6528	Fresh Dining Concepts LLC	1801 Palm Beach Lakes Boulevard	West Palm Beach	Florida	33401	(561) 686-2115
102517	Chestnut Land Company	1140 North Point Circle	Alpharetta	Georgia	30022	(770) 667-1260
921	Trium Ventures II LLC	1490 Baxter Street	Athens	Georgia	30606	(706) 543-2518
104956	SE Co-Brand Ventures, LLC	4400 Ashford Dunwoody Rd	Atlanta	Georgia	30346	770-919-6131
289	SE Co-Brand Ventures, LLC	1000 Cumberland Mall	Atlanta	Georgia	30339	770-333-6160
101469	SE Co-Brand Ventures, LLC	3450 Wrightsboro Rd.	Augusta	Georgia	30909	(706) 849-8009
101611	CB Mall of Georgia LLC	3333 Buford Drive NE	Buford	Georgia	30519	(678) 288-9885
100578	Pilot Travel Centers LLC	2965 Highway 247C	Byron	Georgia	31008	(478) 956-5316
2527	Frank Ross, Sarah Ross	3131 Manchester Expressway	Columbus	Georgia	31909	(706) 327-3232
3390	HAYES EATERIES, LLC	1325 W. Walnut Ave.	Dalton	Georgia	30720	(706) 217-2867
2449	Shree Yamunaji, Inc	6700 Douglas Blvd. Suite 2495	Douglasville	Georgia	30165	(678) 275-2080

Franchisee #	Franchisee	Address	City	State	Zip	Phone
101183	HARIDELI, INC.	1625 Pleasant Hill Rd.	Duluth	Georgia	30096	(770) 717-0503
1318	Fortuner LLC	302-A Broad Street	Gainesville	Georgia	30501	(770) 534-6400
5624	Rajesh Patel, Hina Patel	861 Virginia Ave.	Hapeville	Georgia	30354	(404) 767-0012
103626	Royal Seven J's LLC	2679 Hwy 16 W	Jackson	Georgia	30233	678-750-0481
102755	Sugar-Shock Soldier, LLC	1460 Winder Hwy	Jefferson	Georgia	30549	(706) 387-0315
105102	Board of Regents of the University System of GA by and on behalf of KSU Univ	480 Bartow Ave	Kennesaw	Georgia	30144	4044372806
101236	Chestnut Land Company	400 Ernest W Barrett Pkwy	Kennesaw	Georgia	30144	(770) 419-8575
5198	Pilot Travel Centers LLC	491 St. Mary's Road	Kingsland	Georgia	31558	(912) 576-5424
106317	SE Co-Brand Ventures, LLC	5900 Sugarloaf Pkwy - KI14	Lawrenceville	Georgia	30043	470-544-1793
100675	Sankatamaa LLC	3000 Windy Hill Rd., Suite A-10	Marietta	Georgia	30067	(770) 591-5875
100852	CB Southlake LLC	1000 Southlake Cir.	Morrow	Georgia	30260	(678) 422-7062
3828	FASTLANE DELI INC	2771 W. Highway 54	Peachtree City	Georgia	30269	(770) 742-0566
102756	Sugar-Shock Soldier, LLC	4548 US Hwy 441	Rabun Gap	Georgia	30568	(706) 745-2255
103630	Chestnut Land Company	7804 Abercorn Street	Savannah	Georgia	31406	7063953779
102757	Sugar-Shock Soldier, LLC	5220 S. Cobb Drive SE	Smyrna	Georgia	30080	(470) 407-7119
4928	Fastlane 2 Inc	2941 Lawrenceville Suwanee Road	Suwanee	Georgia	30024	(678) 765-6336
100518	Pilot Travel Centers LLC	625 Carrollton Street	Temple	Georgia	30179	(770) 562-9773
6230	Shivam Restaurant, Inc.	9040 Hwy 92, Ste. 130	Woodstock	Georgia	30188	(770) 591-5875
43	IDAD - 2 Inc.	604 Pearlridge Downtown	Aiea	Hawaii	96701	(808) 487-2430
216	IDAD - 2 Inc.	111 East Puaninako Street	Hilo	Hawaii	96720	(808) 959-7634
822	IDAD - 2 Inc.	1450 Ala Moana Blvd. #1105	Honolulu	Hawaii	96814	(808) 949-7179
101720	IDAD - 2 Inc.	91-5431 Kapolei Pkwy	Kapolei	Hawaii	96707	(808) 628-4770
106876	Maverik, Inc.	2790 Pocatello Ave	American Falls	Idaho	83211	(208) 579-2788
106867	Maverik, Inc.	3540 E Sunnyside Rd	Ammon	Idaho	83406	(208) 528-4260
106890	Maverik, Inc.	1663 N Ammon Rd	Ammon	Idaho	83401	(208) 524-9151
106935	Maverik, Inc.	45 W Alice St	Blackfoot	Idaho	83221	(208) 801-7789
3836	Living Bread, LLC.	350 North Milwaukee Avenue	Boise	Idaho	83704	(208) 658-9200

Franchisee #	Franchisee	Address	City	State	Zip	Phone
101191	Maverik, Inc.	3080 S. Five Mile Road	Boise	Idaho	83709	3363173793
105801	Maverik, Inc.	7353 West Victory Road	Boise	Idaho	83709	3363173793
106912	Maverik, Inc.	4680 S Federal Way	Boise	Idaho	83716	(208) 331-0183
106916	Maverik, Inc.	6168 S Cloverdale Rd	Boise	Idaho	83709	(208) 562-1962
106920	Maverik, Inc.	12127 W Franklin Rd	Boise	Idaho	83709	(208) 377-0135
106922	Maverik, Inc.	2650 S Orchard St	Boise	Idaho	83705	(208) 336-1520
106924	Maverik, Inc.	12095 W Ustick Rd	Boise	Idaho	83713	(208) 375-1202
106927	Maverik, Inc.	10577 W Fairview Ave	Boise	Idaho	83704	(208) 322-5980
106891	Maverik, Inc.	701 N Overland Ave	Burley	Idaho	83318	(208) 678-6167
106894	Maverik, Inc.	1209 E Main St	Burley	Idaho	83318	(208) 678-1691
106914	Maverik, Inc.	510 E Ustick Rd	Caldwell	Idaho	83605	(208) 454-9433
106928	Maverik, Inc.	416 N Illinois Ave	Caldwell	Idaho	83605	(208) 454-1463
106930	Maverik, Inc.	410 N 21st Ave	Caldwell	Idaho	83605	(208) 402-4091
106933	Maverik, Inc.	808 Smeed Pkwy	Caldwell	Idaho	83605	(208) 906-1708
107594	Maverik, Inc.	15280 Green Rd	Caldwell	Idaho	83607	(208) 829-8977
100421	Pilot Travel Centers LLC	3512 Franklin Rd	Caldwell	Idaho	83605	(208) 453-9225
106868	Maverik, Inc.	4564 Yellowstone Ave	Chubbuck	Idaho	83202	(208) 237-0277
106903	Maverik, Inc.	5525 N Government Way	Coeur D'Alene	Idaho	83815	(208) 416-2535
106921	Maverik, Inc.	6415 N Ramsey Rd	Coeur D'Alene	Idaho	83815	(208) 665-0900
104071	DANSO, LLC	1017 S. 1150 E	Eden	Idaho	83325	2084049485
106896	Maverik, Inc.	150 West Legacy Drive	Franklin	Idaho	83237	(208) 646-2134
106918	Maverik, Inc.	500 N Whitley Dr	Fruitland	Idaho	83619	(208) 452-2851
105922	Maverik, Inc.	8561 W. State St.	Garden City	Idaho	83714	3363173793
106883	Maverik, Inc.	1899 US Hwy 26	Gooding	Idaho	83330	(208) 934-8820
106923	Maverik, Inc.	425 W Hayden Ave	Hayden	Idaho	83835	(208) 772-2749
105903	Maverik, Inc.	1520 W Sunnyside Rd	Idaho Falls	Idaho	83402	3363173793
106874	Maverik, Inc.	468 E 33rd N	Idaho Falls	Idaho	83401	(208) 944-4344
106875	Maverik, Inc.	3289 S Fork Blvd	Idaho Falls	Idaho	83402	(986) 999-4353
106885	Maverik, Inc.	2635 W Broadway St	Idaho Falls	Idaho	83402	(208) 525-8755

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106892	Maverik, Inc.	145 S Woodruff Ave	Idaho Falls	Idaho	83401	(208) 529-2834
100630	Pilot Travel Centers LLC	6485 West Overland Drive	Idaho Falls	Idaho	83402	(208) 552-0113
106873	Maverik, Inc.	3135 S Lincoln Ave	Jerome	Idaho	83338	(208) 296-6295
106887	Maverik, Inc.	332 S Lincoln Ave	Jerome	Idaho	83338	(208) 324-1353
6656	Pilot Travel Centers LLC	5350 Highway 93	Jerome (Twin Falls)	Idaho	83338	(208) 324-3454
106919	Maverik, Inc.	404 Thain Rd	Lewiston	Idaho	83501	(208) 746-3862
106871	Maverik, Inc.	296 E 50 S	Malad	Idaho	83252	(208) 600-0758
106913	Maverik, Inc.	622 N 3rd St	Mccall	Idaho	83638	(208) 639-1614
100427	Pilot Travel Centers LLC	587 E US Hwy 30	McCammon	Idaho	83250	(208) 254-9845
101209	Maverik, Inc.	1630 E McMillan Road	Meridian	Idaho	83646	3363173793
106915	Maverik, Inc.	1540 E Overland Rd	Meridian	Idaho	83642	(208) 887-7964
106917	Maverik, Inc.	3202 W Ustick Rd	Meridian	Idaho	83646	(208) 884-8744
106926	Maverik, Inc.	57 E Franklin Rd	Meridian	Idaho	83642	(208) 888-8754
106929	Maverik, Inc.	1515 E Fairview Ave	Meridian	Idaho	83642	(208) 888-8012
106934	Maverik, Inc.	381 S Innovation Ln	Meridian	Idaho	83642	(208) 370-5959
106937	Maverik, Inc.	1457 W Main St	Middleton	Idaho	83644	(208) 417-5517
106884	Maverik, Inc.	107 S 4th St	Montpelier	Idaho	83254	(208) 847-2501
6669	Pilot Travel Centers LLC	1050 Highway 20	Mountain Home	Idaho	83647	(208) 587-4465
101212	Maverik, Inc.	2516 W Karcher Road	Nampa	Idaho	83651	3363173793
106899	Maverik, Inc.	2211 N Franklin Blvd	Nampa	Idaho	83687	(208) 442-6446
106925	Maverik, Inc.	555 Northside Blvd	Nampa	Idaho	83687	(208) 442-9193
106900	Maverik, Inc.	274 N 16th St	Payette	Idaho	83661	(208) 642-5002
106866	Maverik, Inc.	2100 E Center St	Pocatello	Idaho	83201	(208) 233-5205
106872	Maverik, Inc.	3400 S 5th Ave	Pocatello	Idaho	83204	(208) 417-1275
106881	Maverik, Inc.	3206 Pole Line Rd	Pocatello	Idaho	83201	(208) 237-6343
106889	Maverik, Inc.	855 E Alameda Rd	Pocatello	Idaho	83201	(208) 232-0601
106902	Maverik, Inc.	5992 W Pointe Pkwy	Post Falls	Idaho	83854	(208) 777-0437

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106904	Maverik, Inc.	847 N Hwy 41	Post Falls	Idaho	83854	(208) 278-2477
106869	Maverik, Inc.	859 W Main St	Rexburg	Idaho	83440	(208) 356-3650
106870	Maverik, Inc.	105 S State St	Rigby	Idaho	83442	(208) 745-9076
106879	Maverik, Inc.	110 W Ririe Hwy	Ririe	Idaho	83443	(208) 346-7479
106888	Maverik, Inc.	318 Scott Ave	Rupert	Idaho	83350	(208) 260-4731
106895	Maverik, Inc.	310 S Bridge St	Saint Anthony	Idaho	83445	(208) 425-1675
106932	Maverik, Inc.	62 Commerce Dr.	Smelterville	Idaho	83868	(208) 475-4533
106898	Maverik, Inc.	390 E 2nd S	Soda Springs	Idaho	83276	(208) 740-6490
106901	Maverik, Inc.	11243 W State St	Star	Idaho	83669	(208) 898-4294
106882	Maverik, Inc.	120 6th Ave W	Twin Falls	Idaho	83301	(208) 734-5843
106893	Maverik, Inc.	883 Blue Lakes Blvd N	Twin Falls	Idaho	83301	(208) 733-1912
106931	Maverik, Inc.	627 US Hwy 95	Weiser	Idaho	83672	(208) 538-0520
106897	Maverik, Inc.	697 S Idaho St	Wendell	Idaho	83355	(208) 536-3585
100509	Pilot Travel Centers LLC	140 Racehorse Drive	Alorton	Illinois	62207	(618) 337-5479
100623	Pilot Travel Centers LLC	12680 S. Kedzie	Alsip	Illinois	60803	(708) 385-2271
801	Nutritious Eatery, Inc.	195 Fox Valley Center	Aurora	Illinois	60504	(630) 820-1171
105942	SMOOTHIE PARTNERS LLC	260 McHenry Road	Buffalo Grove	Illinois	60089	847.243.4160
6688	Pilot Travel Centers LLC	170 W. North Avenue	Carol Stream	Illinois	60188	(630) 510-0156
106807	AMG Pretzel Bon LLC	163 N. Michigan Avenue	Chicago	Illinois	60601	312-729-5425
105203	ASTAV CONCEPTS LLC	2050 W. Ogden Ave.	Chicago	Illinois	60612	312-285-2083
356	BB Cinnamon Citicorp, LLC	500 West Madison Street	Chicago	Illinois	60661	(312) 466-1828
106656	Narfa Pretzels LLC	6462 N. Sheridan Road	Chicago	Illinois	60626	773-739-9478
105206	SAJHANTI LLC	711 S. Seeley Avenue	Chicago	Illinois	60612	312-285-2083
102079	Focus Ridge, Inc.	444 Chicago Ridge Mall	Chicago Ridge	Illinois	60415	(708) 634-3555
100235	Jadon LLC	134 St. Clair Square	Fairview Heights	Illinois	62208	(443) 333-3239
105300	Nutritious Eatery, Inc.	6170 West Grand Avenue, #F-205	Gurnee	Illinois	60031	224-381-7017
101677	Fresh Dining Concepts LLC	3340 Mall Loop Dr	Joliet	Illinois	60431	(816) 377-1153
112	Hot Buns Company	203 Yorktown Mall	Lombard	Illinois	60148	(630) 261-1161
6345	Pilot Travel Centers LLC	301 Ridge Road	Minooka	Illinois	60447	(815) 467-4416

Franchisee #	Franchisee	Address	City	State	Zip	Phone
5199	Pilot Travel Centers LLC	3801 N. Division St.	Morris	Illinois	60450	(815) 705-0120
104045	TARNAV LLC	3056 Anna Marie Lane	Naperville	Illinois	60564	630-536-8189
37	Super Management Inc.	4136-A North Harlem Avenue	Norridge	Illinois	60706	(708) 452-1100
100906	Hot Buns Company	7501 W. Cermak Road	North Riverside	Illinois	60546	(708) 853-9476
5005	Pilot Travel Centers LLC	503 N. Oakwood St. [I-74, Exit 206]	Oakwood	Illinois	61858	(217) 354-4270
300	Fresh Dining Concepts LLC	144 Orland Square	Orland Park	Illinois	60462	(708) 364-0710
5006	Pilot Travel Centers LLC	1310 East Chain of Rocks Road	Pontoon Beach	Illinois	62040	(618) 931-1580
9	Fresh Dining Concepts LLC	7200 Harrison RD, #H52	Rockford	Illinois	61112	(815) 332-3435
103064	CBN INCORPORATED	5220 Fashion Outlets Way	Rosemont	Illinois	60018	(708) 289-7008
67	Fresh Dining Concepts LLC	D203 Woodfield Mall	Schaumburg	Illinois	60173	(847) 995-0715
1411	Aliu Family Inc.	122 Hawthorn Center #610	Vernon Hills	Illinois	60061	(847) 247-4417
6664	Pilot Travel Centers LLC	4376 North State Road 59	Brazil	Indiana	47834	(812) 446-9400
105458	TWIN FLAMES HOSPITALITY, INC.	862 N. Superior Drive	Crown Point	Indiana	46307	219.213.2219
106990	Ryley Sivits, Anthony Ruble, Gavin Ruble	4242 East Dupont Road	Fort Wayne	Indiana	46825	260-404-3949
100512	Pilot Travel Centers LLC	1042 East Warrenton Road	Haubstadt (Evansville)	Indiana	47639	(812) 868-1048
6346	Pilot Travel Centers LLC	18011 Colorado Street	Hebron	Indiana	46341	(219) 696-8265
100430	Pilot Travel Centers LLC	1720 W. Thompson Road	Indianapolis	Indiana	46217	(317) 738-5543
106658	Jai Brahmani LLC	2415 Sagamore Pkwy South	Lafayette	Indiana	47905	513-812-9489
6661	Pilot Travel Centers LLC	1401 Ripley Street	Lake Station	Indiana	46405	(219) 962-6555
6670	Pilot Travel Centers LLC	6921 South State Road 66	Leavenworth	Indiana	47137	(865) 474-3009
105414	Pilot Travel Centers LLC	520 South SR 39	Lebanon	Indiana	46052	7654839755
100636	Pilot Travel Centers LLC	6255 East North 00 South	Marion	Indiana	46952	(765) 673-0067
28	Fresh Dining Concepts LLC	2190 Southlake Mall	Merrillville	Indiana	46410	(219) 736-5611
105461	Twin Flames Hospitality of Michigan City Inc.	305 Lighthouse Place	Michigan City	Indiana	46360	219-262-5025
106371	Asad Kizilbash	6501 Grape Road	Mishawaka	Indiana	46545	574-404-9214
4452	Pilot Travel Centers LLC	3105 Doyle Road	New Haven	Indiana	46774	(260) 493-4035
102445	Pilot Travel Centers LLC	4154 West US Highway 24	Remington	Indiana	47977	(219) 261-3786

Franchisee #	Franchisee	Address	City	State	Zip	Phone
6583	Pilot Travel Centers LLC	1851 West 400 North	Shelbyville	Indiana	46176	(317) 392-8771
100434	Pilot Travel Centers LLC	5300 South State Rte 3	Spiceland	Indiana	47385	(765) 987-1833
4454	Pilot Travel Centers LLC	3231 Adventureland Dr.	Altoona	Iowa	50009	(515) 967-7878
6586	Pilot Travel Centers LLC	1300 N. Grand Ave.	Mount Pleasant	Iowa	52641	(319) 385-1291
105420	Pilot Travel Centers LLC	3500 N Plainview Rd	Walcott	Iowa	52773	888-288-7655
106685	AACB Iowa LLC	765 E Hickman Rd	Waukee	Iowa	50263	515.348.6820
4889	Pilot Travel Centers LLC	3040 220th Street	Williams	Iowa	50271	(515) 854-9117
104025	DMFH Restaurant Enterprises LLC	2560 N. Rock Road	Derby	Kansas	67037	(316) 243-9123
4743	LOTZKC, INC.	12221 S. Strangline Road	Olathe	Kansas	66062	(913) 782-2867
107255	Fresh Dining Concepts LLC	11149 West 95th Street	Overland Park	Kansas	66214	888-288-7655
1951	LOTZKC, INC.	12071 Metcalf Avenue	Overland Park	Kansas	66213	(913) 498-2867
103680	CRAVE-REST, LLC	5410 Aircap Drive	Park City	Kansas	67219	(316) 821-9369
103544	DMFH Restaurant Enterprises LLC	2480 S. 9th St.	Salina	Kansas	67401	(785) 823-6526
102023	LS Sandwich Co LLC	400 S.W. 29th St.	Topeka	Kansas	66611	(785) 267-2468
3693	LS Sandwich Co LLC	2019 Gage Blvd.	Topeka	Kansas	66604	(785) 273-4313
102022	DMFH Restaurant Enterprises LLC	1334 W. Pawnee	Wichita	Kansas	67213	(316) 265-5240
103238	DMFH Restaurant Enterprises LLC	2692 Greenwich Ct.	Wichita	Kansas	67226	(316) 364-4332
2025	DMFH Restaurant Enterprises LLC	8710 West Central	Wichita	Kansas	67212	(316) 425-7720
6033	DMFH Restaurant Enterprises LLC	6507 E. Central #85	Wichita	Kansas	67206	(316) 687-3206
102333	Doughlicious LLC	2625 Scottsville Road	Bowling Green	Kentucky	42104	(270) 282-2334
6686	Pilot Travel Centers LLC	110 Triport Road	Georgetown	Kentucky	40324	(502) 863-2708
6673	Pilot Travel Centers LLC	150 Park Plaza Boulevard	Lebanon Junction	Kentucky	40150	(502) 833-2727
103773	Kentucky Foods Inc.	3401 Nicholasville Rd.	Lexington	Kentucky	40503	(440) 840-2616
2453	TRIUM VENTURES IV LLC	117 West Tiverton Way	Lexington	Kentucky	40503	(859) 245-1624
102054	Emad Barsoum	5000 Shelbyville Road	Louisville	Kentucky	40207	(502) 200-8220
3686	Zagata, Inc.	10531 Fischer Park Dr.	Louisville	Kentucky	40241	(502) 425-8447

Franchisee #	Franchisee	Address	City	State	Zip	Phone
5200	Pilot Travel Centers LLC	819 Buck Creek Road	Simpsonville	Kentucky	40067	(502) 722-5636
6336	Houchens Food Group, Inc.	619 S. Main Street	Smith's Grove	Kentucky	42171	(270) 563-5250
104638	Pilot Travel Centers LLC	489 Pendleton Road	Sulphur Springs	Kentucky	40070	(502) 743-5496
105885	1010 Properties LLC	9280 US-42	Union	Kentucky	41091	859-384-4888
6045	Pilot Travel Centers LLC	481 West Highway 92	Williamsburg	Kentucky	40769	(606) 549-0162
4080	LG2, LLC	959 MacArthur Dr.	Alexandria	Louisiana	71303	(318) 445-3354
101323	CAJUN DEAUX, INC.	3570 Pinhook Rd.	Lafayette	Louisiana	70508	(337) 837-5255
6588	Pilot Travel Centers LLC	1119 Lowe Grout Road/Calcasieu Parish I-10 (Exit 43)	Lake Charles	Louisiana	70647	(337) 582-5464
2384	Andrew Tupitsyn	1016 Annapolis Mall Road	Annapolis	Maryland	21401	(410) 224-9604
106046	Alfafa Inc.	1515 Havenwood Rd	Baltimore	Maryland	21218	443.438.4966
104329	Fatima Rafique, Haider Ali Memon	621 E. Pratt Street	Baltimore	Maryland	21202	443- 438-5572
6170	Impeccable Bakes Baltimore Inc.	6901 Security Blvd	Baltimore	Maryland	21224	(443) 316-8057
100560	STL BWI, LLC	Concourse A	Baltimore	Maryland	21240	(410) 859-5151
105780	STL BWI, LLC	7050 Friendship Rd	Baltimore	Maryland	21240	410.656.8780
102269	Sweet 703 LLC	8200 Perry Hall Blvd.	Baltimore	Maryland	21236	(914) 217-0853
103010	Andrew Tupitsyn	7101 Democracy Blvd.	Bethesda	Maryland	20817	(240) 483-0024
6211	Milabon 2, LLC	10300 Little Patuxent Parkway	Columbia	Maryland	21044	(410) 997-6911
104370	Dharmesh Shah	220 Boardwalk Place	Gaithersburg	Maryland	20878	240.243.6992
6585	Pilot Travel Centers LLC	3000 Chestnut Ridge Rd.	Grantsville	Maryland	21536	(301) 895-4536
101535	MRA Food LLC	17301 Valley Mall Road	Hagerstown	Maryland	21740	(301) 582-0700
6348	Pilot Travel Centers LLC	11633 Greencastle Pike	Hagerstown	Maryland	21740	(301) 582-9004
9988	Dharmesh Shah, Babulal Shah	7000 Arundel Mills Blvd.	Hanover	Maryland	21076	(443) 296-9101
6205	Andrew Tupitsyn	3500 East-West Hwy, #G	Hyattsville	Maryland	20782	(301) 559-1202
104507	M&N Dover Investment Inc	6800 Oxen Hill Rd	National Harbor	Maryland	20745	(302) 727-1004
101467	Riyad Omar	10 S. Atlantic Avenue	Ocean City	Maryland	21842	(410) 390-9312
1845	Riyad Omar	901 North Atlantic Ave., Suite #3	Ocean City	Maryland	21842	410-390-8779
105488	Dharmesh Shah	173 Waterfront St.	Oxon Hill	Maryland	20745	240.493.7136

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105441	Dharmesh Shah	825 Dulaney Valley Rd	Towson	Maryland	21204	667.308.3764
104330	Fatima Rafique, Haider Ali Memon		Towson	Maryland	21212	410. 616.9472
6217	Fresh Dining Concepts LLC	11110 Mall Circle	Waldorf	Maryland	20603	3018850010
6433	Milabon 3, LLC	11160 Veirs Mill Road	Wheaton	Maryland	20902	(301) 244-0803
106694	Fresh Dining Concepts LLC	700 Atlantic Ave.	Boston	Massachusetts	02110	888-288-7655
106638	JWILL Pretzels IV, LLC	250 Granite Street	Braintree	Massachusetts	02184	888-288-7655
103562	YTAZ Corporation	200 Westgate Drive	Brockton	Massachusetts	02301	5085839233
105771	Fresh Dining Concepts LLC	200 N Dartmouth Mall	Dartmouth	Massachusetts	02747	774.362.4744
103456	New England Venture Group, LLC	50 Holyoke St.	Holyoke	Massachusetts	01040	4133328824
248	Cinnabest, LLC	601 Donald Lynch Blvd, #N-139	Marlboro	Massachusetts	01752	(508) 624-7999
100418	Pilot Travel Centers LLC	400 Haynes Street	Sturbridge	Massachusetts	01566	(508) 347-9104
103629	Chestnut Land Company	100 Briarwood Circle	Ann Arbor	Michigan	48108	(734) 996-7279
107058	HSV AACB Ann Arbor1, LLC	3145 Ann Arbor-Saline Road	Ann Arbor	Michigan	48103	734. 330.2170
913	RCA Enterprises, Inc.	4000 Baldwin Road	Auburn Hills	Michigan	48326	(248) 874-3552
103991	Kitchen Enterprises, Inc.	6044 B Drive North	Battle Creek	Michigan	49014	(269) 979-2340
103992	Kitchen Enterprises, Inc.	14 West Michigan Ave.	Battle Creek	Michigan	49017	(269) 963-2526
103993	Kitchen Enterprises, Inc.	94 South 20th	Battle Creek	Michigan	49015	(269) 964-8677
106235	Awada Brands LLC	7756 Lakeshore Road	Burtchville Township	Michigan	48059	810-327-1734
106395	ONBITE GR LLC	1801 Marketplace Drive SE	Caledonia	Michigan	49316	616- 541-7049
106391	AK ANNE'S LLC	45001 Ford Road	Canton	Michigan	48178	7343927176
106269	Greenland Market of Canton, LLC	49491 Cherry Hill Road	Canton	Michigan	48188	888-288-7655
104899	ABBASCO LLC	23341 Ford Rd	Dearborn	Michigan	48128	3138501666
105597	AK FAIRLANE, LLC	12921 Michigan Ave.	Dearborn	Michigan	48126	313.254.2850
64	AMV Ventures LLC	18900 Michigan Avenue, G118	Dearborn	Michigan	48126	(313) 441-4433

Franchisee #	Franchisee	Address	City	State	Zip	Phone
103947	BMK VENTURES, LLC	23874 Kean Str, Suite 140 (Commissary)	Dearborn	Michigan	48124	3138501666
104230	BMK VENTURES, LLC	23874 Kean Str., Suite 140	Dearborn	Michigan	48124	3138501666
106020	ABBASCO LLC	23341 Ford Rd	Dearborn Heights	Michigan	48128	3135224333
106388	AK FRASER, LLC	34835 Utica Road	Fraser	Michigan	48026	313.445.0200
106396	ONBITE GR LLC	5531 28th Street NE	Grand Rapids	Michigan	49512	313-500-0918
106647	ONBITE GR LLC	1997 E. Beltline Avenue NE	Grand Rapids	Michigan	49525	616-805-3095
106390	ABCO EASTLAKE MI LLC	3600 W. Carleton Road	Hillsdale	Michigan	49242	517.939.9998
106569	Amit Patel, Kalpesh Patel, Amanda Ristic	2540 E. Jolly Road	Lansing	Michigan	48911	517-908-3929
105742	Curbside Ventures, LLC	2334 S. Mission Street	Mt. Pleasant	Michigan	48858	989-317-0353
5301	Chestnut Land Company	27470 AB Novi Road	Novi	Michigan	48377-3412	(248) 513-3644
4449	Pilot Travel Centers LLC	2424 Wadhams Road	Port Huron	Michigan	48074	(810) 987-7823
106646	ONBITE GR LLC	5121 S. Westnedge Avenue	Portage	Michigan	49002	269-743-7190
106389	AK ANNE'S LLC	3175 S. Rochester Road	Rochester Hills	Michigan	48307	3136863218
106392	AK ANNE'S LLC	30800 Little Mack Avenue	Roseville	Michigan	48066	5868597425
104087	V & J Center, LLC	32233 Gratiot Ave.	Roseville	Michigan	48066	5868597844
106398	ABCO EASTLAKE MI LLC	7555 Telegraph Road	Taylor	Michigan	48180	313-695-6959
104373	V & J Center, LLC	23000 Eureka Rd.	Taylor	Michigan	48180	313-407-9024
5802	RCA Enterprises, Inc.	498 West 14 Mile Road, Ste. A	Troy	Michigan	48083	(248) 307-0395
106629	RMD FOOD LLC	929 W. Big Beaver Road	Troy	Michigan	48084	248.509.7513
106233	Awada Brands LLC	11250 Haggerty Road	Van Buren Township	Michigan	48111	734-345-8044
106394	AK ANNE'S LLC	29505 Mound Road	Warren	Michigan	48092	586.486.5592
106393	ABCO EASTLAKE MI LLC	3825 Carpenter Road	Ypsilanti	Michigan	48197	727.647.1121
106304	Rich Foods LLC	6415 Labeaux Avenue NE	Albertville	Minnesota	55301	612-900-0405
106320	BGI 2 LLC	392 W MARKET	Bloomington	Minnesota	55425	952-666-5747
7802	Bonaventure Group, Inc.	E. 180 Broadway	Bloomington	Minnesota	55425	(952) 858-8208
107129	GRAK Concepts LLC	1600 Miller Trunk Hwy.	Duluth	Minnesota	55811	218-520-2005

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106305	Rich Foods LLC	3965 Eagan Outlets Pkwy.	Eagan	Minnesota	55122	612.900.0405
105883	Northern Hospitality Company, LLC	1600 Warren Street	Mankato	Minnesota	56001	507.779.7002
7805	Bonaventure Group, Inc.	1054 Maplewood Mall	Maplewood	Minnesota	55109	(651) 773-5505
4984	V & J Center, LLC	101 First Avenue SW, Suite 15	Rochester	Minnesota	55902	(507) 281-1233
106137	Progressive Ventures Co.	1595 MN-36	Roseville	Minnesota	55113	651-493-3969
1824	Six Flags Entertainment Corporation	One Valleyfair Drive	Shakopee	Minnesota	55379	(952) 445-7600
102532	AREAS AERO MSP JV, LLC	4300 Glumack Drive	St. Paul	Minnesota	55111	6512630071
4838	Stephen Hogan	2451 Lakeland Drive	Flowood	Mississippi	39232	(601) 939-1449
100354	TC Rolls LLC	1000 Turtle Creek Mall, Suite 320	Hattiesburg	Mississippi	39402	(228) 596-7279
100324	Lotz Better Deli LLC	205 Colony Way	Madison	Mississippi	39110	(601) 707-5169
6349	Pilot Travel Centers LLC	1555 Tommy Webb Drive	Meridian	Mississippi	39307	601-484-5106
102470	Capitol Food Group, LLC	3724 W. 76 Country Blvd.	Branson	Missouri	65616	(417) 320-6368
102253	Fresh Baked Branson, LLC	307 Branson Landing Blvd.	Branson	Missouri	65616	(417) 334-3730
4892	Pilot Travel Centers LLC	2460 E., 2460 US 60	Charleston	Missouri	63834	(573) 682-4153
2363	Duncan Enterprises, Inc.	531 Rangeline Road	Joplin	Missouri	64801	(417) 659-8822
3517	Duncan's Southtown L.L.C.	3120 S. Main St., Suite 13	Joplin	Missouri	64804	(417) 868-8188
102793	EHG Eats LLC	112 W. 47th Street	Kansas City	Missouri	64112	(816) 216-1087
1273	Six Flags Entertainment Corporation	4545 Worlds of Fun Ave.	Kansas City	Missouri	64161	(816) 454-4545
105175	St. Joseph Pretzels, LLC	1Kansas City Blvd., RM BN2-040	Kansas City	Missouri	64153	(816) 724-5060
101441	LOTZKC, INC.	190 NE Tudor Rd.	Lee's Summit	Missouri	64086	(816) 554-4574
100237	SBM Kyrillos LLC	1155 St. Louis Galleria	Richmond Heights	Missouri	63117	(440) 558-8539
3655	DMFH Restaurant Enterprises LLC	1316 North Glenstone	Springfield	Missouri	65802	(417) 868-8188
5136	DMFH Restaurant Enterprises LLC	4132 S. Campbell	Springfield	Missouri	65807	(417) 889-2445
101315	Road Ranger, L.L.C.	22345 Highway 28	St. Robert	Missouri	65584	(815) 315-4953
106909	Maverik, Inc.	601 E Frank Rd	Belgrade	Montana	59714	(406) 613-7559
105140	Sky Dine Billings, LLC	1901 Terminal Circle	Billings	Montana	59105	6055216686

Franchisee #	Franchisee	Address	City	State	Zip	Phone
1534	TAA Food Group, LLC	300 South 24th Street West	Billings	Montana	59102	(406) 651-7655
106864	Maverik, Inc.	3196 Colonial Dr	Helena	Montana	59601	(406) 380-3327
103653	Southgate Treats, Inc.	2901 Brooks Street	Missoula	Montana	59801	(509) 869-1879
6604	Bosselman Pump & Pantry, Inc.	710 N Hwy 183	Alma	Nebraska	68920	(308) 928-2590
5224	Bosselman Pump & Pantry, Inc.	3605 Summit Plaza Drve	Bellevue	Nebraska	68123	(402) 292-2999
4455	Pilot Travel Centers LLC	109 Circle Road	Big Springs	Nebraska	69122	308-889-3686
6605	Bosselman Pump & Pantry, Inc.	517 South First	Burwell	Nebraska	68823	(308) 346-5556
105992	Bosselman Pump & Pantry, Inc.	3208 42nd Street	Columbus	Nebraska	68601	308-381-2800
5228	Bosselman Pump & Pantry, Inc.	3441 E. 24th Street	Fremont	Nebraska	68025	(402) 727-7045
5217	Bosselman Pump & Pantry, Inc.	2511 Diers Avenue	Grand Island	Nebraska	68803	(308) 382-0740
5220	Bosselman Pump & Pantry, Inc.	3212 S. Locust	Grand Island	Nebraska	68801	(308) 384-2913
6606	Bosselman Pump & Pantry, Inc.	3335 West Wood River Road	Grand Island	Nebraska	68803	(308) 381-7464
5223	Bosselman Pump & Pantry, Inc.	14341 Hwy 31	Gretna	Nebraska	68028	(402) 332-4405
6603	Bosselman Pump & Pantry, Inc.	916 4th Avenue	Holdrege	Nebraska	68949	(308) 995-6907
5218	Bosselman Pump & Pantry, Inc.	4311 Second Avenue	Kearney	Nebraska	68847	(402) 694-2617
5219	Bosselman Pump & Pantry, Inc.	345 West O Street	Lincoln	Nebraska	68522	(402) 435-2022
106908	Maverik, Inc.	150 SW 48th St	Lincoln	Nebraska	68528	(531) 324-2559
105991	Bosselman Pump & Pantry, Inc.	2601 Eagle Wings Place	North Platte	Nebraska	69101	308-534-1031
5222	Bosselman Pump & Pantry, Inc.	3901 S. Lincoln Avenue	York	Nebraska	68467	(402) 362-1331
106951	Maverik, Inc.	775 S Broad St	Battle Mountain	Nevada	89820	(775) 635-8313
101219	Maverik, Inc.	3922 Highway 50 East	Carson City	Nevada	89701	3363173793

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106946	Maverik, Inc.	1451 E College Pkwy	Carson City	Nevada	89706	(775) 883-4718
106947	Maverik, Inc.	245 Riverboat Rd	Dayton	Nevada	89403	(775) 246-0954
101185	Maverik, Inc.	2520 Mountain City Hwy.	Elko	Nevada	89801	3363173793
105914	Maverik, Inc.	1111 Idaho St.	Elko	Nevada	89801	3363173793
106948	Maverik, Inc.	850 W Williams Ave	Fallon	Nevada	89406	(775) 629-5434
6593	Pilot Travel Centers LLC	480 Truck Inn Way	Fernley	Nevada	89408	(775) 575-5919
107600	Maverik, Inc.	1301 N Hwy 395	Gardnerville	Nevada	89410	(775) 350-1440
102636	Fresh Dining Concepts LLC	1300 W. Sunset Road	Henderson	Nevada	89014	(702) 436-0446
105673	FIFTH AVENUE ICE CREAM OF NEVADA, INC.	3790 S Las Vegas Blvd	Las Vegas	Nevada	89109	702.660.6101
100417	Fresh Dining Concepts LLC	4300 Meadows Lane	Las Vegas	Nevada	89107	(224) 470-0964
106537	Fresh Dining Concepts LLC	7400 Las Vegas Blvd S, Room # 0067	Las Vegas	Nevada	89123	725.328.1688
8857	Host International, Inc.	PO Box 11007	Las Vegas	Nevada	89119	7027689160
101401	Maverik, Inc.	6135 West Russell Road	Las Vegas	Nevada	89118	3363173793
105921	Maverik, Inc.	6475 S. Decatur Blvd.	Las Vegas	Nevada	89118	3363173793
106957	Maverik, Inc.	385 E Warm Springs Rd	Las Vegas	Nevada	89119	(702) 898-0752
106965	Maverik, Inc.	6510 S Fort Apache Rd	Las Vegas	Nevada	89148	(702) 220-0460
106967	Maverik, Inc.	10490 Bermuda Rd	Las Vegas	Nevada	89183	(702) 433-3707
4759	SS Deli, LLC	3850 Las Vegas Blvd. South	Las Vegas	Nevada	89109	(702) 987-8424
6169	Velna, Inc.	5119 West Charleston	Las Vegas	Nevada	89146	(702) 877-8768
7101	KEO, LLC	2900 S Casino Drive	Laughlin	Nevada	89029	7024200158
8515	O.N.E. Holdings, LLC	1650 S. Casino Drive	Laughlin	Nevada	89029	7024200158
106971	Maverik, Inc.	160 E Main St	Lovelock	Nevada	89419	(775) 341-0415
106952	Maverik, Inc.	1651 Highway 88	Minden	Nevada	89423	(775) 782-5223
106960	Maverik, Inc.	5450 E Tropical Pkwy (UPS only)	North Las Vegas	Nevada	89115	(725) 465-2245
106961	Maverik, Inc.	1970 Losee Rd	North Las Vegas	Nevada	89030	(702) 508-6690
106950	Maverik, Inc.	3010 S Hwy 160	Pahrump	Nevada	89048	(775) 751-2615
106	Dostana Group LLC	5230 Meadowood Mall Center	Reno	Nevada	89502	(775) 828-0435
106949	Maverik, Inc.	995 Ambassador Dr	Reno	Nevada	89523	(775) 787-2537

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106954	Maverik, Inc.	11795 Veterans Pkwy	Reno	Nevada	89521	(775) 853-1814
106956	Maverik, Inc.	480 S Meadows Pkwy	Reno	Nevada	89521	(801) 425-0249
106958	Maverik, Inc.	1391 N McCarran Blvd	Reno	Nevada	89512	(775) 432-1277
106964	Maverik, Inc.	10495 Stead Blvd	Reno	Nevada	89506	(775) 677-7988
106966	Maverik, Inc.	15 Panther Dr	Reno	Nevada	89506	(775) 322-2295
106968	Maverik, Inc.	1010 W 4th St	Reno	Nevada	89503	(775) 900-2871
106969	Maverik, Inc.	12300 Old Virginia Rd	Reno	Nevada	89521	(775) 360-3017
106970	Maverik, Inc.	195 Kietzke Ln	Reno	Nevada	89502	(775) 902-2298
101215	Maverik, Inc.	1606 Glendale Avenue	Sparks	Nevada	89431	3363173793
106953	Maverik, Inc.	1223 E Prater Wy	Sparks	Nevada	89434	(775) 355-6715
105916	Maverik, Inc.	117 Boyd Kennedy Rd	Spring Creek	Nevada	89815	3363173793
9994	Partridge Enterprises	18 Hwy 50	Stateline	Nevada	89448	7755886029
106973	Maverik, Inc.	447 Ventosa St	Wells	Nevada	89835	(775) 268-2470
106972	Maverik, Inc.	1020 N Florence Way	West Wendover	Nevada	89883	(775) 418-5318
106955	Maverik, Inc.	605 W Haskell St	Winnemucca	Nevada	89445	(775) 623-9554
106959	Maverik, Inc.	863 E Winnemucca Blvd	Winnemucca	Nevada	89445	(775) 625-2467
100440	Pilot Travel Centers LLC	1880 W Winnemucca Blvd	Winnemucca	Nevada	89445	(775) 623-0111
105910	Maverik, Inc.	402 W. Goldfield Ave.	Yerington	Nevada	89447	3363173793
282	JKD ENTERPRISES LLC	1500 South Willow Street, E127	Manchester	New Hampshire	03103	(603) 622-0033
104453	GLOUCESTER PRETZELS LIMITED LIABILITY COMPANY	100 Premium Outlet Drive	Blackwood	New Jersey	08012	(856) 259-0055
4511	Melvin Sickler, Virginia Sickler	2000 NJ-38	Cherry Hill	New Jersey	08002	(856) 333-6161
281	Melvin Sickler, Virginia Sickler	1750 Deptford Center Road, 2B-19C	Deptford	New Jersey	08096	(856) 384-1666
6436	Mikinyko, LLC	755 State Route 18	East Brunswick	New Jersey	08816	(732) 613-1013
102104	DREAM BONS LLC	1 American Dream Way	East Rutherford	New Jersey	07073	(551) 217-7703
105259	Fresh Dining Concepts LLC	55 Parsonage Road	Edison	New Jersey	08837	(732) 516-9400
100639	Fresh Dining Concepts LLC	651 Kapkowski Rd.	Elizabeth	New Jersey	07201	(908) 352-5864

Franchisee #	Franchisee	Address	City	State	Zip	Phone
105770	Fresh Dining Concepts LLC	651 Kapkowski Road	Elizabeth	New Jersey	07201	908-603-9446
3360	Waverly Ventures LLC	3710 Route 9	Freehold	New Jersey	07728	(732) 780-9024
6587	Pilot Travel Centers LLC	66 Route 173 West	Hampton	New Jersey	08827	(908) 735-7711
105076	Cobain Creamery LLC	515 Monmouth Rd.	Jackson	New Jersey	08527	732-993-7284
5032	KARMAS1 LLC	150 Quaker Bridge Mall	Lawrence Township	New Jersey	08648	(609) 799-5500
142	Mays Landing Treats, Inc.	4403 Black Horse Pike, Space 2126	Mays Landing	New Jersey	08330	(609) 383-3400
104276	Pretzel New Brunswick LLC	130 Easton Avenue	New Brunswick	New Jersey	08901	(856) 535-3856
104114	All for Him LLC	1078 Boardwalk	Ocean City	New Jersey	08226	(856) 217-1967
105470	2 Sweet of NJ Inc.	One Garden State Plaza	Paramus	New Jersey	07652	201.734.0004
7003	Mikinyko, LLC	Rt. 80 & Mt. Hope Avenue	Rockaway	New Jersey	07866	(973) 989-1050
105391	Anytime Delights 3 LLC	675 New County Rd	Secaucus	New Jersey	07094	315 -713- 3782
105193	A & A Sweets LLC	1389 Queen Anne Road	Teaneck	New Jersey	07666	201-487-7600
104544	Three Angels Pretzels of Tinton Falls Incorporated	One Premium Outlets Blvd	Tinton Falls	New Jersey	07753	732.647.0033
2637	Fresh Dining Concepts LLC	1201 Hooper Avenue	Toms River	New Jersey	08753	7327366838
7002	Fresh Dining Concepts LLC	3102 Willowbrook #E2	Wayne	New Jersey	07470	(973) 785-4007
106513	Andrew Tupitsyn	6003 Bergenline Ave.	West New York	New Jersey	07093	201-293-2219
106313	Babson Partners QSR AACB LLC	563 Northfield Avenue	West Orange	New Jersey	07052	9737612030
7008	Mahyan Limited Liability Company	Woodbridge Center Drive	Woodbridge	New Jersey	07095	(732) 634-7555
106907	Maverik, Inc.	2121 Yale Blvd SE	Albuquerque	New Mexico	87106	(505) 273-2756
6674	Pilot Travel Centers LLC	9911 Avalon Rd NW	Albuquerque	New Mexico	87105	(505) 831-2001
2614	Sandia Restaurants LLC	6001 San Mateo Blvd. Ste G5	Albuquerque	New Mexico	87109	(505) 881-6549
7201	Warrick-Lovato LLC	6600 Menaul Blvd NE	Albuquerque	New Mexico	87110	(505) 881-8044
104315	CalClo LLC	905 W Main Street	Artesia	New Mexico	88210	575-616-4600
3872	Mariposa Properties, Inc.	484 East 20th St.	Farmington	New Mexico	87401	(505) 327-2722
107439	Maverik, Inc.	4179 E Main St	Farmington	New Mexico	87402	(505) 629-1662
107597	Maverik, Inc.	2701 W Main Street	Farmington	New Mexico	87401	(505) 396-8840
6350	Pilot Travel Centers LLC	3710 West Carlsbad Way	Hobbs	New Mexico	88240	(575) 391-0120

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2043	S and F Holdings, LLC	1710 W. Joe Harvey Blvd.	Hobbs	New Mexico	88240	(575) 492-9852
101983	Pilot Travel Centers LLC	1 Giant Crossing	Jamestown	New Mexico	87347	(505) 722-6655
106962	Maverik, Inc.	4775 Mesa Grande Dr	Las Cruces	New Mexico	88012	(575) 288-2885
3660	Sandia Restaurants LLC	1701 Rio Rancho Drive	Rio Rancho	New Mexico	87124	(505) 891-3131
2448	C & G Elevated, LLC	2812 Suddeth Drive	Ruidoso	New Mexico	88345	(575) 257-9557
2310	Sandia Restaurants LLC	3401 Cerrillos Road	Santa Fe	New Mexico	87501	(505) 474-3711
100439	Pilot Travel Centers LLC	2464 Historic Route 66	Santa Rosa	New Mexico	88435	(575) 472-7200
104639	Pilot Travel Centers LLC	2021 S. Mountain Road	Tucumcari	New Mexico	88401	(575) 461-6590
101309	Hamza Warriach	1 Crossgates Mall Rd.	Albany	New York	12203	(518) 250-0996
102799	Hamza Warriach	131 Colonie Center	Albany	New York	12205	(518) 650-6539
104291	Applegreen NY Travel Plazas, LLC	447 I-90	Angola	New York	14006	888-288-7655
105583	Nidhi Preeti	3189A Steinway St.	Astoria	New York	11103	347-242-2237
103953	Apkay Corporation	1370 Metropolitan Avenue	Bronx	New York	10462	(347) 281-8085
106444	Chaouki Bouzayene, Xiu Hang Li	2166 White Plains Rd	Bronx	New York	10462	718-766-0016
102305	Fresh Dining Concepts LLC	2857 3rd Ave.	Bronx	New York	10455	(347) 963-9956
6563	Fresh Dining Concepts LLC	200 Baychester Avenue	Bronx	New York	10475	(718) 841-6611
104341	Mohammed Ali Razai	203 East Fordham Road	Bronx	New York	10458	646-667-9058
104155	374 Serinatee's Place LLC	374 Tompkins Avenue	Brooklyn	New York	11216	3473744909
105481	Altaf Masalawala, Muhammad Rizwan	1194 Fulton St.	Brooklyn	New York	11216	347.365.8874
103588	AUNTIEBON786 CORP.	1570 Flatbush Ave.	Brooklyn	New York	11210	(845) 310-4083
104687	CV-CB 48 FIFTH LLC	48 Fifth Ave.	Brooklyn	New York	11217	212.365.6542
105147	Delectable Delights LLC	403 86th St.	Brooklyn	New York	11209	718-535-0613
104964	Eddie's Ice Cream Corp.	424 Hoyt Street	Brooklyn	New York	11231	347-893-6391
104186	FOSTER ICE CREAM AND COFFEE INC.	715 Flatbush Avenue	Brooklyn	New York	11226	(718) 708-2500
104292	FOSTER ICE CREAM AND COFFEE INC.	1050 Coney Island Avenue	Brooklyn	New York	11230	7189023004
104681	Fresh Dining Concepts LLC	800 Broadway	Brooklyn	New York	11206	718-749-0257

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8208	Goldy Whadwa, Roozi Whadwa, Vinny Vig	5174 Kings Plaza	Brooklyn	New York	11234	(718) 692-3331
104042	J&R KOSHER LLC	1308 Kings Highway	Brooklyn	New York	11229	9177899738
104295	Mohammed Ali Razai, AKM Masud Hasan, Mustaque Ahmed, Bipul Saha	294 Utica Avenue	Brooklyn	New York	11213	347-240-4519
103341	Perfect Pretzels Inc.	Commissary: 424 Hoyt Street	Brooklyn	New York	11234	(818) 634-2449
104812	Perfect Pretzels Inc.	Commissary: 424 Hoyt Street	Brooklyn	New York	11231	3138501666
106616	Perfect Pretzels Inc.	424 Hoyt Street - Commisary Address	Brooklyn	New York	11231	888-288-7655
106057	RajPal Kaur	3694 Nostrand Ave.	Brooklyn	New York	11229	929-292-0035
104972	Umme Hafeez, Jehanzaib Gondal	509 Brighton Beach Ave.	Brooklyn	New York	11235	347-312-6977
105710	V & J Center, LLC	1 Walden Galleria	Buffalo	New York	14225	716-346-9688
104366	MUCKLASON ENTERPRISE INC	498 Red Apple Ct.	Central Valley	New York	10917	8459280791
106298	MUCKLASON ENTERPRISE INC	498 Red Apple Ct.	Central Valley	New York	10917	845-928-0791
105099	Fresh Dining Concepts LLC	90-15 Queens Blvd	Elmhurst	New York	11373	929.225.1397
8206	Fresh Dining Concepts LLC	90-15 Queens Blvd., Sp. 201-202	Elmhurst	New York	11373	(718) 592-7172
2532	Fresh Dining Concepts LLC	630 Old Country Road	Garden City	New York	11530	(516) 741-9100
105720	Fresh Dining Concepts LLC	730 Fulton Avenue	Hempstead	New York	11550	516.279.4121
104700	Deen Sweet Treats, LLC	205-03 Hillside Avenue	Hollis	New York	11423	718-304-1116
104678	Fresh Dining Concepts LLC	147-40 Archer Ave.	Jamaica	New York	11435	9297092653
4611	JCBONS INC	601-635 Harry L. Drive	Johnson City	New York	13790	(607) 797-2380
8203	Fresh Dining Concepts LLC	Route 25 & Route 347, Site A22	Lake Grove	New York	11755	(516) 366-4535
102442	Pilot Travel Centers LLC	107 Seventh North Street	Liverpool	New York	13088	3154240124
101337	Aaron Wood, Andrea Wood-Perez	1 Galleria Drive	Middletown	New York	10941	(845) 673-6860
104854	5253 LLC	430 E 14th St.	New York	New York	10009	646-375-0621
101824	664 Eighth Ave 156 LLC	664 8th Avenue	New York	New York	10036	(212) 764-1562
104688	CV-CB 301 Sixth LLC	301 6th Ave	New York	New York	10014	646-370-1200
103268	Fresh Dining Concepts LLC	688 Sixth Ave.	New York	New York	10011	6464905019

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104673	Fresh Dining Concepts LLC	1396 St. Nicholas Ave.	New York	New York	10033	201- 895-5487
106406	Padam Bajaj	732 7th Ave.	New York	New York	10018	646.678.4805
106259	Penn Cream Delight Inc.	2 Penn Plaza	New York	New York	10121	646-449-8079
103339	Rackson Restaurants LLC	106 Liberty Street	New York	New York	10006	(917) 338-1887
103340	Rackson Restaurants LLC	1313 Broadway	New York	New York	10001	(917) 512-6975
101992	Pilot Travel Centers LLC	239 Route NY-17K	Newburgh	New York	12550	(845) 567-1722
105711	V & J Center, LLC	1900 Military Road	Niagara Falls	New York	14304	4143659003
104550	Sweet 168 Inc.	58-24 Myrtle Avenue	Ridgewood	New York	11385	(718) 386-2258
102841	TAKE TOO INC.	1320 Tanger Mall Drive	Riverhead	New York	11901	(631) 774-5155
104617	Ghost Kitchens America Inc.	2150 Chili Ave	Rochester	New York	14624	(585) 685-1116
103015	BC 2017 CORP	2655 Richmond Ave.	Staten Island	New York	10314	(917) 742-1168
101310	Hamza Warriach	9090 Destiny USA Drive	Syracuse	New York	13204	(315) 471-7202
8202	Fresh Dining Concepts LLC	1122 Green Acres Mall #71	Valley Stream	New York	11581	(516) 561-9887
101312	CB Palisades LLC	1000 Palisades Center Dr.	West Nyack	New York	10994	(914) 278-0980
1357	Prema Vig, Roozi Whadwa, Goldy Whadwa	6-A Mall Walk	Yonkers	New York	10704	(914) 969-6100
106134	Yellow Canoe, LLC	906 U. S. Highway 64 West	Apex	North Carolina	27523	919-462-9481
9074	Ewing-Dunn, Inc.	Concourse A	Charlotte	North Carolina	28219	(704) 359-4610
8806	Host International, Inc.	Cinnabon Main Atrium	Charlotte	North Carolina	28208	(704) 359-4456
104958	SE Co-Brand Ventures, LLC	4400 Sharon Rd	Charlotte	North Carolina	28211	704.364.9933
9983	Six Flags Entertainment Corporation	14523 Carowinds Blvd.	Charlotte	North Carolina	28273	(704) 588-5000
104094	Yummy Tummy Charlotte LLC	5506 New Fashion Way	Charlotte	North Carolina	28278	(704) 503-9992
8104	Richard's Buns, Inc.	8111 Concord Mills Blvd.	Concord	North Carolina	28027	(704) 979-1900
106299	ARAMARK Food and Support Services Group, Inc.	560 Nelson Street	Durham	North Carolina	27701	984-245-4650
6514	Vincent Au Yeung	6910 Fayetteville Road	Durham	North Carolina	27713	(919) 908-1128

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6110	Vincent Au Yeung	419 Cross Creek Mall	Fayetteville	North Carolina	28303	(917) 292-8891
3374	J. Franklin, LLC	3735 East Franklin Blvd.	Gastonia	North Carolina	28056	(704) 824-3611
102176	CB Four Seasons Inc.	410 Four Seasons Town Centre	Greensboro	North Carolina	27407	(336) 895-4872
105011	Amit Sehgal	375 Western Blvd	Jacksonville	North Carolina	28546	910-335-5111
6667	Pilot Travel Centers LLC	1342 Trollingwood Rd	Mebane	North Carolina	27302	(919) 563-4999
103987	Woodcock Investments, Inc.	3335 Dr. M L King, Jr. Blvd.	New Bern	North Carolina	28562	(252) 638-2508
102413	SE Co-Brand Ventures, LLC	11025 Carolina Place Parkway	Pineville	North Carolina	28134	(980) 335-0353
104583	Stephanie Williams	4325 Glenwood Ave	Raleigh	North Carolina	27612	(919) 917-2090
105297	Stephanie Williams	Hubb Kitchen (Commissary Address)	Raleigh	North Carolina	27610	888-288-7655
104122	Vincent Au Yeung	5959 Triangle Town Blvd	Raleigh	North Carolina	27616	(919) 390-2788
5159	Vincent Au Yeung	4325 Glenwood Avenue	Raleigh	North Carolina	27615	(919) 322-5995
8101	Richard's Buns, Inc.	1148 Hanes Mall	Winston-Salem	North Carolina	27103	(336) 765-2788
104070	DSE INVESTMENTS, LLC	4510 19th Ave. S	Fargo	North Dakota	58103	7015514020
4893	Pilot Travel Centers LLC	3150 39th. St.	Fargo	North Dakota	58102	(701) 282-7766
6675	Pilot Travel Centers LLC	3800 US 2	Minot	North Dakota	58701	(701) 839-5061
101924	H & H Enterprises, Inc.	620 Mitchell Ave North	Steele	North Dakota	58482	7014752274
106108	LVP Food Service Concept LLC	13553 64th St NW	Williston	North Dakota	58801	701-641-1393
101613	Beachwood Foods Inc.	26300 Cedar Rd. #5540	Beachwood	Ohio	44122	(216) 223-7738
3702	Pankaj Pat Jadav	2727 Fairfield Commons #W221	Beavercreek	Ohio	45431	(937) 429-9199
5203	Pilot Travel Centers LLC	66377 Belmont-Morristown Road	Belmont	Ohio	43718	(740) 782-0198
107060	Compass Group USA, Inc.	Bowen Thompson Student Union	Bowling Green	Ohio	43402	888-288-7655
6351	Pilot Travel Centers LLC	10048 Avon Lake Road	Burbank	Ohio	44214	(330) 948-4571

Franchisee #	Franchisee	Address	City	State	Zip	Phone
5201	Pilot Travel Centers LLC	2330 Faircrest Street	Canton	Ohio	44706	(330) 484-3965
5202	Pilot Travel Centers LLC	1111 East Main Street	Chillicothe	Ohio	45601	(740) 772-2309
104255	Khaled Ghuneim	271 Calhoun Street	Cincinnati	Ohio	45219	5138348243
105734	SM Baking Inc	7875 Montgomery Road	Cincinnati	Ohio	45236	513-293-7878
105983	Epoch Five Enterprises LLC	5300 Riverside Dr.	Cleveland	Ohio	44135	888-288-7655
3787	Epoch Five Enterprises LLC	5300 Riverside Dr. Space MT-280	Cleveland	Ohio	44135	(216) 230-2381
105304	Buckeye Pretzels Inc.	1619 N High Street	Columbus	Ohio	43201	614.525.0000
5955	CKC Capital LLC	160 Easton Town Center	Columbus	Ohio	43219	(614) 496-2630
102544	Polaris Foods Inc.	1500 Polaris Parkway	Columbus	Ohio	43240	6144681223
102545	Dayton Eatery Inc.	2700 Miamisburg Centerville Rd,	Dayton	Ohio	45459	9375670262
103186	CKC Capital LLC	5043 Tuttle Crossing Blvd	Dublin	Ohio	43016	(614) 448-6611
102436	Pilot Travel Centers LLC	2226 North Main Street	Hubbard	Ohio	44425	(330) 534-3774
100579	Pilot Travel Centers LLC	9935 SR 41	Jeffersonville	Ohio	43128	(740) 426-9136
5008	Pilot Travel Centers LLC	3140 State Road 350	Lebanon	Ohio	45036	(513) 933-0315
104037	JIYA ENTERPRISE, INC.	7100 Foundry Row	Liberty Township	Ohio	45069	(904) 729-8074
61	CKC Capital LLC	2400 Elida Road	Lima	Ohio	45805	(567) 371-3154
100581	Pilot Travel Centers LLC	1365 SR 42 NE	London	Ohio	43140	(614) 879-4128
1275	Six Flags Entertainment Corporation	6300 Kings Island Drive	Mason	Ohio	45040	(513) 754-5800
3531	RUKIEH ENTERPRISES, LLC	1419 Reynolds Road	Maumee	Ohio	43537	(419) 893-9266
104971	Pilot Travel Centers LLC	5219 Brecksville Rd	Richfield	Ohio	44141	(330) 659-2020
6825	Six Flags Entertainment Corporation	One Cedar Point Drive	Sandusky	Ohio	44870	(419) 627-2175
100236	Sally Saad	500 Southpark Center	Strongsville	Ohio	44136	7247132333
107145	Bravo Ventures LLC	5001 Monroe Street	Toledo	Ohio	43623	419-847-1472
4896	Pilot Travel Centers LLC	175 Northwoods Blvd.	Vandalia	Ohio	45377	(937) 264-5820
6354	Pilot Travel Centers LLC	1954 S. MIssissippi Avenue	Atoka	Oklahoma	74525	(580) 364-0232
104792	The Choctaw Nation of Oklahoma	4216 US-69	Durant	Oklahoma	74701	5803800249
100226	SKS Partners IV LLC	628 W. Danforth	Edmond	Oklahoma	73003	(405) 696-0500

Franchisee #	Franchisee	Address	City	State	Zip	Phone
102171	SKS PARTNERS V LLC	3314 S. Broadway	Edmond	Oklahoma	73103	(405) 471-5799
2436	DLJ Foods 2, LLC	2400 S. Air Depot	Midwest City	Oklahoma	73110	(405) 455-5989
2446	DLJ Foods, Inc	627 SW 19th Street	Moore	Oklahoma	73160	(405) 703-8400
100438	Pilot Travel Centers LLC	3000 North 32nd Street	Muskogee	Oklahoma	74401	(918) 686-7856
101292	KANTHI RESTAURANT GROUP LLC	737 East State Highway 152	Mustang	Oklahoma	73064	678-799-7415
101509	DLJ Foods 7, LLC	1000 E. Alameda Street	Norman	Oklahoma	73071	(325) 428-7144
105630	HMR Pretzel, L.L.C.	1901 Northwest Expressway	Oklahoma City	Oklahoma	73118	405-697-1229
101294	KANTHI RESTAURANT GROUP LLC	4020 N. Kickapoo St.	Shawnee	Oklahoma	74804	(405) 226-3571
6815	Pilot Travel Centers LLC	16600 West South Ave.	Tonkawa	Oklahoma	74653	(580) 628-2934
106322	DN TUL, LLC	7777 Airport Drive	Tulsa	Oklahoma	74115	918-613-3378
105863	Sodexo Operations, LLC	Armand Hammer Alumni Student Center - Oral Roberts University	Tulsa	Oklahoma	74171	918-495-6984
101293	KANTHI RESTAURANT GROUP LLC	12860 NW 10th St.	Yukon	Oklahoma	73099	(405) 722-3279
5009	Pilot Travel Centers LLC	12334 Ehlen Road	Aurora	Oregon	97002	(503) 678-1262
106862	Maverik, Inc.	1520 Campbell St	Baker City	Oregon	97814	(541) 523-1640
106863	Maverik, Inc.	42582 Old Best Frontage Rd	Baker City	Oregon	97814	(541) 393-2757
2145	John Luhmann	62080 N. E. 27th Street	Bend	Oregon	97701	(541) 317-5980
6671	Pilot Travel Centers LLC	91485 Biggs Rufus Highway	Biggs Juncton (Wasco)	Oregon	97065	(541) 739-2174
6353	Pilot Travel Centers LLC	4220 Brooklake Road	Brooks	Oregon	97305	(503) 463-1114
6352	Pilot Travel Centers LLC	1600 East Pine Street	Central Point	Oregon	97502	(541) 644-7001
23	Modern Food Services, Inc.	12 Valley River Center	Eugene	Oregon	97401	(541) 485-8696
8301	The Cinnamon Bums, Inc.	12000 SE 82nd Ave. Suite #2181	Happy Valley	Oregon	97086	(503) 659-9701
105764	South Hillsboro Sweet and Cold, LLC	3631 SE Cornelius Pass Road	Hillsboro	Oregon	97123	503.453.1015
101984	Pilot Travel Centers LLC	800 John Long Road	Oakland	Oregon	97462	(541) 849-2133
106487	Lal Sidhu	3150 Aviation Drive	Roseburg	Oregon	97470	888-288-7655
106489	Lal Sidhu	4601 Silverton Rd NE	Salem	Oregon	97305	888-288-7655
6591	Pilot Travel Centers LLC	2115 Hiway 395	Stanfield	Oregon	97875	(541) 449-1403

Franchisee #	Franchisee	Address	City	State	Zip	Phone
8302	The Cinnamon Bums, Inc.	9473 SW Washington Sq. Rd	Tigard	Oregon	97223	(503) 620-6652
101510	KMI Associates Inc.	1001 N. Arney Road	Woodburn	Oregon	97071	(503) 981-0983
1344	Applegreen PA Welcome Centres LLC	5052 Cetronia Road	Allentown	Pennsylvania	18106	(610) 366-3872
1830	Six Flags Entertainment Corporation	3830 Dorney Park Road	Allentown	Pennsylvania	18104	(610) 391-7667
104277	GAD Brand, LLC	3506 Capital City Mall Drive	Camp Hill	Pennsylvania	17011	7179161061
105466	ARAMARK Educational Services, LLC	E 14th St	Chester	Pennsylvania	19013	610.499.4418
5034	Fresh Dining Concepts LLC	642 Millcreek Mall	Erie	Pennsylvania	16565	814-866-6161
6590	Pilot Travel Centers LLC	2210 Camp Swatara Road	Frystown	Pennsylvania	17067	(717) 933-4146
102853	Vincent Au Yeung	160 N. Gulph Road	King of Prussia	Pennsylvania	19406	(484) 806-5946
104542	Riddhi Siddhi Pestsy Inc.	5860 York Rd	Lahaska	Pennsylvania	18931	267-488-1927
7408	Bon Ventures LLC	106 Park City Center	Lancaster	Pennsylvania	17601	(717) 399-9855
102548	SN Snacks 2 Inc.	2300 E. Lincoln Hwy.	Langhorne	Pennsylvania	19047	(267) 566-1443
100634	Pilot Travel Centers LLC	5868 Nittany Valley Drive	Mill Hall	Pennsylvania	17751	570-726-7618
101516	SBM Kyrillos LLC	1455 Franklin Mills Circle	Philadelphia	Pennsylvania	19154	2677073267
146	Tate & Thibodeaux Associates LLC	1101 Market Street	Philadelphia	Pennsylvania	19107	(215) 592-8551
105181	Three Angels of University City, Inc.	3400 Lancaster Avenue	Philadelphia	Pennsylvania	19104	267.969.5259
102621	Fresh Dining Concepts LLC	100 Robinson Ctr Dr	Pittsburgh	Pennsylvania	15205	(412) 788-1888
105672	Gad Brand of Ross Park LLC	1000 Ross Park Drive, Unit VC13	Pittsburgh	Pennsylvania	15237	412.318.4367
106091	Gad Brand of South Hills LLC	301 South Hills Village	Pittsburgh	Pennsylvania	15241	412-735-1658
3831	TWISTED SKY HIGH, Inc.	1000 Airport Blvd.	Pittsburgh	Pennsylvania	15231	412-472-0333
6589	Pilot Travel Centers LLC	2010 New Castle Road	Portersville	Pennsylvania	16051	(724) 368-3028
101893	Bestbons, LLC	100 Viewmont Dr.	Scranton	Pennsylvania	18508	(570) 344-7868
5030	FIVE POINT CONCESSIONS, LLC	One Susquehanna Valley Mall Drive	Selinsgrove	Pennsylvania	17870	570-374-0368
105774	Springfield Ventures, LLC	1250 Baltimore Pike, Space U24	Springfield	Pennsylvania	19064	484-440-2020
103199	Three Angels Pretzels of Tannersville Inc.	1000 Premium Outlets Drive	Tannersville	Pennsylvania	18372	(732) 735-1367

Franchisee #	Franchisee	Address	City	State	Zip	Phone
105032	Fresh Dining Concepts LLC	54 S. 69th Street	Upper Darby	Pennsylvania	19082	2674530980
153	KARMAS3 LLC	250 Lehigh Valley Mall	Whitehall	Pennsylvania	18052	(610) 264-5111
101679	Joseph Mazzarella	29 Wyoming Valley Mall	Wilkes-Barre	Pennsylvania	18702	(570) 825-5380
102854	PWAM Ventures LLC	2500 W. Moreland Road	Willow Grove	Pennsylvania	19090	(267) 715-2305
105757	J Will Pretzels III, Inc.	One Providence Place	Providence	Rhode Island	02903	401-862-3916
3611	Rubicon Ventures I, LLC	603 East Greenville St.	Anderson	South Carolina	29621	(864) 226-1346
6356	Pilot Travel Centers LLC	3008 Highway 321	Cayce	South Carolina	29033	(803) 739-2921
6865	Blue Water Stores, LLC	1740 Bees Ferry Road	Charleston	South Carolina	29414	(843) 973-8377
107166	DNC Charleston Concession Services, LLC	5500 International Blvd.	Charleston	South Carolina	29418	843.767.0533
102411	SE Co-Brand Ventures, LLC	100 Columbiana Circle	Columbia	South Carolina	29212	803-655-1868
6357	Pilot Travel Centers LLC	2015 West Lucas Street	Florence	South Carolina	29501	(843) 662-2646
102410	SE Co-Brand Ventures, LLC	700 Haywood Road	Greenville	South Carolina	29607	(864) 213-1004
2564	Carolina Expressions, Ltd.	103 Old Boiling Springs Road	Greer	South Carolina	29650	(864) 234-1449
104656	Monique Frazier, Kenneth Frazier	420 The Parkway	Greer	South Carolina	29650	(843) 815-4285
6859	Blue Water Stores, LLC	1325 Bowman Rd (DRN)	Mt. Pleasant	South Carolina	29464	(843) 795-6910
102477	MSE Branded Foods of South Carolina, LLC	1100 Jetport Rd.	Myrtle Beach	South Carolina	29577	(843) 504-9737
102619	MSE Branded Foods of South Carolina, LLC	1100 Jetport Road	Myrtle Beach	South Carolina	29577	(843) 448-1598
102620	MSE Branded Foods of South Carolina, LLC	1100 Jetport Road	Myrtle Beach	South Carolina	29577	(843) 448-1589
100233	SE Co-Brand Ventures, LLC	2000 Coastal Grand Circle, K-2	Myrtle Beach	South Carolina	29577	(843) 839-3301
100134	Sweet Treats of Northwoods Mall LLC	2150 Northwoods Mall	North Charleston	South Carolina	29406	(770) 680-8451

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4897	Pilot Travel Centers LLC	2435 Mount Holly Road	Rock Hill	South Carolina	29730	(803) 328-5700
106055	CAROLINA EXPRESSIONS ANDERSON, LTD	1598 Sandifer Blvd.	Seneca	South Carolina	29678	864-885-9800
103179	Sugar-Shock Soldier, LLC	1006 Tyger Lake Road	Spartanburg	South Carolina	29301	(864) 439-0572
6659	Pilot Travel Centers LLC	113 Motel Drive	St. George	South Carolina	29477	(843) 563-8989
6860	Edgar Buck	1675 State Road	Summerville	South Carolina	29486	(843) 900-9182
103180	Sugar-Shock Soldier, LLC	1600 E. Alexander Love Hwy	York	South Carolina	29745	(803) 684-5575
101922	H & H Enterprises, Inc.	47051 SD Hwy 50	Burbank	South Dakota	57010	7125773601
105953	H & H Enterprises, Inc.	27638 US Hwy 385	Hot Springs	South Dakota	57747	7125773601
105952	Sky Dine, Inc.	4550 Terminal Road	Rapid City	South Dakota	57703	6055216686
103187	Cinnaroll Empire, Inc.	5000 W Empire Place	Sioux Falls	South Dakota	57106	(605) 271-2900
6041	Pilot Travel Centers LLC	5201 Granite Lane @ I-29 Exit 83	Sioux Falls	South Dakota	57107	(605) 977-1438
104859	Sky Dine, Inc.	2801 N Jaycee Ln	Sioux Falls	South Dakota	57104	6055216686
101923	H & H Enterprises, Inc.	45789 US Hwy 12	Summit	South Dakota	57266	7125773601
102331	Tony Constant, Kimberly Constant	2801 Wilma Rudolph Blvd.	Clarksville	Tennessee	37040	9312182277
6347	Pilot Travel Centers LLC	2449 Genesis Road	Crossville	Tennessee	38571	(931) 787-1901
6816	Pilot Travel Centers LLC	2320 Highway 46 South	Dickson	Tennessee	37055	(615) 446-4600
3530	Cool Sandwiches, L.L.C.	1708 Galleria Blvd.	Franklin	Tennessee	37064	(615) 778-0100
100823	SE Co-Brand Ventures, LLC	762 Parkway, Suite 2	Gatlinburg	Tennessee	37738	8652661970
6358	Pilot Travel Centers LLC	15559 Highway 13 South	Hurricane Mills	Tennessee	37078	(931) 296-7180
6665	Pilot Travel Centers LLC	30 Sand Pebble Road	Jackson	Tennessee	38305	(731) 422-5545
2075	Host International, Inc.	2055 Alcoa Highway Alcoa	Knoxville	Tennessee	37701	(865) 342-2969
3496	Pilot Travel Centers LLC	7210 Straw Plains Pike	Knoxville	Tennessee	37914	(865) 544-1067
3497	Pilot Travel Centers LLC	800 Watt Rd.	Knoxville	Tennessee	37932	(865) 531-7400
102412	SE Co-Brand Ventures, LLC	7600 Kingston Pike	Knoxville	Tennessee	37919	(865) 315-5908
6042	Pilot Travel Centers LLC	921 Murfreesboro @ I-40 Exit 238	Lebanon	Tennessee	37090	615-453-8866

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104645	Pilot Travel Centers LLC	7530 Hwy. 222	Mason	Tennessee	38049	9013526561
6162	Og Na, Byung Na	4758 Poplar Avenue	Memphis	Tennessee	38117	(901) 763-0741
105931	Vijay Patel	4433 Veterans Parkway	Murfreesboro	Tennessee	37128	615-752-2025
102653	Sun N' Fun Enterprises, Inc.	2800 Opryland Drive	Nashville	Tennessee	37214	(727) 644-6277
102332	Tony Constant, Kimberly Constant	2126 Abbott Martin Road	Nashville	Tennessee	37215	(615) 622-6687
4902	Tony Constant, Kimberly Constant	336 Opry Mills Drive	Nashville	Tennessee	37214	(615) 290-5361
6179	Cinnapretz, LLC	131 The Island Drive Ste. 3104	Pigeon Forge	Tennessee	37863	(865) 286-7001
102414	SE Co-Brand Ventures, LLC	1645 Parkway Suite 960	Sevierville	Tennessee	37862	8655036001
6592	Pilot Travel Centers LLC	3624 Roy Messer Highway	White Pine	Tennessee	37890	(865) 674-8570
2168	T&C Hospitality, LLC	1018 N. Judge Ely Blvd	Abilene	Texas	79601	(325) 672-9500
6200	T&C Hospitality, LLC	4518 South 14th St.	Abilene	Texas	79605	(325) 695-2021
6561	Theodis Rolfe	3740 Beltline Road, Suite 117-A	Addison	Texas	75001	(972) 807-6793
100240	Albert Restaurant Group, LLC	502 West McDermott Drive	Allen	Texas	75013	(972) 396-7278
1105	Shreeji 1095, Inc	3440 Bell St., Ste. 322	Amarillo	Texas	79109	(806) 353-7859
2335	Shreeji 1096, Inc	1619 Kentucky Ste. 1350	Amarillo	Texas	79109	(806) 359-4445
6187	Shreeji 1441, Inc	1612 S. Ross St.	Amarillo	Texas	79102	(806) 374-5513
3501	DONUTCCINO, LLC.	3811 South Cooper Street # 2024	Arlington	Texas	76051	(817) 465-0030
105556	Six Flags Entertainment Corporation	2201 East Road To Six Flags	Arlington	Texas	76011	8176408900
6681	Robert Hurst	215 S. Palestine Street	Athens	Texas	75751	(903) 677-0202
101579	Michael Thomas, Joanne Thomas	8900 S. Congress Avenue	Austin	Texas	78748	(512) 382-0416
2329	PRB Enterprises, Inc.	492 State Highway 71 West	Bastrop	Texas	78602	(512) 332-2857
2793	Jin Hak Kim, Soo Kim	4010 Garth Road	Baytown	Texas	77521	(281) 420-1557
100485	Oasis 1405 Food, LLC	5490 N. Hwy. 146	Baytown	Texas	77523	(281) 918-0230
100419	Pilot Travel Centers LLC	525 1st St.	Beasley	Texas	77471	(979) 387-2110
1588	Lily's Creations TE, LLC	1012 East 2nd Avenue	Belton	Texas	76513	(254) 939-8300
101496	VEGA NORTH ENTERPRISES LLC	1445 S. Main Street	Boerne	Texas	78006	830-331-7424

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2534	MIKMIL, Inc.	2606 Hwy 36 South	Brenham	Texas	77833	(979) 421-6340
102302	Ednel, Inc.	919 North Fisk	Brownwood	Texas	76801	(325) 643-6661
3621	7-Eleven, Inc.	125 N. FM 1626	Buda	Texas	78610	(512) 295-0247
100420	Pilot Travel Centers LLC	2605 West Commerce Street	Buffalo	Texas	75110	(903) 322-9034
3730	DMFH Restaurant Enterprises LLC	705 SE Wilshire Boulevard	Burleson	Texas	76028	(817) 295-5606
100863	Robert Hurst	17279 Interstate 20 Service Road	Canton	Texas	75103	(903) 567-5000
101571	HMR Pretzel, L.L.C.	7051 S. Desert Blvd.	Canutillo	Texas	79835	(915) 308-5996
6188	Shreeji 1323, Inc	901 S. 23rd	Canyon	Texas	79105	(806) 655-2867
2257	JPRIETO HOSPITALITY LLC	207 East FM Road 1382	Cedar Hill	Texas	75104	(972) 293-1500
103212	Mardana LLC	3101 E. Whitestone Blvd.	Cedar Park	Texas	78613	(512) 456-7878
100337	Pilot Travel Centers LLC	102 South Sheldon Road	Channelview	Texas	77530	(281) 457-1435
6817	Pilot Travel Centers LLC	2301 Avenue F NW	Childress	Texas	79201	(940) 937-8769
2667	JPRIETO HOSPITALITY LLC	1216 W. Henderson	Cleburne	Texas	76033	(817) 645-6677
2738	DMFH Restaurant Enterprises LLC	135 S. Denton Tap Road	Coppell	Texas	75019	(972) 393-3233
2476	Lily's Creations TE, LLC	#80 Cove Terrace	Copperas Cove	Texas	76522	(254) 542-1107
102518	BLG Deli, Ltd.	5805 Weber Road	Corpus Christi	Texas	78415	(361) 855-7011
103182	BLG Deli, Ltd.	5630 Saratoga Blvd.	Corpus Christi	Texas	78414	(361) 444-5740
4906	BLG Deli, Ltd.	4218 South Alameda	Corpus Christi	Texas	78412	(361) 992-2850
3777	William Graven, II	11326 Leopard Street	Corpus Christi	Texas	78410	(361) 241-4444
2535	Cagnon Cuisine, LLC	3101 Mountain Drive	Corsicana	Texas	75109	(903) 641-2867
5204	Pilot Travel Centers LLC	921 N. IH 35 @ I-35 Exit 69 (NWQ)	Cotulla	Texas	78014	(830) 879-5363
106131	CORRAL INTERESTS LLC	10660 FM 1960 W.	Cypress	Texas	77070	281-758-3999
100321	KRMIL, INC	20521 Cypresswood Drive	Cypress	Texas	77433	(281) 758-3999
2285	Albert Restaurant Group, LLC	3903 Gaston Avenue	Dallas	Texas	75077	(214) 461-2638
2391	Albert Restaurant Group, LLC	8235 North Stemmons Freeway	Dallas	Texas	75247	(214) 630-9944
6136	MAMRE Inc.	3335 W. Wheatland Road	Dallas	Texas	75237	(214) 339-9784
3803	Shreeji 3801, Inc.	19160 Preston Road	Dallas	Texas	75252	(972) 996-1152
101581	Texas Pretzels, Inc.	13350 Dallas Pkwy. Ste. 3425	Dallas	Texas	75240	(940) 455-7241

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106271	TKFTX Enterprises LLC	15220 Montfort Drive	Dallas	Texas	75248	888-288-7655
2735	Albert Restaurant Group, LLC	416 W. University Drive	Denton	Texas	76201	(940) 565-1900
103426	LOTZAPAN, LLC	1704 W. University Blvd.	Edinburg	Texas	78539	(956) 994-9966
103386	Fresquez Concessions, Inc.	6701 Conair Road	El Paso	Texas	79925	(915) 779-7900
866	HMR Pretzels, LLC	8401 Gateway West	El Paso	Texas	79925	(915) 257-7896
101238	TCB II Restaurant Management, LLC	3261 Joe Battle Blvd.	El Paso	Texas	79936	(915) 591-1389
6813	PRB Enterprises, Inc.	1131 Hwy 290 E	Elgin	Texas	78621	(512) 285-2867
101313	Road Ranger, L.L.C.	45 East Texas State Highway 44	Encinal	Texas	78019	815-977-7374
101456	Sichem, Inc.	400 N. I-45, Suite 100	Ennis	Texas	75119	(469) 881-1011
2726	Albert Restaurant Group, LLC	2830 Hwy 121	Euless	Texas	76039-4074	(817) 399-8100
2349	Van Scoit Group, L.L.C.	2323 West Airport Freeway	Euless	Texas	76040	(817) 640-1011
101240	Van Scoit Services LLC	13881 Midway Road #101	Farmers Branch	Texas	75244	(972) 239-8002
1298	Albert Restaurant Group, LLC	3851 Long Prairie Road	Flower Mound	Texas	75022	(972) 899-8130
3728	DMFH Restaurant Enterprises LLC	3530 North West Center Drive	Fort Worth	Texas	76135	(817) 882-6885
6690	Pilot Travel Centers LLC	2571 N. Front Street	Fort Stockton	Texas	79735	(432) 336-3410
3403	DMFH Restaurant Enterprises LLC	6000 Camp Bowie Blvd.,	Fort Worth	Texas	76116	(817) 732-3021
2256	JPRIETO HOSPITALITY LLC	3216 S.E. Loop 820	Fort Worth	Texas	76140	(817) 551-7733
2307	JPRIETO HOSPITALITY LLC	1548 Eastchase Parkway	Fort Worth	Texas	76120	(817) 861-6900
3612	New Alliance Restaurants, LLC	2410 Westport Parkway	Fort Worth	Texas	76177	(817) 439-1919
3397	FIYI DEVELOPMENT, INC.	109 East Parkwood	Friendswood	Texas	77546	(281) 996-5483
186	Piltzmaker Development Group, LLC	500 Baybrook, #1080	Friendswood	Texas	77546	(281) 286-2276
100241	Albert Restaurant Group, LLC	3887 Preston Road	Frisco	Texas	75034	(972) 731-8780
3663	Dual Concepts, LLC	1613 Pleasonton Road, Suite 8-108, Ft. Bliss TX	Ft. Bliss	Texas	79906	(915) 298-1001
2732	Sichem, Inc.	201 N. Interstate 35	Gainesville	Texas	76240	(940) 668-0997
100305	Refectio LLC	2705 61st Street, Suite H	Galveston	Texas	77551	(832) 582-8854

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106272	TKFTX Enterprises LLC	5302 N. Garland Avenue	Garland	Texas	75040	214-501-3351
101987	Pilot Travel Centers LLC	4066 US-59	George West	Texas	78022	3614491420
2838	Denshele LLC	601 S. IH 35	Georgetown	Texas	78626	(512) 868-1244
100898	DMFH Restaurant Enterprises LLC	720 U.S. Highway 271 N.	Gilmer	Texas	75644	(903) 680-3354
1739	JPRIETO HOSPITALITY LLC	1100 Water Edge Drive	Granbury	Texas	76048	(817) 573-9909
1742	JPRIETO HOSPITALITY LLC	2519 West I-20	Grand Prairie	Texas	75052	(972) 623-9700
2348	Van Scoit Group, L.L.C.	2035 N. Highway 360	Grand Prairie	Texas	75050	(817) 640-1011
102652	Sun N' Fun Enterprises, Inc.	1501 Gaylord Trail	Grapevine	Texas	76051	(727) 644-6277
101580	Texas CBon Inc.	3000 Grapevine Mills Parkway	Grapevine	Texas	76051	(972) 317-1521
4999	Pramukh Vandan, Inc.	6834 South Wesley	Greenville	Texas	75402	(903) 454-6164
2450	Lily's Creations TE, LLC	103 West Central Texas Expressway	Harker Heights	Texas	76548	(254) 680-2869
100861	DMFH Restaurant Enterprises LLC	419 U.S. Highway 79 South	Henderson	Texas	75654	(903) 722-2053
102524	GENCO VENTURES, LLC	237 Frontage Road	Henrietta	Texas	76365	(214) 517-2000
1565	Cagnon Marketing International, Inc.	200 IH 35 N.W.	Hillsboro	Texas	76645	(254) 582-5155
3440	3TEXAN GROUP LLC	815 Walker Street #T-26	Houston	Texas	77002	(713) 225-3354
4846	AWCI, LLC	9746 Katy Freeway Suite 700	Houston	Texas	77055	(713) 467-6565
6167	FIYI DEVELOPMENT, INC.	12720 Featherwood	Houston	Texas	77034	(281) 484-7600
100252	Hannah & Peige Siriwardane Company LLC	12142 Greenspoint Dr.	Houston	Texas	77060	(832) 446-6073
3852	HAPPY SANDWICH LLC	14510 Memorial Dr.	Houston	Texas	77079	(281) 493-9778
100220	IDAD, Inc.	IAH - Bush Intercontinental Airport 3950 S Terminal Road #32 Terminal E	Houston	Texas	77032	(281) 209-1600
102661	IDAD, Inc.	5885 Gulf Frwy.	Houston	Texas	77591	(281) 337-1071
5118	Jessica Ahn, Leah Ahn, Soonhee Ahn	4001 Richmond Ave. Suite A	Houston	Texas	77027	(713) 661-6852
4989	KayLinh Inc.	8254 Highway 6 North	Houston	Texas	77095	(281) 550-1734
100520	LVP Food Service Concept LLC	1104 N. Sam Houston Parkway East	Houston	Texas	77032	(281) 227-1465
102172	ME & J Investment, LLC	1521 Bay Area Blvd.	Houston	Texas	77058	(281) 488-7934

Franchisee #	Franchisee	Address	City	State	Zip	Phone
4955	Neward Phan	8751 Highway 6 South, Suite Z	Houston	Texas	77083	(281) 530-2345
3484	Pilot Travel Centers LLC	15919 North Freeway	Houston	Texas	77090	(281) 893-0423
104081	Piltzmaker Development Group, LLC	303 Memorial City Way	Houston	Texas	77024	(832) 742-5675
181	Piltzmaker Development Group, LLC	303 Memorial City Way, Space #519	Houston	Texas	77024	(713) 973-2072
4988	Refectio LLC	8200 S. Main St.	Houston	Texas	77025	(713) 665-0011
6370	RS FOODS LLC	6127 Westheimer Road	Houston	Texas	77057	(713) 974-2867
183	Tianhao Investment LLC	1198 Willowbrook Lane	Houston	Texas	77070	(281) 890-6660
1580	Torion Corporation LLC	5015 Westheimer, #1403	Houston	Texas	77056	(713) 871-1882
100866	Trisky, LLC	12230 W. Lake Houston Parkway	Houston	Texas	77044	(832) 233-1223
2673	YKC Deli Inc	76 Yale Street	Houston	Texas	77007	(713) 880-0505
6921	JPRIETO HOSPITALITY LLC	2860 Fort Worth Highway	Hudson Oaks	Texas	76087	(682) 350-9799
6026	Anil Mohammed, Riyaz (Roy) Maknojia	18228 Hwy. 59	Humble	Texas	77369	(832) 644-1466
6610	Dream Rolls, LLC	20131 Highway 59	Humble	Texas	77338	(281) 540-3556
2461	DMFH Restaurant Enterprises LLC	118 IH-45 South	Huntsville	Texas	77340	(936) 293-1900
100527	S & LSK INC	2520 N. Story Rd.	Irving	Texas	75062	(469) 281-9000
100860	Robert Hurst	1664 S Jackson St	Jacksonville	Texas	75766	(903) 339-3090
100254	Pilot Travel Centers LLC	2342 North Main Street	Junction	Texas	76849	(325) 446-2085
1555	YOOSON INC	502 S. Mason Road	Katy	Texas	77450	(281) 395-1001
102633	Albert Restaurant Group, LLC	380 E. Hwy. 175	Kaufman	Texas	75142	(972) 962-1378
6927	Pharos Icebox LLC	1085 S. Main Street	Keller	Texas	76248	(817) 562-8825
5160	L.C. Wiginton, Incorporated	1423 Sidney Baker	Kerrville	Texas	78028	(830) 895-3354
102042	DMFH Restaurant Enterprises LLC	1211 North Kilgore St.	Kilgore	Texas	75662	(903) 218-0768
2638	Mariama Enterprise Corporation	1263 Kingwood Drive	Kingwood	Texas	77339	(281) 358-2867
3622	7-Eleven, Inc.	19350 Interstate Highway 35 South	Kyle	Texas	78640	(512) 262-7267
2674	LP Buns LLC	8920 Spencer Highway Suite F	La Porte	Texas	77571	(281) 479-2000
101314	Road Ranger, L.L.C.	6615 North IH-35	Lacy Lakeview	Texas	76705	(815) 977-7865

Franchisee #	Franchisee	Address	City	State	Zip	Phone
101515	PLUMERIA, LTD	1600 Water Street	Laredo	Texas	78040	(956) 391-2109
2585	Blind Date, Inc.	221 South FM 270	League City	Texas	77573	(281) 557-2444
2362	SK Fund LLC	1635 FM 646	League City	Texas	77073	(281) 337-4477
1583	DMFH Restaurant Enterprises LLC	450 E.Round Grove Road	Lewisville	Texas	75067	(972) 459-9000
100862	Robert Hurst	2805 S. Main Street	Lindale	Texas	75771	(903) 882-5689
6549	KUBA FOODS LLC	2691 Little Elm Parkway	Little Elm	Texas	75068	(214) 430-5070
100869	Chunilal Inc.	111 North Colorado St	Lockhart	Texas	78644	(512) 668-5298
106385	LORENA STORE LLC	12016 S. Interstate 35	Lorena	Texas	76655	254-655-5165
1247	Best Bunz, Inc.	3715 19th Street	Lubbock	Texas	79410	(806) 793-5542
101764	C&T Hospitality, LLC	6804 82nd Street	Lubbock	Texas	79424	(806) 701-4960
3664	DMFH Restaurant Enterprises LLC	4601 South Medford	Lufkin	Texas	75901	(936) 639-4900
100426	Pilot Travel Centers LLC	1920 E. Denman Ave.	Lufkin	Texas	75901	(936) 899-7101
100382	J. Walker Enterprises, LLC	295 County Lane Drive	Lumberton	Texas	77657	(409) 751-2131
2519	CORRAL INTERESTS LLC	6209 FM 1488, Ste. A	Magnolia	Texas	77354	(281) 259-7444
1771	JPRIETO HOSPITALITY LLC	2002 US Hwy 287 North	Mansfield	Texas	76063	817-453-3809
1548	R. E. Massey, Jr., Inc	2410 Highway 281	Marble Falls	Texas	78654	(830) 798-9333
100899	DMFH Restaurant Enterprises LLC	1600 East End Blvd. North	Marshall	Texas	75672	(903) 702-7997
103428	LOTZAPAN, LLC	2300 Nolana Avenue	McAllen	Texas	78504	956-253-0736
102257	RGV Indulgence, LLC	2200 S. 10th Street	McAllen	Texas	78503	(956) 391-2109
2727	Albert Restaurant Group, LLC	1521 W. University Drive	McKinney	Texas	75069	(469) 952-5806
100633	Pilot Travel Centers LLC	3302 Garden City Highway	Midland	Texas	79702	(432) 685-1296
3891	Thomas Distributing, Inc.	1109 Andrews Highway	Midland	Texas	79701	(432) 689-2867
946	Thomas Distributing, Inc.	5211 West Wadley, Suite #500	Midland	Texas	79707	(432) 683-9169
103432	LOTZAPAN, LLC	805 N. Shary Road	Mission	Texas	78572	956-253-0783
101575	DMFH Restaurant Enterprises LLC	1000 S. Jefferson Street	Mt. Pleasant	Texas	75455	(903) 717-8207
101334	DMFH Restaurant Enterprises LLC	350 W. FM 544	Murphy	Texas	75094	(469) 814-0390

Franchisee #	Franchisee	Address	City	State	Zip	Phone
101892	VEGA NORTH ENTERPRISES LLC	1037 South Walnut Ave.	New Braunfels	Texas	78130	(830) 629-2811
2676	VEGA NORTH ENTERPRISES LLC	1776 Independence Drive	New Braunfels	Texas	78132	(830) 625-2801
100864	WICHIN, LLC	12073 N. Grand Parkway East	New Caney	Texas	77357	(832) 233-1223
104612	DMFL Investments LLC	4101 E. 42nd Street	Odessa	Texas	79762	(432) 614-0562
1106	Mo-Buns, Inc.	5003 John Ben Sheppard Parkway	Odessa	Texas	79762	(432) 552-0110
102523	GENCO VENTURES, LLC	2350 W. Oak St.	Palestine	Texas	75801	(903) 723-1680
3658	Jung Kim, Hyunho Kim	9121 Broadway	Pearland	Texas	77584	(281) 997-6464
100242	Albert Restaurant Group, LLC	5045 Central Expressway	Plano	Texas	75023	(972) 424-1664
2022	Pramukh Ashish, Inc.	706 East Interstate 30	Rockwall	Texas	75063	(972) 772-7900
101179	SCH, LLC	2200 E. Palm Valley Blvd.	Round Rock	Texas	78665	(512) 953-5343
2059	Rave, Inc.	302 West Harris	San Angelo	Texas	76903	(325) 658-3354
105352	DDK Deli's LLC	5934 Bandera Road, # 321	San Antonio	Texas	78238	210-523-6666
3477	DDK Deli's LLC	11803 Blanco Road	San Antonio	Texas	78216	(210) 366-0383
105329	Fresh Dining Concepts LLC	9715 Potranco Road	San Antonio	Texas	78251	210.236.7386
2030	Jireh JorMan Ventures, LLC	12834 IH-10W	San Antonio	Texas	78249	(210) 558-3354
104693	PC-AA TX RIVERCENTER LLC	849 E. Commerce Street	San Antonio	Texas	78205	2105602065
6044	Pilot Travel Centers LLC	4105 Loop 1604 I-37, Exit 125	San Antonio	Texas	78264	(210) 626-9183
6335	Pritex Restaurants LLC	2514 Nacogdoches Road	San Antonio	Texas	78217	(210) 828-8635
107862	Sun N' Fun Enterprises, Inc.	23808 Resort Pkwy.	San Antonio	Texas	78261	888-288-7655
101333	VEGA NORTH ENTERPRISES LLC	25235 IH 10 West, Suite 101	San Antonio	Texas	78257	210-595-3220
2232	VEGA NORTH ENTERPRISES LLC	11010 W. FM 471, Suite 101	San Antonio	Texas	78253	210-688-2200
2284	VEGA NORTH ENTERPRISES LLC	8311 State Highway 151	San Antonio	Texas	78245	210-236-5268
2296	VEGA NORTH ENTERPRISES LLC	1530 North Loop 1604 East	San Antonio	Texas	78232	210-494-4217
6164	VEGA NORTH ENTERPRISES LLC	8534 Perrin -Beitel Road	San Antonio	Texas	78217	210-599-1138
3432	JT'S DELIS, INC.	17604 North IH 35	Schertz	Texas	78154	(210) 658-8224

Franchisee #	Franchisee	Address	City	State	Zip	Phone
100625	Pilot Travel Centers LLC	709 US Hwy. 77 N	Schulenburg	Texas	78956	(979) 743-2547
106386	LORENA STORE LLC	1120 FM 775	Seguin	Texas	78155	(210) 995-9558
2594	Donna Corporation	330 North Hwy 123 Bypass	Sequin	Texas	78155	(830) 379-1202
6247	CORRAL INTERESTS LLC	1620 Louetta Rd., Suite A	Spring	Texas	77388	(832) 585-1592
4967	GAERIM INC	20920 Kuykendahl, Suite # A	Spring	Texas	77379	(281) 907-7655
106777	VLLC L.L.C.	522 Sawdust Road	Spring	Texas	77380	281-419-6622
2593	Donna Corporation	20248 State Highway 46 West	Spring Branch	Texas	78070	(830) 980-6602
2462	Ba Ba LLC	15287 SW Freeway	Sugar Land	Texas	77478	(281) 565-2867
100828	Brothers Buns, Inc.	13590 University Blvd.	Sugar Land	Texas	77479	(281) 207-6019
5148	Tianhao Investment LLC	16535 Southwest Freeway, Ste. 1	Sugarland	Texas	77479	(281) 313-2438
100231	DMFH Restaurant Enterprises LLC	1050 Gilmer Street	Sulphur Springs	Texas	75482	(903) 919-5060
5205	Pilot Travel Centers LLC	1200 South Hillcrest	Sulphur Springs	Texas	75482	(903) 885-0020
1503	T&C Hospitality, LLC	204 South East Georgia Ave.	Sweetwater	Texas	79556	(325) 235-5000
2559	Lily's Creations TE, LLC	2668 S. 31st Street Suite A	Temple	Texas	76504	(254) 778-3400
2503	DMFH Restaurant Enterprises LLC	1610 State Highway 34 South	Terrell	Texas	75160	(469) 474-7316
6272	TXK Enterprises, LLC	3652 Richmond Road	Texarkana	Texas	75503	(903) 831-0036
3802	MILAN GINGER LLC	6360 North Josey Lane	The Colony	Texas	75056	(214) 469-1034
102167	Farooq Holdings, LLC	1201 Lake Woodlands Dr.	The Woodlands	Texas	77380	(832) 283-0887
2656	Mejores Amigos LLC	28431 Tomball Pkwy	Tomball	Texas	77375	(281) 357-5464
6662	Pilot Travel Centers LLC	6555 US Highway 385	Vega	Texas	79092	(806) 267-0011
102250	BLG Deli, Ltd.	4601 North Navarro	Victoria	Texas	77901	(361) 576-3201
1514	DMFH Restaurant Enterprises LLC	1508 IH 35	Waco	Texas	76706	(254) 714-0955
2194	DMFH Restaurant Enterprises LLC	621 North Valley Mills	Waco	Texas	76710	(254) 741-9288
3437	Van Scoit Services LLC	6237 Rufe Snow	Watauga	Texas	76148	(817) 581-6007
6223	Yogi Charan, Inc.	507 Highway 77 North	Waxahachie	Texas	75165	(972) 923-1818
103434	LOTZAPAN, LLC	1402 N. Westgate Drive	Weslaco	Texas	78599	(956) 614-0995
101307	Scott Hart	3916-B Kemp Blvd., Suite B	Wichita Falls	Texas	76308	(940) 691-4415

Franchisee #	Franchisee	Address	City	State	Zip	Phone
2520	CORRAL INTERESTS LLC	12709 I-45 North, Suite 600	Willis	Texas	77318	(936) 856-7100
100904	True Amici LLC	1605 Hewitt Drive	Woodway	Texas	76712	(904) 668-0997
101494	DMFH Restaurant Enterprises LLC	330 S. TX-78	Wylie	Texas	75098	(214) 882-3354
107532	Maverik, Inc.	5645 W Amelia Earhart Dr	Ameila Earhart	Utah	84116	(385) 386-3087
101187	Maverik, Inc.	1078 E State Road	American Fork	Utah	84003	3363173793
107546	Maverik, Inc.	1046 S 500 E	American Fork	Utah	84003	(385) 799-2333
105920	Maverik, Inc.	68 N. Grayson Pkwy.	Blanding	Utah	84511	3363173793
107513	Maverik, Inc.	13962 S Redwood Rd	Bluffdale	Utah	84065	(801) 253-0455
107446	Maverik, Inc.	1500 S Main St	Bountiful	Utah	84010	(801) 292-8375
107549	Maverik, Inc.	765 E Main St	Castledale	Utah	84513	(801) 649-3034
101198	Maverik, Inc.	444 East Hwy 91	Cedar City	Utah	84720	3363173793
105913	Maverik, Inc.	1405 S Main St	Cedar City	Utah	84720	3363173793
107462	Maverik, Inc.	220 N Airport Rd	Cedar City	Utah	84721	(435) 867-8715
107605	Maverik, Inc.	189 N Main Street	Cedar City	Utah	84720	(435) 523-4417
107508	Maverik, Inc.	1265 W Parrish Ln	Centerville	Utah	84014	(801) 292-2771
105904	Maverik, Inc.	1510 E. 700 S.	Clearfield	Utah	84015	3363173793
105906	Maverik, Inc.	985 W. 300 N.	Clearfield	Utah	84015	3363173793
107459	Maverik, Inc.	390 E 1700 S	Clearfield	Utah	84015	(801) 525-1878
107517	Maverik, Inc.	1011 E 700 S	Clearfield	Utah	84015	(801) 779-0902
107495	Maverik, Inc.	44 N Highway 6	Delta	Utah	84624	(435) 406-3328
101201	Maverik, Inc.	14814 S Minuteman Drive	Draper	Utah	84020	3363173793
105917	Maverik, Inc.	13551 S. 200 W.	Draper	Utah	84020	3363173793
107455	Maverik, Inc.	11415 S 700 E	Draper	Utah	84020	(801) 571-5684
107467	Maverik, Inc.	9217 N Ranches Pkwy	Eagle Mountain	Utah	84005	(801) 618-1331
107543	Maverik, Inc.	1595 E Eagle Mountain Blvd	Eagle Mountain	Utah	84005	(385) 314-3401
105918	Maverik, Inc.	5100 E. 2500 N.	Eden	Utah	84310	3363173793
105909	Maverik, Inc.	5245 W 9600 N	Elwood	Utah	84337	3363173793
105800	Maverik, Inc.	89 North Main Street	Ephraim	Utah	84627	3363173793

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107472	Maverik, Inc.	957 Shepard Ln	Farmington	Utah	84025	(801) 451-9160
107602	Maverik, Inc.	1172 West Park Lane	Farmington	Utah	84025	(385) 243-9695
107492	Maverik, Inc.	1874 W 2700 N	Farr West	Utah	84404	(801) 786-2127
101203	Maverik, Inc.	965 S Hwy 99	Fillmore	Utah	84631	3363173793
107469	Maverik, Inc.	825 E Main St	Grantsville	Utah	84029	(435) 884-6044
107544	Maverik, Inc.	1475 W Main St	Green River	Utah	84525	(435) 363-4138
107527	Maverik, Inc.	15 N Main St	Gunnison	Utah	84634	(435) 359-1993
101205	Maverik, Inc.	435 N. Main St.	Heber City	Utah	84032	3363173793
107550	Maverik, Inc.	5685 N Hwy 6	Helper	Utah	84526	(801) 692-0982
107449	Maverik, Inc.	191 N Main St	Huntington	Utah	84528	(435) 261-4233
107474	Maverik, Inc.	55 N 3400 W	Hurricane	Utah	84737	(435) 635-6838
107521	Maverik, Inc.	15 N State St	Hurricane	Utah	84737	(435) 635-1613
107497	Maverik, Inc.	675 W Hyde Park Ln	Hyde Park	Utah	84318	(435) 563-8668
106963	Maverik, Inc.	590 E 300 S	Kanab	Utah	83634	(435) 772-9858
107498	Maverik, Inc.	888 W 200 N	Kaysville	Utah	84037	(801) 593-1799
107483	Maverik, Inc.	460 N State St	Laverkin	Utah	84745	(435) 635-4658
107454	Maverik, Inc.	849 E Gordon Ave	Layton	Utah	84041	(801) 544-5276
107468	Maverik, Inc.	1455 E 3000 N	Layton	Utah	84040	(801) 771-7131
100585	Maverik, Inc.	3569 North Thanksgiving Way	Lehi	Utah	84043	3363173793
107516	Maverik, Inc.	1075 S 1100 W	Lehi	Utah	84043	(801) 768-0564
107522	Maverik, Inc.	2050 N 3600 W	Lehi	Utah	84043	(801) 438-6039
107540	Maverik, Inc.	2211 N 1200 W	Lehi	Utah	84043	(385) 208-4436
101207	Maverik, Inc.	304 South Main St	Logan	Utah	84321	3363173793
105919	Maverik, Inc.	790 E. 1400 N.	Logan	Utah	84341	3363173793
107504	Maverik, Inc.	1033 W 200 N	Logan	Utah	84321	(435) 753-9543
107523	Maverik, Inc.	303 S Main St	Logan	Utah	84321	(435) 753-9357
107524	Maverik, Inc.	2495 N Main St	Logan	Utah	84341	(435) 752-0296
107536	Maverik, Inc.	2435 S 8000 W	Magna	Utah	84044	(435) 236-3378
107528	Maverik, Inc.	1547 S 1600 W	Mapleton	Utah	84664	(385) 401-0240

Franchisee #	Franchisee	Address	City	State	Zip	Phone
105923	Maverik, Inc.	1332 W 12th St.	Marriott Slaterville	Utah	84404	3363173793
107466	Maverik, Inc.	509 N 2000 W	Marriott Slaterville	Utah	84404	(801) 732-2120
107559	Maverik, Inc.	1865 W 400 N	Marriott Slaterville	Utah	84404	(385) 380-3148
101210	Maverik, Inc.	7360 S. Union Park Ave	Midvale	Utah	84047	3363173793
107512	Maverik, Inc.	7148 S Bingham Junction Blvd	Midvale	Utah	84047	(801) 255-2303
107448	Maverik, Inc.	435 N Main St	Moab	Utah	84532	(435) 355-3463
107458	Maverik, Inc.	985 S HWY 191	Moab	Utah	84532	(435) 355-3573
107485	Maverik, Inc.	265 E Center St HWY 491	Monticello	Utah	84535	(435) 419-1002
107447	Maverik, Inc.	381 S State St	Mount Pleasant	Utah	84647	(435) 462-3433
101221	Maverik, Inc.	4506 South Commerce Drive	Murray	Utah	84107	3363173793
107554	Maverik, Inc.	530 E 4800 S	Murray	Utah	84123	(801) 269-0775
107475	Maverik, Inc.	2503 S 1500 E	Naples	Utah	84078	(435) 731-9256
107545	Maverik, Inc.	1582 S Main St	Nephi	Utah	84648	(435) 216-9848
107464	Maverik, Inc.	3090 S Main St	Nibley	Utah	84321	(435) 787-2151
107514	Maverik, Inc.	2535 N 400 E	North Ogden	Utah	84414	(801) 782-5361
107470	Maverik, Inc.	800 W Center St	North Salt Lake	Utah	84054	(801) 683-0846
107529	Maverik, Inc.	24 N Redwood Rd	North Salt Lake	Utah	84054	(801) 936-1132
107479	Maverik, Inc.	689 S Washington Blvd	Ogden	Utah	84404	(801) 392-0327
107490	Maverik, Inc.	2810 Washington Blvd	Ogden	Utah	84401	(801) 627-8025
3653	GRAK Concepts LLC	575 East University Parkway, Suite B-48	Orem	Utah	84097	3852412182
107473	Maverik, Inc.	833 N 1200 W	Orem	Utah	84057	(801) 225-5350
107510	Maverik, Inc.	1395 W 1600 N	Orem	Utah	84057	(801) 221-9445
107551	Maverik, Inc.	85 W 800 N	Orem	Utah	84057	(801) 981-4680
107553	Maverik, Inc.	1249 S Geneva Rd	Orem	Utah	84058	(385) 384-2432
107604	Maverik, Inc.	2190 W 200 S	Parowan	Utah	84761	(435) 599-7868
106936	Maverik, Inc.	67 W. 1130 N.	Payson	Utah	84951	(385) 342-3394

Franchisee #	Franchisee	Address	City	State	Zip	Phone
107461	Maverik, Inc.	2241 S Hwy 89	Perry	Utah	84302	(435) 723-7734
107525	Maverik, Inc.	1675 W 1100 S	Perry	Utah	84302	(435) 723-7086
107487	Maverik, Inc.	705 S State Rd	Pleasant Grove	Utah	84062	(801) 785-1566
106905	Maverik, Inc.	651 S Carbon Ave	Price	Utah	84501	(435) 523-3391
105915	Maverik, Inc.	325 S. State St.	Provo	Utah	84606	3363173793
107489	Maverik, Inc.	870 W Center St	Provo	Utah	84601	(801) 343-7083
107503	Maverik, Inc.	1550 N State St	Provo	Utah	84604	(801) 356-0031
107481	Maverik, Inc.	425 S Redwood Rd	Redwood Rd - Salt Lake City	Utah	84104	(801) 972-1997
105901	Maverik, Inc.	295 S. Main St.	Richfield	Utah	84701	3363173793
105908	Maverik, Inc.	10 S. 200 W.	Richmond	Utah	84333	3363173793
107509	Maverik, Inc.	899 W Riverdale Rd	Riverdale	Utah	84405	(801) 392-2056
107542	Maverik, Inc.	1472 W Riverdale Rd	Riverdale	Utah	84405	(801) 528-9112
107520	Maverik, Inc.	4077 W 13400 S	Riverton	Utah	84096	(801) 254-1355
107482	Maverik, Inc.	17 W Hwy 40	Roosevelt	Utah	84066	(435) 722-3589
107562	Maverik, Inc.	1025 E 200 N	Roosevelt	Utah	84066	(435) 631-2988
107457	Maverik, Inc.	3495 W 5600 S	Roy	Utah	84067	(801) 825-3776
107478	Maverik, Inc.	2815 W 4000 S	Roy	Utah	84067	(801) 732-2615
105798	Maverik, Inc.	690 River Rd	Saint George	Utah	84790	3363173793
107601	Maverik, Inc.	861 West SR 198	Salem	Utah	84653	(385) 548-5747
107533	Maverik, Inc.	260 E Industrial Park Dr	Salina	Utah	84654	(385) 401-4810
105911	Maverik, Inc.	3260 S. W. Temple St.	Salt Lake City	Utah	84115	3363173793
105932	Maverik, Inc.	676 N. Redwood Rd.	Salt Lake City	Utah	84116	3363173793
107451	Maverik, Inc.	514 W 3900 S	Salt Lake City	Utah	84123	(801) 261-5560
107452	Maverik, Inc.	1927 S 3230 W	Salt Lake City	Utah	84104	(801) 973-0518
107456	Maverik, Inc.	2680 S 2000 E	Salt Lake City	Utah	84109	(801) 485-4209
107484	Maverik, Inc.	414 W 500 S	Salt Lake City	Utah	84101	(801) 532-3038
107491	Maverik, Inc.	1445 Gustin Road	Salt Lake City	Utah	84104	(801) 975-6527
107506	Maverik, Inc.	1290 S Wallace Rd	Salt Lake City	Utah	84104	(801) 973-1182

Franchisee #	Franchisee	Address	City	State	Zip	Phone
107507	Maverik, Inc.	185 S State St	Salt Lake City	Utah	84111	(801) 521-4194
107537	Maverik, Inc.	5600 W 300 S	Salt Lake City	Utah	84104	(385) 343-4159
107552	Maverik, Inc.	2359 W California Ave	Salt Lake City	Utah	84104	(385) 444-2235
107561	Maverik, Inc.	1680 S Redwood Rd	Salt Lake City	Utah	84104	(801) 975-0212
100257	Pilot Travel Centers LLC	2025 S 900W	Salt Lake City	Utah	84104	(801) 972-3711
101217	Maverik, Inc.	425 W. 9000 S.	Sandy	Utah	84070	3363173793
107502	Maverik, Inc.	655 East 9400 South	Sandy	Utah	84070	(801) 566-0180
107541	Maverik, Inc.	10640 S Holiday Park Dr	Sandy	Utah	84070	(801) 921-5700
107465	Maverik, Inc.	725 E Main St	Santaquin	Utah	84655	(801) 754-3076
107519	Maverik, Inc.	2023 S Redwood Rd	Saratoga Springs	Utah	84045	(801) 768-4057
101188	Maverik, Inc.	4604 West 12600	South Herriman	Utah	84065	3363173793
105905	Maverik, Inc.	10419 South 2700 West	South Jordan	Utah	84095	3363173793
107477	Maverik, Inc.	11792 S 3600 W	South Jordan	Utah	84095	(801) 446-7695
107496	Maverik, Inc.	10425 S Temple Dr	South Jordan	Utah	84095	(385) 343-5508
107531	Maverik, Inc.	3330 S 500 W	South Salt Lake	Utah	84115	(385) 715-4843
101220	Maverik, Inc.	2577 South Weber Drive	South Weber	Utah	84405	3363173793
105926	Maverik, Inc.	797 East 800 North	Spanish Fork	Utah	84660	3363173793
105902	Maverik, Inc.	309 N. Main St.	Springville	Utah	84663	3363173793
107450	Maverik, Inc.	1509 N 1750 W	Springville	Utah	84663	(801) 489-7224
101222	Maverik, Inc.	995 E. St. George Blvd.	St. George	Utah	84770	3363173793
105924	Maverik, Inc.	2078 E Riverside Dr	St. George	Utah	84790	3363173793
107494	Maverik, Inc.	1349 E 1450 S	St. George	Utah	84790	(435) 673-9855
107518	Maverik, Inc.	1216 S Bluff St	St. George	Utah	84770	(435) 628-1078
107526	Maverik, Inc.	1565 West Sunset Blvd	St. George	Utah	84770	(435) 494-1905
107539	Maverik, Inc.	1919 N Snow Canyon Pkwy	St. George	Utah	84770	(435) 523-4848
107547	Maverik, Inc.	1647 S Dixie Dr	St. George	Utah	84770	(435) 522-5576
107499	Maverik, Inc.	6527 N Highway 36	Stansbury Park	Utah	84074	(435) 843-4452
107500	Maverik, Inc.	1843 N Main St	Sunset	Utah	84015	(801) 825-3888
107548	Maverik, Inc.	1904 W 1700 S	Syracuse	Utah	84075	(801) 872-3733

Franchisee #	Franchisee	Address	City	State	Zip	Phone
107463	Maverik, Inc.	246 E 2000 N	Tooele	Utah	84074	(435) 882-0407
105907	Maverik, Inc.	1035 W. Main St.	Tremonton	Utah	84337	3363173793
107538	Maverik, Inc.	1740 W Highway 40	Vernal	Utah	84078	(385) 286-0909
107501	Maverik, Inc.	24 S Geneva Rd	Vineyard	Utah	84059	(385) 203-0105
107471	Maverik, Inc.	980 N Hoodoo Wy	Washington	Utah	84780	(435) 251-8528
107535	Maverik, Inc.	950 Buena Vista Blvd	Washington	Utah	84780	(435) 375-3035
107476	Maverik, Inc.	5153 Adams Ave	Washington Terrace	Utah	84405	(801) 475-5177
107505	Maverik, Inc.	748 E Main Street	Wellsville	Utah	84339	(435) 245-3184
107493	Maverik, Inc.	2577 S 1900 W	West Haven	Utah	84401	(801) 731-8597
107558	Maverik, Inc.	4685 W 4000 S	West Haven	Utah	84401	(385) 412-1556
107560	Maverik, Inc.	3580 S Midland Dr	West Haven	Utah	84401	(385) 412-5545
101223	Maverik, Inc.	5701 W. 7800 South	West Jordan	Utah	84081	3363173793
105925	Maverik, Inc.	5647 W 9000 S	West Jordan	Utah	84081	3363173793
107453	Maverik, Inc.	3985 W 7800 S	West Jordan	Utah	84088	(801) 282-4173
107460	Maverik, Inc.	2714 W 9000 S	West Jordan	Utah	84088	(801) 569-0103
107511	Maverik, Inc.	1298 W 7800 S	West Jordan	Utah	84084	(801) 561-0784
107534	Maverik, Inc.	3232 W 7800 S	West Jordan	Utah	84088	(385) 501-1911
107480	Maverik, Inc.	2678 S 5600 W	West Valley	Utah	84120	(801) 966-9893
107515	Maverik, Inc.	2175 S Redwood Rd	West Valley	Utah	84119	(801) 972-7023
107530	Maverik, Inc.	5969 W 4100 S	West Valley	Utah	84128	(385) 715-4813
107486	Maverik, Inc.	5372 S 5600 W	West Valley City	Utah	84118	(801) 968-4596
100416	TESFA PARTNERS LLC	1100 S. Hayes St.	Arlington	Virginia	22202	(301) 300-6354
3511	Pilot Travel Centers LLC	24279 Rogers Clark Blvd.	Carmel Church	Virginia	22546	(804) 448-9047
100510	Pilot Travel Centers LLC	2126 Ruffin Mill Road	Colonial Heights	Virginia	23834	(804) 524-9556
9982	Six Flags Entertainment Corporation	16000 Theme Park Way	Doswell	Virginia	23047	(804) 876-5268
6562	Charles International LLC	21100 Dulles Town Circle	Dulles	Virginia	20166	(571) 325-2998
592	Sweet Oaks LLC	11750 Fair Oaks, Unit # 11933U	Fairfax	Virginia	22033	(703) 934-8800
102516	BellAddi Company, LLC	137 Spotsylvania Mall Drive	Fredericksburg	Virginia	22407	(540) 479-1285

Franchisee #	Franchisee	Address	City	State	Zip	Phone
103722	Impeccable Bakes Lynchburg Inc.	3405 Candlers Mountain Rd	Lynchburg	Virginia	24502	(703) 674-8119
101466	Cinna MM LLC	8300 Sudley Road	Manassas	Virginia	20109	(571) 719-6299
6215	Cinna TCC LLC	1961 Chain Bridge Rd. #7949LA	McLean	Virginia	22102	(703) 356-1400
102178	Impeccable Bakes Newport News Inc.	12300 Jefferson Ave.	Newport News	Virginia	23602	7573695220
556	Byong Yim	2700 Potomac Mills Circle	Prince William	Virginia	22192	(703) 490-5577
5309	Pilot Travel Centers LLC	23866 Rogers Clark Blvd.	Ruther Glen	Virginia	22546	(804) 448-8419
100466	Cinna Investments LLC	6500 Springfield Mall	Springfield	Virginia	22150	(703) 822-8205
100851	CB Lynnhaven LLC	701 Lynnhaven Pkwy.	Virginia Beach	Virginia	23452	(757) 636-3366
3500	Pilot Travel Centers LLC	1530 Rest Church Road	Winchester	Virginia	22624	5406783641
6658	Pilot Travel Centers LLC	3249 Chapman Road	Wytheville	Virginia	24382	(276) 228-7110
106850	Maverik, Inc.	10707 W SR 2 Hwy	Airway Heights	Washington	99224	(509) 244-8857
102438	Pilot Travel Centers LLC	2430 State Route 530 NE	Arlington	Washington	98223	(360) 654-8324
174	Prezalter-Northwest, LLC	1101 Outlet Collection Way, Suite #1268	Auburn	Washington	98001	(253) 333-8373
2480	Modern Foods Bellevue, LLC	1038 Bellevue Square	Bellevue	Washington	98004	(425) 453-5026
219	KUMAR PASSION SERVICES INC	1 Bellis Fair Parkway	Bellingham	Washington	98226	(360) 738-7433
105498	Bens Truck Stop LLC	1300/1400 Boblett St	Blaine	Washington	98230	360.312.7207
106856	Maverik, Inc.	2827 1st St	Cheney	Washington	99004	(509) 559-5207
101985	Pilot Travel Centers LLC	1307 N. Dolarway Road	Ellensburg	Washington	98926	(509) 925-1777
3	Center of the Roll, LLC	1321 N. Columbia Center Blvd.	Kennewick	Washington	99336	(509) 735-4014
106859	Maverik, Inc.	4306 W Clearwater Ave	Kennewick	Washington	99336	(509) 737-0420
6855	Prezalter-Northwest, LLC	3000 184th St SW	Lynnwood	Washington	98037	(425) 673-6310
106846	Maverik, Inc.	4206 E Day Mt Spokane Rd	Mead	Washington	99021	5094640167
6241	Guru Nanak LLC	625 Black Lake Blvd., Suite 9019	Olympia	Washington	98502	(360) 628-8562
106845	Maverik, Inc.	5505 Rd 68	Pasco	Washington	99301	5095475558
106857	Maverik, Inc.	3505 N Rd 68	Pasco	Washington	99301	(509) 545-0130
366	Guru Nanak LLC	3500 South Meridian	Puyallup	Washington	98373	(253) 840-2677
106855	Maverik, Inc.	3520 Keene Rd	Richland	Washington	99352	(509) 374-3936

Franchisee #	Franchisee	Address	City	State	Zip	Phone
106853	Maverik, Inc.	1371 N Hwy 261	Ritzville	Washington	99169	(509) 228-8104
102372	Prezalter-Northwest, LLC	2800 Southcenter Mall	Seattle	Washington	98188	(206) 659-0713
101396	Maverik, Inc.	4337 South Regal Street	Spokane	Washington	99223	3363173793
106849	Maverik, Inc.	1019 E Francis Ave	Spokane	Washington	99208	5094872113
106851	Maverik, Inc.	28 E Montgomery Ave	Spokane	Washington	99207	(509) 325-7155
106860	Maverik, Inc.	6710 N Division St	Spokane	Washington	99208	(509) 795-5163
106861	Maverik, Inc.	3615 E Francis Ave	Spokane	Washington	99217	(509) 824-6333
81	Modern Food Services, Inc.	14700 East Indiana Avenue	Spokane	Washington	99216	(509) 926-2578
84	Modern Food Services, Inc.	N. 4750 Division Street, #163	Spokane	Washington	99207	(509) 482-1933
105802	Maverik, Inc.	2125 N. Pines Rd	Spokane Valley	Washington	99216	3363173793
106847	Maverik, Inc.	9009 E Montgomery Ave	Spokane Valley	Washington	99212	5099226126
106848	Maverik, Inc.	2707 N Sullivan Rd	Spokane Valley	Washington	99216	5099280333
106858	Maverik, Inc.	717 N Evergreen Rd	Spokane Valley	Washington	99216	(509) 891-7743
106854	Maverik, Inc.	1601 E Lincoln Ave	Sunnyside	Washington	98944	(509) 837-2073
41	Modern Food Services, Inc.	4502 S. Steele Street	Tacoma	Washington	98409	(253) 474-5379
6668	Pilot Travel Centers LLC	2430 93rd Ave SW	Tumwater	Washington	95812	(360) 754-0151
102537	Twistee Treats Inc.	2529 Main St.	Union Gap	Washington	98903	(509) 469-9567
4998	B&K Management LLC	8700 N.E Vancouver Mall Drive	Vancouver	Washington	98662	(360) 256-4800
106852	Maverik, Inc.	66 N Keys Rd	Yakima	Washington	98901	(509) 645-2002
3518	Pilot Travel Centers LLC	2309 Smithtown Road	Morgantown	West Virginia	26508	(304) 284-8518
4901	Pilot Travel Centers LLC	270 Scott's Fork-Bonnie Road	Sutton	West Virginia	26621	(304) 765-9270
6432	Matzke Deli - Appleton, LLC	881 North Casaloma Drive	Appleton	Wisconsin	54913	(920) 731-7272
100702	BP Kenosha Travel Plaza LLC	2763 County Road N	Cottage Grove	Wisconsin	53527	(608) 877-0525
107041	CA Bites LLC	5756 N. Bayshore Drive	Glendale	Wisconsin	53217	414-226-6372
3391	Matzke Deli - Green Bay, LLC	2420 West Mason Street	Green Bay	Wisconsin	54303	(920) 497-1313
105083	Ramez Essam Aly, Mohammed H. Shoubaki	303 Bay Park Square	Green Bay	Wisconsin	54304	920-455-0306
105634	ROLLIN BONS LLC	5300 S. 76th Street	Greendale	Wisconsin	53129	414.377.8032
103563	Janesville Travel Center, Inc.	3222 Humes Road	Janesville	Wisconsin	53546	608-752-8700

Franchisee #	Franchisee	Address	City	State	Zip	Phone
100701	BP Kenosha Travel Plaza LLC	11800 Burlington Road	Kenosha	Wisconsin	53144	(262) 854-5072
105842	BMBON LLC	N92 W16129 Falls Parkway	Menomonee Falls	Wisconsin	53051	262.293.9222
106588	V & J Center, LLC	5300 S. Howell Avenue	Milwaukee	Wisconsin	53207	888-288-7655
107801	V & J Center, LLC	1111 N Vel R. Phillips Ave	Milwaukee	Wisconsin	53203	888-288-7655
103418	V & J Center, LLC	3001 S. Washburn	Oshkosh	Wisconsin	54904	(920) 385-7469
100517	Pilot Travel Centers LLC	1191 70th Avenue	Roberts	Wisconsin	54023	(715) 749-4238
25	Fresh Dining Concepts LLC	2500 N. Mayfair Road	Wauwatosa	Wisconsin	53226	(414) 476-8866
107573	Maverik, Inc.	391 S Washington St	Afton	Wyoming	83110	(307) 392-4841
101213	Maverik, Inc.	3315 North College Dr.	Cheyenne	Wyoming	82001	3363173793
3498	Pilot Travel Centers LLC	8020 Campstool Road	Cheyenne	Wyoming	82007	(307) 635-5744
6672	Pilot Travel Centers LLC	2250 Etchepare Drive	Cheyenne	Wyoming	82007	(307) 635-2918
107574	Maverik, Inc.	2321 Big Horn Ave	Cody	Wyoming	82414	(307) 587-8531
107606	Maverik, Inc.	1 Hwy 93	Douglas	Wyoming	82633	(307) 463-5558
107566	Maverik, Inc.	350 Front St	Evanston	Wyoming	82930	(307) 789-1342
100511	Pilot Travel Centers LLC	289 Bear River Drive	Evanston	Wyoming	82930	307-783-5930
100455	H6R Ventures, LLC	6985 Nugget	Evansville	Wyoming	82636	(307) 473-8589
107570	Maverik, Inc.	59 Uinta Dr	Green River	Wyoming	82935	(307) 875-2997
107563	Maverik, Inc.	524 N 6th St	Greybull	Wyoming	82426	(307) 224-1555
107572	Maverik, Inc.	1005 S Hwy 89	Jackson	Wyoming	83001	(307) 734-9453
106880	Maverik, Inc.	521 Coral Street	Kemmerer	Wyoming	83101	(307) 877-6940
107575	Maverik, Inc.	135 E Main St	Lander	Wyoming	82520	(307) 335-8191
107565	Maverik, Inc.	217 W Main St	Lovell	Wyoming	82431	(307) 548-2470
101190	Maverik, Inc.	4651 West Yellowstone Hwy.	Mills	Wyoming	82604	3363173793
107571	Maverik, Inc.	819 E Coulter Ave	Powell	Wyoming	82435	(307) 754-5855
105933	Maverik, Inc.	1604 W. Main St.	Riverton	Wyoming	82501	3363173793
107586	Maverik, Inc.	1225 Foothill Blvd	Rock Springs	Wyoming	82901	(307) 200-2246
107582	Maverik, Inc.	160 N Main	Thayne	Wyoming	83127	(307) 200-2974
107581	Maverik, Inc.	425 S 6th St	Thermopolis	Wyoming	82443	(307) 439-1800

The names, addresses and telephone numbers of our franchisees that have not yet opened their Bakeries as of December 31, 2025 are as follows:

Franchise #	Franchisee	City	State	Telephone
107047	Tarun Patel	Athens	Alabama	(551) 998-4923
106749	Sanjay Patel	Bessemer	Alabama	(256) 682-7121
106747	Sanjay Patel	Birmingham	Alabama	(256) 682-7121
107755	Sanjay Patel	Birmingham	Alabama	(256) 682-7121
107968	PT Star Management Inc.	Dothan	Alabama	857.233.8260
106748	Sanjay Patel	Gardendale	Alabama	(256) 682-7121
106750	Sanjay Patel	Hoover	Alabama	(256) 682-7121
105661	Timmy Jimmy Enterprizes LLC	Chandler	Arizona	(720) 840-8467
101395	Maverik, Inc.	Cottonwood	Arizona	(801) 425-0249
105660	Timmy Jimmy Enterprizes LLC	Gilbert	Arizona	(720) 840-8467
107587	Maverik, Inc.	Gold Canyon	Arizona	(801) 425-0249
106483	Lal Sidhu	Holbrook	Arizona	5039313551
104970	Pilot Travel Centers LLC	TBD	Arizona	(865) 474-4570
107356	LOST EMPIRE LLC	Yuma	Arizona	(928) 261-2584
106691	Sodexo Management, Inc.	Jonesboro	Arkansas	610-295-2978
107644	Brent Evans	Azusa	California	(760) 881-6850
102373	Bakersfield Travel Plaza Inc.	Bakersfield	California	(213) 788-4708
102838	SHOUKRAN	Bakersfield	California	(661) 847-9949
102839	SHOUKRAN	Bakersfield	California	(661) 847-9949
102840	SHOUKRAN	Bakersfield	California	(661) 847-9949
107072	SSSB 10 Corp	Bakersfield	California	661-873-5181
107144	SSSB 10 Corp	Bakersfield	California	661-873-5181
106327	Brawley Retail Food, Inc.	Brawley	California	(714) 323-0553
105388	Simshiv Investments Inc.	Calexico	California	(213) 788-4708
106204	Karandeep Gill	Coalinga	California	(661) 520-8560
106454	MCF Ventures LLC	Culver City	California	(516) 238-8095

Franchise #	Franchisee	City	State	Telephone
107646	Brent Evans	Diamond Bar	California	(760) 881-6850
106456	MCF Ventures LLC	Downey	California	(516) 238-8095
106202	SoCal Smoothies, LLC	Fullerton	California	(714) 863-6050
107112	Jesus Galeana	Garden Grove	California	(949) 278-9046
106457	MCF Ventures LLC	Glendale	California	(516) 238-8095
107224	Angelika Bedevian, Alan Manoukian	Hawthorne	California	(818) 859-8228
106455	MCF Ventures LLC	Hollywood	California	(516) 238-8095
107113	Jesus Galeana	Irvine	California	(949) 278-9046
106714	PAL BROTHERS LLC	Lemoore	California	(661) 703-8961
106713	PAL BROTHERS LLC	Lindsey	California	(661) 703-8961
107845	SGM-Moonglo, Inc.	Livingston	California	(803) 445-7200
107227	Angelika Bedevian, Alan Manoukian	Los Angeles	California	(818) 859-8228
106715	PAL BROTHERS LLC	Merced	California	(661) 703-8961
107073	SSSB 10 Corp	North Edwards	California	661-873-5181
106458	MCF Ventures LLC	Pacoima	California	(516) 238-8095
106766	Sunil Khandelwal	Pico Rivera	California	(818) 708-9254
107071	SSSB 10 Corp	Pixley	California	661-873-5181
107640	Brent Evans	San Dimas	California	(760) 881-6850
105387	Refresh Travel Plaza Inc.	San Juan Bautista	California	(213) 788-4708
107111	Jesus Galeana	Santa Ana/Tustin	California	(949) 278-9046
107225	Angelika Bedevian, Alan Manoukian	Santa Monica	California	(818) 859-8228
102834	SHOUKRAN	Shafter	California	(661) 847-9949
106453	MCF Ventures LLC	Tarzana	California	(516) 238-8095
104644	Pilot Travel Centers LLC	TBD	California	(865) 474-4570
106451	MCF Ventures LLC	Thousand Oaks	California	(516) 238-8095
106459	MCF Ventures LLC	Valencia	California	(516) 238-8095
107893	Plaza Vista Food Inc.	Valencia	California	(323) 947-8726
107645	Brent Evans	West Covina	California	(760) 881-6850
107226	Angelika Bedevian, Alan Manoukian	Westlake Village	California	(818) 859-8228

Franchise #	Franchisee	City	State	Telephone
106450	Phong Nguyen	Whittier	California	(714) 253-6001
106452	MCF Ventures LLC	Woodland Hills	California	(516) 238-8095
107591	Maverik, Inc.	Cortez	Colorado	(801) 425-0249
107599	Maverik, Inc.	Pueblo	Colorado	(801) 425-0249
107593	Maverik, Inc.	Trindad	Colorado	(801) 425-0249
107694	Thompson Enterprises of Connecticut LLC	Waterbury	Connecticut	(305) 433-0383
107203	Vishal Patel, Falguni Patel, Riken Patel	Middletown	Delaware	(302) 750-8724
103725	Amit Sehgal	Washington	District of Columbia	(631) 574-7700
106604	Douglas Bumgardner, Tina Wade, Michael Gandia	Aventura	Florida	(786) 390-0282
107946	Franco Verma	Orlando	Florida	(949) 637-0789
106605	Douglas Bumgardner, Tina Wade, Michael Gandia	Pembroke Pines	Florida	(786) 390-0282
106172	Avinash Patel	Atlanta	Georgia	(678) 602-9922
104957	SE Co-Brand Ventures, LLC	Atlanta	Georgia	843-655-1868
106169	Jigar Shah	Cumming	Georgia	(770) 643-2059
106293	Jigar Shah	John's Creek	Georgia	(770) 643-2059
107014	Gregory M. Parker, Inc.	Kingsland	Georgia	(912) 231-1001
106174	Avinash Patel	McDonough	Georgia	(678) 602-9922
104647	Pilot Travel Centers LLC	Newnan	Georgia	(865) 474-4570
107108	Delights Food and Beverage LLC	Pooler	Georgia	(917) 789-0806
106173	Avinash Patel	Sandy Springs	Georgia	(678) 602-9922
107013	Gregory M. Parker, Inc.	Savannah	Georgia	(912) 231-1001
104640	Pilot Travel Centers LLC	Savannah	Georgia	(865) 474-4570
106175	Avinash Patel	Villa Rica	Georgia	(678) 602-9922
107352	Fresh Dining Concepts LLC	Honolulu	Hawaii	(303) 916-5676
105715	IDAD - 2 Inc.	Kanohe	Hawaii	(702) 279-8205
101194	Maverik, Inc.	Boise	Idaho	(801) 425-0249
101195	Maverik, Inc.	Boise	Idaho	(801) 425-0249
107603	Maverik, Inc.	Emmett	Idaho	(801) 425-0249

Franchise #	Franchisee	City	State	Telephone
106878	Maverik, Inc.	Kuna	Idaho	(801) 425-0249
106318	Ahmad Mansour	Bridgeview	Illinois	(312) 789-3555
107813	Elma Hasanagic, Mary Shah, Vishal Shah	Champaign	Illinois	(773) 545-5563
107811	Elma Hasanagic, Mary Shah, Vishal Shah	Chicago	Illinois	(773) 545-5563
107812	Elma Hasanagic, Mary Shah, Vishal Shah	Evanston	Illinois	(773) 545-5563
107875	Devi Food LLC	Galesburg	Illinois	(319) 853-8332
106119	Srikanth Chowdary, Vedavathi Paruchuri	Geneva	Illinois	(757) 746-3618
107153	Tanisha Brandt	Gurnee	Illinois	(701) 301-2623
107355	Noreen Hansbrough	Homewood	Illinois	(708) 307-1858
106582	PARSHVA LLC	Marion	Illinois	(816) 294-5633
105205	TARNAV LLC	Montgomery	Illinois	(757) 746-3618
106323	Faris Aqrabawi, Faisal Aqrabawi	Naperville	Illinois	(708) 745-8377
107292	SMOOTHIE PARTNERS LLC	Niles	Illinois	(708) 288-5140
107291	SMOOTHIE PARTNERS LLC	Northbrook	Illinois	(708) 288-5140
106120	Srikanth Chowdary, Vedavathi Paruchuri	Oak Brook	Illinois	(757) 746-3618
107354	Noreen Hansbrough	Orland Park	Illinois	(708) 307-1858
106121	Srikanth Chowdary, Vedavathi Paruchuri	Wheaton	Illinois	(757) 746-3618
107140	Ryley Sivits, Anthony Ruble, Gavin Ruble	Angola	Indiana	(260) 450-8305
105459	TWIN FLAMES HOSPITALITY, INC.	Bloomington	Indiana	(219) 405-3934
105870	Moonlite Truck & Trailers LLC	Fort Wayne	Indiana	(260) 740-7097
106991	Ryley Sivits, Anthony Ruble, Gavin Ruble	Fort Wayne	Indiana	(260) 450-8305
106992	Ryley Sivits, Anthony Ruble, Gavin Ruble	Fort Wayne	Indiana	(260) 450-8305
105457	TWIN FLAMES HOSPITALITY, INC.	Portage	Indiana	(219) 405-3934
105455	TWIN FLAMES HOSPITALITY, INC.	Schererville	Indiana	(219) 405-3934
105456	TWIN FLAMES HOSPITALITY, INC.	Valparaiso	Indiana	(219) 405-3934
105460	Twin Flames Hospitality of West Lafayette, LLC	West Lafayette	Indiana	(219) 405-3934
106686	AACB Iowa LLC	Grimes	Iowa	(515) 745-2191
107080	Impeccable Bakes Iowa LLC	West Des Moines	Iowa	(631) 574-7700
107595	Maverik, Inc.	Edgerton	Kansas	(801) 425-0249

Franchise #	Franchisee	City	State	Telephone
106421	PARSHVA LLC	Olathe	Kansas	(816) 294-5633
106745	Falak Patel, Tejas Patel	Elizabethtown	Kentucky	(931) 444-0010
107709	1010 Properties LLC	Erlanger	Kentucky	(859) 567-2222
107710	1010 Properties LLC	Independence	Kentucky	(859) 567-2222
106070	Rubicon Ventures I, LLC	Louisville	Kentucky	205-276-1514
107708	1010 Properties LLC	Southgate	Kentucky	(859) 567-2222
107207	Coty Manuel	Baton Rouge	Louisiana	(225) 439-4004
107206	Coty Manuel	Denham Springs	Louisiana	(225) 439-4004
105827	Warhawk Hospitality, LLC	West Monroe	Louisiana	(318) 237-4768
107836	Majdi Labwam	Baltimore	Maryland	(443) 880-2891
106800	Jessica Maragh, Alyssa Maragh	College Park	Maryland	(301) 364-2900
107838	Majdi Labwam	Ellicott City	Maryland	(443) 880-2891
107256	Sandeep Singh, Mandeep Singh	Frederick	Maryland	(240) 357-0857
107257	Sandeep Singh, Mandeep Singh	Germantown	Maryland	(240) 357-0857
107832	Majdi Labwam	Glen Burnie	Maryland	(443) 880-2891
106798	Jessica Maragh, Alyssa Maragh	Laurel	Maryland	(301) 364-2900
104328	Haider Ali Memon, Fatima Rafique	Oxon Hill	Maryland	(347) 605-3390
107835	Majdi Labwam	Pikesville	Maryland	(443) 880-2891
107831	Majdi Labwam	Randallstown	Maryland	(443) 880-2891
107258	Sandeep Singh, Mandeep Singh	Rockville	Maryland	(240) 357-0857
107834	Majdi Labwam	Rosedale	Maryland	(443) 880-2891
106799	Jessica Maragh, Alyssa Maragh	Silver Spring	Maryland	(301) 364-2900
107837	Majdi Labwam	Westminster	Maryland	(443) 880-2891
107833	Majdi Labwam	Woodlawn	Maryland	(443) 880-2891
106717	Michael Forbis, Derek Schlonsky	Ann Arbor	Michigan	(734) 369-1350
106719	Michael Forbis, Derek Schlonsky	Ann Arbor	Michigan	(734) 369-1350
106504	Restaurant of Next Generation Inc	Ann Arbor	Michigan	(734) 560-0827
106506	Restaurant of Next Generation Inc	Ann Arbor	Michigan	(734) 560-0827
105743	Curbside Ventures, LLC	Bay City	Michigan	(216) 278-2000

Franchise #	Franchisee	City	State	Telephone
106716	Michael Forbis, Derek Schlonsky	Brighton	Michigan	(734) 369-1350
106503	Restaurant of Next Generation Inc	Canton	Michigan	(734) 560-0827
106234	Michael Awada	Clinton Twp	Michigan	(313) 550-8217
104813	HKJ Holdings LLC	Dearborn	Michigan	(313) 618-8580
106571	Amit Patel, Kalpesh Patel, Amanda Ristic	Detroit	Michigan	(630) 674-5912
105745	Curbside Ventures, LLC	Flint	Michigan	(216) 278-2000
107621	ONBITE GRAND BLANC LLC	Grand Blanc	Michigan	(734) 330-1028
106576	Amit Patel, Kalpesh Patel, Amanda Ristic	Grand Haven	Michigan	(630) 674-5912
106575	Amit Patel, Kalpesh Patel, Amanda Ristic	Holland	Michigan	(630) 674-5912
107620	ONBITE LIVONIA LLC	Livonia	Michigan	(734) 330-1028
106507	Restaurant of Next Generation Inc	Livonia	Michigan	(734) 560-0827
105744	Curbside Ventures, LLC	Midland	Michigan	(216) 278-2000
106574	Amit Patel, Kalpesh Patel, Amanda Ristic	Muskegon Heights	Michigan	(630) 674-5912
106505	Restaurant of Next Generation Inc	Novi	Michigan	(734) 560-0827
106572	Amit Patel, Kalpesh Patel, Amanda Ristic	Rochester Hills	Michigan	(630) 674-5912
106491	Curbside Ventures, LLC	Saginaw	Michigan	(216) 278-2000
106573	Amit Patel, Kalpesh Patel, Amanda Ristic	Shelby Township	Michigan	(630) 674-5912
106397	AK ANNE'S LLC	Sterling Heights	Michigan	(313) 618-8580
107619	ONBITE WARREN LLC	Warren	Michigan	(734) 330-1028
106472	ABBASCO LLC	Woodhaven	Michigan	(313) 618-8580
107125	Ahmad Rammouni	Blaine	Minnesota	(612) 458-0577
107687	YummyBon LLC	Brooklyn Center	Minnesota	(612) 458-0577
107686	YummyBon LLC	Fridley	Minnesota	(612) 458-0577
107685	YummyBon LLC	Maple Grove	Minnesota	(612) 458-0577
107983	Mark Frandle	St. Cloud	Minnesota	(641) 425-4699
106419	PARSHVA LLC	Blue Springs	Missouri	(816) 294-5633
106420	PARSHVA LLC	Kansas City	Missouri	(816) 294-5633
107348	Impeccable Bakes Missouri LLC	Springfield	Missouri	(631) 574-7700
104968	Pilot Travel Centers LLC	TBD	Missouri	(865) 474-4570

Franchise #	Franchisee	City	State	Telephone
106865	Maverik, Inc.	Plentywood	Montana	(801) 425-0249
107063	Rapid Delivery LLC	Omaha	Nebraska	(402) 210-1720
107062	Rapid Delivery LLC	Papillion	Nebraska	(402) 210-1720
107803	Bonanno Restaurants LLC	Las Vegas	Nevada	702-367-1166 x101
105421	Pilot Travel Centers LLC	TBD	Nevada	(865) 474-4570
107903	Sweet & Twisted LLC	Brick Township	New Jersey	609-549-0693
107949	Sweet & Twisted LLC	Jersey City	New Jersey	609-549-0693
107948	Sweet & Twisted LLC	Newark	New Jersey	609-549-0693
107901	Sweet & Twisted LLC	Stafford Township	New Jersey	609-549-0693
107902	Sweet & Twisted LLC	Toms River	New Jersey	609-549-0693
107917	Applegreen NJ Welcome Centres LLC	Union	New Jersey	(347) 909-0738
107950	Sweet & Twisted LLC	Union City	New Jersey	609-549-0693
107918	Applegreen NJ Welcome Centres LLC	Woodbridge	New Jersey	(347) 909-0738
106886	Maverik, Inc.	Las Cruces	New Mexico	(801) 425-0249
105582	Nidhi Preeti, Sohan Chadha	Bronx	New York	(919) 903-7490
105146	Delectable Delights LLC	Brooklyn	New York	(347) 248-6158
104679	Fresh Dining Concepts LLC	Brooklyn	New York	(303) 916-5676
104680	Fresh Dining Concepts LLC	Brooklyn	New York	(303) 916-5676
105988	Jehan Gondal, Umme Hafeez	Brooklyn	New York	(917) 624-6940
105989	Jehan Gondal, Umme Hafeez	Brooklyn	New York	(917) 624-6940
105990	Jehan Gondal, Umme Hafeez	Brooklyn	New York	(917) 624-6940
105148	Lesly Richard	Brooklyn	New York	(347) 248-6158
106996	Md Sazdar Rahman	Brooklyn	New York	(718) 200-3047
106617	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107007	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107008	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107009	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107010	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107011	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391

Franchise #	Franchisee	City	State	Telephone
107012	Perfect Pretzels Inc.	Brooklyn	New York	(347) 893-6391
107908	RajPal Kaur, Jaideep Kaur	Fresh Meadows	New York	646-269-2693
107974	TS Management 10 LLC	Huntington	New York	(917) 902-4851
105471	2 Sweet of Yonkers Inc.	Jamaica	New York	(516) 458-8020
107906	RajPal Kaur, Jaideep Kaur	Long Island City	New York	646-269-2693
107130	M. Nassa Enterprise, Inc.	Monroe	New York	(845) 928-0791
104855	5253 LLC	New York	New York	(516) 690-6786
105480	Altaf Masalawala, Muhammad Rizwan	New York	New York	(516) 517-2462
106335	Altaf Masalawala, Muhammad Rizwan	New York	New York	(516) 517-2462
106336	Altaf Masalawala, Muhammad Rizwan	New York	New York	(516) 517-2462
104682	Fresh Dining Concepts LLC	New York	New York	(303) 916-5676
107241	Md Sazdar Rahman	New York	New York	(718) 200-3047
105581	Nidhi Preeti, Sohan Chadha	New York	New York	(919) 903-7490
107947	RajPal Kaur, Jaideep Kaur	New York	New York	646-269-2693
104686	Steven Hidary	New York	New York	(212) 901-2643
107972	TS Management 10 LLC	New York	New York	(917) 902-4851
107973	TS Management 10 LLC	New York	New York	(917) 902-4851
107975	TS Management 10 LLC	New York	New York	(917) 902-4851
107730	Wilson Castillo, Jake Williams	New York	New York	(516) 850-1375
107731	Wilson Castillo, Jake Williams	New York	New York	(516) 850-1375
107732	Wilson Castillo, Jake Williams	New York	New York	(516) 850-1375
106810	Niagara Falls Dessert House LLC	Niagara Falls	New York	716 - 544 -0122
104856	5253 LLC	Queens	New York	(516) 690-6786
104674	Fresh Dining Concepts LLC	Queens	New York	(303) 916-5676
104675	Fresh Dining Concepts LLC	Queens	New York	(303) 916-5676
104676	Fresh Dining Concepts LLC	Queens	New York	(303) 916-5676
104677	Fresh Dining Concepts LLC	Queens	New York	(303) 916-5676
106706	Romesha Balkumar	Queens	New York	(646) 725-9653
107733	Wilson Castillo, Jake Williams	Queens	New York	(516) 850-1375

Franchise #	Franchisee	City	State	Telephone
107734	Wilson Castillo, Jake Williams	Queens	New York	(516) 850-1375
107907	RajPal Kaur, Jaideep Kaur	Sunnyside	New York	646-269-2693
106008	Cruzan Legacy Investments Trail, LLC	Charlotte	North Carolina	(704) 222-9076
106009	Cruzan Legacy Investments Trail, LLC	Charlotte	North Carolina	(704) 222-9076
106011	Cruzan Legacy Investments Trail, LLC	Concord	North Carolina	(704) 222-9076
105418	Pilot Travel Centers LLC	Haw River	North Carolina	(865) 474-4570
106069	Rubicon Ventures I, LLC	Hickory	North Carolina	205-276-1514
106010	Cruzan Legacy Investments Trail, LLC	Huntersville	North Carolina	(704) 222-9076
104969	Pilot Travel Centers LLC	TBD	North Dakota	(865) 474-4570
106570	Amit Patel, Kalpesh Patel, Amanda Ristic	Canton	Ohio	(630) 674-5912
106580	Amit Patel, Kalpesh Patel, Amanda Ristic	Cleveland	Ohio	(630) 674-5912
106578	Amit Patel, Kalpesh Patel, Amanda Ristic	Massillon	Ohio	(630) 674-5912
106579	Amit Patel, Kalpesh Patel, Amanda Ristic	Mayfield Heights	Ohio	(630) 674-5912
106577	Amit Patel, Kalpesh Patel, Amanda Ristic	Perrysburg	Ohio	(630) 674-5912
107895	MAR Hospitality Group, LLC	Perrysburg	Ohio	313-808-0855
107244	Spin Ohio, Inc	Steubenville	Ohio	(651) 592-4784
107894	MAR Hospitality Group, LLC	Toledo	Ohio	313-808-0855
106251	Karim Panjwani	Ardmore	Oklahoma	(405) 741-2936
106190	DJSN INVESTMENTS LLC	Choctaw	Oklahoma	(405) 455-5989
107936	SMA Enterprises, L.L.C.	Cobert	Oklahoma	(903) 624-9704
106189	DJSN INVESTMENTS LLC	El Reno	Oklahoma	(405) 455-5989
106250	Karim Panjwani	Lawton	Oklahoma	(405) 741-2936
105515	Travel Plaza Wagoner 69 LLC	Wagoner	Oklahoma	732-331-8444
106484	Lal Sidhu	North Plains	Oregon	5039313551
106486	Lal Sidhu	Portland	Oregon	5039313551
107766	Hans Enterprises Market Inc	Redmond	Oregon	509.834.1424
105422	Pilot Travel Centers LLC	TBD	Oregon	(865) 474-4570
104543	Manish Khanna	Bryn Mawr	Pennsylvania	(732) 735-1367
106300	Amit Sehgal	Center Valley	Pennsylvania	(631) 574-7700

Franchise #	Franchisee	City	State	Telephone
106653	LVP Food Service Concept LLC	Pine Grove	Pennsylvania	(702) 575-5047
107342	Manuels Bakery, LLC	Aiken	South Carolina	(803) 707-6453
106054	CAROLINA EXPRESSIONS ANDERSON, LTD	Greenville	South Carolina	(864) 234-1449
107015	Gregory M. Parker, Inc.	Ladson	South Carolina	(912) 231-1001
107283	IgniteU Brands LLC	Lake Wylie	South Carolina	(803) 556-1533
106012	Cruzan Legacy Investments Trail, LLC	Rock Hill	South Carolina	(704) 222-9076
106068	Rubicon Ventures I, LLC	Rock Hill	South Carolina	205-276-1514
106077	CAROLINA EXPRESSIONS ANDERSON, LTD	Simpsonville	South Carolina	(864) 234-1449
106067	Rubicon Ventures I, LLC	Spartanburg	South Carolina	205-276-1514
105415	Pilot Travel Centers LLC	TBD	South Carolina	(865) 474-4570
105417	Pilot Travel Centers LLC	TBD	South Dakota	(865) 474-4570
106225	Portland Travel Center LLC	Gallatin	Tennessee	(615) 785-4331
105900	Vijay Patel	Hendersonville	Tennessee	(615) 400-2246
105899	Vijay Patel	Lebanon	Tennessee	(615) 400-2246
106635	EGY Management VI, LLC	Memphis	Tennessee	(916) 559-1155
106636	EGY Management VI, LLC	Memphis	Tennessee	(916) 559-1155
106634	EGY Management VI, LLC	Millington	Tennessee	(916) 559-1155
107880	Sandra Long	Nashville	Tennessee	(615) 943-3329
107881	Sandra Long	Nashville	Tennessee	(615) 943-3329
107882	Sandra Long	Nashville	Tennessee	(615) 943-3329
105929	Vijay Patel	Nashville	Tennessee	(615) 400-2246
106211	Portland Travel Center LLC	Portland	Tennessee	(615) 785-4331
105930	Vijay Patel	Smyrna	Tennessee	(615) 400-2246
107740	James Jung	Allen	Texas	(213) 700-2818
105557	Six Flags Entertainment Corporation	Arlington	Texas	(817) 640-8900
106668	KANTHI RESTAURANT GROUP LLC	Aubrey	Texas	(469) 222-3096
107804	Mark Chung	Austin	Texas	(978) 495-0285
107805	Mark Chung	Austin	Texas	(978) 495-0285
107806	Mark Chung	Austin	Texas	(978) 495-0285

Franchise #	Franchisee	City	State	Telephone
103440	LOTZAPAN, LLC	Brownsville	Texas	(956) 787-8770
103442	LOTZAPAN, LLC	Brownsville	Texas	(956) 787-8770
106205	Van Scoit Services LLC	Dallas	Texas	(817) 640-1011
106206	Van Scoit Services LLC	Dallas	Texas	(817) 640-1011
106670	KANTHI RESTAURANT GROUP LLC	Decatur	Texas	(469) 222-3096
106669	KANTHI RESTAURANT GROUP LLC	Denton	Texas	(469) 222-3096
107735	James Jung	Frisco	Texas	(213) 700-2818
107736	James Jung	Frisco	Texas	(213) 700-2818
107051	TKFTX Enterprises LLC	Frisco	Texas	(917) 693-7132
103436	LOTZAPAN, LLC	Harlingen	Texas	(956) 787-8770
103438	LOTZAPAN, LLC	Harlingen	Texas	(956) 787-8770
107930	SPEEDY EXPRESS 3 HIGHLAND LLC	Highlands	Texas	(713) 478-2193
107721	Cediel Concession Management, LLC	Houston	Texas	(713) 851-8867
107929	SPEEDY EXPRESS #40 BELLA TERRA LLC	Houston	Texas	(713) 478-2193
106414	Ba Ba LLC	Katy	Texas	(310) 994-6498
107925	SPEEDY EXPRESS 50 1463 CROSSOVER LLC	Katy	Texas	(713) 478-2193
105512	P&P Hospitality LLC	Kingsville	Texas	732-331-8444
107928	SPEEDY EXPRESS 43 NAIRA ENTERPRISES LLC	La Marque	Texas	(713) 478-2193
103444	LOTZAPAN, LLC	Laredo	Texas	(956) 787-8770
107087	Tom Miller	Lubbock	Texas	5753904364
107088	Tom Miller	Lubbock	Texas	5753904364
107089	Tom Miller	Lubbock	Texas	5753904364
107052	TKFTX Enterprises LLC	Lucas	Texas	(917) 693-7132
105513	Travel Plaza 37 and 188 LLC	Mathis	Texas	732-331-8444
103430	LOTZAPAN, LLC	McAllen	Texas	(956) 787-8770
107737	James Jung	McKinney	Texas	(213) 700-2818
107738	James Jung	McKinney	Texas	(213) 700-2818
107739	James Jung	McKinney	Texas	(213) 700-2818

Franchise #	Franchisee	City	State	Telephone
105514	Travel Center McLean LLC	McLean	Texas	732-331-8444
106413	Ba Ba LLC	Missouri City	Texas	(310) 994-6498
107926	SPEEDY EXPRESS 44 MANVEL LLC	Pearland	Texas	(713) 478-2193
107951	Ajay Patel, Nisha Patel	Plano	Texas	(847) 910-1079
101714	William Graven, II	Portland	Texas	(361) 852-7000
106666	KANTHI RESTAURANT GROUP LLC	Princeton	Texas	(469) 222-3096
106667	KANTHI RESTAURANT GROUP LLC	Prosper	Texas	(469) 222-3096
106412	Ba Ba LLC	Richmond	Texas	(310) 994-6498
106411	Ba Ba LLC	Rosenberg	Texas	(310) 994-6498
105994	DDK Deli's LLC	San Antonio	Texas	(210) 366-0383
107941	Eagle Travel Center LLC	Seabrook	Texas	(832) 640-0800
107927	SPEEDY EXPRESS 51 OP ENTERPRISES LLC	Skidmore	Texas	(713) 478-2193
107942	Eagle Travel Center LLC	Tomball	Texas	(832) 640-0800
106387	LORENA STORE LLC	Tyler	Texas	(210) 995-9558
107940	Eagle Travel Center LLC	West	Texas	(832) 640-0800
107933	SMA Enterprises, L.L.C.	Whitesboro	Texas	(903) 624-9704
105502	GRAK Concepts LLC	Murray	Utah	(480) 703-7233
107679	Mark Eichner, Warren Young	Murray	Utah	(570) 618-2885
107488	Maverik, Inc.	Plain City	Utah	(801) 425-0249
107680	Mark Eichner, Warren Young	Riverton	Utah	(570) 618-2885
107677	Mark Eichner, Warren Young	Sandy	Utah	(570) 618-2885
107589	Maverik, Inc.	West Valley City	Utah	(801) 425-0249
107779	YETS 17, LLC	Alexandria	Virginia	(646) 232-6626
107796	YETS 17, LLC	Alexandria	Virginia	(646) 232-6626
107795	YETS 17, LLC	Arlington	Virginia	(646) 232-6626
107159	Harshal Patel	Chesapeake	Virginia	(757) 633-5704
107780	YETS 17, LLC	Falls Church	Virginia	(646) 232-6626
107141	SoPatriKa LLC	Gainesville	Virginia	(816) 728-9846

Franchise #	Franchisee	City	State	Telephone
107781	YETS 17, LLC	Kings Park West	Virginia	(646) 232-6626
106840	OM SHREE LUCKY2 INC	Rocky Mount	Virginia	(540) 815-1345
106839	OM SHREE LUCKY2 INC	Salem	Virginia	(540) 815-1345
107778	YETS 17, LLC	Springfield	Virginia	(646) 232-6626
107157	Harshal Patel	Virginia Beach	Virginia	(757) 633-5704
107158	Harshal Patel	Virginia Beach	Virginia	(757) 633-5704
107617	Amandeep Rahl, Sapna Rahl	Federal Way	Washington	2533262762
106485	Lal Sidhu	Rochester	Washington	5039313551
107767	Hans Enterprises Market Inc	Sunnyside	Washington	509.834.1424
105423	Pilot Travel Centers LLC	TBD	Washington	(865) 474-4570
107770	Hans Enterprises Market Inc	Yakima	Washington	509.834.1424
106109	Brian Matzke, Stephanie Matzke	Green Bay	Wisconsin	(920) 471-2072
106110	Brian Matzke, Stephanie Matzke	Green Bay	Wisconsin	(920) 471-2072
107084	CA Bites LLC	Milwaukee	Wisconsin	(847) 372-7814
106551	Nofal Hamed, Mohammad Jaraba, Faries Jaraba	Oak Creek	Wisconsin	(414) 306-5375
107154	Tanisha Brandt	Pleasant Prairie	Wisconsin	(701) 301-2623
107146	Gloria Coffee Tea and Chai Dells Inc.	Wisconsin Dells	Wisconsin	(708) 513-3480

EXHIBIT E

INFORMATION ON FORMER FRANCHISEES

INFORMATION REGARDING FORMER BAKERY FRANCHISEES
(as of December 31, 2025)

Transfers in Fiscal Year 2025

#	Former Franchisee	City	State	Telephone
102030	Majestic Retail Group, Inc.	Canoga Park	California	562-500-7891
103368	Majestic Retail Group, Inc.	Chico	California	562-500-7891
104846	Trifecta Brands, LLC	Elk Grove	California	(510) 813-3404
104848	Trifecta Brands, LLC	Elk Grove	California	(510) 813-3404
102226	PRETZEL POWER, INC.	Hayward	California	(925) 640-5200
4969	PRETZEL POWER, INC.	Livermore	California	(925) 640-5200
131	PRETZEL POWER, INC.	Milpitas	California	(925) 640-5200
4442	Harbor Foods #4, Inc.	Ontario	California	303-819-2400
101175	Majestic Retail Group, Inc.	Palm Desert	California	562-500-7891
101680	PRETZEL POWER, INC.	Pleasanton	California	(925) 640-5200
104847	Trifecta Brands, LLC	Sacramento	California	(510) 813-3404
22	PRETZEL POWER, INC.	San Jose	California	(925) 640-5200
103341	PRETZEL KING, LLC (CA)	Sylmar	California	818 634-2449
104113	Majestic Retail Group, Inc.	Victorville	California	562-500-7891
102136	Majestic Retail Group, Inc.	Yuba City	California	562-500-7891
102550	H & V Pretzels, LLC	Broomfield	Colorado	(720) 382-9287
104508	M&N Dover Investment Inc	Dover	Delaware	(302) 727-1004
102517	DanMar Enterprises, Inc.	Alpharetta	Georgia	(678) 571-4200
101236	Hott Buns, Inc.	Kennesaw	Georgia	(678) 571-4200
3828	N & S Deli, LLC	Peachtree City	Georgia	(678) 907-3999
4928	Suwanee Deli LLC	Suwanee	Georgia	(678) 852-5231
102023	Mechtley Enterprises, Inc.	Topeka	Kansas	(785) 224-0007
3693	Mechtley Enterprises, Inc.	Topeka	Kansas	(785) 224-0007
2453	Calpare, Inc.	Lexington	Kentucky	(859) 806-3354
102269	Andrew Tupitsyn	Baltimore	Maryland	(914) 217-0853

#	Former Franchisee	City	State	Telephone
104812	HKJ HOLDINGS LLC	Dearborn	Michigan	(313) 522-4333
103947	ABBASCO LLC	Dearborn Heights	Michigan	(313) 522-4333
104230	ABBASCO LLC	Dearborn Heights	Michigan	(313) 522-4333
100354	HK Hattiesburg, LLC	Hattiesburg	Mississippi	(313) 618-8580
104114	Liberty Food Services, LLC	Ocean City	New Jersey	(609) 280-3216
2043	Great Buns, LLC	Hobbs	New Mexico	(575) 631-7450
104094	Yummy Tummy Group LLC	Charlotte	North Carolina	(404) 512-4020
100226	zBest Edmond Deli, LLC	Edmond	Oklahoma	(405) 334-2075
102548	Robert Burness, Daniel Brown	Langhorne	Pennsylvania	(215) 499-4335
102854	Vincent Au Yeung	Willow Grove	Pennsylvania	(919) 247-3016
100485	Akil Momin	Baytown	Texas	(832) 858-1144
101581	Texas Pretzels, Inc.	Dallas	Texas	(972) 814-7236
3440	ABA FOOD BRANDS, LLC	Houston	Texas	832-715-2687
100252	AMSUN LLC	Houston	Texas	832-712-4162
100520	RZRR Enterprise LLC	Houston	Texas	(832) 552-5649
1580	The Purple Oval Corporation	Houston	Texas	(281) 810-8886
6335	PRIGOM VENTURES LLC	San Antonio	Texas	(512) 965-5920
592	Frosting Roti Inc.	Fairfax	Virginia	(202) 299-6110
174	Catalyst Six, Inc.	Auburn	Washington	(206) 769-1921
105842	BMBON LLC	Menomonee Falls	Wisconsin	(414) 530-7462

Terminated, Not Renewed or Left The System-Other (Bakery Previously Opened) in Fiscal Year 2025

#	Former Franchisee	City	State	Telephone	Category
104625	Whirld Concepts, Inc.	Prescott	Arizona	(707) 451-2339	Termination
102244	DMFH Restaurant Enterprises LLC	Hot Springs	Arkansas	(918) 622-4053	Termination
5091	Tanya Lewis-Davis, Charmaine Thomas	Valencia	California	(310) 678-2160	Termination
77	Cinnatown, Inc.	Westminster	California	(310) 710-8535	Termination
104258	MCCT ENTERPRISES, LLC	Madison	Connecticut	(631) 379-3829	Termination
102667	New England Venture Group, LLC	Waterbury	Connecticut	(860) 965-2326	Termination

#	Former Franchisee	City	State	Telephone	Category
100393	RI Inc	Baltimore	Maryland	443-739-1533	Termination
100629	Pilot Travel Centers LLC	Holland	Michigan	(865) 474-4570	Termination
105450	NILE HOLDINGS LLC	Portage	Michigan	(201) 675-7028	Termination
102941	JESLA Development, LLC	Sunset Hills	Missouri	(636) 236-9946	Termination
104685	Rancho Mesquite Casino, Inc.	Mesquite	Nevada	(702) 406-3406	Termination
104695	Fresh Dining Concepts LLC	Jersey City	New Jersey	(303) 916-5676	Termination
105358	Liberty Food Services, LLC	Ocean City	New Jersey	(609) 280-3216	Termination
104138	BHATZLACHA 770 LLC	Brooklyn	New York	(347) 409-6580	Termination
102911	The Paradies Shops, LLC	Fletcher	North Carolina	(404) 494-3402	Termination
101290	SKS Partners III LLC	Oklahoma City	Oklahoma	(405) 741-2936	Termination
102439	Jacksons Food Stores, Inc.	Ontario	Oregon	(208) 888-6061	Termination
6355	Pilot Travel Centers LLC	Bentleyville	Pennsylvania	(865) 474-4570	Termination
103555	Simhas Den LLC	State College	Pennsylvania	(717) 395-7675	Termination
103809	AETC, Inc.	North Charleston	South Carolina	(404) 549-9248	Termination
100433	Pilot Travel Centers LLC	North Charleston	South Carolina	(865) 474-4570	Termination
101724	Matthew Forbush	Memphis	Tennessee	(423) 914-8118	Termination
2283	Van Scoit Services LLC	Carrollton	Texas	(817) 640-1011	Termination
104452	Van Scoit Services LLC	Dallas	Texas	(817) 640-1011	Termination
101699	Saveco Business LLC	Fresno	Texas	(281) 793-2093	Termination
4609	Refectio LLC	Galveston	Texas	713-224-1643	Termination
3553	VERONA GIN LLC	Grapevine	Texas	(214) 558-1324	Termination
101701	Saveco Business LLC	Houston	Texas	(281) 793-2093	Termination
3371	Supar Incorporated	Nacogdoches	Texas	(936) 564-2867	Non-Renewal
5256	Shreeji Nayan, Inc.	Paris	Texas	(971) 431-1534	Termination
100632	Pilot Travel Centers LLC	Pasadena	Texas	(865) 474-4570	Termination
4502	Van Scoit AM Restaurants LLC	Roanoke	Texas	(817) 640-1011	Termination
5113	A Novel Idea, LLC	San Antonio	Texas	(303) 916-5676	Termination
6224	Van Scoit AM Restaurants LLC	Southlake	Texas	(817) 640-1011	Termination
4947	JPRIETO HOSPITALITY LLC	Stephenville	Texas	(210) 558-3354	Termination

#	Former Franchisee	City	State	Telephone	Category
4899	Pilot Travel Centers LLC	Von Ormy	Texas	(865) 474-4570	Termination
2309	JPRIETO HOSPITALITY LLC	Weatherford	Texas	(210) 558-3354	Termination

Terminated (Bakery Never Opened) in Fiscal Year 2025

#	Former Franchisee	City	State	Telephone
107652	MG FRESH LLC	Chandler	Arizona	(623) 499-5795
107654	MG FRESH LLC	Gilbert	Arizona	(623) 499-5795
107648	MG FRESH LLC	Glendale	Arizona	(623) 499-5795
107647	MG FRESH LLC	Goodyear	Arizona	(623) 499-5795
106981	MG FRESH LLC	Mesa	Arizona	(623) 499-5795
107655	MG FRESH LLC	Mesa	Arizona	(623) 499-5795
107656	MG FRESH LLC	Mesa	Arizona	(623) 499-5795
106381	MG FRESH LLC	Phoenix	Arizona	(623) 499-5795
107649	MG FRESH LLC	Phoenix	Arizona	(623) 499-5795
107651	MG FRESH LLC	Phoenix	Arizona	(623) 499-5795
107661	MG FRESH LLC	Phoenix	Arizona	(623) 499-5795
107653	MG FRESH LLC	Queen Creek	Arizona	(623) 499-5795
107657	MG FRESH LLC	Scottsdale	Arizona	(623) 499-5795
107658	MG FRESH LLC	Scottsdale	Arizona	(623) 499-5795
107659	MG FRESH LLC	Scottsdale	Arizona	(623) 499-5795
107660	MG FRESH LLC	Scottsdale	Arizona	(623) 499-5795
106380	MG FRESH LLC	Surprise	Arizona	(623) 499-5795
107650	MG FRESH LLC	Surprise	Arizona	(623) 499-5795
106980	MG FRESH LLC	Tempe	Arizona	(623) 499-5795
106982	MG FRESH LLC	Tempe	Arizona	(623) 499-5795
106353	Sonson Group, LLC	Burbank	California	(818) 455-5330
106354	Sonson Group, LLC	Los Angeles	California	(818) 455-5330
106355	Sonson Group, LLC	Los Angeles	California	(818) 455-5330

#	Former Franchisee	City	State	Telephone
106351	Sonson Group, LLC	Pasadena	California	(818) 455-5330
105366	Trifecta Brands, LLC	West Sacramento	California	(888) 808-9441
104344	Alphabet Investment LLC	Lynn Haven	Florida	(404) 512-1752
104835	Mitash Kripalani, Erum Kripalani	Miami	Florida	(786) 271-5598
106168	Jigar Shah	Marietta	Georgia	(770) 643-2059
105602	ABBASCO LLC	Ann Arbor	Michigan	(313) 618-8580
106425	NILE HOLDINGS LLC	Byron Center	Michigan	(201) 675-7028
105601	ABBASCO LLC	Detroit	Michigan	(313) 618-8580
105607	ABBASCO LLC	Farmington Hills	Michigan	(313) 618-8580
106428	Gomaa Holdings LLC	Grand Rapids	Michigan	(201) 675-7028
106114	NILE HOLDINGS LLC	Grand Rapids	Michigan	(201) 675-7028
106427	Gomaa Holdings LLC	Grandville	Michigan	(201) 675-7028
106429	NILE HOLDINGS LLC	Kalamazoo	Michigan	(201) 675-7028
105599	ABBASCO LLC	Lathrup Village	Michigan	(313) 618-8580
105605	ABBASCO LLC	New Hudson	Michigan	(313) 618-8580
105604	ABBASCO LLC	Northville	Michigan	(313) 618-8580
105606	ABBASCO LLC	Novi	Michigan	(313) 618-8580
105608	ABBASCO LLC	Southfield	Michigan	(313) 618-8580
105600	ABBASCO LLC	Warren	Michigan	(313) 618-8580
105603	ABBASCO LLC	Westland	Michigan	(313) 618-8580
105598	ABBASCO LLC	Ypsilanti Charter Twp	Michigan	(313) 618-8580
104246	Mohammed Ali Razai	Brooklyn	New York	(917) 291-5340
104983	Mohammed Ali Razai	New York	New York	(917) 291-5340
104342	Mohammed Ali Razai	Queens	New York	(917) 291-5340
105438	K3M LLC	Hilton Head Island	South Carolina	(843) 815-4285
106535	Renee Gouveia, Andre Henry	Austin	Texas	(267) 279-8387
105511	500 AJ STORE, INC.	Huntsville	Texas	732-331-8444

EXHIBIT F

STATE ADMINISTRATORS

CALIFORNIA

Office of the Commissioner
California Department of Financial Protection and Innovation
320 West 4th Street, Suite 750
Los Angeles, California 90013
(866) 275-2677

CONNECTICUT

Securities and Business Investment Division
Connecticut Department of Banking
260 Constitution Plaza
Hartford, Connecticut 06103
(860) 240-8233

FLORIDA

Department of Agriculture and Consumer Services
Division of Consumer Services
Mayo Building, Second Floor
Tallahassee, Florida 32399-0800
(850) 922-2770

HAWAII

Hawaii Securities Commissioner
Department of Commerce and Consumer Affairs
Business Registration Division
335 Merchant Street, Room 203
Honolulu, Hawaii 96813
(808) 586-2722

ILLINOIS

Franchise Bureau
Office of Attorney General
State of Illinois
500 South Second Street
Springfield, Illinois 62706
(217) 782-4465

INDIANA

Indiana Securities Division
302 West Washington Street
Room E-111
Indianapolis, Indiana 46204
(317) 232-6681

MARYLAND

Office of the Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2020
(410) 576-7042

MICHIGAN

Michigan Department of Attorney General
Consumer Protection Division
Antitrust and Franchise Unit
670 Law Building
Lansing, Michigan 48913
(517) 335-7567

MINNESOTA

Minnesota Department of Commerce
Securities-Franchise Registration
85 7th Place, Suite 280
St. Paul, Minnesota 55101
(651) 539-1500

NEBRASKA

Department of Banking and Finance
Commerce Court
1230 “O” Street, Suite 400
PO Box 95006
Lincoln, NE 68509-5006
(402) 471-3445

NEW YORK

NYS Department of Law
Investor Protection Bureau
Franchise Section
28 Liberty Street, 21st Floor
New York, NY 10005
(212) 416-8236

NORTH DAKOTA

North Dakota Insurance & Securities Department
600 East Boulevard Avenue, Dept. 401
Bismarck, North Dakota 58505-0510
(701) 328-2910

OREGON

Department of Consumer and Business Services
Division of Finance
Labor and Industries Building
Salem, Oregon 97310
(503) 378-4140

RHODE ISLAND

Director of Business Regulations
State of Rhode Island
John O. Pastore Complex
1511 Pontiac Avenue, Building 69-1
Cranston, RI 02910
(401) 277-3048

SOUTH DAKOTA

Department of Labor and Regulation
Division of Insurance
Securities Regulation
124 S. Euclid Avenue, Suite 104
Pierre, South Dakota 57501
(605) 773-3563

TEXAS

Secretary of State
Statutory Document Section
P.O. Box 12887
Austin, Texas 78711
(512) 475-1769

UTAH

Director, Division of Consumer Protection
Utah Department of Commerce
160 East 300 South
P.O. Box 146704
Salt Lake City, Utah 84114-6704
(801) 530-6601

VIRGINIA

State Corporation Commission
1300 East Main Street, Ninth Floor
Richmond, Virginia 23219
(804) 371-9051

WASHINGTON

Securities Division
Department of Financial Institutions
150 Israel Road
Tumwater, Washington 98501
(360) 902-8760

WISCONSIN

Wisconsin Division of Securities
Department of Financial Institutions
P.O. Box 1768
Madison, Wisconsin 53701
(608) 266-8559

EXHIBIT G

AGENTS FOR SERVICE OF PROCESS

Agents for Service of Process

CALIFORNIA

Commissioner of Financial Protection and Innovation
California Department of Financial Protection and Innovation
320 West 4th Street, Suite 750
Los Angeles, California 90013

HAWAII

Hawaii Securities Commissioner
Department of Commerce and Consumer Affairs
Business Registration Division
335 Merchant Street, Room 203
Honolulu, Hawaii 96813

ILLINOIS

Attorney General of the State of Illinois
500 South Second Street
Springfield, Illinois 62706

INDIANA

Indiana Secretary of State
302 West Washington Street
Room E-111
Indianapolis, Indiana 46204

MARYLAND

Maryland Securities Commissioner
200 St. Paul Place
Baltimore, Maryland 21202-2020

MICHIGAN

Michigan Department of Commerce
Corporations and Securities Bureau
6546 Mercantile Way
Lansing, Michigan 48910

MINNESOTA

Minnesota Commissioner of Commerce
Department of Commerce
85 7th Place, Suite 280
St. Paul, Minnesota 55101

NEW YORK

Secretary of State of New York
New York Department of State
One Commerce Plaza,
99 Washington Avenue, 6th Floor
Albany, NY 12231-0001

NORTH DAKOTA

Insurance Commissioner
North Dakota Insurance & Securities Department
600 East Boulevard Avenue, Dept. 401
Bismarck, North Dakota 58505-0510

OREGON

Director
Department of Insurance and Finance
700 Summer Street, N.E.
Suite 120
Salem, Oregon 97310

RHODE ISLAND

Director of Department of Business Regulation
Department of Business Regulation
Securities Division
John O. Pastore Complex
1511 Pontiac Avenue, Building 69-1
Cranston, RI 02910

SOUTH DAKOTA

Director of the Division of Insurance
Department of Labor and Regulation
Division of Insurance
124 S Euclid, Suite 104
Pierre, South Dakota 57501

VIRGINIA

Clerk of the State Corporation Commission
1300 East Main Street
Richmond, Virginia 23219

WASHINGTON

Director of the Securities Division
Department of Financial Institutions
State of Washington
150 Israel Road
Tumwater, Washington 98501

WISCONSIN

Wisconsin Commissioner of Securities
201 W. Washington Avenue, Suite 300
Madison, Wisconsin 53703

EXHIBIT H

STATE ADDENDA TO DISCLOSURE DOCUMENT

ADDENDUM TO DISCLOSURE DOCUMENT
FOR
CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, AND WISCONSIN

The following provision applies only to franchisees and franchised Bakeries that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and/or Wisconsin:

> No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of us. This provision supersedes any other term of any document executed in connection with the franchise.

CALIFORNIA ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the California Franchise Investment Law, California Corporations Code §§ 31000 through 31516, and the California Franchise Relations Act, California Business and Professions Code §§ 20000 through 20043, the Disclosure Document for Cinnabon Franchisor SPV LLC in connection with the offer and sale of franchises for use in the State of California is amended to including the following:

1. **ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION**

A. California Business and Professions Code §§ 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

B. The Franchise Agreement contains provisions requiring application of the laws of Georgia. These provisions may not be enforceable under California law

C. The Franchise Agreement requires binding arbitration. The arbitration will occur at the offices of our principal place of business (currently Atlanta, Georgia) or another suitable location chosen by us in the city where our headquarters is located, with the prevailing party's costs and expenses to be borne by the other party. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California.

D. The Franchise Agreement contains a covenant not to compete that extends beyond the termination of the franchise. This provision may not be enforceable under California law.

E. The Franchise Agreement contains a liquidated damage clause. Under California Civil Code Section 1671, certain liquidated damage clauses are unenforceable.

F. You must sign a general release when you sign your franchise agreement or if you renew or transfer your franchise or sign a superseding agreement. California Corporations Code § 31512 voids a waiver of your rights under the Franchise Investment Law (*see* California Corporations Code §§ 31000 through 31516). California Business and Professions Code § 20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code §§ 2000 through 20043).

2. **DISCLOSURES REGARDING THE CALIFORNIA FAST FOOD ACT (CALIFORNIA ASSEMBLY BILL 1228)**

A. ITEM 1: To the extent it is applicable, you must comply with California Assembly Bill 1228, codified at Cal. Lab. Code §§ 1474-1475 (the "**Fast Food Act**"), which may set health, safety, and employment standards related to your employees, including standards on minimum wages, working hours, and working conditions.

B. ITEMS 5, 6, AND 11: We currently do not provide any training or assistance related to, or charge any initial or ongoing fees related to, the development or implementation of

any standards, policies, or procedures that may be required under the Fast Food Act. It is solely your responsibility to determine whether the Fast Food Act applies to your franchise and, to the extent it does apply, to comply with the Fast Food Act when developing and constructing your restaurant, operating your franchise, and training and supervising your employees.

C. ITEM 7: The Additional Funds estimate takes into account any increased costs that you may incur related to complying with the Fast Food Act (such as increased wages), based on the Fast Food Act standards that are in effect as of the date of this Disclosure Document.

3. **ADDITIONAL DISCLOSURES**

A. Neither we nor any person in Item 2 of the Disclosure Document is subject to any currently-effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78a *et seq*., suspending or expelling us or that person from membership in these associations or exchanges.

B. Section 31125 of the California Corporations Code requires us to give you a Disclosure Document in a form and containing all information as the Commissioner may by rule or order require, before a solicitation of a proposed material modification of an existing franchise.

C. The California franchise investment law requires that we deliver a copy of all proposed agreements related to the sale of the franchise, together with the Disclosure Document.

D. Regarding our website, www.cinnabon.com, please note the following:

OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION at www.dfpi.ca.gov.

E. No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of us. This provision supersedes any other term of any document executed in connection with the franchise.

HAWAII ADDENDUM TO DISCLOSURE DOCUMENT

THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING. THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE. THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

1. Item 17 shall be supplemented by the addition of the following language at the end of the Item:

> No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

2. Exhibit I (Franchisee Disclosure Acknowledgment) to the Franchise Disclosure Document is hereby deleted in its entirety.

ILLINOIS ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, Ill. Comp. Stat. §§ 705/1 through 705/44, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of Illinois is amended to include the following:

ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

1. Notice Required By Law:

   THE TERMS AND CONDITIONS UNDER WHICH WE MAY TERMINATE YOUR FRANCHISE AND YOUR RIGHTS ON NON-RENEWAL MAY BE AFFECTED BY ILLINOIS LAW, 815 ILCS §§ 705/19 AND 705/20.

2. The provisions of the Franchise Agreement, and all other agreements concerning governing law, jurisdiction, and choice-of-law, will not constitute a waiver of any right conferred on you by the Illinois Franchise Disclosure Act. Illinois law will govern the Franchise Agreement with respect to franchisees under the jurisdiction of the Illinois Franchise Disclosure Act. Consistent with the foregoing, any provision in the Franchise Agreement that designates jurisdiction and venue in a forum outside of Illinois is void with respect to any cause of action that is otherwise enforceable in Illinois.

3. 815 ILCS § 705/41 (Illinois Franchise Disclosure Act) states that "any condition, stipulation, or provision purporting to bind any person acquiring any franchise to waive compliance with any provision of this Act or any other law of this State is void."

4. Section 21.1 (Your Acknowledgements) is deleted from all Illinois Franchise Agreements.

INDIANA ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the Indiana Franchise Disclosure Law, Indiana Code §§ 23-2-2.5-1 through 23-2-2.5-51, and the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1 through 23-2-2.7-10, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of Indiana is amended as follows:

1. The laws of the State of Indiana supersede any provisions of the Franchise Agreement and any the other agreements, or Georgia law, if these provisions are in conflict with Indiana law.

2. No release language stated in the Franchise Agreement relieves us or any other person, directly or indirectly, from liability imposed by the laws concerning franchising of the State of Indiana.

3. Notwithstanding the terms of Item 12 of the Disclosure Document and Section 4 (Reserved Rights) of the Franchise Agreement (as applicable), we will not compete unfairly with you within a reasonable area.

4. Notwithstanding the terms of Section 13.1 (Indemnification) of the Franchise Agreement, you will not be required to indemnify the Affiliated Parties for any liability caused by your proper reliance on or use of procedures or materials provided by us or caused by our negligence.

5. Section 15.4.B. (Restrictive Covenants: Post Term) of the Franchise Agreement is revised to limit the geographical extent of the post-term covenant not to compete to an area of reasonable size, for all franchises sold in the State of Indiana.

6. The prohibition by Indiana Code § 23-2-2.7-1(7) against unilateral termination of the franchise without good cause or in bad faith, good cause being defined therein as ". . . a material breach of the franchise agreement . . . ," supersede any contrary provisions contained in Section 17 (Default and Termination) of the Franchise Agreement in the State of Indiana.

7. The provisions of the Franchise Agreement relieving both parties from liability for punitive damages will not apply to franchises offered and sold in the State of Indiana.

MARYLAND ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of Maryland is amended as follows:

ITEM 5 INITIAL FEES

1. Based upon our financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by franchisees shall be deferred until we complete our pre-opening obligations under the Franchise Agreement. If a franchisee signs a Multi-Unit Addendum to a Franchise Agreement, all initial fees and payments owed by such franchisee under each of the Franchise Agreements that is subject to the Multi-Unit Addendum shall be deferred until we complete our pre-opening obligations under the applicable Franchise Agreement.

ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION:

1. No release language required on renewal, transfer, or signing the Franchise Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the Maryland Franchise Registration and Disclosure Law.

2. No provision of the Disclosure Document or Franchise Agreement will be construed as a release, estoppel, or waiver by you of any liability we incur under the Maryland Franchise Registration and Disclosure Law.

3. Item 17.v. of this Disclosure Document is modified as follows:

   You can enter into litigation with us in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law, as long as the nature of the litigation is not the type of dispute, controversy, claim, action or proceeding which would be subject to arbitration under the Franchise Agreement.

4. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.

MINNESOTA ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the Minnesota Franchises Law, Minn. Stat. §§ 80C.01 through 80C.22, and of the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce, Minn. Rules §§ 2860.0100 through 2860.9930, the Disclosure Document for Cinnabon Franchisor SPV LLC for the offer of franchises for use in the State of Minnesota is amended to include the following:

1. **THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.**

2. **THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.**

3. Item 6, “Other Fees,” shall be amended as follows:

> We may be limited in the amount of the Insufficient Funds Fee we may charge you as described in Item 6 of this Disclosure Document. The Minnesota Department of Commerce requires us to disclose to you that, currently, the highest such fee permitted under Minnesota Statute 604.113 is $30.

4. Item 13, “Trademarks,” is amended by the addition of the following paragraph immediately:

> The Minnesota Department of Commerce requires us to indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisee’s use of our trademark infringes on trademark rights of the third party. We do not indemnify against the consequences of a franchisee’s use of our trademark except in accordance with the requirements of the Franchise Agreement; and, as a condition to indemnification, you must: (i) provide prompt notice to us of any such claim; (ii) tender the defense of the claim to us; and (iii) cooperate with us in the defense against the claim. If we accept the tender of defense, we have the right to manage the defense of the claim including the right to compromise, settle, or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

5. Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” is amended by the addition of the following paragraph at the end of the Item:

> Pursuant to Minn. Rule 2860.4400D, any general release of claims a transferor may have against us or our directors, officers, shareholders, and employees, including without limitation claims arising under federal, state, and local laws, rules, and ordinances, excludes claims the transferor may have under the Minnesota Franchises Law or the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce.

6. With respect to franchises governed by Minnesota law, we will comply with Minn. Stat. § 80C.14, Subds. 3, 4, and 5, that require, except in certain specified cases, that a franchisee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of non-renewal of the Franchise Agreement, and that we not unreasonably withhold consent to the transfer of the franchise.

7. Minn. Stat. § 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring that litigation be conducted outside Minnesota. In addition, nothing in the Disclosure Document or Franchise Agreement abrogate or reduce any of your rights provided for in Minnesota statutes Chapter 80C, or your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

8. The Franchise Agreement contains provisions that may be interpreted as liquidated damages clauses under Minnesota law. Certain liquidated damages clauses are unenforceable.

NEW YORK ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the General Business Law of the State of New York, Article 33, §§ 680 through 695, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of New York is amended as follows:

1. The following information is added to the cover page of the Disclosure Document:

THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3 of the Disclosure Document:

Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.

B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.

C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10-year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of the "Summary" sections of Item 17(c), titled "**Requirements for franchisee to renew or extend**," and Item 17(m), entitled "**Conditions for franchisor approval of transfer"**:

> However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

4. The following language replaces the "Summary" section of Item 17(d), titled **"Termination by franchisee"**:

> You may terminate the Franchise Agreement on any grounds available by law.

5. The following is added to the end of the "Summary" sections of Item 17(v), titled "**Choice of forum"**, and Item 17(w), titled "**Choice of law"**:

> The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of State of New York.

NORTH DAKOTA ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the North Dakota Franchise Investment Law, N.D. Cent. Code §§ 51-19-01 through 51-19-17, and the policies of the Office of State of North Dakota Securities Commission, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of North Dakota is amended as follows:

1. A contractual requirement that you sign a general release will not apply to claims you may have under the North Dakota Franchise Investment Law.

2. Covenants not to compete such as those contained in the Franchise Agreement are generally considered unenforceable in the State of North Dakota.

3. The Franchise Agreement contains provisions that may be interpreted as liquidated damages clauses. Under the North Dakota Franchise Investment Law, certain liquidated damages clauses are unenforceable.

4. The Franchise Agreement requires you to waive your right to collect exemplary or punitive damages. This provision may not be enforceable under North Dakota law.

5. The Franchise Agreement requires that you consent to the jurisdiction of a court in Georgia. This provision may not be enforceable under North Dakota Law because North Dakota Law precludes you from consenting to jurisdiction of any court outside of North Dakota.

6. The provisions of the Franchise Agreement on governing law, jurisdiction, and choice of law will not be a waiver of any right conferred on you by the North Dakota Franchise Investment Law.

RHODE ISLAND ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the Disclosure Document for Cinnabon Franchisor SPV LLC for use in the State of Rhode Island is amended as follows by adding the following language at the end of Item 17:

> Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that "A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act."

VIRGINIA ADDENDUM TO DISCLOSURE DOCUMENT

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for Cinnabon Franchisor SPV LLC for use in the Commonwealth of Virginia is amended as follows:

1. Item 17.h. of the Franchise Disclosure Document shall be amended to add the following:

   Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act (the "Act"), it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any ground for default or termination stated in Franchise Agreement does not constitute "reasonable cause," as that term may be defined in the Act or the laws of Virginia, that provision may not be enforceable.

2. Item 17.r. of the Franchise Disclosure Document shall be amended to add the following:

   Effective as of July 1, 2026, under subdivision A 4 of § 13.1-563 of the Act, it is unlawful to offer or enter into a franchise agreement that restricts the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after termination or expiration of the franchise agreement. However, subsection B of § 13.1-563 of the Act provides that if a franchisee sells a franchise at a mutually agreed upon price to a third party or back to the franchisor, such sale may include a term restricting the right of such franchisee to engage in the business of offering, selling, or distributing goods or services at retail for a period of no more than two years after such sale.

3. Item 17.w. of the Franchise Disclosure Document shall be amended to add the following:

   Effective as of July 1, 2026, under subsection D of § 13.1-559 of the Act, for all franchises located in Virginia, the franchise contract or agreement offered or entered into pursuant to terms of this chapter shall be governed by the laws of the Commonwealth of Virginia.

WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT, THE FRANCHISE AGREEMENT, AND ALL RELATED AGREEMENTS

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee.** The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. **Indemnification.** Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. **Attorneys' Fees.** If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

14. **Noncompetition Covenants.** Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed $100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed $250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

16. **Questionnaires and Acknowledgments.** No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with

or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a "franchise broker" is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

EXHIBIT I

FRANCHISEE DISCLOSURE ACKNOWLEDGEMENT

FRANCHISEE DISCLOSURE ACKNOWLEDGEMENT

THIS ACKNOWLEDGEMENT SHALL NOT BE COMPLETED BY YOU, AND WILL NOT APPLY, IF THE OFFER OR SALE OF THE FRANCHISE IS SUBJECT TO THE STATE FRANCHISE DISCLOSURE LAWS IN THE STATES OF CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, OR WISCONSIN.

IF THE FRANCHISE IS TO BE OPERATED IN, OR YOU ARE A RESIDENT OF, MARYLAND, DO NOT SIGN THE ACKNOWLEDGEMENT.

As you know, Cinnabon Franchisor SPV LLC ("**we**") and the franchisee identified below ("**you**") are preparing to enter into a Cinnabon® Franchise Agreement (the "**Franchise Agreement**") for the operation of a Cinnabon® franchise. The purpose of this Acknowledgement is to determine whether any statements or promises were made to you that we have not authorized or that may be untrue, inaccurate or misleading, to be certain that you have been properly represented in this transaction, and to be certain that you understand the limitations on claims you may make by reason of the purchase and operation of your franchise. **You cannot sign or date this Acknowledgement the same day as the Receipt for the Franchise Disclosure Document, but you must sign and date it the same day you sign the Franchise Agreement and pay your franchise fee.**

Please review each of the following statements carefully and initial by each providing your acknowledgement that the statement is accurate and true. **If you find that a statement is not accurate and true, please cease signing this Acknowledgement and related documents and immediately e-mail Tim Goodman, Senior Vice President of Franchise Administration, at tgoodman@gotofoods.com and provide an explanation of why you believe such statement is not accurate and true.**

_____ Initial 1. You have received and personally reviewed the Franchise Disclosure Document ("**Disclosure Document**") and the Franchise Agreement and each exhibit and schedule attached to them.

_____ Initial 2. You understand all the information contained in the Disclosure Document and the Franchise Agreement.

_____ Initial 3. You understand the success or failure of your franchise will depend in large part on your skills, abilities and efforts and those of the persons you employ, as well as many factors beyond your control such as weather, competition, interest rates, the economy, inflation, labor and supply costs, lease terms and the marketplace.

_____ Initial 4. No employee or other person speaking on our behalf has made any statement or promise regarding the costs involved in operating a Cinnabon® franchise that is not contained in the Disclosure Document or that is contrary to, or different from, the information contained in the Disclosure Document.

_____ Initial 5. No employee or other person speaking on our behalf has made any statement or promise or agreement, other than those matters addressed in the Franchise Agreement, concerning advertising, marketing, media support, marketing penetration, training, support service or assistance

that is contrary to, or different from, the information contained in the Disclosure Document.

_____ Initial 6. No employee or other person speaking on our behalf has made any statement or promise regarding the actual, average or projected profits or earnings, the likelihood of success, the amount of money you may earn, or the total amount of revenue a Cinnabon® franchise will generate, that is not contained in the Disclosure Document or that is contrary to, or different from, the information contained in the Disclosure Document.

_____ Initial 7. You understand that the Franchise Agreement contains the entire agreement between us and you concerning the franchise for the Cinnabon® franchise, meaning any prior oral or written statements not set out in the Franchise Agreement will not be binding.

YOU UNDERSTAND THAT YOUR ACKNOWLEDGEMENT OF THE STATEMENTS ABOVE ARE IMPORTANT TO US AND THAT WE WILL RELY ON THEM. BY SIGNING THIS ACKNOWLEDGEMENT, YOU ARE REPRESENTING THAT YOU HAVE CONSIDERED EACH STATEMENT CAREFULLY AND THAT EACH STATEMENT IS ACCURATE AND TRUTHFUL.

«Z1_First_Name» «Z1_Last_Name»
a «Z1_State_of_Formation» «Z1_Entity_Type»

By:_____
Name: «Signee_1_name»
Title: «Signee_1_title»

Date:_____

By: _____
Name: «Signee_2_name»
Title: «Signee_2_title»

Date: _____

By: _____
Name: «Signee_3_name»
Title: «Signee_3_title»

Date: _____

By: _____
Name: «Signee_4_name»
Title: «Signee_4_title»

Date: _____

By: _____
Name: «Signee_5_name»
Title: «Signee_5_title»

Date: _____

«Z5_First_Name» «Z5_Last_Name»
a «Z5_State_of_Formation» «Z5_Entity_Type»

By: _____
Name: _____
Title: _____
Date: _____

EXPLANATION OF ANY NEGATIVE RESPONSES [REFER TO QUESTION NUMBER AND USE ADDITIONAL PAPER IF NECESSARY]:

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Exempt
Hawaii	*Pending*
Illinois	Exempt
Indiana	April 5, 2026, as amended on May 11, 2026
Maryland	April 2, 2026 (Exempt)
Michigan	March 27, 2026
Minnesota	*Pending*
New York	Exempt
North Dakota	March 30, 2026 (Exempt)
Rhode Island	March 30, 2026 (Exempt)
South Dakota	April 1, 2026
Virginia	April 7, 2026, as amended *Pending*
Washington	April 10, 2026 (Exempt)
Wisconsin	March 31, 2026, as amended on May 11, 2026

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

Your Copy – Retain for Your Records

RECEIPT

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Cinnabon Franchisor SPV LLC offers you a franchise, we must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. Iowa requires that we provide you with this Disclosure Document at the earlier of the first personal meeting or 14 calendar days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale. New York requires that we provide you with this Disclosure Document at the earlier of the first personal meeting or ten business days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale. Michigan requires that we provide you with this Disclosure Document ten business days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale.

If Cinnabon Franchisor SPV LLC does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the applicable state agency listed in Exhibit F.

The name, principal business address, and telephone number of each franchise seller offering the franchise is as follows:_____ 5620 Glenridge Drive NE, Atlanta, Georgia 30342 and its telephone number is (404) 255-3250.

Cinnabon Franchisor SPV LLC, the seller of these franchises, authorizes the agencies shown on Exhibit G to receive service of process for it in certain states.

The issuance date of this Disclosure Document is March 27, 2026, as amended on May 11, 2026.

I, personally, and as a duly authorized officer of the prospective franchisee (if the franchisee is an Entity), hereby acknowledge receipt from Cinnabon Franchisor SPV LLC of the Franchise Disclosure Document (to which this Receipt is attached) dated March 27, 2026, as amended on May 11, 2026.

This Disclosure Document included the following exhibits: A – Financial Statements; B – Franchise Agreement and Related Agreements; C – Other Agreements; D – Information on Franchisees; E- Information on Former Franchisees; F – State Administrators; G- Agents for Service of Process; H – State Addenda to Disclosure Document; and I – Franchisee Disclosure Acknowledgement.

Dated: _____

PROSPECTIVE FRANCHISEE:

If a corporation or LLC:

_____
(Name of corporation or LLC)

By:_____

Its_____
(Title)

_____
(Print Name)

If an individual:

_____
(Signature)

_____
(Print Name)

_____
(Signature)

_____
(Print Name)

Address of corporation, LLC, or individual(s): _____

Cinnabon Copy – Return to Us

RECEIPT

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Cinnabon Franchisor SPV LLC offers you a franchise, we must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. Iowa requires that we provide you with this Disclosure Document at the earlier of the first personal meeting or 14 calendar days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale. New York requires that we provide you with this Disclosure Document at the earlier of the first personal meeting or ten business days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale. Michigan requires that we provide you with this Disclosure Document ten business days before you sign a binding agreement with, or make payment to, us or one of our affiliates in connection with the proposed sale.

If Cinnabon Franchisor SPV LLC does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the applicable state agency listed in Exhibit F.

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Dated: _____

PROSPECTIVE FRANCHISEE:

If a corporation or LLC:

_____
(Name of corporation or LLC)

By:_____

Its_____
(Title)

_____
(Print Name)

If an individual:

_____
(Signature)

_____
(Print Name)

_____
(Signature)

_____
(Print Name)

_____
(Signature)

_____
(Print Name)

Address of corporation, LLC, or individual(s): _____