

FRANCHISE DISCLOSURE DOCUMENT



QDOBA FRANCHISOR LLC
a Delaware limited liability company
350 Camino De La Reina, Suite 400
San Diego, California 92108
(858) 766-4900
www.qdoba.com

Qdoba Franchisor LLC grants franchises for the operation of quick-service or fast-casual Mexican restaurants under the service mark *Qdoba*®, and variations on that mark. Our franchises offer you the right and duty to operate a *Qdoba* restaurant business under the terms and conditions of a franchise agreement.

The total investment necessary to begin operation of a *Qdoba* restaurant is \$~~489,200~~545,500 to \$~~1,307,294~~1,000. This includes \$~~304,000~~10,000 which must be paid to us or our affiliates. The total investment necessary to begin operation of a non-traditional *Qdoba* restaurant is \$~~252,800~~236,500 to \$~~917,700~~939,000. This includes \$~~152,000~~10,000 which must be paid to us or our affiliates.

We may offer the right to enter into a development agreement to develop ~~a minimum of two (2)~~one (1) or more *Qdoba* restaurants ~~pursuant to a development agreement~~. You must pay a development fee to us in the amount of \$10,000 for each restaurant to be developed (there are no additional fees payable to our affiliates). The total investment necessary under the development agreement, based on a commitment of ~~two (2)~~one (1) *Qdoba* ~~restaurants~~restaurant, is \$~~1,039,400~~546,500 to \$~~2,421,129~~1,299,000. This includes \$~~201,000~~10,000 of development fees 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 fourteen (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 ~~James D. Sullivan~~Jeremy Vitaro, Chief Development Officer, Qdoba Franchisor LLC, 350 Camino De La Reina, Suite 400, San Diego, California 92108, (858) 766-4900, or ~~Jim.Sullivan~~Jeremy.Vitaro@qdoba.com.

The terms of your contract will govern your franchise relationship. Don't rely on this 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. 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.

Issuance Date: December ~~22, 2023~~ 20, 2024

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.
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 Qdoba restaurant 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 Qdoba restaurant franchisee?	Item 20 or Exhibit D lists 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 B.

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, license agreement and development agreement require you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in California. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in California than in your own state.
2. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even though your spouse has no ownership interest in the franchise. This guarantee will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails.

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.

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ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

The franchisor is Qdoba Franchisor LLC. To simplify the language in this disclosure document, “Qdoba,” “Company,” “us,” “we” or “our” means Qdoba Franchisor LLC. “You” means the person or entity that buys the franchise.

Qdoba is a Delaware limited liability company formed on September 7, 2023. Qdoba conducts business under its corporate name and the trade name “Qdoba®,” “Qdoba Mexican Eats®,” “Qdoba Mexican Grill®,” and variations on those names (collectively, “Qdoba”). Qdoba’s business address and official place of business is 350 Camino De La Reina, Suite 400, San Diego, California 92108. The addresses of Qdoba’s agents for service of process are listed on Exhibit C.

We became the franchisor of the Qdoba restaurant system in the United States and began offering Qdoba franchises on November 28, 2023 as part of the Securitization Transaction, which is described below. Through our parents and predecessors (as further described under “Our Parents and Predecessors” and “Securitization Transaction”), we have operated one or more Qdoba (formerly known as Zuma Fresh Mexican Grill and Z-TECA) restaurants since September 1995. Our Predecessor began offering franchises for sale in 1997. ~~We began offering Qdoba franchises as of the date of this disclosure document.~~

Qdoba’s Business

Qdoba operates and offers franchises for the operation of high-quality, Mexican-themed quick-service or fast-casual restaurants. As of October 1, 2023³⁴, there were 747⁷ Qdoba restaurants in the United States and Canada, of which 176⁴ were company operated and 571⁶13³ were franchised. We have offered franchises for Qdoba franchises as described above, but we do not directly operate any Qdoba restaurants. Our affiliate, Qdoba Company Restaurants LLC, owns the company owned Qdoba restaurants and also shares our principal address. Qdoba has not conducted business in any other line of business and does not offer franchises in any other line of business.

Qdoba uses ingredients prepared in-house, by hand, and fresh throughout the day to create delicious menu options. Guests can experience Qdoba’s delicious flavors by customizing their burritos, bowls, tacos, salads, quesadillas, and nachos to fit their personal tastes with a variety of proteins, salsas, and toppings. All restaurants offer chips, a variety of dips, including queso and fresh guacamole, and a wide selection of fountain and bottled drinks. Some restaurants serve breakfast or may sell beer and wine, and other alcoholic beverages.

Many menu items are priced pursuant to a tiered, all-inclusive pricing structure that we believe provides high value. This includes the requirement to offer free queso and guacamole on any “create-your-own” entrée. Additionally, most menu orders are assembled to each customer’s specifications. The assembly starts with a steam table section that includes proteins, rice, beans and other hot items, and ends with a refrigerated section that includes fresh salsas, lettuce, cheese, sour cream, guacamole and related toppings. Orders may be placed and fulfilled in the restaurant via the order line, drive-thru, pickup window, or curbside delivery, or through digital channels via our website, app, other digital channels, or delivery (either through us or a third party delivery company). Restaurants emphasize guest hospitality, which is a key element to success.

Qdoba restaurants are operated as part of a system that includes distinctive interior design, including: exhibition-style cooking; unique décor, color schemes and furnishings; uniform standards, specifications and procedures for operations; consistency and uniformity of products and services; a standardized, tiered pricing structure for many of our menu items; a catering program; procedures for quality control; training and assistance; and marketing and promotional programs (“System”). We will provide you new information about the System by means of confidential operating manuals (the “Manuals”), which are maintained primarily in electronic format.

We may offer a catering program, which involves take-out and delivery of larger quantities of products, the most popular being the “Hot Bar,” which is delivered and set up for guests with chafing racks. Some restaurants serve beer, and in the future we may require franchisees to sell beer and other alcohol as well. If you sell beer or other alcohol, you will need to obtain a license to do so. State and local laws, regulations and ordinances vary significantly in the procedures, difficulty, and cost associated with obtaining a license to sell alcohol, the restrictions placed on the manner in which it may be sold, and the potential liability imposed by dram shop laws addressing injuries directly and indirectly related to the sale of alcohol and its consumption. You will need to understand and comply with those laws in operating the restaurant.

To support our vision and commitment to growing the *Qdoba* brand ~~over the next two years~~, we began offering ~~a franchisee cash~~ incentives to franchisees who open *Qdoba* Restaurants early or who commit to develop incremental units beyond those already committed. ~~The incentive program. Under this program, we are providing is up to \$100,000 to each franchisee for each per restaurant opened; provided that is not part of an existing Development Agreement commitment opening meets our criteria and opens prior to September 27, 2026.~~ This ~~cash incentive program will~~ is only ~~be~~ available to the first 150 *Qdoba* restaurants to open from October 2, 2023 through October 1, 2025. ~~The cash payout will occur within two weeks after the restaurant opening qualifying *Qdoba* restaurants.~~

Qdoba restaurants may be established in a variety of locations. We have franchises in non-traditional locations, but most are in strip shopping centers and freestanding buildings. The restaurants are suited for both large and small urban areas, are approximately 1,500 to 3,000 square feet, and seat approximately 15-80 patrons (excluding patio seating, which varies by site). Each *Qdoba* restaurant competes directly and indirectly with a large number of national and regional restaurant chains, some of which have significantly greater financial resources than *Qdoba*, as well as with locally owned and/or independent restaurants in the fast-casual and quick-service segments of the restaurant industry. Each restaurant also competes with other “food away from home” consumer options and with grocery store prepackaged meals and similar offerings.

Before we will approve you to develop or operate a *Qdoba* restaurant, you must complete an application package for the type of site you want to operate and sign a non-disclosure agreement (Exhibit M). If you will be developing two or more *Qdoba* restaurants, you also must sign a Development Agreement (Exhibit F) and pay a Development Fee. You should not obtain any interest in a site for a *Qdoba* restaurant until you sign a Development Agreement (Exhibit F), a Franchise Agreement (Exhibit E-1), or a License Agreement (Exhibit E-2) with us and we have approved the site in writing. For each restaurant that you will operate (whether you are developing that restaurant or purchasing an existing restaurant from us), you also must sign a Franchise Agreement (Exhibit E-1) or a License Agreement (Exhibit E-2) and pay an Initial Franchise Fee. Your receipt of this disclosure document does not mean that you will be approved as a franchisee.

The restaurant business is highly competitive and is affected by changes in consumer preferences, national and regional economic, political, regulatory, and socioeconomic conditions, and changes in consumer dining habits, whether based on new information regarding diet, nutrition, or health, on the cost of food at home compared to food away from home, or other factors. Among the key elements of competition in the industry are menu innovation, execution of operational strategies and initiatives, price, service, quality, location, personnel, advertising, brand identification, and attractiveness of facilities.

When developing and operating a Qdoba restaurant, you must comply with all local, state and federal laws regarding health, sanitation, safety, fire, zoning, building, nutritional disclosures on menus and menu boards, labor and employment, [data privacy](#), [records retention](#), recycling, food distribution, and environmental issues, among others. Additionally, many jurisdictions are considering legislation regarding increasing the minimum wage and aimed at reducing carbon emissions and other climate related actions. We encourage you to research the specific laws, regulations, and ordinances that will apply to the Qdoba restaurant you might operate.

Single-Unit Franchise. Under our standard franchise agreement (the “Franchise Agreement”), we will grant to certain qualified people or entities franchises to own and operate a Qdoba restaurant at a location approved by us in accordance with the terms of the Franchise Agreement, offering the products and services approved by us, and utilizing our System and certain trademarks, service marks, and other commercial symbols (the “Marks”), including without limitation “Qdoba Mexican Eats®.” Your use of the Marks is subject to certain restrictions and approval by us (see Item 13 of this disclosure document).

Area Development Rights. Under our standard area development agreement (the “Development Agreement”), we also grant to certain qualified people or entities (each a “Developer”) the right, subject to certain terms and conditions, to develop ~~two (2)~~[one \(1\)](#) or more Qdoba restaurant(s) within defined geographical areas (the “Development Area”).

If you are a Developer, you must open ~~a minimum number of two (2)~~[at least one \(1\)](#) Qdoba restaurants (“Minimum Development Quota”) over a period of time determined by us on the basis of the market potential and size of the designated area, and as agreed upon by you. For each Qdoba restaurant you open in your Development Area, you will be obligated to sign our then-current form of Franchise Agreement and be subject to the rights and obligations contained in it, including our then-current fees and advertising expenditure requirements, which may differ from the current Franchise Agreement included with this disclosure document. Subject to certain exceptions, your right to develop Qdoba restaurants within the Development Area is protected during the term of the Development Agreement (see Item 12 of this disclosure document regarding development rights, obligations and limitations on exclusivity).

Non-Traditional and Licensed Locations. We may also offer Qdoba franchises, licenses, and similar arrangements at non-traditional locations, such as transportation facilities (airports, train or bus stations, turnpikes, or other limited access highway rest stops); colleges and universities; military installations; sports arenas and entertainment facilities; casinos; and within retail outlets, malls, grocery stores, and supermarkets. The standard terms and conditions of those arrangements are set out in the License Agreement (Exhibit E-2) but we may negotiate different or additional terms, depending upon the nature of the location.

Our Parents and Predecessors

We are a direct, wholly-owned subsidiary of Qdoba Funding LLC (“Qdoba Issuer”), a Delaware limited liability company. Qdoba Issuer is a wholly-owned subsidiary of Qdoba Funding Holdco LLC (“Qdoba Holdco”), a Delaware limited liability company. We, Qdoba Issuer, and Qdoba Holdco share our principal business address and were organized as part of the Securitization Transaction.

Qdoba Restaurant Corporation (“QRC”) is the direct parent of Qdoba Holdco and one of our indirect parent companies. QRC is a Colorado corporation formed on October 30, 1998, and shares our principal business address. Prior to the Securitization Transaction, QRC was the franchisor and offered franchises for the right to develop and operate *Qdoba* restaurants in the United States. QRC is our predecessor, as we obtained the majority of our assets from it through the Securitization Transaction. QRC is a direct wholly-owned subsidiary of Quidditch Acquisition Inc. (“QAI”), which is a Delaware corporation formed in December 2017 and shares our principal business address. QRC and QAI are indirectly owned by investment funds managed by affiliates of Butterfly Equity LP. As further described below, through QAI, we are an indirect wholly-owned subsidiary of MRC Intermediate, Inc., a Delaware corporation (“MRCI”), New MRC Holdings, LLC, a Delaware limited liability company (“Holdings”), MRC Intermediate Guarantor, Inc., a Delaware corporation (“Guarantor”), and MRC Parent, Inc., a Delaware corporation (“MRC Parent”, and together with Guarantor, Holdings, and MRCI, the “MRC Parent Entities”). Each of the MRC Parent Entities was formed in August 2022 and share our principal place of business. Neither QAI nor the MRC Parent Entities ~~have offered~~offer franchises for any business or conducted any other business operations, ~~but the MRC Parent Entities currently own entities that have engaged in these activities (as described below).~~

QRC’s predecessor was formed as a Delaware corporation, and on September 27, 2015, it merged with and into ZRC Operations Company, Inc., a Colorado corporation, and simultaneously changed its name to “Qdoba Restaurant Corporation.” Between January 21, 2003 and March 21, 2018, QRC was owned by Jack in the Box, Inc. Between March 21, 2018 and October 3, 2022, QRC and QAI were indirectly owned by investment funds managed by affiliates of Apollo Global Management, Inc. On October 3, 2022, MRCI and some of its affiliates completed a series of transactions, in which MRCI acquired all of the equity interests of Quidditch Topco, Inc., a Delaware corporation and the indirect parent of QAI, and QRC became an indirect wholly-owned subsidiary of the MRC Parent Entities.

Securitization Transaction

On November 28, 2023 (the “Closing Date”), QAI and its subsidiaries, including QRC, closed a securitization transaction involving the Qdoba brand (the “Securitization Transaction”). As part of the Securitization Transaction, QRC ceased offering and selling new domestic franchises and all existing U.S. Franchise Agreements, Development Agreements, and related agreements for *Qdoba* restaurants were transferred to us, and we became the franchisor of all existing and future Franchise Agreements, Development Agreements, and other related agreements for the United States. Ownership and control of all U.S. trademarks and certain intellectual property relating to the operation of *Qdoba* restaurants were also transferred to us. All of the assets, including intellectual property, necessary to make the offering described in this disclosure document were conveyed to us.

As of the Closing Date, we entered into a management agreement with QRC under which QRC provides certain services and acts as our manager. The primary responsibilities and

activities of QRC as the manager include administering collections of payments due to us, managing our assets, and performing various franchising, marketing, development, real estate, intellectual property, operational oversight, and reporting services on our behalf, which includes support and services that are provided to Qdoba franchisees under their Development Agreements and Franchise Agreements. QRC also manages and operates any company operated Qdoba restaurants that we or our affiliates own or may develop in the future. QRC also acts as our franchise sales broker. We pay management fees to QRC for these services. However, as the franchisor, we will be responsible and accountable to you to make sure that all support and services we are obligated to perform under your Franchise Agreement or other agreement you sign with us are performed in compliance with all applicable agreements.

Affiliates

Qdoba currently has two affiliates that offer products or services to our franchisees or sell Qdoba franchises:

(1) QMG Stored Value Cards, LLC is a Virginia limited liability company that facilitates our Q-card spending card program. QMG Stored Value Cards, LLC has never offered franchises in any line of business and is not engaged in any other business. The principal business address of QMG Stored Value Cards, LLC is the same as ours.

(2) Qdoba of Canada, Inc. was formed to sell Qdoba franchises in Canada. It began selling franchises in August 2011 and as of October 1, 2023, 12 restaurants were open in Canada. Its first franchise opened December 3, 2012. Qdoba of Canada, Inc. does not operate restaurants. The principal business address of Qdoba of Canada, Inc. is the same as ours. Qdoba of Canada, Inc. has never offered franchises in any other line of business and is not engaged in any other business.

~~We have an affiliate, Modern Market Franchising, LLC (“MMF”) (which is also an indirect subsidiary of Holdings), that currently offers franchises for Modern Market Eatery restaurants in the United States. Modern Market Eatery restaurants are premium fast casual restaurants operated under the name “Modern Market Eatery” and related trademarks with a menu consisting of freshly prepared sandwiches, salads, plated dishes, soups, pizzas, and beverages. As of October 1, 2023, there were three licensed Modern Market Eatery restaurants, three franchised Modern Market Eatery restaurants, and 23 Modern Markets Eatery restaurants operated by an affiliate of MMF.~~

As noted above, QRC, QAI and the MRC Parent Entities are affiliates of Butterfly Equity LP. One or more investment funds, accounts or entities owned (in whole or part), controlled, managed, or advised by Butterfly Equity LP or its affiliates (or one or more of its or their affiliates) may now hold investments in or may in the future invest in other companies that offer franchises and own restaurant enterprises, which may compete with the type of business being franchised under this disclosure document.

ITEM 2 BUSINESS EXPERIENCE

Our Officers

As noted in Item 1 above, QRC provides certain services to us as manager to support our franchising activities and act as our franchise sales broker. Listed below are our officers, QRC’s

officers and directors, and QRC's employees who have management responsibility relating to the sale or operation of the franchises offered in this disclosure document. Unless otherwise specified, the location of the positions in this Item 2 is or has been San Diego, California.

Chief Executive Officer: John C. Cywinski¹

Mr. Cywinski has served as Chief Executive Officer of QRC since January 2023. He has been Chief Executive Officer of the MRC Parent Entities and certain of our affiliated entities including QAI, Modern Restaurant Concepts Holdings, LLC and Qdoba of Canada, Inc. since January 2023. Mr. Cywinski has been a Director of the MRC Parent Entities and certain of our affiliated entities since January 2023. He was President of Applebee's Franchisor LLC from March 2017 to January 2023 and served as an executive officer of certain of the affiliates of Applebee's Franchisor LLC from March 2017 to January 2023. ~~Previously, Mr. Cywinski was President of KFC under Yum! Brands from August 2010 to April 2014 in Louisville, Kentucky.~~

Chief Financial Officer: Mel Tucker

Mr. Tucker has been Chief Financial Officer of QRC since February 2022 and holds the same position with certain of our affiliated entities including QAI and Qdoba of Canada, Inc. He has been our Secretary and Treasurer since October 2022 and holds the same position with certain of our affiliated entities including QAI and Qdoba of Canada, Inc. He has been Chief Financial Officer, Secretary and Treasurer of the MRC Parent Entities and Modern Restaurant Concepts Holdings, LLC since November 2022. Mr. Tucker has been a Director of Guarantor, MRCI, and certain of our affiliated entities since January 2023. He was Chief Financial Officer for Ideal Image Development Inc. in Tampa, Florida from January 2021 to December 2021. From April 2019 to December 2020, Mr. Tucker was Chief Financial Officer for Genesco Inc. in Nashville, Tennessee. ~~From April 2014 to April 2019 he was Chief Financial Officer for Century 21 Department Store LLC in New York, New York.~~

Chief Operating Officer: ~~Eric Williams~~Kevin Carroll

Mr. ~~Williams~~Carroll has been ~~QRC's~~Chief Operating Officer ~~of QRC~~ since ~~August 2021 and he holds this position with certain of our affiliated entities including QAI. He was Vice President of Franchise and License Operations from July 2020 to July 2021 and was Director of Operations from October 2019~~2024. ~~From June 2017 to July 2020. Previously, Mr. Williams~~August 2024, he was Chief Operating ~~Officer of CKE Restaurants from July 2015 to May 2017 in Carpinteria~~Dine Brands Global Inc. in Pasadena, California.

Chief Development Officer: ~~James D. Sullivan~~Jeremy Vitaro

Mr. ~~Sullivan~~Vitaro has been ~~QRC's~~Chief Development ~~Officer~~Office of QRC since ~~June 2021 and he holds this position with certain of our affiliated entities including QAI. He has been a Director of Qdoba of Canada, Inc. since August 2021.~~ March 2024. ~~From March 2021 to February 2024, he was Chief Development Officer for CKE Restaurants~~Little Caesar Enterprises, Inc. in Franklin, Tennessee ~~from July 2019 to June 2021 and from February 2016 to January 2019. From February 2019 to June 2019, Mr. Sullivan was Chief~~Detroit, Michigan. ~~From April 2012 to March 2021, he was Vice President of Development Officer for Modern Restaurant Concepts~~Dunkin' Brands, Inc. in ~~Denver, Colorado.~~Canton, Massachusetts.

¹ John Cywinski who is listed under officers of Qdoba is also a Director.

Chief Accounting Officer: Justin Chenard

Mr. Chenard has been ~~QRC's~~ Chief Accounting Officer of QRC since April 2022 and he holds this position with certain of our affiliated entities including QAI. He was the Acting Chief Financial Officer from August 2021 to April 2022 and was previously the VP Controller from August 2018 until July 2021. ~~Mr. Chenard was the VP Financial Reporting and Compliance for CKE Restaurants, Inc. from July 2009 to August 2018.~~

Chief Supply Chain Officer: Paul Sinowitz

Mr. Sinowitz has been ~~QRC's~~ Chief Supply Chain Officer of QRC since November 2021 and he holds this position with certain of our affiliated entities including QAI. From June 2019 to November 2021, he served as our Vice President, Supply Chain. ~~He was Vice President, Global Supply Chain for MGM Resorts International in Las Vegas, Nevada from September 2013 to May 2019.~~

Chief Technology Officer: Prashant Budhale

Mr. Budhale has been ~~QRC's~~ Chief Technology Officer of QRC since July 2023. He was Vice President of Technology for SONIC under Inspire Brands in Sandy Springs, Georgia from July 2020 to July 2023. Mr. Budhale served as Senior Director, Restaurant Technology for Pizza Hut under Yum Brands in Plano, Texas from September 2015 to July 2020.

Vice President, Franchise Development: Lori Osley

Ms. Osley has been ~~QRC's~~ Vice President, Franchise Development of QRC since February 2022. She was Senior Director of Franchise Development of Inspire Brands, Inc. in Atlanta, Georgia from January 2019 to August 2021. ~~Ms. Osley was Senior Director of Franchise Sales and Development Marketing of Sonic Drive In's at Inspire Brands, Inc. in Atlanta Georgia from August 2006 to January 2019.~~

Vice President, Marketing: Kim Zamir

Ms. Zamir has been ~~QRC's~~ Vice President, Marketing since of QRC August 2023. She was Senior Director, Product Marketing and Culinary for QRC from October 2021 to August 2023, and she served as Director, Product Marketing and Culinary for QRC from November 2019 to October 2021. ~~From January 2014 to November 2019, Ms. Zamir was Director of Marketing for Rubio's Restaurants in Carlsbad, California.~~

Vice President, Digital and National Media: Jon Burke

Mr. Burke has been ~~QRC's~~ Vice President, Digital and National Media of QRC since August 2023. He was Vice President, Head of IT and Digital at Jollibee Foods USA in Denver, Colorado from August 2021 to August 2023. Mr. Burke was Executive Director, CRM & Digital Transformation for Applebee's Restaurants LLC in Glendale, California from May 2016 to August 2021.

Vice President, Real Estate, Design and Construction: Rob Gerstenfeld

Mr. Gerstenfeld has been Vice President, Real Estate, Design and Construction of QRC since August 2024. He was Vice President, Real Estate, Design and Construction at Slim Chicken's Development Company, LLC in Fayetteville, Arkansas from September 2022 to August 2024. He

was Director, Real Estate at Inspire Brands Inc in Atlanta, Georgia from April 2011 to September 2022.

Non-Traditional Business Development Manager: Shannon St. Clair

Ms. St. Clair has been ~~QRC's~~ Non-Traditional Business Development of QRC Manager since July 2023. She was Senior Manager of Non-Traditional Development for Pizza Hut, LLC from May 1999 until March 2023 in Plano, Texas.

~~Modern Restaurant Concepts~~ Vice President of Development Strategy and Financial Planning:
Joe Oliva

Mr. Oliva has been Vice President of Development Strategy and Financial Planning of QRC since December 2024. Mr. Oliva was Head of Strategic Finance of QRC from October 2023 to December 2024. He was Analyst, Associate for Butterfly Equity LP from July 2019 to September 2023 in Beverly Hills, California.

NEW MRC HOLDINGS, LLC (Parent) - Board of Directors

Director: A. William Allen III

Mr. Allen has been a Director of Holdings and MRC Parent since October 2022. Mr. Allen currently is a Co-Founder ~~and Board Member~~ of Fleming's Prime Steakhouse and Wine Bar in Newport Beach, California, since January 1998. Previously, Mr. Allen was CEO of Bloomin' Brands from 2005 to 2009, and served as Chairman of its Board from 2009 to 2011. ~~He serves on other boards as follows: Velvet Taco in Dallas, Texas since May 2017; Bruxie, LLC, in Orange, California since July 2013; Movie Studio Grill since April 2019 in Dallas, Texas; Paul Martin's American Bistro in Newport Beach, California since January 2013; and Uncle Julio's in Irving, Texas since October 2017.~~ Mr. Allen served as a board member of The Habit Burger Grill in Irvine, California from November 2016 to March 2020. ~~Mr. Allen was a Strategic Advisor for Matchbox Food Group, LLC in Washington, D.C. from May 2012 to June 2018.~~ He has been a board member of Paul Martin's American Bistro in Newport Beach, California since January 2013. Since January 2013, he has been a strategic advisor for Captiva MVP Restaurant Partners LLC (a restaurant chain) in Tampa, Florida. Mr. Allen has been a board member of Hopdoddy in Austin, Texas since September 2018. Additionally, Mr. Allen has been Chairman of the Board of Founders Table in Dallas, Texas since January 2019. Mr. Allen has also been a Board Member of Whiskey Cake Holdings in Dallas, Texas and Board Member of Bobby Flay's Burgers in Charlotte, North Carolina since January 2019.

Director: Francesco D'Arcangelo

Mr. D'Arcangelo has been a Director of Holdings and MRC Parent since August 2022. He has been a Principal with Butterfly Equity LP in Los Angeles, California since December 2021. Mr. D'Arcangelo has also been a board member of Chosen Foods since September 2023 in San Diego, California. From July 2019 to November 2021 Mr. D'Arcangelo was a Vice President with Butterfly Equity LP. ~~From May 2018 to June 2019 Mr. D'Arcangelo was a Senior Associate for Apollo Global Management, Inc. in Los Angeles, California. From March 2016 to April 2019 he was an Associate for L Catteron in Greenwich, Connecticut.~~

Director: Robert McColgan

~~Mr. McColgan has been a Director of the MRC Parent Entities and certain of our affiliated entities since August 2022. He is Co-Founder and President of Modern Market Eatery since its founding in 2008 in Denver, Colorado. Previously, Mr. McColgan was the President of Lemonade Restaurant Group from February 2019 to May 2023, also in Denver, Colorado. Mr. McColgan has also been a managing member of Modmarket Licensing LLC since September 2013 in Denver, Colorado.~~

Director: Vishal Patel

Mr. Patel has been a Director of Holdings and MRC Parent since October 2023. He has been a Partner at Butterfly Equity in Los Angeles, California since September 2023. Mr. Patel has also been a board member of Pete and Gerry's in Monroe, New Hampshire since November 2023 and Bolthouse Farms in Bakersfield, California since September 2023. Prior to Butterfly, Mr. Patel was a Managing Director at Kohlberg Kravis Roberts & Co. LP in Menlo Park, California, leading investments in consumer, retail, and healthcare. He was at Kohlberg Kravis Roberts & Co. ~~LP from 2010 to 2023; prior to Kohlberg Kravis Roberts & Co. LP, he was on the Investment Banking team at Moelis & Company in Los Angeles, California from 2008 to 2010.~~ LP from 2010 to 2023

Director: Meredith Sandland

Ms. Sandland has been a Director of Holdings and MRC Parent since October 2022. She has been Chief Executive Officer for Empower Delivery in Indianapolis, Indiana since July 2022. From July 2020 to June 2021 she was Managing director for New Patriot Holdings, Inc. in Irvine, California. From April 2018 to May 2020 she was Chief Operating Officer for Kitchen United in Pasadena, California. ~~From April 2011 to December 2017 Ms. Sandland was Chief Development Officer for Taco Bell Corp. in Irvine, California.~~

Director: Ed Testerman

Mr. Testerman has been a Director of Holdings and MRC Parent since October 2022. He has been a Partner at King Street Capital Management in New York, New York since ~~October 2012, January 2022.~~ From September 2020 to January 2022, he was Managing Director, Senior Research Analyst for King Street Capital Management in New York, New York. From December 2019 to September 2020, he was Senior Research Analyst for King Street Capital Management in New York, New York.

Director: Adam Waglay

Mr. Waglay has been a Director of Holdings and MRC Parent since August 2022. He has held a similar role with Lemonade Restaurant Group from October 2014 to May 2023, with ModMarket, LLC since December 2015 and Modern Restaurant Concepts since April 2019. He is Co-Founder of Butterfly Equity LP in Beverly Hills, California and has been Co-Chief Executive Officer since its inception in October 2015. He has been Co-President and Board Member for Butterfly Equity Foundation in Beverly Hills, California since September 2016. Mr. Waglay has also been a board member of: Milk Specialties Global since February 2023 in Eden Prairie, Minnesota; Chosen Foods since August 2021 in San Diego, California; MaryRuth Organics since August 2021 in Los Angeles, California; Pete and Gerry's since May 2021 in Monroe, New Hampshire; Orgain since December 2019 in Irvine, California; Bolthouse Farms since June 2019 in Bakersfield, CA; and Pacifico Aquaculture S.A.P.I. DE C.V. in Ensenada, Baja California, Mexico, since October 2017.

ITEM 3 LITIGATION

Q of Hasbrouck Heights, LLC v. Qdoba, Case No. 2:17-cv-05038-MCA-SCM, United States District Court for the District of New Jersey. On July 7, 2017, Q of Hasbrouck Heights, LLC (“QHH”), a Qdoba franchisee, filed a Complaint and an Order to Show Cause against Qdoba in the Superior Court of New Jersey seeking injunctive relief to preclude Qdoba from terminating its franchise agreement in violation of the New Jersey Franchise Practices Act. On November 3, 2018, Qdoba filed an answer denying the allegations. On July 1, 2019, QHH. filed a second amended complaint alleging breach of contract and fraud arising from the purported termination of its franchise agreement and seeking damages. On July 23, 2019, Qdoba filed an answer and counterclaim alleging QHH breached its franchise agreement by failing to properly maintain its premises, as required under the franchise agreement.

On September 3, 2020, the court granted Qdoba's motion for summary judgement as to the claims of fraud and negligent misrepresentation. On June 25, 2021, the Court held a mandatory settlement conference, at which the parties could not come to a settlement agreement. In a settlement conference on October 10, 2023, the parties settled the case, and on October 13, 2023, the court entered an order administratively terminating the action that required the parties to sign a settlement agreement and dismiss the action within 60 days. The parties executed a settlement agreement and release on November 22, 2023. Under that agreement, Qdoba is required to pay QHH \$600,000, grant QHH a one percent royalty reduction through March 2028, provide QHH a 14-month extension of the franchise agreement, and waive all fees relating to the extension of the franchise agreement. The case was dismissed with prejudice on December 12, 2023.

[Fiesta Ventures of Bevercreek, LLC and Fiesta Ventures DM, LLC v. Qdoba Restaurant Corporation and Qdoba Franchisor LLC, Case No. 24-cv-022180JLS-BLM \(S.D. Cal.\)](#). On November 26, 2024, former franchisees Fiesta Ventures of Bevercreek, LLC (“FVB”) and Fiesta Ventures DM, LLC (“FVDM”) filed suit against us and our predecessor in interest, asserting claims arising out of our termination of FVB's and FVDM's franchise agreements. Specifically, FVB and FVDM assert claims for breach of two franchise agreements, unfair business practices under California law, and for declaratory rulings that we had no right to terminate the franchise agreements. FVB and FVDM also have moved for temporary restraining orders and preliminary injunctive relief seeking to have the court enjoin us from terminating the franchise agreements, require us to take all actions necessary to open and to permit the opening of FVB's previously unopened restaurant, and prohibit us from acting to terminate or interfere with FVDM's operation of its open restaurant. The Court denied FVB'S and FVDM's motions for a ex parte temporary restraining orders by order dated December 3, 2024 and set FVB's and FVDM's motions for preliminary injunctions for hearing on February 6, 2025. Subsequently, on December 6, 2024, FVDM and FVB agreed to withdraw their motions for preliminary injunction based, in part, on our agreement not to enforce the termination of FVDM's franchise agreement until after mediation. We intend to conduct mediation with FVDM for the opened restaurant as required by that franchise agreement, and defend vigorously against both FVDM's and FVB's claims, to the extent not resolved.

Other than ~~this one action~~ these two actions, no litigation is required to be disclosed in this item.

ITEM 4 BANKRUPTCY

No bankruptcy information is required to be disclosed in this Item.

ITEM 5 INITIAL FEES

Development Fee

When you sign a Development Agreement, you may be required to pay a nonrefundable development fee for each site to be developed and opened under the Development Agreement (“Development Fee”). The standard per-site Development Fee is \$10,000 for each restaurant to be developed by you. The minimum development commitment under the Development Agreement is ~~2 restaurants~~ 1 restaurant. During the last fiscal year, developers who entered into Development Agreements paid Development Fees of \$0 to \$10,000 per site. The Development Fees may be credited toward the Franchise Fee for each site developed under, and in full compliance with, a Development Agreement.

The Company will not grant a Development Agreement to an existing franchisee unless certain conditions are met. The conditions may require significant financial contributions. We currently require that any existing franchisee be in compliance with our system standards. The conditions under which we may grant a Development Agreement will vary over time, and others may be added.

Franchise Fee

When you sign a Franchise Agreement or License Agreement, you must pay the Company a nonrefundable initial franchise fee (“Franchise Fee”). The Franchise Fee for traditional units is ~~\$30~~40,000 and the Franchise Fee for Non-Traditional units is ~~\$45~~20,000, plus any tax or other fees imposed on the Company due to the collection of the Franchise Fee. If your franchise term for a traditional unit is for fewer than the standard ten years, the Franchise Fee is ~~\$34~~4,000 for each year or partial year in excess of six months. If the restaurant is developed in full compliance with the terms of a Development Agreement, the Development Fee of \$10,000 may be applied toward the Franchise Fee. During the last fiscal year, franchisees who entered into Franchise Agreements paid Franchise Fees of \$5,000 to \$30,000. The factors used to determine the Franchise Fees paid during the last fiscal year included territory size and negotiations with franchisees (including any negotiated amounts already set forth in a master license agreement). The Franchise Fee is fully earned when paid. In part, the fees compensate us for, and defray costs incurred in connection with, marketing sales of franchise units, screening prospective franchisees, ensuring compliance with applicable laws relating to the offer and sale of franchises, providing initial training and supervision, and related expenditures.

VetFran Program

If you provide us with adequate documentation demonstrating an honorable discharge from the United States military, we will reduce your Initial Franchise Fee by \$10,000.

**ITEM 6
OTHER FEES**

<u>Type of Fee</u>	<u>Amount</u>	<u>Due Date</u>	<u>Remarks</u>
Royalty	Five percent (5%) of gross sales	Payable weekly	Gross sales includes all revenue related to the franchised business, but does not include sales tax or use tax, certain Company-approved discounts or refunds. If alcohol is served at the restaurant, and applicable law prohibits payment of royalties on alcohol sales, then the gross amount of the Royalty shall be increased proportionally to account for the royalty percentage on alcohol sales that otherwise would have been owed. Royalties at non-traditional sites are six percent (6%); lower rates have been set in unusual situations.
Marketing Fee	Currently two and ~~one~~ <u>three</u> -quarter percent (2. ~~25~~ <u>75</u> %) of gross sales for franchisees and one and three-quarters percent (1.75%) of gross sales for licensees.	Payable weekly	These funds pay for the preparation of marketing and promotional materials for both Qdoba and its franchisees and licensees. Company may increase the fee by a half percent (0.5%) in any 12-month period, up to a maximum of four percent (4%), but increases above four percent (4%) require approval by majority vote.
Local Advertising ⁽¹⁾	Currently one and a quarter percent (1.25%) of gross sales.	Negotiated with Vendor	Typically paid by franchisees to third parties for local advertising. Franchisees are required to spend this amount on marketing programs in their local market. Company has not created any advertising cooperatives. If a local or regional cooperative is formed, franchisees may be required to pay some or all of that amount to their local cooperative. Company-owned sites could be members of the cooperative, and would have the same voting rights as franchised sites on any fees imposed by

<u>Type of Fee</u>	<u>Amount</u>	<u>Due Date</u>	<u>Remarks</u>
			cooperatives; however, company-owned sites will not have controlling voting power unless those sites equate to a controlling number in the market. In no event could the cooperative require payment of monthly advertising contributions or fees in excess of the amount provided for in the franchise agreement. We reserve the right to audit to ensure these funds are being spent. We do not require licensees at non-traditional locations to conduct local advertising.
<u>Lease Administration Fee</u>	<u>\$100</u>	<u>Payable monthly</u>	<u>Payable if Franchisee subleases the location for the Franchised Restaurant from Company</u>
Technology Support License and Installation	\$199	One-time payment upon opening of restaurant	Software license for polling.
Technology Support <u>Project Management and Database Configuration</u>	~~\$750~~ <u>2,250</u>	One-time payment upon opening of restaurant	New restaurant <u>project management and configuration for</u> point of sale, ~~credit card~~ <u>and other ordering platforms, payment systems,</u> and inventory/ <u>labor</u> management system.
IT Base Services	~~\$6,700~~ <u>5,600</u> to ~~\$35~~ <u>14</u> ,000 per restaurant per year	Negotiated with Vendor, ~~not~~ <u>and</u> paid to Company <u>to be passed through to Vendor</u>	Includes ongoing IT services required to run your restaurant, including, but not limited to, POS software subscription or maintenance, POS hardware maintenance, inventory and labor management subscription or maintenance, Menu Management System subscription, digital menu board subscription, online ordering fees, network equipment rental and/or <u>network</u> software maintenance and other fees associated with Qdoba approved services.

<u>Type of Fee</u>	<u>Amount</u>	<u>Due Date</u>	<u>Remarks</u>
IT Project Services	\$300 to \$500 per restaurant <u>per project</u> + project costs	As incurred	Applies to projects classified as major projects by the Chief Technology Officer. Amount includes, but is not limited to, project related activities such as project management, data collection, system configuration, quality assurance testing, vendor management, and software deployment, plus any related project costs.
IT Support Services	Currently ~~\$4,400~~ <u>\$250</u> per restaurant per ~~year~~ <u>period plus 0.21% of weekly gross sales</u> (but we can modify this fee at any time)	~~Annually~~ <u>Flat fee paid each period (there are 13 periods per year).</u> <u>Variable fee payable weekly</u>	Provides ~~data hosting, data~~ <u>technical help desk support, menu</u> management, platform services, <u>cybersecurity subscriptions</u> and ~~helpdesk support~~ <u>managed services, network configuration quality assurance, and data hosting</u> for restaurants using Qdoba's technology systems.
Q-Cash™ Card program fees	\$7.75	Monthly	Certain fees are payable to the vendor that administers the Q-Cash program.
~~Technology Support License and Installation~~ <u>Activation Fees</u>	\$549	One-time payment upon opening of restaurant	Covers ~~one-time~~ Olo Activation Fee (\$250) and ~~one-time~~ Fourth Implementation Fee (\$299)
Interest on Late Payments	Eighteen percent (18%) annum	Begins to accrue ten (10) days after billing; due on demand	The maximum interest date on late payments is subject to state law. Interest is charged on late Royalty payments, Marketing Fees, and other fees due Qdoba.
Audit	Cost of audit (plus eighteen percent (18%) or the maximum rate permitted by law, whichever is less, on unpaid amounts)	Thirty (30) days after billing	Audit cost is payable for a follow-up audit, or if audit shows an understatement or underpayment of at least two percent (2%) of gross sales for any month.
Transfer	Up to \$5,000	Prior to consummation of transfer	Payable when you sell your franchise or when you obtain our consent to a restructuring.

<u>Type of Fee</u>	<u>Amount</u>	<u>Due Date</u>	<u>Remarks</u>
Renewal Fee	~~Greater of fifteen percent (15%) of the then-current franchise fee or \$5,000~~ <u>\$10,000</u>	Earlier of thirty (30) days before expiration of the original franchise term or at the time the new Franchise Agreement is signed.	Renewal fee is for an additional franchise term at the same site under a new Franchise Agreement.
Relocation Fee	\$5,000	At time relocation is granted	If you would like to relocate your restaurant, you must follow the steps in our then-current Qdoba restaurant corporation relocation policy. The new site must be located in the Protected Territory and open within five days of the close of your existing restaurant.
Extension Fee	\$1,500 for a one year extension	At time extension is granted	Granted on a case-by-case basis at our discretion. This fee is non-refundable and is separate from the renewal fee.
<u>Site Visit Fee</u>	<u>Then current fee, currently \$500 per visit, plus actual expenses</u>	<u>When incurred</u>	<u>There is no fee for our first two site visits. If we elect to make more than two site visits, you must pay the then-current site visit fee and reimburse us for the actual costs we incur in visiting the site, including the cost of travel, lodging and meals</u>
Standard Training Costs	\$0 (No fee)	N/A	There is no fee for standard training content. All wages, travel, and living expenses for your employees who attend the training are your responsibility.
Costs for Additional Training	Up to \$1,600 per additional trainee	As incurred	Only for training more than three individuals or for excess training. All wages, travel, and living expenses for your employees who attend the training are your responsibility.
Refresher Training Course	Up to \$1,600 per trainee for each refresher training program	As incurred	The Designated Operator, General Manager, and/or other manager must attend such refresher courses, seminars, and other training programs as we may reasonably require from time to time. All wages, travel, and living expenses for your employees who attend the training are your responsibility.

<u>Type of Fee</u>	<u>Amount</u>	<u>Due Date</u>	<u>Remarks</u>
<u>New Restaurant Training Support</u>	<u>\$3,500 per trainer for your third franchised restaurant and above</u>	<u>As incurred</u>	<u>You will not incur this fee for your first two franchised restaurants. This fee covers eleven days of training for the third and above franchised restaurants you open.</u>
<u>Learning Management System Fee</u>	<u>\$24-40 per restaurant per month</u>	<u>Monthly</u>	<u>This cost covers your access to the Learning Management System.</u>
Inspection	Cost of follow-up inspection	As incurred	You must pay the reasonable actual expense of a follow-up inspection if your restaurant fails a food safety or operational inspection.
Alternative Supplier Costs	Actual expenses	When incurred	If approved suppliers are capable of producing a product, and you would like an additional supplier approved to do so, you must reimburse us for the actual costs we incur in approving and training the alternative suppliers, including the cost of travel, lodging and meals.
Corrected Deficiency Costs	Reimbursement for expenses incurred	Upon correction of deficiency	If you fail to correct a deficiency, the company may correct the deficiency and obtain reimbursement from you.
Indemnification	Varies	As incurred	You must reimburse Qdoba for claims against us resulting from the operation of your restaurant.
Legal Fees	Varies	As incurred	You must pay attorneys' fees we incur due to your failure to comply with the Franchise Agreement.
Taxes/Freight	Varies	As incurred	Taxes may apply on any of the above-related fees, as required by taxing authorities, and are in addition to the fees stated.
Catering Rewards Program	Varies, currently a pro rata share of the overall costs for the catering rewards program is charged to each restaurant.	Monthly	You must participate in the catering program; the rewards program is part of that program.

The fees in the chart above are fees that we impose or collect in whole or in part for a third party. The fees are uniform except that we may in certain limited circumstances modify or waive the fees listed. Unless otherwise noted, fees paid to us are not refundable. Certain of the fees

listed may not apply to non-traditional restaurant sites. [Non-traditional restaurants will not pay the technology-related fees if they do not use Company's technology systems.](#)

Notes

(1) If an audit discloses that you failed to spend that amount, then we may directly debit from your bank account and contribute to the Marketing Fund, the amount that you were required to, but did not, spend on local advertising and promotion. You must also reimburse us for the cost of the audit.

~~(2) For restaurants that we sublease to franchisees, we charge a monthly lease administration fee.~~

ITEM 7 ESTIMATED INITIAL INVESTMENT YOUR ESTIMATED INITIAL INVESTMENT TRADITIONAL QDOBA RESTAURANT ⁽¹⁾

Type of Expenditure	Estimated Amount	Method of Payment	When Due	To Whom Made
Franchise Fee ⁽²⁾	~~\$30~~ <u>40</u> ,000	Lump Sum	Upon execution of Franchise Agreement	Qdoba
Development costs: plans, legal fees, permits ⁽³⁾	~~\$10~~ <u>20</u> ,000 - \$50,000	As incurred	As arranged or incurred	Architects, lawyers, municipalities
Leasehold improvements ⁽⁴⁾	~~\$180~~ <u>200</u> ,000 - ~~\$500~~ <u>525</u> ,000	As arranged	As arranged or incurred	Contractors & vendors
Furnishings, fixtures and equipment ⁽⁵⁾	\$185,000 - ~~\$38~~ <u>30</u> ,000	As arranged	As arranged or incurred	Contractors & vendors
Signage ⁽⁵⁾	~~\$5~~ <u>10</u> ,000 - ~~\$50~~ <u>35</u> ,000	As arranged	As arranged or incurred	Contractors & vendors
IT and other Systems ⁽⁶⁾	~~\$33,700 - \$84~~ <u>40,000 - \$101</u> ,000	As arranged	As arranged or incurred	Contractors & vendors
Opening inventory ⁽⁷⁾	\$5,000 - \$10,000	As arranged	As incurred	Food suppliers
Travel and living expenses while training ⁽⁸⁾	Varies	As incurred	During training	Airlines, hotels & restaurants
Miscellaneous pre-opening expenses	\$5,000 - \$15,000	As arranged	As arranged or incurred	Contractors & vendors
Grand opening advertising ⁽⁹⁾	~~\$5~~ <u>10</u> ,000 - \$25,000	As arranged	Within thirty (30) days of opening	Vendors

Type of Expenditure	Estimated Amount	Method of Payment	When Due	To Whom Made
Insurance ⁽¹⁰⁾	\$5,000 - \$10,000 (excluding several types of coverage)	As incurred	As incurred	Insurance brokers or companies
Liquor license ⁽¹¹⁾	Varies depending on location	As arranged	As arranged	Seller or liquor board
Real property lease / purchase costs ⁽¹²⁾	Varies depending on location	As arranged	As arranged	Seller or landlord
Business licenses, health permits and similar permits	\$500 - \$3,000 (Varies depending on location)	As arranged	As arranged	City, county, and/or state
Additional funds – 3 months ⁽¹³⁾	\$25,000 - \$150,000	As arranged	As needed	As required
TOTAL ESTIMATED COST (excluding real property and liquor license costs):				\$ ~~489,200~~ <u>545,500</u> -
\$1, ~~307~~ <u>294</u> ,000 ⁽¹⁴⁾				

NON-TRADITIONAL QDOBA RESTAURANT ⁽¹⁾

Type of Expenditure	Estimated Amount	Method of Payment	When Due	To Whom Made
Franchise Fee ⁽²⁾	\$ ~~1520~~ <u>20</u> ,000	Lump Sum	Upon execution of Franchise Agreement	Qdoba
Development costs: plans, legal fees, permits ⁽³⁾	\$10,000 - \$50,000	As incurred	As arranged or incurred	Architects, lawyers, municipalities
Leasehold improvements ⁽⁴⁾	\$75,000 - \$350,000	As arranged	As arranged or incurred	Contractors & vendors
Furnishings, fixtures and equipment ⁽⁵⁾	\$83,000 - \$200,000	As arranged	As arranged or incurred	Contractors & vendors
Signage ⁽⁵⁾	\$8,000 - \$25,000	As arranged	As arranged or incurred	Contractors & Vendors
IT and other Systems ⁽⁶⁾	\$ ~~21,300~~ - ~~\$840~~ <u>101</u> ,000	As arranged	As arranged or incurred	Qdoba, Contractors & vendors
Opening inventory ⁽⁷⁾	\$5,000 - \$10,000	As arranged	As incurred	Food suppliers
Travel and living expenses while training ⁽⁸⁾	Varies	As incurred	During training	Airlines, hotels & restaurants
Miscellaneous pre-opening expenses	\$5,000 - \$15,000	As arranged	As arranged or incurred	Contractors & vendors
Grand opening advertising (at traditional sites) ⁽⁹⁾	\$0 - \$5,000	As arranged	Within thirty (30) days of opening	Vendors

Type of Expenditure	Estimated Amount	Method of Payment	When Due	To Whom Made
Insurance ⁽¹⁰⁾	\$5,000 - \$10,000 (excluding several types of coverage)	As incurred	As incurred	Insurance brokers or companies
Liquor license ⁽¹¹⁾	Varies depending on location	As arranged	As arranged	Seller or liquor board
Real property lease / purchase costs ⁽¹²⁾	Varies depending on location	As arranged	As arranged	Seller or landlord
Business licenses, health permits and similar permits	\$500 - \$3,000 (Varies depending on location)	As arranged	As arranged	City, county, and/or state
Additional funds – 3 months ⁽¹³⁾	\$25,000 - \$150,000	As arranged	As needed	As required
TOTAL ESTIMATED COST (excluding real property and liquor license costs):				~~\$252,800~~ ~~\$917,700~~ <u>236,500</u> - <u>\$939,000</u> ⁽¹⁴⁾

DEVELOPMENT AGREEMENT

Assumes Development Agreement for Minimum of ~~Two (2) Restaurants~~ One (1) Restaurant

Type of Expenditure	Amount Low Estimate ¹	Amount High Estimate ¹	Method of Payment ¹	When Due	To whom payment is to be made
Development Fee ¹⁵	~~\$20~~ <u>10</u> ,000	~~\$20~~ <u>10</u> ,000	Lump sum	Upon signing Development Agreement	Us
Remainder of Initial Franchise ~~Fees~~ ~~(\$20 Fee (\$30,000 each for 1st and 2nd Restaurant)~~	~~\$40~~ <u>30</u> ,000	~~\$40~~ <u>30</u> ,000	Lump sum	Upon signing Franchise Agreement	Us
Business Plan Preparation/ Professional Fees	\$1,000	\$5,000	As incurred	As incurred	Third parties
Total Estimated Initial Investment for ~~Two~~ ~~(2 One (1) Traditional Restaurants¹⁶~~ <u>Restaurant (minus Franchise Fee)¹⁶</u>	~~\$978,400~~ <u>505,500</u>	~~\$2,356~~ <u>1,254</u> ,000	See Table Above for Each Expenditure	See Table Above for Each Expenditure	See Table Above for Each Expenditure
Total Estimated Initial Investment for a Development Agreement	~~\$1,039,400~~ <u>546,500</u>	~~\$2,421~~ <u>1,299</u> ,000			

Notes

- (1) No portion of the initial investment that is paid to Qdoba is refundable. Calculations regarding estimates for leasehold improvements, building construction and site work are based upon restaurants of ~~2,200~~1,500 to 3,000 square feet, using our current design elements. We continue to refine and value-engineer that design. We do not finance any portion of the initial investment. Your restaurant may be eligible to receive a \$100,000 cash payment upon opening as part of the ~~franchisee cash~~ incentive program described in Item 1; however, the estimated initial investment does not account for any such cash payment.
- (2) This Franchise Fee is for one franchise entered into under a Franchise Agreement or License Agreement. See Item 5 of this disclosure document for a more detailed description of franchise fees. We reserve the right to charge a different fee for non-traditional sites (as more fully described in Item 5 of this disclosure document).
- (3) Costs incurred for the preparation of the necessary tenant improvement construction documents will vary depending on the services provided and the professionals selected by you. You may also incur legal fees for assistance in negotiating leases and advice on issues relating to the opening of your units. These fees will also vary depending upon the services provided and the professionals selected by you.
- (4) The cost of leasehold improvements will vary depending on the facility selected and the region or market you are in. These leasehold improvement costs assume that the space will already include the requirements described in Qdoba's standard landlord work letter. If the space is delivered AS-IS, the leasehold improvement costs will likely be higher. A landlord improvement allowance may also be obtained that reduces the cost of leasehold improvements.
- (5) You must lease or purchase the following items, among others: signs; kitchen equipment package, display stands, interior decor package (tables; chairs; accessories; paneling; lighting; ceiling, window, and floor treatments; and artifacts), and decorations.
- (6) Systems include the following items that you must lease or purchase: phones, point of sale software, payment terminals and registers, kitchen display hardware and software, printers, network infrastructure equipment, web-based mobile training device(s), computer equipment, security system, safe, Q card system, music system, digital menu boards (interior and exterior for drive-thru), and ~~music system~~drive thru communication system and drive thru speed-of-service tracking system, if applicable. Non-traditional restaurants may use their own IT systems.
- (7) You will be required to purchase certain recipe items, as specified by us, which constitute key components of the System. Also included in this number are the opening food inventory, uniforms, smallwares, first aid supplies, office supplies, initial cleaning supplies, gift cards, static menu boards, and other printed items and opening cash drawer.
- (8) The travel and living expenses for trainees will depend upon factors such as travel distance, quality of accommodations, transportation costs, wages, and per diem allotment. In our experience, these costs vary widely based upon personal preferences of the attendees; therefore, we have not provided a cost estimate. Please research costs required to attend our training according to your unique circumstances and/or preferences.

- (9) Under a Franchise Agreement, we require you to spend \$~~5~~10,000 to \$25,000 for grand opening advertising, but you may spend more. Under a License Agreement, you are not required to spend any minimum on grand opening advertising.
- (10) These figures are estimates for general liability and property coverage only. They exclude costs for builder's risk insurance, workers compensation insurance, cyber insurance, business automobile insurance, earthquake and flood insurance, and other types of insurance, due to the great variation in such costs. Insurance costs vary depending upon several factors, including type of site (stand-alone or in-line site), location, construction type, loss history, whether fire hazard protection is purchased, sales, market, payroll, workers compensation rates, number of locations, number of vehicles, radius of vehicle operations, type of vehicle, and driving history, among other factors.
- (11) Liquor licensing costs vary widely. Please research costs in your jurisdiction.
- (12) The cost to purchase or lease real estate will vary depending on factors such as the location of the property, the condition of the local real estate market, the ability to negotiate favorable terms of sale or lease, current economic conditions, etc. Most franchisees lease rather than purchase, and most franchised locations are in-line or end cap real estate space (as opposed to freestanding locations).
- (13) The amount of additional funds you will need will depend on the time necessary to achieve cash flow to cover operating expenses. This amount is the minimum recommended for a three- (3) month contingency.
- (14) We have compiled these estimates based on our actual and expected costs in Company markets across the United States.
- (15) Your estimated initial investment under the Development Agreement will vary depending on the number of restaurants you develop. The estimated initial investment chart reflects the ~~minimum number of two (2) development commitments~~commitment to develop one (1) Traditional Restaurant. No part of this initial investment is refundable, although we will apply the applicable portion of the Development Fee towards the Initial Franchise Fee owed under each Franchise Agreement that the Development Agreement covers. The initial estimated cost for each restaurant developed under the Development Agreement is currently \$~~476,800~~545,500 to \$~~1,096,700~~294,000, as set forth in the chart for the Franchise Agreement; but we reduced that amount by \$~~30~~40,000 ~~for each restaurant~~ because the Franchise Fee is reflected in the table for the estimated investment for the Development Agreement.
- (16) This number is based upon the high and low ranges from the Traditional Qdoba Restaurant table above, minus \$~~60~~40,000 ~~infor the~~ Initial Franchise Fees.

You should review these figures carefully with a business advisor before making any decisions to purchase the franchise.

ITEM 8 RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Goods and Services that must be Purchased or Leased from the Company, its Designee or Approved Suppliers, or Under the Company's Specifications

All food and beverage products served at our restaurants, as well as items that are used in connection with the preparation of those products, must meet our food safety and quality standards. Many of those products are manufactured under proprietary formulae and processes. The reputation and goodwill of Qdoba restaurants are based, in part, upon our restaurants serving safely-prepared and distinctive food and beverage products. Therefore, the food and beverage products you serve at your restaurant, as well as the items you use to prepare and serve those products, must meet our specifications and must be produced and distributed only by suppliers and distributors approved by us.

The Company and all of its franchisees have contracted to purchase their food and beverage products through a single network of distributors. The distributors in that network purchase products from approved suppliers, then resell the products to the Company and franchisees. The Company performs certain supply chain-related services relating to the distribution of product to the restaurants. For example, the Company negotiates price and certain other contract terms with the suppliers who sell to network distributors; conducts food safety testing, inspection, and remediation activities; conducts and/or manages product quality tests, rollouts and product obsolescence activities; conducts pricing validation; reviews distribution charges and performance; and participates in distribution councils and dispute resolutions.

We have standards and specifications relating to, among other things, the signage, fixtures, furniture, equipment, décor, computer/POS hardware and software, menu boards, and related items at Qdoba restaurants. ~~In most cases~~ To the extent required by us, you ~~will select~~ must purchase such items only from ~~a list of~~ approved designated suppliers ~~to purchase those items.~~

Approved Suppliers. We will provide you the names of approved suppliers upon request. Currently, the Company and its affiliates are not approved suppliers of any products that are necessary to operate a Qdoba franchise.

None of the officers of Qdoba own a substantial interest in any of our approved suppliers.

If you want to add a supplier to our approved supplier list, you must follow the procedure discussed in the Franchise Agreement. You will be required to provide us with the proposed supplier's name and address, a list of the items you want to purchase from that supplier, and all other information that we require. Our approval will be conditioned upon, among other things, the supplier agreeing in writing not to disclose any of our confidential information, complying faithfully with our specifications, allowing third-party food safety audits of its facilities, allowing unrestricted access for our technical staff to inspect its facilities and programs, submitting annual audit and corrective action reports to us, complying with our product sampling requirements and microbiological surveillance programs, selling our proprietary and trademarked items only to our franchisees, demonstrating to our reasonable satisfaction that it is able to supply product meeting our specifications on a continuing basis, and showing that it is of good standing in the business community with respect to its financial soundness and the reliability of its product and service. We will require the new supplier to cover the reasonable costs and expenses we incur in inspecting their facilities and food safety programs (including travel-related expenses), testing their products, and coordinating product rollouts with them. We may limit the number of approved suppliers for any given item. We generally make a determination on the approval or disapproval of new suppliers within three to six months, although that time frame can vary depending on the circumstances; however, we reserve the right to later withdraw approval. We will approve, disapprove and withdraw our approval of any supplier by written notice to the supplier.

Specifications. The Company does not typically issue specifications directly to franchisees for food and beverage products, chemicals, packaging, smallwares, uniforms, signage, fixtures, furniture, and equipment. In the past, we have provided franchisees with a summary of the specification criteria, and we may choose to provide this information in our sole discretion, as appropriate. The specifications are maintained in writing (in the format the Company designates, which may be hard copy or electronic copy) and provided to the approved suppliers. If an item must be purchased only from an approved supplier, the specifications will only be made available to the approved suppliers. If an item may be purchased from any source, the specifications for that item will be provided directly to franchisees. The Company may change approved suppliers at any time.

The Company's Revenue from Franchisees' Purchases. Other than the Supply Chain Fee, Customer Fund Fee, and the supplier rebates each described below, our predecessor, QRC, did not receive any revenue from products and services purchased or leased by franchisees (including any income QRC received based on franchisees' purchases or leases from third parties).

QRC collects a fee for the services it provides relating to supply chain activities ("Supply Chain Fee"). The amount of the Supply Chain Fee will be determined each year by QRC in consultation with a Supply Chain Management Committee. The per-unit charge is currently fourteen cents (\$0.~~44~~16) (a unit is a case of goods sold through the distribution network). The fee is collected by distributors in connection with sales to both franchised and company owned restaurants and is forwarded on to QRC. In fiscal year 2023~~4~~4, QRC received total Supply Chain Fees of approximately \$~~975~~1,091,000.

QRC collects a fee to cover any write-off of obsolete inventory at the end of a promotion or in the event of menu item deletions ("Customer Fund Fee"). The amount of the Customer Fund fee is determined each year by QRC in consultation with the Supply Chain Management Committee. This fee is currently a per-unit charge of \$0.03 (a unit is a case of goods sold through the distributors). The fee is collected by distributors in connection with sales to both franchised and company owned restaurants and is forwarded on to QRC. We reconcile the Customer Fund every period and, at the end of each fiscal year. ~~In At the end of~~ fiscal year 2023, ~~QRC earned total~~2024, ~~the~~ Customer Fund ~~Fees of~~has approximately \$~~200~~137,000, ~~remaining, of which is being~~approximately \$80,000 will be paid to restaurants and approximately \$57,000 will be held for 2024~~5~~5.

Certain suppliers provide us (or our affiliates or parents) with marketing allowances, rebates, or similar funds based on the volume of product purchased by Qdoba restaurants through our distributor network. If a supplier provides funds with the intention that they be used for marketing, those funds are put into the Marketing Fund. During our last fiscal year, QRC received no funds ~~with an approximate value of \$200,000 from suppliers. All such funds were contributed that are required to the Marketing Fund~~be disclosed.

QRC's total revenue in fiscal year 2023~~4~~4 based on its financial statements was \$~~433,573~~357,321,000. QRC's total revenue from all required purchases and leases by franchisees (which includes IT fees, supply chain fees, ~~and~~ sublease rent, and advertising contributions) in fiscal year 2023~~4~~4 was \$~~12,472~~85,728,000 or ~~2.9~~24.0% of the QRC's total revenues.

We estimate that your required purchases and leases (i.e., purchases and leases from our approved suppliers) will represent between fifty percent (50%) and ninety percent (90%) of your overall purchases and leases in establishing your restaurant. We estimate that your required

purchases and leases will be approximately forty percent (40%) of your overall purchases and leases in operating your restaurant.

Purchases from Suppliers. There are no purchasing or distribution cooperatives. As stated above, the Company negotiates price and certain other contract terms with the suppliers who sell to network distributors. The Company may also negotiate prices on certain other items, and may ask the supplier to offer the same price to franchisees.

Benefits Granted to Franchisees. Franchisees do not receive any material benefits from us based on their purchase of particular products or services, or their use of particular suppliers.

Insurance. You must obtain and maintain, at your sole expense, all of the insurance coverage that the Company requires. Company may place restrictions or requirements on the insurance you must purchase, which can be modified from time to time. The current requirements are: Commercial General Liability insurance, including Products Liability coverage, and Broad Form Contractual Liability coverage (including liquor liability coverage if applicable), written on a "per occurrence" policy form in an amount of not less than \$2,000,000 combined single limit per occurrence and aggregate (\$5,000,000 for nontraditional); Business Automobile Liability insurance with a limit of not less than \$1,000,000 per accident; Workers' Compensation insurance as required by law; Employer's Liability insurance with a limit of not less than \$1,000,000 per occurrence; "All Risk" property insurance; and Builders' All Risk insurance.

ITEM 9 FRANCHISEE'S OBLIGATIONS

The following 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 in this disclosure document.

	<u>Obligation</u>	<u>Section in Agreement</u>	<u>Item in Disclosure Document</u>
(a)	Site selection and acquisition/lease	Sections 4 and 5 of the Franchise Agreement; Section 4 of the License Agreement; Section 6 of the Development Agreement.	Item 11
(b)	Pre-opening purchases/leases	Sections 12 and 13 of the Franchise Agreement and Section 5 of the License Agreement.	Items 5, 7, and 11
(c)	Site development and other pre-opening requirements	Sections 6-8 and 11-13 of the Franchise Agreement; Section 5 of the License Agreement; Section 6 of the Development Agreement.	Items 7 and 11
(d)	Initial and ongoing training	Section 8 of the Franchise Agreement and Section 6 of the License Agreement.	Item 11
(e)	Opening	Section 7 of the Franchise Agreement and Sections 4, 5 and	Item 11

	<u>Obligation</u>	<u>Section in Agreement</u>	<u>Item in Disclosure Document</u>
		6 of the License Agreement; Sections 2, 4, and 6 of the Development Agreement.	
(f)	Fees	Section 3 of the Franchise Agreement and Section 2 of the License Agreement; Section 5 of the Development Agreement.	Items 5 and 6
(g)	Compliance with standards and policies/Operating Manual	Section 11 of the Franchise Agreement (also see references in recitals and Sections 1, 2, 4-8, 11-18, and 23 of the Franchise Agreement); Section 5 of the License Agreement; Recitals and Sections 4, 6, and 15 of the Development Agreement.	Items 11 and 14
(h)	Trademarks & proprietary information	Recitals and Sections 1, 13, 21, 24, and 29 of the Franchise Agreement; Recitals and Sections 1, 5, and 11 of the License Agreement; Recitals and Sections 4, 6, 8-10, 14, and 15 of the Development Agreement.	Items 13 and 14
(i)	Restrictions on products/services offered	Section 13 of the Franchise Agreement and Section 5 of the License Agreement.	Items 8 and 16
(j)	Warranty & customer service requirements	Not applicable	Not applicable
(k)	Territorial development & sales quotas	Sections 1 and 4 of the Franchise Agreement; Section 1 of the License Agreement; Sections 1, 2, 4, 6, and 15 and Exhibits A and B of Development Agreement.	Item 12
(l)	Ongoing product/ service purchases	Section 13 of the Franchise Agreement and Section 5 of the License Agreement.	Item 8
(m)	Maintenance, appearance & remodeling requirements	Recitals and Sections 1, 2, 6, and 11 of the Franchise Agreement and Section 5 of the License Agreement.	Items 6 and 17

	<u>Obligation</u>	<u>Section in Agreement</u>	<u>Item in Disclosure Document</u>
(n)	Insurance	Sections 6 and 23 of the Franchise Agreement and Section 12 of the License Agreement; Sections 6, 14 and 17 of the Development Agreement.	Items 7 and 8
(o)	Advertising	Sections 2, 13, and 14 of the Franchise Agreement and Section 5 of the License Agreement.	Items 1, 6 and 11
(p)	Indemnification	Sections 21 and 31 of the Franchise Agreement; Sections 11 and 13 of the License Agreement; Sections 8,18, and 19 of the Development Agreement.	Item 6
(q)	Owner's participation/management/staffing	Sections 8, 16, 27, 30, and 31 of the Franchise Agreement; Sections 3, 5, and 6 of the License Agreement; Sections 2, 3, 6, and 16 of the Development Agreement.	Item 15
(r)	Records and reports	Section 15 and 20 of the Franchise Agreement and Section 8 of the License Agreement.	Not applicable
(s)	Inspections and audits	Sections 9, 14, 15, 17, and 18 of the Franchise Agreement and Sections 5 and 8 of the License Agreement.	Items 6, 8 and 11
(t)	Transfer	Sections 15, 19, 25, and 27 of the Franchise Agreement; Sections 8, 14, and 15 of the License Agreement; Sections 11, 13, and 14 of the Development Agreement.	Item 15 and 17
(u)	Renewal	Sections 2 and 25 of the Franchise Agreement; Section 1 of the License Agreement.	Item 17
(v)	Post-termination obligations	Section 29 of the Franchise Agreement; Section 17 of the License Agreement; Section 15 of the Development Agreement.	Item 17

	<u>Obligation</u>	<u>Section in Agreement</u>	<u>Item in Disclosure Document</u>
(w)	Non-Competition covenants	Sections 24, 25, and 30 of the Franchise Agreement; Sections 10 and 18 of the License Agreement; Section 16 of the Development Agreement.	Item 17
(x)	Dispute resolution	Section 32 of the Franchise Agreement; Section 19 of the License Agreement; Section 19 of the Development Agreement.	Item 17
(y)	Right of first refusal	Section 26 of the Franchise Agreement; Section 12 of the Development Agreement.	Item 17
(z)	Guaranty	Section 19 of the Franchise Agreement; Section 7 of the Development Agreement	Cover Page

ITEM 10 FINANCING

We do not offer financing in connection with the establishment or operation of new franchised restaurants. We do not guarantee your lease or any note or other obligation you may incur.

The Franchise Agreement gives us a first-priority security interest in the business assets of your Qdoba restaurant in order to secure payment of all amounts that you may owe to us under the Franchise Agreement and any other agreements you may have with us. Granting us a security interest in these assets may impair your ability to obtain financing from other potential lenders. In order to facilitate your efforts to obtain financing, we may agree to subordinate our security interest to the security interest of another lender, but only under certain conditions.

ITEM 11 FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

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

A. Our Pre-Opening Obligations. Before you begin operation of the restaurant, we are required to provide the following assistance to you:

Site Selection and Acceptance: Our only obligation regarding site selection is to accept or refuse to accept the site you propose (Franchise Agreement, Section 4). The main criteria we use to evaluate sites are discussed below.

Before acquiring a site for the restaurant, whether through lease, purchase or otherwise, you must apply for and obtain our written acceptance of the site. To request site acceptance, you

must complete and submit our form of Real Estate Committee Submittal Package, and such other information and materials as we may reasonably require, together with a letter of intent or other evidence satisfactory to us confirming your favorable prospects for obtaining the site. (If the premises will be leased, you may also be required to submit to us evidence that the lease contains the terms and conditions discussed in Section 5 of the Franchise Agreement.) There is no time limit for our acceptance, but we will use good faith efforts to accept or reject your site within ~~forty-five (45)~~thirty (30) days. You must ~~obtain approval of~~have the site ~~from~~under contract and provide proof to us that the ~~Real Estate Committee~~site is under contract no later than the “~~Real Estate Committee Approval~~Site Under Contract Date” identified in your Franchise Agreement. If you have not obtained possession of the accepted site within one-hundred twenty (120) days of receiving our acceptance, we have the right to withdraw such acceptance. No site will be deemed accepted unless it has been expressly accepted in writing by us. If we elect to visit the site, you must coordinate and arrange for the visit by our representative. We will pay our travel expenses for up to two site visits, after which you must pay the then-current site visit fee, currently \$500, plus the travel expenses for our representative to visit the site.

Some of the factors we might consider in assessing a site include general location and neighborhood, population, traffic patterns, parking, size, physical characteristics of existing buildings, and other businesses in the area.

If we do not accept the site you have chosen, you will not be permitted to open your restaurant at that site, but we will review other sites that you present to us. If ~~no you do not have~~the site is agreed uponunder contract by the ~~Real Estate Committee Approval~~Site Under Contract Date, we have the right to terminate the agreement and you will not be entitled to a refund of any fees.

If you will be developing a Qdoba restaurant under a Development Agreement, you must provide us a market development plan for the trade areas within your Development Area. The market plan must include all relevant trade area information, including, at a minimum, residential population, daytime population, total business, median household incomes, income growth, per capital income, and population growth, all according to our requirements as modified from time to time. You must also provide a map showing trade areas within the Development Area, and plotting all malls, power centers, grocery stores, and food service establishments. No sites will be accepted until the market plan is submitted and reviewed. The site must be accepted by us based on our then-current site criteria.

Design and Construction of the Restaurant: We must approve the concept plan, which is a general overview of how you will build out the Accepted Location. After that initial approval, we will provide you and your architect with access to a fully coordinated set of prototype plans and other design resources that you can adapt to the site and then develop a schematic design and all necessary construction documents. Additionally, we will approve or disapprove the final construction plans submitted to us by your architect before the plans are submitted for permits (Franchise Agreement, Section 6). You must ensure that the premises conform to all local ordinances and building codes, and obtain all necessary permits. You must also ensure that the premises are finished in accordance with our design and décor standards.

Initial Training: After the site is approved but before the restaurant is opened, we will provide an initial training program for your Designated Operator (“DO”), your General Manager, and one ~~another~~additional manager in the restaurant. For further information about our training, see Section F below. You are responsible for training any of your other employees.

Technical Setup and Configuration Project Management: After the site is approved but before the restaurant is opened, we will provide technical setup, configuration services, and project management support to assist with the readiness of required systems. You are responsible for all banking and related activities, hardware and software orders and payment of all required hardware, software and services.

Equipment, Signage, Fixtures, Operating Inventory and Supplies: Regarding equipment, signage, fixtures, operating inventory, and supplies, we provide you a list of items you are required to use in your restaurant and related information and specifications, as we deem necessary. We do not provide any other assistance with providing equipment, signage, fixtures, operating inventory and supplies, and there are no contractual limitations on the frequency or cost of upgrades.

Supervision and Support Before and During Opening: We will provide the on-site pre-opening and opening assistance we deem advisable for the first two restaurants you open, subject to the availability of Company personnel (Franchise Agreement, Section 9.1.).

Manuals: We will provide you with a copy of our most recent confidential operating manuals (collectively, the “Manuals”) in any manner we choose. Currently, we make the Manuals available to you through the *Qdoba* Training System. Exhibit G to this disclosure document sets forth the table of contents of the Manual as of the date of this disclosure document, the number of pages devoted to each subject, and the total number of pages in that manual (which is ~~357~~466 pages). Specifications for products, fixtures, furniture, and equipment are not typically provided to franchisees, but are provided to approved suppliers.

B. Time of Opening. We estimate the time from acceptance of the site to the commencement of restaurant operations in an existing structure converted to the *Qdoba* system is typically five (5) months to eighteen (18) months, depending on several factors (however, non-traditional restaurant sites may take longer). This overall development timeline will vary depending on the time necessary to lease the site, obtain financing, complete preparation of the construction documents, obtain the necessary permits and licenses for the construction and operation of the restaurant, address the condition of the existing space and its infrastructure, address the complexity of your proposed construction, and secure the required municipal inspections. None of these factors are within our control (Franchise Agreement, Sections 6, and 7).

C. Our Continuing Obligations. During your operation of the restaurant, we are required to provide the following assistance to you:

Management and Operating Techniques: We, in our discretion, will provide you, from time to time, advice and written materials concerning techniques of managing and operating the restaurant, including new developments and improvements in restaurant equipment, food products, packaging, and preparation (Franchise Agreement, Section 9.3, License Agreement, Section 6). We will not provide you direction regarding personnel, safety, or security matters.

Sample Accounting Materials: We may provide you with samples of the standardized chart of accounts, statement of earnings, and balance sheet, and require use of these in the operation of your business.

Inspections: We will conduct inspections of your restaurant and evaluations of the products sold and services rendered at the restaurant, as we deem advisable (Franchise Agreement, Section 9.4, 15, and 18, License Agreement, Section 8.D).

Ongoing Training: The DO, General Manager and/or other manager must attend such refresher courses, seminars and other training programs as we may reasonably require from time to time. and may be required to attend our annual brand conference. We may charge a reasonable fee for such programs (currently up to \$1,600 per trainee for each refresher course, seminar, or program). The cost of all travel, lodging, meals, training materials, and any trainee salary expenses associated with refresher courses will be your responsibility (Franchise Agreement, Section 8.).

Updated Standards: We will continue to make the Manuals available to you through the Qdoba Training System as updated. We will also continue to provide to you an updated list of approved suppliers and prices and required pricing structures (Franchise Agreement, Sections 9.2, 11.1.5, and 13.2, License Agreement, Sections 5.A and 5.G).

D. Advertising. Marketing Fund. As discussed in Item 6 of this disclosure document under the heading “Marketing Fees,” and Section 14 of the Franchise Agreement, we have established a fund for the building of brand awareness, production of advertisements, marketing material and other marketing-related services for the System (“Marketing Fund”).

The Marketing Fund is maintained and administered by us. We produce or oversee the production of all national marketing and promotional programs, with sole discretion to approve or disapprove the creative concepts, materials, and media used in such programs and in the placement and allocation of them. This includes approval of all local and regional advertising in electronic and print media and on the internet. The Marketing Fund is used to maximize general public recognition and acceptance of the proprietary Marks for the benefit of the System. We have no obligation to make expenditures for you that are equal or proportionate to your contribution, or to ensure that any particular franchisee benefits directly or pro rata from expenditures by the Marketing Fund.

If you operate a traditional Qdoba restaurant, you will be required to make weekly advertising contributions to the Marketing Fund in an amount of two and ~~one-quarter~~ three-quarters percent (2.~~25~~75%) of the Gross Sales (as defined in the Franchise Agreement) from your restaurant. If you operate a Qdoba restaurant under a License Agreement, you will be required to make weekly advertising contributions to the Marketing Fund in an amount of one and three-quarters percent (1.75%) of the Gross Sales (as defined in the License Agreement) from your restaurant. We may increase the rate by a half percent (0.5%) of Gross Sales in any 12-month period, up to a maximum of four percent (4%). Increases above four percent (4%) require approval by majority vote of system restaurants. Qdoba will make contributions to the Marketing Fund on behalf of restaurants it operates on the same basis as assessments required of the majority of traditional franchised restaurants (Franchise Agreement, Section 14.1.1; License Agreement, Section 2.C.). Certain franchisees located in a United States territory are not currently contributing to the Marketing Fund due to an alternate marketing agreement negotiated with us.

We will use marketing contributions exclusively to maintain and administer the Marketing Fund, and to direct, prepare, and engage in advertising, promotions, and other marketing-related activities, including, among other things: preparing and conducting digital, social, television, radio, and print advertising campaigns; purchasing digital, social, radio, television, magazine, newspaper, and other media for the distribution of advertising campaigns; advertising through

direct mail and outdoor billboards; preparing and conducting marketing/brand surveys and research; public relations activities; research, development and testing of products, and packaging; brand positioning; preparing and executing e-mail and internet-based marketing programs; creating, administering, and maintaining gift card promotions and customer loyalty programs; creating, administering, and maintaining web-based applications; employing advertising, public relations, branding, and other professional agencies, consultants, and content creators; and providing point-of-purchase collateral and other marketing materials for the restaurants operated under the System (Franchise Agreement, Section 14.1.4.). This includes defraying our reasonable salaries, expenses and administrative costs and overhead, if any, as we may incur in activities reasonably related to the activities described above. In our discretion, we may directly pass through to the Marketing Fund those administrative costs and salaries, or we may charge the Marketing Fund a reasonable administrative fee calculated as a percentage of the contributions to the Marketing Fund. The Marketing Fund will not otherwise inure to our exclusive benefit.

Contributions to the Marketing Fund are not used to advertise for the sale of franchises.

Generally, all contributions to the Marketing Fund are spent during the fiscal year within which such contributions are received. If excess funds remain in the Marketing Fund at the end of a fiscal year, all expenditures in the following fiscal year(s) will be made first out of excess funds from previous years, next out of funds in the current year, and finally from contributions.

All sums paid into the Marketing Fund are accounted separately from other accounts. The statement of the sources and uses of the Marketing Fund will be reviewed annually by us, and made available upon written request to the franchisees. The Marketing Fund is not independently audited. During fiscal year 2023~~4~~, the Marketing Fund was spent as follows: approximately ~~13~~¹⁸% for production (i.e., production of various advertising assets, marketing materials, POP, website, social media campaigns, public relations, photography, etc.); approximately ~~37~~²²% for media placement (i.e., digital, public relations, email, SMS, and CRM, etc.); approximately ~~16~~²²% for agency fees; approximately ~~12~~²²% for other expenses (i.e., Mobile App and Website, consumer research, Voice of Guest program, social listening tools, local optimization, R&D, consumer insights, agency fees, guest relations, etc.); and approximately ~~22~~¹⁶% for administrative expenses. The Marketing Fund had a deficit for the last fiscal year in the amount of \$~~225,000~~^{60,357}.

Although the Marketing Fund is intended to be of perpetual duration, we have the right to terminate the Marketing Fund at our sole discretion. The Marketing Fund will not be terminated, however, until all monies in the Marketing Fund have been expended for marketing and/or promotional purposes, or refunded to franchisees and company-owned restaurants pro rata (Franchise Agreement, Section 14.1.8.).

Marketing Advisory Council. We have created a Marketing Advisory Council to enhance the working relationship with our franchisees. The Marketing Advisory Council is composed of select Qdoba Franchise Association Board members and two additional members selected by Qdoba. Qdoba reserves the right to change or dissolve the Marketing Advisory Council. The Marketing Advisory Council serves in advisory capacity with respect to marketing policies and advertising and promotional programs but does not have final decision-making authority. We have final say over the policies and programs to be implemented.

Local Advertising. If you operate at a traditional site, you will be required to spend \$~~5~~¹⁰,000 to \$25,000 on grand opening advertising. Additionally, on an ongoing basis, you are

also required to spend a percentage of Gross Sales on local advertising, currently set at one and a quarter percent (1.25%). You are responsible for the cost of the placement of such advertising with various media. You may develop advertising material for your own use at your own cost; however, before you may use any such advertising material, in whatever form or medium, including the internet, you must obtain our prior written approval of the material (Franchise Agreement, Section 14.2.). Licensees are not required to spend these amounts. We are not required to spend any amount on advertising in your area or territory.

Gift Card, Loyalty, or Similar Programs. You must participate in any gift card, loyalty, or similar programs required by the Company. In connection with these programs, you will be required to sign certain participation agreements and other agreements (current Stored Value Card Service Agreement (Exhibit N)) and pay fees to the company or to third parties and purchase hardware and/or software from the vendors the Company designates.

Web-Based Applications. You must comply with all web, mobile app, social media, and other technology-related standards and procedures, as they are established and modified from time to time by the Company.

Advertising Cooperative. Although we currently have no advertising cooperatives, we have the right to designate any geographical area for the purpose of establishing such a cooperative for traditional Qdoba restaurants and to require you to participate in such a cooperative. We may change the geographic area for a cooperative, or merge or dissolve a cooperative. If such a cooperative is established, all restaurants in the geographic area would be required to contribute up to two percent (2%) of their Gross Sales to the cooperative. That contribution would be credited toward your local advertising obligation. If a cooperative is established in your area after you commence operation under the Franchise Agreement, you must become a member of the cooperative not later than thirty (30) days after the cooperative commences operation (Franchise Agreement, Section 14.3.). Cooperatives would operate under written governing documents, and would be under our general administration.

E. Computer Systems. You must use ~~the~~ computer ~~system~~ and other technical systems we specify, which includes, but is not limited to, the items described below (Franchise Agreement, Section 12, License Agreement, Section 5.E). Licensed or non-traditional locations and certain other locations may be exempt from these requirements with written permission. These requirements may change in the future.

(a) **POS software** - A point-of-sale ("POS") system that is integrated with a Windows-based PC system and allows a cashier to ring in and tender sales transactions. The POS software interfaces with company-specified software modules that include credit card processing software, an integrated guest loyalty system, ~~and~~ an online ordering system, an online catering system, a kitchen display system, and inventory/labor management systems. The POS System is used to collect data on sales, product mix, and inventory, among other things. You are required to run an approved Payment Application Data Security Standard ("PA-DSS") version of POS software. Approved versions will reach an end to their useful life and will have to be replaced periodically as we direct. Software maintenance must be maintained continuously to allow for required version updates and ongoing PA-DSS compliance. We have no obligation to provide any ongoing maintenance, repairs, upgrades, or updates for you. We may, however, provide such

maintenance services at our discretion. If these services are provided, the cost is covered by the ~~Master Technology Agreement annual~~ [IT Support Services](#) fee.

(b) POS hardware - The current standard for POS hardware is as follows: at least two (2) POS terminals with 8GB RAM running the Windows 10 operating system for the service counter. The current standard for the ~~back-office~~ [POS](#) file server is a Dell Optiplex with 8GB RAM running Windows 10 Professional operating system. The ~~back-office~~ [POS](#) file server and POS terminals must both run the POS system point-of-sale software that Qdoba describes. Various peripheral hardware components, required for completion of POS transactions, are also considered part of the current standard, including at least two (2) payment devices with point to point encryption for secure credit card transactions.. Approved hardware will reach an end to its useful life and will have to be replaced periodically as we direct.

~~(c)~~ Kitchen Display System (“KDS”) hardware – The current standard for KDS hardware for new restaurant openings is as follows: at least two (2) KDS controllers with 8 GB RAM running the Windows 10 operating system installed with 1 ea. 22” or larger display monitor and bump bar. Approved hardware must be replaced periodically as Company directs.

(d) Digital Menu Board (“DMB”) hardware and software – The current standard for DMB hardware and software for new restaurant openings is as follows: at least four (4) but optimally five (5) 43” or 49” commercial displays with two (2) media players cabled for redundancy and vendor’s required software. Approved hardware must be replaced periodically as Company directs.

(e) Secure Access or similar remote access software as we direct - Remote access software allows a person who is not physically near a computer to connect and control the computer via an Internet connection. While we need to have independent remote access to your systems for various reasons, the software and access to use this software will be limited to authorized users designated by the Company. You may not install any other remote access software or attempt to connect to your computers remotely without written permission from the Company.

~~(f)~~ Sales reporting (“Polling”) software - Qdoba uses centralized polling software to transfer information from the franchisees' computerized point-of-sale devices. Client software must be installed on your computer system for polling functionality. You must pay a one-time license and configuration charge for this software.

~~(g)~~ QRC Standardized Network - The network includes broadband connection, managed firewall and network switch, security services, private Wi-Fi, Public Wi-Fi, IoT Wi-Fi, and back up network (4G) connectivity. The fees are between \$~~2~~165 and \$650 per month depending on broadband connection availability, plus a universal service fee for setup by the vendor. An up-front 5-year equipment rental option is available, which will require an initial investment of approximately \$~~3,500~~—\$~~4~~2,500. The equipment is provided by QRC and services are provided by a Qdoba approved managed service provider. ~~Licensed or non-traditional locations and certain other locations may be exempt from this requirement.~~

(f) Antivirus software - This software protects the local computer from viruses and other threats perpetuated on the internet. This must not be disabled.

(g) Web-based training device - The current standard is a Wi-Fi enabled iPad Air with 4GB+/64GB+. The Company may require franchisees and certain employees to complete training using tablets.

We reserve the right to require you to purchase or lease any or all of these items from a particular supplier. If we require you to purchase or lease any such system from a third party, we may require that any assistance or support relating to such system be provided by a third party and not by us. The estimated cost of purchasing a POS system is approximately \$~~20~~²⁴,000 - \$~~32~~³⁵,000 depending upon the amount of equipment purchased and the configuration. Continuous software maintenance coverage is required on your POS system software. Cost for this coverage is recurring and will vary depending on the amount of equipment purchased and the configuration. We also require the right to independently access your system and all information and data that is electronically collected on the system (Franchise Agreement, Sections 9, 11, 12, 13, and 24.).

We may require you to add hardware or software, and/or update or upgrade the computer ~~and~~ POS equipment, and other technical systems during the term of your franchise agreement to meet operational and compliance-related needs. There are no contractual limitations on the frequency or cost of computer and POS upgrades. We estimate that the average annual cost for maintaining, upgrading, updating, and supporting your systems is less than \$16,000 per restaurant. Installation of non-approved software or hardware on computer systems is not allowed. We reserve the right to remove, uninstall, or otherwise affect non-approved software or hardware. Any costs associated with the removal of non-approved software or hardware will be billed to you.

In addition, you are required to maintain full compliance with the Payment Card Industry Data Security Standard (PCI-DSS) and to prove your compliance by providing to us an executed copy of the PCI self-assessment questionnaire or the PCI report on compliance, whichever is appropriate, on an annual basis.

F. Training. The DO, General Manager and a third person designated by you (such as a manager) must attend our training programs, and all training must be completed before opening. The DO program is scheduled based on need, is approximately seven (7) weeks (315 hours) long, contingent on role, experience, speed to proficiency, and begins with an orientation at a certified training location to be determined by us. Of the 315 hours, almost all of that time is spent in restaurant. The DO must attend on-the-job training at a certified training restaurant. Approximately 28 weeks before the scheduled opening of your restaurant, we will begin training the DO. The General Manager program is scheduled based on need, is approximately seven (7) weeks (315 hours) long, contingent on experience and speed to proficiency, and begins with an orientation at a certified training location to be determined by us. Of the 315 hours, almost all of that time is spent in restaurant. Your General Manager should begin training at least 12 weeks before the opening of your restaurant. A third person should begin training at least 12 weeks before the restaurant opens. All such persons must attend and complete the training program to our satisfaction in order for you to open a *Qdoba* restaurant.

We do not charge you for the three franchisee employees to attend the training program. All trainer wages and materials are paid for by us. All wages, travel, and living expenses for your employees who attend the training are your responsibility. If we provide training in excess of the

standard training program, we may charge a reasonable fee for the training and materials (currently up to \$1,600 per trainee).

If you operate 2 or more Qdoba restaurants and we have approved your trained managers to conduct our training programs (“Trained Managers”) before opening your third Qdoba restaurant: (1) your DO, General Manager, and any managers, owners or employees we designate must attend and complete the training programs that you conduct at one of your existing Qdoba restaurant, unless the individuals previously completed that training program to our satisfaction; and (2) your Trained Managers must fully train the DO, General Manager, and any managers, owners or employees of the third restaurant and be responsible for providing any required opening training programs. The content and administration of your training programs must be at least equal to those of our training programs and must be approved in advance by us. Each franchise organization must have at least one certified training restaurant for every ten restaurant locations. These certified training restaurants will be used to train the franchisee’s managers. Manager trainees must complete training at one of the certified training restaurants within the franchise organization, or at an alternative certified training restaurant approved by Qdoba. We will provide you with materials and, to the extent we deem it necessary or appropriate, assistance in designing and developing your training programs. We have the right to review your training programs periodically to ensure their quality and to verify that your personnel are being trained in a timely and satisfactory manner. We will notify you of any deficiencies in the training programs. You must promptly cure the deficiencies. We reserve the right to revoke training certification status if deficiencies are not cured within a timetable determined by us. If we provide training support to your third and above franchised restaurant opening, you must pay us a fee of \$3,500 per trainer, which covers eleven days of training support for your new restaurant opening.

The instructional material for the training program is based on the Manuals and Qdoba Training System, both of which will be made available through portal access, digital offering, or, at your cost, our preferred printing vendor. The Qdoba Training System includes the training website and a full Learning Management System through Yoobic software, which includes comprehensive training content, up to and including Operations Excellence System training. The fee for franchisee’s use of the Learning Management System through Yoobic software is \$25 to \$40 per restaurant per month. The Company may require training to be completed using a tablet or similar device. The training program outlines the necessary restaurant operational knowledge to help build new skills and refine current talents. It allows the restaurant leaders to evaluate, certify, and confirm progress. The training materials for Management Training describe various positional training needed to effectively manage a restaurant, including: Cook, Line Server, Delivery Driver, Shift Leader, and Digital Specialist ~~and Curbside Runner~~. Additional content provides management-level training for a Management Trainee, a Manager, and General Manager.

The training program is under the general direction of Kyle Moses, Senior Director of ~~Training & Development & Operations~~ Services Support since May of 202~~2~~³. Mr. Moses has ~~13~~¹⁴ years of experience working in training positions with Qdoba. Below where it says “Restaurant,” the training will be conducted at a company operated certified Qdoba training restaurant located near our headquarters or at another location we select.

The following tables provide an outline of our Management Training Program:

TRAINING PROGRAM

Table A: Team Member/Shift Leader

				Requirements By Level			
Subject	Hours of Classroom Training	Hours of On-The-Job Training (Team Member/Shift Leader)	Location	TM	SL	GM	DO
Qdoba Onboarding	0	2	Restaurant	X	X	X	X
Line Service	0	8	Restaurant	X	X		
Line Service - Cashier	0	3	Restaurant	X	X		
Catering - Packaging and Prep of Catering Orders	0	3	Restaurant	X	X		
Catering – Delivery Driver Training	0	4	Restaurant	X	X		
Responsible Service of Alcohol	0	2	Restaurant	X	X		
Digital Orders	0	3	Restaurant	X	X		
Prep	0	12	Restaurant	X	X		
Cook	0	8	Restaurant	X	X		
Shift Leader Orientation & People Leadership	0	8	Restaurant		X		
Shift Running	0	5	Restaurant		X		
Controlling Costs	0	4	Restaurant		X		
Digital Ordering & Catering Management	0	4	Restaurant		X		
Crisis Management	0	4	Restaurant		X		
Practice #1 Leading A Shift	0	8	Restaurant		X		
Practice #2 Leading A Shift	0	8	Restaurant		X		
Practice #3 Leading A Shift	0	8	Restaurant		X		
General Manager Certification of Shift Leader	0	8	Restaurant		X		

				Requirements By Level			
Subject	Hours of Classroom Training	Hours of On-The-Job Training (Team Member/Shift Leader)	Location	TM	SL	GM	DO
District Manager Certification of Shift Leader	0	8	Restaurant		X		
Certification	0	2	Restaurant				
Food Safety Management**	9	0	3 rd Party Vendor	*	*		
TOTAL	9 hours	112 hours					

Table B: Manager in Training

					Requirements By Level			
Subject	Hours of Classroom	Hours of On-The-Job Training (Manager in Training)	Hours of On-The-Job Training (DO)	Location	TM	SL	GM	DO
	Training							
Orientation & Kitchen Systems	0	45	45	Restaurant			X	X
Line Management	0	45	45	Restaurant			X	X
Shift Leader	0	45	45	Restaurant			X	X
Shift Leader Certification	0	45	45	Restaurant			X	X
Financial Management	0	45	45	Restaurant			X	X
Building The Team	0	45	45	Restaurant			X	X

					Requirements By Level			
Subject	Hours of Classroom	Hours of On-The-Job Training (Manager in Training)	Hours of On-The-Job Training (DO)	Location	TM	SL	GM	DO
	Training							
Building The Business & Certification	0	Combined with "Building the Team"	Combined with "Building the Team"	Restaurant			X	X
Food Safety Management**	9	0	0	3 rd Party Vendor			X	X
District Manager Training	0	0	45	Restaurant				X
Regional Training	0	0		Restaurant				X
TOTAL	9 hours	270 hours	315 hours					

TM = Team Member

SL = Shift Leader

GM = General Manager

DO = Designated Operator

x = Indicates required subject matter

* = If required by state or local law or regulation

**= Required if not already certified with an accredited Food Safety organization, and franchisee pays all related costs.

The training hours listed are an estimate based on our expectations of what a typical prospective franchisee might require. However, because Company's training program is proficiency-based and not time-based, the actual time needed to demonstrate proficiency in each training area may vary, and you may require less or more time training than listed here.

ITEM 12 TERRITORY

You will not receive an exclusive territory under our Development Agreement or our Franchise Agreement. You may face competition from other franchisees, from outlets that we

own, or from other channels of distribution of competitive brands that we control. Under both our Development Agreement and Franchise Agreement, we may grant you a protected territory, but some areas or sites may be carved out of that territory, as discussed below. A site must be accepted by us based on our then-current site criteria.

Development Agreement. The Development Agreement grants you certain rights (as described below) within a designated geographical area (the “Development Area”). The Development Area is described in an exhibit attached to the Development Agreement. The size of the designated Development Area will vary depending on a variety of factors, including, but not limited to, population concentrations in such areas. During the term of your Development Agreement, we will not establish or license anyone other than you to establish any *Qdoba* restaurant in the Development Area, except as described in the Development Agreement. We may continue to allow pre-existing *Qdoba* restaurants to operate within the Development Area, be transferred to a new franchisee, or be renewed. We may sell products and services within the Development Area, provided that such sales are through channels of distribution that are dissimilar to yours. We also may operate or allow others to operate *Qdoba* restaurants at certain non-traditional locations in the Development Area, such as college campuses, airports, and military installations. We may also allow the operation of restaurants in the Development Area if you fail to open an accepted restaurant within 1 year after the date of our Notice of Site Acceptance. The exceptions are more fully described in the Development Agreement.

In order to maintain your territorial rights during the development period, you must fulfill specific development obligations and other obligations as described in the Development Agreements and Franchise Agreements you enter into with us. You will be required to open and maintain in operation the number of *Qdoba* restaurants required by us (“Minimum Development Quota”). The development schedule and Minimum Development Quota are determined by us on the basis of our view of the market and size of the Development Area. The development schedule and Minimum Development Quota will be described in an exhibit to the Development Agreement. If you fail to comply with the development schedule, you will lose the right to have your development fees credited toward your franchise fees, as more fully described in the Development Agreement, and will ultimately be deemed in material default of your Development Agreement.

If you fail to comply with the development schedule, or fail to comply with any material terms or conditions of any Franchise Agreement or Development Agreement between you and us, such action will constitute a default under the Development Agreement. Upon such default, we may, at our option, terminate the Development Agreement and all rights granted in it, including the territorial protections. Depending upon the circumstances, we may not be required to afford you any opportunity to cure the default, and the termination may become effective immediately upon your receipt of written notice to you, or as otherwise provided by state law. However, termination of your Development Agreement will not necessarily affect any territorial protection that any of your restaurants may have under Franchise Agreements relating to those restaurants.

Under a Development Agreement, you must obtain our acceptance of a potential site. This requires you to submit our then-current form of site package, which, among others, currently must include: a site evaluation, floor plan, ~~shopping center plan (if applicable)~~, elevation drawings, photographs, letter of intent for obtaining the site, certain financing or financial information, and development cost estimates.

Franchise Agreement. The Franchise Agreement grants you the right to operate a single *Qdoba* restaurant at a specific, Accepted Location. Except at certain non-traditional locations,

the Franchise Agreement grants you certain territorial rights in a geographic radius referenced in an exhibit to the Franchise Agreement. The protected geographic territory ("Protected Territory") will generally be a radius of two miles from the Franchised Restaurant, but may be a smaller or larger radius that we agree to before we sign the Franchise Agreement. During the term of the Franchise Agreement, we will not, without your consent, establish or franchise another to establish, a new Qdoba restaurant at any location that falls within your Protected Territory, except as provided in the Franchise Agreement. We may continue to allow pre-existing Qdoba franchises or company restaurants to operate within the Protected Territory, allow those to be transferred to a new franchisee, or renew those franchises. We may sell products and services within the Protected Territory, provided that such sales are through channels of distribution that are dissimilar to yours. Dissimilar channels of distribution include, but are not limited to, grocery stores, the internet, satellite locations, sales or mail order catalogs, temporary locations, carts or kiosks, or through any other electronic or print media. We also may operate or allow others to operate Qdoba restaurants at certain non-traditional locations, such as airports, college campuses and military installations, in the Protected Territory that we believe are more appropriately developed by us or an institutional food service company. These exceptions are more fully described in the Franchise Agreement. The relocation of any franchised restaurant will be subject to our prior written approval, which may be withheld on whatever basis we determine is in our best interests.

The Franchise Agreement gives you no right to establish or buy additional Qdoba restaurants, or to use alternate channels of distribution, such as the internet. At the expiration of your initial Franchise Agreement, if certain conditions are met, you will have the option to enter into a new Franchise Agreement (in the form then in use by Qdoba) for the same location.

The Protected Territory granted to you is not dependent upon the achievement of a certain sales volume, market penetration, or similar contingency. Except as provided above, absent our mutual consent, the protected area granted to you may not be altered before the Franchise Agreement expires or is terminated.

Other than as specified in the Franchise Agreements, we retain the right, in our sole discretion, to operate, or to grant to other persons the right to operate, Qdoba restaurants at any location or Development Area on such terms and conditions as we deem appropriate. We also retain the right to sell products and services authorized under the System bearing our trademarks, through similar or dissimilar channels of distribution as we deem appropriate.

~~Affiliate Operations. As disclosed in Item 1, as of the date of this Disclosure Document, our affiliate, MMF operates and franchises businesses under a different trademark that may sell goods or services similar to those that Qdoba's franchisees sell. MMF offers franchises for "Modern Market Eatery" restaurants, which are premium fast casual restaurants operated under the name "Modern Market Eatery" and related trademarks with a menu consisting of freshly prepared sandwiches, salads, plated dishes, soups, pizzas and beverages. MMF's principal business address is 3001 Brighton Blvd., Suite 149, Denver, Colorado 80216. These restaurants may be located near your Qdoba restaurant's Accepted Location and Protected Territory, and may solicit and accept orders from customers near your Qdoba restaurant's Accepted Location and Protected Territory. Even if you have a Development Agreement that provides for territorial protections in a Development Area, these Modern Market Eatery restaurants may be located within your Development Area, or open there at any time. We anticipate no significant conflicts with, or between, Qdoba franchisees and Modern Market franchisees regarding territory, customers or franchisor support because we only grant Qdoba franchises covering specific restaurant locations and the restaurant concepts offer different food products and dining~~

~~experiences. If a conflict does arise, we will analyze the conflict and take actions (if any) that we deem appropriate.~~

Currently, we do not operate or franchise, or have any affiliate ~~(other than MMF noted directly above)~~ that operates, franchises, or has any presently formulated plans or policy to operate or franchise, any business including any business that sells primarily Mexican food under a trademark other than Qdoba.

ITEM 13 TRADEMARKS

The Franchise Agreement grants you the right to operate a restaurant using the principal trademark Qdoba Mexican Eats®, and/or other of our marks, as they may be changed, improved, and further developed over time. We will be testing other variations of our principal trademarks, and may require franchisees to use different marks in the future. Principal trademarks include service marks, names, logos, and symbols used to identify your restaurant.

The following principal trademarks, service marks, logos, or other commercial symbols are on file with the United States Patent and Trademark Office on the Principal Register. All required affidavits of use and applications for renewal have been filed.

<u>Trademark</u>	<u>Registration Number</u>	<u>Date of Registration</u>
QDOBA	2462773	06/19/2001
QDOBA MEXICAN EATS	4819478	09/22/2015
	4833275	10/13/2015
QDOBA MEXICAN GRILL	2452146	05/15/2001
	4227729	10/16/2012

<u>Trademark</u>	<u>Registration Number</u>	<u>Date of Registration</u>
	4964072	05/24/2016

There are no currently effective determinations of the Patent and Trademark Office, the Trademark and Trial Appeal Board, the trademark administrator of any state, or any court, or cancellation proceeding, nor any pending material litigation involving the proprietary marks. There are no agreements currently in effect that significantly limit our rights to use or license the use of any of the Marks.

You must inform us if you become aware of any third party using, or claiming a right to use, our trademarks, or tradenames that are confusingly similar to our tradenames.

We also own and will grant to you the right to use many other valuable common law trademarks and trade names, as well as various international marks.

Subject to the terms of the Franchise Agreement, we are obligated by the Franchise Agreement to protect any rights granted to you to use the Marks, and to protect you against claims of infringement or unfair competition with respect to them, provided you have used the Marks in compliance with the terms of your Franchise Agreement. We have the right to control any administrative proceedings or litigation involving a trademark licensed to you.

In the event that litigation involving the Marks is instituted or threatened against you, you must promptly notify us, and cooperate fully in defending or settling any administrative proceedings or litigation. You must comply with our instructions in filing and maintaining the requisite trade name or fictitious name registrations, and must sign any documents deemed necessary by us or our counsel to obtain protection for the Marks or to maintain their continued validity and enforceability.

The right and license of the Marks granted to you under the Franchise Agreement are nonexclusive. Thus, we have and retain the rights, among others, to use the Marks, to grant others the license to use them, and to develop other systems using the same or similar Marks, with the same right to use, grant or license such new Marks.

You must modify or discontinue use of a Mark if we modify it or discontinue its use. We do not know of any infringing uses that could materially affect your use of our Marks.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

We do not own any rights in or to any patents that are material to the franchise. We claim copyrights in the Manuals, menus, advertising and marketing materials, including website interface and look and feel, restaurant design, and related items used in operating the franchise. Those copyrights have not been registered with the United States Registrar of Copyrights but

have been protected under the federal copyright laws, where appropriate, by virtue of our placing the appropriate notice of copyright on such items. We do not know of any superior prior rights or infringing uses that could materially affect your use of the copyrighted materials. No agreement requires us to protect or defend our copyrights, or to indemnify you for any expense or damages you incur in any judicial or administrative proceedings involving the copyrighted materials. Neither we nor our affiliates will have any obligation to reimburse you for any expenditures you make because of any discontinuance or modification.

There are no currently effective determinations of the Patent and Trademark Office or US Copyright Office, nor any current legal proceedings involving patents or copyrights that are material to your business.

There are no agreements currently in effect that significantly limit our rights to use a patent or copyright that is material to your business.

Certain materials supplied to you will contain proprietary information and trade secrets of Qdoba, including recipes, new product development information, growth plans, restaurant and equipment design information, training program information, operating procedures that you are required to follow at your restaurant, and supplier relationship and distribution system information. They will be supplied to you and your key personnel under contractual provisions limiting their use to the operation of the franchised restaurant and prohibiting their reproduction or unauthorized disclosure. Under the Franchise Agreement, you agree that you will not allow proprietary information to be used for the benefit of any third party (see Franchise Agreement, Section 24, and the Confidentiality and Non-disclosure Agreement attached as Exhibit C to the Franchise Agreement, License Agreement and Development Agreement).

ITEM 15

OBLIGATIONS TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISED BUSINESS

Development Agreement. You or another individual approved by us must supervise the development of all restaurants to be opened. That person must devote best efforts to the development of the *Qdoba* restaurants.

Franchise Agreement. Except certain non-traditional restaurants, if you have more than one *Qdoba* franchised restaurant, they must at all times be under the full-time supervision of a Designated Operator (“DO”) and a General Manager (unless otherwise approved by Qdoba). The DO must have at least three (3) years of multi-unit experience in the operation of restaurants, and must be approved by us. The person who is responsible for the day-to-day supervision of your restaurant must assume such responsibilities on a full-time basis, and may not engage in any other business or other activity, directly or indirectly, that requires any significant management responsibility, time commitments, or otherwise may conflict with your obligations under the Franchise Agreement.

Even if a General Manager is in charge of the day-to-day supervision of the restaurant, the DO must nevertheless remain active in overseeing the operations of the restaurants on a full-time basis. The DO and each General Manager must satisfactorily complete Qdoba’s certified training program.

Guarantees. If the Franchise Agreement or Development Agreement is held by a corporation, partnership, or other legally formed entity, we may require the owners of the entity

and their spouses (regardless of whether they are parties to agreement) to personally guarantee the full performance of the obligations under the Franchise Agreement and Development Agreement. Sample guarantees are attached as Exhibit B to the Franchise Agreement and Development Agreement.

Confidentiality and Non-Competition. Qdoba requires you and all owners of the franchise entity to sign confidentiality and non-competition agreements. The current form of confidentiality and non-competition agreement is attached to the Franchise Agreement and License Agreement as Exhibit D (see Exhibits E-1 and E-2 to this disclosure document). Qdoba may also require your managers and other key personnel to sign a confidentiality agreement that protects our confidential information.

ITEM 16
RESTRICTIONS ON WHAT FRANCHISEE MAY SELL

You must use the restaurant premises solely for the operation of a Qdoba restaurant. You must sell or offer for sale only such menu items, products, or services (including catering and delivery services) that we have expressly approved, and may not offer or sell other products or services at or from the restaurant. You must offer for sale the Qdoba menu (including catering menu items). We may alter menu items at any time. You may only purchase from approved suppliers, as discussed in Item 8 of this disclosure document. You may not deviate from our standards and specifications without our prior written consent.

Qdoba's menu incorporates all-inclusive, protein-based pricing tiers for the entrée items we specify, and you must use a la carte pricing for other items. The company will provide pricing guidance and recommendations for your consideration, and may require that you use certain pricing to the extent permitted by applicable law, but in most instances, the pricing that you ultimately implement will be at your discretion.

ITEM 17
RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

These tables list important provisions of the Franchise Agreement, Development Agreement and related agreements. You should read the provisions in the agreements attached to this disclosure document:

<u>Provision</u>	<u>Section in Franchise Agreement</u>	<u>Summary</u>
a. Term of the Franchise	Section 2.1	Typically, ten years, but term may be shorter if the property cannot be secured for ten years.
b. Renewal or extension of the term	Section 2.2	If you are not in default, and remodel the restaurant and meet certain other requirements, you can enter into a new agreement for an additional term for an additional fee.

<u>Provision</u>	<u>Section in Franchise Agreement</u>	<u>Summary</u>
c. Requirements for you to renew or extend	Section 2.2	Provide notice, remodel, sign new franchise agreement and release, pay fee, obtain right to possession of premises. The terms of the new franchise agreement may be materially different from the terms and conditions of the current Franchise Agreement.
d. Termination by you	Section 28.5	Subject to state law, if you are in compliance with the Franchise Agreement and we fail to comply with a material term of the agreement, you can terminate the franchise agreement after giving notice and an opportunity to cure.
e. Termination by us without cause	Not applicable.	Not applicable.
f. Termination by us with cause	Section 28	We can only terminate if you default under the Franchise Agreement or certain other agreements with us.
g. "Cause" defined – defaults which can be cured	Section 28	"Curable defaults" are not specifically defined, but the Franchise Agreement references notice and correction opportunities relating to defaults due to nonconforming operations, loss of possession of premises, unauthorized transfers, breach of in-term non-competition covenant, refusal to permit audit, failure to submit financial statements, failure to pay taxes, violation of labor laws, failure to keep business open, failure to pay, failure to restore premises, and default under other agreements, among others.
h. "Cause" defined – defaults which cannot be cured or can be cured at our option	Section 28	Immediate termination: Assignment for benefit of creditors; bankruptcy; insolvency; receivership; dissolution, levy or foreclosure; cessation of operations; conviction or pleading to any crime or offense adversely affects the System, Proprietary Marks, or the Company's goodwill. Termination at our option: Danger to public health or safety, conviction of felony or similar offense, unsatisfied judgment, breach of confidentiality or non-competition covenant, maintaining false books or records, multiple defaults, multiple food safety or health

<u>Provision</u>	<u>Section in Franchise Agreement</u>	<u>Summary</u>
		inspection failures, material misrepresentations, unauthorized use of Marks, failure to designate a new certified manager after death or permanent disability, loss of right to possess the premises.
i. Your obligations on termination/nonrenewal	Section 29	Cease operations, complete de-identification, return all confidential and proprietary materials, agree to assign your lease to us (at our election), pay all amounts due to us and vendors, comply with post-termination covenant not to compete, pay all costs relating to actions to enforce the Franchise Agreement, sell equipment and inventory (at our election) (see also subsection r. below).
j. Assignment of contract by us	Section 25	Unrestricted right to assign.
k. "Transfer" by you – defined	Section 25	Includes transfer of contract or assets by ownership change.
l. Our approval of transfer by you	Section 25	We have the right to approve any transfer, but we will not unreasonably withhold approval, provided all conditions are met.
m. Conditions for our approval of transfer	Section 25	All amounts owed to us must be paid, no defaults in agreements, general release signed, transferee guarantees all obligations, transferee is qualified, current agreement signed by transferee, restaurant refurbished, transfer fee paid, training program completed, transferor remains liable, subordination of financing, acknowledgment that we do not guarantee success.
n. Our right of first refusal to acquire your business	Section 26	We can match any offer to buy for your restaurant or any interest in your restaurant.
o. Our option to purchase your business	Section 5	Option to take over the lease.
p. Your death or disability	Section 27	New manager must be appointed within thirty (30) days. Franchise must be assigned by estate to approved buyer within twelve (12) months.
q. Non-competition covenants during the term of the franchise	Section 30	Subject to state law, no involvement in any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty

<u>Provision</u>	<u>Section in Franchise Agreement</u>	<u>Summary</u>
		percent (20%) of the menu, or represent more than twenty percent (20%) of the sales.
r. Non-competition covenants after the franchise is terminated or expires	Section 30 (not applicable at non-traditional locations)	Subject to state law, no involvement in any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty percent (20%) of the menu, or represent more than twenty percent (20%) of the sales, located at the Accepted Location, within five (5) miles of the Accepted Location, or within five (5) miles of any Qdoba restaurant existing at the time of termination or expiration, for two (2) years past termination.
s. Modification of the Agreement	Sections 10.4 and 32.7	No modifications without mutual agreement, but all Manuals are subject to change by us in our sole discretion.
t. Integration/merger clause	Section 32	Only the terms of the Franchise Agreement and Development Agreement are binding (subject to state law). Except for the statements contained in this disclosure document, you may not rely on any other oral or written statements you have been provided about the franchise.
u. Dispute resolution by arbitration or mediation	Section 32	Subject to state law, you are required to participate in nonbinding mediation.
v. Choice of forum	Section 32	Subject to applicable state law, litigation must be in San Diego, California.
w. Choice of law	Section 32	Subject to applicable state law, California law applies.

<u>Provision</u>	<u>Section in Development Agreement</u>	<u>Summary</u>
a. Term of the Agreement	Section 3 / Exhibit A	Development schedule is established through case-by-case determination.
b. Renewal or extension of the term	Section 3	None.
c. Requirements for you to renew or extend	Not applicable	No renewal option.

<u>Provision</u>	<u>Section in Development Agreement</u>	<u>Summary</u>
d. Termination by you	Section 14	Subject to state law, you may terminate the Development Agreement at any time by not proceeding. You will forfeit any development fee paid. These provisions are subject to state law.
e. Termination by us without cause	Not applicable.	Not applicable.
f. Termination by us with cause	Section 2; Section 14	Your default under your Development Agreement (including your failure to meet your development quotas) or default under other agreements with us.
g. "Cause" defined – defaults which can be cured.	Section 14.3	"Curable defaults" are not specifically defined, but the Development Agreement references notice and correction opportunities relating to defaults due to non-conforming operations, possession of premises, unauthorized transfers, breach of in-term non-competition covenant, refusal to permit audit, failure to submit financial statements, failure to pay taxes, violation of labor laws, failure to keep business open, failure to pay, failure to restore premises, default under other agreements, among others.
h. "Cause" defined – defaults which cannot be cured or can be cured at our option	Sections 14.1 and 14.2	Immediate termination: Assignment for benefit of creditors; bankruptcy; insolvency; receivership; dissolution levy or foreclosure; cessation of operations. Termination at our option: Danger to public health or safety, conviction of felony or similar offense, unsatisfied judgment, breach of confidentiality or non-competition covenant, maintaining false books or records, multiple defaults, material misrepresentations, unauthorized use of Marks.
i. Your obligations on termination/nonrenewal	Section 15	Meet Minimum Development Quota, cease operations, complete de-identification, return all proprietary materials, assign to us your lease (at our election), pay all amounts due to us and vendors, comply with post-termination covenant not to compete, pay all costs relating to actions to enforce the Franchise Agreement, sell equipment and inventory at our election (see also subsection r. below).

<u>Provision</u>	<u>Section in Development Agreement</u>	<u>Summary</u>
j. Assignment of contract by us	Section 11	No restriction on our right to assign.
k. Transfer by you – defined	Section 11	Includes transfer of Agreement or assets or ownership change.
l. Our approval of transfer by you	Section 11	We have the right to approve all transfers.
m. Conditions for our approval of transfer	Section 11	All amounts owing paid; no defaults in agreements; general release (See Exhibit J); transferee guarantees all obligations; transferee qualifies; current agreement signed by transferee; restaurant refurbished; transfer fee paid; training program completed; transfer must include all restaurants covered by a Development Agreement; at least one restaurant in operation; execution of non-compete agreement and acknowledgements, subordination of conventional financing.
n. Our right of first refusal to acquire your business	Section 12	We can match any offer for your business.
o. Our option to purchase your business	Not applicable.	Not applicable.
p. Your death or disability	Section 13	The transfer of any development rights in the event of death requires our prior written consent.
q. Non-competition covenants during the term of the Agreement	Section 16	Subject to state law, no involvement in Mexican-theme fast-food or wrap-style restaurant deriving twenty percent (20%) or more of its revenue from burritos, tacos, and/or bowls.
r. Non-competition covenants after the Agreement is terminated or expires	Section 16	Subject to state law, no involvement in Mexican- theme fast-food or wrap-style restaurant deriving twenty percent (20%) or more of its revenue from burritos, tacos, and/or bowls, located within five (5) miles of any Qdoba restaurant for a period of two (2) years.
s. Modification of the Agreement	Sections 9.4 and 19.5	No modifications without mutual agreement, but all Manuals are subject to change by us in our sole discretion.

<u>Provision</u>	<u>Section in Development Agreement</u>	<u>Summary</u>
t. Integration/merger clause	Section 19.4	Only the terms of the Franchise Agreement and Development Agreement are binding (subject to state law). Except for the statements contained in this disclosure document, you may not rely on any other oral or written statements you may have been provided about the franchise.
u. Dispute resolution by arbitration or mediation	Section 19.6	Subject to state law, you are required to participate in nonbinding mediation.
v. Choice of forum	Section 19.7.2	Subject to applicable state law, litigation must be in San Diego, California.
w. Choice of law	Section 19.7.1	Subject to applicable state law, California law applies.

<u>Provision</u>	<u>Section in License Agreement</u>	<u>Summary</u>
a. Term of the Franchise	Section 1	To be negotiated.
b. Renewal or extension of the term	Section 1	For lesser of ten years or term of any renewed Concession Agreement
c. Requirements for you to renew or extend	Section 1	If you are not in default, and renovate the restaurant and meet certain other requirements, you can enter into a new agreement for an additional term for an additional fee.
d. Termination by you	Section 16	Subject to state law, if you lose possession of the premises, other than for cause, and have given us notice and an opportunity to assume control of the restaurant.
e. Termination by us without cause	Not applicable.	Not applicable.
f. Termination by us with cause	Section 16	We can only terminate if you default under the License Agreement or certain other agreements with us.
g. "Cause" defined – defaults which can be cured	Section 16	"Curable defaults" are not specifically defined, but the License Agreement references violations of material requirements and correction opportunities.

<u>Provision</u>	<u>Section in License Agreement</u>	<u>Summary</u>
h. “Cause” defined – defaults which cannot be cured or can be cured at our option	Section 16	“Non-curable defaults” are not specifically defined, but the License Agreement references threat to public health and safety, default in payment, and multiple defaults as defaults that do not require opportunity to cure.
i. Your obligations on termination/nonrenewal	Section 17	Cease operations, complete de-identification, return all confidential and proprietary materials, agree to assign your lease to us (at our election), pay all amounts due to us and vendors, comply with post-termination covenant not to compete, pay all costs relating to actions to enforce the Franchise Agreement, sell equipment and inventory (at our election).
j. Assignment of contract by us	Section 14	Unrestricted right to assign.
k. “Transfer” by you – defined	Section 15	Includes transfer of contract or assets by ownership change.
l. Our approval of transfer by you	Section 15	We have the right to approve any transfer, and require that certain conditions be met.
m. Conditions for our approval of transfer	Section 15	All amounts owing paid, no defaults in agreements, general release, transferee guarantees all obligations, transferee qualifies, current agreement signed by transferee, Restaurant refurbished, transfer fee paid, training program completed, new agreement signed by transferee, transferor remains liable, subordination of financing, acknowledgment that we do not guarantee success.
n. Our right of first refusal to acquire your business	Not applicable	Not applicable.
o. Our option to purchase your business	Not applicable	Not applicable.
p. Your death or disability	Not applicable	Not applicable.

<u>Provision</u>	<u>Section in License Agreement</u>	<u>Summary</u>
q. Non-competition covenants during the term of the franchise	Section 18	Subject to state law, no involvement in any food service business at the same facility that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than ten percent (10%) of the menu, or represent more than ten percent (10%) of the sales.
r. Non-competition covenants after the franchise is terminated or expires	Section 18	Subject to state law, if terminated prior to the end of the initial term, no involvement in any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than ten percent (10%) of the menu, or represent more than ten percent (10%) of the sales for one (1) year after termination.
s. Modification of the Agreement	Sections 5 and 19	No modifications without mutual agreement, but all Manuals are subject to change by us in our sole discretion.
t. Integration/merger clause	Section 19	Only the terms of the License Agreement are binding (subject to state law). Except for the statements contained in this disclosure document, you may not rely on any other oral or written statements you have been provided about the franchise.
u. Dispute resolution by arbitration or mediation	Not applicable	Not applicable.
v. Choice of forum	Section 19	Subject to applicable state law, litigation must be in San Diego, California.
w. Choice of law	Section 19	Subject to applicable state law, California law applies.

ITEM 18 PUBLIC FIGURES

We do not currently use any public figure to promote our franchise.

ITEM 19 FINANCIAL PERFORMANCE REPRESENTATION

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.

Franchised Qdoba Restaurants – Historical Average Net, Median and Low / High Restaurant Sales. The following figures represent the average, median, and low / high net restaurant sales for certain franchisee-operated Qdoba restaurants for the trailing twelve months ended October 1, 2023 (“TTM”). The information is based on unaudited information for three hundred and thirty-three (333) franchisee-operated restaurants that were open and franchisee-operated for at least one (1) year as of the end of the TTM and that were not closed greater than twenty one (21) operating days in the TTM. We excluded information for one hundred and thirty-three (133) franchisee-operated Qdoba restaurants because they were not open and franchisee-operated for at least one year or were closed greater than twenty one (21) operating days in the TTM (124 excluded for not being open or franchisee-operated for one (1) year and 9 excluded for being closed greater than 21 operating days), as well as for nontraditional licensed Qdoba restaurants (92 units), which are included in a separate table below.

Chart 1: Overall Franchise Sales Growth. The following chart shows revenue growth over the last three fiscal years (fiscal year 2022, 2023 and 2024) for three hundred and seventy-seven (377) franchised Qdoba restaurants that were open and franchisee operated for all three fiscal years. We excluded information for 13 Canadian restaurants, 114 non-traditional restaurants, 11 refranchised restaurants, 23 restaurants that newly opened in our last fiscal year, and 75 restaurants that were closed more than 21 days. The data is based on unaudited sales information transmitted to us through the point-of-sale systems.

Franchisee-Operated Restaurant Quartiles	Average Net Sales Date Range	Number and % of Restaurants Attaining or Exceeding Average Net Sales Same Store Sales	Median Average Net Sales	Lowest Net Sales Year-over-Year Growth	Highest Net Sales Unit Count Included
Top Quartile FY 2022 ⁽¹⁾	\$2,357,524 - 10/4/2021 - 10/2/2022	28 / 84 33.3% \$559,130.219	\$2,189,283 1,483,104	\$1,913,333 9.3%	\$4,708,627 377
2nd Quartile FY 2023 ⁽²⁾	\$1,689,093 - 10/3/2022 - 10/1/2023	38 / 83 45.8% \$591,815.490	\$1,671,425 569,802	\$1,481,929 5.8%	\$1,906,399
3rd Quartile FY 2024 ⁽³⁾	\$1,248,611 - 10/2/2023 - 9/29/2024	40 / 83 48.2% \$638,919.849	\$1,231,942 694,748	\$1,088,715 8.0%	\$1,480,160
Bottom Quartile	\$856,261	49 / 83 — 59.0%	\$904,203	\$399,600	\$1,087,140
Total	\$1,540,334	156 / 333 — 46.8%	\$1,481,929	\$399,600	\$4,708,627

Company-Operated(1) For FY 2022, the median net sales were \$1,418,931, high net sales were \$4,459,136, and low net sales were \$441,351.

(2) For FY 2023, the median net sales were \$1,506,899, high net sales were \$4,708,597, and low net sales were \$431,709.

(3) For FY 2023, the median net sales were \$1,614,149, high net sales were \$5,492,729, and low net sales were \$417,422.

Chart 2: Franchised Qdoba Restaurants - Historical Average Net, Median and Low / High Restaurant Net Sales, Certain Costs, and EBITDA. The following figures represent the sales and operating figures of average, median, and low / high net restaurant sales for certain traditional, company-operated franchised Qdoba restaurants for the TTM. The information is based on the unaudited operating results of one trailing twelve months ended September 29, 2024. We included four hundred and fifty-five (155) company-operated forty-four (444) franchised Qdoba restaurants that were open and franchisee operated for at least one (1) year as of the end of TTM and that were not closed for greater than 21 operating days in the TTM September 29, 2024. We excluded information for seven (7) company-operated Qdoba restaurants because they were not open for at least one year or were closed greater than twenty-one (21) operating days in the TTM, as well as the following Qdoba restaurants: 114 non-traditional company-operated Qdoba restaurants (3 units). Additionally, we have excluded the results for eleven (11) company-operated Qdoba franchised restaurants, 23 restaurants that newly opened in our last fiscal year, 13 Canadian restaurants, and 8 restaurants that were refranchised at the beginning of fiscal 2024, closed twenty-one (21) or more operating days in the reported period. The data is based on unaudited sales information transmitted to us through the point-of-sale systems.

<u>Franchised Restaurant Quartiles</u>	<u>Average Net Sales</u>	<u>Number and % of Restaurants Attaining or Exceeding Average Net Sales</u>	<u>Median Net Sales</u>	<u>Lowest Net Sales</u>	<u>Highest Net Sales</u>
<u>Top Quartile</u>	<u>\$2,481,570</u>	<u>31 / 111 27.9%</u>	<u>\$2,311,295</u>	<u>\$1,999,876</u>	<u>\$5,492,729</u>
<u>2nd Quartile</u>	<u>\$1,760,443</u>	<u>54 / 111 48.6%</u>	<u>\$1,758,674</u>	<u>\$1,518,256</u>	<u>\$1,996,346</u>
<u>3rd Quartile</u>	<u>\$1,335,529</u>	<u>56 / 111 50.5%</u>	<u>\$1,336,759</u>	<u>\$1,170,313</u>	<u>\$1,517,575</u>
<u>Bottom Quartile</u>	<u>\$926,169</u>	<u>68 / 111 61.3%</u>	<u>\$993,678</u>	<u>\$417,422</u>	<u>\$1,157,438</u>
<u>Total</u>	<u>\$1,625,928</u>	<u>200 / 444 45.0%</u>	<u>\$1,517,915</u>	<u>\$417,422</u>	<u>\$5,492,729</u>

Chart 3: Franchised Qdoba Restaurants - Historical Sales, Certain Costs, and EBITDA. The following data represents the sales and certain operating costs for three hundred and eighteen (318) traditional, franchised Qdoba restaurants which have reported financial information through our online portal for a trailing twelve month period. The trailing twelve month period for the reported data varies as follows: 290 franchised Restaurant reporting for the trailing twelve month period ended September 29, 2024; 19 franchised Restaurant reporting for the trailing twelve month period ended August 4, 2024 and 9 franchised Restaurant reporting for the

trailing twelve month period ended June 9, 2024. These franchised Restaurants were open for at least one (1) year as of the end of the respective trailing twelve month period and were not closed for twenty one (21) or more operating days during that period. The information was not audited. We excluded information for the following Qdoba restaurants: 114 non-traditional restaurants, 11 refranchised restaurants, 23 restaurants that newly opened in our last fiscal year, 13 Canadian restaurants, 8 restaurants that were closed twenty-one (21) or more operating days in the reported period and 126 restaurants that have not yet loaded data in our online portal.

**Historical Average Sales, Selected Costs and Operating Results for ~~155 Company-~~
Operated
318 Franchised Restaurants for 12-month ~~period ending October 1, 2023~~periods**

Category	Average	% of Net Sales	Number and % of Restaurants Attaining or Exceeding Average	Median	Low	High
Restaurant Sales ⁽⁴¹⁾	\$1,592,662	104.6%	71 / 155 45.8%	\$1,538,321	\$575,023	\$3,265,714
Less: Promotions ⁽²⁾	\$70,412	4.6%	63 / 155 40.6%	\$63,450	\$26,193	\$201,790
Net Restaurant Sales ⁽¹⁾	\$1,522,250 <u>643,653</u>	100.0%	71 / 155 45.8% <u>142 / 318</u> 44.7%	\$1,474,871 <u>5</u> <u>32,221</u>	\$548,829 <u>50</u> <u>6,632</u>	\$3,063,924 <u>5,488,277</u>
RESTAURANT ⁽³²⁾ COST OF SALES:						
Cost of Sales ⁽⁴³⁾	\$436,278 <u>4</u> <u>63,976</u>	28.7 <u>2</u> %	64 / 155 41.3% <u>137 / 318</u> 43.1%	\$413,310 <u>43</u> <u>2,586</u>	\$181,757 <u>14</u> <u>4,601</u>	\$876,838 <u>1</u> <u>478,804</u>
Salaries and Benefits ⁽⁵⁴⁾	\$451,684 <u>4</u> <u>49,650</u>	29.7 <u>27</u> . <u>4</u> %	69 / 155 <u>141 / 318</u> 44.5 <u>3</u> %	\$446,231 <u>42</u> <u>9,862</u>	\$260,800 <u>14</u> <u>4,995</u>	\$756,139 <u>1</u> <u>210,298</u>
Other Operating Expenses ⁽⁶⁵⁾	\$227,607 <u>2</u> <u>08,960</u>	15.0 <u>12</u> . <u>7</u> %	67 / 155 43.2% <u>130 / 318</u> 40.9%	\$213,526 <u>19</u> <u>2,752</u>	\$127,927 <u>89,506</u>	\$361,392 <u>66</u> <u>9,547</u>
Occupancy Costs ⁽⁷⁶⁾	\$137,635 <u>1</u> <u>17,958</u>	9.0 <u>7.1</u> %	68 / 155 43.9% <u>136 / 318</u> 42.8%	\$135,802 <u>11</u> <u>0,191</u>	\$65,099 <u>21</u> <u>173</u>	\$165,534 <u>33</u> <u>1,996</u>

Category	Average	% of Net Sales	Number and % of Restaurants Attaining or Exceeding Average	Median	Low	High
Royalty Fee ⁽⁸⁷⁾	\$ ~~76,113~~ <u>82,183</u>	5.0%	~~71 / 155~~ ~~45.8%~~ <u>142 / 318</u> ~~44.7%~~	\$ ~~73,744~~ <u>76,611</u>	\$ ~~27,441~~ <u>25,332</u>	\$ ~~153,196~~ <u>274,414</u>
Advertising Fee ⁽⁸⁷⁾	\$ ~~45,668~~ <u>57,528</u>	3. ~~05~~ <u>5</u> %	~~71 / 155~~ ~~45.8%~~ <u>142 / 318</u> ~~44.7%~~	\$ ~~44,246~~ <u>53,628</u>	\$ ~~16,465~~ <u>17,732</u>	\$ ~~91,918~~ <u>192,090</u>
Total Cost of Revenues ⁽⁹³⁾	\$ ~~1,374,983~~ <u>380,255</u>	~~90.384~~ <u>0</u> %	~~71 / 155~~ ~~45.8%~~ <u>139 / 318</u> ~~43.7%~~	\$ ~~1,326,858~~ <u>96,909</u>	\$ ~~679,490~~ <u>51,070</u>	\$ ~~2,405,017~~ <u>4,176,907</u>
Proforma Franchisee EBITDA – including fees	\$ ~~147,267~~ <u>263,398</u>	~~9.716~~ <u>0</u> %	~~64 / 155~~ ~~41.3%~~ <u>143 / 318</u> ~~45.0%~~	\$ ~~148,013~~ <u>23,982</u>	(\$ ~~130,661~~ <u>43,287</u>)	\$ ~~658,908~~ <u>1,311,370</u>
Add Back Royalty Fee	\$ ~~76,113~~ <u>82,183</u>	5.0%	~~71 / 155~~ ~~45.8%~~ <u>142 / 318</u> ~~44.7%~~	\$ ~~73,744~~ <u>76,611</u>	\$ ~~27,441~~ <u>25,332</u>	\$ ~~153,196~~ <u>274,414</u>
Add Back Advertising Fee	\$ ~~45,668~~ <u>57,528</u>	3. ~~05~~ <u>5</u> %	~~71 / 155~~ ~~45.8%~~ <u>142 / 318</u> ~~44.7%~~	\$ ~~44,246~~ <u>53,628</u>	\$ ~~16,465~~ <u>17,732</u>	\$ ~~91,918~~ <u>192,090</u>
Company Franchise EBITDA – Pre-Fees	\$ ~~269,047~~ <u>403,109</u>	~~17.724~~ <u>5</u> %	~~65 / 155~~ ~~41.9%~~ <u>143 / 318</u> ~~45.0%~~	\$ ~~227,210~~ <u>37,630</u>	(\$ ~~198,023~~ <u>167,807</u>)	\$ ~~1,244,744~~ <u>777,874</u>

(4)(1) Sales are reported on a Net Restaurant Sales basis to ensure consistency in reporting in our online portal. Net Restaurant sales figures represent all food, beverage, and catering sales, but do not include sales or service taxes, less promotion costs relating to the dollar amount of coupons, other promotional discounts, and manager-complimentary items.

~~(2) Promotions consist of the dollar amount of coupons, other promotional discounts, and manager complimentary items.~~

~~(3)~~(2) Restaurant Cost of Sales section excludes depreciation and amortization expense.

~~(4)~~(3) Costs of sales includes cost of food, paper, and other packaging costs, net of any applicable vendor rebates. The costs of sales may vary considerably based on the geographical areas in which you operate and those serviced by our approved suppliers and distributors.

~~(5)~~(4) Salaries and benefits includes wages paid to management (but does not include any wages or overhead above the store management level) and employees of the restaurant, including shift supervisors; management bonuses; payroll taxes; the cost of group insurance; workers compensation; vacation; and other employee benefits.

~~(6)~~(5) Other operating expenses include repairs and maintenance, smallwares, cleaning supplies, office supplies, POS maintenance, pest control, delivery charges, credit card processing fees, bank charges, telephone and internet expenses, trash services, equipment rental, property and liability insurance, security expenses, license and business taxes, cost of utilities, and other miscellaneous expenses.

~~(7)~~(6) Occupancy Costs includes base rent, percentage rent, common area maintenance, real estate taxes, personal property taxes, landlord-billed insurance, and other miscellaneous lease expenses. Three franchised Qdoba restaurants had no reported lease expense because the franchise purchased the real estate; we utilized the average percent of sales expense (7.1%) for lease costs for those restaurants in Chart 3.

~~(8)~~(7) The Royalty Fee is defined in Item 6 of this disclosure document. Advertising Fees reflect the combined Marketing Fee and Local Advertising requirement for the fiscal year ended ~~October 1, 2023~~September 29, 2024 of 3.~~05~~5%. Advertising Fees were increased to a combined ~~3.5% for both the Marketing Fund and Local Advertising~~4.0% on ~~October 2, 2023~~September 30, 2024.

~~(9)~~(8) This amount does not include certain fees and expenses you pay which include, but are not limited to, development fees, franchise fees, and administrative costs.

~~**Non-Traditional Licensed Qdoba Restaurants – Historical Average Net, Median and Low / High Restaurant Sales.** The following figures represent the average and median net restaurant sales for certain non-traditional licensed Qdoba restaurants. This information is based upon royalty reporting that we have received from our licensees. The data covers all non-traditional licensed restaurants for the TTM that have been open one or more years. We excluded information for five (5) non-traditional licensed Qdoba restaurants that closed permanently during the fiscal year.~~

Non-Traditional Licensed Restaurant Quartiles	Average Net Sales	Number and Percentage of Restaurants Attaining or Exceeding Average Net Sales	Median Net Sales	Lowest Net Sales	Highest Net Sales
Top Quartile	\$2,346,873	7 / 23 — 30.4%	\$1,714,679	\$1,217,088	\$5,601,677
2nd Quartile	\$974,663	11 / 23 — 47.8%	\$967,879	\$799,847	\$1,160,370
3rd Quartile	\$704,910	14 / 23 — 60.9%	\$730,328	\$554,607	\$784,485
Bottom Quartile	\$336,359	13 / 23 — 56.5%	\$351,162	\$92,617	\$552,012
Total	\$1,090,701	27 / 92 — 29.3%	\$792,166	\$92,617	\$5,601,677

Some outlets have earned these amounts. Your individual results may differ. There is no assurance you will earn as much.

We encourage you to review this material with your attorney or accountant. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

Except for the information in this Item 19, we do not make any 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 such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Mel Tucker, Chief Financial Officer, 350 Camino de la Reina, San Diego, Suite 400, California, 92108, (858) 766-4900, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 OUTLETS AND FRANCHISEE INFORMATION

Table 1
System-Wide Outlet Summary
For Fiscal Years 2021² to 2023⁴

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised Outlets	2021 ²	397 ⁴⁰⁶	406 ⁴⁴⁷	+9 ⁴¹
	2022 ³	406 ⁴⁴⁷	447 ⁵⁷¹	+41 ¹²⁴
	2023 ⁴	447 ⁵⁷¹	571 ⁶¹³	+124 ⁴²

Company-Owned Outlets	202 ~~1~~ <u>2</u>	~~344~~ <u>333</u>	~~333~~ <u>286</u>	~~-11~~ <u>47</u>
	202 ~~2~~ <u>3</u>	~~333~~ <u>286</u>	~~286~~ <u>176</u>	~~-47~~ <u>110</u>
	202 ~~3~~ <u>4</u>	~~286~~ <u>176</u>	~~176~~ <u>4</u>	~~-110~~ <u>12</u>
Total Outlets	202 ~~1~~ <u>2</u>	~~741~~ <u>739</u>	~~739~~ <u>3</u>	~~-2~~ <u>6</u>
	202 ~~2~~ <u>3</u>	~~739~~ <u>3</u>	~~733~~ <u>747</u>	~~-6~~ <u>+14</u>
	202 ~~3~~ <u>4</u>	~~733~~ <u>747</u>	~~747~~ <u>7</u>	~~+14~~ <u>30</u>

Table 2
Transfers of Outlets from Franchisees to New Owners
(Other than the Franchisor)
For Fiscal Years 202~~1~~2 to 202~~3~~4

State	Year	Number of Transfers
Colorado	202 ~~1~~ <u>2</u>	1
	202 ~~2~~ <u>3</u>	~~1~~ <u>0</u>
	202 ~~3~~ <u>4</u>	0
~~Idaho~~ <u>Illinois</u>	202 ~~1~~ <u>2</u>	~~14~~ <u>4</u>
	202 ~~2~~ <u>3</u>	0
	202 ~~3~~ <u>4</u>	0
~~Illinois~~ <u>Indiana</u>	202 ~~1~~ <u>2</u>	~~0~~ <u>4</u>
	202 ~~2~~ <u>3</u>	~~4~~ <u>0</u>
	202 ~~3~~ <u>4</u>	0
~~Indiana~~ <u>Iowa</u>	202 ~~1~~ <u>2</u>	1
	202 ~~2~~ <u>3</u>	~~4~~ <u>0</u>
	202 ~~3~~ <u>4</u>	0
~~Iowa~~ <u>Minnesota</u>	202 ~~1~~ <u>2</u>	0
	202 ~~2~~ <u>3</u>	~~14~~ <u>4</u>
	202 ~~3~~ <u>4</u>	0
~~Minnesota~~ <u>Missouri</u>	202 ~~1~~ <u>2</u>	0
	202 ~~2~~ <u>3</u>	~~0~~ <u>1</u>
	202 ~~3~~ <u>4</u>	~~4~~ <u>0</u>
~~Missouri~~ <u>Virginia</u>	202 ~~1~~ <u>2</u>	~~0~~ <u>11</u>
	202 ~~2~~ <u>3</u>	0
	202 ~~3~~ <u>4</u>	~~1~~ <u>0</u>
~~Virginia~~ <u>Manitoba, Canada</u>	202 ~~1~~ <u>2</u>	0
	202 ~~2~~ <u>3</u>	~~1~~ <u>0</u>
	202 ~~3~~ <u>4</u>	~~0~~ <u>1</u>
TOTAL	202 ~~1~~ <u>2</u>	~~3~~ <u>21</u>
	202 ~~2~~ <u>3</u>	~~2~~ <u>15</u>
	202 ~~3~~ <u>4</u>	~~5~~ <u>1</u>

Table 3
Status of Franchised Outlets
For Fiscal Years 2021~~2~~ to 2023~~3~~4

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Alabama	2021 ~~2~~ <u>3</u>	0	~~0~~ <u>1</u>	0	0	0	0	~~0~~ <u>1</u>
	2022 ~~3~~ <u>4</u>	~~0~~ <u>1</u>	1	0	0	0	0	~~1~~ <u>2</u>
	2023 ~~4~~ <u>5</u>	~~1~~ <u>2</u>	~~1~~ <u>0</u>	0	0	0	0	2
Alaska	2021 ~~2~~ <u>3</u>	4	0	0	0	0	0	4
	2022 ~~3~~ <u>4</u>	4	0	0	0	0	0	4
	2023 ~~4~~ <u>5</u>	4	0	0	0	0	0	4
~~Arizona~~	2021	~~6~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~6~~
<u>Arizona</u>	2022	6	2	0	1	0	1	6
	2023	6	0	0	0	0	0	6
	<u>2024</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>5</u>
Arkansas	2021 ~~2~~ <u>3</u>	3	0	0	0	0	0	3
	2022 ~~3~~ <u>4</u>	3	0	0	0	0	0	3
	2023 ~~4~~ <u>5</u>	3	0	0	0	0	0	3
California	2021 ~~2~~ <u>3</u>	~~3~~ <u>5</u>	~~2~~ <u>3</u>	0	0	0	0	~~5~~ <u>8</u>
	2022	~~5~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~8~~
	2023	8	2	0	0	0	0	10
~~Colorado~~	2021 ~~4~~ <u>5</u>	10	1	0	0	0	~~0~~ <u>1</u>	~~11~~ <u>10</u>
<u>Colorado</u>	2022	11	1*	0	0	0	0	12
	2023	12	8*	0	0	0	0	20
~~Connecticut~~	2021 ~~4~~ <u>5</u>	~~2~~ <u>20</u>	~~0~~ <u>2</u>	~~2~~ <u>0</u>	0	0	~~0~~ <u>1</u>	~~0~~ <u>21</u>
	2022	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
	2023	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
~~DC~~	2021	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
<u>DC</u>	2022	2	0	0	0	0	1	1
	2023	1	1	0	0	0	0	2

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
~~Delaware~~	202 ~~1~~ <u>4</u>	~~0~~ <u>2</u>	0	0	0	0	0	~~0~~ <u>2</u>
<u>Delaware</u>	2022	0	4*	0	0	0	0	4
	2023	4	0	0	0	0	0	4
	<u>2024</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
Florida	202 ~~1~~ <u>2</u>	11	~~0~~ <u>1</u>	0	0	0	0	~~11~~ <u>12</u>
	~~2022~~	~~11~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~12~~
	2023	12	4	0	0	0	0	16
~~Georgia~~	202 ~~1~~ <u>4</u>	~~10~~ <u>16</u>	~~13~~	0	0	0	0	~~11~~ <u>19</u>
<u>Georgia</u>	2022	11	0	0	0	0	0	11
	2023	11	1	0	0	0	3	9
	<u>2024</u>	<u>9</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>9</u>
Idaho	202 ~~1~~ <u>2</u>	5	0	0	0	0	0	5
	~~2022~~	~~5~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~5~~
	2023	5	3*	0	0	0	0	8
	<u>2024</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>7</u>
Illinois	202 ~~1~~ <u>2</u>	11	~~12~~	0	~~0~~ <u>1</u>	0	~~10~~	~~11~~ <u>12</u>
	~~2022~~	~~11~~	~~2~~	~~0~~	~~1~~	~~0~~	~~0~~	~~12~~
	2023	12	5*	0	0	0	2	15
~~Indiana~~	202 ~~1~~ <u>4</u>	~~10~~ <u>15</u>	0	0	~~10~~	0	0	~~9~~ <u>15</u>
<u>Indiana</u>	2022	9	5*	0	0	0	0	14
	2023	14	26*	0	0	0	0	40
~~Iowa~~	202 ~~1~~ <u>4</u>	~~24~~ <u>0</u>	~~0~~ <u>2</u>	0	0	0	0	~~24~~ <u>2</u>
<u>Iowa</u>	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
	<u>2024</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
Kansas	202 ~~1~~ <u>2</u>	11	~~0~~ <u>2</u>	0	0	0	0	~~11~~ <u>13</u>
	~~2022~~ <u>3</u>	~~11~~ <u>13</u>	~~20~~	0	0	0	0	13
	~~2023~~ <u>4</u>	13	0	0	0	0	0	13
Kentucky	202 ~~1~~ <u>2</u>	~~7~~ <u>8</u>	~~10~~	0	0	0	0	8

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
	~~2022~~	~~8~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~8~~
	2023	8	23*	0	0	0	0	31
	<u>2024</u>	<u>31</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>31</u>
Louisiana	~~2024~~ <u>2</u>	2	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>3</u>
	~~2022~~	~~2~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2023	3	1	0	0	0	0	4
	<u>2024</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
Maryland	~~2024~~ <u>2</u>	8	~~0~~ <u>2</u>	0	0	0	0	~~8~~ <u>10</u>
	~~2022~~	~~8~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~10~~
	2023	10	1	0	0	0	1	10
~~Michigan~~	~~2024~~ <u>4</u>	~~16~~ <u>10</u>	~~4~~ <u>12</u> *	0	0	0	0	~~17~~ <u>22</u>
<u>Michigan</u>	2022	17	1*	0	0	0	1	17
	2023	17	1	0	0	0	0	18
	<u>2024</u>	<u>18</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19</u>
Minnesota	~~2024~~ <u>2</u>	~~15~~ <u>16</u>	~~4~~ <u>0</u>	0	0	0	0	16
	~~2022~~	~~16~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~16~~
	2023	16	6*	0	0	0	0	22
	<u>2024</u>	<u>22</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>25</u>
Mississippi	~~2024~~ <u>2</u>	2	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>3</u>
	~~2022~~	~~2~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2023	3	0	0	0	0	0	3
	<u>2024</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
Missouri	~~2024~~ <u>2</u>	11	0	0	0	0	0	11
	~~2022~~	~~11~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~11~~
	2023	11	22*	0	0	0	0	33
	<u>2024</u>	<u>33</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>34</u>
Montana	~~2024~~ <u>2</u>	~~4~~ <u>3</u>	0	0	~~4~~ <u>0</u>	0	0	3
	~~2022~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2023	3	1*	0	0	0	0	4
	<u>2024</u>	<u>4</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
Nebraska	~~2024~~	4	~~0~~ <u>1</u>	0	0	0	0	~~4~~ <u>5</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
	<u>2</u>							
	~~2022~~	~~4~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~5~~
	2023	5	2	0	0	0	0	7
~~Nevada~~	~~2024~~	~~10~~	~~0~~	0	0	0	0	10
<u>Nevada</u>	2022	10	0	0	0	0	0	10
	2023	10	0	0	1	0	0	9
	<u>2024</u>	<u>9</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>
New Jersey	~~2024~~	~~9~~	~~3~~	0	0	0	~~0~~	~~12~~
	<u>2</u>	<u>12</u>	<u>0</u> *				<u>1</u>	<u>20</u>
	~~2022~~	~~12~~	~~9~~ *	~~0~~	~~0~~	~~0~~	~~4~~	~~20~~
	2023	20	3*	0	1	0	3	19
	<u>2024</u>	<u>19</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>21</u>
New York	~~2024~~	~~6~~	~~4~~ *	0	0	0	0	~~10~~
	<u>2</u>	<u>10</u>	<u>2</u>					<u>12</u>
	~~2022~~	~~10~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~12~~
	2023	12	2*	0	0	0	0	14
	<u>2024</u>	<u>14</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15</u>
North Carolina	~~2024~~	~~22~~	~~0~~	~~3~~	0	0	1	18
	<u>2</u>	<u>18</u>	<u>1</u>	<u>0</u>				
	~~2022~~	~~18~~	~~1~~	~~0~~	~~0~~	~~0~~	~~1~~	~~19~~
	<u>3</u>						<u>0</u>	<u>19</u>
	~~2023~~	~~18~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~19~~
	<u>4</u>	<u>19</u>	<u>0</u>				<u>1</u>	<u>18</u>
North Dakota	~~2024~~	4	0	0	0	0	0	4
	<u>2</u>							
	~~2022~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
	2023	4	0	0	0	0	0	4
~~Ohio~~	~~2024~~	~~12~~	~~1~~	0	0	0	0	~~13~~
	<u>4</u>	<u>14</u>	<u>0</u>					<u>4</u>
<u>Ohio</u>	2022	13	0	1	0	0	0	12
	2023	12	0	0	0	0	0	12
	<u>2024</u>	<u>12</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>13</u>
Oklahoma	~~2024~~	23	~~0~~	0	0	0	~~0~~	~~23~~
	<u>2</u>		<u>1</u>				<u>2</u>	<u>22</u>
	~~2022~~	~~23~~	~~1~~	~~0~~	~~0~~	~~0~~	~~2~~	~~22~~
	2023	22	1	0	0	0	0	23
~~Oregon~~	~~2024~~	~~9~~	~~0~~	0	0	0	~~1~~	~~8~~
	<u>4</u>	<u>23</u>	<u>1</u>				<u>0</u>	<u>24</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Oregon	2022	8	0	0	0	0	0	8
	2023	8	0	0	0	0	0	8
	2024	8	0	0	0	0	0	8
Pennsylvania	~~2024~~ 2	~~12~~ 11	~~4~~ 3 *	~~2~~ 0	0	0	~~0~~ 1	~~44~~ 18
	~~2022~~	~~14~~	~~8~~ *	~~0~~	~~0~~	~~0~~	~~4~~	~~18~~
	2023	18	1	0	0	0	0	19
	2024	19	2	0	0	0	0	21
South Carolina	~~2024~~ 2	~~4~~ 2	~~1~~ 0	0	0	0	0	2
	~~2022~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
	2023	2	1	0	0	0	0	3
	2024	3	1	0	0	0	1	3
South Dakota	~~2024~~ 2	4	~~0~~ 1	0	0	0	0	~~4~~ 5
	~~2022~~	~~4~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~5~~
	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
Tennessee	~~2024~~ 2	~~6~~ 4	0	~~2~~ 0	0	0	~~0~~ 2	~~4~~ 2
	~~2022~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~	~~2~~
	2023	2	0	0	0	0	1	1
~~Texas~~	~~2024~~ 4	~~17~~ 1	~~4~~ 0	0	0	0	0	~~18~~ 1
Texas	2022	18	3	0	0	0	1	20
	2023	20	2	0	0	0	3	19
~~Utah~~	~~2024~~ 4	~~0~~ 19	~~0~~ 2	0	0	0	0	~~0~~ 21
Utah	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
~~Virginia~~	~~2024~~ 4	~~24~~ 0	~~2~~ 1	0	0	0	~~4~~ 0	~~25~~ 1
Virginia	2022	25	2	0	1	0	1	25
	2023	25	0	0	1	0	0	24
	2024	24	2	0	0	0	0	26

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Washington	2021 ¹ <u>2</u>	3	~~0~~ <u>1</u>	0	0	0	0	~~3~~ <u>4</u>
	2022	~~3~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
	2023	4	18*	0	0	0	0	22
	2024 <u>2</u>	<u>22</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>21</u>
West Virginia	2021 ¹ <u>2</u>	~~5~~ <u>6</u>	~~4~~ <u>0</u>	0	0	0	0	6
	2022	~~6~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~6~~
	2023	6	1	0	0	0	0	7
	2024 <u>2</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>6</u>
Wisconsin	2021 ¹ <u>2</u>	~~53~~ <u>54</u>	1	0	0	0	0	~~54~~ <u>55</u>
	2022	~~54~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~55~~
	2023	55	2	0	0	0	0	57
	2024 <u>2</u>	<u>57</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>58</u>
Wyoming	2021 ¹ <u>2</u>	7	0	0	0	0	0	7
	2022 ³ <u>3</u>	7	0	0	0	0	0	7
	2023 ³ <u>4</u>	7	0	0	0	0	0	7
Manitoba, Canada	2021 ¹ <u>2</u>	~~5~~ <u>6</u>	~~4~~ <u>0</u>	0	0	0	0	6
	2022 ³ <u>3</u>	6	0	0	0	0	0	6
	2023 ³ <u>4</u>	6	0	0	0	0	0	6
Ontario, Canada	2021 ¹ <u>2</u>	6	0	0	0	0	0	6
	2022	~~6~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~6~~
	2023	6	0	0	0	0	0	6
	2024 <u>2</u>	<u>6</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
Guaynabo, Puerto Rico	2021 ¹ <u>2</u>	0	~~0~~ <u>1</u>	0	0	0	0	~~0~~ <u>1</u>
	2023 <u>3</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	2024 <u>2</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>Kyonggi-do, South Korea</u>	2022	0	~~4~~ <u>0</u>	0	0	0	0	~~4~~ <u>0</u>
	2023	~~4~~ <u>0</u>	0	0	0	0	0	~~4~~ <u>0</u>
Totals	2024	~~397~~ <u>0</u>	~~24~~ <u>2</u>	~~9~~ <u>0</u>	~~2~~ <u>0</u>	0	~~4~~ <u>0</u>	~~406~~ <u>2</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
	<u>4</u>							
<u>Okinawa, Japan</u>	<u>2022</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2024</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>Totals</u>	2022	406	57	1	3	0	12	447
	2023	447	140	0	3	0	13	571
	<u>2024</u>	<u>571</u>	<u>52</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>9</u>	<u>613</u>

~~*During 2021, we sold 7 restaurants to franchisees.~~ *During 2022, we sold 25 restaurants to franchisees. During 2023, we sold 110 restaurants franchisees. ~~After our 2023 fiscal year end~~ During 2024, we sold ~~an additional~~ 11 restaurants ~~to a franchisee.~~ in Maryland to franchisees.

Table 4
Status of Company-Owned Outlets
For Fiscal Years 20212 to 20234

State	Year	Outlets at Start of Year	Outlets Opened	Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
California	2021 <u>2</u>	<u>23</u>	<u>40</u>	0	<u>02</u>	0	<u>31</u>
	202 <u>23</u>	<u>31</u>	0	0	<u>20</u>	0	1
	202 <u>34</u>	1	0	0	0	0	1
Colorado	2021 <u>2</u>	74	<u>01</u>	0	<u>02</u>	<u>01</u>	<u>7472</u>
	202 <u>23</u>	<u>7472</u>	<u>40</u>	0	<u>21</u>	<u>48</u>	<u>7263</u>
	202 <u>34</u>	<u>7263</u>	0	0	<u>40</u>	<u>80</u>	63
Connecticut	2021 <u>2</u>	1	0	0	0	0	1
	202 <u>23</u>	1	0	0	0	0	1
	202 <u>34</u>	1	0	0	0	0	1
Delaware	2021 <u>2</u>	4	0	0	0	<u>04</u>	<u>40</u>
	~~2022~~	~~4~~	~~0~~	~~0~~	~~0~~	~~4~~	~~0~~
	2023	0	0	0	0	0	0
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Idaho	2021 <u>2</u>	3	0	0	0	0	3
	~~2022~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2023	3	0	0	0	3	0
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Illinois	2021 <u>2</u>	10	0	0	<u>02</u>	0	<u>108</u>
	~~2022~~	~~10~~	~~0~~	~~0~~	~~2~~	~~0~~	~~8~~

State	Year	Outlets at Start of Year	Outlets Opened	Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
	2023	8	0	0	0	4	4
Indiana	202 ~~1~~ <u>4</u>	~~3~~ <u>4</u>	0	0	~~4~~ <u>0</u>	0	~~3~~ <u>0</u>
Indiana	2022	30	0	0	1	4	25
	2023	25	1	0	1	25	0
Iowa	202 ~~1~~ <u>4</u>	~~3~~ <u>0</u>	0	0	0	0	~~3~~ <u>0</u>
Iowa	2022	3	0	0	0	0	3
	2023	3	0	0	0	0	3
	<u>2024</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
Kansas	202 ~~1~~ <u>2</u>	1	0	0	0	0	1
	~~2022~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
	2023	1	0	0	0	0	1
Kentucky	202 ~~1~~ <u>4</u>	~~2~~ <u>4</u>	0	0	~~4~~ <u>0</u>	0	~~2~~ <u>3</u>
Kentucky	2022	23	0	0	0	0	23
	2023	23	0	0	0	23	0
Maine	202 ~~1~~ <u>4</u>	~~4~~ <u>0</u>	0	0	~~4~~ <u>0</u>	0	0
	~~2022~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
	~~2023~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
Maryland	202 ~~1~~ <u>2</u>	12	0	0	~~0~~ <u>1</u>	0	~~1~~ <u>2</u>
	202 ~~2~~ <u>3</u>	~~1~~ <u>2</u>	0	0	~~4~~ <u>0</u>	0	11
	202 ~~3~~ <u>4</u>	11	0	0	0	~~0~~ <u>1</u>	~~1~~ <u>1</u>
Massachusetts	202 ~~1~~ <u>2</u>	17	0	0	~~0~~ <u>1</u>	0	~~1~~ <u>7</u>
	~~2022~~	~~1~~ <u>7</u>	~~0~~	~~0~~	~~4~~	~~0~~	~~1~~ <u>6</u>
	2023	16	0	0	0	0	16
	<u>2024</u>	<u>1</u> <u>6</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u> <u>5</u>
Michigan	202 ~~1~~ <u>2</u>	~~5~~ <u>3</u>	1	0	~~0~~ <u>6</u>	~~0~~ <u>1</u>	~~5~~ <u>4</u>
	~~2022~~	~~5~~ <u>4</u>	~~4~~	~~0~~	~~6~~	~~4~~	~~4~~ <u>8</u>
	2023	48	1	0	0	0	49
	<u>2024</u>	<u>4</u> <u>9</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u> <u>9</u>
Minnesota	202 ~~1~~ <u>2</u>	9	0	0	~~0~~ <u>2</u>	0	~~9~~ <u>7</u>
	~~2022~~	~~9~~	~~0~~	~~0~~	~~2~~	~~0~~	~~7~~
	2023	7	0	0	0	6	1
	<u>2024</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Missouri	202 ~~1~~ <u>2</u>	24	0	0	~~0~~ <u>2</u>	0	~~2~~ <u>4</u>
	~~2022~~	~~2~~ <u>4</u>	~~0~~	~~0~~	~~2~~	~~0~~	~~2~~ <u>2</u>
	2023	22	1	0	0	21	2
	<u>2024</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>

State	Year	Outlets at Start of Year	Outlets Opened	Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
Montana	2021 ~~2~~	1	0	0	0	0	1
	~~2022~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
	2023	1	0	0	0	1	0
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Nebraska	2021 ~~2~~	8	0	0	0	0	8
	~~2022~~	~~8~~	~~0~~	~~0~~	~~0~~	~~0~~	~~8~~
	2023	8	1	0	0	0	9
	<u>2024</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>9</u>
New Hampshire	2021 ~~2~~	2	0	0	~~0~~ <u>1</u>	0	~~2~~ <u>1</u>
	~~2022~~	~~2~~	~~0~~	~~0~~	~~1~~	~~0~~	~~1~~
	2023	1	0	0	0	0	1
	<u>2024</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
New Jersey	2021 ~~2~~	~~14~~ <u>10</u>	0	0	~~1~~ <u>0</u>	~~3~~ <u>9</u>	~~10~~ <u>1</u>
	~~2022~~	~~10~~	~~0~~	~~0~~	~~0~~	~~9~~	~~1~~
	2023	1	0	0	0	1	0
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
New York	2021 ~~2~~	~~5~~ <u>1</u>	0	0	~~1~~ <u>0</u>	~~3~~ <u>0</u>	1
	~~2022~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2023	1	0	0	0	1	0
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
North Dakota	2021 ~~2~~	4	0	0	~~0~~ <u>1</u>	0	~~4~~ <u>3</u>
	~~2022~~	~~4~~	~~0~~	~~0~~	~~1~~	~~0~~	~~3~~
	2023	3	0	0	0	0	3
	<u>2024</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
Pennsylvania	2021 ~~2~~	~~13~~ <u>12</u>	0	0	~~0~~ <u>1</u>	~~1~~ <u>6</u>	~~12~~ <u>5</u>
	~~2022~~	~~12~~	~~0~~	~~0~~	~~1~~	~~6~~	~~5~~
	2023	5	0	0	1	0	4
	<u>2024</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
South Dakota	2021 ~~2~~	6	0	0	0	0	6
	2022 ~~3~~	6	0	0	0	0	6
	2023 ~~4~~	6	0	0	0	0	6
Washington	2021 ~~2~~	~~22~~ <u>21</u>	0	0	~~1~~ <u>2</u>	0	~~21~~ <u>19</u>
	~~2022~~	~~21~~	~~0~~	~~0~~	~~2~~	~~0~~	~~19~~
	2023	19	0	0	1	17	1
Totals	2021 ~~4~~	~~34~~ <u>41</u>	~~2~~ <u>0</u>	0	~~6~~ <u>0</u>	~~7~~ <u>0</u>	~~33~~ <u>1</u>
<u>Totals</u>	2022	333	2	0	24	25	286

State	Year	Outlets at Start of Year	Outlets Opened	Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
	2023	286	4	0	4	110	176
	<u>2024</u>	<u>176</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>11</u>	<u>164</u>

Table 5
Projected Openings as of ~~October 1, 2023~~ September 30, 2024

State	Franchise Agreements Signed But Outlet Not Open	Projected New Franchised Outlets in Next Fiscal Year	Projected New Company-Owned Outlets in Current Fiscal Year
Alabama	~~0~~ <u>1</u>	~~2~~ <u>1</u>	0
Arizona	~~0~~ <u>1</u>	~~2~~ <u>1</u>	~~0~~ <u>4</u>
California	~~0~~ <u>1</u>	~~4~~ <u>3</u>	0
Colorado	0	~~4~~ <u>2</u>	0
Florida	~~3~~ <u>1</u>	~~7~~ <u>6</u>	0
~~Georgia~~	~~0~~	~~3~~	~~0~~
Indiana	~~0~~ <u>1</u>	~~4~~ <u>4</u>	0
<u>Illinois</u>	<u>2</u>	<u>2</u>	<u>0</u>
Kansas	~~0~~ <u>1</u>	1	0
~~Kentucky~~	~~0~~	~~4~~	~~0~~
~~Maryland~~	~~0~~	~~4~~	~~0~~
Massachusetts	0	~~4~~ <u>0</u>	~~0~~ <u>2</u>
~~Montana~~ <u>Michigan</u>	1	~~4~~ <u>2</u>	~~0~~ <u>2</u>
~~Nebraska~~ <u>Minnesota</u>	~~4~~ <u>0</u>	1	0
~~Nevada~~	~~0~~	~~4~~	~~0~~
New Jersey	~~4~~ <u>0</u>	~~6~~ <u>4</u>	0
New York	~~0~~ <u>1</u>	~~7~~ <u>4</u>	0
Ohio	1	~~5~~ <u>4</u>	0
<u>Oregon</u>	<u>0</u>	<u>1</u>	<u>0</u>
Pennsylvania	0	~~3~~ <u>1</u>	0

State	Franchise Agreements Signed But Outlet Not Open	Projected New Franchised Outlets in Next Fiscal Year	Projected New Company-Owned Outlets in Current Fiscal Year
Puerto Rico	0	2	0
~~South Carolina~~	~~0~~	~~4~~	~~0~~
~~Tennessee~~	~~0~~	~~4~~	~~0~~
Texas	~~4~~ <u>0</u>	~~3~~ <u>1</u>	0
Utah	0	1	0
Virginia	~~0~~ <u>1</u>	~~3~~ <u>6</u>	0
~~Wisconsin~~ <u>Washington</u>	~~0~~ <u>1</u>	~~4~~ <u>0</u>	0
~~Kingston, Ontario, Canada~~	~~4~~	~~4~~	~~0~~
~~Calgary, Alberta~~ <u>Manitoba</u> , Canada	0	1	0
~~Gyeonggi-do, South Korea~~	~~0~~	~~2~~	~~0~~
~~Okinawa, Japan~~	~~0~~	~~2~~	~~0~~
Total	~~9~~ <u>13</u>	~~66~~ <u>52</u>	~~0~~ <u>8</u>

Please see Exhibit D for:

- a list of all the current franchised locations, the franchisee's name, and the location address and telephone number; and
- a list of the names, addresses and telephone numbers of all franchisees who have had an outlet terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a franchise agreement during fiscal year 202~~3~~4, or who have not communicated with the Company within the 10-week period before this Franchise Disclosure Document was issued; and
- a list of signed franchise agreements for restaurants that are not yet open.

During the last three years, franchisees have signed confidentiality clauses. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with Qdoba. You may wish to speak with current and former franchisees, but be aware that not all of those franchisees will be able to communicate with you.

The Qdoba Franchisee Association is an independent franchisee association and may be reached at: 1701 Barrett Lakes ~~Bldg. NW~~Boulevard, Suite 180, Kennesaw, GA 30144, info@qdobafa.org, 678-797-5160, www.qdobafa.org.

ITEM 21 FINANCIAL STATEMENTS

Exhibit A to this disclosure document contains the following:

1. The audited ~~Opening~~ Consolidated Balance Sheet ~~as of~~ for the fiscal year ended September 29, 2024, and the related Consolidated Statement of Income, Consolidated Statement of Member's Equity, and Consolidated Statement of Cash Flows for the period from November 6~~28~~, 2023 to September 29, 2024, and the related notes to the Consolidated Financial Statements for our indirect parent, Qdoba Funding Holdco LLC.
2. The audited Consolidated Balance ~~Sheet,~~ Sheets as of September 29, 2024 and October 1, 2023 and the related Consolidated Statements of Operations, Consolidated Statements of Stockholder's Equity, and Consolidated Statements of Cash Flows for the fiscal years ended September 29, 2024 and October 1, 2023, and the related notes to the Consolidated Financial Statements for our indirect parent, Quidditch Acquisition, Inc.
3. The audited Consolidated Balance Sheets as of October 2, 2022 and October 3, 2021 and the related Consolidated Statements of Operations, Consolidated Statements of Stockholder's Equity, and Consolidated Statements of Cash Flows for the fiscal years ended October 2, 2022, and October 3, 2021, and ~~September 27, 2020, and~~ the related notes to the Consolidated Financial Statements for our indirect parent, Quidditch Acquisition, Inc.

Because Qdoba Funding Holdco LLC was organized on September 7, 2023, it does not have available and cannot yet include the three full years of audited financial statements required by the franchise laws. Under a guaranty of performance (included in Exhibit A), Qdoba Funding Holdco LLC has absolutely and unconditionally guaranteed our duties and obligations under the Franchise Agreement.

As described in Item 1, Qdoba Restaurant Corporation provides support and services to Qdoba franchisees under a management agreement with us. Qdoba Restaurant Corporation is a wholly-owned subsidiary of Quidditch Acquisition, Inc. Under a guaranty of performance (included in Exhibit A), Quidditch Acquisition, Inc. absolutely and unconditionally guarantees Qdoba Restaurant Corporation's duties and obligations under the management agreement with us. Quidditch Acquisition, Inc.'s financial statements and guaranty are for disclosure purposes only; neither Quidditch Acquisition, Inc. nor Qdoba Restaurant Corporation is a party to the Franchise Agreement we sign with franchisees, nor do they guarantee our obligations under the Franchise Agreement we sign with franchisees.

ITEM 22 CONTRACTS

Attached are copies of all agreements used by us regarding the offering of a franchise:

Franchise Agreement
License Agreement
Development Agreement
State-Specific Addenda and Agreement Amendments
Certification of Entity Structure and Operation Form
General Release of All Claims
Master Technology Agreement

Exhibit E-1
Exhibit E-2
Exhibit F
Exhibit H
Exhibit I
Exhibit J
Exhibit K

Authorization for Prearranged Payments
Non-Disclosure Agreement
Stored Value Card Service Agreement

Exhibit L
Exhibit M
Exhibit N

ITEM 23 RECEIPT

The last pages of this disclosure document are documents acknowledging receipt of the disclosure document ("Receipts"). You should detach one receipt, sign it, and deliver it to us. You may keep the other for your records.

EXHIBIT A

AUDITED FINANCIAL STATEMENTS

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS



**As of September 29, 2024 and for the
period from November 28, 2023 to September 29, 2024**

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Qdoba Funding Holdco LLC

Opinion

We have audited the consolidated financial statements of Qdoba Funding Holdco LLC and subsidiaries (the "Company"), which comprise the consolidated balance sheet as of September 29, 2024, and the related consolidated statements of income, member's equity, and cash flows for the period from November 28, 2023 to September 29, 2024, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of September 29, 2024, and the results of its operations and its cash flows for the period 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 (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 audit. 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 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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 that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

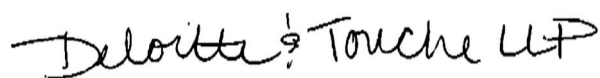
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with 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 financial statements.

In performing an audit in accordance with GAAS, we:

- a. Exercise professional judgment and maintain professional skepticism throughout the audit.
- b. Identify and assess the risks of material misstatement of the 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 financial statements.
- c. 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.
- d. 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 financial statements.
- e. 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.

A handwritten signature in black ink that reads "Deloitte & Touche LLP". The signature is written in a cursive, flowing style.

December 20, 2024

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEET
(In thousands)

September 29, 2024

ASSETS

Current assets:

Cash and cash equivalents	\$ 6,481
Restricted cash	6,002
Accounts and other receivables, net	7,486
Inventories	1,814
Prepaid expenses	836
Other current assets	60
Total current assets	<u>22,679</u>
Property and equipment, net	54,671
Operating lease right-of-use assets, net	139,472
Tradename	167,000
Intangible assets, net	17,100
Goodwill	129,425
Other assets	4,812
Total assets	<u><u>\$ 535,159</u></u>

LIABILITIES AND MEMBER'S EQUITY

Current liabilities:

Current portion of long-term debt	\$ 50
Current portion of operating lease liabilities	15,300
Due to affiliate	2,219
Accounts payable	6,772
Accrued liabilities	9,408
Total current liabilities	<u>33,749</u>
Long-term debt, net of current portion	253,391
Long-term operating lease liabilities, net of current portion	118,345
Other long-term liabilities	8,067
Total liabilities	<u>413,552</u>

Commitments and contingencies (Notes 4, 5 and 9)

Member's equity:

Member's contribution, net	92,464
Retained earnings	29,143
Total member's equity	<u>121,607</u>
Total liabilities and member's equity	<u><u>\$ 535,159</u></u>

See accompanying notes to consolidated financial statements.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF INCOME
(In thousands)

	November 28, 2023 to September 29, 2024
Revenues:	
Company restaurant sales	\$ 231,352
Franchise royalties and other	42,210
Franchise rental revenues	15,810
Franchise advertising contributions	14,900
Total revenues	<u>304,272</u>
Operating costs and expenses, net:	
Company restaurant costs:	
Food and packaging	63,357
Payroll and employee benefits	68,362
Occupancy and other	54,354
Total company restaurant costs (excluding depreciation and amortization)	<u>186,073</u>
Pre-opening costs	55
Depreciation and amortization	9,381
Franchise advertising expenses	14,900
Franchise occupancy expenses	16,382
Management fee expense	17,599
Selling, general and administrative expenses	6,495
Impairment of long-lived assets and other charges, net	2,821
Total operating costs and expenses, net	<u>253,706</u>
Income from operations	50,566
Interest expense, net	<u>21,362</u>
Income from continuing operations and before income taxes	29,204
Income tax expense	61
Net income	<u><u>\$ 29,143</u></u>

See accompanying notes to consolidated financial statements.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF MEMBER'S EQUITY
(In thousands)

	Member's Contribution, Net	Retained Earnings	Total
Balance at November 28, 2023	\$ 15,025	\$ —	\$ 15,025
Initial contribution of assets and liabilities, net	359,781	—	359,781
Distribution to affiliate for debt repayment, net	(247,363)	—	(247,363)
Additional contributions	23,043	—	23,043
Distributions to affiliate	(59,435)	—	(59,435)
Cash contribution from affiliate	1,413	—	1,413
Net income	—	29,143	29,143
Balance as of September 29, 2024	<u>\$ 92,464</u>	<u>\$ 29,143</u>	<u>\$ 121,607</u>

See accompanying notes to consolidated financial statements.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
(In thousands)

	November 28, 2023 to September 29, 2024
Cash flows from operating activities:	
Net income	\$ 29,143
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation and amortization	9,381
Non-cash lease expense	15,119
Amortization of deferred financing costs and discount on long-term debt	2,655
Losses on disposition of property and equipment	963
Impairment of long-lived assets and other charges, net	1,858
Bad debt expense	45
Changes in operating assets and liabilities:	
Accounts and other receivables	(2,178)
Inventories	60
Prepaid expenses and other current assets	1,042
Due to affiliate	1,332
Accounts payable	1,910
Accrued liabilities	6,054
Operating lease liabilities	(14,645)
Other assets and long-term liabilities	286
Cash flows provided by operating activities	<u>53,025</u>
Cash flows from investing activities:	
Proceeds from the sale of property and equipment	235
Cash flows provided by investing activities	<u>235</u>
Cash flows from financing activities:	
Distributions to affiliate	(59,435)
Cash contribution from affiliate	1,413
Cash received in connection with initial securitization contribution	2,897
Principal repayments on debt and other	(677)
Cash flows used in financing activities	<u>(55,802)</u>
Net decrease in cash, cash equivalents and restricted cash	(2,542)
Cash, cash equivalents and restricted cash at beginning of period	15,025
Cash, cash equivalents and restricted cash at end of period	<u><u>\$ 12,483</u></u>
Supplemental cash flow disclosures:	
Cash paid for interest	\$ 17,819
Non-cash investing and financing activities:	
Acquisition of property, lease right-of-use assets and lease liabilities	\$ 23,043
Issuance of Class A-2 Notes, net of discount	234,510
Borrowing on revolving credit facility	25,000
Debt issuance costs	12,178

See accompanying notes to consolidated financial statements.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Qdoba Funding Holdco LLC (“Guarantor” or the “Company”), a special purpose Delaware limited liability company, was formed on September 7, 2023. The Company is a direct, wholly-owned subsidiary of Qdoba Restaurant Corporation (“Manager”) and an indirect, wholly-owned subsidiary of Quidditch Acquisition, Inc. (“Parent”).

The Company wholly owns Qdoba Funding LLC (the “Issuer”), which wholly owns Qdoba Franchisor LLC (“Franchisor”) and Qdoba Company Restaurants LLC (“Company Operator”) each of which are newly formed special purpose Delaware limited liability companies. Guarantor, Issuer, Franchisor and Company Operator are collectively referred to as the “Securitization Entities” and all other affiliated entities are referred to as the “Non-Securitization Entities”.

The Securitization Entities were formed for the primary purpose of acting as a franchisor and restaurant operator of the Qdoba fast-casual restaurant concept to facilitate the issuance of debt by the Issuer under a securitized financing arrangement (the “Securitization Transaction”). There was no activity in the Securitization Entities prior to November 28, 2023, except an initial contribution of \$15.0 million of cash and cash equivalents, which has not been included within these consolidated financial statements.

As of September 29, 2024, the Qdoba system included 777 restaurants in 45 states, the District of Columbia, Puerto Rico, Japan, South Korea and Canada.

	<u>September 29, 2024</u>
Company	164
Franchise	613
Total system	<u>777</u>

Basis of Presentation

Basis of Consolidation - The consolidated financial statements include the accounts of the Company and its wholly-owned subsidiaries. All intercompany accounts and transactions have been eliminated in consolidation. The consolidated financial statements have been prepared in conformity with generally accepted accounting principles in the United States ("GAAP"). References to "we," "us," and "our" relate to the Company.

Fiscal Year - The Company operates on a 52-week or 53-week fiscal year that ends on the Sunday closest to September 30. Fiscal year 2024 includes 44 weeks. The period from November 28, 2023 to September 29, 2024 is referred to herein as the fiscal year ended September 29, 2024 or fiscal 2024.

Use of Estimates - In preparing the financial statements in conformity with GAAP, management is required to make certain assumptions and estimates that affect reported amounts of assets, liabilities, revenues, expenses and the disclosure of contingencies. In making these assumptions and estimates, management may from time to time seek advice and consider information provided by experts in a particular area. Actual amounts could differ materially from these estimates. Significant items subject to estimates and assumptions include (i) the recoverability of goodwill, intangible assets and long-lived assets, (ii) the useful lives of intangible assets and long-lived assets, and (ii) estimates relating to the measurement of operating lease right-of-use assets and operating lease liabilities.

Summary of Significant Accounting Policies

Cash and cash equivalents - For purposes of reporting cash and cash equivalents, all highly liquid investment instruments with an original maturity of three months or less are considered cash equivalents.

Restricted cash is comprised of certain cash balances required to be held in trust in connection with the Company’s securitized financing facility. Such restricted cash primarily represents cash collections and cash reserves held by the trustee to be used for payments of principal, interest and commitments fees required under our debt facility. Refer to Note 4, *Debt*, for additional information.

Accounts and other receivables, net is primarily comprised of receivables from franchisees, credit card processors, third-party delivery companies and tenants. Franchisee receivables primarily include royalties and marketing fees associated with franchise agreements. Tenant receivables relate to subleased properties where we are on the master lease agreement. The allowance for credit losses is based on historical experience and a review of existing receivables.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
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Inventories consist principally of food, packaging and supplies and are valued at the lower of cost or net realizable value on a first-in, first-out basis.

Deferred financing costs are capitalized and amortized as a component of interest expense over the terms of the respective financing arrangements. The Company incurred costs of approximately \$14.8 million in connection with the securitization transaction. The costs related to our Class A-2 Notes are presented as a reduction in “Long-term debt, net of current portion” and are being amortized over the anticipated repayment date of the notes utilizing the effective interest rate method. The costs related to our Class A-1 VFN are presented within “Other assets” and are being amortized over the expected term of the Class A-1 VFN using the straight-line method. See Note 4, *Debt*, for a discussion of our debt facility.

Property and equipment, net - Expenditures for new facilities and equipment and those that substantially increase the useful lives of the property, are capitalized. Maintenance and repairs are expensed as incurred. When property and equipment are retired or otherwise disposed of, the related cost and accumulated depreciation are removed from the accounts and gains or losses on the dispositions are reflected in results of operations.

Buildings, equipment and leasehold improvements are depreciated using the straight-line method based on the estimated useful lives of the assets over the initial lease term for certain assets acquired in conjunction with the lease commencement for leased properties, or the remaining lease term for certain assets acquired after the commencement of the lease for leased properties. In certain situations, one or more option periods may be used in determining the depreciable lives of assets related to leased properties if we deem that an economic penalty would be incurred otherwise. In either circumstance, our policy requires lease term consistency when calculating the depreciation period, in classifying the lease and in computing straight-line rent expense. Depreciation expense related to property and equipment was \$8.6 million for the fiscal year ended September 29, 2024.

The estimated useful lives for property and equipment are:

	<u>Estimated Useful Lives</u>
Building and leasehold improvements	Shorter of lease term or estimated useful life, not to exceed 20 years
Restaurant and other equipment	3 to 15 years

Impairment of long-lived assets - We evaluate our long-lived assets, including property and equipment, operating lease right-of-use assets and definite-lived intangible assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Long-lived assets are grouped and evaluated for impairment at the lowest level for which there are identifiable cash flows that are independent of the cash flows of other groups of assets, which is generally at the individual restaurant for our restaurant-level assets. Impairment evaluations for individual restaurants take into consideration a restaurant’s operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all significant unobservable inputs (“Level 3 Inputs”). If it is determined that the carrying amounts of long-lived assets are not recoverable, we recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

Refer to Note 7, *Impairment of Long-Lived Assets and Other Charges, Net*, for additional information.

Goodwill and intangible assets - Goodwill is the excess of the purchase price over the fair value of identifiable net assets acquired, if any. Upon the sale of restaurants to franchisees, goodwill is decremented. The amount of goodwill written-off is determined as the fair value of the reporting unit disposed of as a percentage of the fair value of the reporting unit retained. Goodwill is evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances lead to a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of a reporting unit is less than its carrying amount, we perform a single-step impairment test of goodwill. To perform our impairment analysis, we estimate the fair value of the reporting unit using Level 3 Inputs and compare it to the carrying value of the reporting unit. If the carrying value exceeds the fair value of the reporting unit, an impairment loss is recognized equal to the excess.

Intangible assets, net are comprised of our tradename and franchise agreements. Our tradename has an indefinite life and is not amortized. Our franchise agreements intangible asset primarily represents the contributed value of franchise agreements, which is amortized over 20 years.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Indefinite-lived intangible assets are evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more likely than not that the fair value of the intangible asset is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of the intangible asset is less than its carrying amount, we compare the fair value of the indefinite-lived intangible asset, established using Level 3 Inputs, with its carrying amount. If the carrying amount of an intangible asset exceeds its fair value, an impairment loss is recognized equal to the excess. Refer to Note 3, *Goodwill and Intangible Assets*, for additional information.

Leases - The Company's material leases consist of restaurant locations and its executive offices with expiration dates through 2038. In general, the leases have remaining terms of 1-20 years, most of which include options to extend the leases for additional five-year periods. The lease term is generally the minimum non-cancelable period of the lease. The Company does not include option periods unless the Company determines that it is reasonably certain of exercising the option at inception or when a triggering event occurs.

The Company determines if an arrangement is a lease and whether it is an operating lease or finance lease at inception, and the operating right-of-use assets and operating lease liabilities are recognized at the lease commencement date. In determining the Company's operating right-of-use assets and operating lease liabilities, the Company applies a discount rate to the lease payments within each lease agreement. As most of the Company's lease agreements do not provide an implicit rate, the Company uses its incremental borrowing rate based on the information available at commencement date in determining the present value of future payments. The operating right-of-use asset also includes any advanced payments made and is reduced by lease incentives, initial direct costs incurred and impairment of operating lease right-of-use assets and adjusted by favorable lease assets and unfavorable lease liabilities. Finance leases are measured at amortized cost using the effective interest method. The Company excludes short-term leases with a term of 12 months or less from its lease liabilities and right-of-use assets. The Company does not separate lease and non-lease components for underlying assets subject to real estate leases.

The Company's operating right-of-use assets and operating lease liabilities are included in the consolidated balance sheet. Finance lease right-of-use assets and finance lease liabilities are included within property and equipment, net of accumulated depreciation and within the current portion or non-current portion of debt, respectively. Refer to Note 5, *Leases*, for additional information.

Revenue recognition - "Company restaurant sales" from the operation of company-operated restaurants are generally recognized net of discounts and incentives, when payment is tendered at the point of sale. We report revenue net of sales taxes collected from customers and remitted to governmental taxing authorities. We offer the delivery of our products for catering, through orders on our website and mobile application, and from third-party delivery partners. With respect to sales for catering, and through our website and mobile application, we generally recognize revenue, including delivery fees, when our products are delivered to the customer. With respect to sales of products through third-party delivery partners, we generally recognize revenue, excluding delivery fees collected by the delivery partner, when control of the food is transferred to the delivery partner.

Company restaurant sales also includes our loyalty program. The Company offers a customer loyalty program to entice end-customers to purchase goods and services from the company and franchised restaurants. These programs allow end-customers to earn points that can be redeemed for products at the restaurants. The estimation of the standalone selling price of points and rewards earned by customers involves several assumptions, including the estimated value of product for which the reward is expected to be redeemed. Our estimate of points and other rewards we expect to be redeemed is based on historical company specific data and these inputs are subject to change over time due to factors such as menu price increases, changes in point redemption options and changes in customer behavior.

"Franchise royalties and other" is comprised of development fees and franchise fees, on-going royalties and other fees received from franchisees. Development and franchise fees, portions of which are collected in advance and are non-refundable, received pursuant to individual development agreements, grant franchisees the right to develop franchise-operated restaurants in future periods in specific geographic areas. The Company's performance obligations under its franchise agreements, some of which are provided by the Manager, consist of a franchise license, pre-opening services, such as training, and ongoing services, such as management of the advertising fund contributions, development of training materials and menu items, and restaurant monitoring. These performance obligations are highly interrelated, so they are not considered to be individually distinct and therefore are accounted for as a single performance obligation that is satisfied by providing a right to use the Company's intellectual property over the term of each franchise agreement. Both development fees and franchise fees are deferred and recognized as revenue over the term of the related franchise agreement or renewal agreement, for the respective restaurant. Royalties from franchise-operated restaurants are based on a percentage of franchise restaurant sales and are recognized in the period the related franchise-operated restaurant sales occur. Other franchisee revenue includes fees for services such as supply chain and technology fees since we are considered the principal related to the purchase and sale of the services to the franchisee.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
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"Franchise advertising contributions" consist of a percentage of a franchise restaurant's net sales paid to the Company for advertising and promotional services that are provided to franchisees by Manager. The expense is recorded to franchise advertising expenses. During the fiscal year ended September 29, 2024, the Company recognized \$14.9 million in both franchise advertising contributions and franchise advertising expenses in the accompanying consolidated statement of income.

"Franchise rental revenues" is comprised of rental income associated with properties subleased to franchisees or third parties and is recognized as revenue on a straight-line basis over the term of the lease.

Pre-opening costs - The costs associated with the opening of a new restaurant consist primarily of property rent and employee training costs. Pre-opening costs are expensed as incurred.

Advertising costs - The Manager administers a marketing fund for the Qdoba brand that requires contractual contributions from company and franchise operated restaurants to pay a weekly fee to Manager. Marketing fund contributions were 2.25% during the fiscal year ended September 29, 2024 and have been increased to 2.75% effective September 30, 2024, as a percentage of sales. Because all fees received by franchisees are required to be remitted to Manager, the Company expenses all franchise marketing fund contributions as incurred. Any other costs of advertising and media placement are also expensed as incurred. These costs, as well as other marketing-related expenses for advertising are included in selling, general and administrative expenses for company restaurant expenses and included in franchise advertising expenses for franchise expenses in the accompanying consolidated statement of income. Company restaurant advertising costs were \$6.4 million for the fiscal year ended September 29, 2024

Income taxes - Under the Internal Revenue Code, a limited liability company may be treated as a partnership for federal income tax purposes. Therefore, taxable income or loss is includable in the income tax returns of its members. Accordingly, the company has no federal income tax liability.

The Company accounts for uncertain tax positions in accordance with Accounting Standards Codification ("ASC") Topic 740, *Income Taxes*. ASC 740 prescribes a recognition threshold and measurement process for accounting for uncertain tax positions and provides guidance on various related matters such as derecognition, interest, penalties and required disclosures. As of September 29, 2024, the Company does not have any uncertain tax positions.

Contingencies - We recognize liabilities for contingencies when we have an exposure that indicates it is probable that an asset has been impaired or that a liability has been incurred and the amount of impairment or loss can be reasonably estimated. Our ultimate legal and financial liability with respect to such matters cannot be estimated with certainty and requires the use of estimates. When the reasonable estimate is a range and there is a best estimate within the range, we record our best estimate of the loss within the range. We record legal settlement costs when those costs are probable and reasonably estimable. Refer to Note 9, *Contingencies and Legal Matters*, for additional information.

Fair Value Measurements - Fair value is defined as the exchange price that would be received for 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.

Assets and liabilities measured at fair value are assigned a level within the fair value hierarchy, depending on the source of the inputs into the calculation.

- *Level 1* - Quoted prices in active markets for identical assets or liabilities.
- *Level 2* - Observable inputs other than quoted prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- *Level 3* - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Concentration of Credit Risk - Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash, cash equivalents, restricted cash and accounts receivable. The Company's cash balances may exceed federally insured limits and credit card transactions at the Company's restaurants are processed by one service provider.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
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2. SECURITIZATION TRANSACTION AND CONTRIBUTION OF ASSETS AND LIABILITIES

Prior to the Securitization Transaction, Manager contributed cash of \$15.0 million to the Company to use in its operations. Additionally, on the Securitization Transaction date, Manager indirectly contributed substantially all of its revenue generating assets and related liabilities to the Company.

The following table summarizes the historical carrying values of the assets (liabilities) contributed to the Company on November 28, 2023 in connection with the Securitization Transaction (*in thousands*):

	<u>November 28, 2023</u>
Cash and cash equivalents	\$ 2,897
Accounts and other receivables, net	5,510
Inventories	1,874
Prepaid expenses	1,878
Property and equipment, net	39,401
Operating lease right-of-use assets, net	140,131
Intangible assets, net	17,904
Tradename	167,000
Goodwill	129,424
Other assets	1,661
Accounts payable	(4,796)
Accrued liabilities	(4,241)
Operating lease liabilities, current and long-term portion	(131,554)
Other liabilities	(7,308)
	<u><u>\$ 359,781</u></u>

3. GOODWILL AND INTANGIBLE ASSETS

Goodwill and certain other intangible assets deemed to have indefinite useful lives are not amortized and are instead subject to annual impairment testing. Finite-lived intangible assets are amortized over their respective estimated useful lives. There were no impairments to goodwill or indefinite-lived intangible assets during the period presented within these consolidated financial statements. See Note 7, *Impairment of Long-lived Assets and Other Charges, Net* for our evaluation of long-lived assets.

Changes in the carrying amount of goodwill are as follows (*in thousands*):

Contribution on November 28, 2023	\$ 129,425
Activity	—
Balance as of September 29, 2024	<u><u>\$ 129,425</u></u>

Intangible Assets, net

The carrying value of our tradename was \$167.0 million as of September 29, 2024.

Our franchise agreements intangible asset primarily represents the value of the contributed franchise agreements, which is amortized over 20 years. The following table summarizes the balance of franchise agreements (*in thousands*):

	<u>Gross Carrying Value</u>	<u>Accumulated Amortization</u>	<u>Net</u>
Balance as of September 29, 2024:			
Franchise agreements	\$ 19,000	\$ (1,900)	\$ 17,100

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Amortization - Amortization expense for franchise agreements was approximately \$0.8 million during the fiscal year ended September 29, 2024. Such amount has been presented as a component of depreciation and amortization in the accompanying consolidated statement of income. The estimated future amortization for franchise agreements intangible asset for the next five fiscal years and thereafter is as follows (*in thousands*):

Fiscal year:

2025	\$ 950
2026	950
2027	950
2028	950
2029	950
Thereafter	12,350
Total	<u>\$ 17,100</u>

4. DEBT

Long-term debt and finance lease obligations consist of the following (*in thousands*):

	<u>September 29, 2024</u>
Class A-2 Notes	\$ 239,400
Class A-1 VFN	25,000
Finance lease obligations	1,096
Less discount and deferred issuance costs	(12,055)
Total long-term debt	253,441
Less current portion of long-term debt	(50)
Long-term debt, net of current portion	<u>\$ 253,391</u>

Securitization Transaction

On November 28, 2023, the Company completed the Securitization Transaction. The net proceeds from the Securitization Transaction, after transaction expenses, were used to repay the previously outstanding debt balances of an affiliate of the Company, including accrued and unpaid interest and prepayment premiums, as well as for general corporate purposes. In connection with the Securitization Transaction, the Company formed the Securitization Entities.

In connection with the Securitization Transaction, the Company issued \$240.0 million of Series 2023-1 8.5% fixed rate senior secured notes, Class A-2 (the "Class A-2 Notes"), Series 2023-1 variable funding senior secured notes, Class A-1 with a borrowing capacity of up to \$65.0 million (the "Class A-1 VFN") and Series 2023-1 Class A-1-LR Notes with a borrowing capacity of up to \$5.9 million (the "Class A-1-LR Notes" or collectively the "Series 2023-1 Notes").

The Class A-2 Notes bear interest at 8.5% and require quarterly interest payments. Prior to the anticipated repayment date, the Class A-2 Notes require \$0.6 million of quarterly principal payments unless a non-amortization test is satisfied. During the second quarter and each quarter thereafter in fiscal 2024, the Company satisfied the non-amortization test eliminating the requirement to make quarterly principal payments during fiscal 2024. Should the non-amortization test not be satisfied in the future, then quarterly principal payments may be required in subsequent quarters. The anticipated repayment date for the Class A-2 Notes is September 14, 2028 and the legal final maturity date is September 15, 2053. The Class A-2 Notes were issued with a discount of 2.3% of the original principal amount of the Class A-2 Notes, resulting in an effective interest rate yield of 9.2%.

The Class A-1 VFN facility provides for a maximum outstanding principal amount of \$65.0 million of borrowings, and includes a \$25.0 million letter of credit subfacility and a \$10.0 million swingline subfacility. Under the provisions of the agreement governing the Class A-1 VFN, any outstanding borrowings under the Class A-1 VFN bear interest at a base rate per annum equal to the sum of (a) 3.00% plus (b) the greater of (i) the Series 2023-1 Prime Rate in effect on such day, (ii) the Federal Funds Rate in effect on such day plus 0.50% and (iii) Term SOFR for a one-month tenor in effect on such day plus 1.00%, or with respect to any Conduit Investor, an interest rate per annum equal to the sum of a commercial paper rate plus 4.00%. Additionally, the Class A-1 VFN requires us to pay a commitment fee of 0.50% per annum for unused commitments and letter of credit fees of 4.00% per annum on our outstanding non-cash collateralized letters of credit. The initial maturity date for the Class A-1 VFN is September 14, 2026.

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However, the Class A-1 VFN allows for two one-year extensions, at the election of the Company. The legal final maturity date of the Class A-1 VFN is September 15, 2053. There was \$25.0 million of outstanding borrowings on the Class A-1 VFN, \$33.9 million of unused commitments and \$6.1 million of undrawn letters of credit outstanding as of September 29, 2024. The interest rate for the borrowings under the Class A-1 VFN was 8.99% as of September 29, 2024.

The Class A-1-LR Notes are available for certain debt service advances and collateral protection advances for the purpose of paying amounts due under the Series 2023-1 Notes. The Class A-1-LR Notes provide for an initial principal amount of up to \$5.9 million, bear interest at a rate equal to the Prime Rate plus 3.00% per annum, compounded monthly, and require us to pay a fee of 0.50% per annum for undrawn commitments. As of September 29, 2024, there were no outstanding borrowings drawn on the Class A-1-LR Notes.

The Series 2023-1 Notes are collateralized by substantially all of the assets of Issuer and collateralized by substantially all of the assets of and guaranteed by each of the Securitization Entities. The Series 2023-1 Notes are not secured, collateralized or guaranteed by the corporate parent of the Securitization Entities, nor any other Non-Securitization Entities. The assets of the Securitization Entities include substantially all of the revenue-generating assets of the Company and its subsidiaries, which principally consist of franchise-related agreements, company-operated restaurants, intellectual property and license agreements for the use of intellectual property. The Indenture requires that the Securitization Entities report and remit weekly cash flows of the Securitization Entities to the trustee of the Series 2023-1 Notes. The weekly cash flows are subject to priorities of payment that provide for the payment of funds to specific reserve accounts for debt service and other specified purposes set forth in the Indenture.

The Series 2023-1 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) maintenance of specified reserve accounts, (ii) provisions relating to optional and mandatory prepayments and the related payment of specified amounts, including specified make-whole payments in the case of the Class A-2 Notes under certain circumstances, (iii) maintenance of certain debt service coverage and leverage ratios, (iv) indemnification payments for defective or ineffective collateral, and (v) covenants relating to record keeping, access to information and similar matters. If certain covenants or restrictions are not met, the Series 2023-1 Notes are subject to accelerated repayment events and events of default. Although management does not anticipate an event of default, if any such event occurred and was not cured within any applicable cure period, the unpaid amounts outstanding could become immediately due and payable. As of September 29, 2024, we were in compliance with the covenants under our Series 2023-1 Notes.

In accordance with the Indenture, certain cash accounts have been established with the trustee for the benefit of the note holders, and are restricted in their use. As of September 29, 2024, the Company had restricted cash of \$6.0 million, which primarily represented cash collections and cash reserves held by the trustee to be used for payments of interest and commitment fees under the Series 2023-1 Notes.

Maturities of Long-term Debt

Assuming repayment by the anticipated repayment date on the Class A-2 Notes, the continued satisfaction of the Class A-2 Notes non-amortization test and exercise of the two one-year extensions available under the Class A-1 VFN, principal payments on our Series 2023-1 Notes outstanding at September 29, 2024 for each of the next five fiscal years and thereafter are as follows (*in thousands*):

Fiscal year:

2028	\$	264,400
Total	\$	<u>264,400</u>

5. LEASES

The Company's material leases consist of restaurant locations and its corporate office with expiration dates through 2038. In general, the restaurant leases include a base term of 10 years, with options to extend these leases for additional periods of 5 to 20 years. The lease term is generally the minimum non-cancelable period of the lease plus one additional option period. The Company does not include option periods unless the Company determines that it is reasonably certain of exercising the option at inception or when a triggering event occurs.

The Company determines if an arrangement is a lease at inception and the right-of-use assets and lease liabilities are recognized at the lease commencement date. In determining the Company's right-of-use assets and lease liabilities, the Company applies a discount rate to the lease payments within each lease agreement. As most of the Company's lease agreements do not provide an

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implicit rate, the Company uses its incremental borrowing rate based on the information available at commencement date in determining the present value of future payments. The right-of-use asset also includes any lease payments made and is reduced by lease incentives, initial direct costs incurred and impairment of operating lease right-of-use assets and adjusted by favorable lease assets and unfavorable lease liabilities.

Some of the Company's lease agreements contain rent escalation clauses (including adjustments based on changes in indexes), rent holidays, capital improvement funding or other lease concessions. The Company recognizes rental expense on a straight-line basis based on fixed components of a lease arrangement and the Company amortizes this expense over the term of the lease beginning with the date of initial possession. Variable lease components represent amounts that are not fixed in nature and are recognized in expense as incurred. Variable lease costs include contingent rent, cost-of-living index adjustments, and payments for additional rent such as real estate taxes, insurance, and common area maintenance, which are excluded from the measurement of the lease liability.

The Company has subleased 145 properties to franchisees where the Company remains primarily liable to the landlord for the performance of all obligations in the event that the sub-lessee does not perform its obligations under the lease. As a result of the sublease arrangements, future minimum rental commitments under operating leases will be offset by sublease amounts to be paid by the sub-lessee. In general, the terms of the sublease are similar to the terms of the master lease. The total of minimum sublease amounts to be received in the future under non-cancelable subleases is \$60.5 million as of September 29, 2024.

Sublease income which includes minimum rent, percentage rent, real estate taxes and common area maintenance is classified separately under franchise rental revenues on the consolidated statement of income. Franchise sublease expenses which include minimum rent and percentage rent, real estate taxes and common area maintenance are classified under franchise occupancy expenses within the consolidated statement of income.

The components of operating lease cost and sublease income were as follows *(in thousands)*:

	November 28, 2023 to September 29, 2024
Operating lease cost ⁽¹⁾	\$ 26,272
Finance lease cost:	
Amortization of right of use assets	73
Interest on lease liabilities	20
Short-term lease cost ⁽¹⁾	256
Variable lease cost ⁽¹⁾	8,868
Operating sublease income ⁽²⁾	(12,017)
Variable sublease income ⁽²⁾	(3,794)
Total lease cost	<u>\$ 19,678</u>

⁽¹⁾ Operating lease, short-term and variable lease costs associated with franchise and company-operated restaurants are included in "Occupancy and other", "Franchise occupancy expenses" and "Pre-opening costs" within our consolidated statement of income.

⁽²⁾ Variable and operating sublease income are included within "Franchise rental revenues" within our consolidated statement of income.

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The following table presents, as of September 29, 2024, estimated future minimum lease payments *(in thousands)*:

	Finance Lease Liabilities	Operating Lease Liabilities	Operating Subleases
Fiscal year:			
2025	\$ 297	\$ 27,162	\$ (13,507)
2026	277	28,785	(12,034)
2027	269	30,261	(9,950)
2028	265	25,733	(7,923)
2029	219	20,967	(5,564)
Thereafter	—	52,445	(11,546)
Total lease payments	1,327	185,353	<u>\$ (60,524)</u>
Amounts representing interest	(231)	(51,708)	
Present value of lease obligations	<u>\$ 1,096</u>	<u>\$ 133,645</u>	

The following table presents supplemental information related to leases:

	<u>September 29, 2024</u>
Operating leases:	
Weighted average remaining lease term (in years)	6.9
Weighted average discount rate	9.8 %
Financing leases:	
Weighted average remaining lease term (in years)	4.9
Weighted average discount rate	8.4 %

Supplemental cash flow information related to leases was as follows *(in thousands)*:

	<u>November 28, 2023 to September 29, 2024</u>
Cash paid for lease liabilities:	
Operating cash flows used for operating leases	\$ 25,116
Operating cash flows used for financing leases	20
Financing cash flows used for financing leases	82
Supplemental non-cash information on lease liabilities arising from obtaining right-of-use assets:	
Right-of-use assets obtained in exchange for new operating lease obligations	\$ 16,536
Property and equipment obtained in exchange for new financing lease obligations	1,058

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

6. RELATED PARTY TRANSACTIONS

Management Agreement

In accordance with terms of the Management Agreement dated as of November 28, 2023 (the "Management Agreement"), Qdoba Restaurant Corporation, as Manager, is required to manage and service the assets of the Securitization Entities. The primary responsibilities of the Manager are to administer collections on behalf of the Securitization Entities and to perform certain activities pertaining to franchising, marketing, development, real estate, intellectual property, technology and operational and reporting services on behalf of the Securitization Entities. The Securitization Entities are obligated to pay Manager a management fee using a formula provided within the Management Agreement, which is calculated using a base fee of \$5.1 million per annum, and a variable fee based upon the amount of retained collections. For the fiscal year ended September 29, 2024, the Company incurred management fees of \$17.6 million, which are included in "Management fee expense" in the accompanying consolidated statement of income.

Employees

Qdoba Restaurant Corporation, acting in its capacity as Manager, directly employs all restaurant-level crew members and general managers of the Company. During the year ended September 29, 2024, the Company reimbursed Manager \$15.4 million for these costs which are included in "Payroll and other employee benefits" within the accompanying consolidated statement of income.

Property and Equipment

Qdoba Restaurant Corporation, as Manager, and in accordance with the terms set forth in the Management Agreement, contributes property and equipment to the Company to open new company-operated restaurants, remodel existing restaurants, or provide other related fixed assets or improvements to new or existing restaurant locations. Property and equipment indirectly contributed by Manager of \$24.2 million for the fiscal year ended September 29, 2024 is included as a non-cash investing activity in the accompanying consolidated statement of cash flows.

Lease Contributions

During fiscal 2024, Qdoba Restaurant Corporation contributed the lease right-of-use assets and operating lease liabilities for two restaurant locations that were assigned from an affiliated business to the Company. The transfer of assets and liabilities was recorded using the affiliate's historical carrying value. The net lease liabilities contributed of \$1.0 million during fiscal 2024 are included as additional contributions in the accompanying consolidated statement of member's equity and represent a non-cash investing activity in the supplemental cash flow disclosures.

Advertising fees

The Securitization Entities bill and collect advertising fees from franchisees. Upon collection, these fees are remitted directly to the Manager who administers the national marketing fund on behalf of the Qdoba brand. The Company receives a charge from the Manager equivalent to fees billed to franchisees. These fees are included in "franchise advertising contributions" and "franchise advertising expenses" in the accompanying consolidated statement of income.

Due to Affiliate

Amounts due to Manager as of September 29, 2024 consist of the following (*in thousands*):

	<u>September 29, 2024</u>
Payroll and benefits	\$ 353
Management fees	823
Advertising, net	1,042
Other	1
Due to affiliate	<u>\$ 2,219</u>

In addition to amounts due to affiliate, the Company had \$3.5 million of accrued payroll and benefits costs, which will ultimately be settled with Manager and are included within accrued liabilities in the accompanying consolidated balance sheet as of September 29, 2024.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

7. IMPAIRMENT OF LONG-LIVED ASSETS AND OTHER CHARGES, NET

Impairment of long-lived assets and other charges, net in the accompanying consolidated statement of income is comprised of the following (*in thousands*):

	November 28, 2023 to September 29, 2024
Restaurant impairment charges	\$ 1,858
Losses on disposition of property and equipment, net	971
Other	(8)
	<u>\$ 2,821</u>

Restaurant impairment charges

The Company evaluates long-lived assets, including property and equipment and operating lease right-of-use assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Impairment evaluations for individual restaurants take into consideration a restaurant's operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all Level 3 Inputs. If the assets of a restaurant subject to our impairment evaluation are not recoverable based upon the forecasted, undiscounted cash flows, the Company will recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

The fiscal year ended September 29, 2024 includes \$1.9 million of impairment charges for eight underperforming company restaurants based on estimates of future recoverable cash flows.

8. REVENUE

Nature of products and services

The Company derives revenue from retail sales at company-operated restaurants and rental revenue, royalties, and franchise and other fees from franchise restaurants.

Our franchise arrangements generally provide for an initial franchise fee per restaurant for a 10 year term, and generally require that franchisees pay royalty fees based upon a percentage of gross sales.

Contract liabilities

Contract liabilities consist of deferred revenue resulting from initial franchise and development fees received from franchisees for new restaurant openings or new franchise terms, which are recognized over the franchise term. The Company classifies these contract liabilities within accrued liabilities and other long-term liabilities in our consolidated balance sheet.

A summary of significant changes in contract liabilities is presented below (*in thousands*):

	September 29, 2024
Contributed deferred franchise and development fees	\$ 7,977
Revenue recognized	(714)
Additions	2,099
Deferred franchise and development fees at end of year	<u>\$ 9,362</u>

As of September 29, 2024, approximately \$3.2 million of development fees related to unopened restaurants are included in deferred revenue. Timing of revenue recognition for development fees related to unopened restaurants is dependent upon the timing of restaurant openings and are recognized over the franchise term commencing on the date of opening.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

The following table reflects the estimated franchise fees to be recognized in the future related to performance obligations that are unsatisfied as of September 29, 2024 (*in thousands*):

Fiscal year:

2025	\$ 770
2026	763
2027	756
2028	740
2029	701
Thereafter	2,450
Total	<u>\$ 6,180</u>

The Company has applied the optional exemption, as provided for under ASC Topic 606, *Revenue from Contracts with Customers*, which allows us to not disclose the transaction price allocated to unsatisfied performance obligations when the transaction price is a sales-based royalty.

9. CONTINGENCIES AND LEGAL MATTERS

Legal matters

We assess contingencies, including litigation contingencies, to determine the degree of probability and range of possible loss for potential accrual in our consolidated financial statements. An estimated loss contingency is accrued in the consolidated financial statements if it is probable that a liability has been incurred and the amount of the loss can be reasonably estimated. Because litigation is inherently unpredictable, assessing contingencies is highly subjective and requires judgment about future events. When evaluating litigation contingencies, we may be unable to provide a meaningful estimate due to a number of factors, including the procedural status of the matter in question, the availability of appellate remedies, insurance coverage related to the claim or claims in question, the presence of complex or novel legal theories and the ongoing discovery and development of information important to the matter. In addition, damage amounts claimed in litigation against us may be unsupported, exaggerated or unrelated to possible outcomes and as such are not meaningful indicators of our potential liability or financial exposure. We regularly review contingencies to determine the adequacy of the accruals and related disclosures. The ultimate amount of loss may differ from these estimates.

We are subject to normal and routine litigation brought by former, current or prospective employees, customers, franchisees, landlords, vendors and others. We intend to defend ourselves in any such matters. We believe that the ultimate determination of liability in connection with legal claims pending against us, if any, in excess of amounts already provided for such matters in these consolidated financial statements, will not have a material adverse effect on our business, our results of operations, liquidity or financial position; however, it is possible that our business, results of operations, liquidity or financial condition could be materially affected in a particular future reporting period by the unfavorable resolution of one or more matters or contingencies during such period.

Commitments

The Company enters into various purchase obligations in the ordinary course of business, generally of a short-term nature. Those that are binding primarily relate to commitments for food and packaging related to system-wide restaurant operations. The Company's future estimated cash payments under existing contractual purchase obligations for goods and services as of September 29, 2024 are approximately \$53.2 million. These contracts have terms extending through the end of fiscal year 2028. The Company has excluded agreements that are cancellable without penalty.

QDOBA FUNDING HOLDCO LLC AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

10. SUPPLEMENTAL CONSOLIDATED BALANCE SHEET INFORMATION *(in thousands)*

	<u>September 29, 2024</u>
Accounts and other receivables, net:	
Credit card receivables	\$ 2,679
Unbilled franchise revenue	1,697
Trade receivables	1,532
Delivery services receivables	809
Other receivables	789
Allowance for credit losses	(20)
	<u>\$ 7,486</u>
Property and equipment:	
Buildings and leasehold improvements	\$ 42,174
Restaurant and other equipment	28,990
	71,164
Less accumulated depreciation and amortization	(16,493)
Property and equipment, net	<u>\$ 54,671</u>
Accrued liabilities:	
Payroll and benefits ⁽¹⁾	\$ 3,511
Sales and property taxes	1,647
Deferred franchise and development fees	1,569
Accrued interest	1,020
Loyalty reward liability	731
Other	930
	<u>\$ 9,408</u>
Other long-term liabilities:	
Deferred franchise and development fees, long term	\$ 7,793
Other	274
	<u>\$ 8,067</u>

⁽¹⁾ See Note 6, *Related Party Transactions*.

11. SUBSEQUENT EVENTS

The Company has evaluated subsequent events from the balance sheet date through December 20, 2024, the date on which these consolidated financial statements were available to be issued.

Purchase of Restaurants

On November 26, 2024, the Company purchased four restaurants including the related property and equipment from a franchisee for a purchase price of \$3.8 million. Due to the proximity of timing of this acquisition to the issuance of these consolidated financial statements, it was impracticable to allocate a preliminary purchase price allocation for the purchase of restaurants.

Sale of Restaurants

On December 11, 2024, the Company entered into an asset purchase agreement to sell three company restaurants to a new franchisee for zero consideration. As of the issuance of these consolidated financial statements, the sale had not yet completed.

GUARANTEE OF PERFORMANCE

For value received, Qdoba Funding Holdco LLC, a Delaware limited liability company (the “**Guarantor**”), located at 350 Camino De La Reina, Suite 400, San Diego, California 92108, absolutely and unconditionally guarantees to assume the duties and obligations of Qdoba Franchisor LLC, located at 350 Camino De La Reina, Suite 400, San Diego, California 92108 (the “**Franchisor**”), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its Franchise Disclosure Document issued December 20, 2024, 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, which ever occurs first. 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 executes this guarantee at San Diego, California, on the 20th day of December, 2024.

Guarantor: Qdoba Funding Holdco LLC

By: Mel Tucker

Print Name: Mel Tucker

Print Title: Chief Financial Officer

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS



**As of September 29, 2024 and October 1, 2023
and for the two fiscal years ended September 29, 2024**

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Quidditch Acquisition, Inc.

Opinion

We have audited the consolidated financial statements of Quidditch Acquisition, Inc. and subsidiaries (the "Company"), which comprise the consolidated balance sheets as of September 29, 2024 and October 1, 2023, and the related consolidated statements of operations, stockholder's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of September 29, 2024 and October 1, 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 in accordance with auditing standards generally accepted in the United States of America (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 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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 that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

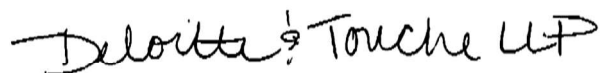
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with 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 financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the 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 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 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.

A handwritten signature in black ink that reads "Deloitte & Touche LLP". The signature is written in a cursive, flowing style.

December 20, 2024

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(In thousands, except shares and par values)

	September 29, 2024	October 1, 2023
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 15,471	\$ 15,571
Restricted cash	6,002	—
Accounts and other receivables, net	9,713	9,332
Inventories	1,814	1,959
Current assets held for sale	—	3,470
Prepaid expenses	4,651	4,616
Other current assets	89	106
Total current assets	<u>37,740</u>	<u>35,054</u>
Property and equipment, net	65,599	52,012
Operating lease right-of-use assets, net	152,062	155,257
Tradename	167,000	167,000
Intangible assets, net	17,100	18,050
Goodwill	129,425	129,425
Other assets	6,975	6,735
Total assets	<u>\$ 575,901</u>	<u>\$ 563,533</u>
LIABILITIES AND STOCKHOLDER'S EQUITY		
Current liabilities:		
Current portion of long-term debt	\$ 50	\$ 1,762
Current portion of operating lease liabilities	16,863	15,445
Accounts payable	12,817	12,842
Accrued liabilities	27,552	33,959
Total current liabilities	<u>57,282</u>	<u>64,008</u>
Long-term debt, net of current portion	253,791	208,449
Long-term operating lease liabilities, net of current portion	135,715	135,443
Deferred income tax liabilities, net	11,610	10,720
Other long-term liabilities	8,179	6,951
Total liabilities	<u>466,577</u>	<u>425,571</u>
Commitments and contingencies (Notes 5, 6 and 13)		
Stockholder's equity:		
Common stock (\$0.01 par value, 1,000 shares authorized, issued and outstanding as of September 29, 2024 and October 1, 2023)	—	—
Additional paid-in capital	151,465	388,743
Receivable from parent	—	(228,872)
Accumulated deficit	(42,141)	(21,909)
Total stockholder's equity	<u>109,324</u>	<u>137,962</u>
Total liabilities and stockholder's equity	<u>\$ 575,901</u>	<u>\$ 563,533</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF OPERATIONS
(In thousands)

	Year Ended	
	September 29, 2024	October 1, 2023
Revenues:		
Company restaurant sales	\$ 270,889	\$ 376,480
Franchise royalties and other	49,953	38,200
Franchise rental revenues	19,194	8,778
Franchise advertising contributions	17,285	10,115
Total revenues	<u>357,321</u>	<u>433,573</u>
Operating costs and expenses, net:		
Company restaurant costs:		
Food and packaging	74,463	109,338
Payroll and employee benefits	80,543	112,119
Occupancy and other	64,029	91,723
Total company restaurant costs (excluding depreciation and amortization)	<u>219,035</u>	<u>313,180</u>
Pre-opening costs	62	209
Depreciation and amortization	12,244	14,585
Franchise advertising expenses	17,285	10,115
Franchise occupancy expenses	19,145	9,351
Selling, general and administrative expenses	69,852	73,164
Impairment of long-lived assets and other charges, net	4,670	8,244
Transaction and transformation-related costs	294	4,796
Total operating costs and expenses, net	<u>342,587</u>	<u>433,644</u>
Income (loss) from operations	14,734	(71)
Loss on extinguishment of debt	7,427	—
Interest expense, net	25,867	21,396
Loss from continuing operations and before income taxes	(18,560)	(21,467)
Income tax expense	1,109	442
Loss from continuing operations	(19,669)	(21,909)
Loss from discontinued operations, net of income taxes	(563)	—
Net loss	<u>\$ (20,232)</u>	<u>\$ (21,909)</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF STOCKHOLDER'S EQUITY
(In thousands, except shares)

	Common Stock		Additional Paid-in Capital	Receivable from Parent	Accumulated Deficit	Total Stockholder's Equity
	Shares	Amount				
Equity contribution on October 3, 2022	1,000	\$ —	\$ 387,271	\$ —	\$ —	\$ 387,271
Receivable from parent	—	—	—	(228,872)	—	(228,872)
Share-based compensation expense	—	—	1,472	—	—	1,472
Net loss	—	—	—	—	(21,909)	(21,909)
Balance as of October 1, 2023	1,000	—	388,743	(228,872)	(21,909)	137,962
Share-based compensation expense	—	—	1,734	—	—	1,734
Distribution to parent	—	—	(225,313)	—	—	(225,313)
Forgiveness of affiliate receivable	—	—	(5,428)	5,428	—	—
Net settlement of receivable from parent	—	—	(8,271)	223,444	—	215,173
Net loss	—	—	—	—	(20,232)	(20,232)
Balance as of September 29, 2024	1,000	\$ —	\$ 151,465	\$ —	\$ (42,141)	\$ 109,324

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In thousands)

	Year Ended	
	September 29, 2024	October 1, 2023
Cash flows from operating activities:		
Net loss	\$ (20,232)	\$ (21,909)
Loss from discontinued operations, net of income taxes	563	—
Adjustments to reconcile net loss to net cash provided by operating activities of continuing operations:		
Depreciation and amortization	12,244	14,585
Non-cash lease expense	18,501	18,061
Amortization of deferred financing costs, discount on long-term debt and non-cash interest for parent debt	7,107	21,356
Deferred income taxes	946	245
Share-based compensation expense	1,734	1,472
Losses on disposition of property and equipment	2,113	3,405
Loss on extinguishment of parent debt	7,427	—
Impairment of long-lived assets and other charges, net	2,122	4,468
Changes in operating assets and liabilities:		
Accounts and other receivables	(541)	266
Inventories	86	188
Prepaid expenses and other current assets	(65)	(1,387)
Accounts payable	(693)	(2,634)
Accrued liabilities	(4,386)	7,373
Operating lease liabilities	(15,127)	(18,366)
Other assets and long-term liabilities	2,253	(40)
Cash flows provided by operating activities of continuing operations	<u>14,052</u>	<u>27,083</u>
Cash flows from investing activities:		
Purchases of property and equipment	(27,631)	(10,548)
Proceeds from the sale of property and restaurants	3,536	27,340
Other	274	243
Cash flows (used in) provided by investing activities of continuing operations	<u>(23,821)</u>	<u>17,035</u>
Cash flows from financing activities:		
Principal repayments on debt	(842)	(83)
Proceeds from issuance of debt, net of discount	234,510	—
Advances to parent	(250,430)	(42,097)
Borrowing on revolving credit facility	25,000	—
Payment of debt issuance costs	(12,178)	—
Advances from parent	19,866	450
Cash flows provided by (used in) financing activities of continuing operations	<u>15,926</u>	<u>(41,730)</u>
Net cash used in operating activities of discontinued operations	<u>(255)</u>	<u>—</u>
Net increase in cash, cash equivalents and restricted cash	5,902	2,388
Cash, cash equivalents and restricted cash at beginning of year	15,571	13,183
Cash, cash equivalents and restricted cash at end of year	<u>\$ 21,473</u>	<u>\$ 15,571</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Quidditch Acquisition, Inc. through its wholly-owned subsidiaries owns, operates and franchises Qdoba fast-casual Mexican restaurants. Quidditch Acquisition, Inc. (the “Company”), a Delaware corporation, was formed on December 13, 2017 and is the sole owner of the equity interest in Qdoba Restaurant Corporation (“Qdoba”).

On October 3, 2022, Modern Restaurant Concepts Holdings, LLC (“MRCH”), a Delaware limited liability company, and Dorado Merger Sub, Inc., a Delaware corporation (“Merger Sub”) merged with and into Quidditch Topco, Inc., the indirect parent of the Company, pursuant to an Agreement and Plan of Merger (the “Merger Agreement”), whereby Merger Sub merged with and into Quidditch Topco, Inc., with Quidditch Topco, Inc. continuing as the surviving entity and becoming a wholly-owned subsidiary of MRC Intermediate, Inc. (“MRC”) (the “Qdoba Acquisition”). MRCH, MRC and Merger Sub are affiliates of Butterfly Equity, LP. The Qdoba Acquisition closed on October 3, 2022, which is the first day of the Company’s fiscal year ended October 1, 2023. See Note 2, *Business Combination*, for further discussion.

As of September 29, 2024, the Qdoba system included 777 restaurants in 45 states, the District of Columbia, Puerto Rico, Japan, South Korea and Canada.

	<u>September 29, 2024</u>	<u>October 1, 2023</u>
Company	164	176
Franchise	613	571
Total system	<u>777</u>	<u>747</u>

Basis of Presentation

Basis of Consolidation - The consolidated financial statements include the accounts of the Company and its wholly-owned subsidiaries. All intercompany accounts and transactions have been eliminated in consolidation. The consolidated financial statements have been prepared in conformity with generally accepted accounting principles in the United States (“GAAP”). References to “we,” “us,” and “our” relate to the Company.

Fiscal Year - The Company and Qdoba operate on a 52-week or 53-week fiscal year that ends on the Sunday closest to September 30. Fiscal year 2024 and 2023 include 52 weeks. The fiscal year ended September 29, 2024 is referred to herein as fiscal 2024 or the year ended September 29, 2024. The fiscal year ended October 1, 2023 is referred to herein as fiscal 2023 or the year ended October 1, 2023.

Reclassifications - We have reclassified certain items in the consolidated financial statements for prior periods to be comparable to the current year presentation. These reclassifications had no effect on the previously reported net loss.

Discontinued Operations - The Company has assumed several lease and other obligations in connection with the sale of two affiliated businesses. The Company has determined that each of the affiliated businesses that were sold qualified for accounting treatment as a discontinued operation. The Company has presented any activities related to these assumed obligations as discontinued operations in the consolidated statements of operations and cash flows for fiscal 2024. There were no activities incurred by the Company for these discontinued operations in fiscal 2023. Unless otherwise noted, amounts and disclosures throughout these notes to the consolidated financial statements relate to continuing operations.

Change in Accounting Policy - Historically, our accounting policy for advertising costs stated that we expense production costs of advertising assets and other marketing activities when the advertising is first run. During fiscal 2024, in connection with increased spending on advertising production costs, we re-evaluated our accounting policy for advertising costs. As a result, we elected to revise our accounting policy during fiscal 2024 and now expense production costs for advertising assets when the costs are incurred rather than when the advertising is first run. This change in accounting policy did not have a material impact on advertising expenses for the prior fiscal year as we did not have any significant spending on production materials for fiscal periods prior to fiscal 2024. Accordingly, we have not retrospectively applied this change to the prior year comparative financial information.

New Basis of Presentation - In connection with the Qdoba Acquisition, through its election of push down accounting, a new accounting basis was established for Qdoba as of the acquisition date based upon an allocation of the purchase price to the underlying net assets acquired. The new accounting basis requires that the historical carrying value of assets acquired and liabilities assumed be adjusted to fair value, which may yield results that are not comparable on a period-to-period basis due to the different cost basis associated with the allocation of the purchase price.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Use of Estimates - In preparing the financial statements in conformity with GAAP, management is required to make certain assumptions and estimates that affect reported amounts of assets, liabilities, revenues, expenses and the disclosure of contingencies. In making these assumptions and estimates, management may from time to time seek advice and consider information provided by experts in a particular area. Actual amounts could differ materially from these estimates. Significant items subject to estimates and assumptions include (i) the valuation of assets acquired including goodwill, contingent consideration, and liabilities assumed in a business combination, (ii) the useful lives and recoverability of intangibles and long-lived assets, (iii) valuing stock-based compensation, and (iv) estimates relating to measuring the operating lease right-of-use assets and operating lease liabilities.

Summary of Significant Accounting Policies

Cash and cash equivalents - For purposes of reporting cash and cash equivalents, all highly liquid investment instruments with an original maturity of three months or less are considered cash equivalents.

Restricted cash is comprised of certain cash balances required to be held in trust in connection with the Company's securitized financing facility. Such restricted cash primarily represents cash collections and cash reserves held by the trustee to be used for payments of principal, interest and commitments fees required under our debt facility. Refer to Note 5, *Debt*, for additional information.

Accounts and other receivables, net is primarily comprised of receivables from franchisees, credit card processors, third-party delivery companies, landlords and tenants. Franchisee receivables primarily include royalties and marketing fees associated with franchise agreements. Tenant receivables relate to subleased properties where we are on the master lease agreement. Landlord receivables generally consist of tenant improvement allowances related to new restaurant openings and remodels. The allowance for credit losses is based on historical experience and a review of existing receivables.

Inventories consist principally of food, packaging and supplies and are valued at the lower of cost or net realizable value on a first-in, first-out basis.

Deferred financing costs are capitalized and amortized as a component of interest expense over the terms of the respective financing arrangements. The Company incurred costs of approximately \$14.8 million in connection with the securitization transaction. The costs related to our Class A-2 Notes are presented as a reduction in "Long-term debt, net of current portion" and are being amortized over the anticipated repayment date of the notes, utilizing the effective interest rate method. The costs related to our Class A-1 VFN are presented within "Other assets" and are being amortized over the expected term of the Class A-1 VFN using the straight-line method. See Note 5, *Debt*, for further information.

Assets Held for Sale - The Company classifies assets as held for sale and ceases depreciation when there is a plan for disposal within the next year and those assets meet the held for sale criteria. Assets held for sale are included in other current assets in the accompanying consolidated balance sheets. There were no assets held for sale as of September 29, 2024 and \$3.5 million as of October 1, 2023, which related to the sale of 11 Qdoba restaurants to a franchisee. See Note 3, *Sale of Restaurants*, for further discussion regarding this transaction.

Property and equipment, net - Expenditures for new facilities and equipment and those that substantially increase the useful lives of the property, are capitalized. Maintenance and repairs are expensed as incurred. When property and equipment are retired or otherwise disposed of, the related cost and accumulated depreciation are removed from the accounts and gains or losses on the dispositions are reflected in results of operations.

Buildings, equipment and leasehold improvements are depreciated using the straight-line method based on the estimated useful lives of the assets over the initial lease term for certain assets acquired in conjunction with the lease commencement for leased properties, or the remaining lease term for certain assets acquired after the commencement of the lease for leased properties. In certain situations, one or more option periods may be used in determining the depreciable lives of assets related to leased properties if we deem that an economic penalty would be incurred otherwise. In either circumstance, our policy requires lease term consistency when calculating the depreciation period, in classifying the lease and in computing straight-line rent expense. Depreciation expense related to property and equipment was \$11.3 million and \$13.6 million for the year ended September 29, 2024 and October 1, 2023, respectively.

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The estimated useful lives for property and equipment are:

	<u>Estimated Useful Lives</u>
Building and leasehold improvements	Shorter of lease term or estimated useful life, not to exceed 20 years
Restaurant and other equipment	3 to 15 years

Impairment of long-lived assets - We evaluate our long-lived assets, including property and equipment, operating lease right-of-use assets and definite-lived intangible assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Long-lived assets are grouped and evaluated for impairment at the lowest level for which there are identifiable cash flows that are independent of the cash flows of other groups of assets, which is generally at the individual restaurant for our restaurant-level assets. Impairment evaluations for individual restaurants take into consideration a restaurant's operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all significant unobservable inputs ("Level 3 Inputs"). If it is determined that the carrying amounts of long-lived assets are not recoverable, we recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

Refer to Note 8, *Impairment of Long-Lived Assets and Other Charges, Net*, for additional information.

Goodwill and intangible assets - Goodwill is the excess of the purchase price over the fair value of identifiable net assets acquired, if any. Upon the sale of restaurants to franchisees, goodwill is decremented. The amount of goodwill written-off is determined as the fair value of the reporting unit disposed of as a percentage of the fair value of the reporting unit retained. Goodwill is evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances lead to a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of a reporting unit is less than its carrying amount, we perform a single-step impairment test of goodwill. To perform our impairment analysis, we estimate the fair value of the reporting unit using Level 3 Inputs and compare it to the carrying value of the reporting unit. If the carrying value exceeds the fair value of the reporting unit, an impairment loss is recognized equal to the excess.

Intangible assets, net were primarily established in connection with the Qdoba Acquisition and are comprised of our tradename and franchise agreements. Our tradename has an indefinite life and is not amortized. Our franchise agreements intangible asset primarily represents the fair value of the acquired franchise agreements in the Qdoba Acquisition, which is amortized over 20 years.

Indefinite-lived intangible assets are evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more likely than not that the fair value of the intangible asset is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of the intangible asset is less than its carrying amount, we compare the fair value of the indefinite-lived intangible asset, established using Level 3 Inputs, with its carrying amount. If the carrying amount of an intangible asset exceeds its fair value, an impairment loss is recognized equal to the excess. Refer to Note 4, *Goodwill and Intangible Assets*, for additional information.

Leases - The Company's material leases consist of restaurant locations and its executive offices with expiration dates through 2039. In general, the leases have remaining terms of 1-20 years, most of which include options to extend the leases for additional five-year periods. The lease term is generally the minimum non-cancelable period of the lease. The Company does not include option periods unless the Company determines that it is reasonably certain of exercising the option at inception or when a triggering event occurs.

The Company determines if an arrangement is a lease and whether it is an operating lease or finance lease at inception, and the operating right-of-use assets and operating lease liabilities are recognized at the lease commencement date. In determining the Company's operating right-of-use assets and operating lease liabilities, the Company applies a discount rate to the lease payments within each lease agreement. As most of the Company's lease agreements do not provide an implicit rate, the Company uses its incremental borrowing rate based on the information available at commencement date in determining the present value of future payments. The operating right-of-use asset also includes any advanced payments made and is reduced by lease incentives, initial direct costs incurred and impairment of operating lease right-of-use assets and adjusted by favorable lease assets and unfavorable lease liabilities. Finance leases are measured at amortized cost using the effective interest method. The Company excludes short-term leases with a term of 12 months or less from its lease liabilities and right of use assets. The Company does not separate lease and non-lease components for underlying assets subject to real estate leases.

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The Company's operating right-of-use assets and operating lease liabilities are included in the consolidated balance sheets. Finance lease right-of-use assets and finance lease liabilities are included within property and equipment, net of accumulated depreciation and within the current portion or non-current portion of debt, respectively. Refer to Note 6, *Leases*, for additional information.

Revenue recognition - "Company restaurant sales" from the operation of company-operated restaurants are generally recognized net of discounts and incentives, when payment is tendered at the point of sale. We report revenue net of sales taxes collected from customers and remitted to governmental taxing authorities. We offer the delivery of our products for catering, through orders on our website and mobile application, and from third-party delivery partners. With respect to sales for catering, and through our website and mobile application, we generally recognize revenue, including delivery fees, when our products are delivered to the customer. With respect to sales of products through third-party delivery partners, we generally recognize revenue, excluding delivery fees collected by the delivery partner, when control of the food is transferred to the delivery partner.

Company restaurant sales also includes our loyalty program. The Company offers a customer loyalty program to entice end-customers to purchase goods and services from the company and franchised restaurants. These programs allow end-customers to earn points that can be redeemed for products at the restaurants. The estimation of the standalone selling price of points and rewards earned by customers involves several assumptions, including the estimated value of product for which the reward is expected to be redeemed. Our estimate of points and other rewards we expect to be redeemed is based on historical company specific data and these inputs are subject to change over time due to factors such as menu price increases, changes in point redemption options and changes in customer behavior.

"Franchise royalties and other" is comprised of development fees and franchise fees, on-going royalties and other fees received from franchisees. Development and franchise fees, portions of which are collected in advance and are non-refundable, received pursuant to individual development agreements, grant franchisees the right to develop franchise-operated restaurants in future periods in specific geographic areas. The Company's performance obligations under its franchise agreements consist of a franchise license, pre-opening services, such as training, and ongoing services, such as management of the advertising fund contributions, development of training materials and menu items, and restaurant monitoring. These performance obligations are highly interrelated, so they are not considered to be individually distinct and therefore are accounted for as a single performance obligation that is satisfied by providing a right to use the Company's intellectual property over the term of each franchise agreement. Both development fees and franchise fees are deferred and recognized as revenue over the term of the related franchise agreement or renewal agreement, for the respective restaurant. Royalties from franchise-operated restaurants are based on a percentage of franchise restaurant sales and are recognized in the period the related franchise-operated restaurant sales occur.

Other franchisee revenue includes fees for services such as supply chain and technology fees since we are considered the principal related to the purchase and sale of the services to the franchisee. The related expenses are recognized in selling, general and administrative expenses.

Other revenue also includes revenue related to gift cards. We sell gift cards to our customers which do not have a stated expiration date. We recognize revenue from gift cards when redeemed by the customer at a company restaurant. The determination of the gift card breakage rate is based upon our specific historical redemption patterns. Amounts recognized on unredeemed gift card balances were \$0.7 million and \$0.8 million for fiscal 2024 and 2023, respectively.

"Franchise advertising contributions" consist of a percentage of a franchise restaurant's net sales paid to the Company for advertising and promotional services that the Company provides. The expense is recorded to franchise advertising expenses. During fiscal 2024 and 2023, the Company recognized \$17.3 million and \$10.1 million, respectively, in both franchise advertising contributions and franchise advertising expenses in the accompanying consolidated statements of operations.

"Franchise rental revenues" is comprised of rental income associated with properties subleased to franchisees or third parties and is recognized as revenue on a straight-line basis over the term of the lease.

Pre-opening costs - The costs associated with the opening of a new restaurant consist primarily of property rent and employee training costs. Pre-opening costs are expensed as incurred.

Advertising costs - We administer a marketing fund that requires contractual contributions from company and franchise operated restaurants to pay a weekly fee to the Company. Marketing fund contributions were 1.75% for fiscal 2023, 2.25% for fiscal 2024 and have been increased to 2.75% effective September 30, 2024, as a percentage of sales. Fees received in advance of payment for provided services are included in accrued liabilities in the accompanying consolidated balance sheets. Production costs of advertising assets and other marketing activities are expensed as incurred. These costs, as well as other marketing-related expenses

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for advertising are included in selling, general and administrative expenses for company restaurant expenses and included in franchise advertising expenses for franchise expenses in the accompanying consolidated statements of operations. Company restaurant advertising costs were \$11.3 million and \$14.3 million for fiscal 2024 and fiscal 2023, respectively.

Share-based compensation - We issue equity-based awards to our key officers, employees and non-employee directors under our equity-based compensation plans. Under the fair value recognition provisions of the authoritative guidance for equity-based compensation awards, we measure the fair value of equity-based awards at the grant date and the fair value is recognized as expense over the requisite service period. We generally recognize compensation expense ratably on a straight-line basis over the requisite service period for the entire award. We record compensation expense for performance vesting awards when we deem the achievement of the performance goals to be probable. Refer to Note 11, *Share-based Compensation*, for additional information.

Income taxes - Deferred income tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases, as well as tax loss, credit and disallowed interest carryforwards. Deferred income tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. We recognize interest and, when applicable, penalties related to unrecognized tax benefits as a component of our income tax provision.

Authoritative guidance issued by the Financial Accounting Standards Board ("FASB") prescribes a minimum probability threshold that a tax position must meet before a financial statement benefit is recognized. The minimum threshold is defined as a tax position that is more likely than not to be sustained upon examination by the applicable taxing authority, including resolution of any related appeals or litigation processes, based on the technical merits of the position. Refer to Note 10, *Income Taxes*, for additional information.

Contingencies - We recognize liabilities for contingencies when we have an exposure that indicates it is probable that an asset has been impaired or that a liability has been incurred and the amount of impairment or loss can be reasonably estimated. Our ultimate legal and financial liability with respect to such matters cannot be estimated with certainty and requires the use of estimates. When the reasonable estimate is a range and there is a best estimate within the range, we record our best estimate of the loss within the range. We record legal settlement costs when those costs are probable and reasonably estimable. Refer to Note 13, *Contingencies and Legal Matters*, for additional information.

Business Combinations - The Company allocates the purchase price of business combinations to tangible and intangible assets acquired and liabilities assumed based on their estimated fair values. The excess, if any, of the purchase price over these fair values is recorded as goodwill. The Company's management is required to make certain estimates and assumptions in determining the fair values of assets acquired and liabilities assumed, especially with respect to property and equipment, intangible assets and liabilities, as well as the contingent consideration included in the purchase price. The significant purchased intangible assets recorded by us in connection with the Qdoba Acquisition include the tradename and franchise agreements. The fair values assigned to these identified intangible assets are discussed further in Note 2, *Business Combination*.

Significant estimates in valuing the tangible and intangible assets, and purchase price contingent consideration included:

- Future expected cash flows related to our tradename and franchise agreements, including the royalty rate assumptions;
- Market value of lease arrangements and the expected term, including available option periods, of such leasing arrangements;
- Projections related to the achievement of earnings criteria for contingent consideration measurement;
- Assumptions likely to be used by market participants in valuing restaurant-level assets;
- Determination of the estimated useful lives of the assets acquired; and
- Discount rates used in valuing such assets and contingent consideration.

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Fair Value Measurements - Fair value is defined as the exchange price that would be received for 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.

Assets and liabilities measured at fair value are assigned a level within the fair value hierarchy, depending on the source of the inputs into the calculation.

- *Level 1* - Quoted prices in active markets for identical assets or liabilities.
- *Level 2* - Observable inputs other than quoted prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- *Level 3* - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Concentration of Credit Risk - Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash, cash equivalents, restricted cash and accounts receivable. The Company's cash balances may exceed federally insured limits and credit card transactions at the Company's restaurants are processed by one service provider.

Recently Adopted Accounting Pronouncements

In June 2016, the FASB issued Accounting Standards Updates ("ASU") No. 2016-13, *Financial Instruments — Credit Losses (Topic 326): Measurement on Credit Losses on Financial Instruments*, and issued subsequent amendments to the initial guidance and transitional guidance between November 2018 and February 2020 (collectively, "Topic 326"). Topic 326 introduces new guidance for credit losses on instruments within its scope. The new guidance introduces an approach based on expected losses to estimate credit losses on certain types of financial assets, including trade and other receivables, held-to-maturity debt securities, loans and net investments in leases recorded at amortized cost. The new guidance also modifies the impairment model for available-for-sale debt securities and requires entities to determine whether all or a portion of the unrealized loss on an available-for-sale debt security is a credit loss for which an allowance for credit loss must be recognized. Further, the new guidance indicates that entities may not use the length of time a debt security has been in an unrealized loss position as a factor in concluding whether a credit loss exists. The Company adopted Topic 326 during the fiscal 2024 and it did not have a material impact on the consolidated financial statements.

New Accounting Pronouncements Not Yet Adopted

In December 2023, the FASB issued ASU 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*, which updates income tax disclosures related to the rate reconciliation and requires disclosure of income taxes paid by jurisdiction. The amendment also provides further disclosure comparability. The amendments are effective for fiscal years beginning after December 15, 2024. Early adoption is permitted. The amendments should be applied prospectively; however, retrospective application is permitted. The Company is currently evaluating this ASU to determine its impact on the Company's disclosures.

2. BUSINESS COMBINATION

As previously described under Note 1, *Business and Summary of Significant Accounting Policies*, on October 3, 2022, MRCH acquired Quidditch Topco, Inc., the indirect parent of Quidditch Acquisition, Inc., from Apollo Global Management, LLC. Upon acquisition, Quidditch Topco, Inc. became a wholly-owned subsidiary of MRC.

The Company accounted for the Qdoba Acquisition under the acquisition method of accounting for business combinations and finalized the purchase price allocation during the fourth quarter of fiscal 2023. Due to the election to apply pushdown accounting, the cost to acquire Qdoba was allocated to the underlying assets acquired and liabilities assumed based on their fair values determined using significant unobservable inputs (Level 3). Any excess of the purchase price over the fair value of the net assets acquired was recorded as goodwill. The excess of the total consideration over the tangible assets, identifiable intangible assets, and assumed liabilities is recorded as goodwill.

The seller in the transaction could earn up to \$70.0 million based on the Company's performance of Adjusted EBITDA for the trailing-13 fiscal periods ended April 16, 2023 (the "Earnout"), as specified within the Merger Agreement. The contingent consideration pertaining to the Qdoba Acquisition Earnout was measured at fair value. The likelihood of Adjusted EBITDA targets being achieved, which trigger payouts of the Earnout as well as the probabilities for various scenarios used in the calculation, were discounted to present value using a rate of 11% and were based on internal unobservable Level 3 inputs. A portion of the Earnout was payable to certain members of management based upon a specified calculation. Such amounts were determined to represent

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compensation expense and have been accrued over the post-acquisition Earnout period. The portion of the Earnout related to management compensation of \$3.1 million was recorded within transaction and transformation-related costs during fiscal 2023. The portion of the Earnout liability not attributable to the employee bonus was recorded at MRC. In August 2023, the buyer and seller in the transaction reached a final agreement of the Earnout whereby the seller in the transaction earned the maximum Earnout amount totaling \$70.0 million, which was fully paid and satisfied during fiscal 2023. The total amount of the adjustment for the final Earnout settlement of \$15.7 million was expensed by MRC and is not pushed down to these consolidated financial statements.

A reconciliation of the purchase price to the fair value of net assets acquired by the Company on the acquisition date is presented as follows (*in thousands*):

Base purchase price	\$ 330,000
Contingent consideration	51,131
Adjustment for net working capital, debt-like items and other	(4,928)
Closed store escrow liability	(2,064)
Total purchase price consideration	<u>\$ 374,139</u>

Allocation of purchase price to the acquired assets and liabilities (*in thousands*):

Assets acquired:

Cash and cash equivalents	\$ 13,633
Accounts and other receivables, net	9,608
Inventories	3,152
Prepaid expenses and other current assets	3,380
Property and equipment, net	80,545
Operating lease right-of-use assets	167,664
Intangible assets, net	19,000
Tradenname	167,000
Other assets	1,338
Goodwill	140,055
Total assets acquired	<u>605,375</u>

Liabilities assumed:

Accounts payable	15,613
Accrued liabilities	24,656
Current portion of long-term debt	111
Current operating lease liabilities	18,226
Long-term debt, net of current portion	204
Operating lease liabilities, net of current portion	144,794
Deferred income taxes liabilities, net	10,423
Other long-term liabilities	3,576
Total liabilities assumed	<u>217,603</u>
Total net assets acquired	<u>387,772</u>
Less: cash acquired (including \$450 cash at Quidditch Topco, Inc) ⁽¹⁾	<u>(13,633)</u>
Total investment, net of cash acquired	<u>\$ 374,139</u>

⁽¹⁾ The table above includes all of the acquired net assets by MRC Holdings, LLC, inclusive of \$0.5 million in cash owned by Quidditch Topco, Inc., the parent of Quidditch Acquisition, Inc. The remaining net assets acquired were owned by Quidditch Acquisition, Inc. and its subsidiaries.

As a result of acquisition accounting, the Company recognized goodwill of \$140.1 million. At the time of the Qdoba Acquisition, the Company believed its market position, the future growth potential of its restaurant base and anticipated synergies with the other MRC brands were the primary factors that contributed to the goodwill value.

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In connection with the Qdoba Acquisition, the Company recorded a tradename intangible asset, valued at \$167.0 million, which is not subject to amortization as it has an estimated indefinite life. Other significant intangible assets consisted of franchise agreements, which are amortized on a straight-line basis over a 20 year life. The fair value of tradename and franchise agreements were derived using the relief-from-royalties method under the income valuation approach. This approach is used to estimate the costs savings that accrue for the owner of an intangible asset who would otherwise have to pay royalties or licensing fees on revenues earned through the use of the asset if they had not owned the right to use the assets. The net after-tax royalty savings are calculated for each year in the remaining economic life of the intangible asset and discounted to present value using a rate of 12% to 12.5%. The fair values assigned to the property and equipment were assigned by applying a cost approach methodology also considering both the sales comparison and income approach. Key assumptions include replacement costs, reproduction costs and trend factors.

The Company incurred acquisition-related transaction costs of \$4.0 million in connection with the Qdoba Acquisition during fiscal 2023, and incurred \$0.3 million and \$0.8 million of transformation-related costs in connection with integration activities from the reorganization of MRC affiliates post-acquisition during fiscal 2024 and 2023, respectively.

3. SALE OF RESTAURANTS

During the year ended September 29, 2024, we sold a total of 11 Qdoba company restaurants including the related property and equipment to a franchisee. In connection with the sale of these restaurants, we received aggregate consideration of approximately \$3.5 million, sold assets with a net book value of approximately \$2.6 million and disposed approximately \$1.1 million of goodwill. Additionally, we incurred \$0.6 million of transaction-related expenses and recognized a gain of \$0.3 million for the resolution of a gain contingency from a prior transaction. As a result, we recorded a \$0.5 million loss on the sale of restaurants within impairment and other charges, net in the accompanying consolidated statements of operations during fiscal 2024. The property and equipment was impaired to fair value less costs to sell prior to the completed sale when the assets were classified as held for sale during fiscal 2023.

During the year ended October 1, 2023, we sold a total of 110 Qdoba company restaurants including the related property and equipment to a total of six franchisees. In connection with the sale of these restaurants, we received aggregate consideration of approximately \$27.3 million, sold assets with a net book value of approximately \$19.8 million, disposed approximately \$9.5 million of goodwill and incurred \$0.5 million of transaction-related expenses resulting in a loss of approximately \$2.5 million, which was recorded to impairment and other charges, net within the accompanying consolidated statements of operations. The property and equipment at 73 of the 110 restaurants was impaired prior to the completed sale when the assets were classified as held for sale.

4. GOODWILL AND INTANGIBLE ASSETS

Goodwill and certain other intangible assets deemed to have indefinite useful lives are not amortized and are instead subject to annual impairment testing. Finite-lived intangible assets are amortized over their respective estimated useful lives. There were no impairments to goodwill or indefinite-lived intangible assets during the fiscal years presented within these consolidated financial statements. See Note 8, *Impairment of Long-lived Assets and Other Charges, Net* for our evaluation of long-lived assets.

Changes in the carrying amount of goodwill are as follows (*in thousands*):

Goodwill recorded in Qdoba Acquisition as of October 3, 2022	\$ 140,055
Disposal	(9,490)
Goodwill classified as held-for-sale ⁽¹⁾	(1,140)
Balance as of October 1, 2023	129,425
Activity	—
Balance as of September 29, 2024	<u>\$ 129,425</u>

(1) Goodwill classified as held-for-sale in fiscal 2023 was subsequently disposed in fiscal 2024. See Note 3, *Sale of Restaurants*, for additional information.

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Intangible Assets, net:

The carrying value of our tradename was \$167.0 million as of September 29, 2024 and October 1, 2023.

Our franchise agreements intangible asset primarily represents the fair value of the acquired franchise agreements in the Qdoba Acquisition, which is amortized over 20 years. The following table summarizes the balance of franchise agreements (*in thousands*):

	Gross Carrying Value	Accumulated Amortization	Net
Balance as of September 29, 2024:			
Franchise agreements	\$ 19,000	\$ (1,900)	\$ 17,100
Balance as of October 1, 2023:			
Franchise agreements	\$ 19,000	\$ (950)	\$ 18,050

Amortization - Amortization expense for franchise agreements was approximately \$1.0 million during fiscal 2024 and 2023. Such amount has been presented as a component of depreciation and amortization in the accompanying consolidated statements of operations. The estimated future amortization for franchise agreements intangible asset for the next five fiscal years and thereafter is as follows (*in thousands*):

Fiscal year:	
2025	\$ 950
2026	950
2027	950
2028	950
2029	950
Thereafter	12,350
Total	<u>\$ 17,100</u>

5. DEBT

Long-term debt and finance lease obligations consist of the following (*in thousands*):

	September 29, 2024	October 1, 2023
Class A-2 Notes	\$ 239,400	\$ —
Class A-1 VFN	25,000	—
Term loan	—	168,300
Delayed draw term loan	—	34,913
Revolving credit facility	—	10,000
Finance lease obligations	1,496	706
Less discount and deferred issuance costs	(12,055)	(3,708)
Total long-term debt	253,841	210,211
Less current portion of long-term debt	(50)	(1,762)
Long-term debt, net of current portion	<u>\$ 253,791</u>	<u>\$ 208,449</u>

Securitization Transaction

On November 28, 2023, the Company completed a securitization debt financing transaction (the “Securitization Transaction”). The net proceeds from the Securitization Transaction, after transaction expenses, were used to repay the previously outstanding debt balances of MRC and its subsidiaries, including accrued and unpaid interest and prepayment premiums, as well as for general corporate purposes. In connection with the Securitization Transaction, the Company formed four new Delaware limited liability companies consisting of Qdoba Funding Holdco LLC, Qdoba Funding LLC, Qdoba Franchisor LLC and Qdoba Company

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Restaurants LLC (collectively the "Securitization Entities"). The Securitization Entities are wholly-owned subsidiaries of Qdoba Restaurant Corporation. All other entities of the Company and its subsidiaries are referred to as the "Non-Securitization Entities".

In connection with the Securitization Transaction, the Company issued \$240.0 million of Series 2023-1 8.5% fixed rate senior secured notes, Class A-2 (the "Class A-2 Notes"), Series 2023-1 variable funding senior secured notes, Class A-1 with a borrowing capacity of up to \$65.0 million (the "Class A-1 VFN") and Series 2023-1 Class A-1-LR Notes with a borrowing capacity of up to \$5.9 million (the "Class A-1-LR Notes" or collectively the "Series 2023-1 Notes").

The Class A-2 Notes bear interest at 8.5% and require quarterly interest payments. Prior to the anticipated repayment date, the Class A-2 Notes require \$0.6 million of quarterly principal payments unless a non-amortization test is satisfied. During the second quarter and each quarter thereafter in fiscal 2024, the Company satisfied the non-amortization test eliminating the requirement to make quarterly principal payments during fiscal 2024. Should the non-amortization test not be satisfied in the future, then quarterly principal payments may be required in subsequent quarters. The anticipated repayment date for the Class A-2 Notes is September 14, 2028 and the legal final maturity date is September 15, 2053. The Class A-2 Notes were issued with a discount of 2.3% of the original principal amount of the Class A-2 Notes, resulting in an effective interest rate yield of 9.2%.

The Class A-1 VFN facility provides for a maximum outstanding principal amount of \$65.0 million of borrowings, and includes a \$25.0 million letter of credit subfacility and a \$10.0 million swingline subfacility. Under the provisions of the agreement governing the Class A-1 VFN, any outstanding borrowings under the Class A-1 VFN bear interest at a base rate per annum equal to the sum of (a) 3.00% plus (b) the greater of (i) the Series 2023-1 Prime Rate in effect on such day, (ii) the Federal Funds Rate in effect on such day plus 0.50% and (iii) Term SOFR for a one-month tenor in effect on such day plus 1.00%, or with respect to any Conduit Investor, an interest rate per annum equal to the sum of a commercial paper rate plus 4.00%. Additionally, the Class A-1 VFN requires us to pay a commitment fee of 0.50% per annum for unused commitments and letter of credit fees of 4.00% per annum on our outstanding non-cash collateralized letters of credit. The initial maturity date for the Class A-1 VFN is September 14, 2026. However, the Class A-1 VFN allows for two one-year extensions at the election of the Company. The legal final maturity date of the Class A-1 VFN is September 15, 2053. There was \$25.0 million of outstanding borrowings on the Class A-1 VFN, \$33.9 million of unused commitments and \$6.1 million of undrawn letters of credit outstanding as of September 29, 2024. The interest rate for the borrowings under the Class A-1 VFN was 8.99% as of September 29, 2024.

The Class A-1-LR Notes are available for certain debt service advances and collateral protection advances for the purpose of paying amounts due under the Series 2023-1 Notes. The Class A-1-LR Notes provide for an initial principal amount of up to \$5.9 million, bear interest at a rate equal to the Prime Rate plus 3.00% per annum, compounded monthly, and require us to pay a fee of 0.50% per annum for undrawn commitments. As of September 29, 2024, there were no outstanding borrowings drawn on the Class A-1-LR Notes.

The Series 2023-1 Notes are collateralized by substantially all of the assets of Issuer and collateralized by substantially all of the assets of and guaranteed by each of the Securitization Entities. The Series 2023-1 Notes are not secured, collateralized or guaranteed by the corporate parent of the Securitization Entities, nor any other Non-Securitization Entities. The assets of the Securitization Entities include substantially all of the revenue-generating assets of the Company and its subsidiaries, which principally consist of franchise-related agreements, company-operated restaurants, intellectual property and license agreements for the use of intellectual property. The Indenture requires that the Securitization Entities report and remit weekly cash flows of the Securitization Entities to the trustee of the Series 2023-1 Notes. The weekly cash flows are subject to priorities of payment that provide for the payment of funds to specific reserve accounts for debt service and other specified purposes set forth in the Indenture.

The Series 2023-1 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) maintenance of specified reserve accounts, (ii) provisions relating to optional and mandatory prepayments and the related payment of specified amounts, including specified make-whole payments in the case of the Class A-2 Notes under certain circumstances, (iii) maintenance of certain debt service coverage and leverage ratios, (iv) indemnification payments for defective or ineffective collateral, and (v) covenants relating to record keeping, access to information and similar matters. If certain covenants or restrictions are not met, the Series 2023-1 Notes are subject to accelerated repayment events and events of default. Although management does not anticipate an event of default, if any such event occurred and was not cured within any applicable cure period, the unpaid amounts outstanding could become immediately due and payable. As of September 29, 2024, we were in compliance with the covenants under our Series 2023-1 Notes.

In accordance with the Indenture, certain cash accounts have been established with the trustee for the benefit of the note holders, and are restricted in their use. As of September 29, 2024, the Company had restricted cash of \$6.0 million, which primarily represented

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cash collections and cash reserves held by the trustee to be used for payments of interest and commitment fees under the Series 2023-1 Notes.

Prior Borrowing Facilities

On October 3, 2022, MRC Intermediate, Inc. (the "Borrower") entered into a credit agreement, which provided for a \$170.0 million term loan (the "Term Loan"), a delayed draw term loan with available aggregate principal amount of borrowings of up to \$35.0 million (the "DDTL") and a revolving loan with an aggregate principal amount of borrowings of up to \$25.0 million (the "Initial Revolver" and collectively "Initial Credit Agreement").

On June 30, 2023, the Borrower entered into an amendment to the Initial Credit Agreement (the "Amended Credit Agreement"), which terminated the Initial Revolver and provided for a new revolving facility with available borrowings of up to \$40.0 million under the Revolving Credit Facility. Upon entering into the Amended Credit Agreement, the Company wrote off \$0.8 million of unamortized deferred financing fees to interest expense in the consolidated statements of operations during fiscal 2023.

In accordance with the accounting guidance for obligations resulting from joint and several liability arrangements, ASC 405-40, *Obligations Resulting from Joint and Several Liability Arrangements*, the Company recorded a liability for amounts it had borrowed under the credit facility plus any additional amount it expected to repay on behalf of the Borrower and co-obligors. As of October 1, 2023, there was \$209.5 million, net of debt issuance costs, of outstanding debt under the Amended Credit Agreement. As Qdoba was the primary source of repayment for this debt, the Company recorded a liability for the full amount of MRC Intermediate, Inc.'s outstanding borrowings, which is classified as debt (current and non-current) on the consolidated balance sheets as of October 1, 2023. Additionally, the Company recorded all other debt-related assets and liabilities of MRC, including debt issuance costs, prepaid administrative fees and accrued interest.

Deferred financing costs of \$4.3 million incurred in connection with the issuance of the Term Loan, DDTL and Revolving Credit Facility were being amortized over the remaining terms of each respective facility. The deferred financing costs related to the Term Loan Facility were recorded as a reduction of the debt balance and the deferred financing costs related to the Revolving Credit Facility were recorded in other assets in the accompanying consolidated balance sheets.

The proceeds from the issuance of the Class A-2 Notes, were used to repay the remaining principal outstanding on all outstanding indebtedness under the Amended Credit Facility. In connection with the repayment of indebtedness, we recorded a loss on early extinguishment of debt of \$7.4 million during fiscal 2024, primarily consisting of the write-off of unamortized deferred financing costs and an early repayment penalty.

Maturities of Long-term Debt

Assuming repayment by the anticipated repayment date on the Class A-2 Notes, the continued satisfaction of the Class A-2 Notes non-amortization test and exercise of the two one-year extensions available under the Class A-1 VFN, principal payments on our Series 2023-1 Notes outstanding at September 29, 2024 for each of the next five fiscal years and thereafter are as follows (*in thousands*):

Fiscal year:	
2028	\$ 264,400
Total	<u>\$ 264,400</u>

6. LEASES

The Company's material leases consist of restaurant locations and its corporate office with expiration dates through 2039. In general, the restaurant leases include a base term of 10 years, with options to extend these leases for additional periods of 5 to 20 years. The lease term is generally the minimum non-cancelable period of the lease plus one additional option period. The Company does not include option periods unless the Company determines that it is reasonably certain of exercising the option at inception or when a triggering event occurs.

The Company determines if an arrangement is a lease at inception and the right-of-use assets and lease liabilities are recognized at the lease commencement date. In determining the Company's right-of-use assets and lease liabilities, the Company applies a discount rate to the lease payments within each lease agreement. As most of the Company's lease agreements do not provide an implicit rate, the Company uses its incremental borrowing rate based on the information available at commencement date in determining the present value of future payments. The right-of-use asset also includes any lease payments made and is reduced by

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lease incentives, initial direct costs incurred and impairment of operating lease right-of-use assets and adjusted by favorable lease assets and unfavorable lease liabilities.

Some of the Company's lease agreements contain rent escalation clauses (including adjustments based on changes in indexes), rent holidays, capital improvement funding or other lease concessions. The Company recognizes rental expense on a straight-line basis based on fixed components of a lease arrangement and the Company amortizes this expense over the term of the lease beginning with the date of initial possession. Variable lease components represent amounts that are not fixed in nature and are recognized in expense as incurred. Variable lease costs include contingent rent, cost-of-living index adjustments, and payments for additional rent such as real estate taxes, insurance, and common area maintenance, which are excluded from the measurement of the lease liability.

The Company has subleased 151 properties to franchisees and other third parties where the Company remains primarily liable to the landlord for the performance of all obligations in the event that the sub-lessee does not perform its obligations under the lease. As a result of the sublease arrangements, future minimum rental commitments under operating leases will be offset by sublease amounts to be paid by the sub-lessee. In general, the terms of the sublease are similar to the terms of the master lease. The total of minimum sublease amounts to be received in the future under non-cancelable subleases is \$67.5 million as of September 29, 2024.

Sublease income which includes minimum rent, percentage rent, real estate taxes and common area maintenance is classified separately under franchise rental revenues on the consolidated statements of operations. Franchise sublease expenses which include minimum rent and percentage rent, real estate taxes and common area maintenance are classified under franchise occupancy expenses on the consolidated statements of operations. For fiscal 2024 and 2023, sublease expense includes \$0.7 million and \$1.6 million, respectively, associated with third party subleases classified separately under impairment of long-lived assets and other charges, net within the accompanying consolidated statements of operations.

The components of operating lease cost and sublease income were as follows (*in thousands*):

	Year Ended	
	September 29, 2024	October 1, 2023
Operating lease cost ⁽¹⁾	\$ 33,329	\$ 33,830
Finance lease cost:		
Amortization of right of use assets	111	64
Interest on lease liabilities	83	30
Short-term lease cost ⁽¹⁾	311	1,134
Variable lease cost ⁽¹⁾	11,018	11,362
Operating sublease income ⁽²⁾	(14,948)	(7,054)
Variable sublease income ⁽²⁾	(4,480)	(2,093)
Total lease cost	\$ 25,424	\$ 37,273

⁽¹⁾ Operating lease, short-term and variable lease costs associated with franchise and company-operated restaurants are included in "Occupancy and other", "Franchise occupancy expenses", "Selling, general and administrative expenses", and "Pre-opening costs" within our consolidated statements of operations. For our closed restaurants, these costs are included in "Impairment of long-lived assets and other charges, net".

⁽²⁾ Variable and operating sublease income are included within "Franchise rental revenues" and "Impairment of long-lived assets and other charges, net" within our consolidated statements of operations.

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The following table presents, as of September 29, 2024, estimated future minimum lease payments (*in thousands*):

	Finance Lease Liabilities	Operating Lease Liabilities	Operating Subleases
Fiscal year:			
2025	\$ 472	\$ 30,471	\$ (14,889)
2026	452	32,139	(13,454)
2027	401	33,921	(11,408)
2028	265	28,561	(8,958)
2029	219	23,402	(6,408)
Thereafter	—	66,197	(12,347)
Total lease payments	1,809	214,691	<u>\$ (67,464)</u>
Amounts representing interest	(313)	(62,113)	
Present value of lease obligations	<u>\$ 1,496</u>	<u>\$ 152,578</u>	

The following table presents supplemental information related to leases:

	September 29, 2024	October 1, 2023
Operating leases:		
Weighted average remaining lease term (in years)	7.1	7.4
Weighted average discount rate	9.8 %	10.1 %
Financing leases:		
Weighted average remaining lease term (in years)	4.5	3.5
Weighted average discount rate	9.7 %	11.5 %

Supplemental cash flow information related to leases was as follows (*in thousands*):

	Year Ended	
	September 29, 2024	October 1, 2023
Cash paid for lease liabilities:		
Operating cash flows used for operating leases	\$ 33,255	\$ 33,862
Operating cash flows used for financing leases	83	30
Financing cash flows used for financing leases	306	64
Supplemental non-cash information on lease liabilities arising from obtaining right-of-use assets:		
Right-of-use assets obtained in exchange for new operating lease obligations	\$ 18,776	\$ 5,923
Property and equipment obtained in exchange for new financing lease obligations	1,058	—

7. RELATED PARTY TRANSACTIONS

Shared Services

For fiscal 2024 and 2023, the Company provided certain shared services to MRC and its other subsidiaries including executive leadership, accounting, supply chain, human resources and other services under a shared service model. The expenses incurred by the Company have not been allocated or charged to the other entities and are recorded within the entity in which such expenses were incurred and paid. Accordingly, these consolidated financial statements may not be indicative of the results of operations that would have been achieved had the Company not been subject to such shared services arrangement. Additionally, as discussed in Note 5, *Debt*, as of October 1, 2023, the Company recorded a liability for the full amount of MRC's outstanding debt borrowings.

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Monitoring Agreement

On October 2, 2023, the Company entered into a monitoring agreement with an affiliate, Butterfly Equity, LP, to provide certain advisory services to the Company, for a fee of \$1.5 million for fiscal 2024 and \$2.0 million per annum thereafter. Pursuant to the monitoring agreement, Butterfly Equity LP, by and through its affiliates provides expertise and services in the areas of corporate management, business strategy, acquisitions, debt financing, capital structure and other matters relating to the business of the Company.

Corporate Office Sublease

During fiscal 2024, the Company entered into a sublease agreement with an affiliate of Butterfly Equity, LP to sublease a portion of its corporate office space to the affiliate. During fiscal 2024, the Company recognized \$0.7 million of sublease income, which is included within franchise rental revenues in our accompanying consolidated statements of operations.

Affiliate Transfer of Lease-related Assets and Liabilities

During fiscal 2024, an affiliate of the Company assigned and transferred the lease right-of-use assets and operating lease liabilities for four restaurant locations as well as the lease-related assets and liabilities for a subleased commissary facility. The net liability of \$2.2 million transferred to the Company during fiscal 2024 was recorded using the affiliate's historical carrying values of the assets and liabilities.

Intercompany Receivables

As of October 1, 2023, the Company had \$228.9 million of amounts to due from MRC Intermediate, Inc. Of these receivables, \$41.7 million pertained to funding the Company's operations and \$187.2 million related to the pushdown of debt due to joint and several liability arrangements. See Note 5, *Debt*, for further discussion.

During fiscal 2024, the Company made a distribution of \$225.3 million to parent, which was used to repay in full all parent debt obligations that were previously pushed down to the Company due to joint and several liability obligations. Additionally, the Company forgave \$5.4 million of intercompany receivables from an affiliate during fiscal 2024. Furthermore, during fiscal 2024, the Company settled all other remaining intercompany receivables through additional paid-in capital as the Company considered the net settlement a permanent capital contribution. Following the above transactions and as of September 29, 2024, there were zero intercompany receivables from affiliates.

8. IMPAIRMENT OF LONG-LIVED ASSETS AND OTHER CHARGES, NET

Impairment of long-lived assets and other charges, net in the accompanying consolidated statements of operations is comprised of the following (*in thousands*):

	Year Ended	
	September 29, 2024	October 1, 2023
Restaurant impairment charges.....	\$ 2,122	\$ 4,376
Losses on disposition of property and equipment, net.....	1,547	850
Losses on sale of company restaurants ⁽¹⁾	502	2,496
Costs of closed restaurants and other.....	491	444
Write-off of intangible assets and liabilities ⁽²⁾	8	78
	<u>\$ 4,670</u>	<u>\$ 8,244</u>

⁽¹⁾ Refer to Note 3, *Sale of Restaurants*

⁽²⁾ Includes the write-off or remeasurement of operating lease right-of-use assets

Restaurant impairment charges

The Company evaluates long-lived assets, including property and equipment and operating lease right-of-use assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Impairment evaluations for individual restaurants take into consideration a restaurant's operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all Level 3 Inputs. If the assets of a restaurant subject to our impairment evaluation are not recoverable based upon the forecasted, undiscounted cash flows, the Company will recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

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The year ended September 29, 2024, includes non-cash impairment charges of \$2.1 million for nine underperforming company restaurants based on estimates of future recoverable cash flows.

The year ended October 1, 2023, includes non-cash impairment charges of \$3.7 million for 84 company restaurants that were held for sale and written down to fair value less costs to sell as well as \$0.7 million for eight underperforming company restaurants based on estimates of future recoverable cash flows. See Note 3, *Sale of Restaurants*, for additional details.

Costs of closed restaurants and other

Costs of closed restaurants and other primarily include impairment charges as a result of the Company's decision to close restaurants, ongoing costs associated with closed restaurants and canceled project costs.

9. EMPLOYEE RETIREMENT PLAN

Effective January 1, 2019, we established a 401(k) plan that allows employees to participate who meet certain age and minimum service hour requirements. Under the current 401(k) plan the Company provided matching contributions that totaled \$0.9 million and \$0.8 million for fiscal 2024 and 2023, respectively.

10. INCOME TAXES

Income tax expense consists of the following (*in thousands*):

	Year Ended	
	September 29, 2024	October 1, 2023
Current:		
Federal	\$ —	\$ —
State	25	94
Foreign	123	103
	<u>148</u>	<u>197</u>
Deferred:		
Federal	1,134	115
State	(173)	130
	<u>961</u>	<u>245</u>
Income tax expense from continuing operations	<u>\$ 1,109</u>	<u>\$ 442</u>
Income tax (benefit) from discontinued operations	\$ (70)	\$ —

The following table provides a reconciliation from the U.S. federal statutory corporate income tax rate (the “Federal Rate”) to the effective income tax rate, as a percentage of loss from continuing operations and before income taxes:

	Year Ended	
	September 29, 2024	October 1, 2023
Income tax at the Federal Rate	21.0 %	21.0 %
State income taxes, net of federal benefit	0.8	(2.9)
Interest expense	(13.4)	(20.9)
Valuation allowance	(11.5)	7.9
Goodwill	(1.0)	(7.2)
Impact of change in state tax rate and prior year adjustments	(0.1)	0.2
Impact of tax credits	1.0	1.8
Other	(2.8)	(2.0)
	<u>(6.0)%</u>	<u>(2.1)%</u>

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The tax effects of net operating losses and temporary differences that give rise to significant portions of deferred income tax assets and deferred income tax liabilities are presented below *(in thousands)*:

	September 29, 2024	October 1, 2023
Deferred income tax assets:		
Operating lease liabilities	\$ 38,258	\$ 38,121
Tax loss and tax credit carryforwards	30,642	31,625
Disallowed interest carryforward	21,447	16,319
Deferred revenue	2,768	2,328
Accrued incentive compensation	1,220	1,483
Other reserves and allowances	831	582
Other, net	377	574
Valuation allowance	(13,282)	(9,735)
Total deferred income tax assets	<u>82,261</u>	<u>81,297</u>
Deferred income tax liabilities:		
Intangible assets	(48,583)	(47,684)
Operating lease right-of-use assets	(38,134)	(39,243)
Property and equipment	(6,746)	(5,090)
Other, net	(408)	—
Total deferred income tax liabilities	<u>(93,871)</u>	<u>(92,017)</u>
Deferred income tax liabilities, net	<u>\$ (11,610)</u>	<u>\$ (10,720)</u>

Deferred income tax liabilities, net are included within long-term liabilities in the accompanying consolidated balance sheets. Deferred income tax assets as of September 29, 2024 include federal net operating loss carryforwards ("NOLs") with an indefinite carryforward period of approximately \$101.7 million and federal net operating loss carry-forwards of \$12.2 million with expirations starting in 2039, state net operating loss carryforwards of \$113.9 million with expirations ranging from 2024 to 2040, and immaterial foreign net operating loss carryforwards. We have considered the implications of IRC Section 382, which pose limitations on NOLs following an ownership change and do not believe our NOLs are at risk of limitation. Further, as a result of the Tax Act any NOLs generated in the current fiscal year and future fiscal years will maintain an indefinite carryforward period, limited to 80% of taxable income.

We regularly assess the need for a valuation allowance related to our deferred income tax assets, which includes consideration of both positive and negative evidence related to the likelihood of realization of such deferred income tax assets to determine, based on the weight of the available evidence, whether it is more-likely-than-not that some or all of our deferred tax assets will not be realized. In our assessment, we consider recent financial operating results, projected future taxable income, the reversal of existing taxable differences and tax planning strategies. During the prior fiscal years, we concluded that it was not more likely than not that a portion of our deferred income tax assets would be realized. As of the fiscal year ended September 29, 2024, we reassessed the realizability of our deferred tax assets and continue to believe that a portion of our deferred income tax assets will not be realizable. As such, we continue to provide a valuation allowance on federal and state NOLs, and other net deferred income tax assets that have a limited life and are not supportable by indefinite-lived intangibles deferred tax liability sourced income as of September 29, 2024. As of September 29, 2024 and October 1, 2023, the Company's valuation allowance was \$13.3 million and 9.7 million, respectively.

The Company will be included in the consolidated tax return of MRC Parent, Inc. The Company calculated the provision for income taxes by using a "separate return" method. Under this method, the Company is assumed to file a separate return with the tax authority, thereby reporting taxable income or loss and paying the applicable tax to or receiving the appropriate refund from MRC Parent, Inc. The current provision is the amount of tax payable or refundable on the basis of a hypothetical, current-year separate return. We provide deferred taxes on temporary differences and on any carryforwards that we could claim on our hypothetical return and assess the need for a valuation allowance on the basis of our projected separate return results.

From time to time, we may take positions for filing our tax returns which may differ from the treatment of the same item for financial reporting purposes. The ultimate outcome of these items will not be known until the Internal Revenue Service or state

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completes an examination or until the statutes of limitations have expired. As of September 29, 2024 and October 1, 2023, the Company has no gross unrecognized tax benefits associated with uncertain income tax positions.

The major jurisdictions in which the Company files income tax returns include the United States and states in which we operate that impose an income tax. The federal statute of limitations have expired for fiscal years 2017 and prior.

11. SHARE-BASED COMPENSATION

Profits Interest Units

The Company's ultimate parent entity, New MRC Holdings, LLC ("New MRC LLC"), offers profit interest units ("PIU") to attract, retain and motivate key members of the Company's management team and non-employee directors. The PIUs represent Class E Units in New MRC LLC and provide the holders the opportunity to share in the increase in the value of parent equity above a specified threshold equity value. Following the Qdoba Acquisition and during fiscal 2024 and 2023, New MRC LLC granted a total of 40.9 and 204.5 PIUs, respectively, to certain Qdoba employees and board members.

The following table provides a summary of the Company's PIU activity for the year ended September 29, 2024:

	Number of Time Vesting PIUs	Number of Performance Vesting PIUs	Weighted Average Grant Date Fair Value
Profit interest units as of October 1, 2023	76.6	113.7	\$ 95,536
Granted	16.4	24.5	52,193
Forfeited	(4.2)	(7.7)	93,507
Outstanding profit interest units as of September 29, 2024	88.8	130.5	87,563
Vested profit interest units as of September 29, 2024	18.9	—	

A portion of the PIUs are subject to time vesting conditions and vest at the end of each 12-month period from the vesting commencement date, generally ranging from four to five years. These PIUs will also vest immediately upon a change in control event. Management recognizes compensation cost pertaining to the time-vesting PIUs ratably over the requisite service period. A portion of the PIUs contain performance and market conditions that are subject to achieving a specific return on invested capital. Since the achievement of the required multiple of invested capital is unlikely without the occurrence of a liquidity or change in control event, the performance condition is not probable and no compensation cost will be recorded for these PIUs until a change in control or liquidity event is probable of occurrence. During fiscal 2024 and 2023, the Company recognized total share-based compensation expense for the PIUs of \$1.7 million and \$1.5 million, respectively, which is recorded in selling, general and administrative expense in the consolidated statements of operations.

The grant date fair value of the PIUs during fiscal 2024 and 2023 were estimated using a Monte Carlo simulation model, which incorporated the following weighted-average assumptions:

	September 29, 2024	October 1, 2023
Risk-free interest rate	4.7 %	3.6 %
Expected life of profit interest units	3.6 years	4.7 years
Expected volatility	60 %	60 %
Expected dividend yield	— %	— %
Discount for lack of marketability	25 %	25 %
Weighted-average grant date fair value	\$ 52,193	\$ 95,404

The risk-free interest rate is based on the U.S. Treasury securities for the appropriate expected term of the Company's PIUs. The expected term represents the period of time the PIUs are expected to be outstanding. The expected volatility is based on an analysis of guideline public companies' historical volatility. The expected dividend yield is zero based on the Company's expectations of future dividend payouts at the grant date. A discount for lack of marketability is derived using a Finnerty model assuming the same expected term, dividend yield and volatility shown above.

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As of September 29, 2024, there was approximately \$4.7 million of total unrecognized compensation expense related to time-vested PIUs that is expected to be recognized over 2.7 years. As of September 29, 2024, there was approximately \$11.3 million of total unrecognized compensation expense related to the performance vesting PIUs, which will be recognized when it is probable a liquidity event or change in control event will occur. The Company recognizes forfeitures as a reduction of expense as they occur.

12. REVENUE

Nature of products and services

The Company derives revenue from retail sales at company-operated restaurants and rental revenue, royalties, advertising, and franchise and other fees from franchise restaurants.

Our franchise arrangements generally provide for an initial franchise fee per restaurant for a 10 year term, and generally require that franchisees pay royalty and marketing fees based upon a percentage of gross sales, as well as supply chain and technology fees.

Contract liabilities

Contract liabilities consist of deferred revenue resulting from initial franchise and development fees received from franchisees for new restaurant openings or new franchise terms, which are recognized over the franchise term. The Company classifies these contract liabilities within accrued liabilities and other long-term liabilities in our consolidated balance sheets.

A summary of significant changes in contract liabilities is presented below (*in thousands*):

	September 29, 2024	October 1, 2023
Deferred franchise and development fees at beginning of year.....	\$ 7,742	\$ 3,418
Revenue recognized.....	(906)	(470)
Additions.....	2,642	4,794
Deferred franchise and development fees at end of year.....	<u>\$ 9,478</u>	<u>\$ 7,742</u>

As of September 29, 2024, approximately \$3.2 million of development fees related to unopened restaurants are included in deferred revenue. Timing of revenue recognition for development fees related to unopened restaurants is dependent upon the timing of restaurant openings and are recognized over the franchise term commencing on the date of opening.

The following table reflects the estimated franchise fees to be recognized in the future related to performance obligations that are unsatisfied as of September 29, 2024 (*in thousands*):

Fiscal year:	
2025	\$ 783
2026	777
2027	769
2028	751
2029	708
Thereafter	2,466
Total	<u>\$ 6,254</u>

The Company has applied the optional exemption, as provided for under ASC Topic 606, *Revenue from Contracts with Customers*, which allows us to not disclose the transaction price allocated to unsatisfied performance obligations when the transaction price is a sales-based royalty.

13. CONTINGENCIES AND LEGAL MATTERS

Legal matters

We assess contingencies, including litigation contingencies, to determine the degree of probability and range of possible loss for potential accrual in our consolidated financial statements. An estimated loss contingency is accrued in the consolidated financial statements if it is probable that a liability has been incurred and the amount of the loss can be reasonably estimated. Because litigation is inherently unpredictable, assessing contingencies is highly subjective and requires judgment about future events. When evaluating litigation contingencies, we may be unable to provide a meaningful estimate due to a number of factors, including the procedural status of the matter in question, the availability of appellate remedies, insurance coverage related to the claim or claims in question, the presence of complex or novel legal theories and the ongoing discovery and development of information important to the matter. In addition, damage amounts claimed in litigation against us may be unsupported, exaggerated or unrelated to possible outcomes and as such are not meaningful indicators of our potential liability or financial exposure. We regularly review contingencies to determine the adequacy of the accruals and related disclosures. The ultimate amount of loss may differ from these estimates.

We are subject to normal and routine litigation brought by former, current or prospective employees, customers, franchisees, landlords, vendors and others. We intend to defend ourselves in any such matters. We believe that the ultimate determination of liability in connection with legal claims pending against us, if any, in excess of amounts already provided for such matters in the consolidated financial statements, will not have a material adverse effect on our business, our results of operations, liquidity or financial position; however, it is possible that our business, results of operations, liquidity or financial condition could be materially affected in a particular future reporting period by the unfavorable resolution of one or more matters or contingencies during such period.

Lease guarantees

In connection with the sale of certain restaurants to franchisees, the Company remains contingently liable for a total of 10 leases as a de facto guarantor or otherwise under the lease agreements, including potential option periods. If the franchisees fail to meet their obligations under these lease agreements, the Company could be required to make lease and other related payments for the remaining contractual term of the leases. Should the Company be required to make any lease payments under these lease agreements, the maximum amount of undiscounted rent payments we could be required to make is \$6.3 million as of September 29, 2024. The lease terms extend for a maximum of 17 years as of September 29, 2024 and we would remain contingently liable for the leases in the event the leases are extended for any established renewal periods. All restaurants were operating as of September 29, 2024. The Company has not recorded a liability for these guarantees as we believe the likelihood of making any future payments is remote.

Commitments

The Company enters into various purchase obligations in the ordinary course of business, generally of a short-term nature. Those that are binding primarily relate to commitments for food and packaging, information technology contracts and marketing obligations related to system-wide restaurant operations. The Company's future estimated cash payments under existing contractual purchase obligations for goods and services as of September 29, 2024 are approximately \$60.2 million. These contracts have terms extending through the end of fiscal year 2028. The Company has excluded agreements that are cancellable without penalty.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

14. SUPPLEMENTAL CASH FLOW INFORMATION *(in thousands)*

	Year Ended	
	September 29, 2024	October 1, 2023
Cash paid during the year for:		
Income taxes	\$ 155	\$ 55
Interest	17,925	58
Non-cash investing and financing transactions:		
Accrued property and equipment purchases	\$ 3,566	\$ 970
Assignment of long-term debt from parent ⁽¹⁾	—	205,000
Parent principle repayments on debt ⁽¹⁾	(203,213)	—
Parent prepayment premium and debt prepayment costs ⁽¹⁾	(2,121)	—
Forgiveness of affiliate receivable	5,428	—
Parent borrowing under revolving credit facility ⁽¹⁾	7,000	12,000
Parent repayment of borrowing under revolving credit facility ⁽¹⁾	(17,000)	(2,000)
Parent payment of principal of long-term debt ⁽¹⁾	—	(1,787)
Assignment of debt issuance costs from parent ⁽¹⁾	—	(6,634)

⁽¹⁾ Refer to discussion of the pushdown of debt from the Company's parent under joint and several liability arrangements in Note 5, *Debt*.

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

15. SUPPLEMENTAL CONSOLIDATED BALANCE SHEET INFORMATION *(in thousands)*

	<u>September 29, 2024</u>	<u>October 1, 2023</u>
Accounts and other receivables, net:		
Credit card receivables	\$ 2,679	\$ 2,626
Trade receivables	1,912	2,792
Unbilled franchise revenue	1,716	1,076
Delivery services receivables	809	761
Other receivables	3,060	2,106
Allowance for credit losses	(463)	(29)
	<u>\$ 9,713</u>	<u>\$ 9,332</u>
Prepaid expenses:		
Prepaid insurance	\$ 1,711	\$ 1,942
Prepaid maintenance and subscriptions	1,009	1,077
Prepaid rent	789	661
Other	1,142	936
	<u>\$ 4,651</u>	<u>\$ 4,616</u>
Property and equipment:		
Buildings and leasehold improvements	\$ 46,622	\$ 32,858
Restaurant and other equipment	34,272	26,155
Construction in progress	4,364	2,788
	85,258	61,801
Less accumulated depreciation and amortization	(19,659)	(9,789)
Property and equipment, net	<u>\$ 65,599</u>	<u>\$ 52,012</u>
Accrued liabilities:		
Payroll and benefits	\$ 11,360	\$ 12,778
Legal and professional services	3,521	7,045
Gift card liability	2,689	2,758
Sales and property taxes	1,848	1,463
Deferred franchise and development fees	1,602	1,297
Capital improvements	1,468	3,752
Accrued interest	1,020	816
Marketing loyalty liability	607	697
Other	3,437	3,353
	<u>\$ 27,552</u>	<u>\$ 33,959</u>
Other long-term liabilities:		
Deferred franchise and development fees, long term	\$ 7,876	\$ 6,445
Other	303	506
	<u>\$ 8,179</u>	<u>\$ 6,951</u>

QUIDDITCH ACQUISITION, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

16. SUBSEQUENT EVENTS

The Company has evaluated subsequent events from the balance sheet date through December 20, 2024, the date on which these consolidated financial statements were available to be issued.

Purchase of Restaurants

On November 26, 2024, the Company purchased four restaurants including the related property and equipment from a franchisee for a purchase price of \$3.8 million. Due to the proximity of timing of this acquisition to the issuance of these consolidated financial statements, it was impracticable to allocate a preliminary purchase price allocation for the purchase of restaurants.

Sale of Restaurants

On December 11, 2024, the Company entered into an asset purchase agreement to sell three company restaurants to a new franchisee for zero consideration. As of the issuance of these consolidated financial statements, the sale had not yet completed.

QUIDDITCH ACQUISITION, INC.

CONSOLIDATED FINANCIAL STATEMENTS



**As of October 2, 2022 and October 3, 2021
and for the three fiscal years ended October 2, 2022**



KPMG LLP
Suite 1100
4655 Executive Drive
San Diego, CA 92121-3132

Independent Auditors' Report

The Board of Directors
Quidditch Acquisition, Inc. and subsidiaries:

Opinion

We have audited the consolidated financial statements of Quidditch Acquisition, Inc. and subsidiaries (the Company), which comprise the consolidated balance sheets as of October 2, 2022 and October 3, 2021, and the related consolidated statements of operations, stockholder's (deficit) equity, and cash flows for the years ended October 2, 2022, October 3, 2021, and September 27, 2020, 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 October 2, 2022 and October 3, 2021, and the results of its operations and its cash flows for the years ended October 2, 2022, October 3, 2021, and September 27, 2020, in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (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 audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

The Company has changed its method of accounting for revenue as of September 28, 2020 due to the adoption of Accounting Standards Codification Topic 606, *Revenue from Contracts with Customers*. Our opinion is not modified with respect to this matter.

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 U.S. generally accepted accounting principles, 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 that the consolidated financial statements are 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 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 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.

KPMG LLP

San Diego, California
December 21, 2022

QUIDDITCH ACQUISITION, INC.
CONSOLIDATED BALANCE SHEETS
(In thousands, except shares and par values)

	October 2, 2022	October 3, 2021
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 13,183	\$ 29,059
Accounts and other receivables, net	9,197	8,490
Inventories	3,152	3,234
Prepaid expenses	5,746	5,802
Other current assets	162	68
Total current assets	31,440	46,653
Property and equipment, net	83,270	90,990
Intangible assets, net	12,315	13,808
Tradename	91,000	91,000
Goodwill	63,326	63,343
Other assets	1,621	2,321
Total assets	<u>\$ 282,972</u>	<u>\$ 308,115</u>
LIABILITIES AND STOCKHOLDER'S DEFICIT		
Current liabilities:		
Current portion of long-term debt, including \$104 as of October 2, 2022 and October 3, 2021 outstanding with Quidditch Topco, L.P.	\$ 2,255	\$ 2,287
Accounts payable	15,613	16,923
Accrued liabilities	36,988	29,237
Total current liabilities	54,856	48,447
Long-term debt, net of current portion including \$9,811 as of October 2, 2022 and \$9,916 as of October 3, 2021 outstanding with Quidditch Topco, L.P.	230,609	230,163
Deferred income tax liabilities, net	6,809	6,609
Other long-term liabilities	24,535	27,933
Total liabilities	316,809	313,152
Commitments and contingencies (Notes 4, 5 and 11)		
Stockholder's deficit:		
Common stock (\$0.01 par value, 1,000 shares authorized, issued and outstanding as of October 2, 2022 and October 3, 2021)	—	—
Additional paid-in capital	137,473	137,208
Accumulated deficit	(171,310)	(142,245)
Total stockholder's deficit	(33,837)	(5,037)
Total liabilities and stockholder's deficit	<u>\$ 282,972</u>	<u>\$ 308,115</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(In thousands)

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Revenues:			
Company restaurant sales	\$ 436,293	\$ 424,962	\$ 389,455
Franchise revenue	27,367	21,560	18,701
Franchise advertising contributions	7,012	5,168	—
Other	5,601	3,369	1,057
Total revenues	<u>476,273</u>	<u>455,059</u>	<u>409,213</u>
Operating costs and expenses, net:			
Company restaurant costs:			
Food and packaging	132,591	126,745	118,119
Payroll and employee benefits	130,685	127,966	117,947
Occupancy and other	110,304	111,469	101,555
Total company restaurant costs (excluding depreciation and amortization)	373,580	366,180	337,621
Pre-opening costs	267	160	221
Depreciation and amortization	17,128	17,989	19,777
Franchise advertising expenses	7,012	5,168	—
Selling, general and administrative expenses	64,435	58,707	54,084
Impairment of goodwill	—	—	13,090
Impairment of tradename	—	—	24,000
Impairment of long-lived assets and other charges, net	12,747	11,341	17,492
Transaction and transformation-related costs	5,185	800	2,240
Total operating costs and expenses, net	<u>480,354</u>	<u>460,345</u>	<u>468,525</u>
Losses from operations	(4,081)	(5,286)	(59,312)
Interest expense, net	24,755	24,618	22,431
Losses from continuing operations and before income taxes	(28,836)	(29,904)	(81,743)
Income tax expense (benefit)	251	221	(7,359)
Losses from continuing operations	(29,087)	(30,125)	(74,384)
Earnings (losses) from discontinued operations, net of income taxes	22	(24)	(231)
Net losses	<u>\$ (29,065)</u>	<u>\$ (30,149)</u>	<u>\$ (74,615)</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC.
CONSOLIDATED STATEMENTS OF STOCKHOLDER'S (DEFICIT) EQUITY
(In thousands, except shares)

	Common Stock		Additional Paid-in Capital	Accumulated Deficit	Total Stockholder's (Deficit) Equity
	Shares	Amount			
Balance as of September 29, 2019	1,000	\$ —	\$ 136,536	\$ (36,281)	\$ 100,255
Share-based compensation expense	—	—	372	—	372
Net losses	—	—	—	(74,615)	(74,615)
Balance as of September 27, 2020	1,000	—	136,908	(110,896)	26,012
Adjustment for adoption of new revenue recognition standard	—	—	—	(1,200)	(1,200)
Share-based compensation expense	—	—	300	—	300
Net losses	—	—	—	(30,149)	(30,149)
Balance as of October 3, 2021	1,000	—	137,208	(142,245)	(5,037)
Share-based compensation expense	—	—	265	—	265
Net losses	—	—	—	(29,065)	(29,065)
Balance as of October 2, 2022	1,000	\$ —	\$ 137,473	\$ (171,310)	\$ (33,837)

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In thousands)

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Cash flows from operating activities:			
Net losses	\$ (29,065)	\$ (30,149)	\$ (74,615)
Adjustments to reconcile net losses to net cash provided by (used in) operating activities:			
Depreciation and amortization	17,128	17,989	19,777
Amortization of favorable and unfavorable leases	(196)	(586)	(411)
Amortization of deferred financing costs and discount on long-term debt ..	3,124	3,110	2,714
Deferred income taxes	200	110	(7,693)
Share-based compensation expense	265	300	372
Losses on disposition and sale of assets	6,924	1,140	911
Impairment of goodwill	—	—	13,090
Impairment of tradename	—	—	24,000
Impairment of long-lived assets and other charges, net	4,873	9,755	16,468
Changes in operating assets and liabilities:			
Accounts and other receivables	(686)	(1,138)	1,746
Inventories	82	(422)	158
Prepaid expenses and other current assets	(100)	(3,273)	(476)
Due to Jack in the Box	—	—	(205)
Accounts payable	(1,871)	6,399	1,969
Accrued liabilities	5,105	(6,503)	7,814
Other assets and long-term liabilities	(3,285)	(3,248)	2,291
Cash flows provided by (used in) operating activities	<u>2,498</u>	<u>(6,516)</u>	<u>7,910</u>
Cash flows from investing activities:			
Purchases of property and equipment	(16,254)	(16,153)	(14,345)
Proceeds from the sale of property and restaurants	142	1,239	911
Other	31	44	589
Cash flows used in investing activities	<u>(16,081)</u>	<u>(14,870)</u>	<u>(12,845)</u>
Cash flows from financing activities:			
Proceeds from issuance of debt	—	—	53,450
Proceeds from revolving credit facility	—	—	34,000
Repayment of revolving credit facility	—	—	(34,000)
Principal repayments on debt	(2,293)	(2,866)	(12,201)
Payment of deferred financing costs	—	—	(1,379)
Cash flows (used in) provided by financing activities	<u>(2,293)</u>	<u>(2,866)</u>	<u>39,870</u>
Net (decrease) increase in cash and cash equivalents	(15,876)	(24,252)	34,935
Cash and cash equivalents at beginning of period	29,059	53,311	18,376
Cash and cash equivalents at end of period	<u>\$ 13,183</u>	<u>\$ 29,059</u>	<u>\$ 53,311</u>

See accompanying notes to consolidated financial statements.

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Quidditch Acquisition, Inc. through its wholly-owned subsidiaries owns, operates and franchises Qdoba fast-casual Mexican restaurants. Quidditch Acquisition, Inc. (the "Company"), a Delaware corporation, was formed on December 13, 2017 by funds affiliated with or controlled by Apollo Global Management, LLC ("Apollo") in connection with the acquisition of Qdoba Restaurant Corporation ("Qdoba") from its former owner, Jack in the Box Inc. ("Jack in the Box"). The acquisition of Qdoba from Jack in the Box (the "Qdoba Acquisition") closed on March 21, 2018 for a purchase price of \$300.2 million, including net purchase price adjustments. References to "we," "us" and "our" relate to Quidditch Acquisition, Inc. and its direct and indirect subsidiaries.

The Company operates its business as one operating and reportable segment. As of October 2, 2022, the Qdoba system included 733 restaurants in 44 states, the District of Columbia, Puerto Rico and Canada.

	October 2, 2022	October 3, 2021
Company.....	286	333
Franchise.....	447	406
Total system.....	<u>733</u>	<u>739</u>

Modern Restaurant Concepts Merger

On August 7, 2022, Quidditch Topco, Inc., the Company's indirect parent, and Quidditch Topco, L.P., entered into an Agreement and Plan of Merger (the "Merger Agreement") with Modern Restaurant Concepts Holdings, LLC, a Delaware limited liability company and Dorado Merger Sub, Inc., a Delaware corporation ("Merger Sub"), whereby Merger Sub will merge with and into Quidditch Topco, Inc., with Quidditch Topco, Inc. continuing as the surviving entity and becoming a wholly-owned subsidiary of MRC Intermediate, Inc. ("MRC") (the "MRC Merger"). Modern Restaurant Concepts Holdings, LLC, MRC and Merger Sub are affiliates of Butterfly Equity LP. The MRC Merger closed on October 3, 2022, which is the first day of the company's fiscal year ending on October 1, 2023.

The base purchase price consideration in the Merger Agreement of \$330.0 million is subject to adjustments for closing net working capital and indebtedness as well as contingent consideration that may be earned by the seller of up to \$70.0 million based on the Company's performance of Adjusted EBITDA for the trailing-13 fiscal periods ending on April 16, 2023, as specified within the Merger Agreement. In connection with the MRC Merger, all existing indebtedness for borrowed money under our Senior Facilities and First Priority Notes (each as defined in Note 4, Debt), was fully repaid and/or redeemed, and all liens and commitments with respect to such indebtedness were terminated. The MRC Merger was funded with equity and indebtedness, including a \$170.0 million term loan borrowing and a \$2.0 million revolver borrowing pursuant to a credit facility (the "MRC Credit Facility") by and amongst MRC, MRC's parent guarantor and MRC's wholly-owned domestic subsidiaries, including Quidditch Acquisition Inc. and its subsidiaries. The MRC Credit Facility consists of a \$170.0 million term loan, a \$35.0 million delayed draw term loan and a \$25.0 million revolving credit facility, all of which mature on October 3, 2028.

Basis of Presentation

Basis of Consolidation - The accompanying consolidated financial statements include the accounts of the Company and its wholly owned subsidiaries. All significant intercompany accounts and transactions have been eliminated in consolidation. The consolidated financial statements have been prepared in conformity with generally accepted accounting principles in the United States ("GAAP").

Fiscal Year - The Company and Qdoba operate on a 52-week or 53-week fiscal year that ends on the Sunday closest to September 30. The fiscal year ended October 2, 2022 is referred to herein as fiscal 2022 or the year ended October 2, 2022. The fiscal year ended October 3, 2021 is referred to herein as fiscal 2021 or the year ended October 3, 2021. The fiscal year ended September 27, 2020 is referred to herein as fiscal 2020 or the year ended September 27, 2020. Fiscal 2022 and 2020 each contain 52 weeks, where as fiscal 2021 contains 53 weeks.

Discontinued Operations - In fiscal 2013, Qdoba closed 62 restaurants. The decision to close these restaurants was based on a comprehensive analysis that took into consideration levels of return on investment and other key operating performance metrics. Since the closed locations were not predominantly located near those remaining in operation, the majority of cash flows and sales lost from these closures was not expected to be recovered. In addition, no ongoing involvement or significant direct cash flows from the closed restaurants was anticipated. Therefore, in accordance with the provisions of the Financial Accounting Standards Board ("FASB") authoritative guidance on the presentation of financial statements, the results of operations for these restaurants are reported as discontinued operations for all periods presented. Unless otherwise noted, amounts and disclosures throughout these

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

notes to the consolidated financial statements relate to continuing operations. As of October 2, 2022, all leases for these closed restaurants had expired.

COVID-19 Pandemic

The ongoing global pandemic of the COVID-19 virus and its variants ("COVID-19 pandemic") have had a significant impact on the restaurant industry. Our business has been adversely affected by the COVID-19 pandemic in varying degrees and times through temporarily closed restaurants, reduced operating hours, disruption in our supply chain and shortages in the labor required to operate our restaurants. We believe that we will continue to successfully navigate any residual challenges associated with the COVID-19 pandemic given our investments in our off-premise and digital channels and the consumer demand for our brand.

The ongoing effects of COVID-19 and its variants, along with other geopolitical and macroeconomic events could lead to further capacity restrictions, wage inflation, staffing challenges, product cost inflation and disruptions in the supply chain that impact our restaurants' ability to obtain the products needed to support our operations. We continue to monitor the situation across jurisdictions and have a team internally focused on governmental compliance and health and safety compliance procedures.

Summary of Significant Accounting Policies

Cash and cash equivalents - For purposes of reporting cash and cash equivalents, all highly liquid investment instruments with an original maturity of three months or less are considered cash equivalents.

Accounts and other receivables, net is primarily comprised of receivables from franchisees, credit card processors, third-party delivery companies, landlords and tenants. Franchisee receivables primarily include royalties and marketing fees associated with franchise agreements. Tenant receivables relate to subleased properties where we are on the master lease agreement. Landlord receivables generally consist of tenant improvement allowances related to new restaurant openings and remodels. The allowance for doubtful accounts is based on historical experience and a review of existing receivables.

Inventories consist principally of food, packaging and supplies and are valued at the lower of cost or net realizable value on a first-in, first-out basis.

Deferred financing costs are capitalized and amortized as a component of interest expense over the terms of the respective financing arrangements. The deferred financing costs related to the first lien term loan facility (the "Term Loan Facility") and \$35.0 million of 11.25% first-priority senior secured notes due 2025 (the "First Priority Notes") are recorded as a reduction of the debt balance in the accompanying consolidated balance sheets. The deferred financing costs related to the first lien revolving credit facility (the "Revolving Credit Facility") are recorded in other assets in the accompanying consolidated balance sheets.

Assets Held for Sale - The Company classifies assets as held for sale and ceases depreciation when there is a plan for disposal within the next year and those assets meet the held for sale criteria. Assets held for sale are included in other current assets in the accompanying consolidated balance sheets. There were no assets held for sale as of October 2, 2022 and October 3, 2021.

Transaction and Transformation-related Costs - We incurred transaction costs of \$5.2 million during the year ended October 2, 2022 in connection with the sale of the Company. We incurred transaction costs of \$0.8 million and \$2.0 million during the years ended October 3, 2021 and September 27, 2020, respectively, in connection with the potential sale of the Company. We incurred transformation-related costs of \$0.2 million for the year ended September 27, 2020, which represent the direct costs incurred in connection with the separation of Qdoba from Jack in the Box primarily consisting of legal, accounting, consulting and software implementation costs. We did not incur any transformation-related costs for the years ended October 2, 2022 and October 3, 2021.

Property and equipment, net - Expenditures for new facilities and equipment and those that substantially increase the useful lives of the property, are capitalized. Maintenance and repairs are expensed as incurred. When property and equipment are retired or otherwise disposed of, the related cost and accumulated depreciation are removed from the accounts and gains or losses on the dispositions are reflected in results of operations.

Buildings, equipment and leasehold improvements are depreciated using the straight-line method based on the estimated useful lives of the assets over the initial lease term for certain assets acquired in conjunction with the lease commencement for leased properties, or the remaining lease term for certain assets acquired after the commencement of the lease for leased properties. In certain situations, one or more option periods may be used in determining the depreciable lives of assets related to leased properties if we deem that an economic penalty would be incurred otherwise. In either circumstance, our policy requires lease term consistency when calculating the depreciation period, in classifying the lease and in computing straight-line rent expense. Depreciation expense

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

related to property and equipment was \$16.9 million, \$17.7 million and \$19.5 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

The estimated useful lives for property and equipment are:

	<u>Estimated Useful Lives</u>
Building and leasehold improvements	Shorter of lease term or estimated useful life, not to exceed 20 years
Restaurant and other equipment	3 to 15 years

Impairment of long-lived assets - We evaluate our long-lived assets, including property and equipment, favorable leases and definite-lived intangible assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Long-lived assets are grouped and evaluated for impairment at the lowest level for which there are identifiable cash flows that are independent of the cash flows of other groups of assets, which is generally at the individual restaurant for our restaurant-level assets. Impairment evaluations for individual restaurants take into consideration a restaurant's operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all significant unobservable inputs ("Level 3 Inputs"). If it is determined that the carrying amounts of long-lived assets are not recoverable, we recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

Refer to Note 7, *Impairment of Long-Lived Assets and Other Charges, Net*, for additional information.

Goodwill and intangible assets - Goodwill is the excess of the purchase price over the fair value of identifiable net assets acquired, if any. Upon the sale of restaurants to franchisees, goodwill is decremented. The amount of goodwill written-off is determined as the fair value of the reporting unit disposed of as a percentage of the fair value of the reporting unit retained. Goodwill is evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances lead to a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of a reporting unit is less than its carrying amount, we perform a single-step impairment test of goodwill. To perform our impairment analysis, we estimate the fair value of the reporting unit using Level 3 Inputs and compare it to the carrying value of the reporting unit. If the carrying value exceeds the fair value of the reporting unit, an impairment loss is recognized equal to the excess.

Intangible assets, net were primarily established in connection with the Qdoba Acquisition and are comprised of our tradename, franchise agreements and favorable lease agreements. Our tradename has an indefinite life and is not amortized. Our franchise agreements intangible asset primarily represents the fair value of the acquired franchise agreements in the Qdoba Acquisition, which is amortized over 20 years. The favorable lease agreements intangible asset and unfavorable lease liability represent the fair value of acquired lease contracts having contractual rents lower and higher, respectively, than fair market rents and are amortized over the lease term used to determine the fair value. Favorable leases have a weighted-average remaining useful life of ten years and unfavorable leases have a weighted-average remaining useful life of four years as of October 2, 2022.

Indefinite-lived intangible assets are evaluated for impairment annually, or more frequently if indicators of impairment are present. We first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more likely than not that the fair value of the intangible asset is less than its carrying amount. If the qualitative factors indicate that it is more likely than not that the fair value of the intangible asset is less than its carrying amount, we compare the fair value of the indefinite-lived intangible asset, established using Level 3 Inputs, with its carrying amount. If the carrying amount of an intangible asset exceeds its fair value, an impairment loss is recognized equal to the excess. Refer to Note 3, *Goodwill and Intangible Assets*, for additional information.

Leases - We review all leases for capital or operating classification at their inception under the FASB authoritative guidance for leases, under Topic 840. Our operations are primarily conducted under operating leases. Within the provisions of certain leases, there are rent holidays and escalations in payments over the base lease term, as well as renewal periods. The effects of the holidays and escalations have been reflected in rent expense on a straight-line basis over the expected lease term. Differences between amounts paid and amounts expensed are recorded as straight-line rent accruals, which are included in other long-term liabilities in the accompanying consolidated balance sheets. The lease term commences on the date when we have the right to control the use of the leased property. Certain leases also include contingent rent provisions based on sales levels, which are accrued at the point in time we determine that it is probable such sales levels will be achieved. Tenant incentives received from landlords that are used to fund leasehold improvements are recorded as deferred tenant improvement allowances in the accompanying consolidated balance

sheets based on their short-term or long-term nature and amortized as reductions of rent expense over the term of the lease. Refer to Note 5, *Leases*, for additional information.

Revenue recognition - Company restaurant sales from the operation of company-operated restaurants are generally recognized net of discounts and incentives, when payment is tendered at the point of sale. We report revenue net of sales taxes collected from customers and remitted to governmental taxing authorities. We offer the delivery of our products for catering, through orders on our website and mobile app, and from third-party delivery partners. With respect to sales for catering, and through our website and mobile app, we generally recognize revenue, including delivery fees, when our products are delivered to the customer. With respect to sales of products through third-party delivery partners, we generally recognize revenue, excluding delivery fees collected by the delivery partner, when control of the food is transferred to the delivery partner.

Company restaurant sales also includes our loyalty program. The Company offers a customer loyalty program to entice end-customers to purchase goods and services from the company and franchised restaurants. These programs allow end-customers to earn points that can be redeemed for products at the restaurants. The estimation of the standalone selling price of points and rewards earned by customers involves several assumptions, including the estimated value of product for which the reward is expected to be redeemed. Our estimate of points and other rewards we expect to be redeemed is based on historical company specific data and these inputs are subject to change over time due to factors such as menu price increases, changes in point redemption options and changes in customer behavior.

Franchise revenue is comprised of (i) development fees, (ii) franchise fees, (iii) on-going royalties and (iv) renewal fees. Development and franchise fees, portions of which are collected in advance and are non-refundable, received pursuant to individual development agreements, grant franchisees the right to develop franchise-operated restaurants in future periods in specific geographic areas. Both development fees and franchise fees are deferred and recognized as revenue over the term of the related franchise agreement or renewal agreement, for the respective restaurant. Deferred development fees and deferred franchise fees are included in other non-current liabilities with the current portion included in accrued liabilities on the consolidated balance sheets. Royalties from franchise-operated restaurants are based on a percentage of franchise restaurant sales and are recognized in the period the related franchise-operated restaurant sales occur.

Franchise advertising contributions consist of a percentage of a franchise restaurant's net sales, typically 1.75% beginning May 16, 2022, and 1.25% for periods prior, paid to the Company for advertising and promotional services that the Company provides. The expense is recorded to franchise advertising expenses. During the years ended October 2, 2022 and October 3, 2021, the Company recognized \$7.0 million and \$5.2 million in franchise advertising contributions and franchise advertising expenses in the accompanying consolidated statements of operations, respectively.

Other income is comprised of rental income associated with properties subleased to franchisees or third parties and is recognized as revenue on an accrual basis. Other income also includes fees for services such as supply chain and technology fees since we are considered the principal related to the purchase and sale of the services to the franchisee. The related expenses are recognized in selling, general and administrative expenses.

Other income also includes revenue related to gift cards. We sell gift cards to our customers which do not have a stated expiration date. We recognize revenue from gift cards when redeemed by the customer at a company restaurant. The determination of the gift card breakage rate is based upon our specific historical redemption patterns. Amounts recognized on unredeemed gift card balances were \$0.6 million, \$0.5 million and \$0.7 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

Pre-opening costs - The costs associated with the opening of a new restaurant consist primarily of property rent and employee training costs. Pre-opening costs are expensed as incurred.

Restaurant closure costs - We make decisions to close restaurants based on their cash flows, anticipated future profitability, leasing arrangements and other facts and circumstances pertaining to each location. We estimate future obligations associated with restaurant closures and establish a restaurant closure liability at the time of closure. The restaurant closure liability primarily consists of the present value of future lease obligations, net of estimated sublease income. Restaurant closure costs are primarily comprised of the initial charges associated with establishing restaurant closure liabilities, the accretion of interest on the closure liabilities during the period, the direct costs related to restaurant closures and any changes to the underlying assumptions in the closure liabilities in subsequent periods. Restaurant closure costs are included in impairment of long-lived assets and other charges, net in the accompanying consolidated statements of operations and the related liability is included in accrued liabilities and other long-term liabilities in the accompanying consolidated balance sheets. To the extent that the disposal or abandonment of related property

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and equipment for restaurant closures results in gains or losses, such gains or losses are included in losses on disposition of property and equipment, net as disclosed in Note 7, *Impairment of Long-Lived Assets and Other Charges, Net*.

Self-insurance - We have entered into guaranteed cost insurance policies beginning January 1, 2019 for workers' compensation claims, March 21, 2018 for general liability claims and September 1, 2013 for auto claims. For periods prior to establishing guaranteed cost policies, we were self-insured for a portion of the losses for workers' compensation, general liability and auto claims through self-insurance programs. We have retained the exposure for these historical self-insured programs, which had predetermined loss limits per occurrence and in the aggregate. We establish our self-insurance liability (undiscounted) using actuarial estimates of expected self-insured losses for determining reported claims and as the basis for estimating claims incurred, but not reported.

Advertising costs - We administer a marketing fund that requires contractual contributions from company and franchise operated restaurants to pay a weekly fee to the Company. Marketing fund contributions were 1.75% beginning May 16, 2022, and 1.25% for periods prior, as a percentage of sales. Fees received in advance of payment for provided services are included in accrued liabilities in the accompanying consolidated balance sheets. Production costs of advertising assets and other marketing activities are expensed when the advertising is first used for its intended purpose. The costs of advertising and media placement are expensed as incurred. These costs, as well as other marketing-related expenses for advertising are included in selling, general and administrative expenses for company restaurant expenses and included in franchise advertising expenses for franchise expenses in the accompanying consolidated statements of operations. Company restaurant advertising costs were \$15.5 million, \$14.8 million and \$13.7 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

Share-based compensation - We issue equity-based awards to our key officers, employees and non-employee directors under our equity-based compensation plans. Under the fair value recognition provisions of the authoritative guidance for equity-based compensation awards, we measure the fair value of equity-based awards at the grant date and the fair value is recognized as expense over the requisite service period. We generally recognize compensation expense ratably on a straight-line basis over the requisite service period for the entire award. We record compensation expense for performance vesting awards when we deem the achievement of the performance goals to be probable. Refer to Note 10, *Share-based Compensation*, for additional information.

Income taxes - Deferred income tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases, as well as tax loss, credit and disallowed interest carryforwards. Deferred income tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. We recognize interest and, when applicable, penalties related to unrecognized tax benefits as a component of our income tax provision.

Authoritative guidance issued by the FASB prescribes a minimum probability threshold that a tax position must meet before a financial statement benefit is recognized. The minimum threshold is defined as a tax position that is more likely than not to be sustained upon examination by the applicable taxing authority, including resolution of any related appeals or litigation processes, based on the technical merits of the position. Refer to Note 8, *Income Taxes*, for additional information.

Contingencies - We recognize liabilities for contingencies when we have an exposure that indicates it is probable that an asset has been impaired or that a liability has been incurred and the amount of impairment or loss can be reasonably estimated. Our ultimate legal and financial liability with respect to such matters cannot be estimated with certainty and requires the use of estimates. When the reasonable estimate is a range and there is a best estimate within the range, we record our best estimate of the loss within the range. We record legal settlement costs when those costs are probable and reasonably estimable. Refer to Note 11, *Contingencies and Legal Matters*, for additional information.

Use of Estimates - In preparing the financial statements in conformity with GAAP, management is required to make certain assumptions and estimates that affect reported amounts of assets, liabilities, revenues, expenses and the disclosure of contingencies. In making these assumptions and estimates, management may from time to time seek advice and consider information provided by actuaries and other experts in a particular area. Actual amounts could differ materially from these estimates.

Fair Value Measurements - Fair value is defined as the exchange price that would be received for 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.

Assets and liabilities measured at fair value are assigned a level within the fair value hierarchy, depending on the source of the inputs into the calculation.

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- *Level 1* - Quoted prices in active markets for identical assets or liabilities.
- *Level 2* - Observable inputs other than quoted prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- *Level 3* - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

There were no financial assets or liabilities measured at fair value on a recurring basis as of October 2, 2022 and October 3, 2021. As of October 2, 2022 and October 3, 2021, the carrying value of all non-debt related financial instruments was not materially different from fair value due to their short-term duration. As of October 2, 2022 and October 3, 2021, the carrying value of our debt was \$232.9 million and \$232.5 million, respectively, and we estimated the fair value of our debt to be \$237.7 million and \$240.7 million, respectively, using Level 2 inputs based on quoted market prices of debt instruments that are not considered active markets.

Non-financial assets and liabilities - Our non-financial instruments, which primarily consist of property and equipment, goodwill and intangible assets, are reported at carrying value and are not required to be measured at fair value on a recurring basis. However, on an annual basis or whenever events or changes in circumstances indicate that their carrying value may not be recoverable, non-financial instruments are assessed for impairment. If the carrying values are not fully recoverable, they are written down to fair value.

Refer to Note 3, *Goodwill and Intangible Assets* and Note 7, *Impairment of Long-lived Assets and Other Charges, Net*, for additional information regarding impairment charges.

Concentration of Credit Risk - Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash and cash equivalents and accounts receivable. The Company's cash balances may exceed federally insured limits and credit card transactions at the Company's restaurants are processed by one service provider.

New Accounting Pronouncements Not Yet Adopted

In February 2016, the FASB issued ASU No. 2016-02, *Leases* (Topic 842) (as subsequently amended by ASU 2018-01, ASU 2018-10, ASU 2018-11, ASU 2018-20 and ASU 2019-01, ASU 2020-05, ASU 2021-09) which requires a lessee to recognize assets and liabilities on the balance sheet for those leases classified as operating leases under previous guidance. Substantially all the Company's operating lease commitments will be subject to the new guidance and recognized as operating lease liabilities and right of use assets upon adoption, resulting in a significant increase in the assets and liabilities on our consolidated balance sheets. We do not expect the adoption of this guidance to have a material impact on our consolidated statements of earnings and statements of cash flows.

We are required to adopt this standard in fiscal 2023 and have elected to utilize the alternative transition method, whereby an entity records a cumulative adjustment to opening retained earnings in the year of adoption without restating prior periods. We will elect the transition package of three practical expedients, which, among other items, permits us not to reassess under the new standard our prior conclusions about lease identification, lease classification and initial direct costs. We will also elect the short-term lease recognition exemption for all leases that qualify, permitting us to not apply the recognition requirements of this standard to leases with a term of 12 months or less and an accounting policy to not separate lease and non-lease components for certain classes of assets. We will not elect the practical expedient to use hindsight when determining lease term as it is unavailable to adopt in conjunction with Topic 805, *Business Combinations* due to the MRC Merger that closed on the first day of fiscal 2023. We are substantially complete with our scoping analysis, data gathering process to ensure the completeness and accuracy of our current leasing portfolio, and have begun the testing of our existing leasing system for compliance with Topic 842, and are in the process of reviewing our accounting policies, processes and disclosures. We are unable to provide estimates of our right of use assets and corresponding operating lease liabilities as we have yet to determine our discount rate to apply as of the effective date.

The accounting guidance for lessors remains largely unchanged from previous guidance, except for the presentation of certain lease costs that the Company passes through to lessees, including but not limited to, property taxes and maintenance. These costs are generally paid by the Company and reimbursed by the lessee. Historically, these costs have been recorded on a net basis in the consolidated statements of operations but will be presented gross upon adoption of the new guidance. We do not expect the increase to our annual revenues and expenses to be material.

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In December 2019, the FASB issued ASU No. 2019-12, *Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes*, which is intended to simplify various aspects related to accounting for income taxes. ASU 2019-12 removes certain exceptions to the general principles in Topic 740 and also clarifies and amends existing guidance to improve consistent application. This standard is effective for fiscal years beginning after December 15, 2021, and interim periods within fiscal years beginning after December 15, 2022, with early adoption permitted. As such, we will be required to adopt this standard in our annual financial statements for fiscal 2023. We have not yet evaluated the impact that the adoption of this guidance will have on our consolidated financial statements and related disclosures.

New Accounting Pronouncements Adopted

Effective September 28, 2020 (the first day of fiscal 2021), the Company adopted the requirements of ASU No. 2014-09, *Revenue from Contracts with Customers* (Topic 606) using the modified retrospective transition method. Upon adoption, the Company recorded approximately \$2.0 million as a cumulative effect adjustment to retained earnings.

2. SALE OF RESTAURANTS

During the year ended October 2, 2022, we sold 24 company restaurants including the related property and equipment to existing franchisees for purchase price consideration of \$0.1 million. We recorded a \$5.4 million loss as a result of the disposition of assets and lease intangibles in connection with the sale.

During the year ended October 3, 2021, we sold seven company restaurants including the related property and equipment to a new franchisee for a purchase price of \$1.2 million. The property and equipment was impaired to fair value less costs to sell prior to the completed sale when the assets were classified as held for sale.

During the September 27, 2020, we sold one company restaurant including the related property and equipment to an existing franchisee. The property and equipment was impaired to zero prior to the completed sale when the assets were classified as held for sale. Refer to Note 7, *Impairment of Long-lived Assets and Other Charges, Net*, for further information.

3. GOODWILL AND OTHER INTANGIBLE ASSETS

Goodwill and certain other intangible assets deemed to have indefinite useful lives are not amortized and are instead subject to annual impairment testing. Finite-lived intangible assets are amortized over their respective estimated useful lives. Changes in the carrying amount of goodwill are as follows:

Goodwill (in thousands):

Balance as of September 29, 2019	\$ 76,659
Impairment of goodwill	(13,090)
Balance as of September 27, 2020	63,569
Disposal	(226)
Balance as of October 3, 2021	63,343
Disposal	(17)
Balance as of October 2, 2022	<u>\$ 63,326</u>

In March 2020, the outbreak of the COVID-19 pandemic prompted many state and local authorities in the markets in which we operate to mandate the temporary closure of non-essential businesses and dine-in restaurant activity, requiring us to temporarily close all of our restaurants' dining areas and transition to "to-go", pick-up and delivery across the Qdoba system. Due to the resulting decline in sales at our restaurants and the challenging environment for the restaurant industry, the Company determined there was an indicator of impairment for both goodwill and indefinite-lived intangible assets during the 12-weeks ended April 12, 2020.

As such, during the year ended September 27, 2020, using Level 3 Inputs, the Company performed a quantitative goodwill impairment assessment using the discounted cash flow method to determine the fair value of its reporting unit. Significant assumptions and estimates used in determining fair value included future revenues, operating costs, working capital changes, capital expenditures and a discount rate using a market participant weighted average cost of capital that included a selection of comparable companies. Based on the quantitative assessment, the Company determined that the fair value of its reporting unit was less than its

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carrying value and recognized a non-cash goodwill impairment charge of \$13.1 million, equal to the excess of the reporting unit's carrying value above its fair value. Accumulated goodwill impairment losses were \$13.1 million as of October 2, 2022 and October 3, 2021.

In conjunction with the quantitative goodwill impairment assessment during the year ended September 27, 2020, the Company also performed a quantitative impairment assessment of its indefinite-lived tradename intangible asset. Using Level 3 Inputs, the Company used the relief from royalty method to determine the fair value of its tradename. Significant assumptions and estimates used in determining fair value include future revenues, the royalty rate, franchise attrition, brand maintenance expenses and a discount rate using a market participant weighted average cost of capital that included a selection of comparable companies. Based on the quantitative assessment, the Company determined the fair value of its tradename was less than its carrying value and recognized a non-cash impairment charge of \$24.0 million, equal to the excess of the tradename's carrying value above its fair value. There were no impairment charges recorded during the years ended October 2, 2022 and October 3, 2021.

See Note 7, *Impairment of Long-lived Assets and Other Charges, Net* for our evaluation of long-lived assets, including favorable leases.

Other Intangible Assets (*in thousands*):

	Gross Carrying Value	Accumulated Amortization	Net
Balance as of October 2, 2022			
Franchise agreements	\$ 5,062	\$ (1,165)	\$ 3,897
Favorable leases	14,606	(6,188)	8,418
Total other intangible assets	<u>\$ 19,668</u>	<u>\$ (7,353)</u>	<u>\$ 12,315</u>
Balance as of October 3, 2021			
Franchise agreements	\$ 5,062	\$ (908)	\$ 4,154
Favorable leases	14,635	(4,981)	9,654
Total other intangible assets	<u>\$ 19,697</u>	<u>\$ (5,889)</u>	<u>\$ 13,808</u>

Amortization - Amortization expense for intangible assets, excluding favorable leases, was \$0.3 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020. Such amounts have been presented as a component of depreciation and amortization in the accompanying consolidated statements of operations.

Favorable leases are amortized as rental expense as a component of operating costs in the accompanying consolidated statements of operations. Amortization expense for favorable leases was \$1.2 million, \$1.3 million and \$1.8 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

The following table summarizes, as of October 2, 2022, the estimated definite-lived intangible asset amortization expense for each of the next five fiscal years and thereafter (*in thousands*):

Fiscal year:	
2023	\$ 1,449
2024	1,363
2025	1,187
2026	1,106
2027	1,014
Thereafter	6,196
Total	<u>\$ 12,315</u>

4. DEBT

Debt consists of the following (*in thousands*):

	October 2, 2022	October 3, 2021
Term Loan Facility	\$ 204,735	\$ 206,879
First Priority Notes	35,000	35,000
Capital lease obligations	315	516
Less discount and deferred issuance costs	(7,186)	(9,945)
Total long-term debt	232,864	232,450
Less current portion of long-term debt	(2,255)	(2,287)
Long-term debt, net of current portion	<u>\$ 230,609</u>	<u>\$ 230,163</u>

Senior Facilities

Our first lien credit agreement dated as of March 21, 2018 initially provided for a \$204.0 million first lien term loan facility (the "Initial Term Loan Facility") and a \$35.0 million first lien revolving credit facility (the "Revolving Credit Facility").

The original principal amount of borrowings under the Initial Term Loan Facility was \$204.0 million with a maturity in March 2025. The Revolving Credit Facility matures in March 2023 and includes a letter of credit sub-facility. Any outstanding borrowings under the Revolving Credit Facility are due and payable at maturity.

On March 25, 2020, we borrowed \$10.2 million in the form of an incremental term loan (the "Incremental Term Loan") that is on the same terms as, and fungible with, the Initial Term Loan Facility. The Incremental Term Loan was provided by Quidditch Topco, L.P., an affiliate of Apollo. For further discussion, refer to Note 6, *Related Party Transactions*.

The Initial Term Loan Facility and Incremental Term Loan are referred to as the "Term Loan Facility", and together with the Revolving Credit Facility are referred to collectively as the "Senior Facilities".

The Term Loan Facility requires us to make scheduled quarterly principal payments in the amount of \$535,500. Borrowings under the Term Loan Facility bear interest at a rate equal to, at our option, either (a) a LIBOR rate (the "LIBOR rate") plus a margin of 7.0% or (b) a base rate (the "Applicable Base Rate") determined by the highest of (i) the federal funds rate plus 6.5%, (ii) the prime rate plus 6.0% and (iii) the one-month adjusted LIBOR plus 7.0%. Borrowings under the Revolving Credit Facility bear interest at a rate equal to, at our option, either (a) the LIBOR Rate plus 4.75% or (b) the Applicable Base Rate plus 3.75%. In addition, we are required to pay a commitment fee of 0.50% per annum to the lenders under the Revolving Credit Facility for unutilized commitments and are also required to pay customary agency fees and fees for the issuance of letters of credit. The interest rates applicable to the Senior Facilities are subject to certain floors and/or step-downs if we satisfy certain net first lien leverage ratios. As of October 2, 2022, the interest rate for the borrowings under the Term Loan Facility was 9.52%.

On March 31, 2020, we borrowed \$34.0 million under our Revolving Credit Facility as a precautionary measure in order to increase our cash position and preserve financial flexibility in response to the COVID-19 pandemic. On May 29, 2020, we fully repaid the \$34.0 million of borrowings under the Revolving Credit Facility and all related accrued and unpaid interest. As of October 2, 2022, we had no outstanding Revolving Credit Facility borrowings, \$1.0 million of outstanding standby letters of credit and undrawn commitments of \$34.0 million on our Revolving Credit Facility.

We are required to prepay outstanding term loan borrowings based on certain percentages of excess cash flows and non-ordinary course asset sales and dispositions, and from the issuance of additional debt not permitted under the Senior Facilities. We may voluntarily repay outstanding loans under the Senior Facilities at any time, without prepayment premium or penalty.

All obligations under the Senior Facilities are unconditionally guaranteed by each of our existing and future direct and indirect material, wholly owned subsidiaries, subject to certain exceptions, and the Company's direct parent on a limited recourse basis. The obligations are secured by a pledge of substantially all of the Company's assets and those of each subsidiary guarantor, including capital stock of the subsidiary guarantors, in each case subject to certain exceptions, and the Company's capital stock owned by its direct parent. Such security interests consist of a first-priority lien with respect to the collateral.

The Senior Facilities require that the Company comply on a quarterly basis with a maximum net first-lien leverage ratio (as defined in the Senior Facilities) of 6.55 to 1.00, if more than 35% of borrowings under the Revolving Credit Facility are outstanding (excluding up to \$12.5 million of letters of credit and letters of credit that have been cash collateralized). The Senior Facilities contain certain customary affirmative covenants, negative covenants and events of default. The negative covenants in the Senior Facilities include, among other things, certain limitations on the ability of the Company and its subsidiaries to incur additional debt or issue certain preferred equity interests, create liens, make certain loans or investments (including acquisitions), pay dividends on or make distributions in respect of their equity interests or make other restricted payments, and sell assets. We were in compliance with the covenants under our Senior Facilities as of October 2, 2022.

Deferred financing costs of \$11.1 million, \$0.1 million and \$1.8 million incurred in connection with the issuance of the Initial Term Loan Facility, Incremental Term Loan and Revolving Credit Facility are being amortized over the remaining terms of each respective facility. The deferred financing costs related to the Term Loan Facility are recorded as a reduction of the debt balance and the deferred financing costs related to the Revolving Credit Facility are recorded in other assets in the accompanying consolidated balance sheets. The Initial Term Loan Facility was issued with an original issue discount of \$4.1 million, which is recorded as a reduction of the debt balance and amortized to interest expense over the term of the debt.

First Priority Senior Secured Notes

On May 21, 2020, the Company issued \$35.0 million of 11.25% first-priority senior secured notes due 2025 (the “First Priority Notes”). The First Priority Notes were issued at 95% of par, have an original principal amount of \$35.0 million and a maturity in March 2025. The First Priority Notes require semi-annual interest payments on May 15 and November 15 of each year, which commenced November 15, 2020.

We may redeem all or a portion of the First Priority Notes at the following redemption prices, plus accrued and unpaid interest to (but not including) the applicable redemption date:

- Between May 15, 2022 and May 14, 2023, 105.625% of the aggregate principal amount of First Priority Notes being redeemed;
- Between May 15, 2023 and May 14, 2024, 102.812% of the aggregate principal amount of First Priority Notes being redeemed; and
- On and after May 15, 2024, 100.000% of the aggregate principal amount of First Priority Notes being redeemed.

All obligations under the First Priority Notes are fully and unconditionally guaranteed by our existing and future direct and indirect material, wholly owned subsidiaries that guarantee the Senior Facilities, and the Company’s direct parent on a limited recourse basis. The First Priority Notes are secured by first-priority security interest in substantially all of the Company’s existing and future assets and those of each subsidiary guarantor, subject to permitted liens and certain exceptions, and the Company’s capital stock owned by its direct parent. The First Priority Notes rank equally in right of payment with all of our existing and future senior indebtedness.

Additionally, upon the occurrence of specified change of control events, we are required to offer to repurchase the First Priority Notes at 101% of the principal amount, plus accrued and unpaid interest to the purchase date. The First Priority Notes also provide for customary events of default.

The indenture for the First Priority Notes, among other things, limits our ability and the ability of our restricted subsidiaries to incur or guarantee additional indebtedness; pay dividends or distributions on, or redeem or repurchase, capital stock and make other restricted payments; make investments; consummate certain asset sales; engage in certain transactions with affiliates; grant or assume certain liens; and consolidate, merge or transfer all or substantially all of our assets.

Deferred financing costs of \$1.3 million incurred in connection with the issuance of the First Priority Notes are being amortized over the remaining term of the debt and are recorded as a reduction of the debt balance. The First Priority Notes were issued with an original issue discount of \$1.8 million, which is recorded as a reduction of the debt balance and amortized to interest expense over the term of the debt.

Repayment of Debt

On October 3, 2022, the Company repaid all amounts due and payable under the Senior Facilities and First Priority Notes. Refer to further discussion in Note 1, *Business and Summary of Significant Accounting Policies- Modern Restaurants Concepts Merger*.

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Principal Amortization Payments

Required minimum principal amortization payments under the Senior Facilities and the First Priority Notes as of October 2, 2022 are as follows (*in thousands*):

Fiscal year:	
2023	\$ 2,142
2024	2,142
2025	235,451
Thereafter	—
Total	<u>\$ 239,735</u>

5. LEASES

We lease restaurants and other facilities, which generally include a base term of 10 years, with options to extend these leases for additional periods of five to 20 years. In some instances, these leases have provisions for contingent rentals based upon a percentage of defined revenues. Many of our restaurant leases also have rent escalation clauses and require the payment of property taxes, insurance and maintenance costs. We also lease certain restaurant and office equipment. Minimum rental obligations are accounted for on a straight-line basis over the term of the initial lease, plus lease option terms for certain locations.

The components of rent expense, excluding amortization of favorable and unfavorable leases, were as follows for each period presented (*in thousands*):

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Minimum rentals	\$ 36,675	\$ 37,114	\$ 37,425
Contingent rentals	1,065	1,170	945
Total rent expense	<u>\$ 37,740</u>	<u>\$ 38,284</u>	<u>\$ 38,370</u>

The following table presents, as of October 2, 2022, future minimum lease payments under capital and operating leases, including leases recorded as lease obligations relating to continuing and discontinued operations (*in thousands*):

	Capital Leases	Operating Leases
Fiscal year:		
2023	\$ 104	\$ 33,731
2024	97	28,674
2025	65	25,261
2026	32	21,020
2027	15	16,158
Thereafter	11	39,400
Total minimum lease payments	324	<u>\$ 164,244</u>
Less amount representing interest, 4.41% weighted-average interest rates	(9)	
Present value of obligations under capital leases	315	
Less current portion	(104)	
Long-term capital lease obligations	<u>\$ 211</u>	

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Assets recorded under capital leases are included in property and equipment, and consisted of the following as of the end of each period presented (*in thousands*):

	<u>October 2, 2022</u>	<u>October 3, 2021</u>
Equipment	\$ 650	\$ 863
Less accumulated amortization	(380)	(398)
	<u>\$ 270</u>	<u>\$ 465</u>

Amortization of assets under capital leases is included in depreciation and amortization expense in the accompanying consolidated statements of operations.

In connection with the sale of certain restaurants to franchisees, we remain contingently liable for a total of 9 leases as a de facto guarantor or otherwise under the lease agreements, including potential option periods. If the franchisees fail to meet their obligations under these lease agreements, we could be required to make lease and other related payments for the remaining contractual term of the leases. Should we be required to make any lease payments under these lease agreements, the maximum amount of rent payments we could be required to make is \$6.7 million as of October 2, 2022. The lease terms extend for a maximum of 19 years as of October 2, 2022, and we would remain contingently liable for the leases in the event the leases are extended for any established renewal periods. All locations were operating as of October 2, 2022.

6. RELATED PARTY TRANSACTIONS

Incremental Term Loan

On March 25, 2020, we entered into the Incremental Term Loan for \$10.2 million, provided by Quidditch Topco, L.P., an affiliate of Apollo, which was the beneficial owner of the substantial majority of the equity interests of Quidditch Topco, Inc., our indirect parent company for periods prior to the MRC Merger. We incurred interest expense of \$0.8 million, \$0.8 million and \$0.4 million under the Incremental Term Loan during the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively. Refer to additional discussion in Note 4, *Debt*.

7. IMPAIRMENT OF LONG-LIVED ASSETS AND OTHER CHARGES, NET

Impairment of long-lived assets and other charges, net in the accompanying consolidated statements of operations is comprised of the following (*in thousands*):

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Restaurant impairment charges	\$ 1,628	\$ 6,537	\$ 9,187
Costs of closed restaurants and other	4,365	4,091	6,440
Losses on disposition of property and equipment, net	1,898	1,323	996
Write-off of intangible assets and liabilities ⁽¹⁾	(570)	(555)	707
Accelerated depreciation	—	42	196
Losses (gains) on sale of company restaurants ⁽²⁾	5,426	(97)	(34)
	<u>\$ 12,747</u>	<u>\$ 11,341</u>	<u>\$ 17,492</u>

⁽¹⁾ Includes the write-off of straight-line accruals, favorable lease intangible assets and unfavorable lease liabilities related to restaurant closures.

⁽²⁾ Refer to Note 2, *Sale of Restaurants*, for discussion of the sale of company restaurants.

Restaurant impairment charges

We evaluate our long-lived assets, including property and equipment and favorable lease intangible assets for impairment whenever events or changes in circumstances indicate that their carrying value may not be recoverable. Impairment evaluations for individual restaurants take into consideration a restaurant's operating cash flows, the period of time since a restaurant has been opened or remodeled and the maturity of the related market, which are all Level 3 Inputs. If the assets of a restaurant subject to our impairment evaluation are not recoverable based upon the forecasted, undiscounted cash flows, we recognize an impairment loss by the amount that the carrying value of the assets exceeds fair value.

During the year ended October 2, 2022, the Company recorded non-cash impairment charges of \$1.6 million for 12 underperforming company restaurants based on the estimate of future recoverable cash flows.

During the year ended October 3, 2021, the Company recorded impairment charges of \$3.1 million for 28 company restaurants that were classified as held for sale and written down to fair value less costs to sell as well as \$2.9 million of non-cash impairment charges related to 27 underperforming company restaurants based on the estimate of future recoverable cash flows, which includes impairment charges of \$0.2 million of favorable leases. We also had an additional impairment charge of \$0.5 million related to equipment that was no longer in use.

During the year ended September 27, 2020, the Company evaluated restaurants for indicators of impairment, taking into consideration the negative impact of the COVID-19 pandemic. Based on that evaluation, certain restaurant assets were triggered for recoverability assessments, which resulted in elevated impairment charges. The Company recorded restaurant impairment charges of \$8.6 million for 28 underperforming company restaurants based on the estimate of future recoverable cash flows, \$0.2 million for 3 restaurants that were classified as held for sale during the period and \$0.4 million related to excess assets at the restaurant locations which were no longer usable due to COVID-19. Additionally, we impaired \$0.7 million related to favorable lease assets, which is reflected within *write-off of intangible assets and liabilities* in the above table.

Costs of closed restaurants and other

Costs of closed restaurants primarily consist of future lease commitments and expected ancillary costs net of anticipated sublease rentals, as well as lease termination fees.

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Accrued restaurant closing costs, included in accrued liabilities and other long-term liabilities in the accompanying consolidated balance sheets, changed as follows during the period (*in thousands*):

Balance as of September 27, 2020	\$ 7,087
Additions and Adjustments ⁽¹⁾	3,077
Interest expense	526
Cash payments	(5,511)
Balance as of October 3, 2021	5,179
Additions and Adjustments ⁽¹⁾	3,331
Interest expense	521
Cash payments	(3,172)
Balance as of October 2, 2022 ⁽²⁾	<u>\$ 5,859</u>

⁽¹⁾ Adjustments relate primarily to revisions of certain sublease and cost assumptions, as well as lease termination fees. Our estimates related to our future lease obligations, primarily the sublease income we anticipate, are subject to a high degree of judgment and may differ from actual sublease income due to changes in economic conditions, desirability of the sites and other factors.

⁽²⁾ The weighted average remaining lease term related to these commitments is approximately five years.

Accelerated depreciation

When a long-lived asset will be replaced or otherwise disposed of prior to the end of its estimated useful life, the useful life of the asset is adjusted based on the estimated disposal date and accelerated depreciation is recognized. Accelerated depreciation for the years ended October 3, 2021 and September 27, 2020 relates to restaurant remodels. We did not have any accelerated depreciation for the year ended October 2, 2022.

8. INCOME TAXES

The CARES Act, which was signed into law on March 27, 2020, provides numerous tax provisions and other stimulus measures, including temporary changes regarding the prior and future utilization of net operating losses, temporary changes to the current and future limitations on interest deductions, technical corrections to tax depreciation methods for qualified improvement property ("QIP") and the deferral of the required payments for the employer portion of social security taxes. The Company utilized the CARES Act provision by increasing the net interest deduction by adjusting taxable income limitation from 30% to 50% for applicable fiscal years, electing to accelerate tax depreciation as a result of the technical amendment to QIP and electing to defer the employer portion of social security taxes. Due to our net operating loss position, the CARES Act provisions did not have a material impact on our current income tax expense (benefit) for fiscal 2022, 2021 and 2020.

Income tax expense (benefit) consists of the following (*in thousands*):

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Current:			
Federal	\$ —	\$ —	\$ (17)
State	(2)	64	91
Foreign	75	16	—
	<u>73</u>	<u>80</u>	<u>74</u>
Deferred:			
Federal	180	182	(8,739)
State	(2)	(41)	1,306
	<u>178</u>	<u>141</u>	<u>(7,433)</u>
Income tax expense (benefit) from continuing operations	<u>\$ 251</u>	<u>\$ 221</u>	<u>\$ (7,359)</u>
Income tax expense (benefit) from discontinued operations	\$ 22	\$ (5)	\$ (245)

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

The following table provides a reconciliation from the U.S. federal statutory corporate income tax rate (the "Federal Rate") to the effective income tax rate, as a percentage of losses from continuing operations and before income taxes:

	Year Ended October 2, 2022	Year Ended October 3, 2021	Year Ended September 27, 2020
Income tax at the Federal Rate	21.0 %	21.0 %	21.0 %
State income taxes, net of federal benefit	3.4	3.7	4.0
Valuation allowance	(24.8)	(27.1)	(15.6)
Impact of tax credits	2.5	0.6	0.4
Transaction costs	(2.2)	—	—
Impact of change in state tax rate and prior year adjustments	(0.3)	1.5	—
Other	(0.5)	(0.4)	(0.8)
	<u>(0.9)%</u>	<u>(0.7)%</u>	<u>9.0 %</u>

The tax effects of net operating losses and temporary differences that give rise to significant portions of deferred income tax assets and deferred income tax liabilities are presented below *(in thousands)*:

	October 2, 2022	October 3, 2021
Deferred income tax assets:		
Tax loss and tax credit carryforwards	\$ 30,972	\$ 24,706
Disallowed interest carry-forward	17,123	12,318
Leasing transactions	2,561	2,450
Lease commitments related to closed locations	1,484	1,350
Other reserves and allowances	440	1,320
Transaction costs	697	732
Accrued incentive compensation	530	180
Other, net	2,374	3,006
Valuation allowance	(28,316)	(21,152)
Total deferred income tax assets	27,865	24,910
Deferred income tax liabilities:		
Intangible assets	(28,455)	(27,170)
Property and equipment	(6,219)	(4,349)
Total deferred income tax liabilities	(34,674)	(31,519)
Deferred income tax liabilities, net	<u>\$ (6,809)</u>	<u>\$ (6,609)</u>

Deferred income tax assets are included in deferred income tax liabilities, net in the accompanying consolidated balance sheets. Deferred income tax assets as of October 2, 2022 include federal net operating loss carry-forwards with indefinite carryforward period of approximately \$97.4 million and federal net operating loss ("NOL") carry-forwards of \$20.9 million with expiration starting in 2039, state net operating loss carry-forwards of \$96.8 million with expirations ranging from 2022 and 2042, and immaterial foreign net operating loss carryforwards. We have considered the implications of IRC Section 382, which poses limitations on NOLs following an ownership change and do not believe our NOLs are at risk of limitation for any past changes in ownership up through the balance sheet date. Further, as a result of the Tax Act, any NOLs generated in fiscal years starting in fiscal 2019 and future fiscal years will maintain an indefinite carryforward period, limited to 80% of taxable income.

We regularly assess the need for a valuation allowance related to our deferred income tax assets, which includes consideration of both positive and negative evidence related to the likelihood of realization of such deferred income tax assets to determine, based on the weight of the available evidence, whether it is more-likely-than-not that some or all of our deferred tax assets will not be realized. In our assessment, we consider recent financial operating results, projected future taxable income, the reversal of existing taxable differences and tax planning strategies. During fiscal 2020, as a result of the impacts of COVID-19 on our business, we concluded that it was not more likely than not that a portion of our deferred income tax assets would be realized. As of the fiscal

year ended October 2, 2022, we reassessed the realizability of our deferred tax assets and continue to believe that a portion of our deferred income tax assets will not be realizable. As such, we continue to provide a valuation allowance on federal and state net operating loss carryforwards, and other net deferred income tax assets that have a limited life and are not supportable by indefinite-lived intangibles deferred tax liability sourced income as of October 2, 2022. As of October 2, 2022 and October 3, 2021, the Company's valuation allowance balance was \$28.3 million and \$21.2 million, respectively.

From time to time, we may take positions for filing our tax returns which may differ from the treatment of the same item for financial reporting purposes. The ultimate outcome of these items will not be known until the Internal Revenue Service or state has completed its examination or until the statutes of limitations has expired.

At October 2, 2022 and October 3, 2021, the Company has no gross unrecognized tax benefits associated with uncertain income tax positions.

The major jurisdictions in which the Company files income tax returns include the United States and states in which we operate that impose an income tax. The federal statutes of limitations have expired for fiscal years 2017 and prior.

9. EMPLOYEE RETIREMENT PLAN

Effective January 1, 2019, we established a 401(k) plan that allows employees to participate who meet certain age and minimum service hour requirements. Under the current 401(k) plan and a previously offered 401(k) plan, the Company provided matching contributions, which totaled \$0.8 million, \$0.8 million and \$0.9 million, for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

10. SHARE-BASED COMPENSATION

The components of share-based compensation expense recognized in each period within selling, general and administrative expenses in the accompanying consolidated statements of operations were \$0.3 million, \$0.3 million and \$0.4 million for the years ended October 2, 2022, October 3, 2021 and September 27, 2020, respectively.

The Company offers share-based compensation plans to attract, retain and motivate key members of our management team and non-employee directors to contribute to the long-term success of the Company. On June 14, 2018, Quidditch Topco, Inc. adopted the Quidditch Topco, Inc. Stock Incentive Plan (the "Equity Plan"). The Equity Plan is administered by the Board of Directors of Quidditch Topco, Inc. who determine the terms and conditions of each grant. Under the provisions of the Equity Plan, Quidditch Topco, Inc. is authorized to issue up to 1,500,000 shares of its common stock in connection with the granting of stock options (the "Options") and is authorized to issue 500,000 shares of its common stock for grants or purchases. Since the Options are granted by Quidditch Topco, Inc. to employees of Qdoba, we recognize share-based compensation expense and additional paid-in capital in these consolidated financial statements.

The Options expire no later than seven years from the grant date. One-third of the Options are subject to time vesting conditions and vest in five equal annual installments on each anniversary of the effective date of the Options. Two-thirds of the Options are subject both to performance and market vesting conditions. The Options that are subject to performance and market vesting conditions will vest upon achievement of certain multiples of invested capital. Since the achievement of the required multiple of invested capital is unlikely without the occurrence of a liquidity event, no compensation cost is recorded for the related portion of the Options until such a liquidity event is considered to be probable of occurring.

During fiscal 2020, Quidditch Topco, Inc. modified the vesting conditions for half of the outstanding Options that are subject to performance and market vesting conditions by reducing the required multiple of invested capital necessary for such Options to vest. Since the modified portions of the Options were not probable of vesting immediately before and after the modification, there was no incremental compensation cost related to the modification.

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

The following table summarizes the activity of the Options for the year ended October 2, 2022:

	Number of Options	Weighted average exercise price	Weighted average remaining contractual life (years)
Outstanding as of October 3, 2021	1,090,662	\$ 10.26	4.6
Granted	—	—	
Forfeited	(148,000)	10.31	
Outstanding as of October 2, 2022	942,662	10.25	3.4
Vested as of October 2, 2022	201,195	10.16	3.1

The maximum unrecognized compensation cost related to unvested Options as of October 2, 2022 is approximately \$2.7 million, \$2.3 million of which is related to performance and market vesting conditions. The Company recognizes forfeitures as a reduction of expense as they occur.

The risk-free interest rate was determined based on published U.S. Treasury spot rates using a term equal to the expected life of the related Options. The expected dividend yield assumption is based on the Company's history and expectations of dividend payouts at the grant date. The expected stock price volatility represents the median of selected peer companies in the Company's industry. The expected term of the Options represents the expected time to a liquidity event.

11. CONTINGENCIES AND LEGAL MATTERS

Commitments

The Company enters into various purchase obligations in the ordinary course of business, generally of a short-term nature. Those that are binding primarily relate to commitments for food and packaging, information technology contracts and marketing obligations, related to system-wide restaurant operations. The Company's future estimated cash payments under existing contractual purchase obligations for goods and services as of October 2, 2022 are approximately \$58.0 million. These contracts have terms extending through the end of 2026. The Company has excluded agreements that are cancellable without penalty.

Legal matters

We assess contingencies, including litigation contingencies, to determine the degree of probability and range of possible loss for potential accrual in our financial statements. An estimated loss contingency is accrued in the financial statements if it is probable that a liability has been incurred and the amount of the loss can be reasonably estimated. Because litigation is inherently unpredictable, assessing contingencies is highly subjective and requires judgment about future events. When evaluating litigation contingencies, we may be unable to provide a meaningful estimate due to a number of factors, including the procedural status of the matter in question, the availability of appellate remedies, insurance coverage related to the claim or claims in question, the presence of complex or novel legal theories and the ongoing discovery and development of information important to the matter. In addition, damage amounts claimed in litigation against us may be unsupported, exaggerated or unrelated to possible outcomes and as such are not meaningful indicators of our potential liability or financial exposure. We regularly review contingencies to determine the adequacy of the accruals and related disclosures. The ultimate amount of loss may differ from these estimates.

We are subject to normal and routine litigation brought by former, current or prospective employees, customers, franchisees, landlords, vendors and others. We intend to defend ourselves in any such matters. We believe that the ultimate determination of liability in connection with legal claims pending against us, if any, in excess of amounts already provided for such matters in the accompanying consolidated financial statements, will not have a material adverse effect on our business, our results of operations, liquidity or financial position; however, it is possible that our business, results of operations, liquidity or financial condition could be materially affected in a particular future reporting period by the unfavorable resolution of one or more matters or contingencies during such period.

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

12. SUPPLEMENTAL CASH FLOW INFORMATION *(in thousands)*

	<u>Year Ended October 2, 2022</u>	<u>Year Ended October 3, 2021</u>	<u>Year Ended September 27, 2020</u>
Cash paid during the year for:			
Interest, net of amounts capitalized.....	\$ 19,850	\$ 25,419	\$ 15,704
Income taxes	74	139	159
Non-cash transactions:			
Decrease (increase) in obligations for purchases of property and equipment.....	1,640	(440)	476
Equipment capital lease obligations incurred	—	59	40

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

13. SUPPLEMENTAL CONSOLIDATED BALANCE SHEET INFORMATION *(in thousands)*

	<u>October 2, 2022</u>	<u>October 3, 2021</u>
Accounts and other receivables, net:		
Credit card receivables	\$ 3,966	\$ 4,108
Trade receivables	2,222	2,097
Delivery services receivables	1,073	1,091
Other	2,310	2,261
Allowances for doubtful accounts	(374)	(1,067)
	<u>\$ 9,197</u>	<u>\$ 8,490</u>
Prepaid expenses:		
Prepaid rent	\$ 3,068	\$ 3,097
Prepaid insurance	939	1,125
Prepaid maintenance and subscriptions	914	845
Other	825	735
	<u>\$ 5,746</u>	<u>\$ 5,802</u>
Property and equipment:		
Buildings and leasehold improvements	\$ 84,284	\$ 85,385
Restaurant and other equipment	59,807	61,278
Construction in progress	7,165	5,305
	151,256	151,968
Less accumulated depreciation and amortization	(67,986)	(60,978)
Property and equipment, net	<u>\$ 83,270</u>	<u>\$ 90,990</u>
Other assets:		
Deposits	\$ 999	\$ 1,023
Deferred financing fees	168	533
Other	454	765
	<u>\$ 1,621</u>	<u>\$ 2,321</u>

QUIDDITCH ACQUISITION, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

13. SUPPLEMENTAL CONSOLIDATED BALANCE SHEET INFORMATION (continued) (in thousands)

	October 2, 2022	October 3, 2021
Accrued liabilities:		
Payroll and benefits	\$ 10,059	\$ 9,425
Legal and professional services	6,231	1,661
Accrued interest	3,353	1,707
Lease commitments related to closed locations, current portion	3,093	1,526
Deferred social security taxes, current portion	2,908	2,907
Gift card liability	2,786	2,854
Capital improvements	2,310	1,231
Sales and property taxes	1,985	2,458
Marketing loyalty liability	1,101	1,634
Utilities	753	714
Other	2,409	3,120
	<u>\$ 36,988</u>	<u>\$ 29,237</u>
Other long-term liabilities:		
Straight-line rent accrual	\$ 12,996	\$ 11,804
Deferred tenant improvement allowances	2,882	2,929
Lease commitments related to closed locations, long-term portion	2,766	3,758
Deferred franchise and development fees	2,760	1,649
Unfavorable lease liabilities	2,315	3,872
Deferred social security taxes, long-term portion	—	2,907
Other	816	1,014
	<u>\$ 24,535</u>	<u>\$ 27,933</u>

14. SUBSEQUENT EVENTS

The Company has evaluated subsequent events from the balance sheet date through December 21, 2022, the date on which the financial statements were available to be issued.

MRC Merger

Refer to discussion of the MRC Merger within Note 1, *Business and Summary of Significant Accounting Policies – Modern Restaurant Concepts Merger*, which closed on the first day of fiscal 2023.

GUARANTEE OF PERFORMANCE

For value received, Quidditch Acquisition, Inc., a Delaware corporation (the “**Guarantor**”), located at 350 Camino De La Reina, Suite 400, San Diego, California 92108, absolutely and unconditionally guarantees the performance by Qdoba Restaurant Corporation (the “**Manager**”), located at 350 Camino De La Reina, Suite 400, San Diego, California 92108, of all of its duties and obligations under that certain Management Agreement between Manager and Qdoba Franchisor LLC (“**Franchisor**”), among others, dated December 20, 2024, as it may be amended, modified or extended from time to time (the “**Management Agreement**”), which duties and obligations include the Manager’s required support and services to Franchisor’s franchisees under their franchise agreements and development agreements.

This guarantee continues until all such obligations of the Manager under the Management Agreement are satisfied or until the liability of Manager to Franchisor under the Management Agreement has been completely discharged, whichever occurs first. Notice of acceptance is waived. The Guarantor does not waive notice of default on the part of the Manager. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor executes this guarantee at San Diego, California, on the 20th day of December, 2024.

Guarantor: Quidditch Acquisition, Inc.

By: Mel Tucker

Print Name: Mel Tucker

Print Title: Chief Financial Officer

EXHIBIT B

LIST OF STATE ADMINISTRATORS

LIST OF STATE ADMINISTRATORS

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state laws. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, the following are the state administrators responsible for the review, registration, and oversight of franchises in these states:

CALIFORNIA Commissioner of Financial Protection and Innovation Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, California 90013-2344 (213) 576-7500 Toll Free: (866) 275-2677 Email: ASK.DFPI@dfpi.ca.gov Website: http://www.dfpi.ca.gov	NEW YORK NYS Department of Law Investor Protection Bureau 28 Liberty St. 21st Fl New York, NY 10005 (212) 416-8222
HAWAII Commissioner of Securities Department of Commerce & Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 203 Honolulu, Hawaii 96813 (808) 586-2722	NORTH DAKOTA North Dakota Securities Department State Capitol Department 414 600 East Boulevard Avenue, Fourteenth Floor Bismarck, North Dakota 58505-0510 (701) 328-4712
ILLINOIS Illinois Office of the Attorney General Franchise Bureau 500 South Second Street Springfield, Illinois 62706 (217) 782-4465	RHODE ISLAND Department of Business Regulation Securities Division, Building 69, First Floor John O. Pastore Center 1511 Pontiac Avenue Cranston, Rhode Island 02920 (401) 462-9527
INDIANA Secretary of State Franchise Section 302 West Washington, Room E-111 Indianapolis, Indiana 46204 (317) 232-6681	SOUTH DAKOTA Division of Insurance Securities Regulation 124 South Euclid Avenue, 2 nd Floor Pierre, South Dakota 57501 (605) 773-3563
MARYLAND Office of the Attorney General Securities Division 200 St. Paul Place Baltimore, Maryland 21202-2020 (410) 576-6360	VIRGINIA State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9th Floor Richmond, Virginia 23219 (804) 371-9051
MICHIGAN Michigan Attorney General's Office Corporate Oversight Division, Franchise Section 525 West Ottawa Street G. Mennen Williams Building, 1 st Floor Lansing, Michigan 48913 (517) 335-7567	WASHINGTON Department of Financial Institutions Securities Division P.O. Box 41200 Olympia, Washington 98504-1200 (360) 902-8760

MINNESOTA Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, Minnesota 55101 (651) 539-1600	WISCONSIN Division of Securities 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705 (608) 266-2139

EXHIBIT C

AGENTS FOR SERVICE OF PROCESS

AGENTS FOR SERVICE OF PROCESS

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state law. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, we will designate the following state offices or officials as our agents for service of process in these states. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents in some of the states listed.

CALIFORNIA Commissioner of Financial Protection and Innovation Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, California 90013-2344 (213) 576-7500 Toll Free: (866) 275-2677 Email: ASK.DFPI@dfpi.ca.gov Website: http://www.dfpi.ca.gov	NEW YORK New York Secretary of State One Commerce Plaza 99 Washington Avenue Albany, NY 12231 (518) 473-2492
HAWAII Commissioner of Securities Department of Commerce & Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 203 Honolulu, Hawaii 96813 (808) 586-2722	NORTH DAKOTA North Dakota Securities Commissioner State Capitol Department 414 600 East Boulevard Avenue, Fourteenth Floor Bismarck, North Dakota 58505-0510 (701) 328-4712
ILLINOIS Illinois Attorney General 500 South Second Street Springfield, Illinois 62706 (217) 782-4465	RHODE ISLAND Director of Department of Business Regulation Department of Business Regulation Securities Division, Building 69, First Floor John O. Pastore Center 1511 Pontiac Avenue Cranston, Rhode Island 02920 (401) 462-9527
INDIANA Secretary of State Franchise Section 302 West Washington, Room E-111 Indianapolis, Indiana 46204 (317) 232-6681	SOUTH DAKOTA Division of Insurance Director of the Securities Regulation 124 South Euclid Avenue, 2 nd Floor Pierre, South Dakota 57501 (605) 773-3563
MARYLAND Maryland Securities Commissioner 200 St. Paul Place Baltimore, Maryland 21202-2020 (410) 576-6360	VIRGINIA Clerk of the State Corporation Commission 1300 East Main Street, 1 st Floor Richmond, Virginia 23219 (804) 371-9733
MICHIGAN Michigan Attorney General's Office Corporate Oversight Division, Franchise Section 525 West Ottawa Street G. Mennen Williams Building, 1 st Floor Lansing, Michigan 48913 (517) 335-7567	WASHINGTON Director of Department of Financial Institutions Securities Division – 3 rd Floor 150 Israel Road, Southwest Tumwater, Washington 98501 (360) 902-8760

MINNESOTA Commissioner of Commerce Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, Minnesota 55101 (651) 539-1600	WISCONSIN Division of Securities 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705 (608) 266-2139

EXHIBIT D

LIST OF FRANCHISED LOCATIONS, FORMER FRANCHISEES, AND AGREEMENTS SIGNED BUT UNITS NOT OPEN

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

Rest. No		Entity	Street Address ¹	City	State / Province	Country	Zip / Postal Code	Phone	
3046		Army and Air Force Exchange Service ^{**}	355 S Kelly St., Main Exchange Food Court Bldg. 1090	Maxwell AFB	Alabama	USA	36112	(000) 000-0000	
1894		Army and Air Force Exchange Service ^{**}	9214 Hutton Plz	Fort Novosel	Alabama	USA	36362	(000) 000-0000	
~~2261~~		~~Flavors West, LLC~~	~~702 E Benson Blvd~~	~~Anchorage~~	~~Alaska~~	~~USA~~	~~99503~~	~~(907) 276-4755~~	
~~2324~~		~~Flavors West, LLC~~	~~1900 E 85th Ct~~	~~Anchorage~~	~~Alaska~~	~~USA~~	~~99507~~	~~(907) 336-0393~~	
2425		Flavors West, LLC	1102 N Muldoon Rd, Ste A4	Anchorage	Alaska	USA	99504	(907) 339-9611	
2762		Flavors West, LLC	1515 E Parks Hwy	Wasilla	Alaska	USA	99654	(907) 373-7639	
~~2782~~		~~ARAMARK Food & Support Services Group, Inc~~	~~1290 S Normal Ave, Memorial Union Building~~	~~Tempe~~	~~Arizona~~	~~USA~~	~~85287~~	~~(480) 965-9568~~	
~~2261~~ ¹⁹ ~~68~~		~~Flavors West, LLC~~ ~~ARAMARK Food & Support Services Group, Inc~~	~~702 E Benson Blvd~~ ~~4701 West Thunderbird Road, University Center Cafe West~~	~~Anchorage~~ ~~Glendale~~	~~Alaska~~ ~~Arizona~~	USA	~~99503~~ ~~85306~~	~~(907) 276-4755~~ ~~(000) 000-0000~~	
~~1795~~		~~Army and Air Force Exchange Service~~	~~5405 E Granite St., Bldg 2527~~	~~Davis Monthan AFB~~	~~Arizona~~	~~USA~~	~~85707~~	~~(000) 000-0000~~	
~~2324~~ ¹⁷ ~~87~~		~~Flavors West~~ ~~Sodexo Operations, LLC~~	~~1900 E 85th Ct~~ ~~306 E Pine Knoll Dr., DuBois Center~~	~~Anchorage~~ ~~Flagstaff~~	~~Alaska~~ ~~Arizona~~	USA	~~99507~~ ~~86011~~	~~(907) 336-0393~~ ~~(928) 523-2372~~	
2931		Sodexo Operations, LLC	3300 W Camelback Rd, Thunder Alley Bldg	Phoenix	Arizona	USA	85017	(602) 639-7863	
		~~2782~~	~~ARAMARK Educational Services, LLC~~	~~1290 S Normal Ave, Memorial Union Building~~	~~Tempe~~	~~Arizona~~	~~USA~~	~~85287~~	~~(480) 965-9568~~
		~~1967~~	~~ARAMARK Educational Services, LLC^{**}~~	~~7001 East Williams Field Road, Student Union~~	~~Mesa~~	~~Arizona~~	~~USA~~	~~85212~~	~~(000) 000-0000~~
		~~1968~~	~~ARAMARK Educational Services, LLC^{**}~~	~~4701 West Thunderbird Road, University Center Cafe West~~	~~Glendale~~	~~Arizona~~	~~USA~~	~~85306~~	~~(000) 000-0000~~
		~~1787~~	~~Sodexo Operations, LLC~~	~~306 E Pine Knoll Dr., DuBois Center~~	~~Flagstaff~~	~~Arizona~~	~~USA~~	~~86011~~	~~(928) 523-2372~~
		~~1795~~	~~Army and Air Force Exchange Service^{**}~~	~~5405 E Granite St., Bldg 2527~~	~~Davis Monthan AFB~~	~~Arizona~~	~~USA~~	~~85707~~	~~(000) 000-0000~~
2676		Burrito Concepts, LLC*	2005 Promenade Blvd, Ste 100	Rogers	Arkansas	USA	72758	(479) 621-6111	
~~2868~~		~~Burrito Concepts, LLC*~~	~~2935 Parkwood Rd~~	~~Jonesboro~~	~~Arkansas~~	~~USA~~	~~72401~~	~~(870) 336-2172~~	
1866		Burrito Concepts, LLC*	637 E Joyce Blvd	Fayetteville	Arkansas	USA	72703	(479) 444-6009	
		~~2868~~	~~Burrito Concepts, LLC*~~	~~2935 Parkwood Rd~~	~~Jonesboro~~	~~Arkansas~~	~~USA~~	~~72401~~	~~(870) 336-2172~~
		~~3022~~	~~Shore Front, LLC^{**}~~	~~Camp Pendleton MCCS Pacific Plaza, Building 20845, Ste 110~~	~~Camp Pendleton~~	~~California~~	~~USA~~	~~92055~~	~~(000) 000-0000~~

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

	2953	Sodexo Operations, LLC	1 University Dr	Orange	California	USA	92866	(714) 628-7338
1887		Army and Air Force Exchange Service	690 Airman Dr., Bldg. 648	Travis	California	USA	94535	(707) 437-4490
	1938	Sodexo Operations, LLC**	1 LMU Drive	Los Angeles	California	USA	90045	(000) 000-0000
	2784	SSP America, Inc.	3225 North Harbor Dr, Terminal TW2 -Space 2060	San Diego	California	USA	92101	(619) 297-0098
	3003	Ipai QSR Corporation**	31267 Valley Center Road	Valley Center	California	USA	92082	(000) 000-0000
2793		Cal Poly Pomona	3801 W Temple Ave, Bldg 35 Bronco Student Ctr	Pomona	California	USA	91768	(909) 869-5477
~~1937~~ 3053		~~Sodexo Operations, LLC~~ Cali Queso Corporation*	~~333 S. Twin Oaks~~ 1815-B Ygnacio Valley Rd: ~~University Student Union~~	~~San Marcos~~ Walnut Creek	California	USA	~~92045~~ 96	~~(760) 750-4764~~ (925) 430-2624
3021		Fly Away Foods LLC	18601 Airport Way John Wayne Airport - Terminal B Food Court	Costa Mesa	California	USA	92707	(949) 230-8872
3053	22	~~Cali Queso Corporation*~~ Shore Front, LLC	~~1815-B Ygnacio Valley Rd~~ Camp Pendleton MCCS Pacific Plaza, Building 20845, Ste 110	~~Walnut Creek~~ Camp Pendleton	California	USA	~~94596~~ 92055	~~(925) 430-2624~~ (000) 000-0000
~~3225~~		Shore Front, LLC	419 Physical Science Quad, Interdisciplinary Science and Engineering Bldg	Irvine	California	USA	92697	(000) 000-0000
2909	53	Sodexo Operations, LLC	1201 Larimer St, Academic Bldg One 1 University Dr	~~Denver~~ Orange	Colorado California	USA	~~80204~~ 92866	~~(303) 315-4152~~ (714) 628-7338
	2522	Tres Rouge Burros, LLC*	3670 Austin Bluffs Pkwy Suite 100	Colorado Springs	Colorado	USA	80918	(719) 265-1858
	2700	Scherger Limited	2161 N Frontage Rd W, Ste 9	Vail	Colorado	USA	81657	(970) 476-7539
	1725	Tres Rouge Burros, LLC*	16010 Old Forest Point	Monument	Colorado	USA	80132	(719) 484-0837
	2727	Flavors West, LLC	2620 Woodgate Rd, Ste 104	Montrose	Colorado	USA	81401	(970) 240-9908
	2119	Flavors West, LLC	510 Laurel St	Glenwood Springs	Colorado	USA	81601	(970) 928-9700
	2459	Flavors West, LLC	592 32nd Rd, Unit B	Clifton	Colorado	USA	81520	(970) 523-0184
	2227	Flavors West, LLC	2536 Rimrock Dr, Ste 100	Grand Junction	Colorado	USA	81505	(970) 243-0877
	2993	Tres Rouge Burros, LLC*	4451 Venetucci Blvd Ste 100	Fountain	Colorado	USA	80906	(719) 576-1439

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	1704	~~Tres Rouge Burros, LLC*~~	~~536 W Garden of the Gods Rd~~	~~Colorado Springs~~	~~Colorado~~	~~USA~~	~~80907~~	~~(719) 592-9701~~
~~302019~~ ~~37~~		~~Sodexo Operations, LLC**~~	~~1200 16th Street, Ben Parker~~ ~~Oaks Valley Rd. University Student Center~~ ~~Union~~	~~Golden San Marcos~~	~~Colorado California~~	~~USA~~	~~8040192096~~	~~(000) 000-0000~~ ~~(760) 750-4764~~
	2325	~~Tres Rouge Burros, LLC*~~	~~3709 Bloomington St~~	~~Colorado Springs~~	~~Colorado~~	~~USA~~	~~80918~~	~~(719) 591-7039~~
	2135	~~Tres Rouge Burros, LLC*~~	~~7140 N Academy Blvd Space B4~~	~~Colorado Springs~~	~~Colorado~~	~~USA~~	~~80920~~	~~(719) 533-0046~~
~~193868~~		~~Skyport Group Sodexo Operations, LLC**~~	~~8500 Pena Blvd., Concourse B~~ ~~Denver Airport – Concourse B Mezzanine 1 LMU Drive~~	~~Denver Los Angeles~~	~~Colorado California~~	~~USA~~	~~8024990045~~	~~(000) 000-0000~~
	1911	~~Flavors West, LLC~~	~~401 Jurassic Ave B, Unit 2~~	~~Fruita~~	~~Colorado~~	~~USA~~	~~81521~~	~~(970) 639-2414~~
	1762	~~Flavors West, LLC~~	~~2510 N 12th St, Unit A~~	~~Grand Junction~~	~~Colorado~~	~~USA~~	~~81501~~	~~(970) 628-4903~~
~~24784~~		~~Tres Rouge Burros, LLC* SSP America, Inc.~~	~~1916 Southgate Rd~~ ~~Space E8a3225 North Harbor Dr. Terminal TW2 - Space 2060~~	~~Colorado Springs San Diego~~	~~Colorado California~~	~~USA~~	~~8090692101~~	~~(719) 635-3663~~ ~~(619) 297-0098~~
	2105	~~Tres Rouge Burros, LLC*~~	~~1605 Briargate Pkwy Suite 134~~	~~Colorado Springs~~	~~Colorado~~	~~USA~~	~~80920~~	~~(719) 264-6185~~
1771		Army and Air Force Exchange Service	1804 Prussman Blvd, Bldg 1534	Ft Carson	Colorado	USA	80913	(719) 226-1269
~~1762~~		~~Flavors West, LLC~~	~~2510 N 12th St, Unit A~~	~~Grand Junction~~	~~Colorado~~	~~USA~~	~~81501~~	~~(970) 628-4903~~
~~2119~~		~~Flavors West, LLC~~	~~510 Laurel St~~	~~Glenwood Springs~~	~~Colorado~~	~~USA~~	~~81601~~	~~(970) 928-9700~~
~~2227~~		~~Flavors West, LLC~~	~~2536 Rimrock Dr, Ste 100~~	~~Grand Junction~~	~~Colorado~~	~~USA~~	~~81505~~	~~(970) 243-0877~~
2322		Flavors West, LLC	1755 Central Park Dr., Ste 116	Steamboat Springs	Colorado	USA	80488	(970) 879-7610
~~2459~~		~~Flavors West, LLC~~	~~592 32nd Rd, Unit B~~	~~Clifton~~	~~Colorado~~	~~USA~~	~~81520~~	~~(970) 523-0184~~
~~2727~~		~~Flavors West, LLC~~	~~2620 Woodgate Rd, Ste 104~~	~~Montrose~~	~~Colorado~~	~~USA~~	~~81401~~	~~(970) 240-9908~~
~~1911~~		~~Flavors West, LLC~~	~~401 Jurassic Ave B, Unit 2~~	~~Fruita~~	~~Colorado~~	~~USA~~	~~81521~~	~~(970) 639-2414~~
~~2700~~		~~Scherger Limited~~	~~2161 N Frontage Rd W, Ste 9~~	~~Vail~~	~~Colorado~~	~~USA~~	~~81657~~	~~(970) 476-7539~~
~~1868~~		~~Skyport Group, LLC~~	~~8500 Pena Blvd., Concourse B, Denver Airport - Concourse B Mezzanine~~	~~Denver~~	~~Colorado~~	~~USA~~	~~80249~~	~~(000) 000-0000~~

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3020	Sodexo Operations, LLC	1200 16th Street, Ben Parker Student Center	Golden	Colorado	USA	80401	(000) 000-0000	
3202	Sodexo Operations, LLC	2055 East Evans Ave Community Commons	Denver	Colorado	USA	80210	(555) 555-5555	
3190	Sodexo Operations, LLC	1100 North Ave, Tomlinson Library Food Court	Grand Junction	Colorado	USA	81501	(000) 000-0000	
2909	Sodexo Operations, LLC	1201 Larimer St, Academic Bldg One	Denver	Colorado	USA	80204	(303) 315-1152	
1704	Tres Rouge Burros, LLC*	536 W Garden of the Gods Rd	Colorado Springs	Colorado	USA	80907	(719) 592-9701	
2325	Tres Rouge Burros, LLC*	3709 Bloomington St	Colorado Springs	Colorado	USA	80918	(719) 591-7039	
2105	Tres Rouge Burros, LLC*	1605 Briargate Pkwy, Suite 131	Colorado Springs	Colorado	USA	80920	(719) 264-6185	
2522	Tres Rouge Burros, LLC*	3670 Austin Bluffs Pkwy, Suite 100	Colorado Springs	Colorado	USA	80918	(719) 265-1858	
2993	Tres Rouge Burros, LLC*	4451 Venetucci Blvd, Suite 100	Fountain	Colorado	USA	80906	(719) 576-1439	
1725	Tres Rouge Burros, LLC*	16010 Old Forest Point	Monument	Colorado	USA	80132	(719) 484-0837	
2184	Tres Rouge Burros, LLC*	1916 Southgate Rd, Space E8a	Colorado Springs	Colorado	USA	80906	(719) 635-3663	
2920	TIG Queso, LLC*	1211 N Dupont Hwy	Dover	Delaware	USA	19901	(302) 674-4168	
1718	TIG Queso, LLC*	58 E Main St.	Newark	Delaware	USA	19711	(302) 368-4541	
2960	TIG Queso, LLC*	5609 Concord Pike, Unit 7a	Wilmington	Delaware	USA	19803	(302) 477-1832	
	2920	TIG-Queso, LLC*	1211 N Dupont Hwy	Dover	Delaware	USA	19901	(302)-674-4168
2986	TIG Queso, LLC*	3230 Fashion Center Blvd, Ste 228	Newark	Delaware	USA	19702	(302) 737-7348	
3071	Compass Group USA, Inc	4400 Massachusetts Ave NW, The Tunnel Suite 156	Washington	District of Columbia	USA	20016	(000) 000-0000	
2350	Q (E-Street), LLC*	555 11th St NW	Washington	District of Columbia	USA	20004	(202) 347-8477	
	3071	Compass Group USA, Inc**	4400 Massachusetts Ave NW, The Tunnel Suite 156	Washington	District of Columbia	USA	20016	(000)-000-0000
1819	ARAMARK Educational Food & Support Services, LLC Group, Inc	12715 Pegasus Dr., Space #137	Orlando	Florida	USA	32816	(407) 823-2551	
	2367	JED-Fresh, LLC	12376 Apopka Vineland Rd	Lake Buena Vista	Florida	USA	32836	(407)-238-4787
	2446	JED-Tampa, LLC	5001 E Fowler Ave	Tampa	Florida	USA	33617	(813)-984-4650
	3049	Compass Group USA, Inc	1 UNF Drive,	Jacksonville	Florida	USA	32224	(904)-620-1543

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		~~John A. Delaney Student Union Bldg, 58 W~~						
	~~3083~~	~~TIG Queso, LLC*~~	~~2524 S Falkenburg Road~~	~~Tampa~~	~~Florida~~	~~USA~~	~~33619~~	~~(813) 405-8715~~
2512	AREAS USA MCO, LLC	One Airport Blvd, Airside 3, Orlando Intrnl Airport	Orlando	Florida	USA	32827	(407) 506-7379	
	~~1744~~	~~Sodexo Operations, LLC~~	~~600 S Clyde Morris Blvd~~	~~Daytona Beach~~	~~Florida~~	~~USA~~	~~32114~~	~~(386) 226-6067~~
	~~2557~~	~~JED-Tampa, LLC~~	~~13165 US 301, Ste G1~~	~~Riverview~~	~~Florida~~	~~USA~~	~~33578~~	~~(813) 741-9396~~
	~~1983~~	~~Queso Time FL 1, LLC~~	~~537 SW Pine Island Road~~	~~Cape Coral~~	~~Florida~~	~~USA~~	~~33991~~	~~(239) 980-0616~~
~~1829~~ ~~3049~~	~~JED-Fresh, LLC~~ ~~Compass Group USA, Inc~~	~~10959 W Colonial Dr, Ste 121 UNF Drive, John A. Delaney Student Union Bldg, 58 W~~	~~Ocoee Jacksonville~~	~~Florida~~	~~USA~~	~~34761~~ ~~3224~~	~~(407) 554-2132~~ ~~(904) 620-1543~~	
	~~2579~~	~~JED-Fresh, LLC~~	~~380 S State Rd 434, Ste 1005~~	~~Altamonte Springs~~	~~Florida~~	~~USA~~	~~32714~~	~~(407) 628-9217~~
3118	Compass Group USA, Inc**	3301 College Ave University Student Union	Ft. Lauderdale	Florida	USA	33314	(000) 000-0000	
	~~1982~~	~~Queso Time FL 2, LLC~~	~~5037 S. Cleveland Ave~~	~~Ft. Myers~~	~~Florida~~	~~USA~~	~~33907~~	~~(239) 309-5466~~
1749	Hojeij Branded Foods, LLC	4100 George J Bean Pkwy, Space T-3-1737	Tampa	Florida	USA	33607	(813) 387-9843	
2313	JED-Fresh, LLC	202 W Lake Mary Blvd	Sanford	Florida	USA	32773	(407) 330-3039	
~~2367~~	~~JED-Fresh, LLC~~	~~12376 Apopka Vineland Rd~~	~~Lake Buena Vista~~	~~Florida~~	~~USA~~	~~32836~~	~~(407) 238-4787~~	
~~2579~~	~~JED-Fresh, LLC~~	~~380 S State Rd 434, Ste 1005~~	~~Altamonte Springs~~	~~Florida~~	~~USA~~	~~32714~~	~~(407) 628-9217~~	
~~1829~~	~~JED-Fresh, LLC~~	~~10959 W Colonial Dr, Ste 12~~	~~Ocoee~~	~~Florida~~	~~USA~~	~~34761~~	~~(407) 554-2132~~	
~~2446~~	~~JED-Tampa, LLC~~	~~5001 E Fowler Ave~~	~~Tampa~~	~~Florida~~	~~USA~~	~~33617~~	~~(813) 984-4650~~	
~~2557~~	~~JED-Tampa, LLC~~	~~13165 US 301, Ste G1~~	~~Riverview~~	~~Florida~~	~~USA~~	~~33578~~	~~(813) 741-9396~~	
~~2624~~	~~JED-Tampa, LLC~~	~~3801 W Gandy Blvd.~~	~~Tampa~~	~~Florida~~	~~USA~~	~~33611~~	~~(813) 837-0101~~	
~~3089~~	~~PGD Holdings LLC~~	~~16040 Pines Blvd~~	~~Pembroke Pines~~	~~Florida~~	~~USA~~	~~33082~~	~~(754) 283-8282~~	
~~3128~~	~~PGD Holdings LLC~~	~~4767 S University Dr~~	~~Davie~~	~~Florida~~	~~USA~~	~~33328~~	~~(754) 283-8616~~	
~~1983~~	~~Queso Time FL 1, LLC~~	~~537 SW Pine Island Road~~	~~Cape Coral~~	~~Florida~~	~~USA~~	~~33991~~	~~(239) 980-0616~~	
~~1982~~	~~Queso Time FL 2, LLC~~	~~5037 S. Cleveland Ave~~	~~Ft. Myers~~	~~Florida~~	~~USA~~	~~33907~~	~~(239) 309-5466~~	
~~1744~~	~~Sodexo Operations, LLC~~	~~600 S Clyde Morris Blvd~~	~~Daytona Beach~~	~~Florida~~	~~USA~~	~~32114~~	~~(386) 226-6067~~	
~~3083~~	~~TIG Queso, LLC*~~	~~2524 S Falkenburg Road~~	~~Tampa~~	~~Florida~~	~~USA~~	~~33619~~	~~(813) 405-8715~~	
~~3124~~	~~TIG Queso, LLC*~~	~~17509 Preserve Walk Ln~~	~~Tampa~~	~~Florida~~	~~USA~~	~~33647~~	~~(813) 761-0005~~	

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1774	Army and Air Force Exchange Service		103 Ingersol St.	Fort Moore	Georgia	USA	31905	(000) 000-0000	
1802	Army and Air Force Exchange Service		982 Macon St.	Robins AFB	Georgia	USA	31098	(000) 000-0000	
1818	Army and Air Force Exchange Service**		345 Lindquist Rd	Ft Stewart	Georgia	USA	31314	(000) 000-0000	
1886	Army and Air Force Exchange Service		9220 Marne Road	Fort Moore	Georgia	USA	31905	(000) 000-0000	
1865	Army and Air Force Exchange Service		637 Chamberlin Ave, Building 637	Ft. Eisenhower	Georgia	USA	30905	(000) 000-0000	
2605	Fresh Made Foods, LLC		5530 Windward Pkwy, Ste 330	Alpharetta	Georgia	USA	30004	(770) 346-0087	
2745	Fresh Made Foods, LLC		5610 Glenridge Dr NE, Ste 105	Sandy Springs	Georgia	USA	30342	(404) 303-8800	
2354	Hojeij Branded Foods, LLC		6000 N Terminal Pkwy, Concourse E	Atlanta	Georgia	USA	30320	(404) 684-0312	
		2745	Fresh Made Foods, LLC	5610 Glenridge Dr NE, Ste 105	Sandy Springs	Georgia	USA	30342	(404) 303-8800
		1886	Army and Air Force Exchange Service**	9220 Marne Road	Fort Moore	Georgia	USA	31905	(000) 000-0000
2787	Hojeij Branded Foods, LLC		12700 Spine Rd SW, Atlanta Intrnl Airport Spc AF8	Atlanta	Georgia	USA	30320	(404) 684-0312	
		3126	HSOSH Marietta, LLC	827 NE Church St.	Marietta	Georgia	USA	30060	(619) 930-0005
262905	Fresh MadeAmazing Mex Foods, LLC*		5530 Windward Pkwy, Ste 3301970 W Pullman Rd, Unit G19	AlpharettaMoscow	GeorgiaIdaho	USA	3000483843	(770) 346-0087(208) 892-8569	
		1774	Army and Air Force Exchange Service**	103 Ingersol St.	Fort Moore	Georgia	USA	31905	(000) 000-0000
		1802	Army and Air Force Exchange Service**	982 Macon St.	Robins AFB	Georgia	USA	31098	(000) 000-0000
18272881	Compass Group USA, IncAmazing Mex Foods, LLC*		875 Perimeter Drive245 W Prairie Shopping Center	MoscowHayden	Idaho	USA	8384435	(208) 892-8569762-9377	
2011	Amazing Mex Foods, LLC*		204 W Ironwood Dr, Ste A	Coeur d'Alene	Idaho	USA	83814	(208) 667-2074	
1827	Compass Group USA, Inc		875 Perimeter Drive	Moscow	Idaho	USA	83844	(208) 892-8569	
2472	Rojo Caliente Idaho, Inc.		16383 N Market Place Blvd	Nampa	Idaho	USA	83687	(208) 467-2136	
2473	Rojo Caliente Idaho, Inc.		3068 E Overland Rd, Ste 100	Meridian	Idaho	USA	83642	(208) 888-1462	
		2474	Rojo Caliente Idaho, Inc.	3319 N Eagle Rd, Ste 100	Merdian	Idaho	USA	83646	(208) 888-0675
2794	Rojo Caliente Idaho, Inc.		590 S Broadway Ave	Boise	Idaho	USA	83702	(208) 426-0794	

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~~221~~	1950	Amazing Mex Foods, LLC* <u>Army and Air Force Exchange Service</u>	~~1970 W Pullman Rd, Unit G19~~ <u>207 W. Winters St., Bldg. 1981</u>	~~Moscow~~ <u>Scott AFB</u>	~~Idaho~~ <u>Illinois</u>	USA	~~83843~~ <u>622</u> 25	~~(208) 892-8569~~ <u>(000) 000-0000</u>
	2881	Amazing Mex Foods, LLC*	245 W Prairie Shopping Center	Hayden	Idaho	USA	83835	~~(208) 762-9377~~
2658		Gem City Fresh Mex, Inc	415 N 32nd Street	Quincy	Illinois	USA	62301	(217) 222-4822
1786		Illinois State University**	200 N University St., Bone Student Center	Normal	Illinois	USA	61761	(000) 000-0000
	1897	Northern Illinois University**	340 Carroll Ave, Holmes Student Center	Dekalb	Illinois	USA	60115	~~(000) 000-0000~~
	2277	North Fork Fresh Mex, LLC	3210 Green Mount Crossing Dr, Unit 10	Shiloh	Illinois	USA	62269	~~(618) 632-5231~~
	1950	Army and Air Force Exchange Service**	207 W. Winters St., Bldg. 1981	Scott AFB	Illinois	USA	62225	~~(000) 000-0000~~
	1962	Sodexo Operations, LLC**	1 University Circle	Macomb	Illinois	USA	61455	~~(000) 000-0000~~
	2759	North Fork Fresh Mex, LLC*	2320 Wabash Ave	Springfield	Illinois	USA	62704	~~(217) 698-7111~~
	3119	The Board of Trustees of Eastern Illinois University**	600 Lincoln Ave University Union Food Court	Charleston	Illinois	USA	61920	~~(000) 000-0000~~
	2542	North Fork Fresh Mex, LLC*	5880 Belleville Crossing St	Belleville	Illinois	USA	62226	~~(618) 310-3000~~
	2310	North Fork Fresh Mex, LLC*	2100 Troy Rd, Suite 5	Edwardsville	Illinois	USA	62025	~~(618) 659-4036~~
	2803	Rearing Fork, LLC*	1025 W Dundee Road	Arlington Heights	Illinois	USA	60004	~~(224) 387-5647~~
	2840	Rearing Fork, LLC*	2602 W Schaumburg Rd	Schaumburg	Illinois	USA	60194	~~(224) 208-3985~~
2584		North Fork Fresh Mex, LLC*	1040 W Camp St	East Peoria	Illinois	USA	61611	(309) 698-7100
2585		North Fork Fresh Mex, LLC*	1210 W Glen Ave	Peoria	Illinois	USA	61614	(309) 692-7100
~~2759~~		<u>North Fork Fresh Mex, LLC*</u>	<u>2320 Wabash Ave</u>	<u>Springfield</u>	<u>Illinois</u>	<u>USA</u>	<u>62704</u>	<u>(217) 698-7111</u>
~~2310~~		<u>North Fork Fresh Mex, LLC*</u>	<u>2100 Troy Rd, Suite 5</u>	<u>Edwardsville</u>	<u>Illinois</u>	<u>USA</u>	<u>62025</u>	<u>(618) 659-4036</u>
~~2542~~		<u>North Fork Fresh Mex, LLC*</u>	<u>5880 Belleville Crossing St</u>	<u>Belleville</u>	<u>Illinois</u>	<u>USA</u>	<u>62226</u>	<u>(618) 310-3000</u>
~~2277~~		<u>North Fork Fresh Mex, LLC*</u>	<u>3210 Green Mount Crossing Dr, Unit 10</u>	<u>Shiloh</u>	<u>Illinois</u>	<u>USA</u>	<u>62269</u>	<u>(618) 632-5231</u>
2438		North Fork Fresh Mex, LLC*	1100 Collinsville Crossing Blv	Collinsville	Illinois	USA	62234	(618) 344-3757
	2230	North Fork Fresh Mex, LLC*	14490 Clay Terrace Blvd, Ste 130	Carmel	Indiana	USA	46032	~~(317) 580-0763~~

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~265218~~ <u>97</u>	~~North Fork Fresh Mex, LLC*~~ <u>Northern Illinois University</u>	~~2710 Laporte~~ <u>340 Carroll Ave, Ste 420 Holmes Student Center</u>	~~Valparaiso~~ <u>Dekalb</u>	~~Indiana~~ <u>Illinois</u>	USA	~~46383601~~ <u>15</u>	~~(219) 465-6330~~ <u>(000) 000-0000</u>
~~256803~~	~~North~~ <u>Roaring Fork Fresh Mex, LLC*</u>	~~10934 E Us Highway 36~~ <u>1025 W Dundee Road</u>	~~Avon~~ <u>Arlington Heights</u>	~~Indiana~~ <u>Illinois</u>	USA	~~46123600~~ <u>04</u>	~~(317) 209-8901~~ <u>(224) 387-5647</u>
~~284690~~	~~North~~ <u>Roaring Fork Fresh Mex, LLC*</u>	~~720 E McGalliard~~ <u>2602 W Schaumburg Rd</u>	~~Muncie~~ <u>Schaumburg</u>	~~Indiana~~ <u>Illinois</u>	USA	~~47303601~~ <u>94</u>	~~(765) 254-4530~~ <u>(224) 208-3985</u>
~~219625~~	~~North Fork Fresh Mex Sodexo Operations, LLC*~~	~~6714 E 82nd St~~ <u>1 University Circle</u>	~~Indianapolis~~ <u>Mcom</u>	~~Indiana~~ <u>Illinois</u>	USA	~~46250614~~ <u>55</u>	~~(317) 913-0854~~ <u>(000) 000-0000</u>
~~3119~~	~~The Board of Trustees of Eastern Illinois University~~	~~600 Lincoln Ave, University Union Food Court~~	~~Charleston~~	~~Illinois~~	<u>USA</u>	~~61920~~	~~(000) 000-0000~~
~~185419~~ <u>60</u>	~~North Fork Fresh Mex, LLC*~~ <u>ARAMARK Food & Support Services Group, Inc</u>	~~6196 Whitestown Pkwy~~ <u>201 Jischke Drive, Meredith Residence Hall</u>	~~Whitestown~~ <u>West Lafayette</u>	~~Indiana~~	USA	~~46075479~~ <u>06</u>	~~(317) 769-2467~~ <u>(000) 000-0000</u>
~~286431~~ <u>41</u>	~~North Fork Fresh Mex CMR 3141, LLC*~~	~~56307419 W 86th St, Suite 144~~ <u>600 N</u>	~~Indianapolis~~ <u>Mccordsville</u>	~~Indiana~~	USA	~~46278460~~ <u>55</u>	~~(317) 876-8990~~ <u>548-0749</u>
	~~2826~~	~~North Fork Fresh Mex, LLC*~~	~~1665 N National Rd~~	~~Columbus~~	~~Indiana~~	~~USA~~	~~47201~~ ~~(812) 376-1005~~
~~2677~~	~~CMR Associates, LLC*~~	~~2037 N State St~~	~~Greenfield~~	~~Indiana~~	~~USA~~	~~46140~~	~~(317) 318-1490~~
	~~2461~~	~~North Fork Fresh Mex, LLC*~~	~~8971 E 116th St~~	~~Fishers~~	~~Indiana~~	~~USA~~	~~46038~~ ~~(317) 577-0559~~
~~183228~~ <u>10</u>	~~North Fork Fresh Mex CMR Associates, LLC*~~	~~3515 South St~~ ~~Ste A~~ <u>4682 S Scatterfield Rd</u>	~~Lafayette~~ <u>Anderson</u>	~~Indiana~~	USA	~~47905460~~ <u>13</u>	~~(765) 446-4797~~ <u>393-2508</u>
~~273124~~ <u>26</u>	~~North Fork Fresh Mex EVVQDOBA1, LLC*~~	~~1305 Veterans Pkwy, Suite 500~~ <u>922 N Burkhardt Rd, Ste 101</u>	~~ClEv~~ <u>arknsville</u>	~~Indiana~~	USA	~~4771295~~	~~(812) 206-2077~~ <u>401-0800</u>
	~~4793~~	~~North Fork Fresh Mex, LLC*~~	~~5310 N Main St~~	~~Mishawaka~~	~~Indiana~~	~~USA~~	~~46545~~ ~~(574) 271-1952~~
~~265293~~	~~North Fork Fresh Mex, LLC*~~	~~704 State Road 135~~ <u>2710 Laporte Ave, Ste 1209</u>	~~Greenwood~~ <u>Valparaiso</u>	~~Indiana~~	USA	~~46142463~~ <u>83</u>	~~(317) 865-4023~~ <u>(219) 465-6330</u>
	~~2724~~	~~Tomatillo Enterprises, Inc.~~	~~5549 Hallie Rae Lane~~	~~Terre Haute~~	~~Indiana~~	~~USA~~	~~47802~~ ~~(812) 234-3622~~
	~~1811~~	~~North Fork Fresh Mex, LLC*~~	~~890 N Green St~~	~~Brownsburg~~	~~Indiana~~	~~USA~~	~~46112~~ ~~(317) 852-0143~~
	~~2032~~	~~North Fork Fresh Mex, LLC*~~	~~9 N Meridian St, Ste A~~	~~Indianapolis~~	~~Indiana~~	~~USA~~	~~46204~~ ~~(317) 822-0386~~

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

2726	North Fork Fresh Mex, LLC*	333 E 81st Ave, Unit 125	Merrillville	Indiana	USA	46410	(219) 793-9349
	~~3125~~	~~Ungethiem Properties, LLC*~~	~~5501 Pearl Drive~~	~~Evansville~~	~~Indiana~~	~~USA~~	~~47712~~ ~~(812) 303-4036~~
2732	North Fork Fresh Mex, LLC*	700 E Coliseum Blvd, Ste C	Fort Wayne	Indiana	USA	46805	(260) 471-0040
	~~2111~~	~~North Fork Fresh Mex, LLC*~~	~~6905 S Emerson Ave, Suite A~~	~~Indianapolis~~	~~Indiana~~	~~USA~~	~~46237~~ ~~(317) 217-1100~~
2736	North Fork Fresh Mex, LLC*	10439 S Indianapolis Blvd	Highland	Indiana	USA	46322	(219) 924-6674
	~~2426~~	~~EVVQDOBA1, LLC*~~	~~922 N Burkhardt Rd, Ste 101~~	~~Evansville~~	~~Indiana~~	~~USA~~	~~47715~~ ~~(812) 401-0800~~
	~~2131~~	~~North Fork Fresh Mex, LLC~~	~~4302 Charlestown Rd, Ste 108~~	~~New Albany~~	~~Indiana~~	~~USA~~	~~47150~~ ~~(812) 941-9654~~
~~2233~~ <u>2560</u>	North Fork Fresh Mex, LLC*	~~7411 N Keystone Ave, Ste 500~~ <u>10934 E Us Highway 36</u>	~~Indianapolis~~ <u>Avon</u>	Indiana	USA	~~4612~~ <u>4603</u>	(317) ~~257-5441~~ <u>209-8901</u>
~~2345~~ <u>569</u>	North Fork Fresh Mex, LLC*	~~116 S Indiana Ave, Suite 200~~ <u>720 E Mcgalliard</u>	~~Bloomington~~ <u>Muncie</u>	Indiana	USA	~~4743~~ <u>4603</u>	(812) ~~339-1122~~ <u>(765) 254-1530</u>
~~2086~~ <u>21</u>	North Fork Fresh Mex, LLC*	~~907 Indiana Ave, Ste A~~ <u>5630 W 86th St, Suite 144</u>	Indianapolis	Indiana	USA	~~4620~~ <u>478</u>	(317) ~~423-3932~~ <u>876-8990</u>
	~~2106~~	~~North Fork Fresh Mex, LLC~~	~~8260 E 96th St, Ste 106~~	~~Fishers~~	~~Indiana~~	~~USA~~	~~46038~~ ~~(317) 813-1020~~
	~~2536~~	~~North Fork Fresh Mex, LLC*~~	~~13230 Harrell Pkwy, Suite 200~~	~~Noblesville~~	~~Indiana~~	~~USA~~	~~46060~~ ~~(317) 776-6231~~
	~~1960~~	~~ARAMARK Educational Services, LLC**~~	~~201 Jischke Drive, Meredith Residence Hall~~	~~West Lafayette~~	~~Indiana~~	~~USA~~	~~47906~~ ~~(000) 000-0000~~
	~~2122~~	~~North Fork Fresh Mex, LLC*~~	~~17047 Mercantile Blvd, Unit H~~	~~Noblesville~~	~~Indiana~~	~~USA~~	~~46060~~ ~~(317) 674-1100~~
~~2880~~ <u>2131</u>	North Fork Fresh Mex, LLC*	~~2216 State St~~ <u>4302 Charlestown Rd, Ste 108</u>	New Albany	Indiana	USA	47150	(812) ~~944-2000~~ <u>941-9654</u>
2037	North Fork Fresh Mex, LLC*	3528 W 86th St, Ste 131	Indianapolis	Indiana	USA	46268	(317) 879-9483
	~~2810~~	~~CMR Associates, LLC*~~	~~4682 S Scatterfield Rd~~	~~Anderson~~	~~Indiana~~	~~USA~~	~~46013~~ ~~(765) 393-2508~~
2830	North Fork Fresh Mex, LLC*	4200 S East St, Unit 42	Indianapolis	Indiana	USA	46227	(317) 515-6198
~~2062~~	~~North Fork Fresh Mex, LLC*~~	~~907 Indiana Ave, Ste A~~	~~Indianapolis~~	~~Indiana~~	~~USA~~	~~46204~~	~~(317) 423-3932~~
~~2122~~	~~North Fork Fresh Mex, LLC*~~	~~17047 Mercantile Blvd, Unit H~~	~~Noblesville~~	~~Indiana~~	~~USA~~	~~46060~~	~~(317) 674-1100~~
~~2293~~	~~North Fork Fresh Mex, LLC*~~	~~704 State Road 135, Ste 100~~	~~Greenwood~~	~~Indiana~~	~~USA~~	~~46142~~	~~(317) 865-1023~~
3044	North Fork Fresh Mex, LLC*	3523 E. 10th Street	Jeffersonville	Indiana	USA	47130	(930) 888-0202
~~3010~~ <u>2536</u>	~~Qdoba of Dupont Road~~ <u>North Fork Fresh Mex, LLC*</u>	~~10070 Diebold Rd~~ <u>13230 Harrell Pkwy, Suite 200</u>	~~Fort Wayne~~ <u>Noblesville</u>	Indiana	USA	~~46825~~ <u>46060</u>	(260) ~~387-6064~~ <u>(317) 776-6231</u>

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2233	North Fork Fresh Mex, LLC*	7411 N Keystone Ave, Ste 500	Indianapolis	Indiana	USA	46240	(317) 257-5141	
1793	North Fork Fresh Mex, LLC*	5310 N Main St	Mishawaka	Indiana	USA	46545	(574) 271-1952	
1854	North Fork Fresh Mex, LLC*	6196 Whitestown Pkwy	Whitestown	Indiana	USA	46075	(317) 769-2167	
2375	North Fork Fresh Mex, LLC*	9702 E Washington St	Indianapolis	Indiana	USA	46219	(317) 890-8070	
2230	North Fork Fresh Mex, LLC*	14490 Clay Terrace Blvd, Ste 130	Carmel	Indiana	USA	46032	(317) 580-0763	
2345	North Fork Fresh Mex, LLC*	116 S Indiana Ave, Suite 200	Bloomington	Indiana	USA	47401	(812) 339-1122	
1832	North Fork Fresh Mex, LLC*	3515 South St, Suite A	Lafayette	Indiana	USA	47905	(765) 446-1797	
2106	North Fork Fresh Mex, LLC*	8260 E 96th St, Ste 106	Fishers	Indiana	USA	46038	(317) 813-1020	
2731	North Fork Fresh Mex, LLC*	1305 Veterans Pkwy, Suite 500	Clarksville	Indiana	USA	47129	(812) 206-2077	
2032	North Fork Fresh Mex, LLC*	9 N Meridian St, Ste A	Indianapolis	Indiana	USA	46204	(317) 822-0386	
1811	North Fork Fresh Mex, LLC*	890 N Green St	Brownsburg	Indiana	USA	46112	(317) 852-0143	
1737	North Fork Fresh Mex, LLC*	405 E County Rd 6, Ste A	Elkhart	Indiana	USA	46514	(574) 264-4436	
2309	North Fork Fresh Mex, LLC*	2663 E Main St, Suite 400	Plainfield	Indiana	USA	46168	(317) 839-9350	
17372826	North Fork Fresh Mex, LLC*	405 E County Rd 6, Ste A1665 N National	ElkhartColumbus	Indiana	USA	4651447201	(574) 264-4436(812) 376-1005	
2925	North Fork Fresh Mex, LLC*	6714 E 82nd St	Indianapolis	Indiana	USA	46250	(317) 913-0854	
2111	North Fork Fresh Mex, LLC*	6905 S Emerson Ave, Suite A	Indianapolis	Indiana	USA	46237	(317) 217-1100	
2880	North Fork Fresh Mex, LLC*	2216 State St	New Albany	Indiana	USA	47150	(812) 944-2000	
2461	North Fork Fresh Mex, LLC*	8971 E 116th St	Fishers	Indiana	USA	46038	(317) 577-0559	
3159	North Fork Fresh Mex, LLC*	1722 E Markland Ave	Kokomo	Indiana	USA	46901	(765) 776-9799	
3010	Qdoba of Dupont Road, LLC	10070 Diebold Rd	Fort Wayne	Indiana	USA	46825	(260) 387-6061	
2724	Tomatillo Enterprises, Inc.	5549 Hallie Rae Lane	Terre Haute	Indiana	USA	47802	(812) 234-3622	
3125	Ungethiem Properties, LLC*	5501 Pearl Drive	Evansville	Indiana	USA	47712	(812) 303-4036	
1875	North Fork Fresh Mex, LLC*	2104 E Kimberly Rd, Ste 100A	Davenport	Iowa	USA	52807	(563) 232-1883	
2804	Roaring Fork, LLC*	2105 Ingersoll Ave, Ste 104	Des Moines	Iowa	USA	50312	(515) 619-5358	
1916	Army and Air Force Exchange Service	330 Kansas Ave., Bldg 700	Ft. Leavenworth	Kansas	USA	66027	(000) 000-0000	
1879	Army and Air Force Exchange Service	2210 Trooper Dr	Fort Riley	Kansas	USA	66442	(000) 000-0000	
2846	Estes Enterprises, Inc.	1518 E 17th Ave	Hutchinson	Kansas	USA	67501	(620) 259-7132	
1816	QLine Foods, LLC	2300 Planet Ave	Salina	Kansas	USA	67401	(785) 515-5995	
2872	QLine Foods, LLC	430 N Rock Rd	Wichita	Kansas	USA	67206	(316) 425-3554	
2903	QLine Foods, LLC	3380 Vine St, Ste 40	Hays	Kansas	USA	67601	(785) 621-2515	
	1879	Army and Air Force Exchange Service**	2210 Trooper Dr	Fort Riley	Kansas	USA	66442	(000) 000-0000

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	2946	Z-Topeka, Inc.	320 N 3rd St, Bldg O	Manhattan	Kansas	USA	66502	(785) 537-2444	
2985		QLine Foods, LLC	583 S West St, Ste 100A	Wichita	Kansas	USA	67213	(316) 260-5184	
	2510	Z-Topeka, Inc.	1025 Sw Wanamaker Rd, Ste A	Topeka	Kansas	USA	66604	(785) 271-9400	
1958		QLine Foods, LLC**	2710 Commerce Road	Goodland	Kansas	USA	67124	(000) 000-0000	
2828		W.W.W.W., Inc.	700 W Horton Ave	Colby	Kansas	USA	67701	(785) 460-0041	
1751		Z-Topeka, Inc.	918 N 17th St	Manhattan	Kansas	USA	66506	(785) 539-5599	
2510		Z-Topeka, Inc.	1025 Sw Wanamaker Rd, Ste A	Topeka	Kansas	USA	66604	(785) 271-9400	
2845		Z-Topeka, Inc.	820 E Chestnut St	Junction City	Kansas	USA	66441	(785) 210-1020	
	2846	Estes Enterprises, Inc.	1518 E 17th Ave	Hutchinson	Kansas	USA	67501	(620) 259-7132	
175129 46		Z-Topeka, Inc.	918320 N 17th3rd St, Bldg O	Manhattan	Kansas	USA	665062	(785) 539-5599537-2444	
191764		Army and Air Force Exchange Service**	330 Kansas2840 Bastogne Ave., Bldg 700	Ft. Leavenworth Campbell	KansasKentucky	USA	66027422 23	(000) 000-0000	
252418 44		North Fork Fresh Mex, LLC*Army and Air Force Exchange Service	3735 Palomar Centre Dr, Suite 65127 Gold Vault Road	LexingtonFort Knox	Kentucky	USA	4051321	(859) 219-0037(000) 000-0000	
	2493	North Fork Fresh Mex, LLC*	1321 Herr Lane, Suite 150	Louisville	Kentucky	USA	40222	(502) 618-3622	
2887		Big Red Burritos, LLC	1971 Cave Mill Rd, Ste 6	Bowling Green	Kentucky	USA	42104	(270) 782-2020	
184403		Army and Air Force Exchange Service**Bluegrass Fresh Mex, LLC	127 Gold Vault Road5015 Hinkleville Rd	Fort KnoxPaducah	Kentucky	USA	4200124	(000) 000-0000(270) 408-9999	
197659		Sodexo Operations, LLCCompass Group USA, Inc	400 East Main St., Hill20 Kenton Drive, Student CenterUnion	FrankfortHighland Heights	Kentucky	USA	4170604	(502) 597-6397(000) 000-0000	
2349		Delicio, LLC	7683 Mall Rd, Ste C	Florence	Kentucky	USA	41042	(859) 647-0296	
	2029	North Fork Fresh Mex, LLC*	1500 Bardstown Rd, Bldg 600, Ste 115	Louisville	Kentucky	USA	40205	(502) 454-3380	
	2632	North Fork Fresh Mex, LLC*	312 S 4th St	Louisville	Kentucky	USA	40202	(502) 855-4450	
	2098	North Fork Fresh Mex, LLC*	4059 Summit Plaza Dr, Ste D400	Louisville	Kentucky	USA	40241	(502) 429-5151	
	2521	North Fork Fresh Mex, LLC*	101 E Tiverton Way	Lexington	Kentucky	USA	40503	(859) 273-3448	

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	2811	North Fork Fresh Mex, LLC*	13006 Shelbyville Rd, Suite 101	Louisville	Kentucky	USA	40243	(502) 244-6703
	2021	North Fork Fresh Mex, LLC*	970 Breckenridge Ln, Ste A-6	Louisville	Kentucky	USA	40207	(502) 721-8100
	2444	North Fork Fresh Mex, LLC*	429 Leighway Dr	Richmond	Kentucky	USA	40475	(859) 624-9552
	2114	North Fork Fresh Mex, LLC*	1303 US Highway 127 S, Suite 401	Frankfort	Kentucky	USA	40601	(502) 227-3100
~~2641~~ <u>2888</u>		North Fork Fresh Mex, LLC*	~~6814~~ <u>1570 N Dixie Hwy, Suite 100</u>	~~Louisville~~ <u>Elizabethtown</u>	Kentucky	USA	~~40258~~ <u>40270</u>	~~(502) 855-4452~~ <u>(270) 737-0479</u>
	2546	North Fork Fresh Mex, LLC*	11910 Standiford Plaza Dr	Louisville	Kentucky	USA	40229	(502) 736-6198
2842		North Fork Fresh Mex, LLC*	106 Magnolia Crossing, Suite 100	Georgetown	Kentucky	USA	40324	(502) 867-0232
~~1959~~ <u>2937</u>		~~Compass Group USA, Inc**~~ <u>North Fork Fresh Mex, LLC*</u>	~~20 Kenton Drive, Student Union~~ <u>4921 Outer Loop</u>	~~Highland Heights~~ <u>Louisville</u>	Kentucky	USA	~~41706~~ <u>40219</u>	~~(000) 000-0000~~ <u>(502) 964-3202</u>
~~2086~~ <u>4121</u>		North Fork Fresh Mex, LLC*	~~265 Avenue of Champions, Unit 100~~ <u>6814 Dixie Hwy</u>	~~Lexington~~ <u>Louisville</u>	Kentucky	USA	~~40250~~ <u>40208</u>	~~(859) 281-6706~~ <u>(502) 855-4452</u>
~~2114~~ <u>2493</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>1303 US Highway 127 S, Suite 401</u>	<u>Frankfort</u>	<u>Kentucky</u>	<u>USA</u>	<u>40601</u>	<u>(502) 227-3100</u>
~~2029~~ <u>2493</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>1321 Herr Lane, Suite 150</u>	<u>Louisville</u>	<u>Kentucky</u>	<u>USA</u>	<u>40222</u>	<u>(502) 618-3622</u>
~~2029~~ <u>2493</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>1500 Bardstown Rd, Bldg 600, Ste 115</u>	<u>Louisville</u>	<u>Kentucky</u>	<u>USA</u>	<u>40205</u>	<u>(502) 454-3380</u>
2999		North Fork Fresh Mex, LLC*	4600 Shelbyville Rd	Louisville	Kentucky	USA	40207	(502) 721-0192
~~2758~~ <u>3720</u>		North Fork Fresh Mex, LLC*	~~1831 Blankenbaker Pkwy~~ <u>6403 Bardstown Rd</u>	Louisville	Kentucky	USA	~~40299~~ <u>40291</u>	~~(502) 261-1900~~ <u>239-0258</u>
~~2294~~ <u>2086</u>		North Fork Fresh Mex, LLC*	~~2337 Sir Barton Dr, Suite 105~~ <u>265 Avenue of Champions, Unit 100</u>	Lexington	Kentucky	USA	40509	(859) 543-0096
~~2888~~ <u>2546</u>		North Fork Fresh Mex, LLC*	~~1570 N Dixie Hwy, Suite 100~~ <u>11910 Standiford Plaza Dr</u>	~~Elizabethtown~~ <u>Louisville</u>	Kentucky	USA	~~42701~~ <u>40229</u>	~~(270) 737-0479~~ <u>(502) 736-6198</u>
~~2444~~ <u>2021</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>429 Leighway Dr</u>	<u>Richmond</u>	<u>Kentucky</u>	<u>USA</u>	<u>40475</u>	<u>(859) 624-9552</u>
~~2021~~ <u>2521</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>970 Breckenridge Ln, Ste A-6</u>	<u>Louisville</u>	<u>Kentucky</u>	<u>USA</u>	<u>40207</u>	<u>(502) 721-8100</u>
~~2521~~ <u>2274</u>		<u>North Fork Fresh Mex, LLC*</u>	<u>101 E Tiverton Way</u>	<u>Lexington</u>	<u>Kentucky</u>	<u>USA</u>	<u>40503</u>	<u>(859) 273-3448</u>
2274		North Fork Fresh Mex, LLC*	2730 S Hurstbourne Pkwy, Ste 100	Louisville	Kentucky	USA	40220	(502) 493-9606
~~2963~~ <u>372</u>		North Fork Fresh Mex, LLC*	~~4921 Outer Loop~~ <u>312 S 4th St</u>	Louisville	Kentucky	USA	~~40219~~ <u>40202</u>	~~(502) 964-3202~~ <u>855-4450</u>
2431		North Fork Fresh Mex, LLC*	3021 Poplar Level Rd	Louisville	Kentucky	USA	40213	(502) 637-5405

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~~2098~~ 37	North Fork Fresh Mex, LLC*	~~6403 Bardstown Rd~~ <u>4059 Summit Plaza Dr, Ste D400</u>	Louisville	Kentucky	USA	402941	(502) ~~239-0258~~ <u>429-5151</u>
~~1764~~ 28 11	~~Army and Air Force Exchange Service**~~ <u>North Fork Fresh Mex, LLC*</u>	~~2840 Bastogne Ave~~ <u>13006 Shelbyville Rd, Suite 101</u>	~~Ft Campbell~~ <u>Louisville</u>	Kentucky	USA	4022243	~~(000) 000-0000~~ <u>(502) 244-6703</u>
~~2866~~ 25 24	~~Salsa Brothers~~ <u>North Fork Fresh Mex, LLC*</u>	~~618 N 12th St~~ <u>3735 Palomar Centre Dr, Suite 65</u>	~~Murray~~ <u>Lexington</u>	Kentucky	USA	4207513	~~(270) 767-0300~~ <u>(859) 219-0037</u>
2713	North Fork Fresh Mex, LLC*	1832 S 3rd St	Louisville	Kentucky	USA	40208	(502) 442-0201
~~1803~~ 22 94	~~Bluegrass~~ <u>North Fork Fresh Mex, LLC*</u>	~~5015 Hinkleville Rd~~ <u>2337 Sir Barton Dr, Suite 105</u>	~~Paducah~~ <u>Lexington</u>	Kentucky	USA	4205049	~~(270) 408-9999~~ <u>(859) 543-0096</u>
2753	<u>North Fork Fresh Mex, LLC*</u>	<u>1831 Blankenbaker Pkwy</u>	<u>Louisville</u>	<u>Kentucky</u>	<u>USA</u>	40299	<u>(502) 261-1900</u>
2866	<u>Salsa Brothers, LLC</u>	<u>618 N 12th St</u>	<u>Murray</u>	<u>Kentucky</u>	<u>USA</u>	42071	<u>(270) 767-0300</u>
1976	<u>Sodexo Operations, LLC</u>	<u>400 East Main St., Hill Student Center</u>	<u>Frankfort</u>	<u>Kentucky</u>	<u>USA</u>	40601	<u>(502) 597-6397</u>
3132	<u>Army and Air Force Exchange Service</u>	<u>Camp Humphrey's Mini Mall Building 2270, USA Garrison Camp Humphrey</u>	<u>Anjungri Paengsung-up Pyongtaek-si</u>	<u>Kyonggi-do</u>	<u>Korea</u>	<u>96271-5471</u>	<u>000-000-0000</u>
3136	<u>Army and Air Force Exchange Service</u>	<u>Camp Humphrey's Exchange Building S400</u>	<u>Anjungri Paengsung-up Pyongtaek-si</u>	<u>Kyonggi-do</u>	<u>Korea</u>	<u>96271-0000</u>	<u>000-000-0000</u>
~~3121~~ 17 65	~~Set2Win Enterprises, LLC*~~ <u>Army and Air Force Exchange Service</u>	~~4720 W Thomas~~ <u>7784 Colorado Ave</u>	~~Hammond Ft Johnson South~~	Louisiana	USA	~~70404~~ <u>71459</u>	~~(985) 520-5100~~ <u>(000) 000-0000</u>
1980	Army and Air Force Exchange Service	455 Curtiss Road, Bldg 4711	Barksdale AFB	Louisiana	USA	71110	(318) 752-9227
2284	Quality Fresh Food, LLC	7415 Corporate Blvd., Ste 940	Baton Rouge	Louisiana	USA	70809	(225) 248-6386
~~1765~~ 31 21	~~Army and Air Force Exchange Service**~~ <u>Set2Win Enterprises, LLC</u>	~~7784 Colorado Ave~~ <u>1720 W Thomas</u>	~~Ft Johnson South~~ <u>Hammond</u>	Louisiana	USA	~~71459~~ <u>70401</u>	~~(000) 000-0000~~ <u>(985) 520-5100</u>
~~1891~~ 37	~~7207426~~ <u>10037260</u> Manitoba-Ltd* <u>, LTD</u>	~~20-1545 Regent Ave W~~ <u>2315 McPhillips St #2</u>	Winnipeg	Manitoba	Canada	~~R2C4J2R2V3C9~~	~~(204-669-3718)~~ <u>334-1661</u>
~~2891~~ 30 16	~~6496823~~ <u>10086891</u> Manitoba Ltd* <u>.</u>	~~1340 Ellice Ave, Unit 1~~ <u>831 Dakota Street</u>	Winnipeg	Manitoba	Canada	~~R3C0E9R2M5M2~~	~~2047831604~~ <u>(204) 253-7768</u>
2786	<u>10165492 Manitoba Ltd.</u>	<u>2-1830 Park Ave</u>	<u>Brandon</u>	<u>Manitoba</u>	<u>Canada</u>	<u>R7B 0R9</u>	<u>(204) 717-3622</u>

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~428~~ 917	~~100372606496823~~ Manitoba, LTD*	~~2315 McPhillips St #2~~ <u>1340 Ellice Ave.</u> <u>Unit 1</u>	Winnipeg	Manitoba	Canada	~~R2V~~ ~~3C9~~ <u>R3G</u> ~~0E9~~	~~(204-334-1664)~~ <u>783-1601</u>
2984	7013230 Manitoba, Ltd*	1659 Kenaston Blvd, #4	Winnipeg	Manitoba	Canada	R3P 2M4	~~2044890373~~ <u>(204) 489-0373</u>
	~~2786~~ <u>6347666 Manitoba Ltd.</u>	~~2-1830 Park Ave~~	~~Brandon~~	~~Manitoba~~	~~Canada~~	~~R7B~~ ~~0R9~~	~~204-717-3622~~
~~3016~~ 18 ~~13~~	~~100868947207426~~ Manitoba Ltd.*	~~831 Dakota Street~~ <u>20-1545 Regent Ave</u> <u>W</u>	Winnipeg	Manitoba	Canada	~~R2M~~ ~~5M2~~ <u>R2C</u> ~~4J2~~	~~(204-253-7768)~~ <u>669-3718</u>
~~1821~~ 30 ~~09~~	~~Sodexo Operations,~~ ~~LLC**~~ <u>Airport Bar-B-Que, Inc</u>	~~9500 Savage~~ <u>7050 Friendship Road,</u> <u>Concourse C, C3</u>	~~Fort~~ ~~Meade~~ <u>Baltimo</u> <u>re</u>	Maryland	USA	~~20755~~ <u>212</u> <u>40</u>	(000) 000-0000
~~18~~ 14	<u>Army and Air Force</u> <u>Exchange Service</u>	<u>2799 Rose St.</u>	<u>Ft Meade</u>	<u>Maryland</u>	<u>USA</u>	<u>20755</u>	<u>(410) 305-4003</u>
3066	Baltimore Street Mexican Grill, LLC	426 West Baltimore St, Suite 110	Baltimore	Maryland	USA	21201	(443) 438-3126
~~31~~ 16	<u>MetroMex Frederick, Inc.*</u>	<u>5597 Spectrum Drive #101</u>	<u>Frederick</u>	<u>Maryland</u>	<u>USA</u>	<u>21703</u>	<u>(240) 575-9747</u>
~~30~~ 13	<u>MetroMex Hospitality Group,</u> <u>Inc*</u>	<u>16260 Frederick Road</u>	<u>Gaithersburg</u>	<u>Maryland</u>	<u>USA</u>	<u>20877</u>	<u>(000) 000-0000</u>
~~23~~ 79	<u>Q (Columbia) LLC*</u>	<u>6476 Dobbin Center Way</u>	<u>Columbia</u>	<u>Maryland</u>	<u>USA</u>	<u>21045</u>	<u>(410) 740-6977</u>
2358	Q (Glen Burnie) LLC*	6653 Ritchie Hwy, Ste B	Glen Burnie	Maryland	USA	21061	(410) 760-6677
	~~3009~~ <u>Airport Bar-B-Que, Inc**</u>	~~7050 Friendship Road, Concourse C,~~ ~~C3~~	~~Baltimore~~	~~Maryland~~	~~USA~~	~~21240~~	~~(000) 000-0000~~
2363	Q (Rockville), LLC*	128 Rollins Ave	Rockville	Maryland	USA	20852	(301) 358-2271
2691	Q Westech, LLC*	12265 Tech Road	Silver Spring	Maryland	USA	20904	(301) 625-3290
~~26~~ 59	<u>Q2 Broom Street, LLC*</u>	<u>3500 Boston St, Suite G</u>	<u>Baltimore</u>	<u>Maryland</u>	<u>USA</u>	<u>21224</u>	<u>(443) 449-6733</u>
~~22~~ 80	<u>Q2 Campbell, LLC*</u>	<u>5282 Campbell Blvd, Suite G</u>	<u>Baltimore</u>	<u>Maryland</u>	<u>USA</u>	<u>21236</u>	<u>(410) 933-8860</u>
~~26~~ 48	<u>Q2 Eldersburg, LLC*</u>	<u>1325 Liberty Rd</u>	<u>Eldersburg</u>	<u>Maryland</u>	<u>USA</u>	<u>21784</u>	<u>(410) 552-5468</u>
~~24~~ 32	<u>Q2 Ellicott City, LLC*</u>	<u>9050 Baltimore National Pkwy, Suite 101</u>	<u>Ellicott City</u>	<u>Maryland</u>	<u>USA</u>	<u>21042</u>	<u>(410) 203-0010</u>
~~28~~ 3792	~~Q (Columbia)~~ <u>Q2 Gambrills,</u> <u>LLC*</u>	~~6476 Dobbin Center~~ <u>1404 S Main Chapel</u> <u>Way</u>	~~Columbia~~ <u>Gam</u> <u>brills</u>	Maryland	USA	~~21045~~ <u>4</u>	~~(410) 740-~~ ~~6977~~ <u>721-2205</u>
~~18~~ 1423 ~~42~~	~~Army and Air Force~~ ~~Exchange Service~~ <u>Q2</u> <u>Harford Mall, LLC*</u>	~~2799 Rose St.~~ <u>696 Belair Rd, Suite 502</u>	~~Ft Meade~~ <u>Bel</u> <u>Air</u>	Maryland	USA	~~20755~~ <u>210</u> <u>14</u>	~~(410) 305-~~ ~~4003~~ <u>838-2995</u>
~~22~~ 82	<u>Q2 Joppa, LLC*</u>	<u>1255 E Joppa Rd</u>	<u>Towson</u>	<u>Maryland</u>	<u>USA</u>	<u>21286</u>	<u>(410) 296-2787</u>
~~19~~ 20	<u>Q2 Middle River, LLC*</u>	<u>1470 Martin Blvd, Suite 100A</u>	<u>Middle River</u>	<u>Maryland</u>	<u>USA</u>	<u>21220</u>	<u>(410) 238-5739</u>

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2434	Q2 Owings Mills, LLC*		10450 Owings Mills Blvd, Suite 100		Owings Mills	Maryland	USA		21117	(410) 356-2077	
2709	Q2 Rogers Forge, LLC*		6304 1/2 York Rd		Baltimore	Maryland	USA		21212	(410) 323-4009	
1800	Q2 Severna Park, LLC*		147 Ritchie Hwy, Ste H		Severna Park	Maryland	USA		21146	(410) 647-4794	
30431821	~~MetroMex Hospitality Group, Inc**~~ Sodexo Operations, LLC		~~16260 Frederick~~ 9500 Savage Road		~~Gaithersburg~~ Fort Meade	Maryland	USA		~~20877~~ 55	(000) 000-0000	
1901	University of Maryland**		3972 Campus Drive, Stamp Student Union		College Park	Maryland	USA		20742	(000) 000-0000	
	2876	~~Southwind Restaurants, LLC*~~	~~3883 E Grand River Ave~~		~~Howell~~	~~Michigan~~	~~USA~~	~~48843~~	~~(517) 545-0910~~		
	2267	~~North Fork Fresh Mex, LLC*~~	~~2909 Niles Ave, Ste 179~~		~~Saint Joseph~~	~~Michigan~~	~~USA~~	~~49085~~	~~(269) 982-0001~~		
	2685	~~Southwind Restaurants, LLC*~~	~~1941 W Grand River Ave, Ste B~~		~~Okemos~~	~~Michigan~~	~~USA~~	~~48864~~	~~(517) 580-8121~~		
2971	Hojeij Branded Foods, LLC		2565 World Gateway Pl, Airport-Dtw Mcnamara Terminal		Detroit	Michigan	USA		48242	(734) 941-3480	
3175	Metz Culinary Management, Inc.		~~611 E. Porter St.,~~ Kellogg Student Center		~~Albion~~	~~Michigan~~	~~USA~~		~~49225~~	~~(000) 000-0000~~	
3078	Metz Culinary Management, Inc.**		614 W. Superior St., Café Dining		Alma	Michigan	USA		48801	(000) 000-0000	
2267	North Fork Fresh Mex, LLC*		2909 Niles Ave, Ste 179		Saint Joseph	Michigan	USA		49085	(269) 982-0001	
1730	Southwind Restaurants, LLC*		2204 N. Mitchell St.		Cadillac	Michigan	USA		49601	(231) 468-3244	
29942260	Southwind Restaurants, LLC*		~~910 E Main~~ 301 N Clippert St.		~~Owosso~~ Lansing	Michigan	USA		~~48867~~ 48912	~~(989) 472-3990~~ (517) 664-2994	
27275	Southwind Restaurants, LLC*		~~1280 W South Airport Rd~~ 836 S State St.		~~Traverse City~~ Big Rapids	Michigan	USA		~~49686~~ 49307	~~(231) 421-8475~~ 796-8404	
2424	Southwind Restaurants, LLC*		1529 S Mission St		Mount Pleasant	Michigan	USA		48858	(989) 772-2324	
	2764	~~Southwind Restaurants, LLC*~~	~~832 W Main St~~		~~Gaylord~~	~~Michigan~~	~~USA~~	~~49735~~	~~(989) 448-2330~~		
2470	Southwind Restaurants, LLC*		5165 Bay Rd		Saginaw	Michigan	USA		48604	(989) 497-9800	
2499	Southwind Restaurants, LLC*		3500 Marketplace Cir, Ste D		Traverse City	Michigan	USA		49684	(231) 995-0400	

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	2081	Southwind Restaurants, LLC*	1127 E Grand River, Ste G	East Lansing	Michigan	USA	48823	(517) 333-4594
	1981	Southwind Restaurants, LLC* **	8709 W Grand River Ave	Brighton	Michigan	USA	48116	(000) 000-0000
	2260	Southwind Restaurants, LLC*	301 N Clippert St.	Lansing	Michigan	USA	48912	(517) 664-2994
	2275	Southwind Restaurants, LLC*	836 S State St.	Big Rapids	Michigan	USA	49307	(231) 796-8404
2565		Southwind Restaurants, LLC*	6910 Eastman Rd	Midland	Michigan	USA	48642	(989) 837-2600
	1730	Southwind Restaurants, LLC*	2204 N. Mitchell St.	Cadillac	Michigan	USA	49601	(231) 468-3244
2613		Southwind Restaurants, LLC*	5415 W Saginaw Hwy	Lansing	Michigan	USA	48917	(517) 977-0063
27292685		Falcons Fiesta MN Southwind Restaurants, LLC*	1298 Promenade Place 1941 W Grand River Ave, Ste B	Eagan Okemos	Minnesota Michigan	USA	5512148864	(651) 452-8782 (517) 580-8121
	2911	CMP Foods, INC*	3019 Hwy 29 S, Ste 101	Alexandria	Minnesota	USA	56308	(320) 460-7904
	1881	CMP Foods, INC*	4110 Division St	St Cloud	Minnesota	USA	56301	(320) 281-5854
	1871	CMP Foods, INC*	2522 Bridge Ave	Albert Lea	Minnesota	USA	56007	(507) 369-5211
290725		Falcons Fiesta MN Southwind Restaurants, LLC*	1020 Woodland Ave 1280 W South Airport Rd	Duluth Travers e City	Minnesota Michigan	USA	5580349686	(218) 724-1416 (231) 421-8475
270764		Falcons Fiesta MN Southwind Restaurants, LLC*	4057 Dean Lakes Blvd 832 W Main St	Shakopee Gayl ord	Minnesota Michigan	USA	5537949735	(952) 496-1627 (989) 448-2330
24042876		Falcons Fiesta MN Southwind Restaurants, LLC*	324 14th 3883 E Grand River Ave SE	Minneapolis H owell	Minnesota Michigan	USA	5541448843	(612) 379-3100 (517) 545-0910
	1904	CMP Foods, INC*	940 Frontenac Drive	Winona	Minnesota	USA	55987	(507) 474-2200
	2735	CMP Foods, INC*	600 19th Ave SE, Ste 101	Willmar	Minnesota	USA	56201	(320) 222-5916
299448		Falcons Fiesta MN Southwind Restaurants, LLC*	4345 Nathan Ln 910 E Main St.	Plymouth Ow o	Minnesota Michigan	USA	5544248867	(763) 951-7300 (989) 472-3990
17382081		Falcons Fiesta MN Southwind Restaurants, LLC*	345 Radio Drive 1127 E Grand River, Ste AG	Woodbury East Lansing	Minnesota Michigan	USA	5512548823	(651) 734-9681 (517) 333-4594

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190581	~~CMP Foods, INC*~~ <u>Southwind Restaurants, LLC*</u>	~~407208709 W 10th St~~ <u>Grand River Ave</u>	~~Waconia~~ <u>Brighton</u>	~~Minnesota~~ <u>Michigan</u>	USA	~~55387~~ <u>48116</u>	~~(952) 442-3312~~ <u>(000) 000-0000</u>
1722	3D Burritos, Inc.	60 E Broadway, Space C364	Bloomington	Minnesota	USA	55425	(952) 854-6714
	~~2572~~ <u>M&M-QMG Holdings, LLC</u>	~~1000 Paul Bunyan Dr S~~	~~Bemidji~~	~~Minnesota~~	~~USA~~	~~56601~~	~~(218) 308-2772~~
1740	CMP Foods, INC*	1380 Hwy 15 S, Suite A	Hutchinson	Minnesota	USA	55350	(320) 587-8279
~~2735~~	~~CMP Foods, INC*~~	~~600 19th Ave SE, Ste 101~~	~~Willmar~~	~~Minnesota~~	~~USA~~	~~56201~~	~~(320) 222-5916~~
~~2911~~	~~CMP Foods, INC*~~	~~3019 Hwy 29 S, Ste 101~~	~~Alexandria~~	~~Minnesota~~	~~USA~~	~~56308~~	~~(320) 460-7904~~
~~1905~~	~~CMP Foods, INC*~~	~~10720 W 10th St~~	~~Waconia~~	~~Minnesota~~	~~USA~~	~~55387~~	~~(952) 442-3312~~
~~3150~~	~~CMP Foods, INC*~~	~~3660 Sarah PL NW, Suite 101~~	~~Rochester~~	~~Minnesota~~	~~USA~~	~~55901~~	~~(507) 208-4124~~
~~1904~~	~~CMP Foods, INC*~~	~~940 Frontenac Drive~~	~~Winona~~	~~Minnesota~~	~~USA~~	~~55987~~	~~(507) 474-2200~~
~~1871~~	~~CMP Foods, INC*~~	~~2522 Bridge Ave~~	~~Albert Lea~~	~~Minnesota~~	~~USA~~	~~56007~~	~~(507) 369-5211~~
~~1903~~	~~CMP Foods, INC*~~	~~180 Center Street W~~	~~Rochester~~	~~Minnesota~~	~~USA~~	~~55902~~	~~(507) 322-6305~~
1913	CMP Foods, INC*	1011 18th Ave NW, Suite C	Austin	Minnesota	USA	55912	(507) 509-9079
~~190318~~	~~CMP Foods, INC*~~	~~180 Center Street W~~ <u>4110 Division St</u>	~~Rochester~~ <u>St Cloud</u>	~~Minnesota~~	~~USA~~	~~55902~~ <u>56301</u>	~~(507) 322-6305~~ <u>(320) 281-5854</u>
	~~2932~~ <u>Falcons Fiesta MN, LLC*</u>	~~50 South 10th Street~~	~~Minneapolis~~	~~Minnesota~~	~~USA~~	~~55403~~	~~(612) 339-5136~~
2302	Falcons Fiesta MN, LLC*	194 Pioneer Trail	Chaska	Minnesota	USA	55318	(952) 448-9310
~~176824~~	~~Midfield Concession Enterprises, Inc. **~~ <u>Falcons Fiesta MN, LLC*</u>	~~4300 Glumack Dr., Unit E-2307~~ <u>Terminal 1, Concourse E324 14th Ave SE</u>	~~St. Paul~~ <u>Minneapolis</u>	~~Minnesota~~	~~USA~~	~~55414~~	~~(000) 000-0000~~ <u>(612) 379-3100</u>
~~2448~~	~~Falcons Fiesta MN, LLC*~~	~~4345 Nathan Ln~~	~~Plymouth~~	~~Minnesota~~	~~USA~~	~~55442~~	~~(763) 951-7300~~
~~2707~~	~~Falcons Fiesta MN, LLC*~~	~~4057 Dean Lakes Blvd~~	~~Shakopee~~	~~Minnesota~~	~~USA~~	~~55379~~	~~(952) 496-1627~~
~~1738~~	~~Falcons Fiesta MN, LLC*~~	~~345 Radio Drive, Suite A~~	~~Woodbury~~	~~Minnesota~~	~~USA~~	~~55125~~	~~(651) 734-9681~~
~~3156~~	~~Falcons Fiesta MN, LLC*~~	~~15052 Gleason Path~~	~~Apple Valley~~	~~Minnesota~~	~~USA~~	~~55124~~	~~(952) 209-3980~~
~~2902~~	~~Falcons Fiesta MN, LLC*~~	~~1020 Woodland Ave~~	~~Duluth~~	~~Minnesota~~	~~USA~~	~~55803~~	~~(218) 724-1416~~
~~2138~~	~~Falcons Fiesta MN, LLC*~~	~~11611 Leona Rd, Suite 200~~	~~Eden Prairie~~	~~Minnesota~~	~~USA~~	~~55344~~	~~(952) 941-3800~~
~~2729~~	~~Falcons Fiesta MN, LLC*~~	~~1298 Promenade Place~~	~~Eagan~~	~~Minnesota~~	~~USA~~	~~55121~~	~~(651) 452-8782~~
1805	Falcons Fiesta MN, LLC*	1709 S Roberts St	West St Paul	Minnesota	USA	55118	(651) 457-2188
~~2932~~	~~Falcons Fiesta MN, LLC*~~	~~50 South 10th Street~~	~~Minneapolis~~	~~Minnesota~~	~~USA~~	~~55403~~	~~(612) 339-5136~~
~~213831~~	~~Falcons Fiesta MN, LLC*~~	~~11611 Leona Rd~~ <u>Ste 200 1633 Monks Ave, Suite 150</u>	~~Eden Prairie~~ <u>Mankato</u>	~~Minnesota~~	~~USA~~	~~55344~~ <u>56001</u>	~~(952) 941-3800~~ <u>209-3982</u>

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~~3014~~ <u>25</u> ~~72~~	~~PDGM&M QMG Holdings, LLC*~~		~~1109 Cowan Road~~ <u>1000 Paul Bunyan Dr S</u>	~~Gulfport~~ <u>Bemidji</u>	~~Mississippi~~ <u>Minnesota</u>	USA	~~39507~~ <u>566</u> ~~01~~	~~(228) 206-0643~~ <u>(218) 308-2772</u>
~~1768~~	~~SSP America MSP~~		~~4300 Glumack Dr., Unit E-2307, Terminal 1, Concourse E~~	~~St. Paul~~	~~Minnesota~~	USA	~~55111~~	~~(000) 000-0000~~
~~1798~~	~~ARAMARK Food & Support Services Group, Inc~~		~~218 Student Union Dr., Ole Miss Student Union~~	~~Oxford~~	~~Mississippi~~	USA	~~38677~~	~~(662) 915-1470~~
2558	Big Burritos, LLC		3705 Hardy St, Ste 10	Hattiesburg	Mississippi	USA	39402	(601) 450-4822
~~1798~~ <u>30</u> ~~14~~	~~ARAMARK Educational Services~~ <u>PDG Holdings, LLC</u>		~~218 Student Union Dr., Ole Miss Student Union~~ <u>1109 Cowan Road</u>	~~Oxford~~ <u>Gulfport</u>	Mississippi	USA	~~38677~~ <u>395</u> ~~07~~	~~(662) 915-1470~~ <u>(228) 206-0643</u>
	2143	North Fork Fresh Mex, LLC*	14169 Manchester Rd, Suite F	Manchester	Missouri	USA	14169	(636) 230-7231
	2689	North Fork Fresh Mex, LLC*	1315 Bass Pro Dr	Saint Charles	Missouri	USA	63301	(636) 724-8846
	2548	North Fork Fresh Mex, LLC*	6417 Chippewa St	Saint Louis	Missouri	USA	63109	(314) 832-1420
	2523	North Fork Fresh Mex, LLC*	1082 Town & Country Crossing Dr	Town And Country	Missouri	USA	63017	(636) 527-6375
~~2930~~ <u>17</u> ~~72~~	~~Sodexo Operations, LLC**~~ <u>Army and Air Force Exchange Service</u>		~~20 N Grand Blvd, Busch Student Center~~ <u>14145 N Dakota Ave, Bldg 490</u>	~~Saint Louis~~ <u>Ft Leonard Wood</u>	Missouri	USA	~~63108~~ <u>654</u> ~~73~~	~~(000) 000-0000~~
	2958	Burrito Concepts, LLC*	482 Branson Landing Blvd, Ste 101	Branson	Missouri	USA	65616	(417) 598-8059
	2205	North Fork Fresh Mex, LLC*	14039 New Halls Ferry Rd, Building A	Florissant	Missouri	USA	63033	(314) 839-3400
	2917	North Fork Fresh Mex, LLC*	1290 State Hwy K	O Fallon	Missouri	USA	63366	(636) 272-0428
~~2463~~ <u>09</u>	~~North Fork~~ <u>Bluegrass</u> Fresh Mex, LLC*		~~3100 S Grand Blvd~~ <u>3019 William St, Ste F101</u>	~~Saint Louis~~ <u>Cape Girardeau</u>	Missouri	USA	~~63118~~ <u>637</u> ~~03~~	~~(314) 772-7200~~ <u>(573) 332-1885</u>
	2142	North Fork Fresh Mex, LLC*	180 Gravois Bluffs Cir, Suite D	Fenton	Missouri	USA	63026	(636) 305-1864
	2253	North Fork Fresh Mex, LLC*	2001 Maplewood Commons Dr, Ste 5	Maplewood	Missouri	USA	63143	(314) 645-8883
	2540	North Fork Fresh Mex, LLC*	481 S Kirkwood Rd	Kirkwood	Missouri	USA	63122	(314) 822-2810
	2462	North Fork Fresh Mex, LLC*	766 N New Ballas Rd	Creve Coeur	Missouri	USA	63141	(314) 983-0189
	2740	Burrito Concepts, LLC*	3102 E 7th St.	Joplin	Missouri	USA	64801	(417) 782-7372

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		~~Ste 100b~~					
	~~3042~~	~~North Fork Fresh Mex, LLC*~~	~~6005 Mid Rivers Mall Dr~~	~~Cottleville~~	~~Missouri~~	~~USA~~	~~63304 (636) 317-0222~~
	~~2391~~	~~North Fork Fresh Mex, LLC*~~	~~7863 Highway N~~	~~Dardenne Prairie~~	~~Missouri~~	~~USA~~	~~63368 (636) 561-7118~~
2195	Burrito Concepts, LLC*	900 E Battlefield Rd, Ste 164	Springfield	Missouri	USA	65807	(417) 887-7329
2208	Burrito Concepts, LLC*	4127 S Kansas Expressway, Ste 104	Springfield	Missouri	USA	65809	(417) 823-7835
~~1780~~ ~~2234~~	~~North Fork Fresh Mex Burrito Concepts, LLC*~~	~~42124-2631 E Sunshine St.-Charles Rock Rd~~	~~Bridgeton Spr~~ ~~ngfield~~	Missouri	USA	~~6358044~~	~~(314) 739-4639 (417) 877-9777~~
2740	Burrito Concepts, LLC*	3102 E 7th St., Ste 100b	Joplin	Missouri	USA	64801	(417) 782-7372
2808	Burrito Concepts, LLC*	401 S Kimbrough Ave, Ste 100	Springfield	Missouri	USA	65806	(417) 866-1388
~~2234~~ ~~2958~~	Burrito Concepts, LLC*	~~2631 E Sunshine St. 482 Branson Landing Blvd, Ste 101~~	~~Springfield Bra~~ ~~nson~~	Missouri	USA	~~65804~~ ~~65616~~	~~(417) 877-9777~~ ~~598-8059~~
21742	North Fork Fresh Mex, LLC*	~~16890 Chesterfield Airport Rd 180 Gravois Bluffs Cir, Suite 104D~~	~~Chesterfield Fe~~ ~~nton~~	Missouri	USA	~~6300526~~	~~(636) 530-9595~~ ~~305-1864~~
~~2392~~ ~~17~~	North Fork Fresh Mex, LLC*	~~4049 Lindell Blvd 1290 State Hwy K~~	~~Saint Louis O~~ ~~Fallon~~	Missouri	USA	~~63108~~ ~~63366~~	~~(314) 535-4800 (636) 272-0428~~
	~~1755~~	~~North Fork Fresh Mex, LLC*~~	~~11500 Page Service Rd~~	~~St. Louis~~	~~Missouri~~	~~USA~~	~~63146 (314) 995-7155~~
~~2593~~ ~~3042~~	North Fork Fresh Mex, LLC*	~~905 Arnold Commons 6005 Mid Rivers Mall Dr~~	~~Arnold Cottlevi~~ ~~le~~	Missouri	USA	~~6330404~~	~~(636) 287-6840~~ ~~317-0222~~
	2609	Bluegrass Fresh Mex, LLC	3019 William St, Ste 101	Cape Girardeau	Missouri	USA	63703 (573) 332-1885
	2855	Q-Loce, LLC*	708 W Karsch Blvd	Farmington	Missouri	USA	63640 (573) 701-9500
	3114	Sodexo Operations, LLC**	800 University Drive, JW Jones Student Center JW Jones Student Center	Maryville	Missouri	USA	64468 (000) 000-0000
	1772	Army and Air Force Exchange Service**	14145 N Dakota Ave, Bldg 490	Ft Leonard Wood	Missouri	USA	65473 (000) 000-0000
	1773	Sodexo Operations, LLC	209 S Kings Hwy, Spellmann Center	St. Charles	Missouri	USA	63301 (636) 949-4644
	2923	North Fork Fresh Mex, LLC*	6701 Clayton Rd	Saint Louis	Missouri	USA	63117 (314) 863-5252
2264	North Fork Fresh Mex, LLC*	90 S County Center Wy, Ste 100	Saint Louis	Missouri	USA	63129	(314) 416-9800
~~2548~~	North Fork Fresh Mex, LLC*	6417 Chippewa St	Saint Louis	Missouri	USA	63109	(314) 832-1420
~~2163~~	North Fork Fresh Mex, LLC*	3100 S Grand Blvd, Ste F	Saint Louis	Missouri	USA	63118	(314) 772-7200

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

2689	North Fork Fresh Mex, LLC*	1315 Bass Pro Dr	Saint Charles	Missouri	USA	63301	(636) 724-8846	
2593	North Fork Fresh Mex, LLC*	905 Arnold Commons Dr	Arnold	Missouri	USA	63010	(636) 287-6810	
2501	North Fork Fresh Mex, LLC*	15829 Fountain Plaza Dr	Chesterfield	Missouri	USA	63017	(636) 527-6372	
2462	North Fork Fresh Mex, LLC*	766 N New Ballas Rd	Creve Coeur	Missouri	USA	63141	(314) 983-0189	
2391	North Fork Fresh Mex, LLC*	7863 Highway N	Dardenne Prairie	Missouri	USA	63368	(636) 561-7118	
26642253	EagleheadNorth Fork Fresh Mex, LLC*	2350 King Ave2001 Maplewood Commons Dr, Ste 2005	BillingsMaple wood	MontanaMisso uri	USA	5910263143	(406)-656-5500(314) 645-8883	
2923	North Fork Fresh Mex, LLC*	6701 Clayton Rd	Saint Louis	Missouri	USA	63117	(314) 863-5252	
2143	North Fork Fresh Mex, LLC*	14169 Manchester Rd, Suite F	Manchester	Missouri	USA	14169	(636) 230-7231	
3162	North Fork Fresh Mex, LLC*	1300 Veterans Blvd, Suite A	Festus	Missouri	USA	63028	(636) 535-6700	
2172	North Fork Fresh Mex, LLC*	16890 Chesterfield Airport Rd, Suite 104	Chesterfield	Missouri	USA	63005	(636) 530-9595	
1755	North Fork Fresh Mex, LLC*	11500 Page Service Rd	St. Louis	Missouri	USA	63146	(314) 995-7155	
2392	North Fork Fresh Mex, LLC*	4049 Lindell Blvd	Saint Louis	Missouri	USA	63108	(314) 535-4800	
2205	North Fork Fresh Mex, LLC*	14039 New Halls Ferry Rd, Building A	Florissant	Missouri	USA	63033	(314) 839-3400	
1780	North Fork Fresh Mex, LLC*	12121 St. Charles Rock Rd	Bridgeton	Missouri	USA	63044	(314) 739-4639	
2523	North Fork Fresh Mex, LLC*	1082 Town & Country Crossing Dr	Town And Country	Missouri	USA	63017	(636) 527-6375	
28172540	EagleheadNorth Fork Fresh Mex, LLC*	855481 S 29th Ave Ste 2Kirkwood Rd	BozemanKirk wood	MontanaMisso uri	USA	5971863122	(406)-522-4166(314) 822-2810	
2855	Q Loco, LLC	708 W Karsch Blvd	Farmington	Missouri	USA	63640	(573) 701-9500	
1773	Sodexo Operations, LLC	209 S Kings Hwy, Spellmann Center	St. Charles	Missouri	USA	63301	(636) 949-4644	
2930	Sodexo Operations, LLC	20 N Grand Blvd, Busch Student Center	Saint Louis	Missouri	USA	63108	(000) 000-0000	
3114	Sodexo Operations, LLC	800 University Drive, JW Jones Student Center, JW Jones Student Center	Maryville	Missouri	USA	64468	(000) 000-0000	
2216	Amazing Mex Foods, LLC*	15 Commons Way, Ste 100	Kalispell	Montana	USA	59901	(406) 755-8150	
2664	Eaglehead, LLC*	2350 King Ave, Ste 200	Billings	Montana	USA	59102	(406) 656-5500	
2817	Eaglehead, LLC*	855 S 29th Ave, Ste 2	Bozeman	Montana	USA	59718	(406) 522-4166	
2870	Eaglehead, LLC*	2080 Cromwell Dixon Ln	Helena	Montana	USA	59602	(406) 442-2255	
	3101	Sodexo Operations, LLC**	2500 California Plaza, Wareham Food Court, Skutt Student Center #3101	Omaha	Nebraska	USA	68178	(000)-000-0000
29643034	Q InvestmentsEaglehead, LLC*	109 Halligan Dr415 3rd Street NW, Suite 100	North PlatteGreat Falls	NebraskaMont ana	USA	6910159404	(308)-534-4988(406) 315-0999	

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3074	8690, LLC	837 West 27th St	Scottsbluff	Nebraska	USA	69361	(308) 633-9067	
~~3065~~ <u>3181</u>	~~Qdobe LLC*Compass~~ <u>Group USA, Inc</u>	~~18924 Evans~~ <u>Student Center</u> <u>100 Main Street</u> <u>E 14th St.,</u>	~~Elkhorn~~ <u>Chadron</u>	Nebraska	USA	~~68022~~ <u>69337</u>	~~(402) 504-4457~~ <u>(000) 000-0000</u>	
<u>3182</u>	<u>Compass Group USA, Inc</u>	<u>Kanter Student Center</u>	<u>Wayne</u>	<u>Nebraska</u>	<u>USA</u>	<u>68787</u>	<u>(000) 000-0000</u>	
2570	K-H Enterprises, Inc.	2414 2nd Ave	Kearney	Nebraska	USA	68847	(308) 236-5447	
~~2964~~	<u>Q Investments, LLC</u>	<u>109 Halligan Dr</u>	<u>North Platte</u>	<u>Nebraska</u>	<u>USA</u>	<u>69101</u>	<u>(308) 534-4988</u>	
~~1945~~ <u>3065</u>	~~The Board of Regents of the University of Nebraska**Qdobe LLC~~	~~600 N 15th~~ <u>18924 Evans Street, Selleck Dinning</u>	~~Lincoln~~ <u>Elkhorn</u>	Nebraska	USA	~~68588~~ <u>68022</u>	~~(000) 000-0000~~ <u>(402) 504-4457</u>	
2622	Q-Mex GI, LLC	1010 N Diers Ave	Grand Island	Nebraska	USA	68803	(308) 384-1446	
<u>3101</u>	<u>Sodexo Operations, LLC</u>	<u>2500 California Plaza, Wareham Food Court, Skutt Student Center</u>	<u>Omaha</u>	<u>Nebraska</u>	<u>USA</u>	<u>68178</u>	<u>(000) 000-0000</u>	
<u>3099</u>	<u>Sodexo Operations, LLC</u>	<u>6203 University Dr., Milo Bail Student Center</u>	<u>Omaha</u>	<u>Nebraska</u>	<u>USA</u>	<u>68182</u>	<u>(000) 000-0000</u>	
<u>1945</u>	<u>The Board of Regents of the University of Nebraska</u>	<u>600 N 15th Street, Selleck Dinning</u>	<u>Lincoln</u>	<u>Nebraska</u>	<u>USA</u>	<u>68588</u>	<u>(000) 000-0000</u>	
<u>3151</u>	<u>ARAMARK Food & Support Services Group, Inc</u>	<u>4505 S Maryland Pkwy</u>	<u>Las Vegas</u>	<u>Nevada</u>	<u>USA</u>	<u>89154</u>	<u>(000) 000-0000</u>	
<u>1885</u>	<u>Army and Air Force Exchange Service</u>	<u>5691 Rickenbacker Rd</u>	<u>Nellis AFB</u>	<u>Nevada</u>	<u>USA</u>	<u>89191</u>	<u>(000) 000-0000</u>	
2339	QDOBAVEGAS LLC	175 N Stephanie St., Ste 100	Henderson	Nevada	USA	89074	(702) 832-5579	
	<u>2355</u>	<u>Rojo Caliente Restaurantes, Inc.</u>	<u>151 Disc Drive, Suites 105 & 107</u>	<u>Sparks</u>	<u>Nevada</u>	<u>USA</u>	<u>89436</u>	<u>(775) 626-3355</u>
	<u>2366</u>	<u>Rojo Caliente Restaurantes, Inc.</u>	<u>933 Topsy Lane, Ste 420</u>	<u>Carson City</u>	<u>Nevada</u>	<u>USA</u>	<u>89706</u>	<u>(775) 267-9366</u>
	<u>2368</u>	<u>Rojo Caliente Restaurantes, Inc.</u>	<u>135 Lemmon Dr.</u>	<u>Reno</u>	<u>Nevada</u>	<u>USA</u>	<u>89506</u>	<u>(775) 972-6364</u>
	<u>2475</u>	<u>Rojo Caliente Restaurantes, Inc.</u>	<u>6135 S Virginia St</u>	<u>Reno</u>	<u>Nevada</u>	<u>USA</u>	<u>89502</u>	<u>(775) 852-5475</u>
2531	QDOBAVEGAS LLC	6965 S Rainbow Blvd, Ste 105	Enterprise	Nevada	USA	89113	(702) 832-5540	
	<u>1885</u>	<u>Army and Air Force Exchange Service**</u>	<u>5691 Rickenbacker Rd</u>	<u>Nellis AFB</u>	<u>Nevada</u>	<u>USA</u>	<u>89191</u>	<u>(000) 000-0000</u>
2276	Rojo Caliente Restaurantes, Inc.*	197 Damonte Ranch Pkwy, Unit E	Reno	Nevada	USA	89521	(775) 852-4745	

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

2305	Rojo Caliente Restaurantes, Inc.*	10310 N McCarran Blvd, Unit 500	Reno	Nevada	USA	89523	(775) 824-0305	
~~2747~~ <u>23</u> ~~55~~	~~TIG Queso, LLC*~~ <u>Rojo Caliente Restaurantes, Inc.*</u>	~~3535 US Route 1, Suite 179~~ <u>151 Disc Drive, Suites 105 & 107</u>	~~Princeton~~ <u>Spar ks</u>	~~New Jersey~~ <u>Nevada</u>	USA	~~08540894~~ <u>36</u>	~~(609) 378-3409~~ <u>(775) 626-3355</u>	
	~~2566~~	~~TIG Queso, LLC*~~	~~1630 Kings Hwy~~	~~Cherry Hill~~	~~New Jersey~~	~~USA~~	~~08002~~	~~(856) 433-8194~~
	~~2963~~	~~TIG Queso, LLC*~~	~~64 Halsey St.~~	~~Newark~~	~~New Jersey~~	~~USA~~	~~07102~~	~~(973) 353-0213~~
	~~3127~~	~~TIG Queso, LLC*~~	~~393 Route 17 S~~	~~Paramus~~	~~New Jersey~~	~~USA~~	~~07652~~	~~(201) 483-3205~~
~~2701~~ <u>23</u> ~~66~~	~~VNP Morristown, LLC~~ <u>Rojo Caliente Restaurantes, Inc.*</u>	~~40 W Park Place~~ <u>933 Topsy Lane, Ste 5420</u>	~~Morristown~~ <u>Car son City</u>	~~New Jersey~~ <u>Nevada</u>	USA	~~07960897~~ <u>06</u>	~~(973) 898-3836~~ <u>(775) 267-9366</u>	
	~~2893~~	~~TIG Queso, LLC*~~	~~26-31 Rt. 208~~	~~Fair Lawn~~	~~New Jersey~~	~~USA~~	~~07410~~	~~(201) 703-7903~~
~~2368~~ <u>27</u>	~~TIG Queso, LLC*~~ <u>Rojo Caliente Restaurantes, Inc.*</u>	~~30 Mall~~ <u>135 Lemmon Dr West</u>	~~Jersey City~~ <u>Reno</u>	~~New Jersey~~ <u>Nevada</u>	USA	~~07310895~~ <u>06</u>	~~(201) 222-6095~~ <u>(775) 972-6364</u>	
~~3050~~ <u>24</u> ~~75~~	~~TIG Queso, LLC*~~ <u>**Rojo Caliente Restaurantes, Inc.*</u>	~~33 U.S. Highway 96~~ <u>135 S Virginia St</u>	~~Manalapan Township~~ <u>Reno</u>	~~New Jersey~~ <u>Nevada</u>	USA	~~07726895~~ <u>02</u>	~~(900) 000-0000~~ <u>(775) 852-5475</u>	
2684	AFC III, Inc.	1220 Willowbrook Mall, Ste 13	Wayne	New Jersey	USA	7470	(973) 256-1215	
	~~2070~~	~~VNP Ventures, Inc.~~	~~400 Washington St~~	~~Hoboken~~	~~New Jersey~~	~~USA~~	~~7030~~	~~(201) 386-8974~~
	~~2633~~	~~TIG Queso, LLC*~~	~~561 Route 1 South Suite E7~~	~~Edison~~	~~New Jersey~~	~~USA~~	~~08817~~	~~(732) 985-0690~~
	~~2126~~	~~VNP Ventures, Inc.~~	~~3056 New Jersey 10, Ste F~~	~~Denville~~	~~New Jersey~~	~~USA~~	~~7834~~	~~(973) 361-8700~~
	~~2716~~	~~TIG Queso, LLC*~~	~~905 Bayonne Crossing Way~~	~~Bayonne~~	~~New Jersey~~	~~USA~~	~~07002~~	~~(201) 339-1463~~
	~~2779~~	~~TIG Queso, LLC*~~	~~2268 US Highway 22 E~~	~~Union~~	~~New Jersey~~	~~USA~~	~~07083~~	~~07083~~
	~~2798~~	~~TIG Queso, LLC*~~	~~55 Rockafeller Rd Unit 10~~	~~Piscataway~~	~~New Jersey~~	~~USA~~	~~08854~~	~~(732) 839-2024~~
	~~2225~~	~~VNP Ventures, Inc.~~	~~70 Elm St~~	~~Westfield~~	~~New Jersey~~	~~USA~~	~~7090~~	~~(908) 301-0050~~
	~~2924~~	~~TIG Queso, LLC*~~	~~770 US Route 1 N~~	~~Iselin~~	~~New Jersey~~	~~USA~~	~~08830~~	~~(732) 634-1902~~
1898	Bridgewater Eats, LLC	400 Commons Way	Bridgewater	New Jersey	USA	08807	(908) 842-5887	
~~3084~~	~~JC Mexican Eats Inc~~	~~26 University Place Blvd, Space 126~~	~~Jersey City~~	~~New Jersey~~	~~USA~~	~~07305~~	~~(201) 360-0557~~	
2295	Q of Rockaway, LLC	395 Mount Hope Ave, Ste 350	Rockaway	New Jersey	USA	07866	(973) 366-7444	
~~2633~~ <u>4</u>	~~Q Fresh Meadows~~ <u>TIG Queso, LLC*</u>	~~61-40 188th St~~ <u>561 Route 1 South, Suite E7</u>	~~Fresh Meadows~~ <u>Edis on</u>	~~New York~~ <u>Jersey</u>	USA	~~41365088~~ <u>17</u>	~~(718) 454-9400~~ <u>(732) 985-0690</u>	

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~2989~~ <u>2747</u>	TIG Queso, LLC*	~~1275 Woodrow Rd~~ <u>3535 US Route 1, Suite 179</u>	~~Staten Island~~ <u>Princeton</u>	~~New York~~ <u>Jersey</u>	USA	~~1030908540~~	~~(718) 966-1353~~ <u>(609) 378-3109</u>
~~1847~~ <u>2963</u>	~~Q EAST MEADOW~~ <u>TIG Queso, LLC*</u>	~~2160 Hempstead Tpke~~ <u>64 Halsey St.</u>	~~East Meadow~~ <u>Newark</u>	~~New York~~ <u>Jersey</u>	USA	~~1155407102~~	~~(516) 743-9890~~ <u>(973) 353-0213</u>
~~1859~~ <u>3123</u>	~~Q Myrtle~~ <u>TIG Queso, LLC*</u>	~~1422 Myrtle Ave~~ <u>1609 RT 35, Suite 1</u>	~~Brooklyn~~ <u>Oakhurst</u>	~~New York~~ <u>Jersey</u>	USA	~~1123707755~~	~~(347) 627-3905~~ <u>(848) 777-4069</u>
~~2798~~	~~TIG Queso, LLC*~~	~~55 Rockafeller Rd, Unit 10~~	~~Piscataway~~	~~New Jersey~~	USA	~~08854~~	~~(732) 839-2024~~
~~1907~~ <u>3050</u>	~~Q Hauppauge~~ <u>TIG Queso, LLC* **</u>	~~670 Motor Pkwy~~ <u>33 U.S. Highway 9</u>	~~Hauppauge~~ <u>Manalapan Township</u>	~~New York~~ <u>Jersey</u>	USA	~~1178807726~~	~~(000) 000-0000~~
~~2879~~ <u>3</u>	~~JFK Mexican Eat, Inc~~ <u>TIG Queso, LLC*</u>	~~JFK Travel Plaza, Bldg. 125, Unit 3~~ <u>26-31 Rt. 208</u>	~~New York~~ <u>Fair Lawn</u>	~~New York~~ <u>Jersey</u>	USA	~~1143007410~~	~~(718) 995-0838~~ <u>(201) 703-7903</u>
~~2871~~ <u>163</u>	TIG Queso, LLC*	~~7001 Amboy Rd~~ <u>Unit 106905 Bayonne Crossing Way</u>	~~Staten Island~~ <u>Bayonne</u>	~~New York~~ <u>Jersey</u>	USA	~~1030707002~~	~~(718) 356-1481~~ <u>(201) 339-1463</u>
~~3063~~ <u>2779</u>	TIG Queso, LLC*	~~2750-A Hylan Blvd~~ <u>2268 US Highway 22 E</u>	~~Staten Island~~ <u>Union</u>	~~New York~~ <u>Jersey</u>	USA	~~1030607083~~	~~(347) 607-3296~~ <u>(908) 686-6043</u>
~~2827~~	~~TIG Queso, LLC*~~	~~30 Mall Dr West~~	~~Jersey City~~	~~New Jersey~~	USA	~~07310~~	~~(201) 222-6095~~
~~2924~~	~~TIG Queso, LLC*~~	~~770 US Route 1 N~~	~~Iselin~~	~~New Jersey~~	USA	~~08830~~	~~(732) 634-1902~~
~~1908~~ <u>2566</u>	~~Q Massapequa~~ <u>TIG Queso, LLC* **</u>	~~4870 Sunrise~~ <u>1630 Kings Hwy</u>	~~Massapequa~~ <u>Chester Hill</u>	~~New York~~ <u>Jersey</u>	USA	~~1176208002~~	~~(000) 000-0000~~ <u>(856) 433-8194</u>
~~3127~~ <u>52</u>	TIG Queso, LLC*	~~2335 Richmond Ave~~ <u>393 Route 17 S</u>	~~Staten Island~~ <u>Paramus</u>	~~New York~~ <u>Jersey</u>	USA	~~1031407652~~	~~(718) 494-3425~~ <u>(201) 483-3205</u>
~~1927~~ <u>01070</u>	~~Q Bay Shore~~ <u>VNP Morristown, LLC* **</u>	~~331 E Main Street~~ <u>40 W Park Place, Ste 5</u>	~~Bay Shore~~ <u>Morristown</u>	~~New York~~ <u>Jersey</u>	USA	~~1170607960~~	~~(000) 000-0000~~ <u>(973) 898-3836</u>
~~2070~~	~~VNP Ventures, Inc.~~	~~400 Washington St~~	~~Hoboken~~	~~New Jersey~~	USA	~~7030~~	~~(201) 386-8974~~
~~2190~~ <u>2625</u>	~~Q Plainview, LLC*~~ <u>VNP Ventures, Inc.</u>	~~327 South Oyster Bay Road~~ <u>3056 New Jersey 10, Ste F</u>	~~Plainview~~ <u>Denver</u>	~~New York~~ <u>Jersey</u>	USA	~~118037834~~	~~(516) 595-7526~~ <u>(973) 361-8700</u>
~~2225~~	~~VNP Ventures, Inc.~~	~~70 Elm St~~	~~Westfield~~	~~New Jersey~~	USA	~~07090~~	~~(908) 301-0050~~

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1769	Army and Air Force Exchange Service	10730A Enduring Freedom Drive, Fort Drum Food Court Bldg P	Ft Drum	New York	USA	13602	(315) 773-0065	
~~2879~~	~~JFK Mexican Eat, Inc~~	~~JFK Travel Plaza, Bldg. 125, Unit 3~~	~~New York~~	~~New York~~	~~USA~~	~~11430~~	~~(718) 995-0838~~	
~~3095~~	~~Marfranc Inc~~	~~1-9 W Fordham Rd~~	~~Bronx~~	~~New York~~	~~USA~~	~~10458~~	~~(718) 715-4224~~	
~~1927~~	~~Q Bay Shore LLC*~~	~~331 E Main Street~~	~~Bay Shore~~	~~New York~~	~~USA~~	~~11706~~	~~(000) 000-0000~~	
~~1847~~	~~Q EAST MEADOW LLC*~~	~~2160 Hempstead Tpke~~	~~East Meadow~~	~~New York~~	~~USA~~	~~11554~~	~~(516) 743-9890~~	
1899	Q Farmingdale, LLC*	1024 Broadhollow Road	Farmingdale	New York	USA	11735	(631) 393-6772	
~~2331~~	~~Q Fresh Meadows, LLC*~~	~~61-40 188th St~~	~~Fresh Meadows~~	~~New York~~	~~USA~~	~~11365~~	~~(718) 454-9400~~	
~~1907~~	~~Q Hauppauge LLC*~~	~~670 Motor Pkwy~~	~~Hauppauge~~	~~New York~~	~~USA~~	~~11788~~	~~(000) 000-0000~~	
~~1908~~	~~Q Massapequa, LLC*~~	~~4870 Sunrise Hwy~~	~~Massapequa~~	~~New York~~	~~USA~~	~~11762~~	~~(000) 000-0000~~	
~~1859~~	~~Q Myrtle LLC*~~	~~1422 Myrtle Ave~~	~~Brooklyn~~	~~New York~~	~~USA~~	~~11237~~	~~(347) 627-3905~~	
~~1902~~	~~Q Plainview, LLC*~~	~~327 South Oyster Bay Road~~	~~Plainview~~	~~New York~~	~~USA~~	~~11803~~	~~(516) 595-7526~~	
~~3063~~	~~TIG Queso, LLC*~~	~~2750-A Hylan Blvd~~	~~Staten Island~~	~~New York~~	~~USA~~	~~10306~~	~~(347) 607-3296~~	
~~2989~~	~~TIG Queso, LLC*~~	~~1275 Woodrow Rd~~	~~Staten Island~~	~~New York~~	~~USA~~	~~10309~~	~~(718) 966-1353~~	
~~2863~~	~~TIG Queso, LLC*~~	~~7001 Amboy Rd, Unit 106~~	~~Staten Island~~	~~New York~~	~~USA~~	~~10307~~	~~(718) 356-1481~~	
~~2752~~	~~TIG Queso, LLC*~~	~~2335 Richmond Ave~~	~~Staten Island~~	~~New York~~	~~USA~~	~~10314~~	~~(718) 494-3425~~	
~~2873~~	ARAMARK ~~Educational~~ Food & Support Services, LLC Group, Inc	100 Dalton Mcmichael Dr, Daniel Commons	Elon	North Carolina	USA	27244	(336) 278-5353	
~~1742~~	Army and Air Force Exchange Service	4401 Reilly Road, Smoke Bomb Hill Shopping Center	Fort Liberty	North Carolina	USA	28310	(000) 000-0000	
1848	Army and Air Force Exchange Service**	85050 Butner Road	Fort Liberty	North Carolina	USA	28307	(000) 000-0000	
~~3108~~	Compass Group USA, Inc	1 University Heights, Highsmith Student Union	Asheville	North Carolina	USA	28804	(000) 000-0000	
~~2072~~	QCarolina Restaurants, LLC*	230 E WT Harris Blvd, Ste B1	Charlotte	North Carolina	USA	28262	(704) 547-7460	
	~~2996~~	~~QCarolina Restaurants, LLC~~	~~16615 Lancaster Hwy, Ste 101~~	~~Charlotte~~	~~North Carolina~~	~~USA~~	~~28277~~	~~(980) 299-9204~~
~~2084~~	QCarolina Restaurants, LLC*	2233 Matthews Township Pkwy, Ste F	Matthews	North Carolina	USA	28105	(704) 849-8030	
	~~2096~~	~~GD Restaurants, LLC~~	~~700 Pembroke Rd~~	~~Greensboro~~	~~North Carolina~~	~~USA~~	~~27408~~	~~(336) 235-2376~~
2103	QCarolina Restaurants, LLC*	1600 E Woodlawn Rd, Ste 210	Charlotte	North Carolina	USA	28209	(704) 295-9007	

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2162	QCarolina Restaurants, LLC*	8152 South Tryon St, Unit G	Charlotte	North Carolina	USA	28273	(704) 295-0004
	~~1876 Sodexo Operations, LLC**~~	~~1601 E Market St., Williams Dinning Hall~~	~~Greensboro~~	~~North Carolina~~	~~USA~~	~~27411~~	~~(000) 000-0000~~
2203	QCarolina Restaurants, LLC*	3101 Edwards Mill Rd, Ste 102	Raleigh	North Carolina	USA	27612	(919) 781-9220
	~~3108 Compass Group USA, Inc**~~	~~1 University Heights Highsmith Student Union~~	~~Asheville~~	~~North Carolina~~	~~USA~~	~~28804~~	~~(000) 000-0000~~
2215	QCarolina Restaurants, LLC*	1005 Beaver Creek Commons Dr	Apex	North Carolina	USA	27502	(919) 362-8737
~~2569~~	~~QCarolina Restaurants, LLC*~~	~~3321 Siskey Pkwy, Ste 100~~	~~Matthews~~	~~North Carolina~~	~~USA~~	~~28105~~	~~(704) 708-5961~~
~~2589~~	~~QCarolina Restaurants, LLC*~~	~~401 Cox Rd, Ste 182~~	~~Gastonia~~	~~North Carolina~~	~~USA~~	~~28054~~	~~(704) 852-9822~~
~~2612~~	~~QCarolina Restaurants, LLC*~~	~~210 Hinton Oaks Blvd, Ste A~~	~~Knightdale~~	~~North Carolina~~	~~USA~~	~~27545~~	~~(919) 217-4690~~
~~2627~~	~~QCarolina Restaurants, LLC*~~	~~127 N Tryon St, Ste 2~~	~~Charlotte~~	~~North Carolina~~	~~USA~~	~~28202~~	~~(704) 295-4111~~
~~2996~~	~~QCarolina Restaurants, LLC*~~	~~16615 Lancaster Hwy, Ste 101~~	~~Charlotte~~	~~North Carolina~~	~~USA~~	~~28277~~	~~(980) 299-9204~~
~~1876~~	~~Sodexo Operations, LLC~~	~~1601 E Market St., Williams Dinning Hall~~	~~Greensboro~~	~~North Carolina~~	~~USA~~	~~27411~~	~~(000) 000-0000~~
~~1963~~	~~The Trustees of Davidson College~~	~~204 Baker Drive, Stowe Tennis Hut~~	~~Davidson~~	~~North Carolina~~	~~USA~~	~~28036~~	~~(000) 000-0000~~
2812	Wilkesboro QMG, LLC	1510 Winkler Mill Rd Ext, Unit A	Wilkesboro	North Carolina	USA	28697	(336) 973-6394
	~~1963 The Trustees of Davidson College**~~	~~204 Baker Drive, Stowe Tennis Hut~~	~~Davidson~~	~~North Carolina~~	~~USA~~	~~28036~~	~~(000) 000-0000~~
~~2569~~ ~~2710~~	~~QCarolina Restaurants~~ Dakota Kid, LLC	~~3321 Siskey Pkwy, Ste 100~~ <u>1700 S Broadway</u>	~~Matthews~~ <u>Mint</u>	~~North Carolina~~ North Dakota	USA	~~28105~~ <u>58701</u>	~~(704) 708-5961~~ <u>(701) 420-2936</u>
	~~1742 Army and Air Force Exchange Service**~~	~~4401 Reilly Road, Smoke Bomb Hill Shopping Center~~	~~Fort Liberty~~	~~North Carolina~~	~~USA~~	~~28310~~	~~(000) 000-0000~~
	~~2589 QCarolina Restaurants, LLC~~	~~401 Cox Rd, Ste 182~~	~~Gastonia~~	~~North Carolina~~	~~USA~~	~~28054~~	~~(704) 852-9822~~
	~~2612 QCarolina Restaurants, LLC~~	~~210 Hinton Oaks Blvd, Ste A~~	~~Knightdale~~	~~North Carolina~~	~~USA~~	~~27545~~	~~(919) 217-4690~~
	~~2627 QCarolina Restaurants, LLC~~	~~127 N Tryon St, Ste 2~~	~~Charlotte~~	~~North Carolina~~	~~USA~~	~~28202~~	~~(704) 295-4111~~
2906	Dakota Kid, LLC	1701 3rd Ave W, Ste 254	Dickinson	North Dakota	USA	58601	(701) 483-8500

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

2947	Dakota Kid, LLC	120 26th St East	Williston	North Dakota	USA	58801	(701) 572-5210	
2959	Dakota Kid, LLC	2045 N Broadway	Minot	North Dakota	USA	58703	(701) 420-9702	
	2710	Dakota Kid, LLC	1700 S Broadway	Minot	North Dakota	USA	58701	(701) 420-2936
	1830	QMG Venture, LLC	859 E State St, Unit 1830	Athens	Ohio	USA	45701	(740) 447-5120
	2702	Delicio, LLC	2721 Edmonson Road	Cincinnati	Ohio	USA	45209	(513) 351-2268
	2422	Fresco Food Group, LLC	1689 W 5th Ave	Columbus	Ohio	USA	43212	(614) 481-1971
1974	ARAMARK Educational Food & Support Services, LLC** Group, Inc	2701 Bearcat Way, Tangeman University Center	Cincinnati	Ohio	USA	45221	(000) 000-0000	
2193	Delicio, LLC	5030 Deerfield Blvd	Deerfield	Ohio	USA	45040	(513) 770-0310	
2194	Delicio, LLC	9749 Kenwood Rd	Blue Ash	Ohio	USA	45242	(513) 984-2629	
2870	Fresco Food Group, LLC	1956 N High St	Columbus	Ohio	USA	43520	(614) 299-9449	
1878	Fiesta Ventures DM, LLC	1524 Miamisburg Centerville Road	Dayton	Ohio	USA	45458	(937) 439-1033	
2422	Fresco Food Group, LLC	1689 W 5th Ave	Columbus	Ohio	USA	43212	(614) 481-1971	
2801	Fresco Food Group, LLC	1956 N High St	Columbus	Ohio	USA	43201	(614) 299-9449	
3091	Om Lyndhurst Queso, Inc.	5076 Mayfield Rd.	Lyndhurst	Ohio	USA	44124	(440) 459-1433	
1830	QMG Venture, LLC	859 E State St, Unit 1830	Athens	Ohio	USA	45701	(740) 447-5120	
2854	QMG Venture, LLC	100 Pike St	Marietta	Ohio	USA	45750	(740) 336-7835	
2236	Sapp Restaurant Enterprises, Inc.	1055 Polaris Pkwy	Columbus	Ohio	USA	43240	(614) 842-4700	
3174	ARAMARK Educational Services, LLC** Sapp Restaurant Enterprises, Inc.	303 Carroll Street, Student Union	Akron	Ohio	USA	44320	(000) 000-0000	
	2854	QMG Venture, LLC	100 Pike St	Marietta	Ohio	USA	45750	(740) 336-7835
2304	Zaytoon, LTD	129 S Main St	Bowling Green	Ohio	USA	43402	(419) 353-7200	
3133	Army and Air Force Exchange Service	Kadena Air Base						
3135	Army and Air Force Exchange Service	Building 980	Kadena-Cho	Okinawa	Japan	904-0203	000-000-0000	
3135	Army and Air Force Exchange Service	Camp Foster-Building 1004	Chatan-Cho	Okinawa	Japan	9040103	000-000-0000	
1889	Army and Air Force Exchange Service	1718 Gruber Road	Fort Sill	Oklahoma	USA	73503	(580) 250-1759	
2258	DCW Investments Burrito Concepts, LLC*	1300 W Covell Rd	Edmond	Oklahoma	USA	73003	(405) 285-9355	
		139 S Knoblock St	Stillwater			74074	707-7153	

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~1846~~ <u>22</u>	~~DCW Investments~~ <u>Burrito Concepts, LLC*</u>	~~2620 Classen Blvd~~ <u>7153 S Lewis Ave</u>	~~Norman~~ <u>Tulsa</u>	Oklahoma	USA	~~73071~~ <u>74136</u>	~~(405) 310-2740~~ <u>(918) 494-7022</u>	
~~2530~~	~~Burrito Concepts, LLC*~~	~~2401 W Kenosha St~~	~~Broken Arrow~~	Oklahoma	USA	~~74012~~	~~(918) 994-7385~~	
2899	Burrito Concepts, LLC*	9168 S Yale Ave, Ste 170	Tulsa	Oklahoma	USA	74137	(918) 608-0336	
2942	Burrito Concepts, LLC*	8115 S Olympia Ave.	Tulsa	Oklahoma	USA	74132	(918) 524-9508	
~~1747~~	~~DCW Investments, LLC*~~	~~114 N Washington Ave~~	~~Weatherford~~	Oklahoma	USA	~~73096~~	~~(580) 816-5022~~	
~~2948~~ <u>18</u>	~~DCW Investments, LLC*~~	~~4621 N Kickapoo St~~ <u>2620 Classen Blvd</u>	~~Shawnee~~ <u>Norman</u>	Oklahoma	USA	~~74804~~ <u>73071</u>	~~(405) 395-2642~~ <u>310-2740</u>	
2376	DCW Investments, LLC*	13720 N Pennsylvania Ave, Ste 1	Oklahoma City	Oklahoma	USA	73134	(405) 752-9878	
	~~2718~~	~~DCW Investments, LLC*~~	~~660 SW 19th St, Ste A~~	~~Moore~~	Oklahoma	USA	~~73160~~	~~(405) 378-2017~~
	~~1964~~	~~DCW Investments, LLC*~~	~~1865 12 Ave NW~~	~~Ardmore~~	Oklahoma	USA	~~73401~~	~~(580) 798-3970~~
	~~2734~~	~~DCW Investments, LLC*~~	~~2145 SW 104th St~~	~~Oklahoma City~~	Oklahoma	USA	~~73159~~	~~(405) 703-8811~~
	~~2756~~	~~DCW Investments, LLC*~~	~~6432 SW 3rd St~~	~~Oklahoma City~~	Oklahoma	USA	~~73128~~	~~(405) 792-7999~~
2500	DCW Investments, LLC*	7191 Se 29th St	Midwest City	Oklahoma	USA	73110	(405) 455-5151	
2527	DCW Investments, LLC*	301 S Bryant St	Edmond	Oklahoma	USA	73034	(405) 513-5200	
	~~2530~~	~~Burrito Concepts, LLC*~~	~~2401 W Kenosha St~~	~~Broken Arrow~~	Oklahoma	USA	~~74012~~	~~(918) 994-7385~~
	~~2258~~	~~Burrito Concepts, LLC*~~	~~139 S Knoblock St~~	~~Stillwater~~	Oklahoma	USA	~~74074~~	~~(405) 707-7153~~
	~~1890~~	~~DCW Investments, LLC*~~	~~2600 Exchange Drive~~	~~Edmond~~	Oklahoma	USA	~~73034~~	~~(405) 509-6414~~
	~~3061~~	~~DCW Investments, LLC*~~	~~3033 NW 178th Street~~	~~Oklahoma City~~	Oklahoma	USA	~~73012~~	~~(405) 906-3038~~
	~~2288~~	~~Burrito Concepts, LLC*~~	~~7153 S Lewis Ave~~	~~Tulsa~~	Oklahoma	USA	~~74136~~	~~(918) 494-7022~~
	~~1935~~	~~DCW Investments, LLC*~~	~~2450 W Robinson Street~~	~~Norman~~	Oklahoma	USA	~~73069~~	~~(405) 701-5655~~
	~~1747~~	~~DCW Investments, LLC*~~	~~114 N Washington Ave~~	~~Weatherford~~	Oklahoma	USA	~~73096~~	~~(580) 816-5022~~
	~~2857~~	~~DCW Investments, LLC*~~	~~1772 Nw 82nd St~~	~~Lawton~~	Oklahoma	USA	~~73505~~	~~(580) 699-8754~~
2619	DCW Investments, LLC*	7002 Northwest Expressway, Ste A	Oklahoma City	Oklahoma	USA	73132	(405) 470-7772	
~~2718~~	~~DCW Investments, LLC*~~	~~660 SW 19th St, Ste A~~	~~Moore~~	Oklahoma	USA	~~73160~~	~~(405) 378-2017~~	
~~2734~~	~~DCW Investments, LLC*~~	~~2145 SW 104th St~~	~~Oklahoma City~~	Oklahoma	USA	~~73159~~	~~(405) 703-8811~~	
~~2756~~	~~DCW Investments, LLC*~~	~~6432 SW 3rd St~~	~~Oklahoma City~~	Oklahoma	USA	~~73128~~	~~(405) 792-7999~~	
~~2857~~	~~DCW Investments, LLC*~~	~~1772 Nw 82nd St~~	~~Lawton~~	Oklahoma	USA	~~73505~~	~~(580) 699-8754~~	
~~2878~~	~~DCW Investments, LLC*~~	~~1300 W Covell Rd~~	~~Edmond~~	Oklahoma	USA	~~73003~~	~~(405) 285-0355~~	
~~2948~~	~~DCW Investments, LLC*~~	~~4621 N Kickapoo St~~	~~Shawnee~~	Oklahoma	USA	~~74804~~	~~(405) 395-2642~~	
~~3061~~	~~DCW Investments, LLC*~~	~~3033 NW 178th Street~~	~~Oklahoma City~~	Oklahoma	USA	~~73012~~	~~(405) 906-3038~~	
~~1964~~	~~DCW Investments, LLC*~~	~~1865 12 Ave NW~~	~~Ardmore~~	Oklahoma	USA	~~73401~~	~~(580) 798-3970~~	
~~3177~~	~~DCW Investments, LLC*~~	~~1233 E. HWY 152~~	~~Mustang~~	Oklahoma	USA	~~73064~~	~~(405) 806-5060~~	
~~1890~~	~~DCW Investments, LLC*~~	~~2600 Exchange Drive~~	~~Edmond~~	Oklahoma	USA	~~73034~~	~~(405) 509-6414~~	

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

1971	DCW Investments, LLC*	12444 NW 10th St.	Yukon	Oklahoma	USA	73099	(405) 467-4329
~~1889~~ <u>35</u>	~~Army and Air Force Exchange Service~~ <u>DCW Investments, LLC*</u>	~~1718 Gruber Road~~ <u>2450 W Robinson Street</u>	~~Fort Sill~~ <u>Norman</u>	Oklahoma	USA	~~7350369~~ <u>7350369</u>	~~(580) 250-1759~~ <u>(405) 701-5655</u>
~~1849~~ <u>32</u>	~~QFairway~~ <u>2604864 Ontario, Inc.*</u>	~~10 Manitou Dr., Bldg L~~ <u>747 Great Northern Road</u>	~~Kitchener~~ <u>Sault Ste. Marie</u>	Ontario	Canada	~~N2C 2N3P6B 5X5~~ <u>5X5</u>	~~519-895-2200~~ <u>(705) 450-4282</u>
~~1872~~ <u>30</u> ~~62~~	~~QWDivision, Inc~~ <u>JB WORLDWIDE INC.*</u>	~~650 Division Road, Ste 2A~~ <u>169 Princess Street</u>	~~Windsor~~ <u>Kingston</u>	Ontario	Canada	~~N8X 5E7K7L 1A9~~ <u>1A9</u>	~~519-967-4669~~ <u>(613) 531-5959</u>
~~2822~~ <u>17</u> ~~56~~	~~SWO Hospitality Group~~ <u>QBeaverbrook, Inc.*</u>	~~841 Wellington Rd S, Unit B3~~ <u>1371 Beaverbrook Ave</u>	London	Ontario	Canada	~~N6E 1W4N6H 0J1~~ <u>0J1</u>	~~5192048676~~ <u>(519) 601-7779</u>
~~1849~~ <u>32</u>	~~2604864 Ontario~~ <u>QFairway, Inc.*</u>	~~747 Great Northern Road~~ <u>10 Manitou Dr., Bldg L</u>	~~Sault Ste. Marie~~ <u>Kitchener</u>	Ontario	Canada	~~P6B 5X5N2C 2N3~~ <u>2N3</u>	~~705-450-4282~~ <u>(519) 895-2200</u>
~~2851~~ <u>18</u> ~~72~~	~~SWO Hospitality Group~~ <u>QWDivision, Inc.*</u>	~~1920 Dundas St, Unit 100~~ <u>650 Division Road, Ste 2A</u>	~~London~~ <u>Windsor</u>	Ontario	Canada	~~N5V 3P1N8X 5E7~~ <u>5E7</u>	~~5196014111~~ <u>(519) 967-1669</u>
~~1756~~ <u>28</u> ~~22~~	~~QBeaverbrook~~ <u>SWO Hospitality Group, Inc.*</u>	~~1371 Beaverbrook Ave~~ <u>841 Wellington Rd S, Unit B3</u>	London	Ontario	Canada	~~N6H 0J1N6E 1W4~~ <u>1W4</u>	~~(519-601-7779)~~ <u>204-8676</u>
~~2962~~ <u>28</u> ~~51~~	~~QMEXSAL, LLC~~ <u>SWO Hospitality Group, Inc.*</u>	~~4405 Commercial St Se, Ste 120~~ <u>1920 Dundas St, Unit 100</u>	~~Salem~~ <u>London</u>	~~Oregon~~ <u>Ontario</u>	~~USA~~ <u>Canada</u>	~~97302N5 V 3P1~~ <u>N5</u>	~~(971) 600-3174~~ <u>(519) 601-4111</u>
~~2699~~ <u>23</u> ~~15~~	~~Qmexwil~~ <u>Qmexbeav, LLC</u>	~~300404655 SW Boones Ferry Rd, Ste 24~~ <u>Griffith Dr</u>	~~Wilsonville~~ <u>Beaverton</u>	Oregon	USA	970705	~~(503) 783-1711~~ <u>643-5820</u>
2380	Qmexbpt, LLC	7132 Sw Hazelfern Rd	Tigard	Oregon	USA	97224	(503) 670-7800
2224	Qmexcor, LLC	2001 NW Monroe Ave, Unit 105	Corvallis	Oregon	USA	97330	(541) 757-2800
2539	Qmexeug, LLC	840 E 13th Ave	Eugene	Oregon	USA	97401	(541) 343-2720
2244	Qmexhil, LLC	2288 Nw Allie Ave, Ste 850	Hillsboro	Oregon	USA	97124	(503) 645-2244
	~~2315~~ <u>Qmexbeav, LLC</u>	~~4655 SW Griffith Dr~~	~~Beaverton~~	~~Oregon~~	~~USA~~	~~97005~~	~~(503) 643-5820~~
2638	Qmexloy, LLC	825 NE Weidler ST.	Portland	Oregon	USA	97232	(503) 688-5551
~~2693~~ <u>362</u>	~~TIG-Quezo~~ <u>QMEXSAL, LLC*</u>	~~500 Broad St, Suite 4~~ <u>4405 Commercial St Se, Ste 120</u>	~~Collegeville~~ <u>Salmon</u>	~~Pennsylvania~~ <u>Oregon</u>	USA	~~19426973 02~~ <u>02</u>	~~(610) 409-5615~~ <u>(971) 600-3174</u>
~~2699~~	<u>Qmexwil, LLC</u>	<u>30040 SW Boones Ferry Rd, Ste 24</u>	<u>Wilsonville</u>	<u>Oregon</u>	<u>USA</u>	<u>97070</u>	<u>(503) 783-1711</u>

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~~3045~~ <u>1758</u>	~~Seven Hills, Inc.~~ <u>ARAMARK Food & Support Services Group, Inc</u>	~~8500 Essington Ave, Terminal F, Space FH13~~ <u>400 E 2nd St, Scranton Commons</u>	~~Philadelphia~~ <u>Bl oomsburg</u>	Pennsylvania	USA	~~1978~~ <u>153</u>	~~(717) 909-0580~~ <u>(570) 389-5456</u>	
~~1929~~ <u>3180</u>	~~Metz Culinary Management, Inc.~~ <u>**ARAMARK Food & Support Services Group, Inc</u>	~~300 Campus Drive, Frame Westerburg Commons~~ <u>701 S. High St</u>	~~Bradford~~ <u>West Chester</u>	Pennsylvania	USA	~~99202~~ <u>19382</u>	(000) 000-0000	
	~~2774~~	~~TIG Queso, LLC*~~	~~2669A Mac Arthur Rd~~	~~Whitehall~~	~~Pennsylvania~~	~~USA~~	~~18052~~	~~(610) 432-2119~~
	~~2370~~	~~Philadelphia Fresh Foods, LLC~~	~~1054 Baltimore Pike~~	~~Springfield~~	~~Pennsylvania~~	~~USA~~	~~19064~~	~~(610) 543-4104~~
	~~2152~~	~~Philadelphia Fresh Foods, LLC~~	~~1528 Walnut St.~~	~~Philadelphia~~	~~Pennsylvania~~	~~USA~~	~~19102~~	~~(215) 546-8007~~
	~~2607~~	~~TIG Queso, LLC*~~	~~100 Welsh Rd, Unit M~~	~~Horsham~~	~~Pennsylvania~~	~~USA~~	~~19044~~	~~(215) 657-3750~~
~~2166~~	Brooks Hospitality, LLC	2777 E Carson St	Pittsburgh	Pennsylvania	USA	15203	(412) 481-1229	
~~2468~~ <u>1929</u>	~~Urban Eats, LLC~~ <u>Metz Culinary Management, Inc.</u>	~~230 S 40th St., #140~~ <u>300 Campus Drive, Frame Westerburg Commons</u>	~~Philadelphia~~ <u>Br adford</u>	Pennsylvania	USA	~~19104~~ <u>99202</u>	~~(215) 222-2887~~ <u>(000) 000-0000</u>	
	~~3005~~	~~Queso Time PA 2, LLC~~	~~2B Summit Square Center~~	~~Langhorne~~	~~Pennsylvania~~	~~USA~~	~~19047~~	~~(215) 583-5100~~
	~~2606~~	~~TIG Queso, LLC*~~	~~261 Old York Rd, Suite 215A~~	~~Jenkintown~~	~~Pennsylvania~~	~~USA~~	~~19046~~	~~(215) 887-2341~~
	~~2582~~	~~TIG Queso, LLC*~~	~~1107 West Chester Pike, Space B4~~	~~West Chester~~	~~Pennsylvania~~	~~USA~~	~~19382~~	~~(484) 266-0459~~
	~~2860~~	~~TIG Queso, LLC*~~	~~1991 Sproul Rd~~	~~Broomall~~	~~Pennsylvania~~	~~USA~~	~~19008~~	~~(610) 359-6270~~
~~1735~~	Philadelphia Fresh Foods, LLC	1112 W Lancaster Ave	Bryn Mawr	Pennsylvania	USA	19010	(484) 222-6164	
~~2152~~	<u>Philadelphia Fresh Foods, LLC</u>	<u>1528 Walnut St.</u>	<u>Philadelphia</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19102</u>	<u>(215) 546-8007</u>	
~~2292~~	Philadelphia Fresh Foods, LLC	33 E City Line Ave	Bala Cynwyd	Pennsylvania	USA	19004	(610) 664-2906	
~~2370~~	<u>Philadelphia Fresh Foods, LLC</u>	<u>1054 Baltimore Pike</u>	<u>Springfield</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19064</u>	<u>(610) 543-4104</u>	
~~3000~~	<u>Queso Time PA 1, LLC</u>	<u>690 Rockhill Drive</u>	<u>Bensalem</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19020</u>	<u>(215) 315-8900</u>	
~~3005~~	<u>Queso Time PA 2, LLC</u>	<u>2B Summit Square Center</u>	<u>Langhorne</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19047</u>	<u>(215) 583-5100</u>	
~~3045~~	<u>Seven Hills, Inc.</u>	<u>8500 Essington Ave, Terminal F, Space FH13</u>	<u>Philadelphia</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19153</u>	<u>(717) 909-0580</u>	
~~2860~~	<u>TIG Queso, LLC*</u>	<u>1991 Sproul Rd</u>	<u>Broomall</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19008</u>	<u>(610) 359-6270</u>	
~~2607~~	<u>TIG Queso, LLC*</u>	<u>100 Welsh Rd, Unit M</u>	<u>Horsham</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19044</u>	<u>(215) 657-3750</u>	
~~2582~~	<u>TIG Queso, LLC*</u>	<u>1107 West Chester Pike, Space B4</u>	<u>West Chester</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>19382</u>	<u>(484) 266-0459</u>	
~~3048~~	<u>TIG Queso, LLC*</u>	<u>2417 Schoenersville Road</u>	<u>Bethlehem</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>18017</u>	<u>(000) 000-0000</u>	
~~2774~~	<u>TIG Queso, LLC*</u>	<u>2669A Mac Arthur Rd</u>	<u>Whitehall</u>	<u>Pennsylvania</u>	<u>USA</u>	<u>18052</u>	<u>(610) 432-2119</u>	

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~~2606~~	TIG Queso, LLC*	261 Old York Rd, Suite 215A	Jenkintown	Pennsylvania	USA	19046	(215) 887-2341
2916	TIG Queso, LLC*	200 W Ridge Pike, Ste 108	Conshohocken	Pennsylvania	USA	19428	(484) 243-6118
~~175826~~ ~~93~~	~~ARAMARK Educational Services~~ TIG Queso, LLC*	~~400 E 2nd St, Scranton Commons~~ 500 Broad St, Suite 4	~~Bloomsburg~~ Collegeville	Pennsylvania	USA	~~17815194~~ 26	~~(570) 389-5456~~ (610) 409-5615
~~300021~~ ~~68~~	~~Queso Time PA-1 Urban Eats, LLC~~	~~690 Rockhill Drive~~ 230 S 40th St., #140	~~Bensalem~~ Philadelphia	Pennsylvania	USA	~~1910204~~	~~(215) 315-8900~~ 222-2887
2316	Urban Eats, LLC	1600 N Broad St, Ste 12	Philadelphia	Pennsylvania	USA	19123	(215) 763-4090
~~3092~~	~~Q Puerto Rico Franchise, LLC*~~	~~PR-177 Interseccion Calle Juan Martinez~~ River Town Plaza	~~Bayamon~~	~~Puerto Rico~~	~~USA~~	~~00959~~	~~(787) 622-3006~~
3028	Q Puerto Rico Franchise, LLC*	22 Av. González Giusti	Guaynabo	Puerto Rico	USA	00968	(787) 641-3015
~~3134~~	~~ARAMARK Food & Support Services Group, Inc~~	~~1400 Greene St~~	~~Columbia~~	~~South Carolina~~	~~USA~~	~~29208~~	~~(000) 000-0000~~
1867	Army and Air Force Exchange Service**	4110 Moseby St.	Fort Jackson	South Carolina	USA	29207	(000) 000-0000
	~~3001 Metz Culinary Management, Inc.**~~	~~500 Aviation Parkway, Grand Hall~~	~~Greer~~	~~South Carolina~~	~~USA~~	~~29651~~	~~(000) 000-0000~~
~~313430~~ ~~72~~	~~ARAMARK Educational Services~~ Sodexo Operations, LLC**	~~1400 Greene St~~ 400 Magnolia Street, Student Center	~~Columbia~~ Oran geburg	South Carolina	USA	~~29208~~ 291 15	~~(000) 000-0000~~
	~~2678 Rushmore QMG, LLC~~	~~1745 Eglin St., Ste 550~~	~~Rapid City~~	~~South Dakota~~	~~USA~~	~~57701~~	~~(605) 791-1555~~
2050	Black Hills QMG, LLC	741 Mountain View Rd	Rapid City	South Dakota	USA	57702	(605) 341-9900
2973	Conklin Companies, LLC	130 Ryan Rd	Spearfish	South Dakota	USA	57783	(605) 559-0542
~~306026~~ ~~78~~	~~Sodexo Operations~~ Rushmore QMG, LLC**	~~1421 Student Union Ln, Student Union~~ 1745 Eglin St., Ste 550	~~Brookings~~ Rapi d City	South Dakota	USA	~~5770061~~	~~(000) 000-0000~~ (605) 791-1555
2852	Sodexo Operations, LLC	414 E Clark St, Muenster University Center	Vermillion	South Dakota	USA	57069	(605) 667-5899
~~3060~~	~~Sodexo Operations, LLC~~	~~1421 Student Union Ln, Student Union~~	~~Brookings~~	~~South Dakota~~	~~USA~~	~~57006~~	~~(000) 000-0000~~
2450	Dolittle For More Investments, Inc.	7339 Kingston Pike	Knoxville	Tennessee	USA	37919	(865) 588-3333
	~~2661 DCW Investments, LLC*~~	~~3201 Lawrence Rd, Ste 540~~	~~Wichita Falls~~	~~Texas~~	~~USA~~	~~76308~~	~~(940) 689-8200~~

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~~290017~~ ~~66~~	~~Deep Taran, Inc.~~ <u>Army and Air Force Exchange Service</u>	~~5017 Milwaukee Ave,~~ <u>761st Tank Battalion Bldg 118</u>	~~Lubbock~~ <u>Fort Cavazos</u>	Texas	USA	~~79407765~~ ~~44~~	~~(806) 771-2411~~ <u>(000) 000-0000</u>
~~186239~~	~~Compass Group USA, Inc.~~ <u>Army and Air Force Exchange Service</u>	~~303 Administration Drive, Hubbard Hall~~ <u>1385 Reese</u>	~~Denton~~ <u>San Antonio</u>	Texas	USA	~~76201782~~ ~~36~~	~~(000) 000-0000~~
~~186433~~	~~DCW Investments, LLC~~ <u>Army and Air Force Exchange Service</u>	~~8924 Tehama Ridge Pkwy~~ <u>2503 Funston Road</u>	~~Fort Worth~~ <u>San Antonio</u>	Texas	USA	~~76177782~~ ~~34~~	~~(817) 847-2053~~ <u>(000) 000-0000</u>
2015	BDAA Holdings II, LP*	6002 Camp Bowie Blvd	Fort Worth	Texas	USA	76116	(817) 377-9411
2026	BDAA Holdings II, LP*	1930 Coit Rd	Richardson	Texas	USA	75080	(972) 231-6655
~~2151~~	~~BDAA Holdings II, LP*~~	~~6505 W Park Blvd, Ste 340~~	~~Plano~~	~~Texas~~	~~USA~~	~~75093~~	~~(972) 403-7372~~
2687	BDAA Holdings II, LP*	1401 E Debbie Lane, Ste 109	Mansfield	Texas	USA	76053	(817) 473-2112
~~1884~~	~~BDAA Holdings II, LP*~~	~~4235 W Northwest Hwy.~~	~~Dallas~~	~~Texas~~	~~USA~~	~~75220~~	~~(469) 466-9101~~
~~1918~~	~~BDAA Holdings II, LP*~~	~~4050 S Collins~~	~~Arlington~~	~~Texas~~	~~USA~~	~~76014~~	~~(682) 276-6064~~
~~1862~~	~~Compass Group USA, Inc~~	~~303 Administration Drive, Hubbard Hall~~	~~Denton~~	~~Texas~~	~~USA~~	~~76201~~	~~(000) 000-0000~~
~~269018~~ ~~61~~	~~O&S First~~ <u>DCW Investments, LLC*</u>	~~1505 SW Wilshire Blvd, Ste 630~~ <u>8924 Tehama Ridge Pkwy</u>	~~Burleson~~ <u>Fort Worth</u>	Texas	USA	~~76028761~~ ~~77~~	~~(817) 295-5419~~ <u>847-2053</u>
~~2661~~	~~DCW Investments, LLC*~~	~~3201 Lawrence Rd, Ste 540~~	~~Wichita Falls~~	~~Texas~~	~~USA~~	~~76308~~	~~(940) 689-8200~~
~~183915~~	~~Army and Air Force Exchange Service~~ <u>DCW Investments, LLC*</u>	~~1385 Reese~~ <u>Keller</u>	~~San Antonio~~ <u>Keller</u>	Texas	USA	~~78236762~~ ~~48~~	~~(000) 000-0000~~
1931	DCW Investments, LLC*	4540 W. Bailey Boswell Road, Suite 130	Fort Worth	Texas	USA	76179	(817) 349-9328
~~215129~~ ~~00~~	~~BDAA Holdings II, LP*~~ <u>Deep Taran, Inc.</u>	~~6505 W Park Blvd~~ <u>5017 Milwaukee Ave, Ste 340</u>	~~Plano~~ <u>Lubbock</u>	Texas	USA	~~75093794~~ ~~07~~	~~(972) 403-7372~~ <u>(806) 771-2411</u>
~~300719~~ ~~26~~	~~SnowBear, LLC~~ <u>Deeptaran QMG, Inc</u>	~~2105 Sidney Baker St. Unit 4~~ <u>12406 Indiana Ave, Suite 100</u>	~~Kerrville~~ <u>Lubbock</u>	Texas	USA	~~78028794~~ ~~23~~	~~(000) 000-0000~~ <u>(806) 516-9393</u>
~~191526~~ ~~90~~	~~DCW~~ <u>O&S First Investments, LLC*</u> <u>Inc</u>	~~Keller~~ <u>1505 SW Wilshire Blvd, Ste 630</u>	~~Keller~~ <u>Burleson</u>	Texas	USA	760248	~~(000) 000-0000~~ <u>(817) 295-5419</u>
2775	Odehmickens DFW Concessions	2040 N International Pkwy, Terminal A, Cols 41-44	Dallas	Texas	USA	75261	(972) 973-7323
	~~1926~~ <u>Deeptaran-QMG, Inc</u>	~~12406 Indiana Ave, Suite 100~~	~~Lubbock~~	~~Texas~~	~~USA~~	~~79423~~	~~(806) 516-9393~~
~~183330~~ ~~07~~	~~Army and Air Force Exchange Service~~ <u>SnowBear, LLC</u>	~~2503 Funston Road~~ <u>2105 Sidney Baker St. Unit 4</u>	~~San Antonio~~ <u>Kerrville</u>	Texas	USA	~~7802348~~	~~(000) 000-0000~~

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19183015	BDAA Holdings II, LP* <u>Southwest Mex-Eats, LLC*</u>	~~4050 S Collins~~ <u>710 Union Place</u>	~~Arlington~~ <u>Little Elm</u>	Texas	USA	~~7601476227~~	~~(682) 276-6064~~ <u>(214) 535-1500</u>	
18843030	BDAA Holdings II, LP* <u>Southwest Mex-Eats, LLC*</u>	~~4235 W Northwest Hwy.~~ <u>2224 Ridge Road</u>	~~Dallas~~ <u>Rockwall</u>	Texas	USA	~~7522087~~	~~(469) 466-9404~~ <u>314-1778</u>	
317663	~~Army and Air Force Exchange Service**~~ <u>Utah Tech University</u>	~~761st Tank Battalion Ave, Bldg 118~~ <u>225 S. University Ave.</u> <u>Kenneth N Gardner Student Center</u>	~~Fort Cavazos~~ <u>St. George</u>	~~Texas~~ <u>Utah</u>	USA	~~7654484770~~	~~(000) 000-0000~~	
	2639	~~CK Mexican Grill, LLC~~	~~9671 Liberia Ave~~	~~Manassas~~	~~Virginia~~	~~USA~~	~~20110~~	~~(571) 292-1158~~
18251910	~~North Fork Fresh Mex, LLC*~~ <u>ARAMARK Food & Support Services Group, Inc</u>	~~1140 N Military Hwy, Ste 812~~ <u>4607 Hampton Blvd #1110, Monarch Hall</u>	~~Norfolk~~	~~Virginia~~	~~USA~~	~~235029~~	~~(757) 431-7300~~ <u>(000) 000-0000</u>	
1834	~~Army and Air Force Exchange Service**~~	~~300 A Ave, Bldg 1605~~	~~Fort Gregg-Adams~~	~~Virginia~~	~~USA~~	~~23801~~	~~(000) 000-0000~~	
	2656	~~Kosmos Fresh Grill, LLC~~	~~2824 Prince William Pkwy~~	~~Woodbridge~~	~~Virginia~~	~~USA~~	~~22192~~	~~(571) 285-4276~~
	1975	~~Sodexo Operations, LLC**~~	~~1000 Colonial Farm Road, LN4~~	~~McLean~~	~~Virginia~~	~~USA~~	~~22101~~	~~(000) 000-0000~~
	1910	~~ARAMARK Educational Services, LLC**~~	~~4607 Hampton Blvd #1110, Monarch Hall~~	~~Norfolk~~	~~Virginia~~	~~USA~~	~~23529~~	~~(000) 000-0000~~
	2717	~~Kosmos Fresh Grill, LLC~~	~~10338 Main St~~	~~Fairfax~~	~~Virginia~~	~~USA~~	~~22030~~	~~(703) 273-8202~~
188906	~~Army and Air Force Exchange Service**~~	~~1386 Washington Blvd~~ <u>8651 John J Kingman Rd, Bldg 2321</u>	~~Fort Eustis~~ <u>Belvoir</u>	~~Virginia~~	~~USA~~	~~2320604~~	~~(000) 000-0000~~	
	1977	~~North Fork Fresh Mex, LLC*~~	~~14279 Winterview Parkway~~	~~Midlothian~~	~~Virginia~~	~~USA~~	~~23113~~	~~(804) 794-2610~~
	2761	~~Virginia Tech~~	~~117A Lavery Hall~~	~~Blacksburg~~	~~Virginia~~	~~USA~~	~~24061~~	~~(540) 231-8203~~
	2892	~~North Fork Fresh Mex, LLC*~~	~~7201 Hancock Village Dr.~~	~~Chesterfield~~	~~Virginia~~	~~USA~~	~~23832~~	~~(804) 739-0476~~
	2145	~~North Fork Fresh Mex, LLC*~~	~~223 Burgess Rd., Ste H~~	~~Harrisonburg~~	~~Virginia~~	~~USA~~	~~22801~~	~~(540) 564-1515~~
	2200	~~YCB Enterprises, LLC~~	~~13031 Worldgate Dr~~	~~Herndon~~	~~Virginia~~	~~USA~~	~~20170~~	~~(703) 796-1101~~
	1741	~~North Fork Fresh Mex, LLC*~~	~~1731 Gilbert St. Bldg C-9~~	~~Norfolk~~	~~Virginia~~	~~USA~~	~~23511~~	~~(757) 489-1939~~
	1754	~~North Fork Fresh Mex, LLC*~~	~~3918 Lenox Ave~~	~~Charlottesville~~	~~Virginia~~	~~USA~~	~~22901~~	~~(434) 244-5641~~
	2576	~~North Fork Fresh Mex, LLC*~~	~~4501 S Laburnum Ave, Unit 597~~	~~Richmond~~	~~Virginia~~	~~USA~~	~~23231~~	~~(804) 226-1133~~

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1888	Army and Air Force Exchange Service	61 Spaatz Dr, Bldg 290	Hampton	Virginia	USA	23665	(757) 766-1298
~~1880~~ ~~2278~~ ~~2639~~	~~Army and Air Force Exchange Service~~ ~~YCB-EnterprisesCK Mexican Grill, LLC~~	~~1386 Washington Blvd~~ ~~7376 Atlas Walk Way~~ ~~9671 Liberia Ave~~	~~Fort Eustis~~ ~~Gainesville~~ ~~Manassas~~	~~Virginia~~	~~USA~~	~~23604~~ ~~2015510~~	~~(000) 000-0000~~ ~~(571) 248-4194~~ ~~292-1158~~
~~2656~~ ~~2717~~	~~Kosmos Fresh Grill, LLC~~ ~~Kosmos Fresh Grill, LLC~~	~~2824 Prince William Pkwy~~ ~~10338 Main St~~	~~Woodbridge~~ ~~Fairfax~~	~~Virginia~~	~~USA~~	~~22192~~ ~~22030~~	~~(571) 285-4276~~ ~~(703) 273-8202~~
~~1825~~ ~~3106~~ ~~1977~~	~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~	~~1140 N Military Hwy, Ste 812~~ ~~1123 W Mercury Blvd~~ ~~14279 Winterview Parkway~~	~~Norfolk~~ ~~Hampton~~ ~~Midlothian~~	~~Virginia~~	~~USA~~	~~23502~~ ~~23666~~ ~~23113~~	~~(757) 431-7300~~ ~~(757) 902-9800~~ ~~(804) 794-2610~~
2864	North Fork Fresh Mex, LLC*	121 Stonebridge Plaza Ave	North Chesterfield	Virginia	USA	23236	(804) 674-4050
~~3190~~ ~~64~~	~~Army and Air Force Exchange Service**~~ ~~North Fork Fresh Mex, LLC*~~	~~8651 John J Kingman Rd, Bldg 2321~~ ~~4037 East Little Creek Road, Suite A~~	~~Fort Belvoir~~ ~~Norfolk~~	~~Virginia~~	~~USA~~	~~22060~~ ~~23518~~	~~(000) 000-0000~~ ~~(757) 844-2555~~
~~1731~~ ~~2576~~	~~North Fork Fresh Mex, LLC*~~	~~41282 W Broad St~~ ~~4501 S Laburnum Ave, Unit 597~~	~~Glen Allen~~ ~~Richmond~~	~~Virginia~~	~~USA~~	~~23060~~ ~~23231~~	~~(804) 360-4265~~ ~~226-1133~~
~~1754~~	~~North Fork Fresh Mex, LLC*~~	~~3918 Lenox Ave~~	~~Charlottesville~~	~~Virginia~~	~~USA~~	~~22901~~	~~(434) 244-5641~~
2378	North Fork Fresh Mex, LLC*	1865 Carl D Silver Pkwy	Fredericksburg	Virginia	USA	22401	(540) 548-8886
~~2145~~ ~~2892~~ ~~1731~~ ~~2289~~ ~~1741~~	~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~ ~~North Fork Fresh Mex, LLC*~~	~~223 Burgess Rd., Ste H~~ ~~7201 Hancock Village Dr.~~ ~~11282 W Broad St.~~ ~~935 W Broad St.~~ ~~1731 Gilbert St., Bldg C-9~~	~~Harrisonburg~~ ~~Chesterfield~~ ~~Glen Allen~~ ~~Richmond~~ ~~Norfolk~~	~~Virginia~~	~~USA~~	~~22801~~ ~~23832~~ ~~23060~~ ~~23220~~ ~~23511~~	~~(540) 564-1515~~ ~~(804) 739-0476~~ ~~(804) 360-4265~~ ~~(804) 213-0047~~ ~~(757) 489-1939~~
2620	Q Baileys, LLC*	5872 Crossroads Ctr Way	Falls Church	Virginia	USA	22041	(703) 933-8712
	~~2289~~ ~~North Fork Fresh Mex, LLC*~~	~~935 W Broad St.~~	~~Richmond~~	~~Virginia~~	~~USA~~	~~23220~~	~~(804) 213-0047~~
~~1897~~ ~~50~~	~~Kalispel Tribal Economic Authority**~~ ~~Sodexo Operations, LLC~~	~~100 N Hayford~~ ~~1000 Colonial Farm Road, LN1~~	~~Airway Heights~~ ~~McLean~~	~~Washington~~ ~~Vir~~ ~~ginia~~	~~USA~~	~~99001~~ ~~22101~~	~~(000) 000-0000~~
~~1930~~ ~~2761~~	~~Sodexo Operations, LLC~~ ~~Virginia Tech~~	~~4117 N. Dakota, Welch~~ ~~117A Lavery Hall~~	~~Spokane~~ ~~Black~~ ~~sburn~~	~~Washington~~ ~~Vir~~ ~~ginia~~	~~USA~~	~~99202~~ ~~24061~~	~~(509) 313-7216~~ ~~(540) 231-8203~~
	~~2675~~ ~~Amazing Mex Foods, LLC*~~	~~1527 N Pines Rd~~	~~Spokane~~	~~Washington~~	~~USA~~	~~99206~~	~~(509) 924-5100~~

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	2682	Qmex192, LLC	155 NE 192nd Ave, Ste 101	Camas	Washington	USA	98607	(360) 448-6996
29682200		Amazing Mex Foods YCB Enterprises, LLC*	441st Division13031 Worldgate Dr, Ms/46	Joint Base Lewis-McChordHern don	WashingtonVir ginia	USA	9843320170	(253) 964-2177(703) 796-1101
	2806	Amazing Mex Foods, LLC*	16314 Bothell Everett Hwy, Ste 103	Mill Creek	Washington	USA	98012	(425) 741-3868
264278		Amazing Mex Foods YCB Enterprises, LLC*	15946 Redmond7376 Atlas Walk Way, Suite 107	RedmondGain sville	WashingtonVir ginia	USA	9805220155	(425) 881-6829(571) 248-4191
	2089	Amazing Mex Foods, LLC*	22612-C Bothell Everett Hwy, Suite 5	Bothell	Washington	USA	98021	(425) 806-1414
	2394	Amazing Mex Foods, LLC*	100 Andover Park W, Ste 130	Tukwila	Washington	USA	98188	(206) 214-0313
	2078	Amazing Mex Foods, LLC*	17744 Garden Way NE, Ste 120	Woodinville	Washington	USA	98072	(425) 485-8842
	2390	Amazing Mex Foods, LLC*	7650 SE 27th St, Ste 106	Mercer Island	Washington	USA	98040	(206) 230-0072
	2077	Amazing Mex Foods, LLC*	6140 E Lake Sammamish Pkwy SE, Unit G19	Issaquah	Washington	USA	98029	(425) 427-0673
	2150	Amazing Mex Foods, LLC*	15116 Ne 24th St, Ste 65	Redmond	Washington	USA	98052	(425) 653-2224
	4710	Bellevue Subway, LLC*	106000 Quil Ceda Blvd, Suite 381A	Quil Ceda Village	Washington	USA	98271	(360) 716-3017
2927		Amazing Mex Foods, LLC*	513 State Rte 9 NE, Ste 103	Lake Stevens	Washington	USA	98258	(425) 334-8372
	2541	Amazing Mex Foods, LLC*	4726 Borgen Blvd, Ste A	Gig Harbor	Washington	USA	98332	(253) 858-3070
2561		Amazing Mex Foods, LLC*	10306 156th St E, Ste 108	Puyallup	Washington	USA	98374	(253) 770-4802
2908		Amazing Mex Foods, LLC*	1120 N Division St, Ste B	Spokane	Washington	USA	99202	(509) 413-1951
2390		Amazing Mex Foods, LLC*	7650 SE 27th St, Ste 106	Mercer Island	Washington	USA	98040	(206) 230-0072
1709		Amazing Mex Foods, LLC*	1016 Outlet Collection Way	Auburn	Washington	USA	98001	(253) 833-1969
2034		Amazing Mex Foods, LLC*	901 S Grand Blvd, Ste A	Spokane	Washington	USA	99202	(509) 747-8737
2078		Amazing Mex Foods, LLC*	17744 Garden Way NE, Ste 120	Woodinville	Washington	USA	98072	(425) 485-8842
2821		Amazing Mex Foods, LLC*	6208 196th St SW, Ste 105	Lynnwood	Washington	USA	98036	(425) 672-2789
2806		Amazing Mex Foods, LLC*	16314 Bothell-Everett Hwy, Ste 103	Mill Creek	Washington	USA	98012	(425) 741-3868
2394		Amazing Mex Foods, LLC*	100 Andover Park W, Ste 130	Tukwila	Washington	USA	98188	(206) 214-0313

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2077	Amazing Mex Foods, LLC*	6140 E Lake Sammamish Pkwy SE, Unit G19	Issaquah	Washington	USA	98029	(425) 427-0673	
~~2034~~ 2675	Amazing Mex Foods, LLC*	~~901 S Grand Blvd, Ste A~~ 1527 N Pines Rd	Spokane	Washington	USA	992026	(509) ~~747-8737~~ 924-5100	
2968	Amazing Mex Foods, LLC*	41st Division Dr, Ms/46	~~Joint Base Lewis-McChord~~	Washington	USA	98433	(253) 964-2177	
2541	Amazing Mex Foods, LLC*	4726 Borgen Blvd, Ste A	Gig Harbor	Washington	USA	98332	(253) 858-3070	
2618	Amazing Mex Foods, LLC*	15946 Redmond Way, Suite 107	Redmond	Washington	USA	98052	(425) 881-6829	
2150	Amazing Mex Foods, LLC*	15116 Ne 24th St, Ste 65	Redmond	Washington	USA	98052	(425) 653-2224	
1710	Bellevue Subway, LLC	106000 Quil Ceda Blvd, Suite 381A	~~Quil Ceda Village~~	Washington	USA	98271	(360) 716-3017	
~~1850~~	~~Kalispel Tribal Economic Authority~~	100 N Hayford Road	~~Airway Heights~~	Washington	USA	99001	(000) 000-0000	
~~2682~~	Qmex192, LLC	155 NE 192nd Ave, Ste 101	Camas	Washington	USA	98607	(360) 448-6996	
3117	Sodexo Operations, LLC**	300 W Hawthorne Rd. Hixon Union Building	Spokane	Washington	USA	99218	(000) 000-0000	
~~219308~~	~~Amazing Mex Foods~~ ~~Sodexo Operations, LLC*~~	~~4120 N Division St, Ste B~~ 1117 N. Dakota, Welch Hall	Spokane	Washington	USA	99202	(509) ~~413-1954~~ 313-7216	
~~264320~~	Canticle, Inc.	~~500 Mall Road, Unit 103~~ 386 Patteson Dr	~~Barboursville~~ Morgantown	West Virginia	USA	~~2655045~~	(304) 598-5555	
2720	Canticle, Inc.	98 Rhl Blvd.	South Charleston	West Virginia	USA	25309	(304) 744-2700	
~~2869~~	~~Canticle, Inc.~~	100 Galleria Plaza	Beckley	West Virginia	USA	25801	(304) 894-8961	
~~1891~~	~~Canticle, Inc.~~	250 Emily Dr	Clarksburg	West Virginia	USA	26301	(304) 627-0032	
1974	Canticle, Inc.	2037 5th Avenue	Huntington	West Virginia	USA	25703	(304) 963-1581	
	1891	Canticle, Inc.	250 Emily Dr	Clarksburg	West Virginia	USA	26301	(304) 627-0032
1979	QMG Venture, LLC**	116 Grand Central Mall	Vienna	West Virginia	USA	26105	(000) 000-0000	
	2320	Canticle, Inc.	386 Patteson Dr	Morgantown	West Virginia	USA	26505	(304) 598-5555
	2869	Canticle, Inc.	100 Galleria Plaza	Beckley	West Virginia	USA	25801	(304) 894-8961
~~281716~~	Roaring Fork, LLC*	~~127 S 3rd St~~ 1241 Kalahari Dr., Suite 1	~~La Crosse~~ ~~Lake Delton~~	Wisconsin	USA	~~5394604~~	(608) ~~782-1914~~ 253-3685	

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17	2343	Roaring Fork, LLC*	920 103 W ~~Paradise Dr~~ <u>Broadway Ave</u>	~~West Bend~~ <u>Monona</u>	Wisconsin	USA	53095 <u>53716</u>	(262) 353-4900 (608) 286-1416
17	2344	Roaring Fork, LLC*	N95 W18181 ~~Appleton Ave~~ <u>1680 Old School House Rd</u>	~~Menomonee Falls~~ <u>Oconomowoc</u>	Wisconsin	USA	5305 <u>4166</u>	(262) 251-3200 567-3699
2651	1763	Roaring Fork, LLC*	4114 W Main St 351 <u>Peller Rd</u>	~~Whitewater~~ <u>Lake Geneva</u>	Wisconsin	USA	53190 <u>47</u>	(262) 472-9200 953-2534
281	797	Roaring Fork, LLC*	4550 ~~Calumet Ave~~ <u>1348 E Brady St.</u>	~~Manitowoc~~ <u>Milwaukee</u>	Wisconsin	USA	5432 <u>202</u>	(920) 482-3980 (474) 847-7015
		2884 ~~Roaring Fork, LLC*~~	1125 ~~Winneconne Ave~~	~~Neenah~~	~~Wisconsin~~	~~USA~~	54956	(920) 486-7406
1835		Roaring Fork, LLC*	5347 US-10	Stevens Point	Wisconsin	USA	54481	(715) 203-8953
		3047 ~~Roaring Fork, LLC*~~	1821 8th St S	~~Wisconsin Rapids~~	~~Wisconsin~~	~~USA~~	54494	(715) 203-8941
		2890 ~~Roaring Fork, LLC*~~	2777 ~~Milwaukee Rd, Unit A~~	~~Beloit~~	~~Wisconsin~~	~~USA~~	53511	(608) 299-2500
		2896 ~~Roaring Fork, LLC*~~	2201 ~~Humes Rd, Ste 190~~	~~Janesville~~	~~Wisconsin~~	~~USA~~	53546	(608) 531-9138
		4912 ~~Roaring Fork, LLC*~~	13330 ~~Washington Ave, Suite 400~~	~~Mt. Pleasant~~	~~Wisconsin~~	~~USA~~	53177	(262) 953-2543
1857		Roaring Fork, LLC*	885 S Rochester, Ste 200	Mukwonago	Wisconsin	USA	53149	(262) 953-2535
1864		Roaring Fork, LLC*	485 Wright Rd	Johnson Creek	Wisconsin	USA	53038	(920) 699-9132
		2353 ~~Roaring Fork, LLC*~~	325 E North St	~~Waukesha~~	~~Wisconsin~~	~~USA~~	53188	(262) 436-0510
1874		Roaring Fork, LLC*	4020 Schofield Ave, Ste 1	Weston	Wisconsin	USA	54476	(715) 203-8954
2014		Roaring Fork, LLC*	3101 Oakland Ave	Milwaukee	Wisconsin	USA	53211	(414) 332-3000
2033		Roaring Fork, LLC*	548 State St.	Madison	Wisconsin	USA	53703	(608) 280-8720
2040		Roaring Fork, LLC*	2831 S 108th St	West Allis	Wisconsin	USA	53227	(414) 321-3650
		3082 ~~Roaring Fork, LLC*~~	1312 ~~Geneva St~~	~~Delavan~~	~~Wisconsin~~	~~USA~~	53115	(262) 953-2539
		2695 ~~Roaring Fork, LLC*~~	639 W ~~Layton Ave~~	~~Milwaukee~~	~~Wisconsin~~	~~USA~~	53221	(414) 847-7003
2051		Roaring Fork, LLC*	12345 W Capitol Dr	Wauwatosa	Wisconsin	USA	53222	(414) 462-1000
2061		Roaring Fork, LLC*	2741 University Ave	Madison	Wisconsin	USA	53705	(608) 218-9670
		2381 ~~Roaring Fork, LLC*~~	4343 W ~~Wisconsin Ave~~	~~Appleton~~	~~Wisconsin~~	~~USA~~	54913	(920) 734-3244
		2382 ~~Roaring Fork, LLC*~~	187 N ~~Pioneer Road~~	~~Fond Du Lac~~	~~Wisconsin~~	~~USA~~	54935	(920) 273-0359
		2386 ~~Roaring Fork, LLC*~~	2476 S ~~Oneida St~~	~~Green Bay~~	~~Wisconsin~~	~~USA~~	54304	(920) 965-0602
2075		Roaring Fork, LLC*	8789 N Port Washington Rd	Fox Point	Wisconsin	USA	53217	(414) 228-0500
		2393 ~~Roaring Fork, LLC*~~	6430 ~~Green Bay Rd~~	~~Kenosha~~	~~Wisconsin~~	~~USA~~	53142	(262) 997-0052
2091		Roaring Fork, LLC*	6650 Mineral Point Rd	Madison	Wisconsin	USA	53705	(608) 827-7720

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2110	Roaring Fork, LLC*		418 N Mayfair Rd		Wauwatosa		Wisconsin		USA		53226		(414) 431-2155	
		2412	Roaring Fork, LLC*		510 W Silver Spring Drive, Unit K125		Glendale		Wisconsin		USA		53217	(414) 431-1913
2124	Roaring Fork, LLC*		15620 W National Ave		New Berlin		Wisconsin		USA		53151		(262) 786-0900	
2144	Roaring Fork, LLC*		16005 W Bluemound Rd		Brookfield		Wisconsin		USA		53005		(262) 432-3500	
2187	Roaring Fork, LLC*		3250 Golf Rd., Ste 100		Delafield		Wisconsin		USA		53018		(262) 646-4222	
2201	Roaring Fork, LLC*		5075 S 76th St, Unit A		Greenfield		Wisconsin		USA		53220		(414) 431-3900	
2202	Roaring Fork, LLC*		5401 Caddis Bend Rd		Fitchburg		Wisconsin		USA		53711		(608) 442-9400	
		2788	Roaring Fork, LLC*		1990 Menard Dr		Oshkosh		Wisconsin		USA		54902	(920) 966-0306
		2789	Roaring Fork, LLC*		3813 E Calumet St		Appleton		Wisconsin		USA		54915	(920) 968-0077
		2483	Roaring Fork, LLC*		2506 Washington St.		Grafton		Wisconsin		USA		53024	(262) 377-8100
		2805	Roaring Fork, LLC*		1240 Miller Park Way		Milwaukee		Wisconsin		USA		53214	(414) 755-4604
		2815	Roaring Fork, LLC*		2450 E Mason St, Ste C		Green Bay		Wisconsin		USA		54311	(920) 965-0350
		2555	Roaring Fork, LLC*		1150 N Water St.		Milwaukee		Wisconsin		USA		53202	(414) 389-8744
		2559	Roaring Fork, LLC*		803 N 16th St		Milwaukee		Wisconsin		USA		53233	(414) 431-0099
2263	Roaring Fork, LLC*		1890 Meadow Ln		Waukesha		Wisconsin		USA		53188		(262) 521-2221	
		3064	Roaring Fork, LLC*		6245 S. 27th Street		Greenfield		Wisconsin		USA		53221	(262) 953-2538
		1716	Roaring Fork, LLC*		1241 Kalahari Dr., Suite 1		Lake Delton		Wisconsin		USA		53940	(608) 253-3685
		2564	Roaring Fork, LLC*		4718 E Towne Blvd		Madison		Wisconsin		USA		53704	(608) 819-8910
		1984	Roaring Fork, LLC*		2485 Lineville Road, Ste 108		Howard		Wisconsin		USA		54313	(920) 305-7421
		1723	Roaring Fork, LLC*		103 W Broadway Ave		Monona		Wisconsin		USA		53716	(608) 286-1416
		2835	Roaring Fork, LLC*		3551 Washington Ave		Sheboygan		Wisconsin		USA		53081	(920) 694-0220
		1724	Roaring Fork, LLC*		1680 Old School House Rd		Oconomowoc		Wisconsin		USA		53066	(262) 567-3699
2283	Roaring Fork, LLC*		6035 W Durand Ave		Mount Pleasant		Wisconsin		USA		53406		(262) 598-9277	
~~2321~~	~~Roaring Fork, LLC*~~		~~8750 S Howell Ave~~		~~Oak Creek~~		~~Wisconsin~~		~~USA~~		~~53154~~		~~(414) 435-0117~~	
~~2343~~	~~Roaring Fork, LLC*~~		~~920 W Paradise Dr~~		~~West Bend~~		~~Wisconsin~~		~~USA~~		~~53095~~		~~(262) 353-4900~~	
~~2344~~	~~Roaring Fork, LLC*~~		~~N95 W18181 Appleton Ave~~		~~Menomonee Falls~~		~~Wisconsin~~		~~USA~~		~~53051~~		~~(262) 251-3200~~	
~~2353~~	~~Roaring Fork, LLC*~~		~~325 E North St~~		~~Waukesha~~		~~Wisconsin~~		~~USA~~		~~53188~~		~~(262) 436-0510~~	
~~2381~~	~~Roaring Fork, LLC*~~		~~4343 W Wisconsin Ave~~		~~Appleton~~		~~Wisconsin~~		~~USA~~		~~54913~~		~~(920) 734-3244~~	
~~2382~~	~~Roaring Fork, LLC*~~		~~187 N Pioneer Road~~		~~Fond Du Lac~~		~~Wisconsin~~		~~USA~~		~~54935~~		~~(920) 273-0359~~	
~~2386~~	~~Roaring Fork, LLC*~~		~~2476 S Oneida St~~		~~Green Bay~~		~~Wisconsin~~		~~USA~~		~~54304~~		~~(920) 965-0602~~	
~~2393~~	~~Roaring Fork, LLC*~~		~~6430 Green Bay Rd~~		~~Kenosha~~		~~Wisconsin~~		~~USA~~		~~53142~~		~~(262) 997-0052~~	
~~2412~~	~~Roaring Fork, LLC*~~		~~510 W Silver Spring Drive, Unit K125~~		~~Glendale~~		~~Wisconsin~~		~~USA~~		~~53217~~		~~(414) 431-1913~~	
~~2483~~	~~Roaring Fork, LLC*~~		~~2506 Washington St.~~		~~Grafton~~		~~Wisconsin~~		~~USA~~		~~53024~~		~~(262) 377-8100~~	

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~2555~~	Roaring Fork, LLC*	1150 N Water St.	Milwaukee	Wisconsin	USA	53202	(414) 389-8744
~~2559~~	Roaring Fork, LLC*	803 N 16th St	Milwaukee	Wisconsin	USA	53233	(414) 431-0099
~~2564~~	Roaring Fork, LLC*	4718 E Towne Blvd	Madison	Wisconsin	USA	53704	(608) 819-8910
~~2583~~	Roaring Fork, LLC*	2205 Stewart Ave, Ste 400	Wausau	Wisconsin	USA	54401	(715) 298-1700
~~2635~~	Roaring Fork, LLC*	2 N Park St	Madison	Wisconsin	USA	53715	(608) 251-0238
~~1763~~ ~~2651~~	Roaring Fork, LLC*	~~351 Peller Rd~~ 1114 W Main St.	~~Lake Geneva~~ White water	Wisconsin	USA	5314790	(262) ~~953-2534~~ 472-9200
~~2695~~	Roaring Fork, LLC*	639 W Layton Ave	Milwaukee	Wisconsin	USA	53221	(414) 847-7003
~~2788~~	Roaring Fork, LLC*	1990 Menard Dr	Oshkosh	Wisconsin	USA	54902	(920) 966-0306
~~2789~~	Roaring Fork, LLC*	3813 E Calumet St	Appleton	Wisconsin	USA	54915	(920) 968-0077
~~2805~~	Roaring Fork, LLC*	1240 Miller Park Way	Milwaukee	Wisconsin	USA	53214	(414) 755-4604
~~2815~~	Roaring Fork, LLC*	2450 E Mason St, Ste C	Green Bay	Wisconsin	USA	54311	(920) 965-0350
~~2835~~	Roaring Fork, LLC*	3551 Washington Ave	Sheboygan	Wisconsin	USA	53081	(920) 694-0220
~~2856~~	Roaring Fork, LLC*	1417 N Wauwatosa Ave	Milwaukee	Wisconsin	USA	53213	(414) 755-8001
~~2871~~	Roaring Fork, LLC*	127 S 3rd St	La Crosse	Wisconsin	USA	54601	(608) 782-1914
~~2877~~	Roaring Fork, LLC*	4550 Calumet Ave	Manitowoc	Wisconsin	USA	54220	(920) 482-3980
~~2884~~	Roaring Fork, LLC*	1125 Winneconne Ave	Neenah	Wisconsin	USA	54956	(920) 486-7406
~~1797~~ ~~2890~~	Roaring Fork, LLC*	~~1348 E Brady St~~ 2777 Milwaukee Rd, Unit A	~~Milwaukee~~ Beloit	Wisconsin	USA	~~53202~~ 53511	~~(474) 847-7015~~ (608) 299-2500
~~2896~~	Roaring Fork, LLC*	2201 Humes Rd, Ste 190	Janesville	Wisconsin	USA	53546	(608) 531-9138
~~3069~~	Roaring Fork, LLC*	1570 E Sumner St.	Hartford	Wisconsin	USA	53027	(262) 333-3432
~~2321~~ ~~3064~~	Roaring Fork, LLC*	~~8750~~ 6245 S ~~Howell Ave~~ 27th Street	~~Oak Creek~~ Greenfield	Wisconsin	USA	5322154	~~(414) 435-0417~~ (262) 953-2538
~~3082~~	Roaring Fork, LLC*	1312 Geneva St	Delavan	Wisconsin	USA	53115	(262) 953-2539
~~2635~~ ~~3047~~	Roaring Fork, LLC*	~~2 N Park~~ 1821 8th St S	~~Madison~~ Wisconsin Rapids	Wisconsin	USA	~~53715~~ 54494	~~(608) 251-0238~~ (715) 203-8941
~~1984~~	Roaring Fork, LLC*	2485 Lineville Road, Ste 108	Howard	Wisconsin	USA	54313	(920) 305-7421
~~1912~~	Roaring Fork, LLC*	13330 Washington Ave, Suite 400	Mt. Pleasant	Wisconsin	USA	53177	(262) 953-2543
~~1869~~ ~~2791~~	QMex-WYO AdegA, LLC	~~3927~~ 5030 E ~~Pershing Blvd~~ 2nd St, Ste 1	~~Cheyenne~~ Casper	Wyoming	USA	8260049	~~(305) 635-9050~~ (307) 473-1100
~~2790~~	Akers Investments, LLC	2112 Coffeen Ave	Sheridan	Wyoming	USA	82801	(307) 675-1120

List of Franchised Locations (as of ~~October 1, 2023~~ September 29, 2024)

~~2748~~	~~Conklin Companies, LLC~~	~~2711 S Douglas Hwy, Ste 120~~	~~Gillette~~	~~Wyoming~~	~~USA~~	~~82718~~	~~(307) 363-4088~~
2895	EDG, LLC	4009 CY Ave	Casper	Wyoming	USA	82604	(307) 472-0892
2348	QMex WYO, LLC	1958 Dell Range Blvd, Unit F	Cheyenne	Wyoming	USA	82009	(307) 637-0482
~~2748~~	~~Conklin Companies, LLC~~	~~2711 S Douglas Hwy, Ste 120~~	~~Gillette~~	~~Wyoming~~	~~USA~~	~~82718~~	~~(307) 363-4088~~
2427	QMex WYO, LLC	252 N 3rd St	Laramie	Wyoming	USA	82072	(307) 742-9962
~~2790~~	~~Akers Investments, LLC~~	~~2112 Coffeen Ave~~	~~Sheridan~~	~~Wyoming~~	~~USA~~	~~82801~~	~~(307) 675-1120~~
~~2791~~ ~~18~~ ~~69~~	~~Adoga~~ QMex WYO, LLC	~~5030~~ ~~3927 E 2nd St, Ste 1~~ Pershing Blvd.	~~Casper~~ Cheyenne	Wyoming	USA	~~82609~~ ~~01~~	~~(307) 473-1100~~ <u>(305) 635-9050</u>

List of Franchised Locations (as of October 1, 2023)

~~*Indicates current area developers.~~

~~**Certain restaurants have not provided a site-specific telephone number; therefore no telephone number is included.~~

List of Franchised Locations (as of October 1, 2023)

The following is a list of the names, addresses and last known telephone numbers of all franchisees who have had their Qdoba restaurant franchise outlet(s) terminated, cancelled, not renewed or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement during the most recently completed fiscal year ended ~~October 1, 2023~~[September 29, 2024](#), or who have not communicated with us within the 10 weeks preceding the date of this disclosure document.

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

STORE TRANSFERS (FRANCHISE TO COMPANY)

None

STORE TRANSFERS (FRANCHISEE TO FRANCHISEE OR NEW OWNER)

~~1. Sodexo~~

~~Sodexo Operations, LLC – 1903 East Battlefield, Springfield, MO 65804*~~

~~#1773 – 209 Kings Highway, St. Charles, MO, 63301 – (804) 360-4265~~

~~2. Shamsu Charania~~

~~Falcon Fiesta MN, LLC – East Battlefield, Springfield, MO 65804*~~

~~#2302 – 194 Pioneer Trail, Chaska, MN, 55318 – (952) 448-9310~~

~~#2404 – 324 14th Ave SE, Minneapolis, MN 55414, (612) 379-3100~~

~~#2448 – 4345 Nathan Ln, Plymouth, MN 55442, (763) 951-7300~~

~~#2707 – 4057 Dean Lakes Blvd, Shakopee, MN 55379, (952) 496-1627~~

1. [10165492 Manitoba Ltd. – 56 Birchwood Dr., Brandon, Manitoba, Canada R7A 7T5](#)

[#2786 - 2-1830 Park Ave, Brandon, Manitoba, Canada R7B 0R9 - \(204\) 717-3622](#)

STORE CLOSURES – FRANCHISE

List of Franchised Locations (as of October 1, 2023)

- ~~1. #2347 – Closed 12/3/2022 – 6450 America Blvd, Hyattsville, MD 20782, (301) 985-1260 / Scott Bocok / Q University Town Center, LLC, 152 West 57th St., 46th Floor, New York, NY 10019~~
- ~~2. #1948 – Closed 12/15/2022 – 1205 Joel Cowan Parkway, Peachtree City, GA 30269, (470) 636-7313 / Shamsu Charania / Premier Queso Kings, LLC, 3300 Eastern Blvd, Montgomery, AL 36116~~
- ~~3. #1933 – Closed 12/23/2022 – 880 West Peachtree St. NE, Ste 2, Atlanta, GA 30309, (470) 417-1174 / Shamsu Charania / Premier Queso Kings, LLC, 3300 Eastern Blvd, Montgomery, AL 36116~~
- ~~4. #1936 – Closed 12/23/2022~~ 1. #2643 – Closed 10/2/2023 - 500 Mall Road, Unit 103, Barboursville, WV 25504, (304) 736-3055 / Paul Passafiume Jr. / Canticle, Inc., 1974 - A Douglass Blvd, Louisville, KY 40205
2. #3001 – Closed 10/30/2023 - 500 Aviation Parkway, Greer, SC 29651 / Metz Culinary Management, Inc., 2 Woodland Drive, Dallas, PA 18612
3. #2089 – Closed 11/25/2023 - 22612-C Bothell Everett Hwy, Suite 5, Bothell, WA 98021, (425) 806-1414 / Kevin Davis & Keith Johnson / Amazing Mex Foods, LLC, 4505 Pacific Hwy E., Suite C-2, Fife, WA 98424
4. #3003 – Closed 12/25/2023 - 31267 Valley Center Road, Valley Center, CA 92082 / (760) 751-0012 / San Pasqual Tribe / Ipai QSR Corporation, 16400 Kumeyaay Way, Valley Center, CA 92092
5. #2135 – Closed 1/1/2024 - 7140 N Academy Blvd, Space B4, Colorado Springs, CO 80920 / (719) 533-0046 / Anderson / Tres Rouge Burros, LLC, 2706 W. Colfax Ave, Denver, CO 80204
6. #2474 – Closed 2/16/2024 - 3319 N Eagle Rd, Ste 100, Meridian, ID 83646 / (208) 888-0675 / Maria Salgado / Rojo Caliente Idaho, Inc., PO Box 1333, Nampa, ID 83653
7. #3126 – Closed 2/29/2024 - 827 NE Church Street, Marietta, GA 30060, (770) / (404) 552-0566 / Ricky Walia / HSOSH Marietta, LLC, 827 NE Church St., Marietta, GA 30060
8. #2096 – Closed 7/1/2024 - 700 Pembroke Rd, Greensboro, NC 27408 / (336) 235-6270 / Shamsu Charania / Premier Queso Kings, LLC, 3300 Eastern Blvd, Montgomery, AL 36116 2376 / Pareshkumar Patel / GD Restaurants, LLC, 1919 Boulevard St. Suite D, Greensboro, NC 27407
- ~~5. #3067 – 9. #1967 – Closed 12/28/2022 – 1805 Airport Blvd, AUS13, Austin, TX 78702 / Reef Kitchens / VESSEL OPERATING HOLDCO, LLC, 78 SW 7th Street, 5th Floor, Miami, FL 33130~~

List of Franchised Locations (as of October 1, 2023)

- ~~6. #2882 – Closed 9/1/2023 – 1595 US 22, Watchung, NJ 07069, (908) 322-1142 /Jiger Patel / TIG Queso, LLC, 406 Executive Drive, Langhorne, PA 19047~~
- ~~7. #2650 – Closed 1/12/2023 – 10 Toler Place, Term A Level3 Food Ct Space A6G, Newark, NJ 07114, (973) 242-0916 /Midfield / Midfield Concession Enterprises, Inc, 6810 Metroplex Dr, Romulus, MI 48174~~
- ~~8. #2645 – Closed 2/1/2023 – 4402 16th St, Moline, IL 61265, (309) 797-7100 /Jacob Stauffer / North Fork Fresh Mex, LLC, 1906 2024 - 7001 East Battlefield, Springfield, MO 65804~~
- ~~9. #2818 – Closed 2/15/2023 – 3710 Route 9, Suite 2418, Freehold, NJ 07728, (732) 303-1685 /Jiger Patel / TIG Queso, LLC, 406 Executive Drive, Langhorne, PA 19047~~
- ~~10. #3051 – Closed 2/23/2023 – 1650 Premium Outlet Blvd, Food Court, Aurora, IL 60502, (630) 375-1200 /Tony Doleh / Premium Wraps Inc, 10846 Scarlet Drive, Orland Park, IL 60467~~
- ~~11. #2704 – Closed 3/6/2023 – 1 Aviation Cir, Terminal B, Level 2, Room 31, Arlington, VA 22202, (703) 415-4410 /Hojeij Branded Foods / Hojeij Branded Foods, LLC, 2849 Paces Ferry Williams Field Road, Suite 400, Atlanta, GA 30339~~
- ~~12. #3100 – Closed 3/16/2023 – 1300 E. Anderson Ln, Austin, TX 78752 /Reef Kitchens / VESSEL OPERATING HOLDCO, LLC, 78 SW 7th Street, 5th Floor, Miami, FL 33130~~
- ~~13. #3068 – Closed 3/16/2023 – 7814 S 1st St., Austin, TX 78745 /Reef Kitchens / VESSEL OPERATING HOLDCO, LLC, 78 SW 7th Street, 5th Floor, Miami, FL 33130~~
- ~~14. #2853 – Closed 5/18/2023 – 1502 Cumberland Ave, Student Union Bldg, Knoxville, TN 37996, /ARAMARK / ARAMARK Educational, Mesa, AZ 85212/ Aramark / Aramark Food & Support Services, LLC Group, Inc, 1101 Market Street, 24th Floor, Philadelphia, PA 19107~~
10. #1942 – Closed 9/27/2024 - 2701 Bearcat Way, Tangeman University Center, Cincinnati, OH 45221 / Aramark / Aramark Food & Support Services Group, Inc, 1101 Market Street, 24th Floor, Philadelphia, PA 19107

List of Franchised Locations (as of October 1, 2023)

~~15. #2760 – Closed 6/7/2023 – 100 W Primm Blvd, Primm, NV 89019, (702) 679-6610 / The Primadonna Company / The Primadonna Company, LLC, 3775 Breakthrough Way Suite 300, Las Vegas, NV 89135~~

~~16. #2616 – Closed 7/15/2023 – 420 Bergen Town Center, Paramus, NJ 07652, (201) 845-4230 / Jiger Patel / TIG Queso, LLC, 406 Executive Drive, Langhorne, PA 19047~~

Franchise Agreements Signed but Units Not Yet Opened as of ~~October 1, 2023~~ September 29, 2024

~~1. #3089 – 16000 Pines~~ #3105 – 425 20th St. South, Suite 106, Birmingham, Alabama 35233

~~2. #3087 - 2031 NW Topeka Blvd, Pembroke Pines, Florida~~ Topeka, Kansas, USA, 33082 66608

~~23. #3157 - 3750 W. Market Street, Fairlawn, Ohio, USA 44333~~

~~4. #3192 - 552 S Weinbach Ave., Evansville, Indiana, USA 47714~~

~~5. #1914 – 601 West Livingston Street~~ 416 N Terry Ave, Orlando, Florida, USA, 32801

~~3. #3024 – 6801 Roosevelt Drive, Jacksonville, Florida, USA, 32212~~

~~4. #3034 – 415 3rd Street NW, Suite 100, Great Falls, Montana, USA, 59404~~

~~5. #3084 – 26 University Place Blvd, Space 126, Jersey City, New Jersey, USA, 07305~~

~~6. #3099 – 6203 University Dr., Milo-Bail Student Center, Omaha, Nebraska, USA, 68182~~

~~7. #3103 – 5471 New Albany Road W, New Albany, Ohio, USA, 43054~~

~~8. #3015 – 710 Union Place, Little Elm, Texas, USA, 76227~~

~~9. #3062 – 169 Princess Street, Kingston, Ontario, Canada, K7L 1A9~~

~~6. #3165 - 711 S Wright St., Champaign, Illinois, USA 61820~~

~~7. #3122 - Marine Corps Air Ground Combat Center Building 1024, Twentynine Palms, California, USA 92278~~

~~8. #3174 - Building 504 McChord Field Exchange, Joint Base Lewis McChord, Washington, USA 98438-1304~~

~~9. #3164 - 7124 Mechanicsville Tpke, Mechanicsville, Virginia, USA 23111~~

~~10. #3079 - 965 Quilter St., MCAS Exchange, Food Court, Yuma, Arizona, USA 85365~~

~~11. #3186 - 3112 Water Street, Decatur, Illinois, USA 62526~~

~~12. #3191- 10670 S Campus Drive Russel H Kirkhof Center, Allendale, Michigan, USA 49504~~

~~13. #3080 - 2512 Vestal Parkway East, Vestal, New York, USA 13850~~

List of Franchised Locations (as of October 1, 2023)

Franchisees Who Have Not Communicated in 10 Weeks Prior to Issuance Date

None

EXHIBIT E-1

FRANCHISE AGREEMENT

REQUEST FOR QDOBA FRANCHISE AGREEMENT

Page/Section	Information Needed	Insert The Following
cover page	Franchisee (EntityName)	EntityName
	State	State
	SiteAddress	SiteAddress
	SiteCity	SiteCity
	SiteNo	00 SiteNo
page 1	SiteNo	Auto fill-in
	EntityName & EntityState on 3rd line	Auto fill-in
	EntityAddress	EntityAddress
	EntityCity	EntityCity
§ 32.4/p 41	Notice to EntityName	Auto fill-in
	Notice to c/o Owner	Owner
	Notice to EntityAddress	Auto fill-in
	Notice to EntityCity	Auto fill-in
45 (sgntrs)	EntityName	Auto fill-in
	State	Auto fill-in
	Owner, Managing Member	Auto fill-in
	Title - secretary (if corporation)	Type in manually
Ex. A/p 46	Site #	Auto fill-in
	SiteAddress	Auto fill-in
	SiteCity	Auto fill-in
	Radius (reg. field code)	Empty field code
	Expiration Date (reg. field code)	Empty field code
	Initial Franchise Fee (reg. field code)	Empty field code
	Del'y Boundaries (reg. field code)	Empty field code
	Catering Boundaries (reg. field code)	Empty field code
	EntityName	Auto fill-in
	EntityState	Auto fill-in
	By Owner, Managing Member	Auto fill-in
	Title - secretary (if corporation)	Type in manually
	EntityName & EntityState on 1 line	Auto fill-in
	Guarantors' Names (Owner)	Auto fill-in
page 49	Guarantor (Owner)	Guarantor2
	Guarantor (Owner)	Guarantor3
	Guarantor (Non-Owner)	Type in manually
	Owner / Guarantor2 / Guarantor3	Auto fill-in
Ex. C /p 50	EntityName	Auto fill-in
	EntityName	Auto fill-in
	Notice to c/o Owner	Auto fill-in
	Notice to EntityAddress	Auto fill-in
§ 4.2/p 52	Notice to EntityCity	Auto fill-in
	Owner signatures	Auto fill-in
	Owner signatures	Type in manually
	Owner signatures	Type in manually



QDOBA MEXICAN EATS® FRANCHISE AGREEMENT

Franchisee: EntityName,
a State limited liability company/corporation
Owners / Percentage Owned:
Address: SiteAddress
SiteCity
Site #: 00SiteNo

QDOBA MEXICAN EATS® FRANCHISE AGREEMENT

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EXHIBITS:

- Exhibit A Accepted Location, Territory, Term and Franchise Fee
- Exhibit B Guaranty and Assumption of Franchise Owner's Obligations
- Exhibit C Confidentiality and Non-Competition Agreement
- Exhibit D Franchise Insurance Requirements
- [Exhibit E Lease Addendum](#)

QDOBA MEXICAN EATS® FRANCHISE AGREEMENT

This Qdoba Mexican Eats® Franchise Agreement (“Agreement”) is made between Qdoba Franchisor LLC, a Delaware limited liability company, with its principal place of business at 350 Camino De La Reina, Suite 400, San Diego, California 92108 (“Company”); and [EntityName], a [jurisdiction] [type of entity], having its principal place of business at [EntityAddress], [EntityCity] (“Franchisee”). The Agreement is dated _____, 20____.

RECITALS:

WHEREAS, Company became the franchisor of the Qdoba restaurant system in the United States on November 28, 2023. Prior to that, Company’s predecessor, Qdoba Restaurant Corporation (QRC), was the franchisor of the Qdoba restaurant system.

WHEREAS, QRC and Company have expended significant time, effort, and money to develop a distinctive system relating to the establishment and operation of Mexican-themed, fast-casual restaurants featuring a specialized menu of customized burritos, tacos, bowls, quesadillas, salads, and nachos, with a variety of proteins, salsas, and toppings, as well as other food and beverage items, including but not limited to, chips, dips (including queso and fresh guacamole), and a wide selection of fountain and bottled drinks, some of which are prepared on site (the “System”); and

WHEREAS, the distinguishing characteristics of the System include, without limitation, the use of distinctive exterior and interior design, decor, color scheme and furnishings; special recipes and menu items; uniform standards, specifications and procedures for operations; a catering program; high quality and uniform products and services; standardized and/or tiered pricing structures; procedures for inventory and management control; training and assistance; and marketing and promotional programs; all of which may be changed, improved and further developed by Company from time to time; and

WHEREAS, Company identifies the System by means of certain trade names, service marks, trademarks, logos, emblems, and indicia of origin, including but not limited to, the marks “Qdoba Mexican Eats®” and variations thereon, and such other trade names, service marks, trademarks, logos and indicia of origin that may be designated by Company in the future for use in connection with the System (collectively, the “Proprietary Marks” or “Marks”); and

WHEREAS, Company continues to develop, use, and control the use of such Proprietary Marks in order to identify for the public the source of services and products

marketed under the Marks and System, and to represent the System's high standards of quality, appearance and service; and

WHEREAS, Franchisee desires to enter into the business of operating a Qdoba Mexican Eats® ("Qdoba") restaurant under Company's System, to obtain a franchise from Company for that purpose, and to receive the training and other assistance provided by Company in connection with the franchise; and

WHEREAS, Franchisee recognizes the value of the System and Marks, and the importance of maintaining Company's high standards of quality, cleanliness, appearance and service in the operation of Qdoba restaurants.

NOW, THEREFORE, the parties, in consideration of the undertakings and commitments set forth in this Agreement, agree as follows:

1. GRANT OF LICENSE

1.1. Company grants to Franchisee, upon the terms and conditions contained in this Agreement, the right to use and do business under the System and under certain Proprietary Marks of the System at the location described in Exhibit A to this Agreement ("Accepted Location"). The license permits Franchisee to operate a Qdoba restaurant ("Restaurant" or "Franchised Business") (including offering catering from the Accepted Location, as described in Section 11.1.4) under the System and Proprietary Marks solely at the Accepted Location, and to use the Proprietary Marks and the System solely in connection with operating that Restaurant.

1.2. Franchisee acknowledges and agrees that Company may modify, update and improve the System and the Marks at any time, all in its sole discretion. Franchisee acknowledges and agrees that Company may enter into co-branding relationships, marketing agreements, and other strategic alliances with other companies or entities, all of which, in addition to other factors, may result in changes to the System and Marks. As the System and Marks change, Franchisee may be required to purchase new fixtures, furniture, equipment, décor items and signage, and make other investments in the Franchised Business to reflect the then-current System and Marks. Franchisee understands and agrees that it must develop and operate the Restaurant throughout the term of this Agreement in accordance with the System and Marks, as they are modified, updated, improved and changed from time to time. This requirement is in addition to the refresh and reimagining requirements described in Sections 11.2 through 11.3.

1.3. Except as otherwise provided in Section 1.4 below, during the term of this Agreement, Company will not operate, or license anyone other than Franchisee to operate, any restaurant under the System within the ~~lesser of a two-mile radius of the Accepted Location or such smaller~~ radius as is specified in Exhibit A ("the Protected Territory"). The grant of this franchise does not imply the grant of rights to any other location or territory.

1.4. Franchisee acknowledges that this license is non-exclusive, as described below:

1.4.1. At any time, Company, or any Affiliate of Company, may operate, or license others to operate, restaurants under the System or the Marks outside of the Protected Territory.

1.4.2. At any time, Company, or any Affiliate of Company, may purchase or be purchased by any third party that operates itself, or licenses or franchises others to operate, restaurants or similar businesses inside the Protected Territory, regardless of whether such restaurants or businesses offer different, the same or similar products as those offered by the Franchised Business.

1.4.3. At any time, Company, or any Affiliate of Company, may sell products and services within the Protected Territory even if those products and services bear the Marks and/or are authorized for sale at Qdoba restaurants, provided that Company makes such sales through channels of distribution dissimilar to the primary channels of distribution of the Franchised Business. Dissimilar channels of distribution include, but are not limited to, grocery and other retail stores (including supermarkets), motor vehicles (such as food trucks), the Internet, satellite locations, sales or mail order catalogs, temporary locations, carts or kiosks, or through any other electronic or print media.

1.4.4. At any time, Company, or any Affiliate of Company, may operate, or franchise others to operate, Qdoba restaurants under the System or the Marks at non-traditional venues such as food courts ~~and other similar locations, including~~ the campuses of universities or colleges, hospitals, public transportation facilities, travel plazas, airports, casinos, amusement parks, government facilities, shopping malls, stadiums, arenas, or other sports facilities, and similarly situated sites, whether or not the sites are located within the Protected Territory.

1.4.5. After this Agreement expires or is terminated, Company, or any Affiliate of Company, may operate, or license others to operate, restaurants under the System and/or the Marks within what was formerly the Protected Territory.

1.4.6. If any Qdoba restaurants were opened or under development in the Protected Territory by Company or another franchisee on or before the date of this Agreement, Company may continue to allow the operation of such pre-existing restaurant(s). If such pre-existing restaurant is required to close due to loss of the right to occupy the property, a casualty loss or eminent domain proceeding, Company may allow that restaurant to reopen or relocate within the Protected Territory, and thereafter to continue operations. The continuing operation or development of pre-existing restaurants does not constitute a violation of this Agreement.

1.5. Termination or expiration of this Agreement constitutes a termination or expiration of the franchise and any and all licenses granted under this Agreement.

2. TERM AND RENEWAL

2.1. Except as otherwise provided herein, this Agreement expires on the date shown in Exhibit A ("Expiration Date"). In no event will the term of this Agreement exceed ten years from the date the Restaurant opens for business.

2.2. Company grants to Franchisee an option to enter into a new franchise agreement for the Accepted Location for one additional consecutive term of ten years or a term that is coterminous with the lease for the Accepted Location, whichever is shorter, subject to the following conditions:

2.2.1. Not less than twelve months or more than eighteen months before the end of the initial term, Franchisee must have given Company written notice of Franchisee's election to exercise the option. If Franchisee does not provide timely written notice of its election to exercise the option, Franchisee will be deemed to have waived the option.

2.2.2. Franchisee must sign Company's then-current franchise agreement, which will supersede this Agreement in all respects. The provisions of that franchise agreement may differ from the provisions of this Agreement. The differences may include, without limitation, a higher percentage royalty fee, marketing fee, local advertising obligation, and/or a smaller Protected Territory, Delivery Boundaries and/or Catering Solicitation Boundaries (as those terms are used in Section 11.1.4).

2.2.3. Franchisee must pay, in lieu of an initial franchise fee, a renewal fee ~~equal to the greater of five~~ten thousand dollars (\$~~5~~10,000) ~~or fifteen percent (15%) of Company's then-current franchise fee.~~

2.2.4. Franchisee must present evidence satisfactory to Company that Franchisee has the right to remain in possession of the Accepted Location for the entire additional term of the franchise, and the lease provisions must be acceptable to Company, as described in Section 5.

2.2.5. No more than six (6) months after any new franchise agreement is signed (whether pursuant to an exercise of Franchisee's one ten (10) year extension right under Section 2.2 above, or by agreement of Company in accordance with the procedure described in Section 2.3 below), Franchisee must complete such renovation, modernization and improvement of the Restaurant, and the furniture, fixtures, equipment located thereon, as Company may reasonably require ("Reimage"). Franchisee acknowledges and agrees that such Reimage work may include, without limitation, replacement or addition of signs, equipment, furnishings, fixtures, finishes and décor items, both interior and exterior, and redesign of the layout of the Restaurant, to reflect the then-current standards and image of the System; ~~provided, however, that the maximum amount that Franchisee will be required to spend on the furniture, fixtures and equipment and décor items (collectively, "FF&E") associated with such Reimage will be \$150,000, and such maximum will not include any construction costs, installation costs,~~

~~any soft costs such as overhead, architectural or consulting fees, permit fees, or any other costs not directly incurred for the purchase of the FF&E.~~

2.2.6. Franchisee must not be in default under any provision of this Agreement, any amendment or successor to this Agreement, or any other agreement between Franchisee and Company.

2.2.7. Franchisee, the Owners of Franchisee (as defined in Section 19.2), and Affiliates of Franchisee must have timely met all monetary obligations to Company and its Affiliates throughout the term of this Agreement. The term "Affiliate" means any entity that owns, is owned by, or is under common ownership with, the entity being referenced.

2.2.8. Franchisee must not have received a notice of default more than three times during the term of this Agreement; however, regardless of the number of prior notices of default, Company will not be obligated to grant a new franchise if, in its opinion, Franchisee has not substantially complied with all of the terms and conditions of this Agreement or any other agreement between Franchisee and Company.

2.2.9. Franchisee must have complied with Company's then-current qualification and training requirements for new applicants.

2.2.10. At the time of renewal, Franchisee must sign a general release, in a form prescribed by Company, releasing any and all claims, including known and unknown claims, against Company and its Affiliates, and their respective officers, directors, agents and employees.

~~**2.2.11.** At the time of renewal, Franchisee must have provided Company with a copy of its lease or other evidence that Franchisee has the right to remain in possession of the Accepted location.~~

2.3. After Franchisee has exercised its right to extend the term of the franchise agreement for one additional term of ten (10) years, as described above, Franchisee will have the right at the end of that ten (10) year extension term to request a new franchise agreement for the Accepted Location, and ~~Franchisor~~Company may grant or deny such request, in its reasonable discretion. In all cases, any extension of Franchisee's rights with respect to the Accepted Location will require that Franchisee comply with the requirements and conditions set forth in Sections 2.2.1 through 2.2.11 above, except that notwithstanding the provisions of Section 2.2.3 above, after the first ten (10) year extension described above Franchisee will thereafter be obligated to pay the Company's then current franchise fee. If Franchisee fails to satisfy the conditions of Sections 2.2.1 through 2.2.11 above with respect to Franchisee's exercise of its initial ten (10) year extension right under such Section 2.2, or if for whatever reason Company determines not to grant any further extensions beyond such initial extension right,

Company will provide written notice of such determination, and the reasons for such failure or determination by Company, as required by law.

3. FRANCHISE FEE AND ROYALTIES

3.1. Franchisee must pay to Company an initial franchise fee in the amount shown on Exhibit A, less any credit provided for in any applicable Development Agreement. The franchise fee is payable in full upon the execution of this Agreement. The franchise fee is fully earned and is nonrefundable in consideration of administrative and other expenses incurred by Company in granting this franchise and for Company's lost or deferred opportunity to franchise to others. "

3.2. Each week during the term of this Agreement, Franchisee will owe to Company a continuing weekly royalty fee ("Royalty") in an amount equal to five percent (5%) of the Restaurant's Gross Sales, as defined below in Section 3.5. For purposes of this Agreement, a week runs from Monday to Sunday ("Week~~");~~ subject to change by Company). If alcohol is served at the Franchised Business, and applicable law prohibits payment of royalties on alcohol sales, then the gross amount of the Royalty shall be increased proportionally to account for the royalty percentage on alcohol sales that otherwise would have been owed.

3.3. All payments required by this Agreement will be withdrawn from Franchisee's bank account by direct debit initiated by the Company or its authorized representative. Payments for Royalties and any other weekly payments will be withdrawn by direct debit on or before the Friday following the end of each Week, and will be based on sales for the Week ending approximately twelve days earlier. Franchisee must sign whatever form of direct debit authorization is required by the relevant financial institutions. To the extent permitted by law, Franchisee hereby waives the benefit of all rights, statutory or otherwise and whether now or hereafter in existence, to suspend the payment of Royalties, Contributions to Marketing Fund, or any other amounts due under this Agreement, or to offset against such amounts, any monies allegedly due from, or any alleged obligations of Company, it being the intent of Company and Franchisee that the provisions of this Agreement shall operate to the exclusion of any such rights.

3.4. Any payment not actually received by Company on or before its due date will be deemed overdue. If any payment is overdue, Franchisee must pay Company, in addition to the overdue amount, interest on such amount from the date ~~it~~ the payment was due until the date paid, at the rate of eighteen percent (18%) per annum, or the maximum rate permitted by law, whichever is less. Company's collection of such interest in no way limits its rights or ability to pursue any and all other remedies or forms of relief it may have.

3.5. "Gross Sales" includes all revenue from the sale of all services and products, including delivery and catering services, as well as from vending machines and similar sources of revenue, and all other income of every kind and nature related to

the Franchised Business, including proceeds from business interruption insurance, and revenue from off-site events, whether for cash or credit and, in the case of credit, regardless of collection. The calculation of "Gross Sales" does not include any sales taxes or other taxes collected from customers by Franchisee which are actually transmitted to the appropriate taxing authority, customer refunds, credits or allowances which are actually made by the Restaurant, employee discounts, or the discounted value of payment by coupon from a Company-approved coupon program. To the extent applicable and contrary to statements in this Agreement, any gift cards/stored value cards shall be included in gross sales when redeemed, not when sold. If the Restaurant is closed for more than 14 consecutive days due to damage, destruction or other casualty loss, Gross Sales for each day of the entire period of closure shall be the daily average of the Gross Sales of the Restaurant over the prior 12 complete months of continuous operation (or if the Restaurant was not in operation for 12 continuous months, the total complete months of continuous operation).

3.6. Franchisee must, in addition to all other amounts required by this Agreement, reimburse Company for all sales, use, goods and services, personal property, gross receipt, excise, value added and similar taxes in force now and/or in the future that are imposed upon or required to be collected by Company due to the sale, lease, or license of goods, services, or other tangible or intangible assets to Franchisee. Franchisee will reimburse Company for such taxes upon demand, in the manner designated by the Company.

4. SITE ACCEPTANCE

If a site for the Restaurant has not been agreed upon by the parties by the time this Agreement is signed, a site must be selected in accordance with the following provisions. If this franchise is granted in connection with a Development Agreement, Franchisee must also comply with all provisions of the Development Agreement before Company will accept a site. Upon acceptance by Company, the site will be described in Exhibit A to this Agreement, and become the Accepted Location.

4.1. Before acquiring a site for the Restaurant, whether through lease, purchase or otherwise, Franchisee must obtain Company's acceptance of the site. No site will be deemed accepted unless it has been expressly accepted in writing in a Notice of Site Acceptance. The acceptance or non-acceptance of any site submitted by Franchisee will be at the sole discretion of Company. In determining whether to approve or disapprove a proposed site, Company may consider a variety of factors, including but not limited to, demographic characteristics, traffic patterns, parking, visibility, allowed signage, the predominant character of the neighborhood, competition for other food service businesses, the nature of other businesses in the areas, and other commercial factors such as the size of the proposed space, the lease terms for the proposed site, and the physical appearance of the site.

4.2. To request acceptance of a site for the Restaurant, Franchisee must submit to Company the then-current form of Real Estate Committee Package. The Real Estate Committee Package must include the following:

4.2.1. a site evaluation (which must include demographics showing daytime and residential population in one-, two- and three-mile radii (or other dimensions as required by Company) around the site, a floor plan, ~~shopping-center-site plan (if applicable)~~, elevation drawings showing signage, and photographs of the site);

4.2.2. a letter of intent or other evidence satisfactory to Company confirming ~~the~~ Franchisee's favorable prospects for obtaining the site from the landowner or landlord;

4.2.3. Franchisee's financial information, including but not limited to recent financial statements, financing information, and development cost estimates in a form approved by Company; and

4.2.4. such other information or materials as Company may reasonably require.

4.3. If Company elects to visit the site, Franchisee must coordinate and arrange for the visit by Company's representative, ~~but~~ Company will pay its own travel expenses for up to two (2) site visits, after which Franchisee must pay the then-current site visit fee plus Company's travel expenses to visit the site.

4.4. Company will use its best efforts to send either a Notice of Site Acceptance or a letter indicating the site has not been accepted within ~~forty-five~~thirty (30) days after Company receives the complete Real Estate Committee Package, or ~~forty-five~~thirty (30) days after receipt of any additional materials requested from Franchisee after the initial Real Estate Committee Package was submitted, whichever is later. Franchisee must ~~obtain approval of~~have the site ~~from~~under contract and must provide proof in form satisfactory to Company that the ~~Real Estate Committee site is under contract~~ no later than the ~~Real Estate Committee Approval~~Site Under Contract Date identified on Exhibit A.

4.5. If Franchisee has not obtained legal possession of the Accepted Location within one hundred twenty (120) days of the date of Company's Notice of Site Acceptance, Company may retract such acceptance. No site will be deemed accepted unless it has been expressly accepted in writing by Company.

4.6. Neither Company's examination and acceptance of a site, nor any information communicated to Franchisee regarding the site, constitute a representation, guaranty or warranty, express or implied, of the successful operation of any restaurant at such location. Franchisee and Company acknowledge that Company's criteria for accepting a site may change over time. Additionally, demographic and economic factors, including competition from other food service businesses, could change,

thereby changing the potential of the site. Company is not responsible for the failure of an accepted site to meet Franchisee's expectations as to customer traffic, revenue, profits or any other matter.

5. LEASE CONDITIONS

5.1. If Franchisee intends to occupy the Restaurant premises under a lease, Franchisee must submit the proposed lease to Company ~~for its written acceptance~~ before signing it.

5.2. Franchisee must use its best efforts to use Company's standard form lease addendum that is to be executed by Franchisee, and the landlord, and Company, along with its successors and assigns, shall be an intended third party beneficiary of the provisions of such addendum. The form of Lease Addendum ("Lease Addendum") is attached hereto as Exhibit E. Franchisee must present the ~~Company's standard form~~ Lease Addendum to the landlord before the initiation of negotiations for the lease. ~~Regardless, all final leases or lease addendums for a Restaurant must include the following terms and conditions:~~

~~5.2.1. That the premises may be used only for the operation of the Franchised Business.~~

~~5.2.2. That the landlord consents to Franchisee's use of such Proprietary Marks and signage as Company may require for the Franchised Business.~~

~~5.2.3. That the landlord and Franchisee each agree that whenever they send the other any letter, notice, amendment or other document pertaining to the lease or the premises, they will simultaneously send a copy to Company.~~

~~5.2.4. That Franchisee may not sublease or assign all or any part of its occupancy rights, or extend the term of, or renew, the lease without Company's prior written consent.~~

~~5.2.5. The landlord must copy Company on any notices to Franchisee that are related to Franchisee's performance under the lease, including, but not limited to, late rent notices, notices of default, and notices of termination; and Franchisee agrees to copy Company on Franchisee's responses to such notices;~~

~~5.2.6. That Company has the right to enter the premises to make any modification necessary to protect the Proprietary Marks or to cure any default under the lease or under this Agreement.~~

~~5.2.7. That if Franchisee is in default under the lease or this Agreement, the landlord agrees that Company will have the right to cure the default and assume the lease, and sublease the premises for all, or any part of, the term of the lease.~~

~~5.2.8. The lease must provide for Franchisee to freely assign the Lease, without Landlord's consent, to Company, or a subsidiary designee of Company.~~

~~5.2.9. That a memorandum or notice of the lease will be recorded in the appropriate recorder's office in the county in which the Restaurant is located, and that a copy of the recording certificate will be delivered to Company.~~

~~5.2.10. The term of the Lease, including options, must be at least as long as the term of this Agreement.~~

~~5.2.11. If the Restaurant is to be located in a shopping center, mall or other multi-tenant facility, the lease must provide that the landlord agrees it will not lease other space within such facility to any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty percent (20%) of the menu, or represent more than twenty percent (20%) of the sales ("Competitive Business"), such Gross Sales to be measured over a trailing twelve month period.~~

5.3. Company's examination ~~and approval~~ of a lease, or any information communicated to Franchisee regarding the lease, does not constitute a representation, guaranty or warranty, express or implied, of the successful operation or profitability of any restaurant operated at such location, nor does such examination ~~and acceptance~~ constitute a legal review of the terms and conditions of that lease. Such examination, ~~acceptance and information indicate~~ indicates only that Company consents to Franchisee leasing the premises for use as a Qdoba restaurant.

5.4. Franchisee hereby agrees that whenever Franchisee sends or receives from its landlord any material document relating to Franchisee's performance under the lease for the Restaurant premises, including, but not limited to, late rent notices, notices of default, and notices of termination, or receives such a document from the landlord, Franchisee will promptly forward a copy of the at document to ~~the~~ Company in accordance with the notice provisions of this Agreement.

5.5. Franchisee irrevocably appoints and designates the Company as its attorney with full power and authority to execute and deliver any documents necessary to effect any permitted transfer or the exercise of any right under the lease addendum.

6. CONSTRUCTION OF RESTAURANT

6.1. In the course of designing the Restaurant, Franchisee must comply with all of the following requirements:

6.1.1. Franchisee must employ a qualified, licensed architect and/or engineer, subject to Company's approval.

6.1.2. Because the design of the Restaurant is crucial to the success of the Restaurant, Franchisee must strictly adhere to all design standards for the

Restaurant as they change from time to time. Company will provide the Franchisee, at no additional cost, design details for the trade dress, equipment, vehicles, signs, decor features, furnishings, and fixtures for a standard Qdoba restaurant. Franchisee must use all such items in the interior and exterior construction of the Restaurant. Franchisee may not use any different or additional products, trade dress, equipment, vehicles, signs, décor features, furnishings, and fixtures in the Restaurant, and Franchisee must buy all such things from Company-approved suppliers and from no one else, unless it submits those products to Company and obtains Company's prior written approval. Company may withhold its approval in its sole discretion.

6.1.3. Franchisee must obtain or prepare a schematic layout of the Restaurant site. Franchisee may either: (i) obtain a schematic layout at no charge from Company, if Franchisee uses an architect recommended by Company for the Restaurant site's complete set of architectural plans, or (ii) at Franchisee's own expense, hire an architect or other independent contractor to prepare one. If the schematic layout is prepared other than by Company, Franchisee must obtain Company's written approval of the schematic layout. Company may withhold its approval in its sole discretion. If Company is to prepare the schematic layout for Franchisee, Franchisee or Franchisee's architect must provide Company with critical dimension measurements from which the layout will be prepared. Franchisee understands and agrees that Franchisee bears sole responsibility for verifying the critical dimensions. Company has no liability for any consequences that may arise from any inaccuracy in the dimensions provided by Franchisee or Franchisee's architect.

6.1.4. Franchisee must provide to Company a schedule setting forth in detail the expected date on which Franchisee will: (a) deliver the final construction plans for the Restaurant; (b) receive all necessary building permits; and (c) complete construction of the Restaurant.

6.1.5. Franchisee's architect and engineer must prepare construction plans for the site improvements based upon the schematic layout. Upon request, and at no cost to the Franchisee, Company will loan to Franchisee either construction plans for previously built Company-owned restaurants or a complete set of prototypical drawings ("Prototype Drawings"). Any such construction plans or Prototype Drawings will remain the property of Company, and must be returned by Franchisee upon request. Before Company will loan Franchisee construction plans or Prototype Drawings, Company may require Franchisee's architect and engineer to sign non-disclosure agreements.

6.1.6. Franchisee must submit the construction plans, including all engineering and signage plans, to Company for written approval. Company may withhold approval of any construction plans in its sole discretion. Once approved by Company, such final plans must not thereafter be changed or modified without the prior written permission of Company. Company's examination and approval of plans, or any information communicated to Developer regarding the plans, does not constitute a representation, guaranty or warranty, express or implied, of the successful construction, operation or profitability of any restaurant. Such examination, approval and information

indicate only that Company consents to Franchisee using the plans for construction of a Qdoba restaurant.

6.1.7. Franchisee must obtain all zoning classifications and clearances that may be required by state or local laws, ordinances or regulations, or that may be necessary or advisable due to any restrictive covenants relating to Franchisee's location.

6.2. Before beginning any construction of the Restaurant, Franchisee must comply with all of the following requirements:

6.2.1. Franchisee must employ a qualified, licensed general contractor to oversee the construction of the Restaurant and to complete all site improvements.

6.2.2. Franchisee must obtain the insurance required under Section 23 of this Agreement, as well as Builders' All Risk Insurance for the full replacement cost of all real and personal property involved in the construction, and maintain that insurance during the entire period of construction.

6.2.3. Franchisee must obtain all permits and certifications required for the lawful construction of the Restaurant and, upon the request of Company, must certify in writing that all such permits and certifications have been obtained, or submit copies of such permits and certificates to Company.

6.3. At the time construction is completed, Franchisee must comply with the following requirements:

6.3.1. Franchisee must obtain all customary contractors' sworn statements and partial and final waivers of lien for construction, remodeling, decorating and installation services.

6.3.2. Franchisee must obtain all permits and certifications required for the lawful operation of the Restaurant, including but not limited to, a certificate of occupancy and health permits. Franchisee must certify in writing, upon the request of Company, that all such permits and certifications have been obtained, or submit copies of such permits and certificates to Company. Franchisee understands and acknowledges that Company will not dispatch its pre-opening staff to Franchisee's location until all permits necessary for the operation of the Restaurant have been received.

6.3.3. Franchisee must submit to Company a summary of its construction costs and a copy of Franchisee's final contract with its general contractor, as further specified in the Manual or elsewhere in writing.

6.4. Franchisee must notify Company of the date of completion of construction. Franchisee understands and acknowledges that Franchisee may not open the Restaurant for business unless it receives the written authorization of Company.

Franchisee further understands and agrees that Company's authorization to open will be conditioned upon Franchisee's strict compliance with the provisions of this Agreement, including compliance with the training requirements.

7. TIMING OF OPENING

Franchisee must open the Restaurant for business within 15 days after receiving the Company's authorization to open, and within nine months after the execution of this Agreement, or as otherwise specified in this Agreement, or as required under a Development Agreement between Franchisee or its Affiliate and Company. The parties agree that time is of the essence in the opening of the Restaurant.

8. TRAINING

8.1. Company must provide, and the primary representative of Franchisee must attend, an orientation program at Company headquarters. This program will be provided at no expense to the Franchisee, except that all ancillary expenses of the primary representative, including but not limited to, salaries, wages, transportation, meals and lodging, will be the sole responsibility of Franchisee.

8.2. Company must provide a certified training program for up to three individuals. Unless otherwise specified in writing by Company, Franchisee must ensure that the Designated Operator (defined in Section 16.1), a General Manager (defined in Section 16.2), and one other manager have successfully completed the certified training program. The program is approximately ~~five~~seven weeks in duration, but is subject to change at Company's discretion. If Franchisee is operating more than one Qdoba restaurant location, then the Designated Operator of Franchisee must also complete an additional week of Regional Manager training. The additional week will consist of (but not be limited to) training program administration and multi-unit responsibilities. Currently, all training is done at Company-operated restaurant locations, chosen by Company, in its sole discretion. Company reserves the right to designate another training facility in its sole discretion. The initial training program will be provided at no expense to the Franchisee, except that all ancillary expenses of the trainees, including but not limited to, transportation, meals, lodging, wages and insurance, will be the sole responsibility of Franchisee. If Company provides training in excess of the standard training specified in this section, Company may charge reasonable fees for that training (currently up to one thousand six hundred dollars (\$1,600) per trainee) and for training materials. Before the new restaurant opening training begins at the Restaurant, Franchisee must ensure that the Designated Operator, Franchisee's General Manager, and one other manager have all attended and successfully graduated from Company's initial training program.

8.3. Company will certify any supervisory employee of Franchisee who successfully completes the Qdoba certified training program to its satisfaction as a "Trained Manager." Company may require the Trained Managers to offer Company's training programs to Franchisee's personnel before they assume their role at the

Restaurant. Company will evaluate all individuals trained by the Trained Managers and determine whether to certify that the trainee has completed training to Company's satisfaction.

8.4. If Franchisee operates two (2) or more Qdoba restaurants and Company has certified the Trained Managers to conduct the initial franchise management training program, before opening the Restaurant: (1) the Designated Operator, Franchisee's General Manager, and any managers, owners or employees Company designates must attend and complete the management training program that the Trained Managers conduct at one of Franchisee's existing Qdoba Restaurants, unless the individuals previously completed that training program to Company's satisfaction; and (2) the Trained Managers must fully train the Designated Operator, Franchisee's General Manager, and any managers, owners or employees of the Restaurant, and the Trained Managers are responsible for providing any required opening training at the Restaurant.

8.5. The content and administration of Franchisee's training programs must be at least equal to those of Company's training programs and must be approved in advance by Company. Company will provide Franchisee with materials and, to the extent it deems necessary, assistance in designing and developing Franchisee's training programs. Company has the right to review Franchisee's training programs periodically to ensure their quality and to verify that Franchisee's personnel are being trained in a timely and satisfactory manner. Company will notify Franchisee of any deficiencies in the training programs. Franchisee must promptly cure the deficiencies. In its sole discretion, Company reserves the right to revoke training certification status if deficiencies are not cured within a timetable determined by Company.

8.6. Company may provide such other refresher courses, seminars and training programs as it, in its sole discretion, deems necessary or desirable, and may require Franchisee to attend Company's annual brand conference, and charge a reasonable fee (currently up to one thousand dollars six hundred dollars (\$1,600) per trainee) for each refresher course, seminar or training program. For all training courses, conferences, seminars and programs, Franchisee or its employees will be responsible for any expenses incurred by them in connection with any such courses, seminars and programs, including but not limited to, the costs of transportation, meals, lodging, and any wages and insurance.

9. OTHER ASSISTANCE TO FRANCHISEE

9.1. Company will provide Franchisee such on-site pre-opening and opening assistance and such continuing operational advice as Company deems advisable for the first two Qdoba restaurants Franchisee opens, subject to the availability of personnel.

9.2. Company will make its confidential manual available to Franchisee as described in Section 10 of this Agreement. The manual may consist of more than one volume, including without limitation ~~an Operations Manual, Trainers Guide,~~ manuals

[relating to operations, training](#), and store opening ~~Manual~~ (collectively, the “Manual”), as more fully described in Section 10 of this Agreement.

9.3. Company will provide to Franchisee, from time to time as Company deems advisable, advice and written materials concerning techniques of operating the Franchised Business, including new developments and improvements in restaurant equipment, food products, packaging and preparation.

9.4. Company will conduct inspections of the Restaurant, and evaluations of the products sold and services rendered at the Restaurant, as it deems advisable.

9.5. Company will provide Franchisee with a template of the standardized chart of accounts, statement of earnings, and balance sheet, all of which Franchisee must use in the operation of the Franchised Business.

10. CONFIDENTIAL OPERATING MANUAL

10.1. In order to protect the reputation and goodwill of Company, and to maintain high standards of operation under the Proprietary Marks, Franchisee must conduct its business in accordance with the Manual (as defined in Section 9.2 hereof). Franchisee will receive access to the Manual from Company for the term of this Agreement in any manner Company chooses, including electronically through the Company intranet. The Manual may consist of more than one volume, including, without limitation, an Operations Manual, Trainers Guide, and Store Opening Manual.

10.2. Franchisee must at all times treat the Manual, any other manuals created for, or approved for use in, the development or operation of the Franchised Business, and the information contained therein, as secret and confidential, and must use all reasonable efforts to maintain such information as secret and confidential, as specified in Section 24 below, including but not limited to keeping access to the Manual secure, at all times.

10.3. The Manual will at all times remain the sole property of Company.

10.4. Franchisee understands and acknowledges that Company may, in its sole discretion, modify or replace the Manual or its contents. Franchisee agrees to conduct its business in accordance with all terms of Company’s then-current Manual. ~~If the Manual is stored by Franchisee in hard copy form, Franchisee must at all times ensure that the Manual is kept current and up to date.~~ If there is any dispute as to the contents of the Manual, the terms of the master copy of the Manual maintained by Company will be controlling.

11. OPERATIONS AND MAINTENANCE OF FRANCHISED BUSINESS

11.1. Throughout the term of this Agreement, Franchisee must operate the Restaurant in strict conformity with the following requirements, as well as such methods,

standards and specifications as Company may from time to time prescribe in the Manual or otherwise in writing:

11.1.1. Franchisee must use the Restaurant premises solely for the operation of the Franchised Business, and must not use, or permit the use of, the premises for any other purpose or activity at any time. Franchisee may not install any electronic games, telephones, cash machines or similar devices without the prior written consent of the Company.

11.1.2. Franchisee must keep the business open and in normal operation for such hours and days as Company may from time to time specify in the Manual or as Company may otherwise specify or approve in writing.

11.1.3. Company may require that Franchisee obtain ~~a liquor~~ an alcohol or beer and wine license to sell certain required alcoholic beverages at the Restaurant and, if Company requires that Franchisee obtain a liquor license, Franchisee must submit an application for the license no later than thirty days after signing the Lease for the site. Notwithstanding the foregoing, Company will establish a policy to allow Franchisee to request a variance from Company's requirement that franchisee obtain ~~a liquor license~~ an alcohol license to sell certain required alcoholic beverages at the Restaurant.

11.1.4. Franchisee must offer catering service from the Restaurant at its sole cost and expense and in accordance with the Company's catering standards and procedures, as they are revised from time to time. The standards and procedures may include but will not be limited to the mandatory use of an on-line ordering system and participation in a catering rewards program. Franchisee, at its cost and expense, must offer delivery service for all food and beverage products that Company from time to time authorizes within the Delivery Boundaries, and not deliver outside of the Delivery Boundaries, provided that all such activities shall be conducted only in accordance with the requirements of this Agreement, the procedures set forth in the Manual, which may include approved delivery platform providers and other technology related requirements, and all applicable laws. Franchisee may solicit catering business within the Catering Solicitation Boundaries, and may not solicit catering business outside of those boundaries. The current Delivery Boundaries and Catering Solicitation Boundaries are set forth on Exhibit A, but the Company may modify the boundaries if there is a significant change in population, or new or additional Qdoba restaurants are established in the trade areas where the Restaurant is located, as determined by Company. The boundaries will be non-exclusive and will not extend into any protected or exclusive territory previously or hereafter provided by Company to another Qdoba restaurant. Any rights herein granted in respect of Delivery Boundaries and Catering Solicitation Boundaries shall, without notice nor any further agreement, be deemed to be immediately rescinded with respect to any geographic area at such time as Company hereafter grants a protected or exclusive territory to another Qdoba restaurant, franchisee, or licensee. Catering standards and procedures will be set forth in the Manual and are established and modified by Company in its sole discretion. Franchisee

shall offer and sell to delivery customers such products only from the Restaurant and only in accordance with the requirements of this Agreement and the procedures and standards set forth in the Manual; provided that all such activities shall be conducted only in accordance with the requirements of this Agreement, the procedures set forth in the Manual and all applicable laws. As used in this Agreement, the term “delivery customers” means customers that purchase food and beverage products for delivery to (and consumption in) their home or office. Franchisee shall not engage in any other type of sale of, or offer to sell, or distribution of food and beverage products, including but not limited to, selling, distributing, or otherwise providing, any such products at wholesale, or for resale or distribution by any third party, or through satellite locations, sales or mail order catalogs, temporary locations, carts or kiosks, the Internet, or through any other electronic or print media.

11.1.5. Franchisee may determine what prices to charge to customers for products and services sold at the Restaurant, except that Company may require that franchisee use an “all inclusive” pricing structure, a tiered pricing structure for various menu items, and/or other pricing structures, and Company may set maximum prices on products and services to the extent permitted by law; provided, however, that Company will establish a policy to allow Franchisee to request a variance from any maximum prices established by Company, if any. If Company imposes a maximum price on a particular item, Franchisee may charge any price on the item that is consistent with the Qdoba pricing structure, up to and including the maximum price. Franchisee acknowledges and agrees that the specified retail price and maximum prices for products and services Franchisee and other franchisees sell may vary from region to region to the extent necessary in order to reflect differences in costs and other factors applicable to such regions. Company may also require that condiments and certain products or services that are supplementary to the main products and services provided at Qdoba restaurants be provided to customers free of charge.

11.1.6. Franchisee must use such credit card, debit card, gift card/loyalty card, check verification, direct debit, electronic fund transfer systems, and similar systems as Company may from time to time require. Use of the specified payment methods may require Franchisee to pay a program fee to Company and/or third parties. Franchisee may accept only such methods of payment that Company authorizes or approves. Gift/loyalty card programs may require Franchisee to provide certain products to guests free of charge.

11.1.7. Franchisee must use the Company-approved music content/supplier to play custom music content designed for Qdoba restaurants. Franchisee may not play or supply music through another supplier without the prior written consent of the Company.

11.1.8. Franchisee must identify itself as the independent owner of the Restaurant on a visible plaque at the Restaurant as well as in any other manner Company requires.

~~11.1.9. Franchisee may be required to offer delivery for all food and beverage products that Company from time to time authorizes. Franchisee shall offer and sell such products only from the Restaurant and only in accordance with the requirements of this Agreement and the procedures and standards set forth in the Manual; provided that all such activities shall be conducted only in accordance with the requirements of this Agreement, the procedures set forth in the Manual and all applicable laws. As used in this Agreement, the term "delivery customers" means customers that purchase food and beverage products for delivery to (and consumption in) their home or office.~~

~~11.1.10~~ 11.1.9. Franchisee shall comply with Company's web-based applications, social media, and other technology-related standards and procedures, as they are established and modified by Company in its sole discretion from time to time.

11.2. Franchisee must satisfy the Reimage requirements described in Section 2.2.5 above. Any capital expenses or other costs necessary for the repair and maintenance of the Accepted Location, and any modifications required by applicable law or required to abate a hazardous situation, are not subject to the time or cost limitations described in such Section 2.2.5.

11.3. After this Agreement has been in effect for five (5) years, Franchisee must refresh the image of the Restaurant premises at its sole cost as Company may reasonably require ("Refresh"). The refresh may include, without limitation, repainting, refinishing or replacing surfaces (both interior and exterior), landscaping and installation of new décor items. In addition to the Refresh requirement described above, Franchisee must constantly maintain and continuously operate the Restaurant and all furniture, fixtures, equipment, furnishings, floor coverings, interior and exterior signage, the building interior and exterior, interior and exterior lighting, landscaping and parking lot surfaces in first-class condition and repair in accordance with the requirements of the System, and Franchisee will promptly and diligently perform all necessary maintenance, repairs and replacements to the Restaurant as ~~Franchisor~~Company may prescribe from time to time including periodic interior and exterior painting; resurfacing of the parking lot; roof repairs; and replacement of obsolete or worn out signage, floor coverings, furnishings, equipment and decor.

11.4. If, during the course of this Agreement, Franchisee would like to relocate the Restaurant, Franchisee must follow the steps outlined in the then-current Qdoba Restaurant Corporation Relocation Policy. The new site must be located in the Protected Territory and open within five days of the closure of the existing Restaurant. It is subject to a Site Acceptance and Relocation Fee of five thousand dollars (\$5,000).

~~11.5. If Franchisee leases the Restaurant premises from someone other than Company, Franchisee agrees that whenever it sends its landlord any notice or other material document relating to Franchisee's performance under the lease for the Restaurant premises, including, but not limited to, late rent notices, notices of default, and notices of termination, or receives such a document from the landlord, Franchisee~~

~~will promptly forward a copy of that document to Company in accordance with the notice provisions of this Agreement.~~

12. COMPUTER AND POINT OF SALE SYSTEMS

12.1. In the development and operation of the Restaurant, Franchisee must use certain brands, types, makes and models of communications and computer systems (including hardware, software, and web-based applications) that Company may specify or require from time to time. These include but are not limited to computerized point-of-sale systems and computer systems for recordkeeping and other business functions. Company's development and modification of specifications for such systems may require Franchisee to purchase, lease and/or license new or modified point-of-sale systems, computer hardware and software and to obtain service and support for such systems, hardware and software during the term of this Agreement. Installation of non-approved hardware or software on computer systems is not allowed. Company reserves the right to remove, uninstall, or otherwise affect non-approved software or hardware. Any costs associated with the removal of non-approved hardware or software will be borne by Franchisee.

12.2. Company may collect information from Franchisee's computerized point-of-sale and other systems via an electronic data transfer ("Polling"). Franchisee hereby acknowledges Company's right to Poll at any time, at Company's sole discretion, and Franchisee agrees to set up the systems to maintain and facilitate such Polling. In complying with its obligations under this Agreement, Franchisee shall comply with all applicable [data](#) privacy laws.

12.3. Franchisee consents to Company obtaining, using, and disclosing to third parties (including, without limitation, prospective franchisees, financial institutions, legal and financial advisors), for any purpose as Company deems necessary or as may be required by law, any financial or other information contained in or resulting from information, data, materials, statements and reports received by Company or disclosed to Company in accordance with this Agreement or any other agreement between Company and Franchisee.

13. INGREDIENTS, MATERIALS, SUPPLIES AND SUPPLIERS

13.1. Franchisee must ensure that the Franchised Business uses, offers and sells all food items, ingredients, supplies, materials and other goods, services, and products ("Products") that Company from time to time requires. The Franchised Business may not use, offer or sell any other Products without Company's written approval.

13.2. Franchisee must purchase all Products to be used, offered or sold by the Restaurant solely from suppliers, providers, distributors and other vendors ("Suppliers") that have been approved in writing by Company, and have not thereafter been disapproved. At Franchisee's request, Company will provide Franchisee with names of

approved Suppliers. If Franchisee purchases such items under contract terms negotiated by Company, then Franchisee may use those items only at the Restaurant.

13.3. Franchisee must use in the development and operation of the Restaurant only those brands, types and models of equipment, vehicles, signs, fixtures and furnishings (collectively, "Equipment") that meet Company's standards and specifications. Franchisee may purchase approved brands, types and models of Equipment that meet Company's specifications only from Suppliers that have been approved by Company in writing, and have not thereafter been disapproved. At Franchisee's request, Company will provide Franchisee with names of approved Equipment Suppliers. If Franchisee purchases such items under contract terms negotiated by Company, then Franchisee may use those items only at the Restaurant.

13.4. If Franchisee wants to purchase any Products or Equipment from a Supplier who is not yet approved, Franchisee or the Supplier must submit to Company a written request for such approval. Company may require that its representatives be permitted to inspect the Supplier's facilities, and that samples from the Supplier be delivered to Company, and/or to an independent laboratory designated by Company, for testing. Franchisee or Supplier must pay Company an inspection fee not to exceed the reasonable cost of the inspection (to include any and all travel expenses associated with the inspection) and the actual cost of the tests. Company may also require that the Supplier comply with such other requirements as Company may deem appropriate, including, without limitation, payment of reasonable continuing inspection fees and administrative costs, signing of non-disclosure agreements, and ethical sourcing standards. Company reserves the right, at its option, to re-inspect the facilities and Products or Equipment of any such approved Supplier from time to time, and to revoke its approval if the Supplier's fails to meet any of Company's then-current criteria. Nothing in the foregoing should be construed to require Company to approve any particular Supplier.

13.5. Company may require Franchisee to purchase any Product or Equipment from a single Supplier, and may approve a Supplier to supply only certain Products or Equipment. Company may concentrate purchases with one or more Suppliers to obtain lower prices and/or advertising support or services for the benefit of the Qdoba System. Company [or an Affiliate of Company](#), may be a Supplier for some or all Products or Equipment.

13.6. Company may, in its sole discretion, designate certain Products to be produced and/or prepared at the Restaurant, at Franchisee's expense. Company may, at any time, modify the list of these items.

13.7. In the event that any cash rebates, volume discounts, concessions, advertising allowances, discount bonuses or other benefits (collectively, "Discounts"), whether by way of cash kind or credit, are received by Company from any Supplier, whether or not on account of purchases made (i) by Company for its own account or for the account of Franchisee, franchisees generally, or (ii) by Franchisee directly for its

own account, Company shall be entitled to retain the whole of the amount or any part of such Discounts. Company and its Affiliates are entitled to mark up and profit on the sale of goods and services to Franchisee.

13.8. Franchisee must pay all Suppliers (and all other providers of services or products) according to agreed-upon terms of payment, so as not to impair the reputation of Company or of other franchisees, or otherwise impair the Marks.

13.9. All advertising and promotional materials, signs, decorations, paper goods (including disposable food containers, napkins, menus and all forms and stationery used in the Franchised Business), and other items that may be designated by Company to bear the Proprietary Marks, must be used in the form, color, location and manner prescribed by Company. All such items must be submitted to Company for approval, and must meet Company's specifications regarding design, materials and manufacture.

13.10. Company may offer Franchisee the opportunity to participate in the testing and development of new menu items, operating techniques, pricing levels, and/or marketing materials, among other things. If Franchisee agrees to participate in such testing and development, Franchisee understands and agrees that Franchisee may be required to purchase new Products and/or Equipment related to the test.

14. ADVERTISING

The parties recognize the value of advertising and standardized advertising programs to the goodwill and public image of the System. Accordingly, the parties agree as follows:

14.1. MARKETING AND PROMOTION

14.1.1. Franchisee must make a weekly contribution to the Qdoba Marketing Fund ("Marketing Fund"). As of the date of this Agreement, the contribution is two and ~~one-quarter~~three-quarters percent (2.~~25~~75%) of Franchisee's weekly Gross Sales from the Franchised Business. Company, in its sole discretion, may increase or decrease the rate of contribution up to 4%, but in no event will the rate increase by more than .5% of Gross Sales in any 12-month period. This contribution increase shall take effect upon notice to Franchisee by Company. Increases over 4% can only occur upon majority vote as follows: franchisees and Company will each have one vote for each restaurant that pays the then-standard marketing fee. Company must make a weekly contribution to the Marketing Fund for each of its company-owned restaurants, and the rate of contribution must be the same as the rate of contribution of the majority of the traditional Qdoba restaurants in North America.

14.1.2. Franchisee's contribution to the Marketing Fund will be made by direct debit from Franchisee's bank account, as referenced in Section 3.3 of this Agreement.

14.1.3. All sums paid into the Marketing Fund must be accounted for separately by the Company.

14.1.4. The Marketing Fund, including all contributions thereto, must be used exclusively to maintain and administer the Marketing Fund, for payments including for creative services or materials, and/or to direct, prepare and/or place advertising, promotions and/or communications to build the brand including, among other things, preparing and conducting digital, social, television, radio, and print advertising campaigns; purchasing radio, television, digital, social, magazine, newspaper and other media for the distribution of advertising campaigns; advertising through direct mail and outdoor billboards; preparing and conducting marketing/brand surveys and research, which may include awareness and usage surveys, focus groups, marketing surveys and consumer feedback surveys; public relations activities; research, development and testing of products, packaging, and concepts; brand positioning; preparing and executing e-mail and internet-based marketing programs; creating, administering, and maintaining gift card promotions and customer loyalty programs; employing advertising, public relations, branding, and other professional agencies, consultants, and content creators; and providing point-of-purchase, collateral and other marketing materials to the restaurants operated under the System.

14.1.5. All contributions to the Marketing Fund are expected to be used during the fiscal year within which the contributions are received. If excess funds remain in the Marketing Fund at the end of such fiscal year, all expenditures in the following fiscal year(s) must be made first out of excess funds from previous years, next out of funds in the current year, and finally from contributions.

14.1.6. A statement showing categories of sources and uses of the Marketing Fund will be prepared annually by the Company, and will be made available to Franchisee for inspection, upon request.

14.1.7. Company will oversee all marketing, advertising and promotional programs paid for through the Marketing Fund, and has sole discretion to approve or disapprove the creative concepts, materials and media used in such programs, and the placement and allocation of such programs. In administering the Marketing Fund, Company is under no obligation to make expenditures for Franchisee that are equivalent or proportionate to its contribution, or to ensure that any particular franchisee benefits directly or pro rata from the advertising or promotion paid for by the Marketing Fund. Without limiting the generality of the foregoing, Company is under no obligation to administer or distribute the Marketing Fund according to any particular geographic area or territory, including Canada or the United States. Franchisee further acknowledges and agrees that, if Company deems appropriate, Company shall have the right to separate, combine and/or co-mingle funds and/or administrative functions to create one or more Marketing Fund(s) or other funds for one or more systems, in Canada and/or the United States, and/or to allocate all or a portion of the Marketing Fund to regional, national or international advertising and marketing administered by one or more groups of franchisees.

14.1.8. Although the Marketing Fund is intended to be of perpetual duration, Company maintains the right to terminate the Marketing Fund at its sole discretion. The Marketing Fund will not be terminated, however, until all monies in the Marketing Fund have been expended as permitted by this Agreement or refunded to then-existing Franchisees and Company restaurants pro rata.

14.2. LOCAL ADVERTISING AND PROMOTION

14.2.1. Franchisee must annually spend a percentage of its Gross Sales on local advertising and promotion, subject to the Company's sole discretion. As of the date of this Agreement, the contribution is one and a quarter percent (1.25%) of Franchisee's weekly Gross Sales from the Franchised Business. If an audit discloses that Franchisee failed to spend that amount, the Company may directly debit from Franchisee's bank account and contribute to the Marketing Fund, the amount that Franchisee was required to, but did not, spend on local advertising and promotion. Franchisee must also reimburse Company for the cost of the audit. These remedies are in addition to all other remedies available to the Company.

14.2.2. All local advertising and promotion by Franchisee in any medium must be conducted in a dignified manner, must conform to the standards and requirements of Company as set forth in the Manual or elsewhere in writing. Franchisee must not use any advertising and promotional plans and materials that have not been prepared, or previously approved in writing, by Company within the previous 12 months. Company may provide marketing materials that can be customized by Company as requested by Franchisee, subject to certain limitations as set by Company. If Franchisee wants to use any other plans or materials, Franchisee must submit such plans and materials to Company and obtain written confirmation that the Company has received them. Company will endeavor to approve or disapprove such plans and materials within thirty (30) days after Company receives them. If the plans or materials are not approved in writing within thirty (30) days, they are deemed disapproved. Franchisee must not use plans or materials unless and until Company approves them in writing (including media type and format), and Franchisee must promptly discontinue use of any advertising or promotional plans or materials upon notice from Company. Any and all costs associated with discontinuing the use of such plans and materials will be borne exclusively by Franchisee.

14.2.3. Franchisee must participate in any gift and/or loyalty program that Company requires. Franchisee must promote, supply, and honor gift and/or loyalty redemptions upon the terms determined by the Company in its sole discretion.

14.2.4. Company may from time to time develop and create advertising and sales promotion programs designed to promote and enhance the collective success of all Restaurants operating under the System. Franchisee shall participate in all such advertising and sales promotion programs in accordance with the terms and conditions established by Company for each program.

14.3. ADVERTISING COOPERATIVE

14.3.1. Franchisee acknowledges and agrees that Company has the right, in its discretion, to designate any geographical area for purposes of establishing an advertising cooperative covering the Franchisee's Protected Territory. If such a cooperative has been established at the time Franchisee commences operations under this Agreement, Franchisee must immediately become a member of such cooperative. If such a cooperative is established at any later time during the term of this Agreement, Franchisee must become a member of such cooperative no later than thirty (30) days after the date on which Franchisee is notified that the cooperative has commenced operation. In no event will Franchisee be required to be a member of more than one cooperative unless Franchisee operates restaurants in the geographic territories of more than one cooperative. The following provisions will apply to each cooperative:

14.3.2. Each cooperative will be organized and governed in a form and manner approved in advance by Company in writing, and will commence operation on a date chosen by Company.

14.3.3. Each cooperative will be organized for the exclusive purposes of administering regional advertising programs and developing standardized promotional materials for use by the members in local advertising.

14.3.4. No advertising or promotional plans or materials may be used by a cooperative or furnished to its members without the prior approval of Company. All such plans and materials must be submitted to Company in accordance with the procedure set forth in Section 14.2.2 of this Agreement.

14.3.5. Each cooperative may require its members to make contributions to the cooperative in such amounts as are determined by the cooperative; however, Franchisee will not be required to make a contribution to any cooperative of more than two percent (2%) of the Gross Sales of the Restaurant(s) in the cooperative's geographic territory. Any contribution to such cooperative will be credited against Franchisee's spending obligation on local advertising; however, Franchisee must in any case spend not less than two percent (2%) on local advertising, either through a cooperative or on its own, as required in Section 14.2.1 hereof.

14.3.6. Franchisee understands and acknowledges that after becoming a member of a cooperative, it will be subject to the cooperative's by-laws. Franchisee further acknowledges and agrees that Company bears no responsibility for the Cooperative's actions.

14.4. OPENING ADVERTISING PROGRAM

Franchisee must conduct an opening advertising program for the Restaurant, which program must begin no later than thirty (30) days after the opening of the Restaurant and be completed within 6 months. The actual dates of the advertising

program will be determined by Franchisee after consultation with Company. Franchisee agrees to spend between ~~five~~ten thousand dollars (\$~~5~~10,000) and twenty-five thousand dollars (\$25,000) for the opening advertising program, unless a different sum is agreed to by the Company in writing. The opening advertising program must conform to Company's requirements, and must use the media and advertising formats designated by Company. Franchisee must submit vendor invoices for opening advertising expenses to Company within sixty (60) days of the commencement of the advertising program to evidence compliance with this Section. If Franchisee fails to conduct its opening advertising program as required in this Agreement, Company may directly debit from Franchisee's bank account and contribute to the Marketing Fund, any amount that Franchisee was required to, but did not, spend on the opening advertising program. This remedy is in addition to all other remedies available to the Company.

15. ACCOUNTING AND RECORDS SYSTEMS

15.1. Franchisee may be required to use a bookkeeping, accounting and record-keeping system conforming to the Company's requirements, including a general ledger system that uses a chart of accounts prescribed by Company from time to time. Franchisee's books, records and accounts must be complete and accurate, and maintained in accordance with the generally accepted accounting principles in use in the United States. Franchisee must retain these documents for at least three (3) years from the date of their preparation.

15.2. Franchisee must advise Company of the beginning and ending dates of the chosen fiscal year before the beginning of that fiscal year.

15.3. Franchisee must prepare financial reporting materials in the form required by Company, and submit those materials to Company, as follows:

15.3.1. Each Monday, no later than 10:00 a.m., Central Time, by Polling, or such other method as Company specifies, Franchisee must submit a report of the Gross Sales, net sales, manager comps, promotions, check counts for the preceding week, and any other information Company may require, broken down by day.

15.3.2. Upon Company's request, Franchisee must submit its state sales tax returns to Company, and must do so by email, fax, mail or such other means as Company specifies.

15.3.3. Within thirty (30) days after the end of each four week period ("Period"), Franchisee may be required to submit by email, fax, mail or such other means as Company specifies, an unaudited profit and loss statement showing the then-current Period and the year-to-date business results of the franchise.

15.3.4. Within thirty (30) days after the end of each quarter of the fiscal year, Franchisee may be required to submit by email, fax, mail or such other means as Company specifies, a quarterly balance sheet (which may be unaudited). Each such

submission must be signed by Franchisee or by Franchisee's treasurer or chief financial officer attesting that it is true and correct.

15.3.5. Within thirty (30) days after the end of each quarter of each fiscal year, Franchisee may be required to submit by email, fax, mail or such other means as Company specifies, reports of any income and expense items of the Restaurant. Company may use those reports to provide income and expense information to prospective or existing franchisees. ~~Company agrees that it will not provide prospective or existing franchisees with any specific financial results of any specific restaurant operated by Franchisee, without Franchisee's consent.~~

15.3.6. Within ninety (90) days after the end of each fiscal year, Franchisee must submit by email, fax, mail or such other means as Company specifies, a financial statement including a profit and loss statement, balance sheet and statement of cash flow showing the results of operations of the Franchised Business during said fiscal year ("Financial Statement(s)"), certified by the Treasurer or CFO of Franchisee as true and correct and as having been prepared in accordance with generally accepted accounting principles in use in the United States; provided, however, that if Franchisee is required by its lender, investors or any other third party, or otherwise elects, to have Financial Statements prepared by a certified public accountant, then Franchisee will provide a copy of such certified Financial Statements to Company.

15.3.7. Franchisee must also submit to Company, for review or auditing, such other forms, reports, records, information and data as Company may reasonably require, including, without limitation, reports and information concerning the costs and other matters relating to the development of the Restaurant, in the form and at the times and places as Company may reasonably require. All such materials must be prepared at Franchisee's own expense, in the format prescribed by Company and transmitted in the form prescribed by Company. At Company's discretion, Company may also obtain such information through Polling.

15.4. Company or its designated agents may at any time, on an announced or unannounced basis, enter and inspect Franchisee's place of business and examine and copy, at Company's expense, the books, records and tax returns of Franchisee. Company may also, at any time, conduct an audit or have an independent audit made of the books of Franchisee. If an inspection or audit reveals that any payments have been understated in any report to Company, then Franchisee must pay to Company upon demand the amount understated, in addition to interest from the date such amount was due until paid, at the rate of eighteen percent (18%) per annum, or the maximum rate permitted by law, whichever is less. If an inspection or audit discloses an understatement in any report of two percent (2%) or more of Franchisee's Gross Sales for the audited period, Franchisee must, in addition, reimburse Company for any and all costs and expenses connected with the inspection and audit, including, without limitation, travel, lodging and wage expenses, and reasonable accounting and legal costs. These remedies are in addition to any other remedies Company may have.

15.5. All customer data, customer contact lists, sales, transaction and restaurant operating data is and will be owned exclusively by Company. Company may use that data in any manner that it deems appropriate, including, without limitation, providing general or consolidated financial or operating reports to existing and prospective franchisees and other third parties. Company hereby licenses use of such data back to Franchisee for the term of this Agreement and only for use in connection with the operation of the Restaurant and subject to compliance with Company's Privacy Policy, as the same may be amended from time to time and which can be found at <https://www.qdoba.com/privacy> (the "Qdoba Privacy Policy"). Franchisee may not use the data for any purpose other than operating the Restaurant and as authorized under the Qdoba Privacy Policy, or sell or transfer any of the above data except to a buyer as part of an approved Transfer. Franchisee shall comply with any standards and policies that Company may issue relating to data used in the operation of the Restaurant including, but not limited to, the Qdoba Privacy Policy. Franchisee shall immediately notify Company of any possible or actual data breach.

16. PERSONNEL OF THE FRANCHISED RESTAURANT

16.1. Franchisee must choose one individual as the Designated Operator to oversee the operation of the Restaurant (and any other Qdoba restaurants franchised by Franchisee). The Designated Operator is subject to Company's approval. If Franchisee is operating more than one Qdoba restaurant, then the Designated Operator must have at least three (3) years of multi-unit experience in the operation of restaurants. Franchisee hereby authorizes Company to communicate with and give notice to Franchisee through the Designated Operator.

16.2. Franchisee must employ at all times a full-time General Manager who must have at least one (1) year of experience as a General Manager in the restaurant industry. That individual must make operating the Restaurant his/her sole employment, and dedicate his/her full efforts toward running the Restaurant.

16.3. The Designated Operator and General Manager must attend Company's certified training program, as specified in Section 8.

16.4. The Designated Operator, the General Manager and/or other manager must attend such refresher courses, seminars and other training programs as Company may reasonably require from time to time. Company, in its sole discretion, may require that Franchisee send additional personnel to the certified training program or other training programs at Franchisee's own expense. For all training courses, seminars and programs, ancillary expenses, including but not limited to transportation, meals, lodging, wages and insurance will be the sole responsibility of Franchisee.

16.5. Franchisee must employ at all times a competent, conscientious, trained staff in sufficient numbers to optimize sales at the Franchised Business. Franchisee must take all necessary steps to ensure that all of its employees preserve and maintain good customer relations and comply with any dress code Company prescribes.

16.6. Franchisee may not retain or otherwise contract with any third party to provide management services for the Restaurant unless such entity is either an employee of Franchisee or has been approved in writing by Company. Company may condition such approval on the receipt of a non-disclosure covenant from the third party.

16.7. All persons working for Franchisee are employees of Franchisee, not of the Company. All rights and duties regarding recruiting, training, scheduling, supervising and paying employees belong to Franchisee. The Company has no rights or duty to operate the Restaurant or direct Franchisee's employees.

17. COMPLIANCE WITH LAWS AND HEALTH STANDARDS

17.1. Franchisee must meet and maintain the highest health standards and ratings applicable to the operation of the Restaurant. Franchisee must promptly inform Company when health inspections occur. Franchisee must also furnish to Company a copy of any inspection report, warning, citation, certificate or rating applicable to the health or safety standards in the operation of the Restaurant, within the time frame specified by Company.

17.2. Franchisee must maintain the Restaurant in a high degree of cleanliness, repair and condition. Franchisee must make such additions, alterations, repairs and replacements at the Restaurant that Company deems necessary for that purpose. All such work must be completed within a reasonable time, as specified by Company.

17.3. Franchisee must at all times, at its own expense, conform to and comply with all federal, state and local laws, ordinances, regulations, and applicable industry standards now in force or that are hereafter enacted affecting the operation of the Franchised Business, including, without limitation, wage and hour laws, labor laws, the Americans with Disability Act, OSHA, the Sherman Act, [data privacy laws](#), the Federal Trade Commission Act, the Clayton Act, and the USA PATRIOT Act; any security standards (such as the Payment Card Industry Data Security Standard) imposed by the credit card or similar industries); and any similar federal, state, or local laws. Specifically, Franchisee shall not enter into any agreement or understanding with any competitor, including other Qdoba franchisees, that would result in a restraint of trade in violation of federal, state, or local laws.

18. INSPECTIONS OF THE RESTAURANT

18.1. Franchisee acknowledges and agrees that it must adhere to all specifications, standards and operating and inspection procedures prescribed from time to time by Company in the Manual or otherwise communicated to Franchisee in writing. Franchisee also acknowledges and agrees that its failure to adhere to such specifications, standards, operating procedures and inspection procedures, or to pass Company's quality control inspections, constitutes grounds for termination of this Agreement.

18.2. Franchisee must permit Company or its agents, at any reasonable time, to remove samples of food or non-food items from Franchisee's inventory, or from the Restaurant, without payment therefor, in amounts reasonably necessary for testing by Company or an independent laboratory to determine whether said samples meet Company's then-current standards and specifications. In addition to any other remedies it may have under this Agreement, Company may require Franchisee to bear the cost of such testing if the supplier of the item has not previously been approved by Company or if the sample fails to conform with Company's standards or specifications.

18.3. Franchisee must allow Company and its agents to enter upon the Restaurant premises at any time, announced or unannounced, for the purpose of conducting inspections and audits. Franchisee must cooperate with Company's representatives in such inspections and audits by rendering such assistance as they may reasonably request. Upon notice from Company or its agents, and without limiting Company's other rights under this Agreement, Franchisee must take such steps as necessary to immediately correct any deficiencies detected during any such inspection, and must reimburse Company for the reasonable cost of a follow-up inspection. If Franchisee fails to correct deficiencies within a reasonable time, as determined by Company, Company may correct such deficiencies. Franchisee must reimburse Company immediately upon demand for its reasonable expenses for doing so.

18.4. If the Company reasonably determines through sources that include but are not limited to any health or safety notice to the public, administrative hearing by any local, state or federal health agency, or change in any food safety grade from passing to failing, that a threat or danger to public health or safety is likely to result from the continued construction or operation of the Franchised Business, the Company may, in its sole discretion, exercise its termination rights under Section 28 or take any lesser right, such as directing a temporary closure of the Restaurant until the situation can be corrected to Company's satisfaction.

~~**18.5.** If the results of any inspection are unsatisfactory, Franchisee must reimburse Company for the reasonable cost of a follow-up inspection.~~

19. GUARANTEES

19.1. Company has the right to require all or certain of Franchisee's "Owners," as hereinafter defined, sign and deliver to Company concurrently with this Agreement a guaranty of Franchisee's obligations under this Agreement. In extraordinary circumstances, as reasonably determined by Company, spouses (collectively, "Spouses") of Owners may also be required to sign a guaranty. The guaranty must be in the form of Guaranty and Assumption of Franchise Owner's Obligations ("Guaranty") attached hereto as Exhibit B.

19.2. The term "Owner" means each person or entity that has any indirect or direct equity interest in Franchisee.

19.3. All Transfers between Owners and to new Owners are subject to the “Transfer of Interest” provisions set forth in Section 25.2.

20. SECURITY INTEREST

20.1. To secure prompt and complete payment of the “Obligations,” as hereinafter defined, Franchisee hereby grants to Company a security interest in and to all Franchisee’s assets of any kind or nature used or useful in connection with the ownership and operation of the Franchised Business, including without limitation, the following (“the Collateral”):

20.1.1. all equipment, furnishings, fixtures, merchandise, inventory, goods and other tangible personal property;

20.1.2. all accounts, accounts receivable, other receivables, contract rights, leases, software, chattel paper, and general intangibles;

20.1.3. all instruments, documents of title, policies and certificates of insurance, securities, bank deposits, bank accounts, and cash;

20.1.4. all books, records, and documents relating to any Collateral;

20.1.5. all permits, licenses, and franchises for the operation and ownership of the Franchised Business, and all rights incident or appurtenant to such licenses, authorizations and permits; and

20.1.6. all accession, additions, and improvements to, and all replacements, substitutions, and parts for, and all proceeds and products of the Collateral, including proceeds of insurance.

20.2. The Obligations include: all amounts owed by Franchisee to Company from time to time under this Agreement or any other agreement between Company and Franchisee; all interest payable under this Agreement; all costs and expenses incurred by Company to enforce this Agreement and/or the security interest granted herein; and to collect the amount due hereunder; and any advances made by Company to Franchisee.

20.3. Franchisee must, at its sole expense, sign and deliver to Company such additional documents, instruments and agreements as reasonably required by Company to create, maintain, perfect, or assure the priority of the security interest granted by this Agreement. Company is hereby appointed as Franchisee's agent and attorney-in-fact, which appointment is coupled with an interest and will be irrevocable so long as any of the Obligations remain outstanding, to sign and deliver such documents, endorsements and instruments, and to take all such other action (to the maximum extent permitted by law) in the name of and on behalf of Franchisee as Company may deem necessary or advisable to create, maintain, perfect, assure the priority of, or foreclose, its security interest in and lien of the Collateral.

20.4. Upon request, Company will sign and deliver to Franchisee its standard Consent and Subordination Agreement, to subordinate its security interest in the Collateral (other than the Franchise) to an institutional lender that is lending funds to Franchisee or its Affiliate for purposes relating to the acquisition or improvement of the Franchised Business.

21. OWNERSHIP AND USE OF MARKS

21.1. Franchisee understands and acknowledges that ~~Company~~Company's Affiliate owns the Proprietary Marks, including any variations and modification of them, that Franchisee has no interest whatsoever in or to the Proprietary Marks, and that Franchisee's right to use the Proprietary Marks is derived solely from this Agreement, and is limited by the terms of this Agreement and all applicable specifications, standards and operating procedures prescribed by Company from time to time. Any unauthorized use of the Proprietary Marks by Franchisee will constitute an infringement of the rights of Company in and to the Proprietary Marks.

21.2. Franchisee may not use any Proprietary Mark as part of any corporate or trade name or with any prefix, suffix or other modifying words, terms, designs or symbols, or in any modified form. Franchisee may not use any Proprietary Marks in connection with any business or activity other than the Franchised Business or in any manner not explicitly authorized in writing by Company. Franchisee may not develop, maintain, establish a link, or authorize a website or domain name or any other online presence (such as blogs, social networks like Facebook, professional networks like LinkedIn, liveblogging tools like X (f/k/a Twitter), virtual worlds, file, audio and video sharing sites like TikTok, Pinterest, and Instagram, Google My Business, and other similar social networking or media sites or tools) or other electronic medium (such as mobile applications, kiosks, and other interactive properties or technologies) that in any way uses or incorporates a Proprietary Mark, describes Franchisee, the Restaurant or its products or services, or links to Company's website, without the prior written consent of Company.

21.3. Franchisee agrees that any goodwill established by Franchisee's use of the Proprietary Marks or System will inure to the exclusive benefit of Company, and Franchisee acknowledges that this Agreement does not confer upon Franchisee any goodwill or interests in the Proprietary Marks or System.

21.4. Franchisee must not, during the term of this Agreement or after its termination or expiration, contest the validity or ownership of any of the Proprietary Marks or assist any other person in contesting the validity or ownership of any of the Proprietary Marks.

21.5. All provisions of this Agreement applicable to the Proprietary Marks will apply to any additional trademarks, service marks, logo forms and commercial symbols that Company hereafter authorizes Franchisee to use in connection with the Franchised Business.

21.6. Franchisee agrees to use the Proprietary Marks as the sole identification of the Restaurant; however, Franchisee must identify himself as the independent owner at the Restaurant in the manner prescribed by Company. Franchisee agrees to display the Proprietary Marks prominently and in the manner prescribed by Company on signs, menus and forms. Franchisee shall maintain and display such signs (including menu panels, posters or similar items) as required by Company from time to time. Franchisee shall only display or use such signs at the Restaurant premises or as permitted by Company for directional or similar signage for the Restaurant or to identify Franchisee's corporate offices. Franchisee shall not place additional signs, menu panels, posters or similar items on the Restaurant premises. Franchisee shall promptly discontinue the use of and destroy such items as are declared non-conforming or obsolete by Company, or, in the case of termination, as required according to the post-termination obligations set forth herein. Further, Franchisee agrees to give such notices of trademark and service mark registrations and copyrights as Company specifies, and to obtain such fictitious or assumed name registrations as may be required under applicable law.

21.7. Failure to comply strictly with any and all provisions regarding use of the Marks in this Section 21 will be grounds for termination of this Agreement without the opportunity to cure, as more fully set forth in Section 28. Additionally, Franchisee understands and acknowledges that any failure to comply with the requirements of Section 21 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Franchisee violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Franchisee and its agents or employees. Franchisee agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of Section 21, in addition to any other claims to which Company may be entitled.

21.8. If Company determines, in its sole discretion, that it is advisable for Company and/or Franchisee to modify or discontinue use of any Proprietary Mark, or use one or more additional or substitute trademarks or service marks, Franchisee at its cost and expense agrees to comply with Company directives regarding the use of such Marks within a reasonable time as established by Company. ~~The sole liability and obligation of Company in any such event will be to reimburse Franchisee for the out-of-pocket costs of complying with this obligation.~~

21.9. Franchisee must immediately notify Company in writing if Franchisee becomes aware of any apparent infringement or imitation of any Mark, any challenge to Franchisee's use of any Mark, any claim by any person of any rights in any Mark, or existence of any similar trade name, trademark or service mark. Franchisee may not communicate with any person, other than Company and its counsel, in connection with any infringement, challenge or claim, except as otherwise required by law. Company has the exclusive right to control any litigation, trademark proceeding or other legal or administrative proceeding relating to any Proprietary Mark, and sole discretion to take such action as it deems appropriate. Franchisee agrees to sign any and all instruments

and documents, render such assistance and do such acts and things as Company deems necessary or advisable to protect and maintain the interests of Company in any such litigation or proceeding, or to otherwise protect and maintain the interests of Company in the Marks.

21.10. Company agrees to indemnify Franchisee against, and to reimburse Franchisee for, all damages for which Franchisee is held liable in any proceeding in which Franchisee's use of any Proprietary Mark pursuant to and in compliance with this Agreement is held to constitute trademark infringement, unfair competition or dilution, and for all costs reasonably incurred by Franchisee in the defense of any such claim brought against it or in any such proceeding in which it is named as a party, provided that Franchisee has timely notified Company of such claim or proceeding, has otherwise complied with this Agreement, and has tendered complete control of the defense of such to Company. If Company defends such claim, Company will have no obligation to indemnify or reimburse Franchisee with respect to any fees or disbursements of any attorney retained by Franchisee.

21.11. All promotional materials, advertising materials, discoveries, inventions, ideas, business methods or improvements (whether or not patentable or capable of being copyrighted) relating to or arising from the operation of a Qdoba restaurant, whether created by Franchisee, Franchisee's Owners or their agents and independent contractors, must be promptly disclosed by Franchisee to Company, and will be Company's sole and exclusive property. If applicable, those items will be deemed to be works made-for-hire for Company. To the extent the works may not be deemed "works made for hire" under applicable law, Franchisee hereby irrevocably assigns to Company, for no additional consideration, all right, title and interest in and to any patents, trademarks, copyrights, trade secrets and any other proprietary rights.

21.12. Franchisee and its Owners will sign, and cause their agents and independent contractors to sign, whatever assignment or other documents Company requests to evidence Company's ownership and to assist Company in obtaining copyright registrations or patent rights. Franchisee and its Owners (if applicable) will use such items solely in connection with activities permitted under this Agreement, and will not use any substantially similar material for any purpose during or after the term of this Agreement.

22. CASUALTY LOSSES

22.1. If the Restaurant premises are damaged or destroyed by fire or other casualty, or if Franchisee is required by any governmental authority to repair or reconstruct the premises, Franchisee must repair or reconstruct the premises in accordance with Company's then-current design standards. Such repair or reconstruction must be completed within a reasonable time in light of the circumstances. If the repairs or reconstruction cannot be completed within ninety (90) days after the casualty loss, then Franchisee will have thirty (30) days after such event in which to apply for Company's approval to relocate the Restaurant or for additional time to

reconstruct the premises. Such approval will not be unreasonably withheld, but may be conditioned upon the payment of an agreed-upon minimum royalty while the restaurant is not in operation.

23. INSURANCE

23.1. During the term of this Agreement, Franchisee must obtain and maintain in full force and effect, at his own expense, such insurance coverages as may be required of Franchisees by Company. The current requirements are set forth in Exhibit D. Before the opening of the Restaurant and thereafter, throughout the term of this Agreement, Franchisee must furnish to Company evidence satisfactory to Company that such insurance coverages are in effect in the form of Certificates of Insurance, any insurance policy endorsements and a copy of the Franchisee's insurance policy(ies). Renewal Certificates of Insurance must be delivered to Company thirty (30) days before the expiration date of all policies. All deductible amounts on all insurance policies required under this Agreement must be disclosed in writing to, and approved by, Company and noted on the applicable Certificate of Insurance. The insurance requirements, including but not limited to coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion, as may be more particularly set out in (or modified by) the Manual.

24. CONFIDENTIAL INFORMATION

24.1. Franchisee understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System. Because of the competitive nature of the restaurant business, and to protect the legitimate interest of Company and other franchisees, it is necessary to protect certain information about the System as confidential.

24.2. For purposes of this provision, "Confidential Information" includes product recipes and tests, ingredients used in Company's products, product preparation procedures, customer service measures and techniques, franchise support procedures, supplier relationship and distribution system information, new product development information, the Manual, financial data, growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment, computer systems, business and development plans and strategies, training programs, consumer research results, marketing and advertising strategies and materials, customer data, customer contact lists, sales, transaction and restaurant operating data, and all other information designated by Company as confidential.

24.3. Confidential Information does not include: (a) information, concepts, methods, procedures or techniques that are, or become, generally known in the quick-service and quick-casual restaurant industries in the United States, other than through disclosure by Franchisee whether deliberate or inadvertent; (b) the disclosure of Confidential Information in judicial or administrative proceedings to the extent that Franchisee is legally compelled to disclose such information, provided that Franchisee

has afforded Company the opportunity to obtain an appropriate protective order or other assurance that the information will be treated as confidential; ~~or (c) the disclosure of Confidential Information as required by law; or (d)~~ information that Franchisee can demonstrate came to its attention prior to disclosure thereof by Company other than in connection with a violation of a confidentiality or non-disclosure agreement.

24.4. Franchisee will be provided with Confidential Information in connection with its development and/or operation of the Franchised Business. Franchisee agrees that both during the term of this Agreement and thereafter, Franchisee: (a) will use the Confidential Information only in the operation of the Franchised Business, and not in connection with any other business; (b) will not make copies of, duplicate, record, or otherwise reproduce any Confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the Confidential Information to any person or entity who does not need access to it to operate the Franchised Business; and (d) will not use the Confidential Information, or allow it to be used, for the benefit of any third party.

24.5. Franchisee acknowledges and agrees that all Confidential Information is, and will remain, the sole and exclusive proprietary property of Company.

24.6. Company requires that all Owners in Franchisee or the Franchised Business sign the Confidentiality and Non-Competition Agreement attached as Exhibit C.

24.7. Company requires Franchisee to obtain from all management personnel and all independent contractors who may have access to Confidential Information, as a condition of their employment, covenants that they will maintain the confidentiality of all Confidential Information that they receive in connection with their employment by Franchisee. Such covenants will be in a form satisfactory to Company, including, without limitation, listing Company as a party for the purposes of enforcing such covenants or specific identification of Company as a third-party beneficiary of such covenants with the independent right to enforce them. Franchisee may be required to provide Company with copies of all such covenants.

24.8. Franchisee understands and acknowledges that any failure to comply with the requirements of this Section 24 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Franchisee violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Franchisee and its agents or employees. Franchisee agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this Section 24, in addition to any other claims to which Company may be entitled.

25. TRANSFER OF INTEREST

25.1. TRANSFER BY Company

Company may transfer or assign this Agreement, any ownership interest in Company, and all or any part of Company's rights or obligations herein to any person or legally formed entity. Any such assignment will inure to the benefit of any assignee or other legal successor to the interest of Company. Company may, in its sole discretion, elect to have designees perform the obligations of Company under this Agreement.

25.2. TRANSFER BY FRANCHISEE

25.2.1. Franchisee understands and acknowledges that the rights and duties set forth in this Agreement are personal to Franchisee (or if Franchisee is a legally formed entity, Franchisee's Owners, as defined in Section 19.2), and that Company has granted this franchise in reliance upon Franchisee's business skill, and financial capacity ~~and personal character~~. Accordingly, neither Franchisee nor any Owner may sell, assign, transfer, convey, give away, pledge, mortgage or otherwise encumber ("Transfer") any direct or indirect interest in Franchisee, this Agreement or the Franchised Business, or permit such a Transfer, without the prior written consent of Company. Any purported Transfer, by operation of law or otherwise, not having the written consent of Company required by this Section 25, will be null and void, and will constitute a material breach of this Agreement. Furthermore, Franchisee may not retain or otherwise contract with any entity that is not a party to this Agreement to provide management or administrative services for the operation or development of a Qdoba restaurant unless such entity is either an employee of Franchisee or has been approved in writing by Company.

25.2.2. Company may not unreasonably withhold its consent to a Transfer of any interest in Franchisee, this Agreement or in the Franchised Business; however, Company may require any or all of the following as conditions of its approval:

25.2.2.1. All of the accrued monetary obligations and all other outstanding obligations of Franchisee, its Owners and Affiliates to Company and its Affiliates, and to landlords, suppliers, or other third parties, must have been satisfied.

25.2.2.2. Franchisee, its Owners and Affiliates must not be in default of any provision of this Agreement, or any other agreement with Company or its Affiliates.

25.2.2.3. Franchisee must remain liable for all of the obligations to Company in connection with the Franchised Business prior to the effective date of the transfer, and must sign any and all instruments reasonably requested by Company to evidence such liability.

25.2.2.4. At the time of Transfer, Franchisee and each Owner must sign a general release, in a form satisfactory to Company, releasing any and all claims against Company and its Affiliates, including their officers, directors, shareholders and employees, in their corporate and individual capacities, including, without limitation, claims arising under federal, state and local laws, rules and ordinances, and unknown claims.

25.2.2.5. The transferee or Franchisee, at its expense, must comply with all maintenance and repair requirements, as well as all Refresh and Reimage requirements, described in this Agreement, including, without limitation, the requirements of Sections 11.2 and 11.3 above. To the extent any Refresh or Reimage is required, or if the Accepted Location is not in first-class condition and repair, or is not otherwise in compliance with the standards and requirements of the System at the time of transfer, then the transferee or Franchisee, at its expense, must promptly and diligently perform all necessary maintenance, repairs and replacements to the Restaurant as Company may prescribe, in accordance with any timeline required under this Agreement or otherwise established by Company.

25.2.2.6. At the time of Transfer, transferee must complete a Certificate of Ownership form.

25.2.2.7. The transferee must enter into a written assumption agreement in a form satisfactory to Company, assuming and agreeing to discharge all of Franchisee's obligations under this Agreement and such ancillary agreements as Company may require. Alternately, and at Company's option, the transferee must sign (and upon Company's request, must cause all interested parties to sign) the standard form franchise agreement then in use for a term ending on the expiration date of this Agreement, and with such renewal term as may be provided by this Agreement, and such ancillary agreements as Company may require, including a Confidentiality and Non-Competition Agreement. The terms of such agreements may differ from the terms of this Agreement, and will supersede this Agreement in all respects. The differences may include, without limitation, a higher percentage royalty fee, marketing fee, local advertising obligation, and/or a smaller Protected Territory, Delivery Boundaries and/or Catering Solicitation Boundaries.

25.2.2.8. The transferee must complete all necessary applications and must demonstrate to Company's satisfaction that it meets Company's then-existing financial, educational, managerial and business standards. This includes possessing a good ~~moral character~~, business reputation and credit rating, having the aptitude and ability to conduct the Franchised Business (as may be evidenced by prior related business experience or otherwise), and having adequate financial resources and capital to operate the business.

25.2.2.9. The transferee and the proposed Owners and their Spouses, as applicable, must guarantee the performance of all obligations under this Agreement by signing the form of Guaranty attached hereto as Exhibit B.

25.2.2.10. As part of a Transfer of the more than 50% of the ownership interest in the Franchised Business or substantially all of its assets, Franchisee must also transfer all customer data, customer contact lists, and transaction data relating to the Restaurant, and relinquish all rights thereto.

25.2.2.11. At the transferee's expense, the transferee and (at Company's request) transferee's personnel, must satisfactorily complete the training requirements set forth in Section 8, and must complete any training programs then in effect for franchisees upon such terms and conditions as Company may reasonably require.

25.2.2.12. Except in the case of a Transfer to a corporation, limited liability company or partnership formed for the convenience of ownership, and having the same Owners and ownership structure as Franchisee's, ~~or Transfers among existing Owners,~~ Franchisee must pay a transfer fee of up to five thousand dollars (\$5,000) per franchised restaurant.

25.2.2.13. Franchisee and transferee must agree that any note issued by the transferee to Franchisee in connection with the purchase of the Restaurant will be subordinate to transferee's obligations to pay royalties or any other amounts due Company or its Affiliates;

25.2.2.14. Franchisee and transferee must acknowledge in writing that Company's approval of the proposed Transfer does not constitute a representation, guaranty or warranty, express or implied, of the suitability of the terms of the proposed Transfer, of the capabilities of the Transferee, or of the successful operation of any Restaurant; however, Company may withhold consent to a transfer if it believes the terms and conditions of the proposed transfer would adversely affect the possibility of success of the business in light of the conditions under which it is to be purchased.

25.2.3. Franchisee must not grant a security interest in the Franchised Business or in any of its assets unless the secured party agrees that if Franchisee defaults under any documents related to the security interest, Company will have the right to prior notice and the option to be substituted as obligor to the secured party and to cure any default of transferee.

25.2.4. Company agrees not to limit the number of non-guarantor Owners ("Passive Investors"), subject to execution of confidentiality agreements by all such Passive Investors, and further subject to Franchisee and any guarantors remaining responsible for compliance with all applicable laws, including, without limitation, securities, Patriot Act, and OFAC regulations. Franchisee may be required to provide written certification to Company of Franchisee's and all Passive Investors' compliance with all applicable laws, and Franchisee acknowledges that claims arising from any violation are covered by the indemnity provisions set forth in this Agreement. Company will also require that Franchisee represent, warrant and certify that they will not share

confidential information with any Passive Investors. Company will have the right to audit all Passive Investors, and any failure to comply with all applicable laws and regulations by Franchisee or any Passive Investor, or any breach by Franchisee of any representations, warranties or certifications required hereunder, may result in termination in accordance with Section 28 below.

25.2.5. Franchisee acknowledges and agrees that each of the foregoing conditions is necessary to assure transferee's full performance of the obligations under this Agreement.

25.2.6. Company's consent to a transfer of any interest in Franchisee, this Agreement or the Franchised Business will not constitute a waiver of any claims Company may have against the Franchisee or the transferring party, nor will it be deemed a waiver of Company's right to demand exact compliance with any of the terms of this Agreement by the transferee.

26. COMPANY'S RIGHT OF FIRST REFUSAL

26.1. Franchisee and/or any Owner (hereinafter referred to as "Seller") who desires to accept any bona fide offer from a third party to purchase all or part of an interest in or assets of the Franchised Business (~~hereinafter referred to as "Seller"~~), or in Franchisee, must notify Company in writing of each such offer ~~forty five days before the proposed sale~~upon receipt of such offer. Seller must provide such information and documentation relating to the proposed purchaser and the offer as Company may require. Company will have the right and option to purchase the Seller's interest at Company's sole discretion, at the price offered by the third party. Company will inform Seller of its intent to exercise the option within thirty (30) days after receipt of all pertinent sales information from Seller. If the proposed transaction includes assets of Franchisee not related to the operation of the Franchised Business, Company may at its discretion exercise its option only with respect to the ~~interest~~assets of the Franchised Business. In such event, an equitable purchase price will be allocated to each asset included in the proposed transaction. If Company elects to purchase the Seller's interest, Company may require the purchase to close within thirty (30) days from the date of notice to the Seller of Company's election to purchase.

26.2. Any material change in the terms of any offer prior to closing will constitute a new offer, and will be subject to Company's right of first refusal as though it were an initial offer.

26.3. Failure of Company to exercise the option afforded by this Section 26 will not constitute a waiver of any other provision of this Agreement relating to proposed transfers, including any of the requirements of this Section 26.

26.4. If Company exercises its right of first refusal, the sale agreement must contain customary representations and warranties given by the Seller including, without limitation, representations and warranties as to ownership, condition of and title to stock

and assets, liens and encumbrances relating to the stock and assets, validity of contracts and verification of financial statements.

27. DEATH OR DISABILITY OF FRANCHISEE

27.1. Upon the death or permanent disability of a Designated Operator, the executor, administrator, conservator or other personal representative of such person, or the remaining members, shareholders or partners, must select a new Designated Operator within a reasonable time, not to exceed 30 days from the date of death or permanent disability. The new Designated Operator is subject to the Company's approval, and must attend and satisfactorily complete Company's initial training program. If the Restaurant is not being overseen by an approved Designated Operator within 30 days after death or permanent disability, Company is authorized, but is not required, to immediately appoint a manager to maintain the operations of the Restaurant for and on behalf of Franchisee until an approved Designated Operator is able to assume the management and operation of the Restaurant, but not to exceed nine months. Company's appointment of a manager of the Restaurant will not relieve Franchisee of its obligations under this Agreement, and Company will not be liable for any debts, losses, costs or expenses incurred in the operations of the Restaurant or to any creditor of Franchisee for any products, materials, supplies or services purchased by the Restaurant during any period in which it is managed by Company-appointed manager. Company will provide Franchisee with monthly updates regarding the operation of the Restaurant. If, after nine months, a new certified manager is not operating the Restaurant, the Company may terminate this Agreement. Company may charge, and Franchisee must pay, a reasonable fee for such management services, and Company may cease to provide such management services at any time.

27.2. Upon the death or permanent disability of any Owner, the executor, administrator, conservator or other personal representative of such person must transfer that individual's interest in Franchised Business within a reasonable time, not to exceed 12 months from the date of death or permanent disability, to a person approved by Company. Such transfers, including, without limitation, transfers by devise or will, are subject to all the terms and conditions for assignments and transfers contained in Section 25 of this Agreement. Failure to transfer such interest within the required period of time will constitute grounds for termination of this Agreement.

28. DEFAULT AND TERMINATION

28.1. Immediate Termination. Franchisee will be deemed to be in default under this Agreement, and all rights granted herein will immediately terminate automatically and without notice to Franchisee if any of the following events occur:

28.1.1. Franchisee makes a general assignment for the benefit of creditors.

28.1.2. Franchisee commences a voluntary petition under bankruptcy, insolvency or any similar law; or an involuntary case under bankruptcy or insolvency or similar law is filed against Franchisee and is either unopposed by Franchisee or is not dismissed within thirty days of filing; or an order or decree for relief under bankruptcy, insolvency or similar laws is entered regarding Franchisee. Franchisee expressly waives all rights under the provisions of the bankruptcy or other applicable laws and rules, and consents to the immediate termination of this Agreement as provided herein. Franchisee agrees not to seek an order from any court, tribunal or agency in any jurisdiction relating to bankruptcy, insolvency, reorganization or any similar proceedings that would have the effect of staying or enjoining this provision.

28.1.3. A bill in equity or other proceeding for the appointment of a receiver of Franchisee or other custodian for Franchisee's business or assets or real or personal property is filed by, consented to, or not opposed by Franchisee.

28.1.4. Franchisee becomes insolvent in that: (a) Franchisee generally fails, or is generally unable, to pay its obligations as they become due in the regular course of business; or (b) the value of Franchisee's assets are less than the value of its liabilities.

28.1.5. If Franchisee is a corporation, limited liability company, partnership or other legal entity and Franchisee is dissolved or its existence otherwise terminated.

28.1.6. Execution is levied against the franchise, the Franchised Business or property or the Restaurant premises, and not discharged with five days.

28.1.7. A suit to foreclose any lien or mortgage against the Restaurant premises or equipment is instituted and not dismissed or bonded around within thirty days.

28.1.8. Franchisee at any time ceases to operate the Franchised Business for a period of five consecutive days, or otherwise abandons the Franchised Business.

28.2. Termination Upon Notice. Franchisee will be deemed to be in default, and Company may, at its option, terminate this Agreement and all rights granted under this Agreement upon any of the following grounds. Termination will become effective immediately upon notice to Franchisee.

28.2.1. Company reasonably determines that a threat or danger to public health or safety is likely to result from the construction, maintenance or operation of the Restaurant.

28.2.2. Franchisee, Operator, Designated Operator, or any shareholder, member, partner, owner, director or officer of Franchisee, is charged with, convicted of,

or pleads no contest to, any crime or offense that Company reasonably believes, in its sole discretion, is likely to have an adverse effect on the System, the franchisees operating under the System, the Proprietary Marks, the goodwill associated therewith, or Company's interest therein.

28.2.3. Franchisee discloses, makes any unauthorized duplicates of, or otherwise improperly divulges or uses the contents of the Manual or other confidential information provided to Franchisee by Company contrary to the terms of Sections 10 or 24 of this Agreement.

28.2.4. A final judgment remains unsatisfied or of record for thirty (30) days or longer (unless appeal bond has been filed).

28.2.5. Franchisee maintains false books or records, or submits any reports or information to Company or any governmental agency or lender that contains any materially inaccurate, incomplete or misleading statements, or omits any fact necessary in order to make the statements made not misleading.

28.2.6. Franchisee fails on three (3) or more separate occasions within any trailing twenty-four (24) month period to comply with this Agreement, or to execute Company's standards as outlined in the Manual as measured by Company's restaurant inspections, whether or not such failures are corrected after notice of default is given. For clarity, Company may terminate this Agreement upon the occurrence of the third default in any twenty-four (24) month period under this Section.

28.2.7. For a default not covered by Section 28.2.8, Franchisee fails on three (3) or more separate occasions within any trailing twenty-four (24) month period to comply with the same requirement under this Agreement, whether or not such failure to comply is corrected after notice of default is given. For clarity, Company may terminate this Agreement upon the occurrence of the third default in any twenty-four (24) month period under this Section.

28.2.8. Franchisee fails on three (3) or more separate occasions within any trailing twelve (12) month period to any food safety or health inspection as measured by Company's restaurant inspections, whether or not such failures are corrected after notice of default is given. For clarity, Company may terminate this Agreement upon the occurrence of the third default in any twelve-month (12) period under this Section.

28.2.9. Franchisee has made material misrepresentations or omissions in Franchisee's franchise application or this Agreement.

28.2.10. Franchisee makes any unauthorized use of the Marks or fails to strictly comply with the terms set forth in Sections 1 or 21 of this Agreement.

28.2.11. Franchisee purports to terminate this Agreement without cause.

28.2.12. Franchisee loses the right to possess the premises or the Accepted Location.

28.3. Termination After Opportunity to Cure. Franchisee will be deemed to be in default, and Company may, at its option, terminate this Agreement and all rights granted under this Agreement upon any of the following grounds. If the condition is susceptible of being cured, Franchisee must correct the condition within the period specified below, or termination will be effective at the conclusion of the cure period.

28.3.1. Franchisee fails to make any payment required under this Agreement. Franchisee will have 10 days after receiving written notice to correct such condition.

28.3.2. Franchisee fails to maintain and/or operate the Franchised Business in accordance with the standards and specifications, including, but not limited to, selling any product that Franchisee knows or should know does not conform to Company's specifications, failing to sell any product required by Company, or selling any product that is not approved by Company. Franchisee will have 5 days after receiving written notice to correct such condition.

28.3.3. Franchisee fails to construct and open the Franchised Business within the time limits as provided in Sections 6 and 7 of the Agreement. Franchisee will have thirty days after receiving written notice to correct such condition.

28.3.4. Franchisee loses the right to do or transact business in the jurisdiction where the Restaurant is located. Franchisee will have five days after receiving written notice to correct such condition.

28.3.5. Franchisee or any Owner purports to transfer any rights or obligations under this Agreement or any interest in Franchisee to any third party in violation of the terms of Section 25 of this Agreement. Franchisee will have five days after receiving written notice to correct such condition.

28.3.6. Franchisee fails to comply with the in-term restrictions in Section 30 of this Agreement or fails to obtain execution of the covenants required under that Section. Franchisee will have five days after receiving written notice to correct such condition.

28.3.7. Franchisee denies Company's right to inspect, examine or audit the Franchised Business or the Franchisee's books. Franchisee will have five days after receiving written notice to cure such condition.

28.3.8. Franchisee fails to submit any financial statement or report when required, or his submission is incorrect or incomplete. Franchisee will have thirty days after receiving written notice to correct such condition.

28.3.9. Franchisee fails to pay any federal or state income, sales or other taxes due on the Restaurant's operations, unless Franchisee is in good faith contesting liability for such taxes. Franchisee will have five days after receiving written notice to correct such condition.

28.3.10. Franchisee violates any ~~federal~~ labor laws. Franchisee shall have five days after receiving written notice to correct such condition.

28.3.11. Franchisee fails to keep the business open and in normal operation for such hours and days as Company may from time to time specify in the Manual or as Company may otherwise specify or approve in writing. Franchisee will have five days after receiving written notice to correct such condition.

28.3.12. Franchisee fails to make regular payments to Company or any vendor for any monies due and owing. Franchisee will have thirty (30) days to correct such condition.

28.3.13. Franchisee fails to commence repair or restoration of the Restaurant after damage or destruction as provided in Section 22, or fails to insure the Restaurant as provided in Section 23. Franchisee will have thirty days after receiving written notice to correct such condition.

28.3.14. Franchisee fails to comply with any provision of this Agreement not specified in this Section 28. Franchisee will have thirty days after receiving written notice to correct such condition.

28.3.15. Franchisee or any Affiliate of Franchisee commits a default under any agreement with Company or its Affiliates (other than this Agreement or a Qdoba development agreement) and the default is not cured within the cure period specified in that agreement, if any.

28.4. If any applicable law or rule requires greater prior notice of termination, the prior notice required by such law or rule will be substituted for the notice requirements specified above.

28.5. If Franchisee and its owners are in compliance with this Agreement and Company fails to comply with this Agreement, Franchisee must provide Company with written notice thereof. If Company fails to comply with a material term of this agreement and either (a) fails to cure such default within 30 days after written notice thereof is delivered to Company or, (b) if the failure cannot be corrected within 30 days, and Company fails to provide proof acceptable to Franchisee of efforts that are reasonably calculated to correct such failure within a reasonable time, which will in no event be more than 120 days after such notice, Franchisee may terminate this Agreement. Such termination will become effective 10 days after delivery to Company of notice of termination. A termination of this Agreement by Franchisee for any other reason or without such notice will be deemed a termination by Franchisee without cause.

29. OBLIGATIONS UPON TERMINATION OR EXPIRATION

Upon termination or expiration of this Agreement, all rights granted under this Agreement to Franchisee will immediately terminate, and Franchisee has the following obligations:

29.1. Franchisee must immediately cease to operate the Franchised Business and must not thereafter, directly or indirectly, represent itself to the public as a present or former franchisee of Company.

29.2. Franchisee must immediately and permanently cease to use, in any manner whatsoever, any confidential methods, procedures and techniques associated with the System, the Proprietary Marks and distinctive forms, slogans, signs, symbols and devices associated with the System, including but not limited to signage, menu boards, art as specified in the Manual, trade dress, interior image, and packaging, advertising materials, displays, stationery, forms and any other articles which display the Proprietary Marks.

29.3. Franchisee must immediately make all changes to the Restaurant premises as Company specifies.

29.4. Franchisee must immediately deliver to Company all operations-related documents, including the Manual, all customer data and customer contact lists, and all other records and documents containing confidential information.

29.5. Franchisee must take all necessary action to cancel any assumed name or equivalent registration that contains any service mark or trademark of Company, and Franchisee must furnish Company with evidence satisfactory to Company of compliance with this obligation within five days after termination or expiration of this Agreement.

29.6. Franchisee must discharge any and all indebtedness to the Suppliers and other vendors of products or services.

29.7. Franchisee must, at Company's option, assign to Company Franchisee's interest in any lease or sublease for the premises of the Franchised Business in accordance with the terms of the Lease. If Company elects to exercise its option to acquire the lease or sublease for the premises of the Franchised Business, Franchisee must take all necessary action to transfer the business telephone numbers and listings to Company or to cancel the telephone numbers, at Company's option.

29.8. If Company does not exercise its option to acquire the lease or sublease for the premises of the Franchised Business, Franchisee must immediately upon termination or expiration of this Agreement, make such modifications or alterations to the premises (including, without limitation, the changing of the telephone number) as may be necessary to distinguish the appearance of said premises from that of other

restaurants under the System, and Franchisee must make such specific changes to the premises as Company may reasonably request for that purpose. If Franchisee fails or refuses to comply with the requirements of this Section 29, Company and its agents may enter upon the premises without being guilty of trespass or any other tort, to make such changes as may be required, at the expense of Franchisee, which expense Franchisee agrees to pay upon demand.

29.9. Franchisee must not sell, transfer, assign or sublease the premises to any Competitive Business, as defined in Section 5.2.11 of this Agreement.

29.10. If Franchisee continues to operate, or subsequently begins to operate, any other business, it must not use any reproduction, counterfeit, copy or colorable imitation of the Proprietary Marks, either in connection with such other business or the promotion thereof, that is likely to cause confusion, mistake or deception, or that is likely to dilute Company's rights in and to the Proprietary Marks. Franchisee further agrees not to use any designation of origin or description or representation that falsely suggests or represents an association or connection with Company. Franchisee understands and acknowledges that any failure to comply with the requirements of this Section 29 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Franchisee violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Franchisee and its agents or employees. Franchisee agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this Section 29, in addition to any other claims to which Company may be entitled.

29.11. Franchisee must promptly pay all sums owing to Company and its Affiliates. In the event of termination for any default of Franchisee, such sums will include all damages, costs and expenses, including reasonable legal fees, incurred by Company as a result of the default. That obligation will give rise to a lien in favor of Company against any and all of the personal property, furnishings, equipment, signs, fixtures and inventory owned by Franchisee and on the Restaurant premises at the time of default, and will remain a lien until the obligation is paid in full.

29.12. Franchisee must pay to Company all damages, costs and expenses, including reasonable legal fees, incurred by Company after the termination or expiration of this Agreement in obtaining injunctive or other relief for the enforcement of any provisions of this Agreement.

29.13. Company has the option, to be exercised within thirty days after termination, to purchase from Franchisee any or all of the furnishings, equipment, signs, fixtures, supplies or inventory relating to the operation of the Franchised Business, at their fair market value. "Fair market value" will be determined by taking into account the termination or expiration of the franchise granted under this Agreement and will not include any factor or increment for any trademarks, service marks or other commercial

symbols used in connection with the operation of the Restaurant or any goodwill or “going concern” value for the Restaurant. If the parties cannot agree on a fair market value within a reasonable time, the parties will designate an independent appraiser whose determination will be binding. If Company elects to exercise the option provided in this Section 29, it may set off all amounts due from Franchisee, and the cost of the appraisal, if any, against any payment to be made by Company.

29.14. All obligations of Company, Franchisee and Owners that expressly or by their nature survive or are intended to survive the expiration, termination or assignment of this Agreement, including but not limited to provisions in Sections 19, 24 and 30, will continue in full force and effect after and notwithstanding its expiration or termination or assignment, until those obligations are satisfied in full or by their nature expire.

29.15. Franchisee shall also provide to Company, upon request, evidence satisfactory to Company that Franchisee has complied with the obligations in this Section 29.

29.16. Franchisee must comply with the restrictions contained in Section 30 of this Agreement.

30. RESTRICTIONS ON OTHER BUSINESS INTERESTS

30.1. During the term of this Agreement, except as otherwise approved in writing by Company, Franchisee must devote best efforts to the management and operation of the Franchised Business.

30.2. Franchisee acknowledges that, pursuant to this Agreement, Franchisee will receive valuable specialized training and confidential information, including without limitation, information regarding the development, operational, sales, promotional and marketing methods and techniques of Company and the System. During the term of this Agreement, except as otherwise approved in writing by Company, Franchisee may not, either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation:

~~**30.2.1.**~~ divert or attempt to divert any business or customer of the business franchised under this Agreement to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Proprietary Marks and the System.

30.3. During the term of this Agreement, Franchisee, any shareholder of Franchisee if Franchisee is a corporation, any member of Franchisee if Franchisee is a limited liability company, and any partner of Franchisee if Franchisee is a partnership, may not either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any Competitive Business, as defined in Section 5.2.11.

Notwithstanding the foregoing, passive partners, as defined by Company from time to time in its sole discretion, shall be exempt from such restrictions.

30.4. For a continuous period of two years after the expiration or termination of this Agreement, regardless of the cause for the termination, Franchisee, any shareholder of Franchisee if Franchisee is a corporation, any member of Franchisee if Franchisee is a limited liability company, and any partner of Franchisee if Franchisee is a partnership, may not either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any Competitive Business, which business is, or is intended to be, located: i) at the Accepted Location, ii) within five (5) miles of the Accepted Location; or iii) within five (5) miles of any Qdoba restaurant existing at the time of the termination or expiration. Notwithstanding the foregoing, passive partners, as defined by Company from time to time in its sole discretion, shall be exempt from such restrictions.

30.5. Sections 30.3 and 30.4 above do not apply to ownership by Franchisee of less than one percent beneficial interest in the outstanding equity securities of any publicly held corporation.

30.6. The parties agree that each of the foregoing covenants is independent of any other covenant or provision of this Agreement. If all or any portion of a covenant in this Section 30 is found unreasonable or unenforceable by a court or agency having valid jurisdiction, Franchisee expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section 30.

30.7. Company has the right, in its sole discretion, to reduce the scope of any covenant set forth in this Agreement, or any portion thereof, without Franchisee's consent, effective immediately upon receipt by Franchisee of written notice thereof. Franchisee agrees that it will comply forthwith with any covenant as so modified, and that the covenant will be fully enforceable, notwithstanding the provisions of Section 32.6 of this Agreement.

30.8. Franchisee expressly agrees that the existence of any claims it may have against Company, whether or not arising from this Agreement, will not constitute a defense to Company's enforcement of the covenants in this Section 30.

30.9. Franchisee acknowledges and agrees that Franchisee's violation of the terms of this Section 30 would result in irreparable injury to Company for which no adequate remedy at law may be available. Franchisee acknowledges and agrees that Company may obtain an injunction prohibiting any conduct by Franchisee in violation of the terms of this Section 30.

30.10. At Company's request, and to the extent permitted by applicable law, Franchisee must require and obtain covenants similar to those set forth in this Section 30 (including covenants applicable upon the termination of a person's relationship with Franchisee) from any or all of the following persons: (1) all managers of Franchisee and any other personnel employed by Franchisee who have received or will receive training from Company; and (2) all Owners.

31. INDEPENDENT CONTRACTOR AND INDEMNIFICATION

31.1. It is understood and agreed by the parties that this Agreement does not create a fiduciary relationship between them, and that Company and Franchisee are independent contractors. Other than as set forth in Section 19, nothing in this Agreement is intended to make either party an agent, legal representative, subsidiary, joint venturer, partner, employee or servant of the other for any purpose whatsoever.

31.2. During the term of this Agreement, Franchisee must hold itself out to the public as an independent contractor operating the business pursuant to a franchise from Company. Franchisee agrees to take such actions as may be necessary to do so, including, but not limited to, exhibiting a notice of that fact in a conspicuous place in the franchised premises, the content of which Company reserves the right to specify.

31.3. Nothing in this Agreement authorizes Franchisee to make any contract, agreement, warranty or representation on Company's behalf, or to incur any debt or other obligation in Company's name. Company will not assume liability for, or be deemed liable as a result of, any such action; nor will Company be liable by reason of any act or omission of Franchisee in its conduct of the Franchised Business or for any claim or judgment arising therefrom.

31.4. Franchisee is responsible for all losses, damages, and liabilities, whether contractual, statutory or otherwise, to third persons arising out of or in connection with the development, construction, possession, ownership or operation of the Franchised Business, including employment-related claims, and for all claims or demands for damages to property, or for injury, illness or death of persons directly or indirectly resulting therefrom. Franchisee must defend, indemnify and hold harmless Company and its Affiliates and their agents from all such claims, demands, losses, obligations, costs, legal fees, expenses, liabilities, debts or damages directly or indirectly resulting therefrom, unless resulting from the gross negligence or willful misconduct of Company. If such claims are asserted against Company or its Affiliates or their agents, Company will notify Franchisee, and Franchisee will assume the defense of such claims. If Franchisee fails to assume the defense, then Company may defend in such manner as it deems appropriate. Franchisee must reimburse Company for all costs, including legal fees, and the reasonable value of time spent by corporate counsel, incurred by Company or its Affiliates in effecting such defense, in addition to any sum that Company or its Affiliates may incur by reason of any settlement or judgment. Company's right to defense and indemnification hereunder will exist, notwithstanding that its joint or concurrent liability may be imposed on Company by law.

32. MISCELLANEOUS PROVISIONS

32.1. APPROVALS AND WAIVERS

32.1.1. Whenever this Agreement requires the prior approval or consent of Company, Franchisee must make a timely written request to Company for such approval or consent. All such approvals or consents must be obtained in writing.

32.1.2. No delay, omission or forbearance on the part of Company to exercise any right, option, duty or power constitutes a waiver by Company to enforce any such right, option, duty or power as against Franchisee; nor does any such delay, omission, or forbearance constitute a waiver of any breach or default by Franchisee. Company's acceptance of any payments due to it under this Agreement will not be deemed to be a waiver by Company of any preceding breach by Franchisee of any terms, provisions, covenants or conditions of this Agreement.

32.2. FORCE MAJEURE

Neither Company nor Franchisee will be deemed to be in breach of this Agreement, or be liable for loss or damage if it fails to perform its obligations due to: (1) compliance with any law, ruling, order, regulation, requirement, or instruction of any federal, state, or municipal government or any department or agency thereof; (2) acts of God; (3) acts or omissions of the other party; (4) fires, strikes, embargoes, war, terrorism or riot; or (5) any other similar event or cause which are force majeure in nature. Any delay resulting from any of said causes will extend performance accordingly or excuse performance, in whole or in part, as may be reasonable. The provisions of this section shall not, however, operate to excuse Franchisee from the prompt payment of any fee or other payment due Company pursuant to the provisions of this Agreement.

32.3. APPLICATION OF PAYMENTS

Notwithstanding any designation by the Franchisee, Company may in its discretion apply any payments made by Franchisee to any of Franchisee's indebtedness relating to royalties, the advertising fund, purchases, loans, interest or any other indebtedness to Company, whether such indebtedness arises from the operation of the Restaurant or from other Qdoba restaurants owned by Franchisees.

32.4. CONSENT, DISCRETION

Whenever Company under this Agreement is deemed to have or has expressly reserved a right and/or discretion to take or withhold an action, or to grant or decline to grant Franchisee a right to take or withhold an action, except as otherwise expressly and specifically provided in this Agreement, Company may make such decision or exercise its right and/or discretion in its sole discretion. Company will have no liability to Franchisee for any such decision or action and the exercise of Company's right or

discretion will not be subject to limitation or review. If applicable law implies a covenant of good faith and fair dealing in this Agreement, Company and Franchisee agree that such covenant will not imply any rights or obligations that are inconsistent with a fair construction of the terms of this Agreement and that this Agreement grants Company the right to make decisions, take actions and/or refrain from taking actions not inconsistent with Franchisee's rights and obligations under this Agreement.

32.5. NOTICES

Any and all notices required or permitted under this Agreement must be made in writing, and must be personally delivered or mailed by certified or registered mail, return receipt requested, or delivered by national overnight carrier, to the respective parties at the following addresses unless and until a different address has been designated by written notice to the other party:

Notices to Company: Qdoba Franchisor LLC
350 Camino De La Reina, Suite 400
San Diego, California 92108
Attention: Legal Department – Franchise
Re: Company #_____

Notices to Owner: EntityName
c/o Owner
Entity Address
Entity City

Any notice by certified or registered mail will be deemed to have been given at the earlier of the (i) date and time of receipt, or (ii) the third business day after being deposited in the U.S. Mail. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery. Any notice delivered by overnight carrier will be deemed to have been delivered on the first business day after being deposited with the carrier.

32.6. ENTIRE AGREEMENT

The Recitals and Exhibits referenced in this Agreement are hereby incorporated into and made part of this Agreement. This Agreement constitutes the entire, full and complete agreement between Company and Franchisee concerning the franchise identified on Exhibit A, and supersedes any prior negotiations, understandings, representations or agreements relating to that Franchise; however, nothing in this Agreement is intended to disclaim the representations Company made in the franchise disclosure document it furnished to Franchisee- (if applicable). Additionally, if this Agreement is entered into pursuant to a Development Agreement, and if the terms of this Agreement conflict with the terms of that Development Agreement, such Development Agreement will be controlling.

32.7. MODIFICATION

No amendment, change or variance from this Agreement will be binding on either party unless mutually agreed to by the parties, and signed by their authorized officers or agents in writing.

32.8. SEVERABILITY AND CONSTRUCTION

32.8.1. Except as expressly provided to the contrary in this Agreement, each portion, section, part, term and/or provision of this Agreement is severable. If, for any reason a court or agency having valid jurisdiction, determines any section, part, term or provision of this Agreement is invalid and contrary to, or in conflict with, any existing or future law or regulation, that decision will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms or provisions of this Agreement that remain intelligible. The latter will continue to be given full force and effect and bind the parties, and the invalid portions, sections, parts, terms or provisions will be deemed not to be a part of this Agreement.

32.8.2. Except as expressly provided to the contrary in this Agreement, nothing in this Agreement is intended, nor will be deemed, to confer upon any person or legal entity other than Franchisee, Company and its affiliates and their respective officers, directors and employees, and such successors and assigns as may be contemplated by this Agreement any rights or remedies under or by reason of this Agreement.

32.8.3. All captions in this Agreement are intended solely for the convenience of the parties, and none will be deemed to affect the meaning or construction of any provision hereof.

32.8.4. All references herein to the masculine, neuter or singular will be construed to include the masculine, feminine, neuter or plural, where applicable; and all acknowledgments, promises, covenants, agreements and obligations herein made or undertaken by Franchisee will be deemed jointly and severally undertaken by all those executing this Agreement on behalf of Franchisee.

32.9. NON-BINDING MEDIATION

32.9.1. Except as provided in Section 32.9.5 below, controversies, disputes and claims between Company, its Affiliates, and their shareholders, officers, directors, employees and agents, or any of them, on the one hand, and Franchisee, its Affiliates, partners, trustees, shareholders, officers, directors and agents, or any of them, on the other hand, arising out of or related to this Agreement, the Restaurant or the Franchised Business, are subject to non-binding mediation pursuant to the terms of this Section 32.9. Except as specified in Section 32.9.5, no litigation may be commenced between such parties prior to the mediation termination date, as defined in Section 32.9.4 below, on any claim which is subject to non-binding mediation under this

Agreement, whether or not the mediation has been commenced. The commencement or pendency of litigation will not stay non-binding mediation required under this Agreement, and non-binding mediation required under this Agreement will not stay any litigation commenced in conformity with Section 32.9.5. Mediation under this Section 32 is not intended to alter or suspend the rights or obligations of the parties under this Agreement or to determine the validity or effect of any provision of this Agreement, but is intended to provide the parties with an opportunity to amicably and expeditiously resolve disputes in a cost-effective manner on mutually acceptable terms and conditions.

32.9.2. The non-binding mediation provided for in this Agreement must be commenced by the party demanding mediation (the “complainant”) by giving written notice of the demand for mediation (the “demand”) to the party with whom mediation is sought (the “respondent”). The demand must specify with reasonable particularity the matter or matters on which non-binding mediation is being sought. A copy of the demand must be given by the complainant simultaneously to Company, if Company is not a complainant or a respondent.

32.9.3. Non-binding mediation under this Agreement will be conducted in San Diego, California, by a mediator or mediation program designated by Company in writing (the “designation”), or by such mediator as Franchisee and Company may otherwise agree to. Company will send the designation to Franchisee within a reasonable time after its receipt of the demand.

32.9.4. Non-binding mediation under this Agreement must be concluded within sixty days of the giving of the demand or such longer period as may be mutually agreed to in writing by the parties to the mediation (the “mediation termination date”). All aspects of the mediation process will be treated as confidential, must not be disclosed to others, and will not be offered or admissible in any other proceeding or legal action whatsoever. Complainant and respondent will each bear its own costs of mediation, and each will bear one-half the cost of the mediator and mediation service.

32.9.5. If Franchisee is more than 45 days past due in any of its payments to Company, whether under this Agreement or any other Agreement or account with Company, then Company will not be required to seek or to participate in mediation of any matter or dispute under this Section 32 (although Company reserves the right to require mediation), and Company will be free to commence or to pursue litigation at any time. Company will not be required to seek or to participate in mediation of any matter or dispute relating to the indemnification or insurance provisions of this Agreement (although Company reserves the right to require mediation). Nothing in this Section 32 will prevent any party from instituting or pursuing litigation at any time to preserve the status quo, protect the Proprietary Marks, protect the health or safety of the public, or avoid irreparable harm.

32.10. LIMITATIONS ON ACTIONS

32.10.1. This Agreement takes effect upon its acceptance and execution by Company, and will be interpreted and construed under the laws of the State of California, which laws will prevail in the event of any conflict of law. If, however, any provision of this Agreement would not be enforceable under the laws of California, Franchisee is located outside of California, and such provision would be enforceable under the laws of the state in which Franchisee is located, then such provision shall be interpreted and construed under the laws of that state.

32.10.2. Any action brought by either party against the other in any court, whether federal or state, must be brought in San Diego, California. For the purpose of carrying out this provision, the parties hereby waive all questions of personal jurisdiction or venue.

32.10.3. No right or remedy conferred upon or reserved to Company or Franchisee by this Agreement is intended to be, nor will be deemed, exclusive of any other right or remedy provided or permitted herein or by law or equity, but each is cumulative of every other right or remedy.

32.10.4. Nothing contained in this Agreement restricts Company's right to obtain injunctive relief under the usual equity rules, including the applicable rules for obtaining restraining orders and preliminary injunctions.

32.10.5. Company and Franchisee irrevocably waive trial by jury in any action, proceeding, or counterclaim, whether at law or in equity, brought by Company against Franchisee, or by Franchisee against Company and/or its Affiliates, or their shareholders, officers, directors, employees or agents, whether or not there are other parties in such action.

32.10.6. Any and all claims and actions arising out of, or relating to, this Agreement, the relationship of Company and Franchisee, or Franchisee's operation of the Restaurant, must be commenced within two years from the date the aggrieved party knew or should have known of the facts giving rise to such claim or action, or such shorter terms as is established by law, or such claim or action will be barred.

32.10.7. Company and Franchisee hereby waive to the fullest extent permitted by law any right to, or claim of, any punitive or exemplary damages against the other, and agree that in the event of a dispute between them, recoverable damages will be limited to the actual damages sustained by it.

32.11. LEGAL FEES

In any litigation arising out of or relating to this Agreement, the prevailing party will be entitled to receive from other party all costs, including reasonable accounting and legal fees incurred as a result of the legal action.

32.12. ELECTRONIC SIGNATURES

This Agreement may be signed using electronic signatures, and such signatures will have full legal force and effect.

33. REPRESENTATIONS AND ACKNOWLEDGMENTS

33.1. Franchisee understands and accepts the terms, conditions and covenants contained in this Agreement as being reasonably necessary to maintain Company's high standards of quality and service, and the uniformity of those standards, at all Qdoba restaurants and thereby to protect and preserve the goodwill of the Proprietary Marks and System.

33.2. Franchisee acknowledges that Company's officers, directors, employees and agents act only in a representative, and not in a personal, capacity in connection with any of their dealings with Franchisee.

34. RELEASE.

34.1. For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Franchisee (if an entity, on behalf of itself and its parent, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, guarantors, agents and employees, in their corporate and individual capacities, and, if an individual, on behalf of his or her heirs, representatives, and assigns) (collectively "Releasors"), freely and without any influence, forever releases and covenants not to sue Company, and its parents, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, agents and employees, in their corporate and individual capacities (collectively "Releasees"), with respect to any and all claims, demands, liabilities and causes of action of whatever kind or natures, known or unknown, vested or contingent, suspect or unsuspected (collectively "Claims") which any Releasor now owns or holds or may at any time have owned or held, including, without limitation, claims arising under federal, state and local laws, rules and ordinances, claims for contribution, indemnity and/or subrogation and claims arising out of, or related to this Agreement and all other agreements between any Releasor and any Releasee, the sale of franchises to any Releasor by any Releasee, the operation of the Franchised Business, any other franchised Qdoba restaurants and any other restaurant franchised by any Releasee, and each Releasee's performance of its obligations under this Agreement or any other agreement.

Franchisee (on behalf of itself and the Releasors) agrees that fair consideration has been given by Company for this release and fully understands that this is a negotiated, complete and final release of all of Releasors' claims. Franchisee (on behalf of itself and the Releasors) expressly agrees that, with respect to this release, any and all rights granted under Section 1542 of the California Civil Code are expressly waived to the extent applicable. That Section reads as follows:

A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.

~~Further, this General Release of All Claims does not apply to claims arising under the Washington Franchise Investment Protection Act, Chapter 19.100 RCW and the rules adopted thereunder unless this General Release of All Claims is executed pursuant to a negotiated settlement in connection with a bona fide dispute between a franchisee and a franchisor, after a franchise agreement has taken effect, and in which the Releaser is represented by independent legal counsel.~~

35. COUNTERPARTS

This Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document.

~~*[Signatures on following page]*~~

IN WITNESS WHEREOF, the parties hereto have duly signed, sealed and delivered this Agreement on the day and year ~~first above~~-written below.

Company:
QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:
COMPANY NAME
a state corporation/limited liability company

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Exhibit A

ACCEPTED LOCATION, TERRITORY, TERM AND FRANCHISE FEE

Accepted Location for Site #: 00SiteNo SiteAddress
SiteCity

Protected Territory: the area within a -mile radius of the Accepted Location.

~~Real Estate Committee Approval~~ Site Under Contract Date:

Commencement Date:

Expiration Date:

Initial Franchise Fee: The current initial franchise fee is \$~~30~~40,000. Franchisee has a credit of _____ (ie, for development fees paid). Accordingly, the remainder of the initial franchise fee in the amount of \$_____ is due.

Current Delivery Boundaries:

Current Catering Solicitation Boundaries:

Company: _____
QDOBA FRANCHISOR LLC,
~~a Delaware limited liability company~~

FRANCHISEE:
COMPANY NAME
~~a state corporation/limited liability company~~

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Exhibit B

GUARANTY AND ASSUMPTION OF FRANCHISE OWNER'S OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF FRANCHISE OWNER'S OBLIGATIONS ("Guaranty") is given this _____ day of _____, 20__, by the undersigned.

FRANCHISEE: EntityName, a State limited liability company/corporation

Date of Franchise Agreement: _____, 20__

In consideration of, and as an inducement to, the execution of the above-mentioned Qdoba Franchise Agreement (the "Agreement") by Qdoba Franchisor LLC ("Company"), each of the undersigned and any other parties who sign counterparts of this guaranty (referred to herein individually as a "Guarantor" and collectively as "Guarantors") hereby personally and unconditionally: (a) guarantees to Company, and its successors and assigns, for the term of the Agreement and thereafter as provided in the Agreement, that Franchisee shall punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, both monetary obligations and other obligations, including without limitation, the obligation to pay costs and legal fees as provided in the Agreement and the obligation to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including without limitation the provisions of the Agreement relating to competitive activities.

Each Guarantor waives:

1. acceptance and notice of acceptance by Company of the foregoing undertakings; and

2. notice of demand for payment of any indebtedness or nonperformance of any obligations hereby guaranteed; and

3. protest and notice of default to any party with respect to the indebtedness or nonperformance of any obligations hereby guaranteed; and

4. any right he may have to require that an action be brought against Franchisee or any other person as a condition of liability; and

5. all rights to payments and claims for reimbursement or subrogation which he may have against Franchisee arising as a result of his execution of and performance under this guaranty by the undersigned (including by way of counterparts); and

6. any and all other notices and legal or equitable defenses to which he may be entitled.

Each Guarantor consents and agrees that:

1. his direct and immediate liability under this guaranty shall be joint and several not only with Franchisee, but also among the Guarantors; and
2. he shall render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so; and
3. such liability shall not be contingent or conditioned upon pursuit by Company of any remedies against Franchisee or any other person; and
4. such liability shall not be diminished, relieved or otherwise affected by any subsequent rider or amendment to the Agreement or by any extension of time, credit or other indulgence which Company may from time to time grant to Franchisee or to any other person, including, without limitation, the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which shall be continuing and irrevocable throughout the term of the Agreement and for so long thereafter as there are any monies or obligations owing by Franchisee to Company under the Agreement. Notwithstanding any assignment for the general benefit of creditors or any bankruptcy or any other act of insolvency by Franchisee and notwithstanding any rejection, disaffirmance or disclaimer of the Agreement, the Guarantors shall continue to be fully liable hereunder; and
5. the written acknowledgment of Franchisee, accepted in writing by Company, or the judgment of any court or arbitration panel of competent jurisdiction establishing the amount due from Franchisee shall be conclusive and binding on the undersigned as guarantors.

If Company is required to enforce this Guaranty in a judicial or arbitration proceeding, and prevails in such proceeding, it shall be entitled to reimbursement of its costs and expenses, including, but not limited to, reasonable accountants', legal, legal assistants', arbitrators' and expert witness fees, costs of investigation and proof of facts, court costs, other litigation expenses and travel and living expenses, whether incurred prior to, in preparation for or in contemplation of the filing of any such proceeding.

If Company is required to engage legal counsel in connection with any failure by the undersigned to comply with this Guaranty, the Guarantors shall reimburse Company for any of the above-listed costs and expenses incurred by it.

This Guaranty shall be governed by the same laws which govern the Agreement.

This Guaranty may be signed in one or more counterparts, all of which when taken together constitute one original document.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, each Guarantor has hereunto affixed his signature on the same day and year as the Agreement was signed.

GUARANTOR(S)

Guarantor: _____
Home Address: _____

Date: _____

Guarantor: _____
Home Address: _____

Date: _____

Guarantor: _____
Home Address: _____

Date: _____

Guarantor: _____
Home Address: _____

Date: _____

Exhibit C

CONFIDENTIALITY AND NON-COMPETITION AGREEMENT (For Shareholders, Partners, Members)

This Confidentiality and Non-Competition Agreement ("Agreement") is entered into this _____ day of _____, 20____, between Qdoba Franchisor LLC ("Company") and Owner, Guarantor2, and Guarantor3 ("Owner") (collectively, "Owner") in favor of and for the benefit of Qdoba Franchisor LLC ("Company").

Recitals

Company has entered into a Development Agreement and/or Franchise Agreement with EntityName ("Franchisee") relating to the development and operation of one or more Qdoba Mexican Eats™ restaurants under an operating system created and maintained by the Company (the "System"). Owner is an officer, director, or holder of a beneficial interest of Franchisee, and/or of any corporation directly or indirectly controlling Franchisee. Due to his/her financial interest or other involvement in Franchisee, Owner may have access to information regarding the development and operation of the Qdoba business (including, but not limited to Company's operating manual) that is considered by the Parties to be confidential and/or trade secret. Company is willing to provide access to such information under the terms of this Agreement.

Accordingly, Owner agrees as follows:

1. CONFIDENTIAL INFORMATION

1.1. Owner understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System. Because of the competitive nature of the restaurant business, and to protect the legitimate interest of Company and other franchisees, it is necessary to protect certain information about the System as confidential.

1.2. For purposes of this provision, "Confidential Information" includes product recipes and tests, ingredients used in Company's products, product preparation procedures, customer service measures and techniques, franchise support procedures, supplier relationship and distribution system information, new product development information, the Manual (as defined in Section 2 below), growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment, computer systems, business and development plans and strategies, training programs, consumer research results, marketing and advertising strategies and materials, and all other information designated by Company as confidential.

1.3. Confidential Information does not include: (a) information, concepts, methods, procedures or techniques that are, or become, generally known in the quick-service and quick-casual restaurant industries in the United States, other than through disclosure by Franchisee or Owner, whether deliberate or inadvertent; (b) the disclosure of Confidential Information in judicial or administrative proceedings to the extent that Franchisee or Owner is legally compelled to disclose such information, provided that Franchisee and/or Owner has

afforded Company with the opportunity to obtain an appropriate protect order or other assurance that the information will be treated as confidential; or (c) information that Franchisee or Owner can demonstrate came to its attention prior to disclosure thereof by Company.

1.4. Franchisee will be provided with Confidential Information in connection with its development and/or operation of the Franchised Business. Owner agrees that both during the term of this Agreement and thereafter, Franchisee and Owner: (a) will use the Confidential Information only in the operation of the Franchised Business, and not in connection with any other business; (b) will not make copies of, duplicate, record, or otherwise reproduce any Confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the Confidential Information to any person or entity who does not need access to it to operate the Franchised Business; (d) will not use or duplicate Confidential Information for any other restaurant business; or (e) will not use the Confidential Information, or allow it to be used, for the benefit of any third party.

1.5. Owner acknowledges and agrees that all Confidential Information is, and will remain, the sole and exclusive proprietary property of Company.

1.6. Owner understands and acknowledges that any failure to comply with the requirements of this section will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Owner violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Owner. Owner agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this section, in addition to any other claims to which Company may be entitled.

2. CONFIDENTIAL OPERATING MANUAL

2.1. In order to protect the reputation and goodwill of Company and to maintain high standards of operation under Company's proprietary marks, Franchisee must conduct its business in accordance with the confidential manual, which may consist of more than one volume ("Manual"). Franchisee will receive access to the Manual from Company for the term of any Franchise Agreement or Development Agreement between Company and Franchisee.

2.2. Owner must at all times treat the Manual, any other manuals created for, or approved for use in, the development or operation of the franchised business, and the information contained therein, as secret and confidential, and must use all reasonable efforts to maintain such information as secret and confidential, as specified in Section 1 above, including but not limited to keeping access to the Manual secure at all times.

2.3. The Manual will at all times remain the sole property of Company.

2.4. Owner understands and acknowledges that Company may, in its sole discretion, modify or replace the Manual or its contents. If there is any dispute as to the contents of the

Manual, the terms of the master copy of the Manual maintained by Company at Company's home office will be controlling.

3. COVENANTS AND RESTRICTIONS ON OTHER BUSINESS INTERESTS

3.1. Franchisee must devote best efforts to the development, management and operation of the Franchised Business.

3.2. Owner acknowledges that Franchisee and Owner will receive valuable specialized training and/or confidential information, including without limitation, information regarding the development, operational, sales, promotional and marketing methods and techniques of Company and the System. During the term of any Development Agreement or any Franchise Agreement between Company and Franchisee, except as otherwise approved in writing by Company, Owner may not, either directly or indirectly, for him/herself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation:

3.2.1. Divert or attempt to divert any business or customer of the franchised business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with Company's proprietary marks and the System.

3.2.2. Own, maintain, operate, engage in, or have any interest in any food service business that serves primarily Mexican food or for which burritos, tacos and/or bowls comprise more than twenty percent (20%) of the menu, and/or represent more than twenty percent (20%) of the sales ("Competitive Business").

3.3. For a continuous period of two years after the expiration or termination of all Development Agreements and Franchise Agreements between Company and Franchisee, regardless of the cause for the termination, Owner may not either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any Competitive Business that is, or is intended to be, located i) at the Accepted Location as described in Exhibit A to the Franchise Agreement ("Accepted Location"), ii) within five (5) miles of the Accepted Location; or iii) within five (5) miles of any Qdoba restaurant existing at the time of the termination or expiration.

3.4. Sections 3.2 and 3.3 above do not apply to ownership by Owner of less than one percent (1%) beneficial interest in the outstanding equity securities of any publicly held corporation.

3.5. The parties agree that each of the foregoing non-competition covenants are independent of any other covenant or provision of this Agreement. If all or any portion of a covenant in this Section 3 is found unreasonable or unenforceable by a court or agency having valid jurisdiction, Owner expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section 3.

3.6. Company has the right, in its sole discretion, to reduce the scope of any covenant set forth in this Agreement, or any portion thereof, without Owner's consent, effective immediately upon receipt by Owner of written notice thereof. Owner agrees that it will comply forthwith with any covenant as so modified, and that the covenant will be fully enforceable, notwithstanding the provisions of Section 3.4 of this Agreement.

3.7. Owner expressly agrees that the existence of any claims he/she may have against Company, whether or not arising from this Agreement, will not constitute a defense to Company's enforcement of the covenants in this Section 3. Owner agrees to pay all costs and expenses (including reasonable legal fees) incurred by Company in connection with the enforcement of this Section 3.

3.8. Owner acknowledges and agrees that his/her violation of the terms of this Section 3 would result in irreparable injury to Company for which no adequate remedy at law may be available. Owner acknowledges and agrees that Company may obtain an injunction prohibiting any conduct by Owner in violation of the terms of this Section 3.

4. MISCELLANEOUS PROVISIONS

4.1. No Waivers. No delay, omission or forbearance on the part of Company to exercise any right, option, duty or power constitutes a waiver by Company to enforce any such right, option, duty or power against Owner; nor does any such delay, omission, or forbearance constitute a waiver of any subsequent breach or default by Owner.

4.2. Notices. Any and all notices required or permitted under this Agreement must be made in writing, and must be personally delivered or mailed by certified or registered mail, return receipt requested, or delivered by national overnight carrier, to the respective parties at the following addresses unless and until a different address has been designated by written notice to the other party:

Notices to Company: Qdoba Franchisor LLC
350 Camino De La Reina, Suite 400
San Diego, California 92108
Attention: Legal Department – Franchise
Re: Company # _____

Notices to Owner: Entity Name
c/o Owner
Entity Address
Entity City

Any notice by certified or registered mail will be deemed to have been given at the earlier of the (i) date and time of receipt, or (ii) the third business day after being deposited in the U.S. Mail. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery. Any notice delivered by overnight carrier will be deemed to have been delivered on the first business day after being deposited with the carrier.

4.3. Modification. No amendment, change or variance from this Agreement will be binding on either party unless mutually agreed to by the parties and signed by their authorized officers or agents in writing.

4.4. Severability and Construction. Except as expressly provided to the contrary in this Agreement, each portion, section, part, term and/or provision of this Agreement is severable. If for any reason a court or agency having valid jurisdiction, determines any section, part, term and/or provision of this Agreement is invalid and contrary to, or in conflict with, any existing or future law or regulation, that decision will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms and/or provisions of this Agreement that remain intelligible. The latter will continue to be given full force and effect and bind the parties, and the invalid portions, sections, parts, terms and/or provisions will be deemed not to be a part of this Agreement.

This Agreement shall be governed by the same laws which govern the Franchise Agreement signed between Company and Franchisee.

This Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document.

IN WITNESS WHEREOF, the parties hereto have duly signed, sealed and delivered this Agreement on the day and year first above written.

By: _____	Date: _____
Shareholder/Partner/Member	
By: _____	Date: _____
Shareholder/Partner/Member	
By: _____	Date: _____
~~Guarantor3~~	
<u>Shareholder/Partner/Member</u>	

QDOBA FRANCHISOR LLC

By: _____
Name: _____
Title: _____
Date: _____

Exhibit D

FRANCHISE INSURANCE REQUIREMENTS

Before the opening of the Restaurant and thereafter, throughout the term of the Franchise Agreement, Franchisee must obtain and maintain in full force and effect the required insurance. The insurance requirements, including but not limited to coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion. Requirements as of the date hereof are:

1. Commercial General Liability insurance, including Products Liability coverage, and Broad Form Contractual Liability coverage, including liquor liability coverage (if applicable), written on a "per occurrence" policy form in an amount of not less than \$2,000,000 combined single limit per occurrence and aggregate. Such insurance must not contain an exclusion for occurrences arising from food-borne illness. Such insurance must insure the contractual liability of Franchisee under the indemnification provisions of the Franchise Agreement.
2. Business Automobile Liability insurance, including owned, leased, non-owned and hired automobile coverage, with a limit of not less than \$1,000,000 per accident.
3. Workers' Compensation insurance as required by law and Employer's Liability insurance with a limit of not less than \$1,000,000 per occurrence, and such other insurance as may be required by the state or locality in which the Restaurant is operated.
4. "All Risk" property insurance covering: (a) the building, furniture, fixtures, equipment, inventory and other tangible property of the Restaurant, including plate glass coverage, on a full one hundred percent (100%) repair or replacement value basis; (b) Business Interruption/ Business Income insurance (at least one (1) year of actual loss sustained), including Extra Expense insurance, so as to re-establish normal business operations; and (c) loss of rents insurance covering a minimum of twelve (12) months' fixed minimum rent.
5. Builders' All Risk insurance for the full replacement cost of all real and personal property involved in the construction, when Franchisee is building, renovating, refurbishing or remodeling the Franchised Business.
6. Cyber liability coverage in an amount of One Million Dollars (US \$1,000,000) per occurrence or per claim and in the aggregate (which insurance shall provide, at a minimum, coverage for the following risks: (a) liability arising from the introduction of a computer virus into, or otherwise causing damage to, a customer's or third person's computer, computer system, network or similar computer-related property

and the data, software, and programs thereon, and (b) liability for data breach expenses and/or crisis management expenses.

7. All insurance policies required of the Franchisee: (a) must be primary and non-contributory; (b) must be issued by an insurance company(ies) with a rating of not less than "A-VIII" in the current Best Insurance Rating Guide or approved by Company; (c) must name Company and its Affiliates as "additional insureds," and must contain an "Additional Insured-Designated Person or Organization" endorsement (or its equivalent), except workers' compensation insurance only, without any qualifying language; (d) must provide that the insurance cannot be canceled, materially changed, or non-renewed, except upon thirty (30) days' advance written notice to Company; and (e) must contain a waiver of subrogation rights of the insurer(s) against Company, which waiver will be effective regardless of whether any loss is caused by the act, omission or negligence of Company, and must contain a "waiver of transfer rights of recovery against others" endorsement (or its equivalent). All deductible amounts on all insurance policies required must be disclosed in writing to, and approved by, Company and noted on the applicable Certificate of Insurance.

78. Before the opening of the Restaurant and thereafter, throughout the term of the Franchise Agreement, Franchisee must furnish to Company evidence satisfactory to Company that such insurance coverages are in effect in the form of Certificates of Insurance, any insurance policy endorsements and a copy of the Franchisee's insurance policy(ies). Renewal Certificates of Insurance must be delivered to Company thirty (30) days before the expiration date of all policies. If Franchisee changes insurance carriers for any of the required coverages, it must submit new certificates of insurance for such coverages.

Certificate Holder and Additional Insured:

Qdoba Franchisor LLC
350 Camino De La Reina, Ste. 400
San Diego, CA 92108

Exhibit E

LEASE ADDENDUM

THIS LEASE ADDENDUM dated _____, 20____ (this "Addendum"), is entered into by and between _____ ("Landlord") and _____ ("Tenant"). Landlord and Tenant are individually referred to herein as a "Party" and collectively as the "Parties".

RECITALS:

A. The Parties hereto are about to enter into that certain Lease Agreement (the "Lease") pertaining to the premises located at _____ (the "Premises").

B. Landlord acknowledges that Tenant intends to operate a Qdoba Mexican Eats restaurant in the Premises (the "Franchised Business") pursuant to a Qdoba Franchise Agreement or Qdoba License Agreement (the "Agreement") with Qdoba Franchisor LLC (the "Company") and that the Company has requested that Tenant enter into this Addendum with Landlord.

C. The Parties now desire to attach this Addendum to the Lease in order to provide some additional provisions to the Lease for the benefit of the Company pursuant to the Agreement.

TERMS AND CONDITIONS:

NOW, THEREFORE, it is hereby mutually covenanted and agreed between Landlord and Tenant as follows:

1. **Use and Exclusive.**

A. Use. Tenant may use the Premises for the operation of the Franchised Business.

B. Exclusive. If the Franchised Business is to be located in a shopping center, mall, or other multi-tenant facility ("Shopping Center"), Landlord agrees that during the Term, Landlord will not lease space in the Shopping Center to, or otherwise allow the operation within the Shopping Center of, any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty percent (20%) of the menu, or represent more than twenty percent (20%) of the Gross Sales of such business, such sales to be measured over a trailing twelve (12) month period. Landlord agrees to enforce this covenant against other tenants in the Shopping Center using all reasonable legal means.

2. **Term.** The term of the Lease, including options, must be at least as long as the term of the Agreement.

3. **Renovations and Alterations.** Subject to applicable law, Tenant shall have the right without Landlord's consent to alter, renovate, add, remodel, modify and/or change the non-structural, interior portions of the Premises, and to display proprietary marks and signs on the interior and exterior of the Premises.

4. **Notice.** Landlord and Tenant each agree that whenever they send the other any letter, notice, amendment or other document pertaining to the Lease or the Premises, they will simultaneously send a copy to the Company. All notices to the Company shall be sent by Registered or Certified Mail, postage prepaid, or by a nationally recognized overnight courier to the following address:

Qdoba Restaurant Corporation
350 Camino de la Reina
San Diego, CA 92108
Attn: Legal Department – Real Estate
Re: QRC #

The Company may change its address for receiving notices by giving Landlord and Tenant written notice of such new address. Each Party hereto agrees that it will notify the other Party and the Company of any change in such Party's mailing address to which notices should be sent.

5. **Sublease or Assignment.** Tenant may at any time freely assign the Lease without Landlord's consent to the Company or to any other subsidiary designee of Company. Except as set forth above, Landlord agrees that it will not consent to, and Tenant agrees that it will not enter into, any assignment of the Lease or sublease of all or any portion of the Premises, or extend or renew the term of the Lease, without first obtaining the Company's written consent.

6. **Right of Entry.** Upon the expiration or termination of either the Lease or the Agreement, Landlord will allow the Company to enter the Premises, without being guilty of trespass and without incurring any liability to Landlord, to remove all signs and other items identifying the Premises as a Qdoba Mexican Eats restaurant and to make such other modifications as are reasonably necessary to protect the Company's proprietary marks and to de-identify the Premises as a Qdoba Mexican Eats restaurant; provided, however, that Company's right to enter the Premises shall be conditioned upon the Company giving Landlord prior notice of the modifications to be made and the items to be removed. The Company shall repair any damage to the Premises caused by the removal of items pursuant to this Section 6, which repair shall include the patching and filling of holes.

7. **Default.**

A. In the event of a default by Tenant under the terms of the Lease, Landlord shall give Tenant and the Company notice as required by Section 4 of this Addendum and shall allow Company the same period of time afforded Tenant under the Lease to cure such default.

B. Landlord hereby approves the right of the Company to assume the Lease from Tenant upon (i) Tenant's default under the Lease and failure to cure within the time permitted, or (ii) Tenant's default under the Agreement. Should Tenant default under the Lease and fail to cure within the time provided, Landlord shall first afford the Company the opportunity to assume the Lease from Tenant prior to exercising any right to repossess or terminate the Lease. In the event the Company assumes the Lease from Tenant, any such transfer or assumption shall include all of the Tenant's rights and interest in the Lease, including any rights that may otherwise have been deemed personal to the Tenant, as if such transferee were the named tenant in the Lease.

C. In the event the Company assumes the Lease pursuant to its rights under this Section 7, the Company shall have the further right at any time thereafter, without obtaining Landlord's consent, to assign the Lease or sublease the Premises to any franchisee of the Company.

8. **No Release of Tenant.** Nothing in this Lease Addendum shall be interpreted so as to release the Tenant from its obligations under the Lease, the Agreement, or this Lease Addendum. The Tenant shall indemnify and hold harmless the Company and any permitted successor, as the case may be, for any costs, losses, claims, damages, or liabilities incurred by the Company or any permitted successor, as the case may be, as a result of any default by the Tenant hereunder or under the Lease.

9. **Consideration: No Liability.**

A. Landlord hereby acknowledges that the provisions of this Addendum are required pursuant to the Agreement under which Tenant will operate the Qdoba Mexican Eats and that Tenant would not lease the Premises without this Addendum.

B. Landlord further acknowledges that Tenant is not an agent or employee of the Company and that Tenant has no authority or power to act for, or to create any liability on behalf of, or to in any way bind the Company, and that Landlord has entered into this Addendum with full understanding that it creates no duties, obligations or liabilities on or against the Company.

10. **Conflict with Lease.** In the event of any conflict between the Lease and this Addendum, the terms and conditions of this Addendum shall control.

11. **Amendments.** No amendment or modification of the terms of this Addendum shall be valid unless made in writing and signed by the Parties hereto.

12. **Third Party Beneficiary.** Company is a third party beneficiary to the terms of this Addendum and may seek to enforce the same against the Parties hereto, and each party hereto hereby waives any objection or challenge to the Company's right to enforce the provisions of this Lease Addendum as aforesaid. For the purposes of effecting any transfer permitted herein or exercising any right of the Tenant that the Company is permitted to exercise herein, the Tenant hereby irrevocably appoints and designates the Company as its attorney with full power and authority to execute and deliver any documents necessary to effect such transfer or the exercise of any such right.

13. **Recordation.** Within 15 days following the date Tenant opens for business from the Premises, Landlord shall execute and deliver to Tenant a memorandum or notice of this Lease, which Tenant shall register in the recorder's office of the county in which the Premises is located. A copy of the recording certificate shall be delivered to Company.

14. **Jurisdiction.** This Lease Addendum shall be interpreted and construed in accordance with the laws that govern the Agreement.

IN WITNESS WHEREOF, the Parties hereto have caused this instrument to be executed as of the day and year shown opposite their respective signatures below:

<u>LANDLORD</u>	<u>TENANT</u>
By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

EXHIBIT E-2

LICENSE AGREEMENT



QDOBA MEXICAN EATS® LICENSE AGREEMENT

Licensee: Entity Name.
a State limited liability company/corporation
Owners / Percentage Owned:
Address: SiteAddress
SiteCity
Site #: 00SiteNo

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EXHIBIT A - LICENSED RESTAURANT INFORMATION

EXHIBIT B - CONFIDENTIALITY AND NON-COMPETITION AGREEMENT

EXHIBIT C – LICENSE INSURANCE REQUIREMENTS

QDOBA MEXICAN EATS® LICENSE AGREEMENT

This Qdoba Mexican Eats® License Agreement (“Agreement”) is made between Qdoba Franchisor LLC, a Delaware limited liability company, having its principal place of business at 350 Camino De La Reina, Suite 400, San Diego, California 92108 (“Company”); and [____], a [____] [type of entity], having its principal place of business at [____], [____], [____] (“Licensee”). The Agreement is dated _____, 20____.

RECITALS

WHEREAS, Company became the franchisor of the Qdoba restaurant system in the United States on November 28, 2023. Prior to that, Company’s predecessor, Qdoba Restaurant Corporation (“QRC”), was the franchisor of the Qdoba restaurant system.

WHEREAS, QRC and Company have expended significant time, effort, and money to develop a distinctive system relating to the establishment and operation of Mexican-themed, fast-casual restaurants featuring a specialized menu of customized burritos, tacos, bowls, quesadillas, salads, and nachos, with a variety of proteins, salsas, and toppings, as well as other food and beverage items, including, but not limited to, chips, dips (including queso and fresh guacamole), and a wide selection of fountain and bottled drinks, some of which are prepared on site (the “System”); and

WHEREAS, the distinguishing characteristics of the System include, without limitation, the use of distinctive exterior and interior design, decor, color scheme and furnishings; special recipes and menu items; uniform standards, specifications and procedures for operations; a catering program; high quality and uniform products and services; standardized and/or tiered pricing structures; procedures for inventory and management control; training and assistance; and marketing and promotional programs; all of which may be changed, improved and further developed by Company from time to time; and

WHEREAS, Company identifies the System by means of certain trade names, service marks, trademarks, logos, emblems, and indicia of origin, including but not limited to, the marks “Qdoba Mexican Eats®” and variations thereon, and such other trade names, service marks, trademarks, logos and indicia of origin that may be designated by Company in the future for use in connection with the System (collectively, the “Proprietary Marks” or “Marks”); and

WHEREAS, Company continues to develop, use, and control the use of such Proprietary Marks in order to identify for the public the source of services and products marketed under the Marks and System, and to represent the System’s high standards of quality, appearance and service; and

WHEREAS, Licensee desires to enter into the business of operating a Qdoba Mexican Eats® (“Qdoba”) restaurant under Company’s System, to obtain a license from Company for that purpose, and to receive the training and other assistance provided by Company in connection with the license; and

WHEREAS, Licensee recognizes the value of the System and Marks, and the importance of maintaining Company’s high standards of quality, cleanliness, appearance and service in the operation of Qdoba restaurants.

In consideration of the foregoing, the fees and other sums payable by Licensee and of the mutual covenants contained in this Agreement, the parties agree as follows:

1. LICENSE: SCOPE AND TERM

Company grants to Licensee a limited, nonexclusive license, subject to the terms and conditions of this Agreement, for the term of this Agreement, to use the System and the Marks, and such other Marks as Company may authorize from time to time, in the operation of a Qdoba restaurant (the “Licensed Restaurant”) at the location described in Exhibit A to this Agreement (“the Restaurant Premises”) in the facility described in Exhibit A (“the Facility”), and at that location only. No site will be deemed accepted unless it has been expressly accepted in writing by Company. Licensee may not relocate the Licensed Restaurant without the consent of Company.

The term of this Agreement begins and expires on the dates listed in Exhibit A, unless sooner terminated in accordance with the provisions of this Agreement. If Licensee fails for any reason to begin operating the Licensed Restaurant within six (6) months of the date of this Agreement, or if Licensee ceases to have the right to operate the Licensed Restaurant ~~at the Restaurant~~ for any reason (including, without limitation, the expiration or termination of a lease for the Restaurant Premises), ~~the license will immediately cease~~Company may terminate this Agreement.

Assuming the agreement between Licensee and Facility to operate the Licensed Restaurant (the “Concession Agreement”) has been renewed or extended, upon expiration of this Agreement, Company grants to Licensee an option to renew this Agreement for the Licensed Restaurant for the lesser of ten years or the term of any renewed Concession Agreement, whichever is shorter, subject to the following conditions:

A. Not less than twelve (12) months or more than eighteen (18) months before the expiration of this Agreement, Licensee must have given Company written notice of Licensee’s election to exercise the option.

B. Licensee must sign Company’s then-current license agreement. The provisions of that license agreement may differ from the provisions of this Agreement; ~~however, Company and Licensee will agree to terms similar to those set forth in the Addendum to this Agreement.~~

C. Licensee must pay a renewal fee equal to ~~the greater of five~~ten thousand dollars (~~\$510,000) ~~or fifteen percent (15%) of Company’s then-current licensing fee.~~~~

D. Licensee must present evidence satisfactory to Company that the Concession Agreement has been renewed or extended.

E. Licensee must complete such renovation, modernization and improvement of the Licensed Restaurant, and the furniture, fixtures, equipment located thereon, as Company may reasonably require.

F. Licensee must not be in default under any provision of this Agreement, any amendment or successor to this Agreement, or any other agreement between Licensee and Company.

G. Licensee, the Owners of Licensee, and Affiliates of Licensee must have timely met all monetary obligations to Company and its Affiliates throughout the term of this Agreement. The term "Affiliate" means any entity that owns, is owned by, or is under common ownership with, the entity being referenced.

H. Licensee must not have received a notice of default more than two times during the term of this Agreement; however, regardless of the number of prior notices of default, Company will not be obligated to grant a new license if, in its opinion, Licensee has not substantially complied with all of the terms and conditions of this Agreement or any other agreement between Licensee and Company.

I. Licensee must have complied with Company's then-current qualification and training requirements for new applicants.

At the time of renewal, Licensee must sign a general release, in a form prescribed by Company, releasing any and all claims, including known and unknown claims, against Company and its Affiliates, and their respective officers, directors, agents and employees.

This license is non-exclusive and does not in any way grant to or confer upon Licensee any proprietary rights or goodwill rights to the Marks or to any country, province, state, area, market or territory. Company retains the right and is expressly permitted to engage in the wholesale and retail production, distribution and sale of products, including food products of any kind (i) under the QDOBA MEXICAN EATS® trademark or other trademarks, (ii) through Company-operated restaurants, licensed and franchised restaurants, or any alternative marketing channels or methods of distribution, (iii) both outside and within the area surrounding Licensee's restaurant. Company may develop, establish or acquire other franchise systems for the same, similar or different products, and may grant licenses thereto, without providing Licensee any rights therein.

2. FEES

A. Initial Fee

In consideration of the granting of this license, Licensee must pay to Company, on or before the execution of this Agreement, the sum listed in Exhibit A. This entire sum is fully earned by Company when this Agreement is signed and delivered. The fee described

above ("License Fee") is net of any tax, excluding income tax but including excise tax or other fee imposed upon Company due to the collection of the License Fee.

B. Royalty

For the right to use the Marks and the System in accordance with this Agreement, Licensee agrees to pay to Company during the term of this Agreement, a royalty of six percent (6%) of Licensee's Gross Sales. The royalty described above ("Royalty") is net of any tax, excluding income tax but including excise tax, or other fee imposed upon Company due to the collection of the Royalty, and must be paid weekly on each Friday for the preceding week (weekly period to be Monday through the following Sunday, subject to change at Company's sole discretion). If alcohol is served at the Licensed Restaurant, and applicable law prohibits payment of royalties on alcohol sales, then the gross amount of the Royalty shall be increased proportionally to account for the royalty percentage on alcohol sales that otherwise would have been owed.

C. Marketing Fund Contribution

Licensee is required to make a contribution to the system-wide Qdoba marketing fund ("Marketing Fund"). As of the date of this Agreement, the contribution is one and three-quarters percent (1.75%) of Licensee's weekly Gross Sales from the Licensed Restaurant. Company, in its sole discretion, may increase the rate of contribution, but in no event will the rate increase by more than .5% of Gross Sales in any 12-month period. This contribution increase shall take effect upon notice to Licensee by Company.

Licensee's contribution to the Marketing Fund will be made by direct debit from the Licensee's bank account.

D. Gross Sales Defined

The term "Gross Sales" means all revenue from the sale of all products and services (including delivery and catering services), and all income of every kind and nature, derived, directly or indirectly, from all business conducted upon, from or in connection with the Licensed Restaurant, whether such Gross Sales be evidenced by check, cash, cash equivalent, credit, charge account, exchange or otherwise. Gross Sales does not include the amount of any sales tax imposed by any federal, state or other governmental authority directly on sales and collected from customers, provided that the amount thereof is added to the selling price or specifically absorbed therein, and actually paid by Licensee to such governmental authority. To the extent applicable and contrary to statements in this Agreement, any gift cards/stored value cards shall be included in gross sales when redeemed, not when sold.

3. REPRESENTATIONS, WARRANTIES AND COVENANTS OF LICENSEE

Licensee represents, warrants and covenants as follows:

- Licensee has submitted written information to Company in connection with the grant of this license, including, but not limited to, a License Application Package,

together with any material changes therein, and it is understood that Company is relying on all such information in granting this license.

- Licensee has delivered to Company a Certification of Entity Structure and Operation, which constitutes a true, complete and accurate description of all of the individuals who have an ownership interest in the Licensee. The ownership structure described in the certification must remain unchanged during the term of this Agreement, unless modified in accordance with the provisions of this Agreement. The provisions of this Agreement relating to changes in ownership or ownership structure apply to all such changes, including changes in relative shares of ownership of a Licensee.

4. APPROVAL OF LEASES

If Licensee leases the Restaurant Premises from a third party, Licensee must use its best efforts to use Company's standard form lease or lease addendum. ~~Licensee will not be permitted to open the Licensed Restaurant for business unless Company approves the lease in writing. Company's approval of a lease does not constitute~~ Licensee must provide Company a copy of the executed lease for the Restaurant Premises. No action by Company constitutes a representation, guaranty or warranty, express or implied, of the successful operation or profitability of any restaurant operated at that location; nor ~~does such approval constitute~~ is it a legal review of the terms and conditions of the lease.

5. STANDARDS OF OPERATION

Licensee must adhere to the System, as it may be modified by Company from time to time, including ensuring that Licensee meets all standards and specifications, and follows the procedures communicated in writing by Company to Licensee.

A. The Manuals

The Qdoba Manuals, as they may be renamed, amended, expanded and consolidated by Company from time to time (collectively, "Manuals"), will contain mandatory restaurant operating standards, specifications and procedures as prescribed from time to time by Company for the operation of a Qdoba restaurant by Licensee. Licensee will receive access to the Manuals from Company for the term of this Agreement in any manner Company chooses, including electronically through the Company intranet. The Manuals may consist of more than one volume, including, without limitation, ~~an Operations Manual, Trainers Guide~~ manuals relating to operations, training, and store opening ~~Manual~~. Licensee agrees to accept and comply with any changes, modifications, revisions and additions made by Company to the menu and other elements of the System standards and the Manuals that Company believes to be necessary or desirable for the brand.

The material contained in the Manuals consists of confidential trade secrets of Company, and Company is the owner of the Manuals and of all proprietary rights in and to the material and information contained therein. Such material may be used by Licensee

only in connection with the operation of the Licensed Restaurant and other licensed Qdoba restaurants.

B. Construction and Maintenance of the Restaurant Premises and Lease Notices

During the term of this Agreement, the Restaurant Premises must be used exclusively for the operation and promotion of the Licensed Restaurant. The Restaurant Premises must be constructed and improved only as authorized and approved in writing by Company, and in conformity with all applicable laws and ordinances. The appearance and the condition of the Restaurant Premises must not be altered thereafter, except as approved in writing by Company. The Restaurant Premises must be decorated, furnished and equipped with furnishings and restaurant equipment that meet Company's specifications. Licensee must maintain the Restaurant Premises in good condition and in conformity with the System, and must make any improvements and alterations to the Restaurant Premises as determined by Company to be necessary to meet Company's standards. Licensee must undertake and complete the repairs, improvements and alterations that Company requires, within a reasonable time as specified by Company. Licensee must maintain the Restaurant Premises in conformity with all applicable laws and ordinances, including, without limitation, the federal Americans with Disabilities Act and any similar state law. Any modification to the Restaurant Premises required by such laws, is subject to approved in advance by Company and must be made at Licensee's expense.

If Licensee leases the Restaurant Premises, Licensee agrees that whenever it sends its landlord any notice or other material document relating to Licensee's lease for the Restaurant Premises, or receives such a document from the landlord, Licensee will promptly forward a copy of that document to Company in accordance with the notice provisions of this Agreement.

C. Signs

Licensee must display the Marks only in the manner authorized by Company. Licensee must maintain and display such signs (including menu panels, posters or similar items) as required by Company from time to time. Licensee must not place additional signs, menu panels, posters or similar items on the Restaurant Premises without Company's prior written consent. Licensee must promptly discontinue the use of and destroy such items as are declared non-conforming or obsolete by Company.

D. Equipment

Licensee must use in the Licensed Restaurant only equipment approved by Company. Licensee must maintain such equipment in a condition that meets the standards set forth in the Manuals or otherwise prescribed by Company, and must replace equipment as necessary. Replacement equipment must conform to the standards for equipment that is being installed in new Qdoba restaurants at the time of replacement, except as may be approved in writing in advance by Company. If Company determines

that additional or replacement equipment is needed in order to test new menu items or due to a change in approved menu items or in approved methods of preparation and service, Licensee must promptly obtain and install that new equipment within a reasonable time, as specified by Company. Upon notification that any equipment, furnishings or supplies do not meet Company specifications or standards, Licensee must immediately stop using that equipment, furnishing or supplies.

E. Computer System

Licensee agrees to purchase or lease, install and maintain, at Licensee's sole expense, the data processing equipment, computer hardware and software, dedicated telephone and power lines, high speed and wireless Internet connections (when and where available), modems, printers and other computer-related accessory or peripheral equipment as required by Company and as necessary to permit Company to receive from Licensee, within the time periods required by this Agreement or as otherwise required by Company, that information, in that format/media, as reasonably specified by Company. Installation of non-approved hardware or software on computer systems is not allowed. Company reserves the right to remove, uninstall, or otherwise affect non-approved software or hardware. Any costs associated with the removal of non-approved hardware or software will be borne by Licensee.

F. Ingredients, Materials and Supplies

Licensee must purchase all food, ingredients, equipment, materials, and supplies necessary for the operation of the Licensed Restaurant, whether such items are used, offered, or sold at the Licensed Restaurant, only from sources that have been approved by Company and not thereafter disapproved (of which Company or a subsidiary, parent, or other related entity ("Affiliate") may be one such source). Such items include, but are not limited to, all food, supplies, beverage ingredients, paper goods, utensils, packaging, cleaning supplies and uniforms. If Licensee purchases such items under contract terms negotiated by Company, Licensee may use those items only at the Licensed Restaurant.

If Licensee wants Company to consider any alternative or additional sources of such ingredients, materials or supplies, Licensee must submit to Company the information and samples as Company requests. At Licensee's expense, Company will evaluate the alternative or additional source in accordance with its standards. Company must notify Licensee within a reasonable time after receiving the information and samples requested, of its approval or disapproval of such source, and if Company does not approve, of the reasons therefor. All costs and expenses associated with Company approving, reevaluating and working with such additional suppliers will be charged to the supplier or to Licensee.

G. Menu, Service, Health and Cleanliness

Licensee must offer for sale all of the food and beverage products identified in Exhibit A, which Company may modify from time to time by providing written notice to Licensee. Licensee may not offer for sale any items other than those food and beverage

products listed on Exhibit A. Licensee must adhere to all specifications relating to the ingredients, method of preparation and service, weight, dimensions and other characteristics for the menu items served, and standards of health, cleanliness and sanitation that are contained in the Manuals, or are otherwise prescribed by Company. All food, drink and other menu items must be sold in packaging approved by Company. Upon notification that any food, beverages, supplies or packaging does not meet Company specifications or standards, Licensee must immediately stop using same.

Licensee may determine what prices to charge customers for products and services sold at the Licensed Restaurant, except that Company may require that Licensee use an “all inclusive” pricing structure or tiered pricing structure, and/or other pricing system, and Company may set maximum prices on products and services to the extent permitted by law. If Company imposes a maximum price on a particular item, Licensee may charge any price on the item, consistent with the Company pricing structure, up to and including the maximum price. Licensee acknowledges and agrees that the specified retail price and maximum prices for products and services Licensee and other licensees sell may vary from region to region to the extent necessary in order to reflect differences in costs and other factors applicable to such regions. Company may also require that certain products or services that are supplementary to the main products and services provided at Licensed Restaurants (such as condiments) be provided to customers free of charge.

If an inspection or audit conducted by Company or its authorized representative shows that the Licensed Restaurant is not in substantial compliance with any System standard relating to food safety, Licensee must reimburse Company for the reasonable cost of a re-audit. Additionally, if Company reasonably determines that a threat or danger to public health or safety is likely to result from the construction, maintenance or operation of the Licensed Restaurant, Company may, in its sole discretion, exercise its rights under Section 16 (“Termination”) or any lesser right, such as directing a temporary closure of the Licensed Restaurant until the situation can be corrected.

H. Hours of Operation

Company and Licensee agree to the hours of operation for the Licensed Restaurant shown in Exhibit A (“Opening Policy”). Notwithstanding the foregoing, Licensee will not be required to operate the Licensed Restaurant when the adjacent businesses at the Facility are not operating or if the owner or operator of the Facility imposes a restriction on the hours of operation, provided that Licensee has given Company advance written notice of the modified hours of operation.

I. Catering

Licensee may offer catering and delivery service from the Licensed Restaurant only with Company's written authorization, and only under the terms and conditions specified by Company.

J. Personnel of the Licensed Restaurant

Licensee must designate one individual as the operator of the Licensed Restaurant ("Operator") to oversee the operation of the Licensed Restaurant. The Operator is subject to Company's prior written approval. Licensee understands and agrees that the Operator is the authorized agent of Licensee and Company may communicate with and give notice to Licensee through the Operator. Operator must utilize best and continuing efforts to promote and develop the business at the Licensed Restaurant.

Licensee must hire all employees of the Licensed Restaurant, and is fully responsible for the terms of their employment. Company has neither direct nor indirect control over decisions relating to the employment of Licensee's employees, and is neither an employer nor joint employer of those employees. Licensee must employ only suitable persons of good character and reputation who will at all times conduct themselves in a competent and courteous manner in accordance with the image and reputation of Company and the System and, while on duty, comply with the uniform standards set forth in the Manuals.

K. Compliance with Laws/Taxes

Licensee agrees to conform to and comply with all federal, state and local laws, ordinances, regulations, and applicable industry standards at all times and at its sole expense.

Licensee must file all tax returns in a timely manner, and must pay when due all taxes levied or assessed in connection with the possession, ownership or operation of the Licensed Restaurant and the Restaurant Premises. Licensee may contest the validity or the amount of the tax in accordance with applicable procedures of the jurisdiction, but Licensee may not permit a tax sale or seizure of the Licensed Restaurant, the Restaurant Premises, or any equipment used in connection with the operation of the Licensed Restaurant.

L. Advertising and Promotion

Licensee must use reasonable efforts to advance the reputation of Qdoba restaurants and the products sold under the Marks and to develop awareness of Qdoba brand among consumers in order to increase the goodwill of the Marks and the System. Prior to use, Licensee must submit all advertising materials or any other materials (including media type and format) that use or display the Marks to Company for approval, which approval may not be unreasonably withheld. Company may provide marketing materials that can be customized by Company as requested by Licensee, subject to certain limitations as set by Company.

M. Access to Restaurant Premises

Company or its authorized representative has the right at any reasonable time, without prior notification to Licensee, to enter the Licensed Restaurant and Restaurant Premises to (a) observe, inspect, photograph, and videotape the Licensed Restaurant and

its operation and the Restaurant Premises during such periods as Company may deem necessary, (b) test any and all food products, food ingredients, equipment, beverages and supplies, (c) interview personnel at the Licensed Restaurant, (d) interview customers and prospective customers of the Licensed Restaurant, (e) conduct evaluations of the products sold and services rendered at the Licensed Restaurant, and (f) conduct various surveys. Licensee agrees to cooperate fully with Company in connection with any such entries and activities. If Licensee's contract with the Facility restricts Company's access to the Facility, any inspection by Company will be in accordance with the Facility's policies and Licensee must undertake all reasonable efforts to facilitate Company's ability to conduct inspections at the Licensed Restaurant.

N. Participation in Tests

From time to time, Company may require Licensee to participate in tests of new products, equipment, services and procedures at the Licensed Restaurant. Company may require Licensee to use specific product pricing during the test period. Company will reimburse Licensee for certain documented out-of-pocket costs necessarily incurred by Licensee as part of the test; however, if the new product, equipment, service or promotions becomes a required component of the System, the Licensee will be responsible for paying a reasonable cost for the required component. Licensee is responsible for any soft costs associated with the testing, such as wages payable during training.

O. Proposed System Modification

Licensee may submit proposals for new or improved products, equipment, uniforms, the design of buildings and other restaurant facilities, service format and advertising. Such proposals must be considered by Company when adopting, modifying or allowing deviations from standards, specifications and procedures for the System; provided however, that Company retains the sole and absolute discretion to accept or reject any such proposals. If any proposal by Licensee is adopted by Company and becomes part of the System, Licensee acknowledges that Company is the sole owner of such proposed new product or modification to the System, that any such product or System modification are deemed a work made for hire, (or to the extent the work may not be deemed a "work made for hire" under applicable law, Licensee hereby irrevocably assigns to Company, for no additional consideration, all right, title and interest in and to any patents, trademarks, copyrights, trade secrets and any other proprietary rights), and there are no restrictions on use, and no compensation will be due Licensee. Licensee agrees to cooperate fully in obtaining any patents, trademarks or copyrights relating to the System.

P. Web-Based Applications and Social Media

Licensee shall comply with Company's web-based applications, social media, and other technology-related standards and procedures, as they are established and modified by Company in its sole discretion from time to time.

Q. Discounts

In the event that any cash rebates, volume discounts, concessions, advertising allowances, discount bonuses or other benefits (collectively, "Discounts"), whether by way of cash kind or credit, are received by Company from any Supplier, whether or not on account of purchases made (i) by Company for its own account or for the account of Licensee, licensees generally, or (ii) by Licensee directly for its own account, Company shall be entitled to retain the whole of the amount or any part of such Discounts. Company and its Affiliates are entitled to mark up and profit on the sale of goods and services to Licensee.

R. Non-Cash Payment Systems

Licensee must use such credit card, debit card, gift card/loyalty card, check verification, direct debit, electronic fund transfer systems, and similar systems as Company may from time to time require. Use of the specified payment methods may require Licensee to pay a program fee to Company and/or third parties. Licensee may accept only such methods of payment that Company authorizes or approves. Gift/loyalty card programs may require Licensee to provide certain products to guests free of charge.

S. Marketing Fund.

Licensee must make a weekly contribution to the Marketing Fund as set forth in Section 2.C of this Agreement.

All sums paid into the Marketing Fund must be accounted for separately by Company.

The Marketing Fund, including all contributions thereto, must be used exclusively to maintain and administer the Marketing Fund, for payments including for creative services or materials, and/or to direct, prepare and/or place advertising, promotions and/or communications to build the brand including, among other things, preparing and conducting digital, social, television, radio, and print advertising campaigns; purchasing radio, television, digital, social, magazine, newspaper and other media for the distribution of advertising campaigns; advertising through direct mail and outdoor billboards; preparing and conducting marketing/brand surveys and research, which may include awareness and usage surveys, focus groups, marketing surveys and consumer feedback surveys; public relations activities; research, development and testing of products, packaging, and concepts; brand positioning; preparing and executing e-mail and internet-based marketing programs; creating, administering, and maintaining gift card promotions and customer loyalty programs; employing advertising, public relations, branding, and other professional agencies, consultants, and content creators; and providing point-of-purchase, collateral and other marketing materials to the restaurants operated under the System.

A statement showing categories of sources and uses of the Marketing Fund will be prepared annually by the Company, and will be made available to Licensee for inspection, upon request.

Company will oversee all marketing, advertising and promotional programs paid for through the Marketing Fund, and has sole discretion to approve or disapprove the creative concepts, materials and media used in such programs, and the placement and allocation of such programs.

Although the Marketing Fund is intended to be of perpetual duration, Company maintains the right to terminate the Marketing Fund at its sole discretion. The Marketing Fund will not be terminated, however, until all monies in the Marketing Fund have been expended as permitted by this Agreement or refunded to then-existing franchisees, licensees, and Company restaurants pro rata.

6. TRAINING

Company must provide a certified training program for up to three individuals, one of which must be the intended general manager (or equivalent) of the Restaurant. Prior to the opening of the Licensed Restaurant, Licensee must ensure that the restaurant manager and at least one other individual have completed the certified training program. The training will take place at a company-operated restaurant location or such other location as may be designated by Company.

During the term of the license, the Operator and the General Manager must undertake and complete such further training programs from time to time as may be directed by Company.

There is no charge for the training, but Licensee is responsible for all travel, living, compensation and other expenses that may be incurred in connection with the training.

Licensee must conduct training for Licensee's employees as necessary to ensure that all Standards are consistently satisfied.

Company will provide Licensee such on-site pre-opening and opening assistance and such continuing operational advice as Company deems advisable, subject to the availability of personnel.

Company will provide to Licensee, at Licensee's sole cost and expense, from time to time as Company deems advisable, advice and written materials concerning techniques of operating the Licensed Restaurant, including new developments and improvements in restaurant equipment, food products, packaging and preparation.

Company will provide Licensee with a template of the standardized chart of accounts, statement of earnings, and balance sheet, all of which Licensee must use in the operation of the Licensed Restaurant.

7. METHOD AND APPLICATION OF PAYMENTS

A. Interest

Any payment due from Licensee to Company that is not paid when due will accrue interest from the date such amount was due, until paid, at the then-current rate established by Company for Licensees, or the maximum rate permitted by law, whichever is less.

B. Method of Payment and Sales Reporting

All payments must be made to Company or Company's designee through a pre-authorized payment system (which authorizes Company or its designee to debit and credit Licensee's bank accounts in accordance with the terms of this Agreement and other agreements between the parties) or other payment method specified in writing by Company. Upon request, Licensee must provide such authorizations and information necessary to institute the pre-authorized payment system or other payment system. Licensee must ensure that funds are available in Licensee's bank accounts to cover the debits.

By no later than 10:00 a.m. Pacific Time each Monday, Licensee must submit, by electronic data transfer, computerized polling, or such other method as Company specifies, a report of the Gross Sales of the preceding week, and any other information Company may require. Licensee must allow Company to remotely access Licensee's computerized accounting systems, in Company's reasonable discretion, for such reporting purposes.

By no later than 10 a.m. Central Time on each Sunday, Company will debit from the Licensed Restaurant's commercial bank operating account ("Account") the Royalty Fee for the week ending twelve (12) days earlier, in an amount determined based upon the Gross Sales report or determined by Company based on the records contained in the cash registers/computer terminals of the Licensed Restaurant.

C. Application of Payments

Notwithstanding any designation by Licensee, Company has sole discretion to apply any payments by Licensee to any past due indebtedness of Licensee due Company or its Affiliates.

D. No Offset

Licensee is not entitled to set off, deduct or otherwise withhold any royalty fees, interest charges or any other monies payable by Licensee under this Agreement on grounds of any alleged non-performance by Company of any of its obligations or for any other reason. Licensee must pay to Company on demand any and all costs and expenses incurred by Company in collecting any monies owed to Licensee to Company.

8. ACCOUNTING, RECORDKEEPING, TAXES AND RIGHT OF AUDIT

A. Recordkeeping

Licensee must keep and maintain complete and accurate books and records, using generally accepted accounting principles in use in the United States and in accordance with any procedures specified by Company in writing. Licensee must keep complete records of the licensed business for so long as required by state or federal law, but in no event less than three years.

B. Financial Reports

At Company's request, Licensee must, at its expense, provide to Company a profit and loss statement and balance sheet for the Licensed Restaurant within 90 days after the end of each of Licensee's fiscal year to be signed by Licensee or by Licensee's treasurer or chief financial officer attesting that the financial statements present fairly the results of operations of the Licensed Restaurant during the period covered. Licensee must submit to Company, for review or auditing, such other forms, reports, records, information and data regarding the Licensed Restaurant as Company may reasonably designate, in the form and at the times and places reasonably required by Company and as specified from time to time in the Manuals or otherwise in writing.

C. Taxes

Licensee must reimburse Company for all sales, use, goods and services, personal property, gross receipt, excise, value added, and similar taxes in force now or in the future that are imposed upon or required to be collected by Company, in connection with the sale or lease of goods or services to Licensee. Licensee will pay such taxes upon demand and in the manner designated by Company.

D. Audits

Company has the right at any time during business hours without prior notification to Licensee, to inspect and audit, or cause to be inspected and audited, at Company's expense, Licensee's business records, including but not limited to the records listed in Subsections 8.A and 8.B above. The inspections or audits will be conducted at the location where the business records are customarily maintained. If an inspection or audit discloses an understatement of Gross Sales or Gross Sales from games and devices located in or on the premises of the Licensed Restaurant, Licensee must pay to Company within fifteen (15) days after receipt of the inspection or audit report, the Royalties and any other amounts due on such understatement plus interest. If any inspection or audit discloses an understatement of Gross Sales for the period of the audit greater than 1%, Licensee also must promptly reimburse Company for the reasonable cost of the audit or inspection.

E. Restaurant Data

All customer data, sales, transaction and operating data arising from operation of the Restaurant is and will be owned exclusively by Company. Company may use that data in any manner that it deems appropriate, including, without limitation, providing general or consolidated financial or operating reports to existing and prospective franchisees or licensees and other third parties. Company hereby licenses use of such data back to Licensee for the term of this Agreement and only for use in connection with the operation of the Restaurant and subject to compliance with Company's Privacy Policy, as the same may be amended from time to time and which can be found at <https://www.qdoba.com/privacy> (the "Qdoba Privacy Policy"). Licensee may not use the data for any purpose other than operating the Restaurant and as authorized under the Qdoba Privacy Policy, or sell or transfer any of the above data except to a buyer as part of an approved Transfer (as defined in Section 15). Licensee shall comply with any standards and policies that Company may issue relating to data used in the operation of the Restaurant , including, but not limited to, the Qdoba Privacy Policy. Licensee shall immediately notify Company of any possible or actual data breach.

9. RELATIONSHIP OF THE PARTIES

Licensee is an independent contractor, and is not an agent, partner, joint venturer or employee of Company. No fiduciary relationship between the parties exists. Licensee has no right to bind or obligate Company in any way, and will in no way represent it has the right to do so. Company will have no control over the terms and conditions of employment of Licensee's employees. Licensee must identify itself as the independent owner of the Licensed Restaurant on a visible plaque at the Licensed Restaurant as well as in any other manner Company requires.

10. CONFIDENTIAL INFORMATION

Licensee understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System, and that to protect the legitimate interest of Company and other Qdoba licensees, it is necessary to protect certain information about the System as confidential. "Confidential Information" includes any and all information, knowledge, know-how and techniques, including all product recipes, preparation methods and tests, customer services techniques, franchise or license support procedures, supplier relationship and distribution system information, new product development information, the Manuals, financial data, growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment computer systems, business and development plans and strategies, training materials, customer data, customer contact lists, sales, transaction and restaurant operating data, and other data that Company or its affiliates designate as confidential. Licensee will be provided with Confidential Information in connection with its operation of the Licensed Restaurant. All Confidential Information is and will remain the sole and exclusive proprietary property of Company.

Licensee agrees that both during the term of this Agreement and thereafter, Licensee (a) will use the confidential Information only in the operation of the Licensed Restaurant, and not in any connection with any other business; (b) will not make copies of any confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the confidential Information to any person or entity who does not need access to it to operate the Licensed Restaurant; and (e) will not use the confidential Information, or allow it to be used, for the benefit of any third party.

11. OWNERSHIP OF INTELLECTUAL PROPERTY

Licensee hereby agrees that all right, title and interest to the System and the Marks are vested solely in Company, and that any use thereof by Licensee inures to the benefit of Company. Licensee hereby disclaims any right or interest in the System, the Marks or in the goodwill derived therefrom, and Licensee agrees not to contest, directly or indirectly, the validity of Company's Marks or Company's (or its affiliate's) ownership, title, right or interest in the Marks and/or the System and/or Company's sole right to register, use or license others to use the same. Licensee agrees that all information loaned, or otherwise made available to Licensee, and all disclosures made to Licensee and not to the general public, by or at the direction of Company at any time before or during the term of this Agreement, including, but not limited to, the Manuals, specifications, and any modifications or amendments thereto, in their entirety are trade secrets of Company for purposes of this Agreement, and must be kept confidential and used by Licensee only in the operation of the Licensed Restaurant.

If it becomes advisable at any time in Company's sole discretion to modify or discontinue use of any Marks or part of the System and/or to use one or more additional or substitute Marks or aspects of the System, Licensee at its sole cost and expense, must immediately modify or discontinue the use of such Mark or aspect of the System, or use the additional or substitute Mark or aspect of the System.

Licensee may not directly or indirectly at any time during the term of this Agreement or thereafter, do, or cause or permit to be done, any act in any way impairing or tending to impair Company's (or its affiliate's) right, title or interest in the Marks or System. Except as provided herein, Company is not required to participate in the defense of or to indemnify Licensee for damages or expenses incurred by Licensee if it becomes a party to any administrative or judicial proceeding involving the Marks or the System. Licensee must not institute any legal action or any other kind of proceeding based upon the Marks without Company's prior written approval.

Licensee must immediately notify Company if Licensee becomes aware of any infringements or imitations of the Marks or the System, or of any challenges to Licensee's use of any of the Marks or the System, and Company must have the sole discretion to take such action, if any, it deems appropriate. Company may control any administrative proceedings or litigation affecting the Marks or the System. Licensee must cooperate in the prosecution or defense of any such action, and will be named as a party in any such action, if so desired by Company. Company will bear the legal expenses incident to

Licensee's participation in such action, except for the cost of Licensee's personal legal counsel if Licensee elects to be represented by counsel of his own choosing.

In the adoption of a corporate or partnership name, Licensee must not use any of the Marks, any variations or abbreviations thereof, or any words deemed by Company to be confusingly similar to the Marks.

Licensee is not permitted to develop, maintain, or establish links, websites, social media venues, domain names, or any other online presence (such as blogs, social networks like Facebook, professional networks like LinkedIn, liveblogging tools like X (f/k/a Twitter), virtual worlds, file, audio and video sharing sites like TikTok, Pinterest, and Instagram, Google My Business, and other similar social networking or media sites or tools) or other electronic medium (such as mobile applications, kiosks, and other interactive properties or technologies) which in any way, shape, or form incorporate any of the Qdoba Marks, or describe Licensee, the Licensed Restaurant or its products or services, without the prior written permission of Company. Licensee is not permitted to establish websites or domain names linking to the Qdoba site without the prior written permission of Company.

12. INSURANCE

During the term of this Agreement, Licensee must obtain and maintain in full force and effect, at his own expense, such insurance coverages as may be required of Licensees by Company. The current insurance requirements are set forth in Exhibit C. The insurance requirements including but not limited to coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion.

13. INDEMNIFICATION

Licensee is responsible for all losses, damages, and liabilities (whether contractual, statutory or otherwise) to third persons arising out of or in connection with the possession, ownership or operation of the Licensed Restaurant, and for all claims or demands for damages to property, or for injury, illness or death of persons directly or indirectly resulting therefrom; and Licensee must defend, indemnify and hold harmless Company, its Affiliates, employees, officers, directors and agents from all such claims, demands, losses, obligations, costs, legal fees, expenses, liabilities, debts or damages directly or indirectly resulting therefrom, unless resulting from the gross negligence or willful misconduct of the indemnified parties.

If such claims are asserted against an indemnified party, Company must notify Licensee and, at Company's election, Licensee must assume the defense of such claims or Company will defend such claims in the manner Company deems appropriate. If Company requires Licensee to defend such claims and Licensee fails to assume the defense as required by Company, then Company may defend in such manner as it deems appropriate. Licensee must reimburse the indemnified party (or Company if Company steps in to defend the matter) for all costs, including legal fees, and the reasonable value of time spent by corporate counsel, incurred by the indemnified party in effecting such

defense, in addition to any sum that the indemnified party may incur by reason of any settlement or judgment. The indemnified party's right to defense and indemnification hereunder exist, notwithstanding that its joint or concurrent liability may be imposed on it by law.

14. ASSIGNMENT BY COMPANY

There are no restrictions on Company's ability to assign this Agreement or transfer ownership interest in Company, and any such transfer or assignment will inure to benefit any transferee or assignee or other legal successor to the interest of Company. Company may, in its sole discretion, elect to have designees perform the obligations of Company under this Agreement.

15. ASSIGNMENT BY LICENSEE

This Agreement is personal to Licensee (or if Licensee is a legally formed entity, the Owners of Licensee). Neither Licensee nor any Owner must sell, assign, pledge, mortgage, hypothecate, give as security or in any manner encumber or otherwise transfer (hereinafter, "Transfer") this Agreement or any direct or indirect right or interest in the license granted, or any direct or indirect interest in Licensee, the Licensed Restaurant, or the Licensed Location nor permit any such Transfer to occur directly or indirectly, whether by agreement or operation of law, without the prior written consent of Company. Without limiting the generality of the foregoing, this provision applies to any Transfer between Owners.

All Transfers require, among other items: (i) delivery of an updated Ownership Information Form; (ii) delivery of complete financial statements of the proposed transferee and other information satisfactory to Company; (iii) the payment to Company of up to, but not exceeding, two thousand five hundred dollars (\$2,500) per Licensed Restaurant to Company; (iv) the execution by Licensee and each Owner of a general release (in form satisfactory to Company) in favor of Company, covering (without limitation) all transactions or occurrences of any kind prior to the proposed assignment, whether arising out of the license relationship or otherwise, between Licensee and Company; (v) the payment of all amounts owed to Company by Licensee; (vi) the correction of any material defaults; (vii) the execution of a personal guarantee by each transferee, ~~if the transferring Owner had executed the same~~; (viii) the transferee and its employees completing all training required by Company; (ix) at Company's election, execution of an assignment agreement or the then-current standard license agreement for the remainder of the term of this Agreement; and (x) such other conditions as Company may require.

16. TERMINATION

A. Licensee has provided Company a copy of the provision(s) of its contract with the Facility describing the term of the contract and the Facility's right to terminate that contract without cause. Licensee may terminate this Agreement if Licensee loses the right to operate a Qdoba restaurant at the Facility (other than for cause) and if (1) Licensee has notified Company within 14 days after receiving notice of the impending loss of such a

right and (2) Licensee has exercised reasonable efforts to arrange a meeting between Licensee's client and Company to discuss the continued operation of the Licensed Restaurant.

B. Licensee will be in default under this Agreement for any failure to comply with any of the material requirements imposed by this Agreement, the Manuals or otherwise in writing, or to carry out the terms of this Agreement ~~in good faith.~~ Except as otherwise provided in this Agreement, Licensee will have thirty (30) days after written notice of default from Company within which to cure any default under this Agreement and provide evidence of that remedy to Company. If the default is not cured within that time, this Agreement will terminate upon notice to Licensee. Notwithstanding the foregoing, if the default is susceptible of being cured, but cannot be cured within thirty (30) days, Licensee will be provided the additional time to correct the default as reasonably required (not to exceed 90 days) provided that Licensee begins taking the actions necessary to correct the default during the thirty- (30) day cure period and diligently and in good faith pursues those actions to completion.

C. Notwithstanding the provisions of preceding Subsection 16.B.:

1. If Licensee defaults in the payment of any monies owed to Company when such monies become due and payable and Licensee fails to pay such monies within 10 days after receiving written notice of default, then this Agreement will terminate effective upon delivery of notice of termination.
2. If Company reasonably determines that a threat or danger to public health or safety is likely to result from the construction, maintenance or operation of the Licensed Restaurant, Company may immediately terminate this Agreement by providing written notice to Licensee without opportunity to cure. In the alternative, Company may, in its sole discretion, direct a temporary closure of the Licensed Restaurant until the situation can be corrected.
3. If Licensee has received three or more notices of default within the previous 24 months, Company may immediately terminate this Agreement upon Licensee's next default within that 24-month period, without providing Licensee an opportunity to remedy the default.
4. If any valid, applicable law or regulation of a competent governmental authority with jurisdiction over this Agreement requires a notice or cure period prior to termination longer than set forth in this Section, this Agreement will be deemed amended to conform to the minimum notice or cure period required by the applicable law or regulation.

D. Company's failure to terminate this Agreement upon the occurrence of one or more of the above events does not constitute a waiver, or otherwise affect the right of

Company to terminate this license because of any other occurrence of one or more of the aforesaid events.

17. OBLIGATIONS UPON TERMINATION

Upon termination or expiration of this Agreement, the following obligations apply:

A. Licensee must immediately cease to operate the Licensed Restaurant and must not thereafter, directly or indirectly, represent itself to the public as a present or former licensee of Company at the Facility.

B. Licensee's right to use the Marks and the System at the Facility will terminate. Licensee must not thereafter identify itself as a Qdoba licensee at the Facility, nor use any of the Marks or any mark confusingly similar thereto at the Facility, nor use or disclose to others any of Company's Confidential Information or trade secrets. Upon termination or expiration of this Agreement, and provided that Licensee is not a Qdoba Licensee at other locations, Licensee must immediately return to Company all Manuals, together with all other material containing trade secrets or Confidential Information.

C. Licensee grants to Company, upon termination or expiration of this Agreement, the option to purchase all usable inventory of food supplies, paper goods, containers, printed menus and other materials bearing Company's trade names or Marks at Licensee's cost; and to purchase the restaurant equipment, furniture, fixtures and signs at fair market value.

D. Licensee must, immediately upon termination or expiration of this Agreement, make such removals or changes in signs and the Restaurant Premises as Company must request, to distinguish the Restaurant Premises from its former appearance and from any other Qdoba restaurant. In the event Licensee fails to make such changes, Licensee hereby consents to Company entering the Restaurant Premises to make non-structural changes at Licensee's expense.

E. Licensee shall also provide to Company, upon request, evidence satisfactory to Company that Licensee has complied with the obligations in this Section 17.

F. All obligations of Company and Licensee that expressly or by their nature survive the expiration or termination of this Agreement will continue in full force and effect subsequent to and notwithstanding its expiration or termination and until they are satisfied or by their nature expire.

18. RESTRICTIONS ON OTHER BUSINESS INTERESTS

Licensee covenants and agrees that, during the term of this Agreement and, if this Agreement is terminated prior to the end of the Initial Term, for a period of 1 year following such termination, Licensee and Operator must not, either directly or indirectly, for themselves, or through, on behalf of, or in conjunction with, any person, firm, partnership, corporation or other entity, own, maintain, operate, be employed by, be a director or landlord of, engage in, advise, help, make loans to, or have any direct or indirect interest

in, any foodservice operation at the Facility that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than ten (10%) of the menu or represent more than ten percent (10%) of the sales, such sales to be measured over a trailing twelve month period. This restriction does not apply to Licensee's existing restaurant or foodservice operations, if any, that are identified in Exhibit A.

Company has the right, in its sole discretion and without Licensee's consent, to reduce the scope of any covenant in this Section. Any covenant as so reduced is fully enforceable. The reduction will be effective immediately upon receipt by Licensee of written notice thereof, and Licensee must comply immediately with the covenant as so reduced.

Licensee must obtain and furnish to Company an undertaking, to the same effect as the undertaking in this Section, from Licensee's Operator (if Licensee is not the Operator) and from such of the Owners.

19. MISCELLANEOUS: GENERAL CONDITIONS

A. Interpretation/Entire Agreement

This Agreement and all exhibits to this Agreement constitute the entire agreement between the parties relating to the subject matter hereof, and supersede any and all prior negotiations, understandings, representations, and agreements regarding that subject matter. Nothing in this or in any related agreement, however, is intended to disclaim the representations Company made in the Franchise Disclosure Document if furnished to Licensee. This Agreement may be modified or amended only in writing, signed by both parties.

B. Governing Law, Jurisdiction and Venue

1. This Agreement becomes valid when executed and accepted by Company at San Diego, California. The laws of California apply to any claim or controversy regarding the making, entering into, performance, or interpretation of this Agreement, without giving effect to any conflict-of-law rules of such jurisdiction. If, however, any provision of this Agreement would not be enforceable under the laws of California, Licensee is located outside of California, and such provision would be enforceable under the laws of the state in which Licensee is located, then such provision must be interpreted and construed under the laws of that state.

2. Licensee must file any suit against Company or its officers, directors, agents, employees or shareholders, arising out of this Agreement or otherwise, only in the federal or state court in the judicial district where Company's principal offices are located at the time suit is filed. Company ~~may~~must file any suit against Licensee, arising out of this Agreement or otherwise, in any federal or state court in the judicial district where Company's principal offices are located at the time suit is filed, or where Licensee resides, or where the Licensed Restaurant is or was located, or where the claim arose; and Licensee hereby consents to and waives all questions of personal jurisdiction and venue for the purpose of carrying out this provision.

3. **Company and Licensee irrevocably waive trial by jury in any action, proceeding, or counterclaim, whether at law or in equity, brought by Company against Licensee, or by Licensee against Company and/or its Affiliates or subsidiaries, and their shareholders, officers, directors, employees and agents, whether or not there are other parties in such action, to the extent permitted by law. Licensee and Company waive, to the fullest extent permitted by law, the right to bring, or be a class member in, any class action suits.**

4. Except for payment owed by one party to the other party, and unless prohibited by applicable law, any and all claims and actions arising out of, or relating to, this Agreement, the relationship of Company and Licensee, or Licensee's operation of the Licensed Restaurant, must be commenced within two (2) years from the occurrence of the facts giving rise to such claim or action, or such shorter term as is established by law, or such claim or action will be barred.

5. **Company and Licensee hereby waive to the fullest extent permitted by law any right to, or claim of, any punitive or exemplary damages against the other, and agree that in the event of a dispute between them, each must be limited to the recovery of actual damages sustained by it.**

C. Notices

All notices to Company must be in writing, and are effective if hand delivered or sent by certified mail, postage fully prepaid, or by overnight mail, ~~or by facsimile~~ addressed to Qdoba Franchisor LLC at its offices at 350 Camino De La Reina, Suite 400, San Diego, California 92108, Attention: Legal Department; or at such other address as Company must from time to time designate in writing. All notices to Licensee, including a Notice of Termination, must be in writing, and will be effective if hand delivered or sent by certified mail, return receipt requested, postage fully prepaid, or by overnight mail, or ~~by facsimile or comparable~~ electronic system delivery, addressed to Licensee or Operator at the Licensed Restaurant, the Restaurant Premises or Licensee's or Operator's last designated-in-writing mailing address. Notices will be deemed delivered and received on the earlier of (i) actual receipt; (ii) the fifth (5th) business day after being deposited in the U.S. Mail; (iii) the second (2nd) business day after being deposited with an overnight mail service; or (iv) the first (1st) business day after being sent by ~~facsimile or comparable~~ electronic system means. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery.

D. Legal Fees and Costs

In any litigation arising out of or relating to this Agreement, the prevailing party must be paid by the other party all costs, including reasonable accounting and legal fees, incurred as a result of the legal action.

E. Release

For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Licensee (if an entity, on behalf of itself and its parent, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, agents and employees, in their corporate and individual capacities, and, if an individual, on behalf of his or her heirs, representatives, and assigns) (collectively "Releasors"), freely and without any influence, forever releases and covenants not to sue Company, and its parents, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, agents and employees, in their corporate and individual capacities (collectively "Releasees"), with respect to any and all claims, demands, liabilities and causes of action of whatever kind or natures, known or unknown, vested or contingent, suspect or unsuspected (collectively "Claims") which any Releasor now owns or holds or may at any time have owned or held, including, without limitation, claims arising under federal, state and local laws, rules and ordinances, claims for contribution, indemnity and/or subrogation and claims arising out of, or related to the Agreement and all other agreements between any Releasor and any Releasee, the sale of franchises or licenses to any Releasor by any Releasee, the operation of the Licensed Business, any other franchised or licensed Qdoba restaurants and any other restaurant licensed or franchised by any Releasee, and each Releasee's performance of its obligations under the Agreement or any other agreement.

Licensee (on behalf of itself / themselves and the Releasors) agrees that fair consideration has been given by Company for this release and fully understand that this is a negotiated, complete and final release of all of Releasors' claims. Licensee (on behalf of itself and the Releasors) expressly agrees that, with respect to this release, any and all rights granted under Section 1542 of the California Civil Code are expressly waived to the extent applicable. That Section reads as follows:

A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.

~~F. Opportunity to Review~~

The undersigned hereby certify that they have read all provisions of the foregoing release and the quoted California Civil Code Section, that they are represented by Counsel and have been advised or been afforded the opportunity to be advised of the effect of the provisions of such release and their waiver of all rights under the quoted California Civil Code Section, that they have made such investigation and inquiry as they and Counsel have deemed appropriate, and that they understand said provisions and effect, and have executed this Agreement freely and without duress.

~~G. Modification~~

~~Except as expressly modified or amended pursuant to the provisions of this Agreement, the Agreement shall remain unmodified and in full force and effect.~~

~~H.~~ E. Counterparts, Electronic Signatures

This Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document. This Agreement may be signed using electronic signatures, and such signatures will have full legal force and effect.

~~*[Signatures on following page]*~~

IN WITNESS WHEREOF, the parties hereto have caused this instrument to be signed as of the day and year shown ~~opposite~~ below their signatures ~~below~~.

Company:
QDOBA FRANCHISOR LLC,
a Delaware limited liability company

By: _____

Name: _____

Title: _____

Date: _____

LICENSEE:

By: _____

Name: _____

Title: _____

Date: _____

EXHIBIT A

LICENSED RESTAURANT INFORMATION

1. Restaurant Premises (attach floor plan of Facility where Restaurant Premises are located, if appropriate):
2. The term of this Agreement begins on _____, and expires on _____.
3. License Fee:
4. Limited Menu (attach menu, if applicable):
5. Opening Policy/Operating Hours:
6. Existing Foodservice Operations (if applicable):
7. Owner of Licensee:

EXHIBIT B

CONFIDENTIALITY AND NON-COMPETITION AGREEMENT (For Shareholders, Partners, Members)

This Confidentiality and Non-Competition Agreement ("Agreement") is entered into this ____ day of _____, 20____, ~~between Qdoba Franchisor LLC ("Company") and [_____] by Error! Reference source not found., Error! Reference source not found., and [_____] ("Owner") (collectively, "Owner") in favor of and for the benefit of Qdoba Franchisor LLC ("Company").~~

Recitals

Company has entered into a License Agreement with _____ ("Licensee") relating to the development and operation of one or more Qdoba Mexican Eats™ restaurants under an operating system created and maintained by the Company (the "System"). Owner is an officer, director, or holder of a beneficial interest of Licensee, and/or of any corporation directly or indirectly controlling Licensee. Due to his/her financial interest or other involvement in Licensee, Owner may have access to information regarding the development and operation of the Qdoba business (including, but not limited to Company's operating manual) that is considered by the Parties to be confidential and/or trade secret. Company is willing to provide access to such information under the terms of this Agreement.

Accordingly, Owner agrees as follows:

1. CONFIDENTIAL INFORMATION

1.1. Owner understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System. Because of the competitive nature of the restaurant business, and to protect the legitimate interest of Company and other licensees, it is necessary to protect certain information about the System as confidential.

1.2. For purposes of this provision, "Confidential Information" includes product recipes and tests, ingredients used in Company's products, product preparation procedures, customer service measures and techniques, franchise support procedures, supplier relationship and distribution system information, new product development information, the Manual (as defined in Section 2 below), growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment, computer systems, business and development plans and strategies, training programs, consumer research results, marketing and advertising strategies and materials, and all other information designated by Company as confidential.

1.3. Confidential Information does not include: (a) information, concepts, methods, procedures or techniques that are, or become, generally known in the quick-service and quick-casual restaurant industries in the United States, other than through disclosure by Licensee or Owner, whether deliberate or inadvertent; (b) the disclosure of Confidential Information in judicial or administrative proceedings to the extent that Licensee or Owner is legally compelled to disclose such information, provided that Licensee and/or Owner has

afforded Company with the opportunity to obtain an appropriate protect order or other assurance that the information will be treated as confidential; or (c) information that Licensee or Owner can demonstrate came to its attention prior to disclosure thereof by Company.

1.4. Licensee will be provided with Confidential Information in connection with its development and/or operation of the licensed restaurant. Owner agrees that both during the term of this Agreement and thereafter, Licensee and Owner: (a) will use the Confidential Information only in the operation of the licensed restaurant, and not in connection with any other business; (b) will not make copies of, duplicate, record, or otherwise reproduce any Confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the Confidential Information to any person or entity who does not need access to it to operate the licensed restaurant; (d) will not use or duplicate Confidential Information for any other restaurant business; or (e) will not use the Confidential Information, or allow it to be used, for the benefit of any third party.

1.5. Owner acknowledges and agrees that all Confidential Information is, and will remain, the sole and exclusive proprietary property of Company.

1.6. Owner understands and acknowledges that any failure to comply with the requirements of this section will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Owner violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Owner. Owner agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this section, in addition to any other claims to which Company may be entitled.

2. CONFIDENTIAL OPERATING MANUAL

2.1. In order to protect the reputation and goodwill of Company and to maintain high standards of operation under Company's proprietary marks, Licensee must conduct its business in accordance with the confidential manual, which may consist of more than one volume ("Manual"). Licensee will receive access to the Manual from Company for the term of any License Agreement between Company and Licensee.

2.2. Owner must at all times treat the Manual, any other manuals created for, or approved for use in, the development or operation of the licensed restaurant, and the information contained therein, as secret and confidential, and must use all reasonable efforts to maintain such information as secret and confidential, as specified in Section 1 above, including but not limited to keeping access to the Manual secure at all times.

2.3. The Manual will at all times remain the sole property of Company.

2.4. Owner understands and acknowledges that Company may, in its sole discretion, modify or replace the Manual or its contents. If there is any dispute as to the contents of the Manual, the terms of the master copy of the Manual maintained by Company at Company's home office will be controlling.

3. COVENANTS AND RESTRICTIONS ON OTHER BUSINESS INTERESTS

3.1. Licensee must devote best efforts to the development, management and operation of the licensed restaurant.

3.2. Owner acknowledges that Licensee and Owner will receive valuable specialized training and/or confidential information, including without limitation, information regarding the development, operational, sales, promotional and marketing methods and techniques of Company and the System. During the term of any License Agreement between Company and Licensee, except as otherwise approved in writing by Company, Owner may not, either directly or indirectly, for him/herself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation:

3.2.1. Divert or attempt to divert any business or customer of the licensed restaurant to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with Company's proprietary marks and the System.

3.2.2. Own, maintain, operate, engage in, or have any interest in any food service business at the Facility described in Exhibit A to the License Agreement that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than ten percent (10%) of the menu, and/or represent more than ten percent (10%) of the sales ("Competitive Business").

3.2.3. For a continuous period of two years after the expiration or termination of all License Agreements between Company and Licensee, regardless of the cause for the termination, Owner may not either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any Competitive Business that is, or is intended to be, located i) at the Accepted Location as described in Exhibit A to the License Agreement ("Accepted Location"), ii) within five (5) miles of the Accepted Location; or iii) within five (5) miles of any Qdoba restaurant existing at the time of the termination or expiration.

3.3. Subsections 3.2.2 and 3.2.3 above do not apply to ownership by Owner of less than one percent (1%) beneficial interest in the outstanding equity securities of any publicly held corporation.

3.4. The parties agree that each of the foregoing non-competition covenants are independent of any other covenant or provision of this Agreement. If all or any portion of a covenant in this Section 3 is found unreasonable or unenforceable by a court or agency having valid jurisdiction, Owner expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section 3.

3.5. Company has the right, in its sole discretion, to reduce the scope of any covenant set forth in this Agreement, or any portion thereof, without Owner's consent, effective immediately upon receipt by Owner of written notice thereof. Owner agrees that it will comply forthwith with any covenant as so modified, and that the covenant will be fully enforceable, notwithstanding the provisions of Subection 3.4 of this Agreement.

3.6. Owner expressly agrees that the existence of any claims he/she may have against Company, whether or not arising from this Agreement, will not constitute a defense to Company's enforcement of the covenants in this Section 3. Owner agrees to pay all costs and expenses (including reasonable legal fees) incurred by Company in connection with the enforcement of this Section 3.

3.7. Owner acknowledges and agrees that his/her violation of the terms of this Section 3 would result in irreparable injury to Company for which no adequate remedy at law may be available. Owner acknowledges and agrees that Company may obtain an injunction prohibiting any conduct by Owner in violation of the terms of this Section 3.

4. MISCELLANEOUS PROVISIONS

4.1. No Waivers. No delay, omission or forbearance on the part of Company to exercise any right, option, duty or power constitutes a waiver by Company to enforce any such right, option, duty or power against Owner; nor does any such delay, omission, or forbearance constitute a waiver of any subsequent breach or default by Owner.

4.2. Notices. Any and all notices required or permitted under this Agreement must be made in writing, and must be personally delivered or mailed by certified or registered mail, return receipt requested, or delivered by national overnight carrier, to the respective parties at the following addresses unless and until a different address has been designated by written notice to the other party:

Notices to Company: Qdoba Franchisor LLC
350 Camino De La Reina, Suite 400
San Diego, California 92108
Attention: Legal Department – Franchise
Re: Company #_____

Notices to Owner: _____
c/o _____

Any notice by certified or registered mail will be deemed to have been given at the earlier of the (i) date and time of receipt, or (ii) the third business day after being deposited in the U.S. Mail. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery. Any notice delivered by overnight carrier will be deemed to have been delivered on the first business day after being deposited with the carrier.

4.3. Modification. No amendment, change or variance from this Agreement will be binding on either party unless mutually agreed to by the parties and signed by their authorized officers or agents in writing.

4.4. Severability and Construction. Except as expressly provided to the contrary in this Agreement, each portion, section, part, term and/or provision of this Agreement is severable. If for any reason a court or agency having valid jurisdiction, determines any section, part, term and/or provision of this Agreement is invalid and contrary to, or in conflict

with, any existing or future law or regulation, that decision will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms and/or provisions of this Agreement that remain intelligible. The latter will continue to be given full force and effect and bind the parties, and the invalid portions, sections, parts, terms and/or provisions will be deemed not to be a part of this Agreement.

This Agreement shall be governed by the same laws which govern the License Agreement signed between Company and Licensee.

This Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document.

IN WITNESS WHEREOF, the parties hereto have duly signed, sealed and delivered this Agreement on the day and year first above written.

By: _____
Shareholder/Partner/Member

By: _____
Shareholder/Partner/Member

By: _____
Shareholder/Partner/Member

Date: _____

Date: _____

Date: _____

QDOBA FRANCHISOR LLC

By: _____

Name: _____

Title: _____

Date: _____

EXHIBIT C

LICENSE INSURANCE REQUIREMENTS

Before the opening of the Restaurant and thereafter, throughout the term of the License Agreement, Licensee must obtain and maintain in full force and effect the required insurance. The insurance requirements, including but not limited to coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion. Requirements as of the date hereof are:

1. Commercial General Liability insurance, including Products Liability coverage, and Broad Form Contractual Liability coverage, written on a "per occurrence" policy form in an amount of not less than \$5,000,000 combined single limit per occurrence and aggregate. Such insurance must not contain an exclusion for occurrences arising from food-borne illness. Such insurance must insure the contractual liability of Licensee under the indemnification provisions of the License Agreement.
2. Business Automobile Liability insurance including owned, leased, non-owned and hired automobile coverage, with a limit of not less than \$1,000,000 per accident.
3. Workers' Compensation insurance as required by law, and Employer's Liability insurance with a limit of not less than \$1,000,000 per occurrence, and such other insurance as may be required by the state or locality in which the Licensed Restaurant is operated.
4. "All Risk" property insurance covering: (a) the Restaurant Premises (including tenant improvements, furniture, fixtures, equipment, inventory and other tangible property of the Restaurant), including plate glass coverage, on a full one hundred percent (100%) repair or replacement value basis; (b) Business Interruption/ Business Income insurance (at least one (1) year of actual loss sustained), including Extra Expense insurance, so as to re-establish normal business operations; and (c) loss of rents insurance covering a minimum of twelve (12) months' fixed minimum rent.
5. Builders' All Risk insurance for the full replacement cost of all real and personal property involved in the construction, when Licensee is building, renovating, refurbishing or remodeling the Licensed Restaurant.
66. **Cyber liability coverage in an amount of One Million Dollars (US \$1,000,000) per occurrence or per claim and in the aggregate (which insurance shall provide, at a minimum, coverage for the following risks: (a) liability arising from the introduction of a computer virus into, or otherwise causing damage to, a customer's or third person's computer, computer system, network or similar computer-related property and the data, software, and programs thereon, and (b) liability for data breach expenses and/or crisis management expenses.**
7. All insurance policies required of Licensee: (a) must be primary and non-contributory; (b) must be issued by an insurance company(ies) with a rating of not less than "A-VIII" in the current Best Insurance Rating Guide or approved by Company; (c) must name Company and its Affiliates as "additional insureds," and must contain an "Additional Insured-Designated Person or Organization" endorsement (or its

equivalent), except workers' compensation insurance only, without any qualifying language; (d) must provide that the insurance cannot be canceled, materially changed, or non-renewed, except upon thirty (30) days' advance written notice to Company; and (e) must contain a waiver of subrogation rights of the insurer(s) against Company, which waiver will be effective regardless of whether any loss is caused by the act, omission or negligence of Company, and must contain a "waiver of transfer rights of recovery against others" endorsement (or its equivalent). All deductible amounts on all insurance policies required must be disclosed in writing to, and approved by, Company and noted on the applicable Certificate of Insurance.

- 78.** Before the opening of the Restaurant and thereafter, throughout the term of the License Agreement, Licensee must furnish to Company evidence satisfactory to Company that such insurance coverages are in effect in the form of Certificates of Insurance, any insurance policy endorsements and a copy of the Licensee's insurance policy(ies). Renewal Certificates of Insurance must be delivered to Company thirty (30) days before the expiration date of all policies. If Licensee changes insurance carriers for any of the required coverages, it must submit new certificates of insurance for such coverages

Certificate Holder and Additional Insured:

Qdoba Franchisor LLC
350 Camino De La Reina, Ste. 400
San Diego, CA 92108

EXHIBIT F

DEVELOPMENT AGREEMENT

REQUEST FOR QDOBA DEVELOPMENT AGREEMENT

Page/ Section	Information Needed	Insert The Following
cover page	EntityName	EntityName
	State	State
	Owner / Managing Member	Owner
	SiteAddress	SiteAddress
	SiteCity	SiteCity
	Unit(s)	Unit
Pg 1	EntityName	Auto fill-in info
	State	Auto fill-in info
	EntityAddress	EntityAddress
	EntityCity	EntityCity
§19.3 / pg 24	Notice to EntityName	Auto fill-in info
	Notice to Owner	Auto fill-in info
	Notice to EntityAddress	Auto fill-in info
	Notice to EntityCity	Auto fill-in info
§20.9 / pg 28	EntityName	Auto fill-in info
	State	Auto fill-in info
	Owner / Managing Member	Auto fill-in info
Ex. A / pg 29	EntityName	Auto fill-in info
	Unit(s)	Auto fill-in info
	SiteAddress	Auto fill-in info
	SiteCity	Auto fill-in info
	Expiration Date -- the earlier of:	Key this in manually
	StoreNo	Key this in manually
	Open & Op. On or Before	Key this in manually
Ex. B / pg 30	EntityName	Auto fill-in info
Ex. B / pg 32	Owner	Auto fill-in info
	Guarantor(s)	Key this in manually
Ex. C / pg 33	Owner	Auto fill-in info
	EntityName	Auto fill-in info
Ex. C / pg 36	Notice to EntityName	Auto fill-in info
	Notice to Owner	Auto fill-in info
	Notice to EntityAddress	Auto fill-in info
	Notice to EntityCity	Auto fill-in info
Ex. C / pg 37	Owner	Auto fill-in info
	Additional signature	Key this in manually
	Additional signature	Key this in manually

QDOBA DEVELOPMENT AGREEMENT

Developer: EntityNameEntityName
a State limited liability company / corporation

Owners / Percentage Owned:

Address: SiteAddress
SiteCity

Unit(s): UnitUnit

QDOBA DEVELOPMENT AGREEMENT

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Exhibits:

Exhibit A – Development Area and Development Quota

Exhibit B – Guaranty and Assumption of Developer's Obligations

Exhibit C – Confidentiality and Non-Competition Agreement

Exhibit D – Development Insurance Requirements

[Exhibit E – Lease Addendum](#)

QDOBA DEVELOPMENT AGREEMENT

THIS QDOBA DEVELOPMENT AGREEMENT ("Agreement"), is made between QDOBA FRANCHISOR LLC, a Delaware limited liability company with its principal place of business at 350 Camino De La Reina, Suite 400, San Diego, California 92108 ("Company"), and EntityName, a State limited liability company, with its principal place of business at EntityAddress, EntityCity ("Developer"). This Agreement is dated _____, 20____, ~~and becomes effective when it is signed by both Company and Developer.~~_____.

RECITALS:

WHEREAS, Company became the franchisor of the Qdoba restaurant system in the United States on November 28, 2023. Prior to that, Company's predecessor, Qdoba Restaurant Corporation ("QRC"), was the franchisor of the Qdoba restaurant system.

WHEREAS, QRC and Company have expended significant time, effort and money to develop a distinctive system relating to the establishment and operation of Mexican-themed fast-casual restaurants featuring a specialized menu of customized burritos, bowls, tacos, quesadillas, salads, and nachos, with a variety of proteins, salsas, and toppings, as well as other food and beverage items, including but not limited to, chips, dips (including queso and fresh guacamole), and a wide selection of fountain and bottled drinks, some of which are prepared on site (the "System"); and

WHEREAS, the distinguishing characteristics of the System include, without limitation, the use of distinctive exterior and interior design, decor, color scheme and furnishings; special recipes and menu items; uniform standards, specifications and procedures for operations; a catering program; high quality and uniform products and services; standardized and/or tiered pricing structures; procedures for inventory and management control; training and assistance; and marketing and promotional programs; all of which may be changed, improved and further developed by Company from time to time; and

WHEREAS, Company identifies the System by means of certain trade names, service marks, trademarks, logos, emblems, and indicia of origin, including but not limited to, the marks "Qdoba®" and variations thereon ("Qdoba"), and such other trade names, service marks, trademarks, logos and indicia of origin that may be designated by Company in the future for use in connection with the System (collectively, the "Proprietary Marks" or "Marks"); and

WHEREAS, Company continues to develop, use, and control the use of such Proprietary Marks in order to identify for the public the source of services and products marketed under the Marks and System, and to represent the System's high standards of quality, appearance and service; and

WHEREAS, Developer desires to enter into the business of operating a Qdoba restaurant under Company's System, to obtain a franchise from Company for that

purpose, and to receive the training and other assistance provided by Company in connection with the franchise; and

WHEREAS, Developer recognizes the value of the System and Marks, and the importance of maintaining Company's high standards of quality, cleanliness, appearance and service in the operation of Qdoba restaurants.

NOW, THEREFORE, in consideration of the undertakings and commitments set forth in this Agreement, the parties agree as follows:

1. DEVELOPMENT RIGHTS

1.1. Rights During Term

1.1.1. During the term of this Agreement, and in accordance with the provisions of this Agreement, Company will grant to Developer franchises for the construction, ownership, and operation of Qdoba restaurants within the development area described in Exhibit A ("Development Area"). The number of franchises to be granted, and the time periods during which the franchises will be granted, are specified in Exhibit ~~B~~A. The terms of the franchises will be set forth in the Franchise Agreement in use by Company at the time each franchise is granted, including all associated agreements used in connection with the Franchise Agreement.

1.1.2. During the term of this Agreement, and except as provided in Section 4 below, Company will not:

1.1.1.1. operate any Qdoba restaurants located within the Development Area;

1.1.1.2. allow any person or entity that owns, is owned by, or is under common ownership ("Affiliate") with Company, to operate any Qdoba restaurant located within the Development Area; nor

1.1.1.3. grant a franchise for the operation of any Qdoba restaurants located within the Development Area, except the franchises that are granted to Developer in accordance with the terms of this Agreement.

1.2. Rights Upon Expiration of Term

After the term of this Agreement expires (unless it is earlier terminated in accordance with Section 14 of this Agreement), Company may operate and grant franchises for the operation of Qdoba restaurants located within the Development Area, and Developer will have no remaining development rights in the Development Area.

1.3. Nothing in this Section 1 affects the territorial rights established in Developer's Franchise Agreement(s), if any.

1.4. The Developer's rights set forth in this Section 1 are contingent upon Developer:

1.4.1. being in full compliance with the terms and conditions contained in this Agreement, including but not limited to, the development obligations contained in Section 2 below;

1.4.2. being in full compliance with all obligations under all agreements heretofore or hereafter entered into with the Company by Developer or any owner of a direct or indirect financial interest in Developer, including any Franchise Agreements; and

1.4.3. meeting the standard financial capability criteria as may be developed by Company and revised from time to time.

2. DEVELOPMENT OBLIGATIONS

2.1. Best Efforts

During the term of this Agreement, Developer must at all times faithfully, honestly, and diligently perform its obligations under this Agreement. Developer must continuously exert best efforts to promote and enhance the development of Qdoba restaurants within the Development Area. Developer (or a partner, member or shareholder approved by Company) must use full-time efforts to meet the obligations of this Agreement, and must not engage in any other business or other activity, directly or indirectly, that involves any significant management responsibility, time commitments, or otherwise may conflict with Developer's obligations under this Agreement. Developer (or the Company-approved managing partner, member or shareholder) must supervise the development of the Qdoba restaurants developed under this Agreement, but need not be engaged in the day-to-day operations of any such Restaurant.

2.2. Minimum Development Quota

2.2.1. Without limiting the obligations described in Section 6, Developer agrees to develop within the Development Area, the number of Qdoba restaurants set forth in Exhibit A ("Minimum Development Quota"). Each Qdoba restaurant must be opened and in continuous operation on or before the Development Deadline, which is set forth in, and is part of, the Minimum Development Quota. Time is of the essence. Failure to meet a Development Deadline will result in ~~forfeiture~~ default under this Agreement. Company's right to terminate this Agreement and retain the Development Fee (as defined in Section 5) and any franchise fee paid pursuant to Section 5 of this Agreement are Company's sole and exclusive remedies for breach of the Developer's contractual duty to meet the Minimum Development Quota.

2.2.2. A restaurant that closes for more than 5 days (not counting Company-approved holidays), during any period of 12 months will not be counted as open and in operation for purposes of determining whether Developer has met the Minimum Development Quota.

3. TERM OF AGREEMENT

This Agreement expires on the date set forth in Exhibit A, unless earlier terminated in accordance with the terms of this Agreement. [There is no right to renewal under this Agreement.](#)

4. RESERVATION OF RIGHTS

4.1. If any Qdoba restaurants were opened [or under development](#) in the Development Area by Company or another franchisee on or before the date of this Agreement, Company may continue to allow the operation of such pre-existing restaurant(s). If such pre-existing restaurant is required to close due to loss of the right to occupy the property, a casualty loss or eminent domain proceeding, Company may allow that restaurant to reopen or relocate within the Development Area, and thereafter to continue operations. The continuing operation [or development](#) of pre-existing restaurants does not constitute a violation of this Agreement.

4.2. At any time, Company, or any Affiliate of Company, may purchase or be purchased by any third party that operates itself, or licenses or franchises others to operate, restaurants or similar businesses inside the Development Area, regardless of whether such restaurants or businesses offer different, the same or similar products as those offered by the Franchised Business.

4.3. At any time, Company, [or any Affiliate of Company,](#) may sell within the Development Area products and services that are authorized for sale at Qdoba restaurants, as well as other products and services, under the Marks or other trademarks, service marks and commercial symbols, provided that such sales are through channels of distribution dissimilar to those to be used in the business to be franchised. Dissimilar channels of distribution include, but are not limited to, grocery and other retail stores (including supermarkets), motor vehicles (such as food trucks), the internet, satellite locations, sales or mail order catalogs, temporary locations, carts or kiosks, or through any other electronic or print media. Such sales do not constitute a violation of this Agreement.

4.4. Developer understands and acknowledges that at any time company may develop or authorize someone other than Developer to develop and operate restaurants in non-traditional locations within the Development Area. These locations may include [food courts,](#) the campuses of universities or colleges, hospitals, public transportation facilities, [travel plazas,](#) [airports,](#) [casinos,](#) amusement parks, government facilities, shopping malls, stadiums, arenas or

other sports facilities, and similarly situated sites. If company permits Developer to develop such a site, that site will not count toward the Minimum Development Quota.

4.5. If Developer does not open a Qdoba restaurant at a site Company accepted by the one year anniversary of the date of the Company's Notice of Site Acceptance, Company may develop the restaurant at that site, as further described in Section 6.5.3.

4.6. After this Agreement expires or is terminated, Company may operate, or license others to operate, restaurants under the System and / or the Marks within what was formerly the Development Area.

4.7. Developer acknowledges and agrees that Company may modify, update and improve the System and the Marks, all in its sole discretion. Developer acknowledges and agrees that Company may enter into co-branding relationships, marketing agreements, and other strategic alliances with other companies or entities, ~~all of which, in addition to other factors, may result in changes to the System and Marks. As the System and Marks change, Developer may be required to purchase new fixtures, furniture, equipment, décor items and signage, and make other investments in the Qdoba Business. Developer understands and agrees that it must develop and operate all restaurants in accordance with the System and Marks, as they are modified, updated, improved and changed from time to time.~~

5. DEVELOPMENT FEE

5.1. At the time this Agreement is signed, Developer must pay to Company a Development Fee of ten thousand dollars (\$10,000) for each of the restaurants to be developed by Developer under this Development Agreement. The total amount of the Development Fee is set forth in Exhibit A. This fee is fully earned and is nonrefundable in consideration of administrative and other expenses incurred by Company, and Company's lost or deferred opportunity to franchise to others.

5.2. For each restaurant to be developed under this Agreement, Developer will sign the Franchise Agreement and pay the then-current initial franchise fee for the restaurant (less a credit equal to the Development Fee attributed to that restaurant) at or around the time construction on the restaurant begins. The initial franchise fee is set forth in ~~Exhibit A.~~ the then-current franchise agreement.

5.3. Developer must reimburse Company for all sales or use taxes, goods and services taxes, personal property taxes, gross receipt taxes, excise taxes, value added taxes and similar taxes imposed upon or required to be collected by Company, on account of goods or services furnished to Developer through sale, lease or otherwise. Developer will pay such taxes upon demand, and in the manner designated by the Company.

6. DEVELOPMENT CONDITIONS AND PROCEDURES

Developer must meet the following conditions and adhere to the following procedures before construction on any Qdoba restaurants may begin:

6.1. Market Plan

6.1.1. Before undertaking any development activities in the Development Area, Developer must submit to Company a market development plan ("Market Plan") for the Development Area. The Market Plan must include a trade area analysis for each area that Developer considers a separate trade area within the Development Area. The Market Plan must include all relevant information regarding each trade area, including but not limited to, residential population, daytime population, total businesses, median household incomes, income growth, per capital income and population growth, all according to the Company's then-existing requirements.

6.1.2. Developer must also submit a separate map showing the trade areas served, or to be served, by a restaurant owned by Developer, and plotting all malls, power centers, grocery stores and food service establishments that might directly or indirectly compete with the proposed Qdoba restaurant.

6.1.3. The separate trade areas identified by Developer do not constitute protected market areas or territories. ~~Protected territories~~The protected territory surrounding any Qdoba restaurant, if any, ~~are~~is set forth in the individual Franchise Agreements.

6.1.4. Company will not approve a particular site for development as a Qdoba restaurant unless and until Developer's Market Plan is reviewed.

6.2. Site Selection

6.2.1. After a Developer's Market Plan is reviewed, Developer must obtain Company's acceptance of a potential site. The acceptance or disapproval of any site submitted by Developer will be at the sole discretion of Company. No site will be deemed accepted unless it has been expressly accepted in writing by Company in a Notice of Site Acceptance. In determining whether to approve or disapprove a proposed site, Company may consider a variety of factors, including but not limited to, demographic characteristics, traffic patterns, parking, visibility, allowed signage, the predominant character of the neighborhood, competition for other food service businesses, the nature of other businesses in the areas, and other commercial factors such as the size of the proposed space, the lease terms for the proposed site, and the physical appearance of the site. Developer acknowledges that Company's site criteria may change over time.

6.2.2. To request acceptance of a site for a restaurant, Developer must submit to Company the then-current form of Real Estate Committee Package. The Real Estate Committee Package must include, but is not limited to, the following:

6.2.3. a site evaluation (which must include demographics showing daytime and residential population in one-, two- and three-mile radii (or other dimensions as required by Company) around the site, a floor plan, ~~shopping center site plan (if applicable)~~, elevation drawings showing signage, and photographs of the site);

6.2.3.1. a letter of intent or other evidence satisfactory to Company confirming ~~the~~ Developer's favorable prospects for obtaining the site from the landowner or landlord;

6.2.3.2. Developer's financial information, including but not limited to recent financial statements, financing information, and development cost estimates, in a form approved by Company; and

6.2.3.3. such other information or materials as Company may reasonably require.

6.2.4. If Company elects to visit the site before accepting or not accepting it, Developer must coordinate and arrange for the visit by Company's representative, ~~and pay Company's related travel expenses.~~ Company will pay its own travel expenses for up to two (2) site visits, after which Franchisee must pay the then-current site visit fee plus Company's travel expenses to visit the site

6.2.5. Company will use its best efforts to send either a Notice of Site Acceptance or a letter indicating the site has not been accepted within the latter of 45 days after Company receives the complete Real Estate Committee Package, or within 45 days after receipt of any additional materials requested from Developer after the initial Real Estate Committee Package. Developer must ~~obtain approval of~~ have each site ~~from the Real Estate Committee~~ under contract and must provide proof in form satisfactory to Company that each site is under contract no later than the ~~Real Estate Committee Approval~~ Site Under Contract Date identified in Exhibit A.

6.2.6. Neither Company's examination and acceptance of a site, nor any information communicated to Developer regarding the site, constitutes a representation, guaranty or warranty, express or implied, of the successful operation or profitability of any restaurant operated at such location. Such examination, acceptance and information indicate only that Company has reviewed the site characteristics. Developer and Company acknowledge that Company's criteria for accepting a site may change over time. Additionally, demographic and economic factors, including competition from other food service businesses, could change,

thereby changing the potential of the site. Company is not responsible for the failure of an accepted site to meet Developer's expectations as to customer traffic, revenue, profits or any other matter.

6.3. Lease Acceptance

6.3.1. If Developer intends to occupy the Restaurant premises under a lease, Developer may be required to obtain Company's written acceptance of the lease before signing it and before construction of a Qdoba restaurant may begin.

6.3.2. Developer must use its best efforts to use Company's standard form lease addendum that is to be executed by Developer, and the landlord, and Company, along with its successors and assigns, shall be an intended third party beneficiary of the provisions of such addendum. The form of Lease Addendum ("Lease Addendum") is attached hereto as Exhibit E. Developer must present the ~~Company's standard form~~ Lease Addendum to the landlord before the initiation of negotiations for the lease. ~~Regardless, all final leases or lease addendums for a Restaurant must include the following terms and conditions:~~

~~**6.3.2.1.** That the premises may be used only for the operation of the Qdoba Business;~~

~~**6.3.2.2.** That the landlord consents to Developer's use of such Proprietary Marks and signage as Company may require for the Franchised Business;~~

~~**6.3.2.3.** That the landlord and Developer each agree that whenever they send the other any letter, notice, amendment or other document pertaining to the lease or the premises, they will simultaneously send a copy to Company;~~

~~**6.3.2.4.** That Developer may not sublease or assign all or any part of its occupancy rights, or extend the term of, or renew, the lease without Company's prior written consent;~~

~~**6.3.2.5.** The landlord must copy Company on any notices to Developer that are related to Developer's performance under the lease, including, but not limited to, late rent notices, notices of default, and notices of termination; and Developer agrees to copy Company on Developer's responses to such notices;~~

~~**6.3.2.6.** That Company has the right to enter the premises to make any modification necessary to protect the Proprietary Marks or to cure any default under the lease or under this Agreement;~~

~~6.3.2.7. That if Developer is in default under the lease, the landlord agrees that Company will have the right to cure the default or assume the lease, and sublease the premises for all, or any part of, the term of the lease;~~

~~6.3.2.8. The lease must provide for Developer to freely assign the Lease, without Landlord's consent, to Company, or a subsidiary designee of Company.~~

~~6.3.2.9. That a memorandum or notice of the lease will be recorded in the appropriate recorder's office in the county in which the Restaurant is located, and that a copy of the recording certificate will be delivered to Company;~~

~~6.3.2.10. That the term of the lease, including options, will be at least ten (10) years; and~~

~~6.3.2.11. If the restaurant is to be located in a shopping center, mall or other multi-tenant facility, the lease must provide that the landlord agrees it will not lease other space within such facility to any food service entity that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty percent (20%) of the menu or represent more than twenty percent (20%) of the sales ("Competitive Business"), such sales to be measured over a trailing twelve month period.~~

6.3.3. Company's examination ~~and approval~~ of a lease or any communication to Developer regarding the lease does not constitute a representation, guaranty or warranty, express or implied, of the successful operation or profitability of any restaurant operated at such location, nor does such examination and approval of a lease constitute a legal review of the terms and conditions of that lease. Such examination, approval and information only indicate that Company consents to Developer leasing the property for use as a Qdoba restaurant.

6.4. Franchise Agreement and Franchise Fee

6.4.1. As referenced in Section 5, the franchise fee must be paid at the time Developer signs each Franchise Agreement, as discussed in Section 6.4.2 below.

6.4.2. After Company approves the Market Plan for each subsequent site, ~~and~~ the lease agreement is fully signed by the parties to that lease, ~~and~~ a copy of that lease has been submitted to and approved by Company, ~~then~~ and construction on the site has commenced, Company will deliver the then-current Franchise Agreement to Developer. Developer must sign the Franchise Agreement, pay the applicable franchise fee, less a credit equal to the Development Fee paid for that site, and deliver the Franchise Agreement to the Company. After Developer submits the Franchise Agreement, pays the franchise fee, and submits to Company evidence of its required insurance coverages, Company will countersign the Franchise Agreement and

provide a copy of the fully signed Franchise Agreement to Developer once the restaurant opens and the restaurant's opening date has been inserted into the Franchise Agreement.

6.5. Timing of Construction

6.5.1. Developer may begin construction only upon ~~the prior written~~ approval of Company of site plans.

6.5.2. Developer must comply with Company's requirements regarding development and construction of the restaurant, as specified in the Franchise Agreement, the Manual, or elsewhere in writing.

6.5.3. Developer must track and report its development and construction costs, and provide to Company a copy of Developer's contract with its general contractor, as further specified in the Franchise Agreement, the Manual or elsewhere in writing. Time is of the essence. ~~If Developer has not opened a unit at the end of that time period, Company may withdraw acceptance of the site and/or develop the site itself.~~

6.6. Designated Operator / Management of the Business

6.6.1. Developer must prepare and submit to Company a management plan (the "Management Plan"). The Management Plan must designate a Designated Operator ("DO") who is approved by Company and possesses at least three years of multi-unit experience in the operation of a casual-dining, fast-food, family-dining or cafeteria-style restaurant. The Management Plan must be based on Developer's previous restaurant experience (if any) and the qualifications of those individuals Developer would like to have involved in the day-to-day Qdoba business. The DO must also: (a) have the authorization to allow Company to communicate with and give notice to Developer through the DO; and (b) have completed Company's certified training program to its satisfaction. Furthermore, Developer or Developer's DO: (a) shall exert full-time best efforts to the development and operation of all Qdoba franchises Developer owns; and (b) may not engage in any other business or activity, directly or indirectly, that requires substantial management responsibilities or time commitments or otherwise may conflict with the development obligations hereunder, unless specifically permitted in writing by Company.

6.6.2. Each of Developer's Qdoba restaurants must be managed at all times by Developer (or Developer's DO) or by an on-site General Manager, assistant manager or shift supervisor who has completed Company's certified training program to its satisfaction.

6.6.3. Prior to opening the first restaurant under this Agreement, Developer (and/or Developer's DO) and any other personnel who are intended to have, or who actually have, responsibilities for more than one Qdoba restaurant must complete the certified training

program to its satisfaction. Thereafter, subsequently hired personnel must complete the certified training program to Company's satisfaction before assuming their position.

7. GUARANTEES

7.1. Developer must have each of its Owners, as hereinafter defined, sign and deliver to Company concurrently with this Agreement a guaranty of Developer's obligations under this Agreement. Spouses (collectively, "Spouses") of Owners may also be required to sign the Guaranty. The guaranty must be in the form of Guaranty and Assumption of Developer's Obligations ("Guaranty") attached hereto as Exhibit B.

7.2. The term "Owner" means each person or entity that: has an indirect or direct equity interest in Developer or the Qdoba business.

7.3. If any person or entity becomes an Owner after this Agreement is signed, as outlined in Section 11, the new Owner and his/her Spouse must sign the Guaranty and must deliver it to Company.

8. OWNERSHIP AND USE OF MARKS

8.1. Developer understands and acknowledges that ~~Company~~Company's Affiliate owns the Proprietary Marks, that Developer has no interest whatsoever in or to the Proprietary Marks, and that Developer's right to use the Proprietary Marks is derived solely from this Agreement, and is limited by the terms of this Agreement and all applicable specifications, standards and operating procedures prescribed by Company from time to time. Any unauthorized use of the Proprietary Marks by Developer will constitute an infringement of the rights of Company in and to the Proprietary Marks.

8.2. Developer may not use any Proprietary Mark as part of any corporate or trade name or with any prefix, suffix or other modifying words, terms, designs or symbols, or in any modified form. Developer may not use any Proprietary Marks in connection with any business or activity other than the Qdoba Business or in any manner not explicitly authorized in writing by Company. Developer may not establish, develop, maintain, or establish links, websites, social media venues, domain names, or any other online presence (such as blogs, social networks like Facebook, professional networks like LinkedIn, liveblogging tools like X (f/k/a Twitter), virtual worlds, file, audio and video sharing sites like TikTok, Pinterest, and Instagram, Google My Business, and other similar social networking or media sites or tools) or other electronic medium (such as mobile applications, kiosks, and other interactive properties or technologies) which in any way, shape, or form incorporate a Proprietary Mark, or describe Developer or the Qdoba business, or links to Company's website, without the prior written consent of Company.

8.3. Developer agrees that any goodwill established by Developer's use of the Proprietary Marks or System will inure to the exclusive benefit of Company, and Developer acknowledges that this Agreement does not confer upon Developer any goodwill or interests in the Proprietary Marks or System.

8.4. Developer must not, during the term of this Agreement or after its termination or expiration, contest the validity or ownership of any of the Proprietary Marks or assist any other person in contesting the validity or ownership of any of the Proprietary Marks.

8.5. All provisions of this Agreement applicable to the Proprietary Marks will apply to any additional trademarks, service marks, logo forms and commercial symbols that Company hereafter authorizes Developer to use in connection with the Qdoba Business.

8.6. Developer agrees to use the Proprietary Marks as the sole identification of the Restaurant; however, Developer must identify himself as the independent owner at the Restaurant in the manner prescribed by Company. Developer agrees to display the Proprietary Marks prominently and in the manner prescribed by Company on signs, menus and forms. Further, Developer agrees to give such notices of trademark and service mark registrations and copyrights as Company specifies, and to obtain such fictitious or assumed name registrations as may be required under applicable law.

8.7. Failure to comply strictly with any and all provisions regarding use of the Marks in this Section 8 will be grounds for termination of this Agreement without the opportunity to cure, as more fully set forth in Section 14.

8.8. If Company determines, in its sole discretion, that it is advisable for Company and/or Developer to modify or discontinue use of any Proprietary Mark, or use one or more additional or substitute trademarks or service marks, Developer agrees to comply with Company directives regarding the use of such Marks within a reasonable time as established by Company. ~~The sole liability and obligation of Company in any such event will be to reimburse Developer for the out-of-pocket costs of complying with this obligation.~~ As the System and Marks change, Developer may be required to purchase new fixtures, furniture, equipment, décor items and signage, and make other investments in the restaurants. Developer understands and agrees that it must develop and operate all restaurants in accordance with the System and Marks, as they are modified, updated, improved and changed from time to time.

8.9. Developer must immediately notify Company in writing if Developer becomes aware of any apparent infringement or imitation of any Mark, any challenge to Developer's use of any Mark, any claim by any person of any rights in any Mark, or existence of any similar trade name, trademark or service mark. Developer may not communicate with any person, other than

Company and its counsel, in connection with any infringement, challenge or claim except as required by law. Company has the exclusive right to control any litigation, U.S. Patent and Trademark Office proceeding or other legal or administrative proceeding relating to any Proprietary Mark, and sole discretion to take such action as it deems appropriate. Developer agrees to sign any and all instruments and documents, render such assistance and do such acts and things as Company deems necessary or advisable to protect and maintain the interests of Company in any such litigation or proceeding, or to otherwise protect and maintain the interests of Company in the Marks.

8.10. Company agrees to indemnify Developer against, and to reimburse Developer for, all damages for which it is held liable in any proceeding in which: (a) Developer's use of any Proprietary Mark pursuant to and in compliance with this Agreement is held to constitute trademark infringement, unfair competition or dilution; and (b) for all costs reasonably incurred by Developer in the defense of any such claim brought against it or in any such proceeding in which it is named as a party, provided that Developer has timely notified Company of such claim or proceeding, has otherwise complied with this Agreement and has tendered complete control of the defense of such to Company. If Company defends such claim, Company will have no obligation to indemnify or reimburse Developer with respect to any fees or disbursements of any attorney retained by Developer.

8.11. All promotional materials, advertising materials, discoveries, inventions, ideas, business methods or improvements (whether or not patentable or capable of being copyrighted) relating to or arising from the operation of a Qdoba restaurant, whether created by Developer, Developer's Owners or their agents and independent contractors, must be promptly disclosed by Developer to Company, and will be Company's sole and exclusive property. If applicable, those items will be deemed to be works made-for-hire for Company. To the extent the works may not be deemed "works made for hire" under applicable law, Developer hereby irrevocably assigns to Company, for no additional consideration, all right, title and interest in and to any patents, trademarks, copyrights, trade secrets and any other proprietary rights. .

9. CONFIDENTIAL OPERATING MANUAL

9.1. In order to protect the reputation and goodwill of Company and to maintain high standards of operation under the Proprietary Marks, Developer must develop Qdoba restaurants and conduct its business in accordance with the Company's operating manual, including ~~but not limited~~without limitation, manuals relating to the Operations Manual, Manager in Training Manual, Franchise Real Estate Manualoperations, training, and store opening ~~Manual~~ (collectively, the "Manual"). Developer will receive access to the Manual from Company for the term of this Agreement in any manner Company chooses, including electronically through the Company intranet.

9.2. Developer must at all times treat the Manual, any other manuals created for, or approved for use in, the development and operation of the Qdoba business, and the information contained therein, as secret and confidential, and must use all reasonable efforts to maintain such information as secret and confidential, as specified in Section 10, below, including but not limited to keeping the Manual secure at all times.

9.3. The Manual will at all times remain the sole property of Company.

9.4. Developer understands and acknowledges that Company may, in its sole discretion, modify or replace the Manual or its contents. Developer agrees to conduct its business in accordance with all terms of Company's then-current Manual. Developer must at all times ensure that the Manual is kept current and up to date. If there is any dispute as to the contents of the Manual, the terms of the master copy of the Manual maintained by Company will be controlling.

10. CONFIDENTIAL INFORMATION

10.1. Developer understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System. Because of the competitive nature of the restaurant business, and to protect the legitimate interest of Company and other Developers, it is necessary to protect certain information about the System as confidential.

10.2. For purposes of this provision, "Confidential Information" includes product recipes and tests, ingredients used in Company's products, product preparation procedures, customer service measures and techniques, franchise support procedures, supplier relationship and distribution system information, new product development information, the Manual, financial data, growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment and computer systems, business and development plans and strategies, training programs, consumer research results, marketing and advertising strategies and materials, and all other information designated by Company as confidential.

10.3. Confidential Information does not include: (a) information, concepts, methods, procedures or techniques that are, or become, generally known in the quick-service and quick-casual restaurant industries in the United States, other than through disclosure by Developer, whether deliberate or inadvertent; (b) the disclosure of Confidential Information in judicial or administrative proceedings to the extent that Developer is legally compelled to disclose such information, provided that Developer has afforded Company with the opportunity to obtain an appropriate protective order or other assurance that the information will be treated as confidential; (c) the disclosure of Confidential Information as required by law; or ~~(d)~~ information

that Developer can demonstrate came to its attention prior to disclosure thereof by Company other than in connection with a violation of a confidentiality or non-disclosure agreement.

10.4. Developer will be provided with Confidential Information in connection with its development and operation of the Qdoba Businesses. Developer agrees that both during the term of this Agreement and thereafter, Developer: (a) will use the Confidential Information only in the development and operation of the Qdoba Businesses, and not in any connection with any other business; (b) will not make copies of, duplicate, record, or otherwise reproduce any Confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the Confidential Information to any person or entity who does not need access to it to develop or operate the Qdoba Businesses; and (d) will not use the Confidential Information, or allow it to be used, for the benefit of any third party.

10.5. Developer acknowledges and agrees that all Confidential Information is, and will remain, the sole and exclusive proprietary property of Company.

10.6. Company may require Developer to obtain from all management personnel and independent contractors, as a condition of their employment, covenants that they will maintain the confidentiality of all Confidential Information that they receive in connection with their employment by Developer. Such covenants will be in a form satisfactory to Company, including, without limitation, specific identification of Company as a third-party beneficiary of such covenants with the independent right to enforce them. Developer may be required to provide Company with copies of all such covenants.

10.7. Company requires that all Owners of Developer or the Franchised Business sign the Confidentiality and Non-Competition Agreement, attached as Exhibit C.

10.8. Developer understands and acknowledges that any failure to comply with the requirements of this Section 10 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Developer violates or threatens to violate any term of this provision, the Company will be entitled, in addition to any other remedies and damages available, to injunctive or other equitable relief to restrain the violation of this provision by Developer and its agents or employees. Developer agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this Section 10, in addition to any other claims to which Company may be entitled.

11. TRANSFER OF INTEREST

11.1. TRANSFER BY COMPANY

Company may transfer or assign this Agreement, any ownership interest in Company, and all or any part of Company's rights or obligations herein to any person or legal entity. Any such assignment will inure to the benefit of any assignee or other legal successor to the interest of Company. Company may, in its sole discretion, elect to have designees perform the obligations of Company under this Agreement.

11.2. TRANSFER BY DEVELOPER

11.2.1. Developer understands and acknowledges that the rights and duties set forth in this Agreement are personal to Developer (or if Developer is a legally formed entity, Developer's shareholders, partners and/or members), and that Company has granted development rights in reliance on Developer's business skill, and financial capacity ~~and personal character~~. Accordingly, neither Developer nor any individual or entity that directly or indirectly owns any interest in Developer, this Agreement, or in the Qdoba Business, may sell, assign, transfer, convey, give away, pledge, mortgage or otherwise encumber (hereinafter, "Transfer") any direct or indirect interest in Developer, this Agreement or the Qdoba Business without the prior written consent of Company. Company may withhold consent or any or no reason.

11.2.2. Any purported Transfer, by operation of law or otherwise, not having the written consent of Company required by this Section 11 will be null and void, and will constitute a material breach of this Agreement. Furthermore, Developer may not retain or otherwise contract with any entity that is not a party to this Agreement to provide management or administrative services for the development of a Qdoba restaurant unless such entity is either an employee of Developer or has been approved in writing by Company. Company may condition such approval on the receipt of a non-disclosure covenant from the third party.

12. COMPANY'S RIGHT OF FIRST REFUSAL

12.1. Any party holding any direct or indirect interest in Developer, this Agreement or Qdoba Business, and who desires to accept any bona fide offer from a third party to purchase all or any part of such interest (hereinafter referred to as "Seller") must notify Company in writing of each such offer forty-five (45) days before the proposed sale. Seller must provide such information and documentation relating to the proposed purchaser and the offer as Company may require. Company will have the right and option to purchase the Seller's interest at Company's sole discretion, at the price offered by the third party. Company will inform Seller of its intent to exercise the option within thirty (30) days after receipt of all of the information from Seller. If the proposed transaction includes assets of Developer not related to the development or operation of the Qdoba Business, Company may at its discretion exercise its option only with

respect to such interest. In such event, an equitable purchase price will be allocated to each asset included in the proposed transaction. If Company elects to purchase the Seller's interest, Company may require the purchase to close within thirty (30) days from the date of notice to the Seller of Company's election to purchase.

12.2. Any material change in the terms of any offer prior to closing will constitute a new offer, and will be subject to Company's right of first refusal as though it were an initial offer.

12.3. Failure of Company to exercise the option afforded by this Section 12 will not constitute a waiver of any other provision of this Agreement relating to proposed transfers, including any of the requirements of this Section 12.

12.4. If Company exercises its right of first refusal, the agreement of sale will be deemed to include customary representations and warranties given by the Seller including, without limitation, representations and warranties as to ownership, condition of and title to stock and assets, liens and encumbrances relating to the stock and assets, validity of contracts and verification of financial statements.

13. DEATH OR DISABILITY

Upon the death or permanent disability of Developer (or any Owner), the executor, administrator, conservator or other personal representative of such person may transfer that individual's interest in this Agreement and the Qdoba Business within a reasonable time, not to exceed twelve (12) months from the date of death or permanent disability, to a person approved by Company. Company will not unreasonably withhold consent to such a transfer. Such transfers, including, without limitation, transfers by devise or will are subject to all other reasonable terms and conditions ~~for assignments and transfers contained in Section 11 of this Agreement~~ imposed by Company. Failure to transfer such interest within the required period of time will constitute grounds for termination of this Agreement.

14. DEFAULT AND TERMINATION

14.1. Immediate Termination. Developer will be deemed to be in default under this Agreement, and all rights granted herein will immediately terminate automatically and without notice to Developer if any of the following events occur;

14.1.1. Developer makes a general assignment for the benefit of creditors;

14.1.2. Developer commences a voluntary case, or otherwise seeks any type of relief under bankruptcy, insolvency or any similar law; or an involuntary case under bankruptcy or insolvency or similar law is filed against Developer and is not opposed by Developer within ninety days of filing; or an order or decree for relief under bankruptcy, insolvency or similar laws

is entered regarding Developer. Developer expressly waives all rights under the provisions of the bankruptcy or other applicable laws and rules, and consents to the immediate termination of this Agreement as provided herein. Developer agrees not to seek an order from any court, tribunal or agency in any jurisdiction relating to bankruptcy, insolvency, reorganization or any similar proceedings that would have the effect of staying or enjoining this provision.

14.1.3. A bill in equity or other proceeding for the appointment of a receiver of Developer or other custodian for Developer's business or assets or real or personal property is filed by, and either consented to or not opposed by Developer;

14.1.4. Developer becomes insolvent in that (a) Developer generally fails, or is generally unable, to pay its obligations as they become due in the regular course of business, or (b) the value of Developer's assets are less than the value of its liabilities;

14.1.5. If Developer is a corporation or partnership, or other legal entity and Developer is dissolved or its existence otherwise terminated;

14.1.6. Execution is levied against Developer or a business franchised from Company;

14.1.7. A suit to foreclose any lien or mortgage against the Developer's business premises or equipment is instituted and not dismissed within thirty (30) days; or

14.1.8. Developer abandons efforts to develop Qdoba restaurants in accordance with the terms of this Agreement.

14.2. Termination Upon Notice. Developer will be deemed to be in default and Company may, at its option, terminate this Agreement and all rights granted under this Agreement upon any of the following grounds. Termination will become effective immediately upon notice to Developer.

14.2.1. Company reasonably determines that a threat or danger to public health or safety is likely to result from the construction, maintenance or operation of any Qdoba restaurant franchised by Developer.

14.2.2. A final judgment remains unsatisfied or of record of thirty (30) days or longer (unless appeal bond has been filed).

14.2.3. Developer is convicted of or pleads no contest to ~~a felony, a crime involving moral turpitude, or~~ any other crime or offense that Company reasonably believes in its sole

discretion, is likely to have an adverse effect on the System, the Proprietary Marks, the goodwill associated therewith, or Company's interest therein.

14.2.4. Developer discloses, makes any unauthorized duplicates of, or otherwise improperly divulges or uses the contents of the Manual or other confidential information provided to Developer by Company contrary to the terms of Sections 9 or 10 of this Agreement.

14.2.5. Developer maintains false books or records, or submits any reports or information to Company or any governmental agency or lender that contains any materially inaccurate, incomplete or misleading statements, or omits any facts necessary to make the statements made not misleading.

14.2.6. Developer fails on three (3) or more separate occasions within any trailing ~~twelve (12)~~twenty-four (24) month period to comply with this Agreement, or to execute Company's standards as outlined in the Manual, whether or not such failures are corrected after notice of default is given to Developer.

14.2.7. Developer has made material misrepresentations or omissions in Developer's franchise application for the development rights conferred by this Agreement, or in this Agreement.

14.2.8. Developer fails to comply with the development obligations as set forth on Exhibit A, the Minimum Development Quota.

14.2.9. Developer makes any unauthorized use of the Marks or fails to strictly comply with the terms set forth in Sections 8, 9, or 10 of this Agreement.

14.3. Termination After Opportunity to Cure. Developer will be deemed to be in default and Company may, at its option, terminate this Agreement and all rights granted under this Agreement upon any of the following grounds. If the condition is susceptible of being cured, Developer must correct the condition within the period specified below, or termination will be effective at the conclusion of the cure period.

14.3.1. Developer fails to develop, maintain and operate the Qdoba Business in accordance with Company's standards and specifications, or fails to maintain the insurance required under this Agreement. Developer will have five (5) days after receiving written notice to correct such condition.

14.3.2. Developer loses the right to possession of the premises, or otherwise forfeits the right to do or transact business in the jurisdiction where the Development Area is located. Developer will have five (5) days after receiving written notice to correct such condition.

14.3.3. Developer or any partner or shareholder in Developer purports to transfer any rights or obligations under this Agreement or any interest in Developer or the Qdoba Business in violation of the terms of Section 11 of this Agreement. Developer will have five (5) days after receiving written notice to correct such condition.

14.3.4. Developer fails to comply with the in-term covenants in Section 16 of this Agreement or fails to obtain execution of the covenants required under that Section. Developer will have five (5) days after receiving written notice to correct such condition.

14.3.5. Developer fails to make any payments due under this Agreement. Developer will have ten (10) days after receiving written notice to correct this condition.

14.3.6. Developer violates any federal labor laws. Developer shall have 30 days to correct such condition after receiving notice from Company.

14.3.7. Developer or any Affiliate of Developer commits a default under any agreement with Company or its Affiliates (other than this Agreement), and the default is not cured within the cure period specified in that agreement, if any.

14.3.8. Developer fails to comply with any other provision of this Agreement or defaults under any other development agreement, lease agreement, confidentiality agreement, note, or any agreement or account for the purchase of product or services between Company and Developer entered into with Company by Developer or any owner of a direct or indirect interest in Developer (for clarity, if Developer or any owner of a direct or indirect interest in Developer is in default under any franchise agreement with Company, this Agreement may be terminated under this Section 14.3). Developer will have thirty (30) days after receiving written notice to correct such condition.

14.4. If any applicable law or rule requires greater prior notice of termination, the prior notice required by such law or rule will be substituted for the notice requirements specified above.

14.5. If Developer and its owners are in compliance with this Agreement, and Company fails to comply with this Agreement, Developer must provide Company with written notice thereof. If Company either (a) fails to cure such default within thirty (30) days after written notice thereof is delivered to Company or, (b) if the failure cannot be corrected within thirty (30) days and Company fails to provide proof acceptable to Developer of efforts that are reasonably calculated to correct such failure within a reasonable time, which will in no event be more than sixty (60) days after such notice, Developer may terminate this Agreement. Such termination will become effective ten (10) days after delivery to Company of notice of termination. A termination of this Agreement by Developer for any other reason or without such notice will be deemed a

termination by Developer without cause, and will result in forfeiture of all development fees paid by developer.

15. OBLIGATIONS UPON TERMINATION OR EXPIRATION

Except as provided in Section 1.2 of this Agreement, upon termination or expiration of this Agreement, all rights granted under this Agreement to Developer will immediately terminate, and Developer has the following obligations:

15.1. Developer must immediately cease to develop or construct any new Qdoba restaurants and must not thereafter, directly or indirectly, represent itself to the public as a present or former Developer of Company;

15.2. If Developer continues to operate, or subsequently begins to operate, any other business, it must not use any reproduction, counterfeit, copy or colorable imitation of the Proprietary Marks, including but not limited to trademarks, interior image and trade dress, menu boards and designs, and art as specified in the Manual, either in connection with such other business or the promotion thereof, that is likely to cause confusion, mistake or deception, or that is likely to dilute Company's rights in and to the Proprietary Marks. Developer further agrees not to use any designation of origin or description or representation that falsely suggests or represents an association or connection with Company.

15.3. Developer must pay to Company all damages, costs and expenses, including reasonable legal fees, incurred by Company after the termination or expiration of this Agreement in obtaining injunctive or other relief for the enforcement of any provisions of this Agreement;

15.4. Developer must immediately deliver to Company all manuals, including the Manual, and all other records and documents containing confidential information;

15.5. All obligations of Company, Developer and Owners that expressly or by their nature survive or are intended to survive the expiration or termination of this Agreement will continue in full force and effect after and notwithstanding its expiration or termination, until those obligations are satisfied in full or by their nature expire; and

15.6. Developer shall also provide to Company, upon request, evidence satisfactory to Company that Developer has complied with the obligations in this Section 15.

15.7. Developer must comply with the covenants contained in Section 16 of this Agreement.

16. COVENANTS AND RESTRICTIONS ON OTHER BUSINESS INTERESTS

16.1. During the term of this Agreement, except as otherwise approved in writing by Company, Developer must devote best efforts to the management and operation of the Qdoba Business.

16.2. Developer acknowledges that, pursuant to this Agreement, Developer will receive valuable specialized training and confidential information, including without limitation, information regarding the development, construction, operational, sales, promotional and marketing methods and techniques of Company and the System. During the term of this Agreement, except as otherwise approved in writing by Company, Developer, any shareholder of Developer if Developer is a corporation, any member of Developer if Developer is a limited liability company, and partner of Developer if Developer is a partnership, may not, either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation do any of the following:

16.2.1. Divert or attempt to divert any business or customer of the Qdoba business or any Qdoba restaurant to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with Company's Proprietary Marks and the System; ~~or~~ and

16.2.2. During the term of this Agreement, own, maintain, operate, engage in, or have any interest in any Competitive Business; and

16.2.3. For a continuous period of two (2) years after the expiration or termination of this Agreement, regardless of the cause for the termination, own, maintain, operate, engage in, or have any interest in any Competitive Business, which business is, or is intended to be, located within five miles of any Qdoba restaurant then existing.

16.3. Notwithstanding the foregoing, passive partners, as defined by Company from time to time in its sole discretion, shall be exempt from such restrictions. Subsections 16.2.1, 16.2.2, and 16.2.3 above do not apply to ownership by Developer of less than one percent (1%) beneficial interest in the outstanding equity securities of any publicly held corporation.

16.4. The parties agree that each of the foregoing covenants is independent of any other covenant or provision of this Agreement. If all or any portion of a covenant in this Section 16 is found unreasonable or unenforceable by a court or agency having valid jurisdiction, Developer expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section 16.

16.5. Company has the right, in its sole discretion, to reduce the scope of any covenant set forth in this Agreement, or any portion thereof, without Developer's consent, effective immediately upon receipt by Developer of written notice thereof. Developer agrees that it will comply forthwith with any covenant as so modified, and that the covenant will be fully enforceable, notwithstanding the provisions of Subsection 19.4 of this Agreement.

16.6. Developer expressly agrees that the existence of any claims it may have against Company, whether or not arising from this Agreement, will not constitute a defense to Company's enforcement of the covenants in this Section 16.

16.7. Developer acknowledges and agrees that Developer's violation of the terms of this Section 16 would result in irreparable injury to Company for which no adequate remedy at law may be available. Developer acknowledges and agrees that Company may obtain an injunction prohibiting any conduct by Developer in violation of the terms of this Section 16.

16.8. At Company's request, Developer must require and obtain covenants similar to those set forth in this Section 16 (including covenants applicable upon the termination of a person's relationship with Developer, to the extent permitted by applicable law) from any or all of the following persons: (1) all managers of Developer and any other personnel employed by Developer who have received or will receive training from Company; and (2) all Owners. Every covenant required by this Section 16 must be in a form satisfactory to Company and must specifically identify Company as a third-party beneficiary of such covenants with the independent right to enforce them.

16.9. Developer covenants that during the term of this Agreement, Developer will not permit the ratio of total indebtedness of the Qdoba Business (and any other debt which the holder may have recourse against the business) to the total equity in the Qdoba Business to exceed 4 to 1, all calculated in accordance with generally accepted accounting principles.

17. INSURANCE

17.1. Before beginning any construction on a Qdoba restaurant, and throughout the remaining term of this Agreement, Developer must obtain and maintain in full force and effect, at his own expense, such insurance coverages as may be required of Developer by Company. The current requirements are set forth in Exhibit D. Before beginning any construction on a Qdoba restaurant, and throughout the remaining term of this Agreement, Developer must furnish to Company evidence satisfactory to Company of such insurance coverages in effect in the form of Certificates of Insurance, any insurance policy endorsements required by Company, and a copy of Developer's insurance policy(ies). Renewal Certificates of Insurance must be delivered to Company thirty ~~(30)~~ days before the expiration date of all policies. All deductible amounts on all

insurance policies required under this Agreement must be disclosed in writing to, and approved by, Company, and noted on the applicable Certificate of Insurance. The insurance requirements, including but not limited to, coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion as may be more particularly set out in (or modified by) the Manual.

18. INDEPENDENT CONTRACTOR AND INDEMNIFICATION

18.1. It is understood and agreed by the parties that this Agreement does not create a fiduciary relationship between them, and that Company and Developer are independent contractors. Nothing in this Agreement is intended to make either party an agent, legal representative, subsidiary, joint venturer, partner, employee or servant of the other for any purpose whatsoever.

18.2. During the term of this Agreement, Developer must hold itself out to the public as an independent contractor developing the Qdoba restaurants pursuant to a development agreement from Company. Developer agrees to take such actions as may be necessary to do so.

18.3. Nothing in this Agreement authorizes Developer to make any contract, agreement, warranty or representation on Company's behalf, or to incur any debt or other obligation in Company's name. Company will not assume liability for, or be deemed liable as a result of any such action; nor will Company be liable by reason of any act or omission of Developer in its conduct of the Qdoba Business or for any claim or judgment arising therefrom.

18.4. Developer is responsible for all losses, damages, and liabilities, whether contractual, statutory or otherwise, to third persons arising out of or in connection with the development, construction, possession, ownership or operation of any Qdoba restaurant, and for all claims or demands for damages to property, or for injury, illness or death of persons directly or indirectly resulting therefrom. Developer must defend, indemnify and hold harmless Company and its Affiliates and their agents from all such claims, demands, losses, obligations, costs, legal fees, expenses, liabilities, debts or damages directly or indirectly resulting therefrom, unless resulting from the gross negligence or willful misconduct of Company. If such claims are asserted against Company or its Affiliates or their agents, Company will notify Developer, and Developer will assume the defense of such claims. If Developer fails to assume the defense, then Company may defend in such manner as it deems appropriate. Developer must reimburse Company for all costs, including legal fees, and the reasonable value of time spent by corporate counsel, incurred by Company or its Affiliates in effecting such defense, in addition to any sum that Company or its Affiliates may incur by reason of any settlement or judgment. Company's right to defense and indemnification hereunder will exist, notwithstanding that its joint or concurrent liability may be imposed on Company by law.

19. MISCELLANEOUS PROVISIONS

19.1. APPROVALS AND WAIVERS

19.1.1. Whenever this Agreement requires the prior approval or consent of Company, Developer must make a timely written request to Company for such approval or consent. All such approvals or consents must be obtained in writing.

19.1.2. No delay, omission or forbearance on the part of Company to exercise any right, option, duty or power constitutes a waiver by Company to enforce any such right, option, duty or power as against Developer; nor does any such delay, omission, or forbearance constitute a waiver of any subsequent breach or default by Developer. Company's waiver of any payments due to it under this Agreement will not be deemed to be a waiver by Company of any preceding breach by Developer of any terms, provisions, covenants or conditions of this Agreement.

19.2. FORCE MAJEURE

Neither Company nor Developer will be deemed to be in breach of this Agreement, or be liable for loss or damage if it fails to perform its obligations due to: (1) compliance with any law, ruling, order, regulation, requirement, or instruction of any federal, state, or municipal government or any department or agency thereof; (2) acts of God; (3) acts or omissions of the other party; (4) fires, strikes, embargoes, war, terrorism or riot; or (5) any other similar event or cause which are force majeure in nature. Any delay resulting from any of said causes will extend performance accordingly, or excuse performance, in whole or in part, as may be reasonable. The provisions of this section shall not, however, operate to excuse Developer from the prompt payment of any fee or other payment due Company pursuant to the provisions of this Agreement.

19.3. NOTICES

Any and all notices required or permitted under this Agreement must be made in writing, and must be personally delivered or mailed by certified or registered mail, return receipt requested, or delivered by national overnight carrier, to the respective parties at the following addresses unless and until a different address has been designated by written notice to the other party:

Notices to Company: Qdoba Franchisor LLC
350 Camino De La Reina, Suite 400
San Diego, California 92108
Attention: Legal Department – Franchise

Notices to Developer: EntityName
c/o Owner
EntityAddress
EntityCity

Any notice by certified or registered mail will be deemed to have been given at the earlier of the (i) date and time of receipt, or (ii) the third business day after being deposited in the U.S. Mail. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery. Any notice delivered by overnight carrier will be deemed to have been delivered on the first business day after being deposited with the carrier.

19.4. ENTIRE AGREEMENT

The Recitals and Exhibits are hereby incorporated into, and are part of, this Agreement. This Agreement constitutes the entire, full and complete agreement between Company and Developer concerning Developer's right to develop the restaurants in the Development Area identified on Exhibit A, and supersedes any prior negotiations, understandings, representations or agreements relating to such development; however, nothing in this Agreement is intended to disclaim the representations Company made in the franchise disclosure document if furnished to Developer. If this Agreement conflicts with the terms of any Franchise Agreement entered into in connection with this Agreement, this Agreement will be controlling.

19.5. MODIFICATION, SEVERABILITY AND CONSTRUCTION

No amendment, change or variance from this Agreement will be binding on either party unless mutually agreed to by the parties and signed by their authorized officers or agents in writing.

19.5.1. Except as expressly provided to the contrary in this Agreement, each portion, section, part, term and/or provision of this Agreement is severable. If for any reason a court or agency having valid jurisdiction, determines any section, part, term or provision of this Agreement is invalid and contrary to, or in conflict with, any existing or future law or regulation, that decision will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms and/or provisions of this Agreement that remain intelligible. The latter will continue to be given full force and effect and bind the parties, and the invalid portions, sections, parts, terms and/or provisions will be deemed not to be a part of this Agreement.

19.5.2. Except as expressly provided to the contrary in this Agreement, nothing in this Agreement is intended, nor will be deemed to confer upon any person or legal entity other than Developer, Company, Company's officers, directors and employees, and such successors and assigns as may be contemplated by this Agreement hereof, any rights or remedies under or by reason of this Agreement.

19.5.3. All captions in this Agreement are intended solely for the convenience of the parties, and none will be deemed to affect the meaning or construction of any provision hereof.

19.5.4. All references in this Agreement to the masculine, neuter or singular will be construed to include the masculine, feminine, neuter or plural, where applicable. All acknowledgments, promises, covenants, agreements and obligations herein made or undertaken by Developer will be deemed jointly and severally undertaken by all those executing this Agreement on behalf of Developer, as well as each Owner of Developer.

19.6. NON-BINDING MEDIATION

19.6.1. Except as provided in Subsection 19.6.5 below, controversies, disputes and claims between Company, its Affiliates and their shareholders, officers, directors, employees and agents, or any of them, on the one hand, and Developer, its Affiliates, partners, trustees, shareholders, officers, directors and agents, or any of them, on the other hand, arising out of or related to this Agreement, or the Qdoba Business, including the Qdoba restaurants developed under this Agreement, are subject to non-binding mediation pursuant to the terms of this Subsection. Except as specified in Subsection 19.6.5, no litigation may be commenced between such parties prior to the Mediation Termination Date, as defined in Subsection 19.6.4 below, on any claim which is subject to non-binding mediation under this Agreement, whether or not the mediation has been commenced. The commencement or pendency of litigation will not stay non-binding mediation required under this Agreement, and non-binding mediation required under this Agreement will not stay any litigation commenced in conformity with Subsection 19.6.5. Mediation under this subsection is not intended to alter or suspend the rights or obligations of the parties under this Agreement or to determine the validity or effect of any provision of this Agreement, but is intended to provide the parties with an opportunity to amicably and expeditiously resolve disputes in a cost-effective manner on mutually acceptable terms and conditions.

19.6.2. The non-binding mediation provided for in this Agreement must be commenced by the party demanding mediation (“Complainant”) by giving written notice of the demand for mediation (“Demand”) to the party with whom mediation is sought (“Respondent”). The Demand must specify with reasonable particularity the matter or matters on which non-binding mediation is being sought. A copy of the Demand must be given by the Complainant simultaneously to Company, if Company is not a Complainant or a Respondent.

19.6.3. Non-binding mediation under this Agreement will be conducted in San Diego, California, by a mediator or mediation program designated by Company in writing (“Designation”), or by such mediator as Complainant and Respondent may otherwise agree to. Company will send the Designation to Complainant and Respondent within a reasonable time after its receipt of the demand.

19.6.4. Non-binding mediation under this Agreement must be concluded within sixty days of the giving of the Demand or such longer period as may be mutually agreed to in writing by the parties to the mediation (“Mediation Termination Date”). All aspects of the mediation process will be treated as confidential, must not be disclosed to others, and will not be offered or admissible in any other proceeding or legal action whatsoever. Complainant and Respondent will each bear its own costs of mediation, and each will bear one-half the cost of the mediator and mediation service.

19.6.5. If Developer is more than forty-five (45) days past due in any of its payments to Company, whether under this Agreement or any other Agreement or account with Company, then Company will not be required to seek or to participate in mediation of any matter or dispute under this Subsection (although Company reserves the right to require mediation), and Company will be free to commence or to pursue litigation at any time. Company will not be required to seek or to participate in mediation of any matter or dispute relating to the indemnification or insurance provisions of this Agreement (although Company reserves the right to require mediation). Nothing in this Subsection will prevent any party from instituting or pursuing litigation at any time to preserve the status quo, protect the Proprietary Marks, protect the health or safety of the public, or avoid irreparable harm.

19.7. LIMITATIONS ON ACTIONS

19.7.1. This Agreement takes effect upon its acceptance and execution by Company, and will be interpreted and construed under the laws of the State of California, which laws will prevail in the event of any conflict of law. If, however, any provision of this Agreement would not be enforceable under the laws of California, Developer is located outside of California, and such provision would be enforceable under the laws of the state in which Developer is located, then such provision shall be interpreted and construed under the laws of that state.

19.7.2. Any action brought by either party against the other in any court, whether federal or state, must be brought in San Diego, California. For the purpose of carrying out this provision, the parties hereby waive all questions of personal jurisdiction or venue.

19.7.3. No right or remedy conferred upon or reserved to Company or Developer by this Agreement is intended to be, nor will be deemed, exclusive of any other right or remedy provided or permitted herein or by law or equity, but each is cumulative of every other right or remedy.

19.7.4. Nothing contained in this Agreement restricts Company’s right to obtain injunctive relief under the usual equity rules, including the applicable rules for obtaining restraining orders and preliminary injunctions.

19.7.5. Company and Developer irrevocably waive trial by jury in any action, proceeding, or counterclaim, whether at law or in equity, brought by Company against Developer, or by Developer against Company or its Affiliates, and their shareholders, officers, directors, employees and agents, whether or not there are other parties in such action.

19.7.6. Any and all claims and actions arising out of, or relating to, this Agreement, the relationship of Company and Developer, or Developer's operation of the Restaurant, must be commenced within two (2) years from the date Developer knew or should have known of the occurrence of the facts giving rise to such claim or action, or such shorter terms as is established by law, or such claim or action will be barred.

19.7.7. Company and Developer hereby waive to the fullest extent permitted by law any right to, or claim of, any punitive or exemplary damages against the other, and agree that in the event of a dispute between them, recoverable damages will be limited to the actual damages sustained by it.

19.8. LEGAL FEES

In any litigation arising out of or relating to this Agreement, the prevailing party will be entitled to receive from other party all costs, including reasonable accounting and legal fees incurred as a result of the legal action.

20. ACKNOWLEDGMENTS

20.1. Developer understands and accepts the terms, conditions and covenants contained in this Agreement as being reasonably necessary to maintain Company's high standards of quality and service, and the uniformity of those standards at all Qdoba restaurants, and thereby to protect and preserve the goodwill of the Proprietary Marks.

20.2. Developer acknowledges and agrees that Company's officers, directors, employees and agents act only in a representative, and not in a personal, capacity in connection with any of their dealings with Developer.

20.3. The Development Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document.

21. RELEASE.

21.1. .For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Developer ([if an entity](#), on behalf of itself and its parent, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, guarantors, agents and employees, in their corporate and individual capacities, [and, if](#)

an individual, on behalf of his or her heirs, representatives, and assigns) (collectively "Releasors"), freely and without any influence, forever releases and covenants not to sue Company, and its parents, subsidiaries and affiliates and their respective past and present officers, directors, managers, shareholders, members, owners, agents and employees, in their corporate and individual capacities (collectively "Releasees"), with respect to any and all claims, demands, liabilities and causes of action of whatever kind or natures, known or unknown, vested or contingent, suspect or unsuspected (collectively "Claims") which any Releasor now owns or holds or may at any time have owned or held, including, without limitation, claims arising under federal, state and local laws, rules and ordinances, claims for contribution, indemnity and/or subrogation and claims arising out of, or related to this Agreement and all other agreements between any Releasor and any Releasee, the sale of franchises to any Releasor by any Releasee, the operation of the Franchised Business, any other franchised Qdoba restaurants and any other restaurant franchised by any Releasee, and each Releasee's performance of its obligations under this Agreement or any other agreement.

Developer (on behalf of itself and the Releasors) agrees that fair consideration has been given by Company for this release and fully understands that this is a negotiated, complete and final release of all of Releasors' claims. Developer (on behalf of itself and the Releasors) expressly agrees that, with respect to this release, any and all rights granted under Section 1542 of the California Civil Code are expressly waived to the extent applicable. That Section reads as follows:

A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.

[\[SIGNATURES ON FOLLOWING PAGE\]](#)

IN WITNESS WHEREOF, the parties hereto have duly signed, sealed and delivered this Agreement on the day and year ~~first above~~ written below.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

EXHIBIT A
DEVELOPMENT AREA AND DEVELOPMENT QUOTA

~~Qdoba Franchisor LLC~~

~~Development Agreement~~

~~by and between~~

~~Qdoba Franchisor LLC~~

~~and EntityName~~

~~dated _____, 20__~~

Development Fee: \$10,000 (Ten Thousand Dollars) multiplied by the number of restaurants to be developed by Developer.

Initial Franchise Fee for each Restaurant Developed: When each Franchise Agreement is signed, the then-current initial franchise fee is due minus the pro-rated portion of the Development Fee (\$10,000 per restaurant).

The Development Area referred to in Section 2 of the captioned agreement is:

SiteAddress

SiteCity

Expiration Date: The earlier of _____, or the date the last restaurant in the schedule below [#____] actually opens.

Development Quota:

	REAL ESTATE	OPEN AND OPERATING
<u>STORE NUMBER</u>	<u>~~COMMITTEE APPROVAL~~</u>	<u>SITE UNDER CONTRACT</u>
<u>ON OR BEFORE</u>		
<u>DATE</u>		

~~Initials – Developer~~

~~Initials – Company~~

EXHIBIT B

GUARANTY AND ASSUMPTION OF DEVELOPER'S OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF DEVELOPER'S OBLIGATIONS ("Guaranty") is given this _____ day of _____, 20__, by the undersigned.

DEVELOPER: EntityName

Date of Development Agreement: _____, 20__

In consideration of, and as an inducement to, the execution of the above-mentioned Qdoba Development Agreement (the "Agreement") by Qdoba Franchisor LLC ("Company"), each of the undersigned and any other parties who sign counterparts of this guaranty (referred to herein individually as a "Guarantor" and collectively as "Guarantors") hereby personally and unconditionally: (a) guarantees to Company, and its successors and assigns, for the term of the Agreement and thereafter as provided in the Agreement, that Developer shall punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, both monetary obligations and other obligations, including without limitation, the obligation to pay costs and legal fees as provided in the Agreement and the obligation to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including without limitation the provisions of the Agreement relating to competitive activities.

Each Guarantor waives:

1. acceptance and notice of acceptance by Company of the foregoing undertakings; and
2. notice of demand for payment of any indebtedness or nonperformance of any obligations hereby guaranteed; and
3. protest and notice of default to any party with respect to the indebtedness or nonperformance of any obligations hereby guaranteed; and
4. any right he may have to require that an action be brought against Developer or any other person as a condition of liability; and
5. all rights to payments and claims for reimbursement or subrogation which he may have against Developer arising as a result of his execution of and performance under this guaranty by the undersigned (including by way of counterparts); and
6. any and all other notices and legal or equitable defenses to which he may be entitled.

Each Guarantor consents and agrees that:

(A) his direct and immediate liability under this guaranty shall be joint and several not only with Developer, but also among the Guarantors; and

(B) he shall render any payment or performance required under the Agreement upon demand if Developer fails or refuses punctually to do so; and

(C) such liability shall not be contingent or conditioned upon pursuit by Company of any remedies against Developer or any other person; and

(D) such liability shall not be diminished, relieved or otherwise affected by any subsequent rider or amendment to the Agreement or by any extension of time, credit or other indulgence which Company may from time to time grant to Developer or to any other person, including, without limitation, the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which shall be continuing and irrevocable throughout the term of the Agreement and for so long thereafter as there are any monies or obligations owing by Developer to Company under the Agreement. Notwithstanding any assignment for the general benefit of creditors or any bankruptcy or any other act of insolvency by Developer and notwithstanding any rejection, disaffirmance or disclaimer of the Agreement, the Guarantors shall continue to be fully liable hereunder; and

(E) the written acknowledgment of Developer, accepted in writing by Company, or the judgment of any court or arbitration panel of competent jurisdiction establishing the amount due from Developer shall be conclusive and binding on the undersigned as guarantors.

If Company is required to enforce this guaranty in a judicial or arbitration proceeding, and prevails in such proceeding, it shall be entitled to reimbursement of its costs and expenses, including, but not limited to, reasonable accountants', legal, legal assistants', arbitrators' and expert witness fees, costs of investigation and proof of facts, court costs, other litigation expenses and travel and living expenses, whether incurred prior to, in preparation for or in contemplation of the filing of any such proceeding.

If Company is required to engage legal counsel in connection with any failure by the undersigned to comply with this Guaranty, the Guarantors shall reimburse Company for any of the above-listed costs and expenses incurred by it.

This Guaranty shall be governed by the same laws which govern the Agreement.

This Guaranty may be signed in one or more counterparts, all of which when taken together constitute one original document.

IN WITNESS WHEREOF, each Guarantor has hereunto affixed his signature on the same day and year as the Agreement was signed.

GUARANTOR(S)

_____	Date: _____
Guarantor: _____	
Home Address: _____	

_____	Date: _____
Guarantor: _____	
Home Address: _____	

_____	Date: _____
Guarantor: _____	
Home Address: _____	

_____	Date: _____
Guarantor: _____	
Home Address: _____	

EXHIBIT C

CONFIDENTIALITY AND NON-COMPETITION AGREEMENT (For Shareholders, Partners, Members)

This Confidentiality and Non-Competition Agreement ("Agreement") is entered into this ____ day of _____, 20____, ~~between~~ by Owner ("Owner") in favor of and for the benefit of Qdoba Franchisor LLC ("Company") ~~and Owner ("Owner") (collectively, "Parties")~~.

Recitals

Company has entered into a Development Agreement and/or Franchise Agreement with EntityName ("Developer") relating to the development and operation of one or more Qdoba Mexican Eats™ restaurants under an operating system created and maintained by the Company (the "System"). Owner is an officer, director, or holder of a beneficial interest of Developer, and/or of any corporation directly or indirectly controlling Developer. Due to his/her financial interest or other involvement in Developer, Owner may have access to information regarding the development and operation of the Qdoba business (including, but not limited to Company's Operating Manual) that is considered by the Parties to be confidential and/or trade secret. Company is willing to provide access to such information under the terms of this Agreement.

Accordingly, Owner agrees as follows:

1. CONFIDENTIAL INFORMATION

1.1. Owner understands and acknowledges that Company has invested, and continues to invest, considerable sums of money in developing the System. Because of the competitive nature of the restaurant business, and to protect the legitimate interest of Company and other franchisees, it is necessary to protect certain information about the System as confidential.

1.2. For purposes of this provision, "Confidential Information" includes product recipes and tests, ingredients used in Company's products, product preparation procedures, customer service measures and techniques, franchise support procedures, supplier relationship and distribution system information, new product development information, the Manual (as defined in Section 2 below), growth plans or strategies, real estate development plans or strategies, restaurant design plans, proposed restaurant sites, equipment, computer systems, business and development plans and strategies, training programs, consumer research results, marketing and advertising strategies and materials, and all other information designated by Company as confidential.

1.3. Confidential Information does not include: (a) information, concepts, methods, procedures or techniques that are, or become, generally known in the quick-service and quick-casual restaurant industries in the United States, other than through disclosure by Developer or Owner, whether deliberate or inadvertent; (b) the disclosure of Confidential Information in judicial or administrative proceedings to the extent that Developer or Owner is legally compelled to disclose such information, provided that Developer and/or Owner has afforded Company with the opportunity to obtain an appropriate protect order or other assurance that the information will be treated as confidential; or (c) information that Developer or Owner can demonstrate came to its attention prior to disclosure thereof by Company.

1.4. Developer will be provided with Confidential Information in connection with its development and/or operation of the Franchised Business. Owner agrees that both during the term of this Agreement and thereafter, Developer and Owner: (a) will use the Confidential Information only in the operation of the Franchised Business, and not in connection with any other business; (b) will not make copies of, duplicate, record, or otherwise reproduce any Confidential Information without the express written consent of Company; (c) will not communicate, divulge or disclose the Confidential Information to any person or entity who does not need access to it to operate the Franchised Business; (d) will not use or duplicate Confidential Information for any other restaurant business; or (e) will not use the Confidential Information, or allow it to be used, for the benefit of any third party.

1.5. Owner acknowledges and agrees that all Confidential Information is, and will remain, the sole and exclusive proprietary property of Company.

1.6. Owner understands and acknowledges that any failure to comply with the requirements of this section will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Owner violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Owner. Owner agrees to pay all court costs and reasonable legal fees incurred by Company in obtaining specific performance of, or an injunction against violation of, the requirements of this section, in addition to any other claims to which Company may be entitled.

2. CONFIDENTIAL OPERATING MANUAL

2.1. In order to protect the reputation and goodwill of Company and to maintain high standards of operation under Company's proprietary marks, Developer must conduct its business in accordance with the confidential manual, which may consist of more than one volume ("Manual"). Developer will receive access to the Manual from Company for the term of any Franchise Agreement or Development Agreement between Company and Developer.

2.2. Owner must at all times treat the Manual, any other manuals created for, or approved for use in, the development or operation of the franchised business, and the information contained therein, as secret and confidential, and must use all reasonable efforts to maintain such information as secret and confidential, as specified in Section 1 above, including but not limited to keeping access to the Manual secure at all times.

2.3. The Manual will at all times remain the sole property of Company.

2.4. Owner understands and acknowledges that Company may, in its sole discretion, modify or replace the Manual or its contents. If there is any dispute as to the contents of the Manual, the terms of the master copy of the Manual maintained by Company at Company's home office will be controlling.

3. COVENANTS AND RESTRICTIONS ON OTHER BUSINESS INTERESTS

3.1. Developer must devote best efforts to the development, management and operation of the Franchised Business.

3.2. Owner acknowledges that Developer and Owner will receive valuable specialized training and/or confidential information, including without limitation, information regarding the development, operational, sales, promotional and marketing methods and techniques of Company and the System. During the term of any Development Agreement or any Franchise Agreement between Company and Franchisee, except as otherwise approved in writing by Company, Owner may not, either directly or indirectly, for him/herself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation:

3.2.1. Divert or attempt to divert any business or customer of the franchised business to any competitor, by direct or indirect inducement or otherwise, or do or perform,

directly or indirectly, any other act injurious or prejudicial to the goodwill associated with Company's proprietary marks and the System.

3.3. During the term of any Development Agreement or any Franchise Agreement between Company and Franchisee, Owner may not either directly or indirectly, for him/herself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any food service business that serves primarily Mexican food or for which burritos, [bowls](#) and/or tacos comprise more than twenty percent (20%) of the menu, and/or represent more than twenty (20%) of the sales ("Competitive Business").

3.4. For a continuous period of two years after the expiration or termination of all Development Agreements and Franchise Agreements between Company and Franchisee, regardless of the cause for the termination, Owner may not either directly or indirectly, for itself, or through, on behalf of, or in conjunction with any person, persons, partnership or corporation, own, maintain, operate, engage in, or have any interest in any Competitive Business that is, or is intended to be, located i) at the Accepted Location as described in Exhibit A to the Franchise Agreement ("Accepted Location"), ii) within five (5) miles of the Accepted Location; or iii) within five (5) miles of any Qdoba restaurant existing at the time of the termination or expiration.

3.5. Sections 3.3 and 3.4 above do not apply to ownership by Owner of less than one percent (1%) beneficial interest in the outstanding equity securities of any publicly held corporation.

3.6. The parties agree that each of the foregoing non-competition covenants are independent of any other covenant or provision of this Agreement. If all or any portion of a covenant in this Section 3 is found unreasonable or unenforceable by a court or agency having valid jurisdiction, Owner expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section 3.

3.7. Company has the right, in its sole discretion, to reduce the scope of any covenant set forth in this Agreement, or any portion thereof, without Owner's consent, effective immediately upon receipt by Owner of written notice thereof. Owner agrees that it will comply forthwith with any covenant as so modified, and that the covenant will be fully enforceable, notwithstanding the provisions of Subsection 3.4 of this Agreement.

3.8. Owner expressly agrees that the existence of any claims he/she may have against Company, whether or not arising from this Agreement, will not constitute a defense to Company's enforcement of the covenants in this Section 3. Owner agrees to pay all costs and expenses (including reasonable legal fees) incurred by Company in connection with the enforcement of this Section 3.

3.9. Owner acknowledges and agrees that his/her violation of the terms of this Section 3 would result in irreparable injury to Company for which no adequate remedy at law may be available. Owner acknowledges and agrees that Company may obtain an injunction prohibiting any conduct by Owner in violation of the terms of this Section 3.

4. MISCELLANEOUS PROVISIONS

4.1. No Waivers. No delay, omission or forbearance on the part of Company to exercise any right, option, duty or power constitutes a waiver by Company to enforce any such right, option, duty or power against Owner; nor does any such delay, omission, or forbearance constitute a waiver of any subsequent breach or default by Owner.

4.2. Notices. Any and all notices required or permitted under this Agreement must be made in writing, and must be personally delivered or mailed by certified or registered mail, return receipt requested, or delivered by national overnight carrier, to the respective parties at the following addresses unless and until a different address has been designated by written notice to the other party:

Notices to Company: Qdoba Franchisor LLC
350 Camino De La Reina, Suite 400
San Diego, California 92108
Attention: Legal Department – Franchise

Notices to Developer: EntityName
 c/o Owner
 EntityAddressEntityAddress
 EntityCityEntityCity

Any notice by certified or registered mail will be deemed to have been given at the earlier of the (i) date and time of receipt, or (ii) the third business day after being deposited in the U.S. Mail. Any notice, if delivered personally, shall be deemed to have been given on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery. Any notice delivered by overnight carrier will be deemed to have been delivered on the first business day after being deposited with the carrier.

4.3. Modification. No amendment, change or variance from this Agreement will be binding on either party unless mutually agreed to by the parties and signed by their authorized officers or agents in writing.

4.4. Severability and Construction. Except as expressly provided to the contrary in this Agreement, each portion, section, part, term and/or provision of this Agreement is severable. If for any reason a court or agency having valid jurisdiction, determines any section, part, term and/or provision of this Agreement is invalid and contrary to, or in conflict with, any existing or future law or regulation, that decision will not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms and/or provisions of this Agreement that remain intelligible. The latter will continue to be given full force and effect and bind the parties, and the invalid portions, sections, parts, terms and/or provisions will be deemed not to be a part of this Agreement.

This Agreement shall be governed by the same laws which govern the Development Agreement signed between Company and Developer.

This Agreement may be signed in one or more counterparts, all of which when taken together constitute one original document.

IN WITNESS WHEREOF, the parties hereto have duly signed, sealed and delivered this Agreement on the day and year first above written.

By: _____	Date: _____
Shareholder/Partner/Member	
By: _____	Date: _____
Shareholder/Partner/Member	
By: _____	Date: _____
Shareholder/Partner/Member	

QDOBA FRANCHISOR LLC

By: _____
Name: _____
Title: _____
Date: _____

Exhibit D

DEVELOPMENT INSURANCE REQUIREMENTS

Before beginning any construction on a Qdoba restaurant, and throughout the remaining term of the Development Agreement, Developer must obtain and maintain in full force and effect the required insurance. The insurance requirements, including but not limited to, coverages and policy limits, may be increased or modified from time to time by Company at its sole discretion. Requirements as of the date are set forth below:

- 1.** During the construction of Restaurants, policies of Builders Risk Insurance for the full replacement cost of all real and personal property to be constructed. In addition, Developer will cause each contractor and subcontractor performing work to maintain the following insurance: (i) commercial general liability insurance in an amount not less than \$2,000,000 combined single limit per occurrence and aggregate, written on a "per occurrence" policy form, covering bodily injury, property damage and personal injury; (ii) workers' compensation insurance as required by law, and employer's liability insurance with a limit not less than \$1,000,000, and such other insurance as may be required by the state or locality in which the Restaurant will be constructed; and (iii) business automobile liability insurance, including owned, leased, non-owned and hired automobile coverage, with a limit not less than \$1,000,000 per accident.
- 2.** All insurance policies required of Developer: (a) must be primary and non-contributory; (b) must be issued by an insurance company(ies) with a rating of not less than "A-VIII" in the current Best Insurance Rating Guide or approved by Company; (c) must name Company and its Affiliates as "additional insureds" and must contain an "Additional Insured-Designated Person or Organization" endorsement (or its equivalent), except workers' compensation insurance only, without any qualifying language regardless of whether such insurance is provided by Developer or any of its contractors or subcontractors; (d) must provide that the insurance cannot be canceled, materially changed, or non-renewed, except upon thirty (30) days' advance written notice to Company; and (e) must contain a waiver of subrogation rights of the insurer(s) against Company, which waiver will be effective regardless of whether any loss is caused by the act, omission or negligence of Company, and must contain a "waiver of transfer rights of recovery against others" endorsement (or its equivalent). All deductible amounts on all insurance policies required must be disclosed in writing to, and approved by, Company and noted on the applicable Certificate of Insurance.
- 3.** Before commencing construction for any Restaurant and thereafter, throughout the term of the Development Agreement, Developer must furnish to Company evidence satisfactory to Company that such insurance coverages are in effect in the form of

Certificates of Insurance, any insurance policy endorsements and a copy of the Developer's insurance policy(ies). Renewal Certificates of Insurance must be delivered to Company thirty (30) days before the expiration date of all policies. If Developer changes insurance carriers for any of the required coverages, it must submit new certificates of insurance for such coverages.

Certificate Holder and Additional Insured:

Qdoba Franchisor LLC
350 Camino De La Reina, Ste. 400
San Diego, CA 92108

Exhibit E

LEASE ADDENDUM

THIS LEASE ADDENDUM dated _____, 20____ (this "Addendum"), is entered into by and between _____ ("Landlord") and _____ ("Tenant"). Landlord and Tenant are individually referred to herein as a "Party" and collectively as the "Parties".

RECITALS:

A. The Parties hereto are about to enter into that certain Lease Agreement (the "Lease") pertaining to the premises located at _____ (the "Premises").

B. Landlord acknowledges that Tenant intends to operate a Qdoba Mexican Eats restaurant in the Premises (the "Franchised Business") pursuant to a Qdoba Franchise Agreement or Qdoba License Agreement (the "Agreement") with Qdoba Franchisor LLC (the "Company") and that the Company has requested that Tenant enter into this Addendum with Landlord.

C. The Parties now desire to attach this Addendum to the Lease in order to provide some additional provisions to the Lease for the benefit of the Company pursuant to the Agreement.

TERMS AND CONDITIONS:

NOW, THEREFORE, it is hereby mutually covenanted and agreed between Landlord and Tenant as follows:

1. Use and Exclusive.

A. Use. Tenant may use the Premises for the operation of the Franchised Business.

B. Exclusive. If the Franchised Business is to be located in a shopping center, mall, or other multi-tenant facility ("Shopping Center"), Landlord agrees that during the Term, Landlord will not lease space in the Shopping Center to, or otherwise allow the operation within the Shopping Center of, any food service business that serves primarily Mexican food or for which burritos, tacos, and/or bowls comprise more than twenty percent (20%) of the menu, or represent more than twenty percent (20%) of the Gross Sales of such business, such sales to be measured over a trailing twelve (12) month period. Landlord agrees to enforce this covenant against other tenants in the Shopping Center using all reasonable legal means.

2. **Term.** The term of the Lease, including options, must be at least as long as the term of the Agreement.

3. **Renovations and Alterations.** Subject to applicable law, Tenant shall have the right without Landlord's consent to alter, renovate, add, remodel, modify and/or change the non-structural, interior portions of the Premises, and to display proprietary marks and signs on the interior and exterior of the Premises.

4. **Notice.** Landlord and Tenant each agree that whenever they send the other any letter, notice, amendment or other document pertaining to the Lease or the Premises, they will simultaneously send a copy to the Company. All notices to the Company shall be sent by Registered or Certified Mail, postage prepaid, or by a nationally recognized overnight courier to the following address:

Qdoba Restaurant Corporation

350 Camino de la Reina

San Diego, CA 92108

Attn: Legal Department – Real Estate

Re: QRC #

The Company may change its address for receiving notices by giving Landlord and Tenant written notice of such new address. Each Party hereto agrees that it will notify the other Party and the Company of any change in such Party's mailing address to which notices should be sent.

5. **Sublease or Assignment.** Tenant may at any time freely assign the Lease without Landlord's consent to the Company or to any other subsidiary designee of Company. Except as set forth above, Landlord agrees that it will not consent to, and Tenant agrees that it will not enter into, any assignment of the Lease or sublease of all or any portion of the Premises, or extend or renew the term of the Lease, without first obtaining the Company's written consent.

6. **Right of Entry.** Upon the expiration or termination of either the Lease or the Agreement, Landlord will allow the Company to enter the Premises, without being guilty of trespass and without incurring any liability to Landlord, to remove all signs and other items identifying the Premises as a Qdoba Mexican Eats restaurant and to make such other modifications as are reasonably necessary to protect the Company's proprietary marks and to de-identify the Premises as a Qdoba Mexican Eats restaurant; provided, however, that Company's right to enter the Premises shall be conditioned upon the Company giving Landlord prior notice of the modifications to be made and the items to be removed. The Company shall repair any damage to the Premises caused by the removal of items pursuant to this Section 6, which repair shall include the patching and filling of holes.

7. Default.

A. In the event of a default by Tenant under the terms of the Lease, Landlord shall give Tenant and the Company notice as required by Section 4 of this Addendum and shall allow Company the same period of time afforded Tenant under the Lease to cure such default.

B. Landlord hereby approves the right of the Company to assume the Lease from Tenant upon (i) Tenant's default under the Lease and failure to cure within the time permitted, or (ii) Tenant's default under the Agreement. Should Tenant default under the Lease and fail to cure within the time provided, Landlord shall first afford the Company the opportunity to assume the Lease from Tenant prior to exercising any right to repossess or terminate the Lease. In the event the Company assumes the Lease from Tenant, any such transfer or assumption shall include all of the Tenant's rights and interest in the Lease, including any rights that may otherwise have been deemed personal to the Tenant, as if such transferee were the named tenant in the Lease.

C. In the event the Company assumes the Lease pursuant to its rights under this Section 7, the Company shall have the further right at any time thereafter, without obtaining Landlord's consent, to assign the Lease or sublease the Premises to any franchisee of the Company.

8. No Release of Tenant. Nothing in this Lease Addendum shall be interpreted so as to release the Tenant from its obligations under the Lease, the Agreement, or this Lease Addendum. The Tenant shall indemnify and hold harmless the Company and any permitted successor, as the case may be, for any costs, losses, claims, damages, or liabilities incurred by the Company or any permitted successor, as the case may be, as a result of any default by the Tenant hereunder or under the Lease.

9. Consideration: No Liability.

A. Landlord hereby acknowledges that the provisions of this Addendum are required pursuant to the Agreement under which Tenant will operate the Qdoba Mexican Eats and that Tenant would not lease the Premises without this Addendum.

B. Landlord further acknowledges that Tenant is not an agent or employee of the Company and that Tenant has no authority or power to act for, or to create any liability on behalf of, or to in any way bind the Company, and that Landlord has entered into this Addendum with full understanding that it creates no duties, obligations or liabilities on or against the Company.

10. Conflict with Lease. In the event of any conflict between the Lease and this Addendum, the terms and conditions of this Addendum shall control.

11. Amendments. No amendment or modification of the terms of this Addendum shall be valid unless made in writing and signed by the Parties hereto.

12. **Third Party Beneficiary.** Company is a third party beneficiary to the terms of this Addendum and may seek to enforce the same against the Parties hereto, and each party hereto hereby waives any objection or challenge to the Company's right to enforce the provisions of this Lease Addendum as aforesaid. For the purposes of effecting any transfer permitted herein or exercising any right of the Tenant that the Company is permitted to exercise herein, the Tenant hereby irrevocably appoints and designates the Company as its attorney with full power and authority to execute and deliver any documents necessary to effect such transfer or the exercise of any such right.

13. **Recordation.** Within 15 days following the date Tenant opens for business from the Premises, Landlord shall execute and deliver to Tenant a memorandum or notice of this Lease, which Tenant shall register in the recorder's office of the county in which the Premises is located. A copy of the recording certificate shall be delivered to Company.

14. **Jurisdiction.** This Lease Addendum shall be interpreted and construed in accordance with the laws that govern the Agreement.

IN WITNESS WHEREOF, the Parties hereto have caused this instrument to be executed as of the day and year shown opposite their respective signatures below:

LANDLORD

TENANT

By:

By:

Name:

Name:

Title:

Title:

Date:

Date:

EXHIBIT G

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EXHIBIT H

STATE-SPECIFIC ADDENDA AND AGREEMENT AMENDMENTS

STATE-SPECIFIC ADDENDA AND AGREEMENT AMENDMENTS

Each provision of these Addenda to the Disclosure Document and Amendments to the Franchise, License and Development Agreements is effective only to the extent (with respect to each provision) that that state franchise law would apply to your franchise or development rights, without reference to the Addenda or Amendments.

CALIFORNIA DISCLOSURE ADDENDUM

In recognition of the requirements of the California Franchise Investment Law, Cal. Corp. Code §§ 31000-31516, and the California Franchise Relations Act, Cal. Bus. & Prof. Code §§ 20000-20043, the QDOBA DISCLOSURE DOCUMENT for use in the State of California is amended to include the following:

1. Our website, www.qdoba.com, has not been reviewed or approved by the California Department of Financial Protection and Innovation. Any complaints concerning the content of the website may be directed to the California Department of Financial Protection and Innovation at www.dfpi.ca.gov.

2. The California Franchise Investment Law requires that a copy of all proposed agreements relating to the sale of the franchise be delivered together with the disclosure document.

3. Section 31125 of the California Corporations Code requires us to give you a disclosure document, in a form containing the information that the Commissioner may by rule or order require, before a solicitation of a proposed material modification of an existing franchise.

4. You must sign a general release if you sign a franchise agreement, development agreement, 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). Business and professions code § 20010 voids a waiver of your rights under the franchise relations act (Business and Professions Code §§ 20000 through 20043).

5. In Item 3, "Litigation" is amended by adding the following paragraphs:

Pursuant to California law, this Item does not include any information regarding the arrest of any person(s) that did not result in a conviction or plea of nolo contendere.

Neither we, nor any person identified in Item 2 above, 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, 15 U.S.C. § 78a, et seq.) suspending or expelling such person from membership in such association or exchange.

7. Item 6, "Interest on Late Payments" is amended by adding the following to the second column:

The highest interest rate permitted by law in California is 10% annually.

8. Item 10, "Financing" is amended by adding the following to the second paragraph:

The highest interest rate permitted by law in California is 10% annually.

9. Item 17, "Renewal, Termination, Transfer and Dispute Resolution," is amended by adding the following paragraph(s) to the end of the Item:

California Business and Professions Code Sections 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.

The Franchise Agreement and Development Agreement provide for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C. § 101, et seq.).

The Franchise Agreement, License Agreement and Development Agreement contain a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

10. The following is added to Item 19, Financial Performance Representations:

The Historic Average Net Restaurant Sales for Franchised Qdoba Restaurants do not reflect the costs of sales, operating expenses or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your franchised Qdoba Restaurant. Franchisees or former franchisees, listed in the offering circular, may be one source of this information.

11. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

12. Registration of this franchise does not constitute approval, recommendation, or endorsement by the Commissioner.

CALIFORNIA FRANCHISE AGREEMENT AMENDMENT

In recognition of the requirements of California Franchise Investment Law, Cal. Corp. Code §§ 31000-31516, and the California Franchise Relations Act, Cal. Bus. & Prof. Code §§ 20000-20043, the parties to the attached QDOBA FRANCHISE AGREEMENT (the "Agreement") agree as follows:

1. No disclaimer, questionnaire, clause, or statement signed by a franchisee in connection with the commencement of the franchise relationship shall be construed or interpreted as waiving any claim of fraud in the inducement, whether common law or statutory, or as disclaiming reliance on or the right to rely upon any statement made or information provided by any franchisor, broker or other person acting on behalf of the franchisor that was a material inducement to a franchisee's investment. This provision supersedes any other or inconsistent term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

CALIFORNIA LICENSE AGREEMENT AMENDMENT

In recognition of the requirements of California Franchise Investment Law, Cal. Corp. Code §§ 31000-31516, and the California Franchise Relations Act, Cal. Bus. & Prof. Code §§ 20000-20043, the parties to the attached QDOBA LICENSE AGREEMENT (the "Agreement") agree as follows:

1. No disclaimer, questionnaire, clause, or statement signed by a franchisee in connection with the commencement of the franchise relationship shall be construed or interpreted as waiving any claim of fraud in the inducement, whether common law or statutory, or as disclaiming reliance on or the right to rely upon any statement made or information provided by any franchisor, broker or other person acting on behalf of the franchisor that was a material inducement to a franchisee's investment. This provision supersedes any other or inconsistent term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

CALIFORNIA DEVELOPMENT AGREEMENT AMENDMENT

In recognition of the requirements of California Franchise Investment Law, Cal. Corp. Code §§ 31000-31516, and the California Franchise Relations Act, Cal. Bus. & Prof. Code §§ 20000-20043, the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the "Agreement") agree as follows:

1. No disclaimer, questionnaire, clause, or statement signed by a franchisee in connection with the commencement of the franchise relationship shall be construed or interpreted as waiving any claim of fraud in the inducement, whether common law or statutory, or as disclaiming reliance on or the right to rely upon any statement made or information provided by any franchisor, broker or other person acting on behalf of the franchisor that was a material inducement to a franchisee's investment. This provision supersedes any other or inconsistent term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:
QDOBA FRANCHISOR LLC,
a Delaware limited liability

FRANCHISEE:
COMPANY NAME
a state corporation/limited liability company

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

HAWAII DISCLOSURE ADDENDUM

In recognition of the requirements of the Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§ 482E, et seq., the QDOBA DISCLOSURE DOCUMENT for use in the State of Hawaii is amended to include the following:

1. The following paragraphs are added to the State Cover Page:

THESE FRANCHISES WILL BE OR HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF SECURITIES, DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE COMMISSIONER OF SECURITIES, DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS 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 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, WHICHEVER OCCURS FIRST, A COPY OF THE DISCLOSURE DOCUMENT, AND THIS ADDENDUM, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS ADDENDUM AND THE DISCLOSURE DOCUMENT CONTAIN 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 FRANCHISEE.

The name and address of the Franchisor's agent in this state authorized to receive service of process is: Commissioner of Securities, Department of Commerce and Consumer Affairs, Business Registration Division, Securities Compliance Branch, 335 Merchant Street, Room 203, Honolulu, Hawaii 96813.

3. Item 20, "List of Outlets," is amended by adding the following paragraph:

This proposed registration is effective/exempt from registration or will shortly be on file in California, Hawaii, Illinois, Indiana, Kentucky, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Texas, Virginia, Washington, and Wisconsin. No states have refused, by order or otherwise, to register these franchises. No states have revoked or suspended the right to offer these franchises. The proposed registration of these franchises has not been involuntarily withdrawn in any state.

4. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

HAWAII FRANCHISE AGREEMENT AMENDMENT

In recognition of the requirements of Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§ 482E, et seq., the parties to the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. The following sentence is added to the end of Section 2.2.10, under the heading “Term and Renewal”:

The general release requirement excludes only such claims as Franchisee may have under the Hawaii Franchise Investment Law.

3. The following sentence is added to the end of Section 25.2.2.4, under the heading “Transfer by Franchisee”:

The general release requirement excludes only such claims as Franchisee may have under the Hawaii Franchise Investment Law.

4. The following new Section 28.5 is added, under the heading “Default and Termination”:

Notwithstanding anything to the contrary in this Section 28, Company shall comply with Hawaii law which currently requires that Company compensate Franchisee upon termination or refusal to renew the franchise for the fair market value, at the time of the termination or expiration of the franchise, of any inventory, supplies, equipment and furnishings which were purchased from Company or a supplier designated by Company. Personalized materials which have no value to Company need not be compensated for. If Company refuses to renew a franchise for the purpose of converting Franchisee’s business to one owned and operated by Company, Company, in addition, must compensate Franchisee for the loss of goodwill. Company may deduct reasonable costs incurred in removing, transporting and disposing of Franchisee’s inventory, supplies, equipment and furnishings pursuant to these requirements, and may offset any moneys due Company.

5. The following sentence is added to the end of Section 34, under the heading “Release”:

The general release requirement excludes only such claims as Franchisee may have under the Hawaii Franchise Investment Law.

6. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

HAWAII LICENSE AGREEMENT AMENDMENT

In recognition of the requirements of Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§ 482E, et seq., the parties to the attached QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. The following sentence is added to the end of Section 15, under the heading “Assignment by Licensee”:

The general release requirement excludes only such claims as Licensee may have under the Hawaii Franchise Investment Law.

3. The following is added to the end of Section 16, under the heading “Termination”:

Notwithstanding anything to the contrary in this Section 16, Company shall comply with Hawaii law which currently requires that Company compensate Franchisee upon termination or refusal to renew the franchise for the fair market value, at the time of the termination or expiration of the franchise, of any inventory, supplies, equipment and furnishings which were purchased from Company or a supplier designated by Company. Personalized materials which have no value to Company need not be compensated for. If Company refuses to renew a franchise for the purpose of converting Franchisee’s business to one owned and operated by Company, Company, in addition, must compensate Franchisee for the loss of goodwill. Company may deduct reasonable costs incurred in removing, transporting and disposing of Franchisee’s inventory, supplies, equipment and furnishings pursuant to these requirements, and may offset any moneys due Company.

4. The following sentence is added to the end of Section 19.E, under the heading “Release”:

The general release requirement excludes only such claims as Licensee may have under the Hawaii Franchise Investment Law.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

HAWAII DEVELOPMENT AGREEMENT AMENDMENT

In recognition of the requirements of Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§ 482E, et seq., the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. The following new Section 14.6 is added, under the heading “Default and Termination”:

Notwithstanding anything to the contrary in this Section 14, Company shall comply with Hawaii law which currently requires that Company compensate Developer upon termination or refusal to renew the development rights for the fair market value, at the time of the termination or expiration of the development rights, of any inventory, supplies, equipment and furnishings which were purchased from Company or a supplier designated by Company. Personalized materials which have no value to Company need not be compensated for. If Company refuses to renew development rights for the purpose of converting Developer’s business to one owned and operated by Company, Company, in addition, must compensate Developer for the loss of goodwill. Company may deduct reasonable costs incurred in removing, transporting and disposing of Developer inventory, supplies, equipment and furnishings pursuant to these requirements, and may offset any moneys due Company.

3. The following sentence is added to the end of Section 21, under the heading “Release”:

The general release requirement excludes only such claims as Franchisee may have under the Hawaii Franchise Investment Law.

4. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

ILLINOIS DISCLOSURE ADDENDUM

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, Illinois Compiled Statutes Sections 705/4 and 705/41 (“the Act”), the QDOBA DISCLOSURE DOCUMENT for use in the State of Illinois is amended to include the following:

1. If there is any conflict between any part of the Act and any part of the Franchise or Development Agreements, the provisions of the Act will control.

2. Item 17 of the Disclosure Document is amended by adding the following language to the beginning of the Item:

“Notice Required By Law

THE TERMS AND CONDITIONS UNDER WHICH YOUR FRANCHISE CAN BE TERMINATED AND YOUR RIGHTS UPON NON RENEWAL MAY BE AFFECTED BY ILLINOIS LAW, 815 ILCS 705/19 - 705/20.”

4. The “Summary” section of Item 17 (v) (“Choice of forum”) for the Franchise Agreement is amended by adding the following language:

However, any provision in the Franchise Agreement that designates jurisdiction or venue in a forum outside of the State of Illinois is void under Section 4 of the current Illinois Franchise Disclosure Act, although the Franchise Agreement may provide for arbitration in a forum outside of the State of Illinois.

5. The “Summary” section of Item 17 (v) (“Choice of forum”) for the Development Agreement is amended by adding the following language:

However, any provision in the Development Agreement that designates jurisdiction or venue in a forum outside of the State of Illinois is void under Section 4 of the current Illinois Franchise Disclosure Act, although the Development Agreement may provide for arbitration in a forum outside of the State of Illinois.

6. The “Summary” section of Item 17 (v) (“Choice of forum”) for the License Agreement is amended by adding the following language:

However, any provision in the License Agreement that designates jurisdiction or venue in a forum outside of the State of Illinois is void under Section 4 of the current Illinois Franchise Disclosure Act, although the License Agreement may provide for arbitration in a forum outside of the State of Illinois.

7. The “Summary” section of Item 17 (w) (“Choice of law”) for the Franchise Agreement is amended by adding the following language:

However, except for federal law, Illinois law applies if the jurisdiction requirements of the Illinois Franchise Disclosure Act of 1987 (as amended) are met.

8. The “Summary” section of Item 17 (w) (“Choice of law”) for the Development Agreement is amended by adding the following language:

However, except for federal law, Illinois law applies if the jurisdiction requirements of the Illinois Franchise Disclosure Act of 1987 (as amended) are met.

9. The “Summary” section of Item 17 (w) (“Choice of law”) for the License Agreement is amended by adding the following language:

However, except for federal law, Illinois law applies if the jurisdiction requirements of the Illinois Franchise Disclosure Act of 1987 (as amended) are met.

10. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

ILLINOIS FRANCHISE AGREEMENT AMENDMENT

To comply with the requirements of the Illinois Franchise Disclosure Act (Ill. Comp. Stat. §§ 705/1 to 705/44 (the “Act”), the parties to the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. The following new Section 28.5 is added, under the heading “Default and Termination”:

If any of the provisions of this Section 28 concerning termination are inconsistent with Section 19 of the Illinois Franchise Disclosure Act, then Illinois law will apply.

3. The following new Section 32.8.8 is added, under the heading “Limitation on Actions”:

Notwithstanding any other provisions of this Section 32.8 claims arising under the Illinois Franchise Disclosure Act (which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void”) may be brought in Illinois and will be governed by Illinois law (without regard to, and without giving effect to, the application of Illinois conflict-of-laws rules). Franchisee and Company agree that the preceding venue limitations of this Section 32.8 will not apply with respect to claims arising under the Illinois Franchise Disclosure Act, which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void.” However, this Agreement may provide for arbitration in a forum outside of the state of Illinois.

4. The following is added to the Agreement:

Section 41 of the 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 the Act is void.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

ILLINOIS LICENSE AGREEMENT AMENDMENT

To comply with the requirements of the Illinois Franchise Disclosure Act (Ill. Comp. Stat. §§ 705/1 to 705/44 (the “Act”), the parties to the attached QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. The following is added at the end of Section 16, under the heading “Termination”:

If any of the provisions of this Section 16 concerning termination are inconsistent with Section 19 of the Illinois Franchise Disclosure Act, then Illinois law will apply.

3. The following new Section 19.B.6 is added, under the heading “Governing Law, Jurisdiction, and Venue”:

Notwithstanding any other provisions of this Section 19.B., claims arising under the Illinois Franchise Disclosure Act (which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void”) may be brought in Illinois and will be governed by Illinois law (without regard to, and without giving effect to, the application of Illinois conflict-of-laws rules). Licensee and Company agree that the preceding venue limitations of this Section 19.B. will not apply with respect to claims arising under the Illinois Franchise Disclosure Act, which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void.” However, this Agreement may provide for arbitration in a forum outside of the state of Illinois.

4. The following is added to the Agreement:

Section 41 of the 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 the Act is void.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

ILLINOIS DEVELOPMENT AGREEMENT AMENDMENT

To comply with the requirements of the Illinois Franchise Disclosure Act (Ill. Comp. Stat. §§ 705/1 to 705/44 (the “Act”), the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. The following new Section 14.6 is added, under the heading “Default and Termination”:

If any of the provisions of this Section 14 concerning termination are inconsistent with Section 19 of the Illinois Franchise Disclosure Act, then Illinois law will apply.

3. The following new Section 19.7.8 is added, under the heading “Limitation on Actions”:

Notwithstanding any other provisions of this Section 19, claims arising under the Illinois Franchise Disclosure Act (which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void”) may be brought in Illinois and will be governed by Illinois law (without regard to, and without giving effect to, the application of Illinois conflict-of-laws rules). Developer and Company agree that the preceding venue limitations of this Section 19 will not apply with respect to claims arising under the Illinois Franchise Disclosure Act, which provides that “any provision in a franchise agreement that designates jurisdiction or venue in a forum outside this state [Illinois] is void.” However, this Agreement may provide for arbitration in a forum outside of the state of Illinois.

4. The following is added to the Agreement:

Section 41 of the 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 the Act is void.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

MARYLAND DISCLOSURE DOCUMENT ADDENDUM

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the undersigned acknowledge and agree that the attached QDOBA DISCLOSURE DOCUMENT for use in the State of Maryland is amended to include the following:

1. The following paragraph is added at the end of Item 5:

Based upon the franchisor's financial condition, the Maryland Securities Commissioner has required that we defer the payment of: (1) the Development Fee until the first Restaurant required to be developed under the Development Agreement opens for business; and (2) the pre-opening fees for each Restaurant until the franchisor completes its pre-opening obligations and the relevant Restaurant opens for business. Upon the opening of the first Restaurant that you develop under the Development Agreement, you must pay to us the Development Fee. Upon the opening of each Restaurant, you must pay to us the pre-opening fees for that Restaurant.

2. Item 17, "Renewal, Termination, Transfer and Dispute Resolution," is amended by adding the following language:

The general releases required for the purchase of a franchise, renewal or transfer will not apply with respect to any claim you may have which arises under the Maryland Franchise Registration and Disclosure Law. See Exhibit L of the FDD for additional information regarding the release.

Except with respect to claims arising under the Maryland Franchise Registration and Disclosure Law, the Franchise Agreement permits you to sue only in California.

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise or development rights.

You may sue in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

3. The Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” chart for the Franchise Agreement is amended by adding the following language to the summary of provision “h”:

Termination upon bankruptcy may not be enforceable under federal bankruptcy law, 11 U.S.C. Section 101 et seq.

4. The Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” chart for the Development Agreement is amended by adding the following language to the summary of provision “h”:

Termination upon bankruptcy may not be enforceable under federal bankruptcy law, 11 U.S.C. Section 101 et seq.

5. The Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” chart for the Franchise Agreement is amended by adding the following language to the summary of provisions “v” and “w”:

, except for claims arising under the Maryland Franchise Registration and Disclosure Law.

6. The Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” chart for the Development Agreement is amended by adding the following language to the summary of provisions “v” and “w”:

, except for claims arising under the Maryland Franchise Registration and Disclosure Law.

7. The Item 17, “Renewal, Termination, Transfer and Dispute Resolution,” chart for the License Agreement is amended by adding the following language to the summary of provisions “v” and “w”:

, except for claims arising under the Maryland Franchise Registration and Disclosure Law.

8. 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

9. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

MARYLAND FRANCHISE AGREEMENT AMENDMENT

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the parties to the QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. The following sentence is added to the end of Section 2.2.10, under the heading “Term and Renewal”:

The general release requirement excludes only such claims as Franchisee may have under the Maryland Franchise Registration and Disclosure Law.

2. The following is added to the end of Section 3.1. of the Agreement:

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.

3. The following sentence is added to the end of Section 25.2.2.4, under the heading “Transfer by Franchisee”:

The general release requirement excludes only such claims as Franchisee may have under the Maryland Franchise Registration and Disclosure Law.

4. The following replaces Section 32.8.6, under the heading “Limitations on Actions”:

The Maryland Franchise Registration and Disclosure Law allow a franchisee to bring a civil lawsuit in Maryland for claims arising under this Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the franchise.

5. The following sentence is added to the end of Section 34, under the heading “Release”:

The general release requirement excludes only such claims as Franchisee may have under the Maryland Franchise Registration and Disclosure Law.

6. 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

7. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

MARYLAND LICENSE AGREEMENT AMENDMENT

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the parties to the QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. The following is added to the end of Section 2.A. of the Agreement:

Based upon the franchisor’s financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, the franchisor will defer the payment of the License Fee until the Licensed Restaurant opens for business. Upon the opening, Licensee shall pay to the franchisor the License Fee.

2. The following sentence is added to the end of Section 15, under the heading “Assignment by Licensee”:

The general release requirement excludes only such claims as Licensee may have under the Maryland Franchise Registration and Disclosure Law.

3. The following is added at the end of Section 19.B., under the heading “Governing Law, Jurisdiction, and Venue”:

The Maryland Franchise Registration and Disclosure Law allow a licensee to bring a civil lawsuit in Maryland for claims arising under this Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the franchise.

4. The following sentence is added to the end of Section 19.E, under the heading “Release”:

The general release requirement excludes only such claims as Licensee may have under the Maryland Franchise Registration and Disclosure Law.

5. 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

6. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

MARYLAND DEVELOPMENT AGREEMENT AMENDMENT

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the parties to the QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. The following is added to the end of Section 5 of the Agreement:

Based upon the Company’s financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all development fees and initial payments by area developers shall be deferred until the first franchise under the development agreement opens. Upon the opening of the first restaurant, area developer shall pay to Company the development fee.

2. The following replaces Section 19.7.6, under the heading “Limitations on Actions”:

The Maryland Franchise Registration and Disclosure Law allows a franchisee to bring a civil lawsuit in Maryland for claims arising under this Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the franchise.

3. The following sentence is added to the end of Section 21, under the heading “Release”:

The general release requirement excludes only such claims as Franchisee may have under the Maryland Franchise Registration and Disclosure Law.

4. 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

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

MICHIGAN DISCLOSURE ADDENDUM

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:

(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 PROTECTIONS 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 PROVISIONS 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 FRANCHISED 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 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 FRANCHISEE 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 SUBFRANCHISOR.

(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.

* * * *

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.

* * * *

THE NAME AND ADDRESS OF THE FRANCHISOR'S AGENT IN THIS STATE AUTHORIZED TO RECEIVE SERVICE OF PROCESS IS: MICHIGAN ATTORNEY GENERAL'S OFFICE, CORPORATE OVERSIGHT DIVISION, FRANCHISE SECTION

525 WEST OTTAWA STREET, G. MENNEN WILLIAMS BUILDING, 1ST FLOOR, LANSING, MICHIGAN 48913.

ANY QUESTIONS REGARDING THIS NOTICE SHOULD BE DIRECTED TO:

**MICHIGAN ATTORNEY GENERAL'S OFFICE
CORPORATE OVERSIGHT DIVISION
FRANCHISE SECTION
525 WEST OTTAWA STREET
G. MENNEN WILLIAMS BUILDING, 1ST FLOOR
LANSING, MICHIGAN 48913**

MINNESOTA DISCLOSURE ADDENDUM

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 undersigned acknowledge and agree that the attached QDOBA DISCLOSURE DOCUMENT for use in the State of Minnesota is amended to include the following:

1. Item 13 of the Disclosure Document, “Trademarks,” is supplemented by the following sentence:

The franchisor will protect the franchisee’s right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and/or indemnify the franchisee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

3. Item 14 of the Disclosure Document, “Patents, Copyrights, and Proprietary Information,” is supplemented by the following sentence:

The franchisor will protect the franchisee’s right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and/or indemnify the franchisee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

4. Item 17 of the Disclosure Document, “Renewal, Termination, Transfer, and Dispute Resolution,” is supplemented by the following:

With respect to franchisees/licensees/developers governed by Minnesota law, we will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4, and 5 which require, except in certain specified cases, that a franchisee/developer be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice of non-renewal of the Franchise/License/Development Agreement, and that consent to the transfer of the franchise/license/development rights not be unreasonably withheld.

Pursuant to Minn. Rule 2860.4400D, any general release of claims that you or a transferor may have against us or our shareholders, directors, employees and agents, including without limitation claims arising under federal, state, and local laws and regulations, shall exclude claims you or a transferor may have under the Minnesota Franchise Law and the Rules and Regulations promulgated thereunder by the Commissioner of Commerce.

Minn. Stat. § 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the disclosure document or agreement can abrogate or reduce any of your rights as provided for in Minnesota Statutes, Chapter 80C, or your rights to jury trial, any procedure, forum, or remedies as may be provided for by the laws of the jurisdiction.

Any claim made pursuant to Minn. Stat. § 80C.17 may be brought within three (3) years after the cause of action accrues. (Minn. Stat. § 80C.17, Subd. 5.)

5. Item 22 of the Disclosure Document, “Contracts,” is supplemented by the following sentence:

No statement, questionnaire, or acknowledgement 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 with the franchise.

6. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

MINNESOTA FRANCHISE AGREEMENT AMENDMENT

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 parties to the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. Section 21 of the Agreement, “Ownership and Use of Marks,” is supplemented by the following sentence:

Company will protect the Franchisee's right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and/or indemnify Franchisee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

3. Section 2.2.10 of the Agreement, under the heading “Term and Renewal,” is supplemented by the following:

The general release required as a condition of assignment or transfer shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

4. Section 25.2.2.4 of the Agreement, under the heading “Transfer by Franchisee,” is supplemented by the following:

The general release required as a condition of assignment or transfer shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

5. The following is added as Section 28.5, under the heading “Default and Termination”:

With respect to franchises governed by Minnesota Law, the franchisor will comply with Minn. Stat. § 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that Franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreement, and that consent to the transfer of the franchise rights not be unreasonably withheld.

6. Section 32.8 of the Agreement, “Limitations on Actions,” is supplemented by the following:

Minn. Stat. § 80C.21 and Minn. Rule 2860.4400J prohibit Company from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring Franchisee to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the disclosure document or agreement can

abrogate or reduce any of Franchisee’s rights as provided for in Minnesota Statutes, Chapter 80C, or Franchisee’s rights to jury trial, any procedure, forum, or remedies as may be provided for by the laws of the jurisdiction.

Any claim made pursuant to Minn. Stat. § 80C.17, may be brought within three (3) years after the cause of action accrues. (Minn. Stat. § 80C.17, Subd. 5.)

7. Section 34 of the Agreement, under the heading “Release,” is supplemented by the following:

The general release required as a condition to the Agreement shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

8. No statement, questionnaire, or acknowledgement 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 with the franchise.

9. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:
QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:
COMPANY NAME
a state corporation/limited liability company

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

MINNESOTA LICENSE AGREEMENT AMENDMENT

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 parties to the attached QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. The following is added to the Agreement:

Company will protect the Licensee’s right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and/or indemnify Licensee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

3. The following sentence is added to the end of Section 15, under the heading “Assignment by Licensee”:

The general release required as a condition of assignment or transfer shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

4. The following is added as to the end of Section 16, under the heading “Termination”:

With respect to franchises governed by Minnesota Law, the franchisor will comply with Minn. Stat. § 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that Licensee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice for non-renewal of the license agreement, and that consent to the transfer of the franchise rights not be unreasonably withheld.

5. The following is added at the end of Section 19.B., under the heading “Governing Law, Jurisdiction, and Venue”:

Minn. Stat. § 80C.21 and Minn. Rule 2860.4400J prohibit Company from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring Licensee to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the disclosure document or agreement can abrogate or reduce any of Licensee’s rights as provided for in Minnesota Statutes, Chapter 80C, or Licensee’s rights to jury trial, any procedure, forum, or remedies as may be provided for by the laws of the jurisdiction.

Any claim made pursuant to Minn. Stat. § 80C.17, may be brought within three (3) years after the cause of action accrues. (Minn. Stat. § 80C.17, Subd. 5.)

6. The following sentence is added to the end of Section 19.E. under the heading “Release”:

The general release required as a condition to the Agreement shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

7. No statement, questionnaire, or acknowledgement 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 with the franchise.

8. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:
QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:
COMPANY NAME
a state corporation/limited liability company

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

By: _____
Name: _____
Title: _____
Date: _____

MINNESOTA DEVELOPMENT AGREEMENT AMENDMENT

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 parties to the attached QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. Section 8 of the Agreement, “Ownership and Use of Marks,” is supplemented by the following sentence:

Company will protect Developer’s right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and/or indemnify Developer from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name

3. The following is added as Section 14.6 of the Agreement, under the heading “Default and Termination”:

With respect to development rights governed by Minnesota Law, the franchisor will comply with Minn. Stat. § 80C.14, Subds. 3, 4 and 5, which require, except in certain specified cases, that a Developer be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice for non-renewal of the development agreement, and that consent to the transfer of the development rights not be unreasonably withheld.

4. Section 19.7 of the Agreement, “Limitations on Actions,” is supplemented by the following:

Minn. Stat. § 80C.21 and Minn. Rule 2860.4400J prohibit Company from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring Developer to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the disclosure document or agreement can abrogate or reduce any of Developer’s rights as provided for in Minnesota Statutes, Chapter 80C, or Developer’s rights to jury trial, any procedure, forum, or remedies as may be provided for by the laws of the jurisdiction.

Any claim made pursuant to Minn. Stat. § 80C.17, may be brought within three (3) years after the cause of action accrues. (Minn. Stat. § 80C.17, Subd. 5.)

5. Section 21 of the Agreement, under the heading "Release," is supplemented by the following:

The general release required as a condition to the Agreement shall not apply to any claims that arise under Minnesota Law regulating franchises. (Minn. Rule Part 260.4400D.)

6. No statement, questionnaire, or acknowledgement 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 with the franchise.

7. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NEW YORK DISCLOSURE ADDENDUM

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT B OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, BUREAU OF INVESTOR PROTECTION AND SECURITIES, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NY 10005. 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:

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 Item 4:

Neither the franchisor, its affiliate, its predecessor, officers, or general partner during the 10-year period immediately before the date of the offering circular: (a) filed as debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal officer of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within 1 year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

The initial franchise fee constitutes part of our general operating funds and will be used as such in our discretion.

5. 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.

6. The following language replaces the “Summary” section of Item 17(d), titled “**Termination by franchisee**”:

You may terminate the agreement on any grounds available by law.

7. The following is added to the end of the “Summary” section of Item 17(j), titled “**Assignment of contract by franchisor**”:

However, no assignment will be made except to an assignee who in good faith and judgment of the franchisor, is willing and financially able to assume the franchisor’s obligations under the Franchise Agreement.

8. 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 the State of New York.

STATEMENT OF DISCLOSURE DOCUMENT ACCURACY

THE FRANCHISOR REPRESENTS THAT THIS DISCLOSURE DOCUMENT DOES
NOT KNOWINGLY OMIT ANY MATERIAL FACT OR CONTAIN ANY UNTRUE
STATEMENT OF A MATERIAL FACT.

NEW YORK FRANCHISE AGREEMENT AMENDMENT

In recognition of the requirements of the New York General Business Law, Article 33, Sections 680 through 695, and of the regulations promulgated thereunder (N.Y. Comp. Code R. & Regs., tit. 13, §§ 200.1 through 201.16), the parties to the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. Section 24.8 of the Agreement, “Confidential Information,” is deleted and replaced by the following paragraph:

Franchisee understands and acknowledges that any failure to comply with the requirements of this Section 24 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Franchisee violates or threatens to violate any term of this provision, the Company will be entitled to, in addition to any other remedies and damages available, injunctive or other equitable relief, to restrain the violation of this provision by Franchisee and its agents or employees. Franchisee agrees to pay all court costs and reasonable attorneys’ fees incurred by Company in seeking specific performance of, or an injunction against violation of, the requirements of this Section 24, in addition to any other claims to which Company may be entitled.

2. Section 2.2.10 of the Agreement, “Term and Renewal,” is supplemented by the following:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a franchisee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article.

3. Section 25.2.2.4 of the Agreement, “Transfer by Franchisee,” is supplemented by the following:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a franchisee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article

4. Section 32.8 of the Agreement, “Limitations on Actions,” is supplemented by adding the following language:

Nothing in this Agreement should be considered a waiver of any right conferred upon Franchisee by New York General Business Law, Sections 680-695.

5. Section 34 of the Agreement, "Release," is supplemented by the following:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a franchisee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article.

6. There are circumstances in which an offering made by QDOBA FRANCHISOR LLC would not fall within the scope of the New York General Business Law, Article 33, such as when the offer and acceptance occurred outside the state of New York. However, an offer or sale is deemed made in New York if Franchisee is domiciled in or the franchise will be opening in New York. QDOBA FRANCHISOR LLC is required to furnish a New York prospectus to every prospective franchisee who is protected under the New York General Business Law, Article 33.

7. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NEW YORK LICENSE AGREEMENT AMENDMENT

In recognition of the requirements of the New York General Business Law, Article 33, Sections 680 through 695, and of the regulations promulgated thereunder (N.Y. Comp. Code R. & Regs., tit. 13, §§ 200.1 through 201.16), the parties to the attached QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. The following sentence is added to the end of Section 15, under the heading “Assignment by Licensee”:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a licensee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article.

2. The following is added at the end of Section 19, under the heading “Miscellaneous: General Conditions”:

Nothing in this Agreement should be considered a waiver of any right conferred upon Licensee by New York General Business Law, Sections 680-695.

3. Section 19.E. of the Agreement, “Release,” is supplemented by the following:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a licensee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article.

4. There are circumstances in which an offering made by QDOBA FRANCHISOR LLC would not fall within the scope of the New York General Business Law, Article 33, such as when the offer and acceptance occurred outside the state of New York. However, an offer or sale is deemed made in New York if Licensee is domiciled in or the license will be opening in New York. QDOBA FRANCHISOR LLC is required to furnish a New York prospectus to every prospective licensee who is protected under the New York General Business Law, Article 33.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NEW YORK DEVELOPMENT AGREEMENT AMENDMENT

In recognition of the requirements of the New York General Business Law, Article 33, Sections 680 through 695, and of the regulations promulgated thereunder (N.Y. Comp. Code R. & Regs., tit. 13, §§ 200.1 through 201.16), the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. Section 10.8 of the Agreement, under the heading “Confidential Information,” is deleted and replaced by the following paragraph:

Developer understands and acknowledges that any failure to comply with the requirements of this Section 10 will result in substantial injury and damage to Company for which there is no adequate remedy at law. For these reasons, if Developer violates or threatens to violate any term of this provision, the Company will be entitled, in addition to any other remedies and damages available, to injunctive or other equitable relief to restrain the violation of this provision by Developer and its agents or employees. Developer agrees to pay all court costs and reasonable attorneys’ fees incurred by Company in seeking specific performance of, or an injunction against violation of, the requirements of this Section 10, in addition to any other claims to which Company may be entitled.

2. Section 19.7 of the Agreement, under the heading “Limitations on Actions,” is supplemented by adding the following language:

Nothing in this Agreement should be considered a waiver of any right conferred upon Franchisee by New York General Business Law, Sections 680-695.

3. Section 21 of the Agreement, “Release,” is supplemented by the following:

Article 33, Section 687.5, of the New York General Business Law states that it is unlawful to require a franchisee to assent to a release, assignment, novation, waiver or estoppel which would relieve a person from any duty or liability imposed by this article.

4. There are circumstances in which an offering made by QDOBA FRANCHISOR LLC would not fall within the scope of the New York General Business Law, Article 33, such as when the offer and acceptance occurred outside the state of New York. However, an offer or sale is deemed made in New York if Developer is domiciled in or the franchise will be opening in New York. QDOBA FRANCHISOR LLC is required to furnish a New York prospectus to every prospective developer who is protected under the New York General Business Law, Article 33.

5. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NORTH DAKOTA DISCLOSURE ADDENDUM

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 the State of North Dakota Securities Commission, the undersigned acknowledge and agree that the attached QDOBA DISCLOSURE DOCUMENT for use in the State of North Dakota is amended as follows:

1. The North Dakota Securities Commissioner has held the following to be unfair, unjust, or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

A. Restrictive Covenants: Franchise Disclosure Documents which disclose the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.

B. Situs of Arbitration Proceedings: Franchise agreements providing that the parties must agree to arbitrate disputes at a location that is remote from the site of the franchisee's business.

C. Restriction on Forum: Requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.

D. Liquidated Damages and Termination Penalties: Requiring North Dakota franchisees to consent to liquidated damages or termination penalties.

E. Applicable Laws: Franchise Agreements which specify that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.

F. Waiver of Trial by Jury: Requiring North Dakota franchisees to consent to the waiver of a trial by jury.

G. Waiver of Exemplary and Punitive Damages: Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

H. General Release: Requiring North Dakota franchisees to execute a general release of claims as a condition of renewal or transfer of a franchise.

3. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

NORTH DAKOTA FRANCHISE AGREEMENT AMENDMENT

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 the State of North Dakota Securities Commission, the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) is supplemented as follows:

1. The Agreement is amended by adding the following Section 36:

L. The parties acknowledge and agree that they have been advised that the North Dakota Securities Commissioner has determined the following agreement provisions are unfair, unjust or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

1. Restrictive Covenants: Any provision which discloses the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.
2. Situs of Arbitration Proceedings: Any provision requiring that the parties must agree to arbitrate disputes at a location that is remote from the site of the franchisee’s business.
3. Restriction on Forum: Any provision requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.
4. Liquidated Damages and Termination Penalties: Any provision requiring North Dakota franchisees to consent to liquidated damages or termination penalties.
5. Applicable Laws: Any provision which specifies that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.
6. Waiver of Trial by Jury: Any provision requiring North Dakota franchisees to consent to the waiver of a trial by jury.
7. Waiver of Exemplary and Punitive Damages: Any provision requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

8. General Release: Any provision requiring North Dakota franchisees to execute a general release of claims as a condition of the Agreement, renewal or transfer of a franchise.

3. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NORTH DAKOTA LICENSE AGREEMENT AMENDMENT

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 the State of North Dakota Securities Commission, the attached QDOBA LICENSE AGREEMENT (the “Agreement”) is supplemented as follows:

1. The Agreement is amended by adding the following Section 20:

L. The parties acknowledge and agree that they have been advised that the North Dakota Securities Commissioner has determined the following agreement provisions are unfair, unjust or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

1. Restrictive Covenants: Any provision which discloses the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.
2. Situs of Arbitration Proceedings: Any provision requiring that the parties must agree to arbitrate disputes at a location that is remote from the site of the franchisee’s business.
3. Restriction on Forum: Any provision requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.
4. Liquidated Damages and Termination Penalties: Any provision requiring North Dakota franchisees to consent to liquidated damages or termination penalties.
5. Applicable Laws: Any provision which specifies that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.
6. Waiver of Trial by Jury: Any provision requiring North Dakota franchisees to consent to the waiver of a trial by jury.
7. Waiver of Exemplary and Punitive Damages: Any provision requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

8. General Release: Any provision requiring North Dakota franchisees to execute a general release of claims as a condition of the Agreement, renewal or transfer of a franchise.

3. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

NORTH DAKOTA DEVELOPMENT AGREEMENT AMENDMENT

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 the State of North Dakota Securities Commission, the attached QDOBA DEVELOPMENT AGREEMENT (the "Agreement") is supplemented as follows:

1. The Agreement is amended by adding the following Section 22:

D. The parties acknowledge and agree that they have been advised that the North Dakota Securities Commissioner has determined the following agreement provisions are unfair, unjust or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

1. Restrictive Covenants: Any provision which discloses the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.
2. Situs of Arbitration Proceedings: Any provision requiring that the parties must agree to arbitrate disputes at a location that is remote from the site of the franchisee's business.
3. Restriction on Forum: Any provision requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.
4. Liquidated Damages and Termination Penalties: Any provision requiring North Dakota franchisees to consent to liquidated damages or termination penalties.
5. Applicable Laws: Any provision which specifies that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.
6. Waiver of Trial by Jury: Any provision requiring North Dakota franchisees to consent to the waiver of a trial by jury.
7. Waiver of Exemplary and Punitive Damages: Any provision requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

8. General Release: Any provision requiring North Dakota franchisees to execute a general release of claims as a condition of the Agreement, renewal or transfer of a franchise.

3. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

RHODE ISLAND DISCLOSURE ADDENDUM

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the QDOBA DISCLOSURE DOCUMENT for use in the State of Rhode Island is amended to include the following:

1. The following language is added to Item 17, “Renewal, Termination, Transfer and Dispute Resolution”:

§ 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.”

2. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

RHODE ISLAND FRANCHISE AGREEMENT AMENDMENT

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the parties to the attached QDOBA FRANCHISE AGREEMENT (the "Agreement") agree as follows:

1. Section 32.8 of the Agreement, under the heading "Limitations on Actions," is supplemented by adding the following:

§ 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."

2. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

RHODE ISLAND LICENSE AGREEMENT AMENDMENT

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the parties to the attached QDOBA LICENSE AGREEMENT (the "Agreement") agree as follows:

1. Section 19.B. of the Agreement, under the heading "Governing Law, Jurisdiction, and Venue," is supplemented by adding the following:

§ 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."

2. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

RHODE ISLAND DEVELOPMENT AGREEMENT AMENDMENT

In recognition of the requirements of the Rhode Island Franchise Investment Act, §§ 19-28.1-1 through 19-28.1-34, the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the "Agreement") agree as follows:

1. Section 19.7 of the Agreement, under the heading "Limitations on Actions," is supplemented by adding the following:

§ 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."

2. To the extent this Amendment is deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

VIRGINIA DISCLOSURE ADDENDUM

In recognition of the Virginia Retail Franchising Act, Virginia Code Sections 13.1-557 et seq., ("Franchise Act"), the QDOBA DISCLOSURE DOCUMENT for use in the State of Virginia is amended to include the following:

1. Item 17 of the Disclosure Document, "Renewal, Termination, Transfer and Dispute Resolution," is supplemented by adding the following statement:

Section 13.1-571 of the Franchise Act provides that any condition, stipulation or provision binding any person to waive compliance with any provision of the Franchise Act or of any rule or order under the Franchise Act is void.

2. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

WASHINGTON DISCLOSURE ADDENDUM

In recognition of the requirements of the Washington Franchise Investment Protection Act, Wash. Rev. Code ("RCW") §§ 19.100, the QDOBA DISCLOSURE DOCUMENT for use in the State of Washington is amended as follows:

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.
2. RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.
3. 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. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
5. Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.
6. 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 provisions contained in the franchise agreement or

elsewhere that conflict with these limitations are void and unenforceable in Washington.

7. 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.
8. The undersigned does hereby acknowledge receipt of this addendum.
9. To the extent this Addendum is deemed to be inconsistent with the Disclosure Document, the terms of this Addendum shall govern.

WASHINGTON AMENDMENT TO THE FRANCHISE AGREEMENT AND RELATED AGREEMENTS

In recognition of the requirements of the Washington Franchise Investment Protection Act, Wash. Rev. Code (“RCW”) §§ 19.100.010 through 19.100.940, the parties to the attached QDOBA FRANCHISE AGREEMENT (the “Agreement”) agree as follows:

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.
2. RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.
3. 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. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
5. Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.
6. 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 provisions contained in the franchise agreement or

elsewhere that conflict with these limitations are void and unenforceable in Washington.

7. 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.

8. The [following language is added to the end of Section 34.1 of the Franchise Agreement:](#)

[This General Release of All Claims does not apply to claims arising under the Washington Franchise Investment Protection Act, Chapter 19.100 RCW and the rules adopted thereunder unless this General Release of All Claims is executed pursuant to a negotiated settlement in connection with a bona fide dispute between a franchisee and a franchisor, after a franchise agreement has taken effect, and in which the Releasor is represented by independent legal counsel.](#)

9. [The](#) undersigned does hereby acknowledge receipt of this addendum.

[910.](#) To the extent this Amendment shall be deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

WASHINGTON AMENDMENT TO THE LICENSE AGREEMENT AND RELATED AGREEMENTS

In recognition of the requirements of the Washington Franchise Investment Protection Act, Wash. Rev. Code (“RCW”) §§ 19.100.010 through 19.100.940, the parties to the attached QDOBA LICENSE AGREEMENT (the “Agreement”) agree as follows:

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.
2. RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.
3. 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. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
5. Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.
6. 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 provisions contained in the franchise agreement or

elsewhere that conflict with these limitations are void and unenforceable in Washington.

7. 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.
8. The undersigned does hereby acknowledge receipt of this addendum.
9. To the extent this Amendment shall be deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

LICENSEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

WASHINGTON AMENDMENT TO THE DEVELOPMENT AGREEMENT AND RELATED AGREEMENTS

In recognition of the requirements of the Washington Franchise Investment Protection Act, Wash. Rev. Code (“RCW”) §§ 19.100.010 through 19.100.940, the parties to the attached QDOBA DEVELOPMENT AGREEMENT (the “Agreement”) agree as follows:

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.
2. RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.
3. 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. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
5. Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.
6. 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 provisions contained in the franchise agreement or

elsewhere that conflict with these limitations are void and unenforceable in Washington.

7. 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.
8. The undersigned does hereby acknowledge receipt of this addendum.
9. To the extent this Amendment shall be deemed to be inconsistent with any terms or conditions of the Agreement, the terms of this Amendment shall govern.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Amendment to the Agreement on the same date as the Agreement was executed.

COMPANY:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

DEVELOPER:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

EXHIBIT I

CERTIFICATION OF ENTITY STRUCTURE AND OPERATION FORM

CERTIFICATION OF ENTITY STRUCTURE AND OPERATION

Please review the information below and complete the form. If you need to correct any of the information, you may do so on this form. Please sign and date the form and email it to Vanessa.Habbaba@qdobacom.com.

Qdoba Franchisor LLC ("QF") is contemplating entering into an agreement, or agreements, with the corporation or limited liability company ("LLC") described below. Each person/entity signing this document understands that QF is relying on the truth and accuracy of the information contained in this Certification in making its decision whether or not to enter into the agreement(s).

All sites that are wholly owned by the corporation (or, if applicable, will be wholly owned by the corporation when the pending transaction is concluded):

Site #: _____	Site #: _____	Site #: _____	Site #: _____
Site #: _____	Site #: _____	Site #: _____	Site #: _____
Site #: _____	Site #: _____	Site #: _____	Site #: _____
Site #: _____	Site #: _____	Site #: _____	Site #: _____
Site #: _____	Site #: _____	Site #: _____	Site #: _____

1. The name of the corporation/LLC is: _____
2. The address of the corporation/LLC is: _____

3. The corporation/LLC was formed in the state of: _____
4. The corporation's/LLC's Tax/Employer Identification Number is: _____
5. The corporation's/LLC's only business is the development and operation of Qdoba franchises.
6. The Designated Operator is: _____
7. For **corporations**, please complete Sections **7.a** and **7.b** only. For **LLCs**, please complete Section **7.c** only.

a. The officers of the corporation are as follows:

Title	Full Legal Name
President	
Secretary	
Vice President	
Treasurer	

b. The shareholders of the corporation and their ownership interests are as follows:

Names of Shareholders	Percentage of the Corporation owned by this person/entity
	_____%
	_____%
	_____%
	_____%
	_____%
	_____%
	_____%
	_____%
	_____%

c. The membership shares of the LLC are as follows:

Title	Names of Members	Percentage of the LLC owned by this person/entity
Managing Member		_____%
Member		_____%
Member		_____%
Member		_____%
Member		_____%
Member		_____%
Member		_____%
Member		_____%
Member		_____%

8. Describe voting rights, if different from above: _____

9. Please attach a certificate of good standing issued by the entity's state of formation.

10. I understand that Franchise Agreements and Development Agreements with QF contain provisions restricting assignments and transfers. They include restrictions on the shareholders/members' right to transfer any part of his/her/its ownership interest in the corporation/LLC, whether that transfer is voluntary or involuntary, or by sale, by gift, or upon death. (See Franchise Agreement sections entitled "Transfer by Franchisee," "Death or Disability of Franchisee," and "Company's Right of First Refusal"; and the section entitled "Transfer of Interest" in the Development Agreement.) Any certificates of ownership issued by the corporation/LLC will reflect these restrictions.

11. I hereby reaffirm that the individual name as "Designated Operator" listed above is authorized to represent the corporation/LLC in all of its dealings with Qdoba Franchisor LLC. (See Franchise Agreement section entitled "Personnel of the Franchised Restaurant," and Development Agreement section entitled "Development Conditions and Procedures.") The designated Operator may not be changed without the written approval of Qdoba Franchisor LLC.

12. In order to bind the corporation/LLC to any instrument or agreement, the following person(s) must sign on its behalf (list all required signatory(ies) and his/her title(s) below):

Required Signatory Name(s)	Title(s)

FOR **CORPORATIONS**, PLEASE COMPLETE THE FOLLOWING SIGNATURE SECTION:

The undersigned certifies under penalty of perjury under the laws of the state of California that the foregoing information is true and correct.

Please sign both as an individual franchisee and as an officer (as applicable).

Please use full legal name for all signatures.

Signatures as Officers:

Signature: _____ Print: _____ Title: _____ Date: _____	Signature: _____ Print: _____ Title: _____ Date: _____
Signature: _____ Print: _____ Title: _____ Date: _____	Signature: _____ Print: _____ Title: _____ Date: _____
Signature: _____ Print: _____ Title: _____ Date: _____	Signature: _____ Print: _____ Title: _____ Date: _____

FOR **LLCS**, PLEASE COMPLETE THE FOLLOWING SIGNATURE SECTION:

The undersigned certifies under penalty of perjury under the laws of the state of California that the foregoing information is true and correct. (**Please use full legal name for all signatures**).

_____ Managing Member	_____ Print Name	_____ Date
_____ Member	_____ Print Name	_____ Date
_____ Member	_____ Print Name	_____ Date
_____ Member	_____ Print Name	_____ Date
_____ Member	_____ Print Name	_____ Date

EXHIBIT J

GENERAL RELEASE OF ALL CLAIMS

GENERAL RELEASE OF ALL CLAIMS

For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the undersigned,

- [FRANCHISEE]
- [FRANCHISEE], and
- [ENTITY NAME], a [STATE OF INCORPORATION] corporation

(collectively “Releasor”), hereby releases and forever discharges Qdoba Franchisor LLC, its officers, directors, agents, employees, parent, subsidiaries and affiliates from and against any and all liabilities, actions, causes of action, judgments, suits, controversies, claims, demands, damages, costs and expenses whatsoever, in law or in equity (“Claims”) arising out of any matters prior to the date of execution hereof, which have ever existed, may now exist, or may hereafter arise, known or unknown, foreseen or unforeseen, to the full extent permitted by applicable law. Without limiting the generality of the foregoing, it is expressly understood and agreed that this Release includes Claims Releasor may have individually or as the member of any class (i) under any federal or state franchise, antitrust, trade regulation, or similar law (with the exception of claims under applicable state franchise laws); or (ii) under any state or federal security, blue sky, or similar law; or (iii) in connection with allowances, discounts, or compensation of any type received by Qdoba Franchisor LLC or its parent companies or affiliates from vendors.

Further, the undersigned do hereby expressly waive all right, protection, privilege and benefit under Section 1542 of the Civil Code of the State of California, which provides:

“1542 A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release and that, if known by him or her, would have materially affected his or her settlement with the debtor or released party.”

By signing this General Release of All Claims, Releasor is giving up all rights under Section 1542 and any similar provision of any state.

Further, this General Release of All Claims does not apply to claims arising under the Washington Franchise Investment Protection Act, Chapter 19.100 RCW and the rules adopted thereunder unless this General Release of All Claims is executed pursuant to a negotiated settlement in connection with a bona fide dispute between a franchisee and a franchisor, after a franchise agreement has taken effect, and in which the Releasor is represented by independent legal counsel.

Notwithstanding any other provision contained in this Release, existing Franchise Agreements and Lease Agreements (the “Franchise Agreements” and the “Leases”) to which Releasor and Qdoba Franchisor LLC are parties remain in full force and effect.

This Release does not release, waive, modify or in any way affect liabilities of Qdoba Franchisor LLC under the Franchise Agreements or Leases arising after the date of execution of this Release by Releasor.

This release contains the entire agreement among the parties hereto concerning the subject matter hereof, and the terms of this Release are contractual and not a mere recital.

The undersigned hereby certify that they have read all provisions of this General Release of All Claims and the quoted California Civil Code Section, that they are represented by Counsel, and have been advised or been afforded the opportunity to be advised of the effect of the provisions of this General Release of All Claims and their waiver of all rights under the quoted California Civil Code Section, that they have made such investigation and inquiry as they and Counsel have deemed appropriate, and that they understand said provisions and effect, and have executed this General Release of All Claims freely and without duress.

[FRANCHISEE] Dated: _____

[FRANCHISEE] Dated: _____

[ENTITY NAME],
a [STATE OF INCORPORATION] corporation

By: _____ Dated: _____
[FRANCHISEE], President

By: _____ Dated: _____
[FRANCHISEE], Secretary

EXHIBIT K

MASTER TECHNOLOGY AGREEMENT

Master Technology Agreement

This Master Technology Agreement ("Agreement") is made by and between Qdoba Franchisor LLC ("Qdoba") and _____ ("Franchisee"). This Agreement will become valid and binding upon acceptance of this Agreement by Qdoba, indicated by the signature of its authorized representative.

Recitals

Under the Franchise Agreement (defined in Section 1) between the parties, specifically referred to and incorporated herein by this reference, Franchisee is required to use the Technology System that QRC may specify and/or require from time to time or continuously. If the lease or purchase agreement associated with the Franchisee's place of business requires alternate Technology Systems be used ("Alternate Technology Systems"), Qdoba may approve Franchisee to use such Alternate Technology Systems in lieu of the standard Technology System. Approved hardware, software and operating systems will reach an end to their useful life and will have to be replaced periodically as directed by Qdoba. This Agreement describes the technology-related services that Franchisee may and/or must purchase from Qdoba or its approved 3rd party vendors as of the date this Agreement is signed. This Agreement will be effective until terminated or modified in accordance with the terms of this Agreement.

1. Definitions

- a. "Franchise Agreement" means any franchise agreement, non-traditional franchise agreement, license agreement or similar agreement authorizing Franchisee to use Qdoba's trademarks or operating system in connection with the operation of a restaurant.
- b. "Manuals" has the same meaning as in the Franchise Agreements between the parties.
- c. "Technology System" means all computers, communications technology, and other products and services that are ~~used~~required to technologically enable the Restaurant or QRC's business, including physical hardware, operating systems, software package and applications, software configuration, hosted services, software as a service (SaaS), databases, storage, servers, PCs, telecommunications equipment, and other equipment.
- d. "Restaurants" means every Qdoba Mexican Grill® or Qdoba Mexican Eats® restaurant operated by Franchisee.

2. Support Services

Qdoba provides ~~data hosting and~~ help desk support and data hosting services for certain components of the Technology System ("Support Services") to Franchisees using Qdoba Technology Systems. Franchisees using Qdoba's Technology System are required to use Support Services. Support services are not available for Franchisees approved to use Alternate Technology Systems.

- a. For the Support Services, Franchisee must pay a one-time charge of \$199 per Restaurant for the installation of Remotelink or other polling software ~~of \$199 per~~

~~Restaurant~~, and a charge of ~~\$4,400~~250 per Restaurant per period (there are thirteen (13) periods per year) plus 0.21% of Gross Sales which is automatically deducted on a weekly basis from the Franchisee's account.

- b. The Support Services offered by Qdoba are further described in the Manuals, and may change from time to time. Franchisee will be provided 30 days' notice by email of any changes to the Support Services.
- c. Support Service hours are currently 7:00 am - 10:00 pm Central Time, Monday – Sunday, including holidays except Thanksgiving Day and Christmas Day. The Support Service hours are subject to change by Qdoba.
- d. The following are some of the limitations on the Support Services provided by Qdoba:
 - i. Qdoba does not provide any support or maintenance pertaining to Payment Card Industry Data Security Standards, otherwise known as PCI Compliance.
 - ii. Qdoba Support does not provide training in the use of MenuLink or any other restaurant or POS-related systems.
 - iii. Other limitations are described in the Manuals.
- e. Franchisee authorizes Qdoba to facilitate on its behalf, any repair, replacement of hardware, or services not covered under a specific third party-service contract. All charges relating to such repair, replacement or service will be paid by the Franchisee, whether paid directly to a third-party vendor, or billed as a pass-through by Qdoba. Third-party charges are due at the time Qdoba is billed for the services, and Qdoba will automatically deduct those amounts from the Franchisee's authorized account.
- f. Support Services may be provided by Qdoba and/or its authorized agents.
- g. ~~No Support Services will be provided by~~ Qdoba unless has the right to suspend Support Services in cases where a Franchisee is not current on all charges incurred under this Agreement ~~and/or~~ charges ~~to be billed for products and services provided by~~ third-party vendors. Cost for Support Services will continue to be billed or accrued until underlying reasons for Support Service suspension is cured.
- h. Qdoba may also provide Support Services for specific projects classified as "major projects" by Qdoba's Chief ~~Information~~Technology Officer. Such Support Services are designated "IT Project Services." IT Project Services may include, but are not limited to, project management, data collection, system configuration, quality assurance testing, vendor management, and software deployment. Depending on the nature of the project, the fee for IT Project Services will be \$300 to \$500 per Restaurant per project, not including project-related costs. The terms and conditions for Qdoba providing specific IT Project Services may be set forth in a separate agreement, statement of work, executive summary or similar document.

3. Fees Payable Upon Restaurant Opening

- a. Franchise must pay a one-time fee of ~~\$750~~2,250 upon opening of the Restaurant for project management services, configuration of the point-of-sale ~~system~~and other order

[entry systems](#), and configuration of the credit card [system](#) and inventory management system.

- b. Franchisee must pay a one-time fee of \$250 upon opening of the Restaurant for Olo activation.
- c. Franchisee must pay a one-time fee of \$299 upon opening of the Restaurant for Fourth Implementation Fee.

4. Web-based Applications, On-Line Ordering and Affinity Services

Franchisee must participate in web-based applications, [including but not limited to](#), On-Line Ordering and Affinity programs, or any other ~~loyalty program~~ [web-based application](#) required by Qdoba, unless Franchisee has been approved to use Alternate Technology Systems.

5. Q-Cash Program

Franchisee must participate in the Q-Cash program unless Franchisee has been approved to use Alternate Technology Systems or Franchisee's restaurant is located outside the United States. The Q-Cash program is not available to franchisees using Alternate Technology Systems or located outside the United States. The program has a charge of \$7.75 per month.

6. Email and Social Media

Franchisee agrees to abide by all policies Qdoba establishes relating to email and social media, as described in the Manuals.

7. Qdoba Standardized Network

- a. Franchisee must participate in the Qdoba Standardized Network program unless Franchisee has been approved to use Alternate Technology Systems. The Qdoba Standardized Network includes broadband connection, managed firewall and network switch, security services, private Wi-Fi, Public Wi-Fi, IoT Wi-Fi, and back up network (4G) connectivity. The necessary equipment Franchisee must ~~lease~~ [rent](#) is provided by Qdoba or an affiliate, and related services are provided by [Qdoba or](#) a Qdoba-approved managed service provider.
- b. Participating franchisees must pay to Qdoba all fees associated with Qdoba Standardized Network ~~Required Services, all fees associated with any Qdoba Standardized Network Optional Services selected by Franchisee,~~ [Services](#) and any other applicable services charges. The current fees payable to Qdoba for the Qdoba Standardized Network are between \$~~2~~[1](#)65 and \$650 per month, plus a universal fee for ~~setup~~ [set up](#) by the vendor. Franchisee is responsible for Standardized Network fees through the end of any third-party lease agreements or [service provider](#) terms, with any outstanding balances due upon restaurant closure, if applicable.

8. Franchisee Technology-Related Responsibilities

In addition to technology-related responsibilities set forth in any Franchise Agreement between the parties and related Manuals, Franchisee acknowledges and agrees to the following:

- a. Franchisee has the sole responsibility to determine any and all local, state and federal laws and requirements, including but not limited to labor laws, FACTA, overtime, and taxes, and shall have the sole responsibility to determine and maintain proper settings in compliance with all relevant laws. Qdoba may provide labor law configuration under this Agreement, but is not responsible for the accuracy of such configuration, and Franchisee is solely responsible for compliance with all labor laws, including but not limited to regular and overtime pay calculations, exempt status, meal and rest breaks, and age restrictions.
- b. Franchisee is responsible for complying with any and all applicable personal identity laws. Franchisee is solely responsible for determining whether its systems conform to such laws, or whether a different or additional product is needed for compliance.
- c. Franchisee is solely responsible for complying with credit card processing PCI requirements and all Point-to-Point Encryption ("P2PE") Instructions ("PIM") as directed by Qdoba's approved P2PE vendor. Specific requirements related to Qdoba Technology Systems include, but are not limited to:
 - i. Running a Qdoba-approved version of POS hardware and software and Credit Card processing hardware and software; and replacing the POS and Credit Card processing hardware and software version upon Qdoba's request. ~~Qdoba will automatically deduct amounts for software maintenance from the Franchisee's authorized account.~~ Franchisee is responsible for paying all ~~software maintenance~~ Credit Card processing transaction fees ~~through the end of the current term~~ on an ongoing and regular basis, with any outstanding balances due immediately upon restaurant closure, if applicable. Qdoba is only responsible for ensuring POS and Credit Card processing software maintenance is renewed when needed for continuous coverage. Qdoba will automatically deduct funds for software maintenance from Franchisee's authorized account.
 - ii. Purchasing or leasing and installing required components of the Qdoba Standardized Network that meets or exceeds the minimum Qdoba broadband requirements
 - iii. On ~~a yearly~~ an annual basis, providing to Qdoba a signed copy of the PCI self-assessment questionnaire.
 - iv. Purchasing and installing required P2PE payment terminals and implementing all procedures outlined in the applicable P2PE Instruction Manual: (PIM).

Specific requirements related to Alternate Technology Systems include, but are not limited to:

- v. Running a PA-DSS validated version of POS and Credit Card processing software
- vi. Purchasing and installing a hardware firewall capable of performing stateful packet inspections

- vii. On ~~a yearly~~an annual basis, providing to Qdoba a signed copy of the PCI self-assessment questionnaire

9. General Limitations

- a. Qdoba is not responsible for any loss of sales or receipts due to software or equipment malfunction.
- ~~b.~~ Franchisee is responsible for validating requested configuration changes in order entry and other systems upon delivery of requested configuration change(s). Franchisee is responsible for reporting any errors or omissions upon system validation to minimize impact. Qdoba is not responsible for any loss of sales or receipts resulting from non-validated configuration changes.
- c. The methods or practices related to data transmission, storage and security employed by Qdoba may not meet all applicable requirements related to personal identity laws and regulations. Any data hosted by Qdoba is only intended to facilitate services under this Agreement, and is not suitable for any third-party or government audit. Franchisee is responsible for maintaining its own data storage and other records. Any data hosted by Qdoba may be deleted at any time in Qdoba's sole discretion. Franchisee agrees to hold Qdoba harmless from, and Qdoba shall have no liability for, the loss of data regardless of the causes of or circumstances of such loss.
- ~~d.~~ Franchisee is solely responsible for compliance with and reporting of all sales taxes.
- ~~e.~~ Installation of non-approved software or hardware on Qdoba Technology Systems is not allowed. Qdoba reserves the right to remove, uninstall, or otherwise affect non-approved software or hardware. Any costs associated with the removal of non-approved software or hardware will be billed to Franchisee.

10. Charges

- a. Monthly and periodic charges are invoiced, and funds shall be automatically deducted from the Franchisee's authorized account. Periodic charges are deducted in the first week of each of Qdoba's four-week fiscal periods.
- ~~b.~~ Weekly charges are communicated on a remittance statement, and funds shall be automatically deducted from the Franchisee's authorized account each week.
- c. Third-party charges are due at the time Qdoba is billed for the services, and the charges will be automatically deducted from the Franchisee's account of record immediately.
- ~~d.~~ Monthly periodic and third-party charges may change from time to time. Franchisee will be provided 30 days' notice by email of any changes to these charges.

11. Termination

- a. This Agreement will remain in full force and effect until (i) the Franchise Agreement is terminated or (ii) Qdoba terminates this Agreement in accordance with Section 11.b below, whichever occurs first.

- b. Qdoba reserves the right to terminate this Agreement, in whole or in part, immediately upon notice to Franchisee, if Franchisee is behind on any financial obligation to Qdoba, or Qdoba is informed by a third- party vendor that Franchisee is behind on any financial obligation to that vendor. Additionally, Qdoba may terminate this Agreement immediately, upon notice to Franchisee, if Franchisee is in material default of any terms of this Agreement.

12. Indemnity and Limitation of Liability

Franchisee hereby agrees to defend, indemnify, and hold Qdoba harmless from and against any and all third- party claims and liabilities arising out of or related to the configuration, settings, maintenance, or operation of the Technology System, including but not limited to claims arising under local, state and federal labor laws or any other similar laws. Franchisee waives any and all claims against Qdoba for any and all actions or inaction under this Agreement, and Franchisee acknowledges that Qdoba shall have no liability to Franchisee, whether in tort, contract or otherwise, arising out of or related to this Agreement. These provisions supplement rather than replace the indemnification and limitation of liability provision in any franchise agreement or other contract between the parties.

13. Other Terms and Conditions

- a. This Agreement is the complete and final agreement between the parties with respect to the Technology Services, data hosting, and support services provided by Qdoba, and this Agreement supersedes all other communications, representations, or proposals on that subject except any Franchise Agreement or License Agreement the parties have signed or will sign.
- b. This Agreement may not be changed, altered or modified except by an instrument in writing executed by Franchisee and an authorized officer of Qdoba.
- c. Any knowledge or information disclosed by Franchisee to Qdoba or its authorized representative in connection with this Agreement shall not be deemed to be confidential or proprietary.
- d. This Agreement may not be assigned or transferred by Franchisee without the express, prior written approval of Qdoba.
- e. This Agreement shall be construed according to California law without respect to its conflicts of laws rules. Any legal action between the parties to this Agreement shall take place in the State or Federal courts located in San Diego, California, and the parties agree that such courts are the exclusive jurisdiction and venue for such legal action.

Qdoba:

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

By: _____

Name: _____

Title: _____

Date: _____

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: Managing Member

Date: _____

FRANCHISEE:

COMPANY NAME
a state corporation/limited liability company

By: _____

Name: _____

Title: President

Date: _____

EXHIBIT L

AUTHORIZATION FOR PREARRANGED PAYMENTS **(DIRECT DEBITS)**

AUTHORIZATION FOR PREARRANGED PAYMENTS (DIRECT DEBITS)

Name of Franchisee or Legal Entity: _____

Contact Name: _____

Store Address: _____

Store Number: _____ Contact Email Address: _____

The undersigned depositor ("Customer") hereby authorizes Qdoba Franchisor LLC ("Company") to initiate debit entries to the checking and/or savings account(s) indicated below for all amounts owed by Customer to Company.

Name of Account Holder

Federal ID Number

Bank

Bank Transit/ABA Number

Account Number

This authorization will remain in full force and effect until Bank has received joint written notification from Company and Franchisee of the termination of such authorization in such time and in such manner as Bank requires.

If an erroneous debit entry is initiated by Company to Customer's account(s), customer will have the right to have the amount of such entry credited by Company against future invoices. If an erroneous debit entry exceeds \$25,000, Customer may request that Company correct the error by wiring funds into the account within 5 days after the error is verified; alternatively, Customer may request a reversal of the entry by Bank and Company agrees to send to Bank a written notice identifying such entry, stating that such entry was in error and requesting Bank to credit the amount thereof to such account(s). These rights are in addition to any rights Customer may have under applicable federal and state banking laws.

The undersigned represents and warrants that he/she is authorized to sign this document on behalf of Customer and that the undersigned and Customer are authorized to initiate debit entries to the account referenced above for all amounts owed by Customer to Company.

Customer agrees to provide such other and additional information as Bank may require to authorize debit entries, including but not limited to written authorization of any joint account holders if the account referenced above is a joint account.

Please provide a voided check, MICR encoded slip, or a MICR Specification sheet provided by the Bank to verify the Bank Transit/ABA Number and Account Number.

By: _____

Date: _____

EXHIBIT M

NON-DISCLOSURE AGREEMENT

NON-DISCLOSURE AGREEMENT

This Non-Disclosure Agreement ("Agreement") is entered into as of _____ by and between Qdoba® Franchisor LLC ("Qdoba") and _____ (the "Undersigned").

Qdoba is the owner of a system for the development and operation of restaurants which includes proprietary rights in the following items, both currently in use and proposed for use in the future: trademarks, trade names, logos, symbols, designs and color schemes for restaurants, signs, equipment, procedures, menu formats, formulas and specifications for products, marketing strategies, business plans, non-public financial information, development plans, operating methods, consumer research and other information relating to Qdoba, its affiliates, subsidiaries, franchisees, and the restaurant industry and not generally known by others ("Confidential Information"). To the extent provided to the undersigned, the Confidential Information also includes, without limitation, any and all agreements, leases and other documents, and the information included therein (i.e., rents, terms, options, etc.), with respect to any particular restaurant or other locations operated, franchised or contemplated by Qdoba.

The restaurant business is highly competitive and Qdoba has invested considerable sums of money in developing the Confidential Information.

It is the mutual desire of both parties hereto to preserve the secrecy of the Confidential Information and to preserve the Confidential Information for the exclusive use and control of Qdoba.

Therefore, in consideration of the mutual benefit accruing to both of the parties hereto and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each party, the Undersigned agrees to hold and maintain all of the Confidential Information for the sole and exclusive benefit of Qdoba and agrees that the Confidential Information is and shall remain the sole and exclusive proprietary property of Qdoba.

The Undersigned will not communicate or disclose to any person, firm or corporation or use for the benefit of the Undersigned or another person, firm or corporation, directly or indirectly, any of Qdoba's Confidential Information.

Confidential Information shall be disclosed by the Undersigned only to those of its employees who need to know such Confidential Information, who have been informed of the confidential nature of such information, and who are obligated to maintain such information in confidence.

The Agreement shall be governed by the laws of the State of California. Any litigation arising out of this Confidentiality Agreement shall take place in San Diego, California, which shall be the sole, proper venue for such action.

Should any provision of this Agreement be declared unenforceable for any reason or found contrary to any federal or state statute, said provision will automatically cease to be a part of this Agreement without affecting any other provision or obligation thereof.

The waiver of any breach or non-enforcement of any provision of this Agreement shall not be construed to constitute a waiver of any other breach or provisions of this or any other Agreement.

This Agreement shall not be construed as a partnership, joint venture or other such arrangement (other than the parties hereto agree that this Agreement is for the purpose of protecting Proprietary Information only).

Neither party has an obligation to supply Proprietary Information hereunder.

Nothing in this Agreement shall be deemed to grant a license directly or by implication, estoppel or otherwise to any Proprietary Information disclosed pursuant to this Agreement.

The Undersigned recognizes and agrees that a violation of this Confidentiality Agreement will result in substantial injury and damage to Qdoba for which there is no adequate remedy at law. In the event of a violation of this Agreement, Qdoba shall be entitled, in addition to any other remedies and damages available, to injunctive or other equitable relief to restrain the violation hereof by the Undersigned and his/her representatives.

This Confidentiality Agreement supplements, rather than replaces the Undersigned's obligation not to disclose or use confidential information, as set forth in any Franchise Agreement or other contracts between the Undersigned and Qdoba.

QDOBA FRANCHISOR LLC,
a Delaware limited liability company

UNDERSIGNED

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT N

STORED VALUE CARD SERVICE AGREEMENT

STORED VALUE CARD SERVICE AGREEMENT

THIS STORED VALUE CARD SERVICE AGREEMENT ("Agreement") is entered into this ____ day of _____, 20____ between QMG Stored Value Cards, LLC ("QMG SVC"), a Virginia limited liability company and _____ ("FRANCHISEE").

RECITALS:

1. Qdoba Franchisor LLC has engaged QMG SVC to initiate a stored value card program, whereby customers of Qdoba restaurants may purchase and redeem stored value cards at any participating Qdoba Mexican Eats® restaurant (the "Gift Card Program");
2. FRANCHISEE independently operates one or more Qdoba Mexican Eats® restaurants, and desires to participate in the Gift Card Program.
3. FRANCHISEE desires to use the services of QMG SVC in connection with the conduct of its business activities related to the administration of a Gift Card Program on the terms and conditions set forth herein.

Now therefore, in consideration of the premises and mutual covenants contained herein, the parties agree as follows:

ARTICLE I

Retention of Services and Term Agreement

- 1.1 Retention. FRANCHISEE hereby retains the services of QMG SVC, and QMG SVC agrees to provide the services described herein.
- 1.2 Term. The term of this Agreement shall begin on _____, and continue until terminated by either party. Termination by one party shall be effective ten (10) calendar days after the date of mailing a written notice of termination to the other party.

ARTICLE II

Power and Duties of QMG SVC

- 2.1 Powers of QMG SVC Subject to such limitations as may be imposed by law or this Agreement, QMG SVC is hereby authorized and empowered, in the name of and on behalf of FRANCHISEE, to manage the Gift Card Program as it deems reasonably necessary and appropriate, including but not limited to: (a) managing contracts with outside vendors for the tracking functions associated with the issuance and redemption of the Gift Card Program; and (b) establishing policies and procedures with respect to the operations, marketing, banking, accounting, financial controls, and other activities of the Gift Card Program.

2.2 Duties of QMG SVC

QMG SVC shall:

- a) render or cause to be rendered such accounting services, financial controls, legal, technical and other services as it deems necessary or appropriate in the management of the Gift Card Program;
- b) facilitate cash transfers between FRANCHISEE's bank account and QMG SVC's bank account to the extent of stored value card activations, redemptions, and other transactions requiring the transfer of cash. To enable QMG SVC to perform such services, FRANCHISEE agrees to execute and deliver such authorizations and other instruments as QMG SVC may require, including but not limited to the authorization attached hereto as Exhibit A.
- c) prepare and furnish to FRANCHISEE such information and reports concerning the conduct of the business and affairs of the Gift Card Program as FRANCHISEE shall reasonably request;
- d) render such reports and make such periodic and other filings regarding the Gift Card Program as may be required under applicable federal, state and local laws, rules and regulations.

ARTICLE III

Duties of Franchisee

- 3.1 Execution of Authorizations and Agreements. To enable QMG SVC to perform services hereunder and administer the Gift Card Program, FRANCHISEE agrees to execute and deliver to QMG SVC, QMG SVC's designee or FRANCHISEE's bank, such authorizations and other instruments as QMG SVC may require, including but not limited to the authorization attached hereto as Exhibit A.
- 3.2 Payments of ACH or other Banking Fees. Any charges imposed by FRANCHISEE's bank, QMG SVC's bank, any governing authority, or any other loss or expense arising out of or incurred in connection with automated electronic withdrawals, deposits, transfers or insufficient funds (including reasonable attorneys' fees) are the responsibility of FRANCHISEE. FRANCHISEE agrees to maintain sufficient funds in his accounts to cover the expenses of this program.

ARTICLE IV

Compensation of QMG SVC

- 4.1 In consideration of the services provided by QMG SVC hereunder, FRANCHISEE agrees to pay to QMG SVC during the term of this Agreement, a monthly fee in an amount to be determined by QMG SVC in its reasonable discretion (the "Service Fee"). The Service Fee shall be paid monthly in advance on or before the first day

of each calendar month during the term of this Agreement. Each payment shall be made to QMG SVC or QMG SVC's designee. The initial Service Fee shall be in the amount of seven dollars and seventy-five cents (\$7.75) per month, and shall remain in that amount until QMG SVC notifies FRANCHISEE of a change in the amount of the Service Fee. Any change in the amount of the Service Fee shall be effective thirty (30) days after notice is given by QMG SVC. QMG SVC and FRANCHISEE acknowledge that QMG SVC is not currently charging the Service Fee set forth in this Section 4.1; however, upon thirty days' notice, QMG SVC may begin charging such fee.

ARTICLE V

Liability of QMG SVC; Indemnification

- 5.1 Judgments in Good Faith. Notwithstanding any other provisions contained herein to the contrary, in no event shall FRANCHISEE, or any director, officer, employee, agent, affiliate or shareholder of same make claim against QMG SVC on account of any alleged errors of judgment made in good faith in connection with the provision of services under this Agreement.
- 5.2 Indemnification. FRANCHISEE is responsible for all losses, damages and liabilities, whether contractual, statutory or otherwise, to third persons arising out of or in connection with the offer, sale, redemption or any use of stored value cards at businesses operated by FRANCHISEE, and for all claims or demands for damages or injury directly or indirectly resulting therefrom. FRANCHISEE on behalf of itself and each of its officers, directors, shareholders, affiliates, partners, agents, employees, heirs, successors and assigns (the "INDEMNITORS") hereby agrees to indemnify and hold harmless QMG SVC and each of its officers, directors, agents, employees, parent corporation and affiliates (the "INDEMNITEES") from any and all claims, demands, costs, losses, damages, liabilities, expenses (including attorneys' fees) judgments, fines and amounts paid in settlement (collectively, "Losses") in connection with claims made by third parties, whether contractual, statutory or otherwise, directly or indirectly arising out of or in connection with the offer, sale, redemption or any use of stored value cards at restaurants operated by INDEMNITORS, unless resulting from the gross negligence or willful misconduct of INDEMNITEES. If such claims are asserted against INDEMNITEES shall notify INDEMNITOR, and INDEMNITOR will assume the defense of such claims. If INDEMNITOR fails to assume the defense, then INDEMNITEES may defend in such manner as it deems appropriate. INDEMNITOR shall reimburse INDEMNITEE for all costs, including attorneys' fees, and the reasonable value of time spent by corporate counsel, incurred by INDEMNITEE in effecting such defense, in addition to any sum which INDEMNITEE or its affiliates may incur by reason of any settlement or judgment. INDEMNITEE's right to defense and indemnification hereunder shall exist, notwithstanding that its joint or concurrent liability may be imposed on INDEMNITEE by law.

ARTICLE VI

Miscellaneous

6.1 Independent Contractor. Nothing herein shall be construed or deemed to create a joint venture, contract of employment or partnership. QMG SVC SHALL NOT BE LIABLE TO ANY PERSON OR ORGANIZATION FOR ANY DEBT, LIABILITY OR OBLIGATION OF FRANCHISEE INCURRED OR CREATED PURSUANT TO THE AUTHORITY GRANTED IN THIS AGREEMENT OR BY REASON OF ITS MANAGEMENT, DIRECTION OR CONDUCT OF FRANCHISEE 'S OPERATIONS.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

FRANCHISEE:

COMPANY NAME

a state corporation/limited liability company

By: _____

Name: _____

Title: _____

Date: _____

QMG STORED VALUE CARDS, LLC

a Virginia limited liability company

By: _____

Name: _____

Title: _____

Date: _____

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:

STATES	EFFECTIVE DATE
California	~~December 26, 2023~~ Pending
Hawaii	~~January 17, 2024~~ Pending
Illinois	~~December 22, 2023~~ Pending
Indiana	~~December 26, 2023~~ Pending
Maryland	~~January 22, 2024~~ Pending
Michigan	~~January 4, 2024~~ Pending
Minnesota	~~February 9, 2024~~ Pending
New York	~~January 5, 2024~~ Pending
North Dakota	~~January 17, 2024~~ Pending
Rhode Island	~~December 27, 2023~~ Pending
South Dakota	~~December 26, 2023~~ Pending
Virginia	~~January 19, 2024~~ Pending
Washington	~~January 3, 2024~~ Pending
Wisconsin	~~December 26, 2023~~ Pending

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.

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 Qdoba Franchisor LLC offers you a franchise, it must provide this Disclosure Document to you fourteen (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. New York requires that we give you this disclosure document at the earlier of the first personal meeting or ten (10) business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Iowa requires that we give you this disclosure document at the earlier of the first personal meeting or fourteen (14) days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that we give you this disclosure document at least ten (10) business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Qdoba Franchisor 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 and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the state agencies listed in Exhibit B.

The franchisor is Qdoba Franchisor LLC, located at 350 Camino De La Reina, Suite 400, San Diego, California 92108. Qdoba Franchisor LLC authorizes the agents listed in Exhibit C to receive service of process for it.

Issuance Date: December ~~22, 2023~~ 20, 2024

The name, principal business address and telephone number of each franchise seller offering the franchise:

Mary Richardson, Director of License Operations and Business Development; ~~Eric Williams~~ Kevin Carroll, Chief Operating Officer, ~~James D. Sullivan~~ Jeremy Vitaro, Chief Development Officer, Lori Osley, Vice President of Franchise Development, Joe Oliva, Vice President of Development Strategy and Financial Planning, Rob Gerstenfeld, Vice President, Real Estate, Design and Construction, and Shannon St. Clair, Non-Traditional Business Development. Each of these individuals may be reached at: 350 Camino De La Reina, Suite 400, San Diego, California 92108, 858.766.4900.

I have received a Franchise Disclosure Document, issued December ~~22, 2023~~ 20, 2024, that included the following exhibits:

A AUDITED FINANCIAL STATEMENTS	I CERTIFICATION OF ENTITY STRUCTURE AND OPERATION FORM
B LIST OF STATE ADMINISTRATORS	J GENERAL RELEASE OF ALL CLAIMS
C AGENTS FOR SERVICE OF PROCESS	K MASTER TECHNOLOGY AGREEMENT
D LIST OF CURRENT FRANCHISED LOCATIONS AND FORMER FRANCHISEES	L AUTHORIZATION FOR PREARRANGED PAYMENTS
E-1 FRANCHISE AGREEMENT	M NON-DISCLOSURE AGREEMENT
E-2 LICENSE AGREEMENT	N STORED VALUE CARD SERVICE AGREEMENT
F DEVELOPMENT AGREEMENT	
G TABLE OF CONTENTS – MANUALS	
H STATE SPECIFIC ADDENDA AND AGREEMENT AMENDMENTS	

Date of Receipt

Company Name

Signature

Print Name

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Company Name

Signature

Print Name