

FRANCHISE DISCLOSURE DOCUMENT

Chick-fil-A, Inc.

A Georgia Corporation
5200 Buffington Road
Atlanta, Georgia 30349
(404) 765-8000
www.chick-fil-a.com



The Licensee will use a distinctive system for marketing, preparing and selling, directly or through third-party operators, Chick-fil-A brand products, including a boneless breast of chicken sandwich, from authorized custom facades, counter areas or other retail facilities.

The total investment necessary to begin operation of a Chick-fil-A Licensed Unit is from \$585,500 to \$3,337,000. You are not charged an initial license payment or fee by Chick-fil-A, Inc. or any affiliate in order to obtain a Chick-fil-A license.

This Disclosure Document summarizes certain provisions of your license agreement and other information in plain English. Read this Disclosure Document and all accompanying agreements carefully. You must receive this Disclosure Document at least 14 calendar days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed license 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 Sales Development, Chick-fil-A, Inc., 5200 Buffington Road, Atlanta, Georgia 30349-2998 and (404) 765-8000.

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

Buying a franchise is a complex investment. The information in this Disclosure Document can help you make up your mind. More information on franchising, such as "*A Consumer's Guide to Buying a Franchise*," which can help you understand how to use this Disclosure Document, is available from the Federal Trade Commission. 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.

Issued: March 31, 2023
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 “E” or Exhibit “F”.
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 “C” 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 Chick-fil-A 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 Chick-fil-A franchisee?	Item 20 or Exhibit “E” or Exhibit “F” 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 “A”.

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 license agreement requires you to resolve disputes with the franchisor by litigation only in Georgia. Out-of-state litigation may force you to accept a less favorable settlement for disputes. It may also cost more to litigate with the franchisor in Georgia than in your own state.

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

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APPLICABLE STATE LAW MAY REQUIRE ADDITIONAL DISCLOSURES RELATED TO THE INFORMATION CONTAINED IN THIS DISCLOSURE DOCUMENT. THESE ADDITIONAL DISCLOSURES, IF ANY, APPEAR IN EXHIBIT “G.”

Item 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

The franchisor is Chick-fil-A, Inc. (“we,” “us” or “Chick-fil-A”). The person who is granted a license and becomes a Chick-fil-A Licensee is referred to as “you” or “Licensee” throughout this Disclosure Document.

Chick-fil-A, Inc. and Affiliates: We are a Georgia corporation formed on March 23, 1964, and we use the trade name Chick-fil-A. We do not do business under any other name. Chick-fil-A’s principal business address is 5200 Buffington Road, Atlanta, Georgia 30349-2998. Chick-fil-A currently has no parents or predecessors required to be included in this Item.

Chick-fil-A Supply, LLC (“CFA Supply”) is our affiliate. CFA Supply is a Georgia limited liability company formed on November 13, 2018 under the name CFA D2Services, LLC. The name of the company was changed to Chick-fil-A Supply, LLC on April 16, 2019. The principal business address for CFA Supply is 5200 Buffington Road, Atlanta, GA 30349-2998. CFA Supply is an approved distributor to carry food products, ingredients, and supplies to licensed, franchised, and company and affiliate owned Chick-fil-A Restaurants. CFA Supply purchases proprietary products from Chick-fil-A, our affiliate Bay Center described in the following paragraph, and other suppliers and resells and delivers them to Chick-fil-A’s licensees, franchisees, and company and affiliate owned Chick-fil-A Restaurants in geographic areas where it operates. CFA Supply may be the only approved primary distributor serving the geographic area where it operates. CFA Supply began operations in July 2019.

Bay Center Foods, LLC (“Bay Center”) is our affiliate. Bay Center is a Georgia limited liability company formed on December 14, 2018 under the name Bay Center, LLC. The name of the company was changed to Bay Center Foods, LLC on January 4, 2019. Bay Center’s principal business address is 5200 Buffington Road, Atlanta, Georgia 30349-2998. Bay Center produces Chick-fil-A branded lemon juice that is a proprietary principal ingredient used to produce our proprietary Chick-fil-A branded lemonade. Bay Center is an approved supplier to supply lemon juice to Chick-fil-A Restaurants in geographic areas where it operates. Bay Center may be the only approved supplier of lemon juice for the geographic area where it operates. Bay Center began operations in 2020.

Chick-fil-A Canada ULC (“CFA Canada”) is our affiliate. CFA Canada is a British Columbia unlimited liability company incorporated on September 19, 2017. CFA Canada’s principal business address is 5200 Buffington Road, Atlanta, Georgia 30349-2998. CFA Canada offers, in Canada only, franchises and licenses for the development of a system of retail quick-service restaurants in Canada under the trademark “Chick-fil-A” specializing in a boneless breast of chicken sandwich. CFA Canada offers its franchises and licenses under separate Canadian Disclosure Documents. CFA Canada may also operate various Chick-fil-A and other restaurants itself from time to time in Canada in the future directly or through its affiliates and subsidiaries. CFA Canada began operations in May 2019.

Chick-fil-A (PR) LLC (“CFA Puerto Rico”) is our affiliate. CFA Puerto Rico is a Puerto Rico limited liability company formed on August 26, 2020. CFA Puerto Rico’s principal business address is 5200 Buffington Road, Atlanta, Georgia 30349-2998. CFA Puerto Rico offers franchises and licenses for the development of a system of retail quick-service restaurants only in Puerto Rico under the trademark “Chick-fil-A” specializing in a boneless breast of chicken sandwich. CFA Puerto Rico offers its franchises and licenses under separate Puerto Rico Disclosure Documents. CFA Puerto Rico may also operate various Chick-fil-A and other restaurants itself from time to time in Puerto Rico in the future directly or through its affiliates and subsidiaries. CFA Puerto Rico began operations in July 2021.

CFA Servco, Inc. (“CFA Servco”) is our affiliate. CFA Servco is a Virginia corporation formed on January 1, 2016. CFA Servco was originally formed June 29, 2004 as a Colorado corporation, converted to a Florida corporation effective December 31, 2012 and converted to a Virginia corporation effective January 1, 2016. CFA Servco’s principal business address is 5200 Buffington Road, Atlanta, Georgia 30349-2998. CFA Servco administers a gift card program for Chick-fil-A company-owned restaurants, franchised Chick-fil-A Restaurants and Chick-fil-A Licensed Units. CFA Servco may be the only approved supplier of gift card services for the geographic area where it operates. CFA Servco began operations in 2004.

Chick-fil-A, Inc.’s Agents for Service of Process. A list of our agents for service of process in various states is contained in Exhibit “A” to this Disclosure Document.

Chick-fil-A’s Business: Chick-fil-A’s principal business is the development of a system of retail quick-service restaurants specializing in a boneless breast of chicken sandwich. Most of these restaurants are operated by franchised operators who are independent contractors. Chick-fil-A franchised operators (which include individuals and business entities) are sometimes referred to in this Disclosure Document as “Operators”. Chick-fil-A also operates various Chick-fil-A and other restaurants itself from time to time and may do so in the future directly or through its affiliates and subsidiaries. Chick-fil-A also has granted licenses to Chick-fil-A licensees (“Licensees”) and continues to offer licenses to prospective Licensees who have access to certain non-traditional locations such as schools, workplaces, universities, airports, hospitals and other similar captive audience locations (“Licensed Sites”) to sell Chick-fil-A brand products at these locations (“Licensed Units”). The limited-menu, quick-service restaurants operated by Chick-fil-A, its affiliates and subsidiaries, its franchised Operators and its Licensees are sometimes referred to in this Disclosure Document as “Chick-fil-A Restaurants.”

Franchised Operator and company and affiliate owned Chick-fil-A Restaurants are established in free-standing locations (“free-standing units”) as well as in non-free-standing locations, including mall and in-line units (sometimes referred to collectively as “mall units”), locations which are drive through only (“drive-thru only units”) and non-traditional locations where Chick-fil-A has direct access to the owners or managers of the location premises and can conduct a restaurant business or concession without the need to utilize Licensees or prospective Licensees (“[satelliteCaptive Venue](#) units”). Mall units are generally located in shopping malls and shopping centers. In-line units are generally located in shopping centers, office buildings and downtown areas. As its name implies, a drive-thru only unit does not provide eat-in, dining room service. [SatelliteCaptive Venue](#) units are generally located in office buildings, big-box stores, downtown areas, schools, universities, sports stadiums, theme parks and other similar captive audience locations. [SatelliteCaptive Venue](#) units may feature and serve only a limited number of menu items, and may be seasonal or open limited hours. Chick-fil-A offers its franchises to prospective Operators under a different Disclosure Document.

This Disclosure Document addresses and concerns the offering of a license to a prospective Chick-fil-A Licensee. As set forth above, the person who becomes a Chick-fil-A Licensee will be referred to as “you” or “Licensee” throughout this Disclosure Document.

Most Licensees commence operating new Chick-fil-A Licensed Units. Chick-fil-A seeks prospective Licensees on a continuing basis and offers some of them the right to become Licensees depending on their qualifications, and the availability of a suitable Licensed Site or the suitability of the Licensed Site proposed by the Licensee.

The Chick-fil-A® Licensed Unit: A Chick-fil-A Restaurant is a limited-menu, quick-service restaurant with its primary product being a boneless breast of chicken sandwich known as a Chick-fil-A® Chicken Sandwich. In addition to the Chick-fil-A® Chicken Sandwich, menu items at a Chick-fil-A

Restaurant include the Chick-fil-A® Spicy Chicken Sandwich, Chick-fil-A® Grilled Chicken Sandwich, Chick-fil-A® Nuggets, Chick-fil-A Chick-n-Strips® Cool Wrap®, Chick-fil-A Waffle Potato Fries®, salads and soft drinks, as well as hand-spun milkshakes, ~~freshly-squeezed lemonade~~ [Chick-fil-A® Lemonade](#) and a variety of breakfast items, including our Chick-fil-A® Chicken Biscuit, Egg White Grill, Hash Brown Scramble Burrito, Chick-n-Minis®, and ~~Greek-Yogurt Parfait~~ [berry parfait](#) items.

Chick-fil-A's relationship with its Licensees is governed and defined by a written license agreement which is referred to in this Disclosure Document as a "License Agreement". Chick-fil-A Licensed Units are established in existing facilities such as cafeterias and food courts or operated from custom facades, counter areas or other retail facilities located in Licensed Sites to which you have access or control. You may own a Licensed Site, or lease a Licensed Site from a third party, and operate the Chick-fil-A Licensed Unit directly ("Self-Operators"). Alternatively, you may provide food service at a Licensed Site through a contractual arrangement with the owner or lessee (a "Third Party") of the Chick-fil-A Licensed Unit as part of providing such food service to the Third Party at the Licensed Site ("Food Service Providers"). If you act as a Food Service Provider, you may utilize persons in the operation of the Chick-fil-A Licensed Unit who are employees of the Third Party. In such instances, you will be subject to certain additional requirements under the License Agreement for Food Service Providers to which Self-Operators are not subject. Other than these additional requirements for Food Service Providers, which are discussed in this Disclosure Document, the terms of the License Agreement signed by Food Service Providers and the terms of the License Agreement signed by Self-Operators are the same. Both the License Agreement for Self-Operators and the License Agreement for Food Service Providers are attached to this Disclosure Document as Exhibits "B-1" and "B-2," respectively. Unless otherwise noted in this Disclosure Document, the term "License Agreement" includes both of these versions of the License Agreement and the term "you" includes both Self-Operator Licensees and Food Service Provider Licensees.

In order to become a Licensee, you will be required to sign a License Agreement (Exhibits "B-1" and "B-2") and agree to operate your Chick-fil-A Licensed Unit in full compliance with Chick-fil-A's standards and specifications. You will initially be licensed to operate a single Chick-fil-A Licensed Unit. Once you begin operating your Chick-fil-A Licensed Unit, Chick-fil-A may offer you the opportunity to operate one or more additional Chick-fil-A Licensed Units at the same or a different Licensed Site. Chick-fil-A is under no obligation to offer you the opportunity to operate an additional Chick-fil-A Licensed Unit and reserves the right to never offer you the opportunity to operate an additional Chick-fil-A Licensed Unit. The terms and conditions for operating any additional Chick-fil-A Licensed Unit offered to you by Chick-fil-A after your first Chick-fil-A Licensed Unit, if any, will be governed by your License Agreement or, alternatively as a condition of Chick-fil-A's approval, a new, separate, then-current form of License Agreement for each such additional Chick-fil-A Licensed Unit, and the payment of an initial license fee for each such additional Chick-fil-A Licensed Unit, if Chick-fil-A generally requires prospective licensees to pay an initial license fee in executing its then-current License Agreement.

Although Chick-fil-A, its franchised Operators and its Licensees market Chick-fil-A brand products broadly, we find that the typical Chick-fil-A customer is in the 18-44 age group. We believe that the market for Chick-fil-A products in the broader Sunbelt region from Pennsylvania south through Texas is relatively developed. The market for Chick-fil-A brand products is developing in other parts of the United States. As a general matter, sales of Chick-fil-A brand products are not seasonal. However, you may experience higher or lower sales during certain seasons of the year depending on the nature of the business or other activities conducted at the Licensed Site at which your Chick-fil-A Licensed Unit is located.

Applicable Laws and Regulations. Your Chick-fil-A Licensed Unit will be subject to laws, rules and regulations affecting businesses generally. You will be required to comply with all such laws, rules and regulations that apply to businesses generally, including, without limitation, public health laws, tax laws

and regulations, labor, employment and wage and hour laws and regulations, insurance laws and regulations, privacy laws, regulations, and industry standards, business licensing requirements, immigration and homeland security laws, restrictions against smoking in public places and restaurants, the public posting of notices regarding nutritional information, health hazards, fire safety, general emergency preparedness, rules regarding the proper use, storage and disposal of waste materials, insecticides, and other hazardous materials, standards regarding employee health and safety, sexual harassment laws and any other federal, state and local regulations and ordinances which may be in effect. As a food service business, your Chick-fil-A Licensed Unit may be subject to additional laws, rules and regulations regulating the storage, preparation, packaging, labeling and sale of food and beverages to the public, food safety, refuse and sanitation standards and procedures for waste materials and packaging, nutritional claims or other types of advertising, menu or product labeling or information, and the use or maintenance of equipment involved in the preparation of frozen drinks and other products. You must ensure that your computerized point-of-sale systems (the “POS Systems”) and your credit card processing terminals (whichever are responsible for processing credit card transactions) are in compliance with the most current Payment Card Industry Data Security Standards (“PCI-DSS”). You also must comply with all applicable federal and state laws and regulations relating to the collection, use, and security of personal information and comply with any privacy policies or data protection and breach response policies we periodically may establish. It is your responsibility to comply with all federal, state and local laws, ordinances, rules and regulations that may affect your Chick-fil-A Licensed Unit, and to obtain and comply with all licenses and licensing requirements necessary for your Chick-fil-A Licensed Unit to open and operate. We encourage you to investigate and make inquiries regarding all these laws.

Competition. You will compete with other quick-service restaurants located near your Chick-fil-A Licensed Unit, including possibly other Chick-fil-A Restaurants (including other Licensed Units) located in or marketing in the geographic vicinity of your Chick-fil-A Licensed Unit, as well as any other quick-service restaurants or other food service operations located at the Licensed Site at which your Chick-fil-A Licensed Unit is established. Primary competition for Licensed Units is from franchised and other food service operations located at the Licensed Site in which your Chick-fil-A Licensed Unit may be located. In some cases, competition may also arise from other restaurants and food service operations located outside of the immediate premises of your Licensed Site. These restaurants and food service operations may be associated with national or regional chains (whether or not franchised) or may be local, independent or institutional restaurant locations.

Prior Business Experience: S. Truett Cathy, the Founder of Chick-fil-A, opened his first restaurant, the Dwarf Grill, in Hapeville, Georgia, in April 1946. The first Chick-fil-A Restaurant in a shopping mall opened for business on November 24, 1967, and the first free-standing Chick-fil-A Restaurant opened for business on April 16, 1986. Chick-fil-A has owned and operated Chick-fil-A Restaurants similar to the type of Chick-fil-A Licensed Unit to be operated by you as a Licensee, since ~~1967~~1992.

The first Chick-fil-A Restaurant opened in a mall location was also the first Chick-fil-A Restaurant operated by an Operator. Chick-fil-A commenced offering prospective restaurant Operators the opportunity to become Operators pursuant to a Disclosure Document on February 10, 1987. Chick-fil-A commenced offering prospective Licensees, who have access to locations such as schools, workplaces, universities and airports, the opportunity to become Licensees pursuant to a Disclosure Document on May 4, 1992. Franchises are offered to Operators under a separate disclosure document and not under this Disclosure Document. Chick-fil-A has never offered a franchise in any other line of business. (See Item 20 for further information on numbers and locations of franchised Chick-fil-A Operator Restaurants, Licensed Units and Company-operated Restaurants.)

CFA Supply has never owned and operated Chick-fil-A Restaurants of the type to be operated by you as a Licensee. CFA Supply has never offered or sold franchises or licenses for Chick-fil-A Restaurants or in any other line of business.

Bay Center has never owned and operated Chick-fil-A Restaurants of the type to be operated by you as a Licensee. Bay Center has never offered or sold franchises or licenses for Chick-fil-A Restaurants or in any other line of business.

CFA Canada has never owned and operated Chick-fil-A Restaurants of the type to be operated by you as a Licensee. CFA Canada has been offering franchises for Chick-fil-A Restaurants in Canada since May 2019. CFA Canada has never offered or sold franchises or licenses in any other line of business.

CFA Puerto Rico has never owned and operated Chick-fil-A Restaurants of the type to be operated by you as a Licensee. CFA Puerto Rico has been offering franchises for Chick-fil-A Restaurants in Puerto Rico since July 2021. CFA Puerto Rico has never offered or sold franchises or licenses in any other line of business.

CFA Servco has never owned and operated Chick-fil-A Restaurants of the type to be operated by you as a franchisee. CFA Servco has never offered or sold franchises for Chick-fil-A Restaurants or in any other line of business.

Item 2

BUSINESS EXPERIENCE

Chair of the Board and ~~Vice President~~Officer VP, Executive Office – Dan T. Cathy

Mr. Cathy has served as a member of the Board of Directors of Chick-fil-A since January 1979, and Chair of the Board since November 2013. Mr. Cathy has served as ~~Vice President~~Officer VP, Executive Office since November 2021. From November 2013 until November 2021, Mr. Cathy served as Chief Executive Officer of Chick-fil-A, and Assistant Secretary from June 2001 until November 2021. From June 2001 through April 2016, Mr. Cathy served as President and Chief Operating Officer of Chick-fil-A. Mr. Cathy ~~also~~ served as President of CFA Servco from June 2004 to November 2021, President of CFA Supply from November 2018 until November 2021, President of Bay Center from December 2018 to November 2021, President and Director of CFA Canada from September 2017 until November 2021, and President of CFA Puerto Rico from August 2020 to November 2021.

Director, Chief Executive Officer, [President](#), and Assistant Secretary – Andrew T. Cathy

Mr. Cathy has served as a member of the Board of Directors of Chick-fil-A since January 2022. Since November 2021, Mr. Cathy has served as Chief Executive Officer and Assistant Secretary of [Chick-fil-A. In January 2024, he assumed the role of President of](#) Chick-fil-A. From July 2019 through October 2021, he served as Executive Vice President, Operations. From January 2015 through June 2019, he served as Senior Vice President, People, and from November 2013 through December 2014, he served as Vice President, People. From January 2012 through October 2013, Mr. Cathy served as Director, Franchisee Selection. From January 2011 through December 2011, Mr. Cathy served as Management Consultant, Franchisee Selection. From July 2007 through December 2010, Mr. Cathy was a Franchisee Consultant. Since November 2021, Mr. Cathy has served as President of CFA Supply, Bay Center, CFA Servco, and CFA Puerto Rico. He has served as President and Director of CFA Canada since November 2021. Mr. Cathy served as Vice President of CFA Canada from September 2017 through October 2021, and Vice President of CFA Puerto Rico from August 2020 through October 2021.

Director, Executive Vice President, and Chairman of the Board, STC Brands, Inc. – Donald M. “Bubba” Cathy

Mr. Cathy has served as a member of the Board of Directors of Chick-fil-A since February 2004. Mr. Cathy has served as Executive Vice President of Chick-fil-A since April 2012. From November 1994 through April 2012, he served as Senior Vice President of Chick-fil-A.

Director – Cheryl A. Bachelder

Ms. Bachelder has served as a member of the Board of Directors of Chick-fil-A since April 2019. She has served as a Board Member of US- Foods, [Inc. in Rosemont, Illinois](#) since October 2018. Ms. Bachelder served as Interim Chief Executive Officer of Pier 1 Imports, Inc. in Fort Worth, Texas from December 2018 through November 2019 and served as a Director of that company from October 2012 until 2020. [From November 2007 through March 2017 she served as Chief Executive Officer and a Director of Popeyes Louisiana Kitchen, Inc. in Miami, Florida.](#)

Director – Dale Jones

Mr. Jones has served as a member of the Board of Directors of Chick-fil-A since January ~~1~~, 2021. He has served as a Board Member of Trilith Studios in Atlanta, Georgia since January 2022 and Outset Medical in San Jose, California since May 2022. He has served as Chief Executive Officer of Magna Vista Partners in Atlanta, Georgia since July 2022. He served as Chief Executive Officer of Diversified Search Group in Washington, D.C. from October 2013 until June 2022, and as a Corporate Director of Northwestern Mutual in Milwaukee, Wisconsin from January 2005 to July 2022.

Director – Milford W. McGuirt

Mr. McGuirt has served as a member of the Board of Directors of Chick-fil-A since October 2021. He has served as an Independent Director of Oxford Industries, Inc. [in Atlanta, Georgia](#) since August 2020 and Independent Director of Science Applications International Corporation [in Reston, Virginia](#) since June 2021. Mr. McGuirt served as Independent Director of HD Supply [in Atlanta, Georgia](#) from June 2020 to December 2020 and Managing Partner of KPMG, LLP in Atlanta, Georgia from January 1986 until September 2019.

Director – James “J. D.” Greear

Mr. Greear has served as a member of the Board of Directors of Chick-fil-A since January 2022 and as Lead Pastor of The Summit Church in Durham, North Carolina since March 2002.

Director – Kirk Perry

Mr. Perry has served as a member of the Board of Directors of Chick-fil-A since August 2022. He has served as President and Chief Executive Officer of Circana, [Inc.](#) in Chicago, Illinois since May 2021 and a Board Member of J.M. Smucker Company in Orville, Ohio since August 2017. Mr. Perry served as President of Google in Mountainview, California from December 2013 to May 2021. From August 2016 to November 2022, he served as a Board Member of e.l.f. Cosmetics in Oakland, California.

~~President and Chief Operating Officer—Timothy P. Tassopoulos~~

~~Mr. Tassopoulos has served as Chick-fil-A’s President and Chief Operating Officer since May 2016. From April 2012 through April 2016, Mr. Tassopoulos served as Executive Vice President, Operations. From January 1999 through March 2012, Mr. Tassopoulos served as Senior Vice President, Operations.~~

Executive Vice President and Chief Marketing Officer – Jonathan B. Bridges

Mr. Bridges has served as Executive Vice President [of Chick-fil-A](#) since July 2019. He has also served as Chief Marketing Officer since January 2015. From January 2015 through June 2019, he served as Senior Vice President, Marketing. From September 2012 through December 2014, Mr. Bridges served as Vice President, Customer Experience. From July 2009 through August 2012, he served as Vice President, Customer Service and Restaurant Concepts. From January 1998 through June 2009, Mr. Bridges served as Vice President, Information Technology and Chief Information Officer.

Executive Vice President and Chief International Officer – Anita E. Costello

Ms. Costello has served as Chief International Officer [of Chick-fil-A](#) since September 2022 and as Executive Vice President, International since July 2019. From July 2018 through June 2019, she served as Senior Vice President, Field Operations – Regions. From November 2016 through June 2018, she served as Vice President, Field Operations. From November 2013 through October 2016, Ms. Costello served as Director, Field Operations. From May 2008 through October 2013, she served as a Business Consultant. Ms. Costello has served as Vice President of CFA Canada since September 2019 ~~and Secretary and~~, [as Vice President of CFA Puerto Rico since August 2020](#), [as a Director of CFA Multinational Ventures \(IE\) Ltd. \(“CFA Ireland”\) since October 2020](#), [as a Director of Chick-fil-A \(Asia\) Pte. Ltd. \(“CFA Asia”\) since October 2020](#), and [as a Director of Chick-fil-A \(UK\) Limited \(“CFA UK”\) since February 2022](#).

Executive Vice President and Chief Restaurant Development & Operations Officer – Susannah W. Frost

Ms. Frost has served as Chief Restaurant Development & Operations Officer [of Chick-fil-A](#) since September 2022 and as Executive Vice President, Operations since November 2021. Ms. Frost served as Executive Vice President, Restaurant Development from July 2019 through October 2021. From May 2016 through June 2019 she served as Vice President, Existing Restaurants. From November 2015 through April 2016, she served as Senior Director, Existing Restaurants. From January 2014 through October 2015, she served as Senior Director, Real Estate Legal. From May 2010 through December 2013, she served as Director, Real Estate Legal.

Executive Vice President and Chief Digital Officer – Onome Okuma

Mr. Okuma has served as Executive Vice President and Chief Digital Officer [of Chick-fil-A](#) since July 2019. From October 2017 through June 2019, he served as Vice President, Customer Technology ~~and~~ [Insights](#). From November 2014 through September 2017, Mr. Okuma served as Vice President, Customer Technology Solutions. From October 2012 through October 2014, Mr. Okuma served as Senior Director, Information Technology. Prior ~~to that~~, Mr. Okuma served as Director, Information Technology from April 2009 through September 2012.

Executive Vice President, Chief Financial Officer, Treasurer, and Assistant Secretary – D. Brent Ragsdale

Mr. Ragsdale has served as Executive Vice President [of Chick-fil-A](#) since July 2019. He ~~also~~ has served as Chief Financial Officer and Treasurer since January 2015, and as Assistant Secretary since November 2013. From January 2015 through June 2019, he served as Senior Vice President, Finance. From November 2013 through December 2014, Mr. Ragsdale served as Vice President, Finance and as Assistant Treasurer from December 2013 through December 2014. From January 2013 through October 2013, Mr. Ragsdale served as Vice President, Controller. From April 2011 through December 2012, he served as Vice President, Corporate Financial Services. From January 2006 through March 2011, Mr. Ragsdale served as Senior Director, Financial Consulting. He has ~~also served been a Director of CFA UK since April 2011~~, [as Secretary and Treasurer of CFA Supply since November 2018](#), [as Secretary and Treasurer of CFA Canada since September 2017](#), [as Secretary and Treasurer of Bay Center since December 2018](#), [as Treasurer of CFA Servco since January 2020](#), and [as Secretary and Treasurer of CFA Puerto Rico since August 2020](#).

Executive Vice President and Chief People Officer – Clifford T. Robinson

Mr. Robinson has served as Executive Vice President and Chief People Officer [of Chick-fil-A](#) since July 2019. From January 2015 through June 2019, he served as Senior Vice President, Operations. From January 2009 through December 2014, Mr. Robinson served as Vice President, Field Operations.

Executive Vice President, Chief Legal Officer, and Secretary – Lynette E. Smith

Ms. Smith has served as Executive Vice President and Secretary of Chick-fil-A since July 2019 and Chief Legal Officer since September 2022. She served as General Counsel from July 2019 through August 2022. From September 2017 through June 2019, she served as Vice President, Litigation, Franchising and Governance. From October 2014 through August 2017, Ms. Smith served as Senior Director, Corporate Legal. She served as Director, Corporate Legal from July 2013 through September 2014, and Senior Manager, Corporate Legal from June 2012 through June 2013.

Officer VP, Employment, Franchise and Litigation – W. Christopher Arbery

. Arbery has served as Officer VP, Employment, Franchise and Litigation at Chick-fil-A since July 2023. From June 2019 through June 2023, he served as Senior Director in the Legal Department. From April 2010 to June 2019, Mr. Arbery was a Partner at Hall, Arbery, Gilligan, Roberts & Shanlever LLP in Atlanta, Georgia.

Officer VP, Restaurant Financial Services & Transformation – Lindsey D. Barron

Ms. Barron has served as Officer VP, Restaurant Financial Services & Transformation at Chick-fil-A since November 2021. From August 2018 through October 2021, Ms. Barron served as Executive Director, Enterprise Analytics and from August 2016 to August 2018, she served as Senior Director, Business Insights.

Senior Vice President Officer VP, Field Operations – Regions – Shane A. Benson

Mr. Benson has served as Officer VP, Field Operations – Regions of Chick-fil-A since July 2023¹. From July 2019 through June 2023, he served as Senior Vice President, Field Operations – Regions ~~since July 2019~~. From September 2017 through June 2019, he served as Vice President, Operator Support and Organizational Planning. From November 2014 through August 2017, Mr. Benson served as Vice President, Customer Experience, and from November 2011 through October 2014, Mr. Benson served as Director, Field Operations. From July 2005 through October 2011, Mr. Benson served as Marketing Management Consultant.

Officer VP, Staff Technology Solutions – Keri A. Bilotti

Ms. Bilotti has served as Officer VP, Staff Technology Solutions at Chick-fil-A since July 2023. From December 2020 through June 2023, she served as Vice President, Learning & Development. From July 2018 to November 2020, she served as Executive Director, Restaurant Training. From January 2018 through June 2018, she served as Senior Director, Restaurant Training. From January 2016 through December 2017, Ms. Bilotti served as Director, Restaurant Training. From November 2014 through December 2015, she served as Manager, Operator Selection and Training. From July 2013 through October 2014, Ms. Bilotti served as Manager, Marketing Education, and from June 2007 through June 2013, she served as Consultant, Marketing Education.

Senior Vice President Officer VP, Corporate Accounting & Finance and Assistant Treasurer – Janet J. Bridges

Ms. Bridges has served as Officer VP, Corporate Accounting & Finance at Chick-fil-A since July 2023, and Assistant Treasurer since November 2021.¹ From September 2022 through June 2023, she served as Senior Vice President, Corporate Accounting & Finance ~~since September 2022 and Assistant Treasurer since November 2021~~. She served as Vice President, Corporate Accounting & Finance from November 2021 through August 2022. Ms. Bridges served as Vice President, Financial Solutions from April 2019 through October 2021. From November 2014 through March 2019, she served as Vice President, Treasury. From October 2012 through October 2014, Ms. Bridges served as Senior Director, Treasury. From January 2006 through September 2012, Ms. Bridges served as Director, Treasury.

Officer VP, Brand Strategy, Advertising & Media – Khalilah Cooper

Ms. Cooper has served as Officer VP, Brand Strategy, Advertising & Media at Chick-fil-A since November 2023. She served as Executive Director, Design from November 2021 through October 2023, and as Senior Director, Service & Hospitality from February 2020 through October 2021. From July 2018 through January 2020, she served as Director, Service & Hospitality and from January 2017 through June 2018, she served as Senior Manager, Service & Hospitality.

Officer VP, Benefits, Commercial Transactions, Governance & New Business Initiatives – Tina A. DeNapoli

Ms. DeNapoli has served as Officer VP, Benefits, Commercial Transactions, Governance & New Business Initiatives at Chick-fil-A since July 2023. She served as Executive Director, Corporate Legal from November 2020 through June 2023, and as Senior Director from August 2018 through October 2020. From June 2016 through July 2018, she served as Director, Corporate Legal.

Senior Vice President, International Operations**Officer VP, Learning & Development – William J. Dunphy, Jr.**

Mr. Dunphy has served as Officer VP, Learning & Development at Chick-fil-A since November 2023. He served as Officer VP, International Operations from July 2023 through October 2023.¹ From July 2019 through June 2023, he served as Senior Vice President, International Operations ~~since July 2019~~. From July 2018 through June 2019, he served as Senior Vice President, People. From November 2016 through June 2018, he served as Vice President, People. From November 2013 through October 2016, Mr. Dunphy served as Vice President, Operator Selection and Training. From January 2006 through October 2013, Mr. Dunphy served as Director, Field Operations. From December 2000 through December 2005, he served as Director, Financial Consulting. Mr. Dunphy ~~has~~ served as Vice President of CFA Canada ~~since~~ from October 2019 to November 2023 and Vice President of CFA Puerto Rico ~~since~~ from August 2020 to December 2023.

Senior Vice President**Officer VP, Customer Technology & Insights – Michael F. Erbrick**

Mr. Erbrick has served as Officer VP, Customer Technology & Insights at Chick-fil-A since July 2023.¹ He served as Senior Vice President, Customer Technology & Insights ~~since~~ from July 2019 through June 2023. From July 2018 through June 2019, he served as Senior Vice President, Information Technology. From July 2009 through June 2019 Mr. Erbrick ~~also~~ served as Chief Information Officer. From July 2009 through June 2018, Mr. Erbrick served as Vice President, Information Technology. From January 2004 through June 2009, Mr. Erbrick served as Senior Director, Restaurant Information Systems.

Senior Vice President, Restaurant Experience**Officer VP, Innovation – David B. Farmer**

Mr. Farmer has served as Officer VP, Innovation at Chick-fil-A since November 2023. He served as Officer VP, Restaurant Experience, from July 2023 through October 2023.¹ From July 2019 through June 2023, he served as Senior Vice President, Restaurant Experience ~~since July 2019~~. From August 2017 through June 2019, he served as Vice President, Restaurant Experience. From September 2012 through July 2017, Mr. Farmer served as Vice President, Menu Strategy and Development. From July 2009 through August 2012, he served as Vice President, Innovations and Service. From January 2001 through June 2009, Mr. Farmer served as Senior Director, Quality and Customer Experience. Mr. Farmer ~~has also~~ served as Vice President of CFA Supply ~~since~~ from November 2018 to May 2023 and Vice President of Bay Center ~~since~~ from December 2018 to May 2023.

Officer VP, Customer Technology Solutions – I. Patrick Gresham

Mr. Gresham has served as Officer VP, Customer Technology Solutions at Chick-fil-A since November 2023. He served as Vice President, Operator Technology Solutions from December 2020 through October 2023. From July 2018 through November 2020, he served as Executive Director, Operator Technology Solutions, and from November 2017 through June 2018, Mr. Gresham served as Director, Operator Technology Solutions. From November 2015 through October 2017, Mr. Gresham served as Director, Staff Technology Solutions.

Senior Vice President Officer VP, New Restaurants – Thomas P. Guerard

Mr. Guerard has served as Officer VP, New Restaurants at Chick-fil-A since July 2023.¹ He served as Senior Vice President, New Restaurants ~~since~~from September 2022 through June 2023, and as Vice President, New Restaurant Growth from November 2021 through August 2022. Mr. Guerard served as Vice President, Strategic Reinvestment from December 2020 through October 2021. From March 2020 through November 2020, Mr. Guerard served as Executive Director, Strategic Reinvestment, and from August 2018 through March 2020, he served as Senior Director, Strategic Reinvestment. From November 2016 through July 2018, Mr. Guerard served as Director, Restaurant Capacity Big Move, and from January 2016 through October 2016, he served as Director, Financial Consulting. From August 2014 through December 2015, Mr. Guerard served as Management Financial Consultant, and from August 2011 through August 2014, he served as Senior Financial Consultant, West Region.

Senior Vice President Officer VP, Supply Chain Procurement and Operations – Michael A. Hazelton

Mr. Hazelton has served as Officer VP, Supply Chain Operations at Chick-fil-A since July 2023.¹ He served as Senior Vice President, Supply Chain Procurement and Operations ~~since~~from November 2021 through June 2023. Mr. Hazelton served as Senior Vice President, Supply Chain Operations from April 2019 through October 2021. From July 2018 through April 2019, he served as Senior Vice President, Corporate Services. From May 2015 through June 2018, Mr. Hazelton served as Vice President, Corporate Services. He has served as Vice President of Bay Center since December 2018 and Vice President of CFA Supply since July 2019.

Senior Vice President, International Restaurant Development—Erwin C. Reid

~~Mr. Reid has served as Senior Vice President, International Restaurant Development since July 2019. From July 2018 through June 2019, he served as Senior Vice President, Restaurant Development. From January 2001 through June 2018, he served as Vice President, Restaurant Development. Mr. Reid also has served as Vice President of CFA Canada since July 2019, and Vice President of CFA Puerto Rico since August 2020.~~

Senior Vice President, Brand Strategy, Advertising & Media—Joseph R. Saracino

~~Mr. Saracino has served as Senior Vice President, Brand Strategy, Advertising & Media since July 2019. From February 2016 through June 2019, he served as Vice President, Brand Strategy, Advertising & Media.~~

Senior Vice President, Field Operations—Services—Christopher Todd Sweatt

~~Mr. Sweatt has served as Senior Vice President, Field Operations—Services since July 2018. From March 2014 through June 2018, he served as Vice President, Operations—Systems Development. From March 2008 through March 2014, Mr. Sweatt served as Director, Field Operations.~~

Senior Vice President, Corporate Communications—Reade L. Tidwell

~~Ms. Tidwell has served as Senior Vice President, Corporate Communications & External Affairs since September 2022 and as Vice President, Corporate Communications from November 2021 through August 2022. From January 2019 through October 2021, Ms. Tidwell served as Executive Director, Corporate Communications, and from January 2016 to January 2019, she served as Senior Director, Corporate Communications.~~

Senior Vice President, Talent Experience—Elizabeth Wanamaker

~~Ms. Wanamaker has served as Senior Vice President, Talent Experience since September 2022 and Vice President, Talent Experience from December 2018 through August 2022. From March 2018 through October 2018, Ms. Wanamaker served as Chief Human Resources for the BlueLinx Corporation in Atlanta, Georgia.~~

Vice President, Financial Operations & Transformation—Lindsey D. Barron

~~Ms. Barron has served as Vice President, Financial Operations & Transformation since November 2021. From August 2018 through October 2021, Ms. Barron served as Executive Director, Enterprise Analytics and from August 2016 to August 2018, she served as Senior Director, Business Insights.~~

Vice President, Learning and Development—Keri A. Bilotti

~~Ms. Bilotti has served as Vice President, Learning Development since December 2020. From July 2018 to November 2020, she served as Executive Director, Restaurant Training. From January 2018 through June 2018, she served as Senior Director, Restaurant Training. From January 2016 through December 2017, Ms. Bilotti served as Director, Restaurant Training. From November 2014 through December 2015, she served as Manager, Operator Selection and Training. From July 2013 through October 2014, Ms. Bilotti served as Manager, Marketing Education, and from June 2007 through June 2013, she served as Consultant, Marketing Education.~~

Vice President, Innovation & New Ventures—William F. “Woody” Faulk

~~Mr. Faulk has served as Vice President, Innovation & New Ventures since November 2015. From August 2012 through October 2015, he served as Vice President, Innovation and Design. From September 1998 through July 2012, Mr. Faulk served as Vice President, Brand Strategy and Design.~~

~~Vice President, Operator Technology Solutions—I. Patrick Gresham~~

~~Mr. Gresham has served as Vice President, Operator Technology Solutions since December 2020. From July 2018 through November 2020, he served as Executive Director, Operator Technology Solutions, and from November 2017 through June 2018, Mr. Gresham served as Director, Operator Technology Solutions. From November 2015 through October 2017, Mr. Gresham served as Director, Staff Technology Solutions.~~

~~Vice President, Field Operations—Talent—T. Wayne Hoover~~

~~Mr. Hoover has served as Vice President, Field Operations—Talent since November 2020. From September 2016 to October 2020, he served as Vice President, Field Operations. From January 2011 through August 2016, Mr. Hoover served as Senior Director, Field Operations.~~

~~Vice President~~[Officer VP](#), Existing Restaurants – Kimberly J. Johnson

Ms. Johnson has served as ~~Vice President~~[Officer VP](#), Existing Restaurants [at Chick-fil-A](#) since November 2021. Ms. Johnson served as Vice President, Corporate Financial Services from December 2018 through October 2021. From July 2018 through November 2018, she served as Executive Director, Corporate Financial Services. From 2016 through June 2018, she served as Senior Director, Corporate Financial Services. From 2013 through December 2015, Ms. Johnson served as Director, Corporate Financial Reporting. From 2011 through 2013, Ms. Johnson served as Senior Manager, Treasury.

~~Vice President~~[Officer VP](#), External Communications – Carrie J. Kurlander

Ms. Kurlander has served as ~~Vice President~~[Officer VP](#), External Communications [at Chick-fil-A](#) since July 2018. From April 2013 to June 2018, she served as Vice President, Corporate Public Relations and Public Affairs.

~~Vice President, Legal—Employment, Franchising & Litigation—Kelly D. Ludwick~~

~~Mr. Ludwick has served as Vice President, Legal—Employment, Franchising & Litigation since July 2019. From October 2015 through June 2019, he served as Vice President, Labor and Employment. From October 2011 through September 2015, he served as Senior Director, Corporate Legal, and from August 2007 through September 2011 he served as Director, Corporate Legal.~~

~~Vice President, Staff Technology Solutions~~[Officer VP](#), Shared Platforms – Sara M. McClain

Ms. McClain has served as [Officer VP, Shared Platforms at Chick-fil-A since November 2023 and](#) Vice President, Staff Technology Solutions ~~since~~[from](#) November 2021 [through October 2023](#). From July 2018 through October 2021, she served as Executive Director, Staff Technology Solutions. She served as Director, Staff Technology from November 2017 to July 2018 and Director, Enterprise Planning from May 2017 to October 2017. From November 2015 through April 2017, Ms. McClain served as Senior Manager, Enterprise Planning.

~~Vice President~~[Officer VP](#), Diversity, Equity & Inclusion – Erick W. McReynolds

Mr. McReynolds has served as ~~Vice President~~[Officer VP](#), Diversity, Equity & Inclusion [at Chick-fil-A](#) since November 2021. He served as Executive Director, Diversity, Equity & Inclusion from July 2020 through October 2021. From October 2016 to June 2020, Mr. McReynolds served as Executive Director, Midwest Region. He served as Director, Service Team from October 2014 to October 2016.

~~Vice President, High Performance Leadership – T. Mark Miller~~

Officer VP, Operator Technology Solutions – Elizabeth Medford

~~Mr. Miller~~ Ms. Medford has served as ~~Vice President, High Performance Leadership since March 2016. Mr. Miller served as Vice President, Field Development from June 2015 through February 2016 and as Vice President, Leadership Development from November 2014 through May 2015. Mr. Miller served as Vice President, Organizational Effectiveness and Development from November 2013 through October 2014. From April 2012 through October 2013, he served as Vice President, Organizational Effectiveness. From January 2000 through March 2012, Mr. Miller served as Vice President, Training and Development.~~Officer VP, Operator Technology Solutions at Chick-fil-A since November 2023. From September 2023 through October 2023, she served as Officer VP, Shared Platforms. She served as Executive Director, Shared Platforms from November 2021 through August 2023, and as Senior Director, Enterprise Effectiveness Solutions from July 2018 through October 2021. Ms. Medford served as Director, Supplier Quality & Safety from February 2016 to June 2018.

~~Vice President~~Officer VP, Restaurant Development Services – David M. Millican

Mr. Millican has served as ~~Vice President~~Officer VP, Restaurant Development Services at Chick-fil-A since November 2021. From February 2020 through October 2021, Mr. Millican served as Executive Director, Facilities and Equipment, and from March 2016 until February 2020, he served as Senior Director, Facilities and Equipment. Mr. Millican served as Director, Restaurant Development and Facilities from September 2013 until March 2016, and Senior Manager, Facilities from September 2012 until September 2013. He served as Manager, Facilities from August 2010 to September 2012.

~~Vice President~~Officer VP, Enterprise Viability – Sandra T. Moody

Ms. Moody has served as ~~Vice President~~Officer VP, Enterprise Viability at Chick-fil-A since July 2019. From November 2017 through June 2019, she served as Vice President, Enterprise Analytics & Risk Management. From November 2015 through October 2017, Ms. Moody served as Vice President, Financial Services and Chief Accounting Officer. From November 2013 through October 2015, she served as Vice President, Business Insights. From July 2006 through October 2013, Ms. Moody served as Senior Director, Business Analysis.

~~Vice President~~Officer VP and Assistant General Counsel – S. Tammy Pearson

Ms. Pearson has served as ~~Vice President~~Officer VP and Assistant General Counsel of Chick-fil-A since April 2008. From October 2006 through March 2008, she was Senior Director, Corporate Legal. Ms. Pearson ~~also~~ has served as Vice President of CFA Servco since January 2020, as a Director of CFA Ireland since October 2020, as a Director of CFA Asia since October 2020, and as a Director of CFA UK since December 2023.

Officer VP, International Restaurant Development – Erwin C. Reid

Mr. Reid has served as Officer VP, International Restaurant Development at Chick-fil-A since July 2023.¹ He served as Senior Vice President, International Restaurant Development from July 2019 through June 2023. From July 2018 through June 2019, he served as Senior Vice President, Restaurant Development. From January 2001 through June 2018, he served as Vice President, Restaurant Development. Mr. Reid has served as Vice President of CFA Canada since July 2019, and Vice President of CFA Puerto Rico since August 2020.

Officer VP, Restaurant Experience – Joseph R. Saracino

Mr. Saracino has served as Officer VP, Restaurant Experience at Chick-fil-A since November 2023 and Officer VP, Brand Strategy, Advertising & Media from July 2023 through October 2023.¹ He served as Senior Vice President, Brand Strategy, Advertising & Media from July 2019 through June 2023. From February 2016 through June 2019, he served as Vice President, Brand Strategy, Advertising & Media.

~~Vice President~~Officer VP, Cathy Family Office – John W. Stephenson

Mr. Stephenson has served as ~~Vice President~~Officer VP, Cathy Family Office at Chick-fil-A since November 2021. Mr. Stephenson served as Vice President, Strategic Partnerships and Special Projects from December 2018 through October 2021. From November 2015 through November 2018, he served as Director, Strategic Partnerships and Special Projects.

Officer VP, Field Operations – Services – C. Todd Sweatt

Mr. Sweatt has served as Officer VP, Field Operations – Services at Chick-fil-A since July 2023.¹ He served as Senior Vice President, Field Operations – Services from July 2018 through June 2023. From March 2014 through June 2018, he served as Vice President, Operations – Systems Development. From March 2008 through March 2014, Mr. Sweatt served as Director, Field Operations.

~~Vice President, Customer Technology Solutions~~Officer VP, Supply Chain Transformation and Enablement – James (Jay) N. Taylor

Mr. Taylor has served as Officer VP, Supply Chain Transformation and Enablement at ~~Mr. Taylor has~~Chick-fil-A since November 2023. He served as Vice President, Customer Technology Solutions ~~since from~~ December 2020 through October 2023. From July 2018 through November 2020, Mr. Taylor served as Executive Director, Customer Technology Solutions, and from November 2015 through June 2018, he served as Director, Customer Technology Solutions. From March 2013 through October 2015, Mr. Taylor served as Senior Manager, Business Growth & Supply Chain Solutions.

Officer VP, Corporate Communications & External Affairs – Reade L. Tidwell

Ms. Tidwell has served as Officer VP, Corporate Communications & External Affairs at Chick-fil-A since July 2023.¹ She served as Senior Vice President, Corporate Communications & External Affairs from September 2022 through June 2023, and as Vice President, Corporate Communications from November 2021 through August 2022. From January 2019 through October 2021, Ms. Tidwell served as Executive Director, Corporate Communications, and from January 2016 to January 2019, she served as Senior Director, Corporate Communications.

~~Vice President, Supply Chain Development~~Officer VP, International Operations – Paul W. Trotti

Mr. Trotti has served as Officer VP, International Operations at Chick-fil-A since November 2023. He served as Vice President, Supply Chain Development ~~since from~~ December 2020 to October 2023. From July 2018 through November 2020, Mr. Trotti served as Executive Director, Chick-fil-A Supply, and from October 2017 through June 2018 he served as Executive Director, Supply Chain Innovation. From April 2012 through October 2017, he served as Director, Menu Strategy & Development. Mr. Trotti has served as Vice President of CFA Canada since November 2023 and Vice President of CFA Puerto Rico since December 2023.

Officer VP, Talent Experience – Elizabeth Wanamaker

Ms. Wanamaker has served as Officer VP, Talent Experience at Chick-fil-A since July 2023.¹ She served as Senior Vice President, Talent Experience from September 2022 through June 2023, and Vice President, Talent Experience from December 2018 through August 2022. From March 2018 through October 2018, Ms. Wanamaker served as Chief Human Resources for BlueLinx Corporation in Atlanta, Georgia. From December 2014 through December 2017, Ms. Wanamaker served as Senior Vice President, North America for The Coca-Cola Company in Atlanta, Georgia. From September 2013 through December 2014, she served as Vice President, Talent and Development and from August 2010 through September 2013 she served as Global Director, Program Development,

Talent and Development.

~~Vice President~~Officer VP, Executive Office – Trudy C. White

Ms. White has served as ~~Vice President~~Officer VP, Executive Office at Chick-fil-A since July 2018. From February 2003 through June 2013, Ms. White served as a member of the Board of Directors of Chick-fil-A.

~~Vice President, Restaurant Financial Services – Paul D. Wiley~~

~~Mr. Wiley has served as Vice President, Restaurant Financial Services since November 2014. From November 2013 through October 2014, Mr. Wiley served as Senior Director, Restaurant Financial Services. From July 2010 through October 2013, he served as Director, Financial Consulting. From January 2009 through June 2010, Mr. Wiley served as Senior Manager, Financial Consulting.~~

Executive Director, ~~Satellite Restaurant Concepts~~Non-Traditional Restaurants – Bruce B. Cameron

Mr. Cameron has served as Executive Director, ~~Satellite Restaurant Concepts~~Non-Traditional Restaurants of Chick-fil-A since September 2020. From January 2019 to September 2020, he served as Senior Director, Non-Traditional Restaurants. From November 2015 through December 2018, Mr. Cameron served as Senior Director, Licensed Operations. From October 2010 through October 2015, he served as Director, Field Operations.

Director, Non-Traditional Real Estate – Sean R. Warren

Mr. Warren has served as Director, Non-Traditional Real Estate of Chick-fil-A since January 2019. From April 2016 through December 2018, he served as Director, New Restaurant Growth— ≡ Licensing. From January 2013 through March 2016, Mr. Warren served as Senior Manager, New Restaurant Growth— ≡ Licensing. From January 2012 through December 2012, Mr. Warren served as Manager, Real Estate— ≡ Licensing. From January 2006 through December 2011, Mr. Warren served as Manager, Restaurant Concepts.

¹ As a result of refinements to Chick-fil-A's talent management system, all Senior Vice President titles were modified to Officer VP effective July 1, 2023.

Item 3

LITIGATION

David Stephens and Kaitlyn Strawn, individually and on behalf of all others similarly situated v. Chick-fil-A, Inc., (Case No. 1:23-cv-00964, U.S. District Court for the Northern District of Georgia). On March 6, 2023, two Chick-fil-A brand restaurant customers filed a complaint against Chick-fil-A alleging that we failed to properly secure and safeguard the personally identifiable information (“PII”) of users of Chick-fil-A’s One program and their PII was compromised as a result of an automated cybersecurity attack that impacted Chick-fil-A One members’ accounts between December 18, 2022 and February 12, 2023 (the “Data Incident”). The complaint also ~~alleges~~alleged that Chick-fil-A issued a statement assuring customers that the fraudulent activity on their accounts was not the result of a compromise of Chick-fil-A’s internal systems and waited too long to notify affected customers. Plaintiffs ~~assert~~asserted claims against Chick-fil-A for negligence, breach of implied contract, negligence *per se*, and violations of Georgia’s Uniform Deceptive Trade Practices Act. Plaintiffs bring their claims on behalf of themselves and a putative class of similarly situated Chick-fil-A brand restaurant customers. Plaintiffs ~~seek~~sought class certification, equitable relief, injunctive relief, monetary damages, interest, and further relief. ~~Chick-fil-A~~

~~intends to vigorously defend its interests in this action.~~ On June 2, 2023, the original two Plaintiffs and a third new Plaintiff, who was also a Chick-fil-A brand restaurant customer, filed an amended complaint essentially alleging the same claims and seeking the same relief as set forth in the original complaint. On July 3, 2023, Chick-fil-A moved to compel arbitration of Plaintiffs' claims in the amended complaint. The parties agreed to settle the case on an individual basis (not a class basis) to minimize potential litigation expense and distraction. On November 19, 2023, the parties entered into a Confidential Settlement Agreement and Release under which Chick-fil-A agreed to pay in total \$210,000, which included a payment of \$2,500 to each of the five Plaintiffs (*i.e.*, the three Plaintiffs named in the amended complaint plus two additional Plaintiffs identified by Plaintiffs' counsel during the course of the litigation), with the remainder of the settlement funds covering Plaintiffs' counsel's fees and expenses. In exchange, Plaintiffs provided a full release of all claims relating to the Data Incident and a covenant not to sue, and the three Plaintiffs named in the amended complaint agreed to dismiss their claims with prejudice. On December 7, 2023, the three named Plaintiffs filed a notice of voluntary dismissal with prejudice and the case was dismissed with prejudice.

Mayheu v. Chick-fil-A, Inc., No. 2022CV365400, Superior Court of Fulton County, Georgia, filed on May 24, 2022, as amended on June 7, 2022, August 5, 2022 and September 29, 2023 (consolidating class action complaint to add other plaintiffs) (the “Mayheu Action”).

Pittman and Ukpere v. Chick-fil-A, Inc., No. 1:21-cv-8041, United States District Court for the Southern District of New York (appealed to the Second Circuit as Case No. 22-1862), filed on September 28, 2021, as amended on December 13, 2021 (the “Pittman Action”).

Ukpere v. Chick-fil-A, Inc., No. 2:22-cv-5397, United States District Court for the District of New Jersey, filed on September 2, 2022; removed from the Superior Court of New Jersey, Middlesex County, Case Number MID-L-003792 (collectively, the “Ukpere Action”).

Goldstein v. Chick-fil-A, Inc., No. 1:22-cv-21897, United States District Court for the Southern District of Florida, filed on June 21, 2022, as amended on August 11, 2022; removed from the Circuit Court of the Eleventh Judicial Circuit in and for Miami-Dade County, Florida, Case No. 2022-009265-CA-01 (collectively, the “Goldstein Action”).

Ortega v. Chick-fil-A, Inc., No. 2:21-cv-845, United States District Court for the Eastern District of California, filed on May 10, 2021, as amended on November 15, 2021; removed from Sacramento Superior Court, Case No. 34-2021-00296245 (collectively, the “Ortega Action”).

Chick-fil-A is a defendant in five different putative class actions brought on behalf of persons who made a Chick-fil-A delivery order through the Chick-fil-A mobile application (the “Chick-fil-A App”) or website between November 1, 2019 and April 30, 2021 from a Chick-fil-A restaurant location in the states of Georgia, Florida, New York, New Jersey, and California. Plaintiffs claim that Chick-fil-A misrepresents the cost of delivery by charging a delivery fee and not disclosing that menu prices for delivery are higher than in-store prices. Chick-fil-A denied any liability with respect to these cases and the claims being asserted. Only Chick-fil-A has been sued in these lawsuits; no franchisees have been named as defendants. On July 7, 2023, the plaintiffs and Chick-fil-A entered into a proposed Class Action Settlement Agreement (the “Settlement Agreement”). The *Pittman* Action, the *Ukpere* Action, the *Goldstein* Action, and the *Ortega* Action were consolidated with the *Mayheu* Action for settlement purposes on September 29, 2023. In the consolidated complaint filed in the *Mayheu* Action, Plaintiffs assert claims for the following: negligent misrepresentation (on behalf of all classes), violation of Georgia's Unfair Business Practices (on behalf of a Georgia class), violation of New York Consumer Fraud Act (on behalf of a New York class), violation of New Jersey Consumer Fraud Act (on behalf of a New Jersey class), violation of Florida Deceptive and Unfair Trade Practices Act (on behalf of a Florida class), violation of California's Unfair Competition Law (on behalf of a California class), violation of California's Consumer Legal Remedies Act (on behalf of a California class), and violation of California's False Advertising Law (on behalf of a California class). All plaintiffs in the Actions seek actual and statutory damages and declaratory judgments. On September 29, 2023, a Settlement Agreement was submitted to the court in the *Mayheu* Action along with an Unopposed Motion for

Preliminary Approval of Proposed Class Action Settlement, which the court granted on October 2, 2023, preliminarily approving the proposed class action settlement and conditionally certifying a class and five geographically based subclasses for settlement purposes only. On February 1, 2024, the parties on behalf of themselves and the members of the settlement class and subclasses applied for an order finally approving the Settlement Agreement and made application for the award of attorneys' fees, costs and service awards. A Fairness Hearing for Final Approval was held on February 29, 2024, and the court in the *Mayheu* Action entered an Order Granting Final Approval of the Proposed Class Action Settlement on the same day. Once the Settlement Agreement becomes effective pursuant to its terms, each member of the settlement class and settlement subclasses will be deemed to have released Chick-fil-A for the claims, Chick-fil-A will pay the remaining funds owed (for a total of \$4,400,000) into a settlement fund. From that fund, class counsel will be awarded \$880,000 in requested attorneys' fees and \$15,579.32 in requested litigation costs, approved administrative costs will be paid, and the lead plaintiffs will receive service awards of \$5,000.00 each. In addition, from the fund, the claims administrator will make payments of \$29.25 to those class members who submitted valid claim forms and elected cash payments, and the remainder of the settlement fund will be distributed to Feeding America or Hunger Initiative (as directed by Chick-fil-A). Finally, the claims administrator will also provide a list of class members who submitted valid claim forms and elected gift card payments to Chick-fil-A, and Chick-fil-A (through CFA Servco) will distribute electronic gift cards to each in the amount of \$29.25.

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

Item 4

BANKRUPTCY

On February 17, 2020, Pier 1 Imports, Inc. ("Pier 1"), having a principal place of business at 100 Pier 1 Place, Fort Worth, Texas 76192, filed a petition under Chapter 11 of the U.S. Bankruptcy Code in the United States Bankruptcy Court for the Eastern District of Virginia (In re Pier 1 Imports, Inc., Petition #: 20-30805-KRH). Pier 1 is not the franchisor nor an affiliate of the franchisor. Cheryl Bachelder, who joined our Board of Directors in April 2019, had served as Interim Chief Executive Officer of Pier 1 from December 2018 through November 2019. The Court approved a sale of Pier 1's intellectual property, including its trademark, data, customer lists and other assets related to e-commerce on July 30, 2020. Pier 1 closed its stores and liquidated its assets and is in the process of distributing the proceeds to creditors in accordance with the priorities in the Bankruptcy Code. The matter is still pending.

Other than this action, no bankruptcy information is required to be disclosed in this Item.

Item 5

INITIAL FEES

Chick-fil-A does not charge you an initial license payment or fee to obtain a Chick-fil-A license.

Prior to the opening of your Chick-fil-A Licensed Unit, you must obtain much of the opening inventory of food products, ingredients, and supplies from an approved distributor. The cost of your purchases from our approved distributor will already reflect amounts the distributor paid to Chick-fil-A for Chick-fil-A's proprietary seasoning applied by Chick-fil-A's poultry suppliers to most of the Chick-fil-A brand chicken products and for Chick-fil-A's proprietary seasoned coater you apply yourself in the preparation of most Chick-fil-A brand chicken products and also amounts the distributor paid to our affiliate Bay Center for Chick-fil-A's proprietary lemon juice produced by Bay Center that is used to produce Chick-fil-A's proprietary branded lemonade if you are in a location Bay Center supplies. Our affiliate CFA Supply may

be your distributor for all or some of these items if you are in a location CFA Supply services. If CFA Supply is your distributor, the payments you will make to CFA Supply for any of the opening inventory of food products, ingredients, and supplies are estimated to range from approximately \$15,000 to \$65,000, but will not be due until after your Chick-fil-A Licensed Unit opens.

Except for the circumstances described in this Item 5, we do not refund any initial fee.

Item 6
OTHER FEES

Type of Fee ¹	Amount	Due Date	Remarks
License Fee	10% of “Gross Receipts” ²	Monthly, by the 25th day of each month, for the preceding month	All new Licensed Units to be located in transportation venues will pay 7% of “Gross Receipts”, rather than 10% of Gross Receipts
Additional Training ³	\$250 - ~~400~~ per employee ³	At least 10 days prior to 1 st day of training program	There is no training fee for your first 2 employees to be trained.
Handling Fee	8% of the purchase price for your equipment and/or signage	As incurred	If you purchase the equipment or signage through us, you must pay us this fee to cover the administrative costs of our equipment vendor.
Audit	Total amount of any underpayment plus 12% per annum interest ⁴	Within 30 days of notification	
Indemnification	Will vary under the factual circumstances	As incurred	You must reimburse us if we are held liable for claims arising from your Chick-fil-A Licensed Unit’s operations.
Late Payment Charge	12% per annum interest on all amounts 30 days overdue	As incurred	

Notes:

1. All fees are imposed by and payable to Chick-fil-A. All fees are non-refundable and are imposed uniformly except as expressly provided in this Item 6. Chick-fil-A’s bank accounts, which may contain fees paid by you from time to time, are not trust funds and Chick-fil-A is not your fiduciary and does not otherwise owe you any duties with respect to any funds held, administered, maintained, or controlled in and disbursed from Chick-fil-A’s accounts. Only Chick-fil-A is entitled to receive the interest, if any, earned on such accounts.
2. “Gross Receipts” includes all cash and charge sales of every kind made at or from or related to the Chick-fil-A Licensed Units except refunds to customers and meals given your employees incident to their employment.
3. Training fee does not include travel ~~costs~~, room, living and other expenses, wages or workers compensation coverage for your employees.
4. If an audit discloses an understatement of 5% or more, you must also pay all of Chick-fil-A’s costs of the audit.

Item 7

ESTIMATED INITIAL INVESTMENT

Type of Expenditure ¹	Amount	Method of Payment	When Due	To Whom Payment Is to Be Made
Opening Inventory/ Paper Supplies ²	\$11,500 - \$65,000	As Incurred	As Incurred	Chick-fil-A, CFA Supply where applicable, and Other Suppliers
Utensils and Other Small wares	\$10,000 - \$35,000	As Incurred	As Incurred	Chick-fil-A, CFA Supply where applicable, and Other Suppliers
Equipment/Signage ³	\$100,000 - 300,000	As Incurred	As Incurred	Chick-fil-A / Third Parties
Build-out ⁴	\$300,000 - \$1,886,000	As Incurred	As Incurred	Third Parties
Architectural, Mechanical, and other Drawings ⁵	\$15,000 - \$100,000	As Incurred	As Incurred	Third Parties
Additional Funds ⁶	\$149,000 - \$951,000	As Incurred	As Incurred During First 3 Months of Operation	Chick-fil-A, CFA Supply, where applicable, Employees, Utilities, Other Suppliers and other Third Parties
TOTAL ESTIMATE OF INITIAL INVESTMENT	\$585,500 - \$3,337,000			

Notes:

1. The preceding table describes the costs of initial investment for a Licensed Unit operated by a Self- Operator and a Food Service Provider, including the custom facades, counter areas, or other retail facilities. Chick-fil-A Licensed Units are established in existing facilities such as cafeterias and

food courts or operated from other facilities located at Licensed Sites to which you have access. Thus, certain expenses, such as security deposits, cost of insurance and lease or sublease payments cannot be estimated by Chick-fil-A and may vary greatly among Licensees. You should consider these expenses in addition to those described in the table above in deciding whether to become a Licensee.

2. Licensees do not purchase all of their Opening Inventory and Supplies from Chick-fil-A or designated suppliers, Licensees do not provide Chick-fil-A with their total costs for these items, and Licensees' actual costs are likely to vary greatly. Accordingly, Chick-fil-A does not know the actual amounts spent by its Licensees on these items and can only provide an estimate of these costs based on its own experience. Chick-fil-A's estimate is based on its own experience in establishing similar operations.
3. Chick-fil-A sometimes sells equipment to its Licensees. You will be required to purchase certain proprietary and other equipment from Chick-fil-A or a Chick-fil-A approved supplier for use at your Chick-fil-A Licensed Unit(s). Chick-fil-A has based this estimate on its own experience in establishing similar operations.
4. Licensees' build-out costs are only an estimate and vary greatly depending upon a variety of factors, including the particular location of the Chick-fil-A Licensed Unit. Chick-fil-A has based this estimate on its own experience in establishing similar operations.
5. Prior to opening the Chick-fil-A Licensed Unit and upon any renovation or remodeling of the Licensed Unit, you will be required to obtain architectural and other applicable construction drawings from third parties.
6. In addition, Chick-fil-A estimates that you will need additional funds for your Chick-fil-A Licensed Unit. This estimate reflects the costs you can expect to pay in your first three months of operation and includes your expenses, as well as the cost of repairs, maintenance and utilities. Please note that, because several Licensees operate multiple concepts and food service operations at their Licensed Site(s), you may experience costs that are different than the level of expenditures set forth above. Chick-fil-A has based this estimate on its own over 50 years of experience in establishing similar operations. The exact amount required for additional funds will vary from operation to operation and cannot be estimated with certainty for your Chick-fil-A Licensed Unit.

Item 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Approved Supplies and Suppliers: Chick-fil-A has an interest in the proprietary seasoning used in the preparation of certain Chick-fil-A brand chicken products. Chick-fil-A purchases the seasoning from the producers of the seasoning and has it shipped directly to Chick-fil-A's authorized or approved poultry suppliers. These poultry suppliers then apply the seasoning to most of the chicken products sold to the Licensees. Payments to Chick-fil-A for the proprietary seasoning are received from the poultry supplier when the chicken is sold to Chick-fil-A's authorized distributor(s). Currently, Chick-fil-A is receiving payments of approximately \$.06 per pound of seasoned chicken, which amount includes a payment to Chick-fil-A for its proprietary interest in the seasoning, and which amount may vary and otherwise change due to among other things food costs and product initiatives.

Chick-fil-A also has an interest in the proprietary seasoned coater used in the preparation of most Chick-fil-A brand chicken products. The seasoned coater is purchased by Chick-fil-A from the producer and is shipped directly to Chick-fil-A's authorized distributor(s). Payments to Chick-fil-A for the

proprietary seasoned coater are received from the distributor(s) of the seasoned coater when the seasoned coater is purchased by the distributor(s) from Chick-fil-A. The distributor(s) then sells the seasoned coater to the Licensees. Your cost for the seasoned coater depends on a pricing formula that includes a markup by Chick-fil-A that may change. Based upon the cost of ingredients to Chick-fil-A (including any freight charges paid to the producer) your cost will fluctuate.

Our affiliate CFA Supply is a distributor approved to carry food products, ingredients, and supplies for franchised, licensed, and company and affiliate owned Chick-fil-A Restaurants. CFA Supply may be the only approved primary distributor serving the geographic area in which it operates. CFA Supply began operations in July 2019. If your Licensed Unit is in a location CFA Supply services, your cost for the food products, ingredients, and supplies depends on a pricing formula CFA Supply determines in the exercise of its sole and exclusive business judgment that includes, among other factors, a distribution fee and an allowance for fuel and freight costs from the CFA Supply warehouse to the Licensed Units and Chick-fil-A Restaurants it will supply.

Our affiliate Bay Center produces Chick-fil-A branded lemon juice that is a proprietary principal ingredient used to produce proprietary Chick-fil-A branded lemonade. Bay Center is an approved supplier to supply lemon juice to Chick-fil-A Restaurants in geographic areas where it operates. Bay Center may be the only approved supplier of lemon juice for the geographic area where it operates. Bay Center began operations in 2020. The lemon juice is purchased by Chick-fil-A's authorized distributor(s) from Bay Center and is shipped by Bay Center directly to Chick-fil-A's authorized distributor(s). The distributor(s) pays Bay Center for the proprietary lemon juice when the lemon juice is purchased by the distributor(s). The distributor(s) then sells the lemon juice to the Licensees. If your Licensed Unit is in a location Bay Center supplies your cost for the lemon juice depends on a pricing formula Bay Center determines in the exercise of its sole and exclusive business judgment that includes a markup by Bay Center that may change. Based upon the cost of ingredients to Bay Center (including any freight charges) your cost will fluctuate.

Chick-fil-A reserves the right to require you to purchase the signage, fixtures, leasehold improvements, equipment and other features of the building or premises of your Chick-fil-A Licensed Unit from suppliers approved in advance by Chick-fil-A. With respect to your initial Chick-fil-A Licensed Unit, Chick-fil-A may exercise its right by delivering written notice to you promptly upon the execution of the License Agreement by Chick-fil-A. With respect to any additional Chick-fil-A Licensed Units granted after your initial Chick-fil-A Licensed Unit, if any, Chick-fil-A may exercise its right by delivering written notice to you promptly after approval of the additional Chick-fil-A Licensed Unit(s) as indicated on the site description form for such additional Chick-fil-A Licensed Unit(s). Chick-fil-A may appoint as many or as few approved suppliers as it reasonably deems appropriate and such approved suppliers may in some instances include or be limited to Chick-fil-A.

Except as Chick-fil-A may otherwise approve in writing in advance, you must purchase all of the following items from suppliers who are approved in advance by Chick-fil-A: all present and future items of food and drink, all items of non-food inventory intended for sale to or use by your customers, all ingredients, food products, produce, mixes, spices, cooking aides, wrappings, food and beverage containers, certain other designated items necessary for maintaining and cleaning your Chick-fil-A Licensed Unit, certain proprietary marketing and promotional materials and other items bearing our trademarks, and all other items necessary or optional for preparing products sold in your Chick-fil-A Licensed Unit and all bags, boxes, wrappers, cups, coffee lids, napkins, cartons, utensils, customer goodwill items and other food and beverage containers and customer convenience items that display one or more of Chick-fil-A's proprietary marks or that are sold or used in at least 25% of the then existing Chick-fil-A Restaurants and other facilities selling any or all of Chick-fil-A's then-approved products even if such items do not display any of Chick-fil-A's proprietary marks. Chick-fil-A may appoint as many or as few approved suppliers as it reasonably deems appropriate and such approved suppliers may in some instances include or be limited to Chick-fil-A. You may not buy from any supplier that we have not yet approved in writing, and you must

stop buying from

any supplier who we approve initially, but later disapprove. For purposes of this Item 8, a “supplier” may be a manufacturer, distributor or wholesale/retail establishment which carries the product. A “manufacturer” makes the product or provides the service; a “distributor” acquires the product from the manufacturer and ships the product to you.

In order to, among other things, take advantage of marketplace efficiencies and volume pricing, Chick-fil-A negotiates and enters into certain system-wide purchase and distribution arrangements with suppliers for many supplies, ingredients, food and beverage products, produce and other items and services used in, or in connection with the operation of, Chick-fil-A Restaurants including Licensed Units. Among its approved suppliers, Chick-fil-A encourages and reserves the right to require its Licensees to use its system-wide purchase and distribution programs for their purchases of most supplies, ingredients, food and beverage products, produce, other items and services necessary for operating and promoting a Chick-fil-A Licensed Unit. When considering whether to approve any particular supplier or to enter into any particular arrangement, Chick-fil-A considers, among other things, the following factors: whether the supplier can show, to our reasonable satisfaction, the ability to meet our then-current standards and specifications; whether the supplier has adequate quality controls and capacity to meet the Chick-fil-A system’s needs promptly and reliably; and whether the supplier’s approval or the particular supplier arrangement would enable the Chick-fil-A system as a whole, in our sole and exclusive business judgment, to take advantage of marketplace efficiencies and volume pricing.

In some circumstances, for example with respect to certain produce, bread and other product purchases for some Chick-fil-A Licensed Units located in some geographic areas, we may require that you make such purchases locally. Under these circumstances, we may require that you seek local suppliers for perishable items like as bread and produce, but we reserve the right to approve your sources for these items in accordance with our then-current standards and specifications.

We have not adopted specific criteria to evaluate or approve alternative suppliers for the goods and services which you must purchase from Chick-fil-A-approved sources. We deal with requests for approval of alternative suppliers of goods on a case-by-case basis. If we receive requests for alternative suppliers for items that are not Chick-fil-A trade secret items or items that do not use our trademarks, we will provide a Licensee the standards and specifications for the item and will consider permitting sourcing from alternative suppliers consistent with the standards and specifications. However, we reserve the right to designate only one supplier or a limited number of suppliers for certain items (including, without limitation, the physical distribution of products, soft drinks, ingredients, etc.) in order to take advantage of marketplace efficiencies and volume pricing. We also reserve the right to not approve or disapprove any supplier if, among other things: (1) the supplier cannot show, to our reasonable satisfaction, the ability to meet our then-current standards and specifications; (2) the supplier cannot show, to our reasonable satisfaction, adequate quality controls and capacity to meet the Chick-fil-A system’s needs promptly and reliably; or (3) Chick-fil-A determines in the exercise of its sole and exclusive business judgment that the supplier’s approval would impact negatively upon the Chick-fil-A system’s ability, as a whole, to take advantage of marketplace efficiencies and volume pricing. Finally, we reserve the right to conditionally approve a supplier or to limit our approval of a supplier to certain products, restaurants or circumstances.

We stock certain non-proprietary items such as small wares and operating supplies, utensils and other goods which are made available to you for your convenience. We also stock certain proprietary items, including marketing and promotional materials and other items bearing our trademarks, and other proprietary items which we may make available to you for your convenience, and are used by you in local advertising, marketing and promotions, and in your Chick-fil-A Licensed Unit. Though we are not the sole authorized supplier of most of these items, you are likely to purchase them from us for convenience and/or price savings. Currently, the cost to Licensees for warehouse goods is our cost plus approximately 2.5%, which amount may include a payment to Chick-fil-A for a portion of its costs associated with the processing and storage of the goods and shipping the goods from the supplier to Chick-fil-A’s warehouse.

Licensees are also charged

for the shipping costs from our warehouse to their Licensed Units. Chick-fil-A may change the warehouse program, and any associated costs and charges to Licensees, in the exercise of its sole and exclusive business judgment. You also may or may not receive from us a rebate on your purchase of some beverage products (and possibly other products in the future).

We and our affiliates are currently the only approved suppliers of certain products and services and approved suppliers of other products and services, as described above, to both Licensees and Operators. These products and services include proprietary seasoning, proprietary seasoned coater, distribution services, and certain proprietary equipment and other items. We and our affiliates are also currently the only approved suppliers of certain products and services and approved suppliers of other products and services for our Operators, which include premises leases, sublicenses of non-traditional unit concession premises, subleases of food trucks, leases of marketing assets, equipment, furniture and fixtures, business services, small wares, utensils, operating supplies, promotional goods, advertising support and services, and certain insurance coverages for which premiums are paid to Chick-fil-A or through Chick-fil-A acting as administrator (which do not include worker's compensation insurance, general liability insurance, auto liability, and employment practices). We may change our approved suppliers and sole approved supplier designations at any time in the exercise of our sole and exclusive business judgment. We and our affiliates may in the future be an approved supplier or designated sole supplier for any additional or different products or services you may or must purchase. As an approved supplier or designated sole supplier, we and our affiliates may obtain revenue from you and make a profit.

In the year ended December 31, ~~2022~~2023, our total consolidated revenues from (i) Operator and Licensee purchases of the proprietary seasoning, seasoned coater, business services and operating supplies, utensils, and promotional goods, and (ii) Operator leases of the premises, sublicenses of ~~satellite~~Captive Venue unit concession premises, subleases of food trucks, leases of marketing assets, equipment, furniture, and fixtures was ~~\$1,499,104,564 or 23.52%~~ \$1,712,086,073 or 21.70% of our total consolidated revenues of ~~\$6,373,786,108~~ \$7,888,050,587. We did not offer advertising and support services to Operators for a fee in ~~2022~~2023 and did not have any revenue for providing those services in ~~2022~~2023. In ~~2022~~2023, our affiliate CFA Supply, an approved distributor to carry food products, ingredients, and supplies to Chick-fil-A Restaurants, received ~~\$628,698,904~~ \$1,092,371,226 from purchases made by Operators and Licensees in geographic areas it serviced which is included in our consolidated revenues. In ~~2022~~2023, our affiliate Bay Center received ~~\$142,998,427~~ \$151,696,356 (not including any markup added by the distributor(s) at the time of resale) from purchases made by Chick-fil-A's authorized distributor(s) for distribution of lemon juice to Operators and Licensees in geographic areas it serviced which is included in our consolidated revenues.

We estimate that your total purchases and leases from approved or designated suppliers will represent approximately 50% to 80% of your overall purchases and leases in operating your Licensed Unit and 30% to 67% of your overall purchases and leases in establishing your Licensed Unit. The national advertising fund we administer also receives contributions from certain designated suppliers of up to approximately ~~35~~33% of Operator purchases from these suppliers. Chick-fil-A may receive forms of compensation directly or indirectly from approved or designated suppliers, which compensation may be in lieu of or in addition to the seasoning, coater and national advertising fund contributions and the incentives described above.

Specifications and Standards: The foundation of each Chick-fil-A Restaurant including each Chick-fil-A Licensed Unit and the essence of your License Agreement is your adherence to Chick-fil-A's minimum standards, guidelines and specifications. Every component of Chick-fil-A Restaurant's operating system is important to Chick-fil-A and to the operation of your Chick-fil-A Licensed Unit as a Chick-fil-A Licensed Unit. Accordingly, you must operate your Chick-fil-A Licensed Unit in full compliance with Chick-fil-A's minimum standards and guidelines for service, food safety, sanitation, quality of products, employee dress, appearance and conduct and other aspects of the operation of your Chick-fil-A Licensed Unit. These minimum standards and guidelines are specified in Chick-fil-A's orientation and operations

manuals

and materials, and other confidential information provided by us to you. To meet our standards, you must, among other things, purchase or lease goods, services, supplies, fixtures, equipment, leasehold improvements, insurance and inventory from various suppliers (including, without limitation, Chick-fil-A) in accordance with our standards and specifications.

We review our specifications and standards when necessary, and we release any modified specifications or standards to you when you need to be familiar with them. In order to protect against possible infringement, we will release specifications or standards dealing with trade secrets or proprietary information only to those suppliers we think are necessary. We reserve the right to be the sole designator of any product, ingredient or other item that requires knowledge of any of our trade secrets or other confidential or proprietary information. We have no obligation to release any of our trade secrets, confidential information or other proprietary information to any proposed alternative supplier.

You must also comply with our sales reporting procedures and other administrative standards. These currently require you to submit financial reports and other items to us including Weekly Product Sales Reports, Daily Product Sales Reports and Calendar Month Sales Summary Reports.

There is no practice in effect by which Chick-fil-A provides material benefits to you, such as a right of renewal or the granting of additional licenses, based upon your use of designated or approved suppliers, although your license is subject to termination if you do not use the designated suppliers with whom Chick-fil-A has exclusive contractual arrangements, or you use suppliers not approved by Chick-fil-A.

The requirements described in this Item represent the Chick-fil-A system at the present time. However, Chick-fil-A retains the right to change these requirements, including any single source requirements, as the Chick-fil-A system evolves over time and the needs of the Chick-fil-A system change.

There are currently no buying or distribution cooperatives for Licensees.

Item 9

FRANCHISEE'S OBLIGATIONS

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

	Obligation	Section in agreement	Disclosure Document Item
a.	Site selection and acquisition/lease	License Agreement 3	6, 7, 8, 11
b.	Pre-opening purchases/leases	License Agreement 6	7, 11
c.	Site development and other pre-opening requirements	License Agreement 3, 6	11
d.	Initial and ongoing training	License Agreement 5	11
e.	Opening	License Agreement 6	11
f.	Fees	License Agreement 4	5, 6, 7
g.	Compliance with standards and policies/operating manual	License Agreement 6	8
h.	Trademarks and proprietary information	License Agreement 7	13, 14
i.	Restrictions on products/services offered	License Agreement 2, 6	8, 16
j.	Warranty and customer service requirements	License Agreement 6	8
k.	Territorial development and sales quotas	License Agreement 6	12
l.	Ongoing product/service purchases	License Agreement 6	8, 11
m.	Maintenance, appearance and remodeling requirements	License Agreement 2, 6	7, 8, 11
n.	Insurance	License Agreement 6	6
o.	Advertising	License Agreement 6	6
p.	Indemnification	License Agreement 10	6
q.	Owner's participation/management/ staffing	License Agreement 6	15
r.	Records and reports	License Agreement 6	6, 11
s.	Inspections and audits	License Agreement 6	11

	Obligation	Section in agreement	Disclosure Document Item
t.	Transfer	License Agreement 9	17
u.	Renewal	License Agreement 2	17
v.	Post-termination obligations	License Agreement 8	17
w.	Non-competition covenants	License Agreement 7	17
x.	Dispute resolution	License Agreement 10	17
y.	Other (describe)	Not Applicable	Not Applicable

Item 10

FINANCING

Neither Chick-fil-A, nor any affiliate of Chick-fil-A, either directly or indirectly, offers any financing arrangements to Licensees. Chick-fil-A does not receive any direct or indirect payments for placing financing, nor does Chick-fil-A guarantee your obligations to third parties. Chick-fil-A does not offer financing of equipment or other expenditures that require you to waive notice, confess judgment or waive a defense against Chick-fil-A.

Whether you can obtain financing will depend on a variety of factors, including your own creditworthiness, the type of security you can offer, the policies of lending institutions and the availability of commercial credit generally.

Item 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Except as listed below, Chick-fil-A is not required to provide you with any assistance.

Before you open your Licensed Unit(s), Chick-fil-A will:

- (i) provide training to two management-level employees (Licensee Orientation), and two on-site management-level employees (Licensee Operational Training) for each Licensed Site (Section 5.1); and
- (ii) provide electronically and lend a copy of the operations, training and orientation manuals and other materials to you. Chick-fil-A charges \$500 to replace lost or destroyed manuals (Section 6.5).

During your operation of the Licensed Unit(s), Chick-fil-A will:

- (i) provide electronically and make available a copy of the operations, training and orientation manuals and other materials to you as a guide for operating the Licensed Unit(s) (Section 6.5);

- (ii) in its sole business judgment, may make available to you, from time to time, such additional advice and assistance as you may reasonably request or Chick-fil-A may deem necessary, including assistance or advice regarding the operation of the Chick-fil-A Licensed Unit(s), additional training and sales building (Section 5.2); and
- (iii) at an additional charge, sponsor initial training programs for additional management-level employees (Section 5.1).

If you are granted the right to operate additional Licensed Sites under your License Agreement, for each additional Licensed Site, Chick-fil-A will provide the same assistance as described above.

Advertising: Chick-fil-A is not required to spend any certain amount on advertising in your geographic area or at your Licensed Site(s). Under the License Agreement, Chick-fil-A does not charge you advertising fees or require you to contribute to advertising fees to a local or regional fund. Under the License Agreement, you are required at all times during the term of the License Agreement and at your own cost to use diligent efforts to advance the reputation of Chick-fil-A, and Chick-fil-A's brand products and to develop and enhance consumer awareness of Chick-fil-A's products and proprietary marks. In doing so, you must use only those materials approved or supplied by Chick-fil-A.

Chick-fil-A does not require any expenditures of monies by its Licensees to an advertising cooperative or any advertising fund. As part of Chick-fil-A's local, regional or national marketing efforts, Licensees are required to honor coupons for food items (and some drink items in some locations) at their respective Licensed Units, for which the Licensees may receive food, paper and distribution cost reimbursement from Chick-fil-A. Chick-fil-A's advertising accounts, if any, are not trust funds and Chick-fil-A is not your fiduciary with respect to any advertising funds. Chick-fil-A is not required to ensure that any Operator or Licensee benefits directly or pro rata from the expenditure of any advertising funds.

Chick-fil-A may, to the extent it is able, assist you in any of the above matters on an informal basis.

Selection of Location: Upon execution of a License Agreement, a prospective Licensee is granted the right to operate a Licensed Unit at a specific Licensed Site location. Your Licensed Site location must be approved by Chick-fil-A prior to you opening your Chick-fil-A Licensed Unit. Additionally, Licensees may be granted the right to operate additional Chick-fil-A Licensed Units under the License Agreement at additional Licensed Site locations selected by you and approved by us for which Chick-fil-A does not require that you sign a new, separate then-current form of License Agreement and pay an initial license fee. However, Chick-fil-A is under no obligation to offer you the opportunity to operate or to approve any additional Chick-fil-A Licensed Units and expressly reserves the right not to offer you the opportunity to operate or to approve any additional Chick-fil-A Licensed Units. For further information on Chick-fil-A's grant of additional Licensed Site locations, see Item 12 below.

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A's prior approval. Chick-fil-A's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site is not a representation that the Licensed Unit(s) operated at the Licensed Site will be profitable or safe for your customers or employees or other personnel of yours or of any Third Party.

Hardware and Software System: Chick-fil-A does not supply, purchase, recommend or require specific computer equipment for Licensees. ~~Nevertheless, you may at this time, but reserves the right to do so in the future as set forth in the License Agreement. You must choose to obtain and use a~~ point-of-sale (POS) hardware and software system and a management PC for use in your Chick-fil-A Licensed Unit. Under the License Agreement, we reserve the right to specify and, if we do, you must purchase and use the computers, POS equipment and systems including broadband internet access, credit card, debit card and gift card processing systems, systems which take, process, route and deliver orders or receive payment, and technology for communicating with customers and to collect, process and store customer data at your Chick-fil-A Licensed Unit that we specify. Chick-fil-A may provide certain on-line updates, reports and other information to its Licensees from time to time. ~~Although you are not required to have a management PC in your Licensed Unit, you will otherwise~~ You will also need to have access to a computer and the Internet in order to obtain this information. For informational purposes only, Chick-fil-A Restaurants typically use a POS system with accompanying software, which perform standard electronic cash register support, kitchen display systems, time clock, and financial and reporting functions. Other hardware and software systems that perform the same or substantially similar functions may be purchased by a Licensee. You may choose to pay a fee to third parties you choose for technical support of the hardware and software system used in your Licensed Unit. With respect to franchised Chick-fil-A Restaurants, such fees range from \$9,500 per year to \$20,000 per year for high-speed Internet access, equipment support and software upgrades, and are dependent upon the type of system used in the Restaurant.

At present, Chick-fil-A ~~will~~ does not plan to have independent access to any data compiled by the hardware and software system used in your Licensed Unit, if any. Under the License Agreement, we may require your Chick-fil-A Licensed Unit in the future to transmit POS data and other restaurant system data to us through data reporting systems offered through vendors approved by us. These data reporting systems would collect data from a POS system and other restaurant systems, consolidate the data, and transmit it to us in formats required by us. You may be required to sign an authorization form allowing your data reporting system vendor to release the data to us and to incur costs for the data reporting systems (including set-up and annual fees).

Length of Time to Licensed Unit Opening: You must open your Chick-fil-A Licensed Unit(s) within 360 days of the approval of the site by Chick-fil-A. It is Chick-fil-A's experience that the typical length of time between the signing of a License Agreement and the opening of the Licensee's Chick-fil-A Licensed Unit is approximately three to nine months. The actual length of this period will depend upon such factors as the length of time necessary for completion of construction, making leasehold improvements and remodeling, installing equipment, fixtures and furnishings, procuring initial inventories and other similar matters, and may vary widely under some circumstances.

Initial Training Program: Chick-fil-A's initial training program for Licensees is comprised of two ~~parts, components, an in-person cultural experience (the "In-Person Cultural Experience") and a virtual Chick-fil-A Licensing Orientation and virtual~~ training experience ("Virtual Licensee Training-Virtual").

~~Chick-fil-A Licensing Orientation is conducted via the Zoom video-conferencing platform and is broadcast from Chick-fil-A's corporate headquarters in Atlanta, Georgia. Virtual Chick-fil-A Licensing Orientation is comprised of two virtually facilitated sessions. You must initially send at least one on-site management level employee (the Food Service Director, General Manager, or other appropriate individual) from each Licensed Site to a virtual Chick-fil-A Licensing session. You must, at all times thereafter, employ at each Licensed Site at least two management level employees whose duties include direct oversight responsibility for the Chick-fil-A Licensed Unit and who have attended and been certified~~ The In-Person Cultural Experience is comprised of two days of in-person learning at the

Chick-fil-A Support Center: Buffington in Atlanta, GA. Attending leaders tour the Chick-fil-A campus, engage in classroom activities and discussions, and learn about Chick-fil-A history, culture, values, and our customer strategies. Chick-fil-A's initial training program for Licensees has various attendance and satisfactory completion requirements. Chick-fil-A, based on its business judgement, may require (i) the highest-level on-site management leader associated with the Chick-fil-A Licensed Unit (e.g., a Food Service Director-level leader) (the "Highest-Level Leader"), (ii) the on-site management leader responsible for the Chick-fil-A Licensed Unit and multiple other concepts (e.g., a Retail Manager-level leader) (the "Multi-Concept Leader"), (iii) the dedicated on-site management leader responsible for the operation of the Chick-fil-A Licensed Unit (e.g., the "Retail Manager") (the "Dedicated Chick-fil-A Leader"), and (iv) one additional on-site management leader responsible for the operation of the Chick-fil-A Licensed Unit (e.g., the "Food Service Director") (the "Additional Chick-fil-A Leader") to attend and complete to Chick-fil-A's satisfaction the ~~virtual Licensee Training program conducted by Chick-fil-A~~In-Person Cultural Experience.

Satisfactory completion of the two-day In-Person Cultural Experience satisfies the initial training requirement for the Highest-Level Leader and, as applicable, any Multi-Concept Leader of each Chick-fil-A Unit required to attend on behalf of the Licensee. All the other Licensee Leaders, who are required to complete training, must first complete the two-day In-Person Cultural Experience followed by the Virtual Licensee Training, each of which must be completed to Chick-fil-A's satisfaction.

Virtual Licensee Training is conducted via the Zoom video conferencing platform and is broadcast from the ~~Chick-fil-A's corporate headquarters~~ Chick-fil-A Support Center: Buffington in Atlanta, ~~Georgia~~GA. Virtual Licensee Training lasts ~~approximately 10~~5 days (see training schedule, below). The actual location, topics and length of the program varies. The program currently utilized by Chick-fil-A covers most aspects of ~~operation~~operations, food preparation, ~~labor scheduling~~, accounting, maintenance, purchasing, policies and certain other applicable topics. The training program begins at a specific time and date to be determined by Chick-fil-A. ~~Prior to opening each Licensed Site, the virtual training program must be completed to Chick-fil-A's satisfaction by at least two of your on-site, leadership-level employees. Completing the five-day Virtual Licensee Training is the second of the two initial training requirements for the two solely-dedicated Chick-fil-A Unit Leaders associated with each Chick-fil-A Unit, the Dedicated Chick-fil-A Leader and the Additional Chick-fil-A Leader.~~

Satisfactory completion of the 2-day In-Person Cultural Experience and the 5-day Virtual Licensee Training will result in initial certification as a Licensee Leader valid for five (5) years from the date of completion of the last certification. As part of the Chick-fil-A Licensee Training requirements, each Licensee Leader required to be trained must be recertified every five years for the Licensee to stay in compliance.

You must, at all times, employ at each Licensed Site ~~at least two leadership-level employees who work in the Chick-fil-A Licensed Unit and whose duties include management of the Chick-fil-A Licensed Unit and who have either attended and been certified~~the appropriate number of leaders who have completed to Chick-fil-A's satisfaction the ~~virtual~~ Licensee Training ~~program conducted by Chick-fil-A and/or been trained by certified leadership who have attend virtual Licensee Training and relevant Pathway training modules~~Program. Your employees are not ~~an employee~~ employees of Chick-fil-A and will not be compensated by Chick-fil-A for or during any training described in this Item.

The virtual training program is conducted by Chick-fil-A's Licensee training staff, which is directed by ~~Ms. Keri Bilotti~~Mr. Bill Dunphy. The program's principal instructional materials are the Chick-fil-A digital training resources which include procedures, instructional videos, other materials. Other employees of Chick-fil-A and certain Operator Consultants participate in the training program in their respective areas of expertise. ~~Ms. Bilotti~~Mr. Dunphy has over ~~fifteen~~thirty years of experience with Chick-fil-A in the restaurant field. ~~Ms. Bilotti's relevant prior experiences are described in Item 2 of this Disclosure Document.~~

Chick-fil-A waives any tuition fee for the first two employees from each new Licensed site opening to attend the ~~10-day virtual~~ full class consisting of both the 2-day In-Person Experience and the 5-day Virtual Licensee Training program. However, you are responsible for any travel, room, living and other expenses, ~~salary~~ wages and workers compensation coverage of your employees attending ~~the virtual training~~ either the 2-day In-Person Experience or, as applicable, the 5-day Virtual Licensee Training program. Chick-fil-A provides no compensation to your employees for attendance at or during any training described in this Item. With respect to new or additional personnel that you send or are required to send to Chick-fil-A's ~~virtual training program (10-day virtual~~ 2-day In-Person Experience only or both the 2-day In-Person Experience plus the 5-day Virtual Licensee Training), you will be required to pay Chick-fil-A tuition in the amount of \$250 per employee for ~~such additional training by Chick-fil-A~~ the 2-day In-Person Experience only or \$400 per employee for both the 2-day In-Person Experience and the 5-day Virtual Licensee Training program.

~~VIRTUAL~~ LICENSEE TRAINING PROGRAM

Subject	Hours of Classroom Training*	Hours of "On the Job" Training**	Location
~~Virtual Chick-fil-A Licensing Orientation~~ <u>2-day In-Person Cultural Experience</u>	~~4~~ <u>15</u> Hours		<u>Chick-fil-A Support Center: Buffington</u>
~~Chick-fil-A History;~~	~~1~~ Hour		~~Zoom (broadcast from Atlanta, GA)~~
~~Winning Hearts Every Day~~ <u>Chick-fil-A Brand, History & Culture</u>	~~1 Hour~~ <u>5 Hours</u>		
Roles & Responsibilities	~~25 minutes~~ <u>1.5 Hours</u>		
~~Critical Success Factors~~ <u>Winning Hearts Every Day</u>	~~20 minutes~~ <u>1.5 Hours</u>		

~~Chick-fil-A Quality~~ <u>SERVE</u> Model & Leadership	~~35 minutes~~ <u>3</u> Hours		
~~Non-Compliance/Mutual~~ <u>Tr</u> aining Resources	~~20 minutes~~ <u>2</u> Hours		
~~Training Resources~~ <u>Menu</u> Tasting Experience	~~20 minutes~~ <u>2</u> Hours		
<u>5-day</u> Virtual Licensee Training	~~Approx. 2015~~ Hours	~~Approx. 20-30~~ Hours	<u>Zoom & in-restaurant application for attending leaders (varies)</u>
~~Chick-fil-A History;~~ <u>&</u> <u>Culture</u>	~~2.5 hours~~ <u>.5 Hour</u>	~~1.5 hours~~ <u>1</u> Hour	<u>Zoom (broadcast from Atlanta, GA) & in-restaurant application (varies)</u>
~~Training~~ ~~Resources~~ <u>Winning Hearts</u> <u>Every Day</u>	~~2 hours~~ <u>.5 Hour</u>	~~2 hours~~ <u>1 Hour</u>	
~~Non-Compliance/Mutual~~ <u>Q</u> uality Assessments	~~1 hour~~ <u>1.5 Hours</u>	<u>1 Hour</u>	
<u>Back of House</u> <u>Processes/Equipment</u>	<u>2.5 Hours</u>	<u>1.5 Hour</u>	
Critical Success Factors	~~1 hour~~ <u>1.5 Hour</u>	<u>.5 Hour</u>	
~~Desserts/Dessert~~ <u>Roles &</u> <u>Responsibilities</u>	~~1.5 hours~~ <u>1 Hour</u>	~~1.5 hours~~ <u>.5</u> Hour	
~~Ordering~~ ~~Process/Serving~~ <u>Training</u> <u>Resources</u>	~~1 hour~~ <u>1.5 Hours</u>	<u>1 hour</u> <u>Hour</u>	
~~LEAN~~ ~~principles~~ <u>Non-Compliance</u> <u>Process</u>	~~1 hour~~ <u>.5 Hour</u>	<u>.5 hour</u> <u>Hour</u>	
~~Raw Processes~~ <u>Licensing</u> <u>Visit Report</u>	<u>1 hour</u> <u>Hour</u>	~~2 hours~~ <u>.5 Hour</u>	
~~Quality~~ ~~Assessments~~ <u>Product</u> <u>Assembly</u>	~~1.5 hours~~ <u>1 Hour</u>	~~1.5 hours~~ <u>1</u> Hour	
~~Breading, Cooking,~~ ~~and~~ <u>Front of House</u> <u>Processes/Equipment</u>	<u>1.5 hours</u> <u>Hours</u>	~~2.5 hours~~ <u>1</u> Hour	
~~Back of House~~ <u>Equipment</u>	~~1 hour~~	~~2.5 hours~~	
~~Assembling~~ <u>Products</u>	~~1 hour~~	~~2 hours~~	
Action Planning	~~1 hour~~ <u>2 Hours</u>	<u>.5 Hour</u>	

Subject	Hours of Classroom Training*	Hours of “On the Job” Training**	Location
Front Counter Processes/	1 hour	2.5 hours	
Prep Product Ingredients	1 hour	2.5 hours	
Breakfast Processes and	1 hour	2.5 hours	

* “Hours of Classroom Training” represents time spent in virtual classroom training via Zoom. “Hours of “On the Job” Training” represents time spent practicing/imitating in-restaurant procedural tasks attending leaders are assigned to complete and provide visual evidence of completion (*i.e.*, image/video uploading to our training platform) for review by the training team.

~~Virtual training~~ Licensee Training in all subjects is conducted approximately 8 times each year (2 per quarter). ~~Chick-fil-A~~ Chick-fil-A intends, though is not obligated, to prepare and offer various seminars and conferences to Licensees from time to time in addition to its initial training program. Discussions at these seminars will likely feature topics such as sales techniques, ~~performance~~ brand standards, marketing programs, ~~self-improvement techniques~~ and other matters. All details concerning any such programs, if offered, such as time, location, duration, cost assessment and other matters, will be determined on a case-by-case basis. Chick-fil-A may under the terms of the License Agreement require the participation of Licensees or their designated managers in such programs. Chick-fil-A considers all information distributed at its training programs and seminars to be confidential and subject to the restrictions described under the “Proprietary Information” subheading in Item 14 below.

In addition, Chick-fil-A may at its election, but is not obligated to, offer various programs to or permit the adoption of programs by Licensees to use in promoting or marketing products, ~~recruiting and retaining restaurant personnel~~ or for other business purposes that are not expressly set forth in the License Agreement. All details concerning any of these programs, such as purpose, timing, implementation, cost sharing and other matters, will be determined by Chick-fil-A on a case-by-case basis.

After initial ~~virtual~~ training, you must train any managerial personnel that you may hire to assist in operating your Chick-fil-A Licensed Unit(s). Subject to your obligations under the License Agreement regarding confidentiality, you may use Chick-fil-A’s digital training resources and materials in the training.

Operating Manual: The Tables of Contents of Chick-fil-A’s proprietary orientation and operations manuals, showing the number of pages in each section, are attached for your review as Exhibit “D” to this Disclosure Document. The total number of pages in the orientation and operations manuals is 165.

Item 12

TERRITORY

You will be expressly granted the limited right to operate one Chick-fil-A Licensed Unit at one specific Licensed Site location designated by Chick-fil-A. The rights granted to you under the License Agreement are limited to your Chick-fil-A Licensed Unit location only. You will neither acquire nor have any right to use, or to license the use of, any name, mark or other intellectual property right, except as granted to you under the License Agreement in connection with the operation of your Chick-fil-A Licensed Unit at the specific location designated by Chick-fil-A.

You will not receive an exclusive or protected territory, express or implied. The License Agreement contains no exclusive grant, exclusive area, exclusive territorial rights, protected territory or right for you to exclude, disapprove, control or impose conditions on the location, development or operation of current or future Chick-fil-A Restaurants including Chick-fil-A Licensed Units. The sales and customer trading patterns that a Chick-fil-A Licensed Unit experiences at any particular time are subject to change by reason of many factors, including our ongoing development of Chick-fil-A Restaurants including Chick-fil-A Licensed Units, and Licensees do not have a right and should not expect that these patterns will never change. Chick-fil-A has the right to establish other Chick-fil-A Licensed Units or Operator-run or company-owned Chick-fil-A Restaurants both within and outside the geographic and customer trading pattern areas surrounding your Chick-fil-A Licensed Unit location, and reserves the right to use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing both within and outside the geographic and customer trading pattern areas surrounding your Chick-fil-A Licensed Unit location. During the term of your License Agreement, however, Chick-fil-A will not operate or grant other parties the right to operate any other Chick-fil-A Licensed Units or Operator-run or company-owned Chick-fil-A Restaurants at the exact same Licensed Site as the Licensed Site where you operate your Chick-fil-A Licensed Unit (or, for example, where the Licensed Site is an airport, at the exact same retail area within the Licensed Site). Any internal policies that we may develop, apply and modify periodically in connection with decisions to develop new Chick-fil-A Restaurants including Chick-fil-A Licensed Units do not grant you any contract rights, are not part of your contract, and do not modify or affect Chick-fil-A's or your contract rights and obligations under the License Agreement. Chick-fil-A's internal programs and policies are subject to change or cancellation at any time by Chick-fil-A.

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

Our affiliates may also own and operate Chick-fil-A Restaurants or control competitive brands. We are not required to pay you if we exercise any of the rights specified above outside or inside the geographic and customer trading pattern areas surrounding your Chick-fil-A Licensed Site. We do not restrict you from soliciting or accepting authorized food and beverage orders from outside the geographic and customer trading pattern areas surrounding your Chick-fil-A Licensed Site (subject to your ability to comply with then-current requirements and standards), but you do not have the right to use other unapproved channels of distribution to make sales outside the geographic and customer trading pattern areas surrounding your Chick-fil-A Licensed Site.

You may not relocate your Chick-fil-A Licensed Unit without Chick-fil-A's prior written consent. If you wish to operate a Chick-fil-A Licensed Unit in another location instead of the Licensed Site of your existing Chick-fil-A Licensed Unit, Chick-fil-A may, but is under no obligation to, allow you to relocate to another Licensed Site to establish another Chick-fil-A Licensed Unit. Licensees who relocate in this manner may be required to execute new License Agreements.

If during the term of the License Agreement, you determine that you would (yourself or through a Third-Party Operator) like to operate additional proposed Chick-fil-A Licensed Units at additional Licensed Sites, you must notify Chick-fil-A promptly of each such proposed additional Chick-fil-A Licensed Site and convey to Chick-fil-A all information about the proposed additional Chick-fil-A Licensed Site requested by Chick-fil-A. Chick-fil-A shall have the option to reject or tentatively accept the proposed additional Chick-fil-A Licensed Site, pending Chick-fil-A's completion of a site visit and any further investigative activities it deems necessary or appropriate. You must arrange for Chick-fil-A to have access to each proposed additional Chick-fil-A Licensed Site so that Chick-fil-A can conduct an assessment of the Licensed Site. After Chick-fil-A has completed the site visit, you must complete a site description form for the proposed additional Chick-fil-A Licensed Site and submit it to Chick-fil-A for final approval. Chick-fil-A shall have 10 business days from the date it receives the completed site description form to approve or reject the proposed additional Chick-fil-

A Licensed Site. Chick-fil-A may reject your proposal for additional Chick-fil-A Licensed Sites if Chick-fil-A in its sole discretion determines that: (i) the proposed additional Chick-fil-A Licensed Sites are unsuitable for operating Chick-fil-A Licensed Units; (ii) the proposed additional Chick-fil-A Licensed Sites reflect inappropriately on Chick-fil-A or the Chick-fil-A System; or (iii) the lease, facility, use, occupancy or ownership arrangements with respect to the proposed additional Chick-fil-A Licensed Sites do not comply with Chick-fil-A's requirements. However, Chick-fil-A is under no obligation to offer you the opportunity to operate additional Chick-fil-A Licensed Units and reserves the right under Section 3 of the License Agreement not to offer you the opportunity to operate additional Chick-fil-A Licensed Units. As a condition to Chick-fil-A's approval of each proposed additional Licensed Site, Chick-fil-A may require, in its sole discretion, that you: (i) execute a new, separate License Agreement for each such additional Licensed Site; and (ii) pay an initial license fee for each such additional Licensed Site.

Certain affiliates of Chick-fil-A operate certain Dwarf House restaurants and Truett's Grill restaurants, which are licensed to sell Chick-fil-A products. The Dwarf House restaurants are modeled after the Dwarf Grill restaurant first opened by S. Truett Cathy in Hapeville, Georgia, in 1946. (The eighteen Dwarf House and Truett's Grill restaurants that currently exist are, directly or indirectly, owned by the family of our founder, S. Truett Cathy.) Depending on the proximity of a Dwarf House or Truett's Grill restaurant to your Chick-fil-A Licensed Unit, a Dwarf House or Truett's Grill restaurant may compete with your licensed business.

As described above, Chick-fil-A licenses Chick-fil-A Licensees and continues to offer licenses to prospective Licensees who have access to certain non-traditional locations such as schools, workplaces, universities, airports, hospitals and other similar captive audience locations to sell Chick-fil-A brand products at these locations. Chick-fil-A also grants franchises to franchised Operators and continues to offer franchises to prospective franchised Operators to operate franchised Chick-fil-A Restaurants as free-standing units, mall and in-line units, drive-thru only units and [satellitecaptive venue](#) units. [SatelliteCaptive Venue](#) units may be established at non-traditional locations such as in office buildings, big-box stores, downtown areas, schools, universities, sports stadiums, theme parks and other similar captive audience locations. Depending on the proximity of other Chick-fil-A Licensed Units or other Chick-fil-A Restaurants to your Chick-fil-A Licensed Unit, a Chick-fil-A Licensed Unit or other Chick-fil-A Restaurant may compete with your licensed business. Chick-fil-A has never offered a franchise other than for a Licensed Unit or a franchised Chick-fil-A Restaurant in the same or any other line of business, although it reserves the right to do so whether by acquisition or start-up.

Chick-fil-A may operate or license others to operate any business competitive with the business of its Operators and/or its Licensees under a name other than Chick-fil-A. Chick-fil-A is currently conducting a test of its affiliate New Mile Ventures, LLC's delivery kitchen concept called Little Blue Menu® featuring several new virtual restaurants as well as offering Chick-fil-A products. As of the date of this Disclosure Document, Chick-fil-A has not formulated any plans or policies to operate or license others to operate any business under a different name, but Chick-fil-A or its affiliates may establish other or similar businesses at some future date.

Item 13

TRADEMARKS

The License Agreement grants you the right to use the trademark “Chick-fil-A” together with the trade name “Chick-fil-A” and all other service marks and trademarks, trade names, designs, signs, emblems, insignia, symbols or slogans used by Chick-fil-A in connection with its Chick-fil-A products. This right is limited strictly to your operation of your Chick-fil-A Licensed Unit and your use must comply with your License Agreement.

CFA Properties, Inc. (“CFA Properties”), an affiliate of Chick-fil-A, owns, among others, the following trademarks, service marks, trade names, logo types and other commercial symbols presently registered on the Principal Register of the United States Patent and Trademark Office, and has licensed these trademarks to Chick-fil-A for sublicense to others to use.

Mark	Registration / Application Number	Registration / Application Date*
Authentic Originals Logo	~~97/728,737**7,~~ <u>255,003</u>	~~12/22/2022~~ <u>12/26/2023</u>
Block C Logo	4,213,524	09/25/2012
Block C Logo	~~97/402,029**7,~~ <u>018,860</u>	~~05/09/2022~~ <u>04/04/2023</u>
C Logo	2,298,157	12/07/1999
C Logo	873,925	07/29/1969
C Logo	1,211,656	10/05/1982
C Logo	2,307,404	01/11/2000
C Logo	2,316,050	02/08/2000
C Logo	2,316,051	02/08/2000
C Logo	2,313,854	02/01/2000
C (Stylized) (Red)	2,341,163	04/11/2000
CFA	6,038,359	04/21/2020
Circle C Logo	6,562,865	11/16/2021
Cropped C Logo	5,750,250	05/14/2019
Cropped C Logo (Red)	5,750,424	05/14/2019
Chick-fil-A	6,042,675	04/28/2020
Chick-fil-A	1,209,211	09/14/1982
Chick-fil-A	2,196,099	10/13/1998
Chick-fil-A	2,196,100	10/13/1998
Chick-fil-A	2,211,210	12/15/1998
Chick-fil-A	2,340,814	04/11/2000
<u>Chick-fil-A</u>	<u>7,018,859</u>	<u>04/04/2023</u>
Chick-fil-A	~~97/98/402,02140~~ <u>3,995**</u>	~~05/09/2022~~ <u>02/13/2024</u>
Chick-fil-A (Stylized)	866,527	03/11/1969
Chick-fil-A (Stylized)	995,935	10/15/1974
Chick-fil-A (Stylized)	1,238,459	05/17/1983
Chick-fil-A (Stylized)	1,065,507	05/10/1977
Chick-fil-A (Stylized)	4,865,535	12/08/2015
Chick-fil-A (Stylized)	6,866,465	10/04/2022
Chick-fil-A (Stylized)	~~97/645,394**7,~~ <u>019,097</u>	~~10/24/2022~~ <u>04/04/2023</u>
Chick-fil-A (Red) (Stylized)	2,335,546	03/28/2000
Chick-fil-A Chick-n-Strips	1,958,706	02/27/1996
Chick-fil-A One	5,863,299	09/17/2019
Chick-fil-A Shared Table	6,724,424	05/10/2022
Chick-fil-A Waffle Potato Fries	2,258,869	07/06/1999
Chick-n-Minis	5,721,403	04/09/2019

<u>Code Moo</u>	<u>97/809,829**</u>	<u>02/24/2023</u>
<u>Coma Más Chikin</u>	<u>97/882,890**</u>	<u>04/11/2023</u>
Cool Wrap	2,415,376	12/26/2000
Cow Appreciation Day	3,372,804	01/22/2008
Cow Party	<u>97/594,203**7,</u> <u>274,314</u>	<u>09/16/202201/</u> <u>16/2024</u>
Da Bao Ke Fu (Simplified Chinese Characters)	97/792,474**	02/13/2023
Delivery From Us to You & Design	6,569,305	11/23/2021
<u>Delivery Pin Design</u>	<u>98/360,588**</u>	<u>01/17/2024</u>
Eat Mor Chikin	2,010,233	10/22/1996
Eat Mor Chikin	2,240,326	04/20/1999
Eat Mor Chikin	2,062,809	05/20/1997
Eat Mor Chikin	2,197,973	10/20/1998
<u>Eat Mor Chikin (Stylized)</u>	<u>98/112,871**</u>	<u>02/13/2023</u>
Eat Mor Chikin (and design)	2,538,070	02/12/2002
Eat Mor Chikin (and design)	2,538,050	02/12/2002
First 100	3,906,613	01/18/2011
Fowl Shot	5,181,278	04/11/2017
Frosted Sunrise	5,605,101	11/13/2018
Hogar del Sándwich de Pollo Original	<u>90/597,021**7,</u> <u>026,679</u>	<u>03/23/202104/</u> <u>11/2023</u>
Home of the Original Chicken Sandwich	2,969,991	07/19/2005
Home of the Original Chicken Sandwich (Stylized) & Design	<u>97/754,376**7,</u> <u>224,738</u>	<u>01/13/202311/</u> <u>21/2023</u>
Icedream	1,273,752	04/10/1984
Kid Created Games & Design	97/195,020**	12/29/2021
Kneeling Cow Design	2,468,762	07/17/2001
Kids Design (horizontal)	6,615,711	01/11/2022
Kids Design (vertical)	6,615,710	01/11/2022
Koma Más Pollo	90/071,603**	07/24/2020
Moo Cow Band	<u>2,758,38898/43</u> <u>0,584**</u>	<u>09/02/200303/</u> <u>02/2024</u>
One Design (horizontal)	5,863,203	09/17/2019
One Design (vertical)	5,984,552	02/11/2020
Sunjoy	6,202,190	11/17/2020
Sunshine Days	<u>97/719,580**7,</u> <u>196,209</u>	<u>12/15/202210/</u> <u>17/2023</u>
Standing Cow Design	2,463,183	06/26/2001
Standing Cow Design	2,464,891	07/03/2001
The Brake Room	97/798,477**	02/16/2023
The Chicken Wire	5,306,199	10/10/2017
True Inspiration Awards	6,355,587	05/18/2021
<u>Waffle Fry Heart Design</u>	<u>98/349,346**</u>	<u>01/09/2024</u>

<u>Waffle Fry Heart Design</u>	<u>98/349,350**</u>	<u>01/09/2024</u>
We Didn't Invent the Chicken, Just the Chicken Sandwich	1,981,126	06/18/1996
<u>Zi Fei Le (Traditional Chinese Characters)</u>	<u>98/297,187**</u>	<u>12/04/2023</u>

* Any required affidavits and renewals pertaining to these Marks have been filed.

** An application for these Marks has been filed, but no federal registration has been granted for these Marks. We do not have a federal registration for these principal Marks. Therefore, these principal Marks do not have many legal benefits and rights as our federally registered trademarks. If our right to use these Marks is challenged, you may have to change to an alternative trademark, which may increase your expenses.

As of January 1, 2001, CFA Properties has licensed to Chick-fil-A the right to use the trademarks, copyrights, trade secrets, confidential information, inventions and patents used in operating Chick-fil-A Restaurants, and to sublicense them to Chick-fil-A's Licensees, under a license agreement. The initial term of the license agreement is one year, and the term renews automatically for additional one-year periods unless written notice is given at least 90 days prior to the end of the existing term by either party. Either party may terminate the license agreement with cause if the other party fails to cure a material breach. Except as described, no other agreement limits Chick-fil-A's right to use or license the use of CFA Properties' trademarks.

There are no currently effective material determinations of the United States Patent and Trademark Office ("PTO"), the Trademark Trial and Appeal Board, the trademark administrator of any state, or any court, nor are there any pending infringement, opposition or cancellation proceedings or material litigations, involving the above-identified marks that are relevant to the marks' use in this state or any other state. Furthermore, we do not actually know of either superior prior rights or infringing uses that could materially affect your use of the above-identified marks in this or any other state.

Chick-fil-A has the right to protect any or all of CFA Properties' trademarks at its own expense, including those listed above. CFA Properties may seek to enhance the protection of any of its intellectual property from by filing trademark applications. You must notify Chick-fil-A immediately when you learn about possible infringement of CFA Properties' trademarks. The License Agreement does not require Chick-fil-A to take affirmative action when notified of these possible infringements. You must cooperate with us in defending the trademarks, but we have no obligation to pay to you any damages or costs recovered in such a suit or proceeding, nor are we required to participate in your defense in any suit or proceeding involving the trademarks. Upon any termination of your License Agreement, you must immediately cease all use of CFA Properties' trademarks.

Chick-fil-A does not actually know of any superior prior rights or infringing uses that could materially affect your use of CFA Properties' trademarks.

Item 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

CFA Properties owns a number of issued U.S. utility patents relating to restaurant operations which you will be licensed to use in the operation of your Chick-fil-A Licensed Unit:

Patent Title	Description	Patent No.	Issue Date
Charbroiler and method of charbroiling	The invention relates to charbroilers and charbroiler systems that cook food products on both sides using a combination of heated grids and radiant heaters.	8,573,117	11/05/2013
Charbroiler and method of charbroiling	The invention relates to charbroilers and charbroiler systems that cook food products on both sides using a combination of heated grids and radiant heaters.	8,726,792	05/20/2013
Charbroiler and method of charbroiling	The invention relates to charbroilers and charbroiler systems that cook food products on both sides using a combination of heated grids and radiant heaters.	8,997,634	04/07/2015
Distributed Computing Entity For Detecting Discrepancies Between Calculations Performed By Various Processing Instances	The invention relates to a distributed computing system and comprises a network accessible sales tax calculation engine.	11,475,430	10/18/2022
Modular Humidity Control and Heat Preservation System	The invention relates to a modular humidity control system which includes a food storage housing unit and a humidity control element.	11,604,027	03/14/2023
<u>Automated Food Preparation System</u>	<u>The invention relates to an automated gantry frying system that retrieves baskets from a fryer and ejects the contents.</u>	<u>11,633,065</u>	<u>04/25/2023</u>
<u>Object Detection-Based Control of Projected Content</u>	<u>This invention relates to a process for triggering projected displays can comprise determining that an RFID device has moved within a predetermined range of a first interrogator, wherein the RFID device is carried by a user.</u>	<u>11,755,851</u>	<u>09/12/2023</u>
<u>Capacitive Touch Surface</u>	<u>This invention to capacitive touch surfaces secured on a wall or on movable objects, like large, climbable blocks.</u>	<u>11,755,158</u>	<u>09/12/2023</u>

Automated Food Coating System	This invention relates to an automated food coating system that allows for automated coating and automated removal of prepped food items.	11,896,045	02/13/2024
Food Transportation and Humidity Control Elements	This invention relates to a food transportation system and associated modular humidity control system, wherein a humidity control element comprises a heat pipe.	11,918,153	03/05/2024

Additionally, CFA Properties owns a number of pending US and PCT applications for utility patents which you will be licensed to use in the operation of your Chick-fil-A Licensed Unit:

Patent Title	Description	Serial No.	~~Filing~~Publication Date
Automated Food Coating System	This application relates to an automated food coating system that allows for automated preparation <u>and</u> of food items.	~~2022-0132905W~~ O 2022/094194	05/05/2022
~~Automated Food Coating System~~ Transportation And Humidity Control Elements	~~This application relates to an automated food coating system that allows for automated preparation of food items~~ invention relates to a food transportation system and associated modular humidity control system, wherein a humidity control element comprises a frozen fluid, such as an ice pack.	~~WO 2022/094194~~ 2020-0120958	~~05/05/2022~~ 04/23/2020
Training Machine Learning Models for Automated Food Preparation System Composition Generation	~~The~~ This application relates to ~~an automated gantry frying system for moving frying baskets relative to a fryer and removing the food items from the frying basket once the cooking operation is complete~~ analyzing the interests of a child based on various “interaction data” and then generates content outputs in response to those inputs.	~~2021-0068591~~ 2021-0056376	~~03/11/2021~~ 02/25/2021
~~Capacitive Touch Surface~~ Food Transportation And Humidity Control Elements	~~This Chinese application relates to capacitive touch surfaces secured on a wall or on movable objects and images are projected onto those surfaces in response to the capacitive touch inputs~~ a food transportation system and associated modular humidity control system, wherein a humidity control	~~2021-0286474~~ CN 116848363 A	~~09/16/2021~~ 10/03/2023

Patent Title	Description	Serial No.	~~Filing~~ Publication Date
	<u>element comprises a heat pipe.</u>		
Food Transportation And Humidity Control Elements	This <u>Hong Kong</u> application relates to a <u>food transportation system and associated modular humidity control system</u> ~~which includes a food storage housing unit and~~ , wherein a humidity control element <u>comprises a heat pipe.</u>	~~2020-0120958400~~ <u>97892 A</u>	~~04/23/2020~~ <u>03/22/2024</u>
~~Food Transportation And Humidity Control Elements~~ <u>Removable Tiered Basket</u>	This <u>international</u> application relates to a ~~modular humidity control system which includes a food storage housing unit and a humidity control element~~ <u>fry basket with removable and replaceable tiers</u>	~~2021-0113029W~~ <u>O 2023/192501</u>	~~04/22/2021~~ <u>10/05/2023</u>
<u>Automated Food Coating System</u>	This application relates to an <u>automated food coating system that allows for automated coating of food items.</u>	<u>2023-0172255</u>	<u>06/08/2023</u>
~~Food Transportation And Humidity Control Elements~~ <u>Removable Tiered Basket</u>	This application relates to a ~~modular humidity control system which includes a food storage housing unit and a humidity control element~~ <u>fry basket with removable and replaceable tiers.</u>	~~WO 2022/137127~~ <u>2023-0309750</u>	~~06/30/2022~~ <u>10/05/2023</u>
<u>Capacitive Touch Surface</u>	<u>This application relates to capacitive touch surfaces secured on a wall or on movable objects, like large, climbable blocks.</u>	<u>2023-0367434</u>	<u>11/16/2023</u>
Object Detection-Based Control Of Projected Content	This application relates to a process for triggering projected displays ~~based on RFID devices~~ <u>can comprise determining that an RFID device has moved within a predetermined range of a first interrogator, wherein the RFID device is carried by a user.</u>	~~2022-0327298~~ <u>2024-0028844</u>	~~10/13/2022~~ <u>01/25/2024</u>
~~Training Machine Learning Models for Automated Composition Generation~~ <u>Condiment Dispenser</u>	This application relates to ~~analyzing the interests of a child based on various "interaction data" and then generates content outputs in response to those inputs~~ <u>an automated condiment dispenser.</u>	~~2021-0056376~~ <u>18/423,887</u>	~~02/25/2021~~
~~Training Machine Learning Models For~~	This application relates to ~~analyzing the interests of a child based on~~	~~2021-0056467~~ <u>18/</u>	~~02/25/2021~~

Patent Title	Description	Serial No.	~~Filing~~ <u>Publication</u> Date
~~Interest~~ <u>Prediction System For</u> <u>Assisting With Loading</u> <u>And Unloading Objects</u>	~~various “interaction data” and then~~ ~~generates content outputs in response~~ ~~to those inputs~~ <u>an apparatus of lifting</u> <u>and lowering fryer baskets.</u>	<u>416,996</u>	

As described in Item 13, CFA Properties has licensed to Chick-fil-A the right to use the trademarks, copyrights, trade secrets and confidential information, and the right to make, use, offer for sale and sell the inventions of each patent and patent application, in operating Chick-fil-A Restaurants, and to sublicense them to Chick-fil-A’s Licensees, under a license agreement. The initial term of the license agreement is one year and then renews automatically for additional one-year periods unless written notice is given at least 90 days prior to the end of the existing term by either party. Either party may terminate the license agreement with cause if the other party fails to cure a material breach. Except as described, no other agreement limits Chick-fil-A’s right to use or sublicense the use of any CFA Properties patents.

Chick-fil-A has no actual knowledge of any court proceeding or decision, any pending infringement or validity challenge, or any other pending material litigation involving any CFA Properties patent.

Chick-fil-A has the sole right to protect and enforce any or all of CFA Properties’ patents at Chick-fil-A’s own expense, including the patent assets listed above. CFA Properties may protect its intellectual property by filing applications, including patent applications. Chick-fil-A has the sole right to determine to file a patent application, continue or end prosecution of a pending patent application, and/or to continue or end payment of maintenance fees for any patent. You must notify Chick-fil-A immediately when you learn about possible infringement of a CFA Properties patent and/or inventions of any CFA Properties patent application. The License Agreement does not require Chick-fil-A to take affirmative action when notified of these possible infringements. You must cooperate with us in defending patents, but we have no obligation to pay to you any damages and costs recovered in such a suit or proceeding, nor are we required to participate in your defense in any suit or proceeding involving patents. Upon any termination of your License Agreement, you must immediately cease all use of CFA Properties’ patents and/or the inventions of patent applications.

Chick-fil-A does not actually know of any superior prior rights or infringing uses that could materially affect your use of any CFA Properties patent and/or the inventions of patent applications.

Proprietary Information: As also described in Item 13, CFA Properties owns proprietary rights to, and has licensed to Chick-fil-A the right to use and to sublicense others to use, a number of the products that Chick-fil-A sells and the ingredients and preparation techniques and methods used in preparing them, as well as all development and research records, market research data and information contained in Chick-fil-A’s operations, marketing or orientation manuals, or other materials or documents given to you by Chick-fil-A or treated by Chick-fil-A as confidential. Chick-fil-A’s seasoning and seasoned coater are two of these primary proprietary items.

The License Agreement requires you to acknowledge that you are likely to be given access to Chick-fil-A’s trade secrets, confidential information and other proprietary matters, that this information is proprietary and that its protection is necessary for the proficient and standardized operation of all Chick-fil-A Restaurants.

The License Agreement further requires you to agree that you will not, during the time you are operating a Chick-fil-A Licensed Unit or at any time afterward, without the express prior written consent of Chick-fil-A, publish or disclose to anyone or use other than as approved or required by Chick-fil-A, any of

Chick-fil-A's confidential information that is a trade secret under the License Agreement, including under any mandated definition under laws and decisions of the State of Georgia, or that is a trade secret of CFA Properties under any mandated definition under laws and decisions of the State of Delaware. Trade secrets include information or data of or about Chick-fil-A (including confidential business information, technical or non-technical data, formulas, patterns, compilations, programs, devices, methods, techniques, drawings, processes, financial data, financial plans, product plans, lists of actual or potential licensees and franchised operators, customers or suppliers) that: (a) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. You must also abide by the same covenant as to Chick-fil-A's other confidential information, but only during the term of your License Agreement and for a period of two years following any expiration or termination of that Agreement (or in the case of your employees who are managers or supervisors of your Chick-fil-A Licensed Unit(s) during the term of employment and for a period of three years thereafter). If you are a Food Service Provider, you are required to obtain similar covenants from any Third Party involved in the operation of your Chick-fil-A Licensed Unit, the employees of such Third Parties who will be involved in the Chick-fil-A Licensed Unit and all other persons working in your Chick-fil-A Licensed Unit operated by a Third Party.

Except for the license between CFA Properties and Chick-fil-A described above, no other agreement limits Chick-fil-A's right to use or sublicense the use of any CFA Properties trade secrets, confidential information and other proprietary matters.

Copyrights: Every CFA Properties original work of authorship fixed in a tangible medium of expression is protected by copyright law. Chick-fil-A has the sole right to determine whether to register any copyright-protected work. For example, CFA Properties owns copyrights in the orientation and operations manuals and materials as well as video tapes used in training and other items, including, without limitation, certain advertising, promotional and marketing items and materials which CFA Properties has licensed to Chick-fil-A for its own use and to sublicense to others to use.

There currently are no effective determinations of the United States Copyright Office (Library of Congress) or any court regarding any of the copyrighted materials. Except for the license between CFA Properties and Chick-fil-A described above, no other agreement limits Chick-fil-A's right to use or sublicense the use of any CFA Properties copyrighted materials. Further, there are no infringing uses actually known to us which could materially affect your use of the copyrighted materials in any state.

Item 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

The License Agreement requires you at all times during the term of the License Agreement, and at your own cost, to use diligent efforts to advance the reputation of Chick-fil-A and Chick-fil-A brand products and to develop and enhance consumer awareness of Chick-fil-A brand products and Chick-fil-A's proprietary marks. You must maintain at least two management-level employees at each Licensed Site whose duties include the Chick-fil-A Licensed Unit and who have attended, and completed to Chick-fil-A's satisfaction, Chick-fil-A's training program. Managers and supervisors of Chick-fil-A Licensed Unit(s) are required to enter into a confidentiality agreement as described in Item 14.

Item 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Chick-fil-A requires you to offer and sell only the Chick-fil-A brand products and other items that Chick-fil-A has approved. (See Item 8.) If you desire to sell other products in your Chick-fil-A Licensed Unit, you must request and receive written permission from Chick-fil-A before doing so. Under the terms of the License Agreement, you are prohibited from using or occupying the premises of your Chick-fil-A Licensed Unit for any purpose other than operating your Chick-fil-A Licensed Unit.

You must offer all products that you and Chick-fil-A designate as core menu items on Addendum B to your License Agreement. (See Exhibits “B-1” and “B-2” to this Disclosure Document). Chick-fil-A has the right to add additional products to the list of products that you are required to sell.

Item 17

RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

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

Provision	Section in franchise or other agreement	Summary
a. Length of the franchise term	2	To be determined by Chick-fil-A prior to the execution of your License Agreement based on a variety of factors including, without limitation, Chick-fil-A's assessment of the licensing opportunity, the nature of the Licensed Site, the extent of your ability and contractual right, if any, to operate the Licensed Unit at the Licensed Site for a defined or otherwise predictable period of time, and chick-fil-A's past economic and operational experiences at similar licensed site locations.
b. Renewal or extension of term	2	No right to extend or renew. In the exercise of its sole and exclusive business judgment (which may include, without limitation, its assessment of your performance under the License Agreement, your ability and contractual right, if any, to continue to operate at the Licensed Site, and your past economic and operational performance of the Licensed Unit), chick-fil-A may decide, but is under no contractual obligation, to offer you a new license agreement to operate the Licensed Unit for an additional period of time beyond the expiration of the License Agreement.
c. Requirements for franchisee to renew or extend	2	No right to extend or renew. If Chick-fil-A does decide to offer you a new license, such an offer, if any, will be made in the form of Chick-fil-A's then-current form of license agreement (which may include new terms, conditions and fees) and may be conditioned upon, among other things, your refurbishment and remodeling of each Licensed Unit to Chick-fil-A's then-current standards and specifications.
D. Termination by franchisee	8	You can terminate the License Agreement upon Chick-fil-A's failure to cure a material breach of the License Agreement within 30 days of you providing notification of such breach (or, depending upon the nature of the breach, such longer period as may be required to complete a cure). You also can terminate the License Agreement if Chick-fil-A makes a material misrepresentation or false statement under the License Agreement upon 10 days' prior written notice.
e. Termination by franchisor without cause	Not applicable	Not applicable.

Provision	Section in franchise or other agreement	Summary
f. Termination by franchisor with cause	8	We can terminate the License Agreement with cause. Depending on the reason for termination, we may not provide you with an opportunity to cure. See this Item 17(g) and (h) for further description.
g. “Cause” defined – curable defaults	8	Breach of material duties or covenants of License Agreement; damage to goodwill or reputation of Chick-fil-A; failure to comply with hours of operation; continuance of operation materially impaired; loss of Licensed Site; failure to comply with government regulation; failure to comply with Chick-fil-A’s standards and specifications.
h. “Cause” defined – non-curable defaults	8	Material misrepresentations regarding the License Agreement; conviction of a felony or crime of moral turpitude; conversion or embezzlement; misrepresentation or failure to make a material disclosure to Chick-fil-A or any governmental authority or in any offer or sale of securities related to a Licensed Unit; continuance of operation of substantially all of Licensed Units materially impaired; understatement of gross receipts by 5% or more on two or more occasions; insolvency, bankruptcy or appointment of receiver; the operation of the Licensed Unit or the license granted to you is frustrated or materially impaired by any law or civil or military authority or acts of God, war or civil disorders, the existence or declaration of a pandemic or epidemic, or by labor union activity.
i. Franchisee’s obligations on termination/non-renewal	8	Obligations include: immediately change your Chick-fil-A Licensed Site to a different use; pay Chick-fil-A all sums due; cease to use all trademarks, patents, copyrights and any other intellectual property licensed to you, and return all manuals and other information to Chick-fil-A; obey the terms of any covenant not to compete with Chick-fil-A; and others.
j. Assignment of contract by franchisor	9	No restriction on Chick-fil-A’s right to assign.
k. “Transfer” by franchisee - defined	9	Includes any assignment of your License Agreement or sale of your interest in your License Agreement.
l. Franchisor approval of transfer by franchisee	9	No transfer allowed without Chick-fil-A’s prior written approval.
m. Conditions for franchisor’s approval of transfer	9	Chick-fil-A has the right, but not the obligation, to approve a transfer.
n. Franchisor’s right of first refusal to acquire franchisee’s business	Not applicable	Not applicable.

Provision	Section in franchise or other agreement	Summary
o. Franchisor's option to purchase franchisee's business	Not applicable	Not applicable.
p. Death or disability of franchisee	Not applicable	Not applicable.
q. Non-competition covenants during the term of the franchise	7	You may not anywhere within the Licensed Site where the Licensed Unit is located, directly or indirectly, sell any other nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in presentation to the products offered by you at the Licensed Unit as part of the Chick-fil-A system. Additionally, you may not disclose any of Chick-fil-A's trade secrets and confidential information.
r. Non-competition covenants after the franchise is terminated or expires	7	Following any expiration or termination of your License Agreement, you may not for a period of 12 months at the former Licensed Site, directly or indirectly, alone or in conjunction with any other person (including, where applicable, a Third Party Operator) sell any other nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in presentation to the products offered previously by you at the Licensed Unit as part of the Chick-fil-A system.
s. Modification of the agreement	11	The License Agreement may only be modified by the execution of a written agreement between both parties. The orientation and operations manuals and materials are subject to change at any time.
t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to state law, see Exhibit "G"). Any promises or statements not in the License Agreement or in this Disclosure Document should not be relied upon. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements.
u. Dispute resolution by arbitration or mediation	Not applicable	Not applicable.
v. Choice of forum*	10	Litigation must be in the Atlanta, Georgia area (subject to state law, see Exhibit "G").
w. Choice of law*	10	Georgia law applies (subject to state law, see Exhibit "G").

A provision in the License Agreement that terminates the License Agreement upon your bankruptcy may not be enforceable under Title 11, United States Code Section 101 *et seq.*

* California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin may require franchisors to make additional disclosures related to the information contained in this Disclosure Document and to amend the franchise agreement to address inconsistencies between the franchise agreement and state law in some areas. If applicable, these additional disclosures and amendments will be furnished to you in a state specific addendum to this Disclosure Document. See Exhibit “G” to this Disclosure Document.

Item 18

PUBLIC FIGURES

Chick-fil-A does not use any public figure to promote its franchises.

Item 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

As of December 31, ~~2022~~2023, there were approximately ~~2,806,964~~ domestic Chick-fil-A Restaurants open and operating, including approximately ~~2,411,552~~ domestic company-operated and franchised Operator Chick-fil-A Restaurants and ~~395,412~~ domestic Chick-fil-A Licensed Units. The domestic Chick-fil-A Restaurants which are operated by Chick-fil-A and Chick-fil-A Operators, and their annual sales volumes are not the subject of these Financial Performance Representations.

As of December 31, ~~2022~~2023, all ~~395,412~~ domestic Chick-fil-A Licensed Units were being operated by independent, franchised Licensees. Approximately 384 of those ~~395,412~~ domestic Chick-fil-A Licensed Units being operated by Licensees had been open for at least one full calendar year as of December 31, ~~2022~~2023 and had been operated by Licensees during the entire year. The 384 domestic Chick-fil-A Licensed Units that had been open for at least one full calendar year as of December 31, ~~2022~~2023 and their annual sales volumes are the subject of these Financial Performance Representations and discussed below.

In ~~2022~~2023, of the 384 domestic Licensed Units open for at least one full calendar year, ~~301,300~~ Licensed Units are located on college or university campuses. The median annual sales volume of domestic Licensed Units located on college or university campuses that were open at least one year as of December 31, ~~2022~~2023 was ~~\$926,127~~\$1,110,784 and the average annual sales volume was ~~\$1,106,994~~\$1,327,108 with ~~119,115~~ of the ~~301,300~~ or ~~40~~38% that did as well or better than ~~\$1,106,994~~\$1,327,108 in annual sales. The highest and lowest annual sales volume for these college and university Chick-fil-A Licensed Unit locations open for at least one full calendar year in ~~2022~~2023 was ~~\$5,450,442~~\$5,618,437 and ~~\$62,400~~\$220,113, respectively. Approximately ~~17~~11% of these locations had annual sales volumes less than \$500,000; approximately ~~23~~17% had annual sales volumes between \$500,000 and \$750,000; approximately 15% had annual sales volumes between \$750,000 and \$1,000,000; approximately 40% had annual sales volumes between \$1,000,000 and \$2,000,000; and approximately ~~45~~17% had annual sales volumes in excess of ~~\$1,000,000~~\$2,000,000.

In ~~2022~~2023, of the 384 domestic Licensed Units open for at least one full calendar year, ~~8384~~

Licensed Units are located at hospitals, businesses, industries or airports. The median annual sales volume of domestic Licensed Units located at hospitals, businesses, industries or airports that were open at least one year as of December 31, ~~2022~~2023 was ~~\$2,030,749~~2,735,551, and the average annual sales volume was ~~\$2,481,031~~3,278,264 with ~~34~~35 of the ~~83~~84 or ~~41~~42% that did as well or better than ~~\$2,481,031~~3,278,264 in annual sales. The highest and lowest annual sales volume for these hospital, business, industry and airport Chick-fil-A Licensed Unit locations open for at least one full calendar year in ~~2022~~2023 was ~~\$10,064,994~~10,642,104 and ~~\$72,747~~125,154, respectively. Approximately ~~27~~11% of these locations had annual sales volumes less than \$1,000,000; approximately ~~20% had annual sales volumes between \$1,000,000 and \$2,000,000; approximately~~28% had annual sales volumes between \$1,000,000 and \$2,000,000; approximately 29% had annual sales volumes between \$2,000,000 and \$4,000,000; and approximately ~~25~~32% had annual sales volumes in excess of \$4,000,000.

During the calendar year ending December 31, ~~2022~~2023, ~~14~~ domestic Licensed Units located on college or university campuses permanently closed, of which 0 had been open for less than 12 months, and ~~54~~ domestic Licensed Units located at a hospital, business, industry or airport permanently closed, of which 0 had been open for less than 12 months.

For purposes of the financial performance representations set forth above, the term “annual sales volume” includes a Chick-fil-A Licensed Unit’s entire gross receipts (excluding only sales taxes levied upon retail sales and payable over to the appropriate governmental authority) from all sales at, from or related to the Chick-fil-A Licensed Unit during the applicable calendar year, whether for cash or on a charge, credit or time basis, including sales and services (i) where orders originate and/or are accepted at or in the Chick-fil-A Licensed Unit, or (ii) pursuant to telephone or other similar orders received or filled at or in the Chick-fil-A Licensed Unit.

The financial performance representations set forth above are based upon a total of ~~384~~385 domestic Chick-fil-A Licensed Units that were open for at least one year as of December 31, ~~2022~~2023, of which 301 were located on college or university campuses and ~~83~~84 were located at hospitals, businesses, industries or airports. Both domestic Chick-fil-A Licensed Units located on college or university campuses and domestic Chick-fil-A Licensed Units located at hospitals, businesses, industries or airports are similar with respect to their operations and receive similar services from Chick-fil-A. Because domestic Chick-fil-A Licensed Units located on college or university campuses and domestic Chick-fil-A Licensed Units located at hospitals, businesses, industries or airports achieve generally different levels of financial performance, financial performance representations have been included for each type of unit in order to provide information relevant to prospective Licensees.

Some Chick-fil-A Licensed Units have sold this amount. Your individual results may differ. There is no assurance that you’ll sell as much.

You are urged to consult with appropriate financial, business and legal advisors in connection with the information set forth in this analysis.

A new Licensee’s individual financial results may differ from the results stated in the Financial Performance Representations for the reasons stated below.

The Financial Performance Representations do not reflect the costs of sales or operating expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. The best source of cost and expense data may be from Licensees and former Licensees, some of whom may be listed in Item 20.

Individual Licensees are likely to experience annual sales volume variations. A Chick-fil-A Licensed

Unit's physical location within any particular geographic area, a Chick-fil-A Licensed Unit's physical location among different geographic areas of the country, the operational skill and the management methods employed by a Licensee, and menu price variations may significantly affect the sales realized in any given operation.

Written substantiation of the data used in preparing the Financial Performance Representations will be made available to you upon reasonable request.

Chick-fil-A may provide you with supplemental information relating to the projected sales of a Chick-fil-A Licensed Unit at a specific location (the "Supplemental Information"). Any such Supplemental Information will be in writing and will explain how it differs from the information contained in this Item 19.

Other than the preceding Financial Performance Representations and any Supplemental Information provided to you, as described above, Chick-fil-A does not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. With regard to 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 ~~Kelly D. Ludwick, Vice President~~[Chris Arbery, Officer VP, Legal – Employment, Franchising](#) and Litigation, telephone number

(404) 765-8000, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20

OUTLETS AND FRANCHISEE INFORMATION

TABLE NO. 1

SYSTEM-WIDE OUTLET
SUMMARY FOR YEARS ~~2020~~2021
TO ~~2022~~2023

CHICK-FIL-A LICENSED UNITS

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
~~Licensed~~	~~2020~~	~~382~~	~~389~~	~~+7~~
<u>Licensed</u>	2021	390	393	+3
	2022	393	395	+2
~~Company Owned~~	~~2020~~ <u>2023</u>	~~0~~ <u>395</u>	~~0~~ <u>412</u>	~~0~~ <u>+17</u>
<u>Company Owned</u>	2021	0	0	0
	2022	0	0	0
~~Total Outlets~~	~~2020~~ <u>2023</u>	~~382~~ <u>0</u>	~~389~~ <u>0</u>	~~+7~~ <u>0</u>
<u>Total Outlets</u>	2021	390	393	+3
	2022	393	395	+2
	<u>2023</u>	<u>395</u>	<u>412</u>	<u>+17</u>

CHICK-FIL-A FRANCHISED AND COMPANY-OPERATED RESTAURANTS

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
~~Franchised~~	~~2020~~	~~2085~~	~~2160~~	~~+74~~
<u>Franchised</u>	2021	2152	2242	+90
	2022	2230	2338	+108
~~Company Owned~~	~~2020~~ <u>2023</u>	~~26~~ <u>2331</u>	~~49~~ <u>2494</u>	~~+23~~ <u>+163</u>
<u>Company Owned</u>	2021	57	69	+12
	2022	81	73	-8
~~Total Outlets~~	~~2020~~ <u>2023</u>	~~211~~ <u>180</u>	~~2209~~ <u>58</u>	~~+98~~ <u>-22</u>
<u>Total Outlets</u>	2021	2209	2311	+102
	2022	2311	2411	+100
	<u>2023</u>	<u>2411</u>	<u>2552</u>	<u>+141</u>

TABLE NO. 2

TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR OR AN AFFILIATE)
FOR YEARS ~~2020~~2021 TO

~~2022~~2023 CHICK-FIL-A

LICENSED UNITS

State	Year	Number of Transfers
All States	~~2020~~ <u>2021</u>	0
	~~2021~~ <u>2022</u>	0
	~~2022~~ <u>2023</u>	0
Total	~~2020~~ <u>2021</u>	0
	~~2021~~ <u>2022</u>	0
	~~2022~~ <u>2023</u>	0

Note: For purposes of the above table, a “transfer” means the acquisition of a Chick-fil-A Licensed Unit, during its term, by a person other than Chick-fil-A or an affiliate.

CHICK-FIL-A FRANCHISED RESTAURANTS

State	Year	Number of Transfers
All States	~~2020~~ <u>2021</u>	0
	~~2021~~ <u>2022</u>	0
	~~2022~~ <u>2023</u>	0
Total	~~2020~~ <u>2021</u>	0
	~~2021~~ <u>2022</u>	0

	~~202~~ ~~220~~ 23	0

Note: For purposes of the above table, a “transfer” means the acquisition of a franchised Chick-fil-A Restaurant business, during its term, by a person other than Chick-fil-A or an affiliate.

TABLE NO. 3

STATUS OF FRANCHISE OUTLETS FOR YEARS ~~2020~~2021 TO~~2022~~2023

CHICK-FIL-A LICENSED UNITS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Rene wals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~AL~~	~~2020~~	~~13~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~14~~
<u>AL</u>	2021	14	1	0	0	0	0	15
	2022	15	0	0	0	0	0	15
~~AZ~~	~~2020~~ <u>2023</u>	~~7~~ <u>15</u>	~~0~~ <u>1</u>	0	0	0	0	~~7~~ <u>16</u>
<u>AZ</u>	2021	7	0	0	0	0	0	7
	2022	7	0	0	0	0	0	7
~~AR~~	~~2020~~ <u>2023</u>	~~12~~ <u>7</u>	~~0~~ <u>1</u>	0	0	0	0	~~12~~ <u>8</u>
<u>AR</u>	2021	12	0	0	0	0	0	12
	2022	12	0	0	0	0	0	12
~~CA~~	~~2020~~ <u>2023</u>	~~4~~ <u>12</u>	0	~~0~~ <u>2</u>	0	0	0	~~4~~ <u>10</u>
<u>CA</u>	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
~~CO~~	~~2020~~ <u>2023</u>	~~2~~ <u>4</u>	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>5</u>
<u>CO</u>	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
~~CT~~	~~2020~~ <u>2023</u>	~~1~~ <u>2</u>	0	0	0	0	0	~~1~~ <u>2</u>
<u>CT</u>	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~DE~~	~~2020~~ <u>2023</u>	~~2~~ <u>1</u>	0	0	0	0	0	~~2~~ <u>1</u>
<u>DE</u>	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
~~DC~~	~~2020~~ <u>2023</u>	~~5~~ <u>2</u>	0	0	0	0	0	~~5~~ <u>2</u>
<u>DC</u>	2021	5	0	0	0	0	0	5
	2022	5	0	1	0	0	0	4
~~FL~~	~~2020~~ <u>2023</u>	~~24~~ <u>4</u>	1	0	0	0	0	~~25~~ <u>5</u>
<u>FL</u>	2021	25	2	1	0	0	0	26
	2022	26	0	0	0	0	0	26
~~GA~~	~~2020~~ <u>2023</u>	~~27~~ <u>26</u>	~~0~~ <u>3</u>	~~4~~ <u>1</u>	0	0	0	~~23~~ <u>28</u>
<u>GA</u>	2021	24	0	1	0	0	0	23
	2022	23	1	1	0	0	0	24
	<u>2023</u>	<u>24</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>25</u>

CHICK-FIL-A LICENSED UNITS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Rene wals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~ID~~	~~2020~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
<u>ID</u>	2021	3	1	0	0	0	0	4
	2022	4	0	0	0	0	0	4
~~IL~~	~~2020~~ <u>2023</u>	~~84~~ <u>84</u>	~~10~~ <u>10</u>	~~20~~ <u>20</u>	0	0	0	~~74~~ <u>74</u>
<u>IL</u>	2021	7	0	0	0	0	0	7
	2022	7	0	0	0	0	0	7
~~IN~~	~~2020~~ <u>2023</u>	~~87~~ <u>87</u>	0	0	0	0	0	~~87~~ <u>87</u>
<u>IN</u>	2021	8	0	0	0	0	0	8
	2022	8	1	0	0	0	0	9
~~KS~~	~~2020~~ <u>2023</u>	~~59~~ <u>59</u>	~~0~~ <u>1</u>	0	0	0	0	~~5~~ <u>10</u>
<u>KS</u>	2021	5	0	0	0	0	0	5
	2022	5	0	0	0	0	0	5
~~KY~~	~~2020~~ <u>2023</u>	~~115~~ <u>115</u>	~~10~~ <u>10</u>	~~0~~ <u>1</u>	0	0	0	~~124~~ <u>124</u>
<u>KY</u>	2021	12	0	0	0	0	0	12
	2022	12	0	0	0	0	0	12
~~LA~~	~~2020~~ <u>2023</u>	~~11~~ <u>12</u>	~~10~~ <u>10</u>	0	0	0	0	12
<u>LA</u>	2021	12	0	0	0	0	0	12
	2022	12	0	0	0	0	0	12
~~MD~~	~~2020~~ <u>2023</u>	~~8~~ <u>12</u>	0	0	0	0	0	~~8~~ <u>12</u>
<u>MD</u>	2021	8	0	1	0	0	0	7
	2022	7	0	0	0	0	0	7
~~MI~~	~~2020~~ <u>2023</u>	~~47~~ <u>47</u>	~~10~~ <u>10</u>	~~10~~ <u>10</u>	0	0	0	~~47~~ <u>47</u>
<u>MI</u>	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
~~MN~~	~~2020~~ <u>2023</u>	~~54~~ <u>54</u>	0	0	0	0	0	~~54~~ <u>54</u>
<u>MN</u>	2021	5	0	0	0	0	0	5
	2022	5	0	0	0	0	0	5
~~MS~~	~~2020~~ <u>2023</u>	~~85~~ <u>85</u>	~~20~~ <u>20</u>	0	0	0	0	~~105~~ <u>105</u>
<u>MS</u>	2021	10	1	1	0	0	0	10
	2022	10	0	1	0	0	0	9
	<u>2023</u>	<u>9</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>11</u>
<u>MO</u>	~~2020~~ <u>2021</u>	10	0	0	0	0	0	10
	~~2021~~ <u>2022</u>	10	0	0	0	0	0	10
	~~2022~~ <u>2023</u>	10	0	0	0	0	0	10

CHICK-FIL-A LICENSED UNITS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Rene wals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~NE~~	~~2020~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
<u>NE</u>	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
~~NV~~	~~2020~~	~~13~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~12~~
<u>NV</u>	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~NJ~~	~~2020~~	~~31~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~31~~
<u>NJ</u>	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
~~NM~~	~~2020~~	~~23~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~25~~
<u>NM</u>	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
~~NY~~	~~2020~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
<u>NY</u>	2021	2	0	1	0	0	0	1
	2022	1	1	0	0	0	0	2
~~NC~~	~~2020~~	~~252~~	~~15~~	~~0~~	~~0~~	~~0~~	~~0~~	~~267~~
<u>NC</u>	2021	26	0	0	0	0	0	26
	2022	26	0	0	0	0	0	26
~~ND~~	~~2020~~	~~026~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~024~~
<u>ND</u>	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~OH~~	~~2020~~	~~71~~	~~10~~	~~0~~	~~0~~	~~0~~	~~0~~	~~81~~
<u>OH</u>	2021	8	0	0	0	0	0	8
	2022	8	0	1	0	0	0	7
~~OK~~	~~2020~~	~~147~~	~~02~~	~~0~~	~~0~~	~~0~~	~~0~~	~~148~~
<u>OK</u>	2021	14	0	2	0	0	0	12
	2022	12	0	1	0	0	0	11
~~PA~~	~~2020~~	~~2011~~	~~01~~	~~10~~	~~0~~	~~0~~	~~0~~	~~1912~~
<u>PA</u>	2021	19	2	1	0	0	0	20
	2022	20	2	0	0	0	0	22
~~SC~~	~~2020~~	~~1722~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1823~~
<u>SC</u>	2021	18	0	0	0	0	0	18
	2022	18	1	1	0	0	0	18
	2023	18	1	0	0	0	0	19

CHICK-FIL-A LICENSED UNITS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of the Year
~~SD~~	~~2020~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
<u>SD</u>	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
~~TN~~	~~2020~~ ~~2023~~	~~19~~ ~~2~~	1	0	0	0	0	~~20~~ ~~3~~
<u>TN</u>	2021	20	1	0	0	0	0	21
	2022	21	1	0	0	0	0	22
~~TX~~	~~2020~~ ~~2023~~	~~63~~ ~~22~~	~~40~~	~~20~~	0	0	0	~~65~~ ~~22~~
<u>TX</u>	2021	65	1	0	0	0	0	66
	2022	66	0	0	0	0	0	66
~~UT~~	~~2020~~ ~~2023~~	~~4~~ ~~66~~	0	0	0	0	0	~~4~~ ~~66~~
<u>UT</u>	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
~~VA~~	~~2020~~ ~~2023~~	~~18~~ ~~4~~	~~20~~	~~10~~	0	0	0	~~19~~ ~~4~~
<u>VA</u>	2021	19	1	0	0	0	0	20
	2022	20	1	1	0	0	0	20
~~WV~~	~~2020~~ ~~2023~~	~~4~~ ~~20~~	~~0~~ ~~1~~	0	0	0	0	~~4~~ ~~21~~
<u>WV</u>	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
~~Totals~~	~~2020~~ ~~2023~~	~~38~~ ~~24~~	~~180~~	~~110~~	0	0	0	~~389~~ ~~4~~
	2021	390	11	8	0	0	0	393
<u>Totals</u>	2022	393	8	6	0	0	0	395
	<u>2023</u>	<u>395</u>	<u>25</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>412</u>

Notes:

1. All numbers for “Outlets at Start of the Year” in the preceding table are as of the beginning of each fiscal year. All numbers for “Outlets at End of the Year” in the preceding table are as of the end of each fiscal year.
2. For purposes of the above table, “Opened” reflects the total number of Chick-fil-A Licensed Units opened in each state during each fiscal year, including both new licensed units and company-owned licensed units purchased by a Licensee from Chick-fil-A.
3. For purposes of the above table, “Terminations” reflects the total number of License Agreements terminated in each state during each fiscal year by Chick-fil-A prior to the end of the License Agreement’s term and without providing any consideration to the Licensee (whether by payment, forgiveness or assumption of debt, or new Chick-fil-A Licensed Unit opportunity).

TABLE NO. 3

STATUS OF FRANCHISE OUTLETS FOR YEARS ~~2020~~2021 TO
~~2022~~2023 CHICK-FIL-A FRANCHISED RESTAURANTS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~AL~~	<u>2020</u>	~~69~~	~~2~~	~~0~~	~~0~~	~~0~~	~~1~~	~~70~~
<u>AL</u>	2021	70	8	0	0	5	1	72
	2022	71	1	0	0	1	0	71
~~AZ~~	~~2020~~ <u>2023</u>	~~34~~ <u>72</u>	~~24~~	0	0	~~15~~	~~0~~ <u>1</u>	~~35~~ <u>70</u>
<u>AZ</u>	2021	35	1	0	0	1	0	35
	2022	35	3	0	0	1	1	36
~~AR~~	~~2020~~ <u>2023</u>	~~21~~ <u>36</u>	~~5~~ <u>8</u>	0	0	~~4~~ <u>6</u>	~~0~~ <u>1</u>	~~22~~ <u>37</u>
<u>AR</u>	2021	21	1	0	0	1	0	21
	2022	21	3	0	0	0	2	22
~~CA~~	~~2020~~ <u>2023</u>	~~112~~ <u>23</u>	~~18~~ <u>2</u>	0	0	~~2~~ <u>1</u>	~~0~~ <u>1</u>	~~128~~ <u>23</u>
<u>CA</u>	2021	128	17	0	0	1	1	143
	2022	143	15	0	0	8	0	150
~~CO~~	~~2020~~ <u>2023</u>	~~52~~ <u>149</u>	~~0~~ <u>21</u>	0	0	~~24~~	~~0~~ <u>1</u>	~~50~~ <u>165</u>
<u>CO</u>	2021	50	3	0	0	4	2	47
	2022	47	4	0	0	4	0	47
~~CT~~	~~2020~~ <u>2023</u>	~~10~~ <u>47</u>	~~0~~ <u>5</u>	0	0	0	0	~~10~~ <u>52</u>
<u>CT</u>	2021	9	2	0	0	0	0	11
	2022	11	0	0	0	0	0	11
~~DC~~	~~2020~~ <u>2023</u>	~~4~~ <u>11</u>	~~1~~ <u>3</u>	0	0	~~0~~ <u>1</u>	0	~~5~~ <u>13</u>
<u>DC</u>	2021	5	0	0	0	0	0	5
	2022	5	2	0	0	1	0	6
~~DE~~	~~2020~~ <u>2023</u>	~~11~~ <u>6</u>	1	0	0	~~2~~ <u>0</u>	0	~~10~~ <u>7</u>
<u>DE</u>	2021	10	4	0	0	1	0	13
	2022	13	0	0	0	0	0	13
~~FL~~	~~2020~~ <u>2023</u>	~~178~~ <u>12</u>	~~12~~ <u>1</u>	0	0	~~5~~ <u>0</u>	0	~~185~~ <u>13</u>
<u>FL</u>	2021	184	18	0	0	9	3	190
	2022	190	14	1	0	8	1	194
~~GA~~	~~2020~~ <u>2023</u>	~~199~~ <u>191</u>	~~6~~ <u>21</u>	0	0	~~4~~ <u>6</u>	0	~~201~~ <u>206</u>
<u>GA</u>	2021	201	7	0	0	10	5	193
	2022	193	16	0	0	9	0	200
~~HI~~	~~2020~~ <u>2023</u>	~~0~~ <u>198</u>	~~0~~ <u>18</u>	0	0	~~0~~ <u>10</u>	~~0~~ <u>2</u>	~~0~~ <u>204</u>
<u>HI</u>	2021	0	0	0	0	0	0	0
	2022	0	2	0	0	0	0	2
	<u>2023</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>

CHICK-FIL-A FRANCHISED RESTAURANTS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
ID	~~2020~~ 2021	6	0	0	0	0	0	6
	~~2021~~ 2022	6	0	0	0	0	0	6
	~~2022~~ 2023	6	0	0	0	0	0	6
~~IL~~	~~2020~~	~~38~~	~~4~~	~~0~~	~~0~~	~~3~~	~~0~~	~~39~~
<u>IL</u>	2021	41	7	0	0	2	0	46
	2022	46	6	0	0	4	0	48
~~IN~~	~~2020~~ 2023	~~30~~ 48	~~5~~ 9	0	0	~~3~~ 5	~~0~~ 1	~~32~~ 51
<u>IN</u>	2021	32	7	0	0	3	0	36
	2022	36	7	0	0	2	0	41
~~IA~~	~~2020~~ 2023	~~15~~ 42	~~2~~ 4	0	0	~~3~~ 1	0	~~14~~ 45
<u>IA</u>	2021	15	0	0	0	3	0	12
	2022	12	2	0	0	1	0	13
~~KS~~	~~2020~~ 2023	13	~~2~~ 0	0	0	0	0	~~15~~ 13
<u>KS</u>	2021	14	3	0	0	1	0	16
	2022	16	2	0	0	0	0	18
~~KY~~	~~2020~~ 2023	~~30~~ 18	~~1~~ 2	0	0	~~0~~ 2	~~0~~ 1	~~31~~ 17
<u>KY</u>	2021	31	1	0	0	2	0	30
	2022	30	4	0	0	0	0	34
~~LA~~	~~2020~~ 2023	~~33~~ 34	~~1~~ 4	0	0	1	0	~~33~~ 37
<u>LA</u>	2021	33	5	0	0	3	2	33
	2022	34	9	0	0	2	1	40
~~ME~~	~~2020~~ 2023	~~14~~ 0	~~0~~ 8	0	0	~~0~~ 3	0	~~14~~ 5
<u>ME</u>	2021	1	1	0	0	0	0	2
	2022	2	0	0	0	0	0	2
~~MD~~	~~2020~~ 2023	~~73~~ 2	~~4~~ 0	0	0	~~4~~ 0	0	~~73~~ 2
<u>MD</u>	2021	72	6	0	0	5	0	73
	2022	73	3	0	0	1	1	74
~~MA~~	~~2020~~ 2023	~~15~~ 74	~~1~~ 7	0	0	~~0~~ 1	0	~~16~~ 80
<u>MA</u>	2021	16	1	0	0	1	0	16
	2022	16	2	0	0	1	0	17
~~MI~~	~~2020~~ 2023	~~8~~ 17	~~2~~ 0	0	0	0	0	~~10~~ 17
<u>MI</u>	2021	10	6	0	0	1	0	15
	2022	15	6	0	0	0	0	21
~~MN~~	~~2020~~ 2023	~~15~~ 21	~~1~~ 3	0	0	0	0	~~16~~ 24
<u>MN</u>	2021	16	2	0	0	2	0	16
	2022	16	4	0	0	1	0	19
	2023	19	2	0	0	0	0	21

CHICK-FIL-A FRANCHISED RESTAURANTS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~MS~~	~~2020~~	~~24~~	~~1~~	~~0~~	~~0~~	~~1~~	~~1~~	~~23~~
<u>MS</u>	2021	23	1	0	0	0	0	24
	2022	24	7	0	0	2	0	29
~~MO~~	~~2020~~ <u>2023</u>	29	1	0	0	0	0	30
<u>MO</u>	2021	30	0	0	0	2	0	28
	2022	28	4	0	0	1	0	31
~~MT~~	~~2020~~ <u>2023</u>	~~131~~	~~05~~	0	0	~~01~~	0	~~135~~
<u>MT</u>	2021	1	0	0	0	0	0	1
	2022	1	1	0	0	0	0	2
~~NE~~	~~2020~~ <u>2023</u>	~~82~~	1	0	0	~~10~~	0	~~83~~
<u>NE</u>	2021	8	0	0	0	0	0	8
	2022	8	0	0	0	1	0	7
~~NV~~	~~2020~~ <u>2023</u>	~~67~~	~~42~~	0	0	~~01~~	0	~~108~~
<u>NV</u>	2021	10	4	0	0	1	1	12
	2022	12	3	0	0	0	0	15
~~NH~~	~~2020~~ <u>2023</u>	~~215~~	~~01~~	0	0	0	0	~~216~~
<u>NH</u>	2021	2	0	0	0	0	0	2
	2022	2	1	0	0	0	0	3
~~NJ~~	~~2020~~ <u>2023</u>	~~363~~	~~60~~	0	0	~~10~~	~~20~~	~~393~~
<u>NJ</u>	2021	39	11	0	0	4	1	45
	2022	44	11	0	0	7	1	47
~~NM~~	~~2020~~ <u>2023</u>	~~1247~~	~~37~~	0	0	3	0	~~1251~~
<u>NM</u>	2021	12	0	0	0	0	0	12
	2022	12	0	0	0	0	0	12
~~NC~~	~~2020~~ <u>2023</u>	~~14012~~	~~102~~	0	0	~~73~~	~~30~~	~~14111~~
<u>NC</u>	2021	140	14	0	0	4	2	148
	2022	147	11	0	0	2	0	156
~~ND~~	~~2020~~ <u>2023</u>	~~2155~~	~~011~~	0	0	~~03~~	0	~~2163~~
<u>ND</u>	2021	2	1	0	0	0	0	3
	2022	3	0	0	0	0	0	3
~~NY~~	~~2020~~ <u>2023</u>	~~213~~	~~30~~	0	0	0	0	~~243~~
<u>NY</u>	2021	24	4	0	0	0	0	28
	2022	28	8	0	0	1	0	35
~~OH~~	~~2020~~ <u>2023</u>	~~5735~~	~~35~~	0	0	~~20~~	0	~~5840~~
<u>OH</u>	2021	58	9	0	0	2	1	64
	2022	63	7	0	0	2	0	68
	2023	68	6	0	0	2	0	72

CHICK-FIL-A FRANCHISED RESTAURANTS

State	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~OK~~	~~2020~~	~~33~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~36~~
<u>OK</u>	2021	36	1	0	0	2	0	35
	2022	34	2	0	0	2	0	34
~~OR~~	~~2020~~	~~434~~	~~25~~	~~0~~	~~0~~	~~0~~	~~0~~	~~639~~
<u>OR</u>	<u>2023</u>	<u>434</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>639</u>
<u>OR</u>	2021	6	1	0	0	0	0	7
	2022	7	2	0	0	0	0	9
~~PA~~	~~2020~~	~~689~~	~~71~~	~~0~~	~~0~~	~~90~~	~~0~~	~~6610~~
<u>PA</u>	<u>2023</u>	<u>689</u>	<u>71</u>	<u>0</u>	<u>0</u>	<u>90</u>	<u>0</u>	<u>6610</u>
<u>PA</u>	2021	66	4	0	0	3	0	67
	2022	67	4	0	0	1	1	69
~~RI~~	~~2020~~	~~169~~	~~010~~	~~0~~	~~0~~	~~01~~	~~0~~	~~178~~
<u>RI</u>	<u>2023</u>	<u>169</u>	<u>010</u>	<u>0</u>	<u>0</u>	<u>01</u>	<u>0</u>	<u>178</u>
<u>RI</u>	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~SC~~	~~2020~~	~~781~~	~~20~~	~~0~~	~~0~~	~~10~~	~~0~~	~~791~~
<u>SC</u>	<u>2023</u>	<u>781</u>	<u>20</u>	<u>0</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>791</u>
<u>SC</u>	2021	78	2	0	0	2	1	77
	2022	77	7	0	0	4	0	80
~~SD~~	~~2020~~	~~080~~	~~02~~	~~0~~	~~0~~	~~01~~	~~0~~	~~081~~
<u>SD</u>	<u>2023</u>	<u>080</u>	<u>02</u>	<u>0</u>	<u>0</u>	<u>01</u>	<u>0</u>	<u>081</u>
<u>SD</u>	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~TN~~	~~2020~~	~~701~~	~~30~~	~~0~~	~~0~~	~~30~~	~~0~~	~~701~~
<u>TN</u>	<u>2023</u>	<u>701</u>	<u>30</u>	<u>0</u>	<u>0</u>	<u>30</u>	<u>0</u>	<u>701</u>
<u>TN</u>	2021	70	3	0	0	2	0	71
	2022	71	2	0	0	0	0	73
~~TX~~	~~2020~~	~~34872~~	~~317~~	~~0~~	~~0~~	~~141~~	~~0~~	~~36578~~
<u>TX</u>	<u>2023</u>	<u>34872</u>	<u>317</u>	<u>0</u>	<u>0</u>	<u>141</u>	<u>0</u>	<u>36578</u>
<u>TX</u>	2021	362	29	0	0	12	2	377
	2022	376	31	0	0	15	5	387
~~UT~~	~~2020~~	~~27388~~	~~039~~	~~0~~	~~0~~	~~112~~	~~0~~	~~26415~~
<u>UT</u>	<u>2023</u>	<u>27388</u>	<u>039</u>	<u>0</u>	<u>0</u>	<u>112</u>	<u>0</u>	<u>26415</u>
<u>UT</u>	2021	26	2	0	0	0	0	28
	2022	28	0	0	0	3	0	25
~~VA~~	~~2020~~	~~10724~~	~~95~~	~~0~~	~~0~~	~~42~~	~~20~~	~~11027~~
<u>VA</u>	<u>2023</u>	<u>10724</u>	<u>95</u>	<u>0</u>	<u>0</u>	<u>42</u>	<u>20</u>	<u>11027</u>
<u>VA</u>	2021	110	6	0	0	2	1	113
	2022	112	4	0	0	4	0	112
~~WA~~	~~2020~~	~~13111~~	~~314~~	~~0~~	~~0~~	~~06~~	~~0~~	~~16119~~

	2023							
WA	2021	16	3	0	0	0	0	19
	2022	19	0	0	0	0	0	19
~~WV~~	~~2020~~ 2023	~~17~~ 19	2	0	0	0	0	~~19~~ 21
WV	2021	18	0	0	0	1	0	17
	2022	17	0	0	0	2	0	15
	2023	15	3	0	0	2	0	16

	Year	Outlets at Start of Year	Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of the Year
~~WI~~	~~2020~~	~~12~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~13~~
<u>WI</u>	2021	13	3	0	0	0	0	16
	2022	16	3	0	0	0	0	19
~~WY~~	~~2020~~	~~219~~	~~01~~	~~0~~	~~0~~	~~10~~	~~0~~	~~120~~
<u>WY</u>	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
~~Totals~~	~~2020~~	~~20851~~	~~1670~~	~~0~~	~~0~~	~~830~~	~~90~~	~~21601~~
	2021	2152	205	0	0	92	23	2242
<u>Totals</u>	2022	2230	213	1	0	91	13	2338
	2023	2331	255	0	0	84	8	2494

Notes:

1. All numbers for “Outlets at Start of the Year” in the preceding table are as of the beginning of each fiscal year. All numbers for “Outlets at End of the Year” in the preceding table are as of the end of each fiscal year.
2. For purposes of the above table, “Opened” reflects the total number of franchised Chick-fil-A Restaurants opened in each state during each fiscal year, including both new restaurants and company-owned restaurant operations purchased by an Operator from Chick-fil-A.
3. For purposes of the above table, “Terminations” reflects the total number of Franchise Agreements terminated in each state during each fiscal year by Chick-fil-A prior to the end of the Franchise Agreement’s term and without providing any consideration to the Operator (whether by payment, forgiveness or assumption of debt, or new franchised Chick-fil-A Restaurant opportunity).

TABLE NO. 4

STATUS OF COMPANY-OWNED OUTLETS
FOR YEARS ~~2020~~2021 TO ~~2022~~2023

CHICK-FIL-A LICENSED UNITS

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
All States	~~2020~~ <u>2021</u>	0	0	0	0	0	0
	~~2021~~ <u>2022</u>	0	0	0	0	0	0
	~~2022~~ <u>2023</u>	0	0	0	0	0	0
Totals	~~2020~~ <u>2021</u>	0	0	0	0	0	0
	~~2021~~ <u>2022</u>	0	0	0	0	0	0
	~~2022~~ <u>2023</u>	0	0	0	0	0	0

Note: Neither Chick-fil-A nor any affiliate opened, reacquired, closed or sold any Chick-fil-A Licensed Units during the ~~2020~~, ~~2021~~and, 2022 and 2023 calendar years.

TABLE NO. 4

STATUS OF COMPANY-OWNED OUTLETS
FOR YEARS ~~2020~~2021 TO ~~2022~~2023

CHICK-FIL-A COMPANY-OPERATED RESTAURANTS

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
~~AL~~	~~2020~~	~~0~~	~~0~~	~~1~~	~~0~~	~~1~~	~~0~~
<u>AL</u>	2021	0	0	5	4	1	0
	2022	1	0	1	1	0	1
~~AZ~~	~~2020~~ <u>2023</u>	~~10~~	0	~~06~~	~~01~~	~~12~~	~~03~~
<u>AZ</u>	2021	0	0	1	0	0	1
	2022	1	0	2	0	2	1
~~AR~~	~~2020~~ <u>2023</u>	~~21~~	0	~~37~~	~~10~~	~~34~~	~~14~~
<u>AR</u>	2021	2	0	1	1	1	1
	2022	1	0	1	0	0	2
~~CA~~	~~2020~~ <u>2023</u>	~~41~~	0	~~32~~	~~01~~	~~50~~	2
<u>CA</u>	2021	2	0	2	0	1	3
	2022	3	0	8	0	6	5
~~CO~~	~~2020~~ <u>2023</u>	~~06~~	0	~~25~~	0	~~08~~	~~23~~
<u>CO</u>	2021	2	0	6	3	2	3
	2022	3	0	4	0	3	4
~~CT~~	~~2020~~ <u>2023</u>	~~04~~	0	0	0	~~04~~	0
<u>CT</u>	2021	1	0	0	0	1	0
	2022	0	0	0	0	0	0
~~DC~~	~~2020~~ <u>2023</u>	0	0	~~01~~	0	~~01~~	0
<u>DC</u>	2021	0	0	0	0	0	0
	2022	0	0	1	0	1	0
~~DE~~	~~2020~~ <u>2023</u>	0	0	~~20~~	0	~~10~~	~~10~~
<u>DE</u>	2021	1	0	1	0	2	0
	2022	0	0	0	0	0	0
~~FL~~	~~2020~~ <u>2023</u>	1	0	~~50~~	0	~~21~~	~~40~~
<u>FL</u>	2021	5	0	11	5	4	7
	2022	7	0	10	3	8	6
~~GA~~	~~2020~~ <u>2023</u>	~~18~~	~~20~~	~~46~~	~~34~~	~~14~~	~~36~~
<u>GA</u>	2021	3	0	14	5	4	8
	2022	10	0	13	9	7	7
~~IL~~	~~2020~~ <u>2023</u>	~~09~~	~~20~~	~~312~~	~~08~~	~~26~~	~~37~~

<u>IL</u>	2021	1	0	2	0	0	3
	2022	3	0	4	1	4	2
~~IN~~	~~2020~~ <u>202</u> <u>3</u>	~~12~~ <u>2</u>	0	~~46~~ <u>6</u>	~~10~~ <u>0</u>	~~24~~ <u>4</u>	~~24~~ <u>4</u>
<u>IN</u>	2021	2	0	3	0	3	2
	2022	2	0	2	1	2	1
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>

CHICK-FIL-A COMPANY-OPERATED RESTAURANTS

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
~~IA~~	~~2020~~	~~0~~	~~0~~	~~3~~	~~0~~	~~2~~	~~1~~
<u>IA</u>	2021	0	0	3	0	0	3
	2022	3	0	1	1	1	2
~~KS~~	~~2020~~ ~~2023~~	~~1~~ ~~2~~	0	0	0	~~1~~ ~~0~~	~~0~~ ~~2~~
<u>KS</u>	2021	1	0	1	0	2	0
	2022	0	0	0	0	0	0
~~KY~~	~~2020~~ ~~2023~~	0	0	~~0~~ ~~3~~	0	~~0~~ ~~2~~	~~0~~ ~~1~~
<u>KY</u>	2021	0	0	2	1	0	1
	2022	1	0	0	0	1	0
~~LA~~	~~2020~~ ~~2023~~	0	0	1	0	~~0~~ ~~1~~	~~1~~ ~~0~~
<u>LA</u>	2021	1	0	5	1	3	2
	2022	1	0	3	1	2	1
~~MD~~	~~2020~~ ~~2023~~	1	0	~~4~~ ~~3~~	0	3	~~2~~ ~~1~~
<u>MD</u>	2021	3	0	5	3	3	2
	2022	2	0	2	0	2	2
~~MA~~	~~2020~~ ~~2023~~	~~0~~ ~~2~~	0	~~0~~ ~~1~~	0	~~0~~ ~~2~~	~~0~~ ~~1~~
<u>MA</u>	2021	0	0	1	0	1	0
	2022	0	0	1	0	0	1
~~MI~~	~~2020~~ ~~2023~~	~~0~~ ~~1~~	0	0	0	0	~~0~~ ~~1~~
<u>MI</u>	2021	0	0	1	0	0	1
	2022	1	0	0	0	1	0
~~MN~~	~~2020~~ ~~2023~~	0	0	0	0	0	0
<u>MN</u>	2021	0	0	2	0	1	1
	2022	1	0	1	0	1	1
~~MS~~	~~2020~~ ~~2023~~	1	0	~~2~~ ~~0~~	0	~~1~~ ~~0~~	~~2~~ ~~1~~
<u>MS</u>	2021	2	0	0	0	1	1
	2022	1	0	3	2	2	0
~~MO~~	~~2020~~ ~~2023~~	~~1~~ ~~0~~	0	0	0	~~1~~ ~~0~~	0
<u>MO</u>	2021	0	0	2	0	0	2
	2022	2	0	1	0	1	2
~~NE~~	~~2020~~ ~~2023~~	~~0~~ ~~2~~	0	~~0~~ ~~1~~	0	~~0~~ ~~3~~	0
<u>NE</u>	2021	0	0	0	0	0	0
	2022	0	0	1	0	0	1
~~NV~~	~~2020~~ ~~2023~~	~~0~~ ~~1~~	0	~~0~~ ~~1~~	0	~~0~~ ~~2~~	0
<u>NV</u>	2021	0	0	2	0	1	1

	2022	1	0	0	0	1	0
~~NJ~~	~~2020~~ <u>2023</u>	~~20~~ <u>20</u>	0	~~30~~ <u>30</u>	0	~~30~~ <u>30</u>	~~20~~ <u>20</u>
<u>NJ</u>	2021	2	0	5	0	4	3
	2022	4	0	8	0	7	5
~~NM~~	~~2020~~ <u>2023</u>	~~05~~ <u>05</u>	0	3	1	~~24~~ <u>24</u>	~~03~~ <u>03</u>
<u>NM</u>	2021	0	0	0	0	0	0
	2022	0	0	0	0	0	0
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>2</u>

CHICK-FIL-A COMPANY-OPERATED RESTAURANTS

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
~~NC~~	~~2020~~	~~2~~	~~0~~	~~10~~	~~1~~	~~6~~	~~5~~
<u>NC</u>	2021	6	0	6	4	3	5
	2022	6	0	2	1	4	3
~~NY~~	~~2020~~ ~~2023~~	~~14~~	0	~~03~~	~~01~~	~~12~~	~~04~~
<u>NY</u>	2021	0	0	0	0	0	0
	2022	0	0	1	0	0	1
~~OH~~	~~2020~~ ~~2023~~	~~01~~	0	~~20~~	0	~~01~~	~~20~~
<u>OH</u>	2021	2	0	3	0	3	2
	2022	3	0	2	2	3	0
~~OK~~	~~2020~~ ~~2023~~	0	0	~~02~~	0	~~02~~	0
<u>OK</u>	2021	1	0	1	1	0	1
	2022	1	0	2	0	1	2
~~PA~~	~~2020~~ ~~2023~~	~~32~~	0	~~90~~	0	~~50~~	~~72~~
<u>PA</u>	2021	7	0	3	3	1	6
	2022	6	0	2	2	1	5
~~SC~~	~~2020~~ ~~2023~~	~~16~~	0	1	~~10~~	~~16~~	~~01~~
<u>SC</u>	2021	1	0	3	1	2	1
	2022	1	0	4	2	1	2
~~TN~~	~~2020~~ ~~2023~~	~~02~~	~~10~~	~~41~~	~~13~~	~~10~~	~~30~~
<u>TN</u>	2021	3	0	2	2	1	2
	2022	2	0	0	1	0	1
~~TX~~	~~2020~~ ~~2023~~	~~02~~	0	~~141~~	~~30~~	~~92~~	~~21~~
<u>TX</u>	2021	5	0	14	5	7	7
	2022	8	0	20	7	14	7
~~UT~~	~~2020~~ ~~2023~~	~~06~~	0	~~112~~	~~02~~	~~012~~	~~14~~
<u>UT</u>	2021	1	0	0	0	1	0
	2022	0	0	3	0	0	3
~~VA~~	~~2020~~ ~~2023~~	~~34~~	0	~~62~~	0	~~64~~	~~32~~
<u>VA</u>	2021	3	0	3	2	1	3
	2022	4	0	4	4	1	3
~~WV~~	~~2020~~ ~~2023~~	~~04~~	0	~~06~~	0	~~09~~	~~01~~
<u>WV</u>	2021	1	0	1	0	0	2
	2022	2	0	3	2	1	2
	2023	2	0	2	0	2	2
WY	~~2020~~ ~~2021~~	0	0	1	1	0	0
	~~2021~~ ~~2022~~	0	0	0	0	0	0
	~~2022~~ ~~2023~~	0	0	0	0	0	0
Totals	~~2020~~	~~26~~	~~5~~	~~91~~	~~13~~	~~60~~	~~49~~
<u>Totals</u>	2021	57	0	106	41	57	69
	2022	81	0	109	40	77	73
	2023	80	0	92	21	93	58

Notes:

1. All numbers for “Outlets at Start of the Year” in the preceding table are as of the beginning of each fiscal year. All numbers for “Outlets at End of the Year” in the preceding table are as of the end of each fiscal year.
2. For purposes of the above table, “Opened” reflects the total number of company-owned Chick-fil-A Restaurants opened in each state during each fiscal year.
3. For purposes of the above table, “Outlets Reacquired from Franchisees” includes all instances where a Chick-fil-A Restaurant is transferred from an Operator to Chick-fil-A for any reason. These figures include, among other things, all instances where an Operator voluntarily terminates a Franchise Agreement in order to obtain a commitment to be franchised to operate a different Chick-fil-A Restaurant, the Franchise Agreement is terminated by Chick-fil-A, an Operator or by mutual consent, or an Operator otherwise leaves the Chick-fil-A system.

TABLE NO. 5

PROJECTED OPENINGS
AS OF DECEMBER 31,
~~2022~~2023

CHICK-FIL-A LICENSED UNITS

State	License Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets In The Next Fiscal Year	Projected New Company- Owned Outlets In the Next Fiscal Year
Alabama	0	~~1~~ <u>2</u>	0
~~Arizona~~ Arkansas	0	1	0
California	0	~~1~~ <u>2</u>	0
~~Colorado~~	~~0~~	~~1~~	~~0~~
Florida	~~1~~ <u>2</u>	4	0
Georgia	0	~~2~~ <u>1</u>	0
Illinois	~~1~~ <u>0</u>	1	<u>0</u>
~~Indiana~~ Massachusetts	0	1	0
~~Mississippi~~ Michigan	~~0~~ <u>1</u>	~~2~~ <u>1</u>	0
Montana	~~0~~ <u>1</u>	1	0
New Jersey	0	~~2~~ <u>1</u>	0
New York	~~0~~ <u>1</u>	~~7~~ <u>4</u>	0
~~Ohio~~ North Carolina	0	1	0
~~Oklahoma~~ Pennsylvania	0	1	0
South Carolina	0	~~2~~ <u>1</u>	0
~~South Dakota~~ Tennessee	0	1	0
~~Tennessee~~ Virginia	~~1~~ <u>0</u>	1	0
~~Virginia~~ Washington DC	0	1	0
~~Washington DC~~	~~1~~	~~2~~	- ~~0~~
Wyoming	~~1~~ <u>0</u>	~~0~~ <u>1</u>	0
Total	5	~~33~~ <u>26</u>	0

Note: Chick-fil-A does not intend to open any company-owned Chick-fil-A Licensed Units.

TABLE NO. 5

PROJECTED OPENINGS
AS OF DECEMBER 31,
~~2022~~2023

CHICK-FIL-A FRANCHISED AND COMPANY-OPERATED RESTAURANTS

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets In The Next Fiscal Year	Projected New Company-Owned Outlets In the Next Fiscal Year
Alabama	0	~~1~~ <u>4</u>	0
Arizona	~~0~~ <u>2</u>	~~4~~ <u>5</u>	0
Arkansas	0	1	0
California	4	~~15~~ <u>20</u>	0
Colorado	0	1	0
Connecticut	0	~~2~~ <u>1</u>	0
~~District of Columbia~~ <u>Delaware</u>	~~1~~ <u>0</u>	1	0
Florida	~~7~~ <u>2</u>	~~14~~ <u>20</u>	0
Georgia	~~2~~ <u>0</u>	~~7~~ <u>10</u>	0
~~Hawaii~~ <u>Iowa</u>	~~1~~ <u>0</u>	~~1~~ <u>2</u>	0
Illinois	~~2~~ <u>0</u>	5	0
Indiana	0	~~3~~ <u>4</u>	0
~~Kentucky~~ <u>Kansas</u>	0	~~3~~ <u>2</u>	0
~~Louisiana~~ <u>Kentucky</u>	1	~~4~~ <u>2</u>	0
~~Maryland~~ <u>Louisiana</u>	~~1~~ <u>0</u>	~~4~~ <u>1</u>	0
<u>Massachusetts</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Maryland</u>	<u>0</u>	<u>1</u>	<u>0</u>
Michigan	1	~~3~~ <u>4</u>	0
Minnesota	~~1~~ <u>0</u>	1	0
Missouri	~~0~~ <u>3</u>	~~3~~ <u>4</u>	0
Mississippi	~~1~~ <u>0</u>	~~1~~ <u>2</u>	0
~~Montana~~ <u>Nebraska</u>	~~1~~ <u>0</u>	1	0
~~Nevada~~ <u>New Hampshire</u>	0	1	0
New Jersey	~~0~~ <u>1</u>	~~4~~ <u>2</u>	0
New ~~Mexico~~ <u>York</u>	1	~~1~~ <u>13</u>	0
~~New York~~ <u>North Carolina</u>	1	5	0
North ~~Carolina~~ <u>Dakota</u>	~~1~~ <u>0</u>	~~6~~ <u>1</u>	0
Ohio	0	~~4~~ <u>3</u>	0
Oklahoma	~~2~~ <u>0</u>	4	0
Oregon	0	~~1~~ <u>3</u>	0
Pennsylvania	1	~~4~~ <u>7</u>	0
South Carolina	0	1	0
Tennessee	~~1~~ <u>0</u>	~~5~~ <u>2</u>	0
Texas	~~6~~ <u>4</u>	~~23~~ <u>16</u>	0
~~Utah~~ <u>Virginia</u>	1	~~1~~ <u>3</u>	<u>0</u>
~~Virginia~~	~~0~~	~~6~~	~~0~~
~~Washington~~	~~1~~	~~2~~	~~0~~
~~West~~	~~1~~ <u>0</u>	1	0

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets In The Next Fiscal Year	Projected New Company-Owned Outlets In the Next Fiscal Year
~~Virginia~~ Washington			
Wisconsin	0	1	0
Total	~~39~~ 22	~~145~~ 157	0

Note: Chick-fil-A does not intend to open any company-owned Chick-fil-A Restaurants; however, if an Operator has not been selected for a particular location, Chick-fil-A will sometimes open and operate a new Chick-fil-A Restaurant until an Operator has been selected and trained and a Franchise Agreement has been executed for that location.

LICENSE AGREEMENTS SIGNED BUT LOCATION
NOT YET OPENED AS OF DECEMBER 31,
~~2022~~2023

State	City	Licensee	Current Business Phone	Licensed Location
~~DC~~ <u>FL</u>	~~Washington~~ <u>Ft. Myers</u>	~~Perkins Management Services~~ <u>Olsen Estes Southwest Concessions, LLC</u>	~~704-372-3439~~ <u>404-28-2201</u>	~~University of the District of Columbia~~ <u>Southwest Florida International Airport - B/C Connector</u>
FL	Orlando	~~MBG Concessions~~ <u>Seaworld Parks and Entertainment, Inc.</u>	~~702-498-0498~~ <u>248-640-6989</u>	~~SeaWorld Orlando International Airport—South Terminal Complex~~
~~IL~~ <u>MI</u>	~~Chicago~~ <u>Detroit</u>	~~HPH PC Y5 JV~~ <u>HRS FNB, LLC</u>	~~312-217-9119~~ <u>248-910-9141</u>	~~Chicago O'Hare International Airport—Terminal 5~~ <u>First National Building</u>
~~TN~~ <u>MT</u>	~~Henderson~~ <u>Bozeman</u>	~~Freed Hardeman~~ <u>Montana State University</u>	~~731-989-6001~~ <u>406-600-9981</u>	~~Freed Hardeman~~ <u>Montana State University</u>
~~WY~~ <u>NY</u>	~~Laramie~~ <u>New York</u>	~~The University of Wyoming~~ <u>Penn Terminal Foods LLC</u>	~~307-766-6252~~ <u>917-642-6545</u>	~~University of Wyoming~~ <u>Penn Station</u>

A list of Licensees and the addresses and telephone numbers of their outlets as of December 31, ~~2022~~2023, is attached as Exhibit “E” to this Disclosure Document. Also included in Exhibit “E” is a list of the names of all Operators and the addresses and telephone numbers of their Chick-fil-A Restaurants as of December 31, ~~2022~~2023. Chick-fil-A owned and operated restaurants are also included in this list and are identified by the designation “TMP.” See Item 1 for description of, and differences between, the franchised Operator-owned Chick-fil-A Restaurants and Licensed Units.

A list of the names, city and state, and business telephone number of every Licensee who has had a Chick-fil-A Licensed Unit terminated, canceled, not renewed or otherwise voluntarily or involuntarily ceased to do business under a Chick-fil-A License Agreement during fiscal year ~~2022~~2023 or who has not communicated with us within ten weeks of the issuance date of this Disclosure Document is attached as Exhibit “F.” If you buy this franchise, your contact information may be disclosed to other buyers when you leave the Chick-fil-A franchise system.

If the license being offered relates to a Chick-fil-A Restaurant that is a company or affiliate-owned Chick-fil-A Restaurant that was previously a franchised Operator owned outlet or Licensed Unit, Chick-fil-A will provide you with a Supplemental Item 20 Disclosure regarding the Chick-fil-A Restaurant's past five years of operation. The Supplemental Item 20 Disclosure will list the name, city and state, and current business phone number of each previous owner of the Chick-fil-A Restaurant during the prior five-year period, the beginning and ending date of each person's respective ownership of the Chick-fil-A Restaurant, the reason for each change in ownership, and when Chick-fil-A retained control of the Chick-fil-A Restaurant.

During the last three years, we have not signed any confidentiality clauses with any current or former Licensees which would restrict them from speaking openly with you about their experiences with us. However, in some instances during the last three fiscal years, former Chick-fil-A Restaurant Operators have signed provisions restricting their ability to speak openly about their experiences with us. You may want to speak with current and former Licensees and Operators, but be aware that not all Operators will be able to communicate with you.

Item 21

FINANCIAL STATEMENTS

Exhibit "C" to this Disclosure Document includes (i) the audited consolidated financial statements of Chick-fil-A, Inc. and its subsidiaries, which comprise the consolidated balance sheets as of December 31, 2023 and 2022 and ~~2021 and~~ the related consolidated statements of comprehensive earnings, of stockholders' equity and of cash flows for each of the three years (2023, 2022, and 2021; ~~and 2020~~) in the period ended December 31, ~~2022~~2023.

Item 22

CONTRACTS

The following agreements are attached as exhibits to this Disclosure Document:

- Exhibit "B-1" License Agreement for Licensees who are Self-Operators
- Exhibit "B-2" License Agreement for Licensees who are Food Service Providers
- Exhibit "D" Table of Contents of Chick-fil-A Manuals
- Exhibit "G" State Specific Addenda and Agreement Amendments

Chick-fil-A does not lease or otherwise provide the Licensed Sites for the various Chick-fil-A Licensed Units. As a result, the leases, if any, for the various Chick-fil-A Licensed Units vary substantially from Licensed Site to Licensed Site because of the different requirements of landlords and property owners. Accordingly, there is no model lease form that can be said to be a typical lease by which a Licensee will be bound. In every instance, the Licensee will be bound by the terms and conditions of the instruments that affect the subject site.

Item 23

RECEIPTS

A receipt in duplicate is attached to this Disclosure Document as Exhibit “I.” You should sign both copies of the receipt. Keep one copy for your own records and return the other signed copy to Sales Development, Chick-fil-A, Inc., 5200 Buffington Road, Atlanta, Georgia 30349-2998.

® All trademarks are the property of their respective owners.

EXHIBIT “A”

**LIST OF STATE AGENCIES / REGISTERED AGENTS FOR
SERVICE OF PROCESS OF CHICK-FIL-A, INC.**

LIST OF STATE ADMINISTRATORS

CALIFORNIA Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, CA 90013-2344 (213) 576-7505	NEW YORK New York State Department of Law Bureau of Investor Protection and Securities 28 Liberty Street New York, New York 10005 (212) 416-8236 Phone (212) 416-6042 Fax
HAWAII Department of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 203 Honolulu, HI 96813 (808) 586-2722	NORTH DAKOTA North Dakota Securities Department 600 East Blvd., 5 th Floor Bismarck, ND 58505-0510 (701) 328-2910
ILLINOIS Franchise Bureau Office of Attorney General 500 S. Second Street Springfield, IL 62706 (217) 782-4465	RHODE ISLAND Division of Business Regulation Division of Securities John O. Pastore Complex 1511 Pontiac Avenue, Bldg. 69-1 Cranston, RI 02920 (401) 462-9527
INDIANA Franchise Section Indiana Securities Division Secretary of State, Room E-111 302 West Washington Street Indianapolis, IN 46204 (317) 232-6531	SOUTH DAKOTA Department of Labor and Regulation Division of Insurance Securities Regulation 124 S Euclid, Suite 104 Pierre, SD 57501 (605) 773-3563
MARYLAND Office of the Attorney General Securities Division 200 St. Paul Place, 20 th Floor Baltimore, MD 21202 (410) 576-6360	VIRGINIA State Corporation Commission Department of Securities and Retail Franchising 1300 E. Main St., 9 th Floor Richmond, VA 23219 (804) 371-9051
MICHIGAN Michigan Attorney General's Office Consumer Protection Division Attn: Franchise Section 525 W. Ottawa Street G. Mennen Williams Building, 1 st Floor Lansing, MI 48913 (517) 335-7567	WASHINGTON Department of Financial Institutions Securities Division 150 Israel Road SW Tumwater, WA 98501 (360) 902-8760
MINNESOTA Minnesota Department of Commerce Market Assurance Division 85 7 th Place East, Suite	WISCONSIN Securities and Franchise Registration Wisconsin Securities Commission 201 West Washington Avenue, Suite 300

280 St. Paul, MN 55101 (651) 539-1500	Madison, WI 53703 (608) 266-3431

LIST OF AGENTS FOR SERVICE OF PROCESS

CALIFORNIA Commissioner of Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, CA 90013-2344 (213) 576-7500	NEW YORK Secretary of State of New York 99 Washington Avenue, 6 th Floor Albany, NY 12231-0001 (518) 474-4750
HAWAII Commissioner of Securities Department of Commerce and Consumer Affairs Business Registration Division 335 Merchant Street, Room 203 Honolulu, HI 96813 (808) 586-2722	NORTH DAKOTA North Dakota Securities Department State Capitol, 5 th Floor 600 East Blvd. Bismarck, ND 58505-0510 (701) 328-2910
ILLINOIS Illinois Attorney General 500 S. Second Street Springfield, IL 62706 (217) 782-4465	RHODE ISLAND Division of Business Regulation Division of Securities John O. Pastore Complex 1511 Pontiac Avenue, Bldg. 69-1 Cranston, RI 02920 (401) 462-9527
INDIANA Indiana Secretary of State 201 State House 200 West Washington Street Indianapolis, IN 46204 (317) 232-6531	SOUTH DAKOTA Department of Labor & Regulation Division of Insurance Securities Regulation 124 S Euclid, Suite 104 Pierre, SD 57501 (605) 773-3563
MARYLAND Maryland Securities Commissioner Office of Attorney General 200 St. Paul Place Baltimore, MD 21202 (410) 576-6360	VIRGINIA Clerk of the State Corporation Commission Tyler Building, 1 st Floor 1300 E. Main St. Richmond, VA 23219 (804) 371-9733
MICHIGAN Michigan Department of Commerce Corporations and Securities Bureau P.O. Box 30054 6456 Mercantile Way Lansing, MI 48909 (517) 241-6470	WASHINGTON Director, Department of Financial Institutions Securities Division 150 Israel Road SW Tumwater, WA 98501 (360) 902-8760
MINNESOTA Commissioner of Commerce Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, MN 55101 (651)	WISCONSIN Commissioner of Securities Securities and Franchise Registration 201 West Washington Avenue Suite 300 Madison, WI 53703 (608) 266-3431

539-1500	

EXHIBIT “B-1”

LICENSE AGREEMENT (SELF-OPERATORS)

CHICK-FIL-A, INC./[LICENSEE]
LICENSE AGREEMENT

THIS LICENSE AGREEMENT (the “Agreement”) is entered into by **CHICK-FIL-A, INC.**, a Georgia corporation (“CFA” or “Chick-fil-A”), and _____, a _____ corporation (“Licensee”). The effective date of this Agreement (the “Effective Date”) is the date set forth below. In consideration of the rights and benefits they each receive under this Agreement and other valuable consideration, the receipt, sufficiency and adequacy of which are hereby acknowledged, and intending to be legally bound by this Agreement, CFA and Licensee (collectively, the “Parties,” individually a “Party”) have fully reviewed and agree to all of the terms and conditions of this Agreement.

CHICK-FIL-A, INC., a Georgia corporation
5200 Buffington Road
Atlanta, Georgia 30349-2998

By: _____
Name: _____
Title: _____

Witness

(CORPORATE SEAL)

LICENSEE

Telephone: (____) _____

By: _____

Witness

Date: _____

ADDITIONAL TERMS AND CONDITIONS OF THIS AGREEMENT BEGIN ON THE FOLLOWING PAGE. THIS AGREEMENT ALSO CONTAINS SEVERAL ATTACHED SCHEDULES, THE PAGES OF WHICH ARE NOT NUMBERED.

TERMS AND CONDITIONS

BACKGROUND

A. CFA originated and owns the rights to a distinctive system (defined below as the “CFA System”) for marketing, preparing and selling certain chicken and other food products (defined in Section 1.1 (k) below as the “Products”).

B. Licensee would like to license from CFA the right to use the CFA System to sell certain of the Products from kiosks, mobile carts, custom facades, counter areas or other retail facilities.

C. CFA is willing to grant Licensee such a license subject to Licensee’s full compliance with the terms and conditions of this Agreement, including Licensee’s willingness to exercise its license rights only in full accordance with the Chick-fil-A Culture (as defined in Section 6.1).

SECTION 1 -- DEFINITIONS

1.1 Defined Terms and Phrases. This Section 1.1 sets forth the definition of certain terms used in this Agreement. Other definitions are found elsewhere in this Agreement. Defined terms may be used in the singular or plural.

(a) **“Additional Site”** means any additional Site where CFA and Licensee agree, after the Effective Date, for Licensee to establish and operate Unit(s) pursuant to Section 3.1 for which CFA does not require that Licensee execute a new, separate then-current form of License Agreement.

(b) **“Authorized Products”** means those Products that Licensee is licensed (or in the future may be licensed) by CFA to sell from a particular Unit.

(c) **“CFA”** and **“Chick-fil-A”** are defined in the preamble; “CFA” and “Chick-fil-A” also include any assignees, designees or successors or assigns of Chick-fil-A, Inc.

(d) **“CFA System”** means CFA’s proprietary system for marketing, preparing and selling the Products, as CFA may further develop from time to time. The CFA System includes, among other things, Chick-fil-A’s: food preparation recipes; food presentation methods; food service techniques, such as quick service operation; signs, menus and advertising materials; sales facility and equipment designs, specifications and layout; the Chick-fil-A Culture; and certain Intellectual Property owned by CFA’s affiliate, CFA Properties, Inc. (“CFA Properties”).

(e) **“Confidential Information”** means valuable and proprietary confidential business information or data of or about a Party or CFA Properties other than “Trade Secrets” (as defined in Section 1.1(o) below). “Confidential Information” of CFA also includes any items specifically designated as a Trade Secret of CFA in Section 7.2 that are ultimately determined under applicable law not to constitute a “trade secret” but that otherwise meet the definition of Confidential Information. **LICENSEE ACKNOWLEDGES AND AGREES THAT THE TERMS OF**

THIS AGREEMENT ARE CONFIDENTIAL INFORMATION OF CFA.

(f) **“Gross Receipts”** for any period for a particular Unit means Licensee’s entire gross receipts as determined according to generally accepted accounting principles (excluding only sales taxes or value added taxes levied upon retail sales and payable over to the appropriate governmental authority) from all sales of Products, goods, wares and merchandise and from all services performed at, from or in connection with or through the Unit during such period, whether for cash, check or on a charge, credit, time basis or otherwise, including (a) sales originating from orders accepted by Licensee at or away from the Unit, or placed by telephone, fax, delivery/mobile app, requisition or other similar means (collectively “Sales Channels”) or other similar means received or filled at the Unit and (b) any assumed gross revenues of Licensee for purposes of any loss of profits insurance claim. “Gross Receipts” shall not include (i) any refunds to customers previously included in Gross Receipts, and (ii) meals given at any Retail Area to employees of Licensee that work in a Unit at the Retail Area incident to their employment.

(g) **“Ingredients”** means every ingredient, mix, spice, cooking aid, wrapping, food container and all other items necessary or optional for preparing the Products for sale.

(h) **“Initial Sites”** means the Site(s) existing as of the Effective Date.

(i) **“Intellectual Property”** means collectively (i) registered and unregistered copyrights, copyright registrations and applications, (ii) Proprietary Marks (as defined in Section 1.1(1)), and other registered and unregistered trademarks and service marks, trademark and service marks registrations and applications, moral rights, and any other rights to any form or medium of expression, (iii) Trade Secrets (as defined in Section 1.1(o)), privacy rights, and any other protection for confidential information or ideas, (iv) inventions, patents, patent registrations and patent applications, (v) any other material, information or theories which are protectable or registrable under common law or any of the copyright, trademark, patent, Trade Secret, confidentiality or other similar laws of any State and the United States, and (vi) any other similar rights or interests, recognized by applicable law.

(j) **“Manual”** means collectively the operations, training and orientation manuals prepared by or on behalf of CFA that CFA will provide to Licensee as a guide for operating the Units and all other written, electronic, audiotaped or videotaped materials prepared by or on behalf of CFA for the same or a related purpose and delivered or made available to Licensee pursuant to Section 6.5, plus any amendments or additions thereto and any and all non-English language versions thereof (whether prepared by or on behalf of CFA or Licensee).

(k) **“Products”** means all present and future items of food and drink and all non-food inventory intended by CFA to be sold to or used by Chick-fil-A customers generally, including the Authorized Products.

(l) **“Proprietary Marks”** means collectively currently existing and future service marks, trademarks, trade names, trade dress (including product package designs), symbols, slogans, emblems, logos, insignias, external and internal building designs and architectural features, and combinations of the foregoing, which CFA Properties has licensed to CFA for its own use and to sublicense others to use with the CFA System, including those service marks, trademarks and trade names listed on Addendum A.

(m) **“Site”** means the building or facility in which the Unit is located. The “Site” of a Unit not located in a building or facility shall be deemed to be the physical location of the Unit.

(n) **“Retail Area”** means the retail area or food court located at or within a Site.

(o) **“Trade Secrets”** means information or data of or about a Party or CFA Properties (including, but not limited to, confidential business information, technical or non-technical data, formulas, recipes, patterns, compilations, programs, devices, methods, techniques, drawings, processes, financial data, financial plans, product plans, lists of actual or potential customers or suppliers) that: (a) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. To the extent that applicable law mandates a definition of “trade secret” inconsistent with the foregoing definition, then the foregoing definition shall be construed in such a manner as to be consistent with the mandated definition under applicable law.

(p) **“Unit”** means each Chick-fil-A facility, kiosk, mobile cart, custom facade, counter area or other retail facility from which Licensee is licensed to sell Products pursuant to this Agreement.

SECTION 2 -- GRANT AND TERM OF LICENSE

2.1 License. Subject to the terms and conditions of this Agreement, CFA grants to Licensee, and Licensee accepts, a non-transferable, non-exclusive license (the “License”) during the License Term (as defined in Section 2.5) to: (a) establish and operate a Unit at each Site approved by CFA and licensed to Licensee by CFA, including the Initial Sites and any Additional Sites that may be approved by CFA pursuant to Section 3.1 for which CFA does not require that Licensee execute a new, separate then-current form of License Agreement; (b) sell the Authorized Products from the Units; (c) use the Proprietary Marks and the CFA System solely for the sale of the Authorized Products from the Units, and (d) advertise the Units to the public, consistent with CFA advertising policies. Licensee and CFA shall complete CFA’s then current version of its “Site Description Form” in the form of Exhibit 2 hereto, for each Site from which Licensee is authorized to operate a Unit. These completed Site Description Forms shall be maintained by CFA and their contents are deemed incorporated by reference into this Agreement.

2.2 Menus. The core menu for licensed units is set forth on Addendum B. The core menu applicable to each Unit, which may be modified, amended or otherwise supplemented by the Parties

from time to time pursuant to mutual agreement, is set forth on the Site Description Form for the Site from which Licensee is authorized to operate such Unit.

2.3 License Not Exclusive. Licensee acknowledges that the rights licensed and granted to it in this Agreement are not exclusive. CFA reserves the right to operate or to grant parties other than Licensee the right to operate Units or other Chick-fil-A restaurants at any location. CFA also reserves the right to use the Proprietary Marks in connection with, or to operate directly or to license the operation of, any business other than Units at any location. Notwithstanding the foregoing, during the License Term (as defined in Section 2.5), CFA shall not operate or grant other parties the right to operate Units or other Chick-fil-A restaurants from any Site where Licensee operates a Unit.

2.4 Limitation of License Rights. Except as is otherwise permitted under this Agreement, the License and rights granted Licensee in this Agreement are for the sole benefit of Licensee and Licensee shall not grant any third party not directly affiliated with Licensee the right to use the Proprietary Marks or the CFA System to sell any products or services from any location. CFA reserves to itself all other rights not granted expressly to Licensee under this Agreement.

2.5 License Term. The initial term of the License granted Licensee pursuant to this Section 2 (the “License Term”) shall begin on the Effective Date and shall end on the date that is ____ () years after the Effective Date (the “Initial Termination Date”), subject to its earlier termination pursuant to Section 8. Licensee acknowledges and agrees that: (1) Licensee, under this Agreement, has no right either to extend or renew the License Term or to be offered or granted a new license agreement by CFA upon the Initial Termination Date; and (2) CFA is under no obligation under this Agreement either to extend or renew the License Term or to offer or grant a new license agreement to Licensee upon the Initial Termination Date. Any decision by CFA to offer Licensee the opportunity to enter into a new license agreement regarding the License granted in this Section 2 for a period of time beyond the Initial Termination Date: (1) shall be made in the exercise of CFA’s sole and exclusive business judgment (which may include, without limitation, its assessment of Licensee’s performance under and adherence to the terms of this Agreement, Licensee’s ability to continue to operate at the Sites, and the past economic and operational performance of the Units); (2) may be extended or otherwise made in the form of CFA’s then-current form of license agreement (which may include new terms, conditions and fees); and (3) is not and shall not be deemed to be a part of this Agreement. The License Term shall include any modifications to the initial term of the License agreed to by CFA in writing.

SECTION 3 -- SITES

3.1 Additional Sites. If during the License Term Licensee determines that it would like to operate Units at Additional Sites, it shall notify CFA promptly of each such proposed Additional Site and shall convey to CFA all information about the proposed Additional Site requested by CFA. CFA is under no obligation to offer Licensee the opportunity to operate Units at Additional Sites, and CFA reserves the right under Section 3 hereof not to offer Licensee the opportunity to operate Units at Additional Sites. CFA

shall have the option to reject or tentatively accept the proposed Additional Site, pending CFA's completion of a site visit and any further investigative activities it deems necessary or appropriate. Licensee shall arrange for CFA to have access to each proposed Additional Site so that CFA can conduct an assessment of the Site. After CFA has completed the site visit, Licensee shall complete a Site Description Form for the proposed Additional Site and submit it to CFA for final approval. CFA shall have ten (10) business days from the date it receives the completed Site Description Form to approve or reject the proposed Additional Site. CFA may reject Licensee's proposal for Additional Sites if CFA determines, in its sole and exclusive business judgment, that: (i) the proposed Additional Sites are unsuitable for operating Units; (ii) the proposed Additional Sites reflect inappropriately on CFA or the CFA System; or (iii) the lease facility, use, occupancy or ownership arrangements with respect to the proposed Additional Sites do not comply with the requirements of Section 6.8. As a condition to CFA's approval of each Additional Site, CFA may require, in its sole and exclusive business judgment, that: (i) Licensee execute a new, separate then-current form of License Agreement for each such Additional Site; and (ii) Licensee pay an initial license fee for each such Additional Site, if CFA generally requires prospective licensees to pay an initial license fee in executing its then-current License Agreement.

3.2 Responsibility. Notwithstanding Section 3.1, Licensee has the sole responsibility for the selection of any Sites and the location of Units there. Approval by CFA of Sites shall not constitute a representation or warranty by CFA that the Units operated at the Sites will be profitable or safe for customers or employees or other personnel of Licensee. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

SECTION 4 -- FEES

4.1 License Fees and Other Fees. Addendum C sets forth license fees and certain other fees that Licensee shall pay CFA in consideration of the various rights granted to Licensee under this Agreement and the timing and procedures for paying such license fees and other fees. Licensee agrees to pay all such license fees and other fees as and when they are due and in accordance with all CFA policies.

SECTION 5 -- TRAINING AND ASSISTANCE

5.1 Training. Before Licensee can begin operating a Unit, it must send at least two (2) management-level employees from the Site, whose duties include management or supervision of Licensee's employees at the Unit, to an initial Licensee training program sponsored by CFA and these employees must complete the program to CFA's satisfaction. Before Licensee can begin operating a Unit, Licensee must also send at least two (2) or, at Chick-fil-A's sole election and option, one (1) other senior management-level employee from the Unit, whose duties may also include management or supervision of Licensee's employees at the Unit, to the in person cultural experience portion of the Licensee initial training program designated by CFA and these employees must complete that portion of the program to CFA's satisfaction. CFA shall determine the location, method and means, time, content and length of the training program. CFA shall waive a tuition charge

for the first two (2) such management-level employees attending the training program from the Site. Additional employees may attend the training program if there is space available in the program and Licensee pays the tuition (as set by CFA on Addendum C) for the program. Licensee shall be responsible for the travel, room, living and other expenses, salary/wages, benefits and workers compensation coverage incurred by employees attending the training program. Licensee shall ensure that, at all times during the License Term, at least two (2) management-level employees at a Site whose duties include management or supervision of Licensee's employees at the Unit shall have attended and completed to CFA's satisfaction ~~the~~all then required components of the Licensee training program. As part of the Chick-fil-A Licensee training requirements, each Licensee designated manager required to be trained pursuant to this Section must be recertified every five years in order for Licensee to stay in compliance.

5.2 Additional Assistance. CFA, in its sole and exclusive business judgment, may make available to Licensee, from time to time, such additional advice and assistance as Licensee may reasonably request or CFA may deem necessary, including assistance or advice regarding the operation of the Units, additional training and sales building.

SECTION 6 -- OPERATION OF THE UNITS

6.1 Corporate Culture. Licensee acknowledges the unique corporate environment, culture, reputation and goodwill, including, for example, the Sunday closing policy, that have evolved as an integral part of the CFA System (the "Chick-fil-A Culture"). Accordingly, Licensee agrees that it shall exercise its rights and License granted to it pursuant to this Agreement in a manner consistent with the reputation and goodwill of Chick-fil-A and the Chick-fil-A Culture.

6.2 Uniformity. Licensee acknowledges that the CFA System is a unique and unified approach to selling the Products and that, subject to Section 10.8(b), compliance with CFA's standards, specifications, methods, techniques and procedures for operating the Units is necessary to maintain the general uniformity upon which part of the goodwill of CFA and the CFA System depend. Accordingly, subject to Section 10.8(b), Licensee shall conduct the operations of the Units in compliance with all of CFA's standards, specifications, methods, techniques and procedures, including those set forth in this Agreement or the Manual, unless CFA has given Licensee its prior written consent to do otherwise. Licensee recognizes and agrees that CFA from time to time may change or modify its standards, specifications, methods, techniques and procedures and agrees to accept, comply with and otherwise conform to all such changes or modifications (and shall make all reasonable expenditures necessary for such acceptance, compliance and conformance) within a reasonable period of time after Licensee's receipt of notice of such changes or modifications.

6.3 Standards of Operation. Licensee shall:

(a) operate each Unit in a clean, safe and orderly manner, providing courteous, first-class service to the public in compliance with all CFA service standards and initiatives;

(b) make every reasonable effort to increase the sales and business and maximize the Gross Receipts of each Unit;

(c) advertise, market, promote and merchandise the business of each Unit by the use of the Proprietary Marks in accordance with Sections 6.6 and 7;

(d) prevent the operation of any Unit, and refrain from using the Proprietary Marks in advertising or promotion, in such a way as to impair the value or reputation of the Proprietary Marks or the CFA System;

(e) prevent the use of any Unit for any immoral or illegal purpose or for any other purpose, business activity, use or function that is not expressly authorized by this Agreement or otherwise approved in writing in advance by CFA and, to the extent Licensee controls the operation of the Sites, prevent the use of any Site for any illegal purpose or any purpose inconsistent with the Chick-fil-A Culture;

(f) stay familiar ~~with~~ and comply with all requirements in the Manual;

(g) not operate any Unit or otherwise sell the Products from any Unit on Sundays or on Christmas Day;

(h) hire, determine the compensation and benefits for, establish schedules and duties for, train, manage and ~~timely pay~~ supervise, discipline, terminate, promote, timely pay all wages, benefits and employee-related liabilities for, determine staffing levels, tasks to be performed and workplace safety rules for a sufficient number of employees to operate properly each Unit and otherwise to perform Licensee's duties hereunder, all of which employees shall be employed by and be the sole and exclusive responsibility of Licensee;

(i) maintain at all times a sufficient inventory of Products, Ingredients and supplies to meet customers' demand for the Products sold at each Unit;

(j) pay on a timely basis (i) for all Products, Ingredients, supplies and other goods and services purchased by Licensee for use in connection with the operation of each Unit, (ii) all national, federal, state and local income, sales, withholding, value added and other taxes for which Licensee is liable under a federal, state or local government under any law, statute, ordinance or regulation, and (iii) any debt service on any debt incurred to finance the operation of any Unit;

(k) comply with all supra-national, national, federal, state and local laws, statutes, ordinances and regulations affecting the operation of the Sites and the Units, including without limitation health, sanitation, fire, safety ~~and~~ environmental, employment, labor and immigration laws, statutes, ordinances and regulations; including without limitation with regard to discrimination, harassment, retaliation, wage and hour, youth employment, medical and family leave, military leave, paid sick leave or other paid time off, gender-pay differences, workplace and worker safety, food and beverage handling, preparation and safety, occupational hazards and health, and

consumer protection, as well as all applicable laws, ordinances and regulations regarding the privacy, security and handling of customer and employee or other confidential personal data and information.

(l) timely obtain, maintain, pay for and avoid revocation or suspension of any and all licenses, permits, consents, certificates and registrations necessary or appropriate for Licensee to prepare or operate the Sites and the Units in compliance with all laws, statutes, ordinances and regulations and other provisions of this Agreement;

(m) not operate any Site or any Unit in a manner that presents a health or safety hazard to its customers or creates an environmental hazard;

(n) refrain from performing any act which could be reasonably likely to damage or cause harm to the reputation, goodwill or credit of any Unit, the Proprietary Marks, the CFA System, CFA or the Chick-fil-A Culture;

(o) sell all Products in a manner which is not detrimental to CFA's reputation or the positioning of the Products in the market;

(p) have all employees working in Chick-fil-A Units wear only the approved Chick-fil-A uniform attire, and shall not permit any employee to wear the Chick-fil-A uniform attire in any non-Chick-fil-A operation;

(q) to the extent permitted by applicable law, comply with all restrictions on maximum prices of Products as required by CFA in writing from time to time during the License Term; and

(r) comply at all times with all applicable current and future laws, standards, rules, regulations, or any equivalent thereof relating to data privacy, personal data and data protection, as well as the then most current Payment Card Industry Data Security Standard ("PCI-DSS") requirements (as they may be modified from time to time or as successor standards are adopted) and the Fair and Accurate Credit Transactions Act, for safeguarding each Unit's customer data, and use best efforts at and otherwise in connection with the operation of each Unit to maintain data security and protect each Unit against identity theft and theft or misuse of personal information and customer data.

6.4 Confidentiality Agreement. In order to give CFA appropriate protection for its Confidential Information and Trade Secrets, Licensee shall require its managers and supervisors involved in the Units to sign a Confidentiality Agreement in substantially the form of Exhibit 1.

6.5 Operations Manual. CFA shall provide electronically and lend a copy of the Manual to Licensee for each Site during the License Term for any Unit located at such Site, which copy Licensee shall keep on the premises of the Sites in a secure location. Licensee shall notify CFA immediately if the Manual or access to the Manual is lost, compromised or destroyed, and CFA shall send a replacement Manual or access to Licensee. Licensee

shall pay CFA a fee of five hundred dollars (\$500) for each replacement Manual. The Manual, including all new, updated and superseded pages and content, shall at all times remain the property of CFA. Licensee shall return the Manual to CFA within three (3) business days of the expiration or any termination of the License Term of all Units located at the Site. CFA may amend and update the Manual as it deems necessary or appropriate and send new pages or completely revised manuals to Licensee, at no cost to Licensee. Licensee agrees to insert immediately all new pages in their proper places and to remove the superseded pages at the same time and return the superseded pages and/or replaced manuals to CFA within three (3) business days of the receipt by Licensee of the new pages or revised manuals. The Manual is intended to further the purposes of this Agreement and ~~is hereby incorporated by reference into this Agreement~~ Licensee shall operate the Units to be in full compliance with all requirements in the Manual. In addition, any changes in the Manual made by CFA during the License Term shall be incorporated into ~~this Agreement~~ the Manual automatically ~~and shall be binding on Licensee~~ as of the date updated provisions are deemed received by Licensee pursuant to the notice provisions of Section 11.2. In the event of a conflict between the Manual and this Agreement, this Agreement shall prevail.

6.6 Consumer Awareness. Licensee shall at all times during the term of this Agreement, at its own cost, use diligent efforts to advance the reputation of CFA and the Products and to enhance consumer awareness of the Products and the Proprietary Marks. Licensee shall use only advertising and promotional materials, programs and techniques that are consistent with the Chick-fil-A Culture and that comply with any CFA advertising guidelines that may be disseminated from time to time.

6.7 Preparation and Modification of the Units. Licensee shall purchase, lease, maintain and replace all equipment and signage for the Units necessary in order to comply with CFA's then-current standards at Licensee's own cost and directly from an approved supplier in accordance with this Section 6.7. Licensee shall be responsible for all installation and space conversion and shall bear the cost of all required smallwares. Licensee shall be responsible for supplying all necessary working drawings and plans for construction, remodeling or renovation of the Sites (the "Drawings") required to prepare the Units for operation, and shall submit such Drawings to CFA prior to their use. Unless within twenty (20) business days of receipt of the Drawings from Licensee (verified by post office returned receipt or overnight delivery service notification of delivery (signature required)) CFA notifies Licensee of CFA's disapproval of such Drawings, the Drawings will be deemed to have been approved by CFA. Licensee shall build, renovate or remodel the Sites, as the case may be, only in accordance with such plans as they are supplied, or approved, by CFA. To the extent any Unit has been operated by Licensee prior to the date of this Agreement pursuant to a license with CFA, or this Agreement is renewed or extended by operation of law beyond the Initial Termination Date, Licensee shall refurbish and remodel at CFA's option and direction each such Unit to Chick-fil-A's then-current standards, specifications, policies and designs for the development and operation of a Chick-fil-A licensed unit in accordance with Sections 6.2, 6.7 and 6.8 of this Agreement. As between CFA and Licensee, CFA shall be the sole and exclusive owner of all proprietary elements of the Drawings and the renderings on the Drawings, whether or not they are prepared by or on behalf of CFA, although Licensee shall be entitled to retain a

copy of the Drawings (provided that Licensee may not disclose the Drawings to any third parties or use the Drawings for a purpose not in conjunction with CFA). To the extent that the Drawings are prepared by or on behalf of Licensee, Licensee shall be solely responsible for providing any third-party service provider with timely payment for such Drawings, and Licensee hereby assigns and agrees to assign or to procure the assignment of all Intellectual Property rights therein, including without limitation copyright and all rights to sue for past infringement, at no cost to CFA. Licensee shall not, without the prior written consent of CFA, adversely modify the appearance of the Units in any way or make any modification of the Sites that is reasonably likely to affect materially the Proprietary Marks.

6.8 Building and Premises Standards. CFA shall have the right to require Licensee to purchase the signage, fixtures, leasehold improvements, equipment and other features of the building or premises of the Units from suppliers approved in advance by CFA. With respect to the Initial Sites, CFA may exercise such right by delivering written notice to Licensee promptly upon the execution of this Agreement by CFA; with respect to Additional Sites, CFA may exercise such right by delivering written notice to Licensee promptly after approval of the Additional Sites as indicated on the Site Description Form for such Additional Site. Licensee acknowledges that CFA may appoint as many or as few approved suppliers as it reasonably deems appropriate and that such approved suppliers may in some instances include or be limited to CFA (in which case CFA may receive payments as allowed by Section 6.10).

6.9 Standards for Products and Supplies.

(a) Licensee may only sell in a Unit the Authorized Products for that Unit. Licensee shall at all times during the License Term offer for sale at each Unit all Products on the Unit Core Menu approved by CFA for that Unit. Licensee shall not under any circumstances sell any other products or conduct any other business in or from the Units or sell the Products from any location other than the Units, unless approved in advance in writing by CFA.

(b) In preparing Products for sale in the Units, Licensee agrees to use only the ingredients, techniques and procedures designated or approved in advance by CFA. Licensee may offer only such Products in the proportions, appearance and packaging as may periodically be specified by CFA. Licensee agrees that all Products offered for sale in the Units shall comply with CFA's standards and specifications of quality, portion, taste and appearance and agrees to refrain from selling in the Units any Products that fail to meet such standards and specifications.

(c) Except as CFA may otherwise approve in writing in advance, Licensee shall utilize in the Units only those paper products (e.g. bags, boxes, wrappers, cups, napkins or cartons) or utensils or customer goodwill items and other food and beverage containers and customer convenience items that display one or more of the Proprietary Marks.

(d) Except as CFA may otherwise approve in writing in advance, Licensee shall purchase from CFA or suppliers approved in advance by CFA all Products and Ingredients, and all bags, boxes, wrappers, cups, napkins, cartons, utensils, customer

goodwill items and other food and beverage containers and customer convenience items that display one or more of the Proprietary Marks or that are sold or used in at least twenty-five percent (25%) of the then existing CFA restaurants and other facilities selling any or all of the Products even if such items do not display any of the Proprietary Marks. Licensee acknowledges that CFA may appoint as many or as few approved suppliers as it reasonably deems appropriate and that such approved suppliers may in some instances include or be limited to CFA (in which case CFA may receive payments as allowed by Section 6.10).

6.10 Payments to CFA. Licensee acknowledges and agrees that CFA shall have the right to charge and receive payments such as those set forth in Addendum C for or on account of sales of goods or services to or for the benefit of Licensee as CFA reasonably deems appropriate, including without limitation: (a) from Licensee directly when Licensee purchases such goods or services directly from CFA or its authorized distributor(s); or (b) from any other person or entity in the supply chain when Licensee purchases the goods or services from a supplier. Licensee agrees that such payments may be or contain a profit to CFA. Licensee shall reimburse CFA promptly (and in any event within thirty (30) days of receipt of invoice from CFA) for any expenses incurred by CFA on behalf of or for Licensee, and Licensee shall pay interest to CFA on any amounts not paid within such thirty (30) day period in an amount equal to twelve percent (12%) per annum or the highest amount permitted under law if less than twelve percent (12%) per annum.

6.11 Insurance. Licensee, at its own expense, shall procure before the commencement of operation of any Unit, maintain in full force and effect at all times during the License Term, and not allow to be cancelled, lapsed, suspended or modified, Commercial General liability insurance covering each Unit for liability arising from premises, operations, personal injury, products/completed operations, and liability assumed under an insured contract. All insurance coverage required by this Section 6.11 shall be maintained under one or more insurance policies containing minimum liability protection of three million dollars (\$3,000,000) per occurrence. All insurance policies required by this Section 6.11 shall be issued by an insurance company licensed and approved by the Insurance Commissioner (or similar official) in the jurisdiction in which the covered Units are located and have a minimum A.M. Best rating and financial size class of A -VII. Licensee must notify CFA prior to canceling or not renewing any coverage. Licensee shall be the principal beneficiary of such Commercial General liability insurance policies but shall designate CFA as an additional insured on all such policies and arrange to show this designation via endorsement and on all certificates of coverage and shall forward the endorsement/certificates of coverage to CFA within thirty (30) calendar days of procuring such insurance but in any event before opening a covered Unit. Licensee shall provide annually an updated certificate of insurance with applicable endorsements within 30 days of their policy renewal. Licensee's insurance obligations in this Section 6.11 shall not be limited in any way because of any insurance that CFA may maintain.

6.12 Point of Sale, Data and Reporting Requirements.

(a) Licensee acknowledges and agrees that, in support of CFA's operation and development of the CFA System, it is desirable for CFA to collect certain limited financial, operational,

and statistical information concerning the Units. Licensee further acknowledges its responsibility and obligation to submit any such information requested by CFA within such timeframes as may be reasonably established by CFA from time to time. Accordingly, Licensee agrees to obtain, maintain and use at its sole cost and expense at all times computer hardware and software, including computer, point of sale, and other electronic information systems, a high-speed Internet connection, and all equipment components and software approved by CFA and otherwise necessary for Licensee to meet all functionality, performance and informational requirements specified by CFA, as the same may be required and modified by CFA in its sole and exclusive business judgment from time to time (collectively, the "POS Systems"). The functionality, performance and informational requirements specified by CFA for the POS Systems may include, without limitation, the ability to accept and process all transactions at the Units (such as for example mobile ordering and payment systems and other related technology), to transmit point of sale data to CFA or allow and effect CFA to poll same as and when CFA deems desirable and appropriate, and to facilitate Licensee's participation in any gift card, customer loyalty, affinity and similar programs established by CFA as CFA deems appropriate and desirable for Licensee to participate in from time to time. CFA shall have the right to designate a single source (who may be CFA or its affiliate) from whom Licensee must purchase certain components or the entire POS Systems, related licenses and technology, and related support services. Licensee bears responsibility for the proper functioning of the POS Systems and ensuring it is operational at all times including access to the Internet and any extranet that may be established. For purposes of this Agreement, the term "poll" or "polling" means any process acceptable to CFA by which information or data about the Units may be transmitted to or from the POS Systems or other system operated by Licensee or its agent into a computer or system operated by CFA or its agents in the manner and format prescribed by CFA from time to time. For the avoidance of doubt, CFA may poll for information including, without limitation, daily sales data, daily transaction level data, sales per visit and products and combination of products sold, otherwise known as product mix data or "PMIX", and inventory data. Licensee shall also furnish to CFA the reports and documents relating to Licensee's operation of the Units as described on Addendum D, as the same may be modified by CFA in its sole and exclusive business judgment from time to time.

~~(b) **6.12 Reporting Requirements.** Licensee shall furnish to CFA reports and documents relating to Licensee's operation of the Units as described on Addendum D.~~ If any information provided pursuant to this Section demonstrates an underpayment of any License Fee, Licensee shall pay any and all sums due together with interest and costs as described in Section 6.13(d). If the information demonstrates an overpayment, it shall be credited to Licensee's account.

(c) If Licensee learns of an incident that may be a breach of the security of Licensee's POS Systems or other computer systems as defined under Cal. Civ. Code § 1798.82 or any other applicable data breach notification law, Licensee must immediately notify CFA of the facts that are known about the incident (a "Data Breach"). Although Licensee is and shall remain responsible for complying with all data breach notification laws and standards applicable to Licensee and the Units, Licensee will cooperate and coordinate with CFA regarding such incidents where

notification to individuals is required before individuals are notified so that CFA can be aware of and be prepared to address issues that may affect the Proprietary Marks and the System and be in a position to support Licensee where CFA deems advisable and possible. In the event of an actual or suspected Data Breach, Licensee agrees to cooperate with CFA and to provide CFA with any access and information CFA may reasonably request to conduct its own investigation and support CFA's own remediation efforts. Nothing in the preceding sentence shall relieve Licensee of Licensee's obligation to comply with applicable laws, regulations, rules, standards or any equivalent thereof concerning an actual or suspected Data Breach or Licensee's sole responsibility for any costs or financial losses Licensee incurs or remedial actions that Licensee must take as a result of an actual or suspected Data Breach.

6.13 ~~6.13~~ Maintenance of Records, Inspections and Audits.

(a) Licensee shall maintain detailed written and electronic records of Licensee's ~~CFA~~licensed operations (including, but not limited to, any reports required on Addendum D) and all of its books and records shall be maintained according to generally accepted accounting principles. Licensee shall preserve these books and records for at least three (3) years after the close of Licensee's fiscal year to which they relate. CFA has the right to determine whether Licensee is complying with the terms and conditions of this Agreement and the requirements in the Manual. Accordingly, Licensee shall ensure that CFA or its designated representatives shall have the right at any time during business hours to: (i) enter upon and inspect the building and premises of the Units or offices and inspect and audit any records located or stored there relating to the Units; (ii) inspect, audit and photocopy the business records, bookkeeping and accounting records, operating records, operating reports, correspondence and general business records of the Units, and the other forms and information and supporting records which Licensee is required to submit to CFA hereunder; and (iii) inspect and observe the standards, specifications, methods, techniques and procedures being utilized by Licensee in the operation of the Units. CFA shall give Licensee at least seventy-two (72) hours prior notice before entering the premises or performing any inspections under clause (i) or (ii) above; however, CFA may act without notice under clause (iii) above or if CFA has a reasonable basis to believe that Licensee has materially violated any term of this Agreement. Licensee shall ensure that it and all other relevant parties fully cooperate with CFA or its designated representatives making any such inspection or conducting or supervising any such audit, and shall ensure that CFA or its designated representatives are permitted to take photographs of the building and premises of the Units and to interview customers and employees of Licensee.

(b) In the event that any of the books and records relating to a Unit are located other than at the Site associated with the Unit, Licensee shall ensure that CFA shall have the same rights to enter such other location and inspect and copy such books and records as is provided in Section 6.13(a). In the event that a Unit is located at a Site to which access is restricted or at which the taking of photographs or interview of customers is restricted, or some or all of the books and records relating to a Unit are located at a place

to which access is restricted, Licensee shall diligently assist and facilitate CFA in obtaining access to such Sites or place to conduct any inspection or audit of such Units or the records relating thereto. For purposes of the preceding sentence, a Site or place to which "access is restricted" refers to a Site or place access to which is not within the control of Licensee or is otherwise restricted by an unrelated third party.

(c) Following any inspection, examination or audit of a Unit, CFA may prepare a list of non-compliant items and other deficiencies in Licensee's operation of the Unit and deliver the list to Licensee. Licensee must thereafter use diligent efforts to correct such non-compliant items and other deficiencies, including taking such actions as CFA may reasonably direct Licensee to take, in order to bring itself and the operation of the Unit into full compliance with this Agreement. Licensee must be in full compliance with every provision of this Agreement within thirty (30) calendar days following delivery of such list of deficiencies by CFA to Licensee.

(d) If any inspection reveals that Gross Receipts reported are less than the actual Gross Receipts ascertained by such inspection, Licensee shall immediately pay CFA the additional amount of License Fee and other fees owed to CFA by reason of such understatement, together with interest of twelve percent (12%) per annum or the highest rate permitted by law if less than twelve percent (12%) per annum. If any report or statement prepared by Licensee understates Gross Receipts by more than five percent (5%) of the actual Gross Receipts, Licensee shall, in addition to making the payment provided for in the immediately preceding sentence, pay and reimburse CFA for any and all expenses incurred in connection with ascertaining the understatement, including, but not limited to, reasonable accounting and legal fees. Such payment shall be without prejudice to any other rights or remedies CFA may have under this Agreement or under law or at equity. If any such inspection, examination or audit discloses an overpayment of License Fees, the amount overpaid shall be credited to Licensee's account.

SECTION 7 -- PROPRIETARY RIGHTS

7.1 Ownership of Rights. CFA Properties has granted CFA a license to use and to sublicense others to use the Proprietary Marks and other Intellectual Property owned by CFA Properties, including, but not limited to, in the manner contemplated by this Agreement. Licensee agrees that all references in this Agreement regarding all rights and benefits of ownership and the use of the Proprietary Marks and such other Intellectual Property are understood to run and inure, and it is understood and agreed that such rights and benefits will run and inure, to CFA Properties or CFA, as applicable, or their respective successors in interest, as owner or licensee, as applicable. The Parties acknowledge that CFA Properties owns and shall retain all ownership of Intellectual Property associated with the Proprietary Marks and the CFA System. To the extent Licensee has or later obtains any Intellectual Property rights in the Proprietary Marks or the CFA System, by operation of law or otherwise, Licensee hereby agrees to assign all such rights exclusively to CFA Properties or, at CFA's election, CFA's designee, and agrees to take any further action requested by CFA to effectuate such an assignment.

7.2 Non-Disclosure Covenant. Each Party acknowledges that it may be exposed to certain Confidential Information and Trade Secrets of the other Party during the License Term, and that its unauthorized use, publication or disclosure of such information or data could cause immediate and irreparable harm to such other Party. Accordingly, except to the extent that it is necessary to use such information or data to perform its express obligations under this Agreement, neither Party shall (and each Party shall take diligent measures to ensure that none of its employees, other personnel, agents or advisors shall), without the express prior written consent of the other Party, redistribute, market, publish, disclose or divulge to any other person or entity, or use or modify for use, directly or indirectly in any way for any person or entity: (a) any of the other Party's Confidential Information during the License Term and for a period of two (2) years after the termination of the License Term; or (b) any of the other Party's Trade Secrets at any time during which such information shall constitute a Trade Secret (before or after termination of the License Term). The Parties acknowledge and agree that CFA's Trade Secrets include, but are not limited to: Product formulations, recipes and Ingredients; Product marketing and promotional techniques and plans; financial data and plans; lists of actual and prospective Chick-fil-A licensees, franchised operators, and suppliers; and any components of the CFA System that fall within the definition of "Trade Secret." **THE PARTIES ACKNOWLEDGE AND AGREE THAT CFA'S CONFIDENTIAL INFORMATION INCLUDES, BUT IS NOT LIMITED TO: THE TERMS AND CONDITIONS OF THIS AGREEMENT; THE CONTENTS OF THE MANUAL (EXCEPT FOR ANY INFORMATION IN THE MANUAL THAT WOULD CONSTITUTE A "TRADE SECRET" OF CFA); AND ANY COMPONENT OF THE CFA SYSTEM THAT DOES NOT CONSTITUTE A "TRADE SECRET" BUT THAT OTHERWISE MEETS THE DEFINITION OF "CONFIDENTIAL INFORMATION."**

7.3 Limitations on Competition.

(a) Licensee acknowledges and agrees that, given CFA's substantial investment in the CFA System and given Licensee's substantial access to CFA's Confidential Information and Trade Secrets, it is reasonable for Licensee to agree to refrain from certain competitive activities during and for a reasonable time after the License Term.

(b) Without CFA's prior written permission, Licensee shall not, during the period of time that it is operating a Unit, anywhere within the Site associated with the Unit, directly or indirectly, alone or in conjunction with or through any other party, sell any nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in presentation to any Products offered for sale at the Unit pursuant to the CFA System.

(c) Without CFA's prior written permission, for twelve (12) months after Licensee ceases operating or having the right to operate a Unit (such a Unit being referred to as a "Closed Unit"), Licensee shall not from the space where the Closed Unit was located, directly or indirectly, alone or in conjunction with or through any other party, sell any nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in presentation to any Products

previously offered for sale at the Closed Unit pursuant to the CFA System.

(d) If Licensee violates any covenant in this Section 7.3, it shall be presumed that Licensee has used Confidential Information and Trade Secrets of CFA in violation of Section 7.2.

(e) If any court or other tribunal having jurisdiction to determine the validity or enforceability of any provision contained in this Section 7 determines that it would be invalid or unenforceable as written, in whole or in part, then the provisions of this Section 7 shall be deemed to be modified to the extent or in the manner as is necessary in order for those provisions to be valid and enforceable to the greatest extent possible.

7.4 Use of Proprietary Marks.

(a) Licensee acknowledges that the Proprietary Marks are valid and are the exclusive and valuable property of CFA Properties; that CFA has the right to use, and to sublicense others to use, the Proprietary Marks; and that only duly authorized licensees have the right to use the Proprietary Marks. Licensee further acknowledges that any use by Licensee of the Proprietary Marks pursuant to this Agreement is solely in its role as a licensee of CFA. Licensee shall not use the Proprietary Marks in any manner, either directly or through any other person or entity, other than as necessary to operate the Units. Licensee shall not use any other trademark or service mark (including without limitation any non-English language version) in conjunction with any of the Proprietary Marks without the prior written consent of CFA, nor shall Licensee use or allow the use of any other trademark or service mark in connection with the Units. Licensee further covenants that it will not contest or aid in the contest of the validity of, or ownership of, or CFA's right to use and to license others to use, the Proprietary Marks, nor take or knowingly permit any other action which will or could in any way prejudice or harm any or all of the Proprietary Marks or CFA Properties' ownership thereof, or CFA's right to use and to license others to use the Proprietary Marks. Licensee expressly agrees that it will not adopt or use, or aid a third party in adopting or using, any trademark or service mark that is similar to, imitative of or likely to be confused with any of the Proprietary Marks. Licensee also covenants that it will affix such symbols as "TM", SM, "®", or the equivalent, next to or in conjunction with all of its uses of the Proprietary Marks, as appropriate or necessary, or as directed by CFA, in order to protect all of CFA's rights therein. Any and all goodwill arising out of Licensee's use of any or all of the Proprietary Marks shall inure to the benefit of CFA Properties and shall be and remain the exclusive property of CFA Properties. Where required by CFA, Licensee shall be recorded as a registered user or licensee with the trademarks registry or other appropriate authority in respect of one or more of the Proprietary Marks for any or all of the relevant goods or services or Licensee shall cause other filings to be made having a goal similar to the foregoing, and Licensee shall sign all documents and do all acts to assist CFA for any or all such purposes.

(b) Licensee shall always use the Proprietary Marks in accordance with applicable standards and specifications set by CFA. Licensee acknowledges and agrees that CFA shall have the right to review, and approve or disapprove, in its sole and exclusive

business judgment, any and all uses of the Proprietary Marks by Licensee on or in connection with any goods and in all media and in connection with all services (which right will also extend to the quality of such goods and services). Licensee agrees to cease or alter any use of the Proprietary Marks which fails to conform with all applicable standards and specifications set by CFA or which CFA deems in its sole and exclusive business judgment to be otherwise unacceptable.

(c) Licensee agrees to advise promptly and fully CFA of all knowledge it has or acquires concerning any use of a trade name, trademark, service mark or other mark that may infringe upon any of the Proprietary Marks, but CFA or its designee retains the exclusive right and authority to protect or defend the Proprietary Marks; provided, however, that CFA or its designee shall not be obligated to defend any or all of the Proprietary Marks and may determine not to defend any or all of them for any reason whatsoever; and provided, further, that CFA does not warrant the validity of any or all of the Proprietary Marks. Licensee does agree, however, at the cost of CFA, to be a named party in any demand, suit or action which CFA may determine to institute in connection with such matters and otherwise to cooperate as CFA reasonably requests in any defense or other protection of the Proprietary Marks. Any and all damages and costs recovered shall be for the sole account of CFA.

(d) If it appears to CFA that protection of one or more of the Proprietary Marks is no longer viable, either commercially or legally, CFA has the right to relinquish such Proprietary Mark and, at its election, to adopt another mark in the relinquished mark's place. In such event, Licensee agrees to cooperate with CFA in changing all signage, literature, supplies and the like to adapt the Units. Licensee shall not use the mark CHICK-FIL-A or any words identical or similar to any Proprietary Mark in its corporate or other name.

(e) Licensee specifically acknowledges and agrees that it has no right to and shall not establish a Website (as defined below), nor offer, promote or sell any products or services, or make any use of the Proprietary Marks through the Internet without CFA's prior written approval. Licensee acknowledges and agrees that CFA is under no obligation to grant such consent to Licensee and, as a condition to granting any such consent, CFA shall have the right to establish such requirements as CFA deems appropriate, including, but not limited to, the requirement that Licensee's only presence on the Internet involving, using or otherwise in any association with the Proprietary Marks shall be through a webpage established by CFA on CFA's webpage or Website. As used in this Agreement, the term "Website" means an interactive electronic document, contained in a network of computers linked by communications software, including, without limitation, the Internet and World Wide Web home pages. Any webpage or Website proposed or established by Licensee involving, using or otherwise in any association with the Proprietary Marks shall otherwise be deemed to be a use of the Proprietary Marks under this Agreement, and will be subject to, among other things, CFA's approval and then-current policies, procedures, standards and requirements under this Section 7.4, including the subparts above.

7.5 Copyrights. Licensee acknowledges that the Manual is an original work of authorship owned by CFA Properties, which has been published with the appropriate notice of copyright and is

accordingly protected by the United States Copyright Law 17 U.S.C. § 101 et seq. and any and all other applicable copyright laws. Licensee shall not alter or modify the Manual without the prior written consent of the copyright owner.

7.6 Acknowledgment. Licensee acknowledges and agrees that its covenants set forth in this Section 7 are reasonable as to time, scope and territory given CFA's need to protect its Trade Secrets and Confidential Information, particularly given the complexity and competitive nature of the food service industry, and that, if Licensee's relationship with CFA under this Agreement ends, Licensee has sufficient resources to find alternative, commensurate business in its respective fields of expertise that would not violate Section 7. Licensee further acknowledges and agrees that the covenants set forth in this Section 7 and the rights and remedies conferred on CFA under this Agreement are essential elements of this Agreement and that without their inclusion, CFA would not have entered into this Agreement.

SECTION 8 -- TERMINATION OF LICENSE

8.1 Termination by Licensee.

(a) Any one or more of the following shall be a "Licensee Termination Event": (i) CFA's breach of any one or more of its material covenants in this Agreement; or (ii) the incorrectness or untruth of any one or more of CFA's material representations or warranties in this Agreement.

(b) Upon the occurrence of a Licensee Termination Event described in Section 8.1(a)(i), Licensee may serve CFA with written notice specifying the nature of the CFA breach, and upon the expiration of thirty (30) calendar days, if CFA shall have failed to cure or correct the CFA breach, then Licensee may terminate the License Term by serving a written notice of termination upon CFA, with such termination to be effective upon receipt by CFA. If the CFA breach is of such a nature that it cannot be completely cured or corrected within the thirty-day period, and if CFA shall have diligently commenced and continued curing or correcting the CFA breach within the thirty-day period, then the thirty-day period shall be extended as long as reasonably necessary for CFA, using its best commercial efforts, to cure or correct completely the CFA breach.

(c) Upon the occurrence of a Licensee Termination Event described in Sections 8.1(a)(ii), Licensee may terminate the License Term after providing at least ten (10) calendar days' written notice of termination to CFA with such termination to be effective upon the tenth calendar day following receipt by CFA.

8.2 Termination by CFA.

(a) The occurrence of any one or more of the following events shall be a "CFA Termination Event": (i) Licensee breaches or otherwise fails to comply with any one or more of its material duties or covenants in this Agreement (including without limitation, any one or more of its duties and obligations under Sections 4, 6 and 7 of this Agreement); (ii) any one or more of Licensee's material representations or warranties in this Agreement are untrue; (iii) Licensee or any of its principals, officers, directors, owners, employees or other personnel, agents or contractors (collectively "Licensee Parties") takes any action, or fails to take any action,

which action or failure to act, damages, or in the estimation of CFA has damaged or is likely to damage, the goodwill or reputation of CFA or is inconsistent with the Chick-fil-A Culture, the CFA System or the environment or reputation of CFA; (iv) Licensee fails to open a Unit during the hours and days of operation specified by CFA for that Unit or Licensee opens a Unit on Sunday or Christmas Day; (v) Licensee, or any Licensee Party involved, directly or indirectly, with any Unit, is convicted of or pleads nolo contendere to a felony or crime involving moral turpitude or is convicted of or pleads nolo contendere to any other crime or offense that could reasonably be expected to affect adversely the reputation or goodwill of CFA, the Proprietary Marks or the CFA System; (vi) Licensee or any Licensee Party converts or embezzles any funds or property of CFA or third parties or engages in any conduct that is fraudulent, unfair, unethical or a deceptive practice; (vii) Licensee makes a willful material misrepresentation, verbally or in writing, or fails to make a material disclosure, to CFA or any national, federal, state or local governmental authority related to a Unit; (viii) continuance, in whole or in part, of the operation of any Unit or of the License granted to Licensee hereunder, is frustrated in purpose or materially impaired by any national, federal, state or local law, statute, ruling, ordinance or regulation, or interpretation thereof (collectively a "Law"), or by the actions of any civil or military authority purporting to act thereunder, or by acts of God, war or civil disorders, or by the existence or declaration of a pandemic or epidemic, or by labor union activity; (ix) Licensee submits to CFA on two (2) or more occasions a report which understates Gross Receipts by more than five percent (5%); (x) Licensee files, or consents by answer or otherwise to the filing against it of, a petition for relief, reorganization, or arrangement or any other petition in bankruptcy, for liquidation, dissolution or winding-up or to take advantage of any bankruptcy or insolvency law of any jurisdiction; (xi) Licensee makes a general assignment for the benefit of creditors or consents to or is the subject of the appointment of a custodian, receiver, trustee or other officer with similar powers of itself or of any substantial part of its properties; (xii) Licensee is adjudicated insolvent or is liquidated, dissolved or wound-up; (xiii) a court or other governmental agency of competent jurisdiction enters an order appointing a custodian, receiver or trustee, or an officer with similar powers, with respect to Licensee or any substantial part of the properties of Licensee, or an order for relief is entered in any case or proceeding for liquidation or reorganization, or otherwise to take advantage of any bankruptcy or insolvency law of any jurisdiction, relative to Licensee, or ordering the dissolution, winding-up or liquidation of Licensee, or a petition for such relief is filed against Licensee and not dismissed or stayed within sixty (60) calendar days; (xiv) Licensee's lease, license, facility, use, occupancy arrangements for, or ownership of any Site terminates, or Licensee otherwise loses the ability to operate any Unit at or from any Site; (xv) by virtue of this Agreement or its relationship with Licensee, CFA becomes subject to government regulations as a government contractor or subcontractor or applicable Law is determined to require that any Unit be operated in a manner inconsistent with CFA's normal operating procedures or the Chick-fil-A Culture; (xvi) the building or premises of a Site or the Unit at that Site is not operated or maintained in a manner consistent with the standards of a first-class food service facility or the Chick-fil-A Culture or a threat or danger to public health or safety results from the construction, maintenance or operation of the Unit; (xvii) Licensee fails to make timely payment to CFA of any amounts it is required to pay CFA under this Agreement; or (xviii) Licensee commits three (3) or more defaults under this

Agreement in any fifty-two (52) week period, irrespective of the timing of each such default and irrespective of whether each such default has been cured after notice.

(b) Upon the occurrence of any one or more CFA Termination Events described in Sections 8.2(a)(i) (other than with respect to a breach by Licensee of Section 7.2, 7.3 or 7.4), 8.2(a)(viii), 8.2(a)(xiv) or 8.2(a)(xvi) CFA may serve Licensee with written notice specifying the nature of the CFA Termination Event, and upon the expiration of thirty (30) calendar days, if Licensee shall have failed to cure or correct the CFA Termination Event, then CFA may terminate the License Term by serving a written notice of termination upon Licensee, which termination shall be effective upon receipt by Licensee of the notice. If the CFA Termination Event by its nature requires the involvement of third-party vendors or providers of necessary goods or services in order to effectuate a cure and cannot be completely cured or corrected by Licensee using its best commercial efforts within such thirty (30) day period, then such thirty (30) day period shall be extended for as long as reasonably necessary for Licensee, using its best commercial efforts, to complete the curing of the CFA Termination Event.

(c) Upon the occurrence of any one or more CFA Termination Events other than those described in Section 8.2(b), CFA may terminate the License Term with such termination to be effective upon Licensee's receipt of written notice of termination from CFA. Licensee will not have an opportunity to cure these Licensee Termination Events. In the event CFA has the right to terminate the License Term under this Section 8.2(c), CFA may elect to, but shall not be obligated to, (i) give Licensee a right to cure or correct any CFA Termination Event that CFA deems is appropriately curable, or, alternatively, (iii) if Licensee is licensed to operate more than one Unit, CFA may terminate the License Term with respect to one or more, but less than all, of the Units that Licensee is then licensed to operate.

8.3 Licensee's Obligations Upon Expiration or Termination.

(a) Upon the expiration or termination of the License Term, or the expiration or termination of the License Term with respect to one or more, but not all, Units, for any reason pursuant to Section 8.1 or Section 8.2, all rights of Licensee to operate the affected Units and to use, display, access or advertise the CFA System, the Proprietary Marks, CFA's Confidential Information or Trade Secrets, and any other items or things constituting the Intellectual Property of CFA Properties as defined in Section 1.1(i), at the affected Units, shall cease, and the License granted to Licensee in Section 2.1 with respect to those Units shall immediately terminate.

(b) Once a Unit is terminated either through expiration or termination of the License Term or the termination of the License Term with respect to a particular Unit or otherwise, Licensee shall immediately take one of the following actions with respect to any equipment, inventory, signage or other items from the Unit constituting inventions, patents, trade dress, Trade Secrets or Confidential Information of CFA or which display one or more of the Proprietary Marks (the "Equipment"): (i) Licensee shall transfer any such Equipment from the terminated Unit to another

Unit then being operated by Licensee; or if Licensee cannot take the action described in (i), then Licensee shall, at CFA's option, either (ii) sell the Equipment to CFA at its then-current fair market value as determined by CFA in the exercise of its sole and exclusive business judgment and CFA shall have the right to purchase the Equipment accordingly, or (iii) grant CFA full and unfettered access to the Equipment and a license to remove, alter or obliterate any aspect, item, segment or portion of the Equipment that constitutes or includes licensed inventions, patents, trade dress, Trade Secrets or Confidential Information or which displays one or more of the Proprietary Marks. If CFA purchases the Equipment, Licensee shall deliver such purchased Equipment to CFA free and clear of all liens, charges, encumbrances and security interests promptly upon purchase by CFA. If Licensee transfers the Equipment to another Unit, Licensee shall bear all costs and expenses of transporting such Equipment. Once this Unit expires or is terminated, Licensee shall not under any circumstances advertise for sale or otherwise display or depict any of the Equipment as being for sale using any of the Proprietary Marks or any of CFA's trade dress (including, without limitation, CFA's storefront, word marks, logos, countertop, poster and menu board designs) absent the prior written consent of CFA, which consent Licensee acknowledges may be withheld by CFA in its sole and exclusive business judgment. Further, once this Unit expires or is terminated, Licensee shall not under any circumstances make, use, sell or offer for sale any Equipment that would constitute infringement of CFA Properties' Intellectual Property, should CFA Properties maintain non-exhausted Intellectual Property rights in such Equipment.

(c) Also upon the expiration or termination of the License Term for any reason, Licensee agrees: (i) to cease immediately using any and all of the CFA System, the Proprietary Marks, CFA's Confidential Information or Trade Secrets, and any other items or things constituting the Intellectual Property of CFA Properties, and to cease immediately operating the Units and if the term of the lease, license or occupancy arrangement for or ownership of the Sites extends beyond such expiration or termination of the License Term, Licensee shall convert the location at each Site where a Unit was operated to a different type of use; (ii) to deliver immediately to CFA or its designee, at Licensee's expense, the Manual, all materials, data compilations or other things constituting or containing CFA's Confidential Information or Trade Secrets, all advertising contracts and property of CFA in Licensee's possession and all materials, data compilations or other things in Licensee's possession which relate to the operation of the Units (including without limitation Products and Ingredients and all bags, boxes, wrappers, cups, napkins, cartons, utensils, customer goodwill items, other food containers and customer convenience items and other goods that display one or more of the Proprietary Marks, to the extent required by CFA under Section 8.3(b) above), excepting only Licensee's copy of this Agreement, Licensee's tax and personal financial records and copies of any correspondence between CFA and Licensee. CFA agrees to assist Licensee to bring about an immediate, effective, complete and orderly transfer of the items set forth above to CFA or its designee; (iii) to execute any and all agreements and other documents deemed necessary or appropriate by CFA to effectuate such expiration or termination (including without limitation cancellation of any registration or filing made under the last sentence of Section 7.4(a)) in a prompt and timely manner and to effectuate cancellation, change or transfer of business names, telephone numbers, facsimile numbers, email

addresses, and Internet domain names, addresses, user names or search terms, or other like items, as applicable and as deemed necessary or appropriate by CFA; (iv) to pay immediately all debts it owes CFA and to pay immediately all debts arising from the operation of the Units or other performance of Licensee's responsibilities under the terms of this Agreement; (v) not to advertise or hold itself out in connection with the operation of any competing business or the sale of any Equipment or other things as having been formerly connected with CFA or to have formerly operated a Unit; and (vi) to make such changes to the Sites and to the Units as CFA may request so as to distinguish the Sites from any other Units. In this regard, Licensee shall, without limiting the generality of the previous sentence, dismantle or otherwise remove from the building and premises of the Units all signage bearing any of the Proprietary Marks and deliver to CFA, pursuant to Section 8.3(b) above, all of such signage.

(d) In the event that the License Term is terminated with respect to one or more, but not all, of the Units, the provisions of this Section 8.3 shall apply only to such terminated Units.

SECTION 9 -- ASSIGNMENT AND TRANSFER

9.1 Assignment by CFA. CFA may sell, transfer and assign any of its rights or obligations under this Agreement to any person, firm or corporation. CFA shall not remain liable for the performance of, and shall automatically be released from, any obligations under this Agreement subsequent to any such assignment. Notwithstanding anything in this Section 9.1 to the contrary, CFA may, in its sole and exclusive business judgment and without the consent of Licensee, pledge or assign its right to receive license fees hereunder, to any creditor, as security for indebtedness. In the event of an assignment or assignments (but not a pledge or pledges) pursuant to this Section by CFA to an unrelated third party, Licensee reserves the right to terminate this Agreement upon thirty (30) calendar days' prior written notice.

9.2 Limitations on Transfer by Licensee.

Licensee acknowledges and agrees that its rights and duties under this Agreement are personal to Licensee and that CFA has granted the License hereunder to Licensee in reliance upon Licensee's character, skill, experience, business ability and financial qualifications. Therefore, Licensee shall not assign any of its rights or obligations under this Agreement voluntarily or involuntarily, by operation of law or otherwise in any manner, except upon prior written approval of CFA and in accordance with the provisions of this Agreement, and any attempt by Licensee to do so shall be null and void. Licensee shall not change the business form or entity which owns or through which Licensee operates the Units, either directly or indirectly, without the prior written consent of CFA.

SECTION 10 -- MISCELLANEOUS LEGAL MATTERS

10.1 Separate and Independent Contractor/Business Owner. The Parties acknowledge and agree that ~~Licensee's~~^{the} relationship ~~to CFA is that of an independent contractor. Nothing in this Agreement shall be construed to make Licensee (or any individual~~

~~whose salary, wages or other compensation is to be paid by Licensee) CFA's employee, agent or representative or to make Licensee and CFA partners, joint venturers, fiduciaries or trustees of the other for tax purposes or any other purpose. Licensee shall not have the power to obligate CFA for any expenses, liabilities or other obligations, without the prior written approval of CFA. Licensee shall conspicuously identify itself at its office and in all dealings with contractors, suppliers, public officials and others as an independent licensee of CFA and shall not hold itself out in any way as an employee, agent, representative, partner, joint venturer, fiduciary or trustee of CFA. Licensee shall also place such other notices of independent ownership on the Units, and on forms, stationery and other materials to be used in the operation of the Units, as CFA may require from time to time, including notices that the Proprietary Marks are owned by CFA Properties and used by Licensee under the License.~~ of the parties created pursuant to this Agreement is intended by each party to this Agreement to be and is that of a franchised license between CFA and Licensee, who is a separate and independent business owner, whether a person or entity, and neither party (nor any of their respective employees, agents, or representatives) shall incur any claim, debt, liability or obligation, other than as specifically set forth in this Agreement, to any person or entity, including without limitation the other party, for any action or omission undertaken pursuant to or as a result of this Agreement or under any other circumstances. The parties acknowledge and agree that the creation of the above-described relationship and each party's respective ability to perform and to be legally recognized as being in and having the relationship as set forth above and not another during the License Term is part of the essence and a principal purpose of this Agreement.

(a) Nothing in this Agreement makes or shall be deemed to make in law or fact Licensee (or any individual whose salary, wages or other compensation was or is to be paid by Licensee) a general or special agent, partner, legal representative, fiduciary, joint venturer, joint employer, co-employer or employee with or of CFA. In all public records in Licensee's relationship with all other persons or entities, and in any document, Licensee agrees to indicate clearly the independent ownership and operation by Licensee of the Units. Licensee shall not make any express or implied agreements, warranties, guarantees or representations or incur any debt or obligation in CFA's name or on its behalf or represent that the relationship of the parties hereto is anything other than that of a franchisor and franchised licensee who are separate and independent businesses. CFA will not be obligated by or have any liability under any agreements made by Licensee with any third party or for any representations made by Licensee to any third party. Licensee shall, upon commencement of Licensee's duties at the Site of any Unit and periodically thereafter, inform each employee that CFA is not such employee's employer. Licensee further agrees to hold itself out to the public as a separate and independent business owner operating the Units pursuant to a franchised license with CFA. Licensee agrees to take such affirmative action as may be necessary to do so, including with regard to signage, forms, solicitations, business cards, stationery, advertising, third-party communications and other materials.

(b) Although CFA retains the right to establish and modify the CFA System and Manual, Licensee has and shall retain the sole responsibility for and authority to control the day-to-day management and operation of the Units and implementing and maintaining the CFA System and the Manual at the Units. Licensee

further acknowledges and agrees, that the various standards, requirements, specifications and procedures of the CFA System, whether set forth in the Manual or otherwise, do not directly or indirectly constitute, suggest, infer or imply that CFA controls or has the authority or right to control any aspect or element of the day-to-day operations of the Units, but only constitute standards Licensee must adhere to when exercising Licensee's own sole control of the day-to-day operations of the Units.

(c) CFA and Licensee recognize and agree that Licensee's employees are exclusively employed and will remain exclusively employed at all times during the Term of this Agreement by the Licensee and CFA does not and will not employ, co-employ or jointly employ Licensee's employees [delete -at the Site], and does not and will not control or have the authority or right to directly or indirectly control labor or employment matters for Licensee and that Licensee, and not CFA, is solely responsible for controlling and has the sole authority and right to control the terms and conditions of employment for the Units and Licensee's employees, including but not limited to hiring, determining compensation and benefits for, establishing schedules and employment duties for, training, managing, supervising, disciplining, promoting, terminating, paying all wages, benefits and employee-related liabilities for, determining staffing levels, tasks to be performed and workplace and safety rules for such employees.

(d) Licensee hereby irrevocably affirms, attests and covenants Licensee's belief, agreement, understanding and intent that Licensee's employees are employed and will remain employed at all times during the Term of this Agreement by Licensee and in no fashion is any such employee of Licensee either jointly employed or co-employed by CFA. Licensee further affirms, attests and covenants Licensee's belief, agreement, understanding and intent that each of Licensee's employees is and shall remain under the exclusive control of Licensee and never under the direct or indirect control of CFA in any manner whatsoever.

(e) Licensee and CFA acknowledge that any covenants or other duties imposed upon Licensee by this Agreement are not intended to control or otherwise affect the time, manner or method of Licensee's day-to-day operation of the Units but rather to ensure that: (i) the image of the Units, as ultimately seen and judged by its customers, is as positive as possible and therefore such that the Units can be operated for the greatest mutual benefit of Licensee and CFA; (ii) the Trade Secrets, the Confidential Information, Intellectual Property and other proprietary rights of CFA and CFA Properties are adequately protected; and (iii) all CFA's standards, specifications, methods, techniques and procedures, including those set forth in this Agreement and the Manual are maintained in order to ensure that all customers receive a consistent brand experience, and Licensee has the capability to meet and be in full compliance with CFA's food safety and product quality standards.

10.2 Equitable Remedies. Licensee acknowledges, agrees and warrants that any breach or threatened breach by Licensee of any of the material terms of this Agreement, including without limitation a breach of the provisions of Sections 6, 7, 8 or 9, would result in irreparable damage and harm to CFA that would be difficult to

ascertain. Accordingly, in such event, CFA shall be entitled, if it so elects, in addition to any other remedies available to it under this Agreement or at law, to immediate equitable relief therefor, including without limitation, an injunction or an order for specific performance. Nothing in this Section 10 shall be deemed to limit CFA's remedies at law or in equity for any breach by Licensee of any provision of this Agreement. Furthermore, nothing in this Section 10 or otherwise contained in this Agreement shall limit, abridge or modify the rights of CFA in and to its Intellectual Property, including its Trade Secrets, Confidential Information and the Proprietary Marks under any applicable national, federal, state, or local trade secret, trade name, trademark, service mark, patent, copyright, unfair competition, license or other law.

10.3 Indemnification. To the extent that applicable law prohibits either Party from making the indemnification covered by this Section 10.3, then to that extent, against the Party that is thus prohibited, this Section 10.3 shall not be effective, and the other Party's indemnification obligation under this Section 10.3 shall be similarly reduced, so that each Party's obligations under this Section 10.3 are roughly equal. Each of CFA and Licensee (as applicable, the "Indemnitor") shall and does hereby hold harmless and indemnify the other Party and its officers, directors, employees, agents, affiliates, parent, subsidiaries, successors and assigns (collectively, the "Indemnitee"), from and against any and all claims, counterclaims, suits, demands, debts, costs, liabilities, expenses, setoffs, liens, attachments, judgments, actions and causes of action arising out of (i) the untruth or breach of any of the Indemnitor's representations or warranties in this Agreement, or (ii) a breach by the Indemnitor of its obligations under this Agreement, or (iii) the negligent or intentionally wrongful acts or omissions of the Indemnitor or any of its officers, directors, shareholders, agents or employees (including, in the case of Licensee, the unauthorized, unlicensed or otherwise unpermitted or improper operation or condition of any part of the Units or the Sites); and the Indemnitor shall reimburse the Indemnitee for any and all costs, damages, penalties and expenses, including without limitation attorneys' and advisors' fees, costs of investigation and court costs that the Indemnitee incurs by reason of or due to any such acts or omissions by the Indemnitor. The indemnities herein shall continue in full force and effect subsequent to and notwithstanding any expiration or termination of the License Term.

10.4 Cumulative Rights and Remedies. All rights and remedies of the Parties under this Agreement shall be cumulative.

10.5 Choice of Law. This Agreement was made and took effect when accepted and executed by CFA in the State of Georgia. All rights, duties and obligations of the parties hereto arising out of or relating to the subject matter of this Agreement shall be governed, construed, interpreted and enforced solely under the laws and decisions of the State of Georgia as they now exist and hereafter may be amended or changed from time to time (except and without reference to any conflict of law principles, rules and decisions), including without limitation all controversies, disputes and claims of any nature between the Parties arising out of or relating to the validity, performance, interpretation, enforcement, termination or expiration of this Agreement, and any other aspect of the Parties' agreement or relationship. The laws of the State of Georgia shall prevail and otherwise be applied to all such disputes in the event of any conflict of laws.

10.6 Litigation. Licensee acknowledges and agrees that Licensee has and will continue to develop a substantial and continuing relationship with CFA at its offices in the State of Georgia, where CFA's decision-making authority is vested and where its license program operations are conducted and supervised. The Parties agree that if a controversy or claim between them arises out of or relates to this Agreement or the relationship between Licensee and CFA and results in threatened or pending litigation, then the Superior Court of Fulton County, Georgia, United States of America, and the United States District Court for the Northern District of Georgia, Atlanta Division, shall have exclusive jurisdiction to hear and decide such matter, and each Party hereby submits and consents to the jurisdiction of each such courts, and each Party hereby agrees to commence, conduct and conclude such matters only in such courts. The Parties further acknowledge and agree that the courts identified above are convenient forums for the litigation of any controversy or claim which may arise out of or relate to this Agreement or the relationship between Licensee and CFA, and agree not to claim, assert or argue that such courts do not have jurisdiction or are inconvenient forums. Licensee hereby waives any and all objections to the exclusive personal jurisdiction of the Fulton County, Georgia Superior Court and the United States District Court for the Northern District of Georgia, Atlanta Division, and further waives any and all objections to the jurisdiction of and venue in such courts, in and for all cases and controversies relating to or arising out of this Agreement and/or the relationship between Licensee and CFA. This exclusive choice of jurisdiction and venue provision governs except that claims for injunctive relief may be brought by CFA in any appropriate jurisdiction where Licensee is located. This exclusive choice of jurisdiction and venue provision also shall not restrict the ability of any Party to enforce any judgment, award or order in any appropriate jurisdiction or to obtain the full faith and credit of any judgment, award or order obtained. If either Party files suit or claim to collect sums from or to enforce its rights or any covenant under this Agreement (the "Claiming Party") against the other Party, then the ~~first~~Claiming Party, in addition to its other rights and remedies hereunder, shall be entitled to recover all costs and expenses incurred in connection with such collection or other action, should the ~~first~~Claiming Party prevail in such suit or claim, including without limitation attorneys' and advisors' fees, court costs and other expenses of litigation.

10.7 Third Party Claims. Licensee agrees to notify immediately CFA of the existence of (and forward to CFA copies of relevant documents, if any, within ten (10) days of its receipt of them) any and all actual or threatened demands, claims, notices, suits, actions or other legal processes served on or otherwise coming to the attention of Licensee that would or could affect any Units, the CFA System, CFA's Confidential Information or Trade Secrets, the Proprietary Marks or CFA in general. CFA may, at its option, control any or all such disputes and litigation and Licensee will, at its own expense if it is a named party, or at CFA's expense if it is not, extend its full cooperation in all such matters.

10.8 Caveats.

(a) Licensee acknowledges and agrees that it has entered into this Agreement after making an independent investigation of CFA's operations and not in reliance upon any representative or projected gross revenues, volume, earnings or profits which Licensee might be expected to realize, and that CFA has not made any representation, which is not expressly set forth herein, to induce Licensee to accept the License and execute this Agreement. Licensee represents and warrants that it acknowledges that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors. CFA DOES NOT MAKE ANY REPRESENTATION OR WARRANTY, EXPRESS OR IMPLIED, AND LICENSEE ACKNOWLEDGES THAT CFA DID NOT MAKE ANY REPRESENTATION OR WARRANTY, AS TO THE POTENTIAL SUCCESS, EARNINGS, REVENUES OR PROFITS OF THE UNITS THAT WILL BE OPERATED BY LICENSEE UNDER THIS AGREEMENT.

(b) Because complete and detailed uniformity in the operation and appearance of all Units may not be possible or practical in the many varying conditions in which Units will be operated, CFA reserves the right and privilege, which it may exercise in its sole and exclusive business judgment, to vary the terms or conditions of a license agreement (including without limitation the fees to be paid by a licensee) or the standards, specifications, methods, techniques or procedures applicable to the operation of a Unit for any other of its licensees based upon the differing physical, business, demographic or other conditions existing in the particular area in which such Unit is located or upon the differing personal abilities, aptitudes, experiences or financial qualifications of such licensees. Licensee acknowledges that it will not be entitled to receive any such variance allowed to any of CFA's other licensees.

10.9 Disclaimer. CFA, FOR ITSELF, ITS AFFILIATES, SUCCESSORS AND ASSIGNS, HEREBY DISCLAIMS ANY AND ALL EXPRESS OR IMPLIED WARRANTIES CONCERNING ANY GOODS OR SERVICES SOLD OR APPROVED BY IT, OR THE LICENSE GRANTED BY IT, OR ADVICE, GUIDANCE, APPROVAL OR DIRECTIONS RENDERED BY IT, INCLUDING WITHOUT LIMITATION ANY WARRANTIES AS TO MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AVAILABILITY, QUALITY, QUANTITY OR PRICING. LICENSEE AGREES NOT TO MAKE ANY STATEMENT, REPRESENTATION OR CLAIM OR TO GIVE ANY WARRANTY TO THE CONTRARY TO ANY CUSTOMER OR POTENTIAL CUSTOMER OR ANY OTHER PARTY.

SECTION 11 -- GENERAL PROVISIONS

11.1 No Implied Waiver.

(a) Failure of either Party at any time to require performance of any provision of this Agreement shall not affect such Party's right to require full performance of that provision at any time thereafter, and the waiver by either Party of a breach of any provision shall not be taken or held to be a waiver of any subsequent breach thereof or a waiver of a breach of any other provision of this Agreement or as nullifying the effectiveness of such provision or any other provision.

(b) The failure of either Party to seek redress for any violation of this Agreement or to take action based upon a Licensee or CFA Termination Event, as the case may be, or to insist upon the strict performance of any condition of this Agreement, shall not prevent a subsequent act, which would have originally constituted a Termination Event or violation of this Agreement, from having all the force and effect of an original Termination Event or violation. The receipt or acceptance by either Party of any fees or other payments with knowledge of a Termination Event or violation of this Agreement shall not be deemed a waiver of any such relief with respect to such Termination Event or violation. No provision of this Agreement shall be deemed to have been waived by either Party unless such waiver be in writing signed by the Party. No payment by either Party or receipt or acceptance by the other Party of a lesser amount than the amount required to be paid shall be deemed to be other than on account of the correct payment.

11.2 Procedure for Notice. Any notice permitted or required to be delivered by the provisions of this Agreement shall be deemed so delivered (and thus also be deemed to have been received by the addressee thereof) on the day of hand delivery, one (1) business day after being sent by facsimile with electronic verification of receipt being received by the sending Party (with an identical copy of any telefaxed materials being sent as well by first class mail) or overnight delivery service (with notification of delivery) or three (3) business days after being placed in the United States mail for delivery within the United States by certified or registered mail, postage prepaid, returned receipt requested addressed to the recipient at the address set forth on the signature page to this Agreement, unless that Party shall have given written notice of change of address to the sending Party.

11.3 Severability; Binding Upon Assigns; Further Assurances.

If any provision or provisions of this Agreement shall for any reason be declared invalid or ineffectual by any court or agency of competent jurisdiction, the other provisions hereof shall nonetheless remain valid and shall continue in full force and effect. If it shall be impossible to continue such other provisions of this Agreement in full force and effect after the excision of the provision or provisions so declared invalid or ineffectual, then CFA and Licensee each undertake and agree that they will, upon demand of CFA, make, execute, acknowledge and deliver any and all instruments which CFA deems necessary or appropriate to accomplish lawfully such continuance. It is the intention of the Parties that this provision may be enforced in equity in addition to and not to the exclusion of any other remedies which may be available to the Parties to this Agreement. This Agreement shall be binding upon, and its benefits shall inure to, Licensee and its

successors and assigns (subject to the provisions of Section 9) and to CFA and its successors and assigns. From time to time during the License Term, Licensee, upon receipt of the written request of CFA, agrees to execute such other documents or instruments as CFA may reasonably deem necessary or appropriate to carry out and complete the terms hereof.

11.4 Headings, Addenda, Exhibits. The captions and headings of the Sections or other subsections of this Agreement are inserted for convenience and reference only and shall have no effect on the meaning of the Agreement. References to Sections, Addenda and Exhibits refer to sections, addenda and exhibits of this Agreement. All Addenda and Exhibits and other attachments to this Agreement are hereby incorporated by reference into this Agreement.

11.5 Counterparts. This Agreement may be executed in any number of counterparts, each of which so executed and delivered shall be deemed an original, with such counterparts together constituting one and the same instrument.

11.6 Personal Pronouns; Plurals. Each personal pronoun used herein, whether masculine, feminine or neuter, shall include the other gender or genders as the context requires or permits. Each plural or singular verb shall include the other number as the context requires or permits.

11.7 Continued Effectiveness of This Agreement. Except for provisions relating only to the License granted to Licensee under Section 2, this Agreement shall remain effective until neither Party has any further obligation to the other Party under this Agreement. The Parties acknowledge that a number of their obligations (for example, Licensee's obligations under Sections 7, 8 and 10) extend beyond the expiration or termination of the License Term.

11.8 Conflicts. This Agreement shall control in the event of any conflict between this Agreement and any other agreements Licensee may make with respect to the Units.

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. No other representations have induced Licensee to sign this Agreement except that Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). No representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD were made by either Party and none shall have any force or effect with reference to this Agreement. No officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this

Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

11.10 U.S. Executive Order Representation. Licensee represents and warrants that it has not been designated as a suspected terrorist under U.S. Executive Order 13224.

11.11 Miscellaneous. Words of inclusion used in this Agreement (such as "including") shall not be deemed to be words of limitation, such that any items or things listed as "included" in another class of items or things shall not be construed as excluding other items or things not expressly mentioned. Both Parties acknowledge and agree that they have actively participated in the negotiation and drafting of this Agreement. Licensee agrees to promptly execute amendments to any Addenda, from time to time during the License Term, to reflect changes in the information set forth on the Addenda as of the Effective Date.

EXHIBIT 1

CONFIDENTIALITY AGREEMENT
SELF-OP AGREEMENT

**This form of Agreement must be signed by Licensee personnel working as
a manager or supervisor in a Unit**

CHICK-FIL-A, INC.

[LICENSEE]

Signature: _____
Printed Name: _____

Signature: _____
Printed Name: _____

EFFECTIVE DATE OF THIS AGREEMENT: _____

Chick-fil-A and its licensed operators have developed a variety of policies and procedures that are designed to ensure that all Chick-fil-A products and the manner in which they are presented and sold, regardless of sales location, conform to the same high standards that have given Chick-fil-A its reputation for first class products and service. Therefore, in return for the right to manage, supervise, operate or work in a Chick-fil-A Unit, you agree as follows:

1. You agree to comply with all Chick-fil-A policies and procedures contained in the Chick-fil-A operations manual, training guide and orientation notebook (if provided to you) and any other statements of policy or procedure furnished by Chick-fil-A.
2. You agree to treat the following materials and information as confidential "trade-secret" information of Chick-fil-A and you will not use these materials or this information except in conjunction with the sale of Chick-fil-A products and you will not publish or disclose any of these materials or this information to any person or entity except as authorized by Chick-fil-A in writing to do so: the contents of the operations, training and orientation manuals; any Chick-fil-A product preparation, presentation methods, procedures or recipes; any data relating to sales of Chick-fil-A products and any other financial data or plans; any lists of suppliers or customers of Chick-fil-A; any business or product plans or projections. If, under applicable law, your obligations in this paragraph 2 must be limited to a specified period of time with respect to any of the above materials or information, that period of time shall be the term of time during which you are authorized to operate or work in conjunction with a Chick-fil-A unit plus the three (3) years following the term.

SIGNATURES OF LICENSEE PERSONNEL (IF REQUIRED TO SIGN), INDICATING STARTING DATE AND ENDING DATE OF WORK IN CHICK-FIL-A UNIT:

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

(attach additional sheets for additional personnel signatures)

EXHIBIT 2

SITE DESCRIPTION FORM

EXHIBIT 2

Site Description Form

** The Parties agree that they will maintain a Site Description Form for each Site (whether an Initial Site or an Additional Site). The Parties agree that they will attach to this Exhibit 2 Site Description Forms for all Sites. References to "Exhibit 2" in the License Agreement will be deemed to include all such Site Description Forms.*

1. *Location name, address and telephone number of Site:*

2. ~~Contractor~~ Licensee:

LICENSEE APPROVAL:

By _____

3. *Description of Retail Area(s) at Site:*

Name _____

Title _____

4. *Other regional or national brands sold at proposed Site:*

5. *Menu:*

CHICK-FIL-A, INC. APPROVAL:

By _____

6. *Days of Operation:*

Name _____

Title _____

7. *Hours of Operation:*

Date _____

8. *Attach School Calendar (if Site is at a school)*

ADDENDUM A

CFA Trademarks, Service Marks and Tradenames

The following trademarks, service marks, trade names, logo types and other commercial symbols are presently registered on the principal register of the United States Patent and Trademark Office:

Mark	Registration / Application Number	Registration / Application Date*
Authentic Originals Logo	~~97/728,737**7~~ <u>,255,003</u>	~~12/22/2022~~ <u>12/26/2023</u>
Block C Logo	4,213,524	09/25/2012
Block C Logo	~~97/402,029**7~~ <u>,018,860</u>	~~05/09/2022~~ <u>04/04/2023</u>
C Logo	2,298,157	12/07/1999
C Logo	873,925	07/29/1969
C Logo	1,211,656	10/05/1982
C Logo	2,307,404	01/11/2000
C Logo	2,316,050	02/08/2000
C Logo	2,316,051	02/08/2000
C Logo	2,313,854	02/01/2000
C (Stylized) (Red)	2,341,163	04/11/2000
CFA	6,038,359	04/21/2020
Circle C Logo	6,562,865	11/16/2021
Cropped C Logo	5,750,250	05/14/2019
Cropped C Logo (Red)	5,750,424	05/14/2019
Chick-fil-A	6,042,675	04/28/2020
Chick-fil-A	1,209,211	09/14/1982
Chick-fil-A	2,196,099	10/13/1998
Chick-fil-A	2,196,100	10/13/1998
Chick-fil-A	2,211,210	12/15/1998
Chick-fil-A	2,340,814	04/11/2000
<u>Chick-fil-A</u>	<u>7,018,859</u>	<u>04/04/2023</u>
Chick-fil-A	~~9798/402,021~~ <u>403,995**</u>	~~05/09/2022~~ <u>02/13/2024</u>
Chick-fil-A (Stylized)	866,527	03/11/1969
Chick-fil-A (Stylized)	995,935	10/15/1974
Chick-fil-A (Stylized)	1,238,459	05/17/1983
Chick-fil-A (Stylized)	1,065,507	05/10/1977
Chick-fil-A (Stylized)	4,865,535	12/08/2015
Chick-fil-A (Stylized)	6,866,465	10/04/2022
Chick-fil-A (Stylized)	~~97/645,394**7~~ <u>,019,097</u>	~~10/24/2022~~ <u>04/04/2023</u>
Chick-fil-A (Red) (Stylized)	2,335,546	03/28/2000
Chick-fil-A Chick-n-Strips	1,958,706	02/27/1996
Chick-fil-A One	5,863,299	09/17/2019

Chick-fil-A Shared Table	6,724,424	05/10/2022
Chick-fil-A Waffle Potato Fries	2,258,869	07/06/1999
Chick-n-Minis	5,721,403	04/09/2019
Code Moo	97/809,829**	02/24/2023
Coma Más Chikin	97/882,890**	04/11/2023
Cool Wrap	2,415,376	12/26/2000
Cow Appreciation Day	3,372,804	01/22/2008
Cow Party	~~97/594,203**~~ 7 ,274,314	~~09/16/2022~~ 01 /16/2024
Da Bao Ke Fu (Simplified Chinese Characters)	97/792,474**	02/13/2023
Delivery From Us to You & Design	6,569,305	11/23/2021
Delivery Pin Design	98/360,588**	01/17/2024
Eat Mor Chikin	2,010,233	10/22/1996
Eat Mor Chikin	2,240,326	04/20/1999
Eat Mor Chikin	2,062,809	05/20/1997
Eat Mor Chikin	2,197,973	10/20/1998
Eat Mor Chikin (Stylized)	98/112,871**	02/13/2023
Eat Mor Chikin (and design)	2,538,070	02/12/2002
Eat Mor Chikin (and design)	2,538,050	02/12/2002
First 100	3,906,613	01/18/2011
Fowl Shot	5,181,278	04/11/2017
Frosted Sunrise	5,605,101	11/13/2018
Hogar del Sándwich de Pollo Original	~~90/597,021**~~ 7 ,026,679	~~03/23/2021~~ 04 /11/2023
Home of the Original Chicken Sandwich	2,969,991	07/19/2005
Home of the Original Chicken Sandwich (Stylized) & Design	~~97/754,376**~~ 7 ,224,738	~~01/13/2023~~ 11 /21/2023
Icedream	1,273,752	04/10/1984
Kid Created Games & Design	97/195,020**	12/29/2021
Kneeling Cow Design	2,468,762	07/17/2001
Kids Design (horizontal)	6,615,711	01/11/2022
Kids Design (vertical)	6,615,710	01/11/2022
Koma Más Pollo	90/071,603**	07/24/2020
Moo Cow Band	~~2,758,388~~ 98/4 30,584**	~~09/02/2003~~ 03 /02/2024
One Design (horizontal)	5,863,203	09/17/2019
One Design (vertical)	5,984,552	02/11/2020
Sunjoy	6,202,190	11/17/2020
Sunshine Days	~~97/719,580**~~ 7 ,196,209	~~12/15/2022~~ 10 /17/2023

Standing Cow Design	2,463,183	06/26/2001
Standing Cow Design	2,464,891	07/03/2001
The Brake Room	97/798,477**	02/16/2023
The Chicken Wire	5,306,199	10/10/2017
True Inspiration Awards	6,355,587	05/18/2021
<u>Waffle Fry Heart Design</u>	<u>98/349,346**</u>	<u>01/09/2024</u>
<u>Waffle Fry Heart Design</u>	<u>98/349,350**</u>	<u>01/09/2024</u>
We Didn't Invent the Chicken, Just the Chicken Sandwich	1,981,126	06/18/1996
<u>Zi Fei Le (Traditional Chinese Characters)</u>	<u>98/297,187**</u>	<u>12/04/2023</u>

* Any required affidavits and renewals pertaining to these Marks have been filed.

** An application for these Marks has been filed, but no federal registration has been granted for these Marks. We do not have a federal registration for these principal Marks. Therefore, these principal Marks do not have many legal benefits and rights as our federally registered trademarks. If our right to use these Marks is challenged, you may have to change to an alternative trademark, which may increase your expenses.

ADDENDUM B

CORE MENU FOR LICENSED UNITS

(Added)

Entrée 1 (Full)	Entrée 2 (No Strips)	Entrée 3 (No Strips/Spicy)	Entrée 4* (No Strips/Grilled/Deluxe)	Entrée 5* (CFA Sandwich/ Nuggets)
CFA Sandwich CFA Deluxe CFA Nuggets (8, 12; 5 if Kids Meal) Chick-n-Strips (3/4 count; 2 count if Kids Meal) Grilled Chicken Sandwich Grilled Club Sandwich Spicy Sandwich Spicy Deluxe Grilled Nuggets (8, 12; 5 if Kids Meal)	Chick-fil-A® Sandwich Chick-fil-A® Deluxe CFA Nuggets (8, 12; 5 if Kids Meal) Grilled Chicken Sandwich Grilled Club Sandwich Spicy Chicken Sandwich Spicy Deluxe Grilled Nuggets (8, 12; 5 if Kids Meal)	Chick-fil-A® Sandwich Chick-fil-A® Deluxe CFA Nuggets (8, 12; 5 if Kids Meal) Grilled Chicken Sandwich Grilled Club Sandwich Grilled Nuggets (8, 12; 5 if Kids Meal)	Chick-fil-A® Sandwich Chick-fil-A® Nuggets (8 & 30ct, 5ct if Kids Meal) Spicy Chicken Sandwich	Chick-fil-A® Sandwich Chick-fil-A® Nuggets (8 & 30ct, 5ct if Kids Meal)
			*only available for approved locations	*only available for approved locations
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	- Limited thawing capacity - Limited storage	- Limited thawing capacity - Limited storage - Limited equipment (No spicy fryer/≤ 2 Henny Pennys)	- Limited thawing capacity - Limited storage - Limited equipment (no cooler/grill) - A la carte/no meals - Seasonal/Event Hours	- Limited thawing capacity - Limited storage - Limited equipment (no cooler/grill/spicy fryer) - A la carte/no meals - Seasonal/Event Hours



(Added)
Treats

Desserts/Iced Coffee/Treats (Full)	Desserts/Iced Coffee/Treats (No Cookie)	Desserts/Iced Coffee/Treats (Brownie Only)
Chocolate Chunk Cookie (1 ct, 6ct) Brownie Icedream® (Cup & Cone) Milkshakes (All Core + LTF) Frosted Lemonade (Diet + Regular)- unless Beverages 3 Frosted Coffee Iced Coffee	Brownie Icedream® (Cup & Cone) Milkshakes (All Core + LTF) Frosted Lemonade (Diet + Regular)- unless Beverages 3 Frosted Coffee Iced Coffee	Brownie
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	Limited equipment (no oven)	- Limited equipment (no oven/Icedream® machine/milkshake dispenser) - Limited cooler space



(Added) Beverages

Beverages 1 (Full)	Beverages 2 (No Soft Drinks)	Beverages 3 (No Tea/No Lemonade)
Soft Drinks Iced Tea (Sweet + Unsweet) Chick-fil-A® Lemonade (Regular + Diet) Sunjoy® Bottled Water	Iced Tea (Sweet + Unsweet) Chick-fil-A® Lemonade (Regular + Diet) Sunjoy® Bottled Water	Soft Drinks Bottled Water
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	Limited equipment (no carbonator/ drink tower)	Limited equipment (no lemonade bubbler/tea brewer)



(Added)+ Wraps

Salads + Wraps 1 (Full)	Salads + Wraps 2 (No SSW or Wrap)	Salads + Wraps 3 (Side Salad + Wrap Only)	Salads + Wraps 4 (Market Salad Only)	Salads + Wraps 5 (No Salads/Wraps)
Market Salad Cobb Salad Spicy Southwest Salad Chick-fil-A® Cool Wrap Side Salad Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Creamy Salsa Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	Market Salad Cobb Salad Side Salad Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Creamy Salsa Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	Chick-fil-A® Cool Wrap Side Salad Dressings: Avocado Lime Ranch Garden Herb Ranch Fat Free Honey Mustard Light Italian	Market Salad Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Fat Free Honey Mustard Light Italian	
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink)	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink) - Peak hour capacity/ throughput	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink)	- Limited cold storage/holding - Limited prep space - Limited equipment (no grill/cooler) - Limited equipment capacity (sink) - Peak hour capacity/ throughput



4

(Added) Kids Meals

Kids Meals 1 (Full)	Kids Meals 2 (No Strips)	Kids Meals 3 (No Kids Meals)
CFA Nugget Meal (5 count) Grilled Nugget Meal (5 count) Chick-n-Strips Meal (2 count) Sides: Fruit Cup (S) (unless on Sides 5 or 6) Waffle Potato Fries (S) (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	Chick-fil-A® Nugget Meal (5 count) Grilled Nugget Meal (5 count) (unless on Entrées 4 or 5) Sides: Fruit Cup (S) (unless on Sides 5 or 6) Waffle Potato Fries (S) (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	Limited thawing capacity	Venue market/space/waste does not warrant Kids Meals



Sides 1 (Full)	Sides 2 (No Soup)	Sides 3 (No Soup/ Mac + Cheese)	Sides 4 (No Soup/ Mac + Cheese/ Kale Crunch)	Sides 5 (Kids Meals & Chips)	Sides 6 (Chips Only)*
Kids Meals 1 (Full) CFA Waffle Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Mac + Cheese Chips Seasonal: CTS Beverages: Plain Milk Chocolate Milk Apple Juice	Kids Meals 2 (No Soup) CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Mac + Cheese Chips Seasonal: CTS Beverages: Plain Milk Chocolate Milk Apple Juice	Kids Meals 2 (No Strips) CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Chips Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries* (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	Kids Meals 2 (No Strips) CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Chips Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries* (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	Kids Meals 3 (No Kids Meals) CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Chips Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries* (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	Kids Meals 3 (No Kids Meals) CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Chips Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries* (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice
				*only available for approved locations	*only available for approved locations
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	•Limited equipment (no soup burner/warmer) •Limited space/waste	•Limited equipment (no soup burner/warmer/merco) •Limited space/waste	•Limited equipment (no soup burner/warmer/merco/ ltd or no cooler/produce prep surface) •Limited space/waste	•Limited equipment (no soup burner/ warmer/ merco /cooler/produce sink) •Limited space/waste •A la carte/no meals •Seasonal/Event Hours	•Limited equipment (no soup burner/ warmer/ merco /cooler/produce sink/waffle potato fryer) •A la carte/no meals •Seasonal/Event Hours



(Modified) **aps**

Breakfast 1 (Full)	Breakfast 2 (No Sausage/ Muffin)	Breakfast 3A (No Sausage/ Muffin)	Breakfast 3 (CFA Chicken-Biscuits & Minis)	Breakfast 3A (CFA Chicken-Biscuits & Minis/No Coffee)	Breakfast 4 (No Breakfast)
Salads + Wraps 1	Salads + Wraps 2	Salads + Wraps 3	Salads + Wraps 4	Salads + Wraps 5	Salads + Wraps 6
CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit	CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit	CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit	CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit	CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit	CFA Chicken Biscuit Spicy Chicken-Filet Biscuit CFA Chicken-Minis (4, 10 ct) BEC Biscuit BEC Muffin BEC Chicken Salad BEC Muffin Hashbrown Scramble Burrito- Bowl (Chicken or Beef) Seasonal Salads (Promo Panel) Biscuit
Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian Hash browns Fruit Cup (M, S if Kids Meal) GYP
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	• Limited equipment (no toaster) • Limited space/waste	• Limited equipment (no toaster/coffee brewer) • Limited space/waste	• Limited equipment (no toaster/griddle) • Limited space/waste	• Limited equipment (no toaster/griddle/coffee brewer) • Limited space/waste	Hours/space/waste do not warrant breakfast

Note: Restaurants w/o a Spicy Fryer (Entree 3 or Entree 5) do not serve Spicy Chicken Biscuit w/Breakfast

(Modified) **catching**

NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written

[illegible]

*Please align Catering Beverages, LTO/Seasonal items with on-site menu

Menu Strategy • CONFIDENTIAL 4



NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written

[illegible]

NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written

Desserts 1		Desserts 2		Desserts 3	
Breakfast 1 (Full)		Breakfast 2 (No Sausage/Bacon)		Breakfast 3 (No Sausage/Bacon)	
Chocolate Chunk Cookies		Brownie		Brownie	
- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Bacon Biscuit - Sausage Biscuit - Buttered Biscuit		- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Bacon Biscuit - Buttered Biscuit		- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Buttered Biscuit	
- Milshakes (All Core + LTF) - Frosted Lemonade (Diet + Regular) unless Diet - Frosted Coffee - iced Coffee		- Milshakes (All Core + LTF) - Frosted Chick-fil-A® Lemonade - Frosted Coffee - iced Coffee		- Milshakes (All Core + LTF) - Frosted Chick-fil-A® Lemonade - Frosted Coffee - iced Coffee	
LTF: Tray Platform		LTF: Tray Platform		LTF: Tray Platform	
Chick-fil-A Chick-n-Minis™ (S, L)		Chick-fil-A Chick-n-Minis™ (S, L)		Chick-fil-A Chick-n-Minis™ (S, L)	
Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L)		Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L)		Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L)	
Trays Fruit Tray (S, L)		Trays Fruit Tray (S, L)		Trays Fruit Tray (S, L)	
Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)		Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)		Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)	



(Deleted)

Sides 1 (Full)	Sides 2 (No Soup)	Sides 3 (No Soup/ Mac+Cheese)	Sides 4 (No Soup/ Mac+Cheese/ Kale Crunch)	Sides 5 (Waffle Fries & Chips)	Sides 6 (Chips Only)
Chick-fil-A Waffle Potato Fries* Fruit Cup Chicken Noodle Kale Crunch Greek Yogurt Parfait (If Breakfast) Mac + Cheese Chips SEASONAL: Chicken Tortilla Soup	Chick-fil-A Waffle Potato Fries* Fruit Cup Kale Crunch Greek Yogurt Parfait (If Breakfast) Mac + Cheese Chips	Chick-fil-A Waffle Potato Fries* Fruit Cup Kale Crunch Greek Yogurt Parfait (If Breakfast) Chips	Chick-fil-A Waffle Potato Fries* Fruit Cup Greek Yogurt Parfait (If Breakfast) Chips	Chick-fil-A Waffle Potato Fries* Chips	Chips



(Deleted)

Breakfast 1 (Full)	Breakfast 2 (No Sausage/Muffin/Burrito Bowl)	Breakfast 3 (Chick-fil-A® Biscuit & Minis Only)	Breakfast 4 (No Breakfast)
Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ SEC Biscuit SEC Muffin BEC Biscuit BEC Muffin Hashbrown Scramble Burrito + Bowl (Chicken or Sausage) Egg White Grill Biscuit Beverages: Coffee OJ Sides: Hash browns Fruit Cup Greek Yogurt Parfait	Chick-fil-A® Chicken biscuit Chick-fil-A Chick-n-Minis™ BEC Biscuit Biscuit Beverages: Coffee OJ Sides: Hash browns Fruit Cup Greek Yogurt Parfait	Chick-fil-A® Chicken biscuit Chick-fil-A Chick-n-Minis™ Biscuit Beverages: Coffee OJ Sides: Hash browns Fruit Cup Greek Yogurt Parfait	



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(Deleted)

Entrée 1	Entrée 2	Desserts 1	Desserts 2	Salads/Wraps 1	Salads/Wraps 2	Salads/Wraps 3	Salads/Wraps 4
All	Chick-fil-A® Sandwich Chick-fil-A® Nuggets Spicy Chicken Sandwich	Cookie Brownie	Brownie	Market Salad Cobb Salad Southwest Salad Chick-fil-A® Cool Wrap Side Salad Chilled Grilled Sub	Market Salad Cobb Salad Chick-fil-A® Cool Wrap Side Salad	Market Salad Cobb Salad Side Salad	Chick-fil-A® Cool Wrap Side Salad

Sides 1	Sides 2	Sides 3
Fruit Cup Kale Crunch Chips Mac & Cheese	Fruit Cup Kale Crunch Chips	Fruit Cup Chips

Breakfast 1	Breakfast 2	Breakfast 3
Entrees: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit Bacon Biscuit Sausage Biscuit Sides: Fruit Greek Yogurt Parfait Beverages: Coffee	Entrees: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit Bacon Biscuit Sides: Fruit Greek Yogurt Parfait Beverages: Coffee	Entrees: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit Sides: Fruit Greek Yogurt Parfait Beverages: Coffee



Menu Strategy • CONFIDENTIAL

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ADDENDUM C

LICENSE FEES

1. **License Fees.** In return for the rights and the License granted under this Agreement, Licensee shall pay to CFA an on-going License Fee (which includes a percentage attributable to trademark royalties) equal to ten percent (10%) of Gross Receipts collected during Licensee's four week accounting period ("Accounting Period"), payable on or before the twenty-fifth (25th) day of each calendar month for the preceding Accounting Period. Notwithstanding the foregoing or anything to the contrary stated in this Agreement, with respect to each Unit located at or within a transportation facility, Licensee shall pay to CFA an on-going License Fee (which includes a percentage attributable to trademark royalties) equal to seven percent (7%) of Gross Receipts collected during Licensee's Accounting Period, payable on or before the twenty-fifth (25th) day of each calendar month for the preceding Accounting Period. The foregoing sentence shall apply only to Units located at or within transportation facilities and to no other Units under this Agreement.
2. **Training Fees.** The tuition charge for the attendance of additional employees at a CFA training program, as contemplated in Section 5.1 of this Agreement, is \$250 per additional employee for the 2-day in-person experience only and \$400 per additional employee for both the 2-day in-person experience and Licensee training program, payable to CFA at least ten (10) days prior to the first day of the training program attended by such additional employee.

ADDENDUM D

CHICK-FIL-A LICENSING PROGRAM SALES REPORTING PROCEDURES

The following procedures are to be used by Licensees of Chick-fil-A locations to report Gross Receipts.

Daily and Monthly Sales Reporting

In accordance with best practices for the operation of a Unit under this Agreement, Licensee should report, on a daily basis, all sales of Products generated through all Sales Channels utilized in a Unit by submitting all necessary and appropriate sales reports, data and information to CFA via the CFA Licensee Sales Portal. Licensee should submit all sales reports and data daily after closing for business on each business day or prior to opening for business on the next business day to ensure Licensee remains current with all of Licensee's daily reporting obligations.

Licensee must submit monthly Gross Receipts reports by the fifth (5th) day of each calendar month for the preceding Accounting Period.

Sales Reporting and Supporting Documentation

With each monthly Gross Receipts report submitted to CFA, Licensee must provide supporting documentation to CFA in the form of a .pdf generated from Licensee's Point-of-Sale system. At each Unit, Gross Receipts are collected through one or more Sales Channels; Licensee must submit to CFA via the CFA Licensee Sales Portal all necessary and appropriate reports and supporting documentation to fully and accurately report and represent all Gross Receipts collected through all Sales Channels utilized at each Unit.

Remittance of License Fees

The License Fees due and payable to CFA under this Agreement may be remitted to CFA by mail or by ACH and must be received by CFA on or before the 25th day of each calendar month for the preceding Accounting Period. If paying the License Fees by mail, Licensee should mail the License Fees to:

**Chick-fil-A, Inc.
P.O. Box 208913
Dallas, TX 75320-8806**

EXHIBIT “B-2”

LICENSE AGREEMENT (FOOD SERVICE PROVIDERS)

CHICK-FIL-A, INC./[LICENSEE]
LICENSE AGREEMENT

THIS LICENSE AGREEMENT (the “Agreement”) is entered into by **CHICK-FIL-A, INC.**, a Georgia corporation (“CFA” or “Chick-fil-A”), and _____, a _____ corporation (“Licensee”). The effective date of this Agreement (the “Effective Date”) is the date set forth below. In consideration of the rights and benefits they each receive under this Agreement and other valuable consideration, the receipt, sufficiency and adequacy of which are hereby acknowledged, and intending to be legally bound by this Agreement, CFA and Licensee (collectively, the “Parties,” individually a “Party”) have fully reviewed and agree to all of the terms and conditions of this Agreement.

CHICK-FIL-A, INC., a Georgia corporation
5200 Buffington Road
Atlanta, Georgia 30349-2998

By: _____
Name: _____
Title: _____
Witness _____

(CORPORATE SEAL)

LICENSEE

Telephone: (____) _____

By: _____
Date: _____
Witness _____

ADDITIONAL TERMS AND CONDITIONS OF THIS AGREEMENT BEGIN ON THE FOLLOWING PAGE. THIS AGREEMENT ALSO CONTAINS SEVERAL ATTACHED SCHEDULES, THE PAGES OF WHICH ARE NOT NUMBERED.

TERMS AND CONDITIONS

BACKGROUND

A. CFA originated and owns the rights to a distinctive system (defined below as the “CFA System”) for marketing, preparing and selling certain chicken and other food products (defined in Section 1.1 (k) below as the “Products”).

B. Licensee would like to license from CFA the right to use the CFA System to sell, directly or through Third Party Operators (as defined in Section 2.6), certain of the Products from kiosks, mobile carts, custom facades, counter areas or other retail facilities.

C. CFA is willing to grant Licensee such a license subject to Licensee’s full compliance with the terms and conditions of this Agreement, including Licensee’s willingness to exercise its license rights only in full accordance with the Chick-fil-A Culture (as defined in Section 6.1).

SECTION 1--DEFINITIONS

1.1 **Defined Terms and Phrases.** This Section 1.1 sets forth the definition of certain terms used in this Agreement. Other definitions are found elsewhere in this Agreement. Defined terms may be used in the singular or plural.

- (a) **“Additional Site”** means any additional Site where CFA and Licensee agree, after the Effective Date, for Licensee to establish and operate Unit(s) pursuant to Section 3.1 for which CFA does not require that Licensee execute a new, separate then-current form of License Agreement.
- (b) **“Authorized Products”** means those Products that Licensee is licensed (or in the future may be licensed) by CFA to sell from a particular Unit.
- (c) **“CFA”** and **“Chick-fil-A”** are defined in the preamble; “CFA” and “Chick-fil-A” also include any assignees, designees or successors or assigns of Chick-fil-A, Inc.
- (d) **“CFA System”** means CFA’s proprietary system for marketing, preparing and selling the Products, as CFA may further develop from time to time. The CFA System includes, among other things, Chick-fil-A’s: food preparation recipes; food presentation methods; food service techniques, such as quick service operation; signs, menus and advertising materials; sales facility and equipment designs, specifications and layout; the Chick-fil-A Culture; and certain Intellectual Property owned by CFA’s affiliate, CFA Properties, Inc. (“CFA Properties”).
- (e) **“Confidential Information”** means valuable and proprietary confidential business information or data of or about a Party or CFA Properties other than “Trade Secrets” (as defined in Section 1.1(o) below).
- (f) **“Gross Receipts”** for any period for a particular Unit means Licensee’s entire gross receipts as determined according to generally accepted accounting principles (excluding only sales taxes or value added taxes levied upon retail sales and payable over to the appropriate governmental authority) from all sales of Products, goods, wares and merchandise and from all services performed at, from or in connection with or through the Unit during such period, whether for cash, check or on a charge, credit, time basis or otherwise, including (a) sales originating from orders accepted by Licensee at or away from the Unit, or placed by telephone, fax, delivery/mobile app, requisition or other similar means (collectively “Sales Channels”) or other similar means received or filled at the Unit and (b) any assumed gross revenues of Licensee for purposes of any loss of profits insurance claim. “Gross Receipts” shall not include (i) any refunds to customers previously included in Gross Receipts, and (ii) meals given at any Retail Area to employees of Licensee that work in a Unit at the Retail Area incident to their employment.
- (g) **“Ingredients”** means every ingredient, mix, spice, cooking aid, wrapping, food container and all other items necessary or optional for preparing the Products for sale.
- (h) **“Initial Sites”** means the Site(s) existing as of the Effective Date.
- (i) **“Intellectual Property”** means collectively (i) registered and unregistered copyrights, copyright registrations and applications, (ii) Proprietary Marks (as defined in Section 1.1(1)), and other registered and unregistered trademarks and service marks, trademark and service marks registrations and applications, moral rights, and any other rights to any form or medium of expression, (iii) Trade Secrets (as defined in Section 1.1(o)), privacy rights, and any other protection for confidential information or ideas, (iv) inventions, patents, patent registrations and patent applications, (v) any other material, information or theories which are protectable or registrable under common law or any of the copyright, trademark, patent, Trade Secret, confidentiality or other similar laws of any State and the United States, and (vi) any other similar rights or interests, recognized by applicable law.
- (j) **“Manual”** means collectively the operations, training and orientation manuals prepared by or on behalf of CFA that CFA will provide to Licensee as a guide for operating the Units and all other written, electronic, audiotaped or videotaped materials prepared by or on behalf of CFA for the same or a related purpose and delivered or made

available to Licensee pursuant to Section 6.5, plus any amendments or additions thereto and any and all non-English language versions thereof (whether prepared by or on behalf of CFA or Licensee).

- (k) **“Products”** means all present and future items of food and drink and all non-food inventory intended by CFA to be sold to or used by Chick-fil-A customers generally, including the Authorized Products.
- (l) **“Proprietary Marks”** means collectively currently existing and future service marks, trademarks, trade names, trade dress (including product package designs), symbols, slogans, emblems, logos, insignias, external and internal building designs and architectural features, and combinations of the foregoing, which CFA Properties has licensed to CFA for its own use and to sublicense others to use with the CFA System, including those service marks, trademarks and trade names listed on Addendum A.
- (m) **“Site”** means the building or facility in which the Unit is located. The “Site” of a Unit not located in a building or facility shall be deemed to be the physical location of the Unit.
- (n) **“Retail Area”** means the retail area or food court located at or within a Site.
- (o) **“Trade Secrets”** means information or data of or about a Party or CFA Properties (including, but not limited to, confidential business information, technical or non-technical data, formulas, recipes, patterns, compilations, programs, devices, methods, techniques, drawings, processes, financial data, financial plans, product plans, lists of actual or potential customers or suppliers) that: (a) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. To the extent that applicable law mandates a definition of “trade secret” inconsistent with the foregoing definition, then the foregoing definition shall be construed in such a manner as to be consistent with the mandated definition under applicable law.
- (p) **“Unit”** means each Chick-fil-A facility, kiosk, mobile cart, custom facade, counter area or other retail facility from which Licensee is licensed to sell Products pursuant to this Agreement.

SECTION 2--GRANT AND TERM OF LICENSE

2.1 License. Subject to the terms and conditions of this Agreement, CFA grants to Licensee, and Licensee accepts, a non-transferable, non-exclusive license (the “License”) during the License Term (as defined in Section 2.5), directly or through “Third Party Operators” as provided in Section 2.6, to: (a) establish and operate a Unit at each Site

approved by CFA and licensed to Licensee by CFA, including the Initial Sites and any Additional Sites that may be approved by CFA pursuant to Section 3.1 for which CFA does not require that Licensee execute a new, separate then-current form of License Agreement; (b) sell the Authorized Products from the Units; (c) use the Proprietary Marks and the CFA System solely for the sale of the Authorized Products from the Units, and (d) advertise the Units to the public, consistent with CFA advertising policies. Licensee and CFA shall complete CFA’s then current version of its “Site Description Form” in the form of Exhibit 2 hereto for each Site from which Licensee is authorized to operate a Unit. These completed Site Description Forms shall be maintained by CFA and their contents are deemed incorporated by reference into this Agreement.

2.2 Menus. The core menu for licensed units is set forth on Addendum B. The core menu applicable to each Unit, which may be modified, amended or otherwise supplemented by the Parties from time to time pursuant to mutual agreement, is set forth on the Site Description Form for the Site from which Licensee is authorized to operate such Unit.

2.3 License Not Exclusive. Licensee acknowledges that the rights licensed and granted to it in this Agreement are not exclusive. CFA reserves the right to operate or to grant parties other than Licensee the right to operate Units or other Chick-fil-A restaurants at any location. CFA also reserves the right to use the Proprietary Marks in connection with, or to operate directly or to license the operation of, any business other than Units at any location. Notwithstanding the foregoing, during the License Term (as defined in Section 2.5), CFA shall not operate or grant other parties the right to operate Units or other Chick-fil-A restaurants from any Site where Licensee operates a Unit.

2.4 Limitation of License Rights. Except as is otherwise permitted under this Agreement (including Section 2.6), the License and rights granted Licensee in this Agreement are for the sole benefit of Licensee and Licensee shall not grant any third party not directly affiliated with Licensee the right to use the Proprietary Marks or the CFA System to sell any products or services from any location. CFA reserves to itself all other rights not granted expressly to Licensee under this Agreement.

2.5 License Term. The initial term of the License granted Licensee pursuant to this Section 2 (the “License Term”) shall begin on the Effective Date and shall end on the date that is ____ () years after the Effective Date (the “Initial Termination Date”), subject to its earlier termination pursuant to Section 8. Licensee acknowledges and agrees that: (1) Licensee, under this Agreement, has no right either to extend or renew the License Term or to be offered or granted a new license agreement by CFA upon the Initial Termination Date; and (2) CFA is under no obligation under this Agreement either to extend or renew the License Term or to offer or grant a new license agreement to Licensee upon the Initial Termination Date. Any decision by CFA to offer Licensee the opportunity to enter into a new license agreement regarding the License granted in this Section 2 for a period of time beyond the Initial Termination Date: (1) shall be made

in the exercise of CFA's sole and exclusive business judgment (which may include, without limitation, its assessment of Licensee's performance under and adherence to the terms of this Agreement, Licensee's ability to continue to operate at the Sites, and the past economic and operational performance of the Units); (2) may be extended or otherwise made in the form of CFA's then-current form of license agreement (which may include new terms, conditions and fees); and (3) is not and shall not be deemed to be a part of this Agreement. The License Term shall include any modifications to the initial term of the License agreed to by CFA in writing.

2.6 Third Party Operators. Licensee may enter into a food service or management relationship with third parties ("Third Party Operators") for the Third Party Operators to operate one or more Units if the following conditions are satisfied before the Third Party Operators are given any rights with respect to Chick-fil-A products: (i) the Third Party Operators and all Third Party Operator personnel and all other persons working in a Unit operated by a Third Party Operator ("Third Party Personnel") must have signed a Chick-fil-A "Confidentiality Agreement" in the form of Exhibit 1; and (ii) CFA must have approved the Third Party Operator arrangement in writing.

- (a) **Administrative Matters.** CFA will supply Licensee with a supply of Confidentiality Agreement forms, pre-signed by CFA. Licensee shall maintain all signed Confidentiality Agreements in an organized and secure manner. Licensee shall provide CFA with original executed copies of each Confidentiality Agreement upon request of CFA. At the end of each calendar year during the License Term, Licensee shall provide CFA with a list of all parties who have signed (or are required to sign under this Section 2.6) a Confidentiality Agreement.
- (b) **Rationale for Section 2.6 Requirements.** The Parties acknowledge that the requirements set forth in this Section 2.6 are designed to make sure that every party involved in the operation of a Unit or the sale of Products as a result of this Agreement are legally bound to CFA to comply with all applicable Chick-fil-A standards, policies and procedures. Licensee accepts responsibility for making sure that all such parties including Third Party Operators and all persons working in Units operated by the Third Party Operators comply with all such standards, policies and procedures (including but not limited to those set forth in the Confidentiality Agreement and the Manual). Licensee shall, in appropriate cases, take legal action (or cooperate with CFA in any legal action taken by CFA) to enforce compliance with or address breaches or threatened breaches of any such standards, policies and procedures by such Third Party Operators and their employees.

SECTION 3--SITES

3.1 Additional Sites. If during the License Term Licensee determines that it would (itself or through Third Party Operators) like to operate Units at Additional Sites, it shall notify CFA promptly of each such proposed Additional Site

and shall convey to CFA all information about the proposed Additional Site requested by CFA. CFA is under no obligation to offer Licensee the opportunity to operate Units at Additional Sites, and CFA reserves the right under Section 3 hereof not to offer Licensee the opportunity to operate Units at Additional Sites. CFA shall have the option to reject or tentatively accept the proposed Additional Site, pending CFA's completion of a site visit and any further investigative activities it deems necessary or appropriate. Licensee shall arrange for CFA to have access to each proposed Additional Site so that CFA can conduct an assessment of the Site. After CFA has completed the site visit, Licensee shall complete a Site Description Form for the proposed Additional Site and submit it to CFA for final approval. CFA shall have ten (10) business days from the date it receives the completed Site Description Form to approve or reject the proposed Additional Site. CFA may reject Licensee's proposal for Additional Sites if CFA determines, in its sole and exclusive business judgment, that: (i) the proposed Additional Sites are unsuitable for operating Units; (ii) the proposed Additional Sites reflect inappropriately on CFA or the CFA System; or (iii) the lease, facility, use, occupancy or ownership arrangements with respect to the proposed Additional Sites do not comply with the requirements of Section 6.8. As a condition to CFA's approval of each Additional Site, CFA may require, in its sole and exclusive business judgment, that: (i) Licensee execute a new, separate then-current form of License Agreement for each such Additional Site; and (ii) Licensee pay an initial license fee for each such Additional Site, if CFA generally requires prospective licensees to pay an initial license fee in executing its then-current License Agreement.

3.2 Responsibility. Notwithstanding Section 3.1, Licensee has the sole responsibility for the selection of any Sites and the location of Units there. Approval by CFA of Sites shall not constitute a representation or warranty by CFA that the Units operated at the Sites will be profitable or safe for customers or employees or other personnel of Licensee or Third Party Operator. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

SECTION 4--FEES

4.1 License Fees and Other Fees. Addendum C sets forth license fees and certain other fees that Licensee shall pay CFA in consideration of the various rights granted to Licensee under this Agreement and the timing and procedures for paying such license fees and other fees. Licensee agrees to pay all such license fees and other fees as and when they are due and in accordance with all CFA policies.

SECTION 5--TRAINING AND ASSISTANCE

5.1 Training. Before Licensee can begin operating a Unit, it must send at least two (2) management-level personnel from the Site, whose duties include management or supervision of Licensee's employees at the Unit, to an initial Licensee training program sponsored by CFA and these individuals must complete the

program to CFA's satisfaction. Before Licensee can begin operating a Unit, Licensee must also send at least two (2) or, at Chick-fil-A's sole election and option, one (1) other senior management-level employee from the Unit, whose duties may also include management or supervision of Licensee's employees at the Unit, to the in person cultural experience portion of the Licensee initial training program designated by CFA and these employees must complete that portion of the program to CFA's satisfaction. CFA shall determine the location, time, content and length of the training program. CFA shall waive a tuition charge for the first two (2) such management-level personnel attending the training program from the Site. Additional personnel may attend the training program if there is space available in the program and Licensee pays the tuition (as set by CFA on Addendum C) for the program. Licensee shall be responsible for the travel, room, living and other expenses, ~~salary~~wages, benefits and workers compensation coverage incurred by personnel attending the training program. Licensee shall ensure that, at all times during the License Term, at least two (2) management-level personnel at a Site whose duties include management or supervision of Licensee's employees at the Unit shall have attended and completed to CFA's satisfaction ~~the all then required components of the Licensee~~ training program. As part of the Chick-fil-A Licensee training requirements, each Licensee designated manager required to be trained pursuant to this Section must be recertified every five years in order for Licensee to stay in compliance.

5.2 Additional Assistance. CFA, in its sole and exclusive business judgment, may make available to Licensee, from time to time, such additional advice and assistance as Licensee may reasonably request or CFA may deem necessary, including assistance or advice regarding the operation of the Units, additional training and sales building.

SECTION 6--OPERATION OF THE UNITS

6.1 Corporate Culture. Licensee acknowledges the unique corporate environment, culture, reputation and goodwill, including, for example, the Sunday closing policy, that have evolved as an integral part of the CFA System (the "Chick-fil-A Culture"). Accordingly, Licensee agrees that it shall exercise its rights and License granted to it pursuant to this Agreement in a manner consistent with the reputation and goodwill of Chick-fil-A and the Chick-fil-A Culture.

6.2 Uniformity. Licensee acknowledges that the CFA System is a unique and unified approach to selling the Products and that, subject to Section 10.8(b), compliance with CFA's standards, specifications, methods, techniques and procedures for operating the Units is necessary to maintain the general uniformity upon which part of the goodwill of CFA and the CFA System depend. Accordingly, subject to Section 10.8(b), Licensee shall conduct the operations of the Units in compliance with all of CFA's standards, specifications, methods, techniques and procedures, including those set forth in this Agreement or the Manual, unless CFA has given Licensee its prior written consent to do otherwise. Licensee recognizes and agrees that CFA from time to time may change or modify its standards, specifications, methods, techniques and procedures and agrees to accept, comply with and otherwise conform to all such changes or modifications (and shall make all reasonable

expenditures necessary for such acceptance, compliance and conformance) within a reasonable period of time after Licensee's receipt of notice of such changes or modifications.

6.3 Standards of Operation. Licensee shall and, with respect to Units operated by Third Party Operators, Licensee shall make sure that every Third Party Operator shall:

- (a) operate each Unit in a clean, safe and orderly manner, providing courteous, first-class service to the public in compliance with all CFA service standards and initiatives;
- (b) make every reasonable effort to increase the sales and business and maximize the Gross Receipts of each Unit;
- (c) advertise, market, promote and merchandise the business of each Unit by the use of the Proprietary Marks in accordance with Sections 6.6 and 7;
- (d) prevent the operation of any Unit, and refrain from using the Proprietary Marks in advertising or promotion, in such a way as to impair the value or reputation of the Proprietary Marks or the CFA System;
- (e) prevent the use of any Unit for any immoral or illegal purpose or for any other purpose, business activity, use or function that is not expressly authorized by this Agreement or otherwise approved in writing in advance by CFA and, to the extent Licensee controls the operation of the Sites, prevent the use of any Site for any illegal purpose or any purpose inconsistent with the Chick-fil-A Culture;
- (f) stay familiar ~~with~~ and comply with all requirements in the Manual;
- (g) not operate any Unit or otherwise sell the Products from any Unit on Sundays or on Christmas Day;
- (h) hire, determine the compensation and benefits for, establish schedules and duties for, train, manage and ~~timely pay as~~supervise, discipline, terminate, promote, timely pay all wages, benefits and employee-related liabilities for, determine staffing levels, tasks to be performed and workplace safety rules for sufficient number of personnel to operate properly the Units, all of which personnel shall be the sole and exclusive responsibility of Licensee, or of Third Party Operators (as applicable);
- (i) maintain at all times a sufficient inventory of Products, Ingredients and supplies to meet customers' demand for the Products sold at each Unit;
- (j) pay on a timely basis (i) for all Products, Ingredients, supplies and other goods and services purchased by Licensee for use in connection with the operation of each Unit, (ii) all national, federal, state and local income, sales, withholding, value added and other taxes for which Licensee is liable under a federal, state or local

government under any law, statute, ordinance or regulation, and (iii) any debt service on any debt incurred to finance the operation of any Unit;

- (k) comply with all supra-national, national, federal, state and local laws, statutes, ordinances and regulations affecting the operation of the Sites and the Units, including without limitation health, sanitation, fire, safety ~~and,~~ environmental, employment, labor and immigration laws, statutes, ordinances and regulations, including without limitation with regard to discrimination, harassment, retaliation, wage and hour, youth employment, medical and family leave, military leave, paid sick leave or other paid time off, gender-pay differences, workplace and worker safety, food and beverage handling, preparation and safety, occupational hazards and health, and consumer protection, as well as all applicable laws, ordinances and regulations regarding the privacy, security and handling of customer and employee or other confidential personal data and information;
- (l) timely obtain, maintain, pay for and avoid revocation or suspension of any and all licenses, permits, consents, certificates and registrations necessary or appropriate for Licensee to prepare or operate the Sites and the Units in compliance with all laws, statutes, ordinances and regulations and other provisions of this Agreement;
- (m) not operate any Site or any Unit in a manner that presents a health or safety hazard to its customers or creates an environmental hazard;
- (n) refrain from performing any act which could be reasonably likely to damage or cause harm to the reputation, goodwill or credit of any Unit, the Proprietary Marks, the CFA System, CFA or the Chick-fil-A Culture;
- (o) sell all Products in a manner which is not detrimental to CFA's reputation or the positioning of the Products in the market;
- (p) have all employees working in Chick-fil-A Units wear only the approved Chick-fil-A uniform attire, and shall not permit any employee to wear the Chick-fil-A uniform attire in any non-Chick-fil-A operation;
- (q) to the extent permitted by applicable law, comply with all restrictions on maximum prices of Products as required by CFA in writing from time to time during the License Term; and
- (r) comply at all times with all applicable current and future laws, standards, rules, regulations, or any equivalent thereof relating to data privacy, personal data and data protection, as well as the then most current Payment Card Industry Data Security Standard ("PCI-DSS") requirements (as they may be modified from time to time or as successor standards are adopted) and the Fair and Accurate Credit Transactions Act, for safeguarding each Unit's customer data, and use best efforts at and otherwise in connection with the operation of each Unit

to maintain data security and protect each Unit against identity theft and theft or misuse of personal information and customer data.

6.4 Confidentiality Agreement. In order to give CFA appropriate protection for its Confidential Information and Trade Secrets, Licensee shall require its managers and supervisors involved in the Units to sign a Confidentiality Agreement in substantially the form of Exhibit 1.

6.5 Operations Manual. CFA shall provide electronically and lend a copy of the Manual to Licensee for each Site during the License Term for any Unit located at such Site, which copy Licensee shall ensure is kept on the premises of the Sites in a secure location. Licensee shall notify CFA immediately if the Manual or access to the Manual is lost, compromised or destroyed, and CFA shall send a replacement Manual or access to Licensee. Licensee shall pay CFA a fee of five hundred dollars (\$500) for each replacement Manual. The Manual, including all new, updated and superseded pages and content, shall at all times remain the property of CFA. Licensee shall return the Manual to CFA within three (3) business days of the expiration or any termination of the License Term of all Units located at the Site. CFA may amend and update the Manual as it deems necessary or appropriate and send new pages or completely revised manuals to Licensee, at no cost to Licensee. Licensee agrees to insert immediately all new pages in their proper places and to remove the superseded pages at the same time and return the superseded pages and/or replaced manuals to CFA within three (3) business days of the receipt by Licensee of the new pages or revised manuals. The Manual is intended to further the purposes of this Agreement and ~~is hereby incorporated by reference into this Agreement~~ Licensee shall operate the Units to be in full compliance with all requirements in the Manual. In addition, any changes in the Manual made by CFA during the License Term shall be incorporated into ~~this Agreement~~ the Manual automatically ~~and shall be binding on Licensee~~ as of the date updated provisions are deemed received by Licensee pursuant to the notice provisions of Section 11.2. In the event of a conflict between the Manual and this Agreement, this Agreement shall prevail.

6.6 Consumer Awareness. Licensee shall at all times during the term of this Agreement, at its own cost, use diligent efforts to advance the reputation of CFA and the Products and to enhance consumer awareness of the Products and the Proprietary Marks. Licensee shall use only advertising and promotional materials, programs and techniques that are consistent with the Chick-fil-A Culture and that comply with any CFA advertising guidelines that may be disseminated from time to time.

6.7 Preparation and Modification of the Units. Licensee shall purchase, lease, maintain and replace all equipment and signage for the Units necessary in order to comply with CFA's then-current standards at Licensee's own cost and directly from an approved supplier in accordance with this Section 6.7. Licensee shall be responsible for all installation and space conversion and shall bear the cost of all required smallwares. Licensee shall be responsible for supplying all

necessary working drawings and plans for construction, remodeling or renovation of the Sites (the “Drawings”) required to prepare the Units for operation, and shall submit such Drawings to CFA prior to their use. Unless within twenty (20) business days of receipt of the Drawings from Licensee (verified by post office returned receipt or overnight delivery service notification of delivery (signature required)) CFA notifies Licensee of CFA’s disapproval of such Drawings, the Drawings will be deemed to have been approved by CFA. Licensee shall build, renovate or remodel the Sites, as the case may be, only in accordance with such plans as they are supplied, or approved, by CFA. To the extent any Unit has been operated by Licensee prior to the date of this Agreement pursuant to a license with CFA, or this Agreement is renewed or extended by operation of law beyond the Initial Termination Date, Licensee shall refurbish and remodel at CFA’s option and direction each such Unit to Chick-fil-A’s then-current standards, specifications, policies and designs for the development and operation of a Chick-fil-A licensed unit in accordance with Sections 6.2, 6.7 and 6.8 of this Agreement. As between CFA and Licensee, CFA shall be the sole and exclusive owner of all proprietary elements of the Drawings and the renderings on the Drawings, whether or not they are prepared by or on behalf of CFA, although Licensee shall be entitled to retain a copy of the Drawings (provided that Licensee may not disclose the Drawings to any third parties or use the Drawings for a purpose not in conjunction with CFA). To the extent that the Drawings are prepared by or on behalf of Licensee, Licensee shall be solely responsible for providing any third-party service provider with timely payment for such Drawings, and Licensee hereby assigns and agrees to assign or to procure the assignment of all Intellectual Property rights therein, including without limitation copyright and all rights to sue for past infringement, at no cost to CFA. Licensee shall not, without the prior written consent of CFA, adversely modify the appearance of the Units in any way or make any modification of the Sites that is reasonably likely to affect materially the Proprietary Marks.

6.8 Building and Premises Standards. CFA shall have the right to require Licensee to purchase the signage, fixtures, leasehold improvements, equipment and other features of the building or premises of the Units from suppliers approved in advance by CFA. With respect to the Initial Sites, CFA may exercise such right by delivering written notice to Licensee promptly upon the execution of this Agreement by CFA; with respect to Additional Sites, CFA may exercise such right by delivering written notice to Licensee promptly after approval of the Additional Sites as indicated on the Site Description Form for such Additional Site. Licensee acknowledges that CFA may appoint as many or as few approved suppliers as it reasonably deems appropriate and that such approved suppliers may in some instances include or be limited to CFA (in which case CFA may receive payments as allowed by Section 6.10).

6.9 Standards for Products and Supplies.

- (a) Licensee may only sell in a Unit the Authorized Products for that Unit. Licensee shall at all times during the License Term offer for sale at each Unit all Products on

the Unit Core Menu approved by CFA for that Unit. Licensee shall not under any circumstances sell any other products or conduct any other business in or from the Units or sell the Products from any location other than the Units, unless approved in advance in writing by CFA.

- (b) In preparing Products for sale in the Units, Licensee agrees to use only the ingredients, techniques and procedures designated or approved in advance by CFA. Licensee may offer only such Products in the proportions, appearance and packaging as may periodically be specified by CFA. Licensee agrees that all Products offered for sale in the Units shall comply with CFA’s standards and specifications of quality, portion, taste and appearance and agrees to refrain from selling in the Units any Products that fail to meet such standards and specifications.
- (c) Except as CFA may otherwise approve in writing in advance, Licensee shall utilize in the Units only those paper products (e.g. bags, boxes, wrappers, cups, napkins or cartons) or utensils or customer goodwill items and other food and beverage containers and customer convenience items that display one or more of the Proprietary Marks.
- (d) Except as CFA may otherwise approve in writing in advance, Licensee shall purchase from CFA or suppliers approved in advance by CFA all Products and Ingredients, and all bags, boxes, wrappers, cups, napkins, cartons, utensils, customer goodwill items and other food and beverage containers and customer convenience items that display one or more of the Proprietary Marks or that are sold or used in at least twenty-five percent (25%) of the then existing CFA restaurants and other facilities selling any or all of the Products even if such items do not display any of the Proprietary Marks. Licensee acknowledges that CFA may appoint as many or as few approved suppliers as it reasonably deems appropriate and that such approved suppliers may in some instances include or be limited to CFA (in which case CFA may receive payments as allowed by Section 6.10).

6.10 Payments to CFA. Licensee acknowledges and agrees that CFA shall have the right to charge and receive payments such as those set forth in Addendum C for or on account of sales of goods or services to or for the benefit of Licensee as CFA reasonably deems appropriate, including without limitation: (a) from Licensee directly when Licensee purchases such goods or services directly from CFA or its authorized distributor(s); or (b) from any other person or entity in the supply chain when Licensee purchases the goods or services from a supplier. Licensee agrees that such payments may be or contain a profit to CFA. Licensee shall reimburse CFA promptly (and in any event within thirty (30) days of receipt of invoice from CFA) for any expenses incurred by CFA on behalf of or for Licensee, and Licensee shall pay interest to CFA on any amounts not paid within such thirty (30) day period in an amount equal to twelve

percent (12%) per annum or the highest amount permitted under law if less than twelve percent (12%) per annum.

6.11 Insurance. Licensee, at its own expense, shall procure before the commencement of operation of any Unit, maintain in full force and effect at all times during the License Term, and not allow to be cancelled, lapsed, suspended or modified, Commercial General liability insurance covering each Unit for liability arising from premises, operations, personal injury, products/completed operations, and liability assumed under an insured contract. All insurance coverage required by this Section 6.11 shall be maintained under one or more insurance policies containing minimum liability protection of three million dollars (\$3,000,000) per occurrence. All insurance policies required by this Section 6.11 shall be issued by an insurance company licensed and approved by the Insurance Commissioner (or similar official) in the jurisdiction in which the covered Units are located and have a minimum A.M. Best rating and financial size class of A -VII. Licensee must notify CFA prior to canceling or not renewing any coverage. Licensee shall be the principal beneficiary of such Commercial General liability insurance policies but shall designate CFA as an additional insured on all such policies and arrange to show this designation via endorsement and on all certificates of coverage and shall forward the endorsement/certificates of coverage to CFA within thirty (30) calendar days of procuring such insurance but in any event before opening a covered Unit. Licensee shall provide annually an updated certificate of insurance with applicable endorsements within 30 days of their policy renewal. Licensee's insurance obligations in this Section 6.11 shall not be limited in any way because of any insurance that CFA may maintain.

6.12 Point of Sale, Data and Reporting Requirements.

- (a) Licensee acknowledges and agrees that, in support of CFA's operation and development of the CFA System, it is desirable for CFA to collect certain limited financial, operational, and statistical information concerning the Units. Licensee further acknowledges its responsibility and obligation to submit any such information requested by CFA within such timeframes as may be reasonably established by CFA from time to time. Accordingly, Licensee agrees to obtain, maintain and use at its sole cost and expense at all times computer hardware and software, including computer, point of sale, and other electronic information systems, a high-speed Internet connection, and all equipment components and software approved by CFA and otherwise necessary for Licensee to meet all functionality, performance and informational requirements specified by CFA, as the same may be required and modified by CFA in its sole and exclusive business judgment from time to time (collectively, the "POS Systems"). The functionality, performance and informational requirements specified by CFA for the POS Systems may include, without limitation, the ability to accept and process all transactions at the Units (such as for example mobile ordering and payment systems and other related technology), to transmit point of sale data to CFA or allow and effect CFA to poll same as and when CFA deems desirable and appropriate, and to facilitate

Licensee's participation in any gift card, customer loyalty, affinity and similar programs established by CFA as CFA deems appropriate and desirable for Licensee to participate in from time to time. CFA shall have the right to designate a single source (who may be CFA or its affiliate) from whom Licensee must purchase certain components or the entire POS Systems, related licenses and technology, and related support services. Licensee bears responsibility for the proper functioning of the POS Systems and ensuring it is operational at all times including access to the Internet and any extranet that may be established. For purposes of this Agreement, the term "poll" or "polling" means any process acceptable to CFA by which information or data about the Units may be transmitted to or from the POS Systems or other system operated by Licensee or its agent into a computer or system operated by CFA or its agents in the manner and format prescribed by CFA from time to time. For the avoidance of doubt, CFA may poll for information including, without limitation, daily sales data, daily transaction level data, sales per visit and products and combination of products sold, otherwise known as product mix data or "PMIX", and inventory data. Licensee shall also furnish to CFA the reports and documents relating to Licensee's operation of the Units as described on Addendum D, as the same may be modified by CFA in its sole and exclusive business judgment from time to time.

- (b) ~~6.12 Reporting Requirements. Licensee shall furnish to CFA reports and documents relating to Licensee's operation of the Units as described on Addendum D.~~ If any information provided pursuant to this Section demonstrates an underpayment of any License Fee, Licensee shall pay any and all sums due together with interest and costs as described in Section 6.13(d). If the information demonstrates an overpayment, it shall be credited to Licensee's account.
- (c) If Licensee learns of an incident that may be a breach of the security of Licensee's POS Systems or other computer systems as defined under Cal. Civ. Code § 1798.82 or any other applicable data breach notification law, Licensee must immediately notify CFA of the facts that are known about the incident (a "Data Breach"). Although Licensee is and shall remain responsible for complying with all data breach notification laws and standards applicable to Licensee and the Units, Licensee will cooperate and coordinate with CFA regarding such incidents where notification to individuals is required before individuals are notified so that CFA can be aware of and be prepared to address issues that may affect the Proprietary Marks and the System and be in a position to support Licensee where CFA deems advisable and possible. In the event of an actual or suspected Data Breach, Licensee agrees to cooperate with CFA and to provide CFA with any access and information CFA may reasonably request to conduct its own investigation and support CFA's own remediation efforts. Nothing in the preceding sentence shall relieve Licensee of Licensee's obligation to comply with applicable laws, regulations, rules, standards or any equivalent thereof concerning an actual or suspected Data

Breach or Licensee's sole responsibility for any costs or financial losses Licensee incurs or remedial actions that Licensee must take as a result of an actual or suspected Data Breach.

6.13 **Maintenance of Records, Inspections and Audits.**

- (a) Licensee shall maintain detailed written and electronic records of Licensee's CFA licensed operations (including, but not limited to, any reports required on Addendum D) and all of its books and records shall be maintained according to generally accepted accounting principles. Licensee shall preserve these books and records for at least three (3) years after the close of Licensee's fiscal year to which they relate. CFA has the right to determine whether Licensee is complying with the terms and conditions of this Agreement and the requirements in the Manual. Accordingly, Licensee shall ensure that CFA or its designated representatives shall have the right at any time during business hours to: (i) enter upon and inspect the building and premises of the Units or offices and inspect and audit any records located or stored there relating to the Units; (ii) inspect, audit and photocopy the business records, bookkeeping and accounting records, operating records, operating reports, correspondence and general business records of the Units, and the other forms and information and supporting records which Licensee is required to submit to CFA hereunder; and (iii) inspect and observe the standards, specifications, methods, techniques and procedures being utilized by Licensee in the operation of the Units. CFA shall give Licensee at least seventy-two (72) hours prior notice before entering the premises or performing any inspections under clause (i) or (ii) above; however, CFA may act without notice under clause (iii) above or if CFA has a reasonable basis to believe that Licensee has materially violated any term of this Agreement. Licensee shall ensure that it, any Third Party Operators and all other relevant parties fully cooperate with CFA or its designated representatives making any such inspection or conducting or supervising any such audit, and shall ensure that CFA or its designated representatives are permitted to take photographs of the building and premises of the Units and to interview customers of and personnel working in the Units.
- (b) In the event that any of the books and records relating to a Unit are located other than at the Site associated with the Unit, Licensee shall ensure that CFA shall have the same rights to enter such other location and inspect and copy such books and records as is provided in Section 6.13(a). In the event that a Unit is located at a Site to which access is restricted or at which the taking of photographs or interview of customers is restricted, or some or all of the books and records relating to a Unit are located at a place to which access is restricted, Licensee shall diligently assist and facilitate CFA in obtaining access to such Sites or place to conduct any inspection or audit of such Units or the records relating thereto. For purposes of the preceding sentence, a Site or place to which "access is restricted" refers to a Site or place access

to which is not within the control of Licensee or is otherwise restricted by an unrelated third party.

- (c) Following any inspection, examination or audit of a Unit, CFA may prepare a list of non-compliant items and other deficiencies in Licensee's (or a Third Party Operator's) operation of the Unit and deliver the list to Licensee. Licensee must thereafter use diligent efforts to correct such non-compliant items and other deficiencies, including taking such actions as CFA may reasonably direct Licensee to take, in order to bring itself and the operation of the Unit into full compliance with this Agreement. Licensee must be in full compliance with every provision of this Agreement within thirty (30) calendar days following delivery of such list of deficiencies by CFA to Licensee.
- (d) If any inspection reveals that Gross Receipts reported are less than the actual Gross Receipts ascertained by such inspection, Licensee shall immediately pay CFA the additional amount of License Fee and other fees owed to CFA by reason of such understatement, together with interest of twelve percent (12%) per annum or the highest rate permitted by law if less than twelve percent (12%) per annum. If any report or statement prepared by Licensee understates Gross Receipts by more than five percent (5%) of the actual Gross Receipts, Licensee shall, in addition to making the payment provided for in the immediately preceding sentence, pay and reimburse CFA for any and all expenses incurred in connection with ascertaining the understatement, including, but not limited to, reasonable accounting and legal fees. Such payment shall be without prejudice to any other rights or remedies CFA may have under this Agreement or under law or at equity. If any such inspection, examination or audit discloses an overpayment of License Fees, the amount overpaid shall be credited to Licensee's account.

SECTION 7--PROPRIETARY RIGHTS

7.1 Ownership of Rights. CFA Properties has granted CFA a license to use and to sublicense others to use the Proprietary Marks and other Intellectual Property owned by CFA Properties, including, but not limited to, in the manner contemplated by this Agreement. Licensee agrees that all references in this Agreement regarding all rights and benefits of ownership and the use of the Proprietary Marks and such other Intellectual Property are understood to run and inure, and it is understood and agreed that such rights and benefits will run and inure, to CFA Properties or CFA, as applicable, or their respective successors in interest, as owner or licensee, as applicable. The Parties acknowledge that CFA Properties owns and shall retain all ownership of Intellectual Property associated with the Proprietary Marks and the CFA System. To the extent Licensee has or later obtains any Intellectual Property rights in the Proprietary Marks or the CFA System, by operation of law or otherwise, Licensee hereby agrees to assign all such rights exclusively to CFA Properties or, at CFA's election, CFA's designee, and agrees to take any further action requested by CFA to effectuate such an assignment.

7.2 Non-Disclosure Covenant. Each Party acknowledges that it may be exposed to certain Confidential Information and Trade Secrets of the other Party during the License Term, and that its unauthorized use, publication or disclosure of such information or data could cause immediate and irreparable harm to such other Party. Accordingly, except to the extent that it is necessary to use such information or data to perform its express obligations under this Agreement, neither Party shall (and each Party shall take diligent measures to ensure that none of its employees, other personnel, agents or advisors, or in the case of Licensee, any Third Party Operator or any Third Party Personnel, shall), without the express prior written consent of the other Party, redistribute, market, publish, disclose or divulge to any other person or entity, or use or modify for use, directly or indirectly in any way for any person or entity: (a) any of the other Party's Confidential Information during the License Term and for a period of two (2) years after the termination of the License Term; or (b) any of the other Party's Trade Secrets at any time during which such information shall constitute a Trade Secret (before or after termination of the License Term). The Parties acknowledge and agree that CFA's Trade Secrets include, but are not limited to: Product formulations, recipes and Ingredients; Product marketing and promotional techniques and plans; financial data and plans; lists of actual and prospective Chick-fil-A licensees, franchised operators, and suppliers; and any components of the CFA System that fall within the definition of "Trade Secret." **THE PARTIES ACKNOWLEDGE AND AGREE THAT CFA'S CONFIDENTIAL INFORMATION INCLUDES, BUT IS NOT LIMITED TO: THE TERMS AND CONDITIONS OF THIS AGREEMENT; THE CONTENTS OF THE MANUAL (EXCEPT FOR ANY INFORMATION IN THE MANUAL THAT WOULD CONSTITUTE A "TRADE SECRET" OF CFA); AND ANY COMPONENT OF THE CFA SYSTEM THAT DOES NOT CONSTITUTE A "TRADE SECRET" BUT THAT OTHERWISE MEETS THE DEFINITION OF "CONFIDENTIAL INFORMATION."**

7.3 Limitations on Competition.

- (a) Licensee acknowledges and agrees that, given CFA's substantial investment in the CFA System and given Licensee's and each Third Party Operator's substantial access to CFA's Confidential Information and Trade Secrets, it is reasonable for Licensee and each Third Party Operator to agree to refrain from certain competitive activities during and for a reasonable time after the License Term.
- (b) Without CFA's prior written permission, Licensee shall not, and shall ensure that each Third Party Operator shall not, during the period of time that it is operating a Unit, anywhere within the Site associated with the Unit, directly or indirectly, alone or in conjunction with or through any other party, sell any nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in

presentation to any Products offered for sale at the Unit pursuant to the CFA System.

- (c) Without CFA's prior written permission, for twelve (12) months after Licensee ceases operating or having the right to operate a Unit (such a Unit being referred to as a "Closed Unit"), Licensee shall not, and shall ensure that each Third Party Operator shall not, from the space where the Closed Unit was located, directly or indirectly, alone or in conjunction with or through any other party, sell any nationally or regionally branded chicken products or any products that are the same as or substantially similar in nature and in presentation to any Products previously offered for sale at the Closed Unit pursuant to the CFA System.
- (d) If Licensee violates any covenant in this Section 7.3, it shall be presumed that Licensee has used Confidential Information and Trade Secrets of CFA in violation of Section 7.2.
- (e) If any court or other tribunal having jurisdiction to determine the validity or enforceability of any provision contained in this Section 7 determines that it would be invalid or unenforceable as written, in whole or in part, then the provisions of this Section 7 shall be deemed to be modified to the extent or in the manner as is necessary in order for those provisions to be valid and enforceable to the greatest extent possible.

7.4 Use of Proprietary Marks.

- (a) Licensee acknowledges that the Proprietary Marks are valid and are the exclusive and valuable property of CFA Properties; that CFA has the right to use, and to sublicense others to use, the Proprietary Marks; and that only duly authorized licensees have the right to use the Proprietary Marks. Licensee further acknowledges that any use by Licensee of the Proprietary Marks pursuant to this Agreement is solely in its role as a licensee of CFA. Licensee shall not use the Proprietary Marks in any manner, either directly or through any other person or entity, other than as necessary to operate the Units. Licensee shall not use any other trademark or service mark (including without limitation any non-English language version) in conjunction with any of the Proprietary Marks without the prior written consent of CFA, nor shall Licensee use or allow the use of any other trademark or service mark in connection with the Units. Licensee further covenants that it will not contest or aid in the contest of the validity of, or ownership of, or CFA's right to use and to license others to use, the Proprietary Marks, nor take or knowingly permit any other action which will or could in any way prejudice or harm any or all of the Proprietary Marks or CFA Properties' ownership thereof, or CFA's right to use and to license others to use the Proprietary Marks. Licensee expressly agrees that it will not adopt or use, or aid a third party in adopting or using, any trademark or service mark that is similar to, imitative of or likely to be confused with any of the Proprietary Marks. Licensee also covenants that it will affix such symbols as "TM", SM, "®", or the equivalent, next to or in conjunction with all of its uses of the Proprietary Marks, as appropriate or necessary, or as directed by CFA, in order to protect all of CFA's rights therein. Any and all goodwill arising out of Licensee's use of any or all of the Proprietary Marks shall inure to the benefit of CFA Properties and shall be and remain the exclusive property of CFA Properties. Where required by CFA, Licensee shall be recorded as a registered user or licensee with the trademarks registry or other appropriate authority in respect of one or more of the Proprietary Marks for any or all of the relevant goods or services or Licensee shall cause other filings to be made having a goal similar to the foregoing, and Licensee shall sign all documents and do all acts to assist CFA for any or all such purposes.
- (b) Licensee shall always use the Proprietary Marks in accordance with applicable standards and specifications set by CFA. Licensee acknowledges and agrees that CFA shall have the right to review, and approve or disapprove, in its sole and exclusive business judgment, any and all uses of the Proprietary Marks by Licensee on or in connection with any goods and in all media and in connection with all services (which right will also extend to the quality of such goods and services). Licensee agrees to cease or alter any use of the Proprietary Marks which fails to conform with all applicable standards and specifications set by CFA or which CFA deems in its sole and exclusive business judgment to be otherwise unacceptable.
- (c) Licensee agrees to advise promptly and fully CFA of all knowledge it has or acquires concerning any use of a trade name, trademark, service mark or other mark that may infringe upon any of the Proprietary Marks, but CFA or its designee retains the exclusive right and authority to protect or defend the Proprietary Marks; provided, however, that CFA or its designee shall not be obligated to defend any or all of the Proprietary Marks and may determine not to defend any or all of them for any reason whatsoever; and provided, further, that CFA does not warrant the validity of any or all of the Proprietary Marks. Licensee does agree, however, at the cost of CFA, to be a named party in any demand, suit or action which CFA may determine to institute in connection with such matters and otherwise to cooperate as CFA reasonably requests in any defense or other protection of the Proprietary Marks. Any and all damages and costs recovered shall be for the sole account of CFA.
- (d) If it appears to CFA that protection of one or more of the Proprietary Marks is no longer viable, either commercially or legally, CFA has the right to relinquish such Proprietary Mark and, at its election, to adopt another mark in the relinquished mark's place. In such event, Licensee agrees to cooperate with CFA in changing all signage, literature, supplies and the like to adapt the Units. Licensee shall not use the mark CHICK-FIL-A or any words identical or similar to any Proprietary Mark in its corporate or other name.
- (e) Licensee specifically acknowledges and agrees that it has no right to and shall not establish a Website (as defined below), nor offer, promote or sell any products or services, or make any use of the Proprietary Marks through the Internet without CFA's prior written approval. Licensee acknowledges and agrees that CFA is under no obligation to grant such consent to Licensee and, as a condition to granting any such consent, CFA shall have the right to establish such requirements as CFA deems appropriate, including, but not limited to, the requirement that Licensee's only presence on the Internet involving, using or otherwise in any association with the Proprietary Marks shall be through a webpage established by CFA on CFA's webpage or Website. As used in this Agreement, the term "Website" means an interactive electronic document, contained in a network of computers linked by communications software, including, without limitation, the Internet and World Wide Web home pages. Any webpage or Website proposed or established by Licensee involving, using or otherwise in any association with the Proprietary Marks shall otherwise be deemed to be a use of the Proprietary Marks under this Agreement, and will be subject to, among other things, CFA's approval and then-current policies, procedures, standards and requirements under this Section 7.4, including the subparts above.

7.5 Copyrights. Licensee acknowledges that the Manual is an original work of authorship owned by CFA Properties, which has been published with the appropriate notice of copyright and is accordingly protected by the United States Copyright Law 17 U.S.C. § 101 *et seq.* and any and all other

applicable copyright laws. Licensee shall not alter or modify the Manual without the prior written consent of the copyright owner.

7.6 Acknowledgment. Licensee acknowledges and agrees that its covenants set forth in this Section 7 are reasonable as to time, scope and territory given CFA's need to protect its Trade Secrets and Confidential Information, particularly given the complexity and competitive nature of the food service industry, and that, if Licensee's relationship with CFA under this Agreement ends, Licensee has sufficient resources to find alternative, commensurate business in its respective fields of expertise that would not violate Section 7. Licensee further acknowledges and agrees that the covenants set forth in this Section 7 and the rights and remedies conferred on CFA under this Agreement are essential elements of this Agreement and that without their inclusion, CFA would not have entered into this Agreement.

SECTION 8--TERMINATION OF LICENSE

8.1 Termination by Licensee.

- (a) Any one or more of the following shall be a "Licensee Termination Event": (i) CFA's breach of any one or more of its material covenants in this Agreement; or (ii) the incorrectness or untruth of any one or more of CFA's material representations or warranties in this Agreement.
- (b) Upon the occurrence of a Licensee Termination Event described in Section 8.1(a)(i), Licensee may serve CFA with written notice specifying the nature of the CFA breach, and upon the expiration of thirty (30) calendar days, if CFA shall have failed to cure or correct the CFA breach, then Licensee may terminate the License Term by serving a written notice of termination upon CFA, with such termination to be effective upon receipt by CFA. If the CFA breach is of such a nature that it cannot be completely cured or corrected within the thirty-day period, and if CFA shall have diligently commenced and continued curing or correcting the CFA breach within the thirty-day period, then the thirty-day period shall be extended as long as reasonably necessary for CFA, using its best commercial efforts, to cure or correct completely the CFA breach.
- (c) Upon the occurrence of a Licensee Termination Event described in Sections 8.1(a)(ii), Licensee may terminate the License Term after providing at least ten (10) calendar days' written notice of termination to CFA with such termination to be effective upon the tenth calendar day following receipt by CFA.

8.2 Termination by CFA.

- (a) The occurrence of any one or more of the following events shall be a "CFA Termination Event": (i) Licensee breaches or otherwise fails to comply with any one or more of its material duties or covenants in this Agreement (including, without limitation, any one or more of its

duties and obligations under Sections 4, 6 and 7 of this Agreement) or a Third Party Operator or Third Party Personnel breaches or otherwise fails to comply with any obligation under the Confidentiality Agreement; (ii) any one or more of Licensee's material representations or warranties in this Agreement are untrue; (iii) each of Licensee or any Third Party Operator or any of their respective principals, officers, directors, owners, employees or other Third Party Personnel, agents or contractors (collectively "Licensee Parties") takes any action, or fails to take any action, which action or failure to act, damages, or in the estimation of CFA has damaged or is likely to damage, the goodwill or reputation of CFA or is inconsistent with the Chick-fil-A Culture, the CFA System or the environment or reputation of CFA; (iv) Licensee or a Third Party Operator fails to open a Unit during the hours and days of operation specified by CFA for that Unit or Licensee opens a Unit on Sunday or Christmas Day; (v) Licensee, or any Licensee Party involved, directly or indirectly, with any Unit, is convicted of or pleads nolo contendere to a felony or crime involving moral turpitude or is convicted of or pleads nolo contendere to any other crime or offense that could reasonably be expected to affect adversely the reputation or goodwill of CFA, the Proprietary Marks or the CFA System; (vi) Licensee or any Licensee Party converts or embezzles any funds or property of CFA or third parties or engages in any conduct that is fraudulent, unfair, unethical or a deceptive practice; (vii) Licensee makes a willful material misrepresentation, verbally or in writing, or fails to make a material disclosure, to CFA or any national, federal, state or local governmental authority related to a Unit; (viii) continuance, in whole or in part, of the operation of any Unit or of the License granted to Licensee hereunder, is frustrated in purpose or materially impaired by any national, federal, state or local law, statute, ruling, ordinance or regulation, or interpretation thereof (collectively a "Law"), or by the actions of any civil or military authority purporting to act thereunder, or by acts of God, war or civil disorders, or by the existence or declaration of a pandemic or epidemic, or by labor union activity; (ix) Licensee submits to CFA on two (2) or more occasions a report which understates Gross Receipts by more than five percent (5%); (x) Licensee files, or consents by answer or otherwise to the filing against it of, a petition for relief, reorganization, or arrangement or any other petition in bankruptcy, for liquidation, dissolution or winding-up or to take advantage of any bankruptcy or insolvency law of any jurisdiction; (xi) Licensee makes a general assignment for the benefit of creditors or consents to or is the subject of the appointment of a custodian, receiver, trustee or other officer with similar powers of itself or of any substantial part of its properties; (xii) Licensee is adjudicated insolvent or is liquidated, dissolved or wound-up; (xiii) a court or other governmental agency of competent jurisdiction enters an order appointing a custodian, receiver or trustee, or an officer with similar powers, with respect to Licensee or any substantial part of the properties of Licensee, or an order for relief is entered in any case or proceeding for liquidation or reorganization, or otherwise to take advantage of any

bankruptcy or insolvency law of any jurisdiction, relative to Licensee, or ordering the dissolution, winding-up or liquidation of Licensee, or a petition for such relief is filed against Licensee and not dismissed or stayed within sixty (60) calendar days; (xiv) Licensee's lease, license, facility, use, occupancy arrangements for, or ownership of any Site terminates, or Licensee otherwise loses the ability to operate any Unit at or from any Site; (xv) by virtue of this Agreement or its relationship with Licensee, CFA becomes subject to government regulations as a government contractor or subcontractor or applicable Law is determined to require that any Unit be operated in a manner inconsistent with CFA's normal operating procedures or the Chick-fil-A Culture; (xvi) the building or premises of a Site or the Unit at that Site is not operated or maintained in a manner consistent with the standards of a first-class food service facility or the Chick-fil-A Culture or a threat or danger to public health or safety results from the construction, maintenance or operation of the Unit; (xvii) Licensee fails to make timely payment to CFA of any amounts it is required to pay CFA under this Agreement; or (xviii) Licensee commits three (3) or more defaults under this Agreement in any fifty-two (52) week period, irrespective of the timing of each such default and irrespective of whether each such default has been cured after notice. For purposes of this Section, the obligations of Licensee with respect to the operation of a Unit shall also be deemed to be obligations of any Third Party Operator and or its personnel involved in the operation of a Unit (such that, for example, a material breach by a Third Party Operator of a CFA operational requirement shall be deemed to be a breach by Licensee).

- (b) Upon the occurrence of any one or more CFA Termination Events described in Sections 8.2(a)(i) (other than with respect to a breach by Licensee of Section 7.2, 7.3 or 7.4), 8.2(a)(viii), 8.2(a)(xiv) or 8.2(a)(xvi) CFA may serve Licensee with written notice specifying the nature of the CFA Termination Event, and upon the expiration of thirty (30) calendar days, if Licensee shall have failed to cure or correct the CFA Termination Event, then CFA may terminate the License Term by serving a written notice of termination upon Licensee, which termination shall be effective upon receipt by Licensee of the notice. If the CFA Termination Event by its nature requires the involvement of third-party vendors or providers of necessary goods or services in order to effectuate a cure and cannot be completely cured or corrected by Licensee using its best commercial efforts within such thirty (30) day period, then such thirty (30) day period shall be extended for as long as reasonably necessary for Licensee, using its best commercial efforts, to complete the curing of the CFA Termination Event.
- (c) Upon the occurrence of any one or more CFA Termination Events other than those described in Section 8.2(b), CFA may terminate the License Term with such termination to be effective upon Licensee's receipt of written notice of termination from CFA. Licensee will not have an opportunity to cure these Licensee Termination Events. In the event CFA has the right to

terminate the License Term under this Section 8.2(c), CFA may elect to, but shall not be obligated to, (i) give Licensee a right to cure or correct any CFA Termination Event that CFA deems is appropriately curable, or, alternatively, (iii) if Licensee is licensed to operate more than one Unit, CFA may terminate the License Term with respect to one or more, but less than all, of the Units that Licensee is then licensed to operate.

8.3 Licensee's Obligations Upon Expiration or Termination.

(a) Upon the expiration or termination of the License Term, or the expiration or termination of the License Term with respect to one or more, but not all, Units, for any reason pursuant to Section 8.1 or Section 8.2, all rights of Licensee to operate the affected Units and to use, display, access or advertise the CFA System, the Proprietary Marks, CFA's Confidential Information or Trade Secrets, and any other items or things constituting the Intellectual Property of CFA Properties as defined in Section 1.1(i), at the affected Units, shall cease, and the License granted to Licensee in Section 2.1 with respect to those Units shall immediately terminate.

(b) Once a Unit is terminated either through expiration or termination of the License Term or the termination of the License Term with respect to a particular Unit or otherwise, Licensee shall immediately take one of the following actions with respect to any equipment, inventory, signage or other items from the Unit constituting inventions, patents, trade dress, Trade Secrets or Confidential Information of CFA or which display one or more of the Proprietary Marks (the "Equipment"): (i) Licensee shall transfer any such Equipment from the terminated Unit to another Unit then being operated by Licensee; or if Licensee cannot take the action described in (i), then Licensee shall, at CFA's option, either (ii) sell the Equipment to CFA at its then-current fair market value as determined by CFA in the exercise of its sole and exclusive business judgment and CFA shall have the right to purchase the Equipment accordingly, or (iii) grant CFA full and unfettered access to the Equipment and a license to remove, alter or obliterate any aspect, item, segment or portion of the Equipment that constitutes or includes licensed inventions, patents, trade dress, Trade Secrets or Confidential Information or which displays one or more of the Proprietary Marks. If CFA purchases the Equipment, Licensee shall deliver such purchased Equipment to CFA free and clear of all liens, charges, encumbrances and security interests promptly upon purchase by CFA. If Licensee transfers the Equipment to another Unit, Licensee shall bear all costs and expenses of transporting such Equipment. Once this Unit expires or is terminated, Licensee shall not under any circumstances advertise for sale or otherwise display or depict any of the Equipment as being for sale using any of the Proprietary Marks or any of CFA's trade dress (including, without limitation, CFA's storefront, word marks, logos, countertop, poster and menu board designs) absent the prior written consent of CFA, which consent Licensee acknowledges may be withheld by CFA in its sole and exclusive business judgment. Further, once this Unit expires or is terminated, Licensee shall not under any circumstances make, use, sell or offer for sale any Equipment that would constitute infringement of CFA Properties' Intellectual Property, should CFA

Properties maintain non-exhausted Intellectual Property rights in such Equipment.

(c) Also upon the expiration or termination of the License Term for any reason, Licensee agrees: (i) to cease immediately using any and all of the CFA System, the Proprietary Marks, CFA's Confidential Information or Trade Secrets, and any other items or things constituting the Intellectual Property of CFA Properties, and to cease immediately operating the Units and if the term of the lease, license or occupancy arrangement for or ownership of the Sites extends beyond such expiration or termination of the License Term, Licensee shall convert the location at each Site where a Unit was operated to a different type of use; (ii) to deliver immediately to CFA or its designee, at Licensee's expense, the Manual, all materials, data compilations or other things constituting or containing CFA's Confidential Information or Trade Secrets, all advertising contracts and property of CFA in Licensee's possession and all materials, data compilations or other things in Licensee's possession which relate to the operation of the Units (including without limitation Products and Ingredients and all bags, boxes, wrappers, cups, napkins, cartons, utensils, customer goodwill items, other food containers and customer convenience items and other goods that display one or more of the Proprietary Marks, to the extent required by CFA under Section 8.3(b) above), excepting only Licensee's copy of this Agreement, Licensee's tax and personal financial records and copies of any correspondence between CFA and Licensee. CFA agrees to assist Licensee to bring about an immediate, effective, complete and orderly transfer of the items set forth above to CFA or its designee; (iii) to execute any and all agreements and other documents deemed necessary or appropriate by CFA to effectuate such expiration or termination (including without limitation cancellation of any registration or filing made under the last sentence of Section 7.4(a)) in a prompt and timely manner and to effectuate cancellation, change or transfer of business names, telephone numbers, facsimile numbers, email addresses, and Internet domain names, addresses, user names or search terms, or other like things, as applicable and as deemed necessary or appropriate by CFA; (iv) to pay immediately all debts it owes CFA and to pay immediately all debts arising from the operation of the Units or other performance of Licensee's responsibilities under the terms of this Agreement; (v) not to advertise or hold itself out in connection with the operation of any competing business or the sale of any Equipment or other things as having been formerly connected with CFA or to have formerly operated a Unit; and (vi) to make such changes to the Sites and to the Units as CFA may request so as to distinguish the Sites from any other Units. In this regard, Licensee shall, without limiting the generality of the previous sentence, dismantle or otherwise remove from the building and premises of the Units all signage bearing any of the Proprietary Marks and deliver to CFA, pursuant to Section 8.3(b) above, all of such signage.

(d) In the event that the License Term is terminated with respect to one or more, but not all, of the Units, the provisions of this Section 8.3 shall apply only to such terminated Units.

SECTION 9--ASSIGNMENT AND TRANSFER

9.1 Assignment by CFA. CFA may sell, transfer and assign any of its rights or obligations under this Agreement to any person, firm or corporation. CFA shall not remain liable for the performance of, and shall automatically be released from,

any obligations under this Agreement subsequent to any such assignment. Notwithstanding anything in this Section 9.1 to the contrary, CFA may, in its sole and exclusive business judgment and without the consent of Licensee, pledge or assign its right to receive license fees hereunder, to any creditor, as security for indebtedness. In the event of an assignment or assignments (but not a pledge or pledges) pursuant to this Section by CFA to an unrelated third party, Licensee reserves the right to terminate this Agreement upon thirty (30) calendar days' prior written notice.

9.2 Limitations on Transfer by Licensee. Licensee acknowledges and agrees that its rights and duties under this Agreement are personal to Licensee and that CFA has granted the License hereunder to Licensee in reliance upon Licensee's character, skill, experience, business ability and financial qualifications. Therefore, Licensee shall not assign any of its rights or obligations under this Agreement voluntarily or involuntarily, by operation of law or otherwise in any manner, except upon prior written approval of CFA and in accordance with the provisions of this Agreement, and any attempt by Licensee to do so shall be null and void. Licensee shall not change the business form or entity which owns or through which Licensee operates the Units, either directly or indirectly, without the prior written consent of CFA.

SECTION 10--MISCELLANEOUS LEGAL MATTERS

10.1 Separate and Independent Contractor Business Owner. The Parties acknowledge and agree that ~~Licensee's the relationship to CFA is that of an independent contractor. Nothing in this Agreement shall be construed to make Licensee (or any individual whose salary, wages or other compensation is to be paid by Licensee) CFA's employee, agent or representative or to make Licensee and CFA partners, joint venturers, fiduciaries or trustees of the other for tax purposes or any other purpose. Licensee shall not have the power to obligate CFA for any expenses, liabilities or other obligations, without the prior written approval of CFA. Licensee shall conspicuously identify itself at its office and in all dealings with contractors, suppliers, public officials and others as an independent licensee of CFA and shall not hold itself out in any way as an employee, agent, representative, partner, joint venturer, fiduciary or trustee of CFA. Licensee shall also place such other notices of independent ownership on the Units, and on forms, stationery and other materials to be used in the operation of the Units, as CFA may require from time to time, including notices that the Proprietary Marks are owned by CFA Properties and used by Licensee under the License of the parties created pursuant to this Agreement is intended by each party to this Agreement to be and is that of a franchised license between CFA and Licensee, who is a separate and independent business owner, whether a person or entity, and neither party (nor any of their respective employees, agents, or representatives) shall incur any claim, debt, liability or obligation, other than as specifically set forth in this Agreement, to any person or entity, including without limitation the other party, for any action or omission undertaken pursuant to or as a result of this Agreement or under any other circumstances. The parties acknowledge and agree that the creation of the~~

above-described relationship and each party's respective ability to perform and to be legally recognized as being in and having the relationship as set forth above and not another during the License Term is part of the essence and a principal purpose of this Agreement.

- (a) Nothing in this Agreement makes or shall be deemed to make in law or fact Licensee (or any individual whose salary, wages or other compensation was or is to be paid by Licensee) a general or special agent, partner, legal representative, fiduciary, joint venturer, joint employer, co-employer or employee with or of CFA. In all public records in Licensee's relationship with all other persons or entities, and in any document, Licensee agrees to indicate clearly the independent ownership and operation by Licensee of the Units. Licensee shall not make any express or implied agreements, warranties, guarantees or representations or incur any debt or obligation in CFA's name or on its behalf or represent that the relationship of the parties hereto is anything other than that of a franchisor and franchised licensee who are separate and independent businesses. CFA will not be obligated by or have any liability under any agreements made by Licensee with any third party or for any representations made by Licensee to any third party. Licensee shall, upon commencement of Licensee's duties at the Site of any Unit and periodically thereafter, inform each employee that CFA is not such employee's employer. Licensee further agrees to hold itself out to the public as a separate and independent business owner operating the Units pursuant to a franchised license with CFA. Licensee agrees to take such affirmative action as may be necessary to do so, including with regard to signage, forms, solicitations, business cards, stationery, advertising, third-party communications and other materials.
- (b) Although CFA retains the right to establish and modify the CFA System and Manual, Licensee has and shall retain the sole responsibility for and authority to control the day-to-day management and operation of the Units and implementing and maintaining the CFA System and the Manual at the Units. Licensee further acknowledges and agrees, that the various standards, requirements, specifications and procedures of the CFA System, whether set forth in the Manual or otherwise, do not directly or indirectly constitute, suggest, infer or imply that CFA controls or has the authority or right to control any aspect or element of the day-to-day operations of the Units, but only constitute standards Licensee must adhere to when exercising Licensee's own sole control of the day-to-day operations of the Units.
- (c) CFA and Licensee recognize and agree that Licensee's employees are exclusively employed and will remain exclusively employed at all times during the Term of this Agreement by the Licensee and CFA does not and will not employ, co-employ or jointly employ Licensee's employees [delete -at the Site], and does not and will not control or have the authority or right to directly or indirectly control labor or employment matters for Licensee and that Licensee, and not CFA, is solely

responsible for controlling and has the sole authority and right to control the terms and conditions of employment for the Units and Licensee's employees, including but not limited to hiring, determining compensation and benefits for, establishing schedules and employment duties for, training, managing, supervising, disciplining, promoting, terminating, paying all wages, benefits and employee-related liabilities for, determining staffing levels, tasks to be performed and workplace and safety rules for such employees.

- ~~(d) Licensee hereby irrevocably affirms, attests and covenants Licensee's belief, agreement, understanding and intent that Licensee's employees are employed and will remain employed at all times during the Term of this Agreement by Licensee and in no fashion is any such employee of Licensee either jointly employed or co-employed by CFA. Licensee further affirms, attests and covenants Licensee's belief, agreement, understanding and intent that each of Licensee's employees is and shall remain under the exclusive control of Licensee and never under the direct or indirect control of CFA in any manner whatsoever.~~
- (e) Licensee and CFA acknowledge that any covenants or other duties imposed upon Licensee by this Agreement are not intended to control or otherwise affect the time, manner or method of Licensee's day-to-day operation of the Units but rather to ensure that: (i) the image of the Units, as ultimately seen and judged by its customers, is as positive as possible and therefore such that the Units can be operated for the greatest mutual benefit of Licensee and CFA; (ii) the Trade Secrets, the Confidential Information, Intellectual Property and other proprietary rights of CFA and CFA Properties are adequately protected; and (iii) all CFA's standards, specifications, methods, techniques and procedures, including those set forth in this Agreement and the Manual are maintained in order to ensure that all customers receive a consistent brand experience, and Licensee has the capability to meet and be in full compliance with CFA's food safety and product quality standards.

10.2 Equitable Remedies. Licensee acknowledges, agrees and warrants that any breach or threatened breach by Licensee of any of the material terms of this Agreement, including without limitation a breach of the provisions of Sections 6, 7, 8 or 9, would result in irreparable damage and harm to CFA that would be difficult to ascertain. Accordingly, in such event, CFA shall be entitled, if it so elects, in addition to any other remedies available to it under this Agreement or at law, to immediate equitable relief therefor, including without limitation, an injunction or an order for specific performance. Nothing in this Section 10 shall be deemed to limit CFA's remedies at law or in equity for any breach by Licensee of any provision of this Agreement. Furthermore, nothing in this Section 10 or

otherwise contained in this Agreement shall limit, abridge or modify the rights of CFA in and to its Intellectual Property, including its Trade Secrets, Confidential Information and the Proprietary Marks under any applicable national, federal, state, or local trade secret, trade name, trademark, service mark, patent, copyright, unfair competition, license or other law.

10.3 Indemnification. To the extent that applicable law prohibits either Party from making the indemnification covered by this Section 10.3, then to that extent, against the Party that is thus prohibited, this Section 10.3 shall not be effective, and the other Party's indemnification obligation under this Section 10.3 shall be similarly reduced, so that each Party's obligations under this Section 10.3 are roughly equal. Each of CFA and Licensee (as applicable, the "Indemnitor") shall and does hereby hold harmless and indemnify the other Party and its officers, directors, employees, agents, affiliates, parent, subsidiaries, successors and assigns (collectively, the "Indemnitee"), from and against any and all claims, counterclaims, suits, demands, debts, costs, liabilities, expenses, setoffs, liens, attachments, judgments, actions and causes of action arising out of (i) the untruth or breach of any of the Indemnitor's representations or warranties in this Agreement, or (ii) a breach by the Indemnitor of its obligations under this Agreement, or (iii) the negligent or intentionally wrongful acts or omissions of the Indemnitor or any of its officers, directors, shareholders, agents or employees (including, in the case of Licensee, the unauthorized, unlicensed or otherwise unpermitted or improper operation or condition of any part of the Units or the Sites); and the Indemnitor shall reimburse the Indemnitee for any and all costs, damages, penalties and expenses, including without limitation attorneys' and advisors' fees, costs of investigation and court costs that the Indemnitee incurs by reason of or due to any such acts or omissions by the Indemnitor. The indemnities herein shall continue in full force and effect subsequent to and notwithstanding any expiration or termination of the License Term.

10.4 Cumulative Rights and Remedies. All rights and remedies of the Parties under this Agreement shall be cumulative.

10.5 Choice of Law. This Agreement was made and took effect when accepted and executed by CFA in the State of Georgia. All rights, duties and obligations of the parties hereto arising out of or relating to the subject matter of this Agreement shall be governed, construed, interpreted and enforced solely under the laws and decisions of the State of Georgia as they now exist and hereafter may be amended or changed from time to time (except and without reference to any conflict of law principles, rules and decisions), including without limitation all controversies, disputes and claims of any nature between the Parties arising out of or relating to the validity, performance, interpretation, enforcement, termination or expiration of this Agreement, and any other aspect of the Parties' agreement or relationship. The laws of the State of Georgia shall prevail and otherwise be applied to all such disputes in the event of any conflict of laws.

10.6 Litigation. Licensee acknowledges and agrees that Licensee has and will continue to develop a substantial and continuing relationship with CFA at its offices in the State of Georgia, where CFA's decision-making authority is vested and where its license program operations are conducted and supervised. The Parties agree that if a controversy or claim between them arises out of or relates to this Agreement or the relationship between Licensee and CFA and results in threatened or pending litigation, then the Superior Court of Fulton County, Georgia, United States of America, and the United States District Court for the Northern District of Georgia, Atlanta Division, shall have exclusive jurisdiction to hear and decide such matter, and each Party hereby submits and consents to the jurisdiction of each such courts, and each Party hereby agrees to commence, conduct and conclude such matters only in such courts. The Parties further acknowledge and agree that the courts identified above are convenient forums for the litigation of any controversy or claim which may arise out of or relate to this Agreement or the relationship between Licensee and CFA, and agree not to claim, assert or argue that such courts do not have jurisdiction or are inconvenient forums. Licensee hereby waives any and all objections to the exclusive personal jurisdiction of the Fulton County, Georgia Superior Court and the United States District Court for the Northern District of Georgia, Atlanta Division, and further waives any and all objections to the jurisdiction of and venue in such courts, in and for all cases and controversies relating to or arising out of this Agreement and/or the relationship between Licensee and CFA. This exclusive choice of jurisdiction and venue provision governs except that claims for injunctive relief may be brought by CFA in any appropriate jurisdiction where Licensee is located. This exclusive choice of jurisdiction and venue provision also shall not restrict the ability of any Party to enforce any judgment, award or order in any appropriate jurisdiction or to obtain the full faith and credit of any judgment, award or order obtained. If either Party files suit or claim to collect sums from or to enforce its rights or any covenant under this Agreement (the "Claiming Party") against the other Party, then the ~~first~~Claiming Party, in addition to its other rights and remedies hereunder, shall be entitled to recover all costs and expenses incurred in connection with such collection or other action, should the ~~first~~Claiming Party prevail in such suit or claim, including without limitation attorneys' and advisors' fees, court costs and other expenses of litigation.

10.7 Third Party Claims. Licensee agrees to notify immediately CFA of the existence of (and forward to CFA copies of relevant documents, if any, within ten (10) days of its receipt of them) any and all actual or threatened demands, claims, notices, suits, actions or other legal processes served on or otherwise coming to the attention of Licensee that would or could affect any Units, the CFA System, CFA's Confidential Information or Trade Secrets, the Proprietary Marks or CFA in general. CFA may, at its option, control any or all such disputes and litigation and Licensee will, at its own expense if it is a named party, or at CFA's expense if it is not, extend its full cooperation in all such matters.

10.8 Caveats.

- (a) Licensee acknowledges and agrees that it has entered into this Agreement after making an independent investigation of CFA's operations and not in reliance upon any representative or projected gross revenues, volume, earnings or profits which Licensee might be expected to realize, and that CFA has not made any representation, which is not expressly set forth herein, to induce Licensee to accept the License and execute this Agreement. Licensee represents and warrants that it acknowledges that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors. CFA DOES NOT MAKE ANY REPRESENTATION OR WARRANTY, EXPRESS OR IMPLIED, AND LICENSEE ACKNOWLEDGES THAT CFA DID NOT MAKE ANY REPRESENTATION OR WARRANTY, AS TO THE POTENTIAL SUCCESS, EARNINGS, REVENUES OR PROFITS OF THE UNITS THAT WILL BE OPERATED BY LICENSEE UNDER THIS AGREEMENT.
- (b) Because complete and detailed uniformity in the operation and appearance of all Units may not be possible or practical in the many varying conditions in which Units will be operated, CFA reserves the right and privilege, which it may exercise in its sole and exclusive business judgment, to vary the terms or conditions of a license agreement (including without limitation the fees to be paid by a licensee) or the standards, specifications, methods, techniques or procedures applicable to the operation of a Unit for any other of its licensees based upon the differing physical, business, demographic or other conditions existing in the particular area in which such Unit is located or upon the differing personal abilities, aptitudes, experiences or financial qualifications of such licensees. Licensee acknowledges that it will not be entitled to receive any such variance allowed to any of CFA's other licensees.

10.9 Disclaimer. CFA, FOR ITSELF, ITS AFFILIATES, SUCCESSORS AND ASSIGNS, HEREBY DISCLAIMS ANY AND ALL EXPRESS OR IMPLIED WARRANTIES CONCERNING ANY GOODS OR SERVICES SOLD OR APPROVED BY IT, OR THE LICENSE GRANTED BY IT, OR ADVICE, GUIDANCE, APPROVAL OR DIRECTIONS RENDERED BY IT, INCLUDING WITHOUT LIMITATION ANY WARRANTIES AS TO MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AVAILABILITY, QUALITY, QUANTITY OR PRICING. LICENSEE AGREES NOT TO MAKE ANY STATEMENT, REPRESENTATION OR CLAIM OR TO GIVE ANY WARRANTY TO THE CONTRARY TO ANY CUSTOMER OR POTENTIAL CUSTOMER OR ANY OTHER PARTY.

SECTION 11--GENERAL PROVISIONS

11.1 No Implied Waiver.

- (a) Failure of either Party at any time to require performance of any provision of this Agreement shall not affect such Party's right to require full performance of that provision at any time thereafter, and the waiver by either Party of a breach of any provision shall not be taken or held to be a waiver of any subsequent breach thereof or a waiver of a breach of any other provision of this Agreement or as nullifying the effectiveness of such provision or any other provision.
- (b) The failure of either Party to seek redress for any violation of this Agreement or to take action based upon a Licensee or CFA Termination Event, as the case may be, or to insist upon the strict performance of any condition of this Agreement, shall not prevent a subsequent act, which would have originally constituted a Termination Event or violation of this Agreement, from having all the force and effect of an original Termination Event or violation. The receipt or acceptance by either Party of any fees or other payments with knowledge of a Termination Event or violation of this Agreement shall not be deemed a waiver of any such relief with respect to such Termination Event or violation. No provision of this Agreement shall be deemed to have been waived by either Party unless such waiver be in writing signed by the Party. No payment by either Party or receipt or acceptance by the other Party of a lesser amount than the amount required to be paid shall be deemed to be other than on account of the correct payment.

11.2 Procedure for Notice. Any notice permitted or required to be delivered by the provisions of this Agreement shall be deemed so delivered (and thus also be deemed to have been received by the addressee thereof) on the day of hand delivery, one (1) business day after being sent by facsimile with electronic verification of receipt being received by the sending Party (with an identical copy of any telefaxed materials being sent as well by first class mail) or overnight delivery service (with notification of delivery) or three (3) business days after being placed in the United States mail for delivery within the United States by certified or registered mail, postage prepaid, returned receipt requested addressed to the recipient at the address set forth on the signature page to this Agreement, unless that Party shall have given written notice of change of address to the sending Party.

11.3 Severability; Binding Upon Assigns; Further Assurances.

If any provision or provisions of this Agreement shall for any reason be declared invalid or ineffectual by any court or agency of competent jurisdiction, the other provisions hereof shall nonetheless remain valid and shall continue in full force and effect. If it shall be impossible to continue such other provisions of this Agreement in full force and effect after the excision of the provision or provisions so declared invalid or ineffectual, then CFA and Licensee each undertake and agree that they will, upon demand of CFA, make, execute, acknowledge and deliver any and all instruments which CFA deems necessary or appropriate to accomplish lawfully such

continuance. It is the intention of the Parties that this provision may be enforced in equity in addition to and not to the exclusion of any other remedies which may be available to the Parties to this Agreement. This Agreement shall be binding upon, and its benefits shall inure to, Licensee and its successors and assigns (subject to the provisions of Section 9) and to CFA and its successors and assigns. From time to time during the License Term, Licensee, upon receipt of the written request of CFA, agrees to execute such other documents or instruments as CFA may reasonably deem necessary or appropriate to carry out and complete the terms hereof.

11.4 Headings, Addenda, Exhibits. The captions and headings of the Sections or other subsections of this Agreement are inserted for convenience and reference only and shall have no effect on the meaning of the Agreement. References to Sections, Addenda and Exhibits refer to sections, addenda and exhibits of this Agreement. All Addenda and Exhibits and other attachments to this Agreement are hereby incorporated by reference into this Agreement.

11.5 Counterparts. This Agreement may be executed in any number of counterparts, each of which so executed and delivered shall be deemed an original, with such counterparts together constituting one and the same instrument.

11.6 Personal Pronouns; Plurals. Each personal pronoun used herein, whether masculine, feminine or neuter, shall include the other gender or genders as the context requires or permits. Each plural or singular verb shall include the other number as the context requires or permits.

11.7 Continued Effectiveness of This Agreement. Except for provisions relating only to the License granted to Licensee under Section 2, this Agreement shall remain effective until neither Party has any further obligation to the other Party under this Agreement. The Parties acknowledge that a number of their obligations (for example, Licensee's obligations under Sections 7, 8 and 10) extend beyond the expiration or termination of the License Term.

11.8 Conflicts. This Agreement shall control in the event of any conflict between this Agreement and any other agreements Licensee may make with respect to the Units.

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. No other representations have induced Licensee to sign this Agreement except that Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). No representations, promises or agreements, oral or

otherwise, not appearing in or attached to this Agreement or in the FDD were made by either Party and none shall have any force or effect with reference to this Agreement. No officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

11.10 U.S. Executive Order Representation. Licensee represents and warrants that it has not been designated as a suspected terrorist under U.S. Executive Order 13224.

11.11 Miscellaneous. Words of inclusion used in this Agreement (such as "including") shall not be deemed to be words of limitation, such that any items or things listed as "included" in another class of items or things shall not be construed as excluding other items or things not expressly mentioned. Both Parties acknowledge and agree that they have actively participated in the negotiation and drafting of this Agreement. Licensee agrees to promptly execute amendments to any Addenda, from time to time during the License Term, to reflect changes in the information set forth on the Addenda as of the Effective Date.

EXHIBIT 1

CONFIDENTIALITY AGREEMENT FOOD SERVICE PROVIDER AGREEMENT

This form of Agreement must be signed by Licensee personnel working as a manager or supervisor in a Unit and each Third Party Operator and all personnel working in a Unit operated by a Third Party Operator

CHICK-FIL-A, INC.

[LICENSEE]

Signature: _____
Printed Name: _____

Signature: _____
Printed Name: _____

THIRD PARTY OPERATOR

Name of Operator: _____
Authorized Signature: _____
Printed Name: _____

EFFECTIVE DATE OF THIS AGREEMENT: _____

Chick-fil-A and its licensed operators have developed a variety of policies and procedures that are designed to ensure that all Chick-fil-A products and the manner in which they are presented and sold, regardless of sales location, conform to the same high standards that have given Chick-fil-A its reputation for first-class products and service. Therefore, in return for the right to manage, supervise, operate or work in a Chick-fil-A Unit, you agree as follows:

1. You agree to comply with all Chick-fil-A policies and procedures contained in the Chick-fil-A operations manual, training guide and orientation notebook (if provided to you) and any other statements of policy or procedure furnished by Chick-fil-A. Third Party Operators agree to comply with every obligation of Licensee in the License Agreement that relates to the operation of a Unit.
2. You agree to treat the following materials and information as confidential "trade-secret" information of Chick-fil-A and you will not use these materials or this information except in conjunction with the sale of Chick-fil-A products and you will not publish or disclose any of these materials or this information to any person or entity except as authorized by Chick-fil-A in writing to do so: the contents of the operations, training and orientation manuals; any Chick-fil-A product preparation, presentation methods, procedures or recipes; any data relating to sales of Chick-fil-A products and any other financial data or plans; any lists of suppliers or customers of Chick-fil-A; any business or product plans or projections. If, under applicable law, your obligations in this paragraph 2 must be limited to a specified period of time with respect to any of the above materials or information, that period of time shall be the term of time during which you are authorized to operate or work in conjunction with a Chick-fil-A unit plus the three (3) years following the term.

SIGNATURES OF LICENSEE PERSONNEL (IF REQUIRED TO SIGN) AND OTHER PERSONS WORKING IN A UNIT, INDICATING STARTING DATE AND ENDING DATE OF WORK IN CHICK-FIL-A UNIT:

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

Printed Name: _____
Position: _____
Signature: _____
Start: _____ End: _____

(attach additional sheets for additional personnel signatures)

EXHIBIT 2

SITE DESCRIPTION FORM

EXHIBIT 2

Site Description Form

** The Parties agree that they will maintain a Site Description Form for each Site (whether an Initial Site or an Additional Site). The Parties agree that they will attach to this Exhibit 2 Site Description Forms for all Sites. References to "Exhibit 2" in the License Agreement will be deemed to include all such Site Description Forms.*

1. *Location name, address and telephone number of Site (and name of Third Party Operator, if applicable):*

2. ~~Contractor~~/Licensee:

LICENSEE APPROVAL:

By _____

3. *Description of Retail Area(s) at Site:*

Name _____

Title _____

4. *Other regional or national brands sold at proposed Site:*

CHICK-FIL-A, INC. APPROVAL:

5. *Menu:*

By _____

Name _____

6. *Days of Operation:*

Title _____

7. *Hours of Operation:*

Date _____

8. *Attach School Calendar (if Site is at a school)*

ADDENDUM A

CFA Trademarks, Service Marks and Tradenames

The following trademarks, service marks, trade names, logo types and other commercial symbols are presently registered on the principal register of the United States Patent and Trademark Office:

Mark	Registration / Application Number	Registration / Application Date*
Authentic Originals Logo	97/728,737**	12/22/2022
Block C Logo	4,213,524	09/25/2012
Block C Logo	97/402,029**	05/09/2022
C Logo	2,298,157	12/07/1999
C Logo	873,925	07/29/1969
C Logo	1,211,656	10/05/1982
C Logo	2,307,404	01/11/2000
C Logo	2,316,050	02/08/2000
C Logo	2,316,051	02/08/2000
C Logo	2,313,854	02/01/2000
C (Stylized) (Red)	2,341,163	04/11/2000
CFA	6,038,359	04/21/2020
Circle C Logo	6,562,865	11/16/2021
Cropped C Logo	5,750,250	05/14/2019
Cropped C Logo (Red)	5,750,424	05/14/2019
Chick-fil-A	6,042,675	04/28/2020
Chick-fil-A	1,209,211	09/14/1982
Chick-fil-A	2,196,099	10/13/1998
Chick-fil-A	2,196,100	10/13/1998
Chick-fil-A	2,211,210	12/15/1998
Chick-fil-A	2,340,814	04/11/2000
Chick-fil-A	97/402,021**	05/09/2022
Chick-fil-A (Stylized)	866,527	03/11/1969
Chick-fil-A (Stylized)	995,935	10/15/1974
Chick-fil-A (Stylized)	1,238,459	05/17/1983
Chick-fil-A (Stylized)	1,065,507	05/10/1977
Chick-fil-A (Stylized)	4,865,535	12/08/2015
Chick-fil-A (Stylized)	6,866,465	10/04/2022
Chick-fil-A (Stylized)	97/645,394**	10/24/2022
Chick-fil-A (Red) (Stylized)	2,335,546	03/28/2000
Chick-fil-A Chick-n-Strips	1,958,706	02/27/1996
Chick-fil-A One	5,863,299	09/17/2019
Chick-fil-A Shared Table	6,724,424	05/10/2022
Chick-fil-A Waffle Potato Fries	2,258,869	07/06/1999
Chick-n-Minis	5,721,403	04/09/2019
Cool Wrap	2,415,376	12/26/2000
Cow Appreciation Day	3,372,804	01/22/2008
Cow Party	97/594,203**	09/16/2022
Da Bao Ke Fu (Simplified Chinese Characters)	97/792,474**	02/13/2023

Delivery From Us to You & Design	6,569,305	11/23/2021
Eat Mor Chikin	2,010,233	10/22/1996
Eat Mor Chikin	2,240,326	04/20/1999
Eat Mor Chikin	2,062,809	05/20/1997
Eat Mor Chikin	2,197,973	10/20/1998
Eat Mor Chikin (and design)	2,538,070	02/12/2002
Eat Mor Chikin (and design)	2,538,050	02/12/2002
First 100	3,906,613	01/18/2011
Fowl Shot	5,181,278	04/11/2017
Frosted Sunrise	5,605,101	11/13/2018
Hogar del Sándwich de Pollo Original	90/597,021**	03/23/2021
Home of the Original Chicken Sandwich	2,969,991	07/19/2005
Home of the Original Chicken Sandwich (Stylized) & Design	97/754,376**	01/13/2023
Icedream	1,273,752	04/10/1984
Kid Created Games & Design	97/195,020**	12/29/2021
Kneeling Cow Design	2,468,762	07/17/2001
Kids Design (horizontal)	6,615,711	01/11/2022
Kids Design (vertical)	6,615,710	01/11/2022
Koma Más Pollo	90/071,603**	07/24/2020
Moo Cow Band	2,758,388	09/02/2003
One Design (horizontal)	5,863,203	09/17/2019
One Design (vertical)	5,984,552	02/11/2020
Sunjoy	6,202,190	11/17/2020
Sunshine Days	97/719,580**	12/15/2022
Standing Cow Design	2,463,183	06/26/2001
Standing Cow Design	2,464,891	07/03/2001
The Brake Room	97/798,477**	02/16/2023
The Chicken Wire	5,306,199	10/10/2017
True Inspiration Awards	6,355,587	05/18/2021
We Didn't Invent the Chicken, Just the Chicken Sandwich	1,981,126	06/18/1996

* Any required affidavits and renewals pertaining to these Marks have been filed.

** An application for these Marks has been filed, but no federal registration has been granted for these Marks. We do not have a federal registration for these principal Marks. Therefore, these principal Marks do not have many legal benefits and rights as our federally registered trademarks. If our right to use these Marks is challenged, you may have to change to an alternative trademark, which may increase your expenses.

ADDENDUM B

CORE MENU FOR LICENSED UNITS



(Modified)

Beverages

Beverages 1	Beverages 2	Beverages 3	Beverages 4
Desserts/ Iced Coffee/Treats (Full)	Desserts/ Iced Coffee/Treats (No Cookies)	(No Tea/No Lemonade)	Desserts/ Iced Coffee/Treats (Brownie Only)
Soft Drinks Chick-fil-A® Lemonade (Regular + Diet) Chick-fil-A® Lemonade (Regular + Diet) Icedream® (Cup & Cone) Milkshakes (All Core + LTF) Frosted Lemonade (Diet + Regular)- unless Beverages 3 Frosted Coffee (LTF Sunjoy® (Promo Panel)) Iced Coffee	Soft Drinks Chick-fil-A® Lemonade (Regular + Diet) Icedream® (Cup & Cone) Milkshakes (All Core + LTF) Frosted Lemonade (Diet + Regular)- unless Beverages 3 Frosted Coffee Iced Coffee Sunjoy® (Promo Panel)	Soft Drinks Bottled Water (Dasani®)	Brownie
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	• Limited equipment (no oven)		• Limited equipment (no oven/icedream® machine/milkshake dispenser) • Limited cooler space



Menu Strategy • CONFIDENTIAL

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(Modified)

Beverages

Kids Meals 1	Kids Meals 2	Kids Meals 3
Beverages 1 (Full)	Beverages 2 (No Soft Drinks)	Beverages 3 (No Tea/No Lemonade)
Chick-fil-A® Nugget Meal Soft Drinks Chick-fil-A® Lemonade (Regular + Diet) Chick-fil-A® Lemonade (Regular + Diet) Sunjoy® Bottled Water Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries® (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4)	Chick-fil-A® Nugget Meal Iced Tea (Sweet + Unsweet) Chick-fil-A® Lemonade (Regular + Diet) Sunjoy® Bottled Water Fruit Cup (unless on Sides 5 or 6) Chick-fil-A Waffle Potato Fries® (unless on Sides 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4)	Soft Drinks Bottled Water
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
Plain Milk Chocolate Milk Apple Juice	• Limited equipment (no carbonator/ drink Apple Juice	• Limited equipment (no lemonade bubbler/tea brewer)



Menu Strategy • CONFIDENTIAL

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(Modified)Wraps

Salads + Wraps 1 (Full)	Salads + Wraps 2 (No Salad or Wrap)	Salads + Wraps 3 (Side Salad + Wrap Only)	Salads + Wraps 4 (Market Salad Only)	Salads + Wraps 5 (No Salad/Wraps)
Market Salad Cobb Salad Sassy Southwest Salad Chick-fil-A® Cool Wrap Side Salad Chick-fil-A® Cool Wrap	Market Salad Cobb Salad Side Salad Cobb Salad Side Salad	Chick-fil-A® Cool Wrap Side Salad	Market Salad	
Dressings: Avocado Lime Ranch FUTURE: Seasonal Salads (Promo Panel) Garden Herb Ranch Zesty Apple Cider Vinaigrette Garden Herb Ranch Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	Dressings: Avocado Lime Ranch FUTURE: Seasonal Salads (Promo Panel) Garden Herb Ranch Zesty Apple Cider Vinaigrette Garden Herb Ranch Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	Dressings: Avocado Lime Ranch Garden Herb Ranch Fat Free Honey Mustard Light Italian Dressings: Avocado Lime Ranch Garden Herb Ranch Fat Free Honey Mustard Light Italian	Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Fat Free Honey Mustard Light Italian	
Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian N/A	Light Italian	Light Italian	Light Italian	
	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink)	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink) - Peak hour capacity/ throughput	- Limited cold storage/holding - Limited prep space - Limited equipment capacity (sink)	- Limited cold storage/holding - Limited prep space - Limited equipment (no grill/cooler) - Limited equipment capacity (sink) - Peak hour capacity/ throughput



4

(Modified)Kids Meals

Kids Meals 1 (Full)	Kids Meals 2 (No Strips)	Kids Meals 3 (No Kids Meals)
Sides 1 (Full) CFA Nugget Meal (5 count) Grilled Nugget Meal (5 count) Chick-n-Strips Meal (2 count)	Sides 2 (No Soup) Chick-fil-A Waffle Potato Fries* Fruit Cup Kale Crunch Green Yogurt Parfait (If Breakfast) Chips Mac + Cheese (unless on Sides 3 or 4)	Sides 3 (No Kids Meals) (Waffle Fries & Chips) (Chips Only)
Chick-fil-A Waffle Potato Fries* Fruit Cup Chick-fil-A Waffle Potato Fries* Kale Crunch Green Yogurt Parfait (If Breakfast) Mac + Cheese (unless on Sides 3 or 4) SEASONAL: Deviled Eggs Plain Milk Chocolate Milk Apple Juice	Sides: Chick-fil-A Waffle Potato Fries* Fruit Cup (S) (unless on Sides 5 or 6) Waffle Potato Fries (S) (unless on Sides 5 or 6) Apple Sauce Mac + Cheese (unless on Sides 3 or 4) Beverages: Plain Milk Chocolate Milk Apple Juice	Chick-fil-A Waffle Potato Fries* Chips
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	Limited thawing capacity	Venue market/space/waste does not warrant Kids Meals



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(Modified)

Sides 1 (Full)	Entrees 2 (No Soup)	Desserts 3 (No Soup/ Mac + Cheese)	Salads/Wraps 4 (No Soup/ Mac + Cheese/ Kale Crunch)	Salads/Wraps 5* (Waffle Fries & Chips)	Salads/Wraps 3 (Chips Only)
CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Chicken Noodle Large Kale Crunch GYP (If Breakfast) Mac + Cheese Chips	CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Large Kale Crunch GYP (If Breakfast) Mac + Cheese Chips	CFA Waffle Potato Fries (M, L, S if Kids Meal) Fruit Cup (M, S if Kids Meal) Large Kale Crunch GYP (If Breakfast) Chips	Market Salad CFA Waffle Potato Fries (M, L, S if Kids Meal) GYP (If Breakfast) Chips	Market Salad CFA Waffle Potato Fries (M, L, S if Kids Meal) Chips	Chips
Sides 1	Sides 2	Sides 3	Breakfast 1	Breakfast 2	Breakfast 3
SEASONAL CTS Kale Crunch Chips Mac + Cheese	Fruit Cup Kale Crunch Chips	Fruit Cup Chips	Entrées: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit Bacon Biscuit Sausage Biscuit Sides: Fruit Greek Yogurt Parfait	Entrées: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit Bacon Biscuit *only available for approved locations Sides: Fruit Greek Yogurt Parfait	Entrées: Chick-fil-A® Chicken Biscuit Chick-fil-A Chick-n-Minis™ Biscuit *only available for approved locations Sides: Fruit Greek Yogurt Parfait
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	• Limited equipment (no soup burner/warmer) • Limited space/waste	• Limited equipment (no soup burner/warmer/merco) • Limited space/waste	• Limited equipment (no soup burner/warmer/merco/ ltd or no cooler/produce prep surface) • Limited space/waste	• Limited equipment (no soup burner/warmer/merco/ cooler/produce sink) • Limited space/waste • A la carte/no meals • Seasonal/Event Hours	• Limited equipment (no soup burner/warmer/merco/ cooler/produce sink/waffle potato fryer) • A la carte/no meals • Seasonal/Event Hours



Menu Strategy • CONFIDENTIAL 9

(Modified)

Breakfast 1 (Full)	Breakfast 2 (No Sausage/Muffin)	Breakfast 2A (No Sausage/Muffin/Coffee)	Breakfast 3 (CFA Chicken Biscuits & Minis)	Breakfast 3A (CFA Chicken Biscuits & Minis/ No Coffee)	Breakfast 4 (No Breakfast)
CFA Chicken Biscuit Spicy Chicken Biscuit CFA Chicken Minis (4, 10 ct) SEC Biscuit SEC Biscuit SEC Biscuit SEC Biscuit Hash Browns Burrito Bowl (Chicken or Sausage) Biscuits: White Grill Egg White Grill Beverages: Coffee OJ Sides: Hash Browns Fruit Cup (M, S if Kids Meal) GYP Greek Yogurt Parfait	CFA Chicken Biscuit Spicy Chicken Biscuit CFA Chicken Minis (4, 10 ct) SEC Biscuit SEC Biscuit SEC Biscuit SEC Biscuit Hash Browns Bowl (Chicken or Sausage) Biscuits: White Grill Egg White Grill Beverages: Coffee OJ Sides: Hash Browns Fruit Cup (M, S if Kids Meal) GYP Greek Yogurt Parfait	CFA Chicken Biscuit Spicy Chicken Biscuit CFA Chicken Minis (4, 10 ct) SEC Biscuit SEC Biscuit SEC Biscuit SEC Biscuit Hash Browns Bowl (Chicken or Sausage) Biscuits: White Grill Egg White Grill Beverages: Coffee OJ Sides: Hash Browns Fruit Cup (M, S if Kids Meal) GYP Greek Yogurt Parfait	CFA Chicken Biscuit Spicy Chicken Biscuit CFA Chicken Minis (4, 10 ct) SEC Biscuit SEC Biscuit SEC Biscuit SEC Biscuit Hash Browns Bowl (Chicken or Sausage) Biscuits: White Grill Egg White Grill Beverages: Coffee OJ Sides: Hash Browns Fruit Cup (M, S if Kids Meal) GYP Greek Yogurt Parfait	CFA Chicken Biscuit Spicy Chicken Biscuit CFA Chicken Minis (4, 10 ct) SEC Biscuit SEC Biscuit SEC Biscuit SEC Biscuit Hash Browns Bowl (Chicken or Sausage) Biscuits: White Grill Egg White Grill Beverages: Coffee OJ Sides: Hash Browns Fruit Cup (M, S if Kids Meal) GYP Greek Yogurt Parfait	
CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS	CONSTRAINTS
N/A	• Limited equipment (no toaster) • Limited space/waste	• Limited equipment (no toaster/coffee brewer) • Limited space/waste	• Limited equipment (no toaster/griddle) • Limited space/waste	• Limited equipment (no toaster/griddle/coffee brewer) • Limited space/waste	Hours/space/waste do not warrant breakfast

Note: Restaurants w/o a Spicy Fryer (Entree 3 or Entree 5) do not serve Spicy Chicken Biscuit w/Breakfast



NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written exception.

Entrée 1 (Full)	Entrée 2 (No Strips/Grilled)	Beverages 1 (Full)*	Sides 1 (Full)	Sides 2 (No MC)	Sides 3 (No MC, KC)
<u>Trays</u> - Grilled Chicken Bundle (serves 10) - Hot Chick-fil-A® Nugget (S, M, L) - Hot Chick-n-Strips® (S, M, L) - Chilled Chick-fil-A® Nugget (S, M, L) - Chilled Chick-n-Strips® (S, M, L) - Chilled Grilled Chicken Sub Sandwich (S,M,L) - Chilled Grilled Spicy Chicken Sub Sandwich (S,M,L) <u>Packaged Meals</u> - Chick-fil-A® Sandwich - Spicy Chicken Sandwich - Chick-fil-A® Nugget (8ct) - Chilled Grilled Chicken Sub - Spicy Chilled Grilled Chicken Sub + all 8oz Sauces	<u>Trays</u> - Hot Chick-fil-A® Nugget (S, M, L) - Chilled Chick-fil-A® Nugget (S, M, L) <u>Packaged Meals</u> - Chick-fil-A® Sandwich - Spicy Chicken Sandwich - Chick-fil-A® Nugget (8ct)	<u>1 Gallon</u> - Iced Tea (Sweet /Unsweet/1/2 & 1/2) - Chick-fil-A® Lemonade (Regular/ Diet/ 1/2 & 1/2) - Sunjoy® (Sweet /Unsweet/1/2 & 1/2) <u>Bottles</u> - DASANI® Bottled Water - Simply Orange® (11.5oz bottle) <u>Kid's Beverages</u> - Honest Kids® Apple Juice Box 1% Milk 1% Chocolate Milk <u>Additional</u> - Bag of Ice - Ice Bucket - Ice Scoop	- Fruit Cup (S, M, L) - GYP (if Breakfast) (+Granola, Ckie Crmbs) - Kale Crunch (L) - Chips <u>Trays</u> - Fruit Tray (S, L) - Mac & Cheese (S, L) - Kale Crunch (S, L)	- Fruit Cup (S, M, L) - GYP (if Breakfast) (+Granola, Ckie Crmbs) - Kale Crunch (L) - Chips <u>Trays</u> - Fruit Tray (S, L) - Kale Crunch (S, L)	- Fruit Cup (S, M, L) - GYP (if Breakfast) (+Granola, Ckie Crmbs) - Chips <u>Trays</u> - Fruit Tray (S, L)
			Treats 1 (Full)	Treats 2 (Brownie Only)	
			- Cookie (1ct, 6ct) - Brownie <u>Trays</u> - Cookie (S, L) - Brownie (S, L) - Cookie & Brownie (S, L)	- Brownie <u>Trays</u> - Brownie (S, L)	



*Please align Catering Beverages, LTO/Seasonal Items with on-site menu



NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written

Salads/Wraps 1 (Full)	Salads/Wraps 2 (No SSW)	Salads/Wraps 3 (No SSW/ Wrap)	Salads/Wraps 4 (Wrap +Side Salad)
- Market Salad (Grilled /No Chicken) - Cobb Salad (Grilled /No Chicken) - Spicy Southwest Salad (Grilled/Grilled Spicy,/No Chicken) - Side Salad - Chick-fil-A® Cool Wrap - Southwest Veggie Wrap - Spicy Grilled Chicken Cool Wrap Trays - Chick-fil-A® Cool Wrap Trays (S, M, L) - Garden Salad Tray (S, L) - Southwest Veggie Wrap Trays (S, M, L) - Spicy Grilled Chicken Cool Wrap(S, M, L) Packaged Meals Chick-fil-A® Cool Wrap Southwest Veggie Wrap Spicy Grilled Chicken Cool Wrap Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Creamy Salsa Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	- Market Salad (Grilled /No Chicken) - Cobb Salad (Grilled /No Chicken) - Side Salad - Chick-fil-A® Cool Wrap Trays - Chick-fil-A® Cool Wrap Trays (S, M, L) - Garden Salad Tray (S, L) Packaged Meals Chick-fil-A® Cool Wrap Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Creamy Salsa Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	- Market Salad (Grilled /No Chicken) - Cobb Salad (Grilled /No Chicken) - Side Salad Trays - Garden Salad Tray (S, L) Dressings: Avocado Lime Ranch Garden Herb Ranch Zesty Apple Cider Vinaigrette Creamy Salsa Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian	- Side Salad - Chick-fil-A® Cool Wrap Trays - Chick-fil-A® Cool Wrap Trays (S, M, L) - Garden Salad Tray (S, L) Packaged Meals Chick-fil-A® Cool Wrap Dressings: Avocado Lime Ranch Garden Herb Ranch Light Balsamic Vinaigrette Fat Free Honey Mustard Light Italian



NOTE: Licensed Captive Venues are not authorized to cater unless they have an approved written

Breakfast 1 (Full)	Breakfast 2 (No Sausage)	Breakfast 3 (No Sausage/Bacon)	Breakfast 4
- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Bacon Biscuit - Sausage Biscuit - Buttered Biscuit Tray - Chick-fil-A Chick-n-Minis™ (S, L) Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L) Trays - Fruit Tray (S, L) Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)	- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Bacon Biscuit - Buttered Biscuit Tray - Chick-fil-A Chick-n-Minis™ (S, L) Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L) Trays - Fruit Tray (S, L) Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)	- Chick-fil-A® Chicken Biscuit - Spicy Chicken Biscuit - Buttered Biscuit Tray - Chick-fil-A Chick-n-Minis™ (S, L) Sides: - GYP (w/ Granola or Cookie Crumbs) - Fruit Cup (S, M, L) Trays - Fruit Tray (S, L) Beverages: - Coffee (96oz) - Simply Orange® (11.5oz bottle)	No Breakfast



ADDENDUM C

LICENSE FEES

1. **License Fees.** In return for the rights and the License granted under this Agreement, Licensee shall pay to CFA an on-going License Fee (which includes a percentage attributable to trademark royalties) equal to ten percent (10%) of Gross Receipts collected during Licensee's four-week accounting period ("Accounting Period"), payable on or before the twenty-fifth (25th) day of each calendar month for the preceding Accounting Period. Notwithstanding the foregoing or anything to the contrary stated in this Agreement, with respect to each Unit located at or within a transportation facility, Licensee shall pay to CFA an on-going License Fee (which includes a percentage attributable to trademark royalties) equal to seven percent (7%) of Gross Receipts collected during Licensee's Accounting Period, payable on or before the twenty-fifth (25th) day of each calendar month for the preceding Accounting Period. The foregoing sentence shall apply only to Units located at or within transportation facilities and to no other Units under this Agreement.
2. **Training Fees.** The tuition charge for the attendance of additional employees at a CFA training program, as contemplated in Section 5.1 of this Agreement, is \$250 per additional employee, payable to CFA at least ten (10) days prior to the first day of the training program attended by such additional employee.

ADDENDUM D

CHICK-FIL-A LICENSING PROGRAM SALES REPORTING PROCEDURES

The following procedures are to be used by Licensees of Chick-fil-A locations to report Gross Receipts.

Daily and Monthly Sales Reporting

In accordance with best practices for the operation of a Unit under this Agreement, Licensee should report, on a daily basis, all sales of Products generated through all Sales Channels utilized in a Unit by submitting all necessary and appropriate sales reports, data and information to CFA via the CFA Licensee Sales Portal. Licensee should submit all sales reports and data daily after closing for business on each business day or prior to opening for business on the next business day to ensure Licensee remains current with all of Licensee's daily reporting obligations.

Licensee must submit monthly Gross Receipts reports by the fifth (5th) day of each calendar month for the preceding Accounting Period.

Sales Reporting and Supporting Documentation

With each monthly Gross Receipts report submitted to CFA, Licensee must provide supporting documentation to CFA in the form of a .pdf generated from Licensee's Point-of-Sale system. At each Unit, Gross Receipts are collected through one or more Sales Channels; Licensee must submit to CFA via the CFA Licensee Sales Portal all necessary and appropriate reports and supporting documentation to fully and accurately report and represent all Gross Receipts collected through all Sales Channels utilized at each Unit.

Remittance of License Fees

The License Fees due and payable to CFA under this Agreement may be remitted to CFA by mail or by ACH and must be received by CFA on or before the 25th day of each calendar month for the preceding Accounting Period. If paying the License Fees by mail, Licensee should mail the License Fees to:

**Chick-fil-A, Inc.
P.O. Box 208913
Dallas,**

TX

75320-8806

EXHIBIT “C”

**CONSOLIDATED FINANCIAL
STATEMENTS OF CHICK-FIL-A,
INC.**

Chick-fil-A, Inc.

Consolidated Financial Statements

December 31, 2023, 2022, and

2021, ~~and 2020~~

Chick-fil-A, Inc.

Index

December 31, 2023, 2022, and 2021, ~~and 2020~~

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Report of Independent Auditors

To the Board of Directors of Chick-fil-A, Inc.:

Opinion

We have audited the accompanying consolidated financial statements of Chick-fil-A, Inc. and its subsidiaries (the “Company”), which comprise the consolidated balance sheets as of December 31, 2023 and 2022 ~~and 2021~~, and the related consolidated statements of comprehensive earnings, stockholders’ equity and cash flows for ~~each of the three~~ years then ended, including the related notes (collectively referred to as the “consolidated financial statements”).

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2023 and 2022 ~~and 2021~~, and the results of its operations and its cash flows for ~~each of the three~~ years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Consolidated Financial Statements

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

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

Auditors’ Responsibilities for the Audit of the Consolidated Financial Statements

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



~~considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.~~

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

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

We are required to communicate with those charged with governance regarding, among other matters, the

planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

(Mod)
PricewaterhouseCoopers LLP

Atlanta, Georgia
March ~~24~~²², ~~2023~~²⁰²⁴

(Mod)

Chick-fil-A, Inc.

Consolidated Balance Sheets

December 31, ~~2023~~ and ~~2022~~ ~~and 2021~~

	~~2022~~ 2023	~~2021~~ 2022
Assets		
	\$	
Cash and cash equivalents	~~1,962,994,244~~ 1,266,114,339	~~\$2,005,572,952~~ 1,962,197,181,397
Receivables, net	~~197,181,397~~ 202,801,459	~~226,679,892~~ 197,181,397
Inventories	~~50,943,354~~ 55,818,954	~~24,525,262~~ 50,943,354
Property and equipment, at cost		
Leased to restaurant franchisees		
Land	~~894,071,911~~ 933,955,993	~~838,434,625~~ 894,071,911
Operating lease assets	~~2,746,705,817~~ 2,829,610,368	~~2,697,077,670~~ 2,746,705,817
Finance lease and other assets	~~1,254,444,533~~ 1,577,201,914	~~900,173,525~~ 1,254,444,533
Buildings	~~2,018,083,267~~ 2,424,054,415	~~1,790,553,383~~ 2,018,083,267
Leasehold improvements	~~3,980,870,753~~ 4,832,258,331	~~3,383,789,453~~ 3,980,870,753
Fixtures and equipment	~~1,589,067,412~~ 1,906,723,022	~~1,300,293,434~~ 1,589,067,412
Office land, buildings, fixtures, and equipment	~~908,579,217~~ 1,131,731,945	~~752,705,913~~ 908,579,217
Equipment in storage and construction in progress	~~504,435,612~~ 759,224,800	~~324,980,396~~ 504,435,612
Corporate leases, operating lease assets	~~48,458,212~~ 48,822,249	~~39,346,826~~ 48,458,212
Corporate leases, finance lease assets	~~49,797,929~~ 99,037,750	~~34,428,271~~ 49,797,929
	~~13,994,523,663~~ 16,542,620,787	~~12,061,693,496~~ 13,994,523,663
Less: Accumulated depreciation and amortization	~~3,561,569,414~~ 4,284,403,219	~~2,900,120,234~~ 3,561,569,414
Property and equipment, net	~~10,432,954,249~~ 12,258,217,568	~~9,161,573,262~~ 10,432,954,249
Investments	~~349,607,659~~ 439,325,997	~~368,164,486~~ 349,607,659
Prepaid expenses and other assets	~~166,507,485~~ 186,057,127	~~121,669,717~~ 166,507,485
Cash surrender value of life insurance	~~67,286,857~~ 78,330,986	~~65,876,059~~ 67,286,857
	\$	
Total assets	~~13,227,475,242~~ 14,486,666,430	~~\$11,974,061,630~~ 13,227,475,242

Chick-fil-A, Inc.

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

Chick-fil-A, Inc.

Consolidated Balance Sheets December 31, 2023 and 2022 ~~and 2021~~

	<u>2023</u>	<u>2022</u>
Liabilities and Stockholders' Equity		
Accounts payable		
Trade payables and other	\$ <u>774,927,162</u>	\$ <u>638,969,319</u>
Restaurant activity liability	<u>227,330,457</u>	<u>203,555,745</u>
Due to restaurant franchisees	<u>137,268,281</u>	<u>107,128,724</u>
Total accounts payable	<u>1,139,525,900</u>	<u>949,653,788</u>
Notes payable	<u>2,576,504,662</u>	<u>2,694,324,741</u>
Operating lease liabilities	<u>2,727,263,276</u>	<u>2,751,877,548</u>
Finance lease liabilities	<u>1,187,399,175</u>	<u>887,195,571</u>
Accrued expenses and obligations	<u>985,482,038</u>	<u>1,052,309,383</u>
Deferred income taxes	<u>379,914,000</u>	<u>274,326,100</u>
Financing obligations	<u>14,911,824</u>	<u>13,024,539</u>
Franchisees' deposits	<u>9,864,876</u>	<u>9,511,617</u>
~~Income taxes~~ <u>Dividends</u> payable	<u>5,757,999</u>	<u>26,396,999</u>
<u>Dividends</u> ~~Income taxes~~ payable	<u>119,744</u>	<u>120,586</u>
Total liabilities	<u>\$9,026,743,494</u>	<u>\$8,748,740,872</u>
Commitments and contingencies (Note 14)		
Stockholders' equity		
Common stock		
Voting shares of \$.01 par value; 20,000,000 shares authorized; 110,806 shares in <u>2023</u> and <u>2022</u> ~~and 2021~~ issued and outstanding	1,108	1,108
Nonvoting shares of \$.01 par value; 180,000,000 shares authorized; <u>70,545,501 shares issued and 56,162,573 shares outstanding in 2023</u> and <u>74,144,035 shares issued and 59,761,107 shares outstanding in 2022</u> ~~and 74,565,171 shares issued and 60,182,243 shares outstanding in 2021~~	<u>741,440</u>	<u>745,652</u>
Preferred stock, \$.01 par value; 3,000,000 shares authorized; <u>2,733,225 shares issued and outstanding in 2023</u>	<u>27,332</u>	<u>—</u>
Treasury ~~Stock~~ <u>stock</u> , nonvoting shares at par value	(143,829)	(143,829)
Additional paid-in capital	<u>1,488,718</u>	<u>1,488,775</u>
Accumulated other comprehensive loss	<u>(197,932,424)</u>	<u>(279,446,144)</u>
Retained earnings	<u>4,396,576,735</u>	<u>3,502,675,196</u>
Total stockholders' equity	<u>4,200,731,748</u>	<u>3,225,320,758</u>
Total liabilities and stockholders' equity	<u>\$13,227,475,242</u>	<u>\$11,974,061,630</u>

Chick-fil-A, Inc.

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

Chick-fil-A, Inc.

Consolidated Statements of Comprehensive Earnings Years Ended December 31, 2023, 2022, and 2021, ~~and 2020~~

Chick-fil-A, Inc.		20222023	20212022	20202021
Revenue and income				
Revenue and income from restaurants				
Franchise fees	\$	\$		\$
Rental income				
		3,571,607,3294,226,	3,515,956,0113,57	1,005,801,4061,193
Company-operated restaurant sales		750,046	1,607,329	113,156,649197,11
Licensee fees		1,331,359,9321,51	1,193,220,1241,33	26,337,21836,388,2
		1,525,247	1,359,932	3,929,276,8964
Product sales		310,400,266319,40	197,116,691310,40	284,209,049676,974
Other income		7,253	0,266	107,636,603
Total revenue and income		50,464,44364,692,	36,388,24450,464,	4,321,122,5485,764,
		844	443	153,899
Costs and expenses				
Cost of sales, including cost of sales		5,263,831,9706,12	4,042,681,0645,26	
		2,375,390	3,831,970	
		1,019,404,3591,53	676,974,9761,019,	285,129,9816
Selling, general, and administrative expenses		6,183,392	404,359	
Depreciation and amortization		90,549,779229,491	144,497,85990,549	2,352,187,0572,801,
Interest		,804	,779	122,894
		6,373,786,1087,88	5,764,153,8996,37	517,009,027585,642
Total costs and expenses		8,050,586	3,786,108	3,211,156,9014
Earnings before income taxes				1,109,965,6471,632,
Income taxes				267,209,889
Net earnings		1,060,735,9931,52	657,296,4891,060,	842,755,7581,238,9
Other comprehensive				
Pension plans	46,579,346	27,531,592	(40,125,157)	(133,340,764)
Postretirement medical plan	(15,764,846)	70,220,749	(19,632,610)	(29,791,901)
Foreign currency translation	2,904,702	(2,386,969)	(12,534)	556,701
Derivative financial instruments	(3,576,274)	12,044,348	6,322,420	(6,314,104)
Other comprehensive earnings (loss), before income taxes	30,142,928	107,409,720	(53,447,881)	(168,890,068)
Income taxes	(7,385,993)	(25,896,000)	12,561,000	42,024,000
Other comprehensive earnings (loss), net of income taxes	22,756,935	81,513,720	(40,886,881)	(126,866,068)
Comprehensive earnings	\$1,080,751,596	\$1,070,248,024	\$1,198,017,890	\$715,889,690

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

Chick-fil-A, Inc.

Consolidated Statements of Stockholders' Equity Years Ended December 31, 2023, 2022, and 2021, ~~and 2020~~

	Common Stock		Additional		Accumulated		
	Voting	Nonvoting	Stock, at Par	Capital	Other Loss	Earnings	Total
Balances at December 31, 2019	\$ 1,108	\$ 902,676	\$ (143,829)	\$ 2,174,142	\$ (111,693,195)	\$ 3,479,105,488	\$ 3,370,346,390
Comprehensive (loss)-earnings	—	—	—	—	(126,866,068)	842,755,758	715,889,690
Dividends	—	—	—	—	—	(123,805)	(123,805)
Purchase and retirement of 14,092,838 shares of treasury stock	—	(140,928)	—	(685,268)	—	(1,773,908,893)	(1,774,735,089)
Balances at December 31, 2020	1,108	761,748	(143,829)	1,488,874	(238,559,263)	2,547,828,548	2,311,377,186
Comprehensive (loss)-earnings	—	—	—	—	(40,886,881)	1,238,904,771	1,198,017,890

	Common Stock		Preferred Stock	Treasury Stock, at Par	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Total
	Voting	Nonvoting						
Balances at December 31, 2020	\$ 1,108	\$ 761,748	—	\$ (143,829)	\$ 1,488,874	\$ (238,559,263)	\$ 2,547,828,548	\$ 2,311,377,186
Comprehensive (loss)	—	—	—	—	—	(40,886,881)	1,238,904,771	1,198,017,890
Dividends	—	—	—	—	—	—	(120,586)	(120,586)
Purchase and retirement of 1,609,586 shares of treasury stock	—	(16,096)	—	—	(99)	—	(306,397,810)	(306,414,005)
Adoption of ASC 842-4	—	—	—	—	—	—	22,460,273	22,460,273
Balances at December 31, 2021	1,108	745,652	—	(143,829)	1,488,775	(279,446,144)	3,502,675,196	3,225,320,758
Comprehensive (loss) earnings	—	—	—	—	—	81,513,720	988,734,304	1,070,248,024
Dividends	—	—	—	—	—	—	(119,744)	(119,744)
Purchase and retirement of 421,136 shares of treasury stock	—	(4,212)	—	—	(57)	—	(94,713,063)	(94,717,332)
Other adjustments	—	—	—	—	—	—	42	42
Balances at December 31, 2022	\$ 1,108	\$ 741,440	—	\$ (143,829)	\$ 1,488,718	\$ (197,932,424)	\$ 4,396,576,735	\$ 4,200,731,748
Comprehensive earnings	—	—	—	—	—	22,756,935	1,057,994,661	1,080,751,596
Dividends	—	—	—	—	—	—	(18,862,470)	(18,862,470)
Purchase and retirement of 865,309 shares of treasury stock	—	(8,653)	—	—	—	—	(169,028,249)	(169,036,902)
Non-cash exchange of common stock for preferred	—	(27,332)	27,332	—	535,684,539	—	(535,684,539)	—
Adoption of ASC 326 ⁽²⁾	—	—	—	—	—	—	(920,749)	(920,749)
Other adjustments	—	—	—	—	—	—	(225,095)	(225,095)
Balances at December 31, 2023	\$ 1,108	\$ 705,455	\$ —	\$ —	\$ 537,173,257	\$ —	\$ 4,729,850,294	\$ 5,092,438,128

Chick-fil-A, Inc.

(1) [Refer to Note 1 **Summary of Significant Accounting Policies** for further details.](#)

(12) Accounting Standards Codification ("ASC") ~~842, "Leases"~~[326, "Financial Instruments – Credit Losses."](#) Refer to Note 1 **Summary of Significant Accounting Policies** for further details.

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

Chick-fil-A, Inc.
Consolidated Statements of Cash Flows
Years Ended December 31, 2022, 2021, and 2020

	2022	2021	2020
Cash flows from operating activities			
Deferred income taxes			
Prepaid expenses and other assets			
Net cash provided by operating activities			
Cash flow from investing activities			
Proceeds from investments			
Purchase of treasury stock			
Payment of notes payable issuance costs			
Dividends paid			

(Del)			
Supplemental disclosures of cash			
Cash paid during the year for:			
Income taxes	\$ 290,608,812	\$ 360,457,488	\$ 180,845,207
Interest	107,627,016	93,864,210	58,098,983
Supplemental disclosure of noncash transactions financing and investing activities			
Property and equipment acquired under	\$	\$ —	\$ 37,688,542
Change in unpaid acquisitions of property and equipment	49,086,852	29,725,709	11,229,321
Change in unpaid hedge premiums	1,485,360	—	—

Chick-fil-A, Inc.

Consolidated Statements of Cash Flows Years Ended December 31, 2023, 2022, and 2021

	2023	2022	2021
Cash flows from operating activities			
Net earnings	\$	\$	\$ 1,238,904,771
Adjustments to reconcile net earnings to net cash provided by operating activities			
Depreciation and amortization	864,699,465	706,100,732	585,642,930
Amortization of operating leases	127,965,101	124,274,339	123,281,121
Loss on disposal of property and equipment	79,148,723	61,702,582	39,763,188
Deferred income taxes	59,386,075	66,483,500	17,979,971
(Gain) loss on investments	(28,146,799)	77,904,532	(30,474,814)
Noncash interest expense	709,999	738,522	749,256
Changes in assets and liabilities			
Receivables	(6,038,525)	30,218,226	(98,836,492)
Investments	(4,870,491)	(26,418,092)	(4,625,790)
Prepaid expenses and other assets	(37,838,348)	(95,088,403)	(51,492,518)
Accounts payable	68,675,581	52,325,330	284,036,253
Accrued expenses and obligations	146,975,894	54,919,165	160,680,142
Operating lease liabilities	(102,919,364)	(102,362,843)	(95,645,553)
Income taxes receivable/payable	(5,757,999)	(20,639,000)	31,158,316
Franchise deposits	386,284	353,259	252,804
Net cash provided by operating activities	2,220,370,257	1,919,246,153	2,201,373,585
Cash flow from investing activities			
Net earnings	(2,445,142,582)	(1,667,922,292)	(1,314,742,958)
Adjustments to reconcile net earnings to net cash provided by investing activities	12,190,632	8,745,216	9,497,090
Depreciation and amortization	(30,338,578)	(33,003,997)	(20,567,633)
Amortization of operating leases	1,844,732	9,272,642	(12,072,596)
Loss on disposal of property and equipment	(61,026,963)	(51,498,138)	(36,154,182)
Loss on investments	37,928,000	7,487,068	3,691,609
Noncash interest expense	(2,484,544,759)	(1,726,919,501)	(1,370,348,670)
Changes in assets and liabilities			
Receivables	—	—	299,737,433
Investments	(224,459,580)	(118,558,601)	(310,199,337)
Accounts payable	(169,036,902)	(94,717,332)	(306,414,005)
Accrued expenses and obligations	—	—	—
Operating lease liabilities	(30,838,815)	(22,317,936)	(17,561,601)
Income taxes receivable/payable	(9,494,705)	(120,586)	(123,805)
Franchise deposits	—	—	299,737,433
Purchase of property and equipment	—	—	(1,100,268)
Proceeds from sale of property and equipment	—	1,901,352	9,768,575
Premiums and investments made in Company-owned life insurance policies	(433,830,002)	(233,813,103)	(325,893,008)
Change in notes receivable	1,124,602	(1,092,260)	(101,163)
Contributions to investments	—	—	—
Proceeds from investments	(696,879,902)	(42,578,711)	505,030,744
Net cash used in investing activities	1,962,994,241	2,005,572,952	1,500,542,208
Beginning of year	\$	\$	\$ 2,005,572,952
End of year	\$	\$	\$ 2,005,572,952
Supplemental disclosures of cash			
Cash paid during the year for:			
Income taxes	\$ 125,184,639	\$ 107,627,016	\$ 93,864,210
Interest			
Supplemental disclosure of noncash transactions financing and investing activities			
Change in unpaid acquisitions of property	\$	\$	\$
Change in unpaid hedge premiums	—	1,485,360	—
Dividends declared and not paid	9,487,509	119,744	120,586

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

Dividends declared and not paid	119,744	120,586	123,805

Chick-fil-A, Inc.

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

1. Summary of Significant Accounting Policies

Nature of Business

Chick-fil-A, Inc. and subsidiaries (collectively referred to as “the Company”, “we”, and “our”) provides consulting services and leases property, equipment, and leasehold improvements to franchisees of Chick-fil-A restaurants. The Company is primarily a franchisor, however during periods where a restaurant is without a franchisee, the Company operates the restaurant on a temporary basis as a company-operated location. Our franchised and company-operated restaurants are located in 48 states throughout the United States and District of Columbia.

As of December 31, ~~2022~~2023, the Company operates ~~ten~~ franchised locations outside of the United States, ~~seven of which are currently~~ in Canada and ~~three in~~ Puerto Rico. The Company is actively exploring opportunities to continue franchised restaurant growth in Canada and Puerto Rico as well as opportunities to continue expansion into other international locations in the future.

At December 31, 2023, 2022, and 2021, ~~and 2020~~, there were 2,576, 2,429, and 2,325, ~~and 2,219~~ franchised and company-operated Chick-fil-A restaurants, respectively. Total system-wide sales generated from these restaurants during the years ended 2023, 2022, and 2021, ~~and 2020~~ approximated \$~~18,814,024,000~~21,585,752,000, \$~~16,673,679,000~~18,814,024,000, and \$~~13,703,568,000~~16,673,679,000, respectively.

The Company also licenses our brand through strategic partnerships with contract food service management companies. There were 414, 395, and 392, ~~and 389~~ outlets operating as of December 31, 2023, 2022, and 2021, ~~and 2020~~, respectively, the majority of which are located in airports and on college campuses. The Company's licensed operating outlets are located throughout the United States and District of Columbia.

Additionally, the Company ~~has developed our own~~operates distribution ~~capabilities~~centers to provide restaurants with ingredients, packaging, and other supplies. The Company currently operates ~~two full-scale distribution facilities (“regional distribution centers”) and one smaller-scale distribution facility (“market distribution center”).~~ The Company throughout the United States and plans to continue expanding our distribution capabilities by opening additional distribution centers. ~~The Company plans to open one additional market distribution center in 2023 and two additional regional distribution centers in 2024 in the future.~~

The Company operates a production facility in Valencia, California to produce and package freshly squeezed and pasteurized lemon juice for sale and distribution to our restaurants. The production facility ~~opened in September 2020 and~~ currently supplies lemon juice for Chick-fil-A restaurants chainwide.

Principles of Consolidation

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the U.S. (“U.S. GAAP”). The accompanying consolidated financial statements include the accounts of Chick-fil-A, Inc. and our wholly owned subsidiaries, and those subsidiaries in which we have a controlling financial interest. Investments in other entities where we do not have a controlling financial interest, but where we exert significant influence are accounted for in our consolidated financial statements using the equity method of accounting. See Note 11 for additional information regarding the Company's equity method investments. All intercompany balances and transactions have been eliminated in consolidation.

Basis of Presentation

The Company has adopted the practice of presenting an unclassified balance sheet which, in the opinion of management, more appropriately reflects the nature of the Company's operations.

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

~~Effective in 2022, the Company changed the presentation of several items on the accompanying consolidated statements of comprehensive earnings to better align with the operations of the business. Revenue and income from restaurants now include sales from company-operated restaurants and fees earned from our contract food service licensee partners which had been included within Other sales, including company-operated restaurant sales and Other income in previous reporting periods, respectively. Additionally, Selling, general, and administrative expenses now include charitable giving and scholarships, which had been disclosed in a separate line item in previous years. The Company reclassified prior period results to conform with the current period presentation. These reclassifications only impacted presentation on the accompanying statements of comprehensive earnings and did not have any impact on the consolidated financial results for any period presented.~~

Use of Estimates

The preparation of the financial statements in conformity with U.S. GAAP requires management of the Company to make a number of estimates and assumptions relating to the reporting of assets and liabilities and income and expenses and the disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

Risks and Uncertainties

The Company's results of operations are impacted by certain risks and uncertainties, including general economic conditions which may either positively or negatively impact sales at our franchised and company-operated restaurant locations.

Recently Issued Accounting Guidance

Recently Adopted Accounting Pronouncements

~~*Lease Accounting*~~

~~The Company adopted ASU 2016-02, *Leases* on January 1, 2021. ASU 2016-02, along with subsequent clarifications and improvements (collectively, ASC 842), supersedes all existing guidance on leases. ASC 842 requires lessees to recognize a liability for lease obligations, which represents the discounted obligation to make future lease payments, and a corresponding right-of-use asset on the consolidated balance sheets. The guidance requires disclosure of key information about leasing arrangements that is intended to give financial statement users the ability to assess the amount, timing, and potential uncertainty of cash flows related to leases.~~

~~The Company elected the optional transition method to apply the standard as of the effective date and therefore, we have not applied the standard to the comparative periods presented on our consolidated financial statements. The Company also elected the package of transition expedients available for expired or existing contracts, which allows the carry-forward of historical assessments of (1) whether contracts are or contain leases, (2) lease classification, and (3) initial direct costs. We have elected to not apply the hindsight expedient when adopting ASC 842.~~

Reference Rate Reform

In March 2020, the [Financial Accounting Standards Board \("FASB"\)](#) issued [Accounting Standards Update \("ASU"\)](#) No. 2020-04, *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting*. ASU 2020-04, [combined with all subsequent amendments \(collectively, ASC 848\)](#) provides optional expedients and exceptions to simplify the accounting for contracts, hedging relationships, and other transactions affected by reference rate reform that meet certain criteria. ~~In December 2022, the FASB issued ASU 2022-06, *Reference Rate Reform (Topic 848): Deferral of Sunset Date of Topic 848*, which extends the applicability of ASC 848 [applies](#) to contracts entered into prior to or existing on December 31, 2024 and allows for elections to be made at different points in time. The Company elected to adopt certain expedients made available by this ASU ~~as of the~~~~

~~effective date~~ for both our amended Credit Facilities as well as our interest rate swap arrangements. Refer to Note 5 for additional details.

Pension Benefit Arrangements

The Company adopted ASU 2018-14, *Compensation-Retirement Benefits-Defined Benefit Plans-General (Subtopic 715-20): Disclosure Framework-Changes to the Disclosure Requirements for Defined Benefit Plans* on January 1, 2022. ASU 2018-14 adds, removes and clarifies the disclosure requirements for employers that sponsor defined benefit pension or other postretirement plans. Adoption of this ASU did not have a significant impact on the Company's disclosures.

~~Recent Accounting Pronouncements Not Yet Adopted~~

Current Expected Credit ~~Loss~~Losses

~~In June 2016, the FASB issued~~The Company adopted ASU No. 2016-13, *Financial Instruments – Credit Losses (Topic 326): Measurements of Credit Losses on Financial Instruments*~~–ASU 2016-13, along with subsequent and related~~ clarifications and improvements (collectively, ASC 326); on January 1, 2023 using a modified retrospective approach. ASC 326 replaces the incurred loss impairment methodology in prior U.S. GAAP with a methodology that instead reflects a current estimate of all expected credit losses on financial assets, including receivables. ASC 326 requires that the Company measure and recognize expected credit losses at the time the asset is recorded, while considering a broader range of information to estimate credit losses including country specific macroeconomic conditions that correlate with historical loss experience, delinquency trends and aging behavior of receivables, among others. ~~ASC 326 is~~Upon adoption of ASC 326 the Company recorded an increase to our allowance for credit losses of approximately \$1,217,000 with a corresponding adjustment to retained earnings, which is recorded net of an approximately \$296,000 deferred income tax impact. The cumulative-effect adjustment to retained earnings is reflected in the accompanying consolidated statement of stockholders' equity for the year ended December 31, 2023.

Recently Accounting Pronouncements Not Yet Adopted

Income Taxes

In December 2023, the FASB issued ASU No. 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*, which requires that an entity, on an annual basis, disclose additional income tax information, primarily related to the rate reconciliation and income taxes paid disclosures. The amendment in the ASU is intended to enhance the transparency and decision usefulness of income tax disclosures. The amendments in this Update are effective for ~~the Company~~ annual periods beginning ~~January 1, 2023. We are~~ after December 15, 2025. The Company is currently evaluating the impact of ~~this~~ the new standard on our consolidated financial statements.

Recognition of Revenue and Income

Revenue and income are presented in the following categories: (1) Revenue and income from restaurants, (2) Product sales, and (3) Other income.

Recognition of Revenue and Income from Restaurants

Revenue and income from restaurants on the accompanying statements of comprehensive earnings consist of (1) fees earned from restaurant franchisees, less franchisee incentives and reimbursements, (2) rental income earned ~~from~~ under leases of real estate and equipment to ~~the Company's~~ franchisees, (3) sales from company-operated restaurants and (4) fees earned from our licensee partner arrangements.

The Company's franchise agreement requires franchisees to pay an initial upfront fee as well as continuing rent and royalty payments. The Company's continuing royalties from ~~domestic~~ franchisees are comprised of a base operating service fee and an additional operating service fee, collectively referred to as the "franchise fees". ~~The~~ Domestically, the base operating service fee is calculated as 15% of franchised restaurant sales, less amounts charged to franchisees for equipment rentals and business services fees. For the years ending December 31, 2023, 2022, and 2021, ~~and 2020~~, the Company recorded total consolidated base operating service fees of approximately \$~~2,636,463,000~~ 3,047,244,000, \$~~2,342,515,000~~ 2,636,463,000, and \$~~1,916,656,000~~ 2,342,515,000, respectively. The additional operating service fee is calculated as 50% of the net profit of franchised restaurants, as defined by the franchise agreement. For ~~domestic restaurants with net losses (after deduction of the base operating service fee and a base profit to be retained by the franchisee), it has been the Company's practice to reduce the base operating service fee to the extent necessary to reduce the net operating loss of the restaurant to zero at the end of the calendar year. For~~ the years ending December 31, 2023, 2022, and 2021, ~~and 2020~~, the Company recorded

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total consolidated additional operating service fees of approximately \$~~935,145,000~~1,179,506,000, \$~~1,173,441,000~~935,145,000, and \$~~867,326,000~~1,173,441,000, respectively. The franchise fees are charged to franchisees monthly and the Company recognizes revenue over time as underlying restaurant sales occur.

The Company offers various incentive programs to franchisees. The Company records the costs of certain franchisee incentives as reductions of franchise fee revenue in the period the incentives are earned. For the years ended December 31, 2023, 2022, and 2021~~, and 2020~~, the Company recorded total franchisee incentives of \$~~35,968,000~~61,824,000, \$~~94,377,000~~35,968,000, and \$~~162,151,000~~94,377,000, respectively. For the ~~years~~year ended December 31, 2021 ~~and 2020~~, franchisee incentives included amounts awarded to certain qualifying franchisees through varying relief programs established in response to the negative impacts of COVID-19 on restaurant operations.

The Company either purchases and develops our free-standing restaurants or leases the ~~land~~real estate and/or retail space from third-party developers under long-term lease agreements. Domestically, the Company leases or subleases these properties to franchisees under month-to-month lease arrangements and payments due from franchisees are subject to a cap equal to 6% of restaurant sales. The Company additionally purchases or leases equipment and leases or

subleases to franchisees on a month-to-month basis. Both real estate and equipment rental payments are charged to franchisees monthly. Income ~~generated from~~earned under the Company's franchisee lease arrangements is recorded within Rental income on the accompanying consolidated statements of comprehensive earnings and is recognized in accordance with ASC 842, *Leases*. See Note 10 for additional information.

Additionally, the Company incurs property tax charges ~~for~~associated with our restaurant real estate and equipment and passes such charges to franchisees for reimbursement. The Company presents property tax expenses and the associated franchisee reimbursements gross on the accompanying consolidated statements of comprehensive earnings. For the years ended December 31, 2023, 2022, and 2021, ~~and 2020~~, the Company recognized property tax income of approximately \$~~85,402,000~~95,000,000, \$~~77,507,000~~85,402,000, and \$~~69,567,000~~77,507,000, respectively, within Rental income on the consolidated statements of comprehensive earnings.

All restaurants temporarily without a franchisee are considered company-operated restaurants. Sales and expenses relating to company-operated restaurants are reflected in the accompanying consolidated ~~financial~~ statements of comprehensive earnings for the period operated ~~and are reported~~. Revenue is recognized at the point-of-sale net of sales-related taxes. ~~Revenue is recognized as sales are generated at the point of sale.~~

Royalties earned from the Company's brand license arrangements are calculated based on a percentage of licensed restaurant sales, ~~which ranges between 7% and 10%~~, and the Company recognizes revenue over time as the underlying sales occur.

Recognition of Product Sales

Product sales on the accompanying consolidated statements of comprehensive ~~income~~earnings consist of sales of the Company's proprietary products and sales earned through the Company's distribution and lemon juice production operations.

The Company earns revenue from the sale of certain proprietary products to our distribution partners under third-party supply arrangements. The Company recognizes revenue from the sales of our proprietary products at the point in time our customers ~~take delivery of~~control the products pursuant to the terms of the respective contractual agreement.

For our proprietary product arrangements, the Company follows the ~~principal-agent~~principal-agent model under ASC 606, which provides a control-based model for determining whether an entity acts as a principal or an agent to a transaction. An entity is deemed the principal in a transaction if it obtains control of the specified goods or services before they are transferred to the customer. An entity is deemed an agent if it does not control the specified goods or services before they are transferred to the customer. The Company records income and associated costs gross on the consolidated statements of comprehensive earnings in arrangements where we were deemed to be the principal. If deemed agent to the transaction, the Company records income net of the associated costs on the consolidated statements of comprehensive earnings.

Additionally, the Company generates revenue from our distribution and lemon juice production operations. ~~Our~~For our distribution operations ~~derive~~, the Company generates revenue through the sale of goods to our restaurant franchisees and licensees, and revenue is recognized at the point in time that control of the underlying goods transfers pursuant to our respective supply agreements. As of December 31, 2023, 2022, ~~2021~~ and 2021, our distributions centers provided services to 556, 410, and 230, ~~and 20~~ restaurant locations, respectively. Our lemon juice operations ~~derive~~generate revenue primarily through the sale of lemon juice for distribution to our ~~distributors~~. restaurant franchisees and licensees.

Revenue is recognized at the point in time when control of the purchased goods transfers to the customer pursuant to the terms of the respective agreements. For the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~ the Company recognized revenues related to our distribution and lemon juice production operations of approximately \$~~768,969,000~~1,239,917,000, \$~~491,863,000~~768,969,000, and \$~~125,098,000~~491,863,000, respectively.

Recognition of Other Income

Other income on the accompanying consolidated statements of comprehensive earnings is primarily comprised of (1) gift card program revenues, (2) advertising revenues and (3) investment and interest income.

The Company sells gift cards domestically through our franchisees, certain select retailers, and our website. ~~The gift~~Gift cards are redeemable in our franchised and company-operated restaurant locations. The Company manages the gift card program and collects all funds from the activation of gift cards and reimburses franchisees for the fulfillment of ~~redeemed~~ gift cards redeemed in their restaurants. The Company acts as an agent in this relationship and records proceeds from gift card sales net of the associated reimbursements to franchisees following gift card redemption. A contract liability for unredeemed gift cards is included in Trade payables and other in the accompanying consolidated balance sheets for all periods presented. There are no expiration dates on the outstanding, unredeemed gift card balances. While outstanding gift card balances do not expire, the likelihood of redemption may be determined to be remote for certain cards due to long periods of inactivity. The Company recognizes gift card breakage revenue over time in proportion to the pattern of gift card redemptions exercised by our customers.

Refer to the table below for a rollforward of the Company's contract liability balance associated with unredeemed gift cards for the years ended December 31, 2023 and 2022 ~~and 2021~~.

	Contract Liability
Balance at December 31, ~~2020~~ <u>2021</u>	~~\$170,556,103~~ <u>216,89</u>
Gift card activation proceeds, net of redemptions	~~59,353,411~~ <u>44,820,</u> <u>238</u>
Less: Breakage revenue recognized	~~(13,012,502)~~ <u>14,887</u> <u>,738)</u>
Balance at December 31, ~~2021~~ <u>2022</u>	~~216,897,012~~ <u>246,8</u> <u>29,512</u>
Gift card activation proceeds, net of redemptions	~~44,820,238~~ <u>45,541,</u> <u>219</u>
Less: Breakage revenue recognized	~~(44,887,738)~~ <u>16,111</u> <u>,459)</u>
Balance at December 31, ~~2022~~ <u>2023</u>	~~\$246,829,512~~ <u>276,25</u>

The Company provides franchisees national advertising services through our third-party advertising agency arrangements. These advertising activities primarily include national television, digital, radio and campaign social media advertisements. In certain cases, franchisees may elect to contribute to a fund to participate in certain additional national media activities to be fulfilled by the Company. Proceeds from franchisee contributions are retained by the Company to fund such national advertising costs as they become due and payable. The Company recognizes advertising expenses and the related franchisee contributions for certain national advertising services gross on our consolidated statements of comprehensive earnings. Advertising revenues are recognized over time as the advertising services are delivered to franchisees. For the years ended December 31, ~~2023~~, 2022, ~~and 2021~~ ~~and 2020~~, the Company recorded advertising revenues of approximately ~~\$39,382,000~~ \$41,804,000, ~~\$33,387,000~~ \$39,382,000, and ~~\$21,576,000~~ \$33,387,000, respectively, within Other income on the accompanying consolidated statements of comprehensive earnings. The contract liability related to the Company's franchisee advertising services is reflected in Restaurant activity liability on the

accompanying consolidated balance sheets and was approximately \$~~16,159,000~~15,859,000 and \$~~17,217,000~~16,159,000 as of December 31, 2023 and 2022 ~~and 2021~~, respectively.

Additionally, Other income on the accompanying consolidated statements of comprehensive earnings includes gains and/or losses earned on certain investments administered through a Rabbi Trust, interest income on the Company's short-term investments, and other miscellaneous income/loss not subject to ASC 606. For the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~, the Company recorded net income/(losses) ~~income~~ of approximately \$111,101,000, (\$18,788,000), and \$50,060,000, ~~and \$34,892,000~~, respectively, within Other income on the accompanying consolidated statements of comprehensive earnings, which represents amounts that are not subject to the scope of ASC 606.

Pension, Postretirement, and Postemployment Benefits Plans

The Company accounts for pension, postretirement and postemployment benefit plans in accordance with the provisions of ASC 715, *Compensation-Retirement Benefits*. The standard requires, among other things, the recognition of the funded status of each defined benefit pension plan, retiree health care and other postretirement benefit plans and postemployment benefit plans on the balance sheet. Each overfunded plan is recognized as an asset and each underfunded plan is recognized as a liability. The initial impact of the standard due to unrecognized prior service costs or credits and net actuarial gains or losses as well as subsequent changes in the funded status is recognized as a component of Accumulated other comprehensive loss in stockholders' equity. See Note 6 for additional information.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and all liquid investments purchased with a remaining maturity of 90 days or less at the date of acquisition. Investments with maturities greater than 90 days following date of acquisition are recorded within Investments on the accompanying balance sheets. Cash equivalents as of December 31, 2023 and 2022 ~~and 2021~~ consist of cash deposits, money market funds, and US Treasury bills. The cost of these investments approximates their fair value. The Company's cash balance is held with several different financial institutions, for which the related cash balances may exceed amounts federally insured during the year. The Company has not experienced any losses in such accounts, and management believes that the Company mitigates its risk by utilizing major financial institutions.

The Company has reclassified checks issued but not yet presented for payment as Trade payable and other in the accompanying consolidated balance sheets. Outstanding checks totaled approximately \$~~80,479,000~~63,939,000 and \$~~22,259,000~~80,479,000 at December 31, 2023 and 2022 ~~and 2021~~, respectively.

Inventories

Inventories are stated at the lower of cost and net realizable value. Cost is determined on either a weighted-average cost or standard cost basis. Our inventories consist primarily of ingredients, packaging, and other supplies for sale to our restaurant franchisees. For our lemon juice

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production operations, the Company's inventory consists of both raw materials, which includes primarily lemons, and finished goods, which includes lemon juice and other lemon byproducts.

Property and Equipment

Property and equipment are stated at cost. Cost includes all direct costs necessary to acquire and prepare assets for use, including internal labor. Expenditures for significant improvements are capitalized while expenditures for minor replacements, maintenance and repairs are expensed as incurred. Interest is capitalized on borrowings during the active construction period of qualifying capital assets. Capitalized interest is added to the cost of the asset and depreciated over the estimated useful lives of the assets. Depreciation expense of property and equipment is calculated

by using the straight-line method over the estimated useful lives of the assets. Leasehold improvement assets are amortized over the shorter of the related lease life or their estimated useful lives.

Estimated useful lives of property and equipment are as follows:

	Estimated Useful Lives
<u>Corporate property and equipment:</u>	
Buildings and leasehold improvements	10-40 years
~~Office furniture~~ Furniture, fixtures, and equipment	3-20 years
~~Restaurant fixtures and equipment~~	~~7 years~~
Transportation	4-10 years
Computer hardware and software	3 or 5 years
<u>Restaurant property and equipment:</u>	
<u>Buildings and leasehold improvements</u>	<u>10-20 years</u>
<u>Furniture, fixtures, and equipment</u>	<u>3-10 years</u>

~~Beginning in 2021 following our adoption of ASC 842, the~~ The Company records right-of-use assets associated with our commenced lease agreements within Property and equipment on the accompanying consolidated balances sheet. Refer to the “Leases” discussion below for the Company’s policy related to the accounting for our right-of-use lease assets.

Leases

The Company is engaged in a significant amount of leasing activity, both as a lessee and as a lessor. A detailed description of the nature of the Company’s leasing arrangements is included in Note 10. ~~The Company adopted ASC 842 effective January 1, 2021 and elected not to apply the standard to comparative periods in our accompanying financial statements. As such, we have included our lease accounting policies under both ASC 842 as well as previous leasing guidance below.~~

~~Lessee Accounting—ASC 842~~

We classify leases as either operating or finance leases at the lease commencement date ~~of the lease~~, which is the date we take control of the underlying leased asset. The Company’s real estate lease agreements often contain tenant improvement allowances, rent holidays, rent escalation clauses and/or contingent rent provisions. We have lease agreements with lease and non-lease components, which are accounted for together as a single lease component for all underlying classes of assets with the exception of restaurant IT equipment and the Company’s restaurant real estate leases where we are also a lessor.

The Company records a right-of-use asset and lease liability for each operating and finance lease with a contractual term greater than 12 months at the time of lease commencement. We do not record leases with an initial term of 12 months or less on our consolidated balance sheets but continue to record lease expense on a straight-line basis over the lease term. Many of the Company’s leases include options to renew at our sole discretion. Such renewal options are

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included in the concluded lease term when they are determined to be reasonably certain of exercise.

The Company's operating and finance lease liabilities represent the present value of future lease payments over the concluded lease term. We cannot determine the interest rate implicit in each of our leases. Therefore, the Company uses an incremental borrowing rate to calculate the lease liability that reflects the rate of interest we expect to pay on a collateralized basis to borrow an amount equal to the lease payments under similar terms. We consider a combination of factors, including our credit-adjusted interest rate, the lease term, and the effect of adjusting the rate to reflect consideration of collateral. Our credit adjusted borrowing rate takes into consideration interest rates we pay on our unsecured long-term notes as well as other relevant market factors.

The right-of-use asset balance is measured at the initial amount of the lease liability adjusted for lease payments made at or before ~~the lease commencement date~~, initial direct costs and any tenant improvement allowances received. For operating leases, we recognize expense on a straight-line basis over the lease term within Selling, general and administrative expenses on the consolidated statements of comprehensive earnings. The recorded right-of-use asset is reduced over the lease term by the recognized straight-line lease expense less the amount of accretion of the lease liability determined using the effective interest method. For finance leases, right-of-use assets are amortized on a straight-line basis over the shorter of the useful life of the leased asset or the lease term, with amortization expense recorded within Depreciation and amortization on the consolidated statements of comprehensive earnings. Interest expense on each finance lease liability is recognized utilizing the effective interest method and is recorded within Interest on the accompanying consolidated statements of comprehensive earnings.

For several of our ~~restaurant~~ real estate leases, the Company is involved in the [development and](#) construction of our leased assets. For such leases, we do not control the construction period asset in accordance with ASC 842 and are therefore required to determine whether our construction period costs represent costs to use the lessor's asset or represent costs related to the Company's own assets. Construction costs associated with the right to use the lessor's asset are recorded initially to prepaid rent during the construction period and are subsequently measured as part of the right-of-use lease asset upon lease commencement. Construction costs associated with the Company's own assets are recorded initially as construction in progress and are subsequently recorded as leasehold improvements upon lease commencement.

~~Lessee Accounting—Previous Lease Guidance~~

~~For reporting periods prior to 2021, the Company classified our leases as either operating or capital leases at the inception of the lease. For leases classified as operating, the Company reported rental expense within Selling, general, and administrative expenses in the accompanying statements of comprehensive earnings. The total amount of rental payments due over the operating lease term was charged to rent expense on a straight-line basis over the concluded term of the lease, which included any renewal options reasonably assured of being exercised. The difference between rent expense recorded and the amount paid was recorded as a deferred rent obligation, which was included in Accrued expenses and obligations in the accompanying consolidated balance sheets.~~

~~For leases classified as capital leases, the Company recorded a capital lease asset and liability equal to the present value of minimum lease payments, discounted using the Company's incremental borrowing rate. The recorded capital lease asset was limited to the lesser of the fair value of the leased asset if determined to be less than the present value of future lease payments. Capital lease assets were depreciated using the straight-line method over the shorter of the lease~~

~~term, including any renewal options that were reasonably assured of being exercised, or the estimated useful life of the asset. The capital lease liability was amortized using the effective interest method over the term of the lease, with interest expense on the capital lease liability recorded to Interest on the consolidated statements of comprehensive earnings.~~

~~Prior to the adoption of ASC 842, the Company was deemed to be the accounting owner in certain build-to-suit lease arrangements due to our level of involvement during the construction of the leased asset. In such instances, we recorded an asset for construction costs incurred and a corresponding financing obligation for the estimated construction costs financed by the landlord. Due to our level of continuing involvement with the leased property during the lease term, we were not permitted to apply sale-leaseback accounting following construction completion and, as a result, retained the asset and financing obligation liability on our balance sheet. Following construction, the recorded construction period assets were classified in a manner consistent with our other owned assets and were depreciated using the straight-line method over their estimated useful lives. The recorded financing obligation was amortized using~~

~~the effective interest method, with future lease payments allocated between interest expense and reduction of the recorded financing obligation.~~

Lessor Accounting

As described in the Revenue and Income section above, the Company serves as a lessor/sublessor primarily to our restaurant franchisees for the lease of restaurant real estate and restaurant equipment. ~~Due to the month-to-month nature of our~~ Our franchisee lease agreements, ~~the adoption of ASC 842 did not have a material impact on the Company's lessor accounting~~ are month-to-month and are therefore treated as a short-term lease under ASC 842 and no asset or liability is recognized on the accompanying statements of financial position.

Rental and subrental income ~~is~~ are recorded within Rental income in our consolidated statements of comprehensive ~~income~~ earnings and are recognized as amounts are earned and charged to franchisees each month.

Employee Incentive Compensation and Accrued Compensated Absences

The Company maintains an employee incentive compensation plan for all full-time employees. Incentive compensation for participating employees is calculated based on a portion of the revenue received from restaurants.

The Company also has in place an accrued compensated absence policy under which employees ~~may~~ accrue compensated absence time as services are rendered throughout the year. Under this policy, employees are permitted to carry a certain number of ~~vacation~~ accrued and unused hours into the subsequent year. The Company records a liability for ~~this amount~~ accrued but unused compensated absence time based on individual compensation rates in effect during the year, inclusive of incentive compensation if applicable and estimable. The liability for accrued compensated absences was approximately \$~~68,461,000~~ 83,379,000 and \$~~77,354,000~~ 68,461,000 as of December 31, 2023 and 2022 ~~and 2021~~, respectively, and is recorded within Accrued expenses and obligations on the accompanying consolidated balance sheets.

Impairment or Disposal of Long-Lived Assets

In accordance with ASC 360 *Property, Plant, and Equipment*, long-lived assets held and used in operations are required to be assessed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset or asset group may not be

recoverable. Recoverability of assets ~~to be~~ held and used in operations is measured by a comparison of the carrying amount of an asset to the estimated undiscounted future cash flows expected to be generated over the remaining life of the asset. If the carrying amount of an asset exceeds its estimated future cash flows, an impairment charge is recognized in the amount by which the carrying amount of the asset exceeds its fair value. Impairment charges recorded for assets held and used in operations were immaterial for all periods presented in these consolidated financial statements.

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Long-lived assets meeting the criteria to be reported as held for sale in accordance with ASC 360 are reported at the lower of their carrying amount or fair value less costs to sell and are no longer depreciated. As of December 31, 2023 and 2022 ~~and 2021~~, assets classified as held-for-sale are not material to the consolidated financial statements.

Advertising

The Company expenses advertising costs as incurred. Total advertising expenses were approximately \$~~180,807,000~~209,792,000, \$~~155,967,000~~180,807,000, and \$~~130,862,000~~155,967,000 for the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~ respectively, and is recorded within Selling, general and administrative expenses on the accompanying consolidated statements of comprehensive earnings. For the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~, total reported advertising expense includes approximately \$~~39,382,000~~41,804,000, \$~~33,387,000~~39,382,000, and \$~~21,576,000~~33,387,000 in certain franchisee reimbursed national advertising costs. Refer to the Recognition of Revenue and Income section above for additional details.

The Company receives vendor rebates ~~for certain advertising spend~~ that we either pass along to our restaurant franchisees or utilize to fund certain, specified advertising expenses. The Company ~~has reflected~~reflects such rebates on a net basis in the

accompanying consolidated statements of comprehensive earnings for all periods presented.

Income Taxes

The Company files a consolidated federal income tax return.

The Company accounts for income taxes in accordance with the provisions of ASC 740, *Income Taxes*, which clarifies the accounting for uncertainty in income taxes. The standard prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. The interpretation requires that the Company recognize in its financial statements the impact of a tax position if that position is more likely than not of being sustained on audit, based on the technical merits of the position.

The Company accounts for income taxes using an asset and liability approach. Deferred 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. Deferred 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. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date.

Changes in tax rates and tax laws are accounted for in the period of enactment. The Company has elected to reclassify any tax effects stranded in accumulated other comprehensive income as a result of a change in income tax rates to retained earnings.

Treasury Stock

The Company accounts for share repurchases using the par value method under which the repurchase price is charged to additional paid-in capital up to the amount of the original issue proceeds of the repurchased shares. When the repurchase price is greater than the original issue proceeds, the excess is charged to retained earnings. Repurchased shares that are not subsequently retired are recorded on the accompanying consolidated balance sheets as Treasury stock at their par value. As of December 31, 2023 and 2022~~and 2021~~, the Company held 14,382,928 nonvoting common shares as treasury stock.

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Preferred Stock

During 2023, the Company issued 2,733,225 shares of \$0.01 par value, Series A preferred stock in a one-for-one exchange for the Company's \$0.01 par value non-voting common stock. Immediately following the exchange transaction, the Company retired the redeemed non-voting common shares. The Series A preferred stock is non-voting, non-convertible and non-redeemable by the holder and has a stated liquidation preference of \$196 per share. The Company recorded the preferred stock at fair value on the issuance date with the difference between the fair value and par value reflected in Additional paid-in capital on the accompanying consolidated balance sheets. Each share of Series A preferred stock entitles the holder to a 7.0% annual cumulative dividend, payable quarterly on the preferred stock's stated liquidation preference. As of December 31, 2023, the Company had declared but unpaid dividends on our outstanding Series A preferred stock of approximately \$9,375,000, which is recorded within Dividends payable on the accompanying consolidated balance sheets.

Company-Owned Life Insurance

Company-owned life insurance represents insurance on the lives of certain individuals who have provided positive consent allowing the Company to be the beneficiary of such policies. The Company is the primary beneficiary of the insurance policies and incurs recurring premium payments to keep the policies active. Increases in the cash surrender value of the policies are recorded as reductions of the related cost of the insurance policies, and such costs are recorded within Selling, general and administrative expenses on the accompanying consolidated statements of comprehensive earnings. Company-owned life insurance is recorded on the consolidated balance sheets at the cash surrender value of the policies which materially approximates fair value.

Self-Insurance

Beginning in 2023, the Company is primarily self-insured for certain employee-related welfare benefits. Self-insurance accruals are primarily based on the actuarially estimated cost of claims, which includes historical claims experience, demographic factors, severity factors and other relevant information. Costs are recognized in the period the claim is incurred, and the financial statement accruals include an estimate of claims incurred but not yet reported. The Company has stop-loss coverage to limit our exposure to any significant exposure on a per claim basis. The Company presents the accruals related to our self-insurance net of expected stop-loss recoveries when conditions for offsetting pursuant to ASC 210, *Balance Sheet* are met. Where the conditions for offsetting under ASC 210 are not met, the Company presents the self-insurance accruals separate from the related stop-loss receivables.

Derivatives and Financial Instruments

The carrying amount of the Company's financial instruments approximates their fair value. The fair value of a financial instrument is the amount at which the instrument could be exchanged in a current transaction between willing parties. U.S. GAAP establishes a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value. The hierarchy gives the highest priority to

unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). These tiers include:

- Level 1, defined as observable inputs such as quoted prices for identical instruments in active markets;
- Level 2, defined as inputs other than quoted prices in active markets that are either directly or indirectly observable such as quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in markets that are not active; and
- Level 3, defined as unobservable inputs in which little or no market data exists, therefore requiring an entity to develop its own assumptions, such as valuations derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable.

The following methods and assumptions were used to estimate the fair value of each class of financial instruments:

For all periods presented, the recorded carrying amounts of cash and cash equivalents, receivables, accounts payable and accrued expenses and obligations approximate fair value due to the short-term nature of these instruments.

Investments are recorded at fair value in accordance with the fair value hierarchy above. The Company determines the classification within the hierarchy based on the lowest level input that is significant to the fair value measurement.

A significant portion of the Company's pension and postretirement benefit plan assets have been measured at fair value using net asset value ("NAV") as a practical expedient, as permitted under ASC 820, *Fair Value Measurements*. Refer to Note 6 for additional details.

The Company records derivative financial instruments on the balance sheet at their respective fair values. The Company accounts for derivative financial instruments in accordance with ASC 815, *Derivatives and Hedging*, which allows all changes in fair value of highly effective cash flow hedges to be recorded in other comprehensive earnings (loss). Additionally, ASC 815 allows for ongoing qualitative considerations of hedge effectiveness, provided certain conditions are met.

~~We currently have~~ During 2023, the Company unwound our LIBOR benchmarked interest rate swap contracts ~~that were previously~~ designated as cash flow hedges under ASC 815. ~~These~~ Prior to unwinding, these hedges ~~are were~~ deemed to be highly effective in offsetting changes in our future expected cash

flows under our floating interest rate, LIBOR benchmarked debt. Changes to the fair value ~~are were~~ recorded through accumulated other comprehensive income and reclassified into interest expense in the same period in which the hedged transaction is recognized in earnings. ~~As of the date of these financial statements, we expect our interest rate swaps to continue to remain highly effective. The~~ Refer to Note 5 for ~~details on~~ additional detail on the unwind of the Company's adoption of ASU 2020-04 in response to reference rate reform interest rate swap contracts.

The Company also enters into other derivative arrangements, primarily options and swap contracts, as a way to hedge our exposure to fluctuations in certain commodity prices. The Company elects to treat these derivative instruments as economic hedges and does not apply the hedge accounting provisions of ASC 815. As a result, the Company records each derivative instrument on the balance sheet at its fair value with the entire change in fair value reported in earnings each reporting period. For certain commodity derivatives, we incur premiums to our counterparties upon execution of the derivative contract. Such premiums are recorded on the balance sheet and are subsequently measured at fair value with subsequent changes in fair value reflected in earnings. As of December

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2023 and 2022 ~~and 2021~~, the Company recorded a derivative (liability)/asset of approximately (\$17,933,000, 2,882,000) and ~~\$642,000~~ 17,933,000, respectively, within Prepaid expenses and other

assets on the accompanying consolidated balances sheets. Total (losses)/income recorded on our commodity derivative instruments was approximately (\$10,825,000), \$13,903,000, and \$642,000 for the years ended December 31, 2023, 2022, and 2021 ~~was approximately \$13,903,000 and \$642,000~~, respectively, and is recorded within Other income on the accompanying consolidated statements of comprehensive earnings.

2. Due to Restaurant Franchisees

The balance due to restaurant franchisees reflects the net result primarily of the following activities: cash deposits and credit card settlements made into the Company's bank account; disbursements made by franchisees that have been presented for payment; other unpaid obligations of the restaurants, the largest of which is franchisee profits from restaurant operations; and expenses paid by the Company on behalf of the franchisees.

3. Restaurant Activity Liability

Restaurant activity liability is comprised of amounts payable to third parties (not franchisees) that originated in the restaurants. Amounts due to restaurant vendors and tax authorities are included here, along with accruals funded by restaurant markets for market or chain-wide purchases of products and services at the discretion of franchisee representatives.

4. Accrued Expenses and Obligations

Accrued expenses and obligations as of December 31, 2023 and 2022 ~~and 2021~~ consisted of the following:

		As of December 31,		
		<u>2023</u>	<u>2022</u>	<u>2021</u>
Salaries, incentives and deferred compensation	\$	<u>570,327</u>	\$ 489,631	\$ <u>538,539,782</u>
Pension and post-retirement benefit obligations		<u>401,739,594</u>	382,950,476	<u>417,533,777</u>
Other		<u>127,512,245</u>	112,900,362	<u>96,235,824</u>
Total	\$	<u>1,099,579,166</u>	\$ 985,482	\$ <u>1,052,309,383</u>

5. Notes Payable and Interest Rate Swaps

Credit Facilities

On September 24, 2021, the Company refinanced and replaced our existing credit facilities ("2018 Credit Facilities") and entered into a new credit agreement ("2021 Credit Facilities") with a syndicate of lenders, with Wells Fargo Bank N.A. serving as administrative agent, swingline lender and issuing lender. The 2021 Credit Facilities provide for a \$200,000,000 term loan ("Term Loan") and a revolving credit facility ("Revolving Facility") with a maximum commitment of \$800,000,000. Upon closing of the 2021 Credit Facilities, the Company drew \$100,000,000 on our available Revolving Facility. The proceeds from the 2021 Credit Facilities were used, in part, to pay off the outstanding principal balance of \$187,500,000 and accrued interest under the 2018 Credit Facilities and to pay related financing fees and expenses in connection with the 2021 Credit Facilities. The refinance and replacement of our 2018 Credit Facilities qualified as a debt modification pursuant to ASC 470 and as such, no gain or loss has been recognized on the transaction.

In October 2020, the Company amended and restated our 2018 Credit Facilities to add fallback language specifying how a replacement interest rate will be determined following the phase out of LIBOR as a result of reference rate reform. The Company adopted the expedients available in ASC 848 to account for the modification of our 2018 Credit Facilities.

In May 2023, the Company amended our 2021 Credit Facilities to replace 1-month LIBOR as the referenced benchmark interest rate with the Secured Overnight Financing Rate CME Term Option 1 Month ("1-month Term SOFR"). All other terms and conditions under our 2021 Credit Facilities, including applicable credit margins, loan maturity dates, and restrictive covenants were not revised as a result of this amendment. The Company again elected to apply the available expedients under ASC 848 to account for the Credit Facilities amendment as a modification. The Company did not recognize gain or loss in connection with the amendment. Lender and third-party fees incurred as result of the amendment were not material.

The Term Loan matures on September 24, 2026. Principal payments on the Term Loan ~~commence~~commenced September 30, 2023 and are payable quarterly thereafter at scheduled amounts, with the remaining unpaid balance due at maturity. ~~The~~Following the 2021 Credit Facilities amendment in May 2023, the Term Loan bears interest at the floating 1-month ~~London Interbank Offered Rate ("LIBOR")~~Term SOFR plus a margin ranging between 0.800% and 1.000%. Interest payments on the Term Loan are due and payable at the end of each calendar month.

The Revolving Facility matures on September 24, 2026 and provides for borrowings ~~of up to~~ a maximum commitment of \$800,000,000. ~~The~~Following the 2021 Credit Facilities amendment in May 2023, the Revolving Facility bears interest at floating 1-month ~~LIBOR~~SOFR plus a margin between 0.875% and 1.125%. Interest payments on the Revolving Facility are due and payable at the end of each calendar month. During 2022, the Company repaid the outstanding \$100,000,000 balance under the Revolving Facility, which is reflected within the accompanying statements of cash flows for the year ended December 31, 2022. ~~As of December 31, 2022 and 2021, the~~The Company ~~had \$0 and \$100,000,000, respectively, outstanding under our~~did not draw on our available Revolving Facility during 2023.

~~In October 2020, the Company amended and restated our 2018 Credit Facilities to add fallback language specifying how a replacement interest rate will be determined following the phase out of LIBOR as a result of reference rate reform. The Company adopted the expedients available in ASU 2020-04 to account for the modification of our 2018 Credit Facilities. The LIBOR fallback language has been included in our 2021 Credit Facilities, and as of December 31, 2022, the Company has not yet transitioned from LIBOR as our benchmark interest rate.~~

The 2021 Credit Facilities contain certain restrictive covenants relating to, among other things, limitations on indebtedness, transactions with affiliates, sales of assets and certain investments. In addition, the 2021 Credit Facilities include a financial covenant relating to the Company's consolidated leverage ratio. As of December 31, ~~2022~~2023, the Company was in compliance with all ~~debt~~restrictive covenants.

~~One-Year Term Loan~~

~~In April 2020 and in response to the COVID-19 pandemic, the Company entered into a new credit agreement with a syndicate of lenders, with Wells Fargo Bank N.A. serving as administrative agent, sole lead arranger, and sole bookrunner. The credit agreement, as amended in October 2020, provided for a \$153,000,000, one-year term loan maturing April 17, 2021 bearing interest at floating 1-month LIBOR plus a margin of 1.75%. The Company repaid the total outstanding principal in December 2020, which is reflected in the accompanying consolidated statement of cash flows for the year ended December 31, 2020.~~

Related Party Note

In November 2018, the Company repurchased shares of our non-voting common stock from a related party through the issuance of a note payable ("Related Party Note" or "Note") and initial payment of approximately \$35,238,000. The Related Party Note has a face amount of approximately \$750,070,000, bears interest at a fixed annual rate of 4.75% and has a term of 25 years, maturing on November 30, 2043. The Related Party Note requires the Company to pledge the repurchased [non-voting](#) common shares to the related party as collateral for the Note. The Company is required to hold the repurchased shares as treasury stock until the Note is fully repaid. The Related Party Note requires compliance with certain nonfinancial covenants and as of December 31, ~~2022~~[2023](#), the Company is in compliance with all such covenants.

Senior Notes

In October 2020, the Company entered into a Note Purchase Agreement and sold to certain purchasers \$1,700,000,000 in aggregate principal amount of senior notes (collectively "Senior Notes"), the proceeds of which were used to finance the repurchase of certain of the Company's outstanding, non-voting common shares. The Senior Notes mature in tranches with maturity dates ranging from October 2023 to October 2030. The Senior Notes bear interest at fixed interest rates ranging between 1.48% and 2.09%, with interest payments due semiannually in April and October each year. The Senior Notes may be prepaid at any time subject to a make-whole premium, as defined in the Note Purchase Agreement. The Note Purchase Agreement contains certain

restrictive covenants relating to, among other things, limitations on indebtedness, transactions with affiliates, sales of assets and certain investments. In addition, the Note Purchase Agreement includes a financial covenant relating to the Company's consolidated leverage ratio. As of December 31, ~~2022~~2023, the Company was in compliance with all debt covenants.

Interest Rate Swaps

~~The Company currently uses interest rate swaps to effectively fix the interest rate on a portion of our floating-rate Credit Facilities, including forecasted future issuances.~~ In June 2018, the Company entered into two, \$50,000,000 notional amount interest rate swap contracts: one 7-year interest rate swap with a June 2025 termination date and one 10-year interest rate swap with a June 2028 termination date. The interest rate swaps were used to effectively fix the interest rate on a portion of our floating-rate Credit Facilities, including forecasted future issuances. Under the two swap contracts, the Company ~~pays~~paid interest at a weighted average annual rate of 2.92% and ~~receives~~received interest at the prevailing 1-month LIBOR rate. The Company ~~has~~ designated the swaps as cash flow hedges, and both were deemed to be highly effective in offsetting changes in our future expected cash flows due to the fluctuation in the 1-month LIBOR rate through termination.

~~Effective in 2020, the Company elected to adopt ASU 2020-04 to assert probability of the hedged interest transactions regardless of any expected modification in terms related to reference rate reform and applied the expedients in ASC 848 in assessing hedge effectiveness. The Company plans to adopt the remaining expedients, as applicable, when the interest rate swap contracts are modified at a future date. Such modification is expected to be commensurate with the transition in benchmark interest rate under our 2021 Credit Facilities.~~

For the years ended December 31, 2022, and ~~2021, and 2020~~, the Company reported income/(loss) in Other comprehensive earnings (loss) of approximately \$12,044,000, \$and ~~6,322,000, and (\$6,314,000)~~, respectively, as a result of recording the swaps at their determined fair values. As of December 31, 2022 ~~and 2021~~, the Company reported an ~~a~~ hedge asset ~~(liability)~~ related to our interest rate swaps of approximately \$3,576,000 ~~and (\$8,468,000), respectively.~~

In May 2023, in connection with the amendment to our 2021 Credit Facilities to transition from LIBOR to 1-month Term SOFR, the Company elected to unwind our two interest rate swap contracts in exchange for the receipt of a \$3,500,000 swap unwind fee. In accordance with ASC 815, the Company derecognized the related hedge assets as of the unwind date and reclassified all amounts previously recorded in accumulated other comprehensive income to interest expense. Transaction fees incurred related to the unwind of our two interest rate swaps were not material.

The following tables reflect the Company's outstanding notes payable as of December 31, 2023 and 2022 ~~and 2021~~:

As of December 31, 2023

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As of December 31, 2022					
	Interest Rate	Unamortized Average Interest Rate	Outstanding	Deferred Issuance Costs	Weighted Average Outstanding Carrying Amount
Term Loan	2.58%		\$	\$	\$ 199,709,961
Revolving Facility	2.19%		—	—	—
Senior Notes	1.85%		1,700,000,000	2,790,999	1,697,209,001
Related Party Note	4.75%		679,585,700	—	679,585,700
Total			\$ 2,579,585,700	\$	\$ 2,576,504,662
As of December 31, 2021					
Senior Notes	1.86%		\$ 1,500,000,000	\$ 2,158,746	\$ 1,497,841,254
Related Party Note	4.75%		660,126,120	—	660,126,120
Term Loan	6.01%		195,000,000	212,292	194,787,708
Total			\$ 2,355,126,120	\$ 2,371,038	\$ 2,352,755,082

As of December 31, 2022				
	Weighted Average	Outstanding	Unamortized Deferred	Carrying
Term Loan	0.94%	\$ 200,000,000	\$ 367,711	\$ 199,632,289
Revolving	1.23%	100,000,000	—	100,000,000
Senior Notes	1.85%	\$ 1,700,000,000	3,451,774	1,696,548,226
Related Party Note	4.75%	698,144,300	2,790,999	695,353,301
Term Loan	2.58%	200,000,000	290,039	199,709,961
Revolving	2.19%	—	—	—
Total		\$ 2,698,144,300	\$ 3,819,5593	\$ 2,694,324,741

The following table summarizes the principal amounts due under our outstanding notes payable as of December 31, ~~2022~~2023:

(Add)

Year	Total
~~2023~~ 2024	\$ ~~224,459,579~~ 30,401,705
2024	30,401,705
~~2025~~	~~236,394,757~~
2026	392,433,426
2027	~~223,522,520~~ 223,522,519
~~2028~~	~~224,661,894~~
Thereafter	~~1,472,373,713~~ 1,471,819
Total notes payable outstanding	~~2,579,585,700~~ 2,579,585,700
Unamortized deferred issuance costs	~~3,081,038~~ 2,371,038
Carrying amount of notes payable	~~\$2,576,504,662~~ \$2,577,956,738

6. Employee Benefit Plans

The Company has a qualified contributory profit sharing plan covering substantially all employees. The Company matches dollar-for-dollar up to 5% of eligible compensation contributed by each employee. The ~~Company's contributions amounted to~~ Company recorded contribution expense of approximately \$~~28,377,000~~37,637,000, \$~~23,867,000~~28,377,000, and \$~~19,559,000~~23,867,000 during the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~, respectively, reflected within Selling, general and administrative expenses in the accompanying consolidated statements of comprehensive earnings.

The Company also has a qualified defined benefit pension plan covering ~~substantially all~~ certain eligible employees. The plan provides a defined benefit based on years of service and highest average compensation during a five-year period. The plan includes an early retirement provision which provides an unreduced benefit to participants retiring after reaching age 55 and 20 years of service. As of December 31, 2023 and 2022 ~~and 2021~~, the qualified defined benefit plan had an underfunded balance of approximately \$~~119,389,000~~117,050,000 and \$~~101,791,000~~119,389,000, respectively, reflected within Accrued expenses and obligations on the accompanying consolidated balance sheets. During 2023, 2022, and 2021 the Company made total funding payments of approximately \$31,360,000, \$43,097,000, and \$30,700,000 respectively.

The Company additionally provides an unfunded, nonqualified, deferred compensation plan ("EDC plan") for a select group of employees earning amounts in excess of that allowed for tax-deductible funding under existing Internal Revenue Service regulations. The EDC plan includes a supplemental benefit which is offered to supplement the qualified, defined benefit pension plan. Benefits under this nonqualified arrangement are consistent with those offered under the defined benefit pension plan. The Company recognized compensation expense in connection with the EDC plan of approximately

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\$6,519,000, \$8,676,000, and \$10,527,000, ~~and \$6,654,000~~ for the years ended December 31, 2023, 2022, ~~and 2021~~ ~~and 2020~~, respectively, ~~in connection with the EDC plan~~ reflected within Selling, general and administrative expenses in the accompanying consolidated statements of comprehensive earnings. Amounts accrued under the EDC plan totaled approximately ~~\$76,899,000~~ \$51,156,000 and ~~\$92,078,000~~ \$76,899,000 at December 31, 2023 and 2022 ~~and 2024~~, respectively, reflected within Accrued expenses and obligations in the accompanying consolidated balance sheets.

The EDC plan also includes a defined contribution benefit that allows employees the option of making voluntary contributions of between 5% and 15% of their annual salary (in excess of IRS maximum compensation income limits) to the plan to which the Company matches the employees' contributions dollar-for-dollar up to 5%. Contributions made to the plan are invested and administered through a Rabbi Trust. The trust cannot be revoked by the Company; however, the assets are subject to claims of general creditors. Amounts accrued under this plan were approximately ~~\$334,570,000~~ \$398,260,000 and ~~\$359,149,000~~ \$334,570,000 as of December 31, 2023 and 2022 ~~and 2024~~, respectively, and are included in Accrued expenses and obligations in the accompanying consolidated balance sheets. Plan assets invested through the Rabbi Trust ~~consisted~~ consist primarily of equity (mutual funds) and

fixed income securities, materially all of which qualify as Level 1 assets within the fair value hierarchy. All securities invested through the Rabbi Trust are classified as trading securities and have been reflected at their fair market value in Investments on the accompanying consolidated balance sheets as of December 31, 2023 and 2022 ~~and 2021~~. ~~(Losses)/income~~. Income/(loss) recognized on investments held under the Rabbi Trust were approximately \$57,590,000, ~~(\$59,660,000)~~, and \$46,622,000, ~~and \$33,681,000~~ for the years ended December 31, 2023, 2022, and 2021, ~~and 2020~~, respectively, and are included within Other income on the accompanying consolidated statements of comprehensive earnings.

Certain members of senior management are participants in a supplemental executive retirement plan ("SERP") provided by the Company. Participants vest in the SERP upon remaining in the employ of the Company until the later of attaining age 55 or completion of 20 years of service. Retirement benefits are calculated based upon formulas in each SERP agreement and are in the form of a monthly payment upon retirement and a death benefit payable to a beneficiary designated by each participant. This plan is closed to new entrants. The Company recognized compensation expense of approximately \$1,157,000 ~~\$954,000~~, \$1,223,000 ~~1,157,000~~, and \$1,430,000 ~~1,223,000~~ for the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~, respectively, in connection with the SERP. Amounts accrued under the SERP totaled approximately \$18,333,000 ~~20,010,000~~ and \$23,939,000 ~~18,333,000~~ at December 31, 2023 and 2022 ~~and 2021~~, respectively, and are recorded as salaries, incentives, and deferred compensation within Accrued expenses and obligations in the accompanying consolidated balance sheets.

Additionally, the Company has a postretirement health care plan for eligible employees. Those employees who retire at age 55 and older with 20 years of continuous full-time service or those hired at Director level and above (Senior Director level and above if hired on or after January 1, 2023) who retire with 10 years of continuous full-time service may participate and may cover eligible dependents. There is no premium contributed by the participants. The Company recognized compensation expense ~~of approximately \$34,745,000, \$26,362,000, and \$16,321,000 for the years ended December 31, 2022, 2021 and 2020, respectively~~, in connection with the postretirement health care plan of approximately \$34,052,000, \$34,745,000, and \$26,362,000 for the years ended December 31, 2023, 2022, and 2021, respectively, reflected within Selling, general and administrative expenses in the accompanying consolidated statements of comprehensive earnings. Amounts accrued under the postretirement health care plan totaled approximately \$186,662,000 ~~233,533,000~~ and \$223,665,000 ~~186,662,000~~ at December 31, 2023 and 2022 ~~and 2021~~, respectively, and are included within Accrued expenses and obligations in the accompanying consolidated balance sheets.

In 2022 ~~2023~~, the Company ~~approved an amendment to enhance the~~ offered a voluntary early retirement ~~provision in option to certain participants of~~ the qualified defined benefit plan, ~~EDC plan, and postretirement medical plan. Effective January 1, 2023, the enhanced early retirement benefit will provide an unreduced benefit in the qualified defined benefit plan and EDC plan as well as fully paid retiree health premiums to participants and EDC plans. Pursuant to ASC 715, settlement accounting was triggered for the EDC plan, which resulted in an interim remeasurement as of July 31, 2023. A subsequent remeasurement was performed as of December 31, 2023 for a lump sum payment received by one participant in December 2023. As a result of the settlements, the Company recognized a settlement loss of approximately \$1,470,000 in 2023 which is reflected as a component of total pension expense.~~

The early retirement option further provided all electing employees company-paid postretirement health benefits, including for those not otherwise eligible under the Plan's standard eligibility provisions. These additional benefits granted to employees not otherwise eligible are deemed special termination benefits under ASC 715, which requires the recognition of an expense in the period the employees irrevocably accept the offer and the benefit is reasonably estimable. The Company recognized one-time special termination benefit expenses related to the postretirement healthcare plans of approximately \$2,449,000 in 2023.

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~~retiring after reaching age 55 and 20 years of service; this benefit was previously available to those retiring after reaching age 62 and 20 years of service. As a result of the amendment, the Company was required to remeasure plan obligations and expense for the qualified defined benefit plan and EDC plan as of July 2022 and remeasure the plan obligation and expense for the postretirement healthcare plan as of August 2022. The plan amendments resulted in increases of the benefit obligation for the pension plans and postretirement medical plans of approximately \$43,144,000 and \$8,717,000, respectively.~~

The following table sets forth the plan's funded status and amounts recognized in the Company's consolidated balance sheets at December 31, 2023 and 2022 ~~and 2021~~, respectively.

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	Pension Plans		Postretirement Medical Plan	
	2022	2023	2022	2023
Change in benefit obligations				
Benefit obligation at end of prior year	\$ 696,600,637	\$ 582,887,397	\$ 223,665,002	\$ 179,157,913
	566,888,274	696,600,637	186,662,090	223,665,002
Service cost	66,571,843	57,418,428	25,825,348	19,594,801
	55,110,445	66,571,843	20,712,628	25,825,348
Interest cost	22,412,336	14,423,452	7,063,298	5,068,980
	28,673,068	22,412,336	10,197,056	7,063,298
Plan participants' contribution	—	—	107,217	66,742
	—	—	94,400	107,217
Actuarial (gain)/loss (1)	(245,342,033)	52,596,185	(77,089,973)	21,330,894
	11,273,474	(245,342,033)	16,458,374	(77,089,973)
Plan amendments / new entrants (2)	43,905,923	1,365,990	8,717,090	—
	910,491	43,905,923	—	8,717,090
Settlement/curtailment	(16,823,602)	—	—	—
Benefits paid	(17,260,432)	(12,090,815)	(1,713,088)	(1,554,328)
	31,775,559	17,260,432	142,568	1,713,088
Other adjustments	(10,286,433)	—	2,448,882	—
Retiree drug subsidy received	—	—	87,196	—
	—	—	101,925	87,196
Benefit obligation at December 31	\$ 566,888,274	\$ 696,600,637	\$ 186,662,090	\$ 223,665,002
	581,423,210	566,888,274	233,532,787	186,662,090
Change in plan assets				
Fair value of plan assets at end of prior year	478,792,554	\$ 428,802,728	\$ —	\$ —
	\$ 352,266,639	478,792,554	—	—
Actual return on plan assets	(156,438,537)	28,819,767	—	—
	38,427,269	(156,438,537)	—	—
Employer contributions	47,173,054	33,260,874	1,518,675	1,487,586
	51,111,506	47,173,054	2,946,243	1,518,675
Plan participants' contributions	—	—	107,217	66,742
	—	—	94,400	107,217
Benefits paid	(17,260,432)	(12,090,815)	(1,713,088)	(1,554,328)
	48,599,161	17,260,432	142,568	1,713,088
Retiree drug subsidy received	—	—	87,196	—
	—	—	101,925	87,196
Fair value of plan assets at December 31	352,266,639	478,792,554	—	—
	393,206,253	352,266,639	—	—
Funded status	\$ (214,621,635)	\$ (217,808,083)	\$ (186,662,090)	\$ (223,665,002)
	188,216,957	214,621,635	233,532,787	186,662,090
Accumulated benefit obligation end of year	\$ —	\$ —	N/A	N/A

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~~408,741,446~~ <u>411,086,684</u>	~~470,577,898~~ <u>408,741,446</u>

(1) The actuarial gain for the year ended December 31, 2022 was primarily due to an increase in the discount rates for all plans from 2021 to 2022. ~~The actuarial loss for the year ended December 31, 2021 was primarily due to changes in assumptions related to employee salaries and termination rates, offset by an increase in the discount rate from 2020 to 2021.~~

(2) Plan amendment/new entrants amounts for the year ended December 31, 2022 primarily relate to the plan amendment discussed in the section above.

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		Pension Plans		Postretirement Medical Plan		Postretirement Medical Plan	
	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u> <u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>
Amounts recognized in accumulated other comprehensive loss consists of							
Prior service (credit)/cost	\$ <u>30,331,405</u>	\$ 41,529,646	\$ (1,343,261)	~~\$(2,842,660)~~ <u>9,095,033</u>	\$ 9,792,488	\$ 1,448,241	\$ ~~1,660,664~~
Net actuarial loss/(gain)	<u>188,196,369</u>	223,577,473	293,981,972	~~255,356,214~~ <u>5,033,026</u>	(11,425,348)	67,139,680	~~47,294,618~~
Total (before tax effect)	\$ <u>218,527,774</u>	\$ 265,107,119	\$ 292,638,711	~~\$252,513,554~~ <u>14,068,059</u>	\$ (1,632,860)	\$ 68,587,821	\$ ~~48,955,279~~
Components of net periodic benefit cost							
Service cost	\$ <u>55,110,445</u>	\$ 66,571,843	\$ 57,418,428	~~\$30,988,448~~ <u>20,710,197</u>	\$ 25,825,348	\$ 19,594,841	\$ ~~13,059,306~~
Interest cost	<u>28,673,068</u>	22,412,336	14,423,452	~~11,472,996~~ <u>10,197,056</u>	7,063,298	5,068,980	~~4,392,451~~
Expected return on plan assets	<u>(24,513,826)</u>	(30,618,807)	(30,055,601)	~~(23,342,364)~~ <u>—</u>	—	—	~~—~~
Amortization of prior service cost/(credit)	<u>1,650,888</u>	1,033,016	(133,409)	~~(140,881)~~ <u>693,528</u>	372,811	212,452	~~212,452~~
Amortization of net actuarial loss	<u>9,599,437</u>	12,119,810	15,206,261	~~6,690,255~~ <u>—</u>	1,475,055	1,485,832	~~34,115~~
Net periodic benefit cost	\$ <u>70,520,012</u>	\$ 71,518,198	\$ 56,859,131	~~\$25,668,454~~ <u>31,607,771</u>	\$ 34,736,512	\$ 26,362,004	\$ ~~17,698,324~~
Settlement loss/(gain)	<u>1,470,392</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
Other adjustments	<u>(704,230)</u>	<u>—</u>	<u>—</u>	<u>2,448,882</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total (income)/expense	\$ <u>\$</u>	\$ <u>\$</u>	\$ <u>\$</u>	\$ <u>34,052,000</u>	\$ <u>\$</u>	\$ <u>\$</u>	\$ <u>26,362,065</u>

Chick-fil-A, Inc.

	Pension Plans			Postretirement Medical Plans		
	2022	2024	20202023	2022	2021	
Weighted average assumptions used to determine benefit obligations as of December 31						
Discount rate at end of year	5.335.06%	2.845.33%	2.412.84%	5.325.24%	2.975.32%	2.782.97%
Rate of compensation increase	Varie	Varies	Varies	N/A	N/A	N/A
				6.50%/4.50%	7.50%/4.50%	6.15%/4.50%
				9.00%/3.50%/	7.50%/7.50%/	7.00%/7.00%/
Heath care cost trend initial rate ⁽¹⁾	N/A	N/A	N/A			
Ultimate heath care cost trend rate	N/A	N/A	N/A	5.00%	5.00%	5.00%
Year ultimate health care cost trend rate reached	N/A	N/A	N/A	2030	2030	2029
Weighted average assumptions used to determine net periodic benefit cost for year ended December 31						
Discount rate at beginning of year	5.33%	2.84%	2.41%	5.32%	2.97%	2.78%
⁽²⁾ Expected return on plan assets	7.00%	7.00%	7.00%	N/A	N/A	N/A
Rate of compensation increase	Varie	Varies	Varies	N/A	N/A	N/A
				7.50%/4.50%	6.15%/4.50%/	6.30%/4.50%/
				7.50%/7.50%/	7.00%/7.00%/	6.00%/6.00%/
Initial health care cost trend rate	N/A	N/A	N/A			
Ultimate health care cost trend rate	N/A	N/A	N/A	5.00%	5.00%	5.00%
Year ultimate health care cost trend rate reached	N/A	N/A	N/A	2030	2029	2028

- (1) The multiple healthcare cost trend initial rates presented above represent the pre-65 medical, post-65 medical, pre-65 drug, post-65 drug and dental/vision rates, respectively.
- (2) The discount rate at ~~the~~ beginning of ~~the~~ year presented for 2022 was used to determine the net periodic benefit cost through the date of the mid-year plan remeasurement, caused by the ~~plan amendment noted above~~ enhanced early retirement amendments adopted in 2022. The pension plans and postretirement medical plans were remeasured at July 31, 2022 and August 31, 2022, respectively. The discount rates used to determine the net periodic benefit cost for the remainder of 2022 were 4.41% and 4.67% for the pension plans and ~~the~~ postretirement medical plans, respectively. The discount rate at beginning of year presented for 2023 for the pension plans was used to determine the net periodic benefit cost through the date of the mid-year plan remeasurement caused by the early retirement option noted above. The EDC pension plan was remeasured at July 31, 2023. The discount rate used to determine the net periodic benefit cost for the EDC pension plan for the remainder of 2023 was 5.16%.

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Plan Assets

Plan assets are invested using a total rate of return approach to preserve asset values, diversify risk and achieve the expected long-term rate of return. The Company's expected long-term rate of return on plan assets assumption of 7.0% for each of the fiscal years presented in these financial statements was determined using a weighted average approach considering the mix of plan assets at the determination date and long-term forward-looking expected returns for each asset category. Plan assets allocated by asset category approximate target allocations, and consist of equity securities (~~41.239.2~~%), fixed income securities (~~42.737.3~~%), cash and cash equivalents (~~12.014.9~~%), alternative investments and derivative instruments (~~3.88.3~~%) and private equity (0.3%) as of December 31, ~~2022~~2023.

The following tables set forth by level, within the fair value hierarchy, the fair values of the investments as of December 31, ~~2023 and 2022~~ and 2024. Certain investments do not have readily determinable fair values and as such, have been measured using NAV as a practical expedient, as permitted under ASC 820, *Fair Value Measurements*. Such investments have not been categorized in the fair value hierarchy but have been provided in the following tables to provide a reconciliation of the fair value hierarchy to the total value of plan assets.

Assets at Fair Values as of December 31, ~~2022~~ 2023					
	Level 1	Level 2	Level 3	NAV as a Practical Expedient Level 3	Total
Cash and cash equivalents	\$ 9,506,491,139.37	\$ —	\$ —	\$ 32,696,259,58.330,029	\$ 42,202,750,58.46
Equity securities	—	98,122,578,108,712.492	—	47,094,193,45.532,753	145,216,771,154,245.245
Fixed income securities	45,969,022,58,728.733	35,778,052,35.505,383	—	68,516,476,52.409,588	150,263,550,146,643.704
Alternative investments and derivative instruments	—	—	—	13,651,752,32.916,946	13,651,752,32.916,946
Private equity	—	—	—	931,816,930.922	931,816,930.992
Total assets at fair value	\$ 55,475,513,58,868.070	\$ 133,900,630,144,217.875	\$ —	\$ 162,890,496,190,120.308	\$ 352,266,639,393

Assets at Fair Values as of December 31, ~~2021~~ 2022					
	Level 1	Level 2	Level 3	NAV as a Practical Expedient Level 3	Total
Cash and cash equivalents	\$ 5,531,992,9,506,491	\$ —	\$ —	\$ 18,996,380,32.696,259	\$ 24,528,372,42,20
Equity securities	—	145,233,551,98,122.578	—	62,714,802,47.094,193	207,948,353,145,216.771
Fixed income securities	45,018,330,45,969.022	46,181,675,35,778.052	—	130,138,626,68,516.476	221,338,631,150,263.550

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Total assets at fair value

Level 2 Observable inputs, the value of the fund(s) is the sum of the private investment funds held in the fund.

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Level 3 Unobservable inputs, the fund is a limited partnership that invests in private equity funds, real estate and other limited partnerships. Valuation may be subject to estimates.

Investments in investment companies are valued at fair value. Fair values are determined utilizing the NAV supplied by, or on behalf of, management of each investment company, which is in accordance with the practical expedient as defined by ASC 820. NAVs received by, or on behalf of, management of each investment company are based on the fair value of the investment company's underlying investments in accordance with policies established by management of each investment company, as described in each of their financial statements and offering memorandum. The redemption period for each class of investments measured using NAV as a practical expedient generally requires between zero- and five-days' notice.

The plan's objective is to achieve a consistent total rate of return (income, appreciation, and reinvested funds) that will equal or exceed the actuarial assumption with aversion to significant volatility. The following is the target asset allocation:

	Minimum	Maximum
Public equity	22.5%	59.5%
Long duration fixed income	30.0%	50.0%
Non-core fixed income	2.5%	28.0%
Real assets	0.0%	14.0%
Alternative risk premia	0.0%	7.0%
Tactical tilts	0.0%	7.0%
Cash	0.0%	21.0%

Contributions

The Company expects to contribute approximately ~~\$31,360,000~~ \$22,421,000 to the qualified plan during fiscal year ~~2023~~ 2024.

Benefits

The Company's expected future benefit payments are as follows:

Years Ending	Pension Plans	Postretirement Medical	
		Payments	Medicare Subsidy
~~2023~~ <u>2024</u>	~~24,687,253~~ <u>\$18,264,398</u>	~~2,619,874~~ <u>\$4,518,249</u>	~~96,970~~ <u>\$150,481</u>
~~2024~~ <u>2025</u>	~~26,797,036~~ <u>18,937,899</u>	~~2,075,013~~ <u>4,710,689</u>	~~109,386~~ <u>174,846</u>
~~2025~~ <u>2026</u>	~~30,115,883~~ <u>22,194,043</u>	~~3,300,409~~ <u>4,996,349</u>	~~127,388~~ <u>197,621</u>
~~2026~~ <u>2027</u>	~~33,827,470~~ <u>24,891,452</u>	~~3,720,833~~ <u>5,249,600</u>	~~147,359~~ <u>226,807</u>
~~2027~~ <u>2028</u>	~~35,963,498~~ <u>29,453,201</u>	~~4,128,959~~ <u>5,538,009</u>	~~172,058~~ <u>256,625</u>
~~2028-2032~~ <u>2029-2033</u>	~~240,893,476~~ <u>221,891,406</u>	~~28,631,115~~ <u>34,847,395</u>	~~1,265,315~~ <u>1,784,086</u>

Chick-fil-A, Inc.

Notes to Consolidated Financial Statements

7. Income Taxes

The components of federal, state and foreign income tax expense (benefit) are:

2023			
	Current	Deferred	Total
Federal	\$	\$	\$
State	59,089,622	(6,937,827)	52,151,795
Foreign	866,729	—	866,729
	\$	\$	\$
			332,742,126

2022			
	Current	Deferred	Total
Federal	\$	\$	\$
State	61,395,434	25,919,000	87,314,434
Foreign	327,878	—	327,878
	\$	\$	\$
			349,661,712

2021			
	Current	Deferred	Total
Federal	\$	\$	\$
State	65,310,232	(4,214,325)	61,095,907
Foreign	66,339	—	66,339
	\$	\$	\$
			393,225,108

2020			
	Current	Deferred	Total
Federal	\$	\$	\$
State	37,520,917	2,605,039	40,125,956
Foreign	42,732	—	42,732
	\$	\$	\$
			267,209,889

Income tax expense differs from the amount computed by applying the federal statutory rate of 21% to earnings before income taxes due to the following: (1) state income taxes, (2) state tax credits and (3) permanent differences, consisting primarily of nondeductible meals and entertainment and nondeductible officer's life insurance.

Deferred income taxes reflect the net tax effects of temporary differences between the carrying amount of assets and liabilities presented in the consolidated financial statements and the amounts used for income tax purposes. Deferred tax assets aggregated \$1,374,238,000, \$1,475,099,000 and \$1,236,363,000, \$1,374,238,000 and deferred tax liabilities aggregated \$1,754,152,000, \$1,927,456,000 and \$1,510,689,100, \$1,754,152,100 at December 31, 2023 and 2022 and 2024, respectively. For the year ended December 31, 2022, 2023, the principal components of deferred tax assets include differences between federal and state basis of property, plant and equipment, advance payments, and certain accruals related to deferred compensation, postretirement health benefits, and leases. The principal components of deferred tax liabilities are related to property, plant and equipment, leases, and accrued pension benefits.

No valuation allowance was recorded against the Company's U.S. federal and state deferred tax assets at December 31, 2023 or 2022 or 2024. The Company's management believes it is more likely than not that the existing U.S. federal and state gross deferred tax assets will reverse during periods in which the deferred tax liabilities reverse or in which the Company generates net taxable income.

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The Company had foreign deferred tax assets of \$~~3,902,000~~8,502,000 and \$~~2,695,000~~3,902,000 at December 31, 2023 and ~~2022 and 2021~~, respectively, which consist primarily of net operating loss carryforwards. At December 31, 2023 and ~~2022 and 2021~~, a full valuation allowance was recorded against our foreign deferred tax assets. The Company's management has considered all available positive and negative evidence to determine whether it will generate sufficient future taxable income to utilize the foreign deferred tax assets. A significant piece of objective negative evidence evaluated were the losses incurred from 2019 to ~~2022~~2023. Such objective evidence limits the ability to consider other subjective evidence, such as projections of future foreign taxable income. If or when recognized, the tax benefits related to any reversal of the valuation allowance against these foreign deferred tax assets will be accounted for as a reduction of income tax expense in the period such reversal occurs.

The Company notes that it currently does not have undistributed earnings due to losses in its foreign jurisdictions.

The Company had accrued interest related to unrecognized tax benefits of \$~~2,889,000~~3,917,000 and \$~~1,856,000~~2,889,000 recorded on our consolidated balance sheets as of December 31, 2023 and ~~2022 and 2021~~, respectively, of which \$~~1,033,000~~1,028,000 and \$~~205,000~~1,033,000 was recognized in the consolidated statements of comprehensive earnings as Income tax expense, respectively. The Company's policy is to record potential penalties and interest related to unrecognized tax benefits as income tax expense in the accompanying financial statements.

The Company files federal, state, and foreign income tax returns in jurisdictions with varying statutes of limitations. As of December 31, ~~2022~~2023, the ~~2019~~2020 through ~~2022~~2023 tax years generally remain subject to examination by federal and most state tax authorities.

The Company does not expect any significant change in unrecognized tax benefits during the next twelve months.

8. Other Comprehensive Earnings (Loss) and Accumulated Other Comprehensive Earnings (Loss)

The income tax benefit (expense) allocated to each component of other comprehensive earnings (loss) is:

	~~2022~~ <u>2023</u>		
	Before-Tax Earnings (Loss)	Tax ~~Benefit~~ (Expense) <u>Benefit</u>	Net-of-Tax Earnings (Loss)
Pension plans	\$ ~~27,531,592~~ <u>46,579</u> 346	\$ ~~(6,499,095)~~ <u>11,3</u> 85,776)	\$ ~~21,032,497~~ <u>35,193</u>
Postretirement medical plan	~~70,220,749~~ <u>(15,7</u> 64,846)	~~(17,050,744)~~ <u>3</u> 835,914	~~53,170,008~~ <u>(11,9</u> 28,932)
Foreign currency translation	~~(2,386,969)~~ <u>2,904</u> 702	~~580,793~~ <u>(707,0</u> 89)	~~(1,806,176)~~ <u>2,197</u> 613
Derivative financial instruments	~~12,044,348~~ <u>(3,57</u> 6,274)	~~(2,926,957)~~ <u>87</u> 0,958	~~9,117,391~~ <u>(2,705</u> 316)
Other comprehensive ~~earnings~~ -(loss) <u>earnings</u>	\$ ~~107,409,720~~ <u>30,1</u> 42,928	\$ ~~(25,896,000)~~ <u>7,3</u> 85,993)	\$ ~~81,513,720~~ <u>22,756</u>

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

2021

	2022		
	Before-Tax Earnings (Loss)	Tax Benefit (Expense)	Net-of-Tax Earnings (Loss)
Pension plans	\$	\$	\$ 21,032,497
Postretirement medical plan	70,220,749	(17,050,741)	53,170,008
Foreign currency translation	(2,386,969)	580,793	(1,806,176)
Derivative financial instruments	12,044,348	(2,926,957)	9,117,391
Other comprehensive (loss) earnings	\$	\$ (25,896,000)	\$ 81,513,720

	Before-Tax Earnings (Loss)	Tax Benefit (Expense)	Net-of-Tax Earnings (Loss)
Pension plans	\$ (40,125,157)	\$ 9,414,420	\$ (30,711,037)
Postretirement medical plan	(19,632,610)	4,703,156	(14,929,454)
Foreign currency translation	(12,534)	(2,275)	(14,809)
Derivative financial instruments	6,322,420	(1,554,001)	4,768,419
Other comprehensive earnings (loss)	\$(53,447,881)	\$ 12,561,000	\$(40,886,881)

2020

	2021		
	Before-Tax Earnings (Loss)	Tax Benefit (Expense)	Net-of-Tax Earnings (Loss)
Pension plans	\$	\$	\$ (30,711,037)
Postretirement medical plan	(19,632,610)	4,703,156	(14,929,454)
Foreign currency translation	(12,534)	(2,275)	(14,809)
Derivative financial instruments	6,322,420	(1,554,001)	4,768,419
Other comprehensive (loss) earnings	\$	\$	\$ (40,886,881)

	Before-Tax Earnings (Loss)	Tax Benefit (Expense)	Net-of-Tax Earnings (Loss)
Pension plans	\$ (133,340,764)	\$ 33,192,000	\$ (100,148,764)
Postretirement medical plan	(29,791,901)	7,376,000	(22,415,901)
Foreign currency translation	556,701 (131,000)	425,701	
Derivative financial instruments	(6,314,104)	1,587,000	(4,727,104)
Other comprehensive earnings (loss)	\$(168,890,068)	\$ 42,024,000	\$(126,866,068)

The accumulated balances for each component of other comprehensive earnings (loss), net-of-tax are presented below:

Pension Plans	Post-retirement Medical Plan		Foreign Currency Translation Pension Plans	Change in Fair Value of Derivative Financial Instruments Post-retirement Medical Plan	Change in Fair Value of Derivative Financial Instruments Foreign Currency Translation	Accumulated Other Comprehensive (Loss) Earnings	
Balance at	\$ (14,588,378)	\$		\$ (6,453,390)	\$	(111,693,720)	
Change in Reclassification to net	(22,601,422)	4		(5,714,067)		(132,955,386)	
	185,521	—		986,963		6,089,318	
Balance at December 31, 2020	January 1, 2021		\$ (190,875,554)	\$ (37,004,279)	\$ 501,064	\$ (11,180,494)	\$ (238,559,240)
Change during period			(42,153,797)	(16,220.9)	(14,809)	2,633,315	(55,756,191)
Reclassification to net earnings			11,442,760	1,291,446	—	2,135,104	14,869,310
Balance at December 31, 2021							
			\$	\$	\$	\$	\$ (279,446,121)

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

Change during period	9,350,847	51,770.83	(1,806.1	7,228,234	66,543,739
Reclassification to net earnings					
	11,681,650	1,399,174	—	1,889,157	14,969,981
Balance at December 31, 2022					
	\$	\$	\$(1,319,	\$	\$ (197,932,4
Change during period	<u>26,696,282</u>	<u>(12,453.7</u>	<u>2,197.61</u>	<u>—</u>	<u>16,440,185</u>
Reclassification to net earnings					
	<u>8,497,288</u>	<u>524,778</u>	<u>—</u>	<u>(2,705,316)</u>	<u>6,316,750</u>
Balance at December 31, 2023					
	\$	\$	\$	\$	\$ (175,175,4

9. Related-Party Transactions

The Company provides accounting, tax, consulting, and other related services to certain of our related-party affiliates. We are reimbursed for all payroll and other operating costs associated with the performance of such services through the payment of an administration fee. This administration fee is recognized when earned and is recorded in Other income within the

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

accompanying consolidated statements of comprehensive earnings. In total, amounts earned

related to the performance of the agreed upon services were approximately ~~\$5,629,000~~ 6,787,000, ~~\$5,644,000~~ 5,629,000, and ~~\$5,692,000~~ 5,644,000 for the years ended December 31, 2023, 2022, and 2021, ~~and 2020~~, respectively.

One of the Company's principal shareholders owns a substantial interest in a company which sold fixtures to the Company aggregating approximately ~~\$23,092,000~~ 26,572,000, ~~\$20,097,000~~ 23,092,000, and ~~\$15,621,000~~ 20,097,000 during the years ended December 31, 2023, 2022, and 2021 ~~and 2020~~, respectively.

10. Leases

The Company is the lessee in a significant real estate portfolio related to our free-standing and mall restaurant locations. The Company's leases are structured either as ground leases, where we lease the land and subsequently construct the restaurant, or as space leases, where we lease the land along with the respective building space. Our restaurant real estate leases, exclusive of traditional mall leases, are generally long-term in nature, with non-cancellable, base lease terms ranging between 10 and 20 years and typically provide for periodic rent escalations and optional renewal periods. Rent escalations vary between leases but commonly occur every five years at an escalation rate between 10% and 12%. Lease renewal options are generally exercisable at the Company's sole discretion and are typically structured to occur in multiple five-year increments.

The Company's traditional mall leases generally have shorter lease terms, usually less than ten years, and typically do not contain as many optional renewal periods as the Company's free standing restaurant leases. In addition to fixed minimum monthly lease payments, some of the Company's leases, primarily those in our traditional mall spaces, provide for contingent rentals that are calculated based on certain achieved restaurant sales thresholds. Due to the variable nature of these payments, they are typically not included in the measurement of the lease asset and liability and are included as a component of variable lease expense.

The Company leases or subleases each franchised restaurant location to restaurant franchisees under month-to-month lease agreements. Under the Company's domestic franchisee lease agreements, rent paid by franchisees to the Company for the use of real estate is subject to a maximum of 6% of restaurant sales. The Company also leases or subleases equipment to restaurant franchisees under month-to-month lease agreements. Equipment rental charges are determined based upon the restaurant concept type and are charged to franchisees monthly. The Company recognizes rental and subrental income within Rental income on the accompanying statements of comprehensive earnings. In accordance with ASC 842, the Company reports right-of-use assets subject to sublease to restaurant franchisees separately from other right-of-use assets on our accompanying consolidated ~~balances~~ balance sheets.

In addition to ~~the Company's~~ restaurant real estate ~~lease portfolio, we~~, the Company additionally ~~lease~~ leases real estate for certain of our corporate office locations, distribution and manufacturing facilities related to our ~~restaurant~~ distribution and lemon juicing production operations, as well as certain restaurant and corporate office equipment. Our real estate leases for corporate office locations, distribution and manufacturing facilities are generally long-term in nature, with non-cancellable, base lease terms ranging between 10 and 20 years and typically provide for optional renewal periods. Our equipment leases for use in corporate offices, distribution and manufacturing facilities, and restaurants have terms and conditions varying depending on the nature of the equipment.

The following table summarizes the components of the Company's lease cost:

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Notes to Consolidated Financial Statements

		Year ended ~~Classification~~ December 31, 2023	Year ended December 31, 2022	Year ended December 31, 2021
Classification		2023	2022	2021
Finance lease cost:				
Amortization of ~~Amortization of~~ finance lease assets	Depreciation and amortization	\$ 76,247,392	\$ 55,990,878	\$ 40,073,760
Interest on finance lease liabilities	Interest	48,972,489	34,022,600	22,195,065
	Selling, general and ~~administrative~~ expenses			
Operating lease cost	administrative	212,993,424	205,915,635	206,467,686
	Selling, general and ~~administrative~~ expenses			
Short-term lease cost	administrative			
	Short-term lease cost	14,890,778	11,158,073	16,628,422
	Selling, general and ~~administrative~~ expenses			
Variable lease cost	administrative	81,090,399	74,662,783	61,517,744
Sublease income	Rental income	(330,130,320)	(294,778,967)	(258,069,827)
Total lease cost		\$ 105,801,806	\$ 90,703,707	\$ 83,342,501

The following table includes supplemental information regarding the Company's operating and finance leases:

		Year ended ~~December~~ Year ended December 31, 2023	Year ended December 31, 2022	Year ended December 31, 2021
Operating leases:				
Cash paid related to operating lease liabilities		\$ 190,821,212	\$ 184,141,455	\$ 178,548,755
Lease liabilities arising from obtaining ~~right-of-use~~ ~~right-of-use~~ assets ⁽⁺⁾		\$ 112,807,240	\$ 87,257,191	\$ 2,879,127,909
Weighted-average discount rate		3.27%	3.07%	2.96%
Weighted-average remaining lease term (years)		19.3	20.2	21.0
Finance leases:				
Cash paid related to finance lease liabilities		\$ 83,257,527	\$ 56,290,857	\$ 39,802,133
Lease liabilities arising from obtaining ~~right-of-use~~ ~~right-of-use~~ assets ⁽⁺⁾		\$ 301,626,133	\$ 317,423,823	\$ 868,123,502
Weighted-average discount rate		4.13%	3.60%	3.06%
Weighted-average remaining lease term (years)		18.8	19.6	20.7

(1) The balances for the year ended December 31, 2021 includes the initial impact of ASC 842 adoption. Refer to Note 1, Summary of Significant Accounting Policies for additional information.

The Company has also entered into sale and leaseback transactions for certain of our real estate assets where we are not permitted to recognize a sale due to our continued control of the leased real estate following sale. For each of these transactions, the Company does not derecognize the underlying real estate asset and recognizes a financing obligation liability equal to the proceeds from sale less selling costs. The Company subsequently classifies and measures the asset

consistent with our policy for our other owned assets. The recorded financing obligation is amortized using the effective interest method, with future lease payments allocated between interest expense and reduction of the recorded financing obligation. As of December 31, [2023 and 2022](#)~~and 2021~~, the Company has liabilities related to failed sale-leaseback transactions of approximately

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

\$14,851,000 and \$14,912,000 ~~and \$13,025,000~~, respectively, which is recorded within Financing obligations on the accompanying consolidated balance sheets.

Future maturities for the Company's commenced operating and finance leases are as follows:

	Operating Leases ⁽¹⁾	Finance Leases ⁽²⁾
Years Ending December 31.		
	\$	
<u>2023</u> ~~2024~~	~~181,854,204~~ <u>197,821,524</u>	~~\$76,927,238~~ <u>98,567</u>
<u>2024</u> ~~2025~~	~~182,664,547~~ <u>194,282,276</u>	~~75,882,393~~ <u>101,632,108</u>
<u>2025</u> ~~2026~~	~~181,423,598~~ <u>190,751,462</u>	~~76,486,728~~ <u>102,983,396</u>
<u>2026</u> ~~2027~~	~~180,446,584~~ <u>187,622,537</u>	~~77,743,494~~ <u>104,895,576</u>
<u>2027</u> ~~2028~~	~~179,387,868~~ <u>186,666,993</u>	~~79,715,755~~ <u>106,372,187</u>
<u>2028</u> ~~2029~~ and thereafter	~~2,831,760,623~~ <u>2,788,963,328</u>	~~1,297,700,742~~ <u>1,606,854,342</u>
Total lease payments	~~3,737,537,424~~ <u>3,746,108,120</u>	~~1,684,456,350~~ <u>2,121,305,553</u>
Less: Amounts representing interest	~~1,010,274,145~~ <u>1,014,209,037</u>	~~497,057,175~~ <u>666,373,883</u>
	\$	
Present value of lease liabilities	~~2,727,263,276~~ <u>2,731,899,083</u>	~~\$1,187,399,175~~ <u>1,454,931,670</u>

(1) Operating lease payments include \$~~2,051,403,283~~2,027,944,951 related to options to extend lease terms that are reasonably certain of being exercised. (2) Finance lease payments include \$~~460,165,135~~553,720,493 related to options to extend lease terms that are reasonably certain of being exercised.

Previous Lease Guidance Disclosures

~~Total rent expense for operating leases under previous lease guidance, including both minimum lease payments and contingent rentals, was approximately \$251,438,000 for the year ended December 31, 2020, and is recorded within Selling, general and administrative expenses on the accompanying consolidated statements of comprehensive earnings.~~

11. Equity Method Investments

The Company accounts for our equity investments where we own a non-controlling interest, but exercise significant influence, under the equity method of accounting. Under the equity method of accounting, our original cost of the investment is adjusted for our share of equity in the earnings (loss) of the equity investee and reduced by dividends and distributions of capital received.

In January 2018, the Company executed a subscription agreement with Westside Future Fund, Inc. whereby the Company subscribed for a limited liability company interest in WFF Real Estate Investment Fund, LLC, a Georgia limited liability company ("WFF"). WFF is a social impact fund organized in 2017 and is intended to make investments in real estate projects with the purpose of revitalizing target neighborhoods in Atlanta, GA. The Company holds an 16.67% equity interest in WFF. For the years ended December 31, 2023, 2022, and 2021, ~~and 2020~~, the Company made capital investments totaling ~~\$6,000,000~~, ~~\$6,000,000~~, and ~~\$2,000,000~~ respectively. ~~For the years ended December 31, 2022, 2021, and 2020, the Company has recorded losses of approximately \$126,000, \$76,000, and \$168,000 respectively, which is reported within Other income on the accompanying consolidated statements of comprehensive earnings.~~ As of December 31, 2023 and 2022 ~~and 2021~~, the carrying amount of the Company's investment in WFF is approximately

Chick-fil-A, Inc.
Notes to Consolidated Financial Statements

\$~~12,191,000~~12,174,000 and \$~~6,317,000~~12,191,000, respectively, which is reported within Investments in the accompanying consolidated balance sheets.

12. Health Insurance

Through the period ending December 31, 2021, the Company participated in a health insurance trust along with certain affiliated entities to fund medical, dental, vision and other related insurance benefits to certain eligible employees. ~~The Company's restaurant franchisees historically participated in the trust but terminated their participation effective December 31, 2020.~~ Premiums were paid to the health insurance trust by participating entities on behalf of their enrolled employees. Premiums paid to the health insurance trust by the Company totaled approximately \$54,385,000 ~~and \$47,031,000 during 2021 and 2020, respectively,~~ with such amounts recorded

within Selling, general and administrative expenses on the consolidated ~~statements~~statement of comprehensive earnings for ~~all periods presented~~the period ended December 31, 2021. These premiums accounted for approximately 85% ~~and 32%~~ of the total amount paid to the health insurance trust by all participating entities during 2021 ~~and 2020, respectively.~~

Premiums paid by the Company to the trust were paid directly by the trust to the health insurance providers who funded the full cost of all reported health insurance claims as losses become due and payable. As a result, the Company was liable only for our monthly premium payments to the trust and did not accrue for incurred but unreported insurance claims.

Effective December 31, 2021, the health insurance trust was dissolved and all remaining funds were disbursed to the respective insurance providers. For the year ended December 31, 2022, the Company participated in a single employer health insurance plan and paid health insurance premiums directly to our health insurance provider who funded the full cost of all reported health insurance claims as losses become due and payable. The Company paid health insurance premiums of approximately \$72,572,000 for the year ending December 31, 2022 with such amounts recorded within Selling, general and administrative expenses on the consolidated ~~statements~~statement of comprehensive earnings.

Beginning January 1, 2023, the Company is primarily self-insured for our employee health, dental, and vision insurance. The Company contracts with a third-party administrator to supervise and administer the program. Employee medical claims exceeding certain stated deductibles are covered under stop-loss insurance policies purchased by the Company. Accrued liabilities under our self-insurance plan are recorded based on actuarial estimates of the ultimate costs to settle known claims as well as estimates for claims incurred but not yet reported as of the balance sheet date. Insurance accruals additionally include plan administrative costs as well as amounts due and payable to the Company under certain pharmacy rebate programs.

For the year ended December 31, 2023, the Company recognized expenses under our self-insurance programs totaling approximately \$82,407,000, which is recorded in Selling, general, and administrative expenses on the consolidated statements of comprehensive earnings. As of December 31, 2023, the Company recorded a self-insurance liability reflecting incurred but unfunded claims of approximately \$6,594,000, which is included in Accrued expenses and obligations on the consolidated balance sheet.

13. Letters of Credit

The Company has established various letters of credit. Such letters of credit totaled approximately ~~\$9,096,000~~8,782,000, ~~\$19,262,000~~9,096,000, and ~~\$26,693,000~~19,262,000 at December 31, 2023, 2022, and 2021 ~~and 2020~~, respectively.

14. Commitments and Contingencies

The Company is involved in various claims and legal actions arising in the ordinary course of business. In the opinion of management, the ultimate disposition of these matters will not have a

material adverse effect on the Company's consolidated financial position, results of operations, or liquidity.

Broiler Chicken Antitrust Litigation

In December 2020, the Company filed a lawsuit in the United States District Court for the Northern District of Illinois against several chicken producers, including our suppliers, alleging a conspiracy among defendants to fix, raise, maintain, and stabilize the price of broiler chickens in violation of

federal antitrust laws. In 2022, the Company finalized settlement agreements with two poultry suppliers, which resulted in the Company receiving settlement payments in exchange for dismissing with prejudice our claims against the respective suppliers. The case, *In re Broiler Chicken Antitrust Litigation*, No. 1:16-cv-08637, remains pending as of the date of these financial statements. The Company may enter into additional settlement agreements with other poultry suppliers in the future as a part of our ongoing proceedings with respect to this case.

The Company has committed a total capital subscription of \$20,000,000 in exchange for our limited liability interest in WFF. The amount and timing of the Company's required capital contributions is at the direction of WFF; however no more than 50% of the Company's total capital subscription will be required to be paid in any twelve-month period. As of December 31, ~~2022~~2023, the Company has outstanding, unpaid capital subscriptions totaling \$7,000,000.

In November 2020 the Company executed a subscription agreement with Engage Venture Fund II, LP ("Engage II"), a Delaware limited partnership, whereby the Company subscribed to a limited partnership interest. Engage II was formed to promote innovation through connections between startups, corporations, university researchers, and the venture community. The Company has committed a total capital subscription of \$3,000,000 to be paid in installments over the next five years. As of December 31, 2023 the Company has paid \$2,625,000 towards our capital subscription.

15. Subsequent Events

In accordance with ASC 855, *Subsequent Events*, the Company evaluated the impact of subsequent events on the financial statements as of March ~~24~~22, ~~2023~~2024, the report issuance date. No material subsequent events were noted through this date that would materially affect the consolidated financial statements or require additional disclosure.

EXHIBIT “D”

TABLE OF CONTENTS OF CHICK-FIL-A MANUALS

License Restaurant Playbook

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EXHIBIT “E”

**LIST OF LICENSED UNITS, OPERATOR RESTAURANTS
AND CHICK-FIL-A OPERATED RESTAURANTS**

CHICK-FIL-A LICENSE LISTING AS OF

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor
AL	Auburn University	255 Heisman Dr	Student Center	Auburn		3890013484-12	LIC-Aramark College/University
AL	Auburn University - ARENA Concessions	250 Beard-Eves Ct	Auburn Arena	Auburn		3890013484-8	LIC-Aramark College/University
AL	Auburn University - Village Dining	230 Beard-Eaves Ct	The Village View Dining Facility ~~Auburn Facility~~	Auburn		3890013484-1281	LIC-Aramark College/University
AL	Alabama Power	600 18th St N		Birmingham		352021205257-16	LIC-Aramark Business/Industry
AL	Birmingham-Shuttlesworth International Airport ~~5900 Airport~~	5900 Messer Airport Hwy	Suite #0034	Birmingham		3521217205524362	LIC-HMSHost
AL	Samford University	800 Lakeshore Dr		Birmingham		352900120572626	LIC-Sodexo College
AL	University of Alabama Birmingham Hospital	625 19th St S	Jefferson Tower	Birmingham		353190010550270	LIC-Thompson Hosp
AL	University of North Alabama	1 Harrison Plz	Student Commons Building	Florence		35320022576566	LIC-Chartwells
AL	Alabama A&M University	3900 Meridian Street North		Huntsville	3581		LIC-Aramark College/University
AL	University of Alabama - Huntsville	507 John Wright Dr		Huntsville		3890012582451	LIC-Sodexo College
AL	Jacksonville State University	700 Pelham Rd N		Jacksonville		32516022578255	LIC-Sodexo College
AL	University of South Alabama	350 Campus Dr	Student Center	Mobile		366800125143062	LIC-Aramark College/University
AL	Alabama State University	1055 Tullibody Dr	John Garrick Hardy Student Center	~~Center~~ ~~Montgomery~~		36045073447029	LIC-Aramark College/University
AL	Troy University	214 Adams Ctr		Troy		36020013467055	LIC-Sodexo College
AL	University of Alabama	Bama Dining Services	Ferguson Center	Tuscaloosa		3548700120534868	LIC-Aramark College/University
AL	University of Alabama-Lloyd Hall	503 6th Ave	Lloyd Hall	Tuscaloosa		35405450534864	LIC-Aramark College/University
AR	Henderson State University	1100 Henderson St	Garrison Activity Conference Center	~~Center~~ ~~Arkadelphia~~	71999-0001		LIC-Sodexo College
AR	Ouachita Baptist University	410 Ouachita St		Arkadelphia		719800187024555	LIC-Sodexo College
AR	~~Wal-Mart Headquarters~~	~~805 Moberly Ln~~	~~David Glass Building~~	~~Bentonville~~		~~72760003050505~~	~~LIC-Eurest~~
AR	University of Central Arkansas	201 Donaghey Ave	Student Center	Conway		720650150145068	LIC-Aramark College/University
AR	University of Arkansas-Fayetteville	435 N Garland Ave Ste 209		Fayetteville		72703034795550	LIC-Chartwells
AR	~~University of Arkansas-Fort Smith~~	~~5210 Grand Ave~~	~~Smith-Pendergraft Campus~~	~~CenterFort~~	~~72904-7362~~		~~LIC-Aramark College/University~~
AR	Arkansas State University	105 North Caraway	Student Center	Jonesboro	7240	870/680-4078	LIC-Sodexo College
AR	Clinton National Airport	1 Airport Rd		Little Rock		722240450133072	LIC-HMSHost
AR	Southern Arkansas University	100 E University	Bruce Center	Magnolia		7153218187023543	LIC-Aramark College/University
AR	University of Arkansas - Monticello	350 University Drive	Student Success Center	Monticello	7165	870/460-1900	LIC-Aramark College/University
AR	University of Arkansas - Pine Bluff	1301 L A Prexy Davis Dr		Pine Bluff		71601288705588	LIC-Aramark College/University
AR	Harding University	2700 Harding University		Searcy		724900150127940	LIC-Chartwells

CHICK-FIL-A LICENSE LISTING AS OF

AZ	Northern Arizona University	Nau Dining	P.O. Box 5736	Flagstaff		~~8011001985238~~	LIC-Sodexo College
AZ	Arizona State University - West Campus	4701 W Thunderbird Rd	Poly-West Campus	Glendale		~~806400025433~~	LIC-Aramark College/University
AZ	Arizona State University - Downtown	120 E Taylor St		Phoenix		~~800448804667~~	LIC-Aramark College/University
AZ	Grand Canyon University	3300 W Camelback Rd	Thunder Alley	Phoenix		~~801733802696~~	LIC-Sodexo College

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

State

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor Name
AZ	Grand Canyon University	3300 W Camelback Rd	Thunder Alley	Phoenix		8007330263	LIC-Sodexo College
AZ	Grand Canyon University - Diamondback	W Colter St	Diamondback Apartments	Phoenix	8501	602/639-6871	LIC-Sodexo College
AZ	Phoenix Sky Harbor International Airport	3400 E Sky Harbor Blvd		Phoenix		85034-4403	
AZ	Arizona State University	1290 S Normal Ave	Memorial Union Building	Tempe		85281-2398	LIC-Aramark College/University
AZ	University of Arizona-SUMC	1303 E University Blvd	Suite 149	Tucson		85719-0515	LIC-Self Operated College
CA	Los Angeles International Airport	1 World Way	Terminal 1	Los Angeles		90045-6331	LIC-SSP America
CA	Ontario International Airport - Terminal 4	2900 E Airport Dr		Ontario		91761-2134	LIC-Delaware North
CA	California Baptist University	8432 Magnolia Ave		Riverside		92543-0851	LIC-Preferred Hosp
CA	San Jose International Airport - Terminal B	1701 Airport Blvd	Terminal B	San Jose		95110-1224	LIC-HMSHost
CA	California Polytechnic State University	1 Grand Ave	The Avenue Building 19	San Luis Obispo		93407-9008	LIC-Self Operated College
CO	Denver International Airport	8500 Pena Blvd		Denver		80296-0533	LIC-Skyport Hospitality
CO	Colorado Mesa University	1455 N 12th St	University Center	Grand Junction		81501-7097	LIC-Sodexo College
CT	Mohegan Sun Resort	1 Mohegan Sun Blvd	Earth Concourse	Uncasville		06882-1355	LIC-Metz
DC	Catholic University	620 Michigan Ave NE		Washington		20064-0122	LIC-Chartwells
DC	Georgetown University	3800 Reservoir Rd NW	Hoya Commons Food Court	Washington		20077-1132	LIC-Aramark College/University
DC	Ronald Reagan Washington National Airport	1 Aviation Cir	(Inside Airport)	Washington		20016-0703	LIC-Hejeij
DC	Union Station	50 Massachusetts Ave NE		Washington		20002-4242	LIC-Thompson Hosp
DC	University of the District of Columbia	4200 Connecticut Avenue NW		Washington	20007	202/274-5820	
DE	Delaware State University	1200 N Dupont Hwy	MLK Jr. Student Center	Dover		19901-2223	LIC-Sodexo College
DE	University of Delaware	17 W Main St	Trabant University Center	Newark		19716-0102	LIC-Aramark College/University
FL	Florida Atlantic University	777 Glades Rd		Boca Raton		33431-6251	LIC-Chartwells
FL	Embry Riddle Aeronautical University	1 Aerospace Blvd		Daytona Beach		32149-1362	LIC-Sodexo College
FL	Florida Gulf Coast University	10501 Fgcu Blvd S	Student Union Building	Fort Myers		33956-0223	LIC-Chartwells
FL	Shands Hospital (Sun Terrace)-Gainesville	114 Recreational Dining Ctr	Gator Dining Service	Gainesville		35100-1352	LIC-Aramark Hospital
FL	University of Florida	114 Recreational Dining Ctr	Gator Dining Service	Gainesville		35100-1352	LIC-Aramark College/University
FL	University of Florida-Broward Complex	60 Inner Rd	Broward Dining Complex	Gainesville		32611-0001	LIC-Aramark College/University
FL	Jacksonville University	2800 University Blvd N	Davis Student Commons	Jacksonville		32211-3321	LIC-Aramark College/University
FL	University of North Florida	1 U N F Dr		Jacksonville		32224-7699	LIC-Chartwells

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

FL	Southeastern University	1000 Longfellow Blvd	Pansler Alumni Student ~~Center~~ ~~Lakeland~~ Center	Lakeland	33801-6034	LIC-Chartwells
FL	Florida International University	885 SW 109th Ave	PG-5/Retail	Miami	33190-1538	LIC-Chartwells
FL	Miami Central	550 NW 1st Ave Ste 100	Suite 100	Miami	33136-4376	LIC-Phillips Con
FL	Miami - Dade College, Kendall Campus	11011 SW 104th St	Building 8000	Miami	33176-3330	

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

<u>State</u>	<u>Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
FL	Miami - Dade College, North Campus	11380 NW 27th Ave	Building 4	Miami	33167-3418		
FL	Florida Int'l University - Biscayne Bay Campus3000Campus	3000 NE 151st St	Wolfe Center	North Miami		3181030591952	LIC-Chartwells
FL	Orlando International Airport - South	1 Jeff Fuqua Blvd		Orlando	32827-4392		
FL	Orlando International Airport - North Terminal/Pre-Sec9333	9333 Airport Blvd		Orlando	32827	407/619-3503	LIC-HMSHost
<u>State</u>	<u>Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor Name</u>
FL	University of Central Florida	4000 Central Florida Blvd	SRC109	Orlando		3216854178232	LIC-Aramark College/University
FL	University of Central Florida - RWC	12820 Gemini Blvd	Campus Recreation and Wellness Center	Orlando	32815		LIC-Aramark College/University
FL	Pensacola Christian College	250 Brent Ln		Pensacola		32322575047884	LIC-Self Operated College
FL	Pensacola International Airport	2430 Airport Blvd		Pensacola		32349785043460	LIC-OHM
FL	University of West Florida	1100 University Pkwy	Argo Gallery	Pensacola		32545588065762	LIC-Aramark College/University
FL	Flagler College	50 Sevilla St	Ringhaver Student Center	Saint Augustine		32043580482966	LIC-Aramark College/University
FL	Florida A&M University	1510 Wahnish Way	Rattlers' Nest	Tallahassee	32307-3100		LIC-Metz
FL	Florida State University	127 Honors Way	Johnson Annex Building	Tallahassee	32306-0001		LIC-Aramark College/University
FL	Tampa International Airport-Airside A	4100 George J Bean Pkwy	Airside A	Tampa		3360740281337498	LIC-Hojeij
FL	Tampa International Airport-Main Terminal	4100 George J Bean Pkwy	Main Terminal	Tampa		3360740281337498	LIC-Delaware North
FL	University of South Florida	4202 E Fowler Ave	CTR 152	Tampa		336209518139409	LIC-Aramark College/University
FL	University of Tampa	401 W Kennedy Blvd		Tampa		336064508132872	LIC-Sodexo College
FL	Palm Beach Atlantic University	1100 N Dixie Hwy		West Palm		334013345618323	LIC-Aramark College/University
GA	Albany State University	504 College Dr	Student Center	Albany		3170571722943047	LIC-Aladdin Food Mgmt
GA	Georgia Southwestern State University	800 Gsw State University Dr	Canes Den Student Center	Americus		3170943622993125	LIC-Aladdin Food Mgmt
GA	University of Georgia	45 Baxter St		Athens		30621500654212	LIC-Self Operated College
GA	Delta Air Lines Headquarters	1030 Delta Blvd		Atlanta	30354-1989		LIC-Sodexo Business
GA	Georgia State University	66 Courtland Street		Atlanta	3030	404/413-9634	LIC-Self Operated College
GA	Grady Memorial Hospital	80 Jesse Hill Jr Dr Se		Atlanta	30303-3031		LIC-Sodexo Hospital
GA	Hartsfield-Jackson Atlanta Int'l Airport - Conc A	A60006000 N Terminal Pkwy	Concourse A	Atlanta		3032074004762251	LIC-Hojeij
GA	Hartsfield-Jackson Atlanta Int'l Airport - Conc C	C77007700 Spine Rd		Atlanta	30320	404/761-4213	LIC-HMSHost

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

GA	University Hospital-Augusta	1350 Walton Way		Augusta		3001-2627077422	LIC-Morrison's
GA	University of West Georgia	Campus Dining		Carrollton		301800016788913	LIC-Self Operated College
GA	Columbus State University	4225 University Ave	Davidson Student Center	Columbus		3197-6597065783	LIC-Aramark College/University
GA	Fort Valley State University	1005 State University Dr	Student Center	Fort Valley		31003147882552	LIC-Sodexo College
GA	Northeast Georgia Medical Center	743 Spring St NE		Gainesville		3001-3157021920	LIC-Unidine

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
GA	Kennesaw State University	395 Cobb Ave NW		Kennesaw		301446607042366	LIC-Self Operated College
GA	Georgia Gwinnett College	1000 University Center Ln	Building-A Food Court	Lawrenceville		3004374967840751	LIC-Aramark College/University
GA	Mercer University	1400 Coleman Ave		Macon		3120700147830129	LIC-Aramark College/University
GA	Kennesaw State University - Marietta	1100 S Marietta Pkwy SE		Marietta	30060-2855		LIC-Self Operated College

<u>Stat</u>	<u>Location-Name</u>	<u>Location-Addr1</u>	<u>Location-Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor-Name</u>
GA	Georgia College and State University	231 W Hancock St	MSU Bldg.	Milledgeville		3106133547845224	LIC-Sodexo College
GA	Berry College	2277 Martha Berry Hwy NW	Krannert Student Center	Mount Berry		304997070633863	LIC-Aramark College/University
GA	Georgia Southern University - Armstrong Campus	11935 Abercorn St	MCC Student Union	Savannah		314191981234432	LIC-Self Operated College
GA	Gulfstream Aerospace	500 Gulfstream Rd		Savannah	31408-9643		
GA	Savannah State University	3219 College St		Savannah	31404-5254		LIC-Aladdin Food Mgmt
GA	Georgia Southern University	8107 Russell Un		Statesboro		3046000191247804	LIC-Self Operated College
GA	Valdosta State University - Student Union	1500 N Patterson St	Student Union	Valdosta		316380102233356	LIC-Aramark College/University
GA	Young Harris College	228 Maple Street	Rollins Campus Center	Young Harris	3058	706/379-5304	LIC-Sodexo College
ID	Boise State University	1910 University Dr	Student Union	Boise		872500120842614	LIC-Aramark College/University
ID	University of Idaho	1080 W 6th St	Idaho Commons Food Court	Moscow		8883410120885607	LIC-Chartwells
ID	Idaho State University	1065 S 8th Ave		Pocatello	83209-0001		LIC-Chartwells
ID	Brigham Young University - Idaho	525 S Center St	Manwaring Center	Rexburg	83460-0004		LIC-Self Operated College
IL	Southern Illinois University - Carbondale	1255 Lincoln Dr	Student Center	Carbondale		620143061845311	LIC-Self Operated College
IL	Eastern Illinois University	600 Lincoln Ave	Office of Univ. Housing/Dining	Charleston		61920301121753185	LIC-Self Operated College
IL	Chicago Union Station	225 S Canal St		Chicago		6066570231255637	LIC-The Grove
IL	University of Illinois - Chicago	750 S Halsted St	Student Center East	Chicago		606770881235523	LIC-Chartwells
IL	Southern Illinois University-Edwardsville	University Ctr	Box 1170	Edwardsville		6202600161865028	LIC-Self Operated College
IL	Western Illinois University	1 University Cir	University Union	Macomb		614513573022812	LIC-Sodexo College

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

IL	Bradley University	1501 W Bradley Ave	Michel Student Center	Peoria		6165001396732	LIC-Aramark College/University
IN	Anderson University	1100 E 5th St	OLT Student Center	Anderson	46012-3462		LIC-Chartwells
IN	University of Evansville	1800 Lincoln Ave	John Ridgway University Center Evansville Center	Evansville		47721008124824 0	LIC-Chartwells
IN	University of Southern Indiana	8600 University Blvd		Evansville		47723348124618	LIC-Sodexo College
IN	Indianapolis International Airport	7800 Col H Weir Cook Mem Dr		Indianapolis	46241-8003		LIC-OHM
IN	Indiana University Purdue Univ at Indianapolis420Indianapolis	420 University Blvd Ste 120		Indianapolis		462264731723102 1E	LIC-Chartwells
IN	Marian University	3200 Cold Spring Rd		Indianapolis	46222-1960		
IN	Indiana Wesleyan University	4201 S Washington St	Barnes Student Center	Marion		4634974666723	LIC-PCC

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor
IN	Ball State University	1101 N McKinley Ave	Atrium Food Court in the ArArt & Journalism	Muncie	47303	765/285-0016	LIC-Self Operated College
IN	University of Notre Dame - Duncan Student	Student Center		Notre Dame	4655		LIC-Self Operated College
IN	Taylor University	236 W Reade Ave	LaRita R. Boren Campus Center Upland Center	Upland		48891007659846 7E	LIC-Self Operated College
KS	University of Kansas	1301 Jayhawk Blvd	Wescoe Hall Underground	Lawrence		6605597558424	LIC-Self Operated College
KS	Kansas State University	918 N 17th St	121 K- State Student Union	Manhattan		6606341985526	LIC-Self Operated College
KS	Johnson County Community College	12345 College Blvd # SC110		Overland Park		62012893493E	LIC-Self Operated College

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor Name
KS	Wichita Dwight D. Eisenhower National Airport2277Airport	2277 S Eisenhower St		Wichita		6202401690018 11	LIC-MSE Business/Industry
KS	Wichita State University	1845 Fairmount	Rhatigan Student Center	Wichita		62097003697834	LIC-Chartwells
KY	Western Kentucky University	1 Big Red Way	124 Downing Univ. Center	Bowling Green		42016302074568	LIC-Aramark College/University
KY	Campbellsville University	1 University Dr Upo 783	Student Center	Campbellsville		42718192707895	LIC-PCC
KY	Cincinnati-Northern Kentucky International AirportTerminalAirportTerminal	3, 4th Floor	Cincinnati / N KY Airport	Hebron	41048	859/767-1076	LIC-HMSHost
KY	University of Kentucky	239 Student Ctr	UK Student Center	Lexington		40560018921867	LIC-Aramark College/University
KY	University of Kentucky - The 90	440 Hilltop Ave	University of Kentucky	Lexington		40560018933371	LIC-Aramark College/University
KY	University of Louisville	2100 S Floyd St	SAC Bldg W206	Louisville		40228050285267	LIC-Aramark College/University
KY	University of Louisville Medical Center	500 S Preston St		Louisville		40217025028526	LIC-Aramark Hospital
KY	Morehead State University	UPO 1371		Morehead		40510946078321	LIC-Aramark College/University

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KY	Murray State University	1415 Chestnut St	Curris Center	Murray	4207	270/809-4600	LIC-Sodexo College
KY	University of Pikeville	810 Hambley Blvd	Health Professional Education Building	Pikeville	41501	606/285-4141	LIC-Aramark College/University
KY	Eastern Kentucky University	17 Powell Dr		Richmond	4047	859/622-3691	LIC-Aramark College/University
KY	University of the Cumberlands	6178 College Station Dr		Williamsburg		404/323-6594	LIC-PCC
LA	Louisiana State University	2nd Floor Tiger Lair Food Court	Corner of Raphael Semmes & Highland	Baton Rouge		781/0012557808	LIC-Chartwells
LA	Southern University	133 Smith Brown	Memorial Student Union	Baton Rouge		781/0012577123	LIC-Aramark College/University
LA	Grambling State University	100 Founders Street	Tiger Express Food Court	Grambling	7124	318/274-3251	LIC-Sodexo College
LA	Southeastern Louisiana University - War Memorial	303 W Texas Ave	War Memorial Student Center	Hammond		713/001955928	LIC-Aramark College/University
LA	Louis Armstrong New Orleans Int'l Airport	1 Airline Dr	North Terminal - Head House	Kenner		713/2230446350	LIC-Delaware North
LA	University of Louisiana Lafayette	600 McKinley St		Lafayette		713/2243748257	LIC-Sodexo College
LA	University of Louisiana Monroe	700 University Ave		Monroe		713/0003183298	LIC-Aramark College/University
LA	Northwestern State University	912 University Pkwy		Natchitoches		714/5923183743	LIC-Sodexo College
LA	University of New Orleans	University Ctr Rm 250		New Orleans		713/0015042863	LIC-Chartwells
LA	Xavier University	4980 Dixon St	University Center	New Orleans		713/2110045205	LIC-Sodexo College
LA	Louisiana Tech University	Wisteria Student Center Rm 208		Ruston		712/2001382572	LIC-Aramark College/University

	<u>State</u>	<u>Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
LA		Nicholls State University	217 Ardoyne Dr		Thibodaux		713/0019554849	LIC-Sodexo College
MD		Baltimore-Washington Intl Airport - A/B Core	Aviation Boulevard & Elm Road	A/B Core	Baltimore	2124	410/859-8257	LIC-GFNC
MD		Morgan State University	1700 E Cold Spring Ln	Student Center	Baltimore		2125/001408533	LIC-Thompson Hosp
MD		University of Maryland- Baltimore County	1000 Hilltop Cir	University Center	Baltimore		2125/0014361283	LIC-Chartwells
MD		University of Maryland-College Park	3972 Campus Dr	Stamp Union Food Court	College Park		202/2841313465	LIC-Self Operated College
MI		Frostburg State University	Stadium Road	Lane Center	Frostburg	2153	301/687-3216	LIC-Chartwells
MD		Salisbury University	1101 Camden Ave	Guerrier Student Center	Salisbury		2181/637406767	LIC-Self Operated College
MD		Towson University	8000 York Rd		Towson		2125/00141070454	LIC-Chartwells
MI		Detroit Medical Center	3990 John R St		Detroit		4821/218338102	LIC-Self Op Hosp/Bus

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

MI	Detroit Metropolitan Airport	2562 Worldgateway Pl	McNamara Terminal, Core <u>10</u>	~~0~~ ~~Detroit~~ <u>Detroit</u>		~~422627349134~~ 81	LIC-Hejeij
MI	Detroit Metropolitan Airport-North Terminal	601 Rogell Dr Ste 4007	Suite 4007	Detroit		~~422627349134~~ 81	LIC-HMSHost
MI	Eastern Michigan University	878 W Cross St.	McKenny Hall	Ypsilanti	4819	734/487-0260	LIC-Chartwells
MN	Minnesota State University-Mankato	7 Centennial Student Un		Mankato		~~5001648073926~~ 81	LIC-Sodexo College
MN	University of Minnesota	300 Washington Ave SE		Minneapolis		~~5450376126520~~ 81	LIC-Aramark College/University
MN	St. Cloud State University	720 4th Ave S		Saint Cloud		~~5601442303384~~ 81	LIC-Chartwells
MN	Minneapolis - Saint Paul Intl	C4300 Glumack Dr	C-2560	Saint Paul		~~551130026123546~~ 81	LIC-HMSHost
MN	Minneapolis - Saint Paul Intl	F4300 Glumack Dr	Concourse F	Saint Paul		~~551130026123546~~ 81	LIC-The Grove
MO	Southeast Missouri State University	1 University Plz	MS 1700	Cape Girardeau		~~637014107365125~~ 81	LIC-Chartwells
MO	University of Missouri - Kansas City	5100 Cherry St	Student Union Bldg. #216	Kansas City		~~641024381623560~~ 81	LIC-Sodexo College
MO	Truman State University	901 S Franklin St		Kirksville		~~66013566078541~~ 81	LIC-Sodexo College
MO	Northwest Missouri State University	800 University Dr	J.W. Jones Student Center	Maryville	64468-6015		LIC-Aramark College/University
MO	Missouri University of Science & Technology	1346 N Bishop Ave		Rolla		~~654096557334154~~ 81	LIC-Chartwells
MO	Lindenwood University	209 S Kingshighway St	Spellman Student Center	Saint Charles		~~630016886625522~~ 81	LIC-Pedestal
MO	Missouri Western State University	4525 Downs Dr	Blum Student Union Food ~~Cour~~ ~~Saint~~ <u>Court</u>	<u>Saint</u> Joseph		~~645722461627144~~ 81	LIC-Aramark College/University
MO	St. Louis College of Pharmacy	4588 Parkview Pl	Parkview Cafe	Saint Louis		~~63101023144681~~ 81	LIC-Pedestal
MO	Missouri State University	901 S National	Plaster Student Union	Springfield		~~688700274783642~~ 81	LIC-Chartwells
MO	University of Central Missouri	517 South Holden	Elliott University Union	Warrensburg	6409	660/543-4300	LIC-Sodexo College
MS	Delta State University	200 Washington St	Nowell Student Union ~~Build~~ <u>Building</u>	~~ng~~ ~~Cleveland~~ <u>Clev</u> ~~eland~~		~~3872346628464~~ 81	LIC-Sodexo College
MS	Mississippi College	200 Capitol St	B.C. Rogers Student ~~Center~~ ~~Union~~ <u>Center</u>	<u>Clinton</u>		~~30054286119532~~ 81	LIC-Campus Dining, Inc.
MS	University of Southern Mississippi	118 College Dr	Union Building	Hattiesburg		~~39406026128653~~ 81	LIC-Aramark College/University

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
MS	Mississippi Valley State University	14000 Highway 82 W	Jacob Aron Student Union	Itta Bena	38941-1400		LIC-Thompson Hosp
MS	Jackson State University	1400 J R Lynch St	Student Center	Jackson		~~392170261197904~~ 81	LIC-Sodexo College
MS	Mississippi Baptist Medical Center	1225 N State St		Jackson		~~39223461197316~~ 81	LIC-Morrison's
MS	Mississippi State University	PO Box 6229	Perry Cafeteria/Darden ~~Avenue~~ ~~Mississippi~~ <u>Avenue</u>	<u>Mississippi</u> State		~~39622362132528~~ 81	LIC-Aramark College/University
MS	HII - Ingalls Shipyard	1000 Access Rd	CSA Cafe	Pascagoula		~~38574452812817~~ 81	LIC-Aramark Business/Industry
Stat	<u>Hinds Community College - Student Center</u>	<u>608 Hinds Blvd</u>		<u>Raymond</u>	<u>39154-8246</u>		

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

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MS	Northwest Mississippi Community College	4975 Highway 51 N		Senatobia	38668-1714	
MS	University of Mississippi	Third Floor Student Union Bldg	University of Miss Food Court University Court	University	38677	662/915-6690 LIC-Aramark College/University
NC	Gardner-Webb University	100 S Main St	Dover Campus Center	Boiling Springs		28017-99704464 2406327 LIC-Sodexo College
NC	Appalachian State University	Stadium Dr	Trivette Hall	Boone		28603-001882231 LIC-Self Operated College
NC	Campbell University	85 Main Street	Britt Hall	Buies Creek	2750	910/893-1456 LIC-Aramark College/University
NC	University of NC-Chapel Hill (Lenoir Hall)	36 Lenoir Drive		Chapel Hill		27599-0017046870 LIC-Aramark College/University
NC	University of North Carolina Hospital-Beach	1 Medical Dr	Beach Cafe, Brinkhouse-BullittChapel Brinkhouse-Bullitt	Chapel Hill		27599-0019195202 1 LIC-Aramark Hospital
NC	Charlotte-Douglas International Airport	5501 Birmingham Parkway		Charlotte	2820	704/324-7218 LIC-HMSHost
NC	Gateway Village	800 W Trade St		Charlotte		28202-1183806304 LIC-Eurest
NC	University of NC-Charlotte	9201 University City Blvd	Cone Center ID Office	Charlotte		28223-0017046873 LIC-Chartwells
NC	Wells Fargo Bank	1525 W-W-T Harris Blvd		Charlotte		28202-6527045047 LIC-Eurest
NC	Western Carolina University	160 West University Way	Courtyard Food Court	Cullowhee	2872	828/227-7177 LIC-Aramark College/University
NC	Duke University Medical Center	S Food Ct	Flowers Drive	Durham		27700-0019196868 LIC-Aramark Hospital
NC	North Carolina Central University	500 Nelson Street	W.G Pearson Student Center Center	Durham	27701	919/530-6498 LIC-Sodexo College

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

NC	Fayetteville State University	1200 Murchison Rd	Student Center	Fayetteville		2801-423-1062	LIC-Aramark College/University
NC	Methodist University	5400 Ramsey St	Berns Student Center	Fayetteville	28311-1420		LIC-Aramark College/University
NC	NC A&T (NC Agricultural & Technical State Univ.)	E-Market St Alma Morrow Circle	Dining Services	Greensboro	27401-3361	2741-002-3336/334-7560	LIC-Sodexo College
NC	University of NC-Greensboro (Elliott Center)	516 Stirling St		Greensboro		2742-505-3334	LIC-Chartwells
NC	East Carolina University - Croatan	5th Street	The Croatan	Greenville	2785	252/328-6477	LIC-Aramark College/University
NC	Lenoir Rhyne University	625 7th Ave NE	Cromer Center - Bear's Lair	Hickory		2801-348-3371	LIC-Aramark College/University
NC	High Point University	1 University Pkwy		High Point	27268-0002		LIC-Aramark College/University
NC	University of NC - Pembroke	355 N Odum Street	James B. Chavis Center	Pembroke	2837	910/775-4195	LIC-Sodexo College
NC	North Carolina State University	2600 Founders Dr		Raleigh		2765-0019-5579	LIC-Self Operated College
NC	University of NC-Wilmington	601 S College Rd		Wilmington		28403-2191-5277	LIC-Aramark College/University
NC	Wingate University	220 N Camden Rd	The Klondike Building	Wingate		28174-6474-2381	LIC-Chartwells
NC	Wake Forest Baptist Medical Center	Medical Center Blvd		Winston Salem		27157-0013-3676	LIC-Sodexo Hospital

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
NC	Wake Forest University	1834 Wake Forest Rd	Benson Food Court Center	Winston Salem		27109-0003-3675	LIC-Aramark College/University
NC	Winston Salem State University	601 S Martin Luther King Jr Dr	Donald Julian Reaves Student Center	Winston Salem		27103-0003-3675	LIC-Aramark College/University
ND	University of North Dakota	3625 Campus Rd Stop 9033	Memorial Union	Grand Forks		58202-8371-1776	LIC-Self Operated College
NE	University of Nebraska at Kearney	1013 W 27th St	Nebraskan Student Union	Kearney		68904-0003-3658	LIC-Sodexo College
NE	University of Nebraska - Lincoln	1400 R St	Nebraska Union	Lincoln		68583-0742-2613	LIC-MSE College/University

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor Name</u>
NENJ	Mutual-of-Omaha Connie Chung Travel Plaza	33rd & Dodge St Garden State Parkway	Mutual-of-Omaha Plaza	Omaha Bloomfield	07003	68175-0042-3614	LIC-Eurest
NJ	Delaware Gap Travel Plaza	19 Simpson Rd		Columbia		08322-0108-4670	LIC-Applegreen
NJ	Molly Pitcher Travel Plaza	Mile 71 South Drive		East Windsor	0851		
NJ	Stockton University	101 Vera King Farris Dr	College Center	Galloway		08059-4103-5247	LIC-Chartwells
NJ	Thomas Edison Travel Plaza	Mile Marker 92.9 South	New Jersey Turnpike	Woodbridge	0709		LIC-Applegreen
NM	University of New Mexico	201 La Posada		Albuquerque		87131-0015-5270	LIC-Chartwells
NM	New Mexico State University Student Center	Corbett Ctr Rm 130		Las Cruces		88003-0045-5666	LIC-Sodexo College
NV	Golden Nugget Las Vegas Hotel	129 Fremont St		Las Vegas		89101-5037-0368	LIC-Landry's
NY	NY State Thruway - Chittenango Travel Plaza	2188 Tag Road	NY State Thruway	Canastota	1303		

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NY	NY State Thruway - Clifton Springs Travel	Route 96	NY State Thruway	Clifton Springs	1443	315/933-1752	
NY	NY State Thruway - New Baltimore Travel Plaza	Mile Post 127 North & South	NY State Thruway	Hannacroix	1208		
NY	NY State Thruway - Ardsley Travel Plaza	Mile 6	NY State Thruway	Halsing Rd	100		
NY	NY State Thruway - Iroquois Travel Plaza	2576 State Route 5S	NY State Thruway	Little Falls	13365-5005		
NY	Albany International Airport	737 Albany Shaker Rd		Albany Loudonville		1211-10151847200 5	LIC-OHM
NY	NY State Thruway - Chittenango Plattekill Travel Plaza	Mile Post 266 West 65 North	NY State Thruway	Chittenango Plattekill	1303 7125 89		
OH	University of Akron-Student Center	303 Carroll St	Student Center	Akron		432500163309255	LIC-Aramark College/University
OH	University of Akron-Summit College	225 S Main St	Polsky Building	Akron		432500163309255	LIC-Aramark College/University
OH	Cedarville University	251 N Main St	Library Cafe @ Cedarville University	Cedarville		43448019877644 4	LIC-PCC
OH	Great American Ball Park	100 Joe Nuxhall Way		Cincinnati		45202-4109	
OH	University of Cincinnati	2701 Bearcat Way	University Tangeman Center	Cincinnati		452100151355610 4	LIC-Aramark College/University
OH	Cleveland-Hopkins International Airport	5300 Riverside Dr		Cleveland		41353021641732	LIC-United Concessions
OH	Cleveland State University - Manus Food	2121 Euclid Ave		Cleveland		44115-2214	
OH	University of Toledo	2801 W Bancroft St	Student Union	Toledo		430633841953052	LIC-Chartwells
OH	Youngstown State University	1 University Plz	Kilcawley Center	Youngstown		44555-0001	LIC-Chartwells
OK	Southern Nazarene University - Webster	NW 42nd St		Bethany		73008-2764	
OK	Oklahoma Christian University	2501 E Memorial Rd	Edward L. Gaylord University Center	Edmond		730355250542500 1	LIC-U-Dining

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
OK	University of Central Oklahoma	100 N University Dr		Edmond		730450740597446	LIC-Chartwells
OK	University of Oklahoma	1400 Asp Ave	Room 133	Norman		730921340532568	LIC-Self Operated College
OK	University of Oklahoma Couch Building	333 3rd St		Norman		730900140532551	LIC-Self Operated College
OK	SSM Health St. Anthony Hospital	535 NW 9th St		Oklahoma City		73102-17040527284	LIC-Sodexo Hospital
OK	University of Oklahoma Health Science Center	1106 N Stonewall Ave	Student Center 132	Oklahoma City		73117-12090527136 6	LIC-Self Operated College
OK	Oklahoma Baptist University	500 W University St	Geiger Center	Shawnee		740423220555553	LIC-Chartwells
OK	Oklahoma State University	Room 177	Student Union Building	Stillwater		740680040574473	LIC-Self Operated College
OK	Northeastern State University	600 N Grand Ave		Tahlequah		744642301845655	LIC-Sodexo College
OK	Oral Roberts University	7777 S Lewis Ave		Tulsa		741710039184566	LIC-Sodexo College

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OK	University of Tulsa	440 S Gary Ave		Tulsa		7414234186312	LIC-Sodexo College
PA	Bloomsburg University	400 E 2nd St	Soltz Residence Hall	Bloomsburg		781513157033954	LIC-Aramark College/University
PA	California University of Pennsylvania	250 University Ave	Natali Student Center	California		1541913172493843	LIC-AVIF
PA	Misericordia University	301 Lake St	Banks Student Center	Dallas		186127327067433	LIC-Metz
Stat	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor Name
PA	Gannon University	Waldron Student Ctr	109 University Square	Erie	16541-000		LIC-Metz
PA	Grove City College	100 Campus Dr		Grove City		161272017244832	
PA	Hersheypark	300 Park Blvd	Founders Way	Hershey		1703327551753831	LIC-Self Op Hosp/Bus
PA	HersheyPark Food Truck	100 W Hersheypark Dr		Hershey		17033272771753433	LIC-Self Op Hosp/Bus
PA	Indiana University of Pennsylvania	319 Pratt Dr		Indiana		150123547243575	LIC-Aramark College/University
PA	Kutztown University	20 Luckenbill Rd	Academic Forum Building	Kutztown		19309203846642	LIC-Aramark College/University
PA	Lock Haven University	401 N Fairview St	Eagle Rock Food Court - ~~Bentley Hall~~ Bentley Hall	Hall Haven Lock Haven		1774523055048428 91	LIC-Aramark College/University
PA	Drexel University	203 N 34th St	Northside Dining Terrace	Philadelphia		19104422158562	LIC-Aramark College/University
PA	Philadelphia International Airport - B/C Connector	8500 Essington Ave	A/B Connector	Philadelphia		1915337521549218	LIC-Hojeij
PA	Philadelphia International Airport - Concourse E	~~E8000~~ 8000 Essington Ave	Concourse E	Philadelphia		1915370625741688 9	LIC-Hojeij
PA	Temple University	1755 N 13th St	Howard Gittis Student Center Philadelphia Center	Philadelphia		1912260118495188 91	LIC-Aramark College/University
PA	Temple University - Morgan Hall	1601 N Broad St	Morgan Hall	Philadelphia		1912260121577782	LIC-Aramark College/University
PA	Duquesne University	600 Forbes Ave		Pittsburgh		152200041233613	LIC-Eat'N Park Hosp
PA	Pittsburgh International Airport	1000 Airport Blvd		Pittsburgh		1523110041247202	LIC-GFNC
PA	University of Pittsburgh	3719 Terrace St	University of Pittsburgh - ~~Petersen Event~~ Petersen Event	Pittsburgh Center 15213		1521344241276 48-9576	LIC-Chartwells
PA	University of Scranton	900 Mulberry St	DeNaples Student Center	Scranton		1851024757094174	LIC-Aramark College/University
PA	Shippensburg University	408 Lancaster Dr		Shippensburg	17257-114		LIC-Aramark College/University
State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor
PA	Waynesburg University	61 N Washington St	Marisa Field House	Waynesburg	15370-1329		LIC-Aladdin Food Mgmt
PA	West Chester University	Rosedale Ave	Rams Head Food Ct	West Chester		1938300161043627	LIC-Aramark College/University
PA	King's College - King's on the Square	20 Public Sq		Wilkes Barre		1870119157020859	LIC-Chartwells
SC	Anderson University-New Student Center	316 Boulevard City	New Student Center	Anderson	2962	864/231-5555	LIC-AVIF
SC	University of South Carolina Beaufort -	1 University Blvd		Bluffton	29909-6085		

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SC	College of Charleston - Berry Hall	162 Calhoun St	Berry Hall	Charleston	2940	843/953-1055	LIC-Aramark College/University
SC	The Citadel Military College	4 Avenue of Remembrance		Charleston		2909001843532	LIC-Sodexo College
SC	Clemson University	201 Fernow Street	Fernow Cafe	Clemson	2963	864/656-1272	LIC-Aramark College/University
SC	Clemson University - Hendrix Student Center	Hendrix Student Ctr	720 McMillan Road	Clemson	29634-0001		
SC	University of South Carolina	1718 College St		Columbia		20800180377762	LIC-Aramark College/University
SC	Coastal Carolina University	100 Spadoni Park Circle	Lib Jackson Student Center ~~Center~~ Conway Center	Conway	29528		LIC-Aramark College/University
SC	Bob Jones University	1700 Wade Hampton Blvd	Student Center	Greenville		2541008437018	LIC-Aramark College/University
SC	Furman University-Student Center	3300 Poinsett Hwy		Greenville		2530026429436	LIC-Bon Appetit
SC	~~Prisma Health~~ Greenville Memorial Hospital	701 Grove Rd		Greenville		25542084455601	LIC-Self Op Hosp/Bus
SC	Lander University	320 Stanley Ave	Grier Student Center	Greenwood		269206643882	LIC-Aramark College/University

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor Name
SC	Greenville-Spartanburg International Airport	1900 GSP Drive		Greer		255163643082	LIC-Metz
SC	Myrtle Beach International Airport	1100 Jet Port Rd		Myrtle Beach		2574208438933	LIC-MSE Business/Industry
SC	Newberry College	2100 College St	Kaufman Dining Hall	Newberry		2932126032151	LIC-Sodexo College
SC	Charleston Southern University	9200 University Blvd	Strom Thurmond Center	North	29406-9121		LIC-Aramark College/University
SC	Winthrop University	2020 Alumni Drive	Markley's Food Court	Rock Hill	2973	803/323-3409	LIC-Sodexo College
SC	Wofford College	429 N Church St		Spartanburg		28033126459742	LIC-AVIF
SC	North Greenville University	7801 N Tigerville Rd	Todd Dining Center	Tigerville		2889708497771	LIC-Aramark College/University
SD	South Dakota State University	1421 Student Union Ln	University Student Union	Brookings		5070016569725	LIC-Aramark College/University
SD	Augustana University - Morrison Commons	2112 South Grange Avenue		Sioux Falls	57197-0001		
SD	University of South Dakota	414 E Clark St	Muenster Student Union	Vermillion	57069-2307		LIC-Aramark College/University
TN	Erlanger Health Systems	975 E 3rd St		Chattanooga		340321742377874	LIC-Sodexo Hospital
TN	University of Tennessee-Chattanooga	615 McCallie Ave	107 University Center	Chattanooga		34032042342542	LIC-Aramark College/University
TN	Austin Peay State University	601 College St	Morgan Center University	Clarksville		304400198122174	LIC-Chartwells
TN	Lee University	1120 N Ocoee St		Cleveland		37114542361485	LIC-Sodexo College
TN	Tennessee Tech University	1000 N Dixie	Roaden University Center	Cookeville	38505-0001		LIC-Chartwells

State	Location Name	Location Addr1	Location Addr2	City	Zip	Phone	Contractor
TN	Tusculum University	60 Shiloh Rd	Niswonger Commons	Greeneville		37505542378783	LIC-Chartwells
TN	Lincoln Memorial University	6965 Cumberland Gap Pkwy		Harrogate		37528454238934	LIC-Chartwells

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TN	Jackson-Madison County Hospital	620 Skyline Dr		Jackson		3801323315416	LIC-Morrison's
TN	Carson Newman University	809 Ken Sparks Way	Maddox Student Activities Center ~~Center~~	Jefferson City	37760-1404		LIC-Aramark College/University
TN	East Tennessee State University	J.L. Seehorn, Jr. Dr	DP Culp Center	Johnson City	3760	423/439-5915	LIC-Sodexo College
TN	University of Tennessee	1015 Phillip Fulmer Way		Knoxville		396453869415	LIC-Aramark College/University
TN	University of Tennessee - Rocky Top	1917 Andy Holt Ave		Knoxville	3799	865/974-6846	LIC-Aramark College/University
TN	University of Tennessee-Martin	133 Boling University Ctr		Martin		382800173188177	LIC-Sodexo College
TN	Bethel University	325 Cherry Ave	Vera Lowe Center	Mc Kenzie		380117673135240	LIC-Self Operated College
TN	Memphis International Airport - Terminal B	2491 Winchester Rd		Memphis		38116-3851	
TN	University of Memphis-University Center	499 University Ctr	University Center Food Court ~~Court~~	Memphis	38152-3460		LIC-Chartwells
TN	University of Tennessee Health Science Center ~~Center~~	910 Madison Ave	The Plaza	Memphis		3810334080144835 CE	LIC-Self Operated College
TN	Middle Tennessee State University	1301 Main St		Murfreesboro		371320016158825	LIC-Aramark College/University
TN	Belmont University	2000 Belmont Blvd	Graphart Center	Nashville		372124086154088	LIC-Sodexo College
TN	Lipscomb University	1 University Park Dr	Bennett Campus Center	Nashville		37204366159662	LIC-Sodexo College
TN	Nashville International Airport	1 Terminal Dr		Nashville	37214-4112		LIC-Delaware North
Stat	Location-Name	Location-Addr1	Location-Addr2	City	Zip	Phone	Contractor-Name
TN	Tennessee State University	3500 John A Merritt Blvd	Floyd-Payne Campus Center ~~Center~~	Nashville		372091506155354 CE	LIC-Aramark College/University
TX	Abilene Christian University	216B McGlothlin Campus Ctr		Abilene		789990013257425	LIC-Chartwells
TX	Hendrick Medical Center	1600 Pine St		Abilene		780104232567030	LIC-Morrison's
TX	University of Texas-Arlington	300 W 1st St		Arlington		7601900181727229	LIC-Chartwells
TX	University of Texas-Austin	24th & Guadalupe	Texas Union	Austin	7871	512/475-6500	LIC-Self Operated College
TX	University of Texas-Austin-SAC	2201 Speedway	Student Activities Center	Austin		787121735124856	LIC-Self Operated College
TX	Lamar University	4405 Jimmy Simmons Blvd	Setzer Student Center	Beaumont	77705	409979/350-6540 645-2602	LIC-Chartwells
TX	University of Mary Hardin - Baylor	900 College St	Student Union Building	Belton		76513-2578	LIC-Sodexo College
TX	West Texas A&M University	Jbk Student Ctr		Canyon		79160018065127	LIC-Aramark College/University
TX	Texas A&M-SBISA	Agronomy Rd		College Station		7870001998581	LIC-Chartwells
TX	Texas A&M University - Memorial Student	Joe Routt Blvd	Memorial Student Center	College Station		7870001998501	LIC-Chartwells
TX	Texas A&M - West Campus Food Hall	336 Olsen Blvd		College Station	7784	979/845-6116	LIC-Chartwells
TX	Texas A&M Commerce	2200 W Neal St		Commerce	7542	903/468-4890	LIC-Sodexo College

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TX	Texas A&M Corpus Christi	6300 Ocean Dr Unit 5763		Corpus Christi		741250361852	LIC-Chartwells

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State:

TX	Baylor University Medical Center	3500 Gaston Ave	J.G. LaHair @ Baylor Dallas Ed	EdDallasDallas	7526072148203 1E	LIC-Aramark Hospital
TX	Dallas Baptist University	3000 Mountain Creek Pkwy	Mahler Student Center	Dallas	75211-6700	LIC-Self Operated College
TX	Dallas Love Field	8008 Cedar Springs Rd		Dallas	752585214301-7	LIC-HMSHost
TX	Southern Methodist University (SMU)	3300 Dyer St # 101	Dining Services	Dallas	7525001247823	LIC-Aramark College/University
TX	Texas Health Presbyterian Hospital - Dallas	8200 Walnut Hill Ln		Dallas	7521402243568	LIC-Self Op Hosp/Bus
TX	Texas Woman's University	420 Administration Dr.	Student Ctr, Rm 001	Denton	7620 940/898-3665	LIC-Chartwells
TX	University of North Texas	PO Box 310877	Student Union Bldg	Denton	7620 940/369-8597	LIC-Self Operated College
TX	Dallas/Fort Worth Intl Airport (DFW) -	CIternational Parkway	Terminal C	Dfw Airport	7526 972/973-7752	LIC-HBF M2 Concepts
TX	Dallas/Fort Worth Intl Airport (DFW) - ~~Terminal~~ Terminal	DIternational Parkway	Terminal D	Dfw Airport	7526 1 972/973-4489	LIC-HBF M2 Concepts
TX	Dallas/Fort Worth Intl Airport (DFW) -	EInternational Parkway	Terminal E	Dfw Airport	7526 972/973-6430	LIC-OMDWF
TX	University of Texas - Rio Grande Valley	1201 W University Dr	Student Union Building	Edinburg	78920986654	LIC-Sodexo College
TX	University of Texas - El Paso	2051 Wiggins Way	El Paso Natural Gas ~~Conference Center~~ Conference CenterEl	PaseG ePaso	7990 2 915/747-7459	LIC-Sodexo College
TX	Cook Children's Medical Center	801 7th Ave		Fort Worth	7610427382856	LIC-Self Op Hosp/Bus
TX	Lockheed Martin	1 Lockheed Blvd	Aero Cafe	Fort Worth	76103618177742	LIC-Eurest
TX	Texas Christian University	2901 Stadium Dr	Brown Lupton University ~~UnionFort~~ Union	Fort Worth	76129-0001	LIC-Sodexo College
TX	Pleasure Pier	2501 Seawall Blvd		Galveston	7755095497678	LIC-Landry's
TX	University of Texas Medical Branch	301 N University Blvd		Galveston	7755502497720	LIC-Sodexo Hospital
TX	Houston ~~Baptist~~ Christian University	7502 Fondren Rd	M.D. Anderson Student ~~CenterHouston~~ Center	Houston	77074-3200	LIC-Aramark College/University
TX	Houston George Bush Inter'l Airport -	A2800 N Terminal Rd	Terminal A	Houston	7703258346325	LIC-HMSHost
TX	Houston George Bush Inter'l Airport -	B2800 N Terminal Rd	Terminal B	Houston	7703258346325	LIC-JDDA Concessions
TX	M.D. Anderson Hospital	1515 Holcombe Blvd	Box 58, Food Court	Houston	7703400713722	LIC-Self Op Hosp/Bus
TX	One Allen Center	500 Dallas St		Houston	7702400713693	LIC-Restaurant Innovative
TX	Pennzoil Place	711 Louisiana St Ste 100		Houston	770227117135512	LIC-Restaurant Innovative
TX	Texas Childrens Hospital -Wallace Tower Food	~~6621Cour~~ 6621Cour Fannin St	Foodcourt	Houston	7703258346325 E	LIC-Morrison's
TX	Texas Medical Center	6550 Bertner Ave		Houston	7703258346325	LIC-Aramark Business/Industry
TX	Texas Southern University	3100 Cleburne St	Sterling Student Life ~~CenterHouston~~ Center	Houston	7704401822398 E	LIC-Sodexo College

CHICK-FIL-A LICENSE LISTING AS OF 12/31/22

State:

TX	University of Houston-Downtown	1 Main St		Houston		7702-1047322-8	LIC-Chartwells
TX	University of Houston-University Center	4700 Calhoun Rd	American Cafe/Univ. Ctr., ~~Room Houston~~ Room 121	Houston	~~7704-7048328-25~~ ~~4258~~	7704-7048328-25 8	LIC-Chartwells
TX	William P. Hobby Airport	7800 Airport Blvd	International Terminal	Houston		7706-1451364-07	LIC-NPR
TX	Sam Houston State University	1717 Avenue J	Campus Dining Service	Huntsville		7730-5538629-19	LIC-Aramark College/University
TX	Texas A&M University-Kingsville	1050 E Santa Gertrudis St	Memorial Student Union Bu Building ~~(MSUB)Kingsville~~	~~Idi-Kingsville(MS)~~		7866-401361534-7	LIC-Aramark College/University
TX	Texas A&M International University	5201 University Blvd	Student Center Food Court	Laredo		78041-1920	LIC-Aramark College/University
TX	Covenant Medical Ctr (Methodist Hosp)	3615 19th St		Lubbock		7940-108867250	LIC-Aramark Hospital
TX	Texas Tech University	15th and Akron	Housing and Dining ~~ServicesLubbock~~ Services	Lubbock		7940-114867424 1	LIC-Self Operated College
TX	Texas Tech University - College of Business	703 Flint Ave	College of Business	Lubbock		7940-902867420	LIC-Self Operated College
TX	Texas Tech University - Sam's West	3211 18th St	Sam's Place Wiggins	Lubbock		7940-902867426	LIC-Self Operated College
TX	East Texas Baptist University	1 Tiger Dr	Ornelas Student Center	Marshall		7550-112939348	LIC-Sodexo College
TX	Stephen F. Austin University	University Center Vista Dr	Room 109	Nacogdoches		756200196485	LIC-Chartwells
TX	Prairie View A&M University	L.W. Minor Street	Memorial Student Center	Prairie View	7744	936/857-4326	LIC-Sodexo College
TX	University of Texas-Dallas	2601 N Floyd Rd	Founders North Building	Richardson		7580-107928347	LIC-Chartwells
TX	Angelo State University	2601 W Avenue N		San Angelo		769201359448	LIC-Chartwells
TX	St. Mary's University	1 Camino Santa Maria St	Student Dining Center	San Antonio		782563210633	LIC-Aramark College/University
TX	University of Texas-San Antonio (UTSA)	1 Utsa Cir	JPL Food Court	San Antonio		7824164210484	LIC-Aramark College/University
TX	University of the Incarnate Word	4301 Broadway		San Antonio		7820631210826	LIC-Sodexo College
TX	USAA Cafe H	9800 Fredericksburg Rd	McDermott Bldg., C-S-W	San Antonio		7880012104814	LIC-Sodexo Business
TX	Texas State University	~~100 Moore Street Bldg 30301~~ Student Center Dr		San Marcos	7866 6	512/245-9930	LIC-Chartwells

CHICK-FIL-A LICENSE LISTING AS OF 12/31/2023

	State-Location-Name	Location-Addr1	Location-Addr2	City	Zip	Phone	Contractor-Name
TX	ExxonMobil	22777 Springwoods Village		Spring		739-425-8272	LIC-Eurest
TX	Tarleton State University	1451 W Jones St		Stephenville		817-322-4989	LIC-Sodexo College
TX	Tyler Junior College	1250 Magnolia Dr	New Student Resident Life Center	CenteTylerTyler		750-330-5354	LIC-Aramark College/University
TX	University of Texas - Tyler	3900 University Blvd	University Center	Tyler		759-019-3567	LIC-Sodexo College
TX	University of Houston - Victoria	3006 North Ben Wilson Street		Victoria	7790	361/485-4506	LIC-Chartwells
TX	Baylor University Student Union	1311 S 5th St		Waco		767-435-4707	LIC-Aramark College/University
TX	Midwestern State University	3410 Taft Blvd	Clark Student Union	Wichita Falls		638-208-0374	LIC-Chartwells
UT	Southern Utah University	351 W University Blvd	Sharwan Smith Student Center	Cedar City		870-245-5551	LIC-Chartwells
UT	Utah Valley University	800 W University Pkwy	Sorenson Student Center	Orem		801-670-1638	LIC-Self Operated College
UT	Brigham Young University	Ernest L. Wilkinson Student Center,	CougareatBYU Food Court	Provo	84602-2410		LIC-Self Operated College
UT	Utah Tech University	225 S 700 E	Gardner Center	Saint George		877-375-5526	LIC-Self Operated College
VA	Virginia Tech	200 Owens Hall	Owens Dining Center	Blacksburg	2406	540/231-4901	LIC-Self Operated College
VA	University of Virginia	Alderman & McCormick Rds.		Charlottesville		220-414-9249	LIC-Aramark College/University
VA	Washington Dulles Airport - Terminal B	1 Saarinen Cir	Terminal B	Dulles		20166-7500	

CHICK-FIL-A LICENSE LISTING AS OF 12/31/22

	<u>State Location Name</u>	<u>Location Addr1</u>	<u>Location Addr2</u>	<u>City</u>	<u>Zip</u>	<u>Phone</u>	<u>Contractor</u>
VA	Washington Dulles International Airport	1 Saarinen Cir	Terminal D	Dulles		2016547035729	LIC-Self Op Hosp/Bus
VA	George Mason University (SUB 1)	4400 University Dr	Student Union Building 1	Fairfax		2030442709389	LIC-Sodexo College
VA	Longwood University	156 S South St		Farmville		2301178443150	LIC-Aramark College/University
VA	Hampton University	Queen & Tyler St		Hampton		23660017577275	LIC-Gourmet Services, Inc.
VA	James Madison University	Msc 902	Dining Services	Harrisonburg		22070015405377	LIC-Aramark College/University
VA	Liberty University - Tilley	1971 University Blvd	Tilley Student Center	Lynchburg		2455002434522	LIC-Sodexo College
VA	Christopher Newport University	1 University Pl		Newport News		2306240575947	LIC-Self Operated College
VA	Norfolk State University	700 Park Ave		Norfolk		2304805578232	LIC-Thompson Hosp
VA	Old Dominion University	1200 Webb Ctr		Norfolk		2359001757633	LIC-Aramark College/University
VA	Old Dominion University - University Village	4100 Monarch Way		Norfolk	23508-2554	2308251757634	
VA	Virginia State University	1 Hayden Dr	Foster Hall Student Center	Petersburg		2308230046872	LIC-Thompson Hosp
VA	Radford University	Fairfax Street	Dalton Hall	Radford	2414	540/831-5351	LIC-Chartwells
VA	Chippenham Hospital	7101 Jahnke Rd		Richmond		23254178045324	LIC-ARIA
VA	Richmond Financial District	1051 E Cary St		Richmond		23219-4251	
VA	Virginia Commonwealth University	900 Park Ave	VCU Dining Services	Richmond		2304919046822	LIC-Aramark College/University
VA	Virginia Commonwealth University Health	403 N 13th St	MCV Campus	Richmond		2328500431084	LIC-Morrison's
VA	William & Mary	249 Richmond Rd	Tribe Square	Williamsburg		2315307572134	LIC-Sodexo College

CHICK-FIL-A LICENSE LISTING AS OF

State	Location Name	Location-Addr1	Location-Addr2	City	Zip	Phone	Contractor Name
VA	University of Virginia - Wise	1 College Ave		Wise		~~20344026388~~ ~~436412~~	LIC-Chartwells
WV	Fairmont State University	1201 Locust Ave	Falcon Center	Fairmont		~~255425304374~~	LIC-Aladdin Food Mgmt
WV	Marshall University	1 John Marshall Dr		Huntington		~~255033048633~~	LIC-Sodexo College
WV	West Virginia University	1550 University Ave	Mountainlair Student Center	Morgantown		~~2060013042800~~ 17	LIC-Sodexo College
WV	West Virginia University Health Science Center	1 Medical Center Dr		Morgantown		~~206120304288~~ 71	LIC-Sodexo College
		395412					

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

ST	Type	Operator Name	location Addr1	location City	Zip	Phone
AL	OPR	~~Constantine~~ -Zouboukos, <u>Constantine D. (Constantine)</u>	125 Colonial Promenade Pkwy	Alabaster	35007-3130	~~205/685-1190~~ <u>205-685-1190</u>
AL	OPR	~~Murphree~~ , Lois Ann ~~Murphree~~ <u>Billings (Lois Ann)</u>	3899 Hwy 280	Alexander City	35010	~~938/867-4799~~ <u>938-867-4799</u>
AL	OPR	~~Matthew~~ -Kyle, <u>Matthew Stuart (Matthew)</u>	1291 ~~US~~ <u>Us</u> Highway 72 E	Athens	35611-4403	~~256/233-8900~~ <u>256-233-8900</u>
AL	OPR	~~Bob-McFadden~~ <u>Bowling, William Alan (Will)</u>	~~326-W Magnolia Ave~~ <u>1627 Opelika Rd Ste 54</u>	Auburn	~~36832-1402~~ <u>36830-1720</u>	~~334/826-7630~~ <u>334-887-5429</u>
AL	OPR	~~Will-Bowling~~ <u>McFadden, Robert Barr (Bob)</u>	~~1627 Opelika Rd Ste 54~~ <u>326 W Magnolia Ave</u>	Auburn	~~36830-1720~~ <u>36832-1402</u>	~~334/887-5429~~ <u>334-826-7630</u>
AL	OPR	~~Brian~~ -Schubert, <u>Brian A. (Brian)</u>	6000 Harris Ln	Bessemer	35022-7302	~~205/426-3190~~ <u>205-426-3190</u>
AL	OPR	~~Corey~~ -Braun, <u>Corey Allen (Corey)</u>	5375 Highway 280	Birmingham	35242-5317	~~205/995-8333~~ <u>205-995-8333</u>
AL	OPR	<u>Humphreville, Nathaniel D. (Nathaniel)</u>	<u>2000 Highland Ave S</u>	<u>Birmingham</u>	<u>35205-3802</u>	<u>205-930-8000</u>
AL	~~TMP~~ <u>OPR</u>	~~Eric~~ -Mapoles, <u>Eric William Johnson (Eric)</u>	1913 5th Ave N	Birmingham	35203-2608	~~205/324-6161~~ <u>205-324-6161</u>
AL	OPR	~~Mark~~ -Meadows, <u>William Mark (Mark)</u>	4620 US 280 South	Birmingham	35242	~~205/995-9925~~ <u>205-995-9925</u>
AL	OPR	~~Mark~~ -Nichols, <u>Mark Eric (Mark)</u>	5886 Trussville Crossings Pkwy	Birmingham	35235-8633	~~205/661-0544~~ <u>205-661-0544</u>
AL	OPR	~~Mark~~ -Nichols, <u>Mark Eric (Mark)</u>	9345 Parkway E	Birmingham	35215-8303	~~205/836-0003~~ <u>205-836-0003</u>
AL	OPR	<u>Nathaniel-Humphreville</u>	<u>2000 Highland Ave S</u>	<u>Birmingham</u>	<u>35205-3802</u>	<u>205/930-8000</u>
AL	OPR	~~Brad~~ -Johnson, <u>Bradley Steven (Brad)</u>	64 Highway 304	Calera	35040-5551	~~205/668-7483~~ <u>205-668-7483</u>
AL	OPR	~~Randy~~ -Earnest, <u>John Randall (Randy)</u>	1830 Cherokee Ave ~~SW~~ <u>Sw</u>	Cullman	35055-5546	~~256/735-1650~~ <u>256-735-1650</u>
AL	OPR	~~Randy-Earnest~~ <u>Nance, Daniel William (Daniel)</u>	~~1830 Cherokee Ave SW~~ <u>1682 Us Highway 98</u>	~~Cullman~~ <u>Daphne</u>	~~35055-5546~~ <u>35055-5546</u>	~~251-621-3215~~ <u>251-621-3215</u>
AL	OPR	~~Daniel-Nance~~ <u>Keith, Barry Dean (Barry)</u>	~~1682 US~~ <u>2502</u> Highway ~~98~~ <u>31 S</u>	~~Daphne~~ <u>Decatur</u>	~~36526-4252~~ <u>36526-4252</u>	~~251-621-3215~~ <u>256-822-1014</u>
AL	OPR	~~Barry~~ -Keith, <u>Barry Dean (Barry)</u>	1809 Beltline Rd SW	Decatur	35601-5506	~~256/355-3035~~ <u>256-355-3035</u>
AL	OPR	<u>Barry-Keith</u>	<u>2502 Highway 31 S</u>	<u>Decatur</u>	<u>35603-1504</u>	<u>256/822-1014</u>
AL	OPR	~~David~~ -Bailey, <u>David Leroy III (David)</u>	1905 E Main St	Dothan	36301-3015	~~334/792-2498~~ <u>334-792-2498</u>
AL	~~OPR~~ <u>TM P</u>	~~Jeff-Koch~~ <u>Franck, Alex</u>	3418 Ross Clark Cir	Dothan	36303-2525	~~334/712-4849~~ <u>334-712-4849</u>
AL	OPR	~~Kevin~~ -Crisler, <u>Kevin Milton (Kevin)</u>	626 Boll Weevil Cir	Enterprise	36330-2734	~~334/347-4747~~ <u>334-347-4747</u>
AL	OPR	~~Daniel~~ -Pulley, <u>Daniel Ray (Daniel)</u>	900 S Eufaula Ave	Eufaula	36027-2608	~~334/687-8999~~ <u>334-687-8999</u>
AL	OPR	~~Brynn~~ -Albretsen, <u>Brynn Gilbreath (Brynn)</u>	341 Cox Creek Pkwy	Florence	35630-1539	~~256/764-0535~~ <u>256-764-0535</u>
AL	OPR	~~Wayne~~ -Mozley, <u>Wayne Thomas (Wayne)</u>	3013 S ~~McKenzie~~ <u>Mckenzie</u> St	Foley	36535-3411	~~251/971-6505~~ <u>251-971-6505</u>
AL	OPR	~~Kim~~ -Hall, <u>Kimberly Faye (Kim)</u>	1824 Glenn Blvd SW	Fort Payne	35968-3524	~~256/844-8384~~
AL	OPR	~~Mike~~ -Holmes, <u>Thomas Michael (Mike)</u>	215 Howell St	Fultondale	35068-1678	~~205/841-1777~~ <u>205-841-1777</u>
AL	OPR	~~David~~ -Wilson, <u>James David Jr. (David)</u>	1008 S 4th St	Gadsden	35901-5227	~~256/543-7770~~ <u>256-543-7770</u>
AL	OPR	~~Mike~~ -Holmes, <u>Thomas Michael (Mike)</u>	385 Fieldstown Rd	Gardendale	35071-2490	~~205/608-3488~~ <u>205-608-3488</u>
AL	OPR	~~Bob~~ -Moore, <u>W. Robert (Bob)</u>	11488 US Highway 431	Guntersville	35976-5614	~~256/894-8303~~ <u>256-894-8303</u>
AL	OPR	~~Brad~~ -Nichols, <u>Bradley Eric (Brad)</u>	2432 Helena Rd	Helena	35080-3271	~~205/922-1153~~ <u>205-922-1153</u>
AL	OPR	~~Rodney~~ -Jackson, <u>Rodney L. (Rodney)</u>	211 Lakeshore Pkwy	Homewood	35209-7108	~~205/945-6062~~ <u>205-</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						942-6462
AL	OPR	~~David Jackson~~	1609 Montgomery Hwy	Hoover	35216	205/979-9990
AL	OPR	~~Jeffrey Foster~~ , Jeffrey Alan (Jeffrey)	5658 Grove Blvd	Hoover	35226-4608	~~205/989-1701~~ 205-989-1701
AL	OPR	~~Morris Jackson~~ , David Lee (David)	~~2000 Riverchase Galleria Ste 158B~~ 1609 Montgomery Hwy	Hoover	~~35244-2325~~ 35216	~~205/987-2244~~ 205-979-9990
AL	OPR	~~Morris Jackson~~ , Morris Lee (Morris)	3020 John Hawkins Pkwy	Hoover	35244-1011	~~205/987-7568~~ 205-987-7568
AL	OPR	~~Beth Monroe~~ Jackson, Morris Lee (Morris)	~~2801 Memorial Pkwy SW~~ 2000 Riverchase Galleria Ste 70158B	~~Huntsville~~ Hoover	~~35801-5645~~ 35244-2325	~~256/533-9206~~ 205-987-2244
AL	OPR	~~Bryan Barlock~~	~~11820 Memorial Pkwy SW~~	~~Huntsville~~	~~35803-3304~~	~~256/650-7014~~
AL	OPR	~~Heather Adams~~ , Heather Kyle (Heather)	402 Governors Dr SW	Huntsville	35801-5124	~~256/536-5150~~ 256-536-5150
AL	OPR	~~Heather Adams~~ , Heather Kyle (Heather)	4751 Whitesburg Dr SE	Huntsville	35802-1632	~~256/880-4080~~ 256-880-4080
AL	OPR	Barlock, Bryan Christopher (Bryan)	11820 Memorial Pkwy SW	Huntsville	35803-3304	256-650-7014
AL	OPR	~~Norman Dull~~ , Norman Wade (Norman)	4733 University Dr ~~NW~~ NW	Huntsville	35816-3407	~~256/837-1315~~ 256-837-1315
AL	TMP	Powell, Brandon	2801 Memorial Pkwy Sw Ste 70	Huntsville	35801-5645	256-533-9206
AL	OPR	~~Scott Powers~~ , Douglas Scott (Scott)	1648 Montclair Rd	Irondale	35210-2410	~~205/957-2229~~ 205-957-2229
AL	OPR	~~Jason Soriano~~ , Jason Martin (Jason)	500 Pelham Rd S	Jacksonville	36265-2706	~~256/782-0900~~ 256-782-0900
AL	OPR	~~Ruth Grace~~ , Mary Ruth (Ruth)	1812 Highway 78 E	Jasper	35501-4038	~~205/221-0308~~ 205-221-0308
AL	OPR	~~Scott Robinson~~ , C. Scott (Scott)	1808 Ashville Rd	Leeds	35094-7508	~~205/699-1118~~ 205-699-1118
AL	OPR	~~Norman Dull~~ , Norman Wade (Norman)	8300 Highway 72 W	Madison	35758-9572	~~256/837-7020~~ 256-837-7020
AL	OPR	Johnson, Holly Orr (Holly)	3215c Bel Air Mall	Mobile	36606-3207	251-476-8361
AL	OPR	~~Daniel Nance~~ , Daniel William (Daniel)	12 N Royal St	Mobile	36602-3802	~~251/434-9768~~ 251-434-9768
AL	OPR	~~Darin Wynn~~ Rosson, Glenn C. (Glenn)	~~3244 Dauphin St~~ 4707 Airport Blvd	Mobile	~~36606-4001~~ 36608-3145	~~251/476-0320~~ 251-461-9933
AL	OPR	~~Glenn Rosson~~ , Glenn C. (Glenn)	435 Schillinger Rd S	Mobile	36695-8911	~~251/639-1163~~ 251-639-1163
AL	OPR	~~Glenn Rosson~~ Wynn, Darin Alan (Darin)	~~4707 Airport Blvd~~ 3244 Dauphin St	Mobile	~~36608-3145~~ 36606-4001	~~251/461-9933~~ 251-476-0320
AL	OPR	~~Holly Johnson~~ Eike, Robert Matthew (Robert)	~~3215c Bel Air Mall~~ 2520 Eastern Blvd	~~Mobile~~ Montgomery	~~36606-3207~~ 36117-1552	~~251/476-8361~~ 334-271-0104
AL	OPR	Rogers, Stuart Randall (Stuart)	915 Ann St	Montgomery	36107-2001	334-262-2017
AL	OPR	~~Gary Soriano~~ , Gary M. (Gary)	201 Monroe St	Montgomery	36104-3735	~~334/293-4773~~ 334-293-4773
AL	OPR	Soriano, Gary M. (Gary)	6921 Eastchase Loop	Montgomery	36117-6876	334-271-1095

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AL						
OPR						
Gary Soriano 8931 Eastchase Loop Montgomery 36117-6876						
334/271-1098						
CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23						
AL	OPR	Robert Eike	2682 Eastern Blvd	Montgomery	36117-1510	334/271-0104
AL	OPR	Stuart Rogers	915 Ann St	Montgomery	36107-2001	334/262-2017
AL	OPR	~~Luke~~ Kyle, <u>Luke Adam (Luke)</u>	511 Avalon Ave	Muscle Shoals	35661-2811	~~256/386-5442~~ <u>256-386-5442</u>
AL	OPR	~~Ashley~~ Gill, <u>Susan Ashley Soriano (Ashley)</u>	1620 ~~McFarland~~ <u>McFarland</u> Blvd	Northport	35476-3259	~~205/330-1110~~ <u>205-330-1110</u>
AL	<u>OPR</u>	~~OPR~~ Andrew Barnes, <u>Ruie Andrew Jr. (Andrew)</u>	2052 Tiger Town Pkwy	Opelika	36801-5486	~~334/741-7112~~ <u>334-741-7112</u>
AL	OPR	~~Charles~~ Rice, <u>Charles R. (Charles)</u>	6599 Highway 431 S	~~Overs~~ <u>Cross</u> ~~Reads~~ <u>Road</u>	~~35763-9217~~ <u>35763-9217</u>	~~256/288-0007~~ <u>256-288-0007</u>
AL	OPR	~~Wade~~ Bence, <u>Gregory Wade (Wade)</u>	201 Oxford Exchange Blvd	Oxford	36203-3455	~~256/835-6009~~ <u>256-835-6009</u>
AL	OPR	~~Wade~~ Bence, <u>Gregory Wade (Wade)</u>	700 Quintard Dr Ste ~~FC8~~ <u>Fc8</u>	Oxford	36203-1867	~~256/835-1887~~ <u>256-835-1887</u>
AL	OPR	~~Constantine~~ Zouboukos, <u>Constantine D. (Constantine)</u>	320 Cahaba Valley Rd	Pelham	35124-1398	~~205/403-3223~~ <u>205-403-3223</u>
AL	OPR	~~Brian~~ Jennings, <u>Brian Scott (Brian)</u>	1653 Martin St N	Pell City	35125-9350	~~205/525-0539~~ <u>205-525-0539</u>
AL	OPR	~~Todd~~ Morgan, <u>Todd Richard (Todd)</u>	3711 U S Hwy 280	Phenix City	36867	~~334/214-5599~~ <u>334-214-5599</u>
<u>AL</u>	<u>OPR</u>	<u>Grier, Daniel Wayne (Daniel)</u>	<u>2021 Fairview Ave</u>	<u>Prattville</u>	<u>36066-5240</u>	<u>334-568-7772</u>
AL	OPR	~~Daniel~~ Grier, <u>Daniel Wayne (Daniel)</u>	1967 Cobbs Ford Rd	Prattville	36066-7290	~~334/365-8222~~ <u>334-365-8222</u>
AL	OPR	~~Daniel~~ ~~Grier~~ <u>Monroe, Beth DeMaiores (Beth)</u>	~~2021 Fairview Ave~~ <u>368 Micah Way</u>	~~Prattville~~ <u>Scottsb</u> <u>oro</u>	~~36066-52403~~ <u>5769-4164</u>	~~334/568-7772~~ <u>256-575-4080</u>
AL	OPR	~~Johnathan~~ Sadlock, <u>Johnathan Clark (Johnathan)</u>	30500 SR 181 Suite B	Spanish Fort	36527	~~251/621-3020~~ <u>251-621-3020</u>
AL	OPR	~~Micah~~ Harris, <u>Micah Daniel (Micah)</u>	75 MCS Blvd	Sylacauga	35150-1139	~~256/245-0096~~ <u>256-245-0096</u>
AL	OPR	~~Andrew~~ Jones, <u>Andrew Riley (Andrew)</u>	1121 Highway 231 S	Troy	36081-3001	~~334/566-0505~~ <u>334-566-0505</u>
AL	OPR	~~Bryce~~ ~~Donaldson~~ <u>Boulware, William Martin (William)</u>	2014 McFarland Blvd E	Tuscaloosa	35404-5805	~~205/752-9999~~ <u>205-752-9999</u>
AL	OPR	~~William~~ Boulware, <u>William Martin (William)</u>	~~1701 McFarland Blvd E Ste 190~~ <u>4900</u> <u>Old Greensboro Rd</u>	Tuscaloosa	~~35404-58333~~ <u>5405-3919</u>	~~205/553-9195~~ <u>205-247-9980</u>
AL	<u>OPR</u> <u>TMP</u> <u>P</u>	~~William~~ Boulware <u>Brandt, Lee Forrest</u>	~~4900 Old Greensboro Rd~~ <u>1701</u> <u>McFarland Blvd E Ste 190</u>	Tuscaloosa	~~35405-39193~~ <u>5404-5833</u>	~~205/247-9980~~ <u>205-553-9195</u>
AL	OPR	~~Jerry~~ Cotney, <u>Jerry Hugh Jr. (Jerry)</u>	3949 Crosshaven Dr	Vestavia	35243-5417	~~205/871-1398~~ <u>205-871-1398</u>
AL	OPR	~~Rodney~~ Jackson, <u>Rodney L. (Rodney)</u>	513 Montgomery Hwy	Vestavia Hills	35216-1807	~~205/824-3540~~ <u>205-824-3540</u>
AR	OPR	~~Mark~~ Hufford, <u>Mark Alan (Mark)</u>	209 S Walton Blvd	Bentonville	72712-5701	~~479/273-3100~~ <u>479-273-3100</u>
AR	OPR	~~Guy~~ Parker, <u>Guy E. (Guy)</u>	2232 N Reynolds Rd	Bryant	72022-2534	~~501/653-0404~~ <u>501-653-0404</u>
AR	<u>TMP</u>	~~OPR~~ <u>Alan</u> ~~Kizer~~ <u>McFarland, Brent</u>	~~1115 E Oak~~ <u>801 W Main St</u>	~~Conway~~ <u>Cabot</u>	~~72032-59257~~ <u>2023</u>	~~501/513-1122~~ <u>501-431-2181</u>
AR	<u>OPR</u>	~~OPR~~ <u>Alan</u> ~~Kizer~~ <u>Alan Ray (Alan)</u>	2510 Prince St	Conway	72034-3756	~~501/505-8645~~ <u>501-505-8645</u>
AR	OPR	~~David~~ Salinas <u>Kizer, Alan Ray (Alan)</u>	~~1369 W Martin Luther King Jr Blvd~~ <u>1115 E Oak St</u>	~~Fayetteville~~ <u>Con</u> <u>way</u>	~~72701-63177~~ <u>2032-5925</u>	~~479/444-6053~~ <u>501-513-1122</u>
AR	OPR	~~Paige~~ Frost, <u>Paige Burnette (Paige)</u>	4180 N College Ave	Fayetteville	72703-5120	~~479/443-0343~~ <u>479-443-0343</u>

AR	OPR	~~Salinas~~ , Raziell David (David)	1369 W Martin Luther King Jr Blvd	Fayetteville	72701-6317	479-444-6053
AR	~~TMP~~ OPR	~~Mitchell~~ -Kelley, <u>Mitchell James (Mitchell)</u>	6810 Rogers Ave	Fort Smith	72903-4068	~~479/484-5152~~ 479-484-5152
AR	OPR	~~Jonathan~~ -Richardson, <u>William Jonathan (Jonathan)</u>	100 Cornerstone Blvd	Hot Springs	71913-6506	~~501/520-0620~~ 501-520-0620
AR	OPR	~~Tyler~~ -Mitchell, <u>Tyler Charles (Tyler)</u>	1800 Red Wolf Blvd	Jonesboro	72401-5433	~~870/910-6611~~ 870-910-6611
AR	~~OPR~~ OPR	~~Roller~~ ~~Ackley~~ , Benjamin Blake (Ben)	~~6201 W Markham~~ <u>701 Broadway St</u>	Little Rock	~~72205-3116~~ <u>2201-4121</u>	~~501/663-8080~~ 501-436-6146
AR	OPR	~~Ben Ackley~~ <u>Green</u> , Stefan R. (Stefan)	~~701 Broadway St~~ <u>2 Bass Pro Dr</u>	Little Rock	~~72201-4121~~ <u>2210-3055</u>	~~501/436-6146~~ 501-455-2226
AR	~~TMP~~ OPR	~~Jeremie Studivant~~ <u>Harding</u> , Michel Aric (Michel)	~~6000 W Markham St~~ <u>11525 Cantrell Rd</u>	Little Rock	~~72205-3198~~ <u>2212-1700</u>	~~501/663-0304~~ 501-223-5111
AR	OPR	~~John Spenst~~ <u>Roller</u> , Andrew James (A.J.)	~~12500~~ <u>6201 W Markham St</u>	Little Rock	~~72211-3310~~ <u>2205-3116</u>	~~501/228-0404~~ 501-663-8080
AR	OPR	~~Michel Harding~~ <u>Spent</u> , John Paul (John)	~~11525 Cantrell Rd~~ <u>12500 W Markham St</u>	Little Rock	~~72212-1700~~ <u>2211-3310</u>	~~501/223-5111~~ 501-228-0404
AR	~~OPR~~ TM	~~Stefan Green~~ <u>Studivant</u> , Jeremie	~~2 Bass Pro Dr~~ <u>6000 W Markham St</u>	Little Rock	~~72210-3055~~ <u>2205-3198</u>	~~501/455-2226~~ 501-663-0304
AR	~~OPR~~ TM	~~Carter Tucker~~ <u>Padgett</u> , Matthew Chase (Chase)	113 Commons Dr	Maumelle	72113-7266	~~501/851-1810~~ 501-851-1810
AR	OPR	~~Dale~~ -Stock, <u>Dale A. (Dale)</u>	4320 E ~~McCain~~ <u>Mccain</u> Blvd	~~North Little Rock~~ <u>Rock Rd</u>	~~72117-2517~~ <u>72117-2517</u>	~~501/945-1818~~ 501-945-1818
AR	OPR	<u>Branch</u> , Katie M.S. (Katie)	<u>5701 S. Olive St.</u>	<u>Pine Bluff</u>	<u>71603</u>	<u>870-619-1630</u>
AR	OPR	~~Jim~~ -Bryant, <u>James William (Jim)</u>	2601 W Pleasant Grove Rd	Rogers	72758-5802	~~479/246-0003~~ 479-246-0003
AR	OPR	~~Jim~~ -Bryant, <u>James William (Jim)</u>	4893 W Pauline Whitaker Pkwy	Rogers	72758-5062	~~479/254-4004~~ 479-254-4004
AR	OPR	~~Mark~~ -Hufford, <u>Mark Alan (Mark)</u>	4001 W Walnut St	Rogers	72756-1842	~~479/636-4664~~ 479-636-4664
AR	OPR	~~Tim~~ -Douglass, <u>Timothy Richard (Tim)</u>	3089 E Main St	Russellville	72802-9643	~~479/967-0220~~ 479-967-0220
AR	OPR	~~Matthew~~ -Harbin, <u>Matthew Henderson (Matthew)</u>	3683 E Race Ave	Searcy	72143-6204	~~501/268-0232~~ 501-268-0232
AR	OPR	~~Brian~~ -Stanley, <u>Brian Jeffrey (Brian)</u>	5675 W Sunset Ave	Springdale	72762-0746	~~479/317-4320~~ 479-317-4320
AR	OPR	~~Jonathan~~ -Cardwell, <u>Jonathan Wray (Jonathan)</u>	206 W Service Rd	West Memphis	72301	~~870/400-0081~~ 870-400-0081
AZ	OPR	~~Bruce~~ -Ploeser, <u>Bruce Allen (Bruce)</u>	10180 W ~~McDowell~~ <u>Mcdowell</u> Rd	Avondale	85392-4841	~~623/907-4780~~ 623-907-4780
AZ	OPR	~~Megan~~ -Johnson, <u>Megan L. (Megan)</u>	893 N Promenade Pkwy	Casa Grande	85194-5408	~~520/876-9001~~ 520-876-9001
AZ	OPR	~~Don~~ -Elam, <u>Donald Lee (Don)</u>	2550 W Chandler Blvd	Chandler	85224-4905	~~480/855-1555~~ 480-855-1555
AZ	OPR	~~Kory~~ -Kaye, <u>Kory Shire (Kory)</u>	2900 E Germann Rd	Chandler	85286-1404	~~480/812-1717~~ 480-812-1717
AZ	~~OPR~~ TM	~~Scott Yarbrough~~ <u>Jensen</u> , Lance	3871 S Arizona Ave	Chandler	85248-2701	~~480/895-2002~~ 480-635-4850
AZ	OPR	<u>Vickroy</u> , Nathan Ray (Nathan)	<u>2401 E. Route 66</u>	<u>Flagstaff</u>	<u>86004-3554</u>	<u>928-889-3111</u>
AZ	OPR	~~Nathan~~ -Vickroy, <u>Nathan Ray (Nathan)</u>	1000 S Milton Rd	Flagstaff	86001-6304	~~928/779-9111~~ 928-779-9111
AZ	OPR	<u>Cook</u> , Mark William Jr (William)	<u>5205 E Baseline Rd.</u>	<u>Gilbert</u>	<u>85234-1632</u>	<u>480-499-0089</u>

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AZ	~~OPR~~ TM	~~Kimberly Caballero~~ <u>Lyon</u> , Wesley	2533 S Market St	Gilbert	85295-1300	~~480/814-7200~~ 480-814-7200
AZ	OPR	~~Troy~~ -Seavers, <u>Troy James (Troy)</u>	5908 W Thunderbird Rd	Glendale	85306-4140	~~602/283-4848~~ 602-283-4848
AZ	OPR	<u>Ploeser</u> , Bruce Allen (Bruce)	<u>1065 N Estrella Pkwy</u>	<u>Goodyear</u>	<u>85338</u>	<u>602-237-6277</u>
AZ	OPR	~~Bruce~~ -Ploeser, <u>Bruce Allen (Bruce)</u>	1466 N Dysart Rd	Goodyear	85395-2615	~~623/536-0241~~ 623-536-0241
AZ	OPR	~~Brandon~~ -Barrett, <u>Brandon Andrew (Brandon)</u>	905 N Dobson Rd	Mesa	85201-7573	~~480/834-0573~~

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							~~480-924-0573~~
AZ	OPR	~~Josh Lindsey~~ Cranford, Travis Lane (Travis)	~~49081664~~ S ~~Power Rd~~ Stapley Dr	Mesa	~~85212-36028~~ ~~5204-6661~~	~~480/988-6252~~ ~~480-892-9714~~	
AZ	OPR	~~Robert Ervin~~ , Robert Dwayne (Robert)	6707 E McKellips Rd	Mesa	85215-2958	~~480/641-1903~~ ~~480-641-1903~~	
AZ	OPR	~~Travis Cranford~~ Lindsey, Joshua M. (Josh)	~~16644908~~ S ~~Stapley Dr~~ Power Rd	Mesa	~~85204-66618~~ ~~5212-3602~~	~~480/892-9714~~ ~~480-988-6252~~	
AZ	TMP	~~Wesley Lyon~~ Thornton, Kaylee	6555 E Southern Ave Ste 2012	Mesa	85206-3725	~~480/981-1858~~ ~~480-981-1858~~	
AZ	OPR	~~Leo Lichter~~ , Leonard Jarold (Leo)	16657 N 83rd Ave	Peoria	85382-5807	~~623/878-0885~~ ~~623-878-0885~~	
~~AZ~~	~~OPR~~	~~Carder, Robert Dylan (Dylan)~~	~~819 N 7th Ave~~	~~Phoenix~~	~~85007-2308~~	~~602-412-1280~~	
AZ	OPR	~~Chris Hall~~ , Christopher Wilbur (Chris)	1601 E Camelback Rd	Phoenix	85016-3901	~~602/264-4450~~ ~~602-264-4450~~	
AZ	OPR	~~Daniel Trotter~~ Hatten, Lourdes M. (Lourdes)	~~7000 E Mayo~~ 12031 N Tatum Blvd Bldg 2	Phoenix	~~85054-61588~~ ~~5028-1605~~	~~480/419-6039~~ ~~602-923-0388~~	
~~AZ~~	~~OPR~~	~~Higgins, Katelynn Morgan (Katie)~~	~~1850 W Bethany Home Rd~~	~~Phoenix~~	~~85015~~	~~602-654-1850~~	
AZ	OPR	~~David McGrew~~ , David C. (David)	3111 W Peoria Ave	Phoenix	85029-5207	~~602/595-4003~~ ~~602-595-4003~~	
AZ	OPR	~~Jeff Myles~~ , Jeffrey Scott (Jeff)	~~30042575~~ W ~~Agua Fria Fwy~~ Jomax Road	Phoenix	~~85027-39268~~ ~~5085~~	~~623/581-3277~~ ~~602-714-1538~~	
AZ	OPR	~~Katie Higgins~~ Myles, Jeffrey Scott (Jeff)	~~18503001~~ W ~~Bethany Home Rd~~ Agua Fria Fwy	Phoenix	~~8501585027~~ ~~3926~~	~~602/654-1850~~ ~~623-581-3277~~	
AZ	OPR	~~Lourdes Hatten~~ Richardson, Matthew Wayne (Matthew)	~~120314105~~ N ~~Tatum Blvd~~ 44th St	Phoenix	~~85028-16058~~ ~~5018-4216~~	~~602/923-0388~~ ~~602-840-4566~~	
AZ	OPR	~~Matthew Richardson~~ , Matthew Wayne (Matthew)	401 E Jefferson St	Phoenix	85004-2438	~~602-390-7528~~	
AZ	OPR	~~Matthew Richardson~~ Trotter, Daniel Marvin (Daniel)	~~4105 N 44th St~~ 7000 E Mayo Blvd Bldg 2	Phoenix	~~85018-42168~~ ~~5054-6158~~	~~602/840-4566~~ ~~480-419-6039~~	
AZ	OPR	~~Russ Johnson~~ Yarbrough, Scott E. (Scott)	5035 E Ray Rd	Phoenix	85044-6407	~~480/961-6006~~ ~~480-961-6006~~	
AZ	~~OPR~~ ~~TM~~ ~~P~~	~~Stefan Bringas~~ Traeger, John	7650 S 24th Street	Phoenix	85042	~~602/268-1257~~ ~~602-268-1257~~	
AZ	OPR	~~Sarah Rodriguez~~ , Sarah Elizabeth (Sarah)	5773 E State Route 69	Prescott Valley	86314-2801	~~928/778-0112~~ ~~928-778-0112~~	
AZ	OPR	~~Jason Purvis~~ , Jason Dale (Jason)	20455 E Rittenhouse Rd	Queen Creek	85142-4476	~~480/834-0757~~ ~~480-834-0757~~	
AZ	OPR	~~Chris Gammel~~ , Christopher Scott (Chris)	14995 N 87th St	Scottsdale	85260-2665	~~480/922-4540~~ ~~480-922-4540~~	
AZ	OPR	~~Jesse Summer~~ , Jesse Tucker (Jesse)	10652 N 89th Pl	Scottsdale	85260-6753	~~480/404-6798~~ ~~480-404-6798~~	
AZ	~~TM~~ ~~OP~~ ~~R~~	~~Brett McKinnon~~ Bringas, Stefan Anthony (Stefan)	13725 W Bell Rd	Surprise	85374-3871	~~623/584-7795~~ ~~623-584-7795~~	
AZ	OPR	~~Brandon Barrett~~ Polanycia, Andrew (Drew)	~~2516525~~ W ~~University Dr~~ Waddell Rd	~~Tempe~~ ~~Surprise~~	~~85281-36378~~ ~~5388-9627~~	~~480/968-6899~~ ~~623-250-7120~~	
AZ	~~OPR~~	~~OPR~~ ~~Andres Romo-Teran~~ Barrett, Brandon Andrew (Brandon)	~~118825~~ W ~~Irvington Road~~ ~~University Dr~~	~~Tucson~~ ~~Tempe~~	~~8571485281~~ ~~3637~~	~~520/741-2280~~ ~~480-968-6899~~	
~~AZ~~	~~OPR~~	~~Brian White~~	~~3943 W Ina Rd~~	~~Tucson~~	~~85741-2206~~	~~520/744-6269~~	
AZ	OPR	~~Dave Carrell~~ , David J. (Dave)	6675 E Grant Rd	Tucson	85715-3804	~~520/305-4407~~ ~~520-305-4407~~	
AZ	OPR	~~Matt Hountz~~ , Matthew Loren (Matt)	3605 E Broadway Blvd	Tucson	85716-5400	~~520/321-4232~~ ~~520-321-4232~~	
AZ	~~TM~~ ~~OP~~ ~~R~~	~~Travis Kuhn~~ , Travis Michael (Travis)	4585 N Oracle Rd	Tucson	85705-1637	~~520/408-2456~~ ~~520-408-2456~~	
~~AZ~~	~~OPR~~	~~Romo-Teran, Andres G. (Andres)~~	~~1188 W Irvington Road~~	~~Tucson~~	~~85714~~	~~520-741-2280~~	
~~AZ~~	~~OPR~~	~~White, Brian Walter (Brian)~~	~~3943 W Ina Rd~~	~~Tucson~~	~~85741-2206~~	~~520-744-6269~~	
AZ	OPR	~~Gabe Shaw~~ , Gabriel Christian (Gabe)	1935 E 16th St	Yuma	85365-2104	~~928/783-4321~~ ~~928-783-4321~~	
CA	OPR	~~David Nesson~~ , David Andrew (David)	26861 Aliso Creek Rd	Aliso Viejo	92656-3375	~~949/425-1685~~ ~~949-425-1685~~	
CA	OPR	~~Austin Wiersma~~ , Austin Joseph (Austin)	400 S Baldwin Ave Ste 738L	Arcadia	91007-1945	~~626/254-7470~~ ~~626-254-7470~~	
CA	OPR	~~Retherford~~ , ~~Jamie~~ ~~Go~~ ~~restiza~~ Lynne (Jamie)	2755 Grass Valley Hwy	Auburn	95603-2530	~~530/887-8302~~	

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						~~590-927-8302~~
CA	OPR	~~Carlos~~ Mayen Solorzano, Carlos D. (Carlos)	900 E Alostia Ave	Azusa	91702-2709	~~626/334-7600~~ 626-334-7600
CA	OPR	~~Troy~~ Hess, Troy Gardner (Troy)	5260 Stockdale Hwy	Bakersfield	93309-2646	~~661/327-5260~~ 661-327-5260
CA	OPR	Terrell, Travis Michael Drake (Travis)	9030 Rosedale Hwy	Bakersfield	93312-2160	661-600-9080
CA	OPR	~~Christina~~ Hartmann, Christina Sonja Patricia (Chrissy)	1647 E Imperial Hwy	Brea	92821-5835	~~714/674-0233~~ 714-674-0233
CA	OPR	~~Steve~~ Hollins, Steven S. (Steve)	~~5960 Orangethorpe Ave~~ 8161 La Palma Ave	Buena Park	~~90620-12629~~ 0620-3203	~~714/994-2442~~ 714-994-2442
CA	OPR	~~Steve~~ Hollins, Steven S. (Steve)	~~8161 La Palma Ave~~ 5960 Orangethorpe Ave	Buena Park	~~90620-32039~~ 0620-1262	~~714/994-2442~~ 714-994-2442
CA	OPR	~~Kenny~~ Schopp, Kenneth William Jr. (Kenny)	3113 W Olive Ave	Burbank	91505-4540	~~818/841-1588~~ 818-841-1588
CA	OPR	~~Craig~~ Stokes, Stephen Craig II (Craig)	8300 Topanga Canyon Blvd	Canoga Park	91304-2342	~~818/539-1982~~ 818-539-1982
CA	OPR	~~Chris~~ McGalliard, Christopher Dennis (Chris)	20501 Avalon Blvd	Carson	90746-3213	~~310/956-9625~~ 310-956-9625
CA	OPR	~~Robert~~ Hensen, Robert James (Robert)	18605 Gridley Rd	Cerritos	90703-5407	~~562/924-9408~~ 562-924-9408
CA	OPR	~~David~~ Dinsan, Prabha (David)	3640 Grand Ave	Chino Hills	91709-1474	~~909/628-4000~~ 909-628-4000
CA	OPR	~~Mandy~~ McGahee, Amanda Danielle (Mandy)	2089 Olympic Pkwy	Chula Vista	91915-1356	~~619/482-6719~~ 619-482-6719
CA	OPR	~~Bob~~ Sun, Bob (Bob)	1542 S Azusa Ave	City Of Industry	91748-1603	~~626/581-9788~~ 626-581-9788
CA	OPR	~~Bob~~ Sun, Bob (Bob)	21550 Valley Blvd	City Of Industry	91789-5241	~~909/598-6300~~ 909-598-6300
~~CA~~	~~OPR~~	~~Shawn York~~	~~3555 Grand Oaks~~	~~Corona~~	~~92881-4634~~	~~951/898-0608~~
CA	OPR	~~Shawn~~ York, Shawn Michael (Shawn)	450 Hidden Valley Pkwy	Corona	92879-8600	~~951/279-4555~~ 951-279-4555
CA	OPR	~~Justin Van Schoick~~ York, Shawn Michael (Shawn)	~~3181 Harbor Blvd~~ 3555 Grand Oaks	~~Costa Mesa~~ Corona	~~92626-25559~~ 2881-4634	~~714/435-0145~~ 951-898-0608
~~CA~~	~~OPR~~	~~Susanna Choe~~	~~6 Serramonte Ctr~~	~~Daly City~~	~~94015-2345~~	~~650/464-3934~~
~~CA~~	~~OPR~~	~~Josiah Berg~~	~~8613 Firestone Blvd~~	~~Downey~~	~~90241-5242~~	~~562/923-8866~~

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CA	OPR	~~Van~~ Schoick, <u>Justin Ryan (Justin)</u>	<u>3181 Harbor Blvd</u>	<u>Costa Mesa</u>	<u>92626-2555</u>	<u>714-435-0145</u>
CA	OPR	~~Choe~~ , <u>Susanna Yongmee (Susanna)</u>	<u>6 Serramonte Ctr</u>	<u>Daly City</u>	<u>94015-2345</u>	<u>844-232-3259</u>
CA	OPR	~~Borg~~ , <u>Josiah David (Josiah)</u>	<u>8613 Firestone Blvd</u>	<u>Downey</u>	<u>90241-5242</u>	<u>562-923-8866</u>
CA	OPR	~~Josiah~~ Borg, <u>Josiah David (Josiah)</u>	8900 Imperial Highway	Downey	90242	~~562/417-2661~~ <u>562-417-2661</u>
CA	OPR	~~Grace~~ Chang, <u>Grace Eunsook (Grace)</u>	5080 Hamner Ave	Eastvale	91752-1009	~~951/790-0211~~ <u>951-790-0211</u>
CA	OPR	~~Anderson~~ , <u>Kelsey Leigh (Kelsey)</u>	<u>3340 Santa Anita Avenue</u>	<u>El Monte</u>	<u>91731-2423</u>	<u>626-313-0201</u>
CA	OPR	~~Carol~~ Ruiz, <u>Carol Ann (Carol)</u>	740 N Pacific Coast Hwy	El Segundo	90245-3424	~~310/647-3181~~ <u>310-647-3181</u>
CA	OPR	~~Nathan~~ Freeman, <u>Atwater, Kyle Scott (Kyle)</u>	8430 Bond Rd	Elk Grove	95624-9457	~~916/714-0744~~ <u>916-714-0744</u>
CA	OPR	~~Danny~~ Putnam, <u>Daniel Christopher (Danny)</u>	194 N El Camino Real	Encinitas	92024-2890	~~760/436-2622~~ <u>760-517-6010</u>
CA	OPR	~~OPR~~ Alyson Perry, <u>Alyson Claire (Alyson)</u>	17660 Ventura Blvd	Encino	91316-3742	~~818/881-8287~~ <u>818-881-8287</u>
CA	OPR	~~Jordan~~ Ciervo, <u>Jordan Anthony (Jordan)</u>	1290 Auto Park Way	Escondido	92029-2232	~~760/738-9200~~ <u>760-738-9200</u>
CA	OPR	~~OPR~~ Aaron Eddy, <u>Aaron Mark (Aaron)</u>	1750 Travis Blvd	Fairfield	94533-3431	~~707/421-9631~~ <u>707-421-9631</u>
CA	OPR	~~Matt~~ Crane, <u>Matthew Scott (Matt)</u>	2679 E Bidwell St	Folsom	95630-6404	~~916/817-2697~~ <u>916-817-2697</u>
CA	OPR	~~Julie~~ Thornsberry, <u>Joo Hyun Lee (Julie)</u>	26792 Portola Pkwy	Foothill Ranch	92610-1712	~~949/699-3881~~ <u>949-699-3881</u>
CA	OPR	~~Dan~~ Kosin, <u>Daniel Arthur (Dan)</u>	5245 Mowry Ave	Fremont	94538-1056	~~510/608-5771~~ <u>510-608-5771</u>
CA	OPR	~~Dan~~ Kosin, <u>Daniel Arthur (Dan)</u>	5539 Auto Mall Pkwy	Fremont	94538-5128	~~510/353-1678~~ <u>510-353-1678</u>
CA	OPR	~~Peter~~ Marthedal, <u>Peter Jordan (Peter)</u>	765 E Shaw Ave	Fresno	93710-7705	~~559/226-1967~~ <u>559-226-1967</u>
CA	OPR	~~Sonja~~ Middleton, <u>Sonja Leigh (Sonja)</u>	8040 N Blackstone Ave	Fresno	93720-1544	~~559/432-3622~~ <u>559-432-3622</u>
CA	OPR	~~Rick~~ Cordy, <u>Richard Thomas (Rick)</u>	151 E Orangethorpe Ave	Fullerton	92832-3016	~~714/278-9888~~ <u>714-278-9888</u>
CA	OPR	~~Philip~~ Myers, <u>Philip Michael (Philip)</u>	16210 Crenshaw Blvd	Gardena	90249-4835	~~310/243-2910~~ <u>310-243-2910</u>
CA	OPR	~~Robert~~ Peterson, <u>Robert Forker (Robert)</u>	807 Americana Way	Glendale	91210-1509	~~747/273-0887~~ <u>747-273-0887</u>
CA	OPR	~~Carlos~~ Mayen Solorzano, <u>Carlos D. (Carlos)</u>	1247 S Lone Hill Ave	Glendora	91740-4507	~~909/394-3000~~ <u>909-394-3000</u>
CA	OPR	~~Wade~~ Roepke, <u>Wade Tyler (Wade)</u>	4040 Douglas Blvd	Granite Bay	95746-5900	~~916/773-0737~~ <u>916-773-0737</u>
CA	OPR	~~Craig~~ Takata, <u>Wohlgemuth, Blake Aaron (Blake)</u>	~~4127 Campus Dr~~ <u>16961 Goldenwest St</u>	~~Irvine~~ <u>Huntington Beach</u>	~~92612-2645~~ <u>92612-2645</u>	~~949/725-0230~~ <u>714-941-9940</u>
CA	OPR	~~Keefer~~ , <u>William Randall (Will)</u>	<u>6428 Irvine Blvd</u>	<u>Irvine</u>	<u>92620-2104</u>	<u>949-749-2136</u>
CA	OPR	~~Jarrold~~ McBride, <u>Jarrold Neil (Jarrod)</u>	13490 Jamboree Rd	Irvine	92602-2308	~~949/880-6627~~ <u>714-442-2160</u>
CA	TMPOR	~~William~~ Keefer, <u>Takata, Craig Shigemi (Craig)</u>	~~6428 Irvine Blvd~~ <u>4127 Campus Dr</u>	Irvine	~~92620-2104~~ <u>92612-2645</u>	~~949/551-4232~~ <u>949-725-0230</u>
CA	OPR	~~Thomas~~ Purtell, <u>Thomas Alexander Jr. (Thomas)</u>	1801 W Imperial Hwy	La Habra	90631-6969	~~562/398-4176~~ <u>562-398-4176</u>
CA	OPR	~~Rick~~ Preciado, <u>Richard Ray (Rick)</u>	8200 Parkway Dr	La Mesa	91942-2406	~~619/465-4812~~ <u>619-465-4812</u>
CA	OPR	~~Mark~~ Puranaputra, <u>Nattee Mark (Mark)</u>	14303 Firestone Blvd	La Mirada	90638-5536	~~714/521-5400~~ <u>714-521-5400</u>
CA	OPR	~~Mark~~ Howery, <u>Mark Douglas (Mark)</u>	27712 Antonio Pkwy	Ladera Ranch	92694-1135	~~949/444-4001~~ <u>949-444-4001</u>
CA	OPR	~~Beth~~ Scott, <u>Elizabeth Marie (Beth)</u>	24011 El Toro Rd	Laguna Hills	92653-3103	~~949/458-3544~~ <u>949-458-3544</u>
CA	OPR	~~Mark~~ Howery, <u>Mark Douglas (Mark)</u>	28201 Crown Valley Pkwy	Laguna Niguel	92677-1461	~~949/448-8447~~ <u>949-448-8447</u>
CA	OPR	~~Cameron~~ Goettsche, <u>Cameron Paul (Cameron)</u>	18601 Dexter Ave	Lake Elsinore	92532-2241	~~951/471-1123~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

CA	OPR	~~Robert~~ Hensen, <u>Robert James (Robert)</u>	4895 Candlewood St	Lakewood	90712-1832	~~562/408-2543~~ <u>562-408-2543</u>
<u>CA</u>	<u>TMP</u>	<u>Leon, Itzajadet</u>	<u>1331 W Avenue K</u>	<u>Lancaster</u>	<u>93534-5923</u>	<u>661-495-0075</u>
CA	~~TMP~~ <u>OPR</u>	~~Tyler~~ McCain, <u>John Tyler (Tyler)</u>	1754 N Livermore Ave	Livermore	94551-7830	~~925/273-7555~~ <u>925-273-7555</u>
CA	OPR	~~John Howard~~ Bergstrom, <u>Kristie Ann (Kristie)</u>	~~7681 Carson Blvd~~ <u>4401 E Pacific Coast Hwy</u>	Long Beach	~~90808-2367~~ <u>0804-2117</u>	~~562/425-4232~~ <u>562-494-7310</u>
CA	OPR	~~Kristie~~ Bergstrom, <u>Kristie Ann (Kristie)</u>	3290 Atlantic Avenue	Long Beach	90807	~~562/270-6221~~ <u>562-270-6221</u>
CA	OPR	~~Kristie Bergstrom~~ Howard, <u>John Arthur III (John)</u>	~~4401 E Pacific Coast Hwy~~ <u>7681 Carson Blvd</u>	Long Beach	~~90804-2117~~ <u>0808-2367</u>	~~562/494-7310~~ <u>562-425-4232</u>
<u>CA</u>	<u>OPR</u>	<u>Cillpam, Jeremiah John (Jeremiah)</u>	<u>6750 W Sunset Blvd</u>	<u>Los Angeles</u>	<u>90028-7117</u>	<u>323-533-1079</u>
<u>CA</u>	<u>OPR</u>	<u>Cillpam, Jeremiah John (Jeremiah)</u>	<u>1011 N Western Ave</u>	<u>Los Angeles</u>	<u>90029-2309</u>	<u>323-957-3045</u>
CA	~~TMP~~ <u>OPR</u>	~~Amber~~ Eaves, <u>Amber Kathryne (Amber)</u>	10250 Santa Monica Blvd Ste FC4	Los Angeles	90067-6482	~~310/557-9664~~ <u>310-557-9661</u>
CA	<u>OPR</u>	~~OPR~~ Andrew Evans, <u>Danielle Nicole (Danielle)</u>	~~3758~~ <u>660 S Figueroa St Ste 100</u>	Los Angeles	~~90097-4345~~ <u>0017-3573</u>	~~213/747-8724~~ <u>213-624-2001</u>
<u>CA</u>	<u>OPR</u>	<u>Hollar, Julian Remy (Julian)</u>	<u>11750 Jefferson Blvd</u>	<u>Los Angeles</u>	<u>90230-6308</u>	<u>310-391-8364</u>
CA	OPR	~~Eric~~ Kim, <u>Eric (Eric)</u>	900 Westwood Blvd	Los Angeles	90024-2905	~~310/443-8900~~ <u>310-443-8900</u>
CA	OPR	~~Morrow~~ , Erica ~~Hartfield~~ <u>Denise (Erica)</u>	2310 S La Cienega Blvd	Los Angeles	90034-1610	~~310/845-7020~~ <u>310-845-7020</u>
CA	OPR	~~Jeremiah Cillpam~~ Park, <u>Andrew Minki (Andrew)</u>	~~1011 N Western Ave~~ <u>3758 S Figueroa St</u>	Los Angeles	~~90029-2309~~ <u>0007-4315</u>	~~323/957-3045~~ <u>213-747-8721</u>
<u>CA</u>	<u>OPR</u>	<u>Jeremiah Cillpam</u>	<u>6750 W Sunset Blvd</u>	<u>Los Angeles</u>	<u>90028-7117</u>	<u>323/533-1079</u>
<u>CA</u>	<u>OPR</u>	<u>Julian Hollar</u>	<u>11750 Jefferson Blvd</u>	<u>Los Angeles</u>	<u>90230-6308</u>	<u>310/391-8364</u>
<u>CA</u>	<u>TMP</u>	<u>Kelsey Anderson</u>	<u>660 S Figueroa St Ste 100</u>	<u>Los Angeles</u>	<u>90017-3573</u>	<u>213/624-2001</u>
CA	OPR	~~Stanley~~ Webster, <u>Stanley Cortez (Stanley)</u>	6801 S La Cienega Blvd	Los Angeles	90045-2012	~~310/995-8877~~ <u>310-995-8877</u>
CA	OPR	~~Micah~~ Payton, <u>Micah Richard (Micah)</u>	1405 E Yosemite Ave	Manteca	95336-5005	~~209/239-2000~~ <u>209-239-2000</u>
<u>CA</u>	<u>OPR</u>	<u>Wilkey, Shane Hunter (Shane)</u>	<u>29847 Haun Rd</u>	<u>Menifee</u>	<u>92586-6539</u>	<u>951-430-2225</u>
CA	OPR	~~Chris~~ Johnson, <u>Christopher Wayne (Chris)</u>	755 E Calaveras Blvd	Milpitas	95035-5435	~~408/404-4314~~ <u>408-404-4314</u>
<u>CA</u>	<u>OPR</u>	<u>Jugo, Brett Steven (Brett)</u>	<u>27845 Santa Margarita Pkwy</u>	<u>Mission Viejo</u>	<u>92691-6701</u>	<u>949-268-9800</u>
<u>CA</u>	<u>OPR</u>	<u>Turner, Lamar Donvon (Lamar)</u>	<u>820 W Huntington Dr</u>	<u>Monrovia</u>	<u>91016-3145</u>	<u>626-825-7064</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

CA	OPR	~~Morris~~ Li, <u>Morris Hongwen (Morris)</u>	5000 Market Place Dr	Monterey Park	91755-7426	~~323/726-6801~~ <u>323-726-6801</u>
<u>CA</u>	<u>OPR</u>	<u>Jeppsen, Eric Warren (Eric)</u>	<u>27960 Clinton Keith Rd</u>	<u>Murrieta</u>	<u>92563-8554</u>	<u>951-587-1102</u>
CA	OPR	~~Jenny~~ Jones, <u>Jennifer Jane (Jenny)</u>	24794 Madison Ave	Murrieta	92562-9726	~~951/677-5173~~ <u>951-677-5173</u>
CA	OPR	~~Michael~~ Gonzales, <u>Michael (Michael)</u>	400 Mile of Cars Way	National City	91950-8536	~~619/505-9103~~ <u>619-505-9103</u>
CA	OPR	~~Craig~~ Takata, <u>Craig Shigemi (Craig)</u>	401 Newport Center Dr Ste A108	Newport Beach	92660-6963	~~949/719-0664~~ <u>949-719-0664</u>
<u>CA</u>	<u>OPR</u>	<u>Schopp, Kenneth William Jr. (Kenny)</u>	<u>5643 Lankershim Blvd</u>	<u>North</u>		<u>818-850-7898</u>
CA	~~TMP~~ <u>OPR</u>	~~Jon Paul Reed~~ Bankhardt, <u>Lindsay Elizabeth (Lindsay)</u>	18521 Devonshire St	Northridge	91324-1308	~~818/741-1234~~ <u>818-741-1234</u>
CA	~~TMP~~ <u>OPR</u>	~~Savannah Jordan~~ Barrientos, <u>Julio Cesar (Julio)</u>	8875 Tampa Ave	Northridge	91324-3520	~~818/882-3106~~ <u>818-882-3106</u>
CA	OPR	~~Farid~~ Khansarinia, <u>Farid (Farid)</u>	12555 Imperial Hwy	Norwalk	90650-3136	~~562/466-0000~~ <u>562-466-0000</u>
<u>CA</u>	<u>OPR</u>	<u>Schivley, Christopher Jay (Chris)</u>	<u>10710 Firestone Blvd</u>	<u>Norwalk</u>	<u>90650-7412</u>	<u>562-239-4049</u>
CA	OPR	~~Justin~~ Bradley, <u>Justin Kyle (Justin)</u>	35 Rowland Way	Novato	94945-5001	~~415/328-1771~~ <u>415-328-1771</u>
<u>CA</u>	<u>OPR</u>	<u>Hooper, Jonathan Wesley (Jon)</u>	<u>1525 40th Street</u>	<u>Oakland</u>	<u>94608</u>	<u>510-410-0759</u>
CA	<u>OPR</u>	~~OPR~~ Adam	3475 Marron Rd	Oceanside	92056-4673	~~760/576-3128~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

		~~Hoffman, Adam~~ ~~Stanger, Adam~~				~~760-36-3128~~
CA	OPR	~~Christine~~ Garcia, <u>Christine Leanne (Christine)</u>	4350 Ontario Mills Pkwy	Ontario	91764-5106	~~909/490-5203~~ <u>909-490-5203</u>
CA	OPR	~~Kendall~~ Benson, <u>Kendall Jon (Kendall)</u>	202 S Main St	Orange	92868-3844	~~714/794-3050~~ <u>714-794-3050</u>
CA	OPR	~~Larry~~ Worsham, <u>Larry Wayne (Larry)</u>	2575 N Tustin St	Orange	92865-3002	~~714/685-1707~~ <u>714-685-1707</u>
CA	OPR	~~Matt~~ Ellenberg, <u>Matthew Stephen (Matt)</u>	2040 N Rose Ave	Oxnard	93036-5052	~~805/988-9232~~ <u>805-988-9232</u>
CA	OPR	<u>Shaffer, Robert Vernon (Robert)</u>	<u>851 Town Center Dr</u>	<u>Oxnard</u>	<u>93036</u>	<u>805-561-1990</u>
CA	OPR	~~David~~ Peck, <u>David S. (David)</u>	73070 Dinah Shore	Palm Desert	92211	~~760/636-8042~~ <u>760-636-8042</u>
CA	TMP	~~Melody Rogers~~ Foster, <u>Andrew (Drew)</u>	732 W Rancho Vista Blvd	Palmdale	93551-3713	~~661/947-7700~~ <u>661-947-7700</u>
CA	OPR	~~OPRA~~ daobi Gwacham, <u>Adaobi Chinelo (Adaobi)</u>	1700 E Colorado Blvd	Pasadena	91106-2115	~~626/793-7636~~ <u>626-793-7636</u>
CA	OPR	<u>Gwacham, Adaobi Chinelo (Adaobi)</u>	<u>790 N Lake Ave</u>	<u>Pasadena</u>	<u>91104-4557</u>	<u>626-345-9234</u>
CA	OPR	~~Ricardo~~ Ortiz-Chavez, <u>Ricardo (Ricardo)</u>	1688 N Perris Blvd # K	Perris	92571-4709	~~951/657-0505~~ <u>951-657-0505</u>
CA	OPR	<u>May, Clayton Ramsey (C.R. May)</u>	9001 Whittier Blvd	Pico Rivera	90660-2409	~~562/245-3871~~ <u>562-245-3871</u>
CA	OPR	~~Mark~~ Brugh, <u>Mark Allen (Mark)</u>	4717 Century Blvd	Pittsburg	94565-7109	~~925/753-1186~~ <u>925-753-1186</u>
CA	OPR	~~OPRA~~ Aaron Clifford, <u>Aaron (Aaron)</u>	5785 Johnson Dr	Pleasanton	94588-8002	~~925/331-8384~~ <u>925-331-8384</u>
CA	OPR	<u>Clifford, Aaron (Aaron)</u>	<u>4501 Hopyard Rd</u>	<u>Pleasanton</u>	<u>94588-2726</u>	<u>925-400-9494</u>
CA	OPR	~~Jason~~ Dyer Stump, <u>Jeremiah Michael (Jeremy)</u>	13464 Poway Rd	Poway	92064-4714	~~858/668-3434~~ <u>858-668-3434</u>
CA	OPR	~~Liviu~~ Vizitiu, <u>Liviu (Liviu)</u>	2354 Sunrise Blvd	Rancho Cordova	95670-4343	~~916/853-9100~~ <u>916-853-9100</u>
CA	OPR	~~Osaar~~ Rasshan, <u>Taharqa Osaar Gordon (Osaar)</u>	12190 Foothill Blvd	~~Rancho Cordova~~ <u>Cucamonga</u>	~~91739-9335~~ <u>91739-9335</u>	~~909/899-4707~~ <u>909-899-4707</u>
CA	OPR	~~OPRA~~ hab Alhindi, <u>Ahab Elias (Ahab)</u>	1477 Hilltop Dr Unit H1	Redding	96003-4192	~~530/319-7361~~ <u>530-319-7361</u>
CA	OPR	~~William~~ Crum, <u>William Hayne (William)</u>	27520 W Lugonia Ave	Redlands	92374-2017	~~909/307-8719~~ <u>909-307-8719</u>
CA	OPR	~~Jeremy~~ Simpson, <u>Jeremy Ray (Jeremy)</u>	1919 Artesia Blvd	Redondo Beach	90278-2907	~~310/697-3339~~ <u>310-697-3339</u>
CA	OPR	<u>Collier, Reagan Elise (Reagan)</u>	<u>1531 Main St</u>	<u>Redwood City</u>	<u>94063-2119</u>	<u>650-701-0471</u>
CA	OPR	~~Reagan~~ Collier, <u>Reagan Elise (Reagan)</u>	536 Whipple Ave	Redwood City	94063-1124	~~650/701-0471~~ <u>650-701-0471</u>
CA	OPR	~~Dave~~ Rodriguez, <u>David Michael (Dave)</u>	1150 ~~West~~ Renaissance <u>Parkway Pkwy</u>	Rialto	~~92376-2376~~ <u>2404</u>	~~909/235-4151~~ <u>909-235-4151</u>
CA	OPR	~~Jason~~ Molinari Beard, <u>Justin Shane (Justin)</u>	~~2885 Canyon Springs Pkwy~~ <u>Central Ave</u>	Riverside	~~92507-0907~~ <u>2506-5902</u>	~~951/656-6503~~ <u>951-300-2029</u>
CA	OPR	~~Justin~~ Beard Kisow, <u>Scott Richard (Scott)</u>	~~3640 Central Ave~~ <u>6299 Van Buren Blvd.</u>	Riverside	~~92506-5902~~ <u>2505</u>	~~951/300-2029~~ <u>951-335-5900</u>
CA	OPR	<u>Molinari, Jason Michael (Jason)</u>	<u>2885 Canyon Springs Pkwy</u>	<u>Riverside</u>	<u>92507-0907</u>	<u>951-656-6503</u>
CA	OPR	~~Jason~~ Dyer, <u>Jason Allan (Jason)</u>	4600 Sierra College Blvd	Rocklin	95677-3801	~~916/652-7525~~ <u>916-652-7525</u>
CA	OPR	~~Jas~~ Bains, <u>Jaswinder S. (Jas)</u>	5080 Redwood Dr	Rohnert Park	94928-7905	~~707/585-7462~~ <u>707-585-7462</u>
CA	OPR	~~Ben~~ Lavin, <u>Benjamin Emil (Ben)</u>	912 Pleasant Grove Blvd	Roseville	95678-6126	~~916/773-5558~~ <u>916-773-5558</u>
CA	OPR	~~Erie~~ Mason, <u>Eric Scott (Eric)</u>	4644 Madison Ave	Sacramento	95841-2515	~~916/344-0100~~ <u>916-344-0100</u>
CA	OPR	~~Grayson~~ Tanner Paul, <u>Joshua D. (Joshua)</u>	~~8104 Delta Shores Cir S~~ <u>2101 Alta Arden Expy</u>	Sacramento	~~95832-9100~~ <u>5825-2221</u>	~~916/665-2481~~ <u>916-922-2814</u>
CA	OPR	~~Joshua~~ Paul Tanner, <u>Samuel Grayson (Grayson)</u>	~~2101 Alta Arden Expy~~ <u>8104 Delta Shores Cir S</u>	Sacramento	~~95825-2221~~ <u>5832-9100</u>	~~916/922-2814~~ <u>916-665-2481</u>
CA	OPR	~~Jordan~~ Chroman, <u>Jordan Samuel (Jordan)</u>	1800 Northridge Mall	Salinas	93906-2055	~~831/443-2023~~ <u>831-443-2023</u>
CA	OPR	~~Erik~~ Baker Brumfiel, <u>Benjamin (Ben)</u>	495 W Avenida Vista Hermosa	San Clemente	92672	~~949/486-6023~~ <u>949-486-6023</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

CA	OPR	~~Erie~~ Zaidema <u>Ciervo, Jared Andrew (Jared)</u>	~~11670 Carmel Mountain Rd~~ <u>9370 Scranton Rd</u>	San Diego	~~92128-4621~~ <u>92121-1752</u>	~~858-613-0573~~ <u>858-450-4417</u>
<u>CA</u>	<u>OPR</u>	<u>Hughes, Matthew Lee (Matt)</u>	<u>3570 Sports Arena Blvd</u>	<u>San Diego</u>	<u>92110-4919</u>	<u>619-758-1555</u>
<u>CA</u>	<u>OPR</u>	<u>Lunn, Tyler C. (Tyler)</u>	<u>10750 Camino Ruiz</u>	<u>San Diego</u>	<u>92126-2305</u>	<u>858-566-7800</u>
CA	OPR	~~Gage~~ Mercer, <u>Jonathon Gage (Gage)</u>	5323 Mission Center Rd	San Diego	92108-1301	~~619/213-1565~~ <u>619-213-1565</u>
CA	OPR	~~Glenn~~ Murdock, <u>Glenn John (Glenn)</u>	5955 Balboa Ave	San Diego	92111-2711	~~858/277-3333~~ <u>858-277-3333</u>
<u>CA</u>	<u>OPR</u>	<u>Jared Ciervo</u>	<u>9370 Scranton Rd</u>	<u>San Diego</u>	<u>92121-1752</u>	<u>858/450-4417</u>
CA	OPR	~~Jon~~ Tucker Mares, <u>Jonathan Dereck (Jon)</u>	804 Dennery Rd	San Diego	92154-8472	~~619/743-9117~~ <u>619-743-9117</u>
CA	OPR	~~Kyle~~ Weston, <u>Jonathan Kyle (Kyle)</u>	11670 Carmel Mountain Rd	San Diego	92128-4621	~~858/613-0573~~ <u>858-613-0573</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

CA	OPR	~~Matt Hughes~~ <u>Zuidema, Eric Thomas (Eric)</u>	~~3570 Sports Arena Blvd~~ <u>17115 Camino Del Sur</u>	San Diego	~~92110-4949~~ <u>2127-2536</u>	~~619/758-1555~~ <u>858-759-1865</u>
CA	OPR	~~Tyler Lunn~~ <u>Balderas, Shannon Lane (Shannon)</u>	~~10750 Camino Ruiz~~ <u>2280 Monterey Hwy</u>	San ~~Diego~~ <u>Jose</u>	~~92126-2305~~ <u>5112-6014</u>	~~858/566-7800~~ <u>408-975-6102</u>
CA	OPR	~~Josh Mott~~ <u>Jones, Zachary Tanner (Zach)</u>	~~1162 Blossom Hill Rd~~ <u>5815 Silver Creek Valley Place</u>	San Jose	~~95118-3113~~ <u>5138-1059</u>	~~408/978-7705~~ <u>408-365-2975</u>
CA	OPR	~~Shannon Balderas~~	~~2280 Monterey Hwy~~	~~San Jose~~	~~95112-6014~~	~~408/975-6102~~
CA	OPR	~~Will Wong~~ <u>Mott, Joshua Christian (Josh)</u>	~~53 Headquarters Dr~~ <u>1162 Blossom Hill Rd</u>	San Jose	~~95134-1357~~ <u>5118-3113</u>	~~408/526-0600~~ <u>408-978-7705</u>
CA	~~TMP~~ <u>OPR</u>	~~Zach Jones~~ <u>Wong, Tak Wai (Will)</u>	~~5815 Silver Creek Valley Place~~ <u>53 Headquarters Dr</u>	San Jose	~~95138-1059~~ <u>5134-1357</u>	~~408/365-2975~~ <u>408-526-0600</u>
CA	OPR	~~Chris Lewis~~ <u>Christopher Eugene (Chris)</u>	31872 Del Obispo St	~~San Jose~~ <u>Capistrano</u>	~~92675-3204~~	~~949/392-2647~~ <u>949-392-2647</u>
CA	OPR	~~Jordan Ciervo~~ <u>Jordan Anthony (Jordan)</u>	587 Grand Ave	San Marcos	92078-1234	~~760/736-8105~~ <u>760-736-8105</u>
CA	OPR	~~Peter Brakke~~ <u>Peter Lange (Peter)</u>	1701 N Tustin Avenue	Santa Ana	92705	~~714/662-9599~~ <u>714-662-9599</u>
CA	OPR	~~Tony Stewart~~ <u>Tony Alexander (Tony)</u>	3601 S Bristol St	Santa Ana	92704-7301	~~714/540-0020~~ <u>714-540-0020</u>
CA	OPR	~~Travis Collins~~ <u>Travis Lyle (Travis)</u>	3707 State St	Santa Barbara	93105-3103	~~805/687-0450~~ <u>805-687-0450</u>
CA	OPR	~~Joe Cho~~ <u>Joseph (Joe)</u>	1950 El Camino Real	Santa Clara	95050-4161	~~408/551-0201~~ <u>408-551-0201</u>
CA	OPR	~~Tom Williams~~ <u>Thomas Austin Patrick Jr. (Tom)</u>	24180 Magic Mountain Pkwy	Santa Clarita	91355-3914	~~661/799-3663~~ <u>661-799-3663</u>
CA	OPR	~~Khansarinia, Farid (Farid)~~	~~13225 Telegraph Rd~~	~~Santa Fe Springs~~	~~90670-4047~~	~~562-352-9005~~
CA	OPR	~~Joey Hickox~~ <u>Joseph C. (Joey)</u>	605 E Betteravia Rd	Santa Maria	93454-7025	~~805/347-1044~~ <u>805-347-1044</u>
CA	OPR	~~Eddie Brown~~ <u>Edward E. Jr. (Eddie)</u>	2207 Lincoln Blvd	Santa Monica	90405-1320	~~310/392-2499~~ <u>310-392-2499</u>
CA	OPR	~~Chris Medford~~ <u>Christopher Allen (Chris)</u>	1452 Mendocino Ave	Santa Rosa	95401-4314	~~707/542-2456~~ <u>707-542-2456</u>
CA	OPR	~~Zach Zimmerman~~ <u>Zachary Martin (Zach)</u>	9418 Mission Gorge Rd	Santee	92071-3847	~~619/562-0774~~ <u>619-562-0774</u>
CA	OPR	~~Scott Carr~~ <u>Scott Christopher (Scott)</u>	12101 Seal Beach Blvd	Seal Beach	90740-2633	~~562/430-3060~~ <u>562-430-3060</u>
CA	OPR	~~Josh Alexander~~ <u>Joshua M. (Josh)</u>	2460 Sycamore Dr	Simi Valley	93065-2302	~~805/297-3252~~ <u>805-297-3252</u>
CA	~~OPR~~ <u>OPR</u>	~~Pendray, Corey Michael (Corey)~~	~~5860 Firestone Blvd~~	~~South Gate~~	~~90280-3706~~	~~562-364-4432~~
CA	~~OPR~~ <u>OPR</u>	~~Amber Thomas~~ <u>Amber Tracy (Amber)</u>	931 Sweetwater Rd	Spring Valley	91977-4837	~~619/940-6064~~ <u>619-940-6064</u>
CA	~~OPR~~ <u>OPR</u>	~~April Farage~~ <u>April Lynn (April)</u>	2628 W March Ln	Stockton	95207-6523	~~209/477-5936~~ <u>209-477-5936</u>
CA	~~OPR~~ <u>OPR</u>	~~Arnold Chong~~ <u>Arnold (Arnold)</u>	550 W El Camino Real	Sunnyvale	94087-1210	~~408/830-9940~~ <u>408-830-9940</u>
CA	OPR	~~Jim Toth~~ <u>James John (Jim)</u>	40531 Margarita Rd	Temecula	92591-2859	~~951/296-6467~~ <u>951-296-6467</u>
CA	OPR	~~Josh Young~~ <u>Joshua Stephen (Josh)</u>	449 N Moorpark Rd	Thousand Oaks	91360-3706	~~805/379-1611~~ <u>805-379-1611</u>
CA	~~TMP~~	~~Brandon Burnett-Foster~~	~~21821 Hawthorne Blvd~~	~~Torrance~~	~~90503-7003~~	~~310/542-4636~~
CA	OPR	~~Ermias Ghebrezghi~~ <u>Ermias (Ermias)</u>	819 W Carson St	Torrance	90502-2108	~~310/870-7047~~ <u>310-870-7047</u>
CA	~~TMP~~ <u>OPR</u>	~~Jacob Brown~~ <u>Ghebrezghi, Ermias (Ermias)</u>	24630 Crenshaw Blvd	Torrance	90505-5307	~~310/561-7724~~ <u>310-563-7155</u>
CA	OPR	~~Jeremy Simpson~~ <u>Jeremy Ray (Jeremy)</u>	18200 Hawthorne Blvd	Torrance	90504-4509	~~310/371-7320~~ <u>310-371-7320</u>
CA	~~OPR~~ <u>OPR</u>	~~Strickland, Brady Ralph (Brady)~~	~~21821 Hawthorne Blvd~~	~~Torrance~~	~~90503-7003~~	~~310-542-4636~~
CA	~~OPR~~ <u>OPR</u>	~~Adam Goodman~~ <u>Adam Jeffrey (Adam)</u>	2889 Park Ave	Tustin	92782-2711	~~714/258-1400~~ <u>714-258-1400</u>
CA	OPR	~~Ed Hawkins~~ <u>Edward Lee (Ed)</u>	1949 N Campus Ave	Upland	91784-1667	~~909/931-7123~~

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						~~902-921-7123~~
CA	OPR	~~Hawkins, Edward Lee (Ed)~~	~~335 S Mountain Ave~~	~~Upland~~	~~91786-7032~~	~~909-493-2944~~
CA	OPR	~~Josh-Parker, Joshua Barrett (Josh)~~	2081 Harbison Dr	Vacaville	95687-3911	~~707/447-1269~~ ~~707-447-1269~~
CA	OPR	~~Ignacio-Eraso, Jose Ignacio (Ignacio)~~	1191 Admiral Callaghan Ln	Vallejo	94591-3701	~~707/648-7004~~ ~~707-648-7001~~
CA	OPR	~~OPRAmanda~~ ~~HalliganHollar, Julian Remy (Julian)~~	4050 Lincoln Blvd	Venice	90292-5614	~~310/301-3330~~ ~~310-301-3330~~
CA	OPR	~~Robert-Shaffer, Robert Vernon (Robert)~~	1321 Eastman Ave	Ventura	93003-6467	~~805/339-0977~~ ~~805-339-0977~~
CA	OPR	~~Kyle-Zimmerman, Kyle Andrew (Kyle)~~	12180 Mariposa Rd	Victorville	92395-6006	~~760/355-6637~~ ~~760-355-6637~~
CA	OPR	~~Luis-Gomez, Luis Alberto (Luis)~~	475 Hacienda Dr	Vista	92081-6687	~~760/607-9373~~ ~~760-607-9373~~
CA	OPR	~~Brent-Allen, Brent Bradford (Brent)~~	2750 N Main St	Walnut Creek	94597-2732	~~925/295-0780~~ ~~925-295-0780~~
CA	OPR	~~Hernandez, Daniel (Danny)~~	~~3041 E Garvey Ave N~~	~~West Covina~~	~~91791-1707~~	~~626-239-3018~~
CA	OPR	~~Danny-Hernandez, Daniel (Danny)~~	200 S Vincent Ave	West Covina	91790-2905	~~626/210-2693~~ ~~626-210-2693~~
CA	~~TMP~~ ~~OP~~ ~~R~~	~~Nyan-CianciosaBrodie, Dakata Barron~~ ~~(Dakata)~~	6400 Fallbrook Ave	West Hills	91307-3553	~~818/912-6118~~ ~~818-912-6118~~
CA	OPR	~~Steven-RichardsonYoung, Joshua Stephen~~ ~~(Josh)~~	3771 E Thousand Oaks Blvd	Westlake Village	91362-3607	~~805/379-0790~~ ~~805-379-0790~~
CA	OPR	~~Blake-Wohlgemuth, Blake Aaron (Blake)~~	16388 Beach Blvd	Westminster	92683-7858	~~714/847-3847~~ ~~714-847-3847~~
CA	OPR	~~Thomas-Purtell, Thomas Alexander Jr.~~ ~~(Thomas)~~	15600 Whittier Blvd	Whittier	90603-1371	~~562/902-1550~~ ~~562-902-1550~~
CA	OPR	~~Dream-Wright, K'Dream Noelle (Dream)~~	20101 Ventura Blvd	Woodland Hills	91364-2545	~~818/703-3002~~ ~~818-703-3002~~
CA	OPR	~~Kelley-Mauga, Kelley Renee (Kelley)~~	22450 Old Canal Rd	Yorba Linda	92887-4638	~~714/685-9402~~ ~~714-685-9402~~
CA	OPR	~~Chris-Redmon, Charles Christopher (Chris)~~	31479 Avenue E	Yucaipa	92399-1604	~~909/321-2800~~ ~~909-321-2800~~
CO	OPR	~~Lori-Chalmers, Lori Ellen (Lori)~~	5236 Wadsworth Byp	Arvada	80002-3730	~~303/420-3000~~ ~~303-420-3000~~
CO	OPR	~~Sheri-O'Leary, Sheri Lynn (Sheri)~~	7809 Wadsworth Blvd	Arvada	80003-2107	~~303/456-1700~~ ~~303-456-1700~~
CO	OPR	~~OPRA~~ ~~Adam~~ ~~BridgeArangua, Karen Michelle (Karen)~~	~~5600 S Parker Rd~~ ~~14310 E Alameda Ave~~	Aurora	~~80045-11108~~ ~~0012-2520~~	~~303/766-9170~~ ~~303-366-0779~~
CO	OPR	~~Karen-Arangua~~ ~~Bridge, Adam Richard (Adam)~~	~~14310 E Alameda Ave~~ ~~5600 S Parker Rd~~	Aurora	~~80042-25208~~ ~~0015-1110~~	~~303/366-0779~~ ~~303-766-9170~~
CO	OPR	~~Matt-Williams~~ ~~Smith, Daniel Tate (Tate)~~	~~3444 N Salida Ct~~ ~~1198 S Havana St~~	Aurora	~~80041-50298~~ ~~0012-4008~~	~~720/990-8100~~ ~~303-745-7872~~
CO	OPR	~~Shane-Weeks, Marcus Shane (Shane)~~	24400 E Smoky Hill Rd	Aurora	80016-1385	~~303/690-4110~~ ~~303-690-4110~~

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CO	OPR	~~Tate-Smith~~ Williams, Matthew Clark (Matt)	~~4198-S Havana St~~ 3444 N Salida Ct	Aurora	~~80012-40088~~ 0011-5029	~~303/745-7872~~ 720-990-8100
CO	OPR	~~Vickie~~ Halbritter, Vickie Angela (Vickie)	2035 Prairie Center Pkwy	Brighton	80601-7015	~~303/655-1404~~ 303-655-1404
CO	OPR	~~Scott~~ Wehn, Scott Louis (Scott)	4260 W 121st Ave	Broomfield	80020-5661	~~720/881-7987~~ 720-881-7987
CO	OPR	~~Joe~~ Weber, Joseph Daniel III (Joe)	~~346-Metzler-Dr~~ 6353 Promenade Pkwy	Castle Rock	~~80108-76828~~ 0108-1923	~~303/660-0999~~ 303-663-7359
CO	OPR	~~Joe~~ Weber, Joseph Daniel III (Joe)	~~6353-Promenade-Pkwy~~ 346 Metzler Dr	Castle Rock	~~80108-19238~~ 0108-7682	~~303/663-7359~~ 303-660-0999
CO	OPR	~~Cody~~ Schoenly, Cody Bradford (Cody)	6907 S University Blvd Ste 201	Centennial	80122-1516	~~303/795-0049~~ 303-795-0049
CO	OPR	Braun, Tucker Philip (Tucker)	505 N Academy Blvd	Colorado		719-785-0565
CO	OPR	Gutteridge, Frank Rencher III (Trace)	391 Spectrum Loop	Colorado		719-487-9790
CO	~~TMP~~ OPR	~~Matt~~ Jeffcoat, Matthew Edmund (Matt)	1620 S Nevada Ave	~~Colorado~~ Springs	~~80905-2222~~ 80052-22	~~719/632-6376~~ 719-632-6376
CO	OPR	~~Randy-Watson~~ Saxby, Ryan S. (Ryan)	~~575-Garden-of-the-Gods-Rd~~ 7990 N Academy Blvd	~~Colorado~~ Springs	~~80907-3501~~ 80023-92	~~719/531-7320~~ 719-598-4646
CO	OPR	~~Rob~~ Taylor, Robert Lynn (Rob)	3710 Bloomington St	~~Colorado~~ Springs	~~80922-3200~~ 80023-21	~~719/596-3577~~ 719-596-3577
CO	OPR	~~Rob~~ Taylor, Robert Lynn (Rob)	5905 Dublin Blvd	~~Colorado~~ Springs	~~80923-7474~~ 80023-47	~~719/597-6008~~ 719-597-6008
CO	OPR	~~Ryan-Saxby~~ Watson, Randall Wayne (Randy)	~~7990-N-Academy-Blvd~~ 575 Garden of the Gods Rd	~~Colorado~~ Springs	~~80920-3902~~ 80023-50	~~719/598-4646~~ 719-531-7320
CO	OPR	Trace Gutteridge	391 Spectrum Loop	Colorado	80921-3800	719/487-9790
CO	OPR	Tucker-Braun	505 N-Academy Blvd	Colorado	80909-8300	719/785-0565
CO	TMP	Austin-Morrow	430 S-Colorado Blvd	Denver	80246-1207	303/333-3828
CO	OPR	Daniel-Andrews, Daniel Michael (Daniel)	2710 S Colorado Blvd	Denver	80222-6602	~~303/757-4320~~ 303-757-4320
CO	OPR	Jason-Sutton	3601-Quebec St	Denver	80207-1605	303/355-2221
CO	OPR	Kevin-Brock, Kevin Ray (Kevin)	3725 E Colfax Ave	Denver	80206-1810	~~303/377-1117~~ 303-377-1117
CO	OPR	~~Tate~~ Smith, Daniel Tate (Tate)	7785 E Hampden Ave	Denver	80231-4806	~~303/755-4000~~ 303-755-4000
CO	OPR	Sutton, Jason Patrick (Jason)	3601 Quebec St	Denver	80207-1605	303-355-2221
CO	OPR	~~Dan~~ Courtois, Daniel J. (Dan)	1901 Sheridan Blvd	Edgewater	80214-1325	~~303/274-3699~~ 303-274-3699
CO	OPR	Daniel-Andrews, Daniel Michael (Daniel)	3085 S Broadway	Englewood	80113-1528	~~303/781-1115~~ 303-781-1115
CO	OPR	~~Scott~~ Wehn, Scott Louis (Scott)	10280 Federal Blvd	Federal Heights	80260-6171	~~720/887-1676~~ 720-887-1676
CO	OPR	~~Stevan~~ Stein, Stevan David (Stevan)	3605 S College Ave	Fort Collins	80525-3009	~~970/377-9644~~ 970-377-9644
CO	OPR	Kyle-Morgan, Kyle Thomas (Kyle)	7925 Fountain Mesa Rd	Fountain	80817-1535	~~719/312-3123~~ 719-312-3123
CO	OPR	Bikis, Jekabs (Jekabs)	430 S Colorado Blvd	Glendale	80246-1207	303-333-3828
CO	OPR	~~Joe~~ Walsh, Joseph Patrick III (Joe)	522 Bogart Ln	Grand Junction	81505-7113	~~970/241-0352~~ 970-241-0352
CO	OPR	~~Ken~~ Rotramel, Kenneth David (Ken)	4555 Centerplace Dr	Greeley	80634-3757	~~970/330-4421~~ 970-330-4421
CO	OPR	~~Craig~~ Goettsche, Craig Robert (Craig)	9331 E Arapahoe Rd	~~Granville~~ Village	~~80112-3606~~ 80123-36	~~303/706-0106~~ 303-706-0106
CO	OPR	Azim-Khan Brock, Christopher R. (Chris)	~~950-Cpl-Max-Donahue-Ln~~ 3700 E Highlands Ranch Pkwy	Highlands Ranch	~~80129-23128~~ 0126-7804	~~303/470-1300~~ 303-346-0010

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CO	OPR	~~Chris Brock~~ <u>Khan, Azim Ramon (Azim)</u>	~~2014 Riggs Rd~~ <u>Cpl Max Donahue Ln</u>	Highlands Ranch	80129-2312	~~303/226-0040~~ <u>303-470-1300</u>
CO	OPR	~~Frank Johnson~~ <u>Frank Arthur (Frank)</u>	14730 W Colfax Ave	Lakewood	80401-3200	~~303/271-1131~~ <u>303-271-1131</u>
CO	OPR	~~Matt Zuschlag~~ <u>Matthew Peter (Matt)</u>	565 S Vance St	Lakewood	80226-3308	~~303/927-6303~~ <u>303-927-6303</u>
CO	OPR	~~John Barker~~ <u>John David (John)</u>	5260 S Wadsworth Blvd	Littleton	80123-2226	~~720/922-1999~~ <u>720-922-1999</u>
CO	OPR	~~Lauren Plain~~ <u>Lauren Marie (Lauren)</u>	7301 S Santa Fe Dr Unit 900	Littleton	80120-2976	~~303/797-9564~~ <u>303-797-9564</u>
CO	OPR	~~Lauren Plain~~ <u>Lauren Marie (Lauren)</u>	9976 W Remington Pl	Littleton	80128-9282	~~720/922-2070~~ <u>720-922-2070</u>
CO	OPR	~~Michael Clancey~~ <u>Michael Kevin (Michael)</u>	9091 Westview Rd	Lone Tree	80124-5134	~~303/790-9891~~ <u>303-790-9891</u>
CO	OPR	~~Wade Voyles~~ <u>Thomas Wade (Wade)</u>	8515 Park Meadows Center Dr	Lone Tree	80124-5012	~~303/649-2113~~ <u>303-649-2113</u>
CO	OPR	~~Brent Gooch~~ <u>Brent Alan (Brent)</u>	215 Ken Pratt Blvd	Longmont	80501-8991	~~303/772-9642~~ <u>303-772-9642</u>
CO	OPR	~~Todd Orlando~~ <u>Frank Todd (Todd)</u>	1545 Rocky Mountain Ave	Loveland	80538-8715	~~970/593-0044~~ <u>970-593-0044</u>
CO	OPR	~~Don Griffin~~ <u>Donald Lee (Don)</u>	9335 Crown Crest Blvd	Parker	80138-8573	~~303/805-8575~~ <u>303-805-8575</u>
CO	OPR	~~Sydney Miller~~ <u>Sydney R. (Sydney)</u>	1535 W US Highway 50	Pueblo	81008-1643	~~719/424-3838~~ <u>719-424-3838</u>
CO	OPR	~~John Barker~~ <u>John David (John)</u>	4090 River Point Pkwy	Sheridan	80110-3316	~~303/781-0264~~ <u>303-781-0264</u>
CO	OPR	~~Nathan Anderson~~ <u>Nathan Charles (Nathan)</u>	2580 Coalton Rd	Superior	80027-4632	~~303/410-7050~~ <u>303-410-7050</u>
CO	OPR	~~Barrie Goettsche~~ <u>Barrie Cheryl (Barrie)</u>	16670 Washington St	Thornton	80023-8963	~~303/450-3322~~ <u>720-324-4045</u>
CO	OPR	~~Scott Wehn~~ <u>Scott Louis (Scott)</u>	1301 E 120th Ave	Thornton	80233-5714	~~720/889-1471~~ <u>720-889-1471</u>
CO	OPR	~~Stevan Stein~~ <u>Stevan David (Stevan)</u>	4531 Weitzel St Timnath CO80547	Timnath	80547-4417	~~970/482-4183~~ <u>970-482-4183</u>
CO	OPR	~~Wes Yahara~~ <u>Charles Wesley (Wes)</u>	14275 Orchard Pkwy	Westminster	80023-9278	~~303/280-9687~~ <u>303-280-9687</u>
CO	OPR	~~Johnson~~ <u>Frank Arthur (Frank)</u>	<u>3700 Youngfield Street</u>	<u>Wheat Ridge</u>	<u>80033</u>	<u>303-285-9545</u>
CT	OPR	~~Devon Scanlon~~ <u>Devon McCaffrey (Devon)</u>	156 Federal Rd	Brookfield	06804-2515	~~203/775-7976~~ <u>203-775-7976</u>
CT	OPR	~~Rich Beattie~~ <u>Scanlon, Devon McCaffrey (Devon)</u>	7 Backus Ave	Danbury	06810-7422	~~203/796-1037~~ <u>203-796-1037</u>
CT	OPR	~~Colby Webb~~ <u>Colby James (Colby)</u>	25 Hazard Ave	Enfield	06082-3725	~~860/253-0469~~ <u>860-253-0469</u>
CT	OPR	~~Beattie~~ <u>Richard M. (Rich)</u>	<u>750 Post Road & 42 Elliot Street</u>	<u>Fairfield</u>	<u>06824</u>	<u>203-254-8355</u>
CT	OPR	~~Jordan Snook~~ <u>Jordan A. (Jordan)</u>	2941 Main St	Glastonbury	~~06033-10280~~ <u>6033-1094</u>	~~860/633-0800~~ <u>860-633-0800</u>
CT	OPR	~~Alex Ottaway~~ <u>Alexander Scott (Alex)</u>	1428 Pleasant Valley Rd	Manchester	06042-8761	~~860/812-0307~~ <u>860-812-0307</u>
CT	OPR	~~Bobbi Stewart~~ <u>Roberta J. (Bobbi)</u>	3240 Berlin Tpke	Newington	06111-4628	~~860/665-0048~~ <u>860-665-0048</u>
CT	OPR	~~Sarah Gaudiano~~ <u>Sarah Elizabeth (Sarah)</u>	560 Universal Dr N	North Haven	06473	~~203/234-0300~~ <u>203-234-0300</u>

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CT	OPR	~~Archer Bullock~~ <u>Archer Winfield Jr. (Archer)</u>	467 Connecticut Ave	Norwalk	06854	~~203/831-0196~~ <u>203-831-0196</u>
CT	OPR	~~Smith~~ <u>Peter Andrew (Peter)</u>	<u>801 Bridgeport Ave</u>	<u>Shelton</u>	<u>06484-4714</u>	
CT	OPR	~~Mike Hartman~~ <u>Michael M. (Mike)</u>	801 Queen St	Southington	06489-1507	~~860/276-0500~~
CT	OPR	~~Todd Langston~~ <u>Benjamin Todd (Todd)</u>	1098 N Colony Rd	Wallingford	06492-1728	~~203/265-4747~~ <u>203-265-4747</u>
CT	OPR	~~Daryl Jackson~~ <u>Daryl (Daryl)</u>	509 New Park Ave	West Hartford	06110-1326	~~860/461-1691~~ <u>860-461-1691</u>
DC	OPR	~~Alan Thompson~~ <u>Chesson, Jessie Adele (Jessie)</u>	~~220 Riggs Rd~~ <u>2410 Market St NE</u>	Washington	~~20011-24102~~	<u>202/774-2085</u>

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DC	OPR	~~Andrew Smith~~ <u>Haynes, Nathaniel (Treh)</u>	~~1214-18th~~ <u>3100 14th St NW</u>	Washington	~~20036-25382~~ <u>20010-2415</u>	~~202/296-3000~~ <u>202-986-3290</u>
DC	OPR	~~Earl Ishmal~~ <u>, Earl Lese III (Earl)</u>	1401 Maryland Ave NE	Washington	20002-5036	~~202/388-3500~~
DC	OPR	~~Jessie Chesson~~ <u>Kang, Deebeon Soo (DK)</u>	~~2410-Market~~ <u>707 G St NE</u>	Washington	~~20048-38542~~ <u>0001-3716</u>	~~202/832-0528~~ <u>202-855-4612</u>
DC	OPR	~~Kristen McCray~~ <u>, Kristen Maria (Kristen)</u>	4505 Wisconsin Ave NW	Washington	20016-4619	~~202/244-4514~~ <u>202-244-4514</u>
DC	OPR	~~Treh Haynes~~ <u>Smith, Andrew Wayne (Andrew)</u>	~~3100-14th~~ <u>1214 18th St NW</u>	Washington	~~20010-24152~~ <u>0036-2538</u>	~~202/986-3290~~
DC	OPR	<u>Thompson, Alan L. (Alan)</u>	<u>220 Riggs Rd NE</u>	<u>Washington</u>	<u>20011</u>	
DE	OPR	~~Adam Marcus~~ <u>, Adam Joseph (Adam)</u>	1101 Quintilio Dr	Bear	19701-6003	~~302/834-4816~~ <u>302-834-4816</u>
DE	OPR	~~Ron DiFava~~ <u>, Ronald (Ron)</u>	4044 S Dupont Hwy	Camden	19934-1370	~~302/697-6150~~ <u>302-697-6150</u>
DE	~~TMPOP~~ <u>R</u>	~~DeShawn Taylor~~ <u>DiFava, Ronald (Ron)</u>	1440 N Dupont Hwy	Dover	19901-2213	~~302/736-5226~~ <u>302-554-1131</u>
DE	OPR	~~Kevin Wood~~ <u>, Kevin M. (Kevin)</u>	701 S Ridge Ave	Middletown	19709-4653	~~302/376-7700~~ <u>302-376-7700</u>
DE	OPR	~~Zach Hayes~~ <u>, Zachary Tyler (Zach)</u>	698 N Dupont Blvd # C	Milford	19963-1002	~~302/422-8825~~ <u>302-422-8825</u>
DE	OPR	~~Tim Sweetman~~ <u>, Timothy James (Tim)</u>	30141 Commerce Dr	Millsboro	19966-3591	~~302/217-1099~~ <u>302-217-1099</u>
DE	<u>OPR</u>	~~OPR~~ <u>Adam Marcus, Adam Joseph (Adam)</u>	107 S Dupont Hwy	New Castle	19720-4127	~~302/834-4816~~ <u>302-834-4816</u>
DE	<u>OPR</u>	~~OPR~~ <u>Adam Marcus, Adam Joseph (Adam)</u>	204 Christiana Mall	Newark	19702-3204	~~302/737-3200~~ <u>302-737-3200</u>
DE	OPR	~~Luke Trader~~ <u>, Randolph Luke (Luke)</u>	4657 Ogletown Stanton Rd	Newark	19713-2006	~~302/737-3400~~ <u>302-737-3400</u>
DE	OPR	~~Jacob Digges~~ <u>, Jacob Robert (Jacob)</u>	19531 Coastal Hwy	Rehoboth Beach	19971-6139	~~302/212-2170~~ <u>302-212-2170</u>
DE	OPR	~~Mike Vonhof~~ <u>, Michael G. (Mike)</u>	22932 Sussex Hwy	Seaford	19973-5868	~~302/628-3003~~ <u>302-628-3003</u>
DE	<u>OPR</u>	~~OPR~~ <u>Allie Stephenson, Allie Marie (Allie)</u>	4737 Concord Pike Ste 760	Wilmington	19803-1452	~~302/478-7763~~ <u>302-478-7763</u>
DE	OPR	~~Kate Sweers~~ <u>, Katelynn Breana (Kate)</u>	3260 Kirkwood Hwy	Wilmington	19808-6130	~~302/394-6224~~ <u>302-394-6224</u>
FL	~~TMPOP~~ <u>R</u>	~~Chase Castellano~~ <u>, Chase Michael Angelo (Chase)</u>	451 E Altamonte Dr	~~Altamonte Springs~~ <u>Altamonte Springs</u>	~~32701-4613~~ <u>32701-4613</u>	~~407/834-6669~~ <u>407-834-6669</u>
FL	OPR	~~Frank Yurchak~~ <u>, Frank Joseph (Frank)</u>	234 W State Road 436	~~Altamonte Springs~~ <u>Altamonte Springs</u>	~~32714-4202~~ <u>32714-4202</u>	~~407/786-2274~~ <u>407-786-2274</u>
FL	OPR	~~Melanie Holland~~ <u>, Melanie Ann (Melanie)</u>	~~30502488~~ <u>E Semoran Blvd</u>	Apopka	~~32703-59403~~ <u>2703-5800</u>	~~407/865-7071~~ <u>407-865-7071</u>
FL	OPR	~~James Probe~~ <u>, James Daniel (James)</u>	21175 Biscayne Blvd	Aventura	33180-1215	~~305/509-6652~~ <u>305-509-6652</u>
FL	OPR	~~Paul Kiedis~~ <u>Kranitz, William Justin (Justin)</u>	~~6000 Glades Rd Ste 1166C~~ <u>475 E Van Fleet Dr</u>	~~Boca Raton~~ <u>Boca Raton</u>	~~33431-72553~~ <u>3830-3835</u>	~~561/347-1622~~ <u>863-578-5200</u>
FL	OPR	~~Paul Kiedis~~ <u>, Robert Paul (Paul)</u>	9536 Glades Rd	Boca Raton	33434-3945	~~561/232-3572~~ <u>561-232-3572</u>
FL	<u>OPR</u>	<u>Kiedis, Robert Paul (Paul)</u>	<u>6000 Glades Rd Ste 1166c</u>	<u>Boca Raton</u>	<u>33431-7255</u>	<u>561-347-1622</u>
FL	OPR	~~Justin Mize~~ <u>Ripple, William Brent (Brent)</u>	~~15601277 W Boynton Beach Blvd~~ <u>Palmetto Park Rd</u>	~~Boynton Beach~~ <u>Boca Raton</u>	~~33436-46023~~ <u>3486-3317</u>	~~561/752-0790~~ <u>561-208-1047</u>
FL	OPR	~~Justin Mize~~ <u>, Justin David (Justin)</u>	8796 Boynton Beach Blvd	Boynton Beach	33472-4423	~~561/536-2256~~ <u>561-536-2256</u>
FL	OPR	~~Jonathan Ith~~ <u>Mize, Justin David (Justin)</u>	~~5206 73rd Ln E~~ <u>1560 W Boynton Beach Blvd</u>	~~Bradenton~~ <u>Boynton Beach</u>	~~34203-89123~~ <u>3436-4602</u>	~~941/751-9993~~ <u>561-752-0790</u>
FL	OPR	~~Nathan Hoeksema~~ <u>, Nathanael John (Nathan)</u>	4573 14th St W	Bradenton	34207-1429	~~941/727-7313~~ <u>941-727-7313</u>
FL	<u>OPR</u>	<u>Hoeksema, Nathanael John (Nathan)</u>	<u>4311 Manatee Ave W</u>	<u>Bradenton</u>	<u>34209-3914</u>	<u>941-200-3880</u>
FL	<u>OPR</u>	<u>Ith, Jonathan Vaty (Jonathan)</u>	<u>5206 73rd Ln E</u>	<u>Bradenton</u>	<u>34203-8912</u>	<u>941-751-9993</u>
FL	~~TMPOP~~	~~Bryan White~~ <u>Holmberg, Paul W. (Paul)</u>	~~519-Brandon Town Center Mall~~ <u>11325</u>	Brandon	~~33511-47253~~	~~813/654-6769~~

	R	~~CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22~~				
FL	OPR	~~Jeff~~ Jones, <u>Jeffrey Eric (Jeff)</u>	1504 E Brandon Blvd	Brandon	33511-5625	~~813/661-2300~~ ~~813-661-2300~~
FL	OPR	~~White, Bryan~~ Paul <u>Holmberg (Bryan)</u>	~~11325 Causeway Blvd~~ <u>519 Brandon Town Center Mall</u>	Brandon	~~33511-29043~~ ~~3511-4725~~	~~813/655-1237~~ ~~813-654-6769~~
FL	OPR	~~John~~ Mitten, <u>John Richard (John)</u>	13143 Cortez Blvd	Brooksville	34613-7802	~~352/596-2826~~ ~~352-596-2826~~
FL	OPR	~~Billy~~ Cossette, <u>William Christopher (Billy)</u>	1790 NE Pine Island Rd	Cape Coral	33909-1734	~~239/242-8748~~ ~~239-242-8748~~
FL	OPR	~~Ricardo~~ Sanchez, <u>Ricardo Enrique (Ricardo)</u>	15801 N Dale Mabry Hwy	Carrollwood	33618-1646	~~813/269-0717~~ ~~813-269-0717~~
FL	OPR	~~Gus~~ Mir, <u>Gustavo Rafael (Gus)</u>	3423 Ulmerton Rd	Clearwater	33762-4216	~~727/572-7775~~ ~~727-572-7775~~
FL	OPR	~~Russ~~ Voor, <u>Russell Keith (Russ)</u>	2516 Gulf To Bay Blvd	Clearwater	33765-4411	~~727/723-1992~~ ~~727-723-1992~~
FL	OPR	~~Russ~~ Voor, <u>Russell Keith (Russ)</u>	2525 Countryside Boulevard	Clearwater	33761	~~727/791-1808~~ ~~727-791-1808~~
FL	OPR	~~Andrew~~	~~644 US Highway 27~~	~~Clermont~~	~~34714-8908~~	~~352/243-2909~~
FL	OPR	~~Rocky~~ DeStefano, <u>Rocco Joseph (Rocky)</u>	16110 Hammock Ridge Road	Clermont	34711	~~352/241-8680~~ ~~352-241-8680~~
FL	OPR	~~Rocky~~ DeStefano, <u>Rocco Joseph (Rocky)</u>	2585 E Highway 50	Clermont	34711-6051	~~352/241-7076~~ ~~352-241-7076~~
FL	OPR	~~Gaddie, Andrew M. (Andrew)~~	~~644 US Highway 27~~	~~Clermont~~	~~34714-8908~~	~~352-243-2909~~
FL	OPR	~~Brent~~ Baillio, <u>Brent Michael (Brent)</u>	4670 N State Road 7	Coconut Creek	33073-3901	~~954/834-6877~~ ~~954-834-6877~~
FL	OPR	~~Samuel~~ Poecana, <u>Samuel (Samuel)</u>	1341 N University Dr	Coral Springs	33071-8316	~~954/753-0779~~ ~~954-753-0779~~
FL	OPR	~~Kyle~~ Schisler, <u>Kyle Michael (Kyle)</u>	3000 S Ferdon Blvd	Crestview	32536-8477	~~850/398-6995~~ ~~850-398-6995~~
FL	OPR	~~Rudy~~ Neal, <u>Rutherford Bernard (Rudy)</u>	43568 Highway 27	Davenport	33837-6812	~~863/866-2007~~ ~~863-866-2007~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

FL	OPR	~~Felix~~ Hodges <u>Fitzpatrick, William Scott (Scott)</u>	~~1900 S University Dr~~ <u>15990 SW 41st St</u>	Davie	~~33324-58493~~ ~~3331-1544~~	~~954/472-1123~~ ~~954-384-5113~~
FL	OPR	~~Felix~~ Hodges, <u>Felix Allen (Felix)</u>	5700 South University Drive	Davie	33328	~~954/680-1620~~ ~~954-680-1620~~
FL	OPR	~~Scott~~ Fitzpatrick <u>Hodges, Felix Allen (Felix)</u>	~~15990 SW 41st St~~ <u>1900 S University Dr</u>	Davie	~~33331-15443~~ ~~3324-5849~~	~~954/384-5113~~ ~~954-472-1123~~
FL	OPR	~~Chris~~ Kirby, <u>Christopher Joseph (Chris)</u>	100 N Williamson Blvd	Daytona Beach	32114-7129	~~386/252-8232~~ ~~386-252-8232~~
FL	OPR	~~Brent~~ Baillio, <u>Brent Michael (Brent)</u>	3648 W Hillsboro Blvd	Deerfield Beach	33442-9405	~~954/570-0404~~ ~~954-570-0404~~
FL	OPR	~~Neil, Daniel Afton (Daniel)~~	~~2760 US Highway 331 S~~	~~Derrick Springs~~	~~326574~~	~~850-307-5123~~
FL	OPR	~~Jamey~~ Vance, <u>Jamey Alexander (Jamey)</u>	2295 S Woodland Blvd	Deland	32720-8633	~~386/738-0062~~ ~~386-738-0062~~
FL	OPR	~~Erik~~ Benitez, <u>Erik (Erik)</u>	4775 W Atlantic Ave	Delray Beach	33445-3838	~~561/908-2721~~ ~~561-908-2721~~
FL	OPR	~~Susan~~ Leffert, <u>Susan Morris (Susan)</u>	1800 S Federal Hwy	Delray Beach	33483-3311	~~561/265-0321~~ ~~561-265-0321~~
FL	OPR	~~Tripp~~ Hill, <u>Tripp Hunter (Tripp)</u>	~~1063~~ <u>1021</u> Highway 98 E	Destin	~~32541-29013~~ ~~2541-2908~~	~~850/654-5534~~ ~~850-502-2296~~
FL	OPR	~~Victor~~ Zaldivar, <u>Victor Manuel (Victor)</u>	~~3995~~ <u>9815</u> NW ~~107th Ave~~ <u>41st St</u>	Doral	~~33178-18783~~ ~~3178-2969~~	~~305/593-7881~~ ~~305-593-7881~~
FL	OPR	~~Allan~~ Bradburn, <u>James Allan (Allan)</u>	21900 S Tamiami Trl	Estero	33928-3231	~~239/498-8700~~ ~~239-498-8700~~
FL	OPR	~~Billy~~ McClarnon, <u>William James (Billy)</u>	80 Oxford Rd	Fern Park	32730-2103	~~321/444-6536~~ ~~321-444-6536~~
FL	OPR	~~Cary~~ Arnold, <u>Cary A. (Cary)</u>	1541 County Road 220	Fleming Island	32003-7926	~~904/264-3644~~ ~~904-264-3644~~
FL	OPR	~~Rolando~~ Justiniano, <u>Rolando Jr. (Rolando)</u>	2650 N Federal Hwy	Fort Lauderdale	33306-1422	~~888/582-8121~~ ~~888-582-8121~~
FL	OPR	~~Bruce~~ Adkins, <u>Bruce Dane (Bruce)</u>	4752 Colonial Blvd	Fort Myers	33966-1034	~~239/936-6317~~ ~~239-936-6317~~

FL	OPR	~~Glanvill~~ , <u>Peter Alan (Peter)</u>	<u>13610 S Tamiami Trl</u>	<u>Fort Myers</u>	<u>33912-1624</u>	<u>239-433-9030</u>
FL	OPR	~~Kevin~~ -van der Kooy, <u>Kevin Ryan (Kevin)</u>	9980 Interstate Commerce Dr	Fort Myers	33913-8260	~~239/437-4800~~ <u>239-437-4800</u>
FL	~~IMPOP~~ <u>R</u>	~~Rey-Gonzalez~~ <u>Sanz, Sean Michael (Sean)</u>	~~13610 S Tamiami Trl~~ <u>5560</u> <u>Okcechobee Rd</u>	Fort ~~Myers~~ <u>Pierce</u>	~~33912-16243~~ <u>4947-5316</u>	~~239/433-9030~~
FL	OPR	~~Sean-Sanz~~ <u>Sexton, William Matthew</u> (Matthew)	~~5560-Okeechobee Rd~~ <u>122 Eglin Pkwy</u> <u>NE</u>	Fort ~~Pierce~~ <u>Walter</u> ~~Beach~~ <u>34947</u>	<u>34947</u>	<u>833/588-2699</u> <u>850-301-0093</u>
FL	OPR	~~Matthew~~ -Sexton, <u>William Matthew (Matthew)</u>	743 Beal Pkwy ~~NW~~ <u>Nw</u>	Fort ~~Walter~~ ~~Beach~~ <u>34947</u>	~~32547-3045~~ <u>32547-3045</u>	~~850/315-2697~~ <u>850-315-2697</u>
<u>FL</u>	<u>OPR</u>	<u>Allen, William Ernest IV (Will)</u>	<u>6419 W Newberry Rd Ste G8</u>	<u>Gainesville</u>	<u>32605-4390</u>	<u>352-331-6691</u>
FL	OPR	~~Landon~~ -Bentley, <u>Patrick Landon (Landon)</u>	1340 W University Ave	Gainesville	32603-2308	~~352/376-4000~~ <u>352-376-4000</u>
FL	OPR	~~Ray~~ -Holloway, <u>Raymond Cecil III (Ray)</u>	3621 SW Archer Rd	Gainesville	32608-2412	~~352/373-9988~~ <u>352-204-5757</u>
FL	OPR	~~Ray~~ -Holloway, <u>Raymond Cecil III (Ray)</u>	3938 SW Archer Rd	Gainesville	32608-2342	~~352/373-9988~~ <u>352-373-9988</u>
~~FL~~	~~OPR~~	~~Will Allen~~	~~6419 W Newberry Rd Ste G8~~	~~Gainesville~~	~~32605-4390~~	~~352/331-6691~~
FL	OPR	~~Nicole~~ -Moceri, <u>Nicole Roberto (Nicole)</u>	6275 Lantana Rd	Greenacres	33463-6714	~~561/296-4689~~ <u>561-296-4689</u>
FL	OPR	~~John~~ -Stopper, <u>John William II (John)</u>	310 Gulf Breeze Pkwy	Gulf Breeze	32561-4492	~~850/932-5400~~ <u>850-932-5400</u>
FL	OPR	~~Cynthia~~ -Bowles, <u>Cynthia Gay (Cynthia)</u>	1600 W 49th St	Hialeah	33012-2931	~~786/422-1500~~ <u>786-422-1500</u>
<u>FL</u>	<u>OPR</u>	<u>Sampayo, Antonio Jose (Tony)</u>	<u>5870 NW 183rd St</u>	<u>Hialeah</u>	<u>33015-6023</u>	<u>305-615-1532</u>
<u>FL</u>	<u>OPR</u>	<u>Sandoval, Raul (Raul)</u>	<u>495 W 49th St</u>	<u>Hialeah</u>	<u>33012-3602</u>	<u>786-845-6516</u>
<u>FL</u>	<u>OPR</u>	<u>Brown, Jack W. Jr. (Jack)</u>	<u>4461 Southside Blvd</u>	<u>Jacksonville</u>	<u>32216-5402</u>	<u>904-646-9333</u>
FL	OPR	~~Ben~~ -Bryant, <u>Benjamin J. (Ben)</u>	7147 Philips Hwy	Jacksonville	32256-6801	~~904/281-1000~~ <u>904-281-1000</u>
<u>FL</u>	<u>OPR</u>	<u>Bucy, Jeffery M. (Jeff)</u>	<u>4625 Town Center Pkwy</u>	<u>Jacksonville</u>	<u>32246-7400</u>	<u>904-928-9498</u>
FL	OPR	~~Chuck~~ -Campbell, <u>Charles Wayne (Chuck)</u>	14020 Lunar Dr	Jacksonville	32218-7241	~~904/757-1430~~ <u>904-757-1430</u>
FL	OPR	~~Darrell~~ -Crawford, <u>Darrell Michael (Darrell)</u>	4495 Roosevelt Blvd Ste 601	Jacksonville	32210-3387	~~904/387-1322~~ <u>904-387-1322</u>
FL	OPR	~~Eric~~ -Gillis, <u>Eric Mathew (Eric)</u>	3280 Oak Bluff Ln	Jacksonville	32257-6221	~~904/292-4668~~ <u>904-292-4668</u>
FL	OPR	~~Jack-Brown~~ <u>Kramer, Robert John (Robert)</u>	~~4461 Southside~~ <u>9398 Atlantic</u> Blvd	Jacksonville	~~32216-54023~~ <u>2225-8219</u>	~~904/646-9333~~ <u>904-724-4828</u>
~~FL~~	~~OPR~~	~~Jason-Walker~~	~~3814 University Blvd W~~	~~Jacksonville~~	~~32217-2202~~	~~904/712-6000~~
~~FL~~	~~OPR~~	~~Jeff Bucy~~	~~4625 Town Center Pkwy~~	~~Jacksonville~~	~~32246-7400~~	~~904/928-9498~~
~~FL~~	~~OPR~~	~~Jeff Wier~~	~~13672 Beach Blvd~~	~~Jacksonville~~	~~32224~~	~~904/992-2232~~
FL	OPR	~~Joe~~ -Mayo, <u>Joseph Lynn (Joe)</u>	9630 Applecross Rd	Jacksonville	32222-5818	~~904/908-4488~~ <u>904-908-4488</u>
FL	OPR	~~Joel~~ -Parker, <u>Joel Morgan (Joel)</u>	10300 Southside Blvd Ste 310	Jacksonville	32256-0746	~~904/363-1144~~ <u>904-363-1144</u>
FL	OPR	~~Joel~~ -Parker, <u>Joel Morgan (Joel)</u>	9980 Southside Blvd	Jacksonville	32256-0783	~~904/519-0505~~ <u>904-519-0505</u>
FL	OPR	~~Melinda~~ -Sowers, <u>Melinda McLeod (Melinda)</u>	13375 Atlantic Blvd	Jacksonville	32225-5569	~~904/221-0067~~ <u>904-221-0067</u>
FL	OPR	~~Robert-Kramer~~ <u>Walker, Jason Charles (Jason)</u>	~~9398 Atlantic~~ <u>3814 University</u> Blvd <u>W</u>	Jacksonville	~~32225-82193~~ <u>2217-2202</u>	~~904/724-4828~~ <u>904-712-6000</u>
<u>FL</u>	<u>OPR</u>	<u>Wier, Jeffrey Dean (Jeff)</u>	<u>13672 Beach Blvd</u>	<u>Jacksonville</u>	<u>32224-1206</u>	<u>904-992-2232</u>
FL	OPR	~~Todd~~ -Coleman, <u>Todd Lindsey (Todd)</u>	590 Marsh Landing Pkwy	~~Jacksonville~~ ~~Beach~~ <u>32250-5881</u>	~~32250-5880~~ <u>32250-5881</u>	~~904/280-0255~~ <u>904-280-0255</u>
<u>FL</u>	<u>OPR</u>	<u>Buchanan, Nathan Douglas (Nathan)</u>	<u>3745 NW Federal Hwy</u>	<u>Jensen Beach</u>	<u>34957</u>	<u>772-446-1246</u>
FL	~~OPR~~ <u>TM</u> <u>P</u>	~~Nathan-Buchanan~~ <u>Nixon, Jessica (Jess)</u>	3278 ~~NW~~ <u>Nw</u> Federal Hwy	Jensen Beach	34957-4442	~~772/692-2322~~ <u>772-692-2322</u>
FL	OPR	~~Dave-Koepsell~~ <u>Burkhead, Tyler Steven (Tyler)</u>	~~60507891~~ W Irlo Bronson Memorial Hwy	Kissimmee	~~34747-45153~~ <u>4747-1739</u>	~~407/566-9808~~ <u>407-787-4001</u>
FL	OPR	~~Renato-Nascimento~~ <u>Koepsell, David Graham</u> (Dave)	~~44506050~~ W ~~Vine St~~ <u>Irlo Bronson</u> <u>Memorial Hwy</u>	Kissimmee	~~34746-53153~~ <u>4747-4515</u>	~~407/787-3332~~ <u>407-566-9808</u>
FL	OPR	~~Tim~~ -Lytle, <u>Timothy James (Tim)</u>	3286 N John Young Pkwy	Kissimmee	34741-7549	~~407/935-0102~~ <u>407-935-0102</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

FL	OPR	~~Tyler Burkhead~~ Nascimento, Renato (Renato)	~~4435 W Pine St~~ Hwy Vine St	Kissimmee	~~344-727-4001~~ 4746-5315	~~407-787-3332~~ 407-787-3332
FL	OPR	~~Michael~~ Sexton, Michael Stanley (Michael)	3200 W US Highway 90	Lake City	32055-4723	~~386/438-5549~~ 386-438-5549
FL	OPR	~~Steven~~ Schrieber, Steven Scott (Steven)	4420 W Lake Mary Blvd	Lake Mary	32746-3351	~~407/333-8875~~ 407-333-8875
FL	OPR	~~Neil~~ Hannon, Neil (Neil)	1262 Northlake Blvd	Lake Park	33403-2050	~~561/842-5805~~ 561-842-5805
FL	~~TMP~~ OPR R	~~Drew Kelly~~ Brickhouse, Daniel Scott (Scott)	~~3800 US Highway 98 N Ste 692~~ 4625 S Florida Ave	Lakeland	~~33809-38283~~ 3813-2123	~~863/859-4444~~ 863-607-9300

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

FL	OPR	~~Scott~~ Brickhouse, Daniel Scott (Scott)	4132 ~~US~~ Us Highway 98 N	Lakeland	33809-3831	~~863/940-2828~~ 863-940-2828
~~FL~~	~~TMP~~	~~Kelly, Drew~~	~~3800 Us Highway 98 N Ste 692~~	~~Lakeland~~	~~33809-3828~~	~~863-859-4444~~
FL	OPR	~~Scott Brickhouse~~ Starnes, Jeremy Knight (Jeremy)	~~4625 S Florida Ave~~ 1197 W Lantana Rd	~~Lakeland~~ Lantana	~~33813-21233~~ 3462-1514	~~863/607-9300~~ 561-244-8797
FL	~~TMP~~ OPR R	~~Morgan Newman~~ Menendez, Anthony Luis (Tony)	10075 Ulmerton Rd	Largo	33771-4241	~~727/303-3155~~ 727-303-3155
~~FL~~	~~OPR~~	~~Chippeaux, Matthew Ryan (Matt)~~	~~17693 Harpers Run~~	~~Lutz~~	~~33558~~	~~813-303-1990~~
FL	OPR	~~Britt~~ Young, Britt Willis (Britt)	2349 Sun Vista Dr	Lutz	33559-6813	~~813/909-0953~~ 813-909-0953
FL	OPR	~~Bryan Watson~~ Dampier, Grace Oaks (Grace)	~~1700 W New Haven Ave Ste 407~~ 4930 Oakdale Blvd	~~Melbourne~~ Maria nna	~~32904-39853~~ 2448-5362	~~321/984-0637~~ 850-633-2334
FL	OPR	~~Mike~~ Urso, Michael Anthony (Mike)	3865 N Wickham Rd	Melbourne	32935-2310	~~321/433-5866~~ 321-433-5866
FL	OPR	~~Mike~~ Urso, Michael Anthony (Mike)	8300 N Wickham Rd	Melbourne	32940-7969	~~321/751-0801~~ 321-751-0801
~~FL~~	~~OPR~~	~~Watson, Bryan Markee (Bryan)~~	~~1700 W New Haven Ave Ste 407~~	~~Melbourne~~	~~32904-3985~~	~~321-984-0637~~
FL	OPR	~~Mike~~ Weeks, Michael Ray (Mike)	2955 Viera Boulevard	Melbourne	32940	~~321/636-3535~~ 321-636-3535
FL	OPR	~~Kersh~~ Peterson, James Kersh (Kersh)	785 E Merritt Island Cswy	Merritt Island	32952-3516	~~321/765-9877~~ 321-765-9877
~~FL~~	~~OPR~~	~~Justin Lindsey~~	~~12100 SW 88th St~~	~~Miami~~	~~33186-2004~~	~~305/901-6010~~
FL	OPR	~~Karyna~~ Kaufmann, Karyna (Karyna)	7535 N Kendall Dr Ste 1440A	Miami	33156-7881	~~305/661-1173~~ 305-661-1173
FL	OPR	~~Mauricio~~ Leon, Pablo Mauricio (Mauricio)	9301 W Flagler St	Miami	33174-2407	~~305/553-5497~~ 305-553-5497
~~FL~~	~~OPR~~	~~Lindsey, Justin Dean (Justin)~~	~~12100 SW 88th St~~	~~Miami~~	~~33186-2004~~	~~305-901-6010~~
FL	OPR	~~Thomas~~ Overby, Thomas Charles (Thomas)	1410 NW ~~North~~ N River Dr	Miami	33125-2657	~~786/864-0400~~ 786-864-0400
FL	OPR	~~Tony~~ Sampayo, Antonio Jose (Tony)	16100 NW 57th Ave	Miami Lakes	33014-6715	~~305/512-4501~~ 305-512-4501
FL	OPR	~~Joe~~ Mayo, Joseph Lynn (Joe)	1710 Blanding Blvd	Middleburg	32068-3836	~~904/291-8220~~ 904-291-8220
FL	OPR	~~Fred~~ Capewell, Frederick Paul (Fred)	3211 ~~SW~~ Sw 160th Ave	Miramar	33027-4215	~~954/433-3890~~ 954-433-3890
FL	OPR	~~Jude~~ Hodges, Jude Ellis (Jude)	12355 Miramar Parkway	Miramar	33025	~~954/449-6836~~ 954-449-6836
FL	OPR	~~Mike~~ Ricks, Michael Allen (Mike)	52 Scenic Gulf Dr	Miramar Beach	32550-4929	~~850/846-6246~~ 850-846-6246
FL	OPR	~~Rick~~ Powell, Frederick Harold Jr. (Rick)	17240 ~~US~~ Us Highway 441	Mount Dora	32757-6712	~~352/385-0046~~ 352-385-0046
FL	OPR	~~Chip~~ Hudson, Charles E. (Chip)	8610 Addison Place Dr	Naples	34119-7832	~~239/307-6050~~ 239-307-6050
~~FL~~	~~TMP~~	~~John Traeger~~	~~1874 Tamiami Trl N Spc FC-7~~	~~Naples~~	~~34102-4813~~	~~239/263-2678~~
FL	OPR	~~Rodriguez, Pedro Jason (P.J.-Rodriguez)~~	5825 Airport Pulling Rd N	Naples	34109-2029	~~239/594-9777~~ 239-594-9777
~~FL~~	~~TMP~~	~~Rodgers, Neal~~	~~1874 Tamiami Trl N Spc Fc-7~~	~~Naples~~	~~34102-4813~~	~~239-263-2678~~
FL	OPR	~~Robb~~ Schiefer, Robert Peter (Robb)	1348 John Sims Pkwy E	Niceville	32578-2208	~~850/279-6070~~ 850-279-6070
FL	OPR	~~Elias~~ Feliz, Elias (Elias)	820 N Miami Beach Blvd	~~North~~ Mari	~~33162-3701~~	~~786/746-6800~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

		~~Debbie Maechtel~~ Hart, Andrew Kenneth (Drew)	3100 SW College Rd	Ocala	34474-7446	~~352/237-1576~~ 352-237-1576
FL	OPR	Williams, Jeromy Joe (Jeromy)	5048 SW 48th Avenue	Ocala	34474	352-850-5742
FL	OPR	~~Jeromy~~ -Williams, Jeromy Joe (Jeromy)	3445 ~~SW~~ Sw College Rd	Ocala	34474-4429	~~352/854-2866~~ 352-854-2866
FL	OPR	~~Sidge~~ -Boast, Marshall Sidgmore (Sidge)	10620 W Colonial Dr	Ocoee	34761-2902	~~407/654-0904~~ 407-654-0904
FL	OPR	~~Bill~~ -Fink, William John (Bill)	3740 Tampa Rd	Oldsmar	34677-6306	~~813/925-0117~~ 813-925-0117
FL	OPR	~~Jamey~~ -Vance, Jamey Alexander (Jamey)	1141 Saxon Blvd	Orange City	32763-8470	~~386/774-8625~~ 386-774-8625
FL	OPR	~~Craig~~ -Phillips, Craig Jeffrey (Craig)	1925 Wells Rd	Orange Park	32073-2326	~~904/541-1111~~ 904-541-1111
FL	OPR	~~Eric Johnson~~ Addeo, Joseph Michael (Joe)	~~4752 S Kirkman Rd~~ 9500 McKenna Dr	Orlando	~~32811-3643~~ 2819-8868	~~407/295-9034~~ 407-757-7001
FL	OPR	~~Frank Yurchak~~ Beach, Matthew L. (Matt)	~~8673 Summit Centre Way~~ 4181 Millenia Blvd	Orlando	~~32810-5908~~ 2839-6409	~~407/475-0522~~ 407-698-5550
FL	OPR	~~Holly Rivera~~ Fish, Michael Edward (Mick)	~~42804 Narcoossee Rd~~ 6350 S Semoran Blvd	Orlando	~~32832-6924~~ 2822-3205	~~407/233-4506~~ 407-816-0032
FL	OPR	~~Jed Vaughn~~ Guarisco, Rucco Anthony III (Rock)	~~633 N Alafaya Trl~~ 11709 Daryl Carter Parkway	Orlando	~~32828-7045~~ 2821	~~407/281-8897~~ 407-379-1661
FL	OPR	~~Joe Addeo~~ Guarisco, Rucco Anthony III (Rock)	~~9500 McKenna Dr~~ 13524 State Road 535	Orlando	~~32819-8868~~ 2821-6321	~~407/757-7001~~ 407-827-7032
FL	OPR	~~John Naylor~~ Johnson, Eric Stafford (Eric)	~~4200 Conroy~~ 4752 S Kirkman Rd Ste 245	Orlando	~~32839-2449~~ 2811-3643	~~407/226-9949~~ 407-295-9034
~~FL~~	~~OPR~~	~~Jose Segarra~~	~~11350 University Blvd~~	~~Orlando~~	~~32817-2107~~	~~407/737-0003~~
FL	OPR	~~Kayley~~ -Jones, Kayley Elaine (Kayley)	7333 W Sand Lake Rd	Orlando	32819-5263	~~407/370-9295~~ 407-370-9295
FL	OPR	~~Larry Smith~~ Lytle, Timothy James (Tim)	~~2885 S Orange Ave~~ 1500 Sand Lake Rd	Orlando	~~32806-5403~~ 2809-7081	~~407/423-4933~~ 407-910-1177
FL	OPR	~~Matt Beach~~ Lytle, Timothy James (Tim)	~~4181 Millenia Blvd~~ 13085 S Orange Blossom Trl	Orlando	~~32839-6409~~ 2837-6596	~~407/698-5550~~ 407-251-4612
FL	OPR	~~Mick Fish~~ Naylor, John Thomas (John)	~~6350 S Semoran Blvd~~ 4200 Conroy Rd Ste 245	Orlando	~~32822-3205~~ 2839-2449	~~407/816-0032~~ 407-226-9945
FL	OPR	~~Randy~~ -Parks, Randy John (Randy)	2448 E Colonial Dr	Orlando	32803-5027	~~407/896-0350~~ 407-896-0350
FL	OPR	~~Rick~~ -Rapson, Richard Charles III (Rick)	1800 Sand Lake Rd	Orlando	32809-7630	~~407/856-0106~~ 407-856-0106
FL	OPR	~~Reck Guariseo~~ Rivera, Olivette Carin (Holly)	~~11709 Daryl Carter Parkway~~ 12801 Narcoossee Rd	Orlando	~~32821-32832~~ 6924	~~407/379-1661~~ 407-233-4506
FL	OPR	~~Reck Guariseo~~ Segarra, Jose E. (Jose)	~~13448 State Road 535~~ 11350 University Blvd	Orlando	~~32821-6316~~ 2817-2107	~~407/827-7032~~ 407-737-0003
FL	OPR	~~Tim Lytle~~ Smith, Larry Daniel (Larry)	~~13085~~ 2885 S Orange Blossom Trl ~~Ave~~	Orlando	~~32837-6596~~ 2806-5403	~~407/251-4612~~ 407-423-4933
FL	OPR	~~Tim Lytle~~ Vaughn, Jed Karey Jr. (Jed)	~~1500 Sand Lake Rd~~ 633 N Alafaya Trl	Orlando	~~32809-7081~~ 2828-7045	~~407/910-1177~~ 407-281-8897
~~FL~~	~~OPR~~	~~Yurchak, Frank Joseph (Frank)~~	~~8673 Summit Centre Way~~	~~Orlando~~	~~32810-5908~~	~~407-475-0522~~
FL	OPR	~~James~~ -Wood, James Paul (James)	1464 W Granada Blvd	Ormond Beach	32174-5919	~~386/673-6424~~ 386-673-6424
FL	OPR	~~Charlie~~ -Fish, Charles Thomas (Charlie)	32 E Mitchell Hammock Rd	Oviedo	32765-9783	~~407/365-7657~~ 407-365-7657
FL	OPR	~~Mark~~ -Nicholson, Bryan Mark (Mark)	5023 Highway 90	Pace	32571-1503	~~850/995-9456~~ 850-995-9456

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

FL	OPR	~~Scott~~ -Washburn, Brent Scott (Scott)	1130 Malabar Rd SE	Palm Bay	32907-3253	~~321/499-4630~~ 321-499-4630
FL	OPR	~~Brittany~~ -Ainsworth, Brittany Nicole (Brittany)	3101 Pga Blvd Ste L209	~~Palm Bay~~ ~~Gardens~~ ~~Cactus~~	~~33410-2816~~ ~~3340~~ ~~2816~~	~~561/624-0144~~ 561-624-0144
FL	OPR	~~Glen~~ -Efford, Glen Alan (Glen)	1000 Palm Coast Pkwy NW	Palm Coast	32137-4722	~~386/445-0399~~ 386-445-0399

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

FL	OPR	~~Dan~~ Metzger, <u>Daniel Charles (Dan)</u>	32800 US Highway 19 N	Palm Harbor	34684-5115	~~727/26-8545~~ 727-786-8545
FL	OPR	Adams, Donald W. (Donald)	900 W 23rd St	Panama City	32405-3927	850-481-1311
FL	OPR	~~Don~~ -Adams, <u>Donald W. (Donald)</u>	2275 Martin Luther King Jr Blvd	Panama City	32405-5320	~~850/640-3760~~ 850-640-3760
FL	OPR	~~Don~~ -Adams	~~900 W 23rd St~~	~~Panama City~~	~~32405-3927~~	~~850/481-1311~~
FL	OPR	~~Walt~~ -Rose, <u>Walter J. Jr. (Walt)</u>	11428 Panama City Beach Pkwy	Panama City	32407-2453	~~850/234-9540~~ 850-234-9540
FL	OPR	~~Walt~~ -Rose, <u>Walter J. Jr. (Walt)</u>	401 N Tyndall Pkwy	Panama City	32404-6126	~~850/872-1512~~ 850-872-1512
FL	OPR	Bieschke, Michelle Lowe (Michelle)	15901 Pines Blvd	Pembroke Pines	33027-1201	954-372-3363
FL	OPR	<u>Copeland, Henley</u> Micah ~~Garrett~~ (Micah)	11401 Pines Blvd Ste 466 (Inside Mall) ~~Mal~~	Pembroke Pines	33026-4105	~~954/895-4825~~ 954-895-4825
FL	OPR	~~Nick~~ -Cristantiello, <u>Nicholas Joseph (Nick)</u>	12203 Pines Blvd (Outside Mall)	Pembroke Pines	33026-4119	~~954/392-9766~~ 954-392-9766
FL	OPR	~~Doug~~ -Bizerra <u>Barnes, Robert Walter (Robert)</u>	~~5020 Bayou Blvd~~ 1757 E Nine Mile Rd	Pensacola	~~32503-2504~~ 251-5729	~~850/484-5524~~ 850-484-4885
FL	OPR	~~Kathy Worley~~ <u>Bizerra, Douglas Scott (Doug)</u>	~~5100 N 9th Ave Rm J-928~~ 5020 Bayou Blvd	Pensacola	~~32504-8735~~ 2503-2504	~~850/477-7979~~ 850-484-5521
FL	OPR	~~Robert Barnes~~	~~1757 E Nine Mile Rd~~	~~Pensacola~~	~~32514-5729~~	~~850/484-4885~~
FL	OPR	~~Scott~~ -Fraser, <u>Scott Robert (Scott)</u>	510 N Navy Blvd	Pensacola	32507-2012	~~850/455-6100~~ 850-455-6100
FL	OPR	Worley, Kathleen Anderson (Kathy)	5100 N 9th Ave Rm J-928	Pensacola	32504-8735	850-477-7979
FL	OPR	~~Gus~~ -Mir, <u>Gustavo Rafael (Gus)</u>	7020 ~~US~~ <u>Us</u> Highway 19 N	Pinellas Park	33781-4601	~~727/525-7174~~ 727-525-7171
FL	OPR	~~Dawn~~ -Redmon, <u>Dawn Michelle (Dawn)</u>	1101 Goldfinch Dr	Plant City	33563-1082	~~813/704-4020~~ 813-704-4020
FL	OPR	~~Jennifer~~ -Austin, <u>Christy Jennifer (Jennifer)</u>	8000 W Broward Blvd Ste 5005	Plantation	33388-0007	~~954/476-9425~~ 954-476-9425
FL	OPR	~~Efraim~~ -Silva, <u>Efraim Antonio (Efraim)</u>	2250 N Federal Hwy	Pompano Beach	33062-1006	~~954/943-5855~~ 954-943-5855
FL	OPR	~~Edward~~ -Leslie, <u>Edward Paul (Edward)</u>	1814 Tamiami Trl	Port Charlotte	33948-1043	~~941/766-6106~~ 941-766-6106
FL	OPR	~~Shan~~ -Queen, <u>Shannon Carlis (Shan)</u>	1761 Dunlawton Ave	Port Orange	32127-4757	~~386/767-3377~~ 386-767-3377
FL	OPR	~~Jimmy~~ -Cristantiello, <u>James Stephan Jr. (Jimmy)</u>	1611 NW St Lucie W Blvd	Port Saint Lucie	34986	~~772/204-2653~~
FL	OPR	~~Gabe~~ -Porrata, <u>Gabriel (Gabe)</u>	12810 Summerfield Crossing ~~Boulevard~~ <u>Blvd</u>	Riverview	~~33579~~ 33579-7217	~~813/499-9933~~ 813-499-9933
FL	OPR	~~Wayne~~ -Efford, <u>Wayne Roland (Wayne)</u>	~~1752 US Highway 1 S~~ 2244 State Road 16	Saint Augustine	~~32084-6016~~ 2084-5878	~~904/810-2204~~
FL	OPR	~~Wayne~~ -Efford, <u>Wayne Roland (Wayne)</u>	~~2244 State Road 16~~ 1752 Us Highway 1 S	Saint Augustine	~~32084-5878~~ 2084-6016	~~904/808-8519~~ 904-810-2201
FL	OPR	~~Jason~~ -Whitfield, <u>Jason James (Jason)</u>	4360 13th St	Saint Cloud	34769-6723	~~407/891-6985~~ 407-891-6985
FL	OPR	Harris, Laurie Lee (Laurie)	2471 Tyrone Blvd N	Saint Petersburg	33710-3900	727-343-8645
FL	OPR	~~David~~ -Neely, <u>David Lloyd (David)</u>	4241 4th St N	Saint Petersburg	33703-4724	~~727/502-9402~~ 727-502-9402
FL	TMP	~~Drew Hart~~ <u>Hall, Carrie</u>	2257 Tyrone Sq	Saint Petersburg	33710-3950	~~727/381-2066~~ 727-381-2066
FL	OPR	~~Laurie Harris~~	~~2471 Tyrone Blvd N~~	~~Saint Petersburg~~	~~33710-3900~~	~~727/343-8645~~
FL	OPR	~~Steve~~ -Carroll, <u>Stephen L. (Steve)</u>	4590 W State Road 46	Sanford	32771-9009	~~407/878-6385~~ 407-878-6385
FL	OPR	~~James Young~~ <u>Mangrum, Tricia Lyn (Tricia)</u>	~~5330 Clark~~ 5384 Fruitville Rd	Sarasota	~~34233-3227~~ 4232-6401	~~941/926-1055~~ 941-203-5156
FL	OPR	~~Rick~~ -Michaels, <u>Richard Lyle (Rick)</u>	8420 S Tamiami Trl	Sarasota	34238-2936	~~941/966-0024~~ 941-966-0024
FL	OPR	~~Tricia Mangrum~~ <u>Young, James Ray Jr. (James)</u>	~~5384 Fruitville~~ 5330 Clark Rd	Sarasota	~~34232-6401~~ 4233-3227	~~941/203-5156~~ 941-926-1055
FL	OPR	~~Gary~~ -Malanowski, <u>Gary Lee (Gary)</u>	10790 Park Blvd	Seminole	33772-5419	~~727/398-0777~~ 727-398-0777
FL	OPR TMP P	~~Tony Menendez~~ <u>Fankhauser, Jamie</u>	4623 Gulf Blvd	St Pete Beach	33706-2405	~~727/367-7038~~ 727-367-7038
FL	OPR	~~Nathan~~ -Buchanan, <u>Nathan Douglas (Nathan)</u>	2930 ~~SE~~ <u>Se</u> Federal Hwy	Stuart	34994-5740	~~772/223-5442~~

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		~~Alberto~~ -Eyzaguirre, <u>Alberto N. (Alberto)</u>	12600 W Sunrise Blvd	Sunrise	33323-2916	~~772/23-5442~~ <u>954/846-1870</u> <u>954-846-1870</u>
FL	OPR	~~Brooks-Merrill~~ <u>Elyea, Steven Lee (Steve)</u>	~~1500 Apalachee Pkwy Ste 1040~~ <u>3455 Bannerman Rd</u>	Tallahassee	~~32301-3053~~ <u>2312-7005</u>	~~850/878-1578~~ <u>850-668-0138</u>
FL	OPR	~~Steve~~ Elyea, <u>Steven Lee (Steve)</u>	3101 Capital Cir ~~NE~~ <u>Ne</u>	Tallahassee	32308-3705	~~850/531-0720~~ <u>850-531-0720</u>
FL	OPR	~~Steve~~ Elyea	~~3455 Bannerman Rd~~	~~Tallahassee~~	~~32312~~	~~850/668-0138~~
FL	OPR	~~Terrial~~ -Lamm, <u>Terrial Dean (Terrial)</u>	299 S Magnolia Dr	Tallahassee	32301-2923	~~850/878-7095~~ <u>850-878-7095</u>
FL	OPR	~~Terry~~ -Widener, <u>Terry William (Terry)</u>	1650 W Tennessee St	Tallahassee	32304-3435	~~850/262-8409~~ <u>850-262-8409</u>
FL	OPR	~~Widener~~ , <u>Terry William (Terry)</u>	<u>2136 N Monroe St</u>	<u>Tallahassee</u>	<u>32303-4730</u>	<u>850-385-0599</u>
FL	OPR	~~Terry~~ -Widener, <u>Terry William (Terry)</u>	1775 W Tennessee St	Tallahassee	32304-3436	~~850/224-2112~~ <u>850-224-2112</u>
FL	OPR	~~Terry~~ -Widener <u>Taylor, DeShawn</u>	~~2136 N Monroe St~~ <u>1500 Apalachee Pkwy Ste 1040</u>	Tallahassee	~~32303-4730~~ <u>2301-3053</u>	~~850/385-0599~~ <u>850-878-1578</u>
FL	OPR	~~Javier~~ -Laguna, <u>Javier Antonio (Javier)</u>	8190 W Commercial Blvd	Tamarac	33351-4328	~~954/741-9395~~ <u>954-741-9395</u>
FL	OPR	~~Art~~ -Grossman	~~2223 N West Shore Blvd Ste FC202~~	~~Tampa~~	~~33607-7222~~	~~813/354-8100~~
FL	OPR	~~Art~~ -Grossman <u>Brito, Carlos Antonio (Carlos)</u>	~~609 S~~ <u>2551 N</u> Dale Mabry Hwy	Tampa	~~33609-3948~~ <u>3607-2408</u>	~~813/873-1938~~ <u>813-450-1832</u>
FL	OPR	~~Bob~~ Clifton, <u>Robert H. (Bob)</u>	3019 Cove Bend Dr	Tampa	33613-2730	~~813/866-7766~~ <u>813-866-7766</u>
FL	OPR	~~Carlos~~ - <u>Brito</u> <u>Dittman, Jason Trevor (Jason)</u>	~~2551 N Dale Mabry Hwy~~ <u>8465 W Hillsborough Ave</u>	Tampa	~~33607-2408~~ <u>3615-3807</u>	~~813/450-1832~~ <u>813-838-6892</u>
FL	OPR	~~Denis~~ -Spradlin	~~2811 E Fowler Ave~~	~~Tampa~~	~~33612-6210~~	~~813/631-5110~~
FL	OPR	~~Denis~~ -Spradlin	~~3605 E Bougainvillea Ave~~	~~Tampa~~	~~33612-6433~~	
FL	OPR	~~Dustin~~ -LaChance	~~3678 W Gandy Blvd~~	~~Tampa~~	~~33611-2608~~	~~813/831-4203~~
FL	OPR	~~Jason~~ -Dittman	~~6299 W Waters Ave~~	~~Tampa~~	~~33634-1100~~	~~813/880-0808~~
FL	OPR	~~Jason~~ -Dittman, <u>Jason Trevor (Jason)</u>	8019 Citrus Park Town Center Mall	Tampa	33625-3180	~~813/926-4888~~ <u>813-926-4888</u>
FL	OPR	~~Jason~~ -Dittman, <u>Jason Trevor (Jason)</u>	~~8465~~ <u>6299 W Hillsborough</u> <u>Waters</u> Ave	Tampa	~~33615-3807~~ <u>3634-1100</u>	~~813/838-6892~~ <u>813-880-0808</u>
FL	OPR	~~Jim~~ -Gibson, <u>James Carson III (Jim)</u>	17513 Bruce B Downs Blvd	Tampa	33647-3211	~~813/977-2659~~ <u>813-977-2659</u>
FL	OPR	~~Grossman~~ , <u>Arthur E. (Art)</u>	~~2223 N West Shore Blvd Ste Fc202~~	~~Tampa~~	~~33607-7222~~	~~813-354-8100~~
FL	OPR	~~Grossman~~ , <u>Arthur E. (Art)</u>	~~609 S Dale Mabry Hwy~~	~~Tampa~~	~~33609-3948~~	~~813-873-1938~~
FL	OPR	~~LaChance~~ , <u>Dustin Edward (Dustin)</u>	~~3678 W Gandy Blvd~~	~~Tampa~~	~~33611-2608~~	~~813-831-4203~~

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FL	OPR	~~Joseph~~ - <u>Oakley</u> <u>McBaen, Courtney Lynn (Courtney)</u>	241 Westshore Plz # A	Tampa	33609-1810	~~813/291-0615~~ <u>813-291-0615</u>
FL	OPR	~~Spradlin~~ , <u>Haskell Denis (Denis)</u>	~~2811 E Fowler Ave~~	~~Tampa~~	~~33612-6210~~	~~813-631-5110~~
FL	OPR	~~Spradlin~~ , <u>Haskell Denis (Denis)</u>	~~3605 E Bougainvillea Ave~~	~~Tampa~~	~~33612-6433~~	
FL	OPR	~~Denis~~ -Spradlin, <u>Haskell Denis (Denis)</u>	5302 E Fowler Ave	Temple Terrace	33617-2222	~~813/914-0295~~ <u>813-914-0295</u>
FL	OPR	~~Brian~~ -Mathes, <u>Brian Andrew (Brian)</u>	730 N ~~US~~ <u>Us</u> Highway 441	The Villages	32159-3194	~~352/430-0223~~ <u>352-430-0223</u>
FL	OPR	~~Brenda~~ -Stryjewski, <u>Brenda Kelly (Brenda)</u>	9040 State Road 54	Trinity	34655-1812	~~727/834-8880~~ <u>727-834-8880</u>
FL	OPR	~~Travis~~ -Biggs, <u>Travis H. (Travis)</u>	5489 University Pkwy	University Park	34201-2012	~~941/263-3341~~ <u>941-263-3341</u>
FL	OPR	~~Paul~~ -Holmberg, <u>Paul W. (Paul)</u>	2010 Bloomingdale Ave	Valrico	33596-6113	~~813/571-0569~~ <u>813-571-0569</u>
FL	OPR	~~Michael~~ -Kelley, <u>Michael Joseph (Michael)</u>	6020 Elon Ln	Vero Beach	32966-1007	~~772/567-0222~~ <u>772-567-0222</u>
FL	OPR	~~Rob~~ -Rabenecker, <u>Robert Edward Jr. (Rob)</u>	10300 Forest Hill Blvd Ste FC108	Wellington	33414-3132	~~561/333-4242~~ <u>561-333-4242</u>
FL	OPR	~~Jim~~ -Larreau, <u>James F. (Jim)</u>	28295 State Road 54	Wesley Chapel	33543-3225	~~813/402-4090~~ <u>813-402-4090</u>

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FL	OPR	~~Scott~~ Washburn, <u>Brent Scott (Scott)</u>	835 Palm Bay Rd	West Melbourne	~~3294-21284~~ <u>1172</u>	~~727-723-7140~~ <u>321-733-7110</u>
FL	OPR	~~Rob~~ Morris, <u>Robert Russell (Rob)</u>	2070 Palm Beach Lakes Blvd	~~West Palm Beach~~ <u>Beach</u>	~~33409-6502~~ <u>33409-6502</u>	~~561/640-4144~~ <u>561-640-4144</u>
FL	OPR	~~Rob~~ Morris, <u>Robert Russell (Rob)</u>	6060 Okeechobee Blvd	~~West Palm Beach~~ <u>Beach</u>	~~33417-4326~~ <u>33417-4326</u>	~~561/242-9172~~ <u>561-242-9172</u>
FL	OPR	~~Rob~~ Rabenecker, <u>Robert Edward Jr. (Rob)</u>	206 S State Road 7	~~West Palm Beach~~ <u>Beach</u>	~~33414-4337~~ <u>33414-4337</u>	~~561/721-8650~~ <u>561-721-8650</u>
FL	OPR	~~Sidge~~ Boast, <u>Marshall Sidgmore (Sidge)</u>	3166 Daniels Rd	Winter Garden	34787-7017	~~407/656-0724~~ <u>407-656-0721</u>
FL	OPR	~~Caleb Easton~~ Florence, Ronald Allen (Ron)	~~143 Landings Blvd~~ <u>15899 New Independence Pky</u>	Winter Haven	~~33880-38483~~ <u>4787</u>	~~863/299-2697~~ <u>407-347-6061</u>
FL	OPR	~~Bob Kyle~~ Easton, Caleb Stephen (Caleb)	~~3391 University~~ <u>143 Landings Blvd</u>	Winter Park	~~32792-74283~~ <u>3880-3848</u>	~~407/673-9664~~ <u>863-299-2697</u>
FL	~~TMPOPR~~	~~Carolina~~ Devine, <u>Carolina Janina (Carolina)</u>	700 S Orlando Ave	Winter Park	32789-4845	~~407/622-2445~~ <u>407-622-2445</u>
FL	OPR	<u>Kyle, Robert Hendley (Bob)</u>	<u>3391 University Blvd</u>	Winter Park	<u>32792-7428</u>	<u>407-673-9661</u>
FL	OPR	~~Bob~~ Kyle, <u>Robert Hendley (Bob)</u>	1454 Tuskawilla Rd	Winter Springs	32708-5201	~~407/696-8333~~ <u>407-696-8333</u>
FL	OPR	<u>Lita</u> Fannin, <u>Lita Sullivan (Lita)</u>	464004 State Road 200	Yulee	32097-6339	~~904/491-5552~~ <u>904-491-5552</u>
FL	OPR	~~Scott~~ Amole, <u>Scott David (Scott)</u>	7490 Gall Blvd	Zephyrhills	33541-4310	~~813/702-1222~~ <u>813-702-1222</u>
GA	OPR	<u>Duncan, Richard Lee (Andy)</u>	<u>3295 Cobb Pkwy Nw</u>	Acworth	<u>30101-3938</u>	<u>770-966-8918</u>
GA	OPR	~~Andy~~ Duncan, <u>Richard Lee (Andy)</u>	1790 Mars Hill Rd ~~NW~~	Acworth	30101-8091	~~770/514-9850~~ <u>770-514-9850</u>
GA	OPR	~~Andy~~ Duncan <u>Wari, Khalil J. (K. J.)</u>	~~3295 Cobb Pkwy NW~~ <u>2609 Dawson Rd</u>	~~Aeworth~~ <u>Albany</u>	~~30101-39383~~ <u>1707-1608</u>	~~770/966-8918~~ <u>229-889-1166</u>
GA	OPR	~~K. J. Wari~~ Brookshire, John Randall (Randall)	~~2609 Dawson Rd~~ <u>8475 Holcomb Bridge</u>	~~Albany~~ <u>Alpharetta</u>	~~31707-16083~~ <u>0022-5318</u>	~~229/889-1166~~ <u>770-640-8280</u>
GA	OPR	<u>Colby</u> Cameron, <u>Stephen Colby (Colby)</u>	5180 Windward Pkwy	Alpharetta	30004-3841	~~770/410-3533~~ <u>770-410-3533</u>
GA	OPR	~~David~~ Thornsberry	~~2180 N Point Cir~~	~~Alpharetta~~	~~30022-6587~~	~~770/410-9393~~
GA	OPR	~~David~~ Thornsberry	~~6085 N Point Pkwy~~	~~Alpharetta~~	~~30022-4888~~	~~770/667-8080~~
GA	OPR	~~John~~ Crays, <u>John Ryan (John)</u>	2720 Old Milton Pkwy	Alpharetta	~~30009-30009~~ <u>2218</u>	~~678/266-6242~~ <u>678-266-6212</u>
GA	OPR	~~John~~ Moraitakis, <u>John George (John)</u>	4285 State Bridge Rd	Alpharetta	30022-4449	~~770/521-2132~~ <u>770-521-2132</u>
GA	OPR	~~Randall Brookshire~~ Thornsberry, Clyde David (David)	~~8475 Holcomb Bridge Rd~~ <u>2180 N Point Cir</u>	Alpharetta	~~30022-53183~~ <u>0022-6587</u>	~~770/640-8280~~ <u>770-410-9393</u>
GA	OPR	<u>Meri</u> Beth McNeill, <u>Meredith Davis (Meri Beth)</u>	736 E Forsyth St	Americus	31709-3736	~~229/389-2775~~ <u>229-389-2775</u>
GA	OPR	~~Alex~~ Clark, <u>William Alexander (Alex)</u>	3637 Atlanta Hwy	Athens	30606-3150	~~706/369-1806~~ <u>706-369-1806</u>
GA	OPR	~~John~~ Collette, <u>John Martin (John)</u>	1870 Epps Bridge Pkwy	Athens	30606-6146	~~706/369-9500~~ <u>706-369-9500</u>
GA	OPR	~~Shane~~ Todd, <u>Shane Lomax (Shane)</u>	101 College Ave	Athens	30601-2804	~~706/546-1009~~ <u>706-546-1009</u>
GA	OPR	<u>Todd, Shane Lomax (Shane)</u>	<u>280 E Campus Rd</u>	<u>Athens</u>	<u>30602-0001</u>	<u>706-215-5924</u>
GA	OPR	~~Shane~~ Todd, <u>Shane Lomax (Shane)</u>	1870 Barnett Shoals Rd	Athens	30605-3011	~~706/549-0111~~ <u>706-549-0111</u>
GA	OPR	~~Shane~~ Todd, <u>Shane Lomax (Shane)</u>	196 Alps Rd	Athens	30606-4085	~~706/613-7115~~ <u>706-613-7115</u>
GA	OPR	~~Shane~~ Todd	~~280 E Campus Rd~~	~~Athens~~	~~30602-0001~~	~~706/215-5924~~
GA	OPR	~~Alex~~ Rodriguez	~~4350 Ashford Dunwoody Rd NE~~	~~Atlanta~~	~~30346-1504~~	~~770/351-6915~~
GA	OPR	~~Ben~~ Rhodes	~~8433 Roswell Rd~~	~~Atlanta~~	~~30350-2834~~	~~770/642-6575~~
GA	OPR	<u>Bryan</u> Auton, <u>Christopher Bryan (Bryan)</u>	1901 Peachtree Rd NE	Atlanta	30309-1230	~~404/355-2004~~ <u>470-668-0887</u>
GA	OPR	~~Chris Darley~~ Bailey, Lawson Christopher (Lawson)	~~441 Martin Luther King Jr Dr NW~~ <u>5925 Roswell Rd Ste C</u>	Atlanta	~~30313-15293~~ <u>0328-4915</u>	~~404-847-0488~~
GA	OPR	~~Gery~~ Wyatt Bilotti, Jason Phillip (Jason)	~~3280 Peachtree Rd NE Ste 105~~ <u>3419 Northside Pkwy Nw</u>	Atlanta	~~30305-24633~~ <u>0327-2311</u>	~~404/816-3113~~ <u>404-261-9166</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

GA	OPR	~~Danny Goebbel~~ <u>Bilotti, Jason Phillip (Jason)</u>	~~2485 Cumberland Pkwy SE~~ <u>Cumberland Pkwy SE</u>	Atlanta	~~30339-6132~~ <u>30339-6132</u>	~~770-444-9376~~ <u>770-444-9376</u>
GA	OPR	~~Gary Branch~~ <u>Gary Worthington (Gary)</u>	225 Peachtree St NE # B-40	Atlanta	30303-1701	~~404/577-4194~~ <u>404-577-4194</u>
GA	OPR	~~Gary Branch~~ <u>Gary Worthington (Gary)</u>	725 W Peachtree St NE	Atlanta	30308-1137	~~404/610-9965~~ <u>404-610-9965</u>
GA	OPR	~~Greg Mapoles~~ <u>Darley, Christopher Glenn (Chris)</u>	~~2340 N Druid Hills Rd NE~~ <u>441 Martin Luther King Jr Dr NW</u>	Atlanta	~~30329-31053~~ <u>30313-1529</u>	~~404/634-4953~~ <u>404/634-4953</u>
GA	OPR	~~Jamerian Myles~~ <u>Diamond, John Lloyd (John)</u>	~~401 Bill Kennedy Way SE~~ <u>350 Ferst Dr NW</u>	Atlanta	~~30316-68463~~ <u>30332-0001</u>	~~404/622-0203~~ <u>470-300-9169</u>
GA	OPR	~~Jason Bilotti~~ <u>Diamond, John Lloyd (John)</u>	~~2485 Cumberland Pkwy SE~~ <u>1942 Howell Mill Rd NW</u>	Atlanta	~~30339-61323~~ <u>30318-2519</u>	~~770/444-9376~~ <u>404-351-8050</u>
GA	OPR	~~Jason Bilotti~~ <u>Diamond, John Lloyd (John)</u>	~~3419 1100 Northside Pkwy Dr~~ <u>NW</u>	Atlanta	~~30327-23113~~ <u>30318-5417</u>	~~404/261-9166~~ <u>404-249-2491</u>
GA	OPR	~~Jerry Goebeler~~ <u>Gerard Francis Jr. (Jerry)</u>	4285 Roswell Rd NE	Atlanta	30342-3766	~~404/303-9275~~ <u>404-303-9275</u>
GA	OPR	~~John Diamond~~ <u>Houston, Isaac Theodore (Isaac)</u>	~~4100 Northside Dr NW~~ <u>3393 Peachtree Rd NE</u>	Atlanta	~~30318-54173~~ <u>30326-1162</u>	~~404/249-2491~~ <u>404-665-5566</u>
GA	OPR	~~John Diamond~~ <u>Mapoles, W. Gregory (Greg)</u>	~~1942 Howell Mill Rd NW~~ <u>2340 N Druid Hills Rd NE</u>	Atlanta	~~30318-25193~~ <u>30329-3105</u>	~~404/351-8050~~ <u>404-634-4953</u>
GA	OPR	~~John Diamond~~	~~350 Ferst Dr NW~~	Atlanta	~~30332-0001~~	
GA	OPR	~~Lawson Bailey~~	~~5925 Roswell Rd Ste C~~	Atlanta	~~30328-4915~~	~~404/847-0488~~
GA	TMP	~~Mariesha Pugh~~	~~4400 Ashford Dunwoody Rd Ne~~	Atlanta	~~30346-1518~~	~~770/394-3189~~
GA	OPR	~~Marshall McCabe~~ <u>Robert Marshall (Marshall)</u>	2860 Cumberland Mall SE Ste 1324	Atlanta	30339-6429	~~770/435-2777~~ <u>770-435-2777</u>
GA	OPR	~~Marshall McCabe~~ <u>Robert Marshall (Marshall)</u>	2975 Cobb Pkwy SE	Atlanta	30339-3148	~~770/612-0930~~ <u>770-612-0930</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

GA	OPR	~~Marshall McCabe~~ <u>Robert Marshall (Marshall)</u>	755 Battery Ave SE	Atlanta	30339-3017	
GA	~~TMP~~ <u>OPR</u>	~~Matthew Carpenter~~ <u>Myles, Jamerian Calvonta (Jamerian)</u>	~~3393 Peachtree Rd~~ <u>689 Boulevard NE</u>	Atlanta	~~30326-11623~~ <u>30308</u>	~~404/869-8895~~ <u>404-800-5600</u>
GA	OPR	~~Melissa Winkfield~~ <u>Myles, Jamerian Calvonta (Jamerian)</u>	~~3410 Camp Creek Pkwy~~ <u>401 Bill Kennedy Way SE</u>	Atlanta	~~30344-57403~~ <u>30316-6846</u>	~~404/494-9320~~ <u>404-622-0203</u>
GA	~~TMP~~ <u>OPR</u>	~~Neal Rodgers~~ <u>Rhodes, Benjamin Adam (Ben)</u>	~~1 Cnn Ctr NW Ste 224~~ <u>8433 Roswell Rd</u>	Atlanta	~~30303-27623~~ <u>30350-2834</u>	~~404/859-4449~~ <u>770-642-6575</u>
GA	<u>OPR</u>	<u>Rodriguez, Alexander (Alex)</u>	<u>4350 Ashford Dunwoody Rd NE</u>	<u>Atlanta</u>	<u>30346-1504</u>	<u>770-351-6915</u>
GA	OPR	~~Quincy Springs~~ <u>Quincy Lewis Alexander IV (Quincy)</u>	875 Martin Luther King Jr Dr NW	Atlanta	30314-3643	~~404/730-0199~~ <u>404-730-0199</u>
GA	~~TMP~~ <u>OPR</u>	~~Rebecca Parker~~ <u>Taylor, Reginald Dale (Reggie)</u>	~~2841 Greenbriar Pkwy SW~~ <u>2580 Piedmont Rd NE</u>	Atlanta	~~30331-26203~~ <u>30324-3007</u>	~~404/344-1754~~ <u>404-264-1992</u>
GA	OPR	~~Reggie Taylor~~ <u>Winkfield, Melissa Helton (Melissa)</u>	~~2580 Piedmont Rd NE~~ <u>3410 Camp Creek Pkwy</u>	Atlanta	~~30324-30073~~ <u>30344-5710</u>	~~404/264-1992~~ <u>404-494-9320</u>
GA	OPR	~~Rory Woodfaulk~~ <u>Rory Vaughn (Rory)</u>	3725 Cascade Rd SW	Atlanta	30331-2111	~~404/696-3300~~ <u>404-696-3300</u>
GA	<u>OPR</u>	<u>Wyatt, Cory Taylor (Cory)</u>	<u>3280 Peachtree Rd Ne Ste 105</u>	<u>Atlanta</u>	<u>30305-2463</u>	<u>404-816-3113</u>
GA	<u>TMP</u>	<u>Duncan, Michael</u>	<u>4400 Ashford Dunwoody Rd Ne</u>	<u>Atlanta</u>	<u>30346-1518</u>	<u>770-394-3189</u>
GA	TMP	~~Tye White~~ <u>Gibson, Ridge</u>	256 Marietta St NW	Atlanta	30313-1602	~~404/549-7993~~ <u>404-549-7993</u>
GA	<u>TMP</u>	<u>Jackson, Collier</u>	<u>1175 Peachtree St NE</u>	<u>Atlanta</u>	<u>30361-3528</u>	<u>404-685-3636</u>
GA	<u>TMP</u>	<u>Sosebee, Brandon</u>	<u>1 Cnn Ctr Nw Ste 224</u>	<u>Atlanta</u>	<u>30303-2762</u>	<u>404-659-4449</u>
GA	<u>OPR</u>	<u>Edwards, Adam Lee (Adam)</u>	<u>1446 Harper St</u>	<u>Augusta</u>	<u>30912-0012</u>	<u>706-723-7575</u>
GA	OPR	~~Adam Edwards~~ <u>Adam Lee (Adam)</u>	3450 Wrightsboro Rd	Augusta	30909-2516	~~706/733-7541~~ <u>706-733-7541</u>
GA	<u>OPR</u>	<u>Hanna, Kenneth James (Kenny)</u>	<u>202 Robert C Daniel Jr Pkwy</u>	<u>Augusta</u>	<u>30909-0802</u>	<u>706-738-9163</u>
GA	OPR	~~John Hughes~~ <u>Richard John Jr. (John)</u>	3130 Peach Orchard Rd	Augusta	30906-3513	~~706/792-6261~~ <u>706-792-6261</u>
GA	OPR	~~John Powell~~ <u>John W. Jr. (John)</u>	3066 Washington Rd	Augusta	30907-3831	~~706/860-7140~~ <u>706-860-7140</u>
GA	<u>OPR</u>	<u>Kenny Hanna</u>	<u>202 Robert C Daniel Jr Pkwy</u>	<u>Augusta</u>	<u>30909-0802</u>	<u>706/738-9163</u>
GA	OPR	~~Jonathan Hollis~~ <u>Jonathan Wesley (Jonathan)</u>	3951 Austell Rd	Austell	30106-1107	~~470/523-8388~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~770-23-8388~~
GA	OPR	~~Kolby~~ -Shepherd, <u>Kolby Frank (Kolby)</u>	1451 Tallahassee Hwy	Bainbridge	39819-7705	~~229/246-0458~~ <u>229-246-0458</u>
<u>GA</u>	<u>OPR</u>	<u>Owens, John Christian (Chris)</u>	<u>97 Shephard Lane</u>	<u>Bethlehem</u>	<u>30620</u>	<u>770-868-0245</u>
GA	OPR	~~Daniel~~ -Liberatore, <u>Daniel Anthony (Daniel)</u>	152 Highway 515 E	Blairsville	30512-8506	~~706/745-0515~~ <u>706-745-0515</u>
GA	OPR	~~Pat~~ -Braski, <u>Patrick Joseph (Pat)</u>	790 Highway 96	Bonaire	31005-3300	~~478/987-2140~~ <u>478-987-2140</u>
GA	OPR	~~Brandon~~ -LaMarque, <u>Joseph Brandon (Brandon)</u>	2600 Old Winder Hwy	Braselton	30517-6103	~~770/967-0053~~ <u>770-967-0053</u>
GA	OPR	~~Josh~~ -Prichard, <u>Joshua William (Josh)</u>	89 US Highway 27 Byp	Bremen	30110-1900	~~770/537-8744~~ <u>770-537-8744</u>
<u>GA</u>	<u>OPR</u>	<u>Goebeler, Gerard Francis Jr. (Jerry)</u>	<u>4046 Peachtree Rd NE</u>	<u>Brookhaven</u>	<u>30319-3006</u>	<u>404-239-3022</u>
GA	OPR	~~Sara~~ -Black, <u>Sara Hendrix (Sara)</u>	70 Golden Isles Plz	Brunswick	31520-1935	~~912/466-9911~~ <u>912-466-9911</u>
GA	OPR	~~Bob~~ -Garrett, <u>Robert Lindsey (Bob)</u>	2635 Hamilton Mill Rd	Buford	30519-4106	~~678/482-6480~~ <u>678-482-6480</u>
GA	~~TMP~~ <u>OPR</u>	~~James Hickman Jr.~~ <u>Jones, Elizabeth Joyce (Joyce)</u>	3333 Buford Dr Spc No1071	Buford	30519-4913	~~678/482-6787~~ <u>678-482-6787</u>
GA	OPR	~~Steve~~ -Warnstrom, <u>Steven J. (Steve)</u>	3235 Buford Dr	Buford	30519-4937	~~678/482-4448~~ <u>678-482-4448</u>
GA	OPR	~~Steven~~ -Franklin, <u>Steven Randall (Steven)</u>	402 GA Highway 49 N	Byron	31008-4011	~~478/956-9755~~ <u>478-956-9755</u>
GA	OPR	~~Jonathan~~ -Purser, <u>Jonathan David (Jonathan)</u>	495 Highway 53 E	Calhoun	30701-3058	~~706/624-1890~~ <u>706-624-1890</u>
GA	OPR	~~Kevin~~ -Williams, <u>Kevin Mark (Kevin)</u>	~~1459 Riverstone Pkwy~~ <u>6114 Hickory Flat Hwy</u>	Canton	~~30114-56123~~ <u>0115-7252</u>	~~770/479-7146~~ <u>678-493-0091</u>
GA	OPR	~~Kevin~~ -Williams, <u>Kevin Mark (Kevin)</u>	~~2048 Cumming Hwy~~ <u>1459 Riverstone Pkwy</u>	Canton	~~30114-80713~~ <u>0114-5612</u>	~~770/479-0802~~ <u>770-479-7146</u>
GA	OPR	~~Kevin~~ -Williams, <u>Kevin Mark (Kevin)</u>	~~6114 Hickory Flat~~ <u>2048 Cumming Hwy</u>	Canton	~~30115-72523~~ <u>0115-8071</u>	~~678/493-0091~~ <u>770-479-0802</u>
GA	OPR	~~David~~ -Daniels, <u>Christopher David (David)</u>	1156 Bankhead Hwy	Carrollton	30116-8501	~~770/830-9547~~ <u>770-830-9547</u>
GA	OPR	~~David~~ -Daniels, <u>Christopher David (David)</u>	1316 S Park St	Carrollton	30117-4410	~~770/832-8538~~ <u>770-832-8538</u>
<u>GA</u>	<u>OPR</u>	<u>Jordan, Glenn M. (Glenn)</u>	<u>94 Old Allatoona Rd SE</u>	<u>Cartersville</u>	<u>30121-7015</u>	<u>770-386-1208</u>
GA	OPR	~~Glenn~~ -Jordan, <u>Glenn M. (Glenn)</u>	115 Cherokee Pl	Cartersville	30121-2966	~~770/382-2005~~ <u>770-382-2005</u>
GA	OPR	~~Glenn Jordan~~ <u>Brannon, Kristen Melissa (Kristen)</u>	~~94 Old Allatoona Rd SE~~ <u>1610 Rome Hwy</u>	~~Cartersville~~ <u>Cedar town</u>	~~30121-70153~~ <u>0125-4421</u>	~~770/386-1208~~ <u>470-296-2266</u>
GA	OPR	~~Theresa~~ -Wilson, <u>Theresa A. (Theresa)</u>	5450 Peachtree Industrial Blvd	Chamblee	30341	~~770/457-1679~~ <u>770-457-1679</u>
GA	OPR	~~Jay~~ -Couey, <u>James Stanley Jr. (Jay)</u>	151 Highway 441 N	Clayton	30525-4260	~~706/212-0022~~ <u>706-212-0022</u>
GA	OPR	~~Chris~~ -Liberatore, <u>Christopher Bryant (Chris)</u>	25 W Underwood St	Cleveland	30528-1353	~~706/865-1738~~ <u>706-865-1738</u>
<u>GA</u>	<u>OPR</u>	<u>Kalish, Todd Erik Sr. (Todd)</u>	<u>1600 Bradley Park Dr</u>	<u>Columbus</u>	<u>31904-3002</u>	<u>706-660-8914</u>
<u>GA</u>	<u>OPR</u>	<u>Kalish, Todd Erik Sr. (Todd)</u>	<u>5520 Whittlesey Blvd</u>	<u>Columbus</u>	<u>31909-7210</u>	<u>706-653-5143</u>
GA	OPR	~~Alex~~ -Vann, <u>Alexander Franklin (Alex)</u>	2421 Wynnton Rd	Columbus	31906-2534	~~706/321-5880~~ <u>706-321-5880</u>
GA	OPR	~~Alex~~ -Vann, <u>Alexander Franklin (Alex)</u>	2730 Manchester Expy	Columbus	31904-5293	~~706/324-1011~~ <u>706-223-3115</u>
GA	TMP	~~Michael Duncan~~ <u>Daniel, Mitchell</u>	3131 Manchester Expy Ste F7	Columbus	31909-6471	~~706/327-9696~~ <u>706-327-9696</u>
<u>GA</u>	<u>OPR</u>	<u>Todd Kalish</u>	<u>1600 Bradley Park Dr</u>	<u>Columbus</u>	<u>31904-3002</u>	<u>706/660-8914</u>
<u>GA</u>	<u>OPR</u>	<u>Todd Kalish</u>	<u>5520 Whittlesey Blvd</u>	<u>Columbus</u>	<u>31909-7210</u>	<u>706/653-5143</u>
GA	OPR	~~Margaret Phillips~~ <u>West, Sammie Lee (Sam)</u>	30563 Highway 441 S	Commerce	30529-6366	~~706/423-9810~~ <u>706-423-9810</u>
GA	OPR	~~Ben~~ -Hardy, <u>Benton Kelly (Ben)</u>	1536 Highway 138 SE	Conyers	30013-1277	~~470/207-9869~~ <u>470-207-9869</u>
GA	OPR	~~Carter~~ -Brackett, <u>Carter Daniel (Carter)</u>	1711 E 16th Ave	Cordele	31015-5308	~~229/273-4300~~ <u>229-273-4300</u>
GA	OPR	~~Chris~~ -Wright, <u>Christopher Todd (Chris)</u>	330 Furniture Plaza Dr	Cornelia	30531-5460	~~706/776-0090~~ <u>706-776-0090</u>

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GA	OPR	~~Chris~~ Giella, <u>Christopher Michael (Chris)</u>	~~4102 Highway 278 NW~~ Center Drive	Covington	~~30014-2112~~ 0014	~~770/787-0400~~ 678-695-6577
CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23						
GA	OPR	~~Chris~~ Giella, <u>Christopher Michael (Chris)</u>	4102 Highway 278 NW	Covington	30014-2112	~~770/787-0400~~ 770-787-0400
<u>GA</u>	<u>OPR</u>	<u>Hardy, Benton Kelly (Ben)</u>	<u>12920 Brown Bridge Rd</u>	<u>Covington</u>	<u>30016-2962</u>	<u>678-342-0807</u>
GA	OPR	~~Gene~~ Reeves, <u>David Eugene (Gene)</u>	430 Peachtree Pkwy	Cumming	30041-6818	~~770/889-1511~~ 770-889-1511
GA	~~OPR~~ TMP P	~~Mike~~ Ridzon <u>Carpenter, Matthew</u>	725 Atlanta Hwy	Cumming	30040-2705	~~770/781-5256~~ 770-545-6228
GA	OPR	~~Bob~~ Garrett, <u>Robert Lindsey (Bob)</u>	545 Dacula Rd	Dacula	30019-2125	~~678/377-7777~~ 678-377-7777
GA	OPR	~~Tony~~ Kellar, <u>Tony Davis (Tony)</u>	488 Morrison Moore Pkwy E	Dahlonega	30533-1426	~~706/864-6600~~ 706-864-6600
GA	OPR	~~Kurt~~ Davis, <u>Kurt Ray (Kurt)</u>	300 Charlie Watts Dr	Dallas	30157-4904	~~770/445-7743~~ 770-445-7713
<u>GA</u>	<u>OPR</u>	<u>Brett Lewis</u>	<u>816 Walnut Square Blvd Ste 59</u>	<u>Dalton</u>	<u>30721-4798</u>	<u>706/226-1009</u>
GA	OPR	~~Isaac~~ Holbert, <u>Isaac Heath (Isaac)</u>	1275 N Glenwood Ave	Dalton	30721-2603	~~706/529-9114~~ 706-529-9114
GA	OPR	~~Isaac~~ Holbert, <u>Isaac Heath (Isaac)</u>	1429 W Walnut Ave	Dalton	~~30720-3832~~ 30720-3832	~~706/275-0355~~ 706-275-0355
<u>GA</u>	<u>OPR</u>	<u>Lewis, Dustin Brett (Brett)</u>	<u>816 Walnut Square Blvd Ste 59</u>	<u>Dalton</u>	<u>30721-4798</u>	<u>706-226-1009</u>
GA	OPR	~~Tony~~ Kellar, <u>Tony Davis (Tony)</u>	231 Power Center Dr	Dawsonville	30534-9405	~~706/265-4997~~ 706-265-4997
GA	OPR	~~Joe~~ Engert, <u>Joseph Michael (Joe)</u>	105 E Trinity Pl	Decatur	30030-3303	~~404/371-1466~~ 404-371-1466
GA	OPR	~~Keith~~ Shelton <u>Johnson, Rodney Allan (Rodney)</u>	~~3905 N Druid Hills Rd~~ <u>650 Decatur Village Way</u>	Decatur	~~30033-3104~~ <u>30033-5552</u>	~~404/836-8494~~ 404-800-5211
GA	OPR	~~Rodney~~ Johnson <u>Shelton, Keith Wayne (Keith)</u>	~~650 Decatur Village Way~~ <u>3905 N Druid Hills Rd</u>	Decatur	~~30033-3104~~ <u>30033-3104</u>	~~404/800-5211~~ 404-636-8494
GA	OPR	<u>Wilson, Timothy M. Jr. (T.J. Wilson)</u>	2452 Wesley Chapel Rd	Decatur	30035-3420	~~770/987-4540~~ 770-987-4540
GA	OPR	~~Brian~~ Jones, <u>Brian Randall (Brian)</u>	5700 Buford Hwy Ne	Doraville	30340-1207	~~770/936-9701~~ 770-936-9701
GA	OPR	~~Matt~~ Baker, <u>Matthew Daniel (Matt)</u>	1305 Peterson Ave S	Douglas	31533-4401	~~912/384-0211~~ 912-384-0211
<u>GA</u>	<u>OPR</u>	<u>Jordan Phillips</u>	<u>6700 Douglas Blvd Ste 210</u>	<u>Douglasville</u>	<u>30135-1869</u>	<u>678/838-9551</u>
GA	OPR	~~Mike~~ Moore, <u>Michael Allen (Mike)</u>	3202 Highway 5	Douglasville	30135-2306	~~770/627-2967~~ 770-627-2967
GA	OPR	~~Mike~~ Moore, <u>Michael Allen (Mike)</u>	5888 Fairburn Rd	Douglasville	30134-2360	~~770/942-0820~~ 770-942-0820
GA	OPR	~~David~~ Roberts <u>Phillips, Jordan Alan (Jordan)</u>	~~2002 Veterans~~ <u>6700 Douglas Blvd Ste 210</u>	~~Dublin~~ <u>Douglasville</u>	~~31021-3030~~ <u>30135-1869</u>	~~478/272-3007~~ 678-838-9551
GA	OPR	~~Brad~~ Williams <u>Roberts, David Ross (David)</u>	~~2020 Satellite~~ <u>2002 Veterans Blvd</u>	~~Duluth~~ <u>Dublin</u>	~~30097-4073~~ <u>1021-3030</u>	~~770/232-0034~~ 478-272-3007
GA	OPR	~~Jeff~~ Howard, <u>Jeffrey Sloan (Jeff)</u>	3555 Peachtree Industrial Blvd	Duluth	30096-4819	~~770/497-1270~~ 770-497-1270
GA	OPR	~~Grant~~ Wells <u>Williams, Bradley James (Brad)</u>	~~2480 Jett Ferry Rd~~ <u>2000 Satellite Blvd</u>	~~Dunwoody~~ <u>Duluth</u>	~~30338-3074~~ <u>30097-4073</u>	~~770/391-9277~~ 770-232-0034
GA	~~OPR~~ TMP OP R	~~Marcus~~ Ruiz <u>Goepp, Daniel Christopher (Danny)</u>	1145 Mount Vernon Hwy	Dunwoody	30338-5403	~~470/440-8997~~ 470-440-8997
<u>GA</u>	<u>OPR</u>	<u>Wells, Grant Neville (Grant)</u>	<u>2480 Jett Ferry Rd</u>	<u>Dunwoody</u>	<u>30338-3074</u>	<u>770-391-9277</u>
GA	~~OPR~~ OP R	~~Richard~~ , <u>Alphonso L. (Al)</u>	1065 Cleveland Ave	East Point	30344-6740	~~404/762-1333~~ 404-762-1333
GA	OPR	~~Betsy~~ Salzmman, <u>Betsy Hunter (Betsy)</u>	475 Howard Simmons Rd	Ellijay	30540-6456	~~706/636-0475~~ 706-636-0475
GA	OPR	~~Jason~~ Adams, <u>Jason Wade (Jason)</u>	4201 Washington Rd	Evans	30809-3069	~~706/447-8895~~ 706-447-8895
GA	OPR	~~Mike~~ Harrison, <u>Michael Shaun (Mike)</u>	7810 Senoia Rd	Fairburn	30213-2853	~~770/892-3908~~ 770-892-3908
GA	OPR	~~Doug~~ Barnett, <u>Douglas Howell (Doug)</u>	875 Glynn St S	Fayetteville	30214-2002	~~770/460-7602~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~770-420-7602~~
GA	OPR	~~OPR~~ Andrew Farr, <u>Andrew Wayne (Andrew)</u>	3405 Atlanta Hwy	Flowery Branch	30542-2918	~~770/297-9045~~ <u>770-297-9045</u>
GA	OPR	~~Frank~~ Harney, <u>Joe Frank Jr. (Frank)</u>	5905 Spout Springs Rd	Flowery Branch	30542-3450	~~770/965-2278~~ <u>770-965-2278</u>
GA	OPR	~~Terry~~ O'Neal, <u>Terry Vernon (Terry)</u>	1137 Battlefield Pkwy	Fort Oglethorpe	30742-3960	~~706/858-1072~~ <u>706-858-1072</u>
GA	OPR	~~Bobby~~ Shoemaker, <u>Robert Lynn Jr. (Bobby)</u>	~~1917 NE Jesse Jewell Pkwy~~ <u>805 Dawsonville Hwy</u>	Gainesville	~~30501-30501-2616~~	~~770/297-7936~~ <u>770-297-1722</u>
GA	OPR	~~Bobby~~ Shoemaker, <u>Robert Lynn Jr. (Bobby)</u>	~~805 Dawsonville Hwy~~ <u>1917 Jesse Jewell Pkwy NE</u>	Gainesville	~~30501-261630501~~	~~770/297-1722~~ <u>770-297-7936</u>
GA	OPR	~~Josh~~ Waddy, <u>Josh Lee (Josh)</u>	2521 Towne Center Pkwy	Greensboro	30642-6166	~~706/454-1470~~ <u>706-454-1470</u>
GA	OPR	~~Chuck~~ Swinson, <u>Charles Donald (Chuck)</u>	1000 W Taylor St	Griffin	30223-2608	~~770/227-0746~~ <u>770-227-0716</u>
GA	OPR	~~Erik~~ Smith, <u>Erik Emanuel (Erik)</u>	210 Meridian Dr	Grovetown	30813-0259	~~706/863-1110~~ <u>706-863-1110</u>
GA	OPR	~~Scott~~ Spears, <u>Matthew Scott (Scott)</u>	11161 Tara Blvd	Hampton	30228-1672	~~770/472-6104~~ <u>770-472-6101</u>
GA	OPR	~~Nick~~ Westbrook, <u>Stanley Nicholas (Nick)</u>	877 W Oglethorpe Hwy	Hinesville	31313-4404	~~912/877-6631~~ <u>912-877-6631</u>
GA	OPR	~~Kurt~~ Davis, <u>Kurt Ray (Kurt)</u>	~~43265223 Jimmy Lee Smith Pkwy~~ <u>Parkway</u>	Hiram	~~30141-265030141~~	~~770/222-0063~~ <u>678-726-9922</u>
GA	OPR	<u>Ferguson, Christina Elizabeth (Christy)</u>	<u>156 Old Farm Road</u>	<u>Jefferson</u>	<u>30549</u>	<u>706-708-0220</u>
GA	OPR	~~Brad~~ Roper, <u>Edward Bradley (Brad)</u>	600 Chastain Rd NW Ste 100	Kennesaw	30144-3005	~~770/422-0158~~ <u>770-422-0158</u>
GA	OPR	~~Ralph~~ Stephens, <u>Ralph W. II (Ralph)</u>	~~400830 Ernest W Barrett Pkwy NW~~	Kennesaw	~~30144-491730144-6821~~	~~770/428-9039~~ <u>770-643-4079</u>
GA	OPR	~~Ralph~~ StephensGonthier, <u>Nathan</u>	~~830400 Ernest W Barrett Pkwy NW~~ <u>Nw</u>	Kennesaw	~~30144-682130144-4917~~	~~770/643-4079~~ <u>770-428-9039</u>
GA	OPR	~~Justin~~ Whitfield, <u>Justin Donald (Justin)</u>	113 Lakes Blvd	Kingsland	~~3154831548-5565~~	~~912/510-6215~~ <u>912-510-6215</u>
GA	OPR	~~Josh~~ SellsBowman, <u>Robert Arnold Jr. (Rob)</u>	~~116 Commerce Ave~~ <u>1574 Lafayette Pkwy</u>	Lagrange	~~30241-233830241-2566~~	~~706/812-9240~~ <u>706-845-8484</u>
GA	OPR	~~Rob~~ BowmanSells, <u>Joshua Luke (Josh)</u>	~~1574 Lafayette Pkwy~~ <u>2110 Vernon Street</u>	Lagrange	~~30241-256630240~~	~~706/845-8484~~ <u>762-323-6325</u>
GA	OPR	~~Bill~~ Stripling, <u>William Franklin III (Bill)</u>	1015 Lakes Blvd	Lake Park	31636-3014	~~229/559-4904~~ <u>229-559-4901</u>
GA	OPR	~~Will~~ Lowe, <u>William James III (Will)</u>	20 Owens Dr	Lavonia	30553-6329	~~706/356-0354~~ <u>706-356-0354</u>
GA	OPR	~~Daniel~~ Perry, <u>John Daniel (Daniel)</u>	4965 Sugarloaf Pkwy	Lawrenceville	30044-6997	~~678/376-7447~~ <u>678-376-7447</u>
GA	OPR	~~Mark~~ Treadwell, <u>Mark R. (Mark)</u>	680 Duluth Hwy	Lawrenceville	30046-7695	~~770/962-7844~~ <u>770-962-7844</u>
GA	OPR	<u>Wari, Khalil J. (K. J. Wari)</u>	1202 ~~US~~ <u>Us</u> Highway 19 S	Leesburg	31763-4877	~~229/446-8784~~ <u>229-446-8781</u>
GA	OPR	~~Bryan~~ Shepard, <u>Bryan Lee (Bryan)</u>	4801 Lawrenceville Hwy ~~NW~~ <u>Nw</u>	Lilburn	30047-3844	~~770/925-2027~~ <u>770-925-2027</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

GA	OPR	<u>Moore, Laura Lee</u> ~~Nix~~ (<u>Laura Lee</u>)	835 Thornton Rd	Lithia Springs	30122-2610	~~770/732-8034~~ <u>770-732-8034</u>
GA	OPR	~~Jeffrey~~ O'Kelley, <u>Jeffrey Brian (Jeffrey)</u>	2929 Turner Hill Rd Ste 2550	Lithonia	30038-7044	~~678/526-2729~~ <u>678-526-2729</u>
GA	OPR	~~Sam~~ WestBouhadana, <u>Steven (Steve)</u>	2985 Turner Hill Rd	Lithonia	30038-2527	~~678/526-0088~~ <u>678-526-0088</u>
GA	OPR	~~Cameron~~ Lovett, <u>Cameron Read (Cameron)</u>	1005 Bandy Pkwy	Locust Grove	30248-7022	~~404/301-4422~~ <u>404-301-4422</u>
GA	OPR	~~Edgar~~ Brush, <u>B. Edgar Jr. (Edgar)</u>	4321 Atlanta Hwy	Loganville	30052-3288	~~770/554-1995~~ <u>770-554-1995</u>
GA	OPR	<u>Clark, David Patrick (David)</u>	<u>1569 Bass Rd</u>	<u>Macon</u>	<u>31210-7511</u>	<u>478-254-7911</u>
GA	OPR	<u>Clark, David Patrick (David)</u>	<u>140 Tom Hill Sr Blvd</u>	<u>Macon</u>	<u>31210-1806</u>	<u>478-471-0274</u>
GA	OPR	~~Craig~~ Craddock, <u>Steven Craig (Craig)</u>	5055 Brookhaven Rd	Macon	31206-4184	~~478/788-1094~~ <u>478-788-1094</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~478-1094~~
GA	OPR	~~Craig~~ Craddock, Steven Craig (Craig)	5920 Zebulon Rd	Macon	31210-2097	~~478/474-4458~~ 478-474-4458
GA	OPR	~~David-Clark~~ Durden, Lemuel Lesure (Lem)	~~140 Tom Hill Sr Blvd~~ 1781 Eatonton Rd	~~Macon~~ Madison	~~31210-18063~~ 0650-4683	~~478/471-0274~~ 706-752-0219
GA	OPR	~~David-Clark~~ Daniels, James L. (Danny)	~~1569 Bass~~ 1201 Johnson Ferry Rd	~~Macon~~ Marietta	~~31210-75113~~ 0068-2722	~~478/254-7911~~ 770-565-4653
GA	OPR	~~Lem Durden~~	~~1781 Eatonton Rd~~	~~Madison~~	~~30650-4683~~	~~706/752-0219~~
GA	OPR	~~Chris~~ Darley, Christopher Glenn (Chris)	2105 Roswell Rd	Marietta	30062-3880	~~770/977-3355~~ 770-977-3355
GA	OPR	~~Danny Daniels~~ Kapoor, Sandeep (Sandeep)	~~1201 Johnson Ferry Rd~~ 2005 Macland Crossing Cir Sw	Marietta	~~30068-27223~~ 0008-8825	~~770/565-4653~~ 678-355-5297
GA	OPR	~~Drew~~ Meyers, Andrew David (Drew)	2555 Dallas Hwy ~~SW~~ Sw	Marietta	30064-2543	~~770/425-3454~~ 770-425-3454
GA	OPR	~~Mandy Valdes~~	~~1110 Roswell Rd~~	~~Marietta~~	~~30062-3606~~	~~770/420-1856~~
GA	OPR	~~Mark~~ Reed, Mark Norman (Mark)	1440 Terrell Mill Rd SE	Marietta	30067-6060	~~770/672-7169~~ 770-672-7169
GA	OPR	~~Mark~~ Reed, Mark Norman (Mark)	2661 Windy Hill Rd SE	Marietta	30067-8612	~~770/988-9798~~ 770-988-9798
GA	OPR	~~Sandeep Kapoor~~ Reed, Scott Augustus (Scott)	~~2005 Macland Crossing Cir SW~~ 3046 Shallowford Rd	Marietta	~~30008-88253~~ 0062-1252	~~678/355-5297~~ 770-579-0076
GA	OPR	~~Scott~~ Reed, Scott Augustus (Scott)	2530 Sandy Plains Rd	Marietta	30066-5777	~~770/977-2455~~ 770-977-2455
GA	OPR	~~Scott Reed~~ Valdes, Armando Jr. (Mandy)	~~3046 Shallowford~~ 1110 Roswell Rd	Marietta	~~30062-12523~~ 0062-3606	~~770/579-0076~~ 770-420-1856
GA	OPR	~~Jesse Gilchrist~~ Fleming, Mark David (Mark)	~~1321860~~ Highway ~~20 W~~ 81 E	McDonough	~~30253-73043~~ 0252-2914	~~770/954-0451~~ 770-957-4999
GA	OPR	~~Mark~~ Fleming, Mark David (Mark)	1940 Highway 155 N	~~McDonough~~ Mcdonough	30252-4805	~~770/320-7502~~
GA	OPR	~~Mark Fleming~~ Gilchrist, Jesse Thomas (Jesse)	~~8601321~~ Highway ~~81 E~~ 20 W	~~McDonough~~ Mcdonough	~~30252-29143~~ 0253-7304	~~770/957-4999~~ 770-954-0451
GA	OPR	~~Hunter~~ Chapman, Hunter Christian (Hunter)	6501 Kitten Lake Dr	Midland	31820-3760	~~706/568-4910~~ 706-568-4910
GA	OPR	~~Curt~~ Flournoy, Curtis Paul Jr. (Curt)	1730 N Columbia St	Milledgeville	31061-2315	~~478/451-4830~~ 478-451-4830
GA	OPR	~~Brad~~ Lingerfelt, James Bradley (Brad)	620 Highway 138	Monroe	30655-7731	~~770/266-0211~~ 770-266-0211
GA	OPR	~~Wesley~~ Rogers, Robert Wesley (Wesley)	502 Lane St	Moultrie	31768-5127	~~229/890-1200~~ 229-890-1200
GA	OPR	~~Clotfelter~~ , Ronald Andrew (Ronnie)	~~5 Glenda Tree~~	~~Newnan~~	~~30265-3887~~	~~770-254-9140~~
GA	OPR	~~Lauren~~ McGuire, Lauren Reed (Lauren)	2090 Newnan Crossing Blvd E	Newnan	30265-2398	~~770/254-9509~~ 770-254-9509
GA	OPR	~~Ronnie Clotfelter~~ Farr, E. Wayne (Wayne)	~~5 Glenda Tree~~ 6105 Peachtree Pkwy	~~Newnan~~ Norcross	~~30265-38873~~ 0092-3304	~~770/254-9140~~ 770-368-0833
GA	OPR	~~Chug~~ Shafe, James Caldwell Jr. (Chug)	5455 Jimmy Carter Blvd	Norcross	30093-1512	~~770/248-1088~~ 770-248-1088
GA	OPR	~~Wayne Farr~~	~~6105 Peachtree Pkwy~~	~~Norcross~~	~~30092-3304~~	~~770/368-0833~~
GA	OPR	~~Doug~~ Barnett, Douglas Howell (Doug)	1222 Highway 74 S	Peachtree City	30269-3072	~~770/632-7446~~ 770-632-7446
GA	OPR	~~Mike~~ Holmes, Michael Frank (Mike)	1100 N Peachtree Pkwy	Peachtree City	30269-4229	~~770/486-9517~~ 770-486-9517
GA	OPR	~~Mike~~ Holmes, Michael Frank (Mike)	2720 Highway 54	Peachtree City	30269-1030	~~770/486-6524~~ 770-486-6524
GA	OPR	~~Mike~~ Holmes, Michael Frank (Mike)	707 Highway 54	Peachtree City	30269-3302	~~770/487-0042~~ 770-487-0042
GA	OPR	~~David Grossnickle~~ Richardson, Steven B. (Steven)	1600 Sam Nunn Blvd	Perry	31069-2055	~~478/988-8188~~ 478-988-8188
GA	OPR	~~Erik~~ Amick, Erik Kristian (Erik)	2021 Pooler Pkwy	Pooler	31322	~~912/988-8681~~ 912-988-8681
GA	OPR	~~Marshall~~ Davis, Marshall Dean III (Marshall)	180 Pooler Pkwy	Pooler	31322-4200	~~912/330-9209~~ 912-330-9209
GA	OPR	~~Jason~~ Counselman, Jason Dale (Jason)	5438 GA Highway 21 S	Rincon	31326-9407	~~912/826-6967~~ 912-826-6967
GA	OPR	~~Zach~~ Thomas, Zachary Lee (Zach)	1500 Chattahoochee Dr	Rockmart	30153	~~470/632-0411~~ 470-632-0411

GA	OPR	Joubert, Paul Eugene (Paul)	1185 Woodstock Rd	Roswell	30075-2231	678-795-0155
GA	OPR	~~Jim~~ Waddle, James Michael (Jim)	604 Holcomb Bridge Rd	Roswell	30076-1511	~~770/641-8436~~ 770-641-8436
GA	OPR	~~Paul-Joubert~~ Drury, Wiley Clark (Clark)	~~1185 Woodstock~~ 2205 Demere Rd	~~Roswell~~ ~~Snellville~~	~~30075-2231~~	~~678/795-0155~~ 912-638-2695
GA	OPR	~~Ann~~ Collins, Ann Hester (Ann)	2111 E Victory Dr	Savannah	31404-3917	~~912/352-7474~~ 912-352-7474
GA	OPR	~~Marshall-Davis~~ Connelly, Timothy John (Timothy)	~~500 Gulfstream Rd~~ 11152 Abercorn St	Savannah	~~31408-9643~~ 1419-1822	~~912-921-0909~~
GA	OPR	~~Randy~~ Pearce, Randy Vaden (Randy)	~~303 Mall Blvd~~ 7 E Derenne Ave	Savannah	~~31406-4736~~ 1405-6711	~~912/354-4355~~ 912-354-4355
GA	OPR	~~Tim~~ Connelly	~~11152 Abercorn St~~	~~Savannah~~	~~31419-1822~~	~~912/921-0909~~
GA	OPR	~~Vicki-Williams~~ Jimenez, Elias (Eli)	7804 Abercorn St Ste 110	Savannah	31406-3504	~~912/352-1580~~ 912-352-1580
GA	OPR	~~Doug~~ Barnett, Douglas Howell (Doug)	7996 Wells St	Senoia	30276-2024	~~678/973-1875~~ 678-973-1875
GA	OPR	~~Daniel~~ Lomax, Daniel Brian (Daniel)	5120 S Cobb Dr SE	Smyrna	30080-7181	~~404/792-9440~~ 404-792-9440
GA	OPR	~~Stephen~~ Miltiades, Stephen Alexander (Stephen)	3100 S Cobb Dr SE	Smyrna	30080-4114	~~770/432-8685~~ 770-432-8685
GA	OPR	~~John~~ Starr	~~3090 Stone Mountain Hwy~~	~~Snellville~~	~~30078~~	~~770/979-7912~~
GA	OPR	~~Tom~~ Balsamides, Thomas Michael (Tom)	1559 Scenic Hwy N	Snellville	30078-2129	~~770/979-7488~~ 770-979-7488
GA	OPR	~~Clark-Drury~~ Starr, John David (John)	~~2205 Demere Rd~~ 3090 Stone Mountain Hwy	~~St-Simons Island~~ Snellville	~~3152230078~~ 7416	~~912/638-2695~~ 770-979-7912
GA	OPR	~~David~~ Boykin, David Withers III (David)	352 Northside Dr E	Statesboro	30458-2188	~~912/764-7941~~ 912-764-7941
GA	OPR	~~Paul~~ White, Paul D. (Paul)	1275 Eagles Landing Pkwy	Stockbridge	30281-5015	~~770/507-4119~~ 770-507-4119
GA	OPR	~~Cliff~~ Daniels, Cliff William (Cliff)	5075 Stone Mountain Hwy	Stone Mountain	30087-3410	~~770/736-5809~~ 770-736-5809

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

GA	OPR	~~Doug~~ Richardson, Douglas Martin (Doug)	5542 Memorial Dr	Stone Mountain	30083-3215	~~404/292-8097~~ 404-292-8097
GA	OPR	~~Brad~~ Williams	~~1035 Peachtree Industrial Blvd~~	~~Suwanee~~	~~30024-1919~~	~~770/831-1177~~
GA	OPR	~~Mark~~ Treadwell, Mark R. (Mark)	3156 Lawrenceville Suwanee Rd	Suwanee	30024-2409	~~770/932-5797~~ 770-932-5797
GA	OPR	~~Steve~~ Troutman, Gerald S. Jr. (Steve)	3643 Peachtree Pkwy	Suwanee	30024-1028	~~770/813-1594~~ 770-813-1594
GA	OPR	~~Williams~~ , Bradley James (Brad)	~~1035 Peachtree Industrial Blvd~~	~~Suwanee~~	~~30024-1919~~	~~770-831-1177~~
GA	OPR	~~Nathan~~ Hunter, Nathan Hill (Nathan)	1054 Highway 19 N	Thomaston	30286-2229	~~706/647-2945~~ 706-647-2945
GA	OPR	~~Mike~~ Zolt, Ira Michael (Mike)	15062 US Highway 19 S	Thomasville	31757-4819	~~229/228-7506~~ 229-228-7506
GA	OPR	~~Ian~~ Moody, Ian Lewis (Ian)	1806 Washington Rd	Thomson	30824-7202	~~706/595-7030~~
GA	OPR	~~David~~ Pettis, Samuel David (David)	1197 US Highway 82 W	Tifton	31793-8059	~~229/387-0011~~ 229-387-0011
GA	OPR	~~Brad-Spratte~~ Pischke, Tyler Mark (Tyler)	~~3967 Lavista~~ 605 Big A Rd	~~Tucker~~ Toccoa	~~30084-5139~~ 0577-6023	~~770/939-9001~~ 762-348-0077
GA	OPR	~~Brad-Spratte~~ , David Bradley (Brad)	~~43404435~~ Hugh Howell Rd	Tucker	~~30084-4705~~ 0084-4906	~~770/270-1874~~ 770-270-1871
GA	OPR	~~Spratte~~ , David Bradley (Brad)	~~3967 Lavista Rd~~	~~Tucker~~	~~30084-5139~~	~~770-939-9001~~
GA	OPR	~~Charlie~~ Crews, Charles Manning (Charlie)	1100 N Saint Augustine Rd	Valdosta	31601-8410	~~229/247-2625~~ 229-247-2625
GA	OPR	~~Kenneth~~ White, Kenneth Allen (Kenneth)	3147 Inner Perimeter Rd	Valdosta	31602-1062	~~229/245-0144~~ 229-245-0144
GA	OPR	~~Britt~~ McDade, Britton James (Britt)	2349 E 1st St	Vidalia	30474-8811	~~912/538-0711~~ 912-538-0711
GA	OPR	~~Justin~~ Day, Justin Colby (Justin)	85 Commerce Dr	Villa Rica	30180-1534	~~770/459-5792~~ 770-459-5792
GA	OPR	~~Pat~~ Braski	~~3000 Watson Blvd~~	~~Warner-Robins~~	~~31093-8533~~	~~478/569-1200~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

GA	OPR	~~Pat Braski~~ , Patrick Joseph (Pat)	621 Russell Pkwy	Warner Robins	31088-6031	~~478-328-0445~~ 478-328-0445
GA	OPR	~~Lovett Young~~ Braski, Patrick Joseph (Pat)	~~2256 Memorial Dr~~ 3000 Watson Blvd	~~Waycross~~ Warner Robins	~~31501-10063~~ 1093-8533	~~912/285-2500~~ 478-569-1200
GA	OPR	~~Chris Owens~~ Young, Lovett Gahr (Lovett)	~~127 Exchange Ln~~ 2256 Memorial Dr	~~Winder~~ Waycross	~~3062031501-1006~~ 31501-1006	~~770/868-0245~~ 912-285-2500
GA	OPR	~~Keith Booth~~ , Richard Keith (Keith)	951 Ridgewalk Pkwy	Woodstock	30188-4895	~~770/592-4755~~ 770-592-4755
GA	OPR	~~Scott Hall~~ , Leonard Scott (Scott)	3070 Eagle Dr	Woodstock	30189-5531	~~678/445-0330~~ 678-445-0330
HI	OPR	Dydasco, Zane Kameamaluha Edwin (Zane)	1056 S Beretania St	Honolulu	96814-1428	808-460-7660
HI	OPR	~~Kurt Milne~~ , Charles Curtis (Kurt)	1450 Ala Moana Blvd Ste 1160H	Honolulu	96814-4606	808-466-3534
HI	OPR	~~Sean Whaley~~ , Sean Ellis Teal (Sean)	14 Ho'okele St	Kahului	96732-3547	~~808/270-1908~~ 808-270-1908
HI	OPR	Goo, Spencer Milton Yan Loong (Spencer)	91-5480 KAPOLEI PKWY Bldg. 3	Kapolei	96707	808-809-5520
IA	OPR	~~Tari Thompson~~ , Tari Anne (Tari)	230 S Duff Ave	Ames	50010-6642	~~515/232-2599~~ 515-232-2599
IA	OPR	~~Thomas Krogman~~ , Thomas John (Thomas)	2410 SE Delaware ~~Avenue~~ Ave	Ankeny	~~50021-50021-4518~~ 50021-50021-4518	~~515/965-7786~~ 515-965-7786
IA	OPR	~~OPRAmgad~~ Zaghloul Dose, Nickolas William (Nick)	~~2610 Edgewood~~ 217 Collins Rd ~~SWNE~~	Cedar Rapids	~~52404-32645~~ 2402-3159	~~319/396-3079~~ 319-378-3200
IA	OPR	~~Nick Dose~~ Zaghloul, Amgad Fathalla (Amgad)	~~217 Collins~~ 2610 Edgewood Rd ~~NE~~ SW	Cedar Rapids	~~52402-31595~~ 2404-3264	~~319/378-3200~~ 319-396-3079
IA	OPR	~~Chase Williby~~ , Chase James (Chase)	1451 Coral Ridge Ave Ste 620	Coralville	52241-2805	~~319/625-2020~~ 319-625-2020
IA	~~TM~~ OPR	~~Ethan Hodges~~ Tatman, Jeremy David (Jeremy)	~~320 W Kimberly Rd~~ 2945 E 53rd St	Davenport	~~52806-59205~~ 2807-3016	~~563/391-2613~~ 563-355-1742
IA	~~OPR~~ TM P	~~Jeremy Tatman~~ Hodges, Ethan	~~2945 E 53rd St~~ 320 W Kimberly Rd	Davenport	~~52807-30165~~ 2806-5920	~~563/355-1742~~ 563-391-2613
IA	OPR	~~Jennifer Ritchie~~ , Jennifer Roman (Jennifer)	4040 Merle Hay Rd	Des Moines	50310-1310	~~515/276-5222~~ 515-276-5222
IA	OPR	~~Justin Barnes~~ , Justin Neil (Justin)	3500 Dodge St	Dubuque	52003-5261	~~563/556-0423~~ 563-556-0423
IA	~~TM~~ OPR	~~Zach Arnold~~ , Zachary D. (Zach)	2771 Goldenrod Court	Pella	50219	~~641/658-9412~~ 641-658-9412
IA	OPR	~~Chad Eisenga~~ , Chad Lynn (Chad)	4428 Sergeant Rd	Sioux City	51106-4703	~~712/276-4233~~ 712-276-4233
IA	OPR	~~Ben Nanda~~ , Benjamin Michael (Ben)	1331 Flammang Dr	Waterloo	50702-4367	~~319/233-0274~~ 319-233-0274
IA	OPR	~~David Grimm~~ Brumels, Garry Keith (Garry)	~~4502 University Ave~~ 6555 Mills Civic Pkwy	~~West Des Moines~~ Des Moines	~~50266-1025~~ 50266-1025	~~515/457-3176~~ 515-223-6113
IA	OPR	~~Garry Brumels~~ Grimm, David J. (David)	~~6555 Mills Civic Pkwy~~ 4502 University Ave	~~West Des Moines~~ Des Moines	~~50266-8341~~ 50266-8341	~~515/223-6113~~ 515-457-3176
IA	TMP	~~Jamison Wyatt~~ Sickafoose, Daniel Thomas (Dan)	101 Jordan Creek Pkwy Ste 12508	~~West Des Moines~~ Des Moines	~~50266-8118~~ 50266-8118	~~515/327-5033~~ 515-327-5033
ID	OPR	~~Lauren Mosteller~~ , Lauren Brooke (Lauren)	3003 S 25th E	Ammon	83406-5730	~~208/523-2697~~ 208-523-2697
ID	OPR	~~Joe Bucklew~~ , Joseph Aaron (Joe)	300 S Broadway Ave	Boise	83702-7217	~~208/345-1053~~ 208-345-1053
ID	OPR	~~Joe Bucklew~~ , Joseph Aaron (Joe)	8000 W Franklin Rd	Boise	83709-0620	~~208/376-6110~~ 208-376-6110
ID	OPR	~~Brad Miles~~ , Charles Bradley (Brad)	2012 N Eagle Rd	Meridian	83646-6287	~~208/887-2143~~ 208-887-2143
ID	OPR	~~Jared Schrum~~ , Jared Alexander (Jared)	16800 N Marketplace Blvd	Nampa	83687-5140	~~208/467-6000~~ 208-467-6000
ID	OPR	~~Bill Ystueta~~ , William F. Jr. (Bill)	1631 Blue Lakes Blvd N	Twin Falls	83301-3374	~~208/735-5010~~ 208-735-5010
IL	OPR	Willis, JohnDavid Willard (J.D. Willis)	425 S Randall Rd	Algonquin	60102-9702	~~847/979-9068~~ 847-979-9068
IL	OPR	~~Mark Cabrera~~ , Mark Andrew (Mark)	4435 Fox Valley Center Dr	Aurora	60504-4116	~~630/820-1660~~ 630-820-1660
IL	OPR	~~John Good~~ , John Alexander (John)	185 N Randall Rd	Batavia	60510-9293	~~630/761-2640~~ 630-761-2640

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

IL	OPR	~~Ben~~ Winner, Benjamin D. (Ben)	2532 Green Mount Commons Dr	Belleville	62221-6741	~~618/257-9700~~ 618-257-9700
IL	OPR	~~Joe~~ Antolik, Joseph R. (Joe)	354 W Army Trail Rd	Bloomington	60108-2683	~~630/980-5088~~ 630-980-5088
IL	OPR	~~Mike~~ Wagner, Michael R. (Mike)	245 N Weber Rd	Bolingbrook	60490-1508	~~630/771-0080~~ 630-771-0080
IL	OPR	~~Jon~~ Klavohn, Jon E. (Jon)	1359 Locke Dr	Bourbonnais	60914-9305	~~815/592-7550~~ 815-592-7550
IL	OPR	Ordeanu, Allen Albert (Allen)	268 McHenry Rd.	Buffalo Grove	60089	847-305-5475
IL	~~OPR~~ TMP P	~~Bob Williamson~~ Herrington, Julia	2301 N Prospect Ave	Champaign	61822-1246	~~217/351-3094~~ 217-351-3094

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

IL	~~TMP~~ OPR	~~Chelsea Espin~~ Edwards, Kareem J. (Kareem)	~~500 N Michigan Ave Ste 140~~ 1106 S Clinton St	Chicago	~~60611-3785~~ 60607-4434	~~312/285-2695~~ 312-461-9110
IL	~~TMP~~ OPR	~~Christopher Lipscomb~~ Faretta, Joshua Richard (Josh)	~~122 S Michigan~~ 1910 W Fullerton Ave	Chicago	~~60603-6191~~ 60614-1894	~~847/510-4125~~ 773-292-0304
IL	OPR	~~Erin~~ Franklin, Erin Elaine (Erin)	4733 W 76th St	Chicago	60652	~~773/284-2727~~ 773-284-2727
IL	OPR	~~Galati, Joshua W. (Josh)~~ ~~Faretta~~	~~1910~~ 3246 W Fullerton Ave Addison St	Chicago	~~60614~~ 60618-4329	~~773/292-0304~~ 312-222-1341
IL	OPR	~~Kareem Edwards~~ Groom, Emily Michelle (Emily)	~~1106~~ 713 S Clinton St Seeley Ave	Chicago	~~60607-4434~~ 60612-5554	~~312/461-9110~~ 312-858-5288
IL	OPR	Pulgine, Anthony Nicholas (Nick)	3500 N Clark St	Chicago	60657-1612	312-319-4441
IL	OPR	~~Lauren~~ Silich, Steven Andrew (Steve)	30 E Chicago Ave	Chicago	60611-2009	~~312/266-8888~~ 312-266-8888
IL	OPR	Steen, Layne Elizabeth (Layne)	122 S Michigan Ave	Chicago	60603-6191	312-360-1644
IL	OPR	~~Pablo~~ Velazquez, Pablo (Pablo)	177 N State St	Chicago	60601-3607	~~312/419-1522~~ 312-419-1522
IL	TMP	Carruth, Seth	500 N Michigan Ave Ste 140	Chicago	60611-3785	312-285-2695
IL	~~TMP~~ OPR	~~Matthew Ogle~~ Espin, Chelsea Scanna (Chelsea)	9600 Ridgeland Ave	Chicago Ridge	60415-2609	~~708/423-2442~~ 630-999-8228
IL	~~OPR~~ TMP P	~~Richard Ferree~~ Summers, Ryan J	6007 S La Grange Rd	Countryside	60525-4069	~~708/482-7525~~ 708-482-7525
IL	OPR	~~Ximena~~ Pena-Rogers, Ximena (Ximena)	13050 S Cicero	Crestwood	60418	~~708/215-2660~~ 708-215-2660
IL	~~TMP~~ OPR	~~Roger~~ Deutscher, Roger Allen II (Roger)	4812 Northwest Hwy	Crystal Lake	60014-7327	~~815/444-8611~~ 815-444-8611
IL	OPR	~~Todd Shane~~ Rhodes, Joseph Robert (Joe)	75 S Waukegan Rd	Deerfield	60015-5204	~~847/272-8470~~ 847-272-8470
IL	OPR	~~Mark~~ Dugger, Mark Robert (Mark)	250 W Washington St	East Peoria	61611-2477	~~309/694-1044~~ 309-694-1044
IL	OPR	Brunner, Phillip C. (Phillip)	2319 Troy Rd	Edwardsville	62025-2588	618-391-0563
IL	OPR	~~Phil~~ Tuttle, Philip Andrew (Phil)	1110 S Randall Rd	Elgin	60123-4109	~~888/695-0592~~ 888-695-0592
IL	OPR	~~Sara~~ Vaught, Sara E. (Sara)	235 South IL ~~Rt~~ Route 83	Elmhurst	60126-3019	~~630/279-2263~~ 630-279-2263
IL	OPR	~~Dave~~ Holmes, David J. (Dave)	6203 N Illinois St	Fairview Heights	62208-2716	~~618/397-2200~~ 618-397-2200
IL	OPR	~~Lamarr~~ Lark, Lamarr K. (Lamarr)	6550 Grand Ave	Gurnee	60031-1621	~~847/782-9294~~ 847-782-9294
IL	OPR	~~Skyler~~ Wasson, Skyler Ridge (Skyler)	17450 Halsted St	Homewood	60430-2041	~~708/798-2557~~ 708-798-2557
IL	OPR	~~Kris~~ Yoder, Kristopher Eugene (Kris)	2705 Plainfield Rd	Joliet	60435-1166	~~815/577-8997~~ 815-577-8997
IL	~~OPR~~ Allen	~~Ordeanu, Allen Albert (Allen)~~	20429 N Rand Rd	Kildeer	60047	~~847/438-8600~~ 847-438-8600
IL	OPR	~~Dave~~ Terhune, David Walter Jr. (Dave)	717 E Butterfield Rd	Lombard	60148-5614	~~630/586-0830~~ 630-586-0830
IL	TMP	~~Angela Posada~~ Lipscomb, Christopher	1505 West Lane Road	Machesney Park	61115	~~815/310-1496~~ 815-977-4379

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

IL	OPR	~~Matt~~ Rhodes, <u>Matthew John (Matt)</u>	2 Winston Plz	Metrose Park	60160-1519	~~708/245-2399~~ <u>708-345-2399</u>
IL	~~OPR~~ <u>R</u>	~~Jared~~ Fraley, <u>Jared M. (Jared)</u>	3831 41st Avenue Dr	Moline	61265-6433	~~309/797-1605~~ <u>309-797-1605</u>
IL	OPR	~~Vikas~~ Bhala, <u>Vikas (Vikas)</u>	950 N Elmhurst Rd	Mount Prospect	60056-1126	~~847/398-3880~~ <u>847-398-3880</u>
IL	OPR	~~Jon Morris~~ Meier, <u>Robert William (Rob)</u>	~~8575 West Golf Road~~ <u>5650 W Touhy Ave</u>	Niles	~~60714-4001~~ <u>60714-4001</u>	~~847/534-7470~~ <u>833-637-8872</u>
IL	OPR	~~Rob Meier~~ Morris, <u>Jonathan David (Jon)</u>	~~5650 W Touhy Ave~~ <u>8575 West Golf Road</u>	Niles	~~60714-4001~~ <u>60714-4001</u>	~~833/637-8872~~ <u>847-534-7470</u>
IL	OPR	~~Justin~~ Whitefoot, <u>Justin Brent (Justin)</u>	101 S Veterans Pkwy	Normal	61761-2133	~~309/268-9500~~ <u>309-268-9500</u>
IL	OPR	~~Hunter~~ Clinton, <u>Hunter Brandon (Hunter)</u>	4512 N Harlem Ave	Norridge	60706-4712	~~708/390-8755~~ <u>708-390-8755</u>
IL	<u>OPR</u>	~~OPR~~ Alvaro Botero, <u>Alvaro H. (Alvaro)</u>	7201 W Cermak Rd	North Riverside	60546-1401	~~708/442-7006~~ <u>708-442-7006</u>
IL	OPR	~~Kevin~~ Skarin, <u>Kevin A. (Kevin)</u>	15605 S La Grange Rd	Orland Park	60462-4406	~~708/460-4663~~ <u>708-460-4663</u>
IL	OPR	~~Luca~~ Caraba Chit, <u>Raluca Sanda (Luca)</u>	2740 ~~US~~ <u>Us</u> Highway 34	Oswego	60543-7118	~~630/554-8611~~ <u>630-554-8611</u>
IL	~~OPR~~ <u>R</u>	~~OPR~~ Alvarado, <u>Ali Renee (Ali)</u>	4518 N Sterling Ave	Peoria	61615-3819	~~309/682-6246~~ <u>309-682-6246</u>
IL	OPR	~~Philip~~ Everett, <u>Philip Arthur (Philip)</u>	280 N Perryville Rd	Rockford	61107-6237	~~815/381-1010~~ <u>815-381-1010</u>
IL	OPR	~~Daryl~~ Saylor, <u>Daryl Lee (Daryl)</u>	90 Barrington Rd	Schaumburg	60194-4800	~~847/798-1424~~ <u>847-798-1424</u>
IL	OPR	~~Daryl~~ Saylor, <u>Daryl Lee (Daryl)</u>	935 E Golf Rd	Schaumburg	60173-4521	~~847/517-1173~~ <u>847-517-1173</u>
IL	OPR	~~Mike~~ Kim, <u>Michael S. (Mike)</u>	~~3720 Touhy Ave~~ <u>9341 Skokie Blvd</u>	Skokie	~~60076-3951~~ <u>60076-3951</u>	~~847/763-1002~~ <u>847-763-1002</u>
IL	OPR	~~Mike~~ Kim, <u>Michael S. (Mike)</u>	~~9341 Skokie Blvd~~ <u>3720 Touhy Ave</u>	Skokie	~~60077-1310~~ <u>60077-1310</u>	~~847/763-1002~~ <u>224-357-1106</u>
IL	OPR	~~Isaac~~ Freeman, <u>Isaac David (Isaac)</u>	2431 Wabash Ave	Springfield	62704-4259	~~217/546-2000~~ <u>217-546-2000</u>
IL	OPR	~~Beth~~ Dahlenburg, <u>Elizabeth A. (Beth)</u>	701 N Milwaukee Ave Ste 360	Vernon Hills	60061-4300	~~847/247-8000~~ <u>847-247-8000</u>
IL	OPR	~~Dave~~ Terhune, <u>David Walter Jr. (Dave)</u>	301 E Loop Rd	Wheaton	60189-2193	~~630/668-8350~~ <u>630-668-8350</u>
IL	OPR	~~Doug~~ Park, <u>Hyung-Jin Douglas (Doug)</u>	7101 Kingery Hwy	Willowbrook	60527-2274	~~630/455-4426~~ <u>630-455-4426</u>
IN	<u>OPR</u>	<u>Tincher, Christopher Edward (Chris)</u>	<u>7606 East US Highway 36</u>	<u>Avon</u>	<u>46123</u>	<u>317-451-4008</u>
IN	OPR	~~Chris~~ Tincher, <u>Christopher Edward (Chris)</u>	10791 E ~~US~~ <u>Us</u> Highway 36	Avon	46123-7982	~~317/271-7760~~ <u>317-271-7760</u>
IN	OPR	~~Wes~~ Key, <u>Wesley Paul (Wes)</u>	2856 E 3rd St Spc C-9	Bloomington	47401-5423	~~812/332-4877~~ <u>812-332-4877</u>
IN	OPR	~~Wes~~ Key, <u>Wesley Paul (Wes)</u>	3020 E 3rd St	Bloomington	47401-5425	~~812/330-5590~~ <u>812-330-5590</u>
IN	OPR	~~Patrick~~ Tate, <u>Patrick Brian (Patrick)</u>	14647 Thatcher Ln	Carmel	46032-1556	~~317/815-9465~~ <u>317-815-9465</u>
IN	<u>OPR</u>	<u>Williamson, Evan Scott (Evan)</u>	<u>9965 N Michigan Rd</u>	<u>Carmel</u>	<u>46032-9640</u>	<u>317-779-1166</u>
IN	OPR	~~Bryan~~ Haag, <u>Bryan David (Bryan)</u>	1320 Veterans Pkwy	Clarksville	47129-7745	~~812/282-7573~~ <u>812-282-7573</u>
IN	OPR	~~Grant~~ Parker, <u>Grant Isaac (Grant)</u>	1250 N National Rd	Columbus	47201-5576	~~812/375-1540~~ <u>812-375-1540</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

IN	OPR	~~Debbie~~ Dean, <u>Deborah Jean (Debbie)</u>	4400 W Lloyd Expy	Evansville	47712-6513	~~812/467-0629~~ <u>812-467-0629</u>
IN	<u>OPR</u>	<u>Stierwalt, Jack Richard (Rich)</u>	<u>800 N Green River Rd</u>	<u>Evansville</u>	<u>47715-2471</u>	<u>812-477-9370</u>
IN	OPR	~~Rich~~ Stierwalt, <u>Jack Richard (Rich)</u>	7101 E Indiana St	Evansville	47715-9112	~~812/471-9203~~ <u>812-471-9203</u>
IN	OPR	~~Rich Stierwalt~~ Gibson, <u>Anthony Joseph (Tony)</u>	~~800 N Green River Rd~~ <u>1725 Apple Glen Blvd</u>	~~Evansville~~ <u>Fort Wayne</u>	~~47715-2471~~ <u>47715-2471</u>	~~812/477-9370~~ <u>260-436-8203</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

IN	OPR	~~Jeff Hoffman~~ , Jeffrey Allen (Jeff)	182 W Coliseum Blvd	Fort Wayne	46805-1006	~~462/224-5880~~ 260-484-5880
IN	~~TMPOPR~~	~~Paul Strength~~ , Paul Wayne (PJ)	4201 Coldwater Rd	Fort Wayne	46805-1113	~~260/482-5993~~ 260-482-5993
IN	OPR	~~Tony Gibson~~	~~1725 Apple Glen Blvd~~	~~Fort Wayne~~	~~46804-1789~~	~~260/436-8203~~
IN	OPR	~~Cody Walburn~~ , Cody Robert (Cody)	2203 N State St	Greenfield	46140-9084	~~317/588-3142~~ 317-588-3112
IN	OPR	~~Rick Johnson~~ , Richard Ray (Rick)	1251 US Highway 31 N Ste C19	Greenwood	46142-4559	~~317/888-5473~~ 317-888-5473
IN	OPR	~~Rick Johnson~~ , Richard Ray (Rick)	155 Marlin Dr	Greenwood	46142-1451	~~317/888-8100~~ 317-888-8100
IN	OPR	~~Brown, Kevin Scott (Kevin)~~	~~10 E Washington St., Suite 100~~	~~Indianapolis~~	~~46204-3505~~	~~463-224-6777~~
IN	~~TMPOPR~~	~~Blake Burnette~~ , Blake Ellis (Blake)	6020 E 82nd St Ste 1012	Indianapolis	46250-5516	~~317/537-2722~~ 317-537-2722
IN	OPR	~~Brendan Riggs~~ Hartman, Samuel Paul (Sam)	~~9961 E Washington St~~ 125 S. Pennsylvania Street	Indianapolis	~~46229-30394~~ 6204	~~317/497-0565~~
IN	OPR	~~Johnson, Richard Ray (Rick)~~	~~2020 E County Line Rd~~	~~Indianapolis~~	~~46227-6329~~	~~317-888-4996~~
IN	OPR	~~Leckrone, Lew Allen (Lew)~~	~~3360 W 86th St~~	~~Indianapolis~~	~~46268-1927~~	~~317-871-5330~~
IN	OPR	~~Jeff Mosley~~ , Jeffrey L. (Jeff)	3802 E 82nd St	Indianapolis	46240-4328	~~317/578-4511~~ 317-578-4511
IN	OPR	~~Jeff Mosley~~ , Jeffrey L. (Jeff)	6231 N Keystone Ave	Indianapolis	46220-2154	~~317/257-7207~~ 317-257-7207
IN	OPR	~~Kevin Brown~~ Riggs, Brendan James (Brendan)	~~409961 E Washington St., Suite 100~~	Indianapolis	~~46204-35054~~ 6229-3039	~~463/224-6777~~ 317-497-0565
IN	OPR	~~Lew Leckrone~~	~~3360 W 86th St~~	~~Indianapolis~~	~~46268-1927~~	~~317/871-5330~~
IN	OPR	~~Matt Sewell~~ , Matthew David (Matt)	5240 E Southport Rd	Indianapolis	46237-9335	~~317/780-7477~~ 317-780-7477
IN	OPR	~~Rick Johnson~~	~~2020 E County Line Rd~~	~~Indianapolis~~	~~46227-6329~~	~~317/888-4996~~
IN	OPR	~~Sam Hartman~~	~~125 S. Pennsylvania Street~~	~~Indianapolis~~	~~46204~~	
IN	OPR	~~Terry Carrico~~ , Terry J. (Terry)	3549 E 10th St	Jeffersonville	47130-9320	~~812/288-2020~~ 812-288-2020
IN	OPR	~~Rachel DeYoung~~ , Rachel Jean (Rachel)	50 N Creasy Ln	Lafayette	47905-4411	~~765/446-2053~~ 765-446-2053
IN	OPR	~~Tyler Carter~~ DeYoung, Rachel Jean (Rachel)	~~2385 Southlake Mall~~ 3929 Bonlou Court	~~Merrillville~~ Lafayette	~~46410-64424~~ 7905-0722	~~219/769-6840~~ 765-771-7078
IN	OPR	~~Kathy Wonderly~~ Carter, Tyler Matthew (Tyler)	~~5517 N Main St~~ 2385 Southlake Mall	~~Mishawaka~~ Merrillville	~~46545-90434~~ 6410-6442	~~574/277-0222~~ 219-769-6810
IN	OPR	~~Kathy Wonderly~~ , Kathy Jo (Kathy)	6501 Grape Rd	Mishawaka	46545-1007	~~574/272-2247~~ 574-272-2247
IN	OPR	~~Wonderly, Kathy Jo (Kathy)~~	~~5517 N Main St~~	~~Mishawaka~~	~~46545-9043~~	~~574-277-0222~~
IN	OPR	~~Craig Sample~~ , Craig S. (Craig)	511 W McGalliard Rd	Muncie	47303-1830	~~765/747-4000~~ 765-747-4000
IN	OPR	~~Daron Stockton~~ , Daron Lee (Daron)	2225 State St	New Albany	47150-4924	~~812/542-6868~~ 812-542-6868
IN	OPR	~~Sam Hartman~~ , Samuel Paul (Sam)	~~14098 Bergen~~ 16685 Mercantile Blvd	Noblesville	~~46060-33654~~ 6060-4135	~~317/776-4060~~ 317-773-4100
IN	OPR	~~Sam Hartman~~ , Samuel Paul (Sam)	~~16685 Mercantile~~ 14098 Bergen Blvd	Noblesville	~~46060-41354~~ 6060-3365	~~317/773-4100~~ 317-776-4060
IN	OPR	~~Chris Spires~~ , Christopher Scott (Chris)	2687 E Main St	Plainfield	46168-2710	~~317/839-4886~~ 317-839-4886
IN	OPR	~~Justin Knight~~ , Justin D. (Justin)	315 US Highway 41	Schererville	46375-1209	~~219/274-2274~~ 219-274-2274
IN	OPR	~~Edward Endres~~ , Edward Richard Jr. (Edward)	4555 S Michigan St	South Bend	46614-2553	~~574/968-0351~~ 574-968-0351
IN	OPR	~~Julia Mueller~~ , Julia Rose (Julia)	3703 Portage Ave	South Bend	46628-6098	~~574/544-5678~~ 574-544-5678
IN	OPR	~~Evan Williamson~~ McCloy, Katherine Lynn (Kathy)	3675 S US Highway 41	Terre Haute	47802-4103	~~812/232-3675~~ 812-232-3675
IN	OPR	~~David Hersherberger~~ , David John (David)	61 Silhavy Rd	Valparaiso	46383-4425	~~219/266-4855~~ 219-266-4855
IN	OPR	~~Rachel DeYoung~~ , Rachel Jean (Rachel)	401 N Russell St	West Lafayette	47906-2820	~~765/548-5184~~ 765-548-5184
IN	OPR	~~Daniel Moore~~ , Daniel Christopher (Daniel)	763 E Tournament Trl	Westfield	46074-6217	~~317/751-4577~~ 317-751-4577

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

IN	OPR	~~Charlie Kreime~~ , <u>Charles H. III (Charlie)</u>	6240 East Whitestown Pkwy	Whitestown	46075-7602	~~727-769-3551~~ <u>317-769-3551</u>
KS	OPR	~~Nate~~ -White, <u>Nathaniel Austin (Nate)</u>	1818 N Rock Rd	Derby	67037-3728	~~316/788-1067~~ <u>316-788-1067</u>
KS	~~OPR~~ <u>TM</u> <u>P</u>	~~Kathy McCloy~~ <u>Lamb, Bernadette</u>	1809 E 17th Ave	Hutchinson	67501-1102	~~620/662-2744~~ <u>620-662-2744</u>
KS	OPR	~~Travis~~ -McGruder, <u>James Travis (Travis)</u>	10770 Parallel Pkwy	Kansas City	66109-3647	~~913/334-2442~~ <u>913-334-2442</u>
KS	OPR	~~Justin~~ -Heitz, <u>Justin William (Justin)</u>	2735 Iowa St	Lawrence	66046-4155	~~785/842-1002~~ <u>785-842-1002</u>
KS	OPR	~~Drew~~ -Severns, <u>Andrew Carleton (Drew)</u>	15919 W 87th Street Pkwy	Lenexa	~~6624966219-~~ <u>9725</u>	~~913/227-0512~~ <u>913-227-0512</u>
KS	OPR	~~Ruthie~~ -Seitz, <u>Ruth Ellen (Ruthie)</u>	636 Tuttle Creek Blvd	Manhattan	66502-5854	~~785/537-2130~~ <u>785-537-2130</u>
KS	OPR	~~Forrest~~ -Swyden, <u>Forrest (Forrest)</u>	6039 Metcalf Ave	Mission	66202-2356	~~913/432-5300~~ <u>913-432-5300</u>
KS	OPR	~~Jeff~~ -Rouse, <u>Jeffrey Lee (Jeff)</u>	12087 S Blackbob Rd	Olathe	66062-1012	~~913/829-7600~~ <u>913-829-7600</u>
KS	~~TM~~ <u>OP</u> <u>R</u>	~~Brady Rust~~ <u>Andrews, Dustin A. (Dustin)</u>	~~7500 W 135th St~~ <u>11240 Nall Ave</u>	Overland Park	~~66223-12026~~ <u>6211-1233</u>	~~913/814-0222~~ <u>913-522-4613</u>
KS	OPR	~~G.T. Taylor~~ <u>Nassick, Derek Wayne (Derek)</u>	~~9707 Quivira Rd~~ <u>9591 Metcalf Ave</u>	Overland Park	~~66215-16656~~ <u>6212-2217</u>	~~913/310-9222~~ <u>913-341-2655</u>
KS	OPR	~~Derek Nassick~~ <u>Oberweather, Kylie Elizabeth (Kylie)</u>	~~9591 Metcalf Ave~~ <u>7500 W 135th St</u>	Overland Park	~~66212-22176~~ <u>6223-1202</u>	~~913/341-2655~~ <u>913-814-0222</u>
KS	OPR	~~Dustin Andrews~~ <u>Taylor, Clarence E. Jr. II (C.T.)</u>	~~11240 Nall Avenue~~ <u>9707 Quivira Rd</u>	Overland Park	~~6621166215-~~ <u>1665</u>	~~913/522-4613~~ <u>913-310-9222</u>
KS	OPR	~~Shawn~~ -Hubbard, <u>Shawn Paul (Shawn)</u>	2245 S 9th St	Salina	67401-7308	~~785/820-8007~~ <u>785-820-8007</u>
KS	OPR	~~Justin~~ -Lamison, <u>Justin P. (Justin)</u>	1625 SW Wanamaker Rd	Topeka	66604-3814	~~785/272-2610~~ <u>785-272-2610</u>
KS		~~OPR~~ <u>Andrew</u>	~~2400 N Greenwich Rd~~	~~Wichita~~	~~67226~~	~~316/369-3600~~
KS		~~OPR~~ <u>Andrew</u>	~~7990 E Central Ave~~	~~Wichita~~	~~67206-2158~~	~~316/683-2691~~
KS	OPR	~~Jason~~ -Lansdown, <u>Jason Wayne (Jason)</u>	10515 W 21st St N	Wichita	67205-1810	~~316/721-2697~~ <u>316-721-2697</u>
KS	OPR	~~Jason~~ -Lansdown, <u>Jason Wayne (Jason)</u>	7320 West Taft Street	Wichita	67209	~~316/729-2697~~ <u>316-729-2697</u>
KS	<u>OPR</u>	<u>Nelson, Andrew Scott (Andrew)</u>	<u>7990 E Central Ave</u>	<u>Wichita</u>	<u>67206-2158</u>	<u>316-683-2691</u>

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KS	<u>OPR</u>	<u>Nelson, Andrew Scott (Andrew)</u>	<u>2400 N Greenwich Rd</u>	<u>Wichita</u>	<u>67226</u>	<u>316-369-3600</u>
KY	OPR	~~Steve~~ -Barfield, <u>Steven W. (Steve)</u>	410 River Hill Dr	Ashland	41101-7386	~~606/324-7469~~ <u>606-324-7469</u>
KY	<u>OPR</u>	~~OPR~~ <u>Andy</u> <u>Robinson, Andrew Douglas (Andy)</u>	1766 Campbell Ln	Bowling Green	42104-1045	~~270/782-6807~~ <u>270-782-6807</u>
KY	<u>OPR</u>	~~OPR~~ <u>Andy</u> <u>Robinson, Andrew Douglas (Andy)</u>	3162 Scottsville Rd	Bowling Green	42104-4416	~~270/599-0065~~ <u>270-599-0065</u>
KY	<u>OPR</u>	~~OPR~~ <u>Andy</u> <u>Robinson, Andrew Douglas (Andy)</u>	667 Campbell Lane	Bowling Green	~~4210142101-~~ <u>8994</u>	~~270/306-4126~~ <u>270-306-4126</u>
KY	<u>OPR</u>	<u>Smith, Nathan Timothy (Nate)</u>	<u>295 May Blvd</u>	<u>Danville</u>	<u>40422</u>	<u>859-800-9838</u>
KY	OPR	~~Chris~~ -Flanagan, <u>Christopher Scott (Chris)</u>	1840 N Dixie Ave	Elizabethtown	42701-9493	~~270/982-1350~~ <u>270-982-1350</u>
KY	OPR	~~Cathy Snider~~ <u>Flanagan, Christopher Scott (Chris)</u>	~~4980 Houston Rd~~ <u>1034 Executive Dr</u>	~~Florence~~ <u>Elizabethtown</u>	~~41042-48244~~ <u>2701-1269</u>	~~859/594-4800~~ <u>270-986-0124</u>
KY	OPR	~~Dustin~~ -DiChiara, <u>Dustin Lee (Dustin)</u>	8050 Mall Rd	Florence	41042-1412	~~859/594-4600~~ <u>859-594-4600</u>
KY	OPR	~~Chase Harper~~ <u>Snider, Catherine S. (Cathy)</u>	~~1300 US Highway 127 S Ste F~~ <u>4980 Houston Rd</u>	~~Frankfort~~ <u>Florence</u>	~~40601-43954~~ <u>1042-4824</u>	~~502/234-5222~~ <u>859-594-4800</u>
KY	OPR	~~Brent~~ -Linn, <u>Brent Andrew (Brent)</u>	3436 Madison Pike Route 17	~~Ft~~ <u>Fort</u> Wright	41017-9664	~~859/331-0276~~ <u>859-331-0276</u>
KY	<u>OPR</u>	<u>Harper, Charles Stedman III (Chase)</u>	<u>1300 US Highway 127 S Ste F</u>	<u>Frankfort</u>	<u>40601-4395</u>	<u>502-234-5222</u>
KY	OPR	~~Brent~~ -Dennard, <u>John Brent (Brent)</u>	101 Tiger Way	Georgetown	40324-9317	~~502/863-6767~~ <u>502-863-6767</u>
KY	OPR	~~Jeremy~~ -Thompson, <u>Jeromy S. (Jeromy)</u>	4250 Fort Campbell Blvd	Hopkinsville	42240-9113	~~270/890-0042~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~772-930-0042~~
KY	OPR	~~Matt~~ Briggs, Matthew V. (Matt)	11801 Plantside Dr	Jeffersontown	40299-6328	~~502/212-0008~~ 502-212-0008
KY	OPR	~~Blake~~ Dennard, Blake Andrew (Blake)	4275 Harrodsburg Rd	Lexington	40513-1368	~~859/440-2033~~ 859-440-2033
KY	OPR	~~David~~ Hall, David Gary (David)	295 W New Circle Rd	Lexington	40505-1425	~~859/904-9924~~ 859-904-9924
KY	OPR	~~Jeff~~ StrykerLong, Roderick Allen (Roderick)	~~2025 Harrodsburg Rd~~ 1863 Plaudit Pl	Lexington	~~40504-35034~~ 0509-2429	~~859/373-0007~~ 859-543-0063
KY	OPR	Long, Roderick Allen (Roderick)	2299 Richmond Rd	Lexington	40502-1306	859-335-9856
KY	OPR	~~Jeff~~ Stryker, Jeffrey Earl (Jeff)	2514 Nicholasville Rd	Lexington	40503-3306	~~859/278-0003~~ 859-278-0003
KY	OPR	~~Joseph~~ TurnerStryker, Jeffrey Earl (Jeff)	~~3404 Nicholasville Rd~~ 2025 Harrodsburg Rd Ste FC5A	Lexington	~~40503-36674~~ 0504-3503	~~859/272-2614~~ 859-373-0007
KY	OPR	~~Roderick~~ LongTurner, Joseph Michael (Joseph)	~~1863 Plaudit Pl~~ 3401 Nicholasville Rd Ste Fc5a	Lexington	~~40509-24294~~ 0503-3667	~~859/543-0063~~ 859-272-2614
KY	OPR	~~Roderick~~ LongBowles, Lawrence Edward Jr. (Ed)	~~2299 Richmond~~ 7901 Bardstown Rd	~~Lexington~~ Louisville	~~40502-13064~~ 0291-3437	~~859/335-9856~~ 502-231-1191
KY	OPR	~~Bruce~~ SmithBriggs, Matthew V. (Matt)	~~40501 Westport~~ 13313 Shelbyville Rd	Louisville	~~40241-19994~~ 0223-3933	~~502/339-0505~~ 502-253-0053
KY	OPR	~~Bruce~~ SmithCarrico, Anthony J. (Tony)	~~5000 Shelbyville Rd Ste 1630~~ 2350 Shane Dr	Louisville	~~40207-53314~~ 0220-4050	~~502/259-9484~~ 502-491-7707
KY	OPR	~~Bruce~~ SmithCarrico, Anthony J. (Tony)	~~5004 Shelbyville~~ 3420 Bardstown Rd	Louisville	~~40207-33074~~ 0218-4608	~~502/894-8092~~ 502-459-0070
KY	OPR	~~Ed~~ BowlesChilds, Micah Martin (Micah)	~~7904 Bardstown Rd~~ 10501 Preston Hwy	Louisville	~~40291-34374~~ 0229-2246	~~502/231-1191~~
KY	OPR	~~Matt~~ BriggsChilds, Micah Martin (Micah)	~~13313 Shelbyville Rd~~ 4925 Outer Loop	Louisville	~~40223-39334~~ 0219-4051	~~502/253-0053~~ 502-969-5090
KY	OPR	~~Micah~~ ChildsFerree, Richard Michael (Richard)	~~4925 Outer Loop~~ 962 Breckenridge Ln	Louisville	~~40219-40514~~ 0207-4619	~~502/969-5090~~ 502-213-8460
KY	OPR	~~Ryan~~ Fitzgerald, Ryan R. (Ryan)	6630 Dixie Hwy	Louisville	40258-3910	~~502/935-6500~~ 502-935-6500
KY	OPR	~~Tony~~ CarricoSmith, Bruce Timothy (Bruce)	~~2350 Shane Dr~~ 7405 New La Grange Rd # B	Louisville	~~40220-40504~~ 0222-4813	~~502/491-7707~~ 502-907-3335
KY	OPR	~~Tony~~ CarricoSmith, Bruce Timothy (Bruce)	~~3420 Bardstown~~ 10501 Westport Rd	Louisville	~~40218-46084~~ 0241-1999	~~502/459-0070~~ 502-339-0505
KY	OPR	Smith, Bruce Timothy (Bruce)	5000 Shelbyville Rd Ste 1630	Louisville	40207-5331	502-259-9484
KY	OPR	Smith, Bruce Timothy (Bruce)	5001 Shelbyville Rd	Louisville	40207-3307	502-894-8092
KY	OPR	~~Britton~~ Smith, Britton E. (Britton)	95 Carothers Rd	Newport	41071-2415	~~859/491-4232~~ 859-491-4232
KY	OPR	~~Mark~~ Whiteman, Donald Mark (Mark)	4601 Frederica St	Owensboro	42301-7439	~~270/683-0907~~ 270-683-0907
KY	OPR	~~Lee~~ RichardsonPilgrim, Joshua Shane (Josh)	5101 Hinkleville Rd Ste 540	Paducah	42001-9067	~~270/442-0461~~ 270-442-0461
KY	OPR	~~Mark~~ Riley, Mark Keenan (Mark)	5193 Hinkleville Rd	Paducah	42001-9667	~~270/444-6061~~ 270-444-6061
KY	OPR	~~Kyle~~ Wells, Bradley Kyle (Kyle)	2072 Lantern Ridge Dr	Richmond	40475-6010	~~859/625-0388~~ 859-625-0388
KY	OPR	~~Christen~~ Bohanon, Jessica Christen (Christen)	2400 S Highway 27	Somerset	42501-2934	~~606/252-1232~~ 606-252-1232
LA	OPR	~~OPR~~ Alyssa Anderson, Alyssa Camille (Alyssa)	3437 Masonic Dr	Alexandria	71301-3686	~~318/473-9681~~ 318-473-9681
LA	OPR	~~Yvette~~ Duncan, Clothilda Yvette (Yvette)	1300 MacArthur Dr	Alexandria	71301-4019	~~318/767-2327~~ 318-767-2327
LA	OPR	~~Brad~~ Arton, Brad David (Brad)	3023 College Dr	Baton Rouge	70808-3118	~~225/929-6055~~ 225-929-6055
LA	OPR	~~Carlos~~ Gindi, Kerlous (Carlos)	6401 Bluebonnet Blvd Ste FC-10	Baton Rouge	70836-6401	~~225/892-9296~~ 225-892-9296
LA	OPR	~~Corey~~ TeemMouton, John Berchmann III (John)	~~5919 Creek Centre Dr~~ 1919 Millerville Rd	Baton Rouge	~~70820-60037~~ 0816-1406	~~225/960-2566~~ 225-272-4049
LA	OPR	Salomone, Gregory J. (Greg)	7055 Siegen Ln # 17	Baton Rouge	70809-4532	225-293-3993
LA	OPR	~~Greg~~ Salomone, Gregory J. (Greg)	15055 Airline Hwy	Baton Rouge	70817-7306	~~225/752-6637~~ 225-752-6637
LA	OPR	~~Greg~~ SalomoneTeem, Corey Scott (Corey)	~~7055 Siegen Ln # 17~~ 5919 Creek	Baton Rouge	~~70809-45327~~	~~225/293-3993~~

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		~~John Mouton~~ Teem, Corey Scott (Corey)	~~1919 Millerville~~ 1 N Stadium Rd	Baton Rouge	~~70826-2600~~ 70816-14067	~~322-290-2566~~ 225/272-4049
LA	OPR	~~John Roden~~ John Lee (John)	2601 Beene Blvd	Bossier City	71111-5495	318/746-2348 318-746-2348
LA	OPR	~~Lauren Nelson~~ Gonzalez, Richard Duane (Rick)	~~69280~~ 912 N Highway 24 190	Covington	~~70433-72147~~ 0433-5148	~~985/893-5092~~ 985-867-8639
LA	OPR	~~Rick Nelson~~ Lauren Gonzalez (Lauren)	~~912 N~~ 69280 Highway 190 21	Covington	~~70433-51487~~ 0433-7214	~~985/867-8639~~ 985-893-5092
LA	OPR	~~Jeffrey~~ Holifield, Jeffrey Robert (Jeffrey)	2341 S Range Ave	Denham Springs	70726-5217	~~225/791-4411~~ 225-791-4411
LA	OPR	~~Cody~~ Salomone, Cody Matthew (Cody)	2119 W Highway 30	Gonzales	70737-5100	~~225/647-3464~~ 225-647-3464

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LA	TMP	~~Grayson~~ Grayson Key Key Zeller, Nathan	197 Westbank Expy Ste 1685	Gretna	70053-2507	~~504/513-7457~~ 504-513-7457
LA	OPR	~~Joe~~ Pumilia, Joseph Gaspare II (Joe)	~~14150 Highway 190 W~~ 1925 SW Railroad Ave	Hammond	~~70401-28987~~ 0403-6119	~~985/340-9003~~ 985-363-0591
LA	OPR	~~Joe~~ Pumilia, Joseph Gaspare II (Joe)	~~1925 SW Railroad Ave~~ 14150 Highway 190 W	Hammond	~~70403-61197~~ 0401-2898	~~985/318-7778~~ 985-363-0481
LA	OPR	~~Fernando~~ Ruiz, Luis Fernando (Fernando)	1128 Manhattan Blvd	Harvey	70058-4560	~~504/374-0827~~ 504-374-0827
LA	OPR	~~Shannon~~ Lewis, Shannon L. (Shannon)	1741 Martin Luther King Jr Blvd	Houma	70360-2409	~~985/223-2078~~ 985-223-2078
LA	OPR	~~Shannon~~ Lewis, Shannon L. (Shannon)	984 Grand Caillou Rd	Houma	70363-5707	~~985/601-2930~~ 985-601-2930
LA	OPR	~~Jules Bolden~~ Bergeron, Hannah Rose (Hannah)	1141 S Clearview Pkwy	Jefferson	70121-1033	~~504/733-3007~~ 504-733-3007
LA	OPR	~~Chris~~ Salomone, Christopher Michael (Chris)	2236 Veterans Blvd	Kenner	70062	~~504/469-2300~~ 504-469-2300
LA	OPR	~~Jasmine~~ Spraggins, Jasmine Colette (Jasmine)	1525 W Airline Hwy	La Place	70068-3758	~~985/244-7547~~ 985-244-7547
LA	OPR	Arton, John L. (John)	5725 Johnston St # A266	Lafayette	70503-5307	337-981-0721
LA	OPR	~~John~~ Arton, John L. (John)	101 Meadow Farm Rd	Lafayette	70508-7276	~~337/445-4575~~ 337-445-4575
LA	OPR	~~John~~ Arton, John L. (John)	~~3205 Louisiana Ave~~ 5300 Johnston St	Lafayette	~~70501-14067~~ 0503-5171	~~337/234-2323~~ 337-205-8960
LA	OPR	~~John Arton~~ Milke, Austin Blake (Austin)	~~5725 Johnston St # A266~~ 3205 Louisiana Ave	Lafayette	~~70503-53077~~ 0501-1406	~~337/981-0721~~ 337-557-9697
LA	OPR	~~David~~ Griffin, David Brian (David)	3435 Nelson Rd	Lake Charles	70605-1209	~~337/479-8007~~ 337-479-8007
LA	OPR	~~Rick~~ Gonzalez, Richard Duane (Rick)	3585 Highway 190	Mandeville	70471-3138	~~985/951-4464~~
LA	OPR	~~Fernando~~ Ruiz, Luis Fernando (Fernando)	4951 Lapalco Blvd	Marrero	70072-4320	~~504/541-9037~~ 504-541-9037
LA	OPR	~~Hannah~~ Bergeron Carter, Joshua Hill (Josh)	~~3304~~ 3870 Veterans Memorial Blvd Ste 78F	Metairie	~~70002-48547~~ 0002-5627	~~504/832-1787~~ 504-456-3199
LA	TMP OPR	~~Joshua~~ Carter Jackson, Rosalyn L. (Rosalyn)	~~3870~~ 3301 Veterans Memorial Blvd Ste 78f	Metairie	~~70002-56277~~ 0002-4854	~~504/456-3199~~ 504-832-1787
LA	OPR	~~David~~ Benson, David Alan (David)	4700 Millhaven Rd Ste 1098	Monroe	71203-7026	~~318/376-0942~~ 318-376-0942
LA	OPR	~~Gilley~~ Leigh Ann Gilley (Leigh Ann)	440 Keyser Ave	Natchitoches	71457-5804	~~318/228-9154~~ 318-228-9151
LA	OPR	~~OPRA~~ Austin Milke Ausbrooks, Steven Keith (Steve)	1116 E Admiral Doyle Dr	New Iberia	70560-6302	~~337/255-9843~~ 337-255-9843
LA	TMP OPR	~~Anthony~~ Doernste, Anthony Diamond (Anthony)	1200 Poydras St	New Orleans	70113-1803	~~504/884-0821~~ 504-884-0821
LA	OPR	~~Ben~~ McLeish, Benjamin F. (Ben)	4068 Tulane Ave	New Orleans	70119-6830	~~504/276-2828~~ 504-276-2828
LA	OPR	Triplett, Sarah Watkins (Sarah)	4130 General Degaulle Dr	New Orleans	70131-8231	504-401-4487
LA	OPR	Cook, Camille Alene Pere (Camille)	1119 E. Landry St	Opelousas	70570	
LA	OPR	~~Jeremy~~ Telford, Jeremy Lane (Jeremy)	1206 Maxwell Blvd	Ruston	71270-7303	~~318/251-8471~~ 318-251-8471

LA	OPR	~~Petersen~~ , <u>Gregory Alan (Greg)</u>	<u>9122 Mansfield Rd</u>	<u>Shreveport</u>	<u>71118-3123</u>	<u>318-693-1013</u>
LA	OPR	~~Brian~~ -Russell, <u>John Brian (Brian)</u>	7010 Youree Dr	Shreveport	71105-5109	~~318/797-4001~~ <u>318-797-4001</u>
LA	OPR	~~Nick~~ -Perniciaro, <u>Dominick Leon (Nick)</u>	1645 Gause Blvd	Slidell	70458-2209	~~985/288-4640~~ <u>985-288-4640</u>
LA	OPR	~~Bailey~~ -Luna, <u>Bailey Jean (Bailey)</u>	314 N Canal Blvd	Thibodaux	70301-2913	~~985/645-6436~~ <u>985-645-6436</u>
LA	OPR	~~David~~ -Benson, <u>David Alan (David)</u>	203 Thomas Rd	West Monroe	71291-7360	~~318/651-4448~~ <u>318-651-4448</u>
LA	OPR	~~David~~ -Benson, <u>David Alan (David)</u>	911 Glenwood Dr	West Monroe	71291-5500	~~318/376-0706~~ <u>318-376-0706</u>
MA	OPR	~~Matt~~ -DeMichele-Rigoni, <u>Matthew Allen (Matt)</u>	569 Boylston St	Boston	02116-3745	~~617/702-4848~~ <u>617-702-4848</u>
MA	OPR	~~Rob~~ -Grier, <u>Robert Lorne (Rob)</u>	542 Westgate Dr	Brockton	02301-1816	~~508/559-1573~~ <u>508-559-1573</u>
MA	OPR	~~Daniel~~ -Mitchell, <u>Daniel Jordan (Daniel)</u>	75 Middlesex Turnpike	Burlington	~~480301803~~	~~781/272-2110~~ <u>781-272-2110</u>
MA	OPR	~~Robert~~ -Hewes, <u>Robert (Robert)</u>	501 Memorial Dr	Chicopee	01020-5036	~~413/592-4500~~ <u>413-592-4500</u>
MA	OPR	~~Chad~~ -Sargent, <u>Chad Michael (Chad)</u>	140 Providence Hwy	Dedham	02026-1809	~~781/320-8127~~ <u>781-320-8127</u>
MA	OPR	<u>Gallagher</u> , Julie ~~Gallager~~ <u>Marie (Julie)</u>	700 William S Canning Blvd	Fall River	02721-2395	~~508/504-8845~~ <u>508-504-8845</u>
MA	OPR	~~Mark~~ -Parker, <u>Mark R. (Mark)</u>	359 Cochituate Rd	Framingham	~~01701-46070~~ <u>1701-4678</u>	~~508/875-0405~~ <u>508-875-0405</u>
MA	TMP	~~Seth Rizer~~ <u>Alaboosi, Abdullah</u>	1835 Washington St	Hanover	02339-1666	~~781/826-2468~~ <u>781-826-2468</u>
MA	<u>OPR</u>	~~OPR~~ <u>Annemarie</u> Reissner, <u>Annemarie F. (Annemarie)</u>	155 Enterprise Rd	Hyannis	02601-2212	~~508/775-0001~~ <u>508-775-0001</u>
MA	OPR	~~Mike~~ -Lawson, <u>Michael S. (Mike)</u>	36 Apex Dr	Marlborough	01752-1850	~~508/251-0402~~ <u>508-251-0402</u>
MA	OPR	~~Grant~~ -Stoffel, <u>Grant Edward (Grant)</u>	73 Pleasant Valley St	Methuen	01844-7202	~~978/872-1424~~ <u>978-872-1421</u>
MA	OPR	~~Jordan~~ -Diamond, <u>Jordan Chase (Jordan)</u>	210 Andover St	Peabody	01960-1647	~~978/977-0740~~ <u>978-977-0740</u>
MA	OPR	~~Allen~~ -Lerner, <u>Allen Philip (Allen)</u>	49 Commerce Way	Plymouth	02360-7252	~~508/747-7625~~ <u>508-747-7625</u>
MA	OPR	~~Jonas~~ -Williams, <u>Jonas Randall (Jonas)</u>	1100 Fall River Ave	Seekonk	02771-5942	~~508/336-4396~~ <u>508-336-4396</u>
MA	OPR	~~Chris~~ -Apple, <u>Christopher Earl (Chris)</u>	252 Washington St	South Attleboro	02703-5595	~~508/399-8811~~ <u>508-399-8811</u>
MA	OPR	~~Mike~~ -Lawson, <u>Michael S. (Mike)</u>	286 Turnpike Rd	Westborough	01581-2812	~~508/366-8407~~ <u>508-366-8407</u>
MA	OPR	~~Mike~~ -Rose, <u>Michael F. (Mike)</u>	375 Washington St	Woburn	01801-2116	~~781/939-3177~~ <u>781-939-3177</u>
MA	OPR	~~Chris~~ -Spring, <u>Christopher Albert (Chris)</u>	80 Gold Star Blvd	Worcester	01606-2834	~~508/459-9852~~ <u>508-459-9852</u>
MD	OPR	~~Michael~~ -McFerren, <u>Michael Gerard (Michael)</u>	1001 Beards Hill Rd	Aberdeen	21001-2254	~~410/272-2297~~ <u>410-272-2297</u>
MD	OPR	~~Michael~~ -McFerren, <u>Michael Gerard (Michael)</u>	408 Constant Friendship Blvd	Abingdon	21009-2566	~~410/569-3153~~ <u>410-569-3153</u>
MD	OPR	~~Michael~~ -Edmonds, <u>Michael Neal (Michael)</u>	1035 Annapolis Mall	Annapolis	21401-3062	~~410/266-6722~~ <u>410-266-6722</u>
MD	OPR	~~Michael~~ -Edmonds, <u>Michael Neal (Michael)</u>	2025 Somerville Rd	Annapolis	21401-3725	~~410/266-0008~~ <u>410-266-0008</u>

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MD	OPR	~~Chris~~ -Schenck, <u>William Christopher (Chris)</u>	101 College Pkwy	Arnold	21012-1857	~~410/777-2167~~ <u>410-777-2167</u>
MD	OPR	~~Amanda~~ -Butler <u>Alderson, Danielle Gwendolyn (Danielle)</u>	~~3809 Boston St~~ <u>7907 Eastern Ave</u>	Baltimore	~~21224-57442~~ <u>1224-2141</u>	~~410/276-0515~~ <u>410-288-2211</u>
<u>MD</u>	<u>OPR</u>	<u>Barge, William James III (William)</u>	<u>6975 Security Blvd</u>	<u>Baltimore</u>	<u>21244</u>	
MD	OPR	~~Amanda~~ -Butler, <u>Amanda Hanes (Amanda)</u>	400 E Pratt St	Baltimore	21202-3116	~~410/244-6120~~ <u>410-244-6120</u>

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MD	OPR	~~Daniel~~ ~~Greene~~ , ~~Amanda~~ ~~Greene~~ (Amanda)	~~7907 Eastern Ave~~ ~~3809 Boston St~~	Baltimore	~~21224-5714~~ ~~410-248-2211~~
MD	OPR	~~Hung~~ ~~Ly~~ ~~Greene~~ , John R. Jr. (Johnie)	~~8867 Belair Rd~~ ~~3599 Washington Blvd~~	Baltimore	~~21236-2404~~ ~~410/248-1400~~
MD	~~TMP~~ OPR	~~Jesse~~ ~~Broniszewski~~ ~~Hotek~~ , Elias John (Elias)	8200 Perry Hall Blvd	Baltimore	~~21236-4901~~ ~~410/931-8642~~
MD	OPR	~~Johnie~~ ~~Greene~~ ~~Ly~~ , Hung Q. (Hung)	~~3599 Washington Blvd~~ ~~8867 Belair Rd~~	Baltimore	~~21227-1625~~ ~~410/737-8171~~
MD	OPR	~~Steve~~ ~~Pavlosky~~ , ~~Stephen J.~~ (Steve)	5198 Campbell Blvd	Baltimore	~~21236-5030~~ ~~410/931-0031~~
MD	OPR	~~William~~ ~~Barge~~	~~6975 Security Blvd~~	~~Baltimore~~	~~21244-2413~~ ~~240/930-1812~~
MD	OPR	~~Randy~~ ~~Eastep~~ , ~~Charles Randall Jr.~~ (Randy)	408 Baltimore Pike	Bel Air	~~21014-4304~~ ~~410/638-0070~~
MD	OPR	~~Tiffany~~ ~~Burgess~~ , ~~Tiffany Denise~~ (Tiffany)	7101 Democracy Blvd Spc 2122	Bethesda	~~20817-1067~~ ~~301/365-6764~~
MD	OPR	~~Monica~~ ~~Snyder~~ ~~Frey~~ , William Spencer (Spencer)	~~16503 Ballpark Rd~~ ~~10631 Martin Luther King Jr Hwy~~	Bowie	~~20716-3681~~ ~~301/860-1211~~
MD	OPR	~~Rob~~ ~~Herold~~ , ~~Robert Edward~~ (Rob)	15505 Annapolis Rd	Bowie	~~20715-3003~~ ~~301/781-6111~~
MD	OPR	~~Spencer~~ ~~Frey~~ ~~Pittman~~ , LaVance J. (Vance)	~~10631 Martin Luther King Jr Hwy~~ ~~2027 Saint Josephs Dr~~	Bowie	~~20720-4217~~ ~~301/805-9881~~
MD	OPR	~~Snyder~~ , Monica A. (Monica)	~~16503 Ballpark Rd~~	~~Bowie~~	~~20716-3681~~ ~~301-860-1211~~
MD	OPR	~~Ryan~~ ~~Patrylo~~ , ~~Ryan D.~~ (Ryan)	16003 Crain Hwy	Brandywine	~~20613-8082~~ ~~301/782-4033~~
MD	OPR	~~Stephanie~~ ~~Witte~~ , ~~Stephanie Stearns~~ (Stephanie)	45150 First Colony Way	California	~~20619-2415~~ ~~301/862-1018~~
MD	OPR	~~Christian~~ ~~Albert~~ , ~~Philip C.~~ (Christian)	705 Cambridge Marketplace	Cambridge	~~21613-2531~~ ~~443/249-2375~~
MD	OPR	~~Keith~~ ~~Singletary~~ , ~~Keith Nathaniel Sr.~~ (Keith)	9121 Alaking Ct	Capitol Heights	~~20743-5041~~ ~~301/324-9515~~
MD	OPR	~~William~~ ~~Barge~~ , ~~William James III~~ (William)	5668 Baltimore National Pike	Catonsville	~~21228-1401~~ ~~410/788-4063~~
MD	OPR	~~Chris~~ ~~David~~ , ~~Christopher Michael~~ (Chris)	1845 Main St	Chester	~~21619-2605~~ ~~410/643-6907~~
MD	OPR	~~Nick~~ ~~Jones~~ , ~~Nicholas Martin~~ (Nick)	6395 10 Oaks Rd	Clarksville	~~21029-1104~~ ~~410/531-1930~~
MD	OPR	~~Ryan~~ ~~Patrylo~~ , ~~Ryan D.~~ (Ryan)	8813 Woodyard Rd	Clinton	~~20735-2754~~ ~~301/856-3838~~
MD	OPR	~~Mike~~ ~~Hutton~~ , ~~Michael Allen~~ (Mike)	10142 York Rd	Cockeysville	~~21030-3306~~ ~~410/667-1994~~
MD	TMP	~~Watson~~ , Daniel	~~7242 Baltimore Ave~~	~~College Park~~	~~20740-3204~~ ~~240-696-2885~~
MD	OPR	~~Joe~~ ~~Dinoto~~ , ~~Joseph Michael Sr.~~ (Joe)	4905 Executive Park Dr	Columbia	~~21045-2155~~ ~~410/992-0204~~
MD	OPR	~~Joe~~ ~~Dinoto~~ , ~~Joseph Michael Sr.~~ (Joe)	6375 Dobbin Rd	Columbia	~~21045-4738~~ ~~410/715-1103~~
MD	OPR	~~Matt~~ ~~Lohr~~ , ~~Matthew David~~ (Matt)	10300 Little Patuxent Pkwy Ste 1335	Columbia	~~21044-7038~~ ~~410/730-9953~~
MD	TMP	~~Daniel~~ ~~Bridgman~~ ~~Oakley~~ , Joseph Aaron	221 Williams St	Cumberland	~~21502-3537~~ ~~301/722-0086~~
MD	OPR	~~Trevelle~~ ~~Harvey~~ , ~~Trevelle D.~~ (Trevelle)	5502 Silver Hill Rd	District Heights	~~20747-2041~~ ~~301/735-0602~~
MD	OPR	~~Matt~~ ~~Gibson~~ , ~~Matthew R.~~ (Matt)	28632 Marlboro Ave	Easton	~~21601-2793~~ ~~410/820-6522~~
MD	OPR	~~Michael~~ ~~Edmonds~~ , ~~Michael Neal~~ (Michael)	3220 Solomons Island Rd	Edgewater	~~21037-1704~~ ~~410/956-0402~~
MD	OPR	~~Tom~~ ~~McAuliffe~~ , ~~Thomas Francis~~ (Tom)	6032 Sykesville Rd	Eldersburg	~~21784-6000~~ ~~410/552-0353~~
MD	OPR	~~Harry~~ ~~Marcus~~ , ~~Harry Vicilious Jr.~~ (Harry)	1100 E Pulaski Hwy	Elkton	~~21921-2167~~ ~~410/392-9494~~
MD	OPR	~~Randy~~ ~~Eastep~~ , ~~Charles Randall Jr.~~ (Randy)	1980 Rock Spring Rd	Forest Hill	~~21050-2605~~ ~~410/838-3333~~
MD	OPR	~~OPR~~ ~~Aaron~~ ~~Crunkilton~~ , Aaron W. (Aaron)	5501 Urbana Pike	Frederick	~~21704-7277~~ ~~301/668-5353~~
MD	OPR	~~Dwight~~ ~~Sones~~ , ~~Dwight Conrad~~ (Dwight)	2401 Monocacy Blvd	Frederick	~~21701-3275~~ ~~240-529-1400~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

MD	OPR	~~Richard~~ Munguia, <u>Maylin Calcano (Maylin)</u>	104 Main St	Garthersburg	20878-3573	~~240-631-9013~~ <u>240-631-9013</u>
<u>MD</u>	<u>OPR</u>	<u>Munguia, Richard Mike (Richard)</u>	<u>705 Progress Way</u>	<u>Gaithersburg</u>	<u>20879-3134</u>	<u>240-261-4139</u>
MD	OPR	~~Brian~~ Smith, <u>Brian Paul (Brian)</u>	2615 Brandermill Blvd	Gambrills	21054-1645	~~410/451-7166~~ <u>410-451-7166</u>
MD	OPR	~~Brian~~ Smith, <u>Brian Paul (Brian)</u>	2691 Carver Rd	Gambrills	21054-1716	~~410/721-2105~~ <u>410-721-2105</u>
MD	OPR	<u>Anderson, Kayla Marie</u> Smith (<u>Kayla</u>)	19945 Century Blvd	Germantown	20874-7120	~~240/686-1110~~ <u>240-686-1110</u>
MD	OPR	~~Billy~~ McGrath, <u>William Kenneth (Billy)</u>	6709 Ritchie Hwy	Glen Burnie	21061-2318	~~410/590-9484~~ <u>410-590-9484</u>
<u>MD</u>	<u>OPR</u>	<u>Scott, Randy Duane (Randy)</u>	<u>10510 Vida Drive</u>	<u>Hagerstown</u>	<u>21740</u>	<u>301-745-6534</u>
MD	OPR	~~Randy~~ Scott, <u>Randy Duane (Randy)</u>	1680 Wesel Blvd	Hagerstown	21740-5387	~~301/393-3755~~ <u>301-393-3755</u>
MD	OPR	~~Joe~~ Dinoto, <u>Joseph Michael Jr. (Joe)</u>	7055 Arundel Mills Cir	Hanover	21076-1387	~~410/799-2812~~ <u>410-799-2812</u>
MD	OPR	~~Mike~~ Hutton, <u>Michael Allen (Mike)</u>	6 Hyland Ave	Hunt Valley	21030-1395	~~410/771-1237~~ <u>410-771-1237</u>
<u>MD</u>	<u>OPR</u>	<u>Chesson, Jessie Adele (Jessie)</u>	<u>6150 Annapolis Rd</u>	<u>Hyattsville</u>	<u>20784-1306</u>	<u>301-341-0022</u>
MD	OPR	~~John~~ Flatley, <u>John Joseph Jr. (John)</u>	107 Drury Dr	La Plata	20646-4262	~~301/934-3822~~ <u>301-934-3822</u>
MD	OPR	~~Keith~~ Singletary, <u>Keith Nathaniel Sr. (Keith)</u>	1040 Shoppers Way	Largo	20774-4813	~~301/333-1981~~ <u>301-333-1981</u>
MD	OPR	~~Chris~~ Dinoto, <u>Christopher Michael (Chris)</u>	~~13600 Baltimore Ave Ste 600~~ <u>3366 Corridor Market Place</u>	Laurel	~~20707-9498~~ <u>0724-2375</u>	~~301/483-6441~~ <u>301-483-6466</u>
MD	OPR	~~Chris~~ Dinoto, <u>Christopher Michael (Chris)</u>	~~3366 Corridor Market Place~~ <u>13600 Baltimore Ave Ste 600</u>	Laurel	~~20724-2375~~ <u>0707-9498</u>	~~301/483-6466~~ <u>301-483-6441</u>
MD	OPR	~~Richard~~ Plank, <u>Richard Owen (Richard)</u>	10975 Johns Hopkins Rd	Laurel	20723-6002	~~301/497-4497~~ <u>301-497-4497</u>
MD	OPR	~~Bill~~ Boyer, <u>William George (Bill)</u>	12101 Winchester Rd	Lavale	21502-7688	~~301/729-2004~~ <u>301-729-2004</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

MD	OPR	~~Billy~~ McGrath, <u>William Kenneth (Billy)</u>	1610 W Nursery Rd	~~Lithian Heights~~ <u>Lithian Heights</u>	~~21090-2290~~ <u>21090-2290</u>	~~410/859-2300~~ <u>410-859-2300</u>
MD	OPR	~~Doug~~ Honbarrier, <u>Douglas Robert (Doug)</u>	1202 Martin Blvd	Middle River	21220-4148	~~410/686-5858~~ <u>410-686-5858</u>
MD	OPR	~~Jason~~ Bearinger, <u>Jason David (Jason)</u>	1705 Ridgeside Dr	Mount Airy	21771-5387	~~301/818-0199~~ <u>301-818-0199</u>
MD	OPR	~~Hunter~~ Caudill, <u>Hunter Shope (Hunter)</u>	12901 Ocean Gtwy	Ocean City	21842-9505	~~410/213-1825~~ <u>410-213-1825</u>
MD	<u>OPR</u>	~~OPR~~ Arlington Duncan, <u>Arlington Steven (Arlington)</u>	18115 Georgia Ave	Olney	20832-1401	~~301/774-6490~~ <u>301-774-6490</u>
MD	OPR	~~Paul~~ Xiong Johnson, <u>William Sean (Sean)</u>	~~10170 Reisterstown Rd~~ <u>10480 Owings Mills Blvd</u>	Owings Mills	~~21117-3815~~ <u>1117-7810</u>	~~410/363-3014~~ <u>443-394-6070</u>
MD	OPR	~~Sean~~ Johnson Xiong, <u>Keng Kue (Paul)</u>	~~10480 Owings Mills Blvd~~ <u>10170 Reisterstown Rd</u>	Owings Mills	~~21117-7810~~ <u>1117-3815</u>	~~443/394-6070~~ <u>410-363-3014</u>
MD	OPR	~~Hung~~ Ly, <u>Hung Q. (Hung)</u>	2008 E Joppa Rd	Parkville	21234-2802	~~410/668-2444~~ <u>410-668-2444</u>
MD	OPR	~~Patrick~~ Cozadd, <u>Patrick Allen (Patrick)</u>	8110 Jumpers Hole Rd	Pasadena	21122-1082	~~410/760-2697~~ <u>410-760-2697</u>
MD	OPR	~~Todd~~ Smith, <u>Todd Alan (Todd)</u>	806 Solomons Island Rd N	Prince Frederick	20678-3919	~~443/968-3939~~ <u>443-968-3939</u>
MD	OPR	~~Brian~~ Kellner, <u>Brian Christopher (Brian)</u>	12001 Reisterstown Rd	Reisterstown	21136-3052	~~410/526-3863~~ <u>410-526-3863</u>
<u>MD</u>	<u>OPR</u>	<u>Burgess, Tiffany Denise (Tiffany)</u>	<u>12001 Rockville Pike</u>	<u>Rockville</u>	<u>20852-1603</u>	<u>301-881-1726</u>
MD	OPR	~~Brad~~ Wood, <u>John Bradshaw II (Brad)</u>	1401 Research Blvd	Rockville	20850-3159	~~301/251-4000~~ <u>301-251-4000</u>
MD	OPR	~~Tiffany~~ Burgess Gibson, <u>Robert Ernest III (Rob)</u>	~~12001 Rockville Pike~~ <u>2736 N Salisbury Blvd</u>	~~Rockville~~ <u>Salisbury</u>	~~20852-1603~~ <u>1801-2143</u>	~~301/881-1726~~ <u>410-543-0206</u>
MD	OPR	~~Rob~~ Gibson, <u>Robert Ernest III (Rob)</u>	2300 N Salisbury Blvd Ste G115	Salisbury	21801-7831	~~410/543-8535~~ <u>410-543-8535</u>

MD	OPR	~~Rob~~ -Gibson	2736 N Salisbury Blvd	Salisbury	21801-2143	410/543-0206
MD	OPR	~~Joe~~ -Dinoto, <u>Joseph Michael Jr. (Joe)</u>	7831 Quarterfield Park Road	Severn	21144	410/969-8272 410-969-8272
MD	OPR	~~Chris~~ -Schenck, <u>William Christopher (Chris)</u>	511 Ritchie Hwy	Severna Park	21146-2924	410/647-6232 410-647-6232
MD	OPR	~~Oyeniya~~ , <u>Atinuke A (Tina)</u>	12289 Tech Rd	Silver Spring	20904-1901	301-960-1195
MD	OPR	~~Parker~~ , <u>Terrance M. (T.J.-Parker)</u>	825 Ellsworth Dr Lot D1-A	Silver Spring	20910-4438	301/588-2915 301-588-2915
MD	OPR	~~Terrell~~ -Daniel	12289 Tech Rd	Silver Spring	20904-1901	301/960-1195
MD	OPR	~~Natalie~~ -Martz, <u>Natalie Kay (Natalie)</u>	825 Dulaney Valley Rd Ste 3285	Towson	21204-3204	410/296-4950 410-296-4950
MD	OPR	~~Ken~~ -Weikel, <u>Kenneth Franklin (Ken)</u>	3365 3710 Crain Hwy Highway	Waldorf	20603-4857 0603	301/632-9776 240-210-8797
MD	OPR	~~Ken~~ -Weikel, <u>Kenneth Franklin (Ken)</u>	3710 3365 Crain Highway Hwy	Waldorf	20603 20603-4857	240/210-8797 301-632-9776
MD	OPR	~~McDaniel~~ , <u>Phillip Jason (P.J.-McDaniel)</u>	144 Englar Rd	Westminster	21157-4858	410/871-2752 410-871-2752
ME	OPR	~~Todd~~ -Schultz, <u>Todd (Todd)</u>	605 Stillwater Ave	Bangor	04401-3523	207/262-3725 207-262-3725
ME	OPR	~~Brad~~ -Terrell, <u>James Bradley (Brad)</u>	94 Rock Row	Westbrook	04092-4854	207/550-2161 207-550-2161
MI	OPR	~~Brad~~ -Lunsford, <u>Bradley Christopher (Brad)</u>	3355 Fairlane Dr	Allen Park	48101-2874	313/982-9926 313-982-9926
MI	OPR	~~Tyler~~ -DeKoekkoek, <u>Tyler James (Tyler)</u>	6083 B Dr N	Battle Creek	49014-8367	269/468-5454 269-468-5454
MI	OPR	~~McKay~~ , <u>Gregory Allen (Greg)</u>	3140 Miller Road	Flint	48507	810-292-0830
MI	OPR	~~Brad~~ -Spurlin <u>Ochsner, Jamie Noel (Jamie)</u>	1545 Edgeknoll Dr 5525 28th St SE	Grand Rapids	49508-7183 9512-2053	616/656-6000 616-600-1437
MI	OPR	~~Jamie~~ -Ochsner, <u>Jamie Noel (Jamie)</u>	2750 E Beltline Ave SE	Grand Rapids	49546-5914	616/464-2697 616-464-2697
MI	OPR	~~Shane~~ , <u>Todd Alan (Todd)</u>	3461 Alpine Ave NW	Grand Rapids	49544-1633	616-327-8046
MI	OPR	~~Jamie~~ -Ochsner <u>Spurlin, Richard B. (Brad)</u>	5525 28th St 1545 Edgeknoll Dr SE	Grand Rapids	49512-2053 9508-7183	616-656-6000
MI	OPR	~~Shaun~~ -Page, <u>Shaun Jacob (Shaun)</u>	2332 N Park Dr	Holland	49424-9599	616/355-9933 616-355-9933
MI	OPR	~~Idris~~ -Rashid, <u>Idris Yasin Abdur (Idris)</u>	4748 W Main St	Kalamazoo	49006-2688	269/337-1880 269-337-1880
MI	OPR	~~Kate~~ -McNerney, <u>Katherine Ann (Kate)</u>	5617 W Saginaw Hwy	Lansing	48917-2456	517/321-7800 517-321-7800
MI	OPR	~~Brown~~ , <u>Vikki Hardy (Vikki)</u>	11700 Middlebelt Rd	Livonia	48150-2389	734-744-3337
MI	TMP OP R	~~Dustin~~ -Schultes, <u>Dustin Cody (Dustin)</u>	2071 N Telegraph Rd	Monroe	48162-8947	734/344-4446 734-344-4446
MI	OPR	~~Phil~~ -Whitsel, <u>Philip Ryan (Phil)</u>	20135 Haggerty Rd	Northville	48167-1999	248/465-0065 248-465-0065
MI	OPR	~~Matt~~ -Lewis, <u>Matthew Kenneth (Matt)</u>	5607 Harvey St	Norton Shores	49444-7735	231/799-0107 231-799-0107
MI	OPR	~~Michael~~ -Killian, <u>Michael A. II (Michael)</u>	27750 Novi Rd	Novi	48377-3422	734/456-2025 248-993-0025
MI	OPR	~~Nick~~ -Biggee, <u>Nicholas C. (Nick)</u>	2075 W Grand River Ave	Okemos	48864-1706	855/692-7474 855-692-7474
MI	OPR	~~Idris~~ -Rashid, <u>Idris Yasin Abdur (Idris)</u>	6202 S Westnedge Ave	Portage	49002-2810	269/327-0877 269-327-0877
MI	OPR	~~Dennis~~ -Sampier, <u>Dennis George (Dennis)</u>	13811 Hall Rd	Shelby Township Township 31560	48315-6102	586/840-1311 248-707-2695
MI	TMP OP R	~~Matthew~~ -Leverett, <u>Matthew Lamar (Matthew)</u>	28588 Telegraph Rd	Southfield	48034-7505	313/654-0410 248-480-7912
MI	OPR	~~Sautter~~ , <u>Anthony Joseph (Anthony)</u>	22250 Eureka Rd	Taylor	48180-5233	
MI	OPR	~~Chris~~ -Ramsey, <u>Christopher J. (Chris)</u>	2700 N US Highway 31 S	Traverse City	49684-4527	231/493-8881 231-493-8881
MI	TMP OP R	~~Engstrom~~ , <u>Kacey Mayse Lynn (Kacey)</u>	2800 W Big Beaver Rd Ste Y-323	Troy	48084-3224	248/930-0135 248-930-0135
MI	OPR	~~Tim~~ -Hiller, <u>Timothy Daniel (Tim)</u>	356 Wilson Ave NW	Walker	49534-3555	616/453-7045 616-453-7045

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

MI	OPR	~~Cody~~ Gibson, <u>Cody Mitchell (Cody)</u>	20200 West Rd	Woodhaven	48183-3321	~~734/228-8736~~ <u>734-308-8736</u>
MI	OPR	~~Kristen~~ Jay, <u>Kristen Booher (Kristen)</u>	700 54th St SW	Wyoming	49509-9526	~~616/534-2964~~ <u>616-534-2961</u>
MN	OPR	~~Ryan~~ Blanch, <u>Ryan Joseph (Ryan)</u>	7480 153rd St W	Apple Valley	55124-7040	~~952/431-4445~~ <u>952-431-4445</u>
MN	<u>OPR</u>	~~OPR~~ Alex Wilson, <u>Alexander Melvin (Alex)</u>	3855 Lexington Ave N	Arden Hills	55126-2936	~~651/486-3988~~ <u>763-438-7095</u>
<u>MN</u>	<u>OPR</u>	<u>McLaughlin, Alexander Maurice (Alex)</u>	<u>12331 Ulysses St NE</u>	<u>Blaine</u>	<u>55434</u>	<u>763-225-1685</u>
MN	TMP	~~Logan Hernandez~~ <u>Goldbranson, Elijah</u>	595 Northtown Dr NE	Blaine	55434-1044	~~763/786-5389~~ <u>763-786-5389</u>

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MN	OPR	~~Reid~~ Dorsett, <u>Nathan Reid (Reid)</u>	~~2500 W 79th St~~ <u>354 Central Pkwy</u>	Bloomington	~~55431-1280~~ <u>5425-2570</u>	~~952/888-0488~~ <u>952-854-1557</u>
MN	OPR	~~Reid~~ Dorsett, <u>Nathan Reid (Reid)</u>	~~354 Central Pkwy~~ <u>2500 W 79th St</u>	Bloomington	~~55425-2570~~ <u>5431-1280</u>	~~952/854-1557~~ <u>952-888-0488</u>
MN	OPR	~~Brandon~~ Luffman, <u>Brandon Kyle (Brandon)</u>	9751 Xenia Ave N	Brooklyn Park	55443-2384	~~763/315-1010~~ <u>763-315-1010</u>
MN	<u>OPR</u>	~~OPR~~ Andrew Johnson, <u>Andrew Vern (Andrew)</u>	1200 County Road 42 W	Burnsville	55337-4431	~~952/898-3410~~ <u>952-898-3410</u>
MN	<u>OPR</u>	~~OPR~~ Andrew Armstrong, <u>Andrew James (Andrew)</u>	445 W 79th St	Chanhassen	55317-4505	~~952/937-7557~~ <u>952-937-7557</u>
MN	<u>OPR</u>	~~OPR~~ Alex McLaughlin, <u>Alexander Maurice (Alex)</u>	3590 River Rapids Dr NW	Coon Rapids	55448-4100	~~763/323-9978~~ <u>763-323-9978</u>
MN	OPR	~~Nick~~ Murad, <u>Nicholas Joseph (Nick)</u>	3420 Promenade Ave	Eagan	55123-4404	~~651/686-0041~~ <u>651-686-0041</u>
<u>MN</u>	<u>OPR</u>	<u>Armstrong, Andrew James (Andrew)</u>	<u>12350 Castlemoor Drive</u>	<u>Eden Prairie</u>	<u>55344</u>	<u>952-247-4044</u>
MN	OPR	~~Nancy~~ Christman, <u>Nancy Lynn (Nancy)</u>	11820 Fountains Way	Maple Grove	55369-7203	~~763/307-0375~~ <u>763-307-0375</u>
MN	OPR	~~Jonathan~~ Wright, <u>Jonathan Maxwell (Jonathan)</u>	3045 White Bear Ave N	Maplewood	55109-1309	~~651/777-2329~~ <u>651-777-2329</u>
MN	OPR	~~Kevin~~ Watts, <u>Kevin Thomas (Kevin)</u>	615 Washington Ave SE	Minneapolis	55414-2931	~~612/643-9770~~ <u>612-643-9770</u>
MN	<u>TMP</u> <u>OPR</u>	~~Scott~~ Peterson, <u>Scott Erik (Scott)</u>	3005 Harbor Ln N	Plymouth	55447-5103	~~763/317-9200~~ <u>763-317-9200</u>
MN	OPR	~~Matt~~ Stockdale, <u>Matthew James (Matt)</u>	1201 Broadway Ave S	Rochester	55904-3862	~~507/289-2669~~ <u>507-289-2669</u>
MN	<u>OPR</u>	~~OPR~~ Alex Wilson, <u>Alexander Melvin (Alex)</u>	2090 Snelling Ave N	Roseville	55113-6001	~~651/636-0144~~ <u>651-636-0144</u>
MN	OPR	~~Doug~~ Marshall, <u>Roger Douglas (Doug)</u>	4185 W Division St	Saint Cloud	56301-3740	~~320/251-1669~~ <u>320-251-1669</u>
MN	OPR	~~Caleb~~ Lee, <u>Caleb Gay (Caleb)</u>	8020 Highway 7	Saint Louis Park	55426-3924	~~952/938-1034~~ <u>952-938-1034</u>
MN	<u>TMP</u> <u>OPR</u>	~~Simeon~~ MacDonald, <u>Simeon Aaron (Simeon)</u>	1770 Robert St S	West Saint Paul	55118-3919	~~651/457-2991~~ <u>651-457-2991</u>
MN	OPR	~~Bob~~ Lee, <u>Robert Earl (Bob)</u>	6939 Valley Creek Rd	Woodbury	55125-2227	~~651/731-5225~~ <u>651-731-5225</u>
MO	OPR	~~Shane~~ Neel, <u>Shane Ryan (Shane)</u>	1 Arnold Mall	Arnold	63010-2223	~~636/287-9814~~ <u>636-287-9814</u>
MO	OPR	~~Brandon~~ Jackley, <u>Brandon Douglas (Brandon)</u>	951 NE Coronado Dr	Blue Springs	64014-3005	~~816/220-2324~~ <u>816-220-2321</u>
<u>MO</u>	<u>OPR</u>	<u>Hutcheson, Daniel Kevin (Kevin)</u>	<u>2915 W 76 Country Blvd</u>	<u>Branson</u>	<u>65616-2173</u>	<u>417-201-4311</u>
MO	OPR	~~Kevin~~ Hutcheson, <u>Daniel Kevin (Kevin)</u>	607 W Main St	Branson	65616-2720	~~417/334-2723~~ <u>417-334-2723</u>
MO	OPR	~~Bob~~ Guthertz, <u>Robert John (Bob)</u>	8590 Eager Rd	Brentwood	63144-1435	~~314/968-5400~~ <u>314-968-5400</u>
MO	OPR	~~Todd~~ Anthony, <u>Todd Michael (Todd)</u>	12450 Saint Charles Rock Rd	Bridgeton	63044-2506	~~314/344-8910~~ <u>314-344-8910</u>
MO	OPR	~~Brian~~ House, <u>Brian Keith (Brian)</u>	3333 Gordonville Rd	Cape Girardeau	63703-5059	~~573/651-4600~~ <u>573-651-4600</u>
MO	OPR	~~Jeff~~ Greene, <u>Jeffrey Adams (Jeff)</u>	17365 Chesterfield Airport Rd	Chesterfield	63005-1414	~~636/536-6933~~ <u>636-536-6933</u>
MO	OPR	~~Tom~~ Van Voorn, <u>Thomas Edward (Tom)</u>	305 N Stadium Blvd	Columbia	65203-1147	~~573/445-6627~~ <u>573-445-6627</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~572/425-6627~~
<u>MO</u>	<u>OPR</u>	<u>Bruce, Devin Taylor (Devin)</u>	<u>12398 Olive Blvd</u>	<u>Creve Coeur</u>	<u>63141-6443</u>	<u>314-314-6311</u>
MO	OPR	~~David~~ Bruce, <u>James David (David)</u>	11997 Manchester Rd	Des Peres	63131-4502	~~314/821-3452~~ <u>314-821-3452</u>
MO	OPR	~~David~~ Bruce, <u>James David (David)</u>	184 W County Ctr Spc N	Des Peres	63131-3702	~~314/965-0103~~ <u>314-314-6618</u>
MO	OPR	~~Tony~~ Johnson, <u>Anthony Paul (Tony)</u>	304 Clarkson Rd	Ellisville	63011-2222	~~636/527-0046~~ <u>636-527-0016</u>
MO	OPR	~~Tasha~~ Fox, <u>Latasha Lynn (Tasha)</u>	3159 N Highway 67	Florissant	63033-1602	~~314/839-6533~~
MO	OPR	~~Lloyd~~ Andersen, <u>Lloyd (Lloyd)</u>	18785 E 39th St S	Independence	64057-1790	~~816/795-7775~~ <u>816-795-7775</u>
MO	OPR	~~Kylie~~ Oberweather <u>Stevens, Dennis Adam (Dennis)</u>	3407 Missouri Blvd	Jefferson City	65109-5768	~~573/638-0154~~ <u>573-638-0151</u>
MO	OPR	~~Rick~~ Starkweather, <u>Richard Eugene (Rick)</u>	~~401 N~~ <u>3509 S</u> Range Line Rd	Joplin	~~64801-41186~~ <u>4804-4432</u>	~~417/781-7123~~ <u>417-553-2005</u>
MO	OPR	~~Rick~~ Starkweather, <u>Richard Eugene (Rick)</u>	~~2427 S~~ <u>101 N</u> Range Line Rd	Joplin	~~64804-32426~~ <u>4801-4118</u>	~~417/781-6000~~ <u>417-781-7123</u>
MO	OPR	~~Rick~~ Starkweather, <u>Richard Eugene (Rick)</u>	~~3509~~ <u>2127 S</u> Range Line Rd	Joplin	~~64804-44326~~ <u>4804-3242</u>	~~417/553-2005~~ <u>417-781-6000</u>
MO	<u>OPR</u>	~~OPR~~ Andy Gallawa, <u>Andrew Peter (Andy)</u>	6501 NW Barry Rd	Kansas City	64154-2575	~~816/587-0411~~ <u>816-587-0411</u>
MO	OPR	~~Forrest~~ Swyden, <u>Forrest (Forrest)</u>	8551 State Line Rd	Kansas City	64114-2723	~~816/361-8800~~ <u>816-361-8800</u>
MO	<u>TMP</u> <u>OPR</u>	~~Cody~~ Pierce, <u>Cody ONeal (Cody)</u>	8280 Old Highway N	Lake Saint Louis	63367	~~636/489-1204~~
MO	OPR	~~Lance~~ Spencer, <u>Lance McCoy (Lance)</u>	690 NW Blue Pkwy	Lees Summit	64086-5734	~~816/246-2948~~ <u>816-246-2948</u>
MO	OPR	~~Jon~~ Hoffman, <u>Jon David (Jon)</u>	110 N Conistor Ln	Liberty	64068-1902	~~816/415-2212~~ <u>816-415-2212</u>
<u>MO</u>	<u>OPR</u>	<u>Griffin, Carter Jonathan (Carter)</u>	<u>12607 Dorsett Rd</u>	<u>Mrylar</u>		
MO	OPR	~~Mike~~ Noel, <u>Michael E. (Mike)</u>	2106 Highway K	O Fallon	63368-7930	~~636/272-5346~~ <u>636-272-5346</u>
MO	<u>TMP</u> <u>OPR</u>	~~Mason~~ Mayes <u>Berry, Dakota Michael (Dakota)</u>	2020 Zumbahl Rd	Saint Charles	63303-2722	~~636/487-4200~~
MO	OPR	~~Jake~~ Schenk, <u>Jacob Lynn (Jake)</u>	5303 N Belt Hwy	Saint Joseph	64506-1262	~~816/232-5500~~ <u>816-232-5500</u>
<u>MO</u>	<u>OPR</u>	<u>Chris Torres</u>	<u>4125 Lemay Ferry Rd</u>	<u>Saint Louis</u>	<u>63129-1859</u>	<u>314/845-3499</u>
MO	OPR	~~Eric~~ Benting, <u>Eric Tyson (Eric)</u>	10706 Sunset Hills Plz	Saint Louis	63127-1219	~~314/822-9500~~ <u>314-822-9500</u>
MO	OPR	~~Nick~~ Pyatt, <u>Nick Allen (Nick)</u>	3801 Hampton Ave	Saint Louis	63109-1410	~~314/832-2748~~
<u>MO</u>	<u>OPR</u>	<u>Torres, Christopher Louis (Chris)</u>	<u>4125 Lemay Ferry Rd</u>	<u>Saint Louis</u>	<u>63129-1859</u>	<u>314-845-3499</u>
MO	OPR	~~Mark~~ Simmonds, <u>Mark Edward (Mark)</u>	6180 Mid Rivers ~~CFA~~ Mall Dr	Saint Peters	63304-1101	~~636/447-3884~~ <u>636-447-3881</u>
<u>MO</u>	<u>OPR</u>	<u>Heberlie, Brian Joseph (Brian)</u>	<u>2355 N Glenstone Ave</u>	<u>Springfield</u>	<u>65803-4649</u>	<u>417-427-2577</u>
MO	OPR	~~Brian~~ Heberlie, <u>Brian Joseph (Brian)</u>	425 W Sunshine St	Springfield	65807-2433	~~417/866-4232~~ <u>417-866-4232</u>
MO	OPR	~~Steve~~ Lowery, <u>Stephen David (Steve)</u>	3700 S Glenstone Ave	Springfield	65804-4416	~~417/890-5800~~ <u>417-890-5800</u>
MO	<u>TMP</u> <u>OPR</u>	~~Timothy~~ Tremain <u>Lynch, Christopher Kent (Chris)</u>	2825 S Glenstone Ave Ste Vc-11	Springfield	65804-3732	~~417/883-2275~~ <u>417-883-2275</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

<u>MO</u>	<u>OPR</u>	<u>Craig, Timothy Lamont Jr (Tim)</u>	<u>8637 Olive Blvd</u>	<u>St. Louis</u>	<u>63132</u>	<u>314-370-6946</u>
MO	OPR	~~Scott~~ Swindler, <u>Robert S. (Scott)</u>	1918 Wentzville Pkwy	Wentzville	63385-3453	~~636/639-2357~~ <u>636-639-2357</u>
MS	OPR	~~Ralph~~ Bartels, <u>Ralph A. II (Ralph)</u>	2600 Beach Blvd	Biloxi	39531-4600	~~228/388-2648~~ <u>228-388-2648</u>
MS	OPR	~~Keys~~ Hayes, <u>Frank Keys (Keys)</u>	201 Disotell Blvd	Brandon	39042-7022	~~601/939-7188~~ <u>601-939-9171</u>
MS	OPR	~~Tucker~~ , Morgan ~~Keon~~ <u>Brooke (Morgan)</u>	401 Handley Blvd Ste A	Byram	39272-8979	~~769/251-5970~~ <u>769-251-5970</u>
MS	OPR	~~Neil~~ Osborne, <u>Edmond McNeil (Neil)</u>	952 Highway 80 E	Clinton	39056-5203	~~601/924-8892~~

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						~~662/24-8892~~
MS	OPR	~~Brittany~~ Cofield, Brittany Day (Brittany)	528 18th Ave N	Columbus	39705-2283	~~662/329-5979~~ 662-329-5979
MS	OPR	~~David~~ Rogers, David Michael (David)	1600 Highway 72 E	Corinth	38834-6528	~~662/284-4688~~ 662-284-4688
MS	OPR	~~Max~~ Benson, Robert Max (Max)	3842 Promenade Pkwy	Diberville	39540-5364	~~228/392-1892~~ 228-392-1892
MS	OPR	~~Keys~~ Hayes, Frank Keys (Keys)	274 Dogwood Blvd	Flowood	39232-8602	~~601/992-2554~~ 601-992-2554
MS	~~TMP~~ OPR ~~R~~	~~Avery~~ Miller, Avery Jamal (Avery)	1647 Hwy 1 S	Greenville	~~3870438701-7803~~	~~662/913-8188~~ 662-913-8188
MS	OPR	~~Chris~~ McKlveen, Christopher Todd (Chris)	11001 Highway 49	Gulfport	39503-4111	~~228/831-9599~~ 228-831-9599
MS	OPR	~~Jon~~ Munger, Jonathan Michael (Jon)	6051 US 49	Hattiesburg	39401	~~601/952-3449~~ 601-952-3449
MS	OPR	~~Jon~~ Munger, Jonathan Michael (Jon)	6099 U S Highway 98	Hattiesburg	39402-9456	~~601/579-9119~~ 601-579-9119
MS	OPR	~~Ian~~ HodgesHayes, Frank Keys (Keys)	~~2401350 E Capitol St~~ Woodrow Wilson Ave	Jackson	~~39201-23063~~ 9216-5112	~~601/352-1450~~ 769-572-7100
MS	OPR	~~Keys~~ HayesHodges, Ian Bowles (Ian)	~~4350210 E Woodrow Wilson Ave~~ Capitol St	Jackson	~~39216-51123~~ 9201-2306	~~769/572-7100~~ 601-352-1450
MS	OPR	~~Scott~~ Perdue, Scott Felton (Scott)	1065 E County Line Rd	Jackson	39211-1851	~~601/991-3265~~ 601-991-3265
MS	OPR	~~Brittney~~ Pickering, Brittney Nicole (Brittney)	1138 Highway 15 N	Laurel	39440-2650	~~601/425-1995~~ 601-425-1995
MS	OPR	~~Chris~~ Rosson, Chris C. (Chris)	1873 Main St	Madison	39110-6382	~~601/898-2338~~ 601-898-2338
MS	OPR	~~Mark~~ Lindsey, Mark Edward (Mark)	106 Edgewood Dr	~~McComb~~ McComb	~~3964839648-2043~~	~~601/914-9424~~
MS	OPR	~~Brian~~ Russell, Brian Talmadge (Brian)	109 S Frontage Rd	Meridian	39301-6110	~~601/581-1479~~ 601-581-1479
MS	OPR	~~Brandon~~ Paulsen, Brandon David (Brandon)	8101 Camp Creek Rd	Olive Branch	38654-1612	~~662/890-2697~~ 662-890-2697
MS	OPR	~~Lance~~ Reed, Lance William (Lance)	2307 Jackson Ave W	Oxford	38655-5417	~~662/232-8787~~ 662-232-8787
MS	OPR	~~Chris~~ RossonJohnson, Chasity Annah (Annah)	~~685 Highland Colony~~ 1156 Evelyn Gandy Pkwy	~~Ridgeland~~ Petal	~~39157-87203~~ 9465-3947	~~601/348-0155~~ 601-340-9758
MS	OPR	~~Kevin~~ Miller, Kevin Lee (Kevin)	1200 E County Line Rd Ste 232	Ridgeland	39157-1942	~~601/957-3287~~ 601-957-3287
MS	OPR	~~Brandon~~ PaulsenRosson, Chris C. (Chris)	~~6885 Getwell Rd~~ 685 Highland Colony Pkwy	~~Southaven~~ Ridge land	~~38672-63903~~ 9157-8720	~~662/772-5868~~ 601-348-0155
MS	OPR	~~Stuart~~ Davidson, Stuart Neil (Stuart)	235 Goodman Rd W	Southaven	38671-9408	~~662/349-3587~~ 662-349-3587
MS	OPR	Paulsen, Brandon David (Brandon)	6885 Getwell Rd	Southaven	38672-6390	662-772-5868
MS	OPR	~~Jonathan~~ Rogers, Jonathan S. (Jonathan)	701 Highway 12 E	Starkville	39759-3808	~~662/324-4460~~ 662-324-4460
MS	OPR	~~Jamey~~ Finley, James H. Jr. (Jamey)	908 Barnes Crossing Rd	Tupelo	38804-0910	~~662/844-1270~~ 662-844-1270
MS	OPR	~~Taylor~~ Locke, Taylor Andrew (Taylor)	1001 Barnes Crossing Rd Ste 14	Tupelo	38804-0902	~~662/844-9616~~ 662-844-9616
MS	OPR	~~Nick~~ Jones, Nicholas Grady (Nick)	3403 Halls Ferry Rd	Vicksburg	39180-5503	~~601/661-0001~~ 601-661-0001
MT	OPR	Lewis, Donald Leroy III (Lee)	670 S 24th St W	Billings	59102-6271	406-970-0018
MT	OPR	~~Casey~~ Meadows, Casey Len (Casey)	35 Treeline Rd	Kalispell	59901-1219	~~406/752-3740~~ 406-752-3710
MT	OPR	~~Jonathan~~ Lovette, Jonathan David (Jonathan)	2880 N Reserve St	Missoula	59808-1308	~~406/312-2400~~ 406-312-2400
NC	OPR	Corbett, Eric Steven (Eric)	265 Turner St	Aberdeen	28315-2364	910-637-8200
NC	OPR	Moore, David Keith (David)	260 NC-801 N	Advance	27006-7944	336-306-5699
NC	OPR	~~Tyler~~ Bruce, Tyler Matthew (Tyler)	625 NC Hwy 24/27 byp E	Albemarle	28001	~~704/983-2789~~ 704-983-2789
NC	OPR	~~Tony~~ Holmes, Anthony Victor (Tony)	1110 Beaver Creek Commons Dr	Apex	27502-3919	~~919/303-2377~~ 919-303-2377
NC	OPR	~~Bryan~~ Strole, Bryan James (Bryan)	130 Airport Rd	Arden	28704-8516	~~828/483-6266~~ 828-483-6266

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NC	OPR	~~Sam~~ Ramsey, <u>Samuel Keith (Sam)</u>	<u>1212 E Dixie Dr</u>	Asheboro	27203-8836	~~828/633-1303~~ <u>336-633-1303</u>
NC	OPR	~~Sam~~ Ramsey, <u>Samuel Keith (Sam)</u>	425 Randolph Mall	Asheboro	27203-0613	~~336/626-6688~~ <u>336-626-6688</u>
NC	OPR	~~Joel~~ Sellers <u>Leatherwood, Nicholas Brian (Nick)</u>	~~170 Merrimon Ave~~ <u>139 Smokey Park Hwy</u>	Asheville	~~28801-18262~~ <u>8806-1138</u>	~~828/253-2204~~ <u>828-667-9770</u>
NC	OPR	~~Larry~~ Meadows, <u>Lawrence Irvin (Larry)</u>	1832 Hendersonville Rd	Asheville	28803-3207	~~828/277-9913~~ <u>828-277-9913</u>
NC	OPR	~~Larry~~ Meadows, <u>Lawrence Irvin (Larry)</u>	21 Peaks Center Ln	Asheville	28805-0055	~~828/298-2571~~ <u>828-298-2571</u>
NC	OPR	~~Nick~~ Leatherwood <u>Sellers, Joel Michael II (Joel)</u>	~~139 Smokey Park Hwy~~ <u>170 Merrimon Ave</u>	Asheville	~~28806-11382~~ <u>8801-1826</u>	~~828/667-9770~~ <u>828-253-2201</u>
NC	OPR	~~Natasha~~ Gilbert, <u>Natasha Tamara (Natasha)</u>	801 Park St	Belmont	28012-2765	~~704/825-8600~~ <u>704-825-8600</u>
NC	OPR	~~Natasha~~ Gilbert, <u>Natasha Tamara (Natasha)</u>	925 S Point Rd	Belmont	28012-9520	~~704/800-5255~~ <u>704-800-5255</u>
NC	OPR	~~Terese~~ Fogleman, <u>Terese O. (Terese)</u>	2082 Blowing Rock Rd	Boone	28607-6152	~~828/264-4660~~ <u>828-264-4660</u>
NC	OPR	~~Shawn~~ Willis	<u>1477 University Dr</u>	<u>Burlington</u>	<u>27215-8768</u>	<u>336/584-0895</u>
NC	OPR	~~Shawn~~ Willis, <u>Michael Shawn (Shawn)</u>	3102 Garden Rd	Burlington	27215-9784	~~336/584-3050~~ <u>336-584-3050</u>
NC	<u>OPR</u>	~~OPRA~~ <u>Amanda Phillips Willis, Michael Shawn (Shawn)</u>	~~7107 Okelly Chapel Rd~~ <u>1477 University Dr</u>	~~Cary~~ <u>Burlington</u>	~~27519-68492~~ <u>7215-8768</u>	~~919/466-9525~~ <u>336-584-0895</u>
NC	OPR	~~Dave~~ Butts, <u>David B. (Dave)</u>	1803 N Harrison Ave	Cary	27513-2408	~~919/678-1444~~ <u>919-678-1444</u>
NC	OPR	~~Drew~~ Caffrey, <u>Charles Andrew (Drew)</u>	411 Colonades Way	Cary	27518-7071	~~919/816-8222~~ <u>919-816-8222</u>
NC	<u>OPR</u>	<u>Holcombe, Richard Garland (Rick)</u>	<u>1000 Valleystone Dr</u>	<u>Cary</u>	<u>27519-8405</u>	<u>919-465-0699</u>

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NC	OPR	~~Paul~~ Junkins, <u>Paul R. (Paul)</u>	1815 Walnut St	Cary	27518-9201	~~919/233-1691~~ <u>919-233-1691</u>
NC	OPR	~~Rick~~ Holcombe <u>Phillips, Amanda Lauer (Amanda)</u>	~~4000 Valleystone Dr~~ <u>7107 Okelly Chapel Rd</u>	Cary	~~27519-84052~~ <u>7519-6849</u>	~~919/465-0699~~ <u>919-466-9525</u>
NC	OPR	~~Sammy~~ Culberson, <u>Samuel Dwain (Sammy)</u>	101 Village Center Dr	Chapel Hill	27516-7189	~~919/869-7747~~ <u>919-869-7747</u>
NC	<u>OPR</u>	<u>Bingham, Charles DuPre (DuPre)</u>	<u>8411 Northlake Commons Blvd</u>	<u>Charlotte</u>	<u>28216-2268</u>	<u>704-599-2330</u>
NC	<u>OPR</u>	<u>Bingham, Charles DuPre (DuPre)</u>	<u>3821 Corning Pl</u>	<u>Charlotte</u>	<u>28216-1224</u>	<u>704-395-2004</u>
NC	<u>OPR</u>	<u>Cestrone, Peter Andrew (Peter)</u>	<u>1001 Blythe Blvd</u>	<u>Charlotte</u>	<u>28203-5866</u>	<u>704-355-5900</u>
NC	<u>OPR</u>	<u>Cestrone, Peter Andrew (Peter)</u>	<u>14111 Rivergate Pkwy</u>	<u>Charlotte</u>	<u>28273-8872</u>	<u>704-504-8484</u>
NC	<u>OPR</u>	<u>Cestrone, Peter Andrew (Peter)</u>	<u>8032 S Tryon St</u>	<u>Charlotte</u>	<u>28273-3324</u>	<u>704-504-1234</u>
NC	<u>OPR</u>	<u>Crain, James Thomas III (Jim)</u>	<u>4400 Sharon Rd # VC06</u>	<u>Charlotte</u>	<u>28211-3531</u>	<u>704-364-5770</u>
NC	<u>OPR</u>	~~OPRA~~ <u>Andre Harakas, Andre George (Andre)</u>	101 S Tryon St Ste 9	Charlotte	28280-0007	~~704/344-0222~~ <u>704-344-0222</u>
NC	<u>OPR</u>	~~OPRA~~ <u>Andre Harakas, Andre George (Andre)</u>	4431 Randolph Rd	Charlotte	28211-2325	~~704/366-0073~~ <u>704-366-0073</u>
NC	~~OPRA~~ <u>OPR</u>	~~Ter~~ <u>Keurst Johnston, Rebecca Wade (Beckie)</u>	~~11530 Waverly Center Dr~~ <u>7910 Rea Rd</u>	Charlotte	~~28277-48422~~ <u>8277-6501</u>	~~704/844-0270~~ <u>704-540-9690</u>
NC	OPR	~~Barry~~ McAllaster <u>Jordan, Taylor Leab (Taylor)</u>	~~10001 Rea~~ <u>957 N Wendover Rd</u>	Charlotte	~~28277-43902~~ <u>8211-1764</u>	~~704/844-0704~~ <u>704-271-4855</u>
NC	OPR	~~Beckie~~ Johnston <u>McAllaster, Barry Neal (Barry)</u>	~~7910~~ <u>10001 Rea Rd</u>	Charlotte	~~28277-65012~~ <u>8277-4390</u>	~~704/540-9690~~ <u>704-844-0704</u>
NC	OPR	~~DuPre~~ Bingham <u>McFarland, Tony Maurice (Tony)</u>	~~3821 Corning Pl~~ <u>6801 Northlake Mall Dr Ste Fc201</u>	Charlotte	~~28216-12242~~ <u>8216-0792</u>	~~704/395-2004~~ <u>704-596-1211</u>
NC	OPR	~~DuPre~~ Bingham <u>Porter, Tamara Elizabeth (Tami)</u>	~~8411 Northlake Commons Blvd~~ <u>1540 E Woodlawn Rd</u>	Charlotte	~~28216-22682~~ <u>8209-2235</u>	~~704/599-2330~~ <u>704-601-6031</u>
NC	OPR	~~Hal~~ Queen, <u>Harold Edward III (Hal)</u>	9010 Albemarle Rd	Charlotte	28227-2620	~~704/537-2140~~ <u>704-537-2140</u>
NC	OPR	~~Jim~~ Crain	<u>4400 Sharon Rd # VC06</u>	<u>Charlotte</u>	<u>28211-3531</u>	<u>704/364-5770</u>
NC	OPR	~~John~~ Tsumas	<u>3015 South Blvd</u>	<u>Charlotte</u>	<u>28209-1805</u>	<u>704/665-6371</u>
NC	OPR	~~Justin~~ Riddle, <u>Justin Micah (Justin)</u>	3117 Pineville Matthews Rd	Charlotte	28226	~~704/541-9979~~

~~CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22						
NC	OPR	~~Peter Cestrone~~ Rogers, Robert Carlton (Rob)	~~1001 Blythe Blvd~~ 8700 University Exec Park Dr	Charlotte	~~28203-58662~~ 8262-4336	~~704/355-5900~~ 704-593-0052
NC	OPR	~~Peter Cestrone~~ Rogers, Robert Carlton (Rob)	~~14111 Rivergate Pkwy~~ 8428 University Blvd	Charlotte	~~28273-88722~~ 8213	~~704/504-8484~~ 980-938-2018
NC	OPR	~~Peter Cestrone~~	~~8032 S Tryon St~~	Charlotte	~~28273-3324~~	~~704/504-1234~~
NC	OPR	~~Rob Rogers~~ Robert Carlton (Rob)	333 E Trade St	Charlotte	28202-2331	
NC	OPR	~~Rob Rogers~~ Shelton, Terry K. (Terry)	~~8700 University Exec Park Dr~~ 9801 South Blvd	Charlotte	~~28262-43362~~ 8273-6904	~~704/593-0052~~ 704-552-7997
NC	OPR	~~Rosslyn Singleton~~ Rosslyn Byrd (Rosslyn)	5920 Prosperity Church Rd	Charlotte	28269-2682	~~704/992-9300~~ 704-992-9300
NC	OPR	~~Stan Stepp~~ Stanley Charles (Stan)	8433 Davis Lake Pkwy	Charlotte	28269-3414	~~704/596-2229~~ 704-596-2348
NC	OPR	~~Tami Porter~~ Stouder, Jeremy L. (Jeremy)	~~1540 E Woodlawn Rd~~ 9355 Sullivan Vale Ln	Charlotte	~~28209-22352~~ 8215-7073	~~704/601-6034~~ 704-602-9862
NC	OPR	~~Terry Shelton~~ TerKeurst, Arthur Dudley III (Art)	~~9801 South Blvd~~ 11530 Waverly Center Dr	Charlotte	~~28273-69042~~ 8277-4842	~~704/552-7997~~ 704-844-0270
NC	OPR	~~Tony McFarland~~ Tsumas, John George Jr. (John)	~~6801 Northlake Mall Dr Ste FC204~~ 3015 South Blvd	Charlotte	~~28216-07922~~ 8209-1805	~~704/596-1214~~ 704-665-6371
NC	OPR	~~David Moore~~ David Keith (David)	2551 Lewisville Clemmons Rd	Clemmons	27012-8712	~~336/712-9973~~ 336-712-9973
NC	OPR	~~John Charping~~ John Willard (John)	985 Concord Pkwy S	Concord	28027-9061	~~704/720-9115~~ 704-720-9115
NC	OPR	~~Matt Rice~~	~~1480 Concord Pkwy N~~	Concord	~~28025~~	~~704/786-7322~~
NC	OPR	~~Roland Mitchell~~ Roland Charles (Roland)	6061 Bayfield Pkwy	Concord	28027-7597	~~704/720-7580~~ 704-720-7580
NC	OPR	~~Roland Mitchell~~ Roland Charles (Roland)	8020 Concord Mills Blvd	Concord	28027-4417	~~704/979-1120~~ 704-979-1120
NC	OPR	~~Stockton Perry~~ James Stockton Jr. (Stockton)	1475 Concord Pkwy N	Concord	28025-2932	~~704/262-1553~~ 704-262-1553
NC	OPR	~~Rice, William Matthew (Matt)~~	~~1480 Concord Pkwy N~~	Concord	~~28025-2933~~	~~704-786-7322~~
NC	OPR	~~Joe Hatzopoulos~~ Joseph Theodore Jr. (Joe)	17035 Nat Bynum Lane	Cornelius	28031	~~704/895-7951~~ 704-895-7951
NC	OPR	~~Shannon Holland~~ Shannon Munze (Shannon)	7267 Highway 73	Denver	28037-9187	~~704/827-1301~~ 704-827-1301
NC	OPR	~~Chandler England~~ Fernandez, Anthony Raymond (Tony)	~~6910 Fayetteville Rd Ste 246~~ 3912 N Roxboro St	Durham	~~27713-82592~~ 7704-2118	~~919/806-5557~~ 919-620-0897
NC	OPR	~~David Hamel~~ Fernandez, Joseph Raymond (Joe)	~~404 Residence Inn Chapel Hill Blvd~~ 4139 Durham Chapel Hill Blvd	Durham	~~27713-22002~~ 7707-2502	~~919/484-7778~~ 919-402-2092
NC	OPR	~~Joe Fernandez~~ Hamel, David Christopher (David)	~~4139 Durham Chapel Hill Residence Inn Blvd~~ 104 Residence Inn Blvd	Durham	~~27707-25022~~ 7713-2200	~~919/402-2092~~ 919-484-7778
NC	OPR	~~Nate MacDonald~~ Nathan Joshua (Nate)	7836 Leonardo Dr	Durham	27713-6457	~~919/206-4330~~ 919-206-4330
NC	OPR	~~Pamela Moncree~~ Pamela Michelle (Pamela)	3429 Hillsborough Rd	Durham	27705-3008	~~919/382-9399~~ 919-382-9399
NC	OPR	~~Tony Fernandez~~ Lowe, Charles (Tyler)	~~3912 N Roxboro St~~ 6910 Fayetteville Rd Ste 246	Durham	~~27704-21182~~ 7713-8259	~~919/620-0897~~ 919-806-5557
NC	OPR	~~Shelita Meadows~~ Shelita Jaclyn (Shelita)	1706 W Ehringhaus St	Elizabeth City	27909-4554	~~252/331-1907~~ 252-331-1907
NC	OPR	~~Micah Eller~~ Micah Young (Micah)	541 Cc Camp Rd	Elkin	28621-8704	~~336/366-3333~~ 336-366-3333
NC	OPR	~~Bob Bangs~~ Ayers, Zachary Lanier (Zach)	~~4614 Ramsey St~~ 2727 Raeford Rd	Fayetteville	~~28311-21382~~ 8303-5435	~~910/488-1907~~ 910-483-9501
NC	OPR	~~Cody Hopper~~ Bangs, Robert Willis Jr. (Bob)	~~1924 Skibo Rd~~ 4611 Ramsey St	Fayetteville	~~28314-15412~~ 8311-2138	~~910/868-4849~~ 910-488-1907
NC	OPR	~~Colby Burnette~~ Colby Shawn (Colby)	7620 S Raeford Rd	Fayetteville	28304-6127	~~910/745-9010~~ 910-745-9010
NC	OPR	~~Downey, Katelyn Cassidy (Katelyn)~~	~~3305 Melrose Rd~~	Fayetteville	~~28304-3424~~	~~910-615-0190~~
NC	OPR	~~Nick Isaac~~ Hopper, Cody Lane (Cody)	~~419 Cross Creek CFA - Mall Skibo Rd~~	Fayetteville	~~28303-72382~~ 8314-1541	~~910/864-2596~~ 910-868-4849
NC	OPR	~~Zach Ayers~~ Isaac, Nicholas Albert (Nick)	~~2727 Raeford Rd~~ 419 Cross Creek Mall	Fayetteville	~~28303-54352~~ 8303-7238	~~910/483-9501~~ 910-864-2596
NC	OPR	~~Sam Seigler~~ Samuel Lane (Sam)	118 Hilltop Way	Forest City	28043-9600	~~828/919-2179~~ 828-919-2179

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NC	OPR	~~Caleb~~ Peters, <u>Caleb Tyler (Caleb)</u>	1410 Siler Road	Franklin	28734	~~919/269-0830~~ <u>828-369-0830</u>
NC	OPR	~~Michael~~ Lawson, <u>Michael Jackson Jr. (Michael)</u>	1460 N Main St	Fuquay Varina	27526-8901	~~919/577-1030~~ <u>919-577-1030</u>
NC	OPR	~~Jerry~~ Coleman, <u>Jerry L. (Jerry)</u>	~~220 Shenstone Ln~~ <u>2720 Timber Dr</u>	Garner	~~27529-6905~~ <u>7529-2591</u>	~~919/329-0275~~ <u>919-661-2448</u>
NC	OPR	~~Jerry~~ Coleman, <u>Jerry L. (Jerry)</u>	~~2720 Timber Dr~~ <u>220 Shenstone Ln</u>	Garner	~~27529-2591~~ <u>7529-6905</u>	~~919/661-2448~~ <u>919-329-0275</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

NC	OPR	~~Nolan~~ Hatley, <u>Nolan Edward (Nolan)</u>	424 Cox Rd	Gastonia	28054-0609	<u>980-251-1194</u>
NC	OPR	~~Russell~~ Wade, <u>Russell E. (Russell)</u>	1201 N Berkeley Blvd	Goldsboro	27534-3419	~~919/778-5717~~ <u>919-778-5717</u>
NC		~~OPR~~ Andrew	<u>6025 W Gate City Blvd</u>	Greensboro	<u>27407-7008</u>	<u>336/907-7064</u>
NC	OPR	~~Brian~~ Kiser	<u>348 Four Seasons Town Ctr</u>	Greensboro	<u>27407-4758</u>	<u>336/294-3211</u>
NC	OPR	~~David~~ Crockett	<u>5901 W Friendly Ave</u>	Greensboro	<u>27410-3207</u>	<u>336/854-5411</u>
NC	OPR	~~Ed~~ Ayers, <u>Ralph Edward Jr. (Ed)</u>	1100 Lanada Rd	Greensboro	27407-2650	~~336/854-9355~~ <u>336-854-9355</u>
NC	OPR	~~Jim~~ Brown, <u>James Ralph (Jim)</u>	611 Pembroke Rd	Greensboro	27408-7607	~~336/323-0298~~ <u>336-323-0298</u>
NC	OPR	~~Crockett~~ , <u>David William (David)</u>	<u>5901 W Friendly Ave</u>	Greensboro	<u>27410-3207</u>	<u>336-854-5411</u>
NC	OPR	~~Keith~~ Kiser, <u>Alan Keith (Keith)</u>	209 Pisgah Church Rd	Greensboro	27455-2517	~~336/286-0408~~ <u>336-286-0408</u>
NC	OPR	~~Keith~~ Kiser, <u>Alan Keith (Keith)</u>	3714 Battleground Ave	Greensboro	27410-2344	~~336/286-0073~~ <u>336-286-0073</u>
NC	OPR	~~Kiser~~ , <u>Brian Keith (Brian)</u>	<u>348 Four Seasons Town Ctr</u>	Greensboro	<u>27407-4758</u>	<u>336-294-3211</u>
NC	OPR	~~Nick~~ Matthews, <u>Nicholas Andrew (Nick)</u>	2710 Koury Blvd	Greensboro	27407-4967	~~336/299-4643~~ <u>336-299-4643</u>
NC	OPR	~~White~~ , <u>Andrew Lee (Andrew)</u>	<u>6025 W Gate City Blvd</u>	Greensboro	<u>27407-7008</u>	<u>336-907-7064</u>
NC	OPR	~~Ben~~ Dixon, <u>Benjamin Luther Jr. (Ben)</u>	3020 Evans St	Greenville	27834-6939	~~252/355-8706~~ <u>252-355-8706</u>
NC	TMP	~~Raymond~~ Allan, <u>Raymond</u>	714 Greenville Blvd Se Ste F7	Greenville	27858-5104	~~252/355-4529~~ <u>252-355-4529</u>
NC	OPR	~~Jeremy~~ Stouder, <u>Jeremy L. (Jeremy)</u>	6805 Jenkins Ln	Harrisburg	28075-3300	~~704/455-0082~~ <u>704-455-0082</u>
NC	OPR	~~Joshua~~ Towne, <u>Joshua David (Joshua)</u>	200 Trade St	Henderson	27536-3500	~~252/436-0010~~ <u>252-436-0010</u>
NC	OPR	~~Joel~~ Benson, <u>Joel Allen (Joel)</u>	52 Highlands Square Dr	Hendersonville	28792-5722	~~828/693-8080~~ <u>828-693-8080</u>
NC	OPR	~~Joel~~ Benson, <u>Joel Allen (Joel)</u>	640 Spartanburg Hwy	Hendersonville	28792-5761	
NC	OPR	~~James~~ Goewey, <u>James West II (James)</u>	1815 US Highway 70 SE	Hickory	28602-5157	~~828/267-2027~~ <u>828-267-2027</u>
NC	OPR	~~Jason~~ Pope, <u>Jason Edward (Jason)</u>	1239 2nd St NE	Hickory	28601-2660	~~828/569-2769~~ <u>828-569-2769</u>
NC	OPR	~~Tim~~ Ray, <u>Timothy Wilson (Tim)</u>	1960 US Highway 70 SE Ste 2-121	Hickory	28602-5106	~~828/322-7038~~ <u>828-322-7038</u>
NC	OPR	~~Gene~~ Rhodes, <u>Cecil Eugene (Gene)</u>	2700 N Main St	High Point	27265-2825	~~336/869-7280~~ <u>336-869-7280</u>
NC	OPR	~~Gene~~ Rhodes, <u>Cecil Eugene (Gene)</u>	3855 John Gordon Ln	High Point	27265-8046	~~336/841-2382~~ <u>336-841-2382</u>
NC	OPR	~~Lori~~ Allred, <u>Lori Quinn (Lori)</u>	801 Village Walk Dr	Holly Springs	27540-7193	~~919/567-0060~~ <u>919-567-0060</u>
NC	OPR	~~Tiffany~~ Choice, <u>Tiffany Burgess (Tiffany)</u>	3101 N Main St	Hope Mills	28348-1716	~~910/425-2768~~ <u>910-425-2768</u>
NC	OPR	~~Joe~~ Hatzopoulos, <u>Joseph Theodore Jr. (Joe)</u>	16915 Statesville Rd	Huntersville	28078-7130	~~704/892-0071~~ <u>704-892-0071</u>
NC	OPR	~~Dean~~ Sandbo, <u>Dean R. (Dean)</u>	13801 E Independence Blvd	Indian Trail	28079-9611	~~704/882-2697~~ <u>704-882-2697</u>
NC	OPR	~~Burgess~~ , <u>Nelson E. (Pete)</u>	<u>306 Jacksonville Mall</u>	Jacksonville	<u>28546-7316</u>	<u>910-353-7887</u>
NC	OPR	~~Pete~~ Burgess, <u>Nelson E. (Pete)</u>	1405 Western Blvd	Jacksonville	28546-6758	~~910/455-2934~~ <u>910-455-2934</u>
NC	OPR	~~Pete~~ Burgess, <u>Nelson E. (Pete)</u>	304B Western Blvd	Jacksonville	28546-6337	~~910/353-9700~~ <u>910-353-9700</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						919/223-9700
NC	OPR	~~Pete Burgess~~	~~306 Jacksonville Mall~~	~~Jacksonville~~	~~28546-7316~~	~~910/353-7887~~
NC	OPR	~~David Grix, David Alexander (David)~~	1110 S Main St	Kernersville	27284-7480	~~336/992-7388~~ 336-992-7388
NC	OPR	~~David Grix, David Alexander (David)~~	1331 Glenn Center Dr	Kernersville	27284-0187	~~336/993-4772~~ 336-993-4772
NC	OPR	~~Parrish, Michael Ross (Ross)~~	~~549 S Main St~~	~~King~~	~~27021-9015~~	~~336-377-3440~~
NC	OPR	~~John McPhaul, John William (John)~~	4499 Hwy 70 W	Kinston	28504-7576	~~252/208-0744~~ 252-208-0744
NC	OPR	~~Kevin Richardson, John Kevin (Kevin)~~	6711 Knightdale Blvd	Knightdale	27545-7300	~~919/754-4977~~ 919-754-4977
NC	OPR	~~Michael Meservy, Michael James (Michael)~~	914 S 401 Bypass Hwy	Laurinburg	28352-0500	~~910/501-9797~~ 910-501-9797
NC	OPR	~~Veronica Weibel, Veronica Pentony (Veronica)~~	3571 Leland Town Center Drive	Leland	28451	~~910/408-1040~~ 910-408-1040
NC	OPR	~~Mike Sheley, Michael Dominic (Mike)~~	116 Wilkesboro Blvd SE	Lenoir	28645-4438	~~828/929-2449~~ 828-929-2449
NC	OPR	~~Tom Fitzpatrick, Thomas Glenn (Tom)~~	75 Plaza Pkwy	Lexington	27292-5366	~~336/242-9527~~ 336-242-9527
NC	OPR	~~Brittany Joyner, Brittany Shea (Brittany)~~	1904 E Main St	Lincolnton	28092-3917	~~704/735-0050~~ 704-735-0050
NC	OPR	~~Mark Morse, Mark Bartholomew (Mark)~~	230 Jackson Ct	Lumberton	28358-1103	~~910/739-7797~~ 910-739-7797
NC	OPR	~~Dean SandboMorse, Mark Bartholomew (Mark)~~	~~6390 Weddington Rd~~ ~~3400 N Elm St~~	~~Matthews~~ ~~Lumberton~~	~~28104-7925~~ ~~8358-2812~~	~~704/234-1000~~ 910-556-5002
NC	OPR	~~Deno Keretses, Constantine Steven (Deno)~~	9905 Matthews Park Dr	Matthews	28105-1714	~~704/847-7702~~ 704-847-7702
NC	OPR	~~Sandbo, Dean R. (Dean)~~	~~6390 Weddington Rd~~	~~Matthews~~	~~28104-7925~~	~~704-234-1000~~
NC	OPR	~~Todd Perkins, Kristopher Todd (Todd)~~	1311 Mebane Oaks Rd	Mebane	27302-9681	~~919/568-6080~~ 919-568-6080
NC	OPR	~~Hal Queen, Harold Edward III (Hal)~~	7404 Matthews Mint Hill Rd	Mint Hill	28227-7595	~~704/486-4072~~ 704-486-4072
NC	OPR	~~David Rowland, David J. (David)~~	2115 W Roosevelt Blvd Ste 105	Monroe	28110-2737	~~704/283-8070~~ 704-283-8070
NC	OPR	~~David Rowland, David J. (David)~~	2592 W Roosevelt Blvd	Monroe	28110-8431	~~704/225-8630~~ 704-225-8630
NC	OPR	~~Darin Wiggins, Darin Bradley (Darin)~~	420 Talbert Rd	Mooreville	28117-8035	~~704/944-2884~~ 704-944-2884
NC	OPR	~~Darin Wiggins, Darin Bradley (Darin)~~	457 River Hwy	Mooreville	28117-6828	~~704/799-0401~~ 704-799-0401
NC	OPR	~~Patrick Conneely, Patrick Michael (Patrick)~~	5156 Hwy 70 W	Morehead City	28557-4504	~~252/247-7281~~ 252-247-7281
NC	OPR	~~Dallas Stoudenmire, Dallas Eugene Jr. (Dallas)~~	1006 Burkemont Ave	Morganton	28655-4503	~~828/439-2373~~ 828-439-2373
NC	OPR	~~Chad Tidd, Charles Richard V (Chad)~~	2007 Rockford St	Mount Airy	27030-5203	~~336/648-8500~~ 336-648-8500
NC	OPR	~~Tom Pike, Thomas S. (Tom)~~	3000 M L King Jr Blvd	New Bern	28562-5212	~~252/672-9321~~ 252-672-9321
NC	OPR	~~Terry Shelton, Terry K. (Terry)~~	11025 Carolina Place Pkwy Ste Fc10	Pineville	28134-9014	~~704/543-4238~~ 704-543-4238
NC	~~TMP~~ ~~OP~~ ~~R~~	~~Andrew CarowanButler, Terry Eugene (Terry)~~	~~4154 Main at North Hills St~~ ~~6612 Glenwood Ave~~	Raleigh	~~27609-5754~~ ~~7612-7128~~	~~919/420-1936~~ 919-571-8480

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

NC	~~OPR~~ ~~Ashlee~~	~~LawsonCarless, Donovan Andrew Jr. (Donovan)~~	~~2000 Cameron St~~ ~~5959 Triangle Town Blvd~~ ~~Spc FC1104Raleigh~~	~~Raleigh~~	~~27605-1311~~ ~~7616-3268~~	~~919/589-1637~~ 919-792-2214
NC	OPR	~~Charlie McClureCosten, Jade Wallace (Jade)~~	~~7740 Fayetteville~~ ~~651 E Six Forks Rd~~	Raleigh	~~27603-5430~~ ~~7609-7852~~	~~919/420-9760~~ 919-831-1408
NC	OPR	~~Charly Kerr, Charles J. (Charly)~~	8661 Six Forks Rd	Raleigh	27615-2966	~~919/848-6715~~ 919-848-6715
NC	OPR	~~Chris LattaLangston, David Calvin (David)~~	~~4621 Capital Blvd~~ ~~8901 Brier Creek Pkwy~~	Raleigh	~~27604-4479~~ ~~7617-7807~~	~~919/850-2175~~ 919-973-0093

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

NC	OPR	~~Chris Latta, B. Chris (Chris)~~	~~6701 Falls of Neuse Rd~~	Raleigh	~~27615-5373~~	~~919/445-4556~~ ~~919-845-4556~~
NC	OPR	~~David Langston~~ <u>Latta, B. Chris (Chris)</u>	~~8901 Brier Creek Pkwy~~ <u>4621 Capital Blvd</u>	Raleigh	~~27617-7807~~ <u>7604-4479</u>	~~919/973-0093~~ <u>919-850-2175</u>
NC	OPR	~~Donovan Carless~~ <u>Lawson, Ashlee R. (Ashlee)</u>	~~5959 Triangle Town Blvd Spc FC1404~~ <u>2000 Cameron St</u>	Raleigh	~~27616-3268~~ <u>7605-1311</u>	~~919/792-2214~~ <u>919-589-1637</u>
NC	OPR	~~Jade Gosten~~ <u>McClure, Charles Thomas (Charlie)</u>	~~651 E Six Forks~~ <u>7740 Fayetteville Rd</u>	Raleigh	~~27609-7852~~ <u>7603-5430</u>	~~919/831-1408~~ <u>919-420-9760</u>
NC	OPR	~~Katherine~~ <u>Wade, Katherine Ann (Katherine)</u>	3770 Lake Boone Trl	Raleigh	27607-3042	~~919/785-2799~~ <u>919-785-2799</u>
NC	OPR	<u>Wade, Katherine Ann (Katherine)</u>	<u>1400 Edwards Mill Rd</u>	<u>Raleigh</u>	<u>27607-3624</u>	
NC	OPR	~~Nick~~ <u>Welch, Nicholas Michael (Nick)</u>	4325 Glenwood Ave Ste 2040	Raleigh	27612-4526	~~919/782-1911~~ <u>919-782-1911</u>
NC	OPR	~~Terry Butler~~ <u>Carowan, Andrew R.</u>	~~6612 Glenwood Ave~~ <u>4154 Main at North Hills St</u>	Raleigh	~~27612-7128~~ <u>7609-5754</u>	~~919/571-8480~~ <u>919-420-1936</u>
NC	OPR	~~Amy~~ <u>Galloway, Amy Michelle (Amy)</u>	280 Premier Blvd	Roanoke Rapids	27870-5076	~~252/541-5101~~ <u>252-541-5101</u>
NC	OPR	~~Bill~~ <u>Lehnes, William M. (Bill)</u>	1332 Jeffreys Rd	Rocky Mount	27804-1806	~~252/442-3525~~ <u>252-442-3525</u>
NC	OPR	~~Bo~~ <u>Hawkins, William Allan (Bo)</u>	902 E Innes St	Salisbury	28144-4638	~~704/797-9300~~ <u>704-797-9300</u>
NC	OPR	~~Kelly~~ <u>McKeown, Kelly Arnold (Kelly)</u>	3224 NC Highway 87 S	Sanford	27332	~~919/777-0707~~ <u>919-777-0707</u>
NC	OPR	~~Chris~~ <u>Guthrie, Christopher Joseph (Chris)</u>	2900 Frontage Rd NW	Shallotte	28470-5990	~~910/722-9011~~ <u>910-722-9011</u>
NC	OPR	<u>Beckler, Christopher Robin (Chris)</u>	<u>719 E Dixon Blvd</u>	<u>Shelby</u>	<u>28152-6831</u>	<u>704-481-8110</u>
NC	OPR	~~Brennan~~ <u>Dorsett, Brennan Neal (Brennan)</u>	2001 E Dixon Blvd Ste 38	Shelby	28152-6957	~~704/482-8150~~ <u>704-482-8150</u>
NC	OPR	~~Chris Beckler~~	~~719 E Dixon Blvd~~	~~Shelby~~	~~28152-6831~~	~~704/481-8110~~
NC	OPR	~~Keith~~ <u>Dimsdale, Brian Keith (Keith)</u>	1300 N Brightleaf Blvd	Smithfield	27577-7204	~~919/938-0058~~ <u>919-938-0058</u>
NC	OPR	~~Eric Corbett~~ <u>Watson, David Ligon (David)</u>	~~10735 S. US Highway 15/501~~ <u>228 Turnersburg Hwy</u>	~~Southern Pines~~ <u>Statesville</u>	~~28387-28625~~ <u>2797</u>	~~910/692-6646~~ <u>704-881-0002</u>
NC	OPR	~~David Watson~~ <u>Reasoner, Robert Mark (Rob)</u>	~~228 Turnersburg Hwy~~ <u>11730 Retail Dr</u>	~~Statesville~~ <u>Wake Forest</u>	~~28625-2797~~ <u>7587-7349</u>	~~704/881-0002~~ <u>919-562-9004</u>
NC	OPR	~~Rob~~ <u>Reasoner, Robert Mark (Rob)</u>	1010 Forestville Rd	Wake Forest	27587-9361	~~919/554-6995~~ <u>919-554-6995</u>
NC	OPR	~~Rob Reasoner~~	~~11730 Retail Dr~~	~~Wake Forest~~	~~27587-7349~~	~~919/562-9004~~
NC	OPR	~~Robert~~ <u>Conard, Robert Earl (Robert)</u>	45 Barber Blvd	Waynesville	28786-2874	~~828/452-7838~~ <u>828-452-7838</u>
NC	OPR	~~Mark~~ <u>Eller, Mark Albert (Mark)</u>	2007 W ~~US~~ <u>US</u> Highway 421	Wilkesboro	28697-8637	~~336/921-2697~~ <u>336-921-2697</u>
NC	OPR	~~Ben Salmon~~ <u>Jarvis, Harold William II (Harold)</u>	~~5123 Market St~~ <u>5106 S College Rd</u>	Wilmington	~~28405-3431~~ <u>8412-2206</u>	~~910/397-2884~~ <u>910-794-9008</u>
NC	OPR	~~Billy~~ <u>Lynch, William David (Billy)</u>	~~195 Porters Neck~~ <u>6891 Swan Mill Rd</u>	Wilmington	~~28411-7601~~ <u>8405-3170</u>	~~910/686-2130~~ <u>910-256-0854</u>
NC	OPR	~~Billy~~ <u>Lynch, William David (Billy)</u>	~~6891 Swan Mill~~ <u>195 Porters Neck Rd</u>	Wilmington	~~28405-3170~~ <u>8411-7601</u>	~~910/256-0854~~ <u>910-686-2130</u>
NC	OPR	~~Harold Jarvis~~ <u>Perdue, Calvin Michael (Mike)</u>	~~5106 S College Rd~~ <u>3500 Oleander Dr Ste Fc2</u>	Wilmington	~~28412-2206~~ <u>8403-0847</u>	~~910/794-9008~~ <u>910-799-3900</u>
NC	OPR	~~Mike~~ <u>Perdue, Calvin Michael (Mike)</u>	3389 Oleander Dr	Wilmington	28403-0808	~~910/452-9399~~ <u>910-452-9399</u>
NC	OPR	~~Mike~~ <u>Perdue</u> <u>Salmon, John Benjamin (Ben)</u>	~~3500 Oleander Dr Ste Fc2~~ <u>5123 Market St</u>	Wilmington	~~28403-0847~~ <u>8405-3431</u>	~~910/799-3900~~ <u>910-397-2884</u>
NC	OPR	~~Christy~~ <u>Proctor, Christy Dianne (Christy)</u>	2407 Forest Hills Rd W	Wilson	27893-3478	~~252/206-9862~~ <u>252-206-9862</u>
NC	OPR	~~Christy~~ <u>Proctor, Christy Dianne (Christy)</u>	5100 Raleigh Road Pkwy W	Wilson	27896-9708	~~252/640-2756~~ <u>252-640-2756</u>
NC	OPR	~~Brooks Pender~~ <u>Ingram, Carrie Leigh (Carrie)</u>	~~3320 Silas Creek Pkwy Ste FC7~~ <u>1925 N Peace Haven Rd</u>	Winston Salem	~~27103-3126~~ <u>7106-4850</u>	~~336/760-9412~~ <u>336-923-7125</u>
NC	OPR	~~Carrie~~ <u>Ingram</u> <u>Parrish, Michael Ross (Ross)</u>	~~1925 N Peace Haven~~ <u>328 E Hanes Mill Rd</u>	Winston Salem	~~27106-4850~~ <u>7105-9135</u>	~~336/659-8140~~ <u>336-377-3440</u>
NC	OPR	~~Tassan~~ <u>Laura</u> ~~Turbyfill~~ <u>Grace (Laura)</u>	391 Knollwood St	Winston Salem	27103-1814	~~336/722-6058~~ <u>336-722-6058</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

NC	OPR	~~Peter~~ Zimmermann, <u>Peter Karl Irum (Peter)</u>	3345 Sides Branch Rd	Winston Salem	27127-6852	~~727/265-2206~~ <u>336-283-0080</u>
NC	OPR	~~Peter~~ Zimmermann, <u>Peter Karl Irum (Peter)</u>	924 Hanes Mall Blvd	Winston Salem	27103-5527	~~336/765-0743~~ <u>336-765-0713</u>
NC	OPR	~~Ross Parrish~~ <u>Pender, Brooks</u>	~~328 E Hanes Mill Rd~~ <u>3320 Silas Creek Pkwy Ste FC7</u>	Winston Salem	~~27405-91352~~ <u>7103-3126</u>	~~336/377-3440~~ <u>336-760-9412</u>
NC	OPR	~~OPR~~ <u>Abbott</u> ~~Dees, Abbott W. (Abbott)~~	4239 Winterville Pkwy	Winterville	28590-7969	~~252/321-1382~~ <u>252-321-1382</u>
ND	OPR	~~OPR~~ <u>Andrew</u> ~~Stubbs, Andrew Joseph (Andrew)~~	703 S-- 3rd ~~Street~~ <u>St</u>	Bismarck	~~58504-57535~~ <u>8504-7558</u>	~~701/751-0793~~ <u>701-751-0793</u>
ND	OPR	~~Kimberly~~ Flamm, <u>Kimberly Kay (Kimberly)</u>	4100 13th Ave S	Fargo	58103-3322	~~701/281-5976~~ <u>701-281-5976</u>
ND	OPR	~~Guy~~ Wentink, <u>Michael Guy (Guy)</u>	3230 32nd Ave S	Grand Forks	58201-6018	~~701/746-9942~~ <u>701-746-9942</u>
NE	OPR	~~Tom~~ Deall, <u>Thomas Arthur (Tom)</u>	2016 Cornhusker Rd	Bellevue	68123-4422	~~402/292-2337~~ <u>402-292-2337</u>
NE	OPR	~~Charlie~~ Colon, <u>Charles F. (Charlie)</u>	6810 S 27th St	Lincoln	68512-4822	~~402/975-2448~~ <u>402-975-2448</u>
NE	OPR	~~Mike~~ Stice, <u>Michael Floyd (Mike)</u>	4770 O St	Lincoln	68510-1847	~~402/465-0075~~ <u>402-465-0075</u>
NE	OPR	~~Ed~~ Douan, <u>Edward Kenneth Jr. (Ed)</u>	12310 W Dodge Rd	Omaha	68154-2382	~~402/884-8654~~ <u>402-884-8654</u>
NE	OPR	~~Rich~~ Ubele	~~7575 Dodge St~~	~~Omaha~~	~~68114-3632~~	~~402/614-6960~~
NE	OPR	~~Stu~~ Shaw, <u>Stuart J. (Stu)</u>	17501 W Center Rd	Omaha	68130-2740	~~402/334-3452~~ <u>402-334-3452</u>
NE	OPR	~~Valerie~~ ~~Oliver~~ <u>Smith, Kent Joseph Jr. (Kent)</u>	6310 N 72nd St	Omaha	68134-2104	~~402/571-0927~~ <u>402-571-0927</u>
NE	OPR	~~Ubele, Richard George Jr. (Rich)~~	~~7575 Dodge St~~	~~Omaha~~	~~68114-3632~~	~~402-614-6960~~
NE	OPR	~~Josh~~ Norton, <u>Joshua Warren (Josh)</u>	8710 S 71st Plz	Papillion	68133-2142	~~402/934-6604~~ <u>402-934-6602</u>
NH	OPR	~~OPR~~ <u>Anthony</u> ~~Piccola, Anthony Jay (Anthony)~~	310 Daniel Webster Hwy Ste 144	Nashua	03060-5732	~~603/891-1000~~ <u>603-891-1000</u>
NH	OPR	~~OPR~~ <u>Anthony</u> ~~Piccola, Anthony Jay (Anthony)~~	377 Amherst St	Nashua	03063-1210	~~603/595-2202~~ <u>603-595-2202</u>
NH	OPR	~~Grant~~ Stoffel, <u>Grant Edward (Grant)</u>	14 S Village Dr	Salem	03079-3002	~~978/872-1421~~ <u>978-872-1421</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

NJ	OPR	~~Bill~~ Diaco, <u>William P. (Bill)</u>	110 Black Horse Pike	Audubon	08106	~~856/547-0815~~ <u>856-547-0815</u>
NJ	OPR	~~Bill~~ Diaco, <u>William P. (Bill)</u>	301 White Horse Pike	Barrington	08007-1317	~~856/417-0222~~ <u>856-417-0222</u>
NJ	OPR	~~Ted~~ Reim, <u>Theodore Michael (Ted)</u>	522 Route 70	Brick	08723-4014	~~732/477-1093~~ <u>732-477-1093</u>
NJ	OPR	~~Jamie~~ Gottschling, <u>James A. Jr. (Jamie)</u>	1817 Mount Holly Rd	Burlington	08016-4700	~~609/309-9335~~ <u>609-309-9335</u>
NJ	OPR	~~Dave~~ Curran, <u>David J. (Dave)</u>	~~2020 Marlton Pike W Ste C400~~ <u>Haddonfield Rd</u>	Cherry Hill	~~08002-27540~~ <u>8002-2206</u>	~~856/488-9117~~ <u>856-488-1600</u>
NJ	OPR	~~Dave~~ Curran, <u>David J. (Dave)</u>	~~400 Haddonfield Rd~~ <u>2250 Route 70 West</u>	Cherry Hill	~~08002-22060~~ <u>8002</u>	~~856/488-1600~~
NJ	OPR	~~Shelby~~ Streeter, <u>Shelby Reaves (Shelby)</u>	1749 Marlton Pike E	Cherry Hill	08003-2320	~~856/481-3077~~ <u>856-481-3077</u>
NJ	OPR	~~Steve~~ Cozzi, <u>Steven Jacob (Steve)</u>	1301 Fairview Blvd	Delran	08075-1452	~~856/764-0765~~ <u>856-764-0765</u>
NJ	OPR	~~Henry~~ , <u>Thomas Edgar (Tom)</u>	<u>1480 Clements Bridge Rd</u>	<u>Deptford</u>	<u>08096-3006</u>	<u>856-853-0425</u>
NJ	OPR	~~Steven~~ Kramb, <u>Steven Randall (Stevie)</u>	1750 Deptford Center Rd Ste F17	Deptford	08096-5235	~~856/209-4666~~ <u>856-209-4666</u>
NJ	OPR	~~Tom~~ Henry	~~1480 Clements Bridge Rd~~	~~Deptford~~	~~08096-3006~~	~~856/853-0425~~
NJ	OPR	~~Cassie~~ Stubbs, <u>Cassandra Nicole (Cassie)</u>	42 State Route 36	Eatontown	07724-2508	~~609/496-5479~~ <u>609-496-5479</u>
NJ	TMP	~~Rebecca~~ Rouse <u>Herndon, Mary</u>	180 Highway 35 Spc F-9	Eatontown	07724-2023	~~732/542-2243~~ <u>732-542-2243</u>
NJ	OPR	~~Stein, Sophie R. (Sophie)~~	<u>999 US Highway 1</u>	<u>Edison</u>	<u>08817-4849</u>	<u>732-743-7123</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

NJ	TMP	~~Brian~~ <u>Bundy Young, Samantha</u>	55 Parsonage Rd Unit 434	Edison	08837-2499	~~732-548-6024~~ <u>732-548-6024</u>
NJ	OPR	~~Sophie~~ <u>SteinMaxwell, Joshua M. (Josh)</u>	~~999 US Highway 1~~ <u>6038 Black Horse Pike</u>	~~Edison~~ <u>Egg Harbor Township</u>	~~08817-4849~~ <u>08234-9752</u>	~~732/743-7123~~ <u>609-407-4100</u>
NJ	<u>OPR</u>	~~OPR~~ <u>Amy</u> <u>McCloy-Miles, Amy Theresa (Amy)</u>	6801 Black Horse Pike	~~Egg Harbor Township~~ <u>Egg Harbor Township</u>	~~08234-4115~~ <u>08234-9752</u>	~~609/407-4900~~ <u>609-407-4900</u>
NJ	OPR	~~Josh~~ <u>Maxwell</u>	~~6038 Black Horse Pike~~	~~Egg Harbor~~	~~08234-9752~~	~~609/407-4100~~
NJ	OPR	~~Dennis~~ <u>Williams, Dennis Denver (Dennis)</u>	2 Nathaniel Pl	Englewood	07631-2735	~~201/227-2050~~ <u>201-227-2050</u>
NJ	OPR	~~Ryan~~ <u>Reep, Ryan Jeffrey (Ryan)</u>	287 US Highway 202/31 S	Flemington	08822-3458	~~908/237-2697~~ <u>908-237-2697</u>
NJ	OPR	~~Kelvin~~ <u>GardnerDigges, Benjamin William (Ben)</u>	~~3323~~ <u>3710 US Highway 9</u> <u>Ste 2314</u>	Freehold	~~07728-85280~~ <u>7728-4812</u>	~~732/431-3067~~ <u>732-308-3402</u>
NJ	OPR	~~Ramon~~ <u>VaronaGardner, Kelvin Gerard (Kelvin)</u>	~~3740~~ <u>3323 US Highway 9</u> <u>Ste 2314</u>	Freehold	~~07728-48120~~ <u>7728-8528</u>	~~732/308-3402~~ <u>732-431-3067</u>
NJ	OPR	~~Dennis~~ <u>Williams, Dennis Denver (Dennis)</u>	41 Route W # 4	Hackensack	07601	~~201/525-7290~~ <u>201-525-7290</u>
NJ	OPR	~~Josh~~ <u>Leon, Joshua Michael (Josh)</u>	555 Marketplace Blvd	Hamilton	08691-2112	~~609/581-7603~~ <u>609-581-7603</u>
NJ	OPR	~~Brandon~~ <u>Jones, Brandon A. (Brandon)</u>	2819 State Route 35	Hazlet	~~0773007730~~ <u>1516</u>	~~732/335-5543~~ <u>732-335-5543</u>
NJ	~~TMP~~ <u>OPR</u>	~~Sarah~~ <u>Houchins, Sarah Wilson (Sarah)</u>	4881 Us Highway 9	Howell	07731-3749	~~732/730-9033~~ <u>732-730-9033</u>
NJ	OPR	~~Petersen~~ <u>, Dorian</u> ~~Peterson~~ <u>Marcell (Dorian)</u>	30 Mall Dr W	Jersey City	07310-1615	~~201/459-1100~~ <u>201-459-1100</u>
NJ	OPR	~~Jonathan~~ <u>Marple, Jonathan Adam (Jonathan)</u>	2950 US Highway 1	Lawrenceville	08648-2415	~~609/710-5511~~ <u>609-710-5511</u>
NJ	OPR	~~Marlon~~ <u>Terrell, Marlon Devon (Marlon)</u>	900 W Edgar Road	Linden	07036	~~908/290-3289~~ <u>908-290-3289</u>
NJ	OPR	~~Matthew~~ <u>Baals, Matthew D. (Matthew)</u>	434 Route 72 W	Manahawkin	08050-2899	~~609/488-6611~~ <u>609-488-6611</u>
NJ	OPR	~~Christian~~ <u>McGrory, Christian Joseph (Christian)</u>	220 Route 73 N	Marlton	08053-1608	~~856/985-4391~~ <u>856-985-4391</u>
NJ	OPR	~~Drew~~ <u>Blind, Andrew Joseph (Drew)</u>	1711 NJ-10 (Rt.10)	Morris Plains	07950	~~973/605-1029~~ <u>973-605-1029</u>
NJ	<u>OPR</u>	~~OPR~~ <u>Alyssa</u> ~~Schleicher~~ <u>Reiner, Richard C. Jr. (Rich)</u>	~~1418 Nixon Dr~~ <u>58 Centerton Rd</u>	Mount Laurel	~~08054-42610~~ <u>8054-6102</u>	~~856/778-1900~~ <u>856-439-2696</u>
NJ	OPR	~~Rich~~ <u>ReinerSchleicher, Alyssa Ranae (Alyssa)</u>	~~58 Centerton Rd~~ <u>1418 Nixon Dr</u>	Mount Laurel	~~08054-61020~~ <u>8054-4261</u>	~~856/439-2696~~ <u>856-778-1900</u>
NJ	<u>OPR</u>	~~OPR~~ <u>Adam</u> <u>Smith, Adam Ryan (Adam)</u>	7416 Tonnelle Ave	North Bergen	07047-4619	~~201/351-0344~~ <u>201-351-0344</u>
NJ	OPR	~~Carlos~~ <u>Colon-Lopez, Carlos J. (Carlos)</u>	2313 US Highway 1	North Brunswick	08902-4422	~~732/289-9699~~ <u>732-289-9699</u>
NJ	<u>OPR</u>	<u>Varona, Ramon (Ramon)</u>	<u>1613 State Highway 35</u>	<u>Oakhurst</u>	<u>07755-2907</u>	<u>732-769-4232</u>
NJ	OPR	~~James~~ <u>Cordero, James W. (James)</u>	770 Texas Rd	Old Bridge	08857	~~732/591-1560~~ <u>732-591-1560</u>
NJ	<u>OPR</u>	<u>Crane, Zachary Tyler (Zach)</u>	<u>1 Garden State Plz</u>	<u>Paramus</u>	<u>07652-2417</u>	<u>201-843-0347</u>
NJ	<u>OPR</u>	~~OPR~~ <u>Aaron</u> <u>Reynolds, Aaron Frederick (Aaron)</u>	2065 Paramus Park Mall	Paramus	07652-3536	~~201/967-1059~~ <u>201-967-1059</u>
NJ	~~TMP~~ <u>OPR</u>	~~Zachary~~ <u>Crane</u> <u>Atie, Charbel B (Charlie)</u>	~~1 Garden State Plz~~ <u>Spc Fe-10</u> <u>1180 US Highway 46</u>	~~Paramus~~ <u>Parsipp</u> <u>any</u>	~~07652-24170~~ <u>7054-2142</u>	~~201/843-0347~~
NJ	OPR	~~Jon~~ <u>Young, Jonathan D. (Jon)</u>	1194 US Highway 22	Phillipsburg	08865-4117	~~908/859-4000~~ <u>908-859-4000</u>
NJ	OPR	~~Ray~~ <u>Cowan, Raymond Edward Jr. (Ray)</u>	726 State Rt 17	Ramsey	07446-1603	~~201/818-8825~~ <u>201-818-8825</u>
NJ	OPR	~~Jeff~~ <u>Price, Jeffrey R. (Jeff)</u>	621 Woodbury Glassboro Rd	Sewell	08080-3733	~~856/464-2277~~ <u>856-464-2277</u>
NJ	OPR	~~Burley~~ <u>Clark, Burley Allen (Burley)</u>	481 ~~Berlin~~ <u>—Cross Keys Road</u> <u>Rd</u>	Sicklerville	08081-9749	~~856/262-0002~~ <u>856-262-0002</u>
NJ	OPR	~~Will~~ <u>Bridges, William E. Jr. (Will)</u>	4801 Stelton Rd	South Plainfield	07080-1106	~~908/548-8729~~ <u>908-548-8729</u>
NJ	OPR	~~Ken~~ <u>Walsh, Kenneth A. (Ken)</u>	19 Teterboro Landing Dr	Teterboro	07608-1120	~~201/288-0847~~ <u>201-288-0847</u>
NJ	OPR	~~Burley~~ <u>Clark, Burley Allen (Burley)</u>	5651 Route 42	Turnersville	08012-1000	~~856/228-2111~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

~~CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22~~						
						~~856-628-2111~~
NJ	TMP	~~Jesse Holzmer~~ Hickman, James Jr	2319 US Highway 22 W	Union	07083-8517	~~908/688-4515~~ ~~908-688-4515~~
NJ	OPR	Kelley, Phillip Allen (Phil)	1211 W Landis Ave	Vineland	08360-3462	856-692-0009
NJ	OPR	~~Phil~~ Kelley, Phillip Allen (Phil)	3849 S Delsea Dr	Vineland	08360-7408	~~856/327-4414~~ ~~856-327-4414~~
NJ	OPR	~~John~~ McArthur, John E. (John)	1170 White Horse Rd	Voorhees	08043-2108	~~856/784-5360~~ ~~856-784-5360~~
NJ	OPR	~~Michael~~ Thornton, Michael William (Michael)	1662 US Highway 22	Watchung	07069-6508	~~908/561-0580~~ ~~908-561-0580~~
NJ	OPR	~~Vickie~~ Witt, Victoria Ann (Vickie)	88 Willowbrook Blvd	Wayne	~~7470~~ 07470	~~973/841-5102~~ ~~973-841-5102~~
NJ	OPR	~~Mike~~ Lutz, Michael L. (Mike)	244 N Route 73	West Berlin	08091-2505	~~856/767-0817~~ ~~856-767-0817~~
NJ	OPR	Halligan, Amanda Leigh (Amanda)	320 US Highway 9 N	Woodbridge	07095-1004	732-754-9297

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

NJ	OPR	~~Aaron~~ Tam, Hanbin A. (Aaron)	434 Woodbridge Ctr	Woodbridge	07095-1305	~~732/634-8981~~ ~~732-634-8981~~
NJ	OPR	~~Marlon~~ Terrell, Marlon Devon (Marlon)	1040 US Highway 1 N	Woodbridge	07095-2507	~~732/636-2074~~ ~~732-636-2074~~
NM	OPR	Cook, Mark W. (Mark)	2274 Wyoming Blvd NE	Albuquerque	87112-2620	505-299-0276
NM	OPR	Cook, Mark W. (Mark)	8110 San Pedro Dr NE	Albuquerque	87113-1735	505-797-7858
NM	OPR	Juarez, Christopher A D (Chris)	3911 Las Estancias Ct SW	Albuquerque	87121-5548	505-305-6058
NM	OPR	~~Dan~~ O'Bryan, Daniel Philip (Dan)	4001 Coors Blvd NW	Albuquerque	87120-3577	~~505/831-6999~~ ~~505-831-6999~~
NM	OPR	~~Ken~~ Sersun, Kenneth C. (Ken)	210 Eubank Blvd SE	Albuquerque	87123-3327	~~505/292-9190~~ ~~505-292-9190~~
NM	OPR	~~Len~~ Spadoni	~~1600 Gibson Blvd SE~~	~~Albuquerque~~	~~87406-5043~~	~~505/247-0947~~
NM	OPR	~~Len~~ Spadoni	~~5009 Montgomery Blvd NE~~	~~Albuquerque~~	~~87409-1307~~	~~505/884-4171~~
NM	OPR	~~Margo~~ Wilson, Margaret Rose (Margo)	3801 Ellison Rd Nw	Albuquerque	87114-7017	~~505/898-8988~~ ~~505-898-8988~~
NM	~~OPR~~ TM P	~~Mark~~ Cook Bundy, Brian	~~2274 Wyoming~~ 5009 Montgomery Blvd NE	Albuquerque	~~87112-2620~~ ~~7109-1307~~	~~505/299-0276~~ ~~505-884-4171~~
NM	~~OPR~~ TM P	~~Mark~~ Cook Viens, Nathaniel	~~8110 San Pedro Dr NE~~ 1600 Gibson Blvd SE	Albuquerque	~~87113-1735~~ ~~7106-5043~~	~~505/797-7858~~ ~~505-317-3731~~
NM	OPR	~~Gary~~ Smouse, Gary A. (Gary)	4910 E Main St	Farmington	87402-8658	~~505/325-7000~~ ~~505-325-7000~~
NM	OPR	~~Matt~~ Carper, Matthew L. (Matt)	~~1105~~ 2091 E University Lohman Ave	Las Cruces	~~88001-5607~~ ~~8001-3189~~	~~575/521-6247~~ ~~575-524-2888~~
NM	OPR	~~Matt~~ Carper, Matthew L. (Matt)	~~2091~~ 1105 E Lohman University Ave	Las Cruces	~~88001-3189~~ ~~8001-5607~~	~~575/524-2888~~ ~~575-521-6247~~
NM	OPR	~~Bridget~~ Alcala, Bridget F. (Bridget)	1058 Unser Blvd SE	Rio Rancho	87124-6001	~~505/892-1359~~ ~~505-892-1359~~
NM	OPR	~~Mark~~ Ruse, Mark A. (Mark)	2400 Cerrillos Rd	Santa Fe	87505-3392	~~505/424-2269~~ ~~505-424-2269~~
NV	OPR	~~Matt~~ Hock, Matthew Neil (Matt)	4751 Cochise Street	Carson City	89703	~~775/600-1027~~
NV	OPR	Mullins, Daniel Taylor (Dan)	256 W Lake Mead Pkwy	Henderson	89015	
NV	OPR	~~Dan~~ Mullins, Daniel Taylor (Dan)	460 N Stephanie St	Henderson	89014-6651	~~702/463-4004~~ ~~702-463-4004~~
NV	OPR	~~Bill~~ Carnohan, William Earl II (Bill)	1100 S Fort Apache Rd	Las Vegas	89117-5459	~~702-703-1053~~
NV	~~TMP~~ OP R	~~Brandon~~ Guardiola Cho, Henry Lim (Henry)	~~4165 Paradise Rd~~ 7010 Las Vegas Blvd S	Las Vegas	~~89169-6512~~ ~~9119-4007~~	~~725/204-9116~~ ~~702-384-0080~~
NV	OPR	~~Cole~~ Donahoo Cunningham, Misti Marie (Misti)	~~2480 S Rancho Dr~~ 6410 Centennial Center Blvd	Las Vegas	~~89102~~ 89149	~~702/252-4232~~ ~~702-540-4588~~
NV	OPR	~~Cole~~ Donahoo, William Cole (Cole)	3841 W Flamingo Rd	Las Vegas	89103-4009	~~702/357-3003~~ ~~702-357-3003~~
NV	OPR	~~Dave~~ Taplin Donahoo, William Cole (Cole)	~~9925~~ 2480 S Eastern Ave Rancho Dr	Las Vegas	~~89183-7944~~ ~~9102~~	~~702/684-6888~~ ~~702-252-4232~~
NV	OPR	~~David~~ Mullins Guardiola, Brandon Corey (Brandon)	~~3667 Las Vegas Blvd S~~ 4165 Paradise Rd	Las Vegas	~~89109-4331~~ ~~9169-6512~~	~~702/331-3038~~ ~~725-204-9116~~

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NV	OPR	~~Henry-Chen~~ <u>Merrell, Vincent Mickal (Vince)</u>	~~1991 N Rainbow Blvd S~~	Las Vegas	~~89149-1908~~ 9108-2798	~~702/244-0080~~ 702-648-6486
NV	OPR	~~Misti Cunningham~~ <u>Mullins, David Joseph (David)</u>	~~6410 Centennial Center~~ <u>3667 Las Vegas Blvd S</u>	Las Vegas	~~89149-1909~~ 4331	~~702/540-4588~~ 702-331-3038
NV	OPR	~~Ron~~ <u>Peterson, Ronald Joe (Ron)</u>	9830 W Flamingo Rd	Las Vegas	89147	~~702/433-4381~~ 702-433-4381
NV	OPR	~~Vince Merrell~~ <u>Taplin, David Paul (Dave)</u>	~~1991 N Rainbow Blvd~~ <u>9925 S Eastern Ave</u>	Las Vegas	~~89108-2798~~ 9183-7944	~~702/648-6486~~ 702-684-6888
NV	OPR	~~Amy~~ <u>Malmrose, Amy Kathrine (Amy)</u>	1720 W Craig Rd	North Las Vegas	89032-0225	~~844/588-2699~~ 844-588-2699
NV	OPR	~~Ryan~~ <u>Smith, Ryan Douglas (Ryan)</u>	6365 S McCarran Blvd	Reno	89509-6101	~~775/470-8333~~ 775-470-8333
NV	OPR	~~Tiffany~~ <u>Sangster, Tiffany Dawn (Tiffany)</u>	1390 Big Fish Dr	Sparks	89434-4413	~~775/440-1828~~ 775-440-1828
NY	OPR	~~Mekonen~~ <u>Senay F. (Senay)</u>	~~76 West 225th Street~~	Bronx	~~10463-7002~~	~~347-577-4910~~
NY	OPR	~~Ruiz Gonzalez, Roberto (Roberto)~~	~~203 E Fordham Rd~~	Bronx	~~10458-5014~~	~~347-222-3811~~
NY	OPR	~~Brandon~~ <u>Hurst, Brandon Jaraud (Brandon)</u>	166 Flatbush Ave	Brooklyn	11217-2019	~~917/810-0455~~ 917-810-0455
NY	~~TMP~~ <u>OPR</u>	~~Drake~~ <u>Rabon, Drake McConnell (Drake)</u>	3464 McKinley Pkwy	Buffalo	14219-2131	~~716/803-8801~~ 716-803-8801
NY	OPR	~~Cassandra~~ <u>Sheedy, Cassandra Lee (Cassandra)</u>	1753 Walden Ave	Cheektowaga	14225-4924	~~716/894-2042~~ 716-894-2042
NY	OPR	~~Jimmer~~ <u>Szatkowski, Anthony James (Jimmer)</u>	7916 Brewerton Rd	Cicero	13039-9550	~~315/288-5202~~ 315-288-5202
NY	OPR	~~Payne, John Scott II (Scott)~~	~~304 Clifton Park Ctr Rd~~	Clifton Park	~~12065-4036~~	~~518-707-0877~~
NY	OPR	~~Bryan~~ <u>Beasley, Robert E. Bryan (Bryan)</u>	656 Commack Rd	Commack	11725-5404	~~631/499-1280~~ 631-499-1280
NY	OPR	~~Andrew~~ <u>Privitera, Andrew J. (Andrew)</u>	4942 Transit Rd	Depew	14043-4616	~~716/601-7741~~ 716-601-7741
NY	~~OPR~~ <u>OPR</u>	~~Aman~~ <u>Mekonen</u> <u>Dickson, Jonathan Macgregor (Jonathan)</u>	~~82-23 Baxter Ave~~ <u>9015 Queens Blvd Ste 7</u>	Elmhurst	~~11373-1304~~ 1373-4910	~~917/579-0008~~ 718-271-1755
NY	OPR	~~Jonathan Dickson~~ <u>Mekonen, Aman F. (Aman)</u>	~~9015 Queens Blvd Ste 7~~ <u>82-23 Baxter Ave</u>	Elmhurst	~~11373-4910~~ 1373-1304	~~718/271-1755~~ 917-579-0008
NY	OPR	~~Nolan~~ <u>Patrick, Steven Nolan (Nolan)</u>	1991 Broadhollow Rd	Farmingdale	11735-1704	~~631/777-1926~~ 631-777-1926
NY	OPR	~~Joe~~ <u>Hawkins, Joseph Paul (Joe)</u>	630 Old Country Rd	Garden City	11530-3467	~~516/743-3636~~ 516-743-3636
NY	OPR	~~Alan~~ <u>Taylor, Alan T. (Alan)</u>	2140 W Ridge Rd	Greece	14626-2802	~~585/225-1005~~ 585-225-1005
NY	OPR	~~Erin~~ <u>Elko, Erin M. (Erin)</u>	1401 Broadway Mall	Hicksville	11801-2715	~~516/433-6305~~ 516-433-6305
NY	OPR	~~Noah~~ <u>Levy, Noah Fredrick (Noah)</u>	200 E Jericho Turnpike	~~Huntington Station~~ <u>School 1767</u>	~~11746-7324~~ 11746-7324	~~631/944-8331~~ 631-944-8331
NY	OPR	~~Elko, Erin M. (Erin)~~	~~3859 Hempstead Tpke~~	Levittown	~~11756-1305~~	~~516-735-1341~~
NY	OPR	~~Jimmer~~ <u>Szatkowski, Anthony James (Jimmer)</u>	3974 State Route 31	Liverpool	13090-1312	~~315/715-4008~~ 315-715-4008
NY	OPR	~~Al Cuevas~~ <u>Baals, Joshua A. (Josh)</u>	~~601 W 181st St~~ <u>700 6th Ave</u>	New York	~~10033-4941~~ 0010-5141	~~646/351-6711~~ 855-667-3232
NY	OPR	~~Bill Lynch~~ <u>Baals, Joshua A. (Josh)</u>	~~1180 Avenue of the Americas~~ <u>461 Park Ave S</u>	New York	~~10036-8401~~ 0016-6822	~~877/772-1020~~ 855-667-3232
NY	OPR	~~Bohs, Charles Oliver (Charles)~~	~~675 8th Ave~~	New York	~~10036-7105~~	~~718-504-6528~~
NY	OPR	~~Caldwell, Jared Michael (Jared)~~	~~1536 3rd Ave~~	New York	~~10028-2167~~	~~212-410-7500~~
NY	OPR	~~Cook, Roscoe Luke (Luke)~~	~~144 Fulton St~~	New York	~~10038-2505~~	~~212-381-0780~~
NY	OPR	~~Charles Bohs~~	~~675 8th Ave~~	New York	~~10036-7105~~	~~718/504-6528~~
NY	OPR	~~Ellie Kim~~	~~50 E 42nd St~~	New York	~~10017-5457~~	~~917/261-6415~~
NY	OPR	~~Jared Caldwell~~	~~1536 3rd Ave~~	New York	~~10028-2167~~	~~212/410-7500~~
NY	OPR	~~Josh Baals~~	~~461 Park Ave S~~	New York	~~10016-6822~~	~~855/667-3232~~
NY	OPR	~~Josh Baals~~	~~700 Avenue of the Americas~~	New York	~~10010-5141~~	~~855/667-3232~~

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NY	OPR	~~Kevin Young~~ Cuevas, Alberonys V. (Al)	~~216601~~ W ~~125th~~ 181st St	New York	~~10027-44101~~ ~~0033-4914~~	~~646/370-5144~~ ~~646-351-6711~~
NY	OPR	~~Luke Cook~~ Daniels, Paul Michael (Paul)	~~144 Fulton St~~ 918 8th Ave	New York	~~10038-25051~~ ~~0019-5152~~	~~212/381-0780~~ ~~212-245-2325~~
NY	OPR	~~Oscar~~ Fittipaldi, Oscar Alberto (Oscar)	1000 ~~Avenue of the Americas~~ 6th Ave	New York	10018-5440	~~212/704-9920~~ ~~212-704-9920~~
NY	OPR	~~Oscar~~ Fittipaldi, Oscar Alberto (Oscar)	219 W 34th St	New York	10001	~~212/564-5045~~ ~~212-564-5045~~
NY	OPR	Kim, Eleanor E. (Ellie)	50 E 42nd St	New York	10017-5457	917-261-6415
NY	OPR	~~Paul Daniels~~ Lynch, William Anthony Jr. (Bill)	~~918 8th~~ 1180 6th Ave	New York	~~10019-51521~~ ~~0036-8401~~	~~212/245-2325~~ ~~877-772-1020~~
NY	OPR	~~Sam~~ Megala, Sabry (Sam)	711 Lexington Ave	New York	10022-2053	~~646/368-1700~~ ~~646-368-1700~~
NY	OPR	Young, Kevin Terrell (Kevin)	216 W 125th St	New York	10027-4410	646-370-5144
NY	OPR	~~Michael~~ King, Michael Emerson (Michael)	400 State Route 3	Plattsburgh	12901-6519	~~518/324-6696~~ ~~518-324-6696~~
NY	OPR	~~Stan~~ Abrahamsen, Stanley M. (Stan)	5184 Nesconset Hwy	~~Port Jervis~~ ~~State St~~ 1176-10E	~~11776-1302~~	~~631/476-8100~~ ~~631-476-8100~~
NY	OPR	Potts, William Kirk (Will)	502 North Greenbush Road	Rensselaer	12144-9406	518-576-7272
NY	OPR	~~Bill~~ Kaser, William W. (Bill)	1115 E Ridge Rd	Rochester	14621-1903	~~585/505-6377~~ ~~585-505-6377~~
NY	OPR	~~Michael~~ Taylor, Michael Lawrence (Michael)	100 Marketplace Dr Ste 200	Rochester	14623-6000	~~585/272-1700~~ ~~585-272-1700~~
NY	OPR	~~Marc~~ Thompson, Ralph Marcus Jr. (Marc)	24923 Rockaway Blvd	Rosedale	11422-3111	~~718/269-7242~~ ~~718-269-7242~~
NY	OPR	~~Bryan~~ Beasley, Robert E. Bryan (Bryan)	530 Smithtown Byp	Smithtown	11787-5017	~~631/360-3565~~ ~~631-360-3565~~
NY	OPR	~~Roosevelt~~ Board, Roosevelt Jarrell (Roosevelt)	2655 Richmond Ave	Staten Island	10314-5821	~~929/343-5064~~ ~~929-343-5064~~
NY	OPR	~~Merrit~~ Brady, Merrit Addison (Merrit)	1290 Arsenal St	Watertown	13601-2182	~~855/946-2647~~ ~~855-946-2647~~
NY	OPR	~~Scott~~ Buccellato, Scott C. (Scott)	1530 Old Country Rd	Westbury	11590-5252	~~516/222-2530~~ ~~516-222-2530~~
OH	OPR	~~Chyress~~ Obregon, Chyress D. (Chyress)	26300 Cedar Rd Ste FC5	Beachwood	44122-1196	~~216/831-5195~~ ~~216-831-5195~~
OH	OPR	~~Rex~~ Brooking, Rex Hamilton (Rex)	2360 N Fairfield Rd	Beavercreek	45431-2558	~~937/320-1228~~ ~~937-320-1228~~
OH	OPR	~~Rex~~ Brooking, Rex Hamilton (Rex)	2727 Fairfield Commons Blvd	Beavercreek	45431-3778	~~937/320-1224~~ ~~937-320-1224~~
OH	OPR	~~Gretchen~~ Norton, Gretchen Kimberly (Gretchen)	11250 Reed Hartman Hwy	Blue Ash	45241-2419	~~513/608-9582~~ ~~513-608-9582~~
OH	OPR	~~Billy James~~ Gibson, Joanna M. (Joanna)	7401 Market St Rm 857	Boardman	44512-5648	~~330/758-7391~~ ~~330-707-4005~~
OH	OPR	~~Dan~~ Justus, Daniel Douglas (Dan)	3470 Center Rd	Brunswick	44212-3689	~~330/225-7670~~ ~~330-225-7670~~
OH	OPR	~~Doug~~ Pugh, Douglas Edward (Doug)	4228 Belden Village Mall	Canton	44718-2504	~~330/494-2894~~ ~~330-494-2894~~
OH	OPR	~~Marla~~ Davis, Marla Lynn (Marla)	5301 Cornerstone North Blvd	Centerville	45440-2269	~~937/439-1700~~ ~~937-439-1700~~
~~OH~~	~~OPR~~	~~Chuck Perkins~~	~~8598 Beechmont Ave~~	~~Cincinnati~~	~~45255-4708~~	~~513/474-2445~~
~~OH~~	~~OPR~~	~~Garth Truter~~	~~7875 Montgomery Rd Spc F5~~	~~Cincinnati~~	~~45236-4602~~	~~513/793-7149~~
OH	OPR	~~Jason~~ Griggs, Jason Matthew (Jason)	6495 Glenway Ave	Cincinnati	45211-5233	~~513/598-9400~~ ~~513-598-9400~~
OH	OPR	~~Marc~~ Osborne, Marc David (Marc)	9496 Colerain Ave	Cincinnati	45251-2002	~~513/245-0934~~ ~~513-245-0934~~
OH	OPR	Osborne, Marc David (Marc)	8580 Winton Rd	Cincinnati	45231-4907	513-344-0000
OH	OPR	Perkins, Charles Duane (Chuck)	8598 Beechmont Ave	Cincinnati	45255-4708	513-474-2445
OH	OPR	~~Roland~~ Rubio, Rolando J. (Roland)	4695 Marburg Ave	Cincinnati	45209-5005	~~513/401-8478~~ ~~513-401-8478~~
OH	OPR	~~Tom~~ Sutton, Thomas Wayne (Tom)	874 Eastgate North Dr	Cincinnati	45245-1588	~~513/752-0223~~ ~~513-752-0223~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

OH	<u>OPR</u>	~~OPR~~ ~~DiSibio~~ ~~Truter, Garth John (Garth)~~	~~1875 Montgomery Rd~~ ~~Spce F5~~	~~Columbus~~ ~~nati~~	~~43213-1530~~ ~~5236-4602~~	~~614/724-6020~~ ~~513-793-7149~~
OH	OPR	~~Karen~~ ~~Bolumen, Karen Susan (Karen)~~	6240 E Broad St	Columbus	43213-1530	~~614/861-2300~~ ~~614-861-2300~~
OH	OPR	~~Paul~~ ~~Rankin~~ ~~DiSibio, Adam David (Adam)~~	~~3940 Morse Rd~~ ~~1924 N High St~~	Columbus	~~43219-3016~~ ~~3201-1148~~	~~614/414-7222~~ ~~614-424-6020~~
OH	OPR	~~Seth~~ ~~Flores, William Seth (Seth)~~	807 W 3rd Ave	Columbus	43212-3106	~~614/297-6923~~ ~~614-297-6923~~
OH	OPR	~~Waylon~~ ~~Willoughby~~ ~~Rankin, Paul David (Paul)~~	~~1500 Polaris Pkwy Ste FC4~~ ~~3940 Morse Rd~~	Columbus	~~43240-2131~~ ~~3219-3016~~	~~614/438-5845~~ ~~614-414-7222~~
<u>OH</u>	<u>OPR</u>	<u>Rankin, Paul David (Paul)</u>	<u>6060 N Hamilton Rd</u>	<u>Columbus</u>	<u>43081-1685</u>	<u>614-769-6777</u>
OH	OPR	~~Waylon~~ ~~Willoughby, Waylon Robert (Waylon)~~	8787 Sancus Blvd	Columbus	43240-2016	~~614/888-8787~~ ~~614-888-8787~~
<u>OH</u>	<u>OPR</u>	<u>Willoughby, Waylon Robert (Waylon)</u>	<u>1500 Polaris Pkwy Ste FC4</u>	<u>Columbus</u>	<u>43240-2131</u>	<u>614-438-5845</u>
OH	OPR	~~Erich~~ ~~Weiss, Erich H. (Erich)~~	420 Howe Ave	Cuyahoga Falls	44221-4957	~~330/920-4544~~ ~~330-920-4544~~
<u>OH</u>	<u>OPR</u>	<u>Davis, Marla Lynn (Marla)</u>	<u>1482 Miamisburg Centerville Rd</u>	<u>Dayton</u>	<u>45459-3827</u>	<u>937/439-1932</u> <u>937-439-1932</u>
OH	OPR	~~Grace~~ ~~Neeley, Grace A. (Grace)~~	2700 Miamisburg-Ctrvil Rd #212	Dayton	45459	~~937/439-1932~~ ~~937-439-1932~~
OH	OPR	~~Kevin~~ ~~Weaver, Kevin Christopher (Kevin)~~	3339 Benchwood Rd	Dayton	45414-2705	~~937/454-0445~~ ~~937-454-0445~~
OH	OPR	~~Marla~~ ~~Davis~~ ~~Harris, Kevin James (Kevin)~~	~~1482 Miamisburg Centerville Rd~~ ~~5043 Tuttle Crossing Blvd Ste 169~~	~~Dayton~~ ~~Dublin~~	~~45459-3827~~ ~~3016-1523~~	~~937/439-2552~~ ~~614-760-7688~~
OH	OPR	~~Brian~~ ~~Siktberg, Brian Andrew (Brian)~~	6051 Sawmill Rd	Dublin	43017-3632	~~614/717-9404~~ ~~614-717-9404~~
OH	OPR	~~Brian~~ ~~Siktberg, Brian Andrew (Brian)~~	6105 Parkcenter Cir	Dublin	43017	~~614/568-4057~~ ~~614-568-4057~~
<u>OH</u>	<u>OPR</u>	<u>Kevin Harris</u>	<u>5043 Tuttle Crossing Blvd Ste 169</u>	<u>Dublin</u>	<u>43016-1523</u>	<u>614/760-7688</u>
OH	OPR	~~Daryl~~ ~~Nelson, Daryl Lee (Daryl)~~	6305 S Gilmore Rd	Fairfield	45014-5159	~~513/860-1915~~ ~~513-860-1915~~
OH	OPR	~~Daryl~~ ~~Nelson, Daryl Lee (Daryl)~~	3403 Princeton Rd	~~Fairfield Township~~ ~~Township~~	~~45011-7956~~ ~~011-7956~~	~~513/892-4232~~ ~~513-892-4232~~
OH	OPR	~~Paul~~ ~~Becker, Paul Vincent Brian (Paul)~~	47 Flight Memorial Pkwy	Fairlawn	44333-4563	~~330/668-2404~~ ~~330-668-2404~~
OH	OPR	~~Paul~~ ~~Hadde, Paul A. (Paul)~~	1931 Tiffin Ave	Findlay	45840-6752	~~419/425-5288~~ ~~419-425-5288~~
OH	OPR	~~Joe~~ ~~Benson, Joseph Michael (Joe)~~	1696 Stringtown Rd	Grove City	43123-8995	~~614/539-9500~~ ~~614-539-9500~~
<u>OH</u>	<u>OPR</u>	<u>Crowe, Joshua Patrick (Josh)</u>	<u>1988 Hilliard Rome Rd</u>	<u>Hilliard</u>	<u>43026-7566</u>	<u>614-771-9650</u>
<u>OH</u>	<u>OPR</u>	<u>Amburgey, Justin D. (Justin)</u>	<u>6720 Airport Hwy</u>	<u>Holland</u>	<u>43528-7825</u>	<u>419-865-0810</u>
<u>OH</u>	<u>OPR</u>	<u>Dream Wright</u>	<u>1988 Hilliard Rome Rd</u>	<u>Hilliard</u>	<u>43026-7566</u>	<u>614/771-9650</u>
<u>OH</u>	<u>OPR</u>	<u>Justin Amburgey</u>	<u>6720 Airport Hwy</u>	<u>Holland</u>	<u>43528-7825</u>	<u>419/865-0810</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

OH	OPR	~~Kevin~~ ~~Weaver, Kevin Christopher (Kevin)~~	8120 Troy Pike	Huber Heights	45424-1052	~~937/237-9090~~ ~~937-237-9090~~
OH	OPR	~~Matt~~ ~~Eller, Matthew III (Matt)~~	480 E Stroop Rd	Kettering	~~45429-2830~~ ~~45429-2830~~	~~937/949-9643~~ ~~937-949-9643~~
OH	OPR	~~Matt~~ ~~Woods, Matthew Douglas (Matt)~~	5400 Leavitt Rd	Lorain	44053-2156	~~440/780-2697~~ ~~440-780-2697~~
OH	OPR	~~Dan~~ ~~Stanko, Daniel D. (Dan)~~	8213 Golden Link Blvd	Macedonia	~~44067-4056~~ ~~20684-4056~~	~~330/908-3300~~ ~~330-908-3300~~
OH	OPR	~~Markus~~ ~~Schleidt, Markus Peter (Markus)~~	5150 Merten Dr	Mason	45040-9418	~~513/770-3445~~ ~~513-770-3445~~
<u>OH</u>	<u>OPR</u>	<u>Guerdan, David Michael (Dave)</u>	<u>2280 Lincoln Way E</u>	<u>Massillon</u>	<u>44646-7062</u>	<u>330-572-4955</u>
OH	OPR	~~Billie~~ ~~Federer, Billie Jo (Billie)~~	6390 Mayfield Rd	Mayfield Heights	44124-3213	~~440/683-1946~~ ~~440-683-1946~~
OH	OPR	~~Tony~~ ~~Morgano, Anthony Joseph (Tony)~~	1007 N Court St	Medina	44256-1565	~~330/588-3910~~ ~~330-588-3910~~
OH	OPR	~~Lauren~~ ~~Kontur, Lauren Marie (Lauren)~~	9611 Mentor Ave	Mentor	44060-4528	~~440/354-2924~~ ~~440-354-2924~~

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OH	OPR	~~Mike~~ Moore, <u>Michael Robert (Mike)</u>	5700 Romar Dr	Milford	45150-7514	~~419-3023~~ <u>513-239-3023</u>
OH	OPR	~~George~~ Rosche, <u>George Robert (George)</u>	5411 Dressler Rd ~~NW~~ <u>Nw</u>	North Canton	44720-7748	~~330/966-5420~~ <u>330-966-5420</u>
OH	OPR	~~Ken~~ Ball, <u>Kenneth Alan (Ken)</u>	4779 Great Northern Blvd	North Olmsted	44070-3428	~~440/716-0030~~ <u>440-716-0030</u>
OH	OPR	~~Sheilla~~ Lienerth, <u>Sheilla Renee (Sheilla)</u>	6676 Ridge Rd	Parma	44129-5707	~~440/842-7576~~ <u>440-842-7576</u>
OH	OPR	~~Steven~~ Owen, <u>Steven W. (Steven)</u>	10315 Fremont Pike	Perrysburg	43551-3336	~~419/333-6878~~ <u>419-333-6878</u>
OH	~~TMPOPR~~	~~Mitchell-Daniel~~ <u>LaBerto, Shelly R. (Shelly)</u>	1110 Boardman Poland Rd	Poland	44514-1930	~~330/726-7205~~ <u>330-726-7205</u>
OH	OPR	~~Zach~~ Mallare, <u>Zachary Douglas (Zach)</u>	2364 Taylor Park Dr	Reynoldsburg	43068	~~614/501-1719~~ <u>614-501-1719</u>
OH	OPR	~~Dominic~~ Harper, <u>Dominic Rashaad (Dominic)</u>	20801 Center Ridge Rd	Rocky River	44116-4315	~~440/754-0231~~ <u>440-754-0231</u>
OH	OPR	~~Stacy~~ Austin, <u>Stacy Lee (Stacy)</u>	67950 Mall Ring Road	Saint Clairsville	43950	~~740/827-3151~~ <u>740-827-3151</u>
OH	OPR	~~Dave~~ Baumgartner, <u>David C. (Dave)</u>	4661 Milan Rd	Sandusky	44870-5841	~~419/626-5319~~ <u>419-626-5319</u>
OH	OPR	~~Chris~~ Aey, <u>Christopher R. (Chris)</u>	6150 Som Center Rd	Solon	44139-2333	~~440/498-0645~~ <u>440-498-0645</u>
OH	OPR	~~Doug~~ Peters, <u>Douglas Jeffrey (Doug)</u>	501 E Kemper Rd	Springdale	45246-3230	~~513/671-9333~~ <u>513-671-9333</u>
OH	~~TMPOPR~~	~~Cristopher~~ Lopez, <u>Cristopher M. (Cris)</u>	1740 N Bechtle Ave	Springfield	45504-1573	~~937/977-7343~~ <u>937-977-7343</u>
OH	OPR	~~Brian~~ Wellman, <u>Brian Joseph (Brian)</u>	16584 Royalton Rd	Strongsville	44136-4431	~~440/238-2344~~ <u>440-238-2344</u>
<u>OH</u>	<u>OPR</u>	<u>Amburgey, Justin D. (Justin)</u>	<u>6636 W Central Ave</u>	<u>Toledo</u>	<u>43617-1075</u>	<u>419-841-7762</u>
OH	OPR	~~Jonathan~~ Winn, <u>Jonathan William (Jonathan)</u>	3308 Secor Rd	Toledo	43606-1517	~~419/578-1000~~ <u>419-578-1000</u>
OH	OPR	~~Jonathan~~ Winn, <u>Jonathan William (Jonathan)</u>	4260 W Sylvania Ave	Toledo	43623-4417	~~419/474-2000~~ <u>419-474-2000</u>
OH	OPR	~~Jonathan~~ Winn, <u>Jonathan William (Jonathan)</u>	5001 Monroe St Ste FC10	Toledo	43623-3626	~~419/471-9455~~ <u>419-471-9455</u>
<u>OH</u>	<u>OPR</u>	<u>Justin Amburgey</u>	<u>6636 W Central Ave</u>	<u>Toledo</u>	<u>43617-1075</u>	<u>419/841-7762</u>
OH	OPR	~~Doug~~ Knostman, <u>Douglas George (Doug)</u>	1910 W Main St	Troy	45373-1017	~~937/335-4155~~ <u>937-335-4155</u>
OH	OPR	~~Derek~~ Emerson, <u>Derek S. (Derek)</u>	1885 Niles Cortland Rd SE	Warren	44484-3066	~~330/652-1300~~ <u>330-652-1300</u>
OH	OPR	~~Gerrick~~ Doss, <u>Gerrick D. (Gerrick)</u>	4001 Richmond Rd	~~Waverly~~ <u>Heights</u>	~~44122-6048~~ <u>44122-6048</u>	~~216/831-6700~~ <u>216-831-6700</u>
OH	<u>OPR</u>	~~OPR~~ <u>Andrew</u> ~~Wight~~ <u>Schleidt, Markus Peter (Markus)</u>	~~7602 Trailside~~ <u>7733 Voice of America</u> <u>Centre Dr</u>	West Chester	~~45069-7588~~ <u>5069-2791</u>	~~513/777-0200~~ <u>513-779-1767</u>
OH	OPR	~~Markus Schleidt~~ <u>Wight, Andrew Jordan</u> ~~(Andrew)~~	~~7733 Voice of America Centre~~ <u>7602</u> <u>Trailside Dr</u>	West Chester	~~45069-2791~~ <u>5069-7588</u>	~~513/779-1767~~ <u>513-777-0200</u>
OH	OPR	~~Damian~~ Grana, <u>Damian Joseph (Damian)</u>	30115 Detroit Rd	Westlake	44145-1946	~~440/534-3838~~ <u>440-534-3838</u>
OH	OPR	~~Tony~~ Alexander, <u>Anthony Thomas IV (Tony)</u>	35441 Euclid Ave	Willoughby	44094-4515	~~440/946-1831~~ <u>440-946-1831</u>
<u>OH</u>	<u>OPR</u>	<u>James, William J. (Billy)</u>	<u>480 Boardman-Canfield Rd</u>	<u>Youngstown</u>	<u>44512-4790</u>	<u>330-717-9061</u>
OH	OPR	~~Jared~~ Szari, <u>Jared Noel (Jared)</u>	5647 Mahoning Ave	Youngstown	44515-2319	~~330/572-0005~~ <u>330-572-0005</u>
OK	<u>OPR</u>	~~OPR~~ <u>Andrew</u> ~~Pratt, Andrew Robert (Andrew)~~	1500 Lonnie Abbott Blvd	Ada	74820-1812	~~580/447-6262~~ <u>580-447-6262</u>
<u>OK</u>	<u>OPR</u>	<u>Griffin, Christopher Fredrick (Chris)</u>	<u>201 E Tamarack Rd</u>	<u>Altus</u>	<u>73521-1114</u>	<u>580-643-2023</u>
OK	OPR	~~Drew~~ Anderson, <u>Andrew Loren (Drew)</u>	2500 12th Ave NW	Ardmore	73401-1273	~~580/319-7901~~ <u>580-319-7901</u>
OK	OPR	~~Chase~~ Allcott, <u>Charles IV (Chase)</u>	602 SE Washington Blvd	Bartlesville	74006-8233	~~918/331-9956~~ <u>918-331-9956</u>
<u>OK</u>	<u>OPR</u>	<u>Campbell, Gregory Royce (Greg)</u>	<u>14811 S Memorial Drive</u>	<u>Bixby</u>	<u>74008-3743</u>	<u>918-364-7116</u>
OK	<u>OPR</u>	~~OPR~~ <u>Amanda</u> ~~Almy, Amanda Taylor (Amanda)~~	850 E- Kenosha ~~Street~~ <u>St</u>	Broken Arrow	~~74012-74012~~ <u>2005</u>	~~918/251-0199~~ <u>918-251-0199</u>
<u>OK</u>	<u>OPR</u>	<u>Green, Kyra Catherine (Kyra)</u>	<u>2107 S 5th St.</u>	<u>Chickasha</u>	<u>73018</u>	<u>405-876-7839</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

OK	OPR	~~Brian~~ Treat, <u>Brian Everett (Brian)</u>	664 S Lynn Riggs Blvd	Claremore	74017-8711	~~918/233-2389~~ 918-283-2389
OK	OPR	<u>Har o, Gregory Paul (Greg)</u> ~~Harjo~~	~~1025 W I 35 Frontage Rd~~ <u>1210 E 2nd St</u>	Edmond	~~73034-73287~~ 3034-5317	~~405/844-0077~~ 405-330-1141
OK	OPR	<u>Har o, Gregory Paul (Greg)</u> ~~Harjo~~	~~1210 E 2nd St~~ <u>1025 W I 35 Frontage Rd</u>	Edmond	~~73034-53177~~ 3034-7328	~~405/330-1144~~ 405-844-0077
OK	OPR	~~Mae~~ McMurry, <u>William Horace III (Mac)</u>	52 E 33rd St	Edmond	73013-4603	~~405/330-6946~~ 405-330-6946
OK	OPR	~~Connie~~ Sturgeon-Hart, <u>Connie S. (Connie)</u>	4329 W Owen K Garriott Rd	Enid	73703-4810	~~580/234-9801~~ 580-234-9801
OK	OPR	~~Bart~~ Milligan, <u>Barton Alexander (Bart)</u>	12130 S Waco Ave	Glenpool	74033-5660	~~918/296-5508~~ 918-296-5508
OK	OPR	~~Jonathan~~ Pickett, <u>Jonathan Michael (Jonathan)</u>	2301 NW Cache Rd	Lawton	73505-5215	~~580/353-7766~~ 580-353-7766
OK	OPR	~~Ron~~ Buckley, <u>Ronald Dyne (Ron)</u>	1209 Tanglewood Dr	~~McAlester~~ McAlester	74501	~~918/956-3232~~
OK	OPR	~~Bill~~ Redenius, <u>William Jay (Bill)</u>	~~57057331~~ SE ~~15th~~ <u>29th</u> St	Midwest City	~~73110-26227~~ 3110-6122	~~405/741-1505~~ 405-741-1500
OK	OPR	~~Bill~~ Redenius, <u>William Jay (Bill)</u>	~~73345705~~ SE ~~29th~~ <u>15th</u> St	Midwest City	~~73110-61227~~ 3110-2622	~~405/741-1500~~ 405-741-1505
OK	OPR	<u>Brian</u> Hilgenfeld, <u>Brian Gene (Brian)</u>	2001 S Telephone Rd	Moore	73160-2938	~~405/799-6100~~ 405-799-6100
OK	OPR	<u>Brandon Allen</u>	<u>2004 N 11th St</u>	<u>Muskogee</u>	<u>74401-3521</u>	<u>918/687-1100</u>

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<u>OK</u>	<u>OPR</u>	<u>Allen, Brandon Scott (Brandon)</u>	<u>2004 N 11th St</u>	<u>Muskogee</u>	<u>74401-3521</u>	<u>918-687-1100</u>
OK	OPR	<u>Brian</u> Hilgenfeld, <u>Brian Gene (Brian)</u>	2437 W Main St	Norman	73069-6327	~~405/579-1500~~ 405-579-1500
OK	TMP	<u>Casey Smith</u>	<u>3351 W Main St</u>	<u>Norman</u>	<u>73072-4806</u>	<u>405/364-4364</u>
OK	OPR	<u>Nick</u> Mauldin, <u>Nick Shaun (Nick)</u>	120 12th Ave NE	Norman	73071-5235	~~405/310-3189~~ 405-310-3189
OK	TMP	~~OPRAaron~~ <u>Weast</u> <u>Loredo, Juan Francisco</u>	~~6420 SW 3rd~~ <u>3351 W Main St</u>	~~Oklahoma City~~ <u>Norman</u>	~~73128-22017~~ 3072-4806	~~405/440-0500~~ 405-364-4364
OK	OPR	~~James Novak~~ <u>Ferreyro, Reynaldo (Rey)</u>	~~7004 NW Expressway~~ <u>14040 N Pennsylvania Ave</u>	Oklahoma City	~~73132-35347~~ 3134-6116	~~405/728-9494~~ 405-752-8100
OK	OPR	~~Joseph Adeock~~ <u>Novak, James Michael (James)</u>	~~2504 W 7101 Memorial Rd Ste 42~~ <u>Parkway</u>	Oklahoma City	~~73134-80257~~ 3142	~~405/755-4762~~ 405-722-4000
OK	OPR	~~Rey Ferreyro~~ <u>Novak, James Michael (James)</u>	~~14040 N Pennsylvania Ave~~ <u>7004 NW Expressway</u>	Oklahoma City	~~73134-61167~~ 3132-3534	~~405/752-8100~~ 405-728-9494
OK	OPR	<u>Steve</u> Steward, <u>Steven R. (Steve)</u>	920 W I 240 Service Rd	Oklahoma City	73139-2303	~~405/632-2525~~ 405-632-2525
OK	OPR	<u>Weast, Wesley Aaron (Aaron)</u>	<u>6420 SW 3rd St</u>	<u>Oklahoma City</u>	<u>73128-2201</u>	<u>405-440-0500</u>
OK	OPR	~~Tricia~~ Whitthorne, <u>Patricia Dawn (Tricia)</u>	1901 NW Expressway Ste 2045A	Oklahoma City	73118-9272	~~405/810-8888~~ 405-810-8888
OK	OPR	~~Tricia~~ Whitthorne, <u>Patricia Dawn (Tricia)</u>	6201 N May Ave	Oklahoma City	73112-4243	~~405/810-8888~~ 405-810-8888
OK	OPR	<u>Whitthorne, Patricia Dawn (Tricia)</u>	<u>1409 NW Expressway</u>	<u>Oklahoma City</u>	<u>73118-4409</u>	<u>405-810-8888</u>
OK	TMP	<u>Marcelle, Zimran</u>	<u>2501 W Memorial Rd Ste 12</u>	<u>Oklahoma City</u>	<u>73134-8025</u>	<u>405-755-4762</u>
OK	OPR	~~Mark~~ Schneider, <u>Mark Dale (Mark)</u>	12015 E 96th St N	Owasso	74055-5329	~~918/272-7201~~ 918-272-7201
OK	OPR	~~Matt~~ Danberry, <u>Matthew John (Matt)</u>	450 S Hwy 97	Sand Springs	74063	~~918/419-0200~~ 918-419-0200
OK	OPR	~~Jeff~~ Madison, <u>Jeffrey Allen (Jeff)</u>	4637 N Kickapoo Ave	Shawnee	74804-1200	~~405/273-1388~~ 405-273-1388
OK	OPR	~~James~~ Walker, <u>James McDaniel (James)</u>	600 E Hall ~~of~~ <u>Of Fame Ave</u>	Stillwater	74075-5452	~~405/742-2111~~ 405-742-2111
OK	OPR	<u>Campbell, Gregory Royce (Greg)</u>	<u>10437 S Memorial Dr</u>	<u>Tulsa</u>	<u>74133-7040</u>	<u>918-369-6464</u>
OK	OPR	<u>Chen, David Chia-sin (David)</u>	<u>4933 E 41st St</u>	<u>Tulsa</u>	<u>74135-6057</u>	<u>918-622-7815</u>
OK	OPR	~~Arthur~~ Greeno, <u>Arthur W. (Arthur)</u>	11201 E 71st St	Tulsa	74133-2525	~~918/461-0777~~ 918-461-0777
OK	OPR	~~OPRArthur~~ <u>Greeno, Arthur W. (Arthur)</u>	7021 S Memorial Dr Ste 260A	Tulsa	74133-2068	~~918/252-4429~~ 918-252-4429

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

OK	OPR	~~Bart~~ Milligan, <u>Barton Alexander (Bart)</u>	7129 S Olympia Ave	Tulsa	74132-1856	~~918/445-7200~~ <u>918-445-7200</u>
OK	OPR	~~David~~ Chen	4933 E 41st St	Tulsa	74135-6057	~~918/622-7815~~
OK	OPR	~~Greg~~ Campbell	40437 S Memorial Dr	Tulsa	74133-7040	~~918/369-6464~~
OK	OPR	~~Chad~~ Gerlt, <u>Chad James (Chad)</u>	1724 Garth Brooks Blvd	Yukon	73099-6387	~~405/354-6280~~ <u>405-354-6280</u>
ONOR	OPR	~~Jasmine~~ Funes, <u>Coleman, Jared Weston (Jared)</u>	~~300 Borough Dr~~ <u>2940 SW Cedar Hills Blvd</u>	~~Scarborough~~ <u>Beaverton</u>	~~M1P 4P5~~ <u>97005-1353</u>	~~416/290-0300~~ <u>503-626-1953</u>
OR	OPR	~~Dean~~ Hogan, <u>Deane Patrick (Dean)</u>	10657 SW Beaverton Hillsdale Hwy	Beaverton	97005-3109	~~503/305-9158~~ <u>503-305-9158</u>
OR	OPR	~~Jared~~ Coleman	~~2940 SW Cedar Hills Blvd~~	~~Beaverton~~	~~97005-1353~~	~~503/626-1953~~
OR	OPR	~~Todd~~ Keller, <u>Todd Lee (Todd)</u>	20508 Robal Ln	Bend	97701-6768	~~541/249-4940~~ <u>541-249-4940</u>
OR	OPR	~~Brian~~ Davis, <u>Brian Andrew (Brian)</u>	12520 SE 93rd Ave	Clackamas	97015-9760	~~503/308-6953~~ <u>503-308-6953</u>
OR	OPR	~~Mike~~ Misenhimer, <u>Michael John (Mike)</u>	2558 SE Burnside Rd	Gresham	97080-1245	~~503/912-3764~~ <u>503-912-3761</u>
OR	OPR	~~Brian~~ Hogan, <u>Brian Dean (Brian)</u>	2855 NE TOWN CENTER DR	Hillsboro	97006-8913	~~503/433-9015~~ <u>503-433-9015</u>
OR	OPR	~~Brian~~ Hogan, <u>Brian Dean (Brian)</u>	6810 SE Carlyle St	Hillsboro	97123-0014	~~503/433-9018~~ <u>503-433-9018</u>
OR	OPR	~~Clint~~ Peebles, <u>Clint Allen (Clint)</u>	5655 Ulali Dr NE	Keizer	97303-1504	~~503/735-7575~~ <u>503-735-7575</u>
OR	OPR	~~Chris~~ Peyton, <u>David Christopher (Chris)</u>	10 Rossanley Dr	Medford	~~97504~~ <u>97501-1713</u>	~~541/772-0604~~ <u>541-772-0604</u>
OR	OPR	<u>Richardson, Lee Garrett (Lee)</u>	<u>2560 Kuebler Blvd SE</u>	<u>Salem</u>	<u>97306-3428</u>	<u>503-877-1141</u>
PA	OPR	~~Mat~~ Dempsey, <u>Mathew Eric (Mat)</u>	6379 Hamilton Blvd	Allentown	18106-9554	~~484/664-2907~~ <u>484-664-2907</u>
PA	OPR	~~Mike~~ Burgmeier, <u>Michael J. (Mike)</u>	106 Sierra Dr	Altoona	16601-9341	~~814/942-1647~~ <u>814-942-1647</u>
PA	OPR	~~Eric~~ Stephens, <u>Joshua Eric (Eric)</u>	1525 Street Rd	Bensalem	19020-4653	~~267/420-2205~~ <u>267-420-2205</u>
PA	OPR	~~OPR~~ ~~Andy~~ Pulkowski, <u>Andrew George (Andy)</u>	1033 Washington Pike	Bridgeville	15017-2704	~~412/730-3322~~ <u>412-730-3322</u>
PA	OPR	~~Todd~~ Kanzinger, <u>Todd David (Todd)</u>	4700 Edgmont Ave	Brookhaven	19015-1401	~~610/876-9600~~ <u>610-876-9600</u>
PA	OPR	<u>Gibson, Brian David (Brian)</u>	<u>3525 Gettysburg Rd</u>	<u>Camp Hill</u>	<u>17011-6802</u>	<u>717-798-8772</u>
PA	OPR	~~Chuck~~ Steppe, <u>Charles Leonard Jr. (Chuck)</u>	2 Noble Blvd	Carlisle	17013-4119	~~717/218-8427~~ <u>717-218-8427</u>
PA	OPR	~~Adam~~ Donius, <u>Adam George (Adam)</u>	970 Norland Ave	Chambersburg	17201-4203	~~717/263-0477~~ <u>717-263-0477</u>
PA	OPR	~~Ron~~ Trout, <u>William Ronald (Ron)</u>	1700 Route 228	~~Clatsop~~ <u>Township</u> <u>Township</u> <u>6651</u>	~~46066-5320~~	~~724/772-0222~~ <u>724-772-0222</u>
PA	OPR	~~Keith~~ Kelly, <u>Keith J. (Keith)</u>	4005 Commerce Blvd	Dickson City	18519-1697	~~570/487-1151~~ <u>570-487-1151</u>
PA	OPR	~~Fatorma~~ Siafa, <u>Fatorma Karmoh (Fatorma)</u>	845 E Lancaster Ave	Downingtown	19335-3327	~~610/269-7828~~ <u>610-269-7828</u>
PA	OPR	~~Sam~~ Class, <u>Osama Robert (Sam)</u>	2640 Dekalb Pike	East Norriton	19401-1842	~~610/977-0970~~ <u>610-977-0970</u>
PA	OPR	~~Chris~~ Cathcart, <u>Christopher Ryan (Chris)</u>	3750 Dryland Way	Easton	18045-8351	~~610/250-5654~~ <u>610-250-5651</u>
PA	OPR	<u>Hartley, Casey Nicholas (Casey)</u>	<u>7160 Peach St</u>	<u>Erie</u>	<u>16509-4707</u>	<u>814-868-8557</u>
PA	OPR	~~Casey~~ Hartley, <u>Casey Nicholas (Casey)</u>	2519 W 12th St	Erie	16505-4507	~~814/835-8954~~ <u>814-835-8954</u>
PA	OPR	~~Casey~~ Hartley, <u>Rutt, Glenn Ryan (Ryan)</u>	~~7160 Peach St~~ <u>211 Eagleview Blvd</u>	~~Erie~~ <u>Exton</u>	~~16509-4707~~ <u>9341-1158</u>	~~814/868-8557~~ <u>610-594-2070</u>
PA	OPR	~~Chris~~ Walsh, <u>Christopher Michael (Chris)</u>	280 Exton Square Mall	Exton	19341-2442	~~610/363-6345~~ <u>610-363-6345</u>
PA	TMP	~~Key~~ Smith	~~211 Eagleview Blvd~~	~~Exton~~	~~19341-1158~~	~~610/594-2070~~
PA	OPR	~~Gene~~ Ontjes, <u>Gene K. (Gene)</u>	405 Macdade Blvd	Folsom	19033-2401	~~610/586-1607~~ <u>610-586-1607</u>
PA	OPR	~~Jim~~ Flood, <u>James A. (Jim)</u>	20 State Farm Dr	Glen Mills	~~19342~~ <u>19342-1075</u>	~~610/358-1997~~ <u>610-358-1997</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

PA	OPR	~~Lorie Bender-Untch~~ , <u>Lorie A. (Lorie)</u>	900 Greengate Centre Ctr	Greensburg	15601-1205	~~724/838-1746~~ <u>724-838-1746</u>
PA	OPR	~~Todd Murgi~~	~~5156 State Route 30~~	Greensburg	~~15601-7554~~	~~724/836-6501~~
PA	OPR	~~Todd Murgi~~ , <u>Todd Ross (Todd)</u>	5256 State Route 30 Ste ~~235B~~ <u>235b</u>	Greensburg	15601-7783	~~724/832-9071~~ <u>724-832-9071</u>
PA	OPR	~~Jack Stefano~~	~~340 Eisenhower Dr~~	~~Hanover~~	~~17331-5223~~	~~717/630-2775~~

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PA	OPR	<u>Murgi, Todd Ross (Todd)</u>	<u>5156 State Route 30</u>	<u>Greensburg</u>	<u>15601-7554</u>	<u>724-836-6501</u>
PA	OPR	<u>Stefano, John J. Jr. (Jack)</u>	<u>340 Eisenhower Dr</u>	<u>Hanover</u>	<u>17331-5223</u>	<u>717-630-2775</u>
PA	OPR	~~Brad~~ -Burkholder, <u>Bradley Jay (Brad)</u>	4655 Lindle Rd	Harrisburg	17111-2427	~~717/939-5155~~ <u>717-939-5155</u>
PA	OPR	<u>Kapetanakos, Stephanie Marie (Stephanie)</u>	<u>5101 Jonestown Rd</u>	<u>Harrisburg</u>	<u>17112-2924</u>	<u>717-216-4110</u>
PA	OPR	<u>Michael</u> -Osborne, <u>Michael S. (Michael)</u>	480 E Waterfront Dr	Homestead	15120-1143	~~412/462-9202~~ <u>412-462-9202</u>
PA	OPR	~~Jim~~ -Krout, <u>James A. Jr. (Jim)</u>	134 Welsh Rd	Horsham	19044-2207	~~215/392-4966~~ <u>215-392-4966</u>
PA	TMP	~~Jamie Fankhauser~~	~~160 N Gulph Rd Ste 1017~~	~~King Of Prussia~~	~~19406-2953~~	~~610/265-5716~~
PA	OPR	~~Kevin~~ -McDavid, <u>Kevin L. (Kevin)</u>	135 W Dekalb Pike	King ~~Of~~ Prussia	19406-2377	~~610/265-2677~~ <u>610-265-2677</u>
PA	OPR	~~Judy Shaffer~~ <u>McDavid, Kevin L. (Kevin)</u>	~~1579 Fruitville Pike~~ <u>160 N Gulph Rd Ste 1017</u>	~~Lancaster~~ <u>King of Prussia</u>	~~17601-4005~~ <u>9406-2953</u>	~~717/205-2058~~ <u>610-265-5716</u>
PA	OPR	~~Judy~~ -Shaffer, <u>Judith Lynne (Judy)</u>	2467 Lincoln Hwy E	Lancaster	17602-1445	~~717/205-2058~~ <u>717-205-2058</u>
PA	OPR	<u>Shaffer, Judith Lynne (Judy)</u>	<u>1579 Fruitville Pike</u>	<u>Lancaster</u>	<u>17601-4005</u>	<u>717-205-2058</u>
PA	OPR	~~Dave~~ -Heffernan, <u>David Paul (Dave)</u>	2424 E Lincoln Hwy	Langhorne	19047-3048	~~215/741-3500~~ <u>215-741-3500</u>
PA	OPR	~~Dawn~~ -Friel, <u>Dawn Marie (Dawn)</u>	210 Forty Foot Rd	Lansdale	19446-4005	~~215/631-7060~~ <u>215-631-7060</u>
PA	OPR	~~Chris~~ -Walsh, <u>Christopher Michael (Chris)</u>	270 Old Morehall Road	Malvern	19355	~~610/889-3000~~ <u>610-889-3000</u>
PA	OPR	~~Brian~~ -Gibson, <u>Brian David (Brian)</u>	6416 Carlisle Pike Ste 3500	Mechanicsburg	17050-2957	~~717/795-1940~~ <u>717-795-1940</u>
PA	OPR	<u>Lindorfer, William Joseph (Bill)</u>	<u>219 Gettysburg Pike</u>	<u>Mechanicsburg</u>	<u>17055-5103</u>	<u>717-781-2151</u>
PA	OPR	~~Todd~~ -Kanzinger, <u>Todd David (Todd)</u>	1190 W Baltimore Pike	Media	19063-5128	~~610/565-6001~~ <u>610-565-6001</u>
PA	TMP OP R	~~Nathan Taylor~~ <u>Roach, Matthew Neal (Matt)</u>	544 Beaver Valley Mall	Monaca	15061	~~724/774-4283~~ <u>724-774-4283</u>
PA	OPR	~~Brian~~ -Wenger, <u>Brian Scott (Brian)</u>	4040 William Penn Hwy	Monroeville	15146-2651	~~412/380-0999~~ <u>412-380-0999</u>
PA	OPR	<u>Donofrio</u> , Mary Anne ~~Donofrio~~ (<u>Mary Anne</u>)	794 Bethlehem Pike	Montgomeryville	18936-9601	~~215/855-2202~~ <u>215-855-2202</u>
PA	OPR	~~Bob~~ -Montgomery, <u>Robert John (Bob)</u>	4 West Rd	Newtown	18940-4301	~~215/497-9011~~ <u>215-497-9011</u>
PA	OPR	~~Sam~~ -Class, <u>Osama Robert (Sam)</u>	680 S Trooper Rd	Norristown	19403-3416	~~610/650-8505~~ <u>610-650-8505</u>
PA	OPR	~~Bob~~ -Fanelli, <u>Robert F. Jr. (Bob)</u>	12000 Roosevelt Blvd	Philadelphia	19116-3001	~~215/279-8040~~ <u>215-279-8040</u>
PA	OPR	~~Bob~~ -Fanelli, <u>Robert F. Jr. (Bob)</u>	9711 Roosevelt Blvd	Philadelphia	19114-1010	~~215/969-3455~~ <u>215-969-3455</u>
PA	OPR	<u>Hincken, Johnny Edward Sr. (John)</u>	<u>2204 S Columbus Blvd</u>	<u>Philadelphia</u>	<u>19148-2808</u>	<u>215-271-2313</u>
PA	OPR	<u>Lopez, Kevin Jason (Kevin)</u>	<u>2650 Penrose Ave</u>	<u>Philadelphia</u>	<u>19145-5902</u>	<u>610-871-1588</u>
PA	OPR	~~Dan~~ -Mills, <u>Daniel Nicholas (Dan)</u>	2301 E Butler St	Philadelphia	19137-1008	~~215/744-1410~~ <u>215-744-1410</u>
PA	OPR	~~Duane~~ -Pierce, <u>Duane Edward (Duane)</u>	4670 E Roosevelt Blvd	Philadelphia	19124-2340	~~215/535-0352~~ <u>215-535-0352</u>
PA	OPR	~~John Hincken~~ <u>Pierce, Duane Edward (Duane)</u>	~~2204 S Columbus Blvd~~ <u>811 Adams Ave</u>	Philadelphia	~~19148-2808~~ <u>9124-2477</u>	~~215/271-2343~~ <u>215-744-3700</u>
PA	OPR	~~Sereena~~ -Quick, <u>Sereena Denea (Sereena)</u>	4040 City Ave	Philadelphia	19131-1738	~~215/804-1113~~ <u>215-804-1113</u>
PA	OPR	~~OPRAimee~~ Hernandez, <u>Aimee Joy (Aimee)</u>	120 Andrew Dr	Pittsburgh	15275-1200	~~412/490-0177~~ <u>412-490-0177</u>

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PA	~~TMP~~ <u>OP</u> <u>R</u>	~~Dan-Sickafouse~~ <u>Ortmann, Michael D. (Mike)</u>	~~McKnight Rd~~ <u>McKnight Rd</u>	Pittsburgh	~~45467-2763~~ <u>5237-3513</u>	~~724-728-4865~~ <u>412-364-2581</u>
PA	OPR	~~Mark-Thornsberry~~ <u>Skipper, Micah Dickson (Micah)</u>	~~1620-Washington~~ <u>1175 Freeport Rd</u>	Pittsburgh	~~45244-1240~~ <u>5238-3103</u>	~~412/833-1165~~ <u>412-752-7177</u>
PA	OPR	~~Micah-Skipper~~ <u>Thornsberry, Mark David (Mark)</u>	~~1175-Freeport~~ <u>1620 Washington Rd</u>	Pittsburgh	~~45238-3103~~ <u>5241-1210</u>	~~412/752-7177~~ <u>412-833-1165</u>
PA	OPR	~~Mike-Ortmann~~ <u>Toomey, Kevin Daniel (Kevin)</u>	~~7451-McKnight-Rd~~ <u>100 Robinson Center Dr # FC-5</u>	Pittsburgh	~~45237-3513~~ <u>5205-4831</u>	~~412/364-2581~~ <u>412-788-4865</u>
PA	OPR	~~Ray-DeVito~~ <u>, Raymond Albert (Ray)</u>	461 Clairton Blvd	Pleasant Hills	15236-3827	~~412/655-6562~~ <u>412-655-6562</u>
PA	TMP	~~Angelo-Santos-Phillips~~ <u>, Angelo R</u>	500 W Germantown Pike Ste 2265	~~Plym~~ <u>Meeting</u> ~~Miner~~ <u>Mt</u> ~~1946~~ <u>1946</u>	~~19462-1399~~ <u>484-533-3377</u>	~~484-533-3377~~ <u>484-533-3377</u>
PA	OPR	~~Jaret-Mitchell~~ <u>, Jaret Michael (Jaret)</u>	14 W Lightcap Rd	Pottstown	19464-3413	~~610/323-2105~~ <u>610-323-2105</u>
PA	OPR	~~Stew-Butler~~ <u>, E. Steward Jr. (Stew)</u>	602 N West End Blvd	Quakertown	18951-4100	~~215/538-8848~~ <u>215-538-8848</u>
PA	OPR	~~Scott-Keiser~~ <u>Filby, Shawn David (Shawn)</u>	~~2707-N-Meridian-Blvd~~ <u>4675 Perkiomen Ave</u>	Reading	~~49610-3334~~ <u>9606-3217</u>	~~484/877-1906~~ <u>610-779-5995</u>
PA	OPR	~~Shawn-Filby~~ <u>Keiser, Scott David (Scott)</u>	~~4675-Perkiomen-Ave~~ <u>2707 N Meridian Blvd</u>	Reading	~~49606-3217~~ <u>9610-3331</u>	~~610/779-5995~~ <u>484-877-1906</u>
PA	OPR	~~Jaret-Mitchell~~ <u>, Jaret Michael (Jaret)</u>	70 Buckwalter Rd Ste 1450	Royersford	19468-4500	~~610/948-1290~~ <u>610-948-1290</u>
PA	OPR	~~Jeff-Marble~~ <u>, Jeffrey Scott (Jeff)</u>	14665 Mount Airy Rd	Shrewsbury	17361-1433	~~717/235-4200~~ <u>717-235-4200</u>
PA	OPR	~~Gene-Ontjes~~ <u>, Gene K. (Gene)</u>	805 Baltimore Pike	Springfield	19064-2900	~~610/544-6050~~ <u>610-544-6050</u>
PA	OPR	~~Bruce-Herold~~ <u>, Bruce Edward (Bruce)</u>	1938 N Atherton St	State College	16803-1522	~~814/231-0900~~ <u>814-231-0900</u>
PA	<u>OPR</u>	~~OPRA~~ <u>Amanda</u> ~~Morris~~ <u>, Amanda Anne (Amanda)</u>	115 Plaza 611 ~~Lane~~ <u>Ln</u>	Stroudsburg	~~48360-18360~~ <u>7502</u>	~~570/534-4344~~ <u>570-534-4344</u>
PA	OPR	~~Jonathan-Stone~~ <u>, Jonathan Paul (Jonathan)</u>	4205 N 5th Street Hwy	Temple	19560-1737	~~610/810-1521~~ <u>610-810-1521</u>
PA	OPR	~~Richard-Winters~~ <u>, Richard D. (Richard)</u>	3621 Horizon Blvd	Treose	19053-4913	~~215/355-3500~~ <u>215-355-3500</u>
PA	OPR	~~Josh-McGrory~~ <u>, Joshua Thomas (Josh)</u>	45 W Street Rd	Warminster	18974-3201	~~215/773-8480~~ <u>215-773-8480</u>
PA	OPR	~~Josh-McGrory~~ <u>, Joshua Thomas (Josh)</u>	160 Easton Rd	Warrington	18976-2513	~~215/491-4500~~ <u>215-491-4500</u>
PA	OPR	~~Jay-Yanak~~ <u>, Jay Andrew (Jay)</u>	375 Washington Rd	Washington	15301-2701	~~724/222-0200~~ <u>724-222-0200</u>
PA	OPR	~~Ron-Trout~~ <u>Grimm, Joshua Alan (Josh)</u>	~~42101-Perry-Hwy~~ <u>319 E Lancaster Ave</u>	~~Wexford~~ <u>Wayne</u>	~~45090-8345~~ <u>9087-4201</u>	~~724/799-8380~~ <u>267-996-4952</u>
PA	OPR	~~John-Velarde~~ <u>Trout, William Ronald (Ron)</u>	~~2610-MacArthur-Rd~~ <u>12101 Perry Hwy</u>	~~Whitehall~~ <u>Wexfor</u> ~~d~~ <u>d</u>	~~48052-3817~~ <u>5090-8345</u>	~~610/432-2307~~ <u>724-799-8380</u>
PA	OPR	~~Mike-Tenaglia~~ <u>, Michael Nicholas (Mike)</u>	826 Lehigh Lifestyle Ctr	Whitehall	18052-5737	~~610/231-0303~~ <u>610-231-0303</u>
<u>PA</u>	<u>OPR</u>	<u>Velarde, Orlando Arturo (John)</u>	<u>2610 MacArthur Rd</u>	<u>Whitehall</u>	<u>18052-3817</u>	<u>610-432-2307</u>

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PA	OPR	~~Jeff-Snyder~~ <u>, Jeffrey E. (Jeff)</u>	989 Schechter Dr	Wilkes Barre	18702-6787	~~570/822-7400~~ <u>570-822-7400</u>
PA	~~TMP~~ <u>OP</u> <u>R</u>	~~C-Alexys-Brandon~~ <u>Tamasitis, Joseph Michael (Joe)</u>	2500 W Moreland Rd Ste 3066	Willow Grove	19090-4029	~~215/657-7676~~ <u>215-657-7676</u>
PA	OPR	~~Lawrence~~ <u>-Kibunjah, Lawrence N. (Lawrence)</u>	2421 W Cheltenham Ave	Wyncote	19095-2945	~~215/885-2423~~ <u>215-885-2423</u>
PA	OPR	~~Cathy-Dallas~~ <u>, Cathy Jo (Cathy)</u>	2801 E Market St	York	17402-2406	~~717/757-7171~~ <u>717-757-7171</u>
PA	OPR	~~Chuck-Lambert~~ <u>, Charles Warren (Chuck)</u>	922 Loucks Rd	York	17404-2202	~~717/843-3333~~ <u>717-843-3333</u>
<u>PR</u>	<u>OPR</u>	<u>Chavez, Caitlin Grace (Caitlin)</u>	<u>250 Calle A Minillas Industrial Park</u>	<u>Bayamon</u>	<u>00959-1900</u>	<u>939-358-0161</u>
<u>PR</u>	<u>OPR</u>	<u>Gonzalez-Lopez, Luz Xiomara (Xiomara)</u>	<u>705 Ave. West Main</u>	<u>Bayamon</u>	<u>00961-4462</u>	<u>787-302-3033</u>
<u>PR</u>	<u>OPR</u>	<u>Olivo Morales, Juan (Juan)</u>	<u>545 Calle Del Mar</u>	<u>Hatillo</u>	<u>00659-2806</u>	

PR	OPR	~~Romero~~ , <u>Cristopher (Cris)</u>	<u>350 Carr 3 Ste 660</u>	<u>Humacao</u>	<u>00791-4746</u>	<u>787-389-0220</u>
PR	OPR	~~Burgos~~ , <u>Domingo (Mingo)</u>	<u>3305 Ave Baramaya, STE 106</u>	<u>Ponce</u>	<u>00728</u>	<u>939-900-1550</u>
RI	OPR	~~Williams~~ , <u>Jonas Randall (Jonas)</u>	<u>65 Bath St</u>	<u>Providence</u>	<u>02908-4846</u>	<u>401-244-5029</u>
RI	OPR	~~Toushoua~~ -Xiong, <u>Toushoua (Toushoua)</u>	1500 Bald Hill Rd	Warwick	02886-4267	~~401/616-3423~~ <u>401-615-3423</u>
SC	OPR	~~Tom~~ -Johnson, <u>Joseph Thomas Jr. (Tom)</u>	202 Eastgate Dr	Aiken	29803-7683	~~803/641-0366~~ <u>803-641-0366</u>
SC	OPR	~~Jon~~ -Holmes, <u>Jon D. (Jon)</u>	~~1641 E Greenville St~~ <u>3526 Clemson Blvd</u>	Anderson	~~29621-20062~~ <u>9621-1313</u>	~~864/261-8933~~ <u>864-375-9922</u>
SC	OPR	~~Jon~~ -Holmes, <u>Jon D. (Jon)</u>	~~3526 Clemson Blvd~~ <u>1641 E Greenville St</u>	Anderson	~~29621-13132~~ <u>9621-2006</u>	~~864/375-9922~~ <u>864-261-8933</u>
SC	OPR	~~Seth~~ -Scarpa, <u>Seth Anderson (Seth)</u>	2405 Boundary St	Beaufort	29906-3770	~~843/379-1101~~ <u>843-379-1101</u>
SC	OPR	~~Keith~~ -Clark, <u>Ronald Keith (Keith)</u>	9 Malphrus Rd	Bluffton	29910-6635	~~843/837-8140~~ <u>843-837-8140</u>
SC	OPR	~~Randy~~ -Goff, <u>James Randell (Randy)</u>	3902 Highway 9	Boiling Springs	29316-8500	~~864/578-9418~~ <u>864-578-9418</u>
SC	OPR	~~Kelley~~ -Myers, <u>Kelley Russell (Kelley)</u>	2211 W Dekalb St	Camden	29020-2070	~~803/425-0964~~ <u>803-425-0964</u>
SC	OPR	~~Jason Williams~~ <u>Campbell, John Newton III (Trey)</u>	~~849 Folly Rd~~ <u>2070 Sam Rittenberg Blvd Unit Fc5</u>	Charleston	~~29412-34342~~ <u>9407-4642</u>	~~843/795-9505~~ <u>843-556-0216</u>
SC	OPR	~~Megan Jacques~~ <u>Campbell, John Newton III (Trey)</u>	~~2013 Magwood Dr~~ <u>1656 Savannah Hwy</u>	Charleston	~~29414-57292~~ <u>9407-7869</u>	~~843/571-1209~~ <u>843-766-4202</u>
SC	OPR	~~Trey Campbell~~ <u>Jacques, Megan Guffee (Megan)</u>	~~1656 Savannah Hwy~~ <u>2013 Magwood Dr</u>	Charleston	~~29407-78692~~ <u>9414-5729</u>	~~843/766-4202~~ <u>843-571-1209</u>
SC	OPR	~~Trey Campbell~~ <u>Williams, Jason Charles (Jason)</u>	~~2070 Sam Rittenberg Blvd Unit FC5~~ <u>849 Folly Rd</u>	Charleston	~~29407-46422~~ <u>9412-3434</u>	~~843/556-0216~~ <u>843-795-9505</u>
SC	OPR	~~Herb~~ -Tyler, <u>Herbert Burnette Jr. (Herb)</u>	1061 Tiger Blvd	Clemson	29631-1416	~~864/654-4655~~ <u>864-654-4655</u>
SC	OPR	~~OPRAaron~~ <u>Ellison</u> <u>Ball, Donald M. Sr. (Don)</u>	~~5440 Forest Dr~~ <u>10136 Two Notch Rd Ste 103</u>	Columbia	~~29206-54012~~ <u>9229-4399</u>	~~803/738-1004~~ <u>803-865-9890</u>
SC	OPR	~~OPRAaron~~ <u>Ellison</u> <u>Bennett, Henry James Jr. (James)</u>	~~7515 Two Notch Rd~~ <u>901 Harden St</u>	Columbia	~~29223-62192~~ <u>9205-1003</u>	~~803/233-0203~~ <u>803-255-0232</u>
SC		~~OPRAaron~~	~~405 Killian Rd~~	~~Columbia~~	~~29203-9608~~	~~803/735-8881~~
SC	~~TMP~~ <u>OPR</u>	~~Andrew~~ -Brantley, <u>Andrew Campbell (Andrew)</u>	100 Columbiana Cir Ste 1284	Columbia	29212-2256	~~803/732-2570~~ <u>803-732-2570</u>
SC	OPR	~~Chris~~ -Eckert, <u>Christopher Michael (Chris)</u>	7424 Garners Ferry Rd	Columbia	29209-2601	~~803/783-7622~~ <u>803-783-7622</u>
SC	OPR	~~Don~~ -Ball ~~Ellison~~ , <u>Aaron Thor I (Aaron)</u>	~~10136 Two Notch Rd Ste 103~~ <u>5440 Forest Dr</u>	Columbia	~~29229-43992~~ <u>9206-5401</u>	~~803/865-9890~~ <u>803-738-1004</u>
SC	OPR	~~James Bennett~~ <u>Ellison, Aaron Thor I (Aaron)</u>	~~901 Harden St~~ <u>7515 Two Notch Rd</u>	Columbia	~~29205-10032~~ <u>9223-6219</u>	~~803/255-0232~~ <u>803-233-0203</u>
SC	OPR	~~Joe Jeffcoat~~ <u>Garcia, Laurel Shaffer (Laurel)</u>	~~294 Harbison Blvd~~ <u>229 Bush River Rd</u>	Columbia	~~29212-22322~~ <u>9210-7309</u>	~~803/749-6666~~ <u>803-772-4041</u>
SC	OPR	~~Laurel Garcia~~ <u>Jackson, Aaron David (Aaron)</u>	~~229 Bush River~~ <u>405 Killian Rd</u>	Columbia	~~29210-73092~~ <u>9203-9608</u>	~~803/772-4041~~ <u>803-735-8881</u>
SC	OPR	~~Jeffcoat~~ , <u>Joe Edmund (Joe)</u>	<u>294 Harbison Blvd</u>	<u>Columbia</u>	<u>29212-2232</u>	<u>803-749-2907</u>
SC	OPR	~~Paul~~ -Alverson, <u>Paul Williams III (Paul)</u>	1613 Church St	Conway	29526-2959	~~843/488-0042~~ <u>843-488-0042</u>
SC	OPR	~~Matt~~ -Thompson, <u>Matthew Ryan (Matt)</u>	1519 E Main St	Duncan	29334-9218	~~864/486-0311~~ <u>864-486-0311</u>
SC	OPR	~~Chad~~ -Saxon, <u>Chad Anthony (Chad)</u>	5175 Calhoun Memorial Hwy	Easley	29640-3863	~~864/855-6898~~ <u>864-855-6898</u>
SC	OPR	~~Drummond~~ , <u>Mark Rodgers (Mark)</u>	<u>2016 S Irby St</u>	<u>Florence</u>	<u>29505-3420</u>	<u>843-629-1703</u>
SC	OPR	~~Blake~~ -Pate, <u>Blakeney Morrow (Blake)</u>	2705 David H McLeod Blvd	Florence	29501-4043	~~843/665-1512~~ <u>843-665-1512</u>
SC	OPR	~~Chris~~ -Timmons, <u>Christopher Wayne (Chris)</u>	2701 David H McLeod Blvd # 1320	Florence	29501-4043	~~843/665-9259~~ <u>843-665-9259</u>
SC	OPR	~~Mark Drummond~~	~~2016 S Irby St~~	~~Florence~~	~~29505-3420~~	~~843/629-1703~~
SC	OPR	~~Michael~~ -Crosby, <u>John Michael (Michael)</u>	1600 Highway 160 W	Fort Mill	29708-8024	~~803/578-4030~~ <u>803-578-4030</u>
SC	OPR	~~John~~ -Leary, <u>John William (John)</u>	1704 W Floyd Baker Blvd	Gaffney	29341-1208	~~864/488-9278~~ <u>864-488-9278</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

SC	OPR	~~Chris Walker~~ , <u>Christopher Nelson (Chris)</u>	516 Saint James Ave	Goose Creek	29445-2793	~~843/233-2100~~ ~~843-553-2100~~
SC	<u>OPR</u>	~~OPRAudrey Chapman~~ <u>Bryant, Steven Jones (Steven)</u>	~~3890 Pelham Rd~~ <u>1544 Poinsett Hwy</u>	Greenville	~~29615-5011~~ ~~9609-2929~~	~~864/297-9912~~ ~~864-233-9700~~
SC	OPR	~~Brett Swanson~~ <u>Chapman, Audrey Saad (Audrey)</u>	~~1564 Laurens~~ <u>3890 Pelham Rd</u>	Greenville	~~29607-2508~~ ~~9615-5011~~	~~864/467-0593~~ ~~864-297-9912~~
SC	OPR	~~Brett Swanson~~	~~575 Haywood Rd~~	~~Greenville~~	~~29607-2710~~	~~864/234-5788~~
SC	OPR	~~Chuck Church~~ , <u>Edwin Newton Jr. (Chuck)</u>	1225 Woodruff Rd	Greenville	29607-5737	~~864/234-7747~~ ~~864-234-7747~~
SC	OPR	~~Keith Jordan~~ , <u>Douglas Keith (Keith)</u>	700 Haywood Rd Ste 102	Greenville	29607-2725	~~864/297-0648~~ ~~864-297-0648~~
SC	OPR	~~Steven Bryant~~ <u>Swanson, Brett Hunter (Brett)</u>	~~1544 Poinsett Hwy~~ <u>575 Haywood Rd</u>	Greenville	~~29609-2929~~ ~~9607-2710~~	~~864/233-9700~~ ~~864-234-5788~~
SC	OPR	~~Brian Whitaker~~ <u>Swanson, Brett Hunter (Brett)</u>	~~213 Highway 72 By-Pass~~ <u>1564 Laurens Rd</u>	~~Greenwood~~ <u>Greenville</u>	~~29649-29607~~ ~~2508~~	~~864/223-2251~~ ~~864-467-0593~~
SC	OPR	~~Brian Whitaker~~ , <u>Brian Kenneth (Brian)</u>	428 Bypass 72 NW	Greenwood	29649-1404	~~864/223-1477~~ ~~864-223-1477~~
SC	<u>OPR</u>	<u>Whitaker, Brian Kenneth (Brian)</u>	<u>213 Highway 72 By-Pass</u>	<u>Greenwood</u>	<u>29649</u>	<u>864-223-2251</u>
SC	OPR	~~Bill Tyler~~ , <u>William C. (Bill)</u>	1379 W Wade Hampton Blvd	Greer	29650-1145	~~864/848-5222~~ ~~864-848-5222~~
SC	<u>OPR</u>	~~OPRArthur Porter~~ , <u>Arthur Randall (Arthur)</u>	10032 Charlotte Hwy	Indian Land	29707-7135	~~803/548-8889~~ ~~803-548-8889~~
SC	OPR	~~Steve Arnold~~ , <u>Stephen B. (Steve)</u>	1007 Dutch Fork Rd	Irmo	29063-8785	~~803/732-1992~~ ~~803-732-1992~~
SC	OPR	~~Hunter Thompson~~ , <u>Lafe Hunter (Hunter)</u>	901 Hwy 9 Bypass West	Lancaster	29720	~~803/283-3232~~ ~~803-283-3232~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

SC	OPR	~~David Malone~~ , <u>Joshua David Jr. (David)</u>	917 E Main St Ste A	Laurens	29360-3617	~~864/682-4663~~ ~~864-715-3185~~
SC	OPR	~~Britt Sims~~ , <u>McKenzie Britt Cooper (Britt)</u>	4295 Sunset Blvd	Lexington	29072-9146	~~803/728-3144~~ ~~803-728-3144~~
SC	OPR	~~Josh Wynn~~ <u>Tucker, Howard Michael (Michael)</u>	~~5465 Platt Springs Rd~~ <u>5560 Sunset Blvd</u>	Lexington	~~29073-9260~~ ~~9072-9262~~	~~803/830-5611~~ ~~803-808-6317~~
SC	OPR	~~Michael Tucker~~ <u>Wynn, Joshua Adam (Josh)</u>	~~5560 Sunset Blvd~~ <u>5465 Platt Springs Rd</u>	Lexington	~~29072-9262~~ ~~9073-9260~~	~~803/808-6317~~ ~~803-830-5611~~
SC	OPR	~~Will Lane~~ , <u>William Michael (Will)</u>	2931 Paxville Hwy	Manning	29102-7993	~~803/473-2323~~ ~~803-473-2323~~
SC	OPR	~~Matt Webber~~ , <u>Matthew Eugene (Matt)</u>	135 W Butler Rd	Mauldin	29662-2534	~~864/297-0262~~ ~~864-297-0262~~
SC	OPR	~~Justin Clark~~ , <u>Justin Eric (Justin)</u>	601 N Highway 52	Moncks Corner	29461-3130	~~843/438-4308~~ ~~843-438-4308~~
SC	OPR	~~John Wrenn~~ <u>Malone, Joshua David Sr. (Josh)</u>	~~3102 Ironclad Aly~~ <u>653 Long Point Rd</u>	Mount Pleasant	~~29466-8355~~ ~~9464-8210~~	~~843/849-2281~~ ~~843-881-3857~~
SC	OPR	~~Josh Malone~~ , <u>Joshua David Sr. (Josh)</u>	1024 Johnnie Dodds Blvd	Mount Pleasant	29464-3107	~~843/881-6811~~ ~~843-881-6811~~
SC	OPR	~~Josh Malone~~ <u>Wrenn, John Porter (John)</u>	~~653 Long Point Rd~~ <u>3102 Ironclad Alley</u>	Mount Pleasant	~~29464-8210~~ ~~9466-8355~~	~~843/881-3857~~ ~~843-849-2281~~
SC	OPR	~~Steve Farmer~~ , <u>Steven Lee (Steve)</u>	4400 Highway 17	Murrells Inlet	29576-5026	~~843/652-9955~~ ~~843-652-9955~~
SC	OPR	~~Jeff Cash~~ , <u>Jeffrey Kent (Jeff)</u>	10131 N Kings Hwy	Myrtle Beach	29572-4021	~~843/272-0007~~ ~~843-272-0007~~
SC	OPR	~~Joette Smith~~ <u>Grant, Mary G. (Wendy)</u>	~~2000 Coastal Grand Cir Ste FC1~~ <u>1940 Mister Joe White Ave</u>	Myrtle Beach	~~29577-9607~~ ~~9577~~	~~843/445-7404~~ ~~843-445-6467~~
SC	OPR	~~Mike Peterson~~ , <u>Michael Wesley (Mike)</u>	2360 Dick Pond Rd	Myrtle Beach	29575-6512	~~843/293-3992~~ ~~843-293-3992~~
SC	OPR	~~Steve Rumley~~ , <u>Steven Alan Jr. (Steve)</u>	85 Rodeo Dr	Myrtle Beach	29579-9470	~~843/903-3322~~ ~~843-903-3322~~
SC	OPR	~~Wendy Grant~~ <u>Smith, Joette Lynch (Joette)</u>	~~1940 Mister Joe White Ave~~ <u>2000 Coastal Grand Cir Ste Fc1</u>	Myrtle Beach	~~29577-29577~~ ~~9607~~	~~843/445-6467~~ ~~843-445-7404~~
SC	<u>OPR</u>	<u>Dawkins, Jonathan Craig (Jon)</u>	<u>1065 Edgefield Road</u>	<u>North Augusta</u>	<u>29860</u>	
SC	OPR	~~Jon Dawkins~~ , <u>Jonathan Craig (Jon)</u>	1267 Knox Ave	North Augusta	29841-4048	~~803/202-3202~~ ~~803-202-3202~~

SC	OPR	~~Blind~~ , <u>Deborah Ann (Debbie)</u>	<u>4926 Centre Pointe Dr</u>	<u>North Charleston</u>	<u>29418-6927</u>	<u>843-744-9051</u>
SC	OPR	~~Chad~~ Burn, <u>Chad Clay (Chad)</u>	7616 Rivers Ave	North Charleston	29406-4012	~~843/797-0122~~ <u>843-797-0122</u>
SC	OPR	~~Daniel~~ Dickerson, <u>Daniel Rayburn (Daniel)</u>	8455 Dorchester Rd	North Charleston	29420-7307	~~843/767-1213~~ <u>843-767-1213</u>
SC	OPR	~~Debbie~~ Blind	<u>4926 Centre Pointe Dr</u>	<u>North Charleston</u>	<u>29418-6927</u>	<u>843/744-9051</u>
SC	TMP	~~Nic~~ Frye	<u>2150 Northwoods Blvd Unit B4</u>	<u>North Charleston</u>	<u>29406-4045</u>	<u>843/797-2341</u>
SC	OPR	~~Jeff~~ Cash, <u>Jeffrey Kent (Jeff)</u>	690 Highway 17 N	~~North Myrtle Beach~~	~~29582-2906~~	~~843/280-7882~~ <u>843-280-7882</u>
SC	OPR	~~Wayne~~ Murphy, <u>Wayne (Wayne)</u>	3559 Saint Matthews Rd	Orangeburg	29118-8217	~~803/534-7676~~ <u>803-534-7676</u>
SC	OPR	~~Chad~~ Saxon, <u>Chad Anthony (Chad)</u>	3420 Highway 153	Piedmont	29673-9405	~~864/295-8330~~ <u>864-295-8330</u>
SC	OPR	~~Chad~~ Sheley	<u>2415 Cherry Rd</u>	<u>Rock Hill</u>	<u>29732-2174</u>	<u>803/325-1323</u>
SC	OPR	~~Randy~~ Barfield, <u>Walter Ransford Jr. (Randy)</u>	2245 Dave Lyle Blvd	Rock Hill	29730-4973	~~803/980-8080~~ <u>803-980-8080</u>
SC	OPR	~~Herb~~ Tyler, <u>Chad Douglas (Chad)</u>	~~1612 Sandifer Blvd~~ <u>2415 Cherry Rd</u>	~~Seneca~~ <u>Rock Hill</u>	~~29678-0905~~ <u>29732-2171</u>	~~864/886-9080~~ <u>803-325-1323</u>
SC	OPR	~~Matt~~ Webber, <u>Tyler, Herbert Burnette Jr. (Herb)</u>	~~659 Fairview Rd~~ <u>1612 Sandifer Blvd</u>	~~Simpsonville~~ <u>Seneca</u>	~~29680-6706~~ <u>29678-0905</u>	~~864/962-5157~~ <u>864-886-9080</u>
SC	OPR	~~Matt~~ Webber, <u>Matthew Eugene (Matt)</u>	930 NE Main St	Simpsonville	29681-2010	~~864/962-1323~~ <u>864-962-1323</u>
SC	OPR	~~Ben~~ Moore, <u>Webber, Matthew Eugene (Matt)</u>	~~1995 E Main St~~ <u>659 Fairview Rd</u>	~~Spartanburg~~ <u>Simpsonville</u>	~~29307-2308~~ <u>29680-6706</u>	~~864/577-0801~~ <u>864-962-5157</u>
SC	TMP	~~Brandon~~ Powell, <u>Goff, James Randell (Randy)</u>	~~205 W Blackstock Rd Ste 630~~ <u>1790 Asheville Hwy</u>	Spartanburg	~~29301-1396~~ <u>29303-2008</u>	~~864/574-2144~~ <u>864-582-0093</u>
SC	OPR	~~Keith~~ Laws, <u>Keith E. (Keith)</u>	1503 Wo Ezell Blvd	Spartanburg	29301-2603	~~864/595-0478~~ <u>864-595-0478</u>
SC	OPR	~~Randy~~ Goff, <u>Moore, Benjamin S. (Ben)</u>	~~1790 Asheville Hwy~~ <u>1995 E Main St</u>	Spartanburg	~~29303-2008~~ <u>29307-2308</u>	~~864/582-0093~~ <u>864-577-0801</u>
SC	OPR	~~Chris~~ Walker, <u>Nadezhda (Nadia)</u>	~~1312 N Main St~~ <u>1726 State Rd</u>	Summerville	~~29483-7308~~ <u>29486-2754</u>	~~843/695-1112~~ <u>843-984-8989</u>
SC	OPR	~~Nadia~~ Andronovich, <u>Walker, Christopher Nelson (Chris)</u>	~~1726 State Rd~~ <u>1312 N Main St</u>	Summerville	~~29486-2754~~ <u>29483-7308</u>	~~843/984-8989~~ <u>843-695-1112</u>
SC	OPR	~~Scott~~ Richardson, <u>Warren Scott (Scott)</u>	~~1057 Broad St Ste 73~~ <u>375 Pinewood Rd</u>	Sumter	~~29150-2567~~ <u>29150-5442</u>	~~803/775-9072~~ <u>803-774-4455</u>
SC	OPR	~~Scott~~ Richardson, <u>Warren Scott (Scott)</u>	1170 Broad St	Sumter	29150-1946	~~803/905-2620~~ <u>803-905-2620</u>
SC	OPR	~~Todd~~ Bennett, <u>Anthony Todd (Todd)</u>	2801 Wade Hampton Blvd Ste C	Taylors	29687-2758	~~864/322-2300~~ <u>864-322-2300</u>
SC	OPR	~~Steven~~ Bryant, <u>Steven Jones (Steven)</u>	22 Benton Rd	Travelers Rest	29690-2168	~~864/834-2230~~ <u>864-834-2230</u>
SC	OPR	~~Britt~~ Sims, <u>McKenzie Britt Cooper (Britt)</u>	2299 Augusta Rd	West Columbia	29169-4523	~~803/939-1600~~ <u>803-939-1600</u>
SD	OPR	~~Jeremiah~~ Heiser, <u>Jeremiah Lee (Jeremiah)</u>	4005 W 41st St	Sioux Falls	57106-0702	~~605/275-1010~~ <u>605-275-1010</u>
ST	Type	Operator Name	Location Addr1	Location	Zip	Phone
TN	OPR	~~Frankie~~ Turner, <u>Francis J. (Frankie)</u>	1031 Hunters Xing	Alcoa	37701-1850	~~865/981-9993~~ <u>865-981-9993</u>
TN	OPR	~~Allen~~ Arant, <u>Allen Baird (Allen)</u>	2940 Kirby Whitten Rd	Bartlett	38134-2824	~~901/512-5391~~ <u>901-512-5391</u>
TN	OPR	~~Barry~~ Hooper, <u>Barry Wayne (Barry)</u>	330 Franklin Rd	Brentwood	37027-3280	~~615/373-4160~~ <u>615-373-4160</u>
TN	OPR	~~Josh~~ Horner, <u>Joshua Michael (Josh)</u>	360 Pinnacle Pkwy	Bristol	37620-5004	~~423/573-2032~~ <u>423-573-2032</u>
TN	OPR	~~Heath~~ Kyle, <u>Collins, Mitchell Roy (Mitch)</u>	~~639 Camp Jordan Pkwy~~ <u>2100 Hamilton Place Blvd Ste 313</u>	Chattanooga	~~37412-4250~~ <u>37421-6007</u>	~~423/498-4780~~ <u>423-894-3181</u>
TN	OPR	~~Mitch~~ Collins, <u>Mitchell Roy (Mitch)</u>	1804 Gunbarrel Rd	Chattanooga	37421-3129	~~423/485-0777~~ <u>423-485-0777</u>
TN	OPR	~~Mitch~~ Collins, <u>Goebeler, Nicholas Joseph (Nick)</u>	~~2100 Hamilton Place Blvd Ste 343~~ <u>5830 Brainerd Rd</u>	Chattanooga	~~37421-6007~~ <u>37411-5505</u>	~~423/894-3181~~ <u>423-855-9880</u>
TN	OPR	~~Nick~~ Goebeler, <u>Kitchen, Kristina Alexandra (Alex)</u>	~~5830 Brainerd Rd~~ <u>209 Northgate Mall</u>	Chattanooga	~~37411-5505~~ <u>37415-6940</u>	~~423/855-9880~~ <u>423-875-4771</u>
TN	OPR	~~Brittney~~ Pennington, <u>Kyle, Samuel Heath</u>	~~3096 Wilma Rudolph Blvd~~ <u>639 Camp</u>	~~Clarksville~~ <u>Chattanooga</u>	~~37040-5043~~	~~931/552-5511~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

		~~(Huff)~~ ~~David Blevins, David Paul (David)~~	~~1626 Madison St~~	~~Clarksville~~	~~37043-4911~~	~~931/648-4468~~
TN	OPR	~~David Blevins, David Paul (David)~~	~~1626 Madison St~~	~~Clarksville~~	~~37043-4911~~	~~931-648-4468~~
~~TN~~	~~OPR~~	~~Pennington, Brittney Carole (Brittney)~~	~~3096 Wilma Rudolph Blvd~~	~~Clarksville~~	~~37040-5014~~	~~931-552-5511~~
TN	OPR	~~Karen Colley, Karen Thomas (Karen)~~	~~1000 Paul Huff Pkwy NW~~	~~Cleveland~~	~~37312-29623~~	~~423/479-4232~~
		~~Karen Colley, Karen Thomas (Karen)~~	~~3890 Keith St Nw~~	~~Cleveland~~	~~7312-4336~~	~~423-728-5471~~
TN	OPR	~~Karen Colley, Karen Thomas (Karen)~~	~~3890 Keith St~~	~~Cleveland~~	~~37312-43363~~	~~423/728-5474~~
		~~Karen Colley, Karen Thomas (Karen)~~	~~1000 Paul Huff Pkwy NW~~	~~Cleveland~~	~~7312-2962~~	~~423-479-4232~~
TN	OPR	~~Grant Gibbs, Grant Stephen (Grant)~~	~~1036 W Poplar Ave~~	~~Collierville~~	~~38017-2505~~	~~901/853-1786~~
		~~Grant Gibbs, Grant Stephen (Grant)~~	~~1036 W Poplar Ave~~	~~Collierville~~	~~38017-2505~~	~~901-853-1786~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TN	OPR	~~Caleb Mathis, Stephen Caleb (Caleb)~~	~~605 S James Campbell Blvd~~	~~Columbia~~	~~38401-4333~~	~~931/380-3939~~
		~~Caleb Mathis, Stephen Caleb (Caleb)~~	~~605 S James Campbell Blvd~~	~~Columbia~~	~~38401-4333~~	~~931-380-3939~~
TN	OPR	~~Ben Prine, Benjamin Thomas (Ben)~~	~~1370 Interstate Dr~~	~~Cookeville~~	~~38501-4129~~	~~931/372-2665~~
		~~Ben Prine, Benjamin Thomas (Ben)~~	~~1370 Interstate Dr~~	~~Cookeville~~	~~38501-4129~~	~~931-372-2665~~
TN	OPR	~~Derek Allen, Derek Cole (Derek)~~	~~3381 N Main St~~	~~Crossville~~	~~38555-5455~~	~~931/707-7797~~
		~~Derek Allen, Derek Cole (Derek)~~	~~3381 N Main St~~	~~Crossville~~	~~38555-5455~~	~~931-707-7797~~
TN	OPR	~~Mitch Fielder Kish, Christopher E~~	~~2440 Lake Rd~~	~~Dyersburg~~	~~38024-1604~~	~~731/285-0880~~
		~~Mitch Fielder Kish, Christopher E~~	~~2440 Lake Rd~~	~~Dyersburg~~	~~38024-1604~~	~~731-285-0880~~
TN	OPR	~~Tommy Tipton, Thomas Alan (Tommy)~~	~~753 W Elk Ave~~	~~Elizabethton~~	~~37643-2516~~	~~423/297-1266~~
		~~Tommy Tipton, Thomas Alan (Tommy)~~	~~753 W Elk Ave~~	~~Elizabethton~~	~~37643-2516~~	~~423-297-1266~~
~~TN~~	~~OPR~~	~~Hammontree, Martha Jeanne (Jeanne)~~	~~2016 Columbia Ave~~	~~Franklin~~	~~37064-3999~~	~~615-794-8180~~
		~~Hammontree, Martha Jeanne (Jeanne)~~	~~2016 Columbia Ave~~	~~Franklin~~	~~37064-3999~~	~~615-794-8180~~
~~TN~~	~~OPR~~	~~Hammontree, Martha Jeanne (Jeanne)~~	~~203 Lathram Lane~~	~~Franklin~~	~~37064~~	
		~~Hammontree, Martha Jeanne (Jeanne)~~	~~203 Lathram Lane~~	~~Franklin~~	~~37064~~	
TN	OPR	~~Bill Pfaender, William Christian (Bill)~~	~~1122 Murfreesboro Rd~~	~~Franklin~~	~~37064-3007~~	~~615/595-1133~~
		~~Bill Pfaender, William Christian (Bill)~~	~~1122 Murfreesboro Rd~~	~~Franklin~~	~~37064-3007~~	~~615-595-1133~~
TN	OPR	~~Bill Pfaender, William Christian (Bill)~~	~~3063 Mallory Ln~~	~~Franklin~~	~~37067-8225~~	~~615/778-0055~~
		~~Bill Pfaender, William Christian (Bill)~~	~~3063 Mallory Ln~~	~~Franklin~~	~~37067-8225~~	~~615-778-0055~~
TN	OPR	~~David Speth, David C. (David)~~	~~1800 Galleria Blvd Ste 3060~~	~~Franklin~~	~~37067-6279~~	~~615/771-7300~~
		~~David Speth, David C. (David)~~	~~1800 Galleria Blvd Ste 3060~~	~~Franklin~~	~~37067-6279~~	~~615-771-7300~~
~~TN~~	~~OPR~~	~~Jeanne Hammontree~~	~~2016 Columbia Ave~~	~~Franklin~~	~~37064-3999~~	~~615/794-8180~~
		~~Jeanne Hammontree~~	~~2016 Columbia Ave~~	~~Franklin~~	~~37064-3999~~	~~615-794-8180~~
~~TN~~	~~OPR~~	~~Jeanne Hammontree~~	~~203 Lathram Lane~~	~~Franklin~~	~~37064~~	~~615/791-8030~~
		~~Jeanne Hammontree~~	~~203 Lathram Lane~~	~~Franklin~~	~~37064~~	~~615-791-8030~~
TN	OPR	~~Greg Garretson, Gregory George (Greg)~~	~~101 N Belvedere Dr~~	~~Gallatin~~	~~37066-5419~~	~~615/230-1945~~
		~~Greg Garretson, Gregory George (Greg)~~	~~101 N Belvedere Dr~~	~~Gallatin~~	~~37066-5419~~	~~615-230-1945~~
TN	OPR	~~Anthony House, Anthony Wade (Anthony)~~	~~1230 S Germantown Rd~~	~~Germantown~~	~~38138-2226~~	~~901/752-3966~~
		~~Anthony House, Anthony Wade (Anthony)~~	~~1230 S Germantown Rd~~	~~Germantown~~	~~38138-2226~~	~~901-249-7740~~
TN	OPR	~~Mitch Edge, Mitchel P. (Mitch)~~	~~2645 E Andrew Johnson Hwy~~	~~Greeneville~~	~~37745-0953~~	~~423/787-2035~~
		~~Mitch Edge, Mitchel P. (Mitch)~~	~~2645 E Andrew Johnson Hwy~~	~~Greeneville~~	~~37745-0953~~	~~423-787-2035~~
TN	OPR	~~Rich Luisi, Richard Christian (Rich)~~	~~1033 Glenbrook Way~~	~~Hendersonville~~	~~37075-1231~~	~~615/264-2330~~
		~~Rich Luisi, Richard Christian (Rich)~~	~~1033 Glenbrook Way~~	~~Hendersonville~~	~~37075-1231~~	~~615-264-2330~~
TN	OPR	~~Randy Atkins, Carl Randall Jr. (Randy)~~	~~305 Old Lebanon Dirt Rd~~	~~Hermitage~~	~~37076-2154~~	~~615/889-2177~~
		~~Randy Atkins, Carl Randall Jr. (Randy)~~	~~305 Old Lebanon Dirt Rd~~	~~Hermitage~~	~~37076-2154~~	~~615-889-2177~~
TN	OPR	~~Dean Kirstein, Dean E. (Dean)~~	~~5740 Highway 153~~	~~Hixson~~	~~37343-3727~~	~~423/877-5504~~
		~~Dean Kirstein, Dean E. (Dean)~~	~~5740 Highway 153~~	~~Hixson~~	~~37343-3727~~	~~423-877-5504~~
TN	OPR	~~Grant Edwards, Grant Stephen (Grant)~~	~~16 Tinker Hill Road~~	~~Jackson~~	~~38305-4918~~	~~731/882-7156~~
		~~Grant Edwards, Grant Stephen (Grant)~~	~~16 Tinker Hill Road~~	~~Jackson~~	~~38305-4918~~	~~731-882-7156~~
TN	OPR	~~Grant Edwards, Grant Stephen (Grant)~~	~~3 Stonebridge Blvd~~	~~Jackson~~	~~38305-2055~~	~~731/668-2919~~
		~~Grant Edwards, Grant Stephen (Grant)~~	~~3 Stonebridge Blvd~~	~~Jackson~~	~~38305-2055~~	~~731-668-2919~~
~~TN~~	~~OPR~~	~~Burchfield, Timothy Lynn (Tim)~~	~~3206 Peoples St~~	~~Johnson City~~	~~37604-4142~~	~~423-952-0031~~
		~~Burchfield, Timothy Lynn (Tim)~~	~~3206 Peoples St~~	~~Johnson City~~	~~37604-4142~~	~~423-952-0031~~
TN	OPR	~~Darrell Fowler, Darrell Johnson (Darrell)~~	~~2103 W Market St~~	~~Johnson City~~	~~37604-6024~~	~~423/232-2880~~
		~~Darrell Fowler, Darrell Johnson (Darrell)~~	~~2103 W Market St~~	~~Johnson City~~	~~37604-6024~~	~~423-232-2880~~
TN	OPR	~~Jimmy Lane, Jimmy Joe II (Jimmy)~~	~~2011 N Roan St Ste 38~~	~~Johnson City~~	~~37601-3118~~	~~423/282-4774~~
		~~Jimmy Lane, Jimmy Joe II (Jimmy)~~	~~2011 N Roan St Ste 38~~	~~Johnson City~~	~~37601-3118~~	~~423-282-4774~~
~~TN~~	~~OPR~~	~~Tim Burchfield~~	~~3206 Peoples St~~	~~Johnson City~~	~~37604-4142~~	~~423/952-0031~~
		~~Tim Burchfield~~	~~3206 Peoples St~~	~~Johnson City~~	~~37604-4142~~	~~423-952-0031~~
TN	OPR	~~John Tingle, John Frank (John)~~	~~1205 E Stone Dr~~	~~Kingsport~~	~~37660-4126~~	~~423/245-8881~~
		~~John Tingle, John Frank (John)~~	~~1205 E Stone Dr~~	~~Kingsport~~	~~37660-4126~~	~~423-245-8881~~
TN	OPR	~~David Jacobi Halliday, Roger Eddie (Eddie)~~	~~2082 Town Center Blvd~~	~~Knoxville~~	~~37922-6673~~	~~865/670-7604~~
		~~David Jacobi Halliday, Roger Eddie (Eddie)~~	~~4944 Kingston Pike~~	~~Knoxville~~	~~7919-5111~~	~~865-330-0044~~
TN	OPR	~~Eddie Halliday, Roger Eddie (Eddie)~~	~~4944 Kingston Pike~~	~~Knoxville~~	~~7919-5111~~	~~865/330-0044~~
		~~Eddie Halliday, Roger Eddie (Eddie)~~	~~7600 Kingston Pike~~	~~Knoxville~~	~~7919-5600~~	~~865-690-5447~~
TN	OPR	~~Eddie Halliday, Roger Eddie (Eddie)~~	~~7520 Kingston Pike~~	~~Knoxville~~	~~37919-5611~~	~~865/588-0100~~
		~~Eddie Halliday, Roger Eddie (Eddie)~~	~~7520 Kingston Pike~~	~~Knoxville~~	~~37919-5611~~	~~865-588-0100~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TN	OPR	~~Eddie Hamday~~ <u>Harb, Gregory A. (Greg)</u>	<u>N Broadway St</u>	Knoxville	<u>7918-2342</u>	<u>865-689-9661</u>
TN	OPR	~~Greg Harb~~ <u>Jacobi, David Gerard (David)</u>	<u>5100 N Broadway St</u>	Knoxville	<u>37918-23423</u>	<u>865/689-9661</u>
TN	OPR	~~Greg~~ <u>Jones, Gregory Scott (Greg)</u>	6564 Clinton Hwy	Knoxville	37912-1114	<u>865/947-2416</u>
TN	OPR	<u>Whittemore, Timothy Douglas (Tim)</u>	<u>7565 Mountain Grove Dr</u>	Knoxville	<u>37920-6754</u>	<u>865-381-9618</u>
TN	OPR	~~Marshall~~ <u>Wilkins, Marshall Lee (Marshall)</u>	11068 Parkside Dr	Knoxville	37934-1952	<u>865/675-7400</u>
TN	OPR	~~Marshall~~ <u>Wilkins, Marshall Lee (Marshall)</u>	9646 Kingston Pike	Knoxville	37922-2315	<u>865/691-7400</u>
TN	OPR	~~Tim~~ <u>Whittemore</u>	<u>7565 Mountain Grove Dr</u>	Knoxville	<u>37920-6754</u>	<u>865/381-9618</u>
TN	OPR	~~Carlton~~ <u>Beall, Carlton Norman Jr. (Carlton)</u>	706 S Cumberland St	Lebanon	37087-4110	<u>615/444-3005</u>
TN	OPR	<u>Justin</u> <u>Young, Justin Elliott (Justin)</u>	1009 Highway 321 N	Lenoir City	37771-6664	<u>865/816-3541</u>
TN	OPR	~~Todd~~ <u>Hunley, Steven Todd (Todd)</u>	2000 Gallatin Pike N	Madison	37115-2002	<u>615/851-4007</u>
TN	OPR	<u>England, Chandler Zachary (Chandler)</u>	<u>2690 Hillsboro Blvd</u>	Manchester	<u>37355</u>	<u>931-570-2355</u>
TN	OPR	~~Frankie~~ <u>Turner, Francis J. (Frankie)</u>	1767 W Broadway Ave	Maryville	<u>37801-5509</u>	<u>865/983-0878</u>
TN	OPR	~~David Cantey~~ <u>Arant, Allen Baird (Allen)</u>	<u>7072 Winchester Rd</u>	Memphis	<u>38125-20133</u>	<u>901/737-1778</u>
TN	OPR	~~Joe Miller~~ <u>Cantey, David Bryan (David)</u>	<u>6282 Poplar Ave</u>	Memphis	<u>38119-47133</u>	<u>901/766-1875</u>
TN	OPR	~~John~~ <u>Francisco</u>	<u>1980 Union Ave</u>	Memphis	<u>38104-4134</u>	<u>901/272-0511</u>
TN	OPR	~~Marc~~ <u>Clapp, Benjamin Marcus (Marc)</u>	2760 N Germantown Pkwy Ste 268	Memphis	38133-8156	<u>901/382-3280</u>
TN	OPR	~~Marc~~ <u>Clapp, Benjamin Marcus (Marc)</u>	2881 N Germantown Pkwy	Memphis	38133-8150	<u>901/381-4727</u>
TN	OPR	~~Matt Pruitt~~ <u>Francisco, John Charles (John)</u>	<u>4649 Summer</u>	Memphis	<u>38122-47573</u>	<u>901/410-2150</u>
TN	OPR	~~Scott~~ <u>Malone, Brian Scott (Scott)</u>	4916 Poplar Ave	Memphis	38117-5145	<u>901/820-0505</u>
TN	OPR	<u>Miller, Joe Robert (Joe)</u>	<u>6282 Poplar Ave</u>	Memphis	<u>38119-4713</u>	<u>901-766-1875</u>
TN	OPR	<u>Pruitt, Matthew Steven (Matt)</u>	<u>4649 Summer Ave</u>	Memphis	<u>38122-4757</u>	<u>901-410-2150</u>
TN	OPR	~~OPRA~~ <u>Alphonso Ruffin, Alphonso Jr. (Alphonso)</u>	8492 <u>US</u> Highway 51 N	Millington	38053-1515	<u>901/872-1115</u>
TN	OPR	~~Gary~~ <u>Robinson, Gary Anthony (Gary)</u>	2141 W Andrew Johnson Hwy	Morristown	37814-3203	<u>423/581-8181</u>
TN	OPR	~~Ray~~ <u>Daniel, Ray (Ray)</u>	401 S Mount Juliet Rd Ste 105	Mount Juliet	37122-6398	<u>615/773-7747</u>
TN	OPR	~~Beau~~ <u>Noblitt, Joseph Pinckney (Beau)</u>	2005 Old Fort Pkwy	Murfreesboro	37129-6908	<u>615/217-1351</u>
TN	OPR	~~Beau~~ <u>Noblitt, Joseph Pinckney (Beau)</u>	2116 Memorial Blvd	Murfreesboro	37129-5121	<u>615/617-3660</u>
TN	OPR	~~Barry~~ <u>Hooper, Barry Wayne (Barry)</u>	5805 Nolensville Pike	Nashville	37211-6501	<u>615/331-7723</u>
TN	OPR	~~John~~ <u>Moore, John Cleveland (John)</u>	2120 Rosa L Parks Blvd	Nashville	37228-1508	<u>615/743-3941</u>
TN	OPR	<u>Moore, John Cleveland (John)</u>	<u>1622 Church St</u>	Nashville	<u>37203-2920</u>	<u>615-549-5902</u>
TN	OPR	~~John~~ <u>Moore, John Cleveland (John)</u>	312 Rosa L Parks	Nashville	37243-1102	<u>615/239-1405</u>
TN	OPR	~~Susan~~ <u>Riley, Susan Lynn (Susan)</u>	2619 8th Ave S	Nashville	37204-2483	<u>615/383-3333</u>

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TN	OPR	~~Will~~ <u>Sims, Will Stanton (Will)</u>	<u>6500 Charlotte Pike</u>	Nashville	<u>37209-29043</u>	<u>615/352-1222</u>
TN	OPR	~~Will~~ <u>Sims, Will Stanton (Will)</u>	<u>7606 Highway 70 S</u>	Nashville	<u>37221-18523</u>	<u>615/994-1711</u>
TN	OPR	~~Logan~~ <u>McCay, Michael Logan (Logan)</u>	<u>357 S Illinois Ave</u>	Oak Ridge	<u>37830-6741</u>	<u>865/272-3251</u>

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						~~862-22-3251~~
TN	OPR	~~Dawson~~ -Halliday, Charles Dawson (Dawson)	8959 Old Lee Hwy	Ooltewah	37363-8655	~~423/269-6987~~ 423-269-6987
TN	OPR	Greg Jones, Gregory Scott (Greg)	540 E Emory Rd	Powell	37849-3519	~~865/512-1443~~ 865-512-1443
TN	OPR	Mandy Cooper, Amanda Michelle (Mandy)	1432 Parkway	Sevierville	37862-2845	~~865/908-2506~~ 865-908-2506
TN	OPR	Rowell, Terry Allen (Terry)	770 Winfield Dunn Pkwy	Sevierville	37876-5511	865-250-1506
TN	OPR	Womack, Katelyn Nicole (Katelyn)	756 North Main Street	Shelbyville	37160	931-639-6688
TN	OPR	~~Robert~~ -Weinmann, Robert Adam (Robert)	470 W Sam Ridley Pkwy	Smyrna	37167-5620	~~615/459-3290~~ 615-459-3290
TN	OPR	~~Murray~~ -Collier, Murray Preston (Murray)	4885 Main St	Spring Hill	37174-2725	~~615/302-0343~~ 615-302-0343
TN	OPR	Fielder, Mitchell Gregory (Mitch)	3334 Tom Austin Hwy	Springfield	37172	615-667-0224
TN	OPR	~~Joseph~~ -Seabolt, Joseph Howard Jr. (Joseph)	1708 N Jackson St	Tullahoma	37388-2232	~~931/222-4102~~ 931-222-4102
TX	OPR	~~Brian~~ -LaCroix, Brian Howard (Brian)	3130 S Clack St	Abilene	79606-2203	~~325/691-0414~~ 325-691-0414
TX	~~TMPOP~~ R	~~Veronica Vasquez~~ Pulley, Mark David (Mark)	1750 State Highway 351	Abilene	79601-4748	~~325/672-8844~~ 325-776-8168
TX	OPR	~~Paul~~ -Kulas, Paul Justin (Paul)	3781 Belt Line Rd	Addison	75001-4302	~~972/247-3232~~ 972-247-3232
TX	OPR	Kandler, Michael Arthur (Michael)	2273 E. Main St	Alice	78332	361-415-2318
TX	OPR	~~Niel~~ -Brown, William Nielsen (Niel)	350 E Stacy Rd	Allen	75002-8762	~~972/678-3004~~ 972-678-3001
TX	OPR	~~Niel~~ -Brown, William Nielsen (Niel)	902 W McDermott Dr	Allen	75013-6502	~~214/495-9540~~ 214-495-9540
TX	OPR	~~Craig~~ -Newman, Craig Mitchell (Craig)	2018 E Highway 6	Alvin	77511-8507	~~281/585-9911~~ 281-585-9911
TX	~~TMPOP~~ R	~~Allie~~ -Brinza, Allie Jean (Allie)	4510 S Coulter St	Amarillo	79119-6454	~~806/468-8885~~ 806-468-8885
TX	OPR	~~Joshua Raef~~ LaMarca, Lisa Ann (Lisa)	~~2525 S Georgia St~~ 5544 W Amarillo Blvd	Amarillo	~~79109-1926~~ 9106-4135	~~806/358-8055~~ 806-353-1350
TX	OPR	~~Joshua Raef~~ , Joshua Paul (Joshua)	7701 W Interstate 40 Ste 132	Amarillo	79121-0132	~~806/355-1848~~ 806-355-1848
TX	OPR	~~Lisa LaMarca~~ Raef, Joshua Paul (Joshua)	~~5544 W Amarillo Blvd~~ 2525 S Georgia St	Amarillo	~~79106-4135~~ 9109-1926	~~806/353-1350~~ 806-358-8055
TX	OPR	~~Luke~~ -Longino, Luke Gregory (Luke)	513 S Central Expy	Anna	75409-4904	~~469/840-4454~~ 469-840-4454
TX	OPR	~~Carmenza Moreno~~ Hassler, Tiffany Ann (Tiffany)	~~1505 N Collins St~~ 4901 West Sublett Road	Arlington	~~76011-4941~~ 6017	~~817/548-7700~~ 817-563-4999
TX	~~TMPOP~~ R	~~David Allison~~ Hassler, Tiffany Ann (Tiffany)	~~3811 S Cooper St~~ 4412 Little Rd	Arlington	~~76015-4120~~ 6016-5605	~~817/472-9917~~ 817-483-0964
TX	OPR	~~Tiffany Hassler~~ , Wayne E. (Wayne)	~~4412 Little Rd~~ 4700 S Cooper St	Arlington	~~76016-5605~~ 6017-5925	~~817/483-0964~~ 817-465-6631
TX	OPR	~~Tiffany Hassler~~ Moreno, Carmenza Maria (Carmenza)	~~4901 West Sublett Road~~ 1505 N Collins St	Arlington	~~76017-6011~~ 4941	~~817/563-4999~~ 817-548-7700
TX	~~OPR~~ TM P	~~Wayne Hassler~~ Canan, Saide	~~4700~~ 3811 S Cooper St	Arlington	~~76017-5925~~ 6015-4120	~~817/465-6631~~ 817-472-9917
TX	OPR	Campos, Edward Charles (Ed)	12901 I-35 N Service Road Bldg 14	Austin	78753	512-990-2424
TX	OPR	~~Bruce~~ -Crisler, Bruce Alan (Bruce)	13229 Ranch Road 620 N	Austin	78717-1011	~~512/258-0441~~ 512-258-0441
TX	OPR	~~Cliff Green~~ Glover, Jeffrey Don (Jeff)	~~503 W Martin Luther King Jr Blvd~~ 12501 N Mo Pac Expy	Austin	~~78701-1230~~ 8758-2980	~~512/473-8651~~ 512-977-0747
TX	OPR	~~Ed Campos~~ Glover, Jeffrey Don (Jeff)	~~12901 I-35 N Service Road Bldg~~ 4410901 Research Blvd SVRD NB	Austin	~~78753~~ 78759-5719	~~512/990-2424~~ 512-343-1989
TX	OPR	Green, Clifford Vernon (Cliff)	503 W Martin Luther King Jr Blvd	Austin	78701-1230	512-473-8651
TX	OPR	~~Jamie~~ -Harris, James Benjamin (Jamie)	161 W Slaughter Ln Ste M	Austin	78748-1773	~~512/282-4200~~ 512-282-4200
TX	OPR	~~Jeff Glover~~ Massey, Carlton Kenneth (Ken)	~~10901 Research Blvd Svrd NB~~ 5033-D US 290 West	Austin	~~78759-5719~~ 8735	~~512/343-1989~~ 512-358-9125
TX	OPR	~~Jeff Glover~~ Massey, Carlton Kenneth (Ken)	~~12501 N MO Pac Expy~~ 500 E Ben White Blvd	Austin	~~78758-2980~~ 8704-7470	~~512/977-0747~~ 512-707-8119

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TX	OPR	~~Ken Massey~~ <u>Thamson-Nguyen, Thamson Nick (Thamson)</u>	~~600 Congress Ave Ste C150~~ <u>7710 N FM 620 Rd Unit 9</u>	Austin	~~78701-2987~~ <u>78735-78726-4403</u>	~~512-551-2200~~ <u>512-523-6463</u>
TX	OPR	~~Ken Massey~~ <u>Ortego, Mark Brian (Mark)</u>	~~5033-D US-290 West~~ <u>7710 N FM 620 Rd Unit 9</u>	Austin	~~78735-78726-4403~~ <u>512-219-9082</u>	~~512-482-8030~~ <u>512-482-8030</u>
TX	OPR	~~Luke~~ <u>Steigmeyer, Lucas Michael (Luke)</u>	600 Congress Ave Ste C150	Austin	78701-2987	~~512-482-8030~~ <u>512-482-8030</u>
TX	OPR	~~Mark Ortego~~	~~7710 N FM 620 Rd Unit 9~~	Austin	~~78726-4403~~	~~512-219-9082~~
TX	OPR	~~Ryan~~ <u>Taylor, William Ryan (Ryan)</u>	2901 S Capital of Texas Hwy Ste VC8	Austin	78746-8112	~~512-523-6463~~ <u>512-523-6463</u>
TX	OPR	~~Thamson-Nguyen~~	~~465 Hargraves Dr~~	Austin	~~78737-4795~~	~~512-551-2200~~
TX	OPR	~~Matt~~ <u>Arnett, Matthew Thomas (Matt)</u>	4455 Fredericksburg Rd	~~Bkms Heights~~ <u>Hghts 800-198</u>	~~78201-1956~~	~~210-910-6330~~ <u>210-910-6330</u>
TX	OPR	~~Ryan~~ <u>Saum, Ryan James (Ryan)</u>	721 Highway 71 W	Bastrop	78602-4036	~~512-332-2000~~ <u>512-332-2000</u>
TX	OPR	~~Edmond Long~~ <u>Burnside, Nicholas Dale (Nick)</u>	~~8738 N Highway 146~~ <u>5512 7th St</u>	~~Baytown~~ <u>Bay City</u>	~~77523-70087~~ <u>7414-9499</u>	~~281-573-4573~~ <u>979-476-5926</u>
TX	OPR	~~Taylor~~ <u>Henckel, Brett Taylor (Taylor)</u>	4053 East Fwy	Baytown	77521-8271	~~281-917-7881~~ <u>281-917-7881</u>
TX	OPR	~~Taylor~~ <u>Henckel, Brett Taylor (Taylor)</u>	5006 Garth Rd	Baytown	77521-2135	~~281-421-5087~~ <u>281-421-5087</u>
TX	OPR	~~Robert Henckel~~ <u>Long, Edmond Ira Jr. (Edmond)</u>	~~3825 College St~~ <u>8738 N Highway 146</u>	~~Beaumont~~ <u>Baytown</u>	~~77701-46217~~ <u>7523-7008</u>	~~409-835-8114~~ <u>281-573-4573</u>
TX	OPR	~~Robert~~ <u>Henckel, Robert Dale (Robert)</u>	4050 Dowlen Rd	Beaumont	77706-6849	~~409-347-4800~~ <u>409-347-4800</u>
TX	OPR	~~Henckel, Robert Dale (Robert)~~	~~3825 College St~~	~~Beaumont~~	~~77701-4621~~	~~409-835-8114~~
TX	OPR	~~Vanessa~~ <u>Bales, Vanessa L. (Vanessa)</u>	1850 Central Dr	Bedford	76021-5890	~~682-300-5357~~ <u>682-300-5357</u>
TX	OPR	~~Darryl~~ <u>Zavodny, Darryl Allan (Darryl)</u>	3600 Ranch Road 620 S Ste C	Bee Cave	78738-6875	~~512-263-5300~~ <u>512-263-5300</u>
TX	OPR	~~Sykora, David Landon (David)~~	~~1595 N I-35 Frontage Rd~~	~~Bellmead~~	~~76705~~	~~254-296-8253~~
TX	OPR	~~Jeremy~~ <u>Kirwan, Jeremy Lee (Jeremy)</u>	8800 Highway 377 S	Benbrook	76126-3440	~~817-249-3900~~ <u>817-249-3900</u>
TX	OPR	~~OPRAlex~~ <u>AvilesMoyle, Katherine Koegler (Katie)</u>	~~2150 Ruben Torres Sr Blvd~~ <u>502 E FM 700</u>	~~Brownsville~~ <u>Big Spring</u>	~~78526-28647~~ <u>9720-5716</u>	~~956-504-7222~~ <u>432-897-0351</u>

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TX	OPR	~~Allen~~ <u>Andrew Jenson (Drew)</u>	~~1161 US HWY 290 E~~	~~Brenham~~	~~77833~~	~~979-353-0222~~
TX	OPR	~~Alex~~ <u>Aviles, Rene Alexander (Alex)</u>	2370 N Expressway Ste 1348	Brownsville	78521-1223	~~956-541-4222~~ <u>956-541-4222</u>
TX	OPR	~~OPRAlex~~ <u>Aviles, Rene Alexander (Alex)</u>	4325 N Expressway # 77	Brownsville	78520-9479	~~956-350-9488~~ <u>956-350-9488</u>
TX	OPR	~~Aviles, Rene Alexander (Alex)~~	~~2150 Ruben Torres Sr Blvd~~	~~Brownsville~~	~~78526-2864~~	~~956-504-7222~~
TX	OPR	~~Jose~~ <u>Hernandez, Jose Luis Jr. (Jose)</u>	3385 Boca Chica Blvd	Brownsville	78521-4201	~~956-541-2456~~ <u>956-541-2456</u>
TX	OPR	~~Bridget~~ <u>Jones, Bridget Nicole (Bridget)</u>	500 E Commerce St	Brownwood	76801-1820	~~325-510-3302~~ <u>325-510-3302</u>
TX	OPR	~~Dawson, Brent Ryan (Brent)~~	~~2210 Briarcrest Dr~~	~~Bryan~~	~~77802-5017~~	~~979-314-9844~~
TX	OPR	~~Blake~~ <u>Wilson, Robert Blake (Blake)</u>	1542 W Villa Maria Rd	Bryan	77807-2386	~~979-775-3794~~ <u>979-775-3794</u>
TX	OPR	~~Brent~~ <u>DawsonHoward, Timothy Reece (Reece)</u>	~~2210 Briarcrest Dr~~ <u>15500 S Interstate 35</u>	~~Bryan~~ <u>Buda</u>	~~77802-50177~~ <u>8610-3386</u>	~~979-314-9844~~ <u>512-400-4185</u>
TX	OPR	~~Reece~~ <u>HowardRyan, Gregory Stephen (Greg)</u>	~~15500 S Interstate 35~~ <u>111 Nw John Jones Dr</u>	~~Buda~~ <u>Burleson</u>	~~78610-33867~~ <u>6028-5154</u>	~~512-400-4185~~ <u>817-447-0106</u>
TX	OPR	~~Greg~~ <u>Ryan, Gregory Stephen (Greg)</u>	1105 N Burleson Blvd	Burleson	76028-7009	~~817-447-4552~~ <u>817-447-4552</u>
TX	OPR	~~Greg~~ <u>RyanAgnew, Macy Macall (Macy)</u>	~~411 NW John Jones Dr~~ <u>2425 Old Denton Rd</u>	~~Burleson~~ <u>Carrollton</u>	~~76028-51547~~ <u>5006-1330</u>	~~817-447-0106~~ <u>972-466-2412</u>
TX	OPR	~~Joseph~~ <u>Morris, Joseph Patrick (Joseph)</u>	387 E ~~FM~~ <u>Fm</u> 1382	Cedar Hill	75104-6038	~~972-293-0022~~ <u>972-293-0022</u>
TX	OPR	~~Priscilla~~ <u>Mendoza, Priscilla Chavez (Priscilla)</u>	1325 E Whitestone Blvd	Cedar Park	78613-7597	~~512-260-9777~~ <u>512-260-9777</u>

<u>TX</u>	<u>OPR</u>	<u>Haile, Tyler Reese (Tyler)</u>	<u>885 Cibolo Valley Drive</u>	<u>Cibolo</u>	<u>78108</u>	<u>210-300-2700</u>
TX	OPR	~~LaChelle~~ Cress, <u>LaChelle Nicole (LaChelle)</u>	321 Marina Bay Dr	~~Clarke~~ ~~Shores~~ <u>Shores</u> ~~75652~~ ~~8~~	~~77565-2686~~	~~281/535-1550~~ <u>281-535-1550</u>
TX	OPR	~~Matt~~ Flaniken, <u>Matthew Asa (Matt)</u>	801 W Henderson St	Cleburne	76033-4833	~~682/317-1040~~ <u>682-317-1040</u>
TX	OPR	~~Jerald~~ Huggins, <u>Jerald Eugene (Jerald)</u>	1700 Harvey Mitchell Pkwy S	College Station	77845-4296	~~979/704-5598~~ <u>979-704-5598</u>
TX	OPR	~~Jerald~~ Huggins, <u>Jerald Eugene (Jerald)</u>	~~1719 Texas Ave~~ <u>4431 State Highway 6</u> S	College Station	~~77840-3320~~ <u>7845-4428</u>	~~979/694-4500~~ <u>979-690-8822</u>
TX	OPR	~~Jerald~~ Huggins, <u>Jerald Eugene (Jerald)</u>	~~4431 State Highway 6~~ <u>1719 Texas Ave</u> S	College Station	~~77845-4428~~ <u>7840-3320</u>	~~979/690-8822~~ <u>979-694-4500</u>
TX	OPR	~~Zack~~ Price, <u>Zachary Thomas (Zack)</u>	5150 Colleyville Blvd	Colleyville	76034-5826	~~817/897-2287~~ <u>817-897-2287</u>
TX	OPR	~~Casey~~ Hughes, <u>Casey Dean (Casey)</u>	10057 Highway 242	Conroe	77385	~~936/280-0033~~ <u>936-280-0033</u>
TX	OPR	~~Casey~~ Hughes, <u>Casey Dean (Casey)</u>	~~3425 College Park Dr~~ <u>453 S Loop 336</u> W	Conroe	~~77384-4921~~ <u>7304-3303</u>	~~936/266-0416~~ <u>936-494-2991</u>
TX	OPR	~~Casey~~ Hughes, <u>Casey Dean (Casey)</u>	~~453 S Loop 336 W~~ <u>3425 College Park</u> Dr	Conroe	~~77304-3303~~ <u>7384-4921</u>	~~936/494-2991~~ <u>936-266-0416</u>
TX	OPR	~~Eddie~~ Kober, <u>Edward Manuel (Eddie)</u>	1321 W Davis St	Conroe	77304-2309	~~936/441-4480~~ <u>936-441-4480</u>
TX	OPR	~~Stephen~~ Kennedy, <u>Stephen Harper (Stephen)</u>	202 Robert Griffin III Blvd	Copperas Cove	76522-3197	~~254/542-1411~~ <u>254-542-1411</u>
TX	OPR	~~Brad~~ Slate, <u>John Bradley (Brad)</u>	4481 FM 2181	Corinth	76210-4216	~~940/498-1535~~ <u>940-498-1535</u>
TX	OPR	~~Denise Martinek~~ <u>Buentello, Yessica Estrada</u> (Yessica)	~~13701 Northwest Blvd~~ <u>5488 S Padre</u> Island Dr Ste 1014	Corpus Christi	~~78410-5114~~ <u>8411-4117</u>	~~361/387-0000~~ <u>361-991-3161</u>
<u>TX</u>	<u>OPR</u>	<u>Buentello, Yessica Estrada (Yessica)</u>	<u>4946 S Staples St</u>	<u>Corpus Christi</u>	<u>78411-3802</u>	<u>361-991-2499</u>
TX	~~IMPOP~~ ~~R~~	~~Jessica~~ Davis, <u>Jessica Nicole (Jessica)</u>	9601 S Padre Island Dr	Corpus Christi	78418-5127	~~361/504-0611~~ <u>361-504-0611</u>
TX	OPR	~~Kevin Sharp~~ <u>Martinek, Denise Y. (Denise)</u>	~~5929 Saratoga~~ <u>13701 Northwest</u> Blvd	Corpus Christi	~~78414-4102~~ <u>8410-5114</u>	~~361/906-0029~~ <u>361-387-0000</u>
TX	OPR	~~Paul~~ Rodriguez, <u>Pablo (Paul)</u>	4741 S Padre Island Dr	Corpus Christi	78411-4415	~~361/851-2135~~ <u>361-851-2135</u>
TX	OPR	~~Yessica Buentello~~ <u>Sharp, Kevin W. (Kevin)</u>	~~4946 S Staples St~~ <u>5929 Saratoga Blvd</u>	Corpus Christi	~~78411-3802~~ <u>8414-4102</u>	~~361/991-2499~~ <u>361-906-0029</u>
TX	OPR	~~Yessica Buentello~~ <u>Kosir, Dawn Rose (Dawn)</u>	~~5488 1903 S Padre Island Dr Ste~~ ~~1014~~ <u>US Highway 287</u>	~~Corpus~~ ~~Christi~~ <u>Corsicana</u>	~~78411-4117~~ <u>5110-9661</u>	~~361/991-3161~~ <u>430-222-3171</u>
TX	OPR	~~Dawn Kosir~~ <u>Pogue, Joshua Andrew (Josh)</u>	~~1903 S US Highway 287~~ <u>14041 FM</u> <u>2100 Rd</u>	~~Corsicana~~ <u>Crosby</u>	~~75110-9661~~ <u>7532-6153</u>	~~430/222-3171~~ <u>281-369-1016</u>
TX	OPR	~~Shawn~~ Self, <u>Shawn Michael (Shawn)</u>	11851 US Highway 380	Crossroads	76227-8215	~~940/365-2727~~ <u>940-365-2727</u>
TX	OPR	~~Chaluh~~ , David ~~Oakes~~ <u>Joseph (David)</u>	~~9823 Barker~~ <u>14011 Spring</u> Cypress Rd	Cypress	~~77433-5391~~ <u>7429-1964</u>	~~281/758-1240~~ <u>281-394-3991</u>
<u>TX</u>	<u>OPR</u>	<u>Kober, Norman Edward (Norm)</u>	<u>28644 Highway 290</u>	<u>Cypress</u>	<u>77433-4290</u>	<u>281-256-7120</u>
TX	OPR	~~Norm~~ Kober, <u>Norman Edward (Norm)</u>	25835 Highway 290	Cypress	77429-1049	~~281/256-2423~~ <u>281-256-2423</u>
TX	OPR	~~Norm~~ Kober <u>Oakes, David P. (David)</u>	~~28644 Highway 290~~ <u>10802 Fry Road</u>	Cypress	~~77433-4290~~ <u>7433</u>	~~281/256-7120~~ <u>832-529-1661</u>
TX	OPR	~~Carl Nelson~~ <u>Oakes, David P. (David)</u>	~~9386 Lyndon B Johnson Fwy~~ <u>9823</u> <u>Barker Cypress Rd</u>	~~Dallas~~ <u>Cypress</u>	~~75243-3468~~ <u>7433-5391</u>	~~469/330-8838~~ <u>281-758-1240</u>
<u>TX</u>	<u>OPR</u>	<u>Allen, Ryan Scott (Ryan)</u>	<u>4523 Frankford Rd</u>	<u>Dallas</u>	<u>75287-6824</u>	<u>972-732-6540</u>
<u>TX</u>	<u>OPR</u>	<u>Calva, Joshua Adam (Joshua)</u>	<u>1401 Elm St Ste 220</u>	<u>Dallas</u>	<u>75202-2935</u>	<u>214-748-4520</u>
<u>TX</u>	<u>OPR</u>	<u>Canales, Lori Michelle (Lori)</u>	<u>6176 Retail Rd Ste 100</u>	<u>Dallas</u>	<u>75231-7813</u>	<u>214-890-7551</u>
<u>TX</u>	<u>OPR</u>	<u>Elesawi, Noor Walid (Noor)</u>	<u>2429 W Wheatland Rd</u>	<u>Dallas</u>	<u>75237-3610</u>	<u>972-296-4090</u>
TX	OPR	~~Gabbard~~ , Christopher Gregg (Chris ~~Gabard~~)	8687 N Central Expy Ste 2386	Dallas	75225-4561	~~214/363-4627~~ <u>214-363-4627</u>
TX	OPR	~~Curt Kelly~~ <u>Green, Philip Jackson (Philip)</u>	~~15235 Montfort~~ <u>14897 Preston</u> Rd	Dallas	~~75248-6457~~ <u>5254-7863</u>	~~972/385-9449~~ <u>972-386-9774</u>
TX	OPR	~~Jeff Mulkey~~ <u>Gutteridge, Kyle Andrew (Kyle)</u>	~~1535 N Cockrell Hill~~ <u>7934 Arapaho</u> Rd	Dallas	~~75211-1315~~ <u>5248-4445</u>	~~214/331-2400~~ <u>469-617-1233</u>
TX	OPR	~~Jeff White~~ <u>Jacobs, Consuela Kennard</u>	~~6423 Hillcrest Ave~~ <u>3502 W Camp</u>	Dallas	~~75205-1852~~	<u>214/599-9944</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

		~~(Cousins)~~ ~~Jeff White~~ ~~Kelly, Curtis Durell III~~	~~7718 N Central Expy~~ ~~15235 Montfort Rd~~	~~Dallas~~	~~75206-19017~~ ~~5248-6457~~	~~214/691-6111~~ ~~972-385-9449~~
TX	OPR	~~Kristi Mead~~ ~~McPherson, William Travis (William)~~	~~12795 Midway~~ ~~12120 Inwood Rd~~	~~Dallas~~	~~75244-63337~~ ~~5244-8017~~	~~972/243-3309~~ ~~972-404-4727~~
TX	OPR	~~Kyle Gutteridge~~ ~~Mead, Kristi Layne (Kristi)~~	~~7934 Arapaho~~ ~~12795 Midway Rd~~	~~Dallas~~	~~75248-44457~~ ~~5244-6333~~	~~469/617-1233~~ ~~972-243-3309~~
TX	OPR	~~Lori Canales~~ ~~Mulkey, Jeffrey Dan (Jeff)~~	~~6176 Retail~~ ~~1535 N Cockrell Hill Rd Ste 400~~	~~Dallas~~	~~75231-78137~~ ~~5211-1315~~	~~214/890-7551~~ ~~214-331-2400~~
TX	OPR	~~Louie Murillo~~ ~~Louis Anthony (Louie)~~	~~3040 W Mockingbird Ln~~	~~Dallas~~	~~75235-5807~~	~~214/736-3866~~ ~~214-736-3866~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	~~Louie Murillo~~ ~~Louis Anthony (Louie)~~	~~3820 W Northwest Hwy~~	~~Dallas~~	~~75220-51607~~ ~~5220-5139~~	~~214/353-2266~~ ~~214-353-2266~~
TX	OPR	~~Michael Walkup~~ ~~Nelson, Carl E. (Carl)~~	~~9111 Garland Rd~~ ~~9386 Lyndon B Johnson Fwy~~	~~Dallas~~	~~75218-39367~~ ~~5243-3468~~	~~214/945-4232~~ ~~469-330-8838~~
TX	~~TMP~~ ~~OP~~ ~~R~~	~~Noor Elesawi~~ ~~Walkup, Michael C. (Michael)~~	~~2429 W Wheatland Rd~~ ~~11809 E Northwest Hwy~~	~~Dallas~~	~~75237-36107~~ ~~5218-1412~~	~~972/296-4090~~ ~~469-389-2330~~
TX	OPR	~~Philip Green~~ ~~Walkup, Michael C. (Michael)~~	~~14897 Preston~~ ~~9111 Garland Rd~~	~~Dallas~~	~~75254-78637~~ ~~5218-3936~~	~~972/386-9774~~ ~~214-945-4232~~
TX	OPR	~~Ryan Allen~~ ~~White, Jeffrey Clinton (Jeff)~~	~~4523 Frankford Rd~~ ~~7718 N Central Expy~~	~~Dallas~~	~~75287-68247~~ ~~5206-1901~~	~~972/732-6540~~ ~~214-691-6111~~
TX	OPR	~~William McPherson~~ ~~White, Jeffrey Clinton (Jeff)~~	~~12120 Inwood Rd~~ ~~6423 Hillcrest Ave~~	~~Dallas~~	~~75244-80177~~ ~~5205-1852~~	~~972/404-4727~~ ~~214-599-9944~~
TX	OPR	~~Jordan Fiala~~ ~~Ortega, Rodrigo (Rodrigo)~~	~~2207 Veterans Blvd~~	~~Del Rio~~	~~78840-3120~~	~~830/775-2902~~ ~~830-775-2902~~
TX	OPR	~~Rob Medders~~ ~~James Robert (Rob)~~	~~2801 W FM 120~~	~~Denison~~	~~75020~~	~~903/465-1615~~ ~~903-465-1615~~
TX	OPR	~~Matt Listi~~ ~~John Matthew (Matt)~~	~~1711 S Loop 288~~	~~Denton~~	~~76205-4833~~	~~940/382-8149~~ ~~940-382-8149~~
TX	OPR	~~Matt Pearson~~ ~~Jon Matthew (Matt)~~	~~2410 W University Dr~~	~~Denton~~	~~76201-1605~~	~~940/387-7883~~ ~~940-597-6274~~
TX	OPR	~~Michael Lee~~ ~~Michael Kevin (Michael)~~	~~1640 FM~~ ~~Fm 646 Rd W~~	~~Dickinson~~	~~77539-3392~~	~~281/337-1898~~ ~~281-337-1898~~
~~TX~~	~~OPR~~	~~Morris, Joseph Patrick (Joseph)~~	~~300 W Highway 67~~	~~Duncanville~~	~~75137-4413~~	~~972-283-6647~~
TX	OPR	~~Zadai Longoria-Cruz~~ ~~Zadai Esperanza (Zadai)~~	~~635 S Bibb Ave~~	~~Eagle Pass~~	~~78852-6359~~	~~830/335-2012~~ ~~830-335-2012~~
TX	OPR	~~Rudy Martinez~~ ~~Jose Fidel (Rudy)~~	~~1360 W University Dr~~	~~Edinburg~~	~~78539-2912~~	~~956/287-0805~~ ~~956-287-0805~~
TX	OPR	~~Rudy Martinez~~ ~~Jose Fidel (Rudy)~~	~~4300 S I-69C~~	~~Edinburg~~	~~78539~~	~~956/292-0120~~ ~~956-292-0120~~
TX	~~OPR~~	~~OPR~~ ~~Anthony Martinez~~ ~~Chavez, Sergio Denver (Sergio)~~	~~1300A Airway~~ ~~10721 Gateway South Blvd~~	~~El Paso~~	~~79925-22117~~ ~~9924~~	~~915/771-7870~~ ~~915-821-0624~~
~~TX~~	~~OPR~~	~~Hernandez, Rene Luis (Rene)~~	~~12240 Montana Ave~~	~~El Paso~~	~~79938-4851~~	~~915-857-5950~~
~~TX~~	~~OPR~~	~~Hernandez, Rene Luis (Rene)~~	~~1840 N Zaragoza Rd~~	~~El Paso~~	~~79936-7911~~	~~915-921-0610~~
TX	~~OPR~~	~~OPR~~ ~~Anthony Martinez~~ ~~Anthony (Anthony)~~	~~8401 Gateway Blvd W~~ ~~Suite M-05 Ste M05~~	~~El Paso~~	~~79925-56687~~ ~~9925-5644~~	~~915/779-1324~~ ~~915-779-1324~~
~~TX~~	~~OPR~~	~~Martinez, Anthony (Anthony)~~	~~1300 Airway Blvd # A~~	~~El Paso~~	~~79925-2211~~	~~915-771-7870~~
TX	OPR	~~Edgar Ortega~~ ~~Edgar (Edgar)~~	~~6450 N Desert Blvd~~	~~El Paso~~	~~79912-8506~~	~~915/581-2645~~ ~~915-581-2645~~
TX	OPR	~~Edgar Ortega~~ ~~Edgar (Edgar)~~	~~7597 N Mesa St~~	~~El Paso~~	~~79912-3505~~	~~915/842-8553~~ ~~915-842-8553~~
TX	OPR	~~Marc Zayas~~ ~~Marc Anthony (Marc)~~	~~1335 N Zaragoza Rd~~	~~El Paso~~	~~79936-7902~~	~~915/857-5452~~ ~~915-857-5452~~
~~TX~~	~~OPR~~	~~Rene Hernandez~~	~~12240 Montana Ave~~	~~El Paso~~	~~79938-4851~~	~~915/857-5950~~
~~TX~~	~~OPR~~	~~Rene Hernandez~~	~~1840 N Zaragoza Rd~~	~~El Paso~~	~~79936-7911~~	~~915/921-0610~~
TX	OPR	~~Sergio Chavez~~ ~~Zayas, Marc Anthony (Marc)~~	~~10721 Gateway South~~ ~~12141 Eastlake Blvd~~	~~El Paso~~	~~7992479928~~ ~~7809~~	~~915/821-0624~~ ~~915-249-6144~~
TX	OPR	~~Josh Ragsdale~~ ~~Joshua (Josh)~~	~~390 N Interstate Highway 45~~	~~Ennis~~	~~75119-3404~~	~~972/875-3452~~ ~~972-875-3452~~
TX	OPR	~~Ernie Flores~~ ~~Ernesto III (Ernie)~~	~~3003 State Highway 121~~	~~Eules~~	~~76039-4076~~	~~817/354-5654~~

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						817-234-5654
TX	OPR	~~Jason Driscoll~~ <u>Arthur, Kenneth Darren (Kenny)</u>	2001 ~~Long Prairie~~ <u>Justin</u> Rd	Flower Mound	~~75022-4222~~ <u>5028-3800</u>	~~972/691-5988~~ <u>972-691-3999</u>
TX	OPR	~~Kenny Arthur~~ <u>Driscoll, Jason Evan (Jason)</u>	2001 ~~Justin~~ <u>Long Prairie</u> Rd	Flower Mound	~~75028-3800~~ <u>5022-4222</u>	~~972/691-3999~~ <u>972-691-5988</u>
TX	OPR	~~Roger~~ <u>Clark, Roger Lee (Roger)</u>	900 E US Highway 80	Forney	75126-8613	~~972/564-3665~~ <u>972-564-3665</u>
TX	<u>OPR</u>	~~OPRAmy~~ <u>CapehartAlbrecht, Matthew Mark (Matt)</u>	~~4500 W Bailey Boswell Rd~~ <u>2900 Western Center Blvd</u>	Fort Worth	~~76179-4319~~ <u>6131-1332</u>	~~817/236-0130~~ <u>817-847-7384</u>
TX	OPR	~~Bruce Slone~~ <u>Bales, Vanessa L. (Vanessa)</u>	~~3200 Hulen St~~ <u>4332 Highway 360</u>	Fort Worth	~~76107-6172~~ <u>6155-2531</u>	~~817/737-4904~~ <u>469-999-3616</u>
TX	OPR	~~Dat Nguyen~~ <u>Capehart, Amy Michelle (Amy)</u>	~~549 Carroll St~~ <u>4500 W Bailey Boswell Rd</u>	Fort Worth	~~76107-2292~~ <u>6179-4319</u>	~~817/332-7111~~ <u>817-236-0130</u>
TX	OPR	~~Dusty Russell~~ <u>Janicek, H. Mike (Mike)</u>	~~5604 McPherson Blvd~~ <u>4913 Bryant Irvin Rd</u>	Fort Worth	~~76123-6023~~ <u>6132-3617</u>	~~817/297-4664~~ <u>817-423-8806</u>
TX	OPR	~~Gary~~ <u>Kasprzak, Gary M. (Gary)</u>	3580 Altamesa Blvd	Fort Worth	76133-5602	~~817/423-0222~~ <u>817-423-0222</u>
TX	OPR	~~Jeremy~~ <u>Kirwan, Jeremy Lee (Jeremy)</u>	4800 S Hulen St Ste 2105	Fort Worth	76132-1558	~~817/294-0094~~ <u>817-294-0094</u>
TX	OPR	~~Matt Albrecht~~ <u>Lamb, Sandra Denise (Sandy)</u>	~~2900 Western Center Blvd~~ <u>3588 Highway 114</u>	Fort Worth	~~76131-1332~~ <u>6177-2101</u>	~~817/847-7384~~ <u>682-831-1770</u>
TX	OPR	~~Mike Janicek~~ <u>Nguyen, Dat Tan (Dat)</u>	~~4913 Bryant Irvin Rd~~ <u>549 Carroll St</u>	Fort Worth	~~76132-3617~~ <u>6107-2292</u>	~~817/423-8806~~ <u>817-332-7111</u>
TX	OPR	~~Sandy Lamb~~	~~3588 Highway 114~~	~~Fort Worth~~	~~76177-2101~~	~~682/831-1770~~
TX	OPR	~~Sanel Thomas~~ <u>Pleasants, Scott Eugene (Scott)</u>	~~2811 N Main St~~ <u>2870 Heritage Trace Pkwy</u>	Fort Worth	~~76164~~ <u>76177-7580</u>	~~817/945-3956~~ <u>817-750-2440</u>
TX	OPR	~~Scott~~ <u>Pleasants, Scott Eugene (Scott)</u>	2401 N Tarrant Pkwy	Fort Worth	76177-2208	~~817/232-7300~~ <u>817-232-7300</u>
TX	OPR	~~Scott Pleasants~~ <u>Russell, John Dustin (Dusty)</u>	~~2870 Heritage Trace Pkwy~~ <u>5601 McPherson Blvd</u>	Fort Worth	~~76177-7580~~ <u>6123-6023</u>	~~817/750-2440~~ <u>817-297-4664</u>
TX	OPR	~~Vanessa Bales~~ <u>Slone, Bruce Wayne (Bruce)</u>	~~4332 Highway 360~~ <u>3200 Hulen St</u>	Fort Worth	~~76155~~ <u>76107-6172</u>	~~469/999-3616~~ <u>817-737-4904</u>
TX	<u>OPR</u>	<u>Thomas, Sanel (Sanel)</u>	<u>2811 N Main St</u>	<u>Fort Worth</u>	<u>76164</u>	<u>817-945-3956</u>
TX	<u>OPR</u>	~~OPRA~~ <u>Anthony Baragas, Anthony Michael (Anthony)</u>	1757 S Friendswood Dr	Friendswood	77546-5409	~~832/569-2259~~ <u>832-569-2259</u>
TX	OPR	~~Charles~~ <u>Gibson, Charles Allen (Charles)</u>	1 Baybrook Mall	Friendswood	77546-2700	~~281/480-7144~~ <u>281-480-7144</u>
TX	<u>OPR</u>	~~OPRA~~ <u>Aaron WilliamsCooper, Talton Charles III (Talton)</u>	~~7979 FM 423~~ <u>2601 Preston Rd Ste 2046</u>	Frisco	~~75036-3024~~ <u>5034-9002</u>	~~469/362-3930~~ <u>972-668-7230</u>
TX	OPR	~~Frieda~~ <u>Marroquin, Frieda Elizabeth (Frieda)</u>	~~5211 Eldorado~~ <u>5377 Dallas Pkwy</u>	Frisco	~~75033-8671~~ <u>5034-7921</u>	~~214/387-9887~~ <u>214-705-1887</u>
TX	OPR	~~Frieda~~ <u>Marroquin, Frieda Elizabeth (Frieda)</u>	~~5377 Dallas~~ <u>5211 Eldorado Pkwy</u>	Frisco	~~75034-7921~~ <u>5033-8671</u>	~~214/705-1887~~ <u>214-387-9887</u>
TX	OPR	~~Jay~~ <u>Schumacher, Jason Roy (Jay)</u>	8875 Preston Rd	Frisco	75034-5698	~~214/436-5419~~ <u>214-436-5419</u>
TX	~~TMP~~ <u>OPR</u>	~~Talton Cooper~~ <u>Williams, Robert Aaron (Aaron)</u>	~~2601 Preston Rd Ste 2046~~ <u>7979 FM 423</u>	Frisco	~~75034-9002~~ <u>5036-3024</u>	~~972/668-7230~~ <u>469-362-3930</u>
TX	OPR	~~Michael~~ <u>Clarke, Michael Patrick (Michael)</u>	1001 W Highway 82	Gainesville	76240-2532	~~940/284-1436~~ <u>940-427-1306</u>
TX	OPR	~~Jimmy~~ <u>Jernigan, Jimmy Edward (Jimmy)</u>	5425 N George Bush Hwy	Garland	75044-4801	~~972/496-6918~~ <u>972-496-6918</u>
TX	OPR	~~Ryan~~ <u>Southers, Ryan Bradley (Ryan)</u>	1031 W University Ave	Georgetown	78628-5338	~~512/930-4884~~ <u>512-930-4884</u>
TX	<u>OPR</u>	~~OPRA~~ <u>Aaron Grant, Aaron Langdon (Aaron)</u>	1011 E US Highway 377	Granbury	76048-2584	~~817/573-4424~~ <u>817-573-4424</u>
TX	OPR	~~Robin~~ <u>Harris, Robin Snegon (Robin)</u>	1225 W Pioneer Pkwy	Grand Prairie	75051-4915	~~972/602-6900~~ <u>972-602-6900</u>

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TX	OPR	~~Robin~~ <u>Harris, Robin Snegon (Robin)</u>	3970 S Carrier Pkwy	Grand Prairie	75052-6654	~~972/264-3100~~ <u>972-264-3100</u>
TX	OPR	~~Wayne~~ <u>Hassler, Wayne E. (Wayne)</u>	3041 W Camp Wisdom Rd	Grand Prairie	75052-4463	~~817/652-0804~~ <u>817-652-0804</u>

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TX	OPR	~~Clinton Cowden~~ <u>Boyd, Jarvis Ramon (Jarvis)</u>	~~1235 William D Tate Ave~~ <u>2255 E Grapevine Mills Cir</u>	Grapevine	~~76051-4031~~ <u>76051-4031</u>	~~817-488-4147~~ <u>817-488-4147</u>
TX	OPR	~~Jarvis Boyd~~ <u>Cowden, Clinton James (Clinton)</u>	~~1235 William D Tate Ave~~ <u>2255 E Grapevine Mills Cir</u>	Grapevine	~~76051-4031~~ <u>76051-4031</u>	~~817-488-4147~~ <u>817-488-4147</u>
TX	OPR	~~Cathy Miner~~ <u>Catherine Jo (Cathy)</u>	3130 Interstate Highway 30	Greenville	75402-7208	~~903-494-5720~~ <u>903-494-5720</u>
TX	OPR	~~Mike Tschirhart~~ <u>Michael Allen (Mike)</u>	5100 W Parkway St	Groves	77619-2920	~~409-962-5634~~ <u>409-962-5634</u>
TX	OPR	~~Brad Beeman~~ <u>Bradley Eugene (Brad)</u>	201 E Central Texas Expy	Harker Heights	76548-1887	~~254-690-2171~~ <u>254-690-2171</u>
TX	OPR	~~Francisco Castellanos~~	~~1021 Dixieland Rd~~	~~Harlingen~~	~~78552-5932~~	~~956/365-3833~~
TX	OPR	~~Francisco~~ <u>Castellanos, Francisco (Francisco)</u>	1814 South Business 77 Sunshine Strip Blvd.	~~Blvd.~~ Harlingen	78550-8275	~~956/412-0550~~ <u>956-412-0550</u>
TX	~~OPR~~	~~OPRAustin~~ <u>Rice <u>Castellanos, Francisco (Francisco)</u></u>	~~2267 W Sam Houston Pkwy N~~ <u>1021 Dixieland Rd</u>	~~Houston~~ <u>Harlingen</u>	~~77043-2308~~ <u>8552-5932</u>	~~713/561-5596~~ <u>956-365-3833</u>
TX	OPR	~~Becky Chin~~ <u>Bringman, Michael Paul (Michael)</u>	~~5940 Gulf Fwy~~ <u>2416 US Highway 79 S</u>	~~Houston~~ <u>Henders</u>	~~77023-5416~~ <u>5654-4412</u>	~~713/924-4000~~ <u>430-243-3447</u>
TX	OPR	~~Becky Chin~~ <u>Anderson, Joseph Wilburn (Joseph)</u>	~~7007 Gulf Fwy~~ <u>10225 Almeda Genoa Rd</u>	Houston	~~77087-2503~~ <u>7075-2421</u>	~~281/645-6288~~ <u>713-946-1800</u>
TX	OPR	~~Brad Munson~~ <u>Anthony-Garrett, Willie Marie (Willie)</u>	~~12935 State~~ <u>6895 Highway 2496 S</u>	Houston	~~77086-3332~~ <u>7083-3301</u>	~~281/445-6177~~ <u>281-568-0702</u>
TX	OPR	~~Branden Gibson~~ <u>Bradford, Wade Nichols (Wade)</u>	~~8609 Westheimer Rd~~ <u>6175 Highway 6 N</u>	Houston	~~77063-4204~~ <u>7084-1303</u>	~~713/278-2300~~ <u>281-855-9163</u>
TX	OPR	~~Cindy Smith~~ <u>Caddenhead, Kevin Ray (Kevin)</u>	~~21622 State Highway 249~~ <u>3635 Cypress Creek Pkwy</u>	Houston	~~77070-1646~~ <u>7068-3601</u>	~~281/374-6690~~ <u>281-895-0794</u>
TX	OPR	~~Colleen Pamphile~~ <u>Caddenhead, Kevin Ray (Kevin)</u>	~~12325 FM~~ <u>7007 Fm</u> 1960 Rd W	Houston	~~77065-4808~~ <u>7069-3601</u>	~~832/912-8227~~ <u>281-580-4303</u>
TX	OPR	~~Darlene Kober~~ <u>Chaluh, Nissim Jesse (Jesse)</u>	~~1174 Willowbrook Mall~~ <u>9799 S Post Oak Rd</u>	Houston	~~77070-5789~~ <u>7096-4302</u>	~~281/890-6613~~ <u>713-965-7444</u>
TX	OPR	~~David Oakes~~ <u>Chaluh, Nissim Jesse (Jesse)</u>	~~8440 Highway 6 N~~ <u>2715 Southwest Fwy</u>	Houston	~~77095-2004~~ <u>7098-4606</u>	~~281/550-9205~~ <u>713-523-2442</u>
TX	OPR	~~Drew Ellis~~ <u>Chaluh, Nissim Jesse (Jesse)</u>	~~1200 McKinney~~ <u>5001 Beechnut St Ste 363</u>	Houston	~~77010-2038~~ <u>7096-1502</u>	~~713/650-8081~~ <u>713-839-7700</u>
TX	OPR	~~Drew Ellis~~ <u>Chin, Rebecca Grace (Becky)</u>	~~2222 Shearn St~~ <u>7007 Gulf Fwy</u>	Houston	~~77007-3941~~ <u>7087-2503</u>	~~713/862-4311~~ <u>281-645-6288</u>
TX	OPR	~~Francisco Hernandez~~ <u>Chin, Rebecca Grace (Becky)</u>	~~11011 Northwest~~ <u>5940 Gulf Fwy</u>	Houston	~~77092-7311~~ <u>7023-5416</u>	~~713/956-8000~~ <u>713-924-4000</u>
TX	OPR	~~Francisco Hernandez~~ <u>DeCola, James Randall (James)</u>	~~13240 Northwest Fwy~~ <u>13412 Briar Forest Dr</u>	Houston	~~77040-6003~~ <u>7077-1904</u>	~~713/462-7698~~ <u>281-531-5503</u>
TX	OPR	~~Glenn Thigpen~~ <u>DeCola, Joseph Domnick (Joseph)</u>	~~9440 W Sam Houston Pkwy N~~ <u>13720 East Fwy</u>	Houston	~~77064-6347~~ <u>7015-5929</u>	~~281/477-7091~~ <u>713-455-3760</u>
TX	OPR	~~Graham Kilgore~~ <u>DeCola, Joseph Domnick (Joseph)</u>	~~14335~~ <u>5910</u> E Sam Houston Pkwy N	Houston	~~77044-6363~~ <u>7049-2505</u>	~~281/816-1020~~ <u>281-459-9553</u>
TX	OPR	~~Greg Kubala~~ <u>Deyo, Jason Alan (Jason)</u>	~~2606 S Kirkwood Rd~~ <u>11520 Pearland Pkwy</u>	Houston	~~77077-6691~~ <u>7089-2642</u>	~~281/759-5799~~ <u>281-528-1944</u>
TX	OPR	~~Greg Kubala~~ <u>Ellis, Sidney Drew (Drew)</u>	~~753 Dairy Ashford Rd~~ <u>1200 McKinney St Ste 363</u>	Houston	~~77079-5305~~ <u>7010-2038</u>	~~832/770-4576~~ <u>713-650-8081</u>
TX	OPR	~~James DeCola~~ <u>Ellis, Sidney Drew (Drew)</u>	~~13412 Briar Forest Dr~~ <u>2222 Shearn St</u>	Houston	~~77077-1904~~ <u>7007-3941</u>	~~281/531-5503~~ <u>713-862-4311</u>
TX	OPR	~~Jason Deyo~~	~~11520 Pearland Pkwy~~	~~Houston~~	~~77089-2642~~	~~281/528-1944~~
TX	OPR	~~Jeff Fortsch~~ <u>Jeffrey Michael (Jeff)</u>	6840 W Sam Houston Pkwy S	Houston	77072-5216	~~281/498-7800~~ <u>281-498-7800</u>
TX	OPR	~~Jesse Chaluh~~ <u>Gibson, Branden Ashford (Branden)</u>	~~2715 Southwest Fwy~~ <u>8609 Westheimer Rd</u>	Houston	~~77098-4606~~ <u>7063-4201</u>	~~713/523-2442~~ <u>713-278-2300</u>
TX	OPR	~~Jesse Chaluh~~	~~5001 Beechnut St~~	~~Houston~~	~~77096-1502~~	~~713/839-7700~~
TX	OPR	~~Jesse Chaluh~~	~~9799 S Post Oak Rd~~	~~Houston~~	~~77096-4302~~	
TX	OPR	~~Joe Glynn~~ <u>Joseph W. (Joe)</u>	4410 North Fwy	Houston	77022-3606	~~713/695-8888~~ <u>713-695-8888</u>
TX	OPR	~~Joe Glynn~~ <u>Joseph W. (Joe)</u>	925 North Loop W	Houston	77008-1765	~~713/861-6701~~ <u>713-861-6701</u>
TX	OPR	~~Jon Goolsby~~ <u>Jonathan Paul (Jon)</u>	165 West Rd	Houston	77037-1144	~~281/402-4005~~ <u>281-402-4005</u>
TX	OPR	~~Jon Goolsby~~ <u>Jonathan Paul (Jon)</u>	3955 Little York Rd	Houston	77093-3802	~~281/227-5810~~ <u>281-227-5810</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TX	OPR	~~Joseph DeCola~~ <u>Hernandez, Francisco</u> (Francisco)	~~143720 East 11011 Northwest Fwy~~ <u>Northwest Fwy</u>	Houston	~~77046-1800~~ <u>7040-6003</u>	~~713-462-7698~~
TX	OPR	~~Joseph DeCola~~ <u>Hernandez, Francisco</u> (Francisco)	~~43720 East 11011 Northwest Fwy~~	Houston	~~77015-59297~~ <u>7092-7311</u>	~~713-455-3760~~ <u>713-956-8000</u>
TX	OPR	~~Joseph DeCola~~ <u>Kilgore, Graham Bradley</u> (Graham)	~~5940 14335 E Sam Houston Pkwy N~~	Houston	~~77049-25057~~ <u>7044-6363</u>	~~281-459-9553~~ <u>281-816-1020</u>
TX	OPR	~~Juli Salvagio~~ <u>Kinney, Steven Dale Jr. (Steven)</u>	~~3401 W Holcombe Blvd 7539~~ <u>Southwest Fwy</u>	Houston	~~77025-15337~~ <u>7074-1903</u>	~~713-660-8200~~ <u>713-935-1520</u>
TX	OPR	~~Kevin Caddenhead~~ <u>Kinney, Steven Dale Jr. (Steven)</u>	~~3635 Cypress Creek Pkwy 5325 S Rice Ave~~	Houston	~~77068-36047~~ <u>7081-2735</u>	~~281-895-0794~~ <u>713-349-0234</u>
TX	OPR	~~Kevin Caddenhead~~ <u>Kober, Darlene Marie</u> (Darlene)	~~7007 FM 1960 Rd W 1174 Willowbrook Mall~~	Houston	~~77069-36047~~ <u>7070-5789</u>	~~281-580-4303~~ <u>281-890-6613</u>
TX	OPR	<u>Kubala, Greg Alan (Greg)</u>	<u>753 Dairy Ashford Rd</u>	Houston	<u>77079-5305</u>	<u>832-770-4576</u>
TX	OPR	<u>Kubala, Greg Alan (Greg)</u>	<u>2606 S Kirkwood Rd</u>	Houston	<u>77077-6691</u>	<u>281-759-5799</u>
TX	OPR	~~Rafael~~ <u>McLeod, Rafael David (Rafael)</u>	303 Memorial City Ste 385	Houston	77024-3246	~~713-467-6862~~ <u>713-467-6862</u>
TX	OPR	~~Rafael~~ <u>McLeod, Rafael David (Rafael)</u>	7660 Katy Fwy	Houston	77024-2002	~~713-686-8542~~ <u>713-686-8542</u>
TX	OPR	~~Rusty Wylie~~ <u>Munson, Brad Lee (Brad)</u>	~~19303 Katy Fwy 12935 State Highway 249~~	Houston	~~77094-10077~~ <u>7086-3332</u>	~~281-678-7174~~ <u>281-445-6177</u>
TX	OPR	~~Steven Kinney~~ <u>Pamphile, Colleen Karen</u> (Colleen)	~~5325 S Rice Ave 12325 Fm 1960 Rd W~~	Houston	~~77081-27357~~ <u>7065-4808</u>	~~713-349-0234~~ <u>832-912-8227</u>
TX	OPR	~~Steven Kinney~~ <u>Pierotti, David Tyler (Tyler)</u>	~~7539 Southwest Fwy 430 Cypress Creek Pkwy~~	Houston	~~77074-19037~~ <u>7090-3520</u>	~~713-935-1520~~ <u>281-444-4736</u>
TX	OPR	~~Sydnea Rutland~~ <u>Rice, Austin Travis (Austin)</u>	~~5015 Westheimer Rd Ste 1330 2267 W Sam Houston Pkwy N~~	Houston	~~77056-56267~~ <u>7043-2308</u>	~~713-840-8810~~ <u>713-561-5596</u>
TX	OPR	~~Tyler Pierotti~~ <u>Rutland, Sydnea Redwine</u> (Sydnea)	~~430 Cypress Creek Pkwy 8440 Highway 6 N~~	Houston	~~77090-35207~~ <u>7095-2004</u>	~~281-444-4736~~ <u>281-550-9205</u>
TX	OPR	<u>Ummara Sajid, Ummara (Ummara)</u>	1900 Nasa Pkwy	Houston	77058-3503	~~281-333-0003~~ <u>281-333-0003</u>
TX	OPR	~~Wade Bradford~~ <u>Salvagio, Julianne McMahon</u> (Juli)	~~6175 Highway 6 N 7900 Main St~~	Houston	~~77084-13037~~ <u>7025-2807</u>	~~281-855-9163~~ <u>713-395-3888</u>
TX	OPR	~~Willie Anthony Garrett~~ <u>Salvagio, Julianne McMahon</u> (Juli)	~~6895 Highway 6 S 3101 W Holcombe Blvd~~	Houston	~~77083-33047~~ <u>7025-1533</u>	~~281-568-0702~~ <u>713-660-8200</u>
TX	OPR	<u>Smith, Cynthia Diane (Cindy)</u>	<u>21622 State Highway 249</u>	Houston	<u>77070-1646</u>	<u>281-374-6690</u>
TX	OPR	<u>Thigpen, Michael Glenn (Glenn)</u>	<u>9440 W Sam Houston Pkwy N</u>	Houston	<u>77064-6317</u>	<u>281-477-7091</u>
TX	OPR	~~Philip Smith~~ <u>Wylie, Martin Russel (Rusty)</u>	~~98 Hudson Oaks Dr 19303 Katy Fwy~~	~~Hudson Oaks~~ <u>Houston</u>	~~76087-47057~~ <u>7094-1007</u>	~~682-231-8800~~ <u>281-578-7171</u>
TX	TMP	<u>Farol, Nicholas</u>	<u>5015 Westheimer Rd Ste 1330</u>	Houston	<u>77056-5626</u>	<u>713-840-8810</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	~~David Chaluh~~ <u>Smith, Philip Marcus (Philip)</u>	~~20131 Highway 59 N Ste 2106 98 Hudson Oaks Dr~~	~~Humble~~ <u>Hudson Oaks</u>	~~77338-23347~~ <u>6087-4705</u>	~~281-446-4255~~ <u>682-231-8800</u>
TX	OPR	~~Duane~~ <u>Johnston, Duane Lee (Duane)</u>	9525 N Sam Houston Pkwy E	Humble	77396-2936	~~281-441-5108~~ <u>281-441-5108</u>
TX	OPR	~~Matt Michaels~~ <u>Matthew John (Matt)</u>	19220 W Lake Houston Pkwy	Humble	77346-2180	~~281-852-9808~~ <u>281-852-9808</u>
TX	OPR	~~Matt Michaels~~ <u>Matthew John (Matt)</u>	19707 Highway 59 N	Humble	77338-3513	~~281-446-2331~~ <u>281-446-2331</u>
TX	TMP	<u>Baldwin, Bryan</u>	<u>20131 Highway 59 N Ste 2106</u>	Humble	<u>77338-2334</u>	<u>281-446-4255</u>
TX	OPR	~~Michael Sullivan~~ <u>Michael John (Michael)</u>	285 I-45 S.	Huntsville	77340	~~936-571-7100~~ <u>936-571-7100</u>
TX	OPR	~~Chuck Howard~~ <u>Cook, Charles Jackson (CJ)</u>	767 Grapevine Hwy	Hurst	76054-2805	~~817-485-3337~~ <u>817-485-3337</u>
TX	OPR	~~Rich Eager~~ <u>Richard A. Jr. (Rich)</u>	1101 Melbourne Rd Ste 2307	Hurst	76053-6212	~~817-595-4965~~ <u>817-595-4965</u>
TX	OPR	~~Rich Eager~~ <u>Richard A. Jr. (Rich)</u>	1475 W Pipeline Rd	Hurst	76053-4628	~~817-590-8889~~ <u>682-503-2400</u>
TX	OPR	~~Kyle Steck~~ <u>Kyle Edward (Kyle)</u>	200 Ed Schmidt Blvd	Hutto	78634-5551	~~512-846-4093~~ <u>512-846-4093</u>
TX	OPR	~~Ryan Smith~~ <u>Mayes, Michael Scott (Scott)</u>	~~2525 7850 N Belt Line Rd Macarthur Blvd~~	Irving	~~7506275063-7517~~	~~972-252-6699~~ <u>972-432-0101</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TX	OPR	~~Ryan~~ Smith, <u>Ryan David (Ryan)</u>	~~606255-A~~ <u>Irving Blvd</u>	Irving	~~75062-5288~~ <u>75062-5288</u>	~~972-252-0277~~ <u>972-252-6699</u>
TX	OPR	~~Scott~~ Mayes <u>Smith, Ryan David (Ryan)</u>	~~78505350~~ <u>5350 N MacArthur Blvd</u>	Irving	~~75063-7517~~ <u>5038-3101</u>	~~972/432-0101~~ <u>972-550-0277</u>
TX	OPR	~~Marybeth~~ Wade, <u>Mary Bauer (Marybeth)</u>	502 S Jackson St	Jacksonville	75766-2415	~~903/541-0330~~ <u>903-541-0330</u>
TX	OPR	~~Glenn~~ Thigpen, <u>Michael Glenn (Glenn)</u>	17430 Northwest Fwy	Jersey Village	77040-1009	~~713/983-8348~~ <u>713-983-8348</u>
TX	OPR	~~Baca~~ , <u>Amanda Rhea (Amanda)</u>	~~22159 FM 529 Rd~~	~~Katy~~	~~77493-5094~~	~~281-347-0039~~
TX	OPR	~~OPRA~~ ~~Amanda~~ <u>Baca, Amanda Rhea (Amanda)</u>	2826 W Grand Pkwy N	Katy	77449-1988	~~281/347-0040~~ <u>281-347-0040</u>
TX	OPR	~~Courtney~~ Holmes <u>Cavin, Cynthia Whitley (Cynthia)</u>	~~6635 FM 1463 Rd~~ <u>25601 Nelson Way</u>	Katy	~~7749477494~~ <u>5388</u>	~~281/392-1617~~ <u>281-391-5544</u>
TX	OPR	~~Cynthia~~ ~~Cavin~~ Holmes, <u>Courtney June (Courtney)</u>	~~25601 Nelson Way~~ <u>6635 FM 1463 Rd</u>	Katy	~~77494-5388~~ <u>7494</u>	~~281/391-5544~~ <u>281-392-1617</u>
TX	OPR	~~Rusty~~ Wylie, <u>Martin Russel (Rusty)</u>	23860 Westheimer Pkwy	Katy	77494-3609	~~281/395-1114~~ <u>281-395-1114</u>
TX	OPR	~~Rusty~~ Wylie, <u>Martin Russel (Rusty)</u>	369 S Mason Rd	Katy	77450-1746	~~281/579-9460~~ <u>281-579-9460</u>
TX	OPR	~~Elizabeth~~ Fritz, <u>Elizabeth Anne (Elizabeth)</u>	1002 Keller Pkwy	Keller	76248-3611	~~817/562-5561~~ <u>817-562-5561</u>
TX	OPR	~~Seth~~ White, <u>Seth Hadley (Seth)</u>	1060 Junction Hwy	Kerrville	78028-4902	~~830/257-6901~~ <u>830-257-6901</u>
TX	OPR	~~Darryl~~ Autry, <u>Darryl James (Darryl)</u>	~~910916~~ <u>N Kilgore St</u>	Kilgore	75662-5838	~~903/983-0304~~ <u>903-983-0304</u>
TX	OPR	~~Jay~~ Early, <u>James Madison IV (Jay)</u>	1400 E Central Texas Expy	Killeen	76541-9117	~~254/680-5473~~ <u>254-680-5473</u>
TX	OPR	~~Enrique~~ Baca, <u>Enrique Jr. (Enrique)</u>	2645 S US Highway 77	Kingsville	78363-2937	~~361/602-1050~~ <u>361-602-1050</u>
TX	OPR	~~Sarah~~ Sheridan <u>Derelioglu, Zack (Zack)</u>	~~4594 Kingwood~~ <u>195 Northpark Dr</u>	Kingwood	~~77345-2600~~ <u>7339-1543</u>	~~281/359-2012~~ <u>281-577-1025</u>
TX	OPR	~~Zack~~ ~~Derelioglu~~ Sheridan, <u>Sarah Katherine (Sarah)</u>	~~195 Northpark~~ <u>4594 Kingwood Dr</u>	Kingwood	~~77339-1543~~ <u>7345-2600</u>	~~281/577-1025~~ <u>281-359-2012</u>
TX	OPR	~~Joseph~~ Ramirez, <u>Joseph Anthony (Joseph)</u>	5289 Kyle Center Dr	Kyle	78640-6162	~~512/268-6741~~ <u>512-268-6741</u>
TX	OPR	~~Ron~~ Acosta, <u>Ronnie (Ron)</u>	9101 Spencer Hwy	La Porte	77571-3872	~~281/476-9599~~ <u>281-476-9599</u>
TX	OPR	~~OPRA~~ ~~April~~ Disisto, <u>April Smith (April)</u>	121 Highway 332 W # A	Lake Jackson	77566-4028	~~979/297-2595~~ <u>979-297-2595</u>
TX	OPR	~~Mike~~ Tipton, <u>Michael Alexander (Mike)</u>	6556 Lake Worth Blvd	Lake Worth	76135-3002	~~817/237-7779~~ <u>817-237-7779</u>
TX	OPR	~~De~~ Leon, <u>Ezequiel (Zeke)</u>	~~5000 San Dario Ave~~	~~Laredo~~	~~78041~~	~~956-729-1190~~
TX	OPR	~~Holley~~ , <u>Paul Michael (Paul)</u>	~~5300 North I-35, Suite 171~~	~~Laredo~~	~~78041~~	~~956-722-2328~~
TX	OPR	~~Manny~~ Maldonado, <u>Angel (Manny)</u>	2460 Monarch Dr	Laredo	78045-6574	~~956/764-0451~~ <u>956-764-0451</u>
TX	OPR	~~Marty~~ Speer, <u>Martha C. (Marty)</u>	1916 Bob Bullock Loop	Laredo	78043-9733	~~956/729-8846~~ <u>956-729-8846</u>
TX	OPR	~~Paul~~ Holley	~~5300 North I-35, Suite 171~~	~~Laredo~~	~~78041~~	~~956/722-2328~~
TX	OPR	~~Zeke~~ De Leon	~~5000 San Dario Ave~~	~~Laredo~~	~~78041~~	~~956/729-1190~~
TX	OPR	~~Travis~~ Powell, <u>Travis Elliott (Travis)</u>	2805 E League City Pkwy	League City	77573-3495	~~281/334-0426~~ <u>281-334-0426</u>
TX	OPR	~~Priscilla~~ Mendoza, <u>Priscilla Chavez (Priscilla)</u>	1205 S Highway 183	Leander	78641-1415	~~512/528-0944~~ <u>512-528-0944</u>
TX	OPR	~~Brett~~ Braddy, <u>Brett Gordon (Brett)</u>	483 E Round Grove Rd	Lewisville	75067-8308	~~972/315-3685~~ <u>972-315-3685</u>
TX	OPR	~~David~~ Huffman, <u>David James (David)</u>	1201 W Main St	Lewisville	75067-3430	~~972/353-3000~~ <u>972-353-3000</u>
TX	OPR	~~Justin~~ Belcher, <u>Justin Charles (Justin)</u>	1821 US Highway 190 W	Livingston	77351-4729	~~936/327-1058~~ <u>936-339-0129</u>
TX	OPR	~~Chuck~~ King, <u>Charles E. (Chuck)</u>	1740 W Loop 281	Longview	75604-2733	~~903/295-6633~~ <u>903-295-6633</u>
TX	OPR	~~Chuck~~ King, <u>Charles E. (Chuck)</u>	507 E Loop 281	Longview	75605-5001	~~903/663-6631~~ <u>903-663-6631</u>
TX	OPR	~~OPRTM~~ ~~P~~ <u>Jeremy Puckett</u> <u>Domingo, Juan</u>	3500 ~~McCann~~ <u>Mccann Rd</u>	Longview	75605-4406	~~903/753-3781~~ <u>903-753-3781</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TX	OPR	~~Brad Norris~~ <u>Cannon, David James (David)</u>	~~11425 Quaker Ave~~ <u>3210 W Loop 289</u>	Lubbock	~~79424-7693~~ <u>79407-3228</u>	~~806-798-6711~~ <u>806-796-7744</u>
~~TX~~	~~OPR~~	~~Brad Norris~~	~~8225 University Ave~~	~~Lubbock~~	~~79423-3111~~	~~806/748-3997~~
TX	OPR	~~Brandon~~ <u>Mulkey, Brandon Wayne (Brandon)</u>	6002 Slide Rd Ste 68252	Lubbock	79414-4334	~~806/797-2223~~ <u>806-797-2223</u>
TX	OPR	~~Brandon~~ <u>Mulkey, Brandon Wayne (Brandon)</u>	6416 82nd St	Lubbock	79424-0804	~~806/783-9500~~ <u>806-783-9500</u>
TX	OPR	~~Brandon~~ <u>Mulkey, Brandon Wayne (Brandon)</u>	6820 Slide Rd	Lubbock	79424-1506	~~806/798-1100~~ <u>806-798-1100</u>
TX	OPR	~~David Cannon~~ <u>Norris, Bradley R. (Brad)</u>	~~3210 W Loop 289~~ <u>11425 Quaker Ave</u>	Lubbock	~~79407-3228~~ <u>9424-7693</u>	~~806/796-7744~~ <u>806-698-6711</u>
~~TX~~	~~OPR~~	~~Norris, Bradley R. (Brad)~~	~~8225 University Ave~~	~~Lubbock~~	~~79423-3111~~	~~806-748-3997~~
TX	OPR	~~Tim~~ <u>Odom, Timothy Scott (Tim)</u>	312 University Ave	Lubbock	79415-3429	~~806/744-1564~~ <u>806-744-1564</u>
TX	OPR	~~Tim~~ <u>Odom, Timothy Scott (Tim)</u>	5705 4th St	Lubbock	79416-4241	~~806/784-0281~~ <u>806-784-0281</u>
TX	OPR	~~Brad~~ <u>Henckel, Bradley James (Brad)</u>	250 N John Redditt Dr	Lufkin	75904-2620	~~936/301-2442~~ <u>936-301-2442</u>
TX	OPR	~~Julie~~ <u>Walker, Julie Robertson (Julie)</u>	4605 S Medford Dr	Lufkin	75901-5626	~~936/634-2237~~ <u>936-634-2237</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	~~Kendrick~~ <u>Skipper, Kendrick Ryan (Kendrick)</u>	6543 ~~FM~~ <u>Fm</u> 1488 Rd	Magnolia	77354-2420	~~281/356-1865~~ <u>281-356-1865</u>
TX	OPR	~~Brad~~ <u>Breedlove, Brad Alan (Brad)</u>	1570 E Debbie Ln	Mansfield	76063-3342	~~817/717-2633~~ <u>817-717-2633</u>
TX	OPR	~~Don~~ <u>Gonzales, Donald Lee (Don)</u>	~~3200 E Broad St~~ <u>800 N Walnut Creek Dr</u>	Mansfield	~~76063-5625~~ <u>6063-1501</u>	~~817/453-1056~~ <u>817-473-2723</u>
TX	OPR	~~Don~~ <u>Gonzales, Donald Lee (Don)</u>	~~800 N Walnut Creek Dr~~ <u>3200 E Broad St</u>	Mansfield	~~76063-1501~~ <u>6063-5625</u>	~~817/473-2723~~ <u>817-453-1056</u>
TX	~~OPR~~	~~Alan~~ <u>Williams, Benjamin Alan (Alan)</u>	2105 N US Highway 281	Marble Falls	78654-4319	~~830/693-7777~~ <u>830-693-7777</u>
TX	OPR	~~David~~ <u>Snow, David Neil (David)</u>	1400 East End Blvd. North	Marshall	75670	~~903/202-2222~~ <u>903-202-2222</u>
TX	OPR	~~Luis Magdaleno~~ <u>Hancock, Michael Page (Michael)</u>	~~2709 W Nolana Ave~~ <u>1804 S 10th St</u>	~~McAllen~~ <u>McAllen</u>	~~78504-0029~~ <u>8503-5402</u>	~~956/686-7441~~
TX	OPR	~~Michael Hancock~~ <u>Magdaleno, Luis Miguel (Luis)</u>	~~1804 S 10th St~~ <u>2709 W Nolana Ave</u>	~~McAllen~~ <u>McAllen</u>	~~78503-5402~~ <u>8504-0029</u>	~~956/928-1161~~
TX	OPR	~~Rudy~~ <u>Martinez, Jose Fidel (Rudy)</u>	7340 N 10th St	McAllen	78504-9581	~~956/992-9027~~ <u>956-992-9027</u>
TX	OPR	~~Christy Davis~~ <u>Bridges, Matthew Neil (Matt)</u>	~~5001 W University Dr~~ <u>6201 Eldorado Pkwy</u>	~~McKinney~~ <u>Mckinney</u>	~~75071-75070~~ <u>5625</u>	~~469/384-2440~~ <u>972-369-0770</u>
TX	OPR	~~Don Westback~~ <u>Davis, Christy Dawn (Christy)</u>	~~2011~~ <u>5001</u> W University Dr	Mckinney	~~75071-2903~~ <u>5071</u>	~~972/569-8884~~
TX	OPR	~~Hank~~ <u>Durbin, Harry Gordon (Hank)</u>	8700 State Highway 121	~~McKinney~~ <u>Mckinney</u>	75070-3131	~~972/396-0100~~ <u>972-396-0100</u>
TX	OPR	~~Matt Bridges~~ <u>Westback, Donald Eugene (Don)</u>	~~6201 Eldorado Pkwy~~ <u>2011 W University Dr</u>	~~McKinney~~ <u>Mckinney</u>	~~75070-5625~~ <u>5071-2903</u>	~~972/369-0770~~ <u>972-569-8884</u>
TX	~~OPR~~	~~Amanda~~ <u>Esquivel, Amanda Michelle (Amanda)</u>	8007 E Expressway 83	Mercedes	78570-5053	~~956/903-4700~~ <u>956-903-4700</u>
TX	OPR	~~Roger~~ <u>Clark, Roger Lee (Roger)</u>	1600 N Town East Blvd	Mesquite	75150-4106	~~972/686-0067~~ <u>972-686-0067</u>
TX	OPR	~~Sam~~ <u>Wallis, Samuel L. (Sam)</u>	3054 Town East Mall	Mesquite	75150-4120	~~972/686-0091~~ <u>972-686-0091</u>
TX	~~OPR~~	~~Alejandra~~ <u>SolisFister, Ryan Joseph (Ryan)</u>	~~5120 Andrews Hwy~~ <u>4511 N Midkiff Rd Ste C19</u>	Midland	~~79703-4523~~ <u>9705-3238</u>	~~432/699-3000~~ <u>432-695-6093</u>
~~TX~~	~~OPR~~	~~Andy~~	~~4508 W Loop 250 N~~	~~Midland~~	~~79707-3168~~	~~432/697-5880~~
TX	OPR	~~Dianne~~ <u>Jones, Dianne E. (Dianne)</u>	2014 Rankin Hwy	Midland	79701-1801	~~432/425-3319~~ <u>432-425-3319</u>
TX	OPR	~~Jason~~ <u>Shaffer, Jason Lynn (Jason)</u>	25 Village Cir	Midland	79701-6344	~~432/687-1282~~ <u>432-687-1282</u>
TX	~~TMP~~ <u>OPR</u>	~~Ryan Fister~~ <u>Slatken, Andrew M. (Andy)</u>	~~4511~~ <u>4508 W Loop 250</u> ~~N Midkiff Rd Ste C19~~	Midland	~~79705-3238~~ <u>9707-3168</u>	~~432/695-6093~~ <u>432-697-5880</u>

<u>TX</u>	<u>OPR</u>	<u>Solis, Alejandra (Alejandra)</u>	<u>5120 Andrews Hwy</u>	<u>Midland</u>	<u>79703-4523</u>	<u>432-699-3000</u>
TX	OPR	~~John~~ -Millender, <u>John Paul (John)</u>	2010 FM 663	Midlothian	76065-6509	~~972/775-5743~~ <u>972-775-5713</u>
TX	OPR	~~Fed~~ -Venecia, <u>Teodoro Jr. (Ted)</u>	2501 E Interstate Highway 2	Mission	78572-6697	~~956/682-0055~~ <u>956-682-0055</u>
TX	OPR	~~Milton~~ -Kubala, <u>Milton Ted (Milton)</u>	6124 Highway 6	Missouri City	77459-3802	~~281/261-7100~~ <u>281-261-7100</u>
TX	OPR	~~Tony~~ -Levine, <u>Anthony Michael (Tony)</u>	9130 Highway 6	Missouri City	77459-5144	~~832/632-8800~~ <u>832-632-8800</u>
TX	OPR	~~Joseph~~ -Piotrowski, <u>Joseph John III (Joseph)</u>	20155 Eva St	Montgomery	77356-2007	~~936/597-6465~~ <u>936-597-6465</u>
TX	OPR	~~Matt-Webber~~ <u>Howard, Charles Martin (Chuck)</u>	~~447~~ <u>105</u> E ~~FM-544~~ <u>16th St</u>	~~Murphy~~ <u>Mount Pleasant</u>	~~75094-4004~~ <u>75455-2203</u>	~~972/509-2700~~ <u>903-202-0008</u>
TX	OPR	~~Ramsey Parr~~ <u>Webber, Matthew Dane (Matt)</u>	~~2804 North St~~ <u>117 E Fm 544</u>	~~Nacogdoches~~ <u>Murphy</u>	~~75965-2814~~ <u>5094-4001</u>	~~936/462-8681~~ <u>972-509-2700</u>
TX	OPR	~~Hal-Leedy~~ <u>Parr, Ramsey W. (Ramsey)</u>	~~4663 W State Highway 46~~ <u>2804 North St</u>	~~New Braunfels~~ <u>Nacogdoches</u>	~~78132-4737~~ <u>5965-2814</u>	~~830/626-0434~~ <u>936-462-8681</u>
TX	OPR	~~Michael~~ -Leal, <u>Michael Anthony (Mike)</u>	1031 S Walnut Ave	New Braunfels	78130-5973	~~830/620-1200~~ <u>830-620-1200</u>
<u>TX</u>	<u>OPR</u>	<u>Leedy, Hal Arthur (Hal)</u>	<u>1663 W State Highway 46</u>	<u>New Braunfels</u>	<u>78132-4737</u>	<u>830-626-0434</u>
TX	OPR	~~Zack~~ -Dereilioglu, <u>Zack (Zack)</u>	11877 N Grand Pkwy E	New Caney	77357-1839	~~281/354-3356~~ <u>281-354-3356</u>
TX	OPR	~~Danny~~ -Beltran, <u>Daniel Joe (Danny)</u>	5131 Rufe Snow Dr	North Richland Hills	~~76180-6004~~ <u>76180-6001</u>	~~817/281-8336~~ <u>817-281-8336</u>
TX	OPR	<u>St. Romain, Theron Joseph (T.J.-St. Romain)</u>	9130 N Tarrant Pkwy	North Richland Hills	~~76182-8676~~ <u>76182-8676</u>	~~817/485-7400~~ <u>817-485-7400</u>
<u>TX</u>	<u>OPR</u>	<u>Dunn, Russell Wayne (Rusty)</u>	<u>3805 E 42nd St</u>	<u>Odessa</u>	<u>79762-5947</u>	<u>432-550-7421</u>
TX	OPR	~~Brian-Garrison~~ <u>Dye, Denton Lincoln (Denton)</u>	4109 Faudree Rd	Odessa	79765-8511	~~432/614-4403~~ <u>432-215-9029</u>
TX	OPR	~~Nate~~ -Saxton, <u>Nathaniel Aaron (Nate)</u>	106 E University Blvd	Odessa	79762-7665	~~432/360-1020~~ <u>432-360-1020</u>
~~TX~~	~~OPR~~	~~Rusty Dunn~~	~~3805 E 42nd St~~	~~Odessa~~	~~79762-5947~~	~~432/550-7421~~
TX	OPR	~~Eric-Sienko~~ <u>Ashby, Kyle Ross (Kyle)</u>	3130 N 16th St	Orange	77630-2306	~~866/771-6961~~ <u>866-771-6961</u>
TX	OPR	~~Riley~~ -Emter, <u>Riley Wayne (Riley)</u>	1940 S Loop 256	Palestine	75801-5916	~~903/922-7168~~ <u>903-922-7168</u>
TX	OPR	~~Joe~~ -Gonzalez, <u>Jose Isabel (Joe)</u>	214 E Mile 3 Rd	Palmhurst	78573-5078	~~956/580-9991~~ <u>956-580-9991</u>
TX	OPR	~~Moises~~ -Hernandez, <u>Moises Eli (Moises)</u>	3420 Lamar Ave	Paris	75460-5046	~~903/224-3834~~ <u>903-224-3834</u>
TX	OPR	~~Luke~~ -Wilbanks, <u>Luke Patrick (Luke)</u>	3700 Spencer Hwy	Pasadena	77504-1114	~~832/384-8228~~ <u>832-384-8228</u>
TX	OPR	~~Luke~~ -Wilbanks, <u>Luke Patrick (Luke)</u>	5104 Fairmont Pkwy	Pasadena	77505-3728	~~281/998-2300~~ <u>281-998-2300</u>
<u>TX</u>	<u>OPR</u>	<u>Bullington, Bryan Lee (Bryan)</u>	<u>3621 Business Center Dr</u>	<u>Pearland</u>	<u>77584-4165</u>	<u>713-436-0544</u>
TX	OPR	~~Bryan~~ -Bullington, <u>Bryan Lee (Bryan)</u>	10105 Broadway St	Pearland	77584-8416	~~713/436-6700~~ <u>713-436-6700</u>
TX	OPR	~~Bryan~~ -Bullington, <u>Bryan Lee (Bryan)</u>	11629 Shadow Creek Pkwy	Pearland	77584-7262	~~713/340-1190~~ <u>713-340-1190</u>
TX	OPR	~~Bryan-Bullington~~ <u>Deyo, Jason Alan (Jason)</u>	~~3621 Business Center Dr~~ <u>2660 Pearland Pkwy</u>	Pearland	~~77584-4165~~ <u>7581-5350</u>	~~713/436-0544~~ <u>281-412-4977</u>
TX	OPR	~~Jake~~ -Smith, <u>Jason Bradley (Jake)</u>	1512 Broadway St	Pearland	77581-5802	~~281/992-9600~~ <u>281-992-9600</u>
TX	OPR	~~Jason-Deyo~~ <u>Gonzalez, Jose Isabel (Joe)</u>	~~2660 Pearland Pkwy~~ <u>2001 US HWY 83</u>	~~Pearland~~ <u>Penitas</u>	~~77581-5350~~ <u>8576</u>	~~281/412-4977~~ <u>956-391-2570</u>
TX	~~TMPOPR~~	~~Zack~~ -LeCroy, <u>Zachary Gray (Zack)</u>	18617 Limestone Commercial Dr	Pflugerville	78660-4505	~~512/251-4422~~ <u>512-251-4422</u>
TX	OPR	~~Michael~~ -Hancock, <u>Michael Page (Michael)</u>	2023 W Interstate 2	Pharr	78577-0056	~~956/283-1020~~ <u>956-283-1020</u>
<u>TX</u>	<u>OPR</u>	<u>Bulmann, Kevin John (Kevin)</u>	<u>7000 W Spring Creek Pkwy</u>	<u>Plano</u>	<u>75024-3528</u>	<u>972-937-9099</u>
<u>TX</u>	<u>OPR</u>	<u>Ding, Joshua (Josh)</u>	<u>6408 W Plano Pkwy</u>	<u>Plano</u>	<u>75093-8206</u>	<u>972-781-1787</u>
TX	OPR	~~Jay-Schumacher~~ <u>Eager, Scott A. (Scott)</u>	~~8724~~ <u>1909</u> Preston Rd	Plano	~~75024-3311~~ <u>5093-5102</u>	~~972/668-4088~~ <u>972-250-0420</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	~~Jimmy~~ Jernigan, <u>Jimmy Edward (Jimmy)</u>	300 W Plano Pkwy	Plano	75075-8926	~~972/578-9477~~ <u>972-578-9477</u>
TX	OPR	~~John~~ Maroney, <u>John Mark (John)</u>	6240 Coit Rd	Plano	75023-3812	~~972/769-8147~~ <u>972-769-8147</u>
TX	OPR	~~Josh Ding~~ Schumacher, <u>Jason Roy (Jay)</u>	~~6408 W Plano Pkwy~~ <u>8501 Preston Road</u>	Plano	~~75093-82067~~ <u>5024</u>	~~972/781-1787~~
~~TX~~	~~OPR~~	~~Kevin~~ Bulmann	~~7000 W Spring Creek Pkwy~~	~~Plano~~	~~75024-3528~~	~~972/937-9099~~
~~TX~~	~~OPR~~	~~Scott~~ Eager	~~1909 Preston Rd~~	~~Plano~~	~~75093-5102~~	~~972/250-0420~~
TX	OPR	~~Mike~~ Tschirhart, <u>Michael Allen (Mike)</u>	8701 Memorial Blvd	Port Arthur	77640-1554	~~409/722-4536~~ <u>409-722-4536</u>
TX	OPR	~~Gladia~~ Baltazar, <u>Claudia Yvonne (Claudia)</u>	1125 US Highway 181	Portland	78374-1707	~~361/333-5311~~ <u>361-333-5311</u>
TX	<u>OPR</u>	~~OPR~~ Aaron Williams, <u>Robert Aaron (Aaron)</u>	4420 W University Dr	Prosper	75078-8136	~~972/433-1012~~ <u>972-433-1012</u>
TX	OPR	~~Chris~~ Wright, <u>Christopher Lee (Chris)</u>	1091 S Preston Rd	Prosper	75078-9294	~~972/433-1202~~ <u>972-433-1202</u>
TX	OPR	~~Jeremy~~ Trojacek, <u>Jeremy Blain (Jeremy)</u>	200 Sharaf Avenue	Red Oak	75154	~~972/576-4804~~ <u>972-576-4804</u>
TX	<u>OPR</u>	~~OPR~~ Aaron Vann Hassler, <u>Philip Wayne (Philip)</u>	~~106 W Campbell~~ <u>1400 E Renner Rd</u>	Richardson	~~75080-35107~~ <u>5082-2100</u>	~~972/479-8930~~ <u>972-665-7064</u>
TX	OPR	~~Carl~~ Nelson, <u>Carl E. (Carl)</u>	603 S Plano Rd	Richardson	75081-4512	~~972/480-0090~~ <u>972-480-0090</u>
TX	OPR	~~Philip~~ Hassler Vann, <u>Aaron Thomas (Aaron)</u>	~~1400 E Renner~~ <u>106 W Campbell Rd</u>	Richardson	~~75082-21007~~ <u>5080-3510</u>	~~972/665-7064~~ <u>972-479-8930</u>
TX	OPR	~~Cliff~~ Parker, <u>Larry Clifford (Cliff)</u>	~~192455644 W Belfort St~~ <u>Grand Pkwy S</u>	Richmond	~~7740777406-5880~~	~~281/980-0007~~ <u>281-238-7777</u>
TX	OPR	~~Cliff~~ Parker, <u>Larry Clifford (Cliff)</u>	~~564419245 W Grand Pkwy S~~ <u>Belfort St</u>	Richmond	~~77406-58807~~ <u>7407</u>	~~281/238-7777~~ <u>281-980-0007</u>
TX	<u>TMPOP</u> <u>R</u>	~~David~~ Alcocer, <u>David Enrique (David)</u>	4505 E US Hwy 83	Rio Grande City	78582	~~956/848-8002~~ <u>956-848-8002</u>
TX	OPR	~~Sandy~~ Lamb, <u>Sandra Denise (Sandy)</u>	1300 N Highway 377	Roanoke	76262-9115	~~817/491-2955~~ <u>817-491-2955</u>
TX	OPR	~~Tim~~ Moseley, <u>Timothy Paul (Tim)</u>	1979 N Goliad	Rockwall	75087	~~972/722-7010~~ <u>972-722-7010</u>
TX	OPR	~~Tim~~ Moseley, <u>Timothy Paul (Tim)</u>	2835 Ridge Rd	Rockwall	75032-5528	~~972/772-4443~~ <u>972-772-4443</u>
TX	OPR	~~Quart~~ Graves, <u>Quartus Paul III (Quart)</u>	24734 Southwest Fwy	Rosenberg	77471-5972	~~832/595-6800~~ <u>832-595-6800</u>
TX	OPR	~~Jared~~ Johnson, <u>Jared Allen (Jared)</u>	2350 E Palm Valley Blvd	Round Rock	78665-2345	~~512/660-1018~~ <u>512-660-1018</u>
TX	OPR	~~Jared~~ Johnson, <u>Jared Allen (Jared)</u>	305 University Blvd	Round Rock	78665-1045	~~512/244-4922~~ <u>512-244-4922</u>
TX	OPR	~~Kathleen~~ Johnson, <u>Kathleen Elizabeth (Kathleen)</u>	110 Louis Henna Blvd	Round Rock	78664-7300	~~512/218-4884~~ <u>512-218-4884</u>
<u>TX</u>	<u>OPR</u>	<u>Encinia, Rebecca Barrera (Becky)</u>	<u>8500 Lakeview Pkwy</u>	<u>Rowlett</u>	<u>75088-9304</u>	<u>972-373-1288</u>
TX	OPR	~~Becky~~ Encinia, <u>Rebecca Barrera (Becky)</u>	2617 Lakeview Pkwy	Rowlett	75088-3352	~~972/412-1804~~ <u>972-412-1804</u>
TX	OPR	~~Jordan~~ Hancock, <u>Jordan Allen (Jordan)</u>	4001 Sunset Dr	San Angelo	76904-5657	~~325/944-8357~~ <u>325-944-8357</u>
TX	OPR	~~Rob~~ Watkins, <u>Robert Wade (Rob)</u>	1609 Knickerbocker Rd	San Angelo	76904-5519	~~325/227-4055~~ <u>325-227-4055</u>
TX	OPR	~~Rob~~ Watkins, <u>Robert Wade (Rob)</u>	3720 S FM 2288	San Angelo	76901-5244	~~325/944-9367~~ <u>325-944-9367</u>
TX	<u>OPR</u>	~~OPR~~ Adriana Ramirez, <u>Daniel Ray (Dan)</u>	~~Babcock Rd~~ <u>27 NE Loop 410</u>	San Antonio	~~78240-21357~~ <u>8216-5896</u>	~~210/694-4553~~ <u>210-524-9084</u>
TX	<u>TMPOP</u> <u>R</u>	~~Ana~~ Julia Resendez Carpenter, <u>Floyd Leslie (Floyd)</u>	~~6909 N Loop 1604 E Ste 2072~~ <u>2660 Sw Military Dr</u>	San Antonio	~~78247-53087~~ <u>8224-1028</u>	~~210/651-6637~~ <u>210-921-3190</u>
TX	<u>OPR</u>	~~OPR~~ Anthony Walker, <u>Michael Leslie (Michael)</u>	~~1350 Austin Hwy~~ <u>2310 SW Military Dr Ste 108</u>	San Antonio	~~78209-43307~~ <u>8224-1409</u>	~~210/824-6400~~ <u>210-927-1680</u>
TX	OPR	~~Ben~~ Stover Cunningham, <u>Joshua Ryan (Joshua)</u>	~~20831 U S 281~~ <u>24503 W Interstate 10</u>	San Antonio	~~7825878257-1537~~	~~210/402-7307~~ <u>210-698-7066</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TX	OPR	~~Chad Helwig~~ <u>Fiala, Jordan Andrew (Jordan)</u>	~~5189 De Zavala~~ <u>14521 Potranco Rd</u>	San Antonio	~~78249-6100~~ <u>8245-7186</u>	~~210-939-6100~~ <u>210-939-6455</u>
TX	~~TMP~~ <u>OPR</u>	~~Chantay Bellinger~~ <u>Garrison, Brian Scott (Brian)</u>	18310 Blanco Rd	San Antonio	78258-4005	~~210/495-6488~~ <u>210-495-6488</u>
<u>TX</u>	<u>OPR</u>	<u>Garza, Juan de Dios (Juan)</u>	<u>18120 San Pedro Ave</u>	<u>San Antonio</u>	<u>78232-1421</u>	<u>210-495-7453</u>
<u>TX</u>	<u>OPR</u>	<u>Garza, Juan de Dios (Juan)</u>	<u>1555 North FM 1604 East</u>	<u>San Antonio</u>	<u>78232</u>	<u>210-495-7453</u>
TX	OPR	~~Cindy~~ <u>Gonzalez, Cynthia Rodriguez (Cindy)</u>	18203 W Interstate 10	San Antonio	78257-9538	~~210/698-8200~~ <u>210-698-8200</u>
TX	OPR	~~Dan Akin~~ <u>Gonzalez, Richard (Richard)</u>	~~27 NE Loop 410~~ <u>11558 Bandera Rd</u>	San Antonio	~~78246-5896~~ <u>8250-6807</u>	~~210/524-9084~~ <u>210-523-1872</u>
<u>TX</u>	<u>OPR</u>	<u>Helwig, Chad Walker (Chad)</u>	<u>5189 De Zavala Rd</u>	<u>San Antonio</u>	<u>78249-2026</u>	<u>210-699-6100</u>
TX	OPR	~~Diana~~ <u>Losoya, Diana Lynn (Diana)</u>	15900 La Cantera Pkwy Ste 12000	San Antonio	78256-2449	~~210/696-0700~~ <u>210-696-0700</u>
TX	OPR	~~Don Spice~~ <u>Mills, Michael Ryan (Mike)</u>	~~3214 SE Military Dr~~ <u>7010 Fm 78</u>	San Antonio	~~78223-3890~~ <u>8244-1758</u>	~~210/337-9333~~ <u>210-310-2244</u>
TX	OPR	~~Don Spice~~ <u>Patterson, Gregory Fritz (Greg)</u>	~~4110 S New Braunfels Ave~~ <u>10203 W Military Dr</u>	San Antonio	~~78223-1748~~ <u>8251</u>	~~210/531-2949~~ <u>210-810-4092</u>
TX	OPR	~~Floyd Carpenter~~ <u>Patterson, Gregory Fritz (Greg)</u>	~~2660 SW Military Dr~~ <u>5615 W Loop 1604 N</u>	San Antonio	~~78224-1028~~ <u>8253-7306</u>	~~210/921-3190~~ <u>210-647-3090</u>
TX	OPR	~~Greg~~ <u>Patterson, Gregory Fritz (Greg)</u>	10634 Potranco Rd	San Antonio	78251-3345	~~210/520-5575~~ <u>210-520-5575</u>
TX	OPR	~~Greg Patterson~~ <u>Perez, Miguel Angel (Mike)</u>	~~5615 W Loop 1604 N~~ <u>7400 San Pedro Ave Ste 10</u>	San Antonio	~~78253-7306~~ <u>8216-8329</u>	~~210/647-3090~~ <u>210-342-1196</u>
TX	OPR	~~Joshua Cunningham~~ <u>Pfluke, Richard Wynn (Rick)</u>	~~24503 W Interstate 10~~ <u>6565 Ingram Rd</u>	San Antonio	~~78257-1537~~ <u>8238-3945</u>	~~210/698-7066~~ <u>210-767-9193</u>
<u>TX</u>	<u>OPR</u>	<u>Pfluke, Richard Wynn (Rick)</u>	<u>6301 Nw Loop 410 Ste Vc9</u>	<u>San Antonio</u>	<u>78238-3801</u>	<u>210-684-6521</u>
TX	OPR	~~Juan Garza~~ <u>Ramirez-Bustamante, Adriana P. (Adriana)</u>	~~1555 North FM 1604 East~~ <u>5552 NW Loop 410</u>	San Antonio	~~7823278238-~~ <u>1823</u>	~~210/495-7453~~ <u>210-888-0419</u>
TX	OPR	~~Mark Wasserman~~ <u>Ramirez-Bustamante, Adriana P. (Adriana)</u>	~~4715 Medical Dr~~ <u>5803 Babcock Rd</u>	San Antonio	~~78229-4449~~ <u>8240-2135</u>	~~210/615-5293~~ <u>210-694-4553</u>
<u>TX</u>	<u>OPR</u>	<u>Resendez, Ana Julia (Anajulia)</u>	<u>6909 N Loop 1604 E Ste 2072</u>	<u>San Antonio</u>	<u>78247-5308</u>	<u>210-651-6637</u>
TX	OPR	~~Michael Carpenter~~ <u>Roberts, Ryan Thomas (Ryan)</u>	~~2310 SW 10503 NW Military Dr~~ <u>Ste 108 Hwy</u>	San Antonio	~~78224-1409~~ <u>8231-1999</u>	~~210/927-1680~~ <u>210-479-5000</u>
TX	OPR	~~Mike Mills~~ <u>Spice, Donald Henry (Don)</u>	~~7040 FM 78~~ <u>3214 SE Military Dr</u>	San Antonio	~~78244-1758~~ <u>8223-3890</u>	~~210/310-2244~~ <u>210-337-9333</u>
TX	OPR	~~Mike Perez~~ <u>Spice, Donald Henry (Don)</u>	~~7400 San Pedro~~ <u>4110 S New Braunfels Ave Ste 40</u>	San Antonio	~~78246-8329~~ <u>8223-1718</u>	~~210/342-1196~~ <u>210-531-2919</u>
TX	OPR	~~Richard Gonzalez~~ <u>Stover, Benjamin Joseph (Ben)</u>	~~11558 Bandera Rd~~ <u>20831 U S 281</u>	San Antonio	~~78250-6807~~ <u>8258</u>	~~210/523-1872~~ <u>210-402-7307</u>
TX	OPR	~~Rick Pfluke~~ <u>Walker, Anthony Quinn (Anthony)</u>	~~6301 NW Loop 410 Ste VC9~~ <u>1350 Austin Hwy</u>	San Antonio	~~78238-3804~~ <u>8209-4330</u>	~~210/684-6524~~ <u>210-824-6400</u>
TX	OPR	~~Rick Pfluke~~ <u>Wasserman, Mark Robert (Mark)</u>	~~6565 Ingram Rd~~ <u>4715 Medical Dr</u>	San Antonio	~~78238-3945~~ <u>8229-4449</u>	~~210/767-9193~~ <u>210-615-5293</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	~~Ryan Roberts~~ <u>Williams, James Dominic (Jamie)</u>	~~10503 NW Military Hwy~~ <u>106 E Houston St</u>	San Antonio	~~78231-1999~~ <u>8205-2223</u>	~~210/479-5000~~ <u>210-319-4009</u>
<u>TX</u>	<u>OPR</u>	<u>Williamson, Robert Allen (Bob)</u>	<u>2203 SE Loop 410</u>	<u>San Antonio</u>	<u>78220-4945</u>	<u>210-460-4690</u>
TX	OPR	~~Shelly~~ <u>Young, Shelly S. (Shelly)</u>	8221 Marbach Rd	San Antonio	78227-1652	~~210/673-2777~~ <u>210-673-2777</u>
TX	OPR	~~Jon Sprencel~~ <u>, Jon Robert (Jon)</u>	1433 N Interstate 35	San Marcos	78666-7219	~~512/392-0184~~ <u>512-392-0181</u>
TX	OPR	~~Jon Sprencel~~ <u>, Jon Robert (Jon)</u>	2213 S Interstate 35	San Marcos	78666-5918	~~512/392-5774~~ <u>512-392-5771</u>
TX	OPR	~~Tyler Haile~~ <u>, Tyler Reese (Tyler)</u>	6038 FM 3009	Schertz	78154-3236	~~210/540-3547~~ <u>210-540-3517</u>
TX	OPR	~~Janell Edwards~~ <u>, Janell B. (Janell)</u>	8371 Agora Pkwy	Selma	78154-1316	~~210/945-2000~~ <u>210-945-2000</u>
TX	OPR	~~Rob Medders~~ <u>, James Robert (Rob)</u>	3500 N US Highway 75	Sherman	75090-2563	~~903/870-2000~~ <u>903-870-2000</u>
TX	OPR	~~St. Romain~~ <u>, Theron Joseph (T.J. St. Romain)</u>	2301 E Southlake Blvd	Southlake	76092-6603	~~817/481-7152~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

						~~817-441-7152~~
TX	OPR	~~Bret~~ Farris, <u>James Bret (Bret)</u>	3195 Riley Fuzzel Rd	Spring	77386-2810	~~281/864-1001~~ <u>281-864-1001</u>
<u>TX</u>	<u>OPR</u>	<u>Ludwig, Michael Martin (Mike)</u>	<u>8510 Spring Cypress Rd</u>	<u>Spring</u>	<u>77379-3131</u>	<u>281-251-0996</u>
TX	OPR	~~Mike~~ Ludwig, <u>Michael Martin (Mike)</u>	5905 FM 2920 Rd	Spring	77388-3016	~~281/353-4600~~ <u>281-353-4600</u>
TX	OPR	<u>Magdaleno, Miguel (Mike)</u> ~~Ludwig~~	~~8510~~ <u>2102</u> Spring ~~Cypress~~ <u>Stuebner</u> Rd	Spring	~~77379-3131~~ <u>7389-4813</u>	~~281/251-0996~~ <u>281-353-7500</u>
TX	OPR	~~Mike~~ Magdaleno, <u>Miguel (Mike)</u>	20608 Interstate 45	Spring	77373-2925	~~281/353-4336~~ <u>281-353-4336</u>
TX	OPR	~~Mike~~ Magdaleno <u>Alvarado, Jean Paul (Jean-Paul)</u>	~~2102 Spring Stuebner Rd~~ <u>12161 Southwest Fwy</u>	~~Spring~~ <u>Stafford</u>	~~77389-4813~~ <u>7477-2303</u>	~~281/353-7500~~ <u>281-564-0062</u>
TX	OPR	~~Jean-Paul~~ <u>Alvarado</u> <u>Bennett, Lance Douglas (Lance)</u>	~~12161 Southwest Fwy~~ <u>2798 W Washington St</u>	~~Stafford~~ <u>Stephen ville</u>	~~77477-2303~~ <u>6401-3702</u>	~~281/564-0062~~ <u>254-431-3336</u>
TX	OPR	~~Brent~~ <u>Kubala</u> <u>Graves, Quartus Paul III (Quart)</u>	~~46535~~ <u>20010</u> Southwest Fwy	Sugar Land	~~77479-2324~~ <u>7479-6310</u>	~~281/494-2500~~ <u>281-342-7800</u>
TX	OPR	~~Brent~~ Kubala, <u>Brent Ted (Brent)</u>	2323 Highway 6	Sugar Land	77478-4109	~~281/494-3800~~ <u>281-494-3800</u>
TX	OPR	~~Quart~~ <u>Graves</u> <u>Kubala, Brent Ted (Brent)</u>	~~20010~~ <u>16535</u> Southwest Fwy	Sugar Land	~~77479-6310~~ <u>7479-2321</u>	~~281/342-7800~~ <u>281-494-2500</u>
TX	OPR	~~Bryson~~ Bullington, <u>Bryson Key (Bryson)</u>	130 Shannon Rd E	Sulphur Springs	75482-4823	~~903/438-1354~~ <u>903-438-1354</u>
TX	OPR	~~Roger~~ Clark, <u>Roger Lee (Roger)</u>	176 South Collins Road	Sunnyvale	75182	~~972/863-9888~~ <u>972-863-9888</u>
TX	OPR	~~Steve~~ Joy, <u>Harold Stephen (Steve)</u>	~~444 N~~ <u>3303 S</u> 31st St	Temple	~~76504-2422~~ <u>6502-1927</u>	~~254/771-2020~~ <u>254-778-1889</u>
TX	OPR	~~Steve~~ Joy, <u>Harold Stephen (Steve)</u>	~~3303 S~~ <u>114 N</u> 31st St	Temple	~~76502-1927~~ <u>6504-2422</u>	~~254/778-1889~~ <u>254-771-2020</u>
TX	OPR	~~Lee~~ Johnson, <u>Steven Lee Jr. (Lee)</u>	1300 FM 148	Terrell	75160-9359	~~469/250-6600~~ <u>469-250-6600</u>
TX	OPR	~~Jonathan~~ Cress, <u>Jonathan David (Jonathan)</u>	2400 Richmond Rd	Texarkana	75503-2466	~~903/832-3180~~ <u>903-832-3180</u>
TX	OPR	~~Justin~~ Flowers, <u>Justin Joseph (Justin)</u>	2601 Richmond Rd	Texarkana	75503-2326	~~903/223-0560~~ <u>903-223-0560</u>
TX	OPR	~~Kolby~~ Brailsford, <u>Renwick Kolby (Kolby)</u>	3440 Palmer Hwy	Texas City	77590-6512	~~409/943-4244~~ <u>409-943-4244</u>
TX	OPR	~~Warren~~ Leonhardi, <u>Warren Michael (Warren)</u>	3705 Main St	The Colony	75056-2808	~~972/370-2760~~ <u>972-370-2760</u>
<u>TX</u>	<u>OPR</u>	<u>Ed Murray</u>	<u>1201 Lake Woodlands Dr Ste 2146</u>	<u>The Woodlands</u>	<u>77380-5003</u>	<u>281/364-0588</u>
TX	OPR	~~Ed~~ Murray, <u>Edward I. (Ed)</u>	1660 Lake Woodlands Dr	The Woodlands	77380-3261	~~281/364-0475~~ <u>281-364-0475</u>
TX	OPR	~~Ed~~ Murray, <u>Edward I. (Ed)</u>	720 Sawdust Rd	The Woodlands	77380-2146	~~281/363-1400~~ <u>281-363-1400</u>
<u>TX</u>	<u>OPR</u>	<u>Murray, Edward I. (Ed)</u>	<u>1201 Lake Woodlands Dr Ste 2146</u>	<u>The Woodlands</u>	<u>77380-5003</u>	<u>281-364-0588</u>
TX	OPR	~~Kendrick~~ Skipper, <u>Kendrick Ryan (Kendrick)</u>	8020 Research Forest Dr	The Woodlands	77382-1501	~~281/367-0954~~ <u>281-367-0954</u>
<u>TX</u>	<u>OPR</u>	<u>Horsley, Scott Matthew (Matthew)</u>	<u>14314 FM 2920 Rd</u>	<u>Tomball</u>	<u>77377-5504</u>	<u>281-516-7373</u>
TX	<u>OPR</u>	~~OPR~~ <u>Adam Powell, Adam Ryan (Adam)</u>	25630 Kuykendahl Rd	Tomball	77375-2634	~~281/516-9500~~ <u>281-516-9500</u>
TX	OPR	~~Matthew~~ <u>Horsley</u> <u>Sienko, Eric Bryan (Eric)</u>	~~14314 FM 2920~~ <u>20010 Cypress Rosehill Rd</u>	Tomball	~~77377-5504~~ <u>7377</u>	~~281/516-7373~~ <u>832-900-2183</u>
TX	OPR	~~Ikey~~ Eason, <u>Lance Brinson (Ikey)</u>	3830 Troup Hwy	Tyler	75703-1726	~~903/561-2324~~ <u>903-561-2324</u>
<u>TX</u>	<u>OPR</u>	<u>Johnson, Joshua Lloyd (Joshua)</u>	<u>13816 Highway 69 N</u>	<u>Tyler</u>	<u>75706</u>	<u>903-266-0606</u>
TX	OPR	~~Jeff~~ Johnston, <u>Jeffrey Wayne (Jeff)</u>	5716 S Broadway Ave	Tyler	75703-4349	~~903/534-4692~~ <u>903-534-4692</u>
TX	OPR	~~Joseph~~ Williams, <u>Joseph Kelly (Joseph)</u>	4601 S Broadway Ave	Tyler	75703-1307	~~903/561-4273~~ <u>903-561-4273</u>
TX	OPR	~~Joshua~~ <u>Johnson</u> <u>Murphy, James David (David)</u>	~~13816 Highway 69 N~~ <u>714 E Rio Grande St</u>	~~Tyler~~ <u>Victoria</u>	~~75706~~ <u>77901-6037</u>	~~903/266-0606~~ <u>361-575-5071</u>
TX	OPR	~~David~~ Murphy, <u>James David (David)</u>	6104 N Navarro St	Victoria	77904-1767	~~361/576-5072~~ <u>361-576-5072</u>
TX	OPR	~~David~~ Murphy, <u>James David (David)</u>	7800 Hallettsville Highway #155	Victoria	77901	~~361/576-5070~~ <u>361-576-5070</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

TX	OPR	~~David Sykora~~ <u>Royce, Jason Heath (Jake)</u>	~~901 S 7th St~~ <u>6001 W Waco Dr Ste 102</u>	Waco	~~76710-6301~~ <u>76710-6301</u>	~~254-218-3455~~ <u>254-776-6739</u>
TX	OPR	~~Jake~~ <u>Royce, Jason Heath (Jake)</u>	4310 Franklin Ave	Waco	76710-6906	~~254-776-5668~~ <u>254-776-5668</u>
TX	OPR	~~Jake-Royce~~ <u>Sykora, David Landon (David)</u>	~~6001 W Waco Dr Ste 102~~ <u>901 S 7th St</u>	Waco	~~76710-6301~~ <u>76710-6301</u>	~~254-218-3455~~ <u>254-776-6739</u>
TX	OPR	~~Fulvio~~ <u>Andreani, Fulvio Serafino (Fulvio)</u>	8016 Denton Hwy	Watauga	76148-2464	~~817-498-6886~~ <u>817-498-6886</u>
TX	OPR	~~Browne, Philip Drake (Philip)~~	~~3348 S. Interstate Highway 35 E~~	~~Waxahachie~~	~~75165~~	
TX	OPR	~~Philip~~ <u>Browne, Philip Drake (Philip)</u>	996 W Highway 287 Byp	Waxahachie	75165-5166	~~972-937-1504~~ <u>972-937-1504</u>
TX	OPR	~~Philip~~ <u>Smith, Philip Marcus (Philip)</u>	~~2525~~ <u>2606 S. Main St.</u>	Weatherford	~~76087-5119~~ <u>76087-5119</u>	~~882-804-8200~~
TX	OPR	~~Charles~~ <u>Gibson, Charles Allen (Charles)</u>	18323 Gulf Fwy	Webster	77598-3868	~~281-488-1112~~ <u>281-488-1112</u>
TX	OPR	~~Toni~~ <u>Marbar-Ruiz, Maria Antonieta (Toni)</u>	1200 N Westgate Dr	Weslaco	78596-4656	~~956-968-8899~~ <u>956-968-8899</u>
TX	OPR	~~Ryan~~ <u>Taylor, William Ryan (Ryan)</u>	~~701 S Capital of Texas Hwy Ste L400~~	West Lake Hills	78746-4805	~~512-329-9171~~ <u>512-329-9171</u>
TX	OPR	~~Johannes~~ <u>Hillerbrand, Johannes Kristopher (Johannes)</u>	6650 Westworth Blvd	~~Westworth Village~~ <u>Westworth Village</u>	~~76114-4011~~ <u>76114-4011</u>	~~817-735-8225~~ <u>817-735-8225</u>
TX	OPR	~~Ken~~ <u>Miller, Kenneth David II (Ken)</u>	9105 Clifford Street	White Settlement	76108	~~817-246-2420~~ <u>817-246-2420</u>

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

TX	OPR	<u>Leach, Mary Beth</u> ~~Leach~~ <u>(Mary Beth)</u>	~~3704 Call Field Rd~~ <u>4101 Southwest Pkwy</u>	Wichita Falls	~~76308-2724~~ <u>76308-4301</u>	~~940-691-5000~~ <u>940-689-8000</u>
TX	OPR	<u>Leach, Mary Beth</u> ~~Leach~~ <u>(Mary Beth)</u>	~~4101 Southwest Pkwy~~ <u>3704 Call Field Rd</u>	Wichita Falls	~~76308-4301~~ <u>76308-2724</u>	~~940-689-8000~~ <u>940-691-5000</u>
TX	OPR	~~Eddie~~ <u>Kober, Edward Manuel (Eddie)</u>	12310 Old Montgomery Rd	Willis	77318-5649	~~936-228-7503~~ <u>936-228-7503</u>
TX	OPR	~~Matt~~ <u>Webber, Matthew Dane (Matt)</u>	400 S Highway 78	Wylie	75098-3945	~~972-442-8035~~ <u>972-442-8035</u>
UT	OPR	~~Dusty~~ <u>Pyne, Dustin Adams (Dusty)</u>	183 N West State Rd	American Fork	84003-1693	~~801-763-2697~~ <u>801-763-2697</u>
UT	OPR	~~Kelli~~ <u>Smith, Kelli Kristina (Kelli)</u>	540 N 800 W	Centerville	84014-2006	~~801-292-0420~~ <u>801-292-0420</u>
UT	OPR	~~Troy~~ <u>Apolonio, Troy F. (Troy)</u>	357 E 12300 S	Draper	84020-9504	~~801-495-2004~~ <u>801-495-2004</u>
UT	OPR	~~Seth~~ <u>Poor, Seth Michael (Seth)</u>	440 N Station Pkwy	Farmington	84025-2977	~~801-451-7021~~ <u>801-451-7021</u>
UT	OPR	<u>Rasmussen, Tyler R. (Tyler)</u>	<u>651 W Antelope Dr</u>	<u>Layton</u>	<u>84041-1628</u>	<u>801-776-8646</u>
UT	TMP	~~Scott~~ <u>Pendell</u> <u>McCoy, James</u>	1201 N Hill Field Rd	Layton	84041-5137	~~801-546-4812~~ <u>801-546-4812</u>
UT	OPR	~~Tyler~~ <u>Rasmussen</u>	~~651 W Antelope Dr~~	~~Layton~~	~~84041-1628~~	~~801-776-8646~~
UT	OPR	~~Dusty~~ <u>Pyne, Dustin Adams (Dusty)</u>	3470 N Digital Dr	Lehi	84043-6690	~~801-341-0269~~ <u>801-341-0269</u>
UT	OPR	~~Cory~~ <u>Goettsche, Cory Julius (Cory)</u>	1323 N Main St	Logan	84341-2221	~~435-755-8300~~ <u>435-755-8300</u>
UT	OPR	~~Gene~~ <u>Parsons, Kenneth Eugene (Gene)</u>	1088 E Fort Union Blvd	Midvale	84047-1802	~~801-562-5900~~ <u>801-562-5900</u>
UT	OPR	~~Andrew~~ <u>Allman, Andrew West (Andrew)</u>	~~5175~~ <u>6191 S State St</u> <u>Ste 348</u>	Murray	~~84107-4826~~ <u>84107-7266</u>	~~801-262-0681~~ <u>801-281-0673</u>
UT	OPR	~~Andrew~~ <u>Allman, Andrew West (Andrew)</u>	~~6191~~ <u>5175 S State St</u> ~~Ste 348~~	Murray	~~84107-7266~~ <u>84107-4826</u>	~~801-281-0673~~ <u>801-262-0681</u>
UT	OPR	~~Bart~~ <u>Norman, Barton Jay (Bart)</u>	1120 Washington Blvd	Ogden	84404-4951	~~801-394-1992~~ <u>801-394-1992</u>
UT	OPR	~~Jason~~ <u>MacDonald, Jason Alan (Jason)</u>	121 N State St	Orem	84057-5509	~~801-221-9994~~ <u>801-221-9994</u>
UT	TMP	~~Jeffrey~~ <u>Dagerath</u> <u>Matthews, Kory</u>	575 E University Pkwy Ste M208	Orem	84097-7477	~~801-224-0958~~ <u>801-224-0958</u>
UT	OPR	~~Terry~~ <u>Crook, Terrill Lee (Terry)</u>	484 W Cougar Blvd	Provo	84604-3320	~~801-374-2697~~

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

							~~801/224-2697~~
UT	OPR	~~Ryan~~ -Dennis, <u>Ryan Edward (Ryan)</u>	4067 Riverdale Rd	Riverdale	84405-1517	~~801/394-0661~~	~~801-394-0661~~
UT	~~TMP~~ OPR ~~R~~	~~Paige Vanderbilt~~ <u>Freeman, Nathan Wells (Nathan)</u>	4627 W Partridge Hill Ln	Riverton	84096-1857	~~801/509-7680~~	~~801-509-7680~~
UT	OPR	~~Deven~~ -Macdonald, <u>Deven M. (Deven)</u>	1333 S. Auto Mall Drive, Bldg 200	Saint George	84770	~~435/922-0777~~	~~435-922-0777~~
UT	OPR	~~Deven~~ -Macdonald, <u>Deven M. (Deven)</u>	15 S River Rd Ste 500	Saint George	84790-2167	~~435/656-4655~~	~~435-656-4655~~
<u>UT</u>	<u>OPR</u>	<u>Champeau, Eric Brady (Eric)</u>	<u>1206 E 2100 S</u>	<u>Salt Lake City</u>	<u>84106-2825</u>	<u>801-486-0609</u>	
UT	~~TMP~~ OPR ~~R~~	~~Crystal Durdan~~ <u>Groom, Harrison Lewis (Harrison)</u>	28 S State St # FC-101	Salt Lake City	84111-1551	~~801/363-2697~~	~~385-259-7121~~
<u>UT</u>	<u>OPR</u>	<u>Eric Champeau</u>	<u>1206 E 2100 S</u>	<u>Salt Lake City</u>	<u>84106-2825</u>	<u>801/486-0609</u>	
UT	OPR	~~Nick~~ -Reynolds, <u>Nicholas W. (Nick)</u>	301 W South Temple	Salt Lake City	84101-1216		
UT	OPR	~~Troy~~ -Apolonio, <u>Troy F. (Troy)</u>	10090 S State St	Sandy	84070-4120	~~801/563-9716~~	~~801-563-9716~~
<u>UT</u>	<u>OPR</u>	<u>Clayton, Benjamin Brigham (Ben)</u>	<u>931 N Redwood Rd</u>	<u>Saratoga Springs</u>	<u>84045-5154</u>	<u>801-508-2258</u>	
UT	OPR	~~Nick~~ -Reynolds, <u>Nicholas W. (Nick)</u>	11494 S District Dr	South Jordan	84095-5646	~~801/727-2697~~	~~801-727-2697~~
UT	OPR	~~Scott~~ -Rasband, <u>Scott Wayne (Scott)</u>	825 E Highway 6	Spanish Fork	84660-1341	~~801/798-8129~~	~~801-798-8129~~
UT	OPR	~~Matt~~ -Griffith, <u>Matthew (Matt)</u>	5580 S Redwood Rd	Taylorsville	84123-5321	~~801/969-6006~~	~~801-969-6006~~
UT	OPR	~~Rob~~ -Dinsdale, <u>Robert Stephen (Rob)</u>	7676 S Campus View Dr	West Jordan	84084-5630	~~385/377-7882~~	~~385-377-7882~~
UT	OPR	~~Paul~~ -Howard, <u>Paul L. (Paul)</u>	3246 S 5600 W	West Valley City	84120-1316	~~801/968-8267~~	~~801-968-8267~~
<u>VA</u>		<u>OPR</u> <u>Andrea</u>	<u>5808 Kingstowne Ctr</u>	<u>Alexandria</u>	<u>22315-5704</u>	<u>571/347-7904</u>	
VA	OPR	~~Eric~~ -Brommer, <u>Eric Gordon (Eric)</u>	7130 Little River Tpke	Annandale	22003-3101	~~703/750-5471~~	~~703-750-5471~~
VA	OPR	<u>Brock-Lelyo</u> , Erica ~~Brock-Lelyo~~ <u>Rae (Erica)</u>	671 N Glebe Rd Ste 1270	Arlington	22203-2120	~~703/528-1379~~	~~571-992-0025~~
VA	OPR	~~George~~ -Demetriades, <u>George Gus Jr. (George)</u>	~~2200 Crystal Dr Ste G~~ <u>710 12th St S</u>	Arlington	~~22202-3730~~ <u>2202-4289</u>	~~703/415-7815~~	<u>703-416-6713</u>
VA	OPR	~~George~~ -Demetriades, <u>George Gus Jr. (George)</u>	~~710 12th St S~~ <u>2200 Crystal Dr Ste G</u>	Arlington	~~22202-4289~~ <u>2202-3730</u>	~~703/416-6713~~	<u>703-415-7815</u>
VA	OPR	~~Bill~~ -Digges, <u>Edward William III (Bill)</u>	44835 Lakeview Overlook Plz	Ashburn	20147-5907	~~703/723-6172~~	~~703-723-6172~~
VA	OPR	~~Brian~~ -Summers, <u>Brian DeLacy (Brian)</u>	43520 Yukon Dr	Ashburn	20147-6992	~~571/918-4286~~	~~571-918-4286~~
VA	OPR	~~Howe~~ -Rice, <u>Charles Howe (Howe)</u>	815 England St	Ashland	23005-2232	~~804/798-9008~~	~~804-798-9008~~
VA	OPR	~~Dave~~ -Pollard, <u>David Andrew (Dave)</u>	3483 Lee Hwy	Bristol	24202-5542	~~276/466-5811~~	~~276-466-5811~~
VA	OPR	~~Nick~~ -Fulgencio, <u>Nicanor Alano Jr. (Nick)</u>	5815 Burke Centre Pkwy	Burke	22015-2237	~~703/250-7000~~	~~703-250-7000~~
VA	OPR	~~Mike~~ -Athanasakis, <u>Michael Christopher (Mike)</u>	3454 Historic Sully Way	Chantilly	20151-3046	~~703/595-2930~~	~~703-595-2930~~
VA	OPR	~~Peter~~ -Kim, <u>Peter Sung-Hyuk (Peter)</u>	~~13962 Lee Jackson Memorial Hwy~~ <u>4201 Chantilly Shopping Center</u>	Chantilly	~~20151-3202~~ <u>0151</u>	~~703/378-2253~~	<u>703-631-2253</u>
VA	OPR	~~Peter~~ -Kim, <u>Peter Sung-Hyuk (Peter)</u>	~~4201 Chantilly Shopping Center~~ <u>13962 Lee Jackson Memorial Hwy</u>	Chantilly	~~20151~~ <u>20151-3202</u>	~~703/631-2253~~	<u>703-378-2253</u>
VA	OPR	~~Bryan~~ -Ritter <u>Owen, Walter O. (Walter)</u>	~~4000 Emmet St N~~ <u>350 Woodbrook Dr</u>	Charlottesville	~~22903-4816~~ <u>2901-1164</u>	~~434/328-8068~~	<u>434-872-0187</u>
VA	OPR	~~Bryan~~ -Ritter, <u>Bryan Michael (Bryan)</u>	1626 Richmond Rd	Charlottesville	22911-3507	~~434/245-5254~~	<u>434-245-5254</u>
VA	OPR	~~Walter~~ <u>Owen</u> <u>Ritter, Bryan Michael (Bryan)</u>	~~350 Woodbrook Dr~~ <u>1000 Emmet St N</u>	Charlottesville	~~22901-1164~~ <u>2903-4816</u>	~~434/872-0187~~	
VA	OPR	~~Bill~~ -Davis <u>Berry, Wesley Scott (Scott)</u>	~~1428 Greenbrier~~ <u>600 Grassfield</u> Pkwy	Chesapeake	~~23320-2831~~ <u>3323</u>	~~757/607-2180~~	
<u>VA</u>	<u>OPR</u>	<u>Derrick Ward</u>	<u>205 Carmichael Way</u>	<u>Chesapeake</u>	<u>23322-2182</u>	<u>757/421-3586</u>	
VA	OPR	~~Mark~~ -Cichorz, <u>John Mark (Mark)</u>	1516 Sams Cir	Chesapeake	23320-4693	~~757/547-4503~~	<u>757-547-4503</u>
VA	OPR	~~Scott~~ <u>Berry</u> <u>Davis, William Holladay (Bill)</u>	~~600 Grassfield~~ <u>1428 Greenbrier</u> Pkwy	Chesapeake	~~23322-7449~~ <u>2</u>	~~757/436-1100~~	

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

VA	OPR	~~Sean~~ -Hess, Sean Roy (Sean)	4204 Portsmouth Blvd	Chesapeake	23321-2129	~~757/465-8138~~ 757-465-8138
VA	OPR	Ward, William George Derrick (Derrick)	205 Carmichael Way	Chesapeake	23322-2182	757-421-3586
VA	TMP	Burnette, Lauren Alexandra	1516 Sams Cir	Chesapeake	23320-4693	757-547-4503

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/23

VA	OPR	~~Jason~~ -Branch, Jason Derrick (Jason)	2900 W Hundred Rd	Chester	23831-2126	~~804/706-6238~~ 804-706-6238
VA	OPR	~~Todd~~ -Mercer, Robert Todd (Todd)	14101 Hull Street Rd	Chesterfield	23832-2780	~~804/639-0146~~ 804-639-0146
VA	OPR	~~Eric~~ -Kuchan, Eric Robert (Eric)	~~2200~~ 2580 N Franklin St	Christiansburg	~~24073-1112~~ 4073-1000	~~540/394-4488~~ 540-394-4488
VA	OPR	Anderson, Stacie Safritt (Stacie)	661 Southpark Blvd	Colonial Heights	23834-3617	804-524-4944
VA	OPR	~~Jason~~ -Riddle, Jason Edward (Jason)	384 Southpark Cir Spc B-10	Colonial Heights	~~23834-2965~~ 3834	~~804/520-4785~~ 804-520-4785
VA	OPR	~~Stacie~~ - ~~Anderson~~ Combs, Frederick Lee (Rick)	~~661 Southpark Blvd~~ 15275 Creativity Dr	~~Colonial Heights~~ Culpeper	~~23834-3617~~ 2701-2504	~~804/524-4944~~ 540-825-4447
VA	OPR	~~Rick~~ - ~~Combs~~ Brady, Thomas Colin (Colin)	~~15275 Creativity~~ 3535 Riverside Dr	~~Culpeper~~ Danville	~~22701-2504~~ 4541-4633	~~540/825-4447~~ 434-799-1980
VA	OPR	~~Colin~~ -Brady, Thomas Colin (Colin)	325 Piedmont Dr	Danville	24540-4028	~~434/791-3166~~ 434-791-3166
VA	OPR	~~Colin~~ -Brady Yang, Natalie Kia (Natalie)	~~3535 Riverside Dr~~ 3330 Pine Bluff Drive	~~Danville~~ Dumfries	~~24541-4633~~ 2026-6847	~~434/799-1980~~ 703-291-8965
VA	OPR	~~Natalie~~ -Yang, Natalie Kia (Natalie)	3880 Fettle Park Dr	Dumfries	22025-1995	~~703/221-8428~~ 703-221-8428
VA	OPR	~~John~~ -Natolly, John Francis III (John)	9509 Fairfax Blvd	Fairfax	22031-4740	~~703/934-2150~~ 703-934-2150
VA	OPR	~~Justin~~ -Smith, William Justin Bradley (Justin)	4516 Fair Knoll Dr	Fairfax	22033-3866	~~703/222-1096~~ 703-222-1096
VA	~~OPR~~ OPR	~~Clemans~~ , Andrew Jason (A.J.)	~~6108C~~ 6108c Arlington Blvd	Falls Church	22044-2901	~~703/533-0288~~ 703-533-0288
VA	~~OPR~~ OPR	~~Alex~~ -Wallace Abbott, Timothy Paul (Tim)	~~8020 Spotsylvania Mall~~ 1094 International Pkwy	Fredericksburg	~~22407-22406~~ 1155	~~540/786-6448~~ 540-752-0061
VA	OPR	~~Josh~~ -Gaita Fleming, Todd Ayers (Todd)	~~4220 Plank Rd~~ 1698 Carl D Silver Pkwy	Fredericksburg	~~22407-4806~~ 2401-4924	~~540/786-1131~~ 540-786-7979
VA	OPR	~~Paul~~ -Jany Gaita, Joshua Dallas (Josh)	~~10419 Patriot Hwy~~ 4220 Plank Rd	Fredericksburg	~~22408-2629~~ 2407-4806	~~540/267-8090~~ 540-786-1131
VA	OPR	~~Paul~~ -Jany, Paul Frank Jr. (Paul)	9900 Southpoint Pkwy	Fredericksburg	22407-2702	~~540/834-4199~~ 540-834-4199
VA	OPR	~~Tim~~ -Abbott Jany, Paul Frank Jr. (Paul)	~~1094 International Pkwy~~ 10419 Patriot Hwy	Fredericksburg	~~22406-1155~~ 2408-2608	~~540/752-0061~~ 540-786-7979
VA	OPR	~~Todd~~ -Fleming Sullivan, James Willard IV (James)	~~1698 Carl D Silver Pkwy~~ 8020 Spotsylvania Mall	Fredericksburg	~~22401-4924~~ 2407	~~540/786-6448~~ 540-786-6448
VA	OPR	~~Jason~~ -Ward, Jason Matthew (Jason)	5015 Wellington Rd	Gainesville	20155-4052	~~703/753-8944~~ 703-753-8944
VA	OPR	~~Howe~~ -Rice, Charles Howe (Howe)	10176 Brook Rd	Glen Allen	23059-6507	~~804/627-0497~~ 804-627-0497
VA	OPR	~~John~~ -Gordon, John French III (John)	6780 Waltons Ln	Gloucester	23061-6121	~~804/693-4585~~ 804-693-4585
VA	OPR	~~James~~ -Perry, James Oliver (James)	110 Market Place Dr	Hampton	23666-3118	~~757/825-2224~~ 757-825-2224
VA	OPR	~~James~~ -Perry, James Oliver (James)	5018 Mercury Blvd	Hampton	23605-1402	~~757/234-7941~~ 757-826-1277
VA	OPR	~~Red~~ -Witten, Norman F. Jr. (Red)	2140 Coliseum Dr	Hampton	23666-5960	~~757/826-1277~~ 757-826-1277
VA	OPR	~~OPR~~ Ashley Bellamy, Ashley Hall (Ashley)	1691 E Market St	Harrisonburg	22801-5117	~~540/574-2232~~ 540-574-2232
VA	OPR	~~Jason~~ -Ward, Jason Matthew (Jason)	15180 Washington St	Haymarket	20169-2949	~~571/222-7562~~ 571-222-7562
VA	OPR	Volk, Nolan Ross (Nolan)	16423 Commerce Drive	King George	22485	540-908-2011
VA	OPR	Barnett, Andrea Lynn (Andrea)	5808 Kingstowne Ctr	Kingstowne	22315-5704	

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VA	OPR	~~Braden~~ Dollar, <u>Braden George (Braden)</u>	19313 Front Street	Leesburg	20176	~~703/440-2232~~ <u>571-440-2232</u>
VA	OPR	~~Danielle~~ O'Dell, <u>Danielle Lee (Danielle)</u>	1002 Edwards Ferry Rd NE	Leesburg	20176-3346	~~703/777-1200~~ <u>703-777-1200</u>
VA	OPR	~~Danielle~~ O'Dell, <u>Danielle Lee (Danielle)</u>	304 Kellys Ford Plaza SE	Leesburg	20175	~~703/719-8101~~ <u>703-719-8101</u>
<u>VA</u>	<u>OPR</u>	<u>Bruner, Stephen Luke (Stephen)</u>	<u>25 Hotel Drive</u>	<u>Lexington</u>	<u>24450</u>	
VA	OPR	~~Dwayne-Marshall~~ Hall, <u>Lee Edmund (Lee)</u>	~~2305~~ <u>4003</u> Wards Rd	Lynchburg	~~24502-2101~~ <u>4502-2943</u>	~~434/237-2354~~ <u>434-239-2557</u>
VA	OPR	~~Lee~~ Hall, <u>Lee Edmund (Lee)</u>	3405 Candler's Mountain Rd Ste ~~FC6~~ <u>Fc6</u>	Lynchburg	24502-2218	~~434/237-5231~~ <u>434-237-5231</u>
VA	OPR	~~Lee~~ Hall, <u>Lee Edmund (Lee)</u>	~~4003~~ <u>2305</u> Wards Rd	Lynchburg	~~24502-2943~~ <u>4502-2101</u>	~~434/239-2557~~
VA	OPR	~~George Snyder~~ Marshall, <u>Frank Dwayne (Dwayne)</u>	~~9506 Liberia Ave~~ <u>21123 Timberlake Rd</u>	~~Manassas~~ <u>Lynchburg</u>	~~20110-1719~~ <u>4502</u>	~~703/331-1888~~
<u>VA</u>	<u>OPR</u>	<u>Lovitt, Michael Houston (Mike)</u>	<u>9939 Sowder Village Sq</u>	<u>Manassas</u>	<u>20109-5469</u>	<u>703-365-9292</u>
VA	OPR	~~Jeremy~~ Smith, <u>Jeremy Allyn (Jeremy)</u>	10677 Sudley Manor Dr	Manassas	20109-2844	~~703/330-7723~~ <u>703-330-7723</u>
VA	OPR	~~Mike Lovitt~~ Snyder, <u>George Lawrence (George)</u>	~~9939 Sowder Village Sq~~ <u>9506 Liberia Ave</u>	Manassas	~~20109-5469~~ <u>0110-1719</u>	~~703/365-9292~~ <u>703-331-1888</u>
VA	OPR	~~Danny~~ Wulff, <u>Daniel Raymond (Danny)</u>	400 Liberty St	Martinsville	24112-1829	~~276/632-2448~~ <u>276-632-2448</u>
VA	OPR	~~Mark~~ Baldwin, <u>Mark Stephen (Mark)</u>	7285 Battle Hill Dr	Mechanicsville	23111-3546	~~804/730-2638~~ <u>804-730-2638</u>
VA	OPR	~~Mark~~ Baldwin, <u>Mark Stephen (Mark)</u>	9080 Times Dispatch Blvd	Mechanicsville	~~23116-23116~~ <u>2019</u>	~~804/938-7425~~ <u>804-938-7425</u>
VA	OPR	~~Erik~~ DeVriendt, <u>Erik Leslie (Erik)</u>	132 Schofield Dr	Midlothian	23113-7336	~~804/378-4232~~ <u>804-378-4232</u>
VA	OPR	~~Katie~~ Ryan, <u>Kathryn Ann (Katie)</u>	12301 Chattanooga Plz	Midlothian	23112-4867	~~804/744-9092~~ <u>804-744-9092</u>
<u>VA</u>	<u>OPR</u>	<u>Hall, Corey Tyler (Corey)</u>	<u>12300 Jefferson Ave Spc 740-F1</u>	<u>Newport News</u>	<u>23602-6900</u>	<u>757-750-1111</u>
VA	OPR	~~Chris~~ Hobert, <u>Christopher G. (Chris)</u>	12128 Jefferson Ave	Newport News	23602-6908	~~757/882-8844~~ <u>757-882-8844</u>
VA	OPR	~~Sean~~ McClure, <u>Sean David (Sean)</u>	12423 Warwick Blvd	Newport News	23606-3006	~~757/595-0316~~ <u>757-595-0316</u>
VA	OPR	~~Tony Grinbarg~~ Barnes, <u>Jason Wyatt (Jason)</u>	~~12300 Jefferson Ave Spc 740-F1~~ <u>1501 Premium Outlets Blvd</u>	~~Newport News~~ <u>Norfolk</u>	~~23602-6900~~ <u>3502-5526</u>	~~757/750-1111~~
VA	OPR	~~Jason Barnes~~ Easmeil, <u>Mahmood Ali (Mike)</u>	~~1501 Premium Outlets Blvd~~ <u>1600 Monticello Ave</u>	Norfolk	~~23502-5526~~ <u>3510-2620</u>	~~757/500-4405~~ <u>757-446-8006</u>
VA	OPR	~~Juan~~ Ortiz, <u>Juan Manuel Jr. (Juan)</u>	1205 N Military Hwy	Norfolk	23502-2228	~~757/461-9467~~ <u>757-461-9467</u>
<u>VA</u>	<u>OPR</u>	<u>Mike Easmeil</u>	<u>1600 Monticello Ave</u>	<u>Norfolk</u>	<u>23510-2620</u>	<u>757/446-8006</u>
VA	OPR	~~Bir~~ Singh, <u>Bir Mohan (Bir)</u>	11500 Midlothian Tpke Ste 478	~~North Chesterfield~~ <u>Chesapeake</u>	~~23235-4791~~ <u>23235-4791</u>	~~804/794-4355~~ <u>804-794-4355</u>
VA	OPR	~~Jason~~ Umberger, <u>Jason Carter (Jason)</u>	1590 Koger Center Blvd	~~North Chesterfield~~ <u>Chesapeake</u>	~~23235-4721~~ <u>23235-4721</u>	~~804/594-3930~~ <u>804-594-3930</u>
VA	OPR	~~Will~~ Taylor, <u>William Marshal Jon (Will)</u>	901 Frederick Blvd	Portsmouth	23707-4107	~~757/673-4414~~ <u>757-673-4414</u>

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VA	OPR	~~David Kim~~ Hawryschuk, <u>Jennifer Suzanne (Jennifer)</u>	~~12160 Sunset Hills Rd~~ <u>165 Purcellville Gateway Dr</u>	~~Reston~~ <u>Purcellville</u>	~~20190-5840~~ <u>0132-3490</u>	~~571/203-1234~~ <u>540-338-0833</u>
VA	OPR	~~Larry~~ Everett, <u>John Lawrence (Larry)</u>	1494 Northpoint Village Ctr	Reston	20194-1190	~~703/481-1725~~ <u>703-481-1725</u>
VA	OPR	~~Blake Kell~~ Kim, <u>David Sung-Soo (David)</u>	~~1601 Willow Lawn Dr~~ <u>12160 Sunset Hills Rd</u>	~~Richmond~~ <u>Reston</u>	~~23230-3427~~ <u>0190-5840</u>	~~804/282-9674~~ <u>571-203-1234</u>
VA	OPR	~~Bryan~~ Fletcher, <u>Bryan Timothy (Bryan)</u>	1529 N Parham Rd	Richmond	23229-4604	~~804/282-4285~~ <u>804-282-4285</u>
<u>VA</u>	<u>OPR</u>	<u>Fox, Tricia Christine (Tricia)</u>	<u>7125 Forest Hill Ave</u>	<u>Richmond</u>	<u>23225-1501</u>	<u>804-272-5050</u>
VA	OPR	~~Cole~~ Jordan, <u>Cole Richard (Cole)</u>	9100 W Broad St	Richmond	23294-5805	~~804/273-0435~~

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							~~804/223-0435~~
VA	OPR	~~Greg Williams~~ Kell, William Blake (Blake)	~~4443 S Laburnum Ave~~ 1601 Willow Lawn Dr	Richmond	~~23231-24192~~ 3230-3427	~~804/236-4601~~ 804-282-9674	
VA	OPR	~~Jonathan Lighty~~ Kell, William Blake (Blake)	4920 W Broad St	Richmond	23230-3115	~~804/662-5662~~ 804-662-5662	
VA	OPR	~~Rob~~ Preservati, Robert Ryan (Rob)	~~11800 W Broad St Ste 1008~~ 3380 Pump Rd	Richmond	~~23233-79142~~ 3233-1130	~~804/364-0200~~ 804-364-0200	
VA	OPR	~~Rob~~ Preservati, Robert Ryan (Rob)	~~3380 Pump~~ 12586 Broad Street Rd	Richmond	~~23233-11302~~ 3238	~~804/364-0200~~	
VA	OPR	Riad, John Benyameen (John)	11800 W Broad St Ste 1008	Richmond	23233-7914	804-307-2742	
VA	OPR	~~Tricia Fox~~ Williams, Gregory Wesley (Greg)	~~7125 Forest Hill~~ 4443 S Laburnum Ave	Richmond	~~23225-15042~~ 3231-2419	~~804/272-5050~~ 804-236-4601	
VA	OPR	~~Bob~~ Childress, Bobby Ray Jr. (Bob)	4110 Southern Hills Dr ~~SW~~ Sw	Roanoke	24014-5221	~~540/989-2084~~ 540-989-2084	
VA	OPR	~~Bob~~ Childress, Bobby Ray Jr. (Bob)	~~4802~~ 4805 Valley View Blvd NW	Roanoke	~~24012-20042~~ 4012-2018	~~540/362-9064~~ 540-362-1160	
VA	OPR	~~Bob~~ Childress, Bobby Ray Jr. (Bob)	~~4805~~ 4802 Valley View Blvd NW	Roanoke	~~24012-20482~~ 4012-2001	~~540/362-1160~~ 540-362-9064	
VA	OPR	~~Bob~~ Duffessy, Robert John (Bob)	3814 Challenger Ave	Roanoke	24012-6730	~~540/685-4255~~ 540-685-4255	
VA	OPR	~~Shaine~~ Miles, Shaine Michael (Shaine)	1353 W Main St	Salem	24153-4707	~~540/387-2095~~ 540-387-2095	
VA	OPR	~~Kyle~~ Vinci, James Kyle (Kyle)	43310 Defender Dr	South Riding	20152-5325	~~703/722-8824~~ 703-722-8824	
VA	OPR	~~OPR~~ Andrea Barnett, Andrea Lynn (Andrea)	~~6681A~~ 6681a Backlick Rd	Springfield	22150-2702	~~703/644-0155~~ 703-644-0155	
VA	OPR	Daniel, Larry Terrell (Terrell)	30 Wyche Road	Stafford	22554	540-505-0616	
VA	OPR	~~Jeff~~ Hubley, Jeffrey Daniel (Jeff)	25 Dunn Dr	Stafford	22556-1558	~~540/657-7930~~ 540-657-7930	
VA	OPR	~~Jay~~ Hawkins, James Crawford IV (Jay)	101 George Cochran Pkwy	Staunton	24401-9172	~~540/887-2391~~	
VA	OPR	~~Bill~~ Digges, Edward William III (Bill)	45440 Dulles Crossing Plz	Sterling	20166-8920	~~703/444-0300~~ 703-444-0300	
VA	OPR	~~Brian Summers~~ Smith, Jordan-Daniel Phillip (Jordan)	~~22015 Dulles Retail~~ 46920 Community Plz	Sterling	~~20166-25082~~ 0164-1800	~~571/325-2669~~ 703-444-1901	
VA	OPR	~~Jordan Smith~~ Summers, Brian DeLacy (Brian)	~~46920 Community~~ 22015 Dulles Retail Plz	Sterling	~~20164-18002~~ 0166-2508	~~703/444-1901~~ 571-325-2669	
VA	OPR	~~Dan~~ Curran, Daniel Joseph (Dan)	6212 College Dr	Suffolk	~~23435-26412~~ 3435-3651	~~757/686-4633~~ 757-686-4633	
VA	OPR	~~Nicki~~ Digby-Dalton, Nicole Maureen (Nicki)	1018 N Main St	Suffolk	23434-4317	~~757/538-0941~~ 757-538-0941	
VA	OPR	~~Deji~~ Adako, Deji Noma (Deji)	8461 Leesburg Pike Ste B	Vienna	22182-2404	~~703/847-1514~~ 703-847-1514	
VA	TMPOR	~~Lauren McKellop~~ Davis, Najee Hakeem (Najee)	538 Maple Ave W	Vienna	22180-4225	~~571/363-3944~~ 571-363-3944	
VA	OPR	~~Bill Davis~~ Barnes, Jason Wyatt (Jason)	~~5409 Indian River Rd~~ 1097 Independence Blvd	Virginia Beach	~~23464-53222~~ 3455-5523	~~757/578-4800~~ 757-318-7641	
VA	OPR	~~Brian~~ Burnette, Brian Gregory (Brian)	~~2043~~ 877 Lynnhaven Pkwy	Virginia Beach	~~23456-14102~~ 3452-7203	~~757/471-4495~~ 757-468-1003	
VA	OPR	~~Brian~~ Burnette, Brian Gregory (Brian)	~~877~~ 2013 Lynnhaven Pkwy	Virginia Beach	~~23452-72032~~ 3456-1410	~~757/468-1003~~ 757-471-4495	
VA	OPR	~~Gerrard Jones~~ Cheney, Natalie Marie (Natalie)	~~1524 General Booth Blvd~~ 749 First Colonial Rd	Virginia Beach	~~23454-51032~~ 3451-6123	~~757/426-6639~~ 757-437-8928	
VA	OPR	~~Jason Barnes~~ Clark, Melody Marie (Melody)	~~1097 Independence Blvd~~ 701 Lynnhaven Pkwy	Virginia Beach	~~23455-55232~~ 3452-7299	~~757/318-7641~~ 757-340-1171	
VA	OPR	~~Mark Mitchell~~ Davis, William Holladay (Bill)	~~4752 Virginia Beach Blvd~~ 5409 Indian River Rd	Virginia Beach	~~23462-67482~~ 3464-5322	~~757/233-1978~~ 757-578-4800	
VA	OPR	~~Melody Clark~~ Jones, Gerrard (Gerrard)	~~701 Lynnhaven Pkwy~~ 1524 General Booth Blvd	Virginia Beach	~~23452-72992~~ 3454-5103	~~757/340-1171~~ 757-426-6639	
VA	OPR	~~Natalie Cheney~~ Mitchell, Mark P. (Mark)	~~749 First Colonial Rd~~ 4752 Virginia Beach Blvd	Virginia Beach	~~23451-61232~~ 3462-3104	~~757/437-8928~~	
VA	OPR	~~Paul Brock~~ , Paul Francis (Paul)	256 W Lee Hwy	Warrenton	20186-2501	~~540/347-9791~~ 540-347-9791	
VA	OPR	~~Jay~~ Hawkins, James Crawford IV (Jay)	710 Shenandoah Village Dr	Waynesboro	22980-9314	~~540/932-9209~~ 540-932-9209	

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VA	OPR	~~Scott Peto~~ <u>Holland, John Wrenn (Wrenn)</u>	~~6732 Mooretown Rd~~ <u>4610 Monticello Ave</u>	Williamsburg	~~23188-2164~~ <u>3188-2164</u>	~~757-253-6801~~ <u>757-253-6464</u>
VA	OPR	~~Wrenn-Holland~~ <u>Peto, Scott Eric (Scott)</u>	~~6732 Mooretown Rd~~ <u>4610 Monticello Ave</u>	Williamsburg	~~23188-2164~~ <u>3188-8200</u>	~~757-253-6464~~ <u>757-564-6801</u>
VA	OPR	~~Chuck~~ <u>Guffee, Charles D. (Chuck)</u>	112 Market St	Winchester	22603-4770	~~540-535-2120~~ <u>540-535-2120</u>
VA	OPR	~~Chuck~~ <u>Guffee, Charles D. (Chuck)</u>	2230 S Pleasant Valley Rd	Winchester	22601-7004	~~540-678-4096~~ <u>540-678-4096</u>
VA	TMP	~~Zachary Brezina~~ <u>Argueta, Melissa (Melissa)</u>	1850 Apple Blossom Dr	Winchester	22601-5187	~~540-665-0783~~ <u>540-665-0783</u>
VA	OPR	~~Luis~~ <u>Hevia, Luis (Luis)</u>	2425 Prince William Pkwy	Woodbridge	22192-4147	~~703-490-3165~~ <u>703-783-3113</u>
VA	OPR	~~Luis~~ <u>Hevia, Luis (Luis)</u>	4101 Old Bridge Rd	Woodbridge	22192-7668	~~703-580-5205~~ <u>703-997-4040</u>
VA	OPR	~~Josh~~ <u>Burnette, Joshua David (Josh)</u>	~~5003A~~ <u>5003a</u> Victory Blvd	Yorktown	23693-5601	~~757-988-8847~~ <u>757-988-8847</u>
WA	OPR	~~Valerie~~ <u>Escoffery-Artis, Valerie Alexandria (Valerie)</u>	785 116th Ave NE	Bellevue	98004-5280	~~425-454-1758~~ <u>425-454-1758</u>
WA	OPR	~~Kayla~~ <u>Maxwell, Kayla Ashley (Kayla)</u>	20402 98th St E	Bonney Lake	98391-8273	~~253-479-0500~~ <u>253-479-0500</u>
WA	OPR	~~Matt~~ <u>Isenhower, Matthew Alan (Matt)</u>	1220 228th St SE	Bothell	98021-7489	~~425-402-0201~~ <u>425-402-0201</u>
WA	OPR	~~Marc~~ <u>Schuh, Marc Christopher (Marc)</u>	17440 SE 272nd St	Covington	98042-4949	~~206-701-1573~~ <u>206-701-1573</u>
<u>WA</u>	<u>OPR</u>	<u>Ediger, Brandon Mark (Brandon)</u>	<u>1124 SE Everett Mall Way</u>	<u>Everett</u>	<u>98208-2803</u>	<u>425-374-4969</u>
WA	OPR	~~Ryan~~ <u>Powell, Ryan David (Ryan)</u>	32025 Pacific Hwy S	Federal Way	98003-6001	~~206-429-2093~~ <u>206-429-2093</u>
WA	OPR	~~Lynnae~~ <u>Schneller, Lynnae Margaret (Lynnae)</u>	6602 19th St W	Fircrest	98466-6131	~~253-534-8406~~ <u>253-238-2310</u>

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WA	OPR	~~Derek~~ -Schiefer, <u>Derek Samuel (Derek)</u>	12026 NE 124th St	Kirkland	98034-8280	~~425/803-0222~~ <u>425-803-0222</u>
WA	OPR	~~Justin~~ -Mears, <u>Justin Turner (Justin)</u>	8302 Quinault Dr NE	Lacey	98516-5831	~~360/481-2306~~ <u>360-481-2306</u>
WA	OPR	~~Jason~~ -Davies, <u>Jason Lee (Jason)</u>	5429 100th St SW	Lakewood	98499-3818	~~253/582-2696~~ <u>253-582-2696</u>
<u>WA</u>	<u>OPR</u>	<u>Ober, Josiah Keith (Josiah)</u>	<u>19615 Highway 99</u>	<u>Lynnwood</u>	<u>98036-6056</u>	<u>425-321-5566</u>
WA	OPR	~~Paul~~ -Rosser, <u>Paul McDaniel (Paul)</u>	3026 196th St SW	Lynnwood	98036-6926	~~425/673-7132~~ <u>425-673-7132</u>
WA	OPR	~~John~~ -Clingen, <u>John H. (John)</u>	8810 36th Ave NE	Marysville	98270-7267	~~360/386-9047~~ <u>360-386-9047</u>
WA	OPR	~~Mike~~ -Lehman, <u>Michael Jay (Mike)</u>	104 39th Ave SW	Puyallup	98373-3621	~~253/200-3450~~ <u>253-200-3450</u>
WA	OPR	~~Erik~~ -Lee, <u>Erik Jamin (Erik)</u>	375 Rainier Ave S	Renton	98057-2404	~~425/336-7010~~ <u>425-336-7010</u>
WA	OPR	~~Karl Garcia~~ <u>Artman, Lawrence James (Larry)</u>	12801 Aurora Ave N	Seattle	98133-7519	~~206/364-0841~~ <u>206-364-0841</u>
WA	OPR	~~Ray~~ -Emmerling, <u>Raymond Paul (Ray)</u>	9304 N Newport Hwy	Spokane	99218-1150	~~888/232-6775~~ <u>888-232-6775</u>
WA	OPR	~~Lynnae~~ -Schneller, <u>Lynnae Margaret (Lynnae)</u>	3902 S Steele St	Tacoma	98409-7325	~~253/534-8406~~ <u>253-534-8406</u>
WA	OPR	~~Ethan~~ -Woodward, <u>Ethan Ryan (Ethan)</u>	17333 Southcenter Pkwy	Tukwila	98188-3317	~~206/575-7547~~ <u>206-575-7547</u>
~~WA~~	~~OPR~~	~~John Dombroski~~	~~16400 SE Mill Plain Blvd~~	~~Vancouver~~	~~98684-9606~~	~~360/980-8535~~
WA	OPR	~~John~~ -Dombroski, <u>John Paul (John)</u>	8440 NE Vancouver Mall Dr # 100	Vancouver	98662-6665	~~360/360-3036~~ <u>360-360-3036</u>
<u>WA</u>	<u>OPR</u>	<u>Dombroski, John Paul (John)</u>	<u>16400 SE Mill Plain Blvd</u>	<u>Vancouver</u>	<u>98684-9606</u>	<u>360-980-8535</u>
WI	OPR	~~Erie~~ -Krebs, <u>Eric D. (Eric)</u>	3775 W College Ave	Appleton	54914-3913	~~920/939-0604~~ <u>920-939-0604</u>
WI	OPR	~~Sonia~~ -Choi, <u>Sonia (Sonia)</u>	2455 S Oneida St	Ashwaubenon	54304-5201	~~920/770-3378~~ <u>920-770-3378</u>
<u>WI</u>	<u>OPR</u>	<u>Frasier, Jim Dale (Jim)</u>	<u>12625 W Capitol Dr</u>	<u>Brookfield</u>	<u>53005-5404</u>	<u>262-373-0609</u>
WI	OPR	~~Chris~~ -Loweth, <u>Christopher John (Chris)</u>	1 N Moorland Rd	Brookfield	53005-6018	~~262/786-2443~~ <u>262-786-2443</u>
WI	OPR	~~Jim Frasier~~ <u>Anderson, Christine E. (Christy)</u>	~~12625 W Capitol Dr~~ <u>2980 Golf Court</u>	~~Brookfield~~ <u>Delafield</u>	~~53005-5404~~ <u>3018-2179</u>	~~262/373-0609~~ <u>262-646-2215</u>
WI	OPR	~~Christy Anderson~~ <u>Lewis, Alec Edward (Alec)</u>	~~2980 Golf Court~~ <u>3849 South Oakwood Mall Dr</u>	~~Delafield~~ <u>Eau Claire</u>	~~53018-2179~~ <u>4701-3042</u>	~~262/646-2215~~ <u>715-598-9510</u>
WI	~~TMP~~ <u>OPR</u>	~~Ryan~~ -Clopton, <u>Ryan Harrison (Ryan)</u>	5201 N Port Washington Rd	Glendale	53217-4902	~~414/310-1344~~ <u>414-310-1344</u>
WI	OPR	~~David~~ -Balza, <u>David William (David)</u>	5351 S 76th St	Greendale	53129-1128	~~414/423-0853~~ <u>414-423-0853</u>
WI	OPR	~~David~~ -Bramlett, <u>David Hardman (David)</u>	2627 Humes Rd	Janesville	53545	~~608/531-1991~~ <u>608-531-1991</u>
WI	OPR	~~Jamie Fuller~~ <u>Daniel, Monica E. (Monica)</u>	~~430 S Gammon Rd~~ <u>4212 E Washington Ave</u>	Madison	~~53719-1002~~ <u>3704-3720</u>	~~608/833-4344~~ <u>608-245-2045</u>
WI	OPR	~~Monica Daniel~~ <u>Fuller, James Walter Scott (Jamie)</u>	~~4212 E Washington Ave~~ <u>430 S Gammon Rd</u>	Madison	~~53704-3720~~ <u>3719-1002</u>	~~608/245-2045~~ <u>608-833-4344</u>
WI	OPR	~~Brandon~~ -Duke, <u>Brandon Andrew (Brandon)</u>	W185 N9590 Bancroft Drive	~~Monroe~~ <u>Falls Falls</u>	~~53061~~ <u>53051</u>	~~262/473-3716~~ <u>262-473-3716</u>
WI	OPR	~~Jim~~ -Frasier, <u>Jim Dale (Jim)</u>	1111 N Vel R Phillips Ave	Milwaukee	53203-1104	~~866/232-2040~~ <u>866-232-2040</u>
WI	OPR	~~Brian~~ -Goode, <u>Brian Christopher (Brian)</u>	5315 Washington Ave	Mount Pleasant	53406-4204	~~262/632-0173~~ <u>262-632-0173</u>
WI	OPR	<u>Gramza</u> , Danica ~~Anderson~~ <u>Shelby (Danica)</u>	150 W Town Square Way	Oak Creek	53154-6811	~~414/571-0048~~ <u>414-571-0048</u>
WI	OPR	~~Pam~~ -Chaney, <u>Pamela Denice (Pam)</u>	3015 S Kinney Coulee Rd	Onalaska	54650	~~608/668-1028~~ <u>608-668-1028</u>

~~CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22~~

WI	OPR	~~Ty~~ Dillon, Ty Fredric (Ty)	1047 N Washburn St	Oshkosh	54904-7725	~~920/232-9215~~ 920-232-9215

CHICK-FIL-A RESTAURANT LISTING AS OF 12/31/22

WI	OPR	~~Kyle~~ Bartz, <u>Kyle Robert (Kyle)</u>	1454 Capitol Dr	Pewaukee	53072-2656	~~262/621-0537~~ <u>262-691-0537</u>
WI	OPR	~~Jason~~ Miley, <u>Jason Brent (Jason)</u>	9114 76th St	Pleasant Prairie	53158-1944	~~262/358-4912~~ <u>262-358-4912</u>
WI	OPR	~~David~~ Schiedt, <u>David Bradford (David)</u>	2645 S 108th St	West Allis	53227-1925	~~414/327-4885~~ <u>414-327-4885</u>
WV	OPR	~~Larry~~ Pittman, <u>Larry J. (Larry)</u>	148 Melody Farms Rd	Barboursville	25504-1837	~~304/733-4850~~ <u>304-733-4850</u>
WV	OPR	~~Larry~~ Pittman, <u>Josey, Antuane</u>	PO Box 4056	Barboursville	25504-4056	~~304/736-3973~~ <u>304-736-2919</u>
WV	OPR	~~Richard~~ Jarrell, <u>Richard Howard (Richard)</u>	100 Hylton Ln	Beckley	25801-2691	~~304/894-8455~~ <u>304-894-8455</u>
WV	OPR	~~Richard~~ Jarrell, <u>Richard Howard (Richard)</u>	1300 N Eisenhower Dr	Beckley	25801-3122	~~304/250-0158~~ <u>304-250-0158</u>
WV	OPR	~~Brandon~~ Duffessy, <u>Brandon John (Brandon)</u>	261 Mercer Mall Rd	Bluefield	24701-9098	~~304/327-6008~~ <u>304-327-6008</u>
WV	OPR	~~Ryan~~ Rutt, <u>Broniszewski, Jesse</u>	2399 Meadowbrook Mall Ste 620	Bridgeport	26330-9030	~~304/842-4835~~ <u>304-842-4835</u>
WV	OPR	~~Alan~~ Smith, <u>Alan Christopher (Alan)</u>	3000 Charleston Town Ctr # 3011	Charleston	25389-0008	~~304/344-0868~~ <u>304-344-0868</u>
WV	OPR	~~Tom~~ Minturn	2509 Mountaineer Blvd	Charleston	25309-9439	~~304/205-5829~~
WV	OPR	~~Brandie~~ Wehner, <u>Brandie Lynn (Brandie)</u>	310 Emily Dr	Clarksburg	26301-5513	~~304/622-9797~~ <u>304-622-9797</u>
WV	OPR	~~Kendra~~ DeOms, <u>Kendra Ramey (Kendra)</u>	1005 Foxcroft Ave	Martinsburg	25401-1837	~~304/267-9572~~ <u>304-901-1058</u>
WV	OPR	~~Lisa~~ Holt, <u>Lisa Dawn (Lisa)</u>	334 Patteson Dr	Morgantown	26505-3232	~~304/599-1840~~ <u>304-599-1840</u>
WV	OPR	~~Lisa~~ Holt, <u>Lisa Dawn (Lisa)</u>	835 Sesame Drive Dr	Morgantown	~~26504-1134~~ <u>26501-1134</u>	~~304/599-4171~~ <u>304-599-4171</u>
WV	OPR	~~Mike~~ Wade, <u>Michael Allen (Mike)</u>	750 Oakvale Rd	Princeton	24740-3915	~~681/282-5540~~ <u>681-282-5540</u>
WV	OPR	~~Justin~~ Lombardozi, <u>Justin Joseph (Justin)</u>	156 Joshua M Freeman Blvd	Ranson	25438-5691	~~304/767-9730~~ <u>304-767-9730</u>
WV	OPR	~~Minturn~~ , <u>Thomas Richard (Tom)</u>	2509 Mountaineer Blvd	South Charleston	25309-9439	~~304-205-5829~~
WV	OPR	~~Minturn~~ , <u>Thomas Richard (Tom)</u>	90 Maccorkle Ave SW	South Charleston	25309-1412	~~304-205-5829~~
WV	OPR	~~Joseph~~ Evans, <u>Joseph Scott (Joseph)</u>	110 Cabela Dr	Triadelphia	26059-1042	~~304/909-0843~~ <u>304-909-0843</u>
WV	OPR	~~George~~ Angelos, <u>George Frank (George)</u>	~~400~~ <u>210</u> Grand Central ~~Mall #~~ ~~F140~~ <u>Ave</u>	Vienna	~~26105-4110~~ <u>6105-4101</u>	~~304/422-2790~~ <u>304-422-3646</u>
WV	OPR	~~George~~ Angelos, <u>George Frank (George)</u>	~~240~~ <u>100</u> Grand Central ~~Ave~~ <u>Mall #</u> ~~F140~~	Vienna	~~26105-4101~~ <u>6105-4110</u>	~~304/422-3646~~ <u>304-422-2790</u>
WY	OPR	~~Raymond~~ Mefford, <u>Raymond Dean (Raymond)</u>	4435 Windmill Rd	Cheyenne	82009-5200	~~307/638-4444~~ <u>307-638-4444</u>
		~~Count:~~	2411			

Summary report: Litera Compare for Word 11.3.0.46 Document comparison done on 4/4/2024 9:52:39 AM	
Style name: Default Style	
Intelligent Table Comparison: Active	
Original filename: FDD-OPERATOR LISTING 12-31-22.pdf	
Modified filename: Operator List 2023.pdf	
Changes:	
Add	6306
Delete	6228
Move From	0
Move To	0
Table Insert	366
Table Delete	139
Table moves to	0
Table moves from	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	1
Embedded Excel	0
Format changes	0
Total Changes:	13040

EXHIBIT “F”

LIST OF FORMER LICENSEES

EXHIBIT “F”

Licensees whose License Agreements (or a particular Licensed Site under such License Agreement) were terminated, canceled, not renewed or otherwise voluntarily or involuntarily ceased to do business under a Chick-fil-A License Agreement during fiscal year ~~2022~~2023 or who have not communicated with us within ten weeks of our application date:

State	City	Licensee	Current Business Phone	Licensed Location
~~DC~~ <u>AR</u>	~~Washington~~ <u>Bentonville</u>	~~Thompson Hospitality~~ <u>Eurest</u>	~~301-518-4182~~ <u>479-715-1423</u>	~~George Washington University~~ <u>Wal-Mart HQ</u>
~~MS~~ <u>AR</u>	~~Jackson~~ <u>Ft. Smith</u>	~~Morrison Healthcare Group~~ <u>Chartwells</u>	~~601-984-2072~~ <u>479-575-2030</u>	University of ~~Mississippi Medical Center~~ <u>Arkansas - Fort Smith</u>
<u>FL</u>	<u>Gainesville</u>	<u>Aramark</u>	<u>352-870-4862</u>	<u>University of Florida Broward Complex</u>
~~OH~~ <u>KS</u>	~~Sandusky~~ <u>Overland Park</u>	~~Cedar Fair LP~~ <u>Self-Op</u>	~~419-627-2170~~ <u>913-469-8500</u>	~~Cedar Point Theme Park~~ <u>Johnson County Community College</u>
~~OK~~ <u>NC</u>	~~Duncan~~ <u>Charlotte</u>	~~Sodexo~~ <u>Eurest</u>	~~580-251-8767~~ <u>704-683-0567</u>	~~Duncan Regional Hospital~~ <u>Gateway Village</u>
~~SC~~ <u>NC</u>	~~Charleston~~ <u>Charlotte</u>	~~Sodexo~~ <u>Eurest</u>	~~843-792-2381~~ <u>704-590-4737</u>	~~Medical University of South Carolina~~ <u>Wells Fargo</u>
<u>NE</u>	<u>Omaha</u>	<u>Eurest</u>	<u>402-351-5718</u>	<u>Mutual of Omaha</u>
~~VA~~ <u>OH</u>	~~Fairfax~~ <u>Akron</u>	Aramark	~~540-327-1785~~ <u>216-849-0457</u>	~~Valley Health Winchester Medical Center~~ <u>University of Akron - Summit College Polsky Bldg</u>

EXHIBIT “G”

STATE SPECIFIC ADDENDA AND AGREEMENT AMENDMENTS

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF CALIFORNIA**

The California Department of Financial Protection and Innovation requires that certain provisions contained in franchise documents be amended to be consistent with California law, including the California Franchise Investment Law, CAL. BUS. & PROF. CODE Section 31000 *et seq.*, and the California Franchise Relations Act, CAL. BUS. & PROF. CODE Section 20000 *et seq.* To the extent that the Franchise Disclosure Document for use in the State of California contains provisions that are inconsistent with the following, such provisions are hereby amended:

1. The following is added as the last paragraph to the cover page of the Disclosure Document:

OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION at www.dfpi.ca.gov.

2. In Item 3, “Litigation” shall be amended by the addition of the following paragraphs:

Pursuant to California law, Item 3 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 Chick-fil-A, 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.

3. **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.**

4. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

5. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

6. Item 17, “Renewal Termination, Transfer and Dispute Resolution,” shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

The following notice is required to be inserted in this Franchise Disclosure Document by the State of California whenever an applicable provision is included in a franchise agreement. Chick-fil-A reserves the right to attempt to enforce all of the provisions listed below in which Chick-fil-A indicates that the “provision may not be enforceable under California law.”

The License Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C. § 101, *et seq.*).

California Business and Professions Code Sections 20000 through 20043 provide rights to you concerning non-renewal, transfer and termination of the License Agreement. The Federal Bankruptcy Code also provides rights to you concerning termination of the License Agreement. The Federal Bankruptcy Code also provides rights to you concerning termination of the License Agreement upon certain bankruptcy-related events. To the extent the License Agreement contains a provision that is inconsistent with the law, the law will control.

If the License Agreement contains a covenant not to compete which extends beyond the expiration or termination of the License Agreement, this provision may not be enforceable under California law.

If the License Agreement requires payment of liquidated damages that are inconsistent with California Civil Code Section 1671, the liquidated damages provision may not be enforceable under California law.

If the License Agreement requires litigation, arbitration, or mediation to be conducted in a forum other than the State of California, this provision may not be enforceable under California law.

If the License Agreement requires that it be governed by a state's law, other than the State of California, this provision may not be enforceable under California law.

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. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that the jurisdictional and any other requirements of the California law applicable to the provision are met independent of and without reference to this Addendum. This Addendum shall have no force or effect if such jurisdictional or any other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A, INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF CALIFORNIA**

In recognition of the requirements of California law, including the California Franchise Investment Law, CAL. BUS. & PROF. CODE Section 31000 *et seq.*, and the California Franchise Relations Act, CAL. BUS. & PROF. CODE Section 20000 *et seq.*, the parties to the Chick-fil-A, Inc. License Agreement (the "License Agreement"), dated as of __, do hereby agree as follows:

1. Section 8.2 of the License Agreement, under the heading entitled "Termination by CFA," shall be supplemented by the addition of the following language:

The License Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C. § 101, *et seq.*).

2. Section 2.5 of the License Agreement, under the heading entitled "License Term," and Section 8.2 of the License Agreement, under the heading entitled "Termination by CFA," shall be supplemented by the addition of the following language:

California Business and Professions Code Sections 20000 through 20043 provide rights to the Licensee concerning non-renewal, transfer and termination of the License Agreement. The Federal Bankruptcy Code also provides rights to the Licensee concerning termination of the License Agreement. The Federal Bankruptcy Code also provides rights to the Licensee concerning termination of the License Agreement upon certain bankruptcy-related events. To the extent the License Agreement contains a provision that is inconsistent with the law, the law will control.

3. Section 7.3 of the License Agreement, under the heading entitled "Restrictive Covenant" or "Limitation in Use of Space," shall be supplemented by the addition of the following language:

The License Agreement contains a covenant not to compete which extends beyond the expiration or termination of the License Agreement. This provision may not be enforceable under California law.

4. Section 10.6 of the License Agreement, under the heading entitled "Litigation," shall be supplemented by the addition of the following language:

The License Agreement requires litigation to be conducted in a forum other than the State of California. This provision may not be enforceable under California law.

5. Section 10.5 of the License Agreement, under the heading entitled "Choice of Law," shall be supplemented by the addition of the following language:

The License Agreement requires that it be governed by a state's law, other than the State of California. This provision may not be enforceable under California law.

6. Chick-fil-A reserves the right to attempt to enforce all of the provisions set forth in the License Agreement listed above in which the parties have indicated that the "provision may not be enforceable under California law."

7. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

**CHICK-FIL-A, INC.
CALIFORNIA AMENDMENT TO THE LICENSE AGREEMENT**

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

8. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

9. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

10. Section 11.9 of the License Agreement, under the heading entitled "Entire Agreement; Modification," shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

11. The parties acknowledge and agree that each provision of this Amendment to the License Agreement shall be effective only to the extent that the jurisdictional (and any other then-current

requirements) of the California Law applicable to the provision are met independent of and without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional requirements (or any other then-current requirements) are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this California Amendment to the License Agreement on the same date as that on which the License Agreement was executed.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

CHICK-FIL-A, INC.
ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF HAWAII

In recognition of the requirements of the Hawaii Franchise Investment Law, Hawaii Revised Statutes, Title 26, Chapter 482E, Sections 482E-1 31000 et seq., the Franchise Disclosure Document for Chick-fil-A, Inc. for use in the State of Hawaii shall be amended as follows:

1. The Risk Factors on the State Cover Page of the Disclosure Document are supplemented by adding the following:

THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR 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, OR SUBFRANCHISOR, AT LEAST 7 DAYS BEFORE THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS BEFORE THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS DISCLOSURE DOCUMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

2. Item 11, "Franchisor's Assistance, Advertising, Computer Systems and Training," under the heading "Selection of Location," shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A's prior approval. Chick-fil-A's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A's then current minimum standards for site approval.

3. The Item 17 table for the Franchise Agreement, item t, under the subheading "Integration/merger

clause*” shall be amended to read as ~~CHICK-FIL-A, INC.~~

HAWAII ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

t. Integration/merger clause*	FOR PROSPECTIVE LICENSEES Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

4. Item 17 is supplemented by adding the following at the end:

No release language in the License Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the laws concerning franchising in the State of Hawaii.

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. Item 20 is supplemented by adding the following at the end:

A. The following list reflects the status of our franchise registrations in states which have franchise registration and/or disclosure laws: This proposed registration is on file or will shortly be on file and effective in the following states: Michigan, Minnesota, South Dakota, Washington and Wisconsin.

B. The registration is exempt from the registration requirements of the following states: California, Illinois, Indiana, Maryland, New York, North Dakota, Rhode Island, and Virginia.

C. States which have refused, by order or otherwise, to register these franchises: None

D. States which have revoked or suspended the right to offer the franchises: None.

E. States in which the proposed registration of these franchises has been withdrawn: None

6. Each provision of this Hawaii Addendum to the Disclosure Document will be effective only to the extent that, with respect to the provision, the jurisdictional requirement of the Franchise Investment Law of Hawaii is met independently without reference to this Hawaii Addendum.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF HAWAII**

In recognition of the requirements of the Hawaii Franchise Investment Law, Hawaii Revised Statutes, Title 26, Chapter 482E, Sections 482E-1 31000 et seq., the parties to the attached Chick-fil-A, Inc. License Agreement (the "License Agreement"), dated as of _____, do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

2. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

3. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

4. Section 11.9 of the License Agreement, under the heading entitled "Entire Agreement; Modification," shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no

other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

5. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Hawaii Franchise Investment Law are met independently without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Hawaii Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF ILLINOIS**

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, the Franchise Disclosure Document for Prospective Licensees for Chick-fil-A, Inc. for use in the state of Illinois shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

3. Item 17 shall be supplemented by the following language:

The conditions under which your License Agreement can be terminated and your rights upon expiration of the License Agreement may be affected by Illinois law, 815 ILCS 705/19 and 705/20.

The Licensee’s rights upon the expiration of the License Agreement regarding repurchase may be affected by Illinois law, 815 ILCS 705/20. If required to do so by Illinois law, 815 ILCS 705/20, Chick-fil-A will compensate the Licensee upon expiration of the License Agreement either by repurchase or by other means for the diminution in value of the licensed business caused by the expiration of the License Agreement, if Chick-fil-A is required to do so by Illinois law, 815 ILCS 705/20.

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.

4. The Item 17 provision entitled “Choice of forum” shall be amended so that it reflects that litigation must occur in courts located in the state of Illinois.

5. The Item 17 provision entitled “Choice of law” shall be supplemented by the following language:

This provision may not be enforceable under Illinois law. Illinois law will apply to all claims arising under the Illinois Franchise Disclosure Act of 1987.

6. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Illinois Franchise Disclosure Act of 1987 are met independently without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF ILLINOIS**

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, the parties to the attached Chick-fil-A, Inc. License Agreement (the "License Agreement"), dated as of _____, do hereby agree as follows:

1. Sections 2.5 and 8.2 of the License Agreement, under the headings entitled "License Term" and "Termination by CFA," shall be supplemented by the following language:

If any of the provisions of this Section concerning termination or non-renewal are inconsistent with Sections 19 or 20 of the Illinois Franchise Disclosure Act of 1987, then said Illinois law shall apply.

2. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

3. Section 10.5 of the License Agreement, under the heading entitled "Choice of Law," shall be deleted in its entirety, and the following language shall be added in lieu thereof:

This Agreement is made pursuant to and shall be interpreted under the laws and decisions of the State of Georgia as they now exist and hereafter may be amended or changed from time to time. Notwithstanding the above, this Section 10.5 shall be void with respect to any cause of action arising under the Illinois Franchise Disclosure Act of 1987.

4. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. Section 10.6 of the License Agreement, under the heading entitled "Litigation," shall be deleted in its entirety, and the following language shall be added in lieu thereof:

10.6 Litigation. The Parties agree that if a controversy or claim between them arises out of or relates to this Agreement or the relationship between Licensee and CFA and results in litigation, the state and federal courts located in the state of Illinois shall have jurisdiction to hear and decide such matters, and each Party hereby submits to the jurisdiction of such courts. The Parties further acknowledge and agree that such courts

are convenient forums for the litigation of any controversy or claim which may arise out of or relating to this Agreement and that those courts shall have exclusive jurisdiction for such litigation arising under the Illinois Franchise Disclosure Act of 1987. If either Party files suit to collect sums due under this Agreement, then the first Party, in addition to its other rights and remedies hereunder, shall be entitled to recover all costs and expenses incurred in connection with such collection, including without limitation attorneys' fees and advisors' fees, court costs and other expenses of litigation, if the suing Party prevails in such suit.

6. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled "Entire Agreement; Modification," shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

8. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Illinois Franchise Disclosure Act of 1987 are met independently without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Illinois Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF INDIANA**

In recognition of the requirements of the Indiana Franchise Disclosure Law, Indiana Code §§ 23-2-2.5-1 to 23-2-2.5-51, and the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1 to 23-2-2.7-7, the Franchise Disclosure Document of Chick-fil-A, Inc. for use in the State of Indiana shall be amended as follows:

1. Item 3, "Litigation," shall be supplemented by the addition of the following language:

Neither Chick-fil-A, nor any person identified in Item 2 above has any administrative, criminal or material civil action pending against them alleging a violation of a franchise antitrust or securities law, unfair or deceptive practices, or comparable allegations.

Neither Chick-fil-A, nor any person identified in Item 2 above, is subject to any 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.

2. Item 11, "Franchisor's Assistance, Advertising, Computer Systems and Training," under the heading "Selection of Location," shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A's prior approval. Chick-fil-A's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A's then current minimum standards for site approval.

3. Item 12, "Territory," shall be supplemented by the addition of the following language:

Chick-fil-A will not compete unfairly with you within a reasonable area of the Licensed Unit.

4. Item 17 for the License Agreement, items b and c, under the subheadings entitled "Renewal or extension of term" and "Requirements for franchisee to renew or extend," shall be supplemented by the addition of the following language:

The License Agreement is not renewable upon its expiration. To the extent that the License Agreement contains a provision regarding renewal that is inconsistent with the Act, the provision may not be enforceable under the Indiana Deceptive Franchise Practices Act.

5. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

6. Item 17 for the License Agreement, item v, under the subheading entitled “Choice of forum” shall be amended by the addition of the following language:

The License Agreement’s requirement that litigation be conducted in a forum other than the State of Indiana may be unenforceable as a limitation on litigation under the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1(10). Item 17 for the License Agreement, item w, under the subheading entitled “Choice of law” shall be amended by the addition of the following language:

The Indiana Deceptive Franchise Practices Act requires that Indiana law govern any cause of action which arises under the Indiana Franchise Disclosure Law or the Indiana Deceptive Franchise Practices Act.

7. Item 17 shall be supplemented by the following language:

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.

8. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Indiana Franchise Disclosure Law, Indiana Code §§ 23-2-2.5-1 to 23-2-2.5-51, and the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1 to 23-2-2.7-7, are met independently without reference to this Addendum to the Franchise Disclosure Document.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT REQUIRED
BY THE STATE OF INDIANA**

In recognition of the requirements of the Indiana Franchise Disclosure Law, Indiana Code §§ 23-2-2.5-1 to 23-2-2.5-51, and the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1 to 23-2-2.7-7, the parties to the Chick-fil-A, Inc. License Agreement (the “License Agreement”), dated as of _____, do hereby agree as follows:

1. Section 2.3 of the License Agreement, under the heading entitled “License not Exclusive,” shall be supplemented by the addition of the following language:

Chick-fil-A will not compete unfairly with the Licensee within a reasonable area of the Licensed Unit.

2. Section 2.5 of the License Agreement, under the subheading entitled “License Term,” shall be supplemented by the addition of following language:

The Indiana Deceptive Franchise Practices Act may provide rights to Licensee concerning the non-renewable nature of the License Agreement. To the extent that this section of the License Agreement is inconsistent with the Act, the Indiana Deceptive Franchise Practices Act will control.

3. Section 3.2 of the License Agreement, under the heading entitled “Responsibility,” shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA’s then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA’s prior written consent.

4. Section 10.2 of the License Agreement, under the heading “Equitable Remedies”, is supplemented by adding the following sentence at the end:

Any reservation of rights by Chick-fil-A to injunctive relief and specific damages or limitations on the remedies available to either party without benefit of appropriate process is prohibited under IC 23-2-2.7-1(10). Licensee cannot be required to recognize the adequacy or inadequacy of any remedy. The waiver or release of any rights by the Licensee with regard to this License Agreement is prohibited to the extent required under IC 23-2-2.7-1(5).

5. Section 10.3 of the License Agreement, under the heading “Indemnification”, is supplemented by adding the following sentence at the end:

In no event will this indemnification apply to liability caused by

Licensee's proper reliance on or use of procedures or materials provided by Chick-fil-A or because of Chick-fil-A's negligence.

6. Section 10.5 of the License Agreement, under the subheading entitled "Choice of law," shall be supplemented by the addition of the following language:

If the License Agreement requires that it be governed by a state's laws other than the State of Indiana, to the extent that such laws conflict with the Indiana Deceptive Franchises Practices Act and the Indiana Franchises Act, the Acts will control.

7. Section 10.6 of the License Agreement, under the subheading entitled “Litigation,” shall be supplemented by the addition of the following language:

If the License Agreement requires litigation to be conducted in a forum other than the State of Indiana, the requirement may be unenforceable as a limitation on litigation under the Indiana Deceptive Franchise Practices Act, Indiana Code §§ 23-2-2.7-1(10).

8. Section 10.8(a) of the License Agreement, under the heading entitled “Caveats,” shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

9. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

10. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

11. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Indiana Franchise Disclosure Law and the Indiana, Indiana Code §§ 23-2-2.5-1 to 23-2-2.5-51, and the Indiana Deceptive Franchise Practice Act, Indiana Code §§ 23-2-2.7-1 to 23-2-2.7-7, are met independently without reference to this Amendment.

YOU ACKNOWLEDGE YOU HAVE READ THIS AMENDMENT AND UNDERSTAND ITS TERMS. YOU FURTHER ACKNOWLEDGE YOU WOULD NOT SIGN THIS AMENDMENT IF YOU DID NOT UNDERSTAND AND AGREE TO BE BOUND BY ITS TERMS.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Indiana Amendment to the License Agreement on the same date as that on which the License Agreement was executed.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF MARYLAND**

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, Md. Code Ann. Bus. Reg. Sections 4-201 – 14-233 (1994), the Franchise Disclosure Document for Prospective Licensees for Chick-fil-A, Inc. for use in the state of Maryland shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

3. The sentences in Item 17v. shall be supplemented by the addition of the following language:

If the License Agreement requires litigation to be conducted in a forum other than the State of Maryland, the requirement shall not be interpreted to limit any rights you may have under Section 14-216(c)(25) of the Maryland Franchise Registration and Disclosure Law to bring suit in the State of Maryland.

4. The sentences in Item 17w. shall be supplemented by the addition of the following language:

If the License Agreement requires the application of Georgia law, the requirement shall not be interpreted to limit any rights Licensee may have to bring a lawsuit for claims arising under the Maryland Franchise Registration and Disclosure Law.

5. Item 17, “Renewal Termination, Transfer and Dispute Resolution,” shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

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. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Maryland Franchise Registration and Disclosure Law, with respect to each such provision, are met independent of and without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF MARYLAND**

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, Md. Code Ann. Bus. Reg. Sections 4-201 – 14-233 (1994), the parties to the attached Chick-fil-A, Inc. License Agreement, dated as of _____, _____ (the “License Agreement”), do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled “Responsibility,” shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA’s then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA’s prior written consent.

2. Section 10.5 of the License Agreement, under the heading entitled “Choice of Law,” shall be supplemented by the following language:

If the License Agreement requires the application of Georgia law, the requirement shall not be interpreted to limit any rights Licensee may have to bring a lawsuit for claims arising under the Maryland Franchise Registration and Disclosure Law.

3. Section 10.6 of the License Agreement, under the heading entitled “Litigation,” shall be supplemented by the following language:

If the License Agreement requires litigation to be conducted in a forum other than the State of Maryland, the requirement shall not be interpreted to limit any rights Licensee may have under Section 14-216(c)(25) of the Maryland Franchise Registration and Disclosure Law to bring suit in the State of Maryland.

4. Section 10.8(a) of the License Agreement, under the heading entitled “Caveats,” shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA’s representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee’s entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA’s rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

Nothing in the License Agreement or in any related agreement is intended to disclaim or require Licensee to waive reliance on any representation made in the FDD received by the Licensee.

7. Each provision of this Amendment shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Maryland Franchise Registration and Disclosure Law, with respect to each such provision, are met independent of and without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Maryland Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF MINNESOTA**

In recognition of the requirements of the Minnesota Franchise Act, 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 (collectively, the “Minnesota Franchise Act”), the Franchise Disclosure Document For Prospective Licensees of Chick-fil-A, Inc. for use in the state of Minnesota shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The fifth paragraph under Item 13 shall be deleted in its entirety, and the following language shall be added in lieu thereof:

CFA Properties and Chick-fil-A have the sole and exclusive right to protect any or all of the trademarks listed above at their own expense. You must notify Chick-fil-A immediately when you learn about possible infringement of CFA Properties’ trademarks. The License Agreement does not require CFA Properties or Chick-fil-A to take affirmative action when notified of these possible infringements. You must cooperate with CFA Properties and us in defending CFA Properties’ trademarks. We will defend you against third-party claims, suits or demands arising out of your use of the trademarks. If we, in our sole business judgment, determine that you used the trademarks in accordance with the License Agreement, then we will bear the cost of your defense, including the cost of any judgment or settlement. If we, in our sole business judgment, determine that you have not used the trademarks in accordance with the License Agreement, then you must bear the cost of your defense, including the cost of any judgment or settlement. Upon any termination of your License Agreement, you must immediately cease all use of the trademarks.

3. Item 17 for the License Agreement shall be amended by the addition of the following language at the conclusion of the provisions entitled “Renewal or extension of the term,” “Termination by franchisor with cause,” and “Transfer by franchisee – definition:”

The Minnesota Franchise Act provides licensees with certain termination, non-renewal, and transfer rights. In sum, Minn. Stat. § 80C.14 (subd. 3, 4, and 5) currently requires, except in certain specified cases, that a licensee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of nonrenewal of the License Agreement, and that consent to the transfer of the license not be unreasonably denied. If the License

Agreement and/or Franchise Disclosure Document contain(s) a provision that is inconsistent with the Minnesota Franchise Act, the provisions of the License Agreement will be superseded by the Minnesota Franchise Act's requirements and shall have no force or effect.

4. The Item 17 table for the Franchise Agreement, item t, under the subheading "Integration/merger clause*" shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit "G"). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

5. Item 17 for the License Agreement shall be amended by the addition of the following language at the conclusion of the provision entitled "Choice of law:"

If the License Agreement and/or Franchise Disclosure Document require(s) that it be governed by a state's law, other than the state of Minnesota, those provisions shall not in any way abrogate or reduce any rights of the Licensee as provided for in the Minnesota Franchise Act, including the right to submit matters to the jurisdiction of the courts of Minnesota.

6. Item 17 shall be amended by the addition of the following language at the conclusion of the provision entitled "Choice of forum:"

If the License Agreement and/or Franchise Disclosure Document requires the Licensee to sue Chick-fil-A outside of the state of Minnesota, those provisions shall not in any way abrogate or reduce any rights of the Licensee as provided for in the Minnesota Franchise Act, including the right to submit matters to the jurisdiction of the courts of Minnesota.

7. Item 17 shall be amended by the addition of the following language at the end of the item:

Minn. Stat. §80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota. In addition, nothing in the franchise disclosure document or agreement can abrogate or reduce any of your rights as provided for in Minnesota Statutes, Chapter 80C, or your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

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.

8. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Minnesota Franchise Act, 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, with respect to each such provision, are met independent of and without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF MINNESOTA**

In recognition of the requirements of the Minnesota Franchise Act, 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 (collectively, the “Minnesota Franchise Act”), the parties to the attached Chick-fil-A, Inc. License Agreement, dated as of (the “License Agreement”), do hereby agree as follows:

1. Sections 2, 8 and 9 of the License Agreement, under the headings entitled “License Term,” “Termination by CFA,” and “Limitations on Transfer by Licensee” shall be supplemented by the addition of the following:

The Minnesota Franchise Act provides licensees with certain termination, renewal and transfer rights. In sum, Minn. Stat. § 80C.14 (subd. 3, 4, and 5) currently requires, except in certain specified cases, that a licensee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of intent not to renew the License Agreement, and that consent to the transfer of the license not be unreasonably withheld. If the License Agreement contain(s) a provision that is inconsistent with the Minnesota Franchise Act, the provisions of the License Agreement will be superseded by the Minnesota Franchise Act’s requirements and shall have no force or effect.

2. Section 3.2 of the License Agreement, under the heading entitled “Responsibility,” shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA’s then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA’s prior written consent.

3. Section 7.4I of the License Agreement, under the heading entitled “Use of Proprietary Marks,” shall be deleted in its entirety, and the following language shall be added in lieu thereof:

I Licensee agrees to promptly and fully advise CFA of all knowledge it has or acquires concerning any use of a trade name, trademark, service mark or other mark that may infringe upon any of the Proprietary Marks, but CFA and CFA Properties retain the exclusive right and authority to protect or defend the Proprietary Marks. CFA does not warrant the validity of any or all of the Proprietary Marks. Licensee does agree, however, at the cost of CFA, to be a named party in any demand, suit or action which CFA may determine to institute in connection with such matters and otherwise to cooperate as CFA reasonably requests in any defense or other protection of the Proprietary Marks. Any and all damages and costs recovered shall be for the sole account of CFA. CFA agrees to defend Licensee against any third-party claim, suit, or demand arising out of Licensee’s use of the Proprietary Marks. If CFA, in its sole business judgment, determines that Licensee has used the Proprietary Marks in accordance with this Agreement, the cost of such defense, including the cost of any judgment or settlement, shall be borne by CFA. If CFA, in its sole business judgment,

determines that Licensee has not used the Proprietary Marks in accordance with this Agreement, the cost of such defense, including the cost of any judgment or settlement, shall be borne by Licensee.

4. Section 10.5 of the License Agreement, under the heading entitled “Choice of Law,” shall be supplemented by the addition of the following language:

If the License Agreement requires that it be governed by a state’s law, other than the state of Minnesota, those provisions shall not in any way abrogate or reduce any rights of the Licensee as provided for in the Minnesota Franchise Act, including the right to submit matters to the jurisdiction of the courts of Minnesota.

5. Section 10.6 of the License Agreement, under the heading entitled “Litigation,” shall be supplemented by the addition of the following language:

If the License Agreement requires the Licensee to sue Chick-fil-A outside of the state of Minnesota, those provisions shall not in any way abrogate or reduce any rights of the Licensee as provided for in the Minnesota Franchise Act, including the right to submit matters to the jurisdiction of the courts of Minnesota.

6. Section 10.8(a) of the License Agreement, under the heading entitled “Caveats,” shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

7. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

8. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA’s representations in the most recent Franchise Disclosure Document that CFA delivered to

Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

9. Each provision of this Amendment shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Minnesota Franchise Act, 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, with respect to each such provision, are met independent of and without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Minnesota Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF NEW YORK**

In recognition of the requirements of the New York General Business Law, Article 33, Section 680 through 695, and of the Codes, Rules, and Regulations of the State of New York, Title 13, Chapter VII, Section 200.1 through 201.16, the Franchise Disclosure Document for Chick-fil-A, Inc. for use in the State of New York shall be amended as follows:

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 A 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, 120 BROADWAY, 23RD FLOOR, NEW YORK, NEW YORK 10271.

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. Item 3, "Litigation," shall be amended by adding the following at the end:

Except as provided above, with regard to the franchisor, its predecessor, a parent or an affiliate who induces franchise sales by promising to back the franchisor financially or otherwise guarantees the franchisor's performance, 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. Item 4, "Bankruptcy," shall be amended by adding the following at the end:

Neither the franchisor, its affiliate, its predecessor, officers, or general partner during the ten-year period immediately preceding the date of this Franchise Disclosure Document: (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 U.S. 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 for its debts under the U.S. Bankruptcy Code during or within 1 year after the officer or general partner of the franchisor held this position in the company or partnership.

Item 5, "Initial Franchise Fee," shall be amended by the addition of the following language at the end:

The initial franchise fee may, in part, be profit to us, and constitutes part of our general operating funds and will be used as such in our business judgment.

4. Item 11, "Franchisor's Assistance, Advertising, Computer Systems and Training," under the heading "Selection of Location," shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A's prior approval. Chick-fil-A's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the

prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A's then current minimum standards for site approval.

5. Item 13, "Trademarks," shall be amended by the addition of the following language at the end of the second paragraph following the table of CFA Properties' trademarks, following the sentence:

Furthermore, we do not actually know of either superior prior rights or infringing uses that could materially affect your use of the above-identified marks in this or any other state.

6. Item 17, under the heading entitled "Renewal, Termination, Transfer and Dispute Resolution," shall be supplemented by the addition of the following language at the end of item d in the summary for the Franchise Agreement and the Lease under the provision entitled "**Termination by franchisee:**"

You may terminate the Franchise Agreement and the Lease upon any grounds available by law.

7. Item 17, under the heading entitled "Renewal, Termination, Transfer and Dispute Resolution," shall be supplemented by the addition of the following language at the end of item j in the summary for the Franchise Agreement and the Lease under the provision entitled "**Assignment of the contract by franchisor:**"

However, no assignment shall be made except to an assignee who, in the good faith judgment of Chick-fil-A, is willing and able to assume Chick-fil-A's obligations under the Franchise Agreement and the Lease.

8. Item 17, under the heading entitled "Renewal, Termination, Transfer and Dispute Resolution," shall be supplemented by the addition of the following language at the end of item c and item m in the summary for the Franchise Agreement and the Lease under the provisions entitled "**Requirements for franchisee to renew or extend**" and "**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.

9. Item 17, under the heading entitled "Renewal, Termination, Transfer and Dispute Resolution," shall be supplemented by the addition of the following paragraph in item q, in the summary for the Franchise Agreement under the provision entitled "**Non-competition covenants during the term of the franchise:**"

You acknowledge that any violation of the terms of the covenants not to compete would result in irreparable injury to Chick-fil-A for which no adequate remedy of law may be available, and you accordingly agree that Chick-fil-A may seek an injunction prohibiting any conduct by you in violation of the terms of the covenant not to compete.

10. The Item 17 table for the Franchise Agreement, item t, under the subheading

CHICK-FIL-A, INC.
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FOR PROSPECTIVE LICENSEES

“Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

11. Item 17, under the heading entitled “Renewal, Termination, Transfer and Dispute Resolution,” shall be supplemented by the addition of the following language for the Franchise Agreement and the Lease at the end of item v and item w in the summary for the Franchise Agreement and the Lease under the provisions entitled “**Choice of forum,**” and “**Choice of law**”:

The above choice of law should not be considered a waiver of any right conferred upon Chick-fil-A or upon you by Article 33 of the General Business Law of the State of New York, Article 33.

12. Item 17, “Renewal Termination, Transfer and Dispute Resolution,” shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

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.

13. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of New York General Business Law, Article 33, Section 680 through 695, and of the Codes, Rules, and Regulations of the State of New York, Title 13, Chapter VII, Section 200.1 through 201.16 are met independently without reference to this Addendum to the Franchise Disclosure Document.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF NEW YORK**

In recognition of the requirements of the New York General Business Law, Article 33, Section 680 through 695, and of the Codes, Rules, and Regulations of the State of New York, Title 13, Chapter VII, Section 200.1 through 201.16, the parties to the attached Chick-fil-A, Inc. License Agreement, dated as of ___, (the "License Agreement"), do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

2. Section 6.5 of the Agreement, under the heading "Operations Manual," shall be supplemented by the addition of the following language at the end of the Section, which shall be considered an integral part of the Agreement:

Revisions to the manuals shall not unreasonably affect Licensee's obligations, including economic requirements, under this Agreement.

3. Section 9.1 of the Agreement, under the heading "Assignment by CFA," shall be supplemented by the following language, which shall be considered an integral part of the Agreement:

However, no assignment shall be made except to an assignee who, in the good faith judgment of Chick-fil-A, is willing and able to assume Chick-fil-A's obligations under this Agreement.

4. Section 10.3 of the Agreement, under the heading "Indemnification," shall be supplemented as follows:

Notwithstanding the above, you shall indemnify Chick-fil-A and hold Chick-fil-A harmless from liabilities resulting from your breaches and civil wrongs only.

5. Section 10.5 of the Agreement, under the heading "Choice of Law," shall be supplemented as follows:

This Agreement shall be interpreted and construed under the laws relating to the construction and interpretation of contracts of the State of Georgia, without regard to any conflict of law statute or doctrine applicable in the State of Georgia, except that the above choice of law should not be considered a waiver of any right conferred upon Licensee by General Business Law of New York State, Sections 680-695.

6. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats,"

shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

7. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

8. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA

9. Section 11.11 of the Agreement, under the heading “Miscellaneous,” shall be supplemented by the addition of the following language at the end of the Section, which shall be considered an integral part of the Agreement:

To the extent that the License Agreement requires the Licensee to sign a release or to acknowledge facts that would negate or remove from judicial or administrative review any statement, misrepresentation or action that would violate New York law, including New York General Business Law, Article 33, Sections 680 – 695, or a rule or order under the law, the release or acknowledgment of fact will be void with respect to claims arising under New York law. All rights the Licensee enjoys and any causes of action arising in the Licensee's favor from the provisions of Article 33 of the General

Business Law of the

State of New York and the regulations issued under the law remain in force, it being the intent that the non-waiver provisions of Sections 687.4 and 687.5 of the New York General Business Law be satisfied.

10. Each provision of this Amendment to the License Agreement shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of New York General Business Law, Article 33, Section 680 through 695, and of the Codes, Rules, and Regulations of the State of New York, Title 13, Chapter VII, Section 200.1 through 201.16 are met independently without reference to this Amendment.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this New York Amendment to the License Agreement on the same date as that on which the License Agreement was executed.

CHICK-FIL-A, INC.

LICENSEE

By:_____

By:_____

Name:_____

Name:_____

Title:_____

Title:_____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF NORTH DAKOTA**

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 Franchise Disclosure Document for Prospective Licensees of Chick-fil-A, Inc. for use in the state of North Dakota shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. Item 17.r provision entitled “Non-competition covenants after the franchise is terminated or expires” shall be supplemented with the following language:

The North Dakota Franchise Investment Law has a statute which limits Chick-fil-A’s ability to restrict your activity after the License Agreement has ended. N.D. Cent. Code § 9-08-06.

3. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

4. The Item 17.v provision entitled “Choice of forum” shall be amended so that it reflects that there is no such provision contained in the License Agreement for use in North Dakota.

5. The Item 17.w provision entitled “Choice of law” shall be supplemented with the following language:

This provision may not be enforceable under North Dakota law. North Dakota law will apply to all claims arising under the North Dakota Franchise Investment Law.

6. Item 17, “Renewal Termination, Transfer and Dispute Resolution,” shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

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. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the North Dakota Franchise Investment Law, N.D. Cent. Code, §§ 51-19-01 through 51-19-17, and any rules and regulations promulgated thereunder, are met independently without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF NORTH DAKOTA**

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 parties to the attached Chick-fil-A, Inc. License Agreement, dated as of ____ (the "License Agreement"), do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

2. Section 10.5 of the License Agreement, under the heading entitled "Choice of Law," shall be deleted in its entirety, and the following language shall be added in lieu thereof:

This agreement is made pursuant to and shall be interpreted under the laws and decisions of the State of Georgia as they now exist and hereafter may be amended or changed from time to time. Notwithstanding the above, this Section shall be void with respect to any cause of action arising under the North Dakota Franchise Investment Law.

3. Section 10.6 of the License Agreement, under the heading entitled "Litigation," shall be deleted in its entirety, and the following language shall be added in lieu thereof:

10.6 Litigation. If either Party files suit to collect sums due under this Agreement, then the first Party, in addition to its other rights and remedies hereunder, shall be entitled to recover all costs and expenses incurred in connection with such collection, including without limitation attorneys' fees and advisors' fees, court costs and other expenses of litigation, if the suing Party prevails in such suit.

4. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA’s rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

7. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the North Dakota Franchise Investment Law, N.D. Cent. Code, §§ 51-19-01 through 51-19-17, and any rules and regulations promulgated thereunder, are met independently without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this North Dakota Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title:___ Title:___

CHICK-FIL-A, INC.
ADDENDUM TO THE CHICK-FIL-A, INC.
RHODE ISLAND ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY PROSPECTIVE LICENSEES

In recognition of the requirements of the Rhode Island Franchise Investment Act, R.I. Gen. Law ch. 395 Sections 19-28.1-1 – 19-28.1-34, the Franchise Disclosure Document for Prospective Licensees for Chick-fil-A, Inc. for use in the state of Rhode Island shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

3. The sentences in Items 17v. shall be supplemented by the addition of the following language:

§ 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.”

4. The sentence in Items 17w. shall be supplemented by the addition of the following language:

§ 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.”

CHICK-FIL-A, INC.

5. RHODE ISLAND ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT amended by the addition of the following paragraph **FOR PROSPECTIVE LICENSEES**

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. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Rhode Island Franchise Investment Act, with respect to each such provision, are met independent of and without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF RHODE ISLAND**

In recognition of the requirements of the Rhode Island Franchise Investment Act, R.I. Gen. Law ch. 395 Sections 19-28.1-1 – 19-28.1-34, the parties to the attached Chick-fil-A, Inc. License Agreement (the “License Agreement”), dated as of _____, do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled “Responsibility,” shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA’s then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA’s prior written consent.

2. Section 10.5 of the License Agreement, under the heading entitled “Choice of Law,” shall be supplemented by the following language:

If the License Agreement requires that it be governed by a state’s law, other than the State of Rhode Island, to the extent that such law conflicts with the Rhode Island Franchise Investment Act, it is void under Section 19-28.1-14 with respect to any claims arising under Section 19-28.1-14 of the Rhode Island Franchise Investment Act.

3. Section 10.6 of the License Agreement, under the heading entitled “Litigation,” shall be supplemented by the following language:

If the License Agreement requires litigation to be conducted in a forum other than the State of Rhode Island, the requirement is void under the Rhode Island Franchise Investment Act, Section 19-28.1-14 with respect to any claims arising under Section 19-28.1-14 of the Rhode Island Franchise Investment Act.

4. Section 10.8(a) of the License Agreement, under the heading entitled “Caveats,” shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

7. Each provision of this Amendment shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Rhode Island Franchise Investment Act, with respect to each such provision, are met independent of and without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Rhode Island Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

CHICK-FIL-A, INC.
ADDENDUM TO THE CHICK-FIL-A, INC.
SOUTH DAKOTA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF SOUTH DAKOTA

In recognition of the requirements of the South Dakota Franchise Investment Law, Title 37, Chapter 37-5B, Sections 37-5B-53, the Franchise Disclosure Document of Chick-fil-A, Inc. for use in the State of South Dakota shall be amended as follows:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The “Summary” section in Item 17(q), entitled “Non-competition covenants during term of the franchise” and Item 17(r) entitled “Non-competition covenants after the franchise is terminated or expires”, are amended by the addition of the following language:

Covenants not to compete upon termination or expiration of a franchise are generally unenforceable in South Dakota, except in certain instances as provided by law.

3. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

CHICK-FIL-A, INC.

SOUTH DAKOTA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

FOR PROSPECTIVE LICENSEES
4. Item 17, "Renewal, Termination, Transfer and Dispute Resolution," shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

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. Chick-fil-A reserves the right to attempt to enforce all of the provisions set forth in the License Agreement listed above that may not be enforceable under South Dakota law.

6. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that, with respect to such provision, the jurisdictional requirements of the South Dakota Franchise Investment Law are met independently without reference to this Addendum to the Franchise Disclosure Document.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT REQUIRED
BY THE STATE OF SOUTH DAKOTA**

In recognition of the requirements of the South Dakota Franchise Investment Law, Title 37, Chapter 37-5B, Sections 37-5B-53, the parties to the Chick-fil-A, Inc. License Agreement (the "License Agreement"), dated as of _____, do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

2. Section 7.3 of the License Agreement, under the heading entitled "Restrictive Covenant" or "Limitation in Use of Space," shall be supplemented by the addition of the following language:

The License Agreement contains a covenant not to compete that extends beyond the expiration or termination of the License Agreement. This provision may not be enforceable under South Dakota law.

3. Chick-fil-A reserves the right to attempt to enforce Section 7.3 of the License Agreement listed above even though it may not be enforceable under South Dakota law.

4. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled "Entire Agreement; Modification," shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire,

complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

7. Each provision of this Amendment shall be effective only to the extent that, with respect to such provision, the jurisdictional requirements of the South Dakota Franchise Investment Law are met independently without reference to this Amendment.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this South Dakota Amendment to the License Agreement on the same date as that on which the License Agreement was executed.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF VIRGINIA**

In recognition of the requirements of the Virginia Retail Franchising Act, §§13.1-557 et seq. of the Code of Virginia, and Rule 21VAC5-110-10 et seq., the Franchise Disclosure Document For Prospective Licensees of Chick-fil-A, Inc. for use in the state of Virginia shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

3. Item 17 of the Franchise Disclosure Document is supplemented by adding the following at the end of the Item:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the franchise agreement does not constitute “reasonable cause,” as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

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.

4. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Virginia Retail Franchising Act, §§13.1-557 et seq. of the Code of Virginia, are met independently without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF VIRGINIA**

In recognition of the requirements of the Virginia Retail Franchising Act, §§13.1-557 et seq. of the Code of Virginia, and Rule 21VAC5-110-10 et seq., the parties to the attached Chick-fil-A, Inc. License Agreement (the "License Agreement"), dated as of _____, do hereby agree as follows:

1. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

2. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

3. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

4. Section 11.9 of the License Agreement, under the heading entitled "Entire Agreement; Modification," shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any

representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

5. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Virginia Retail Franchising Act, §§13.1-557 et seq. of the Code of Virginia, are met independently without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Virginia Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF WASHINGTON**

In recognition of the requirements of the Washington Franchise Investment Protection Act, §§ 19.100.10 through 19.100.940, the Franchise Disclosure Document for Prospective Licensees of Chick-fil-A, Inc. for use in the state of Washington shall be amended to include the following:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

3. Item 17 shall be supplemented with the following language:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

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.

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.

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.

Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

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.

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.

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.

4. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Washington Franchise Investment Protection Act, §§ 19.100.010 through 19.100.940, are met independently without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF WASHINGTON**

In recognition of the requirements of the Washington Franchise Investment Protection Act, §§ 19.100.010 through 19.100.940, the parties to the attached Chick-fil-A, Inc. License Agreement dated as of _____ (the "License Agreement") do hereby agree as follows:

1. Sections 2.5 and 8.2 of the License Agreement, under the headings entitled "License Term" and "Termination by CFA", shall be amended by adding the following language at the end of the Section:

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.

2. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

3. Sections 10.5 and 10.6 of the License Agreement, under the headings entitled "Choice of Law" and "Litigation", shall be amended by adding the following language at the end of each Section:

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.

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

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.

4. Section 9.2 of the License Agreement, under the heading entitled "Limitations on

Transfer by Licensee,” shall be amended by adding the following language at the end of the Section:

Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.

5. Section 7.3 of the License Agreement, under the heading entitled “Limitations on Competition,” shall be amended by adding the following language at the end of the Section:

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.

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.

6. Section 10.8(a) of the License Agreement, under the heading entitled “Caveats,” shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

7. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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.

8. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations

and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the "FDD"). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

9. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional and other requirements of the Washington Franchise Investment Protection Act, §§ 19.100.010 through 19.100.940, are met independently without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed this Washington Amendment to the License Agreement in duplicate on the date first above written.

CHICK-FIL-A, INC.

LICENSEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE CHICK-FIL-A, INC.
FRANCHISE DISCLOSURE DOCUMENT FOR PROSPECTIVE LICENSEES
REQUIRED BY THE STATE OF WISCONSIN**

In recognition of the requirements of the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, the Franchise Disclosure Document for Chick-fil-A, Inc. for use in the State of Wisconsin shall be amended as follows:

1. Item 11, “Franchisor’s Assistance, Advertising, Computer Systems and Training,” under the heading “Selection of Location,” shall be amended by modifying the last sentence of the second paragraph under that heading so that the second paragraph shall read as follows:

Chick-fil-A licenses and continues to offer licenses to prospective Chick-fil-A Licensees from time to time who have access to Licensed Sites, which are locations such as schools, workplaces, universities, airports, hospitals and other similar locations. Accordingly, you have the sole responsibility to select and must select the Licensed Site for your Chick-fil-A Licensed Unit(s) and the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site, subject to Chick-fil-A’s prior approval. Chick-fil-A’s approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets Chick-fil-A’s then current minimum standards for site approval.

2. Item 17 for the License Agreement, item b, under the subheading entitled “Renewal or extension of term” shall be replaced in its entirety by the following language:

The License Agreement is not renewable upon its expiration. To the extent that the License Agreement contains a provision regarding renewal that is inconsistent with the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, the provision may not be enforceable under the Wisconsin Fair Dealership Law.

3. Item 17 for the License Agreement, item c, under the subheading entitled “Requirements for franchisee to renew or extend,” shall be replaced in its entirety by the following language:

The License Agreement is not renewable upon its expiration. To the extent that the License Agreement contains a provision regarding renewal that is inconsistent with the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, the provision may not be enforceable under the Wisconsin Fair Dealership Law.

4. Item 17 for the License Agreement, item i, under the subheading entitled “Franchisee obligations on termination/nonrenewal,” shall be supplemented with the addition of the following language at the conclusion of the item:

Upon termination of the License Agreement by Chick-fil-A, at your option, Chick-fil-A must repurchase, at fair wholesale market value, all inventory bearing Chick-fil-A’s trademark sold by Chick-fil-A to you for

resale under the License Agreement.

5. The Item 17 table for the Franchise Agreement, item t, under the subheading “Integration/merger clause*” shall be amended to read as follows:

t. Integration/merger clause*	11	Only the terms of the License Agreement, including all schedules, exhibits and ancillary agreements are binding (subject to applicable state law, see Exhibit “G”). We caution you not to rely upon any promises or statements not in the License Agreement or in this Disclosure Document. You may rely on our representations in this Disclosure Document, including its exhibits and any amendments or supplements. All of the provisions above may not be enforceable under California law. We nevertheless reserve the right to attempt to enforce all of the provisions listed above.

6. Item 17, “Renewal Termination, Transfer and Dispute Resolution,” shall be amended by the addition of the following paragraph(s) at the conclusion of the Item:

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. Each provision of this Addendum to the Franchise Disclosure Document shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, with respect to each such provision, are met independent of and without reference to this Addendum to the Franchise Disclosure Document. This Addendum shall have no force or effect if such jurisdictional or other requirements are not met.

**AMENDMENT TO THE CHICK-FIL-A,
INC. LICENSE AGREEMENT
REQUIRED BY THE STATE OF WISCONSIN**

In recognition of the requirements of the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, the parties to the Chick-fil-A, Inc. License Agreement dated as of _____ (the "License Agreement") do hereby agree as follows:

1. Section 2.5 of the License Agreement, under the subheading entitled "License Term," shall be supplemented by the addition of following language:

The Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, may provide rights to Licensee concerning the non-renewable nature of the License Agreement. To the extent that this section of the License Agreement is inconsistent with the Wisconsin Fair Dealership Law, the Wisconsin Fair Dealership Law will control.

2. Section 3.2 of the License Agreement, under the heading entitled "Responsibility," shall be amended by deleting Section 3.2 and replacing it with the following:

3.2 Notwithstanding Section 3.1, Licensee shall be solely responsible for the selection of any Sites and the location of Units there. CFA's approval of a Licensed Site or the location of your Chick-fil-A Licensed Unit(s) within the Chick-fil-A Licensed Site shall only mean that the prospective Licensed Unit(s) to be operated at the Licensed Site meets CFA's then current minimum standards for site approval. Licensee may not move the location of any Unit, from the Site with which it was originally associated, without CFA's prior written consent.

3. Section 8 of the License Agreement shall be supplemented by the addition of the following language at the conclusion of the Section:

8. Chick-fil-A's Obligations Upon Chick-fil-A's Termination

Upon termination of the License Agreement by Chick-fil-A, at the Licensee's option, Chick-fil-A must repurchase, at fair wholesale market value, all inventory bearing Chick-fil-A's trademarks sold by Chick-fil-A to the Licensee for resale under the License Agreement.

4. Section 10.8(a) of the License Agreement, under the heading entitled "Caveats," shall be deleted and replaced by the following:

10.8 (a) Based on its experience, CFA believes and therefore states that the success of the business venture contemplated to be undertaken by Licensee by virtue of this Agreement is speculative and depends to a large extent upon the ability of Licensee as an independent business entity and its active participation in the affairs of the Units, as well as other factors.

5. The following is added as a new section 10.10 to the License Agreement:

10.10 No Statement, Questionnaire, or Acknowledgement. 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. Section 11.9 of the License Agreement, under the heading entitled “Entire Agreement; Modification,” shall be deleted in its entirety and replaced by the following:

11.9 Entire Agreement; Modification. This Agreement (together with the Addenda and the Exhibits and other attachments hereto and any and all guarantees hereof) constitutes the entire, complete and integrated Agreement between CFA and Licensee concerning the subject matter of this Agreement, and supersedes all previous negotiations and agreements between them, with respect to the subject matter hereof. Subject to the requirements of applicable state law, no other representations have induced Licensee to sign this Agreement. Licensee may rely on CFA's representations in the most recent Franchise Disclosure Document that CFA delivered to Licensee, including its exhibits and any amendments or supplements, in connection with Licensee's entry into this Agreement (the “FDD”). CFA cautions the Licensee not to rely on any representations, promises or agreements, oral or otherwise, not appearing in or attached to this Agreement or in the FDD because, among other things, no officer, employee, or other servant or agent of CFA is authorized to make any representation, warranty, or other promise not contained in this Agreement or the FDD. Further, this Agreement may not be modified or amended except in writing signed by Licensee and a duly authorized officer of CFA, subject to CFA's rights in Sections 6.2 and 6.5, and no change, termination, or attempted waiver or cancellation of any provision of this Agreement shall bind CFA unless in writing and signed by a duly authorized officer of CFA.

. Each provision of this Amendment shall be effective only to the extent that the jurisdictional requirements and any other requirements of the Wisconsin Fair Dealership Law, Wisconsin Stat. §§ 135.01 through 135.07, with respect to each such provision, are met independent of and without reference to this Amendment. This Amendment shall have no force or effect if such jurisdictional or other requirements are not met.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Wisconsin Amendment to the License Agreement on the same date as that on which the License Agreement was executed.

CHICK-FIL-A, INC.

LICENSEE

By:_____

By:_____

Name:_____

Name:_____

Title:_____

Title:_____

EXHIBIT “T”

RECEIPTS

RECEIPT

This Disclosure Document summarizes certain provisions of the License Agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Chick-fil-A offers you a franchise, it must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make payment to, Chick-fil-A in connection with the proposed franchise sale.

New York requires that Chick-fil-A give you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the License Agreement or other agreement or the payment of any consideration that relates to the franchise relationship.

Michigan requires that Chick-fil-A give you this Disclosure Document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Chick-fil-A does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency.

The franchisor is Chick-fil-A, Inc., located at 5200 Buffington Road, Atlanta, Georgia 30349. Its telephone number is 404-765-8000.

Issuance Date: March 31, ~~2023~~2024

The name, principal business address and telephone number of each franchise seller for this offering: Chick-fil-A, Inc., and _____;
5200 Buffington Road, Atlanta, Georgia 30349; 404-765-8000.

Chick-fil-A authorizes the respective state agencies identified in Exhibit "A" to receive service of process for it in the particular state.

I have received a Disclosure Document for Licensees dated March 31, ~~2023~~2024, that included the following Exhibits:

EXHIBIT "A" List of State Agencies/Agents for Service of
Process EXHIBIT "B-1" License Agreement (Self-Operators)
EXHIBIT "B-2" License Agreement (Food Service Providers)
EXHIBIT "C" Consolidated Financial Statements of Chick-fil-A,
Inc. EXHIBIT "D" Table of Contents of Chick-fil-A Manuals
EXHIBIT "E" List of Licensed Units, Operator Restaurants and Chick-fil-A Operated
Restaurants EXHIBIT "F" List of Former Licensees
EXHIBIT "G" State Specific Addenda and Agreement
Amendments EXHIBIT "H" State Effective Dates
EXHIBIT "I" Receipts

Date

Licensee

Print Name

**Please sign and date this page and retain this page in your possession
as part of your records.**

RECEIPT

This Disclosure Document summarizes certain provisions of the License Agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Chick-fil-A offers you a franchise, it must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make payment to, Chick-fil-A in connection with the proposed franchise sale.

New York requires that Chick-fil-A give you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the License Agreement or other agreement or the payment of any consideration that relates to the franchise relationship.

Michigan requires that Chick-fil-A give you this Disclosure Document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Chick-fil-A does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency.

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Restaurants EXHIBIT "F" List of Former Licensees
EXHIBIT "G" State Specific Addenda and Agreement
Amendments EXHIBIT "H" State Effective Dates
EXHIBIT "I" Receipts

Date

Licensee

Print Name

**Please remove this page, sign and date this page, and return this page within 48
hours after you receive this Disclosure Document to Real Estate-Licensing,
Chick-fil-A, Inc., 5200 Buffington Road, Atlanta, Georgia 30349-2998.**