

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.

Monthly Gross Sales, Costs of Goods Sold and Labor Expense

This section describes monthly Gross Sales, Cost of Goods Sold and Labor percentages in 2025 for certain franchised Standard Shops as described below.

Monthly Gross Sales Information

As of December 31, 2025 there were 659 franchised Standard Shops open in the Tim Hortons franchise system. The Gross Sales information in this section was taken from 585 of these franchised Standard Shops (the “**2025 Shops**”). Except as disclosed below, the 2025 Shops were all of the Standard Shops open as of December 31, 2025 that reported to us at least 10 months of sales for 2025. The first of the 2025 Shops opened in 1985 and the most recent opened in 2025. Included in the 2025 Shops are 17 Shops operating under our New Model. We excluded from the 2025 Shops, 10 Standard Shops that operated under Operator Agreements, 52 Standard Shops that reported less than 10 months of sales information, and 12 Standard Shops that provided inconsistent information to us. Included in the excluded Shops are 12 Standard Shops that closed in 2025. None of these 12 Shops were open for less than 12 months before closing.

The average monthly Gross Sales of the 2025 Shops was \$107,845. The median monthly Gross Sales of the 2025 Shops was \$103,122. 271, or 46%, of the 2025 Shops had average monthly Gross Sales that met or exceeded \$107,845. The highest average monthly Gross Sales of the 2025 Shops was \$438,320 and the lowest was \$10,526.

Cost of Goods Sold and Labor Expense Information

The Cost of Goods Sold (“**COGS**”) and labor expense information in this section was taken from 510 Standard Shops that were included in the 2025 Shops. Included in these Shops are 12 Shops operating under our New Model. 75 Standard Shops were excluded because they failed to report Cost of Goods Sold and/or Labor information or reported that information for less than 10 months.

The average monthly COGS as a percentage of Gross Sales for these Shops was 29% and the median was 29%. The average monthly labor expense as a percentage of Gross Sales for these Shops was 30% and the median was 30%. 266, or 52%, experienced an average monthly COGS as a percentage of Gross Sales at or above the 29% average. 277, or 54%, experienced an average monthly labor expense as a percentage of Gross Sales at or above the 30% average.

Same Shop Gross Sales Comparison 2024-2025 - Standard and New Model 2025 Shops

The table below shows a comparison of the average and median same Standard Shop Gross Sales from 2024 to 2025 for all of the 2025 Shops that reported comparable sales for the same month of 2024 and

2025 and that were open prior to December 15, 2024. There were 579 2025 Shops in this group. We did not include the information from 6 Standard Shops. Of these 6 Standard Shops, 2 were not included because they opened in 2025 and did not have comparable sales periods, 1 was not included because it did not submit sales information until 2025 (even though it opened in 2024) and the other 3 opened after December 15 2024.

Total Standard Shops, including New Model Shops				
Period	Shop SSS Growth	Total # of Shops	#/% of Shops exceeding Average SSS	Median Shop SSS Growth
2024-2025	2.0%	579	296/51%	2.1%

Notes Applicable to all Information in this Item 19:

1. Gross Sales include all revenues received by the Tim Hortons Shop, less refunds and sales taxes. This is consistent with the definition of Gross Sales used in the Franchise Agreement. Cost of Goods Sold includes food and beverages and supplies. Labor costs include payroll, payroll taxes and benefits.

2. In preparing these tables, we relied on the data contained in the unaudited reports submitted to us by our franchisees.

3. The dollar amounts shown in this Item 19 have been rounded to the nearest dollar, the percentages have been rounded to the nearest full percentage.

4. The information above concerning Cost of Goods Sold and Labor expenses does not reflect all costs of sales, operating expenses or other costs or expenses that must be deducted from the Gross Sales figures to reflect net income or profit. For example, these amounts do not take into account any royalties or other fees paid to us under the franchise agreements of the 2025 Shops included in this group. Moreover, this information should not be considered as the actual or probable sales results that will be realized by any franchisee or Tim Hortons Shop. Actual results vary from Tim Hortons Shop to Tim Hortons Shop and we cannot estimate the results of any specific Tim Hortons Shop. A new franchisee’s Tim Hortons Shop results are likely to differ from those of established Tim Hortons Shops. We recommend that you make your own independent investigation, including an investigation of the costs and expenses you will incur in operating a Tim Hortons Shop, to determine whether your Tim Hortons Shop may be profitable. Franchisees or former franchisees listed in this disclosure document may be one source of this information.

Written substantiation for the data presented in this Item 19 will be made available to all prospective franchisees upon reasonable request.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you’ll earn as much.

We do not make any representation to prospective operators about an operator’s past or future financial performance, the past or future financial performance of company-owned outlets, the future performance of our franchised shops, or any other information about the past performance of our franchised shops. We also do not authorize our employees or representatives to make any such representation orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future

income, you should report it to the franchisor's management by contacting Ryan Ferranti, Vice President, Development & Franchising at 5707 Blue Lagoon Drive, Miami, FL 33126, (305) 338-7111, the Federal Trade Commission, and the appropriate state regulator.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

Table No. 1

**Systemwide Outlet Summary
For years 2023 to 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	636	642 ⁱ	+6
	2024	642	640 ⁱⁱ	-2
	2025	640	669 ⁱⁱⁱ	+29
Company-Owned	2023	0	0	0
	2024	0	23	+23
	2025	23	24	+1
Total Outlets	2023	636	642	+6
	2024	642	663	+21
	2025	663	693	+30

- i. As of December 31, 2023, 32 of the 642 Shops were operated under an Operator Agreement.
- ii. As of December 31, 2024, 11 of the 640 Shops were operated under an Operator Agreement.
- iii. As of December 31, 2025, 11 of the 669 Shops were operated under an Operator Agreement.

Table No. 2

**Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2023 to 2025**

State	Year	Number of Transfers¹
Maine	2023	0
	2024	0
	2025	3
Michigan	2023	4
	2024	17
	2025	1
New York	2023	0
	2024	10
	2025	0