

	Provision	Section in the Agreement	Summary
s.	Modification of agreement	FA: §§1.C and 16.E DA: §10	Generally, no modifications except in writing and signed by the parties. However, we have the right to modify the System, Manuals, Standards, and Proprietary Marks (subject to applicable state law).
t.	Integration/ merger clause	FA: §16.D DA: §910.D	The Franchise Agreement and/or the Development Agreement, as applicable, constitute the entire agreement between us and you (subject to state law). Any other statements or promises not in the Franchise Agreement, Development Agreement, or this FDD should not be relied upon and may not be enforceable.
u.	Dispute resolution by arbitration or mediation	None	Not applicable.
v.	Choice of forum	FA: §15.B DA: §9.B	Federal, state, or local courts within Atlanta, Georgia (subject to state law).
w.	Choice of law	FA: §15.A DA: §9.A	Georgia law applies to all claims (subject to state law).

* In the above chart, all references to “FA” includes both the Franchise Agreement and Combo Franchise Agreement, and all references to “DA” includes both the Development Agreement and Combo Development Agreement.

ITEM 18:
PUBLIC FIGURES

We do not use any public figures in promoting the sale of our franchise.

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.

These financial performance representations provide actual, historical “AUVs,” or “Annual Unit Volumes,” for specific groups of franchised Dunkin’ Restaurants. “Unit Volume” has the same meaning as Gross Sales, which we define in the note below. This Item 19 includes financial information for our 2025 fiscal year (which we will call simply “2025” in this Item 19), which is the period from December 30, 2024 until December 28, 2025. Indeed, federal and state franchise laws permit us to include in Item 19 either (a) a historical financial performance representation about the franchise system’s existing outlets or a subset of those outlets, or (b) a forecast of the prospective franchisee’s future financial performance. The information in this Item 19 reflects 2025 historical

data for the AUVs of certain franchised Dunkin' Restaurants, and is not a forecast of future financial performance or a projection.

There were 8,744 franchised Dunkin' Restaurants (excluding Combo Restaurants) operating in the United States at the end of 2025, of which 1,932 operated at non-traditional locations/SDOs. We excluded from these financial performance representations: (a) all 314 of the franchised Dunkin' Restaurants that first opened for business during 2025 and did not operate for the full year; (b) all 1,261 of the franchised Dunkin' Restaurants that were closed and reported no sales for extended periods during 2025, often for more than a month, either as part of remodeling or rebuilding the Dunkin' Restaurant, due to a hurricane or weather-related casualty or fire/water damage, or because of a relocation or planned transfer; (c) all 36 of the franchised Dunkin' Restaurants that operated at Multi-Brand Locations (13 of which were excluded under (a) above because they first commenced operations during 2025); (d) all 111 self-serve Dunkin' Restaurants, which had no employees dedicated solely to the Dunkin' Restaurant operations and results that are not typical for Dunkin' Restaurants that are not self-serve and have dedicated employees; and (e) all 25 Dunkin' Restaurants that operate on a part-time basis or under a schedule that is materially different from a typical Dunkin' Restaurant schedule, including restaurants with seasonal operations and restaurants that are only open on certain days or for limited hours, like those at convention centers, stadiums, government buildings, theme parks, and banks. The financial performance representations in this Item 19 provide AUVs during 2025 for the remaining 7,010 franchised Dunkin' Restaurants (called the "2025 Franchised Restaurants") or an identified portion of those 2025 Franchised Restaurants. Of the 2025 Franchised Restaurants, 5,592 operated at traditional locations and 1,418 operated at non-traditional locations/SDOs.

We also excluded from these financial performance representations (a) the 81 franchised Dunkin' Restaurants that closed in 2025, all of which were open for at least 12 months before they closed; (b) all of the company-owned Dunkin' Restaurants that we or our affiliates operated as of the end of 2025; and (c) the 1,219 franchised Combo Restaurants that franchisees operated as of the end of 2025.

The 2025 Franchised Restaurants that operated at traditional locations were located in various types of structures, such as free-standing buildings and shopping centers/store fronts, some with a drive-thru window and others without a drive-thru window. Some traditional 2025 Franchised Restaurants are drive-thru only. The 2025 Franchised Restaurants that operated at traditional locations typically range in size from approximately 600 to 3,000 square feet. The 2025 Franchised Restaurants that operated at non-traditional locations/SDOs were located in gas and convenience stores, airports, casinos, hospitals, entertainment and sports complexes, schools and colleges, hotels, limited-access highway food facilities, military facilities, travel centers, travel plazas, department stores and big box super stores, supermarkets, enclosed malls, theme parks, and government locations. The 2025 Franchised Restaurants that operated at non-traditional locations/SDOs typically range in size from approximately 300 to 2,000 square feet. The 2025 Franchised Restaurants are located across the country and in a variety of urban, suburban and rural locations and in varied markets with wide-ranging levels of competition. Among the 2025 Franchised Restaurants, 117 are drive-thru only, 4,723 operate with drive-thru windows (but are not drive-thru only), and 2,170 do not have drive-thrus. The 2025 Franchised Restaurants have operated for an average of 17 years.

The first financial performance representation reflects the AUVs for the 2025 Franchised Restaurants, both overall and as grouped into quartiles (categories of 25%) based on their AUVs.

Annual Unit Volumes for 2025 Franchised Restaurants

	# of Restaurants	Highest AUV	Median AUV	Lowest AUV	Average AUV	# / % Above Average
1st Quartile	1,752	\$6,007,706	\$2,041,189	\$1,703,327	\$2,154,341	675 / 39%
2nd Quartile	1,753	\$1,703,007	\$1,488,156	\$1,297,861	\$1,489,962	869 / 50%
3rd Quartile	1,752	\$1,297,527	\$1,124,919	\$953,095	\$1,126,192	871 / 50%
4th Quartile	1,753	\$952,914	\$753,308	\$65,354	\$718,088	1,003 / 57%
All Restaurants	7,010	\$6,007,706	\$1,297,694	\$65,354	\$1,372,069	3,155 / 45%

The second financial performance representation reflects the AUVs for the 2025 Franchised Restaurants, grouped by Site Type and Venue, as defined in the note below.

Annual Unit Volumes for 2025 Franchised Restaurants by Site Type and Venue

	# of Restaurants	Highest AUV	Median AUV	Lowest AUV	Average AUV	#/% Above Average
Traditional/Free-standing Pad or Building	3,169	\$4,704,400	\$1,522,154	\$292,090	\$1,584,319	1,410 / 44%
Traditional/Other	2,423	\$3,796,187	\$1,175,390	\$190,905	\$1,250,245	1,056 / 44%
Non-Traditional/SDO – Gas or C-store	900	\$2,971,032	\$1,088,513	\$65,354	\$1,141,971	403 / 45%
Non-Traditional/SDO – Airport	102	\$6,007,706	\$1,551,836	\$88,742	\$1,667,646	48 / 47%
Non-Traditional/SDO – Other	416	\$4,535,673	\$747,043	\$75,638	\$890,102	153 / 37%

The third financial performance representation reflects the AUVs for the traditional 2025 Franchised Restaurants, grouped by whether the Dunkin' Restaurant has a drive-thru.

Annual Unit Volume for 2025 Traditional Franchised Restaurants by Drive-Thru Status

	# of Restaurants	Highest AUV	Median AUV	Lowest AUV	Average AUV	#/% Above Average
Drive-Thru	4,161	\$4,704,400	\$1,485,494	\$292,090	\$1,547,899	1,876 / 45%
No Drive-Thru	1,431	\$2,957,745	\$1,070,654	\$190,905	\$1,124,559	635 / 44%

The fourth financial performance representation reflects the number of traditional 2025 Franchised Restaurants that exceeded certain AUVs during 2025, as reflected in the first financial performance representation.

Annual Unit Volume # / % Above for 2025 Franchised Traditional Restaurants

# of Restaurants	Above \$3,000,000	Above \$2,500,000	Above \$2,000,000	Above \$1,500,000	Above \$1,000,000
5,592	64 / 1%	244 / 4%	844 / 15%	2,269 / 41%	4,348 / 78%

Notes:

(1) “AUV” or “Annual Unit Volume” for the 2025 Franchised Restaurants is the same as Gross Sales, which means all revenue related to the sale of approved products and provision of services (including direct delivery, catering and/or delivery services through third parties) through the operation of the franchised Dunkin’ Restaurant, but does not include money received for the sale of stored value cards and deposited into a central account maintained for the benefit of the System; taxes collected from guests on behalf of a governmental body; or the sale of approved products to another entity franchised or licensed by us for subsequent resale.

(2) We calculate the average AUVs in this Item 19 by adding the AUVs for each Dunkin’ Restaurant in the applicable group and dividing the sum by the number of Dunkin’ Restaurants in the applicable group. We obtain the AUVs for franchised Dunkin’ Restaurants from sales reports that franchisees submit to us and from data that we collected from franchisees’ POS systems. We have not independently audited that information. Prospective franchisees and sellers of franchises should be advised that no certified public accountant has audited these figures or expressed his or her opinion concerning their contents or form. Upon your reasonable request, we will provide written substantiation for these financial performance representations. The 2025 Franchised Restaurants offer essentially the same products and services, face the same kinds of competitive challenges, and receive the same level of support from us that we expect new franchisees will experience.

(3) We define “Site Type and Venue” for purposes of these financial performance representations as follows:

- Traditional Dunkin’ Restaurants: A free-standing location is typically a stand-alone building on a pad or outlot. Other traditional Dunkin’ Restaurants are located at shopping centers/store fronts.
- Non-traditional Dunkin’ Restaurants/SDOs: “Gas or C-stores” are typically located at gas filling stations and convenience stores. “Airport” locations are typically located in terminals of airports. “Other” non-traditional/SDO Dunkin’ Restaurants are located at casinos, hospitals, entertainment and sports complexes, schools and colleges, hotels, limited-access highway food facilities, military facilities, travel centers, travel plazas, department stores and big box super stores, supermarkets, enclosed malls, theme parks, and government locations.

(4) These financial performance representations do not reflect the costs of sales, operating expenses or other costs or expenses that must be deducted from the AUV figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you

will incur in operating your Restaurant. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Some outlets have sold this amount. Your individual results may differ. There is no assurance that you'll sell as much.

Other than the preceding financial performance representations, we do 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. 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 our Vice President, Franchise Counsel, Lisa Storey, Esq. at Three Glenlake Parkway NE, Atlanta, Georgia 30328 or (678) 514-4100, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20:
OUTLETS AND FRANCHISEE INFORMATION

DUNKIN' RESTAURANTS

Table 1: Systemwide Dunkin' Outlet Summary for Years 2023 to 2025				
Outlet Type	Year	Outlets at Start of Year	Outlets at End of the Year	Net Change
Franchised	2023	8,087	8,265	+178
	2024	8,265	8,465	+200
	2025	8,465	8,744	+279
Company-Owned	2023	31	32	+1
	2024	32	34	+2
	2025	34	36	+2
Total Outlets (Note 1)	2023	8,118	8,297	+179
	2024	8,297	8,499	+202
	2025	8,499	8,780	+281

Table 2: Transfers of Dunkin' Outlets from Franchisees to New Owners (Other Than the Franchisor) for Years 2023 to 2025		
State	Year	Number of Transfers
Arizona	2023	0
	2024	2
	2025	0
California	2023	1
	2024	5
	2025	0