



FRANCHISE DISCLOSURE DOCUMENT

CULVER FRANCHISING SYSTEM, LLC

a Wisconsin Limited Liability Company

1240 Water Street

Prairie du Sac, Wisconsin 53578

(608) 643-7980

www.culvers.com

If you sign a franchise agreement, you will operate a Culver's® Restaurant offering burgers, sandwiches, salads, dinners, frozen custard desserts, beverages and other menu items in a quick-service setting. Certain existing Culver's® franchisees meeting our criteria also may enter into a multiple unit development agreement with us to develop multiple Culver's® Restaurants.

The total investment necessary to begin operation of a Culver's® Restaurant is from \$2,642,500 to \$8,573,000. This includes a \$30,000 to \$55,000 initial franchise fee that must be paid to us. If you sign a multiple unit development agreement, you must pay us a development fee of \$50,000 for each Restaurant you agree to develop under your Development Schedule.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no government 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 Franchise Development Department at 1240 Water Street, Prairie du Sac, Wisconsin 53578, (608) 643-7980.

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

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

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

Issuance Date: March 28, 2025

How to Use This Franchise Disclosure Document

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

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

What You Need To Know About Franchising *Generally*

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

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

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

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

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

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

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

Some States Require Registration

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

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

Special Risks to Consider About *This* Franchise

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

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

**NOTICE REQUIRED
BY
STATE OF MICHIGAN**

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

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

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel, which deprives a franchisee of rights and protections, provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials, which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

THIS MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN.

- (g) A provision, which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:
 - (i) The failure of the proposed transferee to meet the franchisor's then-current reasonable qualifications or standards.

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

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

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

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

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

The fact that there is a notice of this offering on file with the attorney general does not constitute approval, recommendation, or endorsement by the attorney general.

Any questions regarding this notice should be directed to the Department of Attorney General, State of Michigan, 670 Law Building, Lansing, Michigan 48913, telephone (517) 373-7117.

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1. THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this disclosure document, the words “we,” “us,” “our,” or “CFS” refer to Culver Franchising System, LLC, the Franchisor. “You” means the person or legal entity (including its individual owners) that buys the franchise. To fully understand all your and our rights and obligations to each other, you must still carefully review the actual agreements that you will sign. These will control if there is any dispute between us.

Culver Franchising System, LLC

We were originally incorporated in the State of Wisconsin on July 24, 1987, under the name Culver Franchising System, Inc. In October 2017, we converted from a Wisconsin corporation to a Wisconsin limited liability company, and changed our name to Culver Franchising System, LLC. Our parent company is Culver Franchising System Deluxe, LLC, whose parent company is Culver Franchising System Holdco, LLC, whose parent company is Culver Franchising Holdings, LLC, whose parent company is Culver Holdings, Inc. Our principal place of business and our parent companies’ principal places of business are 1240 Water Street, Prairie du Sac, Wisconsin 53578. The telephone number is (608) 643-7980 and our website is www.culvers.com. We do business under our corporate name and under the name “Culver’s®.”

Several related entities assist us in providing the first part of the training program to new franchisees (See Item 11) and are considered “affiliates” of CFS. We own GoCulv, LLC (“GoCulv”), CulvCo, LLC (“CulvCo”), and MidCul, LLC (“MidCul”). GoCulv currently operates three Culver’s® Restaurants, with one in Sauk City, Wisconsin, one in Richland Center, Wisconsin, and one in Spring Green, Wisconsin. CulvCo currently operates the Culver’s® Restaurant in Baraboo, Wisconsin. MidCul currently operates two Culver’s® Restaurants, with one in Middleton, Wisconsin and one in Madison, Wisconsin. We do not directly operate any Culver’s® Restaurants. GoCulv, CulvCo and MidCul assist us in providing the first part of the training program to new franchisees. None of these affiliates have ever offered franchises in this or any other line of business. The address for each of GoCulv, CulvCo, and MidCul is 1240 Water Street, Prairie du Sac, Wisconsin 53578.

Our Business Experience

The first Culver’s® Restaurant opened on July 18, 1984, in Sauk City, Wisconsin. Culver Enterprises, Inc. (“CEI”), our predecessor, owned and operated this Restaurant until 1994 when it transferred the assets of the Restaurant to a relative of our Chief Executive Officer and entered into a franchise agreement for the Restaurant. In 1996, we acquired the assets of this Restaurant. In 1997, we transferred the assets of this Restaurant and two other Culver’s® Restaurants to Culver’s Corporate Custard, Inc. (“CCCI”), which has since then been merged into CFS. In 2000, CCCI opened a fourth Culver’s® Restaurant. In 2001, CCCI transferred the assets of these four Culver’s® Restaurants to GoCulv. GoCulv sold one of the Culver’s® Restaurants in August 2004. GoCulv currently owns and operates three Culver’s® Restaurants. CulvCo acquired the assets of the Baraboo, Wisconsin Culver’s® Restaurant in August 2001, and has operated that Culver’s® Restaurant since that date. MidCul acquired the assets of the Middleton, Wisconsin Culver’s® Restaurant in June 2004, opened the Madison, Wisconsin Culver’s® Restaurant in March 2016, opened the Oregon, Wisconsin Culver’s® Restaurant in March 2023, and has been operating these three Culver’s® Restaurants since those dates.

We have conducted a business of the type to be operated by you, directly or through our predecessor or affiliate, since 1984. We have offered franchises for businesses similar to the type offered in this disclosure document since 1990.

We have not offered franchises in any other line of business. Other than as described above, we have no affiliates, parents or predecessors required to be disclosed in this Item.

The Franchise

We grant you the right to operate a Culver’s® restaurant (the “Restaurant”) within a certain geographic area (the “Designated Territory”). Your Restaurant will offer burgers, sandwiches, salads, dinners, frozen

custard desserts, beverages and other menu items for drive-thru, carryout and on-site consumption in a quick-service, casual dining setting. In addition, in certain limited instances and subject to certain restrictions, we may allow you to offer certain menu items at locations other than the Restaurant premises within your Designated Territory, or to participate in our third-party delivery program. You must prepare the menu items in accordance with our specified recipes and serve in accordance with our specified standards. Each Restaurant operates under the name Culver's® and other marks as we designate ("Marks"). You must operate your Restaurant under the Culver's® System (the "System"). The System is characterized by distinctive layout, service style, design, signs, decor, furnishings, recipes, procedures and techniques, all of which we may change.

We offer a "Mentoring Program," at our sole discretion, for existing franchisees to act as mentors who are in good standing, meet our criteria for expansion, and who wish to open an additional Culver's® Restaurant, buy an existing Culver's® Restaurant, or add a partner on an existing Culver's® Restaurant they own. The mentee must have been employed at the mentor's existing Restaurant as a General Manager or as an employee who is performing the duties of a General Manager for at least the previous 12 months. The program allows an existing franchisee, subject to certain requirements, to enter into an additional Franchise Agreement for a reduced fee, as further described in Item 5. An existing franchisee that is granted a franchise under the Mentoring Program must sign the Franchise Agreement attached to this disclosure document as Exhibit B, together with the Mentoring Program Addendum, attached to this disclosure document as Exhibit I.

We also may offer you the opportunity to enter into a Franchise Agreement for an additional Restaurant and pay a reduced initial franchise fee, so long the previous franchise agreement provides for the opportunity and you meet certain criteria, as further explained in Item 5. We offer this opportunity to those franchisees that sign the Franchise Agreement attached as Exhibit B and pay the initial franchise fee as described in Item 5 of this disclosure document. Except for the initial franchise fee, which will be modified to reflect the amount detailed in Item 5, the additional franchise for existing Culver's® franchisees is the same as a Culver's® franchise operated by someone new to the System.

In addition, we may offer certain existing Culver's® franchisees that meet our criteria an opportunity to reserve a territory, as further described in Item 12 ("Territory Reservation Agreement"). If you sign a Territory Reservation Agreement with us, you can reserve the right, for 24 months, to develop a Culver's® Restaurant in a defined area for a fee of \$50,000. We also offer multiple unit development agreements to existing Culver's® franchisees that meet our criteria, or under certain limited circumstances, to a new franchisee that meets our criteria, as further described in Item 5 ("Development Agreement"). If you sign a Development Agreement, you will receive the right to open a certain number of Restaurants over a defined period of time in a defined area, as we determine, on the basis of the market potential and the size of the designated area. The term of your Development Agreement generally will not be longer than 5 years.

The Market and Competition

Your Restaurant will compete with other similar quick-service, fast casual and casual dining restaurant chains, some of which are larger and have significantly greater financial resources than CFS and you. The market for your services will be the general public (all ages), unless your Restaurant is located at a Non-Traditional Location (defined in Item 12), in which case your market will be limited to people employed at or frequenting the facility where your Restaurant is located. Our Restaurants are located in both metropolitan and rural areas and are operated on a year round basis. Our peak months are generally April through August, however, this will vary by region.

Special Industry Regulation

Federal, state and local jurisdictions have enacted laws, rules, regulations and ordinances which may apply to the operation of your Restaurant, including those which (a) establish general standards, specifications and requirements for the construction, design and maintenance of the Restaurant premises; (b) regulate matters affecting the health, safety and welfare of your customers, such as general health and sanitation requirements for restaurants; menu-labeling requirements; employee practices concerning the storage, handling, cooking and preparation of food; restrictions on smoking; availability of and requirements for public accommodations, including restrooms; (c) set standards pertaining to employee ages, work hours, compensation, and health and

safety; (d) set standards and requirements for fire safety and general emergency preparedness; (e) regulate the proper use, storage and disposal of waste, insecticides, and other hazardous materials. You should investigate whether there are regulations and requirements that may apply in the geographic area in which you are interested in locating your franchise and should consider both their effect and cost of compliance.

Agent for Service of Process

Our agents for service of process are disclosed in Exhibit E.

2. BUSINESS EXPERIENCE

Craig C. Culver – Chairman and Director

Mr. Culver has been Chairman of the Board of CFS since our inception in 1987. Mr. Culver was Chief Executive Officer from our inception in 1987 through June 2015, and Treasurer from our inception in 1987 through December 2016. He also served as President from our inception to August 2003. He has been the President and a Director of CEI since 1984. In November 1993, Craig Culver and Leola a/k/a Lea, purchased Culver Enterprises, Inc. and are now sole owners.

Leola R. Culver – Director

Ms. Culver has been a Director of CFS since our inception in 1987, and she held various other positions during that time. Ms. Culver was Secretary from January 1994 through December 2016. She also has been Vice President and a Director of CEI since 1984.

James Esposito – Chief Operating Officer

Mr. Esposito has been with CFS since July 2022, holding the position of Chief Operating Officer. Before that Mr. Esposito held the position of Consultant/Interim President, from February 2022 through June 2022, at Ampler, LLC, in Boston, Massachusetts, Chief Operating Officer, from February 2021 through February 2022, at Burgerfi International, Inc., in West Palm Beach, Florida, and Senior Vice President of Operations, from January 2016 through March 2020, at Planet Fitness, LLC in Hampton, New Hampshire. Mr. Esposito is retiring from CFS effective July 31, 2025.

Bradley O'Bryan – Chief Financial Officer and Treasurer

Mr. O'Bryan has been with CFS since March 2024, holding the position of Chief Financial Officer and Treasurer. Before that Mr. O'Bryan held the position of Chief Financial Officer from July 2021 through September 2023 at Great Wolf Resorts, in Chicago, Illinois, and Treasurer, Senior Vice President, Investor Relations and Corporate Finance from August 2017 through June 2021, Corporate Controller and Chief Accounting Officer from May 2011 through August 2017, and Vice President, SEC and Financial Reporting from December 2008 through May 2011 at Hyatt Hotels Corporation, in Chicago, Illinois.

Julie P. Fussner – Chief Marketing Officer

Ms. Fussner has been with CFS since February 2017, originally holding the position of Vice President of Marketing until being promoted to Chief Marketing Officer effective January 2023.

Steven E. Anderson – Vice President, General Counsel and Secretary

Mr. Anderson has been with CFS since August 2008, holding the position of Vice President and General Counsel. Mr. Anderson has also been Secretary since January 2017. Mr. Anderson is retiring from CFS effective June 30, 2025.

Matthew P. Klug – Vice President of Human Resources

Mr. Klug has been with CFS since January 2014, originally holding the position of Director of Human Resources until being promoted to Vice-President of Human Resources in August 2015.

Dale J. Ballweg – Vice President of Franchise Relations

Mr. Ballweg has held several positions with CFS since January 1994, including that of Director of Operations from April 2006 through December 2019, Vice President of Operations from January 2020 through January 2024, and Vice President of Franchise Relations since January 2024.

Richard L. Modjeski – Vice President of Franchise Services

Mr. Modjeski has held several positions with CFS since December 2000, including that of Director of Operations from March 2015 through December 2019, and Franchise Business Consultant from November 2002 through March 2015. Mr. Modjeski was promoted to Vice President of Franchise Services effective January 2020.

Kelly L. Roberts-Hanson – Vice President of Information Technology

Ms. Roberts-Hanson has been with CFS since February 2019, originally holding the position of Senior Director - Information Systems until being promoted to Vice President - Information Technology in July 2020.

Adam M. Shrif – Vice President of Supply Chain Management

Mr. Shrif has been with CFS since September 2023, originally holding the position of Associate Vice President of Supply Chain Management until being promoted to Vice President of Supply Chain Management in November 2024. Before that, Mr. Shrif held positions of Vice President, Supply Chain & Procurement from September 2020 through September 2023 with GA Foods in St. Petersburg, Florida, and Director, Supply Chain & Global Procurement from August 2017 through September 2020 with Bloomin' Brands, Inc. in Tampa, Florida.

Christie Hughes – Senior Vice President of Design, Development and Construction

Ms. Hughes has been with CFS since February 2025, holding the position of Senior Vice President of Design, Development and Construction. Before that Ms. Hughes held positions of Senior Vice President, Development from October 2019 through February 2025 with KBP Foods in Leawood, Kansas.

Todd A. Rymer – Director of Development

Mr. Rymer has been with CFS since February 2021, holding the position of Director of Real Estate Development. Before that Mr. Rymer was the Senior Development Manager with Shingobee in Loretto, Minnesota from May 2018 through November 2020.

Georgia C. Littlepage – Director

Ms. Littlepage has been a Director since January 1994.

Curt S. Culver – Director

Mr. Culver has been a Director since January 1994. He has been employed by Mortgage Guaranty Insurance Company (MGIC) since 1982 and served as the Chairman and CEO until March 1, 2015, when he retired. He continues to serve as the Chairman.

Thomas J. Zimbrick – Director

Mr. Zimbrick has been a Director since October 2010. He has been employed by Zimbrick, Inc. in Madison, Wisconsin since 1993 and currently serves as the Chief Executive Officer.

Lisa R. Bacus – Director

Ms. Bacus has been a Director since October 2010. She has been employed by CIGNA Corporation in Bloomfield, Connecticut since May 2013, serving as Executive Vice President and Global Chief Marketing Officer.

David A. Wittwer – Director

Mr. Wittwer has been a Director since January 2020. He was the President and Chief Executive Officer of TDS Telecom in Madison, Wisconsin from 2007 to 2017.

3. LITIGATION

No litigation is required to be disclosed in this Item.

4. BANKRUPTCY

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

5. INITIAL FEES

Individual Franchise Agreement

If you are new to the System, you must pay an initial franchise fee of \$55,000. You will first sign a “Preliminary Agreement” attached to this disclosure document as Exhibit F, and you must pay an “Application Fee” of \$5,000 to defray some of the cost of initial evaluation, processing of the application and background investigation. If you are approved as a Culver’s® franchisee, the Application Fee will be credited towards the initial franchise fee as described below. If you are not approved, this fee will be refunded. You must sign a separate Franchise Agreement for each Restaurant you open. You do not receive any right or interest to develop or operate additional Restaurants, except as described below.

If we approve you as a Culver’s® franchisee, you must sign a Franchise Agreement within 18 months of the notice of operational approval and pay the balance of the initial franchise fee to us at that time. If you do not sign a Franchise Agreement within 18 months after we notify you in writing that you have received operational approval, we will refund your Application Fee and terminate the application process for a Culver’s® franchise, or you may reapply to become a Culver’s® franchise and your Application Fee becomes nonrefundable.

If your Franchise Agreement provides for this opportunity, we may offer you the opportunity to develop and operate an additional Culver’s® franchise during the initial term of your first Culver’s® Franchise Agreement for the fee of \$45,000 provided the Operator (as defined in Item 15) for the additional Culver’s® Restaurant is the same Operator as the first Culver’s® Restaurant, you are in complete compliance with your Franchise Agreement, and meet our then-current qualifications (among other things, financial stability, operations ability and management skills). We reserve the right to determine whether you meet these and other qualifications. If we permit you to open an additional Restaurant, we will waive your obligation to sign the Preliminary Agreement and will waive the Application Fee. Otherwise, the process of selecting a site and entering into a franchise agreement is the same as that described above.

We also currently offer a “Mentoring Program,” as described in Item 1, for certain individuals who have worked as a General Manager or who have performed the duties of a General Manager at a mentor’s existing Culver’s® Restaurant for at least one year (“Key Manager”). In these instances we may grant existing franchisees, as mentors, an additional franchise for a reduced initial franchise fee provided that the existing franchisee and the Key Manager meet certain ownership requirements in the franchisee entity. In addition, the Key Manager must satisfy our then-current approval process for new franchisees and must successfully complete a skills assessment and evaluation, and any other training we may require. A Key Manager may only participate under the Mentoring Program once as a mentee candidate. We reserve the absolute right to determine whether anyone may participate as a mentor or a mentee in our Mentoring Program and may deny participation for any reason. Currently, if you qualify for the Mentoring Program, the initial franchise fee is \$30,000.

We also currently offer a “Veterans’ Discount”, whereby we will reduce the initial franchise fee by \$10,000 for qualified franchisees. In order to qualify for the Veterans’ Discount you must be an honorably discharged United States veteran with a form DD 214, you must be opening your first Restaurant, and you must be the present and engaged full-time on-site owner-operator and personally manage the Restaurant. We reserve

the absolute right to determine whether you qualify to receive the Veterans' Discount and we may deny this discount or modify this discount at any time for any reason.

One of the distinguishing features of the Culver's® franchise is that you have the right to terminate the Franchise Agreement at any time before attending your fifth week of the Franchisee Development Program (described in Item 11), provided you comply with the post-term obligations and sign a release. Should you decide to terminate the franchise relationship with us before the start of your fifth week of the Franchisee Development Program, you must provide us with written notice, and we will refund 75% of your initial franchise fee. Except as described in this Paragraph and above, the initial franchise fee (including deposits) is not refundable.

Territory Reservation Agreement

As described in more detail in Item 12, we may offer certain existing Culver's® franchisees the opportunity to enter into a "Territory Reservation Agreement" with us in the form attached as Exhibit G to this disclosure document. If you sign a Territory Reservation Agreement with us, you can reserve the right, for 24 months, to develop a Culver's® Restaurant in a defined area for a fee of \$50,000. This fee is in addition to any initial franchise fee and is not refundable, however, if you secure a site and sign a Franchise Agreement for a Restaurant within the Territory Reservation Area within 12 months of the date that you sign the Territory Reservation Agreement, \$20,000 of your Territory Reservation Agreement fee will be applied toward your initial franchise fee. If you request an extension to your Territory Reservation Agreement of up to 6 months and we grant it, you must pay us a \$20,000 Territory Reservation Extension Fee.

Development Agreement

As described in more detail in Item 12, if you are an existing Culver's® franchisee, or under certain circumstances, a new franchisee, we may offer you the opportunity to enter into a "Development Agreement" with us in the form attached as Exhibit C to this disclosure document, to develop several Restaurants within the Designated Area (as defined in Item 12) if you are in compliance with your current Franchise Agreement (if applicable), and you meet our then-current qualifications (among other things, financial criteria, operations ability and management skills). If you sign a Development Agreement, the "Territory Fee" is \$50,000 for each Restaurant you agree to establish under the "Development Schedule" described in the Development Agreement. The Territory Fee for each Restaurant is in addition to the initial franchise fee due under each Franchise Agreement, however, in the event you meet your initial scheduled dates in your Development Agreement for both signing your Franchise Agreement and opening your restaurant, you will be refunded your entire Territory Fee for that Restaurant. Your Territory Fee is not refundable under any other circumstances. In addition, if you do not meet one or more of your initial scheduled dates in your Development Agreement for both signing your Franchise Agreements and opening your restaurants, then we may terminate your Development Agreement.

6. OTHER FEES

Type of Fee	Amount	Due Date	Remarks
Service Fee	4% of Gross Sales (See Note 2)	Payable monthly on or before the 10th day of the next month via EFT.	
Advertising Fee	2.5% of Gross Sales	Payable monthly on or before the 10th day of the next month via EFT.	

Type of Fee	Amount	Due Date	Remarks
Cooperative Advertising	Up to 4% of your Gross Sales, as approved by a majority vote of the members of the Co-op Advertising Region.	Established by Co-op	If we form a regional advertising co-op, you must contribute to the co-op. See Item 11.
Additional Training	\$1,000 per person	2 weeks before beginning of additional training	Additional training necessary after the completion of the Franchisee Development Program for you or your management.
Additional Assistance	\$500 per week	30 days after billing	This is for additional or special training or assistance you need or request. (See Item 11)
Site Review Fee	\$500 per site after four site reviews	As incurred	We will review up to four sites you select as potential sites for your Restaurant at no charge. We may charge this site review fee for each additional site that we review.
Custom Design Fee	Up to \$5,000	Payable at time of the requested change	We will provide you with our standard prototypical building plans at no charge. In the event that you want to make changes to our standard prototypical building plans, and if we decide to consider those changes, we may charge you this custom design fee to compensate us for our time and expense.
Extraordinary Building Assistance Fee	Up to \$50,000	At ground breaking	Our prototype plans are intended to convey our minimum standards to your licensed design professional. They are not intended to be bid documents or construction documents. This fee may be applied to compensate us for our time and expense if the project is bid and/or built without complete and proper building, HVAC, electrical, plumbing plans and food service plans prepared and sealed by a licensed design professional.
Building Conversion Fee	Up to \$10,000	Prior to design of second property	We will provide conceptual sketches for one conversion property at no charge. Sketches are intended to convey our minimum standards to your licensed design professional and are not intended to be bidding or construction documents. If we develop a suitable plan and you fail to purchase and develop your first property and choose to evaluate a second property for building conversion, this building conversion fee may be charged to compensate us for our time and expense.
Excessive Site Location Design Fee	\$500 per site location after four site locations	Prior to site layout on the 5th site location and each site location thereafter.	We will provide preliminary conceptual site designs for up to four site locations. We will also provide revisions as may be required by local ordinance or review or a revision required to arrive at the best solution. This fee may be charged if a design is requested for a fifth or subsequent site location.
Transfer Fee	\$10,000 plus our attorneys' fees \$5,000 plus our attorneys' fees if the buyer is an existing franchisee	Before completion of transfer	Payable when franchise agreement is transferred/assigned. In the past, under certain circumstances we have reduced or waived the transfer fees.
Renewal	\$30,000	Upon signing successor franchise agreement	

Type of Fee	Amount	Due Date	Remarks
Insurance	Will vary under certain circumstances	As incurred	Payable to us if you do not pay insurance and we pay it for you.
Audit	Cost of inspection or audit	30 days after billing	Payable if records indicate understatements in excess of 2%.
Interest	Lesser of 1.5% per month or highest contract rate of interest allowed by law	30 days after billing	Payable on all overdue amounts.
Management Fee	To be determined under circumstances	As agreed	Payable during period that our appointed manager manages the Restaurant upon your death or disability.
Gift Card Fees	Currently \$.22 cents per redeemed transaction	Upon redemption of a Gift Card at your Restaurant	We reserve the right to increase the fee to \$.35 cents per redeemed transaction.
Costs and Attorneys' Fees	Will vary under circumstances	As incurred	Payable upon your failure to comply with the franchise agreement.
Indemnification	Will vary under circumstances	As incurred	You have to reimburse us if we are held liable for claims arising from your Restaurant's operations.
Supplier Payments	Will vary under circumstances	As incurred	If you fail to pay noncontested obligations and liabilities due to suppliers, lessors or creditors, we may, but are not required to, make any such payment on your behalf and you must immediately reimburse us.
Testing	Cost of testing	30 days after billing	This covers the costs of testing new products or new suppliers you propose.
Relocation Expenses	Costs of relocation	30 days after billing	This covers the cost we incur if you want to relocate the Restaurant.
Technology Fee	Estimated \$600 - \$1,000 per month	Payable monthly on or before the 10th day of the next month via EFT.	Although we do not charge a fee at this time, we reserve the right to charge you a monthly fee in connection with your use of our online support center and other systems. We estimate that this fee would be \$600 to \$1,000 per month. We may increase the fee in the future if our costs increase.
Development Agreement Schedule Extension Fee	\$20,000 per Restaurant for an extension of up to 6 months for the dates to sign the Franchise Agreement and to open the Restaurant	Payable when you request an extension to the Development Schedule under the Development Agreement.	Limited to a single extension per Restaurant (if we allow extension).
Development Agreement Termination Fee	\$50,000 for each Restaurant to be developed under your Development Schedule for which you have not signed a Franchise Agreement or paid an initial franchise fee	Payable at time of termination	If the Development Agreement is terminated for any reason (other than due to our breach of the Development Agreement), you must pay us a termination fee
Territory Agreement Reservation Extension Fee	\$20,000 for an extension of up to 6 months for the date to sign the Franchise Agreement	Payable when you request an extension to the Territory Reservation Agreement	Limited to a single 6 month extension

Notes:

1. All fees are payable to CFS. All fees are non-refundable and, unless otherwise noted, are uniformly imposed.
2. “Gross Sales” means the total amount of all revenues you receive from the sale of goods and services, whether by cash, check, credit card or any other form of payment, in connection with the Restaurant or Culver’s® Marks, including proceeds from business interruption insurance policies, and the sale of any promotional or premium items. Gross Sales will not include: (i) sales tax collected from customers and paid to appropriate tax authorities; (ii) the amount of refunds or allowances given to customers in good faith by you; and (iii) any amounts from coupon or discount programs that we approve for which you are not reimbursed. Gross Sales do not include the sale of gift cards. The amounts on gift cards are recognized when the gift cards are redeemed.

7. ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

Type of Expenditure (See Note 1)	Amount - Est. Low Range	Amount - Est. High Range	Method of Payment	When Due	To Whom Payment Is To Be Made
Initial Franchise Fee (See Note 2)	\$20,000 (See Note 2)	\$55,000	Lump Sum	On signing franchise agreement	Us
Land (See Note 3)	\$240,000	\$2,700,000	Varies	Varies	Third party
Site Work (See Note 4)	\$95,000	\$1,590,000	Varies	Varies	General Contractor
Building (See Note 5)	\$1,507,000	\$2,946,000	Varies	Varies	General Contractor
Travel, Living and Expenses during Training (See Note 6)	\$20,000	\$80,000	As Incurred	During Training	Employees, third party suppliers
Initial Inventory (See Note 7)	\$50,000	\$65,000	Lump Sum	Before opening	Approved third party suppliers
Furniture, Fixtures Equipment and Supplies, (Excluding Sign Package and POS Cash Register System) (See Note 8)	\$467,000	\$590,000	Deposit upon signing agreement with supplier and lump sum payment on balance	Before opening	Approved third party suppliers
Sign Package (See Note 9)	\$120,000	\$336,000	Deposit upon signing agreement with supplier and lump sum payment on balance	Before opening	Approved third party suppliers
POS System (See Note 10)	\$38,500	\$51,000	Deposit upon signing agreement with supplier and lump sum payment on balance	Before opening	Approved third party suppliers
Miscellaneous Expenses (See Note 11)	\$20,000	\$40,000	As incurred	Before opening	Various third party suppliers
Additional Funds (working capital) - for 3 months (See Note 12)	\$65,000	\$120,000	As incurred and lump sum	First three months	Various third party suppliers
Totals (See Note 13)	\$2,642,500	\$8,573,000			

Notes

- (1) Except where otherwise noted, all fees that you pay to us are nonrefundable. Third party lessors, contractors and suppliers will decide if payments to them are refundable.
- (2) The initial franchise fee generally is \$55,000. The initial franchise fee for certain existing franchisees who open an additional Restaurant is \$45,000. The initial franchise fee under our Mentoring Program is \$30,000. The initial franchise fee may be reduced by \$10,000 if you qualify for our Veteran's Discount. See Item 5 for the conditions when the new or existing franchisee may qualify for these reduced amounts. In addition, see Item 5 for the conditions when the initial franchise fee is partially refundable.
- (3) The minimum amount stated will be less if you lease the land upon which your Restaurant sits. The estimated low range for leasing land is \$80,000 annually and the estimate high range for leasing is \$240,000 annually. The cost of purchasing unimproved land or leasing land will vary significantly depending on location, availability of utilities and other factors. Depending on the market conditions and other factors in your geographic area, your land costs may vary from the estimates provided in this Item 7. We estimate that the size of your land will range from 45,000 to 60,000 square feet.
- (4) We assume that you will acquire land for the Restaurant, and this estimate is for the cost of developing the site when constructing a new building. The minimum amount stated will be less if you lease the building for your Restaurant. The site costs for a building will vary significantly depending on many factors including the difficulty of site work, utilities, site grading, labor costs, local taxes and development fees and the availability of financing. You may also buy an existing building to convert into a Culver's® Restaurant at what could be a lower cost than new construction. As a result, you may experience site work costs that vary from the estimated amount provided in this Item 7.
- (5) We assume that you will acquire land and build the building for the Restaurant, and this estimate is for the cost of constructing a new building. The minimum amount stated will be less if you lease the building for your Restaurant. The Restaurant premises are typically a free standing building. There is 1 building style that comes in 4 plan options: (1) the Metro M 2025 is 4,060 square feet; and (2) the Metro L 2025 is 4,310 square feet. Each of these plans may be mirrored. A mirrored plan will be 18 square feet larger than the base prototype plan from which it was developed. This estimate includes the expense of a new completely finished building, including carpentry, all interior finishes, mechanical, electrical, and plumbing. This estimate also includes fees for architectural and engineering services such as site planning, state approvals and other permits for building, heating and air conditioning, and plumbing, bid review, construction coordination, pay request review, and project closeout. The construction costs for a building will vary significantly depending on many factors including the size of the building, difficulty of site work, labor costs, local taxes and development fees and the availability of financing. You may also buy an existing building to convert into a Culver's® Restaurant at what could be a lower cost than new construction. As a result, you may experience construction costs that vary from the estimated amount provided in this Item 7.
- (6) You are responsible for making arrangements and paying the expenses for any persons attending the training program and for on-site training at your Restaurant before opening, including transportation and lodging. The amount you spend will depend, in part, on the distance you must travel, the type of accommodation you choose and the number of employees trained. The low estimate reflects training cost for an existing franchisee who is purchasing his/her second Restaurant and includes the training of 3 managers for 7 weeks each, 3 key employees for 20 hours each, and 55 crew members for 12 hours each. The high estimate reflects training cost for a new franchisee who is purchasing his/her first Restaurant and includes the training of the franchisee for 16 weeks, 7 managers for 7 weeks each, 4 key employees for 40 hours each, and 75 crew members for 17 hours each.

- (7) Initial inventory consists of various food products, beverages, paper products, cleaning supplies, and other supplies utilized in operating the Restaurant, as well as other merchandise or products sold in the Restaurant. The initial inventory expenditure could vary due to factors such as anticipated sales volume, commodity costs, distribution fees and inflation.
- (8) The estimate includes the cost to acquire all furniture, fixtures, equipment and supplies necessary to operate your Restaurant, excluding interior and exterior signs, and it includes Restaurant appliances (dishwasher, grill, fryers, freezer, walk-in cooler/freezer, ice machine and other similar foodservice equipment), small wares, office equipment (including computer hardware and software), custard machine(s), including the costs for installation, and uniforms, as well as freight charges, but it does not include sales tax. This estimate is based upon our Metro L prototype. Your investment in equipment and supplies necessary to operate the Restaurant is highly variable. Your exact investment depends on several factors, including the size and location of the proposed Restaurant, local labor costs, prices charged by suppliers, inflation, financing costs and similar factors beyond CFS's or your control. All furniture, fixtures, equipment, signs and supplies for your Restaurant must meet our standards and specifications and comply with any local government regulations. See Item 11 for further information regarding the computer hardware equipment and software necessary for your Restaurant.
- (9) The estimate includes the cost to acquire and install all interior and exterior signs for your Restaurant, but it does not include sales tax. Your investment in exterior signs necessary to operate the Restaurant is highly variable. Your exact investment depends on several factors, including the number and size of the proposed exterior signs, local labor costs, prices charged by suppliers, inflation, financing costs and similar factors beyond CFS's or your control. All exterior signs and supplies for your Restaurant must meet our standards and specifications, comply with any state or local government regulations, and must be manufactured by a supplier approved by us.
- (10) The estimate includes the cost to acquire and install all point of sale hardware, but it does not include sales tax. All point of sale system for your Restaurant must meet our standards and specifications.
- (11) This amount estimates attorneys' fees, accounting fees, business licenses, restaurant association and local chamber of commerce member fees, utility deposits, and costs associated with your Restaurant's "Open House."
- (12) This amount of working capital is projected as sufficient to cover initial operating expenses for a period of 3 months, as further explained in this note. These figures are estimates, and we cannot guarantee you will not have additional expenses starting the business. Additional working capital may be required if sales are low or operating costs are high. Expenses not included are hourly labor and benefits costs, food and product costs and rent. Your costs will depend on factors such as: how closely you follow our recommended methods and procedures; your management skill, experience and business acumen; local economic conditions; the local market for our product; the prevailing wage rate; competition; and the sales level reached during the initial period. You should not plan to draw income from Restaurant operations during the start-up and development stage of your business, the actual duration of which will vary materially from restaurant to restaurant and we cannot predict this period for your Restaurant.
- (13) These are the totals of the lowest costs for each item and the highest cost for each item. No one project in 2024 had all of the lowest costs or all of the highest costs listed. Furthermore, this is the total estimate of your pre-opening initial investment and the expenses you will incur in the first 3 months of Restaurant operations. We require that you have 20% of your total projected initial investment in cash or liquid assets. We have used CFS's (including its predecessor and affiliates) more than 30 years of experience in the business to compile these estimates. You should review these figures carefully with a business advisor before making any decision to purchase the franchise.

You are cautioned to allow for inflation, discretionary expenditures, fluctuating interest rates and other costs of financing, and local market conditions, which can be highly variable and can result in

substantial, rapid and unpredictable increases in costs. You must bear any deviation or escalation in costs from the estimates in this Item 7 or estimates that we give during any phase of the development process.

You may lease the premises for your Restaurant and certain pieces of equipment. If you lease the premises for your Restaurant or equipment, your total initial investment may be lower.

We cannot estimate your initial investment under a Development Agreement, other than the Territory Fee, which is described in Item 5. The amount of this fee will depend on the number of Restaurants you agree to establish under the Development Schedule. We expect that most franchisees who sign a Development Agreement will develop 3-5 Restaurants and pay us a non-refundable Territory Fee of \$150,000 to \$250,000, which fees are only refundable under certain circumstances. We do not offer separate financing for multiple unit franchisees.

8. RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

In order to ensure a uniform image and uniform quality of products and services throughout the System, you must maintain and comply with our quality and brand standards. We specify certain fixtures, equipment, supplies, décor and other items that you must have before opening, and must maintain for as long as you own your franchise. You must obtain all fixtures, equipment, supplies, décor and other materials required to operate your Restaurant from us, or from suppliers that we designate or approve. In addition to meeting our supplier criteria, design standards and specifications, it is your responsibility to insure that your building plans comply with the Americans with Disabilities Act and all other federal, state and local laws and codes.

We will provide you with various bulletins, notices, memos, and order guides that will contain the specifications, standards and restrictions for your purchase of products and services. As we determine consumer preferences and trends in the marketplace, or develop new marketing techniques, technologies, products and services, we anticipate that we will formulate and modify our standards and specifications as we consider appropriate and useful, and notify you through articles, newsletters, or other bulletins (Franchise Agreement – Section 9(B) and 10(F)). Periodically, an affiliate or a third party supplier may be the approved supplier for certain products. For example, at the time of this disclosure document, there is only one approved supplier for the gift cards and you must sign a participation agreement. A copy of the participation agreement is attached to the Franchise Agreement as Exhibit E.

If you wish to obtain any items from suppliers other than us or a supplier we designate, you must notify us in writing before any conversations occur between you and the supplier, in order to insure the product or service meets our specifications and brand standards. You must identify the proposed supplier, its name and address, and the items you desire to purchase from that supplier. You must obtain our approval before using or obtaining any alternative suppliers. Except for our proprietary items, we will furnish product specifications to you at your request. To obtain our approval, the supplier must agree in writing to: (i) not disclose any confidential information regarding us or our operations, to comply faithfully with our specifications for the items it sells, (ii) sell any materials bearing our Marks only to our franchisees, (iii) demonstrate to our reasonable satisfaction that the supplier is financially viable, including providing us audited financials from the prior year, and that it can supply products meeting our specifications on a continuing basis, (iv) produce the service or product for our approval, (v) remain in good standing in the business community respecting its financial soundness and the reliability of its product and service, and (vi) any other reasonable requirements we may impose. Unless we otherwise notify you in writing within 90 days after we receive written notification and all other information which we request to evaluate a proposed supplier, a supplier is deemed approved by us until we may later withdraw approval. We will disapprove or withdraw our approval of any supplier by written notice to you. You will reimburse us for all product-testing costs we pay to third parties in determining whether to approve a supplier that you select.

Currently, Gordon Food Service, Inc. (“GFS”), Shamrock Foods Company (“Shamrock”), Cash-Wa Distributing Co. of Kearney, Inc. (“Cash-Wa”) and The Boelter Companies, Inc. are our approved distributors

for various products from many suppliers. These approved distributors are subject to change. The products provided by those distributors currently include dairy, produce, frozen, refrigerated and dry food, paper products, chemical and cleaning/janitorial supplies and small wares. You will work directly with GFS, Shamrock and Cash-Wa customer service representatives to order products through the approved order guide or electronically. Items not listed in the approved order guide cannot be purchased without approval from us.

We currently participate in nationwide marketing programs sponsored by The Coca-Cola Company (“Coke”) and by Dr Pepper/Seven Up, Inc. (“Dr Pepper”). You must participate in the programs and purchase only Coke® and Dr Pepper® soft drink syrup products for use at your Restaurant, unless we otherwise direct regarding a particular beverage. For instance, we require that you serve Culver’s Root Beer and Culver’s Diet Root Beer in your Restaurant. You may purchase Coke® and Dr Pepper® products from any Coke and Dr Pepper distributor, respectively, authorized by us. Coke and Dr Pepper currently pay us amounts based upon purchases by each franchisee, which we apply toward the benefit and initiatives of the Restaurants, and Coke and Dr Pepper also contribute to our Advertising Fund to develop and implement marketing and promotional activities designed to benefit the entire System, and to increase the sale of Coke® and Dr Pepper® products at all Restaurants. Coke and Dr Pepper also provide volume rebates to franchisees, and where permitted by law at no cost Coke provides franchisees with Restaurant equipment needed to commence operations. Coke and Dr Pepper provide volume rebates to franchisees to assist them in service and equipment costs related to beverage equipment.

Other items that you must purchase from our approved suppliers include furniture, fixtures and equipment, uniforms, signage, menu boards, gift cards, custard machines, point of sale and backoffice systems (the “POS System”), managed security service provider (“MSSP”), and advertising point-of-purchase (“POP”) kits.

We periodically negotiate programs with certain vendors so that our franchisees may receive preferred pricing, warranties, delivery, credit or other terms. To participate in these programs, we or our preferred vendors may require that you sign a preferred vendor agreement. You are not required to purchase goods or services from preferred vendors.

We estimate that approximately 90% to 95% of your expenditures for leases and purchases in establishing your Restaurant will be for goods and services which are subject to sourcing restrictions (that is, for which suppliers must be approved by us, or which must meet our specifications). We estimate that approximately 90% to 95% of your expenses for leases and purchases in operating your Restaurant will be for goods and services that are subject to sourcing restrictions.

We negotiate pricing with suppliers to give franchisees more competitive prices. We currently are not aware of any purchasing or distribution cooperatives in the System that offer products used in your Restaurant.

None of our officers own a material interest in any of our suppliers.

Advertising

You can use only advertising material for local advertising that we have approved. See Item 11.

Point of Sale Equipment & Network Communications

You must purchase and maintain the POS System to record gross sales and transaction data (such as item ordered, price, and date of sale). See Item 11.

You must install and maintain voice communications and telephone in conformance with local ordinances, and you must install and maintain internet connectivity with adequate throughput in conjunction with one of our approved managed security service providers.

Insurance

You must purchase and maintain, at your expense, insurance in the type and amount we periodically require as communicated to you in writing. At this time, we require business liability insurance, including products and completed operations, with limits of at least \$1,000,000 per occurrence and \$2,000,000 annual aggregate. This insurance must list us and any other entity or person we designate as additional insureds. You must purchase certain types and limits of other insurance, including but not limited to: business interruption (which we suggest address adequate foodborne illness coverage), building property coverage, business personal property, workers' compensation, non-owned and hired auto, employment practices liability, signs, crime, employee benefits liability, and an umbrella insurance policy, with a required minimum limit of \$1,000,000 and a suggested minimum of \$5,000,000. We also suggest that you review your needs for other coverage such as commercial owned auto, tenant's liability and other types of insurance as noted in the Operations Manual. In addition, you must obtain any other insurance as may be required under law.

Payments from Franchisees' Purchase of Goods and Services

We reserve the right to receive rebates or other payments and consideration from suppliers, based (directly or indirectly) on sales to franchisees and company-owned Restaurants, and from other service providers. These payments have ranged or may range from less than 1% up to 20% or more of the amount of those purchases by franchisees. We do not provide material benefits to franchisees based on their purchase of particular products or services, or use of approved suppliers.

During our fiscal year ending December 31, 2024, we recognized rebate revenues of \$30,583,356 from the sale of products and other items subject to our standards and specifications, or 10.2% of our total revenues (\$298,597,202), as stated in our Consolidated Statements of Income and Member's Equity for the year ended December 31, 2024.

9. FRANCHISE OWNER'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	Sections 2(A) and 5 of Franchise Agreement; Section 6 of Development Agreement; Territory Reservation Agreement	Item 11
b.	Pre-opening purchases/lease	Sections 2(A) and 10(F), (Q) and (R) of Franchise Agreement	Items 5, 7, and 8
c.	Site development and other pre-opening requirements	Sections 2(A), 5 and 10(B) of Franchise Agreement; Section 6 of Development Agreement; and Section 4 of Site Selection Agreement	Items 5, 7, and 11
d.	Initial and ongoing training	Sections 9 (C), (D) and (F) and 10(M) of Franchise Agreement	Items 7 and 11
e.	Opening	Sections 10(C) and 17(A)(1) of Franchise Agreement	Item 11
f.	Fees	Sections 2(A), 3(B)(4), 6, 7, 8, 9(F), 10(C) and 16(D) of Franchise Agreement; and Sections 4, 7 and 17 of Development Agreement; Territory Reservation Agreement	Items 5, 6, 7 and 11
g.	Compliance with standards and policies/Operations Manual	Section 10 of Franchise Agreement	Items 11 and 16
h.	Trademarks and proprietary information	Sections 4 and 11 of Franchise Agreement; and Sections 9 and 10 of Development Agreement	Items 13 and 14
i.	Restrictions on products/services offered	Sections 1(B), 2(B), 2(C) and 10(E), (F) and (R) of Franchise Agreement	Items 8, 11 and 16
j.	Warranty and customer service requirements	Section 10(M) of Franchise Agreement	None

Obligation		Section in Agreement	Disclosure Document Item
k.	Territorial development and sales quotas	Section 2 of Franchise Agreement; and Sections 4, 5 and 6 of Development Agreement; Territory Reservation Agreement	Item 12
l.	Ongoing product/service purchases	Sections 8(D) and 10(F) of Franchise Agreement	Items 8 and 11
m.	Maintenance, appearance, and remodeling requirements	Sections 3(B)(3) and 10(B) and (G) of Franchise Agreement	Item 11
n.	Insurance	Section 12 of Franchise Agreement	Item 8
o.	Advertising	Section 8 of Franchise Agreement	Items 6, 7 and 11
p.	Indemnification	Section 13(A) of Franchise Agreement; and Section 20 of Development Agreement	Item 6
q.	Owner's participation/management/staffing	Sections 8(C) and 10(A) and (M) of Franchise Agreement; and Section 11 of Development Agreement	Items 11 and 15
r.	Records/reports	Sections 14(A), (B) and (C) of Franchise Agreement; and Section 12 of Development Agreement	Item 6
s.	Inspections/audits	Section 14(D) of Franchise Agreement; and Section 12 of Development Agreement	Item 6
t.	Transfer	Sections 15 and 16 of Franchise Agreement; and Section 17 of Development Agreement	Items 6 and 17
u.	Renewal	Section 3(B) of Franchise Agreement	Items 6 and 17
v.	Post-termination obligations	Section 19 of Franchise Agreement; and Sections 15 and 16 of Development Agreement	Item 17
w.	Non-competition covenants	Section 20 of Franchise Agreement; and Section 16 of Development Agreement	Item 17
x.	Dispute resolution	Sections 20(D) and 21 of Franchise Agreement; and Section 18 of Development Agreement	Item 17

10. FINANCING

We do not offer direct or indirect financing. We do not receive payments or other consideration for the placing of financing or guarantee any note, lease or other obligation you may enter into or incur.

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

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

Pre-Opening Obligations. We have the following obligations to you before you open your Restaurant:

1. We will conduct an initial training program as described below (Franchise Agreement – Section 9(C)).
2. We will provide you access to an electronic version of the confidential Operations Manual to use during the term of the Franchise Agreement. The Operations Manual contains our required and suggested operational procedures, policies, rules and regulations with which you must comply (Franchise Agreement – Section 9(E)). We will not provide you access to the Operations Manual until you sign your Franchise Agreement.
3. We will review with you our site selection criteria for a Restaurant location. This includes general location and neighborhood, traffic patterns, parking, size, physical characteristics of existing buildings and lease terms. You are responsible for selecting the site of your Restaurant. We will review and either approve or disapprove the proposed location for the Restaurant (Franchise Agreement – Section 2(A)). Any assistance we offer is not a guarantee or assurance that the site will be successful.
4. If you plan a new Restaurant, we will furnish one electronic copy of the prototypical building plans and details to you and your architect. You will be required to begin with our most current prototypical building plans and details to develop your construction drawings. If you are renovating an existing

building for your Restaurant, we will provide you and your architect with design assistance (Franchise Agreement – Section 9(B)).

5. We will grant you rights to establish a specific number of Restaurants at locations we evaluate within the Designated Area if you sign a Development Agreement (Development Agreement – Sections 4 and 6).

Post-Opening Obligations. We have the following obligations to you during the operation of your business:

1. Provide field consultants who conduct periodic operations evaluations of the Restaurant and provide to you written reports to assist you in Restaurant operations (Franchise Agreement – Section 9(G)).
2. Provide advisory services in person or by telephone relating to Restaurant operations (Franchise Agreement – Section 9(G)).
3. Periodically make available all changes and additions to the Business System generally made available to all franchisees (Franchise Agreement – Section 9(G)).
4. Furnish you electronic access to our confidential Operations Manual (Franchise Agreement – Section 9(G)).
5. Develop national advertising production materials (Franchise Agreement – Section 9(G)).

Advertising Fund

We administer an Advertising Fund to promote and enhance the image, identity, and/or patronage of Restaurants owned by us and by franchisees. You must pay us an “Advertising Fee” as described in Item 6. We will deposit the Advertising Fee in an “Advertising Fund” that we manage through a separate account. All franchisees who signed their franchise agreement prior to March 31, 2012, contribute to the Advertising Fund at a rate of 2% of Gross Sales, while all franchisees who sign a franchise agreement on or after March 31, 2012, will contribute to the Advertising Fund at a rate of 2½% of Gross Sales, as described in Item 6. We will use all Advertising Fees to conduct advertising research, develop marketing materials as well as television, radio, print and digital advertising production and promotional materials for use in each franchisee’s local market, and implement regional and national advertising and promotional campaigns. If your Restaurant is in a market with relatively few other Culver’s® Restaurants, you likely will receive less advertising support than Restaurants in more saturated markets. We currently contract with outside agencies to produce certain advertising production and promotional materials and to conduct media buying. We are reimbursed for reasonable administrative costs and overhead incurred in administering the Advertising Fund for the preceding year.

At your request, we will furnish to you a financial summary, in the form of an income statement, of the Advertising Fund for the previous fiscal year ended (Franchise Agreement – Section 8(A)).

We have the right to determine all matters relating to advertising, public relations and promotional campaigns and we are not required to allocate or expend Advertising Fee contributions for the benefit of any particular franchisee or group of franchisees on a pro rata or proportional basis. (Franchise Agreement – Section 8(A)). If not all Advertising Fees are spent in the fiscal year in which they accrue, the remaining amount will be carried over to the following year.

During the fiscal year ending December 31, 2024, for total Advertising Fund expenses, 87.8% was spent on media placement, 4.2% was spent on production of advertising, 3.5% was spent on agency fees, 1.9% was spent on administrative expenses, and 2.6% was spent on miscellaneous expenses. No money was spent by the Advertising Fund to solicit new franchisees in 2024, and we do not anticipate spending any money from the Advertising Fund to solicit new franchisees in 2025.

Local Advertising

You must spend a minimum of 1% of your Gross Sales on local advertising. (Franchise Agreement – Section 8(C)). You may only use advertising and promotional materials, including coupons, approved by us, as specified in the Operations Manual (Franchise Agreement – Section 8(E)).

Advisory Council

At the time of this disclosure document, a franchisee advisory council of elected members assists us in maintaining effective communications with our franchisees, and advises us on business and operations decisions and policies. Currently, there is one member from each representative territory. In any given year, we may designate one or more Members At Large. The advisory council serves in an advisory capacity only. We have the power to form, change or dissolve the advisory council.

Cooperative Advertising

As of the date of this disclosure document, we have not established any local or regional advertising cooperatives (“Co-op”). If we do so in the future, you must participate in any Co-op program for the region in which your Restaurant is located. If a Co-op program is established it is anticipated that it would be administered by us or our advertising agency of record, and you must contribute to the Co-op up to 4% of your Gross Sales, as determined by the members of the Co-op, a portion of which would be used to cover administrative expenses (Franchise Agreement – Section 8(B)). Cooperative Advertising is in addition to the Advertising Fee and local advertising requirements. All franchised or company-owned Restaurants participating in a Co-op in a particular region will contribute at the same rate. We have the right to change, dissolve, or merge Co-ops. All Co-ops will operate from written documents which will be available for all Co-op members to review. All Co-ops will prepare an annual unaudited statement of receipts and disbursements for Co-op members to review.

Promotional Campaigns

We may periodically conduct promotional campaigns on a national or regional basis to promote products or marketing themes. You must participate in all promotional campaigns we establish for the region in which your Restaurant is located. You must also purchase the point of purchase material that coincides with each campaign. This point of purchase kit normally includes indoor and outdoor transparencies and signs, menu board updates, employee pin, posters for your employees, packaging changes and other miscellaneous items (Franchise Agreement – Section 8(F)).

Time Before Opening

We estimate that there may be as little as 5 months but no later than 24 months between the signing of the Franchise Agreement and the opening of the Restaurant. The interval may vary based upon such factors as the location and condition of the site, the construction schedule for the Restaurant, the extent to which an existing location must be upgraded or remodeled, the delivery schedule for equipment and supplies, delays in securing financing arrangements and completing training and your compliance with local laws and regulations. If you fail to begin operations at such time as the Restaurant is ready for occupancy, or within 24 months after the date of the Franchise Agreement, whichever occurs first, we may terminate the Franchise Agreement at any time before you open for business.

Site Selection

Individual Franchise Agreement

If you already have a potential site for a Culver’s® Restaurant, you may propose the location to us. We may approve the site after we have independently reviewed it. If you do not have a proposed site, then in our sole discretion we may allow you to sign the Franchise Agreement under which you agree to locate a proposed site for your Restaurant, and we agree to provide you certain assistance in locating the site (Franchise Agreement – Section 2(A)). We will consult with you in the selection of a site for your Restaurant and will, at no charge to you, review the criteria for up to 4 sites selected by you as potential sites for your Restaurant. We may charge \$500 for each additional site you request us to review (Franchise Agreement – Section 2(A)). You are solely responsible, however, for locating and obtaining a site which meets our standards and that is acceptable to us. You also are responsible for determining that the proposed site meets all zoning and other

applicable government requirements, and that you have obtained all required government permits. You must secure a site (meaning you either own the site or you have signed a lease for the site, without contingencies which remain unsatisfied) within 12 months after you sign the Franchise Agreement. If you do not do so, then we may terminate the Franchise Agreement at any time before you secure a site.

We will not unreasonably withhold consent to the proposed site for your Restaurant. We will respond to your request for approval of a proposed site for your Restaurant within 60 days after we have received all information requested to evaluate the proposed site. If you and CFS cannot agree on a site for your Restaurant, we will either allow you to suggest alternative sites in the designated area or we will terminate the Franchise Agreement. The general site selection evaluation criteria that you should consider include traffic patterns, parking, layout of the facility, population of the surrounding area, size and rental/purchase costs of property and similar factors. Our evaluation or review of a site for the Restaurant does not represent a recommendation or guarantee as to the success of the site.

You may not open the Restaurant for business until: (1) we confirm that the Restaurant meets our specifications; (2) pre-opening requirements and training has been completed to our satisfaction; (3) you have adequate staffing to open your Restaurant; (4) yourself, your management team, and key personnel, in a number sufficient to cover all operating hours, but no less than six in total, have passed a food safety course taught by us at our office or certified in your specific state's sanitation program (or the applicable national sanitation program if no state one exists); and (5) you have complied with all other requirements described in the Operations Manual or otherwise provided in writing by us (Franchise Agreement – Section 10(C)).

Development Agreement

If you enter into a Development Agreement, we and you will have agreed to a Designated Area and a Development Schedule which identify the number of Restaurants you will develop, and the time frame and the area in which the Restaurants will be developed. You will select a site and acquire the premises for each Restaurant in the Designated Area under the terms of each Franchise Agreement. You must sign a Franchise Agreement and designate an approved site for the Restaurant at least 6 months before you must open the Restaurant under the Development Schedule.

Computer Systems

You must install a computer system ("Computer System") meeting our standards, as periodically modified in response to business operations, marketing conditions, competitive circumstances and changes in technology. As of February 1, 2025, the Computer System includes the following:

- (1) You must purchase and maintain the POS System. Our current approved POS System, subject to change by us, is a PAR Brink point of sale system with the most current hardware. The POS System must integrate with the back office system described below. There are no substitutes for this system.
- (2) You must subscribe to one of our approved MSSP vendors. Our current vendor is PDI or Viking Cloud. There are no substitutes for this service.
- (3) You must obtain a license to use the CrunchTime! back office software subscription, including Zenput and TalentLink, on an annual basis. There are no substitutes for this system.
- (4) You must subscribe to the online ordering system. Our current approved vendor is OLO. There are no substitutes for this system.
- (5) You must obtain the software required on your computer, including: (i) current Microsoft supported operating system which runs your computer; and (ii) current Microsoft supported Office version for creating and viewing documents and reports.
- (6) In addition, you must obtain a broadband/high speed Internet service from an Internet service provider, and an e-mail address for the Restaurant to communicate with customers, third-party suppliers and us.

This e-mail address must be different than the Culver's franchisee e-mail address. You currently may use any broadband/high speed Internet service provider, although we reserve the right to require a specific provider in the future.

The cost for purchasing or leasing the computer system ranges from \$38,500 to \$51,000. In addition, you will incur monthly subscription fees, which include back office software subscription CrunchTime!, that are currently approximately \$1,250, payable to our approved suppliers. This fee covers the cost of system updates and support. We cannot estimate the annual cost of any additional optional or required maintenance and support contracts from us because we have, through the date of this disclosure document, provided these services at no cost to franchisees. In the future, we may charge you a monthly technology fee. See Item 6. We currently have independent access to certain operational and financial information and data produced by your Restaurant technology. There are no contractual limitations on our right to access the information and data (Franchise Agreement - Section 10(R)).

You must comply with the "Payment Card Industry Data Security Standard" ("PCI DSS"). You must validate your compliance by completing a self-assessment questionnaire ("SAQ") yearly and subject your network to quarterly vulnerability scans. In addition, we require you to purchase security services through an approved Managed Security Services Provider ("MSSP"). We estimate that you will incur costs of approximately \$110 - \$130 per month for these security services payable to our approved MSSP, although the estimated amount may increase in the future. As part of our cyber insurance policy, you must allow us to take certain actions if there is an actual or alleged data breach at any Restaurant, including accesses your computer network, and you must sign the Consent Agreement attached to the Franchise Agreement.

Training

Before opening your Restaurant, your management team at your Restaurant, which in addition to you will typically include 6 to 8 individuals, must have attended and completed an approved Culver's® Manager in Training Program to our satisfaction. We require that all managers, which must include a minimum of 6 of your employees, are certified in your state's sanitation program, the ServSafe equivalent, or, if no state requirement exists, in the national sanitation program. Each Restaurant must have a minimum of one management team member working each shift who is certified in the appropriate sanitation program, as described above. In addition, the Operator (as defined in Item 15) must complete our full-time, Franchisee Development Program to our satisfaction, at one of our designated company-owned Restaurants. The Franchisee Development Program is offered in three 16-week sessions each year. These programs are prescheduled and do have maximum capacities. We must approve your designated representative and management personnel in writing before participating (Franchise Agreement – Sections 9(C) and (D) and 10(A) and (M)).

You will have limited access to the System until you sign a Franchise Agreement and the Operator begins the Franchisee Development Program.

There is no charge for the Franchisee Development Program we provide, although you are responsible for all travel and living expense during this period.

You must attend or participate in any periodic reconnection training courses or programs that we designate. You may have to pay us for additional training requested and/or necessary for new (or existing managers) hired after the Restaurant opens (Franchise Agreement – Section 9(F)).

In the event that you want to renew your Franchise Agreement, and we deem it necessary, you as the Operator of the Restaurant, may be required to attend and successfully complete, a reconnection or new training course(s) or program(s), conducted by us or our designee, and we may charge a fee for such training courses and programs, and you are responsible for all transportation costs, food, lodging and similar costs you and your employees incur in attending such course(s) or program(s), and we have the right to determine the time and place of any such training course(s) or program(s) (Franchise Agreement – Section 3(B)(3)).

Richard Modjeski oversees our training programs. Mr. Modjeski has been with us since 2000, and has held several positions in operations, including Franchise Business Consultant and Director of Operations. Mr. Modjeski is currently the Vice President of Franchise Services. Our training staff consists of 12 persons, who have at least 210 years combined experience with us in various operational capacities.

Instructional materials include our Operations Manual and related workbooks. Approximate hours that an Operator spends in classroom training and on-the-job training are listed below.

TRAINING PROGRAM NEW MANAGER TRAINING

Subject	Hours of Classroom Training	Hours of “On-The-Job” Training	Location
Orientation	Not included in 7-week schedule. To be performed before training.		
Product Orientation	0	4	At a Restaurant we designate
Food Safety/Sanitation Procedures	0	4	At a Restaurant we designate
Back of House/Cooking Skills	0	100	At a Restaurant we designate
Front of House	0	120	At a Restaurant we designate
Supervision/Administration	0	40	At a Restaurant we designate
E-Learning Courses	14	0	At a computer
TOTAL HOURS	14	268	

TRAINING PROGRAM FRANCHISEE DEVELOPMENT PROGRAM

Subject	Hours of Classroom Training	Hours of “On-The-Job” Training	Location
Orientation	8	2	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Guest Relations	4	Ongoing during the other training sessions	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Product Orientation	6	20	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Safety/Procedure Sanitation	3	14	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Back of House/Cooking Skills	0	180	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Front of House	0	160	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Supervision/Administration	67	170	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Advertising/Marketing/Media	11	4	Prairie du Sac, Wisconsin, or at a Restaurant we designate
Architectural Design	1	0	Prairie du Sac, Wisconsin, or at a Restaurant we designate
E-Learning and ServU Courses	20	0	
TOTAL HOURS	120	550	

In addition to the training courses and programs we provide, you must participate in an electronic training program accessible via the Internet that we develop or select for the System, including all future updates, supplements or modifications (“E-Learning Program”). You must pay our designated supplier, CrunchTime!, and annual fee to obtain a license to use the CrunchTime! back office software, which includes a task manager by Zenput and an E-Learning Program by TalentLink (see Item 6), and sign a user subscription agreement to obtain a license to use that software.

Operations Manual

Upon signing your Franchise Agreement we will provide you with access to our confidential Operations Manual. The current Operations Manual, as of December 31, 2024, is divided into the following subjects:

OPERATIONS MANUAL
The Culver's Story
Recruiting, Hiring and Retention
Team Training and Development
Guest Service and Hospitality
Daily Operating Procedures
Recipes and Product Builds
Marketing and Public Relations
Safety and Security
Facilities and Equipment
Restaurant Technology
Accounting Management
Expansion, Construction, Renewal and Resale

COUNTDOWN TO SUCCESS MANUAL – Table of Contents
Introduction
Purpose
Choosing an Accounting Firm
120 Days Before Training Week
120 Days Owner-FBC Report
90 Days Before Training Week
90 Days Owner/FBC Report
45 Days Before Training Week
45 Days Owner/FBC Report
15 Days Before Training Week
10-7 Days Owner/FBC Checklist
10-7 Days Owner/FBC Walk-Thru Report
Training Week Preparation
Appendix Table of Contents
Guidelines for Hiring and Staffing
Construction Coordination Notes
Site Readiness Checklist
Request for Customization
Business Liability Insurance
Computer System Requirements
Suggested Office/Restaurant Supplies
Food Service Equipment Start-Up
Opening Change Order
Approved Supplier Contact List
Opening Supplier Contact List
Resources

Each section of the Operations Manual will be provided as a separate electronic page, or series of pages, that may vary in size and number depending on the settings you select on your computer. As such, this Table of Contents is not divided into page numbers.

Our Obligations Under the Development Agreement

Except as described above, we do not have separate obligations under the Development Agreement. Each time you sign a Franchise Agreement under a Development Agreement, our obligations are activated for the new Restaurant you will establish.

12. TERRITORY

Individual Franchise Agreement

Under the Franchise Agreement, you may only operate your Restaurant at a specific location. You will typically receive a “Designated Territory” that will be a 3 mile radius around the location of your Restaurant, which may be smaller if such area contains a physical or perceived barrier (e.g. a river or a highway), a high population of people who live or work near that area, if you propose a location which is not a free standing site, and/or does not have a drive thru, and/or does not have its own dedicated parking lot, or if it contains another existing or potential trade area. In determining the number of people that either live or work within a certain area, we use data provided by Environmental Systems Research Institute and its 2024 demographic estimates that are based on the 2020 United States Census, a comprehensive list of businesses licensed from Data Axle extracted by Environmental Systems Research Institute, and demographic data from SiteZeus. Within a major metropolitan statistical area, if you locate your Restaurant in a high traffic, high density area in which we determine Culver’s® Restaurants may be established in close proximity to one another, we reserve the right to indicate your Designated Territory in a manner other than a radius description. In this instance, a written description or a map attached to the Franchise Agreement will describe the Designated Territory. The criteria used for determining the boundaries of the Designated Territory include the population base, the population density, growth trends of population, degree of affluence of the population, the density of residential and business entities and major topographical features which clearly define contiguous areas, like rivers, mountains and major freeways. We will not operate or grant franchises to others to operate a full-service Culver’s® Restaurant in your Designated Territory. Although we will not operate or franchise another to operate a Culver’s® Restaurant in your Designated Territory, your Designated Territory may overlap with the designated territory of another franchisee.

Although we currently do not do so, we reserve the right to distribute products and services through alternative channels of distribution using the Culver’s® Mark. We also reserve the right to establish franchised or company-owned Culver’s® Restaurants anywhere outside your Designated Territory or distribute (directly or through our affiliates) products and services through alternative channels of distribution selling similar or other products or services under a trademark different from the Culver’s® Mark. Neither we nor our affiliates currently operate or franchise, or have plans to operate or franchise, a business under a different trademark selling goods or services similar to those the franchise will offer, although we reserve the right to do so in the future.

Furthermore, we and our affiliates may establish, operate or grant a franchise or license to others to operate Culver’s® Restaurants under the System and the Marks at any “Non-Traditional Location,” as defined below, within and outside your Designated Territory at any time. “Non-Traditional Locations” are defined as locations that we determine have a restricted trade area and include, for example, locations in malls, universities, schools, hospitals, military bases, casinos, convention centers, arenas, stadiums, airports, health and fitness facilities, office buildings, theme parks, amusement facilities, toll plazas and other locations that are not located on the street and the primary trade area generally is restricted to the environment in which the Non-Traditional Location is located. Except for the rights granted to you under the Franchise Agreement, we reserve for ourselves and our affiliates, the right to develop, own, operate and manage food service businesses, including businesses (i) using the Marks and business systems, and (ii) using other brands and systems, whether or not in competition with your Restaurant, at locations that we or our affiliates determine, and without any obligation to grant any rights to you respecting any of them.

You do not need to achieve a certain sales volume or market penetration to retain the Designated Territory under the Franchise Agreement. You may relocate the Restaurant only with our written consent, which we will not unreasonably withhold.

You may advertise outside your Designated Territory and may serve customers residing outside your Designated Territory. Likewise, CFS and our Culver’s® franchisees may advertise in your Designated Territory and may serve customers who reside in your Designated Territory without compensation to you.

You may, only with our advance written consent and only under our written guidelines, sell certain Culver's® menu items from authorized locations other than your Restaurant within the Designated Territory. We may, on 10 days' written notice, terminate your right to conduct these sales at any time.

Territory Reservation Agreement

We may grant to certain Culver's® franchisees in good standing under their franchise agreements expansion rights to develop additional Restaurants within a reserved geographic area (the "Reserved Area") under a "Territory Reservation Agreement" in the form attached as Exhibit G to this disclosure document. Except for Non-Traditional Locations, we will not operate or franchise another to operate a full-service Culver's® Restaurant in the Reserved Area so long as you meet our standards for existing Culver's® franchisees who wish to open additional Restaurants (including meeting all operational standards in existing Restaurants), satisfy our minimum financing capability criteria to develop the Restaurant, comply with all other provisions of the Territory Reservation Agreement and you otherwise comply with the provisions of each related Franchise Agreement. We may, however, grant other franchises or develop and operate company or affiliate owned Culver's® Restaurants anywhere outside of the Reserved Area, which may result in Designated Territories that encroach upon your Reserved Area and prevent you from having the ability to locate a Culver's® Restaurant within certain areas of your above described Reserved Area, or at Non-Traditional Locations. Furthermore, as described above, we have certain rights under the Territory Reservation Agreement and each Franchise Agreement to sell products and services using the Marks or other marks using similar or dissimilar channels of distribution in the Reserved Area.

If you qualify and we grant you a Reserved Area under a Territory Reservation Agreement, you can reserve the right, for 24 months, to develop a Culver's® Restaurant within a defined trading area. Before you request to enter into a Territory Reservation Agreement for an additional Restaurant you must also be the Operator (as defined in Item 15) of at least one Culver's® Restaurant that is open and has been open for at least 90 days. As described in Item 6 above, you may request a 6 month extension to the Territory Reservation Agreement.

Although we have no obligation to do so, we may attempt to notify you if a prospective, new or existing franchisee is planning to locate outside of but near your Designated Territory. This does not confer a right for you to restrict such franchisee from such location, nor a right of first refusal to you. You do not receive any rights of first refusal nor any right to acquire additional franchises within or outside of your Designated Territory unless you sign another franchise agreement with us.

Development Agreement

If you enter into a Development Agreement, you will receive certain protected rights to develop more than one Restaurant within a designated geographic area (the "Designated Area") described in Exhibit A attached to the Development Agreement. The size of the Designated Area will vary, depending on the number of Restaurants you intend to open, the population base, the population density, growth trends of the population, degree of affluence of the population, the density of residential and business entities, and major topographical features which clearly define contiguous areas, like rivers, mountains and major freeways. The Designated Area may be one or more counties in rural areas, and may be a portion of a metropolitan statistical area in heavily-populated major cities. We will not operate or franchise another to operate a full-service Culver's® Restaurant in the Designated Area so long as you meet the minimum Development Schedule, meet our standards for existing Culver's® franchisees who wish to open additional Restaurants (including meeting all operational standards in existing Restaurants), satisfy our minimum financing capability criteria to develop the Restaurant, comply with all other provisions of the Development Agreement and you otherwise comply with the provisions of each related Franchise Agreement. We may, however, grant other franchises or develop and operate company or affiliate owned Culver's® Restaurants anywhere outside of the Designated Area, which may result in Designated Territories that encroach upon your Designated Area and prevent you from having the ability to locate a Culver's® Restaurant within certain areas of your above described Designated Area, or at Non-Traditional Locations within your Designated Area. Furthermore, as described above, we have certain rights under Development Agreement and each Franchise Agreement to sell products and services using the Marks or other marks using similar or dissimilar channels of distribution in the Designated Area. If you do not comply

with the Development Schedule and the Development Agreement, we may terminate the Development Agreement and grant individual or multiple unit rights within the Designated Area to third parties. As described in Item 6 above, you may request an extension to the date by which you must open a Store under the Development Schedule (limited to the period of time we allow, not to exceed 6 months).

Except as described above, you will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive franchise that we control.

13. TRADEMARKS

We are the owner and have received registration and intend to file all required affidavits and renewal registrations of the following principal Marks in the U.S. Patent and Trademark Office:

Registration No.	Description of Mark	Registration Type	Registration Date
1,841,058	CULVER'S	Principal	June 21, 1994
1,841,059	CULVER'S FROZEN CUSTARD BUTTERBURGERS & DESIGN	Principal	June 21, 1994
2,653,686	BUTTERBURGER	Principal	November 26, 2002
3,128,098	CULVER'S & DESIGN	Principal	August 8, 2006
3,323,569	CULVER'S & DESIGN	Principal	October 30, 2007
3,323,105	CULVER'S BUTTERBURGERS & FROZEN CUSTARD & DESIGN	Principal	October 30, 2007
4,163,962	WELCOME TO DELICIOUS	Principal	June 26, 2012
5,327,497	CONCRETE MIXER	Principal	November 7, 2017
7,140,337	CURDERBURGER	Principal	August 15, 2023

You will receive a license to operate the Restaurant under the name "Culver's," and may license you to use other trademarks, service marks, trade names and commercial symbols (collectively, the "Marks"), which we develop.

Your use of the Marks and any goodwill is to our exclusive benefit and you retain no rights in the Marks. You retain no rights in the Marks when the Franchise Agreement expires. You may make changes or substitutions to the use of the Marks only if we direct you to do so.

There are presently no effective determinations of the United States Patent and Trademark Office, the Trademark Trial and Appeal Board or any trademark administrator of any state or any court proceedings, which limit or restrict our right to use the Marks which are relevant to your use of the Marks for your Restaurant. Culver Enterprises, Inc. ("CEI") was the original owner of all of the Marks except for CONCRETE MIXER, for which we were the original owner. CEI granted us the license and right throughout the entire world to use the Marks to sell, own and franchise businesses. On June 25, 2016, CEI assigned those Marks to us. There currently are no agreements in effect that significantly limit our rights to use or license the use of any Marks listed in this Item 13 in any manner material to the franchise. We are not aware of any infringing uses, which might materially affect your use of the Marks licensed to you.

We are not required to protect you against infringement or unfair competition claims arising from your use of the Marks, or to participate in your defense or defend you. We reserve the right to control any trademark litigation and will take the action we believe appropriate if a third party infringes our Marks. You must promptly notify us if you learn of any claim, suit or demand against you by a third party for any alleged infringement, unfair competition or similar matter due to your use of the Marks.

If any party claims that its right to use any of the Marks are superior and we confirm that claim, you must, at your expense, immediately make the changes and use the substitutions to the Marks as we require.

You do not receive any right under the Development Agreement to use the Marks. Those rights are granted only under the Franchise Agreement.

14. PATENTS AND COPYRIGHTS

There are no patents or copyrights material to the franchise, although we do claim copyright ownership and protection for this disclosure document, our Franchise Agreement, web site, Operations Manual and for various sales promotional and other materials published from time to time. You must follow our specifications and policies as described in the Operations Manual or otherwise communicated to you. You must treat as confidential the information contained in the Operations Manual and any other manuals or supplemental material supplied by us. The Operations Manual are our property and you may not duplicate, copy, disclose or disseminate the contents of the Operations Manual at any time, without our prior written consent. We have the right to modify or supplement the Operations Manual upon notice, delivery to you, or providing access to you. Upon the termination or non-renewal of your franchise you must return all printed copies of the Operations Manual to us.

You may not divulge or use any confidential information concerning our methods or procedures during or after the term of the Franchise Agreement. You cannot disclose any information made available to you to any person other than your employees or financial advisors who reasonably need access to such information to fulfill their employment or contractual responsibilities. All employees to whom the information, or any of it, is made available must be informed of this obligation of confidence.

15. OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

If you are an individual, you must be the present and engaged full-time on-site owner-operator and personally manage the Restaurant unless you receive our prior consent to delegate your authority to do so. If you operate more than one Restaurant, you may delegate certain management duties for additional Restaurants to one or more managers that we approve. If you are a corporate entity or a partnership, one individual (the “Operator”) must retain at least 50% of the equity and voting interest in the corporate entity or partnership and will be obligated to be the full-time on-site Operator who personally manages the Restaurant. In the alternative, one individual Operator may retain at least 25% of the equity and voting interest in the corporate entity or partnership, so long as that individual also has at least 25% ownership in the building and real estate, and he or she must be the full-time on-site Operator and personally manage the Restaurant. If you are a corporate entity or a partnership, you must indicate the ownership structure and identify the ownership interests on the Certification of Business Entity, attached to this disclosure document as Exhibit J.

You (and/or your managing partner or shareholder) as the “Operator” and your manager(s) of the Restaurant must attend and complete our training program to our sole satisfaction. The Operator must successfully complete our Franchisee Development Program and state certified approved sanitation program, the ServSafe equivalent, or, if no state requirement exists, in the national sanitation program. The Operator and a minimum of 6 of your managers must attend and successfully complete our 7-week manager in training program. The identity of the Operator must be disclosed to us and the Operator, along with his or her spouse, must sign the “Guaranty” described below. We will not sign a Franchise Agreement for you to operate a second restaurant unless you have completed our Restaurant Operator Workshop or its equivalent.

If you enter into a Development Agreement and are an individual, you must oversee the development and the day-to-day operations of the Restaurants. If you enter into a Development Agreement and you are a corporate entity or partnership, you must designate an operator who we approve and who will oversee the development and the day-to-day operations of the Restaurants (the “Development Operator”). The Development Operator must have either (i) a 50% equity interest in the corporate entity or partnership; or (ii) a 25% equity interest in the real estate premises of each Restaurant to be developed and a 25% equity interest in the corporate entity or partnership. The Development Operator must demonstrate, to our satisfaction, that he/she satisfies our managerial and business standards, has the aptitude and ability to operate and supervise a

Restaurant, and must comply with any obligations under the Franchise Agreements. Any Development Operator who has not previously successfully completed our required training program for Development Operators must attend and successfully complete all or portions of our training program as we require. Unless we in our sole discretion approve an additional operator that meets our criteria (such as approving an additional operator under the Mentoring Program described in Items 1 and 5), the Development Operator will manage and operate all of the Restaurants to be developed under the Development Agreement.

If you are a corporation, partnership, or limited liability company, each shareholder, partner or member owning a 10% or greater interest in the franchisee entity, along with his or her spouse, must personally guarantee your obligations under the Franchise Agreement (or, if applicable, the Development Agreement) and also agree to be personally bound by, and personally liable for the breach of, every provision of the Franchise Agreement (or, if applicable, the Development Agreement). A copy of this “Guaranty” is included as an exhibit to the Franchise Agreement attached to this disclosure document.

16. RESTRICTIONS ON WHAT THE FRANCHISE MAY SELL

You must offer and sell all, and only, those goods and services that we have approved (See Item 8). There are no limits on our right to change the types of authorized goods and services. We have the right to add, delete, and change menu items that you may or must offer, and this may require you to purchase additional equipment. Except for off-site sales that we specifically agree to in writing, you may serve customers only from the Restaurant you have been authorized to operate. You cannot have food delivered from your Restaurant, whether by you or a third party, without our written approval, which approval may be withheld in our sole discretion, and which approval may be withdrawn by us at any time. Also, any food delivery that we approve will be subject to the provisions contained in our Operations Manual.

You cannot install or maintain on the Restaurant premises any newspaper racks, video games, juke boxes, gum machines, games, rides, vending machines, kiosks, ATM machines, telephone booths or other similar devices without our written approval. Also, you cannot maintain any digital or other advertising in your Restaurant or on the Restaurant premises without our written approval.

17. RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the franchise 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	Section 3(A) of Franchise Agreement; and Section 4(A) of Development Agreement	Franchise Agreement: 15 years, commencing on either (i) the date when you initially open your Culver’s® Restaurant for business, or (ii) 12 months following the date of this Agreement, whichever date shall first occur. Development Agreement: ends on last day of Development Schedule.
b.	Renewal or extension of the term	Section 3(B) of Franchise Agreement	If you are in good standing, you can renew the Franchise Agreement for one additional term of 10 years.

Provision		Section in Franchise or other Agreement	Summary
c.	Requirements for you to renew or extend	Section 3(B) of Franchise Agreement	Provide advance notice, be in compliance with your Franchise Agreement, have substantially and timely complied with all the provisions of your Franchise Agreement, including but not limited to the payment of all financial obligations, meet then-current qualification and training requirements, attend and successfully complete a refresher course or program, remodel Restaurant Premises, pay renewal fee, sign new agreement (which may contain materially different terms and conditions than your original Franchise Agreement), secure extension of lease, if applicable, and sign release of any claims against us.
d.	Termination by you	Section 18 of Franchise Agreement	If you are complying with the Franchise Agreement, you may terminate the Franchise Agreement with cause upon 30 days' prior written notice to us.
e.	Termination by us without cause	Not Applicable	
f.	Termination by us with cause	Sections 17(A) and (B) of Franchise Agreement; and Section 14 of Development Agreement	We can terminate the Franchise Agreement and Development Agreement only if you default.
g.	"Cause" defined – curable defaults	Sections 17(A) and (B) of Franchise Agreement; and Section 14(A) of Development Agreement	Franchise Agreement: You have 30 days to cure: the failure to secure an approved site within 12 months following the date of the Franchise Agreement, the failure to open the Restaurant when premises are complete or within 24 months after the date of the Franchise Agreement, whichever occurs first, a violation of any material provision of the Franchise Agreement (including failure to abide by our standards and requirements in operating the Restaurant, or non-payment of amounts owed to us) and the expiration or termination of the Restaurant's lease. Development Agreement: You have 30 days to cure: failure to meet Development Schedule, failure to comply with terms of agreement, failure to comply with terms of any franchise agreement and failure to pay us any amounts due.
h.	"Cause" defined – non-curable defaults	Sections 17(A) and (B) of Franchise Agreement; and Section 14(B) of Development Agreement	Franchise Agreement: Repeated defaults even if cured, defaults which cannot be cured, deception of Restaurant customers, conviction of felony, a crime of moral turpitude or a charge of violating a law which harms the goodwill associated with our Marks or System, insolvency, assignment for benefit of creditors, abandonment of the Restaurant, defaults which impair the goodwill associated with our Marks and intentionally falsifying any information provided to us. Development Agreement: Failure on 3 or more occasions in any 12-month period to comply with the agreement; unauthorized transfer of Development Agreement or Franchise Agreement; material misrepresentation or omission; conviction of a felony, a crime of moral turpitude, or a charge that harms the goodwill associated with our Marks or the System; unauthorized use of confidential information; insolvency; assignment for benefit of creditors; materially misuses the Marks or act that impairs the goodwill associated with the Marks; develop a website; unauthorized conduct on the Internet; non-curable default; any Franchise Agreement between you and us is terminated; or immediate threat or danger to public health or safety.

Provision		Section in Franchise or other Agreement	Summary
i.	Your obligations on termination/ non-renewal	Sections 19(A) and (B) of the Franchise Agreement; and Section 14(C) of Development Agreement	Franchise Agreement: Pay all amounts due us, return manuals and other materials to us, assign the telephone number to us, cease holding yourself out as a Culver's® franchisee, redecorate the Restaurant premises, remove franchise signs, awnings and fixtures, repaint roof, and discontinue using confidential information (also see r, below). Development Agreement: Lose rights to open Restaurants under Development Agreement and pay the termination fee.
j.	Assignment of contract by us	Section 16(A) of Franchise Agreement	Assignee must fulfill our Franchise Agreement obligations.
k.	"Transfer" by you – defined	Sections 16(B) – (E) of Franchise Agreement; and Section 17 of Development Agreement	Franchise Agreement: Includes any transfer of the Restaurant or its assets, your interest in the Franchise Agreement, any transfer of 19% or more of an interest in franchisee or a change in the Operator of the Restaurant. Development Agreement: Includes transfer of Development Agreement or assets or ownership change.
l.	Our approval of transfer by franchisee	Section 16(C) of Franchise Agreement; and Section 17(B) of Development Agreement	We have the right to approve all transfers of the Franchise Agreement or any interest in franchisee and changes of Operator of Restaurants, but will not unreasonably withhold approval.
m.	Conditions for our approval of transfer	Sections 16(B) – (E) of Franchise Agreement; and Sections 17(B) – (D) of Development Agreement	Transfer of Franchise Agreement to corporation you own or control: You and your shareholders sign a Personal Guaranty, you provide proof that corporation can financially perform the Franchise Agreement and give us 30 days' written notice. Transfer of 10% or more but less than 19% interest in franchisee: You must give us 30 days' written notice and the proposed assignee of the interest must sign a Personal Guaranty. Other transfers of Franchise Agreement and all changes of the Operator of a Restaurant: New franchisee must qualify and complete training, new franchisee must not be involved in a competitive business, you must pay transfer fee, you must pay all amounts owed to us and be in good standing, required modernization is completed, new franchisee signs then-current agreement for balance of existing term, and you must sign a general release and agree to observe all post-termination obligations under Franchise Agreement (also see r, below). Development Agreement: You are in compliance with the Development Agreement and any other agreements between you and us; proposed transferee must be an existing Culver's® franchisee and must meet our standards; transferee must have completed our training program; you pay a transfer fee and sign a general release.
n.	Our right of first refusal to acquire your business	Section 15 of Franchise Agreement; and Section 17(C) of Development Agreement	We can match any offer for your business.
o.	Our option to purchase your business	Section 19(C) of Franchise Agreement	We have the option, within 60 days after your Franchise Agreement terminates or expires, to purchase your business at fair market value, excluding goodwill.
p.	Your death or disability	Section 16(F) of Franchise Agreement	Your representative must, within 6 months, transfer your interest in the business to a third party approved by us. If assignee is your spouse or child, no transfer fee is required. If you are a corporation, your shareholders can transfer their stock, upon death or permanent disability, to other shareholders without offering us a right of first refusal.

Provision		Section in Franchise or other Agreement	Summary
q.	Non-competition covenants during the term of the franchise	Section 20(A) of Franchise Agreement; and Section 16(A) of Development Agreement	You cannot be directly or indirectly involved in any other competing restaurant business (except for Restaurants operated under Franchise Agreements with us).
r.	Non-competition covenants after the franchise is terminated or expires	Section 20(B) of Franchise Agreement; and Section 16(B) of Development Agreement	Franchise Agreement: You cannot, for 1 year following termination or expiration, be involved in any competing restaurant business within 6 miles of your Restaurant or any other Culver's® Restaurant. Development Agreement: You cannot, for 1 year following termination or expiration, be involved in any competing restaurant business within the Designated Area, within 15 miles of the outside boundary of the Designated Area or within 6 miles of any other Culver's® Restaurant.
s.	Modification of the agreement	Sections 4(B), 10(P) and 22(A) and (G) of Franchise Agreement; and Section 19(G) of Development Agreement	Franchise Agreement: No modifications generally, but Operations Manual, list of authorized Marks and required goods subject to change. Development Agreement: No modifications generally, except in writing.
t.	Integration/ merger clause	Section 22(G) of Franchise Agreement; and Section 19(G) of Development Agreement	Only the terms of the Franchise Agreement or Development Agreement are binding (subject to federal and state law). Any other promises may not be enforceable.
u.	Dispute resolution by arbitration or mediation	Section 21 of Franchise Agreement; and Section 18(A) of Development Agreement	Except for certain claims, all disputes subject to arbitration in Sauk County, Wisconsin (subject to state law).
v.	Choice of forum	Not Applicable	Federal District Court, Western District of Wisconsin or Sauk County District Court in Baraboo, Wisconsin
w.	Choice of law	Section 22(D) of Franchise Agreement.	Franchise Agreement: Apply law of the state where the Restaurant is located. Development Agreement: Apply the law of the state where your principal place of business is located.

18. PUBLIC FIGURES

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

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.

PART 1 – SCHEDULE OF RESTAURANT FINANCIAL DATA

The following information discloses sales of the 935 franchised Culver's® Restaurants ("Franchised Restaurants") and the 7 company-owned Culver's® Restaurants ("Company-Owned Restaurants") open for the entire 12 month period ended December 31, 2024, and also selected cost percentages for the 7 Company-Owned Restaurants, for the entire 12 month period ended December 31, 2024. This includes information about non-

typical locations (including 4 Culver's® Restaurants that do not have a drive thru window, 5 Culver's® Restaurants that share a building with a convenience store, and 4 Culver's® Restaurants that occupy an endcap of a multi-tenant building). The following information does not include information from Restaurants that did not operate for the entire 12-month period, including the 53 franchised Culver's® Restaurants that opened in 2024, nor does it include information from 2 franchised Culver's® Restaurant that was closed for a period of time during 2024 due to a substantial remodel, rebuild or relocation of the Restaurant, and therefore none of these Restaurants operated for the entire 12-month period.

The Company-Owned Restaurants are located in Sauk City, Spring Green, Richland Center, Baraboo, Middleton, Madison, and Oregon, Wisconsin. The buildings housing the Company-Owned Restaurants are single-purpose, one story and freestanding, seating 88 to 120 guests at one time, which is comparable to the Culver's® Restaurants expected to be operated under the Franchise Agreement. Substantially the same services were offered to the Company-Owned Restaurants as are provided to the Franchised Restaurant. We do not, however, provide certain services to franchisees such as financing, accounting, legal, personnel, construction, management, financial and food and labor cost systems. The Company-Owned Restaurants also offered substantially the same products and services to the general public as will the Culver's® Restaurants to be operated under the Franchise Agreement.

The following tables were prepared on a basis consistent with generally accepted accounting principles and the same accounting system was used for each Company-Owned Restaurant. The figures used in the tables are based on an annual performance. The information presented in the tables has not been audited, and we have not independently verified that the information provided by Franchised Restaurants is correct.

Table 1
Franchised Restaurants Open 12 months

Number of Restaurants	Sales Range
183	\$4,500,000 and above
83	\$4,250,000 - \$4,499,999
81	\$4,000,000 - \$4,249,999
98	\$3,750,000 - \$3,999,999
121	\$3,500,000 - \$3,749,999
112	\$3,250,000 - \$3,499,999
81	\$3,000,000 - \$3,249,999
75	\$2,750,000 - \$2,999,999
51	\$2,500,000 - \$2,749,999
27	\$2,250,000 - \$2,499,999
12	\$2,000,000 - \$2,249,999
11	Below \$2,000,000
Highest Sales	\$8,732,701
Lowest Sales	\$1,188,064
Average Sales	\$3,790,055
Median Sales	\$3,693,525

Of the 935 Franchised Restaurants, 429 (or 46%) met or exceeded the average sales. Average sales were taken from Franchised Restaurants open for the 12 month period ended December 31, 2024. "Sales" are defined as the total revenue received from the sale of goods and services, whether by cash or by check or credit card, at or through a Culver's® Restaurant, less sales tax, customer refunds, and unreimbursed amounts involving CFS approved coupon or discount programs.

Table 2
Company-Owned Restaurants
Open 12 months

	Spring Green, WI		Sauk City, WI		Richland Center, WI		Baraboo, WI	
Sales (1)	2,818,091		4,863,696		3,603,063		3,814,712	
Food Cost (2)	874,738	31.0%	1,480,003	30.4%	1,100,735	30.5%	1,185,796	31.1%
Paper Cost (3)	82,118	2.9%	142,379	2.9%	104,537	2.9%	115,293	3.0%
Gross Profit (4)	1,861,234	66.0%	3,241,314	66.6%	2,397,791	66.5%	2,513,622	65.9%
Salaries and Wages (5)	968,650	34.4%	1,523,569	31.3%	1,176,520	32.7%	1,168,660	30.6%
Employee Benefits (6)	167,846	6.0%	303,772	6.2%	237,277	6.6%	207,162	5.4%
Direct Operating Expenses (7)	19,538	0.7%	22,594	0.5%	13,444	0.4%	15,156	0.4%
Supplies and Chemicals (8)	35,356	1.3%	50,287	1.0%	36,780	1.0%	35,137	0.9%
Utilities (9)	53,318	1.9%	54,555	1.1%	60,252	1.7%	57,959	1.5%
General and Administrative (10)	94,585	3.4%	158,309	3.3%	108,826	3.0%	142,626	3.7%
Repairs and Maintenance (11)	57,857	2.1%	62,120	1.3%	60,964	1.7%	77,284	2.0%
Advertising Royalty (12)	70,452	2.5%	121,592	2.5%	90,077	2.5%	95,368	2.5%
Local Advertising (13)	28,181	1.0%	48,637	1.0%	36,031	1.0%	38,147	1.0%
Service Royalty (14)	112,724	4.0%	194,548	4.0%	144,123	4.0%	152,588	4.0%
Income (15)	252,728	9.0%	701,330	14.4%	433,497	12.0%	523,535	13.7%

	Middleton, WI		Madison, WI – Mineral Pt Rd		Oregon, WI		Totals & Averages Percentage of Sales	
Sales (1)	4,579,325		5,742,760		4,325,128		29,746,773	
Food Cost (2)	1,368,349	29.9%	1,721,342	30.0%	1,352,005	31.3%	9,082,969	30.5%
Paper Cost (3)	133,487	2.9%	173,772	3.0%	131,760	3.0%	883,345	3.0%
Gross Profit (4)	3,077,489	67.2%	3,847,646	67.0%	2,841,363	65.7%	9,780,459	66.5%
Salaries and Wages (5)	1,502,816	32.8%	1,868,161	32.5%	1,459,146	33.7%	9,667,522	32.5%
Employee Benefits (6)	258,510	5.6%	309,681	5.4%	250,380	5.8%	1,734,628	5.8%
Direct Operating Expenses (7)	22,683	0.5%	29,449	0.5%	22,524	0.5%	145,388	0.5%
Supplies and Chemicals (8)	43,101	0.9%	68,690	1.2%	41,237	1.0%	310,588	1.0%
Utilities (9)	74,404	1.6%	61,660	1.1%	70,617	1.6%	432,766	1.5%
General and Administrative (10)	193,150	4.2%	294,355	5.1%	150,034	3.5%	1,141,884	3.8%
Repairs and Maintenance (11)	72,952	1.6%	77,480	1.3%	64,889	1.5%	473,547	1.6%
Advertising Royalty (12)	114,483	2.5%	143,569	2.5%	108,128	2.5%	743,669	2.5%
Local Advertising (13)	45,793	1.0%	57,428	1.0%	43,251	1.0%	297,468	1.0%
Service Royalty (14)	183,173	4.0%	229,710	4.0%	173,005	4.0%	1,189,871	4.0%
Income (15)	566,423	12.4%	707,463	12.3%	458,152	10.6%	3,643,128	12.2%

- (1) “Sales” are defined as the total revenue received from the sale of goods and services, whether by cash or by check or credit card, at or through a Company-Owned Restaurant, less sales tax, customer refunds, and unreimbursed amounts involving CFS approved coupon or discount programs.
- (2) “Food Cost” includes costs of food and beverage items, as reduced by vendor rebates.
- (3) “Paper Cost” includes paper product expenses.
- (4) “Gross Profit” is Sales less Food Costs and Paper Costs.
- (5) Salaries and Wages” include wages paid to Company-Owned Restaurant managers and crew. Hourly Manager wages range from \$17.50/hr to \$29.50/hr. Salaried Manager wages range from \$73,000/yr to \$90,697/yr. Crew wages range from \$10.00/hr to \$23.09/hr. Franchised Restaurants may incur higher expenses depending on wages paid and staffing levels.
- (6) “Employee Benefits” includes Payroll Taxes and Workers Compensation, Health, Vision, Dental, Life, Hospital Indemnity, Accident, Critical Illness, STD and LTD Insurance, health savings accounts, as well

as a 401K plan and a flexible spending account, and team instruction & education account. Franchised Restaurants may incur different expenses depending on benefits offered to employee and staffing levels.

- (7) “Direct Operating Expenses” include licenses, permits, uniforms, laundry, music and cable, printed supplies, auto expenses, team recruitment, background checks, and miscellaneous expenses. Franchised Restaurants may incur different expenses for auto or travel expenses.
- (8) “Supplies and Chemicals” includes supplies and chemicals used at the Company-Owned Restaurants.
- (9) “Utilities” includes electricity, fuel, water & sewer, and garbage collection. Franchised Restaurants may incur different expenses depending on rate differences
- (10) “General and Administrative” includes bank charges, credit card fees, delivery commissions and adjustments, dues and subscriptions, liability insurance, office supplies, postage, telephone, POS support, internet, payroll service, legal and accounting service. Franchised Restaurants may incur higher expenses because the Company-Owned Restaurants are supported by office personnel and the personnel wages and benefits are not included in this expense. We are unable to estimate the potential difference in these expenses because these costs vary depending on how a Franchised Restaurant is managed and the service providers Franchised Restaurants elect to use.
- (11) “Repairs and Maintenance” includes repairs and maintenance expenses actually incurred. A Franchised Restaurant may incur different expenses depending on the repairs and maintenance needed at the Franchised Restaurant
- (12) “Advertising Royalty” represents the percentage of sales that a Franchised Restaurant will pay to the Advertising Fund under the Franchise Agreement. This percentage will be 2.00% for all franchise agreements signed prior to March 31, 2012, and 2.50% for all franchise agreements signed on or after March 31, 2012.
- (13) “Local Advertising” represents 1.00% which is the minimum percentage of sales that a Franchised Restaurant must spend on local advertising expenses under the Franchise Agreement.
- (14) “Service Royalty” represents 4.00% which is the percentage of sales that a Franchised Restaurant would pay to CFS as a service royalty under the Franchise Agreement.
- (15) “Income” is sale less the expenses listed above. The income above is before deductions for rent, real estate taxes, personal property taxes, interest costs, depreciation and amortization or income tax. See notes above under the first table in this Item 19 for additional expenses not included and factors that may impact these expenses

The statements shown in the tables DO NOT include the following expense items, which must be calculated and included separately for every Culver’s® Restaurant:

- Depreciation of property and equipment.
- Rent, interest or other financing cost for land, buildings, equipment and inventory.
- Initial franchise fee and organization costs.
- Any management fees.
- Income taxes and property taxes.
- Travel and entertainment.
- Other Employee benefits, such as incentive, other team member compensation, team events, and team recognition.
- Other expenses, such as furniture & equipment, technology software & equipment, flowers & decoration, meeting expense, cash over/short, and credit card chargebacks & discrepancies.

These excluded items will affect the net income and/or cash flow of any Culver's® Restaurant and must be carefully considered and evaluated by any prospective franchisee. The actual performance of any Culver's® Restaurant will depend on a number of factors specific to the property including the above factors.

Sales and operating results of any Culver's® Restaurant are affected by the following:

- Economic and weather conditions of various geographic areas.
- Competition from a variety of other restaurants, including quick-service food businesses and possibly other Culver's® Restaurants. Some Culver's® Restaurants will experience greater competition than others.
- Different acquisition, development, construction and property costs.
- Local property tax rates.
- State laws concerning employee costs
- Different traffic counts, accessibility and visibility. The location of each Culver's® Restaurant may have a significant impact on sales and operating income.
- Different benefits from advertising. Some Culver's® Restaurants do not receive the benefits of television advertising. Some Culver's® Restaurants are not in a market with a sufficient number of other Culver's® Restaurants needed to efficiently obtain local television or other media advertising.
- Although each Culver's® Restaurant has seating and parking, the amount of seating and parking varies among Culver's® Restaurants.
- All Culver's® Restaurants have been in business for different periods of time and therefore have experienced varying periods of time to become established in their respective markets.
- Each Culver's® Restaurant may set its own prices for menu items, subject to our right to prescribe minimum and/or maximum prices charged to customers (subject to state law) under Section 8(F) of the Franchise Agreement.
- Each Culver's® Restaurant may experience varying food costs due to geographic area and economies of scale due to the grouping of Culver's® Restaurants in any single geographic area.
- The quality and effectiveness of management of each Culver's® Restaurant varies.

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

Written substantiation of the data illustrated in this statement will be made available to prospective franchisees upon reasonable demand.

PART 2 – AVERAGE SALES INFORMATION

The following tables disclose the average Franchised Restaurant sales sorted by certain geographic and demographic factors, including average Franchised Restaurant sales by state, designated market area, metropolitan area, proximity to an interstate, and population, household incomes and employees within a 3-mile radius surrounding the Franchised Restaurants, and number of eating places within a 1-mile radius surrounding the Franchised Restaurants. The information is based on 922 Franchised Restaurants open during the entire 12 month period ending December 31, 2024. The following information does not include the 53 franchised Culver's® Restaurants that opened in 2024, the 2 franchised Culver's® Restaurant that were closed for a period of time during 2024 due to a substantial remodel, rebuild or relocation of the Restaurant, and the 13 Franchised Restaurants that are non-typical locations (including 4 Franchised Restaurants that do not have a drive thru window, 5 Franchised Restaurants that share a building with a convenience store, and 4 Franchised Restaurants that occupy an end-cap of a multi-tenant building). The sales information is not audited and we have not independently verified that the information provided by Culver's® franchisees is correct.

Table 1 – Total Average Sales

Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants Exceeding the Average	Median Sales	Range of Sales
922	\$3,793,639	422 (46%)	\$3,693,639	\$1,318,105 - \$8,732,701

Table 2 – Average Sales by State

State	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Alabama	11	\$2,953,834	5 (45%)	\$2,690,762	\$2,386,375 - \$4,556,280
Arizona	36	\$3,920,611	15 (42%)	\$3,690,103	\$1,989,716 - \$7,448,856
Arkansas	2	-	-	-	-
Colorado	23	\$3,249,166	14 (61%)	\$3,298,439	\$1,722,934 - \$4,764,143
Florida	102	\$3,910,621	51 (50%)	\$3,936,098	\$2,219,889 - \$5,671,315
Georgia	21	\$3,305,904	11 (52%)	\$3,353,431	\$1,683,603 - \$4,441,126
Idaho	4	-	-	-	-
Illinois	133	\$3,563,363	65 (49%)	\$3,533,774	\$1,788,280 - \$5,506,931
Indiana	77	\$3,874,375	34 (44%)	\$3,744,580	\$1,990,654 - \$7,032,934
Iowa	36	\$3,544,262	18 (50%)	\$3,542,019	\$2,245,858 - \$4,996,363
Kansas	8	\$4,436,037	3 (38%)	\$4,225,116	\$3,182,749 - \$5,946,078
Kentucky	16	\$3,748,108	8 (50%)	\$3,801,023	\$2,683,486 - \$4,830,525
Michigan	95	\$3,814,507	44 (46%)	\$3,690,641	\$2,283,722 - \$5,719,798
Minnesota	60	\$3,978,037	24 (40%)	\$3,810,093	\$2,322,247 - \$8,024,976
Missouri	42	\$3,910,845	18 (43%)	\$3,785,521	\$2,586,611 - \$5,447,591
Nebraska	13	\$3,249,410	7 (54%)	\$3,265,844	\$2,372,763 - \$4,005,197
North Carolina	15	\$4,281,920	7 (47%)	\$4,187,381	\$2,606,658 - \$5,704,519
North Dakota	7	\$3,570,039	3 (43%)	\$3,366,648	\$2,482,512 - \$5,198,439
Ohio	25	\$3,859,903	11 (44%)	\$3,712,380	\$1,889,488 - \$5,460,020
South Carolina	10	\$4,009,766	6 (60%)	\$4,170,558	\$3,220,290 - \$4,932,348
South Dakota	13	\$3,718,560	6 (46%)	\$3,614,912	\$2,720,759 - \$5,233,692
Tennessee	9	\$3,753,348	4 (44%)	\$3,508,311	\$2,138,782 - \$6,642,034
Texas	13	\$3,127,688	4 (31%)	\$2,951,932	\$2,215,081 - \$5,126,594
Utah	14	\$2,699,135	7 (50%)	\$2,691,747	\$1,318,105 - \$4,243,122
Wisconsin	135	\$4,184,662	61 (45%)	\$4,098,044	\$2,072,771 - \$8,732,701
Wyoming	2	-	-	-	-

Because there are only 2 Franchised Restaurant in Arkansas, 4 Franchised Restaurants in Idaho, and 2 Franchised Restaurants in Wyoming, the Average Sales, Median Sales and Range of Sales information is not disclosed for those Franchised Restaurants to protect the franchisees' confidentiality. Sales information for the Arkansas, Idaho, and Wyoming Franchised Restaurants is included in all other charts.

Table 3 – Average Sales by Designated Market Area

Number of Franchised Restaurants in a DMA	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
9 Culver's® or Less in a DMA	279	\$3,724,271	130 (47%)	\$3,581,094	\$1,722,934 - \$7,448,856
10 or more Culver's® in a DMA	643	\$3,823,738	293 (46%)	\$3,707,693	\$1,318,105 - \$8,732,701

"DMA" is Designated Market Area. Each county in the country is assigned to a DMA by Nielsen Media Research based upon where the commercial TV stations in metro areas achieve their largest audience share.

Table 4 – Average Sales by Metropolitan Statistical Area

Metropolitan vs. Non-Metropolitan Statistical Area	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Restaurants Located in a Metropolitan Statistical Area	896	\$3,802,630	411 (46%)	\$3,699,138	\$1,318,105 - \$8,732,701
Restaurants Located in a Non-Metropolitan Statistical Area	26	\$3,483,806	11 (42%)	\$3,292,867	\$2,283,722 - \$4,975,199

Core Based Statistical Area (“CBSA”) data, provided by the United States Office of Management and Budget (“OMB”), was used to determine whether a Franchised Restaurant was located in a metropolitan statistical area. CBSAs consist of the county or counties or equivalent entities associated with at least one core (urbanized area or urban cluster) of at least 10,000 population, plus adjacent counties having a high degree of social and economic integration with the core as measured through commuting ties with the counties associated with the core. The general concept of a CBSA is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. According to the OMB, metropolitan statistical areas are CBSAs associated with at least one urbanized area that has a population of at least 50,000. The metropolitan statistical area comprises the central county or counties or equivalent entities containing the core, plus adjacent outlying counties having a high degree of social and economic integration with the central county or counties as measured through commuting.

Table 5 – Average Sales by Proximity to an Interstate Enter or Exit Ramp

Location of Franchised Restaurants	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Within 1/2 Mile of Interstate Enter or Exit Ramp	254	\$4,002,810	120 (47%)	\$3,969,200	\$1,833,186 - \$8,024,976
Not Within 1/2 Mile of Interstate Enter or Exit Ramp	668	\$3,714,104	297 (44%)	\$3,615,185	\$1,318,105 - \$8,732,701

Table 6 – Average Sales by the Total Population Within a 3 Mile Radius Surrounding the Franchised ® Restaurant

Population Within a 3 Mile Radius Surrounding the Franchised Restaurants	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Less than 10,000 people	61	\$3,436,241	26 (43%)	\$3,274,444	\$2,072,771 - \$6,037,882
10,000 to 19,999	137	\$3,543,442	66 (48%)	\$3,513,120	\$1,788,280 - \$5,506,036
20,000 to 29,999	138	\$3,816,100	70 (51%)	\$3,839,384	\$1,722,934 - \$5,719,798
30,000 to 39,999	106	\$3,850,039	52 (49%)	\$3,820,124	\$2,127,732 - \$7,448,856
40,000 to 49,999	113	\$3,859,195	55 (49%)	\$3,739,884	\$1,994,690 - \$6,706,857
50,000 to 59,999	90	\$3,723,921	43 (48%)	\$3,688,625	\$1,833,186 - \$6,208,882
60,000 to 69,999	73	\$3,696,283	38 (52%)	\$3,712,380	\$1,683,603 - \$6,642,034
70,000 to 79,999	47	\$4,140,194	18 (38%)	\$3,868,411	\$2,600,324 - \$7,032,934
80,000 to 89,999	35	\$3,916,886	14 (40%)	\$3,830,749	\$2,299,230 - \$6,088,309
90,000 to 99,999	39	\$4,002,865	20 (51%)	\$4,057,268	\$2,138,309 - \$5,635,617
100,000 or more	83	\$4,085,357	36 (43%)	\$3,902,197	\$1,318,105 - \$8,732,701

The Franchised Restaurants are sorted based on the residential population within a 3-mile radius surrounding the Franchised Restaurants. The residential population demographic data were provided by Environmental Systems Research Institute and its 2024 demographic estimates are based on the 2020 United States Census, and multiyear data releases of the American Community Survey, and demographic data from SiteZeus. We have not independently confirmed the data.

**Table 7 – Average Sales by the Median Household Income
Within a 3 Mile Radius Surrounding the Franchised Restaurant**

Median Household Income Within a 3 Mile Radius Surrounding the Franchised Restaurant	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Less than \$40,000	3	\$3,227,208	2 (67%)	\$3,395,941	\$2,692,916 - \$3,592,767
\$40,000 to \$49,999	34	\$3,784,873	14 (41%)	\$3,498,403	\$2,219,889 - \$7,032,934
\$50,000 to \$59,999	150	\$3,810,007	71 (47%)	\$3,715,978	\$1,989,716 - \$8,732,701
\$60,000 to \$69,999	180	\$3,805,568	77 (43%)	\$3,637,156	\$1,889,488 - \$8,125,904
\$70,000 to \$79,999	160	\$3,955,246	78 (49%)	\$3,907,584	\$1,788,280 - \$6,756,889
\$80,000 to \$89,999	125	\$3,913,258	59 (47%)	\$3,852,574	\$2,216,315 - \$8,024,976
\$90,000 to \$99,999	69	\$3,729,655	32 (46%)	\$3,682,321	\$1,318,105 - \$5,984,758
\$100,000 or More	201	\$3,599,613	91 (45%)	\$3,533,774	\$1,683,603 - \$5,946,078

The Franchised Restaurants are sorted based on the median household incomes of the residential population within a 3-mile radius surrounding the Franchised Restaurants. The median household income demographic data were provided by Environmental Systems Research Institute and its 2024 demographic estimates are based on the 2020 United States Census, and multiyear data releases of the American Community Survey, and demographic data from SiteZeus. We have not independently confirmed the data.

**Table 8 - Average Sales by the Total Number of Employees
Within a 3 Mile Radius Surrounding the Franchised Restaurant**

Number of Employees Within a 3 Mile Radius Surrounding the Franchised Restaurants	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Less than 10,000	204	\$3,549,886	101 (50%)	\$3,535,087	\$1,788,280 - \$6,037,882
10,000 to 19,999	241	\$3,775,485	117 (49%)	\$3,751,163	\$1,722,934 - \$7,448,856
20,000 to 29,999	192	\$3,811,380	90 (47%)	\$3,702,180	\$1,833,186 - \$6,706,857
30,000 to 39,999	117	\$3,879,339	56 (48%)	\$3,849,211	\$1,683,603 - \$7,032,934
40,000 to 49,999	66	\$3,957,978	27 (41%)	\$3,809,153	\$2,138,309 - \$6,756,889
50,000 to 59,999	51	\$4,140,110	23 (45%)	\$4,057,268	\$2,520,856 - \$8,125,904
60,000 to 69,999	17	\$4,069,282	6 (35%)	\$3,448,725	\$1,318,105 - \$8,732,701
70,000 to 79,999	15	\$3,792,724	5 (33%)	\$3,658,509	\$2,184,684 - \$5,146,675
80,000 or More	19	\$4,187,279	10 (53%)	\$4,222,739	\$2,766,147 - \$7,205,500

The Franchised Restaurants are sorted based on the number of employees (both full-time and part-time) at employers within a 3-mile radius surrounding the Franchised Restaurants. The number of employee demographic data were provided by Environmental Systems Research Institute and SiteZeus. Environmental Systems Research Institute extracts its employee data from a comprehensive list of businesses licensed from Data Axle. This 2024 business list contains data for nearly 13 million United States businesses including the business name, location, franchise code, industry classification code, and number of employees. We have not independently confirmed the data.

Table 9 – Average Sales by the Total Number of Eating Places Within a 1 Mile Radius Surrounding the Franchised Restaurant

Average Sales by Total Number of Eating Places Within a 1 Mile Radius Surrounding the Franchised Restaurant	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Less than 5	16	\$3,610,415	3 (19%)	\$3,572,524	\$1,994,690 - \$6,037,882
5 to 9	73	\$3,680,881	34 (47%)	\$3,569,738	\$2,138,309 - \$5,506,036
10 to 14	92	\$3,618,148	39 (42%)	\$3,593,958	\$1,990,468 - \$5,380,539
15 to 19	96	\$3,721,916	40 (42%)	\$3,583,633	\$1,788,280 - \$6,706,857
20 to 24	116	\$3,799,758	47 (41%)	\$3,715,260	\$1,683,603 - \$5,946,078
25 to 29	94	\$3,859,489	39 (41%)	\$3,700,488	\$1,722,934 - \$8,065,178
30 to 34	87	\$3,855,508	43 (49%)	\$3,882,286	\$2,215,081 - \$6,088,309
35 to 39	79	\$4,027,231	32 (41%)	\$3,821,825	\$1,318,105 - \$6,746,244
40 to 44	56	\$3,689,939	24 (43%)	\$3,610,578	\$1,989,716 - \$5,198,439
45 or More	213	\$3,837,136	89 (42%)	\$3,739,884	\$1,833,186 - \$8,732,701

The Franchised Restaurants are sorted based on the total number of eating places within a 1-mile radius surrounding the Franchised Restaurants. The total number of eating places data were provided by Environmental Systems Research Institute and SiteZeus. Environmental Systems Research Institute extracts its business data from a comprehensive list of businesses licensed from Data Axle. This 2024 business list contains data for nearly 13 million United States businesses. A business is considered an eating place based on its industry classification as designated by the United States Office of Management and Budget’s North American Industry Classification System. A business is considered an eating place if its classification is either “Full-Service Restaurants” or “Limited-Service Eating Places.” “Full-Service Restaurants” comprises establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. Establishments that provide these types of food services to patrons with any combination of other services, such as takeout services are also included. “Limited-Service Eating Places” comprises establishments primarily engaged in providing food services where patrons generally order or select items and pay before eating. Most establishments do not have waiter/waitress service, but some provide limited service, such as cooking to order, bringing food to seated customers, or providing off-site delivery. We have not independently confirmed the data.

Table 10 – Average Sales In Comparison to Population, Median Household Income, Employees and Number of Eating Places

Franchised Restaurant Sales	Total Number of Franchised Restaurants	Average Sales	Number of Franchised Restaurants that Exceeded the Average	Median Sales	Range of Sales
Below \$2,250,000	21	\$2,005,959	11 (52%)	\$2,072,771	\$1,318,105 - \$2,245,858
\$2,250,001 to \$2,500,000	27	\$2,390,988	13 (48%)	\$2,389,452	\$2,258,964 - \$2,499,924
\$2,500,001 to \$2,750,000	50	\$2,639,535	27 (54%)	\$2,647,064	\$2,505,133 - \$2,736,054
\$2,750,001 to \$3,000,000	73	\$2,888,542	42 (58%)	\$2,897,590	\$2,752,387 - \$2,997,950
\$3,000,001 to \$3,250,000	81	\$3,126,508	43 (53%)	\$3,131,116	\$3,001,685 - \$3,245,375
\$3,250,001 to \$3,500,000	111	\$3,365,715	51 (46%)	\$3,359,786	\$3,250,621 - \$3,497,752
\$3,500,001 to \$3,750,000	120	\$3,617,625	57 (48%)	\$3,614,257	\$3,501,608 - \$3,748,159
\$3,750,001 to \$4,000,000	97	\$3,876,053	47 (48%)	\$3,873,011	\$3,750,915 - \$3,999,004
Over \$4,000,000	342	\$4,711,344	127 (37%)	\$4,528,174	\$4,000,026 - \$8,732,701

Franchised Restaurant Sales	Average Population Within a 3 Mile Radius Surrounding the Franchised Restaurants	Average Median Household Income Within a 3 Mile Radius Surrounding the Franchised Restaurants	Average Number of Employees Within a 3 Mile Radius Surrounding the Franchised Restaurants	Average Number of Eating Places Within a 1 Mile Radius Surrounding the Franchised Restaurant
Below \$2,250,000	49,519	89,681	26,191	29
\$2,250,001 to \$2,500,000	35,590	81,956	17,992	31
\$2,500,001 to \$2,750,000	43,307	86,756	22,081	32
\$2,750,001 to \$3,000,000	45,378	82,829	23,404	31
\$3,000,001 to \$3,250,000	49,674	83,028	25,683	32
\$3,250,001 to \$3,500,000	48,101	79,321	24,560	32
\$3,500,001 to \$3,750,000	45,226	79,641	23,312	29
\$3,750,001 to \$4,000,000	51,279	78,715	26,392	31
Over \$4,000,000	56,342	78,854	29,141	33

This chart sorted the Franchised Restaurants by their sales volumes in increments of \$250,000 so that the population, median household income and number of employees within a 3 mile radius of a Franchised Restaurant, and number of eating places within a 1 mile radius could be shown in relation to different levels of sales. The residential population demographic data were provided by Environmental Systems Research Institute and its 2024 demographic estimates are based on the 2020 United States Census, and multiyear data releases of the American Community Survey, and demographic data from SiteZeus. The median household income demographic data were provided by Environmental Systems Research Institute and its 2024 demographic estimates are based on the 2020 United States Census, and multiyear data releases of the American Community Survey, and demographic data from SiteZeus. The number of employee demographic data were provided by Environmental Systems Research Institute and SiteZeus. Environmental Systems Research Institute extracts its employee data from a comprehensive list of businesses licensed from Data Axle. This 2024 business list contains data for nearly 13 million United States businesses including the business name, location, franchise code, industry classification code, and number of employees. The number of eating places data were provided by Environmental Systems Research Institute and SiteZeus. Environmental Systems Research Institute extracts its business data from a comprehensive list of businesses licensed from Data Axle. This 2024 business list contains data for nearly 13 million United States businesses. We have not independently confirmed the data.

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

Written substantiation of the data is available upon request.

Other than the preceding financial performance representation, 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 Steve Anderson at Culver Franchising System, LLC, 1240 Water Street, Prairie du Sac, Wisconsin 53578, (608) 644-2155, the Federal Trade Commission, and the appropriate state regulatory agencies.

20. OUTLETS AND FRANCHISEE INFORMATION

TABLE NUMBER 1
Systemwide Restaurant Summary
For Years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	831	886	+55
	2023	886	937	+51
	2024	937	990	+53
Company-Owned	2022	6	6	0
	2023	6	7	+1
	2024	7	7	0
Total Outlets	2022	837	892	+55
	2023	892	944	+52
	2024	944	997	+53

TABLE NUMBER 2
Transfers of Restaurants From Franchisee to New Owners (Other than the Franchisor)
For Years 2022 to 2024

State	Year	Number of Transfers
Alabama	2022	0
	2023	0
	2024	1
Arizona	2022	1
	2023	0
	2024	1
Colorado	2022	0
	2023	0
	2024	4
Florida	2022	7
	2023	0
	2024	2
Georgia	2022	1
	2023	1
	2024	0
Illinois	2022	2
	2023	1
	2024	1
Indiana	2022	5
	2023	2
	2024	0

State	Year	Number of Transfers
Iowa	2022	1
	2023	1
	2024	0
Kansas	2022	1
	2023	1
	2024	1
Kentucky	2022	0
	2023	1
	2024	0
Michigan	2022	6
	2023	0
	2024	4
Minnesota	2022	2
	2023	2
	2024	0
Missouri	2022	1
	2023	0
	2024	0
Nebraska	2022	0
	2023	0
	2024	2
North Carolina	2022	0
	2023	1
	2024	2
North Dakota	2022	2
	2023	0
	2024	0
Ohio	2022	0
	2023	0
	2024	1
Tennessee	2022	0
	2023	1
	2024	2
Texas	2022	1
	2023	0
	2024	0
Utah	2022	1
	2023	0
	2024	1

State	Year	Number of Transfers
Wisconsin	2022	6
	2023	2
	2024	1
TOTAL	2022	37
	2023	16
	2024	23

TABLE NUMBER 3
Status of Franchised Restaurants
For Years 2022 to 2024

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
Alabama	2022	6	3	0	0	0	0	9
	2023	9	2	0	0	0	0	11
	2024	11	5	0	0	0	0	16
Arizona	2022	36	1	0	0	0	0	37
	2023	37	0	0	1	0	0	36
	2024	36	0	0	0	0	0	36
Arkansas	2022	0	1	0	0	0	0	1
	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	0	2
Colorado	2022	20	1	0	0	0	0	21
	2023	21	2	0	0	0	0	23
	2024	23	1	0	0	0	0	24
Florida	2022	81	10	0	0	0	0	91
	2023	91	11	0	0	0	0	102
	2024	102	17	0	0	0	0	119
Georgia	2022	20	0	0	0	0	0	20
	2023	20	1	0	0	0	0	21
	2024	21	1	0	0	0	0	22
Idaho	2022	3	0	0	0	0	0	3
	2023	3	1	0	0	0	0	4
	2024	4	0	0	0	0	0	4
Illinois	2022	125	3	0	0	0	0	128
	2023	128	7	0	0	0	0	135
	2024	135	1	0	0	0	0	136
Indiana	2022	59	13	0	0	0	0	72
	2023	72	6	0	0	0	0	78
	2024	78	9	0	0	0	0	87
Iowa	2022	36	0	0	0	0	0	36
	2023	36	1	0	0	0	0	37
	2024	37	0	0	0	0	0	37

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
Kansas	2022	7	1	0	0	0	0	8
	2023	8	0	0	0	0	0	8
	2024	8	4	0	0	0	0	12
Kentucky	2022	16	0	0	0	0	0	16
	2023	16	0	0	0	0	0	16
	2024	16	0	0	0	0	0	16
Michigan	2022	85	8	0	0	0	0	93
	2023	93	3	0	0	0	0	96
	2024	96	2	0	0	0	0	98
Minnesota	2022	60	0	0	0	0	0	60
	2023	60	1	0	0	0	0	61
	2024	61	4	0	0	0	0	65
Missouri	2022	35	3	0	0	0	0	38
	2023	38	4	0	0	0	0	42
	2024	42	1	0	0	0	0	43
Nebraska	2022	11	0	0	0	0	0	11
	2023	11	2	0	0	0	0	13
	2024	13	0	0	0	0	0	13
North Carolina	2022	12	1	0	0	0	0	13
	2023	13	2	0	0	0	0	15
	2024	15	2	0	0	0	0	17
North Dakota	2022	7	0	0	0	0	0	7
	2023	7	0	0	0	0	0	7
	2024	7	0	0	0	0	0	7
Ohio	2022	18	4	0	0	0	0	22
	2023	22	3	0	0	0	0	25
	2024	25	1	0	0	0	0	26
South Carolina	2022	5	2	0	0	0	0	7
	2023	7	3	0	0	0	0	10
	2024	10	0	0	0	0	0	10
South Dakota	2022	14	0	0	0	0	0	14
	2023	14	0	0	0	0	0	14
	2024	14	0	0	0	0	0	14
Texas	2022	13	1	0	0	0	0	14
	2023	14	0	0	0	0	0	14
	2024	14	1	0	0	0	0	15

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
Tennessee	2022	9	0	0	0	0	0	9
	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9
Utah	2022	14	1	0	0	0	1	14
	2023	14	0	0	0	0	0	14
	2024	14	1	0	0	0	0	15
Wisconsin	2022	138	2	0	0	0	0	140
	2023	140	2	0	0	0	0	142
	2024	142	3	0	0	0	0	145
Wyoming	2022	1	1	0	0	0	0	2
	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
Total	2022	831	56	0	0	0	0	886
	2023	886	52	0	1	0	0	937
	2024	937	53	0	0	0	0	990

TABLE NUMBER 4
Status of Company-Owned Restaurants
For Years 2022 to 2024

State	Year	Outlets at the Start of the Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at the End of the Year
Wisconsin	2022	6	0	0	0	0	6
	2023	6	1	0	0	0	7
	2024	7	0	0	0	0	7
TOTAL	2022	6	0	0	0	0	6
	2023	6	1	0	0	0	7
	2024	7	0	0	0	0	7

TABLE NUMBER 5
Projected Openings
As of December 31, 2024

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned Outlets in the Current Fiscal Year
Alabama	1	2	0
Arizona	1	1	0
Arkansas	1	1	0
Florida	12	15	0
Georgia	4	3	0
Idaho	0	1	0
Illinois	3	4	0
Indiana	4	6	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 Current Fiscal Year
Kansas	1	1	0
Kentucky	1	0	0
Michigan	9	10	0
Missouri	0	1	0
North Carolina	4	2	0
Ohio	3	2	0
South Carolina	4	3	0
Tennessee	4	1	0
Texas	1	0	0
Wisconsin	2	2	0
TOTAL	55	55	0

Attached, as Exhibit D is a list, which identify the names, addresses and telephone numbers of our franchisees as of December 31, 2024. A list of all franchisees who have had a Culver's® franchise terminated, canceled or not renewed, or who have otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during the 12 month period ended December 31, 2024, or who have not communicated with us since December 31, 2024, also is included on Exhibit D.

If you buy a Culver's® franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

During prior years current and former franchisees have signed confidentiality agreements. In certain instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with the Culver's® franchise system. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

As described in Item 11, we have established a franchisee advisory council. The franchisee advisory council does not have an address, telephone number, email address or Web address.

21. FINANCIAL STATEMENTS

Attached as Exhibit A are the audited Financial Statements of Culver Franchising System, LLC, as of December 31, 2024, December 31, 2023 and December 31, 2022.

22. CONTRACTS

Attached as Exhibit B is a copy of our current form of Franchise Agreement. Attached as Exhibit C is a copy of our current form of Multi-Unit Development Agreement. Attached as Exhibit F is a copy of the Preliminary Agreement. Attached as Exhibit G is a copy of our current form of Territory Reservation Agreement. A copy of the Acknowledgment of Franchisee is attached as Exhibit G.

23. RECEIPTS

The two copies of the Receipt of disclosure document are the last pages of this document (Exhibit L). One copy should be maintained as your file copy with the second as our copy.

EXHIBIT A
TO FRANCHISE DISCLOSURE DOCUMENT
FINANCIAL STATEMENTS

EXHIBIT A
TO FRANCHISE DISCLOSURE DOCUMENT
FINANCIAL STATEMENTS

**Culver Franchising System, LLC and
Subsidiaries**

Consolidated Financial Statements

December 31, 2024 and 2023

Culver Franchising System, LLC and Subsidiaries

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Independent Auditors' Report

To the Member and Board of Directors of
Culver Franchising System, LLC and Subsidiaries

Opinion

We have audited the accompanying consolidated financial statements of Culver Franchising System, LLC and Subsidiaries (the Company), which comprise the consolidated balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of income and member's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2024 and 2023 and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America (GAAP).

Basis for Opinion

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

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 GAAP, 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 within one year after the date that 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 GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

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

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

Baker Tilly US, LLP

Madison, Wisconsin
February 24, 2025

Culver Franchising System, LLC and Subsidiaries

Consolidated Balance Sheets

December 31, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Assets		
Current Assets		
Cash and cash equivalents	\$ 76,073,473	\$ 52,346,934
Accounts receivable, net	26,944,197	24,042,973
Other current assets	<u>7,265,463</u>	<u>6,525,079</u>
Total current assets	<u>110,283,133</u>	<u>82,914,986</u>
Property and Equipment, Net	<u>9,156,944</u>	<u>9,392,788</u>
Other Assets		
Right-of-use assets, net	10,774,419	11,887,704
Other long-term assets	<u>1,110,327</u>	<u>1,244,927</u>
Total other assets	<u>11,884,746</u>	<u>13,132,631</u>
Total assets	<u>\$ 131,324,823</u>	<u>\$ 105,440,405</u>
Liabilities and Member's Equity		
Current Liabilities		
Accounts payable	\$ 4,165,003	\$ 4,086,697
Gift cards redeemable, net	26,531,753	23,973,732
Accrued payroll, benefits and other	12,657,800	9,059,308
Current portion of deferred franchise fees	3,332,083	2,941,951
Trade show and other deposits	3,329,862	3,165,785
Current portion of lease liabilities	<u>2,003,481</u>	<u>1,937,638</u>
Total current liabilities	<u>52,019,982</u>	<u>45,165,111</u>
Long-Term Liabilities		
Deferred franchise fees, less current portion	20,578,303	20,020,956
Lease liabilities, less current portion	8,958,478	10,107,055
Other long-term liabilities	<u>170,923</u>	<u>3,710,159</u>
Total long-term liabilities	<u>29,707,704</u>	<u>33,838,170</u>
Total liabilities	81,727,686	79,003,281
Member's Equity	<u>49,597,137</u>	<u>26,437,124</u>
Total liabilities and member's equity	<u>\$ 131,324,823</u>	<u>\$ 105,440,405</u>

See notes to consolidated financial statements

Culver Franchising System, LLC and Subsidiaries

Consolidated Statements of Income and Member's Equity
Years Ended December 31, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Revenues		
Franchise revenue	\$ 268,850,429	\$ 236,209,862
Company restaurant sales	<u>29,746,773</u>	<u>27,599,972</u>
Total operating revenues	<u>298,597,202</u>	<u>263,809,834</u>
Cost of Company Restaurant Operations		
Food and beverage	9,966,316	9,539,059
Labor	11,702,925	11,175,223
Direct expenses and occupancy	2,548,810	2,323,461
Restaurant general and administrative expenses	<u>1,836,186</u>	<u>1,611,271</u>
Total cost of company restaurant operations	<u>26,054,237</u>	<u>24,649,014</u>
General and Administrative Expenses	<u>46,476,005</u>	<u>47,701,067</u>
Advertising	<u>123,832,725</u>	<u>86,324,890</u>
Operating income	<u>102,234,235</u>	<u>105,134,863</u>
Other Income		
Interest and dividend income	1,780,182	859,027
Other income	<u>145,596</u>	<u>304,761</u>
Total other income	<u>1,925,778</u>	<u>1,163,788</u>
Net income	104,160,013	106,298,651
Member's Equity, Beginning	26,437,124	23,738,473
Distributions	<u>(81,000,000)</u>	<u>(103,600,000)</u>
Member's Equity, Ending	<u>\$ 49,597,137</u>	<u>\$ 26,437,124</u>

See notes to consolidated financial statements

Culver Franchising System, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended December 31, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Cash Flows From Operating Activities		
Net income	\$ 104,160,013	\$ 106,298,651
Adjustments to reconcile net income to operating activities:		
Noncash items included in net income:		
Depreciation and amortization	1,481,109	1,349,746
Change in allowance for unredeemed gift cards	(1,575,492)	(1,475,236)
Change in allowance for doubtful accounts	(6,000)	3,300
Noncash lease expense	2,012,819	1,950,908
Changes in assets and liabilities:		
Accounts receivable	(2,895,224)	2,507,550
Other current assets	(610,969)	(522,180)
Accounts payable	65,403	944,984
Gift cards redeemable	4,133,513	4,347,780
Accrued payroll, benefits and other	1,534,620	(3,512,769)
Deferred franchise fees	947,479	561,271
Trade show and other deposits	164,077	2,109,789
Operating lease liabilities	(1,982,269)	(1,929,913)
Other long-term liabilities	<u>(1,475,363)</u>	<u>1,808,177</u>
Net cash flows from operating activities	<u>105,953,716</u>	<u>114,442,058</u>
Cash Flows From Investing Activities		
Capital expenditures	(1,097,762)	(4,645,696)
Proceeds from other current assets	1,382,108	586,723
Cash paid for other current assets	<u>(1,511,523)</u>	<u>(608,723)</u>
Net cash flows from investing activities	<u>(1,227,177)</u>	<u>(4,667,696)</u>
Cash Flows From Financing Activities		
Distributions	<u>(81,000,000)</u>	<u>(103,600,000)</u>
Net change in cash and cash equivalents	23,726,539	6,174,362
Cash and Cash Equivalents, Beginning	<u>52,346,934</u>	<u>46,172,572</u>
Cash and Cash Equivalents, Ending	<u>\$ 76,073,473</u>	<u>\$ 52,346,934</u>
Supplemental Cash Flow Disclosures		
Unpaid capital expenditures accrued at year-end	\$ 12,903	\$ 694,930
Reclassification of other long-term liability to accrued payroll, benefits and other	<u>\$ 2,063,873</u>	<u>\$ -</u>

See notes to consolidated financial statements

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

1. Summary of Significant Accounting Policies

Nature of Operations

Culver Franchising System, LLC and Subsidiaries (the Company) is engaged in the business of selling restaurant franchises. The Company is currently registered to sell franchises in 49 states and has sold franchises in 26 states.

The following table summarizes the open franchised locations for the Company at December 31:

	<u>2024</u>	<u>2023</u>
Beginning of the period	937	886
Change during the period	<u>53</u>	<u>51</u>
End of the period	<u>990</u>	<u>937</u>

Additionally, the Company owned and operated seven Culver's restaurants during 2024 and 2023.

Principles of Presentation

The accompanying financial statements have been consolidated to include the accounts and operations of Culver Franchising System, LLC and its wholly-owned subsidiaries (collectively the Company). All significant intercompany accounts and transactions have been eliminated in consolidation.

Cash and Cash Equivalents

The Company considers depository accounts and investments with a maturity at the date of acquisition and expected usage of three months or less to be cash and cash equivalents. The deposits on interest bearing accounts may at times exceed federally insured limits and be exposed to credit risk; however, the Company has not experienced any losses on such deposits.

Accounts Receivable, Net

The Company carries its accounts receivable at cost less an allowance for credit losses. The Company has an allowance for credit losses of \$0 and \$6,000 at December 31, 2024 and 2023, respectively.

The Company assesses several factors to determine an allowance for credit losses, including a review of specific customers' accounts, the length of time the receivable is past due, historical experience and other available evidence. Exposure to credit losses may increase if our customers are adversely affected by future changes in laws and regulations; economic pressures or uncertainty associated with local or global economic recessions; or other customer specific factors.

All accounts receivable for royalties are due within 10 days after month-end. All receivables over 10 days old receive additional scrutiny from management and may be charged interest. Accounts receivable are occasionally written-off on a case by case basis.

Other Current Assets

Other current assets include inventory, marketable securities and prepaid expenses. Inventory refers to items held at the restaurant locations and gift cards and are valued at lower of cost using the first-in, first-out method or net realizable value; marketable securities are liquid financial instruments that can be quickly converted into cash; and prepaid expenses are payments made in advance for services or goods to be received in the future.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

Property and Equipment, Net

Property and equipment are stated at cost. Major expenditures for property are capitalized. Minor maintenance, repairs and renewals are expensed as incurred. When assets are retired or otherwise disposed of, their costs and related accumulated depreciation are removed from the accounts and resulting gains or losses are included in income. Depreciation is computed using a straight-line method over the estimated useful lives of individual assets. Leasehold improvements are depreciated over the shorter of the life of the improvements or the applicable lease term.

Impairment of Assets

The Company reviews long-lived assets, including property and equipment and intangible assets, for impairment whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized when the estimated fair value of the assets are less than the carrying amount of the assets. To date, there have been no such losses.

Gift Cards Redeemable, Net

The Company administers a gift card program for its franchisees. Unredeemed gift cards are presented as a liability on the consolidated balance sheets. The Company estimates an amount for gift cards not expected to be redeemed (due to loss of gift cards, etc.). The allowance for unredeemed gift cards was \$16,245,649 and \$14,670,157 as of December 31, 2024 and 2023, respectively.

Trade Show and Other Deposits

The Company holds an annual franchisee reunion and vendor trade show. Deposits collected for attendance and booth space are held until the date of the reunion and used to offset event costs.

Long-Term Incentive Program

The Long-Term Incentive Program provides the opportunity for senior leader(s) to earn an annual incentive amount based upon the achievement of business results during a single period. Earned incentive awards will vest equally over three years and be paid thereafter. Upon termination of employment with the Company for any reason, including death or disability, the Company will pay on its next regular payroll date, all vested long-term incentive compensation.

During 2024, the Company changed its accounting policy for the Long-Term Incentive Program. The Company has elected to change from recognizing the liability in the year it is earned, to the year it vests. The Company believes that the new method more accurately reflects periodic results of operations. The effect of the change was to decrease other long-term liabilities and increase net income by approximately \$2.6 million as of and for the year ending December 31, 2024.

Income Taxes

The Company is treated as a limited liability company (LLC) for federal and state income tax purposes. As such, the Company's income, losses and credits are included in the income tax returns of its member. Accordingly, net income presented in the consolidated financial statements does not include a provision for income taxes. The net income presented will include state imposed taxes and fees as applicable.

The centralized partnership audit regime allows the Internal Revenue Service to collect any tax assessments from the LLC as an administrative convenience. To the extent there is a future assessment of which the Company is obligated to pay, a liability will be established at that time. The obligation will be recorded as an equity transaction (i.e., tax distribution), since the liability is attributable to the member's tax obligation.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

The Company accounts for income taxes in accordance with GAAP. The principles clarify the accounting for income taxes, by prescribing a minimum recognition threshold a tax position is required to meet before being recognized in the consolidated financial statements. It also provides guidance on derecognition, measurement and classification of amounts relating to uncertain tax positions, accounting for and disclosure of interest and penalties, accounting in interim periods and disclosures. In the opinion of management, there are no uncertain tax positions.

Franchise Agreements

When an individual franchise is sold, the Company agrees to provide certain services to the franchisee. Generally, these services include assistance in site selection, training personnel, implementation of an accounting system and design of a quality control program.

Franchise agreements typically last 15 years and during that time the franchisee is allowed to use the Culver's name and menu. When the franchise agreement expires, the franchisee must pay an additional franchise fee to renew the agreement.

Revenue Recognition

Revenue is recognized when control of the promised products or services are transferred to the Company's customers, in an amount that reflects the consideration the Company expects to be entitled to for those products and services. In general, the Company determines revenue recognition through the following steps:

- Identification of the contract or contracts, with the customer
- Identification of the performance obligation(s) in the contract
- Determination of the transaction price
- Allocation of the transaction price to the performance obligations in the contract
- Recognition of revenue when or as, the Company satisfies a performance obligation

The following policies apply to the Company's major categories of revenue transactions

Royalties

The Company receives a service and advertising fee based on a percentage of sales each month from the franchised locations as royalties. Revenue from royalties is recognized each month based on reported franchisee sales.

Initial and Renewal Franchise Fees

The Company's initial and renewal franchise fees are considered highly dependent upon and interrelated with the franchise right granted in the franchise agreement. As such, these franchise fees are recognized over the contractual term of the franchise agreement. The contract term for initial franchise agreements is typically 15 years commencing on the earlier of the date when the restaurant opens or twelve months following the date the franchise agreement was signed. The contract term for franchise renewal agreements is typically 10 years.

Company Restaurant Sales

The Company earns revenue from sales at each Company-owned restaurant. Revenue from Company-owned locations is recognized at the time of sale.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

Other Revenue

The Company earns additional franchise revenues related to vendor rebates, franchise transfers, reservations, development agreements and other miscellaneous items. Revenue is recognized as each individual performance obligation is satisfied.

Disaggregation of Revenue

Revenues consisted of the following at December 31:

	<u>2024</u>	<u>2023</u>
Royalties	\$ 233,169,123	\$ 204,009,888
Initial and renewal franchise fees	2,832,521	2,703,729
Company restaurant sales	29,746,773	27,599,972
Other revenue	<u>32,848,785</u>	<u>29,496,245</u>
Total revenues	<u>\$ 298,597,202</u>	<u>\$ 263,809,834</u>

Advertising

In accordance with signed franchise agreements, franchisees contribute royalties to the Culver's Advertising Fund. Product rebates from vendors may also be contributed to this fund by the Company. The fund is to be used for the payment of expenses incurred in connection with the general promotion of Culver's trademarks and business system.

The Company expenses advertising costs as incurred. Approximately \$4,344,000 and \$14,286,000 included in the cash balance are designated for future advertising fund expenditures as of December 31, 2024 and 2023, respectively.

Sales, Use and Excise Tax

The Company's policy is to exclude sales, use and excise taxes from revenue and cost of sales.

Common Control Leasing Arrangements

In accordance with ASU No. 2018-17, the Company does not evaluate whether lessor entities in common control leasing arrangements are Variable Interest Entities (VIEs).

Leases

The Company has adopted FASB ASU No. 2016-02, *Leases (Topic 842)* and all related amendments. The Company recognizes the assets and liabilities that arise from leases on the balance sheet. At lease inception, leases are classified as either finance leases or operating leases with the associated right-of-use asset and lease liability measured at the net present value of future lease payments. Operating lease right-of-use assets are expensed on a straight-line basis as lease expense over the noncancelable lease term.

The standard also provides for several accounting policy elections, as follows:

- The Company has elected the policy not to separate lease and nonlease components for all operating leases;
- When the rate implicit in the lease is not determinable, rather than use the Company's incremental borrowing rate, the Company elected to use a risk-free discount rate for the initial and subsequent measurement of lease liabilities for all asset classes;

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

- The Company elected not to apply the recognition requirements to all lease asset classes with an original term of 12 months or less, for which the Company is not likely to exercise a renewal option or purchase the asset at the end of the lease; rather, short term leases will continue to be recorded on a straight-line basis over the lease term; and
- The Company elected to account for its copier leases using the portfolio approach; as such, leases that have similar commencement dates, length of terms, renewal options or other contract terms have been combined into a lease portfolio whereby the resulting accounting at the portfolio level does not differ materially from that at the individual lease level.

Additional required disclosures for Topic 842 are contained in Note 3.

Estimates

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

Reclassifications

For comparability, certain 2023 amounts have been reclassified to conform to classifications adopted in 2024. Net income was not affected as a result of these changes in classification.

2. Property and Equipment

The major categories of property and equipment at December 31 are summarized as follows:

	Depreciable Lives	2024	2023
Buildings and improvements	7-40 years	\$ 9,491,169	\$ 9,359,382
Restaurant equipment	5-7 years	3,760,881	3,626,033
Office and other equipment	3-10 years	3,773,170	3,309,673
Vehicles	5 years	46,772	46,772
Assets in development	n/a	<u>12,154</u>	<u>-</u>
Total property and equipment		17,084,146	16,341,860
Less accumulated depreciation		<u>(7,927,202)</u>	<u>(6,949,072)</u>
Property and equipment, net		<u>\$ 9,156,944</u>	<u>\$ 9,392,788</u>

Depreciation expense for the years ended December 31, 2024 and 2023 was \$1,051,806 and \$876,355, respectively.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

3. Operating Leases

The Company leases office building, storage facility, property and equipment under various terms. The Company leases restaurant facilities and offices from an entity wholly-owned by its majority members and related parties.

Right-of-use assets represent the Company's right to use an underlying asset for the lease term, while lease liabilities represent the Company's obligation to make lease payments arising from the lease. Right-of-use assets and lease liabilities are recognized at the commencement date of a lease based on the net present value of lease payments over the lease term.

Some of the Company's leases include options to renew or terminate the lease. The exercise of lease renewal or early termination options is at the Company's sole discretion. The Company regularly evaluates the renewal and early termination options and when they are reasonably certain of exercise, the Company includes such options in the lease term.

In determining the discount rate used to measure the right-of-use assets and lease liabilities, the Company uses the rate implicit in the lease or if not readily available, the Company uses a risk-free rate based on U.S. Treasury note or bond rates for a similar term.

Right-of-use assets are assessed for impairment in accordance with the Company's long-lived asset policy. The Company reassesses lease classification and remeasures right-of-use assets and lease liabilities when a lease is modified and that modification is not accounted for as a separate new lease or upon certain other events that require reassessment.

The Company made significant assumptions and judgments in applying the requirements of Topic 842. In particular, the Company:

- Evaluated whether a contract contains a lease, by considering factors such as whether the Company obtained substantially all rights to control an identifiable underlying asset and whether the lessor has substantive substitution rights;
- Determined whether contracts contain embedded leases; and
- Evaluated leases with similar commencement dates, lengths of term, renewal options or other contract terms, which therefore meet the definition of a portfolio of leases, whether to apply the portfolio approach to such leases.

The following table summarizes the operating lease right-of-use assets and operating lease liabilities as of December 31:

	<u>2024</u>	<u>2023</u>
Operating lease right-of-use asset, net	<u>\$ 10,774,419</u>	<u>\$ 11,887,704</u>
Operating lease liabilities:		
Current	\$ 2,003,481	\$ 1,937,638
Long-term	<u>8,958,478</u>	<u>10,107,055</u>
Total operating lease liabilities	<u>\$ 10,961,959</u>	<u>\$ 12,044,693</u>

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

Below is a summary of lease expense incurred during the years ended December 31:

	<u>2024</u>	<u>2023</u>
Operating lease expense	\$ 2,234,311	\$ 2,189,110
Short-term lease expense	<u>81,257</u>	<u>33,979</u>
Total lease expense	<u>\$ 2,315,568</u>	<u>\$ 2,223,089</u>

The right-of-use assets and lease liabilities were calculated using a weighted average discount rate of 2.19% and 1.99% as of December 31, 2024 and 2023, respectively. As of December 31, 2024 and 2023, the weighted average remaining lease term was 7.2 years and 7.8 years, respectively.

The table below summarizes the Company's scheduled future minimum lease payments for years ending after December 31, 2024:

Years ending December 31:	
2025	\$ 2,223,030
2026	1,999,005
2027	1,729,436
2028	1,738,169
2029	1,641,252
Thereafter	<u>2,545,708</u>
Total lease payments	11,876,600
Less present value discount	<u>914,641</u>
Total lease liabilities	10,961,959
Less current portion	<u>2,003,481</u>
Long-term lease liabilities	<u>\$ 8,958,478</u>

The following table includes supplemental cash flow and noncash information related to the leases for the years ended December 31:

	<u>2024</u>	<u>2023</u>
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	\$ 2,201,215	\$ 2,168,111
Operating lease right-of-use assets obtained in exchange for lease liabilities	899,535	1,878,641

4. Profit Sharing Plan

The Company has adopted a 401(k) profit sharing plan. The plan covers employees of the Company who have met certain eligibility requirements. Contributions are based on compensation paid to participants during the year. The annual Company contribution is discretionary and is determined by the board of directors. The profit sharing retirement plan expense was \$1,023,813 and \$888,988 for the years ended December 31, 2024 and 2023, respectively.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2024 and 2023

5. Commitments and Contingencies

Litigation

The Company is involved in various claims and legal actions arising out of the normal 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 statements.

Guarantees

The Company guarantees the obligation of its parent company, Culver Franchising System Deluxe, LLC for a revolving line of credit payable to two banks with a maximum amount of \$10 million. There was no outstanding balance on the line of credit as of December 31, 2024 and 2023.

Distributions

In accordance with its operating agreement, the Company is required to distribute 80% of free cash flow to its member each year.

Put Option

An owner of a parent company to Culver Franchising System, LLC holds an option to put their member interests back to the parent company under certain conditions and terms. Culver Franchising System, LLC is not specifically responsible for any payments that would be due if this put option were exercised.

6. Subsequent Events

The Company has evaluated subsequent events occurring through February 24, 2025, the date the consolidated financial statements were available to be issued for events requiring recording or disclosure.

EXHIBIT A
TO FRANCHISE DISCLOSURE DOCUMENT
FINANCIAL STATEMENTS

**Culver Franchising System, LLC
and Subsidiaries**

Consolidated Financial Statements

December 31, 2023 and 2022

Culver Franchising System, LLC and Subsidiaries

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Independent Auditors' Report

To the Member and Board of Directors of
Culver Franchising System, LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of Culver Franchising System, LLC and Subsidiaries (the Company), which comprise the consolidated balance sheets as of December 31, 2023 and 2022, and the related consolidated statements of income and member's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

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

Basis for Opinion

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

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 GAAP, 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 within one year after the date that 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 GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

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

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

Baker Tilly US, LLP

Madison, Wisconsin
March 4, 2024

Culver Franchising System, LLC and Subsidiaries

Consolidated Balance Sheets

December 31, 2023 and 2022

	<u>2023</u>	<u>2022</u>
Assets		
Current Assets		
Cash and cash equivalents	\$ 52,346,934	\$ 46,172,572
Marketable securities	3,235,782	2,920,422
Accounts receivable, net	24,042,973	26,553,823
Inventories	299,679	328,771
Prepaid expenses	<u>2,989,618</u>	<u>2,731,706</u>
Total current assets	<u>82,914,986</u>	<u>78,707,294</u>
Property and Equipment, Net	<u>9,392,788</u>	<u>5,334,847</u>
Other Assets		
Right-of-use assets, net	11,887,704	11,959,971
Other long-term assets	<u>1,244,927</u>	<u>1,311,988</u>
Total other assets	<u>13,132,631</u>	<u>13,271,959</u>
Total assets	<u>\$ 105,440,405</u>	<u>\$ 97,314,100</u>
Liabilities and Member's Equity		
Current Liabilities		
Accounts payable	\$ 4,086,697	\$ 2,485,764
Gift cards redeemable, net	23,973,732	21,101,188
Accrued payroll, benefits and other	9,059,308	12,533,096
Current portion of deferred franchise fees	2,941,951	2,597,646
Trade show and other deposits	3,165,785	1,055,996
Current portion of lease liabilities	<u>1,937,638</u>	<u>1,866,332</u>
Total current liabilities	<u>45,165,111</u>	<u>41,640,022</u>
Long-Term Liabilities		
Deferred franchise fees, less current portion	20,020,956	19,803,990
Lease liabilities, less current portion	10,107,055	10,229,633
Other long-term liabilities	<u>3,710,159</u>	<u>1,901,982</u>
Total long-term liabilities	<u>33,838,170</u>	<u>31,935,605</u>
Total liabilities	79,003,281	73,575,627
Member's Equity	<u>26,437,124</u>	<u>23,738,473</u>
Total liabilities and member's equity	<u>\$ 105,440,405</u>	<u>\$ 97,314,100</u>

See notes to consolidated financial statements

Culver Franchising System, LLC and Subsidiaries

Consolidated Statements of Income and Member's Equity
Years Ended December 31, 2023 and 2022

	<u>2023</u>	<u>2022</u>
Revenues		
Franchise revenue	\$ 236,209,862	\$ 200,139,448
Company restaurant sales	<u>27,599,972</u>	<u>22,004,765</u>
Total operating revenues	<u>263,809,834</u>	<u>222,144,213</u>
Cost of Company Restaurant Operations		
Food and beverage	9,539,059	8,135,054
Labor	11,175,223	8,561,478
Direct expenses and occupancy	2,323,461	1,759,878
Restaurant general and administrative expenses	<u>1,611,271</u>	<u>1,279,534</u>
Total cost of company restaurant operations	<u>24,649,014</u>	<u>19,735,944</u>
General and Administrative Expenses	<u>47,701,067</u>	<u>38,713,218</u>
Advertising	<u>86,324,890</u>	<u>87,832,421</u>
Operating income	<u>105,134,863</u>	<u>75,862,630</u>
Other Income (Expense)		
Interest and dividend income	859,027	312,614
Other income (expense)	<u>304,761</u>	<u>(616,133)</u>
Total other income (expense)	<u>1,163,788</u>	<u>(303,519)</u>
Net income	106,298,651	75,559,111
Member's Equity, Beginning	23,738,473	27,579,362
Distributions	<u>(103,600,000)</u>	<u>(79,400,000)</u>
Member's Equity, Ending	<u>\$ 26,437,124</u>	<u>\$ 23,738,473</u>

See notes to consolidated financial statements

Culver Franchising System, LLC and Subsidiaries

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

	<u>2023</u>	<u>2022</u>
Cash Flows From Operating Activities		
Net income	\$ 106,298,651	\$ 75,559,111
Adjustments to reconcile net income to operating activities:		
Noncash items included in net income:		
Depreciation and amortization	1,349,746	996,761
Change in allowance for unredeemed gift cards	(1,475,236)	(1,315,836)
Change in allowance for doubtful accounts	3,300	8,850
Loss on disposal of assets	1,623	2,876
(Gain) loss on sales of marketable securities	(45,538)	41,817
Change in unrealized (gain) loss on marketable securities	(247,822)	535,636
Noncash lease expense	1,950,908	1,844,527
Changes in assets and liabilities:		
Accounts receivable	2,507,550	(3,600,638)
Inventories	29,092	(20,050)
Prepaid expenses	(257,912)	(1,392,866)
Accounts payable	944,984	1,045,469
Gift cards redeemable	4,347,780	2,774,585
Accrued payroll, benefits and other	(3,512,769)	4,419,747
Deferred franchise fees	561,271	322,270
Trade show and other deposits	2,109,789	(53,304)
Operating lease liabilities	(1,929,913)	(1,835,499)
Other long-term liabilities	1,808,177	1,030,116
Net cash flows from operating activities	<u>114,443,681</u>	<u>80,363,572</u>
Cash Flows From Investing Activities		
Capital expenditures	(4,647,319)	(2,476,156)
Proceeds from sale of available for sale securities	586,723	2,235,645
Cash paid for available for sale securities	<u>(608,723)</u>	<u>(2,309,860)</u>
Net cash flows from investing activities	<u>(4,669,319)</u>	<u>(2,550,371)</u>
Cash Flows From Financing Activities		
Distributions	<u>(103,600,000)</u>	<u>(79,400,000)</u>
Net change in cash and cash equivalents	6,174,362	(1,586,799)
Cash and Cash Equivalents, Beginning	<u>46,172,572</u>	<u>47,759,371</u>
Cash and Cash Equivalents, Ending	<u>\$ 52,346,934</u>	<u>\$ 46,172,572</u>
Supplemental Cash Flow Disclosures		
Unpaid capital expenditures accrued at year-end	<u>\$ 694,930</u>	<u>\$ -</u>

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

1. Summary of Significant Accounting Policies

Nature of Operations

Culver Franchising System, LLC and Subsidiaries (the Company) is engaged in the business of selling restaurant franchises. The Company is currently registered to sell franchises in 49 states and has sold franchises in 26 states.

The following table summarizes the open franchise locations for the Company at December 31:

	<u>2023</u>	<u>2022</u>
Beginning of the period	886	831
Change during the period	<u>51</u>	<u>55</u>
End of the period	<u>937</u>	<u>886</u>

Additionally, the Company owned and operated seven and six Culver's restaurants during 2023 and 2022, respectively.

Principles of Presentation

The accompanying financial statements have been consolidated to include the accounts and operations of Culver Franchising System, LLC and its wholly-owned subsidiaries (collectively the Company). All significant intercompany accounts and transactions have been eliminated in consolidation.

Cash and Cash Equivalents

The Company considers depository accounts and investments with a maturity at the date of acquisition and expected usage of three months or less to be cash and cash equivalents. The deposits on interest bearing accounts may at times exceed federally insured limits and be exposed to credit risk; however, the Company has not experienced any losses on such deposits.

Marketable Securities

The Company's marketable securities consist of marketable equity and fixed income securities which are classified as available-for-sale in accordance with Accounting Standards Codification (ASC) 320, *Investments - Debt and Equity Securities*, and are recorded at fair value. The Company's accounting policy is to recognize unrealized gains and losses associated with these securities in the consolidated statement of income. Realized gains and losses upon disposition are determined using the specific identification method.

The Company determines fair value in accordance with ASC 820, *Fair Value Measurements*. Fair value measurements of available-for-sale securities are based upon the price that would be received to sell the security in an orderly transaction between market participants at the measurement date. The Company's valuation methods utilize quoted prices from active markets. Equity and debt securities are measured at fair value on a recurring basis and are considered Level 1 assets.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

Accounts Receivable, Net

The Company carries its accounts receivable at cost less an allowance for doubtful accounts. Periodically, the Company evaluates its accounts receivable and establishes an allowance for doubtful accounts based on historical experience with bad debts and collections, as well as current credit conditions. Accounts receivable have been adjusted for all known uncollectible accounts. The allowance for doubtful accounts was \$6,000 and \$8,850 at December 31, 2023 and 2022, respectively.

All accounts receivable for royalties are due within 10 days after month-end. All receivables over 10 days old receive additional scrutiny from management and may be charged interest. Accounts receivable are occasionally written-off on a case by case basis.

Inventories

Inventories consist of items held at the restaurant locations and gift cards and are valued at lower of cost using the first-in, first-out method or net realizable value.

Property and Equipment, Net

Property and equipment are stated at cost. Major expenditures for property are capitalized. Minor maintenance, repairs and renewals are expensed as incurred. When assets are retired or otherwise disposed of, their costs and related accumulated depreciation are removed from the accounts and resulting gains or losses are included in income. Depreciation is computed using a straight-line method over the estimated useful lives of individual. Leasehold improvements are depreciated over the shorter of the life of the improvements or the applicable lease term.

Impairment of Assets

The Company reviews long-lived assets for impairment at least annually or whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized if the estimated fair value of the asset was less than the carrying amount of that asset. To date, there have been no such losses.

Gift Cards Redeemable, Net

The Company administers a gift card program for its franchisees. Unredeemed gift cards are presented as a liability on the consolidated balance sheets. The Company estimates an amount for gift cards not expected to be redeemed (due to loss of gift cards, etc.). The allowance for unredeemed gift cards was \$14,670,157 and \$13,194,921 as of December 31, 2023 and 2022, respectively.

Trade Show and Other Deposits

The Company holds an annual franchisee reunion and vendor trade show. Deposits collected for attendance and booth space are held until the date of the reunion and used to offset event costs.

Long Term Incentive Program

The Long Term Incentive Program provides the opportunity for senior leader(s) to earn an annual incentive amount based upon the achievement of business results during a single period. Earned incentive awards will vest equally over three years and be paid thereafter. Upon termination of employment with the Company for any reason, including death or disability, the Company will pay on its next regular payroll date, all vested long-term incentive compensation. The Company has elected to recognize the full liability in the year it is earned.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

Income Taxes

The Company is treated as a limited liability company (LLC) for federal and state income tax purposes. As such, the Company's income, losses and credits are included in the income tax returns of its member. Accordingly, net income presented in the consolidated financial statements does not include a provision for income taxes. The net income presented will include state imposed taxes and fees as applicable.

The centralized partnership audit regime (CPAR) which was enacted as part of The Bipartisan Budget Act of 2015 is effective for tax years beginning on or after December 31, 2018. CPAR allows the Internal Revenue Service to collect any tax assessments from the LLC as an administrative convenience. To the extent there is a future assessment of which the Company is obligated to pay, a liability will be established at that time. The obligation will be recorded as an equity transaction (i.e., tax distribution), since the liability is attributable to the member's tax obligation.

The Company accounts for income taxes in accordance with GAAP. The principles clarify the accounting for income taxes, by prescribing a minimum recognition threshold a tax position is required to meet before being recognized in the consolidated financial statements. It also provides guidance on derecognition, measurement and classification of amounts relating to uncertain tax positions, accounting for and disclosure of interest and penalties, accounting in interim periods and disclosures. In the opinion of management, there are no uncertain tax positions.

Franchise Agreements

When an individual franchise is sold, the Company agrees to provide certain services to the franchisee. Generally, these services include assistance in site selection, training personnel, implementation of an accounting system and design of a quality control program.

Franchise agreements last 15 years and during that time the franchisee is allowed to use the Culver's name and menu. When the franchise agreement expires, the franchisee must pay an additional franchise fee to renew the agreement.

The Company has experienced steady growth during the past several years and the demand for new franchises by prospective franchisees remains strong. The Company expects this favorable situation to continue; however, franchise sales do reach a saturation point and continued growth within certain existing markets is not a certainty.

Revenue Recognition

Revenue is recognized when control of the promised products or services are transferred to the Company's customers, in an amount that reflects the consideration the Company expects to be entitled to for those products and services. In general, the Company determines revenue recognition through the following steps:

- Identification of the contract or contracts, with the customer
- Identification of the performance obligation(s) in the contract
- Determination of the transaction price
- Allocation of the transaction price to the performance obligations in the contract
- Recognition of revenue when or as, the Company satisfies a performance obligation

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

The following policies apply to the Company's major categories of revenue transactions.

Royalties

The Company receives a service and advertising fee based on a percentage of sales each month from the franchised locations as royalties. Revenue from royalties is recognized each month based on reported franchisee sales.

Initial and Renewal Franchise Fees

The Company's initial and renewal franchise fees are considered highly dependent upon and interrelated with the franchise right granted in the franchise agreement. As such, these franchise fees are recognized over the contractual term of the franchise agreement. The contract term for initial franchise agreements is 15 years commencing on the earlier of the date when the restaurant opens or twelve months following the date the franchise agreement was signed. The contract term for franchise renewal agreements is 10 years.

Company Restaurant Sales

The Company earns revenue from sales at each Company-owned restaurant. Revenue from Company-owned locations is recognized at the time of sale.

Other Revenue

The Company earns additional franchise revenues related to vendor rebates, franchise transfers, reservations, development agreements and other miscellaneous items. Revenue is recognized as each individual performance obligation is satisfied.

Disaggregation of Revenue

Revenues consisted of the following at December 31:

	<u>2023</u>	<u>2022</u>
Royalties	\$ 204,009,888	\$ 180,705,675
Initial and renewal franchise fees	2,703,729	2,577,730
Company restaurant sales	27,599,972	22,004,765
Other revenue	<u>29,496,245</u>	<u>16,856,043</u>
Total revenues	<u>\$ 263,809,834</u>	<u>\$ 222,144,213</u>

Advertising

In accordance with signed franchise agreements, franchisees contribute royalties to the Culver's Advertising Fund. Product rebates from vendors may also be contributed to this fund by the Company. The fund is to be used for the payment of expenses incurred in connection with the general promotion of Culver's trademarks and business system.

The Company expenses advertising costs as incurred. Approximately \$14,286,000 and \$1,337,000 included in the cash balance are designated for future advertising fund expenditures as of December 31, 2023 and 2022, respectively.

Sales, Use and Excise Tax

The Company's policy is to exclude sales, use and excise taxes from revenue and cost of sales.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements
December 31, 2023 and 2022

Common Control Leasing Arrangements

In accordance with ASU No. 2018-17, the Company does not evaluate whether lessor entities in common control leasing arrangements are Variable Interest Entities (VIEs).

Leases

Effective January 1, 2022, the Company adopted FASB ASU No. 2016-02, *Leases (Topic 842)*, and all related amendments using the modified retrospective approach.

The Company recognizes the assets and liabilities that arise from leases on the balance sheet. At lease inception, leases are classified as either finance leases or operating leases with the associated right-of-use asset and lease liability measured at the net present value of future lease payments. Operating lease right-of-use assets are amortized on a straight-line basis as lease expense over the noncancelable lease term. At the date of adoption, the Company recorded operating lease right-of-use assets and lease liabilities of \$13,804,498.

The new standard also provides for several accounting policy elections, as follows:

- The Company has elected the policy not to separate lease and non-lease components for all operating leases;
- When the rate implicit in the lease is not determinable, rather than use the Company's incremental borrowing rate, the Company elected to use a risk-free discount rate for the initial and subsequent measurement of lease liabilities for all asset classes;
- The Company elected not to apply the recognition requirements to all lease asset classes with an original term of 12 months or less, for which the Company is not likely to exercise a renewal option or purchase the asset at the end of the lease; rather, short term leases will continue to be recorded on a straight-line basis over the lease term;
- The Company elected to account for its copier leases using the portfolio approach; as such, leases that have similar commencement dates, length of terms, renewal options or other contract terms have been combined into a lease portfolio whereby the resulting accounting at the portfolio level does not differ materially from that at the individual lease level.

Additional required disclosures for Topic 842 are contained in Note 3.

Estimates

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

Reclassifications

For comparability, certain 2022 amounts have been reclassified to conform to classifications adopted in 2023. Net income was not affected as a result of these changes in classification.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements
December 31, 2023 and 2022

2. Property and Equipment

The major categories of property and equipment at December 31 are summarized as follows:

	Depreciable Lives	2023	2022
Buildings and improvements	7 - 40 years	\$ 9,359,382	\$ 4,591,802
Restaurant equipment	5 - 7 years	3,626,033	2,456,904
Office and other equipment	3 - 10 years	3,309,673	3,043,638
Vehicles	5 years	46,772	46,772
Assets in development	n/a	-	9,246
Construction in progress	n/a	-	1,425,669
Total property and equipment		16,341,860	11,574,031
Less accumulated depreciation		(6,949,072)	(6,239,184)
Property and equipment, net		<u>\$ 9,392,788</u>	<u>\$ 5,334,847</u>

Depreciation expense for the years ended December 31, 2023 and 2022 was \$876,355 and \$634,697, respectively.

3. Operating Leases

The company leases office building, storage facility, property and equipment under various terms. As discussed in Note 1, the accounting guidance of ASC 842 was adopted by the Company effective January 1, 2022 and is applied by the Company at inception to determine if a contractual arrangement includes a lease. Each such lease is then evaluated for classification as either a finance lease or an operating lease. The Company reevaluates its initial determinations when a modification is made to a lease or if there is a material change in the Company's legally enforceable right of use of a leased asset.

Right-of-use assets represent the Company's right to use an underlying asset for the lease term, while lease liabilities represent the Company's obligation to make lease payments arising from the lease. Right-of-use assets and lease liabilities are recognized at the commencement date of a lease based on the net present value of lease payments over the lease term.

Certain of the Company's leases include options to renew or terminate the lease. The exercise of lease renewal or early termination options is at the Company's sole discretion. The Company regularly evaluates the renewal and early termination options and when they are reasonably certain of exercise, the Company includes such options in the lease term.

In determining the discount rate used to measure the right-of-use assets and lease liabilities, the Company uses the rate implicit in the lease, or if not readily available, the Company uses a risk-free rate based on U.S. Treasury note or bond rates for a similar term.

Right-of-use assets are assessed for impairment in accordance with the Company's long-lived asset policy. The Company reassesses lease classification and remeasures right-of-use assets and lease liabilities when a lease is modified and that modification is not accounted for as a separate new lease or upon certain other events that require reassessment.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

The Company made significant assumptions and judgments in applying the requirements of Topic 842. In particular, the Company:

- Evaluated whether a contract contains a lease, by considering factors such as whether the Company obtained substantially all rights to control an identifiable underlying asset and whether the lessor has substantive substitution rights;
- Determined whether contracts contain embedded leases;
- Evaluated leases with similar commencement dates, lengths of term, renewal options or other contract terms, which therefore meet the definition of a portfolio of leases, whether to apply the portfolio approach to such leases.

The Company leases restaurant facilities and offices from an entity wholly-owned by its majority members and related parties.

The following table summarizes the operating lease right-of-use assets and operating lease liabilities as of December 31:

	<u>2023</u>	<u>2022</u>
Operating lease right-of-use asset, net	<u>\$ 11,887,704</u>	<u>\$ 11,959,971</u>
Operating lease liabilities:		
Current	<u>\$ 1,937,638</u>	<u>\$ 1,866,332</u>
Long-term	<u>10,107,055</u>	<u>10,229,633</u>
Total operating lease liabilities	<u>\$ 12,044,693</u>	<u>\$ 12,095,965</u>

Below is a summary of lease expense incurred during the years ended December 31:

	<u>2023</u>	<u>2022</u>
Operating lease expense	<u>\$ 2,189,110</u>	<u>\$ 2,060,454</u>
Short-term lease expense	<u>33,979</u>	<u>54,600</u>
Total lease expense	<u>\$ 2,223,089</u>	<u>\$ 2,115,054</u>

The right-of-use assets and lease liabilities were calculated using a weighted average discount rate of 1.99% and 1.65% as of December 31, 2023 and 2022, respectively. As of December 31, 2023 and 2022, the weighted average remaining lease term was 7.8 years and 7.5 years, respectively.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

The table below summarizes the Company's scheduled future minimum lease payments for years ending after December 31, 2023:

Years ending December 31:	
2024	\$ 2,159,361
2025	2,035,611
2026	1,811,586
2027	1,542,018
2028	1,550,750
Thereafter	<u>4,114,174</u>
Total lease payments	13,213,500
Less present value discount	<u>1,168,807</u>
Total lease liabilities	12,044,693
Less current portion	<u>1,937,638</u>
Long-term lease liabilities	<u>\$ 10,107,055</u>

The following table includes supplemental cash flow and noncash information related to the leases for the years ended December 31:

	<u>2023</u>	<u>2022</u>
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	\$ 2,168,111	\$ 2,048,093
Operating lease right-of-use assets obtained in exchange for lease liabilities	\$ 1,878,641	\$ 13,804,498

4. Profit Sharing Plan

The Company has adopted a 401(k) profit sharing plan. The plan covers employees of the Company who have met certain eligibility requirements. Contributions are based on compensation paid to participants during the year. The annual Company contribution is discretionary and is determined by the board of directors. The profit sharing retirement plan expense was \$888,988 and \$542,181 for the years ended December 31, 2023 and 2022, respectively.

5. Commitments and Contingencies

Litigation

The Company is involved in various claims and legal actions arising out of the normal 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 statements.

Culver Franchising System, LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2023 and 2022

Guarantees

The Company guarantees the obligation of its parent company, Culver Franchising System Deluxe, LLC for a revolving line of credit payable to two banks with a maximum amount of \$10 million. There was no outstanding balance on the line of credit as of December 31, 2023 and 2022.

At December 31, 2022, the Company guaranteed promissory notes payable to two banks by its parent company, Culver Franchising System Deluxe, LLC. The outstanding balance was \$38.2 million at December 31, 2022. There was no outstanding balance as of December 31, 2023.

Distributions

In accordance with its operating agreement, the Company is required to distribute 80% of free cash flow to its member each year.

Put Option

An owner of a parent company to Culver Franchising System, LLC holds an option to put their member interests back to the parent company under certain conditions and terms. Culver Franchising System, LLC is not specifically responsible for any payments that would be due if this put option were exercised.

6. Subsequent Events

The Company has evaluated subsequent events occurring through March 4, 2024, the date the consolidated financial statements were available to be issued for events requiring recording or disclosure.

EXHIBIT B
TO FRANCHISE DISCLOSURE DOCUMENT
CULVER'S® FRANCHISE AGREEMENT (AND EXHIBITS)

EXHIBIT B
TO FRANCHISE DISCLOSURE DOCUMENT

CULVER'S® FRANCHISE AGREEMENT (AND EXHIBITS)



FRANCHISE AGREEMENT

BETWEEN

CULVER FRANCHISING SYSTEM, LLC
1240 Water Street
Prairie du Sac, WI 53578
(608) 643-7980

AND

Name(s) of Franchisee

Street

City State Zip Code

(_____)_____
Area Code Telephone

FRANCHISED LOCATION:

Address

City State Zip Code

(_____)_____
Area Code Telephone

CULVER FRANCHISING SYSTEM, LLC

FRANCHISE AGREEMENT

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CULVER'S®
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT is made and entered into this ____ day of _____, 20____, by and between CULVER FRANCHISING SYSTEM, LLC, a Wisconsin limited liability company (“we” or “us”), and _____ (“you”).

BACKGROUND:

A. We franchise a food service business known as Culver's® restaurants (“Culver's® Restaurants”) which feature a wide assortment of menu items featuring our unique “ButterBurger®” and “Frozen Custard,” other hot and cold sandwiches, french fries and other prepared items, and beverages. We use and license certain trademarks, including Culver's®, and may in the future adopt, use and license additional or substitute trademarks, service marks, logos and commercial symbols in connection with the operation of Culver's® Restaurants (collectively, the “Marks”). Culver's® Restaurants use our proprietary recipes, methods, procedures, standards, specifications and the Marks (all of which are collectively referred to as the “Business System”), which we may periodically improve, further develop or otherwise modify.

B. You have had an adequate opportunity to be thoroughly advised of the provisions of this Agreement and our Franchise Disclosure Document and have had sufficient time and opportunity to evaluate and investigate the Business System and the procedures and financial requirements associated with the Business System as well as the competitive market in which it operates.

C. You desire to develop and operate a Culver's® Restaurant which will conform to the uniform requirements and quality standards of the Business System.

AGREEMENTS:

We and you agree as follows:

1. GRANT OF FRANCHISE; FRANCHISED LOCATION

A. Grant of Franchise. Subject to the provisions stated below, we grant to you a personal license and franchise to operate a Culver's® Restaurant (the “Restaurant”) which conforms to our Business System at the Franchised Location (as described in Section 2(A) below). You will operate the Restaurant under the Business System in strict compliance with the provisions of this Agreement and only at the Franchised Location.

B. Rights Reserved By Us. You acknowledge and agree that: (i) we and our affiliates may sell any products or services under trademarks other than the Culver's® Marks; (ii) we may grant other franchises or develop and operate company or affiliate owned Culver's® Restaurants anywhere outside of the Designated Territory (as defined in Section 2(B)); (iii) the designated area or trade area of a nearby Culver's® Restaurant may overlap with your Designated Territory; (iv) we and our affiliates may sell products or services under the Marks through any separate food service concept the primary service mark of which will not be the Culver's® Marks within and outside the Designated Territory; (v) we and our affiliates may sell products or services under the Marks through other channels of distribution, including the Internet (or any similar form of electronic commerce developed in the future); and (vi) we and our affiliates may establish, operate or grant a franchise or license to others to operate Culver's® Restaurants under the Business System and the Marks at any “Non-Traditional Location,” as defined below, within and

outside the Designated Territory at any time. “Non-Traditional Locations” are defined as locations that we determine have a restricted trade area and include, for example, locations in the following types of environments: malls, universities, schools, hospitals, military bases, casinos, convention centers, arenas, stadiums, airports, health and fitness facilities, office buildings, theme parks, amusement facilities, toll plazas and other locations that are not located on the street and the primary trade area generally is restricted to the environment in which the Non-Traditional Location is located.

2. FRANCHISED LOCATION

A. You are solely responsible for finding a site for the Restaurant which is acceptable to us. You are also solely responsible for determining that the proposed site meets all zoning and other applicable government requirements and for obtaining all required governmental permits. Our approval of your site for a Restaurant does not constitute a recommendation, assurance or endorsement of the success of the site. You may either lease or purchase the site on which the Restaurant will be located and may either lease or construct the building in which the Restaurant will be located. If you lease the premises of the Restaurant, we require that the lease contain the Addendum to Lease attached as Exhibit A to this Agreement. The Addendum to Lease must be signed by you and the landlord of the premises. You must provide us with copies of the executed Lease and the Addendum to the Lease for the premises of the Restaurant. If you have proposed and obtained our written approval of a location for the Restaurant prior to execution of this Agreement, that location is as follows, and shall be referred to as the “Franchised Location”:

If you have not proposed and obtained our written approval of a location prior to the execution of this Agreement, then the following shall apply, and upon obtaining our written approval of a location for the Restaurant that location shall be referred to as the “Franchised Location”:

1. Site Selection. You must use your best efforts to select a proposed site for the Restaurant that is acceptable to us. You must submit to us a description of the site and such other information or materials as we may reasonably require. We will not unreasonably withhold consent to a site within areas that we have approved for expansion.

2. Site Selection Assistance. We will furnish you with such consultation and on-site evaluation as we may deem advisable. We agree, at no cost to you, to review up to four sites selected by you as potential sites for the Culver’s® Restaurant. We may charge you \$500 for the review of each additional site. You should consult with legal counsel and/or a financial manager in negotiating the lease or purchase of any site approved to by us. We may offer guidelines to you respecting such negotiations. We will not provide you with any financing for the site or serve as a guarantor for you.

3. Failure to Secure a Site. If you fail to secure an approved site within twelve (12) months following the date of this Agreement, then upon thirty (30) days written notice to you we may terminate this Agreement at any time prior to you securing an approved site. In order to secure a site, you must have obtained our written approval of the site in accordance with this Agreement, and either (a) own the site, or (b) you have a fully executed and binding lease for the site, without contingencies which remain unsatisfied.

B. Your Designated Territory. Subject to Section 1(B) of this Agreement, during the term of this Agreement, we will not establish for our own account, or franchise others to operate, a full service Culver’s® Restaurant within a _____ (____) mile radius of the Franchised Location or within the area

described in Exhibit D if attached hereto (the “Designated Territory”). The license granted to you under this Agreement is personal in nature, may not be used at any location other than the Franchised Location, does not include any right to sell products and Menu items identified by the Marks at any location other than the Franchised Location (except for authorized off-premise sales as noted in Section 2(C) below) or through any other channels of distribution including the Internet (or any other existing or future form of electronic commerce), and does not include any right to sell products and Menu items identified by the Marks to any person or entity for resale or further distribution. You will not open any other Culver’s® Restaurant in the Designated Territory. You will not have the right to subfranchise or sublicense any of its rights under this Agreement. You will not use the Franchised Location for any purposes other than the operation of a Culver’s® Restaurant during the term of this Agreement.

C. Off-Premise Sales. You may, only with our prior written consent, sell or give away certain Menu items under the Marks from authorized locations other than the Franchised Location within the Designated Territory (an “Off-Premise Sales”). In addition to any sales or giveaways made from a location that is not the Franchised Location, Off-Premise Sales shall also include any catering, and any delivery of product beyond the boundaries of the Franchised Location. You may participate in Off-Premise Sales only with our prior written consent, and if given, only pursuant to our then-current written guidelines and the provisions of this Agreement including, Sections 7, 8, 10 and 14. We may terminate your right to conduct the Off-Premise Sales at any time with ten (10) days’ prior written notice. You cannot have food delivered off premises from your Restaurant, whether by you or a third party, without our written approval, which approval may be withheld in our sole discretion, and which approval may be withdrawn by us at any time. Also, any off premises food delivery that we approve will be subject to the provisions contained in the Manual.

D. Rebuild or Relocation of Restaurant. You will not rebuild the Restaurant, or relocate the Restaurant from the Franchised Location, without our prior written consent. We may charge you a reasonable fee for any relocation services we provide in approving an acceptable new site for the Restaurant. If you rebuild or relocate the Restaurant under this Section, the rebuilt Restaurant or the “new” Franchised Location, including the real estate and building, must comply with all applicable provisions of this Agreement and with our then-current specifications and standards for Culver’s® Restaurants. If you must rebuild or relocate the Restaurant because the Restaurant was destroyed, condemned or otherwise became untenable by fire, flood or other casualty, you must reopen the rebuilt Restaurant or the relocated Restaurant at the “new” Franchised Location in the Designated Territory within twelve (12) months after you discontinue operation at the existing Franchised Location. We will not unreasonably withhold our consent to the proposed rebuild or relocation, provided we have received at least ninety (90) days written notice prior to the closing of the Restaurant at the Franchised Location, in the event of a relocation you have obtained a site acceptable to us, and you agree to open the “new” location for the Restaurant within fifteen (15) days after you close the “prior” Franchised Location and otherwise complies with any other conditions that we may reasonably require.

3. TERM OF FRANCHISE; RENEWAL RIGHTS

A. Term. The term of this Agreement will be for fifteen (15) years, commencing on either (i) the date when you initially open your Culver’s® Restaurant for business, or (ii) twelve (12) months following the date of this Agreement, whichever date shall first occur.

B. Renewal. You will have the right to renew your Culver’s® franchise for the Franchised Location for one additional ten (10) year term, provided you meet the following conditions:

1. You have given us written notice at least twelve (12) months (but no more than thirty (30) months) before the end of the term of this Agreement of your intention to renew;

2. Throughout the term of this Agreement you have substantially and timely complied with all of the material provisions of this Agreement, including the payment of all monetary obligations you owe to us or your vendors and suppliers, and have complied with our then-current training requirements and material operating and quality standards and procedures;

3. In the event that we deem it necessary, you, the Operator of the Restaurant, have attended and successfully completed, a reconnection or new training course(s) or program(s), conducted by us or our designee, and we may charge a fee for such training courses and programs, and you are responsible for all transportation costs, food, lodging and similar costs you incur in attending such course(s) or program(s), and we have the right to determine the time and place of any such training course(s) or program(s);

4. You have at your expense made such reasonable capital expenditures requested and approved by us necessary to remodel, modernize and redecorate the Restaurant premises and to replace and modernize the furniture, fixtures, and equipment used in your business so that your business reflects the then-current physical appearance of new Culver's® Restaurants (for purposes of this Agreement "Restaurant premises" includes the real estate on which the Restaurant is located as well as all improvements thereto), to be completed at least ninety (90) days before the initial (and any renewal) term of this Agreement expires;

5. You have paid a Renewal Fee of Thirty Thousand Dollars (\$30,000) to us at least thirty (30) days before the initial (and any renewal) term of this Agreement expires;

6. You execute the standard franchise agreement then being used by us, which may be materially different from this form, including but not limited to changes to the Continuing Royalty Fee, Advertising Fee and Designated Territory; provided that you will be required to pay the Renewal Fee in lieu of the Initial Franchise Fee stated in the then-current franchise agreement;

7. If you lease the premises of the Franchised Location, you secure a renewal or extension of the lease for the Franchised Location that extends to the end of the renewal term of this Agreement, or secure a new location within the Designated Territory that is not in the designated territory of any other Culver's restaurant and that is acceptable to us; and,

8. You execute a general release of claims in a form satisfactory to us.

4. OWNERSHIP AND USE OF MARKS

A. Ownership. We are the owner of the Marks and we are the owner of all right, title and interest in and to the Marks and all past, present or future goodwill of the Restaurant and of the business conducted at the Franchised Location that is associated with or attributable to the Marks. Your use of the Trademarks will inure to our benefit.

B. Use. Your right to use and identify with the Marks and Business System applies only to the operation of the Restaurant at the Franchised Location, and exists concurrently with the term of this Agreement and only so long as you are in complete compliance with our quality standards. You will have the right to use the Marks and Business System only in the manner we direct and approve in writing. You may not use our Marks on television, radio, billboards or any other form of advertising or promotion without our written consent. You will not have or acquire any rights in any of the Marks or Business System other than the right of use as governed by this Agreement. If, in our judgment, your acts infringe upon or harm the goodwill, standards of uniformity or quality, or business standing associated with the Marks and Business

System, you must immediately, upon written notice from us and at your expense, modify its use of the Marks and Business System in the manner we direct in writing. You may not, during or after the term of this Agreement, engage in any conduct directly or indirectly that would infringe upon, harm or contest our rights in any of the Marks or the goodwill associated with the Marks, including any use of the Marks in a derogatory, negative, or other inappropriate manner in any media, including but not limited to print or electronic media.

C. Promotion. You will operate the Restaurant so that it is clearly identified and advertised as a Culver's® Restaurant. The style, form and use of the words Culver's® and Culver's ButterBurgers® & Frozen Custard, as well as any other Marks, in any advertising, written materials or supplies must, however, have our prior written approval, which approval will not be unreasonably withheld. You will use the name Culver's® and the other Marks which now or hereafter may form a part of the Business System, on all paper supplies, business cards, letterhead, uniforms, advertising materials, signs or other articles in the identical combination and manner as we may require in writing. You will comply with all trademark, trade name, service mark and copyright notice marking requirements.

D. Restrictions on Internet and Website Use. We retain the sole right to advertise the Business System on the Internet and social media which may currently exist or that may exist at any time in the future, including but not limited to Facebook, X (formerly known as Twitter), text messaging, e-mail marketing, Snapchat, Pinterest, Instagram, Tik Tok, and YouTube (collectively, "Social Media"), and to create, operate, maintain and modify or discontinue the use of, a website and/or Social Media using the Marks. You may access our website and/or Social Media. Except as we may authorize in writing, however, you may not: (1) link or frame our website and/or Social Media; (2) create, operate, maintain and modify a website and/or Social Media using the Marks; (3) conduct any business or offer to sell or promote through coupons or otherwise without our written consent, any products or services associated with the Restaurant, the Marks or the Business System on the Internet and/or Social Media (or similar form of electronic communication); or (4) create or register any Internet domain name in connection with the Restaurant. You may not register, as Internet domain names or other Social Media names, any of the Marks now or hereafter owned by us or any abbreviation, acronym or variation of the Marks, or any other name that could be deemed confusingly similar. In the event you obtain any such a domain, you must transfer the same to us free of charge.

E. Identity. You will not use the words Culver, Culvers, Culver's® or Culver's Frozen Custard ButterBurgers® or any combination of these words or Marks in the name of your corporation, partnership, limited liability company or other similar entity. If required by applicable law, you agree to join us in any application to enter you as a registered or permitted user of the Marks with any appropriate government agency or entity. When this Agreement terminates or expires, we may immediately apply to cancel your status as a registered or permitted user and you must consent in writing to such cancellation. You must bear the expense of any of the foregoing recording activities. You must clearly indicate on your business checks, purchase orders, business cards, receipts, promotional materials and other written materials as we direct that you are the owner of the Restaurant and that you are a Culver's® franchisee. You must display a sign which is clearly visible to the general public indicating that the Restaurant is independently owned and operated.

F. Substitutions. We reserve the right to change the Trademarks at any time. You must, upon receiving written notice from us and at your expense, cease using the former Marks and commence using the changed Marks. You may not make any changes or amendments in or to the use of the Marks and Business System unless directed by us in writing.

G. Litigation. You have no obligation to and may not, without our prior written consent, defend or enforce any of the Marks in any court or other proceedings for or against imitation, infringement, any claim of prior use, or for any other allegation. You must, however, immediately notify us of any claims or complaints made against you respecting the Marks and must, at your expense, cooperate in all respects with

us in any court or other proceedings involving the Marks. We will pay the cost and expense of all litigation we incur, including our attorneys' fees, specifically relating to the Marks, unless the challenge or claim results from your misuse of the Marks in violation of this Agreement, in which case you must reimburse us for our fees and expenses. We and our legal counsel will have the right to control and conduct any litigation relating to the Marks.

5. SITE DEVELOPMENT

A. Site Selection. If you do not have a premises identified at the time of our approval of your application, you must select a location in accordance with Section 2(A) which governs the site selection process.

B. Design and Appearance of Premises. The design and appearance of the exterior and interior of the Restaurant, including signage, are part of the Business System. It is essential to the integrity of the Business System that as great a degree of uniformity as possible be maintained among the various premises of Culver's® franchisees. We will provide, at no cost to you, preliminary conceptual site designs for up to four site locations. We will also provide revisions as may be required by local ordinance or review or a revision required to arrive at the best solution. A \$500 fee may be charged if a design is requested for a fifth or subsequent site location. You agree that: (1) the Restaurant must be built and equipped pursuant to the building plans and site plans we approve and must meet the Restaurant specifications, described in the Manual, as to equipment, inventory, signs, fixtures, computer system, location and design and accessory features; (2) no material alteration or addition may be made to the premises without our prior written consent; (3) the finishes and interior décor must meet our brand standards and be maintained at all times in such manner and form as we require; (4) you must follow our specific instructions respecting layout and character of interior fixtures and furnishings; and (5) only such signs, emblems, logos, lettering, artwork and other décor as we require or periodically provide may be displayed on the Restaurant premises.

6. INITIAL FRANCHISE FEE

A. Initial Franchise Fee. You will pay us a non-refundable Initial Franchise Fee of Fifty Five Thousand Dollars (\$55,000). If you have executed a "Preliminary Agreement" under which we conducted an evaluation of you (or your principals, if you are a partnership or corporate entity) financial, managerial and overall business ability and aptitude to operate a Culver's® Restaurant and paid to us a deposit as required by the Preliminary Agreement, this deposit will be deducted from the Initial Franchise Fee. The Initial Franchise Fee or, if applicable, the balance of _____ Dollars (\$ _____), is due and payable on the date of this Agreement.

B. Franchise Fee for an Additional Restaurant. During the term of this Agreement, if you satisfy our then-current qualifications for an additional franchise, which we have the absolute right to determine, you will pay a reduced Initial Franchise Fee of Forty-Five Thousand Dollars (\$45,000). If the franchisee that will operate the additional restaurant is a corporate entity, in order to qualify for the additional franchise, the Operator (as defined in Section 10(A)) of the additional restaurant also must be the Operator of the Culver's® Restaurant operated under this Agreement.

7. CONTINUING ROYALTY FEE

A. Continuing Royalty Fee. You must, for the term of this Agreement, pay to us a Continuing Royalty Fee equal to four percent (4%) of your Gross Sales (as defined below).

B. Payment. At our request, you must promptly execute and deliver to us appropriate pre-authorized check forms (or such other instruments or drafts that our bank requires) payable against your bank

account, so that we may electronically collect (draft on your account by electronic withdrawal) the Continuing Royalty Fee and Advertising Fee due under Sections 7(A) above and 8(A) below. We will retrieve from your POS System the weekly statement of Gross Sales on Monday of each week for the preceding week. We will retrieve daily Gross Sales from your POS System prior to the tenth (10th) day of each month (or the next business day following a holiday or weekend). On the tenth (10th) day of each month (or the next business day following a holiday or weekend), we will bill you for all amounts due for the previous month and deposit into our account your electronic payment or other instrument for the amounts due either pursuant to your report or our estimate. Any unpaid Continuing Royalty Fee, Advertising Fee or other amounts past due and owing to us (including for amounts we pay to third parties on your behalf as described in Section 10(I) below) will bear interest at the rate of eighteen percent (18%) per annum or the maximum rate permitted by law, whichever is less. You must pay us for any and all costs we incur in collecting any unpaid and past due Continuing Royalty Fee or Advertising Fees, including reasonable attorneys' fees.

C. Gross Sales. The term "Gross Sales" means the total amount of all revenues you receive from the sale of goods and services, whether by cash, check, credit card or any other form of payment, in connection with the Restaurant or Culver's® Marks, including proceeds from business interruption insurance policies, the sale of any promotional or premium items, and Off-Premise Sales, if any. Gross Sales will not include: (i) sales tax collected from customers and paid to appropriate tax authorities; (ii) the amount of refunds or allowances given to customers in good faith by you; (iii) any amounts from coupon or discount programs that we approve for which you are not reimbursed; and (iv) the sale of our gift cards.

8. ADVERTISING AND PROMOTION

A. National Advertising Fee. You must, for the term of this Agreement, pay to us for deposit in an "Advertising Fund" an "Advertising Fee" of two and one-half percent (2.5%) of your Gross Sales. We will place all Advertising Fees we receive in the Culver's® Advertising Fund and will manage such fund. Reasonable disbursements from the Advertising Fund will be made solely for the payment of expenses incurred in connection with the general promotion of the Marks and the Business System, including the cost of formulating, developing and implementing advertising and promotional campaigns; and the reasonable costs of administering the Advertising Fund, including accounting expenses and the actual costs of salaries and fringe benefits paid to our employees engaged in administration of the Advertising Fund. The Advertising Fund is not a trust or escrow account, and we have no fiduciary obligations regarding the Advertising Fund. We cannot ensure that any individual franchisee will benefit directly or on a pro rata basis from the future placement of any such advertising in its local market. We will determine the methods of advertising, media employed and contents, terms and conditions of advertising campaigns and promotional programs. Upon written request, we will provide you a financial summary, in the form of an income statement, of the Advertising Fund for the previous fiscal year.

B. Cooperative Advertising. In the event that we establish a local or regional advertising cooperative, then in addition to the Continuing Royalty Fee and Advertising Fees and all other advertising, you will participate in, support and contribute a proportionate share, but no more than an amount equal to four percent (4%) of the Gross Sales for the Restaurant, of the cost of regional cooperative advertising programs we designate. A portion of your contribution will be used to cover administrative expenditures. We reserve the right to designate regional advertising markets, to establish regional advertising councils and to establish the bylaws and other rules under which such councils will operate.

C. Local Advertising Expenditures. You must spend at least one percent (1%) of your Gross Sales during each calendar year on advertising and promotional activities in your local geographic area. The advertising and promotional activities must comply with Section 8(E) below and qualify as "local advertising" in the Manual. Your local advertising expenditures will include advertising, merchandising, sales promotion and other forms of advertising at the local level. On a quarterly basis, you must provide us with an accounting

of the monies that you have spent for approved regional cooperative advertising and local advertising for the preceding quarter.

D. Telephone Directory Advertising. You will, at your expense, maintain at least one (1) telephone number, listed in the “White Pages” and, at your option, in the annual yellow page listing in the primary yellow page directory serving the geographic area in which the Restaurant is located. Amounts spent for yellow page advertising, if any, will be credited towards your local advertising obligations described in Section 8(C) above. Any use of the Marks in the listing must comply with the requirements of Section 4.

E. Approved Advertising Materials. You may use only approved advertising and promotional materials, including but not limited to coupons. If you desire to use any unapproved advertising or promotional materials bearing the name Culver’s® or other Marks, including but not limited to coupons, you must obtain our written approval before using any such materials, which approval will not be unreasonably withheld. Also, you may not use any advertising or promotional materials outside of the Designated Territory, including but not limited to billboards, television, radio and internet or electronic advertising, without our written approval before using any such materials, which approval will be withheld in our sole discretion.

F. Participation in Certain Programs and Promotions. You must use your best efforts to promote and advertise your Culver’s® Restaurant and must participate in all advertising and promotional programs we establish in the manner we direct. Specifically, you must, at your expense, participate in, and honor all provisions of, our “Gift Certificate Program” and “Gift Card Program” as further described in the Manual. Further, you must sign the attached Stored Value Card Participation Agreement in connection with the Gift Card Program. You further understand that we periodically may modify the Gift Certificate and Gift Card Programs. You also must honor all coupons, discounts and gift certificates as we may reasonably specify in the Manual or otherwise in writing, however, you may not participate in any internet promotions (including coupon programs) that are not approved by us. Because enhancing our brand’s competitive position and consumer acceptance for the brand’s products as well as consistency between the brand’s restaurants is a paramount goal of us and our franchisees, and because this objective is consistent with the long-term interest of the Business System overall, we may exercise rights with respect to the pricing of products to the fullest extent permitted by then-applicable law. These rights may include, but not be limited to, prescribing the maximum and/or minimum prices which you may charge customers for the products sold at your Restaurant, which prices you will be compelled to observe; engage in marketing, promotional and related campaigns which you must participate in and which may directly or indirectly impact your prices (such as “buy one, get one free”); and, otherwise mandating, directly or indirectly, the maximum and/or minimum price that your Restaurant may charge for one or more of the products it offers for sale.

9. OUR/YOUR OBLIGATIONS

A. Location. We will provide you with assistance respecting site location for and evaluation of the Restaurant. You acknowledge that our assistance in site location and acceptance of the premises does not constitute a representation or guaranty by us that the location will be a successful location for your Restaurant.

B. Building Plans, Equipment, Supplies and Inventory. We will provide you with our standard prototype building plans, including exterior and interior layouts, and will designate the standard fixtures, equipment, supplies, signs and initial inventory for use in the Restaurant. In the event that you want to make changes to our standard prototypical building plans and specifications, and if we decide to consider those changes, we may charge you up to \$5,000 to compensate us for our time and expense. Also, our standard prototype building plans are prototype plans only and you must insure that such plans are adjusted to meet the Americans with Disabilities Act and all other federal, state and local laws and codes, are consistent with our specification and standards, and are signed and sealed by a licensed design professional. Our prototype plans

are intended to convey our minimum standards to your licensed design professional. They are not intended to be bid documents or construction documents. You must send a set of construction documents for the development of the Restaurant to us for review and comments prior to commencing construction. We may charge you up to \$50,000 to compensate us for our time and expense if the project is bid and/or built without complete and proper building, HVAC, electrical, plumbing plans and food service plans prepared and sealed by a licensed design professional. You may purchase only such types, models or brands of fixtures, furniture, equipment, signs, décor and supplies that we approve for Culver's® Restaurants as meeting its specifications and standards, including specifications and standards for quality, design, warranties, appearance, function and performance. In the event of a building conversion, we will provide conceptual sketches for one conversion property at no charge. Sketches are intended to convey our minimum standards to your licensed design professional and are not intended to be bidding or construction documents. If we develop a suitable plan and you fail to purchase and develop your first property and choose to evaluate a second property for building conversion, a building conversion fee of up to \$10,000 may be charged to compensate us for our time and expense.

C. Initial Training. You must, at your expense, comply with all of the training requirements we prescribe for the Restaurant to be developed under this Agreement. We will provide a two (2)-part initial training program at a Culver's® Restaurant that we designate. Although you do not pay a fee to attend training, you are responsible for travel costs, room and board, the salaries, fringe benefits and other expenses you and your employees incur in attending both sessions of the training program. The first session of the training program is a "Franchisee Development Program" for the franchise owner or principal ("Operator" as defined in Section 10(A) below) of a Franchisee entity. The second session, a seven (7)-week manager in training program for a minimum of six (6) of your Restaurant managers. The session is scheduled by you, performed by your managers, and conducted by existing Culver's® franchisees at a location approved by us. You must successfully complete both sessions of the training program. Finally, prior to opening the Restaurant you must also participate in two (2)-two (2) week openings for other Culver's® restaurants. If you fail to successfully complete both sessions plus the two (2) openings of other Culver's® restaurants, you will not be permitted or authorized to open your Restaurant or manage your business and we may terminate this Agreement pursuant to Section 17 below.

You may terminate this Agreement if, at any time prior to attending the fifth (5th) week of the Franchisee Development Program, you determine you do not want to move forward with the franchise relationship with us and you notify us in writing of your intent to terminate this Agreement under this paragraph. In this instance, we will refund 75% of the Initial Franchise Fee. You must comply with all of our requirements related to termination, including those in Sections 19 and 20 and must sign a general release in the form we prescribe.

D. Pre-Opening and Opening Training and Assistance. We will assist in scheduling the opening of the Restaurant. You will not open or commence business operations until we have approved the opening. For your first Culver's® restaurant we will, at no charge, provide up to one week of training for your initial management employees and restaurant crew at the Restaurant before the opening of the Restaurant. In addition, for your first Culver's® restaurant we will provide up to two weeks of training and assistance for your initial management employees and restaurant crew at the Restaurant immediately following the opening of the Restaurant.

E. Manual. We will provide you electronic access to the operations manual (the "Manual"), describing the required and suggested operational policies, standards, requirements and practices of the Business System. You will comply with all required provisions of the Manual. We reserve the right to revise the Manual at any time without notice. Any required specifications, standards and operating procedures exist to protect our interests in the Business System and the Marks and to create an exceptional and

consistent customer experience, and not for the purpose of establishing any control or duty to take control over those matters that are reserved to you.

F. Additional Training Programs. We may periodically make available to you additional mandatory and optional training courses or programs during the term of this Agreement. We may require you, the Operator, to attend such additional training courses or programs. We may charge a fee for such training courses and programs. You are responsible for all transportation costs, food, lodging and similar costs you incur in attending such courses or programs. We have the right to determine the time and place of both mandatory and optional training courses and programs.

G. Ongoing Assistance. During the operation of the Restaurant, we will: (1) inspect the Restaurant as often as we deem necessary and provide written reports to you on operations; (2) provide, upon your written request, advisory services in person or by e-mail or telephone pertaining to operation of your business if we deem necessary; (3) periodically make available to you all changes, improvements and additions to the Business System to the same extent as made available to other franchisees; (4) provide you access to all supplements and modifications to the Manual; and (5) develop national advertising production materials. We and you also may agree that we provide management assistance and other services, in addition to the usual initial assistance and supervision we provide to all franchisees, for additional agreed upon compensation.

H. Access to Information and Assistance. You will have access to the Manual upon signing your Franchise Agreement, but you will not have access to the remainder of the Business System until the Operator has begun the Franchisee Development Program. Before the Operator begins the Franchisee Development Program, we will provide you with assistance respecting site location and building plans as described in Sections 9(A) and 9(B) above. However, other than the Manual, you will not have access to the rest of the Business System, the Culver's® intranet system, marketing and advertising programs and materials, and Culver's® franchisee communications and meetings until you have begun the Franchisee Development Program.

I. Electronic Training. You must subscribe to any electronic training program provided through our online support center, the Internet or some other form of electronic communications which we develop and/or select for use in the operation of Culver's® Restaurants, including all future updates, supplements and modifications ("E-Learning Program"). We reserve the right to charge you, or require you to pay a designated supplier, a reasonable monthly fee for access to an E-Learning Program. In addition, you may be required to enter into a user agreement specified by us or a designated supplier in connection with your use of the E-Learning Program. We may access certain information and data produced by you in using the E-Learning Program.

10. OPERATION OF YOUR BUSINESS

The Marks and Business System licensed to you represent valuable goodwill distinctive of our business and reputation. We will periodically develop uniform standards of quality and service regarding the business operations of a Culver's® Restaurant so as to protect (for the benefit of all franchisees and us) the distinction, valuable goodwill and uniformity represented and symbolized by the Marks and Business System. To insure that all franchisees maintain the uniform requirements and quality standards for goods and services associated with the Culver's® Restaurants and with the Marks and Business System, you must maintain the uniformity and quality standards we reasonably require for all products and services and agree to the following provisions:

A. Managerial Responsibility. During the term of this Agreement, you must personally manage and be the present and engaged full-time on-site operator of the Restaurant and may not, without our prior

written consent, delegate your authority and responsibility with respect to such management and operation. If you are a corporate entity or a partnership, one individual (the “Operator”) must retain at least fifty percent (50%) of the equity and voting interest in such corporation or partnership and will be obligated to personally manage and be the full-time on-site operator of the Restaurant. In the alternative, the Operator may be an individual who retains at least twenty-five percent (25%) of the equity and voting interest in the corporate entity or partnership, so long as that individual also has at least twenty-five percent (25%) ownership in the building and real estate, and personally manages and is the full-time on-site operator of the Restaurant. The proposed Operator must be approved in advanced by us and must demonstrate, to our satisfaction, that he/she satisfies our managerial and business standards, and has the aptitude and ability to operate and supervise the Restaurant. The Operator must attend and successfully complete our training programs.

B. Design and Appearance of Premises. The design and appearance of the exterior and interior of the Restaurant, including signage, are part of the Business System. It is essential to the integrity of our Business System that as great a degree of uniformity as possible be maintained among the various premises of Culver’s® franchisees. You agree that: (1) no material alteration or addition may be made to the premises without our prior written consent; (2) the painting and décor must be maintained in such manner and form as we may reasonably require; (3) you must follow our specifications and instructions respecting layout and character of interior fixtures and furnishings; (4) only such signs, emblems, logos, lettering, and artwork as we may reasonably require or periodically provide may be displayed on the Restaurant premises; and (5) you must submit civil drawings, including a landscaping plan for the premises of the Restaurant to us for approval before commencing business at the Restaurant. Following commencement of operations at the Restaurant, you must maintain landscaping at the premises in such form and manner as we may reasonably require.

C. Pre-Opening Requirements. You will provide us with at least thirty (30) days prior written notice of the proposed date on which you intend to commence business at the Restaurant. You must comply with all of our pre-opening requirements stated in this Agreement and in the Manual. You cannot open the Restaurant until: (i) we have confirmed that the Restaurant, as completed, fully complies with our specifications; (ii) you provide evidence that you have adequate staffing to commence business at the Restaurant; (iii) all of your managers, which must include a minimum of six (6) of your employees, have been certified in the sanitation certification program for the state in which the Restaurant is located, or if that state does not have a specific program, then those employees must be certified in the national sanitation program, and in any event, you must have enough employees certified in such state or national sanitation program to ensure that at least one (1) employee who is working each shift is certified in such state or national sanitation program; (iv) all pre-opening training for you and your managers and other employees have been completed to our satisfaction; and (v) you have complied with all other requirements described in the Manual or otherwise provided in writing by us. You will not commence business at the Restaurant unless our representative is present. If we cannot provide our representative on the proposed opening date of the Restaurant, we may require you to reschedule such opening date to a date on which our representative can be in attendance. We may also require you to delay the opening date of the Restaurant until after a holiday season. You must commence business at the Restaurant within fourteen (14) days following notice from us that you have satisfied all pre-opening requirements for the Restaurant.

D. General Operation. You must use the Marks and Business System in strict compliance with the mandatory standards, operating procedures, specifications, requirements and instructions required of all Culver’s® franchisees, which we may periodically amend and supplement. During the operation of the Restaurant you must attend all required training programs offered by us. If we train any additional Restaurant managers or other personnel after the Restaurant commences operations, you must pay our standard training fees then in effect. You are responsible for all travel and living expenses incurred by such trainees.

E. Restaurant Menu and Services. You may sell only those products and services we approve in writing and must offer for sale all products and services we require (the “Menu”). We periodically may

revise the Menu that you may offer at the Restaurant and will notify you in writing. You must comply with these changes at your expense. In addition, you must obtain our prior approval for all Restaurant menus describing the Menu items (including photographs and graphics). You may only sell the Menu items to your retail customers at the Franchised Location and may not sell any products or services at retail or wholesale at or from any other location without our prior written consent.

F. Approved Products and Supplies. We have developed and will continue to develop certain proprietary food products which will be prepared by or for us following our proprietary recipes and formulas. We also have developed and will continue to develop standards and specifications for food products, spice mixes, seasonings, flavorings, marinades, materials and supplies used in preparing, serving and delivering prepared food products authorized for sale at Culver's® Restaurants. We have approved and will review and continue to approve suppliers of the foregoing products, supplies and materials that meets our standards and requirements (as described in the Manual or as we otherwise may provide in writing), including those relating to quality, quantity, prices, volume capability, and other criteria. You agree to: (a) purchase our private label food products, materials, supplies, and proprietary food products developed by or for us whether or not pursuant to a special recipe or formula or bearing the Marks (collectively "Special Products") only from us or our designees; and (b) purchase only from suppliers that we have approved, all other goods, food products, ingredients, seasonings, marinades, materials and supplies used in preparing food products at the Restaurant and equipment, menus, paper and plastic products, supplies and other materials (collectively "Other Products and Materials"). We will designate in the Manual which food products constitute Special Products as well as the source of such Special Products. We periodically may modify the list of approved or required suppliers. You agree that we may designate a single source of supply for products and services, including Special Products, and that we may be that source. We advise you that we may receive a fee or other consideration from suppliers or manufacturers of various products and services respecting sales of products and services to you. You agree that we are entitled to such consideration and that we have the right to negotiate and determine the amount of such consideration. If you desire to acquire any products or services from any source other than a supplier we approve, you must obtain our written consent before using such supplier, and we may withhold our consent to your request for any reason. We will use our reasonable best efforts to notify you within ninety (90) days after receipt of all requested information and materials whether you may purchase the designated products or services from such supplier. If you do not receive a notice of approval or disapproval within such ninety (90) day period, you may purchase such products from such supplier, provided that our failure to give our approval or disapproval will not be deemed to represent our approval of the source. We may require you to reimburse us for our reasonable costs incurred in evaluating, inspecting and supervising such supplier.

G. Maintenance of Premises; Modernization. You must, at your expense, repair, paint and keep in an attractive, clean and sanitary condition the interior, exterior, and, where applicable, the grounds of the Restaurant premises, including but not limited to the parking lot and walkways and all other facilities used by the Restaurant. You must replace all floor coverings, wall coverings, light fixtures, furniture, room furnishings, fixtures and other décor items as such items become worn out and soiled or are in disrepair. All replacement fixtures, equipment, décor items, supplies and other items used in the Restaurant must comply with our then-current standards and specifications. You must insure that all equipment will be kept in good working order and will meet our quality standards. In addition, from time to time as we require, you periodically must make reasonable capital expenditures to remodel, modernize and redecorate the Restaurant and to replace and modernize the furniture, fixtures, signs, supplies and equipment used in the Restaurant so that the Restaurant will reflect the then-current physical appearance of new Culver's® Restaurants. All remodeling, modernization or redecoration of the Restaurant must be done pursuant to our then-current standards and specifications and only with our prior written approval. You agree to commence remodeling activities within ninety (90) days after written notice from us, although you will not be required to completely remodel, modernize and redecorate the Restaurant more than once every five (5) years during the term of this Agreement. Each and every transfer of any interest in this Agreement or your business governed by Section

16 or renewal covered by Section 3 is expressly conditioned upon your compliance with these requirements at the time of transfer or renewal.

H. Compliance with Laws. You must, at your expense, comply with all applicable local, state, federal and municipal laws, ordinances, orders, rules and regulations pertaining to the construction, remodeling and operation of the Restaurant, including but not limited to any and all food service licensing laws, the Americans with Disabilities Act, all laws relating to your employees, and all applicable state and federal environmental and tax laws. You will, at your expense, be exclusively responsible for determining, obtaining and maintaining the licenses and permits required by law to operate the Restaurant. You must comply with all laws and regulations relating to privacy and data protection, and must comply with any privacy policies or data protection and breach response policies we periodically may establish. You must notify Franchisor in writing within five (5) days of the commencement of any action, suit, proceeding or investigation, and of the issuance of any order, injunction, award of decree, by any court, agency, or other governmental instrumentality that may adversely affect the operation or financial condition of you or the Restaurant. You must notify us immediately of any suspected data breach at or in connection with the Restaurant. You will not conduct any business or advertising practice which injures our business, the Business System or the goodwill associated with the Marks and other Culvers® restaurants.

I. Payment of Liabilities. You will timely pay all of your noncontested obligations and liabilities due and payable to us, suppliers, lessors and creditors. In the event that you fail to make timely payments to any such supplier, lessor and/or creditor we may, but we are not required to, make any such payment on your behalf and you shall immediately repay this sum to us. Any such sum paid by us on your behalf shall be deemed to be an amount due by you to us under the terms of this Agreement. You agree that we may, without your prior consent, obtain from your creditors any and all information relating to your payment history or accounts receivable balances with such creditors.

J. Taxes. You must promptly pay all federal, state and local taxes arising out of the operation of your business. We will not be liable for these or any other taxes and you must indemnify us for any such taxes that may be assessed or levied against us which arise or result from your business.

K. Our Reimbursement for Taxes. If any “franchise” or other tax which is based on the Gross Sales, receipts, sales, business activities or operation of the Restaurant is imposed on us by any taxing authority, you must reimburse us for all such taxes we pay and all related costs that we incur. You must pay us all amounts due within ten (10) days following your receipt of notice from us that such amounts are due.

L. Uniforms. The uniforms worn by your employees are part of the Business System. It is essential to the integrity of the use of Marks and to our Business System that as great of a degree of uniformity as possible be maintained among the various premises of Culver’s® franchisees, therefore, whenever working in the Restaurant you and your employees must wear only such uniforms as we may designate or approve.

M. Hours of Operation; Personnel. The Restaurant must be open for business for such days and hours as we may reasonably designate although you have the option to close the Restaurant on certain holidays as set forth in the Manual. Any variance from this provision must be authorized by us in writing, including any closings due to construction or for employee appreciation. If you close your Restaurant on a holiday or any other day with our written consent, you must notify your customers of the closing prior to the date. You acknowledge and agree that if the Restaurant is closed for a period of 2 consecutive days or 5 or more days in any 12-month period without our prior written consent, such closure constitutes your voluntary abandonment of the franchise and business and we have the right, in addition to other remedies provided for in this Agreement, to terminate this Agreement. Acts of God, war, strikes, riots or other force majeure cause preventing you temporarily from complying with the foregoing will suspend compliance for the duration of such interference.

You must, at all times when open for business, have a person designated as a management person on duty who is responsible for the business operations of the Restaurant. You must maintain, at all times, at least the minimum number of employees required to be certified in the sanitation certification program for the state in which the Restaurant is located. If a state does not have a specific program, the employees must be certified in the national sanitation program. You must ensure that at least one employee working each shift has been certified in such state or national sanitation program. You are responsible for implementing a food safety training program for Restaurant employees in compliance with our requirements. You must employ and maintain a sufficient number of adequately trained and competent employees to operate the Restaurant in compliance with our Standards and provide efficient service to your customers.

N. Vending, Gaming, Similar Machines, and Non-Approved Advertising Prohibited. You may not install or maintain on the Restaurant premises any newspaper racks, video games, jukeboxes, gum machines, vending machines, ATM machines, telephone booths or other similar devices that we periodically identify, without our prior written consent. Also, you cannot maintain any digital or other advertising in your Restaurant or on the Restaurant premises without our written approval.

O. Our Inspection Rights. We or our authorized representative have the right, for inspection purposes, to enter your Restaurant at all reasonable times during the business day for the purpose of making periodic evaluations and to ascertain if the provisions of this Agreement are being observed by you, to inspect and evaluate your building, land and equipment, and to test, sample, inspect and evaluate your supplies, ingredients and products, as well as the storage, preparation and formulation and the conditions of sanitation and cleanliness in the storage, production, handling and serving. This inspection right includes our right to photograph the Restaurant premises and your employees at all reasonable times and to interview your employees and independent contractors. In addition, you must operate and maintain the Restaurant at all times in compliance with any and all applicable health and sanitary standards prescribed by governmental authority. You also must comply with any higher standards that we may periodically require. You must provide to us, within five (5) days after receipt, all inspection reports, warnings, citations or ratings resulting from any governmental agency inspection of the Restaurant. Any failure of an inspection is a default under this Agreement. Further, if we determine that any condition in the Restaurant presents a threat to customers or public health or safety, we may take whatever measures we deem necessary, including requiring you to immediately close the Restaurant until the situation is remedied to our satisfaction.

P. Manual. To protect our reputation and goodwill and to maintain uniform operating standards under the Marks and Business System, you must conduct your business in strict compliance with our Manual we provide. You will have access to the Manual on loan from us. You must treat the Manual as confidential, and must use all reasonable efforts to maintain them as secret and confidential. The Manual will remain our sole property. We may periodically revise the contents of the Manual. You agree to comply with each new or changed standard in the Manual. In the event of any dispute as to the contents of the Manual, the terms of the master copy of the Manual we maintain will control. Any required standards in the Manual exist to protect our interests in the Business System and the Marks and not for the purpose of us establishing any control or duty to take control over those matters that are reserved to you.

Q. Lease. To the extent you lease the premises for the Restaurant, the original lease or sublease, as well as any proposed modifications and any new proposed lease or sublease, must be approved by us before its execution, but such approval will not be unreasonably withheld. You must provide us with an executed copy of any lease or material modification for the Restaurant. We make no guarantees concerning the success of the Restaurant located on any site we consent to. You will be solely responsible for finding a suitable site and negotiating a lease for such site. Your lease must contain a signed Addendum to Lease, attached as Exhibit A. You agree to execute periodically (or have the appropriate third party execute) all documents we reasonably request to carry out the parties' intentions under this Section, including a Collateral Assignment of Lease for the Restaurant premises, attached as Exhibit B.

R. Point-of-Sale System. You must use in the Restaurant the point-of-sale system, including all existing or future communication or data storage systems, components and associated service, which we have developed and/or selected for the Business System (the “POS System”). The POS System developed for use in your business includes a designated electronic point-of-sale system, together with approved computer hardware equipment and software to operate the Restaurant. The POS System may include a proprietary software program developed for us (the “Proprietary Software”). You must lease any Proprietary Software from us or a designated third party supplier, which software will remain the confidential property of us or our third party supplier. You agree to sign all computer software access or license agreements and related documents required by us in connection with your use of any Proprietary Software. We reserve the right to charge you a reasonable monthly fee for computer software support that we or our designee provides. We also reserve the right to assign our rights, title and interest in any Proprietary Software or related software license agreement to a third party we designate. You must have at the Restaurant Internet access with a form of high speed connection as we require, and you must provide us with two current e-mail addresses for communication with us. One e-mail address will be for the Operator, and the other one will be for the Restaurant. We may access information and data produced by your POS System. The computer hardware and software components of the POS System must conform with specifications we develop. You must utilize and pay for all future updates, supplements, replacements and modifications to the POS System. In addition, you must take steps necessary to comply with the “Payment Card Industry Data Security Standard” (“PCI DSS”). You must validate your compliance with the PCI DSS annually and subject your POS System to quarterly vulnerability scans. Also, you must put in place proper network security measures required by PCI DSS. We require that you purchase PCI DSS validation, vulnerability scanning services, and network security measures from a supplier we approve. You are solely responsible for protecting your POS System from disruptions, Internet access failures, Internet content failures, and attacks by hackers and other unauthorized intruders and you waive any and all claims that you may have against us as the direct or indirect result of such disruptions, failures or attacks.

S. Participation in Website or Other Online Communication System. You must, at your expense, participate in a Culver’s® website listed on the Internet, and Culver’s® Social Media, or other online communications and participate in an intranet system we control. We will determine the content and use of a Culver’s® website, Culver’s® Social Media and intranet system and will establish the rules under which franchisees may or must participate. We may require you to pay to us or a third party supplier a monthly fee to cover our costs in developing, maintaining and/or hosting the website, intranet systems, and any other online communication systems or Social Media. We will give you sixty (60) days written notice of the implementation of this fee. We will retain all rights relating to the Culver’s® website, intranet system, and Culver’s® Social Media, and may alter or terminate the website, intranet system, or Social Media. Your general conduct on the Internet, Culver’s® intranet system, and Culver’s® Social Media, and specifically your use of the Marks or any advertising on the Internet or Social Media (including the domain name and any other Marks we may develop as a result of participation in the Internet or Social Media) will be subject to the provisions of this Agreement. You acknowledge that certain information obtained through your online participation in the Culver’s® website, intranet system, and Culver’s® Social Media is considered Confidential Information (as defined in Section 11 below), including access codes and identification codes. Your right to participate in the Culver’s® website, intranet system, Culver’s® Social Media, or otherwise use the Marks or Business System on the Internet will terminate when this Agreement expires or terminates.

T. Telephone Numbers and E-mail accounts. You must install and maintain at least one (1) telephone line. You must also maintain two (2) e-mail accounts. One (1) e-mail account will be designated to the Operator, and one (1) e-mail account will be designated to the Restaurant. The Restaurant e-mail account must be unique to the Restaurant and not shared with other Culver’s restaurants or their operators.

U. Enforcement. You acknowledge that because uniformity under many varying conditions and circumstances may not be possible or practical, we reserve the right to materially vary our standards or

franchise agreement terms for any franchised business, based on the timing of the grant of the franchise, the peculiarities of the particular territory or circumstances, business potential, population, existing business practices, other non-arbitrary distinctions or any other condition which we consider important to the successful operation of the franchised business. You will have no right to require us to disclose any variation or to grant the same or a similar variation to you.

11. CONFIDENTIAL INFORMATION/IMPROVEMENTS

A. Non-Disclosure of Confidential Information. You and those individuals who have signed the Personal Guaranty attached hereto as Exhibit C may not, during or after the term of this Agreement, communicate, disclose or use for the benefit of any other person or entity any confidential information, knowledge or know-how concerning the Business System which may be communicated to you. You may disclose such confidential information only to such of your employees as must have access to it to operate your business. Any and all information, knowledge and know-how, including the Manual, any other manuals created for use in operating the Restaurant, methods, menus, Special Products, supplier and customer lists, procedures, specifications, techniques, and other data which we copyright or designate as confidential will be deemed confidential for purposes of this Agreement.

B. Confidentiality Agreements. All of your employees who have managerial duties respecting the Restaurant and who have access to our confidential information, as well as all corporate officers, directors and shareholders if you are a corporation (all partners if you are a partnership), must sign agreements in a form satisfactory to us, agreeing to maintain the confidentiality, during the course of their agreement and thereafter, of all information we copyright or designate as confidential and proprietary. Copies of the executed agreements must be kept for 5 years after any such employee, officer, director, shareholder or partner leaves their employment or affiliation with you and must be provided to us upon request.

C. Improvements. You must fully and promptly disclose to us, all ideas, concepts, methods, techniques, improvements, additions and customer data relating to the development and/or operation of a Culver's® Restaurant or the Business System, or any new trade names, service marks or other commercial symbols, or associated logos relating to the operation of the Restaurant, or any advertising or promotion ideas related to the Restaurant (collectively the "Improvements") conceived or developed by you and/or your employees during the term of this Agreement. You agree that we have the perpetual right to use and authorize others to use the Improvements without any obligation to you for royalties or other fees.

D. Trade Secrets. You understand and agree that you will come into possession of certain of our trade secrets concerning the manner in which we conduct business including, but not necessarily limited to: recipes and formulas; methods of doing business or business processes; strategic business plans; customer lists and information; marketing and promotional campaigns; and any materials clearly marked or labeled as trade secrets. You agree that the forgoing information, which may or may not be considered "trade secrets" under prevailing judicial interpretations or statutes, is private, valuable, and constitutes trade secrets belonging to us. You agree that we derive independent economic value from the foregoing information not being generally known to, and not being readily ascertainable through proper means by another person. You agree to take reasonable measures, as may be described further in the Manual, to keep such information secret. Upon termination of this Agreement, you will not use, sell, teach, train, or disseminate in any manner to any other person, firm, corporation, or association any trade secret pertaining to our business and/or the manner in which it is conducted.

12. INSURANCE

You must obtain and maintain in force (under policies of insurance issued by a reputable carrier having financial rating required by us from time to time) and pay the premiums for insurance in such

minimum types and amounts as we may reasonably require as periodically communicated to you in writing. Such insurance policies must expressly protect you, us, our affiliates and our respective officers, directors and employees and must require the insurer to defend both you and us in any action. At least once per year you must furnish to us certificates and other proof of insurance in the form we require, naming us as an additional insured. Such policy will not be canceled, amended or modified except upon thirty (30) days' prior written notice to us. Obtaining and maintaining the insurance that we require will not relieve you of or limit the obligations of indemnification stated in Section 13 below. If you fail to obtain or maintain in force any insurance as required by this Section or to furnish any proof of insurance we require, we may, in addition to all other available remedies, obtain such insurance, and you must promptly reimburse us for all insurance premiums and other costs incurred in obtaining such insurance. This provision will not be deemed to impose on us any duty or obligation to obtain or maintain any specific forms or amounts of insurance for you or as an undertaking or representation by us that such insurance as you may obtain will insure you against all insurable risks of loss which may arise out of your operation of the Restaurant.

13. INDEPENDENT CONTRACTORS; INDEMNIFICATION

A. Relationship. We and you are independent contractors. Neither we nor you may make any agreements, representations or warranties in the name of or for the other or that their relationship is other than franchisor and franchisee. Neither we nor you will be obligated by or have any liability under any agreements, representations or warranties made by the other. We do not have the right to hire, fire, discipline, or promote your employees, nor do we have the right to determine your employees' hours, schedules, wages, other compensation, or benefits, or otherwise set or be involved with establishing the terms and conditions of employment for your employees. You are exclusively responsible for such personnel matters respecting your employees without any influence or advice from us. In addition, you alone will be responsible for all loss or damage arising out of or relating to the operation of your business or arising out of the acts or omissions of you or any of your agents, employees or contractors in connection with the preparation and sale of products by you, and for all claims for damage to property or for injury or death of any persons directly or indirectly resulting therefrom.

B. Indemnification. You must defend us, any affiliate of ours, the affiliates, subsidiaries, successors, assigns and designees of each; and the officers, directors, managers, employees, agents, attorneys, shareholders, owners, members, designees and representatives of all of the foregoing ("Indemnitees"), and indemnify and hold harmless us and the other Indemnitees to the fullest extent permitted by law, from all claims, losses, damages, liabilities and costs incurred in connection with any action, suit, proceeding, claim, demand, investigation, or formal or informal inquiry (regardless of whether any of the foregoing is reduced to judgment) or any settlement of the foregoing, which actually or allegedly, directly or indirectly, arises out of, is based upon, is a result of or is related in any way to any element of your establishment, construction, opening or operation of your Restaurant or arising out of the operation of your business, including all matters relating to your employees, or breach of this Agreement, including all costs we reasonably incur in the defense of any such claim brought against it or in any action in which it is named as a party (including reasonable attorneys' fees and interest). You must provide us with written notice of any such claim, loss, damage, liability or cost that could be a basis for the claim for indemnification by us or any of the other Indemnitees. At our option and at your risk and expense, we or any of the other Indemnitees may elect to assume the defense or settlement of the claim or action, provided that we will keep you informed respecting the defense or settlement of the claim or action. Our or any of the other Indemnitees undertaking of defense or settlement will not diminish your obligation to indemnify us or the other Indemnitees and to hold us or them harmless. We or the other Indemnitees will have the right, at any time, to offer, order, consent or agree to settlements or take any other remedial or corrective actions respecting the claim or action if, in our sole judgment, there are reasonable grounds to do so.

We will indemnify you against and reimburse you for any obligations or liability for damages solely arising from or related to our breach of this Agreement, for damages related to the Restaurant solely caused by our gross negligence or willful misconduct, and for costs you reasonably incur in the defense of any such claim brought against you or in any action in which you are named as a party, provided that we will have the right to participate in and, to the extent we deem necessary, to control any litigation or proceeding which might result in liability of or expense to you subject to such indemnification.

The indemnities and assumptions of liabilities and obligations stated in this Agreement will continue in full force and effect following the expiration or termination of this Agreement.

C. Enforcement. The non-prevailing party must pay all costs, expenses and interest, including reasonable attorneys' fees and interest, that the prevailing party incurs in any action brought to enforce any provision of this Agreement or to enjoin any violation of this Agreement.

14. SALES REPORTS, FINANCIAL STATEMENTS AND AUDIT RIGHTS

A. Sales Reports. You must maintain an accurate written or electronic record of daily, weekly and monthly Gross Sales, which must include all Off-Premise Sales and any other information we periodically require, and all applicable promotion tracking information, including coupons for redemption by us. You must provide to us access to your POS System to allow us to retrieve Gross Sales and other required information relating to your business. We will retrieve daily Gross Sales from your POS System prior to the tenth (10th) day of each month (or the next business day following a holiday or weekend).

B. Financial Statements. You must, at your expense, provide us with monthly and annual financial statements and such other financial reports as we specify, using the forms and chart of accounts we require. All financial information provided to us under this Section must be presented in the form we periodically require in writing. You must deliver the monthly financial information to us within thirty (30) days following the end of the preceding month. The annual financial statement must be provided within ninety (90) days following your fiscal year end.

C. Tax Returns. Upon our request, you must, within ninety (90) days after your fiscal year end, furnish us with signed copies of your annual federal and state income tax returns for your business, and copies of any other federal, state or local tax returns filed by you for your business, together with proof that you have paid all federal and state income, payroll and sales taxes due. At our request, you must provide us with the tax returns of each Principal Owner (as defined below in Section 16(H)).

D. Audit Rights. You must make all of your financial books and records available to us or our designated representative at all reasonable times for review and audit by us or our designee. Our audit right does not apply to your personnel books and records. You must keep your financial books and records for each fiscal and calendar year in a secure place, and in the form we direct, for at least five (5) years or longer if required by law. You must, upon fifteen (15) days' notice from us, deliver to or otherwise make available to us or our representatives all of your financial books and records for audit. If an audit conducted by us results in a determination that the Continuing Royalty Fees or Advertising Fees paid to us are deficient (underpaid) by more than two percent (2%), you must pay us for the reasonable costs and expenses that we have incurred as a result of the audit. If pursuant to audits, the Continuing Royalty Fees have been deficient by more than two percent (2%) twice or more within any five (5) year period, this will be considered a material breach of this Agreement.

15. OUR RIGHT OF FIRST REFUSAL TO PURCHASE

You may not sell, assign, trade, transfer, lease, sublease, or otherwise dispose of: (1) any interest in or any part of the Restaurant or this Agreement, or (2) any controlling interest (whether through one or more related transactions) in your business or the assets of your business to any third party, without first offering the same to us in writing, at the same price and on the same terms as stated in the proposed third-party offer. Your written offer to us must contain all material terms and provisions of the proposed sale or transfer, including the total offer price.

In the event of (i) a transfer or assignment of any shareholder's controlling interest in the stock or similar interest in you, or (ii) your or controlling shareholder's or controlling owner's insolvency or the filing of any petition by or against you or the controlling shareholder under any provisions of any bankruptcy or insolvency law, the offer will be for you and the controlling shareholder's interest in this Agreement, and the building equipment, inventory, fixtures, and leasehold interest used in the operation of the Restaurant. An amount and terms of purchase must be established by a qualified appraiser selected by the parties. If the parties cannot agree upon the selection of such an appraiser, the American Arbitration Association will appoint one upon petition of either party to appoint an appraiser to establish such price in accordance with the rules and procedures of the Association. We must receive a statement in writing incorporating the appraiser's report.

Upon our receipt of written notice specifying the proposed price and terms of a proposed sale or transfer of your business or the controlling interest therein, we will give you written notice within forty-five (45) days whether we accept the offer. The acceptance will be on the same price and terms set forth in the statement delivered to us; provided, however, we have the right to substitute equivalent cash for any noncash consideration included in the offer. If we waive our right to purchase or fail to accept the offer within the forty-five day period, you may complete the sale or transfer of the business or interest according to the terms described in the written notice to us but not upon more favorable terms. If the terms of the proposed sale are materially changed or if you do not complete the proposed sale within ninety (90) days following our waiver of our right to purchase (either by written notice or lapse of time as stated above), such modification of terms or lapse of time will be deemed a new proposal and we will again have such right of first refusal pursuant to this Section. Any such sale, transfer or assignment to a third party is subject to the provisions stated in Section 15 of this Agreement. Our nonacceptance of your written offer will not affect or change your obligations under this Agreement, including but not limited to your obligation to operate the Restaurant and pay us Continuing Royalty Fees and Advertising Fees.

16. ASSIGNMENT OF FRANCHISE AGREEMENT

A. By Us. This Agreement may be assigned and transferred by us and will benefit our successors and assigns. Any such assignment or transfer will require the transferee to fulfill our obligations under this Agreement.

B. By You. We have entered into this Agreement with specific reliance upon your financial qualifications, experience, skills and managerial qualifications as being essential to the satisfactory operation of the Restaurant. Further, the rights and duties set forth in this Agreement are personal to you. Consequently, neither your interest in this Agreement nor in the Restaurant nor the operational control of the Restaurant may be transferred or assigned to or assumed by any other person or entity (the "transferee"), in whole or in part, unless you have first tendered to us the right of first refusal to acquire this Agreement in accordance with Section 15, and if we do not exercise such right, unless our prior written consent is obtained, the transfer fee provided for in Section 16(D) is paid, and the transfer conditions described in Section 16(E) are satisfied. Furthermore, you may not pledge your interest in this Agreement to any other party or otherwise allow this Agreement to become encumbered or be included as collateral on any loan. Any sale (including installment

sale), lease, pledge, management agreement, contract for deed, option agreement, assignment, bequest, gift or other encumbrance, or any arrangement pursuant to which you turn over all or part of the daily operation of the business to a person or entity who shares in the losses or profits of the business in a manner other than as an employee will be considered a transfer for purposes of this Agreement. Specifically, but without limiting the generality of the foregoing, the following events constitute a transfer and you must comply with the right of first refusal, consent, transfer fee, and other transfer conditions in this Section 16:

1. Any change or any series of changes in the percentage of the franchisee entity owned, directly or indirectly, which results in a transfer of 19% or more of the stock or ownership interest in such franchisee entity;
2. Any change or any series of changes in the general or limited partner of a franchisee that is a general, limited or other partnership entity which results in a transfer of 19% or more of the beneficial or equitable interest in such partnership entity;
3. Any change in the Operator; or
4. For purposes of this Section 16, a pledge or seizure of any of your ownership interests, which we have not approved in advance in writing.

In the event of your insolvency or the filing of any petition by or against you under any provisions of any bankruptcy or insolvency law, if your legal representative, successor, receiver or trustee desires to succeed to your interest in this Agreement or the business conducted hereunder, such person first must notify us, tender the right of first refusal provided for in Section 15, and if we do not exercise such right, must apply for and obtain our consent to the transfer, pay the transfer fee provided for in Section 16(D), and satisfy the transfer conditions described in Section 16(E). In addition, you or the transferee must pay the attorneys' fees and costs, including interest, that we incur in any bankruptcy or insolvency proceeding pertaining to you. Further, even if an individual transfer of ownership interest does not trigger the transfer conditions set forth in Section 16(E), you still must receive our prior written consent to the transfer of the ownership interest in accordance with our written policies; you must sign a general release and indemnification, in a form satisfactory to us; and if the individual is acquiring an ownership interest of 10% or more, then he or she, along with his or her spouse, if applicable, must sign a personal guarantee in a form satisfactory to us.

You may not place in, on or upon the location of the Restaurant, or in any communication media or any form of advertising, any information relating to the sale of the Restaurant or the rights under this Agreement, without our prior written consent.

C. Consent to Transfer. We will not unreasonably withhold our consent to transfer, provided we determine that all of the conditions described in this Section 16 have been satisfied. Application for our consent to a transfer and tender of the right of first refusal provided for in Section 15 must be made by submission of our form of application for consent to transfer, which must be accompanied by the proposed transfer documents (including a copy of the proposed purchase or other transfer agreement and your most recent fiscal year-end financial statements and the Certification of Business Entity form for the transferee as attached hereto as Exhibit J) and/or other required information in a form satisfactory to us. Any agreement used in connection with a transfer will be subject to our prior written approval, which approval will not be withheld unreasonably. You must immediately notify us of any proposed transfer and must submit promptly to us the application for consent to transfer. Any attempted transfer by you without our prior written consent or otherwise not in compliance with the terms of this Agreement will be void and will provide us with the right to terminate this Agreement without an opportunity to cure as set forth in Section 17(A).

D. Transfer Fee. You must pay us a transfer fee equal to Ten Thousand Dollars (\$10,000) plus our actual costs of any attorneys' fees related to such transfer. If the transferee is an existing Culver's® franchisee, the transfer does not change the Operator, or the Operator is changed to a mentee pursuant to our Mentor Program, the transfer fee will be Five Thousand Dollars (\$5,000) plus our actual costs of any attorneys' fees related to such transfer. If the transferee is the spouse or child of an individual Franchisee, or of a principal officer or director of an incorporated Franchisee, or of a partner in a partnership Franchisee, no transfer fee will be payable to us and we will not have a right of first refusal as set forth in Section 15. If, however, the transfer is part of a trust, you must pay us our legal fees to effectuate the transfer. In any case, the spouse or child must otherwise satisfy the transfer conditions stated below.

E. Conditions to Transfer or Assignment. We condition our consent to any proposed transfer, whether to an individual, a corporation, a partnership or any other entity upon the following:

1. All of your accrued monetary obligations to us have been satisfied, and you are not in default under this Agreement;
2. You execute a written agreement in a form satisfactory to us, in which you covenant to observe all applicable post-term obligations and covenants contained in this Agreement;
3. The transferee executes our then-current standard form of franchise agreement (which may provide for different royalties, advertising contributions, duration, and other rights and obligations from those provided in this Agreement) as well as other business organizational documents that we require. The term of the new franchise agreement will be the balance of the existing term in the executed franchise agreement prior to the assignment;
4. The transferee is approved by us and demonstrates to our satisfaction that he/she meets our managerial, financial, and business standards for new franchisees, possesses a good business reputation and credit rating, and has the aptitude and ability to conduct the franchised business;
5. The transferee (and any manager of the transferee that will manage the Restaurant) successfully completes our training program;
6. You, including and all guarantors of this Agreement, execute a general release and indemnification, in a form satisfactory to us, of any and all claims against us, our officers, directors, shareholders and employees, in their corporate and individual capacities;
7. The transferee does not own, operate, franchise, develop, manage or control any business that is in any way competitive with or similar to a Culver's® Restaurant; and
8. You have complied with the modernization requirements of Section 10(G);

We may expand upon, and provide more details related to, the conditions for transfer and our consent as described in this Section 16(E), and may do so in the Manual or otherwise in writing.

F. Death, Disability or Incapacity. In the event of death, disability or incapacity of any individual Franchisee or principal officer or director of an incorporated Franchisee or partner in a partnership Franchisee, or upon the dissolution of a corporate or partnership Franchisee, the appropriate representative of such person or entity (whether administrator, personal representative or trustee) must, within a reasonable time not exceeding six (6) months following such event, transfer his/her or its interest to a third party we approve. Any such transfer will be subject to the provisions of Section 16(D) above. If the transferee of the

decedent or disabled or incapacitated person is the spouse or child of such person, no transfer fee will be payable to us and we will not have a right of first refusal as set forth in Section 15.

G. Disclosure. We may require you to prepare and furnish to transferee-franchisee and/or us such financial reports and other data relating to the Restaurant and its operations as we may deem necessary or appropriate for the transferee and/or us to evaluate the Restaurant and the proposed transfer. You agree that we may communicate directly with a proposed transferee and furnish them with information concerning the Restaurant and proposed transfer without being held liable to you, except for intentional misstatements made to any such transferee.

H. Guaranty. All Principal Owners (as defined below in this Section 16(H) of you which are a corporation, partnership or other entity, will sign the Personal Guaranty in the form attached to this Agreement as Exhibit C (the “Guaranty Agreement”). Any person or entity that at any time after the date of this Agreement becomes a Principal Owner of you under the provisions of this Section 16 or otherwise will, as a condition of becoming a Principal Owner, sign the Guaranty Agreement. You will furnish to us at any time upon reasonable request a certified copy of the Articles of Incorporation or Articles of Organization and a list, in a form we reasonably require, of all shareholders or members of record and all persons having a beneficial interest in any corporation or other entity that is or becomes a Franchisee. A “Principal Owner” means any person or entity who directly or indirectly owns a ten percent (10%) or greater interest in you, and the ownership interest of spouses will be viewed collectively in determining the percent of ownership interest. If any corporation or other entity other than a partnership is a Principal Owner, a “Principal Owner” also will mean a shareholder or owner of a ten percent (10%) or greater interest in such corporation or other entity. If a partnership is a Principal Owner, a “Principal Owner” also will mean each general partner of such partnership and, if such general partner is an entity, each owner of a ten percent (10%) or greater interest in such general partner. If you are one or more individuals, each individual will be deemed a Principal Owner of you.

17. OUR TERMINATION RIGHTS

A. Grounds. You will be in default, and we may, at our option, terminate this Agreement, if: (1) you fail to secure an approved site within twelve (12) months following the date of this Agreement, or you fail to open and commence operations of the Restaurant at the earlier of such time as the premises are ready for occupancy or within twenty-four (24) months after the date of this Agreement; (2) you violate any material provision or obligation of this Agreement; (3) you or any of your managers, directors, officers or majority shareholders are convicted of, or plead guilty to or no contest to a felony, a crime involving moral turpitude or a charge of violating any law that we believe will injure the Business System, the Marks or the goodwill associated therewith, or if we have proof that you have committed such a felony, crime or offense; (4) you fail to conform to the material requirements of the Business System or the material standards of uniformity and quality for the products and services we have established in connection with the Business System; (5) you fail to timely pay Continuing Royalty Fees or Advertising Fees, or any other obligations or liabilities due and owing to us (including any material breach of any other agreement between us and you that relates to the Restaurant) or fail to timely pay any advertising cooperative obligations; (6) you, any Principal Owners, or any guarantor of this Agreement are insolvent within the meaning of any applicable state or federal law; (7) you, any Principal Owners, or any guarantor of this Agreement files a petition in bankruptcy or is adjudicated a bankrupt, or files any petition or answer seeking any readjustment, or similar relief for yourself or itself under any present or future federal, state or other bankruptcy statute, law or regulation, or makes an assignment for the benefit of creditors or enters into any similar arrangement for the disposition of your or its assets for the benefit of creditors; (8) you voluntarily or otherwise “abandon” (see Section 10(M)) the franchised business; (9) you are involved in any act or conduct which materially impairs or otherwise is prejudicial to the goodwill associated with the name Culver’s® or any of the Marks or the Business System;

or (10) your lease, for the Restaurant premises (if applicable) expires or is terminated for any reason (except to the extent you comply with Section 2(D) above).

B. Procedure. Except as described below, you will have thirty (30) days, or such longer period as applicable law may require, after your receipt from us of a written Notice of Termination within which to remedy any default hereunder, and to provide evidence thereof to us. If you fail to correct the alleged default within that time (or such longer period of time as applicable law may require), this Agreement will terminate without further notice to you effective immediately when the thirty (30) day period (or such longer period as applicable law may require) expires. We may terminate this Agreement immediately upon delivery of written notice to you, with no opportunity to cure, if the termination results from any of the following: (1) you repeatedly fail to comply with one or more material requirements of this Agreement; (2) the nature of your breach makes it not curable; (3) you willfully and repeatedly deceive customers relative to the source, nature or quality of goods sold; (4) any default under items (3), (6), (7), (8) or (9) in Section 17(A) above; or (5) you willfully and materially falsify any report, statement, or other written data furnished to us either during the franchise application process or after you are awarded a franchise. Any report submitted pursuant to Section 14 will be conclusively deemed to be materially false if it understates Gross Sales by more than four percent (4%).

C. Applicable Law. If the provisions of this Section 17 are inconsistent with applicable law, the applicable law will apply.

18. YOUR TERMINATION RIGHTS

You may terminate this Agreement if we violate any of our material obligations to you and fail to cure such violation within thirty (30) days after our receipt of written notice from you; provided, however, that you are in substantial compliance with the Agreement at the time of giving such notice of termination. Your written notice must specifically identify the violation and demand that it be cured.

19. YOUR OBLIGATIONS UPON EXPIRATION OR TERMINATION

A. Post-Term Duties. If this Agreement expires or is terminated for any reason other than a termination as a result of a breach by us, you must: (1) within five (5) days after expiration or termination, pay all amounts due and owing to us under this Agreement; (2) return to us by first class prepaid United States mail any hard copies of the Manual, and any other manuals, advertising materials, and all other printed materials relating to the operation of the Restaurant; (3) assign to us or, as we so direct, disconnect all telephone numbers for the Restaurant; and (4) remove all décor and other materials bearing the name Culver's® and other Marks; (5) return all unused Special Products to us, for which we will repurchase such products at your actual cost, subject to our right of set off for any amounts which remain due but unpaid by you to us; (6) discontinue using and immediately remove, at your expense, any and all signs at the Restaurant premises or elsewhere bearing the name Culver's® or other Marks; (7) discontinue using the Proprietary Software and services and immediately discontinue use of any such Proprietary Software and services; (8) immediately cease using any confidential information described in Section 11(A) above return to us all documents in your possession that contain such confidential information; and (9) comply with all other applicable provisions of this Agreement, including the non-compete provisions. Upon expiration or termination of this Agreement for any reason, your right to use the name Culver's® and the other Marks and the Business System will immediately terminate. If you fail to remove all signs and other materials bearing the Marks, we may do so at your expense. You agree to take all other action, and execute all documents we may reasonably request, to protect our interests in the Marks and the Business System.

B. Redecoration. If this Agreement expires or is terminated for any reason, and you either remain in possession of the Franchised Location to operate a separate business not in violation of Section 19

below or enters into an agreement with a third party to allow such third party to directly operate a non-competitive business at the Franchised Location, you must, at your expense, modify both the exterior and interior appearance of the business premises so that they will be easily distinguished from the standard appearance of Culver's® Restaurants. At a minimum, such changes and modifications to the premises must include: (1) repainting the premises (including the roof) with totally different colors; (2) removing all signs and other materials bearing the name Culver's® and other Marks; (3) removing from the premises all signs, awnings, patio umbrellas, décor, equipment and fixtures which are indicative of Culver's® Restaurants; (4) discontinuing use of the approved employee uniforms and refraining from using any uniforms which are confusingly similar; and (5) discontinuing use of all menus and packaging regarding the operation of the Restaurant.

C. Our Repurchase Rights. We will have the option, for a period of sixty (60) days after expiration or termination of this Agreement, to purchase from you any or all of the assets of the Restaurant and obtain an assignment of your lease (if applicable and at our option) for the premises of the Restaurant. The purchase price for the assets of the Restaurant will be the fair market value exclusive of any goodwill. We may exclude from the assets purchased fixtures, equipment, signs, products and supplies that it has not previously approved as meeting quality or performance standards for the Restaurant. If we and you cannot agree on the fair market value, an independent appraiser that we select will determine the fair market value. The purchase price will be paid in cash at the closing of the purchase, which will take place no later than sixty (60) days after you receive our notice to exercise the option hereunder. At the closing, you must deliver instruments transferring to us or our transferee: (1) good and merchantable title to the assets purchased, free and clear of all liens and encumbrances; and (2) all licenses or permits which may be assigned or transferred. We may set off against and reduce the purchase price by any amounts you owe to us or our affiliates, and one-half (1/2) of the cost of any appraiser.

D. Claims. You may not assert any claim or cause of action against us relating to this Agreement or the Restaurant after the shorter period of the applicable statute of limitations or one year following the effective date of termination of this Agreement; provided that, in jurisdictions where the one year limitation of time is prohibited or invalid under any applicable law, you may not commence or maintain any suit or action unless commenced within the applicable statute of limitations.

20. YOUR COVENANTS NOT TO COMPETE

A. Non-Competition During Term. The Operator and all guarantors of this Agreement, may not, during the term of this Agreement, on their own account or as an employee, agent, consultant, partner, officer, director, or shareholder of any other person, firm, entity, partnership or corporation, own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in, or assist any person or entity engaged in any restaurant business that features frozen custard, hamburgers or other products then-offered by Culver's® Restaurants, or any other related business that is competitive with or similar to a Culver's® Restaurant, except with our prior written consent.

B. Non-Competition After Termination. The Operator and all guarantors of this Agreement, may not, for a period of one (1) year after this Agreement expires or is terminated (except for a termination as a result of our breach), on their own account or as an employee, agent, consultant, partner, officer, director, or shareholder of any other person, firm, entity, partnership or corporation, own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in any restaurant business that features frozen custard, hamburgers or other products then-offered by Culver's® Restaurants, or any other related business that is competitive with or similar to a Culver's® Restaurant which is located at the Franchised Location or within a six (6) mile radius of the Franchised Location or any Culver's® Restaurant. You expressly agree that the one (1) year period and the six (6) mile radius are the

reasonable and necessary time and distance needed to protect our legitimate business interests, Marks and goodwill if this Agreement expires or is terminated for any reason.

C. Injunctive Relief. You agree that damages alone cannot adequately compensate us if there is a violation of these noncompetition covenants and that injunctive relief is essential for our protection. You therefore agree that in case of any alleged breach or violation of this Section by it, we may seek injunctive relief without posting any bond or security, in addition to all other remedies that may be available to us at equity or law.

21. ARBITRATION; ENFORCEMENT

A. Arbitration Process. Except to the extent we elect to enforce the provisions of this Agreement by judicial process and/or injunction as provided in this Agreement, all disputes, claims and controversies between you, including and all guarantors of this Agreement, and us or our officers, directors, shareholders and employees, in their corporate and individual capacities, arising under or in connection with this Agreement or the making, performance or interpretation of this Agreement (including claims of fraud in the inducement and other claims of fraud and the arbitrability of any matter) which have not been settled through negotiation or mediation will be submitted to binding arbitration pursuant to the Federal Arbitration Act. All arbitration proceedings must take place in Sauk County, Wisconsin. The arbitrator must follow the law and not disregard the terms of this Agreement. The arbitrator must have a minimum of seven (7) years experience in franchise or product distribution law and will have the right to award specific performance of this Agreement. The proceedings must be conducted in accordance with the Federal Rules of Evidence and the Commercial Arbitration Rules of the American Arbitration Association, to the extent that the AAA Commercial Arbitration Rules are not inconsistent with the provisions of this arbitration provision. The decision of the arbitrator will be final and binding on all parties. This Section will survive termination or non-renewal of this Agreement under any circumstances. Judgment upon the award of the arbitrator may be entered in any court having jurisdiction thereof. During the pendency of any arbitration proceeding, you and we will fully perform our respective obligations under this Agreement.

B. **PUNITIVE DAMAGES. WE AND YOU (AND OUR RESPECTIVE OWNERS AND GUARANTORS, IF APPLICABLE) AGREE TO WAIVE, TO THE FULLEST EXTENT PERMITTED BY LAW, THE RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT IN THE EVENT OF A DISPUTE BETWEEN THEM, EACH WILL BE LIMITED TO THE RECOVERY OF ACTUAL DAMAGES SUSTAINED BY IT.**

C. Jury Trial. We and you agree to waive, to the fullest extent permitted by law, any and all rights to a trial by jury in connection with any allegations of state or federal statutory violations, fraud, misrepresentation or similar causes of action, or any legal action initiated for the recovery of damages for breach of this Agreement.

D. No Collateral Estoppel or Class Actions. No arbitration findings or awards made by the arbitrator(s) may be used to collaterally estop either party from raising any like or similar issues, claims or defenses in any other or subsequent arbitration, litigation, court hearing or other proceeding involving third parties or other franchisees. No party except us, you, and our officers, directors, owners or partners, and the Personal Guarantors will have the right to join in any arbitration proceeding arising under this Agreement. Therefore, the arbitrator(s) may not permit or approve class actions or permit any person or entity that is not a party to this Agreement to be involved in or to participate in any arbitration hearings conducted under this Agreement.

E. Effect of Wrongful Termination. If either we or you take any action to terminate this Agreement or to convert your Restaurant to another business, and if such action was taken without first complying with the applicable provisions (including the notice and opportunity to cure provisions) of this Agreement, such action will not relieve either party of, or release either party from, any of its obligations under this Agreement, and this Agreement will remain in full force and effect and the parties will be obligated to perform all terms until such time as this Agreement expires or is terminated pursuant to the provisions of this Agreement and applicable law, as determined by arbitration or a court of competent jurisdiction.

F. Enforcement of Franchise Agreement. Notwithstanding the other provisions of this Section 21, you recognize that the failure of a single franchisee to comply with the terms of its Culver's® franchise agreement could cause irreparable damage to us or to some or all other Culver's® franchisees. We and you, therefore agree that, in the event of a breach or threatened breach of Sections 4, 5, 10, 11, 14, 15, 16, 19, 20 and/or 21 of this Agreement by you or in the event of any conduct by you which is illegal or is dishonest or misleading to your customers or prospective customers or may impair the goodwill associated with the Marks, we may seek an injunction restraining such breach or obtain a decree of specific performance, without showing or proving any actual damage. The foregoing equitable remedy will be in addition to, and not in lieu of, all other remedies or rights which we might otherwise have by virtue of any breach of this Agreement by you. In addition, we will be entitled to seek recovery from you and the Personal Guarantors all damages that we have sustained and will sustain as a result of your breach of this Agreement, taking into consideration all circumstances, including fees that would have been payable by you to us under the terms of this Agreement.

22. SEVERABILITY AND CONSTRUCTION

A. Severability. All provisions of this Agreement are severable and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein and partially valid and enforceable provisions will be enforced to the extent valid and enforceable. If any applicable law or rule of any jurisdiction requires a greater prior notice period than is required hereunder, or if under any applicable law or rule of any jurisdiction, any provision of this Agreement is invalid or unenforceable, the prior notice required by such law or rule will be substituted for the notice requirements hereof, or such invalid or unenforceable provision will be modified to the extent required to be valid and enforceable. Such modifications to this Agreement will be effective only in such jurisdiction and will be enforced as originally made and entered into in all other jurisdictions.

B. Waiver. We and you may by written instrument unilaterally waive any obligation of or restriction upon the other under this Agreement. No acceptance by us of any payment by you and no failure, refusal or neglect of us or you to exercise any right under this Agreement or to insist upon full compliance by the other with its obligations hereunder, including any mandatory specification, standard or operating procedure, will constitute a waiver of any provision of this Agreement.

C. Cumulative Rights. The rights of us and you under this Agreement are cumulative and no exercise or enforcement by us or you of any right or remedy in this Agreement will preclude the exercise or enforcement by us or you of any other right or remedy in this Agreement or which we or you are entitled by law to enforce.

D. Governing Law/Venue. Except to the extent governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. Section 1051 *et seq.*) or the Federal Arbitration Act, this Agreement and the franchise relationship will be governed by the laws of the state in which the Franchised Location is located. Any claims, controversies or disputes arising out of or related to this Agreement that are not subject to arbitration as provided above, will be brought exclusively in the Federal District Court for the Western District of Wisconsin or in Sauk County District Court in Baraboo, Wisconsin. We also have the right to

file any such suit against you in the federal or state court where the Franchised Location is located. Each party to this Agreement irrevocably consents to the jurisdiction of such courts and waive all rights to challenge personal jurisdiction and venue. The provisions of this Section 22(D) will survive the termination of this Agreement.

E. Binding Effect. This Agreement is binding upon the parties and their respective executors, administrators, heirs, assigns and successors in interest.

F. Consents. Whenever a party's consent or approval is required under this Agreement, such consent or approval will not be unreasonably withheld or delayed. In no event may you make any claim for money damages based on any claim or assertion that we have unreasonably withheld or delayed any consent or approval under this Agreement. You waive any such claim for damages. You may not claim any such damages by way of setoff, counterclaim or defense. Your sole remedy for the claim will be an action or proceeding to enforce the provisions of this Agreement, for specific performance or for declaratory judgment.

G. Entire Agreement. The "Background" section is a part of this Agreement which, together with exhibits, and that certain Acknowledgement of Franchisee agreement signed contemporaneously by you, represents the entire agreement of the parties. This Agreement supersedes and terminates any prior oral or written understandings or agreements between us and you relating to the subject matter of this Agreement. Nothing in this Agreement is intended to disclaim the representations we made in the franchise disclosure document. No modification of this Agreement will be effective unless it is in writing and signed by us and you. The term "you" or "Franchisee" as used herein is applicable (where relevant) to one or more persons, a corporation or a partnership. References to "you," "Franchisee," "assignees" and "transferees" which are applicable to an individual or individuals mean the principal owner or owners of the equity or operating control of you or any such assignee or transferee if you or such assignee or transferee is a corporation or partnership. If you consist of more than one individual, all individuals will be bound jointly and severally by the provisions of this Agreement.

H. Interpretation of Rights and Obligations. The following provisions apply to and govern the interpretation of this Agreement, the parties' rights under this Agreement, and the relationship between the parties:

1. Our Rights. Whenever this Agreement provides that we have a certain right, that right is absolute and the parties intend that our exercise of that right will not be subject to any limitation or review. We have the right to operate, administrate, develop, and change the Business System in any manner that is not specifically precluded by the provisions of this Agreement, although this right does not modify any express limitations set forth in this Agreement.

2. Our Reasonable Business Judgment. Whenever we reserve discretion in a particular area or where we agree to exercise our rights reasonably or in good faith, we will satisfy our obligations whenever we exercise Reasonable Business Judgment in making our decision or exercising our rights. Our decisions or actions will be deemed to be the result of Reasonable Business Judgment, even if other reasonable or even arguably preferable alternatives are available, if our decision or action is intended, in whole or significant part, to promote or benefit the Business System generally even if the decision or action also promotes our financial or other individual interest. Examples of items that will promote or benefit the Business System include, without limitation, enhancing the value of the Marks, improving customer service and satisfaction, improving product quality, improving uniformity, enhancing or encouraging modernization and improving the competitive position of Culver's® restaurants and the Business System.

3. Notice of Potential Profit. We advise you that we and/or our affiliates periodically may make available to you goods, products and/or services for use in the Restaurant on the sale of which

we and/or our affiliates may make a profit. We further advise you that we and our affiliates periodically may receive consideration from suppliers and manufacturers respecting sales of goods, products or services to you or in consideration for services provided or rights granted or licensed to suppliers or manufacturers. You agree that we and our affiliates will be entitled to such profits and consideration.

I. Counterparts. This Agreement may be executed simultaneously in two or more counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument.

J. Electronic Signature. This Agreement shall be deemed duly executed by the parties hereto upon the delivery of their respective executed signature pages by electronic transmission or other commonly accepted electronic means, including but not limited to a transmission of the signature page as a Portable Document Format or via www.docusign.com or similar service.

23. NOTICES

A. All notices to us must be in writing and must be made by personal service or sent by prepaid certified or registered United States mail, return receipt requested, addressed to us at our principal place of business, or at such other address as we may designate in writing. All notices to you will be made by prepaid certified or registered United States mail, return receipt requested, addressed to you at the Franchised Location, or such other address as you may designate in writing. Any notice under this Agreement also may be made by a recognized delivery service that requires a written receipt.

24. ACKNOWLEDGMENTS

A. Independent Investigation. You acknowledge that you have conducted an independent investigation of the business franchised hereunder, and recognize that the business venture contemplated by this Agreement involves business risks and that its success will largely depend on your ability as an independent business person. We expressly disclaim the making of, and you acknowledge that you have not received, any warranty or guarantee, express or implied, as to the potential volume, profits or success of the business venture contemplated by this Agreement.

B. Franchise Agreement. You acknowledge that you have received, read, and understood this Agreement and that we have fully and adequately explained the provisions of it to your satisfaction and that you have had sufficient time and opportunity to consult with advisors of your own choosing about the potential benefits and risks of entering into this Agreement.

C. Other Franchises. You acknowledge that other franchisees of ours have or will be granted franchises at different times and in different situations, and further acknowledges that the provisions of such franchises may vary substantially from those contained in this Agreement.

D. Receipt of Documents. You acknowledge that you have received a franchise disclosure document at least fourteen (14) days before the date on which this Agreement was executed.

IN WITNESS WHEREOF, we and you have signed this Agreement as of the day and year first above written.

WE DISCLAIM ANY WARRANTY OR REPRESENTATION AS TO THE POTENTIAL SUCCESS OF YOUR BUSINESS OPERATIONS UNDER THIS AGREEMENT.

This is a legal document which grants specific rights to and imposes certain obligations upon us and you. Consult legal counsel to be sure that you understand your rights and duties. Please insert the name and address of your attorney: _____
_____.

WE
CULVER FRANCHISING SYSTEM, LLC

By _____
Its _____

YOU

If “you” are a corporation or a limited liability company,

(Print Entity Name)

By _____
Its _____

If “you” are one or more individuals,

(Print Individual Name)

By _____

(Print Individual Name)

By _____

EXHIBIT A
TO FRANCHISE AGREEMENT

ADDENDUM TO LEASE

This Lease Addendum (“Addendum”), dated the _____ day of _____, 20_____, is entered into between _____ (“Landlord”), and _____ (“Tenant”).

RECITALS

- A. The parties have entered into a Lease Agreement, dated _____, 20_____, (the “Lease”) for the premises located at _____ (the “Premises”).
- B. Tenant has agreed to use the Premises only for the operation of a restaurant from the Premises pursuant to a Franchise Agreement, as may be amended from time to time (the “Franchise Agreement”) with Culver Franchising System, LLC (“CFS”) under the name Culver’s® or other name CFS designates (the “Restaurant”).
- C. The parties desire to amend the Lease in accordance with the terms and conditions contained in this Addendum.

AGREEMENT

Landlord, Tenant and CFS agree as follows:

- 1. Remodeling and Décor. Landlord agrees to allow Tenant to remodel, equip and paint the interior of the Premises and to display such proprietary marks and signs on the interior and exterior of the Premises pursuant to the Franchise Agreement and any successor Franchise Agreement under which Tenant may operate the Restaurant on the Premises.
- 2. Assignment. Tenant does not have the right to Sublease or assign the Lease to any third party without CFS’s written approval. Tenant has the right to assign all of its right, title and interest in the Lease to CFS or CFS’s affiliates, at any time during the term of the Lease, including any extensions or renewals, without first obtaining Landlord’s consent. No assignment will be effective, however, until CFS or its designated affiliate gives Landlord written notice of its acceptance of the assignment. If CFS elects to assume the Lease under this subparagraph or unilaterally assumes the lease as provided for in subparagraphs 3(c) or 4(a), Landlord and Tenant agree that (i) Tenant will remain liable for the responsibilities and obligations, including amounts owed to Landlord, prior to the date of assignment and assumption, and (ii) CFS will have the right to sublease the Premises to another franchisee, provided the franchisee agrees to operate the Restaurant as a Culver’s® restaurant pursuant to a Franchise Agreement with CFS, and CFS or the affiliate will be responsible for the lease obligations incurred after the effective date of the assignment.
- 3. Default and Notice.
 - (a) In the event Tenant defaults or is in violation under the terms of the Lease, Landlord agrees to give Tenant and CFS written notice of such default or violation. Landlord agrees to provide CFS the written notice of default as written and on the same day Landlord gives it to Tenant. Although CFS is under no obligation to cure the default, CFS will notify Landlord if it intends to cure the default and unilaterally assume Tenant’s interest in the

lease as provided in Paragraph 3(c). CFS will have an additional 15 days from the expiration of Tenant's cure period in which to cure the default or violation.

- (b) All notices to CFS must be sent by registered or certified mail, postage prepaid, to the following address:

Culver Franchising System, LLC
1240 Water Street
Prairie du Sac, WI 53578
Attention: General Counsel

CFS may change its address for receiving notices by giving Landlord written notice of the new address. Landlord agrees to notify both Tenant and CFS of any change in Landlord's mailing address to which notices should be sent.

- (c) Upon Tenant's default and failure to cure a default under either the Lease or the Franchise Agreement, CFS has the right (but not the obligation) to unilaterally assume Tenant's interest in the lease.

4. Termination or Expiration.

- (a) Upon the expiration or termination of the Franchise Agreement, CFS has the right (but not the obligation) to unilaterally assume Tenant's interest in the lease.
- (b) Upon the expiration or termination of the Lease, Landlord agrees to cooperate and allow CFS to enter the Premises, no later than 30 days after said expiration or termination and without cost and without being guilty of trespass and without incurring any liability to Landlord, to remove all signs, awnings, and all other items identifying the Premises as a Culver's® Restaurant and to make such other modifications as are reasonably necessary to distinguish the Premises from Culver's® restaurants. In the event CFS exercises its option to purchase assets of Tenant, Landlord agrees to permit CFS to remove all such assets being purchased by CFS.

5. Consideration; No Liability.

- (a) Landlord acknowledges that the provisions of this Addendum are required pursuant to the Franchise Agreement and that Tenant may not lease the Premises without this Addendum.
- (b) Landlord acknowledges that Tenant is not an agent or employee of CFS and Tenant has no authority or power to act for, or to create any liability on behalf of, or to in any way bind CFS or any affiliate of CFS and that Landlord has entered into this Addendum with full understanding that it creates no duties, obligations or liabilities of or against CFS or any affiliate of CFS.
- (c) Nothing contained in this Addendum makes CFS or its affiliates a party or guarantor to the Lease, and does not create any liability or obligation of CFS or its affiliates.

6. Modification. No amendment or variation of the terms of this Addendum is valid unless made in writing and signed by the parties and the parties have obtained CFS written consent.

7. Miscellaneous.

- (a) CFS is a third party beneficiary of this Addendum.

- (b) References to the Lease and to the Franchise Agreement include all amendments, addenda, extensions and renewals to the documents.
- (c) References to Landlord, Tenant and CFS include the successors and assigns of each of the parties.

IN WITNESS WHEREOF, the parties have executed this Addendum as of the date written above.

LANDLORD:

TENANT:

By: _____

Title: _____

By: _____

Title: _____

EXHIBIT B
TO FRANCHISE AGREEMENT

COLLATERAL ASSIGNMENT OF LEASE

FOR VALUE RECEIVED, the undersigned, (“You”) assigns and transfers to Culver Franchising System, LLC, a Wisconsin limited liability company (“Assignee”), all of your right, title and interest as tenant in, to and under that certain lease, a copy of which is attached as Appendix 1, (the “Lease”) for Premises with a street address of, _____ and more particularly described as follows:

Description attached as Attachment A (*taken from original lease document*)

This Assignment of Lease is for collateral purposes only and except as specified herein, Assignee will have no liability or obligation of any kind arising from or relating to this Assignment of Lease unless Assignee takes possession of the Premises and assumes your obligations under the terms of the Lease and a certain Franchise Agreement dated _____ (the “Agreement”).

You represent and warrant to Assignee that you have full power and authority to assign the Lease and its interest therein and that you have not previously, and are not obligated to, assign or transfer any of its interest in the Lease or the Premises to any other entity.

Upon your default under the Lease or the Agreement, or in the event of a default by you under any document or instrument relating to the Agreement, Assignee will have the right to take possession of the Premises, expel you there from, and, in such event, you will have no further right, title or interest in the Lease.

You agree that you will not allow or permit any surrender, termination, amendment or modification of the Lease without Assignee’s prior written consent. During the term of the Agreement and any renewals thereto, you will elect and exercise all options to extend the term of or renew the Lease not less than thirty (30) days before the last day that such option must be exercised, unless Assignee otherwise agrees in writing. Upon Assignee’s failure to otherwise agree in writing, and upon your failure to so elect to extend or renew the Lease as stated herein, you appoint Assignee as your true and lawful attorney-in-fact to exercise such extension or renewal options in the name, place and stead of you for the sole purpose of effecting such extension or renewal.

ASSIGNEE
CULVER FRANCHISING SYSTEM, LLC

By _____
Its _____
Date _____

YOU

If “you” are a corporation or limited liability company,

(Print Entity Name)

By _____
Its _____
Date _____

If “you” are one or more individuals,

(Print Individual Name)

By _____
Date _____

EXHIBIT C
TO FRANCHISE AGREEMENT

**PERSONAL GUARANTY AND AGREEMENT TO BE BOUND PERSONALLY BY THE
PROVISIONS OF THE FRANCHISE AGREEMENT**

In consideration of our execution of this Franchise Agreement, and for other good and valuable consideration, the undersigned jointly and severally: (1) guarantee your payment of all amounts due us and your performance of the covenants and obligations in this Franchise Agreement; and (2) agree to be personally bound by every provision contained in this Franchise Agreement including the non-compete and arbitration provisions that specify the “Operator”, and agree that this Personal Guaranty will be construed as though the undersigned executed a Franchise Agreement containing the identical provisions of this Franchise Agreement.

A. Each of the undersigned waives:

- (1) notice of demand for payment of any indebtedness or nonperformance of any obligations hereby guaranteed;
- (2) protest and notice of default to any party respecting the indebtedness or nonperformance of any obligations hereby guaranteed; and
- (3) any right he/she may have to require that an action be brought against you or any other person as a condition of liability.

B. Each of the undersigned consents and agrees that:

- (1) he/she will provide any payment or performance required under the Franchise Agreement upon demand if you fail or refuse to do so;
- (2) such liability will not be contingent or conditioned upon our pursuit of any remedies against you or any other person; and
- (3) such liability will not be diminished, relieved or otherwise affected by your insolvency, bankruptcy or reorganization, the invalidity, illegality or unenforceability of all or any part of the Franchise Agreement, or the amendment or extension of the Franchise Agreement with or without notice to the undersigned.

IN WITNESS WHEREOF, each of the undersigned has signed this Guaranty on the same day and year as the Franchise Agreement was signed.

PERSONAL GUARANTORS

EXHIBIT D
TO FRANCHISE AGREEMENT

THE DESIGNATED TERRITORY

As stated in Section 2(B) of the Franchise Agreement, subject to Section 1(B) of the Franchise Agreement and all other terms and conditions of the Franchise Agreement, the Designated Territory in which you will locate and operate the Restaurant is defined as follows: _____

The Designated Territory is considered fixed as of the date of the Franchise Agreement.

WE
CULVER FRANCHISING SYSTEM, LLC

By _____
Its _____

YOU

If “you” are a corporation or limited liability company,

(Print Entity Name)

By _____
Its _____

If “you” are one or more individuals,

(Print Individual Name)

By _____

(Print Individual Name)

By _____

EXHIBIT E
TO FRANCHISE AGREEMENT

CULVER'S® STORED VALUE CARD PARTICIPATION AGREEMENT

This Stored Value Card Participation Agreement (this “Participation Agreement”) between the franchisee identified below (“You”), and Culver Franchising System, LLC (“we” or “us”), authorizes you to participate in the stored value card program (the “Program”) provided by us to owners of CULVER'S® franchises issued by us.

The Program. The Program will allow your customers to purchase and reload stored value cards (the “Card”) at your restaurant(s) or the restaurants of other participating Culver's® franchisees (each a “Participating Restaurant”) by prepaying specific amounts and then using the Card to purchase products at any Participating Restaurant with the prepaid amounts. We have contracted with First Data Merchant Services, LLC (“FDMS”) to provide various services in support of the Program, which services include ordering and arranging for the distribution of an inventory of the Cards; providing a complete Card processing program, including a system for real-time Card authorization and accounting procedures and funds settlement procedures, for processing customer Card transactions from Participating Restaurants using a FDMS-certified POS system or a stand-alone terminal; maintaining an automated interactive voice response system and a help line to assist Participating Restaurants in processing Card transactions; providing reports via a secure web site for next business day viewing of daily transaction detail by Participating Restaurants; maintaining a database of Card information and an automated balance inquiry system that may be accessed by Card holders 24 hours a day, 365 days a year, through the CULVER'S® web site; and certifying POS systems or stand-alone terminals that will allow. You acknowledge and agree that all matters with FDMS arising out of or relating to this Participating Agreement, including any dispute resolution, will be handled by us. You further acknowledge that we are, and that you agree to be, bound by the following limitation of liability with respect to FDMS and its Affiliated Processor: Except for liability arising out of FDMS's willful misconduct, FDMS's, and its Affiliated Processor's, cumulative aggregate liability to us and all Culver's® franchisees in connection with this Participation Agreement and the Program will be limited to actual direct damages and, in any event, will not (i) exceed \$100,000; or (ii) include any liability for claims arising out of or relating to services and/or items supplied by the Card Company. This provision shall run to the benefit of FDMS and its affiliates and may be enforced by FDMS.

Culver Franchising System, LLC (“CFS”) Account. We will maintain a pooled bank account for the Program (the “CFS Account”). Funds due from each Participating Restaurant for customers' purchases or reloads of Cards and applicable fees will be netted against funds due to the Participating Restaurant for customers' redemption of Cards and applicable fees at least once each week. The net amount of funds due from or to each Participating Restaurant then will be transferred by ACH transfer between the CFS Account and the Participating Restaurant's designated bank account.

Participation In The Program. You will participate in the Program and the CULVER'S® restaurant(s) operated by you will be a Participating Restaurant(s). You will comply with all processes and procedures relating to the Program established by us from time to time. Your participation in the Program will terminate upon the earliest to occur of the following: (1) the termination of the Program by us; (2) the termination of your CULVER'S® franchise(s); and (3) your failure to cure any default under this Participation Agreement within thirty (30) days after we provide written notice to you.

Your Account. You will designate a bank account owned by you for use in the Program for your Participating Restaurant(s) (the “Franchisee Account”). You will complete and deliver to us an ACH Authorization Form to authorize us to initiate ACH debit and credit entries to the Franchisee Account. You will maintain sufficient funds in the Franchisee Account to allow settlement of all ACH entries initiated by us. You will remain liable for any ACH debit entry to the Franchisee Account that is dishonored, rejected, returned, reversed or charged back for any reason (“Returned Items”). You may change the Franchisee

Account by providing prior written notice, and delivering an ACH Authorization Form containing the information for the new Franchisee Account, to us.

Card Authorization Equipment. You will provide and maintain at your Participating Restaurant(s) all point of sale devices, telecommunication capabilities and other equipment required to electronically transmit Card transaction data to FDMS, in each case certified to FDMS specifications (collectively, the “Card Authorization Equipment”), and any development, programming or other modifications to the Card Authorization Equipment as necessary to access and use the services provided by FDMS in support of the Program.

Card Usage. Cards may only be used to purchase goods at Participating Restaurants. You will obtain payment from the Card holder for any amount of the purchase price in excess of the authorized amount on the Card. Cards may not be redeemed for cash, except where required by law. You will redeem each Card presented by a Card holder in payment for goods and will deliver the goods promised the Card holder regardless of whether you sold or reloaded that Card or whether you receive reimbursement from the CFS Account.

Transaction Reconciliation. You will reconcile the daily transaction reports made available under the Program for its Participating Restaurant(s) and will identify and notify us of any discrepancies in each report within thirty (30) days after such report is made available to you.

Indemnification. Each party will indemnify the other, its Affiliates, and their respective directors, officers, employees, and agents from and against any and all third party claims, losses, liabilities and damages (including reasonable attorneys’ fees and costs of settlement) resulting from or arising out of its failure to comply with this Participation Agreement.

Program Fees. You are responsible to us for the following fees (which will be included in determining in the net funds transfers from or to the Franchisee Account):

1. A fee in an amount to be established by us from time to time for each Card redemption transaction (the “Redemption Fee”). The Redemption Fee will not exceed thirty-five cents (\$0.35) per redemption transaction.
2. All fees and charges incurred by us in connection with any Rush Orders placed by you. “Rush Order” means any replenishment order requested by you to be shipped overnight to the Participating Restaurant.
3. All fees and charges incurred by us in connection with Returned Items (the “Returned Items Fee”).

Agreed to this ____ day of _____, 20_____.

WE
CULVER FRANCHISING SYSTEM, LLC

YOU
If “you” are a corporation or limited liability company,

By _____
Its _____
Date _____

By _____
Its _____
Date _____

EXHIBIT F
TO FRANCHISE AGREEMENT

**CONSENT AGREEMENT
RELATED TO CYBER INSURANCE**

This Consent Agreement Related to Cyber Insurance, dated as of the last date identified below (this “Agreement”), is made by and between Culver Franchising System, LLC (“CFS”) and the franchisee identified below (“Franchisee”).

Background

CFS as franchisor, and Franchisee, as franchisee, are parties to a Franchise Agreement, as the same may be amended or renewed from time to time, for a Culver’s® franchise with the number and location identified below (the “Franchise Agreement”);

CFS is purchasing cyber insurance for itself for purposes which include protecting CFS in the event of loss of confidential information due to a data breach and other events related to a computer system attack or outage, which events have the potential to result in significant costs and negatively impact the Culver’s® brand’s reputation (“CFS’s Cyber Insurance Policy”);

CFS’s Cyber Insurance Policy also, with the consent of its franchisees, allows it to take actions, and manage and cover certain costs related to an actual or alleged data breach occurring at any Culver’s restaurant by responding in a coordinated manner, which includes covering certain costs to investigate, handle public relations, provide notification to applicable authorities, entities and individuals on behalf of CFS and/or its franchisees, provide credit monitoring, and obtain legal representation (“Breach Response”); and,

This centrally coordinated Breach Response will help to ensure a unified approach and defend the Culver’s brand;

Agreement

CFS and Franchisee agree as follows:

1. Acknowledgement. CFS and Franchisee acknowledge and agree that neither CFS’s Cyber Insurance Policy nor the Breach Response act to provide any coverage, indemnification, hold harmless or duty to defend to franchisees, including Franchisee, for or from any third party or regulatory claims or liability, contractual obligations (such as card network fees and assessments), government fines/assessments, cyber extortion, data restoration/business interruption, replacement of stolen funds or any other losses or liabilities.
2. Consent. Franchisee hereby consents to allow CFS, and/or its agents, and its and their attorneys and forensic specialists (“CFS and/or CFS’s Agents”), to conduct an investigation of Franchisee’s restaurant location(s) and computer network in connection with a Breach Response, including (1) communicating and collaborating with third parties (such as payment card brands, acquirers, service providers, and law enforcement), and (2) if CFS determines that findings from the Breach Response warrant, providing notification to individuals involved (such as employees of Franchisee or customers) and any applicable state attorneys general or similar agencies.
3. Cooperation. Franchisee hereby agrees to act reasonably and in good faith with CFS and/or CFS’s Agents with respect to any Breach Response, including but not limited to promptly providing any information reasonably requested, and providing CFS and/or CFS’s Agents access to all systems in Franchisee’s computer network, including but not limited to computers, servers, point-of-sale,

and other devices. Additionally, Franchisee agrees that CFS's Cyber Insurance Policy will respond as primary insurance as respects any Breach Response coverage, and any other Franchisee cyber insurance with Breach Response coverage included will be secondary or excess Breach Response coverage. Franchisee also agrees to allow CFS and/or CFS's Agents to communicate and coordinate with any insurance company which provides Breach Response and/or other cyber insurance to Franchisee.

4. Existing Obligations. Neither this Agreement nor any actions taken by CFS and/or CFS's Agents in any way modify the Franchise Agreement or waive any rights or obligations therein.
5. Term. The term of this Agreement shall commence upon the date of this Agreement and, unless terminated as set forth below, it shall expire three (3) years beyond the expiration or earlier termination of the Franchise Agreement. Notwithstanding the foregoing, CFS may terminate this Agreement at any time upon written notice in the event that it discontinues or materially modifies CFS's Cyber Insurance Policy. Unless terminated by written notice from CFS, the terms of this Agreement shall survive and apply in the event of a scenario where the underlying occurrence in a Breach Response occurred before the termination of the Franchise Agreement.
6. Miscellaneous. This Agreement shall be governed and construed in accordance with the laws of the State of Wisconsin. This Agreement shall inure to the benefit of each party's successors and permitted assignees of the Franchise Agreement. The parties agree that the electronic signatures appearing on this agreement are the same as handwritten signatures and are the same as an original. Each individual executing this Agreement on behalf of any party expressly represents and warrants that the person has authority to execute and bind the entity on whose behalf the party is signing to the terms of this Agreement.

The parties have executed this Agreement as of the date first set forth above.

CULVER FRANCHISING SYSTEM, LLC

[FRANCHISEE ENTITY]

Signature: _____
Name: Steven E. Anderson
Title: Vice President & General Counsel
Date: _____

Signature: _____
Name: _____
Title: _____
Date: _____
Culver's # _____, located at _____,
_____ [City & State]

EXHIBIT C
TO FRANCHISE DISCLOSURE DOCUMENT
CULVER'S® MULTI-UNIT DEVELOPMENT AGREEMENT (AND EXHIBITS)

EXHIBIT C
TO FRANCHISE DISCLOSURE DOCUMENT

CULVER'S® MULTIPLE UNIT DEVELOPMENT AGREEMENT (AND EXHIBITS)



**CULVER'S®
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

BETWEEN

CULVER FRANCHISING SYSTEM, LLC
1240 Water Street
Prairie du Sac, WI 53578
(608) 643-7980

AND

Name of Developer

Street

City

State

Zip Code

(_____)_____
Area Code

Telephone

CULVER’S®
MULTIPLE UNIT DEVELOPMENT AGREEMENT

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- A - DESIGNATED AREA
- B - RESTAURANT DEVELOPMENT SCHEDULE
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CULVER’S®
MULTIPLE UNIT DEVELOPMENT AGREEMENT

THIS MULTIPLE UNIT DEVELOPMENT AGREEMENT (this “Agreement”) is made this _____ day of _____, 20_____, between Culver Franchising System, LLC, a Wisconsin limited liability company, having its principal place of business at 1240 Water Street, Prairie du Sac, Wisconsin 53578 (“We”), and _____, a _____ formed and operating under the laws of the state of _____, or _____, an individual, and having its principal place of business at _____ (“You”).

INTRODUCTION

A. We have developed and own a system (the “Business System”) relating to the establishment, development and operation of restaurants featuring a wide assortment of menu items including our unique “Butter Burger” and “Frozen Custard,” other hot and cold sandwiches, french fries, and other prepared menu items and beverages.

B. We are the owner of the Culver’s® trademark and other trademarks, domain names, service marks, logos and commercial symbols (the “Marks”) used in operating the Business System.

C. We grant to existing qualified Culver’s® franchisees, or under certain limited circumstances, to a new franchisee that meets our criteria, the right to establish, own and operate more than one Culver’s® restaurants within a defined geographic area pursuant to a development schedule.

D. You desire to obtain the right to develop and operate Culver’s® restaurants using the Business System within a defined geographic area.

AGREEMENTS

In consideration of the mutual covenants and agreements stated below, the parties agree as follows:

1. **REFERENCES AND DEFINITIONS**

A. **Confidential Information.** “Confidential Information” means the methods, techniques, formats, marketing and promotional techniques and procedures, specifications, information, systems and knowledge of and experience in the operation and franchising of Culver’s® restaurants that we communicate to you or that you otherwise acquire in operating Restaurants under the Business System. Confidential Information does not include information, processes or techniques which are generally known to the public, other than through disclosure (whether deliberate or inadvertent) by you.

B. **Designated Area.** “Designated Area” means the geographic area described in Exhibit A to this Agreement.

C. **Development Schedule.** “Development Schedule” means the period of time and cumulative number of Restaurants you must open and operate as established in the Restaurant Development Schedule (Exhibit B to this Agreement).

D. **Franchise Agreement.** “Franchise Agreement” means the then-current form of agreements (including franchise agreement and any exhibits, and other documents referenced therein) we customarily

use in granting franchises to own and operate a Culver's® restaurant. You acknowledge that the Franchise Agreement attached to this Agreement as Exhibit D is the current form of Franchise Agreement and we, at our discretion, may modify the standard form of Franchise Agreement customarily used in granting a Culver's® franchise which may provide for different fees.

E. Principal Owner. "Principal Owner" means any person or entity who directly or indirectly owns a ten percent (10%) or greater interest in you. If any corporation or other entity other than a partnership is a Principal Owner, a "Principal Owner" also will mean each shareholder or owner of a ten percent (10%) or greater interest in such corporation or other entity. If a partnership is a Principal Owner, a "Principal Owner" also will mean each general partner of such partnership and, if such general partner is an entity, each owner of a ten percent (10%) or greater interest in such general partner. If you are one or more individuals, each individual will be deemed a Principal Owner of you.

F. Restaurant. "Restaurant" means a Culver's® restaurant offering a full line of menu items including our unique "Butter Burger" and "Frozen Custard," other hot and cold sandwiches, french fries and other prepared menu items and beverages, that you have developed and operate or will develop and operate under a Franchise Agreement.

2. USE OF SYSTEM

You acknowledge, and do not contest, our exclusive ownership and rights to each and every aspect of the Business System, as we may, in the future, modify or further develop. Your right to use the Business System is specifically limited to the provisions of this Agreement and the Franchise Agreements for individual Restaurants executed by the parties hereto, and is subject to our supervision and control.

3. YOUR REPRESENTATIONS

You represent and warrant that neither you nor any affiliated entity is in default under any existing franchise agreement between you and us or any of your affiliated entities.

4. DEVELOPMENT RIGHTS AND OBLIGATIONS

A. Term of Agreement/Reservation of Rights. Subject to earlier termination as provided herein, this Agreement is for a term commencing on the date executed and expiring on the earlier of the last day of the last scheduled Restaurant opening as stated in the Development Schedule, or the date of opening of the last scheduled Restaurant opening as stated in the Development Schedule. You acknowledge and agree that: (i) we and our affiliates may sell any products or services under trademarks other than the Marks; (ii) we may grant other franchises or develop and operate company or affiliate owned Culver's® restaurants anywhere outside of the Designated Area, which may result in Designated Territories (as defined in Section 2.B. of the Franchise Agreement) that encroach upon your Designated Area and prevent you from having the ability to locate a Culver's® restaurant within certain areas of your above described Designated Area, as further described in Exhibit A to this Agreement; (iii) we and our affiliates may sell within and outside the Designated Area products or services under the Marks through any separate food service concept the primary service mark of which will not be the Marks; (iv) we and our affiliates may sell products or services under the Marks through other channels of distribution, including the Internet (or any similar form of electronic commerce developed in the future); and (v) we and our affiliates may establish, operate or grant a franchise or license to others to operate Culver's® restaurants under the Business System and the Marks at any "Non-Traditional Location," as defined below, within and outside the Designated Area at any time. "Non-Traditional Locations" are defined as locations that we determine have a restricted trade area and include, for example, locations in the following types of environments: malls, universities, schools, hospitals, military bases, casinos, convention centers, arenas, stadiums, airports, health and fitness

facilities, office buildings, theme parks, amusement facilities and other locations that are not located on the street and the primary trade area generally is restricted to the environment in which the Non-Traditional Location is located.

B. Rights During Development Periods. If you are in full compliance with the conditions contained in this Agreement, including the satisfaction of all development obligations as stated in Exhibit B to this Agreement and Section 6 to this Agreement, and you are in full compliance with all obligations under each Franchise Agreement entered into between you and us for individual Restaurants; then, during the Development Schedule, we will: (i) grant franchises to you to own and operate Restaurants located within the Designated Area, subject to potential exceptions as set forth in Exhibit A to this Agreement; and (ii) not operate (directly or through an affiliate), nor grant a franchise to a third party to operate, any Culver's® restaurant within the Designated Area, except franchises granted to you or as described in Section 4(A). If you fail to comply with the Development Schedule, we may terminate this Agreement under Section 14 below or grant individual or multiple unit franchises within the Designated Area to third parties.

C. Development Obligations. During the term of this Agreement, you will honestly and diligently perform your obligations and continuously exert your best efforts to promote and enhance the development of Restaurants within the Designated Area. You agree to open and continue to operate the cumulative number of Restaurants as required in the Development Schedule.

D. Extension Fee. If you cannot or do not comply with the Development Schedule, you may request in writing that we approve an extension of up to six (6) months of the times in which you must sign a Franchise Agreement and open a Restaurant. You must pay us a non-refundable extension fee of Twenty Thousand Dollars (\$20,000) per Restaurant for which you request an extension when you request such an extension to the Development Schedule. If we grant such an extension, the extension will be limited to the period permitted by us not to exceed six (6) months. You will not receive more than one (1) extension per Restaurant (whether under this Agreement or the Franchise Agreement governing the Restaurant). You hereby acknowledge that we are not obligated to approve any extension to your Development Schedule.

5. RESTAURANT CLOSINGS

A Restaurant which is permanently closed with our approval after having been open is deemed open and in operation for purposes of the Development Schedule if a replacement Restaurant is open and in operation within six (6) months from the date of closing. A replacement Restaurant does not otherwise count toward meeting your Development Schedule.

6. GRANT OF FRANCHISES TO YOU

Subject to the provisions of Sections 3, 4 and 5 of this Agreement, we agree to grant franchises to you to operate Restaurants located in the Designated Area under the following conditions:

A. Standards. You meet our then-current standards for existing Culver's® franchisees who wish to open additional Culver's® restaurants, including meeting all operational standards respecting existing Culver's® restaurants, if any, operated by you or an affiliated entity. Further, you and each affiliated entity must be in good standing under each agreement with us.

B. Site Selection. You select a site and acquire or lease the premises for each Restaurant in the Designated Area in accordance with the terms and conditions of each Franchise Agreement. Without limiting the terms and conditions of each Franchise Agreement, the Franchise Agreement requires you to

provide us with information regarding the proposed site and obtain our written approval of the site for the Restaurant. You are solely responsible for the acquisition or leasing and development of sites.

C. Financial Capability Criteria. You meet the standard financial capability criteria developed by us. To this end, you must furnish to us financial statements and other information regarding you and the development and operation of the proposed Restaurant (including pro forma statements and investment and financing plans for the proposed Restaurant) as we reasonably require. At a minimum, we will require that you meet our then-current liquid asset requirements for new Culver's® franchisees.

D. Franchise Agreement. You (and your Principal Owners (if any)) must sign the Franchise Agreement for a specific Restaurant and designate an approved site for the Restaurant at least six (6) months prior to the date by which you must open the Restaurant pursuant to the Development Schedule.

7. MULTIPLE UNIT TERRITORY FEE

Upon execution of this Agreement, you must pay to us, as a "Territory Fee," the sum of Fifty Thousand Dollars (\$50,000) for each Restaurant that you agree to establish pursuant to the Development Schedule. The Territory Fee is deemed fully earned by us upon execution of this Agreement. The Territory Fee for each Restaurant is in addition to the applicable initial franchise fee due respecting each Restaurant. You must pay the initial franchise fee for a specific Restaurant when you and we sign the Franchise Agreement for that Restaurant. In the event you meet your initial scheduled dates for both signing your Franchise Agreement and opening your Restaurant as shown on Exhibit B to this Agreement, you will be refunded your entire Territory Fee of Fifty Thousand Dollars (\$50,000) for that Restaurant. This is the only circumstance in which your Territory Fee is refundable and it is not refundable under any other circumstances.

8. SUPERIORITY OF INDIVIDUAL FRANCHISE AGREEMENT

All individual Franchise Agreements that you and we sign for Restaurants within the Designated Area are independent of this Agreement. The continued effectiveness of any individual Franchise Agreement does not depend on the continued effectiveness of this Agreement. If any conflict arises between this Agreement and any individual Franchise Agreement as to any individual Restaurant, the individual Franchise Agreement will control.

9. CONFIDENTIAL INFORMATION

You acknowledge and agree that you do not acquire any interest in the Confidential Information, other than the right to use it in developing and operating Restaurants pursuant to this Agreement, and that the use or duplication of the Confidential Information in any other business constitutes an unfair method of competition. You acknowledge and agree that the Confidential Information is proprietary and is our trade secret and is disclosed to you solely on the condition that you agree that you: (i) will not use the Confidential Information in any other business or capacity; (ii) will maintain the absolute confidentiality of the Confidential Information during and after the term of this Agreement; (iii) will not make unauthorized copies of any portion of the Confidential Information disclosed in written form; (iv) will adopt and implement all reasonable procedures we direct to prevent unauthorized use or disclosure of the Confidential Information, including restrictions on disclosure to Restaurant employees; and (v) will require each of its officers, Restaurant managers and other employees and agents with access to Confidential Information to sign a non-disclosure agreement in a form we approve.

The restrictions on your disclosure and use of the Confidential Information will not apply to disclosure of Confidential Information in judicial or administrative proceedings to the extent you are legally

compelled to disclose this information, if you use your best efforts, and provide us the opportunity, to obtain an appropriate protective order or other assurance satisfactory to us of confidential treatment for the information required to be so disclosed.

10. LICENSED MARKS

A. Ownership of Marks. You acknowledge that you have no interest in or to the Marks and any right to use the Marks is derived solely from the individual Franchise Agreements entered into between you and us. You agree that all use of the Marks and any goodwill established exclusively benefits us. You agree that after termination or expiration of this Agreement, you will not, except with respect to Restaurants operated by you under individual Franchise Agreements, directly or indirectly, identify itself or any business as a franchisee or former franchisee of, or otherwise associated with, us or use in any manner any Mark or trade dress of a Restaurant or any colorable imitation thereof.

B. Limitations on Use of Marks. You must not use any Mark as part of any corporate or trade name in any modified form, or in any other manner not explicitly authorized in writing by us. You cannot use any Mark in any business or activity, other than the business conducted by you pursuant to individual Franchise Agreements.

C. Litigation. You must immediately notify us in writing of any apparent infringement of or challenge to your use of any Mark, or claim by any person of any rights in any Mark or similar trade name, trademark, or service mark of which you become aware. You must not communicate with any person other than us and our counsel regarding any infringement, challenge or claim. We may take any action we deem appropriate and the right to exclusively control any litigation or other proceeding arising out of any infringement, challenge or claim relating to any Mark.

D. Restrictions on Internet and Website Use. We retain the sole right to advertise the Business System on the Internet and social media which may currently exist or that may exist at any time in the future, including but not limited to Facebook, Myspace, Twitter, LinkedIn, and YouTube (collectively, "Social Media"), and to create, operate, maintain and modify or discontinue the use of, a website and/or Social Media using the Marks. You may access our website and/or Social Media. Except as we may authorize in writing, however, you may not: (1) link or frame our website and/or Social Media; (2) create, operate, maintain and modify a website and/or Social Media using the Marks; (3) conduct any business or offer to sell or promote through coupons or otherwise, any products or services associated with the Restaurant, the Marks or the Business System on the Internet and/or Social Media (or similar form of electronic communication); or (4) create or register any Internet domain name in connection with the Restaurant. You may not register, as Internet domain names or other Social Media names, any of the Marks now or hereafter owned by us or any abbreviation, acronym or variation of the Marks, or any other name that could be deemed confusingly similar.

11. MANAGEMENT AND OWNERSHIP OF BUSINESS

A. Operator. You must designate an operator who we approve and who will oversee the development and the day-to-day operations of the Restaurants (the "Operator"). The Operator will be required to have the ownership interest in you as required in the Franchise Agreement. The Operator must demonstrate, to our satisfaction, that he/she satisfies our managerial and business standards, has the aptitude and ability to operate and supervise a Restaurant, and must comply with any obligations under the Franchise Agreements. Any Operator who has not attended and successfully completed our required training program for Operators will be required to attend and successfully complete all or portions of our training program as we require. Unless we in our sole discretion approve an additional operator that meets our criteria, the Operator will manage and operate all of the Restaurants to be developed pursuant to this Agreement.

B. Affiliated Entities. With our prior written approval, you may establish affiliated entities to sign each Franchise Agreement and operate each Restaurant. Unless we approve otherwise, each Principal Owner must own an identical voting and equity interest in any affiliated entity as the Principal Owner owns in you. You must provide us with any information that we reasonably request in connection with any affiliated entity. If you establish one or more affiliated entities pursuant to this Section, you will remain liable for all obligations and actions of such affiliated entities under a Franchise Agreement as though you executed such Franchise Agreement and agree to execute a Guaranty Agreement or other documents as we deem necessary to carry out the intentions of this Section.

12. YOUR RECORDS AND REPORTS

You must furnish to us quarterly written reports regarding its progress on the development of Restaurants. In addition, you must keep accurate financial records and other records relating to the development and operation of Restaurants in the Designated Area. We may at all reasonable hours examine and make photocopies of all such records or request that you deliver, at your expense, such records to us. All records must be kept available for at least three (3) years after preparation.

13. RELATIONSHIP OF THE PARTIES

You and we are independent contractors. Neither party is the agent, legal representative, partner, subsidiary, joint venturer or employee of the other. Neither party will obligate the other or represent any right to do so. This Agreement does not reflect or create a fiduciary relationship or a relationship of special trust or confidence.

14. TERMINATION BY US

A. Your Defaults – Curable. You will be in default and we may terminate this Agreement, effective thirty (30) days following your receipt of written notice of termination, if any of the following breaches occur and you fail to cure such breach and provide us with written confirmation of the same on or before by the expiration of the notice period:

1. You fail to meet your development requirements described in the Development Schedule;
2. You fail to comply with any other provision of this Agreement;
3. You or any affiliated entity fails to comply with the provisions of any franchise agreement for the operation of a Culver's® restaurant; or
4. You fail to pay any amounts due us, our affiliates or suppliers, including but not limited to amounts due us for franchise fees, continuing royalty fees, or advertising fees.

B. Your Defaults – Non-curable. In addition to the rights of termination described in Section 14(A) above, we may terminate this Agreement without granting you any opportunity to cure the default, effective immediately upon written notice to you, if you or any Principal Owner:

1. fails on three (3) separate occasions within any period of twelve (12) consecutive months to comply with any provision of this Agreement, whether or not the failure to comply is corrected after notice is delivered to you;

2. makes an unauthorized assignment or transfer of this Agreement, any Franchise Agreement or an ownership interest in you;
3. makes any material misrepresentation or omission in its application for the development rights conferred by this Agreement;
4. is convicted of, or pleads guilty to or no contest to a felony, a crime involving moral turpitude, or any other crime or offense that we believe will injure the Business System, the Marks or the goodwill associated therewith, or if we have proof that you have committed such a felony, crime or offense;
5. makes any unauthorized use, disclosure or duplication of any portion of the confidential operations manual or any other Confidential Information provided you by us;
6. becomes insolvent because it cannot pay its debts as they mature or makes an assignment for the benefit of creditors or admits that it cannot pay your obligations as they become due;
7. materially misuses or makes an unauthorized use of any Marks or commits any act which can reasonably be expected to materially impair or otherwise is prejudicial to the goodwill associated with any Marks;
8. develops or uses an unapproved website in connection with a Restaurant or otherwise conducts any unauthorized activity on the Internet in violation of Section 10(D) above;
9. violates a provision of this Agreement which is not curable;
10. any franchise agreement between you and us or any affiliated entity, including the Franchise Agreements, is terminated; or
11. If an immediate threat or danger to public health or safety results from the construction, maintenance or operation of a Restaurant.

C. Rights to Development Restaurants on Termination. Upon termination of this Agreement, you have no right to establish or operate, directly or indirectly any individual Restaurant for which an individual Franchise Agreement has not been executed by us and delivered to you at the time of termination. We may establish, and to license others to establish, Culver's® restaurants in the Designated Area, except as may be otherwise provided under any other agreement which has been executed between you and us.

D. Effect of Other Laws. The provisions of any valid, applicable law or regulation requiring permissible grounds, cure rights or minimum periods of notice for termination of this Agreement will supersede any provision of this Agreement that is less favorable to you than such law or regulation.

E. Termination Fee. If this Agreement is terminated for any reason by either party except if you terminate due to our default, you must immediately pay us an amount equal to Ten Thousand Dollars (\$10,000) for each of the Restaurants to be developed under the pursuant to your Development Schedule for which you have not signed a Franchise Agreement or paid an initial franchise fee (the "Termination Fee"). Failure to pay the Termination Fee will constitute a default under any Franchise Agreements or any other agreements between you and us. The Termination Fee will be in addition to and will not limit any other rights we may have upon termination of this Agreement.

15. EFFECT OF TERMINATION AND EXPIRATION

All obligations of yours and ours under this Agreement which expressly or by their nature survive the expiration or termination of this Agreement will continue in full force and effect after the expiration or termination of this Agreement and until they are satisfied in full or by their nature expire.

16. COVENANTS

A. In-Term Covenant Not to Compete. During the term of this Agreement1. You (including the Operator) will not, during the term of this Agreement, directly or as an employee, agent, consultant, partner, officer, director or shareholder of any other person, firm, entity, partnership or corporation, own, operate, lease, franchise, conduct, engage in, be connected with, having any interest in, or assist any person or entity engaged in any restaurant business that features frozen custard, hamburgers or other products then-offered by Culver's® restaurants or any other related business that is competitive with or similar to a Culver's® restaurant (a "Competing Business") except with our prior written consent, except for Restaurants operated under Franchise Agreements granted by us and the ownership of securities listed on a stock exchange or traded on the over-the-counter market that represent one percent (1%) or less of that class of securities.

B. Post-Term Covenant Not to Compete. For a period of one (1) year from the date of expiration or earlier termination of this Agreement, you (and the Operator) will not directly or as an employee, agent, consultant, partner, officer, director or shareholder of any other person, firm, entity, partnership or corporation, own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in, or assist any person or entity engaged in any Competing Business that is located within the Designated Area, within a fifteen (15) mile radius of the outside boundary of the Designated Area, or outside the Designated Area within a six (6) mile radius of any then-existing Culver's® restaurant; provided the restrictions stated in this Section 16(B) will not apply to Restaurants operated under separate individual Franchise Agreements or the ownership of securities listed on a stock exchange or traded on the over-the-counter market that represent one percent (1%) or less of the class of securities.

17. ASSIGNMENT

A. By Us. This Agreement is fully assignable by us and benefits any assignee or other legal successor to our interests. Any such assignment will require the assignee to fulfill our obligations under this Agreement.

B. Your Assignment Requiring Our Consent. You understand and acknowledge that the rights and duties created by this Agreement are personal to you, inclusive of each and every Principal Owner, and that we have granted this Agreement in reliance upon your individual or collective character, skill, aptitude, attitude, business ability, and financial capacity (or its Principal Owners). Neither this Agreement (or any interest), nor any part or all of your ownership may be voluntarily, involuntarily, directly or indirectly, assigned, sold, subfranchised, or otherwise transferred by you or your Principal Owners without our prior written consent. We may impose conditions to any proposed transfer or assignment, including but not limited to the following:

1. You are in complete compliance with the terms of this Agreement and all other agreements between you and your Principal Owners and us or any related entity;
2. The proposed transferee must be an existing Culver's® franchisee and must be approved by us as meeting our then-current standards for existing Culver's® franchisees who wish to open additional Culver's® restaurants;

3. The proposed transferee has completed our training program;
4. You pay us a transfer fee of Ten Thousand Dollars (\$10,000); and

5. You (and each Principal Owner, if applicable) sign a general release, in form and substance satisfactory to us, of any and all claims against us and our affiliates, officers, directors, employees and agents, except to the extent limited or prohibited by applicable law.

We may expand upon, and provide more details related to, the conditions for transfer and our consent as described in this Section 17(B), and may do so in the Manual or otherwise in writing. Any assignment or transfer without Franchiser's prior written consent constitutes a breach and conveys no rights to or interests in this Agreement to an assignee.

C. Our Right of First Refusal to Purchase.

You may not sell, assign, trade, transfer, lease, sublease, or otherwise dispose of: (1) any interest in or any part of this Agreement, or (2) any controlling interest (whether through one or more related transactions) in your business or the assets of your business to any third party, without first offering the same to us in writing, at the same price and on the same terms as stated in the proposed third-party offer. Your written offer to us must contain all material terms and provisions of the proposed sale or transfer, including the total offer price.

Upon our receipt of written notice specifying the proposed price and terms of a proposed sale or transfer of your business or the controlling interest therein, we will give you written notice within forty-five (45) days whether we accept the offer. The acceptance will be on the same price and terms set forth in the statement delivered to us; provided, however, we have the right to substitute equivalent cash for any noncash consideration included in the offer. If we waive our right to purchase or fail to accept the offer within the forty-five day period, you may complete the sale or transfer of the business or interest according to the terms described in the written notice to us but not upon more favorable terms. If the terms of the proposed sale are materially changed or if you do not complete the proposed sale within ninety (90) days following our waiver of our right to purchase (either by written notice or lapse of time as stated above), such modification of terms or lapse of time will be deemed a new proposal and we will again have such right of first refusal pursuant to this Section. Any such sale, transfer or assignment to a third party is subject to the provisions stated in Section 17 of this Agreement. Our nonacceptance of your written offer will not affect or change your obligations under this Agreement.

D. Guaranty. All Principal Owners of you, including but not limited to those which are a corporation, partnership or other entity, as well as individuals and their spouses, if any, will sign the Guaranty and Assumption of Obligations agreement in the form attached to this Agreement as Exhibit C. Any person or entity that at any time after the date of this Agreement becomes a Principal Owner of you under the provisions of this Section 17 or otherwise will, as a condition of becoming a Principal Owner, sign the Guaranty Agreement. You must furnish to us at any time upon reasonable request a certified copy of the Articles of Incorporation or Articles of Organization and a list, in a form we reasonably require, of all shareholders or members of record and all persons having a beneficial interest in any corporation or other entity that is or becomes a Multiple Unit Franchisee.

18. DISPUTE RESOLUTION

A. Arbitration Process. Except to the extent we elect to enforce the provisions of this Agreement by judicial process and/or injunction as provided in this Agreement, all disputes, claims and controversies between the parties arising under or in connection with this Agreement or the making, performance or

interpretation of this Agreement (including claims of fraud in the inducement and other claims of fraud and the arbitrability of any matter) which have not been settled through negotiation or mediation will be submitted to binding arbitration pursuant to the Federal Arbitration Act. All arbitration proceedings must take place in Sauk County, Wisconsin. The arbitrator must follow the law and not disregard the terms of this Agreement. The arbitrator must have a minimum of seven (7) years' experience in franchise or product distribution law and will have the right to award specific performance of this Agreement. The proceedings must be conducted in accordance with the Federal Rules of Evidence and the Commercial Arbitration Rules of the American Arbitration Association, to the extent that the AAA Commercial Arbitration Rules are not inconsistent with the provisions of this arbitration provision. The decision of the arbitrator will be final and binding on all parties. This Section will survive termination or non-renewal of this Agreement under any circumstances. Judgment upon the award of the arbitrator may be entered in any court having jurisdiction thereof. During the pendency of any arbitration proceeding, you and we will fully perform our respective obligations under this Agreement.

B. PUNITIVE DAMAGES. YOU AND YOUR OWNERS AND GUARANTORS, IF APPLICABLE, AND WE AND OUR OWNERS AND GUARANTORS, IF APPLICABLE, AGREE TO WAIVE, TO THE FULLEST EXTENT PERMITTED BY LAW, THE RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT IN THE EVENT OF A DISPUTE BETWEEN THEM, EACH WILL BE LIMITED TO THE RECOVERY OF ACTUAL DAMAGES SUSTAINED BY IT.

C. Jury Trial. You and your owners and guarantors, if applicable, and we and our owners and guarantors, if applicable, agree to waive, to the fullest extent permitted by law, any and all rights to a trial by jury in connection with any allegations of state or federal statutory violations, fraud, misrepresentation or similar causes of action, or any legal action initiated for the recovery of damages for breach of this Agreement.

D. No Collateral Estoppel or Class Actions. No arbitration findings or awards made by the arbitrator(s) may be used to collaterally estop either party from raising any like or similar issues, claims or defenses in any other or subsequent arbitration, litigation, court hearing or other proceeding involving third parties or other franchisees. No party except you, us, and our respective officers, directors, owners or partners, and the personal guarantors will have the right to join in any arbitration proceeding arising under this Agreement. Therefore, the arbitrator(s) may not permit or approve class actions or permit any person or entity that is not a party to this Agreement to be involved in or to participate in any arbitration hearings conducted under this Agreement.

E. Injunctive Relief. Notwithstanding Section 18(A) above, you recognize that a single multiple unit franchisee's failure to comply with the terms of its agreement could cause irreparable damage to us and/or to some or all other Culver's® franchisees and multiple unit franchisees. Therefore, if you breach or threaten to breach any of the terms of this Agreement, we will be entitled to an injunction restraining such breach and/or a decree of specific performance, without showing or proving any actual damage, together with recovery of reasonable attorneys' fees and other costs, including interest, incurred in obtaining such equitable relief, until such time as a final and binding determination is made by the arbitrators.

F. Attorneys' Fees. The nonprevailing party will pay all costs, expenses and interest, including reasonable attorneys' fees, the prevailing party incurs in any action brought to enforce any provision of this Agreement or to enjoin any violation of this Agreement.

19. ENFORCEMENT

A. Severability. All provisions of this Agreement are severable and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein and partially valid and enforceable provisions will be enforced to the extent valid and enforceable. If any applicable law or rule of any jurisdiction requires a greater prior notice period than is required hereunder, or if under any applicable law or rule of any jurisdiction, any provision of this Agreement is invalid or unenforceable, the prior notice required by such law or rule will be substituted for the notice requirements hereof, or such invalid or unenforceable provision will be modified to the extent required to be valid and enforceable. Such modifications to this Agreement will be effective only in such jurisdiction and will be enforced as originally made and entered into in all other jurisdictions.

B. Waiver. You and we may by written instrument unilaterally waive any obligation of or restriction upon the other under this Agreement. No acceptance by us of any payment by you and no failure, refusal or neglect of us or you to exercise any right under this Agreement or to insist upon full compliance by the other with its obligations hereunder, including any mandatory specification, standard or operating procedure, will constitute a waiver of any provision of this Agreement.

C. Cumulative Rights. The rights of you and us under this Agreement are cumulative and no exercise or enforcement by you or us of any right or remedy in this Agreement will preclude the exercise or enforcement by you or us of any other right or remedy in this Agreement or which you and we are entitled by law to enforce.

D. Governing Law. Except to the extent governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. Section 1051 *et seq.*) and the Federal Arbitration Act, this Agreement and the franchise relationship will be governed by the laws of the state in which your principal place of business is located. Any claims, controversies or disputes arising out of or related to this Agreement that are not subject to arbitration as provided above, will be brought exclusively in the Federal District Court for the Western District of Wisconsin or in Sauk County District Court in Baraboo, Wisconsin. We also have the right to file any such suit against you in the federal or state court where your principal place of business is located. Each party to this Agreement irrevocably consents to the jurisdiction of such courts and waive all rights to challenge personal jurisdiction and venue. The provisions of this Section 19(D) will survive the termination of this Agreement.

E. Binding Effect. This Agreement is binding upon the parties and their respective executors, administrators, heirs, assigns and successors in interest.

F. Consents. Whenever a party's consent or approval is required under this Agreement, such consent or approval will not be unreasonably withheld or delayed.

G. Entire Agreement. The "Background" section is a part of this Agreement which, together with exhibits, represents the entire agreement of the parties. This Agreement supersedes and terminates any prior oral or written understandings or agreements between you and us relating to the subject matter of this Agreement. Nothing in this Agreement is intended to disclaim the representations we made in the franchise disclosure document. No modification of this Agreement will be effective unless it is in writing and signed by you and us. The term "Multiple Unit Franchisee" as used herein is applicable (where relevant) to one or more persons, a corporation or a partnership. References to "Multiple Unit Franchisee," "assignees" and "transferees" which are applicable to an individual or individuals mean the principal owner or owners of the equity or operating control of you or any such assignee or transferee if you or such assignee or transferee is a corporation or partnership. If you consist of more than one individual, all individuals will be bound jointly and severally by the provisions of this Agreement.

H. Interpretation of Rights and Obligations. The following provisions apply to and govern the interpretation of this Agreement, the parties' rights under this Agreement, and the relationship between the parties:

1. Our Rights. Whenever this Agreement provides that we have a certain right, that right is absolute and the parties intend that our exercise of that right will not be subject to any limitation or review. We have the right to operate, administrate, develop, and change the System in any manner that is not specifically precluded by the provisions of this Agreement, although this right does not modify any express limitations set forth in this Agreement.

2. Our Reasonable Business Judgment. Whenever we reserve discretion in a particular area or where we agree to exercise our rights reasonably or in good faith, we will satisfy our obligations whenever we exercise Reasonable Business Judgment in making our decision or exercising our rights. Our decisions or actions will be deemed to be the result of Reasonable Business Judgment, even if other reasonable or even arguably preferable alternatives are available, if our decision or action is intended, in whole or significant part, to promote or benefit the Business System generally even if the decision or action also promotes our financial or other individual interest. Examples of items that will promote or benefit the Business System include, without limitation, enhancing the value of the Marks, improving customer service and satisfaction, improving product quality, improving uniformity, enhancing or encouraging modernization and improving the competitive position of Culver's® restaurants and the Business System.

20. INDEMNIFICATION

We have no liability for any sales, use, excise, income, gross receipts, property, or other taxes levied upon you or your assets or upon us in connection with the business conducted by you, or any payments made by you to us under this Agreement or any Franchise Agreement. You agree to indemnify us and our subsidiaries, affiliates, stockholders, members, directors, officers, employees, agents and assignees against and to reimburse them for all obligations, damages, and taxes for which they are held liable and for all costs reasonably incurred by them in the defense of any claim brought against them or in any action in which they are named as a party, including reasonable attorneys' fees, interest, costs of investigation and proof of facts, court costs, other litigation expenses, and travel and living expenses. We have the right to defend any claim against us. The indemnities and assumptions of liabilities and obligations continue in full force and effect after the expiration or termination of this Agreement.

21. ACKNOWLEDGEMENTS

A. Success of Franchised Business. The success of the business venture you intend to undertake under this Agreement is speculative and depends, to a large extent, upon your (or the Principal Owner's) ability as an independent businessman, and your active participation in the daily affairs of the business as well as other factors. We do not make any representation or warranty, express or implied, as to the potential success of the business venture.

B. Independent Investigation. You acknowledge that you have entered into this Agreement after making an independent investigation of our operations and not upon any representation as to gross revenues, volume, potential earnings or profits which you might be expected to realize, nor has anyone made any other representation, which is not expressly stated herein, to induce you to accept this franchise and execute this Agreement.

C. Receipt of Documents. You represent and acknowledge that you have received our franchise disclosure document at least fourteen (14) days before the date of the execution of this Agreement.

You represent that you have read this Agreement in its entirety and that you have been given the opportunity to clarify any provisions that you did not understand and to consult with any attorney or other professional advisor. You further represent that you understand the provisions of this Agreement and agree to be bound.

D. Other Franchises. You acknowledge that other multiple unit franchisees of ours have or will be granted franchises at different times and in different situations, and further acknowledge that the provisions of such franchises may vary substantially from those contained in this Agreement.

22. NOTICES

All written notices and reports permitted or required to be delivered by the provisions of this Agreement are deemed so delivered at the time delivered by hand, one (1) business day after sent by a recognized overnight delivery service which requires a written receipt, or three (3) business days after placed in the U.S. Mail by registered or certified mail, return receipt requested, postage prepaid and addressed to the party to be notified at the address stated herein or at such other address as may have been designated in writing to the other party.

The parties have signed this Agreement on the date stated in the first paragraph.

WE:

CULVER FRANCHISING SYSTEM, LLC
a Wisconsin limited liability company

YOU:

(If you are a corporation or limited liability company)

Name of corporation or limited liability company

By: _____
Title: _____

By: _____
Title: _____

(If you are an individual owner, you must sign below; if a partnership, all partners must sign below)

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

**EXHIBIT A
TO MULTIPLE UNIT DEVELOPMENT AGREEMENT**

DESIGNATED AREA

This Exhibit is attached to and is an integral part of the Culver's® Multiple Unit Development Agreement dated _____, 20_____, between you and us.

The development rights and obligations of you, _____, to timely develop and open Restaurants will be within the following described area:

APPROVED:

WE:

CULVER FRANCHISING SYSTEM, LLC
a Wisconsin limited liability company

YOU:

(If you are a corporation or limited liability company)

Name of corporation or limited liability company

By: _____
Title: _____

By: _____
Title: _____

(If you are an individual owner, you must sign below; if a partnership, all partners must sign below)

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

EXHIBIT B
TO MULTIPLE UNIT DEVELOPMENT AGREEMENT
RESTAURANT DEVELOPMENT SCHEDULE

This Exhibit is attached to and is an integral part of the Culver's® Multiple Unit Development Agreement dated _____, 20_____, between you and us.

1. Development Schedule.

Multiple Unit Franchisee, _____, agrees to timely open Restaurants in compliance with the following development schedule.

RESTAURANT #	DATE BY WHICH THE FRANCHISE AGREEMENT MUST BE SIGNED AND THE RESTAURANT SITE SELECTED AND APPROVED	DATE BY WHICH THE RESTAURANT MUST BE OPEN	CUMULATIVE NUMBER OF RESTAURANTS TO BE OPENED

APPROVED:

WE:

CULVER FRANCHISING SYSTEM, LLC
a Wisconsin limited liability company

YOU:

(If you are a corporation or limited liability
company)

By: _____

Title: _____

Name of corporation or limited liability company

By: _____

Title: _____

(If you are an individual owner, you must sign
below; if a partnership, all partners must sign
below)

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

Multiple Unit Franchisee

EXHIBIT C
TO MULTIPLE UNIT DEVELOPMENT AGREEMENT

**PERSONAL GUARANTY AND AGREEMENT TO BE BOUND PERSONALLY BY THE
PROVISIONS OF THE FRANCHISE AGREEMENT**

In consideration of our execution of this Multiple Unit Development Agreement, and for other good and valuable consideration, the undersigned jointly and severally: (1) guarantee your payment of all amounts due us and your performance of the covenants and obligations in this Franchise Agreement; and (2) agree to be personally bound by every provision contained in this Multiple Unit Agreement including the non-compete and arbitration provisions and agree that this Personal Guaranty will be construed as though the undersigned executed a Multiple Unit Development Agreement containing the identical provisions of this Multiple Unit Development Agreement.

A. Each of the undersigned waives:

- (1) notice of demand for payment of any indebtedness or nonperformance of any obligations hereby guaranteed;
- (2) protest and notice of default to any party respecting the indebtedness or nonperformance of any obligations hereby guaranteed; and
- (3) any right he/she may have to require that an action be brought against you or any other person as a condition of liability.

B. Each of the undersigned consents and agrees that:

- (1) he/she will provide any payment or performance required under the Agreement upon demand if you fail or refuse to do so;
- (2) such liability will not be contingent or conditioned upon our pursuit of any remedies against you or any other person; and
- (3) such liability will not be diminished, relieved or otherwise affected by your insolvency, bankruptcy or reorganization, the invalidity, illegality or unenforceability of all or any part of the Agreement, or the amendment or extension of the Agreement with or without notice to the undersigned.

IN WITNESS WHEREOF, each of the undersigned has signed this Guaranty on the same day and year as the Franchise Agreement was signed.

In the Presence of:

PERSONAL GUARANTORS

EXHIBIT D
TO MULTIPLE UNIT DEVELOPMENT AGREEMENT
CULVER'S® FRANCHISE AGREEMENT
(Current Form)

EXHIBIT D
TO FRANCHISE DISCLOSURE DOCUMENT

LIST OF FRANCHISED AND FORMER FRANCHISED RESTAURANTS

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
1002	Hannah	Gentz	500 Mathis Mill Rd	Albertville	Alabama	35951	(256) 660-0155
0830	Ty	Lewis	2080 E University Dr	Auburn	Alabama	36830	(334) 209-2708
0850	Joe	McCarty III	6222 Tattersall Blvd	Birmingham	Alabama	35242	(205) 829-1380
0866	Eric	Miller	2009 6th Ave SE	Decatur	Alabama	35601	(256) 686-1754
0801	Jeff	Watkins	2713 Cloverdale Rd	Florence	Alabama	35633	(256) 664-2858
0685	Curtis	Herbig	3241 S McKenzie St	Foley	Alabama	36535	(251) 943-9051
0972	Jeff	DeRoche	6490 US Highway 431 S	Hampton Cove	Alabama	35763	(256) 716-9120
0927	Joseph	Knight	14359 Hwy 231-431 N	Hazel Green	Alabama	35750	(256) 693-7239
0713	Joe	McCarty	1037 Amber Dr	Hoover	Alabama	35244	(205) 502-7747
0959	Floyd	Williams	2007 Winchester Road	Huntsville	Alabama	35811	(256) 716-9958
0759	Marirose	Miller	4567 Wall Triana Hwy	Madison	Alabama	35758	(256) 325-3307
0921	Pending	Ownership	8382 US Hwy 72 W	Madison	Alabama	35758	(256) 489-8640
0844	Patrick	Taylor	3930 Airport Blvd	Mobile	Alabama	36608	(251) 725-1935
0975	Curtis	Herbig	23671 Canal Road	Orange Beach	Alabama	36561	(251) 923-0305
0981	Aaron	Gramza	3 Recreation Dr	Oxford	Alabama	36203	(256) 403-2732
0734	Jamie	Griggs	3650 Market Place Dr	Phenix City	Alabama	36867	(334) 408-4828
0450	Darlene	Landon	1025 North Avondale Blvd	Avondale	Arizona	85323	(623) 792-8649
0570	Jacqui	Sura	1540 N Verrado Way	Buckeye	Arizona	85396	(623) 322-8444
0698	Lori	Deschene	3699 Hwy 95 #700	Bullhead City	Arizona	86442	(928) 278-4218
0428	Joe	Wood	2453 E Florence Blvd	Casa Grande	Arizona	85194	(520) 426-4225
0445	Jason	Kveton	3155 W Ray Road	Chandler	Arizona	85226	(480) 268-7249
0700	Zach	Russell	1510 S Arizona Ave	Chandler	Arizona	85286	(480) 792-1939
0681	Caleb	Meier	1716 E Route 66	Flagstaff	Arizona	86004	(928) 266-1925
0781	Luke	Weighner	3610 S Val Vista Dr	Gilbert	Arizona	85297	(480) 825-7400
0431	Jeff	Hungerford	5127 N 99th Ave	Glendale	Arizona	85305	(623) 328-9282
0766	Jacqui	Sura	130 N Estrella Pkwy	Goodyear	Arizona	85338	(623) 322-3544
0710	John	Elam	18810 S Nogales Hwy	Green Valley	Arizona	85614	(520) 332-2090
0783	Gordon	Streeter	1737 Airway Ave	Kingman	Arizona	86409	(928) 385-1553
0576	Lukas	Stewart	1615 Countryside Ave	Lake Havasu City	Arizona	86403	(928) 733-6192
0611	Jose	Tavares III	20430 N. John Wayne Pkwy	Maricopa	Arizona	85139	(520) 858-0444
0378	Paul	Lelli	1909 S. Country Club Drive	Mesa	Arizona	85210	(480) 733-5330
0465	Carissa	Rose	1841 South Greenfield Road	Mesa	Arizona	85206	(480) 892-2430
0600	Brian	Farrell	1263 S Crismon Rd	Mesa	Arizona	85209	(602) 596-9894
0587	Steve	Chlupsa	805 E Hwy 260	Payson	Arizona	85541	(928) 363-4433
0425	Joel	Daniel	8271 W. Ludlow Drive	Peoria	Arizona	85381	(623) 242-8826
0553	Jeff	Hungerford	8330 W. Deer Valley Rd	Peoria	Arizona	85383	(623) 792-8957
0379	George	Skoubis	1825 West Deer Valley Road	Phoenix	Arizona	85027	(623) 580-4567
0415	Brian	Farrell	825 E. Camelback Rd.	Phoenix	Arizona	85014	(602) 595-7876
0434	George	Skoubis	20835 North Cave Creek Road	Phoenix	Arizona	85024	(602) 788-1616
0864	Aaron	Williamson	3125 Willow Creek Rd	Prescott	Arizona	86301	(928) 277-4581
0497	Caleb	Meier	2544 N Stoneridge Drive	Prescott Valley	Arizona	86314	(928) 277-0322
0663	Cory	Whitsell	140 W Ocotillo Rd	Queen Creek	Arizona	85140	(480) 773-2416
0462	Brad	Budde	8668 East Shea Blvd	Scottsdale	Arizona	85260	(480) 636-8480
0745	Steve	Chlupsa	4595 S White Mountain Rd	Show Low	Arizona	85901	(928) 251-0790

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0541	Kevin	Adams-AZ	632 S. HWY 92	Sierra Vista	Arizona	85635	(520) 459-6000
0396	Brian	Farrell	16145 West Bell Road	Surprise	Arizona	85374	(623) 218-6575
0532	Destiny	Simon	630 East Southern Ave	Tempe	Arizona	85282	(602) 314-4445
0436	Matt	Elam	40 S Broadway Place	Tucson	Arizona	85710	(520) 777-3213
0437	Kyle	Kolsrud	6905 N Thornydale Rd	Tucson	Arizona	85741	(520) 797-9277
0481	Ed	Norton	4810 N 1st Ave	Tucson	Arizona	85718	(520) 398-6338
0521	Kyle	Kolsrud	3070 South Campbell Avenue	Tucson	Arizona	85713	(520) 882-4422
0729	Kyle	Kolsrud	1955 W Valencia Rd	Tucson	Arizona	85746	(520) 526-2317
0909	Stephen	Herbst	1003 S Walton Blvd	Bentonville	Arkansas	72712	(479) 364-0651
0882	Pavendeep	Sandhu	4204 W New Hope Rd	Rogers	Arkansas	72758	(479) 372-6028
0822	Yan	McCarley	1736 S Buckley Rd	Aurora	Colorado	80017	(720) 766-4532
0692	Dillon	Brewster	654 Genoa Way	Castle Rock	Colorado	80109	(720) 708-3258
0645	Leslie	Jacobson	10440 E Arapahoe Rd	Centennial	Colorado	80112	(303) 790-7723
0265	Matt	Meyer	2925 New Center Pt	Colorado Springs	Colorado	80922	(719) 597-6220
0313	Mark	Grant	1140 Lake Plaza Drive	Colorado Springs	Colorado	80906	(719) 473-9707
0409	Tracy	Shoopman	7660 N. Academy Blvd.	Colorado Springs	Colorado	80920	(719) 598-0115
0968	Hayden	Geis	5035 N Tower Rd	Denver	Colorado	80249	(303) 505-0097
0414	Matt	Meyer	7220 N. Meridian Road	Falcon	Colorado	80831	(719) 559-4770
0323	Jason	Stentz	918 S. Lemay Avenue	Fort Collins	Colorado	80526	(970) 493-3639
0469	Mark	Grant	8065 Fountain Mesa Road	Fountain	Colorado	80817	(719) 466-8686
0622	Ryan	Koster	51283 Hwy 6	Glenwood Springs	Colorado	81601	(970) 230-9624
0900	Veronica	Santoyo	582 24 1/2 Rd	Grand Junction	Colorado	81505	(970) 644-5196
0338	Austin	Thompson	3502 W 29th St	Greeley	Colorado	80634	(970) 330-1386
0359	Guy	Mann	4890 Thompson Parkway	Johnstown	Colorado	80534	(970) 667-2475
0906	Matthew	Meyer	2035 S Webster St	Lakewood	Colorado	80227	(720) 360-1640
0723	Matt	Meyer	7440 S Broadway	Littleton	Colorado	80122	(303) 795-7849
0580	Rafael	Gonzales	1218 S Hover St	Longmont	Colorado	80501	(720) 600-6787
0817	Jason	Stentz	1606 W Eisenhower Blvd	Loveland	Colorado	80537	(970) 966-7328
0780	Julie	Austin	3841 Wolverine Dr	Montrose	Colorado	81401	(970) 765-2182
0539	Austin	Thompson	18561 E Mainstreet	Parker	Colorado	80138	(303) 805-9409
0859	Mark	Grant II	2285 W Pueblo Blvd	Pueblo	Colorado	81004	(719) 350-8350
0774	Trent	Hallagin	600 Airport Rd	Rifle	Colorado	81650	(970) 665-9450
0349	Tracy	Shoopman	9790 Washington Street	Thornton	Colorado	80229	(303) 252-6481
0575	Tracy	Shoopman	5330 W 72nd Ave	Westminster	Colorado	80003	(303) 484-9469
0880	Luke	Ryba	1616 E Semoran Blvd	Apopka	Florida	32703	(407) 703-3697
0960	Alexis	Evans	2455 SE Hwy 70	Arcadia	Florida	34266	(863) 722-0734
0591	Frank	Edwards	11905 Bonita Beach Rd SE	Bonita Springs	Florida	34135	(239) 908-3502
0544	Chris	Jennings	5750 Ranch Lake Blvd	Bradenton	Florida	34202	(941) 756-4000
0547	Jimmy	Rhode	3515 Cortez Rd W	Bradenton	Florida	34210	(941) 216-3796
0607	Jimmy	Rhode	4714 E State Road 64	Bradenton	Florida	34208	(941) 708-0633
0902	Jimmy	Rhode	13020 SR 64 East	Bradenton	Florida	34211	(941) 896-7205
0731	Kristine	Gordon	548 E Brandon Blvd	Brandon	Florida	33511	(813) 438-8340
0687	Nate	Drury	12337 Cortez Blvd	Brooksville	Florida	34613	(352) 701-1768
0920	Nate	Drury	1065 S Broad St	Brooksville	Florida	34601	(352) 345-4285
0522	Matt	Beder	1607 Cape Coral Parkway E	Cape Coral	Florida	33904	(239) 257-3841
0548	LaVonne	Daveler	309 SW Pine Island Road	Cape Coral	Florida	33904	(239) 673-9835
0831	Lavonne	Daveler	2526 Skyline Blvd	Cape Coral	Florida	33914	(239) 217-0234
0966	Miguel	Carmona	2974 NE Pine Island Rd	Cape Coral	Florida	33909	(239) 257-1563
0621	Luke	Ryba	3920 US Hwy 17-92	Casselberry	Florida	32707	(321) 972-5134

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0568	Krys	Zielinski	2008 Gulf to Bay Blvd	Clearwater	Florida	33765	(727) 286-6482
0542	Manny	Montanez	1431 Johns Lake Rd	Clermont	Florida	34711	(352) 394-1181
0922	Ernesto	Limon Francisco	3700 University Drive	Cooper City	Florida	33024	(954) 399-9617
0871	Rich	Birley	1107 Posner Blvd	Davenport	Florida	33837	(863) 353-6344
0686	Kristin	Najarro	1560 Outlet Blvd	Daytona Beach	Florida	32117	(386) 256-7888
0982	Steven	Brick	10 Summit Oak Pl	Deland	Florida	32720	(386) 229-5858
0620	Randy	Smith	12540 Hwy 98 W	Destin	Florida	32550	(850) 424-4700
0503	Frank	Edwards	10301 Corkscrew Road	Estero	Florida	33928	(239) 949-9420
0984	Jack	Cowan	8400 Murano Del Lago Dr	Estero	Florida	34135	(239) 317-2901
0493	Justin	Lawler	10050 University Plaza Drive	Fort Myers	Florida	33913	(239) 437-8572
0510	Lea	Nour	12651 South Cleveland Ave	Fort Myers	Florida	33907	(239) 689-3955
0560	Justin	Lawler	9340 Six Mile Cypress Parkway	Fort Myers	Florida	33966	(239) 208-2150
0775	Honey	Smith	206 Green Acres Rd	Fort Walton Beach	Florida	32547	(850) 200-4301
0597	Megan	Olson	4036 SW 30th Pl	Gainesville	Florida	32608	(352) 727-4440
0682	Nathan	Devine	37061 N US Hwy 27	Haines City	Florida	33844	(863) 422-2002
0896	Hollie	Swan	4255 Clubhouse Rd	Highland City	Florida	33812	(863) 937-9127
0843	Nate	Drury	1781 W Main St	Inverness	Florida	34450	(352) 419-4018
0789	Petar	Stamov	7923 Parramore Rd	Jacksonville	Florida	32244	(904) 374-5736
0824	Sophie	Lichte	7818 Gate Pkwy	Jacksonville	Florida	32256	(904) 574-8908
0853	Evan	Clagnaz	101 Monument Rd	Jacksonville	Florida	32225	(904) 516-4117
0964	Sophia	Lichte	4768 Hodges Blvd	Jacksonville	Florida	32224	(904) 374-0011
0674	Dale	Rockefeller	4151 NW Federal Hwy	Jensen Beach	Florida	34957	(772) 444-3541
0602	Deb	Naylon	1108 Military Trl	Jupiter	Florida	33458	(561) 529-3772
0603	Nathan	Devine	9070 W Irlo Bronson Memorial Hwy	Kissimmee	Florida	34747	(407) 239-1203
0606	Nick	Haman	3148 N. Orange Blossom Trail	Kissimmee	Florida	34744	(407) 201-3583
0994	Lea	Nour	44 Lashley St	LaBelle	Florida	33935	(863) 230-6032
0899	Tyler	Goff	394 NW Commons Loop	Lake City	Florida	32055	(386) 438-5108
0684	Robert	Robles	260 N Congress Ave	Lake Park	Florida	33403	(561) 904-6994
0851	Nate	Devine	5246 US Hwy 98 N	Lakeland	Florida	33809	(863) 333-6622
0935	Scott	Hunt	6400 S. Florida Avenue	Lakeland	Florida	33813	(863) 272-6402
0884	Bret	Fernandez	7760 Land O' Lakes Blvd	Land O' Lakes	Florida	34638	(813) 528-8667
0514	Matt	Stuligross	3500 E Bay Dr	Largo	Florida	33771	(727) 223-9915
0877	Eric	Dunn	1712 N Lecanto Hwy	Lecanto	Florida	34461-9678	(352) 249-7040
0604	Justin	Lawler	2511 Lee Blvd	Lehigh Acres	Florida	33971	(239) 491-9552
0931	Kase	Bethel	15339 Southern Blvd	Loxahatchee Groves	Florida	33470	(561) 508-5605
0564	Jacob	Berra	2303 Sun Vista Dr	Lutz	Florida	33559	(813) 949-1414
0915	Jacob	Berra	21362 Walmart Way	Lutz	Florida	33549	(813) 949-6922
0772	Eric	Pierce	5510 W Copans Rd	Margate	Florida	33063	(954) 951-7008
0718	Sophie	Lichte	1767 Blanding Blvd	Middleburg	Florida	32068	(904) 203-2071
0957	Elisha	Cherry	6389 US Hwy 90	Milton	Florida	32570	(850) 750-1990
0934	Christian	Liebl	18996 US Highway 441	Mount Dora	Florida	32757	(352) 720-5996
0486	Jeremy	Kallies	5775 Airport Pulling Rd N	Naples	Florida	34109	(239) 596-4640
0554	Jeremy	Kallies	5102 Tamiami Trail East	Naples	Florida	34113	(239) 732-5025
0672	Jack	Cowan	8940 Sage Ave	Naples	Florida	34120	(239) 692-9771
0545	Randy	Smith II	8792 Navarre Pkwy	Navarre	Florida	32566	(850) 939-7771
0918	Marisa	Ferreria	2679 State Road 44	New Smyrna Beach	Florida	32168	(386) 847-8072
0596	Matt	Priddy	5648 Tuscola Blvd	North Port	Florida	34287	(941) 876-3681
0828	Manny	Montanez	4836 SW College Rd	Ocala	Florida	34471	(352) 304-6141

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0618	Derek	Zabel	12538 State Road 54	Odessa	Florida	33556	(727) 372-0321
0640	Tonya	McCullum	4591 Power Center Ln	Orlando	Florida	32839	(321) 247-5704
0699	Marcie	Merlano	11978 Narcoossee Rd	Orlando	Florida	32832	(407) 420-7140
0977	Timothy	Coleman	13320 East Colonial Dr.	Orlando	Florida	32826	(407) 203-5814
0997	Marisa	Ferreria	655 W Granada Blvd	Ormond Beach	Florida	32174	(386) 265-1500
0695	Steve	Brick	889 W Mitchell Hammock Rd	Oviedo	Florida	32765	(407) 542-5238
0799	Marisa	Ferreria	5055 E Hwy 100	Palm Coast	Florida	32164	(386) 585-4264
0987	Chris	Jennings	1801 US 301 N	Palmetto	Florida	34221	(941) 212-4867
0985	Emily	Mathews	604 S Tyndall Pkwy	Panama City	Florida	32404	(850) 248-8484
0571	Brian	Maytum	11501 Panama City Beach Pkwy	Panama City Beach	Florida	32407	(850) 249-0709
0704	Brandon	Cherry	4400 Bayou Blvd	Pensacola	Florida	32503	(850) 332-6081
0811	Taylor	Cartwright	6032 Mobile Hwy	Pensacola	Florida	32526	(850) 332-5562
0631	Hollie	Swan	4702 Park Blvd N	Pinellas Park	Florida	33781	(727) 440-0111
0741	TJ	Schwebke	2103 N Park Rd	Plant City	Florida	33563	(813) 707-0800
0492	Connie	Wills	385 Kings Hwy	Port Charlotte	Florida	33983	(941) 627-2600
0561	Connie	Wills	1140 El Jobean Rd	Port Charlotte	Florida	33948	(941) 766-9006
0546	Kristin	Najarro	1744 Dunlawton Avenue	Port Orange	Florida	32127	(386) 341-1315
0551	Heather	Renna	8425 U.S. HWY 19	Port Richey	Florida	34668	(727) 846-6000
0624	Gerald	Smith	10770 SW Tradition Pkwy	Port St. Lucie	Florida	34987	(772) 345-2874
0897	Connie	Wills	26440 Jones Loop Rd	Punta Gorda	Florida	33950	(941) 205-8939
0719	Theresa	Hutchins	10721 Big Bend Rd	Riverview	Florida	33579	(813) 591-1060
0793	Krys	Zielinski	11620 Boyette Rd	Riverview	Florida	33569	(813) 252-8378
0953	Luke	Ryba	3418 S Orlando Dr	Sanford	Florida	32773	(407) 818-1552
0511	Margo	Valenzuela	2605 University Parkway	Sarasota	Florida	34243	(941) 893-5805
0528	Margo	Valenzuela	7250 S. Tamiami Trail	Sarasota	Florida	34231	(941) 960-2141
0574	Margo	Valenzuela	90 Cattlemen Rd	Sarasota	Florida	34232	(941) 342-8999
0976	Marilyn	Stewart	2651 US Hwy 27 S	Sebring	Florida	33870	(863) 314-6731
0562	TJ	Schwebke	10425 Park Blvd	Seminole	Florida	33772	(727) 397-7700
0948	Derek	Zabel	16300 County Line Rd	Spring Hill	Florida	34610	(352) 842-4127
0790	Garth	Darton	3433 US Hwy 1	St. Augustine	Florida	32086	(904) 217-4859
0971	Garth	Darton	2620 Stratton Blvd	St. Augustine	Florida	32084	(904) 547-2028
0816	Nick	Haman	1050 E Irlo Bronson Hwy	St. Cloud	Florida	34769	(407) 593-8200
0792	Anthony	Marchese	45 Fountains Way	St. Johns	Florida	32259	(904) 217-3098
0627	Matt	Stuligross	9046 4th St N	St. Petersburg	Florida	33702	(727) 217-0753
0656	Edgar	Maldonado	1451 34th St N	St. Petersburg	Florida	33713	(727) 800-5321
0626	Dale	Rockefeller	2501 S Kanner Hwy	Stuart	Florida	34994	(772) 210-5648
0803	Kevin	Cupuro	2439 N Monroe St	Tallahassee	Florida	32303	(850) 727-7006
0992	Kevin	Cupuro	1311 Executive Center Dr	Tallahassee	Florida	32301	(448) 209-2245
0974	Eric	Pierce	8251 W. Commercial Blvd	Tamarac	Florida	33351	(954) 406-1104
0529	Krys	Zielinski	15003 North Nebraska Avenue	Tampa	Florida	33613	(813) 977-7333
0537	Krys	Zielinski	8106 W. Hillsborough Ave	Tampa	Florida	33615	(813) 898-8970
0635	Theresa	Hutchins	2470 S Falkenburg Rd	Tampa	Florida	33619	(813) 533-6068
0696	Jimmy	Rhode	8410 Citrus Park Dr	Tampa	Florida	33625	(813) 926-0013
0835	Theresa	Hutchins	10902 N Dale Mabry Hwy	Tampa	Florida	33618	(813) 280-9170
0657	Shad	Finley	3390 Wedgewood Ln	The Villages	Florida	32162	(352) 268-3375
0939	Luis	Fernandez	2855 Cheney Highway	Titusville	Florida	32780	(321) 225-4867
0619	Shane	Hurst	19355 Times Circle	Venice	Florida	34292	(941) 451-8576
0784	Connie	Wills	1735 S Tamiami Trail	Venice	Florida	34293	(941) 303-5538
0711	Gerald	Smith	6451 Lake Andrew Dr	Viera	Florida	32940	(321) 305-4100

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0691	Jacob	Berra	28831 State Rd 56	Wesley Chapel	Florida	33543	(813) 461-8950
0650	Andrea	Czaplicki	4355 Norfolk Pkwy	West Melbourne	Florida	32904	(321) 831-3554
0874	Antony	Hall	5327 Sundance Trl	Wildwood	Florida	34785	(352) 399-2161
0594	Manny	Montanez	13649 W Colonial Dr	Winter Garden	Florida	34787	(407) 347-5261
0760	Jordan	Palzer	888 Cypress Gardens Blvd	Winter Haven	Florida	33880	(863) 268-2831
0848	Marty	Greye	463731 SR 200	Yulee	Florida	32097	(904) 468-5915
0658	Nate	Drury	6386 Gall Blvd	Zephyrhills	Florida	33542	(813) 815-9152
0757	Skip	Walser	1275 Hwy 92	Acworth	Georgia	30102	(678) 540-5043
0660	Harshal	Patel	2660 Old Winder Hwy	Braselton	Georgia	30517	(678) 828-7977
0592	Harshal	Patel	2924 Buford Dr	Buford	Georgia	30519	(678) 714-7000
0613	Tim	Auseth	6778 Hickory Flat Hwy	Canton	Georgia	30115	(678) 880-7200
0923	Daulton	Miller	6851 Midland Commons Blvd	Columbus	Georgia	31909	(762) 583-1616
0701	Dan	Tran	110 Grove Creek Point	Commerce	Georgia	30529	(706) 336-5951
0705	Tapasvi	Jaiswal	5512 Bethelview Rd	Cumming	Georgia	30040	(470) 253-8870
0567	Ali	Adabi	252 S 400 Center Ln	Dawsonville	Georgia	30534	(706) 265-1024
0671	Mark	Dahl	1260 Dawsonville Hwy NE	Gainesville	Georgia	30501	(678) 943-8452
0598	Tom	Tabor	4020 Gateway Blvd	Grovetown	Georgia	30813	(762) 994-0024
0694	Tim	Auseth	955 Noah Dr	Jasper	Georgia	30143	(706) 692-0111
0668	Bill	Lewis	2460 Kennesaw Due West Rd	Kennesaw	Georgia	30152	(678) 909-5997
0614	Donny	Maytum	1133 Scenic Hwy S	Lawrenceville	Georgia	30045	(770) 802-4323
0820	Kyle	Garretson	3710 Northside Dr	Macon	Georgia	31210	(478) 305-7093
0637	Sarah	Ruiz	90 Hwy 81 W	McDonough	Georgia	30253	(678) 782-3539
0581	Kyle	Garretson	311 Newnan Crossing Bypass	Newnan	Georgia	30265	(770) 502-1600
0655	Quanita	Brown	121 Tanger Outlet Blvd	Pooler	Georgia	31322	(912) 450-5005
0678	Quanita	Brown	333 W Montgomery Crossroad	Savannah	Georgia	31406	(912) 200-4600
0724	Charlie	Lee	230 Peachtree Industrial Blvd	Sugar Hill	Georgia	30518	(770) 831-0333
0662	Ali	Adabi	3135 Peachtree Pkwy	Suwanee	Georgia	30024	(678) 807-8389
0962	James	Sherman	4135 N Valdosta Rd	Valdosta	Georgia	31602	(229) 474-4156
0804	Bill	Lewis	11799 Hwy 92	Woodstock	Georgia	30188	(470) 377-4176
0901	Sarah	Bauer	3701 E 25th S	Ammon	Idaho	83402	(208) 656-7557
0629	Eugene	Smith	946 Pancheri Dr	Idaho Falls	Idaho	83402	(208) 538-1880
0636	Steve	Smith	3494 E Tecate Ln	Meridian	Idaho	83646	(208) 895-2753
0508	Alex	Fetting	163 Pole Line Rd	Twin Falls	Idaho	83301	(208) 595-2774
0255	Stephen	Anichini	1347 W. Lake Street	Addison	Illinois	60101	(630) 628-6020
0305	Chris	Searles	451 East Route 173	Antioch	Illinois	60002	(847) 395-4949
0453	Charles	Martin	2060 Northwest Hwy	Arlington Heights	Illinois	60004	(847) 590-8802
0055	Jim	DiVerde	509 South Route 59	Aurora	Illinois	60504	(630) 978-8709
0788	Ashish	Merchant	1430 S Illinois Route 59	Bartlett	Illinois	60103	(630) 855-5876
0903	Michael	Smith	470 N Randall Rd	Batavia	Illinois	60510	(630) 425-3933
0083	Todd	Kjell	1635 Big Thunder Blvd.	Belvidere	Illinois	61008	(815) 547-0181
0435	Guy	Hollis	6943 W. Roosevelt Road	Berwyn	Illinois	60402	(708) 788-8000
0891	Janel	Larson	455 W Schick Rd	Bloomington	Illinois	60108	(224) 353-6515
0138	Bret	Freistedt	901 Hershey Road	Bloomington	Illinois	61704	(309) 662-7070
0191	James	Wolfer	1807 W. Market Street	Bloomington	Illinois	61701-2601	(309) 827-3527
0203	Charles	Martin	250 N. Bolingbrook Drive	Bolingbrook	Illinois	60040	(630) 783-1585
0392	Bobby	Maier	983 North Convent Street	Bourbonnais	Illinois	60914	(815) 614-3638
0252	Guy	Hollis	9229 S Harlem Ave	Bridgeview	Illinois	60455	(708) 598-1400
0158	Kevin	Weasler	450 McHenry Road	Buffalo Grove	Illinois	60089	(847) 229-1123

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0673	Maria	Jones	2401 Reed Station Pkwy	Carbondale	Illinois	62901	(618) 503-9898
0211	Amy	Adams	290 Schmale Road	Carol Stream	Illinois	60188	(630) 933-9747
0216	Julie	Michels	8000 Miller Road	Carpentersville	Illinois	60110	(847) 649-3225
0173	Derrick	White	903 West Marketview	Champaign	Illinois	61822	(217) 356-8132
0215	Troy	Vodacek	2302 S. Neil Street	Champaign	Illinois	61820	(217) 352-1699
0648	Baron	Waller	3355 S Martin Luther King Dr	Chicago	Illinois	60616	(312) 808-1100
0649	Dan	Ehle	4939 W Irving Park Rd	Chicago	Illinois	60641	(708) 967-2109
0805	Dan	Finlon	1819 W Montrose Ave	Chicago	Illinois	60613	(773) 697-7103
0819	Casey	Quinn	6541 S Cicero Ave	Chicago	Illinois	60638	(773) 306-0710
0832	Bryon	Waller	11050 S Doty Ave W	Chicago	Illinois	60628	(773) 941-4296
0928	Stephanie	Fuchs	6012 N Albany Ave	Chicago	Illinois	60659	(773) 681-0701
0938	Joe	Coyle	1111 W Addison St	Chicago	Illinois	60613	(872) 808-2331
0940	Baron	Waller	4347 W Chicago Avenue	Chicago	Illinois	60624	(773) 799-8166
0325	Kate	Schweizer	100 United Drive	Collinsville	Illinois	62234	(618) 344-8780
0509	Bobby	Maier	13300 Cicero Ave	Crestwood	Illinois	60418	(708) 385-8588
0442	Jim	DiVerde	23180 Volbrecht Road	Crete	Illinois	60417	(708) 898-1684
0199	Cornelio	Duarte	400 Pingree Road	Crystal Lake	Illinois	60014	(815) 356-9090
0489	Troy	Vodacek	3210 North Vermilion Street	Danville	Illinois	61832	(217) 213-6022
0069	Michela	Murillo	541 Plainfield Road	Darien	Illinois	60561	(630) 734-0400
0258	James	Wolfer	4850 E. Aldi Drive	Decatur	Illinois	62521	(217) 791-6919
0369	James	Wolfer	2994 N Water Street	Decatur	Illinois	62526	(217) 875-2900
0519	Josh	Lowery	1262 W Lincoln Hwy	Dekalb	Illinois	60115	(779) 777-7997
0151	Kayla	Halfacre	1317 N. Galena Avenue	Dixon	Illinois	61021	(815) 288-9403
0304	Katie	Bulgrin	2500 West Ogden Ave	Downers Grove	Illinois	60515	(630) 434-9401
0278	Phil	Skinner	901 Camp Street	East Peoria	Illinois	61611	(309) 698-9240
0314	Kelly	Cobb	6724 Old Troy Rd.	Edwardsville	Illinois	62025	(618) 692-0800
0329	Chris	Debolt	1510 W. Fayette Avenue	Effingham	Illinois	62401	(217) 347-4986
0750	Ross	Thomas Jr.	1175 N McLean Blvd	Elgin	Illinois	60123	(224) 535-8140
0722	Cheryl	Opferman	436 N York St	Elmhurst	Illinois	60126	(630) 359-5345
0665	Nathan	Johnson	7542 W Grand Ave	Elmwood Park	Illinois	60707	(708) 695-5067
0482	Matt	Herrmann	9515 S. Kedzie Ave	Evergreen Park	Illinois	60805	(708) 423-0000
0646	Zach	Steffens	100 S US Hwy 12	Fox Lake	Illinois	60020	(847) 629-5383
0740	Cobi	Wahrer	514 Northwest Hwy	Fox River Grove	Illinois	60021	(847) 829-4439
0276	Brandon	Davidson	20592 S La Grange Rd	Frankfort	Illinois	60423	(815) 469-9986
0307	Guy	Hollis	2751 Rose Street	Franklin Park	Illinois	60131	(847) 455-5135
0086	Della	Hathaway	1690 Dirck Drive	Freeport	Illinois	61032	(815) 297-1440
0085	Caprinia	Abt	11371 Oldenburg Lane	Galena	Illinois	61036-8104	(815) 777-9401
0703	Michele	Davis	1330 N Henderson St	Galesburg	Illinois	61401	(309) 297-4140
0334	Josh	Martel	1275 S Oakwood Ave	Geneseo	Illinois	61254	(309) 944-5300
0708	Dannie	Thomas	1727 Waukegan Rd	Glenview	Illinois	60025	(847) 730-5503
0133	Tony	Milazzo	1239 N. Route 83	GraysLake	Illinois	60030	(847) 548-1025
0175	Ashish	Merchant	1505 Nations Drive	Gurnee	Illinois	60031	(847) 662-9666
0676	Serena	Michels	1060 S Division St	Harvard	Illinois	60033	(815) 770-9001
0659	Cornelio	Duarte	4538 N Harlem Ave	Harwood Heights	Illinois	60706	(708) 320-2092
0595	Cobi	Wahrer	4665 Hoffman Blvd	Hoffman Estates	Illinois	60192	(847) 551-5272
0834	Bianca	Diaz	12712 W 143rd St	Homer Glen	Illinois	60491	(708) 675-3687
0364	Mallory	Staley	850 W. 183rd Street	Homewood	Illinois	60430	(708) 922-2222
0110	Scott	Barbknecht	12950 Route 47	Huntley	Illinois	60142	(847) 659-9673

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0070	Dean	Anichini	203 E. State Rd.	Island Lake	Illinois	60042	(847) 526-8530
0271	Louis	Peter	1500 Illinois Hwy 59	Joliet	Illinois	60431	(815) 254-0020
0617	Baron	Waller	219 S. Larkin Ave	Joliet	Illinois	60436	(815) 630-3979
0858	Cornelio	Duarte	251 N Randall Rd	Lake in the Hills	Illinois	60156	(224) 333-0571
0221	Stephen	Anichini	645 N. Rand Road	Lake Zurich	Illinois	60047	(847) 540-6700
0245	Todd	LaMothe	17010 Torrence Avenue	Lansing	Illinois	60438	(708) 895-5555
0234	Chris	Searles	803 E. Park Avenue	Libertyville	Illinois	60048	(847) 816-9580
0355	Devan	Duncheon	2530 Woodlawn Road	Lincoln	Illinois	62656	(217) 732-7300
0654	Kevin	Weasler	405 Milwaukee Ave	Lincolnshire	Illinois	60069	(847) 383-5459
0512	Baron	Waller	15940 South Farrell Road	Lockport	Illinois	60441	(815) 838-6848
0287	David	Koch	1155 S. Main Street	Lombard	Illinois	60148	(630) 889-1140
0398	Guy	Hollis	8211 W. Ogden Avenue	Lyons	Illinois	60534	(708) 442-0932
0599	Maria	Jones	2605 Blue Heron Dr	Marion	Illinois	62959	(618) 579-2580
0348	Dawndria	Murray	20716 Cicero Ave	Matteson	Illinois	60443	(708) 748-7048
0117	Dean	Anichini	1101 Adams Drive	McHenry	Illinois	60050	(815) 759-8910
0353	Louis	Peter	2063 Ridge Road	Minooka	Illinois	60447	(815) 467-2815
0163	Mike	Martel	4011 38th Avenue	Moline	Illinois	61265	(309) 797-0226
0487	Todd	LaMothe	5871 W Monee Manhattan Rd	Monee	Illinois	60449	(708) 746-5168
0177	Eric	McCroskey	1919 N. Division Street	Morris	Illinois	60450	(815) 941-1919
0284	Phil	Skinner	121 East Courtland Street	Morton	Illinois	61550	(309) 263-5210
0444	Sunny	Jiandani	7310 Dempster	Morton Grove	Illinois	60053	(847) 983-4341
0679	Kevin	Debolt	1105 S 42nd St	Mount Vernon	Illinois	62864	(618) 316-7351
0264	Nabil	Raihani	1501 W. Dempster Street	Mt. Prospect	Illinois	60056	(847) 981-1681
0376	Tony	Milazzo	220 Oak Creek Plaza	Mundelein	Illinois	60060	(847) 566-6900
0728	Jacob	Witcpalek	1515 N Naper Blvd	Naperville	Illinois	60563	(630) 445-8297
0430	Baron	Waller	421 E. Lincoln Highway	New Lenox	Illinois	60451	(815) 463-9470
0087	Julie	Michels	411 S. Lincolnway St	North Aurora	Illinois	60542	(630) 844-2280
0754	Kevin	Weasler	4105 Dundee Rd	Northbrook	Illinois	60062	(224) 723-5442
0932	Nick	Strache	5410 W. 159th St.	Oak Forest	Illinois	60452	(708) 897-8387
0584	Guy	Hollis	10745 S Cicero Ave	Oak Lawn	Illinois	60453	(708) 581-5696
0225	Ben	Jackels	1702 W. Highway 50	O'Fallon	Illinois	62269	(618) 624-8430
0418	Michael	Scheve	9130 159th Street	Orland Park	Illinois	60462	(708) 590-6334
0102	John	Witcpalek	2781 Route 34	Oswego	Illinois	60543	(630) 551-4960
0421	Bobby	Maier	3001 Fairfield Lane	Ottawa	Illinois	61350	(815) 431-2283
0186	Zach	Steffens	1765 N. Rand Road	Palatine	Illinois	60074	(847) 705-6666
0253	Dave	O'Dell	3500 Court Street	Pekin	Illinois	61554	(309) 346-2199
0209	Phil	Skinner	4612 N. University Ave.	Peoria	Illinois	61614	(309) 693-3579
0309	Debra	Braker	5019 West Holiday Drive	Peoria	Illinois	61615	(309) 693-2366
0916	Mike	Davis	10500 N Centerway Dr	Peoria	Illinois	61604	(309) 240-5078
0155	Bobby	Maier	1600 Midtown Road	Peru	Illinois	61354	(815) 220-1980
0269	Eric	McCroskey	13449 S. Illinois Route 59	Plainfield	Illinois	60544	(815) 439-4442
0926	Jennifer	Brandner	6400 Lakeside Road	Plano	Illinois	60545	(630) 273-2491
0241	Michele	Davis	224 Ace Road	Princeton	Illinois	61356	(815) 875-3131
0441	Lindsay	May	2442 Broadway Street	Quincy	Illinois	62301	(217) 222-7758
0316	Luke	Maier	1060 Dement Road	Rochelle	Illinois	61068	(815) 561-9720
0118	Ashlee	Alber	1901 Harley Davidson Dr.	Rock Falls	Illinois	61071	(815) 535-9401
0049	Aaron	Koch	6727 E Riverside Blvd	Rockford	Illinois	61114	(815) 654-1277
0092	Aaron	Koch	5610 Wansford Way	Rockford	Illinois	61109-7504	(815) 398-9938

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0125	Aaron	Koch	1224 Bennington Road	Rockford	Illinois	61103	(815) 633-6550
0198	Aaron	Koch	236 North Phelps Avenue	Rockford	Illinois	61109	(815) 397-8035
0246	Brandon	Davidson	485 N. Weber Road	Romeoville	Illinois	60446	(815) 372-2777
0037	Josh	Nordgren	9779 N. Second Street	Roscoe	Illinois	61073	(815) 877-7880
0419	Charles	Martin	7050 Mannheim Road	Rosemont	Illinois	60018	(847) 635-2005
0065	Jim	DiVerde	1800 Wise Road	Schaumburg	Illinois	60193	(847) 891-5660
0372	Barry	Himmelfarb	1410 E. Algonquin Rd	Schaumburg	Illinois	60173	(847) 925-8000
0578	Mike	Martel	608 22nd Ave	Silvis	Illinois	61282	(309) 281-1410
0610	Michael	Smith	9455 N Skokie Blvd	Skokie	Illinois	60077	(847) 983-8860
0223	Serena	Michels	280 Randall Road	South Elgin	Illinois	60177	(847) 697-8980
0141	Kyle	Moran	2540 N. Dirksen Parkway	Springfield	Illinois	62702	(217) 544-5050
0274	James	Wolfer	4400 Wabash Avenue	Springfield	Illinois	62711	(217) 726-7991
0451	Todd	LaMothe	4068 East Main Street	St. Charles	Illinois	60174	(630) 444-1700
0664	Jim	DiVerde	111 S Randall Rd	St. Charles	Illinois	60174	(224) 281-4425
0641	Tim	Newkirk	412 N Sugar Grove Pkwy	Sugar Grove	Illinois	60554	(630) 777-3110
0107	Amanda	Corona	1200 De Kalb Avenue	Sycamore	Illinois	60178	(815) 899-0200
0146	Shawn	Staley	18248 Sayre Avenue	Tinley Park	Illinois	60477	(708) 444-0004
0720	Gary	Satterlee	201 W University Ave	Urbana	Illinois	61801	(217) 607-1162
0769	Adam	Newkirk	3S525 IL-59	Warrenville	Illinois	60555	(630) 791-9734
0967	Chris	Schoon	115 N Cummings Ln	Washington	Illinois	61571	(309) 508-7115
0721	Zack	DeFlorio	850 S Waukegan Rd	Waukegan	Illinois	60085	(847) 672-8431
0883	Amy	Adams	908 E Roosevelt Rd	Wheaton	Illinois	60187	(630) 517-8316
0075	Jimmy	Smith	807 Cannell-Puri Dr	Winnebago	Illinois	61088	(815) 335-2801
0180	Houston	Crigler	1620 W. Lake Shore Drive	Woodstock	Illinois	60098	(815) 337-5730
0327	Jim	DiVerde	1745 Marketview Drive	Yorkville	Illinois	60560	(630) 882-6179
0275	Arish	Merchant	3335 Sheridan Road	Zion	Illinois	60099	(847) 872-9401
0289	Anthony	Manghelli	6386 S. Scatterfield Road	Anderson	Indiana	46013	(765) 640-5158
0876	Aaron	Archuleta	2207 N Wayne St	Angola	Indiana	46703	(260) 243-4359
0716	Aaron	Archuleta	121 Touring Dr	Auburn	Indiana	46706	(260) 333-7980
0821	Michael	Flosi	7649 US Hwy 36	Avon	Indiana	46123	(317) 742-7127
0683	John	Laskowski	1918 W 3rd St	Bloomington	Indiana	47404	(812) 822-1837
0690	Jared	Goodnight	1225 N Green St	Brownsburg	Indiana	46112	(317) 286-7322
0929	Jeff	Meyer	431 E Carmel Dr	Carmel	Indiana	46032	(317) 343-2989
0937	Shaina	Rudolph	9717 W 133rd Ave	Cedar Lake	Indiana	46303	(219) 390-7165
0525	Adam	Raber	3000 Matson Street	Chesterton	Indiana	46304	(219) 250-2373
0893	Stephen	Leuer	1001 W Connexion Way	Columbia City	Indiana	46725	(260) 212-1086
0389	Neil	Miller	90 Johnson Blvd.	Columbus	Indiana	47201	(812) 799-0035
0226	Frank	Spanopoulos	240 Federal Drive	Corydon	Indiana	47112	(812) 738-6464
0356	Ghasem	Eslamirad	1855 S. US 231	Crawfordsville	Indiana	47933	(765) 359-1960
0499	John Ryan	Terpstra	1800 E. Summit Street	Crown Point	Indiana	46307	(219) 663-2212
0810	David	Dragoo	11315 E Washington St	Cumberland	Indiana	46229	(317) 622-2679
0919	Anthony	Manghelli	8801 S. Walnut St	Daleville	Indiana	47334	(765) 387-0083
0989	Michael	Flosi	200 S County Rd 200 E	Danville	Indiana	46122	(317) 386-8038
0256	Andrew	Habich	2915 Brittany Ct	Elkhart	Indiana	46514	(574) 266-8610
0260	Tom	Griffin	1734 Hirschland Road	Evansville	Indiana	47715	(812) 437-3333
0633	Collette	Crow	4850 W Lloyd Expy	Evansville	Indiana	47712	(812) 492-8000
0515	Neil	Miller	13691 Olio Road	Fishers	Indiana	46037	(317) 774-0400
0296	Bob	Geisler	3510 East Dupont Road	Fort Wayne	Indiana	46825	(260) 482-4466
0399	Lucas	Oletti	6527 West Jefferson Blvd	Fort Wayne	Indiana	46804	(260) 432-4111

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0476	Bob	Geisler	1425 W Washington Center Rd	Fort Wayne	Indiana	46825	(260) 451-2002
0494	Ashlee	Jones	6026 Stellhorn Road	Fort Wayne	Indiana	46815	(260) 755-5256
1000	Ashlee	Jones	6244 State Road 930	Fort Wayne	Indiana	46803	(260) 245-6184
0908	Jared	Goodnight	2301 E Wabash St	Frankfort	Indiana	46041	(765) 670-6742
0776	Ashley	Mitchell	191 Granville Dr	Franklin	Indiana	46131	(317) 560-5025
0498	Kevin	Ray	2019 Lincoln Way East	Goshen	Indiana	46526	(574) 534-4455
0758	Kevin	Ray	2024 Elkhart Rd	Goshen	Indiana	46526	(574) 635-9966
0800	Keith	Remington	13145 S State Rd 23	Granger	Indiana	46530	(574) 217-7726
0350	Jeff	Meyer	1846 N. State Street	Greenfield	Indiana	46140	(317) 468-1902
0954	Garrett	Abrams	1735 N Broadway St	Greensburg	Indiana	47240	(812) 560-4404
0229	Adam	Paunwar	320 State Hwy 135	Greenwood	Indiana	46142	(317) 881-2400
0661	Michael	Flosi	1142 N Emerson Ave	Greenwood	Indiana	46143	(317) 300-0019
0869	Kyle	Day	7905 Cabela Dr	Hammond	Indiana	46324	(219) 802-5131
0480	John Ryan	Terpstra	3950 Ridge Road	Highland	Indiana	46322	(219) 237-2617
0268	Jerry	Kozlowski	4701 Kentucky Avenue	Indianapolis	Indiana	46221	(317) 821-2938
0283	Jeff	Meyer	7105 E. 96th Street	Indianapolis	Indiana	46250	(317) 576-1180
0317	Jeff	Meyer	5020 W. 71st Street	Indianapolis	Indiana	46268	(317) 731-4125
0630	David	Dragoo	8232 Country Village Dr	Indianapolis	Indiana	46214	(463) 202-2085
0806	Brandon	Martin	5115 Shear Ave	Indianapolis	Indiana	46203	(317) 591-9277
0814	Rayme	Swan	7010 E 21st St	Indianapolis	Indiana	46219	(317) 746-6395
0890	Neil	Miller	6111 N Keystone Ave	Indianapolis	Indiana	46220	(317) 746-6911
0894	Scott	Laskowski	1907 N Newton St	Jasper	Indiana	47546	(812) 556-0375
0502	Kevin	Culbreth	1555 Veterans Parkway	Jeffersonville	Indiana	47130	(812) 913-0810
0958	Kevin	Culbreth	3525 E 10th St	Jeffersonville	Indiana	47130	(812) 590-3117
0343	David	Droll	101 Pipeline Way	Kokomo	Indiana	46902	(765) 455-1099
0586	Bill	Romstadt Jr.	233 Pine Lake Ave	La Porte	Indiana	46350	(219) 369-6450
0188	David	Zimmerman	340 N. Creasy Lane	Lafayette	Indiana	47905	(765) 449-1169
0190	David	Dragoo	5525 N. Post Road	Lawrence	Indiana	46216	(317) 591-1002
0752	Ghasem	Eslamirad	2454 N Lebanon St	Lebanon	Indiana	46052	(765) 484-8420
0887	David	Droll	3923 E Market St	Logansport	Indiana	46947	(574) 516-1028
0945	Jordan	Clark	2481 Franks Dr	Madison	Indiana	47250	(812) 274-4128
0404	Rayme	Swan	2307 S. Western Ave	Marion	Indiana	46953	(765) 573-4955
0963	Mike	Masterson	500 Prather Dr	Martinsville	Indiana	46151	(765) 315-0530
0991	David	Brewer	6036 W Broadway	McCordsville	Indiana	46055	(317) 335-7738
0196	John Ryan	Terpstra	1579 East 79th Avenue	Merrillville	Indiana	46410	(219) 736-2000
0251	Larry	Fisher	3967 Frontage Road North	Michigan City	Indiana	46360	(219) 872-5065
0297	Mark	Nowak	5520 N. Main Street	Mishawaka	Indiana	46545	(574) 271-7161
0965	Mark	Nowak	12561 McKinley Hwy	Mishawaka	Indiana	46545	(574) 931-2444
0506	Rayme	Swan	1312 W. McGalliard Rd	Muncie	Indiana	47303	(765) 212-2811
0892	Garrett	Abrams	605 S Memorial Dr	New Castle	Indiana	47362	(765) 575-8912
0986	Tyler	Rehmel	8970 High Pointe Dr	Newburgh	Indiana	47630	(812) 945-7664
0200	Jeff	Meyer	557 Westfield Road	Noblesville	Indiana	46060	(317) 219-6420
0108	Adam	Paunwar	170 S. Perry Road	Plainfield	Indiana	46168	(317) 839-2100
0870	Andrew	Habich	2100 N Michigan St	Plymouth	Indiana	46563	(574) 540-2785
0254	Don	Gentry	6139 US Hwy 6	Portage	Indiana	46368	(219) 764-4483
0748	Garrett	Abrams	401 Commerce Rd	Richmond	Indiana	47374	(765) 488-0496
0293	Kory	Dutour-Manno	980 West Lincoln Hwy	Schererville	Indiana	46375	(219) 322-2266
0860	John	Laskowski	203 N Sandy Creek Dr	Seymour	Indiana	47274	(812) 405-2497
0867	Ashley	Mitchell	1930 N Morristown Rd	Shelbyville	Indiana	46176	(317) 604-5040

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0386	Larry	Fisher	4402 S. Michigan Street	South Bend	Indiana	46614	(574) 299-9130
0738	Kim	Struzynski	52733 SR 933	South Bend	Indiana	46637	(574) 222-2380
0773	John Ryan	Terpstra	9845 Wicker Ave	St. John	Indiana	46373	(219) 627-4405
0735	Matt	Bilyeu	5530 E New Margaret Dr	Terre Haute	Indiana	47803	(812) 917-5664
0949	Matt	Bilyeu	4141 South US HWY 41	Terre Haute	Indiana	47802	(812) 814-3583
0154	Lizz	Remington	2101 LaPorte Ave.	Valparaiso	Indiana	46383	(219) 531-9600
0833	Matt	Bilyeu	7 Executive Blvd	Vincennes	Indiana	47591	(812) 316-0404
0393	David	Meacham	1321 North Cass Street	Wabash	Indiana	46992	(260) 225-0446
0423	Kevin	Ray	852 N Parker Street	Warsaw	Indiana	46582	(574) 306-2581
0886	Kevin	Ray	2455 Jalynn St	Warsaw	Indiana	46582	(574) 306-2107
0791	Anna	Townsend	3075 Sachem Ct S	West Lafayette	Indiana	47906	(765) 479-7968
0608	Rayme	Swan	17651 Sun Park Drive	Westfield	Indiana	46074	(317) 763-1777
0873	David	Dragoo	14667 Gray Rd	Westfield	Indiana	46062	(317) 343-2956
0879	Ghasem	Eslamirad	6292 Mills Dr	Whitestown	Indiana	46075	(317) 768-1041
0978	Ian	Kitcoff	3263 S US 421	Zionsville	Indiana	46077	(317) 344-0188
0239	Bailey	Clothier	2535 Adventureland Drive	Altoona	Iowa	50009	(515) 967-2818
0230	Kasandra	Somers	525 Gilchrist Avenue	Ames	Iowa	50010	(515) 233-1760
0119	Jenn	O'Dell	2305 S. E. Delaware Ave.	Ankeny	Iowa	50021	(515) 963-9191
0944	Ashly	Clark	255 NW 36th St	Ankeny	Iowa	50023	(515) 452-2208
0472	Mike	Jones	2312 Spruce Hills Drive	Bettendorf	Iowa	52722	(563) 424-1212
0280	Doug	Myers	919 Lawrence Drive	Burlington	Iowa	52601	(319) 752-3464
0460	Kevin	Reincke	405 W US Highway 30	Carroll	Iowa	51401	(712) 775-2600
0500	Jake	Kendall	401 Viking Plaza Drive	Cedar Falls	Iowa	50613	(319) 242-7792
0074	Jake	Kendall	2405 Edgewood Road SW	Cedar Rapids	Iowa	52404	(319) 390-2061
0101	Darren	Hewett	1204 N. 25th St.	Clear Lake	Iowa	50428	(641) 357-0757
0145	David	Mills	2625 Lincoln Way	Clinton	Iowa	52732	(563) 242-2205
0217	Brant	Nove	2591 Heartland Place	Coralville	Iowa	52241	(319) 545-8255
0417	Cindy	Rose	3245 South 24th Street	Council Bluffs	Iowa	51501	(712) 256-1881
0084	David	Mills	5320 Jersey Ridge Road	Davenport	Iowa	52807	(563) 355-4474
0295	Jason	Banks	3400 W. Kimberly Road	Davenport	Iowa	52806	(563) 386-6700
0340	Bruce	Anderson	904 Short Street	Decorah	Iowa	52101	(563) 382-5120
0168	Jenn	O'Dell	5941 SE 14th Street	Des Moines	Iowa	50320	(515) 285-2373
0047	Aaron	Abt	4800 Asbury Rd.	Dubuque	Iowa	52002-0480	(563) 588-3898
0324	Kevin	Reincke	3048 5th Ave. South	Fort Dodge	Iowa	50501	(515) 576-3500
0802	Jenn	O'Dell	1601 E 1st St	Grimes	Iowa	50111	(515) 381-9062
0109	Jake	Kendall	1005 N. Center Point Rd.	Hiawatha	Iowa	52233	(319) 743-0700
0468	Ron	Nove	710 Highway 1 West	Iowa City	Iowa	52240	(319) 333-1321
0320	Jake	Kendall	1375 Red Fox Way	Marion	Iowa	52302	(319) 373-7575
0210	Holly	Anderson	16 Iowa Avenue West	Marshalltown	Iowa	50158	(641) 753-9525
0174	John	Fischer	551 S. Monroe Avenue	Mason City	Iowa	50401-3831	(641) 423-3565
0290	Mike	Jones	3604 University Drive	Muscatine	Iowa	52761	(563) 263-5601
0171	Beau	Boer	1650 W. 19th Street S.	Newton	Iowa	50208	(641) 787-9900
0549	Doug	Myers	1801 Venture Drive	Ottumwa	Iowa	52501	(641) 682-1758
0471	Tim	TeGrootenhuis	1512 Washington Street	Pella	Iowa	50219	(641) 620-1557
0388	Angie	Rodenburgh	1913 S. Main Ave	Sioux Center	Iowa	51250	(712) 722-1236
0228	Crystal	Parvu	3102 Singing Hills Boulevard	Sioux City	Iowa	51106	(712) 255-1511
0507	Zach	Steiner	2420 Hamilton Blvd	Sioux City	Iowa	51104	(712) 252-6984
0165	Joe	Gibbons	8660 Plum Drive	Urbandale	Iowa	50322	(515) 270-8699

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0061	Jake	Kendall	209 E. Tower Park Drive	Waterloo	Iowa	50701	(319) 291-6640
0706	Joe	Gibbons	455 E Hickman Rd	Waukee	Iowa	50263	(515) 410-9530
0233	Joe	Gibbons	1101 Jordan Creek Parkway	West Des Moines	Iowa	50266	(515) 224-9191
0346	Joe	Gibbons	1820 22nd Street	West Des Moines	Iowa	50266	(515) 440-0308
0973	Nate	Mitchell	18970 Gardner Rd	Gardner	Kansas	66030	(913) 247-1040
0347	Jerome	Schumacher	1925 Prairie Crossing	Kansas City	Kansas	66111	(913) 400-7300
0176	Mark	Schuler	2111 W 33rd Street	Lawrence	Kansas	66046	(785) 856-1000
0845	Mark	Schuler	600 Eisenhower Rd	Leavenworth	Kansas	66048	(913) 444-3004
0717	Connor	Hartnett	15911 W 87th St Pkwy	Lenexa	Kansas	66219	(913) 766-0491
0955	David	Gemoll	529 McCall Rd	Manhattan	Kansas	66502	(785) 712-2540
0461	Paul	Clause	6005 Metcalf Avenue	Mission	Kansas	66202	(913) 262-7200
0219	Connor	Hartnett	18685 W. 151st Street	Olathe	Kansas	66062	(913) 764-1111
1003	Zack	Hartnett	13515 South Mur-Len Rd	Olathe	Kansas	66062	(913) 839-4091
0285	Riley	Clause	8600 West 135th Street	Overland Park	Kansas	66223	(913) 402-9777
0755	Jonathon	Cunningham	1035 SW Wanamaker Rd	Topeka	Kansas	66604	(785) 329-5595
0980	Nick	Campe	3220 N Maize Rd	Wichita	Kansas	67205	(316) 796-5569
0330	Lowell	Martin	4903 Scottsville Road	Bowling Green	Kentucky	42104	(270) 901-0221
0643	Jason	Behnke	121 The Loop	Elizabethtown	Kentucky	42701	(270) 506-3819
0747	Jason	Behnke	1541 N Dixie Ave	Elizabethtown	Kentucky	42701	(270) 982-2878
0407	Craig	Przanowski	8554 US Highway 42	Florence	Kentucky	41042	(859) 534-0625
0550	Weston	Wilson	1450 Cherry Blossom Way	Georgetown	Kentucky	40324	(502) 863-2600
0332	Lisa	Maxey	2161 Paul Jones Way	Lexington	Kentucky	40509-2220	(859) 263-7777
0339	Weston	Wilson	360 Meijer Way	Lexington	Kentucky	40503	(859) 296-0076
0354	Jacob	Powell	4630 S Hurstbourne Pkwy	Louisville	Kentucky	40299	(502) 671-2001
0390	Jason	Behnke	11801 Interchange Drive	Louisville	Kentucky	40229	(502) 618-0838
0377	Jim	Foster	818 N 12th Street	Murray	Kentucky	42071	(270) 761-2858
0479	Azfar	Hamza	961 North Main Street	Nicholasville	Kentucky	40356	(859) 887-4477
0358	Vicki	Simon	3020 Highland Pointe Drive	Owensboro	Kentucky	42303	(270) 689-4040
0615	Julie	Clayton	5450 Old Hwy 60 W	Paducah	Kentucky	42001	(270) 442-7092
0391	CJ	Leopold	2012 Lantern Ridge Drive	Richmond	Kentucky	40475	(859) 624-0625
0516	Jason	Behnke	1199 Buck Creek Rd	Simpsonville	Kentucky	40067	(502) 722-5811
0411	Austin	Molen	711 S HWY 27	Somerset	Kentucky	42501	(606) 677-6870
0321	David	Thomas	1360 South Main Street	Adrian	Michigan	49221	(517) 263-5072
0715	Sean	Carleton	15655 Southfield Rd	Allen Park	Michigan	48101	(313) 914-2049
0725	Drew	Langstraat	5128 Lake Michigan Dr NW	Allendale	Michigan	49401	(616) 895-2873
0336	Ross	Fernandez	1061 M32 West	Alpena	Michigan	49707	(989) 340-1185
0455	Mike	Carlson	5910 Jackson Road	Ann Arbor	Michigan	48103	(734) 741-1111
1001	Mike	Carlson	3015 Lohr Rd	Ann Arbor	Michigan	48108	(734) 821-0060
0413	Mike	Miller	5074 Beckley Rd.	Battle Creek	Michigan	49015	(269) 288-2728
0688	Kathy	Thiel	2910 E Wilder Rd	Bay City	Michigan	48706	(989) 778-3116
0380	Erin	Pyke	11001 Belleville Road	Belleville	Michigan	48111	(734) 699-6100
0625	Theron	Smith	15295 Waldron Way	Big Rapids	Michigan	49307	(231) 527-1720
0311	Nikki	Watson	8551 Main Street	Birch Run	Michigan	48415	(989) 244-6183
0689	Charles	Paisley	6830 Whitmore Lake Rd	Brighton	Michigan	48116	(810) 588-4314
0749	Bart	Bresciano	500 84th st SW	Byron Center	Michigan	49315	(616) 583-8262
0335	Ross	Fernandez	8645 E 34th Road	Cadillac	Michigan	49601	(231) 444-6044
0849	Drew	Langstraat	6697 Broadmoor Ave	Caledonia	Michigan	49316	(616) 825-2873
0818	Lance	Sesi	45275 Ford Rd	Canton	Michigan	48187	(734) 228-6151

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0669	Thomas M.	Goldsmith Jr.	13960 White Creek Ave	Cedar Springs	Michigan	49319	(616) 557-9100
0839	David	Newland	1410 Bridge Street	Charlevoix	Michigan	49720	(231) 437-3505
0763	Aaron	Archuleta	524 Lansing St	Charlotte	Michigan	48813	(517) 997-6207
0840	Gerry	Olinik	1610 S Main St	Chelsea	Michigan	48118	(734) 562-2494
0590	Derrick	Sesi	45160 Marketplace Blvd	Chesterfield	Michigan	48051	(586) 846-2288
0807	Joshua	Mecomber	10401 S Clare Ave	Clare	Michigan	48617	(989) 424-6094
0365	Katie	Schmitt	6910 Sashabaw Rd	Clarkston	Michigan	48348	(248) 922-9224
0466	Keith	Reminton	436 E. Chicago Street	Coldwater	Michigan	49036	(517) 227-5051
0865	Brent	Bridgewater	485 Haggerty Rd	Commerce Charter Twp	Michigan	48390	(248) 564-1612
0360	Steve	Stephan	4280 Alpine Ave NW	Comstock Park	Michigan	49321	(616) 784-3400
0798	Katie	Schmitt	7500 E Court St	Davison	Michigan	48423	(810) 214-1839
0855	Cory	Chvala	1030 W Herbison Rd	Dewitt	Michigan	48820	(517) 668-6188
0400	Betsey	Hall	605 N. Lincoln Road	Escanaba	Michigan	49829	(906) 553-7788
0449	Kevin	Powers	3202 Owen Rd	Fenton	Michigan	48430	(810) 208-7503
0778	Alex	Witkowski	4034 Miller Rd	Flint	Michigan	48507	(810) 715-9533
0764	Kevin	Adams-MI	4280 24th Ave	Fort Gratiot	Michigan	48059	(810) 620-8200
0373	Ross	Fernandez	1397 West Main Street	Gaylord	Michigan	49735	(989) 448-2131
0526	Kevin	Powers	9090 Holly Rd	Grand Blanc	Michigan	48439	(810) 771-7755
0357	Angela	Taylor	520 A Way	Grand Haven	Michigan	49417	(616) 842-0070
0303	Steve	Stephan	6300 28th Street SE	Grand Rapids	Michigan	49546	(616) 464-1190
0402	Myrackle	Wilburn	2510 East Beltline SE	Grand Rapids	Michigan	49546	(616) 940-1600
0651	Gary	Kilgore	1829 W Washington St	Greenville	Michigan	48838	(616) 232-2607
0644	Lloyd	Rayburn	10855 Highland Rd	Hartland	Michigan	48353	(810) 991-1474
0837	Taylor	Hesler	1600 W Green St	Hastings	Michigan	49058	(269) 331-6039
0213	Charles	Kayser	3035 West Shore Drive	Holland	Michigan	49424	(616) 399-8475
0467	George	Niemi	1001 W. Sharon Ave	Houghton	Michigan	49931	(906) 523-7001
0588	Charles	Paisley	3900 E Grand River Ave	Howell	Michigan	48843	(517) 225-5907
0847	Charles	Kayser	3915 32nd Ave	Hudsonville	Michigan	49426	(616) 371-7242
0782	Taylor	Hesler	2598 S State Rd	Ionia	Michigan	48846	(616) 489-1190
0616	Betsey	Hall	2015 S. Stephenson Ave.	Iron Mountain	Michigan	49801	(906) 828-1366
0333	Kira	Hurley	3471 O'Neill Drive	Jackson	Michigan	49202	(517) 787-5550
0263	Robert	Impellizzeri	7393 Cottonwood Drive	Jenison	Michigan	49428	(616) 457-3209
0114	Bob	Flintrop	5143 S. 9th Street	Kalamazoo	Michigan	49009	(269) 544-2370
0424	Wendy	Kent	6097 Gull Road	Kalamazoo	Michigan	49048	(269) 383-1800
0384	Joe	Zimmer	4963 Interpark Drive North	Lake Orion	Michigan	48359	(248) 276-2222
0443	Scott	Ludwig	8488 W. Saginaw Hwy	Lansing	Michigan	48917	(517) 731-6127
0474	Robert	Blowers	3115 Towne Centre Blvd	Lansing	Michigan	48912	(517) 374-1301
0647	Charles	Paisley	6280 S Pennsylvania Ave	Lansing	Michigan	48911	(517) 575-6095
0765	Ross	Fernandez	840 West St	Lapeer	Michigan	48446	(810) 660-7394
0517	Vicki	Zielke	13030 Middlebelt Road	Livonia	Michigan	48150	(734) 522-0014
0868	Steve	Stephan	1245 W Main St	Lowell	Michigan	49331	(616) 319-7113
0767	Kayla	Grannan	5089 W US 10	Ludington	Michigan	49431	(231) 425-3817
0432	Tom	Johnson	700 West Twelve Mile Rd	Madison Heights	Michigan	48071	(248) 546-5300
0961	Theron	Smith	492 E Parkdale Ave	Manistee Twp	Michigan	49660	(231) 299-1135
0185	George	Niemi	3033 Hwy. 41 West	Marquette	Michigan	49855	(906) 228-3110
0485	Kathy	Thiel	7320 Eastman Avenue	Midland	Michigan	48642	(989) 835-7601
0842	Chanse	Meylan	1899 N Telegraph Rd	Monroe	Michigan	48162	(734) 244-4037
0331	Theron	Smith	1021 East Pickard Street	Mount Pleasant	Michigan	48858	(989) 775-8106

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0829	Angela	Taylor	1776 Independence Dr	Muskegon	Michigan	49444	(231) 246-2593
0727	Katie	Ray	1420 S 11th St	Niles	Michigan	49120	(269) 687-9374
0238	Cory	Chvala	5140 Times Square Drive	Okemos	Michigan	48864	(517) 853-8714
0536	Cory	Chvala	3440 Okemos Rd	Okemos	Michigan	48864	(517) 993-6960
0925	Joe	Zimmer	4979 Grand Ave	Orion Twp	Michigan	48362	(248) 292-3663
0552	Jason	Rivest	1369 Allegan Street	Otsego	Michigan	49078	(269) 694-1329
0677	Jason	Rivest	2355 E Main St	Owosso	Michigan	48867	(989) 472-3284
0812	Vicki	Zielke	525 N Lapeer Rd	Oxford	Michigan	48371	(248) 256-6051
0761	David	Newland	1264 US 31 N	Petoskey	Michigan	49770	(231) 753-2036
0318	Scott	Ludwig	7262 S. Westnedge Ave.	Portage	Michigan	49002	(269) 321-1800
0639	Vicki	Zielke	92 E Auburn Rd	Rochester Hills	Michigan	48307	(248) 293-2200
0885	Gary	Kilgore	2993 10 Mile Road NE	Rockford	Michigan	49341	(616) 884-0032
0326	Jeffrey	Kuehl	30820 Little Mack	Roseville	Michigan	48066	(586) 415-8804
0247	Aly	Merchant	5369 Bay Road	Saginaw	Michigan	48604	(989) 249-8608
0478	Aly	Merchant	8100 Gratiot Road	Saginaw	Michigan	48609	(989) 781-8810
0524	Derrick	Sesi	15029 23 Mile Road	Shelby Township	Michigan	48315	(586) 566-4020
0825	Austin	Struzynski	04287 Cecilia Drive	South Haven	Michigan	49090	(269) 767-7881
0846	Charles	Paisley	22700 Pontiac Trail	South Lyon	Michigan	48178	(248) 814-2103
0743	Charles	Paisley	36480 Van Dyke Ave	Sterling Heights	Michigan	48312	(586) 461-2367
0236	Austin	Struzynski	4537 Red Arrow Hwy	Stevensville	Michigan	49127	(269) 408-1780
0530	Keith	Remington	830 S. Centerville Rd.	Sturgis	Michigan	49091	(269) 503-8550
0315	Blake	Boyer	14800 Racho Road	Taylor	Michigan	48180	(734) 287-3147
0762	Aaron	Archuleta	610 S US 131	Three Rivers	Michigan	49093	(269) 858-3635
0197	Bradley	Johnson	101 US Highway 31 S	Traverse City	Michigan	49685	(231) 421-1112
0452	Kayla	Grannan	876 Munson Avenue	Traverse City	Michigan	49686	(231) 252-2387
0786	Robert	Impellizzeri	330 Wilson Ave	Walker	Michigan	49534	(616) 608-7925
0912	Eric	Matoy	66227 Van Dyke Ave	Washington Twp	Michigan	48095	(586) 281-3558
0589	Kevin	Powers	7313 Highland Rd	Waterford	Michigan	48327	(248) 599-3923
0943	Drew	Langstraat	1180 W Superior St	Wayland	Michigan	49438	(616) 237-2873
0756	Kathy	Thiel	2939 Cook Rd	West Branch	Michigan	48661	(989) 343-5598
0310	Jamie	Bell	6500 Newburgh Road	Westland	Michigan	48185	(734) 595-1883
0796	Aaron	Mulholland	3141 Colby St	Whitehall	Michigan	49461	(231) 292-1327
0501	Charles	Paisley	49169 Alpha Drive	Wixom	Michigan	48393	(248) 308-3978
0208	Bart	Bresciano	245 54th Street S.W.	Wyoming	Michigan	49548	(616) 530-8680
0136	Deanna	Wesley	11025 61st Street	Albertville	Minnesota	55301	(763) 497-1042
0206	John	Loomis	610 50th Avenue	Alexandria	Minnesota	56308	(320) 763-2266
0161	Matt	Laudenbach	800 W. Main Street	Anoka	Minnesota	55303	(763) 323-6566
0142	Mike	Budde	15225 Galaxie Avenue	Apple Valley	Minnesota	55124	(952) 431-7228
0096	Jeremy	Scheel	1800 8th Street NW	Austin	Minnesota	55912	(507) 434-0100
0202	Bailey	Miller	15222 Delwood Drive	Baxter	Minnesota	56425	(218) 824-7700
0612	Bailey	Miller	2200 Paul Bunyan Dr NW	Bemidji	Minnesota	56601	(218) 444-4488
0150	Paul	Smith	10550 Baltimore St. NE	Blaine	Minnesota	55449-4512	(763) 784-8599
0956	Richard	Van Houtan	4121 108th Ave NE	Blaine	Minnesota	55449	(763) 350-9653
0371	David	Cizek	7801 Nicollet Ave	Bloomington	Minnesota	55420	(952) 881-1800
0194	Rich	VanHoutan	6900 Brooklyn Blvd	Brooklyn Center	Minnesota	55429	(763) 566-1810
0034	Jeremy	Laxen	500 East Hwy 55	Buffalo	Minnesota	55313	(763) 682-5483
0181	Winton	Johnson	105 Opportunity Blvd. N.	Cambridge	Minnesota	55008	(763) 689-2005
0126	Jason	Nance	11218 Commerce Dr. N.	Champlin	Minnesota	55316	(763) 506-0290

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0170	Jon	Matthias	450 Pond Promenade	Chanhasen	Minnesota	55317	(952) 949-6740
0207	Chris	Zetting	180 Pioneer Trail East	Chaska	Minnesota	55318	(952) 361-0555
0132	Kevin	Hart	611 Coon Rapids Blvd.	Coon Rapids	Minnesota	55433	(763) 780-9585
0387	Ben	Gathje	7998 Hardwood Ave S.	Cottage Grove	Minnesota	55016	(651) 459-1408
0946	Pending	Ownership	888 St Peter Ave E	Delano	Minnesota	55328	(763) 515-3606
0420	Beth	Fritsche	1301 Mall Drive	Duluth	Minnesota	55806	(218) 464-4353
0189	Maria	Veach	3445 O'Leary Lane	Eagan	Minnesota	55123	(651) 994-7000
0220	Jon	Matthias	920 Prairie Center Dr	Eden Prairie	Minnesota	55344	(952) 253-1081
0062	Paul	Smith	19475 Evans Street NW	Elk River	Minnesota	55330	(763) 441-0400
0195	Billi Jo	Holldorf	1007 W. Broadway Ave.	Forest Lake	Minnesota	55025	(651) 204-5900
0495	Ben	Sparks	8845 7th Avenue North	Golden Valley	Minnesota	55427	(763) 762-3200
0632	Brian	Polister	1175 S Pokegama Ave	Grand Rapids	Minnesota	55744	(218) 999-0774
0266	Josh	Malaske	1713 Market Boulevard	Hastings	Minnesota	55033	(651) 480-1847
0308	Jon	Matthias	1510 Montreal Street SE	Hutchinson	Minnesota	55350	(320) 234-8333
0312	Mike	Budde	17800 Kenwood Trail	Lakeville	Minnesota	55044	(952) 435-5575
0995	Mason	Hanson	7103 Otter Lake Rd	Lino Lakes	Minnesota	55038	(651) 515-1300
0412	Josh	Malaske	2880 Rice Street	Little Canada	Minnesota	55113	(651) 483-1046
0098	Sam	Hartmann	1856 Madison Avenue	Mankato	Minnesota	56001	(507) 344-1554
0172	Jacob	Mueller	16380 96th Ave. N.	Maple Grove	Minnesota	55311	(763) 494-0242
0345	Chad	Pearson	1211 Susan Drive	Marshall	Minnesota	56258	(507) 337-1984
0841	Jon	Matthias	17555 Hwy 7	Minnetonka	Minnesota	55345	(952) 426-0161
0277	Eric	Knott	9395 State Hwy. 25	Monticello	Minnesota	55362	(763) 295-9536
0193	Sam	Hartmann	1680 Commerce Drive	North Mankato	Minnesota	56003	(507) 345-1680
0394	Bruce	Zelenko	960 Hwy 3 South	Northfield	Minnesota	55057	(507) 645-7700
0157	John	Fischer	1140 W. Frontage Rd.	Owatonna	Minnesota	55060	(507) 455-2000
0152	Eric	Knott	6175 Quinwood Lane	Plymouth	Minnesota	55442	(763) 694-8980
0164	Tom	Rech	4335 Peony Lane	Plymouth	Minnesota	55446	(763) 478-3575
0999	Taylor	VanHoutan	200 19th Ave N	Princeton	Minnesota	55371	(763) 220-5123
0998	Brian	Sturdevant	5471 Credit River Rd SE	Prior Lake	Minnesota	55372	(952) 226-7101
0362	Isaac	Ryba	179 Tyler Road S	Red Wing	Minnesota	55066	(651) 388-3200
0088	Jeremy	Scheel	3380 55th St. NW	Rochester	Minnesota	55901	(507) 281-8538
0160	Jeremy	Scheel	36 28th Street SE	Rochester	Minnesota	55904	(507) 529-5052
0301	Jason	Knoll	13605 Northdale Boulevard	Rogers	Minnesota	55374	(763) 428-9845
0577	Tony	Steffen	14755 S Robert Trl	Rosemount	Minnesota	55068	(651) 423-1882
0105	Miriam	LeTexier Mandujano	4725 Hwy. 13 W.	Savage	Minnesota	55378	(952) 736-5970
0131	David	Cizek	4058 12th Avenue East	Shakopee	Minnesota	55379	(952) 233-4141
0214	Jenny	Honmyhr	4004 Silver Lake Road	St. Anthony	Minnesota	55421	(612) 781-3450
0192	Joseph	Swalboski	2065 Old Hudson Road	St. Paul	Minnesota	55119	(651) 735-0444
0463	Rich	VanHoutan	1491 University Avenue	St. Paul	Minnesota	55104	(651) 797-3467
0344	Paul	Smith	901 Hwy 10 South	St.Cloud	Minnesota	56304	(320) 252-4800
0057	Emily	Lindbeck	1725 Market Drive	Stillwater	Minnesota	55082	(651) 351-2989
0294	Beth	Fritsche	1082 Hwy 61	Two Harbors	Minnesota	55616	(218) 834-1350
0120	Doug	Swalboski	4485 Centerville Rd.	Vadnais Heights	Minnesota	55127	(651) 762-9600
0642	Aaron	Parsons	10710 10th St	Waconia	Minnesota	55387	(952) 442-4471
0248	Paul	Smith	1101 Second Street	Waite Park	Minnesota	56387	(320) 259-4500
0048	Jason	Nance	3340 Shoreline Dr	Wayzata	Minnesota	55391	(952) 471-7500
0240	Matt	Laudenbach	125 Marie Avenue East	West St. Paul	Minnesota	55118-4001	(651) 457-1870
0628	Amanda	Braml	3202 White Bear Ave	White Bear Lake	Minnesota	55110	(651) 330-0393

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0149	Winton	Johnson	202 19th Avenue SE	Willmar	Minnesota	56201	(320) 441-2051
0135	Branden	Fleming	1441 Service Drive	Winona	Minnesota	55987-2512	(507) 457-9030
0566	Aaron	Sundgaard	520 Woodbury Drive	Woodbury	Minnesota	55125	(651) 735-1456
0337	Dale	Hellenbrand	123 Richardson Crossing	Arnold	Missouri	63010	(636) 467-9955
0370	Jordan	Patterson	1301 MO-7	Blue Springs	Missouri	64015	(816) 220-8700
0319	Brian	Addotta	1309 State Hwy 248	Branson	Missouri	65616	(417) 334-4494
0914	Mike	Ford	785 E US Highway 54	Camdenton	Missouri	65020	(573) 873-2023
0367	Rick	Geis	295 North Kingshighway	Cape Girardeau	Missouri	63701	(573) 334-1888
0395	John	Koutroubis	17349 Chesterfield Airport Road	Chesterfield	Missouri	63005	(636) 778-9011
0341	Ashley	Williams	2520 Broadway Bluffs Drive	Columbia	Missouri	65201	(573) 442-5975
0857	Shaun	Morris	2010 Bernadette Dr	Columbia	Missouri	65203	(573) 447-6847
0924	Jim	Robinson	200 S Truman Blvd	Crystal City	Missouri	63019	(636) 638-1031
0875	Daniel	Siemer	15978 Manchester Rd	Ellisville	Missouri	63011	(636) 220-1030
0429	Dale	Hellenbrand	400 Meramec Blvd	Eureka	Missouri	63025	(636) 587-2991
0438	Eddie	Mosier	525 W. Karsch Blvd.	Farmington	Missouri	63640	(573) 664-1677
0201	Ken	Dickinson	1024 Bowles Ave.	Fenton	Missouri	63026	(636) 326-5422
0535	Brianna	Alston	975 N. US HWY 67	Florissant	Missouri	63031	(314) 801-7939
0917	Connor	Hartnett	1180 NW Buckner Tarsney Rd	Grain Valley	Missouri	64029	(816) 867-1018
0836	Connor	Hartnett	1415 N Rte 291	Harrisonville	Missouri	64701	(816) 793-0058
0484	Zack	Hartnett	4220 S Little Blue Pkwy	Independence	Missouri	64057	(816) 886-5167
0410	Allen	Walz	1920 Jefferson Street	Jefferson City	Missouri	65109	(573) 415-1897
0249	Paul	Clause	7953 State Line Road	Kansas City	Missouri	64114	(816) 444-4700
0504	Jerome	Schumacher	5901 NW 64th St	Kansas City	Missouri	64151	(816) 886-9212
0983	Jerome	Schumacher	9710 N Oak Trafficway	Kansas City	Missouri	64155	(816) 222-4212
0270	Matt	Mitchell	1701 N.E. Douglas Street	Lee's Summit	Missouri	64086	(816) 524-9200
0785	Bryce	Kreikemeier	1275 SE Oldham Pkwy	Lee's Summit	Missouri	64081	(816) 272-5901
0405	Nathan	Hammer	1905 West Kansas Street	Liberty	Missouri	64068	(816) 781-2600
0583	Dan	Siemer	14444 Manchester Rd	Manchester	Missouri	63011	(636) 220-1710
0237	John	Koutroubis	4351 Hwy K	O'Fallon	Missouri	63368	(636) 329-8500
0605	Kendall	Walz-Newton	8500 Mexico Road	O'Fallon	Missouri	63366	(636) 281-1425
0286	Mike	Ford	5785 Osage Beach Pkwy	Osage Beach	Missouri	65065	(573) 302-0244
0862	Len	Gardner	5565 N 21st St	Ozark	Missouri	65721	(417) 485-2991
0558	Mark	Schuler	1650 Prairie View Rd	Platte City	Missouri	64079	(816) 858-5980
0408	Reed	Heinrich	1621 West Foxwood Drive	Raymore	Missouri	64083	(816) 322-9600
0911	Jordon	Addotta	1481 US Highway 60 E	Republic	Missouri	65738	(417) 233-1065
0112	Jacob	Addotta	1815 Primrose St. East	Springfield	Missouri	65804	(417) 883-8222
0433	Deanna	Price	2520 N. Glenstone	Springfield	Missouri	65803	(417) 501-1071
0653	Jered	Addotta	1400 E Sunshine St	Springfield	Missouri	65804	(417) 368-3900
0137	Alan	Buxman	2750 Muegge Road	St. Charles	Missouri	63303	(636) 922-7537
0306	Cindy	Rose	3910 North Belt Highway	St. Joseph	Missouri	64506-1343	(816) 279-6222
0291	Kate	Schweizer	4140 Rusty Road	St. Louis	Missouri	63129	(314) 845-0964
0475	Dale	Hellenbrand	10200 Big Bend Blvd	St. Louis	Missouri	63122	(314) 821-1800
0454	Shaun	Morris	114 Town Center Blvd	St. Robert	Missouri	65584	(573) 336-2888
0751	Nate	Mitchell	906 N Simpson Dr	Warrensburg	Missouri	64093	(660) 362-0629
0397	Jered	Addotta	475 South Madison Street	Webb City	Missouri	64870	(417) 673-1222
0328	Jolene	Buxman	1898 Wentzville Pkwy	Wentzville	Missouri	63385	(636) 327-7537
0156	Hunter	Seidel	3602 Raynor Parkway	Bellevue	Nebraska	68123	(402) 292-0220
0732	Greg	Saunders	2185 N Diers Ave	Grand Island	Nebraska	68803	(308) 675-2937

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0942	Terrell	Rose	11070 S. 191st St	Gretna	Nebraska	68136	(531) 867-3341
0361	Rich	Riley	5010 Second Avenue	Kearney	Nebraska	68845	(308) 338-1905
0382	Aaron	Botts	9848 Giles Road	La Vista	Nebraska	68128	(402) 504-4440
0111	Dana	Rose	1500 Old Cheney Road	Lincoln	Nebraska	68512	(402) 423-3990
0205	Dana	Rose	4121 Pioneer Woods Drive	Lincoln	Nebraska	68506	(402) 488-4121
0222	Dana	Rose	4940 N. 27th Street	Lincoln	Nebraska	68521	(402) 435-8008
0169	Rich	Riley	924 S. 20th Street	Norfolk	Nebraska	68701	(402) 371-8710
0091	Aaron	Robertson	11920 Miami Street	Omaha	Nebraska	68164	(402) 431-0399
0183	Scott	McCarthy	15255 Weir Plaza	Omaha	Nebraska	68137	(402) 894-2858
0951	Greg	Saunders	17202 Evans St	Omaha	Nebraska	68116	(531) 999-3050
0351	Guy	Mann	2915 Avenue B	Scottsbluff	Nebraska	69361	(308) 220-0045
0730	Eric	Roeske	1401 Kelly Rd	Apex	North Carolina	27502	(919) 372-5610
0572	Charles	Whitson	371 Airport Rd	Arden	North Carolina	28704	(828) 676-0296
0905	Dino	Palella	874 Hawley Avenue	Belmont	North Carolina	28012	(980) 289-7777
0996	Brittany	Legg	1430 University Dr.	Burlington	North Carolina	27215	(336) 270-5314
0609	Jennifer	Balaka	7031 University City Blvd	Charlotte	North Carolina	28262	(980) 348-7611
0712	Erik	Neudecker	11959 Clayton Blvd	Clayton	North Carolina	27520	(919) 243-8448
0771	Rani	Bhander	1860 Cinema Dr	Fuquay-Varina	North Carolina	27526	(919) 285-2360
0947	Jason	Butts	2194 13th Ave Dr SE	Hickory	North Carolina	28602	(828) 855-1868
0993	Adrian	Madsen	3320 S Peak Dr	Hope Mills	North Carolina	28348	(910) 317-3414
0726	Corey	Antonicci	5122 Old Charlotte Hwy	Indian Trail	North Carolina	28110	(980) 313-8000
0777	Rich	Martin	2901 Dale Earnhardt Blvd	Kannapolis	North Carolina	28083	(704) 963-9126
0898	Rani	Bhander	1780 Pecan Ln	Kemersville	North Carolina	27284	(336) 310-4668
0768	Jennifer	Balaka	388 Talbert Rd	Mooresville	North Carolina	28117	(704) 799-0258
0742	Corey	Antonicci	730 Jake Alexander Blvd S	Salisbury	North Carolina	28147	(704) 603-4492
0634	Erik	Neudecker	2819 Rogers Rd	Wake Forest	North Carolina	27587	(919) 435-1053
0827	Rick	Frecker	3609 Raleigh Road Pkwy W	Wilson	North Carolina	27896	(252) 640-2411
0815	Vikramkumar	Patel	2973 Fairlawn Dr	Winston-Salem	North Carolina	27106	(336) 893-7831
0823	Ashley	Nilson	4424 Skyline Crossing	Bismarck	North Dakota	58503	(701) 751-0951
0143	Ashley	Nilson	4615 13th Ave SW	Fargo	North Dakota	58103	(701) 277-8833
0182	Ashley	Nilson	3197 25th Street South	Fargo	North Dakota	58103	(701) 232-9450
0262	Blake	Larson	3451 32nd Avenue South	Grand Forks	North Dakota	58201	(701) 772-9199
0675	Ashley	Nilson	1704 E Main St	Mandan	North Dakota	58554	(701) 751-3130
0746	Patty	Hageman	3000 S Broadway	Minot	North Dakota	58701	(701) 852-4800
0540	Rob	Woodling	401 Reiger Drive	Williston	North Dakota	58801	(701) 713-4411
0667	Doug	Lehar	1439 Center Rd	Avon	Ohio	44011	(440) 695-8415
0910	Ben	Galaviz	125 W Gypsy Lane Rd	Bowling Green	Ohio	43402	(419) 806-4493
0809	Ryan	Lehar	4896 Everhard Rd NW	Canton	Ohio	44718	(330) 526-6521
0257	Dan	Massoglia	1444 Rentra Drive	Columbus	Ohio	43228	(614) 870-8022
0872	Steve	Skomski	34820 Vine St	Eastlake	Ohio	44095	(440) 710-6060
0439	Danielle	Doxsey	806 Trenton Ave.	Findlay	Ohio	45840	(567) 525-5770
0288	Josh	Hankins	3111 Princeton Road	Hamilton	Ohio	45011	(513) 785-7600
0808	Ben	Galaviz	6600 Centers Dr	Holland	Ohio	43528	(419) 491-1099
0709	Steve	Skomski	8143 Golden Link Blvd	Macedonia	Ohio	44067	(330) 468-0511
0490	Sierra	Davis	16410 Square Drive	Marysville	Ohio	43040	(937) 553-9279
0273	Bryan	Zastrow	5742 Tylersville Road	Mason	Ohio	45040	(513) 770-4000
0854	Harmony	Blessie	2828 Medina Rd	Medina	Ohio	44256	(330) 952-2220
0557	Bryan	Zastrow	1301 SR 63 Monroe	Monroe	Ohio	45050	(513) 402-7308
0936	Doug	Lehar	32574 Lorain Rd	North Ridgeville	Ohio	44039	(440) 219-4205

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0970	Chanse	Meylan	1364 N Lexington-Springmill Rd	Ontario	Ohio	44906	(419) 709-8190
0795	Ron	Sesi	2866 Navarre Ave	Oregon	Ohio	43616	(419) 971-0400
0895	Leslie	Atkinson	10380 Fremont Pike	Perrysburg	Ohio	43551	(419) 931-0291
0267	Sierra	Davis	4137 West Powell Road	Powell	Ohio	43065	(614) 734-9729
0368	Aaron	Wagner	1912 State Route 256	Reynoldsburg	Ohio	43068	(614) 604-7759
0714	Michael	Green	4637 Milan Rd	Sandusky	Ohio	44870	(419) 502-2600
0366	Derek	Potts	2575 Michigan Street	Sidney	Ohio	45365	(937) 493-0015
0779	Neil	Miller	11530 Princeton Pike	Springdale	Ohio	45246	(513) 873-9159
0744	Doug	Lehar	8464 Pearl Rd	Strongsville	Ohio	44136	(440) 297-4008
0950	Ron	Sesi	3615 Executive Pkwy	Toledo	Ohio	43606	(567) 326-4910
0250	Derek	Potts	2100 W. Main Street	Troy	Ohio	45373	(937) 332-7402
0863	Derek	Potts	6425 Miller Ln	Vandalia	Ohio	45414	(937) 280-4608
0933	David	Hub	2109 N Hwy 81	Anderson	South Carolina	29621	(864) 328-9325
0888	Jennifer	Uphold	1700 E Main St	Duncan	South Carolina	29334	(864) 485-2160
0483	Michael	Dumbrille	3521 Foothills Way	Fort Mill	South Carolina	29708	(803) 548-6080
0470	Jim	Clark	2021 Woodruff Road	Greenville	South Carolina	29607	(864) 991-8803
0736	Jim	Clark	2409 Laurens Rd	Greenville	South Carolina	29607	(864) 263-3341
0569	Jim	Clark	1040 W Wade Hampton Blvd	Greer	South Carolina	29651	(864) 877-5671
0881	Marilyn	Knox	3848 Ladson Rd	Ladson	South Carolina	29456	(843) 285-9258
0904	Mariah	Stafford	4821 Tanger Outlet Blvd	North Charleston	South Carolina	29418	(843) 789-4764
0913	James	Clark	240 Harrison Bridge Rd	Simpsonville	South Carolina	29680	(864) 399-9848
0702	Marilyn	Knox	1904 N Main St	Summerville	South Carolina	29486	(843) 900-5565
0167	Jason	Bradley	616 Centennial St S	Aberdeen	South Dakota	57401	(605) 725-4444
0403	Seth	Skogen	2229 6th St	Brookings	South Dakota	57006	(605) 697-5558
0121	Jason	Bradley	1015 Cabela Drive	Mitchell	South Dakota	57301	(605) 995-5868
0104	Guy	Mann	2121 W. Main Street	Rapid City	South Dakota	57702-2545	(605) 348-6218
0473	Guy	Mann	1015 Eglin Street	Rapid City	South Dakota	57701	(605) 718-8665
0623	Guy	Mann	2501 Mt. Rushmore Rd	Rapid City	South Dakota	57701	(605) 716-2092
0072	Nick	Magera	2509 S. Louise Ave.	Sioux Falls	South Dakota	57106	(605) 362-2918
0100	Nick	Magera	2800 S. Minnesota Ave.	Sioux Falls	South Dakota	57105	(605) 339-6984
0166	Nick	Magera	770 Empire Mall	Sioux Falls	South Dakota	57106	(605) 361-5264
0232	Nick	Magera	5601 East Arrowhead Parkway	Sioux Falls	South Dakota	57110	(605) 275-2741
0593	Nick	Magera	6301 S Louise Ave	Sioux Falls	South Dakota	57108	(605) 271-1300
0381	Stephanie	Robinson	2423 Platinum Drive	Spearfish	South Dakota	57783	(605) 722-4868
0352	Seth	Skogen	901 26th Street SE	Watertown	South Dakota	57201	(605) 753-0440
0523	Jason	Bradley	3208 Broadway Ave	Yankton	South Dakota	57078	(605) 689-3200
0797	Ron	Dresen	270 Hamilton Crossing Dr	Alcoa	Tennessee	37701	(865) 724-2485
0573	Lowell	Martin	140 S Hampton Pl	Clarksville	Tennessee	37040	(931) 919-2573
0458	Shaina	Johnson	3400 Mallory Lane	Franklin	Tennessee	37067	(615) 224-9811
0527	Russell	Glass	290 Indian Lake Blvd	Hendersonville	Tennessee	37075	(615) 265-8603
0638	Ron	Dresen	9113 Kingston Pike	Knoxville	Tennessee	37923	(865) 357-1780
0601	Russell	Glass	35 Old Pleasant Grove Rd	Mt. Juliet	Tennessee	37122	(615) 553-2735
0422	Tony	Dresen	2411 Medical Center Parkway	Murfreesboro	Tennessee	37129	(615) 624-6677
0477	Joe	Morrissey	2993 S. Rutherford Blvd	Murfreesboro	Tennessee	37130	(615) 624-6713
0582	Russell	Glass	3016 Belshire Village Dr	Spring Hill	Tennessee	37174	(615) 302-8680
0374	Barry	Nevermann	5420 East Atascocita Road	Atascocita	Texas	77346	(281) 812-8600
0050	Elaine	Fick	3424 W. William Cannon	Austin	Texas	78748	(512) 892-1114
0446	Joan	Thomas	1426 N Loop 336 W	Conroe	Texas	77304	(936) 788-5959

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0739	Brad	Bishop	5131 Gateway Blvd	Denison	Texas	75020	(903) 548-2873
0322	Mindi	Salmonson	2709 Flower Mound Road	Flower Mound	Texas	75022	(972) 355-3787
0878	Brian	Spolnicki	6677 Flewellen Way	Fulshear	Texas	77441	(346) 338-0646
0990	Andrew	Gravely	4795 Williams Dr	Georgetown	Texas	78633	(512) 819-1081
0153	Carmelo	Francia	1300 Junction Hwy.	Kerrville	Texas	78028	(830) 257-7000
0496	Barry	Nevermann	331 Northpark Drive	Kingwood	Texas	77339	(281) 359-0950
0071	Austin	Tanner	1631 Crystal Village Blvd	Leander	Texas	78641	(512) 337-7139
0556	Michael	Patterson	5100 State HWY 121	Lewisville	Texas	75056	(214) 469-2900
0064	Mindi	Salmonson	4200 W. Eldorado Parkway #200	McKinney	Texas	75070	(972) 369-1190
0224	Becky	Lapp	2475 Ridge Road	Rockwall	Texas	75087	(469) 769-1326
0707	Jennifer	Suplita	2320 E Palm Valley Blvd	Round Rock	Texas	78665	(512) 358-4160
0261	Carmelo	Francia	5836 DeZavala Road	San Antonio	Texas	78249	(210) 558-9797
0680	Matt	Young	620 N 500 W	Bountiful	Utah	84010	(801) 292-1055
0693	Grant	Carter	1065 S Main St	Cedar City	Utah	84720	(435) 708-1422
0813	Braedyn	Kidd	340 E Gentile St	Layton	Utah	84041	(385) 363-3001
0447	Dan	Hedin	1374 East Main Street	Lehi	Utah	84043	(801) 341-8399
0733	Spencer	Young	1392 N 200 E	Logan	Utah	84341	(435) 915-4450
0426	Keli Ann	Kirkland	7165 S. Bingham Junction Blvd	Midvale	Utah	84047	(801) 565-9999
0543	Spencer	Young	1211 West 800 North	Orem	Utah	84057	(801) 607-2841
0533	Jake	Larsen	3372 S Jordan Pkwy	South Jordan	Utah	84095	(801) 432-7982
0531	Spencer	Young	943 N. 700 E.	Spanish Fork	Utah	84660	(801) 504-6249
0505	Will	Henrie	1586 South 270 East	St. George	Utah	84790	(435) 656-5300
0969	Ammon	Condie	2134 W Sunset Blvd	St. George	Utah	84790	(435) 922-0965
0856	Grant	Carter	1347 E Twin Rocks Cove	Washington	Utah	84780	(435) 319-8338
0826	Matt	Young	7697 5600 W	West Jordan	Utah	84081	(801) 417-9991
0652	Eric	Holmes	281 N 2000 W	West Point	Utah	84015	(801) 217-3782
0457	Dan	Hedin	3407 S 5600 W	West Valley City	Utah	84120	(801) 969-5600
0231	Rick	LeBrun	2105 Neva Road	Antigo	Wisconsin	54409	(715) 627-4700
0031	Martha	Woelfel	599 N. Westhill Blvd	Appleton	Wisconsin	54914	(920) 830-2331
0082	Maggie	Kauer	3631 E. Calumet St.	Appleton	Wisconsin	54915	(920) 733-7700
0737	Amanda	McMullen	850 W Evergreen Dr	Appleton	Wisconsin	54913	(920) 423-3965
0094	Harmony	Majcherek	123 Hwy 51 N	Arbor Vitae	Wisconsin	54568	(715) 358-3494
0538	Beth	Fritsche	2101 Lake Shore Drive	Ashland	Wisconsin	54806	(715) 682-4045
0491	Isaac	Ryba	640 Baldwin Plaza Drive	Baldwin	Wisconsin	54002	(715) 503-2000
0003	Dan	Storhoff	420 Linn Street	Baraboo	Wisconsin	53913	(608) 356-2650
0076	Andy	Murphy	1070 Wisconsin Dells Parkway S	Baraboo	Wisconsin	53913	(608) 253-3195
0020	David	Luepke	1601 N. Spring Street	Beaver Dam	Wisconsin	53916	(920) 887-3007
0930	Cody	Rehbein	2216 Costco Way	Bellevue	Wisconsin	54311	(920) 391-5087
0060	Bill	Lock	2676 Cranston Road	Beloit	Wisconsin	53511	(608) 365-4400
0375	Adam	Hayden	925 Commerce Street	Black River Falls	Wisconsin	54615	(715) 284-3000
0218	Steve	Buchmeier	3705 North 124th St.	Brookfield	Wisconsin	53005	(262) 781-6610
0115	Matt	Sauer	4327 W. Schroeder Drive	Brown Deer	Wisconsin	53223	(414) 371-0500
0066	Tom	Harberg	1073 Milwaukee Ave.	Burlington	Wisconsin	53105	(262) 763-5020
0292	Cory	Parsons	2573 Commercial Blvd	Chippewa Falls	Wisconsin	54729	(715) 726-9343
0988	Raquel	Elwood	1165 Chippewa Crossing Blvd	Chippewa Falls	Wisconsin	54729	(715) 438-5850
0080	Jim	Schmidt	105 S. Main Street	Clintonville	Wisconsin	54929	(715) 823-3285
0184	Chad	Stevenson	201 Dix Street	Columbus	Wisconsin	53925	(920) 623-5342
0585	Andrew	Coon	1599 Landmark Dr	Cottage Grove	Wisconsin	53527	(608) 839-0147
0006	Dave	Romine	2523 Main Street	Cross Plains	Wisconsin	53528	(608) 798-1600

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0448	Jennica	Barnett	1499 Lawrence Dr	De Pere	Wisconsin	54115	(920) 403-7440
0030	Keith	Trojanowski	4910 CTH V	DeForest	Wisconsin	53532	(608) 846-7575
0302	Michael	Horkan	1931 East Geneva Street	Delavan	Wisconsin	53115	(262) 740-0289
0027	Dave	Romine	1122 N. Johns St.	Dodgeville	Wisconsin	53533	(608) 935-9094
0979	Scott	Mallon	2557 North St	East Troy	Wisconsin	53120	(262) 441-4166
0022	Jeremiah	Bowe	2021 Brackett Ave	Eau Claire	Wisconsin	54701	(715) 831-1060
0144	Kristin	Arneson	2520 Folsom Street	Eau Claire	Wisconsin	54703-2470	(715) 831-0741
0401	Jeremiah	Bowe	4750 Golf Road	Eau Claire	Wisconsin	54701	(715) 514-4655
0281	Lee	Swan	571 E. Richardson Springs Road	Edgerton	Wisconsin	53534	(608) 884-1800
0063	Michael	Horkan	1000 N. Wisconsin	Elkhorn	Wisconsin	53121	(262) 723-3870
0464	Matt	Reinthal	15280 W. Bluemound Road	Elm Grove	Wisconsin	53122	(262) 784-4470
0028	Anna	Lohman	81 W. Pioneer Rd.	Fond du Lac	Wisconsin	54935	(920) 922-2826
0093	Josh	George	W6606 Hwy 23	Fond du Lac	Wisconsin	54937-9773	(920) 922-2272
0300	Jim	Schmidt	969 E. Johnson Street	Fond du Lac	Wisconsin	54935	(920) 922-5559
0051	Lee	Swan	1551 Madison Avenue	Fort Atkinson	Wisconsin	53538	(920) 563-9000
0139	Kevin	Belling	4220 W. Oakwood Park Ct.	Franklin	Wisconsin	53132	(414) 423-1021
0852	George	Dimitropoulos	300 W Bayside Drive	Glendale	Wisconsin	53217	(414) 471-2222
0025	Jordan	Wright	2001 Wisconsin Ave.	Grafton	Wisconsin	53024	(262) 377-0500
0067	Mary	Soik	1219 W. Mason Street	Green Bay	Wisconsin	54303	(920) 497-9527
0187	Mary	Soik	909 Hansen Road	Green Bay	Wisconsin	54304	(920) 405-0735
0363	Angie	Kelly	2945 Voyager Drive	Green Bay	Wisconsin	54311	(920) 593-8787
0279	Vinnie	Busalacchi	6031 W Layton Ave	Greenfield	Wisconsin	53220	(414) 509-5262
0058	Gary	Timlin	6101-A South 108th Street	Hales Corners	Wisconsin	53130	(414) 427-3553
0212	Kaitlyn	Rehbein	1285 E Sumner St	Hartford	Wisconsin	53027	(262) 670-6093
0427	Greg	Howe	701 Industrial Court	Hartland	Wisconsin	53029	(262) 367-5800
0227	Chris	Brummeyer	151 Carmichael Rd.	Hudson	Wisconsin	54016	(715) 386-3700
0095	Vinnie	Busalacchi	W227 N16880 Tillie Lake Ct.	Jackson	Wisconsin	53037	(262) 677-8313
0024	Bryan	Mallon	2633 Milton Avenue	Janesville	Wisconsin	53545-0230	(608) 758-8916
0113	Bryan	Mallon	2421 W. Court Street	Janesville	Wisconsin	53548	(608) 756-2611
0555	Scott	Mallon	645 Midland Road	Janesville	Wisconsin	53546	(608) 554-3712
0090	Chazz	Welch	525 Village Walk Lane	Johnson Creek	Wisconsin	53038	(920) 699-8420
0068	Tom	Harberg	5220 Green Bay Road	Kenosha	Wisconsin	53144-3732	(262) 652-2002
0459	Tom	Harberg	8124 Sheridan Road	Kenosha	Wisconsin	53143	(262) 484-4046
0753	Kandace	Young	11811 29th St	Kenosha	Wisconsin	53144	(262) 859-0309
0018	Dave	Sather	4101 Mormon Coulee Rd.	La Crosse	Wisconsin	54601	(608) 787-5050
0023	Lee	Swan	151 Wells Street	Lake Geneva	Wisconsin	53147	(262) 248-6730
0579	Jon	Laundrie	190 Tyrannena Park Rd	Lake Mills	Wisconsin	53551	(920) 945-0022
0518	Maggie	Kauer	2121 Freedom Road	Little Chute	Wisconsin	54140	(920) 423-3393
0033	Keith	Ballweg	1325 Northport Drive	Madison	Wisconsin	53704	(608) 242-7731
0041	Susan	Bulgrin	2102 West Beltline Hwy.	Madison	Wisconsin	53713	(608) 274-1221
0078	Marcus	Krueger	4301 East Towne Blvd.	Madison	Wisconsin	53704	(608) 244-0808
0147	Paul	Kneubuehl	4401 Cottage Grove Road	Madison	Wisconsin	53716	(608) 268-0211
0565	Dan	Storhoff	7206 Mineral Point Road	Madison	Wisconsin	53717	(608) 203-8024
0077	Kurt	Levihn	4201 Calumet Avenue	Manitowoc	Wisconsin	54220	(920) 682-6400
0130	Joseph	Clemmons	1225 Marinette Avenue	Marinette	Wisconsin	54143	(715) 732-9134
0178	Dylan	Suchocki	109 W. Upham Street	Marshfield	Wisconsin	54449	(715) 384-3223
0012	Matt	Miller	640 McEvoy Road	Mauston	Wisconsin	53948	(608) 847-4601

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0014	Susan	Bulgrin	4700 Farwell Street	McFarland	Wisconsin	53558	(608) 838-6667
0770	Steve	Lawrence	909 Casement Ct	Medford	Wisconsin	54451	(715) 785-5025
0013	Dan	Braatz	W186 N9581 Bancroft Dr.	Menomonee Falls	Wisconsin	53051	(262) 255-7718
0089	Michael	Dehne	1330 Stout Road	Menomonie	Wisconsin	54751	(715) 233-0330
0204	Joe	Fall	11150 N. Port Washington	Mequon	Wisconsin	53092	(262) 834-0500
0416	Lori	Wakefield	3349 East Main Street	Merrill	Wisconsin	54452	(715) 536-3444
0005	Dan	Storhoff	2906 Parmenter Street	Middleton	Wisconsin	53562	(608) 836-5577
0099	Dimitri	Dimitropoulos	575 W. Layton Avenue	Milwaukee	Wisconsin	53207	(414) 489-7777
0235	Myron	Smith	5501 W. Fond du Lac	Milwaukee	Wisconsin	53216	(414) 442-9710
0383	Jon	Fall	7515 West Good Hope Road	Milwaukee	Wisconsin	53223	(414) 760-0500
0242	Della	Hathaway	252 8th Street	Monroe	Wisconsin	53566	(608) 325-3700
0243	Dave	Romine	1700 Springdale St	Mt. Horeb	Wisconsin	53572	(608) 437-2858
0053	Ashlee	Upp	1090 N. Rochester Street	Mukwonago	Wisconsin	53149	(262) 363-4949
0036	Kevin	Belling	W187 S7959 Racine Ave.	Muskego	Wisconsin	53150	(262) 679-9959
0298	Samantha	Leslie	1161 Westowne Drive	Neenah	Wisconsin	54956	(920) 720-5500
0032	Amanda	Buchmeier	14855 W. National Ave.	New Berlin	Wisconsin	53151	(262) 860-0111
0042	Tammy	Tom-Steinmetz	1405 State Road 69	New Glarus	Wisconsin	53574	(608) 527-5690
0559	Jason	Caruso	124 Grant Way	New Richmond	Wisconsin	54017	(715) 246-5111
0040	Alex	Sobiech	7841 S. Howell Avenue	Oak Creek	Wisconsin	53154	(414) 571-5000
0016	Tim	Czaplewski	1177 Summit Avenue	Oconomowoc	Wisconsin	53066	(262) 567-8860
0122	Jake	Bowe	9422 State Hwy 16	Onalaska	Wisconsin	54650	(608) 781-6777
0520	Jake	Bowe	835 Oak Avenue South	Onalaska	Wisconsin	54650	(608) 781-7130
0941	Devin	Barutha	33 S Business Park Dr	Oostburg	Wisconsin	53070	(920) 552-5170
0907	Dan	Storhoff	1075 Park St	Oregon	Wisconsin	53575	(608) 909-2697
0026	Mark	Scimeca	1580 S. Koeller Street	Oshkosh	Wisconsin	54902	(920) 231-6028
0140	Josh	George	2270 Westowne Ave.	Oshkosh	Wisconsin	54904-7765	(920) 231-6019
0952	Ashish	Merchant	7600 Antioch Rd	Paddock Lake	Wisconsin	53168	(262) 586-5158
0059	Ryan	Leanna	21300 W. Capitol Drive	Pewaukee	Wisconsin	53072	(262) 790-0981
0008	Ben	Kroll	375 E. Hwy. 151	Platteville	Wisconsin	53818	(608) 348-9993
0134	Ashish	Merchant	10484 Corporate Drive	Pleasant Prairie	Wisconsin	53158	(262) 857-2663
0563	Andy	Murphy	1805 Plover Road	Plover	Wisconsin	54467	(715) 544-1327
0116	Scott	Clark	2318 Eastern Avenue	Plymouth	Wisconsin	53073	(920) 893-2663
0081	Kaitlyn	Rehbein	1407 W. Grand Ave.	Port Washington	Wisconsin	53074	(262) 268-6888
0015	Jeff	Liegel	2733 New Pinery Rd.	Portage	Wisconsin	53901	(608) 742-7982
0019	Richie	Strutz	1915 S. Marquette Rd.	Prairie du Chien	Wisconsin	53821	(608) 326-5360
0106	Tim	Haman	5801 21st Street	Racine	Wisconsin	53406	(262) 633-4170
0838	Jake	Haman	4542 Douglas Ave	Racine	Wisconsin	53402	(262) 583-0041
0002	Richie	Strutz	2075 Main Street	Reedsburg	Wisconsin	53959	(608) 524-2122
0124	Jennifer	Clark	620 W. Kemp Street	Rhineland	Wisconsin	54501	(715) 369-1800
0794	Elizabeth	Moens	225577 Lilac Ave	Rib Mountain	Wisconsin	54401	(715) 841-0131
0159	Dorothy	Folz	2250 S. Main Street	Rice Lake	Wisconsin	54868	(715) 736-1011
0103	Dan	Storhoff	2415 Hwy. 14 East	Richland Center	Wisconsin	53581	(608) 647-7790
0128	Adam	Lisko	1086 W. Fond du Lac Street	Ripon	Wisconsin	54971	(920) 748-8099
0697	Isaac	Ryba	1109 N Main St	River Falls	Wisconsin	54022	(715) 629-7724
0046	Buddy	Gray	10202 Park Plaza	Rothschild	Wisconsin	54474	(715) 355-0909
0001	Dan	Storhoff	716 Phillips Blvd.	Sauk City	Wisconsin	53583	(608) 643-6620
0670	Brian	Lovelien	1220 E Green Bay St	Shawano	Wisconsin	54166	(715) 526-2002
0039	Kenny	Horkan	641 S. Taylor Drive	Sheboygan	Wisconsin	53081	(920) 451-7150

Restaurant Number	Owner First Name	Owner Last Name	Restaurant Address	City	State	Zip Code	Restaurant Phone
0385	Kenny	Horkan	4225 Highway 42	Sheboygan	Wisconsin	53083	(920) 459-4821
0513	Kenny	Horkan	2510 Washington Ave	Sheboygan	Wisconsin	53081	(920) 395-2527
0179	George	Dimitropoulos	1325 E. Capitol Drive	Shorewood	Wisconsin	53211	(414) 962-4444
0272	Adam	Hayden	911 W. Wisconsin Street	Sparta	Wisconsin	54656	(608) 269-5757
0038	Dan	Storhoff	E4919 U.S. Hwy 14	Spring Green	Wisconsin	53588	(608) 588-2305
0010	Russell	Trzebiatowski	5346 Hwy. 10 East	Stevens Point	Wisconsin	54482	(715) 341-8666
0488	Tony	Cimaroli	332 North Division Street	Stevens Point	Wisconsin	54481	(715) 544-6684
0129	Brad	Coon	916 Nygaard Street	Stoughton	Wisconsin	53589	(608) 873-6635
0054	Austin	Hildebrand	5581 Gordon Road	Sturgeon Bay	Wisconsin	54235	(920) 746-0870
0056	Alisa	Hogard	722 S. Sylvania	Sturtevant	Wisconsin	53177	(262) 884-1112
0534	Joseph	Clemmons	11820 Velp Ave	Suamico	Wisconsin	54313	(920) 770-4041
0007	Alex	Mahoney	1501 W. Main Street	Sun Prairie	Wisconsin	53590	(608) 825-2122
0889	Alexandria	Mahoney	550 Oxford Place	Sun Prairie	Wisconsin	53590	(608) 318-2086
0127	Beth	Fritsche	2110 E. 2nd Street	Superior	Wisconsin	54880	(715) 392-5550
0123	James	Liegel	W249 N6620 Hwy. 164	Sussex	Wisconsin	53089	(262) 820-9592
0017	Ryan	Laylan	147 Wittig Road	Tomah	Wisconsin	54660	(608) 374-2563
0044	Jami	Porter	430 E. Verona Avenue	Verona	Wisconsin	53593	(608) 845-2010
0009	Tammy	Schultz	1002 N. Main Street	Viroqua	Wisconsin	54665	(608) 637-8444
0456	Tony	Milazzo	400 E. Summit Avenue	Wales	Wisconsin	53183	(262) 968-1830
0021	Braeden	Austin	1722 Church Street	Watertown	Wisconsin	53094	(920) 261-3388
0004	Kyle	Soderstrom	2600 N. Grandview Blvd.	Waukesha	Wisconsin	53188	(262) 521-9339
0045	Fred	Kohls	840 W. Sunset Drive	Waukesha	Wisconsin	53189-7018	(262) 524-1030
0073	Fred	Kohls	1650 East Main Street	Waukesha	Wisconsin	53186	(262) 542-5700
0011	Adam	Terhall	900 E. Main Street	Waunakee	Wisconsin	53597	(608) 849-6599
0052	Brady	Schulist	1045 W. Fulton Street	Waupaca	Wisconsin	54981	(715) 256-0066
0079	David	Luepke	900 Kelly Avenue	Waupun	Wisconsin	53963	(920) 324-5224
0162	Liz	Moens	219 Central Bridge Street	Wausau	Wisconsin	54401	(715) 845-6994
0097	Mark	Scimeca	101 North Century Drive	Wautoma	Wisconsin	54982	(920) 787-4090
0299	Derek	Smith	1672 South 108th Street	West Allis	Wisconsin	53214	(414) 485-7171
0035	Danny	Wambold	2350 W. Washington St.	West Bend	Wisconsin	53095	(262) 335-9820
0244	Vinnie	Busalacchi	1641 Miller Parkway	West Milwaukee	Wisconsin	53214	(414) 645-1011
0148	Katie	Grady	1414 W. Main Street	Whitewater	Wisconsin	53190	(262) 472-9999
0043	Richie	Strutz	351 HWY 13	Wisconsin Dells	Wisconsin	53965	(608) 253-9080
0029	Bradley	Prohl	2711 8th Street S.	Wisconsin Rapids	Wisconsin	54494	(715) 421-1100
0282	Guy	Mann	1239 Dell Range Blvd.	Cheyenne	Wyoming	82009	(307) 778-3166
0861	Anthony	Haack	2231 E Lincolnway	Cheyenne	Wyoming	82001	(307) 369-4136

Franchisees who have signed a Franchise Agreement but have not opened

Owner First Name	Owner Last Name	Restaurant Location	State	Phone
Matt	Koon	Fairhope	Alabama	Not Available
Cory	Whitsell	Queen Creek	Arizona	Not Available
Len	Gardner	Harrison	Arkansas	Not Available
Tegan	Russo	Avon Park	Florida	Not Available
Jordan	Palzer	Bartow	Florida	Not Available
Jordan	Nieves	Fort Meade	Florida	Not Available
Frank	Edwards	Fort Myers	Florida	Not Available
Evan	Clagnaz	Jacksonville	Florida	Not Available
Manny	Montanez	Ocala	Florida	Not Available
Ya-Tu	Steger	Okeechobee	Florida	Not Available
Yair	Ortega	Parrish	Florida	Not Available
Matt	Stuligross	Ruskin	Florida	Not Available
Eric	Dunn	San Antonio	Florida	Not Available
Kevin	Klebeck	Seffner	Florida	Not Available
Milan	Patel	Tallahassee	Florida	Not Available
Jeff	Blair	Bethlehem	Georgia	Not Available
Bill	Lewis	Cartersville	Georgia	Not Available
Alexsis	Rodgers	Rockmart	Georgia	Not Available
Evan	Huffman	Warner Robins	Georgia	Not Available
Rachel	Vandergriff	Bourbonnais	Illinois	Not Available
Troy	Vodachek	Mahomet	Illinois	Not Available
Cody	Erickson	Rantoul	Illinois	Not Available
Scott	Laskowski	Bedford	Indiana	Not Available
Adam	Paunwar	Indianapolis	Indiana	Not Available
Kyle	Day	Munster	Indiana	Not Available
Lizz	Remington	Portage	Indiana	Not Available
Ryan	Vaughn	Derby	Kansas	Not Available
Brad	Gerth	Cold Spring	Kentucky	Not Available
Josh	Mecomber	Alma	Michigan	Not Available
Pano	Hantzis	Clawson	Michigan	Not Available
Charles	Kayser	Holland	Michigan	Not Available
Kevin	Adams	Marysville	Michigan	Not Available
Ed	Chodkowski	Muskegon	Michigan	Not Available
Preston	Paisley	Novi	Michigan	Not Available
Andrew	Zielke	Southfield	Michigan	Not Available
Katie	Schmitt	White Lake	Michigan	Not Available
Nicholas	Schneider	Woodhaven	Michigan	Not Available
Dino	Palella	Charlotte	North Carolina	Not Available
Chase	Irvin	Concord	North Carolina	Not Available
Ryan	Gabel	Dallas	North Carolina	Not Available
Charles	Finch	Wendell	North Carolina	Not Available
Michael	Green	Brunswick	Ohio	Not Available
Sierra	Davis	Columbus	Ohio	Not Available
Claudio	Zeledon Guzman	West Carrollton	Ohio	Not Available

Owner First Name	Owner Last Name	Restaurant Location	State	Phone
David	Page	Beaufort	South Carolina	Not Available
Amanda	Cash	Boiling Springs	South Carolina	Not Available
Josh	Hagood	Greenville	South Carolina	Not Available
Michael	Dumbrille	Indian Land	South Carolina	Not Available
Kaushal	Patel	Cleveland	Tennessee	Not Available
Billy	Picou	Hixson	Tennessee	Not Available
Kaleb	DeFreese	Oak Ridge	Tennessee	Not Available
Ron	Dresen	Powell	Tennessee	Not Available
Brian	Spolnicki	Katy	Texas	Not Available
Amanda	McMullen	Combined Locks	Wisconsin	Not Available
Kristin	Arneson	Eau Claire	Wisconsin	Not Available

Former Franchised Restaurant Operators

Former Operator	Restaurant Location	Phone
Dan Schulze	Arden NC	(828) 777-0882
Dave Weist	Bellevue NE	(402) 880-5970
Mike Miller	Coldwater MI	(269) 830-8488
Larry Lunesman	Collinsville IL	618-980-7654
Mark Stanley	Colorado Springs CO	(719) 640-0652
Mark Stanley	Colorado Springs CO	(719) 640-0652
Mark Stanley	Falcon CO	(719) 640-0652
Jim Foster	Florence AL	(270) 978-6278
Kyle Kolsrud	Glendale AZ	(602) 770-1681
Bob Flintrop	Kalamazoo MI	(269) 377-3419
Chris Howard	Kansas City KS	(816) 809-5742
Don Wichern	Layton UT	(801) 698-3166
Mark Ide	Mooresville NC	317-670-1577
Delores Klingemeyer	Murfreesboro TN	615-995-8520
Delores Klingemeyer	Murfreesboro TN	615-995-8520
Dave Weist	Omaha NE	(402) 880-5970
Bob Flintrop	Portage MI	(269) 377-3419
Joe Schermer	Reynoldsburg OH	(262) 939-8424
Mike Miller	Sturgis MI	(269) 830-8488
Ray Nelson	Sussex WI	(414) 412-5002
Mark Stanley	Thornton CO	(719) 640-0652
Lisa Teays-Wallmueller	Viera FL	(772) 812-6550
Pete Spohn	Wildwood FL	(608) 513-1877

If you buy a Culver's® franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

EXHIBIT E
TO FRANCHISE DISCLOSURE DOCUMENT

LIST OF STATE AGENCIES; AGENTS FOR SERVICE OF PROCESS

STATE	STATE ADMINISTRATOR/AGENT	ADDRESS
California	Commissioner of Financial Protection and Innovation California Department of Financial Protection and Innovation	320 West 4 th Street, Suite 750 Los Angeles, CA 90013-2344 1-866-275-2677
Hawaii (State Administrator)	Commissioner of Securities Dept. of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch	335 Merchant Street Room 203 Honolulu, HI 96813
Illinois	Illinois Attorney General	500 South Second Street Springfield, IL 62706
Indiana (State Administrator)	Indiana Securities Commissioner Securities Division	302 West Washington Street, Room E111 Indianapolis, IN 46204
Indiana (Agent)	Indiana Secretary of State	302 West Washington Street, Room E018 Indianapolis, IN 46204
Maryland (State Administrator)	Office of the Attorney General Division of Securities	200 St. Paul Place Baltimore, MD 21202-2020
Maryland (Agent)	Maryland Securities Commissioner	200 St. Paul Place Baltimore, MD 21202-2020
Michigan	Michigan Department of Attorney General Consumer Protection Division	G. Mennen Williams Building, 1st Floor 525 West Ottawa Street Lansing, MI 48933
Minnesota	Commissioner of Commerce Minnesota Department of Commerce	85 7 th Place East, Suite 280 St. Paul, MN 55101-2198
New York (State Administrator)	NYS Department of Law Investor Protection Bureau	28 Liberty Street, 21 st Floor New York, NY 10005 212-416-8236
New York (Agent)	New York Department of State	One Commerce Plaza 99 Washington Avenue, 6th Floor Albany, NY 12231-0001 518-473-2492
North Dakota	Securities Commissioner North Dakota Securities Department	600 East Boulevard Avenue State Capitol, Fifth Floor, Dept. 414 Bismarck, ND 58505-0510
Rhode Island	Director, Department of Business Regulation, Securities Division	1511 Pontiac Avenue John O. Pastore Complex–Building 68-2 Cranston, RI 02920
South Dakota	Department of Labor and Regulation Division of Insurance – Securities Regulation	124 S. Euclid, Suite 104 Pierre, SD 57501
Virginia (State Administrator)	Virginia State Corporation Commission Division of Securities and Retail	1300 East Main Street, 9 th Floor Richmond, VA 23219-3630 804-371-9051
Virginia (Agent)	Clerk of the State Corporation Commission	1300 East Main Street, 1st Floor Richmond, VA 23219-3630
Washington	Department of Financial Institutions Securities Division	150 Israel Road SW Tumwater, WA 98501 360-902-8760
Wisconsin	Commissioner of Securities	Department of Financial Institutions Division of Securities 4822 Madison Yards Way, North Tower Madison, WI 53705

EXHIBIT F
TO FRANCHISE DISCLOSURE DOCUMENT
PRELIMINARY AGREEMENT

Based upon the interest you, the “Applicant,” have expressed in the possibility of obtaining a Culver’s® restaurant franchise, through Culver Franchising System, LLC, (“CFS”) and in order to allow both you and CFS to evaluate one another, Applicant and CFS agree as follows:

1. Disclosure Document Disclosure. Applicant acknowledges signing the receipt for the current Franchise Disclosure Document before signing this Agreement or paying any monies to CFS. (THIS PRELIMINARY AGREEMENT SHOULD NOT BE SIGNED UNLESS AND UNTIL SUCH DISCLOSURE HAS BEEN TIMELY GIVEN.)

2. Personal And Financial Reference Evaluation. Applicant must submit to CFS a completed Application for Franchise Consideration. Applicant must provide a complete and accurate financial summary as part of this application. Applicant understands CFS will conduct a full evaluation and check all information provided.

3. Discovery Week. Applicant agrees to undergo a “Discovery Week” to be conducted at one of CFS’s company-owned Culver’s® restaurants. The purpose of the evaluation is for Applicant to demonstrate to both Applicant and CFS, Applicant’s suitability as a hands-on-owner/manager of a Culver’s® franchised restaurant. Applicant understands this evaluation will involve hands on participation in the front and back-line operations. The evaluation period must be completed during a 5-day period beginning on a Monday and ending on a Friday. Hours will vary between 6:00 a.m. through 8:00 p.m.

If there are multiple Applicants, the individual who will be operating the Culver’s® Restaurant will be the only Applicant required to complete the Discovery Week. The Applicant who undergoes this evaluation understands this evaluation is for their own business interest in an effort to qualify for a franchise and that any work done during the evaluation period is work done on Applicant’s own behalf and for the proposed franchise owner entity. The Applicant is not an employee of CFS during any part of the evaluation period. CFS will not pay Applicant for any work performed at a company-owned CFS facility during the evaluation period.

Applicant agrees to pay for all expenses incurred during the evaluation period including all meals (except while working in assigned restaurant), lodging, travel, uniform, and any other miscellaneous expenses.

Applicant agrees to indemnify and hold CFS, its officers, directors, employees, successors, assigns, agents and subsidiaries harmless from any and all liabilities, claims, damages, demands, costs, expenses, actions, and causes of actions of any kind, whether known or unknown, present or future, arising as a result of Applicant's participation in the Discovery Week.

4. Leadership Assessment Mentoring Program. In the event that Applicant qualifies for our mentoring program, as we determine, or Applicant has significant experience working at a Culver’s® restaurant, in lieu of a Discovery Week Applicant agrees to undergo a “Leadership Assessment” to be conducted at one of CFS’s company-owned Culver’s® restaurants or via video conference. The purpose of the evaluation is for Applicant to demonstrate to both Applicant and CFS, Applicant’s suitability as a hands-on-owner/manager of a Culver’s® franchised restaurant and that it is not necessary for Applicant to attend a full training program. Applicant understands this evaluation will involve interviews that are conducted virtually. The evaluation period must be completed during a 5-day period beginning on a Monday and ending on a Friday. Hours will vary between 6:00 a.m. through 8:00 p.m.

If there are multiple Applicants through the mentoring program, the individual who will be operating the Culver's® Restaurant will be the only Applicant required to complete the Leadership Assessment. The Applicant who undergoes this evaluation understands this evaluation is for their own business interest in an effort to qualify for a franchise and that any work done during the evaluation period is work done on Applicant's own behalf and for the proposed franchise owner entity. The Applicant is not an employee of CFS during any part of the evaluation period. CFS will not pay Applicant for any work performed at a company-owned CFS facility during the evaluation period.

Applicant agrees to pay for all expenses incurred during the evaluation period including all meals (except while working in assigned restaurant), lodging, travel, uniform, and any other miscellaneous expenses.

Applicant agrees to indemnify and hold CFS, its officers, directors, employees, successors, assigns, agents and subsidiaries harmless from any and all liabilities, claims, damages, demands, costs, expenses, actions, and causes of actions of any kind, whether known or unknown, present or future, arising as a result of Applicant's participation in the Leadership Assessment.

5. Confidentiality. Applicant acknowledges there will be discussion, negotiating, visiting and viewing facilities, systems, and procedures of CFS to determine whether Applicant might be interested in entering into a business arrangement with CFS. During these discussions, negotiations and visits, certain confidential business information of CFS may be made available to the Applicant.

Applicant agrees and understands that the information available to Applicant will include information, processes, procedures and techniques (collectively, the "Culver System"), for which CFS has expended considerable sums of money developing and perfecting. Applicant further understands and agrees that any unauthorized use, release or disclosure of the Culver System by Applicant will place CFS at a competitive disadvantage, causing CFS to suffer irreparable damage and loss for which Applicant will be liable.

Applicant agrees that all information received from CFS regarding the Culver System will be kept confidential, and not used, disclosed, released or otherwise divulged to anyone without CFS's prior written consent. Applicant further agrees he/she may not use such information to create or market any competitive products or systems without CFS's express written consent.

6. Financial Information. Applicant acknowledges that except as stated in Item 19 of the disclosure document, Applicant may not receive information from Franchisor regarding any statements, promises, guarantees or assurances relative to earnings, revenues, profits or projected revenues for a Culver's® Restaurant. Applicant agrees not to pose any inquiries to the employees of any company-owned Culver's® Restaurants relating to the Culver's® Restaurant's financial performance. Applicant further agrees to direct any and all inquiries regarding the financials of a Culver's® Restaurant to existing Culver's® franchisees, as part of Applicant's due diligence and information gathering process.

7. Application Fee. Applicant, except for those seeking to enter into Mentoring Program, must pay to CFS upon signing this Preliminary Agreement, an Application Fee of Five Thousand Dollars (\$5,000). Applicant must pay the Application Fee before he/she may attend the Discovery Week, described in Section 3. If Applicant is approved, this Application Fee will be applied towards the initial franchise fee as stated in the Culver's® Franchise Agreement. If Applicant is not approved by CFS at any time before CFS signs the Franchise Agreement, the Application Fee will be refunded. Also, up to the expiration of its original 18 month approval, if Applicant is no longer interested in pursuing ownership of a Culver's® restaurant franchise he/she is entitled to a full refund of the Application Fee. Upon expiration of the initial 18 month approval, if Applicant desires to reapply, he/she must submit to CFS a new completed Application for Franchise Consideration, and the Application Fee will no longer be refundable to Applicant.

8. Franchise Document. If, based upon the review and evaluation of the information requested in this Preliminary Agreement, CFS approves Applicant in writing, CFS and Applicant will sign a Culver's® Franchise Agreement within 18 months of Applicant's receipt of such notice of approval. If Applicant does not sign a Culver's® Franchise Agreement within 18 months of the date of the Notice of Approval, the Applicant Fee (if paid) will be refunded and this Agreement immediately will terminate.

The parties acknowledge and agree that the representations in this Agreement will survive the assignment or termination of this or any other agreements that Applicant and CFS enter into.

FRANCHISOR
CULVER FRANCHISING SYSTEM, LLC

By _____
Its _____
Date _____

APPLICANT
If "Applicant" is a corporation or limited liability company,

(Print Entity Name)

By _____
Its _____
Date _____

If "Applicant" is one or more individuals,

(Print Individual Name)

By _____
Date _____

(Print Individual Name)

By _____
Date _____

EXHIBIT G
TO FRANCHISE DISCLOSURE DOCUMENT
TERRITORY RESERVATION AGREEMENT

EXHIBIT G
TO FRANCHISE DISCLOSURE DOCUMENT
CULVER'S® TERRITORY RESERVATION AGREEMENT

**CULVER'S®
TERRITORY RESERVATION AGREEMENT**

BETWEEN

CULVER FRANCHISING SYSTEM, LLC
1240 Water Street
Prairie du Sac, WI 53578
(608) 643-7980

AND

Name of Developer

Street

City

State

Zip Code

(____)_____

Area Code

Telephone

CULVER'S® TERRITORY RESERVATION AGREEMENT

This Agreement is entered into this _____ day of _____, 20____ (the "Effective Date"), by and between Culver Franchising System, LLC, a Wisconsin limited liability company, with its principal offices at 1240 Water Street, Prairie du Sac, Wisconsin 53578 ("we" or "us"), and _____, along with guarantors _____ and _____ (collectively, "you").

INTRODUCTION

We and you are parties to one or more existing Culver's® franchise agreement(s) (the "Existing Franchise Agreement(s)"), whereby you operate a Culver's® restaurant. You, or a business entity to be formed by you, desire to reserve the right to develop an additional Culver's® restaurant within a specified territory. We are willing to grant such rights under the provisions stated below.

AGREEMENTS

We and you agree as follows:

1. **Reservation Rights.** Subject to the provisions stated below, we grant to you or another business entity to be formed by you the right to establish and operate for your own account, but not to subfranchise, sublicense or resell, a Culver's® restaurant (the "Restaurant") under an individual Culver's® Franchise Agreement (the "Franchise Agreement") in the form then-currently used by us at the time of issuance. Your rights to establish and operate the Restaurant under this Agreement will be limited to the area described on the attached Appendix A (the "Territory Reservation Area"). So long as you are in compliance with the term of this Agreement, and in compliance with the terms of the Existing Franchise Agreement(s), during the term of this Agreement we will not establish for our own account or franchise others to operate Culver's® restaurants within the Territory Reservation Area other than to you under this Agreement.

You acknowledge and agree that: (i) we and our affiliates may sell any products or services under trademarks other than the Marks (as defined in the Existing Franchise Agreement); (ii) we may grant other franchises or develop and operate company or affiliate owned Culver's® restaurants anywhere outside of the Territory Reservation Area, which may result in designated territories that encroach upon your Territory Reservation Area and prevent you from having the ability to locate a Culver's® restaurant within certain areas of your Territory Reservation Area; (iii) we and our affiliates may sell within and outside the Territory Reservation Area products or services under the Marks through any separate food service concept the primary service mark of which will not be the Marks; (iv) we and our affiliates may sell products or services under the Marks through other channels of distribution, including the Internet (or any similar form of electronic commerce developed in the future); and (v) we and our affiliates may establish, operate or grant a franchise or license to others to operate Culver's® restaurants under the Business System (as defined in the Existing Franchise Agreement) and the Marks at any "Non-Traditional Location," as defined below, within and outside the Territory Reservation Area at any time. "Non-Traditional Locations" are defined as locations that we determine have a restricted trade area and include, for example, locations in the following types of environments: malls, universities, schools, hospitals, military bases, casinos, convention centers, arenas, stadiums, airports, health and fitness facilities, office buildings, theme parks, amusement facilities and other locations that are not located on the street and the primary trade area generally is restricted to the environment in which the Non-Traditional Location is located.

2. For the rights described in Section 1 above, you must pay us a non-refundable Reservation Fee of Fifty Thousand Dollars (\$50,000), payable on or before your execution of this Agreement, however, in the event that you sign a Franchise Agreement for a Restaurant within the Territory Reservation Area within twelve (12) months following the Effective Date of this Agreement, then Twenty Thousand Dollars (\$20,000) of that Reservation Fee will be applied toward your Initial Franchise Fee for that Franchise Agreement.
3. Conditions to Development of Restaurant. We will be obligated to enter into a Franchise Agreement for the development of a Restaurant under this Agreement only if, at the time you intend to enter into a Franchise Agreement: (1) you meet our then-current criteria for expansion guidelines as described in our operations manual, including but not limited to our Operator requirements (as defined in the Franchise Agreement); and (2) all amounts due and owing by you to us or our affiliates under or relating to the Existing Franchise Agreement(s) or any Culver's® franchise agreement are paid in full and you are in good standing under such Agreement(s).
4. Development Procedure. The Restaurant to be developed under this Agreement will be governed by the terms of the Franchise Agreement. You will not develop the Restaurant at any site that we have not approved in writing or for which there is no Franchise Agreement. Subject only to our evaluation of a proposed site (which evaluation is not a guarantee that the proposed site will be successful), you are solely responsible for locating and securing acceptable sites for the Restaurant.
5. Term. Subject to Section 6 below, the term of this Agreement will be for twenty-four (24) months, commencing on the Effective Date of this Agreement.
6. Extension Fee. You may request in writing that we approve an extension of the twenty-four (24) month Term of this Agreement of six (6) months (not the twelve (12) month period described in Section 2). If we grant you the six (6) month extension, you must pay us a non-refundable extension fee of Twenty Thousand Dollars (\$20,000). You will not receive more than one (1) extension. You hereby acknowledge that we are not obligated to approve any extension to the term of this Agreement.
7. Default and Termination.
 - A. You may terminate this Agreement at any time with or without cause by delivering written notice thereof to us. You will be in default, and we may at our option, terminate this Agreement if: (1) you violate any material provision of this Agreement; (2) you violate any material provision of the Existing Franchise Agreement(s) or any Culver's® franchise agreement to which you are a party and fail to cure such breach within any cure period permitted; or (3) you are declared bankrupt or become insolvent.
 - B. Except as described below, you will have thirty (30) days, or such longer period as applicable or may require, after its receipt from us for written notice of termination within which to remedy the default. If you fail to correct the alleged default within that time, this Agreement will terminate without further notice to you effective immediately upon expiration of the thirty (30)-day period (or such longer period as applicable law may require). We may terminate this Agreement immediately upon delivery of written notice to you, with no opportunity to cure, if the termination results from any of the following: (1) the nature of your breach makes it not curable; or (2) any default under items (2) or (3) in Section 7(A) above.
 - C. Upon termination or expiration of this Agreement, all rights licensed hereunder will automatically revert to us and your reservation rights will cease. Termination or expiration of this Agreement

will not affect your rights under any individual Culver's® franchise agreement in effect at that time.

8. Assignment. This Agreement is personal to you and may not be assigned by you to any third party. This Agreement may be assigned and transferred by us and will benefit our successors and assigns. Any such assignment or transfer will require the assignee to fulfill our obligations under this Agreement.
9. This Agreement, and any dispute arising hereunder, will be governed by those provisions found in the Existing Franchise Agreement(s) respecting arbitration, governing law and injunctive relief.
10. Miscellaneous. This Agreement represents the entire Agreement of the parties relative to its subject matter and it cannot be waived, altered or rescinded in whole or in part except by an express writing by the parties. The provisions of this Agreement are severable in the validity or unenforceability of any of them will not affect the remainder of this Agreement.

IN WITNESS WHEREOF, we and you have signed this Agreement effective as of the Effective Date first written above.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

(Print Individual Name)

(Print Individual Name)

(Print Individual Name)

(Print Individual Name)

APPENDIX A

TO TERRITORY RESERVATION AGREEMENT

DESCRIPTION OF TERRITORY RESERVATION AREA

A _____ (_____) mile radius, centered at the intersection of _____
in _____, _____ as shown by the green dot (“center of Territory
Reservation Area”), and surrounding circle below (“center of Territory Reservation Area”), excluding the
shaded area entitled “No Build Area”, and surrounding circle below.

*The map below provides a visual representation of the Territory Reservation Area, however, in the event
of a conflict or inconsistency between the Territory Reservation Area described above and the map
below, the Territory Reservation Area described above shall be paramount and control.*

EXHIBIT H

TO FRANCHISE DISCLOSURE DOCUMENT

ACKNOWLEDGMENT OF FRANCHISEE

Applicant _____

Address of Applicant _____

Location (Territory) Applied For _____

Deposit Received _____ Balance Remaining _____

1. I have received all appropriate offering circulars and disclosure documents for the State(s) of _____ at my first personal meeting with Culver Franchising System, LLC and have had at least fourteen (14) days before execution of the Franchise Agreement and/or payment of any monies.

2. I have signed and returned to Culver Franchising System, LLC the acknowledgment of receipt for each disclosure document given me.

3. I have had an opportunity to read the Franchise Agreement thoroughly and understand all its covenants, obligations of Culver Franchising System, LLC and my obligations as a franchisee of the Culver Franchising System, LLC system.

4. Except as stated in Item 19 of this disclosure document, I have received no statements, promises, guarantees or assurances relative to earnings, revenues, profits or projected revenues for this franchise.

5. I have received no promises, guarantees or assurances regarding the grant of any additional Culver's® restaurants.

6. I understand that this franchise business, as in all business ventures, involves risk and despite assistance and support programs, the success of my business will depend largely upon my ability and me.

7. Except for fill in the blank provisions or for negotiated changes that I initiated, I received a copy of the revised Franchise Agreement, or related agreement at least seven (7) calendar days before the date on which the Franchise Agreement, or related agreement was signed.

8. I understand that Culver Franchising System, LLC has a national advertising program which is not directed towards any specific franchise territory but is intended to benefit the entire Culver's® system nationwide.

9. I understand that I am required by this agreement to maintain an adequate local and on-going advertising program.

10. During the discovering process I contacted the following Culver's® restaurants identified in Exhibit D of the disclosure document. (Please check (☑)).

☐ 1 to 5 ☐ 6 to 10 ☐ 11 plus ☐ No contacts were made

11. I understand that this franchise business may be impacted by other risks, including those outside your or our control such as economic, political or social disruption.

12. Any questions or doubts I still have concerning Culver Franchising System, LLC or the Franchise Agreement are stated as follows:_____

WE
CULVER FRANCHISING SYSTEM, LLC

YOU

By_____

By_____

By_____

Its_____

Date_____

By_____

By_____

By_____

MARYLAND PROSPECTIVE FRANCHISEES:

Do not sign this Questionnaire if you are a Maryland resident, or the franchise is to be located in Maryland.

EXHIBIT I
TO FRANCHISE DISCLOSURE DOCUMENT

**ADDENDUM TO
CULVER'S® FRANCHISE AGREEMENT
FOR MENTORING PROGRAM**

This Addendum is entered into between Culver Franchising System, LLC (“we” or “us”), and _____ (“you”), and is effective as stated in Paragraph 4.

RECITALS

A. We and you are entering into a Culver's® Franchise Agreement (the “Franchise Agreement”), whereby you will be granted the right to establish and operate a Culver's® Restaurant (the “Restaurant”) at the Authorized Location set forth in the Franchise Agreement.

B. Because you are being granted a franchise under the Mentoring Program (as defined in the Culver's® disclosure document), we and you agree to the modifications to the Franchise Agreement as stated below.

AGREEMENTS

In consideration of the mutual promises expressed herein and for other good and valuable consideration, the parties agree as follows:

1. Initial Franchise Fee. The first sentence of Section 6(A) is deleted and replaced with the following:

You will pay us an Initial Franchise Fee of \$_____.

2. Required Interest of Your Shareholders/Members. The following language is added to the end of Section 10(A) of the Franchise Agreement:

Your shareholders/members must include: (i) _____ (“Mentor”), a single shareholder/member who as of the date of this Agreement, owns at least ___% of the common stock or interest in you (or at least ___% of common stock or interest in both you and in the building and real estate), and who as of the date of this Agreement, also owns at least ___% of the common stock or interest (or at least ___% of common stock or interest in both the operating business entity and building and real estate) in an existing Culver's® franchisee entity and who is also the operator of that restaurant (“Separate Culver's Entity”); and (ii) _____ (“Mentee”), a separate single shareholder/member who owns at least 19% common stock or interest in you (or at least 15% of common stock or interest in both you and in the operating business entity and building and real estate) and who (as of the Effective Date of this Addendum) has been the existing operating manager of the Separate Culver's Entity for at least one year.

3. Training. As a result of your four (4)-day leadership assessment, conducted in connection with the application to participate in the Mentoring Program, Section 9(C) is modified accordingly:

4. Transfer. If at any time within 24 months following the opening of the Restaurant the Mentor or Mentee transfers any interest in the Restaurant, you must pay us the difference between the Initial Franchise Fee then-charged to new franchisees and that paid in accordance with Paragraph 1 above (in an amount equal to \$_____), in addition to any applicable transfer fee, and you must comply with the requirements set forth in Section 10(A) of the Franchise Agreement.

5. Effective Date. This Addendum is effective on the Effective Date of the Franchise Agreement.

6. Construction. In all other respects, the Franchise Agreement will be construed and enforced under its terms.

IN WITNESS WHEREOF, the parties have signed this Addendum as of the dates written below.

WE
CULVER FRANCHISING SYSTEM, LLC

YOU
If “you” are a corporation or a limited liability company,

By _____
Its _____

(Print Corporate Name)
By _____
Its _____

EXHIBIT J
TO FRANCHISE DISCLOSURE DOCUMENT

CERTIFICATION OF BUSINESS ENTITY

_____ (*insert name of Operating Business Entity*) (“Franchisee Entity”) desires to develop and operate a Culver’s® restaurant (the “Restaurant”) under a Culver’s® franchise agreement (the “Franchise Agreement”). The undersigned (collectively “Principal Owners”) represents and certifies as follows:

The Franchisee Entity is organized and existing under the laws of the State of _____ and is licensed to transact business in the State of _____.

1. Attached to this Certification of Business Entity are copies of the following properly signed and filed organizational documents for the Franchisee Entity:

_____ Articles of Organization or Articles of Incorporation;
_____ Bylaws;
_____ Operating Agreement;
_____ Buy-Sell Agreement*; and/or
_____ Fully executed Purchase and Sale Agreement for the Real Estate, or Real Estate Lease (which lease must be approved by us prior to execution and contain the Addendum to Lease attached to the Franchise Agreement).

* If the Buy-Sell Agreement is contained in another document, such as the Operating Agreement, indicate the name of that document, the section in which that Buy-Sell Agreement is contained, and attach a copy of that document. Document Name: _____ Section _____

2. The individual owners of the Franchisee Entity, their addresses, phone numbers, and their respective interest in the Franchisee Entity are as follows:

LIST OF MEMBERS, OFFICERS AND DIRECTORS OR PARTNERS (Please print and provide complete address)						
Name	Title	Address	Cell Phone	Married Yes or No	Spouse Name	Ownership %

The designated “Operator” (as defined in Item 15 of the disclosure document) is _____. The Principal Owners represent that the Operator has the required ownership interests, as detailed in Item 15 of the disclosure document and the Franchise Agreement. The Principal Owners represent that the Operator is fully authorized and empowered to transact any and all business with Franchisor for Franchisee Entity, including providing financial information, reporting any changes in ownership and executing documents that Franchisor requires.

3. Does the legal Franchisee Entity listed above on page 1 (i.e. the LLC) own the land and building?
Yes ____ No _____. If no, list the business entity and individuals owning real estate.

Business Entity: _____

Members/Shareholders:

% Ownership

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Purchase Price for Real Estate: \$ _____/First Year Annual Rent for Real Estate: \$ _____

4. Franchisor may rely upon the representations contained herein until the Operator notifies Franchisor in writing that this Certification has been amended and provides information respecting the amendment. Franchisee Entity (and the Franchisee, after the Franchise Agreement is signed) must immediately notify Franchisor in writing of any change in the information contained herein and must prepare and sign a new Certification of Business Entity containing the correct information.

FRANCHISEE ENTITY:

Dated: _____

Signature: _____

Title: _____

Legal Counsel Information (Required)

Name of Legal Counsel: _____

Law Firm Name: _____

Address: _____

City, State, Zip: _____

Phone: _____

EXHIBIT K
TO FRANCHISE DISCLOSURE DOCUMENT
STATE ADDENDA

CALIFORNIA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of California and is intended to comply with California statutes and regulations.

1. 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.

2. Item 3. In addition to the information required by Item 3, neither the Franchisor, or any person in Item 2 of the FDD is subject to any currently effective order of any National Securities Association or National Securities Exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78a et seq., suspending or expelling such persons from membership in such association or exchange.

3. Item 17. Item 17 of the Franchise Disclosure Document has the following additional provisions:

(a) California Business and Professions Code Sections 20000 through 20043 provide rights to the franchisee concerning termination or nonrenewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

(b) Any proposed termination of the Franchise Agreement for bankruptcy may not be enforceable under federal bankruptcy law. (11 U.S.C.A. Section 101 et seq.)

(c) The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

(d) The Franchise Agreement (and, to the extent applicable, the Multiple Unit Development Agreement) requires binding arbitration to be conducted in Milwaukee, Wisconsin. You are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California.

4. The Franchisor's web site is found at www.culvers.com.

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.

5. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

ILLINOIS ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of Illinois and is intended to comply with Illinois statutes and regulations.

1. Item 17. Item 17 of the disclosure document is amended by replacing the description in the Summary column of Item 17(v) with the following:

Franchise Agreement and Multiple Unit Development Agreement: Litigation not subject to arbitration must be in federal district court in Illinois.

2. 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.

**ILLINOIS ADDENDUM TO
FRANCHISE AGREEMENT**

This Addendum relates to franchises sold in Illinois and is intended to comply with Illinois statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Jury Trial. The Franchise Bureau of the Illinois Attorney General's Office considers the waiver of a jury trial under Section 21(C) of the Franchise Agreement to be inconsistent with the intent of the Illinois Franchise Disclosure Act at Section 705/41.

2. Governing Law. Section 22(D) of the Franchise Agreement is amended to provide that any provision that designates governing law to be other than Illinois is void under the Illinois Franchise Disclosure Act of 1987.

3. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**ILLINOIS ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in Illinois and is intended to comply with Illinois statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Jury Trial. The Franchise Bureau of the Illinois Attorney General’s Office considers the waiver of a jury trial under Section 18(C) of the Agreement to be inconsistent with the intent of the Illinois Franchise Disclosure Act at Section 705/41.

2. Governing Law. Section 19(D) of the Agreement is amended to provide that any provision that designates governing law to be other than Illinois is void under the Illinois Franchise Disclosure Act of 1987.

3. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU: _____

By _____
Its _____

By _____

By _____

MARYLAND ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of Maryland and is intended to comply with Maryland statutes and regulations.

1. The Summary column of Item 17 paragraph (c) is amended to add the following:

Pursuant to COMAR 02.02.0816L, the general release required as a condition of renewal, sale and/or assignment/transfer will not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

2. The Summary column of Item 17 paragraph (h) is amended to add the following:

Our termination of the Franchise Agreement because of your bankruptcy may not be enforceable under applicable federal law (11 U.S.C.A. 101 et seq.)

3. The Summary column of Item 17 paragraph (u) is amended to add the following:

Any claims arising under the Maryland Franchise Registration and Disclosure law must be brought within 3 years after the franchise is granted.

4. The Summary column of Item 17 paragraph (v) is amended to add the following:

Any claims under the Maryland Franchise Registration and Disclosure law may be brought in the State of Maryland.

5. Item 22.

The Franchise Agreement requires the franchisee to sign a general release as a condition of renewal, sale, or assignment of the franchise. This release will not apply to any liability under the Maryland Franchise Registration and Disclosure Law. The form of release that you must sign in those situations will be substantially similar to the release attached as Exhibit K.

6. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

Exhibit H, Additional Disclosure:

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.

**MARYLAND ADDENDUM TO
CULVER'S FRANCHISE AGREEMENT**

This Addendum relates to franchises sold in Maryland and is intended to comply with Maryland statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Renewal. Section 3(B) is amended to include the following: "Nothing in this Section 3(B), however, will act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law."

2. Assignment. Section 16(E) is amended to include the following: "Nothing in this Section 16(E), however, will act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law."

3. Governing Law. Section 22(D) is amended to include the following: "Nothing in this Section 22(D), however, will act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law."

4. Acknowledgement. Section 24 of the Franchise Agreement is deleted in its entirety. Any provision in the Agreement that requires you to disclaim the occurrence and/or acknowledge the non-occurrence of acts that would constitute a violation of the Maryland Franchise Registration and Disclosure Law is not intended to nor will it act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

5. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**MARYLAND ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in Maryland and is intended to comply with Maryland statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Acknowledgments. Section 21 of the Multiple Unit Development Agreement is deleted in its entirety. Section 19(G) of the Agreement is amended by adding the following sentence at the end of such Section: “Representations made in this Agreement are not intended to and do not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.”

2. 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.

3. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

MINNESOTA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of Minnesota and is intended to comply with Minnesota statutes and regulations.

1. Item 13. Item 13 of the disclosure document is amended to include the following language:

We will indemnify you for damages for which you are held liable in any proceeding arising out of the use of the “Culver’s” mark, provided you have used the Marks properly and have notified us of any claim against you within 10 days of your knowledge of the claim. We will have sole control of any litigation involving the Marks. Our indemnification obligation will not apply to any franchisee residing outside the state of Minnesota who purchases a franchise to be located outside of Minnesota.

2. Item 17. Item 17 of the disclosure document is amended to include the following: “Minnesota law provides franchisees with certain termination and non-renewal rights. Minnesota Statutes Section 80C.14, subs. 3, 4 and 5 require, except in certain specified cases, that you be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice for nonrenewal of the Franchise Agreement.

3. 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.

Minnesota Statutes Section 80C.21 and Minnesota Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota. To the extent a dispute is subject to litigation (and not arbitration or mediation), nothing in the disclosure document or Franchise Agreement can eliminate or reduce any of your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction.”

**MINNESOTA ADDENDUM TO
FRANCHISE AGREEMENT**

This Addendum relates to franchises sold in Minnesota and is intended to comply with Minnesota statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Marks – Indemnification. Section 4 of the Franchise Agreement is amended to include the following language:

Franchisor will indemnify a Minnesota Franchisee for damages for which such Franchisee is held liable in any proceeding arising out of the use of the “Culver’s” mark, provided that Franchisee has used the mark properly and has notified Franchisor of any claim against Franchisee within ten (10) days of Franchisee’s knowledge of such claim. Franchisor will have sole control of any litigation involving the Marks. Franchisor’s indemnification obligation will not apply to any Franchisee residing outside the state of Minnesota who purchases a franchise to be located outside of Minnesota.

2. Application of Minnesota Law. Sections 3 and 18 of the Franchise Agreement are amended by adding the following sentences at the end of each Section: “Minnesota law provides franchisees with certain termination and nonrenewal rights. Minnesota Statutes Section 80C.14, subds. 3, 4 and 5 require, except in certain specified cases, that a Franchisee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice for nonrenewal of the Franchise Agreement.”

3. Governing Law. Section 21(D) of the Franchise Agreement is amended by adding the following provision at the end of such Section: “Under Minnesota Statutes Section 80C.21, this section will not in any way abrogate or reduce any rights of the Franchisee as provided for in Minnesota Statutes, Chapter 80C, including the right to submit non-arbitrable matters to the jurisdiction of the courts in Minnesota. Minnesota statutes Section 80C.21 and Minnesota Rule 2860.4400J prohibit the Franchisor from requiring litigation to be conducted outside Minnesota.”

4. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**MINNESOTA ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in Minnesota and is intended to comply with Minnesota statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Application of Minnesota Law. Section 14 of the Agreement is amended by adding the following sentences at the end of such Section: “Minnesota law provides franchisees with certain termination and nonrenewal rights. Minnesota Statutes Section 80C.14, subds. 3, 4 and 5 require, except in certain specified cases, that you be given 90 days’ notice of termination (with 60 days to cure).”

2. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU: _____

By _____
Its _____

By _____

By _____

NEW YORK ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of New York and is intended to comply with New York statutes and regulations.

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 E OR YOUR PUBLIC LIBRARY FOR SERVICES OR 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 ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OR PROVINCIAL AUTHORITY. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CAN NOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS THAT ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is to be added at the end of Item 3:

With the exception of what is stated above, the following applies to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

A. No such party has an administrative, criminal, or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.

B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature, or financial condition of the franchise system or its business operations.

C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10-year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation, or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

Item 5, Additional Disclosures.

The initial franchise fee constitutes part of our general operating funds and will be used as such in our discretion.

3. The following is added to the end of the “Summary” sections of Item 17(c), titled “Requirements for a franchisee to renew or extend,” and Item 17(m), entitled “Conditions for franchisor approval of transfer”:

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687(4) and 687(5) be satisfied.

4. The following language replaces the “Summary” section of Item 17(d), titled “Termination by franchisee”:

You may terminate the agreement on any grounds available by law.

5. The following is added to the end of the “Summary” sections of Item 17(v), titled “Choice of forum,” and Item 17(w), titled “Choice of law”:

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or the franchisee by Article 33 of the General Business Law of the State of New York

6. Franchise Questionnaires and Acknowledgements--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. Receipts--Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earlier of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

**NEW YORK ADDENDUM TO
FRANCHISE AGREEMENT**

This Addendum relates to franchises sold in New York and is intended to comply with New York statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Release. Sections 3(B) and 16(E) of the Franchise Agreement are amended to provide that all rights enjoyed by you and any causes of action arising in its favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder will remain in force, it being the intent of this provision that the applicable nonrenewal or termination provisions of the General Business Law be satisfied.

2. Governing Law. Section 22(D) of the Franchise Agreement is amended by adding the following sentence at the end of such Section: "The foregoing should not be considered a waiver of any right that either Franchisor or Franchisee may have under the General Business Law of the State of New York, Article 33."

3. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**NEW YORK ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in New York and is intended to comply with New York statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Governing Law. Section 19(D) of the Agreement is amended by adding the following sentence at the end of such Section: “The foregoing should not be considered a waiver of any right that you may have under the General Business Law of the State of New York, Article 33.”

2. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

NORTH DAKOTA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the State of North Dakota and is intended to comply with North Dakota statutes and regulations.

1. Item 17. Item 17 of the disclosure document is amended by the addition of the following:

In North Dakota, Items 17(c) and (m) are amended to provide that we cannot require you to sign a release as a condition to renewal or transfer. In addition, Franchise Agreement contains covenants not to compete which extend beyond the termination of the franchise. Item 17(r) is amended to provide that covenants not to compete, such as those mentioned above, are generally considered unenforceable in the State of North Dakota. Finally, in North Dakota, Items 17(u) and (v) are amended to provide that we cannot require you to agree in advance to mediate or arbitrate disputes or agree to litigation outside the State of North Dakota.

NORTH DAKOTA ADDENDUM TO FRANCHISE AGREEMENT

This Addendum relates to franchises sold in North Dakota and is intended to comply with North Dakota statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Release. Section 3(B) of the Franchise Agreement is amended to provide that we cannot require you to sign a general release as a condition of renewal.
2. Covenant Not to Compete. Section 20 of the Franchise Agreement is amended to provide that covenants not to compete upon termination or expiration of the Franchise Agreement may be unenforceable, except in certain circumstances provided by law.
3. Arbitration. Section 21(A) of the Franchise Agreement is amended to replace the words “in Sauk County, Wisconsin” with “at a site mutually agreeable to all parties.”
4. Waiver of Damages. Section 21(B) of the Franchise Agreement is deleted.
5. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**NORTH DAKOTA ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in North Dakota and is intended to comply with North Dakota statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Covenant Not to Compete. Section 16 of the Agreement is amended to provide that covenants not to compete upon termination or expiration of the Agreement may be unenforceable, except in certain circumstances provided by law.
2. Waiver of Damages. Section 18(B) of the Agreement is deleted.
3. Arbitration. Section 18(A) of the Agreement is amended to replace the words “in Sauk County, Wisconsin” with “at a site mutually agreeable to all parties.”
4. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU: _____

By _____
Its _____

By _____

By _____

**RHODE ISLAND ADDENDUM TO
FRANCHISE AGREEMENT**

This Addendum relates to franchises sold in Rhode Island and is intended to comply with Rhode Island statutes and regulations. In consideration of the execution of the Franchise Agreement, we and you agree to amend the Franchise Agreement as follows:

1. Governing Law. Section 22(D) of the Franchise Agreement is amended by the addition of the following sentence: "Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that a 'provision in a franchise agreement restricting jurisdiction or venue to a forum outside the state or requiring the application of the laws of another state is void respecting a claim otherwise enforceable under this Act.'"

2. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU:

By _____
Its _____

By _____

By _____

**RHODE ISLAND ADDENDUM TO
MULTIPLE UNIT DEVELOPMENT AGREEMENT**

This Addendum relates to franchises sold in Rhode Island and is intended to comply with Rhode Island statutes and regulations. In consideration of the execution of the Multiple Unit Development Agreement (the “Agreement”), we and you agree to amend the Agreement as follows:

1. Governing Law. Section 19(D) of the Agreement is amended by the addition of the following sentence: “Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that a ‘provision in a franchise agreement restricting jurisdiction or venue to a forum outside the state or requiring the application of the laws of another state is void respecting a claim otherwise enforceable under this Act.’”

2. Construction. In all other respects, the Agreement will be construed and enforced with its terms.

WE:
CULVER FRANCHISING SYSTEM, LLC

YOU: _____

By _____
Its _____

By _____

By _____

VIRGINIA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

This Addendum relates to franchises sold in the state of Virginia and is intended to comply with Virginia statutes and regulations.

1. 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.

2. Any securities offered or sold by the Franchisee regarding the Mentoring Program must either be registered or exempt from registration under Section 13.1-514 of the Virginia Securities Act.

3. 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.

EXHIBIT L
TO FRANCHISE DISCLOSURE DOCUMENT

GENERAL RELEASE FORM

GENERAL RELEASE
(Relating to Renewal of Franchise Agreement)

In consideration of entering into a new Franchise Agreement and the requirements for renewal as contained in the existing Franchise Agreement, _____ (the “Franchisee”) and _____, _____, and _____ (collectively, the “Guarantors”) hereby release Culver Franchising System, LLC (the “Franchisor”), its officers, directors, shareholders, and agents, and their respective successors, assigns, heirs, and personal representatives, from all debts, representations, agreements, liabilities, actions, and causes of action of every kind and nature arising out of or relating to the Franchise Agreement dated _____, between the Franchisor and the Franchisee, and guaranteed by the Guarantors, or the franchise relationship between the parties.

FRANCHISEE:

FRANCHISOR:

CULVER FRANCHISING SYSTEM, LLC

By: _____
Its: _____
Date: _____

By: _____
Its: _____
Date: _____

PERSONAL GUARANTORS

EXHIBIT M
TO FRANCHISE DISCLOSURE DOCUMENT

State Effective Dates & Receipts

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration:

California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Pending
Illinois	Pending
Indiana	Pending
Maryland	Pending
Michigan	Pending
Minnesota	Pending
New York	Pending
North Dakota	Pending
Rhode Island	Pending
South Dakota	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

Receipt

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Culver Franchising System, LLC (“CFS”) offers you a franchise, CFS must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, CFS or its affiliate in connection with the proposed franchise sale. Iowa and New York require that CFS gives you this disclosure document at the earlier of the first personal meeting or 10 business days (or 14 calendar days in Iowa) before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that CFS gives 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 CFS 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 those state administrators listed on Exhibit E.

The franchisor is Culver Franchising System, LLC located at 1240 Water Street, Prairie du Sac, WI 53578. Its telephone number is (608) 643-7980.

Issuance Date: March 28, 2025

CFS’s franchise sellers involved in offering and selling the franchise to you are Mitch Bastien, John Cuff, Todd Rymer and Peter Siepe, 1240 Water Street, Prairie du Sac, WI 53578, (608) 643-7980 or are listed below (with address and telephone number), or will be provided to you separately before you sign a franchise agreement: _____

CFS authorizes the respective state agent identified on Exhibit E to receive service of process for it in the particular state.

I have received a disclosure document dated March 28, 2025, that included the following Exhibits:

- | | |
|--|-------------------------------------|
| A. Financial Statements | F. Preliminary Agreement |
| B. Culver’s® Franchise Agreement | G. Territory Reservation Agreement |
| C. Culver’s® Multiple Unit Development Agreement | H. Acknowledgement of Franchisee |
| D. Lists of Franchised and Former Franchised Restaurants | I. Mentoring Program Addendum |
| E. List of State Agencies; Agents for Service of Process | J. Certification of Business Entity |
| | K. State Addenda |
| | L. General Release Form |
| | M. State Effective Dates & Receipts |

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Copy for Franchisee

Receipt

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Culver Franchising System, LLC ("CFS") offers you a franchise, CFS must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, CFS or its affiliate in connection with the proposed franchise sale. Iowa and New York require that CFS gives you this disclosure document at the earlier of the first personal meeting or 10 business days (or 14 calendar days in Iowa) before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that CFS gives 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.

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The franchisor is Culver Franchising System, LLC located at 1240 Water Street, Prairie du Sac, WI 53578. Its telephone number is (608) 643-7980.

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| E. List of State Agencies; Agents for Service of Process | J. Certification of Business Entity |
| | K. State Addenda |
| | L. General Release Form |
| | M. State Effective Dates & Receipts |

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Copy for Culver Franchising System, LLC

Please sign and date both copies of this receipt, keep one copy (the previous page) for your records, and mail one copy (this page) to the address listed on the front page of this disclosure document or send to Lyndsey Dewing by email to lyndseydewing@culvers.com.