



**ADDENDUM TO THE DAL FRANCHISE
DISCLOSURE DOCUMENT**



DAL 12/15/19

This Addendum amends and supplements the “Franchise Disclosure Document for Prospective Franchisees as Required by the Federal Trade Commission” dated May 1, 2019 (the “Franchise Disclosure Document”) issued by Doctor’s Associates LLC.

Cover Page

On the Cover Page, replace the third sentence in the second paragraph with the following:

The total investment necessary to begin operation of a Subway® franchise is estimated to be from \$139,550 to \$342,400 (\$100,050 to \$209,400 for a non-traditional location), assuming that you lease the equipment for your restaurant from us.

Table of Contents

On the Table of Contents page, under the list of EXHIBITS, remove Exhibit J - Confidentiality Agreement for the Operations Manual.

Item 1

THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

At page 1, replace the sixth sentence of the second paragraph under the heading *The Franchisor, Its Parent, Predecessor, and Affiliates*:

SWI, SWH, SSH and SUSH were formed on October 1, 2018 as part of the Restructure.

At page 3, replace the fourth sentence in the fourth paragraph with the following:

SIBV granted a sublicense to our affiliates, Subway Systems India Private Limited, Sandwich and Salad Franchises of South Africa (Pty.) Ltd., and Subway Restaurant Management (Shanghai) Co. Ltd. to offer licenses for Subway® restaurants in India, South Africa, and China respectively.

At page 3, add the following after the last paragraph:

Subway Restaurant Management (Shanghai) Co. Ltd. (“SRMS”) is a Shanghai wholly foreign owned entity, formed on April 21, 2014. It began franchising in August 2019. The principal address is Room 205, 2nd Floor, West Part, 707 Zhangyang Road, China (Shanghai) Pilot Free Trade Zone, Shanghai, China. SRMS offers and sells franchises for Subway® restaurants in China, and it also owns and operates two Subway® restaurants. As of August 31, 2019, SRMS has sold 1 franchise, of which 0 are open and 1 is in development. Prior to August 1, 2019, our affiliate, SIBV offered and sold Subway® restaurants in China. As of the date of this Disclosure Document, SIBV is in the process of transitioning its existing Franchise Agreements in China to SRMS, and until the transition is complete, it will continue to provide services and support to its franchisees in China.

Item 2

BUSINESS EXPERIENCE

At page 10, replace the fifth entry (beginning “Current President of SWI...”) with the following:

Chief Executive Officer of SWI; President of FWH: John Chidsey

Mr. Chidsey has served as Chief Executive Officer of SWI and President of FWH since November 2019. Prior to that, Mr. Chidsey served as Chief Executive Officer of Burger King Holdings, Ltd from April 2006 until April 2011. Since 2011, Mr. Chidsey has been investing in several public and private companies, and currently serves on the board of directors of several organizations.

President of North America for FWH: Trevor Haynes

Mr. Haynes has served as President of North America for FWH since November 2019. Previously, Mr. Haynes served in the following positions for an interim period: President of FWHT from December 2018 to November 2019; President of SWI from October 2018 to November 2019; President of SIP from May 2018 to November 2019; and Chief Executive Officer and President of FWH from May 2018 to November 2019. He also served as Chief Business Development Officer for FWH from October 2017 to November 2019. Prior to that, he was Vice President of Operations for FWH from October 2015 to October 2017, and Director of Global Restaurant Operations from January 2014 to October 2015. Prior to joining FWH, he was employed by our affiliate, Subway Realty Limited, as a Country Director for the United Kingdom from July 2009 to December 2013 and by our affiliate, SSA, as a Territory Manager in Australia from June 2006 to July 2009.

At page 11, replace the first entry (beginning “Treasurer of SWI ...”) with the following:

Treasurer of SWI; Vice President and Treasurer of SIP; Vice President and Treasurer of DAL; Vice President and Treasurer of FWH; Vice President and Treasurer of FWHT; Trustee of SFAFT: David Worroll

Mr. Worroll has served Vice President and Treasurer of FWH and FWHT since December 2018. He has also served as Treasurer of SWI, SIP, and DAL and as Vice President of DAL since October 2018. He has served as Vice President of SIP since December 2015 and as a Trustee of SFAFT since April 2010. Previously, he served as Chief Financial Officer for FWH from June 2016 to December 2019 and as Manager of Subway MyWay from January 2017 to December 2018.

Chief Financial Officer for FWH: Ben Wells

Mr. Wells has served as Chief Financial Officer for FWH since December 2019. Prior to joining FWH, Mr. Wells served as Chief Financial Officer for Burger King Corporation from May 2005 to March 2011. Between 2009 and 2015, he served on the Board of Trustees for William Woods University as head of the Resource (Finance and Audit) Committee and also on the Board of Trustees for Canisius College as a member of the finance committee and as head of the audit committee, including a term as Vice Chairman. He also performed consulting services from July 2016 to February 2019.

At page 11, delete the second entry (beginning “Acting Chief Business Development Officer...”).

At page 11, delete the fifth entry (beginning “Chief Strategy Officer...”).

At page 11, replace the eighth entry (beginning “Acting Chief Marketing Officer...”) with the following:

Chief Marketing Officer, North America for FWH: Carrie Walsh

Mrs. Walsh has served as Chief Marketing Officer of North America since October 2019. Previously, she was employed as Senior Vice President of Michaels Stores, Inc. from 2016 to September 2019 and as Senior Vice President of Marketing for the Susan G. Komen for the Cure® Advocacy Alliance from 2015 to 2016. Between 2012 and 2015, she was employed by YUM! Brands, Inc. as Vice President of National Marketing for Pizza Hut, US and then as Chief Marketing Officer for Pizza Hut, US.

At page 11, replace the ninth entry (beginning “Vice President of FWH...”) with the following:

Vice President and Director of Leasing of FWH; President of Subway Realty, LLC; President of Subway Real Estate, LLC: John Devine

Mr. Devine has served as Vice President of FWH and President of SRE since December 2018. He has also served as Director of Leasing for FWH since December 2009 and President of Subway Realty, LLC (formerly Subway Real Estate Corp.), since June 2005. Previously, he served as Manager of SRE from August 2009 to December 2018, and as a Manager of FWH from May 2009 to October 2018.

At page 12, replace the first, second, third and fourth full entries (beginning “Vice President of Sustainability...”, “Vice President of Technology...”, “Vice President of Brand Management...”, and “Vice President of Field Performance...” respectively) with the following:

Chief Transformation Officer for FWH: John Scott

Mr. Scott has served as the Chief Transformation Officer since July 2019. Previously he served as the Vice President of Sustainability and Quality for FWH from September 2017 to July 2019. Prior to that, he was self-employed by Carmichael Supply Chain Consulting from September 2016 to September 2017 and worked as Chief Supply Officer for The Chef's Warehouse from May 2013 to September 2017. He also previously worked for PepsiCo as Senior Director, Global Procurement from April 2005 to May 2013.

Chief Brand and Innovation Officer for FWH: Len Van Popering

Mr. Van Popering has served as Chief Brand and Innovation Officer for FWH since May 2019. Prior to that, he served as the Vice President of Brand Management and Innovation from October 2017 to May 2019. From May 2014 to October 2017, he was employed as the Chief Innovation Officer for Applause Innovation Group, LLC. Previously, he was employed by Logan's Roadhouse as the Chief Marketing Officer from January 2015 to May 2016 and by Arby's as the Senior Vice President of Marketing and Product Innovation from October 2011 to May 2014.

Vice President of Learning and Development for FWH: Tracy Steinwand

Ms. Steinwand has served as Vice President of Learning and Development since October 2019. Previously she served as Vice President of Field Performance from July 2018 to October 2019, Vice President of Operations from May 2018 to July 2018, Director of Global Operations from January 2018 to May 2018, and as Director of Global Training and Franchisee Services from May 2015 to January 2018. She served as Manager of Company Territories from December 2014 to May 2015. She joined SSA in October 2011 as Territory Manager.

Vice President of Development for FWH: William McCane Jr

Mr. McCane has served as Vice President of Development since July 2019. Previously, he was employed by For Eyes by Grand Vision as Chief Operating Officer from October 2017 to January 2019. Prior to that, he was employed by Restaurant Brands International- Tim Hortons as Head of US Operations- Central from August 2011 to December 2016.

At page 12, remove the sixth full entry (beginning "Senior Director of North America FAF Markets...").

At page 12, replace the last full entry (beginning "Senior Director of North American Operations...") with the following:

Vice President of Operations, North America for FWH: Aidan Hay

Mr. Hay has served as Vice President of Operations for North America since September 2019. From December 2016 to September 2019, he was employed as Senior Vice President Operations Company Stores North America for The Coffee Bean & Tea Leaf LLC. Previously he was self-employed as a consultant in the food and beverage industry from September 2015 to November 2016 and employed as the CEO and Director of Brotzeit International Pte. Ltd. from March 2013 to January 2015.

Vice President of Company Territories for FWH: Anderson Chand

Mr. Chand has served as Vice President of Company Territories since August 2019. Previously, he was employed by Huntington Learning Center Franchise as Senior Vice President of Franchise Development from November 2018 to August 2019. Prior to that, he was employed by Popbar as Chief Operating Officer from August 2017 to November 2018, by Edible Arrangements International as Senior Director of Operations from September 2016 to August 2017, and by Pinnacle Restaurant Group from January 2005 to May 2016 as Senior Vice President.

At page 13, replace the second, third and fourth full entries with the following:

Business Development Director for United States, East for FWH: Karen Carson

Ms. Carson has served as the Business Development Director (formerly referred to as Country Director) for the Eastern United States since October 2018. She was previously employed by McDonald's Corporation as the Director of U.S. Operations from 2015 to 2016 and as Director of Operations Field Service from 2011 to 2015.

Senior Business Development Director for United States, Central for FWH: David Barton

Mr. Barton has served as the Senior Business Development Director for the Central United States since May 2019. Previously he served as Country Director for the Central United States from July 2018 to May 2019. Prior to that, he

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