

FRANCHISE DISCLOSURE DOCUMENT

TIM HORTONS USA INC.
a Florida Corporation
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Tim Hortons[®]

You will operate a restaurant specializing in the sale of coffee and other non-alcoholic beverages, baked goods, soups, sandwiches and related products, under Tim Hortons USA Inc.'s distinctive format and operating system, including the TIM HORTONS[®] marks (the “**Franchised Restaurant**”).

We offer franchises for the establishment and operation of two types of restaurants that, under the name Tim Hortons, sell coffee and other non-alcoholic beverages, baked goods, soups, sandwiches, and related products, and that operate under Franchise Agreements. We also offer franchises for the operation of fully equipped and fixed restaurants that, under the name Tim Hortons, sell coffee and other non-alcoholic beverages, baked goods, soups, sandwiches, and related products, and that operate under Operator Agreements. In addition, a limited number of restaurants, most of which will be existing Tim Hortons franchisees, may be offered the opportunity to supplement their restaurant's product mix by also selling selected Cold Stone Creamery products in addition to their Tim Hortons product offerings (each a “**Co-Branded Restaurant**”).

The total investment necessary to begin operation of a Tim Hortons franchise under a Franchise Agreement (excluding real property) ranges from \$218,100 to \$2,086,500 for a Standard Shop. This includes \$100,000 to \$487,500 for a Standard Shop that must be paid to the franchisor or an affiliate. The total investment necessary to begin operation of a Tim Hortons franchise under a Franchise Agreement (excluding real property) ranges from \$91,800 to \$268,000 for a Non-Standard Shop. This includes \$43,000 to \$97,500 for a Non-Standard Shop that must be paid to the franchisor or an affiliate.

The total investment necessary to begin operation of a Co-Branded Restaurant franchise under a Franchise Agreement (excluding real property) ranges from \$695,500 to \$1,837,400 for a newly-built Co-Branded Restaurant and from \$135,300 to \$219,600 for a Tim Hortons restaurant that is renovated to become a Co-Branded Restaurant. This includes \$466,000 to \$686,500 for a newly-built Co-Branded Restaurant and \$5,500 to \$177,600 for a Tim Hortons restaurant that is renovated to become a Co-Branded Restaurant that must be paid to the franchisor or an affiliate.

The total investment necessary to begin operation of a Tim Hortons Shop under an Operator Agreement ranges from \$40,650 to \$173,500. This includes \$5,000 to \$37,500 that must be paid to franchisor or an affiliate.

The total investment necessary to begin operation of a Co-Branded Restaurant under an Operator Agreement for a newly built Tim Hortons restaurant ranges from \$59,900 to \$148,400 and from \$14,600 to \$39,000 for a Tim Hortons restaurant that is renovated to become a Co-Branded Restaurant. This includes

\$11,500 to \$42,000 for a newly-built Co-Branded Restaurant and \$3,500 to \$6,500 for a Tim Hortons restaurant that is renovated to become a Co-Branded Restaurant that must be paid to the franchisor or an affiliate.

The total investment necessary to begin operation of a Tim Hortons restaurant under the Area Development Agreement is the same as the investment disclosed above, except that you will pay a portion of the initial franchise fee in the amount of \$25,000 multiplied by the number of restaurants you agree to develop under the Area Development Agreement, which is credited toward payment of the initial franchise fee for each restaurant to be opened under the Area Development Agreement, on a pro-rata basis.

This disclosure document summarizes certain provisions of your franchise agreement and Operator 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 governmental agency has verified the information contained in this document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, you may contact THUSA Franchise Contract Management at 5707 Blue Lagoon Drive, Miami, Florida 33126; telephone: (305) 378-7128, E-mail: GBSRequest@rbi.com.

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

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

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

The issuance date of this Franchise Disclosure Document is March 26, 2021.

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 Exhibits I and J.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit C includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only TIM HORTONS® 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 TIM HORTONS® franchisee?	Item 20 or Exhibits I and J list 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.

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