



Wanted:

Subway® franchise owners!

Take your opportunity.
Open your own restaurant.

SUBWAY

Welcome to the Subway® world

Great to have you here

We would like to introduce ourselves on the following pages. Together, we want to find out, if you and the Subway® system are a suitable match. We are actively seeking new franchise owners to become part of our success story.

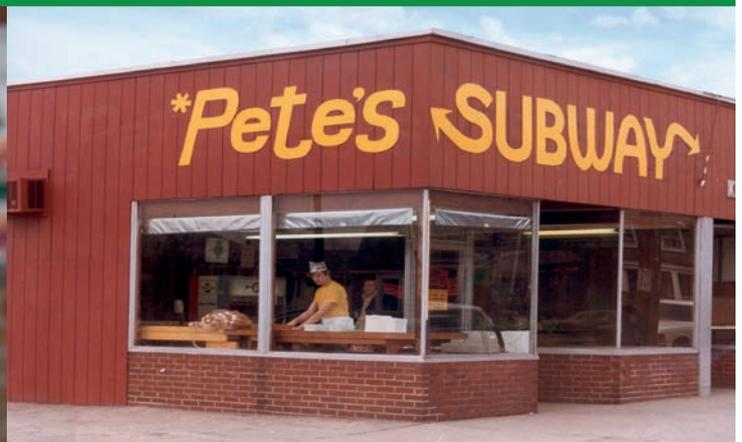
We have some important information for you:

- 3 The dream of owning a restaurant**
The story of a 17-year-old-entrepreneur
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How you can profit from the Subway® brand
- 6 The Subway® restaurant**
How flexibility makes it easy choosing a location
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Who to turn to

Interested? Call us!

Direct your questions to the appropriate regional Subway® Business Development office (see page 14 and 15).

At the beginning, there was a young man with a dream...



... of opening his own restaurant. The dream belonged to Fred DeLuca.

At the age of 17 he opened the very first Subway® restaurant in Connecticut (USA) with the financial support of business partner and family friend Dr. Peter Buck.

Fred DeLuca loved handmade sandwiches and saw a chance to finance his studies with this business. At Pete's Submarine, as it was called back then, he sold fresh and tasty handmade sandwiches. His customers were delighted with the individually prepared sandwiches and clamored for more restaurants. Fred DeLuca decided to make his idea available to other entrepreneurs as a business system. Flexible, with moderate investments and uncomplicated, his system was particularly well suited for this purpose.

This was the beginning of the world's largest fast food system. Today the Subway® brand has more than 42.500 restaurants.

People around the world love the freshly made sandwiches too: When prompted, nearly everyone has heard of the quick service restaurant chain Subway®. What is more, for customers, Subway® restaurants have become a tasty and conscious alternative in the industry.

A worldwide study in 2017 shows that food at the Subway® restaurants is seen as filling, reliable and safe. New franchise owners can only profit from the brand's high profile and sustainability: „Seizing the opportunity now“ - that's the order of the day for anyone interested in joining the Subway® franchise system!

Quick overview of the Subway® brand:

- Since 1965
- More than 42.500 restaurants worldwide, all of which are run by franchise owners
- Almost 21.000 successful franchise owners worldwide
- About 5.000 restaurants in Europe
- One of the most well-known brands in the world
- Future-proof supply meets demand for fresh, conscious, individual fast food

<https://www.forbes.com/companies/subway/>

What defines us...



A product beloved by many

Our sandwiches are as individual as our customers' appetites: large, small, spicy or low in fat. The possibilities are without limits. Our key is having a balance between affordability, a fresh way of nutrition and indulgence.

This guarantees that our sandwiches are perfect for any occasion, no matter if you are on the go, meeting with friends or treating the family.



A brand known by everyone

In international as well as national rankings, the Subway® brand scores regularly among the most popular, well-known and favoured brands in the sector.² It is this high profile from which our franchise owners can profit too.

The six-letter Subway® logo represents a fresh, top-quality sandwich. The Subway® franchise is the Number One Quick Service Restaurant (QSR) franchise worldwide by total store count, as at January 2018.

² source: Subway® Global Brand Tracking 2017



A system full of possibilities

As a Subway® franchise owners you will experience the advantages of a well-proven system that has been working for many years. Proven and straightforward processes facilitate your step towards running a restaurant.

The Subway® system...

- ... is clear and manageable to learn and at the same time creates the most personal ordering process in the world
- ... offers flexible location possibilities as it can also be developed in a small space.
- ... requires only few devices and can therefore be implemented with a moderate investment.

All these benefits are presented in detail on the following pages.

A support you can rely on

All of the 42.500 Subway® restaurants belong to franchise owners and are therefore owner-managed. The figures speak for themselves: We have almost 21.000 entrepreneurs worldwide which make up the international Subway® brand.

The basis for that many successful partnerships is trust, honesty and mutual support. In Europe we have 6 regional offices and more than 90 Business Development Agents and their teams that are on hand to offer advice, support and guidance throughout the process of becoming a franchise owner. Your local Development Office also provides continued support and mentoring once you have opened a Subway® restaurant.

The Subway® franchise structure allows you to establish yourself as an independent entrepreneur and at the same time benefit from the experience of a strong and professional team within a proven system.

**Unsere Zutaten.
Deine Kreation.**



Your Subway® restaurant

Small, large, with or without seats, in a mall, a hospital, a university, as a drive thru or as a free standing restaurant: our system is flexible and therefore as individual as our products. It can be adjusted perfectly to the needs of entrepreneurs, in terms of location, furnishing or funding.

... is flexible

- Anything between 15 to 250 square meters is possible
- Many seats or no seats at all – you have options
- Only a small space is needed for preparation and equipment.

Along with the Subway® system come a lot of advantages. Due to its flexibility you can choose between different sized restaurants suitable to your finances. This gives the option of establishing restaurants in traditional and non-traditional locations:

Traditional locations are places in the city centre, shopping malls or free standing restaurants.

Non-traditional locations include gas stations, airports or railway stations. They are usually lower in investment costs, since the locations already meet many prerequisites.

The Subway® system is flexible. This makes the system very special and is one of the many benefits when being a part of the Subway® world. It's the franchise owner's responsibility to find the location of the franchise, however Subway® Business Development Agents and the regional offices are here to help. Besides opening a new restaurant, the Subway® brand also offers new, qualified and promising franchise owners the opportunity of taking over an already established restaurant, if available.

... looks good

All new Subway® restaurants are built in the Fresh Forward décor. Along with the new logo, colors, layouts and packaging material it creates a fresh and appealing look.

Highlights include:

- **Digital:** The goal in the near future for all Subway® restaurants around the world is to be equipped with self-order kiosks and digital menu boards globally. Guests all over will enjoy the Subway® experience with a separate food preparation area and a designated pre-order pick-up location for kiosk, mobile app, delivery, catering and bot for Messenger orders.
- **Food:** Fresh veggie display with whole tomatoes, green peppers, onions and cucumbers that are sliced daily, plus new bread and cookie displays at the front counter.
- **Dine-In experience:** Bright and playful décor, music and comfortable seating with USB charging ports and complimentary Wi-Fi create a welcoming environment.

... is smart and efficient

With more than 50 years of experience, the Subway® system offers a solid concept. Franchise owners benefit from the knowledge, processes and network within our proven system.

Subway® franchise owners from Europe can rely on the IPC – the Independent Purchasing Company Europe Limited. This independent purchasing company is a non-profit making organization owned by Subway® franchise owners in Europe. Formed in 2001, IPC Europe was set up to enable Subway® franchise owners to gain from the financial and service discounts that come from purchasing and supplying product in large volumes. Countries which are not yet part of the IPC are required to order food from one authorized food distributor. This ensures all Subway® restaurants have the best quality food while achieving maximum savings at the same time.

Do you have the qualities a Subway® franchise owners should have?

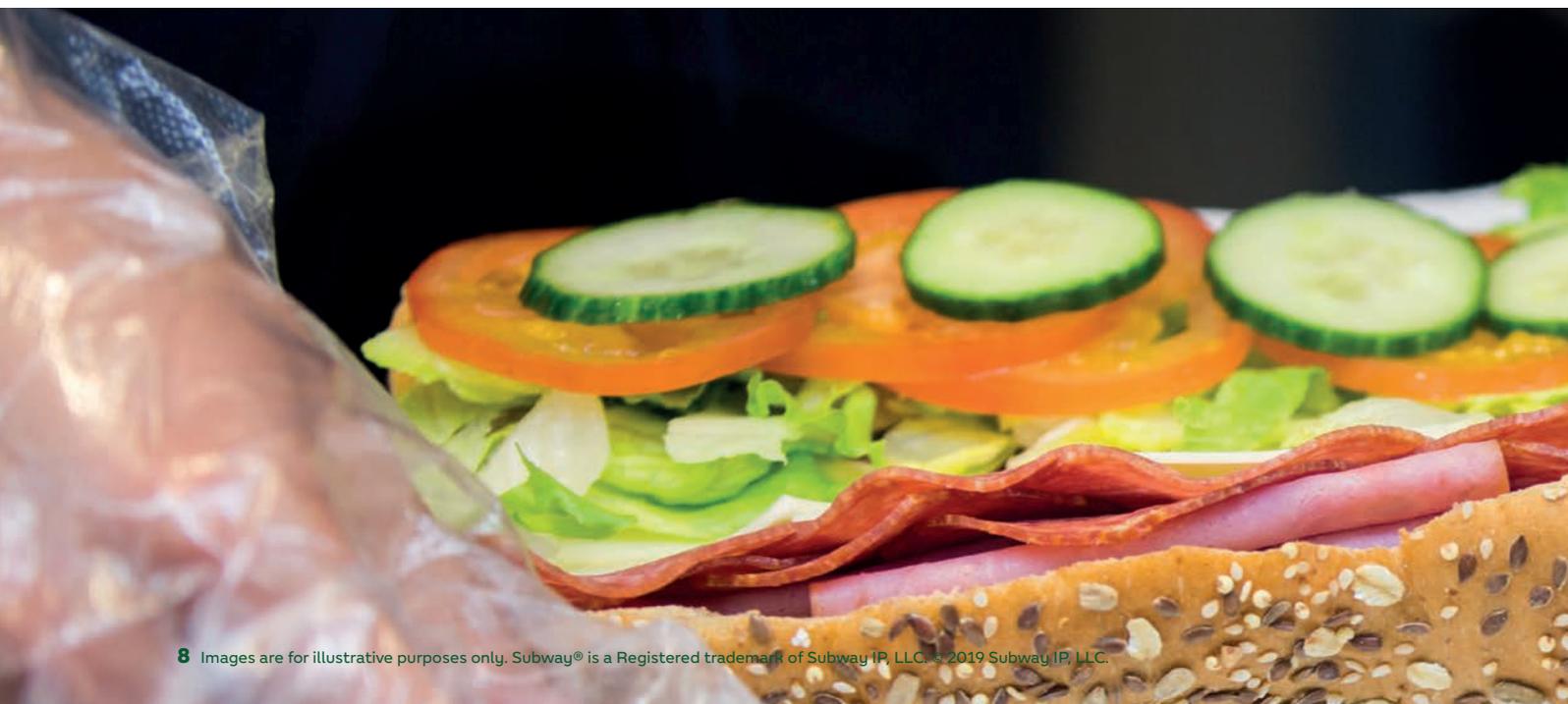
Our franchise owners have many talents: they create delicious food, manage their restaurants' purchases and finances and invest time and energy to lead and motivate their employees and represent an international brand in their restaurants - each and every day!

Apart from all these skills, their most important role is to be, a **sandwich expert**.

They ensure that the bread is freshly baked every day, that every single sandwich is perfectly prepared and that every customer's extra wish is fulfilled. They help you create and customize your perfect sandwich, wrap or salad. Our franchise owners are entrepreneurs with passion, drive and enthusiasm. Franchise owners who successfully run a restaurant over a longer period of time have the possibility to grow with the Subway® brand and open more restaurants, In that case,

franchise owners can rely on the know-how and support of their experienced advisors, their Business Development Agents. A Business Development Agent is always assigned to a geographical area and supports the franchise owner with site selection, training and operational assistance. We continue our expansion and have several Business Development Agent opportunities available in Europe.

All of the systemic abilities are taught to Subway® franchise owners during an intensive training program including a two-week training course. There is, however, a certain set of qualities the Subway® brand expects them to bring along from the start:



1. Enthusiasm

Subway® franchise owners love the freshness of the ingredients, the individuality of all the sandwich combinations and the atmosphere in the restaurants. They are enthusiastic about the whole Subway® system and appreciate being involved in the journey and evolution of the brand.

2. Joy

They all enjoy being around people, whether they might be customers, employees or suppliers. They have an open-minded outlook and the right mindset, where connecting with people is an integral part of a fulfilled day.

3. Commercial thinking

As a franchise owners you bring along a basic understanding of business processes and economics. Furthermore, the Subway® system supports you in your role as a restaurant manager and offers you additional training possibilities.

4. Sense of responsibility

Opening your own Subway® restaurant is a big step. You should be aware that managing a restaurant, leading and directing employees are crucial parts of the role.

5. Commitment

Whether you are preparing food for the day, creating the sandwiches for your customers or taking payments at the cash register – you enjoy being present in your own restaurant and have a hands-on mentality. This characteristic is very important as you are the role model for your employees.



Nobody talks about money - we do

The Subway® system is a system with economically viable investments. One of the the main advantages is the flexibility in size of its locations. Due to the popularity of the products, the Subway® system is a welcoming opportunity for your successful future.

Experience saves time and money

The Subway® license is purchased as a one-time fee of 7.500 or 10.000 Euros, depending on the country. The license entitles you to carry the trademark, to open-up a Subway® restaurant and to have unlimited access to everything there is to know about the Subway® brand. It also includes the support of the Development Agents. Opening a Subway® restaurant is an exciting decision and the first big step towards a promising future. You are enabled to do so with the experience of more than 42.500 restaurants. The investment for each Subway® restaurant varies depending on the size, construction costs and the equipment needed.

Flexible in size and investment

Once the restaurant has opened, you pay 8% of the net sales as a royalty fee. It is our job to successfully continue to develop the Subway® brand. We constantly work on creating new products, optimising processes, developing new décors and much more. In addition, 4.5 % of net sales go into a national marketing budget. The aim of our marketing campaigns are to drive profitable sales for Subway® franchise owners. Subway® franchise owners actively participate in the running of the Franchisee Advertising Fund (FAF). National and regional advertising boards, consisting of franchise owners, are elected each year; it is their role to make marketing decisions and ensure franchise owners funds are used to benefit all franchise owners.

Overview of the investments

Non-recurring fees for your own restaurant:

- As an applicant you should be able to fund one third of the total investment.
- This minimum amount varies from applicant to applicant - we recommend talking to your local Business Development Agent in order to get your numbers right.
- Total investment starting at 120.000 Euros.
- These include 7.500 or 10.000 Euros for the Subway® license, depending on the country.

Weekly recurring fees:

- 8 % of the net sales as royalty fee.
- 4.5 % of the net sales as a contribution to the national marketing budget.

Franchise owners tell their story

The people behind the Subway® brand

Cristian Dumitru, from Bucharest, Romania
6 restaurants, franchise owner since 2014:

Cristian was engaged with different businesses since university, such as: internet café, beach bars in Mamaia, coffee shops, bars, clubs, catering, a la carte restaurants, but he always wanted to join a franchise. In 2014 he chose to join Subway® brand. "I analyzed many possibilities before choosing Subway. I really believe in this brand, that is why in 2014 I opened my first Subway Restaurant in the oldest mall in Romania", shared Cristian. The brand closed partnership with largest gas station chain Petrom and Cristian sees large potential in this cooperation. "People who travel, love to get a sandwich on their way. My proof of the success are my four opened restaurant on Petrom gas stations and I do not plan to stop there." Cristian shows that hard work and loyalty brings its fruit. "Our guest prefer healthier food options and appreciate high quality service. Together with my team, consisting of 50 people, and Business Development Agent for our area and his team, we work every day on offering the best experience to every guest who enters our restaurants."

"I want to develop a fair, healthy and strong business, together with my great team."

Piotr Bruzdzia, from Warsaw, Poland
6 restaurants, franchise owner since 2009:

Piotr invested in Subway business in 2008, after several years working in financial sector. His professional experience and the will to become an entrepreneur lead to the opening of first restaurant. "Rapid development of my own business as well as the whole food industry in Poland taught me how to run the business on many levels. Starting with economic and legal matters to wider understanding of team management". Piotr has opened 8 restaurants in the last 10 years and gained a vast amount of experience during the times when the business was stable, but also when maximum involvement was required to keep the company on good track.

"I am very optimistic about the recent innovations in Subway, especially those related to Visual Transformation. I am sure this is not the end of my Subway® journey."



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Teamwork – the key to success

Step by step to your own restaurant

Your contact person

Teamwork- you can count on us

From the very start, the Subway® team supports you: We are with you during the decision making and application process, helping you at every step towards building your own restaurant and sharing the joy of the restaurant opening. Even when your business is up and running, we continue to be there when you need us. With the Subway® brand you are part of a strong team.

T

TOGETHER with the appointed Business Development Agent you will discover the Subway® system and decide whether you are a good fit for the Subway® brand. Finances, contract work, location spotting or opening up a new restaurant - you will do all that side by side with your local Business Development Agent.

E

EVERY Subway® franchise owner is supported in his or her personal development process. Education and training opportunities, as well as competent professional contacts within the company, are the key to your success.

A

ARE you concerned about a lack of marketing experience? Don't worry! With the Subway® brand you are included in National and Regional marketing campaigns whilst receiving help to conduct local marketing activities. The Franchisee Advertising Fund will help you in the field of marketing and brings out the best for all franchise owners.

M

MARKET challenges such as a strong growth in demand need to be faced when it comes to purchasing goods. One of the key reasons behind the success of the Subway® brand is the solid support network and the supply chain management carried out for the benefit of individual franchise owners.

Step by step to owning your own restaurant

Refreshingly easy: Becoming a franchise owner in 8 steps

1. Get informed

In this brochure you will find out everything about the Subway® system.

2. Get in touch

Your Business Development Agent or regional office will be able to answer all your questions and show you regional possibilities and potential. You will find your contact person on page 14 and 15.

3. Apply

With an application form, which you will receive from your Business Development Agent, you can register your interest in the system. In exchange, you will receive confidential documents about the Subway® franchise opportunity. Then with the help of your Business Development Agent, it's time to write a business plan. You can also apply online at: www.subway.com/apply

4. Realize it

Once you have finished your investigation and have secured approval to become a Subway® franchise owner, don't delay! Sign the franchise agreement and officially become part of the Subway® system.

5. Start your business

As a basis for all further steps, you will select the perfect location for your restaurant. The Business Development Agents are by your side and will support you.

6. Qualifying

As a franchise owner you will go through an intensive franchise owner training. On completion of the training, you are well-equipped to take the next steps in opening your own store.

7. The finish line

You furnish and decorate your own restaurant and hire your employees. The grand opening is close!

8. Let's go

With the opening of your own Subway® restaurant, the intense preparation process ends and a new chapter begins. Congratulations!!! You are now running your own restaurant and are officially a part of the successful Subway® world!

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So what's next?:



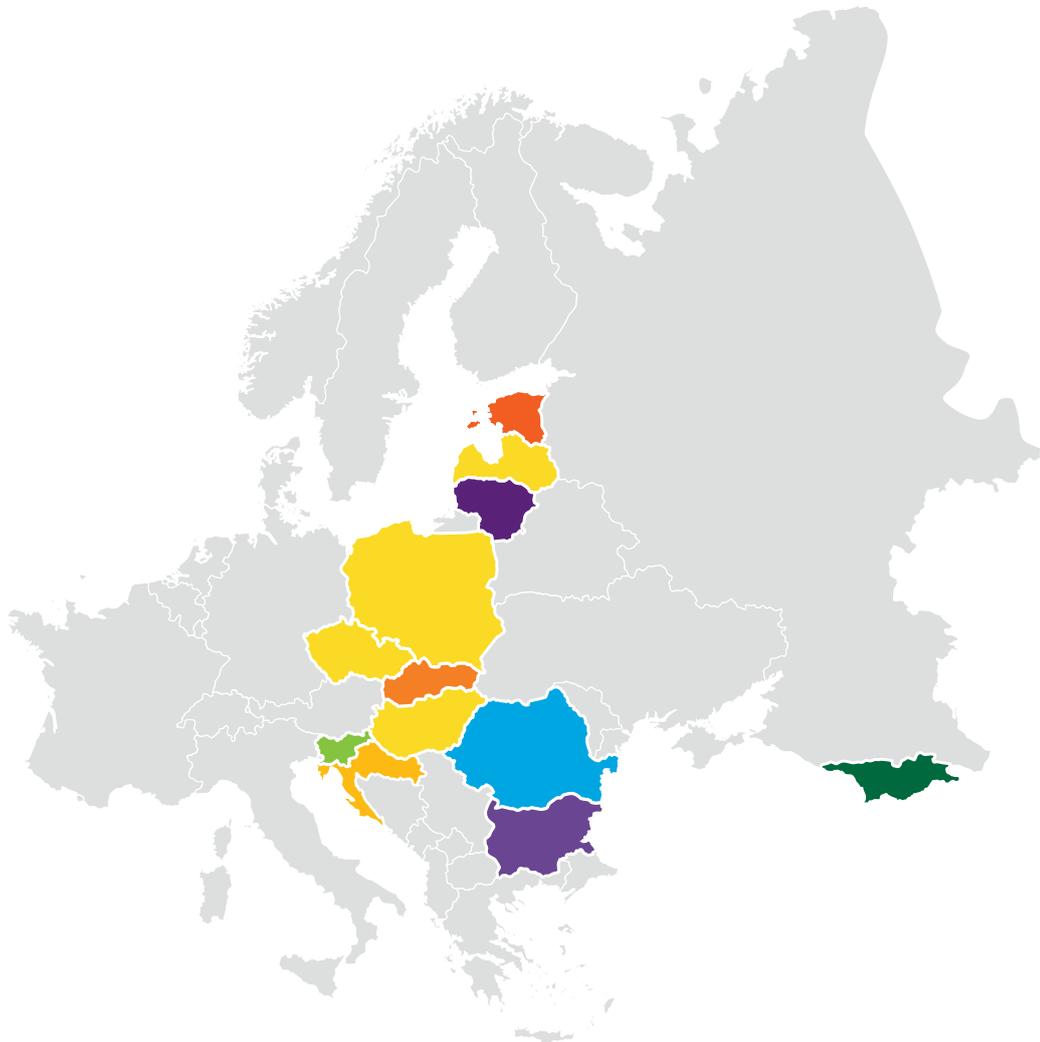
Find your region



Confirm your Subway® Business Development Agent



Contact us by email or phone



Find your Subway® Business Development Agent here:



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Interested?

Now it's your turn!

Find out more about the Subway® franchise-system in a non-committal interview. For more information, please turn to page 14 and 15, find your regional Subway® office and contact us by phone or email. Take your chance!

We look forward to hearing from you!

www.subway.com