Wanted: Subway® franchisees!

Take your opportunity. Open your own restaurant.
Welcome to the Subway® world

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

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 franchisees 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

4 What defines us...
   How you can profit from the Subway® brand

6 The Subway® restaurant
   How flexibility makes it easy choosing a location

8 The recipe for your success
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Interested? Call us!
Direct your questions to the appropriate regional Subway® office (see page 14 and 15).

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 43,000 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 franchisees 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 43,000 restaurants worldwide, all of which are run by franchisees
- Over 21,000 successful franchisees 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. It is this high profile from which our franchisees 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.

\(^1\) source: Subway® Global Brand Tracking 2017

A system full of possibilities

As a Subway® franchisee 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 43,000 Subway® restaurants belong to franchisees and are therefore owner-managed. The figures speak for themselves: We have more than 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 Development Agents and their teams that are on hand to offer advice, support and guidance throughout the process of becoming a franchisee. 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.

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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 franchisee’s responsibility to find the location of the franchise, however Subway® Development Agents and the regional offices are here to help. Besides opening a new restaurant, the Subway® brand also offers new, qualified and promising franchisees 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. Franchisees benefit from the knowledge, processes and network within our proven system.

Subway® franchisees 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® franchisees in Europe. Formed in 2001, IPC Europe was set up to enable Subway® Franchisees to gain from the financial and service discounts that come from purchasing food 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® franchisee should have?

Our franchisees 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 franchisees are entrepreneurs with passion, drive and enthusiasm. Franchisees who successfully run a restaurant over a longer period of time have the possibility to grow with the Subway® brand and open more restaurants, always with the support and know-how of their experienced advisors, their Development Agents. A Development agent is always assigned to a geographical area and supports the franchisee with site selection, training and operational assistance. As we continue our expansion, we have several Development Agent opportunities available in Europe.

All of the operating methods, tools and systems are taught to Subway® franchisees during an intensive training program including a two-week residential course. However, there are a certain set of qualities that we look for in future franchisees:

1. **Enthusiasm**
   Subway® franchisees 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 franchisee 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 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 43,000 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 decors 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® franchisees. Subway® franchisees actively participate in the running of the Franchisee Advertising Fund (PAF). National and regional advertising boards, consisting of franchisees, are elected each year; it is their role to make marketing decisions and ensure franchisee funds are used to benefit all franchisees.

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 Development Agent in order to get your numbers right.
- Total investment starting at 93,000 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.

Franchisees tell their story

The people behind the Subway® brand

Kuljit Randhawa from Stockholm, Sweden
3 restaurants, franchisee since 2012;

Before she joined the Subway® world, Kuljit worked in an hospital, but that job didn’t satisfy her: “It was a well-paid job and I liked to help people, but I thought there could be more out there for me. I thought I can do more in life and I had the sincere wish to be more flexible. Then I joined the Subway® world and I’m working together with my husband now. He’s my employee now, which has never been any problem for us. It’s such a nice feeling working together with a trustworthy person and building up an own business.”

“I had the wish for being more active and fulfilling my dreams.”

Dzintars Plotkins from Trento, Italy
2 restaurants, franchisee and DA since 2014/2017;

Dzintars fell in love with the Subway® brand when he was studying and working in the United Kingdom. “As a student I used to eat at Subway® restaurants up to 7 times a week!” His passion for Subs would stay with him: travelling around the world, wherever he went, he was still eating his favourite sandwiches – from China to Argentina. When he moved to the northeast of Italy and there was no Subway® restaurant to be found, he made the decision to turn his love for the fresh sandwiches into a career. In 2014, Dzintars Plotkins successfully opened his first own Subway® restaurant. In 2017, he took the step to become a DA: “I am positive that the Italian market has great potential and will be one of the leading markets in Europe. I have also purchased a second franchise and my new Subway® restaurant will be opening in 2018.”

“The Subway® brand gave me the possibility to be my own boss and grow at my own pace.”
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.

TOGETHER with the appointed 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 Development Agent.

EVERY Subway® franchisee 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.

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 franchisees.

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 franchisees.

Step by step to owning your own restaurant

Refreshing easy: Becoming a franchisee in 8 steps

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

2. Get in touch
Your 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 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 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® franchisee, 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 Development Agents are by your side and will support you.

6. Qualifying
As a franchisee you will go through an intensive franchise 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!
Interested?
We look forward to hearing from you!

So what’s next?:

- Find your region
- Confirm your regional Subway® office
- Contact us by email or phone

Find your Subway® regional office here:

Amsterdam, the Netherlands (Denmark, Finland, Iceland, Netherlands, Norway, Sweden)
- T: +31 20 5317300
- E: nordic_development@subway.com

Cambridge, United Kingdom (England, Northern Ireland, Scotland, Wales)
- T: +44 1223 550820
- E: tuki_development@subway.com

Cologne, Germany (Austria, Germany, Liechtenstein, Luxembourg, Switzerland)
- T: +49 221 7887-46-0
- E: germanic_development@subway.com

Madrid, Spain (Cyprus, Greece, Italy, Malta, Portugal, Spain)
- T: +34 916217034
- E: mediterraneaneurope_development@subway.com

Paris, France (Belgium, France)
- T: +33 1 41 98 60 03
- E: westerneurope_development@subway.com

Prague, Czech Republic (Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Latvia, Lithuania, Poland, Romania, Slovenia, Slovakia)
- T: +420 233 310 135
- E: easterneurope_development@subway.com

St. Petersburg, Russian Federation (Russia)
- T: +7 800 555 4449
- E: subway@subway.ru

All other countries:
- E: european_development@subway.com
- www.subway.com
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. Now is your chance!

We look forward to hearing from you!

www.subway.com