THANK YOU FOR YOUR INTEREST IN COBS BREAD.

COBS Bread / Bakers Delight has grown to become one of the world’s most successful bakery franchises. The company’s success can be attributed to first rate systems and a commitment to delight customers with superior quality bread and warm customer service.

COBS Bread is committed to a mutually beneficial and rewarding relationship with its business partners - franchisees, employees, suppliers and customers.

When considering COBS Bread, we urge you to take every opportunity to visit our franchisees, speak to our regional staff and seek independent advice.

Joining the COBS Bread family could be one of the best life decisions you ever make.

Roger Gillespie
Executive Director & Chairman

Lesley Gillespie
Executive Director

YOUR NEXT STEP:
INQUIRE ONLINE
www.cobsbread.com/franchising

INQUIRE VIA PHONE
1.844.369.COBS (2627)

INQUIRE VIA EMAIL
franchise@cobsbread.com

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PARTNERSHIP WITH BREAKFAST CLUB OF CANADA

In 2014, COBS Bread announced its partnership with Breakfast Club of Canada, an organization dedicated to making sure that children start their day with a complete and nutritious breakfast in a healthy environment.

In 2016, COBS Bread bakeries were thrilled to announce that they had raised $100,000 for Breakfast Club of Canada.

PHILOSOPHY

VISION
To be the world’s best fresh bread retailer.

MISSION
Produce quality bread, provide superior service and create delight for all stakeholders.

VALUES
- Having a passion for fresh, delightful bread
- Creating delight for all stakeholders
- Ensuring a win-win environment for all stakeholders
- Promoting growth for all franchisees and employees in the areas of wealth creation, learning and personal development
- Living and breathing innovation

COMMUNITY
Franchisees play an active role in supporting local charitable and community based organisations including schools, sporting clubs and hospitals.

COBS Bread also supports a range of health programs, events, community groups and environmental initiatives.
CHOOSE COBS BREAD

AWARD WINNING
FRANCHISE STRUCTURE

COBS Bread is a member of Canadian Franchise Association (CFA), the recognized authority on franchising in Canada. The CFA is the main resource for both franchisees and franchisors, and also advocates on behalf of both to enhance and protect the franchise business model.

For more information, visit www.cfa.ca.

Much of the company’s success is based on its proven business model and the transparency in sharing of ideas across the network.

2010
COBS Bread was presented with the CFA Bronze Award in recognition of Excellence in Franchisor/Franchisee Relationships.

2011
COBS Bread received the CFA’s Inaugural Franchisee’s Choice Designation - an award based on ratings from current COBS franchisees.

2012
COBS Bread received CFA Bronze Award and was awarded with the CFA’s Franchisee’s Choice Designation for a second consecutive year.

2013
COBS Bread was honoured to receive the CFA’s Corporate Citizen Award recognizing our ongoing commitment to being contributing members of our local communities.

Also in 2013, for the third consecutive year, COBS Bread was awarded with the CFA Franchisee’s Choice Designation.

2014
COBS Bread was again proud to receive the CFA’s Inaugural Franchisee’s Choice Designation for the third time in four years.

2015
COBS Bread received the 2015 CFA Franchisees Choice Designation for the fifth consecutive year.

CBOB Bread was also proud to be awarded the Silver Award of Excellence in Franchising.

2016
COBS Bread received the 2016 CFA Franchisees Choice Designation for the sixth consecutive year.

2017
COBS Bread received the 2017 CFA Franchisees Choice Designation for the seventh consecutive year.

“As a seven-time recipient of CFA’s Franchisees’ Choice Designation and a three-time finalist in the CFA Awards of Excellence in Franchising, COBS Bread has consistently shown that they offer outstanding support to their franchisees. These awards truly set a benchmark for franchises throughout Canada and we are pleased to recognize COBS Bread for their commitment to excellence in franchising.”

LORRAINE MCLACHLAN
PRESIDENT & CEO
CANADIAN FRANCHISE ASSOCIATION

“Each morning our dedicated bakers use fresh locally sourced ingredients to make each loaf and many of our bakery products from scratch, including fresh-baked breads, made-from-scratch sandwiches, delicious bagels, and our signature sweet treats.”

Franchiseguy.ca
**CHOOSE COBS BREAD**

**BENEFITS WHEN FRANCHISING WITH COBS BREAD**

- Business security offered by an experienced, successful and profitable network
- Transparency of data – sharing of sales and profit and loss data across the network
- Brand awareness and equity
- Satisfaction of operating your own business
- Steady cash flow
- Access to prime site locations
- Entry into a turnkey operation
- Access to proven management and operational systems
- Ongoing support and advice
- Marketing advice and activities
- Access to COBS Bread recipes
- Economies of scale in all facets of the operation
- One stop shop supply arrangements
- Buying power with key suppliers
- International, national and state conferences to promote an exchange of views between franchisees and franchisor
- Sharing resources and ideas with other franchisees
- Product safety and quality system
- Occupational health and safety system
- Opportunity to increase bakery resale value

**SOLID RESULTS**

**GROWTH IN AVERAGE ANNUAL SALES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>+7.9%</td>
</tr>
<tr>
<td>2016</td>
<td>+6.2%</td>
</tr>
<tr>
<td>2017</td>
<td>+5.3%</td>
</tr>
</tbody>
</table>

**GROWTH IN AVERAGE ANNUAL CUSTOMERS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>+4.2%</td>
</tr>
<tr>
<td>2016</td>
<td>+3.6%</td>
</tr>
<tr>
<td>2017</td>
<td>+1.7%</td>
</tr>
</tbody>
</table>

**KEY MEASURABLES**

Success with COBS Bread is achieved when all aspects of the business are operating positively. This includes sales, customers, spend per customer, EBITDA, employee development, upholding the minimum brand standards and the successful execution of business plans.

**GROWTH IN AVERAGE BAKERY PROFIT (EBITDA)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>+20.1%</td>
</tr>
<tr>
<td>2016</td>
<td>+13.9%</td>
</tr>
<tr>
<td>2017</td>
<td>+6.0%</td>
</tr>
</tbody>
</table>

The financial information presented is a guide only and is based upon sales, EBITDA and other financial results reported to us by our franchisees. Therefore, COBS Bread does not guarantee the accuracy of this information and make no guarantee of its accuracy or otherwise. Do not rely solely on this information when making a final decision to purchase a COBS Bread franchise – inquire for more detail. A copy of our franchise Disclosure Document is provided during the application process.
GROWTH

COBS BREAD/BAKERS DELIGHT HAS GROWN TO BECOME ONE OF THE WORLD’S MOST SUCCESSFUL BAKERY FRANCHISES.

From one bakery in Melbourne, Australia in 1980, COBS Bread/Bakers Delight today employ approximately 15,000 people in more than 700 bakeries across Australia, New Zealand, USA and Canada.

In 1988, Co-founders and CEOs Roger and Lesley Gillespie began franchising. At this time, the Gillespies owned 15 bakeries, quietly confident about their proven formula. From 1988 to 1991, the company grew from 15 to 43 bakeries. In the next two years Bakers Delight expanded to 200 bakeries and just ten years later the 600th bakery was opened.

COBS Bread first opened its doors in North Vancouver, BC in 2003 with the goal of bringing high quality, freshly baked bread to Canadians.

COBS Bread has since grown to more than 90 bakeries across four provinces and is now an established and proven franchise in this market. Expansion of COBS Bread is continuing throughout British Columbia, Alberta, Saskatchewan, Manitoba, Ontario and the Maritime provinces. Significant further expansion is planned for the future.

BREAD MARKET TRENDS

Today, trends towards healthy eating largely dictate consumer demand. Fresh baking, preservative free bread, product innovation and delightful customer service are a point of differentiation.

OPPORTUNITIES

Growth and expansion at COBS Bread not only comes from new franchisees entering the network, but also from Multi-Site Operators opening more than one site.

The strength and success of our franchisees is evident with Muti-Site Operators making up around 40% of the entire COBS Bread/Bakers Delight network. Becoming a Multi-Site Franchisee is a fantastic step in the career progression for any COBS Bread franchisee. When franchisees show their potential as successful operators of their first bakery, owning multiple sites is supported and encouraged as this is recognized as a vital part of the expansion of the business overall.
OUR FRANCHISEES TELL THEIR STORY

MIKE JACKSON
LAWSN HEIGHTS MALL, SASKATOON
CORY COMMON, SASKATOON

HE’S A BAKER, A ROCKER, A PROUD FATHER AND MORE.

Having enjoyed visits to COBS Bread bakeries with his family for over 8 years, and having a creative spark, Mike saw an opportunity to become a business owner that combined the two.

“When the opportunity arose to take on a new challenge and work with COBS Bread to expand to Saskatoon, I was very excited to make it happen”.

Spending most of his career developing and managing software systems, Mike followed the COBS Bread training program to now become the proud owner of Lawson Heights Mall, Saskatoon.

“I really enjoy the aspect of operating a business that has such a great opportunity to make a difference within our community and also provide such high quality products and service for our neighbours to enjoy. I am very enthusiastic about working with our team of bakers and sales staff to create a business that we can all be proud of, and share that experience with our customers.”

Already working with the Saskatoon Food Bank, Mike is hoping to expand his support out to other local charities and organizations.

“I would like to work closely with local youth sporting groups, schools and our chamber of commerce promoting healthy eating options and community development.”

With a young family however, it’s not all work. Mike also enjoys spending his time with his family; camping, biking, playing sports and heading to the beach.

“That, and the odd round of golf and some guitar in the garage makes for a great day!” Mike says.

MIKE’S ADVICE TO POTENTIAL FRANCHISEES:

1. Work as a team with COBS Bread and take time to find the best location possible; it will be worth it in the long run.

2. Developing key people within your business is the best way of having the flexibility to balance a successful business and family.

3. Early mornings can be your most productive time, so enjoy your new found lifestyle.

4. Set your sights big and plan even bigger - you never know what your business will be able to achieve.
Jeff came on board with COBS Bread after working in the hospitality industry since he was 15 years old – with the likes of Marriott Hotels, McDonalds, Starbucks and Krispy Kreme Doughnuts.

Joining COBS Bread in 2005 as part of the Ontario opening team, Jeff saw that COBS Bread offered an opportunity to build a business of his own. Since then, Jeff successfully grew from owning one bakery to opening a second site. Today Jeff enjoys his lifestyle as a COBS Bread franchisee just as much as he did on day one.

“I ENJOY THE PEOPLE I WORK WITH, AND THE ENDLESS POSSIBILITIES!”

With regards to supporting his local community, Jeff says, “We are excited to donate our end of day products to United Way Burlington... and to support Burlington through a variety of fun and profitable programs such as our Dough Raiser and Bun Raiser initiatives. In addition, we will be partnering with the Breakfast Club of Canada for our Community Day. We often donate product to local non-profit organizations to help raise money for great causes.”

Donating end of day products and supporting local charities and organizations is something COBS Bread and Bakers Delight have been proudly doing for over 30 years.

In his spare time away from the bakery, Jeff also enjoys the flexibility of getting into the outdoors, going fishing, playing golf and enjoying a cold beer.

Although he is now enjoying his baking profession, Jeff notes his initial dream, like many Canadians, was to be “a professional hockey player, of course!”

JEFF’S ADVICE TO POTENTIAL FRANCHISEES:

1. Treat your employees like gold.
2. When things get hectic, just remember all you have to do is bake great bread and sell it. Keep it simple.
3. Reward your employees. If you want to increase your return, focus on increasing the quality of your product, service and environment.
4. Bring your bakers coffee.
5. Say hello to each of your staff in the morning before you say anything else. Say goodbye and thank you to each of your staff before you leave for the day.
“WHAT MATTERS MOST TO ME IN MY LIFE IS NOURISHING MY FAMILY.”

This quote is the perfect reflection of Grasslands bakery owner Julia. Her family is her number one priority, and that feeding them love, laughter, and quality food is of the utmost importance.

“COBS Bread uses whole grain flour, high quality ingredients and scratch baking techniques. This, combined with no added preservatives or artificial ingredients makes this bread something I want to bake and share with the ones I love. Simple, healthy, freshly made eating! What could be better?”

Growing up with Italian influences, both Julia and her husband came to appreciate the importance of fresh, home-grown food, and enjoy sticking to this philosophy on a daily basis.

“We both still practice this way of life as much as we can. Rising very early to make fresh baked bread from scratch each day reminds me of being a happy, healthy, energetic kid in a loud and loving family! Why not pass on that good vibration to our community each day?” Julia says.

Speaking about the COBS Bread franchise and its commitment to the local community, Julia mentioned “I fully respected this wonderful franchise upon learning about its commitment to the community through donating its unsold bread at the end of the day. Knowing that our family gets to recognize and support the Regina community by donating all of the bread left over at the end of the day where it is needed just makes me feel good. I know that those in need will also be nourished with high quality, fresh bread. It is a win-win.”

JULIA’S ADVICE TO POTENTIAL FRANCHISEES:

1. This franchise is well suited for a person who loves the stability and support of a solid foundation but the flexibility to still personalize the franchise to best meet the needs or requests of your community.

2. COBS Bread is right for those who love to work independently with the knowledge that a supportive network is available through the support office and fellow franchisees.

3. Being active in the business at early hours means a level of commitment and fortitude are necessary to successfully produce quality product and serve customers.

4. Creating a positive, energetic COBS Bread experience is fun and youth-giving if you are all in.

5. Dough is forgiving so relax and create bread!
YOU AND COBS BREAD

WHAT DOES COBS BREAD LOOK FOR IN A FRANCHISEE?

COBS Bread’s selection process aims to not only maintain levels of excellence in the network, but to ensure potential franchisees are making a career choice that is right for them.

COBS Bread franchisees come from a range of backgrounds and experience. Although certain qualities are necessary for successful franchise ownership, you do not need to have baking experience to apply to become a franchisee with COBS Bread.

A franchisee needs to display the following qualities:

- Passionate for COBS Bread
- Drive to succeed
- Focus and commitment
- Team player and leader
- Hard worker and ambitious
- Transferrable work experience
- Self-discipline and tenacity
- Superior organisational skills
- Willingness to follow the COBS bread system
- Willingness to learn
- Strong communication skills
- Show integrity
YOU AND COBS BREAD

One of COBS Bread’s biggest assets is its relationship with its franchisees. The relationship is built on mutual support and respect, and is governed by an agreement which sets out the rights and obligations of both parties.

THE FRANCHISOR PROMISE

• Provide all necessary support to ensure the successful launch of a new franchise
• Provide ongoing training through the competency based training program
• Conduct marketing campaigns including advertising and other promotional activities
• Provide local marketing resources, materials and advice
• Provide access to recipes
• Provide management, sales and administration advice
• Offer technical advice and information
• Promote a source of ingredients and other products in a ‘one stop shop’ arrangement
• Facilitate communication between franchisees via group meetings, formal functions, online and via newsletters
• Comply with provincial and national franchise regulations
• Locate suitable sites and negotiate leases
• Provide occupancy rights to the franchisee
• Plan and coordinate design and bakery set-up

THE FRANCHISEE PROMISE

• Fulfill the requirements of purchasing a franchised business
• Operate the business according to COBS Bread’s promise to customers – delightful product, delightful environment and delightful service
• Sell only COBS Bread products
• Follow the COBS Bread franchising system and comply with standards and operating procedures
• Ensure all employees are trained in accordance with group policy
• Maintain the appearance of premises to group standards
• Participate in group marketing activities
• Actively participate in the business
• Pay royalties and advertising contributions
• Comply with the terms of the lease of the bakery
• Process payments and maintain records and reports in a timely fashion
• Ensure maintenance of product safety, quality and occupational health and safety

Full details of rights and obligations can be found in the Franchise Agreement and Disclosure Document, which are distributed during the bakery purchase process.

THE SINGLE MOST IMPORTANT DETERMINANT OF SUCCESS OF YOUR COBS BREAD FRANCHISE IS YOU
FINANCIAL INFORMATION

YOUR COBS BREAD PURCHASE

Your level of investment will vary depending on whether you open a brand new COBS Bread location or decide to purchase an existing COBS Bread bakery. COBS Bread site locations are discussed during the franchise application process.

PURCHASING A NEW SITE

NEW SITES INCLUDE:
- Head lease negotiated and managed by COBS Bread
- New equipment at negotiated cost
- Full turnkey design & construction of bakery managed by COBS Bread
- Operational and marketing support for bakery opening
- Comparative financial information supplied for similar locations

<table>
<thead>
<tr>
<th>COSTS FOR A NEW SITE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>BAKERY FIT-OUT, EQUIPMENT &amp; START-UP</td>
<td>$650,000 - $750,000*</td>
</tr>
<tr>
<td>10 YEAR FRANCHISE FEE</td>
<td>$25,000*</td>
</tr>
<tr>
<td>TRAINING FEE</td>
<td>$6,500*</td>
</tr>
</tbody>
</table>

PURCHASING AN EXISTING SITE

EXISTING SITES INCLUDE:
- Fully operational and trading bakery
- Existing equipment & fitout
- Support with business handover and transition
- Head lease negotiated and managed by COBS Bread
- Sales and financial information for site and similar locations

<table>
<thead>
<tr>
<th>COSTS FOR AN EXISTING SITE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKET PRICES</td>
<td>$300,000 - $1,000,000*</td>
</tr>
<tr>
<td>10 YEAR FRANCHISE FEE</td>
<td>$25,000*</td>
</tr>
<tr>
<td>TRAINING FEE</td>
<td>$6,500*</td>
</tr>
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FINANCING YOUR COBS BREAD PURCHASE

COBS Bread has franchise financing programs established with major Canadian Banks.

COBS BREAD

ONGOING FEES

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</thead>
<tbody>
<tr>
<td>ROYALTY FEE</td>
<td>7% OF WEEKLY SALES</td>
</tr>
<tr>
<td>ADVERTISING &amp; MARKETING LEVY</td>
<td>3% OF WEEKLY SALES</td>
</tr>
</tbody>
</table>

The above information is provided as a guide only; do not rely on it when making a final decision to purchase a COBS Bread franchise – inquire for more detail. A copy of our franchise disclosure document is provided during the application process.

* Prices listed above are exclusive of applicable tax.
FRANCHISEE SUPPORT

Behind every delighted customer there lies a COBS Bread bakery, a franchisee/bakery operator, 165 specialist support employees, and approximately 15,000 bakery employees serving nearly 2 million customers worldwide each and every week.

We strive for leading practice in all facets of operations. Policies, systems and procedures are in place to ensure our bakeries deliver delightful service, delightful product, in a delightful environment.

DIRECTORS & OFFICERS OF COBS BREAD

Roger Gillespie
DIRECTOR AND CHAIRMAN

Lesley Gillespie
DIRECTOR

Aaron Gillespie
PRESIDENT

John Gilson
VICE-PRESIDENT

Daniel Graham
REGIONAL DIRECTOR

David Christie
CEO AND SECRETARY – BAKERS DELIGHT HOLDINGS LTD

ORGANISATIONAL STRUCTURE

CUSTOMERS
• Delighted!
• “I’ll come back.”

FRANCHISEES
• Delightful Environment
• Delightful Service
• Delightful Product

COBS BREAD AREA MANAGERS
• Day to Day Business Advice
• Business Planning
• Sales and Profitability Strategy Planning

COBS BREAD SUPPORT OFFICE
• Marketing
• Training
• Operations
• Property
• Research Development
• Purchasing
• Finance

FRANCHISE INFORMATION
FRANCHISEE SUPPORT

COBS Bread trains franchisees to operate their business at a profit. The company offers experienced advice in business management and proven business procedures and systems.

Continuing to enhance systems, policies, departmental structures and guidelines is recognized as an increase in the ability for COBS Bread to provide franchisees with more streamlined, relevant and timely support.

MARKETING

COBS Bread and Bakers Delight are strong brands with a distinctive image. ‘Real people’ baking ‘real bread’ while being a ‘real delight’, is the cornerstone of the group marketing strategy.

Strategic marketing support is offered in the areas of advertising, media, design, product, pricing, public relations, sponsorship, digital, merchandising and market research.

Group marketing campaigns aim to promote new and existing products.

Franchisees also have the flexibility to conduct local marketing activities that support the group strategy. A graphics team assists in the design of this support material.

FINANCE

COBS Bread provides financial guidance for franchisees.

Areas of assistance include:
1. Negotiating bakery public liability insurance and national purchasing programs, to assist in minimising bakery operating costs; 
2. Disclosure of group and individual bakery financial reports and other key performance measures, with an aim to identify areas of improvement; 
3. Relationships with banks to assist in decreasing the cost of franchisee finance.

HUMAN RESOURCES

Our network human resource and training services drive best practice and policies.

Information and recommendations are made available to franchisees in the areas of industrial relations, employee relations and other relevant legislation.
FRANCHISEE SUPPORT

TRAINING & DEVELOPMENT

FRANCHISEES
Prospective COBS Bread franchisees undergo training that provides the tools to successfully run and operate a bakery.

Franchise training includes:
- Baking skills and production management
- Product knowledge and handling
- Bakery team training and customer service
- Marketing and promotions
- Purchasing and inventory control
- Effective management practices
- Bakery staff development

Training is conducted in a bakery environment, is competency based and conducted over a four month period, including three weeks orientation.

During this time prospective franchisees acquire the necessary competencies required to operate a COBS Bread bakery. Candidates may be able to complete this training in a shorter period of time; this should be discussed during the recruitment period.

BAKERY CAREERS
COBS Bread prides itself on its commitment to the progression of its people. Training opportunities include traineeships and apprenticeships.

A person could begin as an apprentice baker and once qualified, could potentially become a production manager, store manager, small business operator, or even move into the corporate environment. Thirty percent of existing franchisees began their career as a baker or sales assistant.

Career progression is supported by structured training including the Gillespie Awards, Fresh Franchisee and Manage to Own programs.

ONLINE TRAINING
COBS Bread’s e-learning platform ‘Breaducate’ assists franchisees in the training of current and new staff. This invaluable resource enables franchisees to track completion of staff training modules in key areas such as OH&S, marketing campaign execution, and food handling to name a few.
FRANCHISEE SUPPORT

OPERATIONS
Efficient and effective operations are pivotal to business success. COBS Bread has eight Area Managers across the country, acting as business partners to our franchisees. Their function is to provide the necessary level of service to meet the requirements of a growing business.

The COBS Bread ‘5 Star’ program, is a business development tool designed to identify areas of strength and improvement.

POINT OF SALE
COBS Bread’s automated ‘point of sale’ (POS) system, serves to improve cash control and provide management reports to assist in the efficient running of a bakery.

Reports assist with issues such as fresh baking, production planning, employee rostering, assessing and managing employee performance, wastage and stock control, in addition to custom reports required by the franchisor.

The POS system also allows for employee incentive programs and measurement of marketing activities.

COBS Bread also provides franchisees access to an online extranet site, accessible from anywhere, anytime.

This extranet site provides franchisees easy access to:
• Live sales and customer count data
• Live sales comparisons to all bakeries across Canada
• Staff performance
• Marketing resources
• Downloadable recipes
• Online training resources
• Operations resources
• Weekly e-newsletters

PROPERTY
COBS Bread’s property team locates viable retail locations and negotiates leases directly with landlords.

The head lease is held by COBS Bread, who then grant franchisees the right to occupy the premises on the same terms and conditions originally negotiated.

PURCHASING
The COBS Bread purchasing team simplifies bakery purchasing, enabling franchisees to concentrate on operating their bakery.

The purchasing team negotiates preferred pricing, manages supply agreements and works through distribution issues so as to maximise the collective buying power of the network.

PRODUCT SAFETY & QUALITY
Stringent product safety systems, policies and procedures, are in place to ensure customers always receive ‘delightful product’ each and every day.

COBS Bread continually develops these tools to maintain consistently high product standards.

OCCUPATIONAL HEALTH & SAFETY
COBS Bread maintains high standards for all stakeholders, including employees and customers.

Franchisees are trained and kept abreast of new and relevant legislation to ensure a ‘best practice’ safe workplace.

PROJECTS
The COBS Bread projects team delivers the construction of a new bakery to franchisees as a turnkey business.

At handover to the franchisee, they receive a fully operational bakery complete with all equipment.
KEY STEPS

Before making a commitment to purchase, every franchisee needs to feel that COBS Bread is the right business for them.

To this end, COBS Bread will:

1. Expose you to the COBS Bread environment by giving you the chance to work in a nearby bakery before you purchase;
2. Ensure you take the opportunity to talk to existing franchisees about the business and their experience;
3. Disclose sales and profit data to you for existing and comparable locations across the country.

THE STEPS TO BECOMING A COBS BREAD FRANCHISEE

APPLICATION
- Apply with COBS Bread
- Personal interview and Q&A with the COBS franchise team
- In-bakery orientation and first meeting with local COBS bread support staff
- Meet and talk to existing COBS bread franchisees

BAKERY PURCHASE & TRAINING
- Discussions and information-sharing on locations of interest
- Agree terms of bakery purchase
- Commence 16-week training program
- Bakery construction and fit-out

COBS BREAD FRANCHISEE
- Complete training program and prepare for bakery opening
- Settlement and closing of business purchase
- Begin trading as a COBS bread franchisee
YOUR NEXT STEP TO BECOMING A COBS BREAD FRANCHISEE:

INQUIRE ONLINE
www.cobsbread.com/franchising

INQUIRE VIA PHONE
1.844.369.COBS (2627)

INQUIRE VIA EMAIL
franchise@cobsbread.com

IMPORTANT DISCLAIMER
This booklet has been published for promotional purposes only and is therefore only a guide.

The financial information is based upon sales and other results reported to us by our franchisees.

Do not place reliance on this booklet when making a final decision to purchase a COBS Bread franchise.

Entering a franchise agreement is a serious undertaking.

If our relationship develops to a stage where we are both happy to enter into a franchise relationship, COBS Bread will provide a formal disclosure document.

It is advised that all documents provided are read thoroughly. It is also recommended if you are considering becoming a franchisee, that you talk to franchisees currently in the network. Always obtain independent legal, accounting and business advice before signing any binding documents.

The information in this booklet is current as at September 2017.