

REFINITIV

DELTA REPORT

10-K

DRVN - DRIVEN BRANDS HOLDINGS IN
10-K - DECEMBER 30, 2023 COMPARED TO 10-K - DECEMBER 31, 2022

The following comparison report has been automatically generated

TOTAL DELTAS	3504
CHANGES	347
DELETIONS	1483
ADDITIONS	1674

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

(Mark One)

☒ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended **December 31, 2022** **December 30, 2023**

OR

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 Commission file number: 001-39898



Driven Brands Holdings Inc.

(Exact name of Registrant as specified in its charter)

Delaware

47-3595252

(State or other jurisdiction of incorporation or organization)

(I.R.S. Employer Identification No.)

440 South Church Street, Suite 700

Charlotte, North Carolina

(Address of principal executive offices)

28202

(Zip Code)

Registrant's telephone number, including area code: (704) 377-8855

Title of each class	Trading Symbol	Name of each exchange on which registered
Common Stock, \$0.01 par value	DRVN	The Nasdaq Global Select Market

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐

Small reporting company ☐

Emerging growth company ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. ☒

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements. ☐

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to §240.10D-1(b). ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes ☐ No ☒

The aggregate market value of the outstanding common stock, other than shares held by persons who may be deemed affiliates, was approximately **\$1.6 billion** **\$1.7 billion** as of **June 25, 2022** **July 1, 2023**, the last business day of the registrant's most recently completed second fiscal quarter.

As of **February 27, 2023** **February 26, 2024**, there were **167,438,166** **163,971,601** shares of Common Stock of the registrant outstanding.

DOCUMENTS INCORPORATED BY REFERENCE

Portions of the registrant's definitive Proxy Statement for the **2023** **2024** Annual Meeting of Stockholders to be filed with the Securities and Exchange Commission pursuant to Regulation 14A not later than 120 days after the end of the fiscal year covered by this Form 10-K, are incorporated by reference in Part III, Items 10-14 of this Form 10-K.

Driven Brands Holdings Inc.

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Forward-Looking Statements

This Annual Report on Form 10-K contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are generally identified by the use of forward-looking terminology, including the terms "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "likely," "may," "plan," "possible," "potential," "predict," "project," "should," "target," "will," "would" and, in each case, their negative or other various or comparable terminology. All statements other than statements of historical facts contained in this document, including statements regarding our strategy, future operations, future financial position, future revenue, projected costs, prospects, plans, objectives of management, and expected market growth are forward-looking statements. In particular, forward-looking statements include, among other things, statements relating to: (i) our strategy, outlook, and growth prospects; (ii) our operational and financial targets and dividend policy; (iii) general economic trends and trends in the industry and markets; (iv) the risks and (iv) costs associated with the integration of, and or ability to integrate, our stores and business units successfully; (v) the proper application of generally accepted accounting principles, which are highly complex and involve many subjective assumptions, estimates, and judgments; and (vi) the competitive environment in which we operate. Forward-looking statements are not based on historical facts but instead represent our current expectations and assumptions regarding our business, the economy, and other future conditions, and involve known and unknown risks, uncertainties, and other important factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. Given these

uncertainties, you should not place undue reliance on these forward-looking statements. While there is no assurance that any list of risks and uncertainties or risk factors is complete, important factors that could cause our results to vary from expectations include, but are not limited to:

- our ability to compete with other businesses in the automotive aftermarket industries, including other international, national, regional, and local repair and maintenance shops, paint and collision repair shops, oil change shops, glass repair and replacement shops, car washes, automobile dealerships, and suppliers of automotive parts;
- advances and changes in automotive technology, including, but not limited to, changes in the materials used for the construction of structural components and body panels, changes in the types of paints and coatings used for automobiles or materials used for tires, changes in engines and drivetrains to hybrid and electric technology, increased prevalence of sensors and back-up cameras, and increased prevalence of self-driving vehicles and shared mobility;
- our ability to adapt to increased competitive pressures;
- changes in consumer preferences, perceptions, and spending patterns;
- changes in general economic conditions and the geographic concentration of our locations, which may affect our business;
- changes in the cost of, availability of, and shipping costs of automobile supplies, parts, paints, coatings, glass, chemicals, and motor oil;
- changes in the availability or cost of labor, including health care-related or other costs;
- our ability to attract and retain qualified personnel;
- changes in interest rates, commodity prices, energy costs, and foreign exchange rates, and inflation which impact expenses;
- global events, including military conflicts; changes in inflation rates, which impact our expenses and the ability of our customers to pay for automotive repairs;
- the ability of our key suppliers, including international suppliers, to continue to deliver timely high-quality products to us at quantities and prices similar to historical levels; needed for our businesses;
- disruptions in the supply of specific products or to the business operations of key or recommended suppliers;
- the willingness of our vendors and service providers to supply goods and services pursuant to customary credit arrangements;
- our ability to maintain direct repair program relationships with insurance partners;
- the operational and financial success of franchised, independently-operated, and company-operated locations;
- the willingness of franchisees to participate in and comply with our business model and policies;
- our ability to successfully enter new markets and complete construction, including renovations, conversions, and build-outs of existing and additional locations;
- risks associated with implementing our growth strategy, including our ability to open additional domestic and international franchised, independently-operated, and company-operated locations and to continue to identify, acquire, and refranchise automotive aftermarket businesses, and the willingness of franchisees to continue to invest in and open new franchises;
- the potential adverse impact of strategic acquisitions;

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- additional leverage incurred in connection with acquisitions or other capital expenditure initiatives;
 - the effect of the media's reports and social media on our reputation;
 - the effectiveness of our marketing and advertising programs;
 - weather and the seasonality of our operations;
 - increased insurance and self-insurance costs;
 - our ability to comply with existing and future health, employment, data privacy, environmental, and other government regulations;
 - our ability to adequately protect our intellectual property;
 - the adverse effect of litigation in the ordinary course of business; litigation;
 - a significant failure, interruption, or security breach of our computer systems or information technology;
 - increases in national, federal, state, local, and provincial taxes, as well as changes in tax guidance and regulations and the impact on our effective tax rate;
 - catastrophic events, including war, terrorism, and other international conflicts, embargoes, public health issues, (including the coronavirus pandemic and the availability of vaccinations) or natural disasters;
 - the effect of restrictive covenants in the indenture documents governing our securitized debt facility, and other documents related to indebtedness of our business; facilities; and
 - other risk factors included under "Risk Factors" in Item 1A in this Annual Report.

These forward-looking statements represent our estimates and assumptions only as of the date on which they are made, and we undertake no obligation to update or review publicly any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

Part I

Driven Brands Holdings Inc. is a Delaware corporation and the successor to RC Driven Holdings LLC, a Delaware limited liability company formed in 2015. On July 6, 2020, RC Driven Holdings LLC converted into a corporation under the laws of the state of Delaware and changed its name to Driven Brands Holdings Inc. corporation. As used herein, "Driven Brands," the "Company," "us", "we," "our," and similar terms include Driven Brands Holdings Inc. and its consolidated subsidiaries, unless the context dictates otherwise.

Item 1. Business

Overview

Driven Brands is the largest automotive services company in North America with a growing and highly-franchised base of more than 4,800 approximately 5,000 locations across 49 U.S. states and 13 other countries. Our scaled, diversified platform provides high-quality services to an extensive range of consumer retail and commercial customers who rely on their automobiles in all economic environments to get to work and in many other aspects of their daily lives, customers. Our breadth of services cover covers a wide variety of automotive needs, including paint, collision, glass, and repair services, as well as a variety of high-frequency services, such as oil changes and car washes. We have generated Our portfolio of brands continues to generate consistent recurring revenue and with strong operating margins, with limited maintenance capital expenditures. margins. Our network generated approximately \$2.0 billion \$2.3 billion in net revenue from approximately \$5.6 billion \$6.3 billion in system-wide sales in 2022, 2023.

The Company operates and reports financial information on a 52 or 53 week year with the fiscal year ending on the last Saturday in December. Our 2023 and 2021 fiscal years ending December 30, 2023 and December 25, 2021 each consisted of 52 weeks and our 2022 fiscal year ending December 31, 2022 consisted of 53 weeks and our 2021 and 2020 fiscal years ending December 25, 2021 and December 26, 2020, respectively, consisted of 52 weeks.

We are the largest provider of diversified automotive services in North America and have a portfolio of well known well-known brands, including CARSTAR®, IMO®, MAACO® ("Maaco"), Meineke Car Care Centers® ("Meineke"), PH Vitres D'Autos® ("PH"), Take 5 Oil Change® ("Take 5 Oil"), Take 5 Car Wash®, Auto Glass Now® ("AGN"), Fix Auto USA® ("Fix Auto"), and 1-800-Radiator & A/C® ("1-800 Radiator"), among others. Building from a 50 year history in the category with some of the most recognizable brands in the industry, our diversified platform caters to almost any automotive service occasion.

The network benefits of bringing these offerings together on the Driven Brands platform are tangible. Leveraging our scale and combined resources, we have invested heavily in the creation of unique and powerful shared services, which we believe provide each brand with more resources and produce better results than any individual brand could achieve on its own. Our locations are strengthened by ongoing training initiatives, targeted marketing enhancements, procurement savings, and cost efficiencies, driving revenue and profitability growth for both Driven Brands and for our franchisees. Our performance is further enhanced by a data analytics engine, which has gathered data points from approximately 30 million unique customers.

Our Core Competencies

Driven Brands has a long track record of delivering strong growth and market share gain through same store sales performance, organic store count growth, and acquisitions utilizing our proven playbook for growth. We believe our diversified platform is uniquely capable of offering a compelling and convenient service proposition to our customers by providing a wide breadth of services for all vehicle types and across multiple service categories including paint, collision, glass, repair, oil change, maintenance, and car wash.

The execution of organic real estate development and successful mergers and acquisitions is a core competency and an important shared service capability across the Driven Brands platform. We have invested in and built out a dedicated team, and supporting infrastructure to support organic development, including market planning, site selection, engineering and construction, and store openings. Similarly, we have also invested in our mergers and acquisitions team and infrastructure processes to systematically source, perform due diligence on, acquire, and integrate acquired locations. Since 2020, we have accelerated our organic openings and completed more than 100 acquisitions.

Since entering the Car Wash segment in 2020 through our acquisition of International Car Wash Group ("ICWG") with over 900 locations across 14 countries, we have significantly expanded our Car Wash footprint in the U.S. by completing tuck-in acquisitions of more than 160 tuck-in locations. Simultaneously, we have continued to invest in our greenfield development pipeline opening 30 locations in 2022 with a pipeline of more than 250 future locations.

In 2022, our expansion into the U.S. glass market allowed us to add 174 locations along with their mobile presence to further complement our broad offering to both consumer and commercial customers, including our existing insurance customers. Similar to Car Wash, we have ramped up our development pipeline, which will be an important focus of the business in addition to tuck-in acquisitions.

We believe that we remain optimally positioned to continue our long and successful track record of acquisitions, both in our existing service categories, as well as into new, complementary ones, which will provide us with new organic and acquisition growth opportunities in highly fragmented service categories. In addition, the evolving vehicle technology landscape provides numerous opportunities for Driven Brands to leverage its scale and core competencies to continue to expand our market share.

Our organic growth and acquisition strategy is enhanced by our data analytics engine, which is powered by internally-collected data from consumers, their vehicles, and services that are provided to us at each transaction, and further enriched by third-party data. This powerful data gathering capability holds data from more than 30 million unique customers, which we use throughout our platform for improving our marketing and customer prospecting capabilities, measuring location performance, enhancing store-level operations, and optimizing our real estate site selection. As we grow organically and through acquisitions, we believe the power of our shared services and data analytics will grow and will continue to be a key differentiator for our business.

Our Growth Strategies

We plan to continue to grow our business by executing on the following strategies:

Grow Our Brands with New Locations

We have a proven track record of unit growth and believe our competitive strengths provide us with a solid financial and operational foundation that positions us to deliver sustained and predictable store growth. Our ability to grow through a variety of strategies, including organic franchised and company-operated growth as well as M&A, provides us

flexibility to deliver against plans.

Our franchise growth is driven both by new store openings as well as through conversions of independent market participants that do not have the benefits of our scaled platform. Our attractive unit economics, national brand recognition, strong insurance and fleet customer relationships, and beneficial shared services capabilities provide highly compelling economic benefits for our franchisees, resulting in a strong desire to join and stay within our network. As of December 31, 2022, we had agreements to open more than 1,200 new franchised units, which provides us with visibility into future franchise unit growth.

Additionally, we continue to expand our company-operated Take 5 Oil, Take 5 Car Wash, and Auto Glass Now footprint through new greenfield openings as well as tuck-in acquisitions and conversions. The oil change, car wash, and glass repair and replacement markets in North America are highly fragmented, providing significant runway for continued growth. The success of our company-operated locations is supported by our deep data analytics capabilities that use proprietary algorithms and insights to enable optimal site identification and selection. With low net start-up costs and strong sales ramp, company-operated locations provide highly attractive returns, and we believe there is ample whitespace in existing and adjacent markets for continued unit growth.

Continue to Drive Same Store Sales Growth

We have demonstrated an ability to drive attractive organic growth with positive same store sales performance over 14 of the past 15 years. We believe that we are well positioned to continue benefiting from this momentum by executing on the following growth levers:

- **Continued Commercial Partnership Expansion:** We are proactively growing our commercial partnerships and winning new customers by being a highly convenient and cost effective "one-stop-shop" service provider that caters to the extensive suite of automotive service needs for commercial fleet operators and insurance carriers. These customers want to work with nationally scaled and recognized chains with broad geographic coverage, extensive service offerings, strong operating metrics, and centralized billing services. We are dedicated to expanding partnerships with existing commercial customers as well as attracting new national and local customers.
- **Continued Growth of Subscription Car Wash Revenue Model:** Since acquiring ICWG in 2020, we have expanded our subscription membership program across our U.S. car wash stores to approximately half of domestic car wash revenue in 2022. In addition to fostering strong customer loyalty to our stores, we believe the subscription program also generates predictable and recurring revenue and provides incremental data and customer insights, further strengthening our data analytics capabilities. We believe there is significant opportunity to continue to grow our subscription program.
- **Leverage Data Analytics to Optimize Marketing, Product Offerings, and Pricing:** We have large, dedicated brand marketing funds supported by contributions from our franchisees, and in 2022 we collected and spent approximately \$131 million for marketing across our brands. Insights from our data analytics engine enhance our marketing and promotional strategy to drive growth in unit-level performance. For instance, our proprietary data algorithms help optimize lead generation and conversion through personalized, targeted, and timely marketing promotions that provide customers with the optimal offer at the right time. In addition, our data provides insights that are enabling us to identify and roll out new product offerings, improve menu design, and optimize pricing structure across our brands. Use cases like these are regularly tested, refined, and deployed across our network to drive store performance.

We believe that the benefits we receive from this capability will continue to grow as we leverage our data to capture additional share of wallet from our existing customers in addition to growing our customer base.

Enhance Margins through Procurement Initiatives and Strengthening Platform Services

In addition to top-line growth, Driven Brands has also been able to leverage the strength of the platform to enhance margins for franchised, independently-operated, and company-operated locations through the following levers:

- **Leverage Shared Services and Platform Scale:** We expect to continue to benefit from margin improvements associated with our increasing scale and the growing efficiency of our platform. As a result of the investments we have made, we believe our shared services provide substantial operating leverage and can support a much larger business than we are today. Driven Brands has also been increasing margins through technology advancements to enhance in-store operations and deploy best-practice training initiatives across the portfolio.
- **Utilize Purchasing Strength from Procurement Programs:** Driven Brands currently provides our network with lower pricing on supplies than it could otherwise achieve independently, thereby augmenting the value proposition to new and existing franchisees and other network members as well as the earnings of our independently-operated and company-operated locations. Our procurement programs provide us with recurring revenue via supplier rebates and product margin. As we continue to grow organically and through acquisition, we believe we are well-positioned to continue driving lower procurement pricing and more benefits to our overall system.

Segment Information Business

Our suite of automotive services includes the following segments:

Maintenance

Our Maintenance segment is primarily comprised of the Take 5 Oil and Meineke brands. Our Maintenance brands service a combination of retail and commercial customers, such as fleet operators, through 1,645 1,786 total locations as of December 31, 2022 December 30, 2023. Our maintenance services include oil changes and other regularly scheduled or as-needed automotive services, including vehicle component repair and replacement.

Founded in 1984, Take 5 Oil specializes in providing efficient drive-thru-style oil changes. Take 5 Oil's 257 355 franchised and 593 652 company-operated locations as of December 31, 2022 December 30, 2023, primarily offer oil changes to retail and commercial customers. We believe Take 5 Oil offers a best-in-class operating model through its convenient drive-thru stay-in-your-car format, simple and focused menu, industry-leading speed of service, and low-pressure sales environment, which is designed to generate strong customer satisfaction, high frequency of use, and attractive unit level economics. Furthermore, Take 5 Oil's compact store format layout and unique shallow pit design are intended to reduce upfront build out costs, increase efficiency, and provide real estate flexibility. Take 5 Oil's franchising efforts are experiencing strong momentum and are expected to continue to drive long-term unit growth through its robust and growing pipeline of franchise commitments.

Our other maintenance services offered at 795 779 locations as of December 31, 2022 December 30, 2023 are 100% franchised and predominantly operate under the Meineke brand. Founded in 1972, Meineke offers an extensive set of total car care services to retail customers and commercial fleet programs, including maintenance, repair, and replacement of components, such as brakes, heating and cooling systems, exhaust, and tires and is known as an automotive services industry pioneer. We believe Meineke is a

strong, well-known brand with high brand awareness and customer satisfaction due to its high-quality service, extensive range of service offerings, and the convenience of a nationwide network of locations.

Car Wash

We are the world's largest conveyor car wash company by location count with 1,111 1,108 total locations across North America, Europe, and Australia as of December 31, 2022 December 30, 2023. Our services primarily consist of express-style exterior car wash services that utilize an automated conveyor belt to pull vehicles along a track where they are machine washed.

Our car wash services in Europe and Australia are primarily offered through the IMO brand, which has a proud history of over 55-years of providing express-style conveyor car wash services. IMO's operations appeal to a broad consumer base seeking a low-cost and high-speed car wash at easily-accessible locations. Our 721 717 international locations as of December 31, 2022 December 30, 2023 operate an independent operator model, whereby a third-party is responsible for site-level labor and receives commissions based on a percent of site revenue from car washes, resulting in high margins and predictable free cash flow for Driven Brands washes.

Since entering the North American U.S. market in 2015, we have grown to become the one of the largest domestic operators of conveyor car wash sites with 390 391 company-operated locations across the United States U.S. as of December 31, 2022 December 30, 2023, predominately under the Take 5 Car Wash brand. We believe that our highly-attractive value proposition, focused on affordability, convenience, and speed of service, resonates with our customers and encourages a high frequency of use in any economic environment use. To further strengthen customer loyalty and visit frequency, we also utilize a subscription membership program, which in 2022, 2023, accounted for approximately half 60% of our domestic car wash revenue. As one of the few scaled players revenue, an increase from approximately 50% in the highly fragmented North American market, we believe we are well-positioned for continued unit growth, both through greenfield openings and tuck-in acquisitions. During 2022, we began rebranding our domestic car wash locations to Take 5 Car Wash as a complement to our brand portfolio prior year.

Paint, Collision & Glass

Our Paint, Collision & Glass segment is primarily composed of the CARSTAR, ABRA, Fix Auto, Maaco, Uniban, and AGN brands and serves both retail and commercial customers through 1,846 1,888 total locations as of December 31, 2022 December 30, 2023. Our collision services include full collision repair and refinishing services; our paint services include full body repainting and touch-up, surface preparation and protection, and refinishing and other cosmetic repairs; our collision services include full collision repair and refinishing services; and our glass services include replacement, repair, and calibration services for automotive glass.

Our collision repair services are primarily offered through CARSTAR, ABRA, and Fix Auto, which were founded in 1989, 1984, and 1997, respectively, and together comprise the largest franchised collision repair network in North America. Our 1,005 collision locations as of December 31, 2022 are 99% franchised and offer full collision repair and refinishing services in addition to other cosmetic repairs.

Our paint services are offered through Maaco, which was founded in 1972. Our 417 392 franchised locations, as of December 31, 2022 December 30, 2023, offer an extensive suite of services including paint services, surface preparation, protection, and refinishing, reconditioning, and other cosmetic external and internal repairs. Maaco primarily serves retail customers and commercial fleet operators and provides strong retail customer service at a much lower average price point than most collision centers, making it an economical option for minor auto body repair when customers prefer to not file a an insurance claim.

We operate Our collision repair services are primarily offered through CARSTAR, ABRA, and Fix Auto, which were founded in 1989, 1984, and 1997, respectively, and together comprise the largest franchised collision repair network in North America. Our 1,028 collision locations as of December 30, 2023 are 99% franchised and offer full collision repair and refinishing services in addition to other cosmetic repairs.

Our glass repair services are primarily offered through Uniban in Canada and AGN in the auto glass and replacement industry in Canada through U.S. Uniban which was founded in 1977 and is known as a leader in the category. In 2022, we expanded our offerings to the U.S., primarily through the acquisition of AGN along with several and additional smaller acquisitions, making us the second-largest glass services business in the U.S. auto glass servicing category. Our 219 237 franchised and 205 231 company-operated glass services locations across the U.S. and Canada as of December 31, 2022 December 30, 2023 primarily offer replacement, repair, and calibration services for automotive glass to retail customers as well as commercial fleet operators and insurance carriers. We also offer technology-enabled glass claims management services for insurance carriers, which drives incremental business to our glass service locations and our distribution business and are complementary to our paint and collision businesses.

Our Paint, Collision & Glass segment maintains collaborative relationships with the top insurance carriers in the U.S. and Canada, which generate approximately \$1.5 billion in Paint, Collision & Glass system wide sales.

Platform Services

Our Platform Services segment is primarily composed of the 1-800 Radiator, PH, Spire Supply, Driven Advantage, and Automotive Training Institute ("ATI") brands businesses. This segment provides significant benefits to our brands by driving organic growth opportunities through procurement, distribution, and training services as well as growth opportunities through acquisition target sourcing.

Our distribution services are primarily offered through 1-800 Radiator, which was founded in 2001, and is one of the largest franchised distributors in the automotive parts industry. 1-800 Radiator's 203 206 locations, as of December 31, 2022 December 30, 2023, are almost exclusively franchised and distribute a broad, diverse mix of long-tail automotive parts, including radiators, air conditioning components, and exhaust products to automotive repair shops, auto parts stores, body shops, and other auto repair outlets. 1-800 Radiator's best-in-class operating model is fueled by proprietary algorithmic sourcing technology that enables franchisees to effectively order inventory, manage pricing, and deliver parts to customers within hours. Additionally, 1-800-Radiator's extensive distribution relationships provide Driven Brands with deep data insights and a large, actionable list of prospective acquisition targets, complementing the attractive free cash flow generation of the business.

Founded in 1967, PH distributes windshields and glass accessories through a network of distribution centers across Canada and provides direct installation services. PH is the main glass distributor to our company-operated and franchised Uniban locations. In addition, PH is the market leader in the province of Quebec and has a growing presence in Ontario.

In 2017, we launched Spire Supply, an in-house distributor of consumable products such as oil filters and wiper blades, which currently serves all Take 5 Oil locations locations. In 2023, we launched our Driven Advantage e-commerce platform providing a custom buying experience for our user base. Driven Advantage and a portion of our Meineke stores. Spire Supply provides provide attractive pricing to franchisees relative to other options as well as incremental EBITDA to Driven Brands, by reducing spend that would otherwise be

paid to third-party vendors. Brands. In addition, Driven Advantage and Spire Supply simplifies operations for franchisees and company-operated stores by reducing inventory needs and ensuring availability of supplies through automatic replenishment. supplies.

Our financial and operational training services are offered through ATI, a leading provider of training services to independent repair and maintenance, and paint and collision shops. ATI's core offering is a multi-year training package that is typically paid for through a monthly subscription. We believe ATI's leading training program further enhances Driven Brands' training platform, providing opportunities to improve operational support and increase profitability for both Driven Brands and our franchisees. In addition, ATI's deep customer database of independent automotive shops provides us with a pipeline for future franchise development and acquisitions.

Growing Our Brands

We seek to deliver strong growth and market share gain through same store sales performance and new store count growth, both organically and through targeted acquisitions. We believe our diversified platform is uniquely capable of offering a compelling and convenient service proposition to our customers by providing a wide breadth of services for all vehicle types and across multiple service categories including paint, collision, glass, repair, oil change, maintenance, and car wash.

The execution of organic greenfield real estate development and mergers and acquisitions is a core competency and an important shared service capability across the Driven Brands platform. We believe we are well-positioned to continue our long and successful track record of acquisitions, which will provide us with new organic and acquisition growth opportunities in highly fragmented service categories. In addition, the evolving vehicle technology landscape provides numerous opportunities for Driven Brands to leverage its scale and core competencies to continue to expand our market share.

We continue to leverage our scale and combined resources in the creation of a unique and powerful shared services, which we believe provide each brand with more resources and produce better results than any individual brand could achieve on its own. Our locations are strengthened by ongoing training initiatives, targeted marketing enhancements, procurement savings, and cost efficiencies, driving revenue and profitability growth for both Driven Brands and for our franchisees.

Our organic growth and acquisition strategy is enhanced by our data analytics engine, which is powered by internally-collected data from consumers, their vehicles, and services that are provided to us at each transaction, and further enriched by third-party data. This powerful data gathering capability holds unique customer data, which we use throughout our platform for improving our marketing and customer prospecting capabilities, measuring location performance, enhancing store-level operations, and optimizing our real estate site selection. As we grow organically and through acquisitions, we believe the power of our shared services and data analytics will grow and will continue to be a key differentiator for our business.

New Unit Growth

We have a proven track record of unit growth and believe our competitive strengths provide us with a solid financial and operational foundation that positions us to deliver growth. The markets we operate in North America are highly fragmented. The success of our company-operated locations is supported by our deep data analytics capabilities that use proprietary algorithms and insights to enable optimal site identification and selection.

Our franchised and company-operated Take 5 Oil business has grown to 1,007 locations and has provided strong same store sales and margin growth. We have a strong pipeline for franchise locations as well as greenfield and tuck-in company-operated stores and plan to continue to expand our market presence and product offerings leveraging our Driven Advantage and Spire Supply buying power.

In 2022, we expanded into the U.S. glass market and have grown to 218 company-operated U.S. glass stores. We have gained market share through 12 acquisitions making us the second-largest glass services business in the U.S. During 2023, we focused on business integration and margin expansion. With the low cost of store expansion, we continue to seek opportunities to grow our network and market share. In 2023, we launched our U.S. claims management business to expand volume and insurance revenues.

Our franchise growth is driven both by new store openings as well as through conversions of independent market participants that do not have the benefits of our scaled platform. Our attractive unit economics, national brand recognition, strong insurance and fleet customer relationships, and beneficial shared services capabilities provide highly compelling economic benefits for our franchisees, resulting in a strong desire to join and stay within our network. As of December 30, 2023, we had agreements to open approximately 1,300 new franchised units, which provides us with visibility into future franchise unit growth.

Same Store Sales Growth

We have demonstrated an ability to drive attractive organic growth with positive same store sales performance over 15 of the past 16 years. Our ability to drive organic growth focuses on:

- **Commercial Partnerships:** We grow our commercial partnerships and win new customers by being a highly convenient and cost effective "one-stop-shop" service provider that caters to the extensive suite of automotive service needs for commercial customers, such as fleet operators and insurance carriers. These customers want to work with nationally scaled and recognized chains with broad geographic coverage, extensive service offerings, strong operating metrics, and centralized billing services. We are dedicated to expanding partnerships with existing commercial customers as well as attracting new national and local customers.
- **Insurance Partnerships:** We have continued to develop relationships with key insurance carriers, predominately within our Paint, Collision & Glass businesses. In 2023, we expanded our technology-enabled glass claims management services for insurance carriers to include both Canada and the U.S. This service drives incremental business to our glass service locations and our distribution business and is complementary to our paint and collision businesses. In 2023, our Paint, Collision & Glass segment generated approximately \$2.5 billion in system-wide sales from relationships with insurance carriers.
- **Car Wash Revenue Model:** Since acquiring ICWG in 2020, we have expanded our subscription membership program across our U.S. car wash stores to approximately 60% of domestic car wash revenue in 2023. In addition to fostering strong customer loyalty to our stores, we believe the subscription program has the potential to generate predictable and recurring revenue and provides incremental data and customer insights, further strengthening our data analytics capabilities.
- **Leverage Data Analytics to Optimize Marketing, Product Offerings, and Pricing:** We have large, dedicated brand marketing funds supported by contributions from our franchisees, and in 2023 we spent approximately \$159 million for marketing across our brands. Insights from our data analytics engine enhance our marketing and promotional strategy to drive growth in unit-level performance. For instance, our proprietary data algorithms help optimize lead generation and conversion through personalized, targeted, and timely marketing promotions that provide customers with the optimal offer at the right time. In addition, our data provides insights that are enabling us to identify and roll out new product offerings, improve menu design, and optimize pricing structure across our brands. Use cases like these are regularly tested, refined, and deployed across our network to drive store performance.

Procurement Initiatives and Strengthening Platform Services

We seek to leverage the strength of our platform to enhance margins for franchised, independently-operated, and company-operated locations by:

- **Leverage Shared Services and Platform Scale:** As a result of the investments we have made, we believe our shared services provide substantial operating leverage and can support a much larger business than we are today. Driven Brands has also been increasing margins through technology advancements to enhance in-store operations and deploy best-practice training initiatives across the portfolio.
- **Utilize Purchasing Strength from Procurement Programs:** Driven Brands currently provides our network with lower costs on supplies and services than it could otherwise achieve independently, thereby augmenting the value proposition to franchisees and other network members as well as improving the earnings of our independently-operated and company-operated locations. In 2023, we launched our Driven Advantage e-commerce platform, which allows network members to take advantage of Driven Brands' supplier network to improve operating margins through lower prices and incentives. As we continue to grow, we believe we will continue to leverage our size and purchasing power, driving greater value to our overall system.

Company-Operated Store Strategy

Our company-operated store strategy involves executing our simple operating model, which allows us to adapt to changing economic conditions. Following the creation of the Chief Operating Officer role, the Company has focused on standardizing practices and operating models across brands at company-operated locations to drive further efficiencies and margin expansion. We continue to expand our company-operated footprint through a combination of greenfield openings as well as acquiring and converting stores while maintaining a rigorous capital review. Our company-operated stores benefit from the cross-brand procurement strategy resulting in lower operational costs.

Franchising Strategy

Our franchising strategy is to grow certain of our brands' footprints in a capital efficient manner. Our franchise model leverages our proven brand playbooks, the market planning and site selection capabilities of our best-in-class development team, and the local market expertise of highly-motivated owners. Our attractive unit economics, national brand recognition, strong commercial fleet and insurance customer relationships, and beneficial shared service capabilities provide highly compelling economic benefits for our franchisees, resulting in a strong desire to join and stay within our network. As of **December 31, 2022** **December 30, 2023**, we have agreements to open **more than 1,200** **approximately 1,300** new franchised units, which provides us with clear visibility into future franchise unit growth.

We have a strong track record of opening stores with existing and new franchisees, and we follow strict guidelines in selecting and approving franchisees, who go through extensive interview processes, background checks, and are subject to financial and net-worth-based requirements.

Franchise Agreements

For each of our franchisees across our brands, we enter into a franchise agreement covering standard terms and conditions. Under our franchise agreements, we generally grant franchisees the right to operate using our marks and operating system for an initial term (generally 5 to 20 years) with the option to renew their agreements. All proposed new store sites require formal approval from us. Generally, franchisees pay Driven Brands a lump sum initial franchise license fee and ongoing franchise royalties, typically based on a percentage of gross sales. Franchisees of some of our brands also make, or may be required to make, contributions towards marketing funds, typically based on a percentage of gross sales or, in some instances, based on a flat amount or weekly marketing budgets in the applicable designated marketing area.

Our franchise agreements also require franchisees to comply with our standard operating methods that govern the provision of services and use of vendors and may include a requirement to purchase specified products from us, our affiliates and/or designated vendors. Outside of these standards and policies, we do not control the day-to-day operations, such as hiring and training of employees, of the franchisees.

We support our franchisees with brand-specific services (e.g., brand marketing, franchise support, and operations) and comprehensive shared services (e.g., **centralized marketing support**, consumer insights, procurement program savings, commercial fleet, training, development, finance, and technology services).

Company-Operated Store Strategy

Our company-operated store strategy involves growing our Take 5 Oil, Take 5 Car Wash, and AGN footprint through a combination of greenfield openings as well as acquiring and converting stores based on our focused market expansion plan. Our best-in-class simple operating model, minimal labor requirements, and low fixed costs drive highly attractive unit-level economics for our company-operated stores. Furthermore, Driven Brands' acquisition and integration teams have a successful track-record of acquiring independent market participants and chains and converting them to our superior operating model. Our conversion playbook drives cost savings from procurement savings and general and administrative cost synergies as well as consistent revenue growth following the conversion to our model and implementation of our operational improvements and data-driven marketing programs.

Independent Operator Agreements

Nearly all of our car wash locations outside of **North America** **the U.S.** operate an independent operator model, where a third party is responsible for site-level labor and receives commissions based on a percentage of site revenue from car washes. At our independently-operated sites, we enter into an independent operator agreement covering the commission paid to the independent operator for our car wash services, terms relating to other services offered by the independent operator at the location from which we do not receive any revenue, and other standard terms and conditions including with respect to protection of confidential information, our intellectual property and customer data, standards relating to sub-contracting, indemnification, and termination.

Marketing Strategy

Our marketing strategy highlights the needs-based service offerings and value propositions of each of our brands. We focus our marketing efforts on areas we believe will yield the highest rate of return, including the development of tailored marketing campaigns targeted at specific customers when we **know** **believe** they **are in need of one of the** **could benefit from** services provided by our brands.

Within our product offerings, each year, on average, there are opportunities for approximately 14 touchpoints with unique customers annually relating to car wash, oil change, and maintenance and repair services.

We use a variety of marketing techniques to build awareness of, and create demand for, our brands and the products and services they offer. Our advertising strategy includes CRM, social and digital media as well as television, print, radio, and sponsorships. We have implemented highly professionalized and data-driven marketing practices and have dedicated brand marketing funds supported by contributions from our franchisees.

Industry Overview and Competition

We compete with a variety of service providers within the highly-fragmented automotive services and parts distribution market. Competitors include international, national, regional, and local repair and maintenance shops, oil change shops, car washes, paint and collision repair shops, glass repair and replacement shops, automobile dealerships, and suppliers of automotive parts, including online retailers, wholesale distributors, hardware stores, and discount and mass market merchandise stores. Given the fragmentation of the industry, our competitors include a limited number of large providers of scale. Typically, our competitors offer services within one of our categories; however, few competitors offer services across multiple categories like Driven Brands. We believe the core competitive factors in our industry are scale, geographic reach, brand awareness, service pricing, speed and quality, and customer satisfaction.

We compete with other franchisors based on the basis of the expected return on investment for franchisees and the value propositions that we offer them. We compete to sell franchises to potential franchisees who may choose to purchase franchises from other automotive aftermarket service providers, or who may also consider purchasing franchises in other industries.

Government Regulations and Other Regulatory Matters

Our operations are subject to numerous federal, state, local, and provincial laws and regulations in North America, Europe, and Australia in areas such as consumer protection, occupational licensing, environmental protection, data privacy, labor and employment, tax, permitting, and other laws and regulations. In certain jurisdictions, we must obtain licenses or permits in order to comply with standards governing employee selection, training, and business conduct.

We, as a franchisor, are subject to various state and provincial laws, and the Federal Trade Commission (the "FTC") regulates our franchising activities in the U.S. The FTC requires that franchisors make extensive disclosure disclosures to prospective franchisees before the execution of a franchise agreement. Fourteen states require registration and, together with at least one other state, require specific disclosure in connection with franchise offers and sales, and at least twenty states and U.S. territories have "franchise relationship laws" that limit the ability of franchisors to terminate franchise agreements or withhold consent to the renewal or transfer of these agreements. There are also several In addition, most provinces in Canada that regulate the offer and sale of franchises as well as certain aspects of the franchise relationship. While there are no registration requirements under these provincial franchise laws, they do require pre-sale disclosures similar to those that exist in the U.S.

We are not aware of any federal, state, local, provincial, or other laws or regulations that are likely to materially alter or impact our revenues, cash flow, or competitive positions or result in any material capital expenditures. However, we cannot predict the effect on our operations, particularly on our relationship with franchisees, of any pending or future legislation or regulations or the future interpretation of any existing laws, including any newly enacted laws, that may impact us or our franchisees.

Employees and Human Capital Resources

As of December 31, 2022 December 30, 2023, we employed approximately 11,000 10,600 full-time employees, including approximately 9,200 8,800 employees at company-operated locations. None of these employees are covered by a collective bargaining agreement. We

consider our relations with our employees to be good. Our human capital resources objectives include, as applicable, identifying, recruiting, retaining, incentivizing, and integrating our existing and prospective employees. The principal purposes of our incentive plans are to attract, retain, and motivate our employees, executive officers, and directors through the granting of stock-based compensation awards and cash-based performance bonus awards. We strive for exceptional performance and results, which is why meritocracy and performance-based compensation are part of our core values. We provide employees the opportunity to grow and to be rewarded based on results.

Our franchises are independently owned and operated businesses. As such, employees of our franchisees are not employees of Driven Brands. Our independent operators at independently-operated car wash locations are responsible for the site-level labor and as such, are not employees of Driven Brands.

Intellectual Property

Our trademarks are important to our marketing efforts and conduct of business. We own or have the rights to use certain trademarks, service marks and trade names that are registered with the U.S. Patent and Trademark Office or other foreign trademark registration offices or exist under common law in the United States U.S. or other jurisdictions in which we operate. Trademarks that are important in identifying and distinguishing our products and services include, but are not limited to ABRA®, CARSTAR®, DrivenBrands®, IMO®, MAACO®, Meineke Car Care Centers®, PH Vitres D'Autos®, Spire Supply®, Take 5 Oil Change®, Take 5 Car Wash®, Uniban®, Auto Glass Now®, and 1-800-Radiator & A/C®. We also license or sublicense, as applicable, the Fix Auto USA® trademark for use in connection with our business in the United States, U.S. We also own domain names, including our primary domain "www.drivenbrands.com."

Seasonality

Seasonal changes, may moderately including inclement weather, impact the demand for our automotive repair and maintenance services, car washes, and products. For example, customers may purchase fewer undercar services during the winter months, when miles driven tend to be lower. In addition, customers may defer or forego car washes or vehicle maintenance such as oil changes at any time during periods of inclement weather.

Additional Information

The Company makes available, free of charge, through its internet website www.drivenbrands.com, its annual report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, proxy statements, and amendments to those reports filed or furnished pursuant to Section 13(a) or 15(d) of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), as soon as reasonably practicable after electronically filing such material with the Securities and Exchange Commission ("SEC"). Materials filed with the SEC are available at www.sec.gov.

Use of Website to Provide Information

From time to time, we have made and expect in the future to use our website as a channel of distribution of material information regarding the Company. Financial and other material information regarding the Company is routinely posted on our website and accessible at <https://investors.drivenbrands.com>. In order to receive notifications regarding new

postings to our website, investors are encouraged to enroll on our website to receive automatic email alerts. The contents of our websites are not incorporated into this Annual Report.

Item 1A. Risk Factors

Investing in our common stock involves a high degree of risk. These risks include those described below and may include additional risks and uncertainties not currently known to us or that we currently deem immaterial. These risks could adversely affect our results of operations, financial condition, business reputation, or business prospects. You should carefully consider each of the following risk factors in conjunction with other information provided in this Annual Report on Form 10-K and in our other public disclosures before making an investment decision regarding our securities. If any of these risks occur, the trading price of our common stock could decline, and you could lose all or part of your investment.

Summary of Risk Factors

Our business is subject to a number of risks and uncertainties, including those risks discussed at-length below. These risks include, among others, the following:

- Competition may harm our business and results of operations.
- Changes in consumer preferences and perceptions, and in economic, market, and other conditions could adversely affect our business and results of operations.
- Our business is affected by the financial results of our franchisees.
- Increases in operating costs, including labor and commodity costs and interest rates have, and may again in the future, adversely affect our results of operations.
- Our business is affected by advances in automotive technology.
- We depend on key suppliers, including international suppliers, to deliver timely high-quality products at quantities and prices similar to historical levels, required for our businesses.
- We may not be able to execute on our plans to open additional locations and enter new markets.
- Our business may be adversely impacted by our indebtedness, including additional leverage in connection with acquisitions and other capital expenditure initiatives.
- If franchisees and other licensees do not observe the required quality and trademark usage standards, our brands may suffer reputational damage, which could in turn adversely affect our business.
- We are heavily dependent on computer information systems and information technology, and any material significant failure, interruption, or security breach of our computer systems or technology or failure to effectively implement new systems as a part of our ongoing technology improvements incident could impair our ability to efficiently operate our business or timely or accurately prepare financial reports.
- Our failure or our franchisees and independent operators' failure to comply with health, employment, and other federal, state, local, and provincial laws, rules, and regulations may lead to losses and harm our brands.
- The documents governing our indebtedness have restrictive terms and our failure to comply with any of these terms could put us in default, which would have an adverse effect on our business and prospects.
- The Securitization Senior Notes Indenture governing the securitized debt facility may restrict the cash flow from the entities subject to the securitization to us and our subsidiaries and, upon the occurrence of certain events, cash flow would be further restricted.
- We are a "controlled company" within the meaning of NASDAQ rules and, as a result, qualify for and intend to rely on exemptions from certain corporate governance requirements, requirements that we have relied on in the past and may do so in the future.
- Future sales of our common stock in the public market, or the perception in the public market that such sales may occur, could reduce our stock price.

Risks Relating to Our Business

Competition may harm our business and results of operations.

The automotive aftermarket industry is highly competitive, and we are subject to a wide variety of competitors across the "do it for me" ("DIFM") and "do-it-yourself" ("DIY") automotive services industries. Competitors include international, national, regional and local repair and maintenance shops, paint and collision repair shops, glass repair and replacement shops, automobile dealerships, oil change shops, car wash businesses and suppliers of automotive parts, including online retailers, wholesale distributors, hardware stores, and discount and mass market merchandise stores. The large number and variety of market participants creates intense competition with respect to the scale, geographic reach, price, service, quality, brand awareness, customer satisfaction, and adherence to various insurance carrier performance indicators. Some of our competitors have consolidated smaller and independent automotive services brands and shops to achieve additional efficiencies and economies of scale.

Certain of our competitors may have greater brand recognition, as well as greater financial, marketing, operating, and other resources, which may give them certain competitive advantages with respect to some or all of these areas of competition. Some of our competitors have opened and may continue to open new locations near our current locations and have engaged and may continue to engage in substantial price discounting in response to economic weakness and uncertainty, each of which may adversely impact our sales and operating results. We expect competition to continue to intensify as existing competitors continue to expand operations, product offering mixes, and promote aggressive marketing campaigns and new competitors emerge. These increased competitive pressures could have a material adverse effect on our business, financial condition, and operating results.

Changes in consumer preferences and perceptions, and in economic, market, and other conditions could adversely affect our business and results of operations.

Demand for our products and services have been affected in the past, and may be affected in the future, by a number of factors, including:

- The number and age of vehicles in operation, as vehicles of a certain age (typically older than three to five years) may no longer be under the original vehicle manufacturers' warranties and tend to need more maintenance and repair than newer vehicles. A smaller, younger population of vehicles in operation could lessen demand for our services.
- Rising energy prices, because increases in energy prices may cause customers to defer certain repairs or purchases because they use a higher percentage of their income to pay for gasoline and other energy costs and drive their vehicles less frequently, resulting in less wear and tear and lower demand for repairs and maintenance.
- Advances and changes in automotive technology and parts design, may result in cars needing repairs and maintenance, such as motor oil changes, less frequently and parts lasting longer, may make customers more likely to use dealership automotive repair services, or may increase the cost to our locations to obtain relevant parts or training for employees.
- Economic downturns, as declining economic conditions may cause customers to defer vehicle maintenance, repairs, oil changes, car washes, or other services, obtain credit, or repair and maintain their vehicles themselves. During periods of good economic conditions, consumers may decide to purchase new vehicles rather than having their older vehicles serviced. In addition, economic weaknesses and uncertainty may cause changes in consumer preferences, and if such economic conditions persist for an extended period of time, this may result in consumers making long-lasting changes to their spending behaviors in the automotive aftermarket markets.
- Weather, as mild weather conditions may lower the failure rates of automotive parts or result in fewer accidents or slower deterioration of paints and coatings, resulting in the need for fewer automotive repairs and less frequent automotive maintenance services. In addition, inclement weather may cause customers to defer or forego vehicle maintenance, such as oil changes and car washes.
- Consumer resistance to changing service providers because they may be unfamiliar with their vehicle's mechanical operation and, as a result, may select a service provider they have patronized in the past, or may continue to return to the dealership where they bought their vehicle for repairs. Increasing complexity in the systems used in vehicles exacerbates this risk.
- Restrictions on access to diagnostic tools and repair information imposed by the original vehicle manufacturers or by governmental regulation, which **limits may limit** our ability to perform maintenance and repairs.
- Negative publicity associated with any of our services and products, or regarding the automotive aftermarket industries generally, whether or not factually accurate, could cause consumers to lose confidence in, or could harm the reputation of our brands.
- Changes in travel patterns, which may cause consumers to rely more heavily on mass transportation or to travel less frequently.
- Payments for automobile repairs, which may be dependent on insurance programs, and insurance companies may require repair technicians to hold certain certifications that the personnel at our locations do not hold.
- Changes in governmental regulations in the automotive sector, including pollution prevention laws, which may affect demand for automotive repair and maintenance services and increase our costs in unknown ways.

Other events and factors that could affect our results include:

- changes in consumer preferences, perceptions, and spending patterns;
- demographic trends;
- employment levels and wage rates, and their effects on the disposable income and actual or perceived wealth of potential customers and their consumption habits, which may impact traffic and transaction size;
- variations in the timing and volume of sales at our locations;
- changes in frequency of customer visits;
- changes in driving and traffic patterns;
- type, number, and location of competitors;
- variations in the cost of, availability of and shipping costs of motor oil and automobile supplies, parts, paints, refinish coatings, **glass, chemicals**, and car wash supplies;
- unexpected slowdowns in business or operational support efforts;
- changes in the availability or cost of labor, including health care-related or other costs;
- the timing of expenditures in anticipation of future sales at our locations;
- an inability to purchase sufficient levels of advertising or increases in the cost of advertising;
- increases in national, federal, state, local, and provincial taxes in the countries in which we operate, including income taxes, indirect taxes, non-resident withholding taxes, and other similar taxes, as well as changes in tax guidance and regulations and the impact on our effective tax rate;
- factors associated with operating in foreign locations, including repatriation risks, foreign currency risks, and changes in tax treatment;
- **high levels of economic inflation**;
- **unreliable or inefficient technology**, including point-of-sale and payment systems;
- weather, natural disasters, pandemics, military conflicts and other catastrophic events and terrorist activities;
- changes in the number of renewals of franchise agreements; and
- our ability to maintain direct repair program **and other** relationships with insurance partners.

Our business is affected by the financial results of our franchisees.

Our business is impacted by the operational and financial success of our franchisees, including the franchisees' implementation of our strategic plans and their ability to secure adequate financing to execute those plans. When our franchisees are impacted by weak economic conditions and are unable to secure adequate sources of financing, their financial health worsens, our revenues may decline and we may need to offer extended payment terms or make other concessions. In limited circumstances, we also may be required to make lease payments without being able to collect sublease payments on domestic locations that we lease from landlords and then sublease to the franchisees in the event franchisees fail to pay rent under the subleases. Additionally, refusal on the part of franchisees or any franchisee association to renew or restructure their franchise agreements may result in decreased payments from franchisees. Entering into restructured franchise agreements may result in reduced franchisee payment royalty rates in the future. Furthermore, if our franchisees are not able to obtain the financing necessary to complete planned remodel and construction projects, they may be forced to postpone or cancel such projects.

The employees of franchisees are not our employees. We provide training and support to franchisees, but the quality of franchised store operations may be diminished by factors beyond our control. Consequently, franchisees may not successfully operate stores in a manner consistent with our standards and requirements or may not hire and train qualified managers and other store personnel. If they do not, our image and reputation may suffer, and revenues could decline.

Our business is affected by advances in automotive technology.

The demand for our automotive repair and maintenance services and products may be adversely affected by continuing developments in automotive technology, including self-driving and electric vehicles and shared mobility. Some cars produced by certain automotive manufacturers last longer and require service and maintenance at less frequent intervals, or they may require more specialized service and maintenance than we offer at our locations. Quality improvement of manufacturers' original equipment parts has in the past reduced, and may in the future reduce, demand for our services and products, adversely affecting our sales. For example, manufacturers' use of stainless steel exhaust components has increased the life of those parts, thereby decreasing the demand for exhaust repairs and replacements. Longer and more comprehensive warranty or service programs offered by automobile manufacturers and other third parties also could adversely affect the demand for our products and services. New automobile owners may also choose to have their cars serviced by a dealer during the period that the car is under warranty. In addition, advances in automotive technology, such as accident-avoidance technology, continue to require us to incur additional costs to update diagnostic capabilities and technical training programs or may make providing such training programs more difficult. These advances could increase our costs and reduce our profits and may materially and adversely affect our business and results of operations.

Certain restrictions may prevent us from providing our services and products to customers.

We may not be able to provide our products and services to certain customers because they have contractual relationships with third parties to service their vehicle, we may not be able to acquire the necessary diagnostic tools and repair information because of restrictions imposed by the original vehicle manufacturers or by governmental regulation may cause vehicle owners to rely on dealers to perform maintenance and repairs, or insurance companies may require repair technicians to hold certain certifications that our locations' personnel do not hold. Such restrictions could adversely impact our revenues, results of operations, business, and financial conditions.

Increases in operating costs, including labor and commodity costs and interest rates have, and may again in the future, adversely affect our results of operations.

Recent Ongoing increases in employee wages, benefits, and insurance and other operating costs such as commodity costs, legal claims, insurance costs, and costs of borrowing have adversely affected our operations and administrative expenses at our locations and may do so again in the future. Factors beyond our control may cause our operating costs to increase, such as weather conditions, natural disasters, disease outbreaks, global demand, product recalls, inflation, civil unrest, tariffs, and government regulations. For example, franchisees and independent operators may, and in certain cases are required to, offer access to health care benefits to certain of their employees and we may offer access to health care benefits to certain of our employees at company-operated locations. Similarly, increases in gasoline prices could result in the imposition of fuel surcharges by distributors used by us and our franchisees, which would increase the cost of operations. Any increase in such costs for our locations could reduce our and our franchisees' sales and profit margins if we choose not, or are unable, to pass the increased costs to our customers.

In addition, increases in interest rates may impact land acquisition and construction costs as well as the cost and availability of credit and locations available to lease, thereby adversely affecting our and our franchisees' ability to finance the development of additional locations and maintenance of existing locations. Inflation can also cause increased commodity, labor, and benefits costs which could reduce the profitability of our locations. Increases in labor costs could make it difficult to find new independent operators and may require us to pay higher commissions to existing independent operators. Any of the foregoing increases could adversely affect our and our franchisees' business and results of operations.

High levels of economic inflation may increase our operating costs, influence demand for our products, and impact the profitability of our business.

The U. S. is U.S. has been experiencing historically high levels of price inflation across a wide variety of economic sectors. There can be no assurances as to how high such inflation will go and/or how long such elevated levels of inflation may persist. High levels of inflation may influence employee and staffing costs and costs of goods and services required to be purchased by the Company and its Franchisees. Driven Brands and its Franchisees may not be able to offset the negative impact of inflation with increased prices. In addition, high levels of inflation may influence demand for products purchased by Driven Brands' customers. Any of the above could have a material adverse effect on our results of operations.

Our locations may experience difficulty hiring and retaining qualified personnel, resulting in higher labor costs.

The operation of our locations requires both entry-level and skilled employees, and trained and experienced automotive field personnel are in high demand and short supply at competitive compensation levels in some areas, which has resulted in increased labor costs. From time to time, we, our franchisees, and independent operators may experience difficulty hiring and maintaining retaining such qualified personnel. Competition for employees and wage inflation may also result in difficulties in hiring and retaining key qualified personnel. In addition, the formation of unions may increase the operating expenses of our locations. Any such future difficulties could result in a decline in the sales and operating results of our locations, which could in turn materially and adversely affect our revenues, results of operations, business, and financial condition.

Insurance coverage may not be adequate, and increased self-insurance and other insurance costs could adversely affect our results of operations.

We and our franchisees maintain insurance, and these insurance policies may not be adequate to protect us from liabilities that we incur in our business. Certain extraordinary hazards, for example, may not be covered, and insurance may not be available (or may be available only at prohibitively expensive rates) with respect to many other risks. Moreover, any loss incurred could exceed policy limits, and policy payments made to us and franchisees may not be made on a timely basis. Any such loss or delay in

payment could lead to a decline in the sales and operating results of our locations, which could in turn have a material and adverse effect on our revenues, results of operations, business, and financial condition.

In addition, in the future, insurance premiums may increase, and we and our franchisees may not be able to obtain similar levels of insurance on reasonable terms, or at all. Although we seek to manage our claims to prevent increases, such increases can occur unexpectedly and without regard to our efforts to limit them. If such increases occur, our locations may be unable to pass them along to the consumer through product or service price increases, resulting in decreased profitability, which could have a material adverse effect on our business and results of operations.

In the event that liability to third parties arises, to the extent losses experienced by such third parties are either not covered by the franchisee's or our insurance or exceed the policy limits of the franchisee's or our insurance, such parties could seek to recover their losses from us, whether or not they are legally or contractually entitled to do so, which could increase litigation costs or result in liability for us. Additionally, a substantial unsatisfied judgment could result in the bankruptcy of one or more of our operating entities, which could have a material adverse effect on our results of operations, business, and financial condition.

Increases in supply costs could adversely affect our results of operations.

The operation of our locations requires large quantities of automotive and car wash supplies. Our success depends in part on our ability to anticipate and react to changes in supply costs and availability, and we are susceptible to increases in primary and secondary supply costs as a result of factors beyond our control. These factors include general economic conditions, significant variations in supply and demand, seasonal fluctuations, pandemics, weather conditions, fluctuations in the value of currencies in the markets in which we operate, commodity market speculation, and government regulations.

Higher supply costs or limited supply availability could reduce our profits, which in turn may materially and adversely affect our business and results of operations. This volatility could also cause us and our franchisees or independent operators to consider changes to our product delivery strategy and result in adverse adjustments to pricing of our services.

Tariffs imposed by the U. S. government, a global trade war, U.S. and/or the conflict between Russia other governments and Ukraine geopolitical uncertainty could increase our supply costs, which could materially and adversely affect our business and results of operations.

Effective September 1, 2019, the U. S. government imposed increased tariffs on certain imports from China. On January 15, 2020, the U. S. and China signed "Phase 1" of a trade deal, thereby easing, but not eliminating, certain tariffs and trade limitations. However, it is unclear when the subsequent phases of the trade deal will be entered into. Higher tariffs in the U. S., U.S., and elsewhere could increase our supply costs and adversely impact our profitability. Moreover, the new tariffs could also make our products more expensive for customers, potentially suppressing customer demand. We may not be able to offset the financial impact of tariffs through price increases to customers. There could be additional tariffs or other regulatory changes in the future. There is also a concern that the trade policies of the U. S., U.S., and other nations could result in the adoption of additional tariffs and other trade restrictions by various nations, leading to a global trade war and making our products uncompetitive in certain markets. Any of the foregoing could materially and adversely affect our business and results of operations.

Additionally, economic and geopolitical events, such as the conflict between Russia and Ukraine could and in the Middle East has, and may continue to, lead to further disruption, instability and volatility in global markets and industries that could negatively impact our operations including higher oil or other costs. The U. S. For example, the U.S. government and other governments in jurisdictions in which we operate have imposed severe sanctions and export controls against Russia and Russian interests and threatened additional sanctions and controls. The impact of these current and potential measures, as well as potential responses to them by Russia, is currently unknown and they could adversely affect our business, supply chain, partners, or customers.

Decreases in our product sourcing revenue could adversely affect our results of operations.

We provide our 1-800 Radiator franchisees with the ability to purchase certain products required to operate applicable locations. We supply franchisees and our company-operated locations with certain products required to operate applicable locations. We may also supply third parties with certain products. Although 1-800 Radiator franchisees may be required by their franchise agreements to purchase products from the 1-800 Radiator electronic network, they may not be required to do so in the future. Other

In addition, our Driven Advantage platform allows our company-operated stores and certain partners to purchase many of the products and supplies necessary to operate their locations. Our partners, including certain franchisees may, but are not required to, purchase products from us, and may in the future decide not to do so. While it is our expectation that we will benefit from product sourcing income and pricing arrangements, there can be no assurance that such income and arrangements will continue to be renewed or replaced. Our failure to maintain our current product sourcing income could have a material adverse effect on our sales and profit margins, which in turn could materially and adversely affect our business and results of operations.

We benefit from negotiated discounts with certain large oil and other suppliers based on our scale and ability to meet volume requirements. Our failure to negotiate beneficial terms in the future or failure to meet volume requirements could have a material adverse effect on our sales and profit margins. A portion of our distribution income is based on the growth and expansion of Take 5 Oil locations as well as beneficial pricing negotiated with suppliers and ability to manage unit labor and shipping costs. Decreases in the volume of our purchases by or increases in costs of products, labor, or shipping could have a material adverse effect on our sales and profit margins.

We depend on key suppliers, including international suppliers, to deliver timely high-quality products at quantities and prices similar to historical levels, required for our businesses.

We recommend key suppliers (including our subsidiaries) to our franchisees, and our success is dependent on, among other things, our continuing ability to offer our services and products at prices similar to historical levels. Our suppliers may be adversely impacted by economic weakness and uncertainty, such as increased commodity prices, increased fuel costs, tight credit markets, and various other factors, including geopolitical uncertainty, transportation interruptions, import and export regulations, sanctions, and labor shortages. In such an environment, our suppliers may seek to change the terms on which they do business with us in order to lessen the impact of any current and future economic or regulatory challenges on their businesses or may cease or suspend operations. If we are forced to renegotiate the terms upon which we conduct business with our suppliers or find alternative suppliers to provide key products or services, it could adversely impact the profit margins at our locations, which in turn could materially and adversely affect our business and results of operations.

Economic weakness and uncertainty has previously forced some suppliers to seek financing in order to stabilize their businesses, and others have been forced to restructure or have ceased operations completely. In addition, some of our key suppliers have significant operations outside of the markets in which we operate, which could expose us to events in the countries of those suppliers' operations, including government intervention and foreign currency fluctuation. Additionally, the ability of our suppliers to timely deliver products is subject to cyber-related risks. If a key supplier or a large number of other suppliers suspend, decrease, or cease operations, we and our franchisees may have

difficulty keeping our respective locations fully supplied. If we and our franchisees were forced to suspend one or more services offered to customers, that could have a significant adverse impact on our sales and profit margins, which in turn could materially and adversely affect our business and results of operations.

Supply chain shortages and interruptions could adversely affect our business.

We and our franchisees are dependent upon frequent deliveries of automobile parts, motor oil, and car wash and other supplies that meet our quality specifications. Shortages or interruptions in the supply of automobile products, motor oil, or car wash and other supplies caused by unanticipated demand, problems in production or distribution, acts of terrorism, financial or other difficulties of suppliers, labor actions, inclement weather, natural disasters, such as floods, drought, and hurricanes, outbreak of disease, including coronavirus and pandemics, or other conditions have adversely affected the availability, quality and cost of supplies for such products, and could do so again in the future, which could lower our revenues, increase operating costs, damage brand reputation, and otherwise harm our business and the businesses of our franchisees. The COVID-19 pandemic has and could continue to have these effects on the economy and our business. Such shortages or interruptions could reduce our sales and profit margins, which, in turn, may materially and adversely affect our business and results of operations.

Our business depends on the willingness of suppliers, distributors, and service providers to supply our locations with goods and services pursuant to customary credit arrangements which may be available in the future on less favorable terms or not at all.

As is common in the automotive services and parts distribution and car wash industries, our locations purchase goods from suppliers, distributors, and service providers pursuant to customary credit arrangements. Changes in our capital structure and our franchisees' capital structures, or other factors outside our control, may cause our suppliers, distributors and service providers to change their customary credit arrangements. Any event affecting trade credit from suppliers, distributors, and service providers (including any inability of such suppliers, distributors, and service providers to obtain trade credit or factor their receivables on favorable terms or at all) or our and our franchisees' available liquidity, could reduce the resources available to support our locations, which in turn could affect our and our franchisees' ability to execute business plans, develop or enhance products or services, take advantage of business opportunities, or respond to competitive pressures.

Our operations and financial performance has been affected by, and may continue to be affected by, the coronavirus outbreak, including any new strains or variants of the virus.

The global crisis resulting from the spread of COVID-19, or coronavirus, has disrupted, and continues to disrupt, local, regional, and global economies and businesses in the countries in which we operate, as well as adversely affected workforces, customers, consumer sentiment, economies and financial markets, and has impacted our financial results. Because automotive services were generally deemed "essential" by most federal, state, provincial and local governmental authorities in the United States and Canada, substantially all of our locations have remained open throughout the last three years. However, we have,

from time to time, closed a limited number of locations and have modified work hours for employees and identified and implemented cost-savings measures throughout our operations.

The COVID-19 outbreak has and may continue to cause disruptions in our supply chain and may adversely impact economic conditions in North America, Europe, Australia and elsewhere. These and other disruptions, as well as poor economic conditions generally, may lead to a decline in the sales and operating results of our locations. In addition, the continuation of the global outbreak of coronavirus including the emergence of its variants may adversely affect the economies and financial markets of many countries and could result in a sustained reduction in the demand for our services and products, longer payment cycles, slower adoption of new technologies and/or increased price competition, as well as a reduction of workforce at our locations. A decline in the sales and operating results of our locations could in turn materially and adversely affect our ability to pursue our growth strategy. Each of these results would reduce our future sales and profit margins, which in turn could materially and adversely affect our business and results of operations.

The extent to which the coronavirus impacts us will depend on future developments, including the duration, spread and severity of the pandemic, the extent of additional outbreaks, the effectiveness or duration of measures intended to contain or mitigate the spread of COVID-19 or prevent future outbreaks, the availability and effectiveness of vaccinations and the effect of these developments on overall demand in the automotive repair and service industries in the geographic regions in which we operate, all of which are highly uncertain and difficult to accurately predict.

Our failure to build and maintain relationships with insurance partners could adversely affect our business.

A significant portion of the profits generated by certain of our brands in the Paint, Collision & Glass segment, such as AGN, ABRA, CARSTAR, and Fix Auto are derived from insurance companies. Many insurance companies have systems, agreements, and minimum service levels that they use to allocate services and repairs. If we or enough of our franchisees fail to perform services for an insurance provider in accordance with the insurance providers' systems or minimum service levels, we may not receive work from the insurance provider. Further, our ability to continue to grow our business, including opening additional locations to maintain existing business volume and pricing, is related to our ability to maintain and grow our relationships with insurance providers. The inability to establish or build relationships with insurance providers could have a material adverse effect on the operations and business prospects of one or more of our brands.

Substantially all of the assets of the Company are pledged as security under the terms of our Indebtedness.

Substantially all of our revenue-generating assets, including all franchise agreements, material company-operated locations, material product distribution contracts, and material intellectual property are pledged as security under the terms of our Indebtedness. Under certain circumstances, following an event of default, the pledged assets may be foreclosed upon pursuant to the terms of the Indebtedness.

We may not be able to execute on our plans to open additional locations and enter new markets.

If we are unable to successfully enter new markets, and select including selecting appropriate sites for our locations, and if we and our franchisees are unable to construct new locations, complete remodels of our existing locations, or convert non-Driven Brands locations, into or if we are unable to maintain and/or deepen our locations, penetration in existing markets, our growth strategy may not succeed.

Our growth strategy includes entering into franchise agreements and development agreements with franchisees who will open additional locations in markets where there are either an insufficient number or relatively few or no existing locations. We rely heavily on these franchisees and developers to grow our franchise systems, and there can be no assurance that we will be able to successfully expand or acquire critical market presence for our brands in new geographical markets either in the U.S., Canada, Europe or other international markets. Consumer characteristics and competition in new markets may differ substantially from those in the markets where we currently operate. Additionally, we may be unable to identify qualified franchisees and independent operators or appropriate locations, develop brand recognition, successfully market our products, or attract new customers in such markets. Further, we may rebrand company-operated locations to franchisees in the future. The success of these transactions is dependent upon the

availability of sellers and buyers, the availability of financing, and our ability to negotiate transactions on terms deemed acceptable. In addition, the operations of locations that we acquire may not be integrated successfully, and the intended benefits of such transactions may not be realized.

We and our franchisees face many other challenges in opening additional locations, including:

- availability of financing on acceptable terms;
- negotiation of acceptable lease terms;
- securing required applicable governmental permits and approvals;
- impact of natural disasters and other acts of nature and terrorist acts or political instability;
- availability of franchise territories not prohibited by the territorial exclusivity provisions of existing franchisees;
- diversion of management's attention to the integration of acquired location operations;
- exposure to liabilities arising out of sellers' prior operations of acquired locations;
- incurrence or assumption of debt to finance acquisitions or improvements and/or the assumption of long-term, non-cancelable leases; and
- general economic and business conditions.

Should we and our franchisees not succeed in opening additional locations or improving existing locations, there may be adverse impacts to our growth strategy and to our ability to generate additional profits, which in turn could materially and adversely affect our business and results of operations.

A component of our business strategy includes the construction of additional locations and the renovation and build-out of existing locations, and a significant portion of the growth in our sales and profit margins will depend on growth in comparable sales for our locations. We face competition from other operators, retail chains, companies, and developers for desirable site locations, which may adversely affect the cost, implementation, and timing of our expansion plans. If we experience delays in the construction or remodeling processes, we may be unable to complete such activities at the planned cost, which could adversely affect our business and results of operations. Additionally, we cannot guarantee that such remodeling will increase the revenues generated by these locations or that any such increases will be sustainable. Likewise, we cannot be sure that the sites we select for additional locations will result in locations which meet sales expectations. Our failure to add a significant number of additional locations or grow comparable sales for our locations could materially and adversely affect our business and results of operations.

In particular, because a significant portion of the development of additional locations is likely to be funded by franchisee investment, our growth strategy is dependent on our existing and prospective franchisees' ability to access funds to finance such development. We do not generally provide our franchisees with direct financing and therefore their ability to access borrowed funds generally depends on their independent relationships with various financial institutions. In addition,

labor and material costs expended will vary by geographical location and are subject to general price increases. The timing of these improvements can affect the performance of a location, particularly if the improvements require the relevant location to be closed. If our existing and prospective franchisees are not able to obtain financing at commercially reasonable rates, or at all, they may be unwilling or unable to invest in the development of additional locations. In addition, our growth strategy may take longer to implement and may not be as successful as expected. Both of these factors could reduce our competitiveness and future sales and profit margins, which in turn could materially and adversely affect our business and results of operations.

Certain Our acquisitions, could adversely affect our financial results, dispositions, and strategic investments involve risks.

We have made and may continue to pursue acquisitions and strategic acquisitions investments as part of our business strategy. There For example, there is no assurance that we will continue to be able to find suitable acquisition or investment candidates or be able to complete acquisitions these transactions on favorable terms, if at all. We may also discover liabilities or deficiencies associated with any companies acquired that were not identified in advance, which may result in unanticipated costs. The effectiveness of our due diligence review and ability to evaluate the results of such due diligence may depend upon the accuracy and completeness of statements and disclosures made or actions taken by the target companies or their representatives. As a result, we may not be able to accurately forecast the financial impact of an acquisition transaction, including tax and accounting charges. In addition, we may not be able acquisitions involve risks related to successfully integrate difficulties in the assimilation of operations, systems, controls, technologies, personnel, services, and products of the acquired businesses company, the potential loss of key employees, customers, suppliers, and distributors of the acquired companies, the inability to realize the anticipated benefits and synergies within a reasonable time, and the diversion of our management's attention from other business concerns. Further, we may incur significant costs to integrate and support acquired companies. Any of these factors could adversely affect our business, financial results, and reputation.

In addition, in managing our portfolio of companies, we have made and may in the future pursue dispositions, which involve additional risks and uncertainties. There can be no assurance that we will be able to make such dispositions at satisfactory prices and terms in a timely manner, or at all. In addition, we may not be able to accurately forecast the financial impact of a disposition, as each transaction may have an unexpected impact to other aspects of our Company, including but not limited to, the loss of network benefits, reduced rebate revenue, disruption to other parts of the businesses and distraction of management, loss of key employees, suppliers or customers, and exposure to unanticipated liabilities or ongoing obligations to support the business following such disposition. Any of these factors could adversely affect our business and financial results.

Our business may be adversely impacted by our indebtedness, including additional leverage in connection with acquisitions and other capital expenditure initiatives.

We may pursue strategic acquisitions as part of our business strategy. If we are able to identify acquisition candidates, such acquisitions may be financed with a substantial amount of additional indebtedness. Although the use of leverage presents opportunities to increase our profitability, it has the effect of potentially increasing losses as well. If income and appreciation from acquisitions acquired through debt are less than the cost of the debt, the total return will decrease. Accordingly, any event which adversely affects the value of an acquisition will be magnified to the extent we are leveraged and we could experience losses substantially greater than if we did not use leverage.

Increased indebtedness could also make it more difficult for us to satisfy our obligations with respect to any other debt agreements, increase our vulnerability to general adverse economic and industry conditions, and require that a greater portion of our cash flow be used to pay indebtedness, which would reduce the availability of cash available for other purposes, and limit our flexibility in planning for, or reacting to, changes in our business and in the automotive services and parts distribution and car wash industries, which could place us at a disadvantage to competitors that have less debt. In addition, additional indebtedness may require us to agree to financial and other covenants that may limit our ability to make investments, pay dividends or engage in other transactions beneficial to our business, and the leverage may cause potential lenders to be less willing to lend funds or refinance existing indebtedness in the future. Additional leverage and the risks associated with additional leverage could also cause the trading price of our common stock to

decrease. Our failure to comply with our covenants under such indebtedness could result in an event of default that, if not cured or waived, could result in an acceleration of repayment of other existing indebtedness.

Leveraged losses could adversely affect our ability to manage and support our locations and our brands, which in turn could materially and adversely affect our business and results of operations.

Our business is subject to seasonality.

Seasonal changes may impact the demand for our automotive repair and maintenance services and products. Customers may purchase fewer under car services during the winter months, when miles driven tend to be lower. Conversely, demand for collision repair and services is lower outside of winter months, when collisions are typically less common due to improved driving conditions. Our 1-800 Radiator brand experiences seasonal fluctuations related to the sale of air conditioning and heating parts. In addition, customers may defer or forego car washes or vehicle maintenance, such as oil changes, at any time during periods of inclement weather. In our locations that sell or rotate tires, sales decrease during the period from January through April and in September. Profitability of franchisees is also typically lower during months in which revenue composition is more heavily weighted toward tires, which is a lower margin category. In addition, profitability in certain areas of North

America and Europe may be lower in the winter months when certain costs, such as utilities and snow plowing, are typically higher. Unusual fluctuations in demand for car wash or automotive repair and maintenance services and products could reduce our sales and profit margins, which in turn may materially and adversely affect our business and results of operations.

Our business may be adversely impacted by the geographic concentration of our locations.

Although the franchise agreements provide franchisees with varying degrees of exclusive areas and territory exclusivity, these territories may be relatively small, and overall there is a geographic concentration of our locations in certain countries, states, regions, and provinces. As a result, economic conditions in particular areas may have a disproportionate impact on our business. As of December 31, 2022 December 30, 2023, there were locations in 49 states in the United States U.S. and 13 other countries. In the United States, U.S., our locations were most concentrated in California, Texas, Florida, Illinois, and Ohio, in Canada our locations were most concentrated in Ontario and Quebec and in Europe our locations were most concentrated in the United Kingdom ("U.K.") and Germany. Adverse economic conditions in countries, states, regions, or provinces that contain a high concentration of our locations could have a material adverse impact on our sales and profit margins in the future, which in turn could materially and adversely affect our business and results of operations.

Our operations are subject to various risks and uncertainties, including adverse economic conditions or a debt crisis, which could adversely affect our business.

We have international operations in Canada, Europe, and Australia. The financial conditions of our international franchisees and independent operators may be adversely impacted by political, economic, or other changes in these markets. In addition, payments we receive from our international franchisees may be affected by recessionary or expansive trends, increasing labor costs, changes in applicable tax laws, changes in inflation rates, changes in exchange rates and the imposition of restrictions on currency conversion or the transfer of funds, application of tariffs to supplies and goods, expropriation of private enterprises, political and economic instability, and other external factors in these markets.

Our financial condition and results of operations are impacted by global markets and economic conditions over which neither we nor our franchisees have control. An economic downturn may result in a reduction in the demand for our services and products, longer payment cycles, slower adoption of new technologies, and/or increased price competition. In addition, certain European countries experienced deterioration of their sovereign debt during the recent global economic crisis and were impacted by slowing growth rates or recessionary conditions, market volatility, and/or political unrest. Although Europe has experienced market stabilization and improvements, there is no assurance that such stabilization or improvements will be sustainable. Any deterioration of economic conditions in Europe, the United States, U.S., or Canada could have a material adverse impact on financial markets and economic conditions in the United States U.S. and throughout the world.

In addition, we and our current or future franchisees face many risks and uncertainties in opening additional international locations, including differing cultures and consumer preferences, diverse government regulations and tax systems, securing acceptable suppliers, difficulty in collecting payments and longer payment cycles, uncertainty with respect to intellectual property protections, contract enforcement and legal remedies, uncertain or differing interpretations of rights and obligations in connection with international franchise agreements, independent operator agreements, development agreements and agreements related thereto (collectively, the "franchise documents" with respect to franchisees and the "independent operator documents" with respect to independent operators), the selection and availability of suitable locations for our locations, currency regulation and other external factors. Further, changing labor conditions may result in difficulties in staffing and training at international locations, franchised, and independently-operated locations. Any of the foregoing may materially and adversely affect our business and results of operations.

Our success depends on the effectiveness of our marketing and advertising programs.

Brand marketing and advertising significantly affect sales at our locations. Our marketing and advertising programs may not be successful, which may prevent us from attracting new customers and retaining existing customers. Also, because many of the franchisees are contractually obligated to pay advertising fees based on a percentage of their gross revenues and because we will deduct a portion of the gross revenues of the company-operated locations to fund their marketing and advertising fees, our advertising budget depends on sales volumes at these locations. While we and certain of our franchisees have sometimes voluntarily provided additional funds for advertising in the past, we are not legally obligated to make such voluntary contributions or loan money to pay for advertising. If sales decline, we will have fewer funds available for marketing and advertising, which could materially and adversely affect our revenues, business and results of operations.

As part of our marketing efforts, we rely on print, television and radio advertisements, as well as search engine marketing, web advertisements, CRM, social media platforms, and other digital marketing to attract and retain customers. These efforts may not be successful, resulting in expenses incurred without the benefit of higher revenues or increased employee or customer engagement. Customers are increasingly using internet sites and social media to inform their purchasing decisions and to compare prices, product assortment, and feedback from other customers about quality, responsiveness and customer service before purchasing our services and products. If we are unable to continue to develop successful marketing and advertising strategies, especially for online and social media platforms, or if our competitors develop more effective strategies, we could lose customers and sales could decline. In addition, a variety of risks are associated with the use of social media and digital marketing, including the improper disclosure of proprietary information, negative comments about or negative incidents regarding us, exposure of personally identifiable information, fraud, or out-of-date information. The inappropriate use of social media and digital marketing vehicles by us, our franchisees, customers, employees, or others could increase our costs, lead to litigation or result in negative publicity that could damage our reputation. Many social media platforms immediately publish the content, videos, and/or photographs created or uploaded by their subscribers and participants, often without filters or checks on accuracy of the content posted. Information posted on such platforms at any time may be adverse to our interests and/or may be inaccurate. The dissemination of negative information related to our brands could harm our business, prospects, financial condition, and results of operations, regardless of the information's

accuracy. The harm may be immediate without affording us an opportunity for redress or correction. The occurrence of any such developments could have an adverse effect on our business results and on our profits.

Our failure or our franchisees and independent operators' failure to comply with health, employment, and other federal, state, local, and provincial laws, rules, and regulations may lead to losses and harm our brands.

We and our franchisees and independent operators are subject to various federal, state, local, provincial, and foreign laws and are subject to a variety of litigation risks, including, but not limited to, customer claims, TCPA Claims, claims alleging violations of consumer protection laws, product liability claims, personal-injury claims, environmental claims, employee allegations of improper termination, harassment and discrimination, wage and hour claims and claims related to violations of the Americans with Disabilities Act of 1990 ("ADA"), the Family and Medical Leave Act ("FMLA"), and similar foreign, state, local, and provincial laws, the Foreign Corrupt Practices Act and similar anti-bribery and corruption laws and regulations, religious freedom, the Fair Labor Standards Act ("FLSA"), applicable Canadian employment standards legislation, the Dodd-Frank Act, the Health Care Reform Act, the Electronic Funds Transfer Act, the Payment Card Industry Data Security Standards, franchise laws, ERISA and intellectual property claims. The successful development and operation of our locations depends to a significant extent on the selection and acquisition of suitable sites, which are subject to zoning, land use, environmental, traffic and other regulations. Our locations' operations are also subject to licensing and regulation by state, local, and provincial departments relating to safety standards, regulations, and licensure requirements relating to motor vehicle repairs, federal, state, and provincial labor and immigration law (including applicable equal pay and minimum wage requirements, overtime pay practices, reimbursement for necessary business expense practices, classification of employees, working and safety conditions and work authorization requirements), federal, state, local, and provincial laws prohibiting discrimination and other laws regulating the design and operation of facilities, such as the ADA, the Health Care Reform Act and applicable human rights and accessibility legislation, and subsequent amendments.

The operation of our franchise system is also subject to franchise laws and regulations enacted by a number of states and provinces along with rules promulgated by the U.S. Federal Trade Commission. Any future legislation regulating franchise relationships may negatively affect our operations, particularly our relationships with our franchisees. Similarly, in Europe, our independent operator model is subject to rules and regulations that vary by country, state, and region. Any future regulation affecting our independent operator relationships could materially and adversely affect our business and results of operations. For example, future regulation could require us to pay additional commissions to independent operators for our independent operators not to be deemed our employees. We may incur substantial additional costs in each jurisdiction in which our independent operators are deemed to be employees as a result of legislative or interpretive changes.

Failure to comply with new or existing franchise or independent operator laws and regulations in any jurisdiction or to obtain required government approvals could result in a ban or temporary suspension on future sales, which could reduce profits, which in turn could materially and adversely affect our business and results of operations.

In addition to the risk of adverse legislation or regulations being enacted in the future, we cannot predict how existing or future laws or regulations will be administered or interpreted. Further, we cannot predict the amount of future expenditures that may be required in order to comply with any such laws or regulations.

We are subject to the FLSA, applicable foreign employment standards laws and similar state laws, which govern such matters as time keeping and payroll requirements, minimum wage, overtime, employee and worker classifications and other working conditions, along with the ADA, FMLA, and the Immigration Reform and Control Act of 1986, various family leave,

sick leave, or other paid time off mandates and a variety of other laws enacted, or rules, regulations and decisions promulgated or rendered, by federal, state, local, and provincial governmental authorities that govern these and other employment matters, including labor scheduling, meal and rest periods, working conditions, and safety standards. We have experienced and expect further increases in payroll expenses as a result of federal, state, and provincial mandated increases in the minimum wage. In addition, our vendors may be affected by higher minimum wage standards, which may increase the price of goods and services they supply to our brands.

Companies that operate franchise systems may also be subject to claims for allegedly being a joint employer with a franchisee. The standard for joint employment liability has been in a state of flux over the last several years, and there is currently a high degree of uncertainty on how the standard will be applied to the franchise relationship under federal and state laws, rules, and regulations. Additionally, depending upon the outcome and application of certain legal proceedings pending or concluded in federal and state courts in California involving the wage and hour laws of California in another franchise system,

franchisors may be subject to claims that their franchisees should be treated as employees and not as independent contractors under the wage and hour laws of California and, potentially, certain other states with similar wage and hour laws.

We expect increases in payroll expenses because of federal, state, and provincial mandated increases in the minimum wage, and although such increases are not expected to be material, there can be no assurance that there will not be material increases in the future. Enactment and enforcement of various federal, state, local, and provincial laws, rules, and regulations on immigration and labor organizations may adversely impact the availability and costs of labor in any of the countries in which we operate. Evolving labor and employment laws, rules, and regulations could also result in increased exposure on our part for labor and employment related liabilities that have historically been borne by franchisees and independent operators.

Increased health care costs could have a material adverse effect on our business and results of operations. These various laws and regulations could lead and have led to enforcement actions, fines, civil or criminal penalties, or the assertion of litigation claims and damages. In addition, improper conduct by our franchisees, independent operators, employees, or agents could damage our reputation and lead to litigation claims, enforcement actions and regulatory actions, and investigations, including, but not limited to, those arising from personal injury, loss or damage to personal property, or business interruption losses, which could result in significant awards or settlements to plaintiffs and civil or criminal penalties, including substantial monetary fines. Such events could lead to an adverse impact on our financial condition, even if the monetary damage is mitigated by insurance coverage.

Noncompliance by us or our franchisees or independent operators with any of the foregoing laws and regulations could lead to various claims and reduced profits as set forth in more detail below under "*Risk Factors—Complaints or litigation may adversely affect our business and reputation.*"

Our locations are subject to certain environmental laws and regulations.

Certain activities of our locations involve the handling, storage, transportation, import/export, recycling, or disposing of various new and used products and generate solid and hazardous wastes. These business activities are subject to stringent foreign, federal, regional, state, local, and provincial laws, by-laws and regulations governing the storage and disposal of these products and wastes, the release of materials into the environment, or otherwise relating to environmental protection. These laws and regulations may impose numerous obligations upon our locations' operations, including the acquisition of permits to conduct regulated activities, the imposition of restrictions on where or how to store and

how to handle new products and to manage or dispose of used products and wastes, the incurrence of capital expenditures to limit or prevent releases of such material, the imposition of substantial liabilities for pollution resulting from our locations' operations, and costs associated with workers' compensation and similar health claims from employees.

In addition, environmental laws and regulations have generally imposed further restrictions on our operations over time, which may result in significant additional costs to our business. Failure to comply with these laws, regulations, and permits may result in the assessment of administrative, civil, and criminal penalties, the imposition of remedial and corrective action obligations, and the issuance of injunctions limiting or preventing operation of our locations. Any adverse environmental impact on our locations, including, without limitation, the imposition of a penalty or injunction, or increased claims from employees, could materially and adversely affect our business and results of operations.

Environmental laws also impose liability for damages from and the costs of investigating and cleaning up sites of spills, disposals, or other releases of hazardous materials. Such liability may be imposed, jointly and severally, on the current or former owners or operators of properties or parties that sent wastes to third-party disposal facilities, in each case without regard to fault or whether such persons knew of or caused the release. Although we are not presently aware of any such material liability related to our current or former locations or business operations, such liability could arise in the future and could materially and adversely affect our business and results of operations.

Complaints or litigation may adversely affect our business and reputation.

We, our franchisees, and our independent operators may be subject to claims, including class action lawsuits, filed by customers, franchisees, independent operators, employees, stockholders, suppliers, landlords, governmental authorities, and others, in the ordinary course of business, including as a result of violations of the laws set forth above under "Risk Factors — Our failure or

our franchisees' and independent operators' failure to comply with health, employment, and other federal, state, local, and provincial laws, rules, and regulations may lead to losses and harm our brands" and "Risk Factors — Our locations are subject to certain environmental laws and regulations." Significant claims may be expensive to defend and may divert time and resources away from our operations, causing adverse impacts to our operating results. In addition, adverse publicity related to litigation could negatively impact the reputation of our brands, even if such litigation is not valid, or a substantial judgment against us could negatively impact the reputation of our brands, resulting in further adverse impacts to results of operations.

In the ordinary course of business, we will be, from time to time, the subject of complaints or litigation from franchisees and independent operators, which could relate to alleged breaches of contract or wrongful termination under the franchise documents and independent operator documents. These claims may also reduce the ability or willingness of franchisees to enter into new franchise agreements with us. In addition, litigation against a franchisee, independent operator, or their affiliates or against a company-operated location by third parties, whether in the ordinary course of business or otherwise,

may include claims against us by virtue of our relationship with the franchisee, independent operator or company-operated location. Litigation may lead to a decline in the sales and operating results of our locations and divert our management resources regardless of whether the allegations in such litigation are valid or whether we are liable. See Item 3 and Note 19 included elsewhere within this Form 10-K for additional information on matters in dispute.

Further, we may be subject to employee, franchisee, independent operator, and other claims in the future based on, among other things, discrimination, harassment, retaliation, wrongful termination, and wage, rest break, and meal break issues, including those relating to overtime compensation. We have been subject to these types of claims in the past, and if one or more of these claims were to be successful or if there is a significant increase in the number of these claims, our business, financial condition, and operating results could be harmed.

Certain governmental authorities and private litigants have asserted claims against franchisors for provisions in their franchise agreements which restrict franchisees from soliciting and/or hiring the employees of other franchisees or the applicable franchisor. Claims against franchisors for such "no-poaching" clauses include allegations that these clauses violate state and federal antitrust and unfair practices laws by restricting the free movement of employees of franchisees or franchisors (including both corporate employees and the employees of company-operated locations), thereby depressing the wages of those employees. All of our brands operating in the United States U.S., have had no-poaching clauses in their franchise agreements. In 2018, the Attorney General of the State of Washington issued civil investigative demands to a number of franchisors seeking information concerning no-poaching clauses in their franchise agreements. Our brands operating in 2019 in the United States U.S., decided to delete the no-poaching no-poaching clauses in their franchise agreements. All of our brands have notified franchisees that they do not intend to enforce the no-poaching clauses in their existing franchise agreements. Our brands operating outside of the United States U.S., also have decided to delete the no-poaching clauses, if any, contained in their franchise agreements, to the extent they are entering into new franchise agreements. Our brands may be subject to claims arising out of their prior inclusion of no-poaching clauses in their franchise agreements that may have restricted the employment opportunities of employees of our brands. Any adverse results in any cases or proceedings that may be brought against our brands by any governmental authorities or private litigants may materially and adversely affect our business and results of operations.

We may have product liability exposure that adversely affects our results of operations.

Our locations and franchisees may receive or produce defective products, which may adversely impact the relevant brand's equity, and financial results. There can be no assurance that the insurance held by us, our vendors, or franchisees will be adequate to cover the associated risks of the sale of defective products, or that, we or our franchisee franchisees will be able to continue to procure the same amount of insurance or to secure an increase in its insurance coverage. Accordingly, in cases in which a franchisee experiences increased insurance premiums or must pay claims out of pocket, the franchisee may not have the funds necessary to pay franchisee payments owed to us. In cases in which insurance premiums increase or claims are required to be paid by us, the profitability of our business may decrease. Each of these outcomes could, in turn, materially and adversely affect our business and results of operations. In the event that product liability arises, to the extent such liability is either not covered by our or the franchisees' insurance or exceeds the policy limits of our or the franchisees' insurance, the aggrieved parties could seek to recover their losses from us, whether or not we are legally or contractually entitled to do so, which could increase litigation costs or result in liability for us.

We are subject to payment-related risks.

For our sales to our customers, we accept a variety of payment methods, including credit cards, debit cards, electronic funds transfers, and electronic payment systems. Accordingly, we are, and will continue to be, subject to significant and evolving regulations and compliance requirements, including obligations to implement enhanced authentication processes that could result in increased costs and liability, and reduce the ease of use of certain payment methods. For certain payment methods, including credit and debit cards, as well as electronic payment systems, we pay interchange and other fees, which may increase over time. We rely on independent service providers for payment processing, including credit and debit cards. If these independent service providers become unwilling or unable to provide these services to us or if the cost of using these providers increases, our business could be harmed. We are also subject to payment card association operating rules and agreements, including data security rules and agreements,

certification requirements, and rules governing electronic funds transfers, which could change or be reinterpreted to make it difficult or impossible for us to comply. If we fail to comply with these rules or requirements, or if our data security systems are breached or compromised, we may be liable for losses incurred by card issuing banks or customers, subject to fines and higher transaction fees, lose our ability to accept credit or debit card payments from our customers, or process electronic fund transfers or facilitate other types of payments. Any failure to comply with the foregoing rules or requirements could harm our brand, reputation, business, and results of operations.

Catastrophic events may disrupt our business in a manner that adversely affects our business.

Unforeseen events, including war, terrorism and other international, regional or local instability, or conflicts (including current or future civil unrest and labor issues), embargos, embargoes, public health issues, (including widespread/pandemic illness or disease outbreaks such as coronavirus), and natural disasters such as hurricanes, earthquakes, or other adverse weather and climate conditions, whether occurring in the U. S. U.S. or abroad, could disrupt our operations, disrupt the operations of franchisees, distributors, suppliers, or customers, or result in political or economic instability. These events could reduce demand for our products or make it difficult or impossible to receive products from our distributors or suppliers, which could have a material adverse effect on our business and results of operations.

Instability, disruption, or destruction caused by civil insurrection or social unrest may affect the markets in which we operate, our suppliers, customers, sales of products, and customer service.

Our business, and the business of our suppliers, may be adversely affected by instability, disruption, or destruction caused by riots, civil insurrection, social unrest, man made disasters, or crimes. In 2020, recent years, there were significant demonstrations and protests in cities throughout the United States. U.S. Though they were generally peaceful, in some locations they were accompanied by damage and loss of merchandise. These Such events resulted could result in closures of some of our locations, declines in customer traffic, and/or property damage and loss to some of our locations. Further, governmental authorities in affected cities and regions took actions may take action in an effort to protect people and property while permitting lawful and non- violent protest, including curfews and restrictions on business operations, neither of which was disruptive to our operations nor harmed consumer confidence and perceptions of personal well-being and security. In addition, consumer reaction to any statements we or our franchisees or independent operators made in response to the protests, or to matters directly or indirectly related to the protests, could have been perceived in a way that negatively impacts our reputation, value and image. All of the foregoing, in the event of recurrence, may negatively affect our sales, which could have a material adverse effect on our business and results of operations.

We and our franchisees lease or sublease the land and buildings where a number of our locations are situated, which could expose us to possible liabilities and losses.

We and our franchisees lease the land and buildings where a significant number of our locations are located. The terms of the leases and subleases vary in length, with primary terms (i.e., before consideration of option periods) expiring on various dates. In addition, franchisees' obligations or the company-operated location's obligations to pay rent are generally non-cancelable, even if the location operated at the leased or subleased location is closed. In the case of subleased locations, in the event the applicable franchisee fails to make required payments, we may not be able to recover those amounts. As leases expire, the franchisees or the company-operated locations may be unable to negotiate renewals on commercially acceptable terms or at all, which could cause the franchisees or the company-operated locations to close locations in desirable locations or otherwise negatively affect profits, which in turn could negatively affect our business and results of operations.

Our current locations may become unattractive, and attractive new locations may not be available for a reasonable price, if at all, which could adversely affect our business.

The success of any of our locations depends in substantial part on its location. There can be no assurance that our current locations will continue to be attractive as demographic patterns and trade areas change. For example, neighborhood or economic conditions where our locations are located could decline in the future, thus resulting in potentially reduced sales. In addition, rising real estate prices in some areas may restrict our ability or our franchisees' ability to purchase or lease new desirable locations. If desirable locations cannot be obtained at reasonable prices, our ability to execute our growth strategies could be adversely affected, and we may be affected by declines in sales as a result of the deterioration of certain locations, each of which could materially and adversely affect our business and results of operations.

Our financial performance could be materially adversely affected if we fail to retain, or effectively respond to a loss of, key executives.

The success of our business depends on the contributions of key executives and senior management, including our chief executive officer and chief financial officer. The departure of key executives or senior management could have a material adverse effect on our business and long-term strategic plan. We have a succession plan that includes short-term and long-term planning elements intended to allow us to successfully continue operations should any of our key executives or senior management become unavailable to serve in their respective roles. However, there is a risk that we may not be able to implement the succession plan successfully or in a timely manner or that the succession plan will not result in the same financial performance we currently achieve under the guidance of our existing executive team. Any lack of management continuity could adversely affect our ability to successfully manage our business and execute our growth strategy, as well as result in operational and administrative inefficiencies and added costs, and may make recruiting for future management positions more difficult.

Risks Related to Intellectual Property and Technology

We depend on our intellectual property to protect our brands, we may fail to establish trademark rights in the countries we operate and litigation to enforce or defend our intellectual property rights may be costly.

Our intellectual property is material to the conduct of our business. Our success depends on our and our franchisees' continued ability to use our intellectual property and on the adequate protection and enforcement of such intellectual property. We rely on a combination of trademarks, service marks, copyrights trade secrets, and similar intellectual property rights to protect our brands. The success of our business strategy depends, in part, on our continued ability to use our existing trademarks and service marks to increase brand awareness and further develop our branded services and products in both existing and new markets.

We have registered certain trademarks and have other trademark applications pending in the U. S. U.S. and certain foreign jurisdictions. Registrations for "Fix Auto USA" are owned and maintained by a third-party licensor. We have not registered all of the trademarks that we use in all of the countries in which we do business or may do business in the future, and some trademarks may never be registered in all of these countries. Some countries' laws do not protect unregistered trademarks at all, or make them more difficult to enforce, and third parties (other than Mondofix in the case of "Fix Auto USA") may have filed for "1-800 Radiator," "ABRA," "CARSTAR," "Econo Lube N' Tune," "Maaco," "Meineke," "Merlin," "Pro Oil Change," "Take 5 Oil Change," "IMO" or similar marks in countries where we have not registered the brands as trademarks. Rights in trademarks are generally national in character and are obtained on a country-by-country basis by the first person to obtain protection through use or registration in that country in connection with specified products and services. Some countries' laws do not protect unregistered trademarks at all, or make them more difficult to enforce, and third parties may have filed for trademarks that are the same or similar to our brands in countries where we have not registered our brands as trademarks. Accordingly, we may not be able to adequately protect our brands everywhere in the world and use of our brands may result in liability for trademark infringement, trademark dilution, or unfair competition. In addition, the laws of some countries do

not protect intellectual property to the same extent as the laws of the **United States U.S.** and Canada. All of the steps we have taken to protect our intellectual property in the **U.S., U.S.,** Canada and in the foreign countries in which we operate may not be adequate.

There can be no assurance that the steps we have taken and may take in the future to protect and maintain our rights in our intellectual property will be adequate, or that third parties will not infringe, misappropriate, or violate our intellectual property. If any of our efforts to protect our intellectual property is not adequate, or if any third party infringes, misappropriates or violates our intellectual property, the value of our brands may be harmed. As a result, if we are unable to successfully protect, maintain, or enforce our rights in our intellectual property, there could be a material adverse effect on our business and results of operations. Such a material adverse effect could result from, among other things, consumer confusion, dilution of the distinctiveness of our brands, or increased competition from unauthorized users of our brands, each of which may result in decreased revenues and a corresponding decline in profits. In addition, to the extent that we do, from time to time, institute litigation to enforce our intellectual property rights, such litigation could result in substantial costs and diversion of resources and could negatively affect profits, regardless of whether we are able to successfully enforce such rights.

If franchisees and other licensees do not observe the required quality and trademark usage standards, our brands may suffer reputational damage, which could in turn adversely affect our business.

We license certain intellectual property to franchisees, advertisers, and other third parties. The franchise agreements and other license agreements require that each franchisee or other licensee use our trademarks in accordance with established or approved quality control guidelines and, in addition to supply agreements, subject the franchisees, other licensees, and suppliers that provide products to our brands, as applicable, to specified product quality standards and other requirements in order to protect the reputation of our brands and to optimize the performance of our locations. We contractually require that our franchisees and licensees maintain the quality of our brand, however, there can be no assurance that the permitted licensees, including franchisees, advertisers, and other third parties, will follow such standards and guidelines, and accordingly their acts or omissions may negatively impact the value of our intellectual property or the reputation of our brands. Noncompliance by these entities with the terms and conditions of the applicable governing franchise or other agreement that pertains to servicing and repairs, health and safety standards, quality control, product consistency, timeliness or proper marketing, or other business practices, may adversely impact the goodwill of our brands. Although we monitor and restrict franchisee activities through our franchise agreements, franchisees, or third parties may refer to or make statements about our brands that do not make proper use of trademarks or required designations, that improperly alter trademarks or branding, or that are critical of our brands or place our brands in a context that may tarnish their reputation. There can be no assurance that the franchisees or other licensees will not take actions that could have a material adverse effect on our intellectual property.

We may become subject to third-party infringement claims or challenges to **IP** intellectual property validity.

We may in the future become the subject of claims asserted by third parties for infringement, misappropriation, or other violation of their intellectual property rights in areas where we or our franchisees operate or where we intend to conduct operations, including in foreign jurisdictions. Such claims, whether or not they have merit, could be time-consuming, cause delays in introducing new products or services, harm our image, our brands, our competitive position, or our ability to expand our operations into other jurisdictions and lead to significant costs related to defense or settlement. As a result, any such claim could harm our business and cause a decline in our results of operations and financial condition, which in turn may materially and adversely affect our business and results of operations.

If such claims were decided against us, then we could be required to pay damages, cease offering infringing products or services on short notice, develop or adopt non-infringing products or services, rebrand our products, services or even our businesses, and we could be required to make costly modifications to advertising and promotional materials or acquire a license to the intellectual property that is the subject of the asserted claim, which license may not be available on acceptable terms or at all. The attendant expenses that we bear could require the expenditure of additional capital, and there would be expenses associated with the defense of any infringement, misappropriation, or other third-party claims, and there could be attendant negative publicity, even if ultimately decided in our favor. In addition, third parties may assert that our intellectual property is invalid or unenforceable. If our rights in any of our intellectual property were invalidated or deemed unenforceable, then third parties could be permitted to engage in competing uses of such intellectual property which, in turn, could lead to a decline in location revenues and sales, and thereby negatively affect our business and results of operations.

We do not own certain software that is used in operating our business and our proprietary platforms and tools incorporate open-source software.

We utilize both commercially available third-party software and proprietary software to run point-of-sale, diagnostics, pricing, inventory, and various other key functions. While such software can be replaced, the delay, additional costs, and possible business interruptions associated with obtaining, renewing or extending software licenses or integrating a large number of substitute software programs contemporaneously could adversely impact the operation of our locations, thereby reducing profits and materially and adversely impacting our business and results of operations.

In addition, we use open-source software in connection with our proprietary software and expect to continue to use open-source software in the future. Some open-source licenses require licensors to provide source code to licensees upon request, or prohibit licensors from charging a fee to licensees. While we try to insulate our proprietary code from the effects of such open-source license provisions, we cannot guarantee we will be successful. Accordingly, we may face claims from others claiming ownership of, or seeking to enforce the license terms applicable to such open-source software, including by demanding release of the open source software, derivative works, or our proprietary source code that was developed or distributed with such software. These claims could also result in litigation, require us to purchase a costly license or require us to devote additional research and development resources to change our software, any of which would have a negative effect on our business and results of operations. In addition, if the license terms for the open source code change, we may be forced to re-engineer our software or incur additional costs. We cannot assure you that we have not incorporated open source software into our proprietary software in a manner that may subject our proprietary software to an open source license that requires disclosure, to customers or the public, of the source code to such proprietary software. Any such disclosure would have a negative effect on our business and the value of our proprietary software.

We are heavily dependent on **computer information** systems and **information** technology, and any **material significant** failure, interruption, or security breach of our **computer systems or technology** or failure to effectively implement new systems as a part of our ongoing technology improvements **incident** could impair our ability to efficiently operate our business or timely or accurately prepare financial reports.

We are dependent upon our **computer information** systems, including **software and platforms provided by third parties**, certain of our own proprietary software, and other information technology to properly conduct our business, including, but not limited to, point-of-sale processing in our locations, management of our supply chain, collection of cash, payment of obligations, and various other processes and procedures. See "Risk Factors — We do not own certain software that is used in operating our business and our proprietary platforms and tools incorporate open-source software" herein. Our ability to efficiently manage our business depends significantly on the reliability and capacity of these information technology systems. The failure of these systems to operate effectively, an interruption, problems with maintenance, upgrading or transitioning to replacement systems, fraudulent manipulation of sales reporting from our locations, or a breach in security of any of these systems could result in loss of sales and franchise royalty payments, cause delays in customer service, result in the loss of data, create exposure to litigation, reduce efficiency, cause delays in operations, or otherwise harm our business. Significant capital investments might be required to remediate any problems. Any security breach involving any of our point-of-sale or other systems could result in a loss of consumer confidence and potential costs associated with fraud or breaches of data security laws. Also, despite our considerable efforts to secure our computer systems and information technology, security

breaches, such as unauthorized access and computer viruses, may occur, resulting in system disruptions, shutdowns or unauthorized disclosure of confidential information. A security breach of our computer systems or information technology could require us to notify customers, employees, or other groups, result in adverse publicity, loss of sales and profits, and could result in penalties or other costs that could adversely affect the operation of our business and results of operations.

We implement new systems, including our continued implementation of a new enterprise resource planning ("ERP") system, as a part of our ongoing technology and process improvements. The ERP system is designed to provide a standardized method of accounting for the enterprise and enhance our ability to implement strategic initiatives. Any delay in its implementation could adversely affect our ability to timely and accurately report financial information, including the filing of our quarterly or annual reports with the SEC. During implementation, we may experience disruption of our financial functions, potential loss or corruption of data, and technical challenges with migration from legacy systems; and if we experience unforeseen problems with the ERP system, we may need to implement additional systems or transition to other systems that would require further expenditures to function effectively as a public company, such implementation problems could adversely affect business operations and result in financial loss and reputational harm.

The occurrence of cyber incidents, or a deficiency in cybersecurity, could negatively impact our business by causing a disruption to our operations, a compromise, corruption, or corruption loss of confidential information, data, and/or damage to our employee and business relationships, all of which could lead to loss and harm our business.

As our reliance on technology has increased, so have the cybersecurity risks posed to the confidentiality, integrity, and availability of our information technology networks and systems, both internal and those managed by third-party service providers. We rely on these networks and systems to process, transmit, and store electronic information that is important to the

operation of our business and the services we offer, as well as to manage and support our core business operations. Despite our security measures, the company has been subject to attempted cyber-attacks experienced cybersecurity incidents in the past and may continue to be subject to such attacks threats in the future. Although we and our service providers continually implement processes, procedures, and controls designed to reduce and mitigate the risk of a cyber incident, such preventative measures may not be sufficient in all circumstances to prevent, mitigate, or mitigate timely detect all potential risks. A successful cyber-attack cyber threat or other cyber incident experienced by us, or our service providers, or a company we have acquired could cause an interruption of our operations, damage our relationship with franchisees and independent operators, result in the exposure of private or confidential data, potentially resulting in litigation, and adversely impact our reputation and financial results. Although Additionally, if a company that we maintain insurance coverage for various have recently acquired or a third-party service provider on which we rely experiences a cybersecurity incident, we may not learn of such incident in a timely manner, or at all, which may inhibit our ability to mitigate its impacts, and business continuity can exacerbate the risks there can be no guarantee that all costs or losses incurred will be fully insured. described in this risk factor.

Because our locations accept electronic forms of payment from our customers, our business requires the collection and retention of customer data, including credit and debit card numbers and other personally-identifiable information ("PII") in various information systems that we and our franchisees maintain in conjunction with third parties with whom we contract to provide credit card processing services. We also maintain important internal company data, such as personally-identifiable information PII about our employees, franchisees, and independent operators and information relating to our operations. Due to the evolving sophistication of technology and techniques employed by third parties and threat actors, a compromise of our customer transaction, PII or other sensitive data may occur. A cybersecurity incident resulting in the unauthorized use, disclosure or loss of customer and other sensitive data could put individuals at risk of identity theft and financial or other harm and result in additional costs to us to investigate an incident, implement measures to remediate the impacts of such incident, and in liability to parties who are financially harmed. While we have implemented cybersecurity measures aimed at protecting such data, our information technology systems or those used by our third-party service providers may still be vulnerable to such a breach, and our security measures may not prevent or timely detect physical security or cybersecurity breaches. Such an occurrence may cause financial loss to our business or harm to our reputation.

Our use of personally-identifiable information PII is regulated by foreign, federal, state, and provincial laws, as well as by certain third-party agreements. As privacy and information security laws and regulations change, we may incur additional costs to ensure that we remain in compliance with those laws and regulations. If our security and information systems are compromised or if our employees or franchisees fail to comply with these laws, regulations, or contract terms, and this information is obtained by unauthorized persons or used inappropriately, it could adversely affect our reputation and could disrupt our operations and result in costly litigation, judgments, or penalties resulting from violation of federal, state, and provincial laws and payment card industry regulations. A cyber incident could also require us to notify law enforcement agencies, customers, employees, or other groups, result in fines or require us to incur expenditures in connection with remediation, require us to pay increased fees to third parties, result in adverse publicity, loss of sales and profits, or require us to incur other costs, any of which could adversely affect the operation of our business and results of our operations.

Although we maintain insurance coverage for various cybersecurity and business continuity risks, there can be no guarantee that all costs or losses incurred will be fully insured.

Changing regulations relating to privacy, information security and data protection could increase our costs, affect or limit how we collect and use personal information, and harm our brands in a manner that adversely affects our business.

The U. S., U.S., Canada, and other jurisdictions in which we operate are increasingly adopting or revising have adopted, and continue to revise, privacy, information security and data protection laws and regulations ("Privacy and Data Protection Laws") that could have a significant impact on our current and planned privacy, data protection and information security related practices, including our collection, use, sharing, retention, and safeguarding of consumer and/or employee information, and some of our current or planned business activities.

In the U. S., U.S., for example, this includes increased privacy related enforcement activity at both the federal level and the state level, including the implementation of the amended version of the California Consumer Protection Act (the "CCPA"), and its implementing regulations, which came into effect are currently in January 2020, effect. Other states have followed California's lead, passing their own comprehensive Privacy and Data Protection Laws, although California remains the California Privacy Rights Act ("CPRA"), which modified the CCPA and came into effect strictest of these in January 2023, and other state laws. most respects. As each state develops their own privacy law, it becomes increasingly challenging to conform to the states privacy laws as each have different standards this patchwork of requirements and requirements. By end restrictions. As of 2023, five February 2024, fourteen U.S. states will have enacted passed separate privacy laws, that the majority of which will be effective in effect. the next year. With no Federal standard likely to be voted on in the coming legislative year, we are required to observe and satisfy each of the differing state requirements.

In Canada, this includes the federal Personal Information Protection and Electronic Documents Act and similar laws in several Canadian provinces. In the European Union, and the U.K., this includes the implementation of the General Data Protection Regulation (the "GDPR"), which came into effect in May 2018, and in the U.K. they include the U.K.-

GDPR, and the U.K. Data Protection Act of 2018 (the "UK Laws"). We, our affiliated entities, and our service providers may need to take measures to ensure compliance with new, evolving and existing requirements contained in the GDPR, the CCPA, CPRA, the U.K. Laws and other Privacy and Data Protection Laws and to address customer concerns related to their rights under any such Privacy and Data Protection Laws.

We also may need to continue to make adjustments to our compliance efforts as more clarification and guidance on the requirements of the GDPR, the CCPA, CPRA, the U.K. Laws and other Privacy and Data Protection Laws becomes available. Our ongoing efforts to ensure our and our affiliated entities' compliance with the CCPA, GDPR, the CCPA, CPRA and U.K. Laws and other existing or future Privacy and Data Protection Laws affecting customer or employee data to which we are subject could result in additional costs and operational disruptions. Our and our affiliated entities' failure to comply with such laws could result in potentially significant regulatory investigations or government actions, litigation, operational disruptions, penalties or remediation, and other costs, as well as adverse publicity, loss of sales and profits, and an increase in fees payable to third parties. These implications could adversely affect our revenues, results of operations, or business and financial condition.

Risks Relating to the Franchisees

A majority of our locations are owned and operated by franchisees and, as a result, we are highly dependent upon our franchisees.

While the franchise agreements are designed to maintain brand consistency, the high percentage of our locations owned by franchisees may expose us to risks not otherwise encountered if we had owned and controlled the locations. In particular, we are exposed to the risk of defaults or late payments by franchisees of franchisee payments. Other risks include limitations on enforcement of franchise obligations due to bankruptcy or insolvency proceedings; unwillingness of franchisees to support marketing programs and strategic initiatives; inability to participate in business strategy changes due to financial constraints; inability to meet rent obligations on subleases; failure to operate the locations in accordance with required standards; failure to report sales information accurately; efforts by one or more large franchisees or an organized franchise association to cause poor franchise relations; and failure to comply with quality and safety requirements that result in potential losses even when we are not legally liable for a franchisee's actions or failure to act. Although we believe that our current relationships with franchisees are generally good, there can be no assurance that we will maintain strong franchise relationships. Our dependence on franchisees could adversely affect our business and financial condition, our reputation, and our brands.

Franchisee changes in control may adversely impact franchisee operations.

The franchise documents prohibit "changes in control" of a franchisee without the consent of its "franchisor." In the event we provide such consent, there is no assurance that a successor franchisee would be able to perform the former franchisee's obligations under such franchise documents or successfully operate its franchise. In the event of the death or disability of a franchisee or the principal of a franchisee entity, the personal representative of the franchisee or principal of a franchisee entity may not find an acceptable transferee. In the event that an acceptable successor franchisee is not located, the franchisee would be in default under its franchise documents or otherwise not be able to comply with its obligations under the franchise documents and, among other things, the franchisee's right to operate its franchise could be terminated. If a successor franchisee is not found, or a successor franchisee that is approved is not as successful in operating the location as the former franchisee or franchisee principal, the sales of the location would be impacted and could adversely impact our business and results of operations.

Franchise documents are subject to termination and non-renewal.

The franchise documents are subject to termination by the franchisor under the franchise documents in the event of a default generally after expiration of applicable cure periods. Under certain circumstances, including unauthorized transfer or assignment of the franchise, breach of the confidentiality provisions, or health and safety violations, a franchise document may be terminated by the franchisor under the franchise document upon notice without an opportunity to cure. Generally, the default provisions under the franchise documents are drafted broadly and include, among other things, any failure to meet operating standards and actions that may threaten our intellectual property.

In addition, certain of the franchise documents have terms that will expire over the next 12 months. In such cases, the franchisees may renew the franchise document and receive a "successor" franchise document for an additional term. Such option, however, is contingent on the franchisee's execution of the then-current form of franchise document (which may include increased franchise royalty rates, advertising fees, and other costs or requirements), the satisfaction of certain conditions (including modernization of the location and related operations) and the payment of a renewal fee. If a franchisee is unable or unwilling to satisfy any of the foregoing conditions, such franchisee's expiring franchise document and the related franchisee payments will terminate upon expiration of the term of the franchise document unless we decide to restructure the franchise documents in order to induce such franchisee to renew the franchise document. Certain of the franchise documents also have month-to-month terms (or are subject to termination by the franchisee upon notice) and are therefore subject to termination at the end of any given month (or the period following notice of termination).

Terminations or restructurings of franchise documents could reduce franchise payments or require us to incur expenses to solicit and qualify new franchises, which in turn may materially and adversely affect our business and results of operations.

We may not be able to retain franchisees or maintain the quality of existing franchisees.

Each franchised location is heavily reliant on its franchisee. However, we cannot guarantee the retention of any, including the top-performing, franchisees in the future, or that we will maintain the ability to attract, retain, and motivate sufficient numbers of franchisees of the same caliber, and the failure to do so could materially and adversely affect our business and results of operations. In the event a franchisee leaves our franchise and a successor franchisee is not found, or a successor franchisee that is approved is not as successful in operating the location as the former franchisee or franchisee principal, the sales of the location may be impacted.

The quality of existing franchisee operations may be diminished by factors beyond our control, including franchisees' failure or inability to hire or retain qualified managers, mechanics, and other personnel or franchisees experiencing financial difficulty, including those franchisees that become over leveraged. Training of managers, mechanics, and other personnel may be inadequate, especially due to advances and changes in automotive technology. These and other such negative factors could reduce the franchisees' revenues, could impact payments under the franchise documents, and could have a material adverse effect on our business and results of operations.

Our location development plans under development agreements may not be implemented effectively by franchisees.

We rely heavily on franchisees to develop our locations. Development involves substantial risks, including the following:

- the availability of suitable locations and terms for potential development sites;
- the ability of franchisees to fulfill their commitments to build new locations in the numbers and the time frames specified in their development agreements;
- the availability of financing, at acceptable rates and terms, to both franchisees and third-party landlords, for locations development;

- delays in obtaining construction permits and in completion of construction;
- developed properties not achieving desired revenue or cash flow levels once opened;
- competition for suitable development sites;
- changes in governmental rules, regulations, and interpretations (including interpretations of the requirements of the ADA); and
- general economic and business conditions.

There is no assurance that franchisees' development and construction of locations will be completed, or that any such development will be completed in a timely manner. There is no assurance that present or future development plans will perform in accordance with expectations.

The opening and success of our locations depend on various factors, including the demand for our locations and the selection of appropriate franchisee candidates, the availability of suitable sites, the negotiation of acceptable lease or purchase terms for new locations, costs of construction, permit issuance and regulatory compliance, the ability to meet construction schedules, the availability of financing, and other capabilities of franchisees. There is no assurance that franchisees planning the opening of locations will have the ability or sufficient access to financial resources necessary to open and operate the locations required by their agreements. It cannot be assured that franchisees will successfully participate in our strategic initiatives or operate locations in a manner consistent with our concepts and standards.

If our franchisees do not comply with their franchise agreements and policies or participate in the implementation of our business model, our business could be harmed.

Our franchisees are an integral part of our business. Franchisees will be subject to specified product quality standards and other requirements pursuant to the related franchise agreements in order to protect our brands and to optimize their performance. However, franchisees may provide substandard services or receive through the supply chain or produce defective products, which may adversely impact the goodwill of our brands. Franchisees may also breach the standards set forth in their respective franchise documents. We may be unable to successfully implement our business model, company policies, or brand development strategies if our franchisees do not actively participate in such implementation. The failure of our franchisees to focus on the fundamentals of each business' operations, such as quality and service (even if such failures do not rise to the level of breaching the franchise documents), could materially and adversely affect our business and results of operations. It may be more difficult to monitor our international franchisees' implementation of our brand strategies due to our lack of personnel in the markets served by such franchisees.

Risks Related to our Indebtedness

Our substantial indebtedness could adversely affect our financial condition.

We have a significant amount of indebtedness. We have seven series of securitization term notes, approximately \$2.2 billion of which were outstanding as of **December 31, 2022** **December 30, 2023**, and one series of variable funding notes, which had no outstanding balance as of **December 31, 2022** **December 30, 2023**, pursuant to the Securitization Senior Notes Indenture. We also have a **\$500 million \$491 million** term loan facility outstanding and a **\$300 million \$300 million** revolving credit facility, which had **no an** outstanding balance of **\$248 million** as of **December 31, 2022** **December 30, 2023**.

Our obligations under the Securitized Term Notes are secured by substantially all of our and our subsidiaries' North American **revenue- generating revenue-generating** assets other than the assets in our Car Wash segment and **recent U.S. glass acquisitions. business. All**

obligations under the Term Loan Facility and Revolving Credit Facility are unconditionally guaranteed by Driven Brands Parent LLC, a wholly-owned subsidiary of the Company, which wholly-owns Driven Holdings, LLC (the "Borrower") and each of the Borrower's existing and future direct and indirect, wholly-owned material domestic subsidiaries, subject to certain customary exclusions and exceptions. The obligations are secured by a perfected first priority security interest in, and mortgages on, substantially all of the Borrower's assets and those of Driven Brands Parent LLC and each guarantor, including a pledge of the capital stock of all entities directly held by the Borrower or the guarantors (which pledge will be limited to 65% of the voting capital stock of first tier foreign subsidiaries in certain circumstances), in each case subject to customary exclusions and exceptions.

Subject to the limits contained in the documents governing our indebtedness, we may be able to incur substantial additional debt from time to time to finance capital expenditures, investments, acquisitions, or for other purposes. If we do incur substantial additional debt, the risks related to our high level of debt could intensify. Specifically, our high level of indebtedness could have important consequences, including:

- limiting our ability to obtain additional financing to fund capital expenditures, investments, acquisitions, or other general corporate requirements;
- requiring a substantial portion of our cash flow to be dedicated to payments to service our indebtedness instead of other purposes, thereby reducing the amount of cash flow available for capital expenditures, investments, acquisitions, and other general corporate purposes;
- increasing our vulnerability to and the potential impact of adverse changes in general economic, industry, and competitive conditions;
- limiting our flexibility in planning for and reacting to changes in the industry in which we compete;
- placing us at a disadvantage compared to other, less leveraged competitors or competitors with comparable debt at more favorable interest rates; and
- increasing our costs of borrowing.

In addition, the financial and other covenants we agreed to in our debt agreements may limit our ability to incur additional indebtedness, make investments, and engage in other transactions, and the leverage may cause potential lenders to be less willing to loan funds to us in the future.

If our business does not generate sufficient cash flow from operations, in the amounts projected or at all, or if future borrowings are not available to us under our securitized notes, term loan facility, or revolving credit facility or otherwise in amounts sufficient to fund our other liquidity needs, our financial condition and results of operations may be adversely affected. If we cannot generate sufficient cash flow from operations to make scheduled principal amortization and interest payments on our debt obligations in the future, we may need to refinance all or a portion of our indebtedness on or before maturity, sell assets, delay capital expenditures, or seek additional equity investments. If we are unable to refinance any of our indebtedness on commercially reasonable terms or at all or to affect any other action relating to our indebtedness on satisfactory terms or at all, our business may be harmed.

The documents governing our indebtedness have restrictive terms and our failure to comply with any of these terms could put us in default, which would have an adverse effect on our business and prospects.

Unless and until we repay all outstanding borrowings under our securitized debt facility and credit agreement, we will remain subject to the restrictive terms of these borrowings. The documents governing our indebtedness contain a number of covenants, with the most significant financial covenant being a debt service coverage calculation and a springing financial maintenance covenant. These covenants limit the ability of certain of our subsidiaries to, among other things:

- sell assets;
- engage in mergers, acquisitions, and other business combinations;
- declare dividends or redeem or repurchase capital stock;
- incur, assume, or permit to exist additional indebtedness or guarantees;
- make loans and investments;
- incur liens; and
- enter into transactions with affiliates.

In certain circumstances, the documents governing our indebtedness also require us to maintain specified financial ratios. Our ability to meet these financial ratios can be affected by events beyond our control, and we may not satisfy such a test. A breach of these covenants could result in a rapid amortization event, as described in the next paragraph, or default under the applicable debt facility. If amounts owed are accelerated because of a default and we are unable to pay such amounts, the investors may have the right to assume control of substantially all of the assets securing the applicable debt facility.

If we are unable to refinance or repay amounts under our debt agreements prior to the expiration of the applicable term or upon rapid amortization occurring as a result of a default, our cash flow would be directed to the repayment of our debt and,

other than management fees sufficient to cover minimal selling, general and administrative expenses, would not be available for operating our business.

No assurance can be given that any refinancing or additional financing will be possible when needed or that we will be able to negotiate acceptable terms. In addition, our access to capital is affected by prevailing conditions in the financial and capital markets and other factors beyond our control. There can be no assurance that market conditions will be favorable at the times that we require new or additional financing.

The Securitization Senior Notes Indenture governing the securitized debt facility may restrict the cash flow from the entities subject to the securitization to us and our subsidiaries and, upon the occurrence of certain events, cash flow would be further restricted.

The Securitization Senior Notes Indenture governing the securitized debt facility requires that cash from the entities subject to the securitization be allocated in accordance with a specified priority of payments. In the ordinary course, this means that funds available to us are paid at the end of the priority of payments, after expenses and debt service for the securitized debt. In addition, in the event that a rapid amortization event occurs under the indenture governing the securitized debt (including, without limitation, upon an event of default under the indenture, failure to maintain specified financial ratios or the failure to repay the securitized debt at the end of the applicable term), the funds available to us would be reduced or eliminated, which would in turn reduce our ability to operate or grow our business.

Developments with respect to the London Interbank Offered Rate ("LIBOR") may affect our borrowings under our debt facilities.

On March 5, 2021, the U.K.'s Financial Conduct Authority, which regulates LIBOR, announced that all LIBOR settings will either cease to be provided by any administrator or no longer be representative: (a) immediately after December 31, 2021, in the case of the one week and two month USD settings; and (b) immediately after June 30, 2023, in the case of the remaining USD settings. The U.S. Federal Reserve (the "Federal Reserve") has also advised banks to cease entering into new contracts that use USD LIBOR as a reference rate. Although our debt facilities indexed to LIBOR include procedures for determining an alternate rate to LIBOR in the event LIBOR is phased-out or discontinued, uncertainty remains as to any such replacement rate and whether any such replacement rate may be higher or lower than LIBOR may have been.

The Federal Reserve, in conjunction with the Alternative Reference Rate Committee, a committee convened by the Federal Reserve that includes major market participants, has identified the Secured Overnight Financing Rate ("SOFR"), a new index calculated by short-term repurchase agreements, backed by U.S. Treasury securities, as its preferred alternative rate for LIBOR. At this time, it is not possible to predict how markets will respond to SOFR or other alternative reference rates as the transition away from the LIBOR benchmarks is anticipated in coming years. When LIBOR is discontinued, the interest rates of our LIBOR-indexed debt following such event will be based on either alternate base rates, such as SOFR, or agreed upon replacement rates. While such an event would not affect our ability to borrow or maintain already outstanding borrowings, it could lead to an increase in our borrowing costs.

Risks Related to Ownership of Our Common Stock

Our stock price may fluctuate significantly.

The market price of our common stock could vary significantly as a result of a number of factors, some of which are beyond our control. In the event of a drop in the market price of our common stock, you could lose a substantial part or all of your investment in our common stock. The following factors could affect our stock price:

- our operating and financial performance and prospects;
- quarterly variations in the rate of growth (if any) of our financial indicators, such as net income per share, net income, and revenues;
- the public reaction to our press releases, our other public announcements, and our filings with the SEC;
- strategic actions by our competitors;
- changes in operating performance and the stock market valuations of other companies;
- overall conditions in our industry and the markets in which we operate;
- announcements related to litigation;
- our failure to meet revenue or earnings estimates made by research analysts or other investors;
- changes in revenue or earnings estimates, or changes in recommendations or withdrawal of research coverage, by equity research analysts;
- speculation in the press or investment community;
- issuance of new or updated research or reports by securities analysts;

- sales of our common stock by us or our stockholders, or the perception that such sales may occur;
- changes in accounting principles, policies, guidance, interpretations, or standards;
- additions or departures of key management personnel;
- actions by our stockholders, including our Principal Stockholders;
- general market conditions;
- domestic and international economic, legal, and regulatory factors unrelated to our performance;
- announcement by us or our competitors of significant acquisitions, strategic partnerships, joint ventures, or capital commitments;
- security breaches impacting us or other similar companies;
- material weakness in our internal control over financial reporting; and
- the realization of any risks described under this "Risk Factors" section, or other risks that may materialize in the future.

The stock markets in general have experienced extreme volatility that has often been unrelated to the operating performance of particular companies. These broad market fluctuations may adversely affect the trading price of our common stock. Securities class action litigation has often been instituted against companies following periods of volatility in the overall market and in the market price of a company's securities. Such litigation, if instituted against us, could result in very substantial costs, divert our management's attention and resources, and harm our business, financial condition, and results of operations.

Our ability to raise capital in the future may be limited.

Our business and operations may consume resources faster than we anticipate. In the future, we may need to raise additional funds through the issuance of new equity securities, debt, or a combination of both. Additional financing may not be available on favorable terms or at all. If adequate funds are not available on acceptable terms, we may be unable to fund our capital requirements. If we issue new debt securities, the debt holders would have rights senior to holders of our common stock to make claims on our assets and the terms of any debt could restrict our operations, including our ability to pay dividends on our common stock. If we issue additional equity securities or securities convertible into equity securities, existing stockholders will experience dilution and the new equity securities could have rights senior to those of our common stock. Because our decision to issue securities in any future offering will depend on market conditions and other factors beyond our control, we cannot predict or estimate the amount, timing, or nature of our future offerings and their impact on the market price of our common stock.

We are a holding company and rely on dividends, distributions, and other payments, advances, and transfers of funds from our subsidiaries to meet our obligations.

We are a holding company that does not conduct any business operations of our own. As a result, we are largely dependent upon cash dividends and distributions and other transfers, including for payments in respect of our indebtedness, from our subsidiaries to meet our obligations. The ability of our subsidiaries to pay cash dividends and/or make loans or advances to us will be dependent upon their respective abilities to achieve sufficient cash flows after satisfying their respective cash requirements, including the securitized financing facility and other debt agreements, to enable the payment of such dividends or the making of such loans or advances. The agreements governing the indebtedness of our subsidiaries impose restrictions on our subsidiaries' ability to pay dividends or other distributions to us. See the "Management's Discussion and Analysis of Financial Condition and Results of Operations—Financial Condition, Liquidity and Capital Resources" section in this Annual Report. Each of our subsidiaries is a distinct legal entity, and under certain circumstances legal and contractual restrictions may limit our ability to obtain cash from them and we may be limited in our ability to cause any future joint ventures to distribute their earnings to us. The deterioration of the earnings from, or other available assets of, our subsidiaries for any reason could also limit or impair their ability to pay dividends or other distributions to us.

We are required to make payments under a Tax Receivable Agreement for certain tax benefits, which amounts are expected to be material.

On January 16, 2021, we entered into a tax receivable agreement (the "Tax Receivable Agreement"), pursuant to which certain current or prior stockholders, including our Principal Stockholders, and our senior management team, have the right to receive payment by us of 85% of the amount of cash savings, if any, in U.S. and Canadian federal, state, local, and provincial income tax that we and our subsidiaries actually realize as a result of the realization of certain tax benefits associated with tax attributes existing as of the effective date of the Company's initial public offering. These tax benefits, which we refer to as the Pre-IPO and IPO-Related Tax Benefits, include: (i) all depreciation and amortization deductions, and any offset to taxable income and gain or increase to taxable loss, resulting from the tax basis that we have in our and our subsidiaries' intangible assets, (ii) the utilization of certain of our and our subsidiaries' U.S. federal and Canadian federal and provincial net operating losses, capital losses, non-capital losses, disallowed interest expense carryforwards and tax credits, if any, attributable to periods prior to the effective date of the Company's initial public offering, (iii) deductions in respect of debt issuance costs associated with certain of our and our subsidiaries' financing arrangements, and (iv) deductions with respect to our and our subsidiaries' initial public offering-related expenses.

These payment obligations are our obligations and not obligations of any of our subsidiaries. The actual utilization of the Pre-IPO and IPO-Related Tax Benefits as well as the timing of any payments under the Tax Receivable Agreement will vary depending upon a number of factors, including the amount, character and timing of our and our subsidiaries' taxable income in the future.

For purposes of the Tax Receivable Agreement, cash savings in income tax will be computed by reference to the reduction in the liability for income taxes resulting from the Pre-IPO and IPO-Related Tax Benefits. The term of the Tax Receivable Agreement commenced upon consummation of our initial public offering and will continue until all relevant Pre-IPO and IPO-Related Tax Benefits have been utilized, accelerated, or expired.

Our counterparties under the Tax Receivable Agreement will not reimburse us for any payments previously made if such Pre-IPO and IPO-Related Tax Benefits are subsequently disallowed (although future payments would be adjusted to the extent possible to reflect the result of such disallowance). As a result, in such circumstances we could make payments under the Tax Receivable Agreement that are greater than our and our subsidiaries' actual cash tax savings.

The payments we make under the Tax Receivable Agreement could be material. **We made an initial payment of \$24.7 million under the Tax Receivable Agreement in January 2024.** Assuming no material changes in the relevant tax law, and that we and our subsidiaries earn sufficient income to realize the full Pre-IPO and IPO-Related Tax Benefits, we expect that future payments under the Tax Receivable Agreement will aggregate to between \$160 million and \$180 million. Any future changes in the realizability of the Pre-IPO and IPO-Related Tax Benefits will impact the amount of the liability under the Tax Receivable Agreement. Based on our current taxable income estimates, we expect to repay the majority of this obligation by the end of our 2025 fiscal year.

If we undergo a change of control payments under the Tax Receivable Agreement for each taxable year after such event would be based on certain valuation assumptions, including the assumption that we and our subsidiaries have sufficient taxable income to fully utilize the Pre-IPO and IPO-Related Tax Benefits. Additionally, if we sell or otherwise dispose of any of our subsidiaries in a transaction that is not a change of control, we will be required to make a payment equal to the present value of future payments under the Tax Receivable Agreement attributable to the Pre-IPO and IPO-Related Tax Benefits of such subsidiary that is sold or disposed of, applying assumptions similar to those described above.

The Tax Receivable Agreement provides that in the event that we breach any of our material obligations, whether as a result of our failure to make any payment when due (subject to a specified cure period), failure to honor any other material obligation under it or by operation of law as a result of the rejection of it in a case commenced under the **U.S. Bankruptcy Code** or otherwise, then all of our payment and other obligations under the Tax Receivable Agreement will be accelerated and will become due and payable, and we will be required to make a payment equal to the present value of future payments under the Tax Receivable Agreement, applying assumptions similar to those described above. Such payments could be substantial and could exceed our and our subsidiaries actual cash tax savings from the Pre-IPO and IPO-Related Tax Benefits.

Because we are a holding company with no operations of our own, our ability to make payments under the Tax Receivable Agreement is dependent on the ability of our subsidiaries to make distributions to us. **Our The securitized debt facility and our Credit Agreement** may restrict the ability of our subsidiaries to make distributions to us, which could affect our ability to make payments under the Tax Receivable Agreement. To the extent that we are unable to make payments under the Tax Receivable Agreement because of restrictions under our outstanding indebtedness, such payments will be deferred and will generally accrue interest. **As of July 1, 2023, interest accrues at a rate of the London Interbank Offering Base Rate plus an applicable margin or Secured Overnight Financing Rate ("LIBOR" SOFR) plus 1.00% per annum until paid, an applicable term adjustment plus 1%. To the extent that we are unable to make payments under the Tax Receivable Agreement for any other reason, such payments will generally accrue interest at a rate of LIBOR SOFR plus 5.00% an applicable term adjustment plus 5% per annum until paid.**

For additional information related to the Tax Receivable Agreement, see "Management's Discussion and Analysis of Financial Condition and Results of Operations."

If we fail to maintain an effective system of internal control over financial reporting, we may not be able to accurately report our financial results or prevent fraud. As a result, stockholders could lose confidence in our financial and other public reporting, and we could be subject to potential delisting, regulatory investigations, civil or criminal sanctions and litigation.

Effective internal controls over financial reporting are necessary for us to provide reliable financial reports and, together with adequate disclosure controls and procedures, are designed to prevent fraud. Any failure to implement required new or improved controls, or difficulties encountered in their implementation could cause us to fail to meet our reporting obligations. In addition, any testing by us conducted in connection with management's assessment of our internal control over financial reporting pursuant to Section 404 of the Sarbanes-Oxley Act, or any subsequent testing by our independent registered public accounting firm, may reveal deficiencies in our internal controls over financial reporting that are deemed to be material weaknesses or that may require prospective or retroactive changes to our financial statements or identify other areas for further attention or improvement. Inferior internal controls could also cause investors to lose confidence in our reported financial information, which could have a negative effect on the trading price of our stock.

Additionally, ineffective internal control over financial reporting could subject us to potential delisting from NASDAQ, regulatory investigations, civil or criminal sanctions and litigation, any of which would have a material adverse effect on our business, results of operations, and financial condition.

Our Principal Stockholders collectively have significant influence over us, including control over decisions that require the approval of stockholders, which could limit your ability to influence the outcome of matters submitted to stockholders for a vote.

As of **February 27, 2023** **February 26, 2024**, our Principal Stockholders hold approximately **61% 62%** of the outstanding shares of our common stock. As long as affiliates of our Principal Stockholders own or control a majority of our outstanding voting power, our Principal Stockholders and their affiliates will have the ability to exercise substantial control over all corporate actions requiring stockholder approval, irrespective of how our other stockholders may vote, including:

- the election and removal of directors and the size of our **board Board of directors; Directors;**
- any amendment of our articles of incorporation or bylaws; or
- the approval of mergers and other significant corporate transactions, including a sale of substantially all of our assets.

Moreover, ownership of our shares by affiliates of our Principal Stockholders may also adversely affect the trading price for our common stock to the extent investors perceive disadvantages in owning shares of a company with a controlling shareholder. For example, the concentration of ownership held by our Principal Stockholders could delay, defer, or prevent a change in control of our company or impede a merger, takeover, or other business combination which may otherwise be favorable for us. In addition, our Principal Stockholders are in the business of making investments in companies and may, from time to time, acquire interests in businesses that directly or indirectly compete with our business, as well as businesses that are significant existing or potential customers. Many of the companies in which our Principal Stockholders invest are franchisors and may compete with us for access to suitable locations, experienced management and qualified and well-capitalized franchisees. Our Principal Stockholders may acquire or seek to acquire assets complementary to our business that we seek to acquire and, as a result, those acquisition opportunities may not be available to us or may be more expensive for us to pursue, and as a result, the interests of our Principal Stockholders may not coincide with the interests of our other stockholders. So long as our Principal Stockholders continue to directly or indirectly own a significant amount of our equity, even if such amount is less than 50%, our Principal Stockholders will continue to be able to substantially influence or effectively control our ability to enter into corporate transactions, and as long as our Principal Stockholders maintain ownership of at least 25% of our outstanding common stock, they will have special governance rights under the Stockholders Agreement.

We are a "controlled company" within the meaning of NASDAQ rules and, as a result, qualify for and intend to rely on exemptions from certain corporate governance requirements. requirements that we have relied on in the past and may do so in the future.

Our Principal Stockholders control a majority of the voting power of our outstanding voting stock, and as a result we **will be are** a controlled company within the meaning of NASDAQ corporate governance standards. Under NASDAQ rules, a company of which more than 50% of the voting power is held by another person or group of persons acting together is a controlled company and may elect not to comply with certain corporate governance requirements, including the requirements that:

- a majority of the **board Board** of **directors Directors** consist of independent directors;
- the nominating and corporate governance committee be composed entirely of independent directors with written charter addressing the committee's purpose and responsibilities;
- the compensation committee be composed entirely of independent directors with a written charter addressing the committee's purpose and responsibilities; and
- there be an annual performance evaluation of the nominating and corporate governance and compensation committees.

We may utilize these exemptions as long as we remain a controlled company. Accordingly, you may not have the same protections afforded to stockholders of companies that are subject to all of the corporate governance requirements of NASDAQ. After we cease to be a "controlled company," we will be required to comply with the above referenced requirements within one year.

Our organizational documents and Delaware law may impede or discourage a takeover, which could deprive our investors of the opportunity to receive a premium on their shares.

Provisions of our certificate of incorporation and bylaws may make it more difficult for, or prevent a third party from, acquiring control of us without the approval of our **board Board** of **directors Directors**. These provisions include:

- providing that our **board Board** of **directors Directors** will be divided into three classes, with each class of directors serving staggered three-year terms;
- providing for the removal of directors only for cause and only upon the affirmative vote of the holders of at least 66 2/3% in voting power of all the then-outstanding shares of stock of the Company entitled to vote thereon, voting together as a single class, if less than 40% of the voting power of our outstanding common stock is beneficially owned by our Principal Stockholders;
- empowering only the board to fill any vacancy on our **board Board** of **directors Directors** (other than in respect of our Principal Stockholders' directors (as defined below)), whether such vacancy occurs as a result of an increase in the number of directors or otherwise, if less than 40% of the voting power of our outstanding common stock is beneficially owned by our Principal Stockholders;
- authorizing the issuance of "blank check" preferred stock without any need for action by stockholders;
- prohibiting stockholders from acting by written consent if less than 40% of the voting power of our outstanding common stock is beneficially owned by our Principal Stockholders;
- to the extent permitted by law, prohibiting stockholders from calling a special meeting of stockholders if less than 40% of the voting power of our outstanding common stock is beneficially owned by our Principal Stockholders; and
- establishing advance notice requirements for nominations for election to our **board Board** of **directors Directors** or for proposing matters that can be acted on by stockholders at stockholder meetings.

Additionally, our certificate of incorporation provides that we are not governed by Section 203 of the Delaware General Corporation Law (the "DGCL"), which, in the absence of such provisions, would have imposed additional requirements regarding mergers and other business combinations. However, our certificate of incorporation includes a provision that restricts us from engaging in any business combination with an interested stockholder for three years following the date that person becomes an interested stockholder, but such restrictions do not apply to any business combination between our Principal Stockholders and any affiliate thereof or their direct and indirect transferees, on the one hand, and us, on the other.

Any issuance by us of preferred stock could delay or prevent a change in control of us. Our **board Board** of **directors Directors** has the authority to cause us to issue, without any further vote or action by the stockholders, shares of preferred stock, par value \$0.01 per share, in one or more series, to designate the number of shares constituting any series, and to fix the rights, preferences, privileges, and restrictions thereof, including dividend rights, voting rights, rights and terms of redemption, redemption price or prices, and liquidation preferences of such series. The issuance of shares of our preferred stock may have the effect of delaying, deferring, or preventing a change in control without further action by the stockholders, even where stockholders are offered a premium for their shares.

In addition, as long as our Principal Stockholders beneficially own at least 40% of the voting power of our outstanding common stock, our Principal Stockholders will be able to control all matters requiring stockholder approval, including the election of directors, amendment of our certificate of incorporation, and certain corporate transactions. Together, these certificate of incorporation, bylaw and statutory provisions could make the removal of management more difficult and may discourage transactions that otherwise could involve payment of a premium over prevailing market prices for our common stock. Furthermore, the existence of the foregoing provisions, as well as the significant common stock beneficially owned by our Principal Stockholders and their right to nominate a specified number of directors in certain circumstances, could limit the price that investors might be willing to pay in the future for shares of our common stock. They could also deter potential acquirers of us, thereby reducing the likelihood that you could receive a premium for your common stock in an acquisition.

Our certificate of incorporation provides that certain courts in the State of Delaware or the federal district courts of the **U.S.U.S.** for certain types of lawsuits is the sole and exclusive forum for substantially all disputes between us and our stockholders, which could limit our stockholders' ability to obtain a favorable judicial forum for disputes with us or our directors, officers, or employees.

Our certificate of incorporation provides that, unless we consent in writing to the selection of an alternative forum, the Court of Chancery of the State of Delaware is the sole and exclusive forum for (i) any derivative action or proceeding brought on our behalf, (ii) any action asserting a claim of breach of a fiduciary duty owed by any of our directors or officers to us or our stockholders, creditors, or other constituents (iii) any action asserting a claim arising pursuant to any provision of the DGCL or of our certificate of incorporation or our bylaws, or (iv) any action asserting a claim related to or involving the Company that is governed by the internal affairs doctrine. The exclusive forum provision provides that it does not apply to claims arising under the Securities Act of 1933, as amended, (the "Securities Act"), the Exchange Act or other federal securities laws for which there is exclusive federal or concurrent federal and state jurisdiction. Unless we consent in writing to the selection of an alternative forum, the federal district courts of the United States of America shall be the exclusive forum for the resolution of any complaint asserting a cause of action arising under the Securities Act.

Any person or entity purchasing or otherwise acquiring any interest in shares of our capital stock will be deemed to have notice of and, to the fullest extent permitted by law, to have consented to the provisions of our certificate of incorporation described above. Although we believe this exclusive forum provision benefits us by providing increased consistency in the application of Delaware law and federal securities laws in the types of lawsuits to which each applies, the choice of forum provision may limit a stockholder's ability to bring a claim in a judicial forum that it finds favorable for disputes with us or our directors, officers, other employees or stockholders, which may discourage such lawsuits against us and our directors, officers,

other employees, or stockholders. However, the enforceability of similar forum provisions in other companies' certificates of incorporation has been challenged in legal proceedings. If a court were to find the exclusive choice of forum provision contained in our certificate of incorporation to be inapplicable or unenforceable in an action, we may incur additional costs associated with resolving such action in other jurisdictions, which could materially adversely affect our business, financial condition, and results of operations.

Our certificate of incorporation contains a provision renouncing our interest and expectancy in certain corporate opportunities.

Under our certificate of incorporation, none of our Principal Stockholders, any affiliates of our Principal Stockholders, or any of their respective officers, directors, agents, stockholders, members, or partners, have any duty to refrain from engaging, directly or indirectly, in the same business activities, similar business activities, or lines of business in which we operate. In addition, our certificate of incorporation provides that, to the fullest extent permitted by law, no officer or director of ours who is also an officer, director, employee, managing director, or other affiliate of our Principal Stockholders will be liable to us or our stockholders for breach of any fiduciary duty by reason of the fact that any such individual directs a corporate opportunity to any Principal Stockholder, instead of us, or does not communicate information regarding a corporate opportunity to us that the officer, director, employee, managing director, or other affiliate has directed to a Principal Stockholder. For instance, a director of our company who also serves as a director, officer, or employee of one of our Principal Stockholders or any of their portfolio companies, funds, or other affiliates may pursue certain acquisitions or other opportunities that may be complementary to our business and, as a result, such acquisition or other opportunities may not be available to us. Our **board** **Board** of **directors** **Directors** consists of **eight ten** members, three of whom are our Principal Stockholders' directors. These potential conflicts of interest could have a material adverse effect on our business, financial condition, results of operations, or prospects if attractive corporate opportunities are allocated by one of our Principal Stockholders to itself or its affiliated funds, the portfolio companies owned by such funds, or any affiliates of a Principal Stockholder instead of to us.

Future sales of our common stock in the public market, or the perception in the public market that such sales may occur, could reduce our stock price.

Our common stock began trading on The Nasdaq Global Select Market on January 15, 2021. The number of outstanding shares of common stock includes shares beneficially owned by our Principal Stockholders and certain of our employees, that are "restricted securities," as defined under Rule 144 under the Securities Act, and eligible for sale in the public market subject to the requirements of Rule 144. In addition, our Principal Stockholders have certain rights to require us to register the sale of common stock held by our Principal Stockholders, including in connection with underwritten offerings. Pursuant to these rights, we filed a Registration Statement on Form S-3 for our Principal Stockholders' shares of common stock. Sales of significant amounts of stock in the public market or the perception that such sales may occur could adversely affect prevailing market prices of our common stock or make it more difficult for you to sell your shares of common stock at a time and price that you deem appropriate.

Item 1B. Unresolved Staff Comments

None.

Item 1C. Cybersecurity

We maintain a cybersecurity program that is reasonably designed to protect our information, and our customers' information, from cybersecurity threats against us, our franchisees, our third-party vendors, and services providers, that may result in a material adverse effect on the confidentiality, integrity, and availability of our information systems.

Governance

Management

Our Cybersecurity Team, led by our Chief Information Security Officer ("CISO"), is responsible for the implementation, monitoring, and maintenance of the cybersecurity and data protection practices across the Company. The CISO, in conjunction with a cross-functional team, regularly reviews risk management measures implemented by the Company to identify and mitigate data protection and cybersecurity risks. In addition to our internal cybersecurity capabilities, we also regularly engage consultants, and other third parties to assist with assessing, identifying, and managing cybersecurity risks and to participate in tabletop and other training exercises.

Board of Directors

Our Board of Directors, in coordination with its Audit Committee, oversees the Company's enterprise risk management process, including the management of risks arising from cybersecurity threats. The Audit Committee regularly receives reports and presentations from the CISO regarding cybersecurity. The CISO also reports to the Board at least annually on cybersecurity matters. We have protocols by which certain cybersecurity incidents that meet established reporting thresholds are escalated within the Company and, where appropriate, are reported to the Board and/or Audit Committee.

Risk Management and Strategy

We employ a defense-in-depth approach with systems and processes designed to oversee, identify, and reduce the potential impact of a security incident against us or a third-party vendor or service provider. These include but are not limited to: Multi-factor Authentication, Privileged Account Management, Endpoint, Email and Cloud Security platforms, immutable backups, vulnerability scanning, third party risk assessments, and other applicable controls.

Incident Response

We have adopted a Cybersecurity Incident Response Plan (the "IRP") that applies in the event of a cybersecurity incident that provides a standardized framework for responding to cybersecurity incidents. The IRP sets out a coordinated approach to investigating, containing, documenting, and mitigating incidents, including reporting findings and keeping senior management and other key stakeholders informed and involved as appropriate, and complying with application regulatory notifications and standards. In general, the IRP leverages the NIST Cybersecurity Framework and the Computer Security Incident Handling Guide (NIST SP 800-61) to guide practices in preparation; detection and analysis; containment, eradication and recovery; and post-incident remediation. The IRP applies to all Company personnel (including third-party contractors, vendors and partners) that perform functions or services require access to secure Company information, and to all devices and network services that are owned or managed by the Company.

Item 2. Properties

As of **December 31, 2022** **December 30, 2023**, we had **4,805** **4,988** company-operated, franchised, and independently-operated locations, and of these we owned **85** **175** company-operated store locations and **116** **99** independently-operated store locations. We held leases covering the building and/or land for **1,117** **1,110** of our company-operated locations, **605** **618** of our independently-operated locations, **23** **22** distribution centers and **17** **15** offices and training centers in the **U.S.** **U.S.**, Canada, and Europe, including our

corporate headquarters located in Charlotte, North Carolina. The leases generally have initial expiration dates ranging from 10 5 and 15 20 years, with certain renewal options available. We also leased 52 44 properties that were either leased or subleased principally to franchisees as of December 31, 2022 December 30, 2023. We believe that the properties are suitable and adequate for the Company's business.

See the "Segment" caption in Part I, Item 1, "Business," earlier in this report for more information about these properties and locations.

Item 3. Legal Proceedings

We are subject information relating to various lawsuits, administrative proceedings, audits, and claims arising in the ordinary course of business. Some of these lawsuits purport to be class actions and/or seek substantial damages. We are required to record an accrual for litigation loss contingencies that are both probable and reasonably estimable. Legal fees and expenses associated with the defense of all this item is included within Note 19 of our litigation are expensed as such fees and expenses are incurred. Management regularly assesses our insurance deductibles, analyzes litigation information with our attorneys, and evaluates our loss experience in connection with pending legal proceedings. While we do not presently believe that any of the legal proceedings to which we are currently a party will ultimately have a material adverse impact on us, there can be no assurance that we will prevail in all the proceedings we are party to, or that we will not incur material losses from them. financial statements included elsewhere within this Form 10-K.

Item 4. Mine Safety Disclosure

Not applicable.

Part II

Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities

Market Information

Our common stock has been listed on the Nasdaq Global Select Market under the symbol "DRVN" since our initial public offering on January 14, 2021. Prior to that time, there was no public market for our common stock.

Holders

On February 27, 2023 February 26, 2024, we had 64 53 holders of record of our common stock.

Stock Performance Graph

The following graph and table provide a comparison of the cumulative total stockholder return on our Common Stock common stock from January 15, 2021 (first day of trading following the effective date of our IPO) through December 31, 2022 December 30, 2023 to the returns of the Standard & Poor's ("S&P") MidCap 400 Index, and the S&P Retailing Industry Group Index, a peer group. The graph and table assume that \$100 was invested on January 15, 2021, in each of our Common Stock, the S&P Midcap 400 Index, and the S&P Retailing Industry Group Index and that any dividends were reinvested. The graph is not, and is not intended to be, indicative of future performance of our Common Stock. common stock.

1649267442715

		1/15/21	3/27/21	6/26/21	9/25/21	12/25/21	3/26/22	6/25/22	9/24/22	12/31/22	
	1/15/21										
	1/15/21										
	1/15/21										6/26/21 12/25/21 6/25/22 12/31/22 7/1/23 12/30/23
Driven Brands Holdings Inc.	Driven Brands Holdings Inc.	\$100.00	\$ 88.35	\$115.58	\$112.13	\$124.75	\$101.78	\$109.98	\$111.78	\$102.30	
S&P Midcap 400 Index	S&P Midcap 400 Index	\$100.00	\$108.61	\$113.08	\$112.30	\$116.70	\$113.63	\$ 98.20	\$ 94.58	\$103.18	
S&P Retailing Industry Group Index	S&P Retailing Industry Group Index	\$100.00	\$102.88	\$111.78	\$115.15	\$119.94	\$110.35	\$ 87.03	\$ 85.35	\$ 79.10	

Dividend policy

We currently do not intend to pay cash dividends on our common stock in the foreseeable future. However, we may, in the future, decide to pay dividends on our common stock. Any declaration and payment of cash dividends in the future, if any,

will be at the discretion of our **board Board of directors Directors** and will depend upon such factors as earnings levels, cash flows, capital requirements, levels of indebtedness, restrictions imposed by applicable law, our overall financial condition, restrictions in our debt agreements, and any other factors deemed relevant by our **board Board of directors Directors**.

Item 6. Reserved

Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion and analysis for Driven Brands Holdings Inc. and Subsidiaries ("Driven Brands", "the Company", "we", "us" or "our") should be read in conjunction with our consolidated financial statements and the related notes to our consolidated financial statements included elsewhere in this Annual Report. **The Company operates and reports financial information We operate on a 52 or 53 week year with the 53-week fiscal year, ending which ends on the last Saturday in December. Our 2022 fiscal year ending The twelve months ended December 30, 2023 and December 31, 2022 consisted of were 52 and 53 weeks and our fiscal year ending December 25, 2021 consisted of 52 weeks, week periods, respectively.**

Comparative results for the years ending **December 25, 2021 December 31, 2022 and December 26, 2020 December 25, 2021** are included in "Item 7- Management's Discussion and Analysis of Financial Condition and Results of Operations" in our previously filed **2021 2022** Annual Report on Form 10-K.

Overview

Driven Brands is the largest automotive services company in North America with a growing and highly-franchised base of **more than 4,800 approximately 5,000** locations across 49 U.S. states and 13 other countries. Our scaled, diversified platform fulfills an extensive range of core **consumer retail** and commercial automotive needs, including paint, collision, glass, and repair services, as well as a variety of high-frequency services, such as oil changes and car wash, oil change, and maintenance, washes. We have **generated continued to grow our base of consistent recurring revenue by adding new franchised and strong operating margins with** company-operated stores and same store sales growth. Driven Brands generated net revenue of approximately \$2.3 billion during the year ended December 30, 2023, an increase of 13% compared to the prior year, and system wide sales of approximately \$6.3 billion during the year ended December 30, 2023, an increase of 12% from the prior year.

During the third quarter of 2023, management initiated a strategic review of the U.S. car wash operations, which included, but was not limited **maintenance to, an evaluation of the following: store performance, the competitive landscape, revenue and expense optimization opportunities, and capital expenditures, which has** requirements. As a result of this review, management approved the closure of 29 stores, halted the opening of new company-operated stores, and began marketing property and equipment for sale that will not be utilized by the Company. These actions resulted in significant cash flow generation and capital-efficient growth.

We have driven sustained predictable growth and share gain through our robust pipeline impairment charges of **organic growth complemented by a consistent and repeatable M&A strategy, having completed over 100 acquisitions since 2020. During 2022, we continued \$122 million relating to invest in our M&A strategy primarily across our Paint, Collision & Glass, U.S. Car Wash property and Maintenance segments completing equipment and right-of-use assets during the acquisition year ended December 30, 2023. As of more than 200 locations. Notably, December 30, 2023, the Company has reclassified \$301 million of assets from property and equipment to assets held for sale on the consolidated balance sheet.**

As a result of the evaluation performed above, as well as other qualitative and quantitative factors, including a decline in **2022** the stock price during 2023, management determined a triggering event had occurred requiring an interim step one quantitative analysis of the Company's goodwill and indefinite lived intangible assets during the third quarter of 2023. Based on the results of our interim impairment analysis, we **entered** concluded the carrying value of the U.S. Car Wash reporting unit exceeded its fair value, and we recorded a full goodwill impairment charge of \$851 million during the third quarter of 2023. The Company performed its annual impairment analysis as of the first day of the fourth quarter and no additional impairments were recorded.

During the fourth quarter of 2023, management evaluated price/mix metrics for U.S. car wash locations and adjusted product offerings to improve retail customer revenue as well as executed cost saving measures to ensure detergent, water usage, and labor optimization. In addition, as part of management's review of the U.S. glass business integration, management performed a store footprint analysis, which included redundant locations within a market, **through our acquisition** and closed 22 U.S. glass stores, reduced labor headcount, and implemented technology to improve customer experience and conversion. Costs associated with store closures were not material due to the asset-light nature of **AGN** this business.

2023 Highlights and have become the second largest player Key Performance Indicators

(as compared to same period in the auto glass servicing category. In 2022, we expanded our domestic glass service offerings through 10 business acquisitions comprised of 174 locations.

2022 Highlights and KPIs prior year, unless otherwise noted)

- Revenue Net revenue increased **89% 13% to \$2.0 billion, \$2.3 billion**, driven by **same-store same store** sales and net store growth.
- Consolidated **same-store same store** sales increased **14% 7%**.
 - The Company added 393 net new stores during the year.
- Net **income attributable** new stores were 183 for 2023.
- Net Loss of \$745 million or \$4.53 loss per diluted share in the current year compared to **Driven Brands Holdings Inc. increased 348% to \$43.2 million Net Income of \$43 million or \$0.25 earnings per diluted share.** share in the prior year period, primarily relating to impairment charges and related tax benefits recorded in the current period.
- Adjusted Net Income **attributable (non-GAAP)** decreased 28% to **Driven Brands Holdings Inc. increased 41% to \$207.9 million \$142 million or \$1.22 \$0.85** per diluted share. The decrease was primarily due to decreased Segment Adjusted EBITDA within our Car Wash segment as well as increased interest and depreciation

expense, partially offset by increased Segment Adjusted EBITDA within our Maintenance, Paint, Collision & Glass, and Platform Services segments.

- Adjusted EBITDA (non-GAAP) increased 42% 4% to \$513.8 million \$517 million. The increase was primarily due to increased Segment Adjusted EBITDA within our Maintenance, Paint, Collision & Glass, and Platform Services segments, partially offset by decreased Segment Adjusted EBITDA within our Car Wash segment.

Key Performance Indicators

Key measures that we use in assessing our business and evaluating our segments include the following:

System-wide sales. System-wide sales represent the total of net sales for our franchised, independently-operated, and company-operated stores. This measure allows management to better assess the total size and health of each segment, our overall store performance, and the strength of our market position relative to competitors. Sales at franchised stores are not included as revenue in our results from operations, but rather, we include franchise royalties and fees that are derived from sales at franchised stores.

Store count. Store count reflects the number of franchised, independently-operated, and company-operated stores open at the end of the reporting period. Management reviews the number of new, closed, acquired, and divested stores to assess net unit growth and drivers of trends in system-wide sales, franchise royalties and fees revenue, company-operated store sales, and independently operated independently-operated store sales.

Same store sales. Same store sales reflect the change in sales year-over-year for the same store base. We define the same store base to include all franchised, independently-operated, and company-operated stores open for comparable weeks during the given fiscal period in both the current and prior year, year, which may be different from how others define similar terms. This measure highlights the performance of existing stores, while excluding the impact of new store openings and closures and acquisitions and divestitures.

Segment Adjusted EBITDA. We define Segment Adjusted EBITDA as earnings before interest expense, net, income tax expense, and depreciation and amortization, with further adjustments for acquisition-related costs, straight-line rent, equity compensation, loss on debt extinguishment, foreign currency transaction related gains or losses, store opening costs, cloud computing amortization, and certain non-recurring and non-core, infrequent or unusual charges. Segment Adjusted EBITDA is a supplemental measure of operating performance of our segments and may not be comparable to similar measures reported by other companies. Segment Adjusted EBITDA is a performance metric utilized by our Chief Operating Decision Maker to allocate resources to and assess performance of our segments. Refer to Note 9 10 in our consolidated financial statements for a reconciliation of income before taxes to Segment Adjusted EBITDA to income before taxes for the years ended December 31, 2022 December 30, 2023 and December 25, 2021, respectively. December 31, 2022.

The following table sets forth our key performance indicators for fiscal years the year ended December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022:

		Year Ended		(in thousands, except store count or as otherwise noted)	December 30, 2023		December 31, 2022
		Year Ended					
		Year Ended					
		Year Ended					
(in thousands, except store count or as otherwise noted)	(in thousands, except store count or as otherwise noted)	December 31, 2022	December 25, 2021				
System-Wide Sales	System-Wide Sales						
System-Wide Sales by Segment:	System-Wide Sales by Segment:						
System-Wide Sales by Segment:							
System-Wide Sales by Segment:							
Maintenance							
Maintenance							
Maintenance	Maintenance	\$ 1,616,100	\$ 1,263,659				
Car Wash	Car Wash	585,659	481,364				
Paint, Collision & Glass	Paint, Collision & Glass	2,958,971	2,403,232				
Platform Services	Platform Services	445,726	391,168				
Total	Total	\$ 5,606,456	\$ 4,539,423				

System-Wide Sales by Business Model:	System-Wide Sales by Business Model:		
Franchised Stores	Franchised Stores	\$ 4,086,891	\$ 3,491,531
Franchised Stores	Franchised Stores		
Company- Operated Stores	Company- Operated Stores	1,324,408	843,646
Independently- Operated Stores	Independently- Operated Stores	195,157	204,246
Total	Total	\$ 5,606,456	\$ 4,539,423
Store Count	Store Count		
Store Count by Segment:	Store Count by Segment:		

Segment	Segment				
Adjusted EBITDA	Adjusted EBITDA				
Maintenance					
Maintenance					
Maintenance	Maintenance	\$	262,608	\$	179,073
Car Wash	Car Wash		184,717		153,065
Paint, Collision & Glass	Paint, Collision & Glass		135,447		82,731
Platform Services	Platform Services		72,538		56,954
Adjusted EBITDA as a percentage of net revenue by segment	Adjusted EBITDA as a percentage of net revenue by segment				
Maintenance	Maintenance		32.8 %		31.0 %
Maintenance					
Maintenance					
				34.3 %	
Car Wash	Car Wash		31.2 %		31.4 %
Paint, Collision & Glass	Paint, Collision & Glass		33.0 %		40.5 %
Platform Services	Platform Services		36.9 %		35.2 %
Total consolidated	Total consolidated		25.3 %		24.8 %

(1) Platform Services same store sales metrics were removed as a Key Performance Indicator as sales included within the calculation represented an insignificant portion of Platform Services total sales.

Reconciliation of Non-GAAP Financial Information

To supplement our consolidated financial statements prepared and presented in accordance with GAAP, we use certain non-GAAP financial measures throughout this Annual Report, as described further below, to provide investors with additional useful information about our financial performance, to enhance the overall understanding of our past performance and future prospects and to allow for greater transparency with respect to important metrics used by our management for financial and operational decision-making.

Non-GAAP financial measures have limitations in their usefulness to investors because they have no standardized meaning prescribed by GAAP and are not prepared under any comprehensive set of accounting rules or principles. In addition, non-GAAP financial measures may be calculated differently from, and therefore may not be directly comparable to, similarly titled measures used by other companies. As a result, non-GAAP financial measures should be viewed as supplementing, and not as an alternative or substitute for, our consolidated financial statements prepared and presented in accordance with GAAP.

Adjusted Net Income/Adjusted Earnings per Share. We define **adjusted net income** **Adjusted Net Income** as net income calculated in accordance with GAAP, adjusted for acquisition-related costs, **straight-line rent**, equity compensation, loss on debt extinguishment, **cloud computing amortization**, and certain non-recurring, non-core, infrequent or unusual charges, amortization related to acquired intangible assets and the tax effect of the adjustments. Adjusted **earnings per share** **Earnings Per Share** is calculated by dividing Adjusted Net Income by the weighted average shares outstanding. Management believes this non-GAAP financial measure is useful because it is a key measure used by our management team to evaluate our operating performance, generate future operating plans, and make strategic decisions.

The following table provides a reconciliation of **Net (Loss) Income** to Adjusted Net Income **to Net Income as defined by GAAP** and Adjusted Earnings per Share:

Adjusted Net Income/Adjusted Income /Adjusted Earnings per Share

	Year Ended
	Year Ended
	Year Ended
(in thousands, except per share data)	
(in thousands, except per share data)	
(in thousands, except per share data)	
Net (loss) income	
Net (loss) income	
Net (loss) income	
Acquisition related costs ^(a)	

Acquisition related costs ^(a)			
Acquisition related costs ^(a)			
Non-core items and project costs, net ^(b)			
Non-core items and project costs, net ^(b)			
Non-core items and project costs, net ^(b)			
		Year Ended	
<i>(in thousands, except per share data)</i>		December 31, 2022	December 25, 2021
Net income	\$	43,173	\$ 9,536
Acquisition related costs ^(a)		15,304	62,386
Non-core items and project costs, net ^(b)		20,241	5,656
Cloud computing amortization ^(c)			
Straight-line rent adjustment ^(c)		14,965	11,619
Cloud computing amortization ^(c)			
Cloud computing amortization ^(c)			
Equity-based compensation expense ^(d)	Equity-based compensation expense ^(d)	20,583	4,301
Foreign currency transaction loss, net ^(e)		17,168	20,683
Equity-based compensation expense ^(d)			
Equity-based compensation expense ^(d)			
Foreign currency transaction (gain) loss, net ^(e)			
Foreign currency transaction (gain) loss, net ^(e)			
Foreign currency transaction (gain) loss, net ^(e)			
Bad debt recovery ^(f)	Bad debt recovery ^(f)	(449)	(3,183)
Trade name impairment ^(g)		125,450	—
Asset sale leaseback (gain) loss, impairment and closed store expenses ^(h)		(29,083)	(8,935)
Loss on debt extinguishment ⁽ⁱ⁾		—	45,576
Bad debt recovery ^(f)			
Bad debt recovery ^(f)			
Goodwill impairment ^(g)			
Goodwill impairment ^(g)			
Goodwill impairment ^(g)			
Trade name impairment ^(h)			
Trade name impairment ^(h)			
Trade name impairment ^(h)			
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾			
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾			
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾			
Amortization related to acquired intangible assets ^(j)	Amortization related to acquired intangible assets ^(j)	27,059	18,551
Provision (benefit) for uncertain tax positions ^(k)		(148)	(313)
Amortization related to acquired intangible assets ^(j)			
Amortization related to acquired intangible assets ^(j)			
Provision for uncertain tax positions ^(k)			
Provision for uncertain tax positions ^(k)			
Provision for uncertain tax positions ^(k)			
Valuation allowance for deferred tax asset ^(l)			
Valuation allowance for deferred tax asset ^(l)			

Valuation allowance for deferred tax asset ⁽ⁱ⁾	Valuation allowance for deferred tax asset ⁽ⁱ⁾	3,051	4,400
Adjusted net income before tax impact of adjustments	Adjusted net income before tax impact of adjustments	257,314	170,277
Adjusted net income before tax impact of adjustments			
Adjusted net income before tax impact of adjustments			
Tax impact of adjustments ^(m)			
Tax impact of adjustments ^(m)			
Tax impact of adjustments ^(m)	Tax impact of adjustments ^(m)	(49,437)	(23,282)
Adjusted net income	Adjusted net income	207,877	146,995
Adjusted net income			
Adjusted net income			
Net loss attributable to non-controlling interest			
Net loss attributable to non-controlling interest			
Net loss attributable to non-controlling interest	Net loss attributable to non-controlling interest	(15)	(96)
Adjusted net income attributable to Driven Brands Holdings Inc.	Adjusted net income attributable to Driven Brands Holdings Inc.	\$ 207,892	\$ 147,091
Adjusted net income attributable to Driven Brands Holdings Inc.			
Adjusted net income attributable to Driven Brands Holdings Inc.			
Weighted average shares outstanding			
Earnings per share			
Earnings per share			
Earnings per share			
Basic			
Basic			
Basic	Basic	162,762	160,684
Diluted	Diluted	166,743	164,644
Earnings per share			
Diluted			
Diluted			
Weighted average shares outstanding for Net Income			
Weighted average shares outstanding for Net Income			
Weighted average shares outstanding for Net Income			
Basic			
Basic			
Basic	Basic	\$ 0.26	\$ 0.06
Diluted	Diluted	\$ 0.25	\$ 0.06
Diluted			
Diluted			
Adjusted earnings per share			
Adjusted earnings per share			
Adjusted earnings per share	Adjusted earnings per share		
Basic	Basic	\$ 1.25	\$ 0.90
Basic			
Basic			

Diluted	Diluted	\$	1.22	\$	0.88
Diluted					
Diluted					
Weighted average shares outstanding for Adjusted Net Income					
Weighted average shares outstanding for Adjusted Net Income					
Weighted average shares outstanding for Adjusted Net Income					
Basic					
Basic					
Basic					
Diluted					
Diluted					
Diluted					

Adjusted EBITDA. We define Adjusted EBITDA as earnings before interest expense, net, income tax expense, and depreciation and amortization, with further adjustments for acquisition-related costs, **straight-line rent**, equity compensation, loss on debt extinguishment, **cloud computing amortization**, and certain non-recurring, non-core, infrequent or unusual charges. Adjusted EBITDA may not be comparable to similarly titled metrics of other companies due to differences in methods of calculation. Management believes this non-GAAP financial measure is useful because it is a key measure used by our management team to evaluate our operating performance, generate future operating plans, and make strategic decisions.

The following table provides a reconciliation of Net **(Loss)** Income to Adjusted EBITDA:

Adjusted EBITDA	Adjusted EBITDA		
Adjusted EBITDA	Adjusted EBITDA		
	Year Ended		
	December 31, 2022	December 25, 2021	
Net income	\$ 43,173	\$ 9,536	
Income tax expense	25,167	25,356	
	Year Ended		
	Year Ended		
	Year Ended		
	December 30, 2023	December 30, 2023	December 31, 2022
Net (loss) income			
Income tax (benefit) expense			
Interest expense, net	Interest expense, net	114,096	75,914
Depreciation and amortization	Depreciation and amortization	147,156	112,777
EBITDA	EBITDA	329,592	223,583
Acquisition related costs ^(a)	Acquisition related costs ^(a)	15,304	62,386
Non-core items and project costs, net ^(b)	Non-core items and project costs, net ^(b)	20,241	5,656

Straight-line rent adjustment ^(c)		14,965	11,619
Cloud computing amortization ^(c)			
Cloud computing amortization ^(c)			
Cloud computing amortization ^(c)			
Equity-based compensation expense ^(d)	Equity-based compensation expense ^(d)	20,583	4,301
Foreign currency transaction loss, net ^(e)		17,168	20,683
Foreign currency transaction (gain) loss, net ^(e)			
Bad debt recovery ^(f)	Bad debt recovery ^(f)	(449)	(3,183)
Trade name impairment ^(g)		125,450	—
Asset sale leaseback (gain) loss, impairment and closed store expenses ^(h)		(29,083)	(8,935)
Loss on debt extinguishment ⁽ⁱ⁾		—	45,576
Goodwill impairment ^(g)			
Trade name impairment ^(h)			
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾			
Adjusted EBITDA	Adjusted EBITDA	\$ 513,771	\$ 361,686
Adjusted EBITDA			
Adjusted EBITDA			

- ^a (a) Consists of acquisition costs as reflected within the consolidated **statement statements** of operations, including legal, consulting and other fees, and expenses incurred in connection with acquisitions completed during the applicable period, as well as inventory rationalization expenses incurred in connection with acquisitions. We expect to incur similar costs in connection with other acquisitions in the future and, under U.S. GAAP, such costs relating to acquisitions are expensed as incurred and not capitalized.
- ^b (b) Consists of discrete items and project costs, including **third-party third party** consulting and professional fees associated with strategic transformation initiatives as well as **a non-recurring payroll-related costs**. A \$15 million change in estimate related to the Tax Receivable Agreement that we entered into at the IPO related to the filing of our 2021 tax returns **was recorded** in the fourth quarter of 2022.
- ^c (c) Consists of the **Includes non-cash portion of rent expense, which reflects the extent amortization expenses relating to which our straight-line rent expense recognized under U.S. GAAP exceeds or is less than our cash rent payments. cloud computing arrangements.**
- ^d (d) Represents non-cash equity-based compensation expense.
- ^e (e) Represents foreign currency transaction **gains/ (gains) losses, net that primarily related to the remeasurement of our intercompany loans. These losses are partially offset by loans as well as unrealized gains/ gains and losses on remeasurement of cross currency swaps and forward contracts.**
- ^f (f) Represents the recovery of previously uncollectible receivables outside of normal operations.
- ^g (g) Relates to **an goodwill impairment of certain charges within the Car Wash segment. Refer to Note 7 in our consolidated financial statements for additional information.**

- (n) Certain indefinite-lived Car Wash trade names were impaired as the Company elected to discontinue their use. Refer to Note 7 in our consolidated financial statements for additional information.
- (o) Relates to (gains) losses, net (gain) loss on sale leasebacks, impairment of certain fixed assets and operating lease right-of-use assets related to closed and underperforming locations, assets held for sale, and lease exit costs and other costs associated with stores that were closed prior to the respective lease termination dates. Refer to Note 7 in our consolidated financial statements for additional information.
- (p) Represents the write-off of debt issuance costs associated with early termination of debt.
- (q) Consists of amortization related to acquired intangible assets as reflected within depreciation and amortization in the consolidated statements of operations.
- (r) Represents uncertain tax positions amounts recorded for uncertain tax positions, inclusive of interest and penalties.
- (s) Represents valuation allowances on income tax carryforwards in certain domestic and foreign jurisdictions that are not more likely than not to be realized.
- (t) Represents the tax impact of adjustments associated with the reconciling items between net income Net Loss (Income) and Adjusted Net Income, excluding the provision for uncertain tax positions and valuation allowance for certain deferred tax assets. To determine the tax impact of the deductible reconciling items, we utilized statutory income tax rates ranging from 9% to 36%, depending upon the tax attributes of each adjustment and the applicable jurisdiction.

Results of Operations for the Year Ended December 31, 2022 December 30, 2023 Compared to the Year Ended December 25, 2021 December 31, 2022

Net Income

We recognized a net loss of \$745 million, or \$4.53 loss per diluted share for the year ended December 30, 2023, compared to a net income of \$43 million, or \$0.25 earnings per diluted share for the year ended December 31, 2022. The decrease of \$788 million was primarily due to the following:

- a non-cash goodwill impairment charge of \$851 million included in the Car Wash segment as well as \$133 million of consolidated asset impairment charges, primarily relating to Car Wash assets for the 29 approved store closures, underperforming stores, and assets held for sale in the current period;
- a loss on sale or disposals of fixed assets of approximately \$5 million during the year ended December 30, 2023 compared to a gain of \$35 million during the year ended December 31, 2022, primarily relating to sale leaseback transactions and a gain on the sale of CARSTAR company-operated stores in the prior year;
- increased interest expense of \$50 million, primarily relating to a higher variable interest rate on the Term Loan Facility in the current period, the full-year impact of interest relating to borrowings under the Series 2022-1 Class A-2 Securitization Senior Notes issued in the fourth quarter of 2022, and increased borrowings on the Revolving Credit Facility;
- decreased operating margins within the Car Wash segment; and
- increased depreciation and amortization expenses of \$28 million relating to capital expenditures and new store openings during 2023.

These decreases were partially offset by:

- a \$125 million non-cash intangible impairment charge related to the change in intended use of certain existing Car Wash trade names migrating to the Take 5 Car Wash brand in the prior period;
- a decrease in tax expense of \$128 million;
- reduced losses for foreign exchange of \$20 million; and
- increases related to same store sales growth, primarily within the Maintenance segment, organic store count growth, and unit growth from acquisitions during 2023.

Adjusted Net Income

Adjusted net income was \$142 million for the year ended December 30, 2023, a decrease of \$54 million, compared to \$197 million for the year ended December 31, 2022. This decrease was primarily due to the following:

- increased interest expense of \$50 million, primarily relating to a higher variable interest rate on the Term Loan Facility in the current period, the full-year impact of interest relating to borrowings under the Series 2022-1 Class A-2 Securitization Senior Notes issued in the fourth quarter of 2022, and increased borrowings on the Revolving Credit Facility;
- decreased operating margins within the Car Wash segment; and
- increased depreciation expenses of \$26 million relating to capital expenditures and new store openings during 2023.

The decreases were partially offset by:

- increases related to same store sales growth, primarily within the Maintenance segment, organic store count growth, and unit growth from acquisitions in the trailing twelve month period.

Adjusted EBITDA

Adjusted EBITDA was \$517 million for the year ended December 30, 2023, an increase of \$18 million, compared to \$499 million for the year ended December 31, 2022. The increase in Adjusted EBITDA was primarily due to:

- increases related to same store sales growth, primarily within the Maintenance segment, organic store count growth, and unit growth from acquisitions in the trailing twelve month period.

The increases were partially offset by:

- decreased operating margins within the Car Wash segment.

To facilitate the review of our results of operations, the following tables set forth our financial results for the periods indicated. All information is derived from the consolidated statements of operations. Certain percentages presented in this section have been rounded to the nearest whole number, therefore, totals may not equal the sum of the line items in the tables below.

For the year ended December 31, 2022, we recognized Net Income of \$43 million, or \$0.26 per diluted share, compared to a Net Income of \$10 million, or \$0.06 per diluted share, for the year ended December 25, 2021. This increase in Net Income was primarily due to an increase in operating profit, driven by a 39% increase in revenue as a result of same store sales and organic growth, increased growth from the U.S. glass business acquisitions, and continued car wash acquisitions in 2022, as well as \$46 million due to the non-recurrence of debt extinguishment costs associated with the settlement of the Car Wash Senior Credit Facilities in 2021, and \$56 million due to acquisition costs incurred in 2021 related to the purchase of AGN. These increases were partially offset by a \$125 million non-cash impairment charge related to the change in intended use of certain existing Car Wash trade names migrating to the Take 5 Car Wash brand, a \$91 million increase in selling, general and administrative expenses related to higher professional fees, infrastructure, and other operating costs, including \$15 million relating to the Tax Receivable Agreement, a \$38 million increase in interest expense related to a higher average balance outstanding and an increased weighted average interest rate due to interest rate increases throughout 2022.

Adjusted Net Income increased \$61 million, or 41%, for the year ended December 31, 2022 to \$208 million, compared to \$147 million for the year ended December 25, 2021. The increase in Adjusted Net Income was primarily due to an increase in revenue related to same store sales and organic growth and increased unit growth from the U.S. glass business acquisitions and continued car wash acquisitions in 2022, partially offset by higher operating, interest, and income tax expenses associated with growth. See Note 3 to our consolidated financial statements for additional information about acquisitions.

Adjusted EBITDA was \$514 million for the year ended December 31, 2022, an increase of \$152 million, or 42%, compared to Adjusted EBITDA of \$362 million for the year ended December 25, 2021. Adjusted Net Income and Adjusted EBITDA are non-GAAP financial measures of performance. For a discussion of our use of these non-GAAP measures and a reconciliation from Net Income to Adjusted Net Income and Adjusted EBITDA, see above for reconciliations of non-GAAP financial information.

Revenue

Year Ended							
Year Ended							
Year Ended							
Year Ended							
(in thousands)							
(in thousands)							
(in thousands)	(in thousands)	December 31, 2022	% of Net Revenues		December 25, 2021	% of Net Revenues	
Franchise royalties and fees	Franchise royalties and fees	\$ 171,734	8.4	%	\$ 144,413	9.8	%
Franchise royalties and fees							
Franchise royalties and fees							
Company-operated store sales							
Company-operated store sales							
Company-operated store sales	Company-operated store sales	1,324,408	65.1	%	843,646	57.5	%
Independently-operated store sales	Independently-operated store sales	195,157	9.6	%	204,246	13.9	%
Advertising contributions		87,750	4.3	%	75,599	5.2	%
Independently-operated store sales							
Independently-operated store sales							
Advertising fund contributions							
Advertising fund contributions							
Advertising fund contributions							
Supply and other revenue	Supply and other revenue	254,145	12.5	%	199,376	13.6	%
Total revenue		\$ 2,033,194	100.0	%	\$ 1,467,280	100.0	%
Supply and other revenue							
Supply and other revenue							
Total net revenue							
Total net revenue							
Total net revenue							

Franchise Royalties and Fees

Franchise royalties and fees increased \$27 million \$19 million, or 19% 11%, for the year ended December 31, 2022 primarily due to same store sales growth and net increase of 104 franchised stores. Franchised system-wide sales increased \$474 million, or 12%.

Company-operated Store Sales

Company-operated store sales increased \$202 million, or 15%, compared of which approximately \$116 million, \$82 million, and \$5 million related to the year ended December 25, 2021. Maintenance, Paint, Collision & Glass, and Platform Services franchise royalties and fees increased by 25%, 18%, and 15%, Car Wash segments, respectively. This The sales increase in the Maintenance segment was primarily due to a \$595 million, or 17%, same store sales growth and 59 net new company-operated stores. The sales increase in franchised system-wide the Paint, Collision & Glass segment was primarily from new store growth in the current year as well as continued ramp for stores acquired in the prior year, partially offset by a decrease in sales aided relating to company-operated CARSTAR stores sold in 2022. The sales increase in the Car Wash segment was primarily driven by an increase the addition of new company-operated stores through acquisitions and greenfield openings in the current year and continued ramp for stores acquired or opened in the prior year, which was partially offset by a decrease in same store sales and store closures predominately in the additional 112 franchised stores.

Company-Operated Store Sales

Company-operated store sales increased \$481 million, or 57%, for fourth quarter of 2023. In aggregate, the year ended December 31, 2022, compared to the year ended December 25, 2021. Maintenance, Car Wash, and Paint, Collision & Glass company-operated store sales increased by \$189 million, \$113 million, and \$178 million, respectively. Company operated store sales increased due to the addition of 288 added 83 company-operated stores year-over-year and same store sales growth. Growth in company-operated stores was driven primarily by the acquisition of 10 glass businesses, which had 174 stores in aggregate, and continued car wash tuck-in acquisitions. The acquisition of the glass businesses generated \$157 million of sales in 2022. year-over-year.

Independently-Operated Store Sales

Independently-operated store sales (comprised entirely of sales from the international car wash locations) decreased \$9 increased \$1 million, or 4%, for the year ended December 31, 2022, compared to the year ended December 25, 2021 1%, primarily as a result of store closures and a decrease in same store sales due to unfavorable currency translation.

Advertising Contributions

Advertising contributions increased by \$12 million, or 16%, for the year ended December 31, 2022, compared to the year ended December 25, 2021, due to an increase in franchised same store sales and a positive impact from foreign exchange.

Advertising Fund Contributions

Advertising fund contributions increased by \$11 million, or 13%, primarily due to an increase in franchise system-wide sales of approximately \$595 million \$474 million, or 17%. 12%, from same store sales growth and an additional 104 net new franchise stores. Our franchise agreements typically require the franchisee to pay continuing advertising fund fees based on a percentage of franchisee gross sales.

Supply and Other Revenue

Supply and other revenue increased \$55 million \$38 million, or 15%, or 27%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. Supply and other revenue increased across all segments primarily due to growth in product and service revenue within the Maintenance and Platform Services segments as a result of an increase in system wide system-wide sales. Supply and other revenue also increased due to an overall increase in franchise stores in the Maintenance segment and increased rebates in the Paint, Collision & Glass segment.

Operating Expenses

		Year Ended					
		Year Ended		Year Ended		Year Ended	
		Year Ended		Year Ended		Year Ended	
(in thousands)		Year Ended		Year Ended		Year Ended	
(in thousands)		Year Ended		Year Ended		Year Ended	
(in thousands)	(in thousands)	December 31, 2022		% of Net Revenues		December 25, 2021	
Company-operated	Company-operated						
store expenses	store expenses						
		\$	812,262	40.0	%	\$	515,837
							35.2
							%
Company-operated store expenses							
Company-operated store expenses							
Independently-	Independently-						
operated store	operated store						
expenses	expenses						
			107,940	5.3	%		114,115
							7.8
							%
Advertising expenses			87,986	4.3	%		74,765
							5.1
							%
Independently-operated store expenses							

Independently-operated store expenses							
Advertising fund expenses							
Advertising fund expenses							
Advertising fund expenses							
Supply and other expenses							
Supply and other expenses							
Supply and other expenses	Supply and other expenses	145,481	7.2	%	112,318	7.7	%
Selling, general, and administrative expenses	Selling, general, and administrative expenses	383,478	18.9	%	292,263	19.9	%
Acquisition costs		15,304	0.8	%	62,386	4.3	%
Selling, general, and administrative expenses							
Selling, general, and administrative expenses							
Acquisition related costs							
Acquisition related costs							
Acquisition related costs							
Store opening costs							
Store opening costs							
Store opening costs	Store opening costs	2,878	0.1	%	2,497	0.2	%
Depreciation and amortization	Depreciation and amortization	147,156	7.2	%	112,777	7.7	%
Trade name impairment charge		125,450	6.2	%	—	—	%
Asset impairment charges		5,655	0.3	%	3,257	0.2	%
Depreciation and amortization							
Depreciation and amortization							
Goodwill impairment							
Goodwill impairment							
Goodwill impairment							
Trade name impairment charges							
Trade name impairment charges							
Trade name impairment charges							
Asset impairment charges and lease terminations							
Asset impairment charges and lease terminations							
Asset impairment charges and lease terminations							
Total operating expenses	Total operating expenses	\$ 1,833,590	90.2	%	\$ 1,290,215	87.9	%
Total operating expenses							
Total operating expenses							

Company-Operated Store Expenses

Company-operated store expenses increased \$296 million \$192 million, or 57% 24%, for the year ended December 31, 2022, compared primarily due to the year ended December 25, 2021. This increase in expenses was commensurate with the increase in revenue from the addition of 288 increased operations relating to 83 net company-operated stores added during fiscal year 2022 2023 as well as same store sales growth. Company-operated store expenses increased operating costs primarily relating to increased labor costs and rent expense at properties converted to leases through sale leasebacks in the same rate as company-operated store revenue. prior year.

Independently-Operated Store Expenses

Independently-operated store expenses (comprised entirely of expenses from the international car wash locations) decreased \$6 million increased \$1 million, or 5% 1%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. This was commensurate with the decrease in Independently-operated store sales primarily due to unfavorable foreign currency translation. Independently-

operated store expenses decreased at a higher rate than Independently-operated store sales due to effective cost management and operational leverage. increased supplies expense.

Advertising Fund Expenses

Advertising fund expenses increased \$13 million \$9 million, or 18% 11%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. This increase aligns which is commensurate with the increase to advertising fund revenue. contributions during the period. Advertising fund expenses generally trend consistent with advertising fund contributions.

Supply and Other Expenses

Supply and other expenses increased \$33 million \$13 million, or 80% 9%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. This increase was primarily due to an increase in franchise system-wide sales that resulted in increased product purchases. supply and other revenue.

Selling, General and Administrative Expenses

Selling, general and administrative expenses increased \$91 million \$60 million, or 31% 16%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. This increase was primarily due to increased employee compensation and other employee related expenses due a loss on sale or disposals of fixed assets of approximately \$5 million in the current period compared to increased headcount primarily from 2022 car wash and glass company-operated store acquisitions, an additional \$15 million a gain of \$35 million in the prior year, relating to sale leaseback transactions as well as a gain on the sale of CARSTAR company-operated stores in the prior year. In addition, the Company incurred higher marketing expenses and infrastructure costs in the current year. These increases were partially offset by a \$15 million charge for change in estimate for the Tax Receivable Agreement \$16 million related to stock compensation, travel and infrastructure costs, in the prior year, as well as increased legal, reduced employee related benefits and professional and audit fees. The remaining increase is a result of incremental costs to support organic growth. fees in the current year.

Acquisition Related Costs

Acquisition related costs decreased \$47 million \$2 million, or 75% 14%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. Acquisition costs decreased primarily due to the non-recurrence of \$56 million in transaction costs related to the acquisition of AGN on December 30, 2021 (See Note 3), which were incurred in 2021, partially offset by increased decreased acquisition activity in the current year compared to the prior year.

Store Opening Costs

Store opening costs increased less than \$1 million by \$3 million, or 15% 103%, for the year ended December 31, 2022, compared primarily due to costs associated with converting stores from U.S. glass acquisitions to the year ended December 25, 2021, due to an increase in company operated AGN brand and costs associated with opening new store openings and conversions of acquired stores to the Take 5 Oil, brand. U.S. glass, and U.S. car wash company-operated stores.

Depreciation and Amortization

Depreciation and amortization expense increased \$34 million \$28 million, or 7%, for the year ended December 31, 2022, compared to the year ended December 25, 2021 19%, due to additional property fixed assets and equipment and definite-lived finite-lived intangible assets recognized as a result of in conjunction with recent acquisitions and additional capitalized higher capital expenditures, incurred primarily related to growth, such oil change and car wash site development, as new store openings. well as full year depreciation and amortization for stores opened and intangibles acquired during 2022.

Goodwill Impairment

During the year ended December 30, 2023, a goodwill impairment charge of \$851 million was recorded directly attributable to our Car Wash segment. For more information, refer to Note 7 in our consolidated financial statements included within this Form 10-K.

Trade Name Impairment Charges

The Company acquired a number of car wash businesses overDuring the past two years and determined a fair value of each of the associated intangibles, including trademarks and customer relationships. During 2022, year ended December 31, 2022, the Company made the strategic decision to rebrand the majority of its U.S. car wash locations to operate under the brand name "Take 5 Car Wash", and therefore discontinue discontinuing the use of certain car wash Car Wash trade names that had indefinite lives. As a result, the Company recognized a \$125 million non-cash impairment charge. For more information, refer to Note 7 in our consolidated financial statements included within this Form 10-K.

Asset Impairment Charges and Lease Terminations

Asset impairment charges and lease terminations increased \$2 million by \$127 million. During the year ended December 30, 2023, the Company recorded impairment charges primarily related to property and equipment and right-of-use assets for the 29 stores management approved for closure, underperforming stores, and impairments relating to assets held for sale or 74%, for abandoned within the Car Wash segment. During the year ended December 31, 2022, compared to the year ended December 25, 2021. Asset Company recorded impairment charges related relating to the impairment of certain fixed assets property and equipment and operating lease right-of-use assets primarily at closed store locations.

For more information, refer to Note 7 in our consolidated financial statements included within this Form 10-K.

Interest Expense, Net

Year Ended	
	Year Ended
	Year Ended
	Year Ended

(in thousands)					
(in thousands)					
(in thousands)	(in thousands)	December 31, 2022	% of Net Revenues	December 25, 2021	% of Net Revenues
Interest expense, net	Interest expense, net	\$ 114,096	5.6 %	\$ 75,914	5.2 %
Interest expense, net					
Interest expense, net					

Interest expense, net increased \$38 million \$50 million, or 50% 44%, for primarily relating to a higher variable interest rate on the year ended December 31, 2022, compared to the year ended December 25, 2021, as a result of higher average debt outstanding and interest rates Term Loan Facility in the current period. In period, the fourth quarter full-year impact of 2022, we issued \$365 million in interest relating to borrowings under the Series 2022-1 Class A-2 Securitization Senior notes and Notes issued in the fourth quarter of 2021 we issued \$950 million in 2022, and increased borrowings under on the Series 2021-1 Securitization Senior Notes and as well as Term Loan Facility borrowings, both of which impacted the average outstanding debt in 2022 compared to 2021. In addition, borrowings in the current year were impacted by rate increases throughout the year. Revolving Credit Facility.

(Gain) Loss on Foreign Currency Transactions, Net

		Year Ended			
(in thousands)		December 30, 2023	% of Net Revenues	December 31, 2022	% of Net Revenues
(Gain) loss on foreign currency transactions, net		\$ (3,078)	(0.1)%	\$ 17,168	0.8 %

		Year Ended			
(in thousands)		December 31, 2022	% of Net Revenues	December 25, 2021	% of Net Revenues
Loss on foreign currency transactions, net		\$ 17,168	0.8 %	\$ 20,683	1.4 %

The loss gain on foreign currency transactions for the year ended December 31, 2022 December 30, 2023 was primarily comprised of transaction gains in our foreign operations of \$2 million and a \$16 million net remeasurement loss gain on our non-U.S. dollar entities, including third party long-term debt and intercompany notes.

foreign currency hedges of \$1 million. The loss on foreign currency transactions for the year ended December 25, 2021 December 31, 2022 was primarily comprised of a \$25 million loss associated with the \$16 million net remeasurement of our 2020-1 Senior Notes and foreign inter-company notes, partially offset by gains incurred on cross currency swaps and forward contracts associated with these instruments that are not designated as hedging instruments.

Loss on Debt Extinguishment

		Year Ended			
(in thousands)		December 31, 2022	% of Net Revenues	December 25, 2021	% of Net Revenues
Loss on debt extinguishment		\$ —	— %	\$ 45,576	3.1 %

The loss on our non U.S. dollar entities, including third party long-term debt extinguishment of \$46 million and intercompany notes.

Income Tax (Benefit) Expense

		Year Ended			
(in thousands)		December 30, 2023	% of Net Revenues	December 31, 2022	% of Net Revenues
Income tax (benefit) expense		\$ (102,689)	(4.5 %)	\$ 25,167	1.2 %

Income tax benefit was \$103 million for the year ended December 25, 2021 was due December 30, 2023 compared to the write-off of remaining unamortized debt discount associated with settlement of the Car Wash Senior Credit Facilities.

Income Tax Expense

		Year Ended			
(in thousands)		December 31, 2022	% of Net Revenues	December 25, 2021	% of Net Revenues
Income tax expense		\$ 25,167	1.2 %	\$ 25,356	1.7 %

Income an income tax expense decreased by \$0.2 million, or 1%, of \$25 million for the year ended December 31, 2022, compared to the year ended December 25, 2021. The effective income tax rate for the year ended December 31, 2022 December 30, 2023 was 36.8% 12.1% compared to 72.7% 36.8% for the year ended December 25, 2021 December 31, 2022. The net decrease in the income tax expense from 2021 to 2022 and effective tax rate was primarily driven by non-recurring unfavorable transaction costs in 2021, partially offset by an increase in pretax income and impairments recorded during the impact of Global Intangible Low-Taxed Income ("GILTI") in the current year. year ended December 30, 2023.

Segment Results of Operations for the Year Ended December 31, 2022 December 30, 2023 Compared to the Year Ended December 25, 2021 December 31, 2022

We assess the performance of our segments based on Segment Adjusted EBITDA, which is defined as earnings before interest expense, net, income tax expense, and depreciation and amortization, with further adjustments for acquisition-related costs, straight-line rent, store opening and closure costs, equity compensation, store opening costs, loss on debt extinguishment, cloud computing amortization, and certain non-recurring, non-core, infrequent or unusual charges. Segment Adjusted EBITDA is a supplemental measure of the operating performance of our segments and may not be comparable to similar measures reported by other companies. Also, shared Shared services costs are not allocated to these segments as further described and are included in Note 9 Corporate and Other. Segment Adjusted EBITDA may not be comparable to the consolidated financial statements, similarly titled metrics of other companies due to differences in methods of calculation.

Maintenance

		Year Ended		2022		2021	
(in thousands)		December 31, 2022	December 25, 2021	% Net Revenue For Segment		% Net Revenue For Segment	
		Year Ended					
		Year Ended					
		Year Ended					
(in thousands, unless otherwise noted)							
(in thousands, unless otherwise noted)							
(in thousands, unless otherwise noted)							
Franchise royalties and fees							
Franchise royalties and fees							
Franchise royalties and fees	Franchise royalties and fees \$	45,046	\$ 35,932	5.6	%	6.2	%
Company-operated store sales	Company-operated store sales	692,947	503,719	86.7	%	87.3	%
Company-operated store sales							
Company-operated store sales							
Supply and other revenue	Supply and other revenue	61,869	37,425	7.7	%	6.5	%
Total revenue	\$	799,862	\$ 577,076	100.0	%	100.0	%
Supply and other revenue							
Supply and other revenue							
Total net revenue							
Total net revenue							
Total net revenue							
Segment Adjusted EBITDA							
Segment Adjusted EBITDA							
Segment Adjusted EBITDA	Segment Adjusted EBITDA \$	262,608	\$ 179,073	32.8	%	31.0	%
System-Wide Sales	System-Wide Sales					Change	
System-Wide Sales							
System-Wide Sales							
Franchised stores							
Franchised stores							
Franchised stores	Franchised stores \$	923,153	\$ 759,940	\$ 163,213		21.5	%
Company-operated stores	Company-operated stores	692,947	503,719	189,228		37.6	%
Company-operated stores							
Company-operated stores							
Total System-Wide Sales							
Total System-Wide Sales							

Total System-Wide Sales	Total System-Wide Sales	\$	1,616,100	\$	1,263,659	352,441	27.9	%
Store Count		Change						
Store Count (in whole numbers)								
Store Count (in whole numbers)								
Store Count (in whole numbers)								
Franchised stores								
Franchised stores								
Franchised stores	Franchised stores		1,052		962	90	9.4	%
Company-operated stores	Company-operated stores		593		543	50	9.2	%
Company-operated stores								
Company-operated stores								
Total Store Count								
Total Store Count								
Total Store Count	Total Store Count		1,645		1,505	140	9.3	%
Same Store Sales %	Same Store Sales %		16.1	%	24.8	%		
Same Store Sales %								
Same Store Sales %								

Maintenance net revenue increased \$161 million, or 20%, \$223 million, driven primarily by a \$116 million increase in company-operated store sales from same store sales growth and 59 net new company-operated stores. Supply and other revenue increased by \$33 million, or 39%, for the year ended December 31, 2022 53%, compared primarily due to the year ended December 25, 2021. higher system-wide sales from franchised stores. Franchise royalties and fees increased by \$9 million \$11 million, or 25%, primarily due to the \$163 million \$167 million, or 18%, increase in franchise franchised system-wide sales driven by from same store sales growth and an 82 net new franchise stores.

Maintenance Segment Adjusted EBITDA increased \$71 million, or 27%, primarily due to revenue growth, cost management, and operational leverage utilizing our efficient labor model at company-operated locations.

Car Wash

	Year Ended		2023	2022
	December 30, 2023	December 31, 2022	% Net Revenue For Segment	% Net Revenue For Segment
(in thousands, unless otherwise noted)				
Company-operated store sales	395,357	390,502	66.1 %	65.9 %
Independently-operated store sales	196,395	195,157	32.9 %	32.9 %
Supply and other revenue	5,992	7,061	1.0 %	1.2 %
Total net revenue	\$ 597,744	\$ 592,720	100.0 %	100.0 %
Segment Adjusted EBITDA	\$ 128,996	\$ 175,326	21.6 %	29.6 %
System-Wide Sales				
			Change	
Company-operated stores	\$ 395,357	390,502	\$ 4,855	1.2 %
Independently-operated stores	196,395	195,157	1,238	0.6 %
Total System-Wide Sales	\$ 591,752	\$ 585,659	\$ 6,093	1.0 %
Store Count (in whole numbers)				
			Change	
Company-operated stores	391	390	1	0.3 %
Independently-operated stores	717	721	(4)	(0.6 %)
Total Store Count	1,108	1,111	(3)	(0.3 %)
Same Store Sales %	(5.6 %)	(3.9 %)		

Car Wash segment net revenue increased \$5 million, or 1%, driven primarily by a \$5 million increase in company-operated store sales from the addition of 90 franchised stores. Company-operated 32 new company-operated stores in the current year and continued ramp for stores acquired or opened in the prior year, which was partially offset by a decrease in same store sales and store closures predominately in the fourth quarter of 2023. Independently-operated store sales increased \$189 million, or 38%, \$1 million due to an

increase in same store sales growth for independently-operated stores and an increase of 50 company-operated stores at Take 5 Oil, positive impacts from foreign exchange. Supply and other revenue increased by \$24 million, or 65%, primarily decreased \$1 million due to an increase in franchise store system wide sales related decreased vending sales.

Car Wash is comprised of car wash sites throughout the U.S., Europe, and Australia with varying geographical, economical, and political factors, which could impact the results of the business. Our U.S. Car Wash locations have experienced softening demand, increased competitive pressures, and negative weather patterns, which have contributed to Take 5 Oil driven by negative same store sales, growth, as well as political disruptions in our international locations resulting in increased costs and reduced operational results. We perform site reviews to evaluate operational efficiencies and these reviews could result in future impairment charges.

During the year ended December 30, 2023, management initiated a strategic review of the U.S. car wash operations, which included, but was not limited to, an increase in franchise evaluation of the following: store count, performance, the competitive landscape, revenue and an increase in oil prices, expense optimization opportunities, and capital requirements. As a result of this review, management approved the closure of 29 stores, halted the opening of new company-operated stores, and began marketing property and equipment for sale that will not be utilized by the Company.

Maintenance Car Wash Segment Adjusted EBITDA increased \$84 million decreased by \$46 million, or 47% 26%, primarily driven by increased rent as a result of sale-leaseback transactions, decreased same store sales within company-operated store sales, and increased company-operated store costs primarily relating to employee compensation, property taxes, insurance, supplies and utilities.

Paint, Collision & Glass

	Year Ended		2023	2022
	December 30, 2023	December 31, 2022	% Net Revenue For Segment	% Net Revenue For Segment
<i>(in thousands, unless otherwise noted)</i>				
Franchise royalties and fees	\$ 103,604	\$ 93,026	20.7 %	22.7 %
Company-operated store sales	317,428	235,924	63.4 %	57.4 %
Supply and other revenue	79,342	81,714	15.9 %	19.9 %
Total net revenue	\$ 500,374	\$ 410,664	100.0 %	100.0 %
Segment Adjusted EBITDA	\$ 140,569	\$ 134,818	28.1 %	32.8 %
System-Wide Sales	Change			
Franchised stores	\$ 3,072,137	\$ 2,723,047	\$ 349,090	12.8 %
Company-operated stores	317,428	235,924	81,504	34.5 %
Total System-Wide Sales	\$ 3,389,565	\$ 2,958,971	\$ 430,594	14.6 %
Store Count (in whole numbers)	Change			
Franchised stores	1,647	1,628	19	1.2 %
Company-operated stores	241	218	23	10.6 %
Total Store Count	1,888	1,846	42	2.3 %
Same Store Sales %	11.4 %	17.1 %		

Paint, Collision & Glass net revenue increased \$90 million, or 22%, for the year ended December 31, 2022 December 30, 2023, as compared to the year ended December 25, 2021, primarily due to revenue growth as well as cost management and operational leverage.

Car Wash

	Year Ended		2022	2021
	December 31, 2022	December 25, 2021	% Net Revenue For Segment	% Net Revenue For Segment
<i>(in thousands)</i>				
Company-operated store sales	\$ 390,502	\$ 277,118	65.9 %	56.9 %
Independently-operated store sales	195,157	204,246	32.9 %	41.9 %
Supply and other revenue	7,061	6,071	1.2 %	1.2 %
Total revenue	\$ 592,720	\$ 487,435	100.0 %	100.0 %
Segment Adjusted EBITDA	\$ 184,717	\$ 153,065	31.2 %	31.4 %
System-Wide Sales	Change			
Company-operated stores	\$ 390,502	\$ 277,118	\$ 113,384	40.9 %
Independently-operated stores	195,157	204,246	(9,089)	(4.5)%
Total System-Wide Sales	\$ 585,659	\$ 481,364	\$ 104,295	21.7 %

Store Count		Change	
Company-operated stores	390	330	60 18.2 %
Independently-operated stores	721	728	(7) (1.0)%
Total Store Count	1,111	1,058	53 5.0 %
Same Store Sales %	(3.9)%	6.0 %	

Car Wash segment revenue increased \$105 million, or 22%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. Company-operated store sales increased \$113 million \$82 million, or 41% 35%, primarily from net store growth in the trailing twelve months as well as continued ramp for stores acquired in the prior year, partially offset by a decrease in sales relating to company-operated CARSTAR stores sold in 2022. Franchise royalties and fees revenue increased \$11 million, or 11%, primarily due to U.S. acquisitions and new store openings in 2022. Independently-operated store sales decreased \$9 million a \$349 million, or 4% 13%, primarily as a result of store closures and a decrease in same store sales due to unfavorable currency translation.

Car Wash segment Adjusted EBITDA increased by \$32 million, or 21%, for the year ended December 31, 2022, compared to the year ended December 25, 2021, primarily driven by increased revenue from acquisitions and new store openings in the year, partially offset by increased operating costs, primarily relating to compensation, rent, and utilities as well as decreased same store sales due to unfavorable impact to foreign exchange.

Paint, Collision & Glass

(in thousands)	Year Ended		2022	2021
	December 31, 2022	December 25, 2021	% Net Revenue For Segment	% Net Revenue For Segment
Franchise royalties and fees	\$ 93,026	\$ 79,125	22.7 %	38.8 %
Company-operated store sales	235,924	57,804	57.4 %	28.3 %
Supply and other revenue	81,714	67,272	19.9 %	32.9 %
Total revenue	\$ 410,664	\$ 204,201	100.0 %	100.0 %
Segment Adjusted EBITDA	\$ 135,447	\$ 82,731	33.0 %	40.5 %
System-Wide Sales		Change		
Franchised stores	\$ 2,723,047	\$ 2,345,428	\$ 377,619	16.1 %
Company-operated stores	235,924	57,804	178,120	308.1 %
Total System-Wide Sales	\$ 2,958,971	\$ 2,403,232	\$ 555,739	23.1 %
Store Count		Change		
Franchised stores	1,628	1,608	20	1.2 %
Company-operated stores	218	40	178	445.0 %
Total Store Count	1,846	1,648	198	12.0 %
Same Store Sales %	17.1 %	12.6 %		

Paint, Collision & Glass revenue increased \$206 million, or 101%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. Franchised royalties and fees increased \$14 million, or 18%, due to the \$378 million increase in franchise franchised system-wide sales from same store sales growth and an increase of 20 franchised stores. Company operated store revenue increased \$178 million, or 308%, primarily due to glass acquisitions with revenue of \$157 million as well as full year revenue for 10 CARSTAR franchise sites acquired in the fourth quarter of 2021 resulting in an additional \$7 million in revenue compared to prior year, as well as same store sales growth. Supply and other revenue increased \$14 million decreased \$2 million, or 21% 3%, primarily due to same to reduced incentive payments in the current period.

We entered the U.S. glass market in the first quarter of 2022 through the acquisition of Auto Glass Now and have quickly become the second largest player in the U.S. auto glass servicing category. Since entering the U.S. market, we have completed 12 acquisitions and as of December 30, 2023 we have 231 company-operated glass stores. We have continued to integrate these acquisitions, standardize operations, and rebrand to the Auto Glass Now brand name throughout 2023. Due to the size and complexity of these acquisitions, the integrations have taken longer than planned resulting in lower revenue and less cost efficiencies than expected in the current period. During the fourth quarter of 2023, management performed a store sales growth footprint analysis, which included redundant locations within a market, and higher franchise income resulting from an increase closed 22 U.S. glass stores, reduced labor headcount accordingly, and implemented technology to improve customer experience and conversion. Costs associated with store closures were not material due to the asset-light nature of this business. We perform site reviews to evaluate operational efficiencies and these reviews could result in system wide sales, future impairment charges.

Paint, Collision & Glass Segment Adjusted EBITDA increased \$53 million \$6 million, or 64% 4%, for the year ended December 31, 2022, as compared to the year ended December 25, 2021, mainly primarily due to revenue growth from acquisitions, and including full year operations of prior year acquisitions, same store sales growth, as well as cost management and operational leverage, a one-time franchise licensee termination fee of \$5 million, partially offset by sales mix between franchise higher employee-related costs and reduced volume associated with company-operated stores.

Platform Services

Year Ended	2022	2021
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(in thousands)		December 31, 2022	December 25, 2021	% Net Revenue For Segment		% Net Revenue For Segment	
			Year Ended				
			Year Ended				
			Year Ended				
(in thousands, unless otherwise noted)							
(in thousands, unless otherwise noted)							
(in thousands, unless otherwise noted)							
Franchise royalties and fees							
Franchise royalties and fees							
Franchise royalties and fees	Franchise royalties and fees \$	33,662	\$ 29,356	17.1	%	18.1	%
Company-operated store sales	Company-operated store sales	5,035	5,005	2.6	%	3.1	%
Company-operated store sales							
Company-operated store sales							
Supply and other revenue	Supply and other revenue	157,676	127,413	80.3	%	78.8	%
Total revenue	\$	196,373	\$ 161,774	100.0	%	100.0	%
Supply and other revenue							
Supply and other revenue							
Total net revenue							
Total net revenue							
Total net revenue							
Segment Adjusted EBITDA							
Segment Adjusted EBITDA							
Segment Adjusted EBITDA	Segment Adjusted EBITDA \$	72,538	\$ 56,954	36.9	%	35.2	%
System-Wide Sales	System-Wide Sales			Change			
System-Wide Sales							
System-Wide Sales							
Franchised stores							
Franchised stores							
Franchised stores	Franchised stores \$	440,691	\$ 386,163	\$ 54,528		14.1	%
Company-operated stores	Company-operated stores	5,035	5,005	30		0.6	%
Company-operated stores							
Company-operated stores							
Total System-Wide Sales							
Total System-Wide Sales							
Total System-Wide Sales	Total System-Wide Sales \$	445,726	\$ 391,168	\$ 54,558		13.9	%
Store Count				Change			
Store Count (in whole numbers)							
Store Count (in whole numbers)							
Store Count (in whole numbers)							
Franchised stores							
Franchised stores							
Franchised stores	Franchised stores	202	200	2		1.0	%

Company-operated stores	Company-operated stores	1	1	—	—	%
Company-operated stores						
Company-operated stores						
Total Store Count	Total Store Count	203	201	2	1.0	%
Same Store Sales %		12.6	26.8			%
Total Store Count						
Total Store Count						

Platform Services net revenue increased \$35 million \$20 million, or 21%, for the year ended December 31, 2022, compared to the year ended December 25, 2021. Franchise royalties and fees increased \$4 million, or 15%, as a result of a \$55 million increase in franchise system-wide sales driven by same store sales growth. Supply and other revenue increased \$30 million, or 24% 10%, driven primarily by an increase in franchise total system-wide sales that of \$6.3 billion in the current year compared to \$5.6 billion in the prior year, which resulted in increased product purchases. purchases from franchisees and company-operated stores.

Platform Services Segment Adjusted EBITDA increased \$16 million \$8 million, or 27% 11%, for the year ended December 31, 2022, compared to the year ended December 25, 2021, primarily driven primarily by a combination of revenue growth and cost management, and operational leverage. management.

Financial Condition, Liquidity and Capital Resources

Sources of Liquidity and Capital Resources

Cash flow from operations, supplemented with our long-term borrowings and revolving credit facilities, have been sufficient to fund our operations while allowing us to make strategic investments to grow our business. We believe that our sources of liquidity and capital resources will be adequate to fund our operations, acquisitions, company-operated store development, other general corporate needs, and the additional expenses we expect to incur for at least the next twelve months. We expect to continue to have access to the capital markets at acceptable terms. However, this could be adversely affected by many factors including macroeconomic factors, a downgrade of our credit rating, or a deterioration of certain financial ratios.

Driven Brands Funding, LLC (the "Issuer"), a wholly owned wholly-owned subsidiary of the Company, is and Driven Brands Canada Funding Corporation (along with the Issuer, the "Co-Issuers") are subject to certain quantitative covenants related to debt service coverage and leverage ratios in connection with the Securitization Senior Notes. The our securitization senior notes. Our Term Loan Facility and Revolving Credit Facility also have certain qualitative covenants. As of December 31, 2022 and December 25, 2021 December 30, 2023, the Company Co-Issuers and its issuing subsidiaries Driven Holdings were in material compliance with all such covenants under its their respective credit agreements.

As of December 31, 2022 At December 30, 2023, the Company had total liquidity of \$618 million \$319 million, which included \$227 million \$177 million in cash and cash equivalents and \$391 million \$91 million and \$52 million of undrawn capacity on its variable funding securitization senior notes 2019 VFN and revolving credit facility. Revolving Credit Facility, respectively. This does not include the additional \$135 million Series 2022 2022-1 Class A-1 Notes that expand our variable funding note borrowing capacity when the company elects to exercise it, assuming certain conditions continue to be met.

Contractual Obligations

In addition to our liquidity and capital resources, we have significant contractual obligations and commitments as December 31, 2022 of December 30, 2023 relating to the following:

- Long-term debt and interest obligations** - As of December 31, 2022 December 30, 2023 our outstanding debt balance was \$2,784 million \$3.0 billion. See Note 9 to our consolidated financial statements for additional details regarding the timing of expected future principal payments. Interest on long-term debt is calculated based on debt outstanding and interest rates in effect on December 31, 2022 December 30, 2023, taking into account scheduled maturities and amortization payments. As of December 31, 2022 December 30, 2023, we estimate interest payment payments of \$134 million \$149 million due in 2023 2024 and \$488 million \$369 million due in 2024 2025 and thereafter.
- Operating lease commitments** - The company and its subsidiaries have non-cancelable operating lease agreements for the rental of office space, company-operated shops, stores, and office equipment. As of December 31, 2022 December 30, 2023, our remaining contractual commitments for operating leases were \$1,942 million \$2.2 billion. See Note 10 11 to our consolidated financial statements regarding the timing of expected future payments.
- Sublease rental** - The Company's subsidiaries enter into certain lease agreements with owners of real property to sublet the leased premises to its franchisees. As of December 31, 2022 December 30, 2023, our remaining contractual commitments for sublease rentals were \$32 million \$41 million. See Note 10 11 to our consolidated financial statements regarding the timing of expected future payments.

Cash Flows

The following table illustrates the main components of our cash flows: flows for the year ended December 30, 2023 and December 31, 2022:

Year Ended		Year Ended		Year Ended	
(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023
					December 31, 2022

Net cash provided by operating activities	Net cash provided by operating activities	\$ 197,176	
			\$ 283,827
Net cash used in investing activities	Net cash used in investing activities	(840,280)	
			(814,936)
Net cash provided by financing activities	Net cash provided by financing activities	343,368	
			885,536
Effect of exchange rate changes on cash	Effect of exchange rate changes on cash	(2,283)	558
Net change in cash, cash equivalents, restricted cash, and restricted cash included in advertising fund assets	Net change in cash, cash equivalents, restricted cash, and restricted cash included in advertising fund assets	\$(302,019)	\$ 354,985

Operating Activities

Net cash provided by operating activities was \$197 million\$235 million for the year ended December 31, 2022December 30, 2023 compared to net cash provided by operating activities of \$284 million\$197 million for the year ended December 25, 2021December 31, 2022. The decrease increase was primarily due to a \$56 million payment of for transaction costs associated with the AGN acquisition paid in 2022 and \$37 million of additional interest expense paid during the year ended December 31, 2022, partially offset by decreased earnings in the current year, partially offset by an increase in operating income, period.

Investing Activities

Net cash used in investing activities was \$840 million\$451 million for the year ended December 31, 2022December 30, 2023 compared to \$815 million\$840 million for the year ended December 25, 2021, primarily resulting from an December 31, 2022. The decrease was due to a \$703 million decrease in net cash paid for acquisitions, partially offset by a \$160 million increase in capital expenditures, of \$275 million, partially offset by an increase in proceeds from sale-leaseback transactions of \$190 million, an increase in proceeds received from disposal of businesses and fixed assets of \$23 million, and a decrease in cash paid for acquisitions of \$38 million.

Capital expenditures in all periods were primarily related relating to building new company-operated stores and remodeling and improving existing stores and acquired company-operated stores, maintaining our existing store base, and executing on technology initiatives. a \$139 million decrease in proceeds from sale-leaseback transactions.

Financing Activities

Net cash provided by financing activities was \$171 million for the year ended December 30, 2023 primarily related to net borrowings on the revolving credit facility of \$248 million and proceeds from the exercise of stock options of \$6 million, partially offset by share repurchases of \$50 million and repayments of long-term debt, including finance leases, of \$33 million. Net cash provided by financing activities was \$343 million for the year ended December 31, 2022 compared to \$886 million for the year ended December 25, 2021. Financing activities for the year ended December 31, 2022 primarily related to \$341 million for net debt proceeds and debt related activity. Financing activities See Note 7 to our consolidated financial statements for additional information regarding the year ended December 25, 2021 primarily related to \$761 million in proceeds from our initial public offering, net of underwriting discounts and \$167 million for net debt proceeds and debt related activity, partially offset by \$43 million in repurchases of common stock.

Company's debt.

Tax Receivable Agreement

We expect to be able to utilize certain tax benefits which are related to periods prior to the effective date of the Company's initial public offering, which we therefore attribute to our existing stockholders, shareholders. We expect that these tax benefits (i.e., the Pre-IPO and IPO-Related Tax Benefits) will reduce the amount of tax that we and our subsidiaries would otherwise be required to pay in the future. We have entered into an a Tax Receivable Agreement which provides our Pre-IPO stockholders shareholders with the right to receive payment by us of 85% of the amount of cash savings, if any, in U.S. and Canadian federal, state, local, and provincial income tax that we and our subsidiaries actually realize as a result of the utilization of the Pre-IPO and IPO-Related Tax Benefits. The Company has recorded a total current tax receivable liability of \$171 million\$56 million and \$53 million as of December 31, 2022 of which \$53 million December 30, 2023 and \$118 million are recorded under current December 31, 2022, respectively, and a non-current

tax receivable agreement liabilities liability of \$118 million as of December 30, 2023 and December 31, 2022, respectively, on our the consolidated balance sheets, respectively. As sheets. We made an initial payment of December 25, 2021, approximately \$25 million under the company recorded a total liability of \$156 million of which \$24 million and \$132 million were recorded under current and non-current tax receivable agreement liabilities on our consolidated balance sheet, respectively. The change from prior year relates to changes Tax Receivable Agreement in the estimated liability based on tax returns filed by the Company in the current year. January 2024.

For purposes of the Tax Receivable Agreement, cash savings in income tax will be computed by reference to the reduction in the liability for income taxes resulting from the utilization of the Pre-IPO and IPO-Related Tax Benefits. The term of the Tax Receivable Agreement commenced upon the effective date of the Company's initial public offering and will continue until the Pre-IPO and IPO-Related Tax Benefits have been utilized, accelerated, or expired.

Because we are a holding company with no operations of our own, our ability to make payments under the Tax Receivable Agreement is dependent on the ability of our subsidiaries to make distributions to us. The securitized debt facility may restrict the ability of our subsidiaries to make distributions to us, which could affect our ability to make payments under the Tax Receivable Agreement. To the extent that we are unable to make payments under the Tax Receivable Agreement because of restrictions under our outstanding indebtedness, such payments will be deferred and will generally accrue interest. As of July 1, 2023, interest accrues at a rate of LIBOR the Base Rate plus 1.00% per annum until paid, an applicable margin or Secured Overnight Financing Rate ("SOFR") plus an applicable term adjustment plus 1.0%. To the extent that we are unable to make payments under the Tax Receivable Agreement for any other reason, such payments will generally accrue interest at a rate of LIBOR SOFR plus 5.00% an applicable term adjustment plus 5.0% per annum until paid.

Critical Accounting Policies and Estimates

Our significant accounting policies are more fully described in Note 2 to the consolidated financial statements. However, we believe the accounting policies described below are particularly important to the portrayal and understanding of our financial position and results of operations and require application of significant judgment by our management. In applying these policies, management uses its judgment in making certain assumptions and estimates.

These judgments involve estimations of the effect of matters that are inherently uncertain and may have a significant impact on our quarterly and annual results of operations or financial condition. Changes in estimates and judgments could significantly affect our result of operations, financial condition, and cash flow in future years. The following is a description of what we consider to be our most critical accounting policies.

Impairment of goodwill and other indefinite-lived intangible assets

Goodwill and intangible assets considered to have an indefinite life (primarily our trade names) are evaluated throughout the year to determine if indicators of impairment exist. Such indicators include, but are not limited to, events or circumstances such as a significant adverse change in our business, in the overall business overall climate, unanticipated competition, a loss of key personnel, adverse legal or regulatory developments, or a significant decline in the market price of our common stock.

If no indicators of impairment have been noted during these preliminary assessments, we perform an assessment of goodwill and indefinite-lived intangible assets annually as of the first day of our fourth fiscal quarter. We first assess qualitatively whether it is more-likely-than-not that an impairment does not exist. Significant factors considered in this assessment include, but are not limited to, macro-economic conditions, market and industry conditions, cost considerations, the competitive environment, overall financial performance, and results of past impairment tests. If we do not qualitatively determine that it is more-likely-than-not that an impairment does not exist, we perform a quantitative impairment test.

In performing a quantitative test for impairment of goodwill, we primarily use the income approach method of valuation that includes the discounted cash flow method and the market approach that includes the guideline public company method to determine the fair value of goodwill and indefinite-lived intangible assets. Significant assumptions made used by management in estimating fair value under the discounted cash flow model include future trends in sales and revenue growth rates, terminal growth rates, discount rates, and EBITDA margins. Other assumptions include operating expenses, overhead expenses, tax depreciation, and capital expenditures, and changes in working capital, along with an appropriate discount rate based on our estimated cost of equity capital and after-tax cost of debt. Significant assumptions expenditures. Assumptions used to determine fair value under the guideline public company method include the selection of guideline companies and the valuation multiples applied.

The Company performed an interim quantitative assessment of goodwill as of September 30, 2023 based on factors outlined in Note 7 of the consolidated financial statements within this Form 10-K, which resulted in a full impairment charge to the U.S. Car Wash reporting unit. As of the date of our interim assessment, our International Car Wash and Maintenance-Repair, primarily comprised of the Meineke brand, reporting units have goodwill carrying values approximating \$200 million and \$111 million, respectively, and the fair value exceeded this amount by approximately 6% and 6%, respectively. The most sensitive assumptions utilized to estimate the fair value of these reporting units were the discount rate and revenue growth rate. A hypothetical 1% increase to the discount rate would have resulted in an impairment of \$19 million and \$11 million, respectively, for the Car Wash International and Maintenance-Repair reporting units, respectively. A hypothetical 1% decrease to the revenue growth rate would have resulted in an impairment of \$4 million and \$3 million, respectively, for the Car Wash International and Maintenance-Repair reporting units, respectively. Material changes in these estimates could occur and result in additional impairment charges in future periods.

In the process of performing a quantitative test of our trade name intangible assets, we primarily use the relief of royalty method under the income approach method of valuation. Significant assumptions used to determine fair value under the relief of royalty method include future trends in sales, a royalty rate, and a discount rate to be applied to the forecast revenue stream.

There is an inherent degree of uncertainty in preparing any forecast of future results. Future trends in system-wide sales are dependent to a significant extent on national, regional, and local economic conditions. Any decreases in customer traffic or average repair order due to these or other reasons could reduce gross sales at franchise locations, resulting in lower royalty and other payments from franchisees, as well as lower sales at company-operated locations. This could reduce the profitability of franchise locations, potentially impacting the ability of franchisees to make royalty payments owed to us when due, which could adversely impact our current cash flow from franchise operations, operations, and company-operated sites.

The Company performed an interim quantitative assessment of indefinite-lived trade names as of September 30, 2023 based on factors outlined in Note 7 of the consolidated financial statements within this Form 10-K, which did not result in an impairment charge. As of the date of our interim assessment, the fair value of indefinite-lived trade names within our Maintenance, Paint, Collision & Glass, and Platform Services segments, with carrying values of \$137 million, \$27 million, and \$9 million, respectively, did not significantly exceed their respective carrying values. The most sensitive assumption for these

tradenames is the related royalty rate and discount rate. A hypothetical 0.5% decrease to the royalty rate would have resulted in an impairment of \$37 million, \$2 million, and \$2 million for the Maintenance, Paint, Collision & Glass, and Platform Services segments, respectively. A hypothetical 1% increase to the discount rate would have resulted in an impairment of \$12 million, \$3 million, and \$1 million for the Maintenance, Paint, Collision & Glass, and Platform Services segments, respectively. Material changes in these estimates could occur and result in additional impairment charges in future periods.

On October 1, 2023, the first day of the fourth quarter, the Company performed its annual impairment assessment, which did not result in additional impairments.

Business combinations

We use the acquisition method in accounting for acquired businesses. Under the acquisition method, our financial statements reflect the operations of an acquired business starting from the completion of the acquisition. The assets acquired and liabilities assumed are recorded at their respective estimated fair values at the date of the acquisition. Any excess of the purchase price over the estimated fair values of the identifiable net assets acquired is recorded as goodwill. Significant judgment is often required in estimating the fair value of assets acquired, particularly intangible assets, including trade names, franchise agreements, license agreements, customer relationships, real property and market adjustments for in-place lease agreements. The Company will record a right-of-use ("ROU") asset for acquired leases at the present value of remaining lease payments adjusted to reflect favorable or unfavorable market terms of the lease. As a result, in the case of significant acquisitions, we normally obtain the assistance of a third-party valuation specialist in estimating the value of real property and intangible assets. The fair value measurements are based on available historical information and on expectations and assumptions about the future, considering the perspective of marketplace participants. Favorable or unfavorable market terms used to value the ROU assets are estimated based on comparable market data. Fair values of acquired trade names are estimated using an income approach, specifically the relief-from-royalty method. Assumptions utilized in the determination of fair value include forecasted sales, discount rates, and royalty rates. While we believe the expectations and assumptions about the future are reasonable, they are inherently uncertain. Unanticipated market or macroeconomic events and circumstances, like the COVID-19 pandemic, may occur, which could affect the accuracy or validity of the estimates and assumptions.

Long-lived assets

On a regular basis, we assess whether events or changes in circumstances have occurred that potentially indicate the carrying value of long-lived assets (primarily real property and equipment) may not be recoverable. We test impairment at the individual store asset group level, which includes property and equipment and operating lease assets. We test impairment using historical cash flows and other relevant facts and circumstances as the primary basis for our estimates of future cash flows. Significant factors considered include, but are not limited to, current and forecast sales, current and forecast cash flows, the number of years the site has been in operation, remaining lease life (if applicable), and other factors which apply on a case-by-case basis. The analysis is performed at the individual site level for indicators of permanent impairment. Recoverability of the Company's assets is measured by comparing the assets' carrying value to the undiscounted cash flows expected to be generated over the assets' remaining useful life or remaining lease term, whichever is less. This process requires the use of estimates and assumptions, which are subject to a high degree of judgment. If these assumptions change in the future, we may be required to record impairment charges for these assets.

On a regular basis, we assess whether events or changes in circumstances have occurred that potentially indicate the carrying value of intangible assets with finite lives, primarily assets related to franchise and license agreements, may not be recoverable. Recoverability of the asset is measured by comparing the assets' carrying value to the undiscounted future cash flows expected to be generated over the asset's remaining useful life. Significant factors considered include, but are not limited to, current and forecast sales, current and forecast cash flows, and a discount rate to be applied to the forecast revenue stream.

Income taxes

We estimate certain components of our provision for income taxes. Our estimates and judgments include, among other items, the calculations used to determine the deferred tax asset and liability balances, effective tax rates for state and local income taxes, uncertain tax positions, amounts deductible for tax purposes, and related reserves. We adjust our annual effective income tax rate as additional information on outcomes or events becomes available. Further, our assessment of uncertain tax positions requires judgments relating to the amounts, timing, and likelihood of resolution.

We account for income taxes under the liability method whereby deferred tax assets and liabilities are measured using enacted tax laws and rates expected to apply to taxable income in the years in which the assets and liabilities are expected to be recovered or settled. The effects on deferred tax assets and liabilities of subsequent changes in the tax laws and rates are recognized in income during the year the changes are enacted.

In assessing the realizability of deferred tax assets, we consider whether it is more-likely-than-not that some portion or all of the deferred tax assets will not be realized. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. Management considers the scheduled reversal of deferred tax liabilities, projected future taxable income, and tax planning strategies in making this assessment.

We follow the applicable authoritative guidance with respect to the accounting for uncertainty in income taxes recognized in our consolidated financial statements. It prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken, or expected to be taken, in a tax return. We record any interest and penalties associated as additional income tax expense in the consolidated statements of operations.

Leases

The Company is the lessee in a significant real estate portfolio, primarily through ground leases (the Company leases the land and generally owns the building) and through leases of land and buildings. The Company records a right of use ("ROU") asset and lease liability based on the present value of the Company's estimated future minimum lease payments over the lease term.

In determining the initial lease term, the Company generally does not include periods covered by renewal options, as the Company does not believe these renewal options are reasonably assured of being exercised. These judgments may produce materially different amounts of depreciation, amortization, and rent expense than would be reported if different assumed lease terms were used.

If a lease does not provide enough information to determine the implicit interest rate in the agreements, the Company uses its incremental borrowing rate in calculating the lease liability. The Company determines its incremental borrowing rate for each lease by reference to yield rates on collateralized debt issuances, which approximates borrowings on a collateralized basis, by companies of a similar credit rating as the Company, with adjustments for differences in years to maturity and implied company-specific credit spreads.

Equity-based Compensation

On April 17, 2015, Driven Investor LLC ("Parent") entered into a limited liability company agreement (the "Equity Plan"). The Equity Plan, among other things, established the ownership of certain membership units in the Parent and defined the distribution rights and allocations of profits and losses associated with those membership units. On January 6, 2021, the Company's board of directors approved the 2021 Omnibus Incentive Plan (the "Plan") and effective January 14, 2021, the Company's shareholders adopted and approved the Plan. The Plan We have an equity-based compensation plan that provides for the granting compensation to employees through various grants of stock options, stock appreciation rights, restricted stock awards, restricted stock units, other stock-based awards, other cash-based awards, or any combination of the foregoing to current and prospective employees and directors of, and consultants and advisors to, the Company and its affiliates.

We recognize expense related to the fair value of equity-based compensation over the service period (generally the vesting period) in the consolidated financial statements based on the estimated fair value of the award on the grant date.

The grant date fair value of all incentive units is estimated using the Black-Scholes option pricing model. The pricing model requires assumptions, which include the expected life of the profits interests, the risk-free interest rate, the expected dividend yield, and expected volatility of our units over the expected life, which significantly impacts the assumed fair value. We account for forfeitures as they occur.

The expected term of the incentive units is based on evaluations of historical and expected future employee behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of several public entities that are similar to the Company, as the Company does not have sufficient historical transactions of its own units on which to base expected volatility.

We engage third-party valuation experts to assist in the valuation of our incentive units. These third-party valuations were performed in accordance with the guidance outlined in the American Institute of Certified Public Accountants' Accounting and Valuation Guide, Valuation of Privately-Held-Company Equity Securities Issued as Compensation.

The assumptions underlying our valuations represent management's best estimates, which involve inherent uncertainties and the application of management judgment. As a result, if factors or expected outcomes change and we use significantly different assumptions or estimates, our equity-based compensation expense could be materially different. Following the closing of the initial public offering, the fair value of our common stock was determined based on the quoted market price of our common stock.

Application of New Accounting Standards

See [Note 2](#) of the consolidated financial statements for a discussion of recently issued accounting standards applicable to the Company.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk

We are exposed to certain market risks, which exist as part of our ongoing business operations. In addition to inflationary pressures, we are exposed to changes in interest rates, price volatility for certain commodities, and changes in currency exchange rates. As a policy, we do not engage in speculative transactions, nor do we hold or issue financial instruments for trading purposes.

Interest Rate Risk

We are exposed to changes in interest rates as a result of our financing activities used to fund business operations. Primary exposures include movements in London Interbank Offered the Secured Overnight Financing Rate ("LIBOR" SOFR). The nature and amount of our long-term debt can be expected to vary as a result of future business requirements, market conditions, and other factors. Over the past several years, the U.S. Federal Reserve Board and European Central Bank have changed certain benchmark interest rates, which has resulted in fluctuations within our variable rate debt instruments.

We have attempted to manage this risk by issuing fixed rate debt instruments on the majority of our securitization senior notes. However, our variable funding notes, Term Loan Facility, and Revolving Credit Facility are variable rate, and therefore our interest costs are subject to change based on movement in interest rates. A hypothetical rate increase or decrease of 1% for variable debt held as of December 31, 2022 December 30, 2023, would result in an increase or decrease of interest expense of \$5 million. \$7 million.

We also have exposure to variable interest rates in the Tax Receivable Agreement. See [Note 2](#) to the consolidated financial statements for additional details.

As discussed in "Risk Factors - We are required to make payments under a Tax Receivable Agreement for certain tax benefits, which amounts are expected to be material" to the extent that we are unable to make payments under the Tax Receivable Agreement because of restrictions under our outstanding indebtedness, such payments will be deferred and will generally accrue indebtedness. As of July 1, 2023, interest accrues at a rate of LIBOR the Base Rate plus 1.00% per annum until paid, an applicable margin or SOFR plus an applicable term adjustment plus 1.0%. To the extent that we are unable to make payments under the Tax Receivable Agreement for any other reason, such payments will generally accrue interest at a rate of LIBOR SOFR plus 5.00% an applicable term adjustment plus 5.0% per annum until paid.

Commodity Risk

We purchase certain products in the normal course of business, including motor oil, paint, and consumables, the costs of which are affected by global commodity prices.

Generally, our contracts with suppliers are not fixed, meaning we could be exposed to supplier-imposed price increases. However, we attempt to mitigate this risk through contract renegotiations or by passing along price increases to our end customers.

Foreign Exchange Risk

We are exposed to market risk due to changes in currency exchange rate fluctuations for revenues generated by our operations in Canada, Europe, and Australia, which can adversely impact our net income and cash flows. Our consolidated statement of operations and balance sheet accounts are also impacted by the re-measurement of non-functional currency transactions, such as intercompany loans denominated in foreign currency. We have attempted to minimize this risk on certain securitization debt and inter-company loans with a cross-currency interest rate swap agreement and foreign currency forward

contracts to hedge our risk to changes between the U.S. Dollar and Canadian Dollar as well as a forward contract between the British Pound and Euro, respectively. See [Note 11 12](#) to the consolidated financial statements for additional details.

Impact of Inflation

Inflation did not have a significant overall effect on our annual results of operations during 2023, 2022, 2021 or 2020, 2021. Severe increases in inflation, however, could affect the global and U.S. economies and could have an adverse impact on our business, financial condition, and results of operations.

Item 8. Financial Statements and Supplementary Data

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Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of Driven Brands Holdings Inc.

Opinions on the Financial Statements and Internal Control over Financial Reporting

We have audited the accompanying consolidated balance sheet sheets of Driven Brands Holdings Inc. and its subsidiaries (the (the "Company") as of December 30, 2023 and December 31, 2022, and the related consolidated statements of operations, comprehensive income (loss), shareholders'/members' equity and cash flows for each of the year then two years in the period ended December 30, 2023, including the related notes (collectively referred to as the "consolidated financial statements"). We also have audited the Company's internal control over financial reporting as of December 31, 2022, December 30, 2023, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 30, 2023 and December 31, 2022, and the results of its operations and its cash flows for the year then two years in the period ended December 30, 2023 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2022, December 30, 2023, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the COSO.

Basis for Opinions

The Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management's Annual Report on Internal Control Over Financial Reporting appearing under Item 9A. Our responsibility is to express opinions on the Company's consolidated financial statements and on the Company's internal control over financial reporting based on our audit. audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audit audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and

disclosures in the consolidated financial statements. Our **audit audits** also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating **effectiveness ef1fectiveness** of internal control based on the assessed risk. Our **audit audits** also included performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinions.

As described in Management's Annual Report on Internal Control Over Financial Reporting, management has excluded **38 11** businesses from its assessment of internal control over financial reporting as of **December 31, 2022 December 30, 2023** because they were acquired by the Company in purchase business combinations during **2022, 2023**. We have also excluded these **38 11** businesses from our audit of internal control over financial reporting. These businesses, each of which is wholly-owned, comprised, in the aggregate, total assets and total net revenue excluded from management's assessment and our audit of internal control over financial reporting of approximately **9% and 5% less than 1%** of consolidated total net revenue and consolidated total assets, respectively, as of and for the year ended **December 31, 2022 December 30, 2023**. **The most significant of these businesses, representing 4% and 1% of consolidated total net revenue and less than 1% individually of consolidated total assets, were Auto Glass Now and Auto Glass Fitters Inc., respectively.**

Definition and Limitations of Internal Control over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Critical Audit Matters

The critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that was communicated or required to be communicated to the audit committee and that (i) relates to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Interim Goodwill Impairment Assessments – Maintenance-Repair, U.S. Car Wash, and International Car Wash Reporting Units

Acquisition of Auto Glass Now (AGN) - Valuation of Trade Name

As described in **Note 3 Notes 2, 6 and 7** to the consolidated financial statements, the **Company's goodwill balance was \$1.46 billion as of December 30, 2023, and the goodwill associated with the Maintenance and Car Wash reportable segments was \$482.0 million and \$217.4 million, respectively. Management has determined that the Maintenance reportable segment includes the Maintenance-Quick Lube and Maintenance-Repair reporting units, and the Car Wash reportable segment includes the International Car Wash and U.S. Car Wash reporting units. Management tests goodwill for impairment at the reporting unit level on the first day of the fourth quarter every year or more frequently if events or changes in circumstances indicate the asset might be impaired. If a reporting unit's carrying amount exceeds its fair value, the Company acquired Auto Glass Now for will record an impairment charge based on that difference. Management performed a total consideration strategic review of \$171 million on December 30, 2021. The purchase price allocation resulted the U.S. car wash operations, and as a result of the strategic review, as well as other qualitative and quantitative factors, including a decline in the recognition stock price during the third quarter of \$49 million 2023, management determined a triggering event had occurred requiring a quantitative analysis of intangible assets, \$37 million the Company's goodwill as of which was September 30, 2023. Based on the results of the interim impairment analysis, management determined that the carrying value of the U.S. Car Wash reporting unit exceeded its fair value and recorded a trade name intangible asset. As disclosed by management, goodwill impairment charge of \$851 million. Management uses the income approach method of valuation that includes the discounted cash flow method and the market approach that includes the guideline public company method to determine the fair value of the acquired trade name was estimated using an income approach, specifically the relief-from-royalty method. The Company utilized goodwill. Significant assumptions with respect to forecasted sales, the discount rate, and the royalty rate used by management in determining the estimating fair value of under the acquired trade name. discounted cash flow model include revenue growth rates, terminal growth rates, discount rates and EBITDA margins.**

The principal considerations for our determination that performing procedures relating to the **valuation interim goodwill impairment assessments** of the **trade name acquired in the acquisition of Auto Glass Now Maintenance-Repair, U.S. Car Wash, and International Car Wash reporting units** is a critical audit matter are (i) the significant judgment by management when developing the fair value estimate of the **trade name acquired; U.S. Car Wash, Maintenance-Repair, and International Car Wash reporting units using the income approach;** (ii) a high degree of auditor judgment, subjectivity, and effort in performing procedures and evaluating management's significant assumptions **relating related to revenue**

growth rates, terminal growth rates, and discount rates for the Maintenance-Repair and U.S. Car Wash reporting units and revenue growth rates, terminal growth rate, discount rate, and royalty rate; EBITDA margin for the International Car Wash reporting unit; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to management's interim goodwill impairment assessments, including controls over the valuation of intangibles, including controls over management's valuation of the trade name Maintenance-Repair, U.S. Car Wash, and significant assumptions related to the discount rate and royalty rate. International Car Wash reporting units. These procedures also included, among others (i) testing management's process for estimating developing the fair value estimate of the trade name, Maintenance-Repair, U.S. Car Wash, and International Car Wash reporting units; (ii) evaluating the appropriateness of the relief-from-royalty discounted cash flow method used by management; (iii) testing the completeness and accuracy of historical revenue the underlying data used in the relief-from-royalty method, discounted cash flow method; and (iv) evaluating the reasonableness of the significant assumptions used by management related to revenue growth rates, terminal growth rates, and discount rates for the Maintenance-Repair and U.S. Car Wash reporting units and revenue growth rates, terminal growth rate, discount rate, and EBITDA margin for the International Car Wash reporting unit. Evaluating management's significant assumptions related to the discount rate revenue growth rates, terminal growth rates, and royalty rate. Evaluating management's significant assumption related to the royalty rate EBITDA margin involved evaluating whether the significant assumption was assumptions used by management were reasonable considering (i) the current and past performance of the Maintenance-Repair, U.S. Car Wash and International Car Wash reporting units; (ii) the consistency with external market and industry data, data; and (iii) whether the assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in evaluating (i) the appropriateness of the Company's relief-from-royalty discounted cash flow method and (ii) the reasonableness of the discount rate and royalty rate significant assumptions.

assumption.

/s/ PricewaterhouseCoopers LLP

Charlotte, North Carolina

March 1, 2023 February 28, 2024

We have served as the Company's auditor since 2022.

Report of Independent Registered Public Accounting Firm

Board of Directors and Shareholders

Driven Brands Holdings Inc.

Opinion on the financial statements

We have audited the accompanying consolidated balance sheet of Driven Brands Holdings Inc. (a Delaware corporation) and subsidiaries (the "Company") as of December 25, 2021, the related consolidated statements of operations, comprehensive income (loss), shareholders'/members' equity, and cash flows of Driven Brands, Inc. (a Delaware corporation) and subsidiaries (the "Company") for each of the fiscal years period ended December 25, 2021 and December 26, 2020, and the related notes (collectively) referred to as the "financial statements". In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of December 25, 2021, and the results of its operations and its cash flows for each of the fiscal years period ended December 25, 2021 and December 26, 2020, in conformity with accounting principles generally accepted in the United States of America.

Change in accounting principle

As discussed in Note 2 to the consolidated financial statements, the Company has changed its method of accounting for leases in 2020 due to the adoption of ASU 2016-02 Leases and the subsequent ASUs that modified ASU 2016-02.

Basis for opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. audit. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) ("PCAOB") and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. The Company is not required to have, nor were we engaged to perform, an audit of its internal control over financial reporting. As part of our audits audit we are required to obtain an understanding of internal control over financial reporting but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we express no such opinion.

Our audits audit included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits audit also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide audit provides a reasonable basis for our opinion.

/s/ GRANT THORNTON LLP

We served as the Company's auditor from 2009 to 2022.

Charlotte, North Carolina

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF OPERATIONS

	Year Ended		
	December 31, 2022	December 25, 2021	December 26, 2020
<i>(in thousands, except per share amounts)</i>			
Net revenue:			
Franchise royalties and fees	\$ 171,734	\$ 144,413	\$ 117,126
Company-operated store sales	1,324,408	843,646	489,267
Independently-operated store sales	195,157	204,246	67,193
Advertising contributions	87,750	75,599	59,672
Supply and other revenue	254,145	199,376	170,942
Total net revenue	2,033,194	1,467,280	904,200
Operating expenses:			
Company-operated store expenses	812,262	515,837	305,908
Independently-operated store expenses	107,940	114,115	41,051
Advertising expenses	87,986	74,765	61,989
Supply and other expenses	145,481	112,318	93,380
Selling, general and administrative expenses	383,478	292,263	218,277
Acquisition costs	15,304	62,386	15,682
Store opening costs	2,878	2,497	2,928
Depreciation and amortization	147,156	112,777	62,114
Tradename impairment	125,450	—	—
Asset impairment charges and lease terminations	5,655	3,257	8,142
Total operating expenses	1,833,590	1,290,215	809,471
Operating income	199,604	177,065	94,729
Other (income) expense, net			
Interest expense, net	114,096	75,914	95,646
Loss on debt extinguishment	—	45,576	5,490
Loss (gain) on foreign currency transactions, net	17,168	20,683	(13,563)
Total other expenses, net	131,264	142,173	87,573
Income before taxes	68,340	34,892	7,156
Income tax expense	25,167	25,356	11,372
Net income (loss)	43,173	9,536	(4,216)
Net loss attributable to non-controlling interests	(15)	(96)	(17)
Net income (loss) attributable to Driven Brands Holdings Inc.	\$ 43,188	\$ 9,632	\$ (4,199)
Earnings per share^(a)			
Basic	\$ 0.26	\$ 0.06	\$ (0.04)
Diluted	\$ 0.25	\$ 0.06	\$ (0.04)
Weighted average shares outstanding^(a)			
Basic	162,762	160,684	104,318
Diluted	166,743	164,644	104,318

^(a) Share and per share amounts have been adjusted to reflect an implied 88,990-for-one stock split that became effective on January 14, 2021. See [Note 16](#) for additional information.

	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
<i>(in thousands, except per share amounts)</i>			
Net revenue:			
Franchise royalties and fees	\$ 190,367	\$ 171,734	\$ 144,413

Company-operated store sales	1,526,353	1,324,408	843,646
Independently-operated store sales	196,395	195,157	204,246
Advertising contributions	98,850	87,750	75,599
Supply and other revenue	292,064	254,145	199,376
Total net revenue	2,304,029	2,033,194	1,467,280
Operating Expenses:			
Company-operated store expenses	1,004,472	812,262	515,837
Independently-operated store expenses	109,078	107,940	114,115
Advertising expenses	97,290	87,986	74,765
Supply and other expenses	158,436	145,481	112,318
Selling, general, and administrative expenses	443,112	383,478	292,263
Acquisition related costs	13,174	15,304	62,386
Store opening costs	5,831	2,878	2,497
Depreciation and amortization	175,296	147,156	112,777
Goodwill impairment	850,970	—	—
Trade name impairment	—	125,450	—
Asset impairment charges and lease terminations	132,903	5,655	3,257
Total operating expenses	2,990,562	1,833,590	1,290,215
Operating (loss) income	(686,533)	199,604	177,065
Other expenses, net:			
Interest expense, net	164,196	114,096	75,914
(Gain) loss on foreign currency transactions	(3,078)	17,168	20,683
Loss on debt extinguishment	—	—	45,576
Other expense, net	161,118	131,264	142,173
(Loss) income before taxes	(847,651)	68,340	34,892
Income tax (benefit) expense	(102,689)	25,167	25,356
Net (loss) income	(744,962)	43,173	9,536
Net loss attributable to non-controlling interest	—	(15)	(96)
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	\$ 43,188	\$ 9,632
(Loss) earnings per share:			
Basic	\$ (4.50)	\$ 0.26	\$ 0.06
Diluted	\$ (4.53)	\$ 0.25	\$ 0.06
Weighted average shares outstanding			
Basic	161,917	162,762	160,684
Diluted	161,917	166,743	164,644

The accompanying notes are an integral part of these consolidated financial statements.

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)

	Year Ended		
	December 31, 2022	December 25, 2021	December 26, 2020
(in thousands)			
Net income (loss)	\$ 43,173	\$ 9,536	\$ (4,216)
Other comprehensive income (loss):			
Foreign currency translation adjustment	(64,418)	(20,994)	13,227
Unrealized gain (loss) from cash flow hedges, net of tax expense (benefit) of \$1,849, (\$157), and (\$86), respectively	5,941	(671)	(87)
Actuarial gain (loss) of defined benefit pension plan, net of tax expense of \$591, \$0, and \$0, respectively	1,049	132	(219)

Other comprehensive income (loss), net	(57,428)	(21,533)	12,921
Total comprehensive income (loss)	(14,255)	(11,997)	8,705
Comprehensive income (loss) attributable to non-controlling interests	(36)	(73)	2
Comprehensive income (loss) attributable to Driven Brands Holdings Inc.	\$ (14,219)	\$ (11,924)	\$ 8,703

(in thousands)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Net (loss) income	\$ (744,962)	\$ 43,173	\$ 9,536
Other comprehensive income (loss):			
Foreign currency translation adjustments	26,098	(64,418)	(20,994)
Unrealized (loss) gain from cash flow hedges, net of tax (benefit) expense of (\$254), \$1,849, and (\$157), respectively	(892)	5,941	(671)
Actuarial (loss) gain of defined pension plan, net of tax expense of \$18, \$591, and \$0, respectively	(633)	1,049	132
Other comprehensive income (loss), net	24,573	(57,428)	(21,533)
Total comprehensive loss	(720,389)	(14,255)	(11,997)
Comprehensive income (loss) attributable to non-controlling interests	13	(36)	(73)
Comprehensive loss attributable to Driven Brands Holdings Inc.	\$ (720,402)	\$ (14,219)	\$ (11,924)

The accompanying notes are an integral part of these consolidated financial statements.

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS

(in thousands, except share and per share amounts)	December 30, 2023	December 31, 2022
Assets		
Current assets:		
Cash and cash equivalents	\$ 176,522	\$ 227,110
Restricted cash	657	792
Accounts and notes receivable, net	151,259	179,888
Inventory	83,171	72,040
Prepaid and other assets	46,714	40,084
Income tax receivable	15,928	15,075
Assets held for sale	301,229	—
Advertising fund assets, restricted	45,627	36,421
Total current assets	821,107	571,410
Other assets	56,565	30,561
Property and equipment, net	1,438,496	1,545,738
Operating lease right-of-use assets	1,389,316	1,299,189
Deferred commissions	6,312	7,121
Intangibles, net	739,402	765,903
Goodwill	1,455,946	2,277,065
Deferred tax assets	3,660	2,911
Total assets	\$ 5,910,804	\$ 6,499,898
Liabilities and shareholders' equity		
Current liabilities:		
Accounts payable	\$ 67,526	\$ 60,606
Accrued expenses and other liabilities	242,171	317,318
Income tax payable	5,404	4,454
Current portion of long-term debt	32,673	32,986
Income tax receivable liability	56,001	53,328
Advertising fund liabilities	23,392	36,726
Total current liabilities	427,167	505,418
Long-term debt	2,910,812	2,705,281
Deferred tax liabilities	154,742	276,749
Operating lease liabilities	1,332,519	1,177,501

Income tax receivable liability	117,915	117,915
Deferred revenue	30,507	30,046
Long-term accrued expenses and other liabilities	30,419	33,419
Total liabilities	5,004,081	4,846,329
Commitments and contingencies (Note 19)		
Preferred Stock \$0.01 par value; 100,000,000 shares authorized; none issued or outstanding	—	—
Common stock, \$0.01 par value, 900,000,000 shares authorized: and 163,965,231 and 167,404,047 shares outstanding; respectively	1,640	1,674
Additional paid-in capital	1,652,401	1,628,904
Retained (deficit) earnings	(710,087)	84,795
Accumulated other comprehensive loss	(37,875)	(62,435)
Total shareholders' equity attributable to Driven Brands Holdings Inc.	906,079	1,652,938
Non-controlling interests	644	631
Total shareholders' equity	906,723	1,653,569
Total liabilities and shareholders' equity	\$ 5,910,804	\$ 6,499,898

The accompanying notes are an integral part of these consolidated financial statements.

(in thousands)	December 31, 2022	December 25, 2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 227,110	\$ 523,414
Restricted cash	792	792
Accounts and notes receivable, net	179,888	117,903
Inventory	72,040	46,990
Prepaid and other assets	40,084	24,326
Income tax receivable	15,075	6,867
Assets held for sale	—	3,275
Advertising fund assets, restricted	36,421	45,360
Total current assets	571,410	768,927
Property and equipment, net	1,545,738	1,350,984
Operating lease right-of-use assets	1,299,189	995,625
Deferred commissions	7,121	10,567
Intangibles, net	765,903	816,183
Goodwill	2,277,065	1,910,392
Other assets	30,561	3,182
Deferred tax asset	2,911	1,509
Total assets	\$ 6,499,898	\$ 5,857,369
Liabilities and shareholders'/members' equity		
Current liabilities:		
Accounts payable	\$ 60,606	\$ 83,033
Income taxes payable	4,454	11,054
Accrued expenses and other liabilities	317,318	306,956
Current portion of long-term debt	32,986	26,044
Tax receivable agreement liability	53,328	24,255
Advertising fund liabilities	36,726	26,441
Total current liabilities	505,418	477,783
Long-term debt, net	2,705,281	2,356,320
Operating lease liabilities	1,177,501	931,604
Deferred tax liabilities	276,749	257,067
Deferred revenue	30,046	28,240
Tax receivable agreement liability	117,915	131,715
Long-term accrued expenses and other liabilities	33,419	29,398
Total liabilities	4,846,329	4,212,127
Preferred Stock \$0.01 par value; 100,000,000 shares authorized; none issued or outstanding	—	—
Common stock: \$0.01 par value; 900,000,000 shares authorized; 167,404,047 and 167,380,450 shares outstanding, respectively	1,674	1,674
Additional paid-in capital	1,628,904	1,605,890

Retained earnings	84,795	41,607
Accumulated other comprehensive loss	(62,435)	(5,028)
Total shareholders' equity attributable to Driven Brands Holdings Inc.	1,652,938	1,644,143
Non-controlling interests	631	1,099
Total shareholders' equity	1,653,569	1,645,242
Total liabilities and shareholders' equity	\$ 6,499,898	\$ 5,857,369

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS'/MEMBERS' EQUITY

	Year Ended					
	December 30, 2023		December 31, 2022		December 25, 2021	
	Shares	Amount	Shares	Amount	Shares	Amount
<i>(in thousands, except share amounts)</i>						
Preferred stock, \$0.01 par value per share	—	\$ —	—	\$ —	—	\$ —
Common stock, \$0.01 par value per share						
Balance at beginning of period	167,404,047	\$ 1,674	167,380,450	\$ 1,674	56,500,000	\$ 565
Stock issued relating to Employee Stock Purchase Plan	82,546	1	143,707	1	—	—
Shares issued for exercise/vesting of share-based compensation awards	354,093	4	35,788	—	26,084	—
Share repurchases	(3,601,694)	(36)	—	—	(2,067,172)	(21)
Forfeiture of restricted stock awards	(273,761)	(3)	(155,898)	(1)	(55,887)	—
Issuance of common stock upon initial public offering, net of underwriting discounts and commissions	—	—	—	—	108,204,698	1,082
Common stock issued upon underwriter's exercise of over-allotment	—	—	—	—	4,772,727	48
Balance at end of period	163,965,231	\$ 1,640	167,404,047	\$ 1,674	167,380,450	\$ 1,674
Additional paid-in capital						
Balance at beginning of period		\$ 1,628,904		\$ 1,605,890		\$ 1,055,172
Equity-based compensation expense		15,300		20,583		4,301
Exercise of stock options		6,117		354		505
Stock issued relating to Employee Stock Purchase Plan		2,080		2,077		—
Issuance of common stock upon initial public offering, net of underwriting discounts and commissions		—		—		645,661
Common stock issued upon underwriter's exercise of over-allotment		—		—		99,177
Repurchase of common stock		—		—		(42,956)
Establishment of tax receivable agreement liability		—		—		(155,970)
Balance at end of period		\$ 1,652,401		\$ 1,628,904		\$ 1,605,890
Retained (deficit) earnings						
Balance at beginning of period		\$ 84,795		\$ 41,607		\$ 31,975
Share repurchases		(49,920)		—		—
Net (loss) income		(744,962)		43,188		9,632
Balance at end of period		\$ (710,087)		\$ 84,795		\$ 41,607
Accumulated other comprehensive loss						
Balance at beginning of period		\$ (62,435)		\$ (5,028)		\$ 16,528
Other comprehensive loss (income)		24,560		(57,407)		(21,556)
Balance at end of period		\$ (37,875)		\$ (62,435)		\$ (5,028)
Non-controlling interests						
Balance at beginning of period		\$ 631		\$ 1,099		\$ 2,120
Net loss		—		(15)		(96)
Other comprehensive loss (income)		13		(21)		23
Divestiture of Denmark car wash operations		—		(432)		—
At-Pac divestiture		—		—		(948)
Balance at end of period		\$ 644		\$ 631		\$ 1,099
Total shareholders' equity		\$ 906,723		\$ 1,653,569		\$ 1,645,242

The accompanying notes are an integral part of these consolidated financial statements.

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' / MEMBERS' EQUITY

	December 31, 2022		December 25, 2021		December 26, 2020	
<i>in thousands, except share amounts</i>	Shares	Amount	Shares	Amount	Shares	Amount
Preferred stock, \$0.01 par value per share	—	\$ —	—	\$ —	—	\$ —
Common stock, \$0.01 par value per share						
Balance at beginning of period	167,380,450	\$ 1,674	56,500,000	\$ 565	56,500,000	\$ 565
Stock issued relating to Employee Stock Purchase Plan	143,707	1	—	—	—	—
Shares issued for exercise/vesting of share-based compensation awards	35,788	—	26,084	—	—	—
Forfeiture of restricted stock awards	(155,898)	(1)	(55,887)	—	—	—
Issuance of common stock upon initial public offering, net of underwriting discounts and commissions	—	—	108,204,698	1,082	—	—
Common stock issued upon underwriter's exercise of over-allotment	—	—	4,772,727	48	—	—
Repurchase of common stock	—	—	(2,067,172)	(21)	—	—
Balance at end of period	167,404,047	\$ 1,674	167,380,450	\$ 1,674	56,500,000	\$ 565
Additional paid-in capital						
Balance at beginning of period		\$ 1,605,890		\$ 1,055,172		\$ 242,240
Equity-based compensation expense		20,583		4,301		1,323
Exercise of stock options		354		505		—
Stock issued relating to Employee Stock Purchase Plan		2,091		—		—
Tax withholding on stock option exercises		(14)		—		—
Issuance of common stock upon initial public offering, net of underwriting discounts and commissions		—		645,661		—
Common stock issued upon underwriter's exercise of over-allotment		—		99,177		—
Repurchase of common stock		—		(42,956)		—
Establishment of tax receivable agreement liability		—		(155,970)		—
Common stock issued		—		—		811,609
Balance at end of period		\$ 1,628,904		\$ 1,605,890		\$ 1,055,172
Retained earnings						
Balance at beginning of period		\$ 41,607		\$ 31,975		\$ 41,983
Net income (loss)		43,188		9,632		(4,199)
Cumulative effect of ASU 2016-02		—		—		(4,012)
Cumulative effect of ASU 2016-13		—		—		(1,797)
Balance at end of period		\$ 84,795		\$ 41,607		\$ 31,975
Accumulated other comprehensive income (loss)						
Balance at beginning of period		\$ (5,028)		\$ 16,528		\$ 3,626
Other comprehensive income (loss)		(57,407)		(21,556)		12,902
Balance at end of period		\$ (62,435)		\$ (5,028)		\$ 16,528

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' / MEMBERS' EQUITY

	December 31, 2022		December 25, 2021		December 26, 2020	
<i>in thousands, except share amounts</i>	Shares	Amount	Shares	Amount	Shares	Amount
Non-controlling interests						
Balance at beginning of period		\$ 1,099		\$ 2,120		\$ 1,464
Net loss		(15)		(96)		(17)
Other comprehensive income		(21)		23		19
Acquisition of non-controlling interest		—		—		400
Capital contribution to non-controlling interest		—		—		254

Divestiture of Denmark car wash operations	(432)	—	—
At-Pac divestiture	—	(948)	—
Balance at end of period	<u>\$ 631</u>	<u>\$ 1,099</u>	<u>\$ 2,120</u>
Total shareholders' equity	<u>\$ 1,653,569</u>	<u>\$ 1,645,242</u>	<u>\$ 1,106,360</u>

The accompanying notes are an integral part of these consolidated financial statements.

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

Year Ended		Year Ended		
(in thousands)	(in thousands)	December 30, 2023	December 31, 2022	December 25, 2021
Net (loss) income				
Adjustments to reconcile net (loss) income to net cash provided by operating activities:				
Depreciation and amortization				
Depreciation and amortization				
Depreciation and amortization				
Goodwill impairment				
Trade name impairment				
	Year Ended			
	December 31, 2022	December 25, 2021	December 26, 2020	
Net income (loss)	\$ 43,173	\$ 9,536	\$ (4,216)	
Adjustments to reconcile net income (loss) to net cash provided by operating activities:				
Depreciation and amortization	147,156	112,777	62,114	
Equity-based compensation expense	20,583	4,301	1,323	
Trade name impairment	125,450	—	—	
Loss (gain) on foreign denominated transactions	17,147	25,324	(23,245)	
Loss (gain) on foreign currency derivative	21	(4,642)	10,033	
Gain on sale of businesses, fixed assets, and sale-leaseback transactions	(34,854)	(11,353)	(558)	
Equity-based compensation expense				
Equity-based compensation expense				
(Gain) loss on foreign denominated transactions				

(Gain) loss on foreign currency derivatives				
Loss (gain) on sale and disposal of businesses, fixed assets, and sale-leaseback transactions				
Reclassification of interest rate hedge to income				
Bad debt expense	Bad debt expense	5,777	1,854	7,059
Asset impairment costs		5,655	3,257	8,142
Asset impairment charges and lease terminations				
Amortization of deferred financing costs and bond discounts	Amortization of deferred financing costs and bond discounts	8,450	7,002	10,890
Amortization of interest rate hedge		(542)	—	—
Provision for deferred income taxes		20,567	9,866	3,936
(Benefit) provision for deferred income taxes				
Loss on extinguishment of debt	Loss on extinguishment of debt	—	45,576	5,490
Other, net	Other, net	(21)	(2,183)	643
Changes in assets and liabilities, net of acquisitions:				
Accounts and notes receivable, net	Accounts and notes receivable, net	(58,837)	(36,395)	(15,274)
Accounts and notes receivable, net				
Accounts and notes receivable, net				
Inventory	Inventory	(22,712)	(5,723)	(2,904)
Prepaid and other current assets		(30,418)	(30,260)	(5,658)
Prepaid and other assets				
Advertising fund assets and liabilities, restricted	Advertising fund assets and liabilities, restricted	12,698	9,386	(369)
Other assets	Other assets	(23,378)	483	3,492

Deferred commissions	Deferred commissions	3,407	(1,899)	(1,927)
Deferred revenue	Deferred revenue	1,925	6,678	6,278
Accounts payable	Accounts payable	(34,634)	6,905	(4,454)
Accrued expenses and other liabilities	Accrued expenses and other liabilities	2,898	128,871	19,457
Income tax payable, net		(12,335)	4,466	3,734
Income tax receivable				

Cash provided by operating activities

Cash provided by operating activities

Cash provided by operating activities	Cash provided by operating activities	197,176	283,827	83,986
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Cash flows from investing activities:

Capital expenditures	Capital expenditures	(436,205)	(160,760)	(52,459)
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Capital expenditures

Capital expenditures

Cash used in business acquisitions, net of cash acquired	Cash used in business acquisitions, net of cash acquired	(763,061)	(800,829)	(105,031)
Proceeds from sale-leaseback transactions	Proceeds from sale-leaseback transactions	333,798	144,134	100,174

Proceeds from sale or disposal of businesses and fixed assets

Proceeds from sale or disposal of businesses and fixed assets

Proceeds from sale or disposal of businesses and fixed assets	Proceeds from sale or disposal of businesses and fixed assets	25,188	2,519	—
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Cash used in investing activities	Cash used in investing activities	(840,280)	(814,936)	(57,316)
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Cash flows from financing activities:

Payment of contingent consideration related to acquisitions		—	—	(2,783)
Payment of debt issuance cost		(7,172)	(19,756)	(22,932)
Proceeds from the termination of interest rate swap		10,870	—	—

Payment of debt extinguishment and issuance costs

Payment of debt extinguishment and issuance costs				
Payment of debt extinguishment and issuance costs				
Proceeds from the issuance of long-term debt	Proceeds from the issuance of long-term debt	365,000	950,000	625,000
Repayment of long-term debt	Repayment of long-term debt	(23,912)	(721,500)	(448,213)
Repayments of revolving lines of credit and short-term debt		(435,000)	(544,800)	(432,800)
Proceeds from revolving lines of credit and short-term debt	Proceeds from revolving lines of credit and short-term debt	435,000	526,800	391,301
Repayment of revolving lines of credit and short-term debt				
Repayment of principal portion of finance lease liability	Repayment of principal portion of finance lease liability	(3,369)	(2,199)	(595)
Proceeds from failed sale-leaseback transactions	Proceeds from failed sale-leaseback transactions	—	538	5,633
Proceeds from initial public offering, net of underwriting discounts				

DRIVEN BRANDS HOLDINGS INC. AND SUBSIDIARIES

Net proceeds from follow-on public offering	—	—	99,225
Share repurchases	(49,956)	—	(43,040)
Proceeds from the termination of interest rate swap	—	10,870	—
Payment for termination of interest rate swaps	—	—	(21,826)
Stock option exercises	6,117	340	505
Other, net	(326)	1,611	89
Cash provided by financing activities	170,699	343,368	885,536
Effect of exchange rate changes on cash	484	(2,283)	558
Net change in cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted	(45,057)	(302,019)	354,985
Cash and cash equivalents, beginning of period	227,110	523,414	172,611
Cash included in advertising fund assets, restricted, beginning of period	32,871	38,586	19,369
Restricted cash, beginning of period	792	792	15,827
Cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted, beginning of period	260,773	562,792	207,807
Cash and cash equivalents, end of period	176,522	227,110	523,414
Cash included in advertising fund assets, restricted, end of period	38,537	32,871	38,586
Restricted cash, end of period	657	792	792
Cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted, end of period	\$ 215,716	\$ 260,773	\$ 562,792

CONSOLIDATED STATEMENTS OF CASH FLOWS

Supplemental cash flow disclosures - non-cash items:					
Capital expenditures included in accrued expenses and other liabilities	\$	33,695	\$	18,857	\$ 4,753
Deferred consideration included in accrued expenses and other liabilities		3,311		35,007	16,000
Contingent consideration		—		—	56,000
Supplemental cash flow disclosures - cash paid for:					
Interest	\$	156,083	\$	113,226	\$ 75,807
Income taxes		22,947		17,220	12,764

	Year Ended		
	December 31, 2022	December 25, 2021	December 26, 2020
<i>(in thousands)</i>			
Proceeds from initial public offering, net of underwriting discounts	—	661,500	—
Net proceeds from follow-on public offering	—	99,225	—
Repurchases of common stock	—	(43,040)	—
Proceeds from stock option exercises, net of taxes	340	505	—
Payments for termination of interest rate swaps	—	(21,826)	—
Proceeds from issuance of equity shares	—	—	2,609
Other, net	1,611	89	1,423
Cash provided by financing activities	343,368	885,536	118,643
Effect of exchange rate changes on cash	(2,283)	558	4,468
Net change in cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted	(302,019)	354,985	149,781
Cash and cash equivalents, beginning of period	523,414	172,611	34,935
Cash included in advertising fund assets, restricted, beginning of period	38,586	19,369	23,091
Restricted cash, beginning of period	792	15,827	—
Cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted, beginning of period	562,792	207,807	58,026
Cash and cash equivalents, end of period	227,110	523,414	172,611
Cash included in advertising fund assets, restricted, end of period	32,871	38,586	19,369
Restricted cash, end of period	792	792	15,827
Cash, cash equivalents, restricted cash, and cash included in advertising fund assets, restricted, end of period	\$ 260,773	\$ 562,792	\$ 207,807

Supplemental cash flow disclosures - non-cash items:					
Capital expenditures included in accrued expenses and other liabilities	\$	18,857	\$	4,753	\$ 5,726
Deferred consideration included in accrued expenses and other liabilities		35,007		16,000	4,660
Contingent consideration		—		56,000	4,309
Supplemental cash flow disclosures - cash paid for:					
Interest	\$	113,226	\$	75,807	\$ 88,772
Income taxes		17,220		12,764	6,238

The accompanying notes are an integral part of these consolidated financial statements.

DRIVEN BRANDS HOLDINGS INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 1—Description of Business

Description of Business

Driven Brands Holdings Inc. together with its subsidiaries (collectively, the “Company”) is a Delaware corporation and is the parent holding company of Driven Brands, Inc. and Shine Holdco (UK) Limited (collectively, “Driven Brands”). Driven Brands is the largest automotive services company in North America with a growing and highly-franchised base of **more than 4,800** **approximately 5,000** franchised, independently-operated, and company-operated locations across 49 U.S. states and 13 other countries. The Company has a portfolio of highly recognized brands, including Take 5 Oil **Change@ Change**, Take 5 Car **Wash@ Wash**, Meineke Car Care **Centers@ Centers**, **MAACO@ MAACO**, **CARSTAR@ CARSTAR**, Auto Glass **Now@ Now**, and 1-800-Radiator & A/C@ **C** that compete in the automotive services industry. **Approximately 75% of the Company's locations are franchised or independently-operated.**

Initial Public Offering and Secondary Offering

On January 14, 2021, the Company completed an initial public offering (the "IPO") of approximately 32 million 32 million shares of common stock at \$22 per share. On February 10, 2021, the Company's underwriters exercised their over-allotment option to purchase approximately 5 million 5 million additional shares of common stock. The Company received total proceeds of \$761 million \$761 million from these transactions, net of the underwriting discounts and commissions.

The Company used the proceeds from the IPO, along with cash on hand, to fully repay the First Lien Term Loan, Second Lien Term Loan, and revolving credit facility assumed as part of the acquisition of International Car Wash Group ("ICWG") in 2020 (collectively, the "Car Wash Senior Credit Facilities"), which totaled \$725 million \$725 million with interest and fees. The Company recognized a \$46 million \$46 million loss on debt extinguishment related to this settlement, primarily related to the write-off of unamortized discount. The Company cancelled the interest rate and cross currency swaps associated with these debt agreements as part of the settlement. The Company also used \$43 million \$43 million in proceeds to purchase approximately 2 million shares of common stock from certain of our existing shareholders.

On August 2, 2021, the Company filed a Registration Statement on Form S-1 for a secondary offering of approximately 12 million 12 million shares of common stock at \$29.50 per share by certain of the Company's stockholders, Driven Equity LLC and RC IV Cayman ICW Holdings LLC, each of which is a related party of Roark Capital Management, LLC. The Company did not sell any common stock in the offering and did not receive any proceeds from the offering. On September 8, 2021, the underwriters for the secondary offering exercised a portion of their over-allotment option and purchased 881,393 additional shares of common stock. The Company did not receive any proceeds from the exercise of the over-allotment option.

On September 12, 2022, the Company filed a Registration Statement on Form 424B7 for an underwritten secondary offering of 7 million shares of common stock at \$32.19 per share by certain of the Company's stockholders, Driven Equity LLC and RC IV Cayman ICW Holdings LLC, each of which is a related party of Roark Capital Management, LLC. The Company did not sell any common stock in the offering and did not receive any proceeds from the offering. After the secondary offering, related parties to Roark Capital Management, LLC held approximately 61% of our outstanding common stock.

Tax Receivable Agreement

The Company expects to be able to utilize certain tax benefits which are related to periods prior to the effective date of the Company's IPO and are attributed to current and former shareholders. The Company previously entered into an a Tax Receivable Agreement which provides our pre-IPO shareholders with the right to receive payment of 85% of the amount of cash savings, if any, in U.S. and Canadian federal, state, local, and provincial income tax that the Company will actually realize. The Tax Receivable Agreement is was effective as of the date of the Company's IPO. The Company has recorded a total current tax receivable liability of \$171 million \$56 million and \$53 million as of December 31, 2022 of which \$53 million December 30, 2023 and \$118 million are recorded under current December 31, 2022, respectively, and a non-current tax receivable agreement liabilities liability of \$118 million as of December 30, 2023 and December 31, 2022, respectively, on our the consolidated balance sheets, respectively. As sheets. We made an initial payment of December 25, 2021, approximately \$25 million under the company recorded a total liability of \$156 million of which \$24 million and \$132 million were recorded under current and non-current tax receivable agreement liabilities on our consolidated balance sheet, respectively. The change from prior year relates to changes Tax Receivable Agreement in the estimated liability based on tax returns filed by the Company in the current year.

January 2024.

Stock Split and Equity Structure

On January 14, 2021, the Company's shareholders approved an amendment to the Company's certificate of incorporation (the "Amendment") to effect an implied 88,990-for-one stock split of shares of the Company's outstanding common stock. In addition, the Amendment increased the number of authorized shares of the Company's stock from 10,000 shares to 1 billion 1 billion shares (900 million shares of common stock and 100 million 100 million shares of preferred stock). All share and per-share data in the consolidated financial statements and footnotes has been retroactively adjusted to reflect the stock split and change in equity structure for all periods presented. The Company does not have any shares of preferred stock outstanding.

Note 2— Summary of Significant Accounting Policies

Fiscal year Year

The Company operates and reports financial information on a 52 52- or 53 week 53-week year with the fiscal year ending on the last Saturday in December and fiscal quarters ending on the 13th Saturday of each quarter (or 14th Saturday when applicable with respect to the fourth fiscal quarter), except for the Car Wash segment, which is currently consolidated based on a calendar month end. Our 2023 and 2021 fiscal years ending December 30, 2023 and December 25, 2021 consisted of 52 weeks, respectively, and our 2022 fiscal year ending December 31, 2022 consisted of 53 weeks and our 2021 and 2020 fiscal years ending December 25, 2021 and December 26, 2020, respectively, consisted of 52 weeks. The Car Wash segment is consolidated based on a calendar month end.

Basis of Presentation

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("GAAP") and pursuant to the rules and regulations of the U.S. Securities Exchange Commission ("SEC"). The consolidated financial statements include the accounts of Driven Brands Holdings Inc. and its wholly-owned subsidiaries. Intercompany accounts and transactions have been eliminated in consolidation.

The three months and year ended December 31, 2022 includes approximately \$7.5 million and \$3.7 million of pre-tax income adjustments, respectively, for items that originated in previous quarters during fiscal year 2022, as well as prior years. The Company evaluated the materiality of the adjustments on prior period financial statements and recording the adjustments in the current period and concluded the effect of the adjustments were immaterial to both the current and prior period financial statements.

Certain prior year amounts have been reclassified to conform to current year presentation.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts in the consolidated financial statements and the related notes to the consolidated financial statements. Significant items that are subject to estimates and assumptions include, but are not limited to, valuation of intangible assets and goodwill; income taxes; allowance allowances for credit losses; valuation of derivatives; self-insurance claims; and stock-based compensation. Management evaluates its estimates on an ongoing basis and may employ outside experts to assist in its evaluations. Changes in such estimates, based on historical experience, current conditions, and various other additional information, may affect amounts reported in future periods. Actual results could differ due to the uncertainty inherent in the natures of these estimates.

Cash and Cash Equivalents

Cash equivalents consist of demand deposits and short-term, highly liquid investments with original maturities of three months or less. These investments are carried at cost, which approximates fair value.

Restricted Cash

The Company had total restricted cash of \$34 million \$39 million and \$39 million \$34 million at December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively, which primarily consisted of funds from franchisees pursuant to franchise agreements, the usage of which was restricted to advertising activities, and letters of credit collateral. Advertising funds are presented within advertising fund assets, restricted, on the consolidated balance sheet.

Accounts and Notes Receivable

The Company's accounts receivable consists principally of amounts due related to product sales, centrally billed commercial fleet work, centrally billed insurance claims, advertising and franchise fees, rent due from franchisees, and training services.

These receivables are generally due within 30 days of the period in which the corresponding sales occur and are classified as accounts and notes receivable, net on the consolidated balance sheet. Accounts receivable are reported at their estimated net realizable value.

Notes receivable are primarily from franchisees and relate to financing arrangements for certain past due balances or to partially finance the acquisition of company-operated stores or re-franchising locations. The notes are typically collateralized by the assets of the store being purchased. Interest income recognized on these notes is included in supply and other revenue on the accompanying consolidated statements of operations. The Company places notes receivable on a non-accrual status based on management's determination if it is probable that the principal balance is not expected to be repaid per the contractual terms. When the Company places a note receivable on a non-accrual status, interest income recorded on the note is reversed through supply and other revenue. The Company recorded an immaterial amount of interest income related to its notes receivables during the years ended December 31, 2022 December 30, 2023, December 25, 2021 December 31, 2022, and December 26, 2020 December 25, 2021.

Allowance for Credit Losses

The Company adopted ASU 2016-13, *Financial Instruments - Credit Losses*, on December 26, 2020, which was retroactively applied as of the first day of fiscal year 2020 using the modified retrospective adoption method. This accounting standard requires companies to measure expected credit losses on financial instruments based on the total estimated amount to be collected over the lifetime of the instrument. Prior to the adoption of this accounting standard, the Company recorded incurred credit losses against receivable balances based on current and historical information. Upon adoption of this guidance, the Company recognized an increase to its allowance for credit losses of \$2 million and a corresponding adjustment to retained earnings, net of tax, as a cumulative effect of an accounting change.

Expected credit losses for uncollectible receivable balances consider both current conditions and reasonable and supportable forecasts of future conditions. Current conditions considered include pre-defined predefined aging criteria, as well as specified events that indicate the balance due is not collectible. Reasonable and supportable forecasts used in determining the probability of future collection consider publicly available macroeconomic data and whether future credit losses are expected to differ from historical losses.

Inventory

Inventory is stated at the lower of cost or net realizable value. The Company primarily purchases its oil, lubricants, soap and auto glass in bulk quantities to take advantage of volume discounts and to ensure inventory availability to complete services. Inventories are presented net of volume rebates.

Property and Equipment, net

Property and equipment are stated at cost less accumulated depreciation. Depreciation is provided using the straight-line method over the estimated useful lives of the respective assets. Leasehold improvements are depreciated over the shorter of the estimated useful life or the remaining lease term of the related asset. Repairs and maintenance are expensed as incurred.

The following table presents the estimated useful lives for each asset category:

Buildings and improvements	5 to 40 years
Furniture and fixtures	5 to 7 years
Store equipment	5 to 15 years
Leasehold improvements	5 to 15 years
Vehicles	3 to 5 years
Computer equipment and software	3 to 5 years

Cloud computing arrangements

The Company capitalizes qualified cloud computing implementation costs associated with the application development stage and subsequently amortize amortizes these costs over the term of the hosting arrangement and stated renewal period, if it is reasonably certain we will renew. Capitalized costs are included in other assets on the consolidated balance sheet. sheets. During the year ended December 30, 2023, we recorded cloud computing amortization of \$2 million. As of December 31, 2022 and December 25, 2021, no cloud computing arrangements were in service.

Leases

The Company adopted ASU 2016-02 *Leases* and the subsequent ASUs that modified ASU 2016-02 (collectively, the amendments) during the twelve months ended December 26, 2020 and retroactively adopted the amendments as of the first day of fiscal year 2019.

The adoption of the standard resulted in a right-of-use ("ROU") asset of approximately \$324 million primarily from operating leases for our company-operated stores, a \$4 million reduction to retained earnings, net of taxes, as a cumulative effect of an accounting change, and a lease liability of approximately \$330 million as of December 28, 2019. The remaining \$1 million related to the derecognition of certain liabilities and assets that had been recorded in accordance with GAAP that had been applied prior to the adoption of the amendments.

The lease standard requires the lessee in an operating lease to record a balance sheet gross-up upon lease commencement by recognizing an ROU asset and lease liability equal to the present value of the lease payments over the expected lease term. The ROU asset and lease liability are derecognized in a manner that effectively yields a straight-line lease expense over the lease term. In addition to the changes to the lessee operating lease accounting requirements, the amendments also change the types of costs that can be capitalized related to a lease agreement for both lessees and lessors.

Finance lease ROU assets are depreciated on a straight-line basis over the lesser of the useful life of the leased asset or lease term. Finance lease liabilities are recognized using the effective interest method, with interest determined as the amount that results in a constant periodic discount rate on the remaining balance of the liability. Interest associated with finance lease liabilities is recognized in interest expense, net, on the consolidated statements of operations and is included in changes in accrued expenses and other liabilities in the consolidated statements of cash flows.

At contract inception, we determine whether the contract is or contains a lease based on the terms and conditions of the contract. Lease contracts are recognized on our consolidated balance sheet as ROU assets and lease liabilities; however, we have elected not to recognize ROU assets and lease liabilities on leases with terms of one year or less. Variable lease payments that are dependent on usage, output, or may vary for other reasons are excluded from lease payments in the measurement of the ROU assets and lease liabilities and are recognized as lease expense in the period the obligation is incurred. For lease agreements entered into or reassessed after the adoption of Topic 842, we combine lease and non-lease components. The Company's vehicle and equipment leases are comprised of a single lease component.

If a lease does not provide enough information to determine the implicit interest rate in the agreements, the Company uses its incremental borrowing rate in calculating the lease liability. The Company determines its incremental borrowing rate for each lease by reference to yield rates on collateralized debt issuances, which approximates borrowings on a collateralized basis, by companies of a similar credit rating as the Company, with adjustments for differences in years to maturity and implied company-specific credit spreads.

Certain leases include renewal and termination options and the option to renew is under our sole discretion. These leases are included in the lease term in determining the ROU assets and liabilities when we are reasonably certain we will exercise the option.

The ROU asset also includes initial direct costs paid less lease incentives received from the lessor. The Company also records lease income for subleases of franchise stores to certain franchisees. Lease income from sublease rentals is recognized on a straight-line basis over the lease term.

Impairment of Long-Lived Assets

Long-lived assets that are used in operations are tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may not be recoverable through undiscounted future cash flows. Recognition and measurement of a potential impairment is performed on assets grouped with other assets and liabilities at the lowest level where identifiable cash flows are largely independent of the cash flows of other assets and liabilities. An impairment loss is the amount by which the carrying amount of a long-lived asset or asset group exceeds its estimated fair value. Fair value is generally estimated by internal specialists based on the present value of anticipated future cash flows or, if required, with the assistance of independent third-party valuation specialists, depending on the nature of the assets or asset group.

Goodwill and Indefinite-Lived Intangible Assets

Goodwill is recorded when the aggregate purchase price of an acquisition exceeds the estimated fair value of the net identified tangible and intangible assets acquired. The Company's indefinite-lived intangibles are comprised of trademarks and tradenames.

Management tests goodwill for impairment at the reporting unit level on the first day of the fourth quarter every year or more frequently if events or changes in circumstances indicate the asset might be impaired. If a reporting unit's carrying amount exceeds its fair value, the Company will record an impairment charge based on that difference.

In performing a quantitative test for impairment of goodwill, we primarily use the income approach method of valuation that includes the discounted cash flow method and the market approach that includes the guideline public company method to determine the fair value of goodwill and indefinite-lived intangible assets. Significant assumptions are made used by management in estimating fair value under the discounted cash flow model including future trends in sales and include revenue growth rates, terminal growth rates, discount rates, and EBITDA margins. Other assumptions include operating expenses, overhead expenses, tax depreciation, and capital expenditures, and changes in working capital, along with an appropriate discount rate based on our estimated cost of equity capital and after-tax cost of debt. Significant assumptions expenditures. Assumptions used to determine fair value under the guideline public company method include the selection of guideline companies and the valuation multiples applied.

In the process of performing a quantitative test of our trademark trade name intangible assets, we primarily use the relief-from-royalty relief of royalty method under the income approach method of valuation. Significant assumptions used to determine fair value under the relief of royalty method include future trends in sales, a royalty rate, and a discount rate to be applied to the forecast revenue stream.

There is an inherent degree of uncertainty in preparing any forecast of future results. Future trends in system-wide sales are dependent to a significant extent on national, regional, and local economic conditions. Any decreases in customer traffic or average repair order due to these or other reasons could reduce gross sales at franchise locations, resulting in lower royalty and other payments from franchisees, as well as lower sales at company-operated locations. This could reduce the profitability of franchise locations, potentially impacting the ability of franchisees to make royalty payments owed to us when due, (which which could adversely impact our current cash flow from franchise operations), operations and company-operated sites.

The determination of an indefinite life is subject to reassessment if changes in facts and circumstances indicate the period of benefit has become finite.

During the second quarter of 2022, management impaired the life of one indefinite-lived tradename. Refer to Note 6.7 for additional information.

We have completed our annual test of information regarding goodwill and indefinite-lived intangibles for intangible impairment charges recorded during the years ended December 30, 2023 and have determined there was no impairment. December 31, 2022.

Definite Lived Intangible Assets

The Company's definite lived intangible assets are comprised primarily of trademarks, franchise agreements, license agreements, membership agreements, customer relationships, and developed technology.

Intangible assets with definite lives are being amortized on a straight-line basis over the estimated useful life of each asset as follows:

	Estimated Useful Life
Tradenames	12 to 3 years
Franchise agreements	133 to 30 years
License agreements	7 to 19 years
Membership agreements	7 to 9 years
Customer relationships	13 to 16 years
Developed technology	5 to 8 years

The lives of definite lived intangibles are reviewed and reduced if changes in their planned use occurs. If changes in the assets planned use is identified, management reviews the useful life and carrying value of the asset to assess the recoverability of the assets if facts and circumstances indicate the carrying value may not be recoverable. The recoverability test requires management to compare the undiscounted cash flows expected to be generated by the intangible asset or asset group to the carrying value. If the carrying amounts of the intangible asset is not recoverable on an undiscounted cash flow basis, an impairment charge is recognized to the extent the carrying value exceeds its fair value.

Management reviews business combinations to identify intangible assets, which are typically tradenames and customer relationships, and value the assets based on information and assumptions available to us at the date of purchase utilizing income and market approaches to determine fair value.

Assets Held for Sale

Assets currently available for sale and expected to be sold within one year are classified as assets held for sale on the consolidated balance sheets. During the year ended December 30, 2023, the Company transferred \$301 million of assets from property and equipment to assets held for sale. Refer to Note 7 for additional information. There were no assets designated as held for sale as of December 31, 2022. The Company had one car wash site which was part of one of the 2021 acquisitions with a total carrying value of \$3 million that was designated as held-for-sale as of December 25, 2021.

Accrued Liabilities

Included within accrued expenses and other liabilities on the consolidated balance sheet were \$58 \$50 million and \$65 million \$58 million of accrued payroll, bonus, and benefits at December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively.

Derivative instruments

We utilize derivative financial instruments to manage our interest rate and foreign exchange exposure. For derivatives instruments where we have not elected hedge accounting, the change in fair value is recognized in earnings. For derivative instruments where we have elected hedge accounting, the changes in the derivative and the hedged item attributable to the hedged risks are recognized in the same line within our consolidated statement of operations. For derivatives designated as cash flow hedges, changes in the fair value of the derivative is initially recorded in accumulated other comprehensive income (loss) and subsequently recorded to the statement of operations when the hedged item impacts earnings. Derivatives designated as hedge accounting are assessed at inception and on an ongoing basis whether the instrument is, and will continue to be, highly effective in offsetting cash flow or fair value of the hedged item and whether it remains probable the forecasted transaction will occur. Changes in the fair value for derivative instruments that do not qualify as hedge accounting are recognized in the consolidated statement of operations. Refer to Note 11 12 for additional information regarding our derivative assets and liabilities.

Revenue Recognition

Franchise royalties and fees

Franchisees are required to pay an upfront license fee prior to the opening of a location. The initial license payment received is recognized ratably over the life of the franchise agreement. Franchisees will also pay continuing royalty fees, at least monthly, based on a percentage of the store level retail sales or a flat amount, depending on the brand. The royalty income is recognized as the underlying sales occur. In addition to the initial fees and royalties, the Company also recognizes revenue associated with development fees charged to franchisees, which are recognized as income over the life of the associated franchise agreement. Development fees relate to the right of a franchisee to open additional locations in an agreed upon territory.

Company-operated store sales

Company-operated store sales are recognized, net of sales discounts, upon delivery of services and the service-related product. Customers also have the ability to purchase car wash club memberships that allow a customer unlimited washes for the duration of the membership. The Company recognizes revenue from these membership programs on a straight-line basis over the membership term. Sales proceeds for gift cards are recognized as a contract liability; the liability is reduced and revenue is recognized when the gift card is subsequently redeemed for services. Breakage on unredeemed gift card balances is estimated and recognized as revenue using the proportional method based on historical redemption patterns.

The states and municipalities in which the Company operates impose sales tax on all of the Company's nonexempt revenue. The Company collects the sales tax from its customers and remits the entire amount to the appropriate taxing authority. The Company's policy is to exclude the tax collected and remitted from net revenue and direct costs. The Company accrues sales tax liabilities as it records sales, maintaining the amount owed to the taxing authorities in accrued expenses and other liabilities on the consolidated balance sheet. sheets.

Independently-operated store sales and expenses

Independently-operated store sales and expenses consist of our car wash sites outside North America. The Company is primarily responsible for fulfilling its performance obligation of providing car wash and other vehicle cleaning services but engages a third-party to provide site labor and operate these stores on its behalf. The Company pays a commission to these third-parties to perform this service. Revenue from car washes at these locations is recorded in independently-operated store sales at the time the service is performed, while the commissions paid to the third-parties are recorded in independently-operated store expenses.

Advertising contributions

Franchised and company-operated stores are generally required to contribute advertising dollars according to the terms of their respective contract (typically based on a percentage of sales) that are used for, among other activities, advertising the brand on a national and local basis, as determined by the brand's franchisor. The Company's franchisees make their contributions to a marketing fund which in turn administers and distributes their advertising contributions directly to the franchisor. This advertising fee revenue is recognized as the underlying sales occur. Advertising expenses are recorded as incurred. Revenues and expenses related to these advertising collections and expenditures are reported on a gross basis in the consolidated statements of operations. The assets related to the advertising fund are considered restricted and disclosed as such on the Company's consolidated balance sheets.

Any excess or deficiency of advertising fee revenue compared to advertising expenditures is recognized in the fourth quarter of the Company's fiscal year. Any excess of revenue over expenditures is recognized only to the extent of previously recognized deficits. When advertising revenues exceed the related advertising expenses and there is no recovery of a previously recognized deficit of advertising revenues, advertising costs are accrued up to the amount of revenues.

Supply and other revenue

Supply and other revenue includes revenue related to product sales, vendor incentive revenue, insurance licensing fees, store leases, software maintenance fees, and automotive training services revenue. Supply and other revenue is recognized once title of goods is transferred to franchisees or other independent parties, as the sales of the related products occur, or ratably. Vendor incentive revenue is recognized as sales of the related product occur. Insurance licensing fee revenue is generated when the Company is acting as an agent on behalf of its franchisees and is recognized once title of goods is transferred to franchisees. The insurance license revenue is presented net of any related expense with any residual revenue reflecting the management fee the Company charges for the program. Store lease revenue is recognized ratably over the underlying property lease term. Software maintenance fee revenue is recognized monthly in connection with providing and servicing software. Automotive training services are provided to third party shop owner/operators in accordance with agreed upon contract terms. These contracts may be for one-time shop visits or agreements to receive access to education and training programs for multiple years. For one-time shop visits, revenue is recognized at the time the service is rendered. For the multi-year education and training contracts, revenue is recognized ratably over the contract term.

Assets Recognized from the Costs to Obtain a Contract with a Customer:

The Company has elected a practical expedient to expense costs as incurred for costs to obtain a contract when the amortization period would have been one year or less. The Company records contract assets, included in deferred commissions on the accompanying consolidated balance sheet, for the incremental costs of obtaining a contract with a customer if we expect the benefit of those costs to be longer than one year and if such costs are material. Commission expenses, a primary cost associated with the sale of franchise licenses, are amortized to selling, general and administrative expenses in the consolidated statements of operations ratably over the life of the associated franchise agreement.

Contract Balances

The Company generally records a contract liability when cash is provided for a contract with a customer before the Company has completed its contractual performance obligation. This includes cash payments for initial franchise fees as well as upfront payments on store owner consulting and education contracts. Franchise fees and shop owner consulting contract payments are recognized over the life of the agreement, which range from five to 20 and three to four year terms, respectively.

Company-Operated Store Expenses

Company-operated store expenses consist of payroll and benefit costs for employees at company-operated locations, as well as rent, costs associated with procuring materials from suppliers, and other store-level operating costs. The Company receives volume rebates based on a variety of factors which are included in accounts receivable on the accompanying consolidated balance sheet and accounted for as a reduction of company-operated store expenses as they are earned. Sales discounts received from suppliers are recorded as a reduction of the cost of inventory. Advanced rebates are included in accrued expenses and other liabilities on the accompanying consolidated balance sheet and are accounted for as a reduction of company-operated store expenses as they are earned over the term of the supply agreement. In addition, the Company includes subleasing expense associated with the subleasing of store buildings to franchisees within supply and other expenses in the consolidated statements of operations.

Store Opening Costs

Store opening costs consist of employee, facility, and grand opening marketing costs that company-operated stores incur prior to opening. The Company typically incurs store opening costs when opening new company-operated stores and when converting independently branded, acquired company-operated stores to one of its brands. These expenses are charged to expense as incurred.

Equity-based Compensation

The Company recognizes expense related to equity-based compensation awards over the service period (generally the vesting period) in the consolidated financial statements based on the estimated fair value of the award on the grant-date. Forfeitures are accounted for as they occur.

Shares Repurchased

We record shares repurchased on their trade date and reduce shareholders' equity and increase accounts payable on the accompanying consolidated balance sheets. Shares repurchased are retired, and the excess of repurchase price over the par value of the shares is charged to retained earnings.

Fair Value of Financial Instruments

Financial assets and liabilities are categorized, based on the inputs to the valuation technique, into a three-level fair value hierarchy. The fair value hierarchy gives the highest priority to the quoted prices in active markets for identical assets and liabilities and the lowest priority to unobservable inputs. Observable market data, when available, is required to be used in making fair value measurements. When inputs used to measure fair value fall within different levels of the hierarchy, the level within which the fair value measurement is categorized is based on the lowest level input that is significant to the fair value measurement.

The Company classifies and discloses assets and liabilities carried at fair value in one of the following three categories:

Level 1: Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement **date, date;**

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; or

Level 3: Inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date.

The Company estimates the fair value of financial instruments using available market information and appropriate valuation methodologies. The carrying amount for cash and cash equivalents, restricted cash, accounts receivable, inventory, other current assets, accounts payable and accrued expenses approximate fair value because of their short maturities. The notes receivable carrying value also approximates fair value due to interest rates that approximate market rates for agreements with similar maturities and credit quality. **The fair value of the Company's foreign currency derivative instruments is derived from valuation models, which use Level 2 observable inputs such as quoted market prices, interest rates, and forward yield curves.** The fair value of long-term debt is estimated based on Level 2 inputs using discounted cash flows and market-based expectations for interest rates, credit risk and contractual terms of the debt agreements.

Financial assets and liabilities measured at fair value on a recurring basis as of **December 30, 2023 and** December 31, 2022 are summarized as follows:

Items Measured at Fair Value at December 30, 2023						Items Measured at Fair Value at December 30, 2023			
(in thousands)	(in thousands)	Level 1	Level 2	Total	(in thousands)	Level 1	Level 2	Total	
Mutual fund investments held in rabbi trust		\$758	\$ —	\$ 758					
Derivative assets, recorded in prepaid and other assets		—	158	158					
Derivative assets, recorded in other assets	Derivative assets, recorded in other assets	—	2,148	2,148					
Derivative liabilities, recorded in accrued expenses and other liabilities	Derivative liabilities, recorded in accrued expenses and other liabilities	—	5,005	5,005					

Financial assets and liabilities measured at fair value on a recurring basis as of December 25, 2021 are summarized as follows:

(in thousands)	Level 1	Level 2	Total
Mutual fund investments held in rabbi trust	\$ 976	\$ —	\$ 976
Derivative liabilities, recorded in accrued expenses and other liabilities	—	336	336
Derivative liabilities, recorded in long-term accrued expenses and other liabilities	—	200	200

The fair value of the Company's derivative instruments are derived from valuation models, which use observable inputs such as quoted market prices, interest rates, and forward yield curves.

Items Measured at Fair Value at December 31, 2022			
(in thousands)	Level 1	Level 2	Total
Mutual fund investments held in rabbi trust	\$ 758	\$ —	\$ 758
Derivative assets, recorded in prepaid and other assets	—	158	158
Derivative assets, recorded in other assets	—	2,148	2,148
Derivative liabilities, recorded in accrued expenses and other liabilities	—	5,005	5,005

The carrying value and estimated fair value of total long-term debt were as follows:

December 31, 2022	December 25, 2021		
December 30, 2023		December 30, 2023	December 31, 2022

(in thousands)	(in thousands)	Carrying value	Estimated fair value	Carrying value	Estimated fair value	(in thousands)	Carrying value	Estimated fair value	Carrying value	Estimated fair value
Long-term debt	Long-term debt	\$2,784,175	\$2,477,456	\$2,382,364	\$2,411,987					

Income Taxes

The Company accounts for income taxes under the liability method whereby deferred tax assets and liabilities are measured using enacted tax laws and rates expected to apply to taxable income in the years in which the assets and liabilities are expected to be recovered or settled. The effects on deferred tax assets and liabilities of subsequent changes in the tax laws and rates are recognized in income during the year the changes are enacted.

In assessing the realizability of deferred tax assets, management considers whether it is more-likely-than-not that some portion or all of the deferred tax assets will not be realized. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. Management considers the scheduled reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in making this assessment.

The Company recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities, based on the technical merits of the position. The tax benefits recognized on the consolidated financial statements from such positions are measured based on the largest benefit that has a greater than fifty percent likelihood of being realized upon settlement with tax authorities. The Company records any interest and penalties associated as additional income tax expense in the consolidated statements of operations.

Deferred Financing Costs

The costs related to the issuance of debt are presented in the accompanying balance sheet sheets as a direct deduction from the carrying amount of that debt or within other assets for deferred financing costs associated with the Revolving Credit Facility and amortized over the terms of the related debt agreements as interest expense using the effective interest method.

Insurance Reserves

The Company is partially self-insured for employee medical coverage. The Company records a liability for the ultimate settlement of claims incurred as of the balance sheet date based upon estimates provided by the third-party that administers the claims on the Company's behalf. The Company also reviews historical payment trends and knowledge of specific claims in determining the reasonableness of the reserve. Adjustments to the reserve are made when the facts and circumstances of the underlying claims change. If the actual settlements of the medical claims are greater than the estimated amount, additional expense will be recognized.

Foreign Currency Translation

We translate assets and liabilities of non-U.S. operations into U.S. dollars at rates of exchange in effect at the balance sheet date, and revenues and expenses at the average exchange rates prevailing during the period. Resulting translation adjustments are recorded as a separate component of Other Comprehensive Income (Loss) other comprehensive income (loss). Transactions resulting in foreign exchange gains and losses are included in the Consolidated Statements consolidated statements of Operations.

Recently Adopted Accounting Standards

In December 2019, the Financial Accounting Standards Board (the "FASB") issued Accounting Standards Update ("ASU") No. 2019-12, Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes, as part of its initiative to reduce complexity in accounting standards. The Company adopted the ASU in the first quarter of 2021, and the adoption did not have a material impact on our consolidated financial statements, operations.

Recently Issued Accounting Standards

In March 2020, the FASB issued ASU 2020-04, Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting. This ASU provides optional expedients and exceptions for applying generally accepted

accounting principles to contracts, hedging relationships, and other transactions affected by reference rate reform if certain criteria are met. In response to the concerns about structural risks of interbank offered rates and, particularly, the risk of cessation of LIBOR, regulators in several jurisdictions around the world have undertaken reference rate reform initiatives to identify alternative reference rates that are more observable or transaction based and less susceptible to manipulation. The ASU provides companies with optional guidance to ease the potential accounting burden associated with transitioning away from reference rates that are expected to be discontinued. This guidance is effective immediately and the amendments may be applied prospectively through December 31, 2024. On June 2, 2023, the Company entered into a loan amendment to transition our LIBOR-based loans to the Secured Overnight Financing Rate ("SOFR"). The amendment went into effect on July 1, 2023 and did not have a material impact on the loans affected.

In November 2023, the FASB issued ASU 2023-07, Improvements to Reportable Segment Disclosures. The standard enhances segment disclosure requirements of significant segment expenses that are regularly provided to the chief operating decision maker ("CODM") to assist in understanding how segment expenses and operating results are evaluated. The new standard does not change the definition or aggregation of operating segments. The standard also expands the interim disclosure requirements on a retrospective basis. This ASU is effective for annual periods beginning after December 15, 2023 and interim periods within fiscal years beginning after December 15, 2024. The Company is evaluating the impact of adopting this new accounting guidance and does not believe it will have a material impact on the Company's its consolidated financial statements, statements and related disclosures.

In December 2023, the FASB issued ASU 2023-09, Improvements to Income Tax Disclosures. This ASU improves the transparency of income tax disclosures, including consistent categories and greater disaggregation of information in the tax rate reconciliation as well as disaggregation of income taxes paid by jurisdiction. This ASU is effective for annual periods beginning after December 15, 2024, with early adoption permitted for annual financial statements that have not yet been issued or made available for issuance. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

Note 3—Business Acquisitions and Dispositions

The Company strategically acquires companies in order and assets to increase its footprint and offer products and services that diversify its existing offerings, primarily through asset purchase agreements. These acquisitions are accounted for as business combinations using the acquisition method, whereby the purchase price is allocated to the assets acquired and liabilities assumed, based on their estimated fair values at as of the date of the acquisition with the remaining amount recorded in goodwill.

2023 Acquisitions

The Company completed six acquisitions in the Maintenance segment during the year ended December 30, 2023, representing six sites. The aggregate cash consideration for these acquisitions, net of cash acquired and liabilities assumed, was approximately \$9 million.

The Company completed three acquisitions in the Car Wash segment during the year ended December 30, 2023, representing four sites. The aggregate cash consideration for these acquisitions, net of cash acquired and liabilities assumed, was approximately \$15 million.

The Company completed two acquisitions in the Paint, Collision & Glass segment during the year ended December 30, 2023, representing two sites. The aggregate cash consideration for these acquisitions, net of cash acquired and liabilities assumed, was approximately \$6 million.

The Company estimated the fair value of acquired assets and liabilities as of the date of acquisition based on information currently available. As the Company finalizes the fair value of assets acquired and liabilities assumed, additional purchase price adjustments may be recorded during the measurement period. The provisional amounts for assets acquired and liabilities assumed for the 2023 acquisitions are as follows:

2023 Maintenance Segment

(in thousands)

	Maintenance
Assets:	
Operating lease right-of-use assets	\$ 3,693
Property and equipment, net	3,855
Assets acquired	7,548
Liabilities:	
Accrued expenses and other liabilities	275
Operating lease liabilities	3,394
Total liabilities assumed	3,669
Cash consideration, net of cash acquired	8,108
Deferred consideration	490
Total consideration, net of cash acquired	\$ 8,598
Goodwill	\$ 4,719

2023 Car Wash Segment

(in thousands)

	Car Wash
Assets:	
Operating lease right-of-use assets	\$ 1,249
Property and equipment, net	11,181
Deferred tax asset	17
Assets acquired	12,447
Liabilities:	
Accrued expenses and other liabilities	11
Operating lease liabilities	1,220
Total liabilities assumed	1,231
Cash consideration, net of cash acquired	15,293
Deferred consideration	25
Total consideration, net of cash acquired	\$ 15,318
Goodwill	\$ 4,102

2023 Paint, Collision & Glass Segment

<i>(in thousands)</i>	Paint, Collision & Glass
Assets:	
Inventory	\$ 35
Property and equipment, net	667
Assets acquired	702
Cash consideration, net of cash acquired	4,947
Deferred consideration	695
Total consideration, net of cash acquired	\$ 5,642
Goodwill	\$ 4,940

Goodwill represents the excess of the consideration paid over the fair value of net assets acquired and includes the expected benefit of synergies within the existing segments and intangible assets that do not qualify for separate recognition. Goodwill, which was allocated to the Car Wash, Maintenance, and Paint, Collision & Glass segments, is substantially all deductible for income tax purposes.

2022 Acquisitions

The Company completed 22 acquisitions in the Car Wash segment during the year ended December 31, 2022, representing 35 sites, which were deemed to be business combinations. The aggregate cash consideration for these acquisitions, net of cash acquired, was approximately ~~\$350 million~~, ~~\$350 million~~. On June 14, 2022, the Car Wash segment acquired Jimmy Clean Car Wash, which was comprised of 3 sites for a total consideration of \$32 million. On July 6, 2022, the Car Wash segment acquired Speedy Shine Express Car Wash, which was comprised of 2 sites for a total consideration of \$34 million. On October 5, 2022, the Car Wash segment acquired Quick & Clean Car Wash, which was comprised of 4 sites for a total consideration of ~~\$38 million~~, ~~\$38 million~~.

The Company completed 6 acquisitions in the Maintenance segment during the year ended December 31, 2022, representing 14 sites, each individually immaterial, which were deemed to be business combinations. The aggregate cash consideration for these acquisitions, net of cash acquired and liabilities assumed, was ~~\$25 million~~, ~~\$25 million~~.

The Company completed 10 acquisitions in the Paint, Collision & Glass segment during the year ended December 31, 2022 representing 174 sites, which were deemed to be business combinations. The aggregate cash consideration for these acquisitions, net of cash acquired, was ~~\$406 million~~, ~~\$406 million~~. On December 30, 2021 the Company acquired AGN, which was comprised of 79 sites at the time of the Company's acquisition, for a total consideration of \$171 million. The purchase price allocation resulted in the recognition of \$49 million of intangible assets, ~~\$37 million~~, ~~\$37 million~~ of which was a trade name intangible asset. The fair value of the acquired trade name was estimated using an income approach, specifically, the relief-from-royalty method. The Company utilized assumptions with respect to forecasted sales, the discount rate, and the royalty rate in determining the fair value of the acquired trade name. The purchase price allocation was considered complete for AGN as of December 31, 2022. On April 28, 2022, the Company acquired All Star Glass ("ASG"), which was comprised of 31 sites at the time of the acquisition for a total consideration of ~~\$36 million~~, ~~\$36 million~~. On July 6, 2022, the Company acquired K&K Glass, which was comprised of 8 sites for a total consideration of \$40 million. On July 27, 2022, the Company acquired Jack Morris Auto Glass, which was comprised of 9 sites for a total consideration of ~~\$54 million~~, ~~\$54 million~~. On September 8, 2022, the Company acquired Auto Glass Fitters Inc., which was comprised of 24 sites for a total consideration of \$72 million. The Company ~~will amortize~~ ~~amortizes~~ the ~~acquired lease right of use assets~~, customer list intangibles and definite lived trade name over their estimated remaining lives of ~~4 years~~, 13 years, and 1 year, respectively.

~~The Company estimated the fair value of acquired assets and liabilities as of the date of acquisition based on information currently available. As the Company finalizes the fair value of assets acquired and liabilities assumed, additional purchase price adjustments may be recorded during the measurement period.~~

2022 Car Wash Segment

The provisional amounts for assets acquired and liabilities assumed for the 2022 Car Wash acquisitions are as follows:

<i>(in thousands)</i>	<i>(in thousands)</i>	Speedy Quick & Shine Jimmy Clean Express Clean All Other Car Car Car Car Wash Wash Wash Wash <i>(in thousands)</i>					<i>(in thousands)</i>	Quick & Clean Car Wash	Speedy Shine Express Car Wash	Jimmy Clean Car Wash	All Other Car Wash	Total Car Wash
Assets:	Assets:											
Property and equipment, net	Property and equipment, net	\$28,220	\$16,200	\$21,740	\$172,178	\$238,338						
Goodwill		9,445	17,296	10,196	72,039	108,976						
Property and equipment, net	Property and equipment, net											
Deferred tax assets	Deferred tax assets	335	12	64	2,831	3,242						
Total assets acquired	Total assets acquired	38,000	33,508	32,000	247,048	350,556						
Liabilities:	Liabilities:											

Accrued expenses and other liabilities	Accrued expenses and other liabilities	9	8	110	444	571
Accrued expenses and other liabilities						
Accrued expenses and other liabilities						
Total liabilities assumed	Total liabilities assumed	9	8	110	444	571
Cash	Cash					
Consideration, net of cash acquired	Consideration, net of cash acquired	36,851	32,495	31,890	239,758	340,994
Deferred Consideration	Deferred Consideration	1,140	1,005	—	6,846	8,991
Total Consideration, net of cash acquired	Total Consideration, net of cash acquired	\$37,991	\$33,500	\$31,890	\$246,604	\$349,985
Goodwill						

2022 Paint, Collision & Glass Segment

The provisional amounts for assets acquired and liabilities assumed for the 2022 Paint, Collision & Glass acquisitions are as follows:

		Auto Glass Fitters Inc.	Jack Morris Auto Glass	K&K Glass	All Star Glass	Auto Glass Now	All Other Paint, Collision & Glass	Total PC&G	(in thousands)	Auto Glass Fitters Inc.	Jack Morris Auto Glass	All Star Glass	Auto Glass Now	All Other Paint, Collision & Glass	Total PC&G
(in thousands)	(in thousands)	Inc.	Glass	Glass	Glass	Now	& Glass	PC&G	thousands)	Inc.	Glass	Glass	Now	Glass	PC&G
Assets:	Assets:														
Accounts and notes receivable, net															
Accounts and notes receivable, net															
Accounts and notes receivable, net	Accounts and notes receivable, net	\$ 5,264	\$ 1,162	\$ —	\$ 2,349	\$ —	\$ 832	\$ 9,607							
Inventory	Inventory	134	1,150	1,067	546	—	1,518	4,415							
Prepaid and other assets	Prepaid and other assets	64	70	—	119	—	14	267							
Property and equipment, net	Property and equipment, net	417	418	1,553	568	1,064	1,628	5,648							
Operating lease right-of-use assets	Operating lease right-of-use assets	1,016	1,558	587	5,943	11,177	2,865	23,146							
Intangibles, net	Intangibles, net	20,600	16,100	16,600	8,500	49,100	—	110,900							
Goodwill		48,038	35,651	20,836	26,548	119,569	29,689	280,331							
Deferred tax assets	Deferred tax assets	—	—	—	—	—	84	84							
Total assets acquired	Total assets acquired	75,533	56,109	40,643	44,573	180,910	36,630	434,398							
Liabilities:	Liabilities:														
Accounts payable															

Accounts payable								
Accounts payable	Accounts payable	2,010	630	—	1,825	—	229	4,694
Accrued expenses and other liabilities	Accrued expenses and other liabilities	817	644	195	2,152	1,932	768	6,508
Current portion of long term debt	Current portion of long term debt	—	—	—	10	31	—	41
Long-term debt	Long-term debt	—	—	—	21	89	—	110
Operating lease liabilities	Operating lease liabilities	262	1,030	392	4,223	8,229	2,024	16,160
Deferred tax liabilities	Deferred tax liabilities	375	19	—	—	—	—	394
Total liabilities assumed	Total liabilities assumed	3,464	2,323	587	8,231	10,281	3,021	27,907
Cash	Cash							
Consideration, net of cash acquired	Consideration, net of cash acquired	56,044	48,386	40,056	36,342	170,629	30,209	381,666
Deferred Consideration	Deferred Consideration	16,025	5,400	—	—	—	3,400	24,825
Total Consideration, net of cash acquired	Total Consideration, net of cash acquired	\$72,069	\$53,786	\$40,056	\$36,342	\$170,629	\$33,609	\$406,491
Goodwill								

2022 Maintenance Segment

The provisional amounts for assets acquired and liabilities assumed for the 2022 Maintenance acquisitions are as follows:

		Maintenance
(in thousands)		
Assets:		
Inventory		\$ 362
Property and equipment, net		5,040
Operating lease right-of-use assets		10,323
Goodwill		18,542
Deferred tax assets		844
Total assets acquired		35,111 16,569
Liabilities:		
Accrued expenses and other liabilities		792
Operating lease liabilities		9,402
Total liabilities assumed		10,194
Cash Consideration, net of cash acquired		22,849
Deferred Consideration		2,068
Total Consideration, net of cash acquired	\$	24,917
Goodwill	\$	18,542

Goodwill represents the excess of the consideration paid over the fair value of net assets acquired and includes the expected benefit of synergies within the existing segments and intangible assets that do not qualify for separate recognition. Goodwill, which was allocated to the Car Wash, Maintenance, and Paint, Collision & Glass segments, is substantially all deductible for income tax purposes.

Immaterial purchase price adjustments were recorded during the current year relating to 2022 acquisitions within their respective one year period. Purchase accounting allocations are complete for all 2022 acquisitions as of December 30, 2023.

[illegible]

2021 Acquisitions

The Company completed 38 acquisitions in the Car Wash segment, representing 110 car wash sites which and were deemed to be business combinations, during the year ended December 25, 2021. The aggregate cash consideration for these acquisitions, net of cash acquired, was \$732 million.

sites for total consideration of \$107 million. On May 20, 2021, the Car Wash segment acquired Racer Classic Car Wash, which was comprised of 10 sites for total consideration of \$65 million. \$732 million.

	Racer Classic Car Wash & AutoClean				
	Magic Tunnel Car Wash	Franks Car Wash	Car Wash	Other	Total Car Wash
(in thousands)					
Assets:					
Inventory	\$ —	\$ —	\$ 311	\$ —	311
Property and equipment, net	75,200	66,737	44,108	375,188	561,233
Operating lease right-of-use assets	—	—	2,587	12,277	14,864
Intangibles, net	700	800	550	—	2,050
Goodwill	12,100	38,939	20,869	95,080	166,988
Assets held for sale	—	—	—	996	996
Deferred tax assets	—	94	—	1,596	1,690
Total assets acquired	88,000	106,570	68,425	485,137	748,132

Liabilities:					
Accrued expenses and other liabilities	—	50	155	304	509
Operating lease liabilities	—	—	2,687	12,277	14,964
Deferred tax liabilities	—	—	758	—	758
Total liabilities assumed	—	50	3,600	12,581	16,231
Cash Consideration, net of cash acquired	85,800	106,520	62,874	453,454	708,648
Deferred Consideration	2,200	—	1,951	19,102	23,253
Total Consideration, net of cash acquired	\$ 88,000	\$ 106,520	\$ 64,825	\$ 472,556	\$ 731,901

Goodwill which was allocated to the Car Wash segment is substantially all deductible for income tax purposes.

The following table presents financial information regarding the 2021 Cash Wash segment acquisitions included in the consolidated statements of operations from the date of acquisition through December 25, 2021 under the column "Actual from acquisition date in 2021." The following table presents supplemental pro-forma information as if the acquisitions had occurred at the beginning of fiscal year 2020. The pro-forma information does not necessarily reflect the results of operations that would have occurred had the acquisitions occurred at the beginning of 2020. Cost savings are also not reflected in the pro-forma amounts for the year ended December 25, 2021 and December 26, 2020, respectively.

(in thousands)	Actual from Acquisition Date in 2021	Pro-Forma for Year Ended	
		December 25, 2021	December 26, 2020
Revenue	\$ 48,648	\$ 1,613,479	\$ 1,026,012
Net income attributable to Driven Brands Holdings Inc.	\$ 11,693	\$ 47,272	\$ 20,558

2021 Paint, Collision & Glass Segment

In addition, the Company completed 2 acquisitions representing 12 collision sites, each individually immaterial, which are included within the Company's Paint, Collision & Glass segment during the year ended December 25, 2021, which and were deemed to be business combinations. The aggregate cash consideration for these acquisitions, net of cash acquired, was \$33 million.

The amounts for assets acquired and liabilities assumed for the 2021 PC&G Acquisitions are as follows:

(in thousands)	Paint, Collision & Glass
Assets:	
Inventory	\$ 107
Property and equipment, net	1,512
Operating lease right-of-use assets	7,672
Intangibles, net	6,707
Goodwill	24,742
Total assets acquired	40,740
Liabilities:	
Accounts payable	
Accrued expenses and other liabilities	5
Operating lease liabilities	7,763
Total liabilities assumed	7,768
Cash Consideration, net of cash acquired	32,972
Deferred Consideration	—
Total Consideration, net of cash acquired	\$ 32,972

2021 Maintenance Segment \$33 million.

The Company also completed 8 acquisitions in the Maintenance segment representing 13 maintenance sites, each individually immaterial, during the year ended December 25, 2021, which and were deemed to be business combinations. The aggregate cash consideration for these acquisitions, net of cash acquired, was \$37 million.

The amounts for assets acquired and liabilities assumed for the 2021 Maintenance Acquisitions are as follows:

(in thousands)		Maintenance
Assets:		
Inventory	\$	200
Property and equipment, net		19,095
Goodwill		14,661
Assets held for sale		3,275
Deferred tax assets		90
Total assets acquired		37,321
Liabilities:		
Accrued expenses and other liabilities		52
Total liabilities assumed		52
Cash Consideration, net of cash acquired		36,874
Deferred Consideration		395
Total Consideration, net of cash acquired	\$	37,269

Purchase accounting allocations are complete for all 2021 acquisitions as of December 31, 2022

2020 Acquisitions

Acquisition of International Car Wash Group (Car Wash Segment)

On August 3, 2020, the Company completed the acquisition of Shine Holdco (UK) Limited, the holding company of ICWG, to expand on its service offerings by entering into the car wash business (the "ICWG Acquisition"). Under the merger agreement, RC IV ICW Merger Sub LLC, a subsidiary of RC IV Cayman ICW Holdings LLC and the direct parent of RC IV Cayman ICW LLC, merged with and into the Parent. ICWG's shareholders received 217,980 of the Parent's Class A common units. The

Parent then contributed ICWG to the Company in exchange for 38.3 million shares of the Company's common stock (after giving effect to the Company's stock split, which is discussed further in [Note 1](#)).

The ICWG Acquisition resulted in the Company acquiring 741 independently-operated and 199 company-operated car wash centers in 14 countries across Europe, the U. S., and Australia. The operating results from ICWG are included in the Car Wash segment. Approximately \$249 million of the goodwill associated with this acquisition is deductible for income tax purposes. All goodwill related to this acquisition was allocated to the Car Wash segment.

Acquisition of Fix Auto (Paint, Collision & Glass Segment)

On April 20, 2020, the Company acquired 100% of the outstanding equity of Fix Auto USA, a franchisor and operator of collision repair centers, for \$29 million, net of cash received of approximately \$2 million. This acquisition resulted in the Company acquiring 150 franchised locations and 10 company-operated locations and increases the Company's collision services footprint. All goodwill related to this acquisition was allocated to the Paint, Collision & Glass segment. None of the goodwill associated with this acquisition is deductible for income tax purposes.

Other Acquisitions

During 2020, the Company completed the acquisition of 17 car wash sites, each individually immaterial, which are included within the Company's Car Wash segment. The aggregate cash consideration paid for these acquisitions, net of cash acquired, was approximately \$109 \$37 million.

Deferred Consideration and Transaction Costs

Deferred consideration is typically paid six months to **one year one-year** after the acquisition closing date once all conditions under the purchase agreement have been satisfied. Included in the total consideration amounts above for the acquisitions in **2022 2023** was **\$36 million \$1 million** of consideration not paid on the closing date. The Company had **\$35 \$3 million** and **\$16 \$35 million** of deferred consideration related to acquisitions at **December 31, 2022 December 30, 2023** and **December 25, 2021 December 31, 2022**, respectively. The Company paid **\$16 \$33 million** and **\$6 \$16 million** of deferred consideration related to prior acquisitions during the years ended **December 31, 2022 December 30, 2023** and **December 25, 2021 December 31, 2022**, respectively. Deferred consideration is recorded within investing activities at the time of payment.

The Company incurred **approximately \$4 million less than \$1 million, \$3 million, \$4 million, and \$7 million \$3 million** of transaction costs during the years ended **December 31, 2022 December 30, 2023, December 25, 2021 December 31, 2022**, and **December 26, 2020, December 25, 2021** respectively. In addition, during the year ended December 25, 2021 the Company recorded a **\$4 million \$4 million** benefit to acquisition costs in the consolidated statements of operations related to the reversal of a liability previously recorded for a 2020 acquisition related to contingent consideration that was deemed to be remote.

Dispositions

On September 12, 2022, the Company disposed of CARSTAR franchise sites from within the Paint, Collision & Glass segment for consideration of \$17 million. As a result of the sale, a \$12 million gain was recognized within selling, general, and administrative expenses during the year ended December 31, 2022. The Company allocated \$3 million of goodwill as part of the sale.

On March 16, 2022, the Company disposed of its 75% owned subsidiary, IMO Denmark ApS, for consideration of \$2 million. As a result of the sale, a \$1 million loss was recognized within selling, general, and administrative expenses during the year ended December 31, 2022. Also, a noncontrolling interest of less than \$1 million was derecognized. The Company allocated less than \$1 million of goodwill as part of the sale.

On April 27, 2021, the Company disposed of its 70% owned subsidiary, At-Pac Auto Parts Inc., for consideration of \$2 million. As a result of the sale, a loss of less than \$1 million was recognized within selling, general, and administrative expenses during the year ended December 31, 2022. Also, a noncontrolling interest of \$1 million was derecognized.

Note 4—Accounts and Notes Receivable, Net

The balance on the consolidated balance sheets are amounts primarily related to customers, vendors and franchisees. As of **December 31, 2022** **December 30, 2023** and **December 25, 2021** **December 31, 2022**, the gross amount of current accounts and notes receivable were **\$198 million** **\$163 million** and **\$134 million**, **\$198 million**, respectively. The current allowance for credit losses for these periods were **\$18 million** **\$12 million** and **\$16 million** **\$18 million**, respectively. As of **December 31, 2022** and **December 25, 2021**, the **The** gross amount of non-current notes receivable was **\$4 million** **\$4 million**, as of **December 30, 2023** and **\$6 million** **December 31, 2022**, respectively. The non-current allowance for credit losses for these periods was **\$1 million** **less than \$1 million** and **\$2 million** **\$1 million**, respectively.

The changes in the allowance for accounts and notes receivable for the year ended **December 31, 2022** **December 30, 2023** and **December 25, 2021** **December 31, 2022** were as follows:

(in thousands)

Balance as of December 26, 2020	\$	19,024
Bad debt expense		1,854
Write-off of uncollectible receivables		(2,493)
Balance at December 25, 2021	\$	18,385
Bad debt expense net of recoveries		5,777
Write-off of uncollectible receivables		(4,556)
Balance at December 31, 2022	\$	19,606
Bad debt expense, net of recoveries		1,938
Write-off of uncollectible receivables		(9,612)
Balance at December 30, 2023	\$	11,932

Note 5 —Property 5—Property and Equipment

Property and equipment at **December 31, 2022** **December 30, 2023** and **December 25, 2021** **December 31, 2022** consisted of the following:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023	December 31, 2022
Buildings	Buildings	\$ 641,520	\$ 671,523			
Land	Land	127,613	152,841			
Furniture and fixtures		23,464	17,855			
Furniture, fixtures, and other						
Computer equipment and software	Computer equipment and software	41,304	31,773			
Store equipment	Store equipment	375,595	304,100			
Leasehold improvements	Leasehold improvements	228,006	172,737			
Finance lease ROU assets	Finance lease ROU assets	42,984	29,766			
Vehicles	Vehicles	8,217	3,282			
Construction in progress	Construction in progress	313,821	133,724			
Total property and equipment	Total property and equipment	1,802,524	1,517,601			
Less: accumulated depreciation	Less: accumulated depreciation	(256,786)	(166,617)			

Total property and equipment, net	Total property and equipment, net	\$1,545,738	\$1,350,984
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During the year ended December 30, 2023, the Company transferred \$301 million of assets from property and equipment to assets held for sale. Refer to [Note 7](#) for additional information.

Depreciation expense was \$120 million, \$91 million \$147 million, \$120 million and \$44 million \$91 million for the years ended December 31, 2022 December 30, 2023, December 25, 2021 December 31, 2022, and December 26, 2020 December 25, 2021, respectively.

Note 6 —Goodwill 6—Goodwill and Other Intangible Assets

Changes in the carrying amount of goodwill for the years ended December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022 are as follows:

(in thousands)	(in thousands)	Maintenance	Car Wash	Paint, Collision & Glass	Platform Services	Total	(in thousands)	Maintenance ⁽¹⁾	Car Wash ⁽²⁾	Paint, Collision & Glass	Platform Services ⁽³⁾	Total
Balance at December 26, 2020		\$ 444,959	\$ 828,813	\$297,930	\$155,649	\$1,727,351						
Acquisitions		14,661	166,988	24,742	—	206,391						
Purchase price adjustments		(637)	6,642	(44)	—	5,961						
Foreign exchange		13	(30,188)	624	240	(29,311)						
Balance at December 25, 2021	Balance at December 25, 2021	\$ 458,996	\$ 972,255	\$323,252	\$155,889	\$1,910,392						
Acquisitions	Acquisitions	18,542	108,976	280,331	—	407,849						
Sale of business unit	Sale of business unit	—	(685)	(3,495)	—	(4,180)						
Purchase price adjustments	Purchase price adjustments	—	3,860	(34)	—	3,826						
Foreign exchange	Foreign exchange	(130)	(32,800)	(5,542)	(2,350)	(40,822)						
Balance at December 31, 2022	Balance at December 31, 2022	\$ 477,408	\$1,051,606	\$594,512	\$153,539	\$2,277,065						
Acquisitions												
Purchase price adjustments												
Sale of business unit												
Impairment												
Foreign exchange												
Balance at December 30, 2023												

⁽¹⁾ Reporting units include Maintenance-Quick Lube and Maintenance-Repair

⁽²⁾ Reporting units include Car Wash International and U.S. Car Wash

⁽³⁾ Reporting units include Platform-Distribution and Platform-Training

Intangible assets for the years ended December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022 are as follows:

(in thousands)	(in thousands)	Balance at December 31, 2022				(in thousands)	Balance at December 30, 2023			
		Gross Carrying Value	Impairment	Accumulated Amortization	Net Carrying Value		Gross Carrying Value	Impairment	Accumulated Amortization	Net Carrying Value
	Gross Carrying Value						Gross Carrying Value	Impairment	Accumulated Amortization	Net Carrying Value
Definite Lived Amortizable	Definite Lived Amortizable									
	Franchise agreements									
	Franchise agreements									
Franchise agreements	Franchise agreements	\$ 222,617	\$ —	\$ (59,466)	\$163,151					
License agreements	License agreements	11,968	—	(4,354)	7,614					
Membership agreements	Membership agreements	11,600	—	(5,480)	6,120					
Customer relationships	Customer relationships	128,127	—	(13,689)	114,438					
Developed technology	Developed technology	25,717	—	(19,788)	5,929					
Trademarks & other	Trademarks & other	26,256	—	(19,749)	6,507					
Total definite lived amortizable	Total definite lived amortizable	426,285	—	(122,526)	303,759					
Indefinite-Lived	Indefinite-Lived									
Trademarks	Trademarks	587,594	(125,450)	—	462,144					
	Trademarks									
	Trademarks									
Total	Total	\$1,013,879	\$ (125,450)	\$ (122,526)	\$765,903					
		Balance at December 25, 2021								
		Gross Carrying Value	Impairment	Accumulated Amortization	Net Carrying Value					
		Balance at December 31, 2022								
		Balance at December 31, 2022								
		Balance at December 31, 2022								
	Gross Carrying Value						Gross Carrying Value	Impairment	Accumulated Amortization	Net Carrying Value
Definite Lived Amortizable	Definite Lived Amortizable									
	Franchise agreements									
	Franchise agreements									
Franchise agreements	Franchise agreements	\$ 223,625	\$ —	\$ (49,529)	\$174,096					
License agreements	License agreements	12,044	—	(3,091)	8,953					
Membership agreements	Membership agreements	11,600	—	(3,270)	8,330					

Customer relationships	Customer relationships	59,585	—	(8,797)	50,788
Developed technology	Developed technology	25,882	—	(18,959)	6,923
Trademarks & other	Trademarks & other	17,364	—	(13,055)	4,309
Total definite lived amortizable	Total definite lived amortizable	350,100	—	(96,701)	253,399
Indefinite-Lived	Indefinite-Lived				
Trademarks	Trademarks	562,784	—	—	562,784
Trademarks					
Trademarks					
Total	Total	\$ 912,884	\$ —	\$ (96,701)	\$816,183

Amortization expense was \$29 million, \$27 million, and \$19 million for the years ended December 30, 2023, December 31, 2022, and December 25, 2021, respectively.

Amortization expense related to definite lived intangible assets for the next five years and thereafter are as follows:

(in thousands)	Amount
2024	\$ 27,265
2025	22,649
2026	22,056
2027	20,079
2028	18,942
Thereafter	166,018
Total	\$ 277,009

Note 7—Asset Impairment Charges

2023 Goodwill and Asset Impairment Charges

During the year ended December 30, 2023, management performed an initial strategic review of the U.S. car wash operations, which included, but was not limited to, an evaluation of the following: store performance, the competitive landscape, revenue and expense optimization opportunities, and capital requirements. As a result of this strategic review, management approved the closure of 29 stores, halted the opening of new company-operated stores, and began marketing property and equipment for sale

that will not be utilized by the Company. These actions resulted in impairment charges of \$122 million relating to property and equipment, including assets held for sale, and right-of-use assets during the year ended December 30, 2023 and the transfer of \$301 million of assets from property and equipment to assets held for sale on the consolidated balance sheet as of December 30, 2023. Management expects the sale of these assets to occur over the next twelve months.

As a result of the evaluation performed above, as well as other qualitative and quantitative factors, including a decline in the stock price during the third quarter of 2023, management determined a triggering event had occurred requiring a step one quantitative analysis of the Company's goodwill and indefinite lived intangible assets as of September 30, 2023. Based on the results of our interim impairment analysis, we concluded the carrying value of the U.S. Car Wash reporting unit exceeded its fair value, and we recorded a full goodwill impairment charge of \$851 million during the year ended December 30, 2023. The fair value of the remaining reporting units exceeded their carrying amounts, indicating no goodwill impairment. The fair values of each reporting unit were determined using a combination of the income approach and market approach valuation methodologies.

On October 1, 2023, the first day of the fourth quarter, the Company performed its annual impairment assessment, which did not result in additional impairments.

The Company will continue to monitor the other reporting units. Reporting units that do not perform in accordance with expectations could result in impairment charges to other reporting units in future periods, including International Car Wash and Maintenance-Repair, primarily comprised of the Meineke brand.

2022 Trade Name Impairment Charges

The Company has acquired a number of car wash businesses over the past two years, since 2020. As part of those acquisitions, the Company determined a fair value for each of the associated intangible assets including trade names and customer relationships. During the second quarter of 2022, ended June 25, 2022, the Company made the strategic decision to rebrand the majority of its U.S. car wash locations to operate under the name "Take 5 Car Wash", and therefore will be discontinuing discontinued the use of certain car wash trade names that were previously determined to have indefinite lives. Using a projected discounted cash flow analysis based on the relief from royalty method, the fair value of the trade names was determined to be \$6 million while their carrying value was \$132 million. As a result, the Company recognized a \$125 million \$125 million impairment charge during the year ended December 31, 2022, which is reported as trade name impairment charge in the consolidated statement of operations. The transition will take approximately two and a half years to complete from the date of impairment, and therefore the remaining carrying value will be is being amortized over this period.

During 30 months from the year ended December 26, 2020, the Company elected to discontinue the use date of a trade name and, as a result, recognized a \$3 million impairment charge, which is included as a component of asset impairment charges in the consolidated statement of operations.

Amortization expense was \$27 million, \$19 million, and \$18 million for the years ended December 31, 2022, December 25, 2021, and December 26, 2020, respectively.

Amortization expense related to definite lived intangible assets for the next five years and thereafter are as follows:

(in thousands)	Amount	
2023	\$	28,616
2024		26,317
2025		21,951
2026		20,605
2027		19,737
Thereafter		186,533
Total	\$	303,759

impairment.

Note 7—8— Revenue from Contracts with Customers

The Company records contract assets for the incremental costs of obtaining a contract with a customer if it expects the benefit of those costs to be longer than one year and if such costs are material. Commission expenses, a primary cost associated with the sale of franchise licenses, are amortized to selling, general and administrative expenses in the consolidated statements of operations ratably over the life of the associated franchise agreement.

Capitalized costs to obtain a contract as of December 30, 2023 and December 31, 2022 were \$6 million and December 25, 2021 were \$7 million and \$11 million, respectively, and are presented within deferred commissions on the consolidated balance sheets. The Company recognized an immaterial amount less than \$1 million of costs during the years ended December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively, that were recorded as a contract asset at the beginning of the year, periods.

Contract liabilities consist primarily of deferred franchise fees and deferred development fees. The Company had contract liabilities of \$29 million \$31 million and \$27 million \$29 million as of December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively, which are presented within deferred revenue on the consolidated balance sheets. The Company recognized \$4 million and \$3 million in of revenue relating to contract liabilities during the year ended December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively.

Note 8—9—Long-term Debt

Our long-term debt obligations consist of the following:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands) December 30, 2023	December 31, 2022
Series 2018-1 Securitization Senior Notes, Class A-2	Series 2018-1 Securitization Senior Notes, Class A-2	\$ 261,938	\$ 264,688		
Series 2019-1 Securitization Senior Notes, Class A-2	Series 2019-1 Securitization Senior Notes, Class A-2	288,000	291,000		
Series 2019-2 Securitization Senior Notes, Class A-2	Series 2019-2 Securitization Senior Notes, Class A-2	266,063	268,813		
Series 2020-1 Securitization Senior Notes, Class A-2	Series 2020-1 Securitization Senior Notes, Class A-2	170,625	172,375		

Series 2020-2 Securitization Senior Notes, Class A-2	Series 2020-2 Securitization Senior Notes, Class A-2	441,000	445,500
Series 2021-1 Securitization Senior Notes, Class A-2	Series 2021-1 Securitization Senior Notes, Class A-2	444,375	448,875
Series 2022-1 Securitization Senior Notes, Class A-2	Series 2022-1 Securitization Senior Notes, Class A-2	364,088	—
Revolving Credit Facility			
Term Loan Facility	Term Loan Facility	496,250	500,000
Other debt (a)	Other debt (a)	51,836	39,082
Total debt	Total debt	2,784,175	2,430,333
Less: debt issuance costs	Less: debt issuance costs	(45,908)	(47,969)
Less: debt issuance costs			
Less: current portion of long-term debt	Less: current portion of long-term debt	(32,986)	(26,044)
Total long-term debt, net	Total long-term debt, net	\$2,705,281	\$2,356,320

(a) Amount primarily consists of finance lease obligations. See [Note 10](#) [11](#).

Scheduled debt repayments for the next five fiscal years and thereafter are as follows:

<i>(in thousands)</i>		
2023	\$	32,986
2024		32,228
2025		286,140
2026		559,548
2027		530,717
Thereafter		1,342,556
Total future repayments	\$	2,784,175

2015-1 Securitization Senior Notes

In July 2015, Driven Brands Funding, LLC (the "Issuer") issued \$410 million 2015-1 Securitization Senior Notes (the "2015-1 Senior Notes") bearing a fixed interest rate of 5.216% per annum. The 2015-1 Senior Notes had a final legal maturity date in July 2045. The Company capitalized \$9 million of debt issuance costs related to the 2015 Senior Notes. In December 2020, the 2015-1 Senior Notes were paid in full and approximately \$2 million of debt issuance costs were written off to loss on debt extinguishment.

2016-1 Securitization Senior Notes

In May 2016, the Issuer issued \$45 million 2016-1 Securitization Senior Notes (the “2016-1 Senior Notes”) bearing a fixed interest rate of 6.125% per annum. The 2016-1 Senior Notes had a final legal maturity date in July 2046. The Company capitalized \$2 million of debt issuance costs related to the 2016-1 Senior Notes. On December 14, 2020, the 2016-1 Senior Notes were paid in full and approximately \$1 million of debt issuance costs were written off to loss on debt extinguishment.

(in thousands)		
2024	\$	32,673
2025		285,437
2026		807,432
2027		529,472
2028		1,313,350
Thereafter		9,632
Total future repayments	\$	2,977,996

2018-1 Securitization Senior Notes

In April 2018, the Issuer Driven Brands Funding, LLC (the “Issuer”) issued \$275 million \$275 million Series 2018-1 Securitization Senior Secured Notes (the “2018-1 Senior Notes”) bearing a fixed interest rate of 4.739% per annum. The 2018-1 Senior Notes have a final legal maturity date in April 2048 and an anticipated repayment date in April 2025. The 2018-1 Senior Notes are secured by substantially all assets of the Issuer and are guaranteed by the Securitization Entities. The Company capitalized \$7 million \$7 million of debt issuance costs related to the 2018-1 Senior Notes.

2019-1 Securitization Senior Notes

In March 2019, the Issuer issued \$300 million \$300 million of Series 2019-1 Securitization Senior Notes (the “2019-1 Senior Notes”) bearing a fixed interest rate of 4.641% per annum. The 2019-1 Senior Notes have a final legal maturity date in April 2049 and an anticipated repayment date in April 2026. The 2019-1 Senior Notes are secured by substantially all assets of the Issuer and are guaranteed by the Securitization Entities. The Company capitalized \$6 million \$6 million of debt issuance costs related to the 2019-1 Senior Notes.

2019-2 Securitization Senior Notes

In September 2019, the Issuer issued \$275 million \$275 million Series 2019-2 Securitization Senior Secured Notes (the “2019-2 Senior Notes”) bearing a fixed interest rate of 3.981% per annum. The 2019-2 Senior Notes have a final legal maturity date in October 2049 and an anticipated repayment date in October 2026. The 2019-2 Senior Notes are secured by substantially all assets of the

Issuer and are guaranteed by the Securitization Entities. The Company capitalized \$6 million \$6 million of debt issuance costs related to the 2019-2 Senior Notes.

Series 2019-3 Variable Funding Securitization Senior Notes

In December 2019, the Issuer issued Series 2019-3 Variable Funding Senior Notes (the “2019 VFN”) in the revolving amount of \$115 million. \$115 million. The 2019 VFN have a final legal maturity date in January 2050. The commitment under the 2019 VFN was set to expire in July 2022, with the option of three one-year extensions. In July 2022, 2023, the Company exercised the option to extend an additional year, second of three one-year extension options. The 2019 VFN are secured by substantially all assets of the Issuer and are guaranteed by the Securitization Entities. The Issuer may elect As of July 1, 2023, borrowings incur interest at the Base Rate plus an applicable margin or London Interbank Offered Secured Overnight Financing Rate (“LIBOR” SOFR) plus an applicable margin (the LIBOR rate as the applicable interest rate), term adjustment. The Company capitalized \$1 million \$1 million of debt issuance costs related to the 2019-3 VFN. No amounts were outstanding under the 2019 VFN as of December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022. As of December 31, 2022 December 30, 2023, there were \$24.5 million \$24.5 million of outstanding letters of credit that reduced the borrowing availability under the 2019 VFN.

2020-1 Securitization Senior Notes

In July 2020, Driven Brands Funding, LLC and Driven Brands Canada Funding Corporation (together, the “Co-Issuers”), each wholly owned indirect subsidiaries of the Company, issued \$175 million \$175 million 2020-1 Securitization Senior Notes (the “2020-1 Senior Notes”) bearing a fixed interest rate of 3.786% per annum. The 2020-1 Senior Notes have a final legal maturity date in July 2050 and an anticipated repayment date in July 2027. The 2020-1 Senior Notes are secured by substantially all assets of the Co-Issuers and are guaranteed by the Canadian Co-Issuer and various subsidiaries of the Canadian Co-Issuer. The Company capitalized \$11 million \$11 million of debt issuance costs related to the 2020-1 Senior Notes.

2020-2 Securitization Senior Notes

In December 2020, the Co-Issuers issued \$450 million \$450 million 2020-2 Securitization Senior Notes (the “2020-2 Senior Notes”) bearing a fixed interest rate of 3.237% per annum. The 2020-2 Senior Notes have a final legal maturity date in January 2051; and an anticipated repayment date in January 2028. The 2020-2 Senior Notes are secured by substantially all assets of the Co-Issuers and are guaranteed by the Securitization Entities. The Company capitalized \$8 million \$8 million of debt issuance costs related to the 2020-2 Senior Notes. The Company used the proceeds of these notes to fully repay the 2015-1 Senior Notes and 2016-1 Senior Notes detailed above.

2021-1 Securitization Senior Notes

In September 2021, the Co-Issuers issued \$450 million \$450 million of 2021-1 Securitization Senior Notes (the “2021-1 Senior Notes”) bearing a fixed interest rate of 2.791% per annum. The 2021-1 Senior Notes have a final legal maturity date in October 2051 and an anticipated repayment date in October 2028. The 2021-1 Senior Notes are secured by substantially all assets of the Co-issuers and are guaranteed by the Securitization Entities. A portion of the proceeds from the issuance of the 2021-1 Senior Notes were used to pay off the outstanding balance on the Revolving Credit Facility with the remainder to be used for general corporate purposes, including future acquisitions. The Company capitalized \$10 million of debt issuance costs related to the 2021-1 Senior Notes.

2022-1 Securitization Senior Notes

In October 2022, the Co-Issuers issued \$365 million of 2022-1 Securitization Senior Notes (the "2022-1 Senior Notes"), bearing a fixed interest rate of 7.393% per annum. The 2022-1 Senior Notes have a final legal maturity date in October 2052, and an anticipated repayment date in October 2027. The 2022-1 Senior Notes are secured by substantially all assets of the Co-issuers and are guaranteed by the Securitization Entities. The proceeds from the issuance of the 2022-1 Senior Notes were used for general corporate purposes, including the repayment of the Revolving Credit Facility creating capacity to invest in continued growth. In conjunction with the issuance of the 2022-1 Senior Notes, the Co-Issuers also issued Series 2022-1 Class A-1 Notes in the amount of \$135 million, which can be accessed at the Issuer's option if certain conditions are met. The Company capitalized \$7 million of debt issuance costs related to the 2022-1 Senior Notes.

Credit Agreement

Revolving Credit Facility

In May 2021, Driven Holdings, LLC, ("the Borrower") a Delaware limited liability company and indirect wholly-owned subsidiary of Driven Brands Holdings Inc., entered into a credit agreement to secure a revolving line of credit with a group of financial institutions ("Revolving Credit Facility"), which provides for an aggregate amount of up to \$300 million, and has a maturity date in May 2026 ("Credit Agreement"). Adjusted Base Rate ("ABR") On June 2, 2023, the Credit Agreement was amended pursuant to which, as of July 1, 2023, borrowings incur interest at the highest of (i) the federal funds rate plus 0.50% per annum, (ii) the U.S. prime rate, and (iii) the one-month adjusted LIBOR plus 1.00% per annum, in each case, Base Rate plus an applicable margin of 0.50%, which may increase to 0.75% base on the Net First Lien Leverage Ratio under the Revolving Credit Facility. Eurocurrency borrowings incur interest at an adjusted LIBOR or SOFR plus an applicable margin of 1.50%, which may increase to 1.75% based on the Net First Lien Leverage Ratio under the Revolving Credit Facility. term adjustment. The Revolving Credit Facility also includes periodic commitment fees based on the available unused balance and a quarterly administrative fee.

As of December 31, 2022 December 30, 2023, there was no the Company had an outstanding balance of \$248 million on the Revolving Credit Facility.

Term Loan Facility

In December 2021, the Borrower amended the Credit Agreement to provide for a new term loan credit facility (the "Term Loan Facility"), which has an initial aggregate commitment of \$500 million, with loans and other extensions of credit thereunder maturing in December 2028. The Company capitalized \$9 million \$9 million of debt issuance costs related to the Term Loan Facility.

Proceeds On June 2, 2023, the Credit Agreement was amended pursuant to which, as of July 1, 2023, borrowings of the Term Loan Facility are typically used for general corporate purposes. Borrowings bear incur interest at a rate equal to, at the Borrower's option, either (a) a Eurocurrency rate determined by reference to adjusted LIBOR for the interest period (with a 0.50% floor), Base Rate plus an applicable margin of 3.00% or (b) an ABR determined by reference to the highest of (i) the federal funds rate plus 0.50% per annum, (ii) the U.S. prime rate, and (iii) the one-month adjusted LIBOR plus 1.00% per annum, in each case, SOFR plus an applicable margin of 2.00%. term adjustment. Starting with the second full calendar quarter after the funding of the Term Loan Facility, the Term Loan Facility requires scheduled quarterly payments in amounts equal to 0.25% of the original aggregate principal amount of the Term Loan Facility, with the balance due at maturity.

Car Wash Senior Credit Facilities

As part of the ICWG acquisition in 2020, the Company assumed \$532 million of First Lien Term Loan debt. The First Lien Term Loan debt was set to mature in October 2024 and interest was charged at 3.25% plus one-month LIBOR and was payable at either one-, two-, three- or six-monthly intervals. The loan was subject to quarterly repayments of 0.25% of the original principal. As of December 26, 2020, the interest rate on this loan was 4.25%. The Company recorded this loan at fair value upon the acquisition of ICWG. As of December 26, 2020, there was \$29 million of unamortized discount related to this loan. The loan was paid off in January 2021, and as a result the remaining unamortized discount was written-off and included loss on debt extinguishment in the consolidated statement of operations in the first quarter of 2021.

As part of the ICWG acquisition, In addition, the Company also assumed \$175 million of Second Lien Term Loan debt. The Second Lien Term Loan debt was set to mature in October 2025 and interest was charged at 7.50% plus one-month LIBOR and was payable at either one-, two-, three- or six-monthly intervals. As of December 26, 2020, the interest rate on this loan was 8.50%. The Company recorded this loan at fair value upon the acquisition of ICWG. As of December 26, 2020, there was \$17 million of unamortized discount related to this loan. The loan was paid off in January 2021, and as result the remaining unamortized discount was written-off and included loss on debt extinguishment in the consolidated statement of operations in the first quarter of 2021.

The Company also assumed a first lien revolving credit facility from ICWG, with an aggregate principal amount the outstanding balance of up to \$75 million, and was set to mature in October 2022, including a letter of credit sub-facility, a swingline loan sub-facility and an ancillary sub-facility. As of December 26, 2020 there was \$18 million outstanding on this credit facility and the interest rate was 3.65%. The first lien revolving credit facility was terminated and paid off in January 2021.

Other Debt

In April 2020, 2021 and the Company entered into a bridge loan with a financial institution in the amount of \$40 million, which credit facility was used to help finance 2020 acquisitions. The interest rate was based on LIBOR plus an applicable margin. The Company capitalized \$1 million of debt issuance costs related to the bridge loan. The bridge loan was subsequently paid in full in 2020 and approximately \$1 million of debt issuance costs were written off to loss on debt extinguishment. terminated.

Guarantees and Covenants of the Notes

Substantially all of the assets of the Company, including most of the domestic and certain of the foreign revenue-generating assets, which principally consist of franchise-related agreements, certain company-operated stores, certain product distribution agreements, intellectual property and license agreements for the use of intellectual property, are owned by subsidiaries of the Borrower and the Issuer, and are pledged to secure the Notes and indebtedness under the Credit Agreement (together the "Indebtedness"). The restrictions placed on the Issuer and its subsidiaries require that interest and principal (if any) on the Securitization Notes be paid prior to any residual distributions to the Company, and amounts are segregated weekly to ensure appropriate funds are reserved to pay the quarterly interest and principal (if any) amounts due. The amount of weekly cash flow that exceeds all expenses and obligations of the Issuer and its subsidiaries (including required reserve amounts) is generally remitted to the Company in the form of a dividend.

The Company's Indebtedness is subject to certain quantitative covenants related to debt service coverage and leverage ratios. In addition, the agreements related to the Indebtedness also contain various affirmative and negative operating and financial reporting covenants, which are customary for such debt instruments. These covenants, among other things, limit the ability of the Issuer and its subsidiaries to sell assets; engage in mergers, acquisitions, and other business combinations; declare dividends or redeem or repurchase capital stock; incur, assume, or permit to exist additional indebtedness or guarantees; make loans and investments; incur liens; and enter into transactions with affiliates.

In the event that certain covenants are not met, the Indebtedness may become fully due and payable on an accelerated schedule. In addition, the Borrower and the Issuer may voluntarily prepay, in part or in full subject to certain pre-payment premiums or make-whole obligations.

As of **December 31, 2022** **December 30, 2023**, the **Issuer was Co-Issuers were in material** compliance with all covenants under the agreements discussed above.

Driven Brands Holdings Inc. has no material separate cash flows or assets or liabilities as of **December 31, 2022** **December 30, 2023**. All business operations are conducted through its operating subsidiaries and it has no material independent operations. Driven Brands Holdings Inc. has no other material commitments or guarantees. As a result of the restrictions described above, certain of the subsidiaries' net assets are effectively restricted in their ability to be transferred to Driven Brands Holdings Inc. as of **December 31, 2022** **December 30, 2023**.

Note 9—10—Segment Information

The Company's worldwide operations are comprised of the following reportable segments: Maintenance, Car Wash, Paint, Collision & Glass, and Platform Services.

The Maintenance segment is primarily composed of the Take 5 Oil and Meineke brands, and revenue is primarily derived from the performance of maintenance services, including oil changes and regularly scheduled and as-needed automotive maintenance services and vehicle component repair and replacement. Maintenance segment revenue also includes franchise royalties and fees and supply and other product sales.

The Paint, Collision & Glass segment is primarily composed of the ABRA, CARSTAR, Fix Auto, Maaco, AGN, and Uniban brands and services both retail and commercial customers such as commercial fleet operators and insurance carriers. Paint,

Collision & Glass **franchise** includes revenue derived from license and royalty fees paid by franchisees, glass replacement, **and** calibration, and **collision** service revenue derived from company-operated locations, and supply and other product sales.

The Platform Services segment is primarily composed of the 1-800 Radiator & A/C, PH, Spire Supply, **Driven Advantage**, and **ATI brands. businesses**. Platform Services revenue is primarily derived from the sale of supplies and other products, as well as automotive training services and franchise license and royalty fees paid by franchisees.

Upon the acquisition of ICWG in August 2020, the Company determined an additional reportable segment (Car Wash) was necessary for the newly acquired business. Our The Car Wash segment primarily operates under the IMO brand across Europe and Australia and a variety of regional brands in the U. S., which are currently being rebranded to Take 5 Car Wash brand in the U.S., providing express-style conveyor car wash services to both retail and commercial customers.

In addition to the reportable segments, the Company's consolidated financial results include "Corporate and Other" activity. Corporate and Other incurs costs related to the advertising revenues and expenses and shared service costs, which are related to finance, IT, human resources, legal, supply chain, and other support services. Corporate and Other activity includes the adjustments necessary to eliminate certain **inter-company intercompany** transactions, namely sales by the Platform Services segment to the Paint, Collision & Glass and Maintenance segments.

The accounting policies applicable to each segment are generally consistent with those used in the consolidated financial statements. The Company's Chief Operating Decision Maker evaluates the performance of its segments and allocates resources to them based on Segment Adjusted EBITDA, which is defined as earnings before interest expense, net, income tax expense, and depreciation and amortization, with further adjustments for acquisition-related costs, **straight-line rent, cloud computing amortization**, equity compensation, store opening costs, loss on debt extinguishment and certain non-recurring, non-core, infrequent or unusual charges. Segment Adjusted EBITDA is a supplemental measure of the operating performance of our segments and may not be comparable to similar measures reported by other companies. No asset information has been provided for these reportable segments as the Chief Operating Decision Maker does not regularly review asset information by reportable segment.

Segment results for the years ended **December 30, 2023**, **December 31, 2022**, **December 25, 2021** and **December 26, 2020** **December 25, 2021** are as follows:

Year Ended December 31, 2022								Year ended December 30, 2023						
Year ended December 30, 2023								Year ended December 30, 2023						
		Paint, Collision & Glass									Paint, Collision & Glass			
(in thousands)	(in thousands)	Maintenance	Car Wash		Platform Services	Corporate and Other	Total	(in thousands)	Maintenance	Car Wash		Platform Services	Corporate and Other	Total
Franchise fees and royalties	\$	45,046	\$ —	\$ 93,026	\$ 33,662	\$ —	\$ 171,734							
Franchise royalties and fees														
Company-operated store sales	Company-operated store sales	692,947	390,502	235,924	5,035	—	1,324,408							
Independently-operated store sales	Independently-operated store sales	—	195,157	—	—	—	195,157							
Advertising		—	—	—	—	87,750	87,750							
Supply and other		61,869	7,061	81,714	157,676	(54,175)	254,145							
Total revenue	\$	799,862	\$592,720	\$410,664	\$196,373	\$ 33,575	\$2,033,194							

Advertising fund contributions							
Supply and other revenue							
Total net revenue							
Segment Adjusted EBITDA	Segment Adjusted EBITDA						
		\$	262,608	\$184,717	\$135,447	\$ 72,538	\$(138,661) \$ 516,649
Year Ended December 25, 2021							

Year ended December 31, 2022									
Year ended December 31, 2022									

		Paint, Collision & Glass								Paint, Collision & Glass				
(in thousands)	(in thousands)	Maintenance	Car Wash	Glass	Platform Services	Corporate and Other	Total	(in thousands)	Maintenance	Car Wash	Glass	Platform Services	Corporate and Other	Total
Franchise fees and royalties	\$	35,932	\$ —	\$ 79,125	\$ 29,356	\$ —	\$ 144,413							
Franchise royalties and fees														
Company-operated store sales	Company-operated store sales	503,719	277,118	57,804	5,005	—	843,646							
Independently-operated store sales	Independently-operated store sales	—	204,246	—	—	—	204,246							
Advertising		—	—	—	—	75,599	75,599							
Supply and other		37,425	6,071	67,272	127,413	(38,805)	199,376							
Total revenue	\$	577,076	\$487,435	\$204,201	\$161,774	\$ 36,794	\$1,467,280							
Advertising fund contributions														
Supply and other revenue														
Total net revenue														
Segment Adjusted EBITDA	Segment Adjusted EBITDA	\$ 179,073	\$153,065	\$ 82,731	\$ 56,954	\$(107,640)	\$ 364,183							
Year Ended December 26, 2020								Year ended December 25, 2021						

Year ended December 25, 2021								Year ended December 25, 2021						
		Paint, Collision & Glass									Paint, Collision & Glass			
(in thousands)	(in thousands)	Maintenance	Car Wash	Glass	Services	and Other	Total	(in thousands)	Maintenance	Car Wash	Glass	Services	and Other	Total
Franchise fees and royalties	\$	28,466	\$	—	\$	66,020	\$	23,102	\$	(462)	\$	117,126		
Franchise royalties and fees														
Company-operated store sales	Company-operated store sales	366,194	79,969	37,401	5,955	(252)	489,267							

Independently-operated store sales	Independently-operated store sales	—	67,193	—	—	—	67,193
Advertising		—	—	—	—	59,672	59,672
Supply and other		22,197	2,517	62,072	110,331	(26,175)	170,942
Total revenue		\$ 416,857	\$149,679	\$165,493	\$139,388	\$ 32,783	\$904,200
Advertising fund contributions							
Supply and other revenue							
Total net revenue							
Segment Adjusted EBITDA	Segment Adjusted EBITDA	\$ 114,764	\$ 43,137	\$ 66,276	\$ 49,408	\$ (65,211)	\$208,374

The reconciliations of (Loss) income before taxes to Segment Adjusted EBITDA for the years ended **December 31, 2022**, **December 30, 2023**, **December 25, 2021**, **December 31, 2022** and **December 26, 2020**, **December 25, 2021** are as follows:

	Year Ended	Year Ended	Year Ended
(in thousands)			
(Loss) income before taxes			
(Loss) income before taxes			
(Loss) income before taxes			
Depreciation and amortization			
Depreciation and amortization			
Depreciation and amortization			
Interest expense, net			
Interest expense, net			
Interest expense, net			
Acquisition related costs ^(a)			
Acquisition related costs ^(a)			
Acquisition related costs ^(a)			
Non-core items and project costs, net ^(b)			
Non-core items and project costs, net ^(b)			
Non-core items and project costs, net ^(b)			
Store opening costs			
Store opening costs			
Store opening costs			

	Year Ended		
	December 31, 2022	December 25, 2021	December 26, 2020
(in thousands)			
Income before taxes	\$ 68,340	\$ 34,892	\$ 7,156
Acquisition related costs ^(a)	15,304	62,386	15,682
Non-core items and project costs, net ^(b)	20,241	5,656	6,036
Store opening costs	2,878	2,497	2,928
Sponsor management fees ^(c)	—	—	5,900

Straight-line rent adjustment ^(d)		14,965	11,619	7,150
Cloud computing amortization ^(c)				
Cloud computing amortization ^(c)				
Cloud computing amortization ^(c)				
Equity-based compensation expense ^(e) ^(d)	Equity-based compensation expense ^(e) ^(d)	20,583	4,301	1,323
Foreign currency transaction loss (gain) ^(f)		17,168	20,683	(13,563)
Bad debt expense (recovery) ^(g)		(449)	(3,183)	3,201
Equity-based compensation expense ^(e) ^(d)				
Equity-based compensation expense ^(e) ^(d)				
Foreign currency transaction (gain) loss, net ^(e)				
Foreign currency transaction (gain) loss, net ^(e)				
Foreign currency transaction (gain) loss, net ^(e)				
Bad debt expense ^(f)				
Bad debt expense ^(f)				
Bad debt expense ^(f)				
Goodwill impairment ^(g)				
Goodwill impairment ^(g)				
Goodwill impairment ^(g)				
Trade name impairment ^(h)				
Trade name impairment ^(h)				
Trade name impairment ^(h)	Trade name impairment ^(h)	125,450	—	—
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾	Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾	(29,083)	(8,935)	9,311
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾				
Asset sale leaseback (gain) loss, impairment and closed store expenses ⁽ⁱ⁾				
Loss on debt extinguishment ^(j)	Loss on debt extinguishment ^(j)	—	45,576	5,490
Depreciation and amortization		147,156	112,777	62,114
Interest expense, net		114,096	75,914	95,646
Loss on debt extinguishment ^(j)				
Loss on debt extinguishment ^(j)				
Segment	Segment			
Adjusted EBITDA	Adjusted EBITDA	\$ 516,649	\$ 364,183	\$ 208,374
Segment Adjusted EBITDA				
Segment Adjusted EBITDA				

^(a) ^(e) Consists of acquisition costs as reflected within the consolidated **statement statements** of operations, including legal, consulting and other fees, and expenses incurred in connection with acquisitions completed during the applicable period, as well as inventory rationalization expenses incurred in connection with acquisitions. We expect to incur similar costs in connection with other acquisitions in the future and, under U.S. GAAP, such costs relating to acquisitions are expensed as **incurred and not capitalized, incurred**.

b.(6) Consists of discrete items and project costs, including (i) third party consulting and professional fees associated with strategic transformation initiatives as well as non-recurring payroll-related costs, (ii) wage subsidies received directly applicable to the COVID-19 pandemic, (iii) \$15 million relating to the a \$15 million change in estimate relating related to the Tax Receivable Agreement that we entered into at the IPO related to the filing of our 2021 tax returns was recorded in the fourth quarter of 2022, and (iv) (iii) other miscellaneous expenses, including non-capitalizable expenses relating to the Company's initial public offering and other strategic transactions. in 2021.

c. (c) Includes management fees paid to Roark Capital Management, LLC, non-cash amortization expenses relating cloud computing arrangements.

d. Consists of the non-cash portion of rent expense, which reflects the extent to which our straight-line rent expense recognized under U.S. GAAP exceeds or is less than our cash rent payments.

e.(d) Represents non-cash equity-based compensation expense.

f. (e) Represents foreign currency transaction gains/ (gains) losses, net that primarily related to the remeasurement of our intercompany loans. These losses are partially offset by loans as well as unrealized gains/ gains and losses on remeasurement of cross currency swaps and forward contracts.

g. (f) Represents the expense (recovery) recovery of previously uncollectible receivables outside of normal operations.

h.(6) Relates to an a goodwill impairment of certain within the Car Wash segment. Refer to Note 7 for additional information.

(n) Certain indefinite lived Car Wash trade names were impaired as the Company elected to discontinue their use. Refer to Note 7 for additional information.

i.(6) Relates to (gains) losses, net (gain) loss on sale leasebacks, the discontinuation of the use of a trade name, as well as impairment of certain fixed assets and operating lease right-of-use assets related to closed locations. Also represents and underperforming locations, assets held for sale, and lease exit costs and other costs associated with stores that were closed prior to the respective lease termination dates. Refer to Note 7 for additional information.

j.(6) Represents charges incurred related to the Company's repayment of the Car Wash Senior Credit Facilities in 2021 and a bridge loan which was used to help finance the 2020 acquisitions as well as charges related to the early settlement of the Company's 2015-1 and 2016-1 securitized notes. 2021.

There were no customers that accounted for 10% or more of the Company's total net revenue or accounts receivable across all segments in 2023, 2022, 2021, or 2020.

2021.

The following table shows information relating to the geographic regions in which the Company operates:

Total Revenue for Year Ended								Total Long-Lived Assets						
Total Net Revenue for Year Ended								Total Net Revenue for Year Ended						
(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	December 26, 2020	December 31, 2022	December 25, 2021	December 26, 2020	(in thousands)	December 30, 2023	December 31, 2022	December 25, 2021	December 30, 2023	December 31, 2022	December 25, 2021
United States	United States	\$1,690,128	\$1,137,226	\$ 721,448	\$2,402,866	\$1,843,952	\$1,147,235							
Canada	Canada	140,972	122,179	115,559	23,605	24,503	27,616							
Rest of world	Rest of world	202,094	207,875	67,193	418,456	478,154	537,468							
Total	Total	\$2,033,194	\$1,467,280	\$ 904,200	\$2,844,927	\$2,346,609	\$1,712,319							

The following table shows the Company's capital expenditures by reportable segment:

		Paint, Collision & Platform Corporate												
(in thousands)	(in thousands)	Maintenance	Car Wash	Glass	Services	and Other	Total	(in thousands)	Maintenance	Car Wash	Glass	Services	and Other	Total
Capital expenditures	Capital expenditures													
2023														
2023														
2023														
2022	2022	\$ 81,363	\$332,966	\$ 6,985	\$ 669	\$ 14,222	\$436,205							
2021	2021	49,454	105,057	920	231	5,098	160,760							
2020		38,250	9,580	1,504	268	2,857	52,459							

Note 10— 11—Leases

The Company's lease and sublease portfolio primarily consists of the real property leases related to franchisee service centers and company-operated service center locations, as well as office space and various vehicle and equipment leases. Leases for real property generally have terms ranging from 10five to 25 years, with most having one or more renewal

options ranging from one to 10 years. The Company does not include option periods in its determination of the lease term unless renewals are deemed reasonably certain to be exercised. Equipment and vehicle leases generally have terms ranging from one to five years. The Company's portfolio of leases does not contain any material residual value guarantees or restrictive covenants.

The following table details our total investment in operating and finance leases where the Company is the lessee:

(in thousands)	(in thousands)	Balance Sheet Location	December 31, 2022	December 25, 2021	(in thousands)	Balance Sheet Location	December 30, 2023	December 31, 2022
Right-of-use assets	Right-of-use assets							
Finance leases	Finance leases							
Finance leases	Finance leases	Property and equipment, net	\$ 42,984	\$ 29,766				
Operating leases	Operating leases	Operating lease right-of-use assets	1,299,189	995,625				
Total right-of-use assets	Total right-of-use assets		<u>\$1,342,173</u>	<u>\$1,025,391</u>				
Current lease liabilities	Current lease liabilities							
Current lease liabilities	Current lease liabilities							
Current lease liabilities	Current lease liabilities							
Finance leases	Finance leases							
Finance leases	Finance leases							
Finance leases	Finance leases	Current portion of long-term debt	\$ 4,736	\$ 3,101				
Operating leases	Operating leases	Accrued expenses and other liabilities	76,767	57,588				
Total current lease liabilities	Total current lease liabilities		<u>\$ 81,503</u>	<u>\$ 60,689</u>				
Long-term lease liabilities	Long-term lease liabilities							
Long-term lease liabilities	Long-term lease liabilities							
Long-term lease liabilities	Long-term lease liabilities							
Finance leases	Finance leases							
Finance leases	Finance leases							
Finance leases	Finance leases	Long-term debt	\$ 40,719	\$ 27,957				

Operating leases	Operating lease liabilities	1,177,501	931,604
Total long-term lease liabilities	Total long-term lease liabilities	\$1,218,220	\$ 959,561

The lease cost for operating and finance leases recognized in the consolidated statement of operations were as follows:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021
(in thousands)			
(in thousands)			
Finance lease expense:			
Finance lease expense:			
Finance lease expense:	Finance lease expense:		
Amortization of right-of-use assets	Amortization of right-of-use assets	\$ 5,207	\$ 2,792
Amortization of right-of-use assets			
Amortization of right-of-use assets			
Interest on lease liabilities			
Interest on lease liabilities			
Interest on lease liabilities	Interest on lease liabilities	1,943	1,141
Operating lease expense	Operating lease expense	130,333	116,362
Operating lease expense			
Operating lease expense			
Short-term lease expense			
Short-term lease expense			
Short-term lease expense	Short-term lease expense	1,859	1,935
Variable lease expense	Variable lease expense	1,541	963
Variable lease expense			
Variable lease expense			
Total lease expense, net	Total lease expense, net	\$ 140,883	\$ 123,193
Total lease expense, net			
Total lease expense, net			

The Company recorded a \$5 million \$63 million and \$3 million \$5 million impairment loss during the years ended December 31, 2022 December 30, 2023 and December 26, 2020 December 31, 2022, respectively, related to Company's decision to exit certain leased locations. There were no lease impairments recorded for the year ended December 25, 2021.

The Company also subleases certain facilities to franchisees and others, which generated \$5 million, \$7 million \$5 million, and \$7 million in sublease revenue during each of the years ended December 30, 2023, December 31, 2022, December 25, 2021 and December 26, 2020 December 25, 2021, respectively, and is included as a component of supply and other revenue on the consolidated statement of operations.

For the year ended December 30, 2023, the Company sold 38 car wash and 25 maintenance properties in various locations throughout the U.S. for a total of \$195 million. For the year ended December 31, 2022, the Company sold 78 car wash and 11 maintenance properties in various locations throughout the U. S. U.S. for a total of \$334 million, resulting \$334 million. For the year ended December 25, 2021, the Company sold 38 car wash and 5 maintenance properties in various locations throughout the U.S. for a net gain total of \$25 \$144 million. Concurrently with the closing of these sales, the Company entered into various operating lease agreements pursuant to which the Company leased back the properties. These lease agreements have terms typically ranging from 15 to 20 25 years and provide the Company with the option of extending the lease for up to 20 additional years. The Company does not include option periods in its determination of the lease term unless renewals are deemed reasonably certain to be exercised. The

Company recorded an operating lease right-of-use asset and operating lease liability of approximately \$145 million and \$145 million, respectively, for the year ended December 30, 2023 and \$264 million and \$263 million, \$263 million, respectively, for the year ended December 31, 2022 related to these lease arrangements.

For the year ended December 25, 2021, the Company sold 38 car wash and 5 maintenance properties in various locations throughout the U. S. for a total of \$144 million, resulting in a net gain of \$12 million. Concurrently with the closing of these sales, the Company entered into various operating lease agreements pursuant to which the Company leased back the properties. These lease agreements have terms ranging from 15 to 20 years and provide the Company with the option of extending the lease for up to 20 additional years. The Company does not include option periods in its determination of the lease term unless renewals are deemed reasonably certain to be exercised. The Company recorded an operating lease right-of-use asset net gains of \$29 million, \$25 million, and operating lease liability of approximately \$125 \$12 million for the years ended December 30, 2023, December 31, 2022, and \$124 million, respectively, related to these lease arrangements. December 25, 2021, respectively.

During the year ended December 26, 2020, the Company received concessions from certain landlords in the form of rent deferrals of approximately \$2 million and an immaterial amount of rent abatement and elected to account for these rent concessions as though enforceable rights and obligations for those concessions existed in the original lease agreements and, as a result, the lease concessions were not considered modifications of the existing lease contract.

		December 31, 2022		December 25, 2021	
		December 30, 2023		December 30, 2023	
		December 30, 2023		December 30, 2023	
		December 30, 2023		December 30, 2023	
Weighted average remaining lease terms (years)					
Weighted average remaining lease terms (years)					
Weighted average remaining lease terms (years)	Weighted average remaining lease terms (years)				
Operating	Operating	15.4		15.0	
Financing	Financing	12.0		11.7	
Weighted average remaining lease terms (years)					
Operating					
Operating	Operating	5.18	%	4.78	%
Financing	Financing	5.01	%	5.06	%
Financing					
Financing					
Weighted average discount rate					
Weighted average discount rate					
Weighted average discount rate					
Operating					
Operating					
Operating					
Financing					
Financing					
Financing					

Supplemental cash flow information related to the Company's lease arrangements were as follows:

		Year Ended				Year Ended	
		Year Ended				Year Ended	
(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023	December 31, 2022	
Cash paid for amounts included in the measurement of lease liabilities:	Cash paid for amounts included in the measurement of lease liabilities:						
Operating cash flows used in operating leases							
Operating cash flows used in operating leases							
Operating cash flows used in operating leases	Operating cash flows used in operating leases	\$ 118,474	\$ 106,519				
Operating cash flows used in finance leases	Operating cash flows used in finance leases	1,716	1,061				

Financing cash flows used in finance leases	Financing cash flows used in finance leases	1,659	1,286
Right-of-use assets obtained in exchange for lease obligations:	Right-of-use assets obtained in exchange for lease obligations:		
Operating leases	Operating leases	\$ 300,034	\$ 200,499

Operating leases

Operating leases

Finance leases	Finance leases	11,020	12,951
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As of **December 31, 2022** **December 30, 2023**, future minimum lease payments under noncancellable leases were as follows:

(in thousands)	(in thousands)	Finance	Operating	Income from subleases	(in thousands)	Finance	Operating	Income from Subleases
2023		\$ 7,195	\$ 146,548	\$ 6,486				
2024	2024	6,135	142,207	4,703				
2025	2025	5,443	136,980	4,211				
2026	2026	4,854	129,696	3,846				
2027	2027	4,663	120,151	3,507				
2028								
Thereafter	Thereafter	31,711	1,266,868	9,567				
Total undiscounted cash flows	Total undiscounted cash flows	\$60,001	\$1,942,450	\$ 32,320				
Less: Present value discount	Less: Present value discount	14,546	688,182					
Less: Current lease liabilities	Less: Current lease liabilities	4,736	76,767					
Less: Current lease liabilities	Less: Current lease liabilities							
Less: Current lease liabilities	Less: Current lease liabilities							
Long-term lease liabilities	Long-term lease liabilities	\$40,719	\$1,177,501					
Long-term lease liabilities	Long-term lease liabilities							
Long-term lease liabilities	Long-term lease liabilities							

Note 11—12—Derivatives

The Company utilizes derivative financial instruments primarily to hedge its exposure to changes in interest rates and movements in foreign currency exchange rates. All derivative financial instruments are recorded on the balance sheet at their respective fair values. The Company does not use financial instruments or derivatives for any trading or other speculative purposes.

Derivatives Designated as Cash Flow Hedges of Interest Rate Risk

In July 2022, the Company entered into an interest rate swap, which was designated as a hedge against adverse fluctuations in interest rates by reducing the exposure to variability in cash flows relating to either interest payments or total proceeds on a forecasted issuance of long-term debt. The notional amount of this hedge was \$275 million. In October \$275 million. As of December 30, 2023 and

December 31, 2022 upon issuance of the 2022-1 Senior Notes, the Company terminated the interest rate swap and recorded the related gain of \$11 million amount included in accumulated other comprehensive income was \$8 million and \$10 million, respectively. We reclassified \$2 million and less than \$1 million \$1 million into interest expense net in during the fourth quarter of 2022. years ended December 30, 2023 and December 31, 2022, respectively. This gain will be recognized ratably over the 5 year life of the contract. contract beginning in October 2022.

Historically, the Company entered into interest rate swap transactions to hedge against the changes in cash flows associated with changes in the one-month LIBOR, the benchmark interest rate being hedged, associated with interest payments on the first \$300 million of the Company's First and Second Lien Term Loans, respectively. See Note 9 for additional details on the Company's debt agreements. In January 2021, the company officially terminated the interest rate swaps associated with the debt agreements and recorded an immaterial amount of expense related to the cancellation of this instrument.

Derivatives Designated as Fair Value Hedge of Exchange Rate Risk

In December 2021, the Company entered into a cross currency swap as an economic hedge against exposure to changes in the Canadian dollar in connection with its Canadian securitization transaction, which is discussed in greater detail in Note 9. The

cross currency swap has an \$88 million notional and a settlement date in July 2027. Throughout the term of the swap agreements, the Company pays interest at a fixed rate in Canadian dollars and receives interest at a fixed rate in U.S. dollars.

The Company recorded a loss of \$1 million and a gain of \$7 million and a loss of \$1 million \$7 million relating to foreign currency derivative contracts in other comprehensive income and as a component of accumulated other comprehensive income as of December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022, respectively. The Company expects an immaterial amount to be reclassified from other comprehensive income to (gain) loss (gain) on foreign currency transactions, net in the consolidated statement of operations during the next 12 months. The Company will continue to assess the effectiveness of the hedge on a quarterly basis.

Derivatives Not Designated as Hedges of Exchange Rate Risk

To manage exposure to changes with our foreign currency intercompany transactions, the Company enters into short term foreign currency forward contracts. We have foreign currency derivative contracts with a notional value of \$87 million, \$77 million. The settlements can be rolled into the next periods trade if desired.

As part of the acquisition of ICWG, the Company assumed three cross-currency interest rate swap agreements to mitigate the interest rate risk and exchange rate risk associated with the variable interest, USD-denominated senior loans raised by ICWG. The cross-currency interest rate swaps had a total notional amount of \$235 million and were scheduled to terminate in October 2021. In January 2021, the company officially terminated the cross currency swaps associated with the debt agreements and recorded an immaterial amount of expense related to the cancellation of this instrument. Throughout the term of the swap agreements, the Company paid interest at a fixed rate and received interest at the three-month LIBOR rate.

The Company recorded a \$1 million gain, a less than \$1 million \$1 million loss, and a \$5 million gain and a \$10 million loss during the years ended December 31, 2022 December 30, 2023, December 25, 2021 December 31, 2022, and December 26, 2020 December 25, 2021, respectively, related to the change in fair value of derivatives in (gain) loss (gain) on foreign currency transactions, net in the consolidated statement of operations.

The fair value of our derivative instruments held were as follows:

(in thousands)

	December 31, 2022 30, 2023	
	Balance Sheet Location	Fair Value
Derivative liabilities		
Derivatives designated as hedging instruments:		
Cross currency swap	Other assets	\$ 2,148 285
Cross currency swap	Accrued expenses and other liabilities	\$ 233 165
Derivatives not designated as hedging instruments:		
Foreign exchange forward contract	Prepaid and other assets	\$ 158
Foreign exchange forward contract	Accrued expenses and other liabilities	\$ 260 4,840

(in thousands)

	December 25, 2021 31, 2022	
	Balance Sheet Location	Fair Value
Derivative liabilities:		
Derivatives designated as hedging instruments:		
Cross currency swap	Other assets	\$ 2,148
Cross currency swap	Accrued expenses and other liabilities	\$ 165 336
Cross currency swap Derivatives not designated as hedging instruments:		
Foreign exchange forward contract	Prepaid and other assets	Long-term accrued 158
Foreign exchange forward contract	Accrued expenses and other liabilities	\$ 4,840 200

Counterparty Credit Risk

By entering into derivative instrument contracts, the Company exposes itself, from time to time, to counterparty credit risk. Counterparty credit risk is the failure of the counterparty to perform under the terms of the derivative contract. When the fair value of a derivative contract is in an asset position, the counterparty has a liability to the Company, which creates credit risk for the Company. The Company attempts to minimize this risk by selecting counterparties with investment grade credit ratings, limiting its exposure to any single counterparty and regularly monitoring its market position with each counterparty.

Note 13—Related-Party Transactions

The Company made payments for facilities maintenance services in the aggregate amount of approximately \$7 million, \$6 million, and \$2 million during the years ended December 30, 2023, December 31, 2022, and December 25, 2021, respectively, to Divisions Maintenance Group, an entity owned by affiliates of Roark Capital Management, LLC.

One of the directors on the Company's board also serves as an officer of a service provider used in our fleet management operations. During the year ended December 30, 2023, the Company made payments of \$3 million to this service provider through the normal course of business.

The transactions were reviewed, ratified, and approved by the Audit Committee of the Company's Board of Directors in accordance with the Company's Related Person Transactions Policy.

Note 14—Employee Benefit Plans

The Company has a 401(k) plan that covers eligible employees as defined by the plan agreement. Employer contributions to the plan were \$4 million, \$2 million, and \$1 million in 2023, 2022, and 2021, respectively.

During the year ended December 31, 2022, the Company had a rabbi trust to fund the obligations of its non-qualified deferred compensation plan for its executive level employees, which became effective as of January 2018. The rabbi trust was comprised of various mutual fund investments selected by plan participants. The Company recorded the mutual fund investment assets at fair value with any subsequent changes in fair value recorded in the consolidated statements of operations. As such, offsetting changes in the asset values and defined contribution plan obligations were recorded in the statements of operations in the same period. The trust asset balance and the deferred compensation plan liability balance were \$1 million as of December 31, 2022. During the year ended December 30, 2023, the Company liquidated the rabbi trust assets. As of December 30, 2023, the deferred compensation plan liability balance was \$2 million.

The Company has an unfunded pension plan covering certain international employees within the Car Wash segment. The plan's Accumulated benefit obligation and Projected Benefit Obligation were \$7 million and \$6 million as of December 30, 2023 and December 31, 2022, respectively. Pension expense was less than \$1 million for the years ended December 30, 2023, December 31, 2022, and December 25, 2021. The pension liability was recorded within long-term accrued expenses and other liabilities within the consolidated balance sheet. The discount rate used to determine benefit obligation for the pension plan was 3.51% and 4.15% for the years ended December 30, 2023 and December 31, 2022. The compensation increase used to determine benefit obligation for the pension plan was 0% for the years ended December 30, 2023 and December 31, 2022. There are no required contributions for 2023. Pension benefit payments under the plan are expected to be \$2 million spread ratably over the next 5 years.

Note 12—15 — Shareholders' Equity

In August 2023, the Board of Directors authorized a program to repurchase up to \$50 million of the Company's common stock (the "Share Repurchase Program"). During the year ended December 30, 2023, the Company repurchased 3,601,694 shares of its common stock for approximately \$50 million, at an average price per share of \$13.87. All repurchases were made in open market transactions. As of December 30, 2023, the Company completed the purchase of all shares under the Share Repurchase Program.

Note 16 — Equity Agreements and Incentive Equity Plan

On April 17, 2015, Driven Investor LLC established the Driven Investor LLC Incentive Equity Plan (the "Equity Plan"). The Equity Plan, among other things, established the ownership of certain membership units in Driven Investor LLC and defined the distribution rights and allocations of profits and losses associated with those membership units. Additionally, the Equity Plan calls for certain restrictions regarding transfers of units, corporate governance, and Board of Director representation.

In April 2015, Driven Investor LLC established certain profits interest units as part of the award agreements (the "Award Agreements") granted pursuant to the Equity Plan. The Award Agreements provide for grants of certain profits interest units to employees, directors or consultants of Driven Investor LLC and Subsidiaries. For both the Profits Interest Time Units and Profits Interest Performance Units, if the grantee's continuous service terminated for any reason, the grantee forfeits all right, title, and interest in and to any unvested units as of the date of such termination, unless the grantee's continuous service period is terminated by the Company without cause within the six-month period prior to the date of consummation of the change in control and the other vesting criteria are achieved as a result. In addition, the grantee forfeits all right, title, and interest in and to any vested units if the grantee was terminated for cause, breaches any post-termination covenants, or fail to execute any general release required to be executed.

On January 6, 2021, the Company's Board of Directors approved the 2021 Omnibus Incentive Plan (the "Plan") and, effective January 14, 2021, the Company's shareholders adopted and approved the Plan. The Plan provides for the granting of stock options, stock appreciation rights, restricted stock awards, restricted stock units, other stock-based awards, other cash-based awards, or any combination of the foregoing to current and prospective employees and directors of, and consultants and advisors to, the Company and its affiliates. The maximum number of shares of common stock available for issuance under the Plan is 12,533,984 shares. In conjunction with the closing of the IPO, our Board granted awards under the Plan to certain of our employees, representing an aggregate of 5,582,522 shares of common stock.

Profits Interest Units

Prior to IPO, the Parent's equity awards included Profits Interest Units as noted above. There were two forms of Profits Interest - Time Units and Performance Units. Time Units generally vested in five installments of 20% on each of the first five anniversaries of the grant date or vesting date, provided that the employee remained in continuous service on each vesting date. All outstanding Time Units were to vest immediately prior to the effective date of a consummated sale transaction. The Time Units were exchanged for time-based restricted stock awards in connection with the IPO. In addition, the Company granted time-based and performance-based options in connection with the IPO to most employees with Profit Interests (each an "IPO Option"). The exchange of Profits Interest - Time Units for time based time-based restricted stock awards did not require modification accounting.

The Performance Units were to vest immediately prior to the effective date of a consummated sale transaction or qualified public offering, including the IPO (a "Liquidity Event") and the achievement of the other vesting criteria. The percentage of vesting was based on achieving certain performance criteria. No vesting occurred as a result of the IPO as the other vesting criteria were not achieved. In connection with the IPO, the Performance Units were exchanged for performance-based restricted stock awards. Employees who received IPO Options had the same vesting conditions for the performance-based portion of the IPO Options as the performance-based restricted stock awards.

In October 2023, the Company converted 2,963,829 performance-based restricted stock awards to time-based awards that vest in full on April 30, 2025, subject to a continuous service requirement through the vesting date.

	Unvested Time Awards	Weighted Average Grant Date Fair Value, per unit	Unvested Performance Awards	Weighted Average Grant Date Fair Value, per unit
Outstanding as of January 14, 2021	610,477	\$ 12.65	4,178,246	\$ 15.79
Forfeited/Cancelled	(17,304)	21.27	(84,737)	13.55
Vested	(164,868)	10.04	—	—
Outstanding as of December 25, 2021	428,305	\$ 13.31	4,093,509	\$ 15.84
Forfeited/Cancelled	(30,869)	10.34	(77,760)	15.34
Vested	(107,767)	12.95	—	—
Outstanding as of December 31, 2022	289,669	\$ 13.76	4,015,749	\$ 15.84
Modifications	2,963,829	11.15	(2,963,829)	15.94
Forfeited/Cancelled	(53,865)	12.74	(251,895)	12.86
Vested	(96,542)	12.97	—	—
Outstanding as of December 30, 2023	3,103,091	\$ 11.31	800,025	\$ 16.22

There was approximately \$31 million of unrecognized compensation expense related to the time-based restricted stock awards at December 30, 2023, which is expected to be recognized over a weighted-average vesting period of 1.3 years.

There was approximately \$3 million of unrecognized compensation expense related to the performance-based restricted stock awards at December 30, 2023. For the years ended December 30, 2023, December 31, 2022 and December 25, 2021, no compensation cost was recognized for the performance-based restricted stock awards given the performance criteria was not met or probable. Certain former employees continued to hold performance-based awards after the IPO.

Restricted Stock Units and Performance Stock Units

The Company has issued restricted stock units ("RSUs") and performance stock units ("PSUs"). Awards are eligible to vest provided that the employee remains in continuous service on each vesting date. The RSUs vest ratably in three installments on each of the first three anniversaries of the grant date. The PSUs vest after a three-year performance period. The number of PSUs that vest is contingent on the Company achieving certain performance goals, one being a performance condition and the other being a market condition. The number of PSU shares that vest may range from 0% to 200% of the original grant, based upon the level of performance. Certain awards are considered probable of meeting vesting requirements, and therefore, the Company has started recognizing expense. For both RSUs and PSUs, if the grantee's continuous service terminates for any reason, the grantee shall forfeit all right, title, and interest in any unvested units as of the termination date.

For RSUs and PSUs with a performance condition the grant date fair value is based upon the market price of the Company's common stock on the date of the grant. For PSUs with a market condition, the Company estimates the grant date fair value using the Monte Carlo valuation model. For all PSUs, the Company reassesses the probability of the achievement of the performance condition at each reporting period.

The range of assumptions used for issued PSUs with a market condition valued using the Monte Carlo model were as follows:

For the Year Ended

	December 30, 2023	December 31, 2022	December 25, 2021
Annual dividend yield	—%	—%	—%
Expected term (years)	2.6-2.8	2.7-3.0	3.0
Risk-free interest rate	3.65%-4.51%	2.32%-3.05%	0.2%
Expected volatility	37.9%-38.8%	40.9%-43.9%	41.2%
Correlation to the index peer group	60.2%-60.3%	50.7%-59.5%	65.9%

There was approximately \$13 million of total unrecognized compensation cost related to the unvested RSUs at December 30, 2023, which is expected to be recognized over a weighted-average vesting period of 2.1 years. In addition, there was approximately \$4 million of total unrecognized compensation cost related to the unvested PSUs, which are expected to be recognized over a weighted-average vesting period of 1.9 years.

The following are the restricted stock units and performance stock units granted in conjunction with or after the IPO:

	Unvested Time Units	Weighted Average Grant Date Fair Value, per unit	Unvested Performance Units	Weighted Average Grant Date Fair Value, per unit
Outstanding as of January 14, 2021 (pre-IPO)	—	\$ —	—	\$ —
Granted post-IPO	81,160	23.11	144,735	24.52
Forfeited/Cancelled	(18,735)	22.18	(37,439)	24.36
Outstanding as of December 25, 2021	62,425	\$ 23.38	107,296	\$ 24.58
Granted	300,067	27.96	488,488	32.39
Forfeited/Cancelled	(20,424)	26.18	(46,024)	29.22
Vested	(20,465)	23.41	—	—
Outstanding as of December 31, 2022	321,603	\$ 27.49	549,760	\$ 31.13
Granted	716,904	20.29	647,359	30.54
Forfeited/Cancelled	(126,822)	27.87	(283,131)	31.06
Performance achievement ⁽¹⁾	—	—	13,808	24.69
Vested	(105,149)	27.31	(82,848)	24.69
Outstanding as of December 30, 2023	806,536	\$ 21.07	844,948	\$ 31.24

⁽¹⁾ Reflects the number of awards achieved above target levels for shares vested in the period.

Stock Options

The Company also established and granted stock options, which vest provided that the employee remains in continuous service on the vesting date. The stock options were granted at the stock price of the Company on the grant date and permit the holder to exercise them for 10 years from the grant date.

In October 2023, the Company converted 2,438,643 performance-based options to time-based awards that vest in full on April 30, 2025, subject to a continuous service requirement through the vesting date. The remaining stock options generally vest on the fourth anniversary of the grant date or ratably over a five years vesting period, but such vesting could accelerate for certain options based on certain conditions under the award.

The fair value of all time based units granted or modified was estimated using a Black-Scholes option pricing model using the following weighted-average assumptions for each of fiscal 2023 and 2021:

	For the Year Ended	
	December 30, 2023	December 25, 2021
Annual dividend yield	—%	—%
Weighted-average expected life (years)	6.5	7.0
Risk-free interest rate	4.82%	1.3%
Expected volatility	49.8%	40.1%

The expected term of the incentive units is based on evaluations of historical and expected future employee behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of guideline public entities that are similar to the Company, as the Company does not have sufficient historical transactions of its own shares to calculate expected volatility. As of December 30, 2023, the Company does not intend to pay dividends or distributions in the future.

The following are the stock options granted in conjunction with or after the IPO:

	Time Based Stock Options Outstanding	Weighted Average Exercise Price	Performance Based Stock Options Outstanding	Weighted Average Exercise Price
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Outstanding as of January 14, 2021	\$	198,984	\$	22.00	—	\$	—
Granted post-IPO		3,587,575		26.75		3,621,719	22.00
Forfeited/Cancelled		(77,294)		22.00		(152,239)	22.00
Exercised		(23,705)		21.30		—	—
Outstanding as of December 25, 2021		3,685,560	\$	26.63		3,469,480	\$ 22.00
Forfeited/Cancelled		(68,510)		19.50		(190,544)	22.00
Exercised		(23,721)		21.70		—	—
Outstanding as of December 31, 2022		3,593,329	\$	26.79		3,278,936	\$ 22.00
Modified		2,438,643		4.15		(2,438,643)	7.32
Forfeited/Cancelled		(448,028)		16.01		(553,038)	7.14
Exercised		(270,376)		22.00		—	—
Outstanding as of December 30, 2023		5,313,568	\$	17.64		287,255	\$ 7.53
Exercisable as of December 30, 2023		634,594	\$	21.91		—	\$ —

There was approximately \$20 million of total unrecognized compensation cost related to the unvested stock options at December 30, 2023, which is expected to be recognized over a weighted-average vesting period of 2.0 years.

There was less than \$1 million of unrecognized compensation expense related to the performance-based stock options at December 30, 2023. For the years ended December 30, 2023, December 31, 2022 and December 25, 2021, no compensation cost was recognized for the performance-based stock options given the performance criteria was not met or probable. Certain former employees continued to hold performance-based options after the IPO.

Employee Stock Purchase Plan

On January 6, 2021, the Company's Board of Directors approved the Employee Stock Purchase Plan (the "ESPP") and effective January 14, 2021, the Company's shareholders adopted and approved the ESPP. On March 22, 2021, the Company's Board of Directors approved the International Employee Stock Purchase Plan (the "International ESPP"). The ESPP and International ESPP provide employees of certain designated subsidiaries of the Company with an opportunity to purchase the Company's common stock at a discount, subject to certain limitations set forth in the ESPP and International ESSP. The ESPP and International ESSP plans authorized the issuance of 1,790,569 shares of the Company's common stock. For the year ended December 30, 2023, total contributions to the ESPP were \$1 million and 82,546 shares of common stock were purchased. For the year ended December 31, 2022, total contributions to the ESPP were \$1 million and 143,707 shares of common stock were purchased. On December 28, 2021, the Company purchased 111,924 shares of common stock relating to employee contributions during the year ended December 25, 2021.

The Company recognized equity-based compensation expense of \$15 million, \$21 million, and \$4 million in 2023, 2022, and 2021, respectively.

Note 17—(Loss) Earnings Per Share

The Company calculates basic and diluted (loss) earnings per share using the two-class method. The following table sets forth the computation of basic and diluted earnings per share attributable to common shareholders:

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Basic (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	43,188	9,632
Less: Net (loss) income attributable to participating securities, basic	(15,673)	914	207
Net (loss) income after participating securities, basic	(729,289)	42,274	9,425
Weighted-average common shares outstanding	161,917	162,762	160,684
Basic (loss) earnings per share	\$ (4.50)	\$ 0.26	\$ 0.06

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Diluted (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	\$ 43,188	\$ 9,632
Less: Net (loss) income attributable to participating securities, diluted	(12,176)	816	185
Net (loss) income after participating securities, diluted	\$ (732,786)	\$ 42,372	\$ 9,447
Weighted-average common shares outstanding	161,917	162,762	160,684
Dilutive effect of share-based awards	—	3,981	3,960
Weighted-average common shares outstanding, as adjusted	161,917	166,743	164,644
Diluted (loss) earnings per share	\$ (4.53)	\$ 0.25	\$ 0.06

Basic (loss) earnings per share is computed by dividing the net (loss) income attributable to Driven Brands Holdings Inc. by the weighted-average number of common shares outstanding for the period. In addition, the Company's participating securities are related to certain restricted stock awards issued to Section 16 officers which include non-forfeitable dividend rights. The Company excluded 1,284,454, 4,661,504, and 4,007,164 shares for the years ended December 30, 2023, December 31, 2022, and December 25, 2021, respectively.

For the year ended December 30, 2023, we had net losses from operations. As a result, no potentially dilutive securities were included in the denominator for computing diluted loss per share as their inclusion would be antidilutive.

The following securities were not included in the computation of diluted shares outstanding because the effect would be antidilutive:

Number of securities <i>(in thousands)</i>	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Restricted stock units	483	51	—
Stock Options	1,740	2,003	2,036
Total	2,223	2,054	2,036

Note 18—Income Taxes

The provision for income taxes was computed based on the following amounts of (loss) income (loss) before income taxes:

Year Ended								
Year Ended					Year Ended			
(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	December 26, 2020	(in thousands)	December 30, 2023	December 31, 2022	December 25, 2021
Domestic	Domestic	\$ 63,297	\$ 86,257	\$ 996				
Foreign	Foreign	5,043	(51,365)	6,160				
Income before income taxes		\$ 68,340	\$ 34,892	\$ 7,156				
(Loss) income before income taxes								

The components of our income tax (benefit) expense (benefit) were as follows:

Year Ended								
Year Ended					Year Ended			
(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	December 26, 2020	(in thousands)	December 30, 2023	December 31, 2022	December 25, 2021
Current:	Current:							
Federal								
Federal								
Federal	Federal	\$ (4,964)	\$ 6,969	\$ (908)				
State	State	5,192	3,990	3,420				
Foreign	Foreign	1,548	3,414	4,924				
Deferred:	Deferred:							
Federal	Federal	21,723	22,324	2,071				
Federal								
Federal								
State	State	(6,169)	(787)	2,316				
Foreign	Foreign	7,837	(10,554)	(451)				
Total income tax expense		\$ 25,167	\$ 25,356	\$ 11,372				

**Total
income
tax
(benefit)
expense**

A reconciliation between the U.S. federal statutory tax rate and the effective tax rate reflected in the accompanying financial statements is as follows:

Year Ended															
Year Ended								Year Ended							
(in thousands)	(in thousands)	December 31, 2022		December 25, 2021		December 26, 2020		(in thousands)	December 30, 2023		December 31, 2022		December 25, 2021		
Federal income tax at statutory rate	Federal income tax at statutory rate	\$14,351	21.0 %	\$ 7,327	21.0 %	\$ 1,503	21.0 %	Federal income tax at statutory rate	\$ (178,007)	21.0	21.0 %	\$ 14,351	21.0	21.0 %	
State income taxes, net of federal tax benefits	State income taxes, net of federal tax benefits	(459)	(0.7) %	4,971	14.2 %	1,605	22.4 %	State income taxes, net of federal tax benefits	(25,990)	3.1	3.1 %	(459)	(0.7)	(0.7) %	
State deferred tax rate change	State deferred tax rate change	(2,358)	(3.5) %	(2,118)	(6.1) %	1,689	23.6 %	State deferred tax rate change	3,796	(0.5)	(0.5) %	(2,358)	(3.5)	(3.5) %	
Foreign deferred tax rate change	Foreign deferred tax rate change	1,190	1.7 %	2,375	6.8 %	—	— %	Foreign deferred tax rate change	(26)	—	— %	1,190	1.7	1.7 %	
Foreign tax rate differential	Foreign tax rate differential	(188)	(0.3) %	(2,135)	(6.1) %	(869)	(12.1) %	Foreign tax rate differential	2,926	(0.3)	(0.3) %	(188)	(0.3)	(0.3) %	
Non-deductible advertising fund loss	Non-deductible advertising fund loss	694	1.0 %	(32)	(0.1) %	486	6.8 %	Non-deductible advertising fund loss	(111)	—	— %	694	1.0	1.0 %	
Non-deductible transaction costs	Non-deductible transaction costs	—	— %	10,525	30.2 %	1,006	14.1 %	Non-deductible transaction costs	—	—	— %	—	—	— %	
Non-deductible stock compensation	Non-deductible stock compensation	1,224	1.8 %	598	1.7 %	278	3.9 %	Non-deductible stock compensation	1,959	(0.2)	(0.2) %	1,224	1.8	1.8 %	
Taxable foreign source income	Taxable foreign source income	5,174	7.6 %	—	— %	—	— %	Taxable foreign source income	2,607	(0.3)	(0.3) %	3,719	5.4	5.4 %	
Goodwill impairment	Goodwill impairment							Goodwill impairment	66,229	(7.8)	%	—	—	%	
Other permanent differences	Other permanent differences	(517)	(0.8) %	809	2.3 %	(176)	(2.5) %	Other permanent differences	2,707	(0.3)	(0.3) %	939	1.4	1.4 %	
Deferred tax adjustments	Deferred tax adjustments	1,617	2.5 %	(147)	(0.4) %	818	11.4 %	Deferred tax adjustments	1,693	(0.2)	(0.2) %	1,617	2.5	2.5 %	
Current tax adjustments	Current tax adjustments	356	0.5 %	(956)	(2.7) %	(647)	(9.0) %	Current tax adjustments	2,955	(0.4)	(0.4) %	356	0.5	0.5 %	
Reserve for uncertain tax positions	Reserve for uncertain tax positions	(76)	(0.1) %	(313)	(0.9) %	2,232	31.2 %	Reserve for uncertain tax positions	(351)	—	— %	(76)	(0.1)	(0.1) %	

Valuation allowance on deferred tax asset	Valuation allowance on deferred tax asset	4,158	6.1 %	4,452	12.8 %	3,447	48.2 %	Valuation allowance on deferred tax asset	16,924	(2.0)	(2.0)%	4,158	6.1	6.1 %	4,452	12.8
Effective tax rate	Effective tax rate	\$25,167	36.8 %	\$25,356	72.7 %	\$11,372	159.0 %	Effective tax rate	\$(102,689)	12.1	12.1 %	\$ 25,167	36.8	36.8 %	\$ 25,356	72.7

Deferred tax assets (liabilities) are comprised of the following:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023	December 31, 2022
Deferred tax asset	Deferred tax asset					
Accrued liabilities	Accrued liabilities	\$ 7,592	\$ 11,165			
Accrued liabilities						
Accounts receivable allowance	Accounts receivable allowance	5,046	4,590			
Net operating loss carryforwards	Net operating loss carryforwards	63,128	31,024			
Lease liabilities	Lease liabilities	316,212	250,401			
Interest expense limitation	Interest expense limitation	35,154	24,622			
Deferred revenue	Deferred revenue	6,693	6,447			
Other deferred assets	Other deferred assets	8,952	2,171			
Total deferred tax asset	Total deferred tax asset	442,777	330,420			
Less valuation allowance	Less valuation allowance	(27,422)	(24,371)			
Net deferred tax asset	Net deferred tax asset	415,355	306,049			
Deferred tax liabilities	Deferred tax liabilities					
Goodwill and intangible assets	Goodwill and intangible assets	164,004	188,627			
Goodwill and intangible assets						
Goodwill and intangible assets						
Right-of-use assets	Right-of-use assets	320,006	246,726			
Fixed asset basis differences	Fixed asset basis differences	188,761	116,902			

Unrealized foreign exchange differences	Unrealized foreign exchange differences	5,542	2,970
Other deferred liabilities	Other deferred liabilities	10,880	6,382
Total deferred liabilities	Total deferred liabilities	689,193	561,607
Net deferred liabilities	Net deferred liabilities	\$ 273,838	\$ 255,558

The following table presents the activity included in the deferred tax valuation allowance as follows:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023	December 31, 2022
Balance at beginning of period	Balance at beginning of period	\$ 24,371	\$ 21,284			
Additions	Additions	4,158	4,452			
Translation	Translation	(1,107)	(1,365)			
Balance at end of period	Balance at end of period	\$ 27,422	\$ 24,371			

During the year ended **December 31, 2022** **December 30, 2023**, the valuation allowance increased by **\$3 \$18** million principally related to a valuation allowance allowances connected to a deferral on interest in Germany U.S. state net operating losses and the application of anti-hybrid loss limitation rules in the U.K. deferrals.

As of **December 31, 2022** **December 30, 2023**, the Company had pre-tax federal operating loss carry forwards of **\$225 \$152** million, of which \$34 million are subject to expiration by 2040 and the remainder is not subject to expiration. State tax effected net operating loss carryforwards were **\$8 \$13** million for which portions begin to expire in fiscal year **2023, 2024**. Some of the federal net operating losses are subject to certain limitations under IRC Sect. 382, however, the Company believes that these losses are more likely than not to be utilized. As of **December 31, 2022** **December 30, 2023**, the Company had pre-tax foreign operating loss carryforwards of **\$31 \$29** million for which portions of the operating loss carryforwards begin to expire in fiscal year **2023, 2024**, while others are indefinite lived and not subject to expiration. As of **December 31, 2022** **December 30, 2023**, the Company had **\$1.1 \$1.0** billion of goodwill that was deductible for tax purposes.

The Company has designated the undistributed earnings of its foreign operations as indefinitely reinvested and as a result the Company does not provide for deferred income taxes on the unremitted earnings of these subsidiaries. As of **December 31, 2022** **December 30, 2023**, the determination of the amount of such unrecognized deferred tax liability is not practicable.

At **December 31, 2022** **December 30, 2023**, the Company had **\$2 less than \$1** million of unrecognized tax benefits. A reconciliation of the change in the accrual for unrecognized income tax benefits is as follows:

(in thousands)	(in thousands)	December 31, 2022	December 25, 2021	(in thousands)	December 30, 2023	December 31, 2022
Balance at beginning of period	Balance at beginning of period	\$ 1,909	\$ 2,232			
Increases (reductions) for prior year tax positions		(76)	(313)			
Reduction for prior year tax positions						
Reduction for settlements						
Translation adjustments	Translation adjustments	(105)	\$ (10)			

Balance at end of period	Balance at end of period		
		\$ 1,728	\$ 1,909

The unrecognized income tax benefits could affect the Company's effective tax rate, if recognized. However, it is not expected that any material portion of the unrecognized tax benefit will reverse over the next twelve months. The Company had \$0.6 less than \$1 million of aggregate accrued interest and penalties at both December 31, 2022 December 30, 2023 and December 25, 2021 December 31, 2022.

As The Company had a total of December 31, 2022 \$2 million in Work Opportunity Credits available for the U.S. consolidated group of companies had 2023 fiscal year and is estimating to utilize the following tax credit carryforwards available:

(in thousands)	Tax Credits (\$)	Year of Expiration
Work Opportunity Tax Credit: 2022	\$ 533	2043

full amount during the current year.

The Company files income tax returns in the U.S., Canada, and various state and foreign jurisdictions. Examinations by various taxing authorities covering years 2018 to 2020 2021 are on-going. The Company is generally subject to income tax examinations for years 2016 2017 through 2021 2022 and believes appropriate provisions for all outstanding matters have been made for all jurisdictions and open years.

Tax Cuts and Jobs Act Employee Stock Purchase Plan

The Tax Cuts and Jobs Act ("TCJA") was enacted on December 22, 2017 and brought about additional tax provision to consider by multinational companies. The Company's policy is to account for global intangible low-taxed income ("GILTI") as a period cost in the year the tax is incurred and, therefore, does not record any taxes related to GILTI. For fiscal year 2022, the Company estimated net GILTI income of \$25 million and a IRC Sec. 163(j) interest limitation of \$53 million. Other provisions, such as Base Erosion and Anti-abuse Tax ("BEAT") and Foreign Derived Intangible Income ("FDII") are relevant to the Company but had insignificant income tax impact for 2022.

Note 13—Related-Party Transactions

The Company had management advisory services agreements with Roark Capital Management, LLC ("Roark") On January 6, 2021, an affiliated entity, which provided that the Company pay an annual advisory services fee to Roark. The Company and Roark terminated all advisory services agreements in January 2021 in connection with the Company's initial public offering. The Company paid \$6 million during the year ended December 26, 2020.

As further described in Note 1, in August 2020, pursuant to the acquisition of ICWG, RC IV ICW Merger Sub LLC, a subsidiary of RC IV Cayman ICW Holdings LLC and the direct parent of RC IV Cayman ICW LLC, merged with and into Driven Investor LLC, our former parent company. Both Driven Equity LLC and RC IV Cayman ICW Holdings LLC were related entities of Roark Capital Management, LLC.

In June 2015, the Company provided a loan of \$1 million secured by a Promissory Note, which was scheduled to mature in July 2020 to an Executive of the Company in connection with that Executive's purchase of 1,500 units of Driven Investor LLC. Those units were pledged to Driven Brands, Inc. as security for repayment of the loan. In February 2020, the loan was settled and extinguished.

The Company made payments for facilities maintenance services in the aggregate amount of approximately \$6 million and \$1.5 million during the years ended December 31, 2022 and December 25, 2021, respectively, to Divisions Maintenance Group, an entity owned by affiliates of Roark Capital Management, LLC, which is related to the company's principal stockholders (Driven Equity Sub LLC, Driven Equity LLC, RC IV Cayman ICW Holdings Sub LLC and RC IV Cayman ICW Holdings LLC). The transactions were reviewed, ratified, and approved by the Audit Committee of the Company's Board of Directors in accordance with approved the Company's Related Person Transactions Policy.

Note 14—Employee Benefit Plans

The Company has a 401(k) plan that covers eligible employees as defined by the plan agreement. Employer contributions to the plan were \$2 million, \$1 million, and less than \$1 million in 2022, 2021, and 2020, respectively.

The Company has a rabbi trust to fund the obligations of its non-qualified deferred compensation plan for its executive level employees, which became effective as of January 2018. The rabbi trust comprises various mutual fund investments selected by plan participants. The Company records the mutual fund investment assets at fair value with any subsequent changes in fair value recorded in the consolidated statements of operations. As such, offsetting changes in the asset values and defined contribution plan obligations would be recorded in the statements of operations in the same period. The trust asset balances and the deferred compensation plan liability balances were \$1 million as of December 31, 2022, and December 25, 2021. The trust assets and liabilities are recorded within prepaid and other assets and accrued expenses and other liabilities, respectively, within the consolidated balance sheets.

The Company has an unfunded pension plan covering employees within the Car Wash segment in Germany which was assumed as part of the ICWG acquisition in 2020. The plan's Accumulated benefit obligation and Projected Benefit Obligation were both \$6 million and \$8 million as of December 31, 2022 and December 25, 2021, respectively. Pension expense was less than \$1 million for the years ended December 31, 2022, December 25, 2021, and December 26, 2020. The pension liability was recorded within long-term accrued expenses and other liabilities within the consolidated balance sheet. The discount rate used to determine benefit obligation for the pension plan was 4.15% and 1.23% for the years ended December 31, 2022 and December 25, 2021. The compensation increase used to determine benefit obligation for the pension plan was 0% for the years ended December 31, 2022 and December 25, 2021. There are no required contributions for 2023. Pension benefit payments under the plan are expected to be \$2 million spread ratably over the next 5 years.

Note 15—Equity Agreements and Incentive Equity Plan

On April 17, 2015, Driven Investor LLC established the Driven Investor LLC Incentive Equity Stock Purchase Plan (the "Equity Plan"). The Equity Plan, among other things, established the ownership of certain membership units in Driven Investor LLC and defined the distribution rights and allocations of profits and losses associated with those

membership units. Additionally, the Equity Plan calls for certain restrictions regarding transfers of units, corporate governance and board of director representation. In April 2015, Driven Investor LLC established certain profits interest units as part of the award agreements (the "Award Agreements") granted pursuant to the Equity Plan. The Award Agreements provide for grants of certain profits interest units to employees, directors or consultants of Driven Investor LLC and Subsidiaries. For both the Profits Interest Time Units and Profits Interest Performance Units, if the grantee's continuous service terminated for any reason, the grantee forfeits all right, title, and interest in and to any unvested units as of the date of such termination, unless the grantee's continuous service period is terminated by the Company without cause within the six-month period prior to the date of consummation of the change in control. In addition, the grantee forfeits all right, title, and interest in and to any vested units if the grantee was terminated for cause, breaches any post-termination covenants, or fail to execute any general release required to be executed. The Profits Interest Performance Units were also subject to certain performance criteria which may cause the units not to vest.

On January 6, 2021, the Company's board of directors approved the 2021 Omnibus Incentive Plan (the "Plan" "ESPP") and effective January 14, 2021, the Company's shareholders adopted and approved the Plan. ESPP. On March 22, 2021, the Company's Board of Directors approved the International Employee Stock Purchase Plan (the "International ESPP"). The Plan provides for the granting ESPP and International ESPP provide employees of stock options, stock appreciation rights, restricted stock awards, restricted stock units, other stock-based awards, other cash-based awards, or any combination certain designated subsidiaries of the foregoing Company with an opportunity to current purchase the Company's common stock at a discount, subject to certain limitations set forth in the ESPP and prospective employees International ESSP. The ESPP and directors International ESSP plans authorized the issuance of and consultants and advisors 1,790,569 shares of the Company's common stock. For the year ended December 30, 2023, total contributions to the Company ESPP were \$1 million and its affiliates. The maximum number of 82,546 shares of common stock available for issuance under were purchased. For the Plan is 12,533,984 shares. In conjunction with year ended December 31, 2022, total contributions to the closing of the IPO, our Board granted awards under the Plan to certain of our employees, representing an aggregate of 5,582,522 ESPP were \$1 million and 143,707 shares of common stock. stock were purchased. On December 28, 2021, the Company purchased 111,924 shares of common stock relating to employee contributions during the year ended December 25, 2021.

Profits Interest Units The Company recognized equity-based compensation expense of \$15 million, \$21 million, and \$4 million in 2023, 2022, and 2021, respectively.

Prior

Note 17—(Loss) Earnings Per Share

The Company calculates basic and diluted (loss) earnings per share using the two-class method. The following table sets forth the computation of basic and diluted earnings per share attributable to IPO, common shareholders:

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Basic (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	43,188	9,632
Less: Net (loss) income attributable to participating securities, basic	(15,673)	914	207
Net (loss) income after participating securities, basic	(729,289)	42,274	9,425
Weighted-average common shares outstanding	161,917	162,762	160,684
Basic (loss) earnings per share	\$ (4.50)	\$ 0.26	\$ 0.06

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Diluted (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	\$ 43,188	\$ 9,632
Less: Net (loss) income attributable to participating securities, diluted	(12,176)	816	185
Net (loss) income after participating securities, diluted	(732,786)	\$ 42,372	\$ 9,447
Weighted-average common shares outstanding	161,917	162,762	160,684
Dilutive effect of share-based awards	—	3,981	3,960
Weighted-average common shares outstanding, as adjusted	161,917	166,743	164,644
Diluted (loss) earnings per share	\$ (4.53)	\$ 0.25	\$ 0.06

Basic (loss) earnings per share is computed by dividing the Parent's equity awards included Profits Interest Units as noted above. There were two forms net (loss) income attributable to Driven Brands Holdings Inc. by the weighted-average number of Profits Interest - Time Units and Performance Units. Time Units generally vested in five installments of 20% on each of common shares outstanding for the first five anniversaries of period. In addition, the grant date or vesting date, provided that the employee remained in continuous service on each vesting date. All outstanding Time Units were Company's participating securities are related to vest immediately prior to the effective date of a consummated sale transaction. The Time Units were exchanged for time-based certain restricted stock awards in connection with the IPO. In addition, the issued to Section 16 officers which include non-forfeitable dividend rights. The Company granted time-based excluded 1,284,454, 4,661,504, and performance-based options in connection with the IPO to most employees with Profit Interests (each an "IPO Option"). The exchange of Profits Interest - Time Units for time based time-based restricted stock awards did not require modification accounting.

The Performance Units were to vest immediately prior to the effective date of a consummated sale transaction or qualified public offering, including the IPO (a "Liquidity Event"). The percentage of vesting was based on achieving certain performance criteria. No vesting occurred as a result of the IPO as the minimum performance criteria threshold was not achieved. In connection with the IPO, the Performance Units were exchanged for performance-based restricted stock awards. The vesting conditions of the performance-based restricted stock awards were modified to vest subject to an additional performance condition. Employees who received IPO Options have the same vesting conditions 4,007,164 shares for the performance-based portion of the IPO Options as the performance-based restricted stock awards.

The Company calculated the fair value of these performance-based restricted stock awards on the modification date and determined the fair value of these awards increased to \$66 million as a result of modification. In addition, the grant date fair value of the performance-based IPO Options was \$26 million. The fair value of the performance-based restricted stock awards and performance-based IPO Options was determined by using a Monte Carlo simulation, using the following assumptions: (i) an expected term of 4.96 years (ii) an expected volatility of 40.6% ended December 30, 2023, (iii) a risk-free interest rate of 0.48% December 31, 2022, and (iv) no expected dividends. December 25, 2021, respectively.

For the awards, if year ended December 30, 2023, we had net losses from operations. As a result, no potentially dilutive securities were included in the grantee's continuous service terminates denominator for any reason, the grantee forfeits all right, title, and interest in and to any unvested units computing diluted loss per share as of the date of such termination, unless the grantee's continuous service period is terminated by the Company without cause within the six-month period prior to the date of consummation of a Liquidity Event. In addition, the grantee forfeits all right, title, and interest in and to any vested units if the grantee resigns, is terminated for cause, breaches any post-termination covenants, or fail to execute any general release required to their inclusion would be executed.

There was approximately \$3 million of unrecognized compensation expense related to the time-based restricted stock awards and time-based IPO Options at December 31, 2022, which is expected to be recognized over a weighted-average vesting period of 2.3 years.

There was approximately \$87 million of unrecognized compensation expense related to the performance-based restricted stock awards and performance-based IPO Options at December 31, 2022. For the years ended December 31, 2022, December 25, 2021 and December 26, 2020, no compensation cost was recognized for the performance-based restricted stock awards and performance-based IPO Options given that the performance criteria was not met or probable. Once the performance conditions are deemed probable, the Company will recognize compensation cost equal to the portion of the requisite service period that has elapsed. Certain former employees continued to hold performance-based awards after the IPO. antidilutive.

The following is a summary securities were not included in the computation of diluted shares outstanding because the Profits Interest - Time Units and Performance Units for 2020: effect would be antidilutive:

	Profits Interest - Time Units	Weighted Average Grant Date Fair Value, per unit	Profits Interest - Performance Units	Weighted Average Grant Date Fair Value, per unit
Outstanding as of December 28, 2019	13,581	\$ 492	24,636	\$ 351
Granted	13,055	696	25,597	693
Forfeited/Cancelled	(2,668)	976	(8,387)	894
Repurchases	(6,677)	288	—	—
Outstanding as of December 26, 2020	17,291	\$ 652	41,846	\$ 554

There were no stock grants, forfeitures or repurchases for the period from December 26, 2020 through January 14, 2021. The existing Profits Interest - Time and Performance units were converted into new time and performance awards on January 14, 2021.

Number of securities (in thousands)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Restricted stock units	483	51	—
Stock Options	1,740	2,003	2,036
Total	2,223	2,054	2,036

	Unvested Time Awards	Weighted Average Grant Date Fair Value, per unit	Unvested Performance Awards	Weighted Average Grant Date Fair Value, per unit
Outstanding as of January 14, 2021	610,477	\$ 12.65	4,178,246	\$ 15.79
Forfeited/Cancelled	(17,304)	21.27	(84,737)	13.55
Vested	(164,868)	10.04	—	—
Outstanding as of December 25, 2021	428,305	\$ 13.31	4,093,509	\$ 15.84
Forfeited/Cancelled	(30,869)	10.34	(77,760)	15.34
Vested	(107,767)	12.95	—	—
Outstanding as of December 31, 2022	289,669	\$ 13.76	4,015,749	\$ 15.84

Note 18—Income Taxes

Restricted Stock Units and Performance Stock Units

The Company established other new awards in connection with and subsequent to the IPO, including restricted stock units ("RSUs") and performance stock units ("PSUs"). Awards are eligible to vest provided that the employee remains in continuous service on each vesting date. The RSUs vest ratably in three installments on each of the first three anniversaries of the grant date. The PSUs vest after a three-year performance period. The number of PSUs that vest is contingent provision for income taxes was computed based on the Company achieving certain performance goals, one being a performance condition and the other being a market condition. The number following amounts of PSU shares that vest may range from 0% to 200% of the original grant, based upon the level of performance. The awards are considered probable of meeting vesting requirements, and therefore, the Company has started recognizing expense. For both RSUs and PSUs, if the grantee's continuous service terminates for any reason, the grantee shall forfeit all right, title, and interest in any unvested units as of the termination date.(loss) income before income taxes:

For RSUs and PSUs with a performance condition the grant date fair value is based upon the market price of the Company's common stock on the date of the grant. For PSUs with a market condition, the Company estimates the grant date fair value using the Monte Carlo valuation model. For all PSUs, the Company reassesses the probability of the achievement of the performance condition at each reporting period.

	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
(in thousands)			
Domestic	\$ (857,464)	\$ 63,297	\$ 86,257
Foreign	9,813	5,043	(51,365)
(Loss) income before income taxes	\$ (847,651)	\$ 68,340	\$ 34,892

The range components of assumptions used for issued PSUs with a market condition valued using the Monte Carlo model our income tax (benefit) expense were as follows:

	For the Year Ended	
	December 31, 2022	December 25, 2021
Annual dividend yield	—%	—%
Expected term (years)	2.7-3.0	3.0
Risk-free interest rate	2.32-3.05%	0.2%
Expected volatility	40.9-43.9%	41.2%
Correlation to the index peer group	50.7-59.5%	65.9%

	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
(in thousands)			
Current:			
Federal	\$ 1,479	\$ (4,964)	\$ 6,969
State	6,729	5,192	3,990
Foreign	14,578	1,548	3,414
Deferred:			
Federal	(107,107)	21,723	22,324
State	(10,121)	(6,169)	(787)
Foreign	(8,247)	7,837	(10,554)
Total income tax (benefit) expense	\$ (102,689)	\$ 25,167	\$ 25,356

There was approximately \$7 million of total unrecognized compensation cost related to A reconciliation between the unvested RSUs at December 31, 2022, which U.S. federal statutory tax rate and the effective tax rate reflected in the accompanying financial statements is expected to be recognized over a weighted-average vesting period of 2.3 years. In addition, there was approximately \$18 million of total unrecognized compensation cost related to the unvested PSUs, which are expected to be recognized over a weighted-average vesting period of 2.2 years. as follows:

	Year Ended					
	December 30, 2023		December 31, 2022		December 25, 2021	
(in thousands)						
Federal income tax at statutory rate	\$ (178,007)	21.0 %	\$ 14,351	21.0 %	\$ 7,327	21.0 %
State income taxes, net of federal tax benefits	(25,990)	3.1 %	(459)	(0.7)%	4,971	14.2 %
State deferred tax rate change	3,796	(0.5)%	(2,358)	(3.5)%	(2,118)	(6.1)%
Foreign deferred tax rate change	(26)	— %	1,190	1.7 %	2,375	6.8 %
Foreign tax rate differential	2,926	(0.3)%	(188)	(0.3)%	(2,135)	(6.1)%
Non-deductible advertising fund loss	(111)	— %	694	1.0 %	(32)	(0.1)%
Non-deductible transaction costs	—	— %	—	— %	10,525	30.2 %
Non-deductible stock compensation	1,959	(0.2)%	1,224	1.8 %	598	1.7 %
Taxable foreign source income	2,607	(0.3)%	3,719	5.4 %	—	— %
Goodwill impairment	66,229	(7.8)%	—	— %	—	— %
Other permanent differences	2,707	(0.3)%	939	1.4 %	809	2.3 %
Deferred tax adjustments	1,693	(0.2)%	1,617	2.5 %	(147)	(0.4)%
Current tax adjustments	2,955	(0.4)%	356	0.5 %	(956)	(2.7)%
Reserve for uncertain tax positions	(351)	— %	(76)	(0.1)%	(313)	(0.9)%

Valuation allowance on deferred tax asset	16,924	(2.0)%	4,158	6.1 %	4,452	12.8 %
Effective tax rate	\$ (102,689)	12.1 %	\$ 25,167	36.8 %	\$ 25,356	72.7 %

Deferred tax assets (liabilities) are comprised of the following:

(in thousands)	December 30, 2023	December 31, 2022
Deferred tax asset		
Accrued liabilities	\$ 3,092	\$ 7,592
Accounts receivable allowance	3,292	5,046
Net operating loss carryforwards	53,131	63,128
Lease liabilities	357,524	316,212
Interest expense limitation	58,867	35,154
Deferred revenue	7,283	6,693
Other deferred assets	12,638	8,952
Total deferred tax asset	495,827	442,777
Less valuation allowance	(45,150)	(27,422)
Net deferred tax asset	450,677	415,355
Deferred tax liabilities		
Goodwill and intangible assets	50,464	164,004
Right-of-use assets	348,246	320,006
Fixed asset basis differences	195,100	188,761
Unrealized foreign exchange differences	808	5,542
Other deferred liabilities	7,141	10,880
Total deferred liabilities	601,759	689,193
Net deferred liabilities	\$ 151,082	\$ 273,838

The following table presents the activity included in the deferred tax valuation allowance as follows:

(in thousands)	December 30, 2023	December 31, 2022
Balance at beginning of period	\$ 27,422	\$ 24,371
Additions	16,924	4,158
Translation	804	(1,107)
Balance at end of period	\$ 45,150	\$ 27,422

During the year ended December 30, 2023, the valuation allowance increased by \$18 million principally related to valuation allowances connected to U.S. state net operating losses and deferrals.

As of December 30, 2023, the Company had pre-tax federal operating loss carry forwards of \$152 million, of which \$34 million are subject to expiration by 2040 and the restricted stock units remainder is not subject to expiration. State tax effected net operating loss carryforwards were \$13 million for which portions begin to expire in fiscal year 2024. Some of the federal net operating losses are subject to certain limitations under IRC Sect. 382, however, the Company believes that these losses are more likely than not to be utilized. As of December 30, 2023, the Company had pre-tax foreign operating loss carryforwards of \$29 million for which portions of the operating loss carryforwards begin to expire in fiscal year 2024, while others are indefinite lived and performance stock units granted in conjunction with or after not subject to expiration. As of December 30, 2023, the IPO:

	Unvested Time Units	Weighted Average Grant Date Fair Value, per unit	Unvested Performance Units	Weighted Average Grant Date Fair Value, per unit
Outstanding as of January 14, 2021 (pre-IPO)	—	\$ —	—	\$ —
Granted post-IPO	81,160	23.11	144,735	24.52
Forfeited/Cancelled	(18,735)	22.18	(37,439)	24.36
Outstanding as of December 25, 2021	62,425	23.38	107,296	24.58
Granted	300,067	27.96	488,488	32.39
Forfeited/Cancelled	(20,424)	26.18	(46,024)	29.22
Vested	(20,465)	23.41	—	—
Outstanding as of December 31, 2022	321,603	\$ 27.49	549,760	\$ 31.13

Restricted Stock Options Company had \$1.0 billion of goodwill that was deductible for tax purposes.

The Company also established has designated the undistributed earnings of its foreign operations as indefinitely reinvested and granted restricted stock options ("RSOs") which vest provided that the employee remains in continuous service on the vesting date. The RSOs were granted at the stock price of the Company on the grant date and permit the holder to exercise them for 10 years from the grant date. The options generally vest on each of the fourth anniversaries of the grant date, but such vesting could accelerate for certain options based on certain conditions under the award.

There was approximately \$20 million of total unrecognized compensation cost related to the unvested RSOs at December 31, 2022, which is expected to be recognized over as a weighted-average vesting period of 3 years.

The following are the restricted stock options granted in conjunction with or after the IPO:

	Time Based Restricted		Performance Based	
	Stock Options	Weighted Average	Restricted Stock Options	Weighted Average
	Outstanding	Exercise Price	Outstanding	Exercise Price
Outstanding as of January 14, 2021	\$ 198,984	\$ 22.00	—	\$ —
Granted post-IPO	3,587,575	26.75	3,621,719	22.00
Forfeited/Cancelled	(77,294)	22.00	(152,239)	22.00
Exercised	(23,705)	21.30	—	—
Outstanding as of December 25, 2021	3,685,560	26.63	3,469,480	22.00
Forfeited/Cancelled	(68,510)	19.50	(190,544)	22.00
Exercised	(23,721)	21.70	—	—
Outstanding as of December 31, 2022	3,593,329	\$ 26.79	3,278,936	\$ 22.00
Exercisable as of December 31, 2022	676,987	\$ 21.94	—	\$ —

The fair value of all time based units granted was estimated using a Black-Scholes option pricing model using the following weighted-average assumptions for each of fiscal 2021 and 2020:

	For the Year Ended	
	December 25, 2021	December 26, 2020
Annual dividend yield	—%	—%
Weighted-average expected life (years)	7.0	1.8
Risk-free interest rate	1.3%	0.9%
Expected volatility	40.1%	46.7%

The expected term of the incentive units is based on evaluations of historical and expected future employee behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of guideline public entities that are similar to the Company, as result the Company does not have sufficient historical transactions provide for deferred income taxes on the unremitted earnings of its own shares to calculate expected volatility, these subsidiaries. As of December 31, 2022 December 30, 2023, the determination of the amount of such unrecognized deferred tax liability is not practicable.

At December 30, 2023, the Company does not intend to pay dividends or distributions had less than \$1 million of unrecognized tax benefits. A reconciliation of the change in the future accrual for unrecognized income tax benefits is as follows:

(in thousands)	December 30, 2023	December 31, 2022
Balance at beginning of period	\$ 1,728	\$ 1,909
Reduction for prior year tax positions	(351)	(76)
Reduction for settlements	(1,037)	—
Translation adjustments	33	(105)
Balance at end of period	\$ 373	\$ 1,728

The unrecognized income tax benefits could affect the Company's effective tax rate, if recognized. However, it is not expected that any material portion of the unrecognized tax benefit will reverse over the next twelve months. The Company had less than \$1 million of aggregate accrued interest and penalties at both December 30, 2023 and December 31, 2022.

The Company had a total of \$2 million in Work Opportunity Credits available for the 2023 fiscal year and is estimating to utilize the full amount during the current year.

The Company files income tax returns in the U.S., Canada, and various state and foreign jurisdictions. Examinations by various taxing authorities covering years 2018 to 2021 are on-going. The Company is generally subject to income tax examinations for years 2017 through 2022 and believes appropriate provisions for all outstanding matters have been made for all jurisdictions and open years.

Employee Stock Purchase Plan

On January 6, 2021, the Company's Board of Directors approved the Employee Stock Purchase Plan (the "ESPP") and effective January 14, 2021, the Company's shareholders adopted and approved the ESPP. On March 22, 2021, the Company's Board of Directors approved the International Employee Stock Purchase Plan (the "International ESPP"). The ESPP and International ESPP provide employees of certain designated subsidiaries of the Company with an opportunity to purchase the Company's common stock at a discount, subject to certain limitations set forth in the ESPP and International ESPP. The ESPP and International ESPP plans authorized the issuance of 1,790,569 shares of the Company's common stock. Total For the year ended December 30, 2023, total contributions to the ESPP were \$1 million for \$1 million and 82,546 shares of common stock were purchased. For

the year ended December 31, 2022, total contributions to the ESPP were \$1 million and 143,707 shares of common stock were purchased. On December 28, 2021, the Company purchased under the ESPP as of December 31, 2022, 111,924 of the shares of common stock were purchased on December 28, 2021 related relating to employee contributions during the year ended December 25, 2021.

The Company recognized equity-based compensation expense of \$21 million \$15 million, \$4 million \$21 million, and \$1 million \$4 million in 2023, 2022, 2021, and 2020, 2021, respectively.

Note 16—17—(Loss) Earnings Per Share

The Company calculates basic and diluted (loss) earnings per share using the two-class method. The following table sets forth the computation of basic and diluted earnings per share attributable to common shareholders:

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Basic (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	43,188	9,632
Less: Net (loss) income attributable to participating securities, basic	(15,673)	914	207
Net (loss) income after participating securities, basic	(729,289)	42,274	9,425
Weighted-average common shares outstanding	161,917	162,762	160,684
Basic (loss) earnings per share	\$ (4.50)	\$ 0.26	\$ 0.06

(in thousands, except per share amounts)	Year Ended		
	December 31, 2022	December 25, 2021	December 26, 2020
Basic earnings per share:			
Net income (loss) attributable to Driven Brands Holdings Inc.	\$ 43,188	\$ 9,632	\$ (4,199)
Less: Net income attributable to participating securities, basic	914	207	—
Net income (loss) after participating securities, basic	\$ 42,274	\$ 9,425	\$ (4,199)
Weighted-average common shares outstanding (a)	162,762	160,684	104,318
Basic earnings per share	\$ 0.26	\$ 0.06	\$ (0.04)
Diluted earnings per share:			
Net income (loss) attributable to Driven Brands Holdings Inc.	\$ 43,188	\$ 9,632	\$ (4,199)
Less: Net income attributable to participating securities, diluted	816	185	—
Net income (loss) after participating securities, diluted	\$ 42,372	\$ 9,447	\$ (4,199)
Weighted-average common shares outstanding (a)	162,762	160,684	104,318
Dilutive effect of share-based awards	3,981	3,960	—
Weighted-average common shares outstanding, as adjusted (a)	166,743	164,644	104,318
Diluted earnings per share	\$ 0.25	\$ 0.06	\$ (0.04)

(a) Weighted average common shares for 2020 have been adjusted to reflect an implied 88,990-for-one stock split that became effective on January 14, 2021. See [Note 1](#) for additional information.

(in thousands, except per share amounts)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Diluted (loss) earnings per share:			
Net (loss) income attributable to Driven Brands Holdings Inc.	\$ (744,962)	43,188	9,632
Less: Net (loss) income attributable to participating securities, diluted	(12,176)	816	185
Net (loss) income after participating securities, diluted	\$ (732,786)	42,372	9,447
Weighted-average common shares outstanding	161,917	162,762	160,684
Dilutive effect of share-based awards	—	3,981	3,960
Weighted-average common shares outstanding, as adjusted	161,917	166,743	164,644
Diluted (loss) earnings per share	\$ (4.53)	\$ 0.25	\$ 0.06

Basic (loss) earnings (loss) per share is computed by dividing the net (loss) income (loss) attributable to Driven Brands Holdings Inc. after participating securities by the weighted-average number of common shares outstanding for the period. In addition, the Company's participating securities are related to certain restricted stock awards issued to Section 16

For the year ended December 25, 2020 December 30, 2023, therefore we had net losses from operations. As a result, no potentially dilutive securities were included in the number of shares used to calculate denominator for computing diluted loss per share is the same as the number of shares used to calculate basic loss per share because the potentially dilutive shares, if any, their inclusion would have been antidilutive if included.

The following securities were not included in the computation of diluted shares outstanding because the effect would be antidilutive:

Note 18—Income Taxes

The provision for income taxes was computed based on the following amounts of (loss) income before income taxes:

(in thousands)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Domestic	\$ (857,464)	\$ 63,297	\$ 86,257
Foreign	9,813	5,043	(51,365)
(Loss) income before income taxes	\$ (847,651)	\$ 68,340	\$ 34,892

The components of our income tax (benefit) expense were as follows:

(in thousands)	Year Ended		
	December 30, 2023	December 31, 2022	December 25, 2021
Current:			
Federal	\$ 1,479	\$ (4,964)	\$ 6,969
State	6,729	5,192	3,990
Foreign	14,578	1,548	3,414
Deferred:			
Federal	(107,107)	21,723	22,324
State	(10,121)	(6,169)	(787)
Foreign	(8,247)	7,837	(10,554)
Total income tax (benefit) expense	\$ (102,689)	\$ 25,167	\$ 25,356

A reconciliation between the U.S. federal statutory tax rate and the effective tax rate reflected in the accompanying financial statements is as follows:

(in thousands)	Year Ended					
	December 30, 2023		December 31, 2022		December 25, 2021	
Federal income tax at statutory rate	\$ (178,007)	21.0 %	\$ 14,351	21.0 %	\$ 7,327	21.0 %
State income taxes, net of federal tax benefits	(25,990)	3.1 %	(459)	(0.7)%	4,971	14.2 %
State deferred tax rate change	3,796	(0.5)%	(2,358)	(3.5)%	(2,118)	(6.1)%
Foreign deferred tax rate change	(26)	— %	1,190	1.7 %	2,375	6.8 %
Foreign tax rate differential	2,926	(0.3)%	(188)	(0.3)%	(2,135)	(6.1)%
Non-deductible advertising fund loss	(111)	— %	694	1.0 %	(32)	(0.1)%
Non-deductible transaction costs	—	— %	—	— %	10,525	30.2 %
Non-deductible stock compensation	1,959	(0.2)%	1,224	1.8 %	598	1.7 %
Taxable foreign source income	2,607	(0.3)%	3,719	5.4 %	—	— %
Goodwill impairment	66,229	(7.8)%	—	— %	—	— %
Other permanent differences	2,707	(0.3)%	939	1.4 %	809	2.3 %
Deferred tax adjustments	1,693	(0.2)%	1,617	2.5 %	(147)	(0.4)%
Current tax adjustments	2,955	(0.4)%	356	0.5 %	(956)	(2.7)%
Reserve for uncertain tax positions	(351)	— %	(76)	(0.1)%	(313)	(0.9)%
Valuation allowance on deferred tax asset	16,924	(2.0)%	4,158	6.1 %	4,452	12.8 %
Effective tax rate	\$ (102,689)	12.1 %	\$ 25,167	36.8 %	\$ 25,356	72.7 %

Deferred tax assets (liabilities) are comprised of the following:

(in thousands)	December 30, 2023	December 31, 2022
Deferred tax asset		
Accrued liabilities	\$ 3,092	\$ 7,592
Accounts receivable allowance	3,292	5,046
Net operating loss carryforwards	53,131	63,128
Lease liabilities	357,524	316,212
Interest expense limitation	58,867	35,154
Deferred revenue	7,283	6,693

Other deferred assets	12,638	8,952
Total deferred tax asset	495,827	442,777
Less valuation allowance	(45,150)	(27,422)
Net deferred tax asset	450,677	415,355
Deferred tax liabilities		
Goodwill and intangible assets	50,464	164,004
Right-of-use assets	348,246	320,006
Fixed asset basis differences	195,100	188,761
Unrealized foreign exchange differences	808	5,542
Other deferred liabilities	7,141	10,880
Total deferred liabilities	601,759	689,193
Net deferred liabilities	\$ 151,082	\$ 273,838

The following table presents the activity included in the deferred tax valuation allowance as follows:

<i>(in thousands)</i>	December 30, 2023	December 31, 2022
Balance at beginning of period	\$ 27,422	\$ 24,371
Additions	16,924	4,158
Translation	804	(1,107)
Balance at end of period	\$ 45,150	\$ 27,422

During the year ended December 30, 2023, the valuation allowance increased by \$18 million principally related to valuation allowances connected to U.S. state net operating losses and deferrals.

As of December 30, 2023, the Company had pre-tax federal operating loss carry forwards of \$152 million, of which \$34 million are subject to expiration by 2040 and the remainder is not subject to expiration. State tax effected net operating loss carryforwards were \$13 million for which portions begin to expire in fiscal year 2024. Some of the federal net operating losses are subject to certain limitations under IRC Sect. 382, however, the Company believes that these losses are more likely than not to be utilized. As of December 30, 2023, the Company had pre-tax foreign operating loss carryforwards of \$29 million for which portions of the operating loss carryforwards begin to expire in fiscal year 2024, while others are indefinite lived and not subject to expiration. As of December 30, 2023, the Company had \$1.0 billion of goodwill that was deductible for tax purposes.

The Company has designated the undistributed earnings of its foreign operations as indefinitely reinvested and as a result the Company does not provide for deferred income taxes on the unremitted earnings of these subsidiaries. As of December 30, 2023, the determination of the amount of such unrecognized deferred tax liability is not practicable.

At December 30, 2023, the Company had less than \$1 million of unrecognized tax benefits. A reconciliation of the change in the accrual for unrecognized income tax benefits is as follows:

<i>(in thousands)</i>	December 30, 2023	December 31, 2022
Balance at beginning of period	\$ 1,728	\$ 1,909
Reduction for prior year tax positions	(351)	(76)
Reduction for settlements	(1,037)	—
Translation adjustments	33	(105)
Balance at end of period	\$ 373	\$ 1,728

The unrecognized income tax benefits could affect the Company's effective tax rate, if recognized. However, it is not expected that any material portion of the unrecognized tax benefit will reverse over the next twelve months. The Company had less than \$1 million of aggregate accrued interest and penalties at both December 30, 2023 and December 31, 2022.

The Company had a total of \$2 million in Work Opportunity Credits available for the 2023 fiscal year and is estimating to utilize the full amount during the current year.

The Company files income tax returns in the U.S., Canada, and various state and foreign jurisdictions. Examinations by various taxing authorities covering years 2018 to 2021 are on-going. The Company is generally subject to income tax examinations for years 2017 through 2022 and believes appropriate provisions for all outstanding matters have been made for all jurisdictions and open years.

Tax Cuts and Jobs Act

The Tax Cuts and Jobs Act ("TCJA") was enacted on December 22, 2017 and brought about additional tax provision to consider by multinational companies. The Company's policy is to account for global intangible low-taxed income ("GILTI") as a period cost in the year the tax is incurred and, therefore, does not record any taxes related to GILTI. For fiscal year 2023, the Company estimated net GILTI income of \$9 million and a IRC Sec. 163(j) interest limitation of \$98 million. Other provisions, such as Base Erosion and Anti-abuse Tax ("BEAT") and Foreign Derived Intangible Income ("FDII") are relevant to the Company but had insignificant income tax impact for 2023.

Base Erosion and Profits Shifting (2.0)

During 2021, the Organization for Economic Co-operation and Development ("OECD") published a Base Erosion and Profits Shifting ("BEPS") framework and agreed to a two-pillar ("Pillar Two") approach to implement global profit allocation and a 15% corporate global minimum tax of 15%. The inclusive framework calls for the tax law changes to take effect in 2024 and 2025. While it is uncertain whether the U.S. will enact legislation to adopt Pillar 2, certain countries in which the Company operates have adopted legislation, and

other countries are in the process of introducing legislation to implement Pillar 2. We do not expect Pillar 2 to have a material impact on our tax provision and will continue to evaluate the impact of these tax law changes on future periods.

Note 19—Commitments and Contingencies

We are subject to various lawsuits, administrative proceedings, audits, and claims. Some of these lawsuits purport to be class actions and/or seek substantial damages. We are required to record an accrual for litigation loss contingencies that are both probable and reasonably estimable. Management regularly assesses our insurance deductibles, analyzes litigation information with our attorneys, and evaluates our loss experience in connection with pending legal proceedings. We record our best estimate of a loss when the loss is considered probable and the amount of such loss can be reasonably estimated. When a loss is probable and there is a range of estimated loss with no best estimate within the range, we record the minimum estimated liability related to the lawsuit or claim. As additional information becomes available, we reassess the potential liability and revise our accruals, if necessary. Legal fees and expenses associated with the defense of all of our litigation are expensed as such fees and expenses are incurred. Because of uncertainties related to the resolution of lawsuits and claims, the ultimate outcome may differ materially from our estimates.

Genesee County Employees' Retirement System v. Driven Brands Holdings Inc., et al. – On December 22, 2023, Genesee County Employees' Retirement System ("Plaintiff") filed a putative class action lawsuit in the U.S. District Court for the Western District of North Carolina against the Company as well as a current and a former Company executive (the "Individual Defendants") alleging violations of Section 10(b) and Rule 10b-5 of the Exchange Act, as well as violations of Section 20(a) of the Exchange Act against the Individual Defendants. Plaintiff purports to represent a class of stockholders who purchased Company shares between October 27, 2021 and August 1, 2023. The class period ended on February 20, 2024. The Company disputes the allegations of wrongdoing and intends to vigorously defend against the action. No assessment as to the likelihood or range of any potential adverse outcome has been made as of the date of this filing.

Other than the matter described above, as of December 30, 2023, there are no current proceedings or litigation matters involving the Company or its property that we believe would have a material adverse effect on our consolidated financial position or cash flows, although they could have a material adverse effect on our operating results for a particular reporting period.

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

None.

Item 9A. Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Our management, with the participation of our CEO and CFO, has evaluated the design and operating effectiveness of our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) as of **December 31, 2022** **December 30, 2023**. The term "disclosure controls and procedures," means controls and other procedures of a company that are designed to provide reasonable assurance that information required to be disclosed by a company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized, and reported, within the time periods specified in the Securities and Exchange Commission's rules and forms. Disclosure controls and procedures include, without limitation, controls and procedures designed to provide reasonable assurance that information required to be disclosed by a company in the reports that it files or submits under the Exchange Act is accumulated and communicated to the company's management, including its principal executive and principal financial officers, or persons performing similar functions, as appropriate to allow timely decisions regarding required disclosure. Management recognizes that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving their objectives and management necessarily applies its judgment in evaluating the cost-benefit relationship of possible controls and procedures. Based on evaluation of the design and operating effectiveness of our disclosure controls and procedures as of **December 31, 2022** **December 30, 2023**, our CEO and CFO have concluded that as of such date, our disclosure controls and procedures were designed and operating effectively to provide a reasonable level of assurance.

Management's Annual Report on Internal Control Over Financial Reporting

Our management is responsible for establishing and maintaining adequate internal control over financial reporting (as defined under Exchange Act Rules 13a-15(f) and 15d-15(f)). Internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Our management performed an evaluation of the effectiveness of our internal control over financial reporting as of **December 31, 2022** **December 30, 2023** based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations ("COSO"). Based on our evaluation and those criteria, management determined that our internal control over financial reporting was effective as of **December 31, 2022** **December 30, 2023**.

Management has excluded **38** **11** businesses from its assessment of the Company's internal control over financial reporting as of **December 31, 2022** **December 30, 2023** because they were purchased by the Company in purchase business combinations during **2022**, **2023**. These businesses, each of which is wholly-owned, comprised, in the aggregate, total assets and total net revenue excluded from management's assessment of internal control over financial reporting of **approximately 5% and 9% less than 1%**, respectively, as of and for the year ended **December 31, 2022** **December 30, 2023**. The most significant of these businesses, representing **4% and 1% of consolidated total net revenue and less than 1% individually of consolidated total assets**, were Auto Glass Now and Auto Glass Fitters, Inc., respectively.

The effectiveness of our internal control over financial reporting as of **December 31, 2022** **December 30, 2023** has been audited by PricewaterhouseCoopers LLP, an independent registered public accounting firm, as stated in their report appearing under Item 8 - *Financial statements and Supplementary Data*.

Changes in Internal Control over Financial Reporting

There were no changes in our internal control over financial reporting (as such term is defined in Rules 13a-15(f) and 15d-15(f) of the Exchange Act) during the most recent fiscal quarter that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Item 9B. Other Information

None. (c) Trading Plans

During the three months ended December 30, 2023, no director or Section 16 officer adopted or terminated any Rule 10b5-1 trading arrangements or non-Rule 10b5-1 trading arrangements (in each case, as defined in Item 408(a) of Regulation S-K).

Item 9C. Disclosure Regarding Foreign Jurisdictions that Prevent Inspections

Not Applicable.

Part III

Item 10. Directors, Executive Officers and Corporate Governance

Information about our Executive Officers

The following individuals are our executive officers as of ~~March 1, 2023~~ February 28, 2024:

Name	Position	Age
Jonathan Fitzpatrick	President, Chief Executive Officer and Director	52 53
Tiffany Mason Gary W. Ferrera	Executive Vice President and Chief Financial Officer	48 61
Scott O'Melia	Executive Vice President, General Counsel and Secretary	53 54
Daniel Rivera	Executive Vice President and Chief Operating Officer	43
John Teddy	Executive Vice President and President, Car Wash North America	39
Tracy Gehlan	President, Car Wash International	54
Michael Macaluso	Executive Vice President and President, Paint, Collision & Glass	40
Kyle Marshall	Executive Vice President and President, Platform Services	44

Jonathan Fitzpatrick serves as our President, Chief Executive Officer and Director. Mr. Fitzpatrick has served as our President and Chief Executive Officer since July 2012, has served as a member of our board of directors since April 2018 and previously served as a member of the board of managers of Driven Investor LLC. Prior to joining the Company, Mr. Fitzpatrick served in various capacities with Burger King Corporation (a fast food restaurant company) both prior to and after its acquisition by 3G Capital. Between February 2011 and June 2012, he was Executive Vice President, Chief Brand and Operations Officer for Burger King. From October 2010 to February 2011, he was Executive Vice President of Global Operations and between August 2009 and October 2010, Senior Vice President of Operations, Europe Middle East and Africa. Prior to this role, he was Senior Vice President, Development and Franchising from July 2007 through August 2009.

Tiffany Mason ~~Gary W. Ferrera~~ serves as our Executive Vice President and Chief Financial Officer. Mr. Ferrera joined Driven Brands as Chief Financial Officer positions she has held since March 2020, ("CFO") in May 2023. Prior to joining the Company, she Driven Brands, Mr. Ferrera served as interim Chief Financial Officer CFO at Lowe's Companies, Inc. (a home improvement retailer) in 2018. Ms. Mason also Skillsoft Corporation (an educational technology company). Prior to his role with Skillsoft Corporation, Mr. Ferrera served as Senior Vice President, Corporate Finance and Treasurer the CFO of Lowe's Companies, Inc., from 2015 through 2019, Vice President, Finance and Treasurer from 2013 until 2015, Vice President, Investor Relations from 2010 until 2013 and Director, External Reporting and Accounting Policy from 2006 until 2010. Before joining Lowe's Companies, Inc., Ms. Mason was Vice President of SEC Reporting at Bank of America Cardtronics (a financial services company) from 2004 to 2006. 2017 until its acquisition by NCR Corporation in 2021. Mr. Ferrera has held CFO roles at DigitalGlobe (a commercial vendor of space imagery), Intrawest Resort Holdings (a developer and operator of destination resorts), Great Wolf Resorts (a family resort company), National CineMedia (a cinema advertising company), and Unity Media (a media company).

Scott O'Melia serves as our Executive Vice President, General Counsel and Secretary, positions he has held since May 2020. Prior to joining Driven Brands, Mr. O'Melia served as General Counsel and Vice President of Corporate Development for Carastar Industries (a manufacturer of recycled materials and paper products) from 2012 to 2019. From 2009 to 2012, Mr. O'Melia was Vice President, Corporate Counsel at Wendy's/Arby's Group (a fast food restaurant company). From 2005 to 2009, Mr. O'Melia was a partner at Alston & Bird (an international law firm) where he focused on mergers and acquisitions and other transactions, securities, private equity and general corporate matters.

Daniel Rivera serves as our Executive Vice President and Chief Operating Officer. Mr. Rivera joined Driven Brands as Chief Information Officer in 2012 and has served as Group President of Maintenance, President of Meineke, and President of Take 5 Oil. Prior to joining Driven Brands, Mr. Rivera served as Senior Director of Application Development, Business Intelligence, Infrastructure, and Security at AutoNation (an automotive retailer) from 2011 to 2012. Prior to his role with AutoNation, he worked in various capacities at General Electric (an industrial company), Motorola (a telecommunications company), and Burger King Corporate.

John Teddy serves as our Executive Vice President and President of Car Wash, North America. Mr. Teddy joined Driven Brands in September 2019 and served as the Senior Vice President and Chief Commercial Officer from September 2019 to February 2020. He also served as the Head of Strategy and Corporate Development, as a Vice President at Lowe's Companies Inc. from February 2020 to October 2021.

Tracy Gehlan serves as our President of Car Wash, International. Ms. Gehlan joined Driven Brands in 2020 upon the completion of the acquisition of ICWG. Ms. Gehlan is responsible for all Car Wash segment regions outside the United States and is based in the United Kingdom. Prior to joining Driven Brands, Ms. Gehlan was Senior Vice President & Chief Operating

Officer of Hertz International (an international vehicle rental company) overseeing franchise and company-operated locations across 89 markets spanning the Hertz, Dollar Thrifty, and Firefly brands. She was responsible for the overall performance of the region and was a member of the global senior management team. Ms. Gehlan began her career at the

Restaurant Group, the largest independent U.K.-based restaurant company, and has also held numerous roles across the Burger King organization, where she ultimately served as Chief Operating Officer of Burger King EMEA.

Michael Macaluso serves as our Executive Vice President and President of Paint, Collision & Glass. Mr. Macaluso joined Driven Brands as part of the CARSTAR Canada acquisition in 2015 and has served as President of CARSTAR North America. Prior to joining Driven Brands, Mr. Macaluso served in variety of roles with CARSTAR Canada for nearly a decade, beginning as Insurance Relations Manager and progressing to Director of Operations, Chief Operating Officer and President prior to Driven acquiring CARSTAR Canada to form CARSTAR North America.

Kyle Marshall serves as our Executive Vice President and President of Platform Services. Mr. Marshall joined Driven Brands as part of the 1-800-Radiator acquisition in June 2015. He had been with 1-800-Radiator since 2002, serving in numerous management roles including Vice President of Sales and Marketing and most recently as President.

Mo Khalid serves as our Executive Vice President and President of Maintenance. Mr. Khalid rejoined Driven brands in February 2023 after serving as Senior Vice President, Field Operations, at Great Wolf Resorts from November 2017 to February 2023. Mr. Khalid previously served as Vice President and Chief Operating Officer of Meineke from March 2016 to November 2017.

We have adopted a Code of Ethics that applies to all of our directors, officers and employees, including our principal executive, principal financial and principal accounting officers, or persons performing similar functions. Our Code of Ethics is posted on our website located at <https://investors.drivenbrands.com>. We intend to disclose future amendments to certain provisions of the Code of Ethics, and waivers of the Code of Ethics granted to executive officers and directors, on the website within four business days following the date of the amendment or waiver.

The remaining information required by this item will be contained in our definitive Proxy Statement for our 2023 2024 Annual Meeting of Stockholders, which will be filed not later than 120 days after the close of our fiscal year ended December 31, 2022 December 30, 2023 (the "Definitive Proxy Statement") and is incorporated herein by reference.

Item 11. Executive Compensation

The information required by this item will be contained in the definitive Proxy Statement for the 2023 2024 Annual Meeting of Stockholders and is incorporated herein by reference.

Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters

The information required by this item will be contained in the definitive Proxy Statement for the 2023 2024 Annual Meeting of Stockholders and is incorporated herein by reference.

Item 13. Certain Relationships and Related Transactions, and Director Independence

The information required by this item will be contained in the definitive Proxy Statement for the 2023 2024 Annual Meeting of Stockholders and is incorporated herein by reference.

Item 14. Principal Accounting Services and Fees

The Company's independent registered public accounting firm is PricewaterhouseCoopers LLP. The information required by this item will be contained in the definitive Proxy Statement for the 2023 2024 Annual Meeting of Stockholders and is incorporated herein by reference.

Part IV

Item 15. Exhibits, Financial Statement Schedules

(a) List of Documents Filed as part of this Form 10-K:

1. Consolidated Financial Statements

See Index to Consolidated Financial Statements in Item 8 of this Annual Report on Form 10-K.

2. Financial Statement Schedules

All schedules have been omitted because they are not required or the required information is shown in the consolidated financial statements or notes thereto.

3. Exhibits

The following is a list of exhibits filed, furnished or incorporated by reference as a part of this Annual Report on Form 10-K.

Exhibit Number	Exhibit Description	Form	Exhibit	Filing Date
3.1	Amended and Restated Certificate of Incorporation of Driven Brands Holdings Inc.	10-K	3.1	March 18, 2022
3.2	Amended and Restated Bylaws of Driven Brands Holdings Inc.	10-K	3.2	March 18, 2022

4.1	Amendment No. 9 to the Amended and Restated Base Indenture, dated as of October 5, 2022, among Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as Canadian co-issuer, and Citibank, N.A., as trustee	8-K	4.2	October 5, 2022
4.2	First Supplement to Series 2018-1 Supplement, dated as of July 6, 2020, by and between Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as co-issuer and Citibank, N.A., as trustee and Series 2018-1 securities intermediary	S-1	4.8	December 22, 2020
4.3	First Supplement to Series 2019-1 Supplement, dated as of July 6, 2020, by and between Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as co-issuer and Citibank, N.A., as trustee and Series 2019-1 securities intermediary	S-1	4.10	December 22, 2020
4.4	First Supplement to Series 2019-2 Supplement, dated as of July 6, 2020, by and between Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as co-issuer and Citibank, N.A., as trustee and Series 2019-2 securities intermediary	S-1	4.12	December 22, 2020
4.5	Second Supplement to Series 2019-3 Supplement, dated as of April 30, 2021, by and between Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as co-issuer and Citibank, N.A., as trustee and Series 2019-3 securities intermediary	8-K	4.1	April 30, 2021
4.6	Series 2020-1 Supplement, dated as of July 6, 2020, by and among Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as Canadian co-issuer, and Citibank, N.A., as trustee and Series 2020-1 securities intermediary	S-1	4.15	December 22, 2020
4.7	Series 2020-2 Supplement, dated as of December 14, 2020, by and among Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as Canadian co-issuer, and Citibank, N.A., as trustee and Series 2020-2 securities intermediary	S-1	4.16	December 22, 2020
4.8	Series 2021-1 Supplement, dated as of September 29, 2021, by and among Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as Canadian co-issuer, and Citibank, N.A., as trustee and Series 2020-2 securities intermediary	8-K	4.1	September 29, 2021
4.9	Series 2022-1 Supplement, dated as of October 5, 2022, by and among Driven Brands Funding, LLC, as issuer, Driven Brands Canada Funding Corporation, as Canadian co-issuer, and Citibank, N.A., as trustee and Series 2022-1 securities intermediary	8-K	4.1	October 5, 2022
4.10	Description of Securities	10-K	4.17	March 23, 2021
10.1	Class A-1 Note Purchase Agreement (Series 2019-3 Class A-1 Notes), dated as of December 11, 2019, by and among Driven Brands Funding, LLC, Driven Funding Holdco, LLC, certain subsidiaries of Driven Brands Funding, LLC party thereto, Driven Brands, Inc., the conduit investors party thereto, the financial institutions party thereto, the funding agents party thereto, Barclays Bank PLC, New York Branch, as L/C provider, and Barclays Bank PLC, as swingline lender and administrative agent	S-1	10.1	December 22, 2020
10.2	Joinder and Amendment No. 1 to Class A-1 Note Purchase Agreement and Joinder to Class A-1 Notes Fee Letter, dated as of July 6, 2020, by and among Driven Brands Funding, LLC, Driven Brands, Inc., Driven Funding Holdco, LLC, certain subsidiaries of Driven Brands Funding, LLC party thereto, Driven Canada Funding HoldCo Corporation, Driven Brands Canada Funding Corporation, Driven Brands Canada Shared Services Inc., certain subsidiaries of Driven Brands Canada Funding Corporation party thereto, the conduit investors party thereto, the financial institutions party thereto, the funding agents party thereto, Barclays Bank PLC, New York Branch, as L/C provider, and Barclays Bank PLC, as swingline lender and administrative agent	S-1	10.2	December 22, 2020
10.3	Amended and Restated Guarantee and Collateral Agreement, dated as of April 24, 2018, by and among Driven Funding Holdco, LLC and certain subsidiaries of Driven Funding Holdco, LLC party thereto in favor of Citibank, N.A., as trustee	S-1	10.3	December 22, 2020
10.4	Assumption Agreement to Amended and Restated Guarantee and Collateral Agreement, dated as of October 4, 2019, by and among ABRA Franchisor SPV LLC and Citibank, N.A., as trustee	S-1	10.4	December 22, 2020
10.5	Assumption and Amendment Agreement to Amended and Restated Guarantee and Collateral Agreement dated as of July 6, 2020, by and among Driven Funding Holdco, LLC, certain subsidiaries of Driven Funding Holdco, LLC party thereto, Driven Canada Funding HoldCo Corporation and certain subsidiaries of Driven Canada Funding HoldCo Corporation party thereto, in favor of Citibank, N.A., as trustee	S-1	10.5	December 22, 2020
10.6	Deed of Movable Hypothec, dated as of July 6, 2020, by and among Driven Brands Canada Funding Corporation, Driven Canada Funding HoldCo Corporation and certain subsidiaries of Driven Brands Canada Funding Corporation party thereto, in favor of Citibank, N.A., as trustee	S-1	10.6	December 22, 2020

10.7†	Amendment No. 5 to the Amended and Restated Management Agreement and dated as of October 5, 2022 by and among Driven Brands Funding, LLC, Driven Funding Holdco, LLC, certain subsidiaries of Driven Brands Funding, LLC, party thereto, Take 5 LLC, Take 5 Oil Change, LLC, Driven Brands, Inc., as manager, and Citibank, N.A., as trustee			8-K	10.1	October 5, 2022
10.8†	Amendment No. 3 to Canadian Management Agreement, dated as of October 5, 2022, among Driven Brands Canada Funding Corporation, Driven Canada Funding HoldCo Corporation, certain subsidiaries of Driven Brands Canada Funding Corporation party thereto, Driven Brands Canada Shared Services Inc., as manager, and Citibank, N.A., as trustee			8-K	10.2	October 5, 2022
10.9	Stockholders Agreement, dated as of January 15, 2021, by and among Driven Brands Holdings Inc. and the stockholders party thereto			10-K	10.11	March 23, 2021
10.10	10.10 Registration Rights Agreement, dated as of January 20, 2021, by and among Driven Brands Holdings Inc. and the stockholders party thereto	10-K	10.12 March 23, 2021	10.10 Registration Rights Agreement, dated as of January 20, 2021, by and among Driven Brands Holdings Inc. and the stockholders party thereto	10-K	10.12 March 23, 2021
10.11	10.11 Joinder to Registration Rights Agreement, dated as of December 29, 2021, by and among Driven Brands Holdings Inc., Driven Equity Sub LLC and the stockholders party thereto	10-K	10.17 March 18, 2022	10.11 Joinder to Registration Rights Agreement, dated as of December 29, 2021, by and among Driven Brands Holdings Inc., Driven Equity Sub LLC and the stockholders party thereto	10-K	10.17 March 18, 2022
10.12	10.12 Joinder to Registration Rights Agreement, dated as of December 29, 2021, by and among Driven Brands Holdings Inc., RC IV Cayman ICW Holdings Sub LLC and the stockholders party thereto	10-K	10.18 March 18, 2022	10.12 Joinder to Registration Rights Agreement, dated as of December 29, 2021, by and among Driven Brands Holdings Inc., RC IV Cayman ICW Holdings Sub LLC and the stockholders party thereto	10-K	10.18 March 18, 2022

10.13†	10.13†	Form of Indemnification Agreement by and among Driven Brands Holdings Inc. and each of its directors and executive officers	S-1	10.13	December 22, 2020	10.13†	Form of Indemnification Agreement by and among Driven Brands Holdings Inc. and each of its directors and executive officers	S-1	10.13	December 22, 2020
10.14	10.14	Tax Receivable Agreement, dated January 16, 2021, by and among Driven Brands Holdings Inc. and the stockholders party thereto	8-K	10.1	January 21, 2021	10.14	Tax Receivable Agreement, dated January 16, 2021, by and among Driven Brands Holdings Inc. and the stockholders party thereto	8-K	10.1	January 21, 2021
10.15†	10.15†	Amended and Restated Employment Agreement by and between Jonathan Fitzpatrick and Driven Brands, Inc., dated as of April 17, 2015	S-1	10.15	December 22, 2020	10.15†	Amended and Restated Employment Agreement by and between Jonathan Fitzpatrick and Driven Brands, Inc., dated as of April 17, 2015	S-1	10.15	December 22, 2020
10.16†	10.16†	Amendment to the Amended and Restated Employment Agreement, dated as of December 31, 2020, by and between Jonathan Fitzpatrick and Driven Brands Shared Services LLC	S-1/A	10.16	January 7, 2021	10.16†	Amendment to the Amended and Restated Employment Agreement, dated as of December 31, 2020, by and between Jonathan Fitzpatrick and Driven Brands Shared Services LLC	S-1/A	10.16	January 7, 2021
10.17†	10.17†	Employment Agreement by and between Tiffany Mason and Driven Brands Shared Services LLC, dated as of February 17, 2020	S-1/A	10.17	January 7, 2021	10.17†	Employment Agreement by and between Tiffany Mason and Driven Brands Shared Services LLC, dated as of February 17, 2020	S-1/A	10.17	January 7, 2021

10.18†*	Amendment to Employment Agreement between Tiffany Mason and Driven Brands Shared Services LLC dated as of November 3, 2022										
10.18†					10.18†	Amendment to Employment Agreement between Tiffany Mason and Driven Brands Shared Services LLC dated as of November 3, 2022		10-K	10.18	March 1, 2023	
10.19†	10.19†	Letter of Employment by and between Daniel R. Rivera and Driven Brands, Inc., dated as of November 7, 2012	S- 1/A	10.18	January 7, 2021	10.19†	Separation Agreement and General Release by and between Driven Brands Shared Services LLC and Tiffany Mason, dated as of June 5, 2023		8-K/A	99.1	June 8, 2023
10.20†	10.20†	Employment Agreement by and between Scott O'Melia and Driven Brands Shared Services LLC, dated as of April 23, 2020	10-K	10.19	March 23, 2021	10.20†	Employment Agreement by and between Gary W. Ferrera and Driven Brands Shared Services LLC, dated as of May 4, 2023		10-Q	10.3	August 9, 2023
10.21†	10.21†	Amendment to the Employment Agreement, dated as of November 1, 2020, by and between Scott O'Melia and Driven Brands Shared Services LLC	10-K	10.20	March 23, 2021	10.21†	Letter of Employment by and between Daniel R. Rivera and Driven Brands, Inc., dated as of November 7, 2012		S- 1/A	10.18	January 7, 2021
10.22†	10.22†	Employment Agreement by and between Michael Macaluso and Carstar Canada Partnership, LP, dated as of December 1, 2015	10-K	10.21	March 23, 2021	10.22†	Employment Agreement by and between Scott O'Melia and Driven Brands Shared Services LLC, dated as of April 23, 2020		10-K	10.19	March 23, 2021

10.23†	10.23†	Amended and Restated Driven Brands, Inc. Non-Qualified Deferred Compensation Plan, effective as of January 1, 2020	S-1/A	10.19	January 7, 2021	10.23†	Amendment to the Employment Agreement, dated as of November 1, 2020, by and between Scott O'Melia and Driven Brands Shared Services LLC	10-K	10.20	March 23, 2021
10.24†	10.24†	First Amendment to the Driven Brands, Inc. Amended and Restated Non-Qualified Deferred Compensation Plan	S-1/A	10.20	January 7, 2021	10.24†	Second Amendment to Employment Agreement between Scott O'Melia and Driven Brands Shared Services LLC dated as of March 22, 2023	10-Q	10.2	May 9, 2023
10.25†	10.25†	Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan	8-K	10.2	January 21, 2021	10.25†	Employment Agreement by and between Michael Macaluso and Carstar Canada Partnership, LP, dated as of December 1, 2015	10-K	10.21	March 23, 2021
10.26†	10.26†	Form of Nonqualified Option Award Agreement under the 2021 Omnibus Incentive Plan (Top-Up Options)	S-1/A	10.25	January 7, 2021	10.26†	Amended and Restated Driven Brands, Inc. Non-Qualified Deferred Compensation Plan, effective as of January 1, 2020	S-1/A	10.19	January 7, 2021
10.27†	10.27†	Form of Nonqualified Option Award Agreement under the 2021 Omnibus Incentive Plan (Non-Employee Director Time-Vesting Options)	S-1/A	10.26	January 7, 2021	10.27†	First Amendment to the Driven Brands, Inc. Amended and Restated Non-Qualified Deferred Compensation Plan	S-1/A	10.20	January 7, 2021
10.28†	10.28†	Form of Restricted Stock Award Agreement under the 2021 Omnibus Incentive Plan	8-K	10.1	March 22, 2022	10.28†	Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan	8-K	10.2	January 21, 2021
10.29†										
10.29†										

10.29†	10.29†	Form of Performance Stock Award Agreement under the 2021 Omnibus Incentive Plan	8-K	10.2	March 22, 2022	Form of Nonqualified Option Award Agreement under the 2021 Omnibus Incentive Plan (Top-Up Options)	S-1/A	10.25	January 7, 2021
10.30†	10.30†	Driven Investor LLC Equity Incentive Plan	S-1/A	10.27	January 7, 2021	Form of Nonqualified Option Award Agreement under the 2021 Omnibus Incentive Plan (Non-Employee Director Time-Vesting Options)	S-1/A	10.26	January 7, 2021
10.31†		Form of Restricted Stock Award Agreement for use under the Driven Investor LLC Equity Incentive Plan (Relating to Reorganization Exchange)	S-1/A	10.28	January 7, 2021				
10.32		Credit Agreement, dated May 27, 2021, by and among Driven Holdings, LLC, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent	10-K	10.37	March 18, 2022				
10.31†*									
10.32†									
10.32†									
10.32†						Form of Restricted Stock Unit Award Agreement under the 2021 Omnibus Incentive Plan	8-K	10.1	March 22, 2022
10.33		Incremental Assumption and Amendment Agreement, dated December 17, 2021 by and among Driven Holdings, LLC, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent	10-K	10.38	March 18, 2022				
10.33†						Form of Performance Stock Unit Award Agreement under the 2021 Omnibus Incentive Plan	8-K	10.2	March 22, 2022
10.34†*									
10.35†*									
10.35†*									
10.35†*									
10.36									

10.36					
10.36		Restricted Stock Unit Award Agreement by and between Gary Ferrera and Driven Brands Holdings Inc., dated as of May 10, 2023	10- Q	10.4	August 9, 2023
10.37	10.37	Performance-Based Restricted Stock Unit Award Agreement by and between Gary Ferrera and Driven Brands Holdings, Inc., dated as of May 10, 2023	10- Q	10.5	August 9, 2023
10.38†	10.38†	Driven Investor LLC Equity Incentive Plan	S- 1/A	10.27	January 7, 2021
10.39†	10.39†	Form of Restricted Stock Award Agreement for use under the Driven Investor LLC Equity Incentive Plan (Relating to Reorganization Exchange)	S- 1/A	10.28	January 7, 2021
10.40†*					
10.41					
10.41					
10.41		Credit Agreement, dated May 27, 2021, by and among Driven Holdings, LLC, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent	10- K	10.37	March 18, 2022
10.42	10.42	Incremental Assumption and Amendment Agreement, dated December 17, 2021 by and among Driven Holdings, LLC, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent	10- K	10.38	March 18, 2022
21.1*	21.1*	Subsidiaries of the Registrant			
23.1*	23.1*	Consent of Grant Thornton LLP			
23.1*					
23.1*					
23.2*					
23.2*	23.2*	Consent of PricewaterhouseCoopers LLP			
24.1*	24.1*	Powers of Attorney (included in signature page)			
24.1*					
24.1*					
31.1*					
31.1*	31.1*	Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes Oxley Act of 2002			
31.2*	31.2*	Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes Oxley Act of 2002			
31.2*					
31.2*					
32.1**					
32.1**					
32.1**	32.1**	Certification of Chief Executive Officer Pursuant to Section 906 of the Sarbanes Oxley Act of 2002			

32.2** 32.2** [Certification of Chief Financial Officer Pursuant to Section 906 of the Sarbanes Oxley Act of 2002](#)

32.2**
32.2**
97.1†*
97.1†*
97.1†*

* Filed herewith
** Furnished herewith
† Indicates management contract or compensatory plan.

Item 16. Form 10-K Summary

None.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: March 1, 2023 February 28, 2024

DRIVEN BRANDS HOLDINGS INC.

By: /s/ Jonathan Fitzpatrick
Name: Jonathan Fitzpatrick
Title: President and Chief Executive Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated. Each of the directors of the registrant whose signature appears below hereby appoints Tiffany Mason Gary W. Ferrera and Scott O'Melia, and each of them severally, as his or her attorney-in-fact to sign in his or her name and behalf, in any and all capacities stated below, and to file with the Securities and Exchange Commission any and all amendments to this report, making such changes in this report as appropriate, and generally to do all such things on their behalf in their capacities as directors and/or officers to enable the registrant to comply with the provisions of the Securities Exchange Act of 1934, and all requirements of the Securities and Exchange Commission.

Signature	Title	Date
<u>/s/ Jonathan Fitzpatrick</u> Jonathan Fitzpatrick	Chief Executive Officer (Principal Executive Officer)	March 01, 2023 February 28, 2024
<u>/s/ Tiffany Mason Gary W. Ferrera</u> Tiffany Mason Gary W. Ferrera	Chief Financial Officer (Principal Financial Officer)	March 01, 2023 February 28, 2024
<u>/s/ Michael Beland</u> Michael Beland	Chief Accounting Officer (Principal Accounting Officer)	March 01, 2023 February 28, 2024
<u>/s/ Neal Aronson</u> Neal Aronson	Non-Executive Chairman and Director	March 01, 2023 February 28, 2024
<u>/s/ Jose Tomas</u> Jose Tomas	Director	March 01, 2023 February 28, 2024
<u>/s/ Michael Thompson</u> Michael Thompson	Director	March 01, 2023 February 28, 2024
<u>/s/ Chadwick Hume</u> Chadwick Hume	Director	March 01, 2023 February 28, 2024
<u>/s/ Cathy Halligan</u> Cathy Halligan	Director	March 01, 2023 February 28, 2024
<u>/s/ Rick Puckett</u> Rick Puckett	Director	March 01, 2023 February 28, 2024
<u>/s/ Karen Stroup</u> Karen Stroup	Director	March 01, 2023 February 28, 2024
<u>/s/ Peter Swinburn</u> Peter Swinburn	Director	March 01, 2023 February 28, 2024
<u>/s/ Damien Harmon</u> Damien Harmon	Director	February 28, 2024



terms in the Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan, as amended, restated or otherwise modified from time to time in accordance with its terms (the "Plan"). WHEREAS, the Company has adopted the Plan, pursuant to which restricted stock units Executive RSUs may be granted, amends WHEREAS, Employment Agreement between Committee has determined that it is in the best interests of Executive dated February 17, 2020 (the "Employment Agreement"). BACKGROUND its stockholders to grant the RSUs provided for herein to the Participant on the terms and subject to the conditions set forth herein. NOW, THEREFORE, for and in consideration of the premises and the covenants of the parties contained in this Agreement, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the parties hereto, for themselves, their successors and assigns, hereby agree as follows: 1. Grant of Restricted Stock Units. (a) Grant. parties wish Company hereby grants amend Employment Agreement as Participant a total of 10 RSUs, on the terms and subject to the conditions Amendment, Except Agreement and specifically modified otherwise provided this Amendment Employment Agreement will continue in full force and effect Plan. The RSUs shall vest its terms Section 2 Company and Executive agree as follows: SECTION 1. Term of Employment. The Term is hereby extended by three (3) years such that RSUs shall be credited to a separate book-entry account maintained for Term shall and Participant March 2, 2026. SECTION 2. Base Salary. Executive's Base Salary as of January 1, 2022 is \$550,000, subject to review and adjustment by Compensation Committee or Board of Directors of Driven Brands Holdings Inc. from time to time. SECTION 3. Equity. Nothing in this Amendment is intend to modify the terms books equity described in Section 3(c) Company. (b) Incorporation by Reference. The provisions Employment Plan are incorporated herein by reference. Except as otherwise expressly set forth herein, this or any equity granted in exchange therefor (including the restricted stock awards and corresponding options granted in connection with the IPO in January 2021). SECTION 4. Annual Bonus. Section 3(d) of the Employment Agreement is hereby deleted and replaced in its entirety with the following new section 3(d): (d) Annual Bonus. Executive is eligible to receive an annual bonus (the "Annual Bonus") based upon achievement of performance objectives established in the annual bonus plan approved by the Compensation Committee and Board of Directors of Driven Brands Holdings Inc. The target bonus is 75% of Base Salary in any year, subject to achievement of such performance goals in the approved annual bonus plan. The Annual Bonus will shall payable construed terms provisions annual bonus plan approved Plan and any interpretations, amendments, rules and regulations promulgated Compensation from time to time pursuant to the Plan. The Committee shall have final authority to interpret Board of Directors of Driven Brands Holdings Inc. The amount of Annual Bonus awarded for a fiscal year construe the Plan and this Agreement and to make any and all determinations under them, and its decision binding and conclusive upon the Participant and the Participant's beneficiary in respect of any questions arising under the Plan or this Agreement. The Participant acknowledges that the Participant has received a copy of the Plan and has had an opportunity to review the Plan and agrees to be bound by all the terms and provisions of the Plan. 2. Vesting; Settlement. (a) Except as may otherwise be provided herein, the RSUs shall fully vest on the first anniversary of the Date of Grant (the "Vesting Date") subject to the Participant's continued employment with, appointment as a director of, or engagement to provide services to, the Company or any of its Affiliates through the applicable Vesting Date. (b) Subject to Section 4, each RSU shall be settled within 60 days following the Vesting Date by the Company's issuance to the Participant of a number of shares of Common Stock equal to the number of RSUs that vested on such Vesting Date. (c) In the event of a Change in Control prior to full vesting of the RSUs, any outstanding RSUs shall be treated as Compensation and Board of Directors of Driven Brands Holdings Inc. after the end in accordance with Section 12(b) fiscal year to which such Annual Bonus relates and shall be paid to you during the following fiscal year when annual bonuses for the prior fiscal year are paid to other senior executives of the Company generally. Exhibit 10.18 Plan.



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SECTION 5. Payment 2.3. Dividend Equivalents. In the event Severance upon Non-Renewal. Existing sections 4(b)-4(f) any issuance of a cash dividend on the shares of Common Stock (a "Dividend"), the Participant shall be credited, as Employment payment date for such Dividend, with an amount (a "Dividend Equivalent") equal to the product of (i) the number of RSUs granted pursuant to this are hereby deleted replaced outstanding as of the record date for such Dividend multiplied by (ii) the amount of the Dividend per share. Upon vesting of an RSU, the aggregate amount of the Dividend Equivalents (the "Distributable Amount"), their entirety with following new sections 4(b)-4(f). (b) Payments upon Termination. Upon termination respect Executive's employment such vested RSU shall be distributed to the Participant in connection Company for any reason settlement of such vested RSU either in cash or at Company shall pay to Executive on its next regular payroll date (or sooner if required under applicable law), all Base Salary earned by Executive through her last day of employment, and any earned and payable (but as of yet unpaid) Annual Bonus for the previous year. (c) Severance. (1) If, during the Term of this Employment Agreement, the Company (i) terminates Executive's employment without Cause, or (ii) the Company notifies Executive that the Term of this Agreement will not be renewed, or fails to offer to renew the Term of this Agreement, then in either case upon the expiration discretion Term Committee, in a number of shares of Common Stock with a Fair Market Value (as determined on Executive Vesting Date) equal to the Distributable Amount. To the extent any RSUs are forfeited prior to vesting, the corresponding Dividend Equivalents in respect thereof deemed terminated by the Company without Cause, or (iii) the Executive resigns for Good Reason, then, upon Executive's Termination of Employment, the Company will (in lieu of any other severance benefits under any of the Company employee benefit plans, programs or policies) continue to pay Executive's Base Salary at the time of such termination for a period of twelve (12) months. Such severance will be payable in equal installments in accordance with the Company's normal payroll practices, subject to such withholding and other taxes as may be required by applicable law. (2) The Company will have no obligation to make any severance payments under § 4(c)(1) or to pay any Termination Year Pro Rata Annual Bonus if (i) Executive violates any of the provisions of § 5 of this Employment Agreement, or (ii) Executive does not execute and deliver (without revoking) to the Company a general release in form and substance satisfactory to the Company of any and all claims she may have against the Company, Driven Brands Holdings Inc. and its affiliates (the "Release") within the thirty (30) day period following the later of (x) Executive's forfeited immediately thereupon. 4 (v) Services. If date Participant's employment with, membership on Company delivers the Release board of directors of, or engagement Executive. (3) Executive waives Executive's rights, if any, provide services have the payments provided for under this Section 4(c) taken into account in computing any other benefits payable to, or on behalf of, Executive by the Company. (4) Notwithstanding anything to the contrary in this Employment Agreement, if a change of control of the Company occurs, neither the Company, any affiliate of the Company, nor any acquirer of affiliate of its Affiliates terminates for any reason, all unvested RSUs shall be canceled immediately and the Participant shall not be entitled to receive any payments with respect thereof. 5. Rights as a Stockholder. The Participant shall not be deemed for any purpose to be the owner of any shares of Common Stock underlying the RSUs unless, until and to the extent that (i) the Company shall have issued and delivered to the Participant the shares of Common Stock underlying the RSUs and (ii) the Participant's name shall have been entered as a stockholder of record with respect to such shares of Common Stock on the books acquirer will have Company. The Company shall cause the actions described in clauses (i) and (ii) of the preceding sentence to occur promptly following settlement as contemplated by this Agreement, subject to compliance with applicable laws. 6. Compliance with Legal Requirements. (a) Generally. The granting and settlement of the RSUs, and obligation to make severance payments other obligations of the Company Section solely Agreement, shall be subject to all applicable U.S. federal, state and local laws, rules and regulations, all applicable non-U.S. laws, rules and regulations and to such approvals by any regulatory or governmental agency a result may be required. The Participant agrees to take all steps that the Committee or the Company determines are reasonably necessary to comply with all applicable provisions of U.S. federal and state securities law and non-U.S. securities law in exercising the Participant's rights under this Agreement. (b) Tax Withholding. Vesting and settlement of the RSUs shall be subject to the Participant's satisfying any applicable U.S. federal, state and local tax withholding obligations, and any applicable non-U.S. tax withholding obligations. The Company shall have the right, and is hereby authorized, to withhold from any amounts payable to the Participant in connection with the RSUs or otherwise, the amount of any required withholding taxes (up to the maximum permissible withholding amounts) in respect of the RSUs, their settlement, or any other payment or transfer of the RSUs (if permitted herein or under the Plan). The Company may also take any other actions as the Committee or the Company deem necessary to satisfy all obligations for the payment change withholding taxes, including the right to sell the number control unless Executive's employment is terminated without Cause shares of Common Stock that would otherwise be available for delivery upon settlement of the RSUs necessary to generate sufficient proceeds to satisfy withholding obligations. The Participant may elect to satisfy, and the Company may in all events require the Participant to satisfy, in whole Executive resigns for Good Reason simultaneously in part, the tax obligations by withholding shares of Common Stock that would otherwise be deliverable to the Participant upon settlement of the RSUs a Fair Market Value equal to change of control, provided Section 5(c) will remain in effect following a change of control withholding liability.



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(5) "Termination." 7. Clawback. (a) Forfeiture. Notwithstanding anything to the contrary contained herein, the Committee may cancel the RSU award if the Participant, without the consent of the Company, has engaged in or engages in activity that is in conflict with or adverse to the interests of the Company or any Affiliate while employed by, serving as a director of, or otherwise providing services to the Company or any Subsidiary, including fraud or conduct contributing to any financial restatements or irregularities, or violates a non-competition, non-solicitation, non-disparagement or non-disclosure covenant or other agreement with the Company or any Subsidiary (after giving effect to any applicable cure period set forth therein), as determined by the Committee. In such event, the Participant will forfeit any unvested RSUs (including any Dividend Equivalents, or other compensation, gain or other value realizable on such unvested RSUs) and such unvested RSUs shall be deemed cancelled immediately. The Participant must also repay the Company any gains or other amounts realized on the shares of Common Stock acquired in respect of RSUs that vested during the 12-month period immediately prior to the Participant's adverse activity. (b) Clawback. To the extent required by applicable law or the rules and regulations of the Nasdaq Stock Market or any other securities exchange or inter-dealer quotation system, Executive's "separation" the Common Stock is listed or quoted, or if so required pursuant to any written policy adopted by the Company (including any clawback policy adopted pursuant to Rule 10D-1 under the Exchange Act and Listing Rule 5608 adopted by The Nasdaq Stock Market), the RSUs shall be subject (including on a retroactive basis) to clawback, forfeiture or similar requirements in accordance with such regulation or policy. In addition, by accepting the RSUs, the Participant hereby expressly acknowledges and agrees that (i) all incentive compensation the Participant received or may receive "service" occurs within meaning Company or any Affiliate shall be subject to the terms and conditions of any such clawback policy, to the extent the Company determines the policy should apply to such compensation, and (ii) in connection with the enforcement of such clawback policy, the Company and its Affiliates shall have the right to reduce, cancel, or withhold against outstanding, unvested, vested, or future cash or equity-based compensation owed or due to the Participant and the Participant agrees to repay to the Company any incentive compensation previously paid to such Participant that is subject to such policy, in each case to the maximum extent permitted under applicable law. Without limiting the foregoing, if the Participant receives any amount in excess of what the Participant should have received under the terms of this Agreement for any reason (including without limitation by reason of a mistake in calculations or other administrative error), all as determined by the Committee, then the Participant shall promptly repay any such excess amount to the Company. 8. Miscellaneous. (a) Transferability. The RSUs may not be assigned, alienated, pledged, attached, sold or otherwise transferred or encumbered (a "Transfer") by the Participant other than by will or by the laws of descent and distribution or as otherwise permitted under Section 14(b) of the Plan. Any attempted Transfer of the RSUs contrary to the provisions hereof, and the levy of any execution, attachment or similar process upon the RSUs, shall be null and void and without effect. (b) Waiver. Any right of the Company contained in this Agreement may be waived in writing by the Committee. No waiver of any right hereunder by any party shall operate as a waiver of any other right, or as a waiver of the same right with respect to any subsequent occasion for its exercise, or as a waiver of any

right to damages. No waiver by any party of any breach of this Agreement shall be held to constitute a waiver of any other breach or a waiver of the continuation of the same breach. (c) Section 409A. The RSUs are intended to be exempt from, or compliant with, Section 409A of the Code. Notwithstanding the foregoing or any provision of the Plan or this Agreement, if any provision of the Plan or this Agreement contravenes Section 409A of the Code or could cause the Participant to incur



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4 any tax, interest or penalties under Section 409A of the Code, the Committee may, in its sole discretion and without the Participant's consent, modify such provision to (i) comply with, or avoid being subject to, Section 409A of the Code, or to avoid the incurrence of taxes, interest and penalties under Section 409A of the Code, and/or (ii) maintain, to the maximum extent practicable, the original intent and economic benefit to the Participant of the applicable provision without materially increasing the cost to the Company or contravening the provisions Internal Revenue [6] Executive understands and agrees that her entitlement to the severance payments under [This

4(c)(1) is expressly contingent upon Executive's compliance of Section 5(e) of this Employment Agreement. (7) The severance payments described in this Section 4(c) will commence within the thirty (30) day period following the Executive's Termination of Employment provided the Executive executes the Release and the Release becomes effective and irrevocable within such thirty (30) day period. (d) Termination by the Company for Cause; Resignation for Good Reason. (1) The Company will have the right to terminate Executive's employment at any time for Cause, and Executive will have the right to resign at any time, including a resignation for Good Reason. (2) If the Company terminates Executive's employment for Cause or Executive resigns (other than a resignation for Good Reason), the Company's only [8(c) does not create an] to Executive under this Employment Agreement (except as provided under Section 4(h)) will be to make the payments required under Section 4(b). (e) Cause. "Cause" means: (A) embezzlement, theft, misappropriation or conversion, or attempted embezzlement, theft, misappropriation or conversion, by the Executive of any property, funds or business opportunity of the Company or any of its subsidiaries or affiliates; (B) any breach by the Executive of the Executive's covenants under Section 5; (C) any breach by the Executive of any other material provision of this Agreement which breach is not cured, to the extent susceptible to cure, within thirty (30) days after the Company has given written notice to the Executive describing such breach; (D) willful failure or refusal by the Executive to perform any directive of the Board of Directors of Driven Brands Holdings Inc. or any committee thereof or the duties of Executive's employment's employment hereunder which continues for a period of thirty (30) days following notice thereof by the Board of Directors of Driven Brands Holdings Inc. or such committee thereof to the Executive; (E) any act by the Executive constituting a felony (or its equivalent in any non-United States jurisdiction) or otherwise involving theft, fraud, dishonesty, misrepresentation or moral turpitude; (F) indictment for, conviction of, or plea of nolo contendere (or a similar plea) to, or the failure of the Executive to contest Executive's prosecution for any other criminal offense; (G) any violation of any law, rule or regulation (collectively, "Law") relating in any way to the business of activities of the Company, or its subsidiaries or affiliates, or other Law that is violated during the course of the Executive's performance of services hereunder, regulatory disqualification or failure to comply with any legal or compliance policies or code of ethics, code of business conduct, conflicts of interest policy, or similar policies of the Company or its subsidiaries or affiliates; (H) gross negligence or material willful misconduct. Executive Company to modify the Plan or this Agreement and does not guarantee that the RSUs will not be subject to interest and penalties under Section 409A. For the avoidance of doubt, the Company does not agree to indemnify the Participant from any taxes or penalties incurred under Section 409A. (d) General Assets. All amounts credited respect of performance RSUs to the book-entry account under this Agreement, including pursuant to Section 3 hereof, shall continue for all purposes to be part Executive's duties the general assets of the Company. The Participant's interest in such account shall make the Participant only a general, unsecured creditor of the Company. (e) Notices. Any notices provided for in this Agreement or the Plan shall be in writing and shall be deemed sufficiently given if either hand delivered or if sent by pdf/email or overnight courier, or by postage-paid first-class mail. Notices sent by mail shall be deemed received three business days after mailing but in no event later than the date of actual receipt. Notices shall be directed, if to the Participant, at the Participant's address indicated by the Company's records, or if to the Company, to the attention of the General Counsel at the Company's principal executive office. (f) Severability. The invalidity or inenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement, and each other provision of this Agreement shall be severable and enforceable to the extent permitted by law. (g) No Rights to Employment, Directorship or Service. Nothing contained in this Agreement shall be construed as giving the Participant any right to be retained, in any position officer consultant subsidiaries Affiliates or shall interfere with or restrict in any way the rights of the Company or any of its Affiliates, which are hereby expressly reserved, to remove, terminate or discharge the Participant at any time for any reason whatsoever. (h) Fractional Shares. No fractional shares of Common Stock shall be issued or delivered pursuant to this Agreement, and the Committee shall determine whether cash, other securities or other property shall be paid or transferred in lieu of any fractional shares of Common Stock, or whether such fractional shares of Common Stock or any rights thereto shall be canceled, terminated or otherwise eliminated. (i) Successors. The terms of this Agreement shall be binding upon and inure to the benefit of the Company and its successors and assigns, and of the Participant and the beneficiaries, executors, administrators, heirs and successors of the Participant. (i) Entire Agreement. This Agreement, the policies herein referenced, and the Plan contain the entire agreement and understanding of the parties hereto with respect to the subject matter contained herein and supersede all prior communications, representations and negotiations in respect thereto, other than any other non-competition, non-solicitation, non-disparagement or non-disclosure or other similar agreement to which the Participant may be a party, the covenants of which shall continue to apply to the Participant in accordance with the terms of such agreement. No change, modification or waiver of any provision of this Agreement shall be valid unless the same be in writing and signed by the parties hereto, except for any changes permitted without consent under Section 11 or 13 of the Plan.



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5. (k) Governing Law and Venue. This Agreement shall be construed and interpreted in accordance with the laws of the State of Delaware, without regard to principles of conflicts of laws thereof, affiliates; (l) principles of conflicts of laws of any other jurisdiction that could cause Executive's breach application fiduciary duty the laws of any jurisdiction other than the State of Delaware; (i) Dispute Resolution; Consent to Jurisdiction. All disputes between duty among any Persons arising out loyalty or in any way connected with the Plan, this Agreement or the RSUs shall be solely and finally settled by the Committee, acting in good faith, the determination of which shall be final (to the maximum extent permitted by applicable law). Any matters not covered by the preceding sentence shall be solely and finally settled in accordance with the Plan, and the Participant and the Company consent to the personal jurisdiction of the United States federal and state courts sitting in Wilmington, Delaware, as the exclusive jurisdiction with respect to matters arising out of or related to the enforcement of the Committee's determinations and resolution of matters, if any, related to the Plan or this Agreement not required to be resolved by the Committee. Each such Person hereby irrevocably consents to the service of process of any of the aforementioned courts in any such suit, action or proceeding by the mailing of copies thereof by registered or certified mail, postage prepaid, to the last known address of such Person, such service to become effective 10 days after such mailing. For the avoidance of doubt, the Company and the Participant acknowledge and agree that any arbitration agreement entered into, whether before or after the Date of Grant, between Participant and the Company or any subsidiary of the Company shall not apply to any dispute arising under or in connection with the Plan, this Agreement or the RSUs. (j) Waiver of Jury Trial. EACH PARTY HERETO HEREBY WAIVES, TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN ANY LEGAL PROCEEDING DIRECTLY OR INDIRECTLY ARISING OUT OF OR RELATING TO THIS AGREEMENT OR THE TRANSACTIONS CONTEMPLATED (WHETHER BASED ON CONTRACT, TORT OR ANY OTHER THEORY). Each party hereto (A) certifies that no representative, agent or attorney of any other party has represented, expressly or otherwise, that such other party would not, in the event of litigation, seek to enforce the foregoing waiver and (B) acknowledges that it and the other parties hereto have been induced to enter into this Agreement by, among other things, the mutual waivers and certifications in this section; (l) Headings. The headings of the Sections hereof are provided for convenience only and are not to serve as a basis for interpretation or construction, and shall not constitute a part of this Agreement; (m) Counterparts. This Agreement may be executed in one or more counterparts (including via electronic image scan (pdf)), each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other parties.



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6 (n) Electronic Signature and Delivery. This Agreement may be accepted by return signature or by electronic confirmation. By accepting this Agreement, the Participant consents to the electronic delivery of prospectuses, annual reports and other information required to be delivered by U.S. Securities and Exchange Commission or other similar applicable rules. The Company may, in its sole discretion, decide to deliver any documents related to current or future participation in the Plan by electronic means. The Participant hereby consents to receive such documents by electronic delivery and agrees to participate in the Plan through an on-line or electronic system established and maintained by the Company or a third party designated by the Company. [Remainder of page intentionally blank]



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Exhibit 10.34 DRIVEN BRANDS HOLDINGS INC. 2021 OMNIBUS INCENTIVE PLAN RESTRICTED STOCK UNIT AWARD AGREEMENT THIS RESTRICTED STOCK UNIT AWARD AGREEMENT (this "Agreement"), is entered into as of [DATE] (the "Date of Grant"), by and between Driven Brands Holdings Inc., a Delaware corporation (the "Company"), and [NAME] (the "Participant"). Capitalized terms used in this Agreement and not otherwise defined herein have the meanings ascribed to such terms in the Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan, as amended, restated or otherwise modified from time to time in accordance with its terms (the "Plan"). WHEREAS, the Company has adopted the Plan, pursuant to which restricted stock units ("RSUs") may be granted; and WHEREAS, the Committee has determined that it is in the best interests of the Company and its stockholders to grant the RSUs provided for herein to the Participant on the terms and subject to the conditions set forth herein, NOW, THEREFORE, for and in consideration of the premises and the covenants of the parties contained in this Agreement, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the parties hereto, for themselves, their successors and assigns, hereby agree as follows: 1. Grant of Restricted Stock Units. (a) Grant. The Company hereby grants to the Participant a total of [X] RSUs, on the terms and subject to the conditions set forth in this Agreement and as otherwise provided in the Plan. The RSUs shall vest in accordance with Section 2. The RSUs shall be credited to a separate book-entry account maintained for the Participant on the books of the Company. (b) Incorporation by Reference. The provisions of the Plan are incorporated herein by reference. Except as otherwise expressly set forth herein, this Agreement shall be construed in accordance with the provisions of the Plan and any interpretations, amendments, rules and regulations promulgated by the Committee from time to time pursuant to the Plan. The Committee shall have final authority to interpret and construe the Plan and this Agreement and to make any and all determinations under them, and its decision shall be binding and conclusive upon the Participant and the Participant's beneficiary in respect of any questions arising under the Plan or this Agreement. The Participant acknowledges that the Participant has received a copy of the Plan and has had an opportunity to review the Plan and agrees to be bound by all the terms and provisions of the Plan. 2. Vesting; Settlement. (a) Except as may otherwise be provided herein, the RSUs shall vest in equal installments (rounded to the nearest integer except for the last installment pursuant to which the remaining unvested RSUs shall vest) on each of the first three (3) anniversaries of the Date of Grant (each such date, a "Vesting Date"), subject to the Participant's continued employment with, or engagement to provide services to, the Company or its subsidiaries or affiliates; (J) any act or omission of the Participant that would constitute a breach of the terms of the Plan or this Agreement. (b) Subject to Section 4, each RSU shall be settled within 60 days following the Vesting Date by the Company's issuance to the Participant of a number of shares of Common Stock equal to the number of RSUs that vested on such Vesting Date.



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2 (c) In the event of a Change in Control prior to full vesting, Executive RSUs, any outstanding RSUs shall be treated as determined by the Committee in accordance with Section 12(b) of the Plan. 3. Dividend Equivalents. In the event of any issuance of a cash dividend on the shares of Common Stock (a "Dividend"), the Participant shall be credited, as of the payment date for such Dividend, with an amount (a "Dividend Equivalent") equal to the product of (i) the number of RSUs granted pursuant to this Agreement and outstanding as of the record date for such Dividend multiplied by (ii) the amount of the Dividend per share. Upon vesting of an RSU, the aggregate amount of the Dividend Equivalents (the "Distributable Amount") in respect of such vested RSU shall be distributed to the Participant in connection with the settlement of such vested RSU either in cash or, at the discretion of the Committee, in a number of shares of Common Stock with a Fair Market Value (as determined on the Vesting Date) equal to the Distributable Amount. To the extent any RSUs are forfeited prior to vesting, the corresponding Dividend Equivalents in respect thereof shall be forfeited immediately thereupon. 4. Termination of Employment or Services. If the Participant's employment with, or engagement to provide services to, the Company or any of its Affiliates terminates for any reason, all invested RSUs shall be canceled immediately and the Participant shall not be entitled to receive any payments with respect thereof. 5. Rights as a Stockholder. The Participant shall not be deemed for any purpose to be the owner of any shares of Common Stock underlying the RSUs unless, until and to the extent that (i) the Company shall have issued and delivered to the Participant the shares of Common Stock underlying the RSUs and (ii) the Participant's name shall have been entered as a stockholder of record with respect to such shares of Common Stock on the books of the Company. The Company shall cause the actions described in clauses (i) and (ii) of the preceding sentence to occur promptly following settlement as contemplated by this Agreement, subject to compliance with applicable laws. 6. Compliance with Legal Requirements. (a) Generally, The granting and settlement of the RSUs, and any other obligations of the Company under this Agreement, shall be subject to all applicable U.S. federal, state and local laws, rules and regulations, all applicable non-U.S. laws, rules and regulations and to such approvals by any regulatory or governmental agency as may be required. The Participant agrees to take all steps that the Committee or the Company determines are reasonably necessary to comply with all applicable provisions of U.S. federal and state securities law and non-U.S. securities law in exercising the Participant's rights under this Agreement. (b) Tax Withholding. Vesting and settlement of the RSUs shall be subject to the Participant's satisfying any applicable U.S. federal, state and local tax withholding obligations, and any applicable non-U.S. tax withholding obligations. The Company shall have the right, and is hereby authorized, to withhold from any amounts payable to the Participant in connection with the RSUs or otherwise, the amount of any required withholding taxes (up to the maximum permissible withholding amounts) in respect of the RSUs, their settlement, or any other payment or transfer of the RSUs (if permitted herein or under the Plan). The Company may also take any other actions as the Committee or the Company deem necessary to satisfy all obligations for the payment of such withholding taxes, including the right to sell the number of shares of Common Stock that would otherwise be available for delivery upon settlement of the RSUs necessary to generate sufficient proceeds to satisfy withholding obligations. The Participant may elect to satisfy, and the Company may in all events require the Participant to satisfy, in whole or in part, the tax obligations by withholding shares of Common Stock that would otherwise be deliverable to the Participant upon settlement of the RSUs with a Fair Market Value equal to such withholding liability.



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3.7. Clawback. (a) Forfeiture. Notwithstanding anything to the contrary contained herein, the Committee may cancel the RSU award if the Participant, without the consent of the Company, has engaged in or engages in activity that is in conflict with or adverse to the interests of the Company or any Affiliate while employed by, serving as a director of, or otherwise providing services to the Company or any Subsidiary, including fraud or conduct contributing to any financial restatements or irregularities, or violates a non-competition, non-solicitation, non-disparagement or non-disclosure covenant or other agreement with the Company or any Subsidiary (after giving effect to any applicable cure period set forth therein), as determined by the Committee. In such event, the Participant will forfeit any unvested RSUs (including any Dividend Equivalents, or other compensation, gain or other value realizable on such unvested RSUs) and such unvested RSUs shall be deemed cancelled immediately. The Participant must also repay the Company any gains or other amounts realized on the shares of Common Stock acquired in respect of RSUs that vested during the 12-month period immediately prior to the date of the Participant's adverse activity. (b) Clawback. To the extent required by applicable law or the rules and regulations of the Nasdaq Stock Market or any other securities exchange or inter-dealer quotation system on which the Common Stock is listed or quoted, or if so required pursuant to any written policy adopted by the Company (including any clawback policy adopted pursuant to Rule 10D-1 under the Exchange Act and Listing Rule 5608 adopted by The Nasdaq Stock Market), the RSUs shall be subject (including on a retroactive basis) to clawback, forfeiture or similar requirements in accordance with such regulation or policy. In addition, by accepting the RSUs, the Participant hereby expressly acknowledges and agrees that (i) all incentive compensation the Participant received or may receive from the Company or any Affiliate shall be subject to the terms and conditions of any such clawback policy, to the extent the Company determines the policy should apply to such compensation, and (ii) in connection with the enforcement of such clawback policy, the Company and its Affiliates shall have the right to reduce, cancel, or withhold against outstanding, unvested, vested, or future cash or equity-based compensation owed or due to the Participant and the Participant agrees to repay to the Company any incentive compensation previously paid to such Participant that is subject to such policy, in each case to the maximum extent permitted under applicable law. Without limiting the foregoing, if the Participant receives any amount in excess of what the Participant should have received under the terms of this Agreement for any reason (including without limitation by reason of a mistake in calculations or other administrative error), all as determined by the Committee, then the Participant shall promptly repay any such excess amount to the Company. 8. Miscellaneous. (a) Transferability. The RSUs may not be assigned, alienated, pledged, attached, sold or otherwise transferred or encumbered (a "Transfer") by the Participant other than by will or by the laws of descent and distribution or as otherwise permitted under Section 14(b) of the Plan. Any attempted Transfer of the RSUs contrary to the provisions hereof, and the levy of any execution, attachment or similar process upon the RSUs, shall be null and void and without effect. (b) Waiver. Any right of the Company contained in this Agreement may be waived in writing by the Committee. No waiver of any right hereunder by any party shall operate as a waiver of any other right, or as a waiver of the same right with respect to any subsequent occasion for its exercise, or as a waiver of any right to damages. No waiver by any party of any breach of this Agreement shall be held to constitute a waiver of any other breach or a waiver of the continuation of the same breach. (c) Section 409A. The RSUs are _____ be exempt from, or compliant with, Section 409A of the Code. Notwithstanding the foregoing or any provision of the Plan or this Agreement, if any provision of the Plan or this Agreement contravenes Section 409A of the Code or could cause the Participant to incur



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4 any tax, interest or penalties under Section 409A of the Code, the Committee may, in its sole discretion and without the Participant's consent, modify such provision to (i) comply with, or avoid being subject to, Section 409A of the Code, or to avoid the incurrence of taxes, interest and penalties under Section 409A of the Code, and/or (ii) maintain, to the maximum extent practicable, the original intent and economic benefit to the Participant of the applicable provision without **harm** increasing the cost to the Company **damage** contravening provisions of Section 409A of the Code. This Section 8(c) does not create an obligation on the part of the Company to modify the Plan or this Agreement and does not guarantee that the RSUs will not be subject to interest and penalties under Section 409A. For the avoidance of doubt, the Company does not agree to indemnify the Participant from any taxes or penalties incurred under Section 409A. (d) General Assets. All amounts credited in respect of the RSUs to the book-entry account under this Agreement, including pursuant to Section 3 hereof, shall continue for all purposes to be part of the general assets of the Company. The Participant's interest in such account shall make the Participant only a general, unsecured creditor of the Company. (e) Notices. Any notices provided for in this Agreement or the Plan shall be in writing and shall be deemed sufficiently given if either hand delivered or if sent by pdf/email or overnight courier, or by postage-paid first-class mail. Notices sent by mail shall be deemed received three **property, operations, financial condition** days after mailing but in no event later than the date of actual receipt. Notices shall be directed, if to the Participant, at the Participant's address indicated by the Company's records, **reputation** if to the Company, to the attention of the General Counsel at the Company's principal executive office. (f) Severability. The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement, and each other provision of this Agreement shall be severable and enforceable to the extent permitted by law. (g) No Rights to Employment, Directorship or Service. Nothing contained in this Agreement shall be construed as giving the Participant any right to be retained, in any position, as an employee, consultant or director **subsidiaries** Affiliates **affiliates**, **(K)** shall interfere with or restrict in any way **Executive's failure** rights of the Company or any of its Affiliates, which are hereby expressly reserved **cooperate, if requested** remove, terminate or discharge the Participant at any time for any reason whatsoever. (h) Fractional Shares. No fractional shares of Common Stock shall be issued or delivered pursuant to this Agreement, and the Committee shall determine whether cash, other securities or other property shall be paid or transferred in lieu of any fractional shares of Common Stock, or whether such fractional shares of Common Stock or any rights thereto shall be canceled, terminated or otherwise eliminated. (i) Successors. The terms of this Agreement shall be binding upon and inure to the benefit of the Company and its successors and assigns, and of the Participant and the beneficiaries, executors, administrators, heirs and successors of the Participant. (j) Entire Agreement. This Agreement, the policies herein referenced, and the Plan contain the entire agreement and understanding of the parties hereto with respect to the subject matter contained herein and supersede all prior communications, representations and negotiations in respect thereto, other than any other non-competition, non-solicitation, non-disparagement or non-disclosure or other similar agreement to which the Participant may be a party, the covenants of which shall continue to apply to the Participant in accordance with the terms of such agreement. No change, modification or waiver of any provision of this Agreement shall be valid unless the same be in writing and signed **Board** parties hereto, except for any changes permitted without consent under Section 11 or **12** **Directors** the Plan.



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5 (k) Governing Law and Venue. This Agreement shall be construed and interpreted in accordance with the laws of the State of Delaware, without regard to principles of conflicts of laws thereof, or principles of conflicts of laws of any other jurisdiction that could cause the application of the laws of any jurisdiction other than the State of Delaware. (l) Dispute Resolution; Consent to Jurisdiction. All disputes between or among any Persons arising out of or in any way connected with the Plan, this Agreement or the RSUs shall be solely and finally settled by the Committee, acting in good faith, the determination of which shall be final (to the maximum extent permitted by applicable law). Any matters not covered by the preceding sentence shall be solely and finally settled in accordance with the Plan, and the Participant and the Company consent to the personal jurisdiction of the United States federal and state courts sitting in Wilmington, Delaware, as the exclusive jurisdiction with respect to matters arising out of or related to the enforcement of the Committee's determinations and resolution of matters, if any, related to the Plan or this Agreement not required to be resolved by the Committee. Each such Person hereby irrevocably consents to the service of process of any of the aforementioned courts in any such suit, action or proceeding by the mailing of copies thereof by registered or certified mail, postage prepaid, to the last known address of such Person, such service to become effective 10 days after such mailing. For the avoidance of doubt, the Company and the Participant acknowledge and agree that any arbitration agreement entered into, whether before or after the Date of Grant, between Participant and the Company or any subsidiary of the Company shall not apply to any dispute arising under or in connection with the Plan, this Agreement or the RSUs. (i) Waiver of Jury Trial. EACH PARTY HERETO HEREBY WAIVES, TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN ANY LEGAL PROCEEDING DIRECTLY OR INDIRECTLY ARISING OUT OF OR RELATING TO THIS AGREEMENT OR THE TRANSACTIONS CONTEMPLATED (WHETHER BASED ON CONTRACT, TORT OR ANY OTHER THEORY). Each party hereto (A) certifies that no representative, agent or attorney of any other party has represented, expressly or otherwise, that such other party would not, in the event of litigation, seek to enforce the foregoing waiver and (B) acknowledges that it and the other parties hereto have been induced to enter into this Agreement by, among other things, the mutual waivers and certifications in this section. (f) Headings. The headings of the Sections hereof are provided for convenience only and are not to serve as a basis for interpretation or construction, and shall not constitute a part, of this Agreement. (m) Counterparts. This Agreement may be executed in one or more counterparts (including via electronic image scan (pdf)), each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other parties.



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6 (n) Electronic Signature and Delivery. This Agreement may be accepted by return signature or by electronic confirmation. By accepting this Agreement, the Participant consents to the electronic delivery of prospectuses, annual reports and other information required to be delivered by U.S. Securities and Exchange Commission or other similar applicable rules. The Company may, in its sole discretion, decide to deliver any documents related to current or future participation in the Plan by electronic means. The Participant hereby consents to receive such documents by electronic delivery and agrees to participate in the Plan through an on-line or electronic system established and maintained by the Company or a third party designated by the Company. [Remainder of page intentionally blank]



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Signature Page to Restricted Stock Unit Award Agreement] IN WITNESS WHEREOF, this Restricted Stock Unit Award Agreement has been executed by the Company and the Participant as of the day first written above. DRIVEN BRANDS HOLDINGS INC. By: Name: Title: PARTICIPANT [NAME]



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Exhibit 10.35 DRIVEN BRANDS HOLDINGS INC. 2021 OMNIBUS INCENTIVE PLAN PERFORMANCE-BASED RESTRICTED STOCK UNIT AWARD AGREEMENT THIS RESTRICTED STOCK UNIT AWARD AGREEMENT (including Exhibit A attached hereto, this "Agreement"), is entered into as of [DATE] (the "Date of Grant"), by and between [NAME] a Delaware corporation (the "Company"), and [NAME] (the "Participant"). Capitalized terms used in this Agreement and not otherwise defined herein have the meanings ascribed to such terms in the Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan, as amended, restated or otherwise modified from time to time in accordance with its terms (the "Plan"). WHEREAS [Executive's or Company has adopted] Company's business practices, whether internal or external, including, but not limited to [Plan, pursuant to which restricted stock units subject to service- and performance-vesting criteria ("PSUs") may be granted; and WHEREAS, the Committee has determined that it is in the best interests of the Company and its stockholders to grant the PSUs provided for herein; [Executive's refusal] Participant on the terms and subject to [be deposited] the conditions set forth herein. NOW, THEREFORE, for and in consideration of the premises and the covenants of the parties contained in this Agreement, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the parties hereto, for themselves, their successors and assigns, hereby agree as follows: 1. Grant of Performance-Based Restricted Stock Units. (a) Grant. The Company hereby grants to the Participant (i) PSUs (the "Target PSUs"), on the terms and subject to the conditions set forth in this Agreement and as otherwise provided in the Plan. As more fully described in Section 2 and Exhibit A, each PSU represents the right to receive one share of Common Stock, subject to (i) the achievement of the applicable performance goals described in Exhibit A and (ii) the Participant's continued employment with [engagement] testimony or evidence at any trial, proceeding or inquiry; (L) any chemical dependence of the Executive which materially interferes with the performance of Executive's duties and responsibilities; service; [subsidiaries or affiliates; or (M) Affiliates through] Executive's voluntary resignation or other termination Vesting Date. (b) Incorporation by Reference. The provisions [employment] effected the Plan are incorporated herein by reference. Except as otherwise expressly set forth herein, this Agreement shall be construed in accordance with the provisions of the Plan and any interpretations, amendments, rules and

regulations promulgated Executive at Committee from time to time pursuant to the Plan. The Committee shall have final authority to interpret and construe the Plan and this Agreement and to make time when and all determinations under them, and its decisions shall be binding and conclusive upon Company could effect Participant and the Participant's beneficiary in respect of any questions arising under the Plan or this Agreement. The Participant acknowledges that the Participant has received a copy of the Plan and has had an opportunity to review the Plan and agrees to be bound by all the terms and provisions of the Plan. 2. Calculation of Amount Earned. Settlement. (a) The total number of PSUs earned, if any, shall be the amounts earned (rounded to the nearest integer) determined based on the achievement of each of the performance metrics for the Performance Period as set forth in Exhibit A. (b) Following the end of the Performance Period, the Committee shall certify the final attainment of the performance metrics and the Performance Multipliers achieved in accordance with Exhibit A (the date of termination certification, the "Certification Date"). The number of earned PSUs shall be calculated in accordance Cause such certification and, subject to Section 4, each earned PSU shall be settled by no later than March 15th of the calendar year following the end of the Performance Period by the Company's



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2. Issuance to the Participant of a number of shares of Common Stock equal to the number of earned PSUs (the date of such settlement, the "Settlement Date"). (c) In the event of a Change in Control prior to the Vesting Date, any outstanding PSUs shall be treated as determined by the Committee in accordance with Section 12(b) of the Plan. 3. Dividend Equivalents. In the event of any issuance of a cash dividend on the shares of Common Stock (a "Dividend"), the Participant shall be credited, as of the payment date for such Dividend, with an amount (a "Dividend Equivalent") equal to the product of (i) the number of Target PSUs granted Agreement, (i) "Good Reason" will exist if, without Executive's written signed consent Agreement and outstanding as of the record date for such Dividend multiplied by (ii) the amount of the Dividend per share. The aggregate amount of the Dividend Equivalents shall be adjusted to reflect the number of earned PSUs (the "Distributable Amount") and only such Distributable Amount shall be distributed to the Participant in connection with the settlement of the earned PSUs either in cash or, at the discretion of the Committee, in a number of shares of Common Stock with a Fair Market Value (as determined on the Vesting Date) equal to the Distributable Amount. To the extent any PSUs are forfeited or not earned prior to vesting, the corresponding Dividend Equivalents in respect thereof shall be forfeited immediately thereupon. 4. Termination of Employment or Services. If the Participant's employment with, or engagement to provide services to, the Company or any of its Affiliates terminates for any reason prior to the Vesting Date, all PSUs shall be canceled immediately and the Participant shall not be entitled to receive any payments with respect thereof. 5. Rights as a Stockholder. The Participant shall not be deemed for any purpose to be the owner of any shares of Common Stock underlying the PSUs unless, until and to the extent that, either Executive's base salary or target Annual Bonus percentage is decreased (except the Company shall have issued and delivered to the Participant the shares of Common Stock underlying the PSUs and (ii) the Participant's name shall have been entered as a stockholder of record with respect to such shares of Common Stock on the books of the Company. The Company shall use commercially reasonable efforts to cause the actions described clauses (i) and (ii) of, case preceding sentence to occur promptly following settlement as contemplated by this Agreement, subject to compliance with applicable laws. 6. Compliance with Legal Requirements. (a) Generally. The granting and settlement a reduction that applies the PSUs, and any other obligations of the Company under this Agreement, shall be subject senior executives applicable U.S. federal, state and local laws, rules and regulations, all applicable non-U.S. laws, rules and regulations and to such approvals by any regulatory or governmental agency as may be required. The Participant agrees to take all steps that the Committee or the Company determines are reasonably necessary to comply with all applicable provisions of U.S. federal and state securities law and non-U.S. securities law in exercising the Participant's rights under this Agreement. (b) Tax Withholding. Vesting and settlement Company), (i) there PSUs shall be subject to the Participant's satisfying any applicable U.S. federal, state and local tax withholding obligations and any applicable non- U.S. tax withholding obligations. The Company shall have the right, and hereby authorized, to withhold from any amounts payable to the Participant in connection with the PSUs or otherwise the amount of any required withholding taxes (up to the maximum permissible withholding amounts) in respect of the PSUs, their settlement, or any other payment or transfer of the PSUs (if permitted herein or under the Plan). The Company may also take any other actions as the Committee or the Company deem necessary to satisfy all obligations for the payment of such withholding taxes, including the right to sell the number of shares of Common Stock that would otherwise be available for delivery upon settlement of the PSUs necessary to generate sufficient proceeds to satisfy withholding obligations. The Participant may elect to satisfy, and



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3 the Company may in all events require the Participant to satisfy, in whole or in part, the tax obligations by withholding shares of Common Stock that would otherwise be deliverable to the Participant upon settlement of the PSUs with material diminution Fair Market Value equal to such withholding liability. 7. Clawback. (a) Forfeiture. Notwithstanding anything to the contrary contained herein, the Committee may cancel the PSU award if the Participant, without the consent of the Company, has engaged Executive's authority, duties responsibilities, (ii) Executive engages in activity that required in conflict with or adverse report to anybody other than Chief Executive Officer interests the Board any Affiliate while employed by, serving as a director Directors of Driven Brands Holdings Inc., (iv) the geographic location of the primary place for performance of Executive's duties and responsibilities is moved greater than a fifty (50) mile radius from Charlotte, NC; provided, however, that no act or omission described in clauses (i) through (iv) will be treated as "Good Reason" under this Employment Agreement unless (1) Executive delivers otherwise providing services or any Subsidiary, including fraud or conduct contributing to any financial restatements or irregularities, or violates written statement non-competition, non-solicitation, non-disparagement or non-disclosure covenant or other agreement with the Company or any Subsidiary (after giving effect to any applicable cure period set forth therein), as determined by the Committee. In such event, the Participant will forfeit any unvested PSUs (including any Dividend Equivalents, or other compensation, gain or other value realizable on such unvested PSUs) and such unvested PSUs shall be deemed cancelled immediately. The Participant must also repay the Company any gains or other amounts realized on the shares of Common Stock acquired in respect of PSUs that vested during the 12-month period immediately prior to the date basis for Executive's belief that Good Reason exists within thirty (30) days of Participant's adverse activity, (b) Clawback. To event giving rise to the claim of Good Reason, (2) Executive gives the Company thirty (30) days after delivery of such statement to cure the basis for such belief, and (3) Executive actually resigns during the five (5) day period which begins immediately after the end of such thirty (30) day cure period if Good Reason continues to exist after the end of such thirty (30) day cure period. (g) Termination for Disability or Death. (1) Disability. The Company may terminate Executive's employment if Executive is unable substantially to perform Executive's duties and responsibilities hereunder to the full applicable law or Board rules and regulations Directors the Nasdaq Stock Market or any other securities exchange or inter-dealer quotation system on which the Common Stock is listed or quoted, or if so required pursuant to any written policy adopted by the Company (including any clawback policy adopted pursuant to Rule 10D-1 under the Exchange Act and Listing Rule 5608 adopted by The Nasdaq Stock Market), the PSUs shall be subject (including on a retroactive basis) to clawback, forfeiture or similar requirements in accordance with such regulation or policy. In addition, by accepting the PSUs, the Participant hereby expressly acknowledges and agrees that (i) all incentive compensation the Participant received or may receive from the Company or any Affiliate shall be subject to the terms and conditions Driven Brands Holdings Inc. any such clawback policy, to the extent the Company determines the policy should apply to such compensation, and (ii) in connection with the enforcement of such clawback policy, the Company and its Affiliates shall have the right to reduce, cancel, or withhold against outstanding, unvested, vested, or future cash or equity-based compensation owed or due to the Participant and the Participant agrees to repay to the Company any incentive compensation previously paid to such Participant that is subject to such policy, in each case to the maximum extent permitted under applicable law. Without limiting the foregoing, if the Participant receives any amount in excess of what the Participant should have received under the terms of this Agreement for any reason (including without limitation Permanent Disability mistake in calculations or other administrative error), all defined below, Executive will, upon her Termination of Employment determined reason of a Permanent Disability, be entitled the Committee, then the Participant shall promptly repay any such excess amount following Company. 8. Miscellaneous: (a) Transferability. The PSUs may not be assigned, alienated, pledged, attached, sold or otherwise transferred or encumbered (a "Transfer") by the Participant other than by will or by the laws of descent and distribution, or as otherwise permitted under Section 14(b) of the Plan. Any attempted Transfer of the PSUs contrary to the provisions hereof, and the levy of any execution, attachment or similar process upon the PSUs, shall be null and void and without effect. (b) Waiver. Any right of the Company contained in this Agreement may be waived in writing by the Committee. No waiver of any right hereunder by any party shall operate as a waiver of any other right, or as a waiver of the same right with respect to any subsequent occasion for its exercise, or as a waiver of any right to damages. No waiver by any party of any breach of this Agreement shall be held to constitute a waiver of any other breach or a waiver of the continuation of the same breach.



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4. (c) Section 409A. The PSUs are intended to be exempt from, or compliant with, Section 409A of the Code. Notwithstanding the foregoing or any provision of the Plan or this Agreement, if any provision of the Plan or this Agreement contravenes Section 409A of the Code or could cause the Participant to incur any tax, interest or penalties under Section 409A of the Code, the Committee may, in its sole discretion and without the Participant's consent, modify such provision to (i) comply with, or avoid being subject to, Section 409A of the Code, or to avoid the incurrence of taxes, interest and penalties under Section 409A of the Code, and/or (ii) maintain, to the maximum extent practicable, the original intent and economic benefit to the Participant of the applicable provision without materially increasing the cost to the Company or contravening the provisions of Section 409A of the Code. This Section 8(c) does not create an obligation on the part of the Company to modify the Plan or this Agreement and does not guarantee that the PSUs will not be subject to interest and penalties under Section 409A. For the avoidance of doubt, the Company does not agree to indemnify the Participant from taxes or penalties incurred under Section 409A. (d) General Assets. All earned, accrued credited in respect of the PSUs to the book-entry account under this Agreement, including pursuant to Section 3 hereof, shall continue for all purposes to be part of the general assets of the Company. The Participant's interest in such account shall make the Participant only a general, unsecured creditor of the Company. (e) Notices. Any notices provided for in this Agreement owing the Plan shall be in writing and shall be deemed sufficiently given if either hand delivered or if sent by pdf/email or overnight courier, or by postage-paid first-class mail. Notices sent by mail shall be deemed received three business days after mailing in no event later than the date of actual receipt. Notices shall be directed, if to the Participant, at the Participant's address indicated by the Company's records, or if to the Company, to the attention of the General Counsel at the Company's principal executive office. (f) Severability. The invalidity or unenforceability of any provision of this Agreement shall yet paid affect the validity or enforceability of any other provision of this Agreement, and each other provision of this Agreement shall be severable and enforceable to the extent permitted by law. (g) No Rights to Employment, Directorship or Service. Nothing contained in this Agreement shall be construed as giving the Participant any right to be retained, in any position, as an employee, consultant or director of the Company or any of its Affiliates or shall interfere with or restrict in any way the rights of the Company or any

of its Affiliates, amounts will are hereby expressly reserved, to remove, terminate or discharge the Participant at any time for any reason whatsoever. (h) Fractional Shares. No fractional shares of Common Stock shall be issued or delivered pursuant to this Agreement, and the Committee shall determine whether cash, other securities or other property shall within thirty (30) days following or transferred in lieu of any fractional shares of Common Stock, or whether Termination fractional shares Employment Common Stock or any units thereto shall be canceled, terminated or otherwise eliminated. (i) Successors. The terms of this Agreement shall be binding upon (i) continued participation inure to the benefit of the Company and its successors and assigns, and of the Participant and the beneficiaries, executors, administrators, heirs and successors of the Participant. (j) Entire Agreement. This Agreement, the policies herein referenced, and the Plan contain the entire agreement and understanding of the parties hereto with respect to the subject matter contained herein and supersede all prior communications, representations and negotiations in respect thereto, other than any other non-competition, non-solicitation, non-disparagement or non-disclosure or other similar agreement to which the Participant may be a party, the covenants of which shall continue to apply to the Participant plans, in those employee welfare benefit plans in which Executive was participating on the date agreement. No change, modification or waiver termination which, but their terms, permit a former employee to participate. In such event, the Company will have no further liability or obligation to Executive for compensation under any provision of Employment Agreement. Executive agrees, in the event of a dispute under this Section 4(n)(1), to submit to a physical examination by a licensed physician selected by the Board of Directors of Driven Brands Holdings Inc. "Permanent Disability" has the same meaning as for purposes of the Company's permanent disability insurance policies which now or hereafter cover the permanent disability of Executive or, in the absence of such policies, means the inability of Executive to work in a customary day-to-day capacity for six (6) consecutive



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months 5 Agreement shall be valid unless the same be in writing and signed by the parties hereto, except for any changes permitted without consent under Section 11 13 of the Plan. (k) Governing Law and Venue. This Agreement shall be construed and interpreted in accordance with the laws of the State of Delaware, without regard to principles of conflicts of laws thereof, or principles of conflicts of laws of any other jurisdiction that could cause the application of the laws of any jurisdiction other than the State of Delaware. (l) Dispute Resolution; Consent to Jurisdiction. All disputes between or among any Persons arising out of or in any way connected with the Plan, this Agreement or the PSUs shall be solely and finally settled by the Committee, acting in good faith, the determination of which shall be final (to the maximum extent permitted by applicable law). Any matters not covered by the preceding sentence shall be solely and finally settled in accordance with the Plan, and the Participant and the Company consent to the personal jurisdiction of the United States federal and state courts sitting in Wilmington, Delaware, as the exclusive jurisdiction with respect to matters arising out of or related to the enforcement of the Committee's determinations and resolution of matters, if any, related to the Plan or this Agreement not required to be resolved by the Committee. Each such Person hereby irrevocably consents to the service of process of any of the aforementioned courts in any such suit, action or proceeding by the mailing of copies thereof by registered or certified mail, postage prepaid, to the last known address of such Person, such service to become effective 10 days after such mailing. For the avoidance of doubt, the Company and the Participant acknowledge and agree that any arbitration agreement entered into, whether before or after the Date of Grant, between Participant and the Company or any subsidiary of the Company shall not apply to any dispute arising under or in connection with the Plan, this Agreement or the PSUs. (i) Waiver of Jury Trial. EACH PARTY HERETO HEREBY WAIVES, TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN ANY LEGAL PROCEEDING DIRECTLY OR INDIRECTLY ARISING OUT OF OR RELATING TO THIS AGREEMENT OR THE TRANSACTIONS CONTEMPLATED (WHETHER BASED ON CONTRACT, TORT OR ANY OTHER THEORY). Each party hereto (A) certifies that no representative, agent or attorney of any other party has represented, expressly or otherwise, that such other party would not, in the event of litigation, seek to enforce the foregoing waiver and (B) acknowledges that it and the other parties hereto have been induced to enter into this Agreement by, among other things, the mutual waivers and certifications in this section. (l) Headings. The headings of the Sections hereof are provided six (6) months within convenience only and are not to serve as twelve (12) month period, basis for interpretation or construction, and shall not constitute a part, of this Agreement. (m) Counterparts. This Agreement may be executed in one or more counterparts (including via electronic image scan (pdf)), each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other parties.



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6 (n) Electronic Signature and Delivery. This Agreement may be accepted by return signature or by electronic confirmation. By accepting this Agreement, the Participant consents to the electronic delivery of prospectuses, annual reports and other information required to be delivered by U.S. Securities and Exchange Commission or other similar applicable rules. The Company may, in its sole discretion, decide to deliver any documents related to current or future participation in the Plan by electronic means. The Participant hereby consents to receive such documents by electronic delivery and agrees to participate in the Plan through an on-line or electronic system established and maintained by the Company or a third party designated by the Company. [Remainder of page intentionally blank]



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Signature Page to Performance-Based Restricted Stock Unit Award Agreement] IN WITNESS WHEREOF, this Performance-Based Restricted Stock Unit Award Agreement has been executed by the Company and the Participant as of the day first written above. DRIVEN BRANDS HOLDINGS INC. By: Name: Title: PARTICIPANT [Name]



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[Exhibit A to Performance-Based Restricted Stock Unit Award Agreement] Exhibit A Performance Metrics The total number of PSUs earned, if any, shall be the amounts earned (rounded to the nearest integer) determined based on the achievement of each of the performance metrics for the Performance Period as set forth below. Performance Level Cumulative Adjusted EBITDA* (60% of Target PSUs) Relative TSR (40% of Target PSUs) Performance Multiplier Below Threshold Less than 90% of target Less than the 25th Percentile 0% Threshold 90% of target 25th Percentile 50% Target 100% of target 50th Percentile 100% Maximum Greater than or equal to 110% of target Greater than or equal to the 75th Percentile 200% *Subject to adjustments. Board Committee in accordance with this Agreement and the Plan, the Cumulative Adjusted EBITDA target is \$[]. No PSUs shall be earned in respect Directors a performance metric if the Company's performance is less than the Threshold level. If the performance level in respect of a performance metric is between Threshold and Target, or between Target and Maximum then the Performance Multiplier for that performance metric will be determined by linear interpolation. (a) 60% of the Target PSUs shall be earned (from 0-200%) in accordance with the Performance Multiplier determined above based on the Company's achievement of the Cumulative Adjusted EBITDA metric over the Performance Period, and 40% of the Target PSUs shall be earned (from 0-200%) in accordance with the Performance Multiplier determined above based on the Company's performance compared to the Relative TSR Metric over the Performance Period. The Performance Multiplier shall be determined independently for each performance metric. For illustrative purposes only, if the Cumulative Adjusted EBITDA metric were achieved at 95% of the Target level and the Relative TSR metric were achieved at 105% of the Target Level, then: (i) The Performance Multiplier for the Cumulative Adjusted EBITDA metric would be 75%, and thus 45% of the Target PSUs (i.e., 75% x 60%) would be earned; and (ii) The Performance Multiplier for the Relative TSR metric would be 150%, and thus an additional 60% of the Target PSUs (i.e., 150% x 40%) would be earned (for a total of 105% of the Target PSUs that would be earned). (b) Pursuant to its authority under the Plan, the Committee may in its discretion make appropriate adjustments (i) in the Cumulative Adjusted EBITDA target (which may be adjusted annually, following the end of the Performance Period, or at other relevant times in the discretion of the Committee) to reflect any changes in business of the Company and its Subsidiaries during the Performance Period or other unanticipated events or occurrences, including without limitation, any or all acquisitions or divestitures, or (ii) in determining TSR to reflect any changes in



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(Exhibit A to Performance-Based Restricted Stock Unit Award Agreement) capitalization of the Company or any company in the Peer Group (e.g., spin-offs, stock splits), or (iii) in the event of a Change in Control of the Company, and otherwise shall in its discretion make all determinations required under this Agreement. If any of the companies in the Peer Group is acquired and ceases to be publicly traded during the Performance Period, any such company shall be removed from the Peer Group (and treated as if it was never in the Peer Group). If any of the foregoing companies files for (or is otherwise placed into) bankruptcy during the Performance Period, any such company's TSR shall be treated as having (or being tied for having) the lowest TSR in the Peer Group for the Performance Period. (c) For purposes of this Agreement: (i) "Cumulative Adjusted EBITDA" means, for the Performance Period, earnings before interest expense, income tax expense, and depreciation and amortization, with further adjustments for acquisition-related costs, straight-line rent, equity compensation, loss on debt extinguishment and other non-recurring, non-core, infrequent or unusual charges; (ii) "Ending Share Price" means, with respect to any particular company (including the Company), the VWAP of such company's common stock for the last 90 trading days of the Performance Period; (iii) "Initial Share Price" means, with respect to any particular company (including the Company), the VWAP of such company's common stock for the last 90 trading days prior to the first day of the Performance Period; (iv) "Peer Group" means each of the constituent companies that compose the S&P MidCap 400 Index as of the first date of the Performance Period, as adjusted pursuant to (b) above; (v) "Performance Period" means the period beginning on the first day of the Company's 2024 fiscal year and ending on the last day of the Company's 2026 fiscal year; (vi) "Relative TSR" shall mean the percentile rank of the Company's TSR determined by dividing (x) the Company's numerical position in the ranking of the TSRs calculated for each company in the Peer Group as of the end of the Performance Period (ranking by lowest to highest TSR) by (y) the total number of companies included in the Peer Group as of the end of the Performance Period, rounding to the nearest hundredth; (vii) "TSR" means, with respect to any one company, the product of (1) the quotient obtained by dividing (x) the Ending Share Price minus the Initial Share Price (assuming all dividends and other distributions made on such shares are reinvested), by (y) the Initial Share Price, multiplied by (z) 100; (viii) "Vesting Date" means the Certification Date; (ix) "VWAP" means, for any particular company, the volume weighted averages of the trading prices of such company's common stock on the applicable securities



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[Exhibit A to Performance-Based Restricted Stock Unit Award Agreement] exchange on which such shares are traded (as reported by Bloomberg or, if not reported thereby, in another authoritative source selected by the Company).



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Exhibit 10.40 FORM [DRVN LETTERHEAD] [DATE] [EMPLOYEE NAME EMPLOYEE ADDRESS] Dear [EMPLOYEE NAME]: As you know, in connection with the initial public offering (the "IPO") (2) Death. This Employment Agreement will terminate (the "Company"), the Company previously granted you certain equity awards in exchange for the Class B Common Units you held in Driven Investor LLC as of immediately prior to the IPO. These awards included (i) certain non-qualified stock options to purchase shares of the Company's common stock, par value \$0.01 per share ("Common Stock") under the Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan and the applicable award agreement provided to you (the "Option Agreement") that are subject to the performance-based vesting conditions specified event of Executive's death, Executive's estate will be entitled upon Executive's death to (i) any amounts earned, accrued or owing by not yet paid, which amounts will be paid within thirty (30) days following such Termination of Employment, Option Agreement (such performance-based options, the "Top-Up Options"), any other benefits certain restricted shares of Common Stock under the Driven Investor LLC Incentive Equity Plan and the applicable award agreement provided which Executive you (the "Restricted Share Agreement") that are subject to the performance-based vesting conditions specified in the Restricted Share Agreement (such performance-based restricted shares, the "Distributed Shares" and together with the Top-Up Options, the "IPO Performance Awards"). All of your outstanding IPO Performance Awards are listed in Exhibit A attached hereto. The Company has determined to waive the performance-based vesting conditions of all of your unvested IPO Performance Awards and instead provide that all of your unvested IPO Performance Awards shall be subject to a time-based vesting schedule on the terms specified in this letter agreement (the "Agreement"), in exchange for your execution of this Agreement. 1. Effectiveness. This Agreement entitled in accordance with effective as of the date first set forth above. 2. Vesting Schedule Change. (a) Subject to this Agreement, (i) performance-based vesting conditions of all of your unvested IPO Performance Awards, as listed in Exhibit A, are hereby waived (including, for the avoidance of doubt, the requirement that Roark Capital Management, LLC and its affiliates collectively own and control less than 50% of the equity and voting interests in the Company), (ii) all of your unvested IPO Performance Awards shall instead fully vest as of April 30, 2025 (the "Service Date"), subject to your Continuous Service (as defined in your Option Agreement or Restricted Share Agreement, as applicable) through the Service Date, and (iii) all of your outstanding and unvested IPO Performance Awards shall immediately vest in full upon a Sale Transaction, as such definition is modified by this Agreement below, that occurs prior to the Service Date subject to your Continuous Service through the date of the Sale Transaction (collectively, the "Vesting Schedule Change"). (b) The definition of "Sale Transaction" in your Option Agreement and Restricted Share Agreement is hereby amended and restated to read as follows: "Sale Transaction" means any one of the following: (i) the sale, lease, transfer, conveyance or other disposition, in one transaction or a series of related transactions (including by way of merger, consolidation, recapitalization, reorganization or sale of securities of one or more of the Company's Subsidiaries), to any Person for value, of all or substantially all of the assets of the Company and its Subsidiaries on a consolidated basis; (ii) a transaction or



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2 series of transactions (including by way of merger, consolidation, recapitalization, reorganization or sale of securities by the holders of securities of the Company) with any Person the result of which is that the shareholders immediately prior to such transaction are (after giving effect to such transaction) no longer, in the aggregate, the "beneficial owners" (as such term is defined in Rule 13d-3 and Rule 13d-5 promulgated under the Securities Exchange Act of 1934, as amended, and plans, rules, programs regulations thereunder, and any successor to such statute, rules or regulations), directly or indirectly through one or more intermediaries, of more than 50% of the shares of the Company on an as converted fully-diluted basis; or (iii) the Common Stock no longer being listed on a national securities exchange. Notwithstanding the foregoing, a Sale Transaction shall not include any such transaction effected by the issuance of Equity Securities by the Company or any of its Subsidiaries without any subsequent redemptions of other Equity Securities. The Company will have no further liability or obligation under this Employment Agreement to Executive's executors, legal representatives, administrators, heirs or assigns or any other person claiming under or through Executive. (h) Benefits at Termination of Employment. Executive will have, upon termination of Executive's employment, (c) Except as expressly modified by Section 2(a) and (b) above, right to receive any benefits payable under the Company's employee benefit plans, programs and policies that Executive otherwise has a nonforfeitable right to receive under the remaining such plans, programs and policies (other than severance benefits), independent of Executive's rights under this Employment Agreement. SECTION 6. Continuation of the Employment Agreement. The Employment Agreement will continue your IPO Performance Awards remain including the exercise price and expiration date applicable to your Top-Up Options. For the avoidance of doubt, the Vesting Schedule Change does not affect any time-based equity awards granted to you in connection with the IPO (other than with respect to the amendment to the definition of Sale Transaction above) or any of your other performance or time-based equity awards in the Company which are not IPO Performance Awards listed in Exhibit A. 3. Release. (a) In consideration for the benefits provided under this Agreement, including the Vesting Schedule Change, you, for yourself and on behalf of your past, present or future heirs, executors, spouses, trustees, beneficiaries, representatives, attorneys, administrators, successors and assigns (each, a "Releasing Party") hereby absolutely, unconditionally and irrevocably and forever releases and discharges the Company and its affiliates, predecessors, successors and assigns, and each of such person's past, present and future directors, direct and indirect stockholders, officers, employees, agents, subsidiaries, affiliates, attorneys, representatives, successors and assigns (each such releasee, a "Released Party"), of and from, and hereby unconditionally and irrevocably waives, any and all claims (including any derivative claim on behalf of any person), actions, causes of action, suits, arbitrations, proceedings, debts, liabilities, obligations, sums of money, accounts, covenants, contracts, controversies, agreements, promises, damages, fees, expenses, judgments, executions, claims and demands arising out, relating to, against or in any way connected with any Released Party of any kind or character whatsoever, known or unknown, at law or in equity, that such Releasing Party ever had, now has or ever may have or claim to have against any Released Party, for or by reason of any matter, circumstance, event, action, inaction, omission, cause or thing whatsoever arising on or prior to the date of this Agreement relating to your employment or other services provided to the Company (collectively, the respective "Released Claims"). (b) Notwithstanding the foregoing, the Released Claims shall not include your rights (if any) to: any accrued but unpaid compensation or any other payment or benefit to which you are legally entitled under any other contractual agreements with the Company; benefits under any employee benefit plans; its their except (including any right to reimbursement of properly incurred business expenses); any claim that arises after the date you sign this Agreement; any claim for indemnification, advancement of expenses or D&O liability insurance coverage under any indemnification agreement with the Company, the Company's governing documents, or the Company's D&O or fiduciary liability insurance policies; any rights modified a stockholder of the Company, the filing of any claims under state workers' compensation or unemployment laws; claims under the Age Discrimination and Employment Act of 1967; and/or claims which you cannot waive as a matter of law, and this Agreement shall not be interpreted to require you to waive or release your right to file a charge with or report allegedly unlawful conduct to the



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3 Equal Employment Opportunity Commission, the National Labor Relations Board, or the Securities and Exchange Commission. You do waive and release your right to any monetary recovery or other personal relief should the such agencies enforcing employment laws pursue claims on your behalf; provided, that you do not waive any rights to any whistleblower incentives provided under applicable law. You understand that nothing in this Agreement is intended to interfere with or discourage your good faith disclosure to any governmental entity related to a suspected violation of the law, and you further understand that the Released Parties will not retaliate against you in any way for a disclosure made pursuant to this provision. The foregoing release is not intended to indicate that any Released Claims exist or that, if they do exist, they are meritorious. (c) [For the purpose of giving a full and complete release, you understand and agree that this Agreement includes all claims that you may have and that you do not now know or suspect to exist in your favor against any of the Released Parties, and that this Agreement extinguishes those claims. Further, you waive all the benefits and rights granted by California Civil Code Section 1542, and any other applicable similar laws, which provides: A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE, AND THAT IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.] 4. Acknowledgment. You hereby acknowledge and agree that the IPO Performance Awards reflected in Exhibit A represent all of your outstanding Top-Up Options and Distributed Shares as of the date hereof and such awards are your only equity awards affected Amendment. SECTION Agreement (other than with respect to the amendment to the definition of Sale Transaction in your Option Agreement and Restricted Share Agreement). 5. Amendment/Waiver. No provision of this Agreement may be amended, modified, waived or discharged except by a written document signed by you and a duly authorized officer of the Company. The failure of a party to insist upon strict adherence to any term of this Agreement on any occasion will not be considered a waiver of such party's rights or deprive such party of the right thereafter to insist upon strict adherence to that term or any other term of this Agreement. 6. Entire Agreement. This Agreement, including Exhibit A, sets forth the entire agreement of the parties hereto in respect of the subject matter contained herein and supersedes all prior agreements, promises, covenants, arrangements, communications, representations or warranties, whether oral or written, (other than the Option Agreement (as modified hereby), Restricted Share Agreement (as modified hereby), Driven Brands Holdings Inc. 2021 Omnibus Incentive Plan, and Driven Investor LLC Incentive Equity Plan) Execution in Governing Law. The validity, interpretation, construction and performance of this Agreement will be governed by the laws of the State of Delaware, without giving effect to its conflicts of law. 1 NTD. Include for any California employees (if any hold IPO Performance Awards).



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4.8. Amendment Agreement any number two or more counterparts (including by facsimile counterparts PDF) to be as against any party whose signature appears thereon, and but together together This Amendment will become binding when one or more counterparts 9. Severability. In the event that any provision Amendment individually Agreement will be illegal taken together, bear invalid for any reason, said illegality or invalidity will not affect Signature of all of remaining parts hereof, but this Agreement will be construed and enforced as if such illegal and invalid provision never existed. Please sign this Agreement and return parties reflected hereon as signed copy to [] by no later than []. We thank you for your efforts with signatories. [Signature page follows]



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Company to date and look forward to your continued service with us. Amendment Agreement effective first written above: DRIVEN BRANDS SHARED SERVICES LLC of the last signature below. Driven Brands Holdings Inc. By: Tiffany Mason [Signature Page Date: Agreed Amendment to Employment Agreement] Scott O'Melia EVP, General Counsel and accepted by: [EMPLOYEE NAME] Date:

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Exhibit 10.40 FORM [Exhibit A] Exhibit A IPO Performance Awards

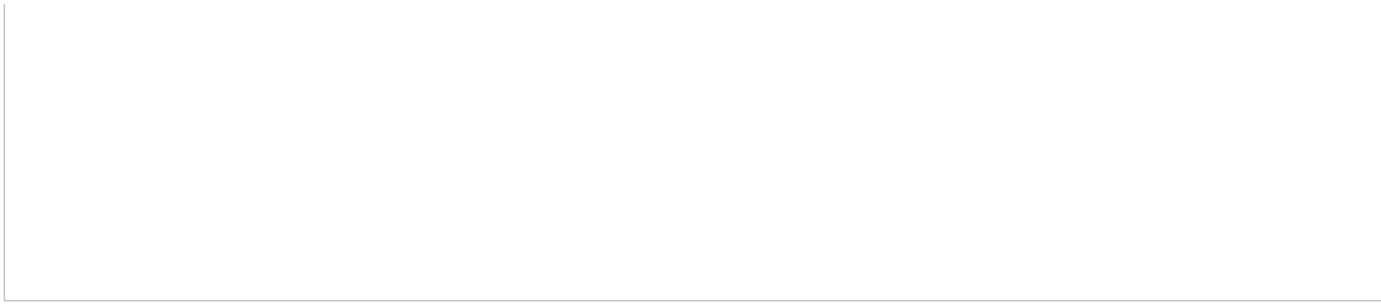


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December 31, 2022 December 30, 2023

March 1, 2023 February 28, 2024



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March 1, 2023 February 28, 2024

March 1, 2023 February 28, 2024

Certification Pursuant to Section 302 of the Sarbanes Oxley Act of 2002

I, Jonathan Fitzpatrick, certify that:

- (1) I have reviewed this Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** **December 30, 2023** of Driven Brands Holdings Inc. (the "Registrant");
- (2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- (3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report;
- (4) The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the Registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and
- (5) The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the Registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the Registrant's internal control over financial reporting.

Dated: **March 01, 2023** **February 28, 2024**

/s/ Jonathan Fitzpatrick

Jonathan Fitzpatrick

President and Chief Executive Officer

Certification Pursuant to Section 302 of the Sarbanes Oxley Act of 2002

I, **Tiffany Mason**, **Gary W. Ferrera**, certify that:

- (1) I have reviewed this Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** **December 30, 2023** of Driven Brands Holdings Inc. (the "Registrant");
- (2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

- (3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report;
- (4) The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have:
- (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the Registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and
- (5) The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the Registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions):
- (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the Registrant's internal control over financial reporting.

Dated: **March 01, 2023** February 28, 2024

/s/ **Tiffany Mason** Gary W. Ferrera

Tiffany Mason Gary W. Ferrera

Executive Vice President and Chief Financial Officer

Exhibit 32.1

**Certification Pursuant to 18 U.S.C. Section 1350
As Adopted Pursuant to Section 906
of the Sarbanes-Oxley Act of 2002**

In connection with the Annual Report of Driven Brands Holdings Inc. (the "Company") on Form 10-K for the year ended **December 31, 2022** December 30, 2023, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Jonathan Fitzpatrick, President and Chief Executive Officer of the Company, certify, pursuant to 18 U.S.C. §1350, as adopted pursuant to §906 of the Sarbanes Oxley Act of 2002, that:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934, as amended; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Dated: **March 01, 2023** February 28, 2024

/s/ Jonathan Fitzpatrick

Jonathan Fitzpatrick

President and Chief Executive Officer

**Certification Pursuant to 18 U.S.C. Section 1350
As Adopted Pursuant to Section 906
of the Sarbanes-Oxley Act of 2002**

In connection with the Annual Report of Driven Brands Holdings Inc. (the "Company") on Form 10-K for the year ended **December 31, 2022** **December 30, 2023**, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, **Tiffany Mason**, **Gary W. Ferrera**, Executive Vice President and Chief Financial Officer of the Company, certify, pursuant to 18 U.S.C. §1350, as adopted pursuant to §906 of the Sarbanes Oxley Act of 2002, that:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934, as amended; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Dated: **March 01, 2023** **February 28, 2024**

/s/ **Tiffany Mason** **Gary W. Ferrera**

Tiffany Mason **Gary W. Ferrera**

Executive Vice President and Chief Financial Officer



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Exhibit 97.1 DRIVEN BRANDS HOLDINGS INC. RULE 10D-1 CLAWBACK POLICY Recoupment of Incentive-Based Compensation It is the policy of Driven Brands Holdings Inc. (the "Company") that, in the event the Company is required to prepare an accounting restatement of the Company's financial statements (including any such correction that is material to the previously issued financial statements, or that would result in a material misstatement if the error were corrected in the current period or left uncorrected in the current period) due to material non-compliance with any financial reporting requirement under the federal securities laws, the Company will recover on a reasonably prompt basis the amount of any Incentive-Based Compensation Received by a Covered Executive during the Recovery Period that exceeds the amount that otherwise would have been Received had it been determined based on the restated financial statements. Policy Administration and Definitions This Policy is administered by the Compensation Committee (the "Committee") of the Company's Board of Directors, subject to ratification by the independent members of the Board of Directors with respect to application of this Policy to the Company's Chief Executive Officer, and is intended to comply with, and as applicable to be administered and interpreted consistent with, and subject to the exceptions set forth in, Listing Rule 5609 adopted by the Nasdaq Stock Market to implement Rule 10D-1 under the Securities Exchange Act of 1934, as amended (collectively, "Rule 10D-1"). For purposes of this Policy, "Incentive-Based Compensation" means any compensation granted, earned or vested based in whole or in part on the Company's attainment of a financial reporting measure that was Received by a person (i) on or after October 2, 2023 and after the person began service as a Covered Executive, and (ii) who served as a Covered Executive at any time during the performance period for the Incentive-Based Compensation. A financial reporting measure is (i) any measure that is determined and presented in accordance with the accounting principles used in preparing the Company's financial statements and any measure derived wholly or in part from such a measure, and (ii) any measure based in whole or in part on the Company's stock price or total shareholder return. Incentive-Based Compensation is deemed to be "Received" in the fiscal period during which the relevant financial reporting measure is attained, regardless of when the compensation is actually paid or awarded. "Covered Executive" means any "executive officer" of the Company as defined under Rule 10D-1.



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2 "Recovery Period" means the three completed fiscal years immediately preceding the date that the Company is required to prepare the accounting restatement described in this Policy, as determined pursuant to Rule 10D-1, and any transition period of less than nine months that is within or immediately following such three fiscal years. If the Committee determines the amount of Incentive-Based Compensation Received by a Covered Executive during a Recovery Period exceeds the amount that would have been Received if determined or calculated based on the Company's restated financial results, such excess amount of Incentive-Based Compensation shall be subject to recoupment by the Company pursuant to this Policy. For Incentive-Based Compensation based on stock price or total shareholder return, where the amount of erroneously awarded compensation is not subject to mathematical recalculation directly from the information in an accounting restatement, the Committee will determine the amount based on a reasonable estimate of the effect of the accounting restatement on the relevant stock price or total shareholder return. In all cases, the calculation of the excess amount of Incentive-Based Compensation to be recovered will be determined on a pre-tax basis. The Company will maintain and will provide to The Nasdaq Stock Market documentation of all determinations and actions taken in complying with this Policy. Any determinations made by the Committee under this Policy shall be final and binding on all affected individuals. The Company may effect any recovery pursuant to this Policy by requiring payment of such amount(s) to the Company, by set-off, by reducing future compensation, or by such other means or combination of means as the Committee determines to be appropriate. The Company need not recover the excess amount of Incentive-Based Compensation if and to the extent that the Committee determines that such recovery is impracticable, subject to and in accordance with any applicable exceptions under the Nasdaq Stock Market listing rules and not required under Rule 10D-1, including if the Committee determines that the direct expense paid to a third party to assist in enforcing this Policy would exceed the amount to be recovered after making a reasonable attempt to recover such amounts. The Company is authorized to take appropriate steps to implement this Policy with respect to Incentive-Based Compensation arrangements with Covered Executives. Any right of recoupment or recovery pursuant to this Policy is in addition to, and not in lieu of, any other remedies or rights of recoupment that may be available to the Company pursuant to the terms of any other policy, any employment agreement or plan or award terms, and any other legal remedies available to the Company; provided that the Company shall not recoup amounts pursuant to such other policy, terms or remedies to the extent it is recovered pursuant to this Policy. The Company shall not indemnify any Covered Executive against the loss of any Incentive-Based Compensation pursuant to this Policy, including any payment or reimbursement for the cost of third-party insurance purchased by any Covered Executives to fund potential Clawback obligations under this Policy. Committee Indemnification Any members of the Committee, and any other members of the Board who assist in the administration of this Policy, shall not be personally liable for any action, determination or interpretation made with respect to this Policy and shall be fully indemnified by the Company to the fullest extent under applicable law and Company policy with respect to any such action.



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3 determination or interpretation. The foregoing sentence shall not limit any other rights to indemnification of the members of the Board under applicable law or Company policy. Successors This Policy shall be binding and enforceable against all Covered Executives and their successors, beneficiaries, heirs, executors, administrators, or other legal representatives.



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4 Acknowledgement – Observed practice is mixed with regard to requiring a Covered Executive to execute an acknowledgement of the Policy. Below is a sample acknowledgement. **ACKNOWLEDGMENT TO DRIVEN BRANDS HOLDINGS INC RULE 10D-1 CLAWBACK POLICY** By signing below, the undersigned acknowledges and confirms that the undersigned has received and reviewed a copy of the Driven Brands Holdings Inc. (the "Company") Compensation Recovery Policy (as it may be amended and in effect from time to time, the "Policy"). By signing this Acknowledgement, the undersigned acknowledges and agrees that the undersigned is and will continue to be subject to the Policy and that the Policy will apply both during and after the undersigned's employment with, and provision of services to, the Company. In the event of any inconsistency between the Policy and the terms of any employment or other agreement to which the undersigned is a party, or the terms of any compensation plan, program or agreement under which any compensation has been granted, awarded, earned or paid, the terms of the Policy shall govern. Further, by signing below, the undersigned acknowledges that the Company will not indemnify the undersigned against the loss of any Erroneously Awarded Compensation (as defined in the Policy) and agrees to abide by the terms of the Policy, including, without limitation, by forfeiting, returning and/or reimbursing any Erroneously Awarded Compensation (as defined in the Policy) to the Company to the extent required by, and in a manner consistent with, the Policy.

Signature	Printed Name	Date
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DISCLAIMER

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