



Memorandum

To: Franchise Owners
From: Corporate Communications
Date: December 8, 2006

Quiznos Numbered Communication Program
5428

We have received questions from franchise owners about a tragic situation that occurred last week and statements or press coverage concerning that situation. We were and continue to be deeply saddened by Mr. Baber's death. Upon learning of the tragedy, Quiznos expressed its condolences to the family and took additional steps to provide comfort and support to the other members of our franchisee community who were directly affected by this situation.

We are disappointed and saddened that anyone would exploit this tragic event. It is unthinkable that a certain group of your fellow franchise owners would be intent on damaging the Quiznos brand that we, you and thousands of other franchisees have worked so hard to build.

Our prayers go out to the family at this very sad time.