Firehouse Subs Public Safety Foundation, Inc.

Independent Auditor's Report and Financial Statements

December 31, 2025 and 2024

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Firehouse Subs Public Safety Foundation, Inc.
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December 31, 2025 and 2024

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Independent Auditor's Report

Board of Directors
Firehouse Subs Public Safety Foundation, Inc.
Jacksonville, Florida

Opinion

We have audited the financial statements of Firehouse Subs Public Safety Foundation, Inc. (the "Foundation"), a non-profit corporation, which comprise the statements of financial position as of December 31, 2025 and 2024, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2025 and 2024 , and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern within one year of the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not absolute assurance, and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Forvis Mazars, LLP

Jacksonville, Florida
June 10, 2026

Firehouse Subs Public Safety Foundation, Inc.
Statements of Financial Position
December 31, 2025 and 2024

	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	$ 2,744,553	$ 3,179,463
Marketable securities	23,316,472	18,816,438
Contributions receivable	346,176	171,315
Due from related party	649,996	619,822
Other current assets	58,768	84,247
Total Current Assets	27,115,965	22,871,285
Restricted cash	1,180,002	1,408,842
Restricted investments	199,841	-
Total Assets	$ 28,495,808	$ 24,280,127
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued expenses	$ 58,082	$ 123,366
Due to related party	292,491	283,515
Grants payable	512,608	932,816
Total Current Liabilities	863,181	1,339,697
Net Assets		
Without donor restrictions		
Board appropriated	23,316,472	18,816,438
Unappropriated	2,936,312	2,715,150
With donor restrictions	1,379,843	1,408,842
Total Net Assets	27,632,627	22,940,430
Total Liabilities and Net Assets	$ 28,495,808	$ 24,280,127

Firehouse Subs Public Safety Foundation, Inc.
Statements of Activities
Years Ended December 31, 2025 and 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Support and Other Revenue						
Contributions	$ 9,910,900	$ 1,856,534	$ 11,767,434	$ 9,681,252	$ 1,402,115	$ 11,083,367
Special events	421,020	-	421,020	433,236	-	433,236
Direct expenses	(188,768)	-	(188,768)	(60,698)	-	(60,698)
Other income	77,383	-	77,383	124,673	-	124,673
Gain on investment, net	3,699,923	-	3,699,923	1,893,136	-	1,893,136
Total Support and Other Revenue	13,920,458	1,856,534	15,776,992	12,071,599	1,402,115	13,473,714
Net Assets Released from Restrictions	1,885,533	(1,885,533)	-	1,941,922	(1,941,922)	-
Total Support and Other Revenue, and Releases	15,805,991	(28,999)	15,776,992	14,013,521	(539,807)	13,473,714
Expenses						
Program services	9,648,472	-	9,648,472	10,644,415	-	10,644,415
Supporting services						
Fundraising	858,981	-	858,981	766,255	-	766,255
General and administrative	577,342	-	577,342	491,041	-	491,041
Total Support Services	1,436,323	-	1,436,323	1,257,296	-	1,257,296
Total Expenses	11,084,795	-	11,084,795	11,901,711	-	11,901,711
Change in Net Assets	4,721,196	(28,999)	4,692,197	2,111,810	(539,807)	1,572,003
Net Assets, Beginning of Year	21,531,588	1,408,842	22,940,430	19,419,778	1,948,649	21,368,427
Net Assets, End of Year	$ 26,252,784	$ 1,379,843	$ 27,632,627	$ 21,531,588	$ 1,408,842	$ 22,940,430

See Notes to Financial Statements

Firehouse Subs Public Safety Foundation, Inc.
Statements of Functional Expenses
Years Ended December 31, 2025 and 2024

	Program Services					Supporting Services		
	Public Safety Equipment	Prevention and Education	Scholarships: Firefighters and Law Enforcement	Disaster Relief	U.S. Military	Fundraising	General and Administrative	Total
Year Ended December 31, 2025								
Grant expense: Cash donations	$ 5,556,032	$ 88,286	$ 74,293	$ 343,563	$ 70,268	$ -	$ -	$ 6,132,442
Grant expense: Equipment donations	2,752,711	890	-	12,850	4,050	-	-	2,770,501
Grant expense: Food and supplies	-	-	-	4,142	-	-	-	4,142
Advertising and promotions	82,765	355	-	840	-	209,428	-	293,388
Insurance	-	-	-	-	-	-	3,254	3,254
Licenses and permits	-	-	-	-	-	-	17,409	17,409
Salaries and benefits	402,323	68,758	21,718	121,411	26,496	308,535	278,659	1,227,900
Professional fees	-	-	-	-	-	-	49,502	49,502
Telephone	4,105	406	125	190	100	2,305	1,682	8,913
Travel	11,711	-	-	-	-	7,970	21,865	41,546
Awards and prizes	-	-	-	-	-	275,113	-	275,113
Other expenses	84	-	-	-	-	55,630	204,971	260,685
Total Expenses	$ 8,809,731	$ 158,695	$ 96,136	$ 482,996	$ 100,914	$ 858,981	$ 577,342	$ 11,084,795
Year Ended December 31, 2024								
Grant expense: Cash donations	$ 6,569,625	$ 123,585	$ 76,888	$ 222,920	$ 132,632	$ -	$ -	$ 7,125,650
Grant expense: Equipment donations	2,658,781	32,394	-	3,420	-	-	-	2,694,595
Grant expense: Food and supplies	-	-	-	66,594	-	-	-	66,594
Advertising and promotions	78,059	13,489	-	-	50	117,266	-	208,864
Insurance	-	-	-	-	-	-	2,890	2,890
Licenses and permits	-	-	-	-	-	-	20,314	20,314
Salaries and benefits	505,593	71,480	17,356	38,928	15,566	304,573	262,995	1,216,491
Professional fees	-	-	-	-	-	-	45,492	45,492
Telephone	3,321	374	115	176	92	1,945	1,248	7,271
Travel	12,826	-	-	-	12	5,640	17,744	36,222
Awards and prizes	-	-	-	-	-	221,148	-	221,148
Other expenses	139	-	-	-	-	115,683	140,358	256,180
Total Expenses	$ 9,828,344	$ 241,322	$ 94,359	$ 332,038	$ 148,352	$ 766,255	$ 491,041	$ 11,901,711

Firehouse Subs Public Safety Foundation, Inc.
Statements of Cash Flows
Years Ended December 31, 2025 and 2024

	2025	2024
Operating Activities		
Change in net assets	$ 4,692,197	$ 1,572,003
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Net realized and unrealized gain on investments	(3,699,923)	(1,294,347)
Changes in operating assets and liabilities		
Contributions receivable	(174,861)	299,064
Other current assets	25,479	(15,305)
Accounts payable and accrued expenses	(65,284)	(161,249)
Grants payable	(420,208)	639,474
Due to and from related parties	(21,198)	356,009
Operating Activities	336,202	1,395,649
Investing Activities		
Purchase of investments	(1,008,976)	(1,916,837)
Sale of investments	9,024	505,528
Investing Activities	(999,952)	(1,411,309)
Net Change in Cash	(663,750)	(15,660)
Cash, Cash Equivalents, and Restricted Cash, Beginning of Year	4,588,305	4,603,965
Cash, Cash Equivalents, and Restricted Cash, End of Year	$ 3,924,555	$ 4,588,305
Supplemental Cash Flows Information		
Cash and cash equivalents - without donor restriction	$ 2,744,553	$ 3,179,463
Cash and cash equivalents - donor restricted	1,180,002	1,408,842
	$ 3,924,555	$ 4,588,305

Note 1. Nature of Organization and Summary of Significant Accounting Policies

Firehouse Subs Public Safety Foundation, Inc. (the "Foundation"), a nonprofit corporation, was incorporated under the laws of the State of Florida on September 7, 2005 and started conducting operations in 2006. Its purpose is to support public safety organizations and disaster relief by providing lifesaving equipment, education scholarships and other financial support, and provide support to the veterans of the United States military. The Foundation's primary sources of revenue are obtained through donations from restaurant patrons and vendors of the Firehouse Restaurant Group, Inc. locations ("Firehouse Subs").

The financial statements, which are presented on the accrual basis of accounting, have been prepared to present balances and transactions according to the existence or absence of donor-imposed restrictions.

Net assets and revenue, gains, expenses and losses are required to be classified as without or with donor restrictions based upon the following criteria:

1. Net assets without donor restrictions represent expendable funds available for operations, which are not otherwise limited by donor restrictions. These net assets may be used at the discretion of the Foundation's management and the Board of Directors.

2. Net assets with donor restrictions consist of contributed funds subject to specific donor-imposed restrictions contingent upon specific performance of a future event or a specific passage of time before the Foundation may spend the funds.

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. When a donor restriction expires, net assets are reclassified to without donor restrictions and are reported in the statement of activities as net assets released from restriction. However, if a restriction is fulfilled in the same time period in which the contribution is received, the Foundation reports the support as net assets without donor restrictions.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect (1) the reported amounts of assets and liabilities; (2) disclosure of contingent assets and liabilities at the date of the financial statements; and, (3) the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and assumptions.

Cash and Cash Equivalents

The Foundation considers all highly liquid investments purchased with original maturity of three months or less to be cash equivalents. The Foundation maintains cash balances in excess of the Federal Deposit Insurance Corporation (FDIC) limit from time to time.

Restricted Cash

Restricted cash consists of cash held for designated purposes as identified in Note 6.

Marketable Securities

Marketable securities are recorded at fair value. The fair value of marketable securities is based on the last sales price on the valuation date for those securities traded on national securities exchanges. For securities traded over the counter, the last bid price is used. Realized and unrealized gains or losses are determined by comparison of cost to either proceeds received from sales or market values. Changes in unrealized gains and losses resulting from changes in fair value are reflected in gain on investment, net in the Statements of Activities.

Purchases and sales of securities are recorded on a trade-date basis. Investment income is recorded when earned. Dividends are recorded on the ex-dividend date.

Investment Return Objectives, Risk Parameters and Strategies

The Foundation has adopted investment and spending policies, approved by the Board of Directors, for endowment assets that attempt to provide a predictable stream of funding to the Foundation while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to produce total returns sufficient to grow the fund balance in perpetuity and to support future spending for the purposes approved by the Board of Directors or as originally directed by the donor. Endowment assets are invested in a well-diversified asset mix and the Foundation has established allowable ranges by asset class within the portfolio. These asset classes may include: core domestic and international equities, style specific domestic and international equities, small company equities, whether core or style specific, both domestic and international; domestic fixed income securities, global fixed income securities and cash equivalents. In addition, an allocation to hard assets and alternative investments may be included.

Investment performance will be reviewed at least annually by the Board of Directors to determine the continued feasibility of achieving the investment objectives. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk. Investment activity is presented net of investment expense.

Contributions Receivable and Revenue Recognition

Contributions are recognized when the donor makes an unconditional promise to give to the Foundation and are recorded under contributions and special events. The Foundation determines whether a contribution is unconditional based on the absence of any specific barriers and a right of return. Conditional contributions are recognized when the Foundation has overcome any barriers related to the contribution. The Foundation determines whether a contribution is conditional based on the existence of a barrier and a right of return.

Management evaluates total receivables and includes in the allowance for doubtful accounts an estimate of losses to be sustained. Uncollectible amounts are charged against the allowance account when management determines the possibility of collection is remote. No allowance for doubtful accounts was deemed necessary at December 31, 2025 and 2024 based on this evaluation.

Grants Payable

Grants payable represent amounts due to qualifying organizations and causes as approved by the Foundation’s Board of Directors.

Quasi-Endowment

The Foundation has established a quasi-endowment fund with the vision of protecting the charitable mission, in the event of changes in revenue streams. By providing income for stabilizing operations against fluctuations in the annual revenue sources; to enhance revenue from income generated by the endowed gifts; and to provide program funding flexibility not possible through annual campaign revenue including emergency funding, administrative costs, challenge grants, and infrastructure needs.

Advertising

Advertising costs are expensed as incurred. Advertising expenses for the years ended December 31, 2025 and December 31, 2024 were $293,388 and $208,864, respectively.

Expense Allocation

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Salaries and benefits are allocated based on an estimate of time and effort.

Income Taxes

The Foundation is recognized by the Internal Revenue Service as a nonprofit under Section 501(c)(3) of the Internal Revenue Code; accordingly, the accompanying financial statements do not reflect a provision or liability for federal and state income taxes.

Note 2. Availability of Financial Assets

The following reflects the Foundation's financial assets as of the statement of financial position date reduced by amounts not available for general use because of donor-imposed restrictions within one year of the statement of financial position date.

Financial assets, at December 31:

	2025	2024
Cash, cash equivalents, and restricted cash	$ 3,924,555	$ 4,588,305
Contributions receivable	346,176	171,315
Marketable securities	23,316,472	18,816,438
Restricted investments	199,841	-
Due from related party	649,996	619,822
	28,437,040	24,195,880
Unavailable for general expenditures within one year due to:		
Donor-imposed restrictions with time or purpose restrictions	(1,379,843)	(1,408,842)
Quasi-endowment fund, primarily for long-term investing	(23,316,472)	(18,816,438)
Financial assets available to meet cash needs for general expenditures within one year	$ 3,740,725	$ 3,970,600

The Foundation is substantially supported by contributions. Because a donor's restriction requires resources to be used in a particular manner or in a future period, the Foundation must maintain sufficient resources to meet those responsibilities to its donors. Thus, financial assets may not be available for general expenditure within one year.

As part of the Foundation's liquidity management, it has a policy to structure its financial assets to be available as general expenditures, liabilities, and other obligations come due. The Foundation also has a significant degree of flexibility and discretion to manage its costs based on the annual contribution levels and financial assets available. Although the quasi-endowment is presented as unavailable for general expenditures within one year, these amounts are not donor-restricted and may be made upon approval by the Board of Directors.

Note 3. Fair Value Measurements

The Foundation follows accounting standards requiring a framework for measuring fair value. The framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy are described as follows:

Level 1 Quoted prices are available in active markets for identical investments as of the reporting date.

Level 2 Valuations for assets and liabilities traded in less active dealer or broker markets. Valuations are obtained from third-party pricing services for identical or similar assets or liabilities.

Level 3 Pricing inputs are unobservable for the investment and include situations where there is little, if any, market activity for the investment. The inputs into the determination of fair value require management judgment and estimation. Such investment valuations are derived from other valuation methodologies, including option pricing models, discounted cash flow models and similar techniques.

Inputs broadly refer to the assumptions that market participants use to make valuation decisions, including assumptions about risk. The Foundation uses the market approach valuation technique to value its investments.

The following is a description of the valuation methodologies used for assets measured at fair value.

Level 1 Fair Value Measurements - The fair value of mutual funds and exchange traded funds (“ETFs”) is based on quoted net asset values of the shares held by the Foundation at year end. The fair value of money market funds is based on transacted values.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

There were no changes during the years ended December 31, 2025 and 2024 to the Foundation’s valuation techniques used to measure asset and liability fair values on a recurring basis.

	Assets at Fair Value as of December 31, 2025			
	Level 1	Level 2	Level 3	Fair Value
Mutual funds and ETFs	$ 23,316,472	$ -	$ -	$ 23,316,472

	Assets at Fair Value as of December 31, 2024			
	Level 1	Level 2	Level 3	Fair Value
Mutual funds and ETFs	$ 18,816,438	$ -	$ -	$ 18,816,438

The Foundation has $3,924,555 and $4,588,305 in cash, cash equivalents, and restricted cash as of December 31, 2025 and 2024, respectively, which was not classified as a Level as prescribed within the fair value hierarchy.

Note 4. Contributions Receivable

Contribution receivables consist primarily of donations generated by in-restaurant initiatives at Firehouse Subs franchise locations and vendor donations. The majority of these receivables are collected within 90 days after period-end and as such there are no credit terms. The Foundation does not charge interest on past due amounts.

An allowance for uncollectible contribution receivables is estimated based on management's judgment on the collectability of these receivables. At December 31, 2025 and 2024, the Foundation considered all remaining receivables to be fully collectible. Accordingly, there was no allowance for doubtful accounts. There was no bad debt expense in 2025 or 2024.

Note 5. Related Party Transactions

The Foundation received contributions from Firehouse Subs of approximately $75,000 and $138,000 for the years ended December 31, 2025 and 2024, respectively. The Foundation had amounts due from related parties of approximately $650,000 (2024: $620,000). These amounts represent donations owed to the Foundation.

The Foundation incurred expenses of approximately $1,310,000 ($1,230,000 in 2024) paid to Firehouse Subs for reimbursement of the Foundation executive director, director of development, director of marketing and communications, director of finance and compliance, manager of development and outreach, manager of procurement and grants, administrative assistant salary and benefits, and other related expenses.

Firehouse Subs operates as a common paymaster for the Foundation resulting in certain amounts due to related parties. These transactions are in the ordinary course of business and are settled monthly.

Firehouse of America, LLC ("FOA") is in the business of franchising Firehouse Subs branded restaurants. FOA conducted a sales promotion for the years ended December 31, 2025 and 2024, whereby FOA donated to the Foundation a sum equivalent to 0.075% of all gross sales generated in each of the Firehouse Subs branded restaurants during the fiscal years 2025 and 2024, respectively. Based upon past sales revenue from the restaurants, the donation amount was a minimum guaranteed annual donation of $1,000,000. The donation is restricted for life-saving equipment to first responders. Approximately $1,000,000 and $1,007,000 was contributed to the Foundation in 2025 and 2024, respectively, and was recorded in the with donor restrictions classification.

In addition, the Foundation is allowed to use the Firehouse Subs trademark name in its operations.

Note 6. Net Assets with Donor Restrictions

Net assets with donor restrictions at December 31, 2025 and 2024 consist of amounts received by the Foundation designated by donors generally for specific disaster relief and United States military veterans' initiatives.

Note 7. Board Designated Endowment

The Board of Directors ("the Board") established a quasi-endowment fund (the "quasi-endowment fund") to invest certain unrestricted contributions as approved by the Board. It is the intention of the Foundation to have this quasi-endowment fund treated as an endowment, with principal to remain intact and only interest to be spent, although any portion may be spent at the Board's discretion. Therefore, the quasi-endowment fund has been included in net assets without donor restrictions, Board appropriated.

	2025	2024
Beginning balance	$ 18,816,438	$ 16,110,782
Contributions	809,135	1,318,048
Withdrawals	(9,024)	(505,528)
Investment gain	3,699,923	1,893,136
Ending balance	$ 23,316,472	$ 18,816,438

Note 8. Concentrations

The Foundation receives substantially all of its support, either directly or indirectly, from the operations of Firehouse Subs.

Note 9. Donated Services

A substantial number of individuals and organizations have made significant contributions of time and expertise in the furtherance of the Foundation's programs. The value of contributed time and expertise is not reflected in these statements, since it does not lend itself to objective measurement.

Note 10. Subsequent Events

The Foundation evaluated the effect subsequent events would have on the financial statements through June 10, 2026, which is the date the financial statements were available to be issued.