

Commonwealth of Kentucky
Alison Lundergan Grimes, Secretary of State

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Alison Lundergan Grimes
KY Secretary of State
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Alison Lundergan Grimes
Secretary of State
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**Annual Report
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ARP

Company: TIM HORTONS USA INC.
Company ID: 0667900
State of origin: Delaware
Formation date: 6/29/2007 12:00:00 AM
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Principal Office

ATTENTION: GENERAL COUNSEL
4150 TULLER ROAD
SUITE 236
DUBLIN, OH 43017

Registered Agent Name/Address

C T CORPORATION SYSTEM
306 W MAIN ST
SUITE 512
FRANKFORT, KY 40601

Current Officers

CEO	Marc Caira	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y2 CANADA
CFO	CYNTHIA J. DEVINE	874 SINCLAIR RD, OAKVILLE, ON L6K2Y1 CANADA
COO	David F. Clanachan	874 SINCLAIR RD, OAKVILLE, ON L6K2Y1 CANADA
President	Marc Caira	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y2 CANADA
Secretary	JILL E. Sutton	874 SINCLAIR RD, OAKVILLE, ON L6K2Y1 CANADA
Treasurer	Michael J. Myskiw	874 SINCLAIR RD, OAKVILLE, ON L6K2Y1 CANADA
Vice President	Michael J. Myskiw	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Jill E. Sutton	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	William A. Moir	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Michel Meilleur	4150 TULLER RD, SUITE 236, DUBLIN, OH, 43017
Vice President	Gesa Wisch	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Glenn O. Hollis	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Michelle Wettlaufer	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	John M. Hemeon	874 SINCLAIR ROAD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Nikola Javor	874 SINCLAIR ROAD, OAKVILLE, ON L6K 2Y1 CANADA
Vice President	Larry Mench	4150 TULLER ROAD, SUITE 236, DUBLIN, OH 43017
Vice President	Stephen E. Wuthmann	874 SINCLAIR RD, OAKVILLE, ON L6K 2Y2 CANADA

Directors

Director	MIRA KIPKER	4150 TULLER RD, SUITE 236, DUBLIN, OH, 43017
Director	MICHEL MEILLEUR	4150 TULLER RD, SUITE 236, DUBLIN, OH, 43017

Signatures

Signature	Jill E. Sutton
Title	Secretary