

**ITEM 18  
PUBLIC FIGURES**

We do not use any public figures to promote our franchises.

**ITEM 19  
FINANCIAL PERFORMANCE REPRESENTATIONS**

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

We do not make any representations about a franchisee’s future financial performance or the past financial performance of Company-Operated or franchised restaurants. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing CPK Restaurant, however, we may provide you with the actual records of that CPK Restaurant. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting Kendall Jones, our General Counsel, at 575 Anton Blvd., Suite 100, Costa Mesa, CA 92626, 310.342.5000, or the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20  
OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1  
Systemwide Outlet Summary  
For Years 2023 to 2025\***

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised Outlets	2023	15	15	0
	2024	15	12	-3
	2025	12	14	+2
Company-Operated Outlets	2023	146	133	-13
	2024	133	119	-14
	2025	119	107	-12
Total Outlets	2023	161	148	-13
	2024	148	131	-17
	2025	131	121	-10

\* As of our fiscal year end.