

Provision	Section in area development or other agreement	Summary
mediation		have our principal business address when the arbitration demand is filed (it currently is in Atlanta, Georgia).
v. Choice of forum	Section XIV.A.	We and you must arbitrate all disputes within 10 miles of where we (or then-current franchisor) have our principal business address when the arbitration demand is filed (it currently is in Atlanta, Georgia).
w. Choice of law	Section XII.	Federal law and Georgia apply (subject to state law).

**ITEM 18**  
**PUBLIC FIGURES**

We do not use any public figure to promote our franchise.

**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.

This historical financial performance representation discloses the average, median, and high/low annual Gross Sales of 214 franchised (Chart 1) and 69 affiliate-owned (Chart 2) Chicken Salad Chick Restaurants in the United States that were open and operating during all of 2025. (All affiliate-owned Chicken Salad Chick Restaurants disclosed in this Item 19 are owned and operated by our affiliate SSRG II, LLC. Of the 214 franchised Chicken Salad Chick Restaurants referenced in Chart 1, our affiliate SSRG II, LLC operated 12 of them for a portion of 2025 before selling them to franchisees. SSRG II, LLC sold 11 of the 12 Restaurants to one franchisee on January 20, 2025, and the 12<sup>th</sup> Restaurant to a different franchisee on March 17, 2025. Because one franchisee operated 11 of the 12 Restaurants for almost all of 2025, and another franchisee operated the 12<sup>th</sup> Restaurant for over 9 months during 2025, we have counted those 12 Restaurants as franchised Restaurants in this Item 19.)

This financial performance representation does not include the results of 47 Chicken Salad Restaurants:

- (1) 37 franchised Restaurants and 5 affiliate-owned Restaurants that opened during 2025 (and therefore were not open for the full calendar year);

(2) 3 franchised Restaurants that permanently closed during 2025 (and therefore were not open for the full calendar year);

(3) 1 franchised Restaurant that was closed and reported no sales for an extended period during 2025 due to fire damage; and

(4) 1 affiliate-owned Restaurant operated on a college campus in Alabama that is not open year-round.

Besides the annual Gross Sales of the 214 franchised and 69 affiliate-owned Chicken Salad Chick Restaurants in the United States that were open and operating during all of 2025, this financial performance representation contains (immediately following Chart 2) partial operating financial statements (4 in total) for 2025 with average and median information in various categories for the affiliate-owned and operated Chicken Salad Chick Restaurants. The 4 partial operating financial statements cover all 69 affiliate-owned Chicken Salad Chick Restaurants and then, separately, the top one-third (23 in total) of the 69 affiliate-owned owned and operated Restaurants, the middle one-third (23 in total) of the 69 affiliate-owned owned and operated Restaurants, and the bottom one-third (23 in total) of the 69 affiliate-owned owned and operated Restaurants.

All of the Chicken Salad Chick Restaurants (both franchised and affiliate-owned) whose information is included in this Item 19 are both substantially similar to one another in terms of products and services offered and substantially similar to the Chicken Salad Chick Restaurants for which we are offering franchises in this disclosure document.

We obtained the Gross Sales information for franchised Restaurants from sales reports submitted by franchisees. Generally, "Gross Sales" means the aggregate amount of all revenue and other consideration generated from any source, including from selling products, services, and merchandise (and regardless of whether any such revenue or other consideration is paid to or received directly by a franchisee); other types of revenue a franchisee receives, including the proceeds of business interruption insurance; and (if we permit barter) the value of products, services, and merchandise bartered in exchange for a Restaurant's products, services, or merchandise. (The full definition appears in Item 6 of this disclosure document.)

We obtained the detailed Restaurant-level operating information for affiliate-owned Restaurants from SSRG II, LLC. We have not independently audited any information submitted to us.

The actual average, median, and high/low annual Gross Sales volumes reported below in Charts 1 and 2 do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the Gross Sales figures to obtain your net income or profit. You should independently investigate the costs and expenses you will incur in operating your Chicken Salad Chick Restaurant. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Chart 1—Franchised Restaurants (Sales)

	2025 Results for 214 Franchised Restaurants Open During all of 2025
Number of Restaurants in Range	214
Average Unit Volume	\$1,496,540
Highest Sales	\$2,742,662
Lowest Sales	\$610,842
Number & Percentage of Restaurants Exceeding Average	109 / 50.9%
Median Unit Volume	\$1,500,394

Chart 2—Affiliate-Owned Restaurants (Sales)

	2025 Results for 69 Affiliate-Owned Restaurants Open During all of 2025
Number of Restaurants in Range	69
Average Unit Volume	\$1,506,433
Highest Sales	\$2,479,604
Lowest Sales	\$810,711
Number & Percentage of Restaurants Exceeding Average	31 / 44.9%
Median Unit Volume	\$1,478,631

Average and Median Partial Operating Financial Statements  
For Affiliate-Owned and Operated Restaurants

#1—All 69 Affiliate-Owned and Operated Restaurants

	Average of 69 Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of 69 Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	# Units Exceeding Average	% of Units Exceeding Average
Total Gross Sales	\$1,506,433	100.0%	\$1,478,631	100.0%	31	44.9%
Total Cost of Goods Sold <sup>1</sup>	\$471,193	31.3%	\$452,733	30.6%	30	43.5%
Total Payroll & Related <sup>2</sup>	\$395,840	26.3%	\$389,355	26.3%	33	47.8%

	Average of 69 Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of 69 Affiliate- Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	# Units Exceeding Average	% of Units Exceeding Average
Total Prime Costs <sup>3</sup>	\$867,033	57.6%	\$842,619	57.0%	26	37.7%
Total Operating Expenses <sup>4</sup>	\$107,353	7.1%	\$106,291	7.2%	30	43.5%
Total Non-Controllable Expenses <sup>5</sup>	\$74,737	5.0%	\$70,218	4.7%	26	37.7%
Total Occupancy Costs <sup>6</sup>	\$131,135	8.7%	\$124,904	8.4%	28	40.6%
Local Marketing Expense <sup>7</sup>	\$41,114	2.7%	\$40,654	2.7%	33	47.8%
Brand Fund Fee <sup>8</sup>	\$30,129	2.0%	\$29,573	2.0%	31	44.9%
EBITDA <sup>9</sup>	\$254,932	16.9%	\$252,790	17.1%	33	47.8%
High / Low Gross Sales	\$2,479,604 / \$810,711					
Annual Franchise Expenses Not Included in Table Above:						
Royalty Fees <sup>10</sup> (5%)	\$75,322	Average	\$73,932	Median		

**#2—Top One-Third (23) of the 69 Affiliate-Owned and Operated Restaurants**

	Average of the Top 1/3 (23) of Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of Top 1/3 of Affiliate- Owned Restaurants	% of Total Sales	# Units Exceeding Average in Category	% of Units Exceeding Average in Category
Total Gross Sales	\$1,902,281	100.0%	\$1,914,183	100.0%	12	52.2%
Total Cost of Goods Sold <sup>1</sup>	\$588,614	30.9%	\$583,516	30.5%	11	47.8%

	Average of the Top 1/3 (23) of Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of Top 1/3 of Affiliate-Owned Restaurants	% of Total Sales	# Units Exceeding Average in Category	% of Units Exceeding Average in Category
Total Payroll & Related <sup>2</sup>	\$453,008	23.8%	\$449,226	23.5%	10	43.5%
Total Prime Costs <sup>3</sup>	\$1,041,622	54.8%	\$1,032,742	54.0%	10	43.5%
Total Operating Expenses <sup>4</sup>	\$121,246	6.4%	\$123,546	6.5%	12	52.2%
Total Non-Controllable Expenses <sup>5</sup>	\$89,982	4.7%	\$83,398	4.4%	8	34.8%
Total Occupancy Costs <sup>6</sup>	\$128,078	6.7%	\$123,759	6.5%	9	39.1%
Local Marketing Expense <sup>7</sup>	\$47,340	2.5%	\$46,399	2.4%	10	43.5%
Brand Fund Fee <sup>8</sup>	\$38,046	2.0%	\$38,284	2.0%	12	52.2%
EBITDA <sup>9</sup>	\$435,967	22.9%	\$412,980	21.6%	9	39.1%
High / Low Gross Sales	\$2,479,604 / \$1,570,427					
Annual Franchise Expenses Not Included in Table Above:						
Royalty Fees <sup>10</sup> (5%)	\$95,114	Average Top 1/3	\$95,709	Median Top 1/3		

**#3— Middle One-Third (23) of the 69 Affiliate-Owned and Operated Restaurants**

	Average of the Middle 1/3 (23) of Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of Middle 1/3 of Affiliate-Owned Restaurants	% of Total Sales	# Units Exceeding Average in Category	% of Units Exceeding Average in Category
Total Gross Sales	\$1,454,939	100.0%	\$1,478,631	100.0%	12	52.2%
Total Cost of Goods Sold <sup>1</sup>	\$454,255	31.2%	\$452,733	30.6%	11	47.8%
Total Payroll & Related <sup>2</sup>	\$384,339	26.4%	\$389,355	26.3%	12	52.2%
Total Prime Costs <sup>3</sup>	\$838,594	57.6%	\$843,185	57.0%	13	56.5%
Total Operating Expenses <sup>4</sup>	\$106,409	7.3%	\$106,746	7.2%	12	52.2%
Total Non-Controllable Expenses <sup>5</sup>	\$72,067	5.0%	\$70,218	4.7%	10	43.5%
Total Occupancy Costs <sup>6</sup>	\$136,661	9.4%	\$132,329	8.9%	9	39.1%
Local Marketing Expense <sup>7</sup>	\$40,234	2.8%	\$40,496	2.7%	13	56.5%
Brand Fund Fee <sup>8</sup>	\$29,099	2.0%	\$29,573	2.0%	12	52.2%
EBITDA <sup>9</sup>	\$231,876	15.9%	\$254,052	17.2%	14	60.9%
High / Low Gross Sales	\$1,550,204	/	\$1,353,610			
Annual Franchise Expenses Not Included in Table Above:						
Royalty Fees <sup>10</sup> (5%)	\$72,747	Average Middle 1/3	\$73,932	Median Middle 1/3		

**#4— Bottom One-Third (23) of the 69 Affiliate-Owned and Operated Restaurants**

	Average of the Bottom 1/3 (23) of Affiliate-Owned Restaurants Operated for a Full Year in 2025	% of Total Sales	Median of Bottom 1/3 of Affiliate-Owned Restaurants	% of Total Sales	# Units Exceeding Average in Category	% of Units Exceeding Average in Category
Total Gross Sales	\$1,162,079	100.0%	\$1,223,953	100.0%	14	60.9%
Total Cost of Goods Sold <sup>1</sup>	\$370,711	31.9%	\$379,538	31.0%	15	65.2%
Total Payroll & Related <sup>2</sup>	\$350,174	30.1%	\$360,228	29.4%	13	56.5%
Total Prime Costs <sup>3</sup>	\$720,884	62.0%	\$739,661	60.4%	13	56.5%
Total Operating Expenses <sup>4</sup>	\$94,404	8.1%	\$86,258	7.0%	9	39.1%
Total Non-Controllable Expenses <sup>5</sup>	\$62,162	5.3%	\$62,172	5.1%	12	52.2%
Total Occupancy Costs <sup>6</sup>	\$128,666	11.1%	\$123,293	10.1%	8	34.8%
Local Marketing Expense <sup>7</sup>	\$35,768	3.1%	\$37,801	3.1%	14	60.9%
Brand Fund Fee <sup>8</sup>	\$23,242	2.0%	\$24,479	2.0%	14	60.9%
EBITDA <sup>9</sup>	\$96,954	8.3%	\$90,276	7.4%	11	47.8%
High / Low Gross Sales	\$1,340,921 / \$810,711					
Annual Franchise Expenses Not Included in Table Above:						
Royalty Fees <sup>10</sup> (5%)	\$58,104	Average Bottom 1/3	\$61,198	Median Bottom 1/3		

Notes:

1. Total Cost of Goods Sold: This includes the cost of all food, beverages, delivery services, and paper goods used in the Restaurants. A franchisee in a new market with less than 3 open Restaurants could expect that its Cost of Goods Sold will be higher, likely ranging between an additional 1% and 2%. Some proprietary items might not be stocked by our local distributor, causing an increase in freight costs.
2. Total Payroll & Related: This includes all salaries, hourly wages, bonuses, payroll taxes, and benefits paid at each affiliate-owned Restaurant. The payroll for each affiliate-owned Restaurant includes a required minimum of 2 salaried managers. We do not require franchisees, as owner-operators, to have 2 salaried managers on-site at all times. Payroll costs will vary and depend on, among other things, number of salaried managers, pay rates, and geographic region.
3. Total Prime Costs: This is the sum of Cost of Goods Sold plus Payroll & Related.
4. Total Operating Expenses: These include disposables, restaurant supplies, travel expenses, cleaning supplies, linen, uniforms, pest control, delivery expense, music, technology, permits, licenses, office supplies, postage, equipment rental, trash removal, and professional services.
5. Total Non-Controllable Expenses: These include bank fees, phone and internet, utilities, and repairs and maintenance.
6. Total Occupancy Costs: These include base rent, common area maintenance, property taxes, and insurance.
7. Local Marketing Expense: Franchisees currently must spend only 1% of Gross Sales on local marketing expense. This number represents the spend by affiliate-owned Restaurants.
8. Brand Fund Fee: Each affiliate-owned Restaurant contributes to the Brand Fund the same 2% of Gross Sales contributed by franchisees.
9. The EBITDA calculation uses the following formula: Total Gross Sales minus (i) Total Prime Costs, (ii) Total Operating Expenses, (iii) Total Non-Controllable Expenses, (iv) Total Occupancy Costs, and (v) Local Marketing Expense and Brand Fund Fee=EBITDA. The average and median EBITDA numbers are the numbers resulting arithmetically from calculating the average and median performance, respectively, in all of the revenue and expense line-items appearing in each statement.
10. Royalty Fee: Affiliate-owned Restaurants do not pay Royalties. This line-item represents the Royalty Fee of 5% that franchisees would pay had they operated these Restaurants under our Franchise Agreement and reached the particular Gross Sales levels.

**Some Chicken Salad Chick Restaurants have earned these amounts. Your individual results may differ. There is no assurance that you will earn as much.**

Written substantiation of all financial performance information presented in this financial performance representation will be made available to you upon reasonable request.

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 outlet, however, we may provide you with the actual records of that outlet. 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 President and Chief Executive Officer, Scott Deviney, 2839 Paces Ferry Road SE, Ste. 500, Atlanta, Georgia 30339, (470) 607-5550, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

The “Company-Owned” outlets appearing in the tables below are owned by our affiliate SSRG II, LLC. The numbers in the tables are as of December 31 in each year.

Table No. 1

**Systemwide Outlet Summary for Years 2023 to 2025**

Column 1 Outlet Type	Column 2 Year	Column 3 Outlets at the Start of the Year	Column 4 Outlets at the End of the Year	Column 5 Net Change
Franchised	2023	159	180	+21
	2024	180	206	+26
	2025	206	252	+46
Company-Owned	2023	65	74	+9
	2024	74	81	+7
	2025	81	74	-7
Total Outlets	2023	224	254	+30
	2024	254	287	+33
	2025	287	326	+39

Table No. 2

**Transfers of Outlets from Franchisees to New Owners (Other than the Franchisor)  
for Years 2023 to 2025**

Column 1 State	Column 2 Year	Column 3 Number of Transfers
Alabama	2023	0
	2024	0
	2025	3
Florida	2023	1
	2024	2
	2025	2
Louisiana	2023	0
	2024	1
	2025	5