

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.

2025 Gross Receipts of Company-Owned and Franchised Restaurants

As of December 31, 2025, there were 38 company-owned Restaurants and 542 franchised Restaurants. Tables 1 through 5 below display the Gross Receipts of 35 company-owned Restaurants that were open for the entire fiscal year that ended December 31, 2025 (“2025 Fiscal Year”) and 475 franchised Restaurants that were open for the entire 2025 Fiscal Year. These tables exclude the results of two company-owned Restaurants and 43 franchised Restaurants that were not open for the entire 2025 Fiscal Year (42 new Restaurant openings and one temporarily closed Restaurants due to a fire), 19 franchised restaurants that closed during the 2025 Fiscal Year, 23 non-traditional Restaurants (one company-owned and 22 franchised) that are not open seven days per week and operate during limited hours (these include five Restaurants located at college campuses, two Restaurants located in casinos, three Restaurants located at an airport, and 13 Restaurants located in sports arenas).

Type of Restaurant	Stand Alone Drive-thru	End Cap Drive-thru	Inline No Drive-thru	All Restaurants
Number of Restaurants	28	3	4	35
Average Weekly Gross Receipts	\$43,565	\$61,660	\$40,232	\$44,735
No. and % of Restaurants that Met or Exceeded the Average	13 (46%)	2 (67%)	2 (50%)	15 (43%)
Median Weekly Gross Receipts	\$42,887	\$61,928	\$38,548	\$43,515
Range of Weekly Gross Receipts	\$29,344 - \$70,908	\$56,903 - \$66,150	\$31,434 - \$52,399	\$29,344 - \$70,908

TABLE 2
ANNUAL GROSS RECEIPTS OF COMPANY-OWNED RESTAURANTS
FOR 2025 FISCAL YEAR BY FACILITY TYPE

Type of Restaurant	Stand Alone Drive-thru	End Cap Drive-thru	Inline No Drive-thru	All Restaurants
Number of Restaurants	28	3	4	35
Average Annual Gross Receipts	\$2,308,931	\$3,267,984	\$2,132,317	\$2,370,951
No. and % of Restaurants that Met or Exceeded the Average	13 (46%)	2 (67%)	2 (50%)	15 (43%)
Median Annual Gross Receipts	\$2,273,030	\$3,282,176	\$2,043,057	\$2,306,297
Range of Annual Gross Receipts	\$1,555,234 - \$3,758,106	\$3,015,846 - \$3,505,929	\$1,666,002 - \$2,777,152	\$1,555,234 - \$3,758,106

TABLE 3
WEEKLY GROSS RECEIPTS OF FRANCHISED RESTAURANTS
FOR 2025 FISCAL YEAR BY FACILITY TYPE

Type of Restaurant	Stand Alone Drive-thru	End Cap Drive-thru	Inline No Drive-thru	All Restaurants
Number of Restaurants	435	39	3	477
Average Weekly Gross Receipts	\$35,251	\$33,932	\$26,141	\$35,086
No. and % of Restaurants that Met or Exceeded the Average	208(48%)	18 (46%)	1 (33%)	228 (48%)
Median Weekly Gross Receipts	\$34,649	\$33,264	\$25,945	\$34,354
Range of Weekly Gross Receipts	\$12,160 - \$78,573	\$17,763 - \$48,940	\$23,442 - \$29,035	\$12,160 - \$78,573

TABLE 4
ANNUAL GROSS RECEIPTS OF FRANCHISED RESTAURANTS
FOR 2025 FISCAL YEAR BY FACILITY TYPE

Type of Restaurant	Stand Alone Drive-thru	End Cap Drive-thru	Inline No Drive-thru	All Restaurants
Number of Restaurants	435	39	3	477
Average Annual Gross Receipts	\$1,868,226	\$1,798,407	\$1,385,497	\$1,859,481
No. and % of Restaurants that Met or Exceeded the Average	208 (48%)	18 (46%)	3 (33%)	228 (48%)
Median Annual Gross Receipts	\$1,836,394	\$1,763,017	\$1,375,095	\$1,820,745
Range of Annual Gross Receipts	\$644,497 - \$4,164,361	\$941,428 - \$2,593,813	\$1,242,452 - \$1,538,855	\$644,497 - \$4,164,361

TABLE 5
SYSTEMWIDE ANNUAL GROSS RECEIPTS OF
COMPANY-OWNED AND FRANCHISED RESTAURANTS FOR 2025 FISCAL YEAR

Number of Restaurants	512
Average Annual Gross Receipts	\$1,894,445
Median Annual Gross Receipts	\$1,859,310
Range of Annual Gross Receipts	\$644,497 - \$4,164,361
No. and % of Restaurants that Met or Exceeded the Average	244 (48%)

TABLE 6
SYSTEMWIDE ANNUAL GROSS RECEIPTS OF
COMPANY-OWNED AND FRANCHISED RESTAURANTS FOR 2025 FISCAL YEAR
BY QUARTILE

Quartile	No. of Rests.	Average	Low	High	Median	No. and % That Met or Exceeded Average
Top	128	\$2,629,160	\$2,243,849	\$4,164,361	\$2,563,284	54 / 42%
2nd	128	\$2,038,490	\$1,860,756	\$2,241,771	\$2,032,427	63 / 49%
3rd	128	\$1,666,598	\$1,487,604	\$1,857,864	\$1,647,988	61 / 48%
Bottom	128	\$1,243,532	\$644,497	\$1,486,695	\$1,289,392	71 / 55%
Total	512	\$1,894,445	\$644,497	\$4,164,361	\$1,859,310	244 / 48%

TABLE 7
SYSTEMWIDE ANNUAL GROSS RECEIPTS OF
FRANCHISED RESTAURANTS FOR 2025 FISCAL YEAR
BY QUARTILE

Quartile	No. of Rests.	Average	Low	High	Median	No. and % That Met or Exceeded Average
Top	119	\$2,573,567	\$2,208,214	\$4,164,361	\$2,513,014	51 / 43%
2nd	119	\$2,004,133	\$1,825,966	\$2,203,385	\$2,005,823	61 / 51%
3rd	119	\$1,637,954	\$1,478,040	\$1,820,745	\$1,635,517	60 / 52%
Bottom	120	\$1,227,582	\$644,497	\$1,476,580	\$1,269,921	67 / 58%
Total	477	\$1,859,481	\$644,497	\$4,164,361	\$1,820,745	219 / 47%

**TABLE 8
SYSTEMWIDE ANNUAL GROSS RECEIPTS OF
COMPANY-OWNED RESTAURANTS FOR 2025 FISCAL YEAR
BY QUARTILE**

Quartile	No. of Rest.	Average	Low	High	Median	No. and % That Met or Exceeded Average
Top	9	\$3,084,309	\$2,673,913	\$3,758,106	\$3,015,846	3 / 33%
2nd	9	\$2,500,848	\$2,306,297	\$2,643,445	\$2,546,322	6 / 67%
3rd	9	\$2,109,727	\$1,882,692	\$2,249,316	\$2,135,137	5 / 56%
Bottom	8	\$1,716,166	\$1,555,234	\$1,868,111	\$1,700,847	4 / 50%
Total	35	\$2,370,951	\$1,555,234	\$3,758,106	\$2,306,297	15 / 43%

2025 Cost of Sales, Labor and Controllable Expenses of Company-Owned Restaurants

As of December 31, 2025, there were 38 company-owned Restaurants. Table No. 9 below depicts the Costs of Sales, Labor, and Controllable Expenses for 35 company-owned Restaurants that were open during the entire Fiscal Year 2025 as percentages of total Gross Receipts for Fiscal Year 2025. Table 9 excludes the results of two company-owned Restaurant that were not open for the entire 2025 Fiscal Year and one non-traditional company-owned Restaurant.

TABLE 9 COST OF SALES, LABOR AND CONTROLLABLE EXPENSES OF COMPANY-OWNED RESTAURANTS FOR FISCAL YEAR 2025	
Category	Percentage of Gross Receipts
Cost of Sales	32.0%
Labor with Benefits	31.3%
Controllable Expenses	10.3%

**2025 Revenues and Expenses of Restaurants
Operating in End Cap and Inline Facilities**

As of December 31, 2025, there were 45 franchised Restaurants and 8 company-owned Restaurants that are not free-standing and that operate in End Cap and Inline facilities in shopping centers. The tables below depict the profit and loss statements for 42 franchised Restaurants, and 7 company-owned Restaurants operating in these facilities that were open during the entire Fiscal Year 2025. These tables exclude the results of 2 franchised Restaurants and 2 company-owned Restaurants operating in these facilities that were not open for the entire 2025 Fiscal Year and 14 franchised Restaurants operating in these facilities that did not provide us with their profit and loss statements.

TABLE 10
2025 AVERAGE GROSS RECEIPTS AND EXPENSES OF
42 FRANCHISED RESTAURANTS
OPERATING IN END CAP AND INLINE FACILITIES

Number and % of Restaurants
Equal to or Favorable to Gross
Receipts and Expense

	Amount	%	
Gross Receipts	\$1,764,975		20 / 47.6%
Cost of Sales	\$564,538	32.0%	24 / 57.1%
Labor with Benefits	\$552,735	31.3%	23 / 54.8%
Controllable Expenses	\$185,914	10.5%	24 / 57.1%
Non Controllable Expense	\$165,287	9.4%	22 / 52.4%
Other	\$118,032	6.7%	21 / 50.0%
Total Operating Expenses	\$1,586,506		
EBITDA- 4 Wall	\$178,469	10.1%	19 / 45.2%
Median Net Sales	\$1,751,330		
Range of Net Sales	\$794,480 \$2,988,443		

TABLE 11
2025 AVERAGE GROSS RECEIPTS AND EXPENSES OF
7 COMPANY-OWNED RESTAURANTS
OPERATING IN END CAP AND INLINE FACILITIES

Number and % of Stores Equal
to or Favorable to Gross
Receipts and Expense

	Amount	%	
Gross Receipts	\$2,619,031		5 / 71.4%
Cost of Sales	\$847,041	32.3%	3 / 42.9%
Labor with Benefits	\$791,031	30.2%	4 / 57.1%
Controllable Expenses	\$256,508	9.8%	5 / 71.4%
Non Controllable Expense	\$147,256	5.6%	3 / 42.9%
Other	\$66,032	2.5%	4 / 57.1%
Total Operating Expenses	\$2,107,867		
EBITDA- 4 Wall	\$511,164	19.5%	4 / 57.1%
Median Net Sales	\$2,249,316		
Range of Net Sales	\$1,666,002 \$3,505,929		

**2025 ACTUAL GROSS RECEIPTS AND EXPENSES OF
42 FRANCHISED RESTAURANTS
OPERATING IN END CAP AND INLINE FACILITIES**

	1		2		3		4		5	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	2,988,443		1,347,548		2,395,335		1,434,315		1,366,759	
Cost of Sales	988,098	33.1%	433,367	32.2%	864,684	36.1%	457,466	31.9%	421,694	30.9%
Labor with Benefits	830,687	27.8%	393,141	29.2%	708,141	29.6%	505,218	35.2%	413,777	30.3%
Controllable Expenses	287,146	9.6%	112,973	8.4%	265,685	11.1%	179,232	12.5%	137,369	10.1%
Non Controllable Expense	164,903	5.5%	144,870	10.8%	132,715	5.5%	133,761	9.3%	183,287	13.4%
Other	197,321	6.6%	107,975	8.0%	157,527	6.6%	105,018	7.3%	79,343	5.8%
Total Operating Expenses	2,468,155		1,192,327		2,128,752		1,380,695		1,235,471	
EBITDA- 4 Wall	520,288	17.4%	155,221	11.5%	266,583	11.1%	53,620	3.7%	131,288	9.6%

	6		7		8		9		10	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	1,369,661		1,762,478		1,700,463		1,096,654		1,314,755	
Cost of Sales	410,629	30.0%	536,200	30.4%	541,414	31.8%	341,070	31.1%	431,086	32.8%
Labor with Benefits	434,439	31.7%	520,795	29.5%	551,330	32.4%	525,006	47.9%	446,088	33.9%
Controllable Expenses	150,793	11.0%	163,050	9.3%	170,859	10.0%	172,634	15.7%	128,564	9.8%
Non Controllable Expense	211,432	15.4%	209,782	11.9%	154,265	9.1%	155,901	14.2%	106,770	8.1%
Other	85,532	6.2%	102,937	5.8%	116,368	6.8%	76,621	7.0%	99,344	7.6%
Total Operating Expenses	1,292,823		1,532,764		1,534,235		1,271,232		1,211,852	
EBITDA- 4 Wall	76,838	5.6%	229,715	13.0%	166,228	9.8%	(174,578)	-15.9%	102,903	7.8%

	11		12		13		14		15	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	1,182,956		1,371,278		2,369,706		1,582,866		1,231,367	
Cost of Sales	382,675	32.3%	440,012	32.1%	725,164	30.6%	493,189	31.2%	390,226	31.7%
Labor with Benefits	418,722	35.4%	412,826	30.1%	781,101	33.0%	359,078	22.7%	390,786	31.7%
Controllable Expenses	146,776	12.4%	170,842	12.5%	199,661	8.4%	138,223	8.7%	183,311	14.9%
Non Controllable Expense	165,576	14.0%	172,063	12.5%	216,730	9.1%	203,336	12.8%	149,289	12.1%
Other	75,855	6.4%	78,399	5.7%	186,923	7.9%	87,760	5.5%	85,501	6.9%
Total Operating Expenses	1,189,604		1,274,142		2,109,578		1,281,587		1,199,114	
EBITDA- 4 Wall	(6,648)	-0.6%	97,136	7.1%	260,127	11.0%	301,279	19.0%	32,253	2.6%

	16		17		18		19		20	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	940,112		1,474,089		1,817,176		1,580,660		2,442,510	
Cost of Sales	307,984	32.8%	498,991	33.9%	592,214	32.6%	481,304	30.4%	736,258	30.1%
Labor with Benefits	329,662	35.1%	484,373	32.9%	536,362	29.5%	428,708	27.1%	716,714	29.3%
Controllable Expenses	128,065	13.6%	181,944	12.3%	172,314	9.5%	127,050	8.0%	209,188	8.6%
Non Controllable Expense	295,965	31.5%	180,263	12.2%	147,190	8.1%	241,838	15.3%	122,795	5.0%
Other	48,975	5.2%	90,070	6.1%	117,384	6.5%	89,724	5.7%	164,430	6.7%
Total Operating Expenses	1,110,652		1,435,641		1,565,465		1,368,624		1,949,385	
EBITDA- 4 Wall	(170,540)	-18.1%	38,448	2.6%	251,711	13.9%	212,036	13.4%	493,125	20.2%

	21		22		23		24		25	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	2,012,811		2,128,921		1,862,706		1,282,715		2,335,362	
Cost of Sales	636,779	31.6%	757,487	35.6%	587,610	31.5%	411,361	32.1%	755,115	32.3%
Labor with Benefits	608,813	30.2%	684,466	32.2%	624,183	33.5%	501,582	39.1%	740,865	31.7%
Controllable Expenses	222,431	11.1%	220,034	10.3%	179,792	9.7%	177,246	13.8%	219,442	9.4%
Non Controllable Expense	147,685	7.3%	128,180	6.0%	125,414	6.7%	94,653	7.4%	55,471	2.4%
Other	146,518	7.3%	135,286	6.4%	134,838	7.2%	83,020	6.5%	122,321	5.2%
Total Operating Expenses	1,762,226		1,925,453		1,651,838		1,267,862		1,893,214	
EBITDA- 4 Wall	250,585	12.4%	203,468	9.6%	210,868	11.3%	14,853	1.2%	442,148	18.9%

	26		27		28		29		30	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	2,318,214		2,447,954		2,263,704		2,378,282		2,492,640	
Cost of Sales	701,452	30.3%	781,148	31.9%	720,681	31.8%	748,936	31.5%	804,736	32.3%
Labor with Benefits	617,329	26.6%	683,596	27.9%	673,376	29.7%	719,565	30.3%	681,124	27.3%
Controllable Expenses	206,743	8.9%	194,678	8.0%	228,978	10.1%	209,252	8.8%	302,932	12.2%
Non Controllable Expense	149,235	6.4%	137,359	5.6%	146,349	6.5%	136,027	5.7%	167,162	6.7%
Other	168,843	7.3%	164,880	6.7%	164,264	7.3%	175,158	7.4%	163,707	6.6%
Total Operating Expenses	1,843,602		1,961,661		1,933,649		1,988,937		2,119,661	
EBITDA- 4 Wall	474,611	20.5%	486,293	19.9%	330,055	14.6%	389,344	16.4%	372,979	15.0%

	31		32		33		34		35	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	2,093,920		1,231,408		2,115,880		1,740,182		1,786,244	
Cost of Sales	646,283	30.9%	393,197	31.9%	711,195	33.6%	584,902	33.6%	529,612	29.6%
Labor with Benefits	651,634	31.1%	464,559	37.7%	722,721	34.2%	516,097	29.7%	689,806	38.6%
Controllable Expenses	230,518	11.0%	168,312	13.7%	331,173	15.7%	176,143	10.1%	167,219	9.4%
Non Controllable Expense	189,921	9.1%	140,648	11.4%	163,214	7.7%	303,633	17.4%	183,536	10.3%
Other	185,785	8.9%	87,148	7.1%	121,046	5.7%	79,975	4.6%	120,899	6.8%
Total Operating Expenses	1,904,141		1,253,864		2,049,348		1,660,750		1,691,073	
EBITDA- 4 Wall	189,779	9.1%	(22,455)	-1.8%	66,532	3.1%	79,433	4.6%	95,172	5.3%

	36		37		38		39		40	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	1,849,609		1,531,822		2,354,669		1,375,095		1,792,515	
Cost of Sales	572,729	31.0%	477,068	31.1%	729,733	31.0%	424,291	30.9%	581,286	32.4%
Labor with Benefits	561,990	30.4%	543,637	35.5%	665,703	28.3%	395,262	28.7%	541,586	30.2%
Controllable Expenses	180,149	9.7%	229,638	15.0%	170,851	7.3%	121,844	8.9%	201,015	11.2%
Non Controllable Expense	144,636	7.8%	164,281	10.7%	152,333	6.5%	256,149	18.6%	186,181	10.4%
Other	133,119	7.2%	115,846	7.6%	159,307	6.8%	83,787	6.1%	118,629	6.6%
Total Operating Expenses	1,592,623		1,530,470		1,877,927		1,281,333		1,628,697	
EBITDA- 4 Wall	256,986	13.9%	1,352	0.1%	476,742	20.2%	93,762	6.8%	163,818	9.1%

	41		42	
	Amount	%	Amount	%
Gross Receipts	1,170,687		794,480	
Cost of Sales	399,742	34.1%	281,528	35.4%
Labor with Benefits	335,206	28.6%	404,797	51.0%
Controllable Expenses	102,126	8.7%	142,202	17.9%
Non Controllable Expense	131,592	11.2%	145,646	18.3%
Other	89,877	7.7%	44,807	5.6%
Total Operating Expenses	1,058,544		1,018,980	
EBITDA- 4 Wall	112,143	9.6%	(224,500)	-28.3%

**2025 ACTUAL GROSS RECEIPTS AND EXPENSES OF
7 COMPANY-OWNED RESTAURANTS
OPERATING IN END CAP AND INLINE FACILITIES**

	1		2		3		4		5	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	2,249,316		3,505,929		1,666,002		1,836,798		2,777,152	
Cost of Sales	744,574	33.1%	1,127,753	32.2%	573,288	34.4%	615,400	33.5%	838,597	30.2%
Labor with Benefits	612,716	27.2%	970,223	27.7%	544,758	32.7%	668,037	36.4%	837,384	30.2%
Controllable Expenses	215,040	9.6%	300,508	8.6%	200,858	12.1%	254,751	13.9%	267,524	9.6%
Non Controllable Expense	128,661	5.7%	120,352	3.4%	105,306	6.3%	187,336	10.2%	177,157	6.4%
Other	58,348	2.6%	89,688	2.6%	43,677	2.6%	44,040	2.4%	69,113	2.5%
Total Operating Expenses	1,759,338		2,608,524		1,467,887		1,769,564		2,189,774	
EBITDA- 4 Wall	489,978	21.8%	897,404	25.6%	198,115	11.9%	67,234	3.7%	587,377	21.2%

	6		7	
	Amount	%	Amount	%
Gross Receipts	3,282,176		3,015,846	
Cost of Sales	1,078,485	32.9%	951,187	31.5%
Labor with Benefits	933,059	28.4%	971,039	32.2%
Controllable Expenses	288,631	8.8%	268,243	8.9%
Non Controllable Expense	128,941	3.9%	183,039	6.1%
Other	84,268	2.6%	73,092	2.4%
Total Operating Expenses	2,513,383		2,446,598	
EBITDA- 4 Wall	768,793	23.4%	569,248	18.9%