

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.

As of December 31, 2023, there were 127 affiliate-owned PizzaExpress Restaurants in London, England. The table below provides the historical 2023 average and median Gross Sales and Gross Margin for the 42 affiliate-owned PizzaExpress Restaurants that were open and operating for the entire 2023 calendar year in inner London, England, specifically within Zones 1-3 of the London Transport stores ("London Restaurants"). We excluded 85 PizzaExpress Restaurants in London because they are outside of Zones 1-3 of the London Transport stores, as well as other PizzaExpress Restaurants located in other countries, because they may not be substantially similar to the franchised business being offered under this disclosure document. As of December 31, 2023, we did not have any franchised PizzaExpress Restaurants located in London, England, and we did not have any PizzaExpress Restaurants located in the United States.

Net Sales and Gross Margin for London Restaurants Year Ended December 31, 2023				
Category	Average	Median	Number and Percent of Restaurants that Met or Exceeded Average	Percentage of Net Sales
Net Sales	£1,664,905 (US\$2,158,882)	£1,614,886 (US\$2,094,023)	18 (43%)	100%
Food Costs	£272,187 (US\$352,945)	£262,906 (US\$340,910)	19 (45%)	16%
Labor Cost	£523,947 (US\$679,402)	£500,570 (US\$649,089)	21 (50%)	31%
Gross Margin	£868,771 (US\$1,126,535)			52%

Explanatory Notes

1. **Some outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.**
2. The actual amounts generated and spent by the London Restaurants were in British Pound Sterling. As of July 15, 2024, the exchange rate of Pound Sterling to United States Dollars was £1 was equal to \$1.2967, according to markets.ft.com. The amounts listed in United States Dollars in parentheses are based upon that exchange rate.
3. "Net Sales" means the aggregate amount of all sales of all food and beverages, and other goods and services, whether for cash, on credit or otherwise, made or provided at or in connection with the applicable London Restaurant, including off-premises sales and monies derived at or away from the London Restaurant, less VAT, and after coupons and discounts. The highest Net Sales among the London Restaurants in 2023 was £3,566,894 (US\$4,625,191) and the lowest was £483,259 (US\$626,642).

4. “Food Costs” means the total amount that the applicable London Restaurant paid in 2023 for all food, ingredients, beverages and distribution. It does not include other costs such as smallwares, inventory, and supplies.

5. “Labor Cost” means the total cost paid to employees and managers of the applicable London Restaurant in 2023 for the types of payroll expenses that a franchisee is likely to incur in operating its PizzaExpress Restaurant, including pay, benefits, absence/sick, bonus and payroll taxes. Labor Cost does not include any amounts that you (or an Operating Principal) may pay yourself. You, as a franchisee, will have the sole discretion to determine the number of employees and managers hired for your PizzaExpress Restaurant, and their hours, compensation and benefits.

6. “Gross Margin” was calculated by taking the average Net Sales (£1,664,905) across all London Restaurants and subtracting the average Food Costs (£272,187) and Labor Costs (£523,947) across all London Restaurants.

The financial performance representations above do not reflect all of your costs, operating expenses, or other costs or expenses that must be deducted from the Gross Sales to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your franchised business.

A new franchisee’s results are likely to differ from the results listed above due to various factors, including the demand for products and services, the type and number of competitive businesses in the market, advertising efforts, management experience, location, presence and prevalence of the Marks in the region, and other factors.

This financial performance representation was prepared without an audit. Prospective franchisees should be advised that no certified public accountant has audited these figures or expressed an opinion with regard to their contents or form. Written substantiation for these financial performance representations will be made available to you upon reasonable request.

Other than the preceding financial performance representation, we do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. 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 Ben Lawrence, Soho Hub, Level 1, 25 Soho Square, London, W1D 3QR, phone number +44 07581 052 332, Ben.Lawrence@PizzaExpress.com, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE NUMBER 1
Systemwide Restaurant Summary in the United States
For Years 2021-2023

Restaurant Type	Year	Restaurants at the Start of the Year	Restaurants at the End of the Year	Net Change
Franchised	2021	0	0	0
	2022	0	0	0
	2023	0	0	0
Company-Owned	2021	0	0	0
	2022	0	0	0
	2023	0	0	0
TOTAL	2021	0	0	0
	2022	0	0	0
	2023	0	0	0

TABLE NUMBER 2
Transfers of Restaurants from Franchisee to New Owners
(Other than the Franchisor) in the United States
For Years 2021-2023

State	Year	Number of Transfers
TOTAL	2021	0
	2022	0
	2023	0

TABLE NUMBER 3
Status of Franchised Restaurants in the United States
For Years 2021-2023

State	Year	Restaurants at the Start of the Year	Restaurants Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Restaurants at the End of the Year
TOTAL	2021	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0

TABLE NUMBER 4
Status of Company-Owned Restaurants in the United States
For Years 2021-2023

State	Year	Restaurants at the Start of the Year	Restaurants Opened	Restaurants Reacquired From Franchisees	Restaurants Closed	Restaurants Sold to Franchisees	Restaurants at the End of the Year
TOTAL	2021	0	0	0	0	0	0
	2022	0	0	0	0	0	0
	2023	0	0	0	0	0	0