

Provision	Section in franchise or other agreement	Summary
r. Non-competition covenants after the franchise is terminated or expires	19.E of Franchise Agreement	For 2 years after franchise term, no owning interest in or performing services for Competitive Business located or operating at Restaurant's site, within former Area of Protection, or within 5 miles of physical location of another POLLO CAMPERO Restaurant (same restrictions apply after transfer).
s. Modification of the agreement	21.K of Franchise Agreement	No modifications generally, but we may change Operations Manual and Brand Standards.
t. Integration/merger clause	21.M of Franchise Agreement	Only terms of Franchise Agreement and other related written agreements are binding (subject to applicable state law). No other representations or promises will be binding. Nothing in the Franchise Agreement or in any other related written agreement is intended to disclaim representations made in this franchise disclosure document.
u. Dispute resolution by arbitration or mediation	21.F of Franchise Agreement	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 Dallas, Texas).
v. Choice of forum	21.H of Franchise Agreement	Subject to arbitration requirements, litigation must be (with limited exception) in courts closest to where we (or then-current franchisor) have our principal business address when the action is commenced (it currently is in Dallas, Texas) (subject to applicable state law).
w. Choice of law	21.G of Franchise Agreement	Federal law and Florida law govern (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 financial performance representation contains actual, historical average,¹ median,² and high/low annual Gross Sales information during the 2024 Fiscal Year (from January 1, 2024, to December 31, 2024) for (1) all POLLO CAMPERO Restaurants (both franchised and owned by our affiliates), (2) separately for all franchised POLLO CAMPERO Restaurants, and (3) separately for all affiliate-owned POLLO CAMPERO Restaurants, that were open for business in the United States during the entire 2024 Fiscal Year (that is, open at both the beginning and the end of the 2024 Fiscal Year).

As defined more fully in Item 6 of this disclosure document, “Gross Sales” means the aggregate amount of all revenue and other consideration generated from any source, including from selling products, services, and merchandise (including delivery charges paid for deliveries made by the Restaurant’s employed staff), but excluding federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority (and after deducting coupons/promotions and voids).

The actual average annual Gross Sales during the 2024 Fiscal Year for all POLLO CAMPERO Restaurants in the system in the United States that were open for operation during the entire 2024 Fiscal Year, including both franchised and affiliate-owned Restaurants, were \$3,242,596. All Restaurants that were open during the entire 2024 Fiscal Year are included, even if their ownership changed during that time period. The total number of Restaurants included in this average was 90 (75 owned by our affiliates and 15 franchised). The number of franchised Restaurants open for operation during the entire 2024 Fiscal Year whose actual Gross Sales exceeded the \$3,242,596 average during the 2024 Fiscal Year totaled 9 (60.0%). The number of affiliate-owned Restaurants open for operation during the entire 2024 Fiscal Year whose actual 2024 Gross Sales exceeded the \$3,242,596 average during the 2024 Fiscal Year totaled 28 (37.3%). (The results of two affiliate-owned “ghost kitchen” locations that operated during the entire 2024 Fiscal Year are excluded from this Item 19 because a “ghost kitchen” is a type of non-traditional venue for which we do not offer franchises.)

The actual median annual Gross Sales during the 2024 Fiscal Year for all POLLO CAMPERO Restaurants in the system in the United States that were open for operation during the entire 2024 Fiscal Year, including both franchised and affiliate-owned Restaurants, were \$3,011,175. The Restaurant with the highest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$8,831,243. The Restaurant with the lowest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$679,375.

¹ Average annual Gross Sales are calculated by dividing total Gross Sales during the entire 2024 Fiscal Year for all Restaurants in the particular grouping that were open for operation during the entire 2024 Fiscal Year by the number of Restaurants in the particular grouping that were open for operation during the entire 2024 Fiscal Year.

² Median annual Gross Sales represent the middle annual Gross Sales figure during the 2024 Fiscal Year for all Restaurants in the particular grouping that were open for operation during the entire 2024 Fiscal Year, with an equal number of Restaurants with Gross Sales above and below that figure.

The Gross Sales information for franchised Restaurants was obtained from weekly royalty reports submitted to us by franchisees and information we polled from point-of-sale systems in the Restaurants. We have not independently audited that information. The franchised Restaurants that were open for operation during the entire 2024 Fiscal Year and whose average Gross Sales during the 2024 Fiscal Year are reported above are substantially similar to the Restaurant franchises we currently offer. (Two new franchised Restaurants that opened during the 2024 Fiscal Year are excluded from this Item 19 because they were not open for the full 2024 Fiscal Year.)

The actual average annual Gross Sales during the 2024 Fiscal Year for the 15 franchised POLLO CAMPERO Restaurants open for operation during the entire 2024 Fiscal Year were \$3,526,031. The number of franchised Restaurants open for operation during the entire 2024 Fiscal Year whose actual Gross Sales exceeded this \$3,526,031 franchised Restaurant average during the 2024 Fiscal Year totaled 7 (46.7%). The actual median annual Gross Sales during the 2024 Fiscal Year for the 15 franchised POLLO CAMPERO Restaurants open for operation during the entire 2024 Fiscal Year were \$3,524,622. The franchised Restaurant with the highest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$5,467,952. The franchised Restaurant with the lowest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$679,375.

The actual average annual Gross Sales during the 2024 Fiscal Year for our affiliates' 75 POLLO CAMPERO Restaurants open for operation during the entire 2024 Fiscal Year were \$3,185,910 (Excluded from this Item 19 are 27 new affiliate-owned Restaurants that opened during the 2024 Fiscal Year and therefore were not open for the full 2024 Fiscal Year, and the 2 affiliate-owned ghost kitchens referenced above.) The number of affiliated Restaurants open for operation during the entire 2024 Fiscal Year whose actual Gross Sales exceeded this \$3,185,910 affiliated Restaurant average during the 2024 Fiscal Year totaled 29 (38.7%). The actual median annual Gross Sales during the 2024 Fiscal Year for our affiliates' 75 POLLO CAMPERO Restaurants open for operation during the entire 2024 Fiscal Year were \$2,978,746. The affiliate-owned Restaurant with the highest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$8,831,243. The affiliate-owned Restaurant with the lowest annual Gross Sales during the 2024 Fiscal Year had Gross Sales of \$1,198,061. The Gross Sales information for affiliate-owned Restaurants was obtained from restaurant-specific reports, consolidated financial statements, and other information provided by our affiliates.

[Table appears on next page]

		January 1, 2024, to December 31, 2024
Franchised	No. of Restaurants	15
	Average Gross Sales	\$3,526,031
	Number & Percentage of Restaurants Above Average	7 / 46.7%
	Median Gross Sales	\$3,524,622
	Low/High Gross Sales	\$679,375 / \$5,467,952
Company-Operated	No. of Restaurants	75
	Average Gross Sales	\$3,185,910
	Number & Percentage of Restaurants Above Average	29 / 38.7%
	Median Gross Sales	\$2,978,746
	Low/High Gross Sales	\$1,198,061 / \$8,831,243
Combined Franchise & Company-Operated	No. of Restaurants	90
	Average Gross Sales	\$3,242,596
	Number & Percentage of Restaurants Above Average	37 / 41.1%
	Median Gross Sales	\$3,011,175
	Low/High Gross Sales	\$679,375 / \$8,831,243

The actual annual Gross Sales numbers reported above 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 conduct an independent investigation of the costs and expenses you will incur in operating your POLLO CAMPERO Restaurant. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

This financial performance representation was prepared without an audit. Written substantiation of all financial information presented in this financial performance representation will be made available to you upon reasonable request.

Some POLLO CAMPERO Restaurants have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.

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 Luis Javier Rodas, Executive President, Campero USA

Corp., 12404 Park Central Drive, Suite 250N, Dallas, Texas 75251, (972) 770-2800, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20
OUTLETS AND FRANCHISEE INFORMATION

All figures in the tables below are as of December 31 of each year. The “Company-Owned” outlets are owned by our affiliates.

Table No. 1

Systemwide Outlet Summary
For years 2022 to 2024

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	2022	17	11	-6
	2023	11	15	+4
	2024	15	17	+2
Company-Owned	2022	64	74	+10
	2023	74	77	+3
	2024	77	104	+27
Total Outlets	2022	81	85	+4
	2023	85	92	+7
	2024	92	121	+29

Table No. 2

Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2022 to 2024

Column 1	Column 2	Column 3
State	Year	Number of Transfers
All States	2022	0
	2023	0
	2024	0