

ITEM 18
PUBLIC FIGURES

We do not use any public figure in our name or symbols or to endorse or recommend our business to prospective franchisees.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to disclose 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.

Factual Basis and Material Assumptions

You should consider the following factual basis and material assumptions in reviewing this Item 19:

1. As of December 29, 2024, there were 969 open and operating Restaurants. Of these 969 Restaurants, 826 of these Restaurants were owned and operated by third-party franchisees that are not owned or controlled by our affiliates (the "**Franchised Restaurants**").
2. The Franchised Restaurants offer substantially the same products and services as the Restaurants that are the subject of this franchise disclosure document.
3. For purposes of this Item 19, the term "**Gross Revenues**" means all revenues received by a Restaurant as payment for all sales generated through the Restaurant, whether such payment is in cash, by exchange or for credit (and, if for credit, regardless of collection), including revenues received from the operation of vending machines or other mechanical devices, less any revenues taxes collected and transmitted to appropriate taxing authorities.
4. The financial performance representation is a historical representation.

TABLE 1
AVERAGE GROSS REVENUES OF FRANCHISED RESTAURANTS
IN FISCAL YEAR 2023

Table 1 presents the Average Gross Revenues of 776 Franchised Restaurants (the "**Table 1 Measured Restaurants**") that were open and operating during the period January 1, 2024 through December 29, 2024 (the "**Table 1 Period**"). Table 1 excludes the performance of: (a) 143 Restaurants that were owned or controlled by our affiliate, Zax Restaurants; (b) 13 Franchised Restaurants that were closed for more than one month during the Table 1 Period; (c) 37

Franchised Restaurants that opened during the Table 1 Period; and (d) 7 Franchised Restaurants that closed during the Table 1 Period.

Quartile	Restaurant Count	Average Gross Revenues	# of Restaurants Above Average Gross Revenues	% of Restaurants Above Average Gross Revenues	Median Gross Revenues	Lowest Gross Revenues	Highest Gross Revenues
Top Quartile	194	\$3,889,984	75	38.7%	\$3,771,700	\$3,279,430	\$6,348,725
Second Quartile	194	\$2,971,499	98	50.5%	\$2,980,076	\$2,712,252	\$3,258,258
Third Quartile	194	\$2,458,132	99	51.0%	\$2,460,485	\$2,202,511	\$2,708,495
Bottom Quartile	194	\$1,810,336	112	57.7%	\$1,924,081	\$1,000,042	\$2,202,465
All Measured Restaurants	776	\$2,782,488	356	45.9%	\$2,710,374	\$1,000,042	\$6,348,725

Notes to Table 1:

1. Table 1 Measured Restaurants were divided into four categories based on their Gross Revenues, which are classified as: Top Quartile, Second Quartile, Third Quartile and Bottom Quartile. In Table 1, the average Gross Revenues for each of the categories was calculated by adding the Gross Revenues of all Table 1 Measured Restaurants within each quartile and dividing by the total number of Table 1 Measured Restaurants within such quartile. The average Gross Revenues in each quartile were then compared to the average Gross Revenues in such quartile and expressed as a percentage.

TABLE 2

**AVERAGE GROSS REVENUES AND CERTAIN OPERATING COSTS AND EXPENSES
OF AFFILIATE RESTAURANTS FOR PERIOD
FROM JANUARY 1, 2024 TO DECEMBER 29, 2024**

Table 2 presents the average Gross Revenues and certain operating costs of 270 Franchise Restaurants with financials submitted by Franchisees at the time of this report that were open and operating during the period from January 1, 2024 to December 29, 2024 (the "Table 2 Period").

	Top Quartile 67 Restaurants		Second Quartile 67 Restaurants		Third Quartile 68 Restaurants		Bottom Quartile 68 Restaurants	
	\$	%	\$	%	\$	%	\$	
AVERAGE GROSS REVENUE	\$3,930,239	100.0%	\$3,026,074	100.0%	\$2,482,225	100.0%	\$1,847,332	100.0%
COST OF GOODS SOLD	\$1,248,526	31.8%	\$963,221	31.8%	\$804,000	32.4%	\$614,036	33.2%
TOTAL COST OF LABOR	\$917,225	23.3%	\$746,764	24.7%	\$619,389	25.0%	\$518,437	28.1%

OTHER OPERATING EXPENSES								
Royalties	\$229,821	5.8%	\$177,527	5.9%	\$142,106	5.7%	\$104,132	5.6%
Advertising Expenses	\$144,050	3.7%	\$106,717	3.5%	\$89,822	3.6%	\$63,531	3.4%
Other Operating Expenses	\$441,643	11.2%	\$383,960	12.7%	\$331,644	13.4%	\$282,803	15.3%
TOTAL OTHER OPERATING EXPENSES	\$815,515	20.7%	\$668,204	22.1%	\$563,573	22.7%	\$450,467	24.4%
4 Wall EBITDAR	\$948,974	24.1%	\$647,886	21.4%	\$495,264	20.0%	\$264,393	14.3%
Location Expense	\$171,706	4.4%	\$169,334	5.6%	\$158,998	6.4%	\$165,870	9.0%
4 Wall EBITDA	\$777,268	19.8%	\$478,551	15.8%	\$336,266	13.5%	\$98,523	5.3%

Notes to Table 2:

1. The Table 2 Measured Restaurants were divided into four categories based on their Gross Revenues, which are classified as: Top Quartile, Second Quartile, Third Quartile and Bottom Quartile. In Table 2, the Gross Revenues and average operating costs and expenses for each of the categories were calculated by adding the Gross Revenues or certain operating costs and expenses, as applicable, of all Table 2 Measured Restaurants within each quartile and dividing by the total number of Table 2 Measured Restaurants within such quartile. The average Gross Revenues and operating costs and expenses in each quartile were then compared to the average Gross Revenues in such quartile and expressed as a percentage.
2. Table 2 is not a profit and loss statement. The cost and expense information in Table 2 pertains only to the cost of goods sold, labor costs, and other operating expenses experienced by the Table 2 Measured Restaurants. You may experience capitalized or other balance sheet expenditures that are not included in this cost and expense information, such as the cost of additional or replacement equipment, debt payments, and interest expenses.
3. Other Operating Expenses includes: supplies, utilities, repair & maintenance, 3rd party delivery fees, insurance expense, credit card fees, taxes & licenses, bank fees, over short, bad debt/theft, travel and entertainment, technology fee, and convention/training fees.

4. For purposes of this Item 19, the term “**EBITDA**” shall mean Gross Revenues less cost of goods sold, labor costs (excluding officer salaries), and other operating expenses noted above (excluding interest, taxes, depreciation, and amortization). The following table discloses the number and percentage of Table 2 Measured Restaurants in each quartile above the average EBITDA disclosed in Table 2 for each quartile and the median EBITDA for each quartile:

Quartile	Restaurant Count	Average EBITDA from Operations	# of Restaurants in Quartile Above Average EBITDA for Quartile	% of Restaurants in Quartile Above Average EBITDA for Quartile	Median EBITDA from Operations
Top Quartile	67	\$777,268	31	46.3%	\$761,537
Second Quartile	67	\$478,551	34	50.7%	\$485,513
Third Quartile	68	\$336,266	34	50.0%	\$366,007
Bottom Quartile	68	\$98,523	37	54.4%	\$115,008

5. Labor costs in Table 2 do not include officers’ salaries and benefits for any Table 2 Measured Restaurant that captures or recognizes that expense. Labor costs will vary from location to location and will depend on local factors, including (without limitation) local minimum wage laws and local labor market conditions. Because each Restaurant will need a certain number of employees to open and operate regardless of its Gross Revenues, Restaurants that have lower than average Gross Revenues typically experience higher than average labor costs as a percentage of Gross Revenues.

TABLE 3
AVERAGE GROSS REVENUES OF FRANCHISED RESTAURANTS
IN FISCAL YEARS 2022, 2023, AND 2024

Table 3 presents the Average Gross Revenues of certain Franchised Restaurants that were in operation during each of our last three fiscal years.

Year	Restaurant Count	Average Gross Revenues	% Change Over Previous Year	# of Restaurants Above Average Gross Revenues	% of Restaurants Above Average Gross Revenues	Median Gross Revenues	Lowest Gross Revenues	Highest Gross Revenues
2022	752	\$2,662,422	4.6%	355	47.2%	\$2,599,688	\$890,988	\$5,869,839
2023	768	\$2,721,224	2.2%	350	45.6%	\$2,651,111	\$786,417	\$5,989,909
2024	776	\$2,782,488	2.6%	356	45.9%	\$2,710,374	\$1,000,042	\$6,348,725

Notes to Table 3:

1. Our 2022 fiscal year began on December 27, 2021 and ended on December 25, 2022. Our 2023 fiscal year began on January 2, 2023 and ended December 31, 2023 (Adjusted

for 52 weeks). Our 2024 fiscal year began on January 1, 2024 and ended December 29, 2024.

2. The 2022 data includes the Gross Revenues of 752 Franchised Restaurants that were open and operated during the 2022 fiscal year and excludes the performance of: (a) 7 Franchised Restaurants that temporarily closed for more than one month during 2022 fiscal year; and (b) 17 Franchised Restaurants that opened during the 2022 fiscal year. The 2023 data includes the Gross Revenues of 767 Franchised Restaurants that were open and operated during the 2023 fiscal year and excludes the performance of: (a) 2 Franchised Restaurants that temporarily closed for more than one month during 2023 fiscal year; and (b) 26 Franchised Restaurants that opened during the 2023 fiscal year. The 2024 data includes the Table 1 Measured Restaurants.

Additional Information Regarding Item 19

1. **Some Restaurants have sold or earned this amount. Your individual results may differ. There is no assurance that you'll sell or earn as much.**
2. This Item 19 was prepared utilizing data we received in the periodic sales reports provided to us by our franchisees and through daily polling of Point of Sale (POS) data. We have not independently verified any of the data provided to us, but our franchisees pay our franchising fees based on such reports. Additionally, we cannot verify that the information we receive from our franchisees is prepared uniformly or that our franchisees properly allocate costs to a particular category.
3. Written substantiation for the financial performance representation will be made available to the prospective franchisee 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 our Chief Legal Officer, Brenda Trickey, 2002 Summit Boulevard NE, Suite 1200, Atlanta, Georgia 30319, (706) 353-8107, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 **OUTLETS AND FRANCHISEE INFORMATION**

For purposes of each of the following tables, we have listed each Restaurant operated by our affiliate, Zax Restaurants, or its predecessors as an "**Affiliate-Owned Restaurant**." We do not operate any Restaurants.