

Provision	Section in Agreement	Summary
	Section 19 of DA	have to either the jurisdiction of or venue in those courts. You must file litigation in the federal or state court of general jurisdiction located closest to our then-current principal office (subject to state law).
w. Choice of law	Section 3:1:2 and 21:2 of FA	Georgia law applies without regard to its conflict of laws rules, provided, however that any Georgia law regulating the sale of franchises or governing the relationship of a franchisor and franchisee will not apply unless its jurisdictional requirements are met independently (see “q” and “r” above). Interest on overdue payments is governed by the law of the state in which the Franchised Premises is located or the State of Georgia, whichever is higher.
	Section 19 of DA	Georgia law applies (subject to state law).

18. PUBLIC FIGURES

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

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.

These financial performance representations provide actual, historical “AUVs,” or average “Unit Volumes,” for specific groups of franchised Arby’s Restaurants. “Unit Volume” has the same meaning as Gross Sales, which we define in the note below. This Item 19 includes financial information for our 2024 fiscal year (which we will call simply “2024” in this Item 19), which is the period from January 1, 2024 until December 29, 2024. Indeed, federal and state franchise laws permit us to include in Item 19 either (a) a historical financial performance representation about the franchise system’s existing outlets or a subset of those outlets, or (b) a forecast of the prospective franchisee’s future financial performance. The information in this Item 19 reflects 2024 historical data for the AUV of certain franchised Arby’s Restaurants, and is not a forecast of future financial performance or a projection.

There were 2,286 franchised Arby’s Restaurants operating in the United States at the end of 2024. Of these, 2,264 were Traditional Restaurants, including 184 Traditional Restaurants located in travel plazas. We excluded from these financial performance representations: (a) all 33 of the franchised restaurants that first opened for business during 2024 and did not operate

for the full year; (b) all 15 of the franchised restaurants that were closed and reported no sales for extended periods during 2024, often for more than a month, either as part of remodeling or rebuilding the restaurant, due to a hurricane weather-related casualty or fire/water damage, or because of a relocation or planned transfer; (c) all 19 franchised Non-Traditional Restaurants, which had results that may not be typical for Traditional Restaurants; and (d) 1 franchised Arby's Restaurant that operates at a Multi-Brand Location (which is also a Non-Traditional Restaurant and is therefore excluded under (c), as well). The financial performance representations in this Item 19 provide AUVs during 2024 for the remaining 2,219 franchised Traditional Restaurants (called the "2024 Franchised Restaurants"), or an identified portion of those 2024 Franchised Restaurants. We also excluded from these financial performance representations the 63 franchised Arby's Restaurants that closed in 2024, all of which were open for at least 12 months before they closed, and the 1,079 company-owned Arby's Restaurants that we or our affiliates operated as of the end of 2024.

Free-standing 2024 Franchised Restaurants typically ranged in size from 2,400 to 3,250 square feet, and the average square footage of free-standing 2024 Franchised Restaurants was 2,867 square feet. The size of Arby's Restaurants located in food courts, travel plazas, and other non-free-standing locations varies with the type of location, and most provide shared seating. The average square footage of the non-free-standing 2024 Franchised Restaurants was 2,472 square feet, and the average square footage of 2024 Franchised Restaurants located in travel plazas was 3,310 square feet. The 2024 Franchised Restaurants are located across the country and in a variety of urban, suburban, and rural locations and in varied markets with wide-ranging levels of competition. 2,204 of the 2024 Franchised Restaurants operate with drive-thru windows and the remaining 15 do not. The 2024 Franchised Restaurants have operated for an average of 25 years.

The first financial performance representation reflects the AUVs for the 2024 Franchised Restaurants, both overall and as grouped into quartiles (categories of 25%) based on their AUVs.

**Average Unit Volume for
2024 Franchised Traditional Restaurants**

1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile	All Restaurants
\$1,856,562	\$1,343,596	\$1,081,262	\$794,630	\$1,269,097

**Statistics for
2024 Franchised Traditional Restaurants**

	# of Restaurants	Median	Highest	Lowest	#/% Above Average
1 st quartile	555	\$1,754,983	\$3,957,746	\$1,507,181	213 / 38.4%
2 nd quartile	555	\$1,339,208	\$1,504,546	\$1,193,215	269 / 48.5%
3 rd quartile	554	\$1,079,979	\$1,192,753	\$968,826	271 / 48.9%
4 th quartile	555	\$814,049	\$968,870	\$368,870	302 / 54.4%
All Restaurants	2,219	\$1,193,215	\$3,957,746	\$368,870	967 / 43.6%

The second financial performance representation reflects the AUVs for the 2024 Franchised Restaurants, grouped by venue type, as defined in the note below.

**Average Unit Volume for
2024 Franchised Traditional Restaurants
by Venue Type**

Venue Type	AUV	#	Median	Highest	Lowest	#/% Above Average
Free-standing	\$1,257,170	1,888	\$1,188,622	\$3,957,746	\$368,870	820 / 43.4%
Travel Plaza	\$1,564,424	175	\$1,503,873	\$3,395,992	\$466,706	79 / 45.1%
Other Non-Free-standing	\$1,082,148	156	\$1,016,322	\$2,182,361	\$369,760	68 / 43.6%

Notes

- (1) “AUV” or “Unit Volume” for a 2024 Franchised Restaurant is the same as Gross Sales, which means the total revenue the 2024 Franchised Restaurant received from the sale of all products, and performance of all services, on or from the Arby’s Restaurant’s premises, (including both mandatory and optional products, programs and services), whether for cash, credit, or debit card, barter exchange, trade credit, or other credit transactions, and including commissions from vending and ATM machines, but excluding coupons and discounts, and sales tax or any similar taxes.
- (2) We calculate the AUVs in this Item 19 by adding the Unit Volumes for each restaurant in the applicable group and dividing the sum by the number of restaurants in the applicable group. We obtain the Unit Volumes for franchised Arby’s Restaurants from sales reports that franchisees submit to us and from data that we collected from franchisees’ POS systems. We have not independently audited that information. Prospective franchisees and sellers of franchises should be advised that no certified public accountant has audited these figures or expressed his or her opinion concerning their contents or form. Upon your reasonable request, we will provide written substantiation for these financial performance representations. An Arby’s Restaurant’s sales may vary depending on a number of factors, such as the restaurant’s location and physical condition, other characteristics of the site (such as access and signage), seasonality, competition and demographics in the market, pricing decisions, the level and types of marketing the restaurant undertakes, the quality of management and service, commitment to training staff, a franchisee’s business acumen, and the length of time the restaurant has been open. The 2024 Arby’s Restaurants offer essentially the same products and services, face the same kinds of competitive challenges, and receive the same level of support from us that we expect new franchisees will experience.
- (3) A free-standing 2024 Franchised Restaurant is generally a stand-alone building on a pad or outlot. A non-free-standing 2024 Franchised Restaurant is located in a shopping center, mall, travel plazas, or another non-free-standing location.
- (4) These financial performance representations do not reflect the costs of sales, operating expenses or other costs or expenses that must be deducted from the AUV 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 Restaurant. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Some outlets have sold this amount. Your individual results may differ. There is no assurance that you'll sell as much.

Other than the preceding financial performance representations, 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 Vice President, Franchise Counsel, Lisa Storey, Esq. at Three Glenlake Parkway NE, Atlanta, Georgia 30328 or (678) 514-6928, the Federal Trade Commission, and the appropriate state regulatory agencies.

20. OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1
Systemwide Outlet Summary
For Years 2024/2023/2022**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised Units	2022	2,291	2,305	14
	2023	2,305	2,316	11
	2024	2,316	2,286	-30
Company-Owned	2022	1,116	1,110	-6
	2023	1,110	1,097	-13
	2024	1,097	1,079	-18
Total Outlets (United States)	2022	3,407	3,415	8
	2023	3,415	3,413	-2
	2024	3,413	3,365	-48

**Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years 2024/2023/2022**

State	Year	Number of Transfers
Arkansas	2022	0
	2023	0
	2024	4
Arizona	2022	0
	2023	0
	2024	1
California	2022	6
	2023	11
	2024	3

State	Year	Number of Transfers
Florida	2022	0
	2023	0
	2024	5
Georgia	2022	0
	2023	0
	2024	3
Indiana	2022	1
	2023	12
	2024	0
Iowa	2022	0
	2023	1
	2024	12
Kentucky	2022	4
	2023	1
	2024	0
Maine	2022	0
	2023	1
	2024	2
Maryland	2022	0
	2023	4
	2024	0
Michigan	2022	0
	2023	3
	2024	0
Minnesota	2022	0
	2023	1
	2024	0
Mississippi	2022	0
	2023	0
	2024	2
Nevada	2022	0
	2023	0
	2024	1
New York	2022	1
	2023	0
	2024	3
Ohio	2022	16
	2023	0
	2024	0
Oregon	2022	0
	2023	19
	2024	0

State	Year	Number of Transfers
Pennsylvania	2022	1
	2023	0
	2024	1
South Carolina	2022	0
	2023	0
	2024	1
South Dakota	2022	0
	2023	12
	2024	0
Tennessee	2022	0
	2023	1
	2024	2
Texas	2022	10
	2023	0
	2024	0
Utah	2022	2
	2023	0
	2024	0
Virginia	2022	0
	2023	1
	2024	12
Washington	2022	0
	2023	20
	2024	0
West Virginia	2022	0
	2023	0
	2024	2
Total (U.S.)	2022	41
	2023	87
	2024	54

Table No. 3
Status of Franchised Outlets
For Years 2024/2023/2022

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operation - Other Reasons	Outlets at End of the Year
Alabama	2022	13	1	0	0	1	0	13
	2023	13	1	0	0	0	0	14
	2024	14	0	0	0	0	0	14
Alaska	2022	7	2	0	0	0	0	9
	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operation - Other Reasons	Outlets at End of the Year
Arizona	2022	63	2	0	1	0	0	64
	2023	64	1	0	1	0	0	64
	2024	64	2	0	0	0	0	66
Arkansas	2022	46	2	0	0	0	0	48
	2023	48	0	0	0	0	0	48
	2024	48	1	0	0	0	1	48
California	2022	84	4	0	3	0	2	83
	2023	83	3	0	1	0	2	83
	2024	83	2	0	2	0	2	81
Colorado	2022	77	1	0	0	0	1	77
	2023	77	1	0	1	0	3	74
	2024	74	2	0	1	0	3	72
Delaware	2022	15	0	0	0	0	0	15
	2023	15	1	0	0	0	1	15
	2024	15	1	0	0	0	1	15
Florida	2022	97	3	0	0	0	0	100
	2023	100	4	0	0	0	2	102
	2024	102	0	0	0	0	1	101
Georgia	2022	49	3	0	1	2	1	48
	2023	48	2	0	0	0	1	49
	2024	49	1	0	1	0	1	48
Hawaii	2022	3	0	0	1	0	0	2
	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
Idaho	2022	22	0	0	0	0	0	22
	2023	22	1	0	0	0	0	23
	2024	23	0	0	0	0	0	23
Illinois	2022	122	5	0	3	0	5	119
	2023	119	1	0	0	0	1	119
	2024	119	1	0	10	0	6	104
Indiana	2022	67	3	0	0	0	1	69
	2023	69	0	0	0	0	0	69
	2024	69	1	0	0	0	1	69
Iowa	2022	58	2	0	0	0	0	60
	2023	60	0	0	2	0	0	58
	2024	58	0	0	1	0	0	57
Kansas	2022	60	0	0	0	0	0	60
	2023	60	0	0	0	0	1	59
	2024	59	1*	0	1	0	1	58
Kentucky	2022	66	1	0	0	0	0	67
	2023	67	0	0	1	0	0	66
	2024	66	1	0	0	0	0	67
Louisiana	2022	28	1	0	0	0	0	29
	2023	29	2	0	0	0	1	30
	2024	30	1	0	0	0	3	28

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operation - Other Reasons	Outlets at End of the Year
Maine	2022	4	0	0	0	0	0	4
	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
Maryland	2022	44	0	0	0	0	0	44
	2023	44	0	0	0	0	1	43
	2024	43	3	0	0	0	2	44
Massachusetts	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
Michigan	2022	55	0	0	0	0	1	54
	2023	54	2	0	0	0	1	55
	2024	55	0	0	0	0	0	55
Minnesota	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
Mississippi	2022	25	1	0	1	0	0	25
	2023	25	7	0	0	0	1	31
	2024	31	4	0	0	0	0	35
Missouri	2022	84	1	0	0	0	0	85
	2023	85	1	0	0	0	4	82
	2024	82	1	0	0	0	1	82
Montana	2022	12	0	0	0	0	0	12
	2023	12	0	0	0	0	0	12
	2024	12	0	0	0	0	0	12
Nebraska	2022	45	0	0	0	0	0	45
	2023	45	0	0	0	0	0	45
	2024	45	1	0	1	0	0	45
Nevada	2022	23	2	0	0	0	0	25
	2023	25	1	0	0	0	0	26
	2024	26	0	0	0	0	0	26
New Hampshire	2022	2	0	0	0	0	0	2
	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
New Jersey	2022	7	0	0	0	0	1	6
	2023	6	0	0	0	0	0	6
	2024	6	1	0	0	0	0	7
New Mexico	2022	28	0	0	0	0	0	28
	2023	28	0	0	0	0	0	28
	2024	28	0	0	2	0	0	26
New York	2022	44	1	0	0	0	1	44
	2023	44	1	0	1	0	0	44
	2024	44	0	0	0	0	0	44
North Carolina	2022	99	2	0	1	0	1	99
	2023	99	0	0	1	0	3	95
	2024	95	0	0	2	0	1	92

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operation - Other Reasons	Outlets at End of the Year
North Dakota	2022	11	0	0	0	0	0	11
	2023	11	0	0	0	0	0	11
	2024	11	0	0	0	0	0	11
Ohio	2022	158	2	0	0	0	2	158
	2023	158	1	0	2	0	0	157
	2024	157	0	0	0	0	0	157
Oklahoma	2022	90	1	0	0	0	3	88
	2023	88	2	0	1	0	0	89
	2024	89	1	0	1	0	0	89
Oregon	2022	31	0	0	0	0	0	31
	2023	31	3	0	2	0	0	32
	2024	32	1	0	0	0	0	33
Pennsylvania	2022	56	1	0	0	0	0	57
	2023	57	1	1	0	0	0	57
	2024	57	2	0	1	0	0	58
South Carolina	2022	62	2	0	0	0	0	64
	2023	64	3	0	0	0	1	66
	2024	66	1	0	2	0	0	65
South Dakota	2022	20	0	0	0	0	0	20
	2023	20	0	0	0	0	0	20
	2024	20	0	0	1	0	0	19
Tennessee	2022	36	1	0	0	0	0	37
	2023	37	1	0	0	0	0	38
	2024	38	1	0	0	0	0	39
Texas	2022	162	6	0	2	0	3	163
	2023	163	6	0	0	0	2	167
	2024	167	1	0	1	0	7	160
Utah	2022	41	3	0	0	0	2	42
	2023	42	3	0	0	0	0	45
	2024	45	0	0	0	0	0	45
Virginia	2022	68	3	0	1	0	3	67
	2023	67	3	0	0	0	0	70
	2024	70	1	0	1	0	1	69
Washington	2022	60	1	0	0	0	2	59
	2023	59	1	0	1	0	2	57
	2024	57	0	0	0	0	1	56
West Virginia	2022	40	1	0	0	0	0	41
	2023	41	0	0	0	0	1	40
	2024	40	0	0	0	0	0	40
Wisconsin	2022	87	4	0	1	0	1	89
	2023	89	2	0	0	0	1	90
	2024	90	0	0	1	0	1	88

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operation - Other Reasons	Outlets at End of the Year
Wyoming	2022	15	0	0	0	0	0	15
	2023	15	0	0	0	0	0	15
	2024	15	1	0	0	0	0	16
Totals (U.S.)	2022	2,291	62	0	15	3	30	2,305
	2023	2,305	55	1	14	0	29	2316
	2024	2,316	33	0	29	0	34	2,286

*The Jimmy John's Restaurant that opened in Kansas in 2024 operates at a Multi-Brand Location with a Dunkin' restaurant.

Table No. 4
Status of Company-Owned Outlets
For Years 2024/2023/2022

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired from Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of the Year
Alabama	2022	86	0	1	1	0	86
	2023	86	0	0	0	0	86
	2024	86	0	0	1	0	85
Connecticut	2022	5	0	0	0	0	5
	2023	5	0	0	0	0	5
	2025	5	0	0	0	0	5
Florida	2022	68	0	0	1	0	67
	2023	67	0	0	0	0	67
	2024	67	0	0	3	0	64
Georgia	2022	110	0	2	4	2	106
	2023	106	0	0	3	0	103
	2024	103	0	0	1	0	102
Illinois	2022	6	0	0	0	0	6
	2023	6	0	0	0	0	6
	2024	6	0	0	0	0	6
Indiana	2022	113	0	0	1	3	109
	2023	109	0	0	3	0	106
	2024	106	0	0	3	0	103
Kentucky	2022	45	0	0	0	0	45
	2023	45	0	0	0	0	45
	2024	45	0	0	1	0	44
Maryland	2022	1	0	0	0	0	1
	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
Michigan	2022	124	0	0	0	0	124
	2023	124	0	0	0	0	124
	2024	124	0	0	0	0	124