

<u>Provision</u>	<u>Section in Agreements</u>	<u>Summary</u>
w. Choice of law	§ 23.1 of Franchise Agreement. § 13.1 of Area Development Agreement. § 10(d) of Coastal Agreement.	North Carolina applies (subject to state law). See Notes 1 and 2.

Notes:

1. In addition to the provisions noted in the preceding table, the Franchise Agreement and Area Development Agreement contain a number of provisions that may affect your and our legal rights in any dispute between us, such as a mutual waiver of a jury trial, a mutual waiver of punitive or exemplary damages, and a reduced time frame within which either of us may initiate proceedings against the other. See Franchise Agreement Section 23 and Area Development Agreement Section 13. One or more of the three above-described provisions may not be enforceable under the laws of your state. We recommend that you carefully review all of these provisions, and the entire agreements, with your attorney. Please also refer to the State-Specific Disclosures and Agreement Amendments in Exhibit K for further details.
2. Some states have laws that will supersede the choice of forum and/or choice of law provisions of these agreements. Please refer to the State-Specific Disclosures and Agreement Amendments in Exhibit K for further details. You also may wish to consult with your attorney.

ITEM 18
PUBLIC FIGURES

Golden Corral does not use any public figures to promote Golden Corral Restaurant franchises.

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.

The following Tables present certain historical financial information for franchised Golden Corral Restaurants. The Tables exclude franchised Restaurants using a building design other than the GC-11S and GC-11M, because only those two designs have been available to new franchisees for the last several years (see Item 1). We had a total of 348 franchised Restaurants in operation at the end of our fiscal year on January 1, 2025, including Restaurants with other building designs.

The explanatory notes accompanying the Tables are an important part of the information presented.

Table 1 below provides the average gross sales, selected expenses, and average operating income for fiscal year 2024 (the period January 3, 2024 through January 1, 2025), by building design, for 232 franchised Restaurants utilizing the GC-11S or GC-11M building design. Table 1 excludes 2 GC-11M franchised Restaurants that had been in operation for less than 6 months as of January 1, 2025.

[Remainder of page intentionally left blank]

TABLE 1
FRANCHISED GC-11M & GC-11S RESTAURANTS

	GC-11M		GC-11S	
	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>
2024 Average Gross Sales (Note 1)	\$4,379,491	100%	\$3,715,418	100%
2024 Average Operating Costs and Expenses (Note 2):				
Average Food Cost	\$1,647,791	37.63%	\$1,437,546	38.69%
Average Labor Related Expenses (Note 3)	\$1,231,807	28.13%	\$1,087,142	29.26%
Average Controllable Expenses (Note 4)	<u>\$515,640</u>	11.77%	<u>\$468,758</u>	12.62%
2024 Total of Average Operating Costs and Expenses	<u>\$3,395,238</u>	77.53%	<u>\$2,993,446</u>	80.57%
2024 Average Operating Income (Note 5)	<u>\$984,254</u>	22.47%	<u>\$721,972</u>	19.43%
Medians:				
2024 Median Gross Sales	\$4,202,787	100%	\$3,602,786	100%
Median Expenses:				
Median Food Cost	\$1,569,807	37.35%	\$1,406,379	39.04%
Median Labor Related Expenses	\$1,178,315	28.04%	\$1,031,594	28.63%
Median Controllable Expenses	<u>\$503,851</u>	11.99%	<u>\$491,011</u>	13.63%
2024 Total of Median Operating Costs and Expenses	<u>\$3,251,973</u>	77.38%	<u>\$2,928,984</u>	81.30%
2024 Median Operating Income	<u>\$950,813</u>	22.62%	<u>\$673,801</u>	18.70%
Number of Restaurants	196		36	

Number and Percent Above 2024 Average Gross Sales	82 (41.84%)	14 (38.89%)
Number and Percent Above 2024 Average Operating Costs and Expenses	85 (43.37%)	14 (38.89%)
Number and Percent Above 2024 Average Operating Income	90 (45.92%)	16 (44.4%)

In 2024, two of the franchised GC-11M Restaurants in Table 1 had been open for more than six months but fewer than 12 months as of the end of the fiscal year. The data of these Restaurants have been annualized to conform to the presentation in Table 1. The annualized data did not have a material impact on the results shown in Table 1.

[Remainder of page intentionally left blank]

Table 2 is based on the same data for GC-11M Restaurants as in Table 1, but shows only the top 20% and bottom 20% of GC-11M Restaurants by sales.

TABLE 2
TOP/BOTTOM 20% OF FRANCHISED GC-11M RESTAURANTS

	<u>Average for Top 20%</u>		<u>Average for Bottom 20%</u>	
	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>
2024 Average Gross Sales (Note 1)	\$6,380,909	100%	\$2,729,578	100%
2024 Average Operating Costs and Expenses (Note 2):				
Average Food Cost	\$2,333,661	36.57%	\$1,052,891	38.57%
Average Labor Related Expenses (Note 3)	\$1,727,738	27.08%	\$836,508	30.65%
Average Controllable Expenses (Note 4)	<u>\$681,051</u>	10.67%	<u>\$375,077</u>	13.74%
2024 Total of Average Operating Costs and Expenses	<u>\$4,742,451</u>	74.32%	<u>\$2,264,475</u>	82.96%
2024 Average Operating Income (Note 5)	<u>\$1,638,458</u>	25.68%	<u>\$465,103</u>	17.04%
Medians:				
2024 Median Gross Sales	\$6,321,848	100%	\$2,812,595	100%
Median Expenses:				
Median Food Cost	\$2,278,766	36.05%	\$1,089,346	38.73%
Median Labor Related Expenses	\$1,684,638	26.65%	\$837,752	29.79%
Median Controllable Expenses	<u>\$652,289</u>	10.32%	<u>\$387,195</u>	13.77%
2024 Total of Median Operating Costs and Expenses	<u>\$4,615,694</u>	73.01%	\$2,314,293	82.28%

2024 Median Operating Income	<u>\$1,706,154</u>	26.99%	<u>\$498,302</u>	17.72%
Number of Restaurants in Group	39		39	
Number and Percent Above 2024 Average Gross Sales for Group	18 (46.15%)		22 (56.41%)	
Number and Percent Above 2024 Average Operating Costs and Expenses for Group	15 (38.46%)		24 (61.54%)	
Number and Percent Above 2024 Average Operating Income for Group	15 (38.46%)		20 (51.28%)	

[Remainder of page intentionally left blank]

Table 3 is based on the same data for GC-11S Restaurants as in Table 1, but shows only the top 20% and bottom 20% of GC-11S Restaurants by sales:

TABLE 3
TOP/BOTTOM 20% OF FRANCHISED GC-11S RESTAURANTS

	<u>Average for Top 20%</u>		<u>Average for Bottom 20%</u>	
	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>
2024 Average Gross Sales (Note 1)	\$5,149,146	100%	\$2,531,341	100%
2024 Average Operating Costs and Expenses (Note 2):				
Average Food Cost	\$1,942,248	37.72%	\$989,405	39.09%
Average Labor Related Expenses (Note 3)	\$1,490,917	28.95%	\$891,764	35.23%
Average Controllable Expenses (Note 4)	<u>\$554,374</u>	10.77%	<u>\$372,225</u>	14.70%
2024 Total of Average Operating Costs and Expenses	<u>\$3,987,538</u>	77.44%	<u>\$2,253,393</u>	89.02%
2024 Average Operating Income (Note 5)	<u>\$1,161,608</u>	22.56%	<u>\$277,948</u>	10.98%
Medians:				
2024 Median Gross Sales	\$5,044,384	100%	\$2,419,412	100%
Median Expenses:				
Median Food Cost	\$1,809,011	35.86%	\$940,620	38.88%
Median Labor Related Expenses	\$1,541,573	30.56%	\$895,279	37.00%
Median Controllable Expenses	<u>\$544,725</u>	10.80%	<u>\$310,175</u>	12.82%
2024 Total of Median Operating Costs and Expenses	<u>\$3,895,308</u>	77.22%	<u>\$2,146,074</u>	88.70%

2024 Median Operating Income	<u>\$1,149,076</u>	22.78%	<u>\$273,338</u>	11.30%
Number of Restaurants in Group	7		7	
Number and Percent Above 2024 Average Gross Sales for Group	3 (42.86%)		2 (28.57%)	
Number and Percent Above 2024 Average Operating Costs and Expenses for Group	4 (57.14%)		2 (28.57%)	
Number and Percent Above 2024 Average Operating Income for Group	3 (42.86%)		4 (57.14%)	

[Remainder of page intentionally left blank]

Table 4 is based on the same data as Table 1, but includes only the GC-11M and GC-11S Restaurants that have opened after 2015:

TABLE 4
FRANCHISED GC-11M & GC-11S RESTAURANTS OPENED AFTER
DECEMBER 31, 2015 AND OPEN FOR ENTIRE 2024 YEAR

	<u>GC-11M</u>	<u>GC-11S</u>		
	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>	<u>Dollars</u>	<u>Percent of Average Gross Sales</u>
2024 Average Gross Sales (Note 1)	\$4,474,367	100%	\$3,301,235	100%
2024 Average Operating Costs and Expenses (Note 2):				
Average Food Cost	\$1,648,002	36.83%	\$1,260,870	38.19%
Average Labor Related Expenses (Note 3)	\$1,333,414	29.80%	\$952,011	28.84%
Average Controllable Expenses (Note 4)	<u>\$508,456</u>	11.36%	<u>\$436,658</u>	13.23%
2024 Total of Average Operating Costs and Expenses	<u>\$3,489,872</u>	78.00%	<u>\$2,649,538</u>	80.26%
2024 Average Operating Income (Note 5)	<u>\$984,495</u>	22.00%	<u>\$651,697</u>	19.74%
Medians:				
2024 Median Gross Sales	\$4,217,542	100%	\$3,660,503	100%
Median Expenses:				
Median Food Cost	\$1,531,680	36.32%	\$1,416,087	38.69%
Median Labor Related Expenses	\$1,169,298	27.72%	\$915,574	25.01%
Median Controllable Expenses	<u>\$474,750</u>	11.26%	<u>\$435,681</u>	11.90%
2024 Total of Median Operating Costs and Expenses	<u>\$3,175,729</u>	75.30%	<u>\$2,767,342</u>	75.60%

2024 Median Operating Income	<u>\$1,041,813</u>	24.70%	<u>\$893,161</u>	24.40%
Number of Restaurants in Group	32		4	
Number and Percent Above 2024 Average Gross Sales for Group	14 (43.75%)		3 (75.00%)	
Number and Percent Above 2024 Average Operating Costs and Expenses for Group	16 (50.00%)		2 (50.00%)	
Number and Percent Above 2024 Average Operating Income for Group	14 (43.75%)		2 (50.00%)	

EXPLANATORY NOTES TO TABLES 1-4:

Note 1: “Gross Sales” is defined in Item 6, Note 2. Upon information and belief, but without the benefit of any investigation or inquiry by us, the sales reported to us by our franchisees and titled “Gross Sales” reflect sales for the Restaurants included in each Table. Gross Sales reflect the total 2024 sales for the Restaurants included in each Table, and do not include sales taxes. Variations among Restaurants may be caused by a variety of factors, such as location, varying degrees of accuracy in the financial information that franchisees report to us, demographics, general economic conditions, weather conditions, menu mix, competition and other seasonal factors, as well as the efforts of the individual Restaurant management team.

Note 2: Upon information and belief, but without the benefit of any investigation or inquiry by us, the costs and expenses reported to us by our franchisees and titled “Operating Costs and Expenses” reflect operating costs and expenses for the Restaurants included in each Table. The Tables reflect only operating expenses, and do not include capital expenses or fixed expenses such as (but not limited to) land, building and/or equipment rent, debt service, depreciation, advertising, administrative expenses such as accounting or legal expenses, taxes, licenses, or insurance. To our knowledge, the reported expenses also do not include (i) a 4% royalty on Gross Sales which is payable by a franchisee; (ii) the cost of any additional supervisory personnel; or (iii) any expenses for transportation, room and board for attending training refresher courses.