

<b>Provision</b>		<b>Section in Area Development Agreement</b>	<b>Summary</b>
			Any other promises or representations may not be enforceable.
u.	Dispute resolution by arbitration or mediation	Section 20(b)-(c)	Except for certain claims, all disputes must be mediated and, if mediation is unsuccessful, arbitrated. Such non-binding mediation and binding arbitration will be conducted by the American Arbitration Association in Dallas, Texas, subject to applicable state law.
v.	Choice of forum	Section 20(e)	Litigation must be in the state or federal courts encompassing Dallas, Texas (subject to state law).
w.	Choice of law	Section 21	Texas law applies (subject to state law).

## **ITEM 18 PUBLIC FIGURES**

We use the name and image of international celebrity chef Gordon Ramsay in certain of our marketing materials and in promoting the sale of Fish & Chips Restaurants. Mr. Ramsay does not receive any compensation in connection with our use of his name or image or in connection with the endorsement or recommendation of the Fish & Chips Restaurant brand to prospective franchisees. We may utilize Mr. Ramsay to promote the sale of franchises. He may appear in marketing materials, social media ads, brochures, and videos to promote the Fish & Chips Restaurant brand, and may make personal promotional appearances on our behalf. Mr. Ramsay is not involved in the day-to-day management or control of us. Mr. Ramsay is part owner of our indirect parent company GRNA Holdings, owning 49% percent of the interest in GRNA Holdings. As such, he has an indirect proprietary interest in us and may receive an indirect financial benefit from fees paid by franchisees to us. Mr. Ramsay has not made any direct investment in us.

## **ITEM 19 FINANCIAL PERFORMANCE REPRESENTATION**

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 only 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 performance at a particular location or under particular circumstances.

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 Mathew Horvath; 6191 North State Highway 161, Suite 400, Irving, Texas 75038-2251; (469) 923-2727, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1**

**Systemwide Outlet Summary  
For Fiscal Years 2022 to 2024<sup>(1)</sup>**

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised <sup>(2)</sup>	2022	1	1	0
	2023	1	1	0
	2024	1	2	+1
Company-Owned <sup>(3)</sup>	2022	1	3	+2
	2023	3	3	0
	2024	3	3	0
<b>Total Outlets</b>	<b>2022</b>	<b>2</b>	<b>4</b>	<b>+2</b>
	<b>2023</b>	<b>4</b>	<b>4</b>	<b>0</b>
	<b>2024</b>	<b>4</b>	<b>5</b>	<b>+1</b>

Note to Table No. 1:

1. Our fiscal year ended on December 29, 2024.
2. This location is operated pursuant to a license agreement with our affiliate, IPH2, and is a non-traditional location because it operates from inside a hotel and casino.
3. For purposes of this Disclosure Document, the term "company-owned" refers to Fish & Chips restaurants currently owned and operated by our affiliates.