

Provision	Section in Franchise Agreement ("FA") / Development Agreement ("DA")	Summary
t. Integration/merger clause	FA Section 23 DA Section 11	FA and DA – Only the terms of the Franchise Agreement and Development Agreement are binding (subject to state law). Any representations or promises made outside the Disclosure Document, the Franchise Agreement, and the Development Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	FA Section 24.4 DA Section 9	FA and DA – Subject to applicable state laws, except for certain claims, all disputes must be arbitrated in Atlanta, Georgia
v. Choice of forum	FA Section 24.2 DA Section 9	FA and DA – Subject to applicable state laws, arbitration must be in Atlanta, Georgia and litigation must be in the state of our then current principal place of business at the time such proceeding is commenced
w. Choice of law	FA Section 24.1 DA Section 9	FA and DA – Subject to applicable state laws, Georgia law applies except to the extent governed by the American Arbitration Act

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 31, 2020, we had 908 open and operating Restaurants. Of these 908 Restaurants, 760 of these Restaurants were owned and operated by third-party franchisees that are not owned or controlled by our affiliates (the "**Franchised Restaurants**"). The data utilized in Tables 1 and 2 are based solely on the operating results of the 741 Franchised Restaurants that were open and operating for at least 51 weeks of the 52-week fiscal year ending on December 27, 2020 (the "**Measured Restaurants**"). We did not include in the analysis (i) 146 Restaurants that were owned

or controlled by our affiliate, ZAX; (ii) nine Restaurants that temporarily closed for more than one week during the period, and (iii) 10 Restaurants that opened during the period. No Restaurant permanently closed during its first 12 months of operation.

2. All of the Measured Restaurants are free-standing Restaurants that offer substantially the same products and services as are currently utilized in all of the Franchised Restaurants.
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. Except as otherwise noted in Table 3, this Item 19 utilizes data for the 52-week period beginning on December 30, 2019 and ending on December 27, 2020 (“**Fiscal Year 2020**”). The financial performance representation is an historical representation about the franchise system’s Restaurants.

TABLES 1 AND 2 – GROSS REVENUES AND OPERATING COSTS FOR MEASURED RESTAURANTS

Tables 1 and 2 contain an analysis of Gross Revenues and certain operating costs and expenses (cost of goods sold, labor costs and other operating expenses) of all the Measured Restaurants for the 52-week period beginning on December 30, 2019 and ending December 27, 2020.

In Tables 1 and 2, the Restaurants were divided into four categories based on the amount of Gross Revenues for each Restaurant, which are classified as: Top Quartile, Second Quartile, Third Quartile and Bottom Quartile. In Table 1, the average Gross Revenues and average operating costs and expenses for each of the categories was calculated by adding the Gross Revenues or certain operating costs and expenses, as applicable, of all Measured Restaurants within each quartile and dividing by the total number of Measured Restaurants within such quartile. The average Gross Revenues and costs and expenses in each quartile were then compared to the average Gross Revenues in such quartile and expressed as a percentage.

**TABLE 1: Analysis of Gross Revenues and Operating Costs
for Measured Restaurants in Fiscal Year 2020**

	Top 25%		Second 25%		Third 25%		Bottom 25%	
	\$	%	\$	%	\$	%	\$	%
GROSS REVENUE	\$3,061,088	100%	\$2,411,898	100%	\$2,013,397	100%	\$1,488,395	100%
COST OF SALES								
Chicken	\$422,941	13.8%	\$327,647	13.6%	\$271,884	13.5%	\$200,016	13.4%
Produce	\$47,280	1.5%	\$38,694	1.6%	\$33,896	1.7%	\$25,719	1.7%
Other Food	\$315,722	10.3%	\$249,995	10.4%	\$208,373	10.3%	\$157,842	10.6%
Paper & Plastic Supplies	\$67,400	2.2%	\$54,447	2.3%	\$44,604	2.2%	\$34,298	2.3%
Beverages General	\$83,550	2.7%	\$68,326	2.8%	\$56,998	2.8%	\$45,384	3.0%
Bread Products	\$35,364	1.2%	\$28,064	1.2%	\$23,336	1.2%	\$17,510	1.2%
Net Inventory	\$(3,207)	-0.1%	\$(2,389)	-0.1%	\$(1,849)	-0.1%	\$(1,622)	-0.1%
SUB TOTAL FOOD	\$969,049	31.7%	\$764,784	31.7%	\$637,242	31.7%	\$479,146	32.2%
Customer Controlled - Food	\$5,544	0.2%	\$4,278	0.2%	\$3,750	0.2%	\$2,636	0.2%
Customer Controlled - Paper	\$27,966	0.9%	\$20,820	0.9%	\$17,847	0.9%	\$13,923	0.9%
Oil & Shortening	\$23,803	0.8%	\$19,594	0.8%	\$17,623	0.9%	\$14,779	1.0%
Transportation-In	\$214	0.0%	\$238	0.0%	\$306	0.0%	\$421	0.0%
COST OF GOODS SOLD	\$1,048,446	34.3%	\$825,092	34.2%	\$689,660	34.3%	\$519,924	34.9%
LABOR	\$720,443	23.5%	\$595,235	24.7%	\$500,233	24.8%	\$400,293	26.9%
GROSS PROFIT	\$1,292,199	42.2%	\$991,570	41.1%	\$823,504	40.9%	\$568,178	38.2%
OTHER OPERATING EXPENSES								
Telephone and Utilities	\$48,969	1.6%	\$45,011	1.9%	\$43,047	2.1%	\$38,969	2.6%
Professional Fees	\$43,553	1.4%	\$30,660	1.3%	\$33,907	1.7%	\$18,203	1.2%
Advertising Expenses	\$106,687	3.5%	\$84,565	3.5%	\$69,990	3.5%	\$50,306	3.4%
Other Operating Expenses	\$190,798	6.2%	\$147,007	6.1%	\$129,391	6.4%	\$110,523	7.4%
Royalties	\$182,021	5.9%	\$140,271	5.8%	\$114,941	5.7%	\$72,092	4.8%
Rent and Occupancy	\$183,671	6.0%	\$168,584	7.0%	\$162,085	8.1%	\$151,127	10.2%
TOTAL OTHER OPERATING EXPENSES	\$755,699	24.7%	\$616,099	25.5%	\$553,361	27.5%	\$441,220	29.6%
TOTAL EXPENSES	\$2,524,588	82.5%	\$2,036,426	84.4%	\$1,743,254	86.6%	\$1,361,437	91.5%
EBITDA FROM OPERATIONS	\$536,500	17.5%	\$375,472	15.6%	\$270,143	13.4%	\$126,958	8.53%

Notes to Table 1:

1. Table 1 is not a profit and loss statement. The cost and expense information in this Item 19 pertains only to the cost of goods sold, labor costs, and other operating expenses experienced by the 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. Costs and expenses in the operation of a Restaurant will vary from franchisee to franchisee and from location to location and will depend on seasonal, local and other factors, like the franchisee's efficiency in the utilization of products, the cost of transportation, and the fluctuation in market prices for food and other products.
2. For purposes of this Item 19, the term "**EBITDA**" shall mean Gross Revenues less cost of goods sold, labor costs (excluding officer salaries), and all other operating expenses (excluding interest, taxes, depreciation, and amortization). The following table discloses the number and percentage of Measured Restaurants in each quartile above the average EBITDA disclosed in Table 1 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	186	\$536,500	91	48.9%	\$531,430
Second Quartile	185	\$375,472	85	45.9%	\$357,627
Third Quartile	185	\$270,143	102	55.1%	\$294,719
Bottom Quartile	185	\$126,958	95	51.4%	\$127,741

3. Labor costs in Table 1 do not include officers' salaries and benefits for any 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 you will need a certain number of employees to open and operate a Restaurant 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 2
Summary of Gross Revenues of Measured Restaurants in Fiscal Year 2020

Quartile	Rest- aurant Count	Average Gross Revenues	# of Rest- aurants Above Average Gross Revenues	% of Rest- aurants Above Average Gross Revenues	Median Gross Revenues	Lowest Gross Revenues	Highest Gross Revenues
Top Quartile	186	\$3,060,212	76	41%	\$2,968,423	\$2,646,626	\$4,284,533
Second Quartile	185	\$2,424,776	91	49%	\$2,421,368	\$2,231,364	\$2,642,159
Third Quartile	185	\$2,020,771	92	50%	\$2,017,524	\$1,822,557	\$2,227,009
Bottom Quartile	185	\$1,485,305	109	59%	\$1,557,081	\$630,400	\$1,822,088
All Measured Restaurants	741	\$2,248,862	362	49%	\$2,229,187	\$630,400	\$4,284,533

**TABLE 3 – AVERAGE ANNUAL GROSS REVENUES OF FRANCHISED RESTAURANTS IN
FISCAL YEARS 2018, 2019, AND 2020**

Table 3 below shows the average annual Gross Revenues of Franchised Restaurants for our 2018, 2019, and 2020 fiscal years.

TABLE 3
Average Annual Gross Revenues of Franchised Restaurants
In Fiscal Years 2018, 2019, and 2020

Year	Restaurant Count	Average Gross Revenues	% Change Over Previous Year	# of Rest- aurants Above Average Gross Revenues	% of Rest- aurants Above Average Gross Revenues	Median Gross Revenues	Lowest Gross Revenues	Highest Gross Revenues
2018	722	\$2,029,576	-	348	48%	\$1,999,100	\$474,975	\$4,420,812
2019	734	\$2,163,485	6.2%	339	46%	\$2,106,633	\$497,882	\$4,324,891
2020	741	\$2,248,862	3.8%	362	39%	\$2,229,187	\$630,400	\$4,284,533

Notes to Table 3:

1. Our 2018 fiscal year began on January 1, 2018 and ended on December 30, 2019. Our 2019 fiscal year began on December 31, 2018 and ended on December 29, 2019. Our 2020 fiscal year began on December 30, 2019 and ended on December 27, 2020.
2. The 2018 and 2019 data includes the financial performance of Franchised Restaurants that were open and operated for all 52 weeks of the applicable fiscal year. The 2020 data includes the financial performance of Franchised Restaurants that were open and operated for at least 51 of the 52 weeks of Fiscal Year 2020.

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. You are urged to make your own independent investigation and evaluation of the potential performance of your Restaurant and to consult with appropriate financial, business, and legal advisors in connection with the information provided. If you have specific questions regarding any Restaurant you may contact any of the franchisees listed in ***Exhibit D-1***.
4. 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 Brenda Trickey, 1040 Founder's Boulevard, Suite 100, Athens, Georgia 30606, (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.