



HOT DOGS · BEEF · BURGERS · SALADS

Portillo's 2026 Annual Meeting of Shareholders
Live Question Submissions

Q: Our directors receive a large comp for their work; how much time on average do they spend on company affairs?

A: We are fortunate to have a highly engaged Board of Directors that brings a broad range of experience and expertise to Portillo's. While directors participate in regularly scheduled board and committee meetings throughout the year, their involvement extends well beyond those formal sessions. They remain actively engaged with management, providing guidance and valuable perspectives as we work to strengthen the business and position Portillo's for long-term growth. We greatly appreciate their partnership and the meaningful contributions they make. For additional details, please refer to the "Corporate Governance" section of our Proxy Statement. [Form DEF 14A for Portillos INC filed 04/17/2026](#)

Q: Will you be bringing on more and different salads? And will you be lowering the price of salads?

A: We're continually evaluating our menu through a guest-centric lens, using data and insights to understand the evolving preferences of our guests and where opportunities exist. Innovation is an important part of our future as we work to drive guest engagement while staying true to the iconic menu items that make Portillo's so special.

Q: I am extremely pleased with the slowdown in new unit development. It would be my strong recommendation that until units outside of the Chicago area obtain unit volumes and restaurant level margins that better approximate those in the Chicago area the company focus on maximizing profits, free cash flow and in accordance with the terms, paying down the Tax Receivable Agreement Liability. If the market continues the value our shares at current levels, aggressively buying back stock would result in the creation of significant long-term value to us long-term owners.

A: We continually assess opportunities to strengthen our business and drive value for our shareholders. This year, we are using any excess cash to pay down our revolving credit facility.