

Portillo's®

ICR Conference
January 14, 2025



CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS & NON-GAAP MEASURES

This presentation contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995 ("PSLRA"). All statements other than statements of historical fact are forward-looking statements. Forward-looking statements discuss our current expectations and projections relating to our financial position, results of operations, plans, objectives, future performance and business, and are based on currently available operating, financial and competitive information which are subject to various risks and uncertainties, so you should not place undue reliance on forward-looking statements. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as "aim," "anticipate," "believe," "commit," "estimate," "expect," "forecast," "outlook," "potential," "project," "projection," "plan," "intend," "seek," "may," "could," "would," "will," "should," "can," "can have," "likely," the negatives thereof and other similar expressions.

Forward-looking statements are based on our current expectations and assumptions regarding our business, the economy and other future conditions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. As a result, our actual results may differ materially from those contemplated by the forward-looking statements. Important factors that could cause actual results to differ materially from those in the forward-looking statements include regional, national or global political, economic, business, competitive, market and regulatory conditions and the following:

- risks related to or arising from our organizational structure;
- risks of food-borne illness and food safety and other health concerns about our food;
- risks relating to the economy and financial markets, including inflation, fluctuating interest rates, stock market activity, or other factors;
- the impact of unionization activities of our Team Members on our reputation, operations and profitability;
- risks associated with our reliance on certain information technology systems, including our new enterprise resource planning system, and potential failures or interruptions;
- privacy and cyber security risks related to information technology systems, including our digital ordering and payment platforms for our delivery business;
- the impact of competition, including from our competitors in the restaurant industry or our own restaurants;
- the increasingly competitive labor market and our ability to attract and retain the best talent and qualified employees;
- the impact of federal, state or local government regulations relating to privacy, data protection, advertising and consumer protection, building and zoning requirements, labor and employment matters, costs of or ability to open new restaurants, or the sale of food and alcoholic beverages;
- the inability to achieve our growth strategy, such as the availability of suitable new restaurant sites in existing and new markets and opening of new restaurants at the anticipated rate and on the anticipated timeline;
- the impact of consumer sentiment and other economic factors on our sales;
- increases in food and other operating costs, tariffs and import taxes, and supply shortages; and
- other risks identified in our filings with the Securities and Exchange Commission (the "SEC").

All forward-looking statements are expressly qualified in their entirety by these cautionary statements. You should evaluate all forward-looking statements made in this presentation in the context of the risks and uncertainties disclosed in the Company's most recent Annual Report on Form 10-K, filed with the SEC. All of the Company's SEC filings are available on the SEC's website at www.sec.gov. The forward-looking statements included in this press release are made only as of the date hereof. The Company undertakes no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

This presentation includes certain non-GAAP measures as defined under SEC rules, including Adjusted EBITDA, Adjusted EBITDA Margin, Restaurant-Level Adjusted EBITDA and Restaurant-Level Adjusted EBITDA Margin. Reconciliations and definitions are included in the Appendix to this presentation.

PORTILLO'S AT A GLANCE

- 1 Industry Leading AUVs
- 2 Something Craveable for Everyone
- 3 Multi-Channel Experts
- 4 Unmatched Value in Fast Casual
- 5 Measurably Obsessed Fans
- 6 Accelerating EBITDA and Unit Growth



*Italian Beef with
Giardiniera*

PORTILLO'S BY THE NUMBERS

1963

FOUNDED

OCT. 2021

IPO DATE

\$714M

TTM Q3 2024
REVENUE⁽³⁾

\$8.9M

TTM Q3 2024
AVERAGE UNIT VOLUMES⁽¹⁾

\$32M

TTM Q3 2024
NET INCOME⁽³⁾

\$59M

TTM Q3 2024
OPERATING INCOME⁽³⁾

23.6%

TTM Q3 2024
RESTAURANT-LEVEL ADJ. EBITDA
MARGIN⁽²⁾⁽³⁾

\$106M

TTM Q3 2024
ADJUSTED EBITDA⁽²⁾⁽³⁾



**FAMILY
GREATNESS
ENERGY
FUN**

**20 POINT
Lower Turnover Than
Fast Casual Segment⁽⁴⁾**

- (1) Average of restaurants open at least 24 months (i.e., units opened on 9/30/2022 or earlier for comparison purposes). Includes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity.
- (2) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP.
- (3) Excludes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity.
- (4) Based on data from Blackbox for non-management positions as of 9/30/2024.

SOMETHING CRAVEABLE FOR EVERYONE

Portillo's



Italian Beef Sandwich



Hot Dogs



Charbroiled Cheeseburger



Maxwell Street Polish



Crinkle-cut French Fries



Spicy Chicken Sandwich



Chopped Salad



Milkshakes



Cake & Desserts



\$650K+
PER RESTAURANT OF
SALAD SALES

**CONSISTENT
SALES MIX**
ACROSS OUR GEOGRAPHIC
FOOTPRINT

MULTI-CHANNEL EXPERTS



Drive-Thru
(40% FY 2023 Sales)

~\$3.5M per Restaurant
~2x+ McDonald's
2023 average drive thru⁽¹⁾

+



Dine-In + Carry Out
(46% FY 2023 Sales)

~\$4.2M per Restaurant
More than Chipotle's
2023 total AUV⁽¹⁾

+



Delivery
(14% FY 2023 Sales)

~\$1.2M per Restaurant
More than Domino's
2023 average delivery volume⁽¹⁾

Growing Off-Premise Channel



Carryout

~1.3M
Online Accounts



Catering

600K lbs+
Catering beef sold in FY2023



Direct Shipping

~\$7.5M
Direct shipping sales in FY2023

Note: Online accounts as of February 2024. Dine-In defined as any order served over the counter inside a restaurant, including dine in orders, orders that are "to go", phone and online orders picked up inside the restaurant. Direct-to-consumer shipping sales are not included in the AUV. Drive-thru, Dine-In and Delivery sales per restaurant includes data for the 72 restaurants that were open as of December 25, 2022.

(1) Comparison represents U.S. restaurants only. Based on publicly available information.

UNMATCHED VALUE IN FAST CASUAL



Portillo's doesn't prompt for tips, but these brands do...



sweetgreen



- Wreck Sandwich
- Chips + Drink

- Shackburger
- Fries
- Small Soft Drink

- Kale Caesar Salad with Chicken
- Spindrift Water

- Little Cheeseburger
- Little Fries
- Regular Drink

- Steak Burrito
- Chips
- Small Soft Drink

- Harissa Avocado Bowl
- Pita Chips
- Small Drink

- Italian Beef
- Small Fries
- Small Soft Drink

\$13.58

\$15.47

\$16.70

\$17.37

\$15.90

\$22.45

\$13.57

With suggested tip

\$14.94

\$17.02

\$18.49

\$19.54







Source: On-site visits at all brands except Chipotle.

Note: Prices are from location in Elmhurst, IL or closest to Elmhurst, IL as of 12/23/2024. Prices with suggested tip are calculated based on the median tip option presented at the point of sale, if a tip is prompted. All prices exclude sales tax.

PORTILLO'S BRAND REPUTATION IS OUR BIGGEST STRENGTH AS WE EXPAND



#1 Based on Taste, Value, and Quality in Morgan Stanley 2024 Consumer Survey⁽¹⁾

| | | | | | | | | |
|-------|--|---|-------------|---|--|-------------------------|---|---|
| BRAND |  Portillo's |  | CAVA |  | SHAKE SHACK  | Panera BREAD™ |  |  |
| RANK | 1 | 2 | 4 | 6 | 7 | 8 | 9 | 28 |



"Just ate Portillo's for the third day in a row and I feel like I'm just out here living my best life."

-@imwifedup_

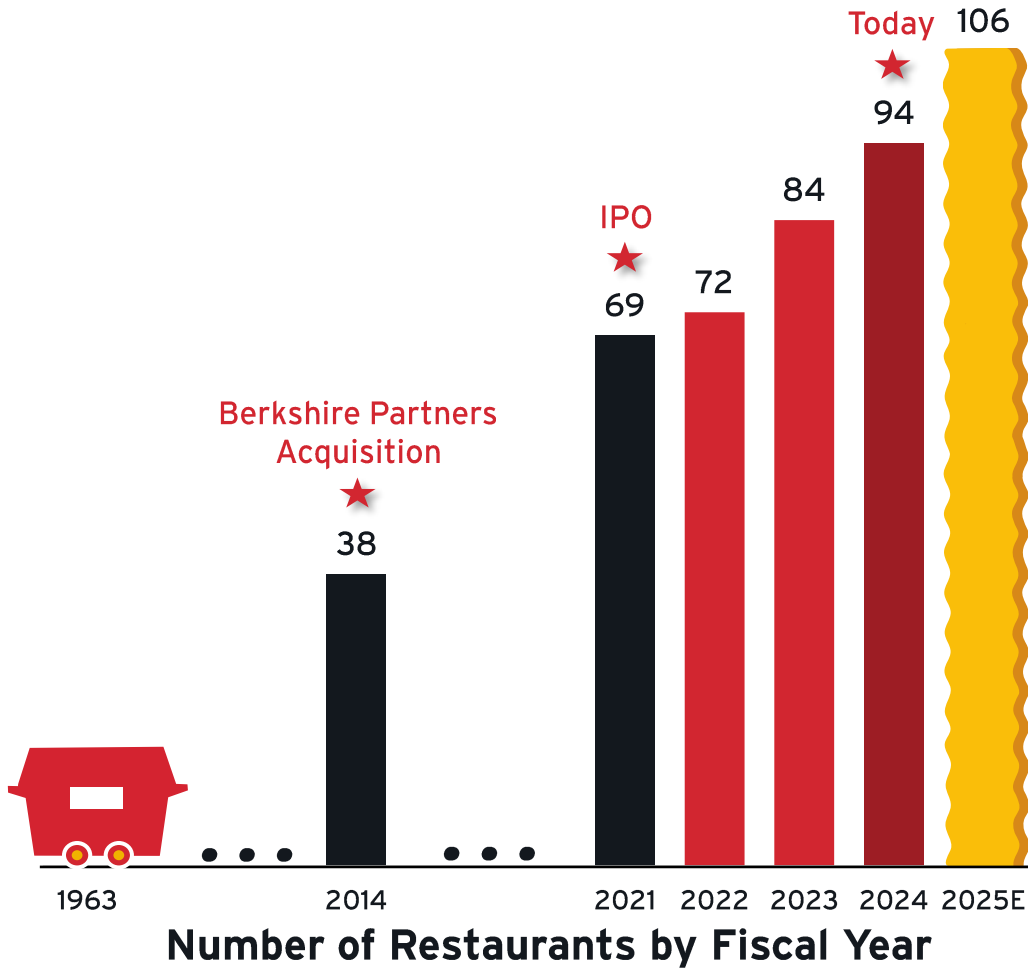


"Eating @portilloshotdog for lunch #blessed"

-@SamR33v3s

(1) Source: "Digging In - 2024 Morgan Stanley Survey of Restaurant Brand Attitudes". Ranking based on Average of Top 3 Drivers (Taste, Value, Quality) among customers for Fast Food / Fast Casual Brands.

ACCELERATING GROWTH



- ### Class of 2024
1. Denton, TX
 2. Surprise, AZ
 3. Livonia, MI
 4. Mansfield, TX
 5. Richmond, TX
 6. Grapevine, TX (ROTF)⁽¹⁾
 7. Waterford Lakes, FL
 8. Orland Park, IL (Drive Thru Only)
 9. Katy, TX
 10. Willowbrook, TX (ROTF)⁽¹⁾

Grapevine, TX



920 Minimum Achievable Market

Note: Total restaurants includes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity.
 (1) Indicates Restaurant of the Future.

PORTILLO'S STRATEGIC PRIORITIES



RUN WORLD-CLASS OPERATIONS

- Improving Drive Thru Efficiency
- Launched Kiosks



Traffic + Mix



INNOVATE & AMPLIFY THE PORTILLO'S EXPERIENCE

- Launching Loyalty Program
- Advertising Beyond Chicago
- Houston Menu Test



Traffic + Margins



BUILD RESTAURANTS WITH INDUSTRY LEADING RETURNS

- Growing Faster than Ever
- Optimizing the Size and Cost of our Restaurants



Returns



TAKE GREAT CARE OF OUR TEAMS

- People Pipeline Supports Growth
- Bolstered Leadership Team



Team Member Retention

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IMPROVING DRIVE-THRU EFFICIENCY



INCREASE THROUGHPUT AND BOOST TRAFFIC



Goal: Reduce Drive-Thru Wait Times from ~6 minutes to ~5 minutes

Status: achieved 15-second improvement, targeting 45 more seconds

*Refocus on Drive-Thru
Best Practices*



*Designed New Restaurants
to Improve Speed*



*Testing Camera Vision AI
for Real-Time Insights*



LAUNCHED KIOSKS

IMPROVING MIX AND INCREASING AVERAGE TICKET



Installed Chainwide by Nov 1...

Try our new Kiosks during dinner at the Beef Bus

15%+ higher
ticket in kiosk
transactions⁽¹⁾

> 1.0%
increase in total
restaurant comp

25%
Adoption rate inside

Guest Satisfaction
similar to Human
Order Takers



... and still innovating to drive adoption and ticket lift

(1) Compared to dine-in non-kiosk transactions.

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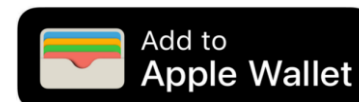
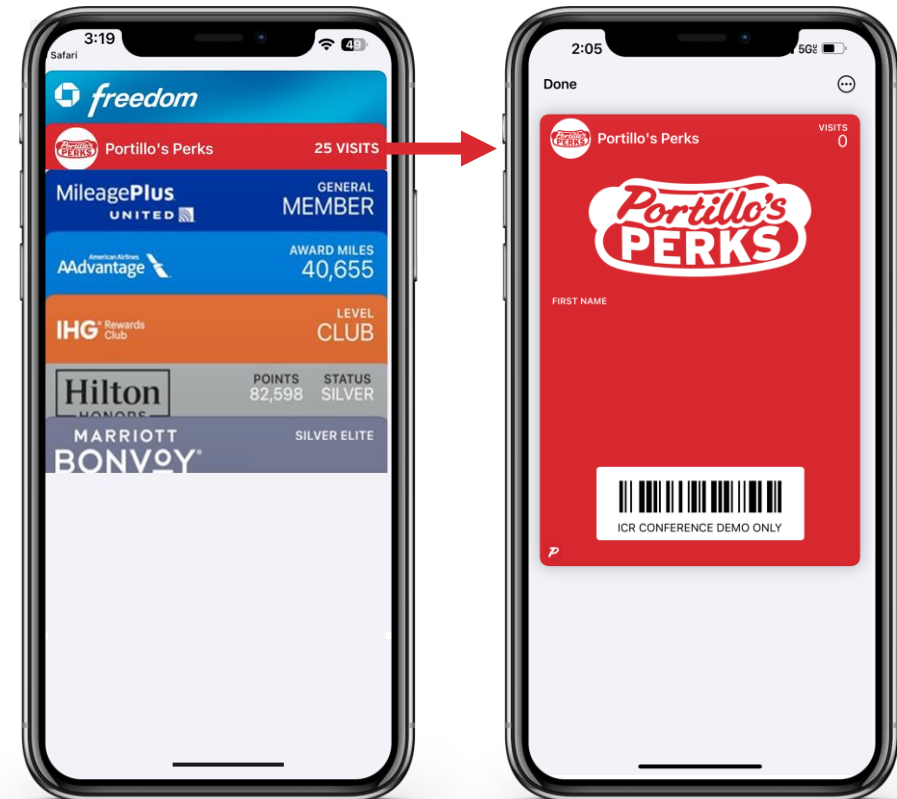
LAUNCHING LOYALTY PROGRAM

DRIVING TRAFFIC THROUGH INCREASED TRIP FREQUENCY



PORTILLO'S PERKS PROGRAM

- **App-less** loyalty program driven by **Digital Wallet** – no download required
- Digital card tracks visits and **sends offers and recognition badges** based on individual habits
- Unlocks opportunity to **surprise and delight** loyal guests with gamification and enhanced experiences



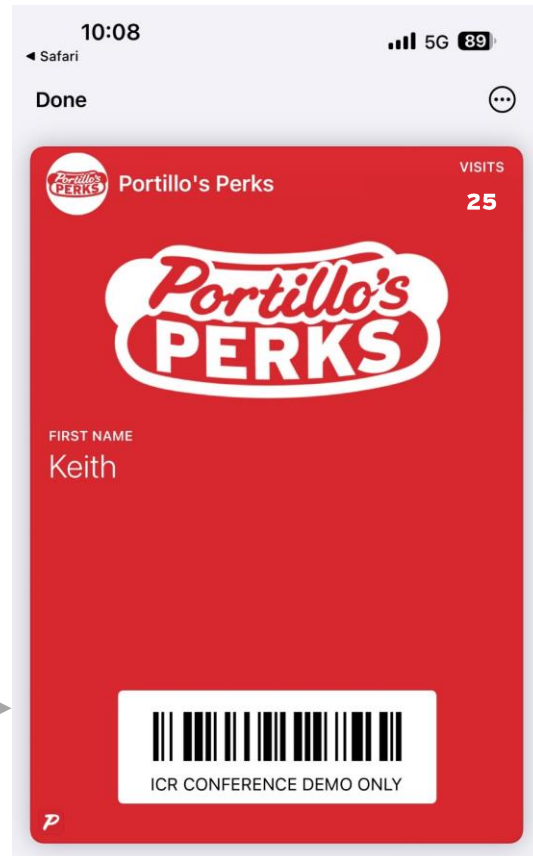
LOYALTY PROGRAM LAUNCH - LIVE DEMO



- 1. Text "PTLO" to 47102**
- 2. Type your first name**
- 3. Download perks card and offer**

LOYALTY PROGRAM LAUNCH - LIVE DEMO

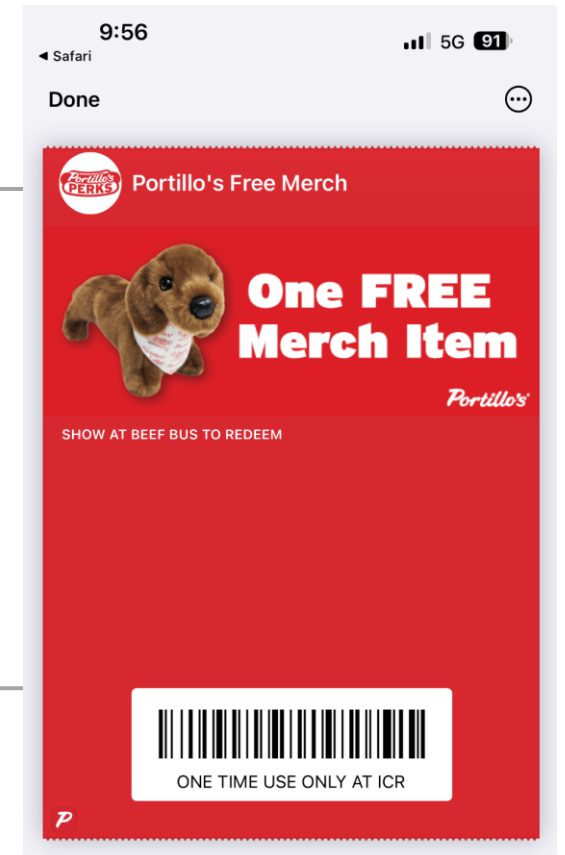
Wallet Card Example



Card image dynamically changes as guest gains status or badges, and completes visits

Code to Redeem Rewards and Check in

Offer Example



Custom images available based on offer

No sign up needed to send or receive a coupon

Scan code that allows you to redeem rewards

ADVERTISING BEYOND CHICAGO

DRIVING REVENUE VIA AWARENESS & TRIAL



Chicagoland



77%

Brand Awareness⁽¹⁾

Advertising Approach

- Drive trip frequency of loyal guest base
- Entice lapsed guests to return
- Remind about specific menu items

Outside Chicagoland



30%

Brand Awareness⁽¹⁾

Advertising Approach

- Drive trial & awareness of restaurants to new guests
- Support continuous restaurant-level marketing efforts
- In markets with minimum efficient scale (6-8 Units)

(1) Based on Qualtrics.

HOUSTON MENU TEST

DESIGNED TO IMPROVE THROUGHPUT AND REDUCE CAPEX



HYPOTHESES

A streamlined Portillo's menu can:

- 1** Drive **speed + accuracy**
- 2** Simplify **training and processes**
- 3** Assist in **reducing restaurant size and cost**
- 4** Enable **small-format, high-volume walk-up locations** for airport and urban centers

DETAILS

Testing in Houston the removal of 32 SKUs and ~14% of P-Mix by removing:

- Char items (Polish, Italian Sausage, Combo)
- Beef & Cheddar Croissant, Beef Bowls
- Jumbo Dogs
- Fish Sandwich
- Greek Salad & Chicken Pecan Salad
- Chicken Noodle Soup
- Éclair Cake & Strawberry Shortcake
- Alcohol

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TAKE GREAT CARE OF OUR TEAMS

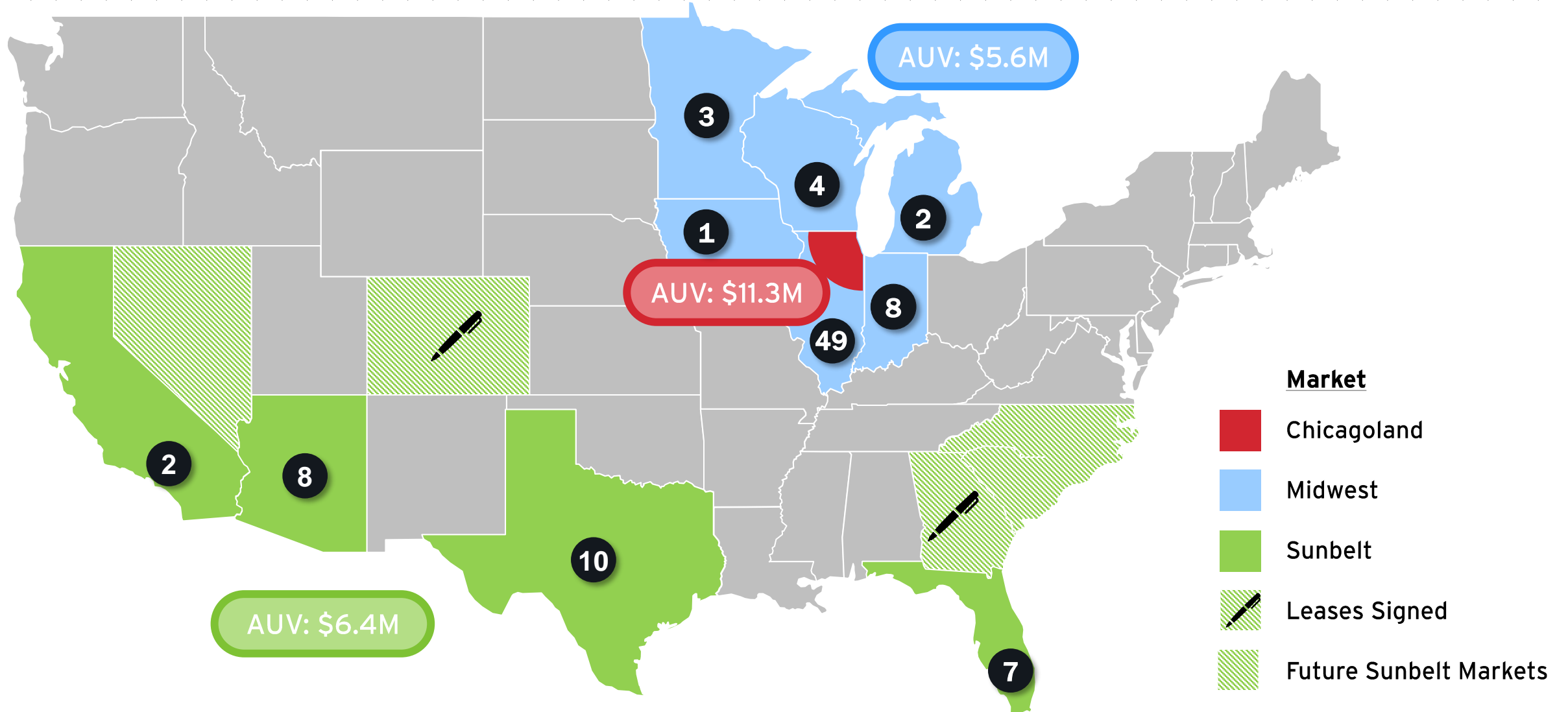
- People Pipeline Supports Growth
- Bolstered Leadership Team



Team Member Retention

GROWING FASTER THAN EVER

ADDING REVENUE AND MARKET SCALE







Note: Average Unit Volumes ("AUV") calculated are for TTM Q3 2024 and are the average of restaurants open at least 24 months (i.e., units opened on 9/30/2022 or earlier for comparison purposes). Chicagoland AUV includes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity. Total restaurant count as of 12/29/2024 and includes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity.

OPTIMIZING THE SIZE AND COST OF OUR RESTAURANTS

IMPROVES CASH ON CASH RETURNS



| Restaurant Class: | Legacy Builds | 2023 | 2024 | 2025 |
|---------------------|---|--|---|--|
| |  <i>Roseville, MN</i> |  <i>Allen, TX</i> |  <i>Grapevine, TX</i> |  <i>Stafford, TX</i> |
| Average Build Cost | ~\$7.0M - 8.0M | \$6.7M | ~\$6.6M ⁽¹⁾ | \$5.2 - 5.5M |
| Square Footage | 9,000 - 11,100 sq. ft. | 7,700 sq. ft. | 7,700 → 6,250 sq. ft. | 6,250 sq. ft. |
| Kitchen Line Length | 85 - 105 feet | 65 feet | 65 → 47 feet | 47 feet |

2026 Cost Will Reduce Even More

More size reduction in Restaurant of the Future 2.0

Exploring alternate real estate financing structures

(1) Preliminary and unaudited, subject to change based upon invoice reconciliations and completion of the audit and the Form 10-K for fiscal year ended December 29, 2024. Excludes 1 restaurant in Livonia, MI location that was a multi-year build with deal complexity which is non-comparable.

CASH-ON-CASH RETURN TARGETS

| <i>\$ in millions</i> | Current Targeted Return | ROTF 2.0 (Further Reduced Build Cost) | Mix in Alternate Financing (more tenant allowance, lease buildings in select locations) |
|--|--------------------------------|--|--|
| AUV | \$5.9 - \$6.3M | \$5.9 - \$6.3M | \$5.9 - \$6.3M |
| AVG RL Adj. EBITDA ⁽¹⁾ | \$1.3 - \$1.4M | \$1.3 - \$1.4M | \$1.2 - \$1.3M |
| RL Adj. EBITDA % ⁽¹⁾ | 22%+ | 22%+ | 20%+ |
| Buildout Costs ⁽²⁾ | \$5.2 - 5.5M | \$4.8 - 5.2M | \$3.8 - 4.2M |
| Cash-on-Cash Return per Class⁽³⁾ | 25% (year 3) | 27% (year 3) | 30-35% (year 3) |

- (1) We are unable to reconcile the Average Restaurant-Level Adjusted EBITDA and Restaurant-Level Adjusted EBITDA Margin to the corresponding U.S. GAAP measure, due to variability and difficulty in making accurate forecasts and projections and because not all information necessary to prepare the reconciliation is available to us without unreasonable efforts. For the same reasons, we are unable to address the probable significance of the unavailable information because we cannot accurately predict all of the components of the adjusted calculations and the non-GAAP measure may be materially different than the GAAP measure.
- (2) Shown as net of tenant allowance and excludes pre-opening expenses.
- (3) Our new unit economic targets are hypothetical and prepared based on a number of management assumptions. Figures represent target average of all restaurants built in a given year. While we believe these assumptions are reasonable, there can be no assurance that our new unit economic targets will be achieved by the third year of operation or at all. These assumptions are inherently uncertain and subject to a wide variety of risks. Inclusion of these targets is not a guarantee that such targets will be achieved and should not be considered a prediction of future returns.

PORTILLO'S STRATEGIC PRIORITIES



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- Launched Kiosks



Traffic + Mix



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Returns



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Team Member Retention

PEOPLE PIPELINE SUPPORTS GROWTH

IGNITE

ACCELERATED LEADERSHIP DEVELOPMENT PROGRAM

91 Team Members
Developed for Future
Management Positions¹

77% Internal Promotion
Rate

4+ Years Average
Portillo's Tenure of a
DFW GM



(1) Indicates Team Members who have completed Ignite requirements for restaurant management positions and are on deck for future management positions.

BOLSTERED LEADERSHIP TEAM



Keith Correia
Chief Information Officer
2024



Tony Darden
Chief Operating Officer
2024



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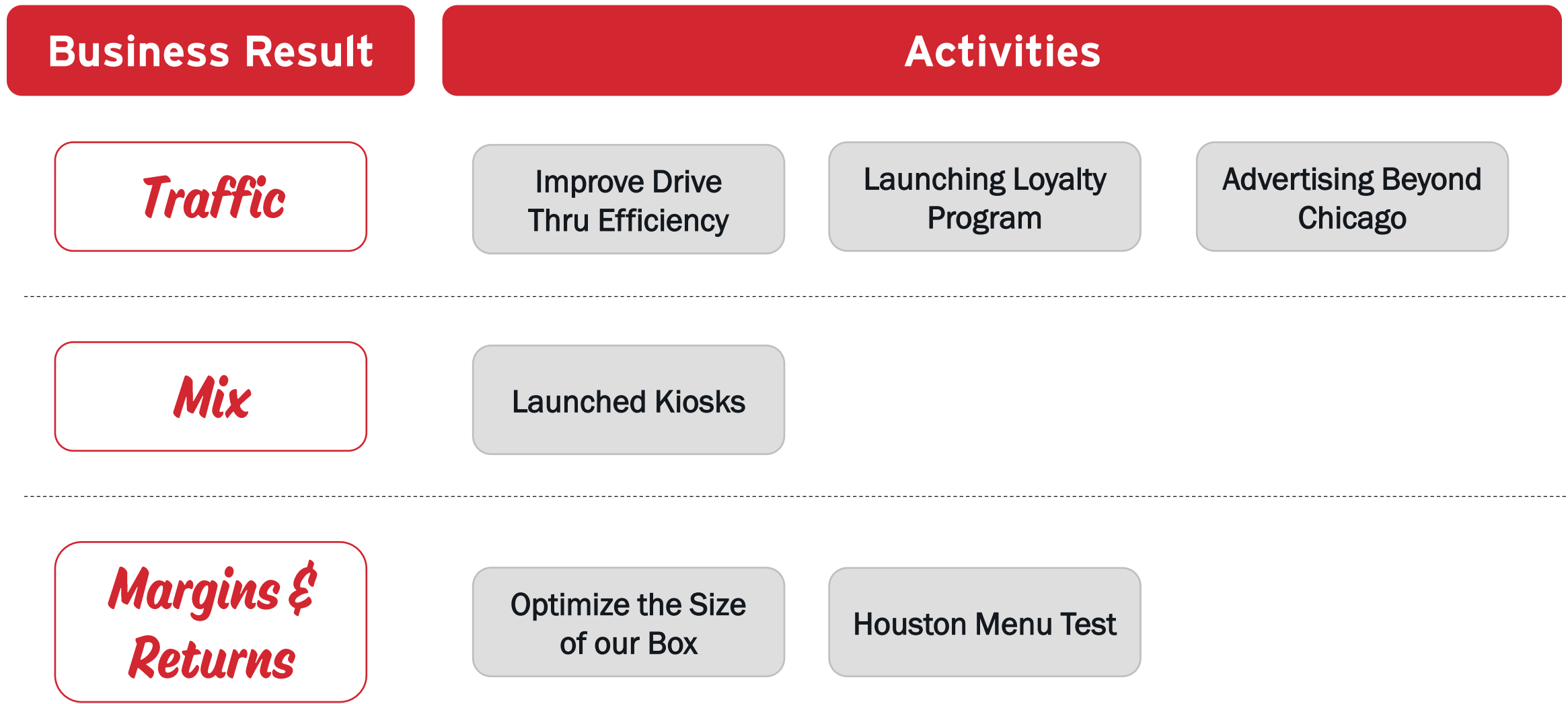
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STRATEGIC PRIORITIES DRIVE BUSINESS RESULTS



PRELIMINARY 2024 KEY FINANCIAL RESULTS⁽¹⁾ *Portillo's*



| | <u>Q4</u> | <u>FY 2024</u> |
|---|-----------------|-----------------|
| Same-Restaurant Sales⁽²⁾⁽³⁾ | +0.3% | -0.6% |
| Price | 4.7% | 4.6% |
| Transactions | (3.7%) | (3.2%) |
| Mix | (0.7%) | (2.0%) |
| | | |
| Total Revenue | \$184.6M | \$710.6M |
| | | |
| Restaurant-Level Adjusted EBITDA⁽⁴⁾ | \$45.2M | \$168.1M |
| | | |
| Adjusted EBITDA⁽⁵⁾ | \$25.4M | \$105.0M |

(1) Results are preliminary and unaudited, subject to change based upon completion of the audit and the Form 10-K for fiscal year ended December 29, 2024.

(2) Same-restaurant sales is the percentage change in year-over-year revenue (excluding gift card breakage) for the Comparable Restaurant Base, which is defined as the number of restaurants open for at least 24 full fiscal periods, excluding a restaurant that is owned by C&O of which Portillo's owns 50% of the equity. For the quarter and fiscal year ended December 29, 2024, there were 71 restaurants in our Comparable Restaurant Base.

(3) For the quarter ended December 29, 2024, same-restaurant sales compares the 13 weeks from September 30, 2024 through December 29, 2024 to the 13 weeks from October 2, 2023 through December 31, 2023. For the fiscal year ended December 29, 2024, same-restaurant sales compares the 52 weeks from January 1, 2024 through December 29, 2024 to the 52 weeks from January 2, 2023 through December 31, 2023.

(4) Restaurant-Level Adjusted EBITDA, a non-GAAP measure, is defined as revenue, less restaurant operating expenses, which include food, beverage and packaging costs, labor expenses, occupancy expenses and other operating expenses. Restaurant-Level Adjusted EBITDA excludes corporate level expenses and depreciation and amortization on restaurant property and equipment.

(5) Adjusted EBITDA, a non-GAAP measure, is defined as net income before depreciation and amortization, interest expense, interest income and income taxes, adjusted for the impact of certain non-cash and other items that we do not consider in our evaluation of ongoing core operating performance.

2025 KEY FINANCIAL TARGETS

UNIT GROWTH
12 Restaurants

SAME RESTAURANT SALES
Flat to +2%

REVENUE GROWTH
11 - 12%

ADJ. EBITDA GROWTH⁽¹⁾
6 - 8%

- Internal targets not achieved in 2024
- \$6M headwind in 2025 from variable-based compensation assuming targets are met
- Like-for-like comparison would result in Adj. EBITDA growth of 13-15%



(1) We are unable to reconcile the financial target for Adjusted EBITDA growth to net income (loss), the corresponding U.S. GAAP measure, due to variability and difficulty in making accurate forecasts and projections and because not all information necessary to prepare the reconciliation is available to us without unreasonable efforts. For the same reasons, we are unable to address the probable significance of the unavailable information because we cannot accurately predict all the components of the adjusted calculations, and the non-GAAP measure may be materially different than the GAAP measure.

2025 FINANCIAL TARGETS



12 New Restaurants →

Commodity Inflation 3% to 5%

Labor Inflation 3% to 4%

Restaurant-Level Adjusted EBITDA Margin⁽¹⁾ 22.5% to 23%

G&A Expenses \$82M to \$84M

Pre-Opening Expenses \$11M to \$12M

Capital Expenditures \$97M to \$100M →

New Restaurants by Quarter

| Q1 | Q2 | Q3 | Q4 |
|----|-----|-----|-----|
| 1 | 1-2 | 2-3 | 6-7 |

- All expected to be in Sunbelt except 1 in IL
- 75% expected to be in Texas (Dallas, Houston, and entering the San Antonio market)
- Entering the Atlanta market
- Expected to be final year of heavy Q4 timing

Capital Expenditure Detail

- ~80% on NROs
 - 5-8% Class of 2024 spillover
 - 60-65% Class of 2025
 - 10-15% Early Class of 2026
- ~10% on Existing Restaurant Investments
- ~10% on Other Discretionary

(1) We are unable to reconcile the financial target for restaurant-level adjusted EBITDA margin to operating income/loss margin, the corresponding U.S. GAAP measure, due to variability and difficulty in making accurate forecasts and projections and because not all information necessary to prepare the reconciliation is available to us without unreasonable efforts. For the same reasons, we are unable to address the probable significance of the unavailable information because we cannot accurately predict all the components of the adjusted calculations, and the non-GAAP measure may be materially different than the GAAP measure.

LONG-TERM GROWTH ALGORITHM



UNIT GROWTH
12%-15%

SAME RESTAURANT SALES
Low single digits

REVENUE GROWTH
Mid teens

ADJ. EBITDA GROWTH⁽¹⁾
Low teens



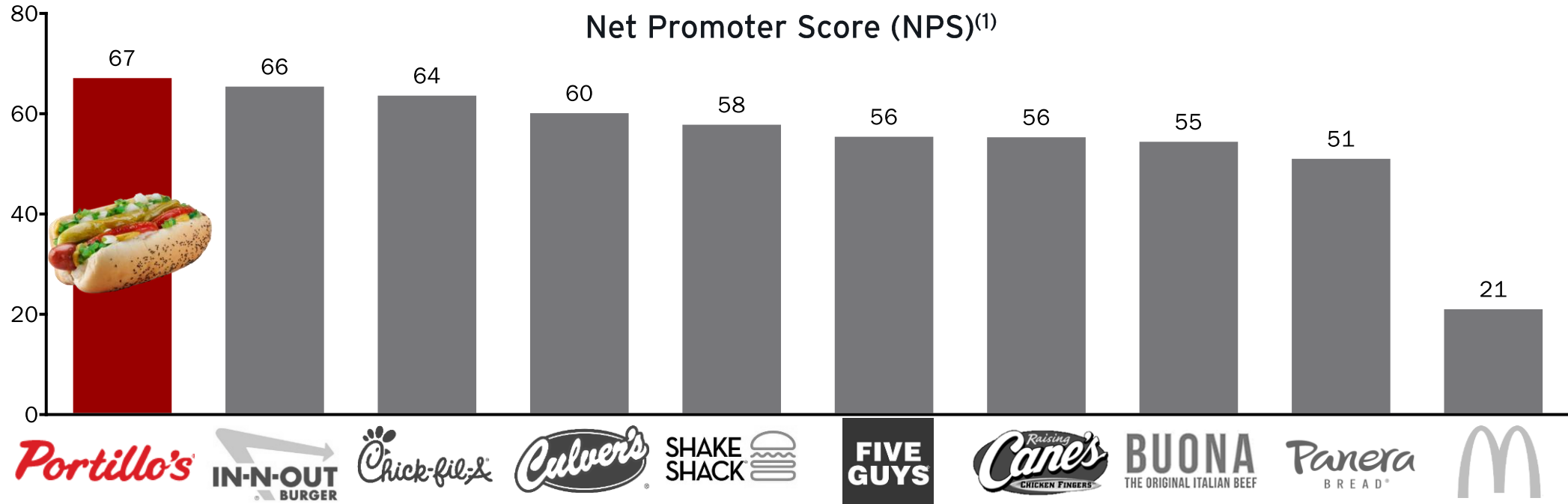
CHICAGO STYLE HOT DOG
JUMBO HOT DOG &
PLANT BASED GARDEN DOG

(1) We are unable to reconcile the long-term outlook for Adjusted EBITDA growth to net income (loss), the corresponding U.S. GAAP measure, due to variability and difficulty in making accurate forecasts and projections and because not all information necessary to prepare the reconciliation is available to us without unreasonable efforts. For the same reasons, we are unable to address the probable significance of the unavailable information because we cannot accurately predict all the components of the adjusted calculations, and the non-GAAP measure may be materially different than the GAAP measure.



APPENDIX

MEASURABLY OBSESSED FANS



"I go to Portillo's so much that my phone thinks I work there, and it tells me how long my commute will be every morning"

-@bejulled



"One time, I woke myself up saying my usual Portillo's order in my sleep."

-@elissaxrod

(1) Net promoter score measures consumer enthusiasm and advocacy based on a single survey question. Scores shown from guests who indicate they visit each brand "regularly." Customer Experience Benchmarks (CXB) sourced using the Qualtrics platform via a proprietary benchmark survey fielded monthly. Results represent Q4 2023 to Q4 to-date 2024, for Portillo's operating geographies.

ADJUSTED EBITDA RECONCILIATION



(\$ IN THOUSANDS)

| | LTM |
|--|--------------------|
| | September 29, 2024 |
| Net income | \$ 32,294 |
| Net income margin | 4.5 % |
| Depreciation and amortization | 27,254 |
| Interest expense | 26,514 |
| Interest income | (300) |
| Income tax expense | 4,541 |
| EBITDA | 90,303 |
| Deferred rent (1) | 5,172 |
| Equity-based compensation | 12,721 |
| Cloud-based software implementation costs (2) | 766 |
| Amortization of cloud-based software implementation costs (3) | 366 |
| Other loss (4) | 208 |
| Transaction-related fees & expenses (5) | 542 |
| Tax Receivable Agreement liability adjustment (6) | (4,382) |
| Adjusted EBITDA | \$ 105,696 |
| Adjusted EBITDA Margin (7) | 14.8 % |

(1) Represents the difference between cash rent payments and the recognition of straight-line rent expense recognized over the lease term.

(2) Represents non-capitalized third party consulting and software licensing costs incurred in connection with the implementation of new enterprise resource planning ("ERP") and human capital management ("HCM") systems which are included within general and administrative expenses.

(3) Represents amortization of capitalized cloud-based ERP system implementation costs that are included within general and administrative expenses.

(4) Represents (gain) loss on disposal of property and equipment included within other income, net.

(5) Represents certain expenses that management believes are not indicative of ongoing operations, consisting primarily of certain professional fees included within general and administrative expenses.

(6) Represents remeasurement of the Tax Receivable Agreement liability.

(7) Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by Revenues, net.

RESTAURANT-LEVEL ADJUSTED EBITDA RECONCILIATION



(\$ IN THOUSANDS)



| | LTM | |
|--|--------------------|----------------|
| | September 29, 2024 | |
| Operating income | \$ | 58,667 |
| Operating income margin | | 8.2 % |
| General and administrative expenses | | 76,336 |
| Pre-opening expenses | | 9,260 |
| Depreciation and amortization | | 27,254 |
| Net Income attributable to equity method investment | | (1,314) |
| Other income, net | | (1,581) |
| Restaurant-Level Adjusted EBITDA | \$ | 168,622 |
| Restaurant-Level Adjusted EBITDA Margin | | 23.6 % |