

Portillo's[®]

Investor Day

November 8, 2022



Portillo's[®]



Welcome to Our Table

Barb Noverini | Director, IR

TODAY'S AGENDA



9:00 am **Welcome to Our Table**

Barb Noverini | Director, IR

Scaling a Solid Foundation

Michael Osanloo | CEO and President

Brilliant at Our Basics

Derrick Pratt | Chief Operating Officer

Developing Future Growth

Mike Ellis | Chief Development Officer

10:00 am **Q&A**

Above Presenters

10:20 am **Cake Break**

10:35 am **Frictionless Experiences Through Tech**

Rick Cook | Senior Vice President of Information Technology

Innovative Grassroots Marketing

Nick Scarpino | Senior Vice President of Marketing & Off-Premise Dining

People are the Heart of Portillo's

Jill Waite | Chief People Officer

Executing Our Financial Plan

Michelle Hook | Chief Financial Officer

11:35 am **Q&A**

All Presenters

12:35 pm **Beef Bus Lunch**

All Presenters



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:

- the potential future impact of COVID-19 (including any variant) on our results of operations, supply chain or liquidity;
- 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 associated with our reliance on certain information technology systems and potential failures or interruptions;
- privacy and cyber security risks related to 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 impact of labor shortages, 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, costs or ability to open new restaurants, or sale of food and alcoholic beverage control regulations;
- our ability to achieve our growth strategy, such as the availability of suitable new restaurant sites in existing and new markets;
- risks relating to changes in economic conditions, including a possible recession and resulting changes in consumer preferences;
- inflation of all commodity prices, including 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 Form 10-K for the fiscal year ended December 26, 2021, filed with the SEC on March 10, 2022. 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 (other than with respect to forward-looking non-GAAP measures, which cannot be reconciled without unreasonable efforts) and definitions are included in Appendix to this presentation.

Scaling a Solid Foundation

Michael Osanloo | CEO and President



Portillo's®



SCALING A SOLID FOUNDATION

- 1** Durable, experiential brand with obsessed fanbase driven by unmatched value proposition
- 2** Historical track record of profitable growth with leading AUV and restaurant margins system-wide
- 3** Significant opportunity of 600+ new restaurants in the U.S. underpinned by disciplined real estate strategy
- 4** Visionary and accountable leadership team responsible for supporting strong culture while scaling the business
- 5** People are the heart of Portillo's; taking care of our Team Members who take care of our guests



JUMBO DOG, HOT DOG, AND
PLANT-BASED GARDEN DOG

PORTILLO'S SNAPSHOT (Nasdaq: PTLO)



1963
FOUNDED

OCT. 2021
IPO DATE

~7,500
TOTAL TEAM MEMBERS

\$575M
LTM Q3 2022
REVENUE

\$8.4M
LTM Q3 2022
AVERAGE UNIT VOLUMES⁽¹⁾

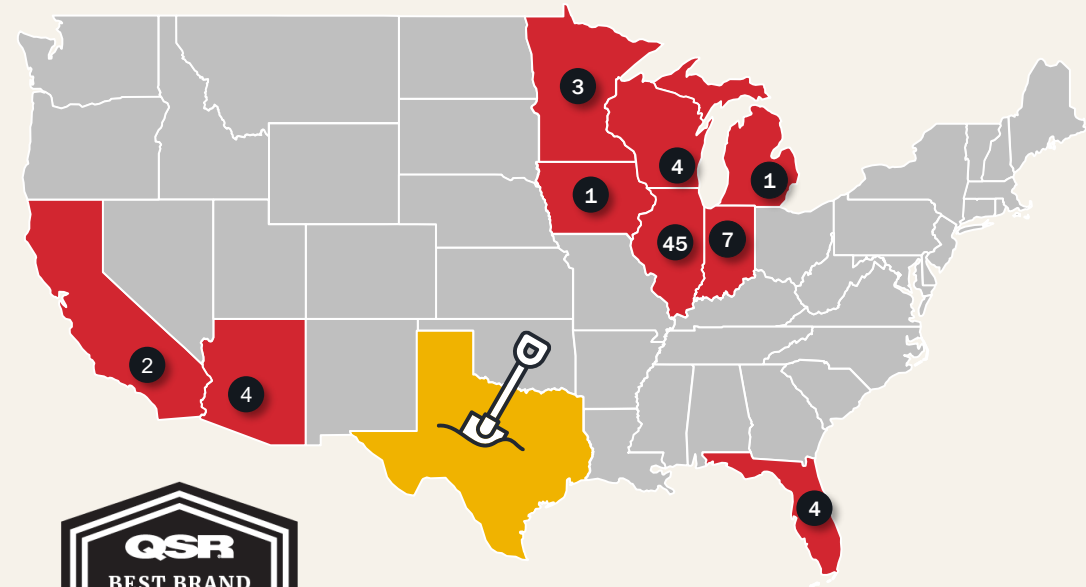
~\$1.9M
LTM Q3 2022 AVERAGE
RESTAURANT-LEVEL
ADJ. EBITDA PER
RESTAURANT⁽²⁾

23.6%
LTM Q3 2022
RESTAURANT-LEVEL
ADJ. EBITDA MARGIN⁽²⁾

\$90M
LTM Q3 2022
ADJUSTED EBITDA⁽²⁾

15.7%
LTM Q3 2022
ADJ. EBITDA MARGIN⁽²⁾

Growing, Nationwide Footprint with
71 Restaurants Across 9 States



Note: Restaurant count as of November 8, 2022.

(1) Average of restaurants open at least 24 months (i.e., units opened on 9/30/2020 or earlier for comparison purposes).

(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.

SCALING A SOLID FOUNDATION

THAT'S BUILT TO LAST

1963

FOUNDED

1 LOCATION

- Hot dog cart with a vision
- Initially known as "The Dog House"
- Chicagoland-centric
- QSR-style focused menu



2022

INVESTOR DAY

71 LOCATIONS

- Public company; post IPO positioning
- Early in operational excellence journey
- National expansion strategy
- Evolved strong, diverse, fast-casual menu
- Unmatched culture among 7,000+ TMs



NEXT 3+ YEARS

SCALING THE BUSINESS

100+ LOCATIONS

- Near-term focus on growth across sunbelt (e.g., TX, FL, AZ)
- Build scale in existing markets
- Restaurant of the Future concept



NEVER CLOSED A RESTAURANT IN OUR 59 YEAR HISTORY

PORTILLO'S COMPETITIVE ADVANTAGES

- 1 Values-Driven, People-Centered Culture
- 2 An Iconic and Beloved Brand with Obsessed, Lifelong Fans
- 3 Distinctive, Diverse High-Quality Menu
- 4 Energetic Restaurant Atmosphere that Engages the Senses
- 5 Robust Multichannel Sales Capabilities
- 6 An Incredible, Everyday Value Proposition
- 7 Proven Portability and Strong Unit Economics
- 8 Visionary Leadership Team



CHAR-BROILED DOUBLE CHEESEBURGER

VALUES-DRIVEN, PEOPLE-CENTRIC CULTURE

DOING THE RIGHT THING FOR OUR PEOPLE



FAMILY

We work together to make everyone feel at home, and we step up when someone needs help



Did not lay off or furlough a single Team Member during COVID



GREATNESS

We are obsessed with being the best and work hard to continuously improve. Our greatness is rooted in Quality, Service, Attitude and Cleanliness ("QSAC")



Launched Ignite leadership program in 2022



ENERGY

We move with urgency and passion, while maintaining attention to detail



Annual GM Summit to motivate, inspire, and celebrate our most energetic restaurant leaders



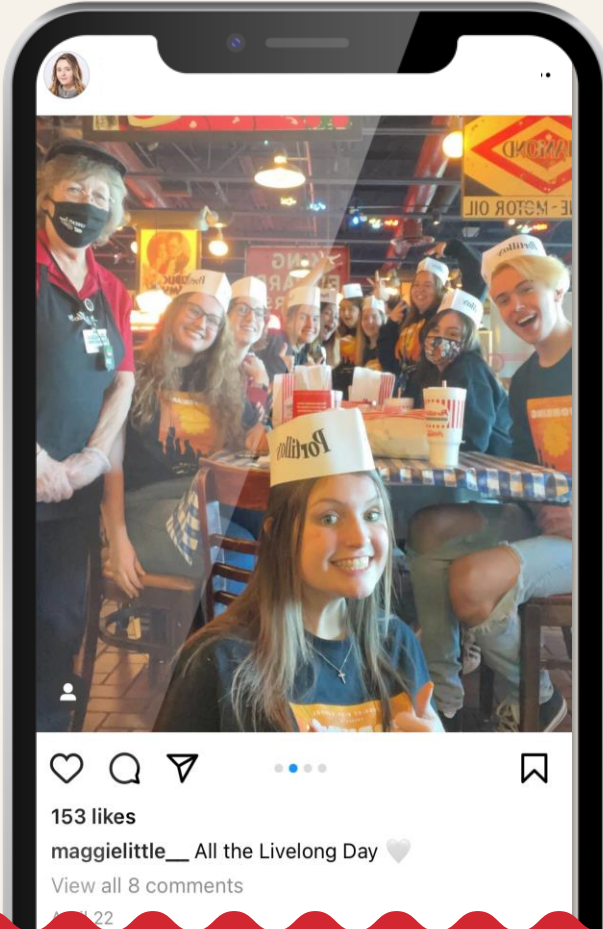
FUN

We entertain our guests, we connect authentically, and we make each other smile



Referral incentives to encourage friends and family to have fun working together at Portillo's

DURABLE BRAND CREATES LIFELONG FANS



April 26 at 10:52 PM · Phoenix, AZ · 🍷
 A #Chicago fix in Phoenix! 🍷 Portillo's ❤️ 🍷



Portillo's @portilloshotdog
 Welcome home, @Candace_Parker! 🍷
 Candace Parker @Candace_Parker · Feb 2, 2021
 Yepppp sounds about right! 😂😂😂🍷 twitter.com/Crayestout/sta...

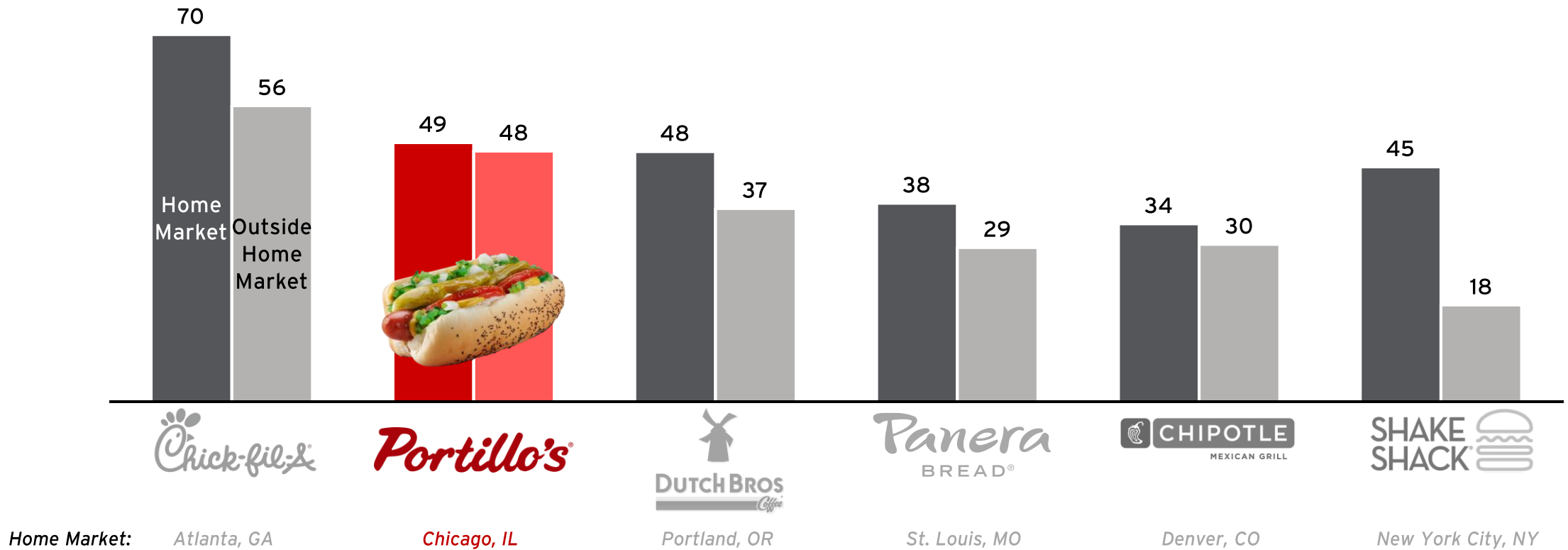
Candace Parker @Candace_Parker
 Mama I MADE IT! ANYTHINGGGGGG IS POSSIBLE *KG voice* Portillos just tweeted at me ya!!!!
Portillo's @portilloshotdog · Feb 2, 2021
 Welcome home, @Candace_Parker! 🍷 twitter.com/Candace_Parker...
 4:30 PM · Feb 2, 2021 · Twitter for iPhone
 262 Retweets 35 Quote Tweets 4,136 Likes

DWade @DwyaneWade
 Hey @portilloshotdog my name is Dwyane Wade and I'm @Candace_Parker friend and I love you guys as well
 Candace Parker @Candace_Parker · Feb 2
 Mama I MADE IT! ANYTHINGGGGGG IS POSSIBLE *KG voice* Portillos just tweeted at me ya!!!! twitter.com/portilloshotdo...
 8:32 PM · Feb 2, 2021 · Twitter for iPhone
 134 Retweets 35 Quote Tweets 2,874 Likes

46X more engagement than the average restaurant brand post on Twitter

26X more engagement than the average restaurant brand post on Facebook

MEASURABLY OBSESSED FANS



National Net Promoter Score (NPS) Comparison⁽¹⁾

(1) Portillo's national consumer survey conducted by Dynata in September 2022

MENU OFFERS SOMETHING FOR EVERYONE



Italian Beef Sandwich



Hot Dogs



Crinkle-cut French fries



Maxwell Street Polish



Charbroiled Cheeseburger



Milkshakes



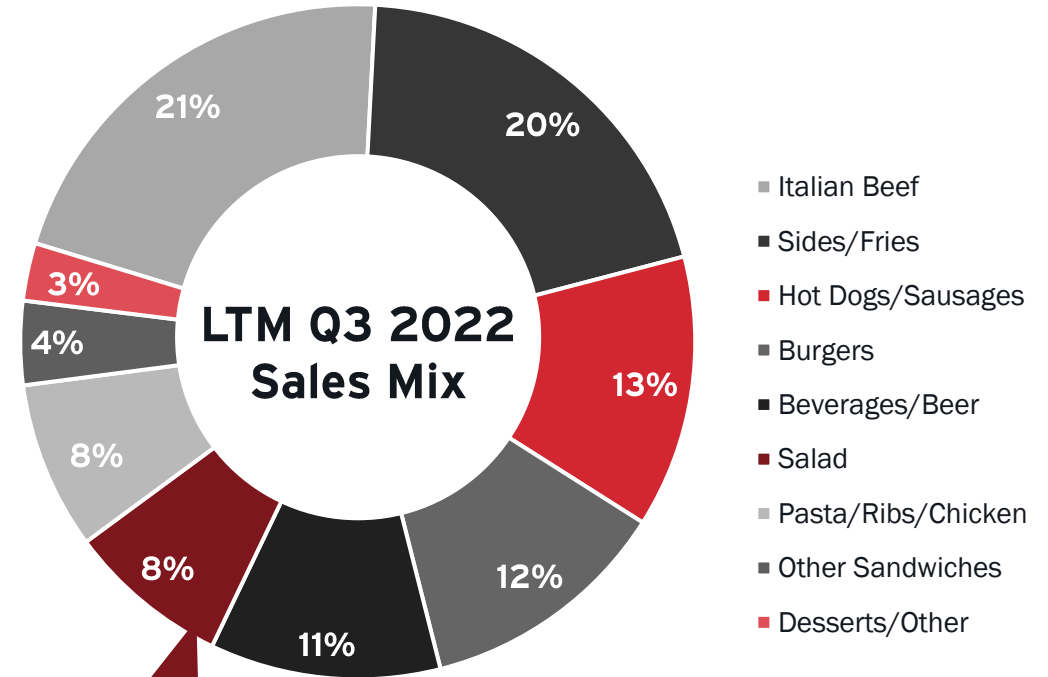
Cake & Desserts



Spicy Chicken



Chopped Salad

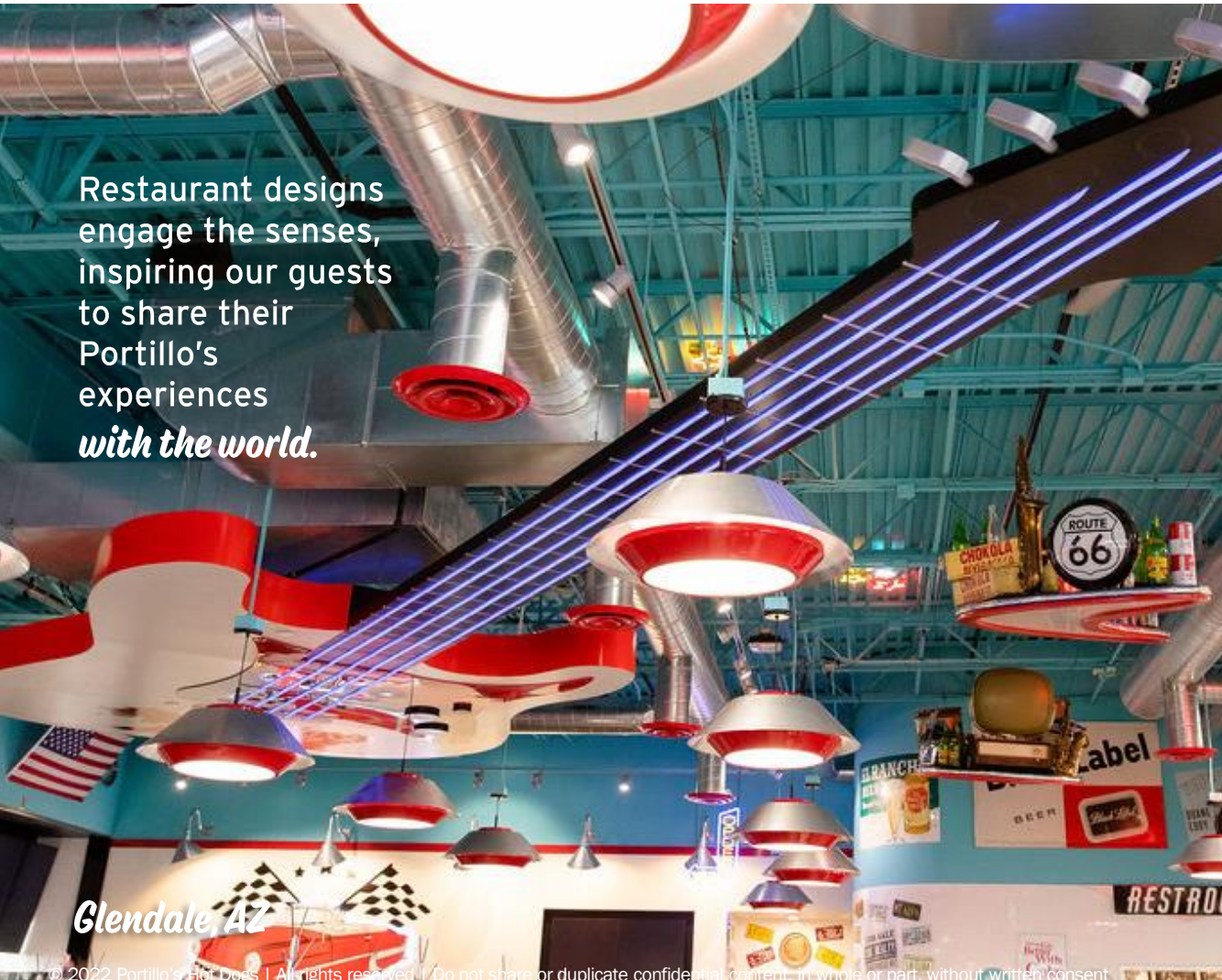


\$600K+
PER RESTAURANT OF
SALAD SALES

SALES MIX
STAYS CONSISTENT
ACROSS OUR
GEOGRAPHIC FOOTPRINT

UNIQUE, LOCALIZED RESTAURANT DESIGNS

DRIVE BALANCE SHEET MARKETING



ROBUST MULTI-CHANNEL SALES CAPABILITIES



Drive-Thru
(46% LTM P9 2022 Sales)

+



Dine-In
(41% LTM P9 2022 Sales)

+



Delivery
(13% LTM P9 2022 Sales)

~\$3.9M / Restaurant
~3x+ the throughput of McDonald's
2021 average drive thru⁽¹⁾

~\$3.4M / Restaurant
Nearly equal to Chipotle's
2021 total AUV⁽¹⁾

~\$1.1M / Restaurant
~95% of Domino's
2021 average delivery volume⁽¹⁾

Growing Off-Premise Channel



Carryout

~1.1M
Online Accounts



Catering

550K lbs+
Catering beef sold in LTM P9 2022



Direct Shipping

\$6.0M
Direct shipping sales in LTM P9 2022

Note: Online accounts as of November 2022. 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.
Drive Thru includes all orders serviced outside the restaurant, including drive thru and curbside pickup. Direct-to-consumer shipping sales are not included in the AUV. Drive-thru, Dine-In and Delivery sales per restaurant includes data from all restaurants open since the beginning of the measurement period.
(1) Comparison represents U.S. restaurants only. Based on publicly available information

AN INCREDIBLE EVERYDAY VALUE PROPOSITION



Great Customer Value with
Delicious Options for Everyone

\$9.75
PER PERSON AVERAGE SPEND¹



\$12.27

Italian Beef Meal

- 1/4 lb slow-roasted Italian beef
- Small fries
- 20 oz soft drink



\$9.69

Chopped Salad

- Topped with grilled chicken, ditalini pasta, crispy bacon, tomatoes, gorgonzola cheese, green onion, and red cabbage
- Served with Portillo's creamy house dressing and freshly baked bread



\$10.97

Hamburger Meal

- Char-broiled, 1/3 lb burger
- Small fries
- 20 oz soft drink



\$8.87

Hot Dog Meal

- Chicago-style hot dog
- Small Fries
- 20 oz soft drink

INCREDIBLE VALUE IN FAST CASUAL

Portillo's

Portillo's



- Shackburger
- Fries
- Small Soft Drink

\$13.67



- Wreck Sandwich
- Chips
- Small Soft Drink

\$12.97



- Kale Caesar with Chicken
- Spindrift Water

\$14.90



- Green Goddess Cobb Salad with Chicken
- Small Soft Drink

\$15.48



- Little Cheeseburger
- Small Fries
- Regular Drink

\$18.67

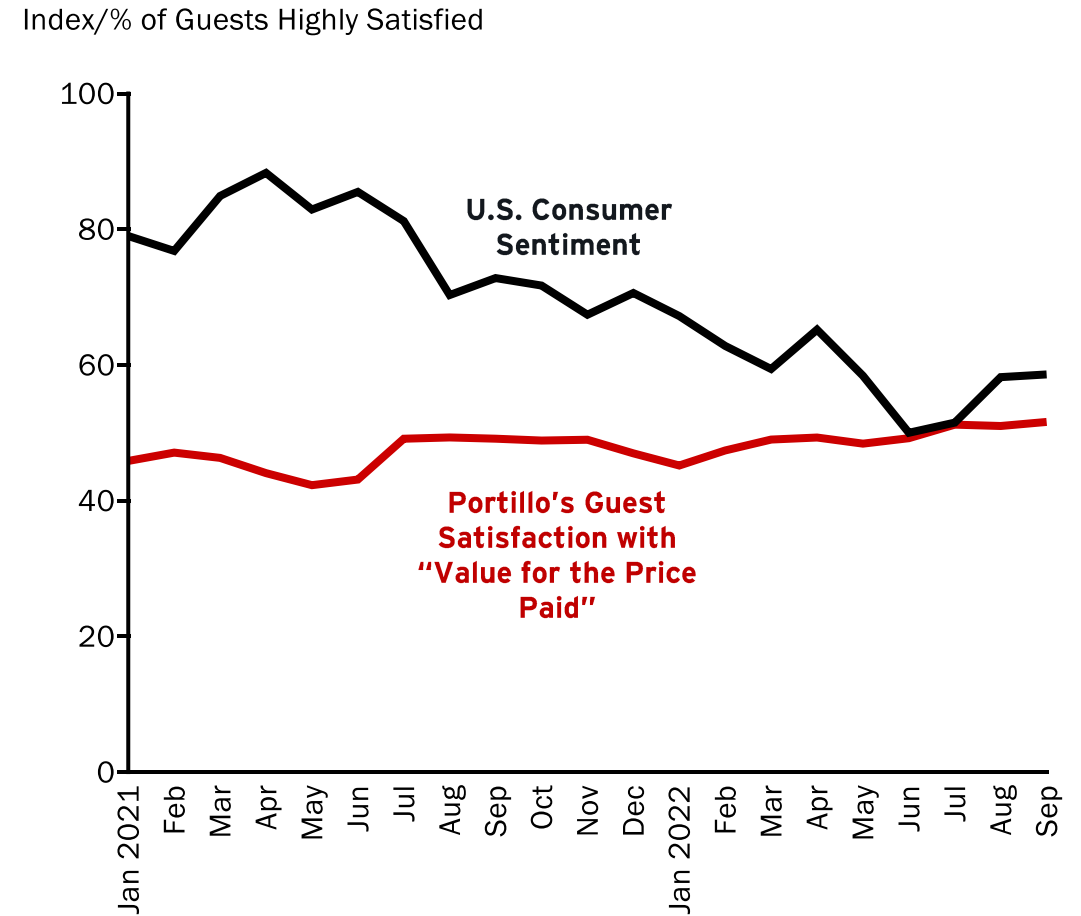
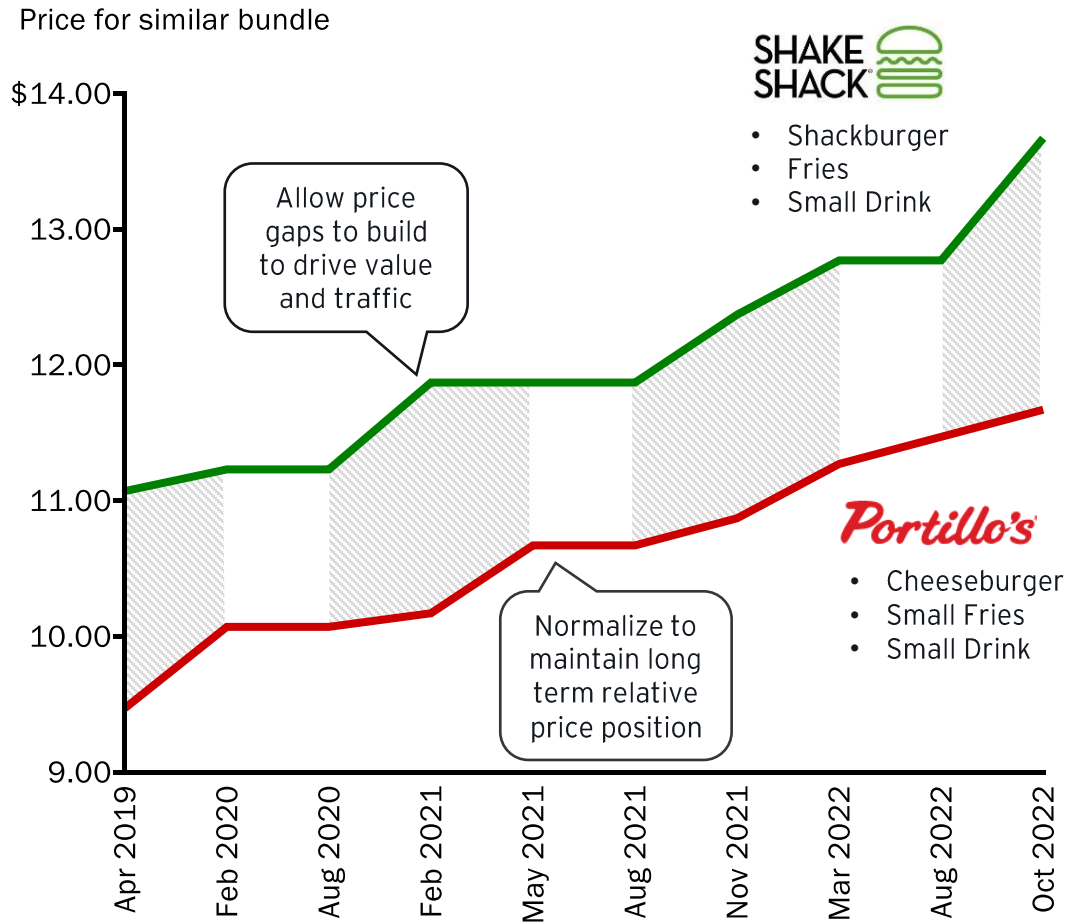


- Steak Burrito
- Chips
- Small Soft Drink

\$14.80
\$21.89

(Delivery¹)

PRICING STRATEGY CREATES GUEST VALUE WHILE MAINTAINING RELATIVE PRICES



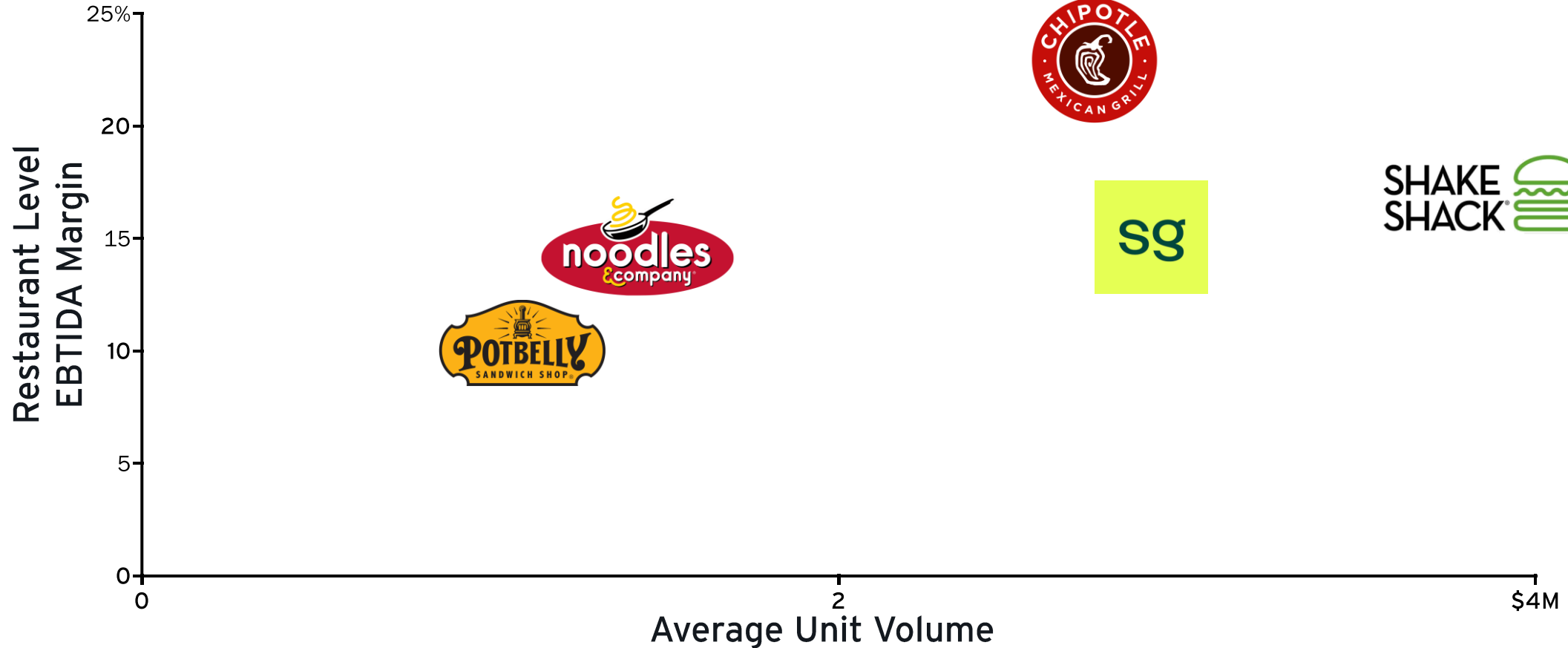
Source: University of Michigan, Internal data, Competitor Websites
 Note: Prices are from Elmhurst, IL Portillo's Location and nearest Shake Shack location (Oak Brook, IL)

PROVEN PORTABILITY

AND STRONG UNIT ECONOMICS IN AND OUTSIDE CHICAGOLAND



AUV and Restaurant Level EBITDA Margin for TTM Q2 2022



Source: Internal data, public company filings

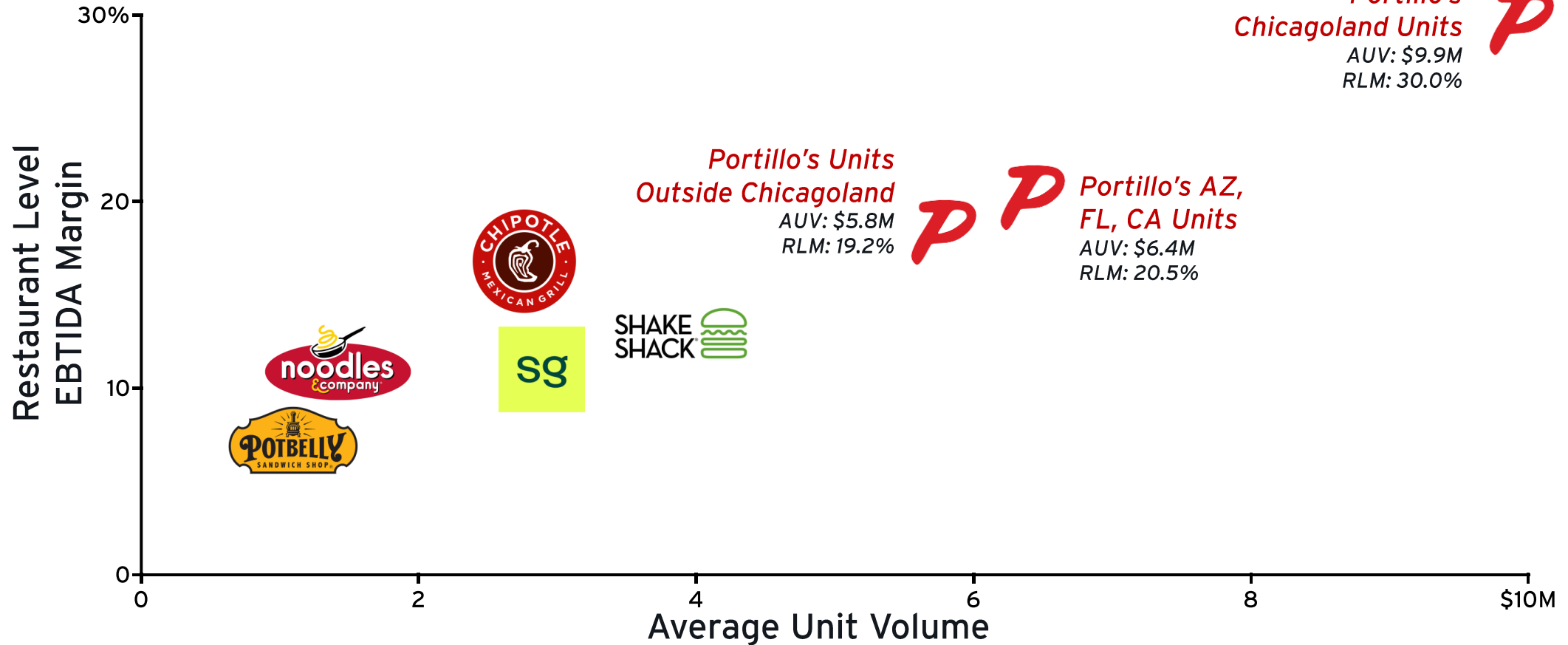
Note: Noodles & Co includes company owned restaurants; Potbelly figures approximate from text disclosures; Shake Shack figures reflect domestic-company operated units; Chipotle figures adjusted to remove delivery premiums

PROVEN PORTABILITY

AND STRONG UNIT ECONOMICS IN AND OUTSIDE CHICAGOLAND



AUV and Restaurant Level EBITDA Margin for TTM Q2 2022



Source: Internal data, public company filings. AUV and Restaurant Level EBITDA presented for restaurants open for at least 24 months as of June 26, 2022.

Note: Noodles & Co includes company owned restaurants; Potbelly figures approximate from text disclosures; Shake Shack figures reflect domestic-company operated units; Chipotle figures adjusted to remove delivery premiums; Portillo's AUV includes a restaurant that is owned by C&O of which Portillo's owns 50% of the equity.

ACCOUNTABLE LEADERSHIP FOCUSED ON EXECUTION

WORLD-CLASS MANAGEMENT TEAM WITH DEEP INDUSTRY EXPERTISE

● PRESENTING TODAY



Michael Osanloo ●
CEO and President
2018



Michelle Hook ●
Chief Financial Officer
2020



Derrick Pratt ●
Chief Operating Officer
2020



Mike Ellis ●
Chief Development Officer
2022



Jill Waite ●
Chief People Officer
2019



Michael Portillo
VP, Restaurant Support
Birth



Rick Cook ●
SVP, Technology
2020



Nick Scarpino ●
SVP, Marketing &
Off-Premise Dining
2015



Susan Shelton
General Counsel
1998



Garrett Kern
VP, Strategy & Culinary
2019



EXPERIENCED AND DIVERSIFIED BOARD OF DIRECTORS



Michael A. Miles, Jr.
Chairman, Portillo's
Advisory Director,
Berkshire Partners LLC
2014



Michael Osanloo
CEO and President,
Portillo's
2018



Ann Bordelon
Vice Chancellor for Finance &
Administration,
University of Arkansas
2020



Paulette Dodson
Former General Counsel and
Corporate Secretary,
Alight
2021



Noah Glass
CEO,
Olo Inc.
2017



G.J. Hart
CEO,
Red Robin
2016



Richard K. Lubin
Senior Advisor,
Berkshire Partners LLC
2014



Joshua A. Lutzker
Managing Director,
Berkshire Partners LLC
2014

Skills Matrix

Executive Leadership 100%

Private-to-public Co. Transitions 75%

C-Suite Experience 62%

Restaurant Operations 50%

Public Board Service 50%

Attributes

Independent
~88%

Av. Tenure
4.5 years

Gender Diversity
25%

LONG-TERM GROWTH ALGORITHM

LONG-TERM FINANCIAL TARGETS



BIG ITALIAN BEEF

UNIT GROWTH
10%+

SAME RESTAURANT
SALES
Low single digits

REVENUE GROWTH
High single to low
double digits

ADJ. EBITDA GROWTH⁽¹⁾
Low teens

(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 of the components of the adjusted calculations and the non-GAAP measure may be materially different than the GAAP measure.

Brilliant at our Basics

Derrick Pratt | Chief Operating Officer



BRILLIANT AT OUR BASICS

- 1** **Operational excellence** builds **brand affinity** through a flywheel set in motion by **engaged Team Members**
- 2** **Operational accountability** measured by metrics that matter
- 3** Relentless focus on **creating efficiencies** in our multi-channel approach **through reduced complexity**
- 4** New restaurant opening (NRO) team **ensures consistency** during **simultaneous openings**



CHICAGO-STYLE
HOT DOG

OPERATIONAL EXCELLENCE DRIVES BRAND AFFINITY



THE RECIPE FOR CONSISTENCY



BRILLIANT AT OUR BASICS



UNRIVALED FOOD & EXPERIENCES



Focused Metrics
that Matter

**Flawless Execution
Run Great Shifts**

Laser Focused Food &
Cleanliness Standards

Reduced Complexity

6 SUCCESS BEHAVIORS

- Scheduling
- Shift Planning
- Daily Routines & Checklists
- Pre & Post Meals
- Training Execution
- Zone Leadership

CORE VALUES & A CONTINUOUS IMPROVEMENT MINDSET

OPERATIONAL ACCOUNTABILITY

METRICS THAT MATTER

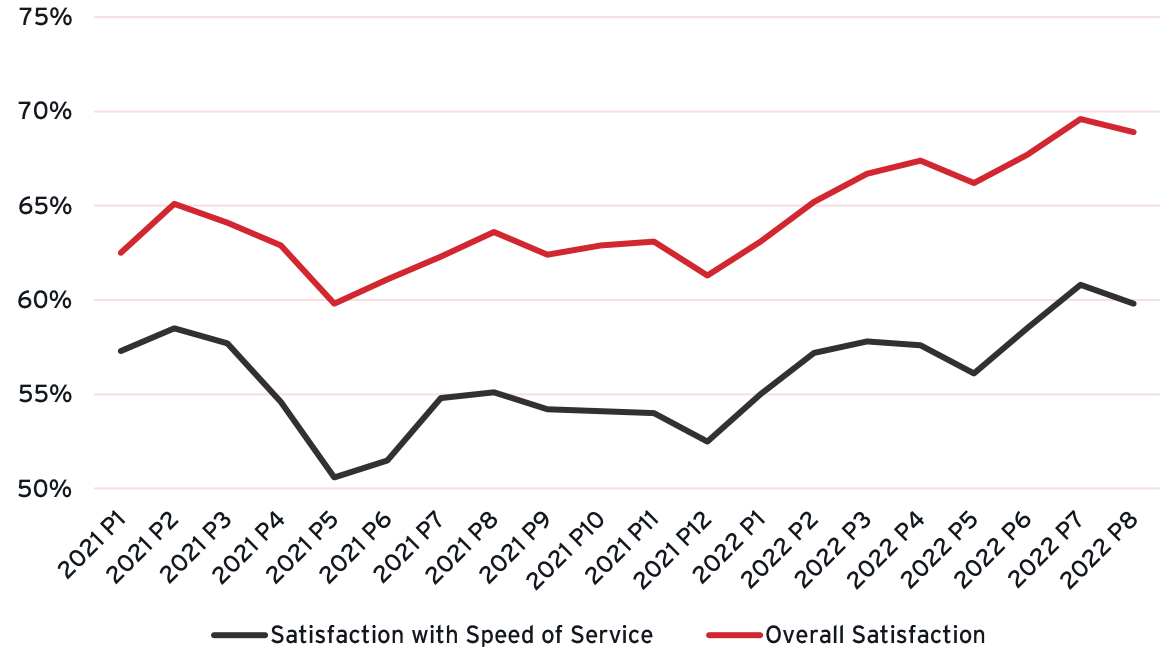
Team Member Engagement

- ✓ Significant YOY gains while U.S. workforce engagement is down



Operating Efficiency

- ✓ ~20% reduction in labor hours YTD 2022 vs. same period 2019
- ✓ ~14% increase in items per labor hour YTD 2022 vs. same period 2019



Satisfaction with Speed of Service

- ✓ Highest in 2 years

Overall Satisfaction

- ✓ Highest in 3 years

MULTICHANNEL APPROACH OPTIMIZED FOR GUESTS

OPERATING WITH A PROVEN PLAYBOOK



1

Team Members engage with guests in dual-lane drive thru



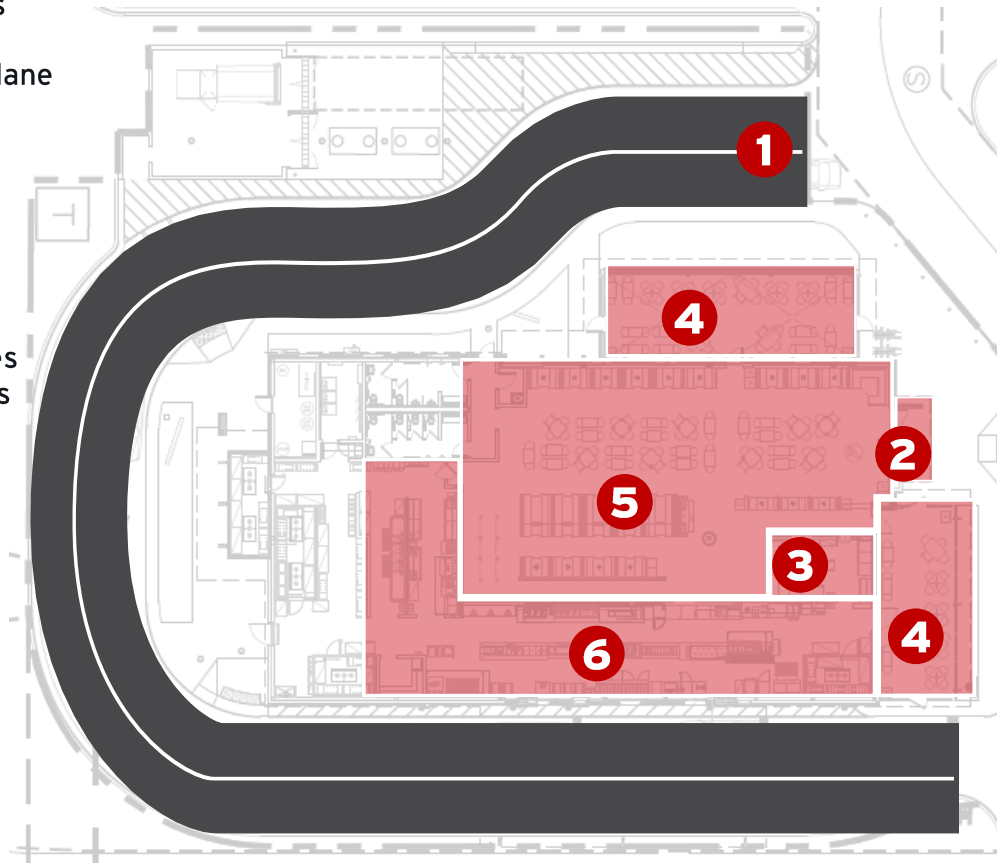
2

Themed entries prepare guests for Portillo's experience



3

Online pick-up, catering and take & make area



4

Outdoor dining areas extend the energy



5

Energetic dining areas with broad generational appeal



6

Visible production lines highlight humanity in the building

INCREMENTAL EXCELLENCE FROM REDUCED COMPLEXITY

BETTER QUALITY - ELIMINATE PAIN POINTS AND NON-VALUE-ADDED ACTIVITY - REDUCE MOTION



ENHANCED WORKFORCE MANAGEMENT TOOLS

- Reduced scheduling administrative time by 75%
- Simplified compliance
- Elevated Team Member engagement through improved operating tools



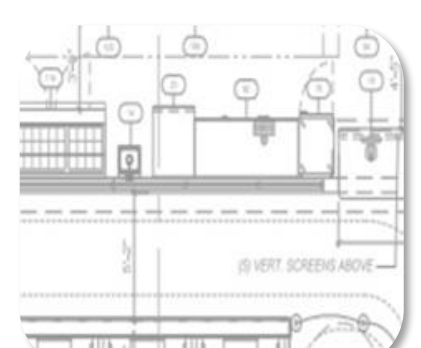
PORTILLO'S PICKUP

- Improved off-premise guest experience in emerging growth channel
- Formalized off-premise channel staffing targets and roles
- Utilized technology for an easier rehire process
- Leveraged simplified pickup ticket



REPURPOSING LEGACY SALAD BOWL AREA

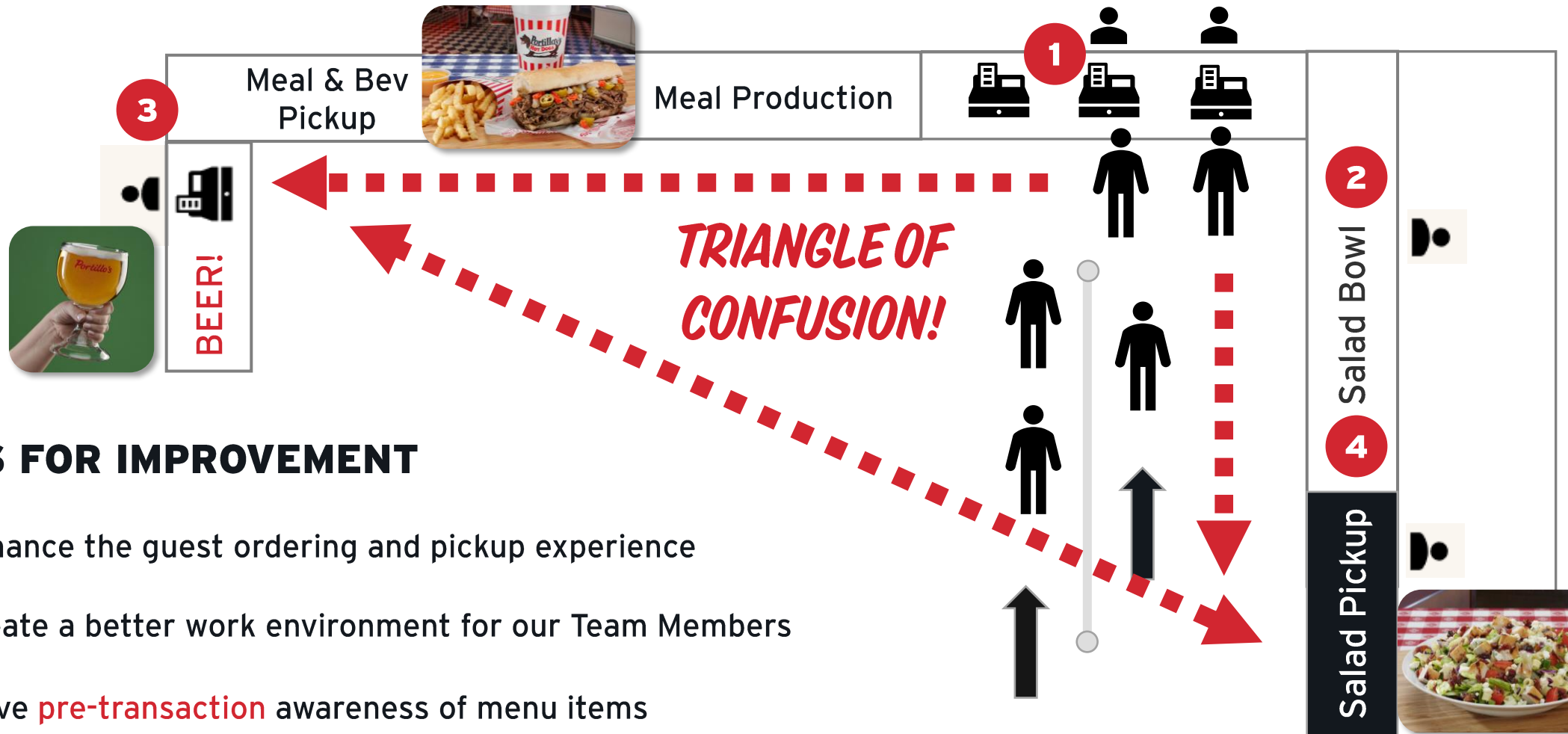
- Streamlining salad prep to improve Team Member efficiency
- Enhancing the disjointed pickup experience for guests



KITCHEN 2023

- Modernizing our proven operating model through next-gen kitchen design
- Sustain industry-leading volumes while increasing efficiency and reducing labor dependency

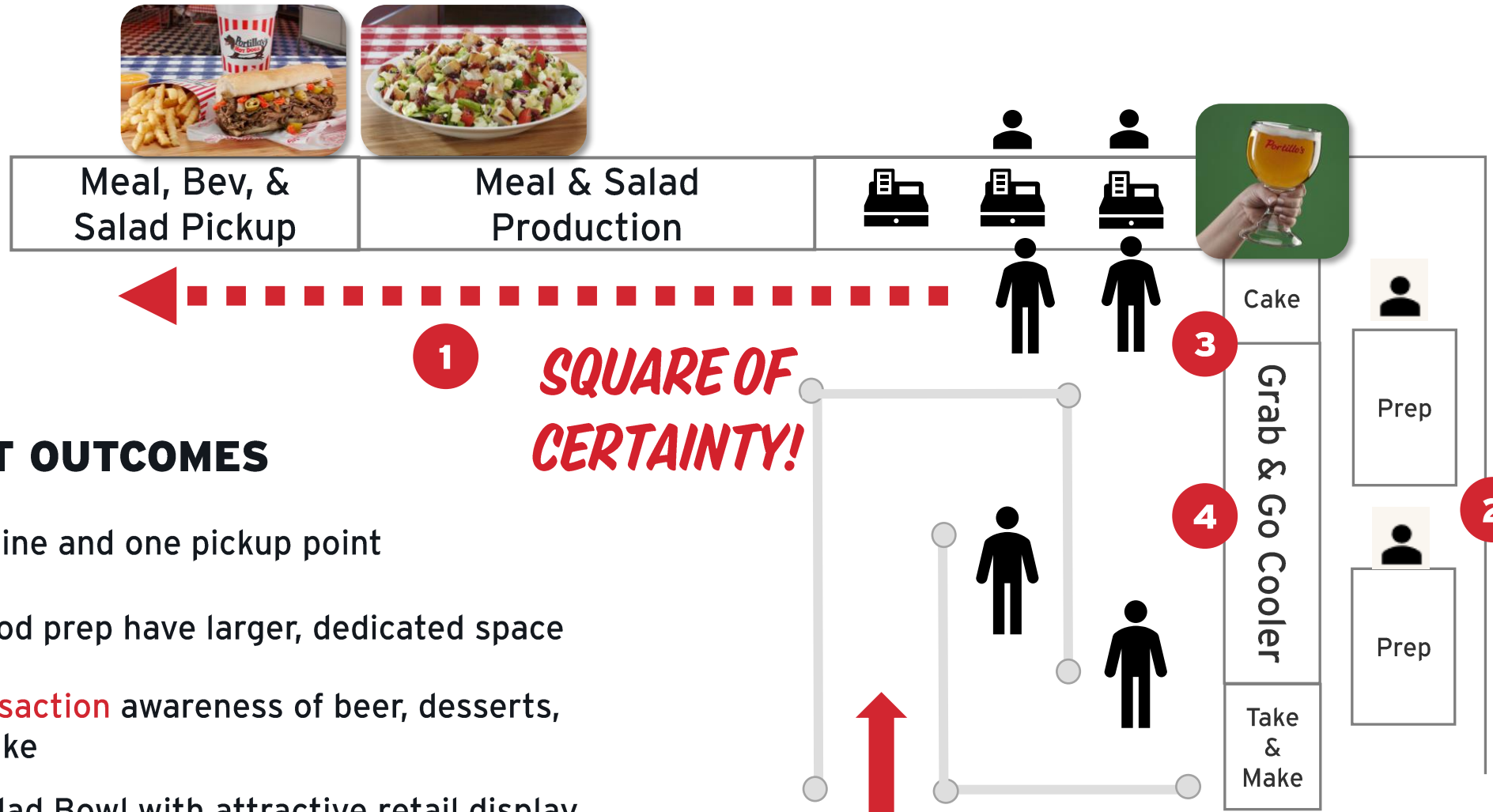
BEFORE: INEFFICIENT SALAD BOWL LOCATION



GOALS FOR IMPROVEMENT

- 1 Enhance the guest ordering and pickup experience
- 2 Create a better work environment for our Team Members
- 3 Drive **pre-transaction** awareness of menu items
- 4 Make it beautiful

AFTER: BETTER EXPERIENCE FOR ALL



IMPROVEMENT OUTCOMES

- 1 Consolidated line and one pickup point
- 2 Bakers and food prep have larger, dedicated space
- 3 Drive **pre-transaction** awareness of beer, desserts, and Take & Make
- 4 Repurpose Salad Bowl with attractive retail display and digital menu boards

PILOT INNOVATION: GRAB & GO

REPURPOSING THE SALAD BOWL AREA

Portillo's



BEFORE: SALAD BOWL



PILOT LOCATION: BOLINGBROOK, IL

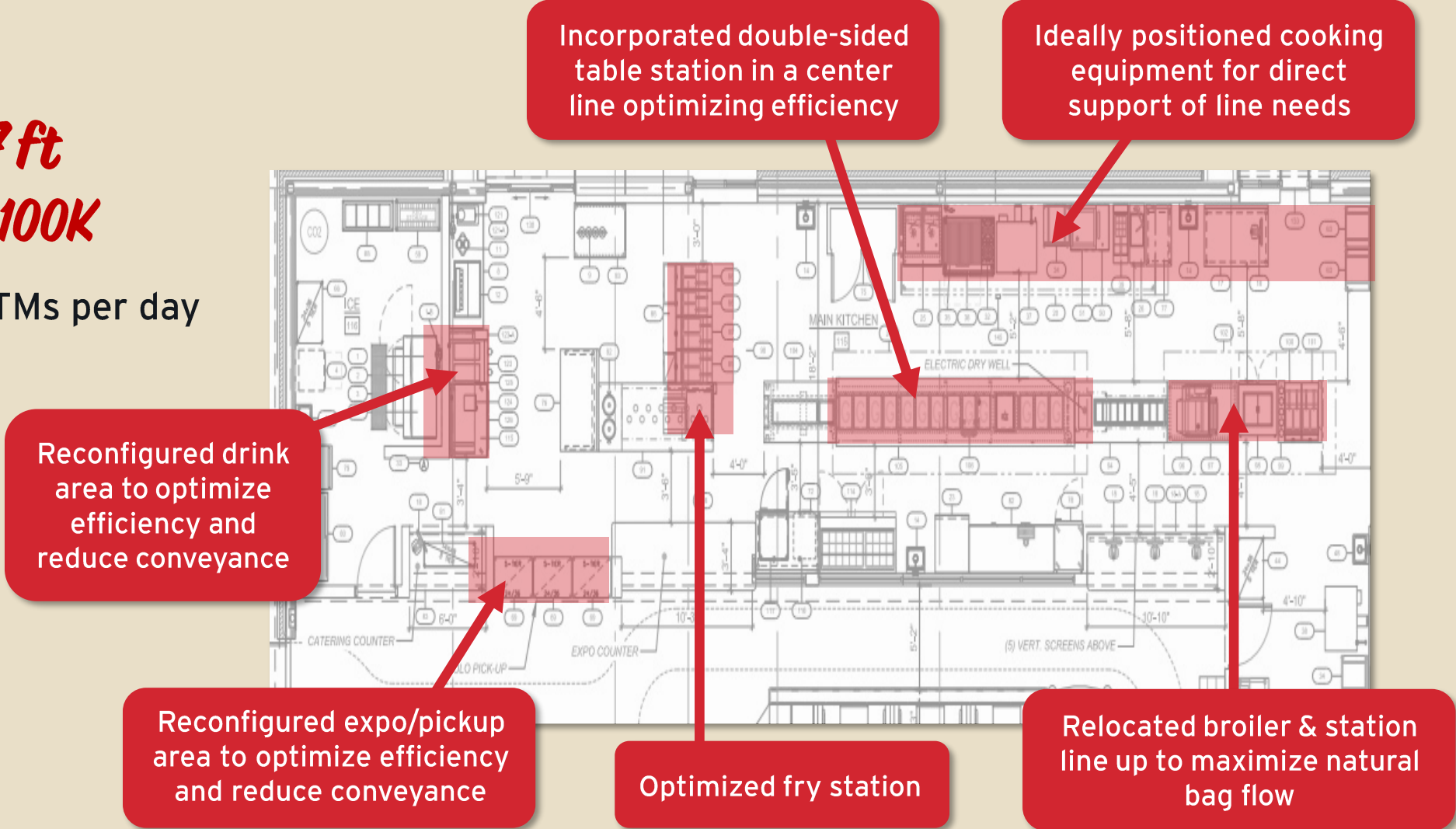
KITCHEN 2023: MODERNIZE AND SIMPLIFY

REDUCE:

1. Production line by **17 ft**
2. Equipment cost by **\$100K**
3. Staffing needs by **2** TMs per day

INCREASE:

Production capacity



STRUCTURED OPENING PROCESS AND PLAYBOOK



OPERATIONS TEAM

- Ownership & talent selection
- Experienced culture-building GM
- Leads training & communication



CORE NRO TEAM

- Leads process
- Supports all phases
- Experienced opening experts
- Capable of multiple, simultaneous opens across markets



FLEX NRO TEAM

- Sustainable resources
- Local market
- Station training experts
- NRO-trained for scale in opened markets

2023 & BEYOND

OPERATIONALLY CRITICAL FOCUS & METRICS



Running Great Shifts

- ✓ Guest Satisfaction
- ✓ Speed of Service
- ✓ Percent of Problems

Focus on the 6 critical behaviors as the foundation of Greatness

Leading With Intent

- ✓ Team Member Engagement
- ✓ Team Member Productivity

Clarity & structure support the achievement of Greatness

People Development

- ✓ Staffing
- ✓ Turnover
- ✓ Internal Promote Rate

We think of our Team Members as Family. We want all of them to reach their max potential

BRILLIANT AT OUR BASICS

- 1** **Operational excellence** builds **brand affinity** through a flywheel set in motion by **engaged Team Members**
- 2** **Operational accountability** measured by metrics that matter
- 3** Relentless focus on **creating efficiencies** in our multi-channel approach **through reduced complexity**
- 4** New restaurant opening (NRO) team **ensures consistency** during **simultaneous openings**

OUR FAMOUS
CHOCOLATE
CAKE



Portillo's[®]



Developing Future Growth

Mike Ellis | Chief Development Officer

DEVELOPING FUTURE GROWTH

- 1** Accelerating growth by capturing significant whitespace opportunity of 600+ U.S. locations
- 2** Strategically scaling the Sunbelt and the Midwest in the near-term while identifying new frontiers with high ROI potential
- 3** Leveraging a disciplined playbook to fortify the development pipeline of a rapidly growing organization
- 4** Focusing on the levers we can control to drive ~25% cash on cash returns by year 3⁽¹⁾

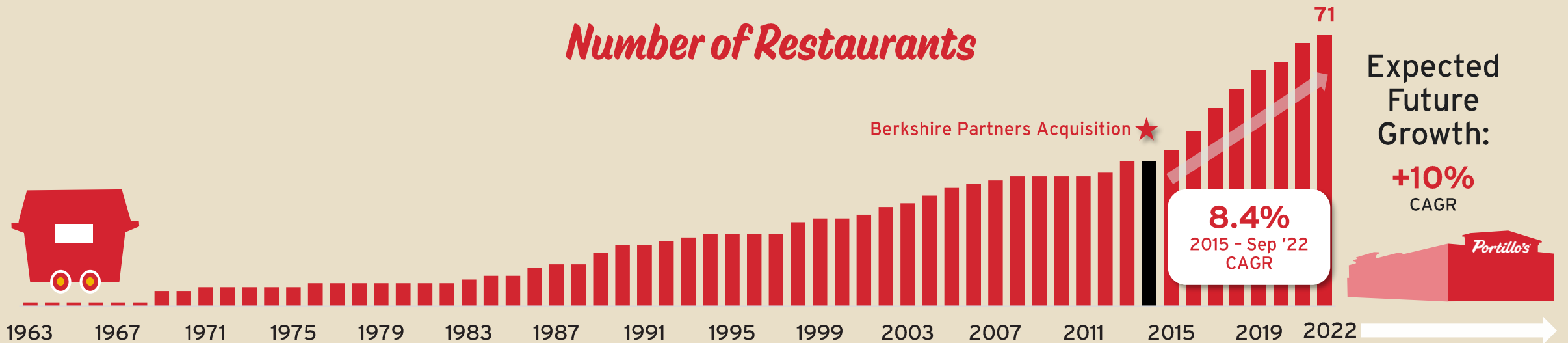


(1) Defined as the third year of new unit operation.

ACCELERATING GROWTH OFF A SOLID FOUNDATION



Number of Restaurants



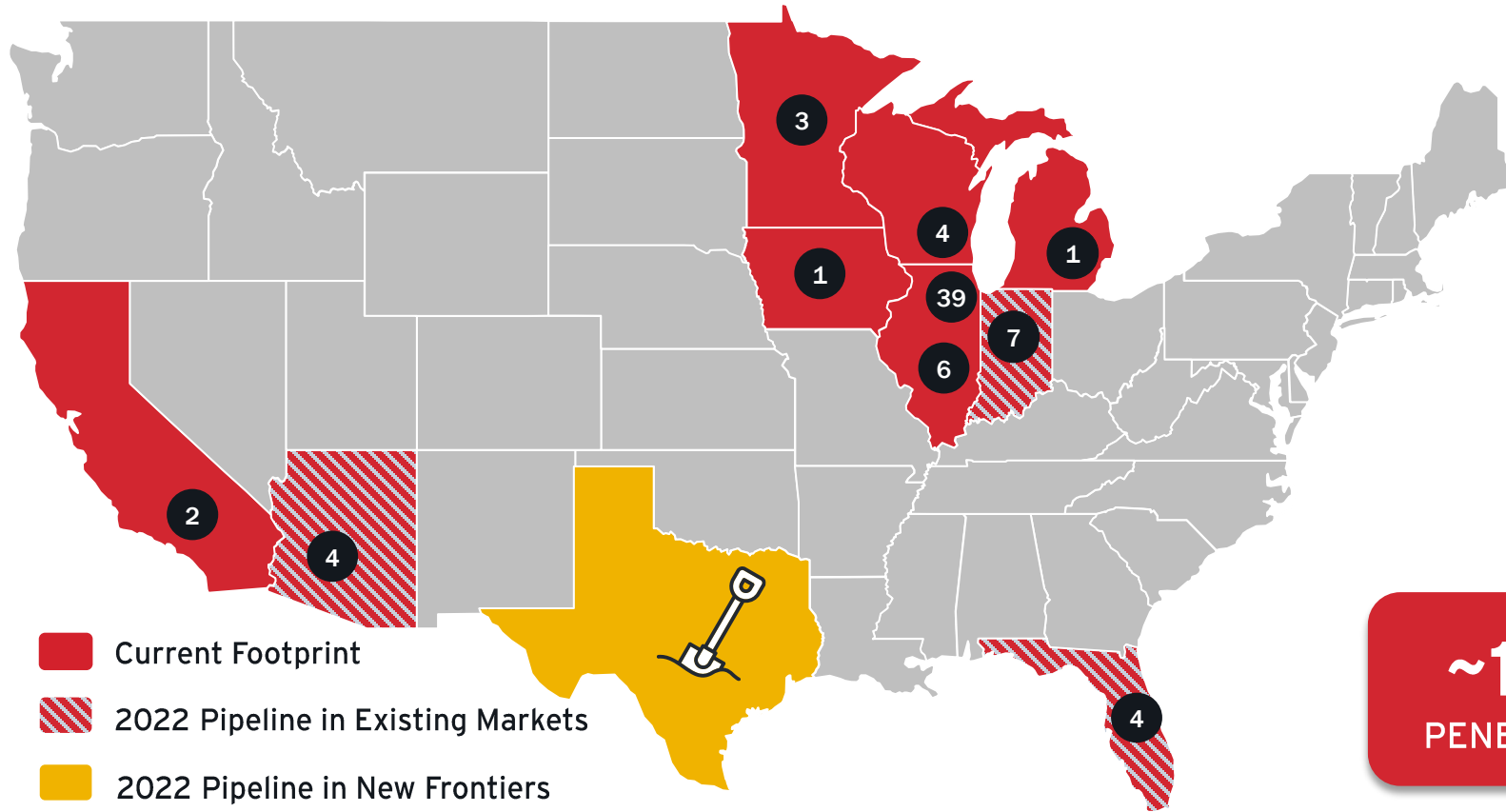
MASSIVE WHITESPACE OPPORTUNITY

EXISTING MARKETS AND NEW FRONTIER



PORTILLO'S RESTAURANT FOOTPRINT

U.S. WHITESPACE OPPORTUNITY¹



~12%
PENETRATION

Note: Restaurant count as of September 25, 2022.

(1) Based on study commissioned by Portillo's by Forum Analytics in 2020. White space potential based on U.S. population as of 2020 and not based on any specific timeframe. Our total potential restaurant count is hypothetical, inherently uncertain and subject to a wide variety of risks. Inclusion of such information is not a guarantee that such targets will be achieved and should not be considered a prediction of future results. (2) Our expected annual growth is based on current management assumptions. These assumptions are inherently uncertain and subject to a wide variety of risks. Inclusion of such information is not a guarantee that such targets will be achieved and should not be considered a prediction of future results. (3) Our new unit economic targets are hypothetical and prepared based on a number of management assumptions. Figures represent target averages 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.

SUSTAINABLE MODEL FOR NEW RESTAURANT GROWTH

Portillo's®

1

Expand Aggressively in the Sunbelt

2

Build Local Scale in the Midwest

3

Identify New Frontiers



SCALING THE SUNBELT

Data-Driven Approach De-risks Expansion

- ✓ Shop and Ship Data
- ✓ Population Density and Growth
- ✓ Robust Retail Development

TEXAS, FLORIDA, AND ARIZONA LEAD NEAR-TERM GROWTH

2022 PIPELINE

- Joliet, IL
- St. Petersburg, FL
- Schererville, IN
- The Colony, TX
- West Kissimmee, FL
- Tucson, AZ
- Gilbert, AZ

2023 PIPELINE

- Texas (3-5)
- Central Florida (3-5)
- Arizona (1-2)
- Michigan (1-2)
- Chicagoland (1-2)

Sunbelt = ~70% of Pipeline



Glendale, AZ

ADDING LOCAL SCALE IN MIDWEST MARKETS *Portillo's*



- Whitespace opportunity includes underpenetrated Midwest markets with high PTLO brand recognition
- Strategic site selection is key

2021-22 CLASS INCLUDES 3 RESTAURANTS IN INDIANA

- Suburbs around Indianapolis are well-established with well-defined trade areas
- Margin benefits accrue when 6-7 restaurants successfully open in a market

ROOM TO GROW IN SWEET HOME CHICAGO



*Canal & Taylor
2016*



*Addison & Kimball
2020*

- Our top two highest volume restaurants (C&T and A&K) are in the City of Chicago
- It took A&K only two years to reach the #2 spot

EXPECT 1-2 CHICAGOLAND LOCATIONS PER YEAR AS A PART OF ONGOING PIPELINE DEVELOPMENT

- Many attractive ROI opportunities still exist in select Chicagoland areas

OUR APPROACH IN NEW FRONTIERS

REPLICABLE NEW FRONTIER DEVELOPMENT STRATEGY

New frontiers must have a long-term methodical plan that supports local scale.

Enter a tier one market with an anchor restaurant

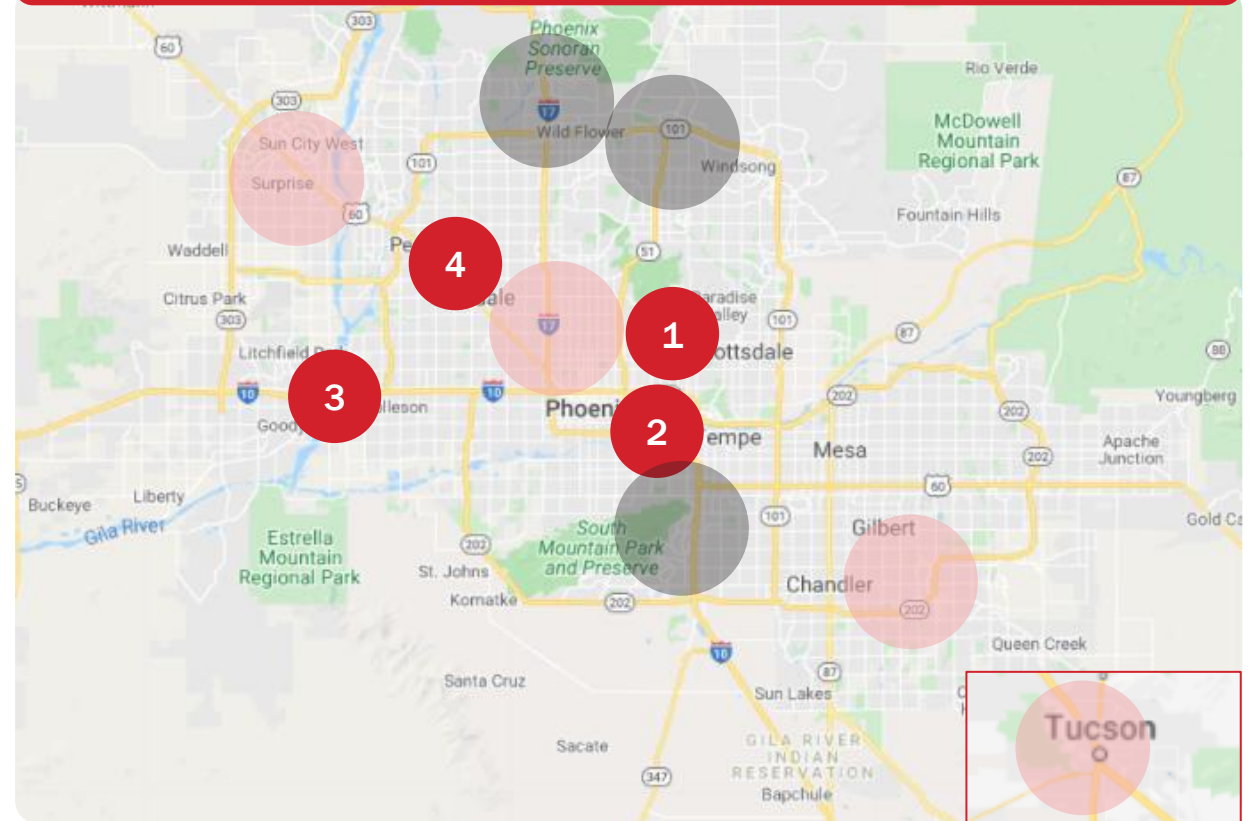


We then go to the top tier sites soon after opening to begin to build local scale



Tier 2 sites are identified and built as the market matures

CASE STUDY: ARIZONA DEVELOPMENT



Future Restaurants Additional Future Restaurants (Tier 2 Markets)

- 1 Scottsdale (Feb 2013)
- 2 Tempe (Sep 2013)
- 3 Avondale (Jul 2019)
- 4 Glendale (Apr 2021)

DEVELOPMENT'S IMPACT ON NEW UNIT ROI

Site Selection Process

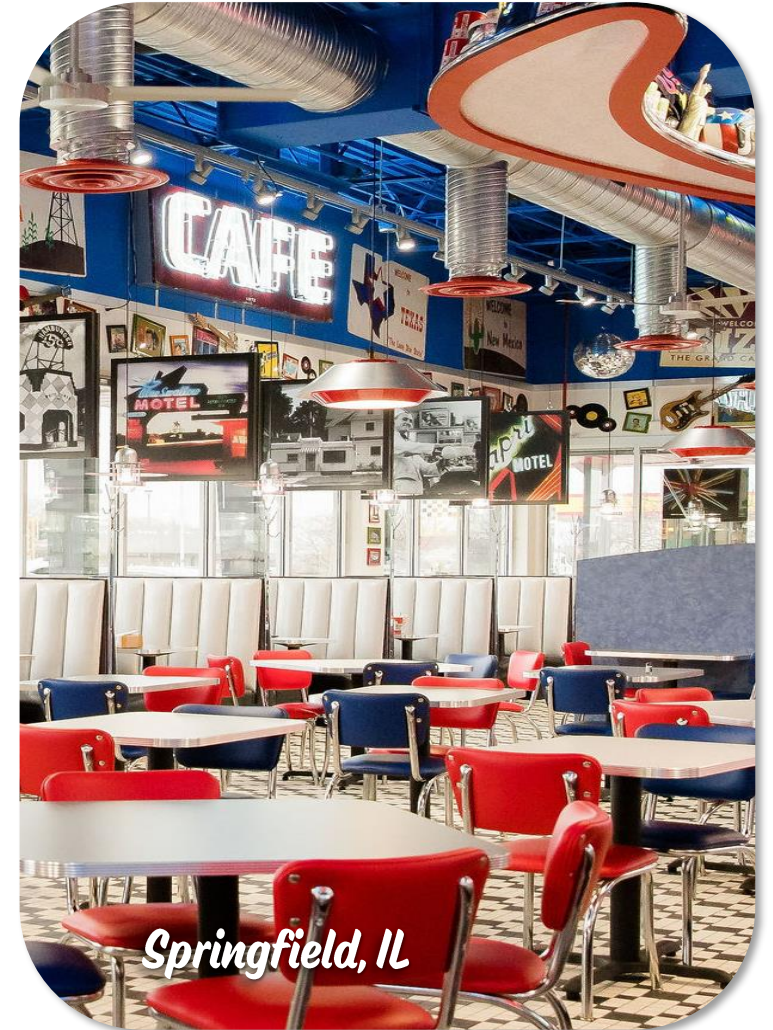
- 1 Strategic Market Selection ✓ Growing Markets, Long Term, Consistent
- 2 Site Selection and Approval ✓ Comprehensive, Disciplined
- 3 Lease Negotiations ✓ Making Deals, Not Taking Deals

Construction, Design & Décor

- 4 Construction ✓ Simplified Material Optimization
- 5 Design and Décor ✓ Unique, Local Emphasis; Efficient

Owning the Timeline

- 6 New Restaurant Opening ✓ Deliver Guest-Ready Restaurants on Time and on Budget



NEW RESTAURANT SITE CRITERIA

Real Estate Committee utilizes a detailed, data-driven approval process to ensure sites meet rigorous standards.

SITE-SPECIFIC CRITERIA RANKED IN ORDER OF IMPORTANCE			
CHICAGOLAND	OUTER MARKET		
1	Suitability of Drive Thru		
2	<table border="1"> <tr> <td>Visibility</td> <td>Traffic Generators</td> </tr> </table>	Visibility	Traffic Generators
Visibility	Traffic Generators		
3	<table border="1"> <tr> <td>Accessibility</td> <td>Visibility</td> </tr> </table>	Accessibility	Visibility
Accessibility	Visibility		
4	<table border="1"> <tr> <td>Sales Cannibalization</td> <td>Accessibility</td> </tr> </table>	Sales Cannibalization	Accessibility
Sales Cannibalization	Accessibility		
5	<table border="1"> <tr> <td>Traffic Generators</td> <td>Parking</td> </tr> </table>	Traffic Generators	Parking
Traffic Generators	Parking		
6	<table border="1"> <tr> <td>Parking</td> <td>Area Restaurant Competition</td> </tr> </table>	Parking	Area Restaurant Competition
Parking	Area Restaurant Competition		
7	<table border="1"> <tr> <td>Area Restaurant Competition</td> <td>Sales Cannibalization</td> </tr> </table>	Area Restaurant Competition	Sales Cannibalization
Area Restaurant Competition	Sales Cannibalization		



STREAMLINING ARCHITECTURE & DESIGN FOR SCALE

ENHANCING NEW UNIT RETURNS WITHOUT COMPROMISING THE GUEST EXPERIENCE



REDUCING SIZE OF FOOTPRINT

STANDARDIZING EXTERIOR STYLES

STANDARDIZING THE INTERIOR



Two-Story/ High Bay: ~9,000-10,000 sqft



Unique One-Off Designs



Single Story: ~7,800 sqft

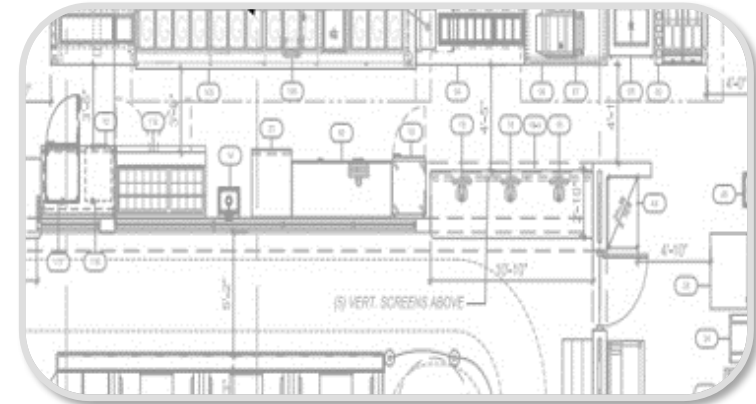


Garage Style



Diner Style

- Kitchen equipment
 - Kitchen is our engine, it's the manufacturing hub
 - Kitchen layout
 - One business 8x vs. many different businesses
- IT and comms equipment



BALANCED REAL ESTATE MODEL

FEEDS THE FINANCIAL MODEL



DISCIPLINED PLAYBOOK WITH FLEXIBILITY TO MANAGE CAPITAL COSTS THROUGHOUT DEVELOPMENT TIMELINE

Due Diligence

- Soil analysis
- Entitlement costs
- Permit timing

Making Deals, Not Taking Deals

- Negotiating lower rents
- Increasing tenant allowances
- Site delivery (curb-in deal vs. full site development)

Value Engineering

- Structural design
- Monitoring material costs
- Identifying equivalent materials



St. Petersburg, FL

OWNING THE CONSTRUCTION TIMELINE

SUSTAINABLE, REPLICABLE, RATABLE BUSINESS MODEL DE-RISKS THE DEVELOPMENT PROCESS

CONTROL WHAT WE CAN CONTROL...



CONSTRUCTION MODEL

Employing two construction models simultaneously

- Self-General Contractor
- External General Contractor



BUILDING MATERIALS

- Advanced procurement of long-lead building materials
- Structural steel no longer an impediment to pipeline

...BUT ALWAYS EXPECT THE UNEXPECTED



PERMITTING AND ENTITLEMENTS

- City, County, and State governments nationwide continue to struggle to keep up with the demands placed on them by the construction industries
- Timelines doubled and tripled in some locations



FUEL COST VOLATILITY

- Production costs
- Freight charge increases



WEATHER

Sunbelt: Rain and Heat
Midwest: Snow

DEVELOPING FUTURE GROWTH

- 1** Accelerating growth by capturing significant whitespace opportunity of 600+ U.S. locations
- 2** Strategically scaling the Sunbelt and the Midwest in the near-term while identifying new frontiers with high ROI potential
- 3** Leveraging a disciplined playbook to fortify the development pipeline of a rapidly growing organization
- 4** Focusing on the levers we can control to drive ~25% cash on cash returns by year 3⁽¹⁾



BREADED WHITEFISH SANDWICH

(1) Defined as the third year of new unit operation.



Q&A

Portillo's



CAKE BREAK!



Portillo's



Frictionless Experiences Through Tech

Rick Cook | SVP, Technology

FRICITIONLESS EXPERIENCES THROUGH TECH



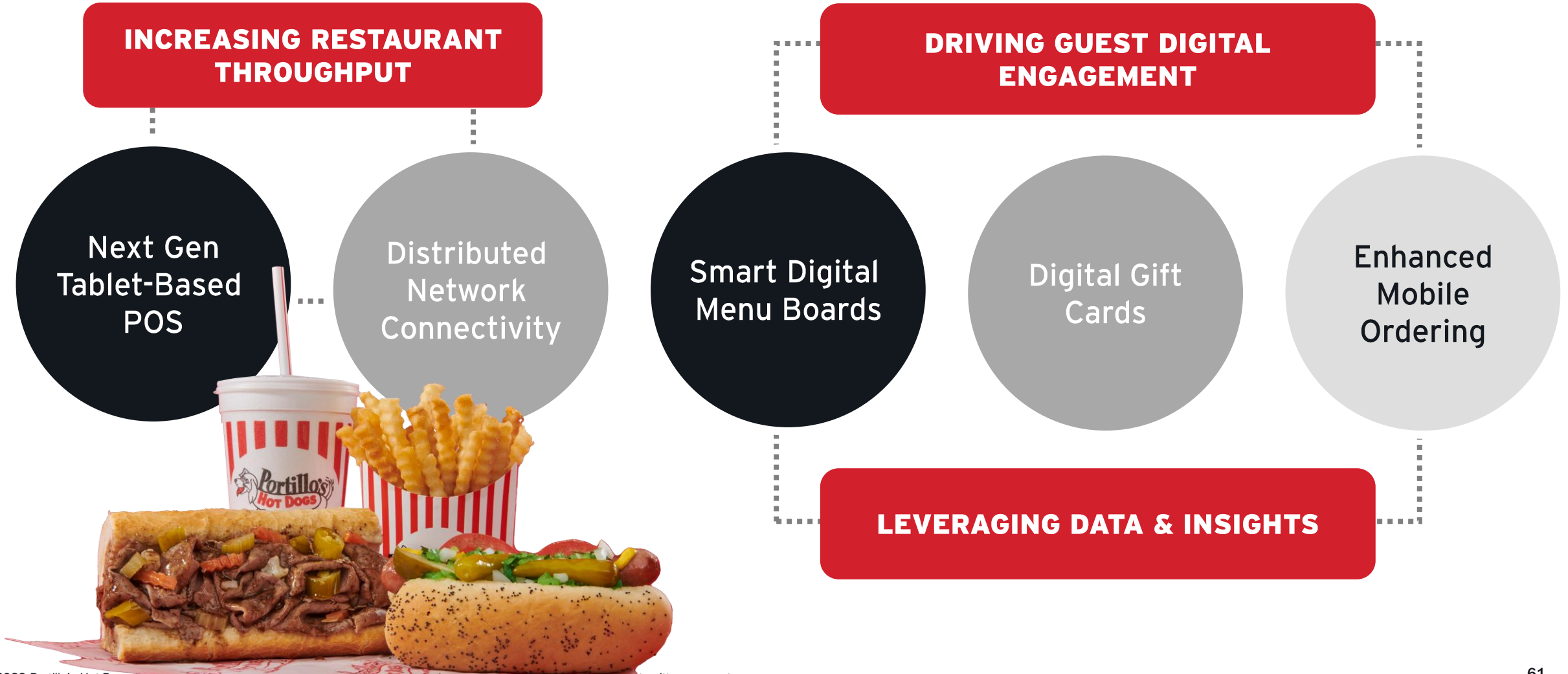
- 1** Leveraging technology to **facilitate a consistent experience** for Team Members and guests
- 2** Driving greater throughput and guest engagement through practical innovation
- 3** Elevating proven digital capabilities to strengthen our brand and deliver consistent, long-term growth



STRAWBERRY
LEMON
CAKE SHAKE

LEVERAGING TECHNOLOGY

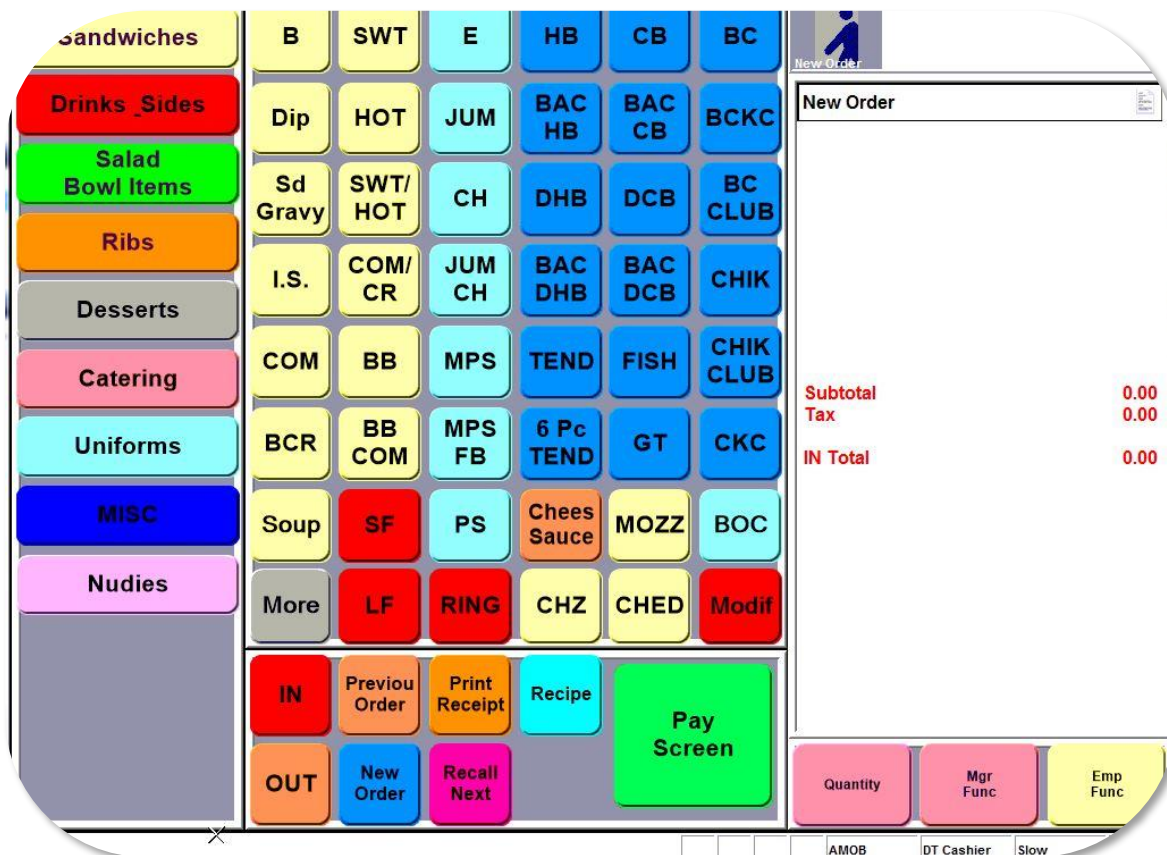
FOR OPERATIONAL EXCELLENCE



STREAMLINED POS

INCREASING RESTAURANT THROUGHPUT

LEGACY POS



SIMPLIFIED POS

Reduce:

- Training time from 7-14 days to minutes
- Screen transitions 3x during an order
- Complexity to strengthen order accuracy



INCREASED NETWORK CONNECTIVITY

INCREASING RESTAURANT THROUGHPUT



BEFORE EXPANDED WI-FI



Prior system was line of sight and radio based with limited range

AFTER EXPANDED WI-FI



Tablet-based Wi-Fi system allows order interface to be the same, inside and outside



Expanded Wi-Fi range within and outside of the restaurant

DRIVING DIGITAL ENGAGEMENT



SMART DIGITAL MENU BOARDS

- Leverage as a marketing tool; improve guest experience and perception
- Ensure menu content and pricing is correct
- Allow for timely updates and changes

DIGITAL GIFT CARDS

SCANNABLE AT POINT OF SALE

Launch of digital gift cards resulted in a doubling of gift cards sold on portillos.com since the prior year

TECHNOLOGY OPTIMIZES MULTI-CHANNEL GUEST EXPERIENCE



1

Guest encounters smart digital menu board



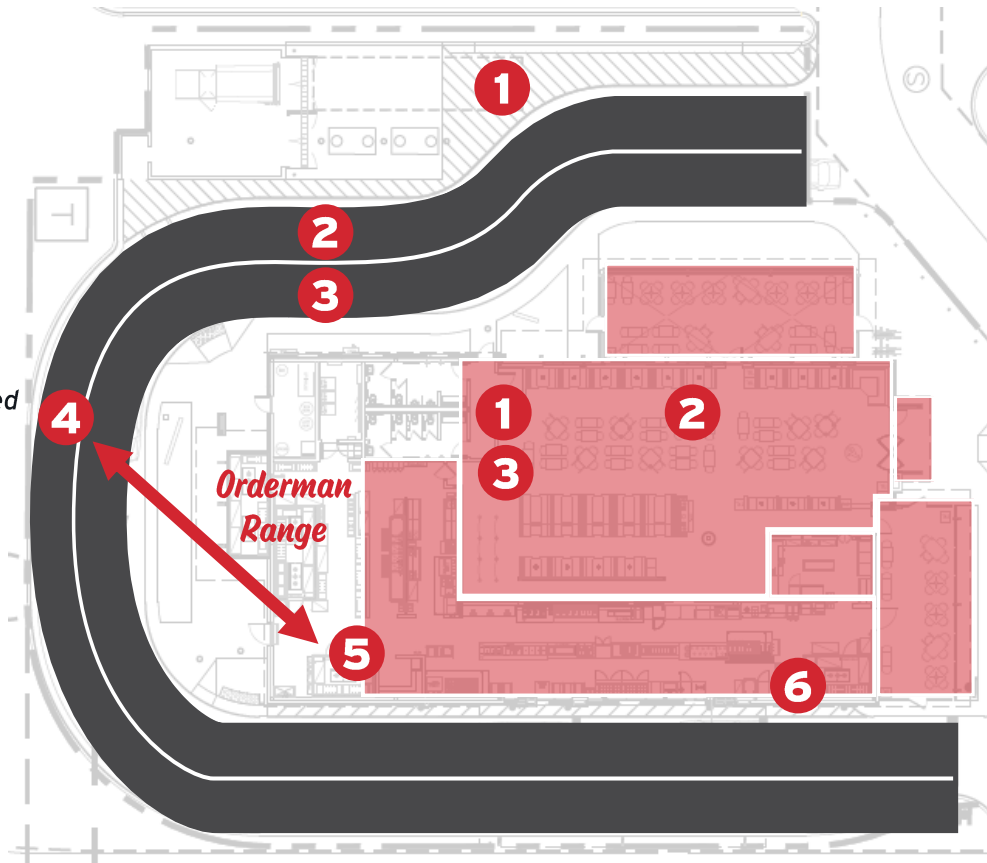
2

Order takers have expanded range with Wi-Fi-based POS tablet



3

EMV facilitates contactless payment



4

Antenna-based Orderman handhelds tethered order taker closer to the pickup window



5

Orderman antenna placement

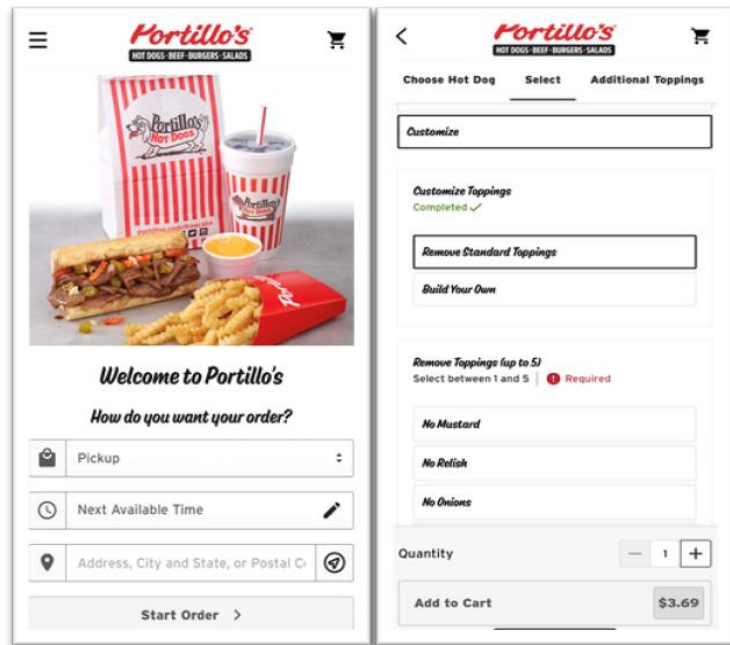


6

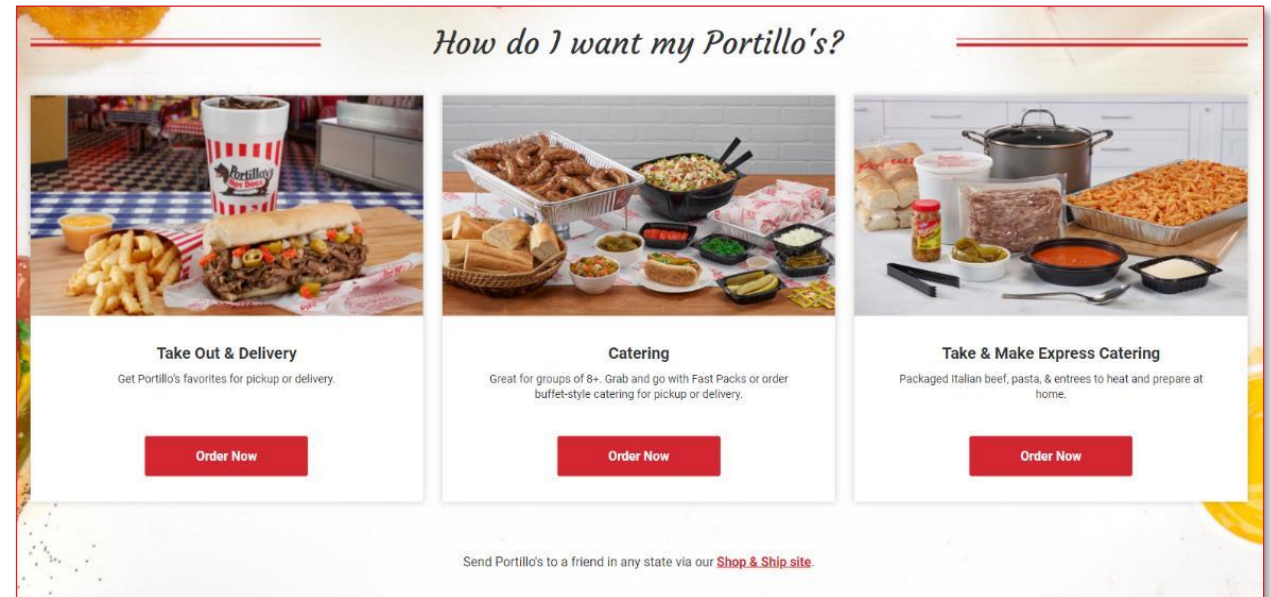
Technology upgrade improves guest perception of speed of service

ENHANCED DIGITAL ORDERING EXPERIENCE DRIVES CUSTOMER RETENTION

DRIVING GUEST DIGITAL ENGAGEMENT



LEVERAGING DATA AND INSIGHTS



~21% of orders placed digitally

In Q3 2022 across Portillo's app, website and third-party delivery partnerships

LEVERAGING TECHNOLOGY

TO DRIVE OUR MULTICHANNEL MODEL



✓ Digital Ordering



✓ Logistics and Fulfillment



- ✓ Point-of-Sale and Back-Office Systems
- ✓ Kitchen Video System
- ✓ Inventory Tracking



✓ Third Party Delivery

COMBINING
LEADING
TECHNOLOGY
SOLUTIONS WITH
PROPRIETARY
SYSTEMS



FRICITIONLESS EXPERIENCES THROUGH TECH

1

Leveraging technology to deliver a frictionless experience for Team Members and guests

2

Driving greater throughput and guest engagement through practical innovation

3

Elevating proven digital capabilities to strengthen our brand and deliver consistent, long-term growth



Portillo's



Cashier: Naperville, IL

Innovative Grassroots Marketing

Nick Scarpino | SVP, Marketing & Off-Premise Dining

INNOVATIVE GRASSROOTS MARKETING

Portillo's

- 1** Social media & PR machine - continuously building awareness of, engagement with and loyalty to our brand
- 2** Impactful marketing for new restaurant openings to capture share in new markets
- 3** Darwinian approach to menu to drive same restaurant sales



MAXWELL STREET POLISH

SOCIAL MEDIA AND PR CUT THROUGH THE NOISE

CREATIVE AND STRATEGIC MARKETING DRIVES BRAND AWARENESS AND AFFINITY

BRAND & SOCIAL MEDIA COVERAGE



~795K "Likes"



~100k Followers



~25k Followers

Mayra Murphy @_murphymayra · Jul 14
 Hahaha I'd rock these 😂 #portillos #crocs #nationalhotdogweek

Portillo's @portilloshotdog · Jul 14
 To celebrate National Hot Dog Week next week, we're giving away limited edition Portillo's @Crocs! Plus, three winners will win tickets to Chicago's biggest music festival. Tickets provided by Coca-Cola. Enter at bit.ly/3PiSOan for a chance to win! #rockincrocs

0:01 942 views

EXPERIENTIAL



BEEF BUS



My hubby is waiting for the Portillo's food truck to show up so he can have the first Portillos in Texas!" - @Bluelily17

The best hot dog and beef sandwich on the planet! Glad I got to eat at Portillo's bus! Seriously the best hot dog in the world! - @PutterRenee

MARKETING PRIMES THE PUMP IN NEW MARKETS



TEXAS RESULTS: FOUR WEEKS, 22 STOPS



3 MIL
EARNED SOCIAL IMPRESSIONS

356 MIL
EARNED MEDIA IMPRESSIONS

\$150K
TOTAL FOOD SALES

15
CREW CHIEFS HIRED - ENOUGH FOR OUR FIRST 3 TX LOCATIONS





STRATEGICALLY ENHANCING OUR MENU



SPICY CHICKEN SANDWICH

- BRIOCHE BUN -
- BREADED AND MARINATED SPICY CHICKEN BREAST -
- HOT GIARDINIERA SAUCE -



GARDEN DOG

- PLANT BASED HOT DOG -
- MADE FROM PEA PROTEIN -
- DOUBLE SMOKED -
- SEASONED WITH CRACKED PEPPER, GARLIC, PAPRIKA -
- FRESH POPPY SEED BUN -

Drive Traffic and Sales

- Add meaningful sales
- Delicious and unique
- Little to no complexity

Drive Traffic and Sales

- Bring in new guests
- Increase frequency of existing guests who classify as flexitarian

Uniquely Ownable

- Distinguished from competitor chicken sandwich

Uniquely Ownable

- We own the hot dog category
- Proprietary Product

Flat or Reduced Complexity

- Replaced low-sat, low-volume item

Flat or Reduced Complexity

- Replace low-sat, low-volume items
- Eliminate 4 SKUs
- Reduce volume from broiler

INNOVATIVE MARKETING DRIVES ONGOING ENGAGEMENT

Portillo's
GIARDINIERA SAUCE

HOT GIARDINIERA RELISH MIXED INTO A CREAMY DIPPING SAUCE

NEW!



Erin Andrews



Lance Bass



Brian Baumgartner

Portillo's
NEW!
PLANT-BASED Garden Dog

A plant-based twist on the classic Chicago-style hot dog

CRAFTED FOR PORTILLO'S BY
FIELD ROAST

chigirlabouttown • Follow
Portillo's

chigirlabouttown
@portilloshotdogs hosted a Garden Party for the launch of their Plant Based Garden Dog. We were able to try their new plant-based hotdog! It was DELICIOUS! Oh yeah they are available NOW!

These plant-based hot dogs are crafted by @FieldRoast they are smoked and seasoned to perfection to deliver an incredibly authentic eating experience. These delicious plant-based hot dogs are packed with pea protein and smoked to provide an ideal plant-based twist on the classic hot dog. Add your favorite Chicago hot dog toppings for the full effect. Don't forget the

186 likes
MAY 17

Add a comment... Post

"JAR-DIN-AIR-AH"

Portillo's @portilloshotdog · Jul 3, 2021

Giardiniera is notoriously a difficult word to say, so we called in our expert panel of celebrities from Chicago to help out!



cameo



INNOVATIVE GRASSROOTS MARKETING

Portillo's®

1

Social media & PR machine - continuously building awareness of, engagement with and loyalty to our brand

2

Impactful new restaurant opening marketing to capture share in new markets

3

Darwinian approach to menu to drive same restaurant sales



CHICKEN TENDERS WITH
HOT GIARDINIERA SAUCE

Portillo's



People are the Heart of Portillo's

Jill Waite | Chief People Officer

PEOPLE ARE THE HEART OF PORTILLO'S

Portillo's®

1

Committing to a **values-driven, people-centric culture** as the foundation of Portillo's

2

Attracting and engaging Team Members by investing in their total experience

3

Empowering Team Member growth to enable Portillo's **future expansion**

CHOCOLATE CAKE SHAKE



DOING THE RIGHT THING FOR OUR PEOPLE



Portillo's®

FAMILY



- Raised over **\$800K** for the Heart of Portillo's Team Members assistance fund
- Launched personalized **concierge wellness program**
- Enhanced **suite of benefits** with LinkedIn Learning, Wellness and PTO

GREATNESS



- Added hourly shift leaders to management bonus - **pay for performance**
- Launched **Leadership Program** for personal and professional development
- Cultivated **local ownership and execution** of activities increasing engagement

ENERGY



- Designed annual General Manager Summit to **inspire, educate and recognize**
- Established programs to **celebrate** memorable moments and milestones

FUN



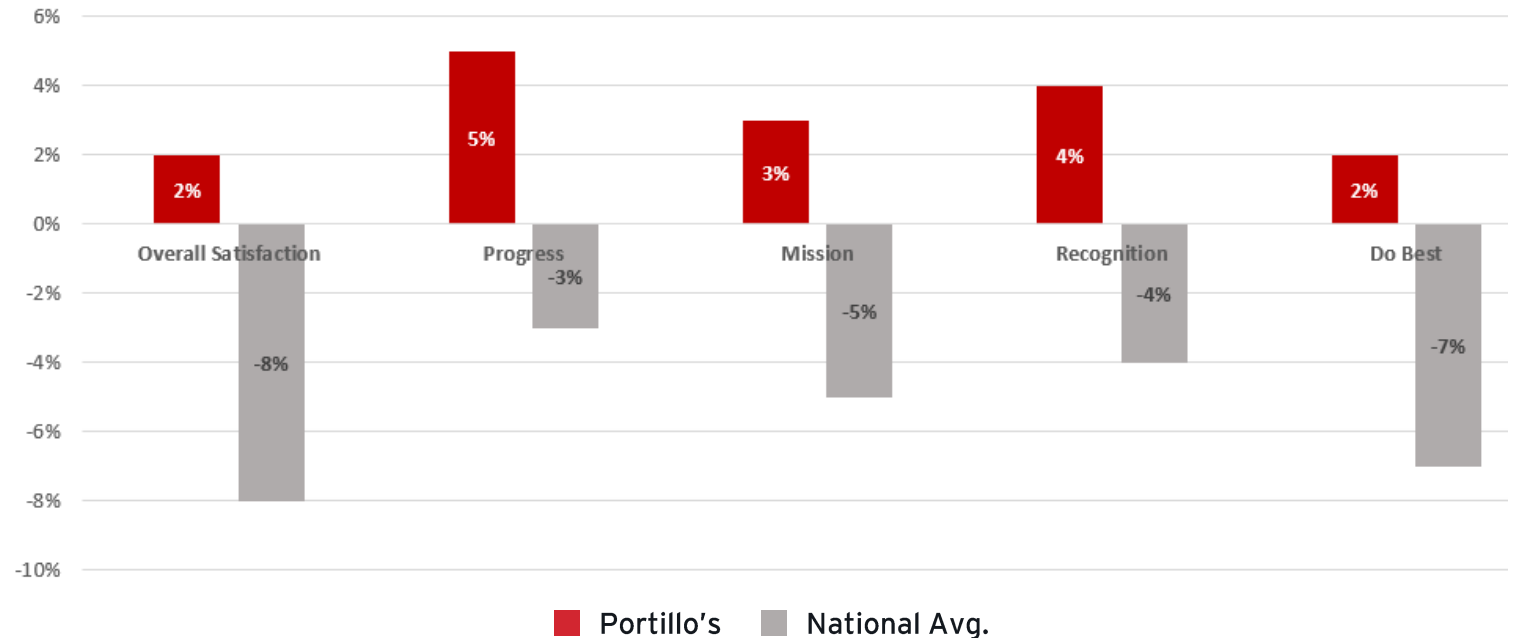
- Developed Franks A Lot Fund to **reward** and recognize high-performing teams
- Created innovative friends and family **referral incentive program**

IMPROVED ENGAGEMENT IN TIMES OF DECLINE

Engagement is the involvement and enthusiasm of Team Members in their work and workplace.

- Portillo's **increased engagement** in a year of national decline
- Increased engagement in critical roles: **all Restaurant Leadership** positions including Shift Leads
- **Market Manager** and **Restaurant Support Center** one of top quartile

2022 Engagement Survey Responses¹
Portillo's vs. National Average



#1 RANKED RESTAURANT COMPANY ON 2021 BEST MIDSIZED EMPLOYERS (#99 OUT OF 500 SURVEYED)

UNRIVALED TEAM MEMBER VALUE PROPOSITION

An Experience Unlike Any Other

We're rockin'! We're rhymin'!
We're serving up craveable food
and more sales per unit than any
other fast casual restaurant



Limitless Opportunities

Personal and professional
training and development
to grow careers with us

We Got You

Competitive comp and benefits,
including Daily Pay, flexible
schedule, free unrivaled
Chicago street food, and
premium holiday pay

Serve Your Community

Fundraisers, food donations,
national charity partnerships and
our own Heart of Portillo's Fund



INVESTING IN A TOTAL REWARD EXPERIENCE

DIVERSE AND WELCOMING ENVIRONMENT

- Team Members belong and find purpose
- Multi-generational and diverse workforce
- Military partnership



COMPETITIVE PAY AND BENEFITS

- Leading restaurant management compensation package
- Competitive and fair hourly pay
- Premium rates (Holidays, Disaster, Weather)
- Incentives (RSUs, ESPP) connected to company goals

LEARNING AND DEVELOPMENT

- More you learn, the more you earn through cross training
- Teach skills and talents that transcend our restaurants



Hear it From Our Team!

“I have worked for hospitality/customer service industry for 10+ years and I have never felt so supported or cared about as an individual.”

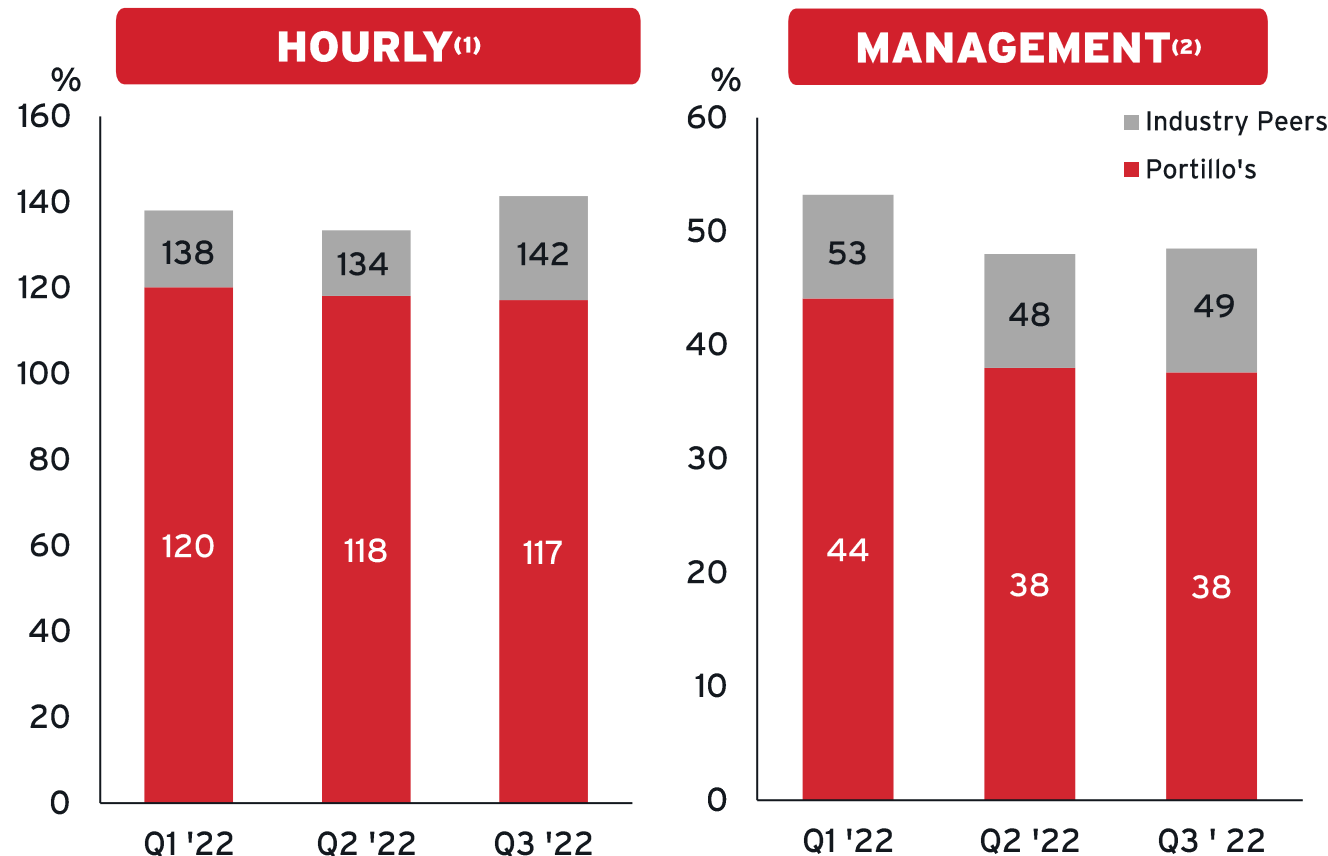
Note: Team Member quotes from Ignite program and 2022 Engagement Survey

RETENTION CONTINUES TO OUTPERFORM INDUSTRY

TURNOVER IS LOWER THAN OUR PEERS



Fast Casual TTM Q3 2022 Employee Turnover Percentage



Hourly: **~+25%** better than industry
 Management: **~+10%** better than industry
TTM Q3 2022

84%

General Manager Retention Rate
TTM Q3 2022

Source: Blackbox Workforce Intelligence

(1) Hourly includes Team Members and Crew Chiefs (2) Management includes Restaurant Managers, Assistant General Managers, and General Managers

STRATEGIC APPROACH TO TALENT ACQUISITION



BRAND BUILDING

**People are
The Heart of Portillo's!**



SOURCING

**We Win
Locally**



SELECTION

**We're a Perfect FIT
(or NOT)**

External

Showcase our story

Playful job postings

Community engagement

Grassroots brand building



Values over skillset



Possess passion for
people and food



Servant leadership
mentality



Hunger for
professional growth

Internal

Career Interest Day

Highlight growth stories

Career goal surveys

Amplified referral program



We hire great people who can turn their obsession into a profession.



IDENTIFY, NURTURE, AND PROMOTE TALENT TO MEET OUR CURRENT AND FUTURE NEEDS



ASSESSMENT AND PLANNING

- Instill talent mindset and ownership
- Calibrate performance behaviors
- Plan individual and company needs



CAREER PATHING AND EXPERIENCES



DEVELOPMENT AND EDUCATION

Accelerated Leadership Program:

- Future role development
- Consistent learning experience
- Predictable graduates

Job Skill and Continuing Education:



DELIVERING OPPORTUNITY AND SUCCESS



Provide a full spectrum learning curriculum relevant to the career aspirations of our Team Members

**ACCELERATED LEADERSHIP
DEVELOPMENT PROGRAM**

**REAL-WORLD CURRICULUM
AND EXPERIENCES**

 **IGNITE**
CC
RM
AGM
GM
MM

OUR LEADERSHIP TRAITS



87%

**Internal Promotion Rate
YTD Q3 2022**



STAFFING OUR GROWTH FROM WITHIN

CASE STUDY: THE COLONY



MARKET MANAGER



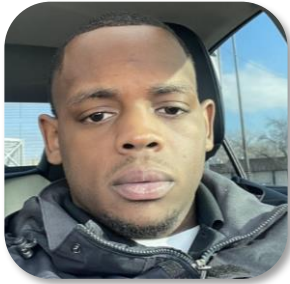
Portillo's
 11 years
 Market Manager
 Started as Restaurant
 Manager
 Bilingual

GENERAL MANAGER



Portillo's
 13.5 years
 General Manager
 Started as Team Member
 Bilingual

AGM



Portillo's
 3.5 years
 Held all positions
 Started as Team Member

RESTAURANT MANAGER



Portillo's
 3 years
 New Restaurant Opening
 Started as Team Member
 Bilingual

RESTAURANT MANAGER



Portillo's
 2 years
 External Hire 2020
 Restaurant and marketing
 experience

RESTAURANT MANAGER



Portillo's
 3 years
 Started as Team Member

RESTAURANT MANAGER



Portillo's
 2 years
 Started as Team Member

RESTAURANT MANAGER



External Hire 2022



BENCH



External Hire 2022





PEOPLE ARE THE HEART OF PORTILLO'S

Portillo's

1

Committing to a **values-driven, people-centric culture** as the **foundation** of Portillo's

2

Attracting and engaging Team Members by investing in their **total experience**

3

Empowering Team Member growth to enable Portillo's **future expansion**



BEEF N' CHEDDAR CROISSANT

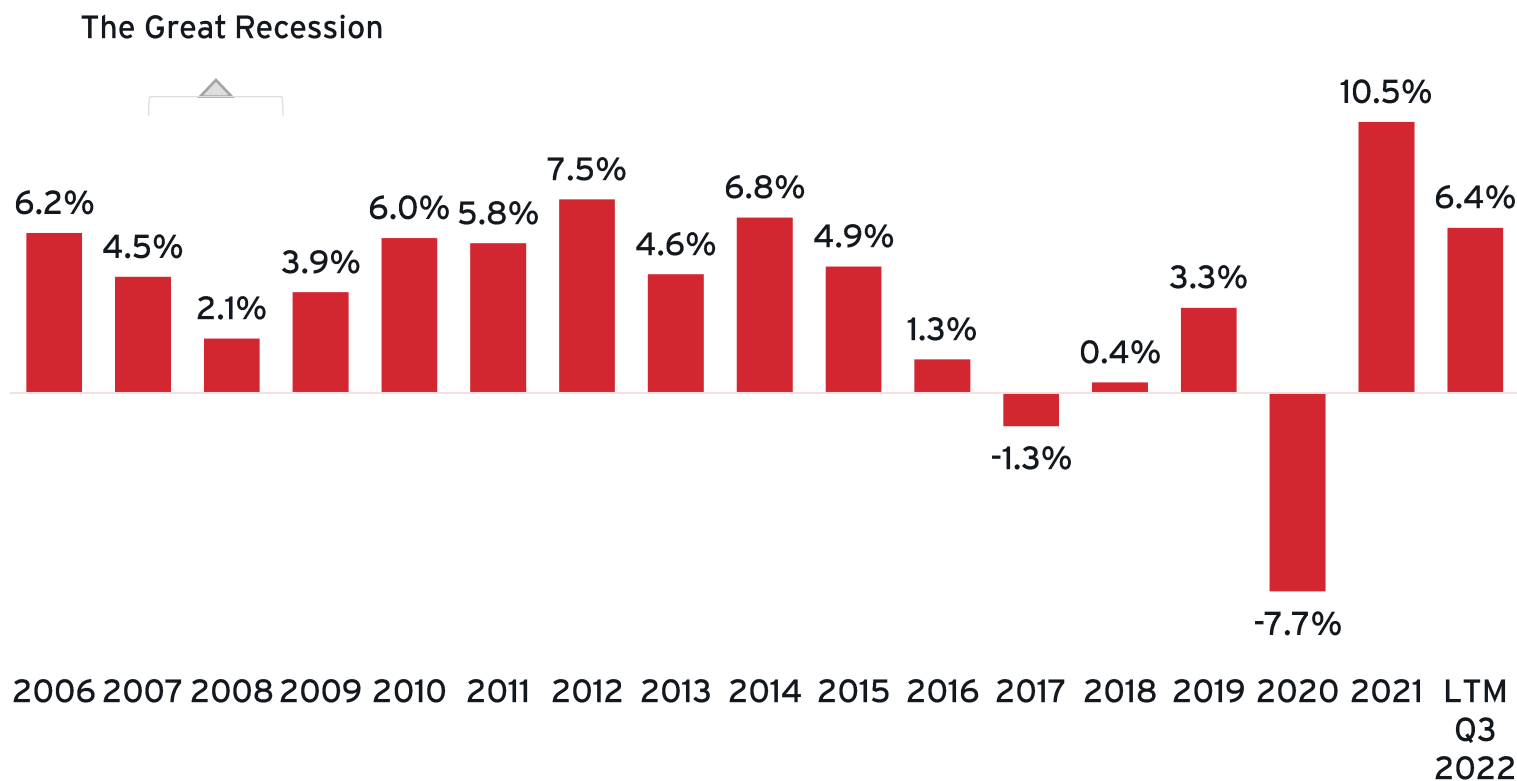
Portillo's®



Executing Our Financial Plan

Michelle Hook | Chief Financial Officer

STRONG HISTORY OF SAME RESTAURANT SALES⁽¹⁾ GROWTH

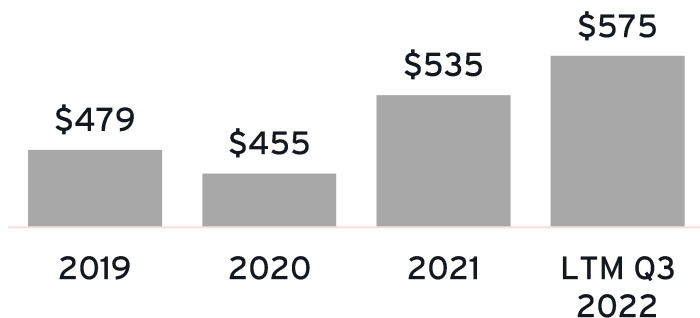


(1) Excludes a restaurant that is owned by C&O Chicago, LLC ("C&O"), of which Portillo's owns 50% of the equity.

STRONG FINANCIAL PROFILE

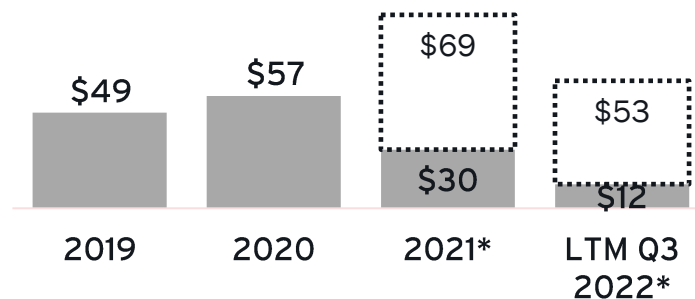


TOAL REVENUE (\$M)



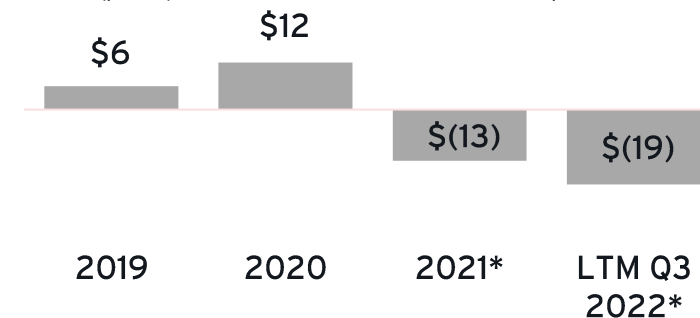
OPERATING INCOME (\$M)

*\$38.7 million (pre-tax) of additional transaction-related fees and expenses YTD 2021
 \$40.5 million (pre-tax) of additional transaction-related fees and expenses LTM Q3 2022

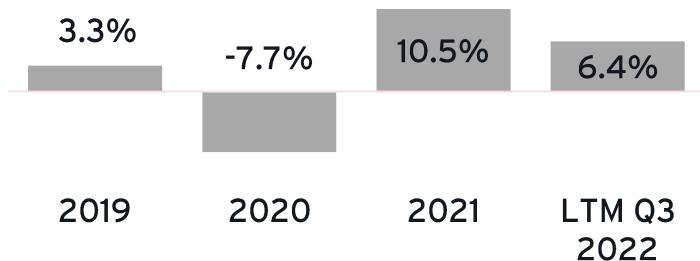


NET INCOME (LOSS) (\$M)

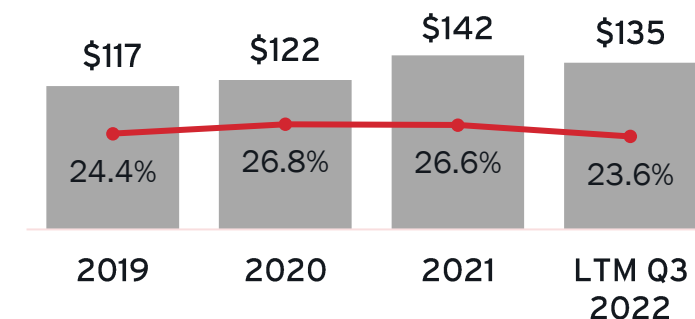
*\$38.7 million (pre-tax) of additional transaction-related fees and expenses YTD 2021
 \$40.5 million (pre-tax) of additional transaction-related fees and expenses LTM Q3 2022



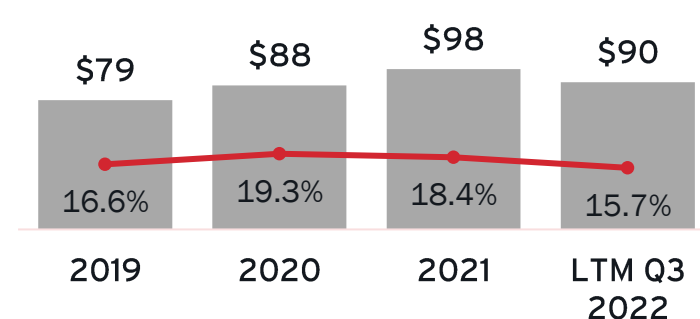
SAME RESTAURANT SALES



RESTAURANT-LEVEL ADJ. EBITDA MARGIN⁽²⁾



ADJ. EBITDA MARGIN⁽²⁾



Note: All figures as of the end of Q3 2022.

(1) Same restaurant sales includes restaurants open for minimum of 24 months and excludes restaurant that is owned by C&O of which Portillo's owns 50% of the equity.

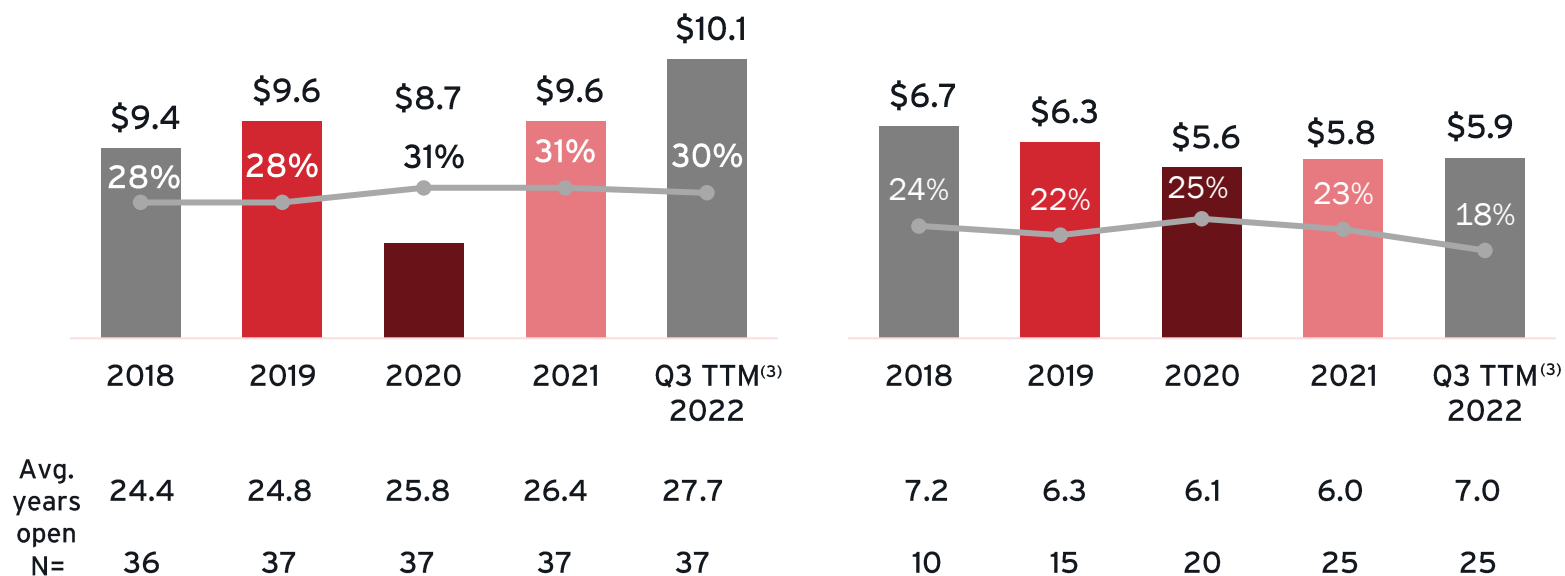
(2) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP

DEMONSTRATED STRENGTH ACROSS MARKETS

AVERAGE UNIT VOLUME (\$M) & ADJ. EBITDA⁽¹⁾ MARGIN (%) (OPEN >24 MONTHS)

Chicagoland⁽²⁾

Non-Chicagoland



(1) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP. (2) Includes a restaurant that is owned by C&O, of which Portillo's owns 50% of the equity. (3) AUVs for Q3 TTM 2022 represent AUVs for the twelve months ended September 25, 2022.

STRATEGIC LEVERS TO COMBAT INFLATION

2022 Examples

**Drive
Operational
Efficiencies**

16%⁽¹⁾

Items per labor hour increase
since 2019

**Supply Chain
Risk
Management**

100%

of beef flats locked-in below
budget

**Pricing
Strategy**

\$9.75

per person average spend

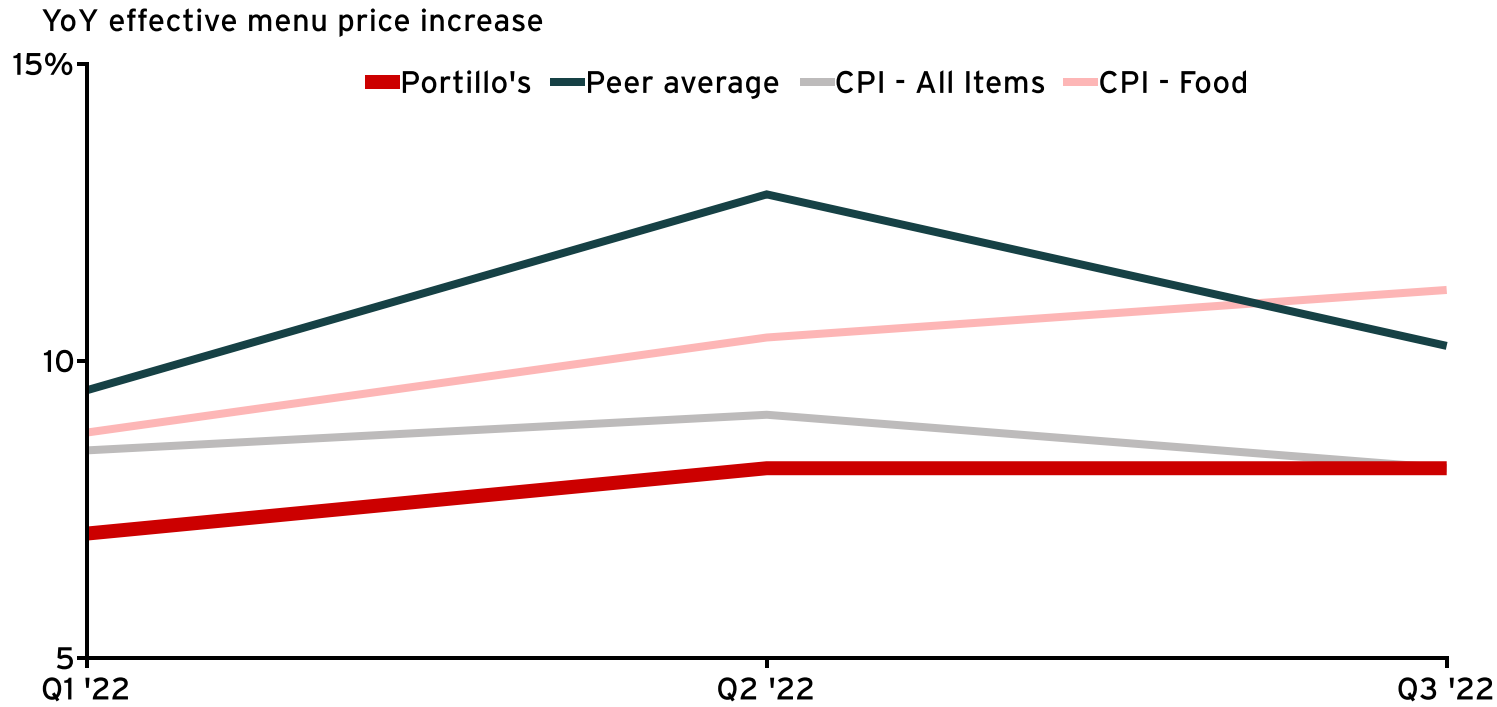


*ITALIAN BEEF WITH SWEET
AND HOT PEPPERS*

(1) Includes all restaurants Q3 2022 vs Q3 2019

STRONG LAGGARD PRICING STRATEGY CREATES VALUE FOR GUESTS AND PORTILLO'S

On Average, Cumulative Prices Increases over the Past Six Quarters Have Lagged Inflation and Peers



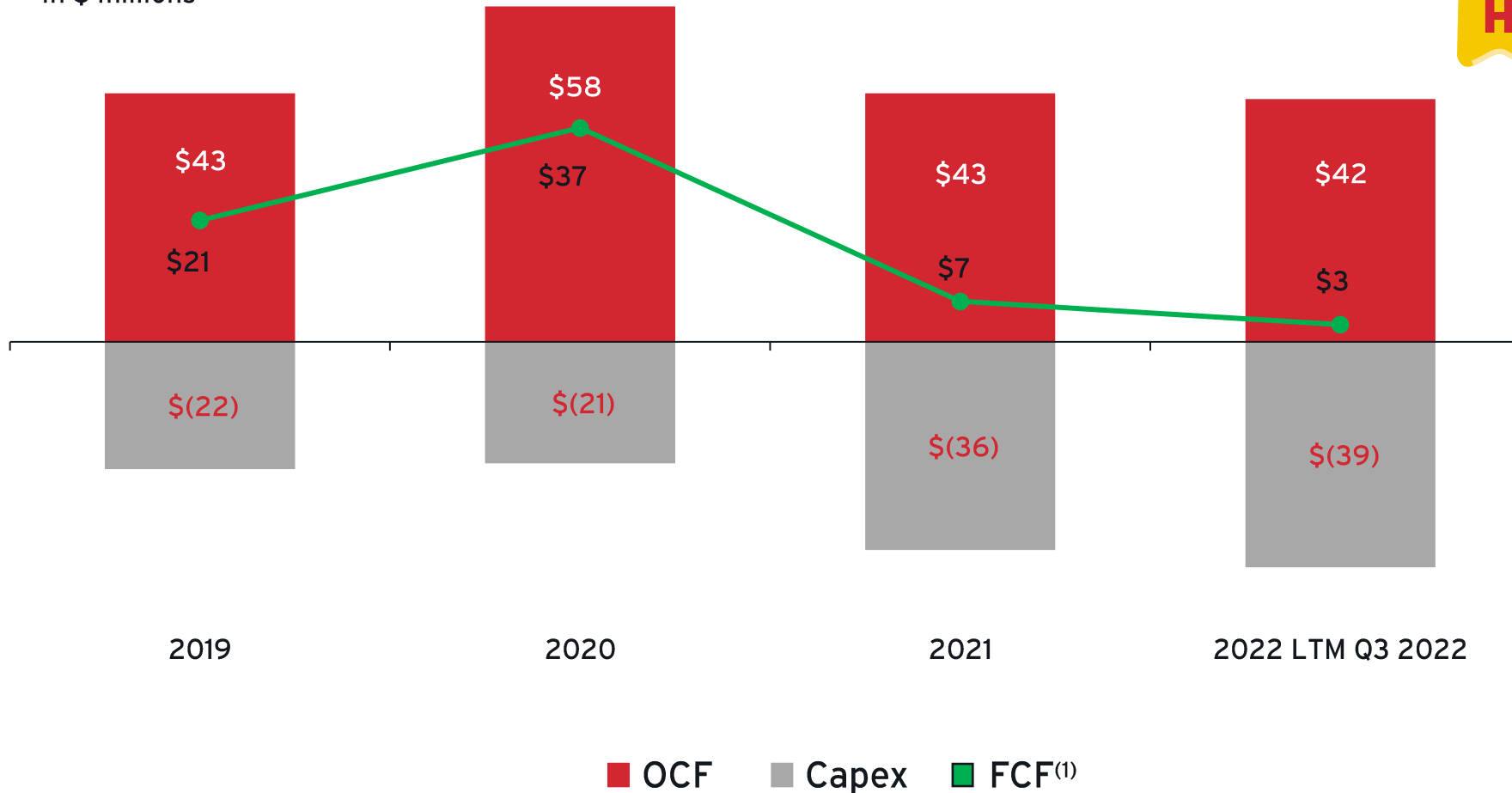
SPICY CHICKEN SANDWICH

Carefully pricing below inflation to preserve the value proposition for our guests

Note: Peers include: Shake Shack, Chipotle, Chick-fil-A, Panera, Five Guys, McDonald's. Menu price increases estimated from a non-exhaustive but uniform basket of goods across geographies. Price increases calculated based on prices at ending week of each quarter. Peer average is a straight average of individual calculated price increases

AMPLE CASH FLOW DRIVES SELF-FUNDED GROWTH *Portillo's*

In \$ millions



HIGHLIGHTS

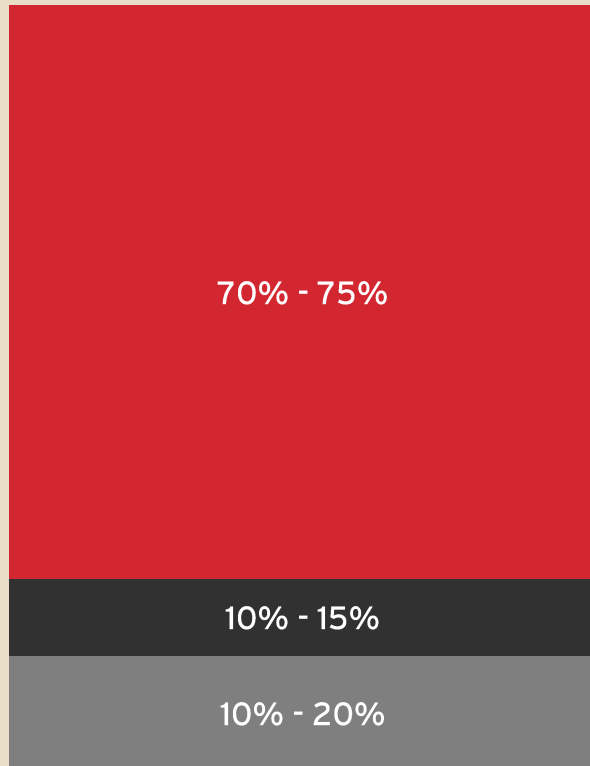
- New restaurants are immediately cash flow positive
- High percentage of operating cash flow reinvested to build new restaurants
- Restaurant maintenance capex is 10-15% of total capex on average
- Over the long run, excess FCF could be used for shareholder returns

(1) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP.

CAPITAL EXPENDITURE PRIORITIES

CapEx Guidance

~\$60M - \$65M



2022E Capex

■ Other ■ Maintenance ■ Growth

Growth Capex

- Majority of capital spend supports **new restaurant builds**
- Ample operating cash flow **self-funds** development pipeline
- Restaurant expansion will remain major use of capital

Restaurant Maintenance Capex

- Portillo's restaurants are **built to last**
- Maintenance capex protects **Portillo's brand standard** and **competitive positioning**

Other Discretionary Capex

- Operational and technological improvements to drive restaurant efficiency and guest experience
- Commissary investments



NEW CLASS OF RESTAURANTS ARE DELIVERING THE RETURN



	TARGETED 3 YEAR RETURNS (\$M)	CLASS OF '21 AND '22 ⁽⁵⁾ (\$M)
AUV	~\$5.8	\$6.3
AVG RL ⁽¹⁾ Adj. EBITDA ⁽²⁾	~\$1.3	\$1.1
RL Adj. EBITDA % ⁽²⁾	~22%	18%
Buildout Costs ⁽³⁾	\$4.5 - \$5.0	\$5.1
Year 3 Cash-on-Cash Returns ⁽⁴⁾	~25%	-

(1) Restaurant-level

(2) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP.

(3) Shown as net of tenant allowance and excludes pre-opening expenses.

(4) 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.

(5) Represents annualized sales from January 2022 - September 2022 for restaurants opened during fiscal years 2021 and 2022 (as of September 2022).

DRIVERS OF NEW RESTAURANT ROI UPSIDE



KEY DRIVERS	STRATEGIC LEVERS
AUV	Real Estate Strategy: Focus on great real estate ✓ Building in growth markets
RL Adj. EBITDA Margins	Building local scale
Buildout Cost	Driving supply chain efficiency
Upside to Targeted Cash-on-Cash Returns	>25%



OUTER MARKET CASE STUDY: ARIZONA



	2015 (1 st mature year)	Trailing 12 Months ending P9 2022	7 Year Performance
Number of Restaurants	2	4	
RL Margin	17.5%	21.2%	+370 bps



Building Local Scale Drives Improved Financial Performance

STRONG, FLEXIBLE BALANCE SHEET

WITH AMPLE LIQUIDITY



AS OF SEPTEMBER 25, 2022

Balance Sheet Overview		Available Liquidity	
Cash (Unrestricted)	\$46.5M	Available Credit under Revolving Credit Facility	\$45.0M
Total Net Debt	\$318.6M	Cash	\$46.5M
Stockholders' Equity	\$444.1M	Total Available Liquidity	\$91.5M
Net Debt to LTM Adj. EBITDA⁽¹⁾	3.5	<small>(1) See appendix for a reconciliation to the most directly comparable financial measure stated in accordance with GAAP.</small>	

Strong Balance Sheet



EXECUTING OUR FINANCIAL PLAN

- 1** Decades-long durability, with Portillo's units generating **leading AUVs and restaurant-level EBITDA in all economic cycles**
- 2** **Strong cash generation** reinvested to build new restaurants; **self-funded growth**
- 3** **Leading returns** on new restaurant investments underpinned by **attractive unit economics** and **capital discipline**; future upside from **local scale**
- 4** **Strong balance sheet** supports **financial flexibility**



LEMON AND
CHOCOLATE CAKE

Portillo's®



Q&A



APPENDIX

Adjusted EBITDA Reconciliation

	LTM	Fiscal Year Ended		
	September 25, 2022	December 26, 2021	December 27, 2020	December 29, 2019
Net (loss) income	\$ (19,316)	\$ (13,416)	\$ 12,263	\$ 5,555
Depreciation and amortization	20,890	23,312	24,584	24,364
Interest expense	26,856	39,694	45,031	43,367
Loss on debt extinguishment	7,265	7,265	–	–
Income tax benefit	(20)	(3,531)	–	–
EBITDA	35,675	53,324	81,878	73,286
Deferred rent (1)	3,785	3,161	2,771	2,405
Equity-based compensation	41,611	30,708	960	1,286
Option holder payment and consulting fees (2)	6,578	7,744	2,000	2,000
Other loss (3)	372	292	130	304
Transaction-related fees & expenses (4)	4,524	3,268	65	214
Tax Receivable Agreement Liability adjustment (5)	(2,462)	–	–	–
Adjusted EBITDA	\$ 90,083	\$ 98,497	\$ 87,804	\$ 79,495
Adjusted EBITDA Margin	15.7 %	18.4 %	19.3 %	16.6 %

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

(2) Represents an option holder payment in connection with the IPO and consulting fees related to our former owner.

(3) Represents loss on disposal of property and equipment.

(4) Represents the exclusion of certain expenses that management believes are not indicative of ongoing operations, consisting primarily of professional fees.

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

Restaurant-Level Adjusted EBITDA Reconciliation

	LTM	Fiscal Year Ended		
	September 25, 2022	December 26, 2021	December 27, 2020	December 29, 2019
Operating Income	\$ 12,323	\$ 30,012	\$ 57,294	\$ 48,922
General and administrative expenses	100,519	87,089	39,854	43,118
Pre-opening expenses	3,028	3,565	2,209	2,834
Depreciation and amortization	20,890	23,312	24,584	24,364
Net Income attributable to equity method investment	(953)	(797)	(459)	(766)
Other income, net	(337)	(1,099)	(1,537)	(1,402)
Restaurant-Level Adjusted EBITDA	\$ 135,470	\$ 142,082	\$ 121,945	\$ 117,070
Restaurant-Level Adjusted EBITDA Margin	23.6 %	26.6 %	26.8 %	24.4 %

Free Cash Flow Reconciliation



	LTM	Fiscal Year Ended		
	September 25, 2022	December 26, 2021	December 27, 2020	December 29, 2019
Cash flows provided by operating activities	\$ 41,952	\$ 42,874	\$ 58,271	\$ 43,325
Capital expenditures	(38,508)	(36,183)	(21,452)	(22,045)
Free cash flow	\$ 3,444	\$ 6,691	\$ 36,819	\$ 21,280