



Investor Questions and Answers: July 11, 2022

Presented below are questions we received in connection with our Annual Meeting of Shareholders, held on June 22, 2022, which we are sharing in the following format for the benefit of all current shareholders, prospective shareholders, and other stakeholders.

Expansion Plans

1. We received several questions about our expansion plans, including when we're coming to certain markets and whether we've considered international expansion.

First, we'd like to extend our thanks to all the Portillo's fans who send suggestions for where we should open next. Your support and enthusiasm energize our teams every day.

Right now, we're focused on our commitment to deliver 10% new restaurant growth per year for the foreseeable future. This implies 7 new restaurants in 2022, two of which have already opened in Joliet, IL and St. Petersburg, FL, and about nine in 2023.

You've heard us say that we're looking to build scale in markets where we already have a presence. Of course, we still have runway for growth in our home state of Illinois, where love for Portillo's runs deep. Our near-term development pipeline also includes new restaurants in other Midwest markets as well as the Sunbelt states of Arizona and Florida, where we continue to build scale and increase our brand awareness. In late 2022, we also expect to open our first restaurant in Texas in the Dallas-Fort Worth area, which we anticipate will be a key market for Portillo's. We're fortunate to build at Grandscape in The Colony, a high-traffic, mixed use center that will be an incredible site for us. We plan to continue building new restaurants in Texas through 2023 and beyond as we execute a similar playbook, which includes building local scale and growing brand awareness by delighting our new guests.

We love to hear from fans across the world and recognize that the potential for international expansion exists. However, the reality is that we have such an attractive opportunity to expand in the United States that we believe this will keep us busy for awhile!

2. Have you thought about expanding into casinos or other tourist/entertainment districts?

We're always exploring both traditional and non-traditional ways to bring the Portillo's experience to people. We've already had success with our Portillo's Beef Bus, a food truck from which we vend at various events and other key destinations. We've seen early success with our first Portillo's Pickup prototype in Joliet, IL, another non-traditional format that we think can work for Portillo's. Although these alternative formats are not included in the 600 restaurant "total addressable market" estimate we've communicated in the past, we have not ruled out exploring other opportunities like these in the future.

3. How do you go about site selection? Is site leasing a function of cash availability or do you have a longer-term plan for real estate development?

Over time, we've learned that strategic site selection is a major contributor to a new restaurant's overall success. Our "must haves" for real estate typically include two-plus acres that can handle



parking and double or triple-lane drive-thrus, high-profile co-tenants, great access, visibility from the street, and healthy day-time and night-time traffic.

Portillo's has a great real estate development team that scours the country looking for attractive locations, especially in areas of high-population growth. Prospects are brought to our internal real estate committee, which carefully considers whether the location could support the kind of volume we need to generate the returns that would justify the investment.

Because we have been shipping Portillo's frozen food to all 50 states for the past 20 years via our Shop & Ship product line available on our website, we know which cities and regions are most popular outside of the areas in which we currently have restaurants. This gives us great insight into where we should build the next Portillo's. As just one example, the top state in which we shipped food to over the past several years has been Texas.

Historically, we have self-funded our development pipeline, and we're confident that we have the capital we need to execute our growth objectives of delivering 10% new restaurant growth, on average, per year.

Our Commitment to Quality

4. As you expand outside of Chicago, how will you ensure that Portillo's food will maintain the same quality I remember from my childhood?

The Portillo's mission is to create lifelong memories, and that starts with delicious, craveable food. That won't happen if we cut corners and skimp on quality. Our guests crave our food because of our commitment to high-quality ingredients at a great price point. Our sandwiches should – and do – taste the same in Chicago as in Arizona or Florida. That's because we won't compromise on our high standards for product quality, taste, and food preparation. Across our menu, we've worked with the same great suppliers for decades, ensuring that the hot dog you remember from your childhood is the very same you enjoy today. In addition, we have two commissary kitchens that cook all of our Italian beef according to the same exacting standards we've been using for decades.

Stats about Portillo's

5. How many customers/cars can an average Portillo's serve in 1 hour through a drive through?

That's a great question. While we don't disclose those specific details about our operations, we can say that we're proud of the amount of volume that our efficient drive-thrus can handle. As our dine-in channel continued to recover throughout 2021, our drive-thrus continued to handle more than half of our revenue.

6. Can you provide a list of all Portillo's locations in the order in which they opened? Starting from the first location in 1963, to the locations that have opened up in 2022?

You may access the list [here](#).



Capital Structure

7. Are there Class B shares outstanding and if so, how many and what are their voting rights?

As of our first quarter end of March 27, 2022, there were 35,673,321 Class B shares outstanding. Each share of Class B common stock entitles its holder to one vote per share on all matters submitted to a vote of our stockholders.

Learning & Development

8. How will you plan for and execute improved training modules for managers and associates in the near future?

Over the past several years, we've invested in people and process to build out a fantastic learning and development team at Portillo's. We provide a full spectrum of training and leadership development opportunities for team members. We've already implemented new training materials that offer a blended approach to learning that includes hands-on activities and e-learning modules – the way people want to learn today. We've also launched a leadership development program called Ignite, emphasizing the skills and tools needed for our team members to take the next step in their career with Portillo's. Importantly, we've found that this commitment to their growth keeps team members with us.

Guest Feedback

9. Is there a mystery shopper program in place to effectively evaluate store managers and associates, and why?

Instead of a mystery shopper program, we collect feedback from as many guests as possible via a guest experience survey. We receive hundreds of responses daily to our survey, results of which feed reports and insights presentations that are shared with our leadership and teams in the field.

Guest Incentives

10. Are rewards an option to incentivize guests in the near future? I believe that your current incentives are too difficult to use because of the long codes on paper receipts.

Thanks for your feedback. We regularly look at different ways to engage with our obsessed fans. To start, I'd encourage you to sign up for our Birthday Club at portillos.com/freecake/. If the URL doesn't give it away, members get a free slice of cake on their birthday, as well as information about access to offers that are exclusive to online ordering.



Profitability

11. Why isn't Portillo's profitable?

Portillo's is profitable. We regularly highlight four profitability metrics in our communications: operating income, net income, adjusted EBITDA, and restaurant-level adjusted EBITDA. All four metrics were positive in the first quarter of 2022. Operating income and net income were \$6.8 million and \$194,000, respectively, in Q1 2022. Both of these metrics are reported in accordance with Generally Accepted Accounting Principles (GAAP) as required of U.S.-based publicly traded companies. Management also uses adjusted EBITDA and restaurant-level EBITDA as useful metrics to track the performance and profitability of our restaurants. In Q1 2022, adjusted EBITDA was \$17.6 million and restaurant-level EBITDA was \$28.0 million. Please refer to our most recent earnings press release for a reconciliation of these non-GAAP measures to the most comparable GAAP measures.