		LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentag Attaining or Surpa Averag	ssing Annual
	1,926,018	354,517	836,144	777,644	134	42.81%
Controllable Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentag Attaining or Surpas Averag	ssing Annual
Food and Paper	482,459	95,735	207,392	194,520	126	40.26%
Wages	456,800	74,506	166,097	157,767	132	42.17%
Payroll Taxes	39,759	7,471	16,121	15,258	140	44.73%
Overhead Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentag Attaining or Surpas Averag	ssing Annual
Advertising	58,430	6,787	19,434	17,495	99	31.63%
Promotion and Discount	40,118	2,949	11,241	10,727	139	44.41%
Printing	2,041	12	362	136	122	38.98%
Permits & Licenses	2,860	41	530	458	103	32.91%
Maintenance & Repair	43,502	2,492	12,076	10,934	129	41.21%
Laundry & Uniforms	10,485	286	2,113	1,875	116	37.06%
Food Prep. Supplies	24,032	11	1,171	827	105	33.55%
Utilities	41,571	12,714	23,232	22,741	147	46.96%
Royalty	141,736	8,816	62,509	62,149	151	48.24%
Office Supplies	11,879	0	779	499	103	32.91%
Rent	102,975	16,028	48,388	46,282	144	46.01%
Accounting/Legal	37,934	349	5,931	5,303	126	40.26%
Delivery	119,153	518	33,419	30,517	134	42.81%
Technology	13,268	5 212	4,124	3,942	123	39.30%
Bank Service Charges General Insurance	84,977 19,475	5,213 512	14,505 3,383	13,891 2,494	139 121	44.41% 38.66%
Personal Property Tax	5,008	20	1,320	1,064	137	43.77%
Cash Short & Over	10,414	1	566	265	102	32.59%
Employee Benefits – Other	27,019	10	3,218	1,696	110	35.14%
Recruitment Fees	18,000	5	1,156	870	170	54.31%
Miscellaneous	18,789	1	967	483	98	31.31%
Operating Income (in dollar amounts)	662,679	(32,136)	196,110	176,779	138	44.09%
Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restauran Attaining or Surpassing Annual Average	
General Manager's Salary	211,000	<u>021,287</u>	63,790	60,649	139	44.41%
General Manager's Payroll Tax	15,567	0 140	5,195	4,997	137	43.77%
General Manager's Health Insurance	19,454	12	2,124	1,000	119	38.02%
Transfer & Training	23,716	24	1,116	0	65	20.77%
Other Income/Expense	2,113 9 <u>2,139</u>	(157,122)	(1,066)	0	295	94.25%
EBITDA (in dollar amounts)	538,115	(90,568)	125,010	106,887	133	42.49%

NET SALES (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percent Attaining or Surpassi	
	1,371,464	1,371,464	1,371,464	1,371,464	<u>01</u>	0.00 <u>1</u> 00%
Controllable Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percent Attaining or Surpassi	age of Restaurants ng Annual Averag
Food and Paper	307,944	307,944	307,944	307,944	<u>01</u>	0.00 <u>1</u> 00%
Wages	245,894	245,894	245,894	245,894	<u> </u>	0.00 <u>1</u> 00%
Payroll Taxes	22,510	22,510	22,510	22,510	<u>01</u>	0.00 <u>1</u> 00%
Overhead Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percent Attaining or Surpassi	
Advertising	33,783	33,783	33,783	33,783	<u>01</u>	0.00 <u>1</u> 00%
Promotion and Discount	13,130	13,130	13,130	13,130	θ <u>1</u>	0.00 <u>1</u> 00%
Printing	0	0	0	0	<u>01</u>	0.001 000%
Permits & Licenses	503	503	503	503	θ <u>1</u>	0.00 <u>1</u> 00%
Maintenance & Repair	16,557	16,557	16,557	16,557	<u>01</u>	0.001 0.001 00%
Laundry & Uniforms	2,058	2,058	2,058	2,058	<u>01</u>	0.001 00%
Food Prep. Supplies	607	607	607	607	0 1	0.001 00%
Utilities	24,513	24,513	24,513	24,513	<u>01</u>	0.001 00%
[Royalty]	104,892	104,892	104,892	104,892	0 1	0.001 00%
Office Supplies	902	902	902	902	<u>01</u>	0.001 00%
Rent	90,897	90,897	90,897	90,897	θ <u>1</u>	0.001 00%
Accounting/Legal	2,366	2,366	2,366	2,366	<u>01</u>	0.00 0.00 00%
Delivery	68,473	68,473	68,473	68,473	θ <u>1</u>	0.001 00%
Technology	1,489	1,489	1,489	1,489	<u>01</u>	0.001 0.001 00%
Bank Service Charges	21,150	21,150	21,150	21,150	<u>01</u>	0.001 0.001 00%
General Insurance	3,600	3,600	3,600	3,600	0 1	0.001 0.00%
Personal Property Tax	3,425	3,425	3,425	3,425	<u>01</u>	0.001 0.001 00%
Cash Short & Over	289	289	289	289	<u>01</u>	0.001 0.001 00%
Employee Benefits – Other	938	938	938	938	<u>01</u>	0.001 0.001 00%
Recruitment Fees	5,566	5,566	5,566	5,566	<u>θ1</u>	0.001 0.001 00%
Miscellaneous	0	0	0	0	<u>01</u>	0.001 0.00%
Operating Income (in dollar amounts)	345,978	345,978	345,978	345,978	θ <u>1</u>	0.00 <u>1</u> 00%

Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percent Attaining or Surpassi	
General Manager's Salary	81,871	81,871	81,871	81,871	<u>01</u>	0.00 <u>1</u> 00%
General Manager's Payroll Tax	6,738	6,738	6,738	6,738	<u>01</u>	0.00 <u>1</u> 00%
General Manager's Health Insurance	2,169	2,169	2,169	2,169	<u>01</u>	0.00 <u>1</u> 00%
Transfer & Training	0	0	0	0	<u>01</u>	0.00 <u>1</u> 00%
Other Income/Expense	(163)	(163)	(163)	(163)	<u>01</u>	0.00 <u>1</u> 00%
EBITDA (in dollar amounts)	255,362	255,362	255,362	255,362	<u>01</u>	0.00 <u>1</u> 00%

	ALL 314 I	UNITS OPEN A	LL OF 2023 (See th	e notes below)	T	
NET SALES (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage Attaining or Surpass Average	
	1,926,018	354,517	837,677	777,983	133	42.36%
Controllable Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage Attaining or Surpass Average	
Food and Paper	482,459	95,735	207,712	194,599	126	40.13%
Wages	456,800	74,506	166,351	157,793	133	42.36%
Payroll Taxes	39,759	7,471	16,142	15,264	140	44.59%
Overhead Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage Attaining or Surpass Average	
Advertising	58,430	6,787	19,479	17,507	120	38.22%
Promotion and Discount	40,118	2,949	11,247	10,761	138	43.95%
Printing	2,041	12	361	109	122	38.85%
Permits & Licenses	2,860	41	530	458	103	32.80%
Maintenance & Repair	43,502	2,492	12,090	10,953	130	41.40%
Laundry & Uniforms	10,486	286	2,113	1,876	116	36.94%
Food Prep. Supplies	24,032	11	1,169	823	105	33.44%
Utilities	41,571	12,714	23,236	22,744	148	47.13%
Royalty	141,736	8,816	62,644	62,170	151	48.09%
Office Supplies	11,879	0	780	500	104	33.12%
Rent	102,975	16,028	48,523	46,416	143	45.54%
Accounting/Legal	37,934	349	5,920	5,303	128	40.76%
Delivery	119,153	518	33,530	30,568	133	42.36%
Technology	13,268	35	4,116	3,942	123	39.17%
Bank Service Charges	84,977	5,213	14,526	13,915	138	43.95%
General Insurance	19,475	512	3,383	2,494	122	38.85%
Personal Property Tax	5,008	20	1,327	1,081	137	43.63%
Cash Short & Over	10,414	1	565	266	102	32.48%
Employee Benefits - Other	27,019	10	3,211	1,691	9	2.87%
Recruitment Fees	18,000	5	1,170	870	146	46.50%
Miscellaneous	18,789	1	964	483	98	31.21%
Operating Income (in dollar amounts)	662,679	(32,136)	196,587	176,787	139	44.27%
Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restaurants Attaining or Surpassing Annual Average	
General Manager's Salary	211,000	0 21,287	63,788	60,679	139	44.27%
General Manager's Payroll Tax	15,567	0 140	5,200	5,002	138	43.95%
General Manager's Health Insurance	19,454	12	2,124	1,005	120	38.22%
Transfer & Training	23,716	24	1,113	0	65	20.70%
Other Income/Expense	2,1139 <u>2.</u> 139	(157,122)	(1,063)	0	296	94.27%
EBITDA (in dollar amounts)	538,115	(90,568)	125,425	107,709	134	42.68%

The notes below are an integral part of this Unit Financial Data Document.

ALL OF THE 314 UNITS WITH AVERAGE MONTHLY NET SALES IN THE TOP 25 PERCENT AND OPEN ALL OF 2023 A TOTAL OF 79 RESTAURANTS (See the notes below)

NET SALES (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN		eentage of Restaurant assing Annual Averag
	1,926,018	1,017,836	1,238,133	1,198,564	30 <u>34</u>	37.97 <u>43.04</u> %
Controllable Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN		centage of Restaurant assing Annual Avera
Food and Paper	482,459	217,905	301,550	294,329	27 <u>35</u>	34.18<u>44.30</u>%
Wages	456,800	169,505	236,699	225,879	30<u>31</u>	37.97 39.24%
Payroll Taxes	39,759	14,193	22,142	21,101	36 <u>35</u>	4 <u>5.57</u> 44.30%
Overhead Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN		eentage of Restaurant assing Annual Avera
Advertising	58,430	12,424	28,174	27,556	36 <u>37</u>	4 <u>5.57</u> 46.84%
Promotion and Discount	28,928	5,180	12,805	12,128	<u>51<u>35</u></u>	64.56 <u>44.30</u> %
Printing	1,430	136	536	607	47 <u>42</u>	59.49 <u>53.16</u> %
Permits & Licenses	1,988	50	520	485	45 <u>29</u>	56.96 <u>36.71</u> %
Maintenance & Repair	30,421	5,049	13,245	11,998	35 <u>34</u>	44.30 <u>43.04</u> %
Laundry & Uniforms	10,485	472	2,402	2,182	36<u>33</u>	4 5.57 <u>41.77</u> %
Food Prep. Supplies	24,032	108	1,572	1,106	26<u>30</u>	32.91 <u>37.97</u> %
Utilities	39,254	16,028	23,495	23,168	40 <u>36</u>	50.63 <u>45.57</u> %
Royalty	141,736	65,378	97,259	95,388	33	41.77%
Office Supplies	11,879	20	694	411	28 <u>25</u>	35.44<u>31.65</u>%
Rent	102,975	17,063	52,632	52,232	38	48.10%
Accounting/Legal	18,729	2,236	7,002	6,398	38 <u>23</u>	4 8.10 29.11%
Delivery	119,153	18,666	48,257	44,894	33 <u>38</u>	41.77 <u>48.10</u> %
Technology	10,429	113	4,455	4,436	62 <u>39</u>	78.48 <u>49.37</u> %
Bank Service Charges	84,977	15,280	20,776	19,665	26 27	32.91 <u>34.18</u> %
General Insurance	14,536	1,615	3,658	2,463	28 <u>23</u>	35.44 <u>29.11</u> %
Personal Property Tax	5,008	50	1,930	1,860	39	49.37%
Cash Short & Over	6,230	1	596	289	23 <u>22</u>	29.11 <u>27.85</u> %
Employee Benefits – Other	27,019	70	5,637	3,289	24 <u>26</u>	30.38 <u>32.91</u> %
Recruitment Fees	18,000	145	1,217	635	64 <u>32</u>	81.01 <u>40.51</u> %
Miscellaneous	6,060	41	1,264	898	<u> 2529</u>	31.65 <u>36.71</u> %
Operating Income (in dollar amounts)	662,679	193,369	349,618	339,897	29 <u>30</u>	36.71 <u>37.97</u> %
operating interite (in doma amounts)	002,075	175,507	313,010	337,077	27 <u>20</u>	30.71 <u>97.37</u> 70
Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restaurants Attaining or Surpassing Annual Average	
General Manager's Salary	211,000	42,019	85,448	81,871	35 <u>32</u>	44.30 <u>40.51</u> %
General Manager's Payroll Tax	15,567	140	6,651	6,590	41 <u>37</u>	51.90 46.84%
General Manager's Health Insurance	18,531	57	2,550	1,950	23	29.11%
Transfer & Training	23,716	60	657	0	<u>818</u>	10.13 <u>22.78</u> %
Other Income/Expense	880	(157,122 <u>1</u> <u>.679</u>)	(3,010 <u>125</u>)	0	51 <u>77</u>	64.56 <u>97.47</u> %
EBITDA (in dollar amounts)	538,115	56,683	257,322 <u>25</u> 4,436	237,427	29 <u>30</u>	36.71 <u>37.97</u> %

ALL OF THE 314 UNITS WITH AVERAGE MONTHLY NET SALES IN THE MIDDLE 50 PERCENT AND OPEN ALL OF 2023 A TOTAL OF 156 RESTAURANTS (See the notes below)

Controllable Costs (in dollar amounts) Food and Paper Wages Payroll Taxes Overhead Costs (in dollar amounts) Advertising Promotion and Discount	1,017,508 ANNUAL HIGHEST 310,536 245,121 30,639 ANNUAL	613,062 ANNUAL LOWEST 145,119 98,905 9,437	798,862 ANNUAL AVERAGE 196,545	777,983 ANNUAL MEDIAN	70 Number and Percent Attaining or Surpassi	
Food and Paper Wages Payroll Taxes Overhead Costs (in dollar amounts) Advertising	310,536 245,121 30,639	145,119 98,905	AVERAGE 196,545			
Wages Payroll Taxes Overhead Costs (in dollar amounts) Advertising	245,121 30,639	98,905			i .	
Payroll Taxes Overhead Costs (in dollar amounts) Advertising	30,639	<u> </u>		194,797	71	45.51%
Overhead Costs (in dollar amounts) Advertising	,	9,437	158,077	157,793	76	48.72%
Advertising	ANNUAL		15,572	15,256	67	42.95%
	HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percent Attaining or Surpassi	
Promotion and Discount	38,748	7,673	17,744	16,814	67	42.95%
1 TOIHOUGH and DISCOURT	40,118	4,338	11,139	10,943	72	46.15%
Printing	1,702	12	314	13	56	35.90%
Permits & Licenses	2,860	48	542	441	39	25.00%
Maintenance & Repair	34,823	2,492	12,034	10,997	68	43.59%
Laundry & Uniforms	5,468	286	2,094	1,938	63	40.38%
Food Prep. Supplies	17,503	17	1,120	865	56	35.90%
Utilities	41,571	15,276	23,568	23,254	72	46.15%
Royalty	81,401	40,953	62,086	62,170	80	51.28%
Office Supplies	6,612	3	834	500	54	34.62%
Rent	94,791	22,800	48,116	45,186	66	42.31%
Accounting/Legal	37,934	490	5,802	4,867	55	35.26%
Delivery	72,606	4,147	32,098	31,134	73	46.79%
Technology	13,268	35	4,050	3,905	53	33.97%
Bank Service Charges	21,888	9,223	13,824	13,754	76	48.72%
General Insurance	12,099	1,484	3,349	2,494	65	41.67%
Personal Property Tax	4,987	25	1,280	1,060	67	42.95%
Cash Short & Over	10,414	4	642	300	50	32.05%
Employee Benefits - Other	22,706	10	2,777	1,491	55	35.26%
Recruitment Fees	5,190	5	1,193	1,196	80	51.28%
Miscellaneous	18,789	1	930	411	43	27.56%
Operating Income (in dollar amounts)	361,262	66,202	178,132	176,787	74	47.44%
Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restaurants Attaining or Surpassing Annual Average	
General Manager's Salary	133,608	0	66,726 <u>60.</u> 726	59,040	70	44.87%
General Manager's Payroll Tax	10,338	0	5,077	4,978	67	42.95%
General Manager's Health Insurance	19,454	12	2,287	955	56	35.90%
Transfer & Training	10,814	24	1,205	0	32	20.51%
Other Income/Expense	2,139	(20,745)	(290)	0	133	85.26%
EBITDA (in dollar amounts)	290,354	(20,479)	109,126	111,015	79	50.64%

NET SALES (in dollar amounts)	ANNUAL	ANNUAL	ANNUAL	ANNUAL	Number and Percentage of Restaurants
	HIGHEST	LOWEST	AVERAGE	MEDIAN	Attaining or Surpassing Annual Average

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	609,650	354,517	523,740	533,220	44	55.70%
Controllable Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restaura Attaining or Surpassing Annual Ave	
Food and Paper	186,005	95,735	135,927	136,142	42	53.16%
Wages	143,126	74,506	112,342	115,823	44	55.70%
Payroll Taxes	19,719	7,471	11,265	11,200	39	49.37%
Overhead Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percen Attaining or Surpass	
Advertising	30,158	6,787	14,213	13,415	33	41.77%
Promotion and Discount	27,473	2,949	9,903	8,503	31	39.24%
Printing	2,041	14	280	0	24	30.38%
Permits & Licenses	1,880	41	516	438	32	40.51%
Maintenance & Repair	43,502	2,988	11,046	10,257	30	37.97%
Laundry & Uniforms	6,520	485	1,826	1,507	26	32.91%
Food Prep. Supplies	12,510	11	861	457	22	27.85%
Utilities	34,813	12,714	22,321	21,757	35	44.30%
Royalty	43,114	8,816	29,131	29,357	42	53.16%
Office Supplies	2,625	0	758	546	28	35.44%
Rent	84,186	16,028	45,219	43,306	39	4 <u>9.3549</u> .37%
Accounting/Legal	17,950	349	5,070	3,985	27	34.18%
Delivery	54,807	518	21,631	20,255	32	40.51%
Technology	7,885	810	3,908	3,742	35	44.30%
Bank Service Charges	16,368	5,213	9,663	9,628	37	46.84%
General Insurance	19,475	512	3,176	2,668	31	39.24%
Personal Property Tax	3,940	20	818	828	40	50.63%
Cash Short & Over	7,337	6	382	195	28	35.44%
Employee Benefits - Other	15,456	71	1,641	235	29	36.71%
Recruitment Fees	3,163	60	1,078	1,02 <u>1,020</u>	38	48.10%
Miscellaneous	3,371	20	730	536	39	50.00%
Operating Income (in dollar amounts)	166,278	(32,136)	79,999	80,374	40	50.63%
Other Costs (in dollar amounts)	ANNUAL HIGHEST	ANNUAL LOWEST	ANNUAL AVERAGE	ANNUAL MEDIAN	Number and Percentage of Restaurants Attaining or Surpassing Annual Averag	
General Manager's Salary	76,843	0	48,174	46,914	36	45.57%
General Manager's Payroll Tax	6,814	1,012	3,993	3,970	39	49.37%
General Manager's Health Insurance	7,175	40	1,377	795	29	36.71%
Transfer & Training	9,823	162	1,384	0	19	24.05%
Other Income/Expense	187	(18,498)	(644)	0	71	89.87%
EBITDA (in dollar amounts)	105,311	(90,568)	25,714	23,738	38	48.10%

	Average NET Sales	Operating Income*	Operating Income (as a % of Average NET Sales)	Average General Manager Compensation*	* EBITDA***	EBITDA %
Bottom 25% of Net Sales	\$523,740	\$79,999	15.3%	\$53,544	\$25,714	4.9%
Middle 50% of Net Sales	\$793,862	\$178,312	22.4%	\$68,090	\$109,126	13.7%

Top 25% of Net Sales	\$1,238,133	\$349,618	28.2%	\$94,649	\$ 257,322 <u>25</u> 4,436	20.8 20.5%
AVERAGE	\$837,677	\$196,587	23.5%	\$71,112	\$125,425	15.0%

^{*} Operating Income before owner's draw, General Manager salary, General Manager benefits, General Manager payroll taxes, income taxes, interest, depreciation and amortization expenses.

The notes below are an integral part of this Unit Economics 2023 document.

NOTES TO THE 2023 UNIT FINANCIAL DATA DOCUMENTS

1. The data shown on the "All 314 UNITS Open all OF 2023" Document, the "All Units (Out of 314) With Average Monthly Net Sales in Top 25 Percent and Open All OF 2023" the "All Units (Out of 314) With Average Monthly Net Sales in Middle 50 Percent and Open All OF 2023" Document, the "All Units (Out of 314) With Average Monthly Net Sales in Bottom 25 Percent and Open All OF 2023" Document, and the "Unit Economics 2023" Document represents the actual results obtained by 314 Restaurants which were in operation all of calendar year including the one (1) company-owned Restaurant. The data shown on those Unit Financial Data Documents includes 22 freestanding Restaurants and 292 in-line Restaurants. The average freestanding Restaurant sales were \$1,119,468, with 12 freestanding Restaurants, or 55%, above the average of \$1,119,468, and 10 freestanding Restaurants, or 45%, below the average. The Restaurant locations in the Unit Financial Data Documents breakdown as follows:

Numbers	
of	
Restaurants	Restaurant Location Breakdowns:
1	Atlanta, Georgia area
1	Bowling Green, Kentucky area
5	Champaign & Springfield-Decatur, Illinois area
9	Charleston / Huntington, West Virginia area (including Ashland, Kentucky)
7	Charlotte, North Carolina area (including Rock Hill, South Carolina)
1	Chattanooga, Tennessee area
3	Chicago, Illinois / Northern Indiana area
49	Greater Cincinnati, Ohio area
31	Greater Cleveland, Ohio area (including Akron & Canton, Ohio)
1	Columbia-Jefferson City, Missouri area
Numbers	
of	
Restaurants	Restaurant Location Breakdowns:
14	Columbus, Ohio area
15	Greater Dayton, Ohio area
11	Greater Detroit, Michigan area
4	Grand Rapids / Kalamazoo / Battlecreek, Michigan area
7	Evansville, Indiana area (including Owensboro and Henderson, Kentucky)
4	Ft. Wayne, Indiana area

^{**} Average General Manger Compensation includes General Manger salary, General Manager benefits and General Manager payroll taxes.

^{***} EBITDA is an acronym for the Unit's earnings before income taxes, interest, depreciation, amortization expenses, and any compensation paid to any owner or owner's draw or any owner expenses or benefits.