

**ITEM 18
PUBLIC FIGURES**

We do not use any public figure to promote our franchise.

**ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS**

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Disclosure Document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet that you are considering buying; or (2) a franchisor supplements the information provided in Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

As of December 31, 2025, we had 20 franchised Boston’s Businesses and no affiliate-owned Boston’s Businesses. Tables 1 through 3 of this Item 19 presents financial information for the Boston’s Businesses that have been open for more than 24 consecutive months as of December 31, 2025 (the “Reporting Period”). These include 16 franchised Boston’s Businesses (“Franchised Restaurants”, and together, the “Reporting Group”).

We divided the Franchised Restaurants into three separate subgroups based on gross sales performance: (a) franchisees in the top third (5 out of 16); (b) franchisees in the middle third (5 out of 16); and (c) franchisees in the bottom third (6 out of 16). The information in the tables below is based on historical data received from franchisee’s POS systems. We have not audited these amounts but have no reason to doubt the accuracy of the information. This table shows the average, median, and the minimum and maximum gross sales for each group for the 2025 calendar year.

TABLE 1
Top 1/3 of Franchised Restaurants

Highest Gross Sales	\$4,110,133
Average Gross Sales*	\$3,534,451
Median Gross Sales	\$3,738,832
Lowest Gross Sales	\$2,707,756

*3 of 5 Restaurants (60%) met or exceeded the average.

TABLE 2
Middle 1/3 of Franchised Restaurants

Highest Gross Sales	\$2,623,751
Average Gross Sales*	\$2,246,229
Median Gross Sales	\$2,289,242
Lowest Gross Sales	\$1,884,547

*3 of 5 Restaurants (60%) met or exceeded the average.

TABLE 3
Bottom 1/3 of Franchised Restaurants

Highest Gross Sales	\$1,840,649
Average Gross Sales*	\$1,387,940
Median Gross Sales	\$1,450,854
Lowest Gross Sales	\$889,031

*3 of 6 Restaurants (50%) met or exceeded the average.

Table 4 shows the highest, average and lowest gross sales for the two Franchised Restaurants that were not open for the full Reporting Period, but were open for at least 12 months as of December 31, 2025.

TABLE 4
Franchised Restaurants Operating for 12 Months as of December 31, 2025

Highest Gross Sales	\$2,495,696
Average Gross Sales	\$1,762,962
Median Gross Sales	\$1,738,720
Lowest Gross Sales	\$1,078,710

*2 of 4 Restaurants (50%) met or exceeded the average.

NOTES:

1. For purposes of this Item 19, gross sales means the total revenue derived from the sale of goods or services less tips, refunds and sales tax.
2. The earnings claims figures in this Item 19 do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your franchised business. Franchisees or former franchisees, listed in the Disclosure Document, may be one source of this information.

Written substantiation for the financial performance representation will be made available to you on reasonable request.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you will earn as much.

Other than the preceding financial performance representation, we do not make any representation about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Jason Snavelly, Vice President of Finance, at 14850 Quorum Drive, Suite 201, Dallas, Texas 75254, 972-484-9022, or snavellyj@bostons.com, the Federal Trade Commission and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1

System-wide Outlet Summary
For Years 2023 - 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	25	21	-4
	2024	21	24	+3
	2025	24	20	-4
Company-Owned*	2023	1	1	0
	2024	1	0	-1
	2025	0	0	0
Total Outlets	2023	26	22	-4
	2024	22	24	+2
	2025	24	20	-4

*Owned and operated by our affiliate BPR USA.

Table No. 2

Transfers from Franchisees to New Owners (other than the Franchisor)
For Years 2023 - 2025

State	Year	Number of Transfers
Arkansas	2023	0
	2024	0
	2025	1
Washington	2023	2
	2024	0
	2025	0
Totals	2023	2
	2024	0
	2025	1