

Provision	Section in Franchise or Other Agreement	Summary
		disclosure document and Franchise Agreement may not be enforceable. Notwithstanding the foregoing, nothing in the Franchise Agreement or any related agreement is intended to disclaim the express representations made in the Franchise Disclosure Document, its exhibits and amendments.
u. Dispute resolution by arbitration or mediation	Article 20	All disputes (except for certain claims relating to, for example, the Marks, confidential information, trade secrets and covenants not to compete) are to be resolved by internal negotiation, mediation and then, if necessary, arbitration each of which must take place in New Orleans, Louisiana (or the location of our then-current headquarters)
v. Choice of forum	Article 20	Subject to applicable state law, mediation and arbitration must be in Louisiana.
w. Choice of law	Article 20	All matters relating to the arbitration will be governed by the Federal Arbitration Act. Otherwise, subject to state law, Louisiana Law applies with respect to any litigation; except that disputes over the Marks will be governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. Sec. 1051 et seq.) and disputes over copyrights will be governed by federal copyright laws of the United States.

## **ITEM 18**

### **PUBLIC FIGURES**

Franchisor does not use any public figures 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 Franchisee is considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

New Orleans Brew, LLC does not have any company-owned Units as of January 1, 2026. An affiliate of New Orleans Brew, LLC owns twelve (12) PJ's Units as of January 1, 2026.

**Historical Financial Performance Representation about PJ's Existing Units.**

**A. Statement of Sales, Expenses and Earnings.**

The following PJ's Unit must have (1) opened on or before January 1, 2025 and must have (2) reported actual sales, expenses and earnings for the entire one-year period ending December 31, 2025. The PJ's Units represented seven (7) of the thirteen (13) affiliate owned PJ's Units. The remaining six (6) affiliate owned locations not represented below are non-traditional locations.

PJ's Unit	Location 1	Location 2	Location 3	Location 4	Location 5	Location 6	Location 7	Average	
Gross Sales <sup>1</sup>	\$1,051,206	\$500,932	\$1,172,151	\$932,448	\$1,042,840	\$1,303,854	\$766,493	\$967,132	100.0%
Discounts <sup>2</sup>	(\$68,146)	(\$19,334)	(\$68,199)	(\$39,163)	(\$37,499)	(\$61,561)	(\$36,079)	(\$47,140)	-4.9%
Net Sales <sup>3</sup>	\$983,060	\$481,598	\$1,103,952	\$893,285	\$1,005,341	\$1,242,293	\$730,414	\$919,992	100.0%
Cost of Goods Sold <sup>4</sup>	\$354,256	\$168,814	\$395,015	\$314,235	\$351,437	\$439,399	\$258,308	\$325,923	33.7%
Gross Profit <sup>5</sup>	\$628,804	\$312,784	\$708,937	\$579,050	\$653,904	\$802,894	\$472,106	\$594,068	61.4%
Payroll Expense <sup>6</sup>	\$204,056	\$129,317	\$214,612	\$195,335	\$209,065	\$266,655	\$169,410	\$198,350	21.6%
Royalty Expense <sup>7</sup>	\$49,153	\$24,080	\$55,198	\$44,664	\$50,267	\$62,115	\$36,521	\$46,000	5.0%
Marketing Fee Expense <sup>8</sup>	\$19,661	\$9,632	\$22,079	\$17,866	\$20,107	\$24,846	\$14,608	\$18,400	2.0%
Rent Expense <sup>10</sup>	\$32,631	\$48,471	\$43,750	\$37,921	\$49,124	\$93,600	\$82,194	\$55,384	6.0%
Local Store Marketing Expense <sup>11</sup>	\$16,002	\$7,847	\$14,057	\$13,430	\$11,721	\$13,905	\$10,808	\$12,539	1.4%
Professional, Technology & Licensing Expense <sup>12</sup>	\$15,316	\$11,181	\$13,770	\$13,457	\$13,310	\$13,158	\$12,486	\$13,240	1.4%

Insurance Expense <sup>13</sup>	\$24,485	\$17,963	\$19,061	\$24,774	\$15,644	\$19,241	\$25,801	\$20,996	2.3%
Utilities Expense <sup>14</sup>	\$31,382	\$20,901	\$19,991	\$24,945	\$21,816	\$30,629	\$19,485	\$24,164	2.6%
Bank & Merchant Expense <sup>15</sup>	\$30,467	\$13,523	\$34,241	\$29,211	\$31,814	\$40,108	\$21,837	\$28,743	3.1%
General & Administrative Expense <sup>16</sup>	\$36,873	\$27,842	\$24,391	\$34,821	\$43,493	\$46,799	\$33,012	\$35,319	3.8%
Total Expenses	\$460,026	\$310,757	\$461,150	\$436,424	\$466,361	\$611,056	\$426,162	\$453,134	49.3%
EBITDA <sup>17</sup>	\$168,777	\$2,027	\$247,787	\$142,626	\$187,543	\$191,839	\$45,944	\$140,935	15.3%

The following table provides the average, median, low and high figures for Gross Sales, Gross Profit and EBITDA for the seven (7) locations represented in this section.

	Average	Median	Low	High
Gross Sales	\$ 967,132	\$ 1,042,840	\$ 500,932	\$ 1,303,854
Gross Profit	\$ 594,068	\$ 628,804	\$ 312,784	\$ 802,894
EBITDA	\$ 140,935	\$ 168,777	\$ 2,027	\$ 247,787

Notes: The following notes apply to the table in this Section A:

1. The term “Gross Sales” is the total amount of sales transactions reported in a period without any deductions.
2. The term “Discounts” includes the redemption of coupons, free or reduced food & beverage promotions, gift card promotions, mobile app promotions, and employee.
3. The term “Net Sales” is Gross Sales minus Discounts.
4. The term “Cost of Goods Sold” includes all cost associated with the purchase of coffee beans, dairy, sweeteners, syrups, powders, food items, paper products, cups, lids, straws and other products associated with the sale of all food, beverage and retail products. The actual Cost of Goods for the seven (7) locations above is 36.3% of Gross Sales. This does not represent typical Cost of Goods. The Franchisees who shared 2025 financial data with the franchisor along with these seven (7) locations had an average Cost of Goods of 33.7% which is represented in the table above.
5. The term “Gross Profit” is Net Revenue minus Cost of Good Sold.
6. The term “Payroll Expense” includes salaries and wages for all employees including management, payroll taxes, workers compensation insurance and payroll processing fees.
7. The term “Royalty” is described in Item 6.
8. The term “Marketing Fee” is described in Item 6.
9. The term “Advertising Cooperative” is described in Item 6.

10. The term “Rent Expense” includes the total amount paid to the Franchisee’s landlord including base rent, common area maintenance, taxes and insurance.
11. The term “Local Store Marketing Expense” includes all cost associated with sponsorships, donations & contributions, and marketing, advertising and promoting the brand, products and services to the local market.
12. The term “Professional, Technology & Licensing Expense” includes expenses incurred for legal & accounting services, technology services & subscriptions described in Item 6, and licenses.
13. The term “Insurance Expense” includes general liability and business insurance described in Item 8.
14. The term “Utilities Expense” includes all costs associated with water, electricity, gas, telecommunications, internet service, music subscription and security monitoring.
15. The term “Bank & Merchant Expense” includes bank service fees and credit card processing fees.
16. The term “General & Administrative Expense” includes equipment repairs & maintenance, office supplies, janitorial services and supplies, and dues & memberships.
17. The term “Earnings Before Interest, Taxes, Depreciation & Amortization” is the earnings or profit before deductions for loan payments, depreciation of assets and taxes on net profit.

**B. Average Gross Sales.**

PJ’s Unit Criteria.

The PJ’s Unit must have: (1) opened on or before January 1, 2025; and must have (2) reported gross sales for the entire one-year period ending December 31, 2025. The Financial Performance Representation includes domestic locations only.

“Annual Gross Sales” is defined as the amount of sales of all products and services sold in, on, about, from, or from such other place for PJ’s Unit, whether for cash or on a charge, credit or time basis, including the reasonable market value of any goods or services sold or traded in any barter or trade transaction, without reserve or deduction for inability or failure to collect. “Annual Gross Sales” is intended to include income of every kind and nature related to the Franchisees PJ’s Unit. “Annual Gross Sales” shall not include the amount of any excise or sales tax levied on retail sales and payable over to the appropriate governmental authority.

“Gross Sales” is defined as the grand total of all sales transactions reported in the specified period.

“Average Gross Sales” is defined as the total Gross Sales for the category divided by the number of PJ’s Units featured in the category.

“Median Gross Sales” is defined as the Gross Sales of the unit that is halfway or middlemost in the category.

A “Traditional Model” PJ’s Unit may be located in either a freestanding building or an in-line retail plaza space or strip mall and is generally between 780 to 2,000 square feet. A Traditional Model may or may not feature a drive-thru. A Traditional Model will employ approximately 10 to 16 people.

A “Non-traditional Model” generally occupies 250 to 1,000 square feet of space possibly with a common eating area and/or common kitchen (i.e. airports, sports arenas, hotels, university campuses, health care facilities, government & military facilities). The space may be either owned by Franchisee or leased from a third party.

PJ's Unit Results.

As of January 1, 2026, PJ's Coffee had a total of 177 PJ's Units in the United States, and one (1) PJ's Unit in Vietnam. Of the total 177 domestic PJ's Units, 122 were open for a full 12 months or greater and reported gross sales for the entire 12-month period. The remaining PJ's Units consist of 55 PJ's Units that were either not open for 12 months, or the PJ's Unit is operating under a Special Contract. Special Contracts are agreements with large food service management companies that operate Non-traditional PJ's Units.

We compiled the annual gross sales for 122 franchised PJ's Units for the calendar year 2025. The 122 franchised PJ's Units reflect both the Traditional Models and Non-traditional Models. The Traditional Models have been separated into two sub models, Traditional PJ's Units featuring a drive-thru and Traditional PJ's Units not featuring a drive-thru.

<b>2025 Average Gross Sales by Category - Traditional PJ's Units with a Drive-thru</b>					
Category	Number of Units in Category	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Lowest and Highest in the Category
Top 10%	9	\$1,180,776	3 / 33%	\$1,143,686	\$1,043,093 / \$1,414,354
Top 25%	22	\$996,706	9 / 41%	\$968,459	\$777,224 / \$1,414,354
Top 50%	44	\$840,629	17 / 39%	\$777,224	\$579,586 / \$1,414,354
Bot 50%	44	\$437,538	20 / 45%	\$429,064	\$166,825 / \$574,328
Bot 25%	22	\$365,253	13 / 59%	\$377,560	\$166,825 / \$429,064
Bot 10%	9	\$315,833	6 / 67%	\$330,297	\$166,825 / \$366,469

<b>2025 Average Gross Sales by Category - Traditional PJ's Units without a Drive-thru</b>					
Category	Number of Units in Category	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Lowest and Highest in the Category
Top 10%	2	\$989,166	1 / 50%	\$989,166	\$923,465 / \$1,054,867
Top 25%	6	\$868,199	2 / 33%	\$830,835	\$763,835 / \$1,054,867
Top 50%	12	\$708,635	7 / 58%	\$752,841	\$406,6035 / \$1,054,867
Bot 50%	12	\$327,248	7 / 58%	\$332,267	\$212,049 / \$402,762
Bot 25%	6	\$278,451	3 / 50%	\$276,865	\$212,049 / \$328,661
Bot 10%	2	\$239,847	1 / 50%	\$239,847	\$212,049 / \$267,645

<b>2025 Average Gross Sales by Category - Non-traditional PJ's Units without a Drive-thru</b>
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Category	Number of Units in Category	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Lowest and Highest in the Category
Top 10%	1	\$ 909,400	0 / 0%	\$ 909,400	\$909,400 / \$909,400
Top 25%	3	\$ 813,241	2 / 67%	\$ 837,321	\$693,003 / \$909,400
Top 50%	5	\$ 737,328	2 / 40%	\$ 693,003	\$615,398 / \$909,400
Bot 50%	5	\$ 261,032	2 / 40%	\$ 249,376	\$178,150 / \$346,685
Bot 25%	3	\$ 223,154	2 / 67%	\$ 241,938	\$178,150 / \$249,376
Bot 10%	1	\$ 178,150	0 / 0%	\$ 178,150	\$178,150 / \$178,150

The average gross sales for all 122 franchised PJ's Units was \$603,785 for the calendar year 2025. The median for all 122 franchised PJ's Units was \$557,620 for the calendar year 2025.

General Comments.

The PJ's Units represented herein operate in the following states: Alabama, Arkansas, Connecticut, Georgia, Louisiana, Maryland, Mississippi, Missouri, New Jersey, South Carolina, and Texas.

Franchisor urges Franchisee to contact our existing Franchisees to make Franchisee's own evaluation of Franchisee's potential PJ's Unit's success. Exhibit J to this franchise disclosure document contains the names of all of our Franchisees and the address and telephone numbers of all Franchisees.

**Some franchises sold these amounts. Your individual results may differ. There is no assurance that you will sell as much.**

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

Other than the preceding financial representation, New Orleans Brew, LLC does not make any financial performance representations. 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 Ryan J. Stansbury, Executive Vice President of Franchise Development, 4480 LA-22, Suite 2, Mandeville, Louisiana 70471, (985) 792-5776, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**

**LOCATIONS AND FRANCHISEE INFORMATION**

**TABLE NO. 1**

**SYSTEMWIDE LOCATION SUMMARY  
FOR YEARS 2023 TO 2025**