

Provision		Section in Area Development Agreement	Summary
			two years following expiration, termination or transfer (subject to state law).
s.	Modification of the Area Development Agreement	Sections 13.1 and 13.2	Must be in writing and signed by all parties
t.	Integration/merger clause	Section 13.1	Only the terms of the Area Development Agreement and other related written agreements are binding (subject to applicable state law). Any other representations or promises outside of the disclosure document and Area Development Agreement may not be enforceable.
u.	Dispute resolution by arbitration or mediation	Section 14.2	Claims, controversies or disputes from or relating to the Area Development Agreement must be mediated, except for actions seeking injunctive relief and actions we bring which are related to or based on our Marks or Confidential Information.
v.	Choice of forum	Sections 14.2 and 14.3	Mediation at the AAA offices in the city in which we maintain our principal place of business at the time the mediation is initiated. Venue for any other proceeding is the court in which we maintain our principal place of business at the time the action is initiated (subject to applicable state law).
w.	Choice of law	Section 14.1	Subject to applicable state law, the Area Development Agreement is to be interpreted and construed under Florida law (without giving effect to any conflict of laws) except that any law regulating the offer or sale of franchises, business opportunities or similar interests or governing the relationship between us and you will not apply unless its jurisdictional requirements are met independently.

ITEM 18 PUBLIC FIGURES

We do not use any public figure to promote the 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 you are 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.

2024 GROSS SALES AVERAGE AND MEDIAN
FOR FRANCHISEE-OWNED TRADITIONAL PASTRY SHOPS
AND PERMANENT KIOSKS OPEN FULL-TIME

The following table includes historical financial information for the 31 franchised LE MACARON FRENCH PASTRIES® traditional pastry shops and permanent kiosks that were open full time, that is, during required minimum operating hours, during the full 2024 calendar year. The table includes only franchisee-owned traditional pastry shops, divided into quintiles.

	Quintile Average Gross Sales ⁴	Median	High/Low	Number of Traditional Pastry Shops in Each Quintile
1st Quintile	\$591,752	\$552,436	\$753,047 / \$457,814	2 of 6 Shops (33.33%) met or surpassed the average
2nd Quintile	\$387,239	\$373,193	\$452,357 / \$356,324	2 of 6 Shops (33.33%) met or surpassed the average
3rd Quintile	\$336,324	\$338,006	\$356,080 / \$316,299	4 of 6 Shops (66.66%) met or surpassed the average
4th Quintile	\$247,449	\$231,920	\$299,133 / \$215,387	2 of 6 Shops (33.33%) met or surpassed the average
5th Quintile	\$181,123	\$186,176	\$205,669 / \$151,028	5 of 7 Shops (71.43%) met or surpassed the average

Some stores have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.

The financial information is taken from unaudited financial information provided to us by our franchisees either directly or through their point-of-sale system. It has not been independently audited or verified. The notes that follow the above charts are an integral part of the information presented in this item, and provide information to help you better understand the financial information.

Note 1. The “Gross Sales” included in the above tables are the revenue amounts on which franchisees pay Royalty Fees and Marketing Fees and are those calculated in accordance with the definition included in each respective franchisee’s disclosure document and franchise agreement.

Note 2. At the end of our fiscal year ending December 31, 2024, 55 franchise locations were open and operating. 43 of these franchise locations were open and operating during the full 2024 calendar year. Of these 43 franchise locations, seven are mobile kiosks and therefore were not included in the table above. The remaining five Traditional Pastry Shops or Permanent Kiosks that were not included in the above table failed to operate during the required minimum operating hours. Of these five locations, two locations were closed for at least a full month due to a hurricane and severe storm, one location was open only four days a week and only in the afternoons, and the remaining two locations published and operated during hours that amounted to at least three operating hours per day less than the required 10:00 a.m. to 10:00 p.m. operating hours.

Some stores have sold this amount. 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 franchise upon reasonable request.

You should conduct an independent investigation of the costs and expenses you will incur in operating your Store. Franchisees or former franchisees listed in this disclosure document may be one source of this information.

Other than the information above, we do 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 Rosalie Guillem, Le Macaron Development LLC, 2300 Bee Ridge Road, #401, Sarasota, Florida 34239, 972-717-4059, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2022 TO 2024**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at End of Year	Net Change
Franchised ¹	2022	56	57	+1
	2023	57	54	-3
	2024	54	55	+1
Company-Owned ¹	2022	6	5	-1
	2023	5	5	0
	2024	5	4	-1
Total Outlets	2022	62	62	0
	2023	62	59	-3
	2024	59	59	0

Note 1: The company-owned locations are operated by one or more of our affiliates.