

Provision	Section in Agreement	Summary
		must arbitrate all disputes at a suitable location chosen by the arbitrator within 50 miles of our or, as applicable, our successor's or assign's then-current principal place of business (currently, Emeryville, California). Arbitration may not be conducted on a class-wide basis, consolidated with any other proceeding, or brought on your behalf by an association or agent.
(v) Choice of forum	Franchise Agreement – Section 17.G	Subject to state law and your obligation to arbitrate, you must commence actions in the court nearest to our or, as applicable, our successor's or assign's then-current principal place of business (currently, Emeryville, California).
	Area Development Agreement – Section 7.G	Subject to state law and your obligation to arbitrate, you must commence actions in the court nearest to our or, as applicable, our successor's or assign's then-current principal place of business (currently, Emeryville, California).
(w) Choice of law	Franchise Agreement – Section 17.F	Except for the Federal Arbitration Act and other federal law, the laws of the state of Delaware govern, without regard to its conflict of laws rules, except that any state law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are met independently from the Franchise Agreement's terms (subject to state law).
	Area Development Agreement – Section 7.F	Except for the Federal Arbitration Act and other federal law, the laws of the state of Delaware govern, without regard to its conflict of laws rules, except that any state law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are met independently from the Area Development Agreement's terms (subject to state law).

**ITEM 18**  
**PUBLIC FIGURES**

We do not use any public figure to promote the franchise system.

**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 performance at a particular location or under particular circumstances.

## Methodology

The data provided below is from the 196 Peet's Stores continuously operated by our parent PCI for the calendar year ended December 31, 2025, including 27 Peet's Stores that closed since January 1, 2026. We excluded from the data 3 Peet's Stores that closed during the 2025 calendar year. We have not presented data below for any licensed Peet's Stores, because these licensed locations are operated at non-traditional locations (such as airports) and/or are otherwise materially operationally different from the Peet's Store franchises offered under this Disclosure Document. We do not offer franchises under this Disclosure Document for any model of Peet's Store other than a traditional Peet's Store with drive-thru.

For the purposes of this Item 19, "Gross Sales" is calculated in the same manner as for franchised locations, as all revenue that derived from operating the applicable Peet's Store, whether from cash, check, vouchers, tickets, or other comparable forms of payment, credit and debit card, barter exchange, trade credit, or other credit transactions, but excluding all federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority. The payments received for those online group-bought deals, gift certificates or gift cards were included in Gross Sales in accordance with our then-current guidelines. Gross Sales also includes all insurance proceeds received for loss of business and loss of revenue, due to a casualty to or similar event at a Peet's Store.

## Gross Sales Systemwide and by Performance Thirds

The table below reflects the average, median, high, and low Gross Sales of all 196 affiliate-owned reporting locations for the calendar year ended December 31, 2025. The table also provides average, median, high, and low Gross Sales of the 196 affiliate-owned reporting locations during the same time period, divided into performance thirds, based on their total Gross Sales, with the first performance third having the highest Gross Sales, and the lowest performance third having the lowest Gross Sales among the systemwide reporting group.

<b>Gross Sales Systemwide and by Performance Thirds</b>					
	<b>Average</b>	<b>Median</b>	<b>High</b>	<b>Low</b>	<b># Above Avg</b>
<b>Systemwide</b> (196 Locations)	\$1,486,068	\$1,428,953	\$2,932,490	\$474,389	84 (42.9%)
<b>1<sup>st</sup> Third</b> (66 Locations)	\$1,949,199	\$1,890,341	\$2,932,490	\$1,602,493	28 (42.4%)
<b>2<sup>nd</sup> Third</b> (65 Locations)	\$1,432,302	\$1,428,672	\$1,591,267	\$1,304,641	29 (44.6%)
<b>3<sup>rd</sup> Third</b> (65 Locations)	\$1,069,577	\$1,104,511	\$1,302,612	\$474,389	38 (58.5%)

### **Gross Sales by Drive-Thru Model**

The table below reflects the average, median, high, and low Gross Sales of the 5 affiliate-owned reporting locations with a drive-thru versus the 191 affiliate-owned locations without a drive-thru for the calendar year ended December 31, 2025. We expect that all franchises offered this Disclosure Document will be for Peet’s Stores with drive-thru.

<b>Gross Sales by Drive-Thru Model</b>					
	<b>Average</b>	<b>Median</b>	<b>High</b>	<b>Low</b>	<b># Above Avg</b>
<b>No Drive Thru</b> (191 Locations)	\$1,477,565	\$1,428,672	\$2,932,490	\$474,389	81 (42.4%)
<b>Drive Thru</b> (5 Locations)	\$1,810,887	\$2,013,642	\$2,165,866	\$1,386,357	3 (60.0%)

### **Gross Sales by Region**

The table below reflects the average, median, high, and low Gross Sales of the 166 affiliate-owned reporting locations located in California versus the 30 affiliate-owned locations located outside of California for the calendar year ended December 31, 2025. The “Peet’s Coffee®” brand is founded in California and has a stronger presence in that state than in other areas.

<b>Gross Sales by Region</b>					
	<b>Average</b>	<b>Median</b>	<b>High</b>	<b>Low</b>	<b># Above Avg</b>
<b>California</b> (166 Locations)	\$1,553,913	\$1,480,363	\$2,932,490	\$649,090	76 (45.8%)
<b>Non-California</b> (30 Locations)	\$1,110,659	\$1,118,176	\$1,664,576	\$474,389	15 (50.0%)

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**Some outlets have earned this amount. Your individual results may differ. There is no assurance that you’ll earn as much.** Written substantiation for the financial performance representation will be made available to you upon reasonable request.

Other than the preceding financial performance representation, we do not make any representations 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 Stuart Heflin, 1400 Park Avenue, Emeryville, California 94608 and (510) 518-6101, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

**TABLE NO. 1**  
**SYSTEMWIDE OUTLET SUMMARY**  
**FOR YEARS 2023 TO 2025**

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Company-Owned	2023	203	202	-1
	2024	202	199	-3
	2025	199	196	-3
<b>Total</b>	<b>2023</b>	<b>203</b>	<b>202</b>	<b>-1</b>
	<b>2024</b>	<b>202</b>	<b>199</b>	<b>-3</b>
	<b>2025</b>	<b>199</b>	<b>196</b>	<b>-3</b>

<sup>1</sup> 27 Company-Owned outlets have closed since January 1, 2026.

**TABLE NO. 2**  
**TRANSFERS OF OUTLETS FROM FRANCHISEES TO**  
**NEW OWNERS (OTHER THAN FRANCHISOR OR AN AFFILIATE)**  
**FOR YEARS 2023 TO 2025**

<b>State</b>	<b>Year</b>	<b>Number of Transfers</b>
All States	2023	0
	2024	0
	2025	0
<b>Totals</b>	<b>2023</b>	<b>0</b>
	<b>2024</b>	<b>0</b>
	<b>2025</b>	<b>0</b>