Sweet Bolt LLC

Business Plan
E-2 Visa Supporting Documentation
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Sweet Bolt LLC

Five-Year Business Plan & Financial Projections

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1. Executive Summary

Sweet Bolt LLC (hereafter the "Company") is an active, for-profit retail confectionery business operating self-serve, mix-and-weigh candy kiosks in high-traffic Texas shopping malls. The Company offers more than one hundred varieties of premium European and American confectionery — gummies, sour candy, chocolate-covered nuts, licorice, and roasted nuts — sold by weight at a single accessible price point. Customers pick and mix exactly what they want from an eye-catching 360-degree display, weigh their selection, and pay at the kiosk. Two kiosks are physically built, stocked, and trading today, confirming that this is a genuine operating enterprise rather than a speculative or idle venture.

The Company was formed on July 12, 2025 in the State of Texas and is wholly owned by Ms. Elif Demir, a Turkish national, satisfying the treaty-nationality and ownership requirements of the E-2 classification. To enter the U.S. retail market on a proven foundation, Ms. Demir chose to operate under a licensing agreement with an established kiosk operator whose model is in place across more than forty locations nationwide. Under this agreement, the licensor secures premium mall locations, builds out turnkey kiosks, and provides access to its wholesale supply network; the Company independently operates the kiosks, employs the staff, and manages inventory and sales — preserving Ms. Demir's full control over the day-to-day direction of the enterprise.

The Company opened its first kiosk at Hulen Mall in Fort Worth in October 2025 and its second at Stonebriar Centre in Frisco in December 2025. Both kiosks are revenue-generating today and currently employ five U.S. workers. Building on the demonstrated performance of these two locations, the Company plans to open three additional kiosks in Dallas–Fort Worth area malls over the next five years, reaching five kiosks, fourteen employees, and $2.5 million in annual revenue by the end of Year 5 — a level of activity and job creation well beyond what is required to support a single household.

Ms. Demir has invested $180,000 of personal funds in the enterprise and will develop and direct it full-time as General Manager upon approval of her E-2 status, departing the United States when that status ends. Her fourteen years of retail operations experience — including six years founding and operating a three-store confectionery chain in Istanbul with the same product assortment — make her unusually well prepared to direct this business, and the operating systems she developed there are carried directly into the Company's plan.

A proven, low-overhead kiosk format in premium mall locations: customers pick, mix, and pay by weight from an eye-catching 360-degree display of premium candies at accessible price points, supported by an established licensor's supply chain and brand standards.

1.1 Location

The Company's kiosks are located inside Hulen Mall in Fort Worth and Stonebriar Centre in Frisco, two of the Dallas–Fort Worth metroplex's busiest enclosed shopping centers, under executed lease arrangements that anchor the enterprise in commercially adequate, customer-facing premises. Hulen Mall, anchored by Dillard's and Macy's, serves the established residential neighborhoods of southwest Fort Worth and draws approximately eight million visitors per year. Stonebriar Centre, a 165-store super-regional mall in Frisco, sits at the heart of one of the fastest-growing suburban corridors in the United States and attracts over ten million visitors annually.

Both kiosks occupy center-court positions on the main pedestrian routes between anchor stores — placements where impulse-driven categories such as confectionery historically perform best, supporting the revenue assumptions used throughout this plan. Section 3 describes the locations, lease arrangements, and operating hours in detail.

1.2 Summary of Investment

Ms. Demir has personally invested a total of $180,000.00 into the Company, and the full amount is already committed and at risk in the active operation of the business. The funds originated entirely from her personal resources — primarily the proceeds of the sale of her majority stake in her Istanbul confectionery business in early 2025, supplemented by her personal savings — and were transferred to the Company's U.S. corporate account in two wire transfers in August and September 2025. No portion of the investment is borrowed, and none of it is secured against the Company's own assets, so the entire sum remains genuinely subject to loss if the enterprise does not

succeed. These funds have not sat idle: they have been deployed into the buildout and stocking of the two operating kiosks, lease commitments, equipment, inventory under the licensor's wholesale program, insurance, and payroll, leaving the Company already trading rather than merely planning to begin.

Personal Funds Invested by Ms. Demir

Proceeds from sale of Istanbul business (wire, Aug 2025)	$140,000
Personal savings (wire, Sep 2025)	$40,000
Total Investment	**$180,000**

Expenses Paid from the Company's Corporate Account

Licensing and turnkey kiosk build-out fee (two locations)	$120,000
Initial inventory across both kiosks	$28,000
Lease deposits and pre-opening mall charges	$14,000
Total Spent from Corporate Account	**$162,000**

Total of Funds Irrevocably Committed	$162,000
Working Capital	$18,000
Total Investment	**$180,000**

Use of Funds

- Licensing and turnkey kiosk build-out fee for two locations — $120,000
- Initial inventory across both kiosks — $28,000
- Lease deposits and pre-opening mall charges — $14,000
- Working capital reserve — $18,000

1.3 E-2 Visa Qualifications

The Investment is Substantial

Ms. Demir has personally invested a total of $180,000 in the Company, sourced from the sale of her majority stake in her Istanbul confectionery business and from personal savings — lawful, traceable origins fully subject to loss. Of this amount, $120,000 was paid to the licensor as a one-time licensing and turnkey build-out fee covering both operating kiosks, $28,000 purchased initial inventory, and $14,000 covered lease deposits and pre-opening mall charges. The remaining $18,000 is held as working capital. The funds are irrevocably committed rather than sitting idle: the kiosks are built, stocked, staffed, and trading. Measured against the total cost of establishing an enterprise of this type, the investment represents over ninety percent of that cost, comfortably satisfying the proportionality test and placing enough capital at risk that abandonment would be financially painful.

The Applicant Will Develop and Direct the Enterprise

Ms. Demir will develop and direct the enterprise full-time as General Manager. She holds one hundred percent of the Company's membership interests and has sole authority over strategy, lease and licensing negotiations, hiring and supervision of all personnel, supplier relationships, pricing, and financial management. She is not a passive investor: the operating plan in this document is built directly on the

systems she developed running the same business model in Istanbul, and she is personally responsible for the day-to-day operation of both kiosks.

The Enterprise Creates U.S. Jobs

The Company already employs five U.S. workers as sales associates across its two kiosks. Under the hiring plan presented in Section 7, headcount grows with each new kiosk opening to fourteen employees by the end of Year 5 — nine new American jobs beyond the current team, with cumulative payroll to U.S. workers of approximately $2.5 million over the five-year period. This established and expanding U.S. workforce demonstrates a significant economic contribution well beyond the support of the investor and her family.

The Enterprise is More than Marginal

The enterprise is far more than marginal, satisfying both prongs of the non-marginality test. The Company generated revenue from its first month of operation, projects $700,000 in revenue in Year 1 growing to $2.5 million by Year 5 as additional kiosks open, and is expected to be profitable in every year of the projection period — providing more than minimal income for Ms. Demir and her family. Over five years the Company projects approximately $7.8 million in cumulative revenue, $2.5 million in wages paid to U.S. employees, $930,000 in rent paid to U.S. landlords, and approximately $288,000 in taxes, each figure tied to the kiosk roll-out schedule and the historical performance of the two operating locations.

2. Business & Product Description

2.1 Business Description

Legal Name	**Sweet Bolt LLC**
Entity Type	**Limited Liability Company (LLC)**
State of Formation	**Texas**
Date of Formation	**July 12, 2025**

Sweet Bolt LLC sells premium European and American confectionery through a bulk, self-serve kiosk format. Each kiosk presents more than one hundred varieties of candy in clear acrylic bins arranged around a 360-degree island display: German and Austrian gummies, sour candy, licorice, chocolate-covered almonds, pretzels and espresso beans, honey-roasted nuts, and rotating seasonal lines. Customers fill a bag with any combination they choose, weigh it at the counter, and pay a single per-pound price. The format removes the friction of item-by-item pricing, encourages trial of unfamiliar products, and produces consistently strong attachment rates, as customers who stop rarely buy a single variety. This is an active, for-profit retail operation built around physical premises, paid inventory, and daily walk-up transactions rather than a speculative concept.

The assortment is deliberately weighted toward the non-chocolate segment of gummies, sours, and chews, which has been the fastest-growing part of the U.S. confectionery market for the past four years. Roughly sixty percent of bin space is allocated to non-chocolate lines, thirty percent to chocolate-covered products and nuts, and ten percent to rotating seasonal and novelty items. The assortment is reviewed monthly against per-SKU sales data, and slow movers are replaced from the licensor's catalogue of more than four hundred approved products, allowing the Company to follow demonstrated demand rather than guess at it.

The Company operates under a licensing agreement with an established kiosk brand whose model runs in more than forty malls nationwide. The licensor leases the mall locations, designs and builds the kiosks, secures the required permits, and gives licensees access to its wholesale purchasing program with European and American manufacturers including Albanese, Haribo, and several continental suppliers not otherwise available at this volume. Sweet Bolt LLC pays a fixed licensing fee and operates the kiosks under its own LLC: it employs the staff, owns the inventory, sets staffing levels, and keeps the operating profit, retaining full operational control of the enterprise.

2.2 Business Model

The economics of the model rest on three pillars. First, occupancy efficiency: a center-court kiosk delivers anchor-corridor foot traffic at roughly thirty percent of the rent of a comparable inline store, because it requires no enclosed premises, no separate utilities infrastructure, and a fraction of the square footage. Second, margin: bulk confectionery purchased through the licensor's wholesale program carries a sixty-five percent gross margin at the Company's single per-pound retail price. Third, labor simplicity: a kiosk runs with two to three cross-trained sales associates per location working overlapping shifts, with no kitchen, no preparation, and minimal shrink.

Revenue is overwhelmingly walk-up retail, supported by two supplementary streams: pre-packed gift assortments for the Valentine's, Halloween, and winter-holiday peaks, and bulk orders for birthday parties, schools, and corporate events, which are handled directly by the General Manager. Seasonal gifting is significant, as the licensor's network historically generates close to thirty percent of annual revenue in the ten weeks around the winter holidays, and the operating plan staffs and stocks accordingly. These streams are not aspirational add-ons; each corresponds to an identifiable buyer group and a defined selling channel that underpins the revenue projections.

The licensing structure also shapes the growth plan. Because the licensor secures locations and builds kiosks, the marginal cost and lead time of each additional location are low and predictable: the Company's role in an opening is hiring and training staff, funding initial inventory, and absorbing roughly one quarter of pre-opening costs. This is what makes the three planned openings in Years 2 through 4 realistic for a single-owner company, and it positions the enterprise to contribute meaningfully to local employment as each location adds staff.

Revenue Streams

- By-weight retail sales of bulk candy, chocolate, and roasted nuts
- Pre-packed gift assortments and seasonal boxes (Valentine's, Halloween, Christmas)
- Special-event and corporate bulk orders

2.3 Product & Service Categories

2.3.1 Bulk Pick-and-Mix Candy

The core of the business: more than one hundred varieties of gummies, sour candy, chews, and licorice from European and American manufacturers, displayed in clear bins and sold by weight. The assortment emphasizes products customers cannot find in supermarkets, such as German raspberry gummies, Austrian sour belts, and Scandinavian licorice, alongside familiar best-sellers. All bulk lines sell at a single price per pound, which keeps the purchase decision simple and lets customers assemble baskets of any size. This category is the principal driver of walk-up transaction volume and the foundation of the revenue model.

Priced at $15.99 per pound across the entire bulk assortment.

2.3.2 Chocolate-Covered Selections

A premium line of chocolate-covered almonds, cashews, pretzels, espresso beans, raisins, and gummy bears in milk and dark chocolate. These products carry a higher per-pound price and skew toward adult self-purchase and gifting. They are merchandised on the counter-facing side of the kiosk where dwell time is longest, and account for roughly a quarter of revenue at the Company's existing locations.

Priced at $18.99 per pound.

2.3.3 Roasted Nuts & Medleys

Honey-roasted cashews and peanuts, salted mixed nuts, and the Company's signature sweet-and-salty medleys. The nut line broadens the kiosk's appeal to customers who would not stop for candy alone, particularly adult shoppers in the morning and lunchtime day-parts, and provides a year-round staple with very stable demand.

Priced at $18.99 per pound.

2.3.4 Seasonal Gift Assortments

Curated, pre-packed gift boxes and themed assortments for Valentine's Day, Easter, Halloween, and the winter holidays, ranging from a $9.99 small box to a $49.99 premium hamper. Seasonal lines are merchandised on dedicated end displays in the six weeks before each holiday and are the Company's primary tool for lifting average transaction values during peak gifting periods.

Tiered from $9.99 to $49.99 per box.

2.4 Operations

Each kiosk is operated by two to three cross-trained sales associates working overlapping shifts that cover mall hours seven days a week. Associates greet customers, explain the pick-and-mix format, offer samples of featured products, maintain bin levels and presentation, and process sales. Inventory arrives twice weekly from the licensor's regional distribution center, with order quantities driven by per-SKU reorder points that Ms. Demir reviews and adjusts weekly.

Cash and card takings are reconciled daily against the point-of-sale system, and each kiosk transmits a daily sales report broken down by category. Food-safety practice follows the licensor's brand standards, including gloved service, scoop sanitation on a fixed schedule, dated bin rotation, and a weekly audit checklist, which exceed county health requirements for non-potentially-hazardous packaged foods.

- Daily inventory weighing and restocking from licensor's distribution network

- Twice-weekly deliveries with automatic reorder points per SKU
- Daily cash reconciliation and POS reporting to head office
- Weekly food-safety and display-quality audits

3. The Location

The Company is operating today, selling its confectionery products from two kiosks located in Hulen Mall, Fort Worth, and Stonebriar Centre, Frisco. Both locations were selected by the licensor's real-estate team against its standard site criteria — enclosed super-regional malls with strong anchor tenants, weekend family traffic, and center-court availability on primary pedestrian routes — and both have performed at or above the licensor's network averages since opening. The two units operate under executed leases, are fully built out and staffed, and generate revenue daily during posted mall hours, confirming that this is an active, commercial, for-profit enterprise rather than a speculative or home-based concept.

Site quality is the single most important revenue driver in this category. Confectionery kiosks are impulse businesses: the overwhelming majority of customers did not plan to buy candy when they entered the mall. Placement on the unavoidable route between anchors, visibility from multiple approaches, and proximity to family-oriented tenants are therefore worth materially more than lower rent in a secondary position, and the Company's lease commitments reflect that judgment. Because both kiosks occupy high-traffic, customer-facing positions within established regional malls, the premises are demonstrably commercial and adequate for the business — a deliberate contrast to a passive or back-office operation.

3.1 Premises & Lease Terms

Each kiosk is a purpose-built island unit of approximately 180 square feet with a 360-degree acrylic bin display, integrated weighing and point-of-sale counter, under-counter storage for back-stock, and branded signage and lighting built to the licensor's design standard. The build-out, permits, and mall approvals were handled by the licensor and are covered by the licensing fee, so each unit was delivered turnkey, fully permitted, and compliant with mall and local requirements before opening. The Company maintains the units and keeps them stocked and staffed, manages the point-of-sale and inventory systems, sources product through the licensor's approved supply chain, and carries the general liability and product-liability coverage required under each mall lease.

Hulen Mall — 4800 S Hulen St, Fort Worth, TX 76132

- Center-court kiosk position, lower level, between Dillard's and Macy's corridors
- $4,000 per month base rent, payments due on the 1st of each month
- Initial term October 1, 2025 through September 30, 2027, with two one-year renewal options
- Annual escalation of 3% on each renewal

Stonebriar Centre — 2601 Preston Rd, Frisco, TX 75034

- Center-court kiosk position, level one, main concourse adjacent to the food-court approach
- $4,000 per month base rent, payments due on the 1st of each month
- Initial term December 1, 2025 through November 30, 2027, with two one-year renewal options
- Annual escalation of 3% on each renewal

3.2 Operating Hours

DAYS	HULEN MALL	STONEBRIAR CENTRE
Monday – Thursday	11:00 AM – 8:00 PM	11:00 AM – 8:00 PM
Friday – Saturday	10:00 AM – 9:00 PM	10:00 AM – 9:00 PM
Sunday	12:00 PM – 6:00 PM	12:00 PM – 6:00 PM

3.3 Area & Accessibility

Hulen Mall serves southwest Fort Worth, a mature trade area of approximately 340,000 residents within a fifteen-minute drive, with household incomes around the metro median and a high share of families with children. The mall's anchor lineup and its position directly off the Chisholm Trail Parkway make it the default enclosed shopping destination for the area's southwestern suburbs, supplying the dense, recurring family foot traffic on which the impulse confectionery format depends.

Stonebriar Centre sits in Frisco, the demographic centerpiece of the Dallas–Fort Worth region's northern growth corridor. Collin County's population has grown by more than twenty percent since 2020, and Frisco's median household income of approximately $142,000 is among the highest of any large Texas city. The mall draws from a five-mile trade area of over 400,000 residents and functions as a regional family destination, with an attached ice rink and a tenant mix weighted toward family entertainment — an ideal environment for an impulse confectionery format.

Future kiosk openings will follow the same criteria within the metroplex. The licensor's pipeline for the Company includes candidate positions at three additional DFW super-regional malls, each of which would be secured, built out, and licensed under the same arrangement as the existing two locations, providing a defined and repeatable path for expansion beyond the operations already in place.

4. Industry & Market Analysis

4.1 Industry Overview

The U.S. confectionery market was valued at approximately $54 billion in 2024 and is projected to grow at a compound annual rate of 3.4% through 2030, according to industry market research. Confectionery has historically been one of retail's most resilient categories: it is inexpensive as an individual purchase, strongly habitual, and tied to gifting occasions that persist through economic cycles. Category sales grew through both the 2008–2009 recession and the 2020 pandemic year, and unit demand has remained stable even through the recent period of grocery price inflation. This resilience is material to the Company's prospects because it indicates that the demand underpinning its projections does not depend on favorable macroeconomic conditions.

Within the category, the growth story of the past five years belongs to non-chocolate confectionery. Gummies, sour candy, and chews have grown at more than eight percent annually since 2021 — roughly triple the category average — driven by millennial and Gen-Z consumers, social-media-led discovery of international products, and the broad premiumization of what was once a commodity aisle. Imported European gummies in particular have moved from specialty-store curiosities to mainstream demand, a shift visible in everything from dedicated candy boutiques to the international sections of major supermarkets. The Company's assortment is weighted toward precisely this fastest-growing portion of the market.

Chocolate remains the largest single segment and the backbone of gifting demand, but its growth has been constrained recently by historic cocoa price increases, which have pushed chocolate retail prices up faster than the category overall. This dynamic favors retailers like Sweet Bolt whose assortments are weighted toward sugar confectionery, where input costs have been far more stable, allowing the Company to hold price and margin while chocolate-led competitors absorb cost pressure.

The retail landscape for confectionery is fragmented. Supermarkets and mass merchants account for the majority of volume but compete almost entirely on price with commodity assortments. Specialty confectionery retail — boutiques, kiosks, and candy-store chains — competes instead on assortment, experience, and gifting, and it is the segment most exposed to the non-chocolate growth wave. Within specialty retail, the self-serve bulk format has structural advantages: customers control portion and price, trial costs are near zero, and the visual presentation of a hundred-bin display is itself the primary marketing asset. These advantages directly support the per-kiosk economics on which the Company's projections rest.

Mall-based confectionery specifically benefits from the broader repositioning of enclosed malls toward experience-led tenancy. As traditional apparel anchors have contracted, leading malls have rebalanced toward entertainment, food, and family experiences — increasing precisely the visitor segments (families, teenagers, leisure shoppers) that drive impulse confectionery sales, and concentrating that traffic in the super-regional malls the Company has selected for its kiosks.

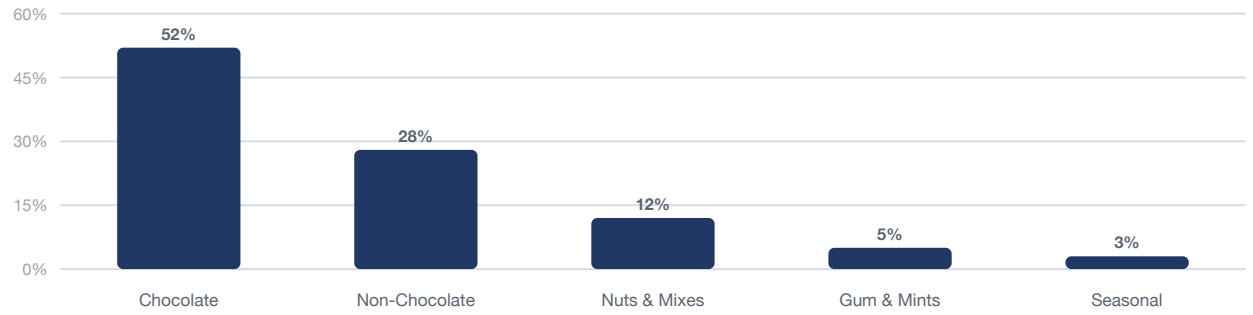
Industry Key Facts

Total U.S. Market Size	$54,000,000,000
Addressable Regional Market	$410,000,000
Projected Annual Growth (CAGR)	3.4%
NAICS Industry Code	445292

4.2 Market Segmentation

The confectionery market is segmented principally by product type. The chart and commentary below summarize the major segments, the share each holds, and their relevance to the Company's assortment strategy.

Market Share by Segment



Chocolate Confectionery (52% of segment revenue)

Chocolate is the largest segment, led by gifting and seasonal demand. It is preferred across all age groups and anchors the major gifting holidays. Recent cocoa price inflation has pushed chocolate retail prices up sharply, compressing margins for chocolate-led retailers. Sweet Bolt participates in this segment selectively through its chocolate-covered nut and fruit lines, which carry the gifting appeal of chocolate at more stable input costs.

Non-Chocolate Candy (Gummies, Sours, Chews) (28% of segment revenue)

The fastest-growing segment, expanding at more than eight percent annually since 2021. Growth is concentrated among consumers under forty and is amplified by social media, where colorful and unusual candy formats are inherently shareable content. This segment is the core of Sweet Bolt's assortment — roughly sixty percent of bin space — and the principal reason the Company's product mix is positioned ahead of, rather than behind, category trends.

Nuts & Trail Mixes (12% of segment revenue)

A stable, year-round segment with an older and more health-conscious buyer profile. Nuts broaden the kiosk's appeal beyond candy buyers, perform consistently across day-parts, and carry premium per-pound prices. The Company's honey-roasted and medley lines serve this segment.

Gum & Mints (5% of segment revenue)

A convenience-led segment dominated by checkout placement in grocery and convenience channels. It is largely irrelevant to destination confectionery retail, and the Company stocks it only incidentally.

Seasonal & Novelty (3% of segment revenue)

Holiday-specific formats and novelty items. Though small as a standing segment, seasonal products drive disproportionate revenue during the Valentine's, Halloween, Easter, and winter-holiday windows — periods when the licensor's network historically books up to thirty percent of annual sales. The Company's gift-box program is built for these peaks.

4.3 Major Customer Markets

By customer group, demand for the Company's products comes from four principal markets, each of which is addressed by a distinct element of the Company's merchandising and service.

Families with Children

The highest-frequency customer group at both of the Company's locations, concentrated on weekends and school holidays. Children are the natural initiators of a kiosk visit, while parents control basket size — which is why the pick-and-mix format's pay-by-weight control resonates strongly with this group. Both host malls skew family-oriented in their tenant mix, and Stonebriar Centre in particular functions as a regional family destination.

Millennial and Gen-Z Self-Purchasers

Consumers aged roughly 18 to 40 are the engine of non-chocolate category growth and the most valuable single segment for the Company. Industry audience analysis puts the 25–34 band at over a third of total confectionery interest, skewing approximately seventy percent female. This group discovers products through social media, values novelty and international variety, and treats a curated candy wall as an experience rather than a commodity purchase.

Gift Buyers

Customers assembling gifts for birthdays, teacher appreciation, office occasions, and the major holidays. Gift buyers have the highest average transaction values, particularly when converted from bulk purchases to the pre-packed box program. The Company's seasonal merchandising calendar is designed around this market's four annual peaks.

Event and Corporate Buyers

A smaller but growing direct-order market: birthday parties, school events, weddings, and corporate gifting. These orders are taken at the kiosk or by email and fulfilled from regular inventory at bulk pricing. The General Manager handles this market personally, and it is expected to grow as the kiosk network and its local visibility expand.

4.4 Location-Based Market Analysis

Within the Dallas–Fort Worth metroplex, specialty confectionery demand concentrates where family foot traffic concentrates: super-regional malls, entertainment districts, and tourist corridors. The metroplex supports an estimated $410 million in annual confectionery and snack retail across all channels, of which mall-based specialty retail represents a small but structurally protected share — supermarkets cannot replicate the experience format, and e-commerce penetration in impulse confectionery remains negligible because the purchase occasion is discovered, not searched.

The Company's two host malls each draw between eight and ten million visits per year. Applying the licensor's network-average capture and ticket metrics — roughly one transaction per two thousand mall visits at a $14 average ticket — implies a per-kiosk revenue potential in the $450,000–$600,000 range at maturity, which brackets both the Company's actual early trading results and its Year 5 per-kiosk projection of $500,000. Because the projection sits squarely inside the range derived from real network data and observed foot-traffic figures, it does not depend on the Company capturing an unusually large share of passing visitors.

Competitive density is low. Neither host mall contains another bulk pick-and-mix operator, and the nearest comparable self-serve candy retail is more than ten miles from each location. The practical competition is the malls' packaged-confectionery tenants and the candy aisles of nearby supermarkets, both of which compete in different occasions (planned purchase) rather than the Company's core occasion (impulse and experience).

4.5 The Dallas–Fort Worth Economy

The Dallas–Fort Worth–Arlington metropolitan area is the fourth-largest in the United States, with a population of approximately 8.1 million that has grown by roughly 150,000 residents per year over the past decade — the largest absolute growth of any U.S. metro. The region's economy is correspondingly large and diversified: a gross metropolitan product above $740 billion, two dozen Fortune 500 headquarters, and major employment bases in transportation, financial services, technology, and healthcare. This scale provides a deep and expanding pool of the leisure shoppers and families on whom the Company's foot-traffic assumptions depend.

For consumer retail, the metroplex combines scale with favorable demographics: a median age under 36, household formation well above the national rate, and suburban counties — Collin and Denton in particular — that rank among the fastest-growing and highest-income in the country. Frisco, home of the Company's Stonebriar kiosk, exemplifies the pattern: its population has roughly doubled since 2010 and its median household income of approximately $142,000 is nearly double the national figure, directly supporting the premium per-pound pricing on which the Company's margins rest.

Texas's business environment also matters to the Company's bottom line directly: the state levies no personal income tax and no corporate income tax on businesses below the franchise-tax threshold, and the regulatory burden for retail food operations is straightforward. These conditions, combined with the region's demographic momentum, are why the licensor has concentrated its Texas expansion in the metroplex and why the Company's own growth plan stays within it.

Foreign direct investment is an established part of the regional economy — Texas has led the nation in FDI projects for over a decade, and the DFW area hosts thousands of foreign-owned enterprises. The Company is a small but representative example of that pattern: foreign capital funding U.S. jobs in a growing consumer market.

4.6 Industry Trends

TREND	IMPACT	DESCRIPTION
Experiential retail	Positive	Malls increasingly favor interactive, visually engaging tenants; self-serve pick-and-mix kiosks drive dwell time and social media exposure.
Non-chocolate candy growth	Positive	Gummy and sour segments are growing 8%+ annually, outpacing the broader category — the core of Sweet Bolt's assortment.
Premiumization	Positive	Consumers trade up to premium and imported confectionery, supporting by-weight pricing and higher margins.
Cocoa price inflation	Neutral	Historic cocoa costs pressure chocolate-led retailers; Sweet Bolt's sugar-confectionery weighting limits its exposure while raising competitors' price points.
Sugar-conscious consumers	Neutral	Health trends shift some demand toward portion control — which by-weight self-serve formats naturally accommodate — and toward sugar-free lines the Company stocks.

4.7 Target Market

The Company's target market is, in the broadest sense, every visitor who walks past its kiosks — confectionery is a universal category and the format is designed to convert impulse at any age. Within that universe, marketing and merchandising effort is concentrated on the segments described below, each of which is well represented in the two trade areas the Company already serves.

Demographics

Core buyers are 25–44 (roughly 36% of category interest), skewing approximately 70% female; families with children drive weekend and holiday volume, while millennial self-purchasers and gift-buyers carry weekday sales. Household incomes in both trade areas are at or well above the metro median, supporting premium per-pound price points.

Geographics

The Dallas–Fort Worth metroplex, with kiosks placed exclusively in super-regional enclosed malls drawing eight million or more annual visits. The two existing trade areas — southwest Fort Worth and the Frisco corridor — together cover more than 700,000 residents within a fifteen-minute drive.

Psychographics

Experience-oriented shoppers who value novelty, variety, and visual appeal over lowest price: the customer who photographs the candy wall, builds a custom mix, and returns with friends. For this buyer the kiosk is a small event, not an errand.

Behavior Patterns

Purchases are overwhelmingly impulse-driven with strong seasonal peaks at Valentine's Day, Easter, Halloween, and the winter holidays; average transaction value is approximately $14, rising materially during gifting windows when pre-packed boxes lift baskets.

4.8 The Company's Targets

Capitalizing on these conditions, the Company's commercial targets for the five-year period are specific: hold its two existing kiosks at or above the licensor's network-average revenue per location; open one additional DFW kiosk in each of Years 2, 3, and 4, reaching five locations; grow the gift-box program to fifteen percent of revenue by Year 3 on the strength of the four seasonal peaks; and build a repeatable event-order channel managed directly by the General Manager.

Each target maps to the financial plan in Section 8: the kiosk schedule drives the revenue ramp from $700,000 to $2.5 million, the seasonal program supports the average-ticket assumptions, and the staffing plan in Section 7 adds personnel only as locations open. Because each milestone is tied to a documented market condition — the foot-traffic of the chosen malls, the non-chocolate growth rate, and the licensor's historical seasonal booking — the projected ramp reflects measured demand rather than aspirational growth.

5. Competition Analysis

The Company competes for confectionery spending against three identifiable groups: national specialty candy chains operating inline mall stores, novelty candy retailers concentrated in tourist and lifestyle centers, and the bulk candy aisles of supermarkets and warehouse clubs. While each of these draws a share of the same consumer dollar, none occupies the Company's precise format and position. Direct format competition — another self-serve, mix-and-weigh bulk operator — does not exist in either of the Company's host malls, and the nearest comparable operation sits more than ten miles from each location. The Company therefore does not claim an absence of competition; rather, it competes from a defensible position against well-understood rivals.

The table below summarizes the principal competitors and their respective positions. The Company's differentiation rests on occupying a distinct purchasing occasion: the experiential impulse purchase inside the mall, at a price point deliberately set between commodity grocery candy and premium boutique confectionery. This positioning is supported by a proven licensed model, favorable kiosk economics, and an assortment unavailable in mass retail, each detailed below.

COMPETITOR	PRODUCTS / SERVICES	STRENGTHS	WEAKNESSES
Lolli & Pops Regional malls (nationwide)	Premium boxed and bulk confectionery in full inline stores	Strong brand, theatrical store design, broad gifting range	High inline rents require price points 30–40% above kiosk format; nearest store is outside both trade areas
It'Sugar Tourist and lifestyle centers	Novelty candy, giant packaging, licensed-brand merchandise	Novelty merchandising, licensed brands, social-media presence	Novelty-first assortment with limited bulk pick-and-mix depth; concentrated in tourist locations rather than residential trade areas
Supermarket & club bulk aisles Kroger, Tom Thumb, WinCo, Costco (DFW-wide)	Commodity bulk and packaged candy	Low prices, convenience, weekly shopping frequency	Commodity assortment with no imported or premium lines, no experience factor, and a planned-purchase occasion that does not overlap with mall impulse buying

5.1 Competitive Advantages

5.1.1 A Proven Licensed Operating Model

The Company operates a kiosk model already proven across more than forty locations nationwide, with documented per-location economics, established supplier contracts, and brand standards refined over years of operation. This removes most of the execution risk that defeats independent first-time candy retailers — unproven site selection, unfavorable supplier pricing, and untested merchandising — and gives the Company a tested template rather than an experiment.

5.1.2 Premium Locations at Kiosk Economics

Center-court positions in eight-to-ten-million-visit malls would be unaffordable as inline stores for a business of this size. The kiosk format secures the same foot traffic at roughly thirty percent of inline occupancy cost, which is the structural source of the Company's margin advantage over inline competitors such as Lolli & Pops. The Company captures comparable customer exposure while carrying a materially lower fixed cost base.

5.1.3 Assortment Depth Unavailable in Mass Retail

Through the licensor's wholesale program, the Company stocks more than one hundred varieties, including European imports that supermarkets and club stores do not carry. For the growing segment of consumers seeking international and novel confectionery, the Company's bin wall is the only place in either trade area to buy these products in person, giving the Company an assortment that grocery and club competitors cannot match.

5.1.4 An Experienced Owner-Operator

Ms. Demir has run this exact business — bulk confectionery retail in shopping centers — for six years as a founder and for years before that as a multi-store franchise operations manager. Her presence as a full-time, hands-on General Manager gives the Company decision speed and operating discipline that absentee-owned kiosks in the licensor's network have historically lacked, directly translating her industry experience into a competitive edge.

5.1.5 No Direct Format Competition In-Mall

Neither host mall contains another self-serve bulk candy operator, and mall exclusivity provisions in the licensor's leases restrict directly competing uses. Within its four walls, the Company effectively owns the pick-and-mix occasion, a protected position reinforced by contract rather than merely by current circumstance.

6. Marketing & Sales Strategy

The Company's most powerful marketing asset is the kiosk itself: a colorful, 360-degree display positioned directly in the path of the millions of visitors that flow through the host malls each year. The marketing strategy therefore begins with presentation and location, and uses paid and organic channels to amplify what the kiosk already accomplishes — stopping people as they walk past. The annual marketing budget is set at $24,000, a deliberately disciplined figure that reflects a business whose customer acquisition is structurally built into its premium-traffic rent rather than purchased entirely through advertising. Because the foot traffic that drives the revenue projections is contracted into the lease itself, marketing spend functions as an efficiency multiplier on an existing customer stream rather than the sole engine of demand.

Around that foundation, the Company runs four coordinated programs — in-mall visibility and events, social media, local partnerships, and seasonal campaigns. Each program is allocated a defined portion of the $24,000 budget and is matched to the specific customer behaviors that produce the basket volumes assumed in the financial model. Each is described below.

The premium yet accessible treat stop: imported-quality candy, pay-what-you-weigh pricing, and an experience children and adults both enjoy.

The Company's unique selling proposition: over 100 premium varieties, one simple price per pound — pick, mix, and weigh exactly what you want.

6.1 In-Mall Visibility & Events

The Company coordinates with each mall's marketing team to participate in mall-wide seasonal events — trick-or-treat trails, holiday festivals, and back-to-school weekends — where the kiosk operates sampling stations and distributes coupon cards. Featured-product sampling runs every weekend at the kiosk itself; sampling is the single most effective conversion tool in bulk confectionery, costing cents per customer and reliably converting hesitant browsers into paying customers. Window-style end displays rotate every two to three weeks around seasonal themes to keep the presentation fresh for repeat mall visitors. Because this program converts the existing foot traffic already passing the kiosk, the $6,000 allocated here delivers the highest return per dollar and directly supports the daily transaction counts on which the revenue targets rest.

6.2 Social Media

Bulk candy is inherently photogenic, and the Company's Instagram and TikTok presence leans into that with short videos of bin restocks, new-product arrivals, mix ideas, and customer creations. Content is produced in-house by the General Manager and associates on a simple weekly calendar of three posts per week per platform, supplemented by modest paid boosting within a ten-mile radius of each mall around seasonal peaks. Local community groups and neighborhood pages, where weekly deals are pinned, have proven the most efficient paid placement for driving first visits, and the $8,000 allocated to this channel is concentrated on those geographically targeted placements that draw new local customers to the kiosks rather than on broad, unmeasured reach.

6.3 Local Partnerships

The Company maintains a birthday-party package program with family entertainment venues near each mall — trampoline parks, cinemas, and the Stonebriar ice rink — under which party hosts receive a discounted pre-packed favor box order. School and sports-club fundraising orders are handled on the same wholesale-style terms. These partnerships seed the higher-value event-order channel and place the brand directly in front of the family audience the kiosks serve, generating predictable batch orders that supplement walk-up sales. The $4,000 allocated here funds the sample boxes, printed materials, and outreach that establish and sustain these recurring referral relationships.

6.4 Seasonal Campaigns

Four campaign windows — Valentine's Day, Easter, Halloween, and the winter holidays — account for the majority of the Company's gifting revenue. Each window has a dedicated merchandising plan of themed bins, gift-box end displays, and gift-with-purchase thresholds, together with supporting social content and in-mall signage booked through mall marketing. The winter window receives roughly half of the seasonal budget, consistent with its share of seasonal sales, ensuring that the $6,000 allocated to this channel concentrates spend in the periods that generate the largest share of gift-box and basket revenue in the financial model.

Annual Marketing Budget

In-Mall Visibility & Events	$6,000
Social Media	$8,000
Local Partnerships	$4,000
Seasonal Campaigns	$6,000
Total Annual Marketing Budget	**$24,000**

6.5 Pricing Strategy

The Company prices its core bulk assortment at a single $15.99 per pound regardless of variety, with chocolate-covered and nut lines at $18.99 per pound. One-price bulk pricing is a deliberate strategic choice: it removes price comparison from the purchase decision, lets customers assemble any basket size, and positions the Company between commodity grocery candy at roughly $4 to $6 per pound and boutique confectionery often priced at $25 per pound and above. Gift boxes are tiered from $9.99 to $49.99 to provide both entry-level and premium gifting price points, broadening the basket range that supports the projected average transaction values.

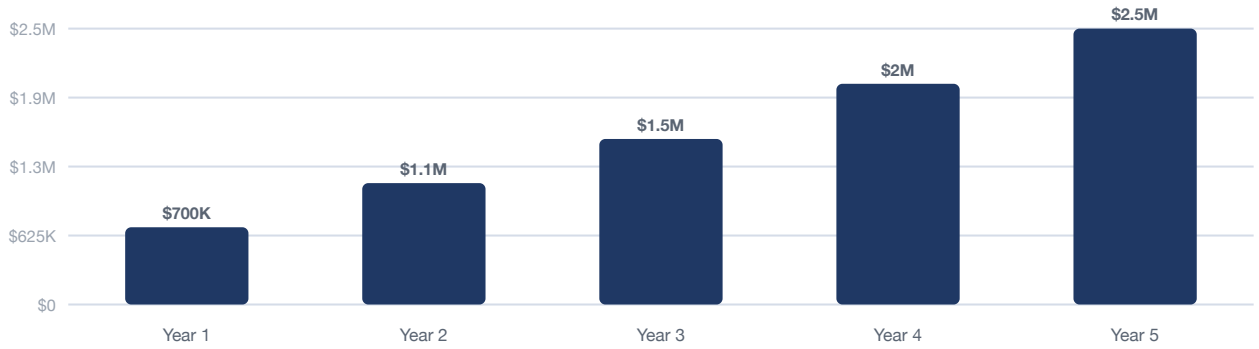
ITEM	PRICE	UNIT
Bulk pick-and-mix	$16	per lb
Chocolate-covered nuts	$19	per lb
Small gift box	$10	each
Premium gift box	$50	each

6.6 Sales Plan

Sales are walk-up retail executed by trained associates who greet each visitor, explain the format to first-timers, offer a sample of a featured product, and suggest the gift-box program at checkout. Associates are trained on a simple service sequence and on product knowledge — origin, flavor profile, and best-seller suggestions — because informed recommendations measurably lift basket sizes in this category and convert the sampled browser into a paying customer. Corporate and event orders are quoted and managed directly by the General Manager, capturing the higher-value batch sales seeded by the local partnership program.

Sales targets follow the kiosk opening schedule, growing from $700,000 in Year 1 to $2.5 million in Year 5 as the network expands from two to five locations and earlier openings mature. This growth is driven primarily by the addition of physical locations rather than by assuming aggressive per-kiosk increases: the year-over-year revenue reflects new kiosks coming online on the opening schedule, each layered onto the established sampling-and-conversion model and the same marketing programs proven at the earlier sites, so the projections rest on operational expansion rather than speculative same-store growth.

Sales Targets by Year



7. Management & Personnel

The Company is led full-time by its owner and General Manager, Ms. Elif Demir, who holds majority ownership and exercises complete operational control over hiring, scheduling, ordering, pricing, vendor relationships, and financial management. Ms. Demir brings directly transferable experience in multi-unit retail operations, customer-facing sales, and small-team supervision, and she manages the enterprise hands-on from the kiosk floor rather than as a passive owner. She is supported by a team of trained sales associates working in shifts across the kiosks. Each kiosk operates with two to three associates; staffing scales with each new opening under the personnel plan below. The organization is deliberately flat — every associate reports directly to the General Manager — which suits a multi-unit retail business of this size, keeps decision-making fast, and ensures that Ms. Demir remains directly responsible for day-to-day operations and the development of the enterprise.

7.1 General Manager (E-2 Applicant): Elif Demir

Ms. Demir is a Turkish national who brings fourteen years of directly relevant retail operations and franchise management experience to her ownership and active direction of Sweet Bolt LLC. She began her career in 2011 as a store manager for a national food retail chain in Istanbul, where she was promoted twice in three years and ultimately oversaw one of the company's five highest-volume locations. In 2015 she moved to the franchise side of the business as a regional operations manager, supervising twenty-two stores across the Marmara region with combined annual revenues exceeding $11 million. In that role she was responsible for store audits, manager training, inventory standards, and the launch of six new locations, building precisely the operational discipline required to develop and direct a multi-location kiosk operation in the United States.

In 2018, Ms. Demir founded her own confectionery business in Istanbul, opening a single bulk-candy store in the Kadikoy district. Over the following six years she grew the business to three locations and approximately $1.8 million in annual revenue, personally handling site selection, lease negotiation, supplier contracts with European confectionery manufacturers, hiring, and day-to-day financial management. Two of the three stores operate in shopping centers whose footfall profile closely resembles the Texas malls in which Sweet Bolt operates, and the product assortment she developed — premium European gummies, chocolate-covered nuts, and seasonal gift assortments — is substantially the same assortment Sweet Bolt sells today. This is not a venture in an unfamiliar field; it is the continuation of an enterprise Ms. Demir has already built, operated, and scaled in the same product category.

Ms. Demir sold her majority stake in the Istanbul business in early 2025 to fund her U.S. investment. Her combination of corporate franchise discipline and hands-on ownership experience in this exact product category is the foundation on which Sweet Bolt's operating plan was built, and she will apply it directly as the Company's sole owner and General Manager. Ms. Demir will depart the United States upon the conclusion of her E-2 status.

Key Responsibilities

- Direct and develop the Company's overall strategy and kiosk expansion plan
- Negotiate mall leases, supplier terms, and licensing arrangements
- Hire, train, schedule, and supervise all sales personnel
- Oversee financial management, budgeting, payroll, and inventory controls
- Review weekly sales and inventory reports for each kiosk and adjust ordering
- Maintain quality, food-safety, and brand standards across all locations
- Represent the Company before the licensor, mall management, and vendors

Qualifications

- B.Sc. in Business Administration, Bogazici University (2010)
- Fourteen years of retail operations and franchise management experience
- Founded and scaled a three-store confectionery chain to $1.8M in annual revenue

- Supervised 22 franchised stores as regional operations manager
- Fluent in English and Turkish

7.2 Sales Associate

Sales associates are the front line of the business and the main point of contact for customers. They greet visitors, explain the pick-and-mix format, offer samples, maintain bin levels and display presentation, process sales, and complete daily cleaning and food-safety checklists. The role requires product knowledge, service orientation, and reliability across retail hours including weekends and holiday peaks. New associates receive structured onboarding and training from the General Manager and are paired with experienced staff seconded from existing kiosks during launch. Associates are paid above the prevailing area rate for comparable mall retail roles, which the Company regards as essential to service quality and retention.

7.3 Keyholder (Senior Sales Associate)

From Year 2, one associate per kiosk is designated keyholder: an experienced associate responsible for opening and closing the kiosk, supervising the shift in the General Manager's absence, receiving deliveries, and completing the daily reconciliation. Keyholders are promoted internally and carry a salary premium, providing a development path that supports retention as the network grows and extending the General Manager's supervisory reach across multiple locations.

7.4 Personnel Plan

The hiring plan tracks kiosk openings: each new location adds two to three associates, hired and trained roughly four weeks before opening so that the launch team includes experienced staff seconded from existing kiosks. Hiring begins promptly upon E-2 approval, beginning with the five sales associates required for the initial kiosks in Year 1 and scaling steadily to thirteen associates by Year 5 as additional kiosks open. The tables below set out designated salaries per position, headcount per year, and the resulting total payroll expense across the five-year period, demonstrating a sustained commitment to U.S. job creation well beyond what is needed to support the General Manager alone.

Designated Salary per Position

POSITION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
General Manager (E-2 Applicant)	$42,000	$48,000	$54,000	$60,000	$66,000
Sales Associate	$38,400	$38,000	$45,000	$47,500	$54,000

Number of Employees per Position

POSITION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
General Manager (E-2 Applicant)	1	1	1	1	1
Sales Associate	5	9	10	12	13
Total Employees	**6**	**10**	**11**	**13**	**14**

Total Payroll Expenses

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Payroll	**$234,000**	**$390,000**	**$504,000**	**$630,000**	**$768,000**

Total Payroll by Year

7.5 Organizational Structure

Ms. Demir, as owner and General Manager, directly supervises all sales associates across kiosk locations and retains authority over every material business decision. As the network grows to five kiosks, the most experienced associate at each location is designated keyholder with day-to-day opening and closing responsibility, while scheduling, ordering, pricing, and personnel decisions remain firmly with the General Manager. This structure allows the enterprise to expand from six to fourteen U.S. positions over five years while preserving Ms. Demir's central role in developing and directing the business.

8. Financial Projections

8.1 Estimates & Assumptions

The Company prepared its pro-forma financial statements for the five-year period using grounded inputs rather than aspirational targets. Each projection is anchored to the actual trading results of the Company's first months of operation, the executed lease terms of its two existing kiosks, the licensor's historical per-kiosk performance data drawn from its forty-plus location network, and the payroll costs required to support each planned kiosk opening. The model assumes five kiosks in operation by Year 5: the two existing locations plus one additional kiosk opening in each of Years 2, 3, and 4. Growth therefore tracks a measured, staged expansion funded from operations rather than a sudden surge, and the timing of each new opening is matched to the hiring and cost commitments needed to support it.

Revenue projections are deliberately conservative. The licensor's network average for comparable center-court mall kiosks is approximately $530,000 per kiosk per year at maturity; by contrast, the Company's Year 5 projection of $2.5 million across five kiosks implies an average of only $500,000 per kiosk — below the network benchmark, building a margin of caution into the forecast. Gross margin is held flat at 65% throughout the period, consistent with both the licensor's network average and Ms. Demir's documented operating experience in Istanbul, rather than improving over time. Operating expenses are not estimated in the abstract: they are built from the actual lease schedules, the hiring plan detailed in Section 7, and quoted insurance and service contracts, so that each cost line traces back to a real commitment.

8.2 Break-Even Analysis

Break-even is calculated on the Company's Year 1 cost structure across its two operating kiosks, using real figures rather than projections. Fixed costs of approximately $30,350 per month comprise rent under the executed leases, payroll, insurance, and other recurring operating expenses. At an average transaction value of $14.00 and a variable cost of $4.90 per transaction (35% of revenue), each sale contributes $9.10 toward fixed costs. The Company therefore reaches break-even at a modest and demonstrably achievable level of daily transactions across the two kiosks, well within the foot-traffic volumes typical of the center-court mall locations the kiosks occupy, which supports the conclusion that the enterprise will generate more than minimal income for Ms. Demir and her family.

Estimated Monthly Fixed Costs	$30,350
Average Per-Unit Revenue	$14
Average Per-Unit Variable Cost	$5
Monthly Units Break-Even	3,335
Monthly Revenue Break-Even	$46,690

The break-even point represents the sales volume at which total revenues equal total costs. Sales above the break-even point generate profit, while sales below this threshold result in a loss.

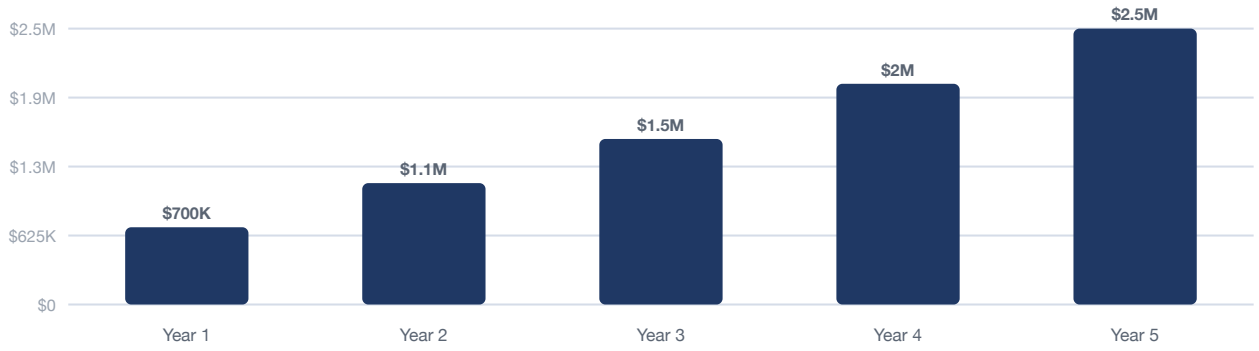
8.3 Sales Forecast

The gross sales projection follows the kiosk opening schedule directly: the two existing kiosks reach full-year maturity in Year 1, with one additional kiosk added in each of Years 2 through 4. New kiosks are assumed to reach only seventy percent of mature volume in their first year of operation, reflecting the ramp-up period observed in the licensor's network. This explains why total revenue grows faster than kiosk count in Years 3 through 5: the increase reflects earlier openings maturing into their full volume rather than any assumed acceleration in per-kiosk performance, which keeps the forecast free of unsupported hockey-stick growth. As the kiosk count and sales volume rise, the Company's payroll grows in step, supporting the staffing roles set out in Section 7 and reinforcing the Company's economic contribution through U.S. job creation.

Cost of sales is held at thirty-five percent of revenue across the entire period, producing a stable sixty-five percent gross margin with no assumed improvement over time. This figure is consistent with the Company's actual purchasing terms under the licensor's wholesale program, which gives Sweet Bolt access to European manufacturer pricing it could not obtain independently at this volume. Because the margin is tied to a contractual supply arrangement rather than to a hoped-for efficiency, it provides a credible and defensible foundation for the profit projections across all five years.

YEAR	REVENUE	COST OF SALES	GROSS PROFIT	GROSS MARGIN
Year 1	$700,000	$245,000	$455,000	65%
Year 2	$1,100,000	$385,000	$715,000	65%
Year 3	$1,500,000	$525,000	$975,000	65%
Year 4	$2,000,000	$700,000	$1,300,000	65%
Year 5	$2,500,000	$875,000	$1,625,000	65%

Revenue Growth Projection

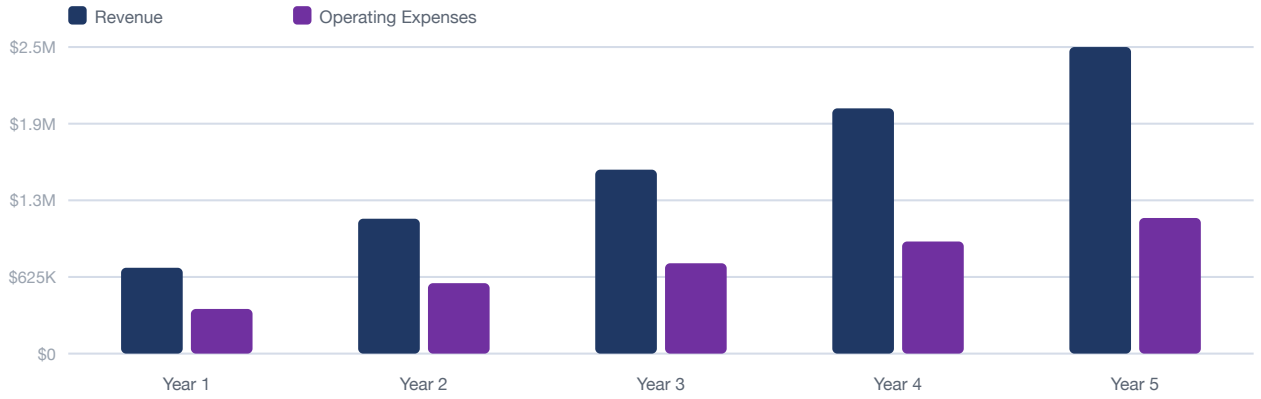


8.4 Pro-Forma Profit & Loss Statement

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	$700,000	$1,100,000	$1,500,000	$2,000,000	$2,500,000
Cost of Goods Sold	$245,000	$385,000	$525,000	$700,000	$875,000
Gross Profit	$455,000	$715,000	$975,000	$1,300,000	$1,625,000
OPERATING EXPENSES					
Salaries & Payroll	$234,000	$390,000	$504,000	$630,000	$768,000
Rent	$96,000	$143,500	$184,800	$229,200	$276,000
Marketing	$12,000	$16,000	$20,000	$24,000	$28,000
Utilities	$6,000	$7,000	$8,000	$9,000	$10,000
Insurance	$7,200	$8,000	$9,000	$10,000	$11,000
Other	$9,000	$10,000	$11,000	$12,000	$13,000

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Operating Expenses	$364,200	$574,500	$736,800	$914,200	$1,106,000
Taxes	$19,068	$29,505	$50,022	$81,018	$108,990
Net Income	**$71,732**	**$110,995**	**$188,178**	**$304,782**	**$410,010**

Revenue vs Operating Expenses



Net Income Trend

8.5 Pro-Forma Balance Sheet

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ASSETS					
Cash	$178,732	$289,727	$477,905	$782,687	$1,192,697
Total Current Assets	$203,732	$314,727	$502,905	$807,687	$1,217,697
Property & Equipment	$60,000	$60,000	$60,000	$60,000	$60,000
Total Assets	**$263,732**	**$374,727**	**$562,905**	**$867,687**	**$1,277,697**
LIABILITIES & EQUITY					
Total Liabilities	$12,000	$12,000	$12,000	$12,000	$12,000

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Owner Investment	$180,000	$180,000	$180,000	$180,000	$180,000
Retained Earnings	$71,732	$182,727	$370,905	$675,687	$1,085,697
Total Liabilities & Equity	**$263,732**	**$374,727**	**$562,905**	**$867,687**	**$1,277,697**

8.6 The Company's Impact on the U.S. Economy

The Company will make a positive impact on the U.S. economy. As net profit and payroll grow, total taxes paid are projected to rise from $19,068 in Year 1 to $108,990 in Year 5, for a total of $288,603 over the projection period.

Tax Paid by Year

9. Conclusion

Sweet Bolt LLC is a real and operating commercial enterprise, not a speculative or idle venture. Its two kiosks at Hulen Mall and Stonebriar Centre are fully built out, stocked, and staffed by five U.S. employees, and they are generating revenue today, as documented in the operations and financial sections of this plan. The Company's $180,000 investment is already deployed and irrevocably committed — directed into buildout, fixtures, opening inventory, and working capital rather than left sitting in a bank account — and that sum represents substantially the entire cost of launching this two-kiosk enterprise, placing enough capital at risk that abandonment would be a painful loss. The Company's growth plan, which adds three further Dallas–Fort Worth kiosks over the next four years, follows a licensing model whose per-location economics are demonstrated across more than forty operating sites, so the projections rest on observed performance rather than aspiration.

The market context supports the plan and reinforces that the enterprise is positioned to operate successfully rather than marginally. The Company's assortment is weighted toward the fastest-growing segment of a $54 billion category; its locations sit in two of the strongest enclosed malls of the nation's fastest-growing large metropolitan area; and its format occupies an occasion — experiential impulse confectionery — that neither supermarkets nor e-commerce can readily serve, giving the Company a durable commercial niche.

The enterprise is and will remain directed by its investor. Ms. Demir, a Turkish national who owns one hundred percent of the Company, will develop and direct the business full-time as General Manager rather than hold it passively. Her fourteen years of retail operations experience, including six years founding and running this same business model in Istanbul, give her the demonstrated capacity to execute the plan. On the strength of the existing kiosks' performance, the Company projects growth from $700,000 in revenue in Year 1 to $2.5 million in Year 5, with profitability in every year and fourteen U.S. jobs by the end of the period — well beyond what would be required to support Ms. Demir and her family. Ms. Demir maintains nonimmigrant intent and will depart the United States upon the conclusion of her E-2 status.

9.1 Business Viability

The Company operates within a proven licensing model whose kiosk economics are demonstrated across more than forty locations, so its assumptions are anchored to observed comparable performance rather than projection alone. With a sixty-five percent gross margin, occupancy costs at roughly thirty percent of comparable inline retail, and growth assumptions tied to the actual performance of its two existing kiosks, the Company is projected to be profitable from Year 1 and to fund its expansion entirely from operating cash flow. No debt or outside capital is required at any point in the plan, and the invested capital is therefore genuinely at risk rather than secured against the enterprise's own assets.

9.2 E-2 Qualification Summary

Each E-2 element is satisfied on the facts presented elsewhere in this plan. The enterprise is real and operating, with two kiosks already generating revenue. The $180,000 investment has been drawn from lawful, traceable sources and is irrevocably committed, and it is substantial when measured against the total cost of launching this enterprise rather than against any fixed dollar threshold. The projected returns place the business well beyond marginality, with cumulative net income of approximately $1.09 million over five years and the creation of U.S. jobs. Ms. Demir, a Turkish national holding one hundred percent of the Company, will develop and direct the business full-time as General Manager, and she will depart the United States when her E-2 status ends.

9.3 Job Creation

The Company already employs five U.S. workers and will create nine additional positions by Year 5, reaching fourteen employees with cumulative payroll of approximately $2.5 million. All positions are permanent, above-market-rate retail roles with an internal promotion path to keyholder, demonstrating a significant economic contribution well beyond supporting the investor's family.

9.4 Economic Contribution

Beyond direct employment, the Company will pay approximately $930,000 in rent to U.S. mall operators, $288,000 in taxes, and several hundred thousand dollars in purchases from U.S. distributors and service providers over the five-year period — a concrete, representative example of foreign direct investment funding American jobs in a growing consumer market.