

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information in connection with 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.

As of December 31, 2024, we had one hundred nineteen (119) franchised Cafes and eleven (11) affiliate owned Cafes that operated for the entire 2024 calendar year. Twenty three (23) franchised Cafes operated as a kiosk and are not included in any of the tables.

The below tables represent the Average Sales achieved by these Cafes during the 2024 calendar year.

2024 AVERAGE SALES

Subset	Total No. of Cafes	Average Sales	Percentage of Cafes at or above Average	Number of Cafes at or above Average	Median	Highest	Lowest
Affiliate-Owned Cafes	11	\$2,894,876	55%	6	\$2,990,087	\$4,452,346	\$1,930,932
Franchised Cafes	119	\$2,858,469	47%	56	\$2,720,458	\$7,208,046	\$1,382,070
Affiliate-Owned and Franchised Cafes	130	\$2,861,550	48%	62	\$2,739,946	\$7,208,046	\$1,382,070

2024 AVERAGE SALES (AFFILIATE OWNED)

Subset	Total No. of Cafes	Average Sales	Percentage of Cafes at or above Average	Number of Cafes at or above Average	Median	Highest	Lowest
Top 15%	2	\$4,032,848	50%	1	\$4,032,848	\$4,452,346	\$3,613,351
Top Third	3	\$3,754,128	33%	1	\$3,613,351	\$4,452,346	\$3,196,689
Middle Third	4	\$2,991,314	50%	2	\$3,033,456	\$3,190,410	\$2,707,933
Bottom Third	4	\$2,154,001	50%	2	\$2,115,467	\$2,454,136	\$1,930,932
Bottom 15%	2	\$1,965,692	50%	1	\$1,965,692	\$2,000,453	\$1,930,932

2024 AVERAGE SALES (FRANCHISED)

Subset	Total No. of Cafes	Average Sales	Percentage of Cafes at or above Average	Number of Cafes at or above Average	Median	Highest	Lowest
Top 15%	18	\$4,312,437	28%	5	\$4,009,343	\$7,208,046	\$3,691,600
Top Third	39	\$3,835,351	33%	13	\$3,608,276	\$7,208,046	\$3,267,155
Middle Third	40	\$2,800,870	45%	18	\$2,739,946	\$3,263,339	\$2,420,260
Bottom Third	40	\$1,963,607	48%	19	\$1,945,233	\$2,409,994	\$1,382,070
Bottom 15%	18	\$1,699,478	50%	9	\$1,726,206	\$1,937,296	\$1,382,070

The below table represents the number of Cafés compared over the course of 2020 through 2024. A Café becomes “Comp” 365 days after its opening. A Café must be considered “Comp” in the previous year to be compared as Comp in the next year (ex. a Café must become “Comp” in 2020 to be included in the 2021 comp comparison).

	Café Count compared to Each Year				
	2024	2023	2022	2021	2020
Total	197	153	115	92	83
Comp	114	114	91	82	72
Corporate	11	11	10	9	9
Corp - Comp	10	10	9	9	8
Franchise	186	142	105	83	74
Fran - Comp	104	104	82	73	64

The below tables compare 2024 sales data and guest counts to the sales data and guest counts for the calendar years 2020, 2021, 2022 and 2023.

	Sales vs YOY			
	vs 2023	vs 2022	vs 2021	vs 2020
Total Comp	+34.1% +3.2%	+82.4% +8.6%	+147.1% +31.6%	+278.7% +81.6%
Corporate Corp - Comp	+3.0% +1.8%	+25.6% +12.0%	+85.1% +62.2%	+204.3% +174.1%
Franchise Fran - Comp	+37.2% +3.3%	+88.8% +8.2%	+153.4% +28.2%	+285.7% +73.5%

	Count vs YOY			
	vs 2023	vs 2022	vs 2021	vs 2020
Total Comp	+28.4% +1.3%	+71.4% +7.3%	+125.4% +26.7%	+225.1% +64.7%
Corporate Corp - Comp	+1.0% -0.1%	+19.0% +8.9%	+70.2% +54.3%	+163.6% +140.2%
Franchise Fran - Comp	+32.0% +1.5%	+79.5% +7.0%	+133.1% +22.5%	+233.0% +55.8%

NOTES REGARDING TABLES:

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

1. These figures for “Average Sales” originate from our POS system and reflect the revenues of Cafes. We also receive sales figures reported by franchisees. We have not audited or verified the reports. Nothing is deducted in these figures represented as “Average Sales.”

2. “Percentage of Cafes at or Above Average” means the percentage of Cafes included in the data whose reported average sales are at or above the stated average, meaning that these Cafes performed better than the stated average.

3. We provide you sales data that includes average sales and the percentage of Cafes reporting who have attained or surpassed the stated average. This sales data does not include sales tax.

You should conduct an independent investigation of the sales, costs and expenses you will incur in operating your franchised business. Franchisees listed in this disclosure document may be one source of this information.

Written substantiation of the data used in preparing these sales figures may be made available to you upon reasonable request.

Other than the preceding financial performance representation, we do not make any financial performance representations. We do not make any representations in connection with a Franchisee’s future

financial performance. 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 Kyle Chung at 137 West Commercial Avenue, Moonachie, New Jersey 07074, 201-507-4805 the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-wide Outlet Summary for Years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	68	98	+30
	2023	98	137	+39
	2024	137	186	+49
Company-Owned	2022	26	20	-6
	2023	20	18	-2
	2024	18	11	-7
Total Outlets	2022	94	118	+24
	2023	118	155	+37
	2024	155	197	+42

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