

**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, 2025, we had one hundred eighty-six (186) franchised Cafes and eight (8) affiliate owned Cafes that operated for the entire 2025 calendar year. Twenty-four (24) 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 2025 calendar year.

2025 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	8	\$2,656,314	50%	4	\$2,712,366	\$3,200,621	\$1,901,809
Franchised Cafes	162	\$3,050,434	48%	78	\$2,987,295	\$7,035,601	\$1,416,086
Affiliate-Owned and Franchised Cafes	170	\$3,031,887	48%	81	\$2,969,895	\$7,035,601	\$1,416,086

2025 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%	1	\$3,200,621	100%	1	\$3,200,621	\$3,200,621	\$3,200,621
Top Third	2	\$3,195,936	50%	1	\$3,195,936	\$3,200,621	\$3,191,251
Middle Third	3	\$2,846,754	66%	2	\$2,949,371	\$3,115,531	\$2,475,361
Bottom Third	3	\$2,106,127	33%	1	\$2,084,947	\$2,331,624	\$1,901,809
Bottom 15%	1	\$1,901,809	100%	1	\$1,901,809	\$1,901,809	\$1,901,809

2025 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%	24	\$4,567,267	42%	10	\$4,447,097	\$7,035,601	\$3,007,045
Top Third	54	\$4,067,746	39%	21	\$3,950,628	\$7,035,601	\$3,438,425
Middle Third	54	\$2,973,202	50%	27	\$2,987,295	\$3,437,520	\$2,550,846
Bottom Third	54	\$2,110,354	56%	30	\$2,169,424	\$2,537,900	\$1,416,086
Bottom 15%	24	\$1,808,277	46%	11	\$1,788,861	\$2,079,664	\$1,416,086

The below table represents the number of Cafés compared over the course of 2021 through 2025. 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 2021 to be included in the 2022 comp comparison).

	Café Count compared to Each Year				
	2025	2024	2023	2022	2021
Total	265	195	152	114	91
Comp	152	152	113	90	81
Corporate	8	8	8	7	6
Corp - Comp	8	8	7	6	6
Franchise	257	187	144	107	85
Fran - Comp	144	144	106	84	75

The below tables compare 2025 sales data and guest counts to the sales data and guest counts for the calendar years 2021, 2022, 2023 and 2024.

	Sales vs YOY			
	vs 2024	vs 2023	vs 2022	vs 2021
Total	+42.3%	+90.0%	+158.4%	+250.8%
Comp	+5.8%	+6.5%	+10.6%	+33.7%
Corporate	+0.3%	+3.4%	+33.3%	+97.9%
Corp - Comp	+0.3%	+1.2%	+11.2%	+60.8%
Franchise	+44.3%	+95.6%	+166.9%	+260.2%
Fran - Comp	+6.1%	+6.9%	+10.5%	+31.9%

	Count vs YOY			
	vs 2024	vs 2023	vs 2022	vs 2021
Total	+33.7%	+70.8%	+128.1%	+200.6%
Comp	+1.3%	+0.4%	+5.3%	+24.2%
Corporate	-3.6%	-1.9%	+20.2%	+74.0%
Corp - Comp	-3.6%	-4.2%	+4.9%	+49.5%
Franchise	+36.2%	+77.2%	+138.6%	+211.6%
Fran - Comp	+1.7%	+0.9%	+5.4%	+21.8%

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 2023 to 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	98	137	+39
	2024	137	186	+49
	2025	186	261	+75
Company-Owned	2023	20	18	-2
	2024	18	11	-7
	2025	11	8	-3
Total Outlets	2023	118	155	+37
	2024	155	197	+42
	2025	197	269	+72

**Table No. 2
Transfers of Outlets from Franchisees to New Owners
(other than Franchisor) for years 2023 to 2025**

State	Year	Number of Transfers
California	2023	3
	2024	6
	2025	6
Georgia	2023	1
	2024	0
	2025	1
Illinois	2023	0
	2024	0
	2025	2
Michigan	2023	1
	2024	0
	2025	0
New Jersey	2023	0
	2024	0
	2025	1
New York	2023	0
	2024	0
	2025	1
Oregon	2023	1
	2024	0
	2025	0