

ITEM 18.
PUBLIC FIGURES

We currently do not use any public figure to promote the sale of franchises.

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.

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 Greg Bergman at 650 Pelham Boulevard, Suite 100, St. Paul, Minnesota 55114 and 952-944-8000, the Federal Trade Commission, and the appropriate state regulatory agencies.

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**ITEM 20.
OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1
Systemwide Outlet Summary
For Years 2023 to 2025 (Note 1)**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	10	19	+9
	2024	19	30	+11
	2025	30	37	+7
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	10	19	+9
	2024	19	30	+11
	2025	30	37	+7

Note 1. The numbers for each year are as of December 31.

**Table No. 2
Transfers of Outlets from Franchisees to New Owners
For Years 2023 to 2025 (Note 1)**

State	Year	Number of Transfers
California	2023	0
	2024	1
	2025	0
Total	2023	0
	2024	1
	2025	0

Note 1. The numbers for each year are as of December 31.