

	Provision	Section in Agreement	Summary
u.	Dispute resolution by arbitration or mediation	32	Except for matters for which a party believes it is necessary to seek equitable relief: i) disputes are subject to non-binding mediation for a minimum of 4 hours; and ii) if not resolved through mediation, the dispute will be resolved by binding arbitration (with limited exceptions). No party to the Agreement or its exhibits may seek to proceed under the AAA Employment Arbitration Rules. Either party can bring a collection action in a court or arbitration proceeding for undisputed, ascertained amounts under \$10,000.
v.	Choice of forum	Section 31	The location for mediation will be selected by the mediator and be within your Area. Arbitration will be conducted at the closest AAA office to us.
w.	Choice of law	Section 31	Minnesota law applies.

ITEM 18
PUBLIC FIGURES

We do not use any public figure to promote its franchise.

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 furnish or authorize our salespersons to furnish any information about the actual or potential sales, costs, income or profits of a franchise. 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 from us, 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 Michael Hamerlind, Vanguard Cleaning Systems of Minnesota, 724 Bielenberg Drive, Woodbury, MN 55125, (651)379-4000, the Federal Trade Commission, and the Minnesota Department of Commerce, 85 Seventh Place East, Suite 500, St. Paul, MN 55101, (651) 296-4026.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

The tables below include statistics on all units within the Region.

REGION STATUS SUMMARY
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary of all Regions
For Fiscal Years 2023, 2024 and 2025*

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	61	56	-5
	2024	56	50	-6
	2025	50	41	-9
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	61	56	-5
	2024	56	50	-6
	2025	50	41	-9

*2023 Historical numbers adjusted to correct reporting errors.

Table No. 2
Transfers of Region's Outlets from Franchisees to New Owners
(other than the Franchisor)
For Fiscal Years 2023, 2024 and 2025

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

Table No. 3
Status of Region's Franchised Outlets
For Fiscal Years 2023, 2024 and 2025*

State	Year	Outlets at Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
MN	2023	61	4	7	1	0	2	56
	2024	56	2	5	1	0	2	50
	2025	50	2	4	0	0	7	41
Total	2023	61	4	7	1	0	2	56
	2024	56	2	5	1	0	2	50
	2025	50	2	4	0	0	7	41

*2023 Historical numbers adjusted to correct reporting errors.