

**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.

**HISTORICAL FINANCIAL PERFORMANCE INFORMATION**

As of December 31, 2025, there were fifty-eight (58) franchised outlets (with each “outlet” representing one franchised territory) open. Out of these fifty-eight (58) franchised outlets: (a) fifteen (15) were not in operation for a full twelve (12) months as of December 31, 2025; and (b) one (1) outlet is located in Canada. We sent unaudited Item 19 surveys to all remaining forty-two (42) franchised outlets requesting the financial performance information detail disclosed in this Item 19 (each an “Item 19 Survey”) for the 2025 calendar year (the “Measurement Period”). Twenty-two (22) franchise owners representing thirty-six (36) of the franchised outlets responded to the survey. We refer to these thirty-six (36) outlets as the “Item 19 Outlets” and the twenty-two (22) franchise owners as the “Item 19 Franchise Owners” in this Item 19 financial performance representation.

Of the twenty-two (22) Item 19 Franchise Owners disclosed below, eighteen (18) such owners were compliant with System reporting and marketing requirements during the Measurement Period (the “Compliant Owners”), while four (4) were not (the “Noncompliant Owners”). Of the thirty-six (36) Item 19 Outlets disclosed below, thirty-two (32) outlets were in compliance with System reporting and marketing requirements during the Measurement Period (the “Compliant Outlets”), while four (4) were not (the “Noncompliant Outlets”). Tables 1 and 2 of this Item 19 set forth the disclosed financial performance of the Compliant Owners and Compliant Outlets during the Measurement Period, while the disclosed financial performance of the Noncompliant Owners and Noncompliant Outlets during the Measurement Period is set forth in Table 3.

The financial performance information disclosed in this Item 19 was reported to us by the Item 19 Franchise Owners in response to the Item 19 Surveys. We have not audited this information. Written substantiation for the financial performance representation will be provided to the prospective franchisee upon reasonable written request.

*(Remainder of Page Intentionally Left Blank)*

**TABLE 1**

Table 1 reflects the average Gross Revenue Less Disclosed Expenses achieved during the Measurement Period for the Compliant Owners. Table 1 also discloses the highest and lowest overall Gross Revenue Less Disclosed Expenses in the group of Compliant Owners. Table 1 also discloses the average Gross Revenue, Materials Expenses, Installation Expenses, and Adjusted Gross Revenue for the Compliant Owners.

<b>2025 Totals</b>	<b>Average</b>	<b>% That Met or Exceeded Average</b>	<b>Percentage of Gross Revenue</b>	<b>Median</b>	<b>Highest in Group</b>	<b>Lowest in Group</b>
Gross Revenue	\$983,203	28%	100%	\$614,665	\$3,286,702	\$270,061
Materials Expenses	\$367,667	39%	42.6%	\$270,885	\$991,366	\$94,745
Installation Expenses	\$183,778	44%	20.4%	\$115,334	\$1,022,452	\$7,430
Adjusted Gross Revenue (Gross Revenue Less Materials and Installation Expenses)	\$362,844	56%	37.0%	\$207,326	\$1,422,000	\$83,474

**TABLE 2**

Table 2 reflects the Average Gross Revenue achieved during the Measurement Period for the following three tiers of Compliant Owners: the top third, the middle third, and the bottom third. Table 2 also discloses the highest Gross Revenue achieved in each tier, the lowest Gross Revenue achieved in each tier, the median Gross Revenue achieved in each tier, and the number and percentage of Compliant Owners that met or exceeded the average presented in each tier.

<b>Compliant Owners (# of Compliant Outlets)</b>	<b>Average Gross Revenue</b>	<b>Highest Gross Revenue in Group</b>	<b>Lowest Gross Revenue in Group</b>	<b>Median</b>	<b>% That Met or Exceeded Average</b>
Top Third (6)	\$1,796,409	\$3,286,702	\$730,149	\$1,706,903	50%
Middle Third (6)	\$618,678	\$714,293	\$526,318	\$614,665	50%
Bottom Third (6)	\$399,521	\$522,818	\$270,061	\$418,339	50%

**TABLE 3**

Table 3 reflects the average Gross Revenue Less Disclosed Expenses achieved during the Measurement Period for the Noncompliant Owners. Table 3 also discloses the highest and lowest overall Gross Revenue Less Disclosed Expenses for the Noncompliant Owners, as well as the average Gross Revenue, Materials Expenses, and Installation Expenses for the Noncompliant Owners.

<b>2025 Totals</b>	<b>Average</b>	<b>% That Met or Exceeded Average</b>	<b>Percentage of Gross Revenue</b>	<b>Median</b>	<b>Highest in Group</b>	<b>Lowest in Group</b>
Gross Revenue	\$262,544	25%	100%	\$233,729	\$476,217	\$126,500
Materials Expenses	\$90,557	50%	37.0%	\$94,713	\$122,804	\$50,000
Installation Expenses	\$66,048	25%	22.0%	\$31,850	\$171,200	\$30,000
Adjusted Gross Revenue (Gross Revenue Less Materials and Installation Expenses)	\$105,939	25%	41.0%	\$97,522	\$182,213	\$46,500

**General Notes and Defined Terms:**

- 1) “Gross Revenue” means the total reported revenues and receipts from the sale of all products and services sold through each Item 19 Outlet. Gross Revenue does not include sales tax.
- 2) “Range” provides the lowest and highest outcome experienced for each category.
- 3) “Job” means a customer contract for one job.
- 4) “Materials Expenses” means the cost of all direct materials purchased by the Item 19 Outlet to complete all customer projects during the Measurement Period.
- 5) “Installation Expenses” means the total amount of money spent on all subcontracted and employed labor needed to install and fulfill customers contract obligations by the Item 19 Outlet.
- 6) For purposes of Table 1, “Adjusted Gross Revenue” is defined as Gross Sales less Materials Expenses and Installation Expenses.

- 7) For purposes of Materials Expense and Installation Expense, a franchisee is considered to have met or exceeded the average if they experienced total expense amounts equal to or less than the related averages identified in the tables above.
- 8) The Percentages of Gross Sales presented in Table 1 are disclosed to allow for the factoring in of the Materials Expenses incurred in connection with the performance of jobs.

**ADDITIONAL NOTES:**

**A. Some outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.**

B. You should develop your own business plan for your franchise, including capital budgets, financial statements, projections, pro forma financial statements and other elements appropriate to your particular circumstances. We encourage you to consult with your own accounting, business and legal advisors to assist you in preparing your business plan.

C. The information presented in this Item 19 does not reflect all of the operating expenses or other costs or expenses that must be deducted from the average total sales price or gross revenue to obtain net income or profit. For example, royalty fees and marketing expenses are not included. You should conduct an independent investigation of the costs and expenses you will incur in operating your Business. Franchisees or former franchisees listed in Exhibit D to this Disclosure Document may be one source of this information.

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 Thomas Miskowski at 528 Loomis Street, La Crosse, Wisconsin 54603, 888-484-8468, 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**

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised Outlets	2023	51	50	-1
	2024	50	59	+9
	2025	59	58	-1
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
TOTAL OUTLETS	2023	51	50	-1
	2024	50	59	+9
	2025	59	58	-1