

Item 18
PUBLIC FIGURES

We do not use any public figure to promote our 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.

1/01/2023 – 12/31/2023 Financial Results

The following chart contains selected financial performance information for three Ultimate Sustainability businesses owned by our affiliate that were open for this time period. These locations are in the Minneapolis, Minnesota market. These financials account for three operating locations from this time period.

1/01/2023 through 12/31/2023

Gross Sales: \$602,026.48

Estimated Royalty Fees: \$36,121.59

Notes:

1. The foregoing data are historic financial performance representations. They are not projections of future performance. The Company Owned Outlets are the same business model as the future owned Franchise Outlets. The Gross Sales included here are an average of the three Company Owned locations in operation during this time period.
2. "Gross Sales" means the total revenue derived from the sale of goods or services less sales tax, discounts, and returns. This is referred to as Total Collections in the FDD.
3. There are no operating expenses included in this Item 19, which you would need to account for in order to understand Net Income for the business model. These operating expenses would include Rent, Labor, Cost of Supplies, Insurance and other expenses related to operating a business model like this.

4. Our Affiliates do not pay royalties or marketing fees to us; however, we have shown the estimated expenditures (6% Royalty) for each Affiliate had they incurred those expenses. It is important to note that there is a minimum Royalty Fee of \$3,000 per month, which if you have inconsistent months of Revenues, your Royalty Fee may be higher with the same amount of Total Income.
5. **Some outlets have sold and earned this amount. Your individual results may differ. There is no assurance that you'll sell or earn as much.**
6. Written substantiation of the information contained in this Item 19 will be made available to prospective franchisees upon reasonable request.

Except for what is included in this Item 19, 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, Kathryn Marshall and Stephanie Stevens, 5240 12th Avenue East, Shakopee, Minnesota 55379, and 952-856-2263, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20 OUTLETS AND FRANCHISEE INFORMATION

Table 1
Systemwide Outlet Summary
For Years 2021 to 2023

Column 1 Outlet Type	Column 2 Year	Column 3 Outlets at the Start of the Year	Column 4 Outlets at the End of the Year	Column 5 Net Change
Franchised	2021	0	0	0
	2022	0	0	0
	2023	0	0	0
Company-Owned	2021	2	2	0
	2022	2	3	1
	2023	3	3	0
Total Outlets	2021	2	2	0
	2022	2	3	1
	2023	3	3	0