# James L. Rapholz's ZIL ECONOMIC ADVICE

The World-Renowned "Guru" of Franchising – together with the World's Most Successful Product Pitchman – is ready to make a fortune – again – in the most explosive and fastest-growing segment of the food industry.

# The most celebrated franchise innovator in history is ready to do it again







UFood Restaurant Group (OTCBB: UFFC) is poised to take advantage of the hottest segment of the food industry....

Here's how you can get in on the action:

- 1. Read this special report...
- 2. Do your own due diligence...
- 3. Then if you think it's right for you...
- 4. Begin accumulating shares of UFood Restaurant Group (OTCBB: UFFC) immediately.



James L. Rapholz, B.A., M.S., Economics

Dear Investor,

It's practically unheard of.

In my two decades in the investing game, I can count on one hand the number of times I've been given a second chance for potential blockbuster success.

But that's exactly what's happening right now.

It was nearly 15 years ago – back in November 1993 – when a relatively small restaurant chain, known then as Boston Chicken, produced the single largest IPO in the history of the restaurant business. In the first day alone, *shares rose from the initial* \$20 offering price to a whopping \$48.50. Talk about a good day at the office...

Right now – the man who built Boston Chicken wants to hit it big with a new venture.

His name is George Naddaff... and he has earned the title of "America's Franchise Guru" by founding – and growing – success after success during his legendary five-decade career, including the company that became Boston Market.

I missed out on those one-day profits of 143% from the Boston Chicken IPO back in 1993.

But now I've got a second chance to hit it big... because George Naddaff is back in the business...

# The UFood Grill (OTCBB: UFFC) Story: A Brilliant Idea Combined With Decades of Experience ...and a Proven Blueprint for Success

The idea behind UFood Grill is remarkably simple: offer consumers great-tasting food that's healthier than traditional alternatives.

Makes perfect sense, right?

Well... the timing for just such an idea is *great*, as **consumer demand for healthier choices is soaring.** 

The UFood Grill story is a powerful combination featuring a

brilliant idea... experienced leadership... and a market that is literally hungry for this company's product.

I'll explain just how all of this has come together in just a moment. But first I need to introduce you to the man behind this phenomenal opportunity.

You see... once you know a bit more about the man *behind* the idea, you'll understand precisely why **I'm so excited about UFood Restaurant Group (OTCBB: UFFC)**.

"There's nothing as powerful as an idea whose time has come."

-George Naddaff

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#### The UFood Grill (OTCBB: UFFC) Story: A brilliant Idea Combined With Decades of Experience, Continued from page 2

His name is George Naddaff... and he's one of the legends of the franchising game.

After getting his start operating 19 Boston-area KFC restaurants back in the 1960's, Naddaff went on to found and/or grow a slew of successful franchise businesses, including...

- Boston Chicken
- Mulberry Child Care Centers (sold to Kindercare)
- VR Business Brokers (sold to Christy & Co. of London)
- Living and Learning Schools (sold to Kindercare)
- Sylvan Learning Centers (sold to Kindercare)



"Naddaff has run, launched, or taken national more than half a dozen companies. He's best known for Boston Chicken, whose shares soared 143 percent in a record-breaking IPO in 1993, the year after he sold it. Naddaff's other ventures have included two day care companies, a business brokerage, and, his latest baby, UFood Grill."

sales climbed to \$8.2 million in 1990... and then \$21 million

Fast-forward to 1993 when – with a total of 217 stores and

\$43 million in revenue – Boston Chicken goes public with an

- Inc. Magazine, February 2008

And now – with his latest venture, UFood Grill – Naddaff is once again ready to create an enormous opportunity for those who get in early on UFood Restaurant Group (OTCBB: UFFC). That's because he's following a proven blueprint for success – a blueprint that he helped create not that long ago...

# Is George Naddaff About to do it Again?

in 1991.

The story has been told thousands of times by now – but stories just like this are the ones with the potential to turn into portfolio-makers for investors like you and me.

Back in early 1989, George Naddaff noticed a long line stretching outside a new restaurant in Massachusetts known as Boston Chicken. Fascinated by the business being generated by this tiny, 700-square-foot store, Naddaff kept coming back for weeks to study the operation.

By March of 1989, Naddaff had struck a deal with the owners of Boston **Chicken**... and almost instantly the company began to expand - and sales began to soar.

In a little more than one year, Naddaff had expanded to 13 restaurants and

Please read important disclosure on page 10.

Do your own due diligence.

The New York Times Wall Street Savors Boston Market share, Boston Chicken had a market value of

IPO offering at \$20 per share.

The rest, as they say, is history...

In the most successful initial public offering of stock in years, Boston Chicken, a fast-food chain that has yet to earn its first annual profit, went public and promptly more than doubled in price.

\$839 million, or almost 27 times revenues over the last 12 months. While the offering had been tipped for weeks as this year's hottest, the amount of the increase stunned both company officials and Wall Street traders."

**UFood Restaurant Group (OTCBB: UFFC)** 

#### The Boston Chicken story, of course, is Naddaff's past. But what about the future?

### Tell me if this story sounds familiar...

In 2003, George Naddaff noticed a long line outside a new restaurant in Massachusetts known as Low Fat No Fat Gourmet Cafe. Fascinated by the long line – at a store in a terrible location – Naddaff began studying the business...

By early 2004, Naddaff had struck a deal with the owners – and expansion quickly began. (Stop me if you've heard this one before...)

The company – after careful research – changed the name of the restaurant to UFood Grill... and by the end of 2007 had already reached \$4.9 million in annual revenue.

As of this writing, there are eight UFood restaurants open for business – with rapid plans for expansion.

It is this blueprint for success – and the winning track record of the company's management – that makes UFood Restaurant Group (OTCBB: UFFC) so exciting right now.

"Now Naddaff's finally ready to launch... drawing on the same ideas that made his last one such a juggernaut."

- Boston Magazine, August 2007



# "The timing for such a restaurant chain was on the money... A rising health-consciousness, in the face of increasing national obesity rates, worked in its favor. Mr. Naddaff also saw affirmation of the concept in moves

by fast-food chains

to healthier menu

options."

Wall Street Journal, 10/25/04

# The Future of Fast Food: How UFood Grill is Leading the Market By Serving "Health Friendly" Food that Tastes Great

As someone whose mission it is to uncover those hidden market gems – the potential doubles or triples that have yet to be discovered – I get excited when I see this combination:

### A brilliant idea – with the management team to match...

I've already told you plenty about the extraordinary management behind this company... so now let me tell you a little bit about the idea behind UFood Restaurant Group (OTCBB: UFFC).

As I mentioned earlier... the idea behind UFood Grill is remarkably simple: offer consumers great-tasting food that's healthier than traditional alternatives.

Today's consumer wants healthier choices that still taste great – and because of today's busy lifestyle, the consumer wants all of this fast and easy.

UFood Grill – a restaurant that is truly unlike any other on the market today – delivers all of these things... allowing consumers to feel good about the food going into their bodies.

The company uses high-quality, natural ingredients – and healthy cooking techniques – to make its food both healthy and delicious. UFood Grill's menu includes everything from salads, wraps and smoothies to hot entrees, burgers – and even great-tasting, trans-fat free UnFries™ – which are baked, not fried. (As a matter of fact, nothing at UFood Grill is ever fried – fryers are not allowed in their restaurants at all!)

Bottom line: UFood Grill offers greattasting, "real food" that has better nutritional qualities than the food you might find at a typical quick-serve restaurant. But that's only part of the reason why I'm so excited about UFood Restaurant Group (OTCBB: UFFC).

The rest of the story involves...

# Great Timing: Why UFood Grill is an Idea Whose Time Has Come

Let's face it: America is in the midst of a historic health crisis.

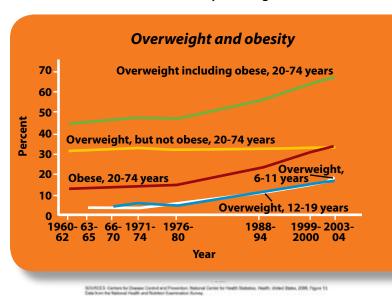
Obesity rates have skyrocketed over the past few decades... with now roughly two-thirds of all U.S. adults considered overweight or obese.

That's a total of nearly 64 million Americans whose health is at risk as a direct result of their weight – with obesity remaining the second leading cause of preventable death in the U.S.

Because of this epidemic, all sorts of action is being taken – from major cities such as New York, Philadelphia and Baltimore banning trans fats in restaurant food to the promotion of healthier choices at schools, hospitals and restaurants nationwide.

Simply put: public awareness campaigns – and government regulations – about obesity are poised to follow in the footsteps of anti-smoking efforts of the past.

That means more emphasis on healthier choices... and as a result, the entire restaurant industry has begun to take action.



# **UFood Restaurant Group: The Leader in Menu Labeling**

Earlier this year, New York City health commissioner Thomas Frieden enacted a set of rules requiring that chain restaurants operating in New York City offer "comprehensive nutritional information on all menus and menu boards."

The policy caused quite a stir, as restaurants voiced concerns about increased cost and the practicality of adding to existing signage... but those same restaurants are also concerned

about the potential that New York's policy will spread across the country.

But UFood Grill wasn't among those voicing outrage. In fact, as all of this was going on, UFood Restaurant Group was being recognized by Restaurant Hospitality Magazine as the thought leader in field of menu labeling...

Continue on page 6

"This will be an expensive and problematic requirement for most chains. But there's one that has a huge head start: UFood Grill, where highly detailed menu labeling has been standard practice from day one. If Frieden and other nutritional activists are right, the world is about to start coming Boston-based UFood's way."

"The last time Frieden put his foot down — banning trans fats in New York City restaurants — most restaurants nationally followed suit within a year... Get ready; UFood Grill already is."

- Restaurant Hospitality Magazine, March 1, 2008

#### **UFood Restaurant Group: The Leader in Menu Labeling, Continued from page 5**

There's a sea change sweeping over the restaurant industry right now. Consumers are demanding customized, better-for-you options.

In fact, 35% of fast food consumers say they're "extremely concerned" about the overall health of restaurant food.

UFood Grill is the company that puts all of its nutritional information on display so its customers can easily see it. They've worked hard to make food that tastes great... and they're certainly not shy about comparing the nutritional

information on their menu to that of traditional fast-food establishments.

This company's commitment to maintaining a leadership position in the area of nutrition – along with an emphasis on great-tasting food – helps make UFood Restaurant Group (OTCBB: UFFC) a unique opportunity right now. If you want a chance for potentially huge returns... I urge you to perform your due diligence... and if you think it's right for you... immediately begin adding shares of UFood Restaurant Group (OTCBB: UFFC) to your portfolio.

# What you get with an investment in UFood Restaurant Group (OTCBB: UFFC):

- You'll get behind George Naddaff...the most celebrated franchise innovator in history.
- You'll get the benefit of the company's partnership with the world's most successful pitchman in George Foreman
- You'll be a part of the most explosive and fastest-growing segment of the food industry
- You'll be investing in a company that offers healthy choices at a time when demand is highest for it
- And you'll take advantage of an experienced leadership team with more than 125 years of combined experience

Begin adding shares of UFood Restaurant Group (OTCBB: UFFC) to your portfolio immediately!

# "Fast-Casual" – The Restaurant Industry's Fastest-Growing Sector

Here's another reason why I'm so excited about the potential for explosive growth with UFood Restaurant Group (OTCBB: UFFC)...

It's perfectly positioned to take advantage of the hottest segment of the restaurant industry... the one segment of the market that has continued to expand rapidly in spite of today's rocky economic climate.

But don't just take my word when it comes to this remarkable segment of the food industry...

"Fast-casual restaurants boom as consumers seek low tabs" – The Arizona Republic – 3/2/08

"Though still a relatively small sector within the nation's \$350 billion restaurant industry, several fast-casual chains are showing success and growth in Manhattan, and industry experts say it could be a sign of the sector's maturity and sustainability nationwide. – New York Times, 1/13/08

"Not fast food, not casual, but it tastes like profits" – Milwaukee Journal-Sentinel 3/18/07

"Fast Casual Dining Segment Shows Explosive Growth" – Business Wire, August 7, 2006

"In last year's Zagat nationwide survey of fast-food chains, three of the top five restaurants in the category of food quality were considered fast-casual." – New York Times, 1/13/08

"With the trend rapidly shifting from low-carb to a variety of health-based trends... fast casual chains are even better poised for growth than they were two years ago." – Business Wire, August 7, 2006

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#### "Fast-Casual" - The Restaurant Industry's, Continued from page 6

According to the research firm, Technomic, Inc. the fast-casual segment of the restaurant industry has averaged 15-20% growth over the past few years.

And the prospects remain strong for continued growth.

So what exactly is the "fast-casual" restaurant?

Fast-casual includes those restaurants – such as Chipotle Mexican Grill and Panera Bread – who cater to customers who desire the convenience of a fast-food chain and are willing to pay a premium for higher quality, differentiated menus.

And while we're speaking of Chipotle Mexican Grill and Panera Bread... those two companies provide excellent illustrations of the type of potential we're dealing with when it comes to UFood Restaurant Group (OTCBB: UFFC).

- Chipotle Mexican Grill's IPO went public at \$22 back on January 26, 2006. At the end of that first day of trading, shares of Chipotle were trading at \$44 per share – the second-best opening day gain ever. Shares of this company hit a high of \$155.49 back on December 31, 2007 and the stock now trades at well over \$100 per share.
- Panera Bread's stock was trading at just over \$2 per share back in the late 1990s and reached a high of \$75 in 2006. Shares of Panera Bread now trade at just over \$40 – providing yet another outstanding "fastcasual" return for early investors.

But I'll let you in on a little secret: I think UFood Restaurant Group is poised for even greater success than either of those companies. I make no promises when it comes to future share prices for UFood Restaurant Group (OTCBB: UFFC) – I'll only say that I think this is a chance to get in on the action early.

### UFood Grill's Knockout Punch: How George Foreman Will Spread the Word

So far in this report, I've covered all of the basics – and I've explained in clear detail why I'm urging you to begin adding shares of UFood Restaurant Group (OTCBB: UFFC) to your portfolio immediately.

I've explained how this company – led by the legendary George Naddaff – is following the blueprint that led to such enormous success for Boston Chicken.

I described the extraordinary vision behind UFood Grill – and explained how the timing for a venture like this one is great.

And I've explained how the "fast-casual" segment of the restaurant business has experienced rapid growth... even in the face of a rocky economic climate.

But there's one more thing about this company that has me excited.

You see... in order to get the company's message out as effectively as possible, UFood Grill has done something remarkable...

They've partnered with George Foreman, the former twotime heavyweight champion of the world and a man who has long been associated with healthy eating. Through his line of George Foreman grills, the ex-champ is already associated with healthful eating in the public eye. And he knows how to move the merchandise. More than 100 million George Foreman grills have been sold worldwide.

That makes his addition to the UFood Restaurant Group team a vital part of the company's future visibility, advertising and public relations efforts.

The combination of George "The Franchise Guru" Naddaff and George "The Lean Mean Grilling Machine" Foreman is yet another reason why I feel so strongly that you

should begin adding shares of UFood Restaurant Group (OTCBB: UFFC) to your portfolio immediately.



Investor Information: 516-482-0155

# At the helm of the UFood Grill organization is a team of visionary foodservice leaders with a proven track-record of national success...

#### **George Naddaff – Chairman and CEO**

George Naddaff is considered by many to be the "Guru of Franchising". He developed Boston Chicken/Boston Market into a national franchise brand and in 1992 sold it to a group of Blockbuster Video executives. In 1993 he shared in its record-setting IPO (143% first-day increase). Naddaff has founded and/or been significantly involved with several other successful concepts including: Mulberry Child Care Centers, which had over 90 company-owned childcare centers when it was sold to KinderCare; Sylvan Learning Centers, the nation's leading afterschool learning facilities; Ranch\*1, a New York-based chain of grilled chicken sandwich restaurants; Living and Learning Schools, which operated more than 50 upscale childcare facilities and was sold to KinderCare; VR Business Brokers, the nation's largest business brokerage franchise with over 350 offices, which was acquired in 1986 by Christies, London. Naddaff began his career in food service when he co-founded International Foods, which operated 19 KFC franchises in the Boston area and was sold in 1970.

#### Charlie Cocotas — President and Chief Operating Officer

Charlie Cocotas is a restaurant industry icon and has had a distinguished career in foodservice. He served with International Dairy Queen, a company with 4,000 units, where he was Executive Vice President in charge of its Golden Skillet chain. He joined George Naddaff in the early days of Boston Chicken as President and Chief Operating Officer and helped Mr. Naddaff launch the brand that is now Boston Market into a nationwide chain. In addition, Mr. Cocotas served as the President and CEO of TCBY systems where he helped turn around the troubled 2,000-store chain. He also served as Chief Operating Officer as part of a turnaround team for the 1,500-unit Church's Fried Chicken chain. As Chairman of the Board and CEO of Best Friends Pet Care, Inc., Mr. Cocotas raised more than \$100 million in capital to grow the chain of upscale pet grooming facilities. Mr. Cocotas earned a Bachelor of Science degree in Business Administration from Northeastern University.

#### Eric Spitz – Executive Vice President, Business Development

Eric Spitz has made a career of launching companies. Prior to founding UFood with Mr. Naddaff, Mr. Spitz held the post of CEO for Trakus, a sports technology company that he founded in 1997. At Trakus, he raised over \$30 million of venture capital from individuals, venture capitalists, and corporate investors including CBS Sportsline and Toshiba. In 2006 Mr. Spitz was named by the Boston Business Journal to their 40 Under 40 list of top young executives in Boston. Prior to Trakus, he worked in various capacities for the market research firm, Information Resources, Inc. He holds an MBA from MIT's Sloan School of Management, as well as a Bachelor of Arts degree from the University of Pennsylvania.

#### **Tom Mackey – Senior Vice President, Operations**

Tom Mackey has spent his entire career in the food and restaurant industry. Prior to joining the UFood team, Mr. Mackey was president and chief operating officer of LoFat KnowFat where he oversaw all of the company's operations. Prior to joining LFKF, he was the vice president of new growth for Metromedia Restaurant Group, parent of Bennigan's, Steak & Ale, Ponderosa, Bonanza, and several other casual dining

restaurant concepts. Before joining MRG, Mr. Mackey held various senior management positions including vice president of franchising within American Hospitality Concepts Incorporated (parent of Ground Round, Tin Alley Grill, et al.). He is a certified "Serve-Safe" instructor and has served as director of the Massachusetts Restaurant Association. Mr. Mackey holds a B.S. in Hotel, Restaurant and Travel from the University of Massachusetts at Amherst.

#### Irma Norton - Controller

Irma Norton is an operations-oriented financial executive with over 15 years experience with businesses ranging from start-ups to large multinational companies. Most recently, Ms. Norton was the controller for Handmade Bow Company, a privately held consumer products company. Prior to that position, Ms. Norton was the CFO for the Dunkin' Donuts master franchisee in Mexico. In her five year tenure there, she was instrumental in growing the chain from zero to 100 stores in Guadalajara, Monterrey and Tijuana. She also was a leader in the start-up of La Fabrica, a chain of convenience stores in Mexico owned by Minsa, a large publicly held flour processing company. Ms. Norton holds a B.A. degree in Accounting from the University of Guadalajara in Mexico and is a graduate of the distinguished Executive Management Program of ITAM in Mexico City.

#### Michael Parduhn – Vice President, Information Management

Michael Parduhn has over 15 years of experience in designing, developing and implementing systems that enable and encourage data-driven decisions. Most recently, he spent 3 years in the IT Leadership Program at Ford Motor Company where he worked on several special projects with senior management and high profile assignments across the company. This included leading a team of over 50 people for a year as part of a \$40 million vehicle costing system. Prior to Ford, he worked as a project manager and developer at Information Resource Inc. This included leading the team responsible for delivering data to the U.S. and European grocery clients as well as development of a revolutionary ad-hoc, web based reporting engine. Mr. Parduhn holds an MBA from MIT's Sloan School of Management, as well as a Bachelors of Science in Accounting and Information Systems from Illinois State University.

#### Pat Chiacchia – Vice President, Real Estate

Patrick Chiacchia has over 30 years of real estate development experience including several national multi-unit rollouts. He specializes in precise market planning for corporate and franchise territories, greenfield development, business acquisitions, owner-financed acquisitions, leases, 1031's, and ground leases. Earlier in his career, Mr. Chiacchia served as the Director of Real Estate for Wienerwald GMBH, the largest chain of restaurants in Europe. He then served alongside UFood's George Naddaff and Charles Cocotas as Boston Chicken's Director of Real Estate. He later became Vice President of Real Estate in the Northeast Quadrant for Boston Market. He also worked with Mr. Cocotas as Vice President of Development for Best Friends Pet Resorts and Salons. For the past eight years Mr. Chiacchia has assisted public companies and start-up companies in developing their real estate departments and strategies, including Microsoft, Unilever USA, Wingstop, iFLOOR, and Rapido Rabbit Car Washes.

# Here's What You Need to Do: There are Just Two More Simple Steps For You to Get Your "Second Chance" at this Potential Triple:



James L. Rapholz, B.A., M.S., Economics

Now that you've read this report, you have only two more simple steps to take to ensure you don't miss out on this "second chance" at potential blockbuster restaurant profits...

**Step #1**: As always – do your own due diligence as you would with any financial decision, and then, if you think that it's for you...

**Step #2: Begin accumulating** 

**shares of UFood Restaurant Group (OTCBB: UFFC) immediately...** before Wall Street finds out about this unique "second chance."

At the beginning of this report, I told you that I missed out on those one-day profits of 143% back when Boston Chicken had its record-setting IPO. And while shares of UFood Restaurant Group (OTCBB: UFFC) are already publicly traded... you still have a chance for potential monster food industry returns.

As word begins to spread about this remarkable company – and with the visibility of George Foreman, that's only a matter of time – the window could soon close to get in before the masses.

Act now and you can get ahead of the crowd – as the company's aggressive expansion plans become a reality nationwide.

Best Wishes for Profits,

12416

James L. Rapholz Editor, Economic Advice

# **Making Investors Profitable For More Than 20 Years**

James L. Rapholz is a genius at uncovering undiscovered stocks in special situations. That's how he makes his readers profitable.

James L. Rapholz has his BA and MS in Economics and he has been making individual investors profitable for over two decades.

As editor and publisher of top-rated private advisories, he is in a unique position to break news of astounding profit opportunities. And he takes as much pleasure in helping others as he does in watching his recommendations soar.

James taught college-level economics at Johnson & Wales University. He founded and managed a mutual fund.

And he is the world's only investment publisher to successfully launch not one but two mining companies.

Searching for and finding hidden treasure is in his blood.

Mr. Rapholz has placed remarkable profits into the hands of his readers with an average return of 77.14% in 2007.

Astute individual investors get his recommendations on a monthly basis by subscribing to ECONOMIC ADVICE. Each issue of this private advisory newsletter opens your eyes to profit opportunities that would otherwise slip past you.

Time and again, James puts his readers ahead of the curve with stocks that are under the radar facing special situations.

His latest discovery: UFood Restaurant Group. This remarkable company combines the power of the world's most celebrated franchise "guru" with the popularity of the world's most successful product pitchman. UFood Restaurant Group is perfectly positioned to capitalize on the growing trend toward healthier choices – and better nutritional awareness – in the restaurant business. Best of all – UFood Restaurant Group's Chairman and CEO, George Naddaff, is the man who built Boston Chicken, which had a record-breaking IPO. I'm urging readers to buy shares of UFood Restaurant Group immediately, as this company could very well be a potential double or triple.

#### FREE BONUSES JUST FOR ACTING WITHIN 10 DAYS!

Your biggest bonus is UFood Restaurant Group (OTCBB:UFFC).

If you purchase shares in UFood, I want you to sign up for on-going coverage of this exciting stock, plus all the other high-profit opportunities I uncover each month in *Economic Advice*.

And to reward you for making the decision to achieve investment success, I'm prepared to send you, along with your subscription, the following 3 FREE Bonus Reports...

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Plus, your subscription is covered by my money-back guarantee – because I'm confident I can provide you with plenty of great opportunities to potentially double, triple, or even quadruple your investments quickly.

Don't delay. Go to your phone or computer and buy shares in UFood Restaurant Group (OTCBB: UFFC) now before it lands on Wall Street's radar screen.

Then be sure to sign up today for *Economic Advice*! You'll be glad you did.

Investor Information: 516-482-0155

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Many states have established rules requiring approval by the state securities administrator to permit sales of a security to its residents. Check with www.nasaa.org or call your state security administrator to determine whether a particular security may be purchased by you as a resident of that state. Many companies have filed information with state securities regulators and many companies will supply prospective investors with additional information upon request. Crosscheck Media Services has received and managed a total production budget of \$480,000 from UFood Restaurant Group for this print advertising effort and will retain any amounts over and above the cost of production. The newsletter editorial services, a payment to James Rapholz's Economic Advice in the amount of \$5,000, some of which benefit the newsletter, postage, mailing and other distribution expenses, as a fee for its services. 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Where UFood Restaurant Group expresses or implies an expectation or belief as to future events or results, such expectation or belief is believed to have a reasonable basis. However, forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from future results expressed, projected or implied by such forwardlooking statements. Such risks include, but are not limited to, the success of its restaurant concept, whether the company can execute its expansion and franchising plans, competition from other restaurants and chains, changes in consumer preferences and discretionary spending, food and supply costs, the ability of the company to fund its capital requirements, the effects of short selling and market pressures, labor conditions, general economic and market conditions, and other factors.

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