



FRANCHISE DISCLOSURE DOCUMENT

EWC FRANCHISOR LLC

Granite Park V
5830 Granite Parkway, Suite 300
Plano, Texas 75024
(469) 270-6500
www.waxcenter.com
franchise@waxcenter.com

If we (franchisor) approve you (franchisee), you will have the right to establish and operate a European Wax Center retail franchise business offering high-end facial and body hair removal and related skin care services, and other related products and services.

The total investment necessary to begin operating a European Wax Center franchise is from \$327,600.00 to \$836,950.00. This includes \$63,000.00 to \$66,350.00 if you are a new franchisee, or \$54,000.00 to \$57,350.00 if you are an existing franchisee, that must be paid to us or our affiliates. These amounts include the Franchise Fee, which is currently \$45,000.00 for new franchisees, and \$36,000.00 for existing franchisees, that you pay to us, the franchisor, when signing a new franchise agreement. The total investment necessary to enter into a European Wax Center multi-unit development agreement is from \$72,000.00 to \$207,000.00, all of which must be paid to us or our affiliates.

This Disclosure Document summarizes certain provisions of your franchise agreement and other information in plain English. Read this Disclosure Document and all accompanying agreements carefully. You must receive this Disclosure Document at least 14 calendar days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your Disclosure Document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact our Franchise Development team at EWC Franchisor LLC, Attn: Franchise Development, Granite Park V, 5830 Granite Parkway, Suite 300, Plano, Texas 75024, (469) 270-6500, franchise@waxcenter.com.

The terms of your contract will govern your franchise relationship. Do not rely on the Disclosure Document alone to understand your contract. Read all of your contract carefully. Show your contract and this Disclosure Document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this Disclosure Document can help you make up your mind. More information on franchising, such as "[A Consumer's Guide to Buying a Franchise](#)," which can help you understand how to use this Disclosure Document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Date of Issuance: April 22, 2025, as amended August 22, 2025

Chief Administrative Officer, General Counsel, and Corporate Secretary: Gavin O'Connor

Gavin O'Connor has served as our Chief Administrative Officer, General Counsel, and Corporate Secretary from September 2023 to present. In connection with his promotion to Chief Administrative Officer, General Counsel, and Corporate Secretary in September 2023, Gavin relinquished his roles as Chief Human Resources Officer and Chief Legal Officer, which were positions that he had held since October 2021 and January 2020, respectively. Gavin joined European Wax Center as our Chief Legal Officer in January 2020. Gavin is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from March 2018 to January 2020, Gavin served as the Vice President and Deputy General Counsel for American Eagle Outfitters, Inc. in Pittsburgh, Pennsylvania.

Chief Commercial Officer: Katie Mullen

Katie Mullen has served as our Chief Commercial Officer from March 2025 to present. Katie is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from January 2022 to October 2024, Katie served as Chief Customer Officer and Chief Digital and Transformation Officer of JCPenny in Dallas, Texas. Prior to JCPenny, from November 2018 to June 2021, Katie served as Chief Digital Officer and Chief Innovation Officer of Neiman Marcus Group in Dallas, Texas.

Vice President of Business Development and Market Planning: Dan Tavares

Chief Development Officer: Kurt Smith

Kurt Smith has served as our Chief Development Officer from July 2025 to present. Kurt is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from October 2010 to July 2025, Kurt held various positions with Yum! Brands, including Vice President & General Manager of Pizza Hut - Latin America & Caribbean (January 2023 to July 2025 in Dallas, Texas), Vice President & Chief Growth Officer of Pizza Hut - Latin America & Iberia (March 2021 to January 2023 in Dallas, Texas), and Chief Growth Officer of Pizza Hut - Middle East, Turkey & Africa (April 2017 to March 2021 in Dubai, United Arab Emirates).

Chief Operating Officer: Angela Jaskolski

Angela Jaskolski has served as our Chief Operating Officer from August 2025 to present. Angela is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from December 2022 to April 2024, Dan served as Senior Director of Real Estate for CKE Restaurants in Atlanta, Georgia. Prior to CKE Restaurants, from April 2022 to December 2022, Dan served as Director of Real Estate for Subway Market Operations in Atlanta, Georgia. Prior to Subway Market Operations, from January 2022 to April 2022, Dan served as Senior Director of Real Estate for Dogtopia in Atlanta, Georgia. Prior to Dogtopia, from January 2021 to January 2022, Dan served as Development Manager for Inspire Brands (following the acquisition of Dunkin' Brands) in Atlanta, Georgia. Prior to Inspire Brands, from August 2010 to January 2021, Dan June 2023 to August 2025, Angela served as Chief Store Officer of Madison Reed in Austin, Texas. Prior to Madison Reed, from October 2022 to June 2023, Angela served as Chief Operating Officer of Thrive Pet Healthcare in Austin, Texas. Prior to Thrive Pet Healthcare, from April 2016 to November 2022, Angela held various roles with Dunkin' Self Esteem Brands in Atlanta, Georgia, Woodbury, Minnesota, including Business Development Manager, Franchising Development Manager, and Real Estate Development Manager. Chief Operating Officer (September 2020 to September 2022), Division President (September 2019 to September 2020), and Brand President of Waxing The City (August 2016 to September 2019).

Senior Director of Franchise Sales and Business Development: Patricia Halpin

Patricia Halpin has served as our Senior Director of Franchise Sales and Business Development from October 2024 to present. Patricia is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from August 2022 to September 2023, Patricia served as Vice President of Growth for Bojangles Restaurants in Fort Myers, Florida. Prior to Bojangles Restaurants, from June 2020 to July 2022, Patricia served as Head of Development for Subway Market Operations in Fort Myers, Florida. Prior to Subway Market Operations, from August 2019 to March 2020, Patricia served as Senior Director of Global Development for Cicis Pizza in Fort Myers, Florida.

Director of Franchise Sales and Business Development: Michelle Reap

Michelle Reap has served as our Director of Franchise Sales and Business Development from October 2024 to present. Michelle is based in our principal offices in Plano, Texas. Prior to joining European Wax Center, from

State Effective Dates

The following states require have franchise laws that require the Franchise Disclosure Document to be registered or filed with the states, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered, or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	April 22, 2025 (Exempt)
Hawaii	May 7, 2025, <u>as amended Pending</u>
Illinois	April 22, 2025 (Exempt)
Indiana	May 5, 2025
Maryland	July 22, 2025 (Exempt)
Michigan	April 22, 2025
Minnesota	May 28, 2025, <u>as amended Pending</u>
New York	April 22, 2025 (Exempt)
North Dakota	May 5, 2025 (Exempt)
Rhode Island	May 25, 2025 (Exempt)
South Dakota	May 5, 2025
Virginia	June 10, 2025 (Exempt), <u>as amended Pending</u>
Washington	May 20, 2025 (Exempt)
Wisconsin	April 24, <u>2025, as amended September 4, 2025</u>

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

THIS DISCLOSURE DOCUMENT SUMMARIZES CERTAIN PROVISIONS OF THE FRANCHISE AGREEMENT AND OTHER INFORMATION IN PLAIN LANGUAGE. READ THIS DISCLOSURE DOCUMENT AND ALL AGREEMENTS CAREFULLY.

IF EWC FRANCHISOR LLC OFFERS YOU A FRANCHISE, EWC FRANCHISOR LLC MUST PROVIDE THIS DISCLOSURE DOCUMENT TO YOU 14 CALENDAR DAYS BEFORE YOU SIGN A BINDING AGREEMENT WITH, OR MAKE A PAYMENT TO, THE FRANCHISOR OR AN AFFILIATE IN CONNECTION WITH THE PROPOSED FRANCHISE SALE UNLESS OTHERWISE STATED IN YOUR STATE'S ADDENDUM.

NEW YORK REQUIRES A FRANCHISOR TO PROVIDE THE FRANCHISE DISCLOSURE DOCUMENT AT THE EARLIER OF THE FIRST PERSONAL MEETING OR 10 BUSINESS DAYS BEFORE THE EXECUTION OF THE FRANCHISE OR OTHER AGREEMENT OR THE PAYMENT OF ANY CONSIDERATION THAT RELATES TO THE FRANCHISE RELATIONSHIP.

IOWA REQUIRES A FRANCHISOR TO PROVIDE THE FRANCHISE DISCLOSURE DOCUMENT AT THE EARLIER OF THE FIRST PERSONAL MEETING OR 14 CALENDAR DAYS BEFORE THE EXECUTION OF THE FRANCHISE OR OTHER AGREEMENT OR THE PAYMENT OF ANY CONSIDERATION THAT RELATES TO THE FRANCHISE RELATIONSHIP.

MICHIGAN REQUIRES A FRANCHISOR TO PROVIDE THE FRANCHISE DISCLOSURE DOCUMENT AT LEAST 10 BUSINESS DAYS BEFORE THE EXECUTION OF THE FRANCHISE OR OTHER AGREEMENT OR THE PAYMENT OF ANY CONSIDERATION THAT RELATES TO THE FRANCHISE RELATIONSHIP, WHICHEVER OCCURS FIRST.

IF EWC FRANCHISOR LLC DOES NOT DELIVER THIS DISCLOSURE DOCUMENT ON TIME OR IF IT CONTAINS A FALSE OR MISLEADING STATEMENT, OR A MATERIAL OMISSION, A VIOLATION OF FEDERAL AND STATE LAW MAY HAVE OCCURRED AND SHOULD BE REPORTED TO THE FEDERAL TRADE COMMISSION, WASHINGTON, D.C. 20580 AND THE STATE ADMINISTRATOR LISTED IN EXHIBIT A.

THE FOLLOWING INDIVIDUAL(S) ACTED AS EWC FRANCHISOR LLC'S FRANCHISE SELLER(S) IN CONNECTION WITH THE OFFERING OF THIS FRANCHISE (PLEASE CHECK THE APPROPRIATE BOX – IF NONE, LEAVE BLANK):

~~Dan Tavares~~ Kurt Smith
5830 Granite Parkway, Suite 300
Plano, Texas 75024
(469) ~~638-7684~~ 250-8359

Patricia Halpin
5830 Granite Parkway, Suite 300
Plano, Texas 75024
(248) 320-9087

Michelle Reap
5830 Granite Parkway, Suite
300
Plano, Texas 75024
(972) 523-5990

ISSUANCE DATE: APRIL 22, 2025, AS AMENDED AUGUST 22, 2025, OR THE EFFECTIVE DATE IN YOUR STATE, WHICHEVER IS LATER.

I HAVE RECEIVED A FRANCHISE DISCLOSURE DOCUMENT DATED APRIL 22, 2025, AS AMENDED AUGUST 22, 2025, INCLUDING THE FOLLOWING EXHIBITS ON THE DATE LISTED BELOW:

- A. LIST OF STATE ADMINISTRATORS
- B. LIST OF STATE AGENTS FOR SERVICE OF PROCESS
- C. FRANCHISE AGREEMENT
- D. MULTI UNIT DEVELOPMENT AGREEMENT
- E. TABLE OF CONTENTS OF OPERATIONS MANUAL
- F-1. GUARANTEE OF PERFORMANCE
- F-2. FINANCIAL STATEMENTS
- G. LIST OF TERMINATED AND TRANSFERRED FRANCHISES

- H. MULTI-STATE ADDENDA
- I. CURRENT FRANCHISEES
- J. AGREEMENT REGARDING FRANCHISEE LEASE
- K. FORM OF RENEWAL PROCESS AGREEMENT
- L. MINIMUM INSURANCE REQUIREMENTS
- M. FRANCHISEE DISCLOSURE QUESTIONNAIRE

EWC FRANCHISOR LLC AUTHORIZES THE RESPECTIVE STATE AGENCIES IDENTIFIED ON EXHIBIT B TO RECEIVE SERVICE OF PROCESS FOR IT IN THE PARTICULAR STATE. PLEASE SIGN AND PRINT YOUR NAME BELOW, DATE AND RETURN ONE COPY OF THIS RECEIPT TO EWC FRANCHISOR LLC AND KEEP THE OTHER FOR YOUR RECORDS.

Date of Receipt (Do Not Leave Blank)

Print Name

Return to:
EWC FRANCHISOR LLC
5830 Granite Parkway, Suite 300
Plano, Texas 75024
E-mail: franchise@waxcenter.com

Signature

Franchisee Entity: _____

RECEIPT

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Dan TavaresKurt Smith
5830 Granite Parkway, Suite 300
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(469) 638-7684250-8359

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Date of Receipt (Do Not Leave Blank)

Print Name

Return to:
EWC FRANCHISOR LLC
5830 Granite Parkway, Suite 300
Plano, Texas 75024
E-mail: franchise@waxcenter.com

Signature

Franchisee Entity: _____
