



**FRANCHISE DISCLOSURE DOCUMENT**  
**Salon Professional Education Company, LLC**  
**(A North Dakota Limited Liability Company)**  
**4377 15<sup>th</sup> Avenue South, Fargo, ND 58103**  
**Telephone Number: 888-478-6856**  
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Salon Professional Education Company, LLC, doing business as SPEC, offers franchisees the right to establish and operate a distinctive beauty and wellness school (“B&W School”) for training students in hairstyling, cosmetology, esthetics, barbering, nails and/or massage under one of the following school brands that you select: *The Salon Professional Academy* (“TSPA”) or *Elevate Salon Institute* (“ESI”) or *Spa Pro Academy* (“SPA”). All brands are operated under our service mark *SPEC*. In addition, established B&W Schools wishing to convert to a SPEC franchise may continue to operate under their existing brand and use “Powered by SPEC” as a designation. The Franchise System’s distinguishing characteristics include: uniform standards and procedures for business operations; ongoing training in the operation, management, and promotion of the franchised business; advertising and promotional programs; quality education programs and facilities; customer development and service techniques; student recruiting and development; and other technical assistance.

The total investment necessary to begin operation of a new TSPA, ESI or SPA B&W School franchised business is \$1,~~024~~028,900 to \$2,~~018~~012,800 for our model that includes hairstyling and \$~~577~~581,800 to \$1,~~125~~129,850 for our model that does not include hairstyling. The foregoing costs include \$~~454~~9,000 that must be paid to the franchisor or its affiliates, regardless of the service mark you may choose for operating your franchise. The total investment necessary to convert an existing B&W School is \$~~184~~188,000 to \$~~824~~825,300, also includes the \$~~454~~9,000 that must be paid to the franchisor or its affiliates, and applies regardless of the service mark you may choose for operating your franchise.

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 Jill Krahn at SPEC, 4377 15<sup>th</sup> Avenue South, Fargo, ND 58103, 888-478-6856, or [JKrahn@SPECfranchise.com](mailto:JKrahn@SPECfranchise.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 contracts 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](http://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.

The date of issuance of this disclosure document is: April ~~21, 2024~~, 2025.

## How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information.

QUESTION	WHERE TO FIND INFORMATION
<b>How much can I earn?</b>	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibits E and F.
<b>How much will I need to invest?</b>	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor’s direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
<b>Does the franchisor have the financial ability to provide support to my business?</b>	Item 21 or Exhibit C includes financial statements. Review these statements carefully.
<b>Is the franchise system stable, growing or shrinking?</b>	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
<b>Will my business be the only SPEC business in my area?</b>	Item 12 and the “ <u>territory</u> ” provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
<b>Does the franchisor have a troubled legal history?</b>	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
<b>What’s it like to be a SPEC franchisee?</b>	Item 20 or Exhibit E lists current and former franchisees. You can contact them to ask about their experiences.
<b>What else should I know?</b>	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

## What You Need To Know About Franchising *Generally*

**Continuing responsibility to pay fees.** You may have to pay royalties and other fees even if you are losing money.

**Business model can change.** The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

**Supplier restrictions.** You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

**Operating restrictions.** The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

**Competition from franchisor.** Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

**Renewal.** Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

**When your franchise ends.** The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

### Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling in your state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit A.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

### Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-Of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation in only North Dakota. Out of state mediation, arbitration or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate or litigate with the franchisor in North Dakota than in your own state.
2. The parties waive their right to a jury trial with respect to disputes relating to the franchise agreement.
3. You will not receive an exclusive territory regarding primary trademarks different than your own and may face competition from us and other franchisees who operate B&W Schools under primary trademarks different than yours both within and outside your protected territory.
4. A franchisee's initial investment from \$~~577,581~~,800 to \$2,~~018,022~~,800 for a new B&W School exceeds the franchisor's members' equity as of December 31, ~~2023~~2024 of \$~~669,229,657,244~~. A prospective franchisee should refer to the financial statements for complete details.
5. Starting in the sixth full calendar month after you sign the franchise agreement, you must pay us a minimum monthly royalty fee of \$1,500 even if you have no income.
6. There may be other risks concerning this franchise including: (1) qualifying, and maintaining the qualification of, your school to receive financial aid for its students, (2) individual states maintaining licensure requirements that mandate formal education to provide salon and spa services, (3) ensuring that students who preform services for the general public are not classified as employees, and (4) complying with other industry regulations, including any that may be adopted in the future (see Item 1).
7. In some states you may not be able to open a school that offers esthetics education without also offering hairstyling/cosmetology education.
8. There may be other risks concerning this franchise.

Certain states may require other risks to be highlighted. If so, check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

## Table of Contents

ITEM 1.	THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES .....	1
ITEM 2.	BUSINESS EXPERIENCE.....	3
ITEM 3.	LITIGATION .....	4
ITEM 4.	BANKRUPTCY.....	5
ITEM 5.	INITIAL FEES.....	5
ITEM 6.	OTHER FEES .....	5
ITEM 7.	ESTIMATED INITIAL INVESTMENT.....	13
ITEM 8.	RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES.....	18
ITEM 9.	FRANCHISEE'S OBLIGATIONS.....	23
ITEM 10.	FINANCING .....	25
ITEM 11.	FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING .....	25
ITEM 12.	TERRITORY .....	32
ITEM 13.	TRADEMARKS.....	33
ITEM 14.	PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION .....	35
ITEM 15.	OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS .....	36
ITEM 16.	RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL .....	36
ITEM 17.	RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION.....	36
ITEM 18.	PUBLIC FIGURES.....	42
ITEM 19.	FINANCIAL PERFORMANCE REPRESENTATION.....	43
ITEM 20.	OUTLETS AND FRANCHISEE INFORMATION .....	45
ITEM 21.	FINANCIAL STATEMENTS .....	49
ITEM 22.	CONTRACTS.....	49
ITEM 23.	RECEIPTS .....	49
ITEM 23.	RECEIPTS.....	LAST PAGE

### EXHIBITS:

- EXHIBIT A – FRANCHISE AGREEMENT
- EXHIBIT B – TABLE OF CONTENTS- OPERATING MANUAL
- EXHIBIT C – FINANCIAL STATEMENTS
- EXHIBIT D – LIST OF STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS
- EXHIBIT E – LIST OF CURRENT FRANCHISEE OUTLETS
- EXHIBIT F – LIST OF FRANCHISEE OUTLETS TERMINATED, NOT-RENEWED, ETC.
- EXHIBIT G – FRANCHISEE QUESTIONNAIRE
- EXHIBIT H – SBA LOAN ADDENDUM
- EXHIBIT I – SAMPLE FORM OF GENERAL RELEASE
- EXHIBIT J – STATE ADDENDA

## ITEM 1. THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this disclosure document, “SPEC” means Salon Professional Education Company, LLC, the franchisor. “We”, “us”, and “our” also refer to SPEC. “You” and “your” mean the person who buys the franchise, the franchisee. If the purchaser of the franchise is a partnership, corporation, limited liability company, or other entity, with respect to obligations you owe us, “you” includes the franchisee’s owners, who must join, and agree to be bound by, the Franchise Agreement, which is attached as Exhibit A to this disclosure document.

Unless otherwise defined, all initially capitalized terms appearing in this disclosure document have the meanings given to them in your Franchise Agreement.

### Franchisor’s Corporate Information

We are a North Dakota limited liability company, reorganized in North Dakota on December 23, 2015 (from its original organization in Minnesota on July 13, 2004), and doing business under the name SPEC. Before December 24, 2012, the name of the company was APS, LLC. Our principal business address is 4377 15<sup>th</sup> Avenue South, Fargo, ND 58103.

Our agent for service of process is listed on Exhibit D to this disclosure document.

### Parents and Predecessors

We have no parent. We have no predecessors from whom we acquired, directly or indirectly, the major portion of our assets within the past 10-year period.

### Affiliates Providing Goods or Services to Franchisees

Our affiliate Fuel Productions, LLC (d/b/a Fuel Education Systems), whose principal business address is 15125 E. Sundown Dr., Fountain Hills, AZ 85268, is a ~~designated~~recommended supplier of certain training materials. Fuel Productions, LLC has never owned or operated a B&W School franchise or offered franchises for any other line of business.

### Franchisor’s Business

Our principal business is selling and supporting B&W School franchises, which we have been doing since 2008. Before December 24, 2012, we sold franchises under our previous name, APS, LLC. We have never ourselves operated a B&W School franchise or offered franchises for any other line of business. ~~From 2004 to 2008, we provided consulting services to B&W Schools and hair salons. Since 2008 we have not provided consulting services to B&W Schools, hair salons or spas.~~

### The Franchised Business

A franchise grants you the right to own and operate a distinctive B&W School that trains students in hairstyling, cosmetology, esthetics, barbering, nails and/or massage services. The franchised business may offer or not offer hairstyling services. Each franchise operates under one of the following trademarks: **The Salon Professional Academy, Elevate Salon Institute or Spa Pro Academy**. You choose which trademark you prefer to use for your B&W School. You may use only one of the three and your choice is known as your “Selected Trademark.” In addition, established B&W Schools wishing to convert to a SPEC franchise may continue to operate under their existing brand and use “Powered by SPEC”, with such designation being an alternative to the Selected Trademark. When you choose your Selected Trademark, you are required to use a particular line of products at your school that corresponds to your Selected Trademark. Specifically, under our current requirements, if you choose **The Salon Professional Academy** you use *Redken* products, if you choose **Elevate Salon Institute** you use *L’Oréal Professionnel* products, and if you choose **Spa Pro Academy**, we do not currently require any specific branded products to be used, but we may do so in the future. A Powered by SPEC B&W School must use either *Redken* or *L’Oréal Professionnel*

products, and may have additional costs to prepare educational and admissions materials under their existing brand with a “Powered by SPEC” designation. Your choice of Selected Trademark determines which SPEC-authorized brands you want to be associated with. The method of applying or teaching the use of certain hair products (like coloring or cutting techniques) may differ based on brand, but the same types of hair products are used in all of our concepts that offer hairstyling education regardless of which Selected Trademark you choose. All of our topics of instruction, and all of our operating requirements, are the same among all of our concepts regardless of which Selected Trademark you choose. Other than offering hairstyling education and which products we may require, no other material differences exist among our concepts.

In addition to these trademarks, our franchise system features uniform standards and procedures for business operations, including a chart of accounts; ongoing training in the operation, management, and promotion of the franchised business; advertising and promotional programs; quality education programs and facilities; customer development and service techniques; student recruiting and development; regulatory compliance; financial reporting and other technical assistance.

### **General Market and Competition**

The market for our services consists of members of the general public who wish to be trained in hairstyling, cosmetology, esthetics, barbering, nails and/or massage. Sales are not seasonal, however enrollments can vary based on the time of year. The market for beauty and wellness schools is developing.

The B&W School industry is highly competitive in the aggregate, while the level of local competition may vary considerably. You may compete with other local and national brand name schools including “Paul Mitchell,” “Aveda” and, to a lesser extent “Toni & Guy,” and “Aveda,” as well as other schools that we or our affiliates own or franchise, local, independent B&W Schools, as well as “vocational programs” at high schools and colleges that offer hairstyling, cosmetology, esthetics, barbering, nails and/or massage programs. In addition, some states are allowing salons to offer “apprentice” programs as an alternative pathway to licensure versus traditional education offered by B&W Schools. Further, your student salon training area will compete against licensed salons and spas, from low end operators, such as Great Clips, Sports Clips and Massage Envy, to high end operators, such as commission-based salons, premium hotels and medispas. In addition to the forgoing, you will face competition for retail product sales from mass merchants, such as Wal-Mart, Ulta Beauty and Target, and online retailers, such as Amazon.

### **Industry Regulations**

Risks to operating in the B&W School training industry include dependence on the following assumptions, which are subject to change as a result of pending or proposed legislation and litigation that may have a material adverse effect on the industry: (1) financial aid under Title IV of the Higher Education Act of 1965 will be available to promote student enrollment and not restricted due to a lack of federal funding or regulatory constraints including, but not limited to, “gainful employment,” “borrower defense” claims, changes to 90/10 compliance or evolving “cyber-security” requirements; (2) state licensure requirements that mandate formal education and licensure to provide salon and spa services will continue to exist to support demand for educational services your franchised business offers; and (3) non-employee status for students who provide salon or spa services to the public for a reduced fee, as part of the training hours they need to obtain their applicable license, will continue to be recognized ~~in-stead~~ instead of requiring a school to pay the students as employees and otherwise treat them as employees for the training time they spend providing such services.

You must secure and maintain in force all required licenses, permits and certificates relating to the operation of your Franchised Business and the other licenses applicable to your employees, if any. These include, but are not limited to, maintaining certifications and licenses with applicable state agencies that

regulate cosmetology, barbering, esthetics, massage or other services. In California, for example, the California Board of Barbering and Cosmetology and the Bureau of Private Postsecondary Education oversee regulations applicable to cosmetology services. Also, in California, as another example, the California Massage Therapy Council (CAMTC) oversees regulations for it to approve schools and their curriculum for its students to satisfy state certification requirements applicable to massage services. If you choose to offer financial aid at your school, you must comply with state and federal student loan laws and regulations. Some jurisdictions may require you to comply with conditions to provide hair cutting and other services to the public for a fee. In Pennsylvania, for example, these conditions have included that the fee is based on the reasonable cost of materials used in such service, the students must have minimum experience levels, and an appropriate sign is posted advising of the student services. Certain states, including California and Pennsylvania, do not permit the operation of a B&W School that does not offer a hairstyling program. There may be other laws, rules and regulations that affect your Franchised Business, including minimum wage and labor laws, the Americans with Disabilities Act, the Occupational, Health and Safety Act and Title IV of The Higher Education Act of 1965. It will be your responsibility for researching all applicable laws, and we strongly advise that you consult with a local attorney and/or contact local, state and federal agencies before signing your Franchise Agreement, to determine your legal obligations and evaluate the possible effects on your costs and operations.

## **ITEM 2. BUSINESS EXPERIENCE**

### **Samuel Shimer: Chair of the Board of Managers**

Samuel Shimer became Chairman and one of our Managers in Chappaqua, NY on December 21, 2012. He served as our Chief Executive Officer from April 8, 2019 until April 30, 2023. Since 2010, Mr. Shimer has served as Managing Director of SLC Capital Partners, LLC, a private equity firm in St. Petersburg, Florida. Mr. Shimer also currently serves on the Board of Directors of the following companies: Heritage Global, Inc. (Chair), Honest-1 Auto Care (Chair) and JP Florida Holdings. Mr. Shimer has minority investments in franchised locations, including TSPA Altoona, TSPA Washington DC, and TSPA Ft. Myers, ~~TSPA Colorado Springs and ESI-Durham.~~

### **Jodi Brown: Co-~~President~~CEO/Chief Financial Officer/Treasurer/Manager**

Jodi Brown became our Co-~~President~~CEO on ~~April 20, 2023,~~ June 7, 2024 in Fargo, North Dakota. Since December 21, 2012, Ms. Brown has been our Treasurer and Chief Financial Officer. From April 30, 2023 to June 7, 2024, Ms. Brown served as our Co-President. From December 21, 2012 until April 8, 2019, Ms. Brown was our Chief Manager/President. From 2008 through December 21, 2012, Ms. Brown served as our Senior VP of Marketing and Advertising. Ms. Brown has owned and operated a TSPA school in Fargo, ND since 2003. Ms. Brown also co-owned and operated Hair Success Salon, Spa & MediSpa in Fargo, ND since 1984. Ms. Brown had a minority investment in TSPA Winnipeg from 2016 to 2020.

### **Jill Krahn: Co-~~President~~CEO/EVP-Franchise Sales/Secretary/Manager**

Jill Krahn became our Co-~~President~~CEO on ~~April 20, 2023.~~ She June 7, 2024, in Fargo, North Dakota. Since December 21, 2012, Ms. Krahn has served as our Secretary and an Executive Vice President – Franchise Sales ~~since December 21, 2012.~~ From April 30, 2023 to June 7, 2024, Ms. Krahn served as our Co-President. From 2008 through December 21, 2012, Ms. Krahn served as our Senior Vice President of Business Sales and Growth. Ms. Krahn has owned and operated a TSPA school in Fargo, ND since 2003. Ms. Krahn also co-owned and operated Hair Success Salon, Spa & MediSpa in Fargo, ND since 1984. Ms. Krahn had a minority investment in TSPA Winnipeg from 2016 to 2020.

### **Anthony Civitano: Vice Chair of the Board of Managers and President**

Anthony Civitano has been Vice Chair of our Board and one of our Managers since June 2023 and has

served as our President since June 7, 2024. Mr. Civitano served as Chief Operating Officer of Cyanna Education Services from September 2022 to October 2023. He served as Chief Operating Officer of Windsor Concierge Medical Services from February 2021 until September 2022. Mr. Civitano served as an Executive Board Member and the Interim Executive Director of the American Association of Cosmetology Schools from November 2005 to February 2021.

**Heather Kelts: ~~Executive Vice President of Operations & Regulatory~~ Chief Operating Officer**

Heather Kelts became our Chief Operating Officer on June 7, 2024, in Ft. Myers, Florida. Ms. Kelts served as our Executive Vice President on Operations & Regulatory from April 30, 2023, in Ft. Myers, Florida, to June 7, 2024. She served as our Vice President from April 8, 2019 to April 30, 2023. From September 2016 until April 8, 2019, Ms. Kelts was our Director of Regulations. From 2007 to 2015, prior to joining SPEC, Ms. Kelts worked at TSPA Fort Myers, in a variety of roles, ultimately as Operations Director.

**Becky Bloechle: Vice President, Enrollment Management**

Becky Bloechle became our Vice President of Enrollment Management in June 2024, in Northville, Michigan. Ms. Bloechle served as our Director of Admissions from March 2022 to August 2024. From 2008 to 2022, before joining SPEC, Ms. Bloechle worked in a variety of student-focused roles within higher education including adjunct professor, executive coordinator of recruitment, disability support services, undergraduate admissions, high school admissions specialist, and director of admissions.

**Kerri Schultz: Vice President, Education**

Kerri Schultz has been our VP of Education and Operations since June 2024 and has served as VP of Education since April 2023, both in Evansville, Indiana. Ms. Schultz served as Director of Education from April 2019 to April 2023. From 2008 to 2019, prior to joining SPEC, Ms. Schultz worked at TSPA Evansville, in a variety of roles and ultimately as Lead Cosmetology Educator as well as an Education Trainer for SPEC. Ms. Schultz also has owned her own TSPA located in Fort Wayne, Indiana since 2018.

**Kirsten Stroud: Vice President, Marketing**

Kirsten Stroud has been our Vice President of Marketing since June 2024 and previously served as our Director of Marketing since March 2022, both in Daytona Beach, Florida. Ms. Stroud served as Marketing Director of Real Time Risk Solutions from December 2020 to February 2022. She served as Marketing and Patient Experience Manager for The Orthopedic Clinic from January 2019 until August 2020.

**Christopher Baran: Manager**

Christopher Baran became one of our Managers, in New York, New York, on December 21, 2012. Since 2001, Mr. Baran has served as Global Artistic Director for Redken 5<sup>th</sup> Avenue in New York, New York. Since 2006, Mr. Baran has also owned and operated Fuel Productions LLC, a production company in Fountain Hills, Arizona that offers cosmetology educational and training materials. Since 2012, Mr. Baran has also owned and operated Chaos Complex Entertainment, LLC, a television and film writing and production company in New York City, New York. Mr. Baran has minority investments in TSPA Altoona and TSPA Washington DC.

**Lee Baran: Manager**

Lee Baran became one of our Managers in Fountain Hills, Arizona, on March 15, 2023. For ~~2223~~ years, Mr. Baran has devoted his life to the business of production. His New York City based company, Cut Action Media, has produced over 700 hours of content for global brands like Redken 5th Avenue, Matrix, L'Oréal, Shiseido, and Reebok. In addition, CAM now produces live interactive events online with thousands of

attendees every week. Mr. Baran is also a prolific director, producer, and writer, whose first indie short won an Audience Choice award. He has co-written a feature film and four TV pilots.

**ITEM 3. LITIGATION**

In December 2021, we brought an action against a franchisee, Vara School Professionals, Inc. d/b/a The Salon Professional Academy Plainfield f/k/a The Salon Professional Academy Shorewood, and its owners Richard Dramato, Vivian Dramato and Audrey Amato, (the franchisee and such owners, collectively, “Defendants”), in the United States District Court for the District of North Dakota, Case No. 3:21-CV-00222-ARS. ~~We asserted that they breached the franchise agreement by, among other things, failing to pay monies owed and file timely reports. They counterclaimed, alleging that we breached our franchise duties to provide support, breached our duty of good faith and fair dealing, and that we tortiously interfered but ultimately agreed that their counterclaims had no merit in a relationship they had with an employee. They settled the case with us. In the settlement, in which they agreed to pay us a substantial amount of the monies due to us. They also agreed that their counterclaims had no merit. We, and we mutually agreed on terminating to terminate their franchise agreement and on certain non-disparagement commitments. not engage in disparaging conduct.~~

In 2008, we sold one unregistered franchise in the state of Washington. The Washington sale arose before an application was submitted. On November 13, 2013, we entered into a consent order with the state of Washington Department of Financial Institutions Securities Division (Order No: S-13-1358-CO017) and agreed to cease and desist from violating the Franchise Investment Protection Act of the state of Washington.

Other than the items listed above, there is no litigation required to be disclosed in this item.

**ITEM 4. BANKRUPTCY**

No bankruptcy information is required to be disclosed in this Item.

**ITEM 5. INITIAL FEES**

None of the payments described in this Item are refundable.

When you sign your Franchise Agreement, you must pay us a \$~~4549~~,000 Initial Franchise Fee.

Except as follows, all initial fees are uniformly imposed. Several franchisees who acquired franchise rights from us before December 31, 2013, may be entitled to reductions in royalties as well as waivers of initial fees due to special previous arrangements made for future franchised locations that they open. Similarly, under franchise rights we previously granted, several franchisees are entitled to reductions in royalties from developing and operating multiple locations. We reserve the right to grant reductions or waivers of initial fees and royalties, but we have no obligation to do so.

**ITEM 6. OTHER FEES**

OTHER FEES			
TYPE OF FEE <sup>1,2,3</sup>	AMOUNT	DUE DATE	REMARKS

Royalty Fee	6% of Gross Revenues (subject to the minimum monthly royalty amount).	By the 10 <sup>th</sup> day of each month for the prior month's Gross Revenues. However, the minimum monthly Royalty Fee is due regardless of the opening date of the franchised business or the amount of the Gross Revenues, starting in the sixth full calendar month after signing the franchise agreement.	"Gross Revenues" includes all your revenues (actually received and net of actual refunds, but excluding fees for student kits, which must be documented to our reasonable satisfaction) arising out of the ownership or operation of the Franchised Business or any other business at or about the Premises. The minimum monthly Royalty Fee is \$1,500.
Ad Fund	Currently there is no required Ad Fund but this is subject to change.	By the 10 <sup>th</sup> of each month.	In accordance with terms and conditions Franchisor requires at the time the Ad Fund is adopted.

OTHER FEES			
TYPE OF FEE <sup>1,2,3</sup>	AMOUNT	DUE DATE	REMARKS
Technology Fee	Currently there is no required Technology Fee but this is subject to change	By the 10 <sup>th</sup> of each month	We may provide, maintain, or assist you in obtaining (or obtaining access to) some or all of the Software that you are required to purchase or use, including a cloud-based customer relationship management system. If we do, we may charge you a monthly fee to reimburse us for the costs and expenses we incur, including an administrative fee for us, of up to \$250. We may periodically increase the Technology Fee upon 90 days prior notice to you if we incur more fees or costs in connection with such Software; provided, that, we will not increase the maximum amount we are permitted to charge by an average of more than 20% per year in any consecutive five-year period unless approved by a franchise advisory committee.

Monthly Website Fee	Currently \$119 per month, but subject to change	Upon receipt of invoice	This fee is for the maintenance of your microsite. Currently, you pay these amounts directly to the designated third-party supplier. However, for administrative purposes, we may require you to pay the monthly website fee directly to us instead of the third-party supplier. If we do, we may use the monthly website fee to reimburse us for expenses to third parties and to provide us with an administrative fee that we designate in connection therewith. We may periodically increase the monthly website fee if we incur more fees or costs in connection with providing web site services; provided, that, we will not increase the maximum amount we are permitted to charge by an average of more than 20% per year in any consecutive five-year period. Alternatively, if we change website vendors, the website fee may increase up to \$500 per month.
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<b>OTHER FEES</b>			
<b>TYPE OF FEE<sup>1,2,3</sup></b>	<b>AMOUNT</b>	<b>DUE DATE</b>	<b>REMARKS</b>
Initial Franchise Training	No fee, but you must pay your trainees' out-of-pocket expenses.	Before or during training	You must pay your expenses and each trainee's other expenses, including travel, lodging, and meal expenses. You do not pay us these amounts, you pay them to third parties.

<p>Post-Opening Training</p>	<p>No fee for Regular Training, but you must pay your attendees' out-of-pocket expenses. For any Advanced or Refresher Training, our standard charges plus your attendees' out-of-pocket expenses. The current standard charges are as follows, but are subject to change: (a) for on-site training, \$1,800 per day (with a minimum charge of \$3,600); (b) for Zoom or other web-based training, \$150 per hour (with a three hour minimum); (c) for phone training after the first year following your opening date, \$150 per hour; (d) for certain regional training \$150-\$500 per attendee; and (e) for our annual conference, \$250-\$400 per attendee.</p>	<p>Periodically throughout each year of the Term</p>	<p>Post-Opening Training shall be offered at a location designated by us, which may be online, on-site, at our principal training facility, or any other location we designate. We may require you, your Operations Director, and any of your other employees to attend Post-Opening Training. At our expense, we shall provide instructors, facilities, training materials, and technical training tools in connection with the Regular Training. You are responsible for all other expenses your attendees incur in connection with attending Regular Training, including all travel, lodging, and meal expenses. However, you are solely responsible for all costs and expenses associated with any Advanced or Refresher Training, including the then current training fee we charge for this training, if any, as well as all travel, meal, and lodging expenses that your attendees incur, if any. See Item 11 of this disclosure document for a further description of Post-Opening Training.</p>
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<b>TYPE OF FEE<sup>1,2,3</sup></b>	<b>AMOUNT</b>	<b>DUE DATE</b>	<b>REMARKS</b>
Special Assistance	Our standard charges plus any actual out-of-pocket expenses. Our current standard charges are as follows, but are subject to change: (a) for on-site assistance, \$1,800 per day (with a minimum charge of \$3,600); (b) for Zoom or other web-based assistance, \$150 per hour (with a three hour minimum); and (c) for phone assistance, \$150 per hour.	Upon receipt of invoice	If you request non-routine guidance or other assistance to deal with your unusual or unique operating problems, make multiple requests in a limited period, or request training of your staff after we provide our initial training for you to open your Franchised Business, and we can reasonably accommodate your request, we will furnish that guidance and assistance. However, we will not charge any fee for the first 12 hours of special assistance in each year of the Term (but you will still be responsible for any out of pocket expenses we incur in providing special assistance).
Transfer Fee	\$25,000	Before transfer	Your transferee must pay this amount if you transfer your Franchise. The transferee pays this instead of paying an initial franchise fee. <sup>3</sup>
Renewal Costs	All expenses we incur in connection with renewing your Franchise, up to a maximum of \$5,000.	Before entering Successor Franchise Agreement	You must reimburse us for all expenses we incur in connection with renewing your Franchise if you wish to enter a Successor Franchise Agreement when your current agreement expires. You pay this amount instead of an initial franchise fee under the Successor Franchise Agreement.
Audit	The understated amount and interest plus, if applicable, costs and expenses in connected with the audit and inspection.	Upon demand	If any inspection discloses that you have understated the amount of the Royalty Fee (or any other amount) actually due us, you must reimburse us for these amounts plus interest. If the understatement is 3% or more, you must reimburse us for the costs and expenses connected with the inspection (including reasonable accounting and attorneys' fees and costs).

<b>TYPE OF FEE<sup>1,2,3</sup></b>	<b>AMOUNT</b>	<b>DUE DATE</b>	<b>REMARKS</b>
Reinspection	Our Standard Charges (currently \$150 per hour with a four-hour minimum, but subject to change) plus any actual out-of-pocket expenses, but subject to change	Upon demand	If, after performing an inspection, we notify you of deficiencies that you must correct, you must reimburse us for all of our costs and expenses connected with any reinspection (including our then current fee and any out-of-pocket expenses).
Interest on Late Payments	Lesser of (i) 18% per year or (ii) maximum legal rate	Upon demand	Imposed if any payment you owe us is overdue.
Late Payment Charge	\$200 per late payment	Upon demand	Imposed if any payment you owe us is more than ten days overdue.
Unauthorized Marketing Fee	\$100 per occurrence	Upon demand	Imposed for each notice of violation that we send you per occurrence of unauthorized advertising, marketing or promotions, up to \$100 per occurrence. Such fee is in addition to all, and not in limitation of any, of our rights and remedies for each occurrence of a violation by you.
No Show Training Fee	\$250 per occurrence	Upon demand	We may assess you \$250 for failure either to attend a scheduled support call or a confirmed virtual training course. However, you may cancel your attendance in accordance with the minimum timelines and other conditions we may include in our Operations Manual or other notices to you.

TYPE OF FEE <sup>1,2,3</sup>	AMOUNT	DUE DATE	REMARKS
Review of Unapproved Suppliers	The reasonable cost of the inspection and the actual cost of the testing.	Upon demand	<p>If you propose to purchase products or services from an unapproved supplier, you must submit to us a written request, or request the supplier itself to do so. As a condition of our approval, we may require that our representatives be permitted to inspect the supplier's facilities, and that samples from the supplier be delivered, either to us or to an independent, certified laboratory we designate for testing. In addition, we may require the supplier to successfully complete a beta test before granting full approval, with beta test participants required to execute a release in favor of us. If you receive notice of a violation regarding a vendor, you must address such violation in the timeframe cited, typically 30 to 90 days, depending on the product or service. However, we reserve the right to require immediate action for matters we think threaten health, safety, or any other material damage. Failure to take corrective action in accordance with a notice of violation may result in financial assessments or brand protection actions (or both). Financial assessments may include an initial assessment of \$250-\$500 and subsequent assessments of up to \$2,500, in each case per violation per month.</p>

TYPE OF FEE <sup>1,2,3</sup>	AMOUNT	DUE DATE	REMARKS
Special assessment for non-approved vendors	Initial assessment of \$250-\$500 and subsequent assessments of up to \$2,500, in each case per violation per month	Upon demand	We may not approve any unapproved supplier for products or services that we determine are competitive with the products or services offered by a vendor that is adequately serving our system, including any Designated Brands Manufacturer. We will not approve any vendor that refuses to go through our qualification process, including a beta test, in our sole discretion. Use of a non-approved vendor is a violation which may subject you to special assessments.
Indemnification	Amount of damages suffered	Upon demand	You must indemnify us and our affiliates, and our and their respective officers, directors, owners, managers, employees and representatives for all damages it suffers and costs any of those parties incur relating in any manner to your ownership or operation of your Franchised Business.
Liquidated Damages – Expiration of Designated Brands IP	\$500 per occurrence	Upon demand	A Designated Brands Manufacturer may inform us of expiration dates relating to the use of certain Designated Brands IP. As of each expiration date, you shall immediately cease all use of the applicable Designated Brands IP and remove or replace that Designated Brands IP. For each failure by you to comply with these obligations, we may require you to pay us this amount; provided, that you will not be required to pay this amount for your first failure to comply with these obligations.

Marketing Fund	If we establish a marketing fund, you will be required to contribute no more than 2% of monthly Gross Revenues to the fund.	Concurrently with your monthly royalty payment.	We do not currently maintain a marketing fund, however, we retain the right to create, maintain and administer a marketing fund. If we require you to contribute 2% of monthly Gross Revenues to the fund, we will decrease any applicable Local Advertising spending requirements to 1% of monthly Gross Revenues.
Liquidated Damages Upon Termination	See endnote 4	Upon termination of your Franchise Agreement for cause	See endnote 4

<sup>1</sup> Except as indicated otherwise, all fees are payable to us, are nonrefundable and are uniformly imposed.

<sup>2</sup> All fees and any monies due Franchisor under this Agreement the amount of which are not based upon a percentage of Gross Revenues, are subject to annual adjustment based upon increases (but not decreases) in the Consumer Price Index.

<sup>3</sup> You must pay us by means of a Payment System using pre-authorized transfers from your operating account through the use of electronic fund transfers or special checks or any other payment system we designate. We may process the transfers at the time any payment is due and owing. You must implement the Payment System no later than 15 days before the Opening Date.

<sup>4</sup> If we terminate your Franchise Agreement for cause, you must pay us a lump-sum payment equal to the total of all Royalty Fees for a period determined as follows:

- (a) if your Franchised Business has been operating for 24 months or more, and at the time of termination there are 24 months or more remaining in the Term had it naturally expired and not been terminated, the 24 months of operating your Franchised Business preceding your default;
- (b) if your Franchised Business has been operating for 24 months or more, and at the time of termination there are less than 24 months remaining in the Term had it naturally expired and not been terminated (the number of the remaining months, the "Remaining Months"), the period of months (and any portion thereof) equal to the number of Remaining Months; or
- (c) if your Franchised Business has been operating for less than 24 months or never started operating, an amount equal to 24 times the greater of (i) the average monthly Royalty Fee then required to have been paid through the date of termination, or (ii) the Minimum Royalty Fee.

**ITEM 7. ESTIMATED INITIAL INVESTMENT**

**FOR DEVELOPING A NEW B&W SCHOOL**

<b>YOUR ESTIMATED INITIAL INVESTMENT <sup>1</sup></b>					
<b>TYPE OF EXPENDITURE</b>	<b>SCHOOL WITH HAIRSTYLING PROGRAM</b>	<b>SCHOOL WITHOUT HAIRSTYLING PROGRAM</b>	<b>METHOD OF PAYMENT</b>	<b>WHEN DUE</b>	<b>TO WHOM PAYMENT IS TO BE MADE</b>
Initial Franchise Fee	\$49,000	\$49,000	Lump sum	When you sign your Franchise Agreement	SPEC
Website Fee	\$1,800	\$1,800	Lump sum	As incurred	Vendors
Real Estate Improvements <sup>2</sup>	\$390,600 to \$1,254,000	\$183,700 to \$604,800	Lump sum	As incurred	Contractors, vendors and suppliers
Equipment/Furnishings <sup>3</sup>	\$392,000 to \$411,600	\$156,800 to \$173,250	Lump sum	As incurred	Vendors and suppliers
Exterior Building Signage <sup>4</sup>	\$14,000 to \$40,000	\$14,000 to \$40,000	Lump sum	As incurred	Contractors, vendors and suppliers
Initial Training Attendance <sup>5</sup>	\$5,000 to \$7,500	\$5,000 to \$7,500	Lump sum	As incurred	Vendors
Computer Equipment/Phone and Alarm Systems <sup>6</sup>	\$35,000 to \$45,000	\$35,000 to \$45,000	Lump sum	As incurred	Vendors and suppliers
Inventory to Begin Operating	\$25,000 to \$30,000	\$20,000 to \$25,000	As incurred	Before opening	Vendors and suppliers
Insurance <sup>7</sup>	\$6,000 to \$10,000	\$6,000 to \$10,000	Lump sum	Before opening	Insurance Companies
Utility Deposits and Other Prepaid Expenses	\$2,000 to \$6,000	\$2,000 to \$6,000	Lump sum	Before opening	Vendors and suppliers
Licenses and Permits <sup>8</sup>	\$3,500 to \$7,500	\$3,500 to \$7,500	Lump sum	Before opening	Governmental authorities
Professional Fees	\$5,000 to \$10,000	\$5,000 to \$10,000	Lump sum	Before opening	Lawyers, accountants, etc.
Initial School Opening Marketing and Advertising Funds <sup>9</sup>	\$25,000 to \$30,000	\$25,000 to \$30,000	As incurred	As incurred	Vendors/suppliers
Additional Funds (3-month initial phase) <sup>1010</sup>	\$75,000 to \$120,000	\$75,000 to \$120,000	Various	As incurred	Employees, suppliers, etc.

Total <sup>11</sup>	\$1,028,900 to \$2,022,800	\$581,800 to \$1,129,850			
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<sup>1</sup> Any fees you pay us or our affiliates are non-refundable, including the initial franchise fee. Whether fees payable to third parties are refundable is a matter you will have to discuss and negotiate with them. The square footage for the school with hairstyling program model and the school without hairstyling program model is estimated to be 7,000-8,000 and 5,500-6,000, respectively.

<sup>2</sup> The cost of real estate improvements will vary depending on numerous factors, including (a) the size, configuration and condition of the premises, (b) pre-construction costs, (c) cost of materials and labor, (d) location of the premises and local conditions, and (e) whether the landlord will grant a buildout allowance, and the amount of the grant. The estimated amount of such allowance may range from \$0 per square foot to \$45 per square foot for a school with and without hairstyling. These costs include, but are not limited to, third party design fees, ~~architectural~~ ~~architectural~~ and engineering fees, demolition, rough carpentry, finish carpentry, ceilings, tile flooring and walls, millwork

carpet and floor finishes, wall finishes, fire protection, HVAC, walls, electrical systems, plumbing, lighting and fixtures. Based on regional cost variations, supply chain disruptions, material cost increases and demand driven ~~fac-~~ ~~tors,~~ ~~costs~~ factors, and the potential imposition of new tariffs, construction and equipment costs may exceed the good faith estimates above.

<sup>3</sup> Equipment/Furnishings includes the estimated costs of furniture, desks, and office equipment (including but not limited to styling stations, pedicure stations, color bar, front desk, sinks and cabinetry) and interior signage. The cost of these items will vary depending on the size and configuration of the premises. Based on regional cost variations, supply chain disruptions, material cost increases and demand driven factors, ~~costs~~ and the potential imposition of new tariffs, construction and equipment costs may exceed the good faith estimates above.

<sup>4</sup> The high-end amount of this range assumes that you have exercised your option, or have been required by your landlord, to obtain a monument or “readerboard” sign. The estimated cost range for these types of signs is \$25,000-\$30,000. This amount does not include the cost of installation, which will vary depending upon your market location. Your actual costs may also be affected by any restrictions placed by your landlord on interior and exterior signage.

<sup>5</sup> You must pay each trainee’s expenses, including travel, lodging and meal expenses.

<sup>6</sup> This amount includes the computer equipment and software necessary to operate your Franchised Business, as well as student record software, telephone, audio and alarm systems.

<sup>7</sup> These amounts represent the estimated annual cost of the premiums for the policies required under your Franchise Agreement.

<sup>8</sup> These costs include the costs for obtaining local business licenses which typically remain in effect for one year. These costs do not include occupancy and construction permits which are included in the real estate improvement costs. These costs will vary substantially depending on the location of your Franchised Business. You should consult with your attorney to determine any applicable licensing or permit fees you must obtain to operate your Franchised Business.

<sup>9</sup> This represents our recommended level of marketing and advertising costs during the first three months of operation of your Franchised Business, including the cost of an online audit, and the fees to launch your website with the necessary search engine optimization.

<sup>10</sup> This represents an estimate of only the range of expenses for your initial start-up phase, which is estimated to be three months from when you open your Franchised Business. The additional funds you will need to operate during this initial phase include payroll costs, rent (including landlord deposits) and utilities, among other operating costs—but do not include any salary or allowance for an owner’s draw; any royalty fees, advertising contributions, any other amounts you must pay us, or any additional inventory you may need after your initial inventory is consumed. These figures are estimates and we cannot guarantee that you will not have additional expenses starting the business. The actual amount of additional funds you will need during the initial phase of operating will depend on factors such as: the size and location of your Franchised Business, how well (and how much) you follow our methods and procedures; your management skill, experience, and business acumen; local economic conditions; the local market for your

products and services; competition, and other factors. By providing these estimates of your costs, we are not making any representation that you will have any level of sales. The estimates are of your expenses only and do not reflect any offsetting sales revenue you may earn from operations to pay those expenses. The estimate of Additional Funds for three months shown on the table above is not an estimate of working capital that you will need but relates only to certain (but not necessarily all) expenses for the three-month period. The three-month period is not a representation of, nor is intended to suggest, when you should expect to break even, if ever.

<sup>11</sup> We relied on our management’s experience, and that of existing B&W School businesses that we franchised or that our affiliates have owned, as well as industry trends, to compile these estimates. You should review these figures carefully with a business advisor before making any decision to purchase the franchise. We do not offer direct or indirect financing for any items.

**FOR CONVERTING AN EXISTING B&W SCHOOL**

**THIS TABLE APPLIES TO A LICENSED, OPERATING B&W SCHOOL THAT CONVERTS TO A SPEC FRANCHISE, WHILE REMAINING IN ITS CURRENT LOCATION.**

<b>YOUR ESTIMATED INITIAL INVESTMENT <sup>1, 2</sup></b>				
<b>TYPE OF EXPENDITURE</b>	<b>ESTIMATED LOW-HIGH</b>	<b>METHOD OF PAYMENT</b>	<b>WHEN DUE</b>	<b>TO WHOM PAYMENT IS TO BE MADE</b>
Initial Franchise Fee	\$49,000	Lump sum	When you sign your Franchise Agreement	SPEC
Website Fee <sup>3</sup>	\$1,800	Lump sum	Upon commencement of the build	Vendors
Real Estate Improvements <sup>4</sup>	\$0 to \$360,000	Lump sum	As incurred	Contractors, vendors and suppliers
Equipment/Furnishings <sup>5</sup>	\$95,200 to \$224,000	Lump sum	As incurred	Vendors and suppliers
Exterior Building Signage <sup>6</sup>	\$15,000 to \$40,000	Lump sum	As incurred	Contractors, vendors and suppliers
Initial Training Attendance <sup>7</sup>	\$5,000 to \$7,500	Lump sum	As incurred	Vendors
Computer Equipment/Phone and Alarm Systems <sup>8</sup>	\$0 to \$25,000	Lump sum	As incurred	Vendors and suppliers
Inventory to Begin Operating	\$0 to \$20,000	As incurred	As incurred	Vendors and suppliers
Insurance <sup>9</sup>	\$2,000 to \$4,000	Lump sum	As incurred	Insurance Companies

Utility Deposits and Other Prepaid Expenses	\$0	Lump sum	As incurred	Vendors and suppliers
Licenses and Permits <sup>10</sup>	\$0	Lump sum	As incurred	Governmental authorities
Professional Fees	\$5,000 to \$10,000	Lump sum	As incurred	Lawyers, accountants, etc.
Initial School Opening Marketing and Advertising Funds <sup>11</sup>	\$15,000 to \$30,000	As incurred	As incurred	Vendors/suppliers
<b>TYPE OF EXPENDITURE</b>	<b>ESTIMATED LOW-HIGH</b>	<b>METHOD OF PAYMENT</b>	<b>WHEN DUE</b>	<b>TO WHOM PAYMENT IS TO BE MADE</b>
Additional Funds (3-month initial phase) <sup>12</sup>	\$0 to \$50,000	Various	As incurred	Employees, suppliers, etc.
Total <sup>13</sup>	\$185,000 to \$825,300			

<sup>1</sup> This table applies to an existing B&W School that is licensed and operating, and is contemplating “converting” their school to a SPEC franchise. The cost to convert your school to a SPEC franchised business will vary dramatically based on the condition of your school, reflecting factors such as paint color, layout, type of flooring, the condition of your equipment, the type of equipment, vendors, systems, etc. Prior to executing your franchise agreement, a SPEC representative will assess your school based on imagery provided and a video call interview and/or an onsite visit. Conforming your school to the trade dress of your selected brand is a requirement for becoming a SPEC franchise.

<sup>2</sup> Any fees you pay us or our affiliates are non-refundable, including the initial franchise fee. Whether fees payable to third parties are refundable is a matter you will have to discuss and negotiate with them.

<sup>3</sup> The range reflects additional work related to conversion of your existing website and analytics to your new site, as well as the setup of a new Facebook page.

<sup>4</sup> The cost of real estate improvements will vary depending on numerous factors, including (a) the size and configuration of the premises, (b) the condition of the premises, (c) cost of materials and labor, (d) location of the premises, and (e) whether the landlord will grant a buildout allowance, and the amount of the grant (none is assumed above). These costs include, but are not limited to, third party design fees, architectural and engineering fees, demolition, rough carpentry, finish carpentry, ceilings, tile flooring and walls, millwork, carpet and floor finishes, wall finishes, fire protection, HVAC, walls, electrical systems, plumbing, lighting and fixtures. Based on regional cost variations, supply chain disruptions, material cost increases and demand driven factors, costs and the potential imposition of new tariffs, construction and equipment costs may exceed the good faith estimates above.

<sup>5</sup> Equipment/Furnishings includes the estimated costs of furniture, desks, and office equipment (including but not limited to styling stations, pedicure stations, color bar, front desk, sinks and cabinetry) and interior signage. The cost of these items will vary depending on the condition, size and configuration of the premises. Based on regional cost variations, supply chain disruptions, material cost increases and demand driven factors, costs and the potential imposition of new tariffs, construction and equipment costs may exceed the good faith estimates above.

<sup>6</sup> The high-end amount of this range assumes that you have exercised your option, or have been required by your landlord, to obtain a monument or “readerboard” sign. The estimated cost range for these types of signs is \$25,000-\$30,000. This amount does not include the cost of installation, which will vary depending upon your market location. Your actual costs may also be affected by any restrictions placed by your landlord on interior and exterior signage.

<sup>7</sup> You must pay each trainee’s expenses, including travel, lodging and meal expenses.

<sup>8</sup> This amount includes the computer equipment and software necessary to operate your Franchised Business, as well as student record software, telephone, audio and alarm systems.

<sup>9</sup> These amounts represent the estimated annual cost of the premiums for the policies required under your Franchise

Agreement.

<sup>10</sup> These costs include the costs for obtaining local business licenses which typically remain in effect for one year. These costs do not include occupancy and construction permits which were included in the real estate improvement costs. These costs will vary substantially depending on the location of your Franchised Business. Conversion schools may not need to incur costs for licenses or permits merely to convert to be a Franchised Business. However, you should consult with your attorney to determine any applicable licensing or permit fees you must obtain to operate your Franchised Business beyond the ones you already have for your business.

<sup>11</sup> This represents our recommended level of incremental marketing and advertising costs over and above your current expenditure level during the first three to four months of operation of your Franchised Business, including the cost of an online audit, and the fees to launch your website with the necessary search engine optimization.

<sup>12</sup> This represents an estimate of only the range of expenses for your initial conversion phase, which is estimated to be up to three months from when you convert your school to a Franchised Business. The additional funds you will need to operate during this initial conversion phase include incremental payroll and marketing costs, among other operating costs—but do not include any incremental salary or allowance for an owner’s draw; any royalty fees, advertising contributions, any other amounts you must pay us, or any additional inventory you may need after your initial inventory is consumed. These figures are estimates and we cannot guarantee that you will not have additional expenses converting the business. The actual amount of additional funds you will need during the initial conversion phase of operating will depend on factors such as: the size and location of your Franchised Business, how well (and how much) you follow our methods and procedures; your current staffing levels, your management skill, experience, and business acumen; local economic conditions; the local market for your products and services; competition, existing enrollment, pending enrollment, aging of your receivables and general cash flow, financial obligations you may have to third parties and other factors. By providing these estimates of your costs, we are not making any representation that you will have any level of sales. The estimates are of your expenses only and do not reflect any offsetting sales revenue you may earn from operations to pay those expenses. We do not make any financial performance representations. The estimate of Additional Funds for three months shown on the table above is not an estimate of working capital that you will need but relates only to certain (but not necessarily all) expenses for the three-month time period. The three-month time period is not a representation of, nor is intended to suggest, when you should expect to break even, if ever.

<sup>13</sup> We relied on our management’s past experience, and that of existing and converted B&W School businesses that we franchised or that our affiliates have owned, as well as industry trends, to compile these estimates. You should review these figures carefully with a business advisor before making any decision to purchase the franchise. We do not offer direct or indirect financing for any items.

## **ITEM 8. RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES**

### **Authorized Specifications and Suppliers**

To the extent we may periodically require, you must purchase or lease equipment, supplies, advertising materials, various printed goods, training materials and other products and services used to operate your Franchised Business according to our standards and specifications and solely from suppliers, including Designated Brand Manufacturers and other manufacturers, we authorize in writing on an approved vendors list. We may revoke a supplier’s authorization at any time. Suppliers must demonstrate, to our continuing satisfaction, that they possess: (a) the ability to meet our reasonable standards and specifications for the items; ~~and~~ (b) adequate quality controls and capacity to supply your needs promptly and reliably; and (c) a willingness to comply fully with our service requirements and requests regarding serving our franchise system in a professional and transparent manner, as we determine in our sole discretion. In addition, we can require testing by us, our franchisees, or third parties, as we may require, to assure to our satisfaction that we are satisfied with the goods or services of the prospective supplier in our sole discretion. When considering whether to approve suppliers for our franchisees and Company-Owned Units, we may consider any other relevant factors, including any factors relating to the price and quality of the products or services, the reliability of the supplier, and the economic benefits and incentives the supplier may provide to us (including rebates). We may approve a single supplier for any product or

service. We may concentrate purchases with one or more suppliers to obtain the lowest prices or the best advertising support or services for any group of franchised businesses or Company-Owned Units. However, our authorization or approval of a supplier is not, directly, or indirectly, a representation or warranty relating to the supplier's products or services. Our authorization or approval is an expression only that our minimum requirements for us to grant it have been met, or waived, in our sole discretion. We may periodically designate ourselves or an affiliate as an authorized or exclusive supplier of any product or service used to operate your Franchised Business. Except as set forth below, neither we, our affiliates, nor any of our suppliers are currently the exclusive suppliers of any product or service used to operate your Franchised Business. We reserve the right to implement programs which require you to purchase additional goods or services from us or our affiliates regarding educational materials or services. However, other than as already currently disclosed, no such programs exist. TC-Accounting LLP, a provider of accounting services, is a required vendor during the first 12 months that you operate your Franchised Business, although we may waive this requirement in certain circumstances for a Conversion School. Cengage, Inc., operating under the Milady brand, is an exclusive supplier of student training and curriculum materials. Great Exposure Inc. is an exclusive provider of microsites/websites and admissions CRM software. Our affiliate Fuel Productions, LLC is an exclusive supplier of certain training materials. In certain circumstances, a designated or exclusive supplier may not provide products or services to all of our locations.

None of our officers owns an interest in any required supplier.

#### **Designated Brands Manufacturers**

We may designate certain parties as designated brands manufacturers (each, a "Designated Brands Manufacturer") for supplying certain cosmetology or esthetician products and services (and advertising and promotional materials related to these products and services). We are not restricted in terminating or adding Designated Brand Manufacturers. We have currently designated the following Designated Brands Manufacturers for hairstyling/cosmetology programs: (a) L'Oréal USA Creative, Inc. ("L'Oréal"), the owner or affiliate of the owner of the **Redken** and **L'Oréal Professionnel** trademarks. We may enter into agreements with the Designated Brands Manufacturers to provide certain services and products and to allow us to authorize our franchisees to use certain materials in their franchised businesses and to promote the Designated Brands Manufacturers. Unless we otherwise require, you will purchase those services, products and materials directly from the Designated Brands Manufacturer or its designees. Each Designated Brands Manufacturer is ~~our~~an independent contractor and is not our agent, franchisor, legal representative, subsidiary, joint venture, partner, employee, or affiliate for any purposes whatsoever. You shall have no direct license with L'Oréal or any other Designated Brands Manufacturer during the Term (unless we otherwise authorize). We expressly reserve the right to periodically revoke its designation of who is a Designated Brands Manufacturer or revise its agreements with any of them. These agreements are subject to expiration or earlier termination in accordance with their terms.

Subject to the applicable Designated Brands Manufacturer's and our requirements, standards, and usage guidelines, as all may be periodically changed, you shall: (a) exclusively use and promote those goods and services relating to those brands of the Designated Brands Manufacturers that we periodically designate for the Selected Trademark (the "Designated Brands"); (b) maintain the goodwill related to Designated Brands; (c) utilize the Designated Brands Manufacturer's educational support materials, training modules, and training techniques, for the Designated Brands, in our curriculum; (d) procure and install furniture and fixtures approved by the Designated Brands Manufacturer; and (e) display the Designated Brands' trademarks and images for the Designated Brands in advertising and promotions.

The manner of use of the Designated Brands Manufacturer's goods, services, trademarks, brands,

advertising, images and other intellectual property (collectively, the “Designated Brands IP”) is in the sole discretion of the Designated Brands Manufacturer and us (and, if applicable, the owners of the trademarks of the Designated Brands IP). We authorize you to use the Designated Brands IP only as authorized by us and only in accordance with standards, guidelines and specifications periodically set by the Designated Brands Manufacturer or us and in a manner consistent with the premium quality associated with the Designated Brands IP. At your sole cost and expense, you agree to furnish to the Designated Brands Manufacturer or us samples of any materials incorporating the Designated Brands IP for inspections to assure conformance to applicable standards (and make any corresponding payments directly to them and not to us).

You have no right, title, or interest in the Designated Brands IP (including, without limitation, all advertising, layouts, copy, artwork, photographs, videos, recordings, and fixture designs), and all use of the Designated Brands’ trademarks shall inure to the benefit of the Designated Brands Manufacturer and its affiliates. The Designated Brands’ trademarks may not be used as a source identifier for your Franchised Business.

In addition, if we require, you shall enter into, and comply with all of the provisions of, any agreements with the Designated Brands Manufacturer that we prescribe (each, a “Designated Brands Manufacturer Agreement”), which may include a term shorter than the term of your Franchise Agreement. Accordingly, we may require you to enter into an extension to that agreement or a replacement agreement to coincide with the length of the term of your Franchise Agreement. As part of our agreements with L’Oréal, if your Franchised Business meets certain standards, we may, in its discretion, annually designate your Franchised Business as having achieved a special designation (the “Special Designation”), which you may represent to the public in accordance with standards and specifications periodically established by us. We may describe in the Manuals or otherwise in writing the conditions necessary for you to achieve and maintain the Special Designation. We may change any of these conditions or standards or discontinue the Special Designation program upon written notice to you. You must allow L’Oréal or its designees (or, if L’Oréal is no longer a Designated Brands Manufacturer, any other Designated Brands Manufacturer or its designees, as specified by us) the first opportunity to recruit students trained by you.

### **Approval of New Suppliers**

We generally do not need to provide approval of certain local suppliers (i.e., IT services, utilities, etc.) and providers of professional services (legal, bookkeeping, etc.). However, we have an approved vendor list for material services and products, including but not limited to, retail and professional products used in the student salon training area, certain products, training materials and software used in student kits, marketing services, admissions software, and financial aid services. If you want to use products or services from a supplier or source that has not been previously approved by us, you (or the supplier) must first submit a written request to us for our approval. Our criteria for approving suppliers are available upon written request. We have the right to require as a condition of our approval that our representatives be permitted to interview the supplier, receive a demonstration of its services and capabilities, inspect the supplier’s facilities, and samples from the supplier be delivered either to us or an independent expert (at no cost to us or the independent expert) that we designate for testing, if applicable. We may also require the supplier to present satisfactory proof of insurance as a condition of our approval. In addition, we may require the proposed supplier to complete a beta test with you, and potentially other franchisees. The terms and scope of the beta test, if required, would be set by us. We also may require you and the supplier to grant us a full release from any potential claims related to the beta test. We will notify you of approval or disapproval of your request to use an unapproved supplier, either directly or initially through a beta test, within a reasonable time (generally, not more than 30 days) after receiving your written submission, taking into account any inspection, testing, and review of samples and documents presented by the

supplier. Your proposed vendor is not considered to be approved unless you have received a written notification from us. Since we devote our resources where we deem appropriate, we are not required to consider additional or replacement suppliers. However, if we do so, you or the prospective supplier must pay a charge not to exceed the reasonable cost of inspection and the actual cost of testing. We will not approve any unapproved supplier for products or services that we determine are competitive with the products or services offered by any Designated Brands Manufacturer. Use of a non-approved vendor is a violation which may subject you to special assessments, as described herein.

We reserve the right to periodically reinspect and re-evaluate the facilities, products and/or services of any approved supplier and continue to sample the products. If the supplier fails to continue to meet our standards and specifications, we may provide the supplier with a default notice and a reasonable opportunity to cure, or simply terminate their approval, in our sole discretion.

### **Construction of the Premises**

You must retain a qualified architect or engineer to prepare a site plan and plans and specifications adapting our Design Specifications to your approved location and to applicable laws and lease requirements and restrictions and market conditions (collectively, the “Plans”). You shall not begin construction without our advance written approval of the Plans. Your architect or engineer must comply with all zoning, signage, seating capacity, and parking requirements, as well as with any other federal, state, or local laws pertaining to the design or construction of the Premises, including the Americans with Disabilities Act. If compliance with the requirements or laws necessitates any material modification to the Plans the modification must be approved in writing by us, and the modified Plans may not be materially changed or modified again without our additional written approval.

You must retain a qualified general contractor and any necessary and qualified subcontractors to construct the Premises according to the Design Specifications. We may designate an architect, engineer, or designer to prepare, or participate in the preparation of, the Plans, and to supervise the construction of the Premises. If you have not used one of our recommended architects, engineers or designers, and we designate an architect, engineer or designer to participate or supervise, you are responsible for all costs and expenses of our designated architect, engineer or designer. However, your use of, or our designation of, one of our recommended architects, engineers or designers is not, directly or indirectly, a representation or warranty relating to its services.

You must complete construction (including all exterior and interior carpentry, electrical, painting and finishing work, and installation of all approved fixtures, equipment and signs) in accordance with the approved Plans.

### **Refurbishing**

You shall refurbish your Franchised Business at your expense to conform to the building design, exterior facade, Trade Dress, signage, furnishings, decor, color schemes, and presentation of the Proprietary Marks in a manner consistent with the image then in effect for new B&W School businesses that want to operate under your Selected Trademark. However, you will not be required to undertake refurbishment more frequently than once every seven years (and you will not be required to undertake refurbishment during the first year after your Opening Date). Refurbishing may include, among other things, remodeling, redecoration, and modifications to existing improvements, as we may require in writing. However, general maintenance, repairs, additions, and replacements to maintain your Franchised Business in the highest and most uniform degree of sanitation, repair, appearance, condition and security in the manner set forth in the Manuals will not be considered refurbishing.

### **Insurance**

You must purchase insurance policies in at least the amounts that we specify and send us proof of such insurance annually. Currently, you must, at a minimum, carry the following insurance:

- a. commercial general liability insurance of not less than \$1,000,000 each occurrence, \$2,000,000 general aggregate, \$2,000,000 products/completed operations aggregate, and \$1,000,000 personnel and advertising injury limits;
- b. cyber-security insurance of not less than \$250,000;
- c. workers' compensation coverage in the amounts required by statute or rule of the state in which the Franchised Business is located;
- d. B&W School professional liability insurance in the amount of at least \$1,000,000 for each ~~accident~~accident; and
- e. any insurance required by applicable law.

### **Computer System**

You must purchase, and install at the Premises, the Computer System that we specify for the Franchised Business. We may designate the supplier or suppliers from whom you must purchase the various items constituting the Computer System.

### **Curriculum**

Unless required by applicable law, you shall use only our curriculum and not offer any courses that have not been approved by us. You shall use all elements of the curriculum required by us or applicable law. If you are required by applicable law to offer one or more programs or courses not approved by us in the Manuals or otherwise, you shall take all actions requested by us to distinguish the program from the other programs or courses, including: (a) at all times conspicuously displaying, in the form and manner as required by us, on one or more signs on your Premises and on all materials provided in connection with those programs or courses, a disclaimer stating that (i) only the program is affiliated with us, and no other programs or courses offered by you are affiliated with or approved by us, and (ii) we are in no way responsible for those programs or courses; and (b) before enrolling in those programs or courses, requiring all students to sign an acknowledgement that they understand this disclaimer.

### **Revenues Derived from Required Purchases and Leases**

For our last fiscal year, 2024, our total revenues were \$2,357,629.

Except for the rebates discussed below that were received by our affiliates, we do not currently derive any revenues from your required purchases of the goods and services that you will sell or need to operate your franchised business. In ~~2023~~2024, our affiliate, Fuel Productions, LLC, had ~~\$290,333~~\$237,214 in revenues from franchisees' purchases of certain training materials. Some of the vendors that we require you to purchase from pay sponsorship fees to us that we use to reduce the costs of our annual franchisee conference and educator competition. Without those vendor sponsorship fees, your costs to attend the annual franchisee conference and help promote the educator competition program would be higher. In ~~2023~~2024, SPEC received sponsorship and attendance fees for our annual franchise conference ~~of \$143~~totaling \$205,000 from our vendors. ~~The educator and franchisees. We held a student competition was not held in 2023, so~~2024, but no sponsorship fees were received ~~from Redken or L'Oréal~~.

The cost of all purchases and leases that we require (including from designated sources or according to our specifications) is estimated to represent approximately 30-35% of your total purchases in ~~connection~~relation with the establishment of your Franchised Business. After you open, the cost of all purchases and leases that we require

(including from designated sources or according to our specifications) is estimated to represent approximately 75-80% of your total purchases ~~to operate in relation with the operation~~ your Franchised Business.

### Supplier Rebates

In ~~2023~~2024, SPEC ~~a rebate from one did not receive any~~ vendor ~~of \$25,150 rebates~~. In some prior years, SPEC received rebates based on a percentage of sales by certain vendors of products to our franchisees. We may receive such rebates in the future. Other than as we disclose in this Item, in our last fiscal year we did not derive, nor do we currently expect to derive, revenue or other material consideration from required purchases or leases by franchisees.

### Purchasing or Distribution Cooperatives; Purchase Arrangements

No purchasing or distribution cooperatives exist. However, we may negotiate purchase arrangements (including price terms) with suppliers in order to obtain pricing for the Franchise System that individual franchisees may not be able to obtain by dealing directly with the suppliers.

Other than the subsidies that we describe above in this item, we do not provide material benefits to you based upon your purchase of particular products or services or use of particular suppliers.

### ITEM 9. FRANCHISEE’S OBLIGATIONS

**This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this disclosure document.**

FRANCHISEE’S OBLIGATIONS FOR DEVELOPING A NEW SCHOOL		
OBLIGATION	SECTION IN FRANCHISE AGREEMENT	DISCLOSURE DOCUMENT ITEM
a. Site selection and acquisition/lease	Sections 2.2, 4.1 and 4.21	Items 8, 11, and 12
b. Pre-opening purchases/leases	Sections 2.3, 2.4, 4.1, 4.9, 4.12, 4.13 and 4.21	Items 7, 8 and 11
c. Site development and other preopening requirements	Sections 4.1, 4.2, 4.3, 4.4 and 4.21	Items 7, 8 and 11
d. Initial and ongoing training	Sections 2.5, 2.7 and 4.21	Item 11
e. Opening	Sections 4.4 and 4.21	Items 7 and 11
f. Fees	Article 3	Items 5, 6, and 7
g. Compliance with standards and policies/ operating manuals	Sections 4.5, 4.6, 4.7, 4.8, 4.12, 4.13, 4.21, 6.1 and 6.3	Items 8 and 11
h. Trademarks and proprietary information	Section 4.21, Articles 5 and 6	Items 13 and 14
i. Restrictions on products/services offered	Sections 4.7, 4.8, 4.20 and 4.21	Item 16
j. Warranty and customer service requirements	Sections 4.7 and 4.10	Not applicable

k. Territorial development and sales quotas	Not applicable	Not applicable
l. Ongoing product/service purchases	Sections 2.3, 2.4, 4.5, 4.6, 4.7, 4.9, 4.12, 4.15 and 4.19	Item 8
m. Maintenance, appearance and remodeling	Sections 4.5, 4.6, 4.7, 4.9, 4.19, 4.21 and 16.2	Items 6 and 17
n. Insurance	Article 9	Items 7 and 8
o. Advertising	Article 7	Items 6, 7, and 11
p. Indemnification	Sections 14.2 and 18.15	Item 6
q. Owner's participation/management/staffing	Sections 4.4, 4.11 and 4.12	Item 15
r. Records/reports	Article 8	Not applicable
s. Inspections/audits	Sections 4.12, 4.22, 4.25, Article 8, and 9.3	Item 6
t. Transfer	Article 10	Items 6 and 17
u. Renewal	Article 16	Items 6 and 17
v. Post-termination obligations	Article 12	Item 17
w. Non-competition covenants	Article 13	Item 17
x. Dispute resolution	Articles 17 and 19	Item 17

<b>FRANCHISEE'S OBLIGATIONS FOR CONVERTING AN EXISTING SCHOOL*</b>		
<b>OBLIGATION</b>	<b>SECTION IN FRANCHISE AGREEMENT</b>	<b>DISCLOSURE DOCUMENT ITEM</b>
a. Site selection and acquisition/lease	Sections 4.21	Items 8, 11, and 12
b. Pre-opening purchases/leases	Sections 2.3, 2.4, 4.1, 4.9, 4.12, 4.13 and 4.21	Items 7, 8 and 11
c. Site development and other preopening requirements	Sections 4.21	Items 7, 8 and 11
d. Initial and ongoing training	Sections 2.5, 2.7 and 4.21	Item 11
e. Opening	Sections 4.4 and 4.21	Items 7 and 11
f. Fees	Article 3	Items 5, 6, and 7
g. Compliance with standards and policies/ operating manuals	Sections 4.5, 4.6, 4.7, 4.8, 4.12, 4.13, 4.21, 6.1 and 6.3	Items 8 and 11
h. Trademarks and proprietary information	Section 4.21, Articles 5 and 6	Items 13 and 14
i. Restrictions on products/services offered	Sections 4.7, 4.8, 4.20 and 4.21	Item 16
j. Warranty and customer service requirements	Sections 4.7 and 4.10	Not applicable
k. Territorial development and sales quotas	Not applicable	Not applicable

l. Ongoing product/service purchases	Sections 2.3, 2.4, 4.5, 4.6, 4.7, 4.9, 4.12, 4.15 and 4.19	Item 8
m. Maintenance, appearance and remodeling	Sections 4.5, 4.6, 4.7, 4.9, 4.19, 4.21 and 16.2	Items 6 and 17
n. Insurance	Article 9	Items 7 and 8
o. Advertising	Article 7	Items 6, 7, and 11
p. Indemnification	Sections 14.2 and 18.15	Item 6
q. Owner's participation/management/staffing	Sections 4.4, 4.11 and 4.12	Item 15
r. Records/reports	Article 8	Not applicable
s. Inspections/audits	Sections 4.12, 4.22, 4.25, Article 8, and 9.3	Item 6
t. Transfer	Article 10	Items 6 and 17
u. Renewal	Article 16	Items 6 and 17
v. Post-termination obligations	Article 12	Item 17
w. Non-competition covenants	Article 13	Item 17
x. Dispute resolution	Articles 17 and 19	Item 17
<p>*NOTE FOR CONVERSION FRANCHISEES: We may (but have no obligation to) modify our requirements under the Franchise Agreement with you if, upon signing the Franchise Agreement, you already have a B&amp;W School that you desire to convert into a Franchised Business. In such case, we will determine which of our and your respective obligations are to be waived or modified. We will make such determinations, if any, and provide, before you sign the Franchise Agreement, notice to you of such waivers or modifications. They may vary, depending on the circumstances of your preexisting operations. They may vary, also, from terms for other franchisees, regardless of whether they may be considered similarly situated. We have sole discretion to make such determinations as we deem appropriate, and you must comply with them as part of the Agreement. They control in the event of any conflict with the terms of ARTICLE 2, ARTICLE 4, or any other terms of the Franchise Agreement.</p> <p>Examples may, but do not necessarily, include the following:</p> <p><u>For Site Selection/Construction</u> – as a conversion school, you already are operating in an existing site. Your location has been approved to operate a Franchised Business, subject to a plan to bring it into compliance with the minimum trade dress requirements that we require of you. To the extent that you receive a waiver of certain trade dress items through the renewal of your lease or the passage of a fixed period of time, you will be required to bring your location fully into trade dress compliance in the future.</p> <p><u>For Training</u> – as a Conversion School, you will not undergo the pre-opening training normally required for non-conversion schools. Instead, you will receive a similar amount of training hours that such schools prior to opening and in their first year of operation during your first year as a SPEC franchise owner. We may provide training onsite, online, at regional trainings, or otherwise as we determine is appropriate to transition your school to our standards. Because all schools are different, we cannot define the hours required for training in your transition to a Franchised Business until we have received and evaluated information about your converting B&amp;W School.</p> <p>Generally, the requirements for an existing B&amp;W School to convert to a Franchised Business will be less extensive for you and us, and will take less time and investment from you. Before you sign your Franchise Agreement with us, we will provide you with the terms specific to your B&amp;W School of any requirements that we determine are appropriate to waive or modify. If you are not satisfied with the terms you have no obligation to enter a Franchise Agreement with us.</p>		

## ITEM 10. FINANCING

We do not offer direct or indirect financing. We do not guarantee your note, lease, or other obligations.

Historically, franchisees were eligible for expedited and streamlined SBA loan processing through the SBA's Franchise Registry Program, [www.franchiseregistry.com](http://www.franchiseregistry.com), which was eliminated in April 2023. FRANdata, which administered the SBA's program, ~~is reportedly developing~~developed a new Franchise Registry ~~in 2023, which lenders use to assess the eligibility of a franchise for streamlined approval of a SBA loan.~~ It is unclear if this new program ~~will be~~has been as effective or accepted as the SBA's former program. SPEC ~~will evaluate~~was approved for the FRANdata ~~offering and will consider it as a replacement for the SBA~~ Franchise Registry ~~in 2024 and anticipates applying for approval again in 2025.~~

#### **ITEM 11. FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING**

**Except as listed below, we are not required to provide you with any assistance.**

##### **For Developing a New School-Pre-Opening Assistance**

Before you open your Franchised Business, we will:

- if upon signing your Franchise Agreement the Site for your Franchised Business has not been approved, provide you with our Site-Selection Criteria. If we consider on-site evaluation necessary or appropriate (either on our own initiative or at your request), we may make on-site evaluations of your proposed Site. Our approval of a Site is not a representation or warranty that your Franchised Business will be profitable or that your sales will attain any predetermined levels—our approval only indicates that the proposed Site meets our minimum criteria for identifying sites, if any (Franchise Agreement, Sections 2.2 and 4.1);
- provide you with specifications, if any, of our requirements for design, decoration, layout, equipment, furniture, fixtures and signs for your Franchised Business (the "Design Specifications") (Franchise Agreement, Section 2.3);
- provide you with specifications, if any, for approved apparel (dress code) for your employees and/or students (Franchise Agreement, Section 2.3);
- provide you with a list of required equipment, supplies, materials, inventory and other items necessary to operate your Franchised Business and a list of approved and/or recommended suppliers of these items (Franchise Agreement, Section 2.4);
- provide you with a list of items, if any, that you must purchase from our affiliates or us (Franchise Agreement, Section 2.4);
- provide you with a list, if any, of recommended, but not required, equipment, supplies and other items, and a list of approved and/or recommended suppliers of these items (Franchise Agreement, Section 2.4);
- provide you with an initial set of forms, including various operational forms (Franchise Agreement, Section 2.4);
- supply you with a standardized chart of accounts and designate Software that you must acquire (Franchise Agreement, Section 2.4);
- provide Initial Franchise Training for you, your Operations Director, and any of your employees that we require or approve to attend training (Franchise Agreement, Section 2.5); and
- provide you a copy of the Manuals (with periodic revisions as required), which may be provided in an electronic medium, including by download from our website (Franchise Agreement, Section 2.6 – The table of contents of the present form of the Manual, including its total number of pages and the number of pages devoted to each topic, is attached to this disclosure document as Exhibit B).

##### **For Converting an Existing School-Pre-Opening Assistance**

- provide you with specifications, if any, of our requirements for design, decoration, layout, equipment, furniture, fixtures and signs for your Franchised Business (the “Design Specifications”) (Franchise Agreement, Section 2.3);
- provide you with specifications, if any, for uniforms for your employees and/or students (Franchise Agreement, Section 2.3);
- provide you with a list of required equipment, supplies, materials, inventory and other items necessary to operate your Franchised Business and a list of approved and/or recommended suppliers of these items (Franchise Agreement, Section 2.4);
- provide you with a list of items, if any, that you must purchase from our affiliates or us (Franchise Agreement, Section 2.4);
- provide you with a list, if any, of recommended, but not required, equipment, supplies and other items, and a list of approved and/or recommended suppliers of these items (Franchise Agreement, Section 2.4);
- provide you with an initial set of forms, including various operational forms (Franchise Agreement, Section 2.4)
- supply you with a standardized chart of accounts and designate Software that you must acquire (Franchise Agreement, Section 2.4);
- provide training that we determine is appropriate to transition your school to our standards for you, your Operations Director, and any of your employees that we require or approve to attend training (Franchise Agreement, Section 2.5); and
- provide you a copy of the Manuals (with periodic revisions as required), which may be provided in an electronic medium, including by download from our website (Franchise Agreement, Section 2.6 – The table of contents of the present form of the Manual, including its total number of pages and the number of pages devoted to each topic, is attached to this disclosure document as Exhibit B).

### **Post-Opening Assistance**

During the operation of your Franchised Business, we will:

- if we consider it advisable, make staff reasonably accessible for routine consultation or other routine assistance that is not considered “special assistance” (as defined below) in person or by telephone, fax, written communication, email, or other electronic means (including Zoom or other web-based assistance). In any year of the Term, we will not count the time we spend on routine or special assistance toward the time for Regular Training until you have obtained at least 12 hours of such assistance during such year. (Franchise Agreement, Section 2.7);
- if you request non-routine guidance or other assistance (“special assistance”) to address your unusual or unique operating problems, make multiple assistance requests in a limited period, or request training of new staff after we have provided staff training to an individual in the same role, to the extent we can reasonably accommodate your request we may furnish that special assistance. Special assistance is different than the Post-Opening Training (as defined below) that we periodically offer, and we may, in our discretion, determine whether any consultation, guidance or assistance is “special assistance” or routine assistance as stated above. (Franchise Agreement, Section 2.7);
- ~~if we consider it advisable, generally promote our franchisees through advertising and public-relations campaigns (Franchise Agreement, Section 2.7);~~

- if we consider it advisable, provide you with continuing advisory assistance in the operation and promotion of your Franchised Business; this assistance may include communicating new developments, improvements in equipment and supplies, and new techniques in advertising, service, and management that are relevant to operating your Franchised Business (Franchise Agreement, Section 2.7); and
- if we consider it advisable, provide refresher, advanced or additional training programs and seminars (Franchise Agreement, Section 2.7).

### **Advertising**

For each month we recommend, during or within 30 days of the end of such month, that you spend a minimum of 2% of such month's Gross Revenues on advertising and promotion. We may periodically, but have no obligation to, designate longer periods in which we measure your average monthly expenditure on advertising or promotion during such period, in lieu of the actual advertising expenditure you make in any particular month. Except as stated above, we do not currently require you to spend any minimum amount on advertising (although we encourage you to advertise—and, we would note that while 2% is a minimum, and revenue per location varies substantially, we believe that all of our complying schools typically spend more than the required minimum amount, with some locations spending significantly more than the required minimum amount). We reserve the right to institute a minimum monthly advertising expenditure in the future. (Franchise Agreement, Section 7.1.a)

All advertising and promotional materials on which our proprietary marks are used, including online materials, must follow the brand guidelines outlined in the Brand Guidebook and include the applicable designation of service mark or other designation as we may specify. We may notify you to withdraw and/or discontinue the use of any promotional materials or advertising materials, even if they were previously approved, and may require you to take down online posts that do not comply. (Franchise Agreement, Section 7.1)

### **Internet Restrictions**

Except as stated in the next paragraph, we retain the sole right to advertise on the Internet, create or operate a website or sites, and use the Proprietary Marks as part of any domain name. We exclusively own all rights in those domain names. You have no ownership interests in those domain names or any domain names that may be confusingly similar. You shall not register any domain name in any class or category that contains the words ***The Salon Professional Academy, Elevate Salon Institute, Spa Pro Academy or Powered by SPEC***, or any abbreviation, acronym, component, or variation of these words (except that no prohibition exists to using "THE" or "SALON" independently from any other term or terms which you are otherwise restricted from using).

We shall maintain a website that provides general information about the System. In addition, in consideration of an initial website fee and an ongoing monthly fee, our designated supplier shall establish and maintain a microsite for your Franchised Business. The current website fee is \$119 per month. The approved vendor that offers the website may periodically increase the monthly fee as described in Item 6. You shall have the option to customize some elements of the content of your microsite. For administrative purposes, we may require you to pay the monthly website fee directly to us instead of the third-party supplier. As noted above, you shall have the right to advertise, market, or otherwise promote your Franchised Business on the Internet or through any social media as long as you comply with our Internet policies periodically in effect. Except as provided in this paragraph, without our prior written consent, you shall not develop, establish, operate, own, license, use or participate in a website on which the Proprietary Marks appear or otherwise use any of the Proprietary Marks on or in connection with the Internet, including (a) in domain names (including top level or country code domain names and folder

extensions in domain names), (b) in metatags in your website, (c) in social media user names, (d) by publishing, linking or deep linking to any of our websites in connection with social media websites, or (e) in sponsored advertising programs. (Franchise Agreement, Section 7.3). You must disclose to us all social media accounts which you set up and follow all requirements set forth in the Brand Guidebook. The primary Facebook business page for the school must be set up initially by an approved marketing vendor and reviewed by us prior to launch. The fees for setting up the Facebook business page are included in the initial marketing expenditures. If we review a social media posting and ask you to remove it for any reason, in our sole discretion, you must do so within two business days.

#### Marketing Funds, Cooperatives, and Advertising Councils

Although we currently do not have a marketing fund, cooperative, or advertising council, we reserve the right to establish a marketing fund, cooperative, or advertising council in the future. If we establish a marketing fund, we will administer the fund, and may require you to contribute to the fund. We have no company-owned units, but we expect that if we have any in the future, that they will also be on the same basis. We intend to require substantially all franchisees who buy franchises after the date of this offering to contribute at the same rate. The purpose of an advertising council would be to advise us about advertising, marketing, operations, new product and services suggestions, and other matters relating to the System. (Franchise Agreement, Section 7.2). We currently do not require you to join a regional or local advertising cooperative. We are not required to spend any amount on advertising in the area or territory where your Franchised Business is located. If we establish a marketing fund in the future, the fund will not be independently audited; however, a report of the operations of the fund will be prepared every year at the expense of the fund and you will be able to obtain a copy either electronically or by mail upon written request.

#### **Computer System**

To operate your Franchised Business, you must obtain and use a Computer System according to our specifications. All systems must meet the specifications below or receive our waiver in writing. Computer hardware and the appropriate software for the Computer System must comply with specifications that are established by us. The specifications will be reviewed annually and may be revised by us in the future as needed to maintain a stable and secure information system. We may require you to use our designated suppliers. (Franchise Agreement, Section 4.9) Your Computer System must comply with US Department of Education Cybersecurity requirements as described on the following government website: <https://fsapartners.ed.gov/title-iv-program-eligibility/cybersecurity>.

Your Computer System will include point-of-sale hardware and software; at least one on premises server with hosted backup or simply a hosted offsite server equivalent; at least three PC workstations or laptop computers, with ~~Windows 10 or greater~~ operating system using a Windows version that Microsoft continues to support (Apple devices are not allowed due to the limited ability to control security using server-driven policies); high-capacity internet connectivity; QuickBooks (to calculate and record accounting and financial information necessary for the operation of your Franchised Business); and compliant anti-virus and firewall capabilities. Given the nature of technology, the specific requirements for the foregoing are subject to change. We estimate the cost for the Computer System to be between \$7,500 and \$10,000.

You must maintain in good repair, upgrade, replace, update, and otherwise improve your Computer System and other computer hardware and software as may be required in the future by us. There are no limitations on the frequency and cost of your obligation to maintain, upgrade, update, and otherwise improve your Computer System and other computer hardware and software. However, you will not be required to replace the entire Computer System more frequently than once every two years. (Franchise

Agreement, Section 4.9). We estimate the initial cost to maintain, upgrade and/or update QuickBooks will be between \$400 and \$700 (depending on the software options selected) There may be additional renewal/update fees every three years. We estimate the annual cost to maintain, upgrade and/or update the other components of your Computer System or other computer hardware and software will range from \$2,000 to \$5,000.

We have the right to independently access and retrieve any data and information from your Computer System. You must provide us any assistance we require to provide us with this independent access, including preparing summaries and analyses that we may request. There are no contractual limits on our right to access this information and data, including tax returns requiring reporting of income or expenses from your franchised business. (Franchise Agreement, Section 4.9)

### **The Site for Your Franchised Business**

You are solely responsible for selecting the Site of the Premises for your Franchised Business. We merely have the right to approve or disapprove your selection. If a Site for your Franchised Business has not yet been selected and approved at the time you sign your Franchise Agreement, you must select a Site acceptable to us within the Reserved Area in the manner described below. (Franchise Agreement, Section 4.1)

If you have not selected an approved Site by the time you sign your Franchise Agreement, you must submit to us a proposed Site within the Reserved Area within 120 days after signing your Franchise Agreement. We will not unreasonably withhold approval of any site that meets our Site-Selection Criteria. Our Site-Selection Criteria include minimum standards, if any, for or concerning demographic characteristics, traffic patterns, parking, the predominant character of the neighborhood, competition from other businesses providing similar services within the area, the proximity to other businesses and the nature of these businesses, the size, appearance, and other physical characteristics of the Site, and any other factors that we may consider relevant to approving or disapproving a Site. We will review Site approval submissions on a first-in basis. If we reject your selected Site, you have 90 days after delivery of written notice of rejection to submit a new Site within the Reserved Area for our written approval. If a Site has not been approved by us within 210 days of the date that you sign your Franchise Agreement, we may terminate your Franchise Agreement. Within 270 days after the date you sign your Franchise Agreement, you must, at your expense, complete the acquisition or lease arrangements to acquire or lease the Premises for your Franchised Business. If you do not complete the acquisition or lease of the Premises within this 270-day period, we may terminate your Franchise Agreement. (Franchise Agreement, Section 4.1)

We provide for certain requirements that may assist you in connection with the construction of your premises. We provide the details of those requirements in Item 8 under the heading “Construction of the Premises.”

### **Time between Signing Your Franchise Agreement and Opening the Franchised Business**

The typical length of time between your signing of your Franchise Agreement and the opening of your business is expected to be from six to twelve months. Factors that may affect this typical time period include your ability to negotiate and obtain a lease at a satisfactory location, negotiate and obtain financing, procure the requisite building permits, comply with zoning and local ordinances, install equipment, fixtures, and signage, recruit competent staff, and schedule and complete Initial Franchise Training. However, if you do not satisfy all of the conditions pertaining to opening your Franchised Business as stated in your Franchise Agreement and open your Franchised Business within 12 months of the date you sign your Franchise Agreement, we may terminate your Franchise Agreement.

### **Employees**

You are exclusively responsible for the terms of your employees' employment and compensation and, except for training provided by us under your Franchise Agreement, for the proper training of your employees in operating your Franchised Business. You are solely responsible for making and performing all employment decisions and functions, including those related to hiring, firing, establishing wage and hour requirements, disciplining, supervising and record keeping. We may require that you have your employees execute a confidentiality agreement, of which we are a beneficiary. Whether or not we do, you are responsible for any breaches of confidentiality by your employees.

**Training**

Initial Franchise Training

We will provide your Trainees with a minimum of 178 hours of pre-opening Initial Franchise Training for operating your Franchised Business (“Initial Franchise Training”) at a location designated by us, which may be on-site, online, at our training facilities in Fargo, North Dakota, or at another training location in the US that we designate. A “Trainee” is any person required or approved by us to attend Initial Franchise Training. Currently, the Franchise Owner and your Operations Director are required to attend Initial Franchise Training. All Trainees must complete all Initial Franchise Training to our satisfaction. At our expense, we provide instructors, facilities, and training materials in connection with Initial Franchise Training for you to provide instruction at your B&W School in all services that we authorize you to deliver to your students to help them comply with the state certification requirements in your state. It includes instruction in the following areas: B&W School education and training; recruiting and admissions; marketing, promotions, and advertising; management; hiring; operations; and computer applications. You are responsible for all other expenses the Trainees incur in connection with attending Initial Franchise Training (including travel, lodging, and meal expenses). In our sole discretion, we may provide Initial Franchise Training to multiple franchisees at the same time. You are responsible to ensure that all Trainees attend Initial Franchise Training at the applicable times and locations offered by us, which training is generally held at least 30-60 days before opening your Franchised Business and generally during normal business hours. We have no obligation to provide Initial Franchise Training at other times or locations, or on an individual franchisee basis. We reserve the right to modify the content of Initial Franchise Training. (Franchise Agreement, Section 2.5)

If we determine that any Trainee has failed to satisfactorily complete Initial Franchise Training by the scheduled Opening Date of your Franchised Business, we may, at your expense, retrain the failing Trainee or allow you to hire a substitute Trainee who must attend and satisfactorily complete Initial Franchise Training. Alternatively, we may elect to terminate the Franchise Agreement. (Franchise Agreement, Section 2.5)

The following charts show the subject, hours of classroom training, hours of on-the-job training, and the location where the training is held for Initial Franchise Training:

**TRAINING PROGRAM  
(Initial Franchise Training-Before Opening)**

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON-THE-JOB TRAINING	LOCATION HELD
Introduction to Franchise Training and the System	6	0	Online/webcast; telephone
Site Selection and Buildout	18	0	Online/webcast; telephone

Marketing	3	0	Online/webcast; telephone
Management of Books and Records; Inventory Management	1	0	Online/webcast; telephone
Admissions/Regulatory Training	46	0	Online/webcast; telephone
Education/Operations Training; SSTA Management	93	0	Online/webcast; telephone
Staff Development Training	11	0	Online/webcast; telephone
TOTAL	178	0	

Heather Kelts has worked in the B&W school industry for over ~~18~~19 years. She was Operations Director of TSPA Fort Myers for three years after working two years in the Financial Aid role. She joined SPEC in 2016 and provides training in Financial Aid, operations, and regulatory compliance.

Anthony Civitano has more than 30 years of experience in the B&W school industry. Prior to joining SPEC's board of managers in 2023, he owned up to eight independent B&W schools for 20 years. He provides mentoring and training to school owners.

Kerri Schultz has been in the beauty industry for over 30 years. She holds licenses in cosmetology, esthetics, and as a beauty culture instructor. Ms. Schultz worked as an educator for TSPA Evansville, IN, for more than ten years, where she served as a Lead Educator (and was recognized as SPEC's "Educator of the Year" in 2016). She joined SPEC in 2016 and provides training in education and systems. Ms. Schultz is the owner of a TSPA franchised location in Ft. Wayne, Indiana.

~~Amber Fox has worked in the cosmetology industry for over 18 years, including a decade at TSPA Shorewood, Illinois, where she was Director of Education, and later served as Operations Director (and was recognized as SPEC's "Operations Director of the Year" in 2017). Since 2019, she has provided training in classroom and salon area education, as well as school operations.~~

Kirsten Stroud has more than 20 years of marketing experience in a range of industries. She joined SPEC in March 2022 and provides training in marketing.

Becky Bloechle has more than ~~16~~17 years of higher education experience, with a focus on admissions. She joined SPEC in March 2022 and provides training in student recruitment and admissions management.

~~Heather Rodriguez has more than 20 years of beauty industry experience, as well as 9 years working for B&W schools that are not part of the SPEC system.~~

SPEC sometimes engages experienced operations directors, educators, financial aid and admissions representatives as "subject matter experts" to participate in training the staff of new and existing schools.

Your instructional materials for the training may include the following: the Manuals, videos, job aides, workbooks other online materials.

#### Post-Opening Training

We will offer the following amounts of additional training programs and seminars (collectively, "Regular Training"): (i) during the first year following your Opening Date, a minimum of 164 hours of Regular Training; (ii) during the second year following the Opening Date, a minimum of 121 hours of Regular Training; (iii) during the third and fourth years following the Opening Date, a minimum of 100 hours of

Regular Training; and (iv) each of the subsequent years following the Opening Date, a minimum of 76 hours of Regular Training. We may also offer refresher, advanced or additional programs and seminars over and above the Regular Training (“Advanced or Refresher Training,” and collectively with the Regular Training, “Post-Opening Training”). Post-Opening Training shall be offered at a location designated by us, which may be on-site, online, at our principal training facility, or at another location designated by us. We may require you, your Operations Director and any of your other employees that we may designate to attend Post-Opening Training. At our expense, we shall provide instructors, facilities, training materials, and technical training tools in connection with the Regular Training. You are responsible for all other expenses your attendees incur in connection with attending Regular Training, including all travel, lodging, and meal expenses. However, you are solely responsible for all costs and expenses associated with any Advanced or Refresher Training, including the then current training fee we charge for this training, if any, as well as all travel, meal, and lodging expenses that your attendees incur, if any. In our discretion, we may provide Post-Opening Training to multiple franchisees at the same time. You are responsible for ensuring that your attendees attend Post-Opening Training at the applicable times and locations offered by us. We have no obligation to provide Post-Opening Training at any specific times or locations, or on an individual franchisee basis. If you do not complete the full number of hours of the Regular Training offered to you in any year of the Term, you may not carry over any unused hours to the next year of the Term. Post-Opening Training may include instruction in one or more of the following areas: marketing, promotions, and advertising; management; B&W School education and training; recruiting and admissions; student placement; accreditation; and operations. We reserve the right to modify the content of the Post-Opening Training. (Franchise Agreement, Sections 2.5 and 2.7) Initial training for Conversion Schools will vary based on their need. However, based on prior experience, they will get the minimum hours offered in Regular Training during their initial year, and then conform with our required Post-Opening Training schedule going forward.

#### Assistance vs. Training-

Neither routine nor special assistance that we may provide as outlined above in the “Post-Opening Assistance” section of this Item shall be considered Post-Opening Training (though time devoted in excess of the limits set forth in your franchise agreement may count toward the time we offer for Regular Training). Routine and special assistance may be provided by us upon your request and are specific to your Franchised Business. Post-Opening Training will be made available by us to multiple franchisees and not necessarily upon your prior request. Accordingly, you cannot require or request Post-Opening Training, but can only participate in any Post-Opening Training offered by us.

## **ITEM 12. TERRITORY**

### **Grant for a Specific Area**

Your franchise is granted for a specific location that you select and we approve if acceptable. This location may not be changed. If we, in our sole discretion, decide to permit relocation of your Franchised Business, one factor we may consider is whether the proposed new site meets our then current Site-Selection Criteria (our current Site-Selection Criteria are discussed in Item 11, but these criteria may periodically change.)

You may operate your Franchised Business only at the Premises specifically designated in your Franchise Agreement and not from or at any other location, whether on a permanent or temporary basis, even if the location is within the Protected Territory.

*You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.*

Your license of the Proprietary Marks is not exclusive. However, as long as you comply with your franchise agreement, we grant you a “protected territory.” Your Protected Territory will be designated and described in your Franchise Agreement. The size and scope of the Protected Territory will be determined according to a number of factors, including the population, demographics, competition, location of any existing franchises in the area, and site availability. A protected territory will generally consist of a geographic area that has a population of approximately 600,000 to 1 million individuals, measured according to publicly available population information (such as that produced by the U.S. Census Bureau or other governmental agency or commercial source). However, we reserve the right to define the Protected Territory by other factors. You have the right to solicit and service customers and students that reside outside of your Protected Territory (including through the Internet and direct marketing) as long as those customers or students do not reside within any other franchisee’s protected territory. During the Term, if you are not in default, we may not ourselves operate—or grant a third party the right to operate—a B&W School using your Selected Trademark and the System within your Protected Territory. You may face competition from other franchisees or from outlets that we own that operate under a different proprietary mark.

~~As noted in the prior paragraph, you will receive at Protected Territory, but it will not be an exclusive territory. You may face competition from other franchisees or from outlets that we own that operate under a different proprietary mark.~~

-In addition to competition from other franchisees or outlets that we operate, additional competition may arise from various sources, as described generally in Item 1. In addition to our right to use and grant others the right to use the Proprietary Marks anywhere outside the Protected Territory, all rights not expressly granted to you in your Franchise Agreement concerning the Proprietary Marks or other matters are reserved by us, including (a) the right to sell, within or outside your Protected Territory, through dissimilar channels of distribution (including the Internet), or through any of the trademarks you were entitled to select as your Selected Trademark but did not, under any terms that we consider appropriate, products and services similar or identical to those authorized for your Franchised Businesses using the Proprietary Marks; and (b) the right to establish, develop, and license or franchise other systems, different from our franchise system licensed under your franchise agreement, within or outside the Protected Territory, without offering or providing you any rights in, to, or under the other systems. Additionally, if we acquire a competitive system, we have a limited period of one year to transfer or close that system’s schools in the Protected Territory.

There are no other circumstances that permit us to modify your Protected Territory rights.

We need not pay you any compensation if we exercise any of the rights specified above inside your Protected Territory.

The continuation of your territorial protection does not depend on achieving a certain sales volume, market penetration, or other contingency—it does depend, however, on complying with your Franchise Agreement.

Your Franchise Agreement does not grant you any options, rights of first refusal, or similar rights to acquire additional franchises within your protected territory or contiguous territories.

## **ITEM 13. TRADEMARKS**

### **Principal Trademarks**

Under your Franchise Agreement, we grant you the right to operate your Franchised Business under ***SPEC***, the ***SPEC logo***, and your Selected Trademarks. These are the principal trademarks used to identify your Franchised Business and are owned by us. The following tables summarize the pertinent information

concerning our principal trademarks as they pertain to you.

The following pertains to you regardless of your Selected Trademark:

TRADEMARK REGISTERED ON THE U.S. PATENT AND TRADEMARK OFFICE (“PTO”)			
PRINCIPAL REGISTER			
TRADEMARK	OWNER	REGISTRATION NO.	REGISTRATION DATE
<i>SPEC</i>	SPEC	4,526,714	5/6/2014
 <i>SPEC logo</i>	SPEC	4,526,715	5/6/2014

On August 28, 2019, the Patent and Trademark Office accepted our Section 8 & 15 affidavits for the marks SPEC, registration number 4,526,714 and SPEC logo, registration number 4,526,715.

If your Selected Trademark is *The Salon Professional Academy*, the following pertains to you:

TRADEMARK REGISTERED ON THE U.S. PATENT AND TRADEMARK OFFICE (“PTO”)			
PRINCIPAL REGISTER			
TRADEMARK	OWNER	REGISTRATION NO.	REGISTRATION DATE
<i>THE SALON PROFESSIONAL ACADEMY</i>	SPEC	4,010,746	8/16/2011
<i>THE SALON PROFESSIONAL ACADEMY LOGO</i> 	SPEC	4,523,016	4/29/14

On September 29, 2020, the Patent and Trademark Office accepted our Section 8 and 9 affidavits for the mark THE SALON PROFESSIONAL ACADEMY, Registration no 4,010,746. On August 28, 2019, the Patent and Trademark Office accepted our Section 8 and 15 affidavits for the mark THE SALON PROFESSIONAL ACADEMY logo, Registration number 4,523,016.

If your Selected Trademark is *Elevate Salon Institute*, the following pertains to you:

TRADEMARK REGISTERED ON THE U.S. PATENT AND TRADEMARK OFFICE (“PTO”)			
PRINCIPAL REGISTER			
TRADEMARK	OWNER	REGISTRATION NO.	REGISTRATION DATE
<i>ELEVATE SALON INSTITUTE</i>	SPEC	5,481,260	5/29/2018

On January 13, 2024, the Patent and Trademark Office accepted our Section 8 and 15 affidavits for the mark ELEVATE SALON INSTITUTE, Registration no. 5,481,260.

If your Selected Trademark is *Spa Pro Academy*, the following pertains to you.

TRADEMARK REGISTERED ON THE U.S. PATENT AND TRADEMARK OFFICE (“PTO”) SUPPLEMENTAL REGISTER			
TRADEMARK	OWNER	REGISTRATION NO.	REGISTRATION DATE
SPA PRO ACADEMY	SPEC	6,783,919	7/05/2022

Because the mark SPA PRO ACADEMY, Registration no. 6,783,919, has not yet been registered for five years, we have not yet filed Section 8 or 15 affidavits.

#### **Currently Effective Trademark Determinations**

There are no currently effective material determinations of the U.S. Patent and Trademark Office, Trademark Trial and Appeal Board, the trademark administrator of this state or any court; pending infringement, opposition or cancellation proceedings; or pending material litigation involving the principal marks.

#### **Agreements Significantly Limiting Your Rights to Use the Marks**

There are no agreements that significantly limit our right to use or license the use of our principal marks in a manner material to you.

#### **Protection of Your Right to Use the Trademarks**

If you become aware of any claim of infringement, unfair competition, or other challenge to your right to use the Proprietary Marks, you must notify us within seven days. In our sole discretion, we determine whether to take any action in connection with any infringement, challenge or claim, and have the right to exclusively control any litigation or other proceeding arising out of any infringement, challenge or claim.

We will indemnify you for all damages for which you are held liable pursuant a final, binding, and non-appealable judgment entered in connection with any litigation or proceeding arising out of your use of our Proprietary Marks. But we need do so only if:

- your use of the Proprietary Marks was in accordance with your Franchise Agreement;
- you timely notified us of the litigation or proceeding and the underlying claim in accordance with your Franchise Agreement;
- you give us sole control of the defense and settlement of the action in accordance with your Franchise Agreement; and
- you have complied with the other provisions of your Franchise Agreement.

If we believe that it is appropriate to modify or discontinue using any Proprietary Mark or use one or more additional or substitute names or marks, you must modify or discontinue the use of that Proprietary Mark within 360 days of our request (or a shorter period we may designate if we deem necessary or desirable). We may reimburse you by granting you a credit for these expenditures against Royalty Fees due to us. If this occurs, we are liable solely to reimburse you for your reasonable direct printing and signage expenses incurred to modify or discontinue the use of the Proprietary Mark and to substitute a different mark. These reimbursable expenses do not include any expenditures you make to promote a modified or substituted mark.

#### **Knowledge of Superior Rights or Infringing Uses**

We have no actual knowledge of superior prior rights or infringing uses that could materially affect your use of the principal marks in this state or the state in which your Franchised Business is to be located.

#### **ITEM 14. PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION.**

No patents are material to the franchise. The Manuals may be subject to federal copyright protection, although we have not filed federal-copyright applications for these materials. We have no obligation to defend, or indemnify you for, your use of copyrighted materials.

You must maintain the confidentiality of the Manuals, as well as all knowledge, know-how, technologies, techniques and other ~~proprietary~~ information that we ~~reveal to inform~~ you ~~as being~~ confidential or which a reasonable person would expect it to be considered confidential, and treat this information as trade secrets. You must strictly limit access to the confidential information to your employees who have a “need to know” in order to perform their jobs. All persons to whom you grant access to the Manuals or any other confidential information must be required to comply with the confidentiality provisions of your Franchise Agreement and may be required to sign our standard confidentiality agreement. You may use our Proprietary Property only in connection with operating your Franchised Business in accordance with the terms of your Franchise Agreement, and, without our written consent, you shall not sublicense or otherwise grant any third party the right to use our Proprietary Marks in their advertising, website or otherwise.

#### **ITEM 15. OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS**

Your Franchised Business must be supervised by an operations director (your “Operations Director”). Your Operations Director shall devote, on a full-time basis, his or her best efforts to managing and operating your Franchised Business. At all times it is open for business, your Franchised Business requires your Operations Director’s day-to-day supervision. A Franchise Owner must either serve as your Operations Director or you must hire a qualified individual to serve as your Operations Director. A “Franchise Owner” is: (a) if Franchisee is one or more individuals, each such individual; (b) if Franchisee is an entity, each individual that, directly or indirectly, owns any ownership or voting ~~interests~~interest in such entity. The initial and any successor Operations Director must, to our satisfaction, complete Initial Franchise Training and meet our minimum requirements, if any, for education, certification, as well as experience relevant to managing operating your Franchised Business. If your Operations Director is an individual other than a Franchise Owner, and your Operations Director fails to satisfy his or her obligations due to death, disability, termination of employment, or for any other reason, a Franchise Owner, who has previously completed the Initial Franchise Training shall satisfy these obligations until you designate a new Operations Director of your Franchised Business in accordance with our requirements.

We may require each Franchise Owner and your Operations Director to agree to be bound by the same confidentiality, non-competition and non-solicitation obligations as you.

#### **ITEM 16. RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL**

We currently provide the option for you to train students in hairstyling, cosmetology, esthetics, barbering, nails and/or massage. However, we may change the types of authorized goods and services that you must sell and there are no limits to our right to make changes.

You may operate your Franchised Business only at the Premises and not from or at any other location, whether on a permanent or temporary basis, even if the location is within the Protected Territory.

#### **ITEM 17. RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION**

**This table lists certain important provisions of the franchise and related agreements. You should read these provisions in the agreements attached to this disclosure document.**

<b>THE FRANCHISE RELATIONSHIP</b>		
<b>PROVISION</b>	<b>SECTION IN FRANCHISE AGREEMENT</b>	<b>SUMMARY</b>
a. Length of the franchise term	Section 16.1	Initial term is 15 years.
b. Renewal or extension	Section 16.2	If you satisfy the conditions in the Franchise Agreement, you may obtain a Successor Franchise Agreement for one additional term of 15 years.
c. Requirements for you to renew or extend	Section 16.2	Requirements to renew or extend include that you must: Provide prior notice to us; satisfy all monetary obligations to us; not be in default (and not have received three or more notices of default during term); sign a Successor Franchise Agreement, the terms of which may materially differ from the terms of your initial franchise agreement (including an increased Royalty Fee and Technology Fee, if any); sign a release; reimburse us for all expenses incurred entering the Successor Franchise Agreement (but not more than \$5,000); perform any required renovation or replacement of equipment and facilities; and be lawfully entitled to occupy the Premises for the entire Successor Term.
d. Termination by you	None	Not Applicable
e. Termination by Franchisor without cause	None	Not Applicable
f. Termination by Franchisor with cause	Sections 11.1, 11.2, and 11.3	We can terminate your Franchise only if you default under the Franchise Agreement.
g. " <u>Cause</u> " defined-curable defaults	Section 11.3	You have 30 days after notice to cure all defaults other than those in Sections 11.1 and 11.2 of the Franchise Agreement.

<p>h. “Cause” defined-non-curable defaults</p>	<p>Sections 11.1 and 11.2</p>	<p>Non-curable defaults include: bankruptcy; insolvency; appointment of a receiver; abandoning your Franchised Business; breach of confidentiality and non-competition covenants; forbidden transfer of your rights or the Franchise Agreement; failure to pay any amount due us within 10 days after we deliver notice of nonpayment; misuse or unauthorized use of the Proprietary Property; receiving three or more notices of default in any 12 month period (regardless of whether the defaults were cured); default by you or any of your affiliates under any agreement with third parties that we require you to enter according to your Franchise Agreement.</p>
<p>i. Your obligations on termination/nonrenewal</p>	<p>Article 12</p>	<p>Obligations include: ceasing current operations; at our option assigning your lease to us; distinguishing future operations; paying amounts due; removal of internet references; and returning Confidential Information.</p>
<p>j. Assignment of contract by Franchisor</p>	<p>Section 10.1</p>	<p>No restrictions on our right to assign.</p>
<p>k. “Transfer” by you-defined</p>	<p>Section 10.2</p>	<p>Without our prior written consent, you may not sell, assign, convey, or otherwise dispose of—voluntarily, involuntarily, directly or indirectly, by operation of law or otherwise—any direct or indirect interest in your Franchise Agreement. The term “transfer” refers to any of the preceding actions.</p> <p>A transfer (direct or indirect) of 10% or more of any class of ownership or voting interest in corporate, limited liability company, or partnership franchisees, is considered a transfer of an interest in your Franchise Agreement.</p>

<p>I. Franchisor's approval of transfer by franchisee</p>	<p>Sections 10.2-10.6</p>	<p>We have the right to approve all transfers of interests in either the Franchise Agreement or in Franchisee, except the following transfers (if the conditions in your Franchise Agreement are met):</p> <ul style="list-style-type: none"> <li>(a) any owner (direct or indirect) of Franchisee may transfer all or any part of its interest in Franchisee to one or more of the other owners (direct or indirect) of Franchisee.; and</li> <li>(b) any individual owner (direct or indirect) of Franchisee may transfer his or her interest in Franchisee to any trust or family limited partnership solely for the benefit of such individual's immediate family upon delivery of all documentation that Franchisor requests and has approved for such purpose</li> </ul> <p>However, we will not unreasonably withhold our consent to a proposed transfer if all of the conditions in Section 10.2 of your Franchise Agreement are met.</p>
<p>m. Conditions for Franchisor's approval of transfer</p>	<p>Sections 10.2, 10.3, 10.4, 10.5, 10.6 and 19.8</p>	<p>Conditions include: We have not exercised our right of first refusal; you are not in default; transferee has sufficient experience; transferee satisfactorily completes our application; at our option, transferee assumes all your obligations as stated in an assignment and assumption agreement or signs our then standard form of franchise agreement (the terms of which may significantly differ from the terms of your Franchise Agreement— including an increased Royalty Fee and Technology Fee, if any); transferee and its owners (direct and indirect) agree to be liable for obligations of franchisee and its owners; transferee agrees to perform required renovations and replacements of equipment, and completes training; transferee or transferor pays a \$25,000 transfer fee; we receive documentation satisfactory to us of the identity of all owners</p>

		(direct and indirect), of the proper organization of any entity transferee, , and proper authority for the transfer and assumption of rights and obligations, and transferee and you satisfy any other conditions we reasonably impose.
n. Franchisor's right of first refusal to acquire your business	Section 10.5	We can match any offer or offers for: (a) the ownership interests of one or more Franchise Owners that, if one or more of the offers are consummated, would result in the transferee owning a majority of the ownership interests or profits of the Franchisee; (b) your interest in the Franchise Agreement; or (c) for all or a material part of your assets. We have no right of first refusal if the proposed transferee is your spouse, son, or daughter, or a trust formed for those individuals.
o. Franchisor's option to purchase your business	None	Not Applicable
p. Death or disability of franchisee	Section 10.4	If a franchise owner is serving as your operations director and he or she dies or becomes disabled, you have six months to retain a replacement to perform his or her obligations under the Franchise Agreement. If a satisfactory replacement is not hired within that six-month period, that franchise owner (or his or her legal representative) must transfer his or her ownership interests in Franchisee in accordance with your Franchise Agreement within an additional six months.

q. Non-competition covenants during the term of the franchise	Article 13	No involvement with a competing business anywhere or sale or transfer of lease or other rights for buyer to operate a competing business at your premises.
r. Non-competition covenants after the franchise is terminated or expires	Article 13	For 24 months after expiration or termination of your Franchise Agreement no involvement with a competing business within 50 miles of your Premises or the premises of any other B&W School business we license, that is either to open in a reserved area or specific location that we already approved, or that is already open; and no sale or transfer of lease or other rights for buyer to operate a competing business at your premises.
s. Modification of the agreement	Article 13 and Sections 6.3, 19.2, and 19.3	No modifications unless signed by the party against whom enforcement is sought, but we may unilaterally revise the Manuals, modify our System, and reduce the scope of your non-competete covenant.
t. Integration/merger clause	Section 19.19	Only the terms of the Franchise Agreement and other contracts that you sign in connection with such agreement are intended to be binding (subject to state law). We do not intend for any other promises or representations to be enforceable. This is not intended to disclaim, or require you to waive reliance on, any representation made in this Franchise Disclosure Document, except with respect to specific contract terms and conditions stated in this Franchise Disclosure Document that you voluntarily waive during the course of franchise-sale negotiations.
u. Dispute resolution by arbitration or mediation	Articles 17	Many types of disputes must be mediated or arbitrated in Cass County, North Dakota.

v. Choice of forum	Section 19.11	Litigation must be brought in the courts of record of the State of North Dakota, Cass County, or the District Court of the United States, District of North Dakota. But we may seek injunctive relief in any jurisdiction that has jurisdiction over you. The parties waive their right to a jury trial. All the foregoing terms are subject to state laws.
w. Choice of law	Section 19.10	Except to the extent the Lanham Act, Copyright Act, or Federal Arbitration Act governs, North Dakota law applies, subject to state laws.

NOTE: The provision in the Franchise Agreement which terminates your Franchised Business upon your bankruptcy may be unenforceable under federal bankruptcy law Title 11, United States Code Section 101.

**ITEM 18. PUBLIC FIGURES**

We do not currently use any public figure to promote our franchise system, but we reserve the right to do so in the future.

**ITEM 19. FINANCIAL PERFORMANCE REPRESENTATION**

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.

The following information pertains to historic performance of a subset of existing franchised locations.

**BASES AND ASSUMPTIONS**

Overall Location Revenue

	<b>Average</b>	<b>High</b>	<b>Low</b>	<b>Percent Above Average</b>	<b>Percent Below Average</b>
First Quartile	3,169,082	4,029,826	2,602,380		
Second Quartile	1,949,318	2,198,561	1,739,233		
Third Quartile	1,532,513	1,717,062	1,297,623		
Fourth Quartile	986,191	1,259,999	709,490		
Overall	1,875,313	4,029,826	709,490	38.5%	61.5%
Median	1,728,148				

Note: The first and third quartiles represent six schools, the second and fourth quartiles represent seven.

We had ~~2826~~ franchised locations that operated for all of ~~2022~~2023, with a ~~29<sup>th</sup>~~27<sup>th</sup> location opening midyear. Of the ~~2826~~ locations, ~~four~~three operated under ELEVATE SALON INSTITUTE brand and ~~2423~~ operated under THE SALON PROFESSIONAL ACADEMY brand. Title IV schools are those which qualify under federal regulations for their students to receive federal financial aid in the form of Pell Grants and student loans. As Title IV schools or schools in the process of qualifying for Title IV, all of the franchisees are required to have their financial statements audited by an independent auditor, which is reflected in the revenue data reported above (results for four of the schools are for the fiscal year ended June 30, ~~2023~~2024, one is for the fiscal year ended October 31, 2023, one is for the fiscal year ended November 30, 2023, and ~~2220~~ are for the fiscal year ended December 31, ~~2022~~-2023). Under US Department of Education requirements, schools have six months to complete their audits, so the data reported reflects the most recent completed audited information available as of the date of this FDD.

The table above reports all revenue generated by the schools during their fiscal year. Location revenue includes multiple revenue streams, including: (a) tuition and kit income that is typically paid for through Title IV, but also paid for: (1) privately, (2) through military benefits, (3) via other government grants, ~~or~~ (4) private loans or (5) fully by the student or their family; and (b) service and retail revenue ("S&R Revenue"). S&R Revenue consists of fees paid by student salon area ("Clinic") clients for services and retail purchases by clients. The franchised schools generate S&R Revenue by operating on-site Clinics that are open to the public, which function like salons or spas, to give hands on training to their students. In these Clinics, students perform actual cosmetology services (such as hair styling, coloring, facials and other beauty treatments) under the supervision of educators at the school, and facilitate the sale of retail products such as shampoo, conditioner and facial creams, together resulting in an additional, important revenue stream to the schools.

Six

All of the ~~seven~~ top quartile schools qualified for Title IV for ~~all of 2022~~the period covered by their audit, with all of the schools in this quartile generally following the SPEC business model. All seven of the schools in the second quartile qualified for Title IV for all of 2022, with all but one of the ~~six~~ schools in this quartile generally following the SPEC business model. Six of the seven schools in the ~~second~~ quartile qualified for Title IV for the period covered by their audit, with all but one of the schools in this quartile generally following the SPEC business model. Five of the ~~six~~ schools in the third quartile qualified for Title IV for ~~all of 2022~~the period covered by their audit, with all the schools in this quartile generally following the SPEC business model. All of the schools in the fourth quartile qualified for Title IV for ~~all of 2022~~the period covered by their audit, with ~~four~~five of the ~~seven~~ schools in this quartile generally following the SPEC business model ~~and the other three schools being the poorest performers in the system and among the least compliant.~~

**Median:** In ~~2022, eleven (39.3)~~the period covered by their audit, ~~ten (38.5%)~~ B&W franchised locations had ~~revenue~~total Revenue above the overall average of \$1,586,341,875,313. In ~~2022, seventeen (53.6)~~the period covered by their audit, ~~sixteen (61.5%)~~ B&W franchised locations had ~~revenue~~total Revenue below the overall average of \$1,875,313. Variability in performance is driven by a number of factors, including but not limited to compliance with the franchisor's system, the size of the school and its Clinic, overall enrollment, and the local competitive landscape.

### Service & Retail Revenue

	<u>Average</u>	<u>High</u>	<u>Low</u>	<u>Percent Above Average</u>	<u>Percent Below Average</u>
First Quartile	610,080	833,241	418,622		
Second Quartile	354,752	400,893	301,406		
Third Quartile	260,711	290,897	242,448		
Fourth Quartile	137,811	178,209	92,409		
Overall	333,565	833,241	92,409	42.3%	57.7%
Median	296,152				
Note: The first and third quartiles represent six schools, the second and fourth quartiles represent seven.					

All 586,341 of the top quartile S&R Revenue schools qualified for Title IV for the period covered by their audit, with all six schools in this quartile generally following the SPEC business model. Six of the seven schools in the second quartile qualified for Title IV for the period covered by their audit, with all but one of the schools in this quartile generally following the SPEC business model. Five of the six schools in the third quartile qualified for Title IV for the period covered by their audit, with all the schools in this quartile generally following the SPEC business model. All of the schools in the fourth quartile qualified for Title IV for the period covered by their audit, with four of the seven schools in this quartile generally following the SPEC business model.

**Median:** In the period covered by their audit, eleven (42.3%) B&W franchised locations had S&R Revenue above the overall average of \$333,565. In the period covered by their audit, fifteen (57.7%) B&W franchised locations had S&R Revenue below the overall average of \$333,565. Variability in performance is driven by a number of factors, including but not limited to compliance with the franchisor’s system, the size of the school and its Clinic, overall enrollment, and the local competitive landscape.

~~Your individual results may differ. There is no assurance that you will do as well. If you rely upon our figures, you must accept the risk of not doing as well. Written substantiation for the financial performance representation will be made available to you upon reasonable request.~~

**Service and Retail Location Revenue as a % of Total Revenue**

~~The first table above presents overall revenues from all the schools set forth in that table. This second table presents only S&R Revenue generated by the same schools for the same period as in the first table. This second table is presented to highlight the impact of operating a Clinic at a school which operates like a salon or spa for the benefit of the students who receive hands on training, and for the schools, which receive the additional revenue stream. The practical, hands-on training, under the supervision of an educator, is the one of the best ways to prepare a student for a real world career in a salon or spa. In addition, the revenue generated contributes to compliance with certain Department of Education~~

requirements, as well as to the overall financial performance of the schools.

	<u>Average</u>	<u>High</u>	<u>Low</u>	<u>Percent Above Average</u>	<u>Percent Below Average</u>
First Quartile	28.0%	37.2%	23.2%		
Second Quartile	21.7%	22.9%	19.5%		
Third Quartile	15.7%	16.6%	14.6%		
Fourth Quartile	9.9%	13.7%	4.0%		
Overall	17.8%	37.2%	4.0%	50.0%	50.0%
Median	18.0%				

Note: The first and third quartiles represent six schools, the second and fourth quartiles represent seven.

S&R Revenue as a percentage of total revenue ranged from 23.2% to 37.2% for schools in the first quartile. All of the schools in the first

~~All the schools in the top~~ quartile generally follow the SPEC business model. S&R Revenue as a percentage of total revenue ranged from ~~15.6~~19.5% to ~~32.4~~22.9% for schools in the ~~top~~second quartile. Six of the seven schools in the second quartile generally follow the SPEC business model. S&R Revenue as a percentage of total revenue ranged from ~~13.0~~14.6% to ~~23~~16.6% for schools in the ~~second~~third quartile. All of the schools in the third quartile generally follow the SPEC business model. S&R Revenue as a percentage of total revenue ranged from ~~8.1~~14.0% to ~~34.0~~13.7% for schools in the ~~third~~fourth quartile. Four of the seven schools in the fourth quartile generally follow the SPEC business model. ~~S&R Revenue as a percentage of total revenue ranged from 3.5% to 15.1% for schools in~~ Several of the fourth quartile. The three least compliant schools noted as being the poorest and least compliant performers in the system in the first table are also in the bottom quartile for S&R revenue. Revenue and/or S&R Revenue as a percentage of total revenue. Overall, S&R Revenue averaged 17.68% of total revenue earned by the ~~2826~~ franchised locations that operated throughout ~~2022-2023~~.

**Median:** In ~~2022, twelve (42.9~~the period covered by their audit, thirteen (50.0%) B&W franchised locations had S&R Revenue percentage of total revenue above the overall average of ~~\$278,614.17.8%~~. In ~~2022, fifteen (57.1~~the period covered by their audit, thirteen (50.0%) B&W franchised locations had S&R Revenue percentage of total revenue below the overall average of ~~\$278,614.17.8%~~. Variability in performance is driven by a number of factors, including but not limited to compliance with the franchisor’s system, the size of the school and its Clinic, overall enrollment, and the local competitive landscape.

Your individual results may differ. There is no assurance that you will do as well. If you rely upon our figures, you must accept the risk of not doing as well. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request. Other than the preceding financial performance representations, 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 from us, our employees or our representatives, you should report it to the franchisor’s management by contacting Jill Krahn at SPEC, 4377 15th Avenue South, Fargo, ND 58103, 888-478-6856 (or [JKrahn@SPECfranchise.com](mailto:JKrahn@SPECfranchise.com)), the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20. OUTLETS AND FRANCHISEE INFORMATION**

**SYSTEMWIDE OUTLET SUMMARY  
FOR YEARS ~~2021~~2022 TO ~~2023~~2024**

**TABLE 1**

<b>OUTLET TYPE</b>	<b>YEAR</b>	<b>OUTLETS AT THE START OF THE YEAR TSPA/ESI/SPA</b>	<b>OUTLETS AT THE END OF THE YEAR TSPA/ESI/SPA</b>	<b>NET CHANGE TSPA/ESI/SPA</b>
FRANCHISED	2022	28/7/0	27/7/0	-1/0/0
	2023	27/7/0	29/7/0	+2/0/0
	2024	29/7/0	29/5/0	0/-2/0
COMPANY-OWNED	2022	0/0/0	0/0/0	0/0/0
	2023	0/0/0	0/0/0	0/0/0
	2024	0/0/0	0/0/0	0/0/0
TOTAL OUTLETS	2022	28/7/0	27/7/0	-1/0/0
	2023	27/7/0	29/7/0	+2/0/0
	2024	29/7/0	29/5/0	0/-2/0

**TRANSFER OF OUTLETS FROM FRANCHISEES TO NEW OWNERS (OTHER THAN THE FRANCHISOR)  
FOR THE YEARS ~~2021~~2022 TO ~~2023~~2024**

**TABLE 2**

<b>STATE</b>	<b>YEAR</b>	<b>NUMBER OF TRANSFERS TSPA/ESI/SPA</b>
COLORADO	2022	0/0/0
	2023	0/1/0
	2024	0/0/0
TOTAL OUTLETS	2022	0/0/0
	2023	0/1/0
	2024	0/0/0

**STATUS OF FRANCHISED OUTLETS  
FOR YEARS ~~2021~~2022 TO ~~2023~~2024**

**TABLE 3**

STATE	YEAR	OUTLETS AT START OF YEAR TSPA/ESI/SPA	OUTLETS OPENED TSPA/ESI/SPA	TERMINATIONS TSPA/ESI/SPA	NON-RENEWALS TSPA/ESI/SPA	REQUIRED BY FRANCHISOR TSPA/ESI/SPA	CEASED OPERATIONS-OTHER REASONS TSPA/ESI/SPA	OUTLETS AT END OF THE YEAR TSPA/ESI/SPA
AZ	2022	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2023	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2024	0/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
CA	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
CO	2022	1/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/1/0
	2023	1/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/1/0
	2024	1/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/-1/0	1/0/0
DE	2022	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2023	0/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
FL	2022	4/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	4/1/0
	2023	4/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	4/1/0
	2024	4/1/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0	3/1/0
IA	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
IL	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2024	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
ID	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
IN	2022	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2023	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2024	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0

KY	2022	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2023	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2024	0/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
MI	2022	2/1/0	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0	2/2/0
	2023	2/2/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/2/0
	2024	2/2/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/2/0
MN	2022	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2023	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2024	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
NC	2022	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/1/0
	2023	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/1/0
	2024	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/-1/0	0/0/0
NJ	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
NY	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
ND	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
PA	2022	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2023	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
	2024	2/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	2/0/0
SC	2022	0/1/0	0/0/0	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0
	2023	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2024	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
SD	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
TX	2022	4/2/0	0/1/0	0/1/0	0/0/0	0/0/0	0/0/0	4/1/0
	2023	4/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	4/1/0
	2024	4/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	4/1/0
VA	2022	1/0/0	0/1/0	0/0/0	0/0/0	0/0/0	0/0/0	1/1/0
	2023	1/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/1/0
	2024	1/1/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/1/0

Wash. D.C.	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
WI	2022	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2023	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
	2024	1/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	1/0/0
TOTAL	2022	28/7/0	0/1/0	0/1/0	0/0/0	0/0/0	0/0/0	27/7/0
	2023	27/7/0	2/0/0	1/1/0	0/0/0	0/0/0	0/0/0	29/7/0
	2024	29/7/0	0/0/0	0/2/0	0/0/0	0/0/0	0/0/0	29/5/0

**STATUS OF COMPANY-OWNED OUTLETS  
FOR YEARS ~~2021~~2022 TO ~~2023~~2024**

**TABLE 4**

STATE	YEAR	OUTLETS AT START OF YEAR TSPA/ESI/SPA	OUTLETS OPENED TSPA/ESI/SPA	OUTLETS REACQUIRED FROM FRANCHISEE TSPA/ESI/SPA	OUTLETS CLOSED TSPA/ESI/SPA	OUTLETS SOLD TO FRANCHISEE TSPA/ESI/SPA	OUTLETS AT END OF THE YEAR TSPA/ESI/SPA
TOTAL	2022	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2023	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0
	2024	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0	0/0/0

**PROJECTED OPENINGS AS OF DECEMBER 31, ~~2023~~2024**

**TABLE 5**

STATE	FRANCHISE AGREEMENTS SIGNED BUT OUTLETS NOT OPENED TSPA/ ESI/ SPA	PROJECTED NEW FRANCHISED OUTLETS IN THE NEXT FISCAL YEAR TSPA/ ESI/ SPA	PROJECTED NEW COMPANY-OWNED OUTLETS IN THE NEXT FISCAL YEAR TSPA/ ESI/ SPA
Arizona	1/0/0	0/0/0	0/0/0
Florida	1/0/0	0/0/0	0/0/0
Minnesota	1/0/0	0/0/0	0/0/0
New York	1/0/0	0/0/0	0/0/0
Virginia	0/1/0	0/0/0	0/0/0
Total	4/1/0	0/0/0	0/0/0

A list of the names, addresses and telephone numbers of all the franchises under franchise agreements with us as of December 31, ~~2022~~2024, is attached as Exhibit E to this disclosure document.

A list of the names, addresses and telephone numbers of franchisees who have had a franchise agreement terminated, canceled, not renewed or otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during the most recently completed fiscal year or who have not communicated

with us within 10 weeks of the application date, is attached as Exhibit F to this disclosure document. There are ~~two~~three former franchisees listed in that attachment.

If you buy the franchise offered in this disclosure document, your contact information may be disclosed to other buyers when you leave the franchise system.

### **Confidentiality Clauses**

In the last three fiscal years, no franchisees have entered any confidentiality agreements that restrict their ability to speak openly about their experience with our franchise system.

### **Trademark-Specific Franchisee Organizations**

There are no trademark-specific franchisee organizations.

## **ITEM 21. FINANCIAL STATEMENTS**

Attached to this disclosure document as Exhibit C are our audited, fiscal year-end financial statements for December 31, ~~2021, December 31,~~ 2022, December 31, 2023, and December 31, ~~2023~~2024. If the date of our most recent audited balance sheet and statement of operations is as of a date more than 90 days before the application date, Exhibit C will also contain an unaudited balance sheet and statement of operations as of a date within 90 days of the issuance date.

## **ITEM 22. CONTRACTS**

The Franchise Agreement is attached to this disclosure document as Exhibit A. The Franchisee Questionnaire is attached to this disclosure document as Exhibit G. The SBA Loan Addendum is attached to this disclosure document as Exhibit H. A sample form of General Release is attached to this disclosure document as Exhibit I.

## **ITEM 23. RECEIPTS**

Two copies of a document acknowledging your receipt of this disclosure document appear at the end of this disclosure document (following the exhibits and attachments). Please sign both copies, return one copy to us and retain the other copy for your records.

**Exhibit A to the Franchise Disclosure Document**

**FRANCHISE AGREEMENT**

**(see attached)**

**FRANCHISE AGREEMENT**

**between**

**SALON PROFESSIONAL EDUCATION COMPANY, LLC (“SPEC”)**

**and**

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**TABLE OF CONTENTS**

ARTICLE 1. APPOINTMENT..... 3  
ARTICLE 2. FRANCHISOR’S DUTIES..... 3  
ARTICLE 3. FEES AND PAYMENTS..... 6  
ARTICLE 4. THE FRANCHISEE’S DUTIES ..... 8  
ARTICLE 5. PROPRIETARY PROPERTY ..... 20  
ARTICLE 6. MANUALS AND OTHER CONFIDENTIAL INFORMATION..... 23  
ARTICLE 7. ADVERTISING ..... 24  
ARTICLE 8. ACCOUNTING AND RECORDS ..... 25  
ARTICLE 9. INSURANCE ..... 26  
ARTICLE 10. TRANSFERS..... 28  
ARTICLE 11. DEFAULT AND TERMINATION ..... 33  
ARTICLE 12. OBLIGATIONS OF FRANCHISEE UPON TERMINATION OR EXPIRATION..... 36  
ARTICLE 13. INDEPENDENT COVENANTS OF THE FRANCHISEE ..... 38  
ARTICLE 14. INDEPENDENT CONTRACTOR; INDEMNIFICATION ..... 40  
ARTICLE 15. ACKNOWLEDGMENTS, REPRESENTATIONS AND WARRANTIES ..... 40  
ARTICLE 16. TERM..... 42  
ARTICLE 17. MEDIATION AND ARBITRATION..... 43  
ARTICLE 18. DEFINITIONS ..... 44  
ARTICLE 19. GENERAL PROVISIONS ..... 48

SCHEDULES:

- 1.2 The Premises and Reserved Area
- 1.3 The Protected Territory

EXHIBITS

- 4.1.b Agreement With Landlord
- 12.1 Limited Power of Attorney to Transfer Telephone and Internet Listings

## FRANCHISE AGREEMENT

This FRANCHISE AGREEMENT is entered into by Salon Professional Education Company, LLC, a North Dakota limited liability company (“Franchisor”), and \_\_\_\_\_ (“Franchisee”), a \_\_\_\_\_, on the date set forth in the parties’ signature page below.

A. As the result of the expenditure of time, skill, effort, and money, Franchisor has a special Franchise System. Under the Franchise System, Franchisee has the right to establish and operate a distinctive beauty and wellness school (“B&W School”) for training students in hairstyling, cosmetology, esthetics, barbering, nails and/or massage services (and, at its election, it has chosen the applicable model that Franchisor offers, with or without hairstyling) under the Proprietary Marks, including one of the following beauty school brands that Franchisee selects (the “Selected Trademark”): **The Salon Professional Academy, Elevate Salon Institute Spa Pro Academy or Powered by SPEC**, which selection is set forth adjacent to the parties’ signatures to this Agreement.

B. The Franchise System’s distinguishing characteristics include: uniform standards and procedures for business operations; training in the operation, management, and promotion of the franchised business; advertising and promotional programs; quality education facilities; customer development and service techniques; student development; and other technical assistance, all of which may be changed, improved or further developed by Franchisor.

C. Franchisee recognizes the benefits to be derived from receiving a Franchise from Franchisor and desires to enter into this Franchise Agreement subject to the conditions and controls prescribed herein and to receive the benefits provided by Franchisor in connection with this Agreement. Franchisor has reviewed Franchisee’s application and has decided to award a Franchise to Franchisee in accordance with the terms of this Agreement.

The parties, therefore, agree as follows:

### ARTICLE 1.

#### APPOINTMENT

- 1.1. **Grant.** Subject to the terms and conditions contained in this Agreement, Franchisor grants to Franchisee the right—and Franchisee undertakes the obligation—to operate the Franchised Business in accordance with the Franchise System.
- 1.2. **Location of the Franchised Business.** The “Premises” means the entire real property—either owned or leased by Franchisee—where the Franchised Business is located, as more fully described in Schedule 1.2. If Schedule 1.2 is not complete as of the Agreement Date, the Premises must be designated and Schedule 1.2 completed after Franchisee selects a Site within the Reserved Area in accordance with Section 4.1. The failure to insert the address for the Premises shall not render this Agreement unenforceable. Without Franchisor’s prior consent and Franchisee’s compliance with Franchisor’s then current relocation procedures, the location of the Premises cannot be changed. Franchisee shall operate the Franchised Business only at the Premises and not from or at any other location, whether on a permanent or temporary basis, even if such location is within the Protected Territory.
- 1.3. **Protected Territory.** Subject to Section 5.6, during the Term for so long as Franchisee is not in default, Franchisor shall not itself operate—or grant a third party the right to operate—a beauty school using Franchisee’s Selected Trademark within the territory described in Schedule 1.3 (the “Protected Territory”).

### ARTICLE 2.

#### FRANCHISOR’S DUTIES

So long as Franchisee is not in default under this Agreement, Franchisor shall assist and provide certain services to Franchisee, as follows:

- 2.1. **License.** During the Term, Franchisor licenses to Franchisee the right to use the Proprietary Property as

authorized under this Agreement.

2.2. **Site-Selection Criteria.** Franchisor may supply the Site-Selection Criteria and such on-site evaluation as it deems advisable in accordance with Section 4.1.a.

2.3. **Plans and Specifications.** Franchisor shall loan to Franchisee Franchisor's plans or specifications, if any, for design, decoration, layout, equipment, furniture, fixtures and signs for the Franchised Business (collectively, the "Design Specifications"). On or before the Opening Date, or, if sooner, the Opening Date Deadline, Franchisee shall return to Franchisor the Design Specifications.

2.4. **Systems, Lists, Forms and Schedules.**

a. Franchisor shall provide Franchisee with a list of standardized accounting, cost control, portion control and inventory control systems or Software that Franchisee must acquire prior to opening the Franchised Business.

b. Franchisor shall provide Franchisee with an initial set of forms, including various operational forms. Such forms may be provided through access to Franchisor's designated website for franchisees.

c. Franchisor shall provide Franchisee with a list of required equipment, supplies, materials, inventory, and other items necessary to operate the Franchised Business and a list of designated, approved or recommended suppliers of all such items.

d. Franchisor may provide Franchisee with a schedule of items, if any, that Franchisee must purchase from Franchisor or its affiliates. Such items may include inventory, business forms, uniforms, promotional materials and brochures, and other items. Franchisor reserves the right to implement programs which require Franchisee to purchase additional goods or services from Franchisor or its affiliates regarding training materials, educational materials or services. However, other than as already currently disclosed, no such programs exist.

e. Franchisor may provide Franchisee with a schedule of recommended, or required, items such as equipment and supplies and a list of approved or recommended suppliers of these items.

2.5. **Initial Franchise Training.**

a. Initial Franchise Training. Franchisor shall provide Trainees a minimum of 178 hours of initial training for operating the Franchised Business ("Initial Franchise Training") at a location designated by Franchisor, which may be on-site, online, at Franchisor's principal training facilities or at such other location designated by Franchisor. A "Trainee" shall be a person required or approved by Franchisor to attend Initial Franchise Training. All Trainees must be acceptable to Franchisor. The Franchise Owner and your Operations Director must attend Initial Regional Franchise Trainings. Initial Franchise Training includes instruction in the following areas: site selection and buildout; marketing, promotions, and advertising; management; beauty school education and training; recruiting and admissions; operations; hiring; and computer applications. At its expense, Franchisor shall provide instructors, facilities, training materials, and technical training tools in connection with Initial Franchise Training. Franchisee is responsible for all other expenses the Trainees incur in connection with attending Initial Franchise Training, including all travel, lodging, and meal expenses. In its discretion, Franchisor may provide Initial Franchise Training to multiple franchisees at the same time. Franchisee is responsible to ensure that all Trainees attend Initial Franchise Training at the applicable times and locations offered by Franchisor. Franchisor has no obligation to provide Initial Franchise Training at other times or locations, or on an individual franchisee basis.

b. Failure to Complete Initial Franchise Training. All Trainees must complete Initial Franchise Training prior to the Opening Date. If Franchisor, determines that any Trainee has failed to satisfactorily complete Initial Franchise Training it may, at Franchisee's expense, retrain such Trainee or allow Franchisee to hire

a substitute Trainee who must attend and satisfactorily complete Initial Franchise Training. Alternatively, Franchisor may elect to terminate this Agreement.

2.6. **Manuals.** Franchisor will provide Franchisee a copy of the Manuals (with periodic revisions as required). Franchisor may provide the Manuals in an electronic medium, including by download from Franchisor's website.

2.7. **Continued Assistance and Support.**

a. Routine Assistance. Franchisor, to the extent it considers advisable, may make its staff reasonably accessible for routine consultation or other routine assistance that is not considered special assistance pursuant to Section 2.7.c. in person or by telephone, facsimile, written communication, email, or other electronic means (including Zoom or other medium).

~~b. Advertising. Franchisor, to the extent it considers advisable, may generally promote its franchisees through advertising and public relation campaigns in such manner as it deems advisable.~~

~~c.~~ b. Post-Opening Training.

- i. Franchisor shall offer the following amounts of refresher or additional training programs and seminars (collectively, the "Regular Training"): (i) during the first year following the Opening Date, 164 hours of Regular Training; (ii) during the second year following the Opening Date, 121 hours of Regular Training; (iii) during the third and fourth years following the Opening Date, 100 hours of Regular Training; and (iv) each of the subsequent years following the Opening Date, 76 hours of Regular Training. Franchisor will track the number of hours of routine and special assistance provided to Franchisee under Sections 2.7.a. and 2.7.c. Franchisor's tracking of its time to provide assistance under Sections 2.7.a. or 2.7.c, if any, will be done in ten minute increments with a minimum of ten minutes for each task (e.g., telephone conference or email). Except as follows, neither routine nor special assistance is considered Post-Opening Training. All time that Franchisor spends on any such assistance in any year of the Term will count toward the hours Franchisor is required to offer during such year for the Regular Training. If Franchisee does not complete the full amount of hours of the Regular Training in any year of the Term, Franchisee may not carry over any unused hours to the next year of the Term.
- ii. Franchisor may also offer refresher, advanced or additional programs and seminars over and above the Regular Training ("Advanced or Refresher Training," and collectively with the Regular Training, "Post-Opening Training").
- iii. Post-Opening Training shall be offered at a location designated by Franchisor, which may be on-site, online, at Franchisor's principal training facility, or at such other location designated by Franchisor. Post-Opening Training may include instruction in one or more of the following areas: new developments; improvements in equipment and supplies, new techniques and materials in advertising, service, or management; marketing, promotions, and advertising; beauty school education and training; recruiting and admissions; student placement; accreditation; and operations. Franchisor may require each Franchise Owner, the Operations Director and any of Franchisee's employees as Franchisor may designate, to attend Post-Opening Training. At its expense, Franchisor shall provide instructors, facilities, training materials, and technical training tools in connection with the Regular Training. Franchisee is responsible for all other expenses its attendees incur in connection with attending Regular Training, including all travel, lodging, and meal expenses. Franchisee is solely responsible for all costs and expenses associated with any Advanced or Refresher Training, including the then prevailing training fee Franchisor charges for such training, if any, as well as all travel, lodging and meal expenses Franchisee's attendees incur. In its discretion, Franchisor may provide Post-Opening Training to multiple franchisees at the same time. Franchisee is responsible to ensure that its attendees attend Post-Opening Training

at the applicable times and locations offered by Franchisor. Franchisor has no obligation to provide Post-Opening Training at other times or locations, or on an individual franchisee basis. Franchisee may object to not receiving any requisite number of hours of Regular Training in any year, or being overcharged for any assistance in any year. To do so, Franchisee must deliver a notice of such claim within 90 days of the end of such year. Any failure to do so within the provided time constitutes a waiver of any right to make such claim thereafter. Franchisee shall cooperate with Franchisor as it reasonably requests to help it evaluate the claim. If Franchisor confirms the claim is correct Franchisor shall promptly take action to provide the missed training or credit (or, if already paid, refund) any overpayment.

d.c. **Special Assistance.** If Franchisee requests non-routine guidance or other assistance to deal with Franchisee's unusual or unique operating problems, makes multiple assistance requests in a limited period, or requests training of new staff, to the extent that Franchisor determines that it can reasonably accommodate such requests, Franchisor will furnish such assistance and training at its then current fees, which Franchisee shall pay Franchisor together with any out-of-pocket expenses that Franchisor incurs providing such guidance and assistance. Franchisor shall, in its discretion, determine whether any assistance is special assistance pursuant to this Section 2.7.c. or routine assistance pursuant to Section 2.7.a. Notwithstanding the foregoing, Franchisor will not charge any fee for the first 12 hours of special assistance in each year of the Term (but Franchisee will still be responsible for any out-of-pocket expenses that Franchisor incurs in providing such special assistance). Special assistance may be provided by Franchisor upon the request of Franchisee and is specific to Franchisee. For clarification, Post-Opening Training is not offered specifically for or at the Franchisee's request. It is offered to Franchisee as part of larger programs for multiple franchisees, including the Franchisee.

2.8. **Duties Solely to Franchisee; Delegation.** All of Franchisor's obligations under this Agreement are solely to Franchisee. No other party may rely on, enforce, or obtain relief for breach of such obligations either directly or by subrogation. Franchisor may delegate any or all of its duties under this Agreement to a Delegatee. To the extent Franchisor periodically requests, Franchisee shall discharge its duties with respect to such Delegatee in the same manner that it is otherwise required to do so with Franchisor.

### ARTICLE 3.

#### FEES AND PAYMENTS

3.1. **Types of Fees.** In consideration of Franchisor's executing this Agreement, in addition to any other fees that may be required under this Agreement, Franchisee shall pay the following fees to Franchisor:

a. **Initial Franchise Fee.** Upon the execution of this Agreement, Franchisee shall pay Franchisor an initial franchise fee of \$4549,000 (the "Initial Franchise Fee"). At such time, the Initial Franchise Fee is fully earned by Franchisor and nonrefundable.

b. **Royalty Fee.**

i. **Calculation of Royalty Fee.** Franchisee shall pay Franchisor a continuing monthly non-refundable royalty fee (the "Royalty Fee") equal to 6% of monthly Gross Revenues.

ii. **Minimum Royalty Fee.** The minimum monthly Royalty Fee that Franchisee must pay is \$1,500. However, the minimum monthly Royalty Fee is due regardless of the opening date of the Franchised Business or the amount of the Gross Revenues, starting only in the sixth full calendar month after signing this Agreement.

c. **Technology Fee.** Franchisor may provide, maintain, or assist Franchisee in obtaining (or obtaining access to) some or all of the Software that Franchisee is required to purchase or use under this Agreement, including a cloud based customer relationship management system. If it does, Franchisor may charge Franchisee a monthly fee of up to \$250 (the "Technology Fee") to reimburse Franchisor for expenses to third parties and to provide an administrative fee that Franchisor designates in connection

therewith. Franchisor may periodically increase the limit set forth above upon 90 days prior notice to Franchisee if, after the date of this Agreement, Franchisor incurs more fees or costs in connection with such Software; provided, that, Franchisor will not increase the maximum amount it is permitted to charge by an average of more than 20% per year in any consecutive five-year period unless approved by its franchise advisory committee.

- 3.2. **Payment Schedule.** No later than the 10<sup>th</sup> day of each month during the Term, Franchisee shall pay Franchisor the Royalty Fee and Technology Fee (if any) for the preceding month, and deliver any required monthly reports that are not due sooner under the terms of this Agreement. All other amounts due to Franchisor from Franchisee shall be paid as specified in this Agreement or, if no time is specified, such amounts are due upon receipt of an invoice from Franchisor. By the 10<sup>th</sup> day of each month during the Term, Franchisee shall ensure that the operating account referenced in Section 3.3 has a balance that Franchisor may immediately withdraw via the Payment System of the greater of at least \$1,500 or 6% of the immediately prior month's Gross Revenues. Any payment or report not actually received by Franchisor on or before its due date shall be deemed overdue.
- 3.3. **Payment System.** All required payments by Franchisee to Franchisor or to any of its affiliates must be effectuated by a payment system using pre-authorized transfers from Franchisee's operating account through the use of electronic fund transfers, or by any other payment system designated by Franchisor (the "Payment System"). Franchisor may process such transfers at the time any payment is due and owing. Franchisee shall cooperate with Franchisor in all respects to implement the Payment System within 15 days before the scheduled Opening Date. Franchisee shall cooperate with Franchisor in maintaining the efficient operation of the Payment System (including depositing all Gross Revenues it receives in the operating account accessed by the Payment System within three Business Days of receipt). With respect to the Payment System, Franchisee shall pay all charges imposed by its financial institution and Franchisor shall pay all the charges imposed by its financial institution.
- 3.4. **Payment Obligations.** Franchisee's obligations to make payments in accordance with this Agreement and any other agreement entered into with Franchisor or any of its affiliates with respect to the Franchised Business—and the rights of Franchisor and its affiliates, if any, to receive such payments—are absolute and unconditional. They are not subject to any abatement, reduction, setoff, defense, counterclaim or recoupment due or alleged to be due to any past, present, or future claims that Franchisee has or may have against Franchisor, any of its affiliates, any of its Delegates, or against any other person for any reason whatsoever. **Late Reports and Payments; Interest and Late Charge.** Each failure to pay monies when due is a material breach of this Agreement. To encourage prompt payment and to cover the costs involved in processing late payments, if any payment under this Agreement or any other agreement between Franchisor and Franchisee is overdue for any reason, Franchisee shall pay to Franchisor on demand, in addition to the overdue amount, interest on such overdue amount from the date it was due until paid at a rate (the "Contract Interest Rate") equal to the lesser of: (a) 18% per annum; and (b) the maximum rate of interest permitted by law. In addition to interest on overdue amounts, Franchisee shall pay a late charge on demand of \$200 for each payment that is more than 10 days overdue. This is an administrative charge for Franchisor in dealing with the late payment, and not a substitute for any payment owed to Franchisor. It is in addition to, and not in limitation of, all Franchisor's rights and remedies for nonpayment. Nothing in this Agreement may be construed to mean that Franchisee is to pay, or has contracted to pay, any sum in excess of that which may lawfully be charged or contracted for under any applicable law. The parties intend to strictly conform to applicable usury laws. If an amount in excess of such laws is inadvertently collected, it must be applied to reduce outstanding amounts owed for Royalty Fees and Technology Fees, if any. If Franchisee fails to submit reports of Gross Revenues on a timely basis and as Section 8.2 requires, in addition to, and without limiting any other rights or remedies of Franchisor, Franchisor is entitled to withdraw an estimated payment of Royalty Fees equal to 130% of the Royalty Fees due or paid (whichever is greater) from the then most recent prior month for which Franchisee submitted its report of Gross Revenues. If Franchisor withdraws one or more estimated Royalty Fee payments as set

forth above, the parties shall true-up all estimated Royalty Fees and actual Royalty Fees that Franchisee must pay. The true-up shall be made promptly upon Franchisor receiving all royalty reports and other related information that it requests from Franchisee. The true-up calculations shall be made by Franchisor and, absent any manifest error, shall be final and binding on the parties. Within 15 days of notice of any true-up calculation that Franchisor provides Franchisee, whichever party owes the other party any amount of underpaid or overpaid Royalty Fees, shall pay such amount to the other party.

- 3.5. **Application of Payments.** Notwithstanding any designation by Franchisee, Franchisor has the absolute and unlimited discretion to apply any payments made by Franchisee or effectuated through the Payment System to any past due indebtedness of Franchisee, including Royalty Fees, purchases from Franchisor or its affiliates, late charges, or any other indebtedness of Franchisee to Franchisor or its affiliates in any manner chosen by Franchisor.
- 3.6. **Security Interest.** Subject to any subordination agreement that Franchisor may enter into pursuant to the last sentence of this Section 3.7, to secure the payment and performance of all Franchisee's monetary and other obligations to Franchisor or its affiliates arising under or relating to this Agreement or any other agreement, Franchisee grants to Franchisor a first-priority security interest in all Franchisee's assets used in connection with the Franchised Business (including all accessions thereto and proceeds thereof and any and all after acquired property). These assets include the lease for the Premises and all furniture, fixtures, machinery, equipment, inventory and all other property, (tangible or intangible), now owned or later acquired by Franchisee, used in connection with the Franchised Business, wheresoever located, as well as all contractual and related rights of Franchisee under this Agreement and all other agreements between the parties. Upon Franchisor's request, Franchisee shall execute such financing statements, continuation statements, notices of lien, assignments or other documents as may be required in order to perfect and maintain Franchisor's security interest, including attaching a collateral description of the aforesaid collateral as Franchisor may deem advisable. Alternatively, Franchisee hereby authorizes Franchisor to execute, in its own name, and file such financing statements, continuation statements, and other documents (using such descriptions of the aforesaid collateral), as Franchisor may deem advisable. Franchisee shall pay all filing fees and costs for perfecting Franchisor's security interest. Notwithstanding the foregoing, Franchisor will not unreasonably withhold its consent to enter into a subordination agreement, in form and substance satisfactory to it, whereby it will subordinate its security interest to: (a) the security interest of a reputable institutional lender relating to a loan to Franchisee for reasonable working capital or construction purposes; or (b) the purchase money security interest of an approved equipment vendor for any equipment purchased or leased by Franchisee and used in the operation of the Franchised Business.
- 3.7. **Rebates.** Suppliers that provide Franchisee with products or services may pay Franchisor rebates, or provide it with other benefits, based on franchisees' purchases of those products and services. Franchisee hereby acknowledges the existence of such payments and that nothing in this Agreement prevents Franchisor from receiving them and hereby authorizes Franchisor to keep or use such payments for any purpose Franchisor considers advisable, including keeping them for its own account.

#### ARTICLE 4.

#### THE FRANCHISEE'S DUTIES

- 4.1. **Acquisition of the Site.**
- a. **Site Approval.** Franchisee is entitled to determine which of two models (with or without hairstyling) it desires to operate for the Premises, in accordance with the Design Specifications. If, as of the Agreement Date, the Premises have not already been approved by Franchisor, Franchisee shall select a site for the Premises within the Reserved Area and present it to Franchisor for its approval within 120

days of the Agreement Date (each proposed site, a "Site"). In such case, Franchisor may supply its Site-Selection Criteria. If Franchisor (either on its own initiative or at Franchisee's request) considers on-site evaluation necessary or advisable, Franchisee shall reimburse Franchisor for all reasonable expenses it incurs in connection with such on-site evaluation (including the cost of travel, lodging and meals). Franchisee is solely responsible for selecting the Site and Franchisor has the right to accept or reject the Site at its discretion; provided, that, Franchisor will not unreasonably withhold approval of any Site that meets the Site-Selection Criteria. If Franchisor rejects Franchisee's selected Site, Franchisee has 90 days after delivery of written notice of such rejection to submit a new Site for Franchisor's approval. If a Site, however, has not been approved by Franchisor within 210 days of the Agreement Date, Franchisor may elect to terminate this Agreement. A Site will not become the Premises unless and until approved by Franchisor. Franchisor will review site approval submissions on a first-in basis. Within 270 days of the Agreement Date, Franchisee, at its expense, shall complete the acquisition or lease arrangements to acquire or lease the Premises for the Franchised Business. If Franchisee fails to so acquire or lease the Premises for the Franchised Business within such 270-day period, Franchisor may elect to terminate this Agreement.

b. Lease of the Premises. If Franchisee intends to enter into any lease or sublease of the Premises, such lease or sublease must be approved by Franchisor, unless (i) the lease or sublease contains the provisions substantially similar to those contained in the form attached as Exhibit 4.1.b. (the "Tri-Party Agreement"), or (ii) Franchisee enters an agreement substantially similar to the Tri-Party Agreement with its landlord and Franchisor. Within seven days of its execution, Franchisee shall deliver a copy of the signed lease or sublease (together with the Tri-Party Agreement executed by Franchisee and Landlord, if applicable) to Franchisor. Without Franchisor's prior approval, Franchisee shall not execute or agree to any modification of the lease or sublease (or Tri-Party Agreement) that would adversely affect Franchisor's rights.

4.2. **Construction Plans and Permits.** Franchisee shall not commence any construction with respect to a Site until it has become the Premises. Prior to commencing such construction, Franchisee shall perform the following actions:

a. Franchisee shall retain, at its sole expense, Franchisor's designated designer to prepare the designs (the "Designs") for the Franchised Business in accordance with the Design Specifications. Once the Designs are complete, Franchisee shall retain, at its sole expense, a qualified architect or engineer to prepare a site plan and plans and specifications adapting the Designs to the Premises and to applicable laws and lease requirements and restrictions (collectively, the "Plans"). Franchisee shall not commence construction without Franchisor's advance approval of the Plans. Franchisee's architect or engineer must comply with all zoning, signage, seating capacity, parking requirements and storage requirements, as well as with any other federal, state, or local laws pertaining to the design or construction of the Premises, including the Americans with Disabilities Act. If compliance with such requirements or laws necessitates any material modification to the Plans, such modification must be approved by Franchisor, and such modified Plans may not thereafter be materially changed or modified without Franchisor's further approval.

b. Franchisee shall obtain all such permits and certifications as may be required for the lawful construction and operation of the Franchised Business. It shall also obtain certifications from all governmental authorities having jurisdiction over the Premises and the Franchised Business that all necessary permits have been obtained and that all requirements for construction and operation have been met, including zoning, access, sign, fire, health, environmental and safety requirements. Notwithstanding anything in this Agreement to the contrary, Franchisor may designate an architect, engineer, or designer to prepare, or participate in the preparation of, the Plans, and to supervise the construction of the Premises. If Franchisee has not used Franchisor's recommended architect, engineer or designer, and Franchisor designates an architect, engineer or designer to participate or supervise,

Franchisee shall be responsible for all costs and expenses of such designated architect, engineer or designer. Franchisee must reimburse such costs, if any, to Franchisor within 30 days of Franchisor's request and remains solely responsible for complying with the Designs regardless of any oversight, except to the extent that Franchisor expressly authorizes otherwise. However, Franchisee agrees that Franchisor has no liability for their conduct. In addition, Franchisee shall provide to Franchisor such periodic progress reports as Franchisor may require with respect to the construction of the Premises.

4.3. **Construction Requirements.** Within 60 days after an approved Site is obtained, Franchisee shall commence construction of the Franchised Business. Commencement of construction shall be defined as the time at which any Premises construction work is initiated on-site by or on behalf of Franchisee as Franchisor determines in its reasonable discretion. Within 10 days after commencement, Franchisee shall provide Franchisor with notice of the date it began construction. Franchisee shall retain a qualified general contractor and any necessary and qualified subcontractors to construct the Premises in accordance with the Design Specifications. Franchisee shall maintain continuous construction of the Premises. Within six months after an approved Site is obtained (but in no event later than the Opening Date Deadline), at its sole expense, Franchisee shall complete construction (including all exterior and interior carpentry, electrical, painting and finishing work, and installation of all approved fixtures, equipment and signs). Franchisor and its representatives may, but are not obligated to, inspect the construction at all reasonable times. Within 90 days after completing construction, Franchisee shall obtain a Certificate of Occupancy. With respect to locating and acquiring the Premises and constructing and opening the Franchised Business, time is of the essence.

4.4. **Conditions Precedent to Opening.** Franchisee shall not open the Franchised Business for business until:

- a. all of its obligations pursuant to Sections 4.1 through 4.3 are fulfilled;
- b. Franchisor determines that the Franchised Business has been constructed, furnished, equipped, and decorated in accordance with Franchisor's requirements;
- c. each Trainee has completed Initial Franchise Training to Franchisor's satisfaction;
- d. Franchisee has acquired all required Federal, state and local licenses, permits, certificates, bonds and accreditations;
- e. the Initial Franchise Fee and all other amounts due to Franchisor and its affiliates prior to opening under this Agreement have been paid in full;
- f. Franchisor has been furnished with certificates of insurance and copies of all insurance policies or such other evidence of insurance coverage as Franchisor reasonably requests, as set forth in ARTICLE 9;
- g. Franchisee satisfies any other conditions that Franchisor reasonably imposes; and
- h. Franchisor approves of the opening of the Franchised Business, which approval shall not be unreasonably withheld if Franchisee satisfies the foregoing conditions.

Franchisee shall open the Franchised Business within seven days of Franchisor's delivery of approval. In any event, Franchisee shall satisfy all conditions pertaining to opening the Franchised Business and be prepared to open for business within 12 months after the Agreement Date (the date on which such period expires, the "Opening Date Deadline"), time being of the essence. Franchisor will not unreasonably withhold its consent to a request by Franchisee to extend the Opening Date Deadline by up to 90 days if, through no fault of Franchisee, the sole reason for such request is a delay by the applicable governing agency in granting a Certificate of Occupancy.

4.5. **Maintenance and Repairs.** Franchisee shall maintain the Franchised Business in the highest and most uniform degree of sanitation, repair, appearance, condition and security in the manner set forth in the Manuals. Franchisee shall make such additions, alterations, repairs and replacements to the Premises as

may be reasonably required for that purpose, including such periodic repainting, changes in appearance, repairs to impaired equipment, and replacement of obsolete signs and graphics as Franchisor may reasonably direct.

- 4.6. **Refurbishing.** Franchisee shall refurbish the Franchised Business at its expense to conform to the building design, exterior facade, Trade Dress, signage, furnishings, decor, color schemes, and presentation of the Proprietary Marks in a manner consistent with the image then in effect for new beauty schools that Franchisor authorizes to operate under the Franchise System, with any particular requirements Franchisor designates for using the Selected Mark. Franchisee need not, however, undertake such refurbishment more frequently than once every seven years (but not during the first year after the Opening Date). Such refurbishing may include, among other things, remodeling, redecoration, and modifications to existing improvements, as Franchisor may require in writing. Maintenance, repairs, and other actions performed under Section 4.5 are not considered refurbishing under this Section 4.6.
- 4.7. **Operational Requirements.** To ensure that the highest degree of quality and service is uniformly maintained, Franchisee shall operate the Franchised Business in conformity with such uniform methods, standards and specifications as Franchisor may from time to time prescribe in the Manuals or otherwise in writing. Without limiting the foregoing, Franchisee shall:
- a. use the Premises solely for operating and promoting the Franchised Business and not use or permit or suffer the use of the Premises for any other purpose or activity;
  - b. record all Gross Revenues on the approved Computer System and otherwise use it for such functions and in such manner as Franchisor may prescribe;
  - c. comply with the procedures and systems instituted by Franchisor, including those relating to sales, good business practices, advertising and other operating requirements of Franchisor;
  - d. maintain in sufficient supply (as Franchisor may describe in the Manuals or otherwise in writing) and use at all times only such inventory, equipment, materials, advertising methods and formats, and supplies that conform to Franchisor's standards and specifications therefor, if any, at all times sufficient to meet the anticipated volume of business;
  - e. adhere to the highest standards of honesty, integrity, fair dealing and ethical conduct in all dealings with customers, suppliers, employees, students, independent contractors, Franchisor, and the public;
  - f. sell or offer for sale only such products and services that meet Franchisor's uniform standards of quality and quantity, and that have been expressly approved or required for sale by Franchisor, at retail to consumers from and through the Franchised Business, and shall not sell such items for redistribution or resale;
  - g. purchase, install and maintain, at Franchisee's expense, all fixtures, furnishings, signs, equipment, and Software as Franchisor may periodically specify; maintain such items in a condition that meets the operational standards specified in the Manuals or otherwise in writing; and, if Franchisor reasonably determines that additional or replacement items are needed because of a change in technology, health or safety considerations, or any other factors Franchisor considers relevant, install the additional or replacement items within the time specified by Franchisor;
  - h. within each student kit, include all equipment and materials (including any equipment or materials from a Designated Brands Manufacturer) required by Franchisor or applicable law;
  - i. within each student admission packet, include all forms and releases required by Franchisor or applicable law;
  - j. ensure that all of Franchisee's employees and students, when at the Premises, wear the distinctive school uniforms or other approved attire, if any, as specified by Franchisor, and ensure that there is on hand at all times sufficient uniforms to outfit all employees and students (Franchisor reserves the right

to change the style and appearance on the uniforms and Franchisee shall be required to promptly implement any such changes);

k. if requested by Franchisor, participate in any new product or service test in accordance with Franchisor's standards;

l. maintain credit-card relationships as Franchisor may designate and otherwise comply with all Franchisor's credit-card policies as prescribed in the Manuals; and

m. continuously maintain a phone system and high-speed Internet service in accordance with the Manuals.

4.8. **Curriculum.** Unless required by applicable law, Franchisee shall use only Franchisor's curriculum and not offer any courses that have not been approved by Franchisor. Further, Franchisee shall use all elements of the curriculum required by Franchisor or applicable law. If Franchisee is required by applicable law to offer one or more programs or courses not approved by Franchisor in the Manuals or otherwise, Franchisee shall take all actions requested by Franchisor to distinguish the program from such other programs or courses, including: (a) at all times conspicuously displaying, in such form and manner as required by Franchisor, on one or more signs on the Premises and on all materials provided in connection with such programs or courses, a disclaimer stating that (i) only the program is affiliated with Franchisor and no other programs or courses offered by Franchisee are affiliated with or approved by Franchisor, and (ii) Franchisor is in no way responsible for such programs or courses; and (b) prior to enrolling in such programs or courses, requiring all students to sign an acknowledgement that they understand the foregoing disclaimer.

4.9. **Computer System.**

a. Before commencing operation of the Franchised Business, Franchisee shall purchase and install the Computer System at the Premises in accordance with the specifications and sourcing requirements set forth in the Manuals or otherwise in writing. Franchisee shall provide any assistance Franchisor requires to allow Franchisor to independently access and retrieve, immediately and at any time, such data and information from Franchisee's Computer System, and Franchisee must prepare and deliver to Franchisor within 10 days of request summaries and analyses regarding data or information available to Franchisee, as Franchisor, in its discretion, deems necessary, desirable or advisable. Such data or information includes copies of all tax returns and tax-related information, including returns, which are required to report income or expenses, directly or indirectly, from the Franchised Business. With respect to the requirement to provide such access or retrieval, if the Computer System fails to provide such access or retrieval, and Franchisee does not correct such failure within 30 days, Franchisee is exclusively responsible for the cost of such access and retrieval. All of the foregoing items specified to be installed or purchased, or acts specified to be undertaken by Franchisee, and the delivery of all hardware and Software, are at Franchisee's sole expense.

b. Franchisee shall, at its expense, keep the Computer System in good maintenance and repair. Franchisor may, from time to time, require that Franchisee acquire additional, new or substitute items comprising the Computer System or require Franchisee to replace or upgrade the entire Computer System with a system that Franchisor specifies. Franchisee shall make such additions, substitutions, replacements or upgrades at its sole expense, on those dates and within those times specified by Franchisor in its discretion, in the Manuals or otherwise in writing. Franchisee shall delete all software and related applications from all memory and storage and provide Franchisor with evidence satisfactory to Franchisor that it has done so. Notwithstanding the foregoing, Franchisee shall not be required to replace the entire Computer System more frequently than once every two years.

4.10. **Hiring, Training and Appearance of Employees.** Franchisee shall maintain a competent, conscientious staff and employ such minimum number of employees as are necessary to meet the anticipated volume of business. Franchisee is exclusively responsible for the terms of their employment and compensation and, except for training provided by Franchisor under this Agreement, for the proper training of such employees in operating the Franchised Business. Franchisee is solely responsible for making and performing all employment decisions and functions, including those related to hiring, firing, establishing wage and hour requirements, disciplining, supervising and record keeping. Without the prior written permission of Franchisor or such other franchisee, Franchisee shall not recruit or hire any employee of a Company-Owned Unit or franchised unit operated by another franchisee within the Chain. Franchisee is solely responsible for locating and recruiting students for the Franchised Business and Franchisor has no obligation to review or approve student applications; provided, that, each student shall meet Franchisor's minimum criteria, if any.

4.11. **Management of the Franchised Business.** The Franchised Business must be supervised by an operations director (the "Operations Director"). The Operations Director shall devote, on a full-time basis, his or her best efforts to managing and operating the Franchised Business. At all times it is open for business, the Franchised Business requires the Operations Director's day-to-day supervision. A Franchise Owner must either serve as the Operations Director or Franchisee must hire a qualified individual to serve as the Operations Director. Without limiting any other obligations of the Franchisee, the Franchisee must responsibly supervise all of its employees and independent contractors, and ensure that they comply with the obligations of Franchisee, to the same extent as Franchisee, regarding the operations of the Franchised Business. Regardless of such supervision, misconduct of any independent contractor that Franchisee engages to perform services for it shall be attributed to Franchisee to the same extent as if it were misconduct by an employee of Franchisee, including misconduct constituting a breach of this Agreement. The initial and any successor Operations Director must, to Franchisor's satisfaction, complete Initial Franchise Training and meet Franchisor's minimum requirements, if any, for education, certification, as well as experience relevant to managing operating the Franchised Business. Without limitation, the Franchise Owner, Operations Director and any other person Franchisor designates must, unless waived in writing by Franchisor, attend any annual franchise convention that Franchisor offers. At its expense, Franchisor shall generally provide instructors, facilities, training materials, and technical training tools in connection with the annual convention. Franchisor may charge for certain third-party expenses (or reimbursement for them) for optional programs or materials. Franchisee is responsible for all other expenses its attendees incur in connection with the annual convention, including all travel, lodging, and meal expenses. If the Operations Director is an individual other than a Franchise Owner, and such Operations Director fails to satisfy his or her obligations due to death, disability, termination of employment, or for any other reason, a Franchise Owner who has previously completed Initial Franchise Training, shall satisfy such obligations until Franchisee designates a new Operations Director of the Franchised Business in accordance with this Section 4.11. Franchisee is solely responsible for the costs and expenses associated therewith, including Training Fees.

4.12. **Approved Specifications and Sources of Supply; Designated Brands Manufacturers.**

a. **Authorized Specifications and Suppliers.** To the extent Franchisor may periodically require, Franchisee shall purchase or lease equipment, supplies, inventory, advertising or marketing materials, and any other products and services used to operate the Franchised Business solely from suppliers, including Designated Brand Manufacturers and other manufacturers, Franchisor authorizes, as well as in accordance with any specifications that Franchisor authorizes. Franchisor may revoke such authorization at any time. Such manufacturers and suppliers shall demonstrate, to Franchisor's continuing satisfaction, that they possess: (i) the ability to meet Franchisor's reasonable standards and specifications for such items; and (ii) adequate quality controls and capacity to supply Franchisee's needs promptly and reliably. When considering whether to approve suppliers for the Franchise System, Franchisor may consider any

other relevant factors, including any factors relating to the price and quality of the products or services, the reliability of the supplier, and the economic benefits and incentives the supplier may provide to Franchisor (including rebates). Such approval may be provisional, pending Franchisor's further evaluating such supplier. Franchisor may approve a single supplier for any product or service. Franchisor may concentrate purchases with one or more suppliers to obtain the lowest prices or the best advertising support or services for any group of franchised businesses or Company-Owned Units within the Chain. Franchisor may from time to time designate itself or an affiliate as an authorized or exclusive supplier of any product or service used to operate the Franchised Business.

b. Approval of New Specifications and Suppliers. If Franchisee proposes to purchase or lease any equipment, supplies, inventory or other goods or services, or to purchase or lease any good or services from an unapproved supplier, Franchisee shall submit to Franchisor a request for such approval, or request the supplier itself to do so. As a condition of its approval, Franchisor or its representatives must be permitted to interview the supplier and inspect the supplier's facilities, as well as require information about the supplier or the applicable goods or services, and receive samples at no cost to Franchisor, which Franchisee or the supplier delivers at Franchisor's request either to Franchisor or an independent expert that Franchisor designates for testing. Franchisor can require testing by itself, its franchisees, or third parties, as it may require, to assure that it is satisfied with the goods or services of the prospective supplier in its sole discretion. The requesting Franchisee and the prospective supplier must execute and deliver to Franchisor an agreement in the form which Franchisor requests to (a) indemnify Franchisor and its franchisees from any and all damages which may result from implementing any required testing, and (b) release Franchisor from any liability arising from, related to, or arising out of such testing. Franchisor may also require the supplier to present satisfactory proof of insurance (such as product- liability insurance, protecting Franchisor and its franchisees against any and all claims arising from the use of the supplied item(s) within the Franchise System) or undertake other commitments as a condition of Franchisor's approval of the supplier, or the applicable goods or services. Franchisor will notify Franchisee of approval or disapproval of its request to use an unapproved supplier, or to use unapproved goods or services, within a reasonable time (generally, not more than 30 days) after receiving Franchisee's written submission and all cooperation and information which Franchisor requests from the Franchisee or supplier, including a reasonable test period for prospective service providers, in Franchisor's sole discretion. Franchisor is not liable for damage to any sample that may occur in connection with the testing process. Since Franchisor devotes its resources where it deems appropriate, Franchisor is not required to consider additional or replacement suppliers, or additional or replacement goods or services. However, if Franchisor does do so, Franchisee or the prospective supplier must pay a charge not to exceed the reasonable cost of evaluating the supplier, its goods or services, and the actual cost of testing any goods or services. Franchisor may reject any unapproved supplier, good or service, in its sole discretion. Without limitation, Franchisor may not approve any unapproved supplier for goods or services, or unapproved goods or services, that it determines are competitive with the goods or services offered by a supplier that Franchisor determines is adequately serving the system, including any Designated Brands Manufacturer. Use of an unapproved supplier, or unapproved goods or services, is a violation which may subject Franchisee to special assessments, in addition to other consequences including termination of franchise rights. Franchisor may, at its option, periodically require a re-evaluation of any approved supplier, or any approved goods or services, on any or all the terms described above, including continuing to sample the products at the supplier's expense. Franchisor may in its sole discretion at any time revoke approval upon the failure of the supplier, goods or services, to continue to meet Franchisor's standards and specifications (regardless of whether they are periodically revised). If Franchisee receives notice of a violation regarding a supplier, Franchisee must address such violation in the time frame cited, typically 30 to 90 days, depending on the good or service. However, Franchisor reserves the right to require immediate action for matters which it determines in its sole discretion threaten health, safety, or any other material damage including to goodwill of Franchisor or any of its franchisees-its franchisees. Failure to take corrective action in accordance with a notice of violation

may result in financial assessments or brand protection actions (or both). Financial assessments may include an initial assessment of \$250-\$500 and subsequent assessments of up to \$2,500, in each case per violation per month, and in each case as Franchisor determines in its sole discretion. Such assessments, in this section or anywhere else in this Agreement, are in addition to, and not in limitation of, all other rights and remedies which Franchisor may have for Franchisee's breach of this Agreement. Franchisor may require Franchisee to purchase additional goods and services from Franchisor or its affiliates regarding educational materials or services.

c. **Acknowledgment.** Neither Franchisor, nor its owners, directors, officers, managers, employees, attorneys, agents or other representatives (collectively, the "Franchisor Group") is liable for any recommendation or requirement from any of them regarding suppliers, goods or services which Franchisee or its customers may use. Such recommendations or requirements are based on Franchisor's determination in its sole discretion that such recommendations or requirements arise from suppliers, goods or services which meet minimum standards of Franchisor, as they may periodically change in Franchisor's sole discretion. The relationship between Franchisee and any supplier is solely between them or Franchisor may have some interest in the relationship such as without limitation license rights from the supplier. In any case, Franchisor has no liability to Franchisee, its owners, directors, officers, managers, employees, agents or other representatives, or to Franchisee's customers or any other third party, relating to, arising from, or in connection with any such relationship. Franchisee hereby agrees to indemnify and hold harmless anyone in the Franchisor Group who suffers any costs, losses or damages, including reasonable attorneys' fee and court costs, from any claim which Franchisee, or any third party arising out of Franchisee's business operations, may make to the contrary.

d. Designated Brands Manufacturers.

- i. Franchisor may designate certain parties as designated brands manufacturers (each, a "Designated Brands Manufacturer") for supplying certain goods and services to Franchisee. Franchisor has designated the following as Designated Brands Manufacturers for hairstyling or other cosmetology programs: (i) L'Oréal USA Creative, Inc. ("L'Oréal"), the owner or affiliate of the owner of the **Redken**, and **L'Oréal Professionnel** trademarks. Franchisor may enter into agreements with the Designated Brands Manufacturers to provide certain services and products and to allow Franchisor to authorize its franchisees to use certain materials in their Franchised Businesses and to promote the Designated Brands Manufacturers. Unless Franchisor otherwise requires, Franchisee shall purchase such services, products and materials directly from the Designated Brands Manufacturer or its designees (and make any corresponding payments directly to such party and not to Franchisor). Each Designated Brands Manufacturer is Franchisor's independent contractor and is not an agent, franchisor, legal representative, subsidiary, joint venture, partner, employee, or affiliate of Franchisor for any purposes whatsoever. Neither Franchisor nor any Designated Brands Manufacturer has any right to make any contract, agreement, warranty, or representation on the other's behalf. Franchisee acknowledges that Franchisee shall have no direct license with L'Oréal or any other Designated Brands Manufacturer (unless Franchisor otherwise authorizes) during the Term. Franchisor expressly reserves the right to periodically revoke its designation of who is a Designated Brands Manufacturer or revise its agreements with any of them.
- ii. Subject to the applicable Designated Brands Manufacturer's and Franchisor's requirements, standards, and usage guidelines, as may be changed from time to time, Franchisee shall: (1) exclusively use and promote those goods and services relating to those brands of the Designated Brand Manufacturers that Franchisor designates for the Selected Trademark (the "Designated Brands"); (2) maintain the goodwill related to Designated Brands; (3) utilize the Designated Brands Manufacturer's educational support materials, training modules, and training techniques,

- for the Designated Brands, in Franchisor's curriculum; (4) procure an install furniture and fixtures bearing the Designated Brands Manufacturer's trademarks for the Designated Brands; and (5) display the Designated Brands' trademarks and images for the Designated Brands in advertising and promotions.
- iii. Franchisee acknowledges that the manner and use of the Designated Brands Manufacturer's goods, services, trademarks, brands, advertising, images and other intellectual property (collectively, the "Designated Brands IP") is in the sole discretion of Franchisor and the Designated Brands Manufacturer (and, if applicable, the owner of such Designated Brands IP). Franchisor authorizes Franchisee to use the Designated Brands IP only as authorized by Franchisor and only in accordance with standards, guidelines and specifications set by Franchisor or the Designated Brands Manufacturer from time to time and in a manner consistent with the premium quality associated with the Designated Brands IP. At its sole cost and expense, Franchisee agrees to furnish to Franchisor or the Designated Brands Manufacturer samples of any materials incorporating the Designated Brands IP for inspections to assurance conformance to applicable standards.
  - iv. Franchisee agrees that it shall not, directly or indirectly, infringe or contest or aid in contesting the validity of, or the rights of Franchisor or the Designated Brands Manufacturer in or to, the Designated Brands IP, or take any other action in derogation of such rights. Franchisee must obtain Franchisor's consent (who, in turn, may have to obtain the Designated Brands Manufacturer's consent) prior to modifying any of the Designated Brands IP. Franchisee acknowledges that it will have no right, title, or interest in the Designated Brands IP (including, without limitation, all advertising, layouts, copy, artwork, photographs, videos, recordings, and fixture designs), and that all use of the Designated Brands' trademarks shall inure to the benefit of the Designated Brands Manufacturer and its affiliates. The Designated Brands' trademarks may not be used as a source identifier for the Franchised Business. If, in any jurisdiction, Franchisee secures any rights whatsoever to any Designated Brands IP not expressly granted under this Agreement, Franchisee shall immediately notify Franchisor and assign all of Franchisee's right, title and interest to the Designated Brands IP not expressly granted under this Agreement to the Designated Brands Manufacturer. The terms of this Section 4.12.d.iv. shall survive any expiration or sooner termination of this Agreement.
  - v. In addition, if required by Franchisor, Franchisee shall enter into, and comply with all of the provisions of, any agreements with the Designated Brands Manufacturer that Franchisor prescribes (each, a "Designated Brands Manufacturer Agreement"), which may include a term shorter than the Term. Accordingly, Franchisor may require Franchisee to enter into an extension to such agreement or a replacement agreement to coincide with the length of the Term.
  - vi. If Franchisor's agreement with a Designated Brands Manufacturer expires or is terminated or if Franchisor notifies Franchisee that Franchisee has been using the Designated Brands IP in a manner that does not comply with Franchisor's or the Designated Brands Manufacturer's standards or specifications, Franchisee acknowledges that it may be required to immediately discontinue and abandon any and all uses of the Designated Brands IP and to dispose of such materials in a manner specified by Franchisor or the Designated Brands Manufacturer.
  - vii. A Designated Brands Manufacturer may inform Franchisor of expiration dates relating to the use of certain Designated Brands IP. As of each expiration date, Franchisee shall immediately cease all use of the applicable Designated Brands IP and remove or replace such Designated Brands IP. For each failure by Franchisee to comply with its obligations under this Section 4.12.d.vii, Franchisor may require Franchisee to pay Franchisor \$500 as liquidated damages; provided, that Franchisee will not be required to pay such amount for its first failure to comply with such obligations. The foregoing liquidated damages do not include the amount of any expenses

Franchisor may incur to remove or cause the cessation of any such use (including legal fees) or any damages that the Designated Brands Manufacturer may seek to recover from Franchisor or Franchisee, which amounts Franchisee shall pay Franchisor on demand. The payments described in this Section 4.12.d.vii are not penalties. A precise calculation of the full extent of damages that Franchisor will incur upon Franchisee's failure to comply with this Section 4.12.d.vii cannot be reasonably determined. Nevertheless, each lump-sum payment provided under this Section 4.12.d.vii is reasonable in light of the damages that Franchisor may reasonably be expected to incur as a result of such event. Each sum is not a penalty and is intended by the parties only as a compensatory remedy for past breaches and not as a preventative remedy to deter future breaches. Each sum does not represent a price for the privilege of not performing and each sum's payment does not represent an alternative manner of performance. Accordingly, this Section 4.12.d.vii does not preclude, nor is it inconsistent with, a court granting Franchisor specific performance or any other equitable remedies, such as an injunction, to prevent future breaches. The terms of this Section 4.12.d.vii shall survive any expiration or sooner termination of this Agreement.

- viii. As part of Franchisor's agreements with L'Oréal, if Franchisee's Franchised Business meets certain standards, Franchisor may, in its discretion, annually designate the Franchised Business as having achieved a special designation (the "Special Designation"), which Franchisee may represent to the public in accordance with standards and specifications established by Franchisor from time to time. Franchisor may describe in the Manuals or otherwise in writing the conditions necessary for Franchisee to achieve and maintain the Special Designation. Franchisor may change any such conditions or standards or discontinue the Special Designation program upon notice to Franchisee. Further, Franchisee shall allow L'Oréal or its designees (or, if L'Oréal is no longer a Designated Brands Manufacturer, any other Designated Brands Manufacturer or its designees, as specified by Franchisor) the first opportunity to recruit students trained by Franchisee.

#### **4.13. Compliance with Laws, Rules and Regulations; Accreditation.**

- a. Franchisee shall comply with all Federal, state, and local laws, rules and regulations (including Title IV of the Higher Education Act of 1965 and any amendments thereto or replacements thereof; and wage, hour and other labor-related laws) in the jurisdictions (federal, state and local) that regulate its business operations. Franchisee shall timely obtain, maintain, and renew when required any and all permits, certificates, licenses or franchises necessary for the full and proper conduct of the Franchised Business under this Agreement (including qualification-to-do-business; fictitious, trade, or assumed-name registration; building and construction permits; occupational licenses; sales-tax permits; health and sanitation permits and ratings; fire clearances and environmental permits). In addition, within four years of the Opening Date, Franchisee shall obtain accreditation from an Accrediting Agency (an "Accreditation").
- b. Within two days of Franchisee's receipt of such items, Franchisee shall forward to Franchisor copies of all inspection reports, warnings, certificates, ratings and other notices issued by any governmental entity in connection with the conduct of the Franchised Business that indicate Franchisee's material non-compliance with any applicable law, rule or regulation. In addition, Franchisee shall notify Franchisor immediately in writing if any of its permits, certificates, licenses, franchises (including the Accreditation) are, or Franchisee has reason to believe may be, suspended or terminated for any reason. If an Accreditation is suspended or terminated, Franchisor may (but is not obligated to) use a third party or take such other actions it deems necessary to reestablish such Accreditation. If Franchisor does so Franchisee shall promptly reimburse Franchisor for any costs and expenses incurred in connection therewith.

c. Within 10 days of its submission (but in no event later than 10 days prior to the due date), Franchisee shall provide Franchisor with a copy of the Accrediting Agency annual report prepared by Franchisee for submission to the applicable Accrediting Agency. Franchisee may request Franchisor to provide special assistance, in accordance with Section 2.7.c, to furnish information needed to obtain or maintain an Accreditation.

d. Franchisor may, but has no requirement to, advise Franchisee of any legislative or legal developments that may affect its business. Any information Franchisor provides to Franchisee does not relieve it of responsibility to consult with its own legal advisor. Franchisee is solely responsible for complying with all laws, rules and regulations that bind it or its business.

4.14. **Tax Payments; Contested Assessments.** Franchisee shall promptly pay when due all taxes levied or assessed by any Federal, state or local tax authority assessed during or after the Term in connection with owning or operating the Franchised Business. Such taxes include unemployment taxes, withholding taxes, sales taxes, income taxes, tangible commercial personal-property taxes, real estate taxes, intangible taxes and any and all other indebtedness incurred by Franchisee in the conduct of the Franchised Business. Franchisee shall pay to Franchisor an amount equal to any sales tax, goods and services taxes, gross-receipts tax, or similar tax imposed on Franchisor during or after the Term with respect to any payments to Franchisor required under this Agreement. It shall do so unless the tax is measured by or related to Franchisor's net income or its corporate status in a state. If Franchisor pays any such tax during or after the Term, Franchisee shall promptly reimburse it for the amount paid. In the event of any bona-fide dispute as to liability for taxes assessed or other indebtedness, Franchisee may contest the validity or the amount of the tax or indebtedness in accordance with procedures of the taxing authority or applicable law. In no event, however, may Franchisee permit a tax sale or seizure by levy of execution or similar writ or warrant, or attachment by a creditor, to occur against the Premises or any assets used in connection with the Franchised Business.

4.15. **Inspections.** Franchisee shall permit Franchisor or its designees to enter the Premises, and, if not located at the Premises, Franchisee's office, to conduct inspections at any time during normal business hours. Franchisee shall cooperate fully with Franchisor and its designees in such inspections by rendering such assistance as they may reasonably request and by permitting them, at their option, to observe the manner in which Franchisee is selling products, rendering services and maintaining the Premises (including with respect to the Designated Brands IP), and to confer with Franchisee's students, employees and customers. The inspections may be conducted without prior notice at any time when Franchisee or one of its employees is at the Franchised Business. The inspections will be performed in a manner that minimizes interference with operating the Franchised Business. Upon notice from Franchisor, and without limiting Franchisor's other rights under this Agreement, Franchisee shall take such steps as may be necessary to immediately correct any deficiencies detected during such inspections. Such steps may include immediately ceasing from the further use of any equipment, advertising, materials, products, supplies, or other items that do not conform to Franchisor's then current requirements. If Franchisee fails or refuses to correct such deficiencies, Franchisor may, without any claim to the contrary by Franchisee, enter the Premises, or Franchisee's office, without being guilty of trespass or any other tort, to make or cause to be made the required corrections. All such corrections are at Franchisee's expense. In addition, Franchisee must reimburse Franchisor for all of Franchisor's costs and expenses connected with any reinspection (including Franchisor's then current reinspection fee).

4.16. **Notices to Franchisor.**

a. If any Notification Event occurs and such event is reasonably likely to have a material adverse effect on Franchisee or the Franchised Business, within five days of the occurrence thereof (unless a shorter period is required elsewhere in this Agreement), Franchisee shall notify Franchisor in writing. If any Notification Event occurs and such event is not reasonably likely to have a material adverse effect on Franchisee or the Franchised Business, within 15 days of the occurrence thereof (unless a shorter period

is required elsewhere in this Agreement), Franchisee shall notify Franchisor in writing. "Notification Event" means any of the following events in connection with the Franchised Business: (a) the commencement of any action, suit, countersuit, or other proceeding against Franchisee or any of its employees; (b) the receipt of any notice of noncompliance by Franchisee or any of its employees with any law, rule or regulation; or (c) the issuance of any order, writ, injunction, award, or decree of any court, agency, or other governmental instrumentality entered against Franchisee or any of its employees. Within five days of request, Franchisee shall provide Franchisor with any information it requests about the progress and outcome of any Notification Event.

b. If Franchisee or any affiliate has obtained an SBA loan in connection with the Franchised Business, Franchisee shall, within 10 days of such event, notify Franchisor of the sooner of when 1) the loan is paid off; or 2) the SBA no longer has an interest in the loan. Franchisee shall provide, within 10 days of request, such additional information about the loan as Franchisor may periodically request.

- 4.17. **Operating Suggestions.** Franchisee is encouraged to submit suggestions to Franchisor for improving elements of the Franchise System (such as products, services, equipment, service format, advertising, marketing and any other relevant matters). Franchisor may consider such suggestions when adopting or modifying standards, specifications, and procedures for the System. Franchisor, however, has no obligation to use such suggestions or to compensate Franchisee therefor, although it may choose to do so. Without Franchisor's prior consent, Franchisee may not implement any suggestions inconsistent with its obligations under this Agreement. If Franchisee or any of its employees develop any new concept, process, product or improvement in the operation or promotion of the Franchised Business (whether or not it submitted a suggestion for such item), Franchisee is required to promptly notify Franchisor and provide Franchisor with all related information. Franchisee acknowledges that any such concept, process, product or improvement will immediately become the property of Franchisor, and Franchisor may use or disclose such information to other franchisees or developers as it determines to be advisable, also without the benefit of compensation.
- 4.18. **Certification of Performance.** No later than three days after requested by Franchisor, Franchisee shall execute and deliver to Franchisor a certification (the "Certification of Performance"), in a form Franchisor reasonably requests, confirming that Franchisor has performed its pre-opening obligations under this Agreement. If, however, Franchisee does not reasonably believe that Franchisor has performed all its pre-opening obligations hereunder, it shall, within such three-day period, provide Franchisor with notice specifically describing the obligations that Franchisor has not performed. In such case, Franchisee shall execute and deliver the Certification of Performance not later than three days after Franchisor completes all the non-performed obligations specifically described in such notice. Franchisee shall execute and deliver the Certification of Performance to Franchisor even if Franchisor performed such obligations after the time performance was due under this Agreement. If Franchisee does not deliver the Certification of Performance within such time period, Franchisor shall be deemed to have performed all of its pre-opening obligations. The term "pre-opening obligations" means such of Franchisor's obligations to Franchisee under this Agreement that shall be performed before the Opening Date.
- 4.19. **Quality-Control Programs.** Franchisor may, from time to time, designate an independent evaluation service to conduct a "mystery shopper," or similar type, quality-control and evaluation program with respect to the Franchisee's business. Franchisee shall participate in such programs as required by Franchisor. If Franchisee receives an unsatisfactory or failing report in connection with any such program, it shall immediately implement any remedial actions Franchisor requires at Franchisee's expense.
- 4.20. **Maximum and Minimum Rates and Prices.** Franchisor may, from time to time, suggest maximum and minimum tuition rates and retail prices for the goods and services that Franchisee may sell or offer to sell. However, Franchisee will be responsible for setting such rates and prices; except to the extent that Franchisor lawfully adopts any price floors or ceilings and requires Franchisee to comply with them for any of its goods or services.

- 4.21. **Rights and Duties for Conversion Schools.** Franchisor may (but has no obligation to) modify its requirements regarding Franchisee if, upon signing this Agreement, it already has a beauty school that it desires to convert into a Franchised Business. In such case, Franchisor shall determine which of its and Franchisee's respective obligations are to be waived or modified. Franchisor shall make such determinations, if any, and provide, before signing this Agreement, notice to Franchisee of such waivers or modifications. They may vary, depending on the circumstances of Franchisee's preexisting operations. They may vary, also, from terms for other franchisees, regardless of whether they may be considered similarly situated. Franchisor has the sole discretion to make such determinations as it deems appropriate, and Franchisee shall comply with them as part of this Agreement. They control in the event of any conflict with the terms of ARTICLE 2, this ARTICLE 4, or any other terms of this Agreement.
- 4.22. **Estoppel Certificate.** Within 5 days of Franchisor's request, Franchisee must sign and return a correct and complete estoppel letter regarding Franchisor's compliance with its obligations under or arising out of this Agreement in the form which Franchisor requests.

#### ARTICLE 5.

#### PROPRIETARY PROPERTY

- 5.1. **Franchisee's Use of the Proprietary Property.** Franchisee may use the Proprietary Property and the Designated Brands IP only in accordance with standards and specifications Franchisor determines from time to time. Without limiting the foregoing:
- a. Franchisee shall use the Proprietary Property and Designated Brands IP only in connection with operating the Franchised Business at the Premises, in accordance with Section 7.1 and other terms of this Agreement, and, without Franchisor's consent, shall not sublicense or otherwise grant any third party the right to use the Proprietary Marks or Designated Brands IP in their advertising, website or otherwise;
  - b. Franchisee shall use the Proprietary Marks as the sole service-mark/trademark identifications for the Franchised Business and prominently display the Proprietary Marks on or in connection with all materials Franchisor designates, and only in the manner Franchisor prescribes;
  - c. Franchisee shall not use the Proprietary Property or Designated Brands IP as security for any obligation or indebtedness nor in any manner encumber it;
  - d. Franchisee shall not use the Proprietary Marks or Designated Brands IP as part of its corporate, partnership, limited liability company or other legal name;
  - e. Except as this Agreement expressly authorizes Franchisee to do during the Term, Franchisee shall not, during or after the Term, use or attempt to register any ~~other~~ trademarks, service marks, or other commercial symbol that is the same as or similar to any of the Proprietary Marks or Designated Brands IP, or any mark with phonetic or graphic similarity thereto. Without limitation, use or registration of any of the following is deemed a violation of such commitment: SPEC, Elevate, TSPA, ESI, SPA, or any colorable imitation of such items, for any purpose; and Salon Professional, Salon Pro, Salon Academy, Salon Institute, Professional Academy, Pro Academy, Professional Institute, Pro Institute, any such word phrases in reverse order, or colorable imitation of any of the foregoing, in connection with any beauty school ~~or training program,~~ training program, salon or other business which is in any way related to or which may be confused with the business of Franchisor or any of the business its franchises its franchisees to operate, or which may be confused with any natural expansion of goods or services provided by any such businesses;
  - f. Franchisee shall comply with Franchisor's instructions concerning filing and maintaining the requisite fictitious, trade, or assumed-name registrations for the Proprietary Marks, and execute any documents Franchisor or its counsel deems reasonably necessary to obtain protection for the Proprietary Property or Designated Brands IP and Franchisor's (or the Designated Brands Manufacturer's, as applicable) interest therein;

g. all materials including letterhead, business cards, marketing and advertising materials, flooring, wall hangings, designated equipment, uniforms, premiums, supplies, and packaging materials used in connection with the Franchise System must bear Franchisor's Proprietary Marks, as prescribed by Franchisor;

h. in addition to, and without limiting any other obligations of Franchisee, Franchisee shall exercise caution when using Franchisor's Proprietary Property and Designated Brands IP to ensure that the Proprietary Property is not jeopardized in any manner; and

i. notwithstanding anything to the contrary in this Agreement or otherwise involving the relationship of Franchisor and Franchisee, with respect to the marks for TSPA, ESI and SPA, Franchisee may use only the one that is the Selected Trademark, and not use any mark for any of the other brands that Franchisee was entitled to choose from under this Agreement but did not (the "Nonselected Trademarks"). Accordingly, all references to the Proprietary Marks and the Proprietary Property, that are intended to grant rights to Franchisee are construed to include the Selected Trademark but not any of the Nonselected Trademarks.

- 5.2. ***Infringement by Franchisee.*** Any use of the Proprietary Property or Designated Brands IP not in accordance with, or outside the scope of, this Agreement, without Franchisor's prior written consent, infringes Franchisor's, or the Designated Brands Manufacturer's, as applicable, rights in the Proprietary Property. Both during and after the Term, Franchisee shall not, directly or indirectly, infringe or contest or aid in contesting the validity of, or the rights of Franchisor in or to, the Proprietary Property or Designated Brands IP, or take any other action in derogation of such rights.
- 5.3. ***Claims Against the Proprietary Property.*** In the event of any claim of infringement, unfair competition, or other challenge to Franchisee's right to use any Proprietary Property or Designated Brands IP, or in the event Franchisee becomes aware of any use of, or claims to, any Proprietary Property or Designated Brands IP by persons other than Franchisor or its franchisees, Franchisee shall notify Franchisor in writing no later than seven days thereafter. Except pursuant to judicial process, Franchisee shall not communicate with anyone except Franchisor (or the Designated Brands Manufacturer, as applicable) and its counsel in connection with any such infringement, challenge, or claim. Franchisor (or the Designated Brands Manufacturer, as applicable) has discretion whether it takes any action in connection with any such infringement, challenge or claim, and has the right to exclusively control any litigation or other proceeding arising out of any infringement, challenge or claim relating to any Proprietary Property or Designated Brands IP. Such discretion includes determining whether or not to settle such infringement, challenge, or claim, and on what terms. Franchisee shall sign all instruments and documents, render any assistance, and perform any acts that Franchisor's (or the Designated Brands Manufacturer's, as applicable) attorneys deem necessary or advisable to protect and maintain Franchisor's (or the Designated Brands Manufacturer's, as applicable) interest in any litigation or proceeding related to the Proprietary Property or Designated Brands IP or otherwise to protect and maintain Franchisor's interests in the Proprietary Property or Designated Brands IP.
- 5.4. ***Indemnification of Franchisee.*** Franchisor shall indemnify Franchisee for all damages for which it is held liable pursuant a final, binding, and nonappealable judgment against Franchisee entered in connection with any litigation or proceeding due solely to its use of any Proprietary Property. Franchisor need do so only if:
- a. Franchisee's use of the Proprietary Property was in strict accordance with this Agreement;
  - b. Franchisee timely notified Franchisor of such litigation or proceeding and the underlying claim in accordance with Section 5.3;
  - c. Franchisee gives Franchisor sole control of the defense and settlement of the action in accordance with Section 5.3; and

d. Franchisee has complied with all other provisions in this Agreement.

5.5. **Franchisor's Right to Modify the Proprietary Marks.** If, at any time, in Franchisor's discretion, it becomes advisable to modify or discontinue the use of any Proprietary Mark or use one or more additional or substitute names or marks—for reasons including the rejection of any pending application for registration or revocation of any existing registration of any of the Proprietary Marks, or the existence of superior rights of senior users—Franchisee shall do so at its sole expense within 360 days of Franchisor's request (such period, the "Interim Period"). Franchisor may shorten the Interim Period if, in its discretion, it becomes advisable to do so for reasons including those set forth in the previous sentence. During the Interim Period, Franchisee may use any existing inventory that includes the unmodified or discontinued Proprietary Marks, but shall not obtain any additional inventory that includes, or make new uses of, such Proprietary Marks. In such event, Franchisor is liable solely to reimburse Franchisee for its reasonable direct printing expenses incurred to modify or discontinue the use of the Proprietary Mark and substitute a different Proprietary Mark. Such reimbursable expenses do not include any expenditures Franchisee makes to promote a modified or substitute Proprietary Mark.

5.6. **Franchisor's Reservation of Rights.** The rights granted to Franchisee by this Agreement are non-exclusive and Franchisor retains all rights that this Agreement does not expressly grant to Franchisee, without payment or other consideration to Franchisee, including the right to:

a. use and license others to use, the Proprietary Marks and Franchise System, at any location other than in branding a beauty school operating in the Protected Territory;

b. use and license others to use, the Proprietary Marks and Franchise System, to promote and sell, regardless of whether in the Protected Territory, any type of services or products, even if the same as or similar to those that Franchisor sells, provided that the sales are made through channels of distribution different than those that Franchisor authorizes Franchisee to use (such as Internet, telemarketing and other direct marketing sales or otherwise);

c. develop, operate and license others to operate business systems with features distinctly different than the Franchise System licensed by this Agreement, within or outside the Protected Territory, without offering or providing the Franchisee any rights in, to, or under such other systems; and

d. be acquired and operated by or to acquire and operate (whether through an acquisition or other combination of assets, ownership interests or otherwise, regardless of form of transaction), any businesses, within or outside the Protected Territory, operating under a trademark different than the Proprietary Marks, that provide goods and services that are the same as or similar to those that Franchisee provides.

Notwithstanding the above however, if Franchisor acquires a Competitive Beauty School and units of such Competitive Beauty School encroach upon the Franchisee's Protected Territory, Franchisor has one year from the date of acquiring the Competitive Beauty School to sell the encroaching units without being in default under this Agreement.

5.7. **Ownership; Inurement Solely to Franchisor.** Except as expressly granted in this Agreement, Franchisee has no ownership or other rights in the Proprietary Property. Franchisor is the owner, or authorized licensee, of the Proprietary Property. All goodwill associated with the Franchised Business inures directly and exclusively to Franchisor's or its licensor's benefit. Such goodwill is Franchisor's exclusive property, except to the extent it results from the profit received from the operation or possible permitted sale of the Franchised Business during the Term. If, in any jurisdiction, Franchisee secures any rights whatsoever to any Proprietary Mark (or any other Proprietary Property) not expressly granted under this Agreement, whether during or after the Term, Franchisee shall immediately notify Franchisor and assign all of Franchisee's right, title and interest to the Proprietary Marks (or any other Proprietary Property) not expressly granted under this Agreement to Franchisor.

## ARTICLE 6.

### MANUALS AND OTHER CONFIDENTIAL INFORMATION

- 6.1. ***In General.*** To protect the reputation and goodwill of Franchisor, and to maintain uniform standards of operation under the Proprietary Marks, Franchisee shall conduct its Franchised Business in accordance with the Manuals (which may be in paper or electronic format). The Manuals are an integral part of this Agreement and have the same force and effect as if fully set forth herein.
- 6.2. ***Confidential Use.*** At all times, Franchisee shall treat and maintain the Confidential Information as confidential and trade secrets of Franchisor. At all times, Franchisee shall keep the Manuals in a secure area within the Premises. Franchisee shall strictly limit access to the Confidential Information to its employees to the extent they have a “need to know” in order to perform their jobs. Franchisee shall report the theft, loss, or destruction of the Manuals, or any portion thereof, immediately to Franchisor. Without Franchisor’s prior consent, Franchisee shall not, at any time, during or after the Term, copy, record, or otherwise reproduce any of the Confidential Information, in whole or in part. Franchisor may require Franchisee to have each Restricted Party, and all persons to whom Franchisee grants access to the Manuals or any other Confidential Information execute a confidentiality agreement in the form which Franchisor requires, of which Franchisor is a beneficiary. Whether or not Franchisor does so require, Franchisee is responsible for any breaches of confidentiality by Restricted Parties, its employees and all other persons who acquire Confidential Information from Franchisee or from any other party who acquired it, directly or indirectly, from Franchisee.
- 6.3. ***Periodic Revisions.*** Franchisor may periodically revise and change the contents of the Manuals; provided, that such changes will not modify the Royalty Fee. Beginning on the 30th day (or such longer time as specified by Franchisor) after delivery of notice from Franchisor, Franchisee shall comply with each new or changed provision. Franchisor may notify the Franchisee of updates by posting them on its intranet, or in any other manner that Franchisor elects. Revisions to the Manuals must be based on what Franchisor, in its discretion, deems in the best interests of the Franchise System, including promoting quality, enhancing goodwill, increasing efficiency, decreasing administrative burdens, or improving profitability of Franchisor or its franchisees. Because complete and detailed uniformity under many varying conditions may not be possible or practical or, in Franchisor’s sole discretion, appropriate (including due to good standing default history, available Franchisor resources, changing policies, or any other reason which Franchisor deems appropriate), Franchisor may, in its discretion and as it may deem in the best interests of all concerned in any specific instance, vary standards for any franchisee (including in considering whether to approve or continue to approve any supplier, good or service) based upon the peculiarities of the particular site or circumstances, density of population, business potential, population of trade area, existing business practices, experience with any supplier, good or service, or any other condition that Franchisor deems important to the successful operation of such franchisee’s franchised business or which Franchisor determines in its sole discretion is in its or the Franchise System’s best interests. Franchisee is not entitled to require Franchisor to grant to Franchisee a like or similar variation under this Agreement. Franchisee shall at all times ensure that its copy of the Manuals contains all updates Franchisor delivers. In the event of any dispute as to the contents of the Manuals, the terms contained in the master copy of each of the Manuals Franchisor maintains at Franchisor’s home office are controlling.
- 6.4. ***Prior Information.*** All Confidential Information received before the Agreement Date was unknown to Franchisee except through disclosure by Franchisor in connection with the grant of a Franchise. The marketing practices and operating procedures developed by Franchisor and franchised to Franchisee for operating the Franchised Business are important for the success of the Franchise System. To the extent Franchisee receives any Confidential Information after the Agreement Date, and, within 30 days thereafter, Franchisee does not object in writing to Franchisor that any or all of the information comprising the Confidential Information should not be considered Confidential Information, then Franchisee is deemed to have irrevocably waived its right to make any such objection.

ARTICLE 7.  
ADVERTISING

**7.1. Advertising by Franchisee.**

a. Except as set forth below, Franchisor does not currently require Franchisee to spend any minimum amount on Advertising (although it encourages Franchisee to conduct online advertising). On the first day of each calendar quarter, beginning with the first day of the first full calendar quarter following the Opening Date, Franchisee shall spend during each month a minimum of 2% of each immediately prior month's Gross Revenues on Advertising. Franchisee shall substantiate its compliance with the foregoing requirement in such manner and form as Franchisor may require from time to time. Franchisor may, but is not obligated to, permit Franchisee to spend on the minimum required monthly Advertising amount, by measuring (in lieu of the monthly amount) the average monthly amount that Franchisee directly spends on Advertising during any calendar quarter or other period which Franchisor periodically notifies Franchisee is the then-current measurement period for satisfying Franchisee's obligation to spend funds directly on Advertising during any particular time.

b. Before production, publication or airing, Franchisee shall provide to Franchisor for its approval all materials to be used for Advertising (or for any other advertising, promotional, or marketing activities it may conduct), unless they have already been approved or consist solely of materials provided by Franchisor. Without limiting the foregoing, Franchisee shall not copy or otherwise use the Proprietary Property or Designated Brands IP in any manner other than for internal operational documents in accordance with this Agreement, unless Franchisee has received consent for such use from Franchisor. If, within 10 days from the date Franchisor receives materials submitted for approval, Franchisee does not receive Franchisor's approval thereof, they are considered disapproved. All materials on which the Proprietary Marks are used must include the applicable designation service mark <sup>SM</sup>, trademark <sup>TM</sup>, registered <sup>®</sup>, copyright <sup>©</sup>, or such other designation as Franchisor may specify. If, in Franchisor's judgment, such materials or advertising may injure or harm the Franchise System, Franchisor may notify Franchisee to withdraw or discontinue the use of any promotional materials or advertising, even if previously approved. Within five days after delivery of such notice, Franchisee must withdraw and discontinue use of the relevant promotional materials and advertising. Notwithstanding anything in this Agreement to the contrary, Franchisee may not use any advertising, promotional, or marketing materials that have not been approved in writing by Franchisor. If Franchisee fails to (a) obtain Franchisor's prior approval, if required, for any Advertising, or other advertising, marketing or promotions of the Franchised Business; or (b) cease such use by the time the Franchisor requires (if the Franchisor has withdrawn its approval), then, Franchisee shall pay Franchisor, on demand, an administrative fee of \$100. Such administrative fee is due for each violation notice from Franchisor to Franchisee (whether the first or any subsequent notice). Franchisor may charge Franchisee up to \$100 in such administrative fees per violation occurrence. Such charge is not a payment for the privilege of not performing. It is in addition to all, and not in limitation of any, of Franchisor's rights and remedies for each such violation.

**7.2. Marketing Fund.** Franchisor does not currently maintain a marketing fund for the benefit of all franchisees and Company-Owned Units that contribute to it. However, it retains the right to create, maintain and administer such a marketing fund. If it does so, it may require Franchisee to contribute to the fund; provided, that Franchisor will not require Franchisee to contribute greater than 2% of monthly Gross Revenues to the fund; provided, further, if Franchisor requires Franchisee to contribute 2% of monthly Gross Revenues to the fund, it will decrease any applicable Advertising spending requirements to 1% of monthly Gross Revenues.

**7.3. Internet Advertising.**

a. Except as provided in Section 7.3.b., with respect to any aspect of the System, Chain, or Franchised Business (including the use of the Proprietary Marks), Franchisor retains the sole right to advertise on the Internet, create or operate a website or sites, and use the Proprietary Marks as part of any domain name.

Franchisor exclusively owns all rights in such domain names and such other domain names as Franchisor designates in the Manuals. Franchisee unconditionally disclaims any ownership interests in such domain names and any domain names that may be confusingly similar. Without limiting Franchisee's other obligations under this Agreement, Franchisee shall not, either during or after the Term, register any domain name in any class or category that contains the words SPEC, The Salon Professional Academy, Elevate Salon Institute, Spa Pro Academy, or Powered by SPEC, or any abbreviation, acronym or other colorable imitation of any of the foregoing (except that no prohibition exists to using "THE" or "SALON" independently from any other term or terms which Franchisee is otherwise restricted from using).

b. Franchisor shall maintain a website that provides general information about the Franchise System. In addition, Franchisor's designated supplier shall establish and maintain a microsite for the Franchised Business. Franchisee shall have the option to choose the content of its microsite from the content options offered by such designated supplier from time to time. Franchisee shall pay such designated supplier its initial fee to establish such microsite as in effect from time to time (which initial fee is currently \$1,800) as well as its monthly website fee may be in effect from time to time (which fee is currently \$119 per month). Franchisee may request customizations to the microsite that are not included in such offered content and are approved by Franchisor in advance, but Franchisee will be solely responsible to pay such designated supplier's then current charges for customized microsite work. Franchisee shall also have the right advertise, market, and otherwise promote the Franchised Business on the Internet and through social media, provided that it complies with Franchisor's website and internet policies in effect from time to time. These include that a Franchisee must remove within two (2) days of Franchisor's request any social media listing that Franchisor deems inappropriate or unsatisfactory for any reason. For administrative purposes, Franchisor may require Franchisee to pay the monthly website fee directly to Franchisor instead of the third-party supplier. Franchisor may use the monthly website fee to reimburse it for expenses to third parties and to provide Franchisor with an administrative fee that Franchisor designates in connection therewith. Franchisor may periodically increase the monthly website fee if Franchisor incurs more fees or costs in connection with providing web site services; provided, that, Franchisor will not increase the maximum amount it is permitted to charge by an average of more than 20% per year in any consecutive five-year period. Franchisor is not responsible for and does not make any representations about what third parties may charge for website fees.

c. Except as provided in Section 7.3.b, without Franchisor's prior written consent, Franchisee shall not, during or after the Term, develop, establish, operate, own, license, use or participate in a website on which the Proprietary Marks appear or otherwise use any of the Proprietary Marks on or in connection with the Internet, including (i) in domain names (including top level or country code domain names and folder extensions in domain names), (ii) in metatags in Franchisee's website, (iii) in social media user names, (iv) by publishing, linking or ~~deeplinking~~deep linking to any of Franchisor's websites in connection with social media websites, or (v) in sponsored advertising programs.

## ARTICLE 8.

### ACCOUNTING AND RECORDS

- 8.1. **Books and Records.** Franchisee shall maintain complete and accurate books and records for the Franchised Business's operations and shall do so in such manner and form as Franchisor may prescribe in writing from time to time. Such books and records must not contain information not relating to the Franchise, and must be preserved for at least six years (including the period after this Agreement expires or is sooner terminated) from the dates they were prepared.
- 8.2. **Reports and Statements.** By the 5<sup>th</sup> day of each month during the Term (or, if it is not a Business Day, by the next Business Day), Franchisee shall submit to Franchisor a report in the form that Franchisor prescribes, with accurate records that Franchisor requires, reflecting the preceding month's Gross Revenues, and such other information as Franchisor requires from time to time. Such records, reports and information must be in the forms Franchisor prescribes from time to time. Within 90 days after the end of

each fiscal year, Franchisee shall submit an audited year-end balance sheet and audited annual income statement prepared in accordance with generally accepted accounting principles consistently applied. Within 30 days after the end of each of its fiscal quarters, Franchisee shall submit to Franchisor an interim quarterly balance sheet and income statement prepared in accordance with generally accepted accounting principles consistently applied. Promptly upon the request of Franchisor, Franchisee shall also provide Franchisor with copies of its federal- and state-income tax returns. The financial statements described above must be signed by Franchisee or by Franchisee's treasurer or chief financial officer attesting that the financial statements are true and correct and fairly present Franchisee's financial position as at and for the times indicated. In addition, the financial statements and other periodic reports described above must segregate the Franchised Business's income and related expenses from those of any other business that Franchisee may conduct.

### 8.3. **Review and Audit by Franchisor.**

a. At any reasonable times during the Term, and during the three-year period beginning on the expiration or sooner termination of this Agreement, and at Franchisor's expense, Franchisor and its representatives may examine and copy Franchisee's books and records, as well as inspect all cash-control devices and systems and conduct a physical inventory. At any time, Franchisor may access, and retrieve any information it desires from, Franchisee's Computer System to determine, among other things, sales activity, and Gross Revenues. At any time, Franchisor may also have an independent audit made of Franchisee's books and records. The provisions of this Section 8.3 survive the expiration or sooner termination of this Agreement.

b. If an inspection reveals that any financial information reported to Franchisor (such as Gross Revenues or payments owed to Franchisor) has been understated in any report, Franchisee, upon demand, shall immediately pay Franchisor the amount to which it is actually entitled but has not been paid because of such understatement, as well as interest thereon. Such interest accrues at the Contract Interest Rate commencing from the time the required payment was due.

c. In addition to the amounts described in Section 8.3.b, if any inspection discloses that Franchisee has for any period understated the amount of the Royalty Fee (or any other amount) actually due Franchisor for such period by 3% or more, Franchisee must reimburse Franchisor for the costs and expenses connected with the inspection (including reasonable accounting and attorneys' fees and costs). Furthermore, at such time if it has not already done so, Franchisor may require all Franchisee's future year-end financial statements to be audited and prepared and certified, at Franchisee's expense, by an independent certified public accountant designated by Franchisor. The remedies in this Section 8.3 are in addition to any other remedies Franchisor may have under this Agreement or under applicable law. If an audit discloses an overpayment of any amount paid by Franchisee to Franchisor, Franchisor will promptly pay Franchisee the amount of such overpayment or offset such overpayment against any amounts owed to Franchisor.

## ARTICLE 9.

### INSURANCE

9.1. **Types and Amounts of Coverage.** Throughout the Term, Franchisee shall maintain such types of insurance in such amounts as Franchisor may require. Such insurance is in addition to any other insurance that may be required by applicable law, Franchisee's landlord, or otherwise. Such policies must be written by an insurance company reasonably satisfactory to Franchisor with a Best rating of "A" or better, and to the extent legally permissible, must name Franchisor and L'Oréal (or any other brands manufacturers that Franchisor designates) as additional insured. Additional insured coverage shall apply as primary insurance with respect to any other insurance afforded to Franchisor. At a minimum, such policies include the following:

a. commercial general liability insurance of not less than \$1,000,000 each occurrence, \$2,000,000

general aggregate, \$2,000,000 products/completed operations aggregate, and \$1,000,000 personnel and advertising injury limits. Such insurance shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal and advertising injury, and liability assumed under an insured contract;

- b. cyber-security insurance of not less than \$250,000;
- c. workers' compensation coverage in the amounts required by statute or rule of the state in which the Franchised Business is located;
- d. beauty school professional liability insurance in the amount of at least \$1,000,000 for each accident. Where applicable, professional services shall include permanent cosmetics, manicures, beautician, wax removal, eyebrow/eyelash tinting and enhancement, massage, facials (including peels), microdermabrasion, airbrush tanning and tanning;
- e. license bond, if required by applicable law; and
- f. such other insurance, in such amounts, as Franchisor reasonably requires for its own and Franchisee's protection.

At any time, Franchisor may adjust the amounts of coverage required under such insurance policies and require different or additional kinds of insurance, including excess liability insurance. It may do so to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards, or other changes in circumstances or factors that Franchisor considers relevant.

- 9.2. **Evidence of Insurance.** No later than the earliest of the dates set forth below, an approved insurance company must issue a certificate of insurance showing compliance with the insurance requirements in Section 9.1, and Franchisee must furnish Franchisor with a paid receipt showing the certificate number: (a) five days before beginning construction of the Premises; (b) if the Premises are constructed and presently owned or leased by Franchisee, 30 days from the Agreement Date; or (c) if the Premises are not presently owned or leased, 30 days after ownership of the Premises is conveyed to Franchisee or a lease of the Premises is signed. The certificate of insurance must include a statement by the insurer that the policy or policies must not be canceled, subject to non-renewal, or materially altered without at least 30 days' prior notice to Franchisor. Upon Franchisor's request, Franchisee must supply it with copies of all insurance policies and proof of payment. Every year, Franchisee must send current certificates of insurance to Franchisor (along with a paid receipt showing the certificate number).
- 9.3. **Franchisor's Right to Participate in Claims Procedure.** Franchisor, or its insurer, may participate in discussions with Franchisee's insurance company or any claimant (in conjunction with Franchisee's insurance company) regarding any claim.
- 9.4. **Waiver of Subrogation.** To the extent this Section 9.4 may be effective without invalidating, or making it impossible to secure, insurance coverage from responsible insurance companies doing business in the state in which the Franchised Business is located (even though an extra premium may result), with respect to any loss covered by insurance Franchisee then carries, Franchisee's insurance company does not have any right of subrogation against Franchisor or its insurance companies.
- 9.5. **Effect of Franchisor's Insurance.** The insurance maintained by Franchisor does not in any way limit or affect Franchisee's obligation to obtain and maintain the foregoing policy or policies in the amounts specified in this ARTICLE 9. Franchisor's performance of Franchisee's obligations shall not relieve Franchisee of liability under the indemnity provisions set forth in this Agreement.
- 9.6. **Franchisee's Failure to Maintain Insurance.** If, for any reason, Franchisee fails to procure or maintain the insurance required by this Agreement (as revised from time to time by Franchisor), Franchisor has the right (but not the duty) to immediately procure such insurance. If it does so, Franchisor may charge the cost of such insurance to Franchisee, plus interest at the Contract Interest Rate. Upon demand, Franchisee shall

immediately pay Franchisor such charges, together with a reasonable fee for Franchisor's expenses in so acting.

## ARTICLE 10.

### TRANSFERS

10.1. **Transfer by Franchisor.** Without Franchisee's consent, Franchisor has the absolute right to transfer or delegate any or all of its rights or obligations under this Agreement to any person. If Franchisor's transferee or delegatee assumes Franchisor's obligations under this Agreement, within seven days of Franchisor's delivery of notice thereof, Franchisee shall execute and deliver to Franchisor a written release of Franchisor. Without Franchisee's consent, Franchisor may also transfer its stock, engage in public and private securities offerings, merge, consolidate, reorganize, acquire other businesses (including competing businesses), sell all or substantially all of its assets, borrow money (with or without providing collateral), and otherwise deal in its assets or operate its business.

10.2. **Transfer by Franchisee or its Owner.**

a. Personal Rights. The rights and duties set forth in this Agreement are personal to Franchisee. Franchisor grants the Franchise in reliance on Franchisee's, and its owners' (if any), business and personal skill, reputation, aptitude, and financial capacity. Accordingly, unless otherwise expressly permitted by this Agreement, without Franchisor's prior consent, Franchisee may not sell, assign, convey, or otherwise dispose of—voluntarily, involuntarily, directly or indirectly, by operation of law or otherwise—this Agreement or any direct or indirect interest in this Agreement. (For the purposes of this Section 10.2, the term "transfer" refers to any of the preceding actions.) Notwithstanding the foregoing, Franchisor will not unreasonably withhold its consent to a transfer if all of the conditions of Section 10.2.d are satisfied.

b. Entity Franchisees. Except as expressly set forth to the contrary in Section 10.4, if Franchisee is a corporation, partnership, limited liability company, or other entity, a transfer of 10% or more of ~~such any~~ class of voting or ownership ~~interests~~interest in it—individually or in the aggregate, directly or indirectly—is considered a transfer of an interest in this Agreement by Franchisee, as is a transfer of a material portion of Franchisee's assets. Any purported or attempted transfer by Franchisee or any of its owners (direct or indirect)—by operation of law or otherwise—in violation of this Agreement is null and void, and a material breach of this Agreement.

c. No Encumbrances. Except as expressly set forth to the contrary in Section 3.7, neither Franchisee nor its owners (direct or indirect) may create, permit, or suffer a lien against, nor pledge, mortgage, hypothecate, grant a security interest in, or in any manner encumber this Agreement (or any interest herein) or 10% or more of the value of Franchisee's assets or any 10% or more of ~~the any class of~~ any class of voting or ownership ~~interests~~interest in Franchisee (or in any owner, direct or indirect, of Franchisee). Any of the acts described in the foregoing sentence is considered a transfer of an interest in this Agreement.

d. Permitted Transfer. Except as expressly set forth to the contrary in Section 10.4, unless Franchisee satisfies all the following conditions—any of which Franchisor, in its discretion, may waive—Franchisor need not consent to a transfer of any interest in this Agreement:

- i. Franchisee has complied with its obligations under Section 10.5 and Franchisor has not exercised its right of first refusal;
- ii. all Franchisee's accrued monetary obligations and all other outstanding obligations to Franchisor have been satisfied;
- iii. Franchisee is not in default under any provision of this Agreement or any other agreement between Franchisee and Franchisor or its affiliates;
- iv. Franchisee has executed a general release of all claims against Franchisor, its affiliates, and their respective officers, directors, owners, managers, employees and representatives (in their

- corporate and individual capacities) in form and substance satisfactory to Franchisor;
- v. the transferee enters an assumption agreement, in form and substance satisfactory to Franchisor, under which it assumes all of the transferor's obligations under this Agreement; or, if Franchisor requests, the transferee enters the form of franchise agreement Franchisor then offers to new franchisees (for a term equal to the then remaining Term of this Agreement) and such other ancillary agreements as Franchisor may require for the Franchised Business; the terms of which may significantly differ from the terms of this Agreement, including—a smaller Protected Territory, higher Royalty Fees, or a higher Technology Fee;
  - vi. the transferor pays Franchisor a transfer fee of \$25,000 (the "Transfer Fee") for expenses that Franchisor incurs in connection with such transfer, including providing training to the transferee; if Franchisor requires the transferee to enter a new franchise agreement, the transferee need not pay any initial franchise fee due thereunder, the Transfer Fee being in lieu thereof;
  - vii. the transferee has been interviewed at Franchisor's principal office, without expense to Franchisor, and has demonstrated to Franchisor's satisfaction that the transferee has the business and personal skills, reputation, and financial capacity Franchisor requires;
  - viii. the transferee has satisfactorily completed Franchisor's application procedures for new franchisees;
  - ix. If any Designated Brands Manufacturer Agreement requires the consent of the applicable Designated Brands Manufacturer, such Designated Brands Manufacturer has provided such consent and transferee and Franchisee have executed all documentation required by such Designated Brands Manufacturer.
  - x. the transferee agrees to renovate, at its expense and within the time Franchisor reasonably specifies, the Franchised Business to conform to the Trade Dress and operating or design concepts then used in the Franchise System;
  - xi. the transferee has demonstrated to Franchisor's sole satisfaction that it, he, or she has properly assumed, and will be able to comply with, all of its, his, or her obligations in connection with the Franchised Business—if the Premises are leased, the foregoing includes the transferee assuming the lease; notwithstanding such assumption, Franchisee remains liable for all obligations to Franchisor in connection with the Franchised Business arising before the effective date of the transfer;
  - xii. Franchisor is reasonably satisfied that the proposed sale terms and other factors involved in the transfer do not materially reduce the transferee's ability to assume and carry out its obligations effectively; Franchisor, however, has no duty to consider such factors;
  - xiii. each owner, direct or indirect, of the transferee (or, if the Franchisee remains the same, each owner of the Franchisee) has entered a joinder agreement, agreeing to be jointly and severally liable for it and the obligations of all other owners (direct or indirect) and of Franchisee, in form and substance that Franchisor requires; and
  - xiv. Franchisee and the transferee timely satisfy any other conditions Franchisor reasonably imposes.

### **10.3. *Transfers to Related and Other Parties.***

- a. If Franchisee is a corporation, limited liability company or partnership, upon 30 days' prior notice to Franchisor, without either paying a transfer fee to Franchisor or being subject to Franchisor's right of first refusal under Section 10.5, but subject to satisfaction of all the conditions in Section 10.4.c—any of which Franchisor, in its discretion, may waive,
  - i. any owner (direct or indirect) of Franchisee may transfer all or any part of its interest in Franchisee

to one or more of the other owners (direct or indirect) of Franchisee.

- ii. any individual owner (direct or indirect) of Franchisee may transfer his or her interest in Franchisee to any trust or family limited partnership solely for the benefit of such individual's immediate family upon delivery of all documentation that Franchisor requests and has approved for such purpose.

b. If Franchisee is one or more individuals, upon 30 days' prior notice to Franchisor, without either paying a transfer fee to Franchisor or being subject to Franchisor's right of first refusal under Section 10.5, but subject to satisfaction of all the conditions in Section 10.4.c—any of which Franchisor, in its discretion, may waive, such individual may transfer all (but not less than all) its interest in this Agreement, to a corporation, limited liability company or a partnership, wholly owned by that individual or individuals.

c. The following are conditions to transfers made pursuant to Sections 10.3.a or 10.3.b, which must be satisfied or waived by Franchisor, before any such transfer may be effective:

- i. Franchisee is then in compliance with all its payment and other obligations under this Agreement, and has not engaged in any breach thereof in the 180-day period preceding the proposed effective date of transfer;
- ii. the transferee enters an assumption agreement in form and substance satisfactory to Franchisor, under which it assumes, and is jointly and severally liable to Franchisor for, all of the transferor's obligations under or arising out of this Agreement;
- iii. the transferee and all owners (whether direct or indirect) of transferee enter an agreement in form and substance satisfactory to Franchisor, under which each of them guaranties, and is jointly and severally liable to Franchisor for, all Franchisee's and its other owners' obligations under or arising out of this Agreement;
- iv. all proposed transferees have completed or will complete training to the satisfaction of Franchisor;
- v. all documentation requirements provided for under Section 19.8 of this Agreement have been delivered to the satisfaction of Franchisor;
- vi. if the transferee is an individual, or if Franchisee or any of its owners (direct or indirect) is a corporation, limited liability company, partnership, trust or other entity, the transferee, Franchisee, and all its owners (direct or indirect) must each deliver a certificate to Franchisor, in form and substance satisfactory to Franchisor, representing and warranting to Franchisor that each such individual or entity has no interest, as an employee, contractor, officer, director, manager, consultant, advisor, or in other similar capacity, in any Competitive Beauty School and that it agrees that, if Franchisee or the transferee is an entity, no additional equity will be issued, nor will any voting rightsinterest be transferred in Franchisee or any owner (direct or indirect) of Franchisee, at any time without Franchisor's consent; and
- vii. a document or documents representing and warranting that the foregoing conditions have been satisfied is signed and delivered to Franchisor by the proposed transferor(s) and transferee(s), and has been acknowledged as satisfactory by Franchisor.

d. Any transfer of less than ten percent (10%) of ~~the any class of~~ voting or ownership rightsinterest in Franchisee or in any owner (direct or indirect) of Franchisee is subject to all the terms and conditions of this Section 10.3 to the same extent as any transfer of any interest under Sections 10.3.a or 10.3.b.

**10.4. Death; Disability.** If a Franchise Owner is serving as the Operations Director and he or she dies, or is disabled from any cause and, as a result thereof, for a continuous period of more than three consecutive months is unable to perform his or her obligations under this Agreement; then, within six months thereafter, Franchisee (or its legal representative) shall hire and maintain a replacement in accordance

with Section 4.11. If a satisfactory replacement is not hired within such six-month period, such Franchise Owner (or its legal representative) must transfer his or her interests in Franchisee (or in any of Franchisee's owners) or in this Agreement in accordance with the terms of Section 10.2 within an additional six months. Notwithstanding any time periods set forth herein, nothing shall relieve Franchisee of responsibility for operating the Franchised Business as this Agreement requires, and for otherwise complying with its terms, and nothing shall prevent or limit Franchisor's rights or remedies in the event of a breach of Franchisee's obligations under or arising out of the terms of this Agreement.

#### 10.5. **Franchisor's Right of First Refusal.**

- a. If, at any time:
  - i. one or more Franchise Owners receives one or more arm's length written offers from an independent third party or parties to purchase an amount of such parties' ownership interests in Franchisee that, if one or more such offers are accepted and consummated, would result in such third party or parties owning at least 50% of any class of the then voting ~~power~~rights of the owners of Franchisee or 50% of the value of the then outstanding profits interests in Franchisee (such interest, or the part thereof, subject to the offer referred to as the "Interest," and such offer referred to as the "Interest Offer"); or
  - ii. Franchisee receives an arm's length written offer from an independent third party to purchase Franchisee's interests under this Agreement or, outside the ordinary course of business, a material part or all of the Franchised Business's operating assets, including the Premises if owned by Franchisee or an affiliate (such interests and assets subject to the offer referred to as the "Assets," and such offer referred to as the "Asset Offer");

and such person receiving the Interest Offer, or Franchisee receiving the Asset Offer, as the case may be (in either case the person receiving such third-party's offer referred to as the "Offeror"), desires to accept such offer, then such party must first offer to sell Franchisor the Interest or the Assets for the consideration and on the terms set forth in such third party's written offer. The Offeror's Interest Offer or Asset Offer (in either case, the "Offer") must be made by notice to Franchisor setting forth the name and address of the prospective purchaser and the price and terms of the Offer. The notice must also include a franchise application completed by the prospective purchaser, as well as any other information Franchisor reasonably requests to evaluate the Offer. Such information may include, among other things, any purchase and sale and related agreements executed, or proposed to be executed, by Franchisee or the third party. Franchisor has a first-priority option to purchase the Interest or the Assets that is superior to any third-party's right to purchase the Interest or Assets. Franchisor may exercise such option by delivering notice of acceptance of the Offer ("Notice of Exercise") to the Offeror within 30 days after receipt thereof (including all information Franchisor requests pertaining thereto).

- b. If Franchisor accepts the Offer, the Offeror shall sell the Interest or the Assets to Franchisor—and Franchisor shall purchase the Interest or the Assets from the Offeror—for the consideration and upon the terms set forth in the Offer, less any broker's commission that would have been due if Franchisor had not exercised its right of first refusal and the sale made instead to the proposed third-party purchaser. Franchisor's creditworthiness must be deemed at least equal to the proposed purchaser's creditworthiness.
- c. If an independent third party's written offer (and the Offeror's corresponding Offer to Franchisor) provides for the purchaser's payment of a Unique Consideration, then Franchisor may, in lieu thereof, substitute a cash consideration. If Franchisor elects to do so, it must inform the Offeror of such election in its Notice of Exercise. Within 15 days after Franchisor delivers its Notice of Exercise, the Offeror and Franchisor shall agree on the amount of the cash to be substituted for the Unique Consideration. If the parties cannot conclude an agreement within such time, an independent appraiser Franchisor selects

must determine the amount of cash. “Unique Consideration” is any noncash consideration that is of such a nature that Franchisor cannot reasonably duplicate it.

d. If the proposed sale includes assets of the Offeror not related to operating the Franchised Business, Franchisor may, at its option, elect to purchase only the assets related to operating Franchised Business. In such event, Franchisor, exercising reasonable discretion, must determine an equitable purchase price for such operating assets, which it must allocate to each asset included in the proposed sale.

e. Unless the Offeror and Franchisor agree otherwise, the closing of the purchase of the Interest or the Assets must be held at Franchisor’s then principal office, or any other location Franchisor designates, no later than the 30th day after it delivers its Notice of Exercise to the Offeror. Notwithstanding the foregoing, the closing of any such purchase for which the amount of the cash is determined by an appraiser in accordance with Section 10.5.c must be held on the 15th day after such amount is finally determined. At any such closing, the Offeror shall deliver to Franchisor an assignment and any other documents Franchisor reasonably requests to evidence and document the transfer of ownership of the Interest or the Assets (such assignment and other documents, collectively, the “Transfer Documents”). The Transfer Documents must evidence and document that the transfer is free and clear of all liens, claims, pledges, security interests, options, restrictions, charges, and encumbrances, and that Franchisor shall determine the tax allocations related to the transfer. The Transfer Documents must be in proper form for transfer (if they are negotiable securities or documents or like instruments) and be accompanied by evidence of payment of all applicable transfer taxes by the Offeror. Simultaneously therewith, after setting off any amounts the Offeror owes Franchisor against the amount due the Offeror, Franchisor shall pay the consideration due Franchisee for the Interest or the Assets, as the case may be, by delivery of a cashier’s check or certified check drawn on a bank or thrift institution doing business in the county of its principal place of business. The remaining terms of such purchase and sale are those set forth in the Offer.

f. If Franchisor does not accept the Offer (or is deemed under this Agreement to have waived its right to do so because it did not timely deliver a Notice of Exercise) as provided above, for a period of 60 days after Franchisor elected not to exercise its option (or is deemed to have waived its right to do so), the Offeror may sell the Interest or the Assets to the independent third party for the consideration and upon the terms specified in such third party’s written offer. Such sale is, however, subject to Franchisor’s prior approval and must strictly comply with all the provisions of this Agreement relating to transfers, including those set forth in Section 10.5.c. As a condition precedent to any sale of an Interest or Assets to an independent third party, such party must deliver to Franchisor a written acknowledgement that the Interest it is purchasing is subject to all the terms of this Agreement. Without limiting the generality of the foregoing, the written acknowledgment must also contain the third party’s agreement to be bound by all the terms of this ARTICLE with respect to the transfer of the Interest or Assets, as the case may be, in the same manner as the Offeror. If, within the aforesaid 60-day period, the Offeror does not sell the Interest or the Assets as provided above, any transfer by him or her of the Interest or the Assets is again subject to the restrictions set forth in this Agreement.

#### **10.6. Acknowledgements.**

- a. Franchisor’s approval of a proposed transfer is not an expression of its opinion concerning the appropriateness or fairness of the terms of the transfer or the likelihood of the transferee’s success. If Franchisor disapproves of the transfer because any of the transfer conditions contained in this Section 10.2.d or elsewhere in this Agreement have not been satisfied (or for any other reason), it has no liability of any nature to Franchisee or the transferee in connection therewith. Notwithstanding anything in this Agreement to the contrary, Franchisee may not make, permit, or suffer any transfer of this Agreement or any interest herein if it, or any of its direct or indirect owners, is the subject of either a voluntary or involuntary bankruptcy proceeding. For the purposes of the foregoing sentence, a debtor’s or trustee-in-bankruptcy’s assumption of this Agreement under Section 365 of the Bankruptcy Act (11 U.S.C. §365), or any other Section thereof, is considered a transfer of this Agreement by Franchisee.

- b. Franchisor's consent to a transfer does not constitute a waiver of (1) any claims it may have against Franchisee (or any other transferor) or (2) Franchisor's right to demand the transferee's exact compliance with all the terms of this Agreement. Without limiting the foregoing, even if Franchisor approves the transfer, no transfer releases Franchisee (or any other transferor) of liability for its conduct prior to the transfer, including conduct in breach of this Agreement. Franchisee (or other transferor) shall execute any agreements or documents that Franchisor may request to evidence continuing liability for such conduct prior to the transfer.
- c. The conditions in this Agreement to any transfer, directly or indirectly, of an interest in this Agreement, are solely for the benefit of Franchisor. Neither Franchisee, nor any transferee, nor any other person, may rely on any or all the conditions being satisfied or waived, or on Franchisor's consent to the transfer, as an indication that (1) the transferee is able to comply with any of its obligations under or arising out of this Agreement; or (2) the Franchisee may achieve any outcome, including improved sales or profits. In addition to, and without limiting the foregoing, nor may any such person rely on any or all the conditions being satisfied or waived, as grounds for holding Franchisor liable for any reason, including the failure of either (1) or (2), above, to occur.
- d. In determining whether a transfer of an interest or assets is a Material Transfer, if that determination requires determining the percentage or other amount of interests or assets that Franchisee (or its owners) proposes to transfer, the parties must aggregate all prior transfers of interests or assets (as the case may be) that neither required nor received Franchisor's consent--to make such determination. In such case, transfers include all direct and indirect transfers, in the aggregate, and regardless of whether they occurred (or, with the proposed transfer, will occur) in a single or a series of related or unrelated transactions, or by one or more transferors.

#### ARTICLE 11.

#### DEFAULT AND TERMINATION

##### 11.1. ***Termination by Franchisor—Without Notice.***

- a. Subject to applicable law, upon the occurrence of any of following events, Franchisor may immediately terminate this Agreement:
  - i. Franchisee becomes insolvent or makes a general assignment for the benefit of creditors;
  - ii. a petition in bankruptcy is filed by Franchisee or such a petition is filed against or consented to by Franchisee and such petition is not dismissed within 45 days;
  - iii. Franchisee is adjudicated as bankrupt;
  - iv. a bill in equity or other proceeding for the appointment of a receiver of Franchisee or other custodian for Franchisee's business or assets is filed and consented to by Franchisee;
  - v. a receiver or other custodian (permanent or temporary) of Franchisee's business or assets is appointed by any court of competent jurisdiction;
  - vi. proceedings for a composition with creditors under Federal or any state law is instituted by or against Franchisee;
  - vii. a final judgment against Franchisee in excess of \$15,000 remains unsatisfied or of record for 30 days or longer (unless a supersedeas bond is filed);
  - viii. execution is levied against Franchisee's operation or property, or suit to foreclose any lien or mortgage against the Premises or its other assets is instituted against Franchisee and not dismissed within 45 days; or
  - ix. a substantial portion of Franchisee's real or personal property used in the Franchised Business is sold after levy thereupon by any sheriff, marshal, or constable.

b. Each of the foregoing events in Section 11.1.a is a “Material Default” under this Agreement. If Franchisor elects to terminate this Agreement due to a Material Default, it need not provide Franchisee with any notice or opportunity to cure. Within three days of the occurrence of a Material Default, Franchisee shall provide notice thereof to Franchisor.

**11.2. Termination by Franchisor—After Notice.** Upon the occurrence of any of the following events, without providing Franchisee with any opportunity to cure, Franchisor may, by written notice, immediately terminate this Agreement:

a. Franchisee fails to satisfy any of the conditions in Section 4.4 pertaining to opening the Franchised Business—or is not otherwise prepared to open for business—by the Opening Date Deadline;

b. Franchisee fails to pay Franchisor or any affiliate any amount due under this Agreement or any other Agreement within 10 days after Franchisor or its representative delivers notice of nonpayment;

c. Franchisee or any of its owners made any material misrepresentation in obtaining the Franchise, including in any franchise application submitted to Franchisor;

d. Franchisee abandons the Franchised Business or, for more than more than seven consecutive days or 14 days in any calendar year, Franchisee ceases to conduct the Franchised Business at the Premises; Franchisee, after the expiration of all redemption periods, loses the right to possess the Premises; or Franchisee otherwise forfeits the right to do or transact business in the jurisdiction where the Franchised Business is located;

e. a serious or imminent threat or danger to public health or safety results from constructing, maintaining, or operating the Franchised Business and such threat or danger remains uncorrected for five days after Franchisor or any governmental authority delivers written notice thereof (or such shorter cure period as the governmental authority may require)—unless a cure cannot be reasonably completed in such time, in which event Franchisee shall immediately begin to take all reasonable steps to cure, and such cure is not completed within 30 days after delivery of such written notice (or such shorter cure period as the governmental authority may require);

f. Franchisee fails or refuses to comply with any mandatory specification, standard or operating procedure Franchisor prescribes in this Agreement, in the Manuals, or otherwise in writing, relating to the cleanliness or sanitation of the Franchised Business or violates any health, safety, or sanitation law, ordinance, or regulation and does not correct such failure or refusal within 10 days after Franchisor or any governmental authority delivers written notice thereof (or such shorter cure period as the governmental authority may require)—unless a cure cannot be reasonably completed in such time, in which event Franchisee shall immediately begin to take all reasonable steps to cure, and such cure is not completed within 30 days after delivery of such written notice (or such shorter cure period as the governmental authority may require);

g. Franchisee, or any of its officers, directors, owners or managerial employees is convicted of, or pleads nolo contendere to, a felony, a crime of moral turpitude or any other crime or offense that Franchisor believes is likely to have a material adverse effect on the Franchise System, the Proprietary Property, the goodwill associated with the Proprietary Marks, or Franchisor’s interest in any of the Proprietary Property;

h. Franchisee denies Franchisor the right—or otherwise interferes with, impedes, or impairs Franchisor’s exercise of its right—to inspect the Franchised Business or to audit the sales and accounting records of the Franchised Business or to access or retrieve information from the Computer System;

i. Franchisee engages in conduct that is harmful to, or reflects unfavorably on, Franchisee, Franchisor, or the Franchise System; or Franchisee engages in conduct that exhibits a reckless disregard for the physical or mental well-being of employees, customers, students, Franchisor’s representatives, or the public at large—such conduct includes battery, assault, sexual harassment or discrimination, racial

harassment or discrimination, alcohol or drug abuse, or other forms of threatening, outrageous, or unacceptable behavior;

j. except as expressly permitted hereunder, any person attempts or purports to transfer any rights or obligations under this Agreement without Franchisor's prior consent or otherwise breaches any of the provisions of ARTICLE 10;

k. any breach occurs under ARTICLE 6 or Section 13.1, or any other provisions related to Confidential Information or noncompetition;

l. Franchisee knowingly maintains false books or records, or knowingly submits any false reports to Franchisor;

m. Franchisee misuses or makes any unauthorized use of the Proprietary Property (or the proprietary property of any Designated Brands Manufacturer) or otherwise engages in conduct that may materially impair the goodwill associated with the Proprietary Property or Franchisor's rights in the Proprietary Property (or the proprietary property of any Designated Brands Manufacturer or the Designated Brands Manufacturer's rights therein);

n. Franchisee fails to procure or maintain any insurance required by this Agreement;

o. during any 12-consecutive-month period, Franchisee receives from Franchisor three or more Notices of Default—whether for the same or different defaults—notwithstanding that such defaults might have been cured;

p. Franchisee fails to obtain an Accreditation within four years of the Opening Date;

q. Franchisee or any of its affiliates defaults under any other agreement with Franchisor or any of its affiliates (including any other franchise agreement) and Franchisor or any of its affiliates terminates such agreement on account thereof; or

r. Franchisee or any of its affiliates defaults under any agreement with a Designated Brands Manufacturer and fails to cure such breach within any permitted cure period.

11.3. **Termination by Franchisor—After Notice and Right to Cure.** In addition to the defaults specified in Sections 11.1 and 11.2, Franchisee is in default under this Agreement if it fails to comply with any other obligation or requirement imposed by this Agreement, as it may from time to time be revised or supplemented by the Manuals. Except as otherwise provided in Sections 11.1 and 11.2, or elsewhere in this Agreement, Franchisee has 30 days after Franchisor delivers a notice of default (a "Notice of Default") to cure any default described therein and provide evidence of cure satisfactory to Franchisor. A Notice of Default must briefly describe the nature of the default. Except as otherwise provided in Sections 11.1 and 11.2, or elsewhere in this Agreement, if any default described in a Notice of Default is not cured within such 30-day period—or such longer period as applicable law may require—without any further notice to Franchisee, Franchisor may immediately terminate this Agreement. To the extent a cure is permitted under this Agreement, Franchisee has the burden of proving it properly and timely cured any default.

## ARTICLE 12.

### OBLIGATIONS OF FRANCHISEE UPON TERMINATION OR EXPIRATION

Upon the expiration or sooner termination of this Agreement, all rights granted under this Agreement to Franchisee terminate immediately, and the Sections of this ARTICLE 12 apply to the rights and obligations of the parties. The provisions of this ARTICLE 12 contemplate and are intended, among other things, to enable Franchisor, if it so chooses, to immediately, without any interruption, take over and continue to operate the Franchised Business under its ownership upon the expiration or sooner termination of this Agreement (subject to any applicable federal, state or local law).

12.1. **Cease Operations.** Franchisee shall immediately cease operating the Franchised Business. Franchisee shall

not, directly or indirectly: (a) use any of the Proprietary Property; (b) represent itself as a present or former franchisee of Franchisor (except to the extent required by federal or state franchise-registration and -disclosure laws); or (c) in any other way affiliate or associate itself with the Franchise System. Franchisee shall immediately cease using all stationery, signage, and any other materials containing the Proprietary Marks. Franchisee shall also immediately cease using any telephone and internet listings and any related numbers or contact information for the Franchised Business used at any time before such expiration or termination. To ensure that Franchisee has ceased such use, and Franchisor may continue using them or transferring them to another user, Franchisee authorizes Franchisor to take whatever actions are necessary to comply with the foregoing in accordance with the Limited Power of Attorney to Transfer Telephone and Internet Listings, which Franchisee is executing concurrently with this Agreement, in substantially the same form as Exhibit 12.1. However, nothing in the Limited Power of Attorney may be construed as authority for Franchisee to obtain internet listings or engage in Internet advertising or promotion unless this Agreement otherwise so authorizes.

**12.2. *Payment of Outstanding Amounts.*** Franchisor may retain all fees paid under this Agreement. In addition, within 10 days after the effective date of termination or expiration (or such later date(s) as it is determined that amounts are due to Franchisor), Franchisee shall pay Franchisor all Royalty Fees, Technology Fees, amounts owed for products or services Franchisee purchased from Franchisor or its affiliates, and all other unpaid amounts Franchisee owes to Franchisor or its affiliates.

**12.3. *Assignment of Lease of Premises.*** If the Premises are leased from a third party and if Franchisor requests, Franchisee shall immediately assign its interest in its lease to Franchisor or its designee and immediately surrender possession of the Premises to Franchisor or its designee. Franchisee is and remains liable for all of its obligations accruing up to the effective date of any lease assignment.

**12.4. *Distinguishing Operations.***

a. If Franchisor does not exercise its rights under Section 12.3 and Franchisee desires to operate a business at the Premises, it may do so as long as (i) such operation is not a breach of Section 12.5, Section 13.1 or any other noncompete obligations of Franchisee, and (ii) it makes such modifications or alterations to the Premises that may be needed to distinguish the appearance of the Premises from that of other franchised units and Company-Owned units under the Franchise System. Franchisee shall make all such modifications and alterations immediately upon termination or expiration of this Agreement. At such time, Franchisee shall also make such specific additional changes to the Premises as Franchisor reasonably requests for that purpose—including, changing the use of the Premises. Franchisee shall not take any action that impairs the goodwill of its customers or potential customers toward Franchisor, its franchisees, or any other aspect of the Franchise System.

b. In the manner Franchisor specifies, Franchisee shall immediately remove all identifying architectural superstructure and signage on or about the Premises bearing any of the Proprietary Marks or other intellectual property of Franchisor or its affiliates, or of the Designated Brands Manufacturers, or any colorable imitation of any of the foregoing. Upon request, Franchisee shall hold for delivery to Franchisor, at the latter's expense, all such property belonging to Franchisor. Until the time of their removal, Franchisee shall completely cover any signage that Franchisee cannot remove within one Business Day of the expiration or termination of this Agreement.

c. Until all modifications and alterations required by this Section 12.4 are completed, Franchisee shall: (i) maintain a conspicuous sign, in the form Franchisor specifies, at the Premises stating that Franchisee's facilities are no longer associated with Franchisor; and (ii) advise all customers or prospective customers telephoning Franchisee's business that Franchisee and its business are no longer associated with Franchisor.

**d. In addition to any other obligations of Franchisee, and without limiting any other rights of Franchisor, Franchisee shall not, and shall ensure that any transferee of any of the equity in or assets of Franchisee**

shall not, during the Term, or at any time for a 24-month period after its expiration or earlier termination for any reason, including due any breach by Franchisee (or by any person liable for Franchisee's obligations), use the Premises to operate a school which is a Competitive Beauty School.

~~d-e.~~ If Franchisee fails or refuses to comply with the requirements of this Section 12.4, Franchisor may enter upon the Premises to make, or cause to be made, the required modifications, alterations, and changes. It does so at Franchisee's sole risk and expense, without responsibility for any actual or consequential damages to the property of Franchisee or others, and without liability for trespass or other tort or criminal act. Franchisee's failure to make such modifications, alterations, or changes will cause irreparable injury to Franchisor.

- 12.5. **Unfair Competition.** If Franchisee, or any of its owners, continues to operate, or subsequently begins to operate, any other business, it may not, in connection with such business or the promotion thereof, use any reproduction or colorable imitation of the Proprietary Marks, imitate any methods of operation, or undertake any other conduct that is likely to cause confusion, mistake, or deception, or that is likely to dilute Franchisor's rights in and to the Proprietary Marks. In addition, neither Franchisee nor any of its owners shall use any designation of origin or description or representation that falsely suggests or represents an association or connection with the Franchise System or Franchisor, or any of its affiliates. Any such action undertaken by Franchisee or any of its owners is considered unfair competition. This Section 12.5 does not, directly or indirectly, discharge Franchisee's obligations under ARTICLE 13.
- 12.6. **Return of Materials; Cooperation.** At its expense, Franchisee shall immediately deliver to Franchisor at its then current headquarters all tangible and intangible Proprietary Property (together with all copies and any other forms of reproductions of such materials) in Franchisee's possession or control. All such Proprietary Property, as well as all copies and reproductions thereof, are Franchisor's exclusive property. At Franchisor's request, Franchisee shall execute a certification that it has complied with this Section 12.6 and has not directly or indirectly retained copies of any such Proprietary Property (including any electronic copies). Without limiting Franchisor's other rights, Franchisee sign and comply with Franchisor's then current form of termination checklist, and otherwise shall cooperate with Franchisor as it may request to inspect the Premises, interview employees, and review books and records, to ensure Franchisee's compliance with all of its obligations following expiration or sooner termination of this Agreement.
- 12.7. **Remove Internet References.** Not later than 30 days after the expiration or sooner termination of this Agreement, Franchisee shall remove, or cause to remove, as the case may be, all references existing on the Internet—whether direct or indirect or human-readable or machine-readable only—to the Franchised Business, the Franchise System (including the Proprietary Marks), or Franchisor or its owners, officers, or employees (collectively "Internet References"). Such references include or may appear on or be embedded in: (a) websites, Webpages, URLs; (b) metatags; (c) links from one website or page to another in which the Internet Reference exists; (d) search-engine optimization arrangements; and (e) social media, including Facebook, Twitter, Pinterest and YouTube. Nothing in this section entitles Franchisee to have Internet References, but to the extent it does it must comply with the terms of this Section.
- 12.8. **Liquidated Damages for Premature Termination.** If Franchisor terminates this Agreement in accordance with ARTICLE 11, Franchisee shall pay Franchisor a lump-sum payment equal to the total of all Royalty Fees for a period determined as follows:
- a. if the Franchised Business has been operating for 24 months or more and at the time of termination there are 24 months or more remaining in the Term had it naturally expired and not been terminated, the 24 months of operating the Franchised Business preceding Franchisee's default;
  - b. if the Franchised Business has been operating for 24 months or more and at the time of termination there are less than 24 months remaining in the Term had it naturally expired and not been terminated (the number of such remaining months, the "Remaining Months"), the period of months (and any portion thereof) equal to the number of Remaining Months; or

- c. if the Franchised Business has been operating for less than 24 months or never started operating, an amount equal to 24 times the greater of (i) the average monthly Royalty Fee then required to have been paid through the date of termination, or (ii) the Minimum Royalty Fee.

This payment constitutes liquidated damages for causing the premature termination of this Agreement and not a penalty. A precise calculation of the full extent of damages that Franchisor will incur if this Agreement terminates because Franchisee defaults cannot be reasonably determined. Nevertheless, the lump-sum payment provided under this Section 12.8 is reasonable in light of the damages for premature termination that Franchisor may reasonably be expected to incur in such event.

This sum is not a penalty and is intended by the parties only as a compensatory remedy for past breaches and not as a preventative remedy to deter future breaches. Nor does this sum represent a price for the privilege of not performing or its payment represent an alternative manner of performance. Accordingly, as a purely liquidated damage provision, this Section 12.8 does not preclude, nor is inconsistent with, a court granting Franchisor specific performance or any other equitable remedies, such as an injunction, to prevent future breaches. Franchisor's rights to liquidated damages and specific performance or any other equitable relief are not mutually exclusive.

#### ARTICLE 13.

### INDEPENDENT COVENANTS OF THE FRANCHISEE

#### 13.1. *Diversion of Business; Competition and Interference With Franchisor.*

a. Franchisor would be unable to protect the Confidential Information against unauthorized use or disclosure and would be unable to encourage a free exchange of ideas and information among franchisees in the Chain if franchisees were permitted to hold interests in any Competitive Beauty School. Accordingly, during the Term, neither Franchisee nor any of its owners, officers, managers or directors or any of their respective spouses (Franchisee and such other persons, collectively, the "Restricted Parties" and, individually, a "Restricted Party") may, directly or indirectly:

- i. solicit or otherwise attempt to induce (by combining or conspiring with, or attempting to do so), or influence in any other manner any of Franchisor's Business Affiliates to terminate or modify his, her, or its business relationship with Franchisor or to compete against Franchisor;
- ii. as owner, officer, director, manager, employee, agent, lender, lessor, broker, consultant, franchisee, or in any other similar capacity whatsoever be connected in any manner with the ownership, management, operation or control, or conduct of a Competitive Beauty School anywhere;
- iii. transfer or assist, or suffer the transfer of, any lease rights, ownership rights, or other interest to any third party which permits or facilitates any third party's operation of a Competitive Beauty School at the Premises; or
- iv. in any manner interfere with, disturb, disrupt, impair, diminish, or otherwise jeopardize the business of Franchisor or any of its other franchisees.

b. Furthermore, during the 24-month period after the expiration or sooner termination of this Agreement, neither Franchisee nor any of the other Restricted Parties may, directly or indirectly:

- i. solicit or otherwise attempt to induce (by combining or conspiring with, or attempting to do so), or influence in any other manner any of Franchisor's Business Affiliates to terminate or modify his, her, or its business relationship with Franchisor or to compete against Franchisor;
- ii. as owner, officer, director, manager, employee, agent, lender, lessor, broker, consultant, franchisee, or in any other similar capacity whatsoever be connected in any manner with the ownership, management, operation or control, or conduct of a Competitive Beauty School within 50 miles of the Premises or the premises of any other beauty school then in operation or under

construction that is authorized to use the Selected Trademark;

- iii. transfer, assist in or suffer the transfer of, any lease rights, ownership rights, or other interest to any third party which permits or facilitates any third party's operation of a Competitive Beauty School at the Premises; or
- iv. in any manner interfere with, disturb, disrupt, impair, diminish, or otherwise jeopardize the business of Franchisor or any of its other franchisees.

13.2. **Reasonableness of Provisions.** Franchisee, for itself and each of the other Restricted Parties acknowledges and confirms that the scope of activities prohibited in Section 13.1, as well as the length of the term and geographical restrictions contained therein, are necessary to protect Franchisor's legitimate business interests and are fair and reasonable and not the result of overreaching, duress, or coercion of any kind. Franchisee's and each of the other Restricted Parties' full, uninhibited, and faithful observance of each of the covenants contained in this Section will not cause any undue hardship, financial or otherwise. Enforcement of each of the covenants contained in Section 13.1 will not impair Franchisee's or any of the other Restricted Parties' ability to obtain employment commensurate with its abilities and on terms fully acceptable to it or otherwise to obtain income required for the comfortable support of itself and its family, and the satisfaction of the needs of its creditors. Franchisee's and the other Restricted Parties' special knowledge of Franchisor's System for operating a beauty school (and anyone acquiring such knowledge through Franchisee or the other Restricted Parties) is such as would cause Franchisor and its franchisees serious injury and loss if it (or anyone acquiring such knowledge through Franchisee or the other Restricted Parties) were to use such knowledge to the benefit of a competitor or were to compete with Franchisor or any of its franchisees.

13.3. **Severability.** If any court finally holds that the time or territory for or to which Section 13.1 applies or the scope of activities prohibited thereunder—or that any provision stated in this ARTICLE 13—constitutes an unreasonable restriction upon Franchisee or the other Restricted Parties, the provisions of this Agreement are not thereby rendered void, but apply as to time and territory or to such other extent as such court finally concludes or indicates is a reasonable restriction under the circumstances. The time periods set forth in Section 13.1 are suspended during any period in which Franchisee or any of the other Restricted Parties is breaching any of its terms or involved in a legal action or proceeding challenging the validity or enforceability thereof.

13.4. **Reduction of Scope.** Without Franchisee's or the other Restricted Parties' consent, Franchisor, in its discretion, may reduce the scope of any covenants set forth in this ARTICLE 13. Any such reduction is effective immediately upon Franchisor's delivery of written notice. Franchisee and the other Restricted Parties shall comply immediately with any covenant as so modified. Such modified covenant is fully enforceable to the extent permitted by applicable law.

13.5. **Agreement.** All Franchisee's employees who have not signed the Joinder or Restricted Party Joinder to this Agreement required of Franchisee's owners and all employees Restricted Parties shall sign Franchisor's standard form of noncompetition and confidentiality agreement containing provisions similar to those contained in this ARTICLE 13 prior to ~~acquiring their ownership interest or beginning employment, and with respect to owners of Franchisee, regardless of the size of their ownership of Franchisee.~~ Promptly after execution of all each such ~~agreements agreement~~, Franchisee shall deliver ~~copies thereof a~~ copy of it to Franchisor.

13.6. **Independent Covenants.** The foregoing covenants in this ARTICLE 13 is to be construed as independent of any other covenant or provision of this Agreement. The existence of any claim Franchisee or any other Restricted Party may have against Franchisor or any of its affiliates (regardless of whether arising from this Agreement) is not a defense to the enforcement of the foregoing covenants against Franchisee or any of the other Restricted Parties.

## ARTICLE 14.

## INDEPENDENT CONTRACTOR; INDEMNIFICATION

- 14.1. **Independent Status.** This Agreement does not create a fiduciary relationship between the parties to this Agreement. Franchisee is an independent contractor. Unless expressly provided to the contrary, nothing in this Agreement is intended to constitute either party an agent, legal representative, subsidiary, joint venturer, partner, employee, affiliate or servant of the other party for any purpose whatsoever. Nothing in this Agreement authorizes Franchisee to make any contract, agreement, warranty, or representation on Franchisor's behalf. Franchisee shall not incur any debt or other obligation in Franchisor's name. Franchisee shall take such affirmative action as Franchisor requests to disclose to the public that Franchisee is an independent contractor. Such actions may include placing and maintaining a plaque in a conspicuous place within the Premises and a notice on all stationery, menus, business cards, sales literature, contracts, and similar documents that states that the Franchised Business is independently owned and operated by Franchisee. The content of such plaque and notice is subject to the prior written approval of Franchisor.
- 14.2. **Indemnification.** Franchisee shall indemnify and hold harmless Franchisor, its affiliates, each Designated Brands Manufacturer, and their respective officers, directors, owners, employees, managers and representatives (collectively, the "Indemnified Parties," and each, an "Indemnified Party") from any and all actions, judgments, damages, liabilities, losses, costs, and expenses (including reasonable attorney's fees and costs, even if incident to appellate, postjudgment, or bankruptcy proceedings) to which any Indemnified Party becomes subject or that it incurs arising from or relating in any manner to Franchisee's ownership or operation of the Franchised Business, except as provided in Section 5.4. In no event, however, need Franchisee indemnify Franchisor for any matter caused solely and directly by Franchisor's intentional misconduct. Notwithstanding the expiration or sooner termination of this Agreement, this indemnity continues in full force and effect.

### ARTICLE 15.

#### ACKNOWLEDGMENTS, REPRESENTATIONS AND WARRANTIES

- 15.1. **No Reliance.** Except as expressly provided to the contrary in this Agreement, Franchisor makes no representations, warranties, or guarantees upon which Franchisee may rely. Franchisor does not assume any liability or obligation to Franchisee by providing any waiver, approval, consent, or suggestion to Franchisee in connection with this Agreement; or by reason of any neglect, delay, or denial of any request therefor unless such conduct would otherwise constitute a breach of an express obligation of Franchisor under this Agreement.
- 15.2. **True Copies.** Franchisee represents and warrants that copies of all documents it furnishes to Franchisor in connection with obtaining the Franchise, and as required in the future, have been and will be true and complete copies of such documents (including all amendments or modifications thereof) and contain no misleading or incorrect statements or material omissions.
- 15.3. **Receipt of FDD.** Franchisee acknowledges that it received from Franchisor an FDD for the state where the Franchised Business will be located and, if different, the state where Franchisee resides (with all exhibits and supplements thereto), at least 14 calendar days before signing this Agreement or any other binding agreement with, or making any payment to, Franchisor or an affiliate in connection with the sale of the Franchise.
- 15.4. **Receipt of Completed Franchise Agreement.** Franchisee acknowledges that it received from Franchisor a completed copy of this Agreement and all related agreements, containing all material terms, with all blanks filled in (except for the date, signatures and any minor matters not material to the agreements) at least seven calendar days before signing this Agreement.
- 15.5. **Acknowledgement of Risk.** Franchisee acknowledges and agrees to the following:
- a. FRANCHISEE'S SUCCESS IN OWNING AND OPERATING THE FRANCHISED BUSINESS IS SPECULATIVE AND WILL DEPEND ON MANY FACTORS. SUCH FACTORS INCLUDE, TO A LARGE EXTENT, FRANCHISEE'S

INDEPENDENT BUSINESS ABILITY. EXCEPT AS SPECIFICALLY INCLUDED IN THIS AGREEMENT, NO REPRESENTATIONS OR PROMISES, EXPRESS OR IMPLIED, HAVE BEEN MADE BY FRANCHISOR OR ANY EMPLOYEE, BROKER, OR REPRESENTATIVE OF FRANCHISOR, TO INDUCE FRANCHISEE TO ENTER INTO THIS AGREEMENT. FRANCHISEE UNDERSTANDS THAT NO EMPLOYEE, OFFICER, DIRECTOR, BROKER OR REPRESENTATIVE IS AUTHORIZED TO DO OTHERWISE.

b. FRANCHISEE ACKNOWLEDGES THAT, IN ALL OF ITS DEALINGS WITH FRANCHISOR'S OWNERS, OFFICERS, DIRECTORS, EMPLOYEES, AND REPRESENTATIVES, SUCH INDIVIDUALS ACT ONLY IN THEIR REPRESENTATIVE CAPACITY AND NOT IN AN INDIVIDUAL CAPACITY. FRANCHISEE FURTHER ACKNOWLEDGES THAT THIS AGREEMENT AND ALL BUSINESS DEALINGS BETWEEN FRANCHISEE AND SUCH INDIVIDUALS AS A RESULT OF THIS AGREEMENT ARE SOLELY BETWEEN FRANCHISEE AND FRANCHISOR. NOTWITHSTANDING THE FOREGOING, IF FRANCHISOR ENGAGES ANY BROKER, SUCH BROKER SHALL BE SOLELY LIABLE FOR ITS CONDUCT IN CONNECTION WITH FRANCHISEE EXCEPT THAT FRANCHISOR SHALL REMAIN LIABLE FOR THE BROKER'S CONDUCT SOLELY TO THE EXTENT OF FRANCHISOR'S OWN CRIMINAL, INTENTIONAL OR GROSSLY NEGLIGENT CONDUCT REGARDING ENGAGING SUCH BROKER.

c. IN ADDITION, FRANCHISOR MAKES NO WARRANTY AS TO FRANCHISEE'S ABILITY TO OPERATE THE FRANCHISED BUSINESS IN THE JURISDICTION IN WHICH THE FRANCHISED BUSINESS IS TO BE OPERATED. FRANCHISEE ITSELF MUST SEEK OR OBTAIN ADVICE OF COUNSEL SPECIFICALLY WITH RESPECT TO THIS ISSUE. IF LEGISLATION ENACTED, OR REGULATION PROMULGATED, BY ANY GOVERNMENTAL BODY PREVENTS FRANCHISEE FROM OPERATING THE FRANCHISED BUSINESS, FRANCHISOR IS NOT LIABLE FOR DAMAGES NOR REQUIRED TO INDEMNIFY FRANCHISEE IN ANY MANNER WHATSOEVER OR TO RETURN ANY MONIES RECEIVED FROM FRANCHISEE.

15.6. **Business Opportunity Disclaimers.** Franchisor makes no representation, warranty, or guaranty—express or implied—concerning any of the following matters:

- a. that it will purchase any products made, produced, fabricated, or modified by Franchisee using supplies or services sold to Franchisee; or
- b. that Franchisee may or will earn a profit or derive income from the Franchise that exceeds the price paid for it;
- c. that Franchisor will refund all or part of the purchase price for the Franchise, or
- d. that Franchisor will repurchase any of the products, equipment, or supplies provided by Franchisor if Franchisee is unsatisfied with the Franchise.

15.7. **Antiterrorism Laws.** Franchisee acknowledges that the President of the United States of America has issued Executive Order 13224 (the "Executive Order") prohibiting transactions with terrorists and terrorist organizations and that the government of the United States has adopted and may in the future adopt other anti-terrorism measures. Franchisor therefore requires certain representations and covenants that the parties with whom it deals are not directly or indirectly involved in terrorism. Therefore, Franchisee represents and covenants that neither Franchisee nor any of its employees, agents, representatives or, as applicable, Franchisee's principals, members, officers or directors, nor any other person or entity associated with Franchisee (each, individually, a "Party" and collectively, the "Parties") is a person or entity listed in the Annex to the Executive Order; or a person or entity otherwise determined pursuant to the Executive Order to have committed acts of terrorism or to pose a significant risk of committing acts of terrorism (such a person or entity and those persons and entities listed in the Annex to the Executive Order are referred to herein as "Terrorists"); or a person or entity who assists, sponsors or who supports Terrorists or acts of terrorism ("Sponsors of Terrorism"); or owned or controlled by Terrorists or Sponsors of Terrorism. Furthermore, Franchisee represents and covenants that neither Franchisee nor any Party will, during the term of this Agreement, become a person or entity described above.

## ARTICLE 16.

### TERM

- 16.1. **Term.** Unless sooner terminated under ARTICLE 11, the Term of this Agreement commences on the Agreement Date and expires 15 years thereafter. Upon the expiration of the Term, Franchisee may extend its Franchisor franchise for one additional 15-year term as provided in Section 16.2.
- 16.2. **Option to Obtain Successor Franchise Agreement.** Upon the expiration (but not the sooner termination) of the Term, Franchisee may enter a Successor Franchise Agreement with a 15-year successor term. Franchisee may do so only if the following conditions are satisfied at the time the option is exercised (unless another time is specifically set forth below) and remain satisfied at all times thereafter:
- a. not less than 9 months nor more than 12 months before the end of the Term, Franchisee shall give Franchisor notice of its intention to exercise the option to obtain a Successor Franchise Agreement by submitting its application for a Successor Franchise Agreement;
  - b. if Franchisor, in its discretion, chooses to inspect the Franchised Business at least 6 months prior to the expiration of the Term, and gives notice to Franchisee of any required maintenance, refurbishing, renovating, and upgrading, Franchisee shall, to Franchisor's satisfaction, complete all such required maintenance, refurbishing, renovating, and upgrading no later than 90 days prior to expiration of the Term;
  - c. Franchisee shall satisfy all its monetary obligations owed to Franchisor and its affiliates;
  - d. Franchisee shall not be in default of any provision of (and shall not have received more than three notices of default under—whether for the same or different defaults—notwithstanding that such defaults might have been cured) this Agreement or any other agreement between Franchisee and Franchisor or its affiliates;
  - e. within 30 days before Term expires, Franchisee shall execute, and deliver to Franchisor, a Successor Franchise Agreement, the terms of which may significantly differ from the terms of this Agreement, including a smaller Protected Territory, higher Royalty Fees, or a higher Technology Fee;
  - f. Franchisee reimburses Franchisor for all expenses not exceeding \$5,000 that Franchisor incurs in connection with extending the franchise—this reimbursement is in lieu of any initial franchise fee due under the Successor Franchise Agreement;
  - g. Franchisee shall execute a general release of all claims against Franchisor and its affiliates, and their respective officers, directors, owners, agents, and employees, managers and representatives in form and substance satisfactory to Franchisor; and
  - h. Franchisee is lawfully entitled to continue to occupy the Premises for the entire following successor term.
- 16.3. **Reinstatements and Extensions.** If termination or expiration of the Term would violate any applicable law, Franchisor may reinstate or extend the Term to comply with such laws. Franchisor may do so by written notice to Franchisee. Such reinstatement or extension is for the period set forth in the notice. Such reinstatement or extension does not waive any of Franchisor's rights under this Agreement or otherwise modify it.

## ARTICLE 17.

### MEDIATION AND ARBITRATION

- 17.1. **Informal Dispute Resolution.** For each Dispute, if any, the parties shall attempt in good faith to resolve the dispute. To do so, before mediation must occur, they shall first meet in person during regular business hours of Franchisor at its principal office in the US to discuss the dispute and attempt to settle it. Any party that fails to attend such meeting, within 30 days of written request from the other party, shall not be entitled

to seek mediation to resolve the Dispute, as required in Section 17.2 (but the other party, at its election, may still require such mediation). This Section 17.1, however, applies to the parties only if all its terms comply with applicable state law. At the meeting, if any, each party shall be represented by a person who is authorized to conclusively resolve the dispute on that party's behalf and to bind that party to any agreed-upon resolution. At least 5 Business Days before the meeting, each party shall detail and deliver to the other what it believes to be the nature of the dispute—including the objective facts and the provisions in this Agreement on which the dispute is based—and how the dispute may be satisfactorily resolved. If the parties resolve the dispute at the meeting, they shall immediately formalize that resolution by an agreement that they both execute at such time. Discussions and exchanges of information and materials, if any, are confidential and shall be treated as part of compromise and settlement negotiations for purposes of applicable rules of evidence.

#### **17.2. *Mediation and Arbitration.***

a. Any party seeking formal resolution of a Dispute shall, before any arbitration proceeding may be commenced under Section 17.2.b, submit the Dispute to nonbinding mediation before the American Arbitration Association (“AAA”) in accordance with its national franchise-mediation program. If AAA is unable to conduct the mediation, the Dispute may be submitted to any other mutually agreeable arbitration association or mediator. In the event of any such mediation, all parties thereto shall execute a confidentiality agreement reasonably satisfactory to SPEC. Once the Dispute is submitted to mediation, all parties shall attend. Each party bears its own costs with respect to the mediation. The fee for the mediation, however, will be split equally. All Disputes, including all disputes relating to arbitration (including the arbitrability of this Agreement, or any of its provisions) shall be submitted to arbitration before the American Arbitration Association (or any other mutually agreeable arbitration association) in accordance with its commercial arbitration rules, except that, in the event of any conflict with the terms of this Agreement, the terms of this Agreement shall control.

b. Before any arbitration proceeding takes place, if it so elects, Franchisor or the Franchisee may have the arbitrator conduct, in a separate proceeding before the actual arbitration, a preliminary hearing, at which testimony and other evidence may be presented and briefs may be submitted (including a brief setting forth the then-applicable statutory or common-law methods of measuring damages in respect of the Dispute being arbitrated). The arbitrator has the sole authority to determine the eligibility of a dispute for arbitration and whether it has been timely filed.

c. The provisions of this ARTICLE 17 shall be construed as independent of any other covenant or provision of this Agreement. But if the arbitrator(s) or court, pursuant to a proceeding or action, as this Agreement requires, determines that any such provisions are unlawful in any way, such arbitrator(s) or court shall modify or interpret such provisions to the minimum extent necessary to have them comply with the law. Notwithstanding any provision of this Agreement relating to the state laws by and under which this Agreement shall be governed and construed, all issues relating to arbitrability or the enforcement of the agreement to arbitrate contained in this Agreement shall be governed by the United States Arbitration Act (9 U.S.C. § 1 et seq.) and the Federal common law of arbitration.

d. Judgment upon an arbitration award may be entered in any court of competent jurisdiction. Such judgment is binding, final, and nonappealable. To the fullest extent permitted by law, Franchisor and the Franchisee (and their respective owners) waive any right to, or claim for, any punitive or exemplary damages against the other. In the event of a Dispute, each is limited to recovering the actual damages it sustains.

e. This arbitration provision is self-executing and remains in full force and effect after the expiration or sooner termination of this Agreement. If either party fails to appear at any properly noticed arbitration proceeding, notwithstanding such failure to appear, an award may be entered against such party by default or otherwise.

- f. Mediation and/or arbitration shall take place in Cass County, North Dakota.
- g. Arbitration between Franchisor and the Franchisee shall be of Franchisor's and the Franchisee's individual claims. No Dispute may be arbitrated on a class-wide basis, nor joined with any third-party claim.
- h. If a party fails to participate in all material respects in any of the processes (informal meeting or mediation), as required above, it waives its right, if any, to require mediation of the Dispute (though the non-failing party may still require it). Furthermore, upon such failure regarding the informal meeting or mediation process, the non-failing party may, but is not required to, elect by notice to the failing party, within 21 days of any such failure, bypass the informal meeting or mediation process, or both, and proceed either to initiate an arbitration proceeding, or, if a necessary, a court action to enforce the dispute resolution procedures in accordance with this ARTICLE 17. If the non-failing party delivers its notice to bypass any dispute resolution process, as permitted above, the failing party must pay all legal fees of the non-failing party, including reasonable attorneys' fees, that the other party incurred or shall incur connection seeking to enforce the failing party's obligation to participate, in all material respects, in each and every process that this ARTICLE 17 requires, in addition to all of the non-failing party's other rights and remedies.

## ARTICLE 18. DEFINITIONS

18.1. **Definitions.** For the purposes of this Agreement, the following terms have the following meanings:

**"Accreditation"** has the meaning set forth in Section 4.13.a.

**"Accrediting Agency"** means any educational institution accrediting agency approved by Franchisor in the Manuals or otherwise in writing (which currently include the National Accrediting Commission of Career Arts and Sciences and the Accrediting Commission of Career Schools and Colleges).

**"Advertising"** means advertising and promotion undertaken by Franchisee in media directed primarily at Franchisee's local market area including television, Internet, radio, newspapers, magazines, billboards, posters, handbills, direct mail, collateral promotional and novelty items (e.g., matchbooks, pens and pencils, bumper stickers, calendars) that prominently display a Proprietary Mark, and advertising on public vehicles such as taxis and buses. Advertising also includes the cost of producing materials necessary to participate in these media, agency commissions related to the production of such advertising, and amounts paid to a merchant's association for advertising of which the Franchisee is a member. Advertising does not include payments in connection with permanent on-premises signs, lighting, purchasing or maintaining vehicles (even if such vehicles display in some manner a Proprietary Mark), contributions or sponsorships (unless Franchisor's Proprietary Marks are prominently displayed by the group or activity receiving the contribution or sponsorship), premium or similar offers (e.g. discounts, price reductions, special offers, free offers and sweepstakes offers—except that the media costs associated with promoting the premium offers are included); employee-incentive programs, and other similar payments that Franchisor, in its discretion, determines should not be included in determining whether Franchisee has met its obligations for Advertising.

**"Affiliate,"** or **"affiliate,"** means, with respect to a corporation or other business entity, any person controlling, controlled by, or under common control with that corporation or business entity. With respect to an individual, affiliate means that individual's immediate family members, as well as such immediate family members' spouses, and the corporations or other business entities such individual and his or her family members, directly or indirectly, control. For the purposes of this definition, "control" means the ownership of more than 50% of ~~the~~ outstandingany class of ownership or voting ~~interests~~interest in an entity.

**"Agreement"** means this Franchise Agreement, as it may be amended, supplemented, or otherwise modified in accordance with Section 19.2.

**"Agreement Date"** means the date this Agreement was entered, which is set forth in the first paragraph hereof.

**"Business Affiliate"** means any of Franchisor's employees, officers, directors, agents, consultants, representatives, contractors, suppliers, distributors, franchisees or other business contacts.

**"Business Day"** means Monday through Friday, except the legal public holidays specified in 5 U.S.C. 6103 or, with, respect to determining the deadline for performance by any party to this Agreement, any other day declared to be a holiday by state or federal law and on which local banks are closed in the jurisdiction of such party or the party to whom such performance is owed.

**"Chain"** means the group of Company-Owned Units and franchised units that are entitled to operate a beauty school using any of the Proprietary Marks.

**"Company-Owned Unit"** means a beauty school that is entitled to be operated using any of the Proprietary Marks and that is owned by Franchisor or any of its affiliates.

**"Competitive Beauty School"** means a school offering training in hairstyling, barbering, nails, massage, aesthetics, cosmetology, esthetician or other beauty services (regardless of whether it is a business with a student salon area).

**"Computer System"** means the computer hardware, Software, peripherals, web-based applications and related services (including high-speed Internet service) that Franchisee must purchase and use in accordance with Franchisor's specifications contained in the Manuals or otherwise specified in writing by Franchisor.

**"Confidential Information"** means any of the following that Franchisor, directly or indirectly through it or its then current or former affiliates, or any of their respective then current or former employees, contractors, or franchisees, discloses—at any time and regardless of the form or manner in which it is disclosed: trade secrets, training materials, policies and procedures, financial information, research, models, formulae, diagrams, knowledge, know-how, ideas or inventions, devices, specifications, methods, designs, processes, programs, website designs, information and operations, know-how, customer information, contracts, advertising agreements, marketing strategies, supplier and vendor information, billing and pricing policies, employee or vendor lists, compensation terms, equity ownership, any information that Franchisor designates as confidential, proprietary, or trade secrets, or that is not readily available in the public domain, any information relating to the operation, finances, or marketing of Franchisor's or any of its affiliates' or its franchisees' prospective or existing business, or any information derived, summarized or extracted from any of the foregoing. Confidential Information also includes any other information expected by a reasonable person to be confidential. Confidential Information includes the Manuals, training materials, and any customer list that Franchisee creates or maintains. Notwithstanding the foregoing, Confidential Information does not include information which is readily available in the public domain through no breach of duty to Franchisor or to any third party responsible for maintaining the confidentiality of such information.

**"Consumer Price Index"** means the Consumer Price Index – All Items – Urban Consumers (CPI-U) (December 2012 = 100), or its successor, as published by the U.S. Government.

**"Contract Interest Rate"** has the meaning set forth in Section 3.5.

**"Delegatee"** means one or more of Franchisor's representatives who are independent contractors and appointed by Franchisor to perform certain of its duties under this Agreement.

**"Design Specifications"** has the meaning set forth in Section 2.3.

**"Designated Brands"** has the meaning set forth in Section 4.12.d.ii.

**"Designated Brands IP"** has the meaning set forth in Section 4.12.d.iii.

**"Designated Brands Manufacturer"** has the meaning set forth in Section 4.12.d.i.

**"Designated Brands Manufacturer Agreement"** has the meaning set forth in Section 4.12.d.v.

**"Directly or indirectly"**: includes, but is not limited to, all persons (natural or otherwise) under FRANCHISEE'S control, and a person's spouse, children, parents, brothers, sisters, any other relative, friends, trustees, agents

or associates.

**“Dispute”** means any dispute, claim, or controversy arising under or relating to this Agreement or any agreement entered by the parties in connection with this Agreement (including any dispute relating to Franchisor’s offer, sale, or negotiation of a beauty school franchise or the relationship of the parties arising therefrom or from entering this Agreement or any claim that this Agreement, or any part thereof, is invalid, illegal, or otherwise voidable or void).

**“FDD”** means Franchisor’s Franchise Disclosure Document and all exhibits and supplements thereto current at the time delivered to Franchisee.

**“Franchise”** means the rights granted to Franchisee under this Agreement.

**“Franchised Business”** means the beauty school business that Franchisee is authorized to establish and operate at the Premises under this Agreement.

**“Franchisee”** means all persons signing the signature page of this Agreement as Franchisee, jointly and individually.

**“Franchise Owner”** means: (a) if Franchisee is one or more individuals, each such individual; (b) if Franchisee is an entity, each individual that, directly or indirectly, owns any ownership or voting ~~interests~~interest in such entity.

**“Gross Revenues”** means all payments received by or for the benefit of Franchisee in whatever form and relating to, arising out of, or in connection with, the ownership or operation of the Franchised Business or any other business at or about the Premises. Gross Revenues include, without limitation receipt of the following: 1) tuition, registration fees or other contract fees; 2) Title IV or other disbursements from any third party to or for the benefit of Franchisee, including interest accrued on such disbursements, 3) payments for services rendered or products sold in the student salon training area or any other location related to the operation of the Franchised Business; 4) proceeds of business interruption insurance; and 5) all other receipts relating to, arising out of, or in connection with, the ownership or operation of the Franchised Business or any other business at or about the Premises. Gross revenues are calculated on a cash basis of accounting, so that all payments (including tuition) are considered included in Gross Revenues regardless of whether earned or unearned at the time of receipt by or for the benefit of Franchisee. For clarity, references to cash in this definition include all cash equivalents. Consequently, cash received includes, without limitation, the amount of all cash received, checks received, credit card charges made, debit card charges made, electronic payments received (without netting any service fees charged to the payee, if any, including without limitation from Venmo PayPal or wire transfer charges), and the cash value of property or services that the payee received (valued at the prices applicable, at the time of payee’s receipt, for the products or services that Franchisee provided therefor). Gross Revenues exclude, however, the amount of any sales taxes that Franchisee collected and actually paid to the applicable taxing authority in cash during the period, and shall be net of (a) cash refunds that Franchisee paid (other than due to, or in breach of, the terms of this Agreement); (b) Franchisee’s out of pocket expenditures it paid for student kits; and (c) tuition funds that Franchisee received that in the subject reporting period that Franchisee has paid or otherwise “passed through” to a student for housing/living costs; provided that, with respect to (a), (b) and (c), Franchisee has documented the dates, amounts, items and other information that Franchisee claims, to the reasonable satisfaction of Franchisor.

**“Initial Franchise Fee”** has the meaning set forth in Section 3.1.a.

**“Initial Franchise Training”** has the meaning set forth in Section 2.5.

**“L’Oréal”** has the meaning set forth in Section 4.12.d.i.

**“Manuals”** means all manuals, and any revisions thereto, prepared for the internal use of the Franchised Business currently or subsequently produced by, or for the benefit of, Franchisor.

**“Material Transfer”** means a transfer of an interest in Franchisee, or in Franchisee’s assets, requiring

Franchisor's consent under this Agreement.

**"Nonselected Trademarks"** has the meaning set forth in Section 5.1.i.

**"Opening Date"** means the date on which the Franchised Business is first opened for business to the general public.

**"Opening Date Deadline"** has the meaning set forth in Section 4.4.

**"Operations Director"** has the meaning set forth in Section 4.11.

**"Payment System"** has the meaning set forth in Section 3.3.

**"Post-Opening Training"** has the meaning set forth in Section 2.7.

**"Premises"** has the meaning set forth in Section 1.2.

**"Proprietary Marks"** means the service marks *SPEC* (word mark and logos), *The Salon Professional Academy* (word mark and logos), *Growing Salon Leaders One Student at a Time*, *Elevate Salon Institute*, *Spa Pro Academy*, *Powered by SPEC*, Trade Dress, and all other **Selected Trademarks**, trademarks, service marks, trade names, logos and commercial symbols that Franchisor authorizes as part of the Franchise System, except that, for purposes of determining which Proprietary Marks Franchisor authorizes Franchisee or any other party to use in connection with the Franchised Business, the Proprietary Marks exclude Nonselected Trademarks.

**"Proprietary Property"** means the Proprietary Marks, Confidential Information, and copyrighted (or copyrightable) information of Franchisor or its affiliates that Franchisor authorizes as part of the Franchise System.

**"Protected Territory"** has the meaning set forth in Section 1.3.

**"Reserved Area"** means the area described in Schedule 1.2 in which Franchisee will conduct its Site-selection process to identify and submit proposed Sites for Franchisor's approval in accordance with its Site-approval process. The Reserved Area does not include any protected territory pertaining to a Company-Owned Unit or another franchisee within the Chain who already has a Franchised Business in operation or to be operated in the Reserved Area under the Selected Mark.

**"Restricted Party"** has the meaning set forth in Section 13.1.

**"Royalty Fee"** has the meaning set forth in Section 3.1.b.

**"Selected Trademark"** means one of the following beauty school brands that Franchisee selects: *The Salon Professional Academy*, *Elevate Salon Institute*, or Spa Pro Academy, ~~or Powered by SPEC.~~ They are sometimes referred to as "TSPA," "ESI," ~~"SPA,"~~ or "PBS" respectively SPA.

**"Site"** has the meaning set forth in Section 4.1.

**"Site-Selection Criteria"** means Franchisor's minimum standards, if any, for or concerning demographic characteristics, traffic patterns, parking, predominant character of the neighborhood, competition from other businesses providing similar services within the area, proximity to other businesses and the nature of such businesses, the size, appearance, and other physical characteristics of a Site, and any other factors that Franchisor may consider relevant to approving or disapproving a Site.

**"Software"** means the computer software that Franchisor designates as part of the Computer System. Such software may be proprietary or produced or provided by third parties. Some or all of the Software may be online programs or applications that Franchisee may access on Franchisor's or a third party's website, including a cloud based customer relationship management system.

**"Successor Franchise Agreement"** means a successor franchise agreement that is the then-current form of franchise agreement for new franchisees at the time Franchisee enters into such agreement in accordance with Section 16.2.

**“Franchise System”** means Franchisor’s system for operating a beauty school. The system includes specific standards and procedures and Proprietary Property—all of which may be improved, further developed, replaced, supplemented, or otherwise modified as well as those features described in this Agreement.

**“Term”** has the meaning set forth in Section 16.1.

**“Trade Dress”** means the business design and image developed and owned by Franchisor or its affiliates for a beauty school as may, from time to time, be revised and further developed by Franchisor. The Trade Dress currently emphasizes a unified color scheme throughout the Franchised Business and includes the following features: all signage, whether inside or outside of the facilities; uniform interior graphics package; banners; floor design; and uniforms and dress code.

**“Trainee”** has the meaning set forth in Section 2.5.a.

**“Training Fees”** means, as of any date, Franchisor’s then prevailing fees for Initial Franchise Training.

**“Transfer Fee”** means the fee described in Section 10.2.d.vi.

## 18.2. **Other Definitional Provisions.**

a. “Including (include)” means “including (include), without limitation.” “Or,” as in “A or B,” means “A or B or both.” “Herein,” “hereunder,” and “hereof” refer to this Agreement, and not to the specific section in which that term occurs.

b. The term “person” includes any corporation, partnership, limited liability company, estate, trust, association, branch, bureau, subdivision, venture, associated group, individual, government, institution, instrumentality, and other entity, enterprise, association, or endeavor of every nature and kind.

## ARTICLE 19.

### GENERAL PROVISIONS

19.1. **Release of Prior Claims.** By executing this Agreement, Franchisee, on behalf of itself and its owners, and their respective officers, directors, managers, employees, agents, contractors and representatives, forever releases and discharges Franchisor and its affiliates, its Delegatees, franchise sales brokers, if any, and other agents, and their respective owners, officers, directors, managers, employees, agents, contractors and representatives, from any and all claims of any kind, in law or in equity, that may exist as of the Agreement Date relating to this Agreement or any other agreement between the parties, or relating in any other way to the conduct of Franchisor, its affiliates, its Delegatees, franchise sales brokers, if any, or other agents, and their respective officers, directors, representatives, employees and agents before the Agreement Date, including any and all claims, whether presently known or unknown, suspected or unsuspected, arising under the franchise, business opportunity, securities, antitrust or other laws of the United States, any state or locality. Nothing in the foregoing release is intended to disclaim, or require Franchisee to waive reliance on, any representation made in the FDD that Franchisor has provided it, except with respect to specific contract terms and conditions set forth in the FDD that Franchisee has voluntarily waived during the course of franchise-sale negotiations. If California law applies to the terms hereof, each of the parties hereby expressly, voluntarily and knowingly waives, relinquishes and abandons each and every right, protection and benefit to which it, he, she or they would be entitled, now or at any time hereafter under Section 1542 of the Civil Code of the State of California, as well as under any other statutes or common law principles of similar effect to said Section 1542, whether now or hereinafter existing under the laws of California or any other applicable federal and state law with jurisdiction over the parties’ relationship. Each of the parties hereby acknowledges that Section 1542 of the Civil Code of the State of California provides as follows: A general release does not extend to claims which the creditor does not know or suspect to exist in his or her favor at the time of executing the release, which if known by him or her must have materially affected his settlement with the debtor.”

19.2. **Amendments.** The provisions of this Agreement may be amended, supplemented, waived or changed only

by a written document signed by the party as to whom enforcement of any such amendment, supplement, waiver, or modification is sought and making specific reference to this Agreement. With respect to Franchisor, only the President of Franchisor has the authority to execute any amendment on behalf of Franchisor. None of Franchisor's other officers, employees, or agents have authority to execute any amendment. This Section is subject to the terms of Sections 6.3, 13.1, and 19.3.

- 19.3. **Modification of the Franchise System.** FROM TIME TO TIME AFTER THE AGREEMENT DATE, FRANCHISOR MAY CHANGE OR MODIFY THE FRANCHISE SYSTEM (INCLUDING THE TYPES OF GOODS AND SERVICES OFFERED BY THE FRANCHISED BUSINESS). FRANCHISEE SHALL ACCEPT, AND IS BOUND BY, SUCH CHANGES TO AND MODIFICATIONS OF THE FRANCHISE SYSTEM AS IF THEY WERE PART OF THIS AGREEMENT AT THE TIME IT WAS EXECUTED. FRANCHISEE SHALL MAKE ALL SUCH EXPENDITURES AS FRANCHISOR MAY REASONABLY REQUIRE TO TIMELY AND EXPEDITIOUSLY IMPLEMENT AND COMPLY WITH SUCH CHANGES OR MODIFICATIONS.
- 19.4. **Binding Effect.** All of the terms and provisions of this Agreement, whether so expressed or not, are binding upon, inure to the benefit of, and are enforceable by the parties and their respective personal representatives, legal representatives, heirs, successors, and permitted assigns.
- 19.5. **Notices.** All notices, requests, approvals, demands, consents and other communications required or permitted under this Agreement must be in writing and must be (as elected by the person giving such notice) hand delivered by messenger or courier service, mailed by registered or certified mail (postage prepaid), return receipt requested, or sent by facsimile or email (provided that the sender confirms the facsimile or email by delivering an original confirmation copy by mail or expedited delivery service, in accordance with this Section 19.5, within three days after transmission), addressed to the appropriate party at its address set forth below or to such other address as that party may designate by notice complying with the terms of this Section 19.5. Each such notice is deemed delivered: (a) on the date delivered if by personal delivery; (b) on the date of transmission (provided confirmation is sent as described above), if by facsimile or email; or (c) on the date upon which the return receipt is signed or delivery is refused or the notice is designated by the postal authorities or courier service as not deliverable, as the case may be, if mailed or couriered.

Franchisor's address is Salon Professional Education Company, LLC, 4377 15th Avenue South, Fargo, ND 58103, Attention: Samuel Shimer, CEO; Facsimile: 701-461-9180; Email: sshimer@slccap.com.

Franchisee's address is \_\_\_\_\_; Facsimile: \_\_\_\_\_; Email: \_\_\_\_\_.

- 19.6. **Headings.** The headings and subheadings contained in this Agreement are for convenience of reference only. They must not be considered a part of this Agreement and do not limit or otherwise affect, in any way, the meaning or interpretation of this Agreement.
- 19.7. **Severability.**
- a. If any provision of this Agreement, or any other agreement entered into under this Agreement, is contrary to, prohibited by, or deemed invalid under applicable law or regulation, such provision is inapplicable and deemed omitted to the extent so contrary, prohibited, or invalid, but the remainder of this Agreement is not invalidated thereby and must be given full force and effect so far as possible. If any provision of this Agreement may be construed in two or more ways, one of which would render the provision invalid or otherwise voidable or unenforceable and another of which would render the provision valid and enforceable, such provision has the meaning that renders it valid and enforceable.
  - b. If any applicable law of any jurisdiction requires greater prior notice of termination, or nonrenewal, of this Agreement than is required hereunder, or the taking of some action not required under this Agreement, the greater prior notice or other action required by such law must be substituted for its counterpart under this Agreement. If, under any applicable law of any jurisdiction, any provision of this Agreement or any requirement prescribed by Franchisor is invalid or unenforceable, Franchisor may, in

its discretion, modify such invalid or unenforceable requirement to the extent required to be valid and enforceable. Unless Franchisor elects to give them greater applicability, the foregoing substitutions and modifications to this Agreement are effective only in the jurisdiction in which they are required. In all other jurisdictions, this Agreement must be enforced as originally made and entered.

- 19.8. **Entity Franchisee.** If Franchisee is a corporation, limited liability company, partnership or other entity, it shall, at or prior to its execution of this Franchise Agreement or, if becoming Franchisee after the date of this Agreement, provide to Franchisor the following: (a) formation documents filed with the state of its formation certified to be true and correct by the appropriate official of such state and a “good standing” certificate as to Franchisee from such appropriate official, (b) a list of owners, direct and indirect, together with each owner’s corresponding ownership interest, (c) a certificate from each owner, direct or indirect, stating that it (and its owners) has no interest in any Competitive Beauty School, (d) a certificate of incumbency of managers, officers and directors, as applicable, and (e) minutes or written consent authorizing the execution of this Franchise Agreement, certified to be true and correct by the secretary of Franchisee. ~~The All~~ owners, direct or indirect, of ~~all the issued and outstanding any ownership or equity of interest in~~ the entity are and shall be and ~~(regardless of any subsequent transfer)~~ remain, at all times, parties, individually, bound to this Franchise Agreement and jointly and severally liable to Franchisor for all of the obligations and undertakings of Franchisee hereunder.
- 19.9. **Waivers.** The failure or delay of any party at any time to require performance by another party of any provision of this Agreement, even if known, does not affect the right of such party to require performance of that provision or to exercise any right, power or remedy hereunder. A waiver by any party of any breach of any provision of this Agreement must not be construed as a waiver of any continuing or succeeding breach of such provision, a waiver of the provision itself, or a waiver of any right, power or remedy under this Agreement. No notice to or demand on any party in any case, of itself, entitles such party to any other or further notice or demand in similar or other circumstances.
- 19.10. **Governing Law.** Subject to the terms of ARTICLE 17, except to the extent governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. §§ 1051 et seq.), this Agreement and any other agreement relating thereto, and all transactions contemplated thereby, as well as Franchisor’s offer, sale, or negotiation of a beauty school franchise or the relationship of the parties arising therefrom or from entering this Agreement, are governed by, and must be construed and enforced in accordance with, the internal laws of North Dakota, without regard to its conflict-of-laws principles. NOTWITHSTANDING THE FOREGOING, ANY STATUTES IN THE FOREGOING JURISDICTION REGULATING THE OFFER OR SALE OF FRANCHISES, BUSINESS OPPORTUNITIES, OR SIMILAR INTERESTS OR GOVERNING THE RELATIONSHIP BETWEEN THE PARTIES TO THIS AGREEMENT, OR BETWEEN FRANCHISOR AND FRANCHISEE’S GUARANTORS AND OWNERS, IF ANY, DO NOT APPLY UNLESS THEIR RESPECTIVE JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS SECTION.
- 19.11. **Jurisdiction and Venue.** Subject to the terms of ARTICLE 17, each of the parties irrevocably and unconditionally: (a) agrees that any suit, action or legal proceeding arising out of or relating to any Dispute must be brought only in the courts of record of the State of North Dakota in Cass County or the District Court of the United States, District of North Dakota; (b) consents to the jurisdiction of each such court in any suit, action, or proceeding; (c) waives any objection that he, she or it may have to the laying of venue of any such suit, action, or proceeding in any of such courts; and (d) agrees that service of any court paper may be effected on such party by mail, as provided in this Agreement, or in such other manner as may be provided under applicable laws or court rules in the State of North Dakota. Mediation and arbitration under this Agreement, if any, shall occur in the county set forth in Section 17.2.g, unless the parties otherwise agree, or except as applicable state law binding the parties requires otherwise.
- 19.12. **Waiver of Punitive, Consequential and Exemplary Damages Claims.** EXCEPT AS SET FORTH BELOW IN THIS SECTION, TO THE FULLEST EXTENT PERMITTED BY LAW, THE PARTIES MUTUALLY AND WILLINGLY WAIVE ANY RIGHT TO, OR CLAIM FOR, ANY PUNITIVE, CONSEQUENTIAL OR EXEMPLARY DAMAGES

AGAINST THE OTHER (INCLUDING LOSS OF REVENUE, INCOME OR PROFITS). IN THE EVENT OF A DISPUTE BETWEEN THE PARTIES, EACH IS LIMITED TO RECOVERING ONLY THE ACTUAL DAMAGES IT SUSTAINS, EXCEPT THAT THE FOREGOING LIMITATION DOES NOT APPLY TO DAMAGES ARISING OUT OF ANY INTENTIONAL TORT COMMITTED BY FRANCHISEE, ANY OF ITS OWNERS, ANY OF THEIR SPOUSES, OR ANY OTHER RESTRICTED PARTY LIABLE TO FRANCHISOR UNDER OR ARISING OUT OF THIS AGREEMENT, INCLUDING WITH RESPECT TO DEFAMATION.

- 19.13. **Waiver of Jury Trial.** THE PARTIES MUTUALLY AND WILLINGLY WAIVE THE RIGHT TO A TRIAL BY JURY OF ANY AND ALL CLAIMS MADE BETWEEN THEM WHETHER NOW EXISTING OR ARISING IN THE FUTURE—INCLUDING ANY AND ALL CLAIMS, DEFENSES, COUNTERCLAIMS, CROSS CLAIMS, THIRD-PARTY CLAIMS AND INTERVENOR’S CLAIMS—WHETHER ARISING FROM OR RELATED TO THE SALE, NEGOTIATION, EXECUTION, OR PERFORMANCE OF THE TRANSACTIONS TO WHICH THIS AGREEMENT RELATES.
- 19.14. **Equitable Relief.** The Franchised Business is intended to be one of a large number of businesses identified by the Proprietary Marks selling the public the products and services associated with the Proprietary Marks. Consequently, a single franchisee’s failure to comply with the terms of its franchise agreement is likely to cause irreparable damage to Franchisor, and damages at law would, therefore, be an inadequate remedy. Accordingly, in the event of a breach or threatened breach of any of the terms of the Agreement by Franchisee, then, subject to Article 17, Franchisor may seek an injunction restraining such breach or a decree of specific performance (together with recovery of reasonable attorneys’ fees and costs incurred in obtaining such equitable relief). It may do so without demonstrating or proving any irreparable damage. Moreover, Franchisor may seek such relief without posting any bond or security. The foregoing equitable remedies are in addition to all other rights or remedies to which Franchisor may otherwise be entitled because of any breach of this Agreement by Franchisee. Notwithstanding anything in this Agreement to the contrary, subject to Article 17, Franchisor may seek equitable and injunctive relief in any jurisdiction that has jurisdiction over Franchisee or any Restricted Party.
- 19.15. **Remedies Cumulative.** Except as otherwise expressly provided in this Agreement, no remedy in this Agreement conferred upon any party is intended to be exclusive of any other remedy. Each and every such remedy is cumulative and is in addition to every other remedy given under this Agreement or, subject to any choice of law provided in this Agreement, now or later existing at law or in equity or by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy under this Agreement precludes any other or further exercise of such right, power, or remedy.
- 19.16. **Effectiveness; Counterparts.** This Agreement is not effective or binding or enforceable against Franchisor until it is executed by an authorized officer of Franchisor. This Agreement may be executed in two or more counterparts, each of which is an original, but all of which together constitute one and the same instrument. Confirmation of execution by facsimile, or scanned and emailed, signature page is binding upon any party to such confirmation.
- 19.17. **Consents, Authorization, Approvals or Other Satisfaction.** Whenever Franchisor’s consent, authorization, approval, or other satisfaction (collectively, “Approval”) is required under this Agreement, unless such Approval is in writing and signed by a duly authorized executive officer, such Approval is not binding upon Franchisor. No other officer, employee, or agent of Franchisor has authority to execute Approval on behalf of Franchisor. Franchisor’s Approval, whenever required, may be withheld if any default by Franchisee exists under this Agreement. Unless the Agreement expressly states otherwise, any Approval of Franchisor under or arising out of this Agreement shall be granted or withheld in its discretion and judgment. Further, any Approval provided by Franchisor under or arising out of this Agreement (including the approval of a Site or the approval of suppliers) is not, directly or indirectly, a representation or warranty (including whether the Franchised Business will be profitable or whether Franchisee’s sales will attain any predetermined levels) relating to the subject of such Approval. Such Approval is an expression only that Franchisor’s minimum requirements for Franchisor to grant it have been met, or waived, in Franchisor’s discretion. Additionally, Franchisee shall not claim that the provision or withholding of any Approval by

Franchisor imposes any liability on Franchisor.

- 19.18. **Interpretation.** Each of the parties has been or has had the opportunity to have been represented by their own counsel throughout the negotiations, as well as at the execution of this Agreement and all the other documents executed incidental to this Agreement. Therefore, while this Agreement is effective as well as after its expiration or sooner termination, none of the parties may claim or assert that any provision of this Agreement or of the other documents should be construed against the drafter thereof.
- 19.19. **Entire Agreement.** This Agreement (together with its exhibits and schedules, and all other written agreements related to this Agreement that are expressly referenced herein) represents the entire understanding and agreement between the parties with respect to the subject matter of this Agreement, and supersedes all other negotiations, understandings, and representations, if any, made by and between the parties. No representation, inducement, promise, or agreement, oral or otherwise, if any, not embodied in this Agreement, its exhibits or schedules, or any other written agreement related to this Agreement and expressly referenced herein is of any force and effect. Nothing in this Section 19.19 is intended to disclaim, or require Franchisee to waive reliance on, any representation made in the FDD that Franchisor has provided it, except with respect to specific contract terms and conditions set forth in the FDD that Franchisee has voluntarily waived during the course of franchise-sale negotiations.
- 19.20. **Survival.** All Franchisor's and Franchisee's respective obligations that expressly or by their nature survive the expiration or sooner termination of this Agreement continue in full force and effect subsequent to and notwithstanding its expiration or termination, including but not limited to Franchisee's obligations under ARTICLE 15 and ARTICLE 19. Such obligations continue in full force and effect until they are satisfied or by their nature expire.
- 19.21. **Force Majeure.** Neither party is liable for loss or damage, or deemed in breach of this Agreement, if its failure to perform its obligations results from any of the following causes: (a) telecommunications and utilities interruptions (including loss of Internet and electrical service), computer malfunctions (including malfunctioning computer hardware and software and peripherals), extreme weather and climatic conditions (including hurricanes, cyclones, and flooding), transportation shortages or inadequate supply of equipment, merchandise, labor, material, or energy; (b) compliance with any applicable law; (c) war, acts of terrorism, strikes, natural disaster, or acts of God; or (d) any cause beyond its control. Any delay in a party's performance resulting from any of said causes extends the time for performance accordingly or excuses performance, in whole or in part, as may be reasonable. Without limiting the generality of the foregoing, Franchisee acknowledges that services involving, or depending upon, computers or the Internet may be unreliable and that service interruptions thus will occur even in the exercise of the greatest care. Accordingly, Franchisor disclaims any representations, warranties, and covenants—express or implied— that the services it is obligated to perform that involve, or depend upon, using computers, software, or the Internet will be provided free from interruption or malfunction. Notwithstanding anything to the contrary, nothing in this section is intended to, nor shall it, delay or excuse an obligation to of Franchisee: (x) pay money in a timely manner; (y) perform in any other manner due either to death or disability or strike or other labor problem, which is due to the death, disability, strike or other labor problem arising solely with respect to the Franchisee, any of its owners, or such party's business; or (z) perform to the extent the failure to perform on a timely basis is due to the negligence or other fault of the party seeking any excuse for failure or delay in performance. Further, any party who asserts that its performance should be excused or delayed due to any of the foregoing causes set forth in this section shall use its reasonable efforts to mitigate any failure or delay in performance due to such causes.
- 19.22. **Third Parties.** Except as provided in this Agreement to the contrary with respect to any affiliates of Franchisor, nothing in this Agreement, whether express or implied, confers any rights or remedies under or by reason of this Agreement on any persons other than the parties and their respective personal or legal representatives, heirs, successors, and permitted assigns. Further, except as provided in this Agreement to the contrary with respect to any Delegatee of Franchisor, nothing in this Agreement relieves or

discharges the obligation or liability of any third persons to any party to this Agreement. No provision of this Agreement shall give any third persons any right of subrogation or action over or against any party to this Agreement. Notwithstanding anything to the contrary contained in this Agreement, the parties agree that: (a) each of their respective owners, officers, directors, managers, employees, agents, attorneys and other representatives are third-party beneficiaries of the provisions of Sections 15.5, 19.10, 19.11, 19.12, 19.13, 19.14, and 19.15; and (b) L'Oréal is a third party beneficiary of Sections 4.12.d, 14.2, 19.10, 19.11, 19.12, 19.13, 19.14, as well as any other provisions that relate to the Designated Brands Manufacturer or the Designated Brands IP, and may independently enforce in its own name Franchisee's obligations with respect thereto.

19.23. **Right of Parties.** If Franchisee defaults in performing any of its obligations under this Agreement, Franchisor has the right (but not the duty) to perform Franchisee's obligations. If it does, Franchisee shall immediately reimburse Franchisor for the actual costs of so performing. Interest accrues on all amounts due Franchisor under this Section 19.23 at the Contract Interest Rate commencing on the 10th day after Franchisor's demand for reimbursement.

19.24. **Cost of Living Adjustment.** The Technology Fee, if any, the Transfer Fee, and any other monies due Franchisor under this Agreement the amount of which are not based upon a percentage of Gross Revenues, are subject to annual adjustment based upon increases (but not decreases) in the Consumer Price Index. Such dollar amounts must be adjusted annually on the first and each subsequent anniversary of the Agreement Date during the Term (the "Adjustment Date") to reflect increases in the Consumer Price Index. If the latest Consumer Price Index published immediately prior to the Adjustment Date (the "Adjustment Date Level") is at a level higher than the level at which such Consumer Price Index was as published immediately prior to the Agreement Date (the "Agreement Date Level"), then those dollar amounts that are subject to adjustment as specified above must be amended and adjusted as of the Adjustment Date by multiplying said amounts by a factor that is determined by dividing the Adjustment Date Level by the Agreement Date Level. From time to time, Franchisor may, in its discretion, waive or defer the adjustments required in this Section 19.24, provided that such waiver or deferral is subject to the terms of Section 19.9. Unless Franchisor otherwise agrees, any failure of Franchisor to timely make or require the adjustments required under this Agreement is deemed a deferral of such adjustments until such time as Franchisor may specify that such adjustments are necessary or have been waived for any particular year or years. If the Consumer Price Index is discontinued, Franchisor must substitute a comparable index reflecting changes in the cost of living or the purchasing power of money, published or recognized as being reliable by the U.S. Government.

19.25. **Liability of Multiple Franchisees.** Franchisee is jointly and severally liable for the conduct of each person constituting Franchisee's Group. Such liability is to the same extent as if Franchisee engaged in such conduct itself. Franchisee must ensure that none of such persons engage in conduct that Franchisee is prohibited from engaging in under or arising out of this Agreement. This applies, without limitation, to obligations of confidentiality and noncompetition owed to Franchisor. "Franchisee's Group" means, at the time of the conduct in question: the then current or former (i) Franchisee owners, officers, managers, contractors, employees, representatives, and the spouses (if any) of the foregoing persons, and, (ii) if not otherwise previously listed, any person that is an immediate Family Member of any Franchisee or any of its owners. "Immediate Family Member" means, with respect to an individual, such individual's grandparent, aunt, uncle, cousin, mother, father, or lineal descendent or spouse of such individual, or of any such family member, or any trust for the benefit of such individual or of any such family member. References to the foregoing relationships mean those that are biological, adoptive, in-law, or step relationships. Half-siblings are, for all purposes, considered siblings.

19.26. **Joinder.** All the Franchisee's legal and beneficial owners of any ownership or voting interest in Franchisee (which, for all purposes of this or any related agreement shall be referred to as an owner of Franchisee) shall enter the Joinder set forth below. By doing so, each of such owners agrees that he or she is bound by all the terms of this Agreement as if he or she were the Franchisee hereunder and agrees that

he or she is jointly and severally liable to Franchisor with the other owners and the Franchisee for all the Franchisee's obligations under this Agreement. Likewise, all Restricted Parties other than Franchisee and its owners shall enter the Restricted Party Joinder set forth below. If Franchisee is a corporation, partnership, limited partnership, or other entity, the Franchisee shall provide Franchisor with a copy of its organizational documents that are in effect at the time of delivery, upon signing this Agreement, and as Franchisor may periodically request. The organizational documents must include documents showing the ownership of Franchisee at the time of delivery to Franchisor (or at any other time that Franchisor designates). AA failure of any owner or Restricted Party to sign the applicable joinder, or a default by any such owner or Restricted Party of its obligations under any such joinder is, in each such case, considered a default of Franchisee under this Agreement.

***[Remainder of Page Intentionally Left Blank]***

This Agreement is dated \_\_\_\_\_.

This Selected Trademark is: \_\_\_\_\_.

**FRANCHISOR:**

SALON PROFESSIONAL EDUCATION COMPANY, LLC

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

**FRANCHISEE:**

\_\_\_\_\_

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

**JOINDER**

The parties signing below constitute all Franchisee’s beneficial and legal owners. The Franchisee and such parties are jointly and severally liable for their respective obligations under this Agreement, as it may be modified from time to time (with or without that party’s consent), and each owner is bound by the Agreement as if he or she were Franchisee thereunder (as well as bound by all the provisions of the Agreement applicable to Restricted Parties under Section 13.1).

\_\_\_\_\_

Print Name: \_\_\_\_\_

Ownership Percentage: \_\_\_\_\_ %

**RESTRICTED PARTY JOINDER**

Each of the parties signing below, being a “Restricted Party” under Section 13.1 of the Franchise Agreement, agrees that he or she is bound by the terms of ARTICLE 13, and by all other provisions in the Franchise Agreement pertaining to preserving Franchisor’s confidential information and trade secrets, including as set forth in ARTICLE 6 and elsewhere in the Franchise Agreement.

\_\_\_\_\_

(signature)

Print Name: \_\_\_\_\_

\_\_\_\_\_

(signature)

Print Name: \_\_\_\_\_

**Schedule 1.2**  
**The Premises and Reserved Area**

The Premises are \_\_\_\_\_  
\_\_\_\_\_ .

The Reserved Area is \_\_\_\_\_ .

**Schedule 1.3**  
**The Protected Territory**

The Protected Territory is \_\_\_\_\_  
\_\_\_\_\_.

**Exhibit 4.1.b**  
**Agreement With Landlord**

**THIS AGREEMENT** (this “Agreement”) dated this \_\_\_ day of \_\_\_\_\_, 20\_\_ among **Salon Professional Education Company, LLC** (“Franchisor”), a North Dakota limited liability company, with principal offices located at 4377 15<sup>th</sup> Avenue South, Fargo, ND 58103, \_\_\_\_\_ (“Landlord”) a \_\_\_\_\_ with principal offices located at \_\_\_\_\_, and \_\_\_\_\_ (“Tenant”), a \_\_\_\_\_ with principal offices located at \_\_\_\_\_ .

- A. On \_\_\_\_\_, Tenant and Franchisor entered a Franchise Agreement (the “Franchise Agreement”). Under the Franchise Agreement, Franchisor granted Tenant the right—and Tenant undertook the duty—to operate a beauty school franchised business (the “Franchised Business”) at a location that must be approved by, and acceptable to, Franchisor.
- B. Concurrently with entering this Agreement, Landlord and Tenant are entering a lease agreement (the “Lease”). Under the Lease, Tenant leases the premises described known as \_\_\_\_\_ (the “Premises”).
- C. To ensure that a beauty school continues to operate at the Premises and to protect Franchisor’s rights and interests under the Franchise Agreement, Landlord grants certain rights to Franchisor under the Lease as set forth below.

The parties, therefore, agree as follows:

- 1. **Consideration.** As consideration for Landlord’s entering this Agreement, Tenant must pay Landlord \$250 when Tenant signs this Agreement. Landlord hereby acknowledges receipt of the aforesaid \$250 and further acknowledges that its entering this Agreement has induced Franchisor to consent to Tenant’s operating the Franchised Business at the Premises, which Franchisor would not have done but for, and in reliance upon, Landlord’s entering this Agreement.
- 2. **Lease Incorporation.** This Agreement is considered an integral part of the Lease and, as such, is binding upon Landlord’s heirs, successors, and assigns as if originally made part of and integrated into the Lease.
- 3. **Use of Premises.** During the term of the Franchise Agreement, Tenant must use the Premises to operate the Franchised Business. It may not use the Premises for any other purpose.
- 4. **Proprietary Marks.** Landlord permits Tenant to use and display all proprietary marks, signs, décor items, color schemes, graphic packages, trade dress, and related components of Franchisor’s Franchise System that Franchisor may from time to time prescribe for the Franchised Business.
- 5. **Notices.** At the same time such notices are sent to Tenant, Landlord must provide Franchisor with copies of all written notices it sends to Tenant (including, without limitation, all notices of default). Landlord must send such copies by first-class mail, postage prepaid, to Franchisor at its address set forth above or such other address as Franchisor may notify Landlord in writing.
- 6. **Right to Cure.** If Tenant defaults under the Lease, Franchisor has the right (but not the duty) to cure such default within 30 days after it receives written notice thereof from Landlord (or such longer period of time if the default cannot reasonably be cured within 30 days and Franchisor diligently proceeds to cure the default). Furthermore, in such event, without Landlord’s consent, Franchisor may immediately commence occupancy of the Premises as the tenant under the Lease. Franchisor may thereafter assign the Lease to another beauty school franchisee or company-owned unit that operates under any brand that Franchisor then authorizes. If it does, Franchisor must first obtain Landlord’s written approval of the assignee. Landlord, however, must neither unreasonably withhold nor delay its approval thereof. No assignment permitted under this Section ARTICLE 6 is subject to any assignment or similar fee. Nor will such an assignment cause any rental acceleration.
- 7. **Right to Assign.** At any time (including, without limitation, upon the expiration or sooner termination of the

Franchise Agreement) without Landlord's prior consent, Tenant may assign the Lease to Franchisor. In such event, Franchisor may thereafter assign the Lease to another beauty school franchisee or company-owned unit that operates under any brand that Franchisor then authorizes. If it does, Franchisor must first obtain Landlord's written approval of the assignee. Landlord, however, must neither unreasonably withhold nor delay its approval thereof. No assignment permitted under this Section 7 is subject to any assignment or similar fee. Such an assignment will not cause any rental acceleration.

- 8. **Acknowledgement of Rights.** Landlord acknowledges Franchisor's rights under the Franchise Agreement to enter the Premises to take such actions as needed to protect its rights and interests under the Franchise Agreement. Such actions include, without limitation, altering the Premises, removing any signs and other items displaying Franchisor's proprietary marks, and curing defaults under the Franchise Agreement and the Lease.
- 9. **Modification of Lease.** Without Franchisor's prior written consent, neither Landlord nor Tenant may modify, supplement, terminate, renew or extend the Lease. Except as expressly provided otherwise in this Agreement, without Franchisor's prior written consent, Landlord may not consent to any transfer of the Lease by Tenant.
- 10. **Miscellaneous.** In the event of any inconsistency between the terms of this Agreement and the terms of the Lease, the terms of this Agreement control. All of the terms of this Agreement, whether so expressed or not, are binding upon, inure to the benefit of, and are enforceable by the parties and their respective legal representatives, heirs, successors and permitted assigns. The provisions of this Agreement may be amended, supplemented, waived or changed only by a written document signed by all the parties to this Agreement and making specific reference to this Agreement. This Agreement may be executed in two or more counterparts, each of which is an original, but all of which together constitute one and the same instrument. Confirmation of execution by facsimile, or scanned and emailed, signature page is binding upon any party to such confirmation.

This Agreement has been executed the date and year first above written.

FRANCHISOR:  
SALON PROFESSIONAL EDUCATION COMPANY, LLC  
By: \_\_\_\_\_  
Print Name:  
Its:

LANDLORD:  
\_\_\_\_\_  
By: \_\_\_\_\_  
Print Name:  
Its:

TENANT:  
\_\_\_\_\_  
By: \_\_\_\_\_  
Print Name:  
Its:

**Exhibit 12.1**

**Limited Power of Attorney to Transfer Telephone and Internet Listings**

THE UNDERSIGNED, having one or more telephone and internet listings and related telephone numbers or other contact information with any telephone company or other service provider hereby authorizes any officer of SALON PROFESSIONAL EDUCATION COMPANY, LLC (the "Franchisor") as attorney-in-fact, to transfer such listings and contact information to Franchisor as it requests, including the execution of all documents necessary to accomplish the transfer. A copy of this document may be relied on to the same extent as an original.

FRANCHISEE:

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

STATE OF \_\_\_\_\_

COUNTY OF \_\_\_\_\_

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_ by \_\_\_\_\_, who represented himself/herself to be \_\_\_\_\_ of \_\_\_\_\_, Inc., a \_\_\_\_\_, on behalf of the \_\_\_\_\_. He or she personally appeared before me at the time of notarization, and is personally known to me or has produced \_\_\_\_\_ as identification and \_\_\_\_\_ (did/did not) take an oath.

(Seal)

\_\_\_\_\_  
NOTARY PUBLIC:

Print Name: \_\_\_\_\_

State of \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

**Exhibit B to the Franchise Disclosure Document  
TABLE OF CONTENTS-OPERATING MANUAL**

<b>SUBJECT</b>	<b>NUMBER OF PAGES DEVOTED TO SUBJECT</b>
Table of Contents and Introduction	6
Franchisor Responsibilities, Rights and Limitation of Liability Regarding Vendors	1
Pre-Opening Procedures	12
Training and Support	13
Staff Development	18
Operating Procedures	58
Financial Reporting and Data Collection	1
Training Protocol	1
Closing	1
<b>TOTAL</b>	<b>111 PAGES</b>

**Exhibit C to the Franchise Disclosure Document**

**FINANCIAL STATEMENTS**

**(see attached)**

**SALON PROFESSIONAL EDUCATION  
COMPANY, LLC**

**FINANCIAL STATEMENTS  
YEARS ENDED DECEMBER 31, 2024, 2023 AND 2022**

**with  
INDEPENDENT AUDITORS' REPORT**

## TABLE OF CONTENTS

	<u>PAGE</u>
INDEPENDENT AUDITORS' REPORT	3-4
BALANCE SHEETS	5
STATEMENTS OF INCOME AND CHANGES IN MEMBERS' EQUITY	6
STATEMENTS OF CASH FLOWS	7
NOTES TO FINANCIAL STATEMENTS	8-12



## INDEPENDENT AUDITORS' REPORT

**Board of Directors**  
**Salon Professional Educational Company, LLC**

### **Opinion**

We have audited the accompanying financial statements of Salon Professional Education Company, LLC, (the "Company"), which comprise the balance sheets as of December 31, 2024, 2023, and 2022, and the related statements of income and changes in members' equity and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2024, 2023, and 2022, and the results of its operations and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America ("GAAP").

### **Basis for Opinion**

We conducted our audits in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with GAAP; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date of this report.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

## **Auditors' Responsibilities for the Audit of the Financial Statements (Continued)**

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

*Smith and Howard PC*

Atlanta, GA  
April 8, 2025

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**BALANCE SHEETS**  
**DECEMBER 31, 2024, 2023 AND 2022**

**ASSETS**

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Current Assets			
Cash	\$ 296,360	\$ 596,229	\$ 485,703
Accounts receivable, net	185,809	66,246	215,856
Prepaid expenses and other current assets	<u>27,914</u>	<u>16,454</u>	<u>21,777</u>
Total Current Assets	<u>510,083</u>	<u>678,929</u>	<u>723,336</u>
Goodwill	<u>438,000</u>	<u>438,000</u>	<u>438,000</u>
 Total Assets	 <u>\$ 948,083</u>	 <u>\$ 1,116,929</u>	 <u>\$ 1,161,336</u>

**LIABILITIES AND MEMBERS' EQUITY**

Current Liabilities			
Accounts payable	\$ 4,822	\$ 76,220	\$ 38,275
Accrued expenses	22,153	-	35,280
Accrued distributions	24,514	-	-
Current portion of long-term debt	66,987	69,154	145,191
Current portion of deferred revenue	<u>60,613</u>	<u>86,936</u>	<u>186,300</u>
Total Current Liabilities	<u>179,089</u>	<u>232,310</u>	<u>405,046</u>
Long-Term Liabilities			
Long-term debt, net of current portion	46,938	113,925	191,031
Deferred revenue, net of current portion	<u>121,343</u>	<u>101,465</u>	<u>115,319</u>
Total Long-Term Liabilities	<u>168,281</u>	<u>215,390</u>	<u>306,350</u>
 Total Liabilities	 347,370	 447,700	 711,396
Members' Equity	<u>600,713</u>	<u>669,229</u>	<u>449,940</u>
 Total Liabilities and Members' Equity	 <u>\$ 948,083</u>	 <u>\$ 1,116,929</u>	 <u>\$ 1,161,336</u>

The accompanying notes are an integral part of these financial statements.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**STATEMENTS OF INCOME AND CHANGES IN MEMBERS' EQUITY**  
**YEARS ENDED DECEMBER 31, 2024, 2023 AND 2022**

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Revenue			
Franchise fees	\$ 94,516	\$ 78,667	\$ 54,622
Royalties	2,042,517	1,939,675	1,833,872
Conference income	205,200	163,900	-
Licensing and other	<u>9,622</u>	<u>-</u>	<u>15,000</u>
	2,351,855	2,182,242	1,903,494
Costs of Revenues	<u>859,474</u>	<u>813,247</u>	<u>646,016</u>
Gross Profit	1,492,381	1,368,995	1,257,478
General and Administrative Expenses	<u>1,266,775</u>	<u>854,780</u>	<u>494,744</u>
Operating Income	<u>225,606</u>	<u>514,215</u>	<u>762,734</u>
Other Income (Expense)			
Interest expense	(9,107)	(14,981)	(13,993)
Paycheck Protection Program (see Note 4)	-	-	119,186
Other income	<u>17,083</u>	<u>24,324</u>	<u>-</u>
	<u>7,976</u>	<u>9,343</u>	<u>105,193</u>
Net Income	233,582	523,558	867,927
Members' Equity, Beginning of Year	669,229	449,940	339,094
Redemption of Membership Interest	-	-	(514,856)
Distributions to Members	<u>(302,098)</u>	<u>(304,269)</u>	<u>(242,225)</u>
Members' Equity, End of Year	<u>\$ 600,713</u>	<u>\$ 669,229</u>	<u>\$ 449,940</u>

The accompanying notes are an integral part of these financial statements.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED DECEMBER 31, 2024, 2023 AND 2022**

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Cash Flows from Operating Activities:			
Net Income	\$ 233,582	\$ 523,558	\$ 867,927
Adjustments to reconcile net income to net cash provided by operating activities:			
Amortization	-	-	1,000
Paycheck Protection Program loan forgiveness	-	-	(119,186)
Bad debt expense	-	58,500	67,417
Change in assets and liabilities			
Accounts receivable	(119,563)	91,110	(192,172)
Prepaid expenses and other current assets	(11,460)	5,323	(16,777)
Accounts payable	(71,398)	37,945	29,790
Accrued expenses	22,153	(35,280)	(19,586)
Deferred revenue	<u>(6,445)</u>	<u>(113,218)</u>	<u>107,603</u>
Net Cash Provided by Operating Activities	<u>46,869</u>	<u>567,938</u>	<u>726,016</u>
Cash Flows from Financing Activities:			
Distributions	(277,584)	(304,269)	(242,225)
Payment to member for redemption of interest	-	-	(250,000)
Principal payments on notes payable	<u>(69,154)</u>	<u>(153,143)</u>	<u>(133,213)</u>
Net Cash Required by Financing Activities	<u>(346,738)</u>	<u>(457,412)</u>	<u>(625,438)</u>
Net Change in Cash	(299,869)	110,526	100,578
Cash, Beginning of Year	<u>596,229</u>	<u>485,703</u>	<u>385,125</u>
Cash, End of Year	<u>\$ 296,360</u>	<u>\$ 596,229</u>	<u>\$ 485,703</u>
<u>Supplemental Information</u>			
Interest paid	<u>\$ 9,107</u>	<u>\$ 14,981</u>	<u>\$ 13,993</u>
<u>Supplemental Disclosure of Non-Cash Flow Information:</u>			
Note payable issued to member for redemption of interest	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 264,856</u>

The accompanying notes are an integral part of these financial statements.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2024, 2023 AND 2022**

**NOTE 1 – DESCRIPTION OF BUSINESS**

Salon Professional Education Company, LLC (the “Company”) is a franchising business established under North Dakota Century Code Chapter 10-32, organized to sell franchise agreements, and provide services related to maintaining beauty and wellness schools across the United States. The Company operates by developing proprietary business plans under the following brand names: The Salon Professional Academy, Elevate Salon Institute, and Spa Pro Academy. The plans consist of assisting in the design and layout of new facilities, developing educational, marketing, admissions, financial aid, and operations plans and related training during the opening and operating of beauty and wellness schools.

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of Accounting

The Company follows accounting standards set by the Financial Accounting Standards Board (“FASB”). The FASB sets accounting principles generally accepted in the United States of America (“GAAP”).

Use of Estimates

The preparation of the financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Concentration of Credit Risk

The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash. The Company maintains its cash in bank deposits which, at times, may exceed federally-insured limits. The Company has not experienced any losses in such accounts. If liquidity issues arise in the global credit and capital markets, it is at least reasonably possible that these changes in risks could materially affect the amounts reported in the accompanying financial statements.

Accounts Receivable

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts relating to accounts receivable through a charge to earnings based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2024, 2023 AND 2022**

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

Accounts Receivable (Continued)

Accounts receivable consisted of the following at December 31:

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Royalty and franchisee fee receivables	\$ 244,804	\$ 125,241	\$ 313,578
Less: allowance for doubtful accounts	<u>(58,995)</u>	<u>(58,995)</u>	<u>(97,722)</u>
	<u>\$ 185,809</u>	<u>\$ 66,246</u>	<u>\$ 215,856</u>

Goodwill and Intangibles

In 2012, the Company acquired and then sold membership interests. The difference between the acquisition of the interests and the resulting sale of the interests resulted in the recognition of a covenant not to compete in the amount of \$100,000, which became fully amortized in 2022 and goodwill in the amount of \$438,000. Goodwill is not subject to amortization but is evaluated for impairment annually. In management's opinion, there has been no impairment to the value of recorded goodwill during the years ended December 31, 2024, 2023, and 2022.

Revenue Recognition

Revenues for the Company are disaggregated into the following significant revenues streams: Franchise fees, Royalties and Conference income.

The Company sells franchises which grant franchisees a right to operate a beauty and wellness school within a designated territory. These franchises are conveyed through a Franchise Agreement. The sale of the franchises are reflected within Franchise fees in the accompanying statements of income and members' equity.

Following execution of the Franchise Agreement, the franchisee is provided pre-opening and ongoing management training, and the right to use the Company's intellectual property. Upon completion of the training program, the franchisee begins operations in their designated territory. The portion of the initial franchise fees that is allocated to sales and legal costs is recognized at the time the franchise agreement is signed. Initial franchise fees recognized at a point in time were approximately \$41,000, \$41,000, and \$20,500 for the years ending December 31, 2024, 2023, and 2022, respectively. Revenues related to initial franchise fees that are recognized over time were approximately \$54,000, \$38,000 and \$34,000, for the years ending December 31, 2024, 2023 and 2022, respectively. The portion of the franchisee fee allocated to training and intellectual property is recognized as the Company satisfies the performance obligation over the franchise term, which is generally 10-15 years. Amounts receivable associated with Franchise Agreements are included in accounts receivable on the accompanying balance sheets.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2024, 2023 AND 2022**

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

Revenue Recognition (Continued)

Management has established a policy that requires judgement related to the allocation of the initial franchise fees.

The Company collects royalties on a monthly basis based on the unaudited financial statements of its franchisees, which are provided to the Company on a quarterly basis. Such information is used to determine monthly collections for the subsequent quarter. These collections are trued-up in the following year when the audited financial statements for the prior year are available. Royalties are considered variable consideration. GAAP requires variable consideration that is to be recognized over the term of the franchise agreement to be estimated at the inception of the Franchise Agreement. Given the nature of the business, the constraints associated with estimating these fees cannot be overcome in order to determine an estimate of the variable consideration that would not be likely to result in a significant reversal.

Accordingly, the fees for the current year are recognized monthly based on the unaudited activity of the franchisees. Amounts receivable associated with royalties are included within accounts receivable on the accompanying balance sheets.

The Company hosts an annual conference for its franchisees and recognizes the associated conference revenues when the event has occurred. For the years ended December 31, 2024 and 2023, conference income of \$205,200 and \$163,900 was recognized relating to the 2024 and 2023 conferences. At December 31, 2024 and 2023, approximately \$9,000 and \$48,000, respectively, of conference fees are included within the current portion of deferred revenue on the accompanying balance sheets related to the conferences that take place during the following year. The Company did not have a conference in 2022 and as a result, deferred conference fee income of approximately \$150,000 is included within the current portion of deferred revenue on the accompanying balance sheets as of December 31, 2022.

Property and Equipment

Property and equipment are recorded at cost. Property and equipment are depreciated using the straight-line method over the estimated useful lives of the assets, generally 5 years. Minor maintenance, repairs, and renewals are expensed as incurred.

Income Taxes

The Company is treated as a partnership for federal and state income tax purposes with the earnings and losses of the Company being included in its member's income tax returns. Consequently, the Company's income or loss is presented without a provision or credit for federal and state income taxes.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2024, 2023 AND 2022**

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

Income Taxes (Continued)

The Company annually evaluates all federal and state income tax positions. This process includes an analysis of whether these income tax positions the Company takes meet the definition of an uncertain tax position under the Income Taxes Topic of the Financial Accounting Standards Codification. In general, the Company is no longer subject to tax examinations for the tax years ending before December 31, 2021.

**NOTE 3 – FINANCING ARRANGEMENTS**

Financing arrangements consist of the following at December 31:

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Related party note payable with a stated interest rate of 4%, paid in monthly installments of \$5,000 through December 1, 2025, guaranteed by members of the Company and all Company assets.	\$ -	\$ 6,059	\$ 99,773
Related party note payable with a stated interest rate of 6%, to be paid in monthly installments of \$6,000 through August 31, 2026. (*)	<u>113,925</u>	<u>177,020</u>	<u>236,449</u>
<b>Total Financing Arrangements</b>	<u>\$ 113,925</u>	<u>\$ 183,079</u>	<u>\$ 336,222</u>

Future principal maturities on financing arrangements, that are subject to change as discussed above, for the years ending December 31 are as follows:

2025	\$ 66,987	
2026	<u>46,938</u>	
	<u>\$ 113,925</u>	

(\*) These notes payable were used to finance the redemption of membership interest during 2022.

**NOTE 4 – PAYCHECK PROTECTION PROGRAM**

During 2021, the Company obtained a Small Business Administration (“SBA”) Paycheck Protection Program Flexibility Act (“PPPFA”) loan in the amount of \$119,186. The loan bore interest at 1% and was used to cover certain payroll and other expenses as defined by the Coronavirus Aid, Relief, and Economic Securities Act (the “CARES” Act). In June 2022, the SBA approved the Company’s loan forgiveness application and the Company recognized a gain on forgiveness of the PPPFA loan within the accompanying statements of income and changes in members’ equity.

**SALON PROFESSIONAL EDUCATION COMPANY, LLC**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2024, 2023 AND 2022**

**NOTE 5 – RELATED PARTY TRANSACTIONS**

The Company paid guaranteed payments to its members totaling \$539,439, \$304,000 and \$168,000 during the years ended December 31, 2024, 2023 and 2022, respectively.

The Company occupies office space provided by The Salon Professional Academy ("TSPA") in Fargo, North Dakota. TSPA is a related party through common ownership and does not charge rent to the Company.

**NOTE 6 – SUBSEQUENT EVENTS**

Management has evaluated subsequent events through April 8, 2025, the date the financial statements were available to be issued.

**Exhibit D to the Franchise Disclosure Document**

**LIST OF STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS**

**(see attached)**

**LIST OF STATE ADMINISTRATORS**

The following list includes the names, addresses and telephone numbers of state agencies having responsibility for franchising disclosure/registration laws, and serving as our agents for service of process (to the extent we are registered in their states). The list also includes the names, addresses and telephone numbers of other agencies, companies or entities serving as our agents for service of process.

<p><b>CALIFORNIA</b>  <u>The Department of Financial Protection and Innovation</u></p> <p><i>Los Angeles</i>            320 West 4th Street, Suite 750            Los Angeles, California 90013            (213) 576-7500            (866) 275-2677 or 866 ASK CORP</p> <p><i>San Diego</i>            1455 Frazee Road, Suite 315            San Diego, California 29108            (619) 525-4233 or 866 ASK CORP</p> <p><i>San Francisco</i>            One Sansome Street, Suite 600            San Francisco, CA 94105-2980            (415) 972-8559            (866) 275-2677 or 866 ASK CORP</p> <p><i>Sacramento</i>            2101 Arena Blvd.            Sacramento, California 95834            (916) 445-7205 or 866 ASK CORP</p>	<p><b>NEW YORK</b>            NYS Department of Law            Investor Protection Bureau            28 Liberty Street, 21 Floor            New York, NY 10005            Phone-(212) 416-8222</p>
<p><b>HAWAII</b>            Commissioner of Securities            Department of Commerce and Consumer Affairs            Business Registration Division            335 Merchant Street, 2nd Floor            Honolulu, Hawaii 96813            (808) 586-2722</p>	<p><b>NORTH DAKOTA</b>            North Dakota Securities Department            600 East Blvd. Avenue, 5th Floor            Bismarck, ND 58505-0510            (701) 328-4712 (Phone)            (701) 328-2946 (Fax)            (800) 297-5124</p>
<p><b>ILLINOIS</b>            Illinois Attorney General            500 S. Second Street            Springfield, IL 62706            (217) 782-4465</p>	<p><b>RHODE ISLAND</b>            State of Rhode Island and Providence Plantations            Department of Business Regulations            Securities Division            1511 Pontiac Avenue            John O. Pastore Complex - Building 69-1            Cranston, RI 02920            P-(401) 462-9527            F-(401) 462-9645</p>
<p><b>INDIANA</b>            Indiana Securities Division            302 West Washington Street, Room E-111            Indianapolis, IN 46204            (317) 232-6681- Phone            (317) 233-3675 - Fax</p>	<p><b>SOUTH DAKOTA</b>            Franchise Administrator            Department of Insurance            Securities Regulation            124 S. Euclid, Suite 104            Pierre, SD 57501            (605) 773-3563</p>
<p><b>MARYLAND</b>            Office of the Attorney General            Division of Securities            200 St. Paul Place            Baltimore, MD 21202-2020            P - (410) 576-6360            F - (410) 576-6532</p>	<p><b>VIRGINIA</b>            State Corporate Commission            Division of Securities and Retail Franchising            1300 E. Main St., 9th Floor            Richmond, VA 23219-3630            (804) 371-9733</p>
<p><b>MICHIGAN</b>            Franchise Administrator            Office of the Attorney General            Consumer Protection Division            Williams Building, 6 Floor            Lansing, MI 48933            (517) 373-7117</p>	<p><b>WASHINGTON</b>            Department of Financial Institutions            Securities Division            P.O. Box 9033            Olympia, WA 98507-9033            (360) 902-8760</p>

**MINNESOTA**

Commissioner  
Department of Commerce  
85 7th Place East, Suite 280  
St. Paul, Minnesota 55101-2198  
P - (651) 539-1600

**WISCONSIN**

Commissioner of Securities  
Division of Securities, 4th Floor  
345 W. Washington Avenue  
Madison, Wisconsin 53703  
Phone (608) 261-9555  
Fax (608) 261-7200

**LIST OF AGENTS FOR SERVICE OF PROCESS**

The following list includes the names, addresses and telephone numbers of state agencies serving as our agents for service of process (to the extent we are registered in their states). The list also includes the names, addresses and telephone numbers of other agencies, companies or entities serving as our agents for service of process.

<b>CALIFORNIA</b>	Commissioner of the Department of Financial Protection and Innovation 2101 Arena Blvd. Sacramento, California 95834 (916) 445-7205
<b>HAWAII</b>	Commissioner of Securities Department of Commerce and Consumer Affairs 335 Merchant Street, 2 Floor Honolulu, Hawaii 96813 (808) 586-2722
<b>ILLINOIS</b>	Illinois Office of the Attorney General 500 South Second Street Springfield, IL 62706 (217) 782-4465
<b>INDIANA</b>	Secretary of State 201 State House 200 West Washington St. Indianapolis, IN 46204 (317) 232-6681-Phone (317) 233-3675-Fax
<b>MARYLAND</b>	Maryland Securities Commissioner Office of the Attorney General 200 St. Paul Place Baltimore, MD 21202-2020 (410) 576-6360
<b>MICHIGAN</b>	Michigan Department of Commerce, Corporations and Securities Bureau Consumer Protection Division, Franchise Section P.O. Box 30213 Lansing, Michigan 48913 (517) 373-7117
<b>MINNESOTA</b>	Minnesota Department of Commerce 85 7th Place East, Suite 280 St. Paul, Minnesota 55101-2198 P - (651) 539-1600
<b>NEW YORK</b>	Attention: New York Secretary of State New York Department of State One Commerce Plaza 99 Washington Avenue, 6 Floor Albany, New York 11231-0001 (518) 473-2492
<b>NORTH DAKOTA</b>	North Dakota Securities Department 600 East Blvd. Avenue, 5th Floor Bismarck, ND 58505-0510 (701) 328-4712 (Phone) (701) 328-2946 (Fax) (800) 297-5124
<b>OREGON</b>	Department of Consumer and Business Services Division of Finance and Corporate Securities Salem, Oregon 97310 (503) 378-4140

<b>RHODE ISLAND</b>	<b>RHODE ISLAND</b> State of Rhode Island and Providence Plantations Department of Business Regulations Securities Division 1511 Pontiac Avenue John O. Pastore Complex - Building 69-1 Cranston, RI 02920 P-(401) 462-9527 F-(401) 462-9645
<b>SOUTH DAKOTA</b>	Department of Labor and Regulation Division of Securities 124 S. Euclid, Suite 104 Pierre, SD 57501 (605) 773-4823
<b>TEXAS</b>	Office of the Secretary of State Business Opportunity Section P.O. Box 12887 Austin, TX 78711-3563 (512) 475-1769
<b>VIRGINIA</b>	Clerk of the State Corporation Commission 1300 East Main Street, 1 Floor Richmond, VA 23219-3630 (804) 371-9733
<b>WASHINGTON</b>	Director, Department of Financial Institutions Securities Division 150 Israel Rd SW Tumwater, Washington 98501 (360) 902-8760 Fax (360) 902-0524
<b>WISCONSIN</b>	Commissioner of Securities of Wisconsin 345 W. Washington Avenue Madison, Wisconsin 53703 (608) 261-2801
<b>ALL OTHER STATES</b>	

Exhibit E to the Franchise Disclosure Document

CURRENT FRANCHISEE OUTLETS  
(AS OF FISCAL YEAR END DECEMBER 31, ~~2023~~2024)

THE SALON PROFESSIONAL ACADEMY (TSPA)

Arizona

The Salon Professional Academy Phoenix

(2026 Opening)

424 N Florence St

Casa Grande, AZ 85122

Stephanie Alderette: (520) 518-2631

California

The Salon Professional Academy San Jose

Westgate Shopping Center

1600 Saratoga Ave, Suite 103

San Jose, CA 95129

Viola Wozniakowski: (408) 307-2109

Colorado

The Salon Professional Academy Colorado Springs

4388 Austin Bluffs Parkway

Colorado Springs, CO 80918

Marla Knapp: (719) 266-9400

Delaware

The Salon Professional Academy Delaware

32448 Royal Blvd, Suite A

Dagsboro, DE 19939

John Cook: (302) 732-6704

District of Columbia

The Salon Professional Academy Washington DC

90 K Street, NE, Suite 103

Washington, DC 20002

~~Patrick Guarniere: (703) 304-3648~~

Kim Hofer: (814) 931-5636

Florida

~~The Salon Professional Academy Delray Beach~~

~~14610 South Military Trail~~

~~Delray Beach, FL 33483~~

~~Kristen Kohl: (321) 863-4995~~

The Salon Professional Academy Ft. Myers

1388 Colonial Blvd

Fort Myers, FL 33907

Min Wermuth: (321) 266-6080

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The Salon Professional Academy Melbourne  
1700 W New Haven Ave  
Melbourne, FL 32904  
Kristen Kohl: (321) 863-4995

The Salon Professional Academy Orlando (~~2025~~2026 Opening)  
[1388 Colonial Blvd](#)  
[Fort Myers FL 33907](#)  
Min Wermuth: (321) 266-6080

Idaho  
The Salon Professional Academy Nampa  
120 Holly Street  
Nampa, ID 83686  
Margarita Castellanos: (208) 464-7660

Iowa  
The Salon Professional Academy Cedar Falls  
1350 University Avenue  
College Square Mall  
Cedar Falls, IA 50613  
Deb McFarland: (319) 830-6648

Indiana  
The Salon Professional Academy Evansville  
5545 Vogel Road  
Evansville, IN 47715  
Robin Halter: (812) 437-8772

The Salon Professional Academy Fort Wayne  
10200 Coldwater Road, Pine Valley Shopping Center  
Fort Wayne, IN 46825  
Kerri Schultz: (812) 893-2144

Kentucky  
[The Salon Professional Academy Bowling Green](#)  
[2425 Scottsville Rd, #116, Bowling Green, KY 42104](#)  
[Regina Webb: \(270\) 842-9322](#)

Michigan  
The Salon Professional Academy Battle Creek  
1416 W. Columbia Ave  
Battle Creek, MI 49015  
Dr. Opal Murphy: (313) 461-5556

The Salon Professional Academy Holland  
2975 West Shore Drive  
Holland, Michigan 49424  
Scott Harned: (616) 403-3391

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### Minnesota

The Salon Professional Academy Maplewood  
3000 White Bear Avenue  
Maplewood, MN 55109  
Julie Mitchell: (715) 246-4701

The Salon Professional Academy Duluth (~~2025~~2026 Opening)

~~Dawn Anderson: (320) 296-9518~~

286 Meadowview Loop

East Helena, MT 59635

Dawn Anderson: (320) 296-9518

### New Jersey

The Salon Professional Academy Howell  
4741 US Route 9  
Howell, NJ 07751  
Sujal Wadhia: (732) 236-7467

### New York

The Salon Professional Academy Buffalo  
2309 Eggert Road  
Tonawanda, NY 14150  
Paul Grenauer: (716) 440-3034

The Salon Professional Academy Albany (~~2025~~2026  
Opening) 579 Troy Schenectady Rd

Latham NY 12110

John Murphy: (518) 396-7522

### North Dakota

The Salon Professional Academy Fargo  
4377 15<sup>th</sup> Avenue South  
Fargo, ND 58103  
Jill Krahn: (888) 478-6856

### Pennsylvania

The Salon Professional Academy Altoona  
415 D Orchard Avenue  
Altoona, PA 16601  
Kim Hofer: (814) 931-5636

The Salon Professional Academy Collegeville  
130 West Main  
Collegeville, PA 19460  
Jennifer Killeen: (610) 348-6395

### South Dakota

The Salon Professional Academy Rapid City

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623 West St. Joseph St.  
Rapid City, SD 57701  
Wendy Beaumont (605) 430-3216

Texas

The Salon Professional Academy Dallas  
2440 B S Stemmons Fwy  
Lewisville, TX 75067  
Anna Geleske: (469) 585-0309

The Salon Professional Academy San Antonio  
16640 San Pedro Ave  
San Antonio, TX 78232  
Dana Robinson: (210) 602-3420

The Salon Professional Academy Georgetown  
901 South I-H35, Suite 102  
Georgetown, TX 78635  
Shane Wilson: (512) 818-4163

The Salon Professional Academy Whitehouse  
610 North Hwy 110  
Whitehouse, TX 75791  
Melinda Meler: (903) 283-8633

Virginia

The Salon Professional Academy Harrisonburg  
343 Neff Ave  
Harrisonburg, VA 22801  
~~Judith Crawford~~ Ally Robertson: (540) ~~746-8188~~908-7156

Wisconsin

The Salon Professional Academy Appleton  
3355 West College Avenue  
Appleton, WI 54914  
Josif Witnik: (920) 968-0434

**ELEVATE SALON INSTITUTE (ESI)**

Colorado

~~Elevate Salon Institute Westminster~~  
~~6775 W. 88<sup>th</sup> Ave~~  
~~Westminster, CO 80031~~  
Cameron Letterman: (303) 638-6057

Florida

Elevate Salon Institute Miami Beach  
1500 Bay Rd C1  
Miami Beach, FL 33139

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Kristen Kohl: (321) 863-4995

Michigan

Elevate Salon Institute Royal Oak  
4050 Crooks Road  
Royal Oak, MI 48073  
Mike Bianchi: (586) 405-3591

Elevate Salon Institute Utica

~~MI~~ 45320 Utica Park Place Blvd.  
Utica, MI 48315  
Mike Bianchi: (586) 405-3591

North Carolina

~~Elevate Salon Institute Durham  
300 East Main Street, Suite 100  
Durham, NC 27701  
Matt Haverkamp: (202) 276-0978~~

Texas

Elevate Salon Institute Houston (2026 Opening)  
4444 Westheimer Rd Suite H200  
Houston, TX 77027  
Lynette Davis: (832) 731-4390

Virginia

Elevate Salon Institute Richmond (2026 Opening)  
1176 Lickinghole Road  
Goochland, VA 23063  
Desaree Clements: (570) 262-3075

**Exhibit F to the Uniform Franchise Disclosure Document**

**FRANCHISEE OUTLETS TERMINATED, NOT-RENEWED, ETC.**

If you buy the franchise offered in this disclosure document, your contact information may be disclosed to other buyers when you leave our franchise system.

~~2023~~2024 Terminated Agreements

The Salon Professional Academy Delray Beach

14610 South Military Trail

Delray Beach, FL 33483

Kristen Kohl: (321) 863-4995

Elevate Salon Institute Westminster

6775 W. 88<sup>th</sup> Ave

Westminster, CO 80031

Joseph Knutte: (Deceased)

Elevate Salon Institute Durham

300 East Main Street, Suite 100

Durham, NC 27701

Matt Haverkamp: (202) 276-0978

**Exhibit G to the Uniform Franchise Disclosure Document**

**FRANCHISEE QUESTIONNAIRE**

**(see attached)**



THE SALON<sup>®</sup>  
PROFESSIONAL  
ACADEMY

elevate  
SALON INSTITUTE

**SALON PROFESSIONAL EDUCATION COMPANY, LLC  
FRANCHISEE QUESTIONNAIRE**

As you know, Salon Professional Education Company, LLC (“SPEC”) and you are preparing to enter into a Franchise Agreement for operating a beauty school. The purpose of this Questionnaire is to determine whether any statements or promises were made to you, either orally or in writing, that SPEC has not authorized and that may be untrue, inaccurate or misleading, to help ensure that SPEC has complied with its franchise obligations and to ensure that your decision to purchase a beauty school franchise is based upon your own independent investigation and judgment. Please review each of the following questions carefully and provide an honest and complete response to each question. Once you have completed the questions, review the acknowledgments that follow and fill in the requested information wherever blanks occur in the questions or acknowledgments. Then, if you are satisfied that the acknowledgments are correct in all respects, please sign and date this Questionnaire.

**Questions**

1. *Have you received and personally reviewed your SPEC Disclosure Document, (including, but not limited to, any addenda, exhibits, and other attachments, including those listed below), for the state where you reside and where your franchised business will be located?*

Yes \_\_\_\_\_ No \_\_\_\_\_

Franchise Agreement	Yes _____	No _____
Table of Contents-Operating Manual	Yes _____	No _____
Financial Statements	Yes _____	No _____
List of State Administrators/Agents For Service of Process	Yes _____	No _____
List of Current Franchisee Outlets	Yes _____	No _____
List of Franchisee Outlets Terminated Not-Renewed, Etc.	Yes _____	No _____
Franchisee Questionnaire	Yes _____	No _____
SBA Loan Addendum	Yes _____	No _____

2. *Did you receive your SPEC Disclosure Document at least 14 calendar days before you paid any money and before you signed any agreement to buy your franchise?*

Yes \_\_\_\_\_ No \_\_\_\_\_

3. *Have you received and personally reviewed your Franchise Agreement (including, but not limited to, the addenda, exhibits, and/or other attachments, including those listed below)?*

Yes \_\_\_\_\_ No \_\_\_\_\_

Agreement with Landlord	Yes _____	No _____
Limited Power of Attorney	Yes _____	No _____

4. *Have all blanks in the Franchise Agreement, all related agreements (including but not limited to the agreements listed above), each attachment (if any), and all inserts and changes (if any) been completed and delivered to you in final form at least 7 calendar days before you signed them?*

Yes \_\_\_\_\_ No \_\_\_\_\_

5. *Have you discussed the benefits and risks of operating a beauty school franchise with an attorney, accountant or other professional advisor and do you understand those risks?*

Yes \_\_\_\_\_ No \_\_\_\_\_

6. *If you answered "No" to question 5, did you have the opportunity to discuss the benefits and risks of operating a beauty school franchise with an attorney, accountant or other professional advisor?*

Yes \_\_\_\_\_ No \_\_\_\_\_

7. *Do you understand that the success or failure of your franchise will depend in large upon your skills and abilities, competition from other businesses, interest rates, inflation, labor and supply costs, lease terms and other economic and business factors?*

Yes \_\_\_\_\_ No \_\_\_\_\_

8. *Has any employee or other person speaking on behalf of SPEC made any written or oral statement or promise concerning the actual or projected revenues, profits or operating costs of a beauty school business (other than what is clearly included in your Franchise Disclosure Document or Franchise Agreement)?*

Yes \_\_\_\_\_ No \_\_\_\_\_

9. *Has any employee or other person speaking on behalf of SPEC made any written or oral statement or promise regarding the amount of money you may earn in operating your beauty school franchise (other than what is clearly included in your Franchise Disclosure Document or Franchise Agreement)?*

Yes \_\_\_\_\_ No \_\_\_\_\_

10. *Has any employee or other person speaking on behalf of SPEC made any written or oral statement or promise concerning the likelihood of success that you should or might expect to achieve from operating your beauty school franchise?*

Yes \_\_\_\_\_ No \_\_\_\_\_

11. *Has any employee or other person speaking on behalf of SPEC made any written or oral statement, promise or agreement concerning the advertising, marketing, training, support services or assistance that SPEC will furnish to you that is contrary to, or different from, the information contained in your Franchise Disclosure Document or Franchise Agreement?*

Yes \_\_\_\_\_ No \_\_\_\_\_

12. *Has any employee or other person speaking on behalf of SPEC made any other written or oral statement, promise or agreement relating to your beauty school franchise that is contrary to, or different from, the information contained in your Franchise Disclosure Document or Franchise Agreement?*

Yes \_\_\_\_\_ No \_\_\_\_\_

*If you have answered "Yes" to any of questions 8 through 12, please provide a full explanation of your answer in the following blank lines. (Attach additional pages, if necessary, and refer to them below.) If you have answered "No" to each of questions 8 through 11, please leave the following lines blank.*

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*All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.*

[Acknowledgments continued on next page]

### Acknowledgments

1. No employee or other person speaking on behalf of SPEC made any other written or oral statement, promise or agreement relating to the financial statements or financial conditions of any of SPEC's affiliates (including any parent corporation or individual owner), which statement, promise, or agreement is contrary to, or different from, any information contained in my Franchise Disclosure Document or Franchise Agreement.
2. I have made my own independent determination that I have adequate working capital to develop, open and operate my franchise.
3. I am not relying on any promises of SPEC which are not contained in my SPEC Franchise Agreement.
4. I understand that my investment in a beauty school franchise has substantial business risks and that there is no guarantee that it will be profitable.
5. I have been advised by SPEC and its representatives to seek professional legal and financial advice in all matters concerning the purchase of my beauty school franchise.
6. I acknowledge that the success of my beauty school franchise depends in large part upon my ability as an independent business person and my active participation in the day to day operation of the business.
7. The name(s) of the person(s) with whom I dealt in the purchase of my beauty school franchise is/are \_\_\_\_\_.
8. I hereby disclaim that I have relied on the financial condition of any of SPEC's affiliates (including any parent corporation or any individual owner) except for any information pertaining to the financial condition of any of those affiliates disclosed in the Franchise Disclosure Document or Franchise Agreement.
9. I acknowledge that SPEC may use reasonable efforts to assist me in locating a site for my franchise (as provided in my Franchise Agreement), but I also understand that I am exclusively responsible for selecting a suitable site and that SPEC merely approves it if it meets its minimum site criteria. I further acknowledge that the ultimate site-selection decision is mine and mine alone.

You understand that your answers are important to us and that we will rely on them. You also understand that the persons you name in acknowledgment 7, above, and other officers, directors, employees and representatives of SPEC (and, if you have had any contact with any of SPEC's affiliates, of such affiliates) have acted in a representative and not an individual capacity in all conduct with you; and that none is personally liable for any reason.

By signing this Questionnaire, you are representing that you have responded truthfully to the above questions and acknowledgements.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature above

Print Name: \_\_\_\_\_

*All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.*

**Exhibit H to the Uniform Franchise Disclosure Document**

**SBA LOAN ADDENDUM**

**(SEE ATTACHED)**

**ADDENDUM  
RELATING TO  
Salon Professional Education Company, LLC  
("SPEC")  
FRANCHISE AGREEMENT**

THIS ADDENDUM (Addendum) is made and entered into on \_\_\_\_\_, 20\_\_\_\_, by **Salon Professional Education Company, LLC ("SPEC")**, located at **4377 15th Avenue South, Fargo, ND 58103** (Franchisor), and \_\_\_\_\_, located at \_\_\_\_\_ (Franchisee).

**Recitals.** Franchisor and Franchisee entered into a Franchise (or License) Agreement on \_\_\_\_\_, 20\_\_ (Franchise Agreement). The Franchisee agreed among other things to operate and maintain a franchise located at \_\_\_\_\_ designated by Franchisor as Unit # \_\_\_\_\_ (Unit). Franchisee has obtained from a lender a loan (Loan) in which funding is provided with the assistance of the United States Small Business Administration (SBA). SBA requires the execution of this Addendum as a condition for obtaining the SBA assisted financing.

NOW, THEREFORE, in consideration of the mutual promises below, and for good and valuable considerations in hand paid by each of the parties to the others, the receipt and sufficiency of which the parties acknowledge, the parties agree as follows:

- A. The Franchise Agreement is in full force and effect, and Franchisor has sent no official notice of default to Franchisee under the Franchise Agreement that remains uncured on the date hereof.
- B. Notwithstanding anything to the contrary in Section 4.20 of the Franchise Agreement, the Franchisee shall have the discretion to set pricing for its products and services provided that, subject to applicable antitrust laws, such pricing: (1) is at or below any maximum price cap programs established by the franchisor for its franchise system; or (2) is at or above any minimum price threshold programs established by the franchisor for its franchise system; or (3) conforms to any bona fide promotional programs or national or regional accounts programs established from time to time by the franchisor for its franchise system.
- C. The following is added to the end of Section 10.5 of the Franchise Agreement:

However, the Franchisor may not exercise a right of first refusal:

(a) If a proposed Transfer is between or among individuals (including members of their immediate families and their respective spouses) who, at the time of the proposed Transfer, have an ownership interest in the Franchisee or the Franchise, and who have guaranteed the Franchisee's obligations under a then outstanding indebtedness which is guaranteed by SBA (Owner/Guarantors); or

(b) If a proposed Transfer involves a Person other than an Owner/Guarantor and the proposed Transfer involves a noncontrolling ownership interest in the Franchisee or the Franchise, unless such noncontrolling interest: (1) represents less than a 20% ownership interest in the Franchisee or in the Franchise, or (2) the Franchisor (in

combination with the Franchisee) qualifies as a small business and the exercise of the right does not affect the eligibility of the borrower to qualify for the SBA loan guarantee program.

The Franchisor's right to approve or to disapprove a proposed Transfer or transferee, or to exercise its right of first refusal with respect to a Transfer of a controlling interest in Franchisee or the Franchise, shall not be affected by any of the foregoing provisions. If the Franchisor does not qualify as a small business under SBA regulations, the parties acknowledge and understand that the Franchisor's exercise of its right of first refusal may result in an SBA guaranteed loan becoming immediately due and payable.

- D. Notwithstanding anything to the contrary in Section 3.7 of the Franchise Agreement, the Franchisor will subordinate its lien on the business collateral to any lender/SBA financing, and lender/SBA will be granted a lien on the business assets of the Franchisee as required in its loan authorization.
- E. Notwithstanding anything to the contrary in Section 4.1.b and 12.3 of the Franchise Agreement and the Agreement with Landlord document, if the Franchisee (or its affiliates) owns the real property upon which the business is located, Franchisor (its assignees or affiliates) only have the right to lease the premises for the remaining term of the Franchise Agreement (excluding renewals) at fair market value.
- F. This Addendum automatically terminates on the earliest to occur of the following: (i) a Termination occurs under the Franchise Agreement; (ii) the Loan is paid; or (iii) SBA no longer has any interest in the Loan.

IN WITNESS WHEREOF, the parties hereto have duly signed and executed this Addendum as of the day and year first above written.

**FRANCHISOR:**

**FRANCHISEE:**

**Salon Professional Education Company, LLC**  
**("SPEC")**

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

**Exhibit I to the Uniform Franchise Disclosure Document**  
**SAMPLE FORM OF GENERAL RELEASE**

**Exhibit I to SPEC  
Franchise Disclosure Document**

*The following is a sample form of General Release. It is subject to change and may be altered to fit the particular circumstances attending the renewal or transfer of your franchise.*

**GENERAL RELEASE**

Franchisee, for itself and its affiliates and their respective officers, directors, owners, agents, employees, representatives, successors and assigns (collectively, the “Franchisee-Releasers”), does hereby remise, release and forever discharge Franchisor and its affiliates and their respective officers, directors, owners, agents, employees, representatives, successors and assigns, of and from any and all manner of action and actions, cause and causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, controversies, agreements, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law or in equity, which one or more of the Franchisee-Releasers have had, or has or hereafter can, shall or may have, for, upon or by reason of any matter, cause or thing whatsoever—including any matter relating, directly or indirectly, to the Franchise Contracts, Franchisor’s offer, sale, or negotiation of \_\_\_\_\_ franchise, the relationship of the parties arising therefrom, or Franchisor’s conduct in obtaining and entering into agreements, if any, with prospects to purchase franchisee’s territory—from the beginning of the world to the date of this Agreement.

Date: \_\_\_\_\_ FRANCHISEE:

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

**EXHIBIT J TO THE FRANCHISE DISCLOSURE DOCUMENT**

**STATE ADDENDA**

**ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT  
OF SALON PROFESSIONAL EDUCATION COMPANY, LLC  
FOR THE STATE OF MINNESOTA**

THIS ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT (“Addendum”), sets forth modifications to the Franchise Disclosure Document (“FDD”) for purposes of offering franchises in the State of Minnesota (the “State”).

WHEREAS, the State has certain laws and regulations affecting the sale of franchises; and

WHEREAS, SALON PROFESSIONAL EDUCATION COMPANY, LLC desires to comply with all such applicable laws and regulations of the State.

**NOW, THEREFORE**, the FDD is hereby modified as follows solely to the extent that the laws of the State apply to either the parties or the transactions described, without acknowledging the application of such laws:

We will protect your rights to use the trademarks, service marks, trade names, logotypes or other commercial symbols or indemnify you from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name. Minn. Stat. Sec. 80C.12, Subd. 1(g) states that Minnesota considers it unfair to not protect your right to use the trademarks.

With respect to the franchises governed by Minnesota law, we will comply with Minnesota Statute 80C.14, Subd. 3, 4, and 5, which require (except in certain specific cases) (1) that you be given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the franchise agreement and (2) that consent to the transfer of the franchise will not be unreasonably withheld.

Minn. Stat. 80C.21 and Minn. Rule 2860.4400(J) prohibits us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce (1) any of your rights as provided for in Minnesota Statutes, Chapter 80C, or (2) your rights to any procedure, forum, or remedies provided for by the law of the jurisdiction.

Minnesota law may limit our ability to unreasonably restrict your activity after the franchise agreement has ended.

A provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of a franchisee may be unenforceable under Title 11, United States Code Section 101.

Liquidated damage provisions are void under the law of the State of Minnesota.

Minnesota Rule 2860.4400J. states that it is unfair and inequitable for us to require you to waive your rights to any forum provided for by the laws of Minnesota or to waive your rights to a jury trial. You cannot consent to us obtaining injunctive relief. We may seek injunctive relief. A court will determine if a bond is required.

The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

Minnesota Rule 2860.4400D. prohibits us from requiring you to assent to a

general release.

Minnesota Statute 604.113, Subd. 2 states that the service charge for any dishonored check shall not exceed thirty dollars (\$30).

Witness:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

FRANCHISOR:

Salon Professional Education Company, LLC

By: \_\_\_\_\_

Its: \_\_\_\_\_

FRANCHISEE:

\_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT  
OF Salon Professional Education Company, LLC  
FOR THE STATE OF MINNESOTA**

THIS ADDENDUM TO FRANCHISE AGREEMENT ("Addendum"), is effective as of the date of execution of the Franchise Agreement by and between Salon Professional Education Company, LLC ("Franchisor") and \_\_\_\_\_ ("Franchisee"), dated \_\_\_\_\_ (the "Franchise Agreement").

**BACKGROUND**

Contemporaneous with the execution of this Addendum, the parties have entered into a Franchise Agreement for the operation of a Salon Professional Education Company, LLC franchise in \_\_\_\_\_, Minnesota.

The parties desire by this Addendum to amend certain terms of the Franchise Agreement entered into simultaneously herewith so as to comply with Minnesota law.

**NOW, THEREFORE**, in consideration of the premises and for other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, the parties hereto agree that, solely to the extent the laws of Minnesota apply to the parties (without acknowledging such application), the following shall apply to the extent required by applicable law:

We will protect your rights to use the trademarks, service marks, trade names, logotypes or other commercial symbols or indemnify you from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name. Minn. Stat. Sec. 80C.12, Subd. 1(g) states that Minnesota considers it unfair to not protect your right to use the trademarks.

With respect to the franchises governed by Minnesota law, we will comply with Minnesota Statute 80C.14, Subd. 3, 4, and 5, which require (except in certain specific cases) (1) that you be given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the franchise agreement and (2) that consent to the transfer of the franchise will not be unreasonably withheld.

Minn. Stat. 80C.21 and Minn. Rule 2860.4400(J) prohibits us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce (1) any of your rights as provided for in Minnesota Statutes, Chapter 80C, or (2) your rights to any procedure, forum, or remedies provided for by the law of the jurisdiction.

Minnesota law may limit our ability to unreasonably restrict your activity after the franchise agreement has ended.

A provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of a franchisee may be unenforceable under Title 11, United States Code Section 101.

Liquidated damage provisions are void under the law of the State of Minnesota.

Minnesota Rule 2860.4400J. states that it is unfair and inequitable for us to require you to waive your rights to any forum provided for by the laws of Minnesota or to waive your rights to a jury trial. You cannot consent to us obtaining injunctive relief. We may seek injunctive relief. A court will determine if a bond is required.

The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

Minnesota Rule 2860.4400D. prohibits us from requiring you to assent to a general release.

Minnesota Statute 604.113, Subd. 2 states that the service charge for any dishonored check shall not exceed thirty dollars (\$30).

This Addendum shall modify the Franchise Agreement only to the extent expressly provided herein, and all other terms, conditions and obligations of the Franchise Agreement shall continue to remain in full force and effect. All initially capitalized terms not otherwise defined in this Addendum shall have the same meaning as defined in the Franchise Agreement.

Witness:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

FRANCHISOR:

Salon Professional Education Company, LLC

By: \_\_\_\_\_

Its: \_\_\_\_\_

FRANCHISEE:

\_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_

### State Effective Dates

The following states have franchise laws that the Franchise Disclosure Document be registered or filed with the state, 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:

<b>State</b>	<b>Effective Date</b>
California	
Illinois	
Indiana	
Maryland	
Michigan	
Minnesota	
New York	
North Dakota	
Virginia	
Washington	
Wisconsin	

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**

**STATE OF \_\_\_\_\_**

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 SPEC offers you a franchise, it 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.

New York State Law 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.

If SPEC 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 appropriate state agency listed in Exhibit D to this disclosure document.

Our agent in this state authorized to receive service of process is listed in Exhibit D to this disclosure document.

Franchise seller(s) who assisted in the offer/sale of the franchise: Jill Krahn at SPEC, LLC, 4377 15th Avenue South, Fargo, ND 58103, (888) 478-6856, or JKrahn@SPECfranchise.com; [Anthony Civitano at SPEC, LLC, 4377 15th Avenue South, Fargo, ND 58103, \(888\) 478-6856, or ACivitano@SPECfranchise.com](#); Samuel Shimer at SPEC, LLC, 4377 15th Avenue South, Fargo, ND 58103, (888) 478-6856, or sam@SPECfranchise.com; Jodi Brown at SPEC, LLC, 4377 15th Avenue South, Fargo, ND 58103, (888) 478-6856, or jbrown@specfranchise.com; Heather Kelts at SPEC, LLC, 4377 15th Avenue South, Fargo, ND 58103, (888) 478-6856, or [hkelts@SPECfranchise.com](#); or Ethan Woods at SPEC LLC, 4377 15th Avenue South, Fargo, ND 58103, (888) 478-6856, [or EWoods@specfranchise.com](#).

Issuance date: April ~~20, 2023~~, 2025

I have received a disclosure document dated April ~~20, 2023~~, 2025, that included the following Exhibits:

- Exhibit A – Franchise Agreement
- Exhibit B – Table of Contents-Operating Manuals
- Exhibit C – Financial Statements
- Exhibit D – List of State Administrators/Registered Agents
- Exhibit E – Current Franchisee Outlets
- Exhibit F – Franchise Outlets Terminated
- Exhibit G – Franchisee Questionnaire
- Exhibit H – SBA Loan Addendum
- Exhibit I – Sample Form of General Release
- Exhibit J – State Addenda

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name:

You should return one copy of the signed receipt either by signing, dating, and mailing it to Jill Krahn at SPEC, LLC, 4377 15<sup>th</sup> Avenue South, Fargo, ND 58103, 888-478-6856, or by faxing or emailing (as an attachment) a copy of the signed receipt to Jill Krahn at 701-461-9180 or at [JKrahn@SPECfranchise.com](mailto:JKrahn@SPECfranchise.com). You should keep the second copy for your records.

**RECEIPT**

**STATE OF \_\_\_\_\_**

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

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Date: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name:

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